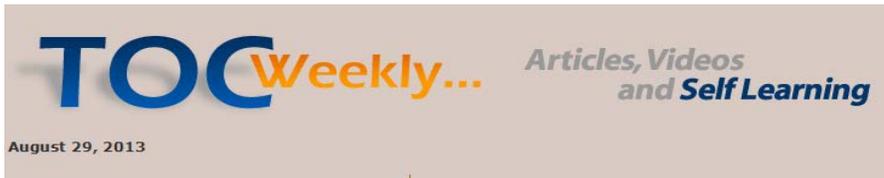




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LEADING AN AMERICAN MANUFACTURING RENAISSANCE



The Man Who Saved My Company

by Drew Greenblatt

Transformation comes in unexpected places. I met the father of the 'Theory of Constraints' just once, but his impact was profound.

Sometimes, you get saved in the most unexpected ways.

A few years after I'd bought a bagel basket factory in the late 1990s, I was in the gutter--beaten down by subsidized Chinese imports, substandard facilities and the squashing of the bagel business by the low-carb Atkins' diet. I was searching for a way out, short of folding the business. Then, by serendipity, an engineer from Boeing approached with a request to make a wire basket to hold small aircraft components for an assembly process. It seemed an odd job, and we didn't embrace it right away. The order required much greater precision than a bagel bin, but helped it lead us out of the business wilderness we'd found ourselves in.



Soon after, I ran into a business consultant at a conference--we were the only two folks from Maryland and we started chatting. I asked him about any useful books he'd recommend and he mentioned Eliyahu Goldratt's. I listened.

Goldratt was a physicist and management theorist whose iconic management book, *The Goal*, had already sold 3 million copies by then. His fictionalized account about how a beleaguered plant manager succeeds by discovering "lean manufacturing" is required reading not just on factory floors but in hospitals, schools, halls of government and corporate board rooms. That book--and Goldratt himself--were transformative for my company. [Click here to continue reading this article »](#)

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