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PART I: Emergence and Functions of the Total Manufacturing System. 1. An Evolutionary Framework for Manufacturing. 2. System Emergence at Toyota: History. 3. System Emergence at Toyota: Reinterpretation. 4. The Anatomy of Manufacturing Routines: An Information View. PART II: Emergence and Functions of the Three Subsystems: Supplier, Development, and Production. 5. Evolution of the Black Box Parts Supplier System. 6. Evolution of Product Development Routines. 7. Evolution of Toyota's New Assembly System. 8. Conclusion: Toyota as a "Prepared Organization". Appendix A. The Evolutionary Framework
