

BREAKING LIMITS: GOING BEYOND THE CONSTRAINT

Goldratt Global Annual Conference

Kyoto, Japan | 21–22 July

**Plant
Tours**

20 July
pre-conference

23–24 July
post-conference

Fee: \$400 per person

Real improvement starts with the right leverage point.

In Kyoto, TOC practitioners from around the world come together to learn and share how leaders break performance ceilings: identifying the true constraint, aligning the system around it, and then going beyond, through real TOC applications across industry, R&D, large-scale programs, and national-level initiatives.

Breaking Limits: Going Beyond the Constraint

Two days of actionable TOC thinking: how to identify the limiting factor, eliminate the vicious cycles that keep it in place, and build a repeatable approach to ongoing breakthrough.



High-impact keynotes

from global leaders
and innovators



Breakout sessions

featuring real case
studies and
measurable TOC
results



Plant tours

that show how
breakthrough is
applied, systematically,
on the shop floor



A community of practitioners

executives,
transformation
leaders, and TOC
champions

Featured Keynote Presentations

Breaking Limits: My Journey with TOC

Gill West
Hertz CEO



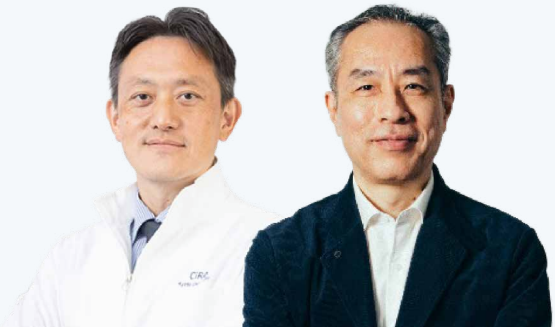
Gill West is the CEO of Hertz and former COO of Delta Air Lines, where he played a central role in one of the most admired operational turnarounds in the aviation industry. Throughout his career, Gill has applied Theory of Constraints thinking to align complex organizations, cut through noise, and drive results at scale.

In this keynote, Gill shares his personal journey with TOC: how focusing on the real constraint changed the way he leads, makes decisions, and breaks performance ceilings in high-pressure, global environments. Expect practical insights, hard-earned lessons, and a leadership perspective grounded in real execution, not theory.

Can We Cure Cancer Like the Flu? Applying TOC to Cutting-Edge Bioscience Innovation

Dr. Shin Kaneko
Center for iPS Cell
Research and Application,
Kyoto University

Tatsuo Ogawa
Panasonic Group;
Chief Technology
Officer



This keynote takes the audience inside the groundbreaking cancer research at the Center for iPS Cell Research and Application (CiRA), founded by Nobel laureate Professor Shinya Yamanaka. Dr. Shin Kaneko, widely regarded as one of Professor Yamanaka's successor, shares how iPS cell-based therapies are being advanced with the ambition of making cancer treatment simpler, faster, and scalable.

The session also highlights CiRA's collaboration with Panasonic, with insights from Tatsuo Ogawa, Panasonic Group CTO, on developing automated iPS cell cultivation systems, an essential step toward reliable, large-scale clinical application.

Using the Theory of Constraints, the talk reveals how identifying and breaking key bottlenecks in research, development, and scale-up can dramatically accelerate bioscience innovation and bring transformative therapies closer to everyday medical practice.

Featured Keynote Presentations

Can we achieve 10X productivity in whole engineering chain? Applying TOC to electric vehicle battery collaboration

Mr. Hiroaki Koda

**Chairman of BASC (Battery Association for Supply Chain)
CEO of Prime Planet Energy and Solutions
(a TOYOTA-Panasonic Electric Vehicle Battery Company)**



This keynote explores the groundbreaking collaboration between Toyota and Panasonic in electric vehicle battery manufacturing. Facing the challenge of delivering ultra-high-performance batteries that precisely meet Toyota's requirements—at radically shorter lead times—the teams applied Theory of Constraints (TOC) on top of the Toyota Production System (TPS).

The result was not incremental improvement, but a breakthrough: revealing hidden constraints across the entire engineering and supply chain, synchronizing flow beyond local efficiencies, and unlocking productivity gains previously thought impossible in a TPS-mature environment.

This session shows how TOC elevates TPS from world-class efficiency to exponential performance, and what this means for the future of engineering, supply chains, and EV manufacturing.

Maintaining Operational and Customer Service Excellence Amid Turbulence

Matt Sparks

**Senior Vice President – Operations and Customer Center (OCC)
and Ops Analytics for Delta Air Lines.**



In this role, Matt has oversight of Delta's worldwide operations. The OCC encompasses a vast array of disciplines from nearly every branch of Delta's operational and customer divisions to make proactive and real time decisions, resulting in record-breaking operational performance and industry leading results.

In this keynote, Matt shares how Delta applied the Theory of Constraints to protect and elevate customer experience amid extreme disruption—including COVID-19—while navigating ongoing industry challenges such as capacity shocks, staffing volatility, operational complexity, and rising customer expectations. A rare look at how focus, flow, and constraint-based decision-making help sustain service excellence when conditions are anything but stable.

Featured Keynote Presentations

Removing Limitations - Enhancing Readiness

General Charles R. Hamilton U.S. Army, Ret.

Charles R. Hamilton is a retired United States Army General with a 43-year career in logistics and command, most recently serving as Commanding General of the United States Army Materiel Command. In this role, he oversaw the Army's end-to-end materiel readiness, managing supply chains, maintenance, procurement, and sustainment for forces worldwide, ensuring that soldiers had what they needed, when and where it mattered most.



General Carlton D. Everhart II U.S. Air Force, Ret.

Carlton Dewey Everhart II is a retired United States Air Force General who served as Commander of Air Mobility Command—the organization responsible for the global airlift, aerial refueling, and aeromedical evacuation operations of the U.S. military. Air Mobility Command enables the rapid projection of forces and supplies anywhere in the world, operating one of the most complex logistics networks ever built, under constant time pressure, uncertainty, and global scale.



In this discussion, military leaders and TOC practitioners explore a shift in mindset: constraints are not simply accepted, they are challenged. True operational excellence is not achieved through brute force or endless effort, but through intelligence, creativity, and focus. By applying the Theory of Constraints, organizations learn to question long-held assumptions, redesign operations around the real limiting factor, and achieve more with the same resources. It is a disciplined, strategic approach, where insight replaces overwhelm, and smart design outperforms sheer force.

Featured Keynote Presentations

Executing Digital Portfolios at Scale Speed, alignment, and predictability through the principles of the Theory of Constraints

Paulo Pires
CIO of Vale



In one of the largest mining companies in the world, technology and innovation initiatives extend across multiple business areas, digital platforms, and technology partners. In this context, coordinating multiple strategic initiatives while maintaining speed, alignment, and predictability becomes a central element to sustain digital transformation at scale.

As the keynote speaker at the event, Paulo Pires, CIO responsible for Technology and Innovation Projects at Vale, will share how his team has been incorporating the principles of the Theory of Constraints to strengthen the management and execution of complex technology portfolios.

By applying these principles in the coordination of strategic initiatives, Vale has expanded its ability to maintain flow, focus, and alignment in the delivery of digital projects, ranging from advanced analytics and automation to technology platforms that support mining, logistics, and processing operations.

Participants will gain insights into:

- ✓ How to apply the principles of TOC in managing complex portfolios of technology and innovation projects
- ✓ How a focus on flow can further increase the speed and reliability of digital deliveries
- ✓ How to coordinate digital transformation initiatives in large organizations while preserving alignment across multiple fronts and stakeholders
- ✓ How the technology function can act as a true driver of business performance and innovation

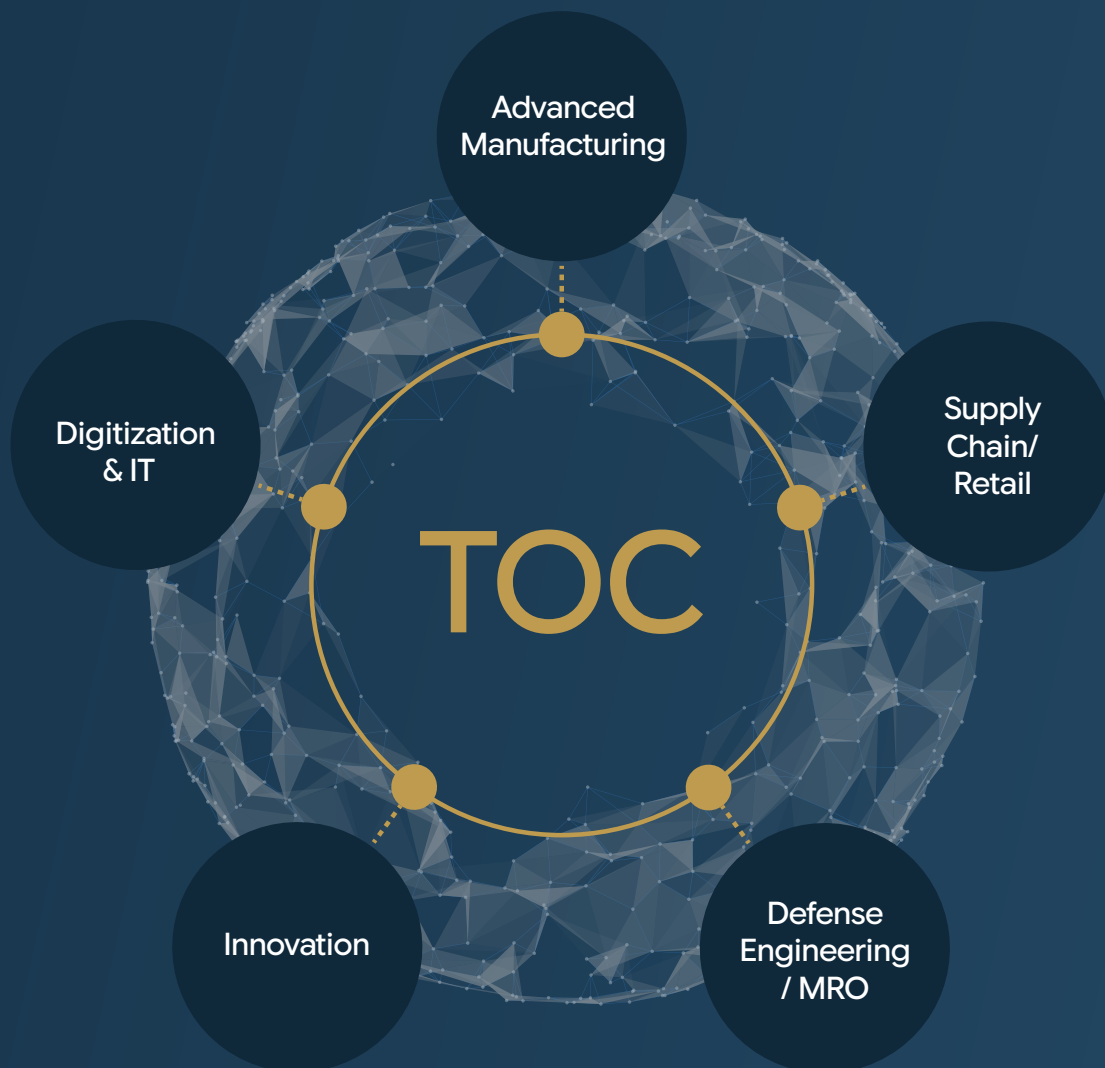
In a competitive environment where execution speed is becoming increasingly relevant, this session shows how organizations can strengthen their delivery capability and accelerate digital transformation at scale.

Breakout Sessions: Real Implementations, Real Results

Case study presentations are designed to move from inspiration to execution: practical frameworks, implementation lessons, and what it took to get measurable outcomes (not just “nice ideas”).

Practical case studies, presented by the leaders who designed and led the transformations, from organizations around the world and across industries including Manufacturing, MRO, IT, Services, Defense, Supply Chain, Retail, Engineering, and Construction.

Full speaker and case list will be published soon.



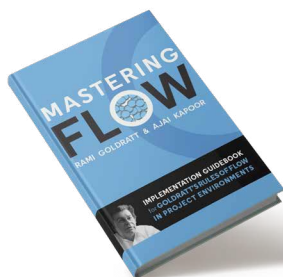
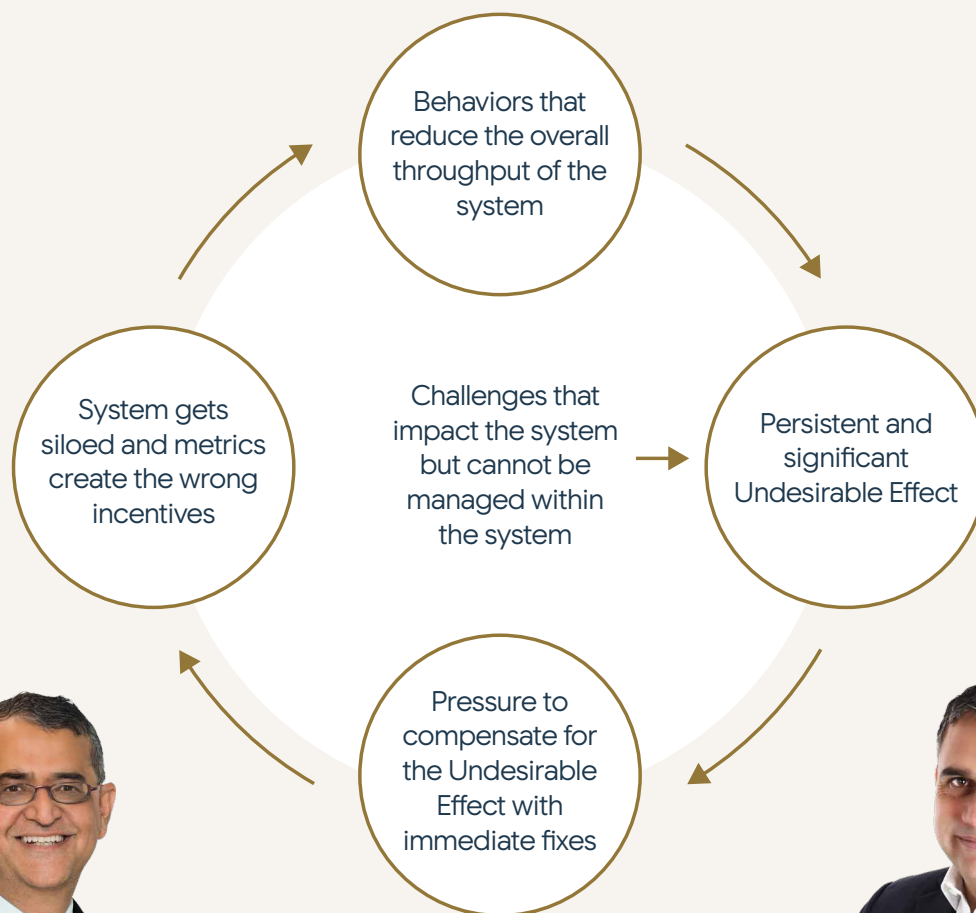
Applying the TOC Framework to Break Inertia

An interactive workshop led by Rami Goldratt and Ajai Kapoor

Many chronic challenges persist not because they are unsolvable... but because the way organizations manage work creates **vicious cycles that block flow**.

Projects slow down. Priorities conflict. Teams stay busy — yet progress stalls.

In this workshop, based on the principles from Mastering Flow, participants will learn how to identify the vicious cycle in their operations, challenge the assumptions that keep it in place, and define practical tactics to break it, restoring flow and accelerating execution.



Break Inertia and accelerating flow:

- ✓ Triage the Projects
- ✓ Reduce Bad Multitasking
- ✓ Segregate Big & Small Tasks
- ✓ Ensure Full-Kit
- ✓ Increase Work Dosage
- ✓ Standardize to Scale
- ✓ Synchronize Resources & Activities
- ✓ Aggregate & Manage Time Buffers
- ✓ Pool Resources

Plant Tours (on 20th and 23rd-24th)

As part of the conference experience, guests are invited to exclusive, behind-the-scenes visits to world-class, state-of-the-art plants before and after the conference.

These curated tours offer rare access to exceptional operations, where craftsmanship, innovation, and operational excellence come together at the highest level.

- ✓ plant tours subject to minimum registration.
- ✓ Photography and video recording are not permitted on the production floor
- ✓ Visitors may be required to wear company-provided uniforms and safety shoes inside the plant.



About Suruga Manufacturing Platform (MISUMI Group)

<https://www.suruga-g.co.jp/en/index.html>

The MISUMI Group Suruga Manufacturing Platform is the company's flagship production site, purpose-built to manufacture fully customized mechanical components, down to a single unit, with short lead times. Unlike conventional factories, or even the Toyota Production System, which excel at high-volume, standardized production, Suruga operates in an environment where every order is different in shape, specification, and routing.

At Suruga, TPS thinking has evolved through AI and digital technologies. Machining methods and production processes are determined automatically, allowing work to flow without manual decision-making. This frees people to focus on continuous improvement and high-value-added work.

The result is a world-class production system capable of manufacturing completely different products every day: smoothly, reliably, and at scale.

Factory Tour Program

- 1 Company Overview (1 hour)
- 2 Production Floor Tour (1.5 hours)
- 3 Q&A Session (0.5 hour)

What You Will See on the Tour

- ✓ An overview of MISUMI's production and manufacturing systems
- ✓ Digital manufacturing using the meviy Digital Manufacturing System
- ✓ Comparison with MISUMI's conventional production systems
- ✓ Actual manufacturing processes for mold components and other parts



About Yamaha Motor

<https://global.yamaha-motor.com/business/cf/facility/>

Yamaha Motor Co., Ltd. is a global leader in mobility and advanced manufacturing, producing motorcycles, marine products, power equipment, and more for customers around the world. At Yamaha, craftsmanship and innovation come together, where skilled artisans work alongside advanced automation and smart production systems to assemble high-quality vehicles that reflect both precision and passion. Inspired by a legacy of monozukuri (the Japanese art of manufacturing), Yamaha's facilities strive for reliability, flexibility, and continuous improvement in every product and process.

Factory Tour Program

This tour takes you inside Yamaha's actual assembly plant and its associated museum experiences, offering a rare view of how vehicles are crafted from start to finish. You will witness how Yamaha blends human skill and cutting-edge automation, from assembly operations using innovative techniques like automated guided vehicles (AGVs) to production planning systems, to support high-mix, high-quality manufacturing in a dynamic environment.

What You Will See on the Tour

- ✓ A guided visit to the active assembly factory, where craftsmanship and automation converge to build Yamaha vehicles with precision and consistency.
- ✓ Advanced production methods, including smart AGV systems that adapt to varied model mixes while maintaining flow and quality.
- ✓ Insights into how Yamaha integrates people-centric innovation and digital technologies to enhance productivity and work experience on the Genba (factory floor).
- ✓ A visit to the Yamaha Museum, highlighting the company's history, engineering breakthroughs, and the evolution of its iconic products.
- ✓ A chance to see how Yamaha's rich heritage of craftsmanship still influences modern manufacturing practices, linking tradition with tomorrow's smart factory vision



About CiRA

[📄 https://www.cira.kyoto-u.ac.jp/e/research/kaneko_summary.html](https://www.cira.kyoto-u.ac.jp/e/research/kaneko_summary.html)

Shin Kaneko Laboratory of CiRA is one of the world's leading organizations translating advanced iPS cell science into repeatable, real-world application. Beyond research breakthroughs, CiRA focuses on standardization, reliability, and scale, the operational foundations required to bring cell-based therapies into clinical use and industry adoption.

Facility Tour Program

This tour is designed for leaders interested in how complex, high-variability work is managed at scale. You will see how CiRA structures workflows, integrates automation, and applies disciplined process design to reduce dependency on expert decisions: shortening lead times from discovery to application.

What You Will See on the Tour

- ✓ Clinical-grade iPS cell production environments designed for consistency and safety
- ✓ Automation and digital systems supporting repeatable, high-mix biological processes
- ✓ How research flow is stabilized despite uncertainty and variability
- ✓ Practical examples of identifying bottlenecks and redesigning work around them



About Prime Planet Energy & Solutions, Inc. (PPES) JV of Toyota & Panasonic

<https://www.p2enesol.com/en/>

Prime Planet Energy & Solutions is producing lithium-ion batteries for Battery Electric Vehicles (BEVs) at global scale.

Today, PPES is the one of the world's leading battery supplier, with more than 9,000 employees working on site, operating one of the most advanced and complex battery manufacturing environments in the world.

Its production system builds on the foundations of the Toyota Production System, enhanced with real-time visibility tools such as Andon and production control boards, enabling fast response, learning, and operational stability at scale.

Facility Tour Program

This tour demonstrates how TPS principles are embedded into daily execution. Participants will observe how PPES manages flow, coordination, and decision-making across large-scale BEV battery production.

What You Will See on the Tour

- ✓ Large-scale lithium-ion battery production for BEVs
- ✓ TPS-based operations enhanced with Andon and visual production control
- ✓ Application of the **three-actual principle**: on-site, actual production, actual conditions



About Lixil

<https://www.lixil.com/>

LIXIL is a global leader in housing and building products, and the only manufacturer in Japan that produces all core home components in-house. From water technology and sanitation to fixtures and fittings, LIXIL integrates design, manufacturing, and innovation at scale.

Its sanitaryware operations are especially distinctive: LIXIL runs a fully integrated production system, manufacturing products from ceramic powder all the way to finished toilets within a single factory. This end-to-end control enables exceptional quality, innovation speed, and operational reliability.

Facility Tour Program

This tour offers a rare opportunity to see one of the world's most advanced sanitaryware factories in operation. Participants will walk through the entire production flow, from raw materials to finished products, and learn how LIXIL combines craftsmanship, automation, and process innovation to achieve both speed and sustainability.

What You Will See on the Tour

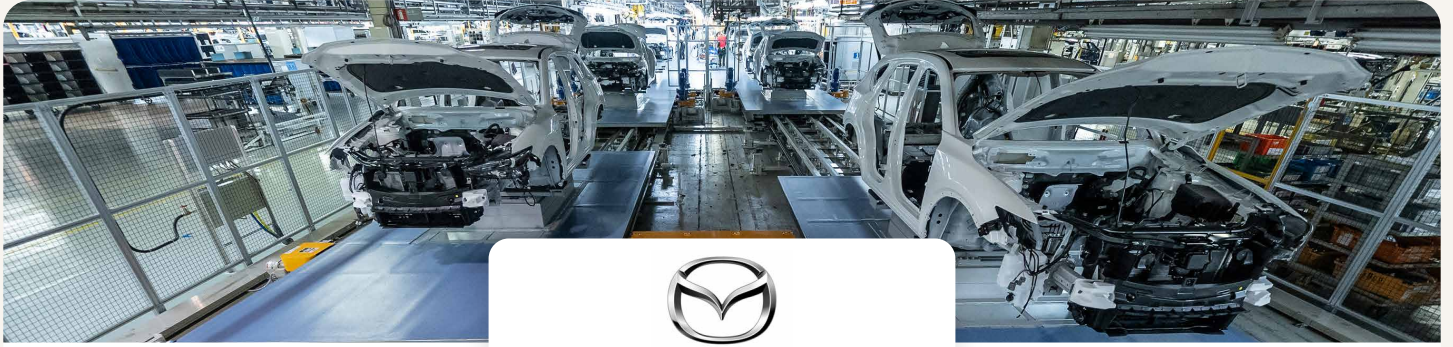
- ✓ The full ceramic production process, from raw powder to finished sanitary products
- ✓ Advanced molding and firing operations, traditionally long lead-time processes, redesigned to achieve production lead times as short as one day
- ✓ Innovative water-saving technologies, including toilets that flush with as little as 3 liters of water
- ✓ How LIXIL balances high performance with sustainability and affordability, including solutions designed for developing markets
- ✓ Practical examples of process innovation, flow improvement, and end-to-end integration in a high-mix manufacturing environment



INAX museum tour

<https://livingculture.lixil.com/ilm/>

Tour will include a visit to INAX museum, a 10-min drive from the factory.



About Mazda

https://www.youtube.com/watch?v=5Sol_A7BxjU

Mazda Motor Corporation is one of Japan's most storied automotive manufacturers, with its global headquarters and original assembly plant located in Hiroshima, Japan, the birthplace of Mazda and home to its "monozukuri spirit" of craftsmanship and continuous improvement. The site includes both the Mazda Museum and parts of the active assembly plant, where vehicles are built with precision, innovation, and attention to detail. Tours are offered by reservation and include guided insights into Mazda's history, technology, and manufacturing excellence.

Facility Tour Program

This combined plant and museum tour brings you inside Mazda's assembly operations and heritage displays. Guided by museum staff, you'll explore Mazda's evolution from its earliest models to today's advanced vehicles, and then walk alongside an active assembly line to witness how cars are carefully put together. The tour typically lasts 90–120 minutes, includes both historical exhibits and live production views, and showcases Mazda's commitment to both tradition and innovation.

What You Will See on the Tour

- ✓ Mazda Museum exhibits featuring key models from history, including classic cars, engines, and technology breakthroughs that shaped the brand.
- ✓ Presentations on Mazda's engineering philosophy and future vision, including concept vehicles and innovative design.
- ✓ A guided visit to a section of the active assembly line in the Hiroshima Plant: where you'll observe vehicles in various stages of construction and learn about Mazda's production approach and quality processes.
- ✓ Insights into how Mazda integrates skilled craftsmanship with modern manufacturing to produce a range of vehicles efficiently and reliably.

Discover Kyoto: Culture, History, and the Gion Festival

Kyoto, Japan's former imperial capital, is widely regarded as one of the most beautiful and culturally rich cities in the world. With more than a thousand temples and shrines, serene gardens, traditional tea houses, and historic districts such as Gion and Higashiyama, Kyoto offers visitors a rare opportunity to experience the depth of Japanese heritage and craftsmanship.

Many conference participants choose to arrive a few days early or stay after the event to explore Kyoto's iconic landmarks, including Kinkaku-ji (the Golden Pavilion), Fushimi Inari Taisha with its thousands of torii gates, the bamboo groves of Arashiyama, and the tranquil pathways along the Philosopher's Walk.



Visitors arriving before the conference will also have the opportunity to experience Gion Matsuri, Kyoto's most famous festival and one of Japan's oldest cultural celebrations, dating back over 1,000 years. The Yamaboko Junko Grand Parade on July 17 fills the streets of Kyoto with towering traditional floats, elaborate craftsmanship, music, and vibrant street festivities. It is considered one of Japan's most spectacular cultural events.

Whether through its historic temples, seasonal beauty, world-class cuisine, or living traditions, Kyoto offers a setting that complements the conference experience, combining deep professional learning with an unforgettable cultural journey.



Event Location:

Hotel Okura Kyoto

Luxury Hotel in Kyoto

Kyoto, Japan

The conference will take place at the iconic Hotel Okura Kyoto, a refined luxury hotel set along the Kamogawa River in the heart of historic Kyoto. Blending timeless Japanese aesthetics with world-class hospitality, the Hotel Okura offers a serene and sophisticated setting, perfect for deep thinking, meaningful dialogue, and memorable connections.

[More Information](#)



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Reserve your seat

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