



# Wrap Up

---

- Elements of TPS
- Economics of Line Shut Downs
- Addressing Problems
  - Consistency with TPS
  - “Andon Pull” for Managers
- Operations Management
  - Install Management Systems...
  - ...rather than solving Technical problems



## ... a final thought

---

*Sticking to a plan once it is set up is like putting the human body into a cast. It is not healthy.*

Taiichi Ohno

Source: Taiichi Ohno, *Toyota Production System*, p.46, Productivity Press, Portland, OR, 1988.