



“TOCICO CERTIFIED IMPLEMENTER” CERTIFICATION

Experienced TOCICO certified practitioners that want to submit an application for “TOCICO Certified Implementer” certification, must **COMPLETE IN FULL DETAIL** the template below and include references from senior management at the company to validate both the results and the contribution of the applicant on the project.

The cost of submission for is \$300 (\$150 for Academic Members) payable on confirmation that your submission has been received and was deemed complete and accurate (references were validated) by the TOCICO Certification Steering Committee Chair.

Submissions will only be accepted if each of the 8 Parts of the template has been completed. These 8 Parts include:

Part 1 – Application Details (only one applicant per submission)

Part 2 – Company Details (for the company at which the TOC implementation was done)

Part 3 – Holistic Analysis on Company (to show how TOC project submitted fit into overall strategy of the company)

Part 4 – Details of full TOC Analysis to answer “What to change” and for the specific part(s) of the business that were impacted by the TOC implementation.

Part 5 – Details of the full solution answering “To what to Change”

Part 6 – Details of the implementation obstacles, milestones, roadmap and project team involved to answer “How to cause the change”

Part 7 – Details of the Results including which specific measurements was introduced to monitor progress and drive the desired behaviours

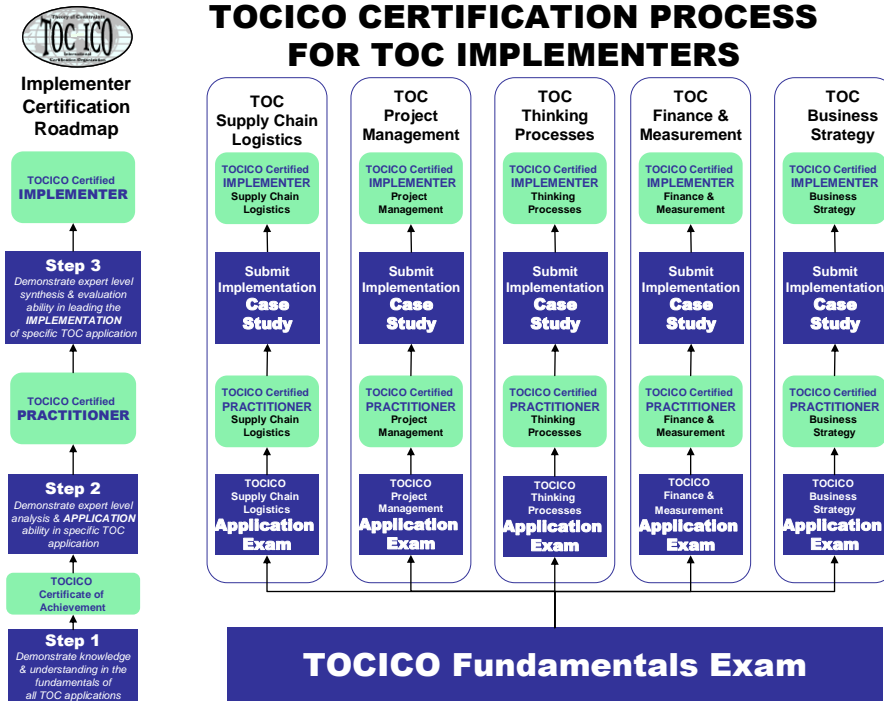
Part 8 – Reference from a Senior Management at the company where the implementation was done as well as at least 1 Peer references (existing TOCICO Certified member with which you have worked before)

Currently, you can apply for certification in one of the following five TOC application areas:

- **TOC Thinking Processes**
- **TOC Supply Chain Logistics Management** (DBR, Replenishment & Buffer Management)
- **TOC Project Management** (Critical Chain)
- **TOC Finance and Measures** (Throughput Accounting & TOC Logistics Metrics)
- **TOC Business Strategy**

The TOCICO 3 Step Certification Process Includes:

1. Testing in the fundamentals of TOC, i.e. Five focusing steps and Basic TOC Applications and Thinking Process Tools (Cloud, NBR and PRT)
2. Testing in the details of one or more of the five TOC application areas.
3. Submission and approval of a real-life case study of how you successfully implemented one or more of the five TOC applications.



After satisfying the Certification Criteria for Step 3, TOC professionals are awarded the appellation of "TOCICO Certified Implementer". Certification is granted for a period of five years, and can be renewed by staying current and involved with latest developments.

TOCICO Certification Application Form

General note: In some parts of the template you may be required to or you may prefer to add supportive documents. To do so please put a clear cross-reference to the attached document inside the template.

1.0 Administrative Details

1.1 Applicant's details:

Applicant's name:			
Company Name:			
Position in Company:			
TOCICO Member Number			
Summary of Formal TOC Education & Implementation Experience	TOC Education / Project	Date	Education Provider / Customer

1.2 Details of the Company (division/business unit) in which the TOC Logistical Application has been implemented:

Company name:						
Type of Industry						
Divisions / Supply Chains impacted by TOC Analysis						
Main Product / Service Types within affected Supply Chains	2002		2003		2004	
	Annual Sales	% Market Share	Annual Sales	% Market Share	Annual Sales	% Market Share
[Product Group # 1]						
[Product Group # 2]						
[Product Group # 3]						
Total Company						
No. of Employees						

1.3 TOC Logistical Application selected for Certification

Select ONE TOC application for which you want to apply for TOC-ICO Certification (one application per form):

<input type="checkbox"/>	Supply Chain Logistics (DBR + Replenishment)	<input type="checkbox"/>	Project Management (Critical Chain)	<input type="checkbox"/>	Business Strategy (VV + 4x4)
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1.4 TOC Project's start and completion dates by month/year:

Specify the start and end dates for the analysis, solution development and implementation phases of this project or initiatives:

Constraint Analysis	Start Date:		End Date:	
Solution Development	Start Date:		End Date:	
Implementation	Start Date:		End Date:	

2.0 Company Background

Please provide in any format background data about the company and your engagement that you feel is supportive of the assessment of the TOC implementation of this case. This section should be no longer than 5 pages (you may like to include things like: type of plant, political/economic situation, country in which they operate unionisation etc.,).

HISTORY OF COMPANY

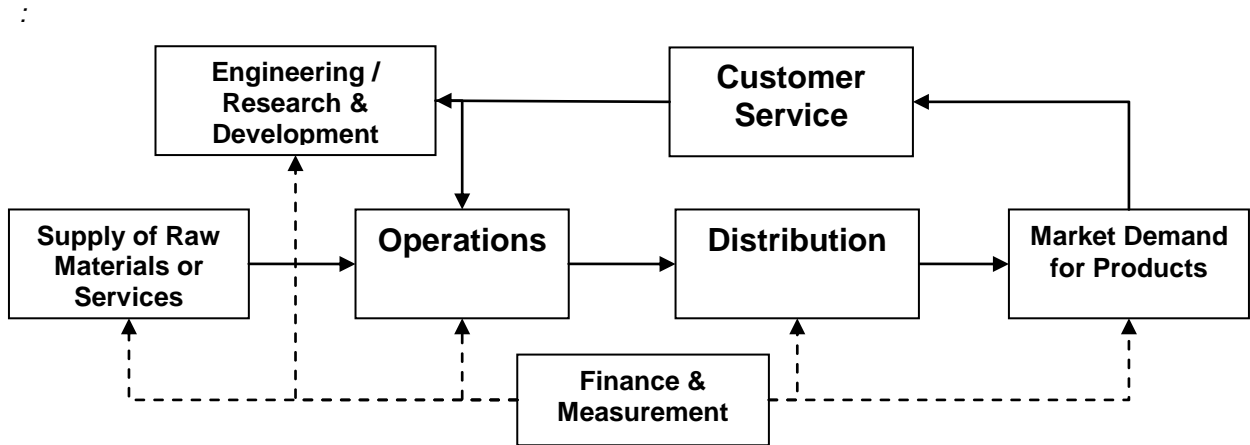
3.0 Why Change?

3.1 to 3.4 give you the opportunity to explain the situation in the company as a whole. Section 4 focuses just on the application you have implemented and is that is the subject of the application.

3.1 The “System” or Supply Chain Constraint

Indicate which parts of the supply chain exist within the company and mark the link that was identified by you as the Physical Constraint or Weakest Link of the entire system or chain.

Indicate which parts of the supply chain exist within the company and mark the link that was identified by you as the Physical Constraint or Weakest Link of the entire chain



Description of Constraint	
Description of Capacity Constrained Resources (CCR's)	
Key Customer Needs <i>What will differentiate the company from its competitors?</i>	

3.2 The Company's Situation

Write down 5-7 significant UDE of the entire company from at least three different functional areas

No	WHO?	THE UNDESIRABLE EFFECT (UDE)	IMPACT OF UDE ON COMPANY?	Tactical Dilemma		Desirable Effect
				Tactic D	Tactic D'	
1						
2						
3						
4						
5						
6						

3.3 The Company's Core Conflict and Core Problem(s)

Provide assessment of what is the core conflict and core problem(s) of the entire company that has limited or blocked exploitation and or elevation of the System Constraint. If the application under study does not address the core problem please provide details of the benefits from implementing this TOC Application.

3.4 The Company's Next Constraint

Indicate and explain where you think the next physical constraint of the company will be, following the implementation of the TOC applications on which this submission is based.

4.0 What to Change? – The analysis of the current reality and the identification of the core problem for the implementation area.

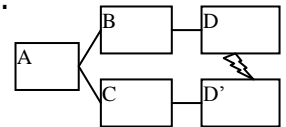
4.1 Significant Undesirable Effects (UDE) from the Logistical Application Area

List at least 6 of the most significant Undesirable Effects (UDE) this company was experiencing related to the area of the TOC Logistical Application prior to the implementation of TOC. After describing each UDE with sufficient detail (be specific, use full sentences), specify **who** complained about it, describe the **impact** it had on the company as a whole. Define **the Tactical Dilemma** (action, decision, behaviour) it put the department or the person experiencing the UDE in. Describe the opposite **Desirable Effect** related to each UDE.

No	WHO?	THE UNDESIRABLE EFFECT (UDE)	IMPACT OF UDE ON COMPANY? (Impact on T, I and OE)	Tactical Dilemma		Desirable Effect
				Tactic D	Tactic D'	
1						
2						
3						
4						
5						
6						
7						
8						

4.2 Three-UDE Cloud Analysis

Provide the analysis for the three-major UDE. Develop an UDE Cloud for each and consolidate into the generic cloud. Use the table to document the five cloud boxes below:



UDE :

	B	D
A		
	C	D'

UDE :

	B	D
A		
	C	D'

UDE :

	B	D
A		
	C	D'

Consolidation Process:

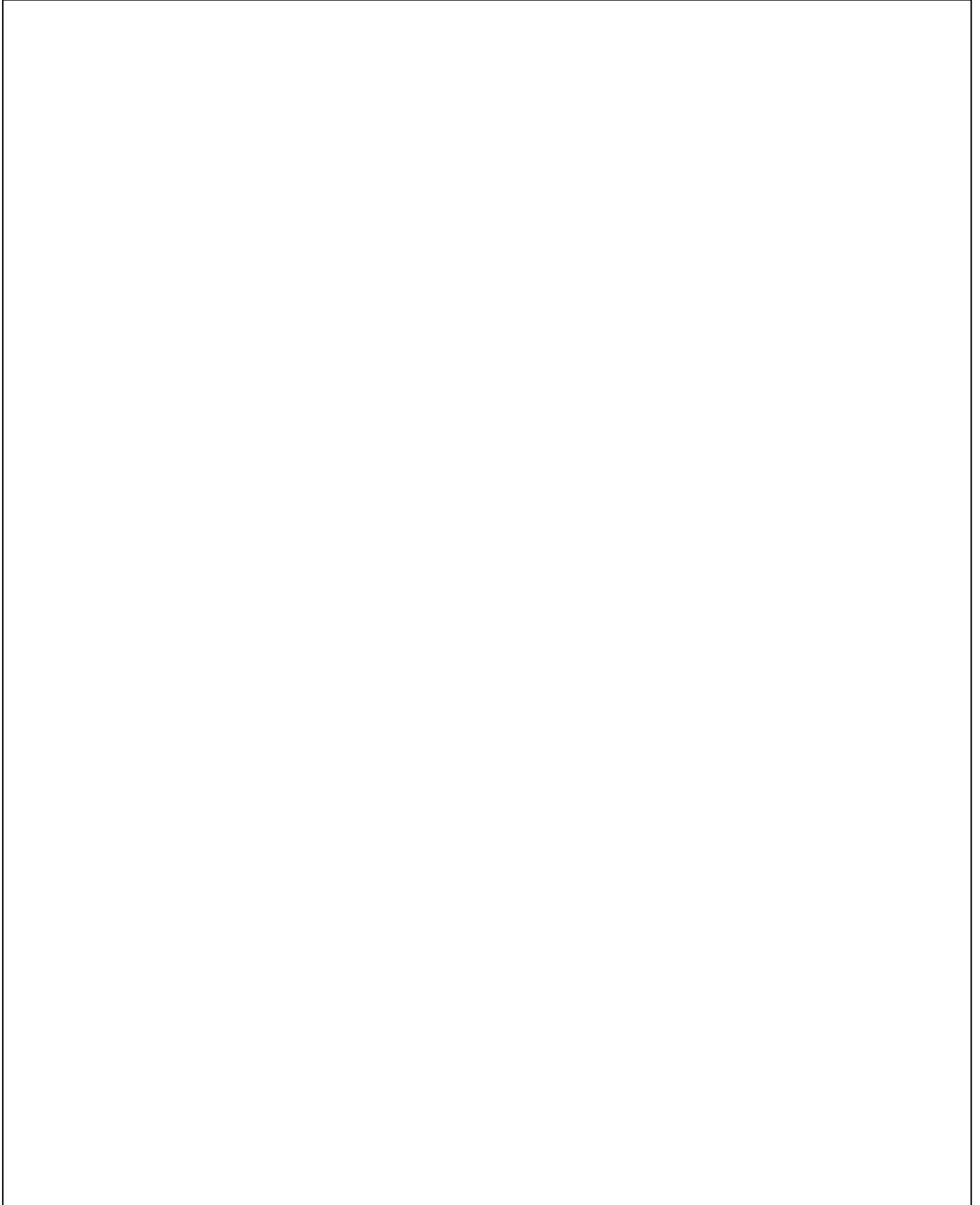
4.3 The Generic / Core Conflict Cloud

Describe the Core Conflict that prevented this company from effectively dealing with the Undesirable Effects listed above and also list the Conditions (Assumptions, Policies, Measurements or Behaviour) that have resulted in this conflict:

	B	D
A		
	C	D'

4.4 The CCRT

Provide the Core (Communication) CRT



4.5 Connecting CCRT to the UDE's

Provide an example of two CRT cause effect branches showing the connection between the core conflict and at least three of the selected UDE's and related negative loops.

4.6 The Chosen Core Problem(s)

State the selected core problem(s) and explain why the core problem(s) was chosen. These should be verbalized as the erroneous assumptions / beliefs causing most if not all of the UDE's.

4.7 PMB – Policies, Measurements and Behaviors that must be change

List all the Policies, Measurements and Behaviours (related to the Errenoeous Assumptions / Beliefs) that are contributing to the existence of the UDE's and the existence of negative feedback loops:

5.0 What to Change To – Development of the solution

5.1 The direction of the solution

State the direction of the solution – the injection(s) that breaks the core cloud and negates the core problem.

No.	Source of the injection	New Direction / “Injections”

5.2 Eliminating the UDE

Provide injections that help to eliminate the UDE or to break their corresponding clouds. Indicate what are the potential benefits from implementing these injections.

No.	Erroneous Assumptions Causing the UDE	New Direction / “Injections”	Expected Benefits <i>Impact on T, I and OE</i>

5.3 The new PMB – Policies, Measurements and Behaviors with their corresponding benefits

No.	PMB to be replaced	The New PMB necessary	Expected Benefits

5.4 Risk Assessment - Negative Branch Reservations (NBR)

Provide details of any negative impact the new direction could have on any of the key stakeholders and what was done to prevent or minimise this. Give at least two NBR seen by you and two that were raised by people from the implementation area:

No.	New Direction <i>Required Change in Policy, Measurement or Behaviour</i>	Predicted Negative Impact <i>Negative impact as a result of a change PMB</i>	Additional Requirement <i>What was done to prevent or minimize the occurrence of the NBR?</i>
1			
2			1.
3			
4			

5.5 The vision of the solution

Please describe in your own words the vision of the solution – what would this environment will look like after the implementation of the full list of injection.

6.0 How to Cause the Change – Report of the implementation

6.1 Implementation Obstacles

Provide details on the key implementation obstacles related to the key changes and what was put in place to overcome these:

No.	New Direction <i>Required Change in Policy, Measurement or Behaviour</i>	Implementation Obstacle <i>Obstacles that prevented the implementation of the necessary changes in Policy, Measurement, Process</i>	Additional Requirement <i>What was put in place to overcome these obstacles?</i>
1			
2			
3			
4			
5			
6			

Note: In each of the sections above, please add sufficient rows or additional pages where necessary to ensure the application is complete and accurate.

6.2 Implementation Roadmap

Provide:

- I.O. map for the major obstacles
- High level strategic and tactical objectives
- High level project plan with responsibilities and estimated duration

6.3 The Project Team

Provide details of ALL the members of the Project Team, including names and roles of the internal and external members (consultants, advisors, educators etc).

No.	Name	Project Role	E-Mail	Company
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

What was your explicit role in the implementation?

6.4 Progress Report

- How far has the implementation project progressed in accordance with the project plan?
- Provide a summary of the major events (milestones) of the implementation project including dates and outcome.
- Provide evidence of the injections that have been implemented and describe the ongoing ramifications of their existence.

7.0 Results from the applicant’s successful completion of the TOC Project:

Provide details on the “bottom line” results achieved due to the TOC Solution implementation. The numbers can be “normalised” if necessary.

Description	Start of Project (Base Line)	Impact of Project (Improvement)	Actual at End of Project (End Result)
Sales			
Variable Cost			
Throughput Value Added			
Operating Expenses			
Net Profit			
Inventory (on site)			
Assets			
Total Investment			
ROI			
Average Lead Time			
Average Inventory Turns			
Average due date performance			
Average Service Levels			

- State what indicators (operational measurements) operational measurements such as Cycle Time, Inventory Turns, Service Levels etc. were used to measure the benefits of the implementation
- *Provide values of the indicators before the implementation, at key points during the implementation, at the formal disengagement and if possible after the completion of the project. Continuous performance graphs are preferred.*
- *Indicate what happened to the major Undesirable effects and describe to what extent the desirable effects were achieved.*
- *Give evidence of the installation and durability of the injections in the solution suggested in section 5.*

7.1 Future TOC Strategy

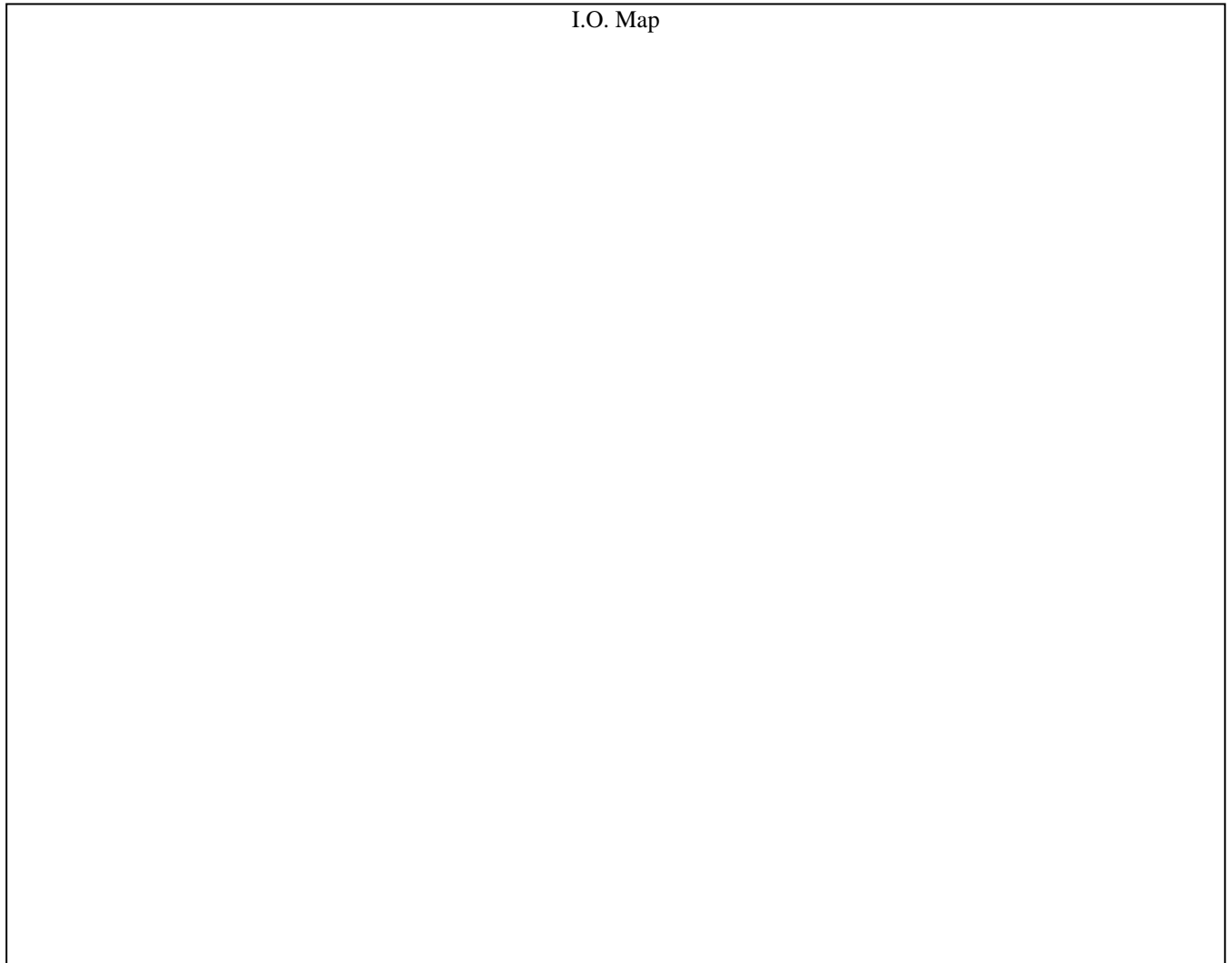
Describe where you believe, based on the results achieved to date, the constraint will move to and which TOC application should be implemented next:

Next Constraint	
TOC Solution to address the next Constraint	

7.2 Difficulties preventing further results

- Describe any major difficulties experienced during the implementation project or after its completion that prevent the realization of further benefits
- In the case that these difficulties prevent the achievement of major benefits of the TOC application – provide a plan to overcome. Use obstacle-I.O.- action table and provide an I.O. Map

I.O. Map



8.0 References

8.1 Customer Letter of Reference.

Attach a letter from a senior manager responsible for the Business Unit or Company where this implementation took place (or ask them to complete the template below). The letter should verify the Accuracy and Completeness of this Submission and confirm the contribution made by the applicant in the Project:

Company Name		Project Sponsor Name	
Address		Title	
Telephone		Division	
Fax		Email address	
Date signed		No. Years with Co.	

TO: The TOCICO Certification Committee,

FROM: I, , duly authorised as , hereby verify that the details of the analysis and the results achieved from implementing the TOC solution for , as submitted by the TOC Specialist, , in the attached application is accurate.

Signature

Signed at:

8.2 TOC Practitioner Peer References / Sponsors

Provide details of at least one independent TOC practitioner (must be TOCICO certified) as reference that can attest to your TOC education, implementation experience and past successes:

No.	Name	Position	E-Mail	Company

Signature by Applicant to confirm accuracy of submission	Date