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Sommario/riassunto	The paradigm of mass production has given way to radically new forms of organizing industrial production based primarily on the need to foster continuous redesign of products and processes in the face of intensified competition. This change, which is designed to engender continuous adaptive learning in production systems, requires considerable organizational flexibility. The mass production systems constructed in the early post-war period foundered in the face of new forms of competition which put a premium on learning and flexibility.