

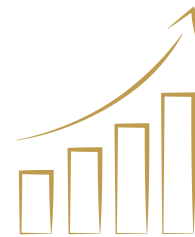
FOCUS ON INNOVATION THAT REALLY MATTERS

Innovation is not the goal. The goal is to increase the value to our stakeholders. Innovation is a tool to improve our business viability.

“Value is created by removing a significant limitation for the customer, in a way that was not possible before, and to the extent that no significant competitor can deliver.”

Dr. Eliyahu Goldratt

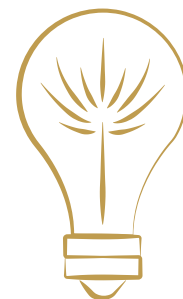
We tend to confuse improvement with innovation. Most improvements even when they present new tools and processes, are not necessarily removing a significant limitation for our customers.



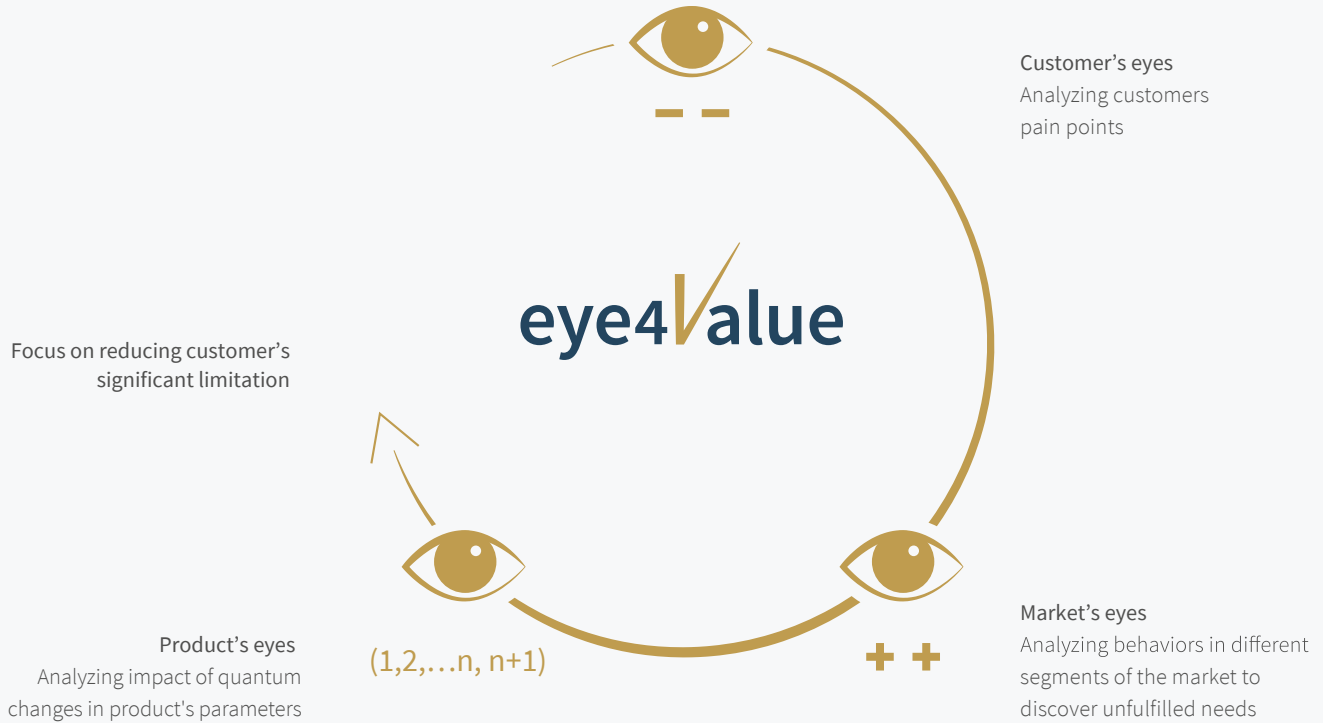
A guided process for out of the box thinking

Innovation does not need to be a magical act of randomness, or dependent on a single person. It can be the result of structured processes that drives engineers and managers to create the next breakthroughs.

The TOC Innovation process is applied in an array of industries such as electronics, equipment consumer products, food, toys, baby care products, automotive, IT, finance, and pharma. It addresses three key questions:



1. How to come up with the next big thing



2. How to convert the idea to a successful business

Great value does not sell itself.
There is a need to educate the market.

We should start with the most challenging dimension and from there develop the entire business model.



3. How to align all needed stakeholders to support it



What makes it different

- Looking for minimum innovation which makes biggest impact. The process starts with a strict definition for exceptional value: reducing customer's significant limitation to the extent that no alternative can. Perhaps one that customers have "lived with" for so long they don't even recognize it yet as a "limitation".
- End-to-End business innovation process. The process goes from ideation, through business model design, all the way to execution, and each phase impacts the idea itself – allowing a natural cycle of idea evolution to take place, while making significant progress with each step.
- Multi-functional process: allows for idea to get strengthened rather than narrowed along the way, and increases buy-in (we don't block ourselves along the way).
- Comprehensive tool-box for generating ideas, concepts, improved business model with a set of tools for evaluating and screening ideas.

TOMY

The Process was eye opening for our organizations, and now it is a crucial part of our new product development cycle. It helped us to acquire entrepreneurship mentality by truly thinking outside the box focusing on adding significant value to get into the blue ocean from the red ocean.

Nagatake Masayuki, President & COO TOMY International



“First of all, when you see complexity, make it simple. If we can define our ideal state, we can discover what we need to do. We do not have to doubt what we do. I believe that doubt and worry are causing multi-tasking... There is no limit to technology breakthrough, nor is there a limit for operational breakthrough.”

Development Division Mazda Motor Corporation



The process helped us generate breakthrough ideas to come up with exceptional product designs for new collections due for launch by our customers. It made us identify and define market segments and value propositions through 3 different eyes – Market, Customer & Product. Because it is methodology driven and systematic, we depended far less on momentary individual brilliance or inspiration to trigger out-of-the box thinking.

Kapil Ghorse, Vice Chairman, Sheeting International Marketing, Trident Group

Panasonic

Even though we take a thing for granted and even though it looks like there is no solution, we can find a way to move forward by changing our view and changing the way of thinking. TOC for Innovation makes us think “I can do it” in a very positive way, and is based on trust in people. We can lead a project and achieve a result because we have the coexistence of logic and trust.

Fujimaki, Team Leader, Home Entertainment Business Division, Panasonic Corporation



That was really amazing “logical process” for everyone to be an innovator. The biggest concern for the pharma company is the uncertainty for the hit ratio of new products which will determine the company’s sustainability. It became almost like a Russian-roulette (this is the reason why we invest so much in this). When we use this process the hit ratio for the new products can be stable one. This itself is the innovative thing for the company management.

Shuhei Yoshida, Executive Vice President & COO, Senju Pharmaceutical Co



We had TOC based workshops with Goldratt consulting in Europe, China and US to identify the constraints of our customers and design innovations for a sustainable business growth based on these insights.

Member of the Board, WashTec; Germany



In about 2006, we stopped growing. We are about the same size now as we were then. And I've just been to an innovation workshop with Rami Goldratt for four days. Unbelievable. I believe we're going to jump out of this zone that we've been in and move into a whole new realm for our company. If you would want that for your company, if you're stuck in a range, I highly recommend this innovation workshop.

Henry Camp - President, Shippers Solutions



I've followed TOC ever since college, and the fact that Rami Goldratt was coming to give this course was amazing to me. What I loved about this program was the fact it gave a methodical process on how to innovate in sales. I highly recommend it. I brought my entire leadership of the company to figure out how to increase sales, which is now the bottleneck. And that's the beauty of this program that it's very methodical on how to start an idea, innovate the solution, come to the ambitious goal and how do you implement it.

Kartik Kamat - Owner, Granite America



The innovation workshop was fantastic for our team! Just having the structure to sit and reflect and discuss everyone's views helped us discover our most important path project to pursue. I really enjoyed the exercise where we had to draw our innovation because that picture is stuck in my mind! And helps us to explain it to the rest of our team!

Missy Camp - Partner - Family Wealth Capital Partners



Had a great time this week with Rami Goldratt, completing the "Innovation Workshop". The workshop teaches a process by which "ideas" generated within your business for products or services can be reviewed and considered in a way that will eliminate wasted time on ideas that have a low chance of success and capitalizing on the ideas with potential and creating explosive growth.

Tony Nicks - Director of Marketing, ERL



We came to Rami Goldratt's innovation workshop to learn to teach people to think differently. Our company is highly process focused. We wanted to learn how to apply process to innovating. And as a 30 year old company, we need to innovate, to thrive and survive. I'd encourage you to bring not just your leaders, but a cross-section of your teammates to this workshop and forever change the way people think for the better. We spent four days with a team of eight of our teammates. And over that four days, we achieved more cohesive, proactive engagement from those teammates, than if we'd spent over a month in our own office.

Todd Smith - CEO - FormWood Industries

I've had this great opportunity to participate in the innovation workshop with Rami Goldratt, a fabulous educator, who helps you think outside the box. I've always been thinking how to make small advances in whatever job I'm trying to do. Rami really allowed you to think about a breakthrough idea and how to take powerful steps to make it. Knowing that this is a process that I could then teach to somebody else really makes it valuable to me. .

Mary Westland - HR, Accounting Manager - FormWood Industries