

CERTIFIED TOC BUSINESS ACCELERATION PROGRAMME

BATCH-1 | MAY 2026

Rosa Maria Aguado

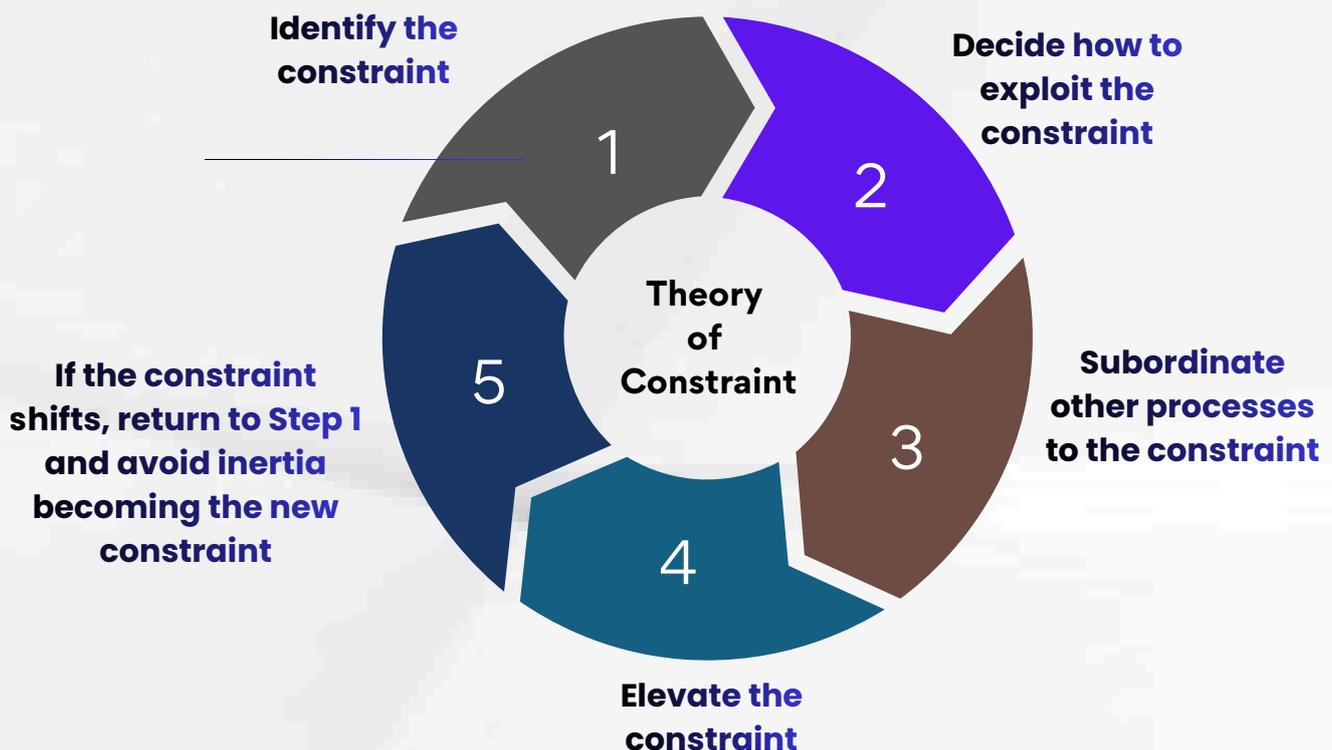
BACKGROUND

In today's volatile and competitive business environment, organizations face constant pressure to improve sales, profitability, and cash flow without significantly increasing resources or capital investment. Companies across sectors and of all sizes may struggle with operational inefficiencies, excess inventory, long lead times, and unpredictable business outcomes.

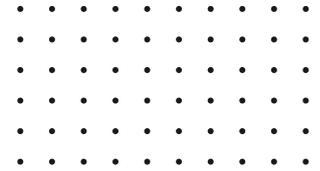
The **Theory of Constraints (TOC)**, a world-renowned Management Concept - developed by Dr. Eliyahu Goldratt and popularized through his best-selling book *The Goal*, offers a practical management philosophy to address these challenges. TOC focuses on identifying and leveraging the single, most critical limiting factor (the "bottleneck" or constraint) that prevents a system from achieving higher goals. By identifying and managing this constraint, companies can significantly improve throughput, cash flow, and delivery reliability.

To this end, **Confederation of Indian Industry (CII)** and **Goldratt Bharat** will organize the inaugural batch of the **CERTIFIED TOC BUSINESS ACCELERATION PROGRAMME** in **May 2026**. The course will introduce participants to the core concepts of TOC and its practical applications in business operations and supply chain management. Through concepts, case studies, and interactive discussions, participants will learn how to identify system constraints, improve operational flow, reduce inventory and lead times, and make better decisions using TOC metrics such as Throughput, Inventory, and Operating Expense.

TOC provides a simple process for system improvement through five focusing steps



KEY PROGRAMME TAKEAWAYS



Understand the core principles of Theory of Constraints



Learn how to identify and manage system constraints



Improve flow, delivery reliability, and operational performance



Reduce inventory, lead times, and working capital



Make better decisions using TOC metrics



Implement structured improvement processes such as Weekly Review and Buffer Management



CURRICULUM HIGHLIGHTS

- Practical application of Goldratt's globally proven TOC methodology
- Delivered by Goldratt Bharat and industry experts with real implementation experience
- Tools and templates for immediate application in business operations
- Exposure to real-world examples from leading Indian organizations
- Ensuring real life improvements in cash flow and operational performance without additional investment



WHO SHOULD ATTEND

- Business Owners, CEO/MD, CFO, COO & SBU Heads
- Mid- Senior level executives from Manufacturing/ Supply Chain/Operations/Planning/Procurement and Logistics
- Functional Heads
- Operational Excellence professionals





PROGRAMME STRUCTURE

MODULE - 1

Foundations of TOC for Business Leaders

This module introduces leaders to the fundamental principles of the Theory of Constraints (TOC) and its powerful approach to improving organizational performance. Participants will gain clarity on how aligning the entire organization to a common goal and the right performance metrics can unlock significant improvements in sales, profitability, and cash flow.

Key Topics

- ◆ The goal of the company and organizational alignment
- ◆ TOC performance metrics: **Throughput, Investment, and Operating Expense**
- ◆ Understanding constraints, management decisions and their impact on System performance
- ◆ Importance of **free cash flow**

MODULE - 2

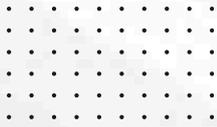
TOC Application Framework

This module presents the structured framework that enables organizations to systematically identify and manage their constraints. Participants will learn how TOC's Five Focusing Steps provide a disciplined process for continuous improvement and how organizations can leverage constraints to drive breakthrough performance improvements.

Key Topics

- ◆ The **Five Focusing Steps** as a continuous improvement framework
- ◆ Exploiting and subordinating resources to the constrain
- ◆ Using constraints as **strategic leverage** points for growth
- ◆ **Identify the constraint** for your business – that limits your system performance





PROGRAMME STRUCTURE

MODULE - 3

Flow-Based Inventory Management

This module explores how TOC principles can transform traditional supply chain thinking by focusing on a pull-based system rather than local efficiencies. Participants will learn how organizations can simultaneously improve product availability while significantly reducing inventory levels.

Key Topics

- ◆ Managing **supply chains** through flow-based thinking
- ◆ **Reliable Rapid Replenishment** and consumption-driven planning
- ◆ Improving availability while reducing **working capital**
- ◆ Dynamic buffer management for **inventory control**

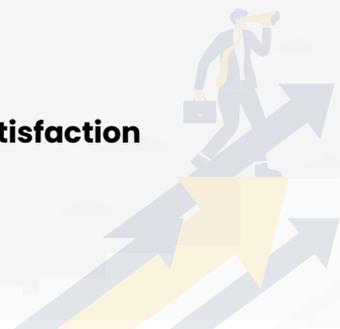
MODULE - 4

Operations – Lead Time Reduction and On-Time Delivery

Operational planning issues often lead to longer lead times, excess work-in progress, and poor delivery reliability. This module demonstrates how TOC helps organizations improve operational flow, reduce lead times, and achieve higher levels of on-time delivery without increasing operating expenses.

Key Topics

- ◆ Identifying operational constraints and **managing bottlenecks**
- ◆ **Reducing WIP** to improve operational flow
- ◆ Effective **production scheduling** in constrained environments
- ◆ Achieving consistent **on-time delivery** and improved **customer satisfaction**





PROGRAMME STRUCTURE

MODULE - 5

Sales and Marketing for Sustained Business Performance

This module highlights how TOC principles can be extended beyond operations to drive growth in sales and market performance. Participants will explore how organizations can design stronger market offers, align sales strategies with operational capabilities, and create sustainable competitive advantage. A framework for taking key product mix decisions will also be provided.

Key Topics

- ◆▶ Role of sales and marketing - The TOC perspective
- ◆▶ **Product Mix decisions** to increase throughput
- ◆▶ **Customer Segmentation**
- ◆▶ Creating an unrefusable offer

PROGRAMME PARTNER

Goldratt Bharat is a management consulting firm that collaborates with clients to increase their cash, profit and sales, by an order of magnitude that is conventionally considered unachievable. Together, we are able to achieve sustainable bottom line results in a short period of time through the application of Dr. Eli Goldratt's Theory of Constraints (TOC).

DELIVERY

The programme will be delivered using a virtual platform. The platform will enable participants to attend live, faculty-led sessions virtually.

DURATION

The programme, spread over 5 weeks/ modules will comprise **20 hours** of **faculty-conducted LIVE sessions**. Each module will be of 4 hours in duration



Sessions Recording will be accessible to participants after conclusion of Live sessions for upto 4 weeks.

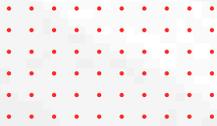
SESSION TIMINGS

The course commence on **20th May 2026**

Classes will be held **once a Week – Wednesday in two segments** for participant convenience:

Segment 1 - 1100-1300 Hrs.

Segment 2 - 1400-1600 Hrs



PROGRAMME FACULTY



Ira Gilani

Director, Goldratt Bharat

Ira Gilani is a management consultant with 20 years of experience across pharmaceuticals, apparel, aerospace, metals, automotive, communications and technology sectors. Prior to her role as Director at Goldratt Bharat, Ira was a Consultant at Accenture Strategy. At Accenture, she worked extensively with Indian as well as global clients. Ira is an MBA from IIFT, New Delhi. Ira is a TOCICO (Theory of Constraints International Certification Organization) certified expert.

She has been trained in TOC Thinking Processes at Goldratt's Odyssey program at Netherlands. She has conducted in-house workshops at organizations such as Sanofi, Flipkart, NTPC, Tata Group, Airtel, Mahindra & Mahindra, Jindal Steel, Hindustan Zinc, and many others. She has also delivered series of workshops. She regularly engages and conducts knowledge sharing session for industry bodies and students/ alumni of premier institutes such as ISB, IIT etc.

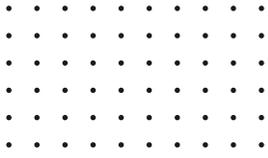
Nikhil Gilani

Director, Goldratt Bharat

Nikhil Gilani is a TOC Practitioner and a trainer at Goldratt Bharat with 22 years of experience across Telecom, Technology, Ecommerce and Retail sectors. In addition to conducting TOC trainings for Goldratt Bharat, Nikhil is a Cofounder at EkAnek Networks, an ecommerce technology company. Prior to EkAnek Networks, Nikhil worked at Bharti Airtel in senior leadership roles, where he was Senior Vice President in his last stint. During his time at Airtel, Nikhil led Business Planning, Pricing, and 4G Launch.

He is an Indian School of Business (ISB), Hyderabad alumnus. Prior to studying at ISB, he was associated with BPL Mobile and Tata Communications to roll out India's first broadband network. Nikhil has practiced TOC across his leadership roles in current and prior organizations and is a regular participant at TOCICO conferences. Nikhil himself has been trained by Dr. Eli Goldratt across contact programs in Netherlands, Spain and India.





EVALUATION & GRADING

PARTICIPANT LEARNING WILL BE ASSESSED THROUGH:

- ✓ Interactive discussions and participation during sessions
- ✓ Application-based exercises and case discussions
- ✓ Reflection on practical implementation opportunities within participants' organizations
- ✓ Quizzes after each module

Participants will also be encouraged to identify improvement opportunities within their own organizations using TOC principles as part of the learning process.



CERTIFICATION

To be issued by CII- Centre of Excellence for Leadership (CII-COEL) and Goldratt Bharat.

Fees Category	CII Member	Non-Member
Individual	INR 70,000	INR 75,000
Group of 3-6 Participants (5% Discount)	INR 66,500	INR 71,250
Group of 6+ Participants (10% Discount)	INR 63,000	INR 67,500

Excluding GST

5% Early Bird Discount till 30th April 2026

The fee includes the cost of soft copy reading materials, Case Studies and Faculty Presentations

FOR MORE INFORMATION



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Purnata Bhattacharya



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Testimonials



We can proudly say that TOC is the single biggest reason for the turnaround of JSP.

- Sales skyrocketed nearly fourfold from approximately Rs. 13,390 crores in 2015-16 to about Rs. 51,680 crores in 2022-23.
- Operating profits surged from Rs. 2,441 crores to approximately Rs. 9538 crores during the same period.
- Through rigorous working capital reduction, net debt plummeted from a peak of Rs. 46,000 to Rs. 7,000 crores.

[Watch the video](#)

MR. NAVEEN JINDAL
Chairman, JSP



With your inputs, we have done a complete analysis of our operations i.e. throughput, operating expenses, inventory, and material ordering system. We modified our strategy to focus on the right parameters and are already seeing a vast improvement in Throughput and Cash Flow.

MR. VISHAL SANGHAV
COO, Tata Boeing Aerospace Limited



Results achieved in the first year after TOC engagement

- 57% increase in net sales
- 43% increase in throughput
- Recorded the highest sales in 12 years

MR. PRADEEP KAPSE
CEO, Eicher Engineering Components



The inventory levels (inclusive of raw material, WIP, and FG) have reduced by 30% reaching an all-time low even when production rates are ramping up to an all-time high. On Time Delivery across customers has increased from the earlier 60% to 85% and remains our focus area for the next year.

MR. MASOOD HUSSAINY
VP and Head – Aerostructures and
Aero Engines Tata Aerospace and Defence



Overall Experience was very good. Program was very interactive rather than focusing on presentation/video. Masterclass helps us in reviewing information better than before through TOC concepts.

MR. MANAS DEEP
General Manager, Tata Motors



Very relevant to my area of work. Would recommend managers across functions to go through the Masterclass.

MR. RANJANKUMAR GOYAL
CFO- Smelter, Hindustan Zinc (Vedanta)



Provides very simple tool to achieve 4M (Making more and more money) by focusing on throughput, reducing inventories & receivables, regular weekly reviews and take course corrections and appreciating the doers.

MR. ANIT SAHA
Manager, Thomson Press



A well-structured and insightful training program that offers a broader perspective on establishing methods and processes to sustain a healthy organization.

MR. NAGENDRA YAKKALURU
Chief Technology Officer, Lloyds Metals





Confederation of Indian Industry

ABOUT CII

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering Industry, Government and civil society through advisory and consultative processes.

CII is a non-government, not-for-profit, industry-led and industry-managed organisation, with around 9,700 members from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 365,000 enterprises from 318 national and regional sectoral industry bodies.

For 130 years, CII has been engaged in shaping India's development journey and works proactively on transforming Indian Industry's engagement in national development. CII charts change by working closely with the Government on policy issues, interfacing with thought leaders, and enhancing efficiency, competitiveness, and business opportunities for industry through a range of specialised services and strategic global linkages. It also provides a platform for consensus-building and networking on key issues.

Through its dedicated Centres of Excellence and Industry competitiveness initiatives, promotion of innovation and technology adoption, and partnerships for sustainability, CII plays a transformative part in shaping the future of the nation. Extending its agenda beyond business, CII assists industry to identify and execute corporate citizenship programmes across diverse domains, including affirmative action, livelihoods, diversity management, skill development, empowerment of women, and sustainable development, to name a few.

For 2025-26, CII has identified "Accelerating Competitiveness: Globalisation, Inclusivity, Sustainability, Trust" as its theme, prioritising five key pillars. During the year, CII will align its initiatives to drive strategic action aimed at enhancing India's competitiveness by promoting global engagement, inclusive growth, sustainable practices, and a foundation of trust.

With 70 offices, including 12 Centres of Excellence, in India, and 9 overseas offices in Australia, Egypt, Germany, Indonesia, Singapore, UAE, UK, and USA, as well as institutional partnerships with about 250 counterpart organisations in almost 100 countries, CII serves as a reference point for Indian industry and the international business community.



Confederation of Indian Industry



CII - Suresh Neotia Centre
of Excellence for Leadership

ABOUT CII-SNCEL

The CII- Centre of Excellence for Leadership (CII-SNCEL) is part of CII's integrated agenda of building competitiveness through Centres of Excellence. CII-SNCEL is one of the 12 COEs set up for enhancing development and progress through a diverse range of services. The Centre was established on the basis of CII's core belief that the quality of leadership will play a key role in enabling India to succeed in its mission for inclusive growth and competitiveness and claim its rightful position in the global arena.

Established in 2009 at Kolkata, the Centre was initiated with the purpose of serving as a key facilitator of leadership development across various segments of business and socio-cultural demographics through a range of interventions, especially focusing on "people" and "process" transformations.

CII- Centre of Excellence for Leadership

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