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## Foreword

This is the full version of this book “Ever Improve” and it covers the two TOC solutions for production management: MTO – Make to Order, and MTA – Make to Availability. The first edition was print in October 2008, nearly two years ago. It then contained only the first three parts of this book. During the last two years the book has started its life, has been used in different countries, and has brought results. This is what the book was meant for.

Writing this book has been quite a challenge and yet extremely rewarding. I started my personal journey with TOC over 30 years ago. I have a lot to share. I have been a party to the development, the teaching, and the implementation of the TOC methodology, the solutions, and the implementation processes.

In the last six years I have been involved in a major teaching initiative of Goldratt Schools to develop TOC application expert (AE) and TOC consultants for the logistical solutions for production and distribution. We have taught hundreds of people around the world. Some of them went through extensive programs of 5-7 weeks, and some through 1-2 weeks training. The objective was to bring the TOC knowledge and implementation knowhow to the people who want to bring TOC and its solution to the market. Some of the graduates of these programs were drafted to work on major TOC projects and some of them use the knowledge for their consulting business.

While running these classes I observed that the students struggled with the amount of knowledge that was transferred to the class by the experienced teachers. It has become apparent that there is a lot of knowledge in the TOC arena, and it is becoming more and more challenging to absorb so much that is offered. In order to help them to organize, store and easily retrieve the TOC knowledge I presented the way it is linked through the inherent logic from the problem to the solution. I called it the U-Shape. In one of the classes – in China – one of my students, Tony Chen, and Frances Su of Goldratt Schools presented me with a slide of the recorded U-Shape that has been used since then in all my presentations. Thanks to Frances for teaching and using the U-Shape while supporting the Chinese TOC community.

Many students found the U-Shape useful and have urged me to write a book. This book covers the U-shape and its application to different production

environment. The book was first published as a special edition in order to make it available at the TOCICO 2008 annual conference. The book has been translated and published in Spanish by Alejandro Fernandez, Goldratt Schools Principal for Latin America. Thank you, Alejandro. The translation of the book to Russian is being completed and will soon be published. There are plans to translate to Japanese, Chinese, and Turkish.

I would like to thank Creatum S.A. from Medellin, Colombia for using “Ever Improve” as the base of their MTO solution, for following the implementation sequence injection by injection, and for developing their own IT package they call Cha-Cha-Cha. Mr. Alfonso Velez, CEO, Juan Esteban Xibille, Andres Hurtado, and the entire team integrated the book into the way they work and manage. Prints of screens of the software are presented in Part 4 of this book.

Thanks to Amir Schragenheim, CEO, of Inherent Simplicity, for sharing with us their TOC based software – Symphony. Screens from the MTA module of the software are presented in Part 5.

I would like to express my deep and sincere appreciation to Jelena Fedurko for being a real partner in creating this book. Jelena has worked with me on every single piece of writing. Through her clear and sharp thinking she helped me to verbalize the ideas in logical, clear, and consistent way. Jelena has put a significant amount of time in providing her views and comments with extreme care about the written word and its importance to the reader. This book has happened due to her passion, stamina, and enthusiasm.

For the last few years we have been working together in further developing the U-shape and its applications for production, project and people management. While writing the book was in progress Jelena and I ran many programs and worked with several companies checking that what we write in the book is applicable, relevant, and beneficial in reality.

The best reward for writing this book is when the knowledge and ideas that are presented here are used and bring benefits and improve quality of life at work.

I hope you enjoy the reading.

Oded Cohen  
June, 2010