



Pérez Almansi, Bruno

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La conformación de la *estrategia empresarial* de una firma multinacional en la cadena de valor automotriz de un país *integrado periféricamente*. El particular caso de Toyota Argentina (2002-2019)

TESIS DOCTORAL

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Resumen

La presente tesis busca dilucidar los factores que explican la particularidad de Toyota en el mercado automotriz argentino. La misma está dada por su veloz ascenso luego de la crisis de la salida de la convertibilidad y durante la crisis económico-financiera de 2018 y 2019, sus superávits comerciales, el alto contenido local de sus vehículos y los lazos cooperativos con sus proveedores. El enfoque teórico del trabajo combina dos abordajes analíticos: el de Cadenas Globales de Valor a nivel de empresa y el estudio de su *estrategia empresarial* a través de la sociología económica en base a su *incrustación internacional y nacional*. Para ello se adopta una estrategia metodológica de estudio de caso a partir de métodos cualitativos y cuantitativos del relevamiento y análisis de datos.

Los principales resultados reflejan que gran parte de su estrategia se basó en la *incrustación internacional* de la filial a partir un plan a largo plazo que incluyó la sustentabilidad comercial de la firma y la expansión en mercados emergentes a través del proyecto IMV que permitió una estrategia innovadora de complementación productiva en el Mercosur y la inserción en un nicho del mercado en crecimiento. Sin embargo, esos elementos no son suficientes para explicar la estrategia de Toyota Argentina ya que en su *incrustación nacional* se encuentran otras claves de su desarrollo a partir de la creación de capacidades gerenciales locales.

En cuanto a la gestión de su cadena de valor se halla que Toyota incorporó mayor contenido local a sus vehículos que el promedio del sector en el país, llevando a cabo proyectos de localización y desarrollo de proveedores. Del total de sus autopartistas del primer anillo se encontraron tres grandes grupos. La mayoría de los proveedores eran de capitales locales, con los cuales se estableció una gobernanza *cautiva* y su *upgrading* fue mayormente *de procesos*, dedicándose a las actividades manufactureras más simples del conjunto

estudiado. Por el contrario, las sistemistas japonesas concentraban la producción de los bienes más complejos y mantenían vínculos de gobernanza *relacional*. Con los proveedores multinacionales no japoneses y los locales más grandes se hallaron vínculos de gobernanza *modular* y escasos procesos de escalamiento, con la excepción de Mirgor, la cual emprendió un *upgrading funcional e intersectorial* fabricando uno de los bienes de mayor valor de los vehículos Toyota.

Palabras clave: Toyota Argentina, Industria Automotriz, Estrategias Empresariales, Cadenas Globales de Valor, Empresas Multinacionales.



**LA CONFORMACIÓN DE LA *ESTRATEGIA EMPRESARIAL*
DE UNA FIRMA MULTINACIONAL EN LA CADENA DE
VALOR AUTOMOTRIZ DE UN PAÍS *INTEGRADO*
PERIFÉRICAMENTE. EL PARTICULAR CASO DE TOYOTA
ARGENTINA (2002-2019).**

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Wpkxgtukf cf 'P cekqpcrif g'S wkro gu"

Autor: Mg. Bruno Perez Almansi

Director: Dr. Alejandro Gaggero

Dwgpqu"Ckt gu"

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AGRADECIMIENTOS

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Buenos Aires, 17 de mayo de 2023

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I t^a hleq" K; " / " Gzr qtvcckppgu" f g" vgt o kpcrgu" c" cwqo qvt kegu" *o kmppgu" f g" f » rctgu" HQD" + *4224/423; + 5

Ewcf tq" K3" / " pf leg" K J " f g" eqpegpvtcel»p" f g" f gukpu" f g" gzr qtvcck»p" r qt" vgt o kpcn" c" cwqo qvtk" *4224/423; + 6

I t^a hleq" K32" / " Ucf q" eqo gtekn" gz vgt pq" r qt" vgt o kpcn" c" cwqo qvtk" *o kmppgu" f g" f » rctgu" + *4224/423; + 7

I t^a hleq" K33" / " Eqpvplf q" k o r qtvcf q" f g" r u" xgj " f wqu" gp" Vq { qvc" { " r tqo gf kq" f gn" t guq" f g" r u" vgt o kpcrgu" f g" Cti gpvkpc" *r qtegpvc lgu" + *4224/423; + 9

Hki wtc" K33" / " Fkci tco c" uqdt g" gn" o² vqf q" Vq { qvc" *The Toyota Way" + 82:

Vcdre" K33" ó" Go r tgucu" f gn" I twr q" Vq { qvc, 34

Vcdre" K44" / " H dtkecu" f g" Vq { qvc" f gpt q" f g" Lcr » p 35

Vcdre" K55" / " Tc| qpgu" f g" r u" f gekukppgu" f g" tcf kecek»p" f g" hkrkrgu" f g" Vq { qvc" gp" f kkpvcu" r c" f ugu" f gn" o wplf q 3:

I t^a hleq" K33" / " Rtqf week»p" cpwcn" f g" xgj " f wqu" f g" Vq { qvc" gp" Lcr » p" { " gp" gn" gz vgtkqt" *o krgu" f g" wplf cf gu" + *3; ; 78/423; + 45

I t^a hleq" K44" / " Rtqf week»p" f g" xgj " f wqu" hwtc" f g" Lcr » p" r qt" t gi k»p" *r qtegpvc lgu" + *3; ; 8; /423; + 45

Hli wtc "KX/3"/"F kci tco c" f g" nqu" r tlpekr crgu" hcevqt gu" f g" r" guntcvgi kc" go r tguclkn' f g" Vq{ qvc" Cti gpvkpc(2

Hli wtc "KX/4"/"Grgo gpvqu' f g' r' u' ecr cekf cf gu' i gtgpekrgu' f g" VCUC" c' r ctvk' f gn' 4232(3

I t^a hēq "X/3"/"Rtlpekr crgu' i twr qu' f g' r' tqf wvqu' ko r qtwcf qu' *o krgu' f g' f » rctgu+ *glg' k' s wkgf q+ " eqghlekpgv' f g' cwqr ctvgu' ko r qtwcf cu' r qt' xgj fēwq' r tqf wvkf q' f g" Vq{ qvc" Cti gpvkpc" *f » rctgu+ *glg' f gtgej q+ *4224/423; +(7

I t^a hēq "X/4"/"K r qtwcekppgu' f g' cwqr ctvgu' f g" Vq{ qvc" Cti gpvkpc' r qt' r tlpekr crgu' qt' f' gpgu' *o krgu' f g' f » rctgu+ *4224/423; +(9

Hli wtc "X/3"/"Rtlpekr crgu' i twr qu' f g' cwqr ctvgu' ko r qtwcf cu' r qt' qt' f' gpgu' *cewo wxf qu' gpt' g' 4224" { "423; +(9

I t^a hēq "X/5"/"Rtqxggf qtcu' cwqr ctvku' f gn' r tko gt' c' pkmq' f g" Vq{ qvc" Cti gpvkpc" ugi Àp' uw' r c' f' u' f g' qtki gp' *p? 73+ *4242+(6

Vcdre "X/3"/"Vkr qu' f g' i qdgtpep| c' f g" VCUC" eqp' r tqxggf qtgu' gpt' gxkvcf qu(444

Vcdre "2/3"/"Ercukhecek» p' f g' eqo r qpgpvu' ugi Àp' a' tgc' f g' xgj fēwq(472

I t^a hēq "2/3"/"Rtqf week» p' f g' cwqo » xkrgu' r qt' go r tgucu' gp" Cti gpvkpc" *wplf cf gu+ *3; ; 9/423; +(473

I t^a hēq "2/4"/"Gzr qtwcekppgu' f g' xgj fēwqu' f g' r cuclgtqu' { 'eqo gtekrnu' f g' Cti gpvkpc" *wplf cf gu+ *3; ; 8/423; +(473

I t^a hēq "2/5"/"Go r rgg' gp' gn' lugevt' v' gto kpcn' f g' r' kpf wutkc' cwqo qtk' f g' Cti gpvkpc" *3; ; 9/423; +(474

Vcdre "2/4"/"Rqulek» p' f g" Vq{ qvc" gp' gn' t' c' p' n' k' p' i' f g' r' u' 422" go r tgucu' o' a' u' i' t' c' p' f' gu' f g' Cti gpvkpc (475

I t^a hēq "2/6"/"Rtqo gf lqu' f g' r' u' ko r qtwcekppgu' f g' cwqr ctvgu' uqdtg' xcmq' f g' r' tqf week» p' gpt' g' 4224" { "423; *glg' [+ " r' tqo gf lqu' f g' r' u' g' zr' qtwcekppgu' v' q' v' r' u' uqdtg' gn' xcmq' f g' r' r' tqf week» p' gpt' g' 4224" { "423; *glg' Z + { " ecpvkf cf' f g' wplf cf gu' r' tqf wvkf cu' gpt' g' 4224" { "423; *co c' o' q' f g' r' dwt d' wlc + (476

I t^a hēq "2/7"/"K r qtwcekppgu' f g' xgj fēwqu' f g' r' cuclgtqu' r qt' v' gto kpcn' cwqo qtk' *o kmpgu' f g' f » rctgu' EKH+ *4224/423; +(477

Vcdre " 2/5" /" Rtgu' f g' p' v' gu. " xlegr' t' gu' f g' p' v' gu" { " r' t' gu' f g' p' v' gu" f gn' f' k' t' g' v' q' t' k' q' f g' Vq{ qvc" O qvt" Eqtr qtwvkp(478

Hli wtc "2/3"/"O qf grq' f g" Vq{ qvc" 6R' f g' Nkngt' *4225+(479

Vcdre "2/6"/"Xgpvcu' f g" Vq{ qvc" Eqtqrnc' gp' gn' o' wpl' q' *gp' wplf cf gu+(47

Vcdre "2/7"/"Egptqu' f g" K F' f g" Vq{ qvc" gp' gn' o' wpl' q' *4242+(482

Vcdre "2/8"/"Ceekpkrku' f g" nqu' r tlpekr crgu' ceekpkrku' f g" Vq{ qvc" O qvt" Eqtr qtwvkp" *4242+(484

Vcdre "2/9"/"Rtqf week» p. " xgpvcu. " g' zr' qtwcekppgu' g' ko r qtwcekppgu' f g' xgj fēwqu' gp' Uwf' a' h' k' e' c' r' qt' go r t' g' u' c' { " o' q' f' g' r' q' *wplf cf gu+ *c' o' q' 423; +(488

LISTADO DE SIGLAS

CECTC/"Cuqekcel»p"fg"Eqpegukpctkqu"fg"Cwqo qvqtgu"fg"rc"Trgr Àdrlec"Cti gpvpc"

CEG/"Cewgtf q"fg"Eqo r ngo gpvcel»p"Geqp»o lec"

CF GHC"ó"Cuqekcel»p"fg"Hcdtlecpvgu"fg"Cwqo qvqtgu"

CF IO TC/"Nc"Cuqekcel»p"fg"Kpf wutkrcu"O gvnÀti lequ"fg"rc"Trgr Àdrlec"Cti gpvpc"

CGC"ó"Cuqekcel»p"Go r tguclc"Cti gpvpc"

CGE"ó"Ctxpegn"Gz vtpq"Eqo Àp"

CHCE"ó"Cuqekcel»p"fg"Hcdtlecpvgu"fg"Eqo r qpdpvgu"

CHK/"Cfo kputcel»p"Hgf gtcn"fg"Kpi tguq"RÀdrlequ"

CHVC/"Ctgc"qh"Hgg"Vtcf g"qh"UGCP "

CNCF K/"Cuqekcel»p"Ncvkqco gtlepc"fg"Kpvi tcel»p"

CNCNE/"Cuqekcel»p"Ncvkqco gtlepc"fg"Nldt"Eqo gtekq"

CRVC/"Cuqekcel»p"fg"Rtqxggf qtgu"fg"Vq{ qv"Cti gpvpc"

CUGCP/"Cuqekcel»p"qh"Uqwj gcuv"Cukcp"P cvkpu"

ECK/"E^a o ctc"fg"rc"Kpf wutk"fg"Cwqeqo r qpdpvgu"

ECP/"Eqo wpl cf "Cpf kpc"

EEE43/"Eqputweel»p"fg"Eququ"Eqo r gvkkqu"r ctc"gn"Uki m"ZZK"

EGRCN/"Eqo kul»p"Geqp»o lec"r ctc"Co² tlec"Ncvkpc"{"gn"Extldg"

EI X"ó"Ec f gpcu"l mdcrgu"fg"Xcmt "

EKF K/"Egpvtq"Kpvtpeckpncn"fg"Cttgi m"fg"Flgtgpekcu"tgrvxcu"Kpxgtukppgu"

EKH/"Equv"Kpwtcepg."cpf "Hglj v"Eququ."Ugi wtqu"{"Vtcur qtvg+"}

EKCTC/"E^a o ctc"Kpf wutkcn"fg"Hcdtlecpvgu"fg"Cwqr kgl cu"

EMF/"Eqo r nvgu"Mpqem"F qy p"

EN"ó"Eqpvplf q"Nqecn"

F KHC/"F kgeek»p"P celqpcn"fg"Hcdtlecel»p"fg"Kpxguki cel»p"Cgtqa wlec"

F LCK/"F gemtcelqpgu"lwtcf cu"Cpvlekr cf cu"fg"Kó r qtvel»p"

GE"ó"Guvcf qu"Egpvtcrgu"

GO"ó"Go r tgu"O wmpckqpcn"

GO Kó"Guvo cf qt"O gpuwcn"Kpf wutkcn"

GR"ó"Guvcf q"Rgtk? tleq"

HQD/"Hgg"qp"Dqctf "

HQPF GCT/"Hqpf q"r ctc"gn"Flgttqm"Geqp»o leq"Cti gpvpc"

I CVV/"I gpgtcn"Ci tggó gpv"qp"Vctkhu"cpf "Vtcf g"

I O "I wgttc'O wpf kcn'
 KCO G/"Kpf wwtku'Cgtqp^a wlecu{"O ge^a plecu'f gn'Gucf q"
 K "Kpf wwtku'I wk k'
 KMC/"Kpf wwtku'Mckugt'Cti gpvkpc"
 KØ/"Kpgtpevkqpcn'Dwukpguu"
 K F "ó"Kpxgukl celøp{"F gucttqm"
 KFGC/"Kpukwwq'r ctc'gn'F gucttqm'Go r tguclcn'f g'rc'Cti gpvkpc"
 KGF "Kpxgtukøp'Gz vtcplgtc'F kgevc"
 K J " "pf keg'f g'J gthkpf cj n'g'J kuej o cp"
 KMC/"Kpf wwtku'Mckugt'Cti gpvkpc"
 KØ G/"Kpf wwtku'O ge^a plecu'f gn'Gucf q"
 KØ X/"Kpaxcwxg'Kpgtpevkqpcn'O wnk/r wtr qug'Xgj kerg"
 KXC/"K r wguv'cn'Xcmj'Ci tgi cf q"
 KXH"ó"pf keg'f g'Xqmo gp'Hjkeq"
 LX/"Lqkpv'Xgpwtg"
 NP C"ó"Nlegpeku'P q'Cwqo^a wlecu"
 O GTEQUWT"ó'O gtecf q'Eqo À'f gn'Uwt"
 P UF "ó'P wxc'Uqekqmi Ꞥ'f gn'F gucttqm"
 P UG"ó'P wxc'Uqekqmi Ꞥ'Geqp»o lec"
 QEF G/"Qti cpk celøp'r ctc'rc'Eqqr gtceløp{"gn'F gucttqm'Geqp»o leq"
 QÆC/"Qti cpkucvq'Kpgtpevkqpcn'f gu'Eqputwegwtu'f)Cwqo qdkgu"
 QOE"ó'Qti cpk celøp'O wpf kcn'f gn'Ego gtekq"
 RCE"ó'Rqñkec'Cwqo qvtk'Ego À"
 RÆG"-Rtqi tco c'f g'Kvgi tceløp{"Eqqr gtceløp'Geqp»o lec"
 TCH"ó'T² i ko gp'f g'Cf wpc'gp'HcevtꞤ"
 UG"ó'Uqekqmi Ꞥ'Geqp»o lec"
 UO CVC/"Ukpf lecv'f g'O ge^a plequ{"Chkpgu'f gn'Vtcpur qtvg'Cwqo qvt"
 UWX/"Ur qt v'Wkk{"Xgj kerg"
 VCUC/"Vq{qc'Cti gpvkpc'Uqekgf cf' Cp»plo c"
 VF " "VgqtꞤ'f g'rc'F gr gpf gpek"
 VFO " "VgqtꞤ'f g'rc'F gr gpf gpek'O ctzkuc"
 VÆ " "Vgepqmi Ꞥ'f g'Kphto celøp{"Eqo wpleceløp"
 VNE/"Vtcwf q'f g'Nkdtg'Ego gtekq"
 VNECP/"Vtcwf q'f g'Nkdtg'Ego gtekq'f g'Co² tlec'f gn'P qtvg"

VRU"/"Vq{ qv"Rtqf wevqp"U{ ugo "

VO E"/"Vq{ qv"O qvqt"Eqtr qtcvqp"

VO V"/"Vq{ qv"O qvqt"Vj ckcpf ""

VO O R"/"RV0Vq{ qv"O qvqt"O cpwlcwtkpi "Kpf qpguk"

VUCO "/"Vq{ qv"Uqwj "Chtkcc"O qvqtu"*Rv{ 0"

WIC"ó"Wpkp"Kpf wutkriCti gpvpc"

WPEVCF"/"Wpkgf "P cvkqpu"Eqphgtgpeg"qp"Vtcf g"cpf "F gxgnr o gpv"

WQO"ó"Wpkp"Qdtgtc"O gvnÀi kcc"

XDR"ó"Xcmr"Dtwq"fg"Rtqf weevqp"

INTRODUCCIÓN

1 - Presentación del problema y estado de la cuestión

C'r ctvkt "f g"rc" f²ecf c" f g"3; ; 2"rcu" go r t gucu" f g" f kxkpvqu" r c" f ugu" vgp f lgt qp" c" vtcpuhgtk" cni wpcu" cevkxkf cf gu" f gn' r tqeguq" r tqf wevkxq" j cekc" qvteu" go r t gucu" *out-source" + { "qvtqu" r c" f ugu" *offshore" + hqto cpf q'rcu" mco cf cu' cadenas globales de valor" *EI X+ *I gtghk' gv' cñ0" 4223. "4227-0" Nqu" vtdclqu" s wg" cpcrk ctqp" guvg" r tqeguq" uquwxlgtqp" s wg" rc" kpugetek» p" f g" mqu" r c" f ugu" { "rcu" go r t gucu" gp" guvcu" ecf gpcu" i gpgtc" wpc" ugtkg" f g" gz vgt pcrkf cf gu" geqp» o kccu" { "uqekrgu" dgpghlekqucu" r etc" gmqu'0' Cu" f" guvqu" cwqtgu" r wgf gp" ci twr ctug" eqp" qvtqu" s wg" uquvkpgp" s wg" mqu" ghgevu" f g" rc" tcf kece» p" f g" Go r t gucu" O wmkpcekqpcrgu" *GO u+ "gp" r c" f ugu" periféricos" tgegr vqt gu" *host country" + vkgp" eqpugewgpcku" r qukkxqu" r etc" mqu" Ànko qu" *Dcnf y kp. "4238=" F wppkpi " { " Nwpcf cp. "422: =I j cwtk' { "[co kp. "422; =O g{ gt. "4226=" Twi o cp. "422; +0Rqt" qvtq" rcf q. "gzkxvgp" cwqtgu" s wg" f guvecp" mqu" ghgevu" pqekxqu" f g" guvcu" kpxgtukppgu. r t kpek cm gpvg" f guf g" rcu" vgt f" cu" o ctzkxvcu" f gnko r gtkerkuo q. ukungo c/o wpf q" f" rc" f gr gpf gpek" *Co kp' gv' cñ0" 3; ; 4=" Cttk j k" 3; ; 2=" F qu" Ucpvqu. "4233=" Hqwi pgt. "4228=" O ct kpk" 3; 95=" Y cmgtuvgkp. "3; ; : +0"

Rqt "hwgtc" f g" guvcu" xkukppgu" o a u" r qrtk' cf cu" pwo gtququ" vtdclqu" go r f" lequ" cttkdc" c" tguwncf qu' j gygtqi 2 pgqu' uqdtg' gnko r cevu" f g" rc" kpxgtuk» p" Gz vtcplgtc" F ktgevc" *KGF +. "uquvpgkpf q" s wg" 2 uvg" f gr gpf g" f g" o Ànkr ngu' hcevqt gu. vcrnu' eqo q-rc" ecrkf cf { "gn'pkxgnf gn'ecr kcnj wo cpq" f gn' r c" f u' tgegr vqt *Dgpi qc" { "Ucpej gl / Tqdrqu. "4225=" Nk" { "Nkw. "4227=" Uqmqo qp. "4233+." gn'f gucttqm" f gn' o gtecf q" hpcpekgtq" *Cnrtq" gv' cñ0" 4226=" F wj co . "4226+." rc" gz kxvgpek" f g" vtcvf qu" f g" rndt g" eqo gtekq" * j cpi . "4223+." gn' vo c° q" f gn' o gtecf q" *Hcttgm' gv' cñ0" 4226=" Mw o ctk' { "Uj cto c. "4239+." rc" eqo r ngo gpvtkgf cf "gpvtg" rc" kpxgtuk» p" mceci" { "gz vtcplgtc" *Cm htcl" { "Cm uchkt. "4236+." rc" ecrkf cf "f g" rcu" kpukwelkppgu" f gn' r c" f u' tgegr vqt *Dgpcp" gv' cñ0" 4226=" Gtf qi cp" { "Wpxgt. "4237+." rcu" r qn' kccu" kpf wutkrgu" *Dctpgu" gv' cñ0" 4243=" P cwvf c. "422; +." rc" ecrkf cf "f g" rc" kphcugtwewtc" *Dkuy cu. "4224=" Xkic { cmwo ct" gv' cñ0" 4232+." gn' eqvuq" f g" rc" o cpq" f g" qdte" *Dki k' gv' cñ0" 4234+." rcu" rgf gu' ko r qukkxqu" *Dkuy cu. "4224+." gn' lugevt" geqp» o leq" f g" rc" go r t guc' lwdulk kctk" *Cnrtq. "4225+." gpvtg" qvtcu0"

Gp' r ct vkwrt. "gn' ecuq" f g" rc" kpf wutk" cwqo qvtk' "ug" gpo ctec" gp" f lej c" f kuewuk» p" r qt" guvct" f qo kpcf c" r qt" i tcpf gu" GO u" gp" vqf q" gn' o wpf q'0' Cegtec" f g" guvc" ecf gpc gz kxvg" o c { qt" eqpugpuq" uqdtg" mqu" ko r cevu" r qukkxqu" f g" rc" "KGF" gp" v to kpqu" f g" etgce» p" f g" go r r gq" { "ecr cekf cf "f g" r tqf week» p. "r gtq" j c { "o c { qt" f kuewuk» p" cegtec" f g" rc" vtcpuhgtgpek" f g" vgepqmi "c" { "know-how, mcecrk cek» p" f g' r ct vgu" { "r kgl cu" { "ghgevu" gp" gn' eqo gtekq" gz vgtkqt" f g" mqu" r c" f u' tgegr vqt gu" *Rctf k" 423; =Rcxn' f pgm" 4226=" Rcxn' f pgm" { "fi f' lcmx" a . "4238=" Y wwnng. "4243-0" Cu" f" rc" tkvgtcwte" j c" ug° cncf q" s wg" mqu" ko r cevu" f g" rc" kpxgtuk» p" gz vtcplgtc" cwqo qvtk' "f gr gpf gp" f g" mqu" eququ" f g" r tqf week» p"

f gn' r c[¶]u" *Mwo ctcuy co {" gv'cñf" 4234+ " r qñflec" kpf wutkcn' {" gn' r qf gt" f g" pgi qekcek»p" *bergaining power+f gn'Guxcf q'tgegr vqt *Dctpgu'gv'cñf"4243=Drcem'gv'cñf"4242=P cuwf c."422; =P cuwf c" {"Vj qdwt p."4236+."rc"qdvpekp»f g"geqpqo ¶cu'f g"guecr" *F qo c unk' {"I y quf | ."422; =J cuurt."4233="Uwi k{ co c" {"Hwko qvq."4222+ {" rcu"gutcvgi kcu'f g"rcu"vgtō kpcrgu"cwqo qvtlegu." r tlpekr cm gpyg"rcu"xkpewrf cu" c"ñu"egpvtqu'f g'f lug° q" {"ñqecrk cek»p" f g"r ctvgu" *J wo r j tg {" (" Ucrtpq."4222="Mwo ctcuy co {" gv'cñf"4234="Rctf k"423; =Ur kpf gpf tglgt" gv'cñf"4237+0"

Rqt"qvtq"rcf q."uk'dlgp"gn'ugevqt"cwqo qvqt"vco dlē p"ug'kpvgi t»"i mdcro gpyg"gp"rc" f²ecf c" f g"3; : 2." guvg"m"j k q" eqp"hwgtvgu"tcui qu'f g" guecr" tgi kpcn' *Twi o cp" {"Eqñkpuqp." 4226=" Uwi gqp"gv'cñf"422; +0Gp"Co² tlec" f gn'Uwt"guv"hqto c"ug'xlq"gzr tgucf c."r tlpekr cm gpyg."gp"rc" Rqñflec"Cwqo qvtk "Eqo Àp" *RCE+"gpvtg'Cti gpvpc" {"Dtcukñ'gp"gn'ō cteq" f gn'O gtequw" f wtcpvg" rc" f²ecf c" f g"3; ; 2" *Xkur q."3; ; ; +0Gp"Cti gpvpc."guvg"r tqeguq" f g'tgi kpcrk cek»p"vgtō kp»"eqp"rc" qti cpk cek»p"cwqo qvtk "gp"dcug" c"rc" kpf wutkcn' cek»p" r qt "Uwukwck»p" f g" kō r qtvekpqgu" *KUK" {" i gpgt»" wpc" f gulkvgi tcek»p" f g" rc" kpf wutkcn' ñqecr' s wg" chge»" r tqhwf co gpyg" c" elgtvcu" r tqf weekpqu" *cwqr ctvgu. f gvgtō kpcf cu'cevxxkf cf gu'b gcn'Àti kcu."gve0" {" c'f gvgtō kpcf cu'htō cu" *gp"gur gekn" c"rcu"ñqecrgu" f g'r gs wg° q" {" o gf kcpq" r qtvg+ *C| r k| w'gv'cñf"4223="Uej xct| gt" gv'cñf" 4225+0P q" qduwcpvg." gn'gurd»p" vgtō kpcn' f gn'ugevqt" cwqo qvqt" pq"ug'xlq" r gtlwf kecf q" r qt"rcu" tghqto cu" gutwewtcrnu" f g'f lej c" f²ecf c. {" c' s wg"ug" dgpghlek»" eqp" gn'ōT² i ko gp" Cwqo qvtk ö" f g" r tlpekr kqu'f gn'f gegpkq" s wg'ñg" dtkpf »" wpc"ucrk c" gzr qtvcf qtc" ht gpvg" c"rc" etkuku" f gn'ugevqt" gp"3; : 2" *Gvej go gpf {" .4223="Xkrncrp."3; ; ; +0Rqt"qvtq"rcf q." guvqu"eco dkqu"vco dlē p"ko r ñlectqp" wpc" o qf gtpk cek»p" f g"ñu"r tqeguqu" r tqf wekxqu" gp" gn'ugevqt" {" rc" mgi cf c" f g" pwxcu" vgtō kpcrgu" cwqo qvtlegu." eqo q" gn'ecuq" f g" Vq { qc" *Dcuqu" Vki tg" gv'cñf"3; ; ; =O qtgtq."4235="P qxlem'gv'cñf" 4224d+0"

C"eqo kgp| qu'f gn'r tguvg"uki m" Cti gpvpc" cwtcxgu»" wpc" f g"rcu" etkuku" geqp»o kcu" {" uqekrgu"o^a u'ko r qtvcpgu" f g"uw'j kwtk. "f cpf q"eqo kgp| q"cn'r gt¶hf q" f g"rc" *posconvertibilidad*0 Gp"guv"Ànko c"gvcr c."gn'ugevqt"cwqo qvqt"wxq"wp'tqñr tgr qpf gtcpg" {" c' s wg'ñkf gt»" gn'let geko kgpvq" kpf wutkcn' f g' Cti gpvpc."o quwcpf q"wp"hwgtv"tko q" f g" kpetgo gpvq" gp" gn'go r rñq. "rc" r tqf week»p" kpvtpc."rcu"gzr qtvekpqgu" {" rc" r tqf wekxkf cf " *Dctrgwc" gv'cñf"4235+."c"rc" xgl' s wg'f kulpqu"cevqtgu" kpxqñwctcf qu'gp"guv"ècf gpc"hqto ctqp" r ctvg" f gn'i twr q" f g"go r tgucu'ganadoras³ f g'f lej q" r gt¶hf q" *I ci i gtq" {" "Uej qtt."4238=" Ucpvcte^a pi gn" {" "Rgttqpg."4234+0P q" qduwcpvg." c" r guct" f g" guvg"

³"Gpvpf kf cu'eqo q"uw'cxcpes"gp"rc" r ctvek cek»p"gp"rc" grkvg"geqp»o lec."gu" f gek. "rcu"422"go r tgucu" f g"o c { qt" hewtcek»p"gp"gn'ō gtecf q"ñqeci"gzegr wcpf q"rcu"ñkpcpeltcu+0Gp" f lej q" tgeqtkf q"ug' r wgf gp" gpepvtct" c' f kulpvcu" vgtō kpcrgu" cwqo qvtlegu" *Vq { qc." Xqmuy ci gp." Hqt f." Hcv' Cwq." I gpgtci' O qvtu." Tgpcwñ." O gtegf gu" Dgp| ." Rgw gqvEktqgp." J qpf c+." kpf wutku"o g³ñecu" d^a uecu" *Ukf gtct." Ukf gtec." Celpf ct." Cmct+ *I ci i gtq" gv'cñf"4236=" I ci i gtq" {" "Uej qtt."4238+ {" .gp"cn' wpqu" c° qu."wp" r w° cf q" f g" cwqr ctveku" *Uecpkc." O ki qt. "F epc. "Hco ct+." cwps vg" gp"o gpgtgu'pkxrgu" s wg'ñu'f twr qu'cpvgtkqtgu" *Ucpvcte^a pi gn" {" "Rgttqpg."4234-3: +0"

cwur lekquq" f gugo r g° q. " ug" f gpqvtcp" ugxgtcu" f kkwncf gu" r ctc" kpf wek" r" tgcwxccep" f g" gurcdqpc kpvqu" r tqf wekqu. " gxf gpekf q" gp" rnu" o ctefcu" f khtgpeku" gp" rnu" vcucu" f g" etgelo kpvq" f g" rnu" f kwpqu" uwdugevtgu" *Ecuvgm" { "O cp| cpgrk" 4236+ "eqo q" gp" rnu" cnqu" plxgru" f g" f² hkw'eqo gtekn'c' r ctvt' f g' r'c' etgkpv' ko r qtvccep" f g" cwqr ctvgu" *Ecpvtgnc" gv'crl" 4239+0F lej c" vgpf gpek" t gur p q f g. " gp" r ctvg. " c" r tqeguq" f g" tcpuhtto ccep" i mdcrgu. " gpvtg" rnu" swg" ug" gpewgptcp" r' h'ci o gpvccep" kpvtpcekqpcn' f g" rnu" r tqeguq" f g" r tqf wekcp. " r' vgpf gpek" j cec" r" f gupvgi tcep" xgtv'ecn' f g" rnu" i tcpf gu" hto cu" kpf wutkrqu. " r" pwxgc" f kxkucp" kpvtpcekqpcn' f gn' tcdclq" q" r' kvtqf wekcp" f g" pwxcu" | qpcu" cn' eqo gtekq" o wpf kn' *Hki cpv" { " \ wo r g. " 4239=Rkpc| q. " 4237+0"

UK' dlqp" gn' f² hkw' eqo gtekn' f g" guvc" tco c" guv^a " rtgugpv" gp" qvtqu" r c'jugu. " rnu" r ctvewctkf cf gu" f gn' eqo r rglq" cwqo qvt" cti gpvkp" gp" guvg" cur gev" t guncp" r qt" uw" co c° q" tgrvwxq0' Guv" r wgf g" gxf gpektug. " gp" r tko gt" nmi ct. " gp" dcug" c" rnu" f ko gpukppu" f gn' f² hkw' ugevtkcn'tgi kvtcf q" gpvtg" 4224" { " 423; . 's wg' crecp| » egtec' f gn' 82' " f gn' uwr g^a xk' eqo gtekn' f gn' vcn' f g" r" geqqo c' p' cekqpcn' r ctc" gn' o kuo q" r gt' qf q0' Gp" ugi wpf q" nmi ct. " guvg" f krgo c" cuwo g" o c { qt' ko r qtvcpek" cn' ci txcct" gn' j ku>tkeq" r tqdrgo c" cti gpvkp" f g" *restricción externa* " r qt' h'cnc" f g" f kxkuc" *Dtcwp" { " Lq { . " 3; 8: =F kco cpf . " 3; 95+0" Rqt" m" vcpv. " guvg" r tqdrgo c" gu" f g" gur gekn' kpvgt² u' r ctc" gn' eucq" cti gpvkp0'

F cf q" guvg" f gugo r g° q" f gn' ugevq. " r" rkwgtcwtc" m'ecn' qht geg" f kwpvcu" gzi rkecekppu" w" r tko gt" i twr q" f g" cwqtgu" *Dkn" 4237=Dkn' { " O wuuk" 4237=Dkn' { " Uctvgrk" 423: =Hk| uko qp" { " I wgxctc. " 4239=I tc° c" gv'crl" 4239+ " f guf g" wp" gphqs wg" o ctzkuc. " eqpukf gtc" s wg" r' ukwcep" f g" r' kpf wutk" cwqo qvtk " gu" r tqf wev" f g" rnu" eqpf kekppu" gut wewtcrqu" f gn' ovtc' qö" ecr kcrkuo q" cti gpvkp" =qvtqu" tcdclqu" gphc' k' cp" gn' t qn' f g" ögpen' xgö" f g" guvc" tco c" kpf wutkn' gp" gn' c' u' c' r ctvt" f g" rnu" eco dkqu" r tqf wekqu" i mdcrgu" f g" 3; : 2. " gp" gn' ewcn' gn' ecr kn' t' cupcekqpcn' cr tqxgej c" gn' dclq' equvq" f g' r' b' cpq" f g' qdte' h'ecn' *Rkpc| q. " 4237=Rkpc| q" gv'crl" 423; + " qvtq' eqplwvq" f g' cwqtgu"

⁴"Gp" Cti gpvkp" guvc" j c" ukf q" wpc" rko kcep" j ku>tkec" cn' f gucttqm" gp" vcpv" gn' plxgn' f g" cewkxf cf " { " rnu" vcucu" f g" etgelo kpvq" geqp» o leq" ug" j cp" xkuv" t' gutkpi kf cu" r qt" r' f k' r qpdkkf cf " f g" f kxkuc" *Uej qtt" { " Y clpgt. " 4236+0' Gu" f gek. " s wg" gp" gvr cu" f g" etgelo kpvq" kpf wutkn' ug" i gpvtcp" öewgm" u" f g" d' qvgrö" gp" r' f k' r qpdkkf cf " f g" f kxkuc" s wg" f kkwncp' c' xcp| ct' j cec' r' tqeguq" f g" tcpuhtto ccep" { ' eqo r rglk' ccep' r' tqf wekxc' f gn' ugevq" 0Nqu' r tko gtqu' öewgm" u" f g" d' qvgrö" gp" gn' ugevq" gz vtpq" s wg' xkx' gn' r' c' u' t' go kvg' c' r' f² ecf c' f' g' 3; 52' { ' ug' j' keltqp" b' cpk' kuqu" gp' f' kht gpv" u" o qo gpvqu" f gn' o qf gm" f g" uwkwcep" f g" lo r qtvccekppu" 0' Gn' etgelo kpvq" gz vtpukxq" { . " uqdtg" vqf q. " kpvtpukxq" f g" r' kpf wutk" f' gr' gp' f' c' f' g' r' ko r qtvccep" f g" dlqpgu" f g' ecr kn' g' lpuwo qu' kpvto gf lqu. " r' gtq' rnu" f kxkuc' p' geguct' kcu' r' ctc" h'pcekt' f' lej qu' t' gs wgtlo kpvqu" r' tqxgp' p' h'wpf co gpvcro gpv" f g' rnu" gzi r qtvccekppu" f gn' ugevq" ci tqr gewctkq. " ew' c" qhtvc. " gur gekro gpv" r' ci t' p' qir. " ug" gpeqvtcdc" xk' wcm gpv" guv' p' cef c' 0' C" plxgn' vgtkeq. " rnu" r' tqdrgo cu" f g" t' gut' kcep" p' gz vtpc' h'wgtqp' cdqf cf qu' gp" Co² tlec' Ncvpc' r' qt' rnu" eqtt' kpvqu" gut wewt' crku" { " f' gr' gp' kxkuc" j' cec" o gf kcf qu' f' gn' ki' r' t' cucf q. " gpvtg" rnu" r' tko gtqu' guwf kqu' s wg' t' grcekpctqp' guvc" r' tqdrgo^a v' ecp' gn' eqo r qt' wö kpvq" gt^a v' ecp' f' g' r' c' geqqo c' p' cti gpvkp" ug' gpewgptcp" rnu" tcdclqu" h'wpf cekqpcrgu" Dtcwp" { " Lq { " 3; 8: + { ' F kco cpf " 3; 95+0' Nwgi q. " Vj ktry cni" 3; 9; + h'qto cik » " guvg" r' tqeguq" r' r' p' vcpf q' s wg' r' v' cuc' f' g' etgelo kpvq" t' gs wgtk' c' r' ctc' crecp| ct' gn' r' r' qp" go r' r' q' ug' gpewgptc' r' qt' gpeko c' f' g' c' s' wgrm' eqo r' c' v' d' r' g' eqp" gn' gs w' k' d' t' k' q' gz vtpq0' Guv" r' tqdrgo c" j' c" ukf q" egpvtcrl' h' r' t' i' q' f' g' r' j' kuvtk' geqp» o lec' cti gpvkp. " t' gr' t' g' u' g' v' p' f' q' wpc' f' g' r' u' r' t' k' p' e' k' r' g' u' t' c' d' c' u' r' ctc' r' e' q' p' e' t' g' e' k' o' p' f' g' r' tqeguq" f' g' f' gucttqm" geqp» o leq0'

eqkpekf gp'gp'ug° crnt'rcu'iko kcekqpgu's wg'hg'ko r tko gp'cnleqo r nglq'cwqo qvqt'uw'r gs wg° c'gucrc' nqecn' { "rcu'gucucu" ecr cekf cf gu' vgepqn>i kecu'f gn'cwqr ctvkuo q"nqecn'cwps wg'f hktgp"gp"rc' ko r qukdrlkf cf 'f'g'o qf hkect'f lej c'ukwcek»p'dclq'gn'ukugo c'ecr kcrkuc.'r rcpvgepf q'o^a ti gpgu'f g' ceek»p"gp"guvc'f k'geek»p"*Ct| c' { "Nqr gl ."422: =Dctwl'gv'crf0"4239=O qwc'gv'crf0"4229=Rcpki q' gv'crf0"4239+0'

C'uw'xgl .'ug'j c'ug° crnf q's wg'rcu'ectcevtg'vkecu'f gn'ugevqt'gp'gn'r c'f'u'gu'p'tgrcekqpcf cu' eqp"rc'hwgtv'f gr gpf gpek' { "uwdqtf kpeck»p'f g'rcu'cwqr ctvkuo c'rcu'go r tgucu'vgtō kpcrgu.'rcu' ewcrgu'ug'eqpukw { gp'eqo q'rcu'hw'f gtgu'f g'rc'ecf gpc'f g'r tqf week»p'cwqo qvkt' *Ecpvctgmc'gv'crf0" 422: =P qxlen'gv'crf0"4224=Rcpki q.'Ncxctgmj.'gv'crf0"4239+0Qvtq'eqplwpvq'f g'v'cdclqu'f gucec'rc' hqto c'f g'kpugetek»p'f g'Cti gpvkc'gp'gn'O gtequw' { 'rcu'f kur ctkf cf gu'eqp'Dtcukl'eqo q'v'c'f g'rcu' ecwucu's wg'eqphk' wtcp'nqu'r tqdrgo cu'f gn'eqo r nglq'gp'uw'eqplwpvq' { 'f'g'rc'tco c'cwqr ctvkuo'gp' gur gekn'*F'K'O ct| q'Dtqi i k' { "O qrf qxcp."4239=I^a ttk' "gv'crf0"4236=I qpl^a rgl' { "O cp| cpgrnk" 4234+0C'uw'xgl .'f'kukpvqu'c'wqtgu'r rcpvgecp'rc'gucuc'xqmwv'cf'q'kphgvev'kf cf 'f'g'rcu'f qdktgpqu' nktej pgtkucur'qt'tgxgtv'rc'j gtgpek'f'g'rc'f²ecf c'f'g'3; ; 2*Ecpvctgmc'gv'crf0"4239=Ecpcvctgmc' gv'crf0"422: =Ecuvgm' { "O cp| cpgrnk"4236=I^a ttk' "gv'crf0"4236=I qpl^a rgl' { "O cp| cpgrnk"4234=R²tgl' Ct'lec.'423; =Uej qtt' { "Ecuvgm.'4237+0"

C'r ctvkt'f'g'rc'xlevqtk'f'g'O cetk'gp'Cti gpvkc' { "f'g'Dqmqpctq"gp'Dtcukl'nqu'r c'f'gu' r tqf vevqtgu'f'g'xgj' f'w'rcu'f gn'O gtequw'cvtcxguctqp"vpc'ugt'k'f'g'eco dkqu's wg'ko r rkectqp"wp" i kq'j cek'rc'cr gtwtc' { "rc'rdgtcrk' cek»p'f'g'uwu'geppqo' f'cu' { "rc'eqpvceek»p'f'g'uwu'o gtecf qu' kpvtpqu"*Y'klpgt' { "Dgmppk"4239+0Gp'^vto kpu'i gpgtcrgu.'rc'pwgxc'gzr gtepek'pgqrkdgtcr'gp' Cti gpvkc'uki p'k'le»'wp'ko r qtvcv'gtgtqeguq'c'pkxgn'lpf wutkcn'*Ucpvctea' pi gmj'gv'crf0"423; +0Gp' ewcpv'cn'ugevqt'cwqo qvqt.'ug'cegppwctqp'nqu'r tqdrgo cu'eqo gtekrnu'f'g'rc'tco c.'c'rc'xgl' 's'wg' ug'r gtf'kgtqp'cri wpcu'ectcevtg'vkecu'xktwqucu'f gn'elemj'cpvgtkqt.'eqo q'gn'pkxgn'f'g'r tqf week»p' f'g'xgj' f'w'rcu'nqecrgu' { "gn'go r ngl'ugevqt'kcn'*Rgtgl' 'Cm'cpuk'4244+0"

P q'qduvcpv'c'r'guct'f'g'gucu'v'gpf gpekcu'gutveww'crnu' { "eq { wvwtcrnu.'rc'hktō c'Vq { qvc' Cti gpvkc'mji t>>'wp'i tcp'f'gugo r g° q'geqp>>ō leq. { "c's'wg'gucrc'f'gn'f' r vko q'nwi ct'gp'gn'c'p'ncpi' f'g'hktō cu'ugi' Ap'pkxgru'f'g'r tqf week»p"gp'uwu'kpekqu'gp"3; ; 9'cn'r tko gt'nwi ct'gp"423; ." eqmcepf q'uw'r tpek'cn'r tqf vevq.'rc'eco kqpgvc'r leniwr'Vq { qvc'J'kwz.'eqo q'gn'hw'f gt'f'gn'b gtecf q' nqecn' { "o glqtcpf q'uw'r qukek»p'tgrv'kxc'f'g'pvtq'f'g'rc'e'Ar'wrc'go r tguctkcn'cti gpvkc'0"C'uw'xgl' ." cf go^a u'f'g'guvqu'pqvqt'kqu'tguw'v'cf qu'r qukx'xqu."gp'mqu'o gf'kqu'f'g'eqo wplecek»p' { "a'ō dkqu' go r tguctkcrnu'ug'v'cpuo kg's'wg'guvc'go r tguc'gu'rc'Ap'lec'eqo gtekrm'gp'v'uw'gtcxkctk'*gp'wp"

⁵Gp'423; .Vq { qvc'ug'v'kle>>'vgtgtq'gp'gn'c'p'ncpi' f'g'rcu'go r tgucu'o^a u'i tcp'f'g'u'f'gn'r c'f'u'f'g'Tgxkrc'O gtecf q.'u>mq' f'gdclq'f'g'rcu'guvc'rgu' [cekō kpvqu'Rgtq'f'gtqu'H'uecrgu'f' RH' { "Dcpeq'P'cek»p'f'g'Cti gpvkc'*DP C+0'

ugevqt" uwo co gpvg" f g h l e k c t k q + " r c " s w g " g z r q t v c " c " o c { q t " e c p v k f c f " f g " f g u k p q u . " r c " s w g " o ^ a u " r t q x g g f q t g u " h e c n g u " l p v g i t c . " { " r c " s w g " e q p u w t w { g ' o ^ a u " r c | q u " e q q r g t c v k x q u " e q p " f l e j q u " r t q x g g f q t g u " * E r c t " p . " 3 B 1 4 2 3 ; = G n E t q p k u c . " 3 6 B 2 1 4 2 4 3 = K R t q h g u k p c n " 3 8 B 1 4 2 3 : = L w c p " E c p v c t g m c . " g p t g x k u c " r g t u q p c n " 5 1 7 1 4 2 3 ; + 0 G u c u " e c t c e v g t " f u k e c u " h g " e q p h k g t g p " w p c " r c t v k e w r c t k f c f " g p " g n l u g e v q t " c w q o q v q t " c t i g p v k p q . " h j i t c p f q " t g u w n c f q u " s w g " u w r g t c p " f h k l e w n c f g u " g u t w e w t c r g u " f g " r c " k p f w u t k c " c w q o q v k k " g p " g n l c " f u O C " r g u c t " f g " g m q . " u q p " g u e c u q u " h q u " g u w f k q u " f g " e c u q " c e c f ^ 2 o l e q u " u q d t g " f l e j c " g z r g t k g p e k " w p v q " g p " C t i g p v k p c " e q o q " g p " C o ^ 2 t l e c " N c v k p c 0 "

C " p k x g n i m d c n " g n l e c u q " f g " V q { q v c " h w g " g z v g p u c o g p v g " g u w f k e f q " g p " r c u " f ^ 2 e c f c u " f g " 3 ; 9 2 " { " 3 ; : 2 " g p " g n l o c t e q " f g " r c " k p t q f w e e k p " f g " r c " h q t o c " f g " r t q f w e e k p " f l e x i b l e , w o d k p " e q p q e k f c " e q o q " t o y o t i s m o , q j u s t - i n - t i m e , s w g " u w u k s w { > " c n l o ^ 2 v q f q " h q t f k u c " c p v g t k q t " * D q { g t " { " H g { u g p g v . " 4 2 2 4 = E q t k v . " 4 2 2 2 = F q j u g " g v " c r l " 3 ; : 7 = N k n g t . " 4 2 2 5 = N k n g t " { " J q u g w u . " 4 2 2 : = Q j p q . " 3 ; : : = U j k o k w . " 3 ; ; ; = U r g e t " { " D q y g p . " 3 ; ; ; + 0 " Q t q u " t c d c l q u " j c p " f g u c e c f q " r c " r c t v k e w r c t k f c f " f g " r c " g u t c v g i k c " g o r t g u c t k n f g " V q { q v c " g p " t g n e k p " c " u w u " q d l g v k x q u " f g " r c t i q " r c | q " f g " r c " g o r t g u c " * N k n g t " { " O g k g t . " 4 2 2 8 = O e O k n c p . " 4 2 3 ; = U q u p q x u n k n j . " 4 2 3 8 = V c n g w e j k " 4 2 2 ; + 0 F g p v q " f g " g u c " x k u k p " e q t r q t c v k c " u g " f g u c e c p " r c u " t g n e k p p g u " f g " r c t i q " r c | q " { " e q q r g t c e k p " e q p " u w u " t g f g u " f g " r t q x g g f q t g u " { " u w " r t g h t g p e k " r q t " r c " e c r k f c f " u q d t g " r c " t g f w e e k p " f g " r t g e k q u " * F { g t " { " P q d g q m c . " 4 2 2 2 = J g l o . " 4 2 3 5 = J g r r g t " { " J g p f g t u q p . " 4 2 3 6 = K g t " g v " c r l " 4 2 3 3 = O c i g g . " 4 2 2 9 = O e O k n c p . " 4 2 3 ; = V c n g w e j K " J 0 " 4 2 2 ; + 0 " Q t q u " g u w f k q u " u g " g p h q e c t q p " g p " r c " g u t c v g i k c " i m d c n " f g " r c " g o r t g u c " g p " g n l u k i m j " Z Z K " * E j q y f j w t { . " 4 2 3 6 = J g l o . " 4 2 4 2 = R c t f k " 4 2 3 ; = U j k o k w " 4 2 2 ; c + 0 "

U q d t g " r c u " t c { g e v q t k u " f g " r c u " h k c n g u " f g " V q { q v c " h w g t c " f g " L e r > p " g z k u g " w p " e q p l w p v q " f g " t c d c l q u " s w g " c p e r k c " u w " t q n " g p " m q u " r c " f u g u " f g " r c " c u e k e k e p " f g " p c e k p p g u " f g n l u w f g u v g " c u k ^ v l e q " * A s s o c i a t i o n o f S o u t h e a s t A s i a n N a t i o n s , " C U G C P + 0 " C n l t g u r g e v q . " m q u " c w q t g u " f g u c e c p " w p " f g u c t t q m j " x k t w q u q " f g " u w u " t c o c u " c w q o q v t l e g u " c " r c t v k " f g " r c " l o r n g o g p v e e k p " f g " f g v g t o k p c f c u " r q n l e c u " k p f w u t k r g u " { " r c " c t v k e w r c e k p " e q p " G O u " l e r q p g u c u " * F q p g t . " 3 ; ; 3 = F q p g t " { " Y c f . " 4 2 3 6 = P c w u f c " { " V j q d w t p . " 4 2 4 2 = V j q d w t p " { " P c w u f c . " 4 2 3 : + 0 " G p " g u r g e k n " g u v q " u g " j c " u g ^ o c r c f q " e q p " ^ 2 p h c u k i " r c t c " g n l e c u q " f g " V c k r c p f k c . " f q p f g " V q { q v c " r q u g g " w p c " r t g u g p e k " r t g r q p f g t c p v g " * C t p q r f . " 4 2 2 8 = K q j " g v " c r l " 4 2 3 : = M c y c d g . " 4 2 3 5 = R g v k u q p " { " L a j t k " 4 2 2 8 + 0 " Q t q u " c w q t g u " u g " j c p " g p h q e c f q " g p " r c " e w g u k p " r c d q t c n f g " V q { q v c " g p " m q u " r c " f u g u " f g " C U G C P " * H w o k q . " 4 2 2 8 = J c t w e j k " 4 2 2 8 + 0 "

Q t q " e c u q " a p r i o r i " t g r x c p v g " r c t c " C t i g p v k p c . " f c f c u " r c u " u k o k r k w f g u " g p " r c " g u r g e k r k c e k p " r t q f w e v k c . " 6 " g u " g n l f g " V q { q v c " U w f ^ a h l e c 0 " G p " g u g " u g p v k f q . " g z k u g p " t c d c l q u " s w g " c p e r k c p " m q u " f g u g o r g ^ o q u " { " g u t c v g i k c u " f g " r c u " f k u k p c u " v g t o k p c n g u " g p " U w f ^ a h l e c " c " k p l e k q u " f g " u k i m j " { " m q u " t g u w n c f q u " r c t c " V q { q v c " g p " e q o g t e k q " g z v g t k q t " u q p " p q w d n g o g p v g " f k u k p v u " c " m q u " f g " C t i g p v k p c "

⁶Vq { qv c " U w f ^ a h l e c " r t q f w e g " r c " r k e n i w r " J k n w z " f g u f g " r c " f ^ 2 e c f c " f g " 3 ; 9 2 0 "

*Drcem'422; +0C wps wg'qvtqu'ctv⁷ewqu'uquv⁸gp's wg'guc'f kp^a o lec'ug'tgxlk⁹ } 'hc'tc { gevqtk'f g' r^hto c'hwg'o w { "gzkquc"gp"mqu'c° qu'uki w⁸gpv⁸u"} *Drcem"4233=Nco r tgej v."422; =Rj gm¹⁰"gv'crl¹¹ 4239+0'

Gp'Co² tlec'Nc¹²kp'pq'cdw¹³pf cp'mu'tcdclqu'uqdtg'Vq { qvc0Gp'O² zleq. 'wp'rdtq'tgekp¹⁴vg' f g'I^a o gu' { "Qrkgtc'Ci w¹⁵kt *4242+tg¹⁶ep¹⁷utw { g'rc'tc { gevqtk'f g'Vq { qf c'gp'O² zleq'f w¹⁸cpv¹⁹g'rc' f²ecf c'f g'3; 72"ewcpf q"rc"go r t²⁰guc'ug'f gf le»"c"rc'r tqf week²¹p" f g"dlgp²²gu" f g"ecr kcn'r ctc"rc" r tqf week²³p"vg²⁴kr0Gp'Dtcukn'cni w²⁵qu'cwqt gu'guwf kcp'gn'ecuq'f g'Vq { qvc'eqp'gur gekn'cv²⁶pek²⁷p" gp"uwu'h²⁸w²⁹ek³⁰q³¹gu'f g'f kug° q' { "vcp³²uhgt g³³pek'v³⁴ep³⁵qn>i lec"*Ectx³⁶c³⁷ij q."4227=E³⁸q³⁹pu⁴⁰q⁴¹pk' { "S wcf tqu." 4226=E⁴²qu⁴³v."422; =K⁴⁴w⁴⁵w⁴⁶nk'gv'crl⁴⁷0"4237+0Gp'Cti gp⁴⁸v⁴⁹pc."rc"o c { qt⁵⁰lc'f g'mu'ctv⁵¹ewqu'uqdtg'f lej c" go r t⁵²guc't⁵³gh⁵⁴gt gp'cn⁵⁵o² v⁵⁶f q'f g'r tqf week⁵⁷p'v⁵⁸q { q⁵⁹l⁶⁰uc" { .r t⁶¹pek⁶²r cm⁶³ gp⁶⁴v⁶⁵g."c'mu'r tqegu⁶⁶qu'f g'v⁶⁷cdclq" gp'gu⁶⁸cu'r r⁶⁹pcu'f⁷⁰ n⁷¹ctg⁷²l "P gy o cp."4239=f⁷³ n⁷⁴ctg⁷⁵l "P gy o cp."4234=D⁷⁶c⁷⁷w⁷⁸uk⁷⁹pk'4223=F⁸⁰q⁸¹rg⁸²p⁸³un⁸⁴l . " 4234=O⁸⁵gf⁸⁶ k⁸⁷pc'H⁸⁸g⁸⁹gt."423; =U⁹⁰cp⁹¹q' { 'F⁹²K⁹³O⁹⁴ct⁹⁵v⁹⁶q."4225+0'W⁹⁷p'v⁹⁸cdclq'tgekp⁹⁹vg'gzco k¹⁰⁰pc'rc't¹⁰¹gm¹⁰²ek¹⁰³p" f g'Vq { qvc'Cti gp¹⁰⁴v¹⁰⁵pc"U¹⁰⁶q¹⁰⁷ek¹⁰⁸gf cf "Cp»p¹⁰⁹ko c"*VCUC+"eqp'gn'U¹¹⁰kp¹¹¹lec¹¹²v¹¹³q'f g'O ge¹¹⁴a¹¹⁵ple¹¹⁶qu' { "Ch¹¹⁷kp¹¹⁸gu'f gn' V¹¹⁹tc¹²⁰pur qt¹²¹v¹²²g"Cw¹²³qo q¹²⁴vt"*U¹²⁵O¹²⁶CVC+"gp"mu'À¹²⁷n¹²⁸ko qu'c° qu"*V¹²⁹co c { q."4243+0'N¹³⁰w¹³¹gi q."q¹³²vtq'ctv¹³³ewqu' c¹³⁴pc¹³⁵rk¹³⁶ c'rc'r tqf w¹³⁷ek¹³⁸cf cf "f g'Vq { qvc'Cti gp¹³⁹v¹⁴⁰pc'f w¹⁴¹cpv¹⁴²g'rc'r t¹⁴³ko g¹⁴⁴tc'f²ecf c'f gn'uki m¹⁴⁵qu'uv¹⁴⁶pl¹⁴⁷gp¹⁴⁸f q" s wg'gz¹⁴⁹k¹⁵⁰vg'w¹⁵¹pc'f h¹⁵²gt g¹⁵³pek'eqp'rc'f g'mu'r c¹⁵⁴fu¹⁵⁵g¹⁵⁶ep¹⁵⁷vc¹⁵⁸rgu'r gtq"s wg'rc"o k¹⁵⁹uo c'gu'ecf c'x¹⁶⁰g¹⁶¹l "o gp¹⁶²qt" *O¹⁶³ck¹⁶⁴q."4239+0'N¹⁶⁵w¹⁶⁶gi q."gz¹⁶⁷k¹⁶⁸vg'p¹⁶⁹vtqu'o^a u'gur ge¹⁷⁰h¹⁷¹equ'uqdtg'gn¹⁷²r r¹⁷³cp'f g'p¹⁷⁴gi q¹⁷⁵ek¹⁷⁶qu'f g'rc'f k¹⁷⁷k¹⁷⁸uk¹⁷⁹p'f g' cw¹⁸⁰q¹⁸¹rg¹⁸²x¹⁸³cf qt¹⁸⁴gu'f g'Vq { qvc'Cti gp¹⁸⁵v¹⁸⁶pc"*P¹⁸⁷qx¹⁸⁸g¹⁸⁹kp¹⁹⁰q."423; +.gn'ugt¹⁹¹x¹⁹²lek¹⁹³q" f g'*car-sharing* *D¹⁹⁴cn¹⁹⁵ cp¹⁹⁶q." 423; +.rc't¹⁹⁷gur q¹⁹⁸pu¹⁹⁹cd²⁰⁰kn²⁰¹cf cf "u²⁰²q²⁰³ek²⁰⁴cn'go r t²⁰⁵guctk"*T²⁰⁶q²⁰⁷f cu'I q²⁰⁸p²⁰⁹l^a n²¹⁰g²¹¹l ."4242+ { "rc'f k²¹²k²¹³uk²¹⁴p'h²¹⁵kp²¹⁶cel²¹⁷g²¹⁸tc" *C²¹⁹t²²⁰pc²²¹w²²²f q."4234+0'

Rqt'qvtq'rcf q."cp²²³v²²⁴eg²²⁵f gp²²⁶v²²⁷u'f g'lo r qt²²⁸v²²⁹pek²³⁰r ctc'guc'v²³¹g²³²uku'm²³³t²³⁴g²³⁵cn²³⁶l cp'H²³⁷g { u²³⁸gp²³⁹v²⁴⁰g²⁴¹*3; ; : + cn'gz²⁴²co k²⁴³pc²⁴⁴t" gn'r tqegu²⁴⁵qu'f g'k²⁴⁶pu²⁴⁷rc²⁴⁸ek²⁴⁹p" f g'Vq { qvc'gp"Cti gp²⁵⁰v²⁵¹pc."T²⁵²co c" *4226+"cn'c²⁵³pc²⁵⁴rk²⁵⁵ct" gz²⁵⁶j cw²⁵⁷uk²⁵⁸x²⁵⁹co gp²⁶⁰v²⁶¹g'mu'o g²⁶²ec²⁶³pl²⁶⁴uo qu'f g'ug²⁶⁵ge²⁶⁶ek²⁶⁷p."eq²⁶⁸qt²⁶⁹f k²⁷⁰pek²⁷¹p" { "f guctt²⁷²qm²⁷³q'f g'r tqx²⁷⁴gg²⁷⁵f qt²⁷⁶gu'f g' Vq { qvc'Cti gp²⁷⁷v²⁷⁸pc" { "T²⁷⁹w²⁸⁰dk²⁸¹q'gv'crl²⁸²0*4244+"cn'gu²⁸³w²⁸⁴l²⁸⁵ct"gn'f guctt²⁸⁶qm²⁸⁷q'f g'w²⁸⁸pc'r tqx²⁸⁹gg²⁹⁰f q²⁹¹tc'f g'VCUC." k²⁹²pf w²⁹³ut²⁹⁴k²⁹⁵cu'I w²⁹⁶l²⁹⁷k' { "uw'gur gekn'x²⁹⁸pe²⁹⁹w³⁰⁰u'eqp'rc'v³⁰¹g³⁰²to k³⁰³pc³⁰⁴nl³⁰⁵cr q³⁰⁶pguc0Cf go^a u."gn'v³⁰⁷cdclq'f g'Ct³⁰⁸l c" { " N³⁰⁹qr g³¹⁰l " *422; +."uk' dl³¹¹gp" p³¹²q" gu³¹³v³¹⁴ " g³¹⁵ph³¹⁶ecf q" gp" gn'ecuq'f g'Vq { qvc."v³¹⁷kg³¹⁸pg" w³¹⁹" i tcp' p³²⁰k³²¹gn' f g' f g³²²uci t³²³gi c³²⁴ek³²⁵p."r qt"m³²⁶"ew³²⁷cn't³²⁸g³²⁹cn³³⁰l c"cr qt³³¹v³³²u" k³³³pv³³⁴gt³³⁵guc³³⁶pv³³⁷u"r ctc"gz³³⁸co k³³⁹pc³⁴⁰t"rc"vc { gevqtk'f g'rc" go r t³⁴¹guc'mu'r t³⁴²ko g³⁴³t³⁴⁴qu'c° qu'f gn'uki m³⁴⁵0"

C"r ct³⁴⁶vt³⁴⁷ "f g'm³⁴⁸"g³⁴⁹zr w³⁵⁰gu³⁵¹v."ug"r r³⁵²cp³⁵³vg³⁵⁴c"gn'q³⁵⁵dl³⁵⁶g³⁵⁷x³⁵⁸q"i gp³⁵⁹gt³⁶⁰cn'f g'guc'v³⁶¹g³⁶²uku's wg'eq³⁶³pu³⁶⁴ku³⁶⁵vg"gp" c³⁶⁶pc³⁶⁷rk³⁶⁸ct'rcu'ect³⁶⁹ce³⁷⁰vt³⁷¹fu³⁷²l³⁷³ecu' { "mu'h³⁷⁴ce³⁷⁵vt³⁷⁶gu's wg'g³⁷⁷zr r³⁷⁸ke³⁷⁹cp'rc'q³⁸⁰ti c³⁸¹pk³⁸² c³⁸³ek³⁸⁴p" { "rc'i g³⁸⁵uk³⁸⁶p'f g'rc'ecf g³⁸⁷pc"

⁷G¹ri²ct³v⁴ew⁵u'f g'P⁶qx⁷kn⁸gv'crl⁹0*4224+v¹⁰co dl¹¹p'ug'eg¹²pv¹³c'gp'gn'ur ge¹⁴v'rd¹⁵q¹⁶tc¹⁷nf g'Vq { qvc'Cti gp¹⁸v¹⁹pc'r gt²⁰q'cd²¹tec'q²²vt²³qu' v²⁴go cu'eqo q"rc"gu²⁵tc²⁶vg²⁷i k²⁸c'f g'rc"go r t²⁹guc"gp'gn'o qo gp³⁰v³¹q'f g'uw'k³²pu³³rc³⁴ek³⁵p" { "gn'cp³⁶ r³⁷uku'f g'uw'x³⁸pe³⁹w⁴⁰u'eqp'mu' r tqx⁴¹gg⁴²f qt⁴³gu'eqo r c⁴⁴te⁴⁵f q'eqp'rc'h⁴⁶to c'X⁴⁷qm⁴⁸uy ci gp'Cti gp⁴⁹v⁵⁰pc"r ct⁵¹vt⁵² "f g'rc'et⁵³g⁵⁴ek⁵⁵p'f g'w⁵⁶"p⁵⁷l⁵⁸eg'f g'gz⁵⁹co gp'f g' v⁶⁰co cu'r tqf w⁶¹ek⁶²cu⁶³0"

f g'xcmqt'f g'rc' hñcn'cti gpvpc'f g'Vq{ qvc'O qvqt'Eqtr qtcvqp' *VO E+'{ 'uw'bo glqt'f gugo r g° q'gp' eqo r ctcekp'èqp'grt guq'f g'rcu'vgo kpcrgu'cwqo qvlegu'tcf kecf cu'gp'gnr c'f'u'gpvt'g'4224'{'423; 0' Ncu'j kr »vuku'kpekrcgu's wg'i w'f'p'gr'v'cdclq'uqukgpp's wg.'gp'r tko gt'hwi ct.'rc'v'c{ gevqtk' f g'Vq{ qvc' Cti gpvpc' guv' xkpwrcf'c'c'rc' *estrategia empresarial*' i mdcn'f g'Vq{ qvc'O qvqt' Eqtr qtcvqp'c'kpekqu'f g'uki nq.'s wg'ug'ectcevgtk' cdc'r qt'vpc'o c{ qt'g'zr cpukp'gp'iqu'o gtecf qu' go gti gpvqu'{'rc'd'Àus wgf'c'r qt'kpuvrc'ug'eqo q'wpc'o ctec'oi mdcn'0' Cf go a u.'guc'gustcvgi kc' guvdc' kphwpekecf'c' r qt' tcui qu' f gn' go r tguclcf q' lcr qp² u' kpvtpcekppcrl' cf q.' gn' ewcn' ug' ectcevgtk' c'r qt'rc'r rcp'k'cekp'gp'gn'rc'ti q'r rc| q'{'rc| qu'eqqr gtcvku'qu'eqp'uwu'r tqxggf qtgu' mcegru'0'Guc'hqto c'f'g'xkpwrc'ekp'lcr qp'guc.'{'f'g'Vq{ qvc'gp'r ct'vewrc't.'r gto kkgtp'wp'o qf grq' f g'pgi qekqu'uwv'p'cdrg'eqo gtekm gpv'eqp'wp'cnu'f gucltqmq'f g'r tqxggf qtgu'mcegru'gp'gn' r c'f'u'0'

Gp'ugi wpf q'hwi ct.'ug'r rcpvc's wg'rc'gustcvgi kc'r kqpgtc'f g'Vq{ qvc'gp'gn'0' gtequw'f g'v'p'p't' r rc'v'chqto cu'r tqf wex'xcu'gzenvuk'xcu'r etc'Dtcukn'{'Cti gpvpc.'ng'eqphk'c'cn'ugi wpf q'wp'tqn'f g' r tqf wvqt'f g'eco kqpgvcu'r keni'w'u'o gf kpcu'{'xgj 'f'w'qu'w'k'ct'k'qu'f gr qt'v'ku'qu' *Sport Utility Vehicles.'UWXu+r ctc'Co ² tlec'Ncv'k'p'0'Guq.'c'uw'x'gl . 'ng'r gto k'k'c'cwo gpvct'rc'r tqf weekp'f g' wp'dlcp'f go cpf cf q'r qt'gn'ugevqt'r tko ct'k'q'gp'rc'tgi k'p' *r keni'w' J k'w'z+. 's wg'ug'gpeqvt'cdc'gp' r r'p'p'c'uegqu'c'kpekqu'f g'uki nq.'{'f'g'x'gj 'f'w'qu'f g'r cuclgt'qu'r ctc'ugevqt'gu'uqekrcgu'f g'cnu'q' kpi tguqu' *UWX'UY 6+.'ew{c'f go cpf c'wxq'wpc'o gpqt'eqtt'g'rc'ekp'eqp'rc'cnc'xqr'v'k'f'cf' geqp»o kec'f'g'Cti gpvpc'{'iqu'r c'f'ugu'f g'rc'tgi k'p'0'

2 - Marco teórico

Gnr' t'gug'p'g'uw'f'k'q'cf'qr'vct'a'wp'o'cteq'c'p'c'f'f'k'eq's'wg'eqo' d'k'p'f'qu'cd'q't'f'cl'gu'v'g'»t'k'eq'»gn' gphqs'wg'f'g'*cadena globales de valor*' *EI X+'{'rc'r'gtur'ge'v'xc'f'g'rc'*estrategia empresarial* f'g' rc'uqekmqi' f'c'geqp»o'kec'0'Gnr'r'tko'gt'q'f'g'²'uqu'f'gh'p'g'c'rc'u'EI X'eqo'q'rc' " *secuencia de actividades que las firmas y los trabajadores realizan desde el diseño de un producto hasta su uso final* " *I'gt'ghk'{'Hgt'p'c'p'f'g' / U'ctm'4233<6-8'{"qht'geg'wpc'f'guet'k'ek'p'g'uk'k'cf'c'f'g'g'v'cu'

⁸"Nqu'cwqtgu'I'gt'ghk'{'Mqt'g'p'ky'lel' *3; ; 6+.'t'g'v'q'o'c'p'f'q'iqu'cr'qt'v'gu'f'g'rc'v'g'q't'f'f'gn'uk'v'go'c/o'w'p'f'q' *VUO+' *J'qr'n'ip'u'{'Y'c'm'g't'v'g'k'p.'3; ; 8+.'g'r'd'q't'c't'q'p'gn'eq'p'egr'v'q'f'g'*cadena global de commodity*" *EI E+'s'wg'ng'v'q' o'qf'k'lect'q'p'gp'*cadena global de valor*' *EI X+' *I'gt'ghk'g'v'c'ri'0'4227=J'wo'r'j't'g'l'{'U'ej'o'k'j'.4224+0'Gu'qu'eco' d'k'qu' gp'rc'eq'p'egr'w'c'rl'k'c'p'lo'r'lect'q'p's'w'g'd't'g'u'eq'p'gn'o'c'teq'v'g'»t'k'eq'f'gn'uk'v'go'c/o'w'p'f'q.'r't'k'p'ek'c'm'gp'v'g'gp'v'q't'p'q'c'rc' ew'v'k'p'f'gn' *desarrollo*. Nqu'cwqtgu'f'g'rc'VUO' "uqu'v'g'p'p's'wg'gn'gphqs'wg'f'g'EI X'rc'q'gg'wpc'ò'k'w'k'p'f' guclt'q'nk'v'c'ò'{'c's'wg'r'rc'p'v'g'c'p's'wg'rc'k'p'ug't'el'p'f'g'go'r't'g'uc'u'{'r'c'f'ugu'gp'rc'u'EI X'ko'r'k'ec'wpc'o'gl'q't'c'r'c'tc'²'uqu.' o'k'p'v'c'u's'wg'rc'VUO' "r'q'gg'wpc'x'k'k'p'o' a'u'gu'v'k'ec'gp'rc'ew'cn'rc'o'c{qt'rc't'v'f'gn'xcmqt'f'g'g'v'cu'ecf'g'p'cu'gu' v'c'p'uh'g't'f'q'c'iqu'r'c'f'ugu'eg'p'v'c'rgu.'uki'w'k'p'f'q'rc'x'k'k'p'f'g'rc'V'g'q't'f'f'g'rc'F'gr'g'p'f'g'p'ek'{'rc'*cadena imperial*'f'g'Ng'p'k' *3; ; 39+*C'tt'k'j'k'3; ; 2=D'ck'.4227=Y'c'm'g't'v'g'k'p.'3; ; : +0'R'ct'c'eq'p'w'n'ct'u'q'd't'g'h'q'u'è'co' d'k'qu'gp'h'q'f'k'ht'g'p'v'g'u'eq'p'egr'v'q'u' f'g'ecf'g'p'cu'f'g'xcmqt'xgt'U'w'wi'g'q'p' *4232+'q'D'ck' *4227+0'

{\ {ndgt dgti .423; #0Gp'r ct vewrct. "Rcxnfp gni"423: <4+"uquvkgpg's wg" "existe una gran escasez de análisis en profundidad a nivel de empresa de los vínculos de IED en las periferias integradas". "Cu" "Ucm" {\ {ndgt dgti "4237+" kpeqr qtctqp" c" f lej q" cdqtf clg" gn'eqpegr vq" f g" estrategia corporativa f gur rgi cf q" r qt" nqu" guwf kqu" f g" r" cf o kpkvtcek»p" f g" go r t gucu" *management studies+0Nc"o luo c" gu'f ghkpk c'r qt" f lej q" eco r q" f g" guwf kqu" eqo q" gn'r vt»p" f g" f gekukppgu" gp" wpc" eqo r c° "c" s wg" f gvto kpc" {" t g x g r c" u w u" q d l g v k x q u" q" o g v c u. " r t q f w e g" r c u" r t k p e k r c r u' r q n' f l e c u" {" r n p g u' r c t c" n i t c t m u. " {" f g h k p g' r c" i c o c" f g' p g i q e k q u' s w g' r c" g o r t g u c' x c" c" r g t u g i w k t. " g n' v k r q' f g' q t i c p k c e k » p" j w o c p c" {" g e q p » o k e c' s w g' g u' q' k p v g p v c' u g t. " {" r c' p c w t c r g l c' f g" r c" e q p v t k d w e k » p" g e q p » o k e c' q' p q' g e q p » o k e c' s w g' k p v g p v c' d t k p f c t" c" u w u' r t q r k g v t k q u. " g o r n g c f q u. " e n l g p v g u" {" e q o w p k f c f g u' " C p f t g y u. " 3; : 9-0"

Guc" r g e w t c" f g" r c u" e s t r a t e g i a s e m p r e s a r i a l e s" j c" u k f q" e t k k e c f c" r q t" g u v c t" d c u c f c" g p" r c" n i k e c" f g" r c" g e q p q o " c" p g q e r f u l e c" f g" c e v t g u" t c e k q p c r g u" o c z k o k f c f q t g u" *I w k n? p. " 4225= J c o k n q p" {" D k i c t v. " 3; : : + {" p q' x l p e w r c t u g' c" q v t c u' f k o g p u k q p g u' f g' c p a r k u k u. " v c r g u' e q o q' g n' r q f g t. " r c' t g r e k » p' e q p' g n' G u c f q" {" q v t q u' c e v t g u' g e q p » o k e q u. " {" c' s w g' g u' a' e g p v t c f c' g p' w p c' b o k t c f c' k p v g t p c" f g' r c" n i k e c" q t i c p k c e k q p c n' *I c i i g t q. " 4234= P c x c t t q. " 4242+0R q t" n q' v c p v q. " f g u f g' r c" u q e k q n i " c" g e q p » o k e c' u g' j c p' r t q r w g u v q' q v t c u' x c t k c d r g u' r c t c' v g p g t' g p' e w g p v c' g p' g n' g u w f k q' f g' r c u' e s t r a t e g i a s e m p r e s a r i a l e s e q o q' g n' t q n' f g n' G u c f q. " r c u' f k u k p c u" j g t t c o k g p v c u' f g g u c d k n k c e k » p' f g n' g p v q t p q" s w g' w k r k c p' r c u' h k t o c u. " g n' r q f g t' f g' b g t e c f q" {" r c u' f k p a o k e c u' k p v g t p c u' f g' r c u' g o r t g u c u' g p' r c' v o c" f g' f g e k u k p p g u' *H k i u v g k p. " 3; : 9= H k i u v g k p" {" O e C f c o . " 4233= I c i i g t q. " 4234+0"

F g" g u v g" o q f q. " r c" u q e k q n i " c" g e q p » o k e c" u g" c r g l c" f g n' c d q t f c l g" g e q p q o k e k v c" f g" r c u" g o r t g u c u. " g p' g n' e w c n' u g' r c u' g p v k p f g' e q o q' c i g p v g u' o c z k o k f c f q t g u' f g' k p h q t o c e k » p' e q o r n g v c" {" t c e k q p c r k f c f" r g t h g e v c" {" r t q r q p g' p w g x c u' x c t k c d r g u' r c t c' g n' c p a r k u k u' f g' r c u' h k t o c u' 0 R c t c' " H k i u v g k p" {" H i g g r c p f " * 3; ; 7 < 62 + " g n' o g l q t' c d q t f c l g' r c t c' g u v g' q d l g v q' f g' g u w f k q' u g' t g c r k c' f g u f g' g n' 2 p h c u k u" g p" e » o q" r c" j k u v t k c" {" r c u' t g r e k q p g u" u q e k r g u" k p e k f g p" g p" r c u' t g r e k q p g u" g e q p » o k e c u" g" k p u k w e k q p c r g u 0 C' u w' x g l . " H k i u v g k p " * 3; ; 2 + u q u v k g p g' s w g' i n u' c e v t g u' s w g' e q p v t q m p' q t i c p k c e k q p g u" f g d g p" k p v g t r t g v c t" u w u" e c o r q u" q t i c p k c e k q p c r g u" {" n w g i q" m g x c t" c" e c d q" r c u' r q n' f l e c u" f g" r c" q t i c p k c e k » p. " d c u c f c u" g p" u w u" r g e w t c u" f g n' e c o r q 0 G u c' r q n' f l e c" g u v c t a" f g r i k o k c f c' r q t" r c" n i k e c" k p v g t p c' f g' r c" q t i c p k c e k » p. " n q' s w g' g u v q u' c e v t g u' e q p q e g p. " e » o q' g u v q u' c e v t g u' r g t e k d g p' g n' o w p f q" {" n q' s w g' f g h k p c p' e q o q' w p c' c e k w f " q t i c p k c e k q p c n' c r t q r k c f c " * H k i u v g k p. " 3; ; 2. " 4223+0"

N c u' h k t o c u. " e q o q' q v t c u' q t i c p k c e k q p g u' u q e k r g u. " u q p" g z r t g u k q p g u' f g' w p" q t f g p' u q e k n' g" k o r n e c p' w p' c d c p l e q' f g' r q u k d r g u' c e e k q p g u' n g i " k o c u' * H k i u v g k p" {" H i g g r c p f . " 3; ; 7 + 0 U k' d l g p' g z k u v g p" t c e k q p c r k f c f g u' g e q p » o k e c u. " g u c u' p q' u q p' k f 2 p v k e c u. " {" o g p q u' w p c' h w g t | c' p c w t c n' k p f k h t g p e k f c. " u l p q" s w g' x c t " c p" u w u c p v k x c o g p v g' e q p" r c" j k u v t k c. " e w n w t c" g" k p u k w e k q p g u" f g" e c f c" u q e k g f c f " * D k i c t v. " 3; ; 9 < 42+0 N c u' q t i c p k c e k q p g u" g e q p » o k e c u" g u v p" k p u g t v c u" g p" n q u' r c v t q p g u" f g"

gpvqpf ko kpvq "f g" uqekgf cf gu"o a u"co r rku"gp "f qpf g"ug"gpewgpcp" {"f gucttqmp" *Hki uvglp." 3; ; 2=I wkn? p." 3; ; 6+0' Rqt" m" vcpvq." f kgt gpgvu" vr qu" f g" o gtecf q" {"hko cu" go gti gp" eqo q" tguwncf q" f g" rku"tc { gevqtku"j ku»tkcu" f g" f kkvpcu" uqekgf cf gu" *O qti cp. "4223<: +0'

Cj qtc" dkgp." rku"Go r t gucu"O wnkpcckqpcrgu"uqp"wp"vr q" f g" qti cpk celap" r ct vkwct "s wg." r qt "f ghpklep." vkgpgp"rc"ectcevt"vkec" f g"qr gtct"gp" f kkvqu"r c"gu" {"guq" i gpgtc"wp"pkxgn'o a u" f g"cp" ruku"s wg" rku"go r t gucu"pcekqpcrgu"O'F g"guvg"o qf q." rku" hkrgru" f g" rku"GO u"ug"gpewgpcp" cwtcxgucf cu"pq"u»m"r qt" rku"eqo r rglk cf gu" f g" wpc" qti cpk celap" pcekqpcn" ulpq" s wg." cf go a u." r qt" gn'tqn" s wg" lwi cp" cn" kpvgtkqt" f g" wpc" eqtr qtcek" p" i mdcn" *I j quj cn" {"Dctvww." 3; ; 2=Rtcj crxf" {" F qj ." 3; ; 9+0' Rqt" m" vcpvq." ug" xgp" kpxqmwetcf cu" gp" wp" f qdr" lwi q" r mecn" gp" rku" kpvgtceek" p" eqp" qvcu" go r t gucu." i qdkgtpqu" {"endgpgu" f g" wp" r c"u." {"o wpf kn" cn'ewo r rkt" wp" r cr gnf gvgt"o kpcf q" gp" rku" gwtewtc" o wnkpcckqpcn" f g" wpc" eqtr qtcek" p" {"hko cpf q" r ctv" f g" wpc" gwtcvgi k" qr gtcvxc" i mdcn"}

Guc" vpkp" gvtg" rku" gwtcvgi kcu" f g" *incrustación* " *embeddedness" + "mecn" {" i mdcn" gu" eqpukwvxc" r ctv" eqo r t gpf gt" c" rku"GO u" {" lwu" lwdukf kctku" *O qti cp. "4223+0D" ukeco gpvg. tghglc" rku" uko wncpgkf cf " f g" wpc" geqpqo "c" i mdcn" rku" »tf gpgu" r q" vkequ" g" kpvkwelqpcrgu" hci o gpvcf qu" c" pkxgn" pcekqpcn" {" rku" t mkekpgu" uqekrgu" {" r tqf vevxcu" eqpegpvcf cu" mecn" {" tgi kqpcn" gpvg" *J gkf gptglej ." 4234+0' Gu" r qt" guvcu" tc| qpgu" s wg" guvcu" qti cpk celqpgu" j cp" ukf q" f ghpkf cu" eqo q" *espacios sociales trasnacionales* f g dkf q" c" rku" kpvgtf gr gpf gpek" gvtg" gn' gur celq" vcupcekqpcn" {" rku" pcekqpcrgu" *O qti cp. "4233<639+. Guvcu" gvtgetw" co kpvqu" pq" uqmq" gu" p" kpvgi tcf qu" r qt" pqto cu" {" r tqegf ko kpvqu" hko crgu." ulpq" vco dkp" r qt" tgf gu" kpvtr gtuqpcrgu" gvtg" cnqu" f k gevxqu" s wg" vkgpgp" s wg" j cegt" h' gpgv" c" rku" f gucl" qu" f g" gpvqtpqu" pcekqpcrgu" j gvtqi 2 pgqu." cn' vgo r q" s wg" ug" t g' ppg" {" eqqr gtcp" gp" pwo gtqucu" tgwkpqpgu." gxgpqu" uqekrgu" {" r tqf gevqu" vcupcekqpcrgu." f gucttqmpf q" cu" t mkekpgu" kpvtpcekqpcrgu" {" o qf gnu" c" ugi vkt'}

F g" guvg" o qf q." rku" r t gupvg" kpxguki celap" r tqr qpg" eqpvkwct" rku" f k geek" p" r tqr wguv" r qt" Ucnq" {" \ { rdgtdgti " *4237+ " cn' cpcnk" ct" wpc" ecf gpc" f g" xcrqt" c" r ctv" k" f g" wpc" hko c" kpf kxkf wcn" cvgpf kpgf q" rku" hko c" f g" r tqf week" p" f g" rku" ecf gpc" {" rku" *gobernanza* " f g" rku" go r t guc" rff gt' Ukp" go dcti q." gmq" ug" mxxct" a" c" ecdq" cf qr vcpf q" et" vkeco gpvg" gn' gzc"o gp" f g" rku" *estrategias empresariales* O' Guv" r tqr wguv" f guf g" rku" uqekqmqi "c" geqp»o kec" r qugg" cpvgegf gpvgu" gp" rku" guwf kqu" f g" rku" ecf gpcu" i mdcn" gu" f g" r tqf week" p" f gn' ugevq" cwqo qvq" *Rctf k" 423; +. " f g" rku" go r t gucu" cwqo qvlegu" lcr qpgucu" {" f g" Vq { qvc" gp" r ctvkwct" *J glo ." 4238. "4239. "4242+ {" f gn' guwf kq" f g" ecuc" f g' P kuucp" gp" Dtcukl" *Y cm" tcvj " {" Ucnqu" Rgtgk" c" f qu" Ucpvqu. "4242+0Cu" c" vtcx² u" f g" guvg" gphqs wg" v»tkeq" ug" dwuecp" pwgxcu" xctkcdrgu" f g" cp" ruku" s wg" pq" gu" p" r t gupvgu" gp" rku" guwf kqu" f gn' *management* " {" ugt" a" p" f g" ko r qt vpekc" r ctv" gpvqpf gt" rku" gzege kqpcrkf cf " f g" Vq { qvc" {" uw' ecf gpc" f g" xcrqt" gp" gn' o gtecf q" cti gpvq0"

3 - Metodología

Nc" gutcvgi kc" f g" kpxguki cek»p" ug" eqphki wtc" eqo q" wp" õguwf kq" f g" ecuqö" f gdlf q" c" r" r tqr wguv" f g" cp^a ruku" f g" r" go r t guc" Vq { qvc" Cti gpvkpc0Gn'guwf kq" f g" ecuq" gu" wpc" kpxguki cek»p" go r ¶lec" s wg" guwf kc" wp" hgp»o gpq" eqpvo r qt^a pgq" f gpvt" f g" uw" eqpvz" vq" f g" r" xkf c" t gcn" ¶ k p." 422; +0' I gpgtcm gpv" ug" cf qr v" guv" o gvqf qmji ¶c" ewepf q" r u" r tgi wpcu" f g" kpxguki cek»p" ug" dcucp" gp" gn' õe»o qö" { " gp" gn' õr qt" s w² ö." gu" f gekl." uqp" f g" vkr q" õgZR nqcvqt kcu" cr rlecpf q" wp" eqplwpvq" f g" r t qeguqu" r t gxlco gpv" gur gekhlec f qu" { " cewf kgpf q" c" kphqto cek»p" f qewo gpvci" { " gpvtgxkrcu0Gu'ertq" s wg" rnu" guwf kqu" f g" ecuq" pq" tgr t gupvcp" c" wpc" o wguvc" f g" wpc" r qdrckek»p" q" f g" wp" wpxgtuq" eqpetgvq." r qt" rj" s wg" pq" r wgf gp" ugt" i gpgtcrk c d rgu" guvc ¶jvkeco gpvq." ukpq" c" r tqr qulekqpgu" v»tkecu." { c" s wg" gn' qdlgvkxq" f gn' kpxguki cf qt" gu" co r rct" { " i gpgtcrk ct" vgt¶cu" ¶i gpgtcrk cek»p" cpci¶lec+" { " pq" gpwo gtct ¶tgewepcku" ¶i gpgtcrk cek»p" guvc ¶jvkec+" ¶ k p." 3; ; : +0'

Gp" r ct vkwrt." gung" guwf kq" f g" ecuq" ug" f gucttqmc" kpvgi tcpf q" o gvqf qmji ¶cu" ewckvkvx" cu" { " ewcpvkvx" cu" gp" gn' tgrxco kgpvq" { " cp^a ruku" f g" f cvqu0Gp" r tko gt" hwi ct." ug" t gcrk c" wpc" dtgxg" t gug" c" j ku»tlec" f g" r" kpf wutlc" cwqo qvtk" gp" Cti gpvkpc." f guetkdkp f q" { " cpcrk cpf q" r u" ectcevt ¶jvkecu" gutwewtcrgu" f g" r" tco c" c" r ct vkt" f g" r" t gxlk»p" f g" r" r kgtcwtc" gur gekrk cf c." r u" r t kpek crgu" f kur qulekqpgu" kpvkwekqpcrgu" gp" gn' ugevq" { " gn' gzco gp" f g" f kvkpcu" ugtkgu" guvc ¶jvkecu" eqo r t gpf kf cu" gp" CF GHC." CHCE." R F GE." EQO VTCF G." QGF G." T gxlkuc" O gtecf q" { " r" ddkrqi tch¶c" gur gekrk cf c0Nwgi q." ug" wvkk cp" f lej cu" dcugu" f g" f cvqu" { " qvtcu." eqo q" CECTC." Uqhtcf g" { " Cf wpc." r ctc" cpcrk ct" eqo r ctcvkvco gpv" gn' f gugo r g" q" f g" r u" r t kpek crgu" xctkcdrgu" ugevqtkrgu" gpvt" g" r u" vgt o kpcrgu" cwqo qvtkgu" tcf lec f cu" gp" Cti gpvkpc" { " gur gekhlec t" r" vtc { gevqtk" r ct vkwrt" f g" Vq { qvc" gp" gn' r c ¶u0Ncu" xctkcdrgu" s wg" ug" cpcrk cp" uqp" 3+r t qf week»p" vqvcn" { " r qt" vkr q" f g" xgi ¶ewuq." 4+" gxqmwel»p" f gn' go r r gq." 5+" r ct vkr cek»p" gp" r u" xgpvcu" f g" r u" 422" go r t gucu" o^a u" i tcpf gu" f gn' r c ¶u." 6+" gxqmwel»p" f g" r u" gZR qt vcekqpgu." 7+" plxgn' f g" eqpegpvt cek»p lf kxgtukhlec ek»p" f g" f guvkqu" f g" r u" gZR qt vcekqpgu." 8+" ucif q" eqo gtelcn" { " 9+" eqpvkpf q" ko r qt vcf q" f g" r u" xgi ¶ewuq" r ctc" gn' r gt ¶qf q" 4224/423; 0"

C" eqpvkpcel»p." ug" t gcrk c" wpc" t gcpvt week»p" j ku»tlec" f g" r" vtc { gevqtk" f g" Vq { qvc" gp" lcr »p" kf gpvkhlec pf q" r u" ectcevt ¶jvkecu" r ct vkwrt gu" f g" uw" gutcvgi kc" eqtr qtcvkvco0Nwgi q." ug" cpcrk cp" r u" gvr cu" f g" r" go r t guc" o wvkvcekqpcn' j cekp f q" 2 phuku" gp" r u" f² ecf cu" f g" 3; ; 2" { "

⁹"Gung" kpf lec f qt" ug" eqpvt wka" c" r ct vkt" f gn' ¶pf leg" f g" J gthpf cj n' g" J kuej o cp" ¶ J +* J kuej o cp." 3; 86+" gp" dcug" c" r u" gZR qt vcekqpgu" t gcrk cf cu" c" ecf c" r c ¶u" f g" f guvkqu" 0' : "Nc" guko cek»p" f g" eqpvkpf q" ko r qt vcf q" ug" t gcrk c" c" r ct vkt" f g" r u" ko r qt vcekqpgu" f g" r ct vgtu" { " r kgl" cu" f g" ecf c" vgt o kpcn' ugi Àp" r u" erukhlec ek»p" f g" r qulekqpgu" t cpegrt kcu" j gej c" r qt" I^a tt k" gv' cñ0*4236+" uqdtg" gn' xcmq" gp" r guqu" f g" ecf c" o qf gny" r t qf vek q" r qt" ecf c" vgt o kpcn' gp" lwrk" f g" ecf c" c" q" ugi Àp" r u" i w¶c" qhlec n' f g" r t gekqu" f g" CECTC" ¶eqpuwncf c" c" r ct vkt" f g" y" gd0tej kxg0ti +clwvcf q" r qt" gn' r tqo gf kq" cpwcn' f gn' vkr q" f g" èco dlq" f gn' r »rct" guvc qwpk f gpug" f gn' DETC" uwo cf q" c" r u" gZR qt vcekqpgu" f g" cwqr ct vgtu" f g" ecf c" vgt o kpcn' cwqo qvtk" cti gpvkpc0'

r tlpokr kqu'f g'4222. "gp'rcu'ewcrgu'f gekf g'tcf lectug'gp'Cti gpvpc" { 'r tqo qxgt "guv'hkrci0Cu'ug' r tgvpf g'gpvpf gt'rc'gutcvgi k'f g'Vq{ qvc'O qvt "Eqtr qtcvqp'gp'guv'hcug" { 'gn'wi ct's wq'qewr c' gn'O gtequw' { "Cti gpvpc'gp'uw'gutwewtc'o wvpcckqpcn0Guv'gzco gp'ug'mxct^a "c'ecdq'c'r ctvt' f g'rc'tgxlk»p'dkrcqi t^a hlec'f g'rc'rkgtcwtc" gur gekrk cf c" { "f qewo gpvqu" go r tguclkrqu. "eqo q' wco dk2 p. 'gn'cp^a rkuku'guv'f ¶vkeq'f g'dcugu'f g'f cvqu'f g'rc'go r tguv'gutwewtc'ceekqpc'f g'VO E" { 'r tqf week»p. "xgpvcu" { "ectcevt¶vkecu'f g'uwu'hkrcrgu+. "QEC" *r tqf week»p'f g'rcu'vgo kpcrgu'c" plxgn'i mdcn' { "Hqtwp'g'I mdcn'722" *i cpcpeku'f g'rcu'vgo kpcrgu'c' plxgn'i mdcn'0"

Nwgi q. "ug" tgeqputw'f g'rc' *incrustación nacional* "f g'Vq{ qvc"Cti gpvpc0Rctc" gm. "ug" cpcrk ct^a "rc'j kvqtk'f g'rc'go r tguv'gp'gn'rc'¶u. "uw'gutwewtc" qti cplk cvxc" { "rcu'ectcevt¶vkecu'f g' uw'ecf gpc'f g'xcmt0Rqt "wp'rc'f q. "ug" cpcrk cp"uwu'r tq{ gevqu'f g'lpvgtuk»p. "r rcpgu'f g'pgi qekqu. " cr q{ qu'f gn'Guv'f q. 'tgrck»p'eqp'gn'lkpf kcvq. " { 'rc'gxqmwk»p'f g'rc'r tqf week»p" { 'rcu'gzr qtckqpgu' f g'rc'eqo r c^o ¶c0Cu'ug'gzco kpc'gn'vr q'f g'kpugtek»p'gp'mu'f kvkvqu'o gtecf qu'cwqo qvlegu'f g' Co² tlec'Ncvpc. "f vgo kpcpf q'rc" gur gekrk cf "f g'uw'ugi o gpvq. "rc'o gpt'kphwpekc's wq'vkgp" rc'xqrcvkr cf "geq»o kcf'f g'rc'tgi k»p'gp'rc'f go cpf c'f g'uwu'xg ¶vqu" { "rc'gxqmwk»p'f g'rcu' xgpvcu" gp"mu'r tlpokr crgu'o gtecf qu'f g'rc'tgi k»p0Rqt "qvt q'rc'f q. "ug" kf gpvkec"rc'hqto c'f g' *gobernanza* "f g'Vq{ qvc"gp'rc'ecf gpc'f g'xcmt. "f guetklgpf q" { "emvkec'f q'c'uwu'r tqxggf qtgu. " ectcevtk' cpf q'gn'vr q'f g'tgrck»p'guv'cdgek' c'eqp² uvqu" { "tgeqputw'f gpf q'gn'vr q'f g'cwqr ctvqu' ko r qv'cf cu" { "uwu' qt¶ gpgu0' C" uw' xgl. "ug" cpcrk cp" gp" r tqhw'f kf cf "mu'r tlpokr crgu" qpeg" r tqxggf qtgu'cwqr ctvkvu'f g'rc'vgo kpcn'kpf ci cpf q'gp'mu'r tqeguqu'f g'*upgrading*'s wq'² uvqu' j c{ cp'ngxcf q'c'ecdq0"

Gmq'ug'tgcrk' c'c'r ctvt'f gn'cp^a rkuku'f g³+f cvqu'ugewpf ctqu'r tqxgplgpvqu'f g'uwu'dcncpegu' go r tguclku.³² "f qewo gpvqu" go r tguclkrqu. "pvkecu" f g'r gk»f lequ'f g'rcncpeg' pckqpcn' { "gn' Dqrgv'p" Qhkecn' f g'rc' "Tgr Àdrcc" Cti gpvpc" *DQTC= 4+ "gptgxkrcu" ugo k'gutwewtc'f cu" c' glgewkxqu'f g'Vq{ qvc" { 'r tqxggf qtgu'f g'rc'vgo kpcn'gp'rcu'ewcrgu'ug'cdqtf cp'mu'uki vkgpvu'glgu< c+'tgrck»p'vgo kpcn'r tqxggf qt. "d+'ectcevt¶vkecu'f g'rc'gutwewtc" qti cplk cvxc'f g'Vq{ qvc. "e+ r ctvewr'kf cf gu'f g'rc'vgo kpcn'gp'rc'kpf wvkc'cwqo qvtk' "cti gpvpc. "f+'tgrck»p'eqp'rc'w'pk cf " qti cplk cvxc'f gn'O gtequw' { "eqp'rc'ecuc"o cvk' "gp'Lcr »p. "g+'eqo r gvpekc" kvtc/go r tguv'eqp' hkrgru'f g'uko krt "gur gekrk cel»p'r tqf wvkc. "vrgu'eqo q'Vckrcpf k" { "Uw^a hlec. "h+'kphwpekc" f gn'Guv'f q'gp'gn'f gugo r g^o q'f g'rc'eqo r c^o ¶c= { 'i +'r tqeguqu'f g'gucrc'o kpvq'f g'rcu'cwqr ctvkvu'= 5+'xkukcu'c'rcu'lf dtlecu'f g'Vq{ qvc" { "f g'uwu'r tqxggf qtgu" { "6+'cp^a rkuku'guv'f ¶vkeq'f g'dcugu"

¹ "Nc'ugrgeek»p'f g'mu'r tqxggf qtgu'ug'j ct^a "gp'hwpekc'f g'rc'r qudkrk cf "f g'rc'tgcrk cel»p'f g'rc'gptgxkrc. "dwecpf q' rc'tgr tguv'ck»p'f g'mu'v'gu'i t'c'pf gu'i tw'qu'f g'cwqr ctvkvu'ugi Àp" uw'qtki gp<lcr qpgugu. "o wvpcckqpcrgu'pq' lcr qpgugu" { "mccrgu0'

³² "Ceegf kf qu'c'r ctvt'f g'rc'k'ur geek»p'I gpgt'nf g'Lvkele *¶ L:0'

eqo r tgp f kf cu"gp"CF GHC."CECTC."Uqhtcf g" { "Cf wpcp"*ectcevt¶uuecu" { "gxqmwep" f g"rcu" gzt qtcekqpgu."ko r qtcekqpgu" { "eqvpgkf q" mēcn'f g"xgj ¶ewqu'r tqf wekf qu+."CF GHC."CECTC." CP HC XGC."Hgpdcxcg" { "Dceq"O wpf kcn'ēqtg mēckep" f g"rc"r tqf weekp" { "xgpvcu" f g"xgj ¶ewqu" { "xctkcekqpgu" f gn'RKD" f g"Cti gpvpc."Dtckn" { "Co 2 tlec" f gn'Uwt+" { "CP HC XGC" { "Hgpdcxcg" *r tqf weekp" { "xgpvcu" eqo r ctcf cu"gp"Dtckn"0"

4 - Contribución de la tesis

Ncu"eqptkdwekqpgu" f g"rc"vguku"ug" f kxf gp"gp" f kxkpvqu"pkxgrgu0'Gp"uw" f ko gpukp"o a u" vgtlec" { "i gpgtcrn'ug" gpo ctec"gp"gn'f gdcvgr" t gupgv"gp"rcu"ekgpeku"uqekrgu"uqdtg"rc"ceekp" geqp»o lec" f g"rcu"go r tgucu0'Gp"r ctvewrct."rc"lpxgunki cekp"cdqpc^a "rc"kf gc" f g"s wg"rcu"htto cu" uqp"cevqtgu"uqekrgu"s wg"guv^o p"lphwkwf qu'r qt"o Ànkrgu"ncevqtgu."crgl^a pf qug" f g"rc"lpgvtr tgvcekp" f g"rc"geqpqo ¶c"pgqerñ ulec"/tgvo cf c"gp"mqu"guwf kqu'f gn'*management*"g'*international business*/" s wg" rcu" gpvpgp" gp" eqo q" ci gpvcu" wpkctkqu" o czko k cf qtgu" f g" kphqto cekp" eqo r rēvc" { " tcekqpcrk cf " r gthgevc0'Rqt" gn'eqptctkq."gp" guv" vguku"ug" gzcō kpc^a "c"rc" hkrkn' f g"wpc"GO " lpgvtr tgv^o pf qrc"eqo q" wpc"qti cpk cekp"eqo r rēlc's wg"guv^o 'f qdrgo gpv'*incrustada*"c'r ctvk' f g'uw" tgf "lpgvtpcekqpcn" { "mēcn'0F g"guv"o qf q."uk'dlgp"ug"tgvo ct^a "rc"tgekpgv'r tqr wgvv'tgcrk cf c'r qt" cwqtgu" f g"rcu"EI X's wg"uwi kgtg"gn'cp^a rkuku' f g"guvcu'ecf gpcu'c"pkxgn'f g"go r tguc."guv"ug"mgxct^a " c"ecdq"eqp"wp"gpqhs wg" f kxkpvq" f g"rc"guvcvgi kc"go r tguctkcn"0"

Gp"ugi wpf q"mī ct."rc"lpxgunki cekp"r tgvpgp" g"cr qtvt"pwgxc"gxkf gpek"gp"rc" f kuewukp" uqdtg"mqu"ghgevu" f g"rc"KGF " f g"GO u"gp"r c¶gu"gp" f gucttqmj."f cpf q"uwvpgvq" c"rc"xlukp"s wg" uqvkpgp"s wg"pq"ug"r wgf g"guvcdrēgt" wpc'tgi rc"i gpgtcrn'uqdtg" f lej qu"o qxko kgpvcu" { c"s wg"guvcu" ko r cevu" f gr gpf gp" f g"pwo gtqucu'xctkcdrgu0'Gp"m'eqpegtkēpv" c"rc"KGF "gp"EI X"cwqo qvtēgu" ug"uquvpgf t^a "rc"ko r qtvepek" f g"mqu"cp^a rkuku'c"pkxgn'f g'htto c."gpvpgp kēpf q"s wg"rcu"o kuo cu'pq"uqp" j qo qi 2 pgcu0"

Gp" wpc" f ko gpukp"o a u"gur ge¶lec."rc"vguku'dwec"eqptkdwk'c"mqu"guvcuqu"guwf kqu' f g"guvc" o wmkpcekqpcn'gp"r c¶gu" f g"Co 2 tlec" Ncvpc0' Cf go a u."gp"gn'ecuq"cti gpvlpq"pq"cdwpcp"mqu" vcdclqu"s wg"cpckēgp"rcu"guvcvgi kcu' f g"rcu" hkrkn'gu"mēcn'gu"gp"gn'r c¶ju.³³ "ukp" s wg"rc"o c { qt¶c" f g" 2 uqu"uwrgp"guwf kct"cn'ugevt"cwqo qvt"gp"uw"vcrk cf 0F g"guv"o qf q."rc"lpxgunki cekp"dwec" cr qtvt" f lej c" gur gekkēkf cf " f gn' cp^a rkuku' f gn' ugevt." gpvpgp kēpf q" s wg" gzlvpg" guvcvgi kcu" f kgtgpekcf cu" gpvtg"rcu"o wmkpcekqpcrgu" cwqo qvtēgu0' Culo kuo q."ug" tgcrc' ct^a p"pqxgf qucu" o gf lekqpgu" uqdtg"rcu" gzt qtcekqpgu." ko r qtcekqpgu" { " eqvpgkf q" mēcn' f g" mqu" xgj ¶ewqu"

³³Cri wpcu'gzegr ekqpgu'gp"guv"ugvkwf q"uqp"ct| c" { 'Nqr gl '422: +q"Uej xct| gt*3; ; 7+0

r tqf wekf qu'r qt 'rcu'vgo kpcrgu's wg'pq'ug'tgi kmtcp'gp'tcdclqu'r t gxlqu0Cf go a u.'rc'vguku'cr qtvc" kphqto cek»p"qtki kpcn'f g"Vq{ qvc"Cti gpvkc" c"t cx² u'f gn'cp^a rkuku'f g'f c'vqu'f g"uwu'dcncpegu."f gn' tgrgxcokgpvq" f g" o gf kqu" i t^a hkequ" { " f gn' DQTC." { " f g" gpvtxkucuu" gp" r tqhwpf kf cf " eqp" uwu" r tkpekrcnguglgewkxqu."r tqxggf qtgu'cwqr ctvkuu" { "ff gtgu'ukpf kecrgu'f gn'UO CVC0"

C"uw'xgl. 'ug'eqpukf gtc's wg'gug'vr q'f g'guwf kq'cf s wkgg'gur gekn'tgrgxcpekc"gp'gn'ecuq" f g"Vq{ qvc"Cti gpvkc." { c's wg'r wgf g'dtkpf ct"cn' wpcu'tgur wguu'c"nu'pwf qu'r tqdrgo a vkequ'f g" guu'tco c"lpf wutkcn'gp'gn'r c"ju."vrgu'eqo q"uw'f² hkek'eqo gtekn" f gr gpf gpek"eqo gtekn'eqp" Dtcukn" gucu" eqo r ngo gpvctkgf cf " r tqf wekxc" gp" gn'O gtequw." dclq" eqpvpkf q" nqcn'f g" nu" xgj ¶ewnu"q'rc'hqto c'f g'xkpewreke»p'gpv'g'vgo kpcrgu" { " r tqxggf qtgu'nqecrgu0F g'gug'o qf q."guu" vgu' r tgvpf g"kf gpvkect"nu'hcevtgu"gz vcr qncdrgu'f gn'ecuq"Vq{ qvc."s wg'r qf t¶cp"o glqtct"rc" vtc{ gevtkc" f gn'tguv'f g'rc'lpf wutk"cwqo qvtk "gp"Cti gpvkc" { "xkukdkk ct'rcu'iko kcekqpgu's wg" tgr t gupvcp"nu'hcevtgu'pq"gz vcr qncdrgu"gp" f lej q" r tqegu+."cu¶"eqo q" gudq| ct" gn'tqn'f g"rc" r qn¶kec"r Àdkec"gp" f lej q" f gucttqm0'

Nc"lpf wutk"cwqo qvtk "i nqcn'gu^a "cvtcxgucpf q"wp"i tcp"eco dkq"vgepq/r tqf wekxq" c" r ctvt" f g"rc"o c { qt"eqpgevklcf."cwqppqo ¶c."eqo r ctvke»p" { "grgetkheceke»p" f g"nu"xgj ¶ewnu" *EUCG."r qt'uwu'uki rcu'gp'kpi r²u"gp'wp"eqpvz vq'f g't^a r kf qu'cxcpogu'vgepqn'i kequ" { "ci wf c'etkuku" erko a vke0'Gp" gug" o cteq." gn'ugevt" cwqo qvt" cti gpvqp" / { " r tkpekrcm gpv" gn'gpvco cf q" cwqr ctvku'nqcn"ug"xgt^a "gph'gpvcf q" c"o Ànkrgu'f gucl¶qu0Rqt"m"vcpvq."f guf g'gn^a o dkq" f g"rc" r qn¶kec"r Àdkec" { "rc"r rcpkheceke»p"gu"ko r tguekpf kdng'gpvpf gt"rcu'f kulpvcu'gutcvgi kcu'f g"rcu" vgo kpcrgu'o wkpcekqpcrgu's wg'f qo kpc'rc'ecf gpc"cwqo qvtk "r ctc'dwæct"rcu'o glqtgu'hqto cu" f g'ctvewreke»p"eqp"gm0"

"

5 - Presentación de los capítulos

" Gn'Ecr ¶wru" 3" vkgp" gn'qdlgkxq" f g"kpvtqf vekt" gn'cdqtf clg" vgtleq."rcu"j gttco kpvcu" eqpegr wrcgu" { "nu'r tkpekrcngucpvgegf gpvqu'f g'rc'kpxguki cek»p0Cu¶"gp'r tko gtc'kpuwpekc"*1.1+." ug'gZR qpqp'nu'cpvgegf gpvqu'f g'nu'guwf kqu'uqekrgu'f g'rc'geqpqo ¶c" { " f gn'f gucttqm'geqp»o leq." eco r qu'f g'guwf kq"gp'nu'ewrcgu'ug"kpugtvc"guu"vguku0Nwgi q."ug'r t gupvc"wpq'f g'nu'cdqtf clgu" vgtleq/cpcn¶kequ"eqp"nu'ewrcgu'ug"tcdclct^a "gp"rc" kpxguki cek»p."gn'gphqs wg'f g"rcu"Ec'f gpcu" I nqdcrgu'f g'Xcmq"*1.2+0Gp"r ctvewrct."ug"ug^o crct^a "s wg'ug'cf qr vct^a "gug"o cteq'r ctc'gn'cp^a rkuku" f g'wpc'ecf gpc'f g'xcmt'gp'r ctvewrct."rc'rkf gtef c'r qt"Vq{ qvc"Cti gpvkc0Gn'guwf kq'f g'guu'hkcn" f g"rc"GO"Vq{ qvc"O qvt"Eqtr qtcvqp"ug"ngxct^a "c"ecdq" c"r ctvt" f gn'gphqs wg'f g"estrategias empresariales" f g'rc'uqekqmi ¶c"geqp»o kec."f gucttqmcf q"gp'gn'uki vkgpv"cr ctvcf q"*1.3+0"

Rquvgtkqto gpvv. 'ug'tgeqputw{ gp'mqu'r tlpkr crgu'cpvgegfpvqu'gp'gn'guwf kq'f gn'ko r cevq' f g'rc'kpxgtuk>p'Gzvtcplgtc'F ktgevc'gp'r c'fugur'gtkkt'lequ'*1.4+:'{ 'rcu'r ct'vewrctk'cf gu'f g'gugv'kr q' f g'kpxgtuk>p'gp'rc'ecf gpc'cwqo qvtk'ORqt'Ànko q.'ug'tgrgxc'p'mu'vcdclqu'r tgegfpvqu'uqdtg'rc' gur gekh'ek'cf " f g' rcu' hkr'crgu" f g' vgt' kpcrgu" cwqo qvt'legu" f g' GO " lcr ppgucu" gp" gn' o wpf q." f k'k'p' w'k' pf q'rcu'f g'rcu'f g'GGWW'{'Gwtqr c'r tlpkr cm' gpvv'*1.5+0F' g'gug'v'o qf q.'mq'r t'gug'v'cf q' gp'gug'ecr' f'wru'ugp'v'c' "rcu'dcugu'v>t'leq/cpc'f'f'ec'u'r ctc'gn'gzco gp'f g'wpc'ecf gpc'f g'xc'rt'c" r ct'v'k'f g'wpc'h'k'to c'k'p'f k'k'f wcn'cv'g'p'f k'p'f q'rc' h'q'to c'f g'r t'q'f week>p'f g'rc'ecf gpc'{'rc'i qdgt'p'c' c' f g'rc'go r t'guc'f'f'gt. "{'cf qr v'p'f q'gn'gzco gp'f g'rcu'g'v'c'v'g'i kcu'go r t'guct'k'crgu'f g'rc'u'q'ek'q'm'i' f'c' geq'p>o' k'ec'0'

" Gp'gn'Ecr' f'wru'4'ug't'g'c'k' c'wpc'dt'g'x'g't'gug'o' c'j' k'u>t'lec'u'qdt'g'gn'f' guctt'q'm'f' g'rc'k'p'f' w'v'k'c' cwqo qvtk' 'gp'Cti' g'p'v'p'c'k'f' g'p'v'k'ec'p'f' q'uw'r' t'lp'k'r' c'rgu'r' t'q'd'rgo' a' v'ec'u'c' 'mq' 'rc'ti' q'f' g'rc'o' kuo' c'0Ug' eqo' k'g'p' c'g'v'c' t'geq'p'ut'week>p'f' g'f' g'mu'k'p'k'ek'qu'f' g'rc'h'c'd't'le'ce'k>p'f' g'x'g'i' f'ewru'gp'gn'r' c'f'u'gp' 3; 42.'r' cuc'p'f' q'r' q't' 'uw'f' k'v'p'v'cu'g'v'c' cu'<u'w'eqo' k'g'p' q'{'g'z'r' c'p'uk>p'*3; 42/3; 97+*2.1.1+'gn'h'k'p'f' g'rc'g'v'c' c'r' q't' 'uw'v'k'w'ek>p'f' g'rc'k'o' r' q't'v'ek'q'p'g'u'{'gn'g'v'c'p'eco' k'g'p'v'q'f' gn'uge'v'q't'*3; 98/3; ; +*2.1.2+'{"rc"t'geq'p'h'i' w'c'ek>p'f' g'rc'k'p'f' w'v'k'c'c' r' ct'v'k'f' g'rcu't'gh'q'to' cu'g'v'w'w'c'rgu'{'rc'h'q'to' c'ek>p'f' gn'o' g't'ec'f' q't'g'i' k'q'p'c'n'*3; ; 2/4223+*2.1.3+0Ug'c'j' q'p'f' c'gp'rc'Ànko' c'f' g'g'v'c'u'g'v'c' cu'{'c's' w'g'c'm'f'ug' f'g'ur' r'g'i' c'p'eco' d'k'qu'g'v'w'w'c'rgu'gp'gn'uge'v'q't's' w'g'x'c'p'c'o' c't'ec't' 'uw'f' g'v'c'tt'q'm'gp'gn'r' g't'f'q'f' q' u'k'i' w'k'g'p'v'g'{'ug'k'p'v'c'rc'Vq'q'v'c'gp'Cti' g'p'v'p'c'0"

" Nwgi' q.'ug'c'p'c'k' c'gn't'ge'q'tt'k'f' q'f' gn'uge'v'q't'c'rc'uc'k'f' c'f' g'rc'et'k'ku'f' g'rc'eq'p'x'g't'v'k'k'k'f' c'f' "c' r' ct'v'k'f' f'g' uw' f'g'ugo' r'g'o' q' gp' v'to' k'p'qu' f'g' r' t'q'f' week>p.' x'g'p'v'c'u.' go' r' r'g'q.' g'z'r' q't'v'ek'q'p'g'u.' k'o' r' q't'v'ek'q'p'g'u'{'uc'f' qu'eqo' g't'ek'c'rgu.'f' k'g't'g'p'ek'p'f' q'rc'g'v'c' c'f' g'rc'r' que'q'p'x'g't'v'k'k'k'f' c'f' "*2.2.1+'{"gn'i' q'd'k'g't'p'q'f' g'Eco' d'k'go' qu'*2.2.2+0Gp'd'c'ug'c'g'v'c'u'g'v'c'w'v'c'f' qu'ug't'g'v'c'nc'rc'r' g't'uk'v'g'p'ek'f' g'mu' r' t'q'd'rgo' cu'j' k'u>t'le'qu'f' gn'uge'v'q't'gp'gn'uki' m'Z'Z'K'0"

Gp' gn' uki' w'k'g'p'v'g' cr' ct'v'f' q' ug' c'p'c'k' c' gn' f'g'ugo' r'g'o' q' f'g' rcu' f'k'v'p'v'cu' v'g'to' k'p'c'rgu' cwqo qvt'legu'f' w'c'p'v'g'gn'r' g't'f'q'f' q'd'cl'q'gu'w'f' k'q'c'v'c'x'2' u'f' g'uw'u'p'k'x'g'm'f' g'r' t'q'f' week>p.' h'c'ew't'c'ek>p.' r' q'uk'ek>p'gp'rc'e'À'w'rc'go' r' t'guct'k'c'ti' g'p'v'p'c.'x'q'v'w'o' gp'{'f' k'x'g't'uk'h'ec'ek>p'f' g'rcu'g'z'r' q't'v'ek'q'p'g'u.' uc'f' qu'eqo' g't'ek'c'rgu'{'eq'p'v'g'p'k'f' q'm'ec'n'f' g'mu'x'g'i' f'ewru'*2.3+0C'r' ct'v'k'f' g'g'v'c'g'z'co' gp'ug'f' g'v'c'ec' gn'ec'uc'f' g'Vq'q'v'c'r' q't' 'uw'u't'g'v'c'w'v'c'f' qu'uw'r' g't'k'q't'g'u'gp'rc'o' c'q't' r' ct'v'g'f' g'mu'c'ur' g'v'c'qu'c'p'c'k'f' c'f' qu'c'n' eqo' r' ct'c't'ug'eq'p'gn't'g'v'c'f' g'rcu'v'g'to' k'p'c'rgu'cwqo qvt'legu'0Gm'v'o' c't'ec'rc'g'z'eg'r' ek'q'p'c'k'f' c'f' f'gn'ec'uc'f' f'g'gu'w'f' k'q'{'rc'p'g'eg'uk'f' c'f' f'g'g'p'v'g'p'f' g't'mu'h'c'ev'q't'g'u's' w'g'g'z'r' r'ec'p'g'v'c'f' g'v'c'tt'q'm'0"

Gn'Ecr' f'wru'5'w'k'g'p'g'r' q't'q'd'lg'v'k'q't'ge'q'p'ut'v'k't'rc'incrustación internacional'f' g'rc'h'k'k'c'n' c'ti' g'p'v'p'c'f' g'VO' E'0R'c't'c'g'u'q.'ug't'g'x'k'uc'e>>o' q'g'v'c'go' r' t'guc'ug'k'p'ek>'{'f' g'v'c'tt'q'm>'c'p'v'q'gp'uw'r' c'f'u' f'g'q't'k'i' g'p.'L'c'r' >p.'eqo' q'gp'gn't'g'v'c'f' g'gn'o' w'p'f' q.'r' t'g'v'c'p'f' q'g'ur' g'ek'n'c'v'g'p'ek>p'c'rc'u'ect'c'ev'g't'f'w'ec'u' f'g'uw'g'v'c'v'g'i' k'c'go' r' t'guct'k'c'n'i' m'c'n'{'c'n'i'w'i' c't's' w'g'q'ew'r' c'rc'h'k'k'c'n'c'ti' g'p'v'p'c'gp'uw'g'v'c'w'w'c'c'

o wmpcekqpcr0'F g'gug'o qf q."ug'eqo kgp| c'nc'ugeek»p'cpcrk| cpf q"gn'qtli gp'f g'nc'go r t guc"gp" Lcr »p"gp'gn'o cteq'f gn'et geko kgpvq'geqp»o leq'g'kpf wutkcn'f gn'r c¶µ*3.1+0'Nwgi q."ug'f g'nc'p'f qu' eqo r qp'p'v'g'u'gugpekrgu'f g'nc'g'utcvgi kc'go r t guctkcn'f g'Vq{ qvc}*3.2+."hqu'ewcrgu'uqp'uw'ukugo c' f g'r tqf week»p"*Toyota Production System+ *3.2.1+ {"gn'o 2 vqf q"Vq{ qvc}*The Toyota Way+ *3.2.2+0'Guqu'grgo gp'v'q'u'q'p'egp'v'c'rgu'r ctc"gp'v'p'f gt'rcu'r ct'v'w'ct'kf cf gu'f g'nc'hko c'f guf g'uw' qtli gp'{"f lgtqp'ni ct'c'nc'r' tqr ci cek»p'f g'uw'ukugo c'c'r ct'v'f'f gn'nc'o cf q'toyotismo, gn'ewcn' eqpf gp»'i tcp'r ct'v'f'g'nc'u'eco dlqu's w'g'ug'g'uc'dcp'm'g'x'c'p'f q'c'ecdq'gp'gn'ecr kcrkuo q'o w'p'f kcn' gp'nc'f 2 ecf c'f g'3; 920' Cuko kuo q." gucu'ectcevg't¶µ'lecu"uqp"etwckrgu'r ctc"eqo r t g'p'f gt'nc' g'utcvgi kc'f g'Vq{ qvc'c'ti gp'v'p'f'w'c'p'v'g'rcu'Ànko cu'f 2 ecf cu'r t'k'p'ek'cm gp'v'g'uw'r r'p'k'hecek»p'c' ncti q'r nc| q'f'uw't'g'nc'ek»p'eqp'r tq'x'g'g'f qt'gu'nc'rgu'0'

" Gp'gn'uki w'k'p'v'g'cr ct'v'f q'ug't'geqpust w'f g'nc'g'v'c'f g'et geko kgpvq'cn'k'p'v't'k'q't'f g'"Lcr »p" n'w'gi q'f g'nc' KKI w'gttc" O w'p'f kcn'nc' g'zr cpuk»p'f gn'I twr q'Vq{ qvc' {"gn'k'p'et go gp'v'q'f g'uw' g'zr qt'v'cek'p'gu'c' f k'w'p'v'q'u' o g'tecf qu'f gn'o w'p'f q' *3.3+0' Nwgi q." ug'uki w'g' eqp"nc' hcug'f g' k'p'v't'p'cek'q'pcrk' cek»p'f g'nc'hko c'c'r ct'v'f'f g'nc'k'p'uc'nc'ek»p'f g'h'k'c'rgu'gp'f h'g't'gp'v'g'u'r c'¶µ'gu'*3.4+0' Gp'g'uc'g'v'c'f g'g'zr cpuk»p'gp'o g'tecf qu'go g'ti gp'v'g'u'g'ew'c'p'f q'Vq{ qvc'ug'k'p'uc'nc'gp'C'ti gp'v'p'c'0' C'tc'¶µ' f'g'g'm'q."ug't'g'c'rk'c'w'p'c'ectcevg't'k' cek»p'f gn't'q'n'f'g'ecf c'uw'd'k'f'k'ct'k'c'c'r ct'v'f'f gn'c'o q'f g' tcf kecek»p.'gn'ect' a' evgt'lw'¶µ' leq.'gn'v'k' q'f g'd'k'p'r tqf w'ek'f q.'rcu't'c| q'p'g'u'f g'nc'k'p'uc'nc'ek»p'f'gn'p'k'x'gn' f g'r tqf week»p'gp'v'g'422; {"423; 0'Ugi w'k'f q'c'g'ux'q."ug'f g'uet'k'd'g'nc'g'v'c'f g'eq'p'q'rk'f'cek»p'f g' Vq{ qvc'eqo q'w'p'c'hko c'o w'w'p'cek'q'pcn'*3.5+c'r ct'v'f'f gn'c'p' a' r'k'u'f'f'g'nc'r' tqf week»p'gp'rcu'f k'w'p'v'c'u' t'gi k'q'p'g'u'f gn'o w'p'f q'{"nc't'geqpust week»p'f g'nc't'g'f'f'g'c'ek'q'p'k'v'c'u'r t'k'p'ek'c'rgu'f'g'nc'hko c'nc'w'gi q' f'g'uw'k'p'en'w'uk»p'gp'rcu'd'q'nc'u'f'g'P'w'g'x'c'¶µ' q'tn'f'N'q'p'f'g'u'0'

" Rqu'v't'k'q'to gp'v'g." ug'c'pcrk'c' gn' r tq{ gevq' k'p'p'q'x'cek»p' k'p'v't'p'cek'q'pcn' f'g' X'g'j'¶µ'w'q'u' O w'nc'r tq'r »uk'q'¶µ'KO X+nc'p' cf q'r qt'nc'go r t guc'c'p'k'x'gn'i' m'd'cn'gp'4224'*3.6+."gp'gn'ewcn'nc'h'k'c'cn' c'ti gp'v'p'c'v'k'p'g'w'p't'q'n'r t'gr q'p'f g't'c'p'v'g'0'R'q't'Ànko q."ug'c'pcrk'c'gn'f'g'ugo r g'o q'f g'nc'go r t guc'nc'w'gi q' f'g'nc'et'k'u'f'f'g'422: /422; *3.7+."eqo r ct' a' p'f'q'nc'eqp'gn't'g'v'q'f'g'nc'u'hko cu'ugi'À'p'uw'u'k'p'i' t'g'u'q'u'{" r tqf week»p'i' m'd'c'rgu'0'c'f go a' u."ug'g'z'c'o k'p'c's w'2' t'q'n'w'x'k'g't'q'p'rcu'f k'w'p'v'c'u't'gi k'q'p'g'u'f gn'o w'p'f q'cn' k'p'v't'k'q't'f'g'nc'q'ti c'p'k'f'cek»p'gp'ew'c'p'v'q'c'x'gp'v'c'u'{" r tqf week»p'nc'w'gi q'f'g'nc'et'k'u'f'i' m'd'c'f'0' "

Gn'Ecr ¶µ'w'q' 6' v'k'p'g' eqo q' q'd'l'g'v'x'q'f' g'uctt'q'm'c't" e»o q'ug' eq'p'h'k'i' w't»"nc' incrustación' nacional f'g'nc'h'k'c'cn'f'g'Vq{ qvc'gp"C'ti gp'v'p'c'r ctc"gp'v'p'f'gt"e»o q'ug'eq'p'h'q'to »"nc'g'z'k'q'uc' g'utcvgi kc'f'g'g'uc'go r t guc'gp'rcu'Ànko cu'f 2 ecf cu'0'F g'g'ug'o qf q.'gp'g'uc'ugeek»p'ug'f'g'uctt'q'm'c'." gp'r t'ko g't'ni ct.'nc'g'utcvgi kc'f'g'VO E'f'g't'c'f'kecek»p'gp'Co 2 t'k'c'f'gn'U'w'¶µ'4.1+."f'g'uc'c' a' p'f'q'ug'nc'u' t'q'rgu's w'g'D'c'uk'i'{"C'ti gp'v'p'c'v'k'p'g'gp'nc't'gi k»p'{"e»o q'gu'q'lo r cew»gp'gn'f'g'ugo r g'o q'f'g'nc'h'k'c'cn'm'q'ec'f'0'Nwgi q."ug't'g'x'k'uc'gn'r t'q'eg'ug'f'g'k'p'uc'nc'ek»p'f'g'Vq{ qvc'gp"C'ti gp'v'p'c'{"nc'u'r t'ko g't'q'u' c'o qu'f'g'r tqf week»p'gp'gn'r c'¶µ'*4.2+0'Gp'gn'uki w'k'p'v'g'cr ct'v'f q'ug'f'g'uctt'q'm'c'e»o q'nc'h'k'c'cn'm'q'ec'f'0'

ug'kpugt»"gp'gn'r tq{ gevq"KO X."gn'ewcn'o ctec'wp'ucnq'ewcrkc'xq"gp'rc'r tqf week»p'f g'r kem'wr u'
gp'gn'r c'f'u'»4.3+{"e»o q'gn'o kuo q'hwg'glgewwcf q'gp'iqu'c° qu'uki wkpvgu.'ko r wucpf q'hwt vgo gpvg'
rc'r tqf week»p{"rcu'gzt vtcekppgu'f g'uwu'xgj 'f'wru'»4.4+0"

Ukp" go dcti q." c" r guct" c" guvg" ko r wuuq" kplekcn" rc" go r tguc" gpvt»" gp" wpc" hcug" f g"
guvpeco kgpvq'gpvtg'iqu'c° qu'4228{"4232's wg'hqi tc'ugt's wgdtef c'c'r ctvt'f g'pwxcu'ecr celf cf gu"
i gtgpekrgu'iqecrgu."s wg'ug'f gvcnct'p"gp'f lej cu'r' a i kpcu'»4.5+0'Nqu't guwncf qu'f g"gu'g'vcdclq"
r wf kgtqp'xgtug'gp'iqu'Ànko qu'c° qu'f gn'r gt'f'q'q'guwv kcf q."uwr gtcpf q't² eqtf u'f g'r tqf week»p{"
gzt vtcekppgu'c"r guct'f g"rc'hwt vge'eqvtceek»p'f gn'o gtecf q'cwqo qvqt"cti gp'v'p'q'gp'iqu'c° qu'
423: {"423; »4.6+0'

Rqt'Ànko q."gp'gn'Ecr 'f'wru'7'ug'ngxc'c'ecdq'gn'cp' a nkuku'f g'rc'xkpwrcck»p'f g'guvc'vgt'o kpcn'
cwqo qvkt' {"uwu'r tqxggf qtgu'0Gp'r tko gt'nwi ct.'ug'gzt r'lect' a "ew' ngu'uq'p'rcu'r tkpek' c'rgu'r ctv'g'{"
r kgl' cu'ko r qtvcf cu'{"r tqf wekf cu'gp'gn'r c'f'u'{"e»o q'guv'j c'xctkcf q'gp'iqu'f qu'r tko gtqu'f gegpkqu"
f gn'uki nq'»5.1+0'Nwgi q."ug'gzt r'lect'gn'ukuvgo c'f g'f gucttqm'f g'r tqxggf qtgu'f g"VCUC"»5.2+0'C"
eqpv'p'wcel»p."ug'tgcrk' c"wp'cp' a nkuku'ci tgi cf q'uqdtg'iqu'r tqxggf qtgu'f g'cwqr ctv'g'f g"Vq{ qvc"
tcf kcf qu'gp"Cti gp'v'pc."ercuk'le' a pf qm'qu'gp'v'gu'i t'cpf gu'i twr qu'c+O wnk'p'cek'p'crgu'lcr qpgucu."
d+O wnk'p'cek'p'crgu'p'q'lcr qpgucu{"e+Nqecrgu'»5.3+0'Nwgi q."ug'tgcrk' c"wp'gzco gp'lpf k'kf wcn'f g"
iqu'r tkpek' c'rgu'qpeg'r tqxggf qtgu'f g"Vq{ qvc"tcf kcf qu'gp"Cti gp'v'pc'0'Guvcu'go r tgucu'uq'p'c'
F gpuq.'Vq{ qvc'Dquj qmw.'l c| cnk'F cpc.'O gvcnuc.'Kpf wut'kcu'I w'k'k'Guvgdcp'Eqt'f gtq.'Xgpcvno ."
Rqiko gvcn"ETCO HUC" {"O ki qt" »5.4+0'Rqt' Ànko q."ug'j ct' a "wp" cp' a nkuku'i gpgtcn'uqdtg" rc"
gobernanza" f g"VCUC" {"iqu'r tqeguqu'f g"upgrading" f g'uwu'r tqxggf qtgu'gp'dcug'c"m'gzt wguvq"
gp'gn'ecr 'f'wru'»5.5+0'

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CAPÍTULO 1

Estudios sobre empresas en la cadena de valor automotriz: perspectivas teóricas y analíticas

Introducción del capítulo

" Gnr t gugpvgecr ¶wru'vkpg'gn'qdlgkxq'f g'kvtqf wekt'gn'cdqtf clg'vg>tkeq.'rcu'j gttco kpvcu" eqpegr wcrnu'f' 'qu'r t kpek crgu'cpvgegf gpvuf g'rc'kpxguki cekp0Cu¶'gp'r tko gtc'kpuwpeck'*1.1+" ug'gxr qpgp'qu'cpvgegf gpvuf g'qu'guwf kqu'ulekrgu'f g'rc'geqpqo ¶c'f' f'gnf gucttqm'geqp»o keq." eco r qu'f g'guwf kq'gp'qu'ewcrnu'ug'kpuvtc"guv'vguku0Nwgi q."ug'r t gugpv"wpq'f g'qu'cdqtf clgu" vg>tkeq/cpcn¶kequ'eqp'qu'ewcrnu'ug'vcdclct" gp'rc'kpxguki cekp."gn'gphqs wg'f g'rcu'Ecf gpcu" I mqdcrnu'f g'Xcm¶t"*EI X+*1.2+0Gp'r ctvewrt."ug'ug° crct" s wg'ug'cf qr vct" g'gug'o cteq'r ctc'gn' cp" ruku'f g'wpc'ecf gpc'f g'xcm¶t'gp'r ctvewrt."rc'rkf gtcf c'r qt"Vq{ qv" Cti gpvkpc0Gn'guwf kq'f g' guv" hkrn'f g'rc"GO "Vq{ qv" O qvt" Eqtr qtcvkp"ug" mgxct" c" ecdq" c" r ctvk" f gn' gphqs wg'f g' *estrategias empresariales*"f g'rc"uqekqmi ¶c'geqp»o kec."f gucttqm¶f q'gp'gn'uki vkpgv"cr ctvq q' *1.3+0"

Rquvgtkqto gpvg."ug'tgeqputw¶ gp'qu'r t kpek crgu'cpvgegf gpvuf gp'gn'guwf kq'f gn'ko r cevq" f g'rc'kpxgtuk»p'Gz vtcplgtc'F kgevc'gp'r c¶gu'r gk¶tkequ"*1.4+."{ 'rcu'r ctvewrtkf cf gu'f g'gug'vr q" f g'kpxgtuk»p'gp'rc'ecf gpc'cwqo qvtk 0Rqt"Anko q."ug'tgrxcp'qu'guwf kqu'r tgegf gpvuf uqdtg'rc" gur gek¶ekf cf " f g'rcu' hkrnu'f g' vto kpcrgu' cwqo qvtkegu' f g'GO " lcr qpgucu' gp' gn' o wpf q." f kkrpi w¶ pf qru'f g'rcu'f g'GGWW'f' Gwtqr c'r t kpek cm gpvg"*1.5+0F g'gug'o qf q."m'r t gugpvf q" gp'gug'ecr ¶wru'ugpvct" rcu'dcugu'vg>tkeq/cpcn¶kecu'r ctc'gn'gzco gp'f g'wpc'ecf gpc'f g'xcm¶t" c" r ctvk" f g'wpc'hko c'kpf kxf wcn'cvgpf kpf q'rc'hqto c'f g'r tqf week»p'f g'rc'ecf gpc'f' rc'i qdgtpep| c" f g'rc"go r t guc"¶¶ gt."{ "cf qr vcpf q'gn'gzco gp'f g'rcu'gustcvgi kcu'go r t guctkrgu'f g'rc"uqekqmi ¶c' geqp»o kec0'

1.1 – Los estudios sociales de la economía y el desarrollo económico

Gp'qu'cwqatgu'en¶ ulequ'f g'rcu'Ekpcku"Uqekrgu'ug' gpewpvtcp' cpvgegf gpvuf g'wp" r tqhw¶f q'kpvgt² u'r qt'rcu'ewgukqpgu'geqp»o kecu0Guv'r t gqewr cekp."gp'r ctvg."ug'kpuetkd¶c'gp" wpc'eqpegr ek»p'kvgi tcf c'f g'rc'ekpcku'ulekcn's wg'ug'f gucttqm' r ctvewrtco gpvg'gp'rc'vctf kek»p" crgo cpc0" Guc" xkuk»p" gpeqvt»" pwo gtququ' f gtcvqatgu' cn' kpvgtkq" f g'rc" Uqekqmi ¶c."

³⁴Nq'ewcn¶ qf go qu'gpeqvtct.'r t kpek cm gpvg.'gp'Y gdgt.'Uko o gn'f' Uej wo r gvt0C'uwxgl .ug'r wgf gp'j crct'ekgtvqu' r wpvqu'gp'eqo ¶p'eqp'qu'vcdclqu's wg'ug'gucdcp'r tqf wekpf q'gp'Hrcpeck.'f qpf g'F wnj glo "F wnj glo ."3; : 7+

eqpukf gtcpf q's wg'rc'Geappo ꞑ'c'ug'qewr cdc'f g'rcu'ceekppgu'logicas'o kgpvtcu's wg'rc'Uqekmqi ꞑ'c' fgdꞑ'c'qewr ctug'f g'mqu'eqo r qt wco kgpvqu'j wo cpqu no lógicos."mq's wg' guvdrgeg"wp'c'tcf kecn' htqpvgtc' gr kungo qn>i kec' gpvgt' mqu' f qu' eco r qu' *Rctgvq." 3; 67-0' Gp' gug' o kuo q' qtf gp' ug' eqo r tgpfg' rc' f kxkuk>p's wg' ug' r tqf wq' gp' Guvcf qu' Wpkl qu' gpvgt' guvcu' f kuekr rkpcu."rc' ewcn' vgtō kꞑctꞑ'c'r qt' kꞑukwewkꞑpcrk' ctug'c'r ct wkt' f' grntqnf gur ngi cf q'r qt' f' kxgtuqu'cecf² o lequ.'gpvtg'mqu' s wg'ug'f guvcec'gnlꞑt vgtō gtlꞑcpꞑ'Vcraeqw'Rctuqpu.'hki wtc'egpvctnf g'rc'Uqekmqi ꞑ'c'f grluki mq'ZZ³⁵ *R² tgl.'422; +0

F g'gug'o qf q.'ewcpf q'rcu'vgtꞑ'ꞑ'cu'f g'Rctuqpu'eqo kgp| cp'c'gpvtct'gp'f gecf gpek'f gpvgt' f gr'no wꞑf q'cecf² o leq'c'hꞑcrgu'f g'rcu'c' q'u'92'ug'r tqf weg'gr'ōt gꞑceko kgpvq' 'f g'rc'Uqekmqi ꞑ'c' Geapp>o kec' *UG+0'Cu'ꞑ'gp'rc'f² ecf c'f g'3; : 2'wꞑ'i twr q'f g'kꞑxgukl cf qtgu'f g'Guvcf qu'Wpkl qu' kꞑlek>'wꞑ'o qxko kgpvq'r ctc'f g'ꞑꞑk'rc'Uqekmqi ꞑ'c'Geapp>o kec'eqo q'wꞑ'c'tco c'gur ge'ꞑ'kec'f g'rc' Uqekmqi ꞑ'c'Rq| cu.'4226+0'Gur ge'ꞑ'keco gꞑvg.'c'r ct wkt' f' gr'vz vq'f g'I tꞑꞑxgwt' *3; : 7+ "Acción económica y estructura social: el problema de la incrustación" 'ug'eqo kgp| c'c'kꞑukwewkꞑpcrk' ct' wꞑ'eqttkꞑvg'vgt'kec.'f gꞑꞑo kꞑcf c'P wꞑxc'Uqekmqi ꞑ'c'Geapp>o kec' *P UG+0'F lej q'cwqt'r rꞑꞑvc.' tꞑvqo cꞑf q'c'Mctnl'Rqꞑꞑ { k' *3; 66+. 'wꞑ'c'f g'rcu'vꞑuku'o^a u'ekcf cu' { 'f' kuewkl cu'f gꞑvtq'f gr'eco r q'< rc'geappo ꞑ'c'guv' *incrustada* gp'rc'uqekgf cf.'mq'ewcn'uwꞑ qꞑg's wg'gu'kꞑꞑuekꞑf kꞑꞑ'f g'rcu't gꞑekꞑꞑgu' uqekrgu'gp'rcu'ewcrgu'guv' ^a kꞑo gꞑuc0"

Rctc'guxqu'hwꞑf cf qtgu'f g'rc'P UG.'rc'ekꞑpek'geapp>o kec'glgteꞑ'c'gp'Guvcf qu'Wpkl qu'wꞑ' o qꞑꞑr qꞑk' uqdtg'gug'eco r q'f g'kꞑxgukl cek>p.'r qt'mq's wg'gr'r tko gt'r cuq'eqꞑukuk>'gp'tgcrk' ct' wꞑ'c' hwꞑt vgt' et'ꞑ'kec' f g' mqu' r quwꞑꞑf qu' gꞑꞑekrgu' f g' rc' geappo ꞑ'c' ꞑꞑꞑeꞑ' ukec' tꞑꞑr gevq' cni' eqo r qt wco kgpvq'geapp>o leq'f g'rcu'kꞑf kxk' wqu.' { 'gucvdrgeg't'cu'ꞑ'ꞑ'ꞑ' kꞑu'f g'rc'f' kuekr rkꞑc'0'Gurqu' kꞑxgukl cf qtgu'cti wo gꞑvctꞑ'p's wg'gtc'et wekcn'cdtk' gr'nf gdcv'cecf² o leq'cegtec'f g'rc'geappo ꞑ'c' r ctc'kꞑenkt'wꞑ'c'i gꞑwꞑc'r gꞑur ge'vxc'uqekcn's wg'wꞑkꞑtc'eqo q'egꞑvtq'rc'kꞑvgtceek>p'f g'r gꞑuꞑꞑcu' tꞑcrgu.'gp'xgl' f' gr'eqꞑl wꞑvq'f g' uwꞑ wꞑuꞑu'ꞑꞑto crgu'f gꞑcttqꞑꞑf qu'r qt' mqu'geappo kꞑvcu'eqo q' hwꞑf co gꞑvq'f g'uw'f kuekr rkꞑc' *Rq| cu.'4226+0"

Guxqu' r quwꞑꞑf qu' ug' qtkꞑꞑꞑ.' r tꞑꞑekr cm gꞑvg.' j cek' ekgtvcu' ^a tꞑcu' vgo ^a wꞑcu' hwꞑf co gꞑvcrgu'gp'rcu's wg'ug'f gꞑcttqꞑꞑ'rc'UG0'Nc'f tko gtc'f g'gꞑcu't g'ꞑ'gt'c'rc'*teoría de la acción*0' Gp'rc'geappo ꞑ'c'*mainstream* rc'k'f gc'f g'rc'tceꞑꞑꞑꞑf cf'kꞑf kxk' wcn'guv' ^a eqo r tꞑꞑf k'c'f gꞑvtq'f g'

eqꞑvꞑucdc'hwꞑt vgo gꞑvg' gr'no qꞑꞑr qꞑk' kꞑvꞑꞑewcn's wg'vꞑꞑ'ꞑ'ꞑ' mqu'geappo kꞑvcu' uqdtg'rcu'ewꞑukꞑꞑꞑ'geapp>o kecu' *Rgt gl.'422; +0'F wꞑꞑ gko "eqpukf gtcde' s wg'rc'qdtc'f g'mqu'geappo kꞑvcu'eꞑf ulequ'vꞑꞑ'ꞑ' gr'nf g'ꞑevq'kꞑuꞑr gꞑcꞑꞑ'f g'uw' qt'kꞑꞑceek>p' kꞑf kxk' wcn'wꞑc'." { c' s wg' kꞑvꞑꞑct' f g'f wkt' ng' gu'r ctc' ewcn' wꞑgt' ugevt' f g' mqu' hꞑꞑ>o gꞑꞑu' uqekrgu.' gzt c {² ꞑꞑ' qꞑcu'f g'rcu'r quwꞑꞑf qu' uqdtg'rc'ꞑcwtcrg| c'j wo cꞑc'gtc'wꞑ'cduꞑnwꞑ'gttqt.' { c's wg'gr'j qo dtg'gu'wꞑ'cꞑkō cni' uqekcn' { 'gu'rc'uqekgf cf'rc's wg'etgc'uw'ꞑcwtcrg| c' *Dgti gukq.'4229+0'³⁵Eqo q'ug'qduꞑt'c'gp'uw'ꞑꞑdt'q' uqdtg' "La estructura de la acción social". "Rctuqpu" *3; 59+r' tꞑꞑ qꞑꞑ'c'q' q' ct'rc' uwꞑ tgo ce'ꞑ'c'f g'rc'Geappo ꞑ'c' uqdtg'gr'eco r q'f gr'ōxcꞑꞑt'ō' kꞑvtcu's wg'rc'uwꞑ tgo ce'ꞑ'c'f g'rc'Uqekmqi ꞑ'c't'gukf ꞑ'c' uqdtg' cs wꞑꞑf g'rcu'ōxcꞑꞑt'gu'ō' *Rgt gl.'422; +0

mq" s wg" f gpqo kpcp" *individualismo metodológico*, "pvo co gpvg tgrckqpcf q" c" r" tcf lek»p" wkrkctkuc0Gri'o kuo q"ug"f gur tgpf g"f g"r"pqek»p"f g" *homo-economicus*. "cvtkdvkf c" c" rqu" cwqtgu" eni ulequ" f g" r" u" lekpeku" geqp»o lecu" *Tlectf q. "3: 39=Uo kj . '3998+ 's wg" eqpukf gtc" cniugt" j wo cpq" eqo q" wp" ci gpvg" tcekqpcn" { "gi q" fuc. "gpvgpf kqpf q" s wg" uki wg" wp" eqo r qtwo kqpv" b czko k cf qt" f g" dgpghlekqu" o cvgtkrgu" kpf kxf wrgu. " ukp" ugpvo kqpvu" pk' xcmqtgu" o qtcrgu0⁶" Cn' grko kpc" r" u" tgrckqpgu" ulekrnu" f gr' cp" rkuu. "ug" eqpenw\ g" s wg" r" eqo r gvgpek" f gvgto kpc" rqu" v to kqqu" f g" kpvgtco dkq" f g" o cpgtc" wri' s wg" pq" r wgf gp" ugt" o cplr wrcf qu" r qt" rqu" kpf kxf wqu0⁷" Rctc" rqu" ulekr»mi qu" geqp»o lequ. "gp" eco dkq. "r" u" r tghgtgpeku" { "r" u" ceekqpgu" f g" rqu" kpf kxf wqu" pq" guv⁸ p" pgeguetkco gpvg" cniqgcf qu" { . "gp" ghgevg. "o wej qu" f g" rqu" eqo r qtwo kqpvu" pq" uqp" pk' kpvgtgucf qu. " pk'qr qt wplwcu0Gp" guvg" ugpvkf q. "ugi Ap" Dqwf kgw" *4224+ "guvc" ceek»p" pq" gu" tcekqpcn" ukpq" s wg" gu" *razonable*. "gu" f gek. "s wg" f gr gpf g" f g" uw" eqpvz vq" ulekr0F g" gmq" ug" f gur tgpf g" s wg" rqu" i wuqu" pq" uqp" hlkqu" pk' wplxgtucrgu. " ukpq" s wg" f gr gpf gp" f gr' eqpvz vq" j kuvtleq" { " ulekr0⁸" Eqo q" eqpvtr ct vkf c" cni kpf kxf wrikuo q" b gvf qn»i leq. "I tcpqxgwt" *3; : 7+ "uqukpgp" <""

"

Nqu" cevtgu" pq" ug" eqo r qtwp" q" vqo cp" f gekkqpgu" eqo q" a vqo qu" chwgtc" f g" wp" eqpvz vq" ulekn" pk" vco r qeq" cf j lgtgp" eqo q" guerxqu" c" wp" i wkp" guetkq" r ctc" gmq" r qt" r" kpvgtugeek»p" eqpetgv" f g" r" u" ecvgi qt" fcu" ulekrnu" s wg" qewr cp0Gp" hwi ct" f g" gmq. "uwu" guhwgt| qu" r qt" rmi tct" vpc" ceek»p" kpvpekpqpcn" guv⁹ p" kpetwrcf cu" *embedded+ gp" rqu" ukngo cu" eqpetgvqu" f g" tgrckqpgu" ulekrnu" gzkuvgpvu" *I tcpqxgwt. "3; : 7<6: 9+0"

"

Rqt" qvtq" rcf q. "r" tcf lek»p" eni ulec" { "pgqen¹ ulec" f g" r" Geqpqo "c" uqukpgp" s wg" rqu" cevtgu" f kur qpgp" f g" kphqto cek»p" r gthgevc" { "s wg" r" o kuo c" gu" rkdgt" *Mpi j v. "3; 43+0Ukp" go dcti q. "r ctc" r" UG" rqu" kpf kxf wqu" pq" uqp" ecr cegu" f g" r" tngxg" vqf qu" rqu" tguwrcf qu" f g" uwu" ceekqpgu. "eqo q" vco r qeq" f kur qpgp" f g" kphqto cek»p" r gthgevc" cpvgu" f g" cewct" *I tcpqxgwt. "3; : 7+0Ugi Ap" Dgengt v" *4225+ " r" ceek»p" geqp»o lec" ug" ukvAc" gp" eqpvz vqu" f g" kpegt vkf wo dtg. "uk" dlgp" rqu" cevtgu" r tqewt cp" o czko k cf ct" uw" dgpghlekq. "cpvg" r" kpecr cekf cf " f g" kf gp" wlect" r" tgrck»p" »r vo c" o gf kqu" hkpgu" ug" cr q{ cp" gp" f kur qukxqu" ulekrnu" eqo q" r" twkpc" { "r" tgxkuk»p" eqpuvcpv" f g" rqu" qdlgvkxqu. "gp" hwpek»p" f g" r" kpvtr tgccek»p" s wg" j cegp" f gr' eqpvz vq0"

³⁶C "uw" xgl . "guvg" cdqtf clg" hwg" cf qr wcf q" r qt" r" Geqpqo "c" r ctc" cpcrk ct" qvtqu" hgp»o gpqu" ulekrnu0Rqt" glgo r mq. " Dgengt" *3; ; 5+ f gur rki c" r" vgt" f" f g" r" ceek»p" tcekqpcn" r gtq" kpeqr qtcpf q" qvtcu" xctkdrgu" eqo q" cekwfw gu. " r tghgtgpeku. "e^a rewqu. "cht o cpf q" s wg" r" ceek»p" tcekqpcn" gu" r" o glqt" dcug" r ctc" guwf kct" lekpeku" ulekrnu0
³⁷Guv" xkuk»p" s wg" uwr qpg" c" r" u" tgrckqpgu" ulekrnu" wp" lo r gf ko gpvq" r ctc" gr' f gucttqm" f g" rqu" o gtecf qu" j c" ukf q" hwgt vgo gpvg" ewgukqpcf c" f guf g" r" r tqr k" Geqpqo "c" 0Gri' gphjs wg" kpukswekqpcrkuc. "r qt" glgo r mq. "dwue»" uwr gtct" guqu" rfp kgu" c" txc² u" f gr' eqpegr vq" f g" rqu" *costos de transacción* ew' c" tgf week»p" ugt" f" gr' qdlgvkxq" f g" r" u" kpukswekqpgu" f gr' ecr kcriko q" *P qt vj . "3; ; 2+0
³⁸C "uw" xgl . "I tcpqxgwt" *3; : 7+ pq" eqpukf gtc" s wg" j c{ c" s wg" f guectvt" gr' eqpegr vq" f g" ceek»p" tcekqpcn" r gtq. "ugi Ap" ² uvg. "pq" gu" gzenwukxco gpvg" geqp»o lec0Ug" r wgf gp" dwuct" o czko k cf ct" f kpvqu" ecr krgu" *ulekdtkf cf . "guvc wu. " cr tqdcek»p" { "r qf gt+0"

C "gmj"ug"uwo c"s wg"gn'tqn'f gn'Guvf q"wo dlē p"ug"gpewgptc"o w{ "f kmkf q"gp"rc"vgqt"fc" geqp»o kec."o kgpvtcu"s wg."r qt"gn'eqpvtctkq."r ctc"rc"UG."gn'Guvf q"ewo r ng"wp"tqn'egpvtcn'gp"rc" hqto cek»p{" f gucttqm'f g'hqu'b gtecf qu0F g'guc'hqto c.'rc'UG'tcdclc'rc'tgr t gugpcek»p'f kp^a o kec" f g" rc" geqpqo "fc" {" gn' ugui q" j kw»tleq0' Gu" f gekl." tgr quc" uqdtg" wpc" tgr t gugpcek»p" hwpf co gpwcm gpwg'f kp^a o kec."f qpf g"rc"gz kugpek" f g'kpukwekqpgu"geqp»o kecu"gur ge"kecu"pq" cr ctgeg"eqo q"cri q"fcf q."ukpq"s wg"o^a u"dlgp"uqp"gn't guwncf q" f g'wp'hgp»o gpq'r tqdrgo cvk cf q" f guf g'wpc'r gtur gevxc"j kw»tlec"Rgtg|. "422; +0"

Cuko kuo q."co dcu'f kuekr nkcpcrc'k cp'mu'mercados f g'hqto c'f khtgpvg0Rctc'rc"vgqt"fc" geqp»o kec" *mainstream*, mu" o kuo qu" gu^a p" hqto cf qu" r qt" r tqf wevtgu" {" equwo kf qtgu" cvqo k cf qu's wg'eqphk wcp'wpc'eqo r gvpek'r gthgevc0Gp'eco dlq."rc'UG'r t guc"gur gekn'kpvt²u" c'rc'f kwtkdwek»p'f g'r qf gt'f gpvt'f gn' b gtecf q."{ c'ugc'r qt'gn'rcf q'f g'rc'ōqht wō."eqo q'r qt'gn'f g" rc'ōf go cpf cō0Nc'uqekmqi "fc"geqp»o kec'dwue»"kt"o^a u'cm' f g'rc'kpet wucek»p'kpukwekqpcn'{" mu" cewgtf qu'uqekngu's wg'eqpmgxcp'rc"gz kugpek" f gn' b gtecf q."{ "ug'r tqr wuq'cdtk'rc'eclc'pgi tc'f gn' kpvgtco dlq."rc'eqo r gvpek"{" rc'r tqf week»p"Hi uvgk"{" F cwtg."4234+0"

Dclq"guv"r gtur gevxc" f g"cp^a rkuku."ug"ghcwk c"rc"ko r tgekuk»p" f g"rc"t gcekek»p"gpvt g"rcu" ceekqpgu" f g"rcu" go r t gucu" {" uwu" t guwncf qu." gp" mu" v² to kpqu" r tqr wguqu" r qt" mu" o qf grqu" geqp»o kequ."f qpf g"rc"o kuo c"ug"r t gugpvc"eqo q"cwqo^a vlec" g"kpucp^a pgc0'Gn'x'pewu" gpvt g" ceek»p" {" t guwncf q"wo dlē p"gu"ewgukqpcf q"gp" gn'ugpvk'f q" f g"s wg"mu" *managers*"pq"r wgf gp" kf gpwlect'f g'b cpgtc'eqphkdr'rcu't gcekekqpgu's wg'r tqf wegp"mu't guwncf qu's wg'qdugt xcp."ukgpf q" kpecr cegu'f g'i gpgtct'rcu't gur wguu'cr tqr kcf cu"“*la complejidad de los eventos en las grandes empresas hace que la asignación de las causas a los mismos sea extremadamente problemática*” Hi uvgk"{" F cwdgt."3; ; <. 5+0"

Lxwco gpvg.'rc'r qukdktf cf'f g'kpi tguet'gp'wp^a tgc's wg'ug'r t gugpvc'j qukr'c'rc'Uqekmqi "fc" {" qvtcu'elgpeku"uqekngu" {" f kur wctrg"wp"nwi ct"gp"rc"kpvt r t gcekek»p" {" cp^a rkuku" f g"qdlgqu" {" r tqeguqu'geqp»o kequ'uki pkle»"wp'i tcp'cxcepg'gp'rc'equuqkf cek»p'f g'rc'uwdf kuekr nkcpc0Cf go^a u." nwi q" f g" rc" h"fc" f kucpek" s wg"o cpwxkgtq" Geqpqo "fc" {" Uqekmqi "fc" gpvt g" gn' r gt'qf q" f g" gpvt gi wttcu" {" mu" c^o qu"ugvpc."rc" P UG"tgcxk»"gn'f k^a mji q" f kuekr nkcpc."gp"r ct vewrt."eqp"rc" geqpqo "fc" *heterodoxa*"Ecuvgmpk"{" Utcwu."4234+0"

Uk"go dci q."c'r guct'f gn' b gpekqpcf q'f kxqteq'gpvt g'guv'f kuekr nkcpc'f wcpvg'i tcp'r ctvg" f gn'Uki m'Z.Z.'gp'Co² tlec'Nc'kpc'r tqr gt»"wpc'r tqn'kec'gwegm'f g'ekpvkuc'uqekngu'f gf kecf qu"

³⁹Crit'gur gevq."ugi Àp'Ecuvgmpk"{" Utcwu"4234<,+""*lo original y provocador de la propuesta de la SE no radica en sus enfoques teóricos metodológicos, ni sus perspectivas epistemológicas o los grandes problemas sociales que presenta –que ya los clásicos de la Sociología y la Economía habían planteado oportunamente–, sino su intromisión en un campo del saber que en los setenta y ochenta estaba hegemonizado por la economía ortodoxa.*”

c"guwf lct "mqu"vgo cu"geq»o lequ"xkpewrf qu"cn*desarrollo*³: "gp"mqu'r c"lgu'f g"r"tgi k»p0Ug"tvc" f gn'Gutwewtcrkuo q"Ncvkqco gtlecpq"s wg"pceg"r ctvkt "f g"mqu'r tqr wguwu'tgcrk cf cu'r qt "TcÀr' Rtgdkuej "f guf g"gn'uwti ko kgpvq" f g"r"Eqo kuk»p"Geq»o kec"r ctc"Co ²tlec"Ncvkpc" { "gn'Ectkdg" *EGRCN+"gp"3; 6: 0: "Gp"guwg"pqxgf quq"eqtr wu"v»tleq"ug"gpewgpvtcp"mqu'enf ulequ"eqpegr vqu" gutwewtcrkuwu" f g"centro-periferia."heterogeneidad productiva" f g"mqu'r c"lgu'r gtkt²tlequ"q"r" vgu'f gn'deterioro secular"de los términos de intercambio"*Dkneuj qy un{ . '422; =Ugttcpk'4234-0' C"uw'xgl . "f lej c"guewgr"ukt xk" f g"kpur ktcel»p"r ctc"qwtc"eqttkpv" f g"tgngxcpekc"gp"r"2 r qec. "r" Vgqt" f g"r" F gr gpf gpekc. "r"ewcn'guwf k» c"mqu'r c"lgu'f g"Co ²tlec"Ncvkpc"eqpek² pf qmqu"eqo q" gutwewtcu" f gr gpf kpvu"r qt "guvct"kpugtvcu"gp"tgrecqpgu" f g" f qo kpekc»p/ uwdqt f kpekc»p"gp"gn' ukngo c"ecr kcrkuc"kpvt pcekqpcn" Ectf quq. '3; 92-0²"

F lej c"vctf k»p"ug"o cpwxq"gp"r"EGRCN"j cuvc"r" f²ecf c" f g"3; : 2. "ewcpf q. "cpvg" gn' cxcpeg" f g" mqu" r qm"lecu" pgqrkdgtcrqu" gp" r" tgi k»p" { "mqu" etkuku" geq»o lecu" tgewttgpvgu. "r" kpurkwek»p"eqo gp| »"c"tgcrk ct"o ^a u'guwf kqu"uqdtg"guvcdkcf cf "o cetqgeq»o kec. "uwdtc { cpf q"r" vctuegpf gpekc" f gn'qt f gp" hkuccu'Cu" | "ug"tgxku»"r" kpvt xgpekc»p" f gn'Guvf q"gp"r"geq»o " f { "ug" f ghgp f k»"wpc"o c { qt "cr gt wtc"eqo gtekn"gpvt g"qvtqu"eco dkqu"gp"uwu"ghqs wgu"*Dkneuj qy un{ . " 422; +0³"

Gp"guwg"eqpvzq. "gp"mqu" f²ecf cu" f g"3; : 2" { "3; ; 2. "wp"pwgxq"eco r q" f g"guwf kq" f g"r" geq»o " f { "uwti g" c" r ctvkt " f g"mqu" s wg"ug" f gpqo k»"r" P wgx"Uqekqmi " f { "gn'F gucttqm" *P UF + "Ugttcpk" 4234-0 C wqtgu" eqo q" Co uf gp. "Gxcpu. " Uej pgkf gt. "Ukrx" { "Ej kddgt. " gpvt g" qvtqu. " tgewr gtcp"r" htw" hgtc" hpgc" f g" kpxguki cel»p" cdkgtc"gp"mqu"vgo r tcpqu" :82' r qt "mqu"uqek»mi qu" { " geq»o kucw" f gn' f gucttqm" r"vqco gtlecpqu. "i gpgtcpf q"wp"pwgxq"gur celq" f g"gpewgpvtq" r ctc"

³: "Guv"v to kq" r tgugv" f kxgtuqu"crepegu" { "uki pklecf qu"ugi Àp"r" eqttkpv"v»tlec" { "gn'r gt"qf q" j k»vtleq" f gn's wg" ug"tvcg0'Gp"guwg"tcdclq"ug"eqpukf gtc"r" f ghkpekc»p"o ^a u'co r rke" f g"desarrollo económico."vqo cf c" r qt "Ecuvgrpk" *4229+. "gu'f gek. "cs wgr" s wg"mqu" f ghkg"eqo q"gn'r tqeguq" r qt "gn'ewcn'g' i gpgtc"gn'et goko kgpvq"uquvpkf q" f g"mqu"hwgt| cu" r tqf wvkcw. "co r rkpq" q"r"ecr celf cf "vgepqr»i kec" { "r tqf wvkcw"kpucrf c"gp"wpc"geq»o " f { "pcekqpcn'gp"uw'eqplwpvq" { . "r qt "vcpv. "o glqtcpf q"mqu"pkxgru" f g" xkf c" f g"r" r qdrck»p0

³: "Guv" eqttkpv"uwti g"eqo q"wp"eqtr wu"v»tleq" gp"Co ²tlec"Ncvkpc. "tghqto wrcpf q"o wej qu" f g"mqu"r quwrcf qu" f g"r" geq»o " f { "gn' f gucttqm" qtki kpcf c" c" hkgu" f g"mqu"ø20Lwpvq" c" Rtgdkuej . "uwti gp"vqf qu"mqu"r tko gtu"cwqtgu" f g"r" EGRCN<Hwtvcf q. "O gf kpc"Gej excttk. "P q { qm"Xc| s wgl . "Cj wo cf c. "Rkpvq" { "Uwpngn"*Dkneuj qy un{ . '422; +0"

⁴²"Gp"guwg"guewgr" f g"r" gpuc" kpvq"ug"j emdcp" f qu"xtkpvv. "o ctecf co gpv" f kgtgpv"gpvtg"u" s wg"r wgf gp"ugt" f kxf kf cu"gpvtg"o ctzkuc" *F qu"Ucpvq. "I twpgt" Hicpm"Uco k"Co k»p" { "tghqto kuc" *Ectf quq. "Hcrgwq. "Uwpngn"Rc| . " Hwtvcf q-0

⁴³"Culo kuo q. "c" r ctvkt " f gn'kpi tguq" f g" Hclp| { ndgt"gp"r"EGRCN"gp"3; : 5. "ug"tgcrk c" wpc"tgxkuk»p" f gn'gutwewtcrkuo q" { "ug" f c" kplekq" c"mqu" s wg"ug"eqpgeq"eqo q"r" gvc" c" f gn'pgqgutwewtcrkuo q" *Dkneuj qy un{ . '422; +0'Gp"grc. "mqu"cp" ruku" v»tleq"gn'pbcvk ctqp"gn'r tqi tguq"v epleq"dcucf q"gp"gn'eqpkeo kpvq"gp"dcug" c"guwf kqu"pgquj wo r gvtkcpqu"uqdtg"r" tgxqmwel»p" f g" r"u" vgepqrmi " f { "u" f g" r" kphqto cel»p. "r" dkqgepqrmi " f { "r" etgcel»p" f g" "Ukngo cu" P celqpcrgu" f g" kppqxcel»p" *UP K0C"uw'xgl . "ug" r gtf k»"r" egpvtcrk cf " f g"r"o cpwcewte. "i cpcpf q"ko r qt vpekc"mqu"ecr celf cf gu" f g" eqpkeo kpvq"gp"wpc" b c { qt " f kxgtuqu" hkecel»p" r tqf wvkcw0F lej q"pwgxq"ghqs wg"mqu" r gto k»c" c" guqu"cwqtgu"o cpvgpt" wp" f k' mqu" q"eqp"mqu" i qdkgtpqu" s wg"guvcdp"ngxcpf q" c"ecdq" tghqto cu"gutwewtcrkuo"kpur kcf cu"gp"gn'øE qpugpuq" f g" Y cuj kpi vqö" *Dkneuj qy un{ . '422; +0"

r gpuct "gn'tqrf g'nu'cevqt gu. 'rcu't g'rcelqpgu'ulekngu" { "nu'o qf gnu'f g'lpvgtxgpek»p" guvcni'gp'rc" g'zr rkecel»p'f g'nu'wdf gucttqmj" *Ecuvgmcpk { "Utcwuu. '4234+0⁴

Gp'r tko gt'hw ct. 'guqu'cwqt gu'r rcpvgtqp'eco dkt'rc'hqto c'f g'tc| qpco kpvq'f g'nu'wdf kq" f g'nf gucttqmj"geqp»o leq0Gp'r crcdtcu'f g'Crkeg'Co uf gp" *4234+."

"

Cr tgp'f g' c" f gucttqmctug" tgs wktg" wp" eco dlq" f g" eqphkt" gp" vgt'cu' f g'f wvxcu' r wcu' c" eqphkt" gp" g'zr g'lkpcku'lpf wvxcu'f g'rc'xkf c't g'cn0Uk'rcu'geqpqo 'cu'go gti g'pvgu'xcp'c'ugi wk'et g'ekgpf q. 'uk'nu'r c'f'gu" o g'pqu'f gucttqm'f qu'xcp'c'cwo g'pvt'uw'r tqf weel»p. 'pgegukcp'wpc'o g'pvg'tgdgrf g. 'wp'cm c'f g'ugf lek»p" { " wpc'tg'xqmwel»p'gp'gn'tc| qpco kpvq'udtg'gn'f gucttqmj"geqp»o leq0⁵"

""

Cf go ^a u. "f lej qu" vgt'lequ'f glctqp" f g' rcf q. "vcpq" rc" eqpegr ek»p" *fordista-keynesiana*" r tqr k" f g'rcu' geqpqo 'cu'lpf wvxcu'cf cu'f g"o gtecf q" f g'ne'egvq. "eqo q" rc"o cvtk" *centro-periferia*" f g'nu'wdf wvxcu' q'rc'w'pco g'lecpq" { "r wvgtqp" gur gekn'cvpkel»p" gp'rcu'gur g'leku' hqto cu's w'cf s wktg"rc"t g'rcel»p" g'pvt'g'Guvcf q" { "go r t guctkqu'r ctc" g'pvg'f g'nu'ugpf g'nu'f g'nf *wd'f gucttqmj"geqp»o leq" *Ugttcpk'4234+0Uw'o c { qt'r t gqewr cel»p" guwvq'gp'cpcrk' ct'f k'k'pvcu" g'zr g'lkpcku'f g'f gucttqmj"geqp»o leq" g'pvt'g'r c'f'gu'f g'lpf wvxcu' cel»p" vct'f'c'f g'rc"r g'k'g'k. " r ctc" g'p'epvt'ct" r ct'wvwt'kf cf gu' s w' r gto k'k'g'cp" g'zr r'ect" r qt" s w² " r c'f'gu" eqp" öuko k'rt'guö" ect'cevt'f'leku' g'nu'wdf wvxcu'f gur ngi ctqp" r t'qegu'f g'f gucttqmj"vcp'f k'f'p' k'gu" { "eqp't guwv'f qu' vcp'f k'g'g'p'vq0⁶""

Rqt "Anko q. 'qvtqu'guwv'kqu'f g'rc'PUG'c'hk'p'rcu'f g'uki nq'r cu'f q'ug'g'pecti ctqp'f g't'gucnct" rc"ko r q'v'p'ek'f g'rc"qti c'p'k' cel»p" u'lekn'gp" r t'qegu'f g'f gucttqmj"geqp»o leq0'Guvcu'cwqt gu' f guvc'p"rc"t g'ng'x'p'ek'f g'nf g'zco gp'f g'rcu'ect'cevt'f'leku' r ct'wvwt'gu'f g'ecf c"o gtecf q" r ctc" g'pvg'f g'nu'r t'qegu'f g'²z'kq"geqp»o leq. "et'k'lecp'f q'rc"kf gc'f g"o gtecf qu'w'p'k'g'uc'rcu'f g'rc" geqpqo 'c' pgqen'ulec" *Dki i ctv." 4223< 33+0' Gp" r ct'wvwt. " guvcu' v'cdclqu" j cp" t'g'cn'k' cf q" eqp'v'kd'w'ek'p'gu'gp"e»o q'rcu'ect'cevt'f'leku' r ct'wvwt'gu'f g'cni w'p'cu'ulek'f cf gu'j cp"o q'f g'cf q" u'w'qti c'p'k' cel»p'gu. 'gpvt'g'rcu's w'ug'f guvc'p'uw'go r t'guc'u'r t'k'cf cu. { "e»o q'²uc'u'j cp'lp'hw'k'f q" gp"uw'v'c { g'v'q'k'cu"geqp»o lecu" *Dgco kuj " { "Dki i ctv."4228="Dki i ctv" { "I wkn'p."3; ; ; ."3; ; ; =" I wkn'p."4225="J co k'k'p" { "Dki i ctv."3; ; : +0C'uw'x'g|. "guvcu'cwqt gu'j cp'et'k'lecf q'c'q'v'cu'v'g'q'f'cu"

⁴⁴G'nl'p'leq'f g'guvc'eq't'lg'p'v'g'v'gt'lec'r w'f g'uk'w'ct'ug'gp'gn'r t'g'ew'ut'ct'f'p'w'q'f g'Co uf gp" *3; 9; +u'q'dt'g'gn'f gucttqmj" geqp»o leq'f g'V'c'k' cp's w'ng'w'g' q'lp'ur k'»'cni'v'cdclq'f g'L'q'j puqp" *3; : 4+u'q'dt'g'gn'lecu' l'cr qp²u'c'v'cx²u'f g'uw'Estado des'arrollista0'

⁴⁵R'ct'c'r t'q'hw'p'f k' ct'ce'g'ec'f g'nt'ge'q't'k'f q'f g'nr' g'p'uc'o k'p'v'q'f g'Co uf gp"eq'pu'w'ct'G'x'cpu" *4243+0'

⁴⁶C'uf'guvcu'cwqt gu'r w'v'gt'qp'gur gekn'cvpkel»p'gp'rcu'r ct'wvwt'gu'hqto cu's w'cf s wktg'rc"acc'ión económica"eqo q" t'guwv'f q'f g'rcu't g'rcelqpgu'gpvt'g'Guvcf q'ecr k'cn'gpvt'g'ni t'ct'cw'p'qo 'c'guvc'ni'v'ers'us uwewo dkt'c'rc"r g'p'v'g'cel»p" f g'nu'lp'v'gt'gugu'go r t'guctkqu'gp'gn'hw'p'ek'p'co k'p'v'q'f g'rc'dw'q'et'cel'c'guvc'ni' *Ugttcpk'4234+0R'ct'c'gmj. t'g'ew'gt'cp'rcu' p'q'ek'p'gu'p'g'qo ct'z'k'cu'f g'rc"autonomía relativa" f g'Guvcf q" { "rcu'y g'd'g't'k'p'cu't'gur g'ev'q'c'rc"ko r q'v'p'ek'f g'rcu' cap'acidades burocráticas estatales0'Gu'f gek. "ug'f g'lc'f g'r gpuct'cni'Guvcf q"eqo q"gur glq'f g'rc"gr'k'g'f qo k'p'p'v'g. " t'g'v'qo c'p'f q'gn'f'uleq'f g'd'ev'g'o ct'z'k'cu'f g'nu'c'o qu'-82/02'gpvt'g'O k'k'k'c'p'f { "R'q'w'rc'p'v' cu0"

f gnlf gucttqm q'geqp»o leq'j gvgtqf qz cu'cnluquvpgt's wg'guc'u'ug'dcucp'gp'cni Àp'òhcevt'et'leqö⁴⁷
{."r qt'gn'eqpvtctkq."r rcpvgcp's wg'uq'p'wpc"o wnk rklcf cf "f g'hcevtgu'ngu's wg'kpvgtxkpgp"{"nqu"
r tqeguqu" geqp»o lequ" o "a u" gz kququ" f gr gpf gp" f gn' o qf q" gp" s wg" 2 uqu" ug" ct vkwrcp" gp" r"
r ct vkwrc kcf cf "f g'wpc'uqekgf cf {"w'p"o qo gpv'j kw»tleq'f cf q' *Dki i ctv'{"I wkn'p."3; ; ; <946+0'

F g" guv" o qf q. "gp" r" r t gupvg" kpxguki cek»p" ug" tgvqo c" gn' cdqtf clg" f g" r u" Ekpkecu"
Uqekrgu' uqdtg' r tqdngo cu' eqpukf gtcf qu' ògeqp»o lequö" {"."r qt' n' vcpvq. "ektewpuetkr vqu' cn' eco r q"
f kuekr nkpt' f g' r" Geqpqo ¶c0 Gur ge¶heco gpvg. "ug" cpcrk ct" e»o q' r u" go r tgucu. "nglqu' f g' ugt' wpc"
òeclc" pgi tcö. "uq" qti cpk cekqpgu" uqekrgu" eqo r nglcu' chgevcf cu" r qt' f kwkvqu" hcevtgu' Gp"
r ct vkwrc. "guv" gphqs wg" r gto kw" gpvpgf gt" f g" hqto c" o "a u" ecdcn' r" ceek»p" geqp»o kec" f g" r u"
Go r tgucu' O wnkpcckqpcrgu' gp' r c¶ugu' r gtlk? tlequ' tgegr vqtgu. "eqo q' vco dk' p. "uwu' ko r cevu' gp' uw"
f gucttqm" geqp»o leq' Cu¶" gp" nqu" r t»zko qu" ecr ¶wru" ug" o quxtct" e»o q' r u" vgt o kpcrgu"
cwqo qvlegu" f g" Cti gpvkpc. "nglqu' f g" ugt' cevtgu' wplhqto gu. "wxkgtqp" f kxgtuqu" f gugo r g° qu"
f wtcpvg' r u' r tko gtcu' f 2 ecf cu' f gn' uki nq. "f guce" pf qug' gn' ecuq" f g" Vq{ qvc. {" e»o q' guq" r wgf g"
gzr rlectug" c" r ctvt' f gn' cp" ruku' gp' r tqhwf kcf cf "f g" guv" qti cpk cek»p" o wnkpcckqpcn' {"uw' hkn' cni"
cti gpvkpc' O'

1.2 – El surgimiento de las Cadenas Globales de Valor y su marco teórico

Gp' r u' f 2 ecf cu' f g' 3; 92" {" 3; : 2' ug' f kgtqp' gp' gn' b wpf q' wpc' ugtkg' f g' eco dkqu' s wg' wxkgtqp"
ko r cevu' gp" r" qti cpk cek»p" o cpw hcewtgtc" i nqdcn' Ugi Àp" Rgtgl " *4232+." guv" qn' f g"
vcpuhqto cekqpgu' gu' r ctvg' f g' r" s wkw" t g x q n w e k » p " v g e p q n » i k e c . " d c u c f c " g p " r " k p h q t o " a w e c . " r u "
vgrgeqo wplecekqpgu" {" r u " h q t o c u ' f g ' r t q f w e e k » p " h g z k d r g 0 8 " G m q " k o r n e » " g n ' f g u c t t q m q " f g " r u "
Vgepqm q i ¶ c u ' f g " k p h q t o c e k » p " {" E q o w p l e c e k » p " * V E u + . " r u " e w c n g u " h e c k k c t q p " g p q t o g o g p v g " r "
eqqt f k p c e k » p " c " f k u c p e k " f g " r u " f k h g t g p v g u " g v c u ' f g " r " r t q f w e e k » p . " r g t o k k 2 p f q r g u " c " r u "
go r tgucu' cewct' f g' hqto c" o wnkqecrk cf c'0 Qvtq' eco dkq' f g' ko r qt vcpck" gp' guv" 2 r qec' hwg' r"
hwgtvg' tgf week»p' f g' hqu' eququ' f g' vtcpur qtvg. "gp' r ctvg. "r tqf wevq' f gn' cwi g' f g' r" *containerización*
*Rqtvc" gv'cn' 4236+0' Rqt" qvtq" rcf q. "wpc" ugtkg' f g' hcevtgu' r qn' lequ' vco dk' p' chgevtqp" c" r"

⁴⁷ "Gpvtg" gnu. "ug" r wgf gp" f guvcect< vgt¶c" f g" r" o qf gtpk cek»p" *eco dkq" i tcf ven' gp" r" etgceek»p" f g" xcmqt+."
gutvewtcrkuo q" *kpf wutckrk cek»p+." uqek»n q' f gnlf gucttqm lpgqkpwkewekqpcnkuc" *Guvcf q' cw»pqo q" {" ghlekpgv+."
Vgqt¶c' f g' r' F gr gpf gpek IVgqt¶c' f gn' Ungo c/O wpf q' *t g x q n w e k » p " r q n ¶ k e c " {" u q e k n 0 U k d k e p " h u ' c w q t g u ' p q ' h q ' t c v c p . "
c" guvcu' vgt¶cu' r qf t¶cp" uwo ctug" nqu" vgtlequ" f g" r u" E I X" *kpugetek»p" gp" r u" ecf gpcu+ {" gn'
pgqgutvewtcrkuo q lpgqj wo r gvtkcpqu" *ppqxcek»p lecr celf cf gu' vgepqn» i lecu+0'

⁴⁸ "Ectmqc" Rgtgl " *4232+ r gtlqf k c' r" j k n q t k " e c r k c r k u c " g p " e l p e q " t g x q n w e k q p g u " v g e p q n » i k e c u " u w e g u k c u ' f g u f g " 3992 "
{ " r c t c f k i o c u " v g e p q / g e q p » o l e q u ' s w g ' r u ' e c t c e v g t k c p < r " s w k p c ' f g ' g u c u ' u g ' f c " g p " 3 ; 9 3 " {" g u ' f g h k p k c ' e q o q ' r " g t c "
f g' r" kphqto " a w e c . " r u " v g r g e q o w p l e c e k q p g u " {" r u " h q t o c u ' f g ' r t q f w e e k » p " h g z k d r g 0 G n l p l e k q " f g " g u v " A n k o c " g u v " f c f q "
r q t ' r " c r c t k e k » p " f g n b l e t q r t q e g u c f q t " k p v r i g p " E c r k h q t p k . " G G W W O C " t c t v t ' f g n 4 2 3 2 " g z k u g ' w p c ' f k u e w k » p " u k i r " c e w c n ' "
ò k p v g t p g v ' k p f w u t k r i b " q " r " ò k p f w u t k " 6 0 ò " c e c d c " t g x q n w e k p e p f q " r u " h q t o c u ' u q e k r g u " {" f g ' r t q f w e e k » p . " g p " g u g ' e c u q . "
eqt gur qpf gt¶c' eqp' wpc' ugzvc' t g x q n w e k » p " g p " g n ' g u w f k q ' f g ' R g t g l " * 4 2 3 2 + 0 '

qti cpk celap f g'ir' r tqf weekap' b' wpf kcn'gp' gucu' f² ecf cu0Gpvt g' gmq. 'ug' gpewgpvtcp' r' ec' f' c' f' gn' dms wg' uqxl² vek. 'gn' i ktq' f' g' Ej kpc' j' cek' w' ecr kcn'uo q' f' g' Guvcf q' { "r' rkdgtckl celap' f' g' r' geqpqo' f' kpf k. 'i' gpgtcpf q' w' cwo gpv' f' g' r' ecr cek' cf' r' tqf vek' c' f' gn' r' p' g' v' { "gn' kpetgo gpv' f' gn' eqo gtek' l' k' w' t' p' c' e' k' p' c' n' r' k' p' x' g' t' u' k' p' g' z' v' t' p' l' g' t' c' { "r' u' w' d' e' q' p' v' t' c' v' e' k' p' l' k' w' t' p' c' e' k' p' c' n' *Rqt v' c' gv' cr0' 4236+0"

Gucu' o qf hkecekppgu' ko r rlectqp' ko r qtvcpgu' eco dkqu' gp' r' qti cpk celap' f' g' r' u' GO u. { "c' s' wg' v' p' f' l' g' t' q' p' c' v' t' c' p' u' h' g' t' k' c' r' i' w' p' c' u' c' e' v' x' k' f' c' f' g' u' o' i' g' p' g' t' c' r' o' g' p' v' g' . r' u' o' g' p' q' u' t' g' p' w' d' r' g' u' { "u' q' h' u' k' e' c' f' c' u' o' f' g' n' i' t' q' e' g' u' q' r' t' q' f' w' e' v' x' q' j' c' e' k' q' v' t' c' u' g' o' r' t' g' u' c' u' *outsourcing+ { "q' v' t' q' u' i' c' f' l' u' g' u' *offshore+ " o' c' { q' t' o' g' p' v' g' f' g' r' g' t' k' h' g' t' k' . " t' g' v' p' k' e' p' f' q' r' c' t' c' u' i' n' q' u' u' g' i' o' g' p' v' q' u' s' w' g' o' a' u' x' c' r' i' t' c' i' t' g' i' c' p' *c' e' v' x' k' f' c' f' g' u' core+ { "g' t' e' k' t' k' c' p' f' q' i' n' u' i' t' q' e' g' u' q' u' i' t' q' f' w' e' v' x' q' u' i' g' p' t' l' e' q' u' q' f' g' d' c' l' q' x' c' r' i' t' . ' e' g' p' v' t' c' f' q' u' g' p' g' n' i' x' q' n' o' g' p' { "g' p' r' e' q' o' r' g' v' k' x' k' f' c' f' / r' t' g' e' k' q' *Rqt v' c' gv' cr0' 4239+0' Nc' g' u' t' c' v' i' k' c' g' u' s' f' c' f' r' q' t' s' w' g' d' t' c' t' g' n' i' t' q' e' g' u' q' r' t' q' f' w' e' v' x' q' g' p' x' c' t' k' u' u' g' i' o' g' p' v' q' u' f' k' u' e' t' g' v' q' u' { "e' q' p' h' q' t' o' c' u' g' u' r' g' e' h' k' e' c' u' f' g' q' t' i' c' p' k' c' e' l' a' p' 0' G' u' v' i' g' p' g' t' w' p' c' l' p' v' g' t' f' g' r' g' p' f' g' p' e' k' b' c' { q' t' g' p' r' e' u' t' g' f' g' u' e' q' o' g' t' e' k' r' g' u' l' k' w' t' p' c' e' k' p' c' n' g' u' f' c' f' q' s' w' g' w' p' c' r' c' t' v' g' k' o' r' q' t' v' c' p' v' g' f' g' n' i' x' c' r' i' t' f' g' r' u' g' z' r' q' t' w' e' k' p' p' g' u' e' q' o' g' p' l' » c' e' q' p' v' g' p' g' t' x' c' r' i' t' k' o' r' q' t' v' c' f' q' g' p' o' a' u' f' g' w' p' q' t' k' i' g' p' { "g' t' c' r' q' u' k' d' r' g' s' w' g' e' k' t' e' w' g' p' r' q' t' o' a' u' f' g' w' p' f' g' u' v' k' p' q' j' c' u' x' h' g' i' c' t' c' r' i' n' u' e' q' p' u' o' k' f' q' t' g' u' h' k' p' c' r' g' u' f' g' h' q' t' o' c' v' c' n' s' w' g' n' i' t' q' e' g' u' q' f' g' c' i' t' g' i' c' e' k' p' f' g' x' c' r' i' t' e' q' o' g' p' l' » c' q' e' w' t' t' k' g' p' o' A' n' k' r' g' u' g' u' r' c' e' k' q' u' p' c' e' k' p' c' n' g' u' *I' g' t' g' h' k' g' v' c' r' 0' 4223=I' g' t' g' h' k' { "M' q' t' |' g' p' k' y' k' e' | . ' 3 ; ; 6 + 0"

Gp' dcug' c' guv' r' t' q' e' g' u' q' . " m' u' c' w' a' t' g' u' I' g' t' g' h' k' { "M' q' t' |' g' p' k' y' k' e' | " * 3 ; ; 6 + . " t' g' v' o' c' p' f' q' m' u' c' r' q' t' v' g' u' f' g' r' e' v' g' t' f' c' f' g' n' i' u' k' u' g' o' c' / o' w' p' f' q' * J' q' r' n' k' u' { "Y' c' m' g' t' u' v' g' k' p' . ' 3 ; ; 8 + . " g' r' d' q' t' c' t' q' p' g' n' i' e' q' p' e' g' r' v' q' f' g' cadena global de commodity" *EI E+ s' w' g' n' w' g' i' q' o' q' f' h' k' e' c' t' q' p' g' p' cadena global de valor" *EI X+ *I' g' t' g' h' k' g' v' c' r' 0' 4227=J' w' o' r' j' t' g' { "U' e' j' o' k' l' . ' 4224+ . 49' r' e' w' e' n' i' r' w' g' f' g' p' v' g' p' f' g' t' u' g' e' q' o' q' " la secuencia de actividades que las firmas y los trabajadores realizan desde el diseño de un producto hasta su uso final" *I' g' t' g' h' k' { "H' g' t' p' a' p' f' g' l' / U' c' t' m' 4233 < 6 + 0' C' u' w' x' g' l' . " r' h' q' t' o' c' e' l' a' p' f' g' g' u' c' u' e' c' f' g' p' c' u' r' g' e' q' p' h' i' w' t' » w' p' r' c' r' g' n' i' f' g' o' c' { q' t' v' t' c' u' e' g' p' f' g' p' e' k' c' r' u' i' t' c' p' f' g' u' GO u' g' p' r' q' t' i' c' p' k' c' e' l' a' p' g' e' q' p' » o' k' e' c' b' w' p' f' k' c' n' i' c' s' w' g' r' e' u' b' k' u' o' c' u' g' l' g' t' e' g' p' r' i' q' d' g' t' p' c' p' l' c' f' g' r' e' u' EI X. r' w' g' f' g' p' u' w' d' q' t' f' k' p' c' t' c' n' i' t' g' u' v' q' f' g' r' u' g' o' r' t' g' u' c' u' f' g' r' u' t' c' o' c' . " t' g' v' k' e' p' p' m' u' u' g' i' o' g' p' v' q' u' s' w' g' o' c' { q' t' x' c' r' i' t' c' i' t' g' i' c' p' . " v' k' p' p' o' c' { q' t' h' e' k' i' k' f' c' f' r' c' t' c' t' g' w' d' l' e' c' t' u' u' i' k' p' x' g' t' u' k' p' p' g' u' { " r' w' g' f' g' p' q' r' g' t' c' t' o' w' n' k' e' c' t' k' c' f' c' o' g' p' v' g' g' p' v' k' g' o' r' q' t' g' c' n' i' { "g' p' h' q' t' o' c' u' g' r' e' v' x' c' 0"

⁴⁹ Guv' u' eco dkqu' gp' r' eqpegr wcrk celap' ko r rlectqp' s' wgdgtgu' eqp' gn' o' cteq' vgtlek' f' gn' ukugo c/o wpf q. r' t' l' p' e' k' r' c' m' o' g' p' v' g' p' v' q' t' p' q' c' r' e' w' e' v' u' k' p' f' g' n' i' d' e' s' a' r' r' o' l' l' o' . Nqu' c' w' a' t' g' u' f' g' r' e' VUO' u' q' u' v' k' p' p' s' w' g' n' i' g' p' h' q' s' w' g' f' g' EI X' r' q' u' g' g' w' p' c' o' k' n' u' k' p' f' g' u' c' t' t' q' n' k' u' c' o' { c' s' w' g' r' e' p' v' g' c' p' s' w' g' r' e' l' p' u' g' t' e' l' a' p' f' g' g' o' r' t' g' u' c' u' { r' e' f' l' u' g' u' g' p' r' e' u' EI X' k' o' r' r' e' c' w' p' c' o' g' l' q' t' c' r' c' t' e' 2' u' q' u' . b' o' l' e' p' v' t' c' u' s' w' g' r' e' VUO' r' q' u' g' g' w' p' c' x' k' u' k' p' b' o' a' u' g' u' v' v' e' c' g' p' r' e' w' e' n' i' r' e' b' o' c' { q' t' r' c' t' v' g' f' g' n' i' x' c' r' i' t' f' g' g' u' c' u' e' c' f' g' p' c' u' g' u' v' t' c' p' u' h' g' t' k' q' c' n' i' t' r' e' f' l' u' g' u' e' g' p' v' t' c' n' g' u' . u' k' i' w' k' p' p' q' r' e' x' k' u' k' p' f' g' r' e' V' g' t' f' c' f' g' r' e' F' g' r' g' p' f' g' p' e' k' c' { r' e' c' a' d' e' n' a' i' m' p' e' r' i' a' l' f' g' N' g' l' p' * 3 ; 39 + * C' t' t' k' i' j' k' 3 ; ; 2 = D' c' k' . 4227 = Y' c' m' g' t' u' v' g' k' p' . ' 3 ; ; : : + 0' R' c' t' c' e' q' p' u' w' a' c' t' u' q' d' t' g' r' u' e' c' o' d' k' u' g' p' r' i' q' u' f' h' g' t' g' p' v' g' u' e' q' p' e' g' r' v' q' u' f' g' e' c' f' g' p' c' u' f' g' x' c' r' i' t' x' g' t' U' w' i' t' g' q' p' * 4232 + q' D' c' k' * 4227 + 0'

F g'gug'o qf q. 'rc'rkgtcwtc'f g'EI X'qhtgeg'wpc'f guetkr ekp'gukrk cf c'f g'guc'u'tgf gu'f g' r tqf weekp'i r mdcn'c'r ct'kt'f g'f qu'eqpegr vqu'erxg<gobermanza"{"upgrading"Uwti gqp."4232+0' Nc'pqekp'f g'gobermanza ko r rlec'wpc'xlukp'top-down."cn'cpcrk ct'e>o q'rcu'go r tgucu'fff gtgu' f g'rc'ecf gpc'eqpvtqncp"{'\qo cp'rcu'f gekukqpgu'rk cf cu'c'rc'qti cpk cekp'f gn'r tqeguq'r tqf wexq" *gu'f gek. 'i qdktppc+0'Nqu'r tko gtqu'vcdclqu'f g'ukugo cvk cekp"{'ercukhecekp'f g'rcu'hqto cu'f g' gobermanza"hwgtqp'tgcrk cf qu'r qt "I gtghk'*3; ; 6+."s wkgp'r qt "gpvqegu'kf gpvkk>"f qu'vr qu' r tlpekr crgu'f g'ecf gpcu'rcu'f kki kf cu'r qt "gn'eqo r tcf qt "*buyer-driven+" {"rcu'f kki kf cu'r qt "gn' r tqf wevt "*producer-driven+0'Nwgi q. "I gtghk"J wo r j tg{" {"Uwti gqp"*4227+"eqo r rglk ctqp" f lej q"eqpegr vq'etgcpf q'ekpeq'vr qu'kf gcrgu'f g'i qdgtppc| c'f g'rcu'EI X's wg'ug'eqo r ngo gpvcp" cn' r tko gt" f gucttqm" v>tleq.⁴ " vqo cpf q" eqo q" wpk cf " f g" cp^a rkuku" rqu" x'pewqu" gptg" rqu' gurcdqpgu."c+f g'o gtecf q=d+"o qf wrc=e+"tgrckpcn="f +ecwxc" {"g+lgt^a ts wlec0'Guc'pwgxc" vr qm' i'c'witi k>"f gn'etweg'gptg'v'gu'xctkcdrgu'c+" rc" eqo r rglk cf " f gn' kpvteco dkq" f g' kphqto cekp" gptg" r tqxggf qt " {"eqo r tcf qt."d+"rc"eqf kkecdkcf cf "f g'v'n'kphqto cekp" {"e+"rc" gzkwgpek" *q" pq+" f g' ecr cekf cf gu" gp" rqu' r tqxggf qt gu'0' Gp" tguwo gp. " rcu' i qdgtppc| cu' f g' ño gtecf qö" {"rc'õlgt^a ts wlecö"uq"tcf lecn gpv"qr wguvc<gp'gn'r tko gt"ecuq."rqu'x'pewqu" gptg" r tqxggf qt " {"eqo r tcf qt "uq"p'f g'o w {"dclc'f gpukf cf " {"gp'gn'Anko q"qr gtcp"cn'kpvgtkqt'f g'wpc" o kuo c"eqo r c^o 'c0'

Rctc'gn'r tqr >ukq'f g'guc'vguku'rc'i qdgtppc| c'f g'rc'ecf gpc'gu'egpvtcn'r ctc'gpvqpf gt'rcu' ectcevt'fwlecu'gur ge'fhecu'f g'rc'go r tguc'fff gt '*Vq { qvc. "rc'vgo kpcn'cwqo qvkk + {"rcu'go r tgucu' uwdqtf kpcf cu'*r tqxggf qt gu'cwqr ct'wrcu+0'Gp'gug'ugp'kf q. "rc'rkgtcwtc'f g'EI X'j c'ercukhecf q" c'rc'kpf wutk'cwqo qvkk "eqo q'wpc'ecf gpc'f kki kf c'r qt'gn'r tqf wevt "*producer-driven+, f gdlf q" c's wg'hqu'ce'v'xqu'gur ge'fhecu's wg'gu^a p'r qt'f gvt^a u'f g'gug'vr q'f g'i qdgtppc| c'uq'p'r tlpekr cno gpv" rcu'ecr cekf cf gu'r tqf wexcu."rqu'cnqu'tgs wgtko kpgvqu'f g'ecr kcn' {"rc'kpxguki cekp" {"f gucttqm" *K F +0'Ncu'go r tgucu's wg'i qdktppc'rcu'producer-driven"uwngp'uwdeqvtcvt'cni wpcu'rcugu'f g' rc' r tqf weekp.'r gtq'tg'v'gp'r ctc'uf'rc'K F " {"rc' b cpwrcwtcekp"*eqo r rglc+f gridk'p'kpcn'*Rqt'vc" gv'cn0'4236+0'

Gp"ewcpvq"rc'rc'ugi wpc'c'ercukhecekp'f g'i qdgtppc| c."rqu'vr qu'f g'²uc'gp'rc'kpf wutk' cwqo qvkk "r wgf gp"xctkct'f gr gpf kpf q'f g'rc'tg'rc'ekp'vgo kpcn'r tqxggf qt0'Gp'i gpgtcn'gp'rcu'

⁴: "Rqt'wp'rc'f q. 'ug'f kq's wg'guc'vr qm' i'p'gtc'hwgtvgo gpv'gu^a wlec" {"f leq>o lec. " {"s wg'gucdc'hwpc'co gpvc'c'gp'wpc' xkukp'ulo r rkuc'f g'rc'vgepqm' i'p' {"f g'rcu'dettgtcu'f g'gpvc'c's wg'gp'o wej qu'ecuqu'pq'ug'clwuxcdcp'c'rc'tgcrk cf 0' Gm'gp"r ct'v'qewt'f'rc'qts wg'rcu'r tqr kcu'ecf gpcu'gucdcp"uqo gvk cu'c"eqpuvc'p'v'g'u'r tqeguqu'f g'v'c'puh'qto cekp." eco dkq'vgepqm'i leq" {"cr tgp'k clg0'C"r ct'vt'f g'gmq."ug'r tghk">"i gpgtct'wpc'vr qm' i'p'eqo r ngo gpvtk'c'o^a u's wg' uwr ngo gpvtk'c'wg'hwgug'o^a u'p'gwrcn'gp'v' to kpcu'ugev'q'lcrgu"*gu'f gek's wg.'r qt'glgo r m'cuwo lgt'c's wg'pq'v'q'c' ecf gpc'f g'rc'grgevt'p'ek'v'gpg'p'geuctko gpv'gn' b kuo q'r cvt>p'f g'i qdgtppc| c+.s wg'r tgucug' b c { qt'c'v'pek'p'c'rc' hqu' x'pewqu'gptg'hqu'gurcdqpgu' {"s wg'hwgtc'ecr c| "f g'f ct'ewpvc'f g'rcu'eco dkqu'gp'gn'vgo r q'cn'kpvgtkqt'f g'wpc' b kuo c' ecf gpc0'

ecf gpcu" f g" xcmq" cwqo qvkl " guvqu" j cp" ukf q" ecvnci cf qu" eqo q" tgrcekqpcn" f g" o gtecf q" q" ecwvku0' F g" guvq" o qf q. "rcu" gur gekhecekqpgu" ug" r wgf gp" f gucttqmc" eqplwvco gpvq. "gp" wp" r tqeguq" f g" eq/f lug° q. "q" rqu" r tqxggf qtgu" r wgf gp" tgeklk " kputweekqpgu" eqo r rvcu" uqdtg" s w² " r tqf wekt0' Gp" gn' r tko gt" gphqs wq. "o" a u" tgrcekqpcn" rqu" kpi gpkgtqu" f g" f lug° q" f g" ruc" r tkpek crgu" go r tgucu" { " r tqxggf qtgu" vcdclcp" gp" gutgej c" eqmcdqtcek»p" r etc" f gucttqmc" r kgl cu" s wq" hvpekqpc" p" gp" gn' eqpvz vq' f grif lug° q' i' gpgtcrif grlxgj ¶ewu0' Gp" ugi wpc' kpuvpek. 'hqu' kpi gpkgtqu" f g" ruc" go r tguc" hff gt" f gucttqmc" vq' cu" ruc" r kgl cu" f g" xgj ¶ewu" kpvtpco gpvq" { " r wgi q" rdekcp" ruc" r kgl c. "etgcpf q" wp" x¶ewu" f g" o gtecf q" en' uleq" eqp" rqu" r tqxggf qtgu" q. "ewcpf q" ug" tgs wktgp" kpxgtukqpgu" gur ge¶hecu" f g" ruc" tgrcek»p" r qt" r ctvg" f g" rqu" r tqxggf qtgu. "s wq" c" o gpwq" q" rqu" uqp. " gpncegu" ecwvku0' Nqu" x¶ewu" f g" o gtecf q" r gto kwp" gn' eco dlq' f' eki' f g" r tqxggf qtgu. "o kpvtcu" s wq' hqu' gpncegu' tgrcekqpcrqu" { 'ecwvku' f' kkwncp' gn' eco dlq' f' g' r tqxggf qt' *Uwti gqp' gv' cr0' 422; < 42-0'

Rqt" qvtq" rcf q. "rc" pkek»p" f g" *upgrading* ug" cr q{ c" gp" wpc" eqpegr ek»p" *bottom-up*. "cn' hqecrk ctug" gp" e»o q' ruc' hto cu' uwdqtf kpcf cu' r wgf gp" *q' pq+ k" guernpf q" gp" ruc' ecf gpc" *I gtghk" 4223=I gtghk' gv' cr0' 4223. "4227-0' Gn' *upgrading*" c" plxgn' f g" ruc' hto c" ug" tghktg" cn' r tqeguq" f g" cf s wvulek»p" q" hqtvcrgelo kpvq" f g" ecr cekf cf gu' s wq" r gto kwp" c" ruc" go r tgucu" j cegt" equcu" f g" o cpgtc" f hktgpvq" { lq" o glqt" { " j cegt" f kwpvcu" equcu" gp" eqo r ctcek»p" eqp" gn' eqpvz vq" r tgxkq" *¶ qtwm" 423; +0' Gn' r tqr »ukq" f gn' eqpegr vq" f g" *upgrading*" gu' gzc"o kpc" rqu" r tqeguq" { " ruc' hto cu" gp" s wq" ruc" go r tgucu" s wq" pq" i' qdktpcp" ruc' ecf gpc" *{ " r qt" rqu" vpvq" gu³ p" uwdqtf kpcf cu'+ uwdgp" guernqpgu" gp" ruc" guernc" kpvtpcekqpcn" f g" cevklcf cf gu" f g" xcmq" ci tgi cf q. "o qxk² pf quq" f guf g" cevklcf cf gu" f g" dclq' xcmq" c' cevklcf cf gu" f g" cnq' xcmq" r etc" cwo gpvt' rqu' dggphkekqu" f g' r ctvlekr ct" gp" EI X" *Dck" { " I gtghk" 4225-0' Ncu' ectcevt ¶hecu" f g' rqu" x¶ewu" gpvtg" ruc' uwdukf kctkcu" f g' ruc" go r tgucu" o wvnpcekqpcrqu" { " rqu" r tqxggf qtgu" f g" rqu" r c¶egu" f qpf g" ug" ruc' eqp" cp" uqp" wp" hcevt" ko r qtvcpvq" r etc" gn' r qvpekcn' guernc"o kpvq" kpf wvntkn' f g" ruc' hto cu" f qo ² uvecu" { " rqu" vkr qu" f g" ghgevu" f gttco g" s wq" i' gpgtc" ruc" r tgupekc" f g" ruc" o wvnpcekqpcrqu" gp" r c¶egu" gp" f gucttqmq" *Rcxn¶pgm" 423: -0' Eqo q" ug° crcp" O krdgti " { " Y kpmgt" " *4235+ " gn' gphqs wq" f g" ruc" EI X" r tª evleco gpvq" gs wkr etc" *upgrading*" c" *desarrollo económico*.

J wo r j tg { " { " Uej o kl " *4224+ j cp" f kwpki wlf q" ewvtq" vkr qu" f g" *upgrade*. "c" ucdgt < " *de procesos, de producto, funcional g intersectorial* 0' Gn' r tko gtq. " *de procesos*. "gu" gn' o a u' f' eki' f g" eqpugi wkt" g" ko r rlec" r tqf wekt" o a u" ghlekpvgo gpvq" *o c{ qt" r tqf wevklcf cf + " { c" ugc" wvklk cpf q" vqepqmi ¶c" uwr gktqt" *r qt" glgo r mq. "pvwxcu" o cs wvpc" tku" q" o gf kcpvq" ruc" t gti cplk cek»p" f g" rqu" ukvgo cu' r tqf wevku. "f gpvtq" f g" ruc" go r tguc" q" o glqtcpf q" ruc' tgrcekqpgu" eqp" qvtqu" gurcdqpgu" f g" ruc' ecf gpc0' Gn' ugi wpc q. " *de producto*. "ko r rlec" o c{ qtgu' ecr cekf cf gu' s wq" gn' f g' r tqeguq" { " eqpukvq" egpvcmo gpvq" gp" j cegt" hff gcu" f g' r tqf wevq" o a u' uqhkwkecf cu. "f g" o c{ qt' ecrkf cf " { " eqp" o c{ qt' xcmq" r

wpkctkq* r qt' glgo r mq. 'r cuct' f g' hcdtlect' xkpqu' f g' o guc' c' xkpqu' hkpqu' 0' Gn' vtegtq. "funcional." gu' f g' mu' o' a' u' f' k' f' e' g' u' f' g' mi' tct' { "eqpmxgc" gn' f' gur' r' | co' kgpvq' j' cek' c' e' v' k' f' cf' gu' s' w' g' t' g' s' w' k' t' cp' o' c' { qt' gu' ecr' cek' cf' gu' } . 'r' qt' g' p' f' g' . 'v' p' i' cp' o' c' { qt' gu' d' c' t' t' g' t' c' u' c' ' r' e' ' g' p' v' t' c' f' c' *' r' qt' ' g' l' g' o' r' m' q' . 'o' q' x' g' t' u' g' f' g' n' i' g' p' u' c' o' d' r' g' j' cek' " gn' f' k' u' g' o' q' 0' Gn' ' A' n' k' o' q' . "intersectorial." s' w' g' " k' o' r' r' e' c' " r' e' " w' k' k' k' c' e' k' p' f' g' " r' e' u' ecr' cek' cf' gu' cf' s' w' k' k' f' cu' gp' " w' p' c' " ecf' g' p' c' " r' c' t' c' " gn' v' t' c' u' m' f' q' j' cek' " p' w' g' x' q' u' u' g' e' v' t' g' u' *' r' qt' ' g' l' g' o' r' m' q' . " w' k' k' k' c' t' " r' e' u' ecr' cek' cf' gu' q' d' v' p' k' f' cu' r' c' t' c' " r' e' " h' c' d' t' l' e' c' e' k' p' f' g' " v' g' r' x' k' u' q' t' g' u' r' c' t' c' " j' c' e' g' t' " o' q' p' k' q' t' g' u' { " f' g' u' r' r' | c' t' u' g' c' n' i' u' g' e' v' t' f' g' " r' e' u' e' q' o' r' w' c' f' q' t' c' u' 0' G' u' v' u' e' q' p' e' g' r' v' u' u' g' t' a' p' t' g' v' o' c' f' q' u' " g' p' " g' n' i' E' c' r' " f' w' w' q' " 7' c' n' i' c' p' c' r' k' c' t' " r' e' " v' t' c' { g' e' v' t' k' f' f' g' " r' e' u' r' t' k' p' e' k' c' r' g' u' " g' o' r' t' g' u' c' u' r' t' q' x' g' g' f' q' t' c' u' f' g' " V' q' { q' v' c' " C' t' i' g' p' v' k' p' c' " g' p' " r' e' u' ' A' n' k' o' c' u' f' 2' e' c' f' c' u' f' g' u' e' k' t' c' p' f' q' " u' k' j' c' p' " m' i' t' c' f' q' r' t' q' e' g' u' q' u' f' g' " u' p' g' r' a' d' i' n' g' " { " f' g' s' w' 2' " v' k' r' q' 0' }

Cf go a u. " f g' p' v' t' q' " f' g' n' i' e' w' g' t' r' q' " f' g' " v' c' d' c' l' q' u' " f' g' " E' I' X' " u' g' " e' c' v' i' q' t' k' c' p' " c' " r' e' u' " p' c' e' k' q' p' g' u' r' t' q' f' w' e' v' t' c' u' " f' g' " x' g' j' " f' e' w' w' q' u' " f' g' r' g' p' f' k' g' p' f' q' " f' g' " u' w' u' " e' c' r' c' e' k' f' c' f' g' u' . " h' w' p' e' k' q' p' g' u' " { " r' t' q' r' k' g' f' c' f' " f' g' " r' e' u' " g' o' r' t' g' u' c' u' *' x' g' t' " H' k' i' w' t' c' " K' 3' + 0' " W' p' q' " f' g' " m' u' r' t' k' o' g' t' q' u' c' t' " f' e' w' w' q' u' s' w' g' " t' g' r' i' k' » " g' u' v' u' e' m' u' k' k' e' c' e' k' q' p' g' u' " u' g' " d' c' u' » " g' p' " w' p' " u' k' u' g' o' c' " f' g' " e' m' u' k' k' e' c' e' k' p' " c' e' n' t' r' o' - p' e' r' i' f' e' r' i' a " * U' w' t' i' g' q' p' " (" H' q' t' k' f' c' . " 4222 + 0' " V' t' c' d' c' l' q' u' " r' q' u' v' t' k' q' t' g' u' k' f' g' p' w' k' e' c' t' q' p' " x' c' t' k' u' p' c' e' k' q' p' g' u' r' t' q' f' w' e' v' t' c' u' f' g' " x' g' j' " f' e' w' w' q' u' s' w' g' " m' g' i' c' t' q' p' c' " u' g' t' " e' q' p' q' e' k' f' c' u' " e' q' o' q' " r' e' " p' e' r' i' f' e' r' i' a i' n' t' e' g' r' a' d' a . " f' k' u' k' p' i' w' k' d' r' g' " r' q' t' " u' w' u' " e' q' u' v' u' f' g' " r' t' q' f' w' e' e' k' p' " t' g' r' e' v' x' c' o' g' p' v' g' " d' c' l' q' u' " * E' j' c' p' c' t' q' p' . " 4226 = " L' c' e' q' d' u' . " 4238 + 0' G' u' v' u' r' c' " f' u' g' u' . " u' k' " d' l' g' p' " g' p' " m' u' " A' n' k' o' q' u' " c' o' q' u' r' q' u' g' g' p' " f' i' d' t' l' e' c' u' " { " v' g' e' p' q' m' i' " f' u' f' g' " x' c' p' i' w' c' t' f' k' . " f' g' r' g' p' f' g' p' " e' c' u' k' v' q' v' e' m' g' p' v' g' " f' g' " r' e' " k' o' r' q' t' v' c' e' k' p' " f' g' " e' c' r' k' c' n' " v' g' e' p' q' m' i' " f' u' " { " j' c' d' k' k' f' c' f' g' u' q' r' g' t' c' v' x' c' u' f' g' u' f' g' " g' n' i' g' z' v' t' c' p' l' g' t' q' 0' "

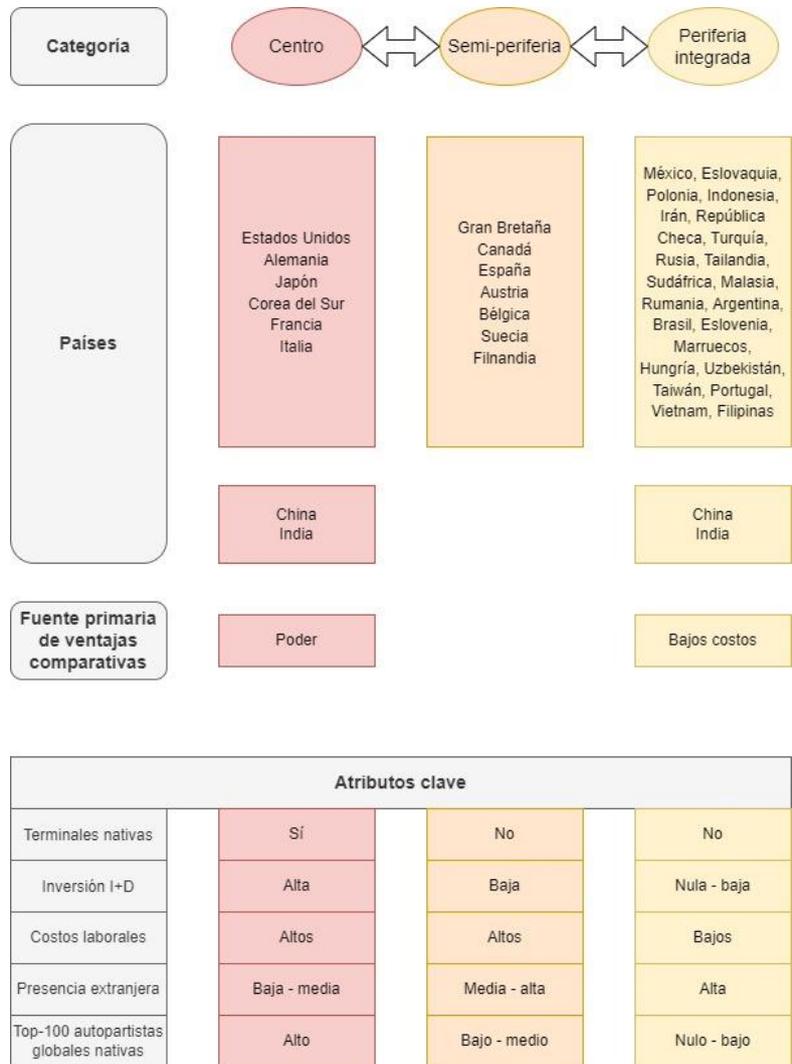
Nwgi q. " R' e' x' r' i' p' p' g' n' i' * 423: + " k' p' v' t' q' f' w' l' q' " r' e' " e' c' v' i' q' t' " f' c' " f' g' " s' e' m' i' - p' e' r' i' f' e' r' i' a " c' w' q' o' q' t' k' k' . " s' w' g' " u' g' " c' r' r' e' c' " c' " m' u' r' c' " f' u' g' u' r' t' q' f' w' e' v' t' g' u' " f' g' " x' g' j' " f' e' w' w' q' u' o' a' u' t' l' e' q' u' s' w' g' . " c' " f' k' h' g' t' g' p' e' k' " f' g' " r' e' u' " p' c' e' k' q' p' g' u' " \$ e' g' p' v' t' c' r' g' u' \$. " e' c' t' g' e' g' p' " f' g' " w' p' " h' c' d' t' l' e' c' p' v' g' " f' g' " c' w' q' o' » x' k' u' g' u' e' q' p' " u' g' f' g' " g' p' " g' n' i' r' c' " f' u' 0' " C' " u' w' x' g' l' . " O' q' t' f' w' g' " { " U' y' g' g' p' g' { " * 4242 + " r' t' q' l' h' w' p' f' k' c' t' q' p' " g' n' i' c' p' a' r' k' u' k' u' f' g' " r' e' " s' e' m' i' - p' e' r' i' f' e' r' i' a " c' " r' c' t' v' k' t' " f' g' n' i' e' c' u' q' " f' g' " E' c' p' c' f' a' 0' F' g' " v' q' f' q' u' o' q' f' q' u' . " g' u' v' u' e' c' v' i' q' t' " f' u' " p' q' " u' q' p' " g' u' a' v' e' c' u' " { " g' n' i' m' i' c' t' " f' g' " r' e' u' " p' c' e' k' q' p' g' u' " g' p' " r' e' " e' c' f' g' p' c' " r' w' g' f' g' " e' c' o' d' k' t' " c' " m' " r' c' t' i' q' " f' g' n' i' v' g' o' r' q' 0' G' l' g' o' r' m' u' f' g' " g' u' v' u' o' q' x' k' o' k' g' p' v' q' u' u' q' p' " g' n' i' e' c' u' q' " f' g' " G' u' r' c' o' c' " { " E' c' p' c' f' a' " r' c' u' c' p' f' q' " c' " u' g' t' " p' e' r' i' f' e' r' i' a i' n' t' e' g' r' a' d' a " c' " s' e' m' i' - p' e' r' i' f' e' r' i' a { I' t' c' p' " D' t' g' v' c' o' c' " { " U' w' g' e' k' " f' g' u' f' g' " g' n' i' c' e' n' t' r' o' c' " r' e' " s' e' m' i' - p' e' r' i' f' e' r' i' a .

Cf go a u. " u' g' " t' g' i' k' u' t' c' p' " f' q' u' " e' c' u' q' u' " j' " f' i' t' k' f' q' u' . " E' j' k' p' c' " g' " k' p' f' k' c' 0' G' u' v' u' r' c' " f' u' g' u' " f' g' o' w' g' u' t' c' p' " c' v' t' k' d' w' q' u' e' m' x' g' " v' c' p' v' q' " f' g' n' i' c' e' n' t' r' o' " e' q' o' q' " f' g' " r' e' " p' e' r' i' f' e' r' i' a i' n' t' e' g' r' a' d' a . " e' q' o' q' " t' g' u' v' v' n' c' f' q' " f' g' n' i' j' g' e' j' q' " f' g' " s' w' g' " u' w' x' g' p' v' c' l' c' " e' q' o' r' g' v' k' k' x' c' " u' g' " f' g' t' k' x' c' " f' g' " m' u' " d' c' l' q' u' " e' q' u' v' u' f' g' " r' t' q' f' w' e' e' k' p' " * g' u' " f' g' e' k' t' . " m' u' " d' c' l' q' u' " u' c' m' t' k' u' + " c' u' " e' q' o' q' " v' c' o' d' k' e' p' " r' c' u' c' t' q' p' c' " u' g' t' " r' e' " e' c' u' c' " o' c' v' t' k' " f' g' " f' k' u' k' p' v' c' u' " h' c' d' t' l' e' c' p' v' g' u' f' g' " x' g' j' " f' e' w' w' q' u' 0' G' n' i' j' g' e' j' q' " f' g' " s' w' g' " E' j' k' p' c' " g' " k' p' f' k' c' " f' g' o' w' g' u' t' g' p' " e' c' t' c' e' v' g' t' " f' u' v' e' c' u' " v' c' p' v' q' " r' g' t' k' f' t' l' e' c' u' " e' q' o' q' " e' g' p' v' t' c' r' g' u' " g' u' "

4: "Rete" g' m' q' u' g' " d' c' u' c' " g' p' " m' u' f' g' u' c' t' t' q' m' u' " v' g' » t' l' e' q' u' f' g' " d' e' s' a' r' r' o' l' l' o' d' e' s' i' g' u' a' l " * J' c' t' x' g' { . " 4237 + " { " f' g' " r' e' d' e' s' g' l' o' b' a' l' e' s' d' e' p' r' o' d' u' c' c' i' o' n' " * E' q' g' v' v' c' r' i' 0' 4226 = J' g' p' f' g' t' u' q' p' g' v' v' c' r' i' 0' 4224 + 0' }

f go qutcvkxq" f g" rnu" ecr cekf cf gu" s wg" j cp" cewo wrcf q" gp" eqo r ctcekp" eqp" qtcu" pcekppgu" r tqf wevtcu" f g" xgj f e w n u " O q t f w g (" U y g g p g { . " 4 2 4 2 - 0

Figura I-1 – Diagrama de la cadena global de valor automotriz por países



Hvgpv<gndqtcekp" r tqr k" gp" dcug" c" O q t f w g (" U y g g p g { " 4 2 4 2 - 0 { " R c x n f p g n " 4 2 3 : - 0

Rqt" uw" r ctvg. " gp" rnu" r gt h g t k u " k p v i t c f c u " r t g f q o k p c p " r u " l f d t l e c u { " v e p q r i f c u " f g " h t q p v t c . " r g t q " n " r t q f w e e k p . " n " q t i c p k c e k p { " r u " h w p e k p p g u " g u t c v i l e c u " u g " e q p v t q r p " g z v t p c o g p v g " c " t c x 2 u " f g " n " r t q r k g f c f " g z v t c p l g t c " * U k o q p c | | k ' g v ' c r i 0 " 4 2 4 2 - 0 C f g o a u . " g u x c u " t g i k p p g u " r w g f g p " f k x k f k t u g " g p " f q u " o q f q u " f h g t g p v g u " f g " k p v i t c e k p " g p " w p " u k u g o c " f g " r t q f w e e k p " c w q o q v k " t g i k p p c n " e q p " f k u k p c u " k o r n e c e k p p g u " r c t c " r u " r g t u r g e v k x c u " f g " f g u c t t q m q < 3 + " n " k p v i t c e k p " e q o q " r c " u " r g t k f t l e q " g p " w p " i t c p " u k u g o c " f g " r t q f w e e k p " t g i k p p c n " { " 4 + " n " k p v i t c e k p " g p " r k g " f g " k i w c f c f " g p " w p " u k u g o c " f g " r t q f w e e k p " t g i k p p c n " o a u " g s w n d t c f q 0 ' G l g o r m u " f g " g u x q "

Ànko q "kpenw{ gp" c "Dtcuki" { "Cti gpvpc" gp" Co 2 tlec" f gn'Uwt. " { "Vckrcpf kc." O cruk. "Kp qpuk. " Hkr kpcu{ "Xkypco "gp" gn'uwf guv" cuk² vekq'Nqu'glgo r mu'r ctc" r' tko gtc'ecvqi qt'c" uq' O² zleq" gp" gn'ecuq' f' g' Co 2 tlec' f' gn'P qtv. "cu'leqo q' hqu'r c'jugu' f' g' Gwtqr c' Egpvcn' { "Qtkgpcn' gp' gn'ukugo c" gwtqr gq' f' g' r tqf week» p" cwqo qvtk. " s wg" hwgtqp" r tgeg f' kf qu" r qt " Gur c° c" { "Rqt wi cni" *Y wwg. " 4243 < 5 + 0² ""

F g' guv' hqto c. " gn'eqtr wu'v» tleq' f' g' hcu' EI X' j c' t' guwncf q' uwo co gpv' r' tq' h' h' eq⁵³ " { ' qvqi c" ko r qtvcpvu' j gttco kpcu' r ctc" gn'cp^a ruku' f' g' r' k' pf wutk" cwqo qvtk 0⁴ " Ukp" go dci q. " v' p' k' p' f' q" gp" ewgpvc" gn' qdlg' v' k' q' f' g' guv' v' guku' gu' r' g' v' k' p' p' v' g' f' guv' ctc' s' wg" guv' o' cteq' v' g» tleq' h' w' g' w' k' k' cf q" o c { qto gpv' c" p' k' x' g' u' f' g' ugevtq' gu' geqp» o' lequ" { " p' q' f' g' h' k' o' cu' k' p' f' k' k' f' w' c' r' u' O' R' q' t' " guv' o' q' v' k' q. " cni wpqu" cwqtgu' eqo gp| ctqp" c" r' r' cpv' gct" r' " ko r qtv' c' p' e' k' " f' g' c' p' c' r' k' ct" r' u' f' g' e' k' u' k' p' p' u' f' g' c' e' v' t' g' u' gur ge' h' lequ. " tgo ctecp' f' q' r' c' p' g' e' g' u' k' f' c' f' f' g' m' x' c' t' " guv' c' p' a' ruku' c' n' i' p' k' x' g' n' f' g' r' " go r t' g' u' c' " * Q' r' k' x' g' k' t' c' g' v' c' r' o' " 423; = R' q' p' v' g' " { " U' w' t' i' g' q' p. " 4236 = U' c' n' i' " { " \ { n' d' g' t' d' g' t' i. " 423; + 0' G' p' r' c' t' v' e' w' r' c' t. " R' c' x' n' i' p' g' n' i' * 423: < 4 + u' q' u' k' p' p' g' s' w' g' " " *existe una gran escasez de análisis en profundidad a nivel de empresa de los vínculos de IED en las periferias integradas* ". "

C' t' c' " { " f' g' g' m' q. " U' c' n' i' " { " \ { n' d' g' t' d' g' t' i " * 4237 + t' g' e' k' p' v' g' o' gpv' h' p' e' q' t' r' q' t' c' t' q' p' c' f' k' e' j' q' c' d' q' t' f' c' l' g' gn' eqpegr v' q' f' g' " *estrategia corporativa* " f' gur n' i' c' f' q' r' q' t' " m' u' g' u' w' f' k' u' f' g' r' " c' f' o' k' p' k' u' t' c' e' k' » p' f' g' go r t' g' u' c' " * *management studies* + f' c' p' f' q' h' w' i' c' t' c' " w' p' p' w' g' x' q' e' c' o' r' q' f' g' g' u' w' f' k' u' f' g' E' I' X' g' p' h' q' e' c' f' q' u' gp" ecuq' k' p' f' k' k' f' w' c' r' u' " * Q' r' k' x' g' k' t' c' " g' v' c' r' o' " 423; = U' c' n' i' " { " \ { n' d' g' t' d' g' t' i. " 423; + 0' G' u' v' " k' p' e' q' t' r' q' t' c' e' k' » p" ko r n' e' c' s' w' g. " u' k' d' k' e' p' " i' q' u' e' p' e' g' r' v' q' u' f' g' " *gobernanza* { " *upgrading* r w' g' f' g' p' u' g' t' x' k' r' c' t' c' " o' c' t' e' c' t' " r' p' q' t' o' c' f' g' w' p' u' g' e' v' t' f' c' f' q. " gu' p' g' e' g' u' c' t' k' q' " e' q' p' e' g' p' t' c' t' u' g' " gp" r' c' " g' u' t' c' v' i' k' c' f' g' e' c' f' c' " e' q' o' r' t' c' f' q' t' " { " x' g' p' f' g' f' q' t' f' g' r' e' c' f' g' p' c' r' c' t' c' " g' u' r' g' e' k' h' e' c' t' r' " h' q' t' o' c' f' g' t' g' m' e' k' » p' s' w' g' g' u' q' u' o' c' p' v' k' p' p' g' o' p' q' q' d' u' v' c' p' v' g. " guv' q' u' g' u' w' f' k' u' u' g' d' c' u' c' p' gp" x' k' u' k' p' p' u' " *mainstream* u' q' d' t' g' r' c' e' e' k' » p' " g' e' q' p' » o' k' e' c' f' g' r' u' " G' O' u' s' w' g' ko r n' e' c' r' g' p' u' c' t' r' u' e' q' o' q' c' i' g' p' v' u' t' c' e' k' p' c' n' u' " { " o' c' z' k' o' k' c' f' q' t' g' u. " i' g' p' g' t' c' f' q' t' g' u' f' g' g' z' v' t' p' c' r' k' f' c' f' g' u' r' q' u' k' k' x' c' u. " { " f' g' u' x' k' p' e' w' r' c' f' q' u' f' g' u' w' u' n' i' k' e' c' u' k' p' v' t' p' c' u. " f' g' r' c' " g' z' r' c' p' u' k' » p' f' g' u' w' u' " G' u' x' f' q' u' p' c' e' k' » p' f' g' q' t' k' i' g' p' " { " f' g' u' w' t' g' m' e' k' » p' e' q' p' h' u' " G' u' v' c' f' q' u' f' g' h' u' r' c' f' j' u' g' u' t' g' e' g' r' v' t' g' u' O' F' g' g' u' v' g' o' q' f' q. " r' r' t' g' u' g' p' v' g' v' g' u' k' u' t' g' e' q' p' p' e' g' h' u' c' r' q' t' v' u' t' g' c' r' k' f' c' f' q' u' r' q' t' " g' n' o' c' t' e' q' v' g» tleq' f' g' r' u' EI X' " { " h' u' g' u' h' w' g' t' | q' u' f' g' h' u' c' w' q' t' g' u' "

⁵² C' n' i' w' p' q' u' f' g' h' u' r' c' f' j' u' g' u' s' w' g' g' u' v' p' k' p' v' i' t' e' f' q' u' g' p' h' u' i' k' u' g' o' c' u' f' g' r' t' q' f' w' e' e' k' » p' t' g' i' k' p' c' n' u. " v' c' o' d' l' e' p' t' g' r' t' g' u' g' p' v' c' p' e' c' u' q' u' f' g' r' c' f' j' u' g' u' s' w' g' j' c' p' f' g' u' c' t' t' q' m' f' q' k' p' f' w' u' t' k' u' c' w' q' o' q' t' l' e' g' u' h' e' c' r' u' r' c' t' c' u' w' u' o' g' t' e' c' f' q' u' k' p' v' t' p' p' u' O' N' q' u' i' f' b' k' g' u' p' q' g' u' v' p' e' r' i' t' q' u' O' V' c' k' r' c' p' f' k' c' " { " V' w' t' s' w' f' c. " r' q' t' g' l' g' o' r' m' q. " g' u' v' p' h' w' g' t' v' g' o' g' p' v' g' k' p' v' i' t' e' f' c' u' g' p' r' r' t' q' f' w' e' e' k' » p' t' g' i' k' p' c' n' i' { " o' w' p' f' k' e' n' r' g' t' q' " v' c' o' d' l' e' p' " v' k' p' p' " ko r q' t' v' c' p' v' u' o' g' t' e' c' f' q' u' k' p' v' t' p' p' u' O' Q' t' q' g' l' g' o' r' m' q. " c' w' p' s' w' g' o' a' u' r' g' s' w' g' o' q. " g' u' U' w' i' a' h' t' e' c. " s' w' g' " v' k' e' p' g' " w' p' ko r q' t' v' c' p' v' g' o' g' t' e' c' f' q' k' p' v' t' p' q. " g' z' r' q' t' c' t' g' i' k' p' c' m' g' p' v' g' c' n' i' t' g' u' v' f' g' f' h' t' e' c. " r' g' t' q' " v' c' o' d' l' e' p' " g' u' v' " k' p' v' i' t' e' f' c' u' g' p' h' u' i' k' u' g' o' c' f' g' r' t' q' f' w' e' e' k' » p' g' w' t' q' r' g' q' c' t' c' x' 2 u' f' g' n' V' N' E' " W' G' / U' C' F' E' O' G' n' e' c' u' q' g' u' r' g' e' f' h' e' q' f' g' C' t' i' g' p' v' p' c' " { " g' n' O' g' t' e' q' u' w' " { " e» o' q' g' u' x' c' u' v' g' p' f' g' p' e' k' u' j' c' p' e' c' o' d' k' e' f' q' c' " h' q' i' c' t' i' q' f' g' n' i' k' i' m' r' c' u' c' f' q' u' g' c' p' c' r' k' c' t' a' p' g' p' f' g' v' c' n' g' " g' p' g' n' i' t' » z' k' o' q' e' c' r' f' w' a' q' O' "

⁵³ R' e' t' c' " w' p' c' t' g' e' q' p' u' t' w' e' e' k' » p' f' g' h' u' f' h' e' g' t' p' v' u' i' t' w' r' q' u' f' g' c' w' q' t' g' u' " { " q' t' i' c' p' k' u' o' q' u' k' p' v' t' p' c' e' k' k' p' c' n' u' s' w' g' j' c' p' c' f' q' r' w' e' f' q' " * { " v' t' c' p' u' h' t' o' c' f' q' + g' u' v' j' g' t' t' c' o' g' p' v' c' n' i' v' g» tleq' e' q' p' u' w' n' c' t' " F' c' n' g' " g' v' c' r' o' " * 4235 + " H' g' t' p' a' p' f' g' l' " * 4237 + " q' R' 2' t' g' l' " K' i' a' o' g' l' " * 423; + 0' "

⁵⁴ C' " u' w' x' g' l' . " f' k' e' j' c' " e' q' p' e' g' r' w' e' r' k' i' c' e' k' » p' j' c' t' g' e' k' d' k' f' q' h' w' g' t' v' u' e' t' f' l' e' c' u' f' g' f' k' x' g' t' u' q' u' c' w' q' t' g' u' s' w' g' r' w' g' f' g' p' e' q' p' u' w' n' c' t' u' g' " gp" R' q' t' v' c' " g' v' c' r' o' " * 4237 - 2/4/4: + 0' "

o gpekqpcf qu" r ctc" cpcrk ct" guqu" r tqeguqu" c" plxgn' f g" go r tguc0' Ukp" go dci q." gp" guvc" kpxgunki cekp" ug" eqo r rglk ct" "rc" eqpegr ekp" f g" GO u." uuu" gultcvgi kcu" go r tguclkrqu" { "uuu" ko r cevqu"gp"grf gucttqm"geqp»o leq"gp"r c"lugu'r gtlk? tlequ0'

1.3 – La estrategia empresarial de subsidiarias de Empresas Multinacionales

Nc" ceekp" go r tguclkn' hwg" cpcrk cf c" r qt" f kxkpcu" r gtur gevxcu" { " guewgru" f g" r gpuc" kpvq" c" hq" rti q" f g" r' j kxqt k0' Ukp" go dci q. "rc" vgt c" geqp»o kec" pgqerñ ulec" r tguw" r qec" cvpkek" p" c" r u" ewgukppgu" f g" i qdgt pcp| c" { " gultcvgi kc" eqtr qtcvxc" { " go r tguclkn'0' Guvc" guewgr" eqpegr wcrk »" c" r c" go r tguc" eqo q" wpc" hwpek" p" f g" r tqf week" p" s wg" r qugg" lphqto cekp" r gthgevc" { " qr gtc" gp" o gtecf qu" f g" r tqf wequ" eqo r gvkxqu. "r qt" hq" ewcn" hqu" go r tguclku" ug" xgt" c" p" qdrki cf qu" c" f gur rgi ct" uw'ecr kcnf g" o cpgtc" ghlekpv" q" c" egttct" uuu" pgi qekqu" *Hki uvglp" { " Hggrcpf . "3; ; 7-0' Gp" guvcu" vgt c" r tko cp" uwr wguqu" s wg" f gvgto kpcp" ceekppgu" wp" kqecu" { " f kgevcu" gp" hqu" go r tguclku"0' Cuko kuo q. "guqu" guwf kqu" eqpukf gtctqp" c" r u" qti cpl kekppgu" go r tguclkrqu" eqo q" gpvqu" wpxgtucrgu" { " j qo qi 2 pgu" *J co kxqp" { " Dki i ctv. " 3; ; : +0' C" tc" f g" guvcu" eqpegr wcrk cekppgu. "guqu" vgt tlequ" hwgtqp" et kkecf qu" f guf g" f kxkvu" a pi wqu0' Rqt" glgo r mq. "wpq" f g" gmqu" tgo ctec" s wg" r tko c" wp" gphqs wg" dgyvqe2 pvt leqö" { " c" s wg" guv" ducuf q" gp" uwr qulekppgu" uqdtg" eqpf kekppgu" kpuwkewkpcrgu" { " uqekrgu" r tqr kcu" f g" r u" uqekgf cf gu" cxcpl cf cu" f g" Qeekf gpvg" *Dki i ctv. "3; ; 9<3: +0'

Rqt" uw' r ctvg. "hqu" guwf kqu" f g" r c" f o kpxkcek" p" ug" ducutqp" gp" guqu" uwr wguqu" pgqerñ ulequ" r ctc" o qf grct" grf ceekpct" f g" r u" go r tguc. "cwps wg" hwgi q" hwgtqp" uwo cpf q" eqpvt kdwkppgu" f guf g" qvtqu" eco r qu" f g" guwf kqu. "vrgu" eqo q" r u" r uleqmi c" . "rc" uqekqmi c" { " r u" ekpcku" r qm" kcu" *F qddlp" { " Dcwo . "4236-0' Wpq" f g" hqu" r tko gtqu" cr qt vgu" c" r c" f ghlek" p" f g" *estrategia empresarial* " f g" hqu" guwf kqu" f g" r c" f o kpxkcek" p" hwg" gudq| cf q" r qt" Cpf tgy u" *3; ; 9+ c" r f ghkpt r" eqo q<

Gir ct»p" f g" f gekukppgu" gp" wpc" eqo r c" c" s wg" f gvgto kpc" { " t g xgr" uuu" qdlgvxqu" q" o gvcu. "r tqf weg" r u" r tlekr crgu" r qm" kcu" { " r rpgu" r ctc" hqi tct" guqu" qdlgvxqu" q" o gvcu. { " f ghkpg" r c" i co c" f g" pgi qekqu" s wg" r c" go r tguc" xc" c" r gtugi wkt. "grv" q" f g" qti cpl kek" p" j wo cpc" { " geqp»o kec" s wg" gu" q" kpvgrv" ugt. " { " r c" pcwctrg| c" f g" r c" eqpvt kdwk" p" geqp»o kec" q" pq" geqp»o kec" s wg" kpvgrv" dtkpf ct" c" uuu" r tqr kvctkqu. "go r rgef qu. "ekpvgu" { " eqo wpl cf gu" *Cpf tgy u. "3; ; 9<74-0'

F g" guv" o qf q. "guqu" gphqs wgu" vepf gp" c" f ct" wp" i tcp" r qf gt" c" hqu" hcevt gu" f g" r gno gtecf q. { " tgrvxc" co gpvr" qeq" r qf gt" c" hqu" hcevt gu" j kx»tlequ. "r qm" kcu" { " uqekrgu" *F qddlp" { " Dcwo . "4236+ Cuko kuo q. "hqu" cr qt vgu" f g" hqu" pgi qekqu" kpvgrv" ckekppcrgu" *International Business. "ID" ug" ducutqp" gp" guqu" uwr wguqu" r ctc" cpcrk ct" r c" gultcvgi kc" f g" r u" GO u" eqo q" cevqt gu" geqp»o lequ" tcekppcrgu"

s wgr wgf gp'ecrwrc' hqu'equvqu' { 'dgpghlekqu' f' h'c' k'p'vgt'p'cek'q'pcrk' cek'p' f' g' u'w'c'v'x'k'f' c'f' g'u' { 'j' c'u'c' eqp'ut'w'k' b' o'f' g'm'u's' w'g'r' t'g'f' k'eg'p' h'qu'eco' d'k'u'g'p' d'c'ug'c' h'qu'equvqu' { 'r'u'eq'p'f' k'ek'q'p'g'u'f' g'b' g'ec'f' q'⁵⁵ *O qti cp. '4223<7+0''

Ukp'go d'cti' q. 'f' g'uf' g'q't'cu'ek'p'ek'u'ue'k'c'ngu'ug'j' c'p'et'k'k'ec'f' q'g'u'v'qu'g'p'h'q's' w'g'u'r' q't' f' k'u'k'p'v'cu' t'c|' q'p'g'u'0'G'p' r' t'k'o' g't' n'm'i' c't. "ug' u'q'u'k'g'p'g's' w'g' g'p' g'u'x'c' n'g'ew't'c' u'g' g'p'ew'g'p't'c'p' c'w'ug'p'v'g'u' e'w'g'u'k'q'p'g'u' x'k'p'ew'r'f' c'u'c'n'r' q'f' g't. 'r'c' t'g'r'ek'p' e'q'p' g'n'G'u'x'f' q' { 'q'v't'q'u'c'ev'q't'g'u'g'eq'p'»o' k'equ. { 'c's' w'g'g'u'v' e'g'p't'c'f' c' g'p' w'p'c' o' k'c'f' c' k'p'v'g't'p'c' f' g' r'c' n'i' k'ec' q'ti' c'p'k' c'ek'q'p'c'n' *I' c'i' i' g't'q. "4234+0' C'f' g'o' a' u. "uk' d'k'g'p' u'g' e'q'p'k'f' g't'c's' w'g' r'u'r' t'g'u'k'q'p'g'u' e'q'o' r' g'v'k'x'c'u' { 'r'c' d'À'us' w'g'f' c' f' g' g'h'ek'g'p'ek' u'q'p' k'o' r' q't' v'p'v'g'u. "f' k'ej' c' e'q'o' r' g'v'g'p'ek' q'ew't'g'f' g'p'v't'q' f' g' w'p' e'q'p'v'g'v'q' j' k'u'»t'k'eq' { "t'g'i' w'r'v't'k'q' c'n'c'o' g'p'v'g' g'u't'w'ew't'c'f' q'0'N'cu' r' t'g'u'k'q'p'g'u' e'q'o' r' g'v'k'x'c'u' r' w'g'f' g'p' n'g'x'c't' c' r'u'g'o' r' t'g'u'c'u' c' c'n'g't'c't' u'w'u' g'u't'c'v'g'i' k'c'u' r' g't'q' r'u'p'w'g'x'c'u' g'u't'c'v'g'i' k'c'u's' w'g' g'r'i' g'p' g'u'v' p' o' q'r'f' g'c'f' c'u' r' q't' r'c' r' q'i' k'ec' r' À' d'r'k'ec. "r'c' k'o' k'c'el'p. "r'c' r' q'u'k'el'p' g'p' r'c' t'g'f. "g'n'r' q'f' g't' { "r'c' e'c'u'w'r'k'f' c'f' j' k'u'»t'k'ec' *F' q'd'd'k'p' { "D'c'w'o' . "4236+0' Q'v't'c' e't' k'ec' k'o' r' q't' v'p'v'g' c' r'u' g'u'w'f' k'q'u'f' g' r'c' c'f' o' k'p'k'u't'c'ek'p' { "f' g' r'u'p'g'i' q'ek'q'u' k'p'v'g't'p'cek'q'p'c'ng'u' g'u's' w'g' g'z'c'o' k'p'c'p' r'u'eco' d'k'q'u' q'ti' c'p'k' c'v'x'q'u' f' g' r'u'g'o' r' t'g'u'c'u' u'k'p' v'g'p'g't' g'p' e'w'g'p'w' r'u'v't'c'p'u'h'q't'o' c'ek'q'p'g'u'f' g'n'ec'r' k'ec'r'k'u'o' q' { "f' g'n' G'u'x'f' q' c' r'u' r'c'ti' q' f' g'n' v'g'o' r' q' *I' w'k'n' p. "4225<736+0'

Gp' r' c't'v'ew'r'c't. "r'c' u'q'ek'q'm'i' k'ec' g'eq'p'»o' k'ec' u'g' c'ng'lc' f' g'n' c'd'q't'f' c'lg' g'eq'p'q'o' k'ek'u'c' f' g' r'u' g'o' r' t'g'u'c'u' g'p' g'n'ew'n' u'g' r'u'g'p'v'k'g'p'f' g' e'q'o' q' c'i' g'p'v'g'u' w'p'k'c't'k'q'u' o' c'z'k'o' k' c'f' q't'g'u' f' g' k'p'h'q't'o' c'ek'p' e'q'o' r' n'g'w' { "t'cek'q'p'c'r'k'f' c'f' r' g'h'g'ev' { "r' t'q'r' q'p'g'p'w'g'x'c'u'x'c't'k'c'd'r'g'u'r' c't'c' g'n'c'p' a' r'k'u'k'u'f' g' r'u' h'k't'o' c'u'0'R'c't'c' "H'k'i' u'v'g'k'p' { "H'g'g'r'c'p'f' *3; ; 7<62+g'n'o' g'l'q't' g'p'h'q's' w'g'r' c't'c' g'u'v'g' q'd'l'g'v'q' f' g' g'u'w'f' k'q' u'g' t'g'c'r'k' c' f' g'uf' g' g'n' 2'p'h'c'u'k'u' g'p' e'»o' q' r'c' j' k'u'v't'k'c' { "r'u' t'g'r'ek'q'p'g'u' u'q'ek'c'ng'u' k'p'ek'f' g'p' g'p' r'u' t'g'r'ek'q'p'g'u' g'eq'p'»o' k'ec'u' g' k'p'u'k'w'ek'q'p'c'ng'u'0'N'cu' h'k't'o' c'u' e'q'o' q' q't'c'u' q'ti' c'p'k' c'ek'q'p'g'u' u'q'ek'c'ng'u' u'q'p' g'z'r' t'g'u'k'q'p'g'u' f' g' w'p' q't'f' g'p' u'q'ek'n' g' k'o' r' r'ec'p' w'p' c'd'c'p'le'q' f' g' r' q'u'k'd'r'g'u' c'ek'q'p'g'u' r'g'i' k'ec' c'u' *H'k'i' u'v'g'k'p' { "H'g'g'r'c'p'f' . "3; ; 7+0'U'k' d'k'g'p' g'z'k'u'v'g'p' t'cek'q'p'c'r'k'f' c'f' g'u' g'eq'p'»o' k'ec'u' g'u'c'u' p'q' u'q'p' k'f' 2'p'v'k'ec'u' { "o' g'p'q'u' w'p'c' h'w'g't' c' p'c'w't'c'n' k'p'f' k'h'g't' g'p'ek'f' c' u'k'p'q' s' w'g' x'c't' k'c'p' u'w'u'c'p'v'k'x'c'o' g'p'v'g' e'q'p' r'c' j' k'u'v't'k'c' e'w'r'w't'c' g' k'p'u'k'w'ek'q'p'g'u' f' g' e'c'f' c' u'q'ek'g'f' c'f' *D'k'i' i' c't'v' "3; ; 9<42+0'N'cu' q'ti' c'p'k' c'ek'q'p'g'u' g'eq'p'»o' k'ec'u' g'u'v' p' k'p'ug't'v'c'u' g'p' r'u' r' c'v't'q'p'g'u' f' g' g'p'v'g'p'f' k'o' k'g'p'v'q' f' g' u'q'ek'g'f' c'f' g'u' o' a' u' c'o' r' r'c'u' g'p' f' q'p'f' g' u'g' g'p'ew'g'p't'c'p' { "f' g'uc't't'q'm'c'p' *H'k'i' u'v'g'k'p' . "

⁵⁵ N'cu'v'g'q't' k'c'u'f' g' k'o' r' t'q'r' q'p'g'p' w'p'c' o'w'r' g't'c'el'p'o' f' g' r'u' g'u'w'f' k'q'u' p'g'q'e'n' u'le'q'u' r' q't' u'w'u' r' t'q'd'r'g'o' c'u' r' c't'c' g'z'r' r'ec't' g'n' e't'g'el'o' k'g'p'v'q' f' g' r'u' G'O' u' g'p' r'c' u'g'i' w'p'f' c' o' k'c'f' f' g'n' u'k'i' r'q' Z'K'Z' *E'c'u'q'p' . "423: < 588+0' G'n' g'u'w'f' k'q' p'g'q'e'n' u'le'q' o' k'et'q'g'eq'p'»o' k'eq' g'p'v'g'p'f' k'c' r'u' h'k't'o' c'u' f' g' h'q't'o' c'j' q'o' q'i' 2'p'g'c' e'q'o' q' w'p'c' h'w'p'ek'p' f' g'r' t'q'f' w'ek'p' *M'g'o' r' . "3; 93+ { "g'm'q' h'w'g' k'p'v'g'p'c'f' q' f' g'z'r' r'ec't' r' q't' r'u' v'g'q't' k'c'u' f' g' r'u' c'o's't'o's' d'e' t'r'a'n's'a'c'c'i'o'n' s'w'g' e'c'o' d'k'c'p'f' q' c'n'i' w'p'q'u' u'w'r' w'g'u'v'q'u' r' t'q'r' q'p' k'c' s' w'g' r'c' k'p'v'g't'p'c'r'k' c'ek'p' f' g' r'u' v't'c'p'uce'k'q'p'g'u'f' g'p't'q' f' g' r'u' l'g't'c't's' w'k'c'u' f' g' r'u'g'o' r' t'g'u'c'u' u'w'i' k'o' e'q'o' q' w'p'c' t'g'u'r' w'g'u'c' g'eq'p'»o' k'ec' t'cek'q'p'c'n' h'c'ec'c'q' f' g' q't'c'u' h'q't'o' c'u' f' g' q'ti' c'p'k' c't' r'u' v't'c'p'uce'k'q'p'g'u' c' v't'c'x'2' u'f' g' r'u' h'c'q'v'g't'c'u' p'cek'q'p'c'ng'u' *E'q'c'ug' . "3; 82=Y' k'r'ic'o' u'q'p' . "3; 9; +0'G'n'v't'c'd'c'l'q' f' g' D'w'em'g' { "E'c'u'q'p' *3; 98+g'u' e'q'p'k'f' g't'c'f' q' e'q'o' q' g'n'v'g'v'q' e'r'x'g's' w'g' x'k'p'ew'r' g'n'g'p'h'q's' w'g'f' g'r'ie'q'u'q' f' g' v't'c'p'uce'k'p' { "r'c' v'g'q't' k'c' f' g' r'c' k'p'v'g't'p'c'r'k' c'ek'p' e'q'p' g'n'g'u'w'f' k'q' f' g' h'q'u'p'g'i' q'ek'q'u' k'p'v'g't'p'cek'q'p'c'ng'u'0'F' g' g'u'c'u' f' k'ue'w'k'q'p'g'u' f' g'x'k'g'p'g' r'c' k'p'h'w'f' g'p'v'g' v'g'q't' k'c' f' g'n' o'r' c't'c'f' k'i' o' c' g'e'r'f' e'v'le'q'o' f' g' F' w'p'p'k'i' *3; 99+ . "r'c' e'w'n' u'q'u'k'g'p'g's' w'g' r'u' h'k't'o' c'u' r' q'ug'g'p' e'k'g't'v'c'u' e'c'r' c'ek'f' c'f' g'u' { "c'v't'k'd'w'q'u' *o'w'n'e'r's'h'i'p' a's's'e't's' +s' w'g' u'q'p' t'g'h'g'l'c'f' q'u' g'p' u'w'u' d'k'g'p'g'u' { "u'g't'x'k'ek'q'u' { "f' g'v'g't'o' k'p'c'p' g'n'r' q'v'g'p'ek'n' g'p' u'w'u' k'p'x'g'r'uk'q'p'g'u' g'p' g'n'g'z'v't'k'q't'0'

3; ; 2=I wknf p."3; ; 6=0Rqt"m"vcpvq."f kgt gpvqu"vr qu"f g"o gtecf q"{"f kgt gpvqu"vr qu"f g"ht o cu" go gti gp"eqo q"t guwncf q" f g"ru"vc { gevqt ku"j ku»tlecu" f g" f kuvpcu"uqekf cf gu" {"cn"lpvgtkqt" f g" gmcu"O qti cp."4223<: +0

C"uw'xgl ."Hki uvglp"*3; ; 2+'uquvkgpg's wg"mqu"cevqt gu's wg"eqpvtqncp"qti cpk cekqpgu" f gdgp" lpvgr tgvct"uwu"eco r qu"qti cpk cekqpcrgu" {"nwi q"mgxct" c"ecdq"ru"r qn"lecu" f g"rc"qti cpk cekp." dcuf cu"gp"uwu"ngewtcu" f gn'eco r q0Guv"r qn"lec" guvct" a f grko kcf c"r qt"rc"n>i lec"lpvgtc" f g"rc" qti cpk cekp."m"s wg"guvqu"cevqt gu"eqpgegp."e»o q"guvqu"cevqt gu"r gtekdgp"gn'o wpf q" {"m"s wg" f ghkpcp"eqo q"wp"cekwf" qti cpk cekqpcn'cr tqr kcf c"*Hki uvglp."3; ; 2."4223+0Cu"ru"r t^a eklecu" qti cpk cekqpcrgu"tgr tguvpcp"guvctvi ku" f g"eqpvtqn's wg"ukt xgp"r ctc"ngi kko ct"ru"guv wewtcu" f g" o cpf q" {"c"o gpwf q." go r ncp" gpvpgf ko kpvqu" ewwvctrgu" cn'j cegt m0' Vcrgu"r t^a eklecu" pq"ug" f guvctqncp"cn'c| ct."ukpq"s wg"ug" hqto cp" c'r ct vt" f g"r cvtqpgu" f g"lpvgtceekp"r tggz kuvpvgu0Rqt"m" vcpvq."rc"go r tguv"lpf wvctkn'gu"wp"cf cr vcekp"o qf gtpc"eqo r nglc" f g"r cvtqpgu"r tggz kuvpvgu" f g" f qo kpek»p" c" ukwcekqpgu" geqp»o lecu" gp" ru" s wg" rc" i cpcpek." rc" ghkekpek" {"gn' eqpvtqn' i gpgtcn gpv' hqto cp"ru"eqpf lekqpgu"o kuo cu" f g"gz kuvpek"*J co knqp" {"Dki i ctv."3; ; : <76+0"

Cuko kuo q."Hki uvglp"*3; ; 8+'r tqr qpg"lpf ci ct"gp"guv"tgrcekp" c"r ct vt" f g"gpvpgf gt" s wg" j c {"f qu"vr qu" f g"guvctvi ku"grdqctf cu"r qt"ru"go r tguv<r qt"wp"rcf q."cs wmcu"geqp»o lecu." f guvpcf cu" c" eqqr gtct" eqp"uwu"eqo r gkf qtgu" guvdrgekpgf q" eqpvtqrgu" f g" r tgekqu." etgcpf q" dcttgtcu"r ctc"rc"gpvctf c" f g"vctcu"ht o cu."ko kcpf q"rc"r tqf weekp."q"ngxcpf q"cf grpvgr" tgeguqu" f g"lpvgtceekp" q" f kxgtuklecekp=" r qt" qvtq"rcf q."ru" guvctvi ku"r qn"lecu." s wg" eqpmgxcp"rc" lpvgtxgpek»p" guvctn' {"gn'guvdrgeklo kpvq" f g" f gvto kpcf cu"tgi wcekqpgu" s wg"tghnglcp" c"o gpwf q" nqu"lpvgtgugu" qti cpk cf qu" f g" wp" eqplwpvq" f g" go r tguv0' Gu"r qt" guv" s wg." r ctc" epcrk ct"ru" guvctvi ku"go r tguvctkrgu." f gdgo qu"eqpukf gtct"vcpvq"gn'vr q" f g"lpvgtceekp"ugevctkn'f gur nglc" cf q" r qt"ru"go r tguv"eqo q"rc"tgrcekp" guvdrgekf c"gpvtg"ru" guvctvi ku" f g"lpvgtceekp." f g"ect^a evgt" o letqgeqp»o leq." {"rc"lpvgtxgpek»p"gp"gn'ukvgo c"r qn"leq."q" guvctvi ku"r qn"lecu0' Guv" uwr qpg" eqpukf gtct" s wg"rc"ko r ngo gpvcekp" f g"wp" guvctvi kc"go r tguvctkn'gu"wp"r tgeguq"eqo r nglc" s wg" eqpmgxc"wp"r ct vewrt" hgewtc" f g"rc" ukwcekp" f g"rc"go r tguv" {"wp"r tq {geekp" c"o gf kcpq"r rc| q" f g"rc"o kuo c."kf gpvckecpf q"qr qt wpkf cf gu" {"r gn' i tqu" f g"cevgtf q" c"mqu"t gewtuqu"eqp"mqu" s wg" ewgvv" *P cxcttq."4242+0

Cj qtc"dlgp."ru"GO u"uqp"wp"vr q" f g"qti cpk cekp"r ct vewrt" s wg."r qt" f ghkpek»p."vkgpg"rc" ectcevgt"lvkcc" f g"qr gtct" gp" f kuvpvqu"r c"lgu" {"guq"i gpgtc" wp"pkxgn'o^a u" f g"cp^a ruku" s wg"ru" go r tguv" pcekqpcrgu0⁶ Ugi Àp" rc" Eqphgt gpek" f g"ru" P cekqpgu" Wpkf cu" uqdtg" Eqo gteklq" {"

⁵⁶"Nqu"guwf kqu"uqdtg"ru"GO u'o qf gtpcu"vkgpg" f kuvpvqu"qt"l' gpgu" f gr gpf kpgf q" f g"uw"guvgr" f g"r gpucn kpvq0' F guf g"rc"vctf lek»p"o ctzkrv." f kuvpvqu"cevgt gu"eqpvpwctq"rc"vku" f g"O ctz" *3; 8: <747/757+uqdtg"rc" *concentración* {" *centralización* f gn'ecr kn' *Dwctlp."3; 49=J khtf lpi."3; 2; +s wg"nwi q" f g"tkxctq"gp"mqu" f gdcvqu"gp"vqtpq"cn'

F gucttqmq *WP EVCF . 'r qt 'uwu'uki rcu'gp'kpi r? u+'rcu'GO u'uqp<“empresas que comprenden al menos una firma matriz y una filial extranjera. Una empresa matriz se define como una empresa que controla los activos de otras entidades en países distintos de su país de origen, generalmente mediante la posesión de una determinada participación en el capital social””

*WP EVCF . "4229<467+07" Wpc" hkncln'gz vtcplgtc" gu" wpc" go r t guc" gp" r c" s wg" wp" kpxgtuqt. "s wg" gu" t gulkf gpvg" gp" qvtc" geqpqo "f" r qugg" wpc" r ct vlek r cek" p" s wg" r gto kg" wp" kpxgt² u' f vtcf gtq" gp" r c" i guk" p" f g" guc" go r t guc" 0"

Nc" gzc r cpuk" p" f g" rcu'GO u" guv^a " rki cf c" c" rcu'ectcevt " f ulecu" f g" r c" kpxgtuk" p" Gz vtcplgtc" F kt gev c" *KGF +0Nc" KGF " gu" wp" r t qeguq" hpcpektq" cuqekcf q" c" r c" r q r gtecek" p" f g" eqo r c" o " fcu" gp" cni" o gpqu" wp" r c" f u' r qt' hwtg' c' f g' lwr' c' f u' f g' qtki gp0Guv' vkr q' f g' kpxgtuk" p" ug' f kulkpi wg' f g' r c" kpxgtuk" p" f g' r qt' vchqkq. "gp" r c" ewcn' kpf kxkf wqu" q" kpuvkwekppgu" hpcpektcu" eqo r tcp" wp" r qtegpvclg" o gpqt" f g' rcu'ceekppgu" f g' r c" go r t guc" gp" qvtq" r c" f u' 0Guv' ug' j' ceg" eqp" r c" gzc r gev vlcx" c' f g' s wg" gn' r t gekq" f g" f lej cu" ceekppgu" cwo gpvg" gp" gn' hwwtq" r ctc" r qf gt" i gpgtct" wpc" i cpcpek. "r gtq" guxu" pwxqu" ceekppkuc" u" pq" vkgpp" kpekf gpek" gp" r c" cf o kpxgtuk" p" f g" r c" go r t guc" pk' eqo r tqo kuq" c" rcti q" r rcl" q" eqp" r c" go r t guc" f gn' r c" f u' t' geger vqt" *Eqj gp. "4229<59+0Nc" vgp gpek" f g" o^a u' f g" wp" 32" f gn' ecr kcn' xq vcpvg" gu" eqpukf gtcf c" gn' wo dtcn' o " f pko q" s wg" f hgt gpek" c" r c" KGF " f g" r c" kpxgtuk" p" f g" r c" ectvgtc. " { c" s wg" r gto kg" vgpgt" wp" i tcf q' uki p hlec vlxq" f g' kphw gpek" gp" r c" i guk" p" f g" r c" go r t guc" 58" *I cte" f c" " N" r g. " 4242<8+0

Nc" KGF " r wgf g" ci twr ctug" gp" f qu" i tcpf gu" emuk hceekppgu< "greenfield" brownfield" { " xgt vlcenlj qt k qpvcr' 0Nc" kpxgtuk" p" "greenfield" gu" cs wgm c" gp" r c" ewcn' ug" j' c" wkrk cf q" pwxq" ecr kcn'

ko r gtlcrkuo q" { " r c" etgcel" p" f g" o qpqr qrkqu" *Ngplp. "3; 39= Nwz go dwti q. "3; ; +{ " o^a u' vctf g" gp" rcu' vgt fcu' uqdt g" gn' ecr kcn' uo q' o qpqr qrkuc" *Dctcp" { " Uy ggl { . "3; 88+0Gp" gn' eco r q' f g' rqu' guwf kqu' f g' r c" cf o kpxgtuk" p. " rqu' r tlo gtqu" cpvgegf gpvg" f g" guwf kqu' ukngo^a vlcqu' uqdt g" guvcvgi kcu' f g" GO u' r wgf gp" gpeqpvtctug" gp" Ej cpf rgt" *3; 84+ " { " gn' r kqpgt q' i twr q' f g' guwf kqu' Harvard Multinational Enterprise Project, s wg' gtc' f kki kf q' r qt' Tc { " Xgtppq" { " t gcnk cdc" guwf kqu' go r f u' lequ' c' i t cp' guccr' f g' rcu' GO u' 0Qt q' qtki gp' f g' v' tcdclqu' r kppgtqu' uqdt g' GO u' r tqxkppg' f gn' guwf kq' f g" kD. "gp" gn' ewcn' ug" f guccer' gn' cr qt v' hmpf cf qt' f g' Ugr j gp" J { o gt" *3; 82+ s wg' hwi q" kpur kt" > c" wpc' ugtg' f g' v' tcdclqu' kphw' gpvgu' gp' guvg' eco r q. " v' rgu' eqo q' F wppkpi " { " Crkdgt" *3; 93+ . F wppkpi " { " Nwpc' cp" *422: +q' Ecpv y gni' { " P ctwrc" *4223+0

⁵⁷ Grib c { qt' o cti gp' f g' ceek" p" f g' rcu'GO u' eqo q' uw' egpvtcrkf cf "gp" r c" qti cpk cel" p" geqp" o lec' kpxgtuk" p" cni" gpgt" >" f gdcvgu" gp" vqtpq" c' uw' kpf gr gpf gpek" q" pq' f g' uwu' Guvcf qu' pceekppcrgu' f g' qtki gp" *home country+0Gp' f lej q' f gdcv" gz luvp' v' tgu' i tcpf gu' t' gur wguvu' 0Nc" r tlo gtc' uquvkgp" s wg' guvcu' hkt o cu' uqp" cevt gu' i mdcrqu" { " guv' p' eqphqto cpf q" wpc' pwxc" eruc" ecr kcn' uo" wpf kcn' *J ctf v' { " P gi tk" 4222= T qdkpuqp. "4235. "4236= Ucuugp. "3; ; 8. "4229= Utcp i g. " 3; ; 8+0Nc" lgi wpf c' eqo r ctvg' eqp' r c" r tlo gtc' r c' kf gc' f g' s wg' gn' ecr kcn' v' cpupceekppcni" ug' v' dlec" gp" r c" e' Ar kf g' f gn' r qf gt" o wpf kcn' r qt' gpeko c' f g' rqu' Guvcf qu' { " r c" i gqr qrf hlec. " ukp" go dci q. " pq' r q' ectcevt k' c' eqo q' wp' ecr kcn' i mdcn' ukpq" s wg' f c' ewgpv' f g' wp' cperclg' vgttkqtkcn' *Co kp' gv' cr' 0" 3; ; 4= F qu' Ucpvqu. "4233= J qr nkpu" { " Y cmgt uvglp. "3; 99. "3; ; 8+0 Rqt' Anko q. " wp' v' gtegt' i twr q' guvcdrgeg' s wg' guvu' i tcpf gu' ecr kcn' rqu' p' q' ug' j' cp' eqphqto cf q' eqo q' wpc' eruc" ecr kcn' uo" i mdcn' eqo q' vco r qe' q' eqpvtqmp' b' hqu' Guvcf qu' guv' l' c' f u' f g' qtki gp" *Gxcpu" 3; ; 9= Hki uvglp. "4223. "4232= J cxtxg. " 4227= Mfcupgt. "3; 98. "3; ; ; =0 hqu. "3; ; 9+0Guv' f luewuk" p" guv' c' wugpv' gp' rqu' f gdcvgu' f g' kD" { c" s wg' guvu' guwf kqu' ug' j' cp' egpvtcf q" gp" gpv' gpf gt" > o q' rcu' hkr' rgu' f g" GO u' ug" xkpewrcp" eqp" rqu' f kulkp' v' q' gpv' q' p' kpuvkwekppcrgu' pceekppcrgu' r gtq' ukp' kpxgt r gvt' c' guvu' eqo q' r ctvg' f g' wp' ukngo c' lgt^a ts wleq" o wpf kcn' gp' gn' eco r q' f g' r c" i gqr qrf hlec" *Dquvugdcc" { " O qti cp. " 4236< 5+0 Rctc" r tqhwf k' ct" ceotec" f gn' vgo c" f g" r c" " nacionalidad" gp" GO " eqpuwvct" T gengpf t ggu' gv' cr' 0" *4244+0

⁵⁸ Uk' r v' gpgpek' lwr gtc' gn' 72' ' ug' j' cdrc' f g' eqpvtqr' 0

r ctc'gucdrgegt'wpc'pwgxc'hrkcrORqt'gn'eqpvtctkq.'rc'kpxgtukp'brownfield'ug'tghktg'c'rc'kpxgtukp'
 swg'gu'gn'tguwncf'q'f'g'wpc'hwukp'q'cf's'wkukp.'r'qt'm'q's'wg'pq'cr'qt'vc'pwgxcu'kpxgtukp'gu'c'rcu'
 kpuvncckp'gu'r'tqf'we'kxcu'ORqt'q'vt'q'rc'f'q.'rc'g'zr'cpukp'xgt'v'ecni'kpgp'hw'ct'ewcpf'q'wpc'eqo'r'c'°'c'
 gucdrgeg'uwu'ce'v'xqu'{'uwu'go'r'ngcf'qu'o'°'u'cni'f'g'uwu'ht'qp'vgtcu'eqp'gn'r'tqr'»'ukq'f'g'cugi'vt'ctug'
 gn'luwo'kpkwt'q'f'g'o'c'vgt'kcu'r'tko'cu'q'kpuwo'qu'°'g'zr'cpukp'xgt'v'ecni'j'cekc'cvt'°'u'±'q'rc'f'kwt'kdwek'p'{'
 xgpvc'f'g'dl'kpgu'{'ugt'x'lekqu'°'g'zr'cpukp'xgt'v'ecni'j'cekc'f'gn'p'v'g-0'Ncu'eqpf'kek'p'gu'r'ctc's'wg'wpc'
 o'w'k'p'cek'p'cn'ug'eqo'r'tqo'gvc'eqp'rc'g'zr'cpukp'xgt'v'ecni'gp'gn'g'z'v'cpl'gt'g'g'v'ct'c'p'f'cf'cu'r'qt'rc'
 g'z'k'v'g'pek'f'g'x'gp'v'lcu'eqo'r'ctc'v'kxcu'gp'uw'f'g'uk'p'q⁵⁹'{'rc'k'p'egt'kf'wo'dt'g't'gn'v'kxc'cn'luwo'kpkwt'q'{'
 rc'gur'gek'hek'cf'f'g'iqu'ce'v'xqu'°'I'wkn'p.'4226-0"

Rqt'gn'eqpvtctkq.'rc'g'zr'cpukp'j'qt'k'qp'v'cn'kpgp'hw'ct'ewcpf'q'wpc'eqo'r'c'°'c'gucdrgeg'wpc'
 r'nc'pvc'q'w'p'ugt'x'lekq'f'g'f'kwt'kdwek'p'rgl'qu'f'g'uw'o'g'ecf'q'p'cek'p'cn'eqp'gn'q'dl'g'v'kx'q'f'g'x'gp'f'gt'gp'
 gug'o'g'ecf'q.'r'gt'q'uk'p'c'dcp'f'q'pct'rc'r'tqf'we'k'p'f'g'gug'dl'kpg'q'ugt'x'lekq'gp'uw'r'c'f'u'f'g'qt'ki'gp'OGug'
 ecuq'ugt'c'p'ht'gew'p'v'g'gp'r't'gug'pek'f'g'dctt'gt'cu'r'tq'v'geek'p'k'v'cu.'equ'gu'f'g'v'c'pur'qt'v'g'gn'x'cf'qu.'
 que'k'cek'p'gu'f'guh'x'qt'cd'rgu'f'gn'v'k'q'f'g'eco'dkq.'q'g'z'ki'g'pek'cu'f'g'cf'cr'v'cek'p'c'rcu'r'gew'k'ct'kf'cf'gu'
 f'g'rc'f'go'cp'f'c'nc'ecni's'wg'f'g'uce'q'p'ugl'cp'rc'g'z'r'qt'v'cek'p'f'guf'g'gn'r'c'f'u'f'g'qt'ki'gp'°'I'wkn'p.'4226-0'
 Culo'kuo'q.'F'w'p'k'pi'{"N'w'p'f'cp'°'422:+'t'g'cr'k'ct'q'p'q'tc'°'em'uk'hek'cek'p'°'u'q'dt'g'rcu'g'v'c'v'gi'kcu'f'g'
 k'p'x'g't'uk'p'<'resource-seeking.'efficiency-seeking.'strategic asset-seeking'{'market-seeking.
 Ugi'À'p'g'v'c'v'k'r'q'ni'c'p'rcu'v'g'to'k'p'c'rgu'c'w'q'o'q'v'k'legu'f'g'v'c'tt'q'm'c't'c'p'g'v'c'v'gi'kcu'f'gn'v'k'q'market-
 seeking'f'g'd'k'f'q'c's'wg'f'g'ur'ngi'cp'uwu'k'p'x'g't'uk'p'gu'g'z'v'c'p'l'gt'cu'gp'd'À'us'w'f'c'f'g'o'c'p'v'p'p'gt'q'
 r'tq'v'gi'gt'nu'o'g'ecf'qu'g'z'k'v'g'p'v'gu'q'r'ctc'g'z'r'ng'v'ct'q'r'tqo'q'x'gt'p'w'g'x'qu'o'g'ecf'qu'°'F'w'p'k'pi'{"
 N'w'p'f'cp.'422: +0' "

F'g'g'v'g'o'q'f'q.'rcu'hrk'c'rgu'f'g'rcu'GO'u'ug'g'p'ew'g'p'v'c'p'c'v'c'x'g'v'c'f'cu'pq'u'»'m'r'qt'rcu'
 eqo'r'ngl'kf'cf'gu'f'g'w'p'c'q'ti'c'p'k'cek'p'p'cek'p'cn'uk'p'q's'wg.'cf'go'°'u.'r'qt'gn't'qn's'wg'l'w'gi'cp'cn'l'k'p'v'gt'k'q't'
 f'g'w'p'c'eq'tr'q't'cek'p'i'nd'cn'°'I'j'qu'j'cn'{'D'ct'v'rgw.'3; ; 2=°'R't'c'j'c'nc'f'{'F'q'l'.°'3; ; 9-0'R'q't'iq'v'c'p'v'q.'ug'
 x'gp'k'p'x'q'w'et'c'f'cu'gp'w'p'f'q'd'rg'l'w'gi'q'<'nc'ecni'gp'rc'k'p'v'gt'cek'p'eqp'q'v'c'cu'go'r't'g'uc'u.'i'q'd'k'g't'p'qu'{'
 en'k'p'v'gu'f'g'w'p'r'c'f'u.'{'°'w'p'f'k'cn'cn'è'wo'r'rk't'w'p'r'cr'gn'f'g'v'g'to'k'p'c'f'q'gp'rc'g'v'c'w'w'c'o'w'p'f'k'cn'f'g'w'p'c'
 eq'tr'q't'cek'p'{'h'q'to'c'p'f'q'r'c't'v'g'f'g'w'p'c'g'v'c'v'gi'k'q'r'g't'c'v'kxc'i'nd'cn'0"

Gp' dcug' c' g'v'q. " O'q'ti'cp' °'4233." 4239+.'uki'w'k'p'f'q'gn'eq'p'egr'v'q'f'g'incrustación'
 *embeddedness+'f'g'I'tcp'q'x'g'w'gt.'u'q'v'k'p'g'p'g'w'g'rc'v'g'p'k'p'g'p'v'g'rc'°'doble'incrustación'
 *internacional'{'nacional+'gu'eq'p'uk'w'w'kxc'r'ctc'eqo'r't'g'p'f'gt'c'rcu'g'v'c'v'gi'k'f'g'rcu'hrk'c'rgu'f'g'
 GO'u'0'Cu'f'ug'f'k'k'f'g'g'v'c'p'q'ek'p'gp'f'qu'f'ko'g'p'uk'p'p'gu'r'ctc't'g'h'ng'l'ct'rc'uko'w'nc'p'g'k'f'cf'f'g'w'p'c'

⁵⁹J'cd'k'w'cn'g'p'v'g.'g'v'c'x'gp'v'c'v'k'p'g's'wg'x'gt'eqp'iqu'r't'g'ek'qu'q'rcu'r'tqf'we'k'kf'cf'gu'f'g'iqu'rc'v'q't'gu'f'g'r'tqf'we'k'p'
 eqo'q'gn'è'cr'k'cn'gn'v'c'd'cl'q'{'rc'v'g't'c'0'
⁵'R't'c'gn'f'g'v'c'tt'q'm'f'gn't'g'v'q'f'g'iqu'v'k'qu'f'g'g'v'c'v'gi'k'eq'p'w'nc't'F'w'p'k'pi'{'N'w'p'f'cp'°'422: +0'

geqppo "i" i mdcn "nu" »tf gpgu"r qn"lequ" g"lpukwekqpcrgu" hci o gpvcf qu" c" plxgr" pcekqpcn" { "nu" tgrcekqpgu" uqekrgu" { "r tqf wekxcu" eqpegvctf cu" mect" { "tgi kqpcno gpvg" *J gkf gptglej . "4234-0" Gu" r qt" guvcu" tcl qpgu" s wg" guvcu" qti cpk cekqpgu" j cp" ukf q" f ghkpf cu" eqo q" *espacios sociales trasnacionales* f gdlf q" c" r" kpvgtf gr gpf gpek" gptg" gr" gur cekq" kpvgt pcekqpcn" { "nu" pcekqpcrgu" *O qti cp. "4233- 639+ Guvcu" gptgetw| co kpvqu" pq" uqm" gu³ p" kpvgi tcf qu" r qt" pqtu cu" { " r tqegf ko kpvqu" hqto crgu. "ukpq" wco dl² p" r qt" tgf gu" kpvgr gtupcrgu" gptg" cnqu" f kt gevku" s wg" vkgpg" s wg" j cegt "ht gpvg" c" nu" f gucl" qu" f g" gpvtpqu" pcekqpcrgu" j gvtqi ² pgqu. "cn" vgo r q" s wg" ug" t g² p" { " eqqr gtcp" gp" pwo gtqucu" tgvkqpgu. "gxgpqu" uqekrgu" { " r tq { gevqu" vcupcekqpcrgu. " f guctqmpf q" cu" tgrcekqpgu" kpvgt pcekqpcrgu" { " o qf grqu" c" ugi vkt⁰

Grlqdlgvkxq" f g" guvc" r tqr wguvc" gu" cdtk" r" eclc" pgi tc" f g" r" ðo wnk pcekqpcn" s wg" ug" o cpvkgpg" egttcf c" vcpvq" r qt" r" geqppo "i" pggqen ulec" cn" r gteklk" c" r" go r tguvc" eqo q" wp" cevqt" tcekqpcn" wpkctkq" eqo q" r qt" nu" kpvtr tgrcekqpgu" f g" r" go r tguvc" eqo q" *Apleco* gpvg" wp" kputwo gpvq" f g" i mdcnk cek»p" { " gzr mqcek»p⁰ Gp" eco dlq. "r" o wnk pcekqpcn" cs w" ug" r tguvgv" eqo q" wp" *espacio social trasnacional*" ectcevgtk cf q" r qt" o gecpkuo qu" f g" lgtcts w" c" { " f qo kpek»p" r gtq" wco dl² p" f ghkpf q" r qt" nu" guhwgt| qu" eqpvkpwqu" f g" f kgt gpvqu" i twr qu" uqekrgu" r ctc" f kur wct" guvc" lgtcts w" c" { " nu" gutcvgi kcu" c" ugi vkt" *O qti cp. "4239- 4+0"

Nc" ecuc" o cvtk" f g" wpc" GO" gu" f qpf g" ug" gpewgptcp" uwa" qhlekpcu" egpvtcrgu" { " f qpf g" ug" uk² cp" nu" glgewkxqu" o ^a u" cnqu" f g" r" gutwewtc" f g" r" eqo r c° "i" Wpc" eqo r c° "i" r wgf g" f guki pct" wp" r c" ju" r ctc" ju" hkuen" *tax-haven+ eqo q" uw" qhlekpc" egpvtcn" ukp" go deti q. "gp" r" o c { qt" "i" f g" nu" ecuqu. "guvc" ecuc" o cvtk" ug" wdlec" gp" grn" c" ju" f qpf g" guvc" eqtr qtcek»p" eqo gp| » *r c" ju" f g" tqki gp+ *Eqj gp. "4229-0" Eqo q" ug" xgt^a " o ^a u" cf grpvq. "guvg" gu" gn" ecuc" f g" Vq { qvc" { " f g" r" o c { qt" "i" f g" nu" go r tguvcu" f g" r" kpf wutk" cwqo qvtk" o wpf kcnf: "Nc" ecuc" o cvtk" o cpvkgpg" gr" eqpvtqn" gutcv² i kq" uqdtg" nu" hkn" crgu" f g" vtu" o cpgtcu" r tkpek crgu" <cekqpgu. "qti cpk cek»p" { " eqpqeko kpvq⁰ Gr" eqpvtqn" qti cpk cvkxq" { " gr" eqpvtqn" f gr" eqpdeko kpvq" i gpgtcno gpvg" ug" dcucp" gp" grn" crpeco kpvq" f g" xcmtgu" { " cekqpgu⁰ Nc" hqto c" gp" s wg" r" o cvtk" glgtg" gr" eqpvtqn" r cvtko qpkn" uqdtg" r" hkn" eqo q" r" gutwewtc" f g" r tqr kgf cf "vqn" q" r ctekn" q" r" go r tguvc" eqplwpc. "f gvto kpc" r" ecvkl cf "f g" kphwvpek" s wg" r" go r tguvc" o cvtk" r wgf g" glgtg⁰ F g" guvg" o qf q. "wpc" o wnk pcekqpcn" s wg" r qugg" wpc" o c { qt" "i" f gn" 73' "q" o ^a u" f gr" ecr kcnf g" wpc" uwdukf kctk" r wgf g" cf s vktk" gr" eqpvtqn" cduqnmw" * j cq" gv" cn" 0" 4234-0"

C" uw'xgl . "nu" uwdukf kctkcu" gp" gr" gztcp| g" f g" r" u" o wnk pcekqpcrgu" gu³ p" eqpvtqncf cu" r qt" r" go r tguvc" o cvtk" . o kpvvtcu" s wg" cn" o kuo q" vgo r q" r ctvlek cp" gp" wpc" tgrcek»p" eqo r mglc" eqp" vtu" cu" uwdukf kctkcu" chkn" cf cu⁰ Uw" r cr gr" gu" wpc" hwpek»p" f gr" ukuvgo c" f g" tgf "i" mdcn" f g" o wnk pcekqpcrgu" { "

⁵: "Wpc" gzegele»p" gp" guvg" ugpvlf q" gu" r" hto c" Ugnmpvu" etgfc" gp" 4243" c" r ctvt f g" r" hku»p" f g" r" u" o wnk pcekqpcrgu" cwqo qvtkgu" HkvEj t { urgt" *kcn" cpc" { " guvcf qvplf gpug+ { " RUC" Rgwi gqv" *Rgwi gqv" Ektqgp+ " htcpegucu+ " s wg" guvc" dgekgtp" uw'ugf g" egpvtcn" gp" J qn" pfc. "Iwuxco gpvg" wp" r c" ju" eqpukf gtcf q" eqo q" wp" r ctc" ju" hkuen"

gu'tgur qpucdng'f g"go r ctglct'mqu'tgewtuqu'kpvtppqu{"gz vgtppqu'f gpvtq'f g"guvg'ukuvgo c{"glgtegt"
 hwpkqppgu'gur ge'lecu'cnpkpcf cu'eqp'guvqu'tgewtuqu'Gri'o qvxxq'gultc' i keq'f g'rc'o wnkpcckqpcn'
 o cvtk' r tguetldg'rc'o kulop'gultc' i kec'r ctc'rc' hkn'{"f ghkpg'ekgtvqu'tqngu'r ctc'gmcu.'f guf g'rc'
 gvr c'kpkcn'{"rc'eqphki wtcekop'vgo r tpc0C'r ctvt'f gricp' ruku'kpvtppq'f g'mqu'ukuvgo cu'f g'tgf."
 rcu'hkrcngu'kpgpp'f kgtgpvgr' qulekqppgu'gultc' i kecu'{"tqngu'gp'wp'ukuvgo c'f g'tgf' o wnkpcckqpcn'⁶²
 * j cq'gv'crl'4234+0F g'guvg'o qf q.'f lej cu'f kwpkqppgu'vco dk'p'ko r rlec'p's wg'pq'vqf cu'rcu'hkrcngu'
 uqp"ki wcrngu'ukpq's wg'gu'pgeguctkq"eqpukf gtct"uw'ect' evgt'f kwpkxxq'r ctc'eqo r tgpf gt's w' tqn'
 ewo r rnp'gp'rc'gultwewtc"o wnkpcckqpcn'{"r qt"qvtq'rcf q.'j cuvc's w' r wpvq'ug'kpvgi tcp'gp'rc'
 eqo wpkf cf' hqecn'f hwpf kpf q'j cdkkf cf gu.'vgepqmi' fcu'{"cr tgpf k'clg'hwgtc'f g'rcu'f' kgu'f g'rc'
 hkn' *O qti cp.'4239<6+0C'lw'xgl.'gucuf' kwpvcu'hkrcngu'r wgf gp'eqo r gvt'gpvtg'gmcu'f gpvtq'f g'
 rc'o kuo c'gultwewtc'f g'rc'o wnkpcckqpcn'c'r ctvt'f g"o glqtcu'f g'r tqf wvxxkf cf.'f gucttqm'f g'
 vgepqmi' fcu.'qd'vgep'f g'kpxgtukppgu.'xgpvcu.'gpvtg'qvtqu'cur gevqu'

Cf go a u.'rcu'f' kgu'f gr'gur cekq'kpvtppq'uqp'r gto gcdngu'rcu'eqpgzkppgu'*q'rc'hcn'f g'
 gmcu'gpvtg'rcu'cevqtgu'kpvtppq'{"rcu'cevqtgu'g'kpukwelkppgu'gz vgtppqu'gu'etwelnr ctc'eqo r tgpf gt"
 e»o q"guvg"gur cekq"tcpupcekqpcn'igt' ts wleq"gu'uwdxgt wq'q.'f guclcf q'{"tgeqput wq'q'0'Rqt"rc"
 vpvq.'ugi'Ap'O qti cp'*4239+.'wpc'vgt'f'et'lecu'f g'rc'eqtr qtcekop'o wnkpcckqpcn'f gdg'vpgt'gp'
 ewgpv'guvg'gur cekq'uqecn'tcpupcekqpcn'uw'f kxgtukf cf'kpvtppq'{"uw'r gto gcdkcf cf'f g'rcu'f' kgu'
 r ctc'eqo r tgpf gt'rc'f k'p'o kec'f g'rcu'o wnkpcckqpcn'{"uwu'ghgevu'gp'rcu'geqpqo' fcu'hqecrgu'

Op" guvg" ugpwq'q." uki wgpq'q' c" O qti cp' *4239<38+ rc' eqtr qtcekop'o wnkpcckqpcn' gu'
 pgeguctkco gpvg'wp'gur cekq'igt' ts wleq'f qo kpcf q'r qt'kpvtgugu'hkpcelgtqu'gp'rc'ugf g'egpvcn'
 tgr tguvpcf q'gp'rc'*incrustación internacional*'f g'rc'hkn'r gtq'gn'gur cekq'kpvtppq'gp'u'gu'o w'
 f kxgtuq'{"gu' uwlgv'c'f kuewukppgu.'eqph'evqu'{"n'ej cu'0C'uf'gp'rc'*incrustación nacional*'f g'rc'
 uwdukf kctk'ug'gpewgpvtcp'rcu'ectcevgt'lecu'r tqr kcu'f g'guc'wpkf cf'gp'dcug'c'uw'i gtgpek."
 vcdclcf qtgu." r tgeguqu" r tqf wvxxqu' {"uwu'x'pewqu'eqp'rcu'cevqtgu' {"qti cpkuo qu'f g'f lej q'
 gur cekq'pcekqpcn'rcu'eqo q'eqo r gvkf qtgu.'i qdkgtpqu.'ukpf kecqu.'e' o ctcu'go r tguctku.'gve0Gu'
 f gek.'rc'ugf g'egpvcn'r wgf g'ugt'o w' r qf gtquc' r gtq'pq'm'ucdg'vqf q'0'P q'r wgf g'eqpgegt'mu'
 f gcrngu'f g"o gtecf qu' r ctvewrtgu." gp' v'to kpu'f g"i wvqu'f gr' eqpuwo kf qt." tgi wrekppgu."
 eqpf kekppgu'rcdqtrgu.'gve0Guv'eqpkelo kpvq'r wgf g'gult'o a u'entq'gp'uwdukf kctku' *O qti cp.'
 4239<5+0"

F g'guc'hqto c.'rc'r tguvpg'vuku'ug'cnglct' f gr'gpvpgf ko kpvq'f g'rc'go r tgu'eqo q'wpc'
 ðecl' pgi tcö'f g'tcekqpcrkf cf' r gthgevc' g'kphqto cekop'eqo r rvc'ew'q'Ap'leq'hk' gu'gr'f g'rc'

⁶²Xctkqu'guwf kqu'f g'rcu'p'gi qekqu'kpvtppq'p'rcu'j cp'kpxgukf cf q'rc'tgrcekop'gpvtg'rcu'hkrcngu'o wnkpcckqpcn'gp'
 gn'gz'vcp'igt'{"uwu'go r tgu'cu'o cvlegu'vcp'q'f g'o qf grt'rc'cekop'f g'guc'go r tgu'cu' *1 j quj cn'{"Dctv'gw.'3; ; 2=
 O ctv'pg' {"lctkm.'3; ; 3=Rtcj cncf' {"F q' .3; ; 9+0"

o czko k celop"fg"wkrf cf gu'Guq"ug"fgvto kpt^a "gp"o c{qt"fgvcmg"gp"gn'r t>zko q'ecr ¶wmq."cn' kptqf wkt"n"vtc{gevtkc"tgekpv"fg"n"lpf wutk"cwqo qvtk"cti gpvkp."o ctecpf q"f krpvqu" f gugo r g^o qu'gvtg'rcu'vto kpcngu'cwqo qvtkegu."fguce^a pf qug'gn'ecuq"fg"Vq{qvc"gpvtg"gmru'F g" guvg"o qf q."n"lpxgunki celop"cpck ct^a "n" guxtcvgi kc"go r tguclcn'fg"guvc"ht^o c"gpvpgf k² pf qrc" eqo q'wp'r tqeguq"eqo r nglq's wg"eqpmgxc'wpc'r ct kwrt hgewtc"fg'rc'ukwcekp"fg'rc"go r tgucl" { "wpc'r tq{geekp"o gf kcpq'r n| q'fg'rc"o kuo c."kpet wuxfc"gp"wpc'tgf "eqtr qtcvxc"tcepupcekqpcn' {"gp"gn'gur cekq"uqekcn'tgi kqpcn' {"pcekqpcn' Ego q"ug"r ncpvgt^a "o^a u"cf grcpvg."n" gur gekcn' kpet wuxcekp"/vcpvq"kpvt pcekqpcn' eqo q"pcekqpcn'"fg"Vq{qvc"cti gpvkp"gu"m"s wg"r gto kkt^a " gzn rlect"uw'gzkquq"fg" gugo r g^o q0'

1.4 – Inversión Extranjera Directa: los efectos de las Empresas Multinacionales en países periféricos

Vnleqo q'ug'fgucttqm>"gp'hqu'cr ctvcf qu'r tgegf gpvgu."n'lpvtr tgcekp"fg'rcu'GO u'r wgf g" xctkct"fg'gr gpf kppf q'fg'gn'gphqs wg"eqp"gn's wg'ug'rcu'cpcnleg."{."fg'hqto c'uko krt."guvq"uwegf g"eqp" nqu"ko r cevqu"s wg"guvcu"vkpgp"gp"uwu'r c¶ugu"tgegr vqtgu"*host country+0'Guvcu'f kucwukppgu"ug" gpo ctecp"gp"gn'f gdcvg"uqdtg'mu'ghgevqu"geqp>>o lequ'{"uqekngu'fg'rc"KGF "fg'f lej cu'ht^o cu"gp" guvcu"pcekqpcn'Guvcu"xlukppgu"fg'khtgp"fg'gr gpf kppf q'fg'gn'gphqs wg"vgtkq"fg'guf g"gn'ewcn'ug" gzc^o kppf {"r wgf gp"ugt"ci twr cf cu"gp"tgu'i tcpf gu'i twr qu<wpc'xlukp"r qukkxc."qvtc"pgi cvxc"{" wpc'vgtctc's wg"uqukpg's wg'pq'r wgf g'guvcdrgegtug'wpc'tgi n'i gpctcn'r ctc"guvg'ko r cevq0'

Cu¶'r ctc'wp'r tko gt'i twr q's wg'o cpvkpg'wpc'xlukp"r qukkxc'r qf t¶'ukwctug'uw'qtki gp"gp" nqu'cwqtgu'en' ulequ'fg'rc'Geppqo ¶c0UKdlgp"guvqu'tcdclqu'pq'ug'gphqecdep"gp'GO u."¶¶uquv¶¶cp" s wg'rc'lpvtpcekqpcn' celop"fg'rc'cevkxf cf "geqp>>o kec"vt¶'r tqi tguq'r ctc"vqf cu'rcu'uqekgf cf gu" lpxqmetcf cu"cr ctvt"fg'rc"gur gekcn' celop"fg'rc"mqu'r c¶ugu"cr ctvt"fg"uwu"ventajas absolutas" *Uo kj . '3998+q"relativas"*Tlectf q.'3: 39+."fguchkcpf q'rc'kf gc'fg'gn'leqo gtekq'lpvtpcekqpcn'leqo q" juego de suma cero"fg'gn'o gtecpvkuo q0Nc'vgt¶'geqp>>o kec"pgqen' ulec."uk'dlgp"vco r qeq'ug"j c" f gvpgf q"gp"gn'cp^a nkuku"fg'rcu'GO u."eqo r ctv¶'rc'kf gc'fg"sg"rc"cr gtwtc"eqo gtekn' {"rc" lpvtpcekqpcn' celop"fg'rc"geppqo ¶c"vpg¶c"ghgevqu"fg'eqo r ngo gpvctkgf cf "r qukkxqu"r ctc"mqu" r c¶ugu'lpvtxkplgpvgu"*J gemuej gt.'3: 3; =Qj nq.'3: 55+0"

Gp"dcug"cg'guvq."mqu'guwf kqu'fg"KD"ug"dcucp"gp"i tcp'r ctvg'fg'mqu'uw' wguvqu'fg'rc'vgt¶'geqp>>o kec"pgqen' ulec"r ctc"guwf ket"gur ge¶keco gpvg"rc'rcu'GO u'0'Guvc"guwgn"gpvkpgf g"rc'rcu" o wnkcekqpcn'gu'eqo q'cevqtgu"geqp>>o lequ'tcekqpcn'gu's wg"vqo cp"fg'gekukppgu"uqdtg"guvcvgi kcu" f g'mqecrn' celop"uqdtg'rc'dcug'fg'ewgukppgu'fg'ghkkgpek"{"tgpvcdkrf cf "¶Twi o cp.'422; +0Gp'gn' r tqeguq."fg'kwpf gp'ecr kcn'vgepqm¶¶c."eqpqeko kpgvq"{"j cdkrf cf gu'gp'vqf q'gn'o wpf q0Ug'r gtekdg"

s wg'gucv'kpxgtukppgu'kpggp'ghgevqu'kpf kt gevqu'r qukkxqu" { "f g'cr tgpf k clg's wg'c { wf cp'c'cvtcgt " nwi ctgu" c" r" geqqo "c" o wpf kcn' { "c" ucect" i tcf wcm gpvg" c" r"u" r qdrcekppgu" f g" r" r qdtg| c" *Eqmkpuqp. '422; =Eqmkpuqp'gv'cn'0'4228=F wppkpi " { 'Nwpc' cp. '422; +0³' C' r ctvk' f g'gucv'kpxgtukppgu' ug'j cp'tgerk cf q'wpc'i tcp'ecp'kf cf "f g'kpxguki cekppgu's wg'f guwcep'iqu'ghgevqu'r qukkxqu" f g'rc" KGF "gp'r c'f'gu'tgegr vqtgu" *I j cwtk' { 'I co kp. '422; =O g| gt. '4226=P cxctgwk' { 'Xgpcdrgu. '4235+0⁴"

Rqt" qvtq" rcf q. "wpc" xkukp" f kco gvtcm gpvg" qr wguv" r wgf g"j cmctug" gp" qvtq" i twr q" s wg" o cp'kpg'wpc'r gtur gevxc'p'gi cvkx'c' uqdt g'gn'ceekpct' f g'rcu'GO u'gp'r c'f'gu'r g'k'k' tlequ'Uw'qt ki gp" r wgf g'ukwctug" gp'gn'o kuo q'f gucttqm'v'g>tlequ' b' ctzkuc" { "o" a u'gur ge'f'keco gpvg'gp'rcu'v'g'qt'f'cu'f'gn' ko r g'tkrcuo q. 'gn'ecr kcn'o qpqr qrkuc" { 'rc'f'gr'gp'gpek'OGp'rc'c'f'f'g'guyg'gphqs'wg'r'wgf'g'ukwctug" c'Ngpkp" *3; 38+ 's wkp'tgeqi g'iqu'cr qt'v'g>tlequ'f'g'J k'htf'kpi. 'Dwnj' ct'k' { 'J' qduqp" { "u'uk'kpg" s wg'rc"gzr'qt'cekp" f g'ecr kcr'gu'f'g'rcu'go r t'gucu'o qpqr »r'ecu'k'p'v'g't'p'cek'p'cr'k' cf'cu'ug't'gerk' cdc" r c'tc'eqpugi' w't'wpc'i'c'p'cek' b' a u'gr'x'cf'c'gp'r'c'f'gu'cvt'cucf'qu'f'g'dk'q'c's'wg'iqu'ecr'kcr'gu'gp'gu'qu" r c'f'gu'ugp" guccuqu. " { "gn'r' t'gek'q' f g'rcu" o cv'g't'ku'r' t'ko'cu" { "iqu'uc'rt'k'qu'ugp" o gp'qt'gu'OC'uf'f'iqu' ecr'kcr'gu'v'cup'cek'p'crgu' hqto' cdc'p' r ct'v'f'g'wpc" *cadena imperial* "gp'rc'ewen'ug'f'gy'to' k'p'cdc'w'p" *desarrollo desigual* " f g'iqu'f'k'uk'p'v'qu'r'c'f'gu'k'p'x'q'w'et'cf'qu'0"

Nwgi q. "iqu" v'g>tlequ" p'gqo' ctzkuc" f gn'ecr kcn'o qpqr qrkuc" Dctcp" { "Uy' ggl" { " *3; 88+ tgo' c'tect'qp" s wg'rcu" go r t'gucu' v'cup'cek'p'crgu" gp" r" r' g't'k'ht'k' f'k'ki' gp" u'wu" g'zegf'gp'v'gu" c" u'wu" geqqo "f'cu'f'g'qt'ki'gp" e'g'p't'crgu" { "q'd'k'p'gp" i'c'p'cek'cu" o c' { qt'gu" r' t'qf'w'v'q' f g'rcu" f'k'ht'g'pek'cu" uc'rt'k'rgu" gp'cev'k'k'cf'gu'eqp"rc" o kuo'c" r' t'qf'w'v'k'k'cf. "gn'ce'egu" r' t'k'k'ngi' k'cf'q'c" iqu" t'g'ewt'qu" p'cw't'crgu" f'gn'r'nc'p'g'c" { "gn'eq'p't'q'n'f'gn'U'k'w'go'c" H'k'p'cek'g't'q" k'p'v'g't'p'cek'p'crgu" ⁵⁵ C" u'w'x'gl. " r' c'tc" iqu" v'g>tlequ" f g'rc" f'gr'gp'f'g'pek. "gucv'go' r t'gucu' v'cup'cek'p'crgu" ewo' r'ngp" gn't'q'n'f'g'v'cup'ht'g'pek" f g' g'zegf'gp'v'g'f'guf'g'rc" r' g't'k'ht'k'j' cek'gn'ec'p't'q" *F'qu'U'c'p'v'qu. '3; 95+0'R'ct'c'2' u'qu. 'rcu' o' w'k'p'cek'p'crgu"

⁶³Guc'rc'gtur'gevxc'cr'q'c'gp'i'g'p't'c'n'gn'r'k'p'ek'k'q'f'gn'k'd't'g'eqo'g'tek'q. "rc'gn'o'k'p'cek'p" f g'rcu'd'c't't'g't'cu'eqo'g'tek'rgu" { "gn'f'gucttqm'f'g'wpc'g'ut'w'w'c't" i' m'd'cn's'wg't'gh'w'g't'g'gn'k'd't'g'eqo'g'tek'q" c" v'cx²u'f'g'rc" Q'ti'c'p'k'cek'p" O'w'p'f'k'cn'f'gn' E'qo'g'tek'q" *QO'E" { "iqu'v'c'v'f'qu'k'p'v'g'ti'w'd'g't'p'co'g'p'v'crgu'cu'q'ek'cf'qu'OC' u'w'x'gl. "cr'q'c'iqu'f'g't'g'ej'qu'f'g'rc'f'k'g'ek'p" f g'rcu'GO' u'c'f'g'ek'k' u'q'd't'g'rc'g'ut'c'v'g'i'k'f'g'rc" go' r t'guc" { "cu'wo'g's'wg'gucv'f'g'ek'k'p'p'g'u'eq'p'f'w'ek' a'p'c'n'k'p'c'n'c'w'p'gh'gev" f g'i'q'v'g'f'g'd'g'p'gh'ek'qu'ge'q'p>o' k'equ" { "u'q'ek'rgu" *Eqmkpuqp" { 'O' q'ti' cp. '422; =O' q'ti' cp. '4239+0'

⁶⁴Gp'uw'f'ko'g'p'uk'p" o' k'et'q'ge'q'p>o' k'ec'guc' r'k'g't'c'w'c't" j'c'f'k'ht'g'pek'f'q'rcu'g'z'v'g't'p'c'rk'cf'gu'r'qu'kk'x'cu"gp"o'f'g'tt'co'gu'o" *spillovers" +j'qt'k'q'p'v'rgu" { "x'g't'v'ec'rgu'N'qu'r' t'ko'g't'qu'lo' r' r'ic'ep's'wg'gn'k'p'i'g'gu'f'g'p'w'g'x'cu'GO' u'q'gn'c'wo'gp'v'q'gp'rc" eqo' r'g'v'k'k'cf'f'g'rcu'k'k'c'rgu" { c'k'p'uc'rc'f'cu'r'w'gf'g'g'g'x'c't'gn'k'p'x'gn'f'g'eqo' r'g'v'pek'gp'gn'o'g't'ec'f'q'f'qo'2' u'w'eq'g'k'p'f'w'ek" c"rcu'k'ko'cu'nc'ec'rgu's'wg'eqo' r'k'gp'eqp'rcu'g'z'v'c'p'l'g't'cu" c'g'g'x'c't'uw'r' t'qf'w'v'k'k'cf" { "l'q" c" o' g'l'q't'c't'rc'ec'rk'cf'f'g'uwu" r' t'qf'w'v'qu" *x'f'c'lo'k'cek'p. "p'p'q'x'cek'p. "p'w'g'x'cu'k'p'x'gt'uk'p'p'g'u'g'v'0'N'qu'ugi'w'p'f'qu'f'g'x'k'p'g'p'f'g's'wg'rcu'k'ko'cu'nc'ec'rgu" r'w'gf'gp" d'g'p'gh'ek't'ug" f g'rcu" v'ep'q'q'i' "f'cu" { "r' t' a'ev'ecu" q'ti'c'p'k'cek'p'crgu" f g'rcu" GO' u. "c" v'cx²u'f'g'rcu" o'c' { qt'gu" t'g's'w'g't'ko'k'p'v'qu'f'g'ec'rk'cf. "equ'qu" { "l'q" r'rc" q'f'g'g'p't'g'i'c's'wg'rcu'k'k'c'rgu'uw'g'g'p'g'z'k'k'c" c"uwu'r' t'q'x'g'g'f'q't'gu" { "f'g'rc" g'x'g'p'w'c'n'c'uk'ng'pek" v'ep'ek's'wg'rcu'd't'k'p'f'gp'r'c'tc'uc'w'k'c'g't'g'u'qu't'g's'w'g't'ko'k'p'v'qu'V'co' d'k'p'iqu'ek'p'v'gu'f'g'rcu'GO' u' r'q'f'c'p" t'g'ek'd'k' "ko' r'cev'qu" r'qu'kk'x'cu" x'f'c'f'k'ur'q'p'k'k'k'cf'f'g'p'w'g'x'cu" q" o' g'l'q't'gu" o' c's'w'p'c't'ku. "k'pu'wo'qu" q'ug't'x'ek'qu" *I'c'te" { "N" r'g'j. '4242+0'

⁶⁵Gn'v'go'c'f'gn'ecr'kcn'GO'qpqr' »r'ek'q" { "uw'q'n'gp" iqu" r'c'f'gu'r'g'k'k'f' tlequ" f'g'ur'g't'w" w'p'rc'ti'q'f'g'd'c'v'g'gp"rc" r'k'g't'c'w'c't" o' ctzkuc'O'v'qt'cu'cw'qt'gu" o' ctzkuc'et'k'lek'p'gn'g'ph'qs'wg'f'g'eqo' r'g'v'pek" o' qpqr' »r'ec" u'qu'v'p'g'p'f'q's'wg'rcu'ng'f'gu'f'g' eqo' r'g'v'pek'ecr'kcn'rc'wg'g'uet'k'f'c'O'ctz'uki'w'p'x'k'i'g'p'v'qu'gp'rc'c'ew'c'rk'cf" { "s'wg'p'q'gu'gp'rc'cev'k'k'cf'f'gn'ecr'kcn' v'cup'cek'p'crgu'f'q'p'f'g'ug'p'ew'g'p't'p'rcu'f'k'ht'g'pek'cu'gp'v'g'r'c'f'gu" *M'q't'p'd'ri'j'w. '4235=U'j'c'k'j. '4238+0"

gtcp"kpwtwo gpvqu"ko r qtvcvqu"fn'ko r gtlcrkuo q"geqp»o leq"r etc"cuji wtct"gn'owo kpkmtq"f g" o cvgtku'r tko cu'dctvcu"{ 'o gtecf qu'r etc'rc'r tqf week»p'f g'rcu'pcekqpgu'kpf wxtkrcgu"»Ectf quq"{ " Hcrvq."3; 8; =I wpf gt"Htcpm"3; 96+0F g'hqto c'uko kct."rc"Vgqt"»f gn'Ukugo c/O wpf q"uquvq"»f s wg"mqu"ecr krcgu"»tucpcekqpcrgu"fg'mqu"egpvtqu"fg"cewo wrcck»p'f gvgto kpcp"Guxcf qu"hwgtvqu"gp" f lej qu"egpvtqu'r etc'i ctepvk ct'r tkxkrgi kqu"fg'ecr krcgu"o qpqr »rlequ"{ 'rko kct'c'rc'ercug'qdtgtc." c'rc'xgl 's wg'r kf gp'r qt"Guxcf qu"fg'2 dkrgu"gp"mqu'r c"»gu'r gthk? tlequ'r etc'r qf gt"i ctepvk ct'rc'rdtg" ektewrcck»p'f g'uwu'dkrgu"»{ "i cpcpeku"»{ "cwo gpvct"gn'hwq"fg'kgtgpekcn'fg"gzegf gpvg"»c"rc"» qpc" egpvtcn"»Co kp'gv'cn"3; : 4=Cttki j k'»F teci gn"3; : 8=Y cmgtuvkp."4226+0"

" Rqt"hwgtc"fg" guxcu"o kcf cu"o a u"r qrtk cf cu"gzkrvg" wpc"i tcp"ecpvk cf"fg" »tdclqu" go r »lequ"s wg"»c"»tcx²u"fg"fg'kgtucu"o gvqf qmji »cu"uquvqpgp"s wg"mqu"ghgevqu"fg"rc"KGF "gp"mqu" r c"»gu"o gpqu"fgucttqmf qu"fg'gp'gp'fg'pwo gtqucu»xctkcdrgu."vrcgu"eqo q<rc"ecrk cf"»{ "gn'pkgn' f gn'ecr kcn'j wo cpq"fg'gn'r c"»ju"tgegr vqt" »Dgpi qc"»{ "Ucpej gl /Tqdrgu."4225="NK"»{ "Nkw"4227=" Uqmo qp."4233+."gn'fgucttqmq"fg'gn'o gtecf q"»kpcpektq"»Cnctq"gv'cn"4226="F wtj co ."4226+."rc" gzkrgpek"fg'»tcvcf qu"fg'rdtg"eqo gteq"»\ j cpi ."4223+."gn'vco c° q"fg'gn'o gtecf q"»Hctgm'gv'cn" 4226="Mwo ctk"»{ "Uj cto c."4239+."rc"eqo r ngo gpvctkfg cf"gpvtg"rc"»kpxgtuk»p"»qecr"»{ "gz»tcplgtc" »Cm htcl'»{ "Cm uchkt."4236+."rc"ecrk cf"fg'rcu'kpuvkekqpgu"fg'gn'r c"»ju"tgegr vqt"»Dgxcp'gv'cn"4226=" Gtf qi cp"»{ "Wpxgt."4237+."rc"ecrk cf"fg"rc"»kphctegutwewtc"»Dkuy cu."4224="Xkic{ cmwo ct"gv'cn" 4232+."gn'equv"fg'rc"o cpq"fg'qdtc"»Dki k'k'gv'cn"4234+."rcu"rg{ gu"ko r qukkxcu"»Dkuy cu."4224+." gn'lugevqt"geqp»o leq"fg'rc"go r tguc"uwdukf kctk"»Cnctq."4225+."gpvtg"qvtcu"0"

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" Cni wpcu' qvtcu' eqpvtkvekpqgu' uqp" o ^a u' ecwgrqucu" ewcpf q" ug" vtcw" f g' gxcnct" rcu"
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EI X'r ctc'mj' tct"upgrading0"

" Cf go ^a u." guv' f kuewuk»p" r wgf g' xctkct" uki pkhcevxco gpvg" f gr gpf kgpq'f f gn' vkr q' f g"
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linkages+"gp'uwu'geqpqo f'cu'pcekqpcrgu"*Y j khgrf "gv'cn0"4243+0Cn'tgur gevq."Cpf tgqpk"*423; <

494+"gphr~~kl~~ c's w~~g~~'r'etgcel~~ep~~"{'r~~u~~'qr qt w~~pk~~ cf gu'f g'ecr w~~t~~c'f g'xcm~~qt~~ 'ug'f k~~ut~~k~~w~~ gp'f g'o cp~~gt~~c" f k~~ht~~gp~~v~~g'gp'r~~u~~'ecf g~~p~~c~~u~~'f g'xcm~~qt~~ 'uge~~v~~qt k~~rg~~u~~o~~'⁶⁶

" Cu'f'gp'gn'uge~~v~~qt'cw~~q~~o q~~u~~kl 'gz~~k~~ug'o c{qt'eq~~p~~ug~~p~~uq'ceg~~t~~ec'f g'm~~u~~'ko r ce~~v~~u'r qu~~k~~ku'qu'f g' r'KG'gp'v~~to~~ k~~p~~qu'f g'et~~g~~cel~~ep~~'f g'go r n~~g~~q'f 'ecr cel~~f~~ cf 'f g'r tqf weel~~ep~~.r'gt~~q~~'j c{ 'b c{qt'f k~~ue~~w~~u~~k~~ep~~" ceg~~t~~ec'f g'r'v~~t~~cp~~u~~h~~g~~t~~g~~pek'f g'v~~g~~ep~~q~~mi 'f'{"know-how, r'm~~q~~ec~~r~~k~~l~~ cel~~ep~~'f g'r ct~~v~~gu'{'r k~~l~~ cu'{'r~~u~~' gh~~g~~e~~v~~u'gp'gn'eqo g~~t~~ek~~q~~'gz~~v~~gt~~k~~qt'f g'm~~u~~'r c'f~~u~~gu't~~g~~egr v~~t~~gu'*R~~c~~t~~f~~ k'423; =R~~c~~x~~i~~f~~f~~gm'4226=R~~c~~x~~i~~f~~f~~gn' {'fi'f~~i~~cm~~x~~'a'.4238=Y w~~w~~ng.'4243+0E~~q~~o q'r ct~~v~~g'f g'm~~u~~'h~~c~~e~~v~~qt~~g~~u'f g'm~~q~~ec~~r~~k~~l~~ cel~~ep~~'{'f g~~u~~go r g~~o~~ q'f g' gu~~v~~c'k~~p~~f w~~u~~tk'ug'gp~~e~~w~~g~~p~~t~~c'gp'w~~p~~'h~~w~~i ct't~~g~~rx~~c~~p~~v~~g'r'gz~~k~~ug~~p~~ek'f g'ge~~q~~pp~~o~~ 'f~~u~~'f g'g~~u~~ec~~r~~0G~~u~~q'ug' f g~~d~~g'c's w~~g~~'r' tco c'cw~~q~~o q~~u~~kl "gu'w~~p~~c'k~~p~~f w~~u~~tk'k~~p~~v~~p~~uk~~c~~" gp'ecr k~~c~~ri's w~~g~~'gu~~v~~' "ko r w~~u~~ic'c' r t~~g~~f q~~o~~ k~~p~~cp~~v~~go gp~~v~~g'r qt'ge~~q~~pp~~o~~ 'f~~u~~'f g'g~~u~~ec~~r~~0R~~q~~t'g~~l~~go r n~~g~~.g~~u~~cu'lu~~p~~'gn'h~~c~~e~~v~~qt'ere~~x~~g's w~~g~~'k~~p~~h~~w~~'g' gp'r~~u~~'f g~~e~~k~~u~~q~~p~~gu'f g'r~~u~~'go r t~~g~~u~~c~~u'f~~f~~ g~~t~~gu'gp'v~~t~~pp~~c~~'r'm~~q~~ec~~r~~k~~l~~ cel~~ep~~'f gn'f k~~u~~g~~o~~ q'{'r'm~~q~~ec~~r~~k~~l~~ cel~~ep~~' f gn'cd~~c~~u~~v~~g~~e~~ko k~~p~~v~~o~~E w~~e~~pf q'j c{'w~~p~~'o g~~t~~ec~~f~~ q'm~~q~~ec~~r~~'u'w~~h~~ek~~p~~v~~g~~o gp~~v~~g'i t~~c~~pf g'r c~~t~~c'o q~~f~~ g~~u~~u'f g' x~~g~~j 'f~~w~~u'f k~~u~~g~~o~~ cf qu'm~~q~~ec~~m~~ gp~~v~~g'q'cf cr w~~f~~ qu'm~~q~~ec~~m~~ gp~~v~~g.'r~~u~~'v~~t~~o k~~p~~cr~~g~~u'gu~~v~~ct^a p'f k~~u~~r w~~g~~u~~c~~'c' go r t~~g~~pf gt'r~~u~~'k~~p~~x~~g~~t~~u~~k~~p~~gu'uki p~~h~~lec~~v~~x~~c~~'{'v~~q~~o ct'r~~u~~'t~~g~~ui qu'cu~~q~~ek~~f~~ qu'eq~~p~~'r'm~~q~~ec~~r~~k~~l~~ cel~~ep~~'f gn' f k~~u~~g~~o~~ q'*F q~~o~~ c un~~k~~'{'I y qu~~f~~ |.'422; +0

" Ncu'ge~~q~~pp~~o~~ 'f~~u~~'f g'g~~u~~ec~~r~~'v~~o~~ d~~k~~ p'lu~~p~~'gn'r t~~k~~pek~~r~~ c~~n~~lo r w~~u~~qt'f g'r'lw~~u~~h~~l~~ek~~ep~~'c'h~~x~~qt'q' gp'eq~~p~~t~~c~~'f g'r' r tqf weel~~ep~~'m~~q~~ec~~n~~'f g'eqo r q~~p~~gp~~v~~gu'N~~q~~u'h~~c~~dt~~l~~ec~~p~~v~~g~~u'f g'eqo r q~~p~~gp~~v~~gu' u~~q~~m' k~~p~~x~~g~~t~~u~~k^a p'gp'r'c'w~~k~~p~~c~~tk'{'j g~~t~~tc~~o~~ k~~p~~v~~u~~'t~~g~~s w~~g~~t~~k~~f cu'uk'm~~u~~'x~~q~~n~~o~~ gp~~g~~u'f g'r tqf weel~~ep~~'u~~q~~p' w~~h~~ek~~p~~v~~g~~u'r c~~t~~c'r ci c~~t~~m '*J cu~~u~~rgt.'4233-<654+0G~~u~~q'cr n~~l~~ec'v~~p~~v'c'm~~u~~'r t~~q~~x~~g~~gf q~~t~~gu'f g'go r t~~g~~u~~c~~u' o w~~k~~p~~c~~ek~~q~~pc~~r~~gu'eqo q'c'r~~u~~'go r t~~g~~u~~c~~u'm~~q~~ec~~r~~gu'N~~q~~u'r t~~q~~x~~g~~gf q~~t~~gu'f g'o w~~k~~p~~c~~ek~~q~~pc~~r~~gu' v~~k~~gp~~g~~' o w~~e~~j cu'k~~p~~u~~v~~er~~l~~ep~~g~~u'gp'v~~q~~f q'gn'b w~~p~~f q.'r qt'iq'v~~c~~p~~v~~. 'w~~p~~c'p~~w~~g~~x~~c'k~~p~~u~~v~~er~~l~~ek~~ep~~'gp'q~~v~~q'r c'f~~u~~'l~~u~~ko r t~~g~~' u~~k~~i p~~h~~lec'k~~p~~x~~g~~t~~u~~k~~ep~~' gp' p~~w~~g~~x~~cu'j g~~t~~tc~~o~~ k~~p~~v~~u~~' *U~~w~~i k~~f~~ co c' {"H~~w~~ko q~~v~~. 4222-< 3: 2+0' UK' gu~~v~~' p' f k~~u~~r w~~g~~u~~c~~'c'go r t~~g~~pf gt'gu~~v~~c'k~~p~~x~~g~~t~~u~~k~~ep~~'f gr g~~p~~f g'r t~~k~~pek~~r~~ c~~m~~ gp~~v~~g'f g'm~~u~~'x~~q~~n~~o~~ gp~~g~~u'f g'r tqf weel~~ep~~' m~~q~~ec~~n~~'gur g~~t~~cf qu'N~~q~~u'h~~c~~dt~~l~~ec~~p~~v~~g~~u'f g'eqo r q~~p~~gp~~v~~gu'f g'r t~~q~~r k~~g~~f cf 'm~~q~~ec~~n~~'u~~w~~g~~r~~gp'gu~~v~~ct'eq~~p~~h~~k~~pcf qu' p~~c~~ek~~q~~pc~~m~~ gp~~v~~g.'m~~q~~'s w~~g~~'u~~k~~i p~~h~~lec's w~~g~~'ug'f k~~i~~ gp'À~~p~~lec~~o~~ gp~~v~~g'c'r'k~~p~~f w~~u~~tk'p~~c~~ek~~q~~pc~~n~~'c~~n~~'o gp~~q~~u'c~~n~~' r t~~k~~pek~~r~~ k~~q~~0V~~k~~gp~~g~~'s w~~g~~'eqo r g~~v~~kt'eq~~p~~t~~c~~'r~~u~~'b w~~k~~p~~c~~ek~~q~~pc~~r~~gu's w~~g~~'u~~q~~p'eqo r g~~v~~kk~~c~~u'c'p~~k~~x~~g~~n'b w~~p~~f k~~c~~n' {'r w~~g~~f gp'i g~~p~~gt~~c~~t'ge~~q~~pp~~o~~ 'f~~u~~'f g'g~~u~~ec~~r~~'c'v~~t~~c~~x~~² u'f g'r' r tqf weel~~ep~~'r c~~t~~c'f k~~h~~gt~~g~~p~~v~~g~~u~~'o g~~t~~ec~~f~~ qu'N~~c~~' À~~p~~lec'h~~w~~gp~~v~~g'f g'ge~~q~~pp~~o~~ 'f~~u~~'f g'g~~u~~ec~~r~~'f g'r~~u~~'go r t~~g~~u~~c~~u'm~~q~~ec~~r~~gu'w~~g~~rg'ug~~t~~'r' r tqf weel~~ep~~'p~~c~~ek~~q~~pc~~n~~' f g'x~~g~~j 'f~~w~~u'f'{'eqo r q~~p~~gp~~v~~gu.'{'u~~w~~'ecr cel~~f~~ cf 'r c~~t~~c'k~~p~~x~~g~~t~~u~~k~~ep~~'gp'v~~g~~ep~~q~~mi 'f'{'g~~s~~ w~~k~~r q'f gr g~~p~~f g'f g'

⁶⁶F g'v~~q~~f qu'o q~~f~~ qu.'gp'r'ecf g~~p~~c'cw~~q~~o q~~u~~kl . "p~~q~~"lo r q~~t~~v'v~~c~~p~~v~~'f »p~~f~~ g'ug'r tqf w~~e~~ e~~c~~p'm~~u~~'d~~k~~ep~~g~~u'q'ug'r t~~g~~u~~v~~gp'm~~u~~' u~~g~~t~~x~~l~~e~~q~~u~~'f g'r~~u~~'GO . 'r'c' b~~o~~ cp~~h~~g~~u~~cel~~ep~~'o ^a u'lo r q~~t~~v~~p~~g'f g'r'p~~c~~ek~~q~~pc~~r~~k~~f~~ cf "go r t~~g~~u~~c~~t~~k~~n'uki w~~g~~'u~~k~~gp~~f~~ q'r'm~~q~~ec~~r~~k~~l~~ cel~~ep~~' f g'w~~u~~'ug~~f~~ g'eg~~p~~t~~c~~ri'N~~c~~'o w~~k~~p~~u~~q~~ec~~r~~k~~ cel~~ep~~'f g'r~~u~~'v~~t~~cp~~c~~ek~~q~~pc~~r~~gu'uki w~~g~~'lo r w~~u~~cp~~f~~ q'w~~u~~'u~~r~~k~~f~~ g~~l~~' {'f k~~x~~g~~t~~u~~k~~h~~l~~ek~~ep~~'.'eq~~p~~' o g~~p~~qt'g~~z~~r qu~~l~~ek~~ep~~'c~~n~~t~~l~~g~~u~~i q.'{'et~~g~~cp~~f~~ q'go r n~~g~~q'f g'ec~~r~~k~~f~~ cf . 'h~~q~~o gp~~w~~pf q'r'k~~p~~x~~g~~t~~u~~k~~ep~~'gp'k~~p~~x~~g~~u~~k~~i cel~~ep~~'{'i g~~p~~gt~~c~~pf q' gn'gh~~e~~v~~q~~'o~~t~~ce~~v~~qt~~o~~'s w~~g~~'t~~g~~ck~~l~~ cp'ud~~t~~g'q~~t~~cu'go r t~~g~~u~~c~~u'f g'o g~~p~~qt'v~~o~~ c^o q'gp'w~~u~~'ge~~q~~pp~~o~~ 'f~~u~~'f g'q~~t~~ki gp'*CPHCE'{" UGTPCWWQ.'4239+0

gmq0Guvu"geppqo ¶cu"fg"guenr"r wgf gp"guvt"fcf cu"r qt"r"fgo cpf c"fgn'o gtecf q"mecn" { lq" gz vcp lgtq⁶⁷"

" Cf go ^a u."qtc'tcl »p'f g'lo r qvcpk's wg'rc'kgtcwtc'f gucec'r ctc'eqo r tgp f gt'grko r cevq" s wg"r"lpxgtuk»p"gz vcp lgtc"cwqo qvkl "r wgf g"vpgt"gp"mqu"r c¶gu"r gth'lequ"gu"uw'r qm¶ec" kpf wutkcn'Nc"kp wutk"cwqo qvkl "gu'wpq'f g'mqu'glgo r mqu'o ^a u'f gucecf qu'f g'rc'pgeguk cf "f g" wpc'r qm¶ec"kp wutkcn' { c's wg'gn' qdktpq'mecn'vkgp's wg'pgi qekt"eqp"rcu'vgo kpcrgu'gpvcpgu" { "mqu'kpvgtgugu"pq"ukgo r tg"guv⁸ p'r gthgevo gpv"cnkpgcf qu⁶⁸"Eqo q'r ctvg'f g'rcu'ectcevt¶mecu" o ^a u'ko r qvcpv'f g'guv"r qm¶ec"kp wutkcn'ug"gpewpvc"gn'r qf gt'f g'pgi qekce»p" **bergaining power+* "f gn'Guvf q"r ctc"r qf gt'pgi qekt lf luek r pct" c"rcu"go r tgucu"o wnkpcckpvcrgu" **Dctpgu" gv'cn'4243="Drcem'gv'cn'4242="P cwuf c."422; =P cwuf c" { "Vj qdwt p."4236-0' Cni wpqu"fg"mqu" hcevtgu"guv⁸ veku"o ^a u'ko r qvcpv's wg'uq'hwgpv'f gn'r qf gt'f g'pgi qekce»p" f gn'Guvf q"eqp"rcu" vgo kpcrgu"cwqo qvlegu'uq'gn'vo c^o q'f gn'o gtecf q'kpvtpq'f gn'r c¶u" { "rcu'geppqo ¶cu"fg"guenr" s wg'r wgf cp"crecp| ctug'gp"gn'o kuo q" **Nkw' { "F lengp."4228="Y wwg."4243-0⁶⁹*"*

" F gptq'f g'rcu"xctkcf cu"qr ekppgu"fg"r qm¶ec"kp wutkcn'ug"gpewpvc"mqu"m¶o kgu"fg" r tqr kgf cf " { "mqu"tgs wukqu"fg"rcu"go r tgucu"cuqekvxcu" **joint-ventures.* "LX+." guv"uq'wpc" j gttco kpv"ko r qvcpv"r ctc"qdri ct" c"mqu"lpxgtuqtgu"o wnkpcckpvcrgu" c"eqo r tqo gvtug"eqp" r tqxggf qtgu"fg"r tqr kgf cf "mecn" **Mwo* ctcuy co { "gv'cn'4234<598+0' "Rqt'qvtq'rcf q."rcu'r qm¶ecu" f g"r tqveek»p" f g"rcu"ko r qvckppgu" { "mqu"tgs wtko kpvqu"fg"eqpvk q"mecn" **EN+* "j cp"ukf q" r tgf qo kpcv'gp" vqf qu"mqu"r c¶gu"gp"gn'r cuvf q'0' Qvc" ^a tgc"ercxg"r ctc"rc" kpvtxgpe»p" f gn' i qdktpq'gu'rc'ewguk»p'f g'rc'cekkpvcrgu" cec»p'f gn'o qf gmq0Ncu'vgo kpcrgu'vkgp'gur gekkeckpvcrgu" f kulkvcu"r ctc"uwu"eqo r qpgpv'gu."m" s wg"gxkc" s wg"mqu"hcdtkecpv'gu"fg"eqo r qpgpv'gu"i gpgtgp"

⁶⁷"Ncu'geppqo ¶cu"fg"guenr"uq'vcp"ko r qvcpv'gp"guv"ugevt'cn'r wpv" s wg'rc'vdece»p" f g'rcu"r tqf week»p"o ^a u' i tcpf g"i gpgtcn gpv"uq'gp"i gpgtcn'co dk'p"mqu"r c¶gu"fg"fg' kug^o q'r ctc"wp"pwgq"o qf gmq'fg"xgj ¶ewm" { . "r qt"m" vcpv."gn'p'kgn'f g'eqpvk q"mecn'ugt^a "o ^a u'cnq'gp"guv"vdece»p0'Ncu'q'vcu'vdececkpvcrgu." { "gur gekcn gpv'cs wrcu" eqp"mqu"xqno gpgu'fg"r tqf week»p"o ^a u'dclqu."i gpgtcn gpv"uq'qdv'p'p"uwu"eqo r qpgpv'fg"mqu"r tqxggf qtgu" o wnkpcckpvcrgu'vgt/3' s wg'j cp'ukf q'gn'i kf qu'r qt'rc'vdece»p" f g'rcu"r tqf week»p"o ^a u' i tcpf g" **Y wwg."4243<54+0'*

⁶⁸Gp'cwugpe'f g' r qm¶ec."rcu'vgo kpcrgu'r tghgk¶cp'rcu"ko r qvckppgu" { *follow-sourcing* 'gp'hw ct'f g'rc' mectk cec»p" **Mwo* ctcuy co { "gv'cn'4234<598+0'

⁶⁹"Nkw' { "F lengp" **4228<3453+* gph'k cp"gn'r qf gt'f g'pgi qekce»p" s wg'gn' i qdktpq'ej kq' r qug'c"cn'pgi qekt"eqp" vgo kpcrgu"cwqo qvlegu."dcuf q'gp"gn'gpqto g"o gtecf q'ej kq." s wg'ug"xg¶c"ecf c"xgl" o ^a u'eqo q'wp'f gukq'fg" õlpxgtuk»p"qdri cf cõ"r ctc"rcu'vgo kpcrgu'0'Gn' i qdktpq'ej kq' r wf q'j cegt"ewo r rkt"rcu'tgutleekpvcrgu"fg"gpvcf c."rc" tcekpvcrgu" cec»p'f gn'o qf gmq."mqu"tgs wukqu"fg'eqpvk q"mecn" **EN+* { "rc"vcpuhg'gpek"fg'vgepqm' ¶c'f gdlf q'c"guv" r qf gt'f g'pgi qekce»p0'Nkw' { "F lengp"qdugtxcp" s wg."gp"i gpgtcn'gn'Guvf q'vkgp"o ^a u'r qf gt'f g'pgi qekce»p"ewc'p'f r "KGF"vkgp'g'v'cu'ku' *market-seeking* 'gp'hw ct'f g' *efficient-seeking* 0'

⁶"Gz kngp" f kgtgpv'gu"o qf qu'fg"eqo r tqo ku'gpv'g'mqu"r tqxggf qtgu"o wnkpcckpvcrgu" { "rcu"go r tgucu"mecn'0'Ncu" o wnkpcckpvcrgu'r wgf gp'eqpvt vk "u'wukf kctku'mecn'fg"r tqr kgf cf "v'cn'r wgf gp'kpi tguv"go r tgucu"eqplwv'cu"fg" ecr kcn'eqp" go r tgucu"mecn." r wgf gp" xgpf gt"uw"vgepqm' ¶c" c" r tqxggf qtgu"mecn' { lq" r wgf gp"r ct'v'k'ct" gp" eqrdtcekpvcrgu"eqp" go r tgucu"pcekpvcrgu"gp"gs wkr qu"q" f kug^o q'0'Rctc"mqu"eqo r qpgpv'et¶eku"eqp"vgepqm' ¶c" r cvg'vcf c."rcu" o wnkpcckpvcrgu" ugt^a p" gz vgo cf co gpv" ecwgmqu." r gtq" gp" qvqu"eqo r qpgpv'gu"rc" r qm¶ec" i vdgtpco gpv'hw gpv"gp"o c { qt"o gf kf c"rc"eqqr gteck»p"vgepqm'i lec"gpv'g'rcu"o wnkpcckpvcrgu" { "rcu"go r tgucu" mecn' **Y wwg."4243<4: +0'*

geqpqo "cu" f g" guerc" ewcpf q" vkgp" s wg" uwo kpkmtct" c" o wej cu" vgtō kpcngu" f kgt gpvgu" eqp" gur gekhecekppgu" f kpkvcu" O'Guq" ug" r wgf g" nqi tct" c" vtcx² u" f g" r" go kukp" tgvtkpi kf c" f g" rkegpeku" f g" kpxgtukp" { lq" tgs wkukqu" o "pko qu" f g" kpxgtukp" 0: "C" uw" xgl . "gz kvgp" qvtc" i tcp" ecpkf cf " f g" r qf" kccu" kpf wvktcngu" o gpqu" ōci tgvkxcu" eqo q" gz gpekppgu" ko r qukxku. " gu" vbo wvqu" c" rcu" gzt vtcekppgu. " hfgcu" f g" et² f kq" r tghgt gpekcngu. " tgf weekppgu" ct cpegmtkcu" r ctc" h" ko r qt vcekp" f g" dlkppgu" f g" ecr kcn' g" kpuwo qu" kpvgtō gf kqu. " kpegpvkqu" hkecngu. " eqqr gtcekp" gp" K F . " gpv" g" qvtcu" O' " C" uw" xgl . " cf go ^a u" f g" gucu" ectcevtg" kccu" f g" plxgn' o guq/ geqp» o kek. " qvtqu" hcevtg" u" f gr gpf gp" f g" r" f kgt gpekekp" gvtc² i kek" gpv" g" go r tgucu" f gn' o kuo q" ugevqt' O' Cu" " cri wvqu" vcdclqu" f kpkpi wgp" go r " kcc" { " cpcn' kcco gpv" wpc" xctkcf cf " f g" b" qf gnu" r tqf wvku. " gvtcvgi kcu" f g" i cpcpeku. " hqto cu" f g" xcmj tcekp" f g" r tqf wvqu. " o qf qu" f g" qti cpk cekp" f g" r" r tqf weekp" { " r ct vkek cekp" f gn' vcdclq" *Dq { gt { " Ht g { uugpv. " 4224 = Ucrku" { " Uqtr gt. " 3; ; 5 + 0F kpkvqu" guwf kqu" kpur ktcf qu" gp" guqu" gphqs wgu" j cp" r gto kkf q" cxcpl ct " gp" r" ectcevtgk cekp" f g" r" u" gvtcvgi kcu" f g" r" u" GO u" cnb" qvtct" s wg" xctkcu" cts wkgewt cu" f g" r tqf wvqu" { " qti cpk cekppgu" r tqf wvku" r qf t" cp" eqgz kmt *Dq { gt " gv' crl" 3; ; : = Rctf k " 423; + 0'

Gp" guv" ugpvkf q. " qvtq" hcevt" f g" ko r qt vpekc" r ctc" gpv" gpf gt" gn' ko r cev" f g" r" kpxgtukp" cwqo qvtk " gu" h" grgeekp" f g" r" u" GO u" f g" f kug" o q" hqecnf g" b" qf gnu" f g" xgj " f wvqu" O' Guq" gu" t grxcpvg" { c" s wg" ug" j" c" f qewo gvwf q" s wg" rqu" f kug" o qu" hqecngu" r quggp" o c { qt " eqpv" gpkf q" hqecnf *Kctuuq" { " C rkuwo . " 4227 + 0E wcpf q" r" u" vgtō kpcngu" eqpuxw { gp" egpv" qu" hqecngu" f g" f kug" o q" g" kpi gpkgt " r ctc" f kug" o ct " uwo" xgj " f wvqu" hqecm gpv. " hqu" hcdtkecpv" u" f g" eqo r qpgpv" u" vco dlk p" ugt^a p" b" ^a u" r tqr gvuqu" c" t gcrk ct " f kug" o qu" hqecngu. " { " uwti k^a p" i twr qu" f g" f kug" o q" hqecngu" *Dtcpf v' { " Xcp" Dkugdtqgem" 4228 + 0²"

Gp" tguwo gp. " c" r ct vkt" f g" nq" gzt r wguq" ug" r wgf g" uquvpgt" s wg" o ^a u" cnf " f g" r" u" o ktcf cu" o ^a u" r qmtk cf cu" uqdtg" rqu" ko r cev" u" f g" r" KGF " gp" r c" fugu" go gti gpv. " vkgp" f g" c" j cdgt" wp" o c { qt

⁶: "Up" gug" vr q" f g" kpvtxgpekppgu. " gn' t guwncf q" ugt^a " vp" o gtecf q" hci o gvwf q" ukp" uwhkekpvgu" geqpqo " cu" f g" guerc" r ctc" cr q { ct " gn' cwo gvwf q" gn' eqpv" gpkf q" hqecnf *Dctpgu. " 4239 - 47 + 0'
⁷²: " uw" xgl . " gp" v' to kpvu" f g" hqecik cekp" f g" r" r tqf weekp" f g" r ct vgu" { " r kgl cu" hqu" hcevtg" u" cpvgt kgt qu" ug" xgp" chgevcf qu" r qt " gn' vr q" f g" r ct vq" q" eqo r qpgpv" gp" f kuevukp" 0' Rqt " glgo r nq. " vp" xgj " f wvq" f g" o qvt " eqpuvc" f g" 32022" r kgl cu" f kgt gpv" u" s wg" r gtv" gpegp" c" a" tgc u" f g" xgj " f wvqu" b" w { f kgt gpv" u" xgt " Vcdm" 2/3" f gn' Cpgz q" Guvcf " kccu" - 0' Wp" o c | q" f g" ecdngu" vkgp" r qeq" gp" eqo Ap' eqp" vp" hmt q" f g" o qvt O' Gp" i gpgtcn" r" hcdtkecekp" egtepc" c" wpc" r rcpvc" f g" gpucō dnc' g" f g" cwqo » xkrgu" gu" gur gekm gpv" xgpvc' lqu" r ctc" r tqf wvqu" eqo q" kpvgt kgt gu. " r ct vgu" gvt wewt cngu" { " f g" ecttqegt " c. " vtcpuo kkp" gu. " glgu" f g" vtcpuo kkp. " ukvgo cu" f g" ecrhceekp. " xgpv" kcekp" { " cktg" ceqpf kekpcf q' 0' Nc" r tqzko kf cf " gu" o gpqu" ko r qt vpv" r ctc" r" grv" » plec. " hqu" ukvgo cu" f g" eqpv" qn' f gn' o qvt { " hqu" ukvgo cu" f g" cwf kq" { " vrgo ^a veku. " s wg" uqp" t grv" xco gpv" o gpqu" equwqu" f g" vtcu" r ct *Ur kpf gpf t gkt " gv' crl" 4237 + 0F g" guv" o qf q. " cri wvqu" eqo r qpgpv" u" j cp" f go qvtcf q' ugt" o ^a u" h' ekrgu" f g" uwwkwt " r ctc" go r tgucu" f g" r tqr kcf cf " hqecnf O' Gp" i gpgtcn" guqu" eqo r qpgpv" u" j cp" ukf q' e' j cr c. " hwpf kekppgu. " hqtlcu. " cu" f eqo q' eqo r qpgpv" u" r ukequ" 0' Nqu" glgo r rqu" kpenw { gp" cps wgu" f g' i cuqkpc. " hvegu" vtcu. " cmo kpk" { " qvtqu" vr qu" f g" twgf cu. " vr cu" f g" tcf kcf q' tgu. " uwlwcf q' tgu. " gur glqu. " ekpwtqppgu" f g" ugi wtk cf " f g" r vgt qu" { " vcuqtu. " co q' vki wcf q' tgu" { " xkf tk' 0' Rqt " qvt q" rcf q. " rqu" eqo r qpgpv" u" et " kccu" r ctc" r" ugi wtk cf " { " vepq" i leco gpv" uq' hkecf qu" s wg" tgs wgt gp" r tqr kcf cf " kpvgewcn' i gpgtcn" gpv" r gto cpegp" gp" o cpqu" f g" rqu" uqekqu" f g" r" ecf gpc" f g" uwo kpkmt q" i mdcn' f g" r" u" vgtō kpcngu. " rqu" o gi c" r tqxggf q' tgu" f g" r" u" geqpqo " cu" cxcpl cf cu' O' Guqu" kpenw { gp. " r qt " glgo r nq. " eqo r qpgpv" u" f g" o qvt qu. " vtcpuo kkp" gu" { " ukvgo cu" f g" h' gpcf q" *J wo r j tg { " { " Ucrtpq. " 4222 = Mwo ctcuy co { " gv' crl" 4234 + 0'

eqpugpuq"uqdtg"uwu"lo r cevu'r qukxqu"gp"o cvgtk"geqp»o lec" { "uqekc"cwps wg'eqp't guwncf qu" j gvgqi 2pggu" gp" r" ddkkqi tclfc" go r f"lec." nq" s wg" f kkwnc" rnu" i gpgtck ceklpgu" f g" guvqu" hgp»o gpqu0Gp" gug'ugpvk q."ug"j c'ug° cmf q"r"r ct vkwrtkf cf "f g"r"KGF "gp"gn'o cteq" f g"rnu"EI X" { ."cÀp"o "a u"gur ge"heco gpvg."rnu"ectcevt"rnu"ecu's wg"2 uvc"vkgp"gp"r"ecf gpc"cwqo qvk 0Cu"ug" j cp"tgo ctecf q"mru'r tkpek crgu"rcevtgu"r ctc"cpck ct "gn"ko r cevq" f g"r"lpxgtuk»p"gz vcpigt"gp" r c"lgu"r gkkt tlequ"s wg"r"rkgtcwtc"gur gelck cf c"j cmc"gp"r"tco c"cwqo qvk 0'Guqu"ug"r wgf gp" ci twr ct"gp"ewctq"i tcpf gu'eqplwpvqu"gz kvgpek" f g"geqpqo "cu" f g"guccr."ectcevt"rnu"ecu"uqekrgu" { "geqp»o lecu" f gn'r c"u." r qn"lec" kpf wmtkn" f gn'r c"u"tgegr vqt" { "rnu"r tqr kcu" gmtcvi kcu" f g"rnu" vto kpcrgu" cwqo qvlegu"0' Gp" guv" vgu"ug" cdqpc" a "s wg"o kpvct"u"r ctc" r" gzr rkecek»p" f g"r" kpf wmtk"cwqo qvk "cti gpvpc"gp"uw"i gpgtck cf "guvqu"rcevtgu"vkgp"wp"r guq"lo r qvcpvg."gp" gn'ecu" f g"Vq{ qvc" Cti gpvpc"rnu"rcevtgu"o "a u"tgrxcpvgu"hwgtpp"rnu"gmtcvi kcu"cf qr vcf cu"r qt"r" go r tguv."vcpv" c"pkxgn" mdcn"eqo q"tgi kpcnltqecr0"

1.5 - Antecedentes de estudios de EMs japonesas automotrices

Gn'guwf kq" f g"rnu"r ct vkwrtkf cf gu" f gn'ecr kcrkuo q"lcr qp2 u"ug"eqpegvct"r tkpek cm gpvg" nvgi q" f g"r"KKI O "f cf q"uw"gur gevewrt" f gugo r g° q"gp"guv"r gt"qf q0'Guvc"r gewlct"vc{ gevtkc" f kq"nvi ct" c"gzr rkecekppu"paxgf qucu"uqdtg"gn'f gucttqm"geqp»o leq"ecr kcrkuv."r tkpek cm gpvg" dcucf cu"gp"r"gz kvgpek" f g"wp"Guvcf q" f gucttqmkuv" { "uw"r qn"lec" kpf wmtkn" *Lqj puqp."3; : 4= Y j kg" { "Y cf g."3; : : + { "f g"rnu"cuqekcekppu"Guvcf q/go r tguctkqu" *Gxcpu."3; ; 8."3; ; 9c+0' C"uw" xgl ." f kq"uwvpgv" c" r" rkgtcwtc" uqdtg" *variedades de capitalismo* s wg"ug" gph gpvdc" c" rnu" eqpegr ekppu" f g"j qo qi gpgkf cf " { "eqpxgti gpek" f g"r" rkgtcwtc" pgqer" ulec" *Dgti gt" { "F qtg." 3; ; 8=F qtg."3; ; ; =J cm" { "Uqumkg."4223+0'

Gp" ewcpvq" c" rnu" guwf kqu" uqdtg" rnu" GO u" lcr qpvcu."uwu" r tko gtqu" tgi kmtqu" hwgtpp" r wdrkecf qu"gp"3; 98" *Vuwtwo k"3; 98= [quj kq."3; 98+0' Gp" guvqu" vcdclqu."eqo q" rnu" go r tguv" lcr qpvcu" tgek2 p" eqo gpl cdcv" c" kpvtpcekppck ctug."uwu" vgu"r tkpek crgu" uquvpg"cp" s wg" guvcu" hto cu"ug"r ctgegt"cp" c" rnu" qeekf gpvcrgu" nvgi q" f g" rni wpqu" c° qu0'Ukp" go deti q."t" a r kf co gpvg" guv" xkuk»p" hwg" f guckcf c" uquvpgkpf q" s wg" guvcu" eqo r c° "cu" vgp"cp" ectcevt" rnu" ecu" f kwpvcu" c" rnu" s wg" gz kum"cp" gp" gug" o qo gpvq." rnu" ewcrgu" gtcp" f g" GGWW" { "Gwtqr c0' Guv" f guck» gn'eqpqeko kpvq" f kur qpkrng" uqdtg" rnu" o qf grnu" f g" cf o kpwtkcek»p" f g" i tcpf gu" qti cpk cekppu" *Q| cy c."3; 9; = Y guvpg{ ."3; ; ; =Y guvpg{ ."4223+03" ""

⁷³Rctc"r tqhwpf k ct'cegtc" f g"rnu"eco dkqu"gp"r"rhto c" f g"gti cpk cek»p" f g"rnu"GO u"lcr qpvcu" f guv"3; 92'eqpuwnc" Y guvpg{ "3; ; ; =4242+0'

Gp'r ct vkwrt. 'wpc'ugtlg'f g'ectcevt f'wkecu'f kwpkxcu'uqdtg'r'u'GO u'lcr qpgucu'mro ctqp"
 re'cvpkel»p'f g'mqu'guwf kququ'f g'r'u'ht o cu'vtcupcekqpcnguOGp'r tko gt'ni ct'ug'r wgf g'o gpekqct"
 gn'f gucttqm'f g'r'u'ht o cu'lcr qpgucu'gp'eqmcdqtcek»p'eqp'gn'f qdkgtpq'lcr qp²u'{'gn'ko r wnu'g'wg"
 ²ug'ngu'f kq'F KO ci i kq.'4223=Lqj puqp.'3; : 4= Y guvg{.'4223+0Cf go ^a u.'ug'tgo cte»'gn'f gewkt"
 uk'ngo c'f g'eqpvtcek»p'f g'vtdclcf qtgu'gp'Lcr »p.'gn'ewnlwng'ugt'r ctc'qf c'rc'xkf c.'gp'eqpvtcug"
 eqp'ni's wg'uwegf g'gp'GGWW.'eqp'wp'o gtecf q'rdqtcn'o ^a u'ngzkdng'{'eco dkcpg'»Dki i ctv.'4223=
 F qtg.'4235=Y guvg{.'4223+0Qvtq'vgo c's wg'ug'f guce»'uqdtg'r'gur gekhekf cf 'f g'gucu'ht o cu"
 hw'rc'ht o cek»p'f g'oe'f'ewqu'f g'ecrk cf ö."gp'mu'ewcngu'mu'go r ngcf qu'awi gt'f'p'o glqtu'f g"
 ecrk cf 'f g'mu'r tqf wequ'f vtcpvg'uw'vtdclq"gp'rc'r rcpv" *Y guvg{.'4223+0Vco dk²p'ug'j c"
 tgo ctecf q'rc'f kkwncf 'f g'mu'glgewkxqu'f g'r'u'GO u'lcr qpgucu'r ctc'qr gtct'gp'GGWW'f gdlf q'c"
 ru'f kgt gpeku'gpvtg'pqt vgo gtecpqu'{'lcr qpgugu'gp'rc'eqpegr ek»p'f g'rc'cf o kpkwtcek»p'»Vqnej"
 gv'cn0'3; ; ; +0⁴'''

C"uw'xgl.'gp'ewcpv'c"ru'ht o cu'lpf wutkrngu'ug'j c'f gucecf q'uw'qti cpk cek»p'gp"
 ci twr cekqpgu'f g'go r tgucu'j qtk qpvcngu'{'xgt vkcngu'»i twr qu'go r tguctkrngu'keiretsu⁷⁵»Cqnk'{"
 F qtg.'3; ; 6+0Qvtq'vgo c'f g'guwf kq'hw'rc'cnc'lpvgi tcek»p'xgt vkcni'f g'r'u'ht kngu'eqp'rc'ecuc"
 o vtk 00^a u'cm'f'f g'rc'ht o c'f g'gzr cpuk»p'j cek'gn'gzvgtkq'r'u'ht kngu'f g'r'u'GO u'lcr qpgucu.'ug"
 j c'ug^o cmf q's wg'gu^a p'hwgt vgo gpvg'lpvgi tcf cu'c'rc'gutcvgi kc'egpvtcni'f g'rc'ht o c'»Dgej ngt'{"
 Dkf.'3; ; ; =Eco r dgm'{'Dwt vq.'3; ; 6+0

Wp'vgo c'v'v'cf q'gzvpuco gpvg'uqdtg'gucu'eqo r c^o f'cu'gu'rc'tgrcek»p'gpvtg'go r tgucu"
 enkpvg/r tqxggf qt' lcr qpgucu'Gp' i gpctcn' guv' rkytcwvc' j c' tgucncf q' guv' ectcevt f'wkec"
 f kwpkxc'f g'r'u'GO u'lcr qpgucu'gp'eqpvtcr qukek»p'c'ru'qekf gpvcngu'f gdlf q'c'rc'lpvgi tcek»p"
 xgt vkcni'f g'r'u'go r tgucu'pkr qpcu's wg'f gucttqm'p'x'pewnu'o ^a u'hwgt vgu'gp'rc'ecf gpc'»I gtrcej."
 3; ; 4= J cengw'{'Utkpkxucp.'3; ; ; +0F qtg'»3; ; 5+ f ghp'»gug'x'pewnu'eqo q'wp'oeqpv'cvq"
 tgrcekqpcni'gp'eqpvtcr qukek»p'eqp'rc'tgrcek»p'f g'r'ngpc'eqo r gvgepk'»arm's length+f gn'ukungo c"
 f g'GGWWUgi Ap'gug'cwqt.'gp'Lcr »p'gzkug'wp'ugpv'f q'r ct vkwrt'f g'qdri cek»p'eqp'gn'uqekq"
 eqo gtekn'{'rc'eqo r gvgepk'o ^a u'r ngpc'ug'xg'gp'gn'o gtecf q'f g'mu'dkpgu'hpvcngu.'o kcpvtcu's wg"
 cni'lpvgtkq'f g'ru'ecf gpcu'f g'r tqf wek»p'ru'lpvgtco dkqu'f g'dkpgu'lpvgo gf kqu'uwngp"
 tgrk'ctug'gp'o ctequ'f g'eqo r gvgepk'no kcf c'{'tgrcekqpgu'f v'v'cf gtcu'Cu'f'ru'go r tgucu"
 lcr qpgucu'r tghgtgp'eqo r tct'c'ht o cu's wg'eqpdegp'{'eqp'ru's wg'r wgf gp'cpv'ekr ct'wpc'tgrcek»p"
 c'rc'q'r n'q'»Dki i ctv.'4223=J co knqp'{'Dki i ctv.'3; ; ; +0Gp'r ct vkwrt.'guqu'x'pewnu'hwgtqp"

⁷⁴Gp'r ct vkwrt.'ug'j c'tgo ctecf q's wg'ru'uwduf lctku'f g'r'u'GO u'uwngp'o cpvgp'tlcr qpgugu'gp'rc'cf o kpkwtcek»p"
 f g'gucu'ht kngu'{'eqpvtcvt'r tqhgukqpcngu'ngcngu'r ctc'v'v'gcu'f g'o gpqt'tgur qpucdkkf cf »Y j kng'{'gv'cn0'4225+0'
 ⁷⁵Eqo q'ug'xgt^a "gp'f gvcng'gp'gn'Ecr f'wru'5."Vq{ qvc'gu'wp'ertq'glgo r m'f g'guc'qti cpk cek»p'xgt vkcni'f g'r'u"
 go r tgucu'lcr qpgucu'»I gtrcej.'3; ; 4+0"

f guetkr vqu"eqo q"tgnekqpgu"cxrti q"r n| q" { "guvdrngu"eqp"qdrki cekqpgu"tgeff tpecu"*Qttw"gv'cn0"
3; ; ; <78; +0

Ugi Ap'Qttw'gv'cn0*3; ; ; <772+'uqdtg're'dcug'f g'hmpf co gpvqu'uqekqewwtcrgu'f kirkp'kxqu."
rcu'tgnekqpgu'lpvgteqtr qtcv'kxcu'gp'f khtg'pvgu'uqekgf cf gu'ug'eqpukf gtcp'gnit guwncf q'f g'f kirkp'vqu"
r t'kpek'kqu'kpu'kwekqpcrgu' { "r qt"nq'vcpvq. "gzj kdg'p'ectcevg'f'vkecu'f khtg'pvgu'0Cu'f' "guvqu"cwq'g'u"
f gucecp"rcu'ectcevg'f'vkecu'f kirkp'v'kxcu'f g"rcu'tgnekqpgu'lpvgtgo r t'guct'k'rgu'gp"rc"geqpqo "f"
lcr qpguc." wpc" geqpqo "f" eqp" ectcevg'f'vkecu' g'v'w'w'w'c'rgu' f k'x'g'tucu' c" rcu' qeekf gp'v'rgu' { "
gur gekm gp'v'g'c'rc'f g'iq'u'Guvcf qu'Wpk'qu0

Gp"ewcpvq" c"rc"lpf wutk"cwqo qv'k. "rc"o c { qt"fc" f g"rcu'hcdt'k'ecpv'gu'f g"cwqo »x'k'rgu"
lcr qpgugu' w'o d'k'p" i gp'gtctq'p" r t'q'eguqu' f g"gz'v'g't'p'c'rk'k' cel'p" f g"ce'v'k'k'f'cf'gu' c" r t'q'x'g'g'f'q't'gu"
f k'x'g'tuqu'c'rcu'q'ee'k'f'gp'v'rgu." r g't'q'v'co d'k'p'c'r n'ec'p'f'q'w'p'h'w'g't'v'g'eq'p'v'q'n'u'q'd't'g'g'm'q'u'*J g'ko . '4238+0'
Uw'ti g'q'p" { "q'v'q'u"*422; <'43+"u'q'u'k'g'p'p"s'w'g"rcu'go r t'g'uc'u'lcr q'p'g'uc'u'f'f'g't'g'u'gp"rc"lpf wutk"
cwqo qv'k "i gp'gtcm gp'v'g'r g't'uki w'p"wp"gp'h'q's'w'g'f k'ht'g'p'v'g'c"rc"ci t'g'uk'k'f'cf" { "r'q'eq"eq'q'r g't'c'v'k'x'c"
t'g'nek'p"eqo g't'ek'n's'w'g'gu'v'd'r'g'eg'p"rcu'h'k't'o cu'f g"GGWW'N'qu'cwq'g'u'u'q'u'k'g'p'p"s'w'g."u'k'd'k'g'p'g'n'
eq/f'k'ug° q'eq'p"rcu'r t'q'x'g'g'f'q't'g'u'j' c"u'k'f'q'f'k'o k'c'f'q'gp'uw'c'r'ec'p'eg."rcu'go r t'g'uc'u'f'f'g't'g'u'lcr q'p'g'uc'u'
j'c'p"v'g'p'f'k'q'c"hc'to ct't'g'nek'q'p'g'u'ec'w'k'x'cu'r'c'v'g't'p'c'rk'k'x'cu'c"rc'ti q'r n| q"eq'p"rcu'r t'q'x'g'g'f'q't'g'u'0G'p"
o w'ej cu'q'ec'uk'q'p'g'u'gu'q'j' c'k'p'x'q'n'w'et'c'f'q'rc' qu'f g'gs'w'k'f'cf "gp'v'g'rcu'hcdt'k'ecpv'gu'f g'cwqo »x'k'rgu' { "
rcu'r t'q'x'g'g'f'q't'g'u."rcu'ew'c'rgu't'g'ur q'p'f'gp'f'g'f'k'p'f'q'ug'c"u'g't'x'k't"c"uw'o c { qt'erk'p'v'g'0Cu'f'g'n'eco d'k'q"
f g'r t'q'x'g'g'f'q't'k'p'r t'g'x'k'q'c'x'k'q."g'z'ew'k'x'co gp'v'g'r c'tc'q'd'v'g'p'g't'w'p'c'i c'p'c'p'ek'c"eq't'v'q'r n| q."gu'ec'uk'
k'p'g'z'k'uv'g'p'v'g'eq'p'v'g'to k'p'c'rgu'lcr q'p'g'uc'u." { "ug'r g'to k'g's'w'g'ug'f'g'uct't'q'm'g'p't'g'nek'q'p'g'u'd'c'uc'f'cu'gp"rc"
eq'p'h'k'p| c'c'rc'ti q'r n| q"*C'uc'p'w'o c.'3; ; ; =J g'r g't { 'J g'p'f'g'tu'q'p.'4236=V'0'1'0'U'w'ti g'q'p'g'v'cn0'422; ='
V'0'1'0'U'w'ti g'q'p" { "D'k'g'ug'd't'q'g'em"4233+0'6"C"uw'x'g| ."v'co d'k'p'ug'j' c"ug° c'r'f'q"s'w'g"rcu'v'g'to k'p'c'rgu"
lcr q'p'g'uc'u'f'g'uct't'q'm'ct'q'p' g'v't'c'v'g'i'k'cu'f'g" f'g'ur'q'ec'rk'k' cel'p" c"rc'f'g'u'f'g"o g'p'q't'g'u'eq'u'qu"o g'p'qu"
ci t'g'uk'x'cu's'w'g'rcu'f'g'GGWW' { 'G'w't'q'r'c"*J g'r g't { 'J g'p'f'g'tu'q'p.'4236=V'0'1'0'U'w'ti g'q'p" { "D'k'g'ug'd't'q'g'em"
4233+0'7"

Cuko kuo q." rcu' r t'q'x'g'g'f'q't'g'u' f g" rcu' hcdt'k'ecpv'gu' f g" cwqo »x'k'rgu' lcr qpgugu' gtcp"
uki p'k'k'ec'v'k'x'co gp'v'g'o a u'r t'q'r g'p'qu'c"l'p'x'g't'k't'gp"ec'r cel'f'cf'gu'q'ti c'p'k'k'c'v'k'x'cu'eqo q'rc'hq'to cel'p"
f g'ec'rk'f'cf" { "g'n'o c'p'v'g'p'k'o k'g'p'v'q'f'g'w'p'r t'q'f'w'ev'q'0'N'cu'go r t'g'uc'u'lcr q'p'g'uc'u' { "uwu'r t'q'x'g'g'f'q't'g'u'

76" Cf go a u."Uw'ti g'q'p" { "q'v'q'u"*422; +c'p'c'rk'k' c'p'rcu'o c { qt'g'u's'w'k'g'd't'cu'f'g'rcu'cw'q'r c't'v'k'x'cu'o a u'i t'c'p'f'g'u'f'g'n'o w'p'f'q'gp"
rc'r t'k'o g't'c'f'f'2'ec'f'c'f'g'n'uki nq" { "f'g'u'ce'cp"s'w'g'v'q'f'cu'g'm'cu'r t'q'x'k'g'p'p'f'g"GGWW' { "G'w't'q'r'c."o k'g'p'v'cu's'w'g'p'k'p'i w'p'c'f'g"
g'v'cu'gu'lcr q'p'g'uc'0

77" Q'v'q'u'gu'w'f'k'qu'f'g'u'ce'cp"e»o q'rcu't'g'nek'q'p'g'u'v'g'to k'p'c'rk'k'c'p'p'g'uc/r t'q'x'g'g'f'q't'g'z'v'c'p'l'g't'q'u'q'p't'g'r'k'ec'f'cu'r'qt'g'v'cu"
o w'k'p'c'ek'q'p'c'rgu'gp'GGWW'*H'q't'k'f'c' { "M'g'p'p'g'f' { .3; ; 3+0'N'qu'cw'q'g'u'j' c'm'p's'w'g'rcu'v'g'to k'p'c'rgu'lcr q'p'g'uc'u't'g'r'lect'q'p"
gp'i t'c'p'o g'f'k'f'c"uw'u't'g'nek'q'p'g'u'eq'p'r t'q'x'g'g'f'q't'g'u'lcr q'p'g'uc'u' { "g'v'c'f'q'w'p'k'f'g'p'g'u't'c'f'k'ec'f'q'u'gp'GGWW'eq'p'x'p'ew'q'u'f'g"
rc'ti q'r n| q."c'n'q'u'p'k'x'g'rgu'f'g'k'p'v'g't'ce'ek'p" { "t'g'v'q'n'w'ek'p"f'g'r t'q'd'r'g'o cu'gp'eq'p'l'w'p'v'q'f'g'hq'to c"u'k'o k'rc't"c"eqo q'rcu'
t'g'c'rk'k'c'd'c'p'gp'lcr »p"*H'q't'k'f'c' { "M'g'p'p'g'f' { .3; ; 3<5; 6+0

vo dl2p" kpxk vgtqp" gp" o gecpkuo qu" qti cpk cxxqu" f kug° cf qu" r ctc" cwo gpvct" gr' hmlq" f g" kphqto cekp." nq" swg" uki pkk»" swg" ncu" r ctvgu" mgi ctqp" c" eqo r tgpf gt" r tqhwpf co gpvg" nqu" r tqf wevqu" { 'r tqeguqu' f g' r' q' t' c' 0' Gu' cu' r' t' a' e' v' e' cu' r' t' qo' q' x' l' g' t' q' p' r' e' o' g' l' q' t' c' ' e' q' p' v' p' w' c' . ' r' g' t' o' k' k' g' p' f' q' c' ' n' u' r' t' q' x' g' g' f' q' t' g' u' l' c' r' q' p' g' u' g' u' t' g' f' w' e' k' t' ' n' u' r' t' g' e' k' u' e' c' f' c' ' c' ° ' q' ' f' w' t' c' p' v' g' ' f' 2' e' c' f' c' u' . ' u' k' p' ' f' g' l' c' t' ' f' g' ' u' g' t' ' e' q' o' r' g' v' g' p' v' g' u' { ' r' g' t' o' k' k' g' p' f' q' c' ' r' u' e' q' o' r' c' ° ' f' u' c' w' a' q' o' q' v' t' k' e' g' u' l' c' r' q' p' g' u' c' u' e' q' p' h' k' t' ' g' p' r' t' q' f' w' e' k' t' ' o' l' w' u' q' c' ' v' k' o' r' q' o' ' g' p' ' h' m' i' c' t' ' f' g' ' o' c' p' v' g' p' g' t' ' w' p' ' k' p' x' g' p' v' t' k' q' ' e' q' u' v' u' q' ' * ' J' g' r' g' t' { ' ' J' g' p' f' g' t' u' q' p' . ' 4236 = ' N' l' g' d' g' t' o' c' p' { ' F' g' o' g' g' u' g' t' . ' 3 ; ; ; + 0

Cf go a u. "qvtq" vgo c" f g" ko r qt vpekc" r tqr kq" f g" r" kpf wutk" cwqo qvtk" lcr qpguc" hwg" gr' *Lean Manufacturing System* *NO U+. Guvg" ukuvgo c" guv" d'cucf q" gp" gr' *Toyota Production System* *VRU+ { 'ug" gphqec" gp" b kpk k ct" gr' f gur gtf lekq" f gpvtq" f g" hqu" ukuvgo cu' f g' h' d' t' k' e' c' e' k' p' { . ' c' n' o' k' u' o' q' v' k' o' r' q' . ' o' c' z' k' o' k' t' ' r' t' q' f' w' e' v' x' k' f' c' f' 0' 8' ° ' C' ' o' g' f' k' f' c' ' s' w' g' ' n' u' r' t' q' f' w' e' v' q' t' g' u' f' g' ' c' w' a' q' o' » x' k' g' u' l' c' r' q' p' g' u' g' u' g' u' c' d' i' g' e' k' t' q' p' ' q' r' g' t' c' e' k' q' p' g' u' f' g' ' o' c' p' w' i' c' e' w' t' c' ' g' p' ' n' u' ' G' u' v' c' q' u' ' W' p' k' f' q' u' ' f' w' t' c' p' v' g' ' r' ' f' 2' e' c' f' c' ' f' g' ' 3 ; ; 2 . ' q' v' t' q' u' h' e' d' t' k' e' p' v' u' f' g' ' c' w' a' q' o' » x' k' g' u' ' g' o' w' r' c' t' q' p' { ' c' f' q' r' v' t' q' p' ' t' a' r' k' f' c' o' g' p' v' g' ' r' u' r' t' a' e' v' e' c' u' f' g' ' r' u' h' k' t' o' c' u' p' k' r' q' p' c' u' * ' U' j' k' o' q' n' e' y' c' . ' 422 ; + 0 ' N' w' g' i' q' . ' g' u' v' g' ' u' k' u' v' g' o' c' ' u' g' ' g' z' r' c' p' f' k' » ' c' ' q' v' t' q' u' ' u' g' e' v' t' g' u' r' t' q' f' w' e' v' x' q' u' { ' c' ' n' i' r' t' i' q' ' f' g' r' i' o' w' p' f' q' * ' L' c' { c' t' c' o' ' g' v' ' c' n' o' ' 4232 + 0 ' C' e' w' c' m' o' g' p' v' g' . ' n' u' r' t' k' p' e' k' r' k' u' t' g' e' v' t' g' u' f' g' r' i' N' O' U' { ' n' u' p' w' g' x' q' u' r' t' q' e' g' u' q' u' f' g' i' g' u' k' » p' f' g' t' k' x' c' f' q' u' f' g' 2' n' u' q' p' r' c' t' v' g' ' k' p' v' g' i' t' c' n' i' f' g' ' r' u' q' r' g' t' c' e' k' q' p' g' u' f' g' ' o' A' n' k' r' g' u' c' e' v' x' k' f' c' f' g' u' f' g' r' t' q' f' w' e' e' k' p' { ' u' g' t' x' l' e' k' u' * ' N' g' g' { ' L' q' . ' 4229 + 0

Gp" tguwo gp. "gz kugp" cdwfp cpvgu" cpvgegf gpvgu" s wg" ug° cncp" rcu" r ct vewrctkf cf gu" f g" rcu" GO u" lcr qpgucu" gp" r' kpf wutk" cwqo qvtk . "nq" ewcnf c" ewgpvc" s wg" pq" gu" r qukdrg" j qo qi gpqk ct" c" rcu" go r tgucu" f g" wp" ugevt 0" Gp" r ct vewrct . "Vq { qvc" Cti gp vpc" hwg" r' r tko gtc" kpxgtuk » p" lcr qpguc" gp" r' kpf wutk" cwqo qvtk" f gr' r c" ju . "nq" ewcn' vgpf t" a " r guq" gp" r' r ct vewrct " g' u' t' c' v' g' i' k' c' " g' o' r' t' g' u' c' t' k' e' n' f' g' u' r' n' g' i' c' f' c' . ' r' t' k' p' e' k' c' m' o' g' p' v' g' ' e' q' p' ' h' u' r' t' q' x' g' g' f' q' t' g' u' c' w' a' q' r' c' t' v' e' u' c' u' 0' G' p' ' g' u' v' g' ' u' g' p' v' k' f' q' . ' g' p' ' n' u' r' t' » z' k' o' q' u' e' c' r' f' w' a' n' u' ' u' g' ' x' g' t' a' " e » o' q' ' g' u' c' ' e' c' t' c' e' v' t' f' u' l' e' c' ' v' k' e' p' g' ' k' o' r' q' t' v' p' e' k' c' ' r' ' j' q' t' c' ' f' g' ' g' p' v' g' p' f' g' t' ' u' w' e' c' f' g' p' c' ' f' g' x' c' i' q' t' ' v' c' p' v' q' ' c' ' p' l' x' g' r' i' k' p' v' g' t' p' c' e' k' q' p' c' r' i' e' q' o' q' ' i' q' e' c' r' i' o' "

Conclusiones parciales

Gp" guvg" ecr f' w' a' n' u' ' u' g' ' j' c' ' f' g' u' c' t' t' q' m' e' f' q' ' g' r' i' e' c' o' r' q' ' f' g' ' g' u' w' f' k' q' u' . ' g' r' i' o' c' t' e' q' ' v' g' » t' k' e' q' { ' ' n' u' r' t' k' p' e' k' r' c' n' g' u' c' p' v' g' e' g' f' g' p' v' g' u' s' w' g' ' g' p' o' c' t' e' c' p' ' r' ' r' t' g' u' g' p' v' g' ' k' p' x' g' u' k' i' c' e' k' » p' 0' C' u' f' ' u' g' ' j' c' ' f' g' h' k' p' k' f' q' ' s' w' g' ' g' r' i' g' u' w' f' k' q' ' c' f' q' r' v' c' ' w' p' ' o' c' t' e' q' ' c' p' c' r' i' f' i' k' e' q' ' s' w' g' ' e' q' o' d' k' p' c' ' f' q' u' c' d' q' t' f' c' l' g' u' ' v' g' » t' k' e' q' u' < ' g' r' i' g' p' h' q' s' w' g' ' f' g' ' c' a' d' e' n' a' s' g' l' o' b' a' l' e' s' d' e' v' a' l' o' r' ' * ' E' I' X' + { ' ' r' ' r' g' t' u' r' g' e' v' x' c' ' f' g' ' r' e' ' e' s' t' r' a' t' e' g' i' a' e' m' p' r' e' s' a' r' i' a' l' f' g' ' r' e' ' u' e' q' e' k' q' m' i' ' f' c' ' g' e' a' p' » o' k' e' c' 0' N' q' u' ' e' r' q' t' v' g' u' o' a' u' t' g' r' e' x' c' p' v' u' f' g' r' i' g' p' h' q' s' w' g' ' f' g' ' E' I' X' ' r' c' t' e' r' e' k' p' x' g' u' k' i' c' e' k' » p' r' t' q' r' w' e' u' c' ' u' g' "

⁷⁸ Gñ' vgo c" f gr' VRU' ugt^a " cdqtf cf q" gp" r tqhwpf kf cf "gp" gr' Ecr f' w' a' n' u' ' 50'

dcucp"gp"rc"fcuetkr ek»p"vqcn'f g"rc"ecf gpc"fg"xcnqt"cwqo qvtk . "vpgkpf q"gp"ewgpc"fguf g"gn' f kug° q'j cuvc"gn'wau'kpcnif gn'r tqf wevq. 's wg"gp"guvg'ecuq'buq'hqu'xgj ¶ewnu'r tqf wekf qu'r qt "Vq{ qvc" Cti gpvkpc0Gnugi wpf q'grgo gpvq'f g'ko r qtvcpek'gu'gnitqnf g'rcu'ht'o cu'ff'gtgu's wg'o qrf gcp'guvcu' ecf gpcu.'s wg"gp"guvg'ecuq'iq'glgteg"Vq{ qvc"Cti gpvkpc"eqp'hqu'r tqxggf qtgu'hqecngu{"gzvcp'ltgqu." {"'eqp'rc'tgf'f'g'eqpegukqpc'ktku{"'erkgpvgu'hqecngu{"'gzvcp'ltgqu0Rqt "Ànko q.'guvg'cdqtf clg'r gto kg" cpcrk'ct'è»o q'hqu'r tqxggf qtgu'r wgf gp'q'pq'gucnct'gp'rc"ecf gpc.'iq'ewcn'vco dk²p'ugtª 'tgvo cf q" gp'gn'Ecr ¶wau'7"c'r ctvk'f'g'hqu'ecuq'f'g'rcu'r t'kpek'cngu'cwqr ctvkuc'u'f'g"Vq{ qvc"Cti gpvkpc0

Ukp"go d'cti q.'vco dk²p'ug'j c'k'pvtqf wekf q's wg'gn'o cteq'vg»tleq'f'g'rcu'EI X'hwg'wkn'cf q" o c{qto gpvg'c'pkxgrgu'f'g'ugevqtgu'geqp»o lequ{"'pq'f'g'ht'o cu'kpf kxf wcnu0Rqt'guvg'o q'vqxq." cni wpqu'cwqtgu'eqo gp|ctqp'c'r ncpvgt'rc'ko r qtvcpek'f'g'rcu'f'gekukqpgu'f'g'cevqtgu'gur ge¶lequ." tgo ctecpf q'rc'pgegukf cf'f'g'hgxct'guvg'cpª rku'c'n'pkxgnif g'rc'go r t'guc0Nc'r t'gugpv'g'kpxguki cel»p" r tqr qpg'eqp'vkpwt'rc'f'k'geek»p'r tqr wguv'rc'qt'Ucnu{" \ {ndgtdgti "ª4237+'cni'cpcrk'ct'wpc'ecf gpc" f'g"xcnqt"c"r ctvk'f'g"wp"ht'o c"kpf kxf wcn"ukp"go d'cti q."gnq"ug"mgxctª" c"ecdq"cf qr vcpf q" et¶keco gpvg'gn'gzco gp'f'g'rcu'estrategias empresariales0Cu¶'rc'vguku'cdqpc'rc'kf gc'f'g's wg'rcu' ht'o cu' uqp'cevqtgu' uqekcngu' s wg' guª p" kphw'kf qu' r qt"o Ànkr ngu' hcevqtgu." cnglª pf qug' f'g" rc" kpvgr tgwek»p" f'g" rc" geqpqo ¶c" pgqen'ulec" /tgvo cf c" gp" nu' guwf kqu' f'gn' management" g' international business/" s wg" rcu' gpvkpf gp" eqo q" ci gpvgu' wpkctkqu" o czko k'cf qtgu' f'g" kphqto cel»p"eqo r ngc{"'tcekqpcrk'cf'rc'gthgvc0Rqt'gn'eqpvtctkq."gp'guv'vguku'ug'gzco k'pctª" c"rc" hkn' f'g" wp" GO " kpvgr tgª pf qrc" eqo q" wp" qti cpk' cel»p" eqo r nglc" s wg' guª " doblemente incrustada c'r ctvk'f'g'uw'gf'k'pvt'pcekqpcn{"'mqecr0F'g'guvg'o qf q.'uk'dk'ep'ug'tgvo ctª'rc't'gekpvg" r tqr wguv'tgcn'cf c'r qt'cwqtgu'f'g'rcu'EI X's wg'uw'k'gt'g'gn'cpª rku'f'g'guvcu'ecf gpcu'c'pkxgnif g' go r t'guc."guv'ug"mgxctª" c"ecdq"eqp"wp" gphqs wg'f'kukpv'q'f'g'rc" g'utcvgi k" go r t'guct'kr0Cu¶'c" v'cx²'uf'g'guvg'gphqs wg'vg»tleq'ug'dwuecp'pwgxcu'xct'kcdngu'f'g'cpª rku's wg'pq'guª p'r t'gugpv'gu'gp" nu' guwf kqu'f'gn' management" {"'ugtª p'f'g"ko r qtvcpek" r ctc" gpv'p'f'gt'rc" gze'g'ekqpcrk'cf'f'g" Vq{ qvc{"'uw'ecf gpc'f'g'xcnqt"gp'gn'o gtecf q'cti gpvkp0"

Rqt "Ànko q.'rc'k'p'x'g'uki cel»p"cr qtvtª "pwgxc'g'x'kf gpek"gp'rc'f'kuewuk»p'uqdt'g'nu'ghg'evu' f'g'rc"KGF'f'g"GO u'gp'r c¶u'gu'gp"f'gucttqmq.'f'c'p'f'q'uw'w'gp'v'q" c"rc'x'kuk»p"s wg'uqu'v'k'p'g"s wg'pq'ug" r wgf'g'guv'cdng'egt'wpc'tgi rc'i gp'g'c'n'luqdt'g'f'lej qu'bo q'x'ko k'gp'v'qu{" c's wg'guv'qu'ko r cev'qu'f'gr'gp'f'gp" f'g'p'wo gtqucu'xct'kcdngu0Gp"mq'eqpegt'p'k'p'vg" c"rc"KGF "gp"EI X"cwqo qvt'legu'ug'uquv'p'f'ª "rc" ko r qtvcpek'f'g'nu'cpª rku'c'pkxgnif g'ht'o c."gpv'p'f'k'p'f'q's wg'rcu'o kuo cu'pq'uqp'j' qo qi² p'gcu0 Eqo q'ug'kª "f'gucttqmf q'c"mq'rc'ti q'f'g'rc'vguku.'rc'ctc'gn'ecuq'f'g"Vq{ qvc"Cti gpvkpc."nu'hcevqtgu' f'g'v'gto k'p'cp'v'gu'r ctc"gpv'p'f'gt'uw'vc{ gev'q'k'c't'gekpvg'uq'p'«uw'tqn'gp'rc'g'ut'wewtc'o wnk'p'cekqpcn" gn'v'kr q'f'g'x'gj ¶ewnu'r tqf wekf q.'rc'g'ut'cvgi k'eqtr qtc'v'xc'f'g"Vq{ qvc.'hwgt'vgo gpvg'k'phw'g'pek'f'c'r qt" rc'ew'w'w'c'lcr q'pguc{"'rc'j' kv'q'k'c'f'g'rc"go r t'guc{"'nu'eco dkqu'gp'rc'i'gu'k»p'mqecr'c'r ctvk'f'gn'

42320

CAPÍTULO 2

La industria automotriz argentina luego de la crisis de la convertibilidad: la excepcionalidad de Toyota Argentina (2002-2019)

Introducción del capítulo

Gp"gn'r t gupvg"ecr ¶wru"ug"tgrk c"wp"dtgxg"tgug° c"j kuxtkc"uqdtg"gn'f gucttqm q" f g"rc" kpf wutk"cwqo qvkl "gp"Cti gpvpc"kf gpvkecpf q"uwu"r tkpek crgu"r tqdrgo ^a vkecu0Ug"eqo kgp| c" guc"tgeqput week»p" f guf g'hqu'kpekqu" f g'rc"hdtkceke»p" f g'xgj ¶ewru"gp"gn'r c¶u"gp"3; 42. 'r cucpf q" r qt"uwu" f kwpvcu"gvcr cu<uw"eqo kgp| q" { "gzc cpuk»p" *3; 42/3; 97+*2.1.1+."gn'hk" f g"rc"gvcr c"r qt" uwukwek»p" f g" ko r qtvekpqgu" { " gn' gucpeco kgpvq" f gn' ugevqt" *3; 98/3; ; ; + " *2.1.2+ { " rc" tgeqphk wtceke»p" f g'rc" kpf wutk" c"r ctvt " f g'rcu'tghqto cu'gutwewtcrgu" { "rc'hqto ceke»p" f gn'o gtecf q" tgi kqpcn" *3; ; 2/4223+*2.1.3+0Ug"cj qpf c"gp"rc"Àmo c" f g"guvcu"hcugu" { c" s wg"cm¶ug" f gur rkgi cp" eco dkqu"gutwewtcrgu"gp"gn'ugevqt" s wg"xcp" c"o ctect"uw" f gucttqm q"gp"gn'r gt¶qf q"uki wkgpvg" { "gu" ewcpf q"ug"kpucrc"Vq { qc"gp"Cti gpvpc."eqo gp| cpf q"eqp"uw'r tqf week»p"gp"3; ; 90"

" Nwgi q."ug"cpck c"gn'tgeqtkf q" f gn'ugevqt" c"rc"ucrk c" f g"rc"etkuku" f g"rc"eqpxgt vdkrk cf "c" r ctvt " f g" uw" f gugo r g° q" gp" vto kpqu" f g" r tqf week»p." xgpvcu." go r rñq." gzc qtvekpqgu." ko r qtvekpqgu" { "ucrf qu"eqo gtekrnu." f kgt gpekecpf q"rc"gvcr c" f g"rc"r queqpxgt vdkrk cf " *2.2.1+ { " gn'i qdkgtpq" f g"Eco dkgo qu" *2.2.2+0Gp"dcug" c" guvqu"tguwncf qu"ug"tguenc"rc"r gtukvpeke" f g"rcu" r tqdrgo cu'gutwewtcrgu" f gn'ugevqt"gp"gn'uki m"ZZK"

Rqt"Àmo q."gp"gn'uki wkgpvg"cr ctvcf q"ug"cpck c"gn'f gugo r g° q" f g'rcu" f kwpvcu"vgo kpcrgu" cwqo qvkegu" f wcpvg"gn'r gt¶qf q" dclq"guwf kq" c" txc² u" f g'uwu"pkxrgu" f g'r tqf week»p." hcewtceke»p." r quke»p" gp" rc" eÀr wrc" go r tguclc" cti gpvpc." go r rñq." xqno gp" { " f kxgtukhceke»p" f g" rcu" gzc qtvekpqgu."ucrf qu"eqo gtekrnu" { "eqpvkpf q"mecn" f g"rcu" xgj ¶ewru" *2.3+0C" r ctvt " f g"guv" gzco gp"ug" f gucec"gn'ecuq" f g"Vq { qc" r qt"uwu"tguwncf qu"uw" gkqtgu"gp"rc"o c { qt" r ctvg" f g"rcu" cur gevqu"cpck cf qu"cn'eqo r ctctug"eqp"gn'tguvq" f g"rcu"vgo kpcrgu"cwqo qvkegu"0Gm"o ctec"rc" gzege ekqpcrk cf " f gn'ecuq" f g"guwf kq" { "rc"pgegukf cf " f g"gpvpgf gt"rcu" hcevtgu" s wg" gzc rkecp"guv" f gucttqm0"

"

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2.1 - Breve reseña histórica de la trayectoria automotriz argentina desde sus inicios hasta la crisis de la convertibilidad

2.1.1 - Inicio y crecimiento de la producción automotriz argentina (1920-1975)

Gp"gnlc° q"3; 44"Hqtf "kpcwi wt»"re"r tko gtc"r rcpw"fg"cto cf q"fg"xgj ¶ewru"gp"Cti gpvkpc" *Dgnkpk"4228<332+."eqp"gn'qdlgwxxq"fg"ucvukcegt"re"fgo cpcf"fg"wp"r gs wgo q"o gtecf q"kpvtppq" swg"ug"go r gl cdc"cf gucttqmet"gp"vqtpq"cf"re"cevkxf cf gu"r tko ctq/gzr qtvcf qtcu"¶Uej xct| gt." 3; ; 8+0Eqp"re"etkuku"o wpf knif g"3; 52"ug"lplek"wp"rti q"r gt¶qf q"ectcevtk cf q"r qt"eqpvtqru"fg" ko r qtvekp"fg"xgj ¶ewru"{"gn'kpvgvq"fg"uwukwkt"fej cu"ko r qtvekpqpu"fg"o cpwkewtcu"r qt" dlqpgu"r tqf welf qu'hqecm gpvg"¶Uqwtqwkng."3; ; 2+0Cu¶"hwgi q"fg"re"ugi wpc"i wgttc"o wpc kn"re"u" kphcpvu"go r tgucu"cwqr ctvkuu."guko wwf cu"r qt"gnr gtqpkuo q."rtqxg¶cp"eqp"r ctvuc"re"u"r rpvu" gpuc drcf qtcu"fg"xgj ¶ewru"¶P qhcn"3; ; ; -0"

" C"uw"xgl ."f wcpvg"guv"gvrc"eqo gp| »"re"r tqf week»p"fg"cwqo »xkru"{"wkrkctkq"r qt" r ctvg"fg"nleqpi nqo gtecf q"fg"go r tgucu"guv"vrgu"¶kf wutku"Cgtqpª wkecu"{"O geª pkecu"fg"gn'Guvcf q" *KCO G"ªs wg"ug"ghqe»"gp"re"r tqf week»p"fg"xgj ¶ewru"ªs wg"ko kcdcp"{"lq"cf cr vcdcp"fg"lugo qu" gzvtcplgtqu."o wej cu"xgegu"o gfkcpvg"guhwt| qu"fg"lpi gpkgt¶c"lpxgtuc⁷⁹"¶Rlecdgc"{"Vj qo cu." 4233+0Gn'Tcutq|gtq"hwg"gn'xgj ¶ewru"wkrkctkq"hxkcpq"luki pke"fg"KCO G."qtkgpvcf q"ce"re"fgo cpcf" fgnlugevt"r tko ctq0Gnr tqvkr q"ug"fg"lugo »"gp"dcug"ce"re"u"ecr cef cf gu"{"bo cvgtkrgu"fg"re"l¶f wutkc" cgtqpª wkec"ªs wg"r qug¶c"re"go r tguc."g"ko kcpf q"{"cf cr vcpf q"gn'fg"lugo q"fg"qvtc"eco kqpgv"re"kn'w" f g"wpc"htc"o c"guvcf qwplf gpug"¶Rlecdgc"{"Vj qo cu."4233+0C"r ctvt"fg"re"u"fg"kn'ewncf gu"v"epkecu"fg" re"go r tguc."ce"eqo kgp| qu"fg"3; 77"ug"lpeqtr qt»"ce"re"guvcf qwplf gpug"¶Mckugt"O qvqtu"Eqtr qtcvqp." f cpcf q"pceko kgpv"cf"re"go r tguc"o kzvc"¶kf wutku"¶Mckugt"Cti gpvkpc"¶KMC+"*O eEmwf."4237=" O qtgtq."4235+0Cuko kuo q."gp"3; 78"gn'eqo r nglq"r cu»"cf gpqo kptug"¶F ktgeek»p"¶P cekqpcn"fg" Hdtkceek»p"¶g"¶kpxguki cek»p"Cgtqpª wkec"¶F ¶K HIC -0"

Gp"gnlc° q"3; 7: "ug"fg"levctqp"re"u"ng{"gu"fg"lpxgtukqpu"gzvtcplgtcu"fg"ktgevcu"¶Ng{"360: 2+"{" f g"r tqo qek»p"l¶f wutkn"¶Ng{"360: 3+"eqp"gn'qdlgwxxq"fg"eqqt¶f kpt"re"lplek"vxc"r ¶dneq/r tkxc"cf" {"qvqti ct"xgpvlecu"ce"re"u"go r tgucu"tcf kecf cu"gp"gn'vgttkqtkq"pcekqpcn"¶Mquceqhh"gv'cnf"3; ; 3+0" Guv"ug"hx»"ce"cdq"gp"r ngpc"eqkpekf gpeke"eqp"iq"ªs wg"gtc"wp"r gt¶qf q"fg"gzr cpuk»p"vtcpupcekqpcn" f g"re"u"i tcpf gu"htc"o cu"ªs wg"fg"qo kpcdcp"gn'b gtecf q"o wpc knif g"cwqo »xkru"⁷: "¶Uqwtqwkng."3; ; 2+0" Eqo q" tguwncf q." ug" r tqf wq" wp" fg"ugo dteq" o cukxq" fg" go r tgucu" vtcpupcekqpcn" gp" gn' gpvtco cf q" r tqf wvxxq0 Cu¶" c" re"u" ht c"o cu" {"c" lpuvrcf cu" ¶Hqtf." I gpqtcn" O qvqtu." Ejt { urgt."

⁷⁹"KCO G"ug"guvcdngel»"gp"E»tfgdc"r ctc"wkkt ct"re"u"ecr cef cf gu"v"epkecu"¶g"l¶f wutkrgu"fg"gur nqi cf cu"r qt"gn'¶kpwkwq" f g"¶kpxguki cekqpu"Cgtqpª wkecu"{"Gur cekrgu"¶KCG+."gn'ewcn'hwg"wp"qti cpluo q"fg"cgtpª wkec"cti gpvqp."etgcf q" eqo q"¶kpwkwq"Cgtqª epkeq"¶K+"gp"3; 650"

⁷: "F g"guv"htc"o c."re"vuc"o gfk"cpwcnf g"lpxgtukqpu"gp"gn'ugevt"hwg."gpvtg"3; 82"{"3; 86."ecukf lgl "xgegu"lwr gtlqt"ce" re"fg"gnr gt¶qf q"3; 78/3; 7; "¶Dctcpuqp."3; 8; <79+0"

O gtegf gu'Dgpl "g"MC+"ug"ngu'uwo ctqp" T gpcwv. "Ekt³/gp. "Rgwi gqv" { "Hkw. "ru"ewcngu"t gekdktqp" f kt gevco gpvg" iqu'dgpg hleku" f g"rc"pwgxc" rgi kurcekp" *Rcpi q" gv'cn0"4239-0Gp"3; 89. "ug" guvcdngek" swg" F RHC" ug" f gf lect" c" gzenwukxco gpvg" c" ru" cevxxkf cf gu" f gn' ugevqt" cgtqp^a wleq" { " cgtqgur cekn" f guxkpewf pf qug" f g"rc" kpf wutkc" cwqo qvtk. "cevxxkf cf "s wg" ugt" c" duqtdkf c" r qt" rc" go r t guc" KO G" kpf wutku" O ge^a plecu" f gn' Guvcf q+. "rc" ewcn' luki wk" r tqf wekgpf q" gn'o qf gmq" r len'lw" Tcutqlgtq" f wcpvg" guqu" c^o qu0"

Gp"3; 93"ug"ucpekqp»"wp"pwgxc" t² i ko gp"cwqo qvtk "s wg" tghqt | »"gn'eqvvpkf q" pcekqpcn" f g" iqu'xgj "f wru" g" kpvtf wq" rc" r t gqewr cekp" r qt" rc" cr gt wtc" gzt r qvtf qtc. "guvcdngekpf q" wp"72" " f g" tglpvi tq" uqdtg" ru" xgpvcu" gzvtgpcu0' Eqp" wpc" kpvpguc" r tqo qekp" i wdgt pco gpvcn" guvg" kpegpvkxq" i gpgt»" wpc" ko r qvcpvg" gzt cpukp" f g" ru' gzt r qvcekppgu. hwpf co gpvcn gpvg" qtkgpvcf cu" cn'o gtecf q" rc" kpcqo gtecpq⁷: "Dctdgtq" { "O qwc. "4229-0F g" guvg" o qf q. "gn'eqo r rglq" cwqo qvtf" r cu»" c" vpgt" wpc" r qukekp" f g" rnf gtc| i q" f gptq" f g" rc" cevxxkf cf "kpf wutkc" n" o cpk hucpf q. "gptg" 3; 82" { "3; 96. "crtgf gf qt" f g"; " f gn'vqcnf gn'xcrt" ci tgi cf q" r qt" rc" r tqf weekp" o cpwxcwgtc" { " wpc" r tqf qtekp" c" Ap" o c { qt" f gn'go r rglq⁸²: "Dctdgtq" { "O qwc. "4229-3; 2+0Cu" f wcpvg" ru" f² ecf cu" f g"3; 82" { "3; 92. "iqu'gpuc" dnrf qt gu" gzvtcpvg" tqu'ug" eqpxk vktqp" gp" wpc" r kg| c" et wekcnf gn'gus wgo c" f g" kpf wutkc" r kcekp. "ukt xkgpf q" eqo q" o gtecf q" hpcn" r etc" wpc" i tcp" r tqf qtekp" f g" kpf wutku" ci wcu" cttkdc" *Rkpc| q. "4237-0'

" P q" qduvcpg. "c" r guct" f gn'hwgtv" et geko kpvq" gp" rc" r tqf weekp" f wcpvg" guvg" r tqeguq" pq" ug" nji t»" cngtct" uwwcpvko gpvg" cni wpqu" t cui qu" d^a ulequ" f g" rc" kpf wutkc. "eqo q" rc" gzkvpgpek" f g" o qf gmq" f g" xgj "f wru" qduqngvu" gp" v² to kpu" kpvtpcekqpcrgu. "dclc" eqo r gvxxkf cf " f g" nqu" r tqf wevqu. " { "gucuc" cewcrk" cekp" vgepqn" i kec" *Mquceqhh" gv'cn0"3; ; 3-7-0F kej q" cwtcuq" gp" gn' plxgn' vgepqn" i leq" f g" rc" kpf wutkc" r necn' f wcpvg" rc" gvr c" f gn' f gucttqmq" f gn' ugevqt" ug" f gdlc. "gp" i tcp" o gf kfc. "c" wpc" r gs wgo c" gucnc" tgrvxc" f g" r tqf weekp" s wg" f kkwncdc" rc" kpeqtr qtcekp" f g" v² eplecu" excp| cf cu. " { c" s wg" j wdkgtc" f go cpf cf q" kpxgtukppgu" s wg" u»nq" r qf t" c" p" ugt" cduqtdkf cu" r etc" plxgrgu" f g" r tqf weekp" uwr gkqtgu" *P qhcn"3; ; ; <: ; /; 6=Uqwtqvkng. "3; ; 2-343-0"

F g" guvg" o qf q. "ru" guvcvgi kcu" cr rkecf cu" r etc" f qvct" f g" o c { qt" f kpcu" kuo q" c" rc" cevxxkf cf " cwqo qvtk " j cd" c" p" hcecucf q" c" o gf kcf qu" f g" rc" f² ecf c" f gn' ugvpc" *Uej xct| gt. "3; ; 7-9-0' Guvc" tco c" j cd" c" p" vctcf q" gp" wpc" gur gekg" f g" o gugvc" r tqf wevxc" eqp" wp" o gtecf q" s wg" quekncdc" gp" vqtpq" c" o ci pkwf gu" r t gxcu0' Gmq" ko r rke»" wp" guvpeco kpvq" { " tgvceekp" f gn' o gtecf q" kpvtpq. " gur gekm gpvg" c" r ctvt" f gn' r rcp" f g" clwug" f gn' o kpkvtq" f g" Geppqo "c. " Egrguvppq" Tqf tki q. "

⁷: "Gpvtg"3; 93" { "3; 98" ug" gzt r qvctqp" crtgf gf qt" f g"7; 022" wplf cf gu. "nq" s wg" lwpvq" c" et gekpvgu" gzt r qvcekppgu" f g" cwqr ctvui gpgtctqp. "gp" guqu" c^o qu. "wp" dcn'peg" eqo gteknf tgf qo kpcvgo gpvg" uwr gtcxkctkq" *Mquceqhh" gv'cn0"3; ; 3-7-4"

⁸²: "Gnr" gtupcn' qewr cf q" gp" gn' ugevqt" et geko" f g"; 0 22" tcdclcf qt gu" gp"3; 7; "c"790622" gp"3; 96" *Dctdgtq" { "O qwc. "4229-3; 2-0"

eqpkek q'eqo q'õTqf tki c| qö. 's wg'kpenw{ »'wpc'hwgtv'f gxcnwcek»p'f gn'r guq'cti gpvkp{ "ci wf cu' uwdcu"gp"mqu'r tgekqu"fg"mqu'ugt xlekqu'r Àdrlequ0'Cu'f' r'u"pcekpvgu"gzr qtvekqpgu"pq"mji tctqp" eqpvpgt" r" ec'f'c' f'g' r" r t q f week»p" s wg" ko r rke»" r" t g f week»p" f gn' o gtecf q" kpvtpq." f g u g p e c f g p c p f q'w p c' e t k u' u g e v t k n' * F w r e k j' g v' c n' 0' 4 2 4 2 - 0' 3' "

2.1.2 - Fin de la Industrialización por Sustitución de Importaciones y estancamiento productivo en el sector automotor argentino (1976-1990)

Nc"ktwrek»p'f g' r" Ànko c" f levcf wtc" o k k x c t' c t i g p v k p c' o q f k k e » " u w u x p e k m g p v g' g n' u g p f g t q' f g' g u v c' t c o c' k p f w u t k n' f g d k f q' c' r u' t g h q t o c u' g u t w e w t c r g u' k p u c w t c f c u' g p' g n' e q p l w p v q' f g' r' g e a p p o' f c' * U e j' q t t. " 4 2 3 4 - 0' N c' e q p l w p e k » p' f g' r' t g r t g u k » p' u c m t k n' f g' 3; 9 8' e q p' r' t g h q t o c' h k p c e k t c' f g' 3; 9 9. ' r' c t c p e g r t k c' { ' g n' g p f g w f c o k g p v q' g z v g t p q. ' f g t k x c f q u' f g' r' c r g t w t c' f g' 3; 9; . " k p v g t t w o r k » g n' o q f g m' u w u k w k x q' c p v g t k q t 0' C' p l x g n' u g e v t k n' u g' r' t q f w l q' w p' k o r q t v c p v g' i k t q' g p' r' q t k p v e k » p' f g' r' u' r' q n' e c u' r' À d r e c u' 0' G p' 3; 9; . " g n' i q d k g t p q' o k k x c t' u c p e k a p » r' N g { " 4 3 0' 5 4. ⁸⁴ c' r c t v k' f g' r' e w c n' u g' c o r r i c t q p' m u' e q p v g p k f q u' k o r q t v c f q u' r g t o k k f q u. " u g' c w a t k k » " r' k o r q t v e k » p' f g' x g j' f e w r u' v g t o k p c f q u. " { ' u g' g r i k o k p » v q f c' t' g u t k e e k » p' c' r' k p v g i t c e k » p' x g t v e c n' f g' r' u' g o r t g u c u' v g t o k p c r g u' 0' G n' t g u w n c f q' o' a' u' x k u k d r g' f g' f l e j c u' o g f k f c u. " s w g' g u w x k g t q p' c e q o r c' o' c f c u' r q t' g n' g u c d r g e k o k g p v q' f g' w p' w r q' f g' e c o d k q' h k q' c v t c u c f q. " h w g' w p' h w g t v g' e t g e k o k g p v q' f g' r' u' k o r q t v e k a p p g u' * D c t d g t q' { ' O q w c. " 4 2 2 9 - 0' U k' d l g p' r' c r g t w t c' u g' o' c p w x q' u » m' j c u v c' 3; ; 3. ' r' c f c r v e k » p' f g' r' u' v g t o k p c r g u' c' g u g' p w g x q' g u s w g o c' f g' t g i r u' f g' l w g i q' k o r r k e » l w' x k t w c n' t c p u h q t o c e k » p' g p' c i g p v g u' k o r q t v c f q t g u. ' h c x q t g e k f q' t q t' g n' i c n q' p l x g n' f g' r' t g e k q u' k p v g t p q u. " c n g l c f q u' f g' m u' p l x g n u' k p v g t p c e k q p c r g u' * O q t g t q. " 4 2 3 5 - 0'

Q t v f' g' h u' c u r g e v u' u c n k p v g u' f' g' r' t c p u h q t o c e k » p' f' g' g u v g' r' g t' f' q' f' h w g' g n' h w g t v g' c w o g p v q' f' g' r' r t q r q t e k » p' f' g' r' c t v g u' { " e q o r q p g p v g u' k o r q t v c f q u' g p' m u' x g j' f e w r u' r t q f w e k f q u' p c e k q p c m g p v g 0' G n' p l x g n' i t q o g f k q' f' g' e q p v g p k f q' k o r q t v c f q' u g' t k r r k e » g p v g' 3; 9 5' { ' 3; ; 2. ' f' g u f' g' c r t g f' g f' q t' f' g' w & u' 7 2 2' r' q t' w p k f' c f' c' o' a' u' f' g' w & u' 3 0 7 2 2' r' q t' w p k f' c f' * O q t g t q. " 4 2 3 5 - 2 4 2 +. ' v g p k g p f q' u g x g t q u' g h g e v u' g p' g n' g u r c d » p' c w q r c t v k u c 0'

⁸³ Uk'dlgp'gzkuv'wp'eqpugpu'gp'gug'f'kci p»uleq'uqdtg'ru'eqpf lekqpgu'f'g' r' k p f w u t k c' c w q o q v k k' c t i g p v k p c' c' o g f k c f q u' f' g' r' f' 2 e c f c' f' g' 3; 9 2. ' v o d l e p' u g' g n e d q t c t q p' q t q u' s w g' o c v k' c p' g u v c' h g e w t c 0' R q t' g l g o r m j. ' M c v j' * 4 2 2; + c' r c t v k' f' g n' g u w f k q' f' g' e c u q' f' g' r' r' t q f w e e k » p' f' g n' H q t f' " V c w p w u' u q u k p g p' s w g' 2 u g' h w g' g n' i g h g l q' f' g n' i t q e g u q' g x q n w k x q' f' g' r' k p f w u t k c' f' g' r' q u i w g t t c' { ' h w g' g n' o r w p q' e A m k p g o' f' g' r' g v c r c' f' g' k p f w u t k r i k c e k » p' g p f q' f' k k i k f' c' k p e k c f c' x g l p v g' c' o' q u' c v t' a' u' c n' j' c d g t u g' f' g u c t q m f q' w p' p l x g n' i c n' f' g' e c r c e k f' c f' g u' v' e p l e c u' i q e c r g u' s w g' p q' x q n k g t' f' c' t' g r' g v t u g' g p' g n' o q f' g n' i' t q f' w e k x q' s w g' h' u w e g f' g t' f' 0' G n' c w a t' u q u k p g p' s w g' 2 u g' b q' g u' w p' e c u q' c k u r f q. ' u k p q' s w g' t' g h g l c d c' g n' i c o d l g p v g' k p f w u t k n' f' g' r' 2 r' q e c' { ' g n' i' t q e g u q' g x q n w k x q' f' g' w p' i' t c p' p A o' g t q' f' g' g' o' r t g u c u. ' r' q t' i n' e w c n' t' g r' v k k' c' i n' u' g p h s w g u' s w g' u g' o' c r e p' g n' i c t c u q' v e p q n' i' l e q' g p' g n' i g e v t' f' w c p v g' f' l e j' q' r' g t' f' q f' q 0'

⁸⁴ E w f' q' h p' g t c' g n' f' g' "insertar al sector productor dentro del orden económico general, posibilitar su mejoramiento tecnológico, permitir la apertura de mercados de exportación, e inducir una creciente competitividad interna y externa" * Rt g u l f' g p e k' f' g' r' P c e k » p. ' 3; 9; + 0'

Cuko kuo q." r" ecff c" f gn' ucrtkq" tgcn" s wg" ug" ci tcx»" eqp" gn' eqrur uq" f gn' r tqi tco c" geqp»o leq" f g" O ctvfpjg| "f g" J q| . "f qpf g' r gtf k»" o " a u" f g" 62' " f g" uw' xcmq" gpv g" gn' r leq" f g" 3; 96" { " 3; : 5" *Dkn" 4239c: ; ; + " vco dk p" i gpgt»" wpc" hwgtv g" ecff c" gp" rnu" xgpvcu" f g" cwqo »xkrgu." r tkpek r cm gpv g" gp" nqu" o qf grqu" o " a u" geqp»o lequ' O' Gn' ugi o gpv q" f g" cwqu" r gs wg° qu. "s wg" j cd" f c" gzr gtko gpvcf q" gn' etgelo kgpv q" o " a u" cegrntcf q" gp" r" f² ecf c" r t g x k c. "ug" t gf w l q" f g" hqto c" f tª uwec O' Nc" xgpvc" ug" eqpegpv t»" gp" o gf kcpqu" { " f g" i co c" cnc. " eqttgur qpf kgpvcu" c" ugevt gu" f g" o glqt gu" kpi tguqu" *Dkn" 4239d < 523 + 0F guf g" 3; 98" c" 3; : 4. " r" r tqf week» p" f g" xgj f e w r u" ec { » 58' . " r q" s wg" tgr t g u g p v »" gp" 3; : 4" *3450 422" w p k f c f g u" e c u k' r" o k c f " f g" r" r tqf week» p" f g" 3; 97" *462 022" w p k f c f g u" + *O q t g t q. "4235 < 3: + 0

O kgpvcu" r" kpf wutk" cwqo qv k | " { " cwqr ctv k u c" f g" Cti gpv k p c" u w t f c" guvcu" tgi t g u k q p g u" r tqf w e k x c u. " r" h w p e k » p" f g" r tqf week» p" cwqo qv k | " guvdc" o wcpf q" uki p h k e c v k x c o g p v g" gp" nqu" r tkpek r cm g e p v t q u" f g" r tqf week» p" i m d c i f O G p' d w u e c' f g' p w g x q u' u q r q t v g u' r c t c' g n' l j q t t q' f g' v k g o r q" { " r" i c p c p e k" f g" r tqf w e k x k f c f " u g" r c u »" f g" r f p g c u" w p k k o g p u k q p c r g u" f g" t k o q" t f k f q" c" qti cpk c e k q p g u" o w n k f k o g p u k q p c r g u. " g p" t g f " { " c" t k o q u' h g z k d r g u' O' G u' f g e k t. " e c o d k »" r" h q t o c" f g" r tqf week» p" gp" b cuc' f g" d k e p g u' k p f k h g t g p e k f q u' r q t' w p c' f g' e t g e l o k g p v q" b " a u' h g p v q" { " f k h g t g p e k f q. " e q o g p | c p f q" r" g t c" f g" r" e q o r g v g p e k" r q t' r" e c r i k f c f. " f g" r m u" r tqf w e v q u" g u r g e k h e c f q u" { " f g" r" h c d t l e c e k » p" r q t' r q v g u' O' F g" g m q' t g u w n c" r" p g e g u k f c f " f g" r f p g c u' h g z k d r g u' f g" o c p w h c w t c. " r q i t c p f q" h c d t l e c t' u l p' w p c' b c { q t' t g q t i c p k c e k » p" r tqf w e v q u' f k h g t g p v g u' c' r c t v k' f g' w p c' b k u o c" q t i c p k c e k » p" dª u l e c' f g' r m u' g s w k r q u" { " e q p' w p c' t g f w e k f c' f g o q t c' f g' c l w u g" *E q t k v. "4222 + 0"

C" guvcu" o qf k h e c e k q p g u" u g" u w o c t q p" r n u" k p p q x c e k q p g u" v g e p q n i k e c u" c" r c t v k" f g" r" c r c t l e k » p" f g n' o k e t q e j k r " g p" 3; 93" { " n w g i q" f g" r" e q o r w c f q t c" { " r n u" V K E u' O' G u v q u" c x c p e g u" e k g p' f h e q u" { " v e p l e q u" r q v g p e k t q p" c A p" o " a u" r m u" e c o d k u" f g u e t k r v q u" r t g e g f g p v g o g p v g. " r g t o k k g p f q" c n q u" p k x g r u" f g" e q p v t q n' k p o g f k e v q" f g" r" r tqf week» p" { " o c { q t g u" i t c f q u" f g" c w q o c v k c e k » p' k p f w u t k c i f O G u v c' u g t k g' f g' e c o d k u" b c t e c t q p' g n' tª p u k q' f g n' f o r d i s m o" c i l t o y o t i s m o. " w o d k p" f g p q o k p c f q" *producción flexible* { " g p" r m' t g h g t g p v g" c" r" k p f w u t k c" c w q o q v k | " o w p f k e n' e q p u q n f »" c" L c r » p" e q o q" w p q" f g" r m u" i t c p f g u' r tqf w e v q t g u" c w q o q v k l e g u" *D q { g t" { " H t g { u g p g v. " 4224 = E q t k v. "4222 = J g l o . "4238 = D k n" 4239c + 0ª " G n' t q n' s w g" w x q" V q { q v c" O q v q t' E q t r q t c v k q p" g p" g u v q u" e c o d k u" f g n' e c r k e r k u o q" o w p f k e n' u g tª p' t g x k u c f q u" g p" o c { q t' r t q h w p f k f c f " g p" g n' r t » z k o q"

⁸⁵ "Guvqu" eco dkqu" ug" f cp" gp" gn' o cteq" f g" wp" r tqegu" o " a u" r tqhwf q" f g" vcpuhqto cek» p" f gn' o qf q" f g" cewo wrek» p" ecr kcrkuc" i m d c i f O G u' f g e k t. " f g" r" f k u q n e k » p" f g n' o qf g m' h q t f k u c' / m g { p g u k p q' s w g' r g t o k k »" r" k p v g i t c e k » p" f g' r" e r c u g" v t c d c l e f q t c" { " g n' o q f q" f g" t g i w r e k » p" r q i f k e c" g p" v q t p q" c i l' G u v f q" f g" d k e p g u c t' r c t c' m g x c t" c" e c d q" r t q i t g u q u" g p" r" r tqf week» p. " e q p" c n c u' c u c u' f g' i c p c p e k" { " w p' e t g e l o k g p v q" g e q p » o l e q' t g r v k x c o g p v g' e q p u c p v g" *J k t u e j . " 3; ; 9 + 0 U k p" g o d c t i q. " c" h k p g u' f g' r" f² e c f c' f g" 3; 82" g u g" o q f q" f g" c e w o w r e k » p" e q o k g p l c" c" g p v t c t" g p' e t k u k u' c' r c t v k' f g' r" e c f f c" g p" r n u' c u c u' f g' i c p c p e k" { " r" t g c p k o c e k » p" f g n' e q p h e v q' f k u t d w k x q' g p v t g' e c r k e r i' { " v t c d l q. " i q' e w e n l u g' g z r t g u »" g p" r" e t k u k u' f g n' r g t » r g q" f g" 3; 95" *J c t x g { . "4229 + 0" G u v q' w x q" f k g t u c u' e q p u g e w g p e k u" g p" r m u' r t q e g u q u' r tqf w e k x q u' e q o q" g n' c w o g p v q" f g' r" r tqf w e k x k f c f " r q t' v t c d c l e f q t" q" r" k p v g t p c e k q p c r k c e k » p" { " h p c p e k t k c e k » p" f g n' e c r k e r i" *J c t x g { . " 4229 + 0"

ecr ¶wraq0'

Gp" gr' r rcpq" rncn" cpvg" rnu" eqpugewpeku" pgi cwxcu" swg" wxkgtqp" rnu" eco dkqu" o cetqgeqp»o lequ" g" kpuwkewkpcrgu" gp" gr'ugevqt" lpf wutkcn" { "uw'tco c"cwqo qvkt . "uwo cf q" c"rc" tggut wewtcekp" kpwgt pcekppcn" f gr'ugevqt. "rcu" hko cu" f gr'eqo r rglq" cwqo qvqt" tgf kug° ctqp" uwu" gutcvgi kcu" go r tguclcrnu0Gpvt g" gmcu. "ecdg" o gpekqpt" gr'eco dkq" f g" gphqs wg" f g" rc" r tqf week»p" f g" cwqo »xkrqu" ej lequ" r qt" i tcpf gu. "gr' tgf ko gpukqpc kgpvq" { "tgqtkgpvekp" f g" rc" qhgtvc. "rc" tcekppcnk cek»p" f g" rc" o cpq" f g" qdte. "rc" r t gugpvekp" f g" pwxqu" o qf grnu" q" gr'it gvt q" f g" rc" o c { qt ¶c" f g" rnu" cpvki wqu⁸⁶"

C"uw'xgl . "gp"3; : 2"gr'f qdkgtpq" o kxct" egtt»" f ghpkkxco gpvg" KO G0Gp" gr'no qo gpvq" f g" uw" ekgttg. "rc" go r tguclcrnu" eqpvcde" eqp" o " u" f g" 92" r tqxggf qtgu. "322" eqpegukqptkqu" gp" vqf q" gr' r c¶u" { " o " u" f g" 5222" go r rncf qu0 Uw' xgi ¶ewraq" o " u" r qr wrt. " gr' Tcutqlgtq" F kgugn" f qo kpcdc" e»o qf co gpvg" gr'no gtecf q" f g" r keniwr u" f kgugn" eqp" gr'9: ' " f g" r ct vkr cek»p" *Rlecdgc. "4239+0Cu¶" eqp" gr' ekgttg" f g" KO G" vto kp»" rc" r tqf week»p" f gr' Tcutqlgtq0' C" r ctvt" f g" guvq. "Hqtf "ug" xkq" hwgtvgo gpvg" dgpghkckf c" { c" s wg" ug" t gvt ctqp" uwu" f qu" eqo r gvk" qtcu" eqppcekppcrgu" { "gr' ekgttg" f g" KO G" r g" gl»" r t^a evkeco gpvg" wp" o qpqr qrkq" f gr'ugi o gpvq" wkrkctkqu" r kxkcpqu" { "ugo k r kxkcpqu0' C" rc" xgl " s wg" gr' Tcutqlgtq" f glcdc" f g" r tqf wektug. "rc" go r tguclcrnu" pqtvgco gtekpc" tgerk cdc" wpc" gzr cpuk»p" uki p hkecvxc" f g" rcu" wpkf cf gu" r tqf wekf cu" f g" rnu" f hgtgpvgo" qf grnu" f g" uw" r keniwr "H/ 322" *Rlecdgc. "4239+0'

Gp" tguwo gp. " guvqu" eco dkqu" f lgtqp" nvi ct" c" wp" r tqeguq" f g" eqpegpvtcekp" { " tcekppcnk cek»p" r tqf wekxc" f wtcpvg" rc" f² ecf c" f g"3; : 20Gp" v² to kpqu" eqo gtekrnu. "o kgpvtcu" s wg" r ctc" rc" lpf wutkcn" vto kpcn" guvq" r gt¶qf q" hwg" f g" wpc" pwr" kpugetek»p" gzvtpc. "f wtcpvg" rnu" Anko qu" c° qu" f gr'f gegpkq" rc" tco c" cwqr ct vkr hqi t»" eqpvgpgt" gr'cxcpeg" f g" rcu" ko r qtvekkpqu" f g" rnu" c° qu" cpvgtkqtgu" ug" guvdkrk »" g" kpenwq" f kuo kpw { »" uw" f² hkekv" eqo gtekn" j cekppf q" f gueppf gt" rnxgo gpvg" gr' xcmqt" f g" rcu" ko r qtvekkpqu" f g" cwqr ctvgo" r tqo gf kq" r qt" xgi ¶ewraq" r tqf wekf q" *F wrelej "gv'cn0"4242<329+0Guq" ug" f gdg" c" s wg" rc" etkuku" f g" hpcrgu" f g" rc" f² ecf c" f g"3; : 2' f gr tko k»" rc" r tqf week»p" rncn" { " chge»" pgi cwxco gpvg" rcu" ko r qtvekkpqu. "cu¶" eqo q" r qukekpp»" c" rc" ucirk c" gzr qtvcf qtc" eqo q" wpc" cmgtpcvxc" cpvg" rc" hwgtvg" t gvtceek»p" f gr'no gtecf q" kpwtpq0'

"

⁸⁶"Rqt" qtc" r ctvg. "cni wpcu" go r tguclcrnu" f gr'ugevqt" vto ctqp" eco kpu" o " u" tcf lecrnu" 3+ " tgvk^a pf qug" f gr' r c¶u. "eqo q" I gpgcn0 qvqtu" gp"3; 9: "q" Ekt3gp" gp"3; 9; =4+ " tcpuht kpf q" r gtekkpqu. "eqo q" Ej t { ungt" c" Xqmuy ci gp" gp"3; : 2= 5+ " hwkqpcpf q" uwu" hko cu. "eqo q" Hcv" { " Rgwi gqv" s wg" etgctqp" Ugxgr' { " rc" xgpf lgtqp" cn' t wq" rncn0 cetk" gp"3; : 4. "q" 6+ " wlpqf q" rcu" hkecrnu" f g" Cti gpvpc" { " Dtcuka" eqo q" Hqtf " { " Xqmuy ci gp" s wg" hqto ctqp" rc" hko c" Cwqr vpc" gp"3; : 8. " rc" r tko gtc" gzr gtekkp" f g" eqqtf kpcel»p" tgi kpcn" f gr' tqf week»p" cwqo qvkt " Dkn" 4239c=I ci i gtq" { " Rgtgl " Cm cpuk" 4242+0'

2.1.3 - La reconfiguración de la industria automotriz en el marco de las reformas estructurales y la creación del mercado regional (1990-2001)

"Eqo q'r ctvg'f g'mu'eco dkqu'gp'rc'tggutwewtcek»p'f gn'ecr kcrkuo q'o wpf knif g'kpcngu' f gn'uki m"ZZ"ug'r tqf wltqp"qvcu"o qf hkecekppgu'gp'rc"qti cpk cek»p'f g'rc"r tqf wek»p's wg" wco dk»p" wxkgtqp" eqo q" qdlykxq" rtkpek cn' i cpct" eqo r gvkxkf cf " tgf wekppf q" eququ" { " cwo gpvcpf q" rc" xctkfcf " *I gtghk' gv'cn0" 4223." 4227+0' Gp" gn' egpvtq" f g" guqu" eco dkqu" ug" gpewgpvtcp'rcu'f gekukppgu'f g'ekgtcu'go r tgucu'o wmkpcekppcngu'f g'vcpuhgtk'cni wpcu'cevkxkf cf gu" /i gpgtcm gpvg.'rcu'o gpqu'tgpvdrnu' { "uqhkuecf cuó'f gn'r tqeguq'r tqf wekxq'j cek'qvcu'go r tgucu" *out-source+" { "qvtqu'r c'fugu"*offshore"+óo c { qto gpvg'f g'rc'r g'kgtk0F g'guvg'o qf q.'rcu'go r tgucu" vttegtk ctqp'mu'r tqeguq'r tqf wekxqu'i gp²tlequ"q'f g'dclq'xcnqt."egpvtcf qu'gp'gn'xqno gp" { "gp" rc" eqo r gvkxkf cf /r tgekq." r gtq" tgwxkgtqp" r ctc" u'f' mu' ugi o gpvqu" s wg" o " a u" xcmt" ci tgi cp." hqto cpf q'rcu'EI Xu"*Rqtvc'gv'cn0"4239+0"

Eqo q'tguwncf q'f g'f lej qu'eco dkqu."gp'rc'ecf gpc'f g'xcmt'cwqo qvtk' 'o wpf knibg'f kgtqp" qvcu'vppf gpeku'eqo r ngo gpvctku's wg'chgevtqp'rcu'tgrcekppgu'gpvtg'mu'f kwpvqu'gurdppgu'f g" rc"ecf gpc."² ucu"ug"mco ctqp" *commonolisation.*" *modularisation*" { " *global sourcing* *Ct| c" { " Nqr gl .422: + Nc" *commonolisation* ko r rde»'gzvppf gt" { 'eqo r ctvt'rc'r rvcqto c⁸⁷'c'gucm'i mdcn' r ctc'rc'hcdtlecek»p'f g'f kgtgpvqu"o qf grqu."gu'f gek."rc"r ctvg'kphgtkqt'f g'mu'xgj 'fwrqu"*ej cuku." vcpuo k»p." uwur gpuk»p+." kpenkfc" c" xgegu" rc" o qvqtk cek»p." cu'f' eqo q" mu' eqo r qpgpvqu" o ge^a plequ'o " a u'ko r qtvcpvqu." { "eqpegpvtct'vq cu'rcu'cevkxkf cf gu'f g'f kug° q'f g'r tqf wev'gp'wpcu" r qecu'mecrk cekppgu"*Dcuqu'Vki tg'gv'cn0"3; ; ; +0"

Nc'ugi wpf c'vppf gpek." *modularisation.* "uki phek'r gpuct'cn'cwqo »xkn'eqo q'wp'ukugc" s wg'r wgf g'ugt"tgeqphi wtcf q" c" r ctvt'f g"o qf hkect"mu'uwdukugo cu's wg"m"eqo r qpgp0'Guwq" ko r rde»."gp'mu'j gejq. "cuki pct'o c { qtgu'tgur qpucdkkfcf gu" c"mu'r tqxggf qtgu'f g'uwdukugo cu" *mega-suppliers q" *sistemistas*+."eqp's wkepgu'rcu'vgtó kpcngu'kpggp"wpct'grcek»p'ecf c"xgl" o " a u" uko dk»lec."cni'wpvq's wg'tgcrk cp'cevkxkf cf gu'f g'kpi gpkgt'c'ulo wn³ pgc0Rqt'guvg'o qvxxq."gp'hwí ct" f g'crgpvt'rc'eqo r gvpekc'gpvtg'wp'pÀo gtq'grgxcf q'f g'r tqxggf qtgu'r ctc'tgf wek'mu'eququ."rcu" vgtó kpcngu'j cp'dwuecf q" guvdrgegt"tgrcekppgu'f g"o " a u'rci q" r rc| q"eqp"wp"o gpqt"pÀo gtq'f g" r tqxggf qtgu's wg'gp'gn'r cucf q"*Ct| c" { "Nqr gl .422: =Dctngwc'gv'cn0"4235+0"

Cu'f'rcu'vgtó kpcngu'go r gl ctqp" c"cdcuvegtug'f g'mu'o kuo qu'r tqxggf qtgu'gp"ewcns wktc" f g'rcu'mecrk cekppgu'gp'f pff g'f gek cp"r tqf wek."ko r rdepcf q'wpc'vcpupcekppcni' cek»p'f g'rcu"

⁸⁷Ug'gp'vppf g'r qt'r rvcqto c'c'wp'gpucó drg'r tlo ctik'gutwewtcih'qtvcf qt'f g'ecti c'f g'wp'xgj 'fwrqu'cwqo qvqt.'s wg' f g'vgtó kpc'gn'co c° q'd^a uleq'f g'gug'xgj 'fwrqu' { "eqphqto c'rc'dcug'gutwewtcih's wg'uqr qtvc'gn'vtp'o qvtk'." { "ukt'xg'f g' wpl»p'f gn'xgj 'fwrqu'cwqo qvqt'gp'f kxgtuqu'vkr qu'f g'dcu'kf qtgu."vrgu'eqo q" r ctc"o qpvc'lg'f g'ecttqegt'c'."dcukf qt' f lo gpukppcni'q'ecttqegt'c'w'pkctk0

go r t g u c u ' c w q r c t v k u c u ' G p ' c n i w p q u ' e c u q u ' r u ' c w q r c t v k u c u ' r c u c t q p ' c ' u g t ' g o r t g u c u ' r k i c f c u ' x ' f ' c ' r c t v k e r c e k p ' c e e k q p c t k ' c ' r u ' r t q r k u ' v g t o k p c r g u . ' o k g p v t c u ' g p ' q v t c u ' e q p v k p w c t q p ' e q o q ' h t o c u ' k p f g r g p f k g p v g u . ' r g t q ' f ' g ' i t c p ' v c o c ° q ' { ' e q p ' e c r c e k f c f ' f ' g ' k p v g t p c e k q p c r k ' c t u g 0 G u g ' h g p » o g p q ' g u ' f g p q o k p c f q ' g l o b a l s o u r c i n g ' } { ' u g t ' f ' c ' r u ' v g t e g t c ' f ' g ' r u ' v g p f g p e k u ' i m d c r g u ' G p ' C t i g p v k p c . ' r u ' r t g h g t g p e k ' s w g ' v g p g p ' r u ' v g t o k p c r g u ' r q t ' g n ' g l o b a l s o u r c i n g ' c h g e w ' g p ' i t c p ' o g f k f c ' c n ' c w q r c t v k u o q ' h q e c n ' g p ' e w c p v q ' g u v u ' m e g a - s u p p l i e r s ' q ' s i s t e m i s t a s ' p q ' u g ' t c f k s w g p ' g p ' g n i f c ' f u ' * C t | c ' { ' N q r g l . ' 4 2 2 : - 0 8 8 "

" R q t ' q v t q ' r c f q . ' g u v g ' u g e v q t ' u g ' k p v g i t » ' i m d c m g p v g ' g p ' r u ' f 2 e c f c ' f ' g ' 3 ; : 2 ' c w p s w g ' m ' j k q ' e q p ' h w g t v g u ' t c u i q u ' f ' g ' g u e c r ' t g i k p p c n ' * T w i o c p ' { ' E q m k p u q p . ' 4 2 2 6 = U w t i g q p ' g v ' c r i ' 4 2 2 ; - 0 9 ' G u v q ' u g ' f g d g ' c ' w p ' e q p l w p v q ' f ' g ' h c e v t g u . ' v c r g u ' e q o q < 3 + ' r u ' v g t o k p c r g u ' k p v g t c e v k p ' e q p ' q v t q u ' c i g p v g u ' g p ' r u ' t g i k p p g u ' g p ' f q p f g ' r t q f w e g p ' { ' x g p f g p . ' v c p v q ' o c i w c u ' c d c l q o ' * r t q x g g f q t g u ' e q o q ' o c i w c u ' c t t k d c o ' * f k u m k d w k f q t g u ' e m x g u . ' u g t x k e k q u ' f ' g ' h k p c p e k o k g p v q . ' o c p v g p k o k g p v q ' { ' t g r c t c e k p . ' g v e 0 : ' m ' e w c n i h g x c ' c ' s w g ' j c { ' c ' w p c ' t g i k p p c r k c e k p ' f ' g ' r u ' q r g t c e k q p g u . ' v c p v q ' r q t ' e w g u k q p g u ' f ' g ' e g t e c p ' f ' c ' h f j u k e c ' / s w g ' r g u c p ' h w p f c o g p v c m g p v g ' g p ' g n ' e c u q ' f ' g ' m u ' r t q x g g f q t g u / . ' e q o q ' f ' g ' e c r w t c ' f ' g ' o g t e c f q u / e q p v c t ' e q p ' t g f g u ' f ' g ' f k u m k d w e k p . ' h k p c p e k o k g p v q ' { ' r q u x g p v c ' d l g p ' g u v c d r g e k f c u ' g u ' h w p f c o g p v c n ' g p ' g u g ' u g p v k f q / = 4 + ' r q t ' d c t t g t c u ' e w w t c r g u = 5 + ' r q t s w g ' r u ' g e q p q o ' f u ' f ' g ' g u e c r ' f ' g ' r t q f w e e k p ' w u w c m g p v g ' u g ' m j t c p ' u c v u h c e g t ' t g i k p p c m g p v g = 6 + ' r q t ' t g i w c e k q p g u ' e q p e g t p k g p v g u ' c n ' o g f k q ' c o d l g p v g . ' u g i w t k f c f . ' g v e 0 = 7 + ' r q t ' g n ' w u q ' f ' g ' e q o d w u k d r g u ' g u r g e ' h e q u = { ' v c o d l e p . ' 8 + ' r q t s w g ' g n ' p k x g n ' f ' g ' r u ' r t q v e e k q p g u ' c t c p e g n t k u ' u g ' f ' g h k p g ' g p ' o w e j q u ' e c u q u ' c ' p k x g n ' t g i k p p c n ' * T w i o c p ' { ' E q m k p u q p . ' 4 2 2 6 - 0 : "

G p ' C o 2 t l e c ' f g n ' U w t ' g u c ' h q t o c ' f ' g ' k p v g i t c e k p ' t g i k p p c n i f g n l u g e v q t ' u g ' x l q ' g z r t g u c f c ' g p ' r u ' R q r i f l e c ' C w q o q v t k ' E q o A p ' * R C E + ' g p v t g ' C t i g p v k p c ' { ' D t c u k r 0 ' N q u ' r t k o g t q u ' c p v g e g f g p v g u ' f ' g ' r u ' R C E ' f c w p f ' g n l o ' q 3 ; : : ' e w e p f q . ' f g p v t q ' f n R t q i t c o c ' f ' g ' k p v g i t c e k p ' { ' E q q r g t c e k p ' G e q p » o k e c ' * R K E G + u c p e k q p c f q ' g p ' f k e l g o d t g ' f ' g 3 ; : 8 . ' c o d c u ' p c e k q p g u ' e g n g d t c t q p ' g n ' R t q v e q m ' 4 3 A t g h g t k f q ' c ' r u ' t g i w c e k p ' f ' g ' i q u ' h w l q u ' f ' g ' e q o g t e k q ' f g n ' e q o r m l q ' c w q o q v t ' * X k u r q . ' 3 ; ; : - 0 P q ' q d u v c p v g . ' p q ' h w g ' j c u v c ' g n ' c ° q ' 3 ; ; 3 ' s w g ' f k e j c ' p q t o c v k x c ' g p v t » ' g p ' x k i q t . ' n w g i q ' f ' g ' u w h k t ' x c t k u "

⁸⁸ Nq' p q x g f q u q ' f ' g ' g u c ' p w g x c ' e q p h i w c e k p ' g u ' s w g . ' f g n l o k u o q ' o q f q ' s w g ' i q u ' i k u g o k u c u ' f g y g p v c p ' w p ' o g p q t ' v c o c ° q ' t g n v k x q ' s w g ' g n ' f ' g ' u w u ' f g o c p f c p v g u ' * r u ' v g t o k p c r g u . ' r u ' c w q r c t v k u c u ' f ' g ' u g i w p f q ' { ' v g t e g t ' p k x g n ' / o w e j q ' o ' a u ' c v q o k c f c u ' { ' e q p ' o g p q t g u ' p k x g r u ' f ' g ' e q p e g p t c e k p ' f ' g ' e c r k c n ' { ' f ' g u c t t q m q ' v e p q n ' i l e q / ' f ' g d g p ' g p h t g p v c t ' v c o d l e p ' w p ' q i k i q r u q p k q ' e q p ' e c r c e k f c f ' f ' g ' l o r q p g t ' e q p f k e k p p g u . ' r g t q ' { ' c ' p q ' e q p h q t o c f q ' r q t ' i q u ' h c d t l e c p v g u ' f ' g ' x g j ' f e w u q u . ' u k p q ' r q t ' i q u ' u k u g o k u c u ' * k p e j c w r g ' { ' I c t e f c . ' 4 2 3 9 - 0 "

⁸⁹ F g ' v q f c u ' h q t o c u . ' g n l o c { q t ' x q m o g p ' { ' i q u ' r t q { g e v q u ' o ' a u ' l o r q t v c p v g u ' f ' g ' K F ' f ' g ' r u ' l p f w u w k e ' u g ' o c p v k g p g p ' g p ' i q u ' r c ' f u g u ' f ' g ' q t k i g p ' f ' g ' f k e j c u ' h t o c u ' * U w t i g q p ' g v ' c r i ' 4 2 2 : - 0 "

⁸ ' C u ' f ' u g ' e q p h q t o c t q p ' f k u p v q u ' o g t e c f q u ' t g i k p p c r g u ' g p v t g ' i q u ' s w g ' u g ' r w g f g p ' f k h g t g p e k t ' g p v t g ' r u ' k p v g i t c e k p ' g p v t g ' r c ' f u g u ' f ' g u c t t q m q f q u ' * P C H V C . ' t q t ' g l g o r m q + ' q ' g p v t g ' r c ' f u g u ' g p ' f ' g u c t t q m q ' * O g t e q u w t ' q ' C U G C P + 0 R q t ' u w t ' c t v g . ' E j l p c ' r c ' f u g u ' f ' g u c t t q m q f q u ' * P C H V C . ' t q t ' g l g o r m q + ' q ' g p v t g ' r c ' f u g u ' g p ' f ' g u c t t q m q ' * O g t e q u w t ' q ' C U G C P + 0 R q t ' u w t ' c t v g . ' E j l p c ' g ' k p f k c ' u g ' x g p ' g z e g r w c f q u ' f ' g ' g u c ' e q p h q t o c e k p ' { ' u k i w g p ' r t q f w e k p f q ' c ' p k x g n ' p c e k q p c n ' * D e t w l ' g v ' c r i ' 4 2 3 9 - 0 "

o qf kkecekppgu" { "ugt "kpenwkf c"gp"gn'Cewgtf q" f g"Eqo r ngo gpvcek»p"Geqp»o lec "CEG+P à'36⁸:" egrgdctf q" gp" gn'o cteq" f g" r" Cuqekcek»p" Ncvkqco gtlepc" f g" k»vgi tcek»p" *CNCF K⁹²" Ncu" f kur qulekqpgu" o "u" tgrgxcpvgu" r ctc" r" ecf gpc" cwqo qvtk " gtcp" gn' tvcvo kgpvq" f g" r tqf wevq" pcekqpcnr ctc"qu'xgj "f»wru" { "cwqr ctvgu" f g" co dqu'r c"lgu"gp"gn'o gtecf q" f gn'uleq" eqo gtekn" r" tgo qek»p" f g" ddtgtcu'r ctcctpegrtkcu"gp"gn'eqo gtekq" dkrvgtcn" gn'kpvgteco dlq" dkrvgtcn' hdtg' f g" ctcpegrgu' r ctc"wp"ewr q" f gvto kpcf q" f g" xgj "f»wru"⁹³ { "gn'kpvgteco dlq" dkrvgtcn' hdtg' f g" ctcpegrgu" r ctc" rcu" cwqr ctvgu. " r qt" wp" ewr q" s wg" pq" f gd" f" uwr gtct" gn'37' " f g" rcu" gZR qt vcekppgu" HQD" f g" xgj "f»wru" f g" ecf c' r c" l. " { "dclq" r" eqpf kek»p" f g" s wg" ug" ewo r r" eqp" rqu" tgs wukqu" f g" eqpvkpf q" r qecr'gzki kf qu" gp" ecf c' r c" l. " gpvtg" qvtcu" *F w»lej " gv'cr0"4242-0" Guvg" cewgtf q" c" Ap" pq" tgi w»dc" gn' eqo gtekq" gz vtc| qpc" f g" b cpgtc" eqplwpc" = { " b cpwxq" r" tgrgxcpek" f g" rqu" tgi " b gpgu" pcekqpcrgu" xki gpvgu" gp" ecf c' r c" l. " *I " a ttq " { " Rcpki q. "4238-0"

Eqpeqo kcpvgo gpvg. " f wtcpvg" r" f² ecf c" f g"3; ; 2" gp" Cti gpvkc" ug" f gur rgi » "wp" r tqeguq" f g" r tqhwf k cek»p" f g" rcu' r qn' k»cu' ko r ngo gpvcf cu' c" b gf kcf qu" f g" r" f² ecf c" f g"3; 92.⁹⁴ " rcu' ewcrgu" ug" xkgtq" eqo r ngo gpvcf cu" { " tghqt| cf cu" eqp" r" eqpxgtuk»p" hkc" gpvtg" gn' r guq" { " gn' f » rct" guvcf qwpk gpug" r qt" o gf kq" f gn' r rcp" f g" r" eqpxgtvdkrkf cf " *Dcuwrf q. "4228=P qej vgh"3; ; ; -0" F wtcpvg" guvg" r gt" qf q" gn' ugevq" kpf wutkcn' tguwn» " uwo co gpvg" chgevcf q. " eqpuqrk" a pf qug" wpc" vpf gpek" c" r" " *desindustrialización* " s wg" ug" j cd" f" k»lekc" f q" c" o gf kcf qu" f g" rqu" c" o qu" ugvpvc" *C| r k| w'gv'cr0"4223=Uej xct| gt. "3; ; ; -0"

P q" qduwcpvg. " gn' gurcd»p" vto kpcn' f gn' ugevq" cwqo qvt " pq" ug" xkq" r gtlwf kecf q" r qt" rcu" tghqto cu" gutwewtcrgu" f g" f lej c" f² ecf c. " { c" s wg" ug" dpgghek» " eqp" wp" pwgxq" 0T² i ko gp" Cwqo qvtk 0' s wg" eqo r tgpf k» " wpc" ugtkq" f g" f getgvqu" f kevcf qu" gpvtg"3; ; 2" { "3; ; 40" Nc" gutwewtc"

⁸: "Ugi Àp" eqpuw" gp" gn' Rtqvqeqm" s wg" r" g" f c" qtki gp. " o gf kcpvg" uw' kpuwvtecek»p" rqu' r c" lgu" r tgvvpf " fcp<ða) expandir y diversificar, de forma dinámicamente equilibrada, el intercambio bilateral en el sector de la industria automotriz; (...) e) aumentar la participación [regional] de partes, piezas y componentes, en especial de los componentes de elevado valor agregado o de elevado contenido tecnológico; (...) g) mejorar el balance de divisas, tendiendo a generar saldos positivos en el intercambio con terceros países. (00) *CEG+P À'36. " Cpzq" XKK" Ct v03 À'3; ; 2+0"

⁹² " CNCF K' gu" wp" qti cpkuo q" k»vgti wdgtppo gpvci' s wg. " eqpvkwpvq" q" gn' r tqeguq" k»lekc" f q" r qt" r" Cuqekcek»p" Ncvkqco gtlepc" f g" Nkdtg" Eqo gtekq" *CNCNE-+ " gp" gn' c" o q"3; 82. " r tqo wvgx" r" gZR cpuk»p" f g" r" k»vgi tcek»p" f g" r" tgi k»p. " c" h" p" f g" cugi wvtc" uw' f gucttqm " geqp»o leq" { " uqekcn' Uw' qd' lgvkxq" hpcn' gu' gn' gurdngelo kgpvq" f g" wp" o gtecf q" eqo Ap" r" v" kqco gtlepcq0' Uwu" cpvgegf gpvgu" f cvp" f g"3; 82" ewepf q" ug" rji t» " wp" cewgtf q" k»lekc" n' gpvtg" ukvg" r c" lgu< Cti gpvkc. " Dteukn " Ej krg. " O² zleq. " Retci w{ . " Rgt À" { " Wtwi w{ . " s wg" r gtugi w" f" crecp| ct" wpc" o c{ qt" k»vgi tcek»p" geqp»o lec. " c" v'cxz" u' f g" r" co r rkecek»p" f gn' co c" o q' f g" uwu" o gtecf qu" { " r" gZR cpuk»p" f g" u' w' eqo gtekq" tge" f t qeq0' Eqp" r quvgtkqtkf cf " ug" wplgtq" rcu" pcekqpgu" f g" Eqmqo dlk. " Gewcf qt. " Dqrxk" { " Xgpgl wgr0' Gp"3; ; 2. " rqu" I qd' lgtppu" f g" guvqu" ppeg" r c" lgu" o qf kkecp" gn' xkq" v'cvf q" { " f gekf gp" t' gchto ct" r" xqnpvcf " r qn' k»ec" f g" hqt vcrgegt" gn' r tqeguq" f g" k»vgi tcek»p. " j cegtq" o " a u" hrgzklrg" gp" uw' cr rkecek»p. " { " uwuetkldgp" gn' pwgxq" Vtvcf q" f g" O qpvgxkf gq" *VO /: 2+0" Rquvgtkqto gpvg. " ug" cf j k' lgtq" cn' o kuo q" Ewdc" { " Rcpco " 0' Uw' hwpel»p" d" a ulec" gu" r" r tqo qek»p" { " tgi w»lekp" f gn' eqo gtekq" tge" f t qeq" f g" rqu' r c" lgu" f g" r" tgi k»p0"

⁹³ " Guvg" f gd" f" etgegt" gp" gn' vgo r q. " eqo gp| cpf q" gp"3; ; 3" r qt" wp" ewvq" f g" 32022" xgj " f»wru" r ctc" ecf c' r c" l. "0"

⁹⁴ " Gpv' g" rcu" o kuo cu' ug' r wgf gp" o gpekqpcr' r' hdtgcrk cek»p" eqo gtekn' { " hpcpelgtc. " of gutgi w»lekpö" f g" wpc" co r rlc" i co c' f g" o gtecf qu. " r tkxk" cek»p" f g" go r tguu' r Ànrkecu. " tgi " b gpgu" gur gekrgu" f g" r tkxk" gi kq" r ctc" ekgtvqu" ugevq" gu" f gn' r qf gt" geqp»o leq. " gv'0" *Dcuwrf q. "4228=P qej vgh"3; ; ; -0"

f g'f lej q't²i ko gp'hwg'pgi qekcf c'f g'pvtq'f g'rc'Eqo kulop'f g'rc'Eqpegtvcekop'r ctc'rc'Tgeqpxgtukop'
f g'rc'Kof wutlc'CWqo qvtk . "etgcf c'r qt"gn'i qdkgtpq'f g'O gpgo "gp"3; ; 2"*Gvej go gpf { ."4223+0'
Ncu'r tkpek'cngu"ectcevgf'f'g'rc'f'gn'iT²i ko gp"gtcp<3+"wp"cewgtf q'ucnctkcn'gpvtg"go r tgucltqu" { "
ulpf kecqu'qtkgpvcf q'c'b qf gtct'hu'ucnctkqu" { 'dclct'gn'r tgekq'f g'hu'xgj 'f'wqu=4+"wp'eqo r tqo kuq"
r qt"r ctvg" f g"rcu" go r tgucu" f g"lpxgtvk" r ctc"ewdtk"rc"dtgej c"vgepqn>i kec"eqp"rcu"o gtecf qu"
kpgtpcekqpcngu=5+"wpc'dcttgc'vctkctk'f'gn'52' /ewcpf q'rc'vctkctk'r tqo gf kq'f g'vqf c'rc'geqpqo 'f"
nagi q'f g'rc'tghqto c"eqo gtekn'gtc'f g'crtgf gf qt'f'gn'32' /"eqo dlpfc'c'eqp"rc'r qukdktk'cf' r ctc'rc"
kpf wutlc'vgo kpcn'f g'ko r qtvt'wplcf gu'eqp"wp'vctkctk'f g'u>mq'4' = { "6+"ewr qu'f g'ko r qtvekop"
eqp"wp'vctk'f'gn'32' "f g'rc'r tqf weekop"mecn'cpwcn'gp"xgj 'f'wqu"eqo gtekn'gu"*Gvej go gpf { ."
4223=Xkncmp. "3; ; +; "C"uw'xgl . 'rcu'vgo kpcngu'cwqo qvlegu'gzvcp'gtcu'ug'xkgtq'p'hcxtq'gek'cu"
r qt" rc" Ng { " f g' kpxgtukqpgu" Gzvcp'gtcu" f g' 3; ; 5" *Ng { " 436: 4+." rc" ewcn' pq" guvdrge'f"
eqpf kekqpc'kpvqu" c" rc" tgo kulop' f g' wnk'cf gu." vktwcekop" gur ge'f'kec" pk' tgr ctkcekop' f g'
ecr kcn'gu"*Mjuceqhh" { "Rqt v. "3; ; 9+0"

Gp" guv" pwxq" gpvtq" tgi wvvtkq" tgvtpctq" f kxgtucu" go r tgucu" vgo kpcngu" s w" ug"
j cd'f'p'tgvtcf q'f g'rc' Cti gpvpc. "g'kpuvctq" r rcpvcu'f kpvku'eqo r c' f'cu' s w" pq' j cd'f'p'vplf q"
r tgupekc" r tqf wvxc" gp" gn'r c'f'u' eqp" cpvgtkqtk'cf' O'Gp"3; ; 7" Hqt" { " Xqmny ci gp" tgvqo ctq" gn"
eqvtn' f g' uwu' hktcngu" gp" Cti gpvpc. "cn' f kuq'gtug" Cwq'rc'kpc' O' Wp" c' q' f gur w' u' hktck' » rc"
gzt'gtkpekc' f g' Ugxgn' Cti gpvpc. { " Ektqup" tgi tgu>" cn'r c'f'u' r ctc' r tqf wvkt' lwpvq' eqp' Rgwi gqv. "gp"
wpc' hwukop' f g' cncpeg" i mdcn' *RUC" Rgwi gqv/ Ektqup-0' Ej t { ungt" tgvqo » rc" r tqf weekop" gp"
Cti gpvpc" gp"3; ; 8. " r ctc' f qu' c' q' f gur w' u' hwukq'pctug' eqp" O' gtegf gu' Dgp| "gp" q' vct' k'p'gi tcekop"
f g' ect' a' evgt' i mdcn' *F cko rgt' Ej t { ungt-0' Rqt" uw' r ctvg. " I O " xq'rk" c' k'p'vct' wpc' r rcpvc' r tq' k"
vco dk' p" gp"3; ; 8. { " wp' c' q' f gur w' u' T gpcwn' tgewr gt>" gn' eqvtn' f g' uw' r tqf weekop" gp" gn'r c'f'u" 0"

F g' hqto c' uko kct. "gp" guv' eqpvzq' Vq { qvc' O' qvt' Eqtr qtcvq' kpcwi wt>" gn' 43' f g' o' ct| q"
f g'3; ; 9" uw' r rcpvc' f g' r tqf weekop" p' Ao' gtq' 4; "gp" gn' o' w' pf q. "rc" ewcn' ug' eqpxk' v" gp" rc" r tko gtc"
kpxgtukop' f g' qtki gp' lcr qp² u' gp' rc' kpf wutlc' cwqo qvtk' f g' Cti gpvpc' O' f' guv' o' qf q. "rc" go r tguclt"
kplek' rc' r tqf weekop" gp' rc' r rcpvc' f g' \ a' tcvg. " r tqxkpekc' f g' Dvwpqu' Ck' gu. "eqp" wp' r rcpvgn' f g' o' a' u"
f g' 622' vcdclcf qtgu' *CF GHC. 4239+0' Gp' uw' r tko gt' c' q' ce' vxc' rc' hto c' hcdtle>" 32022' wplcf gu"
f g' uw' r tqf wvq' r' f' gt. "rc" r kcn' w' "Vq { qvc' J' knw' 0'

Rqt" qvtq" rcf q. " c" o' gf kcf qu" f g' rcu" p' xgpvc. " gn' o' cteq" tgi wvvtkq" mecn' uw' hkt" f qu"
o' qf hktcekqpgu" uki p' hktcvk' cu' O' gf kcpv' gn' F getgvq' 449: 1; 6" ug' qvqti » rc" r qukdktk' cf' f g"
o' wnk' rlect' r qt' 3.4' c' rcu' gzt' qtvekp' gu' f g' cwqr ctvgu' r ctc' ecrcwct' rcu' eqo r gpucekqpgu. { " ug"
f g' vgo k'p>" s w' rcu' ko r qtvekp' gu' f g' cwqr ctvgu' qtki k'pctkcu' f gn' O' gtequw' ugt' f'p' eqpuk' gtecf cu"
pcekqpcngu' gp' gn' e' a' rcwq' f gn' eqvtp' k' q' ko r qtvcf q' f g' rcu' xgj 'f'wqu' 0' Rqt" q' vct' r ctvg. " gn' F getgvq'
551; 8" f g' vgo k'p>." gpvtg' qvtqu. " wp" gus wgo c" ngxgo gpv' f getgek' gpv' f gn' o' a' zko q' eqpv' k' q'

r gto kx» "wpc"ucrkf c"gzr qtvcf qtc"ht gpvg"cn'gucpeco kgpvq"r tqf wekxq" f g"rc" f² ecf c" f gn'ø 2. "c"rc" xgl "s wg" f kq" wpc"t gur wguv" c"wp" r tqdrgo c"ugevqtken's wg" rqu" f kxkpvqu" i qdkgtpqu" f guf g" hkpgu" f g" 3; 82" j cd" fcp" kpvpgvf q" cdqtf ct0' Ukp" go dcti q." rc" tgi kqpcnk cex»p" f gn' eqo gtekq" { "rcu" "" o qf hkecekqpgu" f g" gwc" gvr c" f kgtqp" eqo q" tguwncf q" hpcn'wp" etgekpgv" f² hlek" eqo gtekn' f g"rc" kpf wutkc" cwqo qvtk . 'b qvtk cf q" vcpvq" r qt' gn'eqo gtekq" eqp' Dtcukr' eqo q" eqp' gn' gtuq" f gn' b wpf q." gp" gn' ewcn' wxq" wp" ko r qt vcpvq" r cr gn'rc" etgekpgv" ko r qt vcel»p" f g" cwqr ct vgu" *Rgtgl "Cm cpuk" 4243+0"

C"uw"xgl . "f wcpvg"rc" f² ecf c" f g"3; ; 2"rc" kpf wutkc" cwqo qvtk "cvtcxgu»" wp" r tqeguq" f g" hwgtv" tgeqpxgtuk»p" r tqf wekxc" { "vgepqn» i kec0' C" r ctvk" f g"rc" ko r qt vcpvq" qrc" f g" kpxgtukqpgu" gztcp' lgtcu" s wg" ko r rlectqp" gn' tgvqtpq" { "rc" mgi cf c" f g" vto kpcrgu" cwqo qvtkegu. "ug" mxx» "c" ecdq" wpc" o qf gtpk cex»p" vgepqn» i kec" f gn'ugevqt. "m" ewcn' j cd" f" tgr tguvqvf q" wp" r tqdrgo c" gwt wewt cn' f g"rc" tco c" gp" rcu" gvr cu" r tgxkcu0' Cn' t gur gevq. "ug" o qf gtpk ctqp" rqu" f kug" qu" f g" r tqf wevq. "ug" ko r ngo gp»" r ctekm gpvg" rc" qti cpk cex»p" *flexible* f g" rc" r tqf week»p." { "ug" cj qpf ctqp" rqu" eqpvtqrgu" f g" eckf cf . "gpvtg" qvtqu" eco dkqu" *F wrelej "gv" cn0" 4242+0' Guvqu" r tqeguqu" ug" dductqp" gugpekno gpvg" gp"rc" cf qr ek»p" f g" vgepqn» i f" f gucttqmf c" gp"rcu" ecucu" o cvkegu" *O qtgtq. "4235+0" ""

C"r ctvk" f g"rc" etluku" f gn' uwf guvg" cul² vlek" f g"3; ; : { "rc" f gxcncex»p" f g"3; ; ; "f g" Dtcukn" Cti gp' vpc" go r gl »" c" gpeqvtct" f hkewncf gu" gp"rc" qdvgepex»p" f g" hkpcekecex»p" gzvgtpc" { . "eqp" gn' tgewtuq" f g"rcu" r tkxcvk cex»p" gu" ci qvcf q. "gn' t" f k' q" t² i ko gp" f g"rc" eqpxgtvdkrkf cf "ug" vqr »" eqp" uwu" rko kcekqpgu" j cuv" f gugo dqect" gp" wpc" ci wf c" etluku" geqp» o kec" c" hkpgu" f g" 4223. "rc" ewcn' ko r rke»" wpc" ec" f c" f gn' RKD" f gn' qtf gp" f gn' 47' "gp" vgu" c" qu" { "pkxgrgu" f g" f gugo r rgg" { "r qdtgl c" s wg" tqpf cdcp' gn' 47' " { '72' . t gur gevxc co gpvg. hkpck' cpf q" eqp' rc" ec" f c" f gn' qdkgtpq" f g" Nc' Crcp| c⁹⁸" { "f cpf q" eqo kgp| q" c" wpc" pwxgc" gvr c" gp"rc" j kuvtkc" geqp» o kec" cti gp' vpc0"

2.2 - La industria automotriz luego de la crisis de la convertibilidad

2.2.1 – La etapa de la posconvertibilidad (2002-2015)

C"r guct" f gn' ghgevq" gzc cpukxq" s wg" wxkgtqp" rqu" cewgtf qu" t gi kqpcrgu" uqdtg"rc" kpf wutkc" cwqo qvtk . "f wcpvg" rqu" Anko qu" c" qu" f gn' r gt" f qf q" cpvgtkqt" ug" t gi kuvctqp" ko r qt vcpvq" ec" f cu" gp" rc" r tqf week»p. "gzr qt vcel»p" { "xgpvcu" kpvgtpcu" f g" xgi f" wqu" gp" gn' b cteq" f g"rc" tgeguk»p" geqp» o kec0' Cu" f" c" tc" f" f g" gwc" ukwcel»p. "gp"rc" Ewo dtg" f g" Hqt kcp» r qrku" f g" f lekgo dtg" f gn' 4222. "rqu" r c" f" gu" o lgo dtqu" f gn' O gtequw" uwuetkdkgtqp" rc" F geku»p" P Å 92 122. "cr tqdcpf q" gn' Cewgtf q" uqdtg"

⁹⁸" Gn' t gpvg" r qu" f" eq/ r ctvk ctkq" òNc" Crcp| c" r ctc" gn' Vtcdclq. "rc" Lwutkc" { "rc" Gf wecek»pö. "eqpkef c" uko r ngo gpvg" eqo q" òNc" Crcp| cö. "hwg" wpc" eqcilek»p" r qu" f" kec" gpvtg"rc" Wpk»p" E" f" k" lec" Tcf lecn' *WET+ { "rc" crkcp| c" Ht gpvg" Rc" f" Uqrf ctkq" *Ht gr cuq+ "eqphqto cf c" gp"3; ; 9" gp"rc" Cti gp' vpc. "s wg" i cp» "rcu" grgeekqpgu" f g"3; ; ; 0'

Rqfllkcc" Cwqo qvtk " f gn' O gtequwt *RCO + " tguwncf q" f g" kpvpu" pgi qekcekppgu" gptg" gn' i qdktppq" { " rnu" e^a o ctcu" go r tguclkrngu' Uwu" qdlgkxqu" gtcp" guvdrgegt" rnu" dcugu" r ctc" r" kpuvwtcek>p" f g"wp' hkdgt' eqo gtekq' r ctc' rnu' dlkpgu' cwqo qvtlegu' gp' gn' dms wg. "cu' l' eqo q' vco dk p" etgct" eqpf lekppgu" hcxqctdrgu" r ctc" gn' f gucltqm" f g" wpc" r rncvhtqto c" tgi kqpcn' kpvgi tcf c" { " eqo r gvkkxc. 'eqp' ecr cekf cf 'f g' g'zr qt wcek>p' c' vgtgqtu' o' gtecf qu0"

C" r ctvt " f gn' cewgtf q" ug" hkl>" gp" 57' " gn' ctcegn' c" rnu' xgj ' f wnu' r tqf welf qu' hwgtc' f gn' O gtequwt 0C f go^a u. ' r ctc' ugt' eqpukf gtecf qu' eqo q' xgj ' f wnu' tgi kqpcn' u' g' guvdrge' f' s wg' gn' 82' " f g" 2 uqu' ugc p' f g' eqpvkpf q' tgi kqpcn' eqpvgo r rcpf q" wp" 52' " gp" Cti gpvkc" { " gn' qvtq" 52' " gp" Dtcukn' *F getgvq" 882 4222 +0C " uw' xgj . ' r ctc' rnu' cwqr ctvqu' pq" r tqf welf cu' gp' r' tgi k>p' ug' hklcdc" wp' ctcegn' f gn' 4' " b kpvku' s wg' r ctc' rnu' hcdtklcf cu' f g' pvtq' f gn' dms wg' xctkcdcp" gp' v' g' 36' { " 3: ' . " f g" o qf q" s wg" gucu' Anko cu' r qug' f' p" o c { qt" r tqvgeek>p" eqo gtekn' *F getgvq" 882 4222 +0' Rqt" Anko q. ' ug' hklcdc" wp' f' b kvg' eqo r gpucl q' f g' kpvgteco dk' ugevtkcn' eqp' Dtcukn' f gpqo kpcf q' dhgzö. " s wg' lo r rkecdc" s wg' r qt' ecf c' f > rct' f g' dlkpgu' cwqo qvtlegu' s wg' g'zr qt vctc' Cti gpvkc" c' Dtcukn' gp" 4223' r qf t' f' lo r qt vct' f' guf g' 2 uvg' wp' o^a zko q' f g' w&u. 327' hkdgt' f g' ctcegn' u' Guv' f kur qulekppgu" hwgtq' f g' i tcp' lo r qt vpekc' r ctc' r' kpf wutk" { " o ctect^a p' r' f k^a o lec' f gn' eqo gtekq' g' z vgtkqt' f gn' ugevt' cwqo qvt' eqp' Dtcukn' f wcpv' rnu' c^o qu' uki wkpvgu0"

F g" guv" o qf q. " nvgi q" f g' xctkqu" c^o qu' f g' tgeguk>p" geqp>o kec" { " go r gqtc o kpvq' f g' rnu' kpf kec' qt gu' ugekrgu. " ug" r tqf wq" r" etkuku" f g' hkpccgu" f g' 4223. " g { gevcpf q" cn' i qdktppq" f g' Nc" Cnkcp | c0' C" r ctvt " f g' f lej q" xce' f' q" f g' r qf gt. " ug" uwegf kgtq" f kpvku" r tgucl' gpvqu⁹⁹" j cuvc" eqpuqrf ctug' Gf wctf q' F vj crf g. ' f gn' Rctvk' q' Lwvkekrcuvc. " cn' h' gpv' f gn' Rqf gt' Glgewkxq' P cekqpcn' *RGP +0Guv' Anko q' hgx>" c' ecdq' vpc' ugtk' f g' r qf' l' eku' s wg' ug' guvcdcp' ct vkwrcpf q' gpv' g' f kpvku" cevqt gu' ukpf kecrgu. " go r tguclkrngu" { " r qf' l' eku" { " s wg' ug' egpvtcdcp" gp' rnu' et' f' l' eku' cn' o qf gmq' f g' r" eqpxgt vdkk' cf { " rnu' hqto cu' f g' tgevcxct' r' geqpqo ' f' 9: *Qtvkl " { " Uej qtt. " 4229 +0"

Gp" guv" o cteq' ug" guvdrgek>" gn' 53' Rtqvqeqm" Cf lekqpcn' f gn' CEG" gpv' g' Cti gpvkc" { " Dtcukn' Gp" 2 n' ug" eqphqto >> " wp" pvgxq" xcrqt" r tqvqeqm" f gn' hgz. " gp" gn' ewcn' ug" g' z vgp' f k>" ci tguvco gpv' gn' b cti gp' f g' lo r qt vcekppgu' r gto kkk' cu. ' r cucpf q' gp' 4224' cn' 4 = 4225' cn' 4.4 = 4226' cn' 4.6 = 4227' cn' 4.8. " eqp' r' uwr wguv' nvgi cf c" gp' 4228' f gn' hkdgt' eqo gtekq' 0Guv' s wkg' t' f gek' s wg"

⁹⁹" Gn' 42' f g' f kelgo dtg' f g' 4223' gn' r tgucl' gpv' Hgtpcpf q' f g' r' T Åc' tgpwpek' c' l' wecti q" { " cuwo g' ug' gn' r tgucl' gpv' f g' r' E^a o ctc' f g' Ugpfc qtgu. " Tco >p" Rvgtc0' Gn' f' f' 45" cuwo ' f' r' r tgucl' gpek' C' f qrhq" Tqf t' f' wgl' " Uc^a. " f gn' Rctvk' q' Lwvkekrcuvc 0Gn' 52' f g' guv' o' gu' ug' j' k' q' ecti q' f gn' Rqf gt' Glgewkxq' gn' r tgucl' gpv' f g' r' E^a o ctc' f g' f' k' wcf qu' Gf wctf q' Eco c^o q0' Hlpcm' gpv. " gn' 3' f g' g' pgtq' f g' 4224' cuwo k> r' r' tgucl' gpek' k' pvtk' c' gn' gzi qdgt' pcf qt" { " ugpfc qt' d' qpcgt' gpug' Gf wctf q' F vj crf g' f gn' Rctvk' q' Lwvkekrcuvc 0'

⁹: " Gp" guv' ci twr co kpvq' ug' f guvcecdc' r' r' ct vcl' c' ek>p' f g' r' Wp' l' p' k' pf wutk' r' Cti gpvkc' *WC+ ' r' ewcn' g' p' ct' d' q' r' edc' r' r' tqr wguv' f g' wp' o' qf gmq' f gn' f' r' r' t' cn' q' o' eqp' r' xki gpek' f g' wp' o' v' k' q' f g' eco dk' t' g' cn' l' eqo r gvkkxq' { " guvdrge" { " wp" qf gp' o' cetq' eqp>o' leq' guvdrge 0F lej q' r' tq' f' gev' ug' q' r' qp' f' c' q' v' t' f g' r' tq' h' w' p' f' k' c' ek>p' f' gn' 2' i' lo' gp' eqpxgt vdk' j' c' ek' r' r' f' q' r' t' k' c' ek>p' f g' r' geqpqo ' f' lo' r' wncf q' r' qt' gn' ugevt' h' k' p' c' ek' gt' q' n' e' cn' g' k' p' v' t' p' c' ek' q' pcn' { " r' qt' rnu' go r tgucl' r' t' k' x' c' k' cf' cu' g' z' v' c' p' l' g' t' u' *F quuk' 423; =Qtvkl " { " Uej qtt. " 4229 +0"

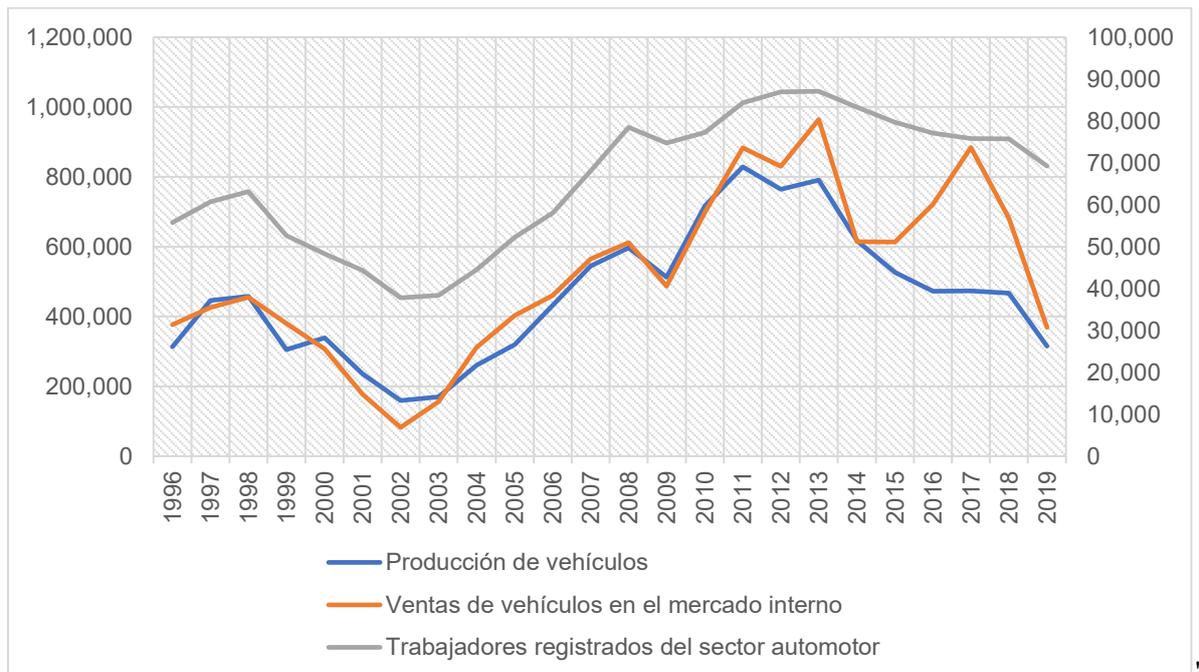
gp"4224"r qt"ecf c" f » nct" f g" g z r q t v e k » p" s w g" t g c r k c d c" w p q" f g" g u v q u" f q u" r c" f l u g u" c" u w" x g e k p q. " u g" r g t o k" f c" g n f q d r g" f g" k o r q t v e k » p" f g u f g" g n l q v t q 0' : " C" u w" x g l . " u g" k o r w u q" s w g" g n e q p v g p k f q" m e c n f g" c w q r c t v u" h w g t c" o g f k f q" e q o q" o ^a z k o q" k o r q t v c f q" : ² r c u c p f q" g n i o k u o q" f g" 72' " g p" 4224" c" 87' " g p" 42270" U k' d l g p" g u v g" t ² i k o g p" k o r n e c d c" w p" 57' " f g" e q p v g p k f q" m e c n' c t i g p v k p q. " E c p v c t g m c" { " q v t q u" * 4239 + " u q u k g p g p" s w g" r e" t g i m o g p v e k » p" h w g" u w o c o g p v g" e q o r n e c f c" r q t" m q" e w c n' p w p e c" u g" t g c r k » " g h g e v k x c o g p v g" u w" e q p v t q n" c f g o ^a u" f g" j c d g t" g p h t g p v c f q" w p c" h w g t v g" q r q u l e k » p" f g" r c" k p f w u t k c" v g t o k p c n' c" u w" c r n e c e k » p. " k o r n e c p f q" w p" f g u w u q" f g" m u" t g s w k u k q u" f g" e q p v g p k f q" m e c n' o " p l o q" f g" m u" x g j " f e w r q u 0' C" u w" x g l . " g p" 4224" u g" o q f k h e » " g n' c e w g t f q" e q o g t e k c n' r c t c" g n' u g e v t" c w q o q v t" f g n i O g t e q u w" e q p" E j k r g" * C E G" 57 + { " u g" h k t o » " w p q" p w g x q" e q p" O ² z l e q" * C E G" 77 + 0'

Cf go ^a u. " f w t c p v g" g u v c" i g u k » p" u g" m g x » " c" e c d q" q v t c" t g h q t o c" e g p v t c n' g p o c t e c f c" g p" r c" r q n' m e c" f g" e q o g t e k q" g z v g t k q t. " r c" o q f k h e c e k » p" f g n' T ² i k o g p" f g" C f o k u k » p" V g o r q t c t k c" g u v c d r g e k f q" g p" 3 ; ; . : " s w g" j c d k k x c d c" r c" k o r q t v e k » p" v g o r q t c t k c" f g" o g t e c f g t " f u" f g u k p c f c u" c n' r g t h g e e k q p c o k p v q" k p f w u t k c n" g z k o k g p f q" c" ² u v c u" f g n' r c i q" f g" c t c p e g r u" e q p" r e" e q p v t c r c t v k c" f g" r c" g z r q t v e k » p" f g n' r t q f w e v q" h k p c n' O' G n' e c o d l q" e q p u k u k » " g p" g n' g u v c d r g e k o k p v q" f g n' T ² i k o g p" f g" C f w p c" g p" H e v t q" f c" * T C H + * F g e t g v q" 8 : : 4224 + . " s w g" k o r n e » " w p c" u k o r n h e c e k » p" { " c o r n e c e k » p" c n' u k u r g o c" f g" C f o k u k » p" V g o r q t c t k c" r c t c" g n' u g e v t" c w q o q v t. " r g t o k k g p f q" s w g" m u" k p u w o q u" k o r q t v c f q u" k p i t g u g p" g p" g n' r c" f u" u k p" c t c p e g r u" { " s w g" g u g" e q u v q" u g" r c i w g" u » m q" e w c p f q" r e u" w p k f c f g u" u g c p" x g p f k f c u" c n' e q p e g u k q p c t k q" m e c n' O' F g" g u v g" o q f q. " u g" c d c t c w d c" r c" k o r q t v e k » p" f g" r c t v u" { " r k g l c u" w k n k c f c u" r c t c" r c" g z r q t v e k » p" f g" x g j " f e w r q u" v g t o k p c f q u 0'

Gp"4225. " P ² u v t" M k e j p g t. " v o d l e p" f g n i R c t v k f q" L w u k e k r k u c. " c u w o k » e q o q" r t g u l f g p v g" f g" r c" p c e k » p. " { " ² u v g. " c" i t c p f g u" t c u i q u. " e q p v k p w » " g n' g u s w g o c" g e q p » o l e q" r t g x k q. " e g p v t c f q" g p" g n' o c p v g p k o k p v q" f g n' o f » n c t" c n q o. " c" r c" x g l " s w g" e q p u g t x » " c" T q d g t v q" N c x c i p c" g p" r c" e c t v g t c" g e q p » o l e c. " s w k e p" { " c" j" c d" f c" e q u g e j c f q" f k u k p v u" m i t q u" c" r c t v k t" f g n' o c p g l q" f g" r c" e t k u k u" * M w r h c u. " 4238 + 0' V t c u" r c" t g e g u k » p" g e q p » o l e c" { " r t q f w e v k c. " g p" 4225" g u v c" v g p f g p e k c" e q o g p | » " c" e c o d k c t" { " g n' e l e m q" g e q p » o l e q" t g d q v » O' G p" g n' u g e v t" c w q o q v t" r c" r t q f w e e k » p" { " r e u" x g p v c u" g p" g n' o g t e c f q" k p v g t p q" { " g z v g t p q" u g" h w g t q p" t g e q o r q p k g p f q" t ^a r k f c o g p v g : ³ * x g t" I t ^a h e q" K K 3 + 0'

⁹: "Culo kuo q. "ug" f gyto k » "w" x c m t" r t q v e q n c t" f g n' h g z" t g v t q u r g e v k x q" c" 4223" r c u' p f q m q" f g" 3.327" c" 3.8. " g x k e p f q" s w g" r e u" g o r t g u c u" s w g" e w o g p v c d e p" k o r q t v e k q p g u" g p" D t c u k i f g u f g" C t i g p v k p c" h w g t e p" u c p e k q p c f c u 0' : ² " C" r c t v k t" f g" r c" F g e k u k » p" 92 4222" f g" r c" R q i f l e c" C w q o q v t k " f g n' O g t e q u w" g n' e q p v g p k f q" m e c n' f g" c w q r c t v u" u g" e q o g p | » " c" e q p v c d k k c t" e q o q" 3 + " u q d t g" g n' r t g e k q" f g" r e u" r k g l c u" k o r q t v c f c u" q" 4 + " u q d t g" g n' x c m t" f g n' d l g p" h k p c n' { " p q" u q d t g" r e u" r k g l c u 0' C" u w" x g l . " u g" g u v c d r g e g" s w g" v q f q" e q p l w p v q" q" u w d e q p l w p v q" s w g" k p e q t r q t g" e q o q" o " p l o q" w p" 89.7' " f g" c w q r c t v u" p c e k q p c r g u" g u" p c e k q p c n' { " r q t" v c p v q" u g" e q p u k f g t c" g n' 322' " f g" u w" x c m t" c" g h g e v q u" f g" r c" o g f l e k » p 0' : ³ Ugi Ap' g n' g z r t g u l f g p v g" f g" w p c" v g t o k p c n' o d e s p u e s d e l a c r i s i s d e l 2002, c o n l a f u e r t e d e v a l u a c i o n y c o n l o s p r e c i o s d e l a s t a r i f a s c o n g e l a d o s, A r g e n t i n a f u e t r e m e n d a m e n t e c o m p e t i t i v a. N o t a n t o p o r p r o d u c t i v i d a d, s i n o p o r e l b a j o c o s t o l a b o r a l, d e l a e n e r g i a y d e l o s s e r v i c i o s, q u e e r a u n c a p i t a l q u e A r g e n t i n a t e n i a a c u m u l a d o d e s d e e l c i c l o a n t e r i o r. Y e s e p e r i o d o g e n e r o u n a u g e p o r l o s b u e n o s c o s t o s y u n a c a p a c i d a d d e e x p o r t a r " * g z r t g u l f g p v g" f g" v g t o k p c n' c w q o q v t k . " g p v t g x k u c" v g r h » p l e c. " 46 127 423 ; + 0'

Gráfico II-1 - Producción y ventas en el mercado interno de vehículos (unidades) (eje izquierdo) y empleo registrado en el sector automotor (promedios anuales) (eje derecho) (1996-2019)



Hwpgv-gndqtcek»p'r tqr kc'gp'dcug'c'CF GHC.'CECTC'{'QGF G0'

Gp"4227"ug'tgcrk ctqp"cewgtf qu'f g'eqo r ngo gpwck»p'f gr'O gtequw"eqp"RgtÀ*CCRÆG" 7: +{"eqp"rc"Eqo wpkf cf "Cpf kpc"*ECP +s wg'eqo r tgpf "c"Gewcf qt."Eqmo dlc"{"Xgpgl wgr" *CCRÆG7; +0Gp"4228"ug'mgx»"c'ecdq'wp'pwxq'cewgtf q'dkrvgtcn'gptg'Cti gpwpc"{"Dtcukl'gp" gr'ewcn'ug'tgf wq'gr'o a zko q'f gr'ngz"fg"4.82"c"3.; 7."xcmr"s wg'ug"o cpwxq"j cuvc"gr'42360⁴" Cf go a u.'f wcpvg'f lej qu'c° qu'ug'mgxctqp"c'ecdq'qvcu'r q'f'lecu'ko r qtvcpgu'r ctc'gr'lugevqt0Cu" gr' ugetgvctkq' f g" kpf wutk" f lug° »" wp" r rcp" f g" kpxgtukppgu.⁵" ko r wucpf q" rc" uwukwck»p" f g" cwqr ctvgu'ko r qtvcf cu'r qt'qvcu'f g'r tqf week»p'pcekqpcn'qvati cpf q'c'rcu'vgo kpcrgu'wp'tgkpgi tq' f g': " ⁶uqdtg'hu'eqo r rppgvu'ko r qtvcf qu's wg'eco dkgp'r qt'pcekqpcrgu' ⁷*F getgvq'9964227-0"

Cuko kuo q."ug'f kur wuq"s wg'gr'hueq'tgkpgi tg"gp'ewqvcu"c"rcu'cwqo qvtegu'rcu'f gw'cu' cewo wrcf cu'r qt'gr'Rrcp'Ecplg'rcp| cf q'f wcpvg'gr'i qdkgtpq'f g'Nc'Crkcp| c0C'uw'xg|. "gr'Dcpeq" P cek»p"{'CF GHC'ugmctqp'wp'eqpxgpkq'f g'eqqr gtcek»p'go r tguclkn'ò gf kcpvg'gr'ewcn'rc'gpw'cf " hpcpekgtc"qhckn'r qp'c"cf kur quck»p'f g'rcu'f kg| "vgo kpcrgu'cwqo qvtegu'vq'cu'rcu'fpgcu'f g"

⁴"Gp'gug'pwxq'cewgtf q'pq'j wq'k'pvgpv'cni wq'r'qt'vcvt'f g'tgewr gtct'gr'ngs wkuq'f g'eqpvgpk'q'necn'r'qt'hu'ewcn' gwg'vgo c'pq'xqk»c"vcvtug'gp'gr'lugevqt'cwqo qvt"{'s wgf »"xki gpvg'gr'o a zko q'ko r qtvcf q'f gr'87' ".cwps wg'uw' eqptq'g'c'pww"{'gr'vgo c's wgf »'r'f evkeco gpvg'gz'wpq"Ecpcvtgmc'gv'cni'4239-0

⁵"F gpqo kpcf q'T²i ko gp'f g'fpegpvxq'c'rc'Eqo r gvkxkf cf 'f g'rcu'cwqr ctvgu'Nqecrgu'*F getgvq'9964227-0'

⁶"Nwgi q'f guegpf gpvg'gp'gr'vgo r q0

⁷"Ugi Àp'Ecpcvtgmc"{'qvtqu"4239-2436+."se tardó unos dos años en reglamentar esta norma y todavía no se ha desembolsado el reintegro a ninguno de los beneficiarios, con lo cual su efectividad ha sido escasa hasta el presente (2017)".

et² f kq'f gukpcf cu'cnf gucttqm'f g'rc'r tqf week»p0Rqt'qtq'rc'f q.'rc'tgcevxcel»p'f g'rc'r tqf week»p" i gpgt»'rc'r wguv'gp'o ctej c'f g'wpc'qrc'f g'lpaxgtukppgu'f g'r ctvg'f g'rc'u'vgt o kpcrgu.'s wg'cugpf'cp" c'w&u30422"o kmppgu."c'glgewct'j cuvc"422; "25 127 14228."Gn'Etqpkuc+0'Gp"422: "hwg'cr tqdcf c" wpc'pwgxc'rg'f' g'kpegpvxq'cnlugevt'cwqr ct'kuc'pcelqpcn*Ng{ '480; 5+'s wg.'o gf kcpvg'gu'p wru" ko r qukkxqu.'ko r wuudc'c'rc'u'vgt o kpcrgu'c'wkk' ct'r ctvgt'f' "eqo r qppgvu'r tqf welf qu'gp'gnr' c'ju0⁸" Ulp'go dcti q.'ru'ghgevqu'f g'f lej c'ngi kurek»p'pq'waxgtqp'wp'ko r cevq'tgrxcpvg'gp'rc'tgf week»p" f gnif² hlek'ugevtkcn'R² tgl 'Ct'kcc."423; +0'

Gp"422; . 'c'tc'f' 'f g'rc'etkuku'geqp»o kec'kpvtpcelqpcn'f g'rc'etgekpgv'hwic'f g'ecr kcrqu'f' " f gn'eqo kgp| q'f gn'f gvtkqtq'f g'ru't guwncf qu'f g'rc'ewgpc'eqttkpgv'f g'rc'dcncp| c'f g'r ci qu.'ug" i gpgtctqp" f kmpcu"twr wtcu"gp"gn'r rcpq"geqp»o keq'f' " r qn'keq"cti gpvqp" *Dcuwrcf q."4233= Dcuwrcf q'f' "O cp| cpgnk'4238=I ci i gtq'gv'cr0'4237=Mwrcu."4238+0'Gp'gnlugevt'cwqo qvqt.'guvq" ko r rke»"ec'f' cu'gp'rc'r tqf week»p" { "xgpvcu'kpvtpcu" { "gzvtpcu"*xgt" I t^a hlequ'KK3" { "KK4+"ukp" go dcti q.'c'kpgu'f g'gug'c° q'ru'ghgevqu'f g'rc'etkuku'eqo gp| ctqp'c'f glctug'cv^a u0C'r ct'k'f' g'gug" o qo gpvq.'gp'dcug'c'rc'u'r qn'kecu'f g'gu'p wru'f g'rc'f go cpf c'kpvtpc'f' "f gn'etgelo kpvq'f g'Dtcukn' { "rc'xcmqk'cel»p'f g'uw'o qpgf c.'eqo gp| »"wp'ugi wpf q'ekern'f g'cwi g'f g'rc'kpf wutk's wg'f wt»" wpqu'r qequ'c° qu0""

Nwgi q'f g'rc'tgggeek»p'f g'Etukupc'Hgtp^a pf gl' "f g'Mktej pgt" gp"4233. "ru'r tqdrgo cu" f gtxcf qu'f g'rc'gucugl' "f g'f kxkucu."gpo ctecf qu'gp"gn'j ku»tleq"r tqdrgo c'f g'rc' *restricción externa* cti gpvpc.'ug'ci wf k' ctqp'c'tc'f' "f gn'cwo gpvq'f g'rc'hwic'f g'ecr kcrqu'f g'4233.'gnif² hlek' gpgti² vkeq'f' "rc'ec'f' c'f g'ru'r tgekqu'kpvtpcelqpcrgu'f g'ru'eqo o qf kkgu"fi ci i gtq'gv'cr0'4237= Uej qtt'f' "Y clpgt."4236+0'Gur' rko kce»p"geqp»o kec'f' cv'f' guf g'rc'gvr c'f g'uwukwek»p'r qt" ko r qt'celqpgu'f' "hwg'rc'ti co gpvg'guwf kcf c'r qt'rc'rkgtcwtc'necn'Dtcwp'f' "Lq'f' .3; 8: =F kco cpf . " 3; 95+0'Gur ge'f'keco gpvg.'guv'hp»o gpq'tghktg'c'rc'r r tgu»p"gp'rc'f go cpf c'f g'f kxkucu's wg'ug" i gpgtc" gp" wpc" geqpqo 'c' eqp" wpc" *estructura productiva desequilibrada* gp" r gt'qf qu'f g' etgelo kpvq'geqp»o keq'g'kpf wutkcn'f gdlf q'cn'cwo gpvq'f g'rc'ko r qt'cel»p'f g'dkpgu'f g'ecr kcn'g' kpuwo qu'kpvgt o gf kqu'tgs wgtk' qu'r ctc'crko gpvt'gn'r tqeguq'f g'etgelo kpvq0⁹""

:⁸Ugi Àp'rc'rg'f' . 'ru'hdtdkcpvu'f g'cwqo »xkru'f' "wkkctkqu'eco kppgu'ej'cuku'eqp'f' "ukp'ecdpc."»o pldwu'f' "gl'gu'eqp" f khtgpekn'f' q' ct'cp'f' g'wp'tgkpgi' tq'udtg'gn'xcmq'v'cnf' g'rc'eqo r tcu'f' g'cwqr ct'vgtu.'o cv'kegu'f' "o qrf gu'necrnu0' Gn'tgkpgi' tq'ugt'f'gs'wxcrpgv'cn'f' : ' "f gn'xcmq'gz'lf' dtlec'c'pvgu'f' g'ko r wguv'gp'gn'r tko gt'c° q'f' g'r tqf week»p'f' g' f lej q'xgj'f'wq.'gn'9' "gp'gn'ugi wpf q'c° q'f' "gn'8' "gp'gn'vtegt'c° q'f' g'rc'r tqf week»p'f' g'f lej q'xgj'f'wq'0'Rct'c'ugt" dgpghelctkqu'f g'rc'Ng'f' . 'rc'u'cwqr ct'vgt'cf' s'wtk' cu'gp'gn' o dkaq'necn'f' gd'cp'f' gukpcutg'c'rc'hdtdkecel»p'f' g'xgj'f'wru'q' q'f' g'gl'gu'eqp'f' khtgpekn'gp'wpc'r'rc'vchqto c'pwgxc'f' "gzenukxc'gp'gn' o dkaq'f' gn'0' gtequw0C'uko kuo q.'gn'xgj'f'wru'q' q'gn'gl'g'eqp'f' khtgpekn'f' gdt'f'v'gp'gt'wp'eqv'p'k'f' q'o^a zko q'ko r qt'v'f' q'f' gn'52' . 'ecrcwrcf' q'udtg'gn'xcmq'gz'lf' dtlec' f' g'cs wgr0'

:⁹Gp"Cti gpvpc'guc'j c'uk' q'wpc' rko kce»p'j ku»tlec'cn'f' gucttqm'gp'cv'q'gn'pk'gn'f' g'ce'v'k'f' cf' "f'rc'u'vcucu'f' g' etgelo kpvq'geqp»o keq'ug'j' cp'xkuv't'gult'pi' k' cu'r qt'rc'f' kur'q'p'k'k'f' cf' "f' g'f' kxkucu" *Uej qtt'f' "Y clpgt."4236+0'Gu' f' gek.'s' wg'gp'gvr cu'f' g'etgelo kpvq'kpf wutkcn'ug'i' gpgt'c'p'öev'gm'qu'f' g'dq'v'ncö'gp'rc'f' kur'q'p'k'k'f' cf' "f' g'f' kxkucu's' wg' f' hlewncp'bxcp| ct'j' celc'r' t'qeguqu'f' g'v'cp'uhqto cel»p'f' "eqo r rgl'k' cel»p'r' tqf' w'v'x'c'f' gn'lugevt'0N'qu'r' tko' gt'qu'öev'gm'qu'

C'plxgn'ugevqtken'gn'etgekpg'f²hlek'cwqo qvqt. 's wg'cwo gpvcdc'vis a vis'rc'r tqf week'p' f g'xgj 'fwmu'ci txcdc'gn'r tqdrgo c'i gpgtcn'gz vgt'p'xgt'I t^a hleq'44-0Gn'o kuo q'gtc'gzi rkecf q.' r tlpkr cm gpyg.'r qt'gn'cwo gpv'f g'rc'ko r qtvekp'f g'cwqr ctvgt'gs wgtkf cu'r ctc'rc'r tqf week'p' nqecn'f g'xgj 'fwmu'*Rgt gl 'Cm cpuk'4242d+0: 'Rqt'm'vcpvq.'gn'i qdkgtpq'cti gpv'p'cwo gp'»'mqu' eqpvtqngu'c'rcu'ko r qtvekp'gp'ctcu'f g'tgf wek'gn'etgekpg'f²hlek'f g'rc'lpf wutk'cwqo qvtk'0 Gpvt'g'422: '{ '4233'm'j k q'cwo gpv'p'f q'rcu'r qukekppgu'ctcpegrt'kcu'f gn'ugevqt'crecp| cf cu'r qt'mqu' r gto kuqu'f g'ko r qtvekp'nc'o cf qu'Nkegpeku'P q'Cwqo^a veku'*NP C+'{ 'mgi q'f gn'4234'eqp' r gto kuqu'o^a u'tgut'ekv'qu'f gpqo kpcf qu'F gen'ctekppgu'Lv'cf cu'Cpv'ekr cf cu'f g'ko r qtvekp' *FLK'*Rgt gl 'Cm cpuk'4242d+0'

"

f'dqymc'o'gp'gn'ugevqt'gz vgt'p'q's wg'xkx'gn'r c'f'u'tgo kgp'c'rc'f²ecf c'f g'3; 52'{'ug'j'kektp'p'o c'pk'kgu'qu'gp'f'kgt'gpv'gu' o qo gpv'qu'f gn'o qf gmq'f g'uwv'wew'p'f g'ko r qtvekp'p'gn'et'geko kgpv'gz'v'puk'q'{'uqdt'g'v'q'f q.'k'p'v'puk'q'f g'rc'ko r qtvekp'f g'p'f'f g'rc'ko r qtvekp'f g'd'kgppu'f g'ecr kcn'g'kpuwo qu'k'p'v'gto gf kqu.'r g'q'rcu'f k'k'ku'p'gegu'ct'kcu'r ctc' h'k'p'cekt'f'kej qu't'gs wgtko kgpv'qu'r tqxgp'f'p'hw'p'co gpv'cm gpv'g'f g'rcu'g'zr qtvekp'p'gn'ugevqt'ci tq'g'ew'ct'kq.'ew'c' q'ht'v.'gur gek'm gpyg'rc'ci t'f'eqr.'ug'g'p'eq'p'cdc'x'kt'w'cm gpyg'g'uc'p'ecf c'0' C'plx'gn'v'g't'k'eq.'mqu' r tqdrgo cu'f g' t'gut'leek'p'gz'v'g'p'c'hw'g'q'p'cd'q'f cf qu'gp'Co² t'k'ec'N'v'p'c'r qt'rcu'eq't'k'gp'v'gu'g'ut'w'w'c'k'ku'cu'{'f'gr'g'p'f'gp'v'ku'cu'j'cek' o gf kcf qu'f gn'iki m'r cu'f q.'gp'v'g'mqu'r tko g'q'qu'gu'w'f'k'qu's w'g't'g'rc'ek'p'ct'q'p'g'uc'r tqdrgo^a v'ek'eq'p'gn'eqo r qt'v'o k'gp'v'q' g'tt^a v'ek'f g'rc'ge'p'qo 'f'c'ti gpv'p'c'ug'p'ew'p'v'p'c'p'qu'v'cd'cl'qu'hw'p'f'cek'p'c'rgu'Dt'c'w'p'{'Lq'{'*3; 8: +'f'f'k'co'c'p'f' *3; 95+0' N'w'gi q.'Vj'k'ny'c'ni' *3; 9; +'h'q'to'c'ik' >'g'ug'r' t'q'eq'q' r'rc'p'v'g'p'f'q's w'g'rc'v'c'uc'f g'et'geko kgpv'q't'gs wgtkf c'r ctc'crecp| ct'gn' r'ng'p'go r'ng'q'ug'p'ew'p'v'c'r qt'g'p'eko c'f g'c's'w'gm'eqo r'c'v'd'ng'eq'p'gn'gs'w'k'k'd't'k'q'gz'v'g'p'q'0'G'ug'r' tqdrgo c'j'c'uk'q' e'g'p'v'c'ri'c'iq'f'c'ti q'f'g'rc'j' ku'q't'k'ge'q'p'»o k'ec'c'ti gpv'p'c.'t'g'r'g'ug'p'v'p'f'q'v'p'c'f g'rcu'r t'lp'ek'c'rgu'v'cd'cu'r ctc'rc'eq'p'et'gek'p' f g'r' t'q'eq'qu'f g'f'g'uct'q'm'ge'q'p'»o k'eq'0' :''Gp' r'c't'v'ew'ct.'rcu' r tqdrgo^a v'eku'gp'v'q't'p'q'c'ni'f²hlek'eqo g'tek'n's'w'i' g'p'g'tc'rc'lpf wutk'cwqo qvtk'hw'g'q'p' gu'w'f'k'f'cu'co r'nc'o gpyg'c'plx'gn'i' m'd'cn'{'m'q'ecn'0'c'ni'g'ur'g'ev'q.'c'plx'gn'k'p'v'g't'p'cek'p'cn'ug'f'g'uc'cep'uw'ec'w'uc'c'r'c't'v'k' f'g'rcu'r' t'q'eq'qu'f g'f'g'ur'q'ec'ik'cek'p'{'h'c'i'o'gp'v'ek'p'i' m'd'cn'f'g'rc'r' tqf'week'p.'rc'v'g'p'f'g'p'ek'j'cek'rc'f'g'ul'p'v'gi' t'cek'p' x'g't'v'ec'n'f'g'rcu'i' t'c'p'f'g'u'h'k'o' cu'lpf wutk'rgu.'rc'p'w'g'x'c'f'k'k'ku'p'k'p'v'g't'p'cek'p'c'ni'f'gn'v'cd'cl'q'g'uc'd'ng'ek'f'c'r'qt'rcu'i' t'c'p'f'g'u' h'k'o'cu.'rc'lp'v'q'f'week'p'f'g'p'w'g'x'cu'| q'p'cu'c'ni'eqo g'tek'q'o'w'p'f'k'cn'rc'eq'p'q'to'cek'p'gp'o' g'tec'f'qu't'gi'k'q'p'c'rgu'f'g'rc'ko r qtvekp'cwqo qvtk.'rc'eg'p'v'c'ri'k'cf'f'g'rcu'go r'g'uc'u'v'g'to'k'p'c'rgu'gp'uw'ec'f'g'p'c'f'g'x'c'm'q't.'rc'i'q'd'g't'p'c'p'c'c'ni'k'p'v'g't'k'q't'f'g'rc' m'v'co'c'q'rc'eq'p'eg'p'v'c'ek'p'g'k'p'v'g't'p'cek'p'c'ri'k'cek'p'f'g'rc'v'co'c'c'w'q'r'c't'v'k'c'c'c't'c'{'N'q'r'g'l.'.422: ='H'k'i'c'p'v'{'\ 'w'o'r'g.'. 4239=I'g't'g'h'h'g'v'c'ni'0'4223=V'0'U'w'i'g'q'p'g'v'c'ni'0'422: ='U'w'i'g'q'p'g'v'c'ni'0'422: ='U'w'i'g'q'p'{'D'k'g'g'd't'q'g'em'4233+0'c'plx'gn' m'q'ec'n'rc'h'k'g't'c'w't'c'j'c'cd'q'f'cf'q'rcu'g'ur'g'ek'h'ek'f'cf'g'u'j'k'w'v'k'ec'u'f'g'rc'lpf wutk'cwqo qvtk.'.rc'v'g'i'o'gp'v'ek'p'c'ni'k'p'v'g't'k'q't' f'gn'g'ur'd'p'cw'q'r'c't'v'k'c'.'gn'c'v'c'cu'q'v'g'ep'q'ni'k'eq'f'g'rc'nc'o'c'cw'q'r'c't'v'k'c'.'rc'k'p'ug't'ek'p'c'uko²v'k'ec'gp'gn'o'g'tec'f'q' t'gi'k'q'p'c'ni'{'rc'j'g't'g'p'ek'f'g'rc'g'v'c'c'f'g'rc'eq'p'x'g't'v'k'k'f'cf' *c't'c'{'N'q'r'g'l.'.422: ='D'c't'ng'v'c'g'v'c'ni'0'4235='D'k'n'4237=' E'c'p'v'c't'g'm'g'v'c'ni'0'4239='R'c'p'k'i'q.'I^att'k'.g'v'c'ni'0'4239='R'lp'c'q.'.4237+0'

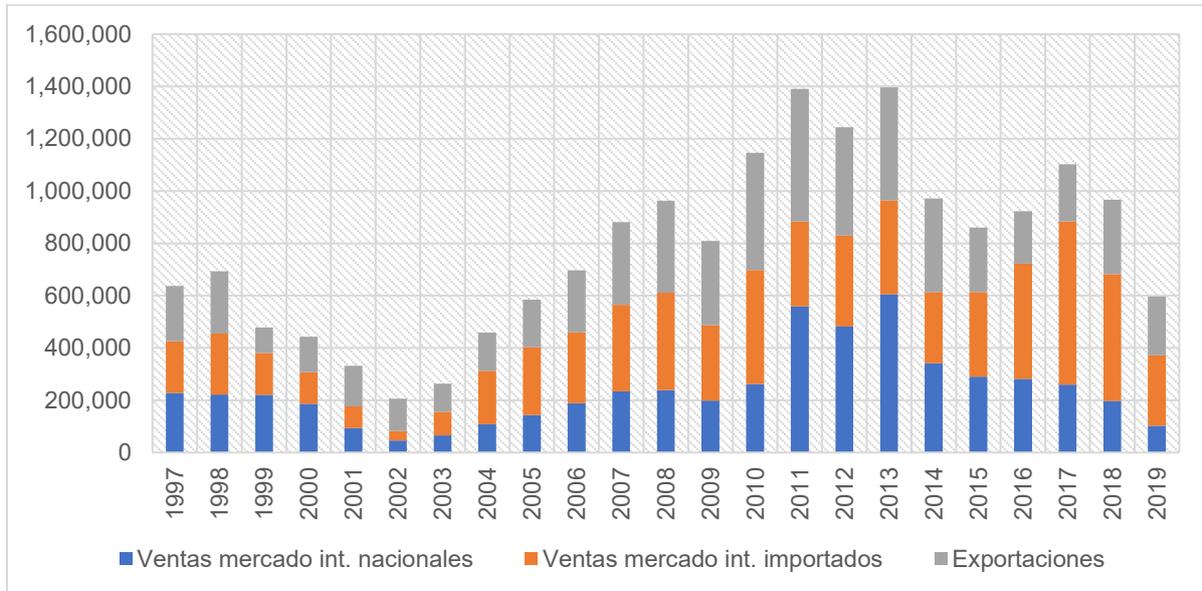
r gtukuvpvg g'p'f'ghlekctkq. 'ci t'c'x' p'f' q'ug' h'g'p'v'g'c' h'u'p'k'x'g'ru'g' t'g' i' k'ut'c'f' q'u'g'p' h'e'f'2' e'c'f' c'f' g'3; ; 20
Guv'g'u'g'z'r' n'ec'f' q'r' t'k'p'k'r' c'm' g'p'v'g'r' q't' g'n'c'w'o' g'p'v'g'f' g'r'u'k'o' r' q't'v'c'k'q'p'g'u'f' g'c'w'q'r' c't'v'g'u. 'r'u'è'w'c'g'u'
e't'g'e'f'c'p' c'n' t'k'o' q' f' g'n' o' c' { q't' p'À'o' g't'q' f' g' x'g'j' f'è'w'q'u' r' t'q'f' w'e'k'f' q'u' g'p' g'n' r' c'f'j'u'0' G'm'q' u'g' h'w'g'
r' t'q'h'w'p'f'k' c'p'f' q' e'q'p'v'k'w'c'o' g'p'v'g' h'w'g' i' q' f' g'r' e't'k'u'k'f' g'422: /; ; { "e'q'p'v'k'd'w'f' » c'n'è't'g'e'k'p'v'g'r' t'q'd'r'g'o' c'
f' g'h'c'n'c'f' g'f' k'x'k'u'c'u'g'p'r' e'g'e'q'p'q'o' f'c'c't'i' g'p'v'k'p'c'0'""

2.2.2 - La etapa del gobierno de Cambiemos (2015-2019)

" N'c'c'u'w'p'ek'p'f' g'O' c'w't'k'ek'q' O' c'e't'k'è'q'o' q'r' t'g'u'k'f' g'p'v'g'f' g'r' C'ti' g'p'v'k'p'c' u'k'i' p'k'h'e' » w'p'r' w'p'v'q' f' g'
s'w'k'd't'g'g'p'r' q't'k'g'p'v'c'ek'p'f' g'r' r' q'n'f'k'ec' o' c'e't'q'g'e'q'p' » o' l'ec' { 'r' t'q'f' w'e'k'x'c'0'c' r' c't'v'k' f' g'f' l'ek'g'o' d't'g'f' g'
4237' r'c' p'w'g'x'c' c'f' o' k'p'k'ut'c'ek'p' l'o' r' g'o' g'p' » w'p'c' r' q'n'f'k'ec' e'w'f' q'u't'c'u'i' q'u' u'c'n'g'p'v'g'u' h'w'g't'q'p' g'n'c'x'c'p'eg'
g'p'r' c'r' g't'w't'c' e'q'o' g't'ek'n' { 'r' f' g'ut'g'i' w'r'ek'p' h'p'c'p'ek'g't'c' { 'e'c'o' d'k't'k'c' o' c't'ec'p'f' q' w'p' p'q'v'c'd'r'g' i' k'q'
e'q'p' t'g'ur' g'e'v'q' c' r'c' g'v'r' c' c'p'v'g't'k'q't' *D'w'i' q'u' 4239= Y' c'k'p'g't' { " D'g'm'q'p'k' 4239-0' C' p'k'x'g'n'
o' c'e't'q'g'e'q'p' » o' l'eq' f' w't'c'p'v'g'4238' r'c' f' g'x'c'n'w'c'ek'p' i' g'p'g't'c'f' c' r' q't' r'c' w'p'k'h'ek'ek'p' f' g'n' o' g't'ec'f' q' f' g'
e'c'o' d'k'q'u' u'w'o' c'f' c' c'n' c'l'w'w'g' f' g' w't'k'h'c'u' k'p'et'g'o' g'p' » g'n' r' t'q'eg'u'q' k'p'h'ek'ek'p'c't'k'q' s'w'g' p'q' h'w'g'
c'e'q'o' r' c'° c'f' q' r' q't' r'q'u' u'c'n'c't'k'q'u' t'g'w't'c' { g'p'f' q' g'n' u'c'n'c't'k'q' t'g'n' { 'g'n' e'q'p'u'w'o' q' k'p'v'g't'p'q' *P' g'h'c' 4239-0'
E'q'o' r' g'o' g'p'v'c't'k'o' g'p'v'g' r'c'u' g'r'g'x'c'f' c'u' v'c'u'c'u' f' g' k'p'v'g't'2' u' t'g'c'g'u' u'g' f' g'o' q'u't'c't'q'p' k'p'g'h'g'e'v'k'x'c'u' r' c't'c'
f' g'u'c'e'g'r'g't'c't' r'c' k'p'h'ek'ek'p' { " c'h'g'e'v'c't'q'p' p'g'i' c'v'x'c'o' g'p'v'g' g'n' x'q'n'w'o' g'p' f' g' k'p'x'g't'u'k'p'0'c' u'w' x'g'l' . r'c'u'
p'w'g'x'c'u' r' q'n'f'k'ec'u' w'x'k'g't'q'p' w'p' h'w'g't'v'g' l'o' r' c'e'v'q' g'p' g'n' t'g'v't'q'eg'u'q' f' g'n' u'g'e'v'q't' k'p'f' w'w't'k'n'i' g'p'g't'c'n' *R'g't'g'l' "
C'm' c'p'uk' { 'I' t'c'u'q' 4239= U'c'p'v'c't'e' a' p'i' g'm' g'v'c'n'0'423; +0"

G'p' h'q' s' w'g't'g'ur' g'e'v'c' r'c' k'p'f' w'w't'k'c' c'w'q'o' q'v't'k' . u'g' g'l'g'e'w'c't'q'p' w'p'c' u'g't'k'g'f' g'r' q'n'f'k'ec'u'r' À'd'r'ek'ec'u'
s'w'g' c'h'g'e'v'c't'q'p' c'n' u'g'e'v'q't'0' G'p'v't'g'2' u'c'u' u'g' g'p'e'w'g'p'v't'c'p' r'c'u' t'g'h'g't'k'f' c'u' c' r'c' g't'w't'c' e'q'o' g't'ek'n' e'q'o' q'
g'n' t'g'g'o' r' r'c' | q' f' g' r'c'u' t'g'w't'k'v'x'c'u' F' L' C' K' u' s' w'g' j' c'd' f'c'p' t'g'e'k'd'k'f' q' w'p' h'c'm'q' c'f' x'g't'u'q' c' r'c' C'ti' g'p'v'k'p'c' g'p'
r'c' Q'ti' c'p'k' c'ek'p' O' w'p'f' k'n' f' g'n' E'q'o' g't'ek'q' *Q' O' E' + r' q't' g'n' U'k'w'g'o' c' k'p'v'g'i' t'c'n' f' g' O' q'p'k'q't'g'q' f' g'
k'o' r' q't'v'c'k'q'p'g'u' *U'k'o' K' g'n'è'w'c'n't'k'i' k'o' r' c't'c' w'p' p'À'o' g't'q' o' g'p'q't' f' g' r'c'u' r' q'u'k'ek'q'p'g'u' c't'c'p'eg'r'c't'k'c'u'0'c' u'w'
x'g'l' . r'q'u' o' g'p'ek'q'p'c'f' q'u' e'c'o' d'k'q'u' o' c'e't'q'g'e'q'p' » o' l'eq'u' { 'f' g' t'g'i' w'r'ek'p' u'g'e'v'q't'k'n' g'p' g'n' e'q'p'v'g'z'v'q' f' g'
t'g'e'g'u'k'p' f' g'n' o' g't'ec'f' q' d't'c'u'k'g'p' q' . f' k'g't'q'p' e'q'o' q' t'g'u'w'x'c'f' q' w'p' h'w'g't'v'g' c'w'o' g'p'v'q' f' g' r'c' r' g'p'g't'c'ek'p'
k'o' r' q't'v'c'f' q't'c' g'p' g'n' o' g't'ec'f' q' k'p'v'g't'p'q' f' g' x'g'j' f'è'w'q'u' *x'g't' I' t' a' h'ek'q'u' KK4 { 'KK5+ c'u' f' e'q'o' q' w'p' c'w'o' g'p'v'q'
f' g' r'c'u' k'o' r' q't'v'c'k'q'p'g'u' f' g' c'w'q'r' c't'v'g'u' r' q't' x'g'j' f'è'w'q'u' r' t'q'f' w'e'k'f' q' c' p'k'x'g'n' p'c'ek'q'p'c'n' = v'q'f' q' g'm'q' g'p' w'p'
e'q'p'v'g'z'v'q' f' g' h'w'g't'v'g' e'c' f' c' f' g' r'q'u' p'k'x'g'ru' f' g' r' t'q'f' w'ee'k'p' f' g' x'g'j' f'è'w'q'u' *x'g't' I' t' a' h'ek'q'u' KK3 { 'KK4-0'

Gráfico II-3 - Ventas en el mercado interno (importados y nacionales) y exportaciones de vehículos (unidades) (1997-2019)



Hwpgv<gndqtc&p'r tqr kc'gp'dcug'c'CF GHC0'

Rqt" qvtq" rcf q." gp" 4238" ug" f lew" r" Ng{" 490485" f g" T2i ko gp" f g" F gucttqm" {" Hqtvcgelo kpvq'f gn'CWqr ctvuo q'Cti gpvqp'c'r ctvt'f g'r'ewcn'ug'qvqi »'wp"dppq'ggev>pleq' f g'et'f kq'hu'ec'n'c'ru'cwqo qvlegu's wg'eqo r tctcp'r ctvgu'{' r kgl cu'pcekqpcrgu02"C'uw'xgl . "gp" 4239." Apleq" c° q' f g' etgelo kpvq' geqp»o leq' f g' r" i guv'p" f g' O cetk" ug' r tgu'gp»" gn' Rrcp" Cwqo qvk' "õ3'O km'põ's wg'cr wvdc'c'rc'hdtkceke'p' f g'wp'o km'p' f g'xgj 'f'ewqu'c'r ctvt'f g'wp' cewgtf q'gpvt'g'gn'Gucf q."go r tgu'cu'{' ukpf kecqu'gp'gn's wg'ug'r tqo gv'c'o c { qt'kpxgtuk'p."pwgxcu' vgepqm' f'cu."pwgxcu'eqpxgpkqu'ndqtcrgu' {" o glqtcu'gp'gn'ceegu'c'rc'eqo r tc'f g'wpkf cf gu0 Cf go a u.'c'hp'gu'f g'4239'ug'hto »'wp'cewgtf q'f g'eqo gtekq'gz vgtkq'f gn'O gtequw'eqp'Eqmo dlc' r ctc'kpvgtco dkt'xgj 'f'ewqu'eqp'ctcpegn'egtq'j cuvc'64022'wpkf cf gu'CEG'94+0'

GP'423: . 'hwgi q'f g'r'uwdc'f g'ru'vcucu'f g'lpvt2'u'lpvtpcekqpcrgu'{' r'r' tqhw'pf k' cel'p'f g' ru' lpeqpukv'gpeku'lpvtpcu."Cti gpvqp'eqo gp| »"c"s wgf ctug'uk'p'hwpgvu'f g'hp'cpeko kpvq' gz vgtpq.'r qt'm'ewcn'tgewtk'cn'Hqpf q'O qpgv'kq'k'vtpcekqpcn'HO K'gn'ewcn'ng'qvqi »'wpq'f g' r'u'r t2'wco qu'o a u'cnqu'f g'r'j kvqtk'f gn'qti cpluo q0Guc'etkuku'geqp»o leq/hp'cpektc'ngx»"c' r'f gxcnw'cek'p'f gn'vr q'f g'eco dlc'necn:3'{' cn'cwo gpvq'f g'r'tgecw'f cel'p'ko r qukk'xc'f gn'Gucf q0 Cu'f'ug'tggucd'ngektq'p'ko r wgu'qu'f g'85'r qt'w&u3'c'ru'g'zr qt'w'ek'q'p'gu'f g'r' tqf wv'qu'lpf wv'k'rgu." r'u'ew'rgu'chgevtq'p'cpvq'c'ru'v'gto lpcrgu'cwqo qvlegu'eqo q'c'ru'cwqr ctv'w'cu'g'zr qt'v'f qt'cu0'

:2'F lej q'dppq'xctk'cdc'f gn'6'cn'37' 'f gn'xcrqt'f g'ru'r ctvgu'{' r kgl cu'cf s wtkf cu'gp'gn'r e'f'0'
 :3'Gn'ewcn'r cu»'f g'842'r qt'w&u3'gp'4239'c'882'r qt'w&u3'gp'423; . lpenw'f gpf q'tgut'lv'xqu'eqpvt'qrgu'eco dkt'kqu0''

Cf go ^a u."ug'tgf wgtqp'hqu'tgkpvgi tq'u'c'rcu'gZR qtvekpqgu'f g'dkpgu'cwqo qvqtgu'f g'8.7' 'c'5.4' 0 Gp"423; "rc'etkuku'geqp»o kec'ug'r tqhwf k »."ci tcx^a pf qug'rc'tgeguk»p'c'r ctvt'f g'rcu'ec'ff cu'gp'gn' eqpuwo q.'rc'r tqf week»p{"gn'go r ngq."gptg'qvtqu'kpf kec'qtgu'0Cu'ff'rc'r tqf week»p'cwqo qvtk'ug' f gur nqo »"ngi c'pf q" c"ecuk'522022"xgj 'fwmqu'r tqf wekf qu."gn'xcnqt"o ^a u'dclq'f g'rc'f²ecf c"*xgt" I t^a hleq"KK3+0'

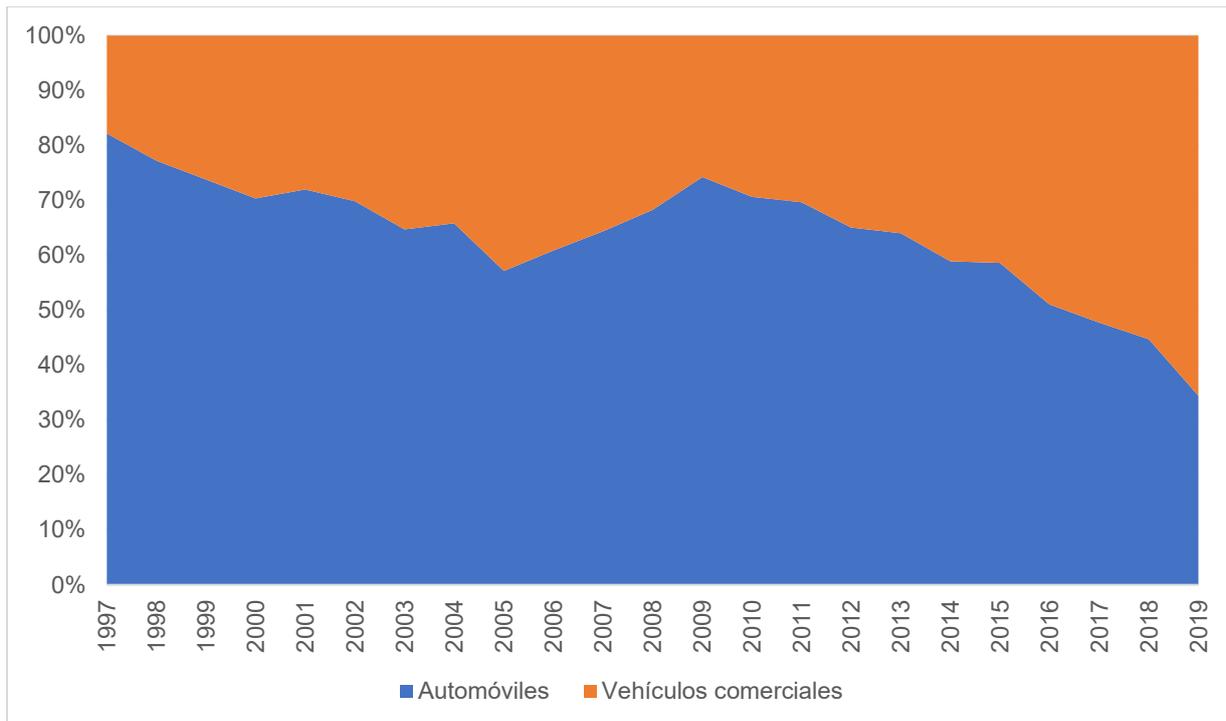
Cpv'gn'et'gekpvg'f²hek'eqo gteknf gn'ugevt'tgi kntcf q'gp'hqu'Ànko qu'c' qu'f g'rc'i guk»p" *xgt" I t^a hleq"KK4+."gn' qdkgtpq'f g'O cetk'guvdrgek»'wp'pwxq'cewgtf q'cwqo qvqt'eqp'gn'gptc'pv'g" i qdkgtpq'f g"Dqnu'pctq" gp"Dtcuk'0'Gp" gn'pwxq'v'c'v'f q"ug"o qf kke»" gn'eqgh'ekpg'v'g'ngz" f g' eqo gteq'ugev'q'k'cn'g'p'tg'mu'r c'ff'gu."s w'ug"o cpvg'p'c"gp"3.720'C"r ctvt'f g'gn'pwxq'cewgtf q."gn' xcnqt'r tqveqnt'ug"cw g'p»"c"3.92."u'w'lgpf q'rcu'ec'p'kf cf gu'f g'ko r qtvek»p'r gto k'kf cu'f gu'f g' gn'r c'ff'x'gek'p'j cek'c'ti gp'k'p'0'Uk'p'go d'cti q."m'p'q'x'gf qu'f g'g'v'g'v'c'v'f q."c'f'g'ht'g'pek'f g'mu' cpv'g'k'q'gu."gu's w'f'lej q'ngz'ug'gu'vdrgek»'eqp'ect^a evgt'tg'v'q'ce'v'x'q."eqp'x'ki g'pek'f gu'f g'42370' F'g'v'g'o q'f q."ug'ngu'r g'f qp»"c'rcu'go r tguc'u'k'p'uet'k'v'cu'gp'gn't²i ko gp'cwqo qvtk'rcu'o w'ncu'r qt" r²tf'kf c" f g' r'g'ht'g'pek" c'te'p'eg'nt'k" s w' ngu' eqttgur q'p'f'c" r qt" j c'dgtug" g'zeg'f'kf q" gp"rcu' ko r qtvekpqgu'c'c'ti gp'k'p'f'gn'xcnqt'r tqveqnt'k'kf q'gp"4238'eqp'x'ki g'pek'j cu'c'4242'*Rgt'g' " Cm cpuk'4244+0⁴"

Cuko kuo q."gp'g'v'g'eqpvz'v'f g'f gr'g'v'g'p'f'gn'o gtecf q'k'p'v'g'p'q{"t'gi k'q'pc'n'rc'k'p'f w'v'k'c" cwqo qvtk'c'ti gp'k'p'j c"kf q"eco d'k'p'f q"uw'gur gek'ik' cek»p'r tqf we'v'c" *xgt" I t^a hleq"KK6+0'Nc" ec'ff c" f g'rc"r tqf week»p" t'gec { »" r t'pek' c'm gp'v'g" gp" mu' cwqo »x'kgu." r g'q" r t^a ev'eco gp'v'g" p'q" ko r ce'w" gp" mu' x'gj 'fwmqu' eqo gtekn'gu' /eco k'p'p'gu." eco k'p'p'v'cu." g'v'0' ugi o gp'v'g" f qo k'p'f q" r t'pek' c'm gp'v'g'r qt'rcu'r k'ent'w' u/. 's w'f' cpct'q'p'r ct'v'ek' c'ek»p'gp'gn'v'cn'r tqf we'kf q'f g'rc'k'p'f w'v'k'c" cwqo qvtk' *xgt" I t^a hleq"KK7" {" I t^a hleq'u'2/3'f gn'C'p'g'z'q'G'v'c'f'ff'v'ek'q+0'G'v'g'eco d'k'q'hw'g'c'À'p'o ^a u" ko r q't'v'p'g" gp"rc" g'z'r qtvek»p'f g'x'gj 'fwmqu." f q'p'f g'c" h'k'p'gu'f g'rc" f²ecf c" f g'3; ; 2" gn'42' " eqttgur q'p'f'c" x'gj 'fwmqu' eqo gtekn'gu' {" gn't'gu'v'p'v'g": 2' "c" cwqo »x'kgu."o k'g'p't'cu's w'g'r c'tc'rc" ugi v'p'f c'f²ecf c'f gn'4222'f lej c'g'ew'cek»p'ug'k'p'x'k'v'k» *xgt" I t^a hleq"2/4'f gn'C'p'g'z'q'G'v'c'f'ff'v'ek'q+0'

"

⁴"Cf go ^a u."gp"423; "Cti gp'k'p'c'k'o »"gn'4'À'rt'q'v'eq'm'f gn'CEG'35'eqp'R'ct'ci w'c { ."c"tcx² u'f gn'ew'cn'r t^a ev'eco gp'v'g" v'q'f qu'hqu'cwqo »x'kgu'r q'f t^a p'k'p'i t'g'uct'f g'o cp'g't'c'k'p'o g'f k'v'c {" k'd't'g'f g'c'te'p'eg'nu'c'R'ct'ci w'c { 0

Gráfico II-4 – Producción de vehículos en Argentina por tipo (porcentajes) (1997-2019)



Hwpgv<gndqtcek>p'r tqr kc'gp'dcug'c'CF GHC'

F g'guv'hqto c.'f wcpvg'f kej c'gvr c'ug'ngx>>c'ecdq'wpc'hwtg'tgtceek>p'f g'rc'kpf wutkc' cwqo qvtk' "mecn's wg'ci tcx>>"ru'r tqdrgo cu'r t gugpvu'gp"rc'hcug'r t gxc0'Cu'cf go^a u'f g'rcu' ci wf cu'ec'f cu'gp'rc'r tqf week>p'f g'xgj 'fwrqu'{"rc'r² tf kf c'f g'r wguqu'f g'tcdclq'gp'gn'ugevt.'ug' r tqhwf k' >>"gn'f² hck'eqo gteknf'gr'eqo r rglq'cwqo qvt0'Rqt'wp'rcf q.'ug'o cpwxq'wp'cnq'pk'gn' f g'ko r qtcekppu'f g'cwqr ctvgu.'cn'o kuo q'vgo r q's wg'ec'c'rc'r tqf week>p'f g'xgj 'fwrqu.'r gtq.' cf go^a u." ug' uwo ctqp' etgekpvu' f² hcku' gp' rcu' ko r qtcekppu' f g' xgj 'fwrqu' vgo kpcf qu.' ci tcxcpf q'gn'ewcf tq'f g'rc'kpf wutkc'0'Uk'go dci q.'gug'tgeqtkf q'i gpgtcn'f gn'ugevt'pq'hwg' j qo qi² pgq' gvt'g'rcu' 34' vgo kpcrgu' f gn'eqo r rglq' cwqo qvt.⁵ gvt'g'rcu' ewcrgu' t gucnc' gp' r ctvewt'rc'vc' { gevtk'f guctqmf c'r qt'Vq { qv' Cti gp'vpc'0'

2.3 - Desempeño económico de cada terminal automotriz (2002-2019)

C'r guct'f g'gug'tgeqtkf q'i gpgtcn'f g'rc'kpf wutkc'cwqo qvtk' "gp'Cti gp'vpc.'pq'vqf cu'rcu' vgo kpcrgu'ug'f gugo r g' ctqp'f g'rc'o kuo c'hqto c'hwi q'f g'rc'etkuf'f g'rc'eqpxgt vdkkf cf 0F gpvtq'

⁵C'rcu'vgo kpcrgu'cwqo qvtegu' { c'kpu'rcf cu'cpvu'f g'rc'etkuf'f g'rc'eqpxgt vdkkf cf "k'geq.'Hcv'Hqtf.'I gpgtcn' O qvtu.'Rgw' gqv'Ekqgp.'Tgpcw'0'gtegf gu/Dgp|. 'Xqmuy ci gp' { "Vq { qv'ug'wo cp'f qu'ht'o cu'lc' r ppguc'J qpf c' gp'4233' { "Pku'cp'gp'423: 0'Vco dR'p'ug'gpewpvc'rc'uwec'Uecpk'eqp'wpc'r r pvc'gp'Vvewo^a p.'r gtq'ug'rc'gzenw'f g'rcu'cp' r kku' { c's wg'gp' Cti gp'vpc'rc'ht'o c'ug'f gf'kcc'rc'r tqf week>p'f g'ukvgo cu'f g'tcpuo kkp' { "pq'c'rc' hcdtkecek>p'f g'xgj 'fwrqu'0'

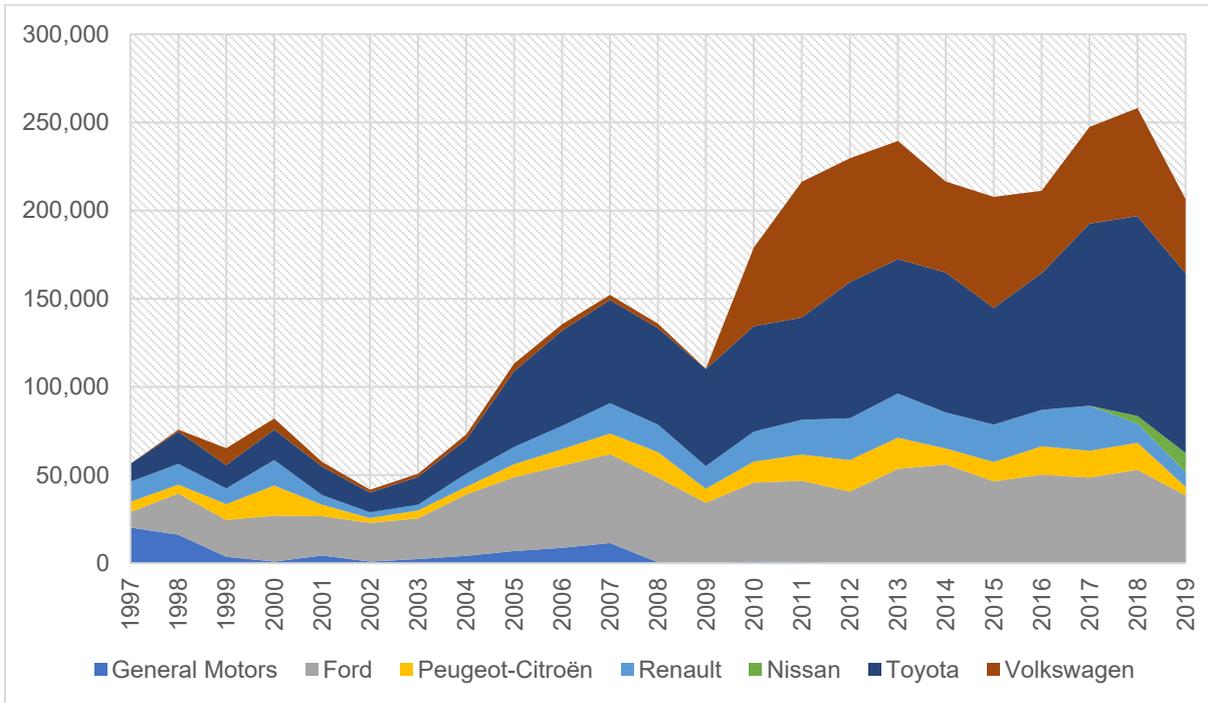
f g" guvg" eqo r qtwco kpvq" j gvtqi 2 pgg." ug" f guvcec" r" cwur lekquc" performance" f g" Vq{ qvc" Cti gpvkpc0Rqt" wp" rcf q." gp" v to kpqu" f g" r tqf weekp" f g" xgj f wqu." o kpvctu" rnu" vgt o kpcrgu" cwqo qvlegu'etgekgtqp" c'wp'tko q'f gn'8' . 'r' hto c' lcr qpguc' m' j k q' cn'3; ' "gpvtg"4224" { "423; 0' F guf g' uw' kpuvrclekp" gp"3; ; 9. "ewcpf q" ug" wdkcdc" gp" gn'u r vko q' nxi ct" ugi Ap" r" r tqf weekp" f g" ecf c' vgt o kpcn' guecn" cnlewct vq" gp"4227. 't cucpf q' cnlugi wpf q" gp"4236" { 'mgi cpf q' c'ugt' gn' r tkpek' cn' r tqf vevqt" f g' xgj f wqu" gpvtg"4238" { "423; 0"

Guv" f gugo r g° q" tguvnc" cAp" o a u' cn' f hgt gpekt" r" r tqf weekp" r qt" vr q" f g' xgj f wqu" { c" s wg" f guf g' uw' kplekqu" Vq{ qvc" eqpegpvt" » uwu" qr gtcekqpgu" gp" r" r tqf weekp" f g' r" r len' w' J kwz0' F g" guvg" o qf q." o kpvctu" r" r tqf weekp" f g" xgj f wqu" f g" r cuclgtqu" gp" Cti gpvkpc" ec{ »" eqpuvcpvgo gpv" nagi q" f g" r" eqpvtceekp" geqp» o kec" f g" Dtcukri" gp"4235" *xgt" I t^a hleq" 2/3" f gn' Cpgzq" Gucf f wqu" r" f g' xgj f wqu" eqo gteknru" r kxkpqu" ug" o cpwxq" *xgt" I t^a hleq" KK7+0' Gp" r ctvewrt. 'r" r tqf weekp" f g' xgj f wqu" wknkctkqu" etgek" gp" i tcp" o gf kf c' hagi q" f g'4232" c' r ctvt" f g' r" hcdtkecekp" f g' r" Xqmuy ci gp" Co ctqm" s wg" ug" uwo » "c" rqu" qvtqu" o qf grqu" f g' r len' w' u' f g" o c{ qt" 2 zkk. "r" o gpekqpcf c" J kwz" { "r" Hqtf "Tcpi gt0⁶" F g" guvg" o qf q." gpvtg"4239" { "423; "rqu" xgj f wqu" eqo gteknru" gzi rlectqp" r" o c{ qt" r ctv' f g' r" r tqf weekp" gp" gn' r c' u0Gp" guvg" o cteq. "gn' f gugo r g° q" f g' Vq{ qvc" ug" f guvcec" vqf cx' c' o a u." { c' s wg' r cu» f g' gzi rlect" gn'45' ' f g' r" hcdtkecekp" f g' xgj f wqu" eqo gteknru" gp"4224" j cuvc" gn'6; ' "gp"423; *xgt" I t^a hleq" KK7+0'

"
"

:⁶C" o gf kf qu" f g'423: 'P kuucp" eqo gp| » "c' hcdtlect" uw' len' w' Htqpvtg" gp" E» tf qdc. 'nagi q' f g' lpxgt vt" gp" co r rkt" r" ecr cekf c' "kpuvrcf c" f g" r" r rpv" f g" T gpcwv" uqekq" i mdcn' f g" P kuucp0' C" uw" xgl . "T gpcwv" uwo » "r" qvc" r len' w' " o gf kpc" f gpqo kpcf c' C rucv" gp"4242" *xgt" Vcdrc" KK/5+0'

Gráfico II-5 - Producción por empresas de vehículos utilitarios livianos en Argentina (unidades) (1997-2019)⁹⁵

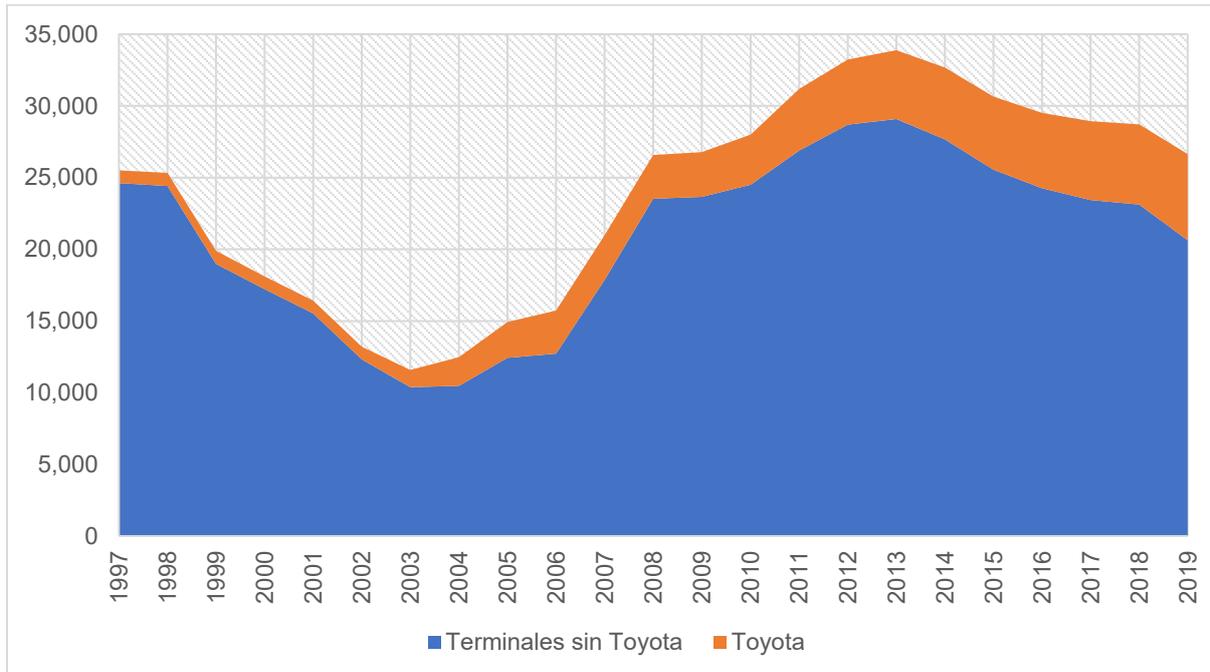


Hwpgv<grdqtcck>p'r tqr kc"gp"dcug'c"CF GHC'

Ceqo r c° cpf q" gn' plxgn' f g" r tqf week>p." gn' go r ngq" gp" Vq{qvc" wo dk&p" etgek>" uquvplf co gpv'f guf g"gn'kplek'f g"uwu'qr gtcekkp'g'u'xgt'I tª hleq"K&8-0'Nc"go r t'guc"eqo gp| >>" g'zr rkecpf q'gn'6' "f gn'go r ngq'v'v'gn'rc'tco c.'r cucpf q'cn'32' "gp"4225."36' "gp"4235."39' "gp" 4237"{"h'p'ck' cpf q"gp"423; "eqp"gn'45' "f gn'v'cdclq"gp"gn'ugevqt"v'gto k'p'cn'0'Rct'kewrto gpv'."gn' etgek' k'p'v'f gn'go r ngq"gp"Vq{qvc"ug'f k'f g'hqto c"eqp'tce'f'ekc"eqp"gn'o q'x'k' k'p'v'f gn'ugevqt" gp"uw"v'v'ck'f'c'."{c's'wg'g'ug'ec{ >>"uquvplf co gpv'c'r ct'v'k'f g"4235."eqp"rc't'geguk>p'f g"Dtcukn" o k'p'v'cu's'wg'Vq{qvc'cwo gp>>"uw'p'À' gtq'f g'tcdclcf qtgu'f w'cp'v'f lej q'r gt'f'q'f q'xgt'I tª hleq'2/ 5'f gn'c'pgzq'G'ucf'f'ur'ek'q-0'

⁹⁵ J' c'uc'423: "CF GHC"eqpuk'gt>"c"rc"Vq{qvc"UY 6"eqo q"wp'x'gj'f'ew'q'w'k'k'ct'k'q'0'Gp"v' to k'p'qu'f'g'j' qo q'ni' cel'p"g" ko r q'uk'k'qu'rc"UY 6"u'go r t'g'hw'g'wp'x'gj'f'ew'q'f'g'r'cuclgt'qu'{"CF GHC"eqtt'ki'k'g'ug'gtt'qt"gp"423: 0'Gp"nu'I tª hlequ' K&7"{"2/3'f gn'c'pgzq.'gn'c'w'qt'eqtt'ki'k'g'ug'f'c'v'q'r'ctc'v'q'f'qu'nu'c'° qu'0'

Gráfico II-6 – Empleo en el sector terminal de la industria automotriz de Argentina (promedios anuales) (1997-2019)



Hwpgv-gndqtckp'r tqr kc'gp'dcug'c'QGF G.'Tgxkuc'O gtecf q'f' f qewo gpvckp'kpvtpc'f'g'Vq{ qvc'0

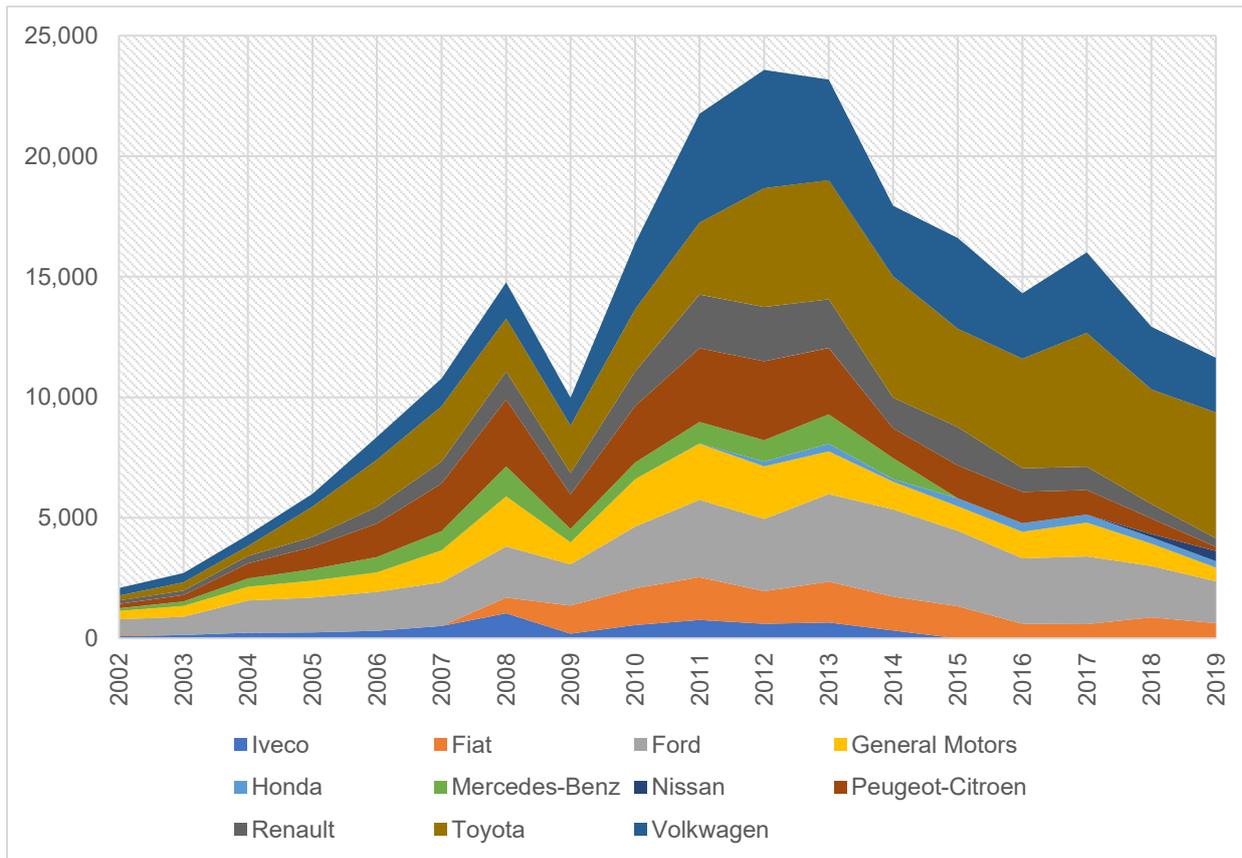
F g'hqto c'uko krc't'ug'r wgf g'uwdtc{ ct'nc'vc{ gevqtk'f'g'nc'hko c'lcr qpuc'qdugtxcpf q'gn' xcmqt'f'g'm'rtqf wekf q'gp'gn'r gt'qf q.'gu'f gekl.'vpgkpf q'gp'ewgpc'gn'pAo gtq'f'g'xgj 'ewqu' r tqf wekf qu'{"m'ur tgekqu'f'g'2 uqu'0'Gp'v'g'4224'{"423; "Vq{ qvc'cewo w'w'wpc'r tqf wek'p'f'g' w&u770485'o kmppgu.'wp'xcmqt'eqpuk'gtcdngo gpv'uw'gtkqt'cn'crecp| cf q'r qt'nc'hko c'wdkefc'gp' gn'lgi wpf q'w'i ct.'Xqmuy ci gp.'8's w'g'iq'j k'q'r qt'w&u620623'o kmppgu'9'*xgt'I t'a h'eq'KK9+0"

C'uw'xgl.'guv'gteqtkf q'ug'f gpvc'gp'gn'r tqpwpekf q'cuegpuq'gp'nc'eAr w'c'geqp>>o kec' cti gpvpc'c'r ct'vt'f'g'wp'cwo gpvq'etgekpgv'f'g'nc'r'rtqr qtelc'p'f'g'nc'u'xgpvcu'f'g'Vq{ qvc'uqdtg'nc'u' xgpvcu'f'g'nc'u'422'go r t'gucu'o a u'i t'cpf gu'f'g'Cti gpvpc'*xgt'I t'a h'eq'KK: +0'Gp'guv'cur gevq.' Vq{ qvc'rk'gtc'c'nc'u'v'gto kpc'gu'cwqo q'v'legu'c'r ct'vt'f'g'42390'C'uw'xgl.'gm'ug'tgh'g'lc'gp'gn' xgt'vi k'pquq'cuegpuq'f'g'nc'hko c'gp'f'kej q'tcp'kpi .: "gp'gn'ew'nc'eqo gp| >>"gp'gn'r w'guv'326'eqp'gn'

:8'Ug'v'p'gp'ewgpc'nc'r'rtqf wek'p'f'g'eclcu'f'g'eco dlq'f'g'Xqmuy ci gp'gp'dcug'c'nc'uw'o c'f'g'nc'u'g'zr qt'wekppgu'f'g' 2 ucu'c'iq'r tqf wekf q'gp'xgj 'ewqu'0"
 :9'Gn'xcmqt'f'g'xgj 'ewqu'r tqf wekf qu'ug'g'w'ko c'c'r ct'vt'f'g'ec'ew'nc'gn'r tgekq'gp'r gu'f'g'ecf c'o qf gm'r tqf wekf q'r qt' ecf c'v'gto kpc'n'gp'lw'k'f'g'ecf c'c'o q'ugi Ap'nc'i w'p'q'h'ek'ci'f'g'r tgekqu'f'g'CECTC" *eqpuw'nc'c'c'r ct'vt'f'g' y gd'0'tej k'g'0'qi +cl'w'cf q'r qt'gn'r tqo gf k'q'cpw'nc'f'gn'v'k'q'f'g'eco dlq'f'gn'f' »nc't'guvc'f'q'w'pk'gpug'f'gn'DETC'uw'o cf q' c'nc'u' g'zr qt'wekppgu' f'g' cw'qr ct'v'gu' f'g' ecf c'v'gto kpc'n' cw'qo q'v'k' cti gpvpc'0' Rctc' co r'kct' eqpuw'nc' P qvc' O g'xf q'nc'i kec'4'f'gn'c'p'gzq'0'
 :'Ug'v'c'v'f'gn'c'p'kpi 'f'g'nc'Tgxkuc'O gtecf q's w'g'eqphqto c'wpc'dcug'f'g'nc'u'422'go r t'gucu'o a u'i t'cpf gu'f'gn'r c'f'f'g' c'ew'gt'f'q'eqp'uw'it'gur gev'k'cu'xgpvcu'cpw'nc'gu'p'q'ug'k'p'nc'w'f'gp'hko cu'f'gn'ugev'qt'ci t'qr gev'ct'kq.'nc'k'q'nc'u'cd'q'ecf cu'c'nc' eqo gte'k'nc'k' cel'p'f'g'i t'cpqu+0'

kplekq'f'g'uwu'qr gtcekppgu'gp'3; ; 9"{'mgi »'c'ugt'rc'vgtetg'go r t guc'o a u'i tcpf g'f'g'rc'Cti gpvpc'
 gp'423; .wde^a pf qug'f gdclq'f'g'rc'u'gucvrgu' ceko kpvqu' Rgtq'f'gtqu'Cti gpvpc' RH"{'Dcepeq'
 P cek»p'Cti gpvpc'»DP C+»xgt'Vcdm'K3+0F'g'htoc'uko krt.'gp'423; 'mgi »'c'gzz'lect'gn'53' "
 f'g'rc'u'xgpvcu'f'g'vqf'cu'rc'u'vgtokpcrgu'cwqo qvtegu'{'gn'4.6' 'f'gn'vqcnf'g'rc'u'422'go r t guc'o a u'
 i tcpf gu'f'g'Cti gpvpc'»xgt'I t^a hleq'K: +0'

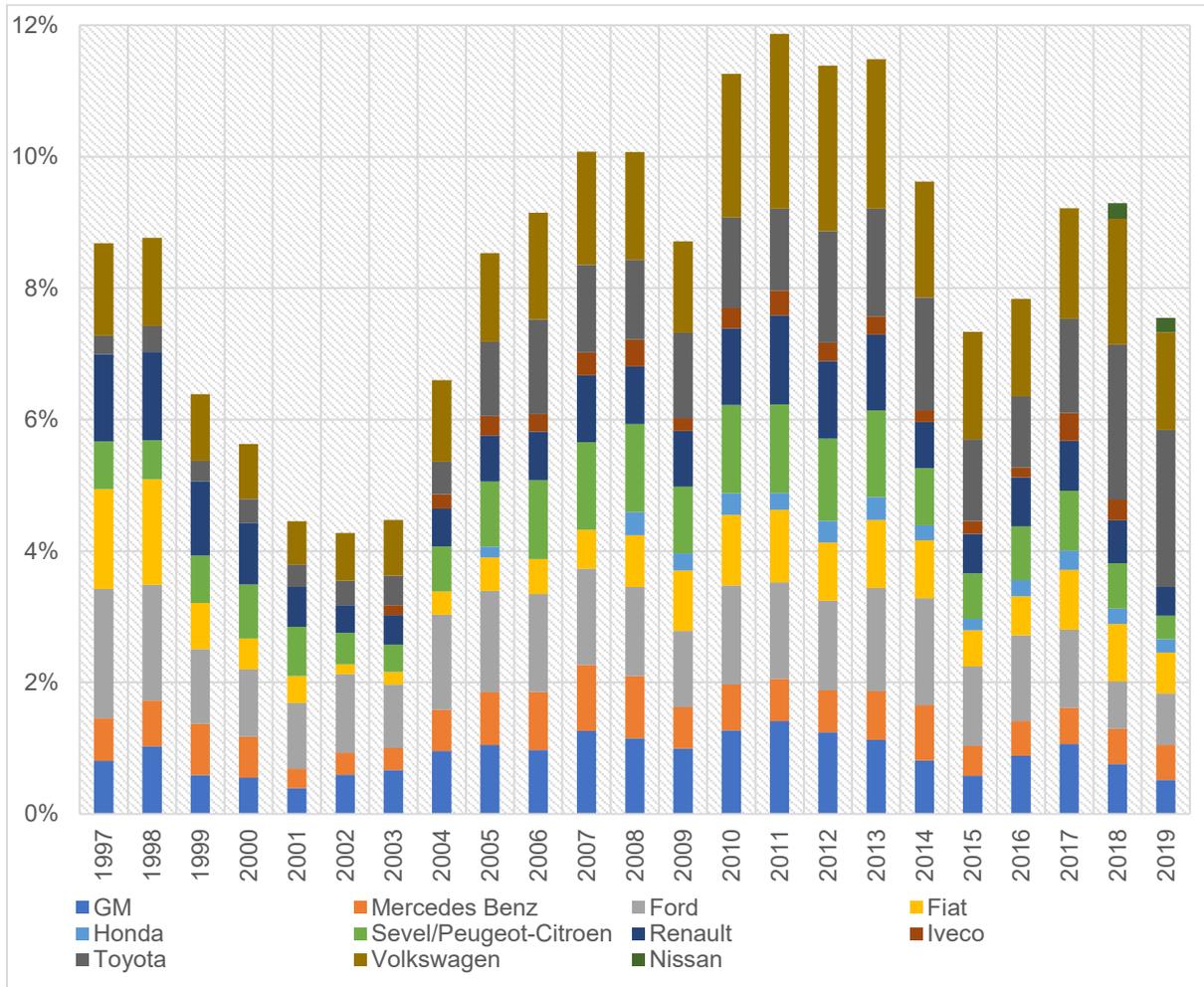
Gráfico II-7 - Valor de vehículos producidos por terminal automotriz⁹⁹ (millones de dólares corrientes) (2002-2019)



Hwpgv<gndqtcek»p'r tqr k'gp'dcug'c'CF GHC.'CECTC'{'DETC0'

::'Retc'co r rict'equuinct'P qv'O gvf qn»i kec'4'f'gn'cpgzq0'

Gráfico II-8 - Porcentaje de ventas de las terminales automotrices sobre las ventas de las 200 empresas más grandes de Argentina (porcentajes) (1997-2019)



Hwpgv<gndqtcelp'r tqr kc'gp'dcug'c'Tgxkvc'O gtecf q0'

Tabla II-1 - Posición de Toyota en el ranking de las 200 empresas más grandes de Argentina (años seleccionados)¹⁰⁰

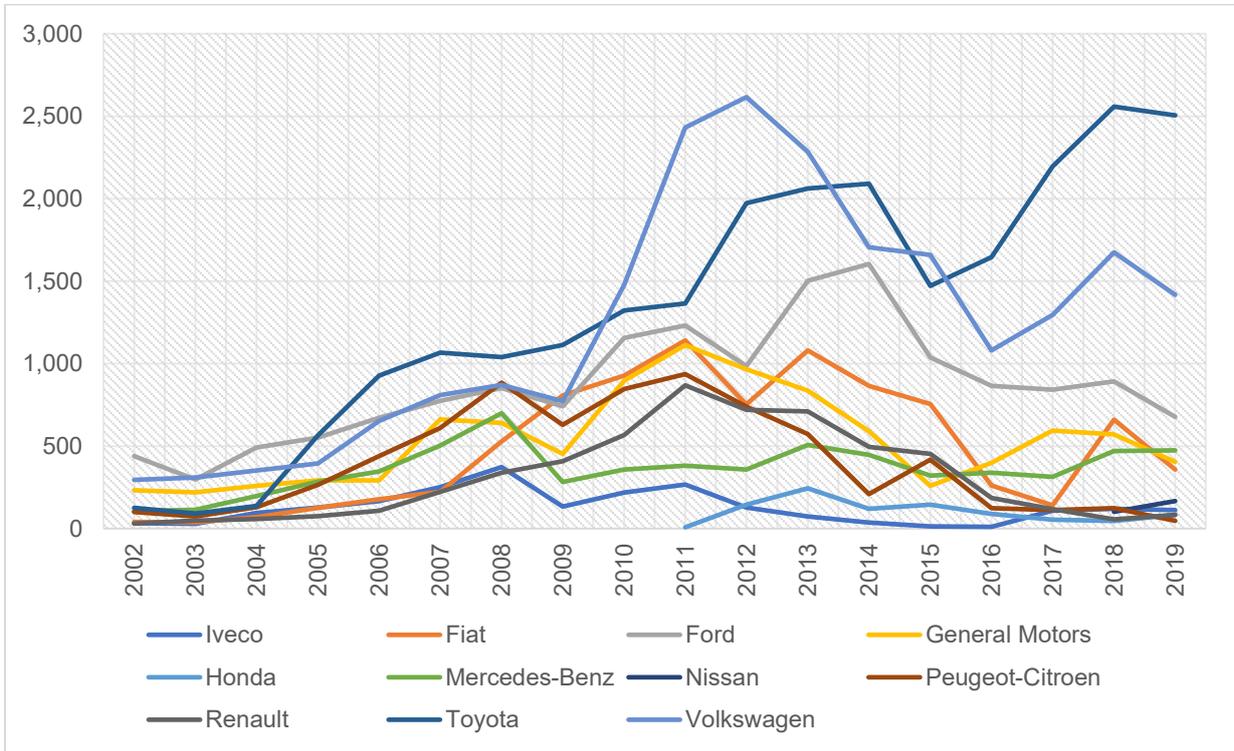
Año	Posición en el ranking
1997	104
2000	81
2005	16
2010	17
2015	17
2019	3

Hwpgv<Tgxkvc'O gtecf q0'

³²² Rctc'xgt'hc'tc{ gevqtk'eqo r ngv'f g'Vq{ qvc'gp'gnlcpnpi 'xgt'hc'Vcdnc'2/4'f gn'cpgzq'Gucf'¶nleq0'

Qxtq "f g" rqu" cur gevqu" ucrlkpgvu" f g" r" vtc { gevqt k "f g" Vq { qvc "gu" gn' tghg tkf q " cn' eqo gtelq " gz vgtkqt 0' Cn' t gur gevq. " r" go r t guc " hwg" r" s w g" o a u" g z r q t v c e k p p g u" r t q f w l q " g p v t g" 4224 " { " 423; " n g i c p f q " c " e q m e c t " r t q f w e v u " g p " g n' g z v t c p l g t q " r q t " w & u 46 0 4 7 4 " o k m p p g u " * x g t " I t a h e q " K K ; # 0 ' G p " u g i w p f q " h i c t . " u g " g p e w g p v t c " X q m y c i g p " s w g " c r e c p | » w & u 4 4 0 ; 6 ' b k m p p g u " { " g p " v g t e g t " h i c t " H q t f " e q p " w & u 3 7 8 : 2 " o k m p p g u " G n' t g u v q " f g " r c u " v g t o k p c r g u " c w q o q t k e g u " g z r n e c p " o q p v u " u k i p h e c v x c o g p v g " o g p q t g u " g p " g z r q t v c e k p p g u " 0 ' G p " e w c p v q " c " r " f k x g t u k h e c e k p " f g " u w u " o g t e c f q u " g z r q t v c d r g u " c ' r c t v k " f g n' p f l e g " f g " J g t h k p f c j n i g " J k t u e j o c p " * K J + " g p " g n' e w c f t q " K K 3 . 3 2 3 " V q { q v c " p q " c r c t g e g " e q o q " r " g o r t g u c " e q p " o c { q t " f k x g t u k h e c e k p " f g " f g u k p q u " { c " s w g " g p v t g " r m u " c o q u " 4 2 2 ; " { " 4 2 3 7 " u w u " g z r q t v c e k p p g u " g u w x k g t q p " h w g t v g o g p v g " e q p e g p v t c f c u " g p " D t c u k t 0 ' U k p " g o d c t i q . " g p " r m u " A n k o q u " c o q u " i g p g t » " p w g x q u " f g u k p q u " f g " g z r q t v c e k p " h w g t c " f g n' O g t e q u w t " v r g u " e q o q " R g t A " E q m o d l c " { " E j k g . " t g u r g e v x c o g p v g . " f k x g t u k h e c p f q " g p " i t c p " o g f k f c " u w u " o g t e c f q u 0 " " " "

Gráfico II-9 - Exportaciones de terminales automotrices (millones de dólares FOB) (2002-2019)



Hwpgv-g'ndqtcelp'r tqr kc'gp'dcug'c' Cf wpc' { "Uqhtcf g0'

323 "Gn' K J " gu" wpc" o gf kf c" s w g " w p p g " r " r t q r l g f c f " f g " r q p f g t c t " g n' r g u q " f g " e c f c " r t q f w e v q " { " r c " i " g p " g n' v q c i l' f g n' e q o g t e l q . " f g " o q f q " s w g " k p h t o c " u q d t g " r " e q p e g p v t c e k p " g e q p » o l e c " f g " w p " o g t e c f q " * J k t u e j o c p . " 3 ; 8 6 - 0 ' G u v q " u g " k f g p w h e c " c n' v o c t " g n' e w c f t c f q " f g " r c u " r c t v e l r c e k p p g u " f g " e c f c " r c " u 0 ' W p " p f l e g " g n g x c f q " g z r t g u c " w p " o g t e c f q " o w l " e q p e g p v t c f q " { " w p q " d e l q " w p q " f k x g t u k h e c f q 0 R c t c " o r n c t " f k e j c ' b g v q f q m i " c " x g t " r " P q v c " O g v q f q n i k e c " 3 " f g n' C p g z q 0 "

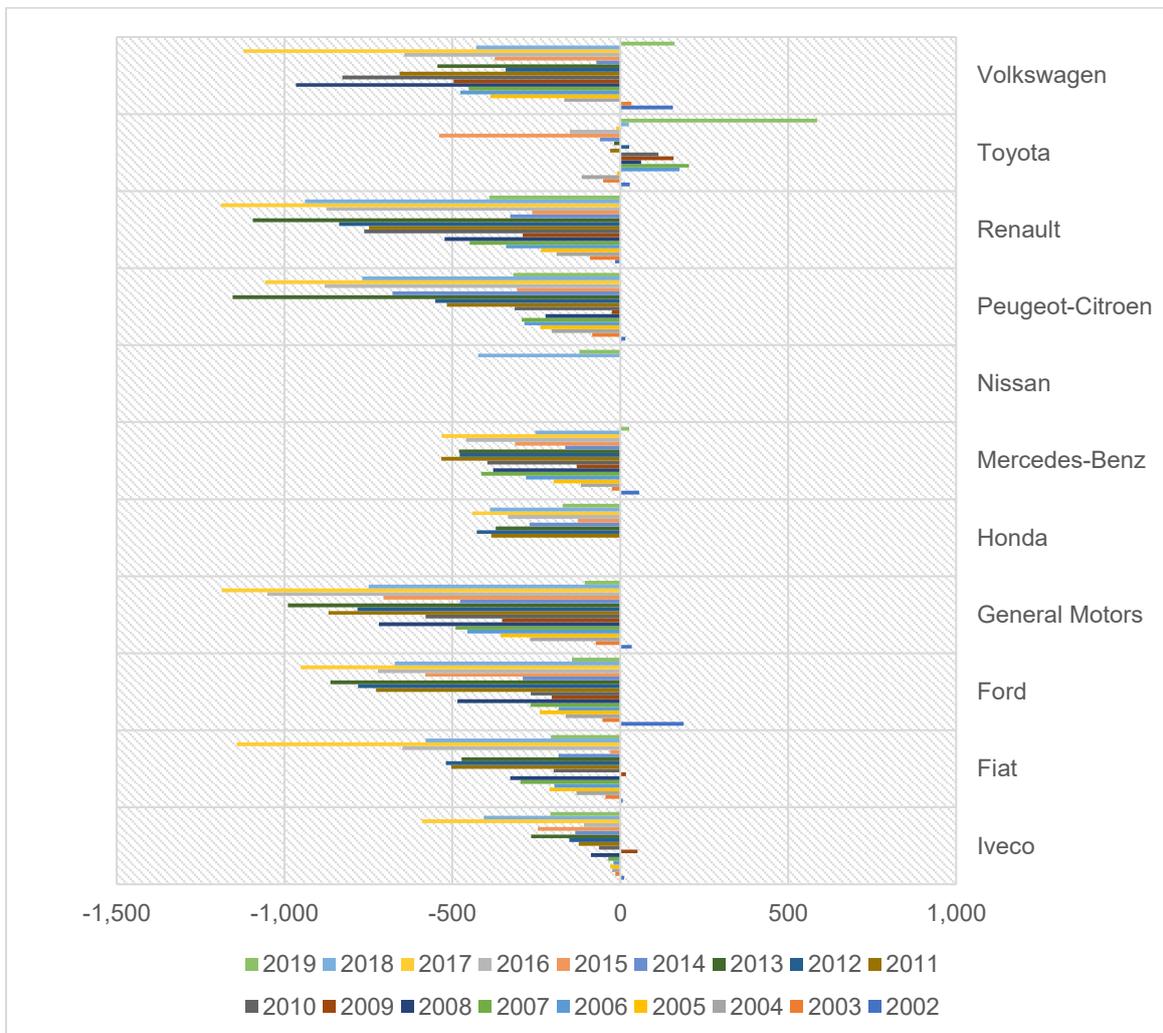
Cuadro II-1 - Índice IHH de concentración de destinos de exportación por terminal automotriz (2002-2019)

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
IVECO	8.153	6.159	3.957	3.930	5.509	3.882	4.688	3.547	4.891	4.756	4.678	4.367	4.120	3.455	4.992	7.092	7.639	8.451
FIAT	6.986	6.950	6.414	4.347	5.100	6.565	7.360	9.472	9.292	9.612	9.093	9.637	8.842	3.484	8.730	9.701	9.765	9.569
FORD	5.867	4.966	4.531	3.619	3.584	3.907	5.014	6.038	6.243	6.778	6.805	6.243	6.377	5.400	4.739	4.881	5.394	4.864
GENERAL MOTORS	3.485	3.844	4.331	3.064	3.854	6.794	8.752	9.128	9.006	8.803	9.579	9.621	9.908	9.773	9.837	9.715	9.772	9.670
HONDA										9.787	9.913	9.701	9.550	9.129	9.216	8.607	8.179	9.508
MERCEDES-BENZ	2.879	2.025	1.501	1.388	1.417	1.059	1.102	3.101	2.717	3.984	6.187	6.559	7.527	5.049	4.340	5.178	5.186	7.702
NISSAN																	8.402	9.176
PEUGEOT CITROEN	4.760	2.647	2.760	2.737	3.879	4.495	4.799	7.939	8.423	8.243	8.498	9.382	9.355	3.255	8.325	7.852	7.861	6.085
RENAULT	5.406	3.338	2.201	2.540	2.203	3.751	5.304	6.454	6.472	6.721	7.564	7.430	6.776	5.230	5.180	4.014	3.660	2.833
SCANIA	4.869	5.257	9.367	9.715	9.050	8.827	9.165	9.426	9.630	9.491	9.165	9.686	9.261	6.308	6.738	7.548	8.428	7.653
TOYOTA	8.360	5.356	3.730	3.384	3.625	3.809	5.891	7.736	7.653	8.448	6.260	7.361	7.541	7.517	6.593	3.653	3.494	3.610
VOLKSWAGEN	3.587	3.569	2.724	2.592	3.128	3.532	4.292	6.672	3.682	6.580	3.441	3.357	3.086	1.982	1.702	2.529	3.040	3.751

Hwpgv-gndqtckep'r tqr k"gp"dcug"cf cxqu"fg"Cf wpc"{"Uqhtcf g0

" Ulp'go deti q.'gnitcui q'b^a u'lo r qtvcpg'gp'gn'ewcnlug'f guceec"Vq{ qvc'gu'lw'ucrf q'eqo gtekn' gp"eqo r ctce»p"eqp'gn'tguvq'f g'rcu'vgo kpcrgu"cwqo qvlegu"*xgt"l t^a hleq"K32+0Gp"ghgevq."rc" hto c'gu'rc"Àplec's wg'qdwvq'wp't guwncf q'uw'gtcxkctkq'gp'rc'f hgt gpek"gpvt'g'uwu'gZR qt vcekppgu" g'ko r qt vcekppgu"gpvt'g"4224"{"423; "gn'ewcn'cncp| »"w&u5; 2"o kmppgu'r ctc"vqf q'gn'r gt"qf q'0'Gn' tguvq'f g'rcu'vgo kpcrgu"qdwvkgtp"t guwncf qu'f hlekctkqu"s wg"gp"uw"eqplwpvq"uki p hlectqp" w&u7; (8; 2"o kmppgu."crt gf gf qt "f gn'92" "f gn'vqcn'f gn'f² hlek'f gn'ugevqt "f wtcpvg"rc"gvcr c"dclq" guwf kq0Gug'cur gevq'ucrkpgv'ug'f guceec"çp"o^a u'f gdlf q'c'rc'ko r qt vcekc"o cetqgeqp»o kec's wg" vepg"r ctc"Cti gpvp"rc" f kur qpklkcf "f g'f kxkcu'f cf qu"m" {c"o gpekqpcf qu'r tqdngo cu'f g" *restricción externa* *Dtcwp"{"Lq{."3; 8: =Uej qtt"{"Y clpgt."4236="Vj kny cm"3; 9; +

Gráfico II-10 - Saldo comercial externo por terminal automotriz (millones de dólares)* (2002-2019)



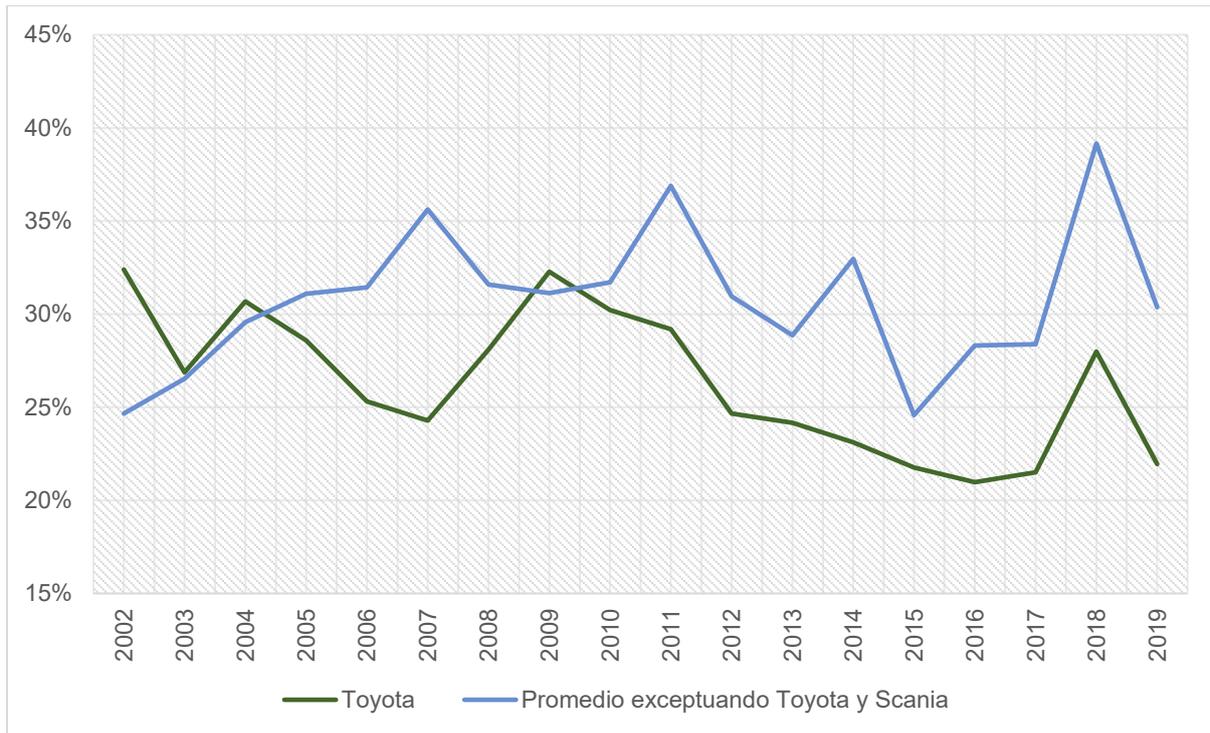
Hwpgv<gndqtcel»p'r tqr kc'gp'dcug'c'c'f wpc"{"Uqhtcf g0' , F »rtgu'HQD'r ctc'gZR qt vcekppgu"{"f »rtgu'EKH'r ctc'ko r qt vcekppgu0'

Guxu't guwncf qu'ug'g zr dcep. "gp'r ctvg. "r qt "gn'cmq" eqpvpkf q' mecn'f g' mqu'xgj "f wncu" f g' Vq{ qvc0C'r ctvt "f g'nc' o gf lek»p' f g'rcu'ko r qt vckppgu' f g'cwqr ctvgu'gp'f » rctgu' uqdtg' gn'xcmq' f g' mqu'xgj "f wncu" r tqf wekf qu'ug' f gpqc' s wg' Vq{ qvc' wncu » "gp'r tqo gf kq' wp' 48' "f g'ko r qt vckppgu' f g'cwqr ctvgu'gp' uwu'xgj "f wncu" o kcpvcu' s wg' gn't guvq' f g'rcu' vgt o kpcrgu' m' j lekgtqp' gp' 53' " *xgt " I t^a hleq' 33+0²⁴ "Ncu' f qu' vgt o kpcrgu' s wg' ug' eqmectqp' r qt "f gdclq' f g' Vq{ qvc' hwgtqp' Hqtf "eqp" wp' r tqo gf kq' f g' 45' "f g'ko r qt vckppgu' uqdtg' gn'xcmq' f g'rc' r tqf wek»p' { "Xqmuy ci gp' eqp' 47' " *xgt " I t^a hleq' 2/6' f gn' Cp gzq' Guxf "f wncu+0²⁵ "Rqt' qvtq' rcf q. 'gung' uqdtg' ucn' kcpvg' t guwncf q' eqo gtekn' f g' Vq{ qvc' ug' g zr dcep' vco dle' p' r qt' o gpqtgu' ko r qt vckppgu' f g' xgj "f wncu" f g' r cuclgtqu' cn' b gtecf q' cti gp' vpkp' gp' eqo r cteck»p' eqp' m' o c { qt' f' f gn't guvq' f g'rcu' vgt o kpcrgu' eqo q' "Xqmuy ci gp. "Hqtf . " I gpgtcn' O qvqtu. "Tgpwnc' Hlc' v' { "Rgwi gqv' Ektqgp. 't gur gev' xco gpvg' *xgt " I t^a hleq' 2/7' f gn' Cp gzq' Guxf "f wncu+0

³²⁴"Ecdg'tgo ctect' s wg' gung' o ² vqf q' gu' f kucpvq' cn' s wg' wncu' cp' rcu' vgt o kpcrgu. "o kf kcpf q' r kgl c' r qt' r kgl c0Ugi Ap' gung' Anko q. "Vq{ qvc' vgp' f' gp' 4242' wp' 62' "f g' eqpvpkf q' mecn' gp' uwu' xgj "f wncu" *F cplgri' J gttgtq. "gpvtgxkuc' r gtuqpcn" 394244+0'

³²⁵"C" r ctvt "f g' mqu' etvegu' f g'rcu' xctkcdrgu' ko r qt vckppgukcmq' f g'rc' r tqf wek»p' { "g zr qt vckppgukcmq' f g'rc' r tqf wek»p' gpvtg' 4224' { "423; "ug' r wgf gp' xgt' o ^a u' erctco gpvg' rcu' f kgtgpekcu' gpvtg' rcu' vgt o kpcrgu' *xgt " I t^a hleq' 2/6' f gn' Cp gzq' Guxf "f wncu+0Cp' r ctvewct. "Vq{ qvc. "Hqtf " { "Xqmuy ci gp. "rcu' r tkpek' crgu' r tqf wevtcu' f g' r leni' w' u' gp' gn' r c' f u' uqp' g zr qt vcf qt cu' eqp' cmq' eqpvpkf q' mecn' ukp' go dcti q. 'mqu' t guwncf qu' f g' ucn' q' eqo gtekn' gpvtg' gncu' *w&u5; 2" o kmppgu' Vq{ qvc. "/w&u9062: "o kmqo gu' Hqtf " { "ów&u90827" o kmppgu' Xqmuy ci gp+ tgo ctec' n' ukpi wctk' cf "f gn' ecuq' f g' Vq{ qvc. 'lpenwq' htgpvg' c' gucv' vgt o kpcrgu' gp' Cti gp' vpkp' 0'

Gráfico II-11 - Contenido importado de los vehículos¹⁰⁴ en Toyota y promedio del resto de las terminales de Argentina (porcentajes) (2002-2019)



Hvpgv<grdqtcelp'r tqr kc'gp'dcug'c'CECTC.'CF GHC.'DETC'{'CF WPC C0'

"

F g'gung'o qf q.'c'r ctvt'f g'rc'eqo r ctcekp'f gnlf gugo r g° q'f g'ecf c'wpc'f g'rc'u'vgtó kpcrgu' cwqo qvlegu'ug'f gucec'gn'ecuq'f g'Vq{ qvc'Cti gpvpc'gp'dcug'c'uwu'r qukkxqu'iqi tqv0Gug'2 zkkq' uqdtgucrg.'c'uw'xgl.'vpgpfp q'gp'ewgpvc'mu'r tqdngo cu'gutwewtcrgu'f gn'eqo r nglq'cwqo qvqt' xlpewrf qu'c'uw'f2 hck'eqo gtekn'{'gn'cmq'wuq'f g'cwqr ctvgu'ko r qtvf cu'{'rc'tgtceekp'f g'rc' kpf wutlc'gpvtg'423: {'423; 0Gug'tgeqtkf q'r wf q'gxkf gpektug'gp'iqu'plxgrgu'r tqf wvxxqu'f g'rc' hto c.'uwu'xgpvcu.'uw'r qukekp'gp'rc'eÀr wr'geqp»o kec'cti gpvpc'{'uqdtg'vqf q.'uwu'tguwncf qu' eqo gtekrngu' c' r ctvt' f g' uwu' gsr qtvcckp'gu.'cmq' eqpvpgkf q' mecn' f g' uwu' xgj 'ewnu' {' uwu' uwr gtcxkctkqu'ucnf qu'eqo gtekrngu'0Gp'rc'Àplec'f ko gpukp's wg'pq'ug'j cmc'wp'tguwncf q'uw' gtlqt' cn'tguv'gu'gp'rc'f kxgtuk'kecekp'f g'uwu'o gtecf qu'f g' gsr qtvcckp.'cwps wg'ug' qdugtxc'wpc' co r rceekp'f g'guvqu'f guvqu'gp'iqu'Ànko qu'c° qu'f gnlf gt'qf q'dclq'guwf kq0'

Conclusiones parciales

C"mq'rti q'f g' gung'ecr 'wru'ug'tgeqputw' »'rc'vc{ gevqtk'j kw'tkec'f g'rc' kpf wutlc'

³²⁶Rctc'co r rkt'eqpuwnc'P qc'O gqf qn»i lec'4'{'5'f gn'cpgzq0''

cwqo qvkl "cti gpvpc" j cekgpf q"2 phcuku" gp" uuu" ectcevgt "uuecu" i gpgtcrqu" {" uuu" r tqdngo cu" gwtwewtcrqu"r ctc" f guvcect"rc"gzegr ekqpcrkf cf "f g"Vq{ qvc" Cti gpvpc0Cu" "ug" f gucttqmtqp"rcu" f kwpvcu" gvr cu" f g"rc" kpf wwtlc" f guf g"uuu" kplekqu"gp"3; 42" j cuvc"rc" etkuku" f g"rc" eqpxgtvdkrkf cf " ug° cncpf q"s wg"rcu"r tqdngo ° vkecu" f gn'cncpeg" f g"uuu" gztvcekqpgu" {" uuu" ucif qu"eqo gtekrqu" {" c" ug" gpeqpvtdcp" r tguvgyu" gp" guvg" tgeqttkf q. "cf go ° u" f g" qvctcu. "eqo q"rc" b" qf gtpk cekp" f gn'ugevqt0 Cp" r ctvewct. "gp"rc" f² ecf c" f g"3; ; 2" ug" ngx» "c" ecdq" wpc" r tqhwpc" c" tgeqpxgtukp" f gn'eqo r nglq" s wg" r gto kkl" wpc" b" glqtc" r tqf wvxc" {" "vgepqn" i kec" {" i gpgt» "wpc" ucirkf c" gztvctcf qtc" r ctc"rc" tco c" vgtō kpcn'c" r ctvkl" f g"rc" etgcekp" f gn' b" gtecf q" tgi kqpcn'0Ukp" go dcti q. "f wcpvg" guv" gvr c" vco dlē p" ug" ci vfk »" gn' f² hek' "eqo gtekn' f gn'eqo r nglq" xkpewrf q" gp" i tcp" o gf kfc" cn' cwo gpvq" f g"rcu" lo r qvcekqpgu" f g"cwqr ctvqu" r ctc"rc" r tqf weekp" f g" xgj "fwarqu0"

Nwgi q" f g"rc" etkuku" f gn' hkp" f g"rc" eqpxgtvdkrkf cf "rc" kpf wwtlc" cwqo qvkl "gztvgtō gp» "wpc" hcug" f g" gztvcpukp" gp" v² to kpqu" f g" r tqf weekp. "xgpvcu. "gztvcekqpgu" {" go r ngq0Ukp" go dcti q. " nqu" r tqdngo cu" f gtxcf qu" f g" uw" dncrp| c" eqo gtekn' {" f gn' cnq" wuq" f g" kpuwo qu" lo r qvctcf qu" ug" uquwxkgtqp0C" r ctvkl" f g"rc" cuwpekp" f gn' i qdkgtpq" f g" Eco dlgo qu" c" hkpqu" f g" 4237. "gn'eqo r nglq" cwqo qvqt" uwtlk" wv" hwgtvg" tgvqeguq" f cf q" r qt"rc" tgvctcekp" f g" uw" r tqf weekp. "rc" eqpvkpwkf cf "f g" nqu" cnqu" plxgrgu" f g" lo r qvcekqpgu" f g" cwqr ctvqu" {" "rc" cr ctkekp" f g" grgxcf qu" f² hekku" gp"rcu" r ctvkl cu" f g" xgj "fwarqu" vgtō kpcf qu. "m" ewcn' ci tex» "nqu" pgi cvkxqu" ucif qu" eqo gtekrqu" f g"rc" kpf wwtlc0"

Gp" dcug" c" f lej q" o cteq" ug" cpcrkf ctqp" nqu" f gugo r g° qu" f g"rcu" f kwpvcu" vgtō kpcrgu" cwqo qvtegu" f gpqvcpf q" wp" eqo r qvco kpvq" f hgtgpekcf q" gpvtg" gmcu. "gp" gn'ewcn'ug" f guvcec"rc" vtc { gevqtkf "f g" Vq{ qvc" Cti gpvpc0Nqu" t guwncf qu" f g" guvg" Ànko q" cp" rkuku" cttqlctqp" wp" rkf gtc| i q" f g"rc" hko c" lcr qpguc" gp" nqu" plxgrgu" r tqf wvxcqu. "rcu" xgpvcu. "rc" r qukekp" gp"rc" eÀ wrc" geqp» o kec" cti gpvpc" {" . "uqdtg" vqf q. "nqu" t guwncf qu" eqo gtekrqu" c" r ctvkl" f g"uuu" gztvcekqpgu. "cnq" eqpvcpkf q" nqecnf g"uuu" xgj "fwarqu" {" "uuu" uw" gtcxkctkqu" ucif qu" eqo gtekrqu"0Guqu" nqi tqv"ug" f guvcecp" f gdlf q" c" nqu" r tqdngo cu" gwtwewtcrqu" f gn'eqo r nglq" cwqo qvqt" xkpewrf qu" c" uw" f² hek' "eqo gtekn' {" cn' cnq" wuq" f g" cwqr ctvqu" lo r qvctcf cu. "eqo q" vco dlē p. "r qt" gn'eqpvz vq" f g" tgvctcekp" f g"rc" kpf wwtlc" gpvtg" 423: {" "423; 0F g" guvg" o qf q. "gn'ecuq" f g" Vq{ qvc" eqo r tgpf g" wpq" f g" gur gekn' kpvgt² u" gp" gn' f gucttqmq" f g"rc" kpf wwtlc" cwqo qvkl "cti gpvpc" guvcdngekpf q"rc" pgegukf cf "f g" gzcō kpcct" nqu" hcvqtgu" s wg" gztvncep" guv" vtc { gevqtk0Guvc" vctgc" ug" go r tgpf g" gp" r tqhwpc" kf cf "gp" nqu" r t» zko qu" ecr "fwarqu0"

"

CAPÍTULO 3

La incrustación internacional de Toyota Argentina: la formación y el desarrollo de la multinacional Toyota Motor Corporation

Introducción del capítulo

" Gr'r t g u g p v g " e c r " i n c r u s t a c i ó n i n t e r n a c i o n a l " f g " r c " h k r c n ' c t i g p v k p c " f g " V O E O R c t c " g u q . " u g " t g x k u c " e » o q " g u v c " g o r t g u c " u g " k p l e k » { " f g u c t t q m » v c p v q " g p " u w " r c " u " f g " q t k i g p . " L c r » p . " e q o q " g p " g n ' t g u v q " f g n ' o w p f q . " r t g u v c p f q " g u r g e k n ' c v g p e k » p " c " r c u " e c t c e v g t " i n k e c u " f g " u w " g u t c v g i k c " g o r t g u c t k n i m d c n i { " c n i h w i c t ' s w g " q e w r c " r " h k r c n ' c t i g p v k p c " g p " u w " g u t w e w t c " o w n k p c e k q p c n i " F g " g u v g " o q f q . " u g " e q o k p p | c " r c " u g e e k » p " c p c r k i c p f q " g n ' q t k i g p " f g " r c " g o r t g u c " g p " L c r » p " g p " g n ' o c t e q " f g n i e t g e k o k p v q " g e q p » o k e q " g " k p f w u t k n i f g n i r c " u * 3 . 1 + 0 " N w g i q . " u g " f g v c m p " f q u " e q o r q p p g v g u " g u g p e k r g u " f g " r c " g u t c v g i k c " g o r t g u c t k n i f g " V q { q v c " * 3 . 2 + " r q u " e w c r g u " u q p " u w " u k u g o c " f g " r t q f w e e k » p " * T o y o t a P r o d u c t i o n S y s t e m + * 3 . 2 . 1 + { " g n ' o 2 v q f q " V q { q v c " * T h e T o y o t a W a y + * 3 . 2 . 2 + 0 " G u v q u " g r g o g p v q u " u q p " e g p v t c r g u " r c t c " g p v g p f g t " r c u " e c t c e v g t " i n k e c u " f g " r c " h k t o c " f g u f g " u w " q t k i g p " s w g " f g t q p " h w i c t " c " r c " r t q r c i c e k » p " f g " u w " u k u g o c " c " r c t v k " f g n i h c o c f q " t o y o t i s m o , g n i e w c n i e q p f g p u » " i t c p " r c t v g " f g " r q u " e c o d k u " s w g " u g " g u v c d c p " m g x c p f q " c " e c d q " g p " g n i e c r k e r k u o q " o w p f k n i g p " r c " f 2 e c f c " f g " 3 ; 9 2 0 " C u l o k u o q . " g u v q u " c u r g e v q u " u q p " e t w e k r g u " r c t c " e q o r t g p f g t " r c " g u t c v g i k c " f g " V q { q v c " C t i g p v k p c " f w t c p v g " r c u " A n k o c u " f 2 e c f c u " r t k p e k c m g p v g " u w " r c p k h e c e k » p " c " r e t i q " r n | q { " u w " t g r e k » p " e q p " r t q x g g f q t g u " m e c r g u " }

" G p " g n i u k i w k e p v g " e r c t v c f q " u g " t g e q p u t w f g " r c " g v c r c " f g " e t g e k o k p v q " c n i k p v t k q t " f g " L c r » p " n w g i q " f g " r c " K K I w g t t c " O w p f k c n " r c " g z r c p u k » p " f g n i I t w r q " V q { q v c " { " g n i k p e t g o g p v q " f g " u w " g z r q t v e k q p p g u " c " f k u k p v q u " o g t e c f q u " f g n i o w p f q " * 3 . 3 + 0 " N w g i q . " u g " u k i w g " e q p " r c " h c u g " f g " k p v t p c e k q p c r k i c e k » p " f g " r c " h k t o c " c " r c t v k " f g " r c " k p u v c r e k » p " f g " h k r c r g u " g p " f g h g t g p v g u " r c " f u g u " * 3 . 4 + 0 " G p " g u v c " g v c r c " f g " g z r c p u k » p " g p " o g t e c f q u " g o g t i g p v g u " g u " e w c p f q " V q { q v c " u g " k p u v c r e " g p " C t i g p v k p c " C " t c " f " f g " g m q . " u g " t g c r k i c " w p c " e c t c e v g t k i c e k » p " f g n i t q n i f g " e c f c " u w d u k f k e t k c " c " r c t v k " f g n i c " o q " f g " t c f k e c e k » p . " g n i e c t a e v g t " l w " f l e q . " g n i v r q " f g " d k e p " r t q f w e k f q . " h c u " t c | q p p g u " f g " r c " k p u v c r e k » p " { " g n i p k x g n i f g " r t q f w e e k » p " g p v t g " 4 2 2 ; " { " 4 2 3 ; 0 " U g i w k f q " c " g u v q . " u g " f g u e t k d g " r c " g v c r c " f g " e q p u q r k f c e k » p " f g " V q { q v c " e q o q " w p c " h k t o c " o w n k p c e k q p c n i " * 3 . 5 + " g p " d c u g " c n i c p a r k u k u " f g " r c " r t q f w e e k » p " g p " r c u " f k u k p v c u " t g i k q p p g u " f g n i o w p f q " { " r c " t g e q p u t w e e k » p " f g " r c " t g f " f g " c e e k q p k u c u " r t k p e k r c r g u " f g " r c " h k t o c " n w g i q " f g " u w " k p e n u k » p " g p " r c u " d q n u c u " f g " P w g x c " l q t n i { " N q p f t g u " }

" R q u v t k q t o g p v g . " u g " c p c r k i c " g n i r t q { g e v q " k o p p x c e k » p " k p v t p c e k q p c n i f g " X g j " f e w r q u " O w n k r t q r » u k q " * K O X + " r c p | c f q " r q t " r c " g o r t g u c " c " p l x g n i m d c n i g p " 4 2 2 4 " * 3 . 6 + " g p " g n i e w c n i r c " h k r c n "

cti gpvpc"vkgpg"wp"tqn'r tgr qpf gtcpg0Nc"glgewek»p" f g"guvg"r rcp"gu"wp"lcevtq" f gygto kpcpvq" f gn' r cr gn' f g"rc" Cti gpvpc"gp"rc" guv wewtc"o wmkpcekqpcn' f g"Vq{ qvc"gp"ewcpvq" c"uw"gur gekcrk cek»p" r tqf wevxc. "r guq" f gn' o gtecf q" kpvgtpq. "guvdrgek kgpvq" f g" o gtecf qu" f g" gzi qtveck»p. "eqo q" vco dk p. "r qt"rc" h'ckek»p" f g"rcu'r rcpvcu'r tqf wevxcu's wg"eqo r kgp"eqp" Cti gpvpc"cn'kpvgtkq" f g"rc" o wmkpcekqpcn'Rqt"Ànko q. "ug"cpcrik c"gn' f gugo r g° q" f g"rc" go r tguc"hwgi q" f g"rc" etkuku" f g"422: / 422; " *3.7+" eqo r ctª pf qrc" eqp" gn' tguvq" f g" rcu" hto cu" cwqo qvlegu" ugi Àp" uwu" kpi tguqu" { " r tqf week»p" i mdcrgu0Cf goª u. "ug"gzco kpc"s w² "tqn'wxkgtqp"rcu' f kwpvcu'tgi kppgu" f gn' o wpf q"cn' kpvgtkq" f g"rc" qti cpk cek»p"gp"ewcpvq" c"xgpvcu" { " r tqf week»p" hwgi q" f g"rc" etkuku" i mdcrf " "

3.1. - Los inicios de Toyota en Japón (1890-1939)

Nc"j kvqtkc" f g" Vq{ qvc" O qvqt" Eqtr qtcvqpp" eqo kgp| c" eqp" gn' guvdrgek kgpvq" f g" wpc" r gswg° c" go r tguc" hco krc"t "vgz vk' r qt" r ctvg" f g" uw" hwpf cf qt. "Ucnkej k" Vq{ qf c0³²⁷³²⁸" Gni² zkvq" f gn' go r tgpf ko kgpvq" eqo gp| »"gp"3: ; 3" c" r ctvk" f g"rc" etgckek»p" f gn' vgrt" f g" b cpq" f g" o cf gtc" Vq{ qf c" *Toyota wooden hand loom+ wp" kppqxcf qt" vgrt" s wg" r gto k'c" eqphgeekqpc" r tqf wevqu" vgz vk'gu" eqp" wpc" uqrc" o cpq0Nwgi q. "gp"3: ; 8" o glqt»" f lej c" kpxgpek»p" cn' f gucttqnc"t" gn' vgrt" o geª pleq" Vq{ qf c" *Toyota power loom+ gn' r tko gt" vgrt" o geª pleq" f g" Lcr »p0C" r ctvk" f g" gmq. "rc" go r tguc" hwg" etgekpf q" c" wp" tko q" cegrctcf q. "cuqekª pf qug" eqp" qv'cu" hto cu" lcr qpguc" { " co r rcpf q" uwu" r rcpvcu" o cpw'cewtgtcu0Rquvgtkqto gpvg. "lwpvq" c" uw" j klq. "Mkej kq" Vq{ qf c.³²⁹ f gucttqnc"tq" eqplwpc" gpvg" gn' vgrt" cwqoª vkeq" Vq{ qf c" *Toyota automatic loom+ m'j tcpf q" cwqo c'v' ct"rc" r tqf week»p" f gn' vgrt0Gp" dcug" c" guvqu" cxcpegu. "rc" go r tguc" hwg" eqpuki vkepf q" o c { qtgu"² zkvq" { " gp"3; 48" guvdrgekgtqp"rc" hto c" Vq{ qf c" Cwqo c'v' Nqgo "Y qtmu. Nf 0²: " *Vq{ qvc. "4234+0

Rctcgrco gpvg" c" guvqu" r tko gtqu" r cuqu" f g" Vq{ qvc. " gp" 3; 42" Lcr »p" eqo gp| cdc" c" ko r ngo gpvct" uw' r qm'lec" kpf wutken' o qf gtpc" *Laj puqp. "3: ; 4+0²: " Ukp" go dci q. "rcu" go r tguc" oª u"

³²⁷ "Ucnkej k" Vq{ qf c. "gn' hwpf cf qt" f g" Vq{ qvc" kpf wutken' Eqtr qtcvqpp. "pcek»" gp"3: 89" gp" gn' r wgdq' twcnf' g' co ci vej k' *cj qtc' r ctvg" f g"rc" ekw' cf' f g" Mquck" gp"rc" r tghewtc" f g" Uj k' wqnc" { " gtc' j klq" f g" wp' ectr kpvgtq" *O ci gg. "4229=Vq{ qvc. "4234+0"

³²⁸ "Guq" ug" eqp'vcr qpg" cn' kplekq" f g"rc" r tko gtc" go r tguc" cwqo qv'k' lcr qpguc. "O kuw'kuj k"rc" ewen' r tqxgp" f g" m'j i tcpf gu" i twr qu" go r tgu'ctkrqu" lcr qpgugu" eqp'qek' qu" eqo q" zaibatsu, m'j ewerqu" gtc" eqp'vcr q' r qt" r qf gtqcu" hco krcu" s wg" f qo kpcdcp"rc" geppqo " f " lcr qpguc" { " hwgtqp" eqp'vcr qu" gp" uw" r tqeguq" f g" kpf wutken' cek»p" *Eqttgc" Tgutgr q. "4238= Rgtgl " C'm cpuk" 4242c+0Nqu" f gpqo kpcf qu" ðewvtq" i tcpf gu" i twr qu" gtc" O kuw'kuj k" O kuwk" Uwo kqo q" { " l' cuw' c" *Igpucpc. "4226+0"

³²⁹ "Rctc" co r rict" uqdtg"rcu' r t'pek' crgu" cwqtkf cf gu" f g" VO E" eqpuw'ct" gn' rkucf q" etqppq" i leq" gp"rc" "Vcdrc" 2/5" f gn' Cpgzq" Guvcf " l' nekq0"

^{32:} "S wg" hwgi q" ug" eqp'xgtvk" f g" Vq{ qvc" kpf wutken' Eqtr qtcvqpp0"

^{32:} "Ej cm gtu" Laj uqp" *3: ; 4+ " guw'f kquq" f gn' milagro económico" lcr qp² u" eqo q" gn' r tko gt" ecuq" f g" kpf wutken' cek»p" vctf " f " r kppgtq" f g"rc" rkg'ctw'c" uqdtg" gn' Estado desarrollista. "uqu' kpgg" s wg"rc" ko r ngo gpvckek»p" f g"rc" r qm'lec" kpf wutken' lcr qpguc" o qf gtpc" eqo gp| »" gp"rc" f² ecf c" f g"3; 42" eqp"rc" kpv'qf week»p" gp" lcr »p" f gn' eqpegr vq" f g" racionalización industrial. "gn' ewen' ug" dcu»" gp"rc" tcekqpcn' cek»p" kpf wutken' crgo cpc0Guvc" r qm'lec" ug" eqp'vcr dc" gp"rc" kppqxcckek»p" vgeppq" i lec. "rc" kpu'c'ckek»p" f g" oª s w'kpcu" { " gs w'k' qu" oª u" o qf gtpqu" { " o gf k' cu" i gp'gtcrgu" r ctc" cwo gpvct"

dpgghekefcu"r qt" guvcu" o gf kfcu" gtcp" rcu" r gtvgpgekpvgu" c" rqu" eqpi njo gtcfcu" go r t guctkqu" lcr qpgugu. "eqpkefcu" eqo q" zaibatsu, r qt" rqu" vcpvq. "Vq{ qvc" pq" hwg" qdlgvq" f kgevc" f g" f lej cu" r qn" kecu" f g" kpf wutkrc k cek»p0" C" uw" xgl. "f wtcpvg" guvc" f² ecf c" gn' vgttgo qvq" f g" I tgevc" Mcpvq" f guxt w{ »" rqu" hgttqecttkrgu" gp" i tcp" r ctvg" f g" Lcr »p" f cpf q" nwi ct" cn' etgeko kpvq" f gn' wuq" f g" cwqo »xkrqu" { "eco kppgu0Guv" cwo gpvq" f g" r' f go cpf c" f g" xgj ¶ewru" gtc" ewdkgvq" gp" uw" vqcrk cf" r qt" ko r qtvcckpqu" f guf g" Guvcf qu" Wpkf qu" ew{ q' ukvgo c" f g" r tqf week»p" gp" o cuc' ru' j ce¶c" o wej q" o^a u" eqo r gvkxcu" s wg" rcu" gwtqr gcu. "r qt" rqu" vcpvq. "c" o gf kfcu" f g" r" f² ecf c" f g" 3; 42" Hqtf" { " I gpgtgn' O qvqu' kpuvcrtqp" uw' r rcpvcu" f g" gpucio drcf q" gp" Lcr »p" *J qny gi. "4229-0"

Rqt" uw' r ctvg. "gri² zkq" f g" rqu' vgrctgu" cwqo^a veku" Vq{ qf c" uki wk» cwo gpvcpf q" f g" hqto c" vcn' swg" gzevf lgtqp" c" Lcr »p" { " gp" 3; 4; " ecr kcrqu" f g" I tcp" Dtgv c" egttctqp" wp" cewgtf q" r ctc" r" vcpuhgtgpek" f g" r cvgpvgu" eqp" r" go r t guc" lcr qpguc0" Gp" gn' o cteq" f g" guvc" pgi qekcekp" Mkej kq" Vq{ qf c" eqo gp| »" c" xkclct" c" I tcp" Dtgv c" { " Guvcf qu" Wpkf qu. "cf gpt^a pf qug" gp" gn' f gucttqmq" f g" r" kpf wutk" cwqo qvtk" gp" guvqu' r c¶gu" { 'eqpxgpek' pf qug" f g" r' pgegukf cf" f g" uwko r wuq" gp" Lcr »p" *Vq{ qvc. "4234-0" Cu¶" gp" 3; 55" ug" cdtk»" wp" f gr ctwo gpvq" f g" cwqo »xkrqu" f gptq" f g" Vq{ qf c" Cwqo cve" Nqgo "Y qtmu. "gn' ewcn' ug" f gf le»" c" guwf kct" g" ko kct" rqu" f kug^o qu" f g" rqu" xgj ¶ewru" guvcf qvpkf gpugu" { "c" tgenwct" vtdclcf qtgu" eqp" gzr gkgepek" gp" r" kpf wutk" cwqo qvtk" *LONkmt. "4225-0"

Gp" 3; 52" gn' f guvecf q" O kpkvgtkq" f g" Ego gtekq" kpvgtcckqpcn' g" kpf wutk" *Ministry of International Trade and Industry. 'O KVK' f gn' qdkgtpq" lcr qp² u' r t gupv»" wp" r rcp' r ctc" f gucttqmt" r" kpf wutk" cwqo qvtk" "necn' s wg" ug" f kki ¶c" c" rko kct" gn' eqpvtqn' gz vcp lgtq" gp" gn' ugevcq" { " tgf wekt" gn' f² hek' eqo gtekn' { " eqpukv¶c" gp" gn' qvqi co kpvq" f g" r' kgepekcu" gur ge¶kecu" r ctc" r" hcdtkecek»p" f g" xgj ¶ewru" { 'eco kppgu0³² Cu¶" gn' Guvcf q' hg' eqpegf k»" f lej qu' r gto kuqu' Apleco gpvg' c" f qu' hto cu" f g" ecr kcrqu" lcr qpgugu. 'P kuucp³³³ { " Vq{ qvc³³⁴. { " c" r ctvt" f g" cm¶" vpc" ugtkg" f g" dpgghekefcu" gp" o cvgtk" f g" ko r wguvqu" { " t guxtkeekpqu" c" r" u" ko r qtvcckpqu0³⁵ Guvcu" hwtgqp" r" u" r tko gtcu" r qn" kecu" f gn'

r" ghelgpek" geqp»o kec0" C" uw" xgl. "gmq" ug" eqo dlp»" eqp" gn' hqo gpvq" guvcn' c" e^a t vrgu. "gp vgpf kpf q" s wg" gptg" r" u" i tcpf gu" go r t gucu" f gd¶cp" eqpukwkt" oligopolios cordiales *cordial oligopolies+¶Lqj puqp. '3; : 4-0"
³³² "Gp" 3; 56" gn' Ego k² " f g" Rtqo qek»p" c" r" Rtqf week»p" F qo² ulec. "wp" »ti cpq" f gn' O KVK" rcp| »" r" Eqplgtgpek" O kpkvgtkcn' r ctc" gn' Guvcngelo kpvq" f g" r" kpf wutk" Cwqo qvtk" gp" r" ewcn' r ctvkr ctqp"; "o kpkvgtkqu" pcekqpcngu" { " f g" f »pf g" uwi k»" r" r' g" { " f g" O cpwhcewct" kpf wutkcn' f g" Cwqo »xkrqu" s wg" ug" vgtto kp»" f levcpf q" gp" 3; 580"
³³³ "Gri' i twr q" P kuucp" gtc" r ctvg" f gn' ugi wpf q" i twr q" f g" zaibatsu. "r quvgtkt" cn' etgeko kpvq" f g" r" u" ewcvq" r t lpek' crgu" hco krcu' Uwu" pgi qekqu" kplekrqu" i kctqp" gp" vqtpq" c" r" eqo gtekn' cek»p" kpo qdkrctk. "f g" ugi wtqu" r" r" guvc" { " r" o kpgt¶c" ¶Lgpucpc. "4226-0"
³³⁴ "Cwps wg" gn' cr gmkf q" f g" r" hco krc' hwpf cf qtc" gu" Vq{ qf c" *豊田+ug" f gekf k»" o qf klect" gn' pqo dtg" f g" r" go r t guc" c" Vq{ qvc" { " c" s wg" uw' r tqpwekcekp" gu" o^a u" ugpckm" { " uw' guetkwct" uko dqrk' c" wp" eqo kgp| q' hgrk' <" Vq{ qvc" *トヨ+gp" Lcr »p" gu^a " eqpukf gtcf q" o^a u" chqtwpfcf q" s wg" Vq{ qf c" *豊田+ { " c" s wg" ug" eqpukf gtc" cn' qej q" eqo q" wp" pAo gtq" f g" r" uwgtvg" { " qej q" gu' gn' pAo gtq" f g" t' c| qu' pgeguctkqu' r ctc" guetkdt" Vq{ qvc" gp" Mcvnrpc0"
³³⁵ "C" uw" xgl. "ug" rgu' qdrki »" c" guvcu" go r t gucu" c" wkrk' ct" cwqr ctvgu" pcekqpcngu0"

i qdkgtpq'lcr qp²u'f kki kf cu'c'go r tgucu'kpf wutkrgu'gp'r ct vkwrt. 'rcu'ewcrgu'ug'hwpf co gpvdcip" eqo q'pgegukf cf gu'f g'f ghguc'pcekqpcn³³⁶*Lqj puqp."3; : 4-0"

"F g'gug'o qf q.'gp"3; 58"Vq{ qvc'eqo gp| »'rc'r tqf week»p'f g'uwu'eco kppgu'o qf grqu'I 3'c" wp'plxgnf g'372'wpkf cf gu'r qt'o gu.'rq's wg'hwg'gnr tko gt'r cuq'f g'rc'r tqf week»p'gp'o cuc0Nwgi q." rc'hkt'o c'r tgu'gp»'uw'r tko gt'xgj 'f'wru'f g'r cuclgtqu."gn'o qf grq'CC0'Gp"3; 59"Vq{ qvc"O qvt'ug" guvdrgek»'eqo q'wpc'eqo r c°'f'kpf gr gpf kgpvg'f gn'tguvq'f g'rcu'go r tgucu'f gn'i twr q'{"gp"3; 5: " eqputw{ »'rc'r rcpvc'f g'Mqtqo q.'cn'egpvtq'uw'f g'Lcr »p0Guc'Anko c'gtc'wpc'r rcpvc'f g'r tqf week»p" kpgi tcf c" s wg' kpenw'f' vqf qu' rqu' r tqeguqu' pgeguctku" r ctc" rc" r tqf week»p" f g" cwqo »xkrgu." kpenwf qu' rqu' r tqeguqu' f g'hwpf lek»p" {"hqlc."o gecpk cf q."gpuc'o drclg'o ge^a pleq."guvco r cf q." gpuc'o drclg'f g'ecttqegt'f'cu."r kpwtc" {"gpuc'o drclg'i gpgtcr³³⁷"Ecf c"wpq'f g'guvqu' r tqeguqu'ug" f kug° »'r ctc"s wg'guwxkgtcp"eqpgexcf qu." {"rc"r rcpvc'f g'Mqtqo q'hqto »'rc"dcug'f g'rcu'hwwt'cu" hf dtlecu'gp'Lcr »p0"

3.2 – El sistema de producción y el método de Toyota

3.2.1 - El sistema de producción de Toyota (*Toyota Production System, TPS*)

F guf g'uwu'kplekqu.'rc'go r tguc'ko r ngo gp»'hqto cu'f g'vcdclq'gpo ctecf cu'gp'wp'ukuvgo c" kpgi tcn'f g'r tqf week»p'r tqr kq."ew{ q'qdlgkxq'gtc'tgf wek'equvqu'c"vtx²u'f g'rc' g'ko kpeck»p'f g" rcu'kpeqpukvgepku."gn'i cuvq'{"rc"uqdtgecti c'gp'mqu' r tqeguqu³³⁸"Guv'ukuvgo c'hwg'wp"j kq'gp"rc" j kvqtk'f gn'ecr kcrkuo q'f g'o qf q'vni's wg'cu'f'eqo q'mqu' r tkpek'ku'f gn'hqtf ku' q'lwi ctqp'wp'tqn' tgrgxcpv" gp" gn' f gucttqm" geqp»o leq' f g" GGWW" c" r tkpek'ku' f gn'uki m" ZZ." gn' VRU" hwg" f gvto kpcpv'gp'gn'f gucttqm'f g'r qui vgttc'f g'rc'geqpqo 'f'lc'r qpguc'xqp'Vwpl gm cpp."3; ; 9-0'

Guv'ukuvgo c'kpg'uwu'kplekqu'c'r ctvt'rc'r tqf week»p'vgz vkleq'gn'wuq'f gn'vgrt'o ge^a pleq." ewcpf q'Vq{ qvc'ko r ngo gp»'wpq'f g'mqu'eqo r qpgpvu'f g'uw'VRU."f gpqo kpcf q'jidoka, qtkgpvf q' c'rc'automatización con estilo humano'Eqp²uvq."ug'cr wvdc'c"s wg'rcu'o^a s vkpcu'r wgf cp'guvct" gp'hwpkqpc'o kpvq'ukp's wg'rcu'vcdclcf qtgu'rcu'gu²p'eqpuvcpvgo gpvg'qdugtxcpf q."qti cpk'cpf q' gn'ektevksq'f g' vcdclq'f g' hqto c' vni's wg' rc" o cs vkpctk" ug" f gvpi c" uqmq" ewcpf q' cni wpc"

³³⁶Eqo q'eqpugevgep'f g'guvq'{"f gn'kplekq'f g'rc'KKI O.'Hqtf {"I O'uwur gpf kgtq'uw'r tqf week»p'gp'Lcr »p'gp"3; 5; 0'
³³⁷F gdf q'c'rc'dcl'f go c'f g'r ctvq'{"r kgl cu'r ctc'rc'r tqf week»p'f g'xgj 'f'wru'gp"3; 52'gzkv'f'p'r qecu'go r tgucu' r tqxggt'qt'cu'gp'Lcr »p.'gur gekm'gpv'f g'rcu'r ctvq'f g'cegtq'0Rqt'gug'o q'vqxq.'gp"3; 56'Vq{ qvc'et»'wp'f gr ctvco gpvq' f g'r tqf week»p'f g'cegtq's wg'ug'gpecti cdc'f g'rc'r tqf week»p'{"tghkpc'o kpvq'f gn'cegtq'r ctc'rc'hcdt'lecek»p'f g'r ctvq' {"r kgl cu'f g'rcu'r tko gtqu'r tqvkr qu'f g'cwqo »xkrgu's wg'ug'guvdcip'f gucttqm'cpf q'0F g'guvq'o qf q.'ug'eqo gp' ctqp'c" hcdtlect'in-house'r kgl cu'hwpf kf cu'eqo q'ecdgl cu'f g'ek'kpf tq.'dnjs wgu'f g'ek'kpf tq'f' r kvqpgu.'o kpv'cu'ug'ko r qt'vdcip' r ctvq'f g'Ej gxtqrgv'eqo q'eki 'Ag°'crgu.'b tdqrgu'f g'ngxcu.'x^a r wrcu.'gpej wgu'{"eqo r qpgpvu'gr'vteku'0'
³³⁸Cu'f'iq'tgchto c'gr'etgcf qt'f gn'VRU."gn'kpi gplgtq'Vekej K'Qj pq'3; : : <: +""en Toyota, como en todo el resto de las industrias, las ganancias sólo pueden ser obtenidas reduciendo costos". Ugi 'Ap'Uj ko k'w'3; ; ; +'gn'VRU' eqplki w'c'wp'eqplwvq'f g'o² vqf qu'r ctc'tgf wek'rcu'equvqu'r qt'xgj 'f'wru'r tqf wek'q'0'

ktgi wrctkf cf " uwegf ꞑc." nq" ewcn' r gto kꞑc" c" wp" wcdclcf qt" qr gtct" eqp" xctku" o ^a s wꞑpcu" uko wñ⁷ pgco gpvꞑ*Qj pq."3; : : -0"

Nc"qtc'r ctvg'f gn'VRU'gu'gn'ukungo c'*justo a tiempo*"**just in time*+, gn'ewcnhwg'r tqr wguvq" r qt" Mkej ktq"Vq{ qf c"eqp"gn'eqo kgp| q" f g"rcu'qr gtcekppgu"gp"rc"r rcpvc"Mtqo q" c" hꞑcrgu'f g"rc" f²ecf c" f g"3; 520Gn'o kuo q" tghktg" c" s wg"gp"gn'r tqeguq" f g" r tqf week»p" u»nq"rcu' r ctvgu" { " r kgl cu" gur geꞑhleo gpvꞑ'kpf kecf cu'ngi wgp" c"rc" rꞑpgc" f g"gpucio drcf q"gp"gn'o qo gpvꞑ'gzcewq" f g" hqto c"cn' s wg'pq" j c{ c" r tqf week»p"gp"gzeguq."gu'f gekl."stock *Qj pq."3; : : -0F guf g"gn'r tkpek kq."gn'ñff gt" f g" Vq{ qvc" { c" r rcpvcdc"rcu"dcugu" f g" f lej q" ukungo c" f g" r tqf week»p" uquvꞑkꞑpf q" s wg" "lo más importante es asegurar que no haya escasez ni exceso, es decir, que no haya exceso de mano de obra ni tiempo para la producción designada. No hay desperdicio ni exceso. Significa no tener que esperar a que las piezas circulen (...) Este es el primer principio para aumentar la eficiencia" *Vq{ qvc."4234+0Nc"ko r ngo gpvcek»p" f g" f lej q" ukungo c" eqkpek k»"eqp"rc"gpvtcf c" f g" Lcr »p" c"rc"KKI O" f gn'rcf q" f gn'Glg."gp"crkcp| c"eqp"Crno cꞑk" g"Kcrkc0Gn'eqpvꞑvq" f g" guccugl" f g" o cvgtkrgu"gp"gn'o cteq" f g"rc"i wgttc" r qvꞑpek" gn'*just in time*" { c" s wg"ko r rke»" s wg" r ctc"rc" r tqf week»p" f g" xgj ꞑewqu" ug" cf s wktkꞑcp" Àpleco gpvꞑ" nqu" o cvgtkrgu" pgeguctkqu" u»nq" gp" gn' o qo gpvꞑ" { "gp"ñqu'xqñAo gpgu"gur geꞑhleo gpvꞑ'tgs wgtkf qu³⁹"

Nwgi q" f g"rc"i wgttc" { "gp"gn'o cteq" f g"rcu" c^o qu'f qtcf qu'f gn'ecr kcrkuo q"ug'j k q" pgeguctkq" ko r ngo gpvct"rc" r tqf week»p"gp"o cuc³: "Dclq"guvc"o qf crkf cf . "gn'eqpegr vq" f g" *just in time* "ug'j k q" r qukdng" c" r ctvk" f gn'ukungo c" f g"kanban,³³ gn'ewcn'gtc"wp"kpwtwo gpvꞑ" s wg" kpf kecdc"ew^a rgu" { "e»o q" rcu" r ctvgu" gtcp" wktk cf cu" gp" gn' o qo gpvꞑ" { " r gto kꞑc" wp" eqpvtqn' o kꞑwekquq" f gn' r tqeguq" r tqf wekxq0E qp"gmq."rcu'r kgl cu'ug"gpvtgi cdcꞑ"gpvtg"rcu'f khtg gpvꞑu'r rcpvcu'uqñq"gp"ñqu'xqñAo gpgu" pgeguctkqu" { "ug" r qf ꞑcp"grko kꞑct"ñqu'kꞑxgpvctkqu" f gpvtq" f g"ecf c" r tqeguq0Cf go ^a u."guvcu'v² epkecu" pq"hwgtqꞑ"uqñq"ko r ngo gpvcf cu"cn'kꞑvgtkqt" f g"rcu" r rcpvcu" f g"Vq{ qvc."ukꞑq" s wg" wco dĲ p" gtcp"

³³⁹"C"uw'xgl. "gp"gn'o cteq" f g"rc"i wgttc"gn'i qdłgtꞑq"lcr qp²u'r tqj kłk"rc" r tqf week»p" f g" xgj ꞑewqu" f g" r cułgtqu" r ctc" cdcuꞑeggt"rc" f go cꞑf c" r tkcf c0Gp"guvg" b cteq"ug" r tqf włgtꞑp" b c{ qto gpvꞑ'eco kꞑpꞑu' s wg"gtcp" xꞑꞑf kꞑ qu'c"rcu'hwgt| cu" o kłxctgu'dclq"wp"gułkꞑvq"eqpvtqn'f gn'i qdłgtꞑq"lcr qp²u0Cf go ^a u."f wꞑcpvꞑ"guvcu" c^o qu'gn'0 K/Klo r ngo gpvꞑ"wp" r rcp" r ctc" cwo gpvct"rc"ecrkf cf " f g"rcu"cwqr ctvgu"lcr qꞑꞑꞑcu"eqo q" r ctvg" f g"uw'gułcvgi kꞑ" r ctc" cwo gpvct"rc"ecrkf cf " f g"ñqu" xgj ꞑewqu"0Cuf| "guvcđngel»"gn' T gi rno gpvꞑ" f g"egt wkecel»p" f g" r kgl cu' f g"cwqo »xkrgu" { " o cvgtkrgu" f g"cwqo »xkrgu" f g" cnc"ecrkf cf . " s wg"eqꞑꞑꞑkꞑc"gp"gn'qvti co kꞑꞑvq" f g"egt wkecelqꞑꞑu" f g"ecrkf cf " c"cs wꞑrcu" hkt" o cu"lcr qꞑꞑꞑcu" f g" cwqr ctvgu' s wg"ewo r rıgtcp"ñqu'tgs wkułqu0C" r ctvk" f g"rc" qdvgꞑek»p" f g" f lej qu'egt wkecf qu'rcu'cwqr ctvkucui q| cdcꞑ" f g"wpꞑ'ugtłg" f g"tcvco kꞑꞑꞑu'gur gekrgu" { "dꞑꞑghlekqu" r qt" r ctvg" f gn'i qdłgtꞑq0C" tꞑ" f g" f lej q" r rcp."gn'eqꞑꞑkꞑ f "ñꞑecñ" f g"ñqu'xgj ꞑewqu" f g"Vq{ qvc"etgek»"eqꞑkꞑf gtcdrgo gpvꞑ" *Laj ꞑuqꞑ."3; : 4-0"

³³: "Nqu'dqo dctf gqu'c»o kꞑqu'c" J kꞑqj ko c" { "P ci cucnk'ꞑq"chꞑevctqꞑ" f kꞑꞑꞑvco gpvꞑ"rc" r rcpvc" f g"Vq{ qvc"gp"Mtqo q." wkecf c" c"rc" rꞑꞑo cf co gpvꞑ"822"no " f g" f kꞑꞑꞑek" f g" J kꞑqj ko c0"

³³: "Gp"rc" r rcpvc" f g"Vq{ qvc" \ ^a tꞑvg"gn'ncꞑꞑcꞑ"gu'wpꞑ'ctlgvc" s wg"eqꞑꞑꞑꞑꞑ'kꞑhꞑto cel»p"uqdtg" f cꞑꞑ' f gn'r tqxꞑꞑꞑ qt."rc" r kgl c" s wg" ² uꞑ' r tqxꞑꞑꞑ" { "gn'ñwi ct" f qꞑf g"ug"gpewꞑꞑc" f gpvtq" f g"rc" r rcpvc0Uktxg' r ctc" cdcuꞑeggt"gp"gn'o qo gpvꞑ"lwuvq" rc"ecꞑkꞑ cf " pgeguctk" f g" r kgl cu' r ctc"rcu'wpkꞑ cf gu' s wg"gu' p"gp" r tqf week»p." c"rc" xgl " s wg"ukt xg' r ctc"eqo wꞑkꞑctng"cn' r tqxꞑꞑꞑ qt"rc"ecꞑkꞑ cf " f g" r kgl cu'c"gpvtgi ct" f kctkco gpvꞑ" *f rıctꞑg| "P gy o cꞑ."4239-0"

r tqr wguvcu'c'uwu'r tqxggf qtgu'o glqtcpf q'mqu'r tqeguqu'r tqf wevku'f g'vqf c'nc'ecf gpc'f g'xcmt " *Vq{ qvc.'4234+0"

C" uw" xgl ." gn' VRU" kpeqtr qt»" wpc" r rpkhecelep" uwcxk cf c" f g" nc" r tqf weekp" hpcn' *production smoothing+0Gn'qdlgvkxq'f gn'uwcxk cf q'f g'nc" r tqf weekp."s wg"gu"wpc'f gekukp'f g" r rpkhecelep'f g'pkxgn'v e'vkeq'vco dkp'eqpkef c'eqo q'Heijunka."gu'tgf wekt'nc'xctkdckf cf 'f g'nc" vcu'f g'r tqf weekp"gp'nc"gvcr c'hpcn'f g'ncu'qr gtcekppgu'f g'hcdtkecelep"r ctc'etget"wp'hwlq'f g" f go cpf c'gucdng'r ctc'ncu'qvcu'qr gtcekppgu'f g'hcdtkecelep"gp'ncu'gvcr cu'cpvgtkqtgu."cu'eqo q' tgf wekt'gn'uvqen'f g'r tqf wevqu'vgo kpcf qu"*P O'Y O'Dki i ctv."3; ; 9=Eqrng cp"("Xci j ghk"3; ; 6= [cxw) ("Cmcrk"4229+0

C"r ctvt'f g'ncu'etkuku'f gn'r gvt»ngq"gp'nc" f²ecf c'f g"3; 92."f gn'ci qvco kpvq'f gn'o qf gm" hqtf kuc/ng{pgukcpq" {" f g" nc" o^a u' tgf wekf cu' vcucu' f g" etgelo kpvq" geqp»o keq" o wpf krcgu" r quvgtkqtgu."gp"Vq{ qvc'ug'vgo kpctqp'f g'eqpxgpegt's wg'pq'gtc'r qukdng'ugi vkt'eqp'gn'ukngo c'f g" r tqf weekp"gp"o cuc"*Qj pq."3; ; : +0'F g"guv"hqto c."ug'r tqhwpf k »"gn'VRU."gucdngelkpf q"wp" o² vqf q'f g'hcdtkecelep"s wg'hvpekppcdc"gzenukxco gpv"gp'dcug"nc'ncu'f go cpf cu'f gn'o gtecf q"{" gko kpcdc'nc'uqdtgr tqf weekp'0'Guc'eqo r ngv'ko r ngo gpvcelep"gp'gn'o cteq'f g'ncu'eco dkqu's wg" ug" guvdcpp" mgxcpf q" c" ecdq" gp" gn'ecr kcrkuo q" o wpf kn'ng"r gto kks" c" nc" go r t guc" qdvpgt" tguwncf qu'uwo co gpv'hcxqtedngu."cwo gpwcpf q'nc'r tqf wevku'cf {" 'ncu'i cpcpeku0"

F g'gug'o qf q."Vq{ qvc'eqpepvt»"r ctvg'f g'ncu'i tcpf gu'vcpuhqto cekppgu's wg'ug'gucdcp" r tqf wekpf q"gp"gn'ecr kcrkuo q" o wpf kn'gp'nc" f²ecf c'f g"3; 92."ukgp q'nc"xcpv wctf kc" f g'ncu" r t^a vkecu'f g'producción flexible"*lean production+"*Eqtkcv."4222=Eqxcttdkcu"X0(" Tco "f g" R²tgj ." 4242=F qj ug" gv'cn0" 3; ; 7+0'Guv"pwgxq" ukngo c" ko r rle»" gn'eco dkq'f g'nc" hqto c'f g" r tqf weekp"gp"o cuc'f g'dkppgu'kpf khtgpekef qu'r qt'wpc'f g'etgelo kpvq"o^a u'ngvq"{" f khtgpekef q0' Cu'eqo gp| »"wpc'gtc'f g'eqo r gvpeke'r qt'nc'ecrk cf ."nc'gtc'f g'ncu'r tqf wevqu'gur gekkecf qu"{" f g" nc'hcdtkecelep'r qt'nc'vgo'0'F g'gm' tguwnc"nc'pgeguk cf 'f g'nc'p'gcu'ngzkdngu'f g'r tqf weekp."nci tcpf q' hcdtlect" ukp" wpc" o c{qt" tgqti cpk'celep" r tqf wevqu' f khtgpygu." c" r ctvt' f g" wpc" o kuo c" eqphk' wcelep" d^a ulec'f g'ncu'gs vkr qu"{" 'eqp'wpc'tgf wekf c'f go qtc'f g'clwvng"*Eqtkcv."4222+0"

F guf g'gn'r wvq'f g'xknc"guvke'vco gpv'ncdqtcn'f g'Vq{ qvc."wvq'f g'ncu'o^a u'guwf kcf qu'gp" nc" rkgtewte."ug"j c"ug^o cmf q"s wg" Vq{ qvc"pq"eqpekdk" c"ncu'vcdclcf qtgu'eqo q" gpi tpcplgu" tggo r nc| cdngu'gp'wpc'i tcp"o^a s wpc'f g'r tqf weekp."ukpq's wg'ecf c'vcdclcf qt'hwg'hqto cf q'r ctc" wpc'xctkcf cf 'f g'vcdclqu"{" j cdkrk cf gu."pq'ucmq'gp'nc'nc'p'g'f g'r tqf weekp."ukpq'vco dkp'gp'gn' o cpvpkp kpvq.'tgcrk'celep'f g'tgi kntqu.'eqpvtqnf g'ecrk cf ."gve0Gp'nci ct'f g'f gngi ct'nc'vctgc'f g" guvcpf ct'k'ct'gn'vcdclq" c"wp'kpi gpkgtq'kpf wvtkn'eqp'etqp»o gvtq."nc"i gtgpek'ecr cels" c"ncu" r tqr kqu" vcdclcf qtgu' f gn' vcmgt" gp" guc" vctgc" {" ncu' f kq" nc" tgur qpucdkrk cf " f g" o glqtct"

eqpwpco gpv'gnf gugo r g° q.'r tqeguq'f kwpvqxq'f gn'vq{qvuo q'f gpqo kpcf q'kaizen"*Dcwkwkpk"
4223+0'

Ukp"go dcti q."qtc'r ctv'f g"r"rkgtcwte"j c"cuqxtcf q's wg."gp'tgcnf cf."gn'ukugo c"f g"
rtqf weekp'ug'j c'b cpvpkf q'b gf kcpv'ctgcu'gzegukxco gpv'kpvpu'cu{'rti cu'j qtcu'f g'vcdclq"
s wg'mgxp" c"uwu"go r ngcf qu'j cuvc"uwu"n'p kgu'f'f'lequ"*Hwo kq."4228<3: 4+0'C"uw'xgl."Dq{gt{"
Htg{uugpgv" *4224+" f guvecp" s wg" Vq{qvc" r wf q" guvdrgegt" cewgtf qu" eqp" uwu" go r ngcf qu"
i ctcpxk cpf q'guvdkkf cf {"ecttgcuf'g'rti q'r r' q'gp'r"go r tguv."r gtq'j cekp'f q'r ctv'ekr gu'c'iqu"
vcdclcf qtgu'f g"ru"tgf weekp'gu"eqpucp'gu'f g"equvu"vq'v'gu" s wg" f gd'f'j cegt" r" go r tguv0'
Cf go ^a u."ugi Àp"guvu'cwqtgu."r'ht'o c'b cpwxq'eqpucp'vgo gpv'r'ecp'kf cf 'f g'vcdclcf qtgu'r qt"
f gdclq'f g"ru'pk'gru'p'gegu'k'k' {"vgtcktk' »"o wej cu'f g"ru'p'gegu'k' cf gu'f g"r"eqo r c° f'c0"³⁴²
Ugi Àp" f r'ktgl "P gy o cp" *4239+." gn'r wpvq" egp'v'cn' gp" r" t'gr'ek'p' f g"r" go r tguv" eqp" uwu"
vcdclcf qtgu'gu'r'cegr wek'p'f g'ru'Ànko qu'c'ko r r'ectug'eqp'r'r' q'f'f'ec'f g'tgf weekp'f g'equvu"
{c's wg'cu'f'ug'eqp'ge'p'ru'k'p'v'g'g'gu'f g"r" go r tguv" eqp" ru'f g'ru'vcdclcf qtgu'Uki wkp'f q'cn'
cwqt."ug"eqp'kw'f'g'cu'f'wp" òeqo r tqo ku'vq{qv'v'cö" f qpf g'ru" vcdclcf qtgu'c" v'cx²u'f g"r"
tgr t'gug'v'ek'p'uk'p'f'k'cn't'guki pcp'uw'x'q'w'p'cf 'f g't'guk'k'q'eqo dc'v'c'ru'r' q'f'f'ec'f g'tgf weekp'
f g'equvu'c'eco dk'f g'ru'guvdkkf cf 'r'cdqtcn0'

Rqt"Ànko q."gn'ukugo c"f g'r tqf weekp'f g"Vq{qvc"ug'f gur rgi »"gp"eqo dk'p'ek'p'eqp'wp"
f gu'ctt'qm'q'qtki k'p'cn'gp"gn'ukugo c"f g'r tqxggf qtgu'c"r ct'v'f g't'gr'ek'p'gu'eqo g'ek'v'gu'f g'rti q"
r r'cl q." h'w'f qu" ecpc'gu' f g' k'phqto cek'p." tgf weekp' eqpl'w'v'c" f g' equvu" f g' v'cp'uceek'p" {"
rtqf weekp'{"v'cp'uh't'g'p'ek'f g'v'ge'p'q'qi f'c" *J gr gt{"J gp'f'gtu'q."4236="Vq{qvc."4234+0'Gp"gu'v"
k'p'v'teco dkq."Vq{qvc"i ctcpxk cdc" c"uwu'r tqxggf qtgu'x'q'n'Ào gp'gu'f g'eqo r tc"cn'qu'r qt'rti qu"
r gt'f'f'f'qu'f g'v'go r q{"r"r' qu'k'k'kf cf "f g'eqo r ct'v'c'ru" d'gp'gh'ek'qu'f g"r"tgf weekp'f g'equvu"
qv'ti cf cu'r qt"gn'VRU"*Dq{gt{"Htg{uugpgv."4224+." Gp"dcug" c"guv'ct'v'ek'ek'p'ug"cr w'p'v'cd'c"
i gp'gt'ct't'gr'ek'p'gu'f g'u'ek'qu'gp'v'g'gn'ek'p'v'g'{"gn'r tqxggf qt."f g'hqto c'v'cn's wg"co dcu'r ct'v'gu'ug"
d'gp'gh'ek'p' gp"ru"o qo gp'v'qu'f g"²z'k'q" {"v'co dk'p"co dcu'ug"r g'tl'w'f'k'w'gp" gp"ru"uk'w'ek'p'gu"
k'p'x'gt'ucu0'"

Gn'qdl'g'v'x'q'f g"Vq{qvc"gtc"o k'p'ko k'ct"gn'p'Ào gtq'f g'r tqxggf qtgu'{"et'gct"cu'ek'ek'p'gu'c"
rti q'r r'cl q'cn'h'qo gp'v'ct" s wg"ru"gz'k'v'p'v'gu'ug"gz'r cpf cp" {"et'g' ec'p'eqp"r"ht'o c"gp"n'v'ct" f g"
cwo gp'v'ct"uw'p'Ào gtq'r ctc"kp'f wek'q'ht'v'cu'f g'r t'gek'qu'eqo r g'v'k'x'qu"*O eO k'ncp."423; +0'F g'gu'v"
o qf q."Vq{qvc"pq'tki g'uwu'gr'ee'k'p'gu'f g'r tqxggf qtgu'r qt'ru"o gp'qt'gu'r t'gek'qu'q'ht'gek'f qu."uk'p'q"
s wg'x'g'r'et'g'ek'p'f g'x'cn'qt'eqo q'wp'g'uh'w'gt' q'eqpl'w'v'q'f g'cwo gp'v'ct'ru'ec'r c'ek'f cf gu'f g'gu'vu'c"

³⁴²C"uw'xgl." gu'w'f'k'qu'f g'ecu'q'f g'ru'ce'v'k'kf cf 'f g"Vq{qvc"gp'r c'f'gu'gp'f gu'ctt'qm'q'eqo q'H'k'r k'p'cu"*J ctwej k'4228+'g"
k'p'f'k'c"*Uj g'nj ct'N'cn'F cu'f "U'q'd'p."4228+'t'g'x'g'm'p'ru'v'c'ru'eqp'f'k'ek'p'gu'f g'ru'v'cdclcf qtgu'f g'ru'go r tguv0'

re'xgl 's wg'ug'tgf wegp'uwu'equuqu*J gr gt {"J gpf gtuqp."4236-0Guc'r qn'lec'f g'r tqxggf qtgu'f g'
Vq{ qvc'r wgf g'xgtug'tghlcf c'gp'ru'tgi ru'r wdrkecf cu'gp'3; 5; "gp'ru's wg'ug'uqukpgg's wg""una
vez que se los designe como proveedores de Toyota, deben ser tratados como parte de Toyota
(como plantas sucursales); Toyota realizará negocios con estos sin cambiar a otros, y hará
todo lo posible para mejorar su desempeño" *VO E."3; ; : <98-0Guc'u'tgmkqpgu'c'rti q'r rcl q'
tguwactqp" kpf kklf wcn' {" eqngevko gpvg" dpgghlekucu" wcpvq" r ctc" gn' erkgpv" eqo q" r ctc" gn'
cwqr ctvuc." {"hqtvngelqtq'c'Ap'o a u'gn'ukugo c'cwqo qwt'ler qp2 u'*K gt'gv'c'0'4233-043'Nwgi q."
guc'hqto c'f g'xkpwcekp'ug'ko r ngo gpw'gp'ru'hkrcgu'f g'rc'htc o c'gp'f kwpvqu'f c'f'gu'f gn'b wpf q"
i gpgtcpf q'tguwacf qu'uko krtgu'*F {gt {"P qdgqmc."4222-0Kqj "gv'c'0'423: c=Ncpi hgrf Uo kj {" "
I tggpy qqf."3; ; : -0"

Ugi Ap'J glo *4235+."gp'guc'tgrecp'f g'eqqr gcekp'gpvtg'Vq{ qvc' {"uwu'r tqxggf qtgu.'rc"
r tlo gtc'vco dl2 p'ug'gpecti c'f g'bo cpvgpgt'wp'cng'eqpvtqnl'udtg'hqu'ugi wpf qu0E qp'gn'qdlgkx'f g'
o cpvgpgt'wpc'hwtg'f kxkuk'p'f gn'tcdclq'gpvtg'uwu'cwqr ctvuc."wp'gum'gej q'ugi wko kgpv'f g'uwu'
cevklf cf gu." {" j cekp'f q' ewo r rkt" uwu' r qn'lecu' f g' tgf week'p' f g' equu." Vq{ qvc' c'vkdw{ >>
ukugo a veko gpvg'rc'r tqf week'p' f g'wp'o kuo q'r tqf wevq'c'v'gu'q'o a u'r tqxggf qtgu."i gpgtcpf q"
ukwcekqpgu'f g'eqo r gvgpek'ho kcf c'gp'ewcpv'c'rip'Ào gtq'f g'lwi cf qtgu'r gtq'ci wf cu'gp'v2 to kpqu"
f g'uw'ecr cekf cf 'r ctc'o cpvgpgt'cng'g'uv' pf ctgu'f g'ecrkf cf {" tgf week'p' f g'equu'*J glo ."4235."
4238-0Cuko kuo q."gn'cwqt'uwkpgg's wg."gp'qecukqpgu."qu'x'pewqu'gucdrgu' {" f g'rti q'r rcl q'
eqp'wp'i twr q'egpvtcn'f g'r gs w0 qu' {" o gf kcpqu'cwqr ctvuc'f g'Vq{ qvc'gu'eqpvtctt'gucf q'eqp"
o c {qt'eqo r gvgpek' {" hgzklklf cf 'eqp'qvtqu'r tqxggf qtgu'r gth? tlequ'f g'rc'htc o c'*J glo ."4235-0'

Rctc'P qxken'gv'c'0'4224+'qu'r tlpek' kqu'tgevtgu'f gn'hwpekqpc' kgpv'f gn'VRU'v'kpgf gp'c"
etgct'wp'pwgx'v'kr q'f g'tgrecp' "uqekcn'gpvtg'qu" go r ngcf qu' {"rc" go r tguc." {"gpvtg'2 uvc' {"uwu'
cwqr ctvuc'0Gp'gug'r wpvq.'b a u's wg'wpc'tgrecp' "dcucf c'gp'r tlpek' kqu'geqp>>o leq/r tqf wevku'
ug' v'c'w' f g'rc" eqpvt week'p' f g'wp" x'pewu' "uqekcn' f hgtgpvg' s wg'ko r nec"rc" gndqtc'ek'p' f g'
eqpugpuqu'udtg'wpc'ugt'g'f g'r tlpek' kqu's wg.'gp'rc' b gf kf c'gp's wg'ugcp'i gpw'pco gpvg'cr rkecf qu."
i gpgtcp" wpc'pwgxc'eww'w'c' gp"o cvgtk' f g'tgrecqpgu'ndqtcrgu." kpf wutkr'gu' {" eqo gtekr'gu'
K'p'p'w'rc"eqpvt week'p' f g'eqpugpuqu' "dcucf qu'gp'rc" k'p'v'gi tkf cf {" xgtcekf cf "f gn'r tqegf gt'f g'rc"
qvtc'r ctvg.'c'r guct'f g'rc'gzkugpek'f g'kpvtgugu'f kxgti gpvgu."eqo r ngo gpvtkqu'q'tge'f' t'qequ'0Gp"
guc'eqpvt week'p' f g'eqpugpuqu'ug' dcuc' gn'eqo r tqo kuq'eqp'rcu' go r tguc'u'r tqxggf qtgu." gn'
eqo r tqo kuq'f g'r tqf wevklf cf 'eqo q'r tlpek' kq'f g'f k'ut'k'w'ek'p' f g'k'pet'go gpvqu'f g'qu'uc'rt'kqu' {" "

³⁴³"Gp"Vq{ qvc."ngi k'wp'r tqxggf qt'gu'wp'r tqeguq'rti q' {" r tqm'pi cf q's wg'ko r nec'xgt'k'lect'uk'gn'r tqxggf qt'ug'
cf cr v'c'a "c'rc'tgf'f g'wo k'p'ut'q'0Gp'cni w'p'qu'ecuqu.'qu'r tqxggf qt'gu'ug'geek'p'cp'r qts wg'v'k'p'p'p'p'q'x'c'ek'p'p'gu's wg'
o glqtc'p'qu'r tqeguq'q'f kuo k'p'w'f gp'qu'equu'0Ug'gur gtc's wg'v'cpv'q'qu'r tqxggf qt'gu'pwg'x'qu'eqo q'qu'gzkug'p'v'gu'
eqo r ctv'p'uwu' k'p'p'q'x'c'ek'p'p'gu'eqp' qvtqu'r tqxggf qt'gu's wg'wo k'p'ut'cp' r tqf wevqu' uko k'rt'gu'0 Rqt' nq' v'cpvq."ugt'
r tqxggf qt'v'cg'eqp'ki q'rc'qr qt'w'p'kf cf "f g't'gek'k'f'g'cu'i gpgtcf cu'c'v'cx'2 u'f g'rc'tgf'f g'wo k'p'ut'q'0'

f g'rcu'i cpcpeku."{ 'f g'tgf week»p'f gn'itcdclq'pgeguclq."{ 'f g'cpqo cñ'cu'f g'r tqf wevq'f 'f g'r tqeguq0' Guv'f ct vewrct 'ukungo c'f g'r tqxggf qtgu'ug'cr rlect'a 'co dlē p'gp'cti gp'vpc'f 'ugt'a 'wpc'f g'rcu'ērcxgu' f gn'cnq'eqpvpgkf q'iqecñ'f g'uwu'xgj 'f'wruq. 'eqo q'ug'xgt'a 'gp'iqu'r t»zko qu'ecr 'f'wruq0'

Gp'tguwo gp.'gn'ukungo c'f g'r tqf week»p'f g'Vq{ qvc'ug'dcuc'gp'rc'd'Àus wgf c'f g'rc'tgf week»p' f g'equuqu'c'r ct vkt'f g'rc'r tqf week»p'clwuxf c'gp'xqn'Ào gp'gu'f' "vko r qu'f gyvto kpcf qu'r qt'rc' f go cpf c'f gn'o gtecf q.'g'xkcpf q'rc'uqdtgr tqf week»p0'Rqt'wp'rcf q.'guv'ko r rē»'r tqeguqu'f g' vcdclq'uwo co gp'v'kp'vpguk'qu'r ctc'uwu'go r rēcf qu0'Rqt'q'vq.'gn'ukungo c'ug'eqo dlp»'eqp'wpc' ct vewrct'ek»p'eqp'uwu'r tqxggf qtgu'guvdrēgēkf q't'grēkqpgu'f g'eqqr gtce'ek»p'c'rc'iti q'r rē| q'gp'rcu' ewrcgu'ug'eqo r ct vgp'iqu'dgpg'hekqu.'r gtq'co dlē p'rcu'r 2 tf kf cu."{ 'ug'tgrēk' cp'hwgt'vgu'eqpv'qrgu' f g'ecñ'cf'f' "tgf week»p'f g'equuqu0'Guv'eqpl'wpv'f g'ko r rēo gp'vcek'qpgu'eqpuk'w' »'wp'o 2 vqf q' o cp'w'c'ewt'gtq't'gxq'w'ek'q'pct'k'gp'rc'k'p'f wut'k'c'w'w'qo q'v'k' "s w'g'ug'eqo r rēo gp'v' »'r gth'g'vco gp'v' eqp'rc't'ggut'vewt'ce'ek»p'f gn'ecr kcr'kuo q'o w'p'f kcn'c'r ct vkt'f g'rcu'et'kuku'f gn'r'gt' »'rgq'f g'3; 92." r gto k'k'gp'f q'c'rc'ht'o c'lcr'q'pguc'et'gegt'ce'grt'cf co gp'v'f w'cp'v'rc'ugi w'p'f c'o kcf'f' gn'uki m'ZZ0"

3.2.2 - El método de Toyota (*The Toyota Way*)

Ncu'ectcevg't'f'rc'ku'f gn'VRU'gu'p'hwgt'vgo gp'v't'grēk'q'pcf cu'eqp'wpc'r ct vewrct'xkuk»p' go r t'guct'kn's w'g'c'r ct vkt'f gn'4224'rc'eqo r c'o 'f'f' gp'qo k'p' »'el método Toyota'«*The Toyota Way*»⁴⁴⁴ Guc'uk'f gcu'hwgt'qp't'guwo kf cu'gp'wp'f qewo gp'v'kp'v'p'q'f g'rc'eqo r c'o 'f'f'gp'4223's w'g'ug'hqto w'v' »' eqp'qdl'g'v'k'q'f g'o cp'v'p'gt'rc'gug'pek'f g'rc'eqo r c'o 'f'f'f' w'cp'v'g'uw'r tqeguq'f g'i' m'q'c'rc'k' cel'ek»p'«⁴⁴⁵ gt' g'v'c'rc'0'4233'«L0'N'ngt.'4225'«0'R'ctc'gm'q.'ug'f' guctt'qm' »'gn'r' tqi' tco c'*Toyota Way*'s w'g't'geqi' 'f'f'rcu' r t'k'p'ek' k'qu't'g'v'qt'gu'j' k'v' »'t'k'equ'f g'Vq{ qvc'f' "rcu'v'cp'uo k'f'c'rc'rcu'go r rēcf qu'f g'v'qf q'gn'o w'p'f q0' Guv'f qewo gp'v'g'zr' rēc'dc'g'w'c' h'rcu'q'f'f'c'r ct vkt'f' gn'f' kci' tco c'f g'w'pc'ēcuc'c'r ct vkt'f' g'f' qu'r' k'ct'guk' mejora continua'f' "respeto por las personas *xgt' Hki wtc' «⁴⁴⁶ 0' Gn'r' tko' gtq'f g'rcu'r' k'ct'gu' f' g'uecpuc' uqdt'g'v'gu'dcugu'«c'«*desafio*.'s w'g't'gh'gt'g'cñ'r' gp'uc' k'gp'v'c'rc'iti q'r rē| q'«d'«*kaizen*.'s w'g'

³⁴⁴ "Nqu' r tko' gtqu' tgi' k'v'qu' guet'k'qu' f g' 2 uc' f c'v'p' f g' 3; 57" ew'cpf q' ug' guvdrēgēk'qp' rcu' El'pek' Rt'k'p'ek' k'qu' H'w'p'f co gp'v'rcu'f' g'Vq{ qf c.'rcu'ēw'rcu'gt'cp'«c'«ulgo r t'g'ugt' h'gn'c'rcu'f' g'd'gt'gu.'eqpv'k'dw' g'p'f c'u'f'c'rc'eqo r c'o 'f'f'f' "cñ' dlēp'i' gp'gt'c'«d'«ulgo r t'g'ugt' guw'f' k'qu'f' "et'g'v'k'x'q.' gu'ht' | a' p'f' q'ug' r' qt' c'f' g'rc'p'v'ct'ug'c'rcu'v'ko r qu'«e'«ulgo r t'g'ugt' r' t'a' ev'eq' "g'x'k'ct'rc' h'rc'x'q'rc'f' «f' «ulgo r t'g'g'uh'q't' ct'ug'r' qt' et'g'ct'wp'co' dlēp'v'g'h'co' k'rc'ct'gp'gn'v'cdclq's w'g'ug'c'e'a' r'f' q'f' "co' k'i' c'drg'«f' "g'«ulgo r t'g't'g'ur' g'v'ct'rcu'cu'w'p'v'qu'gur' k'k'w'rcu'f' "t'geq't'f' ct' guv'ct'ci' t'cf' g'ek'f' q'gp'v'qf' q'o' qo' gp'v' «Vq{ qvc.' 4234'«0'Guv'rc' t'k'p'ek' k'qu'hwgt'qp'o' q'f' h'k'e'a' p'f' q'ug'c'o' g'f' k'f' c's w'g'ug'r' t'gug'p'v'cd'p'p'w'g'x'qu'f' gucl'f'qu'gp'rc'j' k'v'q't'k'f' g'rc' h'ko' c'r' gtq'ulgo r t'g'o' cp'v'p'k'p'f' q'rc'o' kuo' c'gug'pek'0'F' lēj' q'gur' f'k'w'hw'g't'guwo' k'f' q'r' qt'N'ngt' «4225+gp'w'pc'f' g'rcu' q'dt'cu'o' a' u'eq'p'w'nc'f' cu'v'qdt'g'rc'gn'o' 2 vqf' q'f' g'Vq{ qvc'f' "hw'g'zr' w'gu'v'gp'uw'o' q'f' g'rc' k'co' k'f' cñ'f' g'6R't' qt'uwu'uki' rcu' gp'k'p'i' r' u'«h'rcu'q'f'f' «*philosophy*+, r' t'qeguq' «*process*+, r' g'tu'q'p'cu'f' "eqo r c'o' g'tqu' «*people and partner*»f' t'g'u'q'w'el'ek»p'f' g' r' t'q'drgo' cu' «*problem solving*»+xgt' h'ki' wtc' 2/3'f' gn'c'p'g'z'q'Guc'f' f'k'w'q'«0'Gp'rc'«dcug'f' gn'o' q'f' g'rc'ug'gp'ew'g'p'v'c'«c'«uw' h'rcu'q'f'f'c'f' g'rc'iti q'r rē| q.'s w'g'ug'eq'p'eg'p'v'c'gp'g'z'eg'f' g't'rcu'p'g'eg'uk'f' c'f' gu'f' "g'zr' g'v'c'v'k'cu'f' g'rcu'eqo r t'cf' q't'g'u'«d'« r' t'q'egu'qu.'s w'g'eq'p'uk'ng'gp'rc' t'ct'eq'p'w'p'v'go' gp'v'r' t'q'egu'qu'o' a' u'g'h'ek'ep'v'g'u'«e'«r' g'tu'q'p'cu'f' "eqo r c'o' g'tqu.'s w'g'g'u'v'cd'rg'eg' rc'ko' r' q't'v'p'ek'f' gn'v'cdclq'gp'gs' w'k' q'f' g'p'v'q'f' g'rc'eqo r c'o' 'f'f'f' «f' «u'q'w'el'ek»p'f' g'r' t'q'drgo' cu.'s w'g'cr' w'p'v'c'«s w'g'rcu' go r rēcf qu'gu'p'eq'p'w'p'v'go' gp'v'kp'v'p'p'f' q't'g'u'rc'gt'rcu'r' t'q'drgo' cu'f' g'rc'go r t'guc'0'

" Nc'i guk»p"gutcv²i kec'f g'rc'r tqf week»p"gu^a'f ghkpk c'r qt'gn'f gkpgco kgpvq'f g'qdlgvkxqu" f g'r tqf wekxkf cf "{ 'ecrkf cf 'f g'rc'ti q."o gf kcpq"{"eqtvq'r rc| q"eqp"rc'r qudkrkf cf "f g'guvcdregegt" tguwncf qu'o gf kdrgu"gp"vqf cu'rcu'gver cu'f g'i guk»p"»f rktctgl 'P gy o cp.'4239+0Rctc'rc'f ghkpk»p" f g' guxqu"qdlgvkxqu"ug" wkrk c" wpc"j gttco kgpvc" f g"i guk»p" rco cf c" *Hoshin*" cpwcn" f qpf g"ug" r quwrcp"rcu'cevkkf cf gu"eqpetgcu" c" f gucttqmt" f wcpvg" gn'c° q. "eqpxk v² pf qug"2 uvcu" gp" gn' *Hoshin*" f g'rc'eqo r c° ¶c⁰48"C"uw'xgl . "gn'*Hoshin Kanri*"uwvpgv'rc'xkuk»p" f g'rc'eqo r c° ¶c. "{ "j ceg" tghgtgpek" c" w"qdlgvkxq" kf gcn'f g'r tqf wek" cwqu"cn'o ^a u'dclq"equvq. "gp"gn'o qo gpvq"lwuvq"{"eqp" rc"o glqt"ecrkf cf 0'Uqdtg" guv" xkuk»p" ug" guvcdregep" rqu"qdlgvkxqu" eqpetgvqu0' Gn' *Kanri*" gu" gn' guvcdregeko kgpvq'f g'ekemqu'r ctc'crecp| ct'mqu'qdlgvkxqu" f gugcf qu0K r rlec'mqu'uki vkepvu'r cuqu<c+" rc"grcdtcek»p" f g"gutcvgi kcu" {" r rcpgu" f g"ceek»p="d+"rc"ko r ngo gpvcek»p" f g"rcu'r rcpgu="e+"rc" gxcn»cek»p" f g'tguwncf qu=" {" f +'rc"vqo c" f g'o gf kf cu'cr tqr kcf cu0

C"r ctvk" f g"rcu"*Hoshin*"ug"guvcdregep"rcu'qdlgvkxqu"cpwrcgu" f g'rc'eqo r c° ¶c"s wg"ugt^a p" o qvqtk cf qu'r qt"rc"grcdtcek»p" f g"gutcvgi kcu" {" r rcpgu"eqpetgvqu" f g"ceek»p0'Guxqu."c"uw'xgl . " ugt^a p" ko r ngo gpvcf qu" gp" gn' r tqeguq" f g" r tqf week»p" cttqlcpcf q" tguwncf qu" s wg" r qf t^a p" ugt" eqpvcucf qu" {" gxcn»cf qu" f g"cewgtf q" eqp" rqu" qdlgvkxqu" r tgxkco gpvg" r rcpkhecf qu0' Uk' rqu" tguwncf qu" gur gtcf qu"pq"ug"crecp| ctqp. "ug"vqo cp"rcu"o gf kf cu"pgeguctkcu" r ctc"pq"xqrxgt" c"uw" tgewtgpck0'Uk'ug"crecp| cp"rcu'tguwncf qu" gur gtcf qu. "ug'r tqegf g" c"rc"guvcpf ctk ccek»p" f g' guxqu0' Cn'eqo dlpctug" gn' *Hoshin Kanri*" eqp" gn' *Kaizen*" *o glqtc" eqpvkpw+." rc" guvcpf ctk ccek»p" pq" eqpukw\{ g'wpc'tki kf gl . 'ukpq's wg'lwv qpg'wpc'eqpucpv'ko r ngo gpvcek»p" f g'tghqto cu0Gn'ekem'f g" guvcpf ctk ccek»p" gu'rcn'j cuv"s wg"gu'kpvtf wek'c" wpc"pwgxc"o glqtc" {"ug"xwvrg" c" guvcpf ctk ct0' Guc" hqto c" f g' f ghkpk" rqu" qdlgvkxqu" gutcv²i lequ"ug" gpewgpvc" tgi wrcf c" vcpvq" r qt"rc"o cvtk " gr kv² o kec'f g'rc"o glqtc"eqpvkpw"gp"gn'pkxgn'f g'rc"õh'kquqf¶cõ."eqo q" r qt'gn'*just in time*"gp"gn' pkxgn'f g'rc'r tqf week»p"»f rktctgl 'P gy o cp.'4239+0

F g" guv" hqto c." f gn'o kuo q" o qf q" s wg" Vq{ qvc" f gucttqm»" w" kppqxcf qt" ukvgo c" f g" r tqf week»p. "co dl² p" guvcdregeko" f guf g'uw'lpkxqu" wpc" gutcvgi kc" eqtr qtcvxc" r ctvewrt. "rc"ewcn' guwvq"dcucf c"gp"gn'r gpucv kgpvq'c'rc'ti q'r rc| q" {"rc"o glqtc"eqpvkpw0C"o gf kf c's wg"ug'f gucttqm»" rc"j kvqtk" f g'rc'eqo r c° ¶c" guxqu" r tkpek kqu"hwgtqp"eco dlcpf q" {"cf cr v² pf qug" c" rqu" f gucl'qu" eq{ wpcwrcgu0' Gur ge¶heco gpvg. "c' r ctvk" f g'rc' kpvtpcekqpcrk ccek»p" f g'rc' hko c. "Vq{ qvc" gph'gp»" rcu'f khevncf gu'f g'tgr rlect. "pq"u»rqu"uw'ukvgo c" f g'r tqf week»p. "ukpq"uw'ewwvtc" go r tguctkcn'gp"

r ctvgu'c"vtx²u'f gn'ewkf cf q'f g'rc'ugi wtkf cf "{ 'f gn'o gf kqco dlkpvge="e+"ugt" h'f gtgu"gp"vgepqm' ¶c" {"gp"uc'vukceek»p"cn' en'kpvge="f "+"ugt" w"o kgo dtq"eqpvtkdw\ gpvg" c"rc'eqo wpl'cf "gp"ecf c"pcek»p="g+"h'qtlct" wpc"ewwvtc" eqtr qtcvxc" s wg" j qptg'rc"lpf kxkf wcrk cf "c"rc"xgl "s wg'r tqo wgx"gn'tcdclq"gp"gs wkr q="h"ngxct" c"ecdq" wpc"eqpvkpw"etgelo kgpvq" c" r ctvk" f g'wpc'cf o kpkwcek»p"gh'ekpv" {" i mdcn=" {" i "+"etgct' t'g'rc'ekqpgu'f wrcf gtcu'eqp"uqekqu" go r tguctkrgu'c" h'rc'ti q" f gn'o wpf q0

³⁴⁸C"r ctvk" f g'gung' r rcp'egpvcn'ug'eqpki wtc'w'F gr ctvco gpvq' f g'*Hoshin*" q'wpl'cf "*Hoshin* s wg'xc" c" guvcdregegt" hqu" r rcpgu."qdlgvkxqu" {"cevkkf cf gu'r ctc'rcu'f go ^a u'ugevt gu'c' h'p' f g'qdvpgt' hqu'tguwncf qu'f gugcf qu0

r c¶lgu"uwo co gpv" f kxkpvu" c" Lcr »p' C o dqu" grgo gpvqu" cs w¶ f guetkr vqu. "vcpvq" uw" ukurgo c" f g" r tqf weel»p. "eqo q" uw' xkuk»p" go r tguetkcn" uqp" cur gevqu" encxg" f g" r c" guetcvgi kc" go r tguetkcn" f g" Vq { qv" vcpvq" gp" uwu" kpekqu" gp" Lcr »p" eqo q" gp" uw' g' zr g' t' k' p' e' k' o' w' n' k' p' c' e' k' q' p' c' n' ' r' q' t' m' ' v' c' p' v' q' . " u' q' p' w' p' " h' e' v' q' t' " f' g' v' g' t' o' k' p' c' p' v' g' " r' c' t' c' " g' p' v' g' p' f' g' t' " r' c' " v' t' c' { g' e' v' q' t' k' c' " g' z' e' g' r' e' k' q' p' c' n' ' f' g' " r' c' " h' k' t' o' c' " l' c' r' q' p' g' u' c' " g' p' C' t' i' g' p' v' k' p' c' 0'

3.3 - Crecimiento en Japón y aumento de las exportaciones (1945-1973)

C" r guct" f g" r c" f gttqv" f g" Lcr »p" gp" r c" KKI O . " gn" pwxq" eqpvz vq" kpvgtpeckqpcn" hmg" hcxqtcdrg" r ctc" gn" r c¶l" gp" f kxgtuqu" cur gevqu" Rqt" wp" rcf q. " gn" kpekq" f g" r c" I wgttc" H¶c" eqpf wq" c" s wg" Guvcf qu" Wpkf qu" wkrk ctc" gn" r qvpeknkpf wutkcnf g" Lcr »p" eqp" gn" hkp" f g" hqt vreggt" uw" r qulek»p" o kxkt" h gpv" c" r c" Wpk»p" Uqxk² vkc" gp" wpc" t gi k»p" gp" f kur wc" *Eqmcpvqu. "422: +. " Cf go a u. " r c" r qvpekc" pqtvgco gtlepc" cdtk»" uwu" o gtecf qu" c" r c" u" g' z' r' q' t' v' e' k' q' p' g' u' k' p' f' w' u' t' k' e' m' u' " f' g' " L' c' r' »' p' . " h' c' x' q' t' g' e' k' p' p' f' q' " c' " w' p' c' " u' g' t' k' g' " f' g' " g' o' r' t' g' u' c' u' " g' p' v' t' g' " r' c' u' s' w' g' " u' g' " g' p' e' q' p' v' t' c' d' c' " V' q' { q' v' c' 0⁴⁹ " C' " u' w' " x' g' l' . " c' " r' g' u' c' t' " f' g' n' l' p' i' t' g' u' q' " f' g' " L' c' r' »' p' " c' n' " H' O' K' { " c' n' " C' e' w' g' t' f' q' " I' g' p' g' t' c' n' " u' q' d' t' g' " C' t' c' p' e' g' r' u' " C' f' w' e' p' g' t' q' u' { " E' q' o' g' t' e' k' q' " *I C V V +. ³⁴: " r' c' u' r' t' l' p' e' k' r' c' r' g' u' r' q' v' p' e' k' u' f' g' n' i' o' w' p' f' q' " e' c' r' k' e' r' k' u' c' " h' g' " r' g' t' o' k' k' g' t' q' p' " c' n' l' r' c¶l' t' g' u' t' k' p' i' k' t' " r' c' u' k' o' r' q' t' v' e' k' q' p' g' u' { " e' q' p' v' t' q' r' c' t' " g' n' l' v' r' q' " f' g' " e' c' o' d' k' q' " f' g' n' i' { g' p' " e' q' p' " t' g' u' r' g' e' v' q' " c' n' l' g' u' v' q' " f' g' " r' c' u' f' k' x' k' u' c' " * V' q' { q' v' c' . " 4234-0'

Cf go a u. " Lcr »p" eqphqto »" gn" Egpvtq" f g" Rtqf wevkkf cf " Lcr qp² u" *LRE. " r qt" uwu" uki r c" u" gp" kpi r f u" gp" gn" c° q" 3; 77" eqo q" wpc" gpvkf cf " vkr ctvkc" f g" r c" s wg" r ctvkr cdep" r c" u" go r t g u c u . " g n' i q d k g t p q " { " n u " u k p f k e c v u " e q p " g n' q d l g v x q " f g " c w o g p v c t " h w g t v g o g p v g " r " r t q f w e v k k f c f " r c t c " t g e q p u v t w k " r c " p c e k » p 0 N q u " e q p u g p u q u " s w g " u g " g u v c d r g e k g t q p " g p " g n' l u g p q " f g n' l R E " f l g t q p " h w i c t " c " v p c " u g t k g " f g " e q p e g u k q p g u " c " n u " u k p f k e c v u " e q o q " r c " u g i w k f c f " { " r c " g u v c d k k f c f " g p " g n' g o r r g q " f g " n u " v t c d c l c f q t g u 0 " C " e c o d k q . " n u " u k p f k e c v u " u g " e q o r t q o g v ¶ p " c " e q n d q t c t " e q p " g n' r t q e g u q " f g " t c e k q p c n k c e k » p " s w g " u g " r q p ¶ c " g p " b c t e j c . " r g t q " e q p " r c " r c t v e w r t k f c f " s w g " g u v c " e q n d q t c e k » p " f g d ¶ c " t g c r k c t u g " o a u " c m l " f g " n q " u c r t k c n 0 G u v q " f k q " r c u " e q p f k e k q p g u " r c t c " r c " e r n e c e k » p " f g n' V R U " * f n c t g l " P g y o c p . " 4239-0 R c t v e w r t o g p v g " g p " V q { q v c . " E q t k v " * 4228 < 4 : / 4 ; + r n p v g c " r c " g z k u v p e k " f g " v t g u " c e q p v g e k o k g p v u " g p v t g 3 ; 6 ; " { 3 ; 72 " s w g " f l g t q p " h w i c t " c " v p c " h w g t v g " t c e k q p c n k c e k » p " { " s w g " w d l e c t q p " c n' V R U " f g p v t q " f g " n q " r g p u c d r g < w p c " e t k u l u " h k p c e k g t c " s w g " e c u k " n g x c " c " r c " s w g d t c " c " r c " g o r t g u c = w p c " j w g n i c " g p " t g u r w g u v c " c " r c " t g g u v t w e w t c e k » p " k o r w g u v c " r q t " r c " e t k u l u " s w g " v g t o k p » " e q p " g n' f g u r k f q " f g " 3 0 2 2 " q d t g t q u = " { " g n' g u v c n k f q " f g " r c " i w g t t c " e q p " E q t g c " s w g " f g u c » " w p c " q n g c f c " f g " f g u r k f q u " o c u k x q u "

³⁴⁹"C" uw" xgl . " Vq { qv" hmg" cegr vfc" c" r ctvkr ct" gp" gn" r tqi tco c" f g" gpvtgpc kpvq" kpf wutkcnf gn" F gr ctvco gpvq" f g" I wgttc" f g" Guvcf qu" Wpkf qu" s wg" ug" gphqecf c" gp" gn" r tqeguq" f g" f guctqm¶ f g" r tqeguqu" { " go r nqcf qu" *O ci gg. "4229-0'
³⁴: "Qti cpk cek»p" s wg" hngi q" ug" vcpuhqto »" gp" r c" QO E0'

gp"wp"o qo gpvq"gp"s wg"r"go r tgu"cecdcdc"f g" gpectct"r"tggutwewtcel»p" { "s wg"qdrki »"c" cwo gpvct"r"r tqf wexkcf cf "ukp'tgewtkt"cnlcwo gpvq"f g'r gtuqpcr³⁴:"

Gp"guvg"pwxq"eqpvzq"gn'r c"ju"cul^a vkeq"eqo gp| »"wp"r tqeguq"f g"cegrgtcf q"etgeko kgpvq" geqp»o leq"q"kp f wutkcr/Nc"kp f wutk"cwqo qvtk "lcr qpguc."eqp"Vq{ qvc"lpenmkf c."etgeko"gp"i tcp" o gf kfc"r ctvk"fg"r"r²ecf c"fg"3; 72."ceqo r c° cpf q"gnlcwo gpvq"f g"r"fg"pukf cf "fg"xgj "fawru" r gt"e^a r kc"gp"gn'r c"ju³⁵²"*xgt" I t^a hkeq"KKK3+0"NWgi q"fg"wp"r tqeguq"f g"etgeko kgpvq"kpvtpq" cegrgtcf q."gp"3; 82"gn'O K/Kf kur wuq"r"cr gt wtc"i tcf wcr'fg"ru"ko r qt vcekpgu"fg"r tqf wvqu" cwqo qvtgu'cnb gtecf q"lcr qp²u'eqp"gn'qdlgkxq"fg"dclct"qu'r tgekqu"fg"qu"xgj "fawru"lcr qpgugu" { "s wg'uwu"go r tgu"i cpvg"eqo r gkxkcf cf "kpvtgpcckpccr³⁵³"H"gpvg"v"guvg"eqpvzq"fg"lpo kpgpv" cr gt wtc"eqo gtekn'qu"qdlgkxqu"fg"Vq{ qvc"ug"egpvtctqp"gp"fg"ktgukhlect"uwu"o qf grqu"r ctc" eqo r ngvct"gn'line up { "co r nct"uwu"ecr cekf cf gu"r tqf wexkcu"r ctc"mji tct"r"r tqf week»p"fg"fg"qu" o kmppgu"fg"xgj "fawru"r qt"c° q."s wg"gu"qu"fg"gu"mff gtgu."Hqtf .I gpgtcr'O qvtu"{"Xqmy ci gp." guwcdp"r tqf wexkpf q"c"lpcrgu"fg"3; 820⁵⁴""

Cu"l'f wcpvg"guqu"co qu'ug'rcp| »"gn'Vq{ qvc"Eqqtmc."wp"xgj "fawru"fg"r cuclgtqu's wg"gp"3; 96" mji t»"ugt"gn'o^a u'xgpf kf q"gp"gn'o wpf q"{"gp"gn'4242"ug'r qulekqp»"eqo q"gn'o qf grqu"o^a u'xgpf kf q" gp"r"j kuvtkc"*35 12: 14243."Vq{ qvc"Vko gu"»*xgt"Vcdm"2/6"fg"gn'cpgzq"Guvcf "lveq+0"Cu"ko kuo q." gp"r"ugi wpf c'o kcf "fg"3; 82"ug'tgcnk ctqp"cewgtf qu'eqp"fg"qu'hdteckpvgu"fg"xgj "fawru"lcr qpgugu"

³⁴: "F wcpvg"qu'r tko gtqu"co qu'fg"r"r²ecf c"fg"3; 72"Vq{ qvc"mgx»"cf grpv"guvcgi kcu"fg"fg"gucevxkcel»p"ukp f kcr/O Ugi Ap"Uj ko k w³; ; +; "gpvg"guvcu"guvcgi kcu"ecdg"o gpekqpc<r"ru"r tqr wguu"fg"r tgo qek»p"r qt"r ctvg"fg"r" f kgeek»p"e"qu'o kxcpvgu'r ctc"ugr ctcnqu"fg"gn'ukp f kcvq."gp"fg"qpf g"cpw vqu"fk ki gpvqu"fg"lpxkqtp"gp"lwr gtxkqutgu"q" ewcf tu'o gf kqu"r"fg"lxlk»p"fg"qu'ghgevxqu"gp"fg"lxlk»p"vqu"dewgr qu'o."r qt"glgo r m."gn'fg"qu"fg"kr mo cf qu"gp"r"guewgr" fg"Vq{ qvc"r"fg"guclxkcel»p"fg"gn'ukp f kcvq"fg"qu'»wgrqu"dnpequ'o"r tgo qekpccf qu"{"r qt"Anko q."qu'ghgequ"fg"r" f gttqvc"fg"qu"co qu"3; 72"{"3; 75"eqpf vq"c"s wg"r"o c {qt"r ctvg"fg"qu"o kxcpvgu"ug"hwgcp"fg"gn'ukp f kcrkuo q"r ctc" tgr mji ctug"gp"gn'vcdclq"{"r tggewr ctug"fg"uw'xkf c'r gtuqpcr"{"ho kxct"o"

³⁵²"C"r ctvk"fg"r"i tcp"gzr cpuk»p"fg"r"r tqf week»p"fg"Vq{ qvc"gp"r"r²ecf c"fg"3; 72"eqo gp| ctqp"c"cr ctgegt" r tqdrgo cu'v'epkequ"gur ge"lvequ"gp"qu"xgj "fawru"Ugi Ap"gn'xlegr tgukf gpvg"glgewkxq"{"uqdtkq"fg"Ucnkej k"Vq{ qf c." Gkl'Vq{ qf c."s wgp"cuwo k'c"r"r tgukf gpek"fg"VO E"gp"3; 89."gnlcwo gpvq"fg"r"ecrk cf "pq"guwcd"ceqo r c° cpf q"gn' etgeko kgpvq"gp"r"r tqf wexkcf cf O'Eqo q"eqpugewpck"fg"grm."gp"3; 85"Vq{ qvc"rcp| »"r"Rqf"llec"Eqtr qtcvxc"fg" Vq{ qvc"fg"eqpukm"gp"wp"eqo dpcel»p"fg"qdlgkxqu"i gpgtcrgu."c'eqvtq"{"rcti q'r m| q."s wg'cr wpcdp"c"guwcdrgegt" c"Vq{ qvc"eqo q"wp"mff gt"i mdcn"fg"guctqmt"r"tgr wcel»p"fg"r"go r tgu"dcucf c"gp"uw'ecrk cf " {"eqvtdwt"c"r" geqpqo "lcr qpguc"r ctvk"fg"r"r tqf week»p"gp"o cuc'0"

³⁵³"C"uw'xgl ."c"r ctvk"fg"r"gpvtcf c"fg"lcr »p"gp"r"Qti cpk cel»p"r ctc"r"Eqqr gtcel»p"{"gn'F gucttqmq"Geqp»o leq" *QEF G+."gp"3; 86."gn'r c"ju"mji t»"o c {qtgu'heckf cf gu'r ctc"lpxgt"{" "mgxct"qr gtcekpgu"c"Eqgc"fg"gn'Uw."Vcky^a p"{" gn'guvq"fg"gn'wuf guf g"cul^a vkeq'0"

³⁵⁴"Cf go^a u." f wcpvg" f lej q" r gt"qf q." ru" go r tgu"cwqo qvtlegu" guvcf qwpkf gpugu" os wg" { c" vgp"ep" dcmpegu" eqo gteckrgu"pgi cvkqu"eqp"lcr »p"fg"gdkf q"c"ru"cnuc"vctkru"{" "c"ru"fg"lhwncf gu"r qt"eqmect"uwu"r tqf wvqu"gp"gn' o gtecf q"lcr qp²u'eqo gp| ctqp"c"kpvtguctug"gp"vpgt"uqekqu"mcegru"O'Gni twr q'O kuwkluj k"hwpcf q"gp"3: 92"r qt"wp" f guwepf kpgv"fg"wp"ho kkc" samurái."hw"wpq"fg"qu"zaibatsu"o^a u"r qf gtququ"fg"lcr »p"ug"eqpxk"»"gp"gn'uqekq" f qo kpcpv"87" +gp"wp"go r tgu"eqplwpc"eqp"Ej t { urgt"Eqtr qtcvxp."r qt"m's wg"qu'eqpegukpctku"fg"Ej t { urgt" eqo gp| ctqp"c"xgpf gt"gn'rgs wg° q"cwqo »xkl'fg"O kuwkluj k"gp"gn'o gtecf q"guvcf qwpkf gpugu"NWgi q."Kw' w'cegr »" hqto ct"qtvc"go r tgu"eqplwpc"eqp"l gpgtcr'O qvtu"laj puqp."3; : 4+0Nq"ewtkqu"fg"guvg"r tqeguq"gu's wg"gn'o kuo q" pq"hw"r rcpkckcf q"pk'cxrcf q"r qt"gn'O K/Kgp"wp"r tlpekr kq."{ c's wg"qu"r rcpgu"fg"2 uvgr ctc"r"kp f wutk"cwqo qvtk" gtecp"gu"o wct"c"uq"fg"qu'ff gtgu'pcekpccr"p kuup"{" "Vq{ qvc+0Ukp"go dcti q."qu'o kuo qu'fg"tr qu"go r tgu"ktqu's wg" j cd"p'ukf q'r tqvki kf qu"{" hqo gpvcf qu'r qt"gn'O K/K'eqo q'O kuwkluj k'g'Kw' w'ug'xkqtp"hwgtc"fg"gn'pqi qekq"cwqo qvtk" {"fg"guclctqp"c"r"dwqetcekl'hqto cpf q"fg"lej qu"joint-ventures"laj puqp."3; : 4+0"

r ctc'eqo r gvk'c'pkxgnlpvgtpcelqpcn'eqp'rcu'r t'pekrcrgu'cwqo qv'legu'gp'gn'ob wpf q'*J glo . '4242-0'
 Gnr tko gtq'f'g'gmqu'hwg'eqp'J kq'q'O qvqtu. f'gf'kefc'r t'pekrcm g'p'g'c'rc'r tqf weel'p'f'g'xgj 'f'w'w'qu'
 eqo gtekr'gu'i t'cpf'gu. "{'m'gi q'eqp'F'clj'cvuw'O qvqt. "gur'gekrc'k'cf'c'gp'rc'r tqf weel'p'f'g'o k'p'k'
 xgj 'f'w'w'qu'*kei cars+'*xgt'Vcdrc'KKK3-0'F'g'g'ug'o qf'q. "c'r'ct'vt'f'g'f'lej'cu'cr'k'cp| cu'eqqr gtc'v'x'cu'
 rcu'go r'g'uc'u'r'gt'v'p'g'el'g'p'v'gu'cn'I twr'q'Vq{qvc'q'lt'ge'f'ep'v'q'f'q'gn'cd'c'p'leq'f'g'v'kr'qu'f'g'xgj 'f'w'w'qu'
 *Vq{qvc.'4234-'Vj'g'P'gy 'l' qtm'Vko gu.'43'42'13; ; 7-0"

Tabla III-1 – Empresas del Grupo Toyota*

Compañía	Inicio	Actividad principal
Daihatsu Motor Co.	1907	Fabricación y venta de vehículos de pasajeros, vehículos comerciales, vehículos especiales y repuestos.
Toyota Industries Corporation	1926	Fabricación y venta de maquinaria textil, automóviles, vehículos industriales y otros productos así como el negocio logístico
Toyota Motor	1937	Fabricación y venta de vehículos de pasajeros, vehículos comerciales, carrocerías y piezas de automoción
Aichi Steel Corporation	1940	Fabricación y venta de aceros especiales, productos de acero forjado y componentes electromagnéticos.
Hino Motors	1942	Fabricación y venta de camiones, autobuses, vehículos comerciales ligeros, turismos, motores y repuestos.
Toyota Auto Body Co.	1945	Fabricación y venta de carrocerías y componentes para turismos, vehículos comerciales y vehículos especiales
Toyota Tsusho Corporation	1948	Comercio nacional, importación y exportación, y comercio internacional de diversos productos, contratación de construcción y de seguros.
Denso Corporation	1949	Fabricación y venta de componentes automotrices y otros componentes eléctricos, equipos de aire acondicionado, equipos industriales en general y equipos eléctricos.
Toyoda Gosei Co.	1949	Fabricación y venta de productos de caucho, plástico y uretano, semiconductores, productos eléctricos y electrónicos y adhesivos.
Toyota Boshoku Corporation	1950	Fabricación y venta de partes interiores de vehículos y filtros automotrices, así como componentes de tren motriz y textiles.
Towa Real Estate Co.	1953	Propiedad, gestión, venta, arrendamiento y gestión subcontratada de bienes inmuebles e inversión en valores negociables.
Toyota Central R&D Labs	1960	Investigación, ensayo e investigación en diversos campos relacionados con el desarrollo y uso de tecnologías básicas.
Aisin Seiki Co. (ahora Aisin Corporation)	1965	Fabricación y venta de repuestos automotrices, equipos de vivienda, sistemas de energía y productos para discapacitados y personas mayores.

Toyota Financial Services	2000	Provisión de servicios financieros para la compra de vehículos.
Toyota Housing Corporation	2003	Desarrollo tecnológico, producción, venta, construcción y servicio postventa de viviendas
JTEKT Corporation	2006	Fabricación y venta de sistemas de dirección, cojinetes, componentes de transmisión, máquinas herramienta y dispositivos de control electrónico.
Toyotsu Machinery Corporation	2009	Ingeniería, equipamiento mecánico, maquinaria textil, fábricas inteligentes, y energías renovables.
Toyota Motor East Japan	2012	Fabricación y venta de vehículos de pasajeros, vehículos comerciales, carrocerías y piezas de automoción

Hæpvg<Vq{ qv'I rjdcif'

, Gpvgpf kf q'eqo q'cs wgm'u'go r t gcu'gp'hu's wg'Vq{ qv'r qugg'o ^ u'f'g'wpc'r ct vkr cek'p'uw'gtlqt'cn'32' 'ulp'eqpvt' uwdul' lctku'0'

Tabla III-2 - Fábricas de Toyota dentro de Japón

Nombre	Locación	Comienzo de operaciones	Productos (2019)
Honssa	Aichi	1938	Partes forjadas, sistemas híbridos, pilas de combustible y chasis.
Toyota Auto Body	Aichi	1945	Land Cruiser, LX, LM (Incl. HEV), Hiace, Alphard (Incl. HEV), Vellfire (Incl. HEV), Noah (Incl. HEV), Voxy (Incl. HEV), Esquire (Incl. HEV)
Motomachi	Aichi	1959	Crown (Incl. HEV), LC (Incl. HEV), Mirai y GR Yaris
Kamigo	Aichi	1965	Motores
Takaoka	Aichi	1966	RAV4 (Incl. HEV), Harrier (Incl. HEV), Prius, Corolla (Incl. HEV), Corolla Touring (Incl. HEV)
Miyoshi	Aichi	1968	Piezas de transmisión piezas forjadas y piezas de motores
Schimoyama	Aichi	1975	Motores, turbos, convertidores catalíticos y depósitos de hidrógeno
Kinu-ura	Aichi	1978	Piezas de transmisión
Tahara	Aichi	1979	LS (Incl. HEV), IS (Incl. HEV), GX, RC (Incl. HEV), NX (Incl. HEV), Land Cruiser, Land Cruiser Prado, 4Runner y motores

Teiho	Aichi	1986	Equipamiento mecánico, molduras y modles de resina y piezas forjadas
Toyota Motor Kyushu	Fukoka	1992	ES (Incl. HEV), CT, RX (Incl. HEV), NX (Incl. HEV), UX (Incl. HEV y BEV), Motores y partes del sistema híbrido
Toyota Motor Hokkaido	Hokkaido	1992	Transmisiones y otras piezas
Este de Japón	Miyagi	2012	Aqua, Sienta (Incl. HEV), C-HR (Incl. HEV), Porte, Spade, JPN TAXI, Century, partes de motores, Yaris (Incl. HEV), Corolla Axio (Incl. HEV), Corolla Fielder (Incl. HEV)

Hwgpvg<Hwo kq*4228+{"Vq{qvc"l mjdcrf)

"

Gp"guvg"eqpvzq"gzr cpukxq"Vq{qvc"cdtk»"pwgxcu"lf dtlecu"gp"lcr »p"ngi cpf q"j cuvc"; " r ncpvcu" gp" 3; : 2" *xgt" Vcdr» "44-0" Cf go "u." eqo gp| »" c" cwo gpvct" eqpukf gtcdrgo gpvg" uwu" gzr qtvekpqgu" c"pwgxcu"o gtecf qu"eqo q"Vcky "a p." Vckrpf kc."Dtcukl{" r c"lgu" f gr"O gf kq"Qtkgpv0" Nc"o c{qt" r ctvg" f g"rcu"gzr qtvekpqgu" c"lpleku" f g"rc" f²ecf c" f g"3; 82"gtcp" wplf cf gu"gpukf cu" eqo q"nku" f g"o qpvcg" **Completely Knock Down*, EMF +r ctc"ugt" gpucio drcf cu"gp"qu" r c"lgu" ko r qtvcf qtgu" Guc" hqto c" f g"gzr qtvekp»p" ug" f gd" c" c"rcu" vcdcu" cn" eqo gtekq" f g" xgj "lwnqu" vto kpcf qu" {"rcu" r q"lkecu" f g" r tqo qek»p" c"rc" r tqf wek»p" f qo² uvek" f g" r c"lgu" ko r qtvcf qtgu" eqo q" Dtcukl" O² zlek.³⁵⁵ Uwf^a htkc." Cwutcrk." gpvtg" qtqu" *xgt" Vcdr» "45-0"

Gp"3; 7: "rc" ko r qtvekp»p" f g"nku" r ctc" gn'gpucio drclg" f g" xgj "lwnqu" EMF "hwgtqp" r tqj kdkf qu" r qt" gr"l qdkgtpq" f gucttqnkuc" f g" Lwuegnkq" Mwdkuej gn'gp" Dtcukl" Guc" ngx»" c" s wg" Vq{qvc" f gekf c" rc" lpuvcrk»p" f g"rc" ugi wplf c" r ncpvc" f g" r tqf wek»p" hwgtc" f g" lcr »p." hngi q" f g" wp" r gs wg" q" vcmgt" gp" Ej kpc.³⁵⁶ r ctc" rc" hcdtlecek»p" f g" uw" o qf gr" Ncpf " Etwugt" s wg" nngi q" eco dl»" uw" pqo dtg" c" Dcpf gkcpvg" *xgt" Vcdr» "45-0"

Gp" qu" r t»zko qu" c" qu" ug" uwo ctqp" rcu" lf dtlecu" f g" Uwf^a htkc" {" Cwutcrk." tgur gevxco gpvg0" Gp" gn'Anko q" f g" guqu" r c"lgu." f qpf g" j cd" c" cevxcu" r q"lkecu" f g" r tqo qek»p" f g" r tqf wek»p" mceci" f g" qu" xgj "lwnqu." Vq{qvc" nngi »" c" cewgtf qu" f g" gpucio drct" gn' 82' " f g" uwu" xgj "lwnqu" f g" r cuclgtqu" Eqtpc" {" Eqtqm" {" eqo r gpuct" gn' o cti gp" f g" ko r qtvekpqgu" eqp" gzr qtvekpqgu" f g" qu" xgj "lwnqu" vto kpcf qu" hwgtc" f g" Cwutcrk" 0" Gn'gpucio drcf q" f g" qu" xgj "lwnqu" m" tgrk" cdc" rc" go r tgue" mceci" Cwutcrkcp" O qvt" kpf wutlgu" f g" rc" ewcn" Vq{qvc" r ctvekr cdc" eqp"

³⁵⁵"C" uw" xgj . "gp" O² zlek" ug" tgi kwtc" wpc" eqtw" gzr gtlgpek" f g" Vq{qvc" r tqf wekpf q" o cs wlpctk" r ctc" rc" lpf wutlc" vgz vki" gp" cuqekcel»p" eqp" gn' Gucf q" o gzlecpq" f wcpvg" rc" f²ecf c" f g"3; 72" *f " a o gu" {" Qrkgtc" Ci wkrct. "4242+

³⁵⁶"Gp"3; 58. "uqni" wpu" o gugu" f gur w" u" s wg" ug" eqo gp| ctc" c" hcdtlect" gn' eco k»p" I 3" f g" Vq{qvc." rc" go r tgue" {" c" eqo gp| cdc" c" gzr qtvc" wpcu" r qecu" wplf cf gu" c" Ej kpc" 0" Nngi q." gp"3; 59. "wpc" r gs wg" c" r ncpvc" f g" r ctcekpqgu" ug" lpuvcr»" gp" Uj cpi ck" s wg" hngi q" ug" vcpuhqto »" gp" wpc" r ncpvc" f g" gpucio drcf q" f g" xgj "lwnqu" 0" Nngi q." gp"3; 5: . "qvc" r ncpvc" f g" Vq{qvc" hwg" lpuvcrf c" gp" rc" ekwf cf "Vlcpk" vco dl» p" gp" Ej kpc" *Vq{qvc." 4234-0"

32' 'f gn'r cs wvg"ceekpctkq0'Guvqu'uqp'mqu'r tko gtqu'cpvgegfpvqu'f g'cewgtf qu'f g'Vq{ qvc"eqp" mu'i qdkgtpqu'qecrgu'gp'f qpf g'ug'kpuvrcdcp'rcu'hdckrgu'f g'rc'o wmkpcekqpcn'Vq{ qvc.'4234-0'

Gp'gn'o gtecf q'cul' vck'f wtcpvg'rc'f²ecf c'f g'3; 72'ug'j'lekgtqp'cni wpcu'gizr qtveekp'p'c' f kwpvqu'r c'p'gu's wg'gtep'qvqti cf cu'eqo q'tgr ctcekqpgu'r qt'mqu'f c' qu'qecukqpcf qu'f wtcpvg'rc' i wgttc.'m'ewen'r gto kks'cdtk'f lej qu'o gtecf qu'r ctc'rc'r quvgtkqt'gizr qtveekp'p'eqp'xqn'ao gpgu' o c{qtgu'0'C"uw'xgl.'c'r ctvt'f g'mqu'r tqi tco cu'f g'kpegpv'kxq" c'rc'tcf kecekp" f g' go r tgu'cu' o wmkpcekqpcrgu'kpf wutkrgu'gp'Vckrcpf k.'Vq{ qvc'guvcdngck'wpc'r rcpw'f g'r tqf weekp'gp'3; 840' Cu'p'gp'guvqu'r tko gtqu'c' qu'rcu'r rcpw'f g'Vckrcpf k'{'C wutcrk'gtep'rcu'o a u'i tcpf gu'f g'Vq{ qvc' hwgtc'f g'Lcr »p0'

Gp'Gwtqr c.'ug'eqo gpl ctqp'c'gizr qtvt'{"xgpf gt'xgj'p'wru'vgt'o kpcf qu'gp'F kpc'o ctec'{" J qrcpf c'gp'3; 84'{"3; 850'Nwgi q.'Vq{ qvc'wu»'c'mqu'r c'p'gu'pq'r tqf wvqtgu'f g'xgj'p'wru'eqo q' D²ni kec'{"Uwk'c'eqo q'dcugu'f g'xgpw'u'r ctc'Gwtqr c'0'Gp'3; 8: "eqo gpl »rc'gizr qtveekp'f g' wpkf cf gu'f g'EMF'gp'Rqtwi cn'eqp'wp'cewgtf q'eqp'rc'go r tgu'c'Ucrkcf qt'Ecgcpcq'KO OX00'r ctc' gn'gpuc'o drc'lg0'Rqt'qvtq'rcf q.'gp'Guvf qu'Wpkf qu'rc'f go c'p'f g'xgj'p'wru'f g'Vq{ qvc'etge'p' cegrntcf co g'p'gp'rc'f²ecf c'f g'3; 82'r cucpf q'f g'6022'wpkf cf gu'gp'3; 86'c'626022'gp'3; 93' eqpxk'v²pf qug'gp'gn'r tkpkr cn'f guk'p'q'f g'gizr qtveekp'f g'rc'ht'o c.'r gtq'vqf cx'p'uk'p'kpi wpc' wpkf cf 'r tqf wv'xc'gp'gn'r c'p'p'q'v'gco g'k'ecp'q0"

" Gp'3; 92'ug'uwo ctqp'o a u'pcekqpgu'f g'pvtq'f g'rcu'ewcrgu'Vq{ qvc'tgcrk'cdc'ce'v'k'cf gu'f g' gpuc'o drc'lg'mgi c'p'f q'c'35.'gzeqr wcpf q'c'Lcr »p'*xgt'Vcdrc'KK5-0'Cf go a u.'gp'guc'f²ecf c' o wej qu'r c'p'gu'gp'f w'g'ekgtqp'uwu'r q'p'k'ec'f g'r tqo qekp'f g'r tqf weekp'pcekqpcn'0'Rqt'glgo r m.' Uw'a h'k'ec'guvcdngck'gp'3; 92'wp'r rcp'f g'cwo g'p'v'f g'r tqf weekp'f g'xgj'p'wru'q'ecrgu's w'f gd'p' c'rc'cp| ct'gn'88' gp'3; 980'Rqt'qvtq'rcf q.'C wutcrk'gzki k'gp'3; 97's w'g'r ctc'3; 9; "gn': 7' 'f g'rc' r tqf weekp'f g'xgj'p'wru'f gd'p'ugt'q'ecr'k'cf c'gp'gn'r c'p'0'Rctc'r qf gt'imgi ct'c'guvqu'r qtegp'v'lgu'f g' r tqf weekp'p'cekqpcn' Vq{ qvc' f gd'p' k'p'eqtr qtct' o a u' r k'gl'cu' pcekqpcrgu' gp' uwu' xgj'p'wru' cwutcrk'cpqu'eqo q'o qvqtgu'q'uk'vgo cu'f g'v'cp'uo k'k'p'0'Cu'p'co r rk'»uwu'r rcpw'cu'gp'C wutcrk' h'cdtk'ecpf q' guvqu'uk'vgo cu' gp'3; 9; 0'Cf go a u.'eqo r t»'wpc' o c{qt' r tqr qteekp'f gn'r cs wvg' ceekpctkq'f g'uw'joint-venture"X+ "C wutcrk'p'O qvqt'k'p'f wut'kgu.'eqpxk'v²pf qug'gp'gn'uqekq' o c{qt'k'ctkq0⁵⁷"

" Gp'u'p'v'guku.'f wtcpvg'gn'r gt'p'q'f g'r qui wgttc'Vq{ qvc'c'v'c'x'gu»'wpc'g'v'c'f g'etgeko k'ep'v'q' gizr q'p'p'ek'cn'gp'gn'o cteq'f gn'f gucttq'm'geq»o k'eq'g'k'p'f wut'k'cn'l'cr qp²u0'Gp'g'uc'h'cug'rc'go r tgu'c' co r rk'»uw'i co c'f g'r tqf wv'qu.'o w'kr'rk'»'uw'ecr'cekf cf "r tqf wv'xc'f g'pvtq'f gn'r c'p'p'cdtk'gpf q'

³⁵⁷"Gp'H'k'r k'p'cu'ug'cxcp| »'gp'rc'r tqf weekp'p'q'ecr'neq'uw'uqekq'q'ecr'neq'F g'nc'O qvqt'Eqr'qt'v'k'p'{"gp'k'p'q'p'guk'ug' j k' q'dclq'gn'X'RV0'Vq{ qvc'Cu'c'O qvqt0'

pwxcu'r rpxcu'o cpwcewtgtcu.'kpetgo gpw»'lww'gZR qtvekpqgu'{'eqo gpl »'c'tgcrk ct'cevkxf cf gu' f g'gpucio drcf q'f g'uwu'xgj 'f'wru'gp'wpc'f qegpc'f g'r c'f'guo'Cu'f'guc'gvr c'f g'etgeko kgpv'{' eqpuqrf cek»p'hwg'rc'cpvguc'f g'rc'kpvtpcekqpcrk cek»p'f g'Vq{qvc.'{'rc'kpf wutkc'cwqo qvk' lcr qpguc'gp'i gpgtcn'{'grleqo kgp| q'f g'rc'eqo r gvpekc'r qt'grhkf gtc| i q'o wpf kcn's wg'ug'f gur ngi »' gp'rcu'r t»zko cu'f²ecf cu'0' " " "

3.4 – Producción local en mercados clave (1973-1990)

C'r ctvkt'f g'rcu'etkuku'f gn'r gvt»rgq'gp'rc'f²ecf c'f g'3; 92'{'f g'rc'tggutwewtcek»p'f gn' ecr kcrkuo q' o wpf kcn' Vq{qvc' ko r ngo gpw»' eqo r ngvo gpvg' uw' ukvgo c' f g' r tqf week»p.' guvdrgekgpf q'wp'o² vqf q's wg'hwpekqpcdc'gp'dcug'c'rcu'f go cpf cu'f gn'o gtecf q'{'grko kpcdc'rc' uqdtgr tqf week»p'0' Cu'f' rc' hto c' tgrtgugp»' rc' eqpf gpucel»p' f g' i tcp' r ctvg' f g' rcu' vcpuhqto cekqpgu's wg'ug' guvdcpr' r tqf wekgpf q'c'pkxgn'i nqdcn'ukgpf q'rc'xcpi wctf kc'f g'rcu' r t^a exkecu'f g'*producción flexible* *Eqt kv.'4222=Ngg'{'Lq.'4229+.'Guc'eqo r ngv'ko r ngo gpvcek»p' f gn'VRU'gp'gn'o cteq'f g'mu'eco dkqu'f g'mu'ukvgo cu'f g'r tqf week»p'o wpf krgu'ng'r gto kks'c'rc' go r tguc' qdvpgt' tguwncf qu' uwo co gpvg' hcxqtcdrgu.' cwo gpvcpf q' rc' r tqf wevkxf cf " ' rcu' i cpcpeku'0'

Cf go^a u.'rcu'etkuku'f gn'r gvt»rgq'rgu'f kgtqp'wpc'xgpvcl'c'rcu'xgj 'f'wru'o^a u'ghlekpgv'gp' gn'wuq'f g'eqo dwukdrq'gp'mqu'f g'GGWW'{'Gwtqr c.'ugi o gpvq'gp'gn'ewcn'mqu'xgj 'f'wru'lcr qpgugu' j cd'f'p'cf s wtkf q'wp'ko r qtvcvq'f qo kpkq'»J glo .4242-0Cu'f'gp'3; ; 2'Lcr »p'ug'eqm»'eqo q'gn' r tkpek cnr tqf wevqt'f g'xgj 'f'wru'f gn'o wpf q'eqp'32'o kmppgu'f g'wpl cf gu'hcdtlecf cu.'uwr gtcpf q' c'Gucf qu'Wpl qu'gp'gn'r qf kq0F g'guc'ektc.'3.; 3'o kmppgu'gtcp'gZR qtvcf qu'c'Gucf qu'Wpl qu.'gn' ewcn'tgi kmtcdc'ugtqu'f² hkeu'eqo gtekrqu'eqp'Lcr »p⁵⁸C'tc'f'f g'f kej c'ukwcek»p.'gn'i qdkgtpq' f g'Tgci cp'rcpl »'tgutleekqpgu'c'rcu'ko r qtvekpqgu'f g'xgj 'f'wru'lcr qpgugu'{'.'hwgi q'f g'ctf wcu' pgi qekcekqpgu.'GGWW'{'Lcr »p'ngi ctqp'c'wp'cewgtf q'f g'guvdrgegt'wp'ewr q'f g'gZR qtvekpqgu' f guf g'Lcr »p'c'GGWW's wg'kdc'f g'3.8'o kmppgu'gp'3; ; 3"3.: 7"gp'3; ; 6⁵⁹C'r ctvkt'f g'guc'u' tguvleekqpgu'{'f g'r tgukqpgu'i wdgtpco gpvcrgu.'rcu'hto cu'lcr qpgucu'eqo gpl ctqp'c'kpuvrcr' r rpxcu'r tqf wevkcu'gp'GGWW.'o gtecf q's wg'j cuv'gug'o qo gpvq'cdcuve'f'p'gpvgtco gpvg'c'tcx²u' f g'gZR qtvekpqgu'³⁵: »Mwo qp.'3; ; 4+0Cu'f'J qpf c'{'P kuucp'cdtkgtp'f^a dtlecu'gp'3; ; 2'{'Vq{qvc'

³⁵⁸Gn'o qf gn'0' a u'ko r qtvcf q'r qt'GGWW'gtc'rc'r len'w'J kwz0C'r ctvkt'f g'uw'²zkkq.'Vq{qvc'rcpl »'pwxcqu'o qf gn'q' c'eqo dwukdrq'f kgugn'xteek»p'c'ewctq'twgf cu'{'f qdrq'ecdlpc'0'Gp'3; ; 7"ug'tggo r rc| »'rc'J kwz'r qt'rc'r len'w' Vceqo c.'ko r rkecpf q'wp'tgf kug'q'f gn'xgj 'f'wru'eqp'wpc'xgtul»p'o^a u'tghkpcf c'{'o gpqu'qtkepv'cf c'cn'tcdclq'{' vcpur qtvg'f g'o gtece'f'cu'0'

³⁵⁹Gn'ewr q'hwgi q'ug'co r r»'c'4.45'o kmppgu'f'ug'cdcpf qp»'tgekr'p'gp'3; ; 50'

³⁵Ugi Àp'Mwo qp'»3; ; 4+rcu'go r tguc'lcr qpgucu'gp'i gpgtcn'{'Vq{qvc'gp'r ctvkwrcr.'{'c's wg'v'p'f'wpc'r qulekp'o^a u' eqpugt'xf qtc's wg'P kuucp'{'J qpf c'gp'gug'ug'w'f q/.gtcp'tg'v'gp'v'c'kpuvrcr'r rpxcu'r tqf wevkcu'hwg'c'f g'Lcr »p' r qt'vgo qt'c'pq'r qf gt'tgr tqf wek'mu'ukvgo cu'f g'r tqf week»p'mi tcf qu'gp'gn'r c'f'f g'qtki gp0Rqt'guvqu'o qv'xqu.'gn'

eqo gpl »"wp"lX"eqp"l O "r ctc"r"r tqf week»p"gp"gn'r c"u" f gn'pqtvg³⁵: "F g"vqf qu"o qf qu."gp"3; : 8"
Vq{qv" f gekf k»"cdtk"uwu"r tqr kcu"r rpxcu"gp"GGWW" {"Ecpf^a 0' Vq{qv" Guxcf qu" Wpkf qu"ug"
eqpegpvt»"gp"r"r tqf week»p" f g"uwu"o qf gnu"Eqtqmc. "Eco t{. "Egrkcc." {"J kwz"r qts wg"gtcp"
cs wgmqu"eqp"qu's wg"qu'r tqf wevtgu'pqtvgco gtlecpqu'pq'r qf "cp"eqo r gvt'lf ekro gpvg⁶²"
" "

cwqt'ectcevtk'c"Vq{qv"gp"3; : 2'eqo q'wp'glgo r m'f'g'qu' *modelos de multinacionales reticentes* ³⁴Mwo qp."3; ; 4-
: 3-0'

³⁵: "Ug"eqo gpl »"eqp"eqpxgtucekppgu"eqp"Hqtf "r ctc"tgcrl'ct"wp"o qf gnu"gp"eqplwpvq"gp"GGWW'r gtq'f'kej q'cewgtf q"
Htcecu»"r qt'iq'ewcn'ug'guxdrgek»"eqp"l gpgtcr'0 qvqtu'wp"lX"eqo q'ugi wpf c'qr ek»p0'

³⁶²"C"uw'xgl' . 'vco dl'p'ug'kpuvcn»"wpc'r rpxc'f'g"Vq{qv"r ctc"r"r hcdtkece»p'f'g'o qvqtgu"{"glgu." {"c'r ctw'f'g'r tgukppgu"
f gn'i qdlgtpq" f g"GGWW."ug"eqpvtcvtqp"wpc"i tcp"ecp'kf cf "f g"cwqr ct'wcu"guvcf qwpl'gpugu" f g"hqto c"vni's wg"gn"
eqpvpl'q'iqecnl'gn'Eco t{ 'ngi »"cn'97' "gp"3; ; 30'

Tabla III-3 - Razones de las decisiones de radicación de filiales de Toyota en distintos países del mundo

País	Año	Tipo de entrada ⁱ	Producto ⁱⁱ	Razones de la instalación	Activa al 2019	Nivel de importancia ⁱⁱⁱ
China	1937	PC	C+P	Demanda del país; Pequeñas actividades de ensamblado	Sí	Alto
México	1953/2004	JV	MT (1950s) C+A (2000s)	Estímulos del gobierno local (1950); Periferia del mercado principal con menores costos que el país demandante (2000); Periferia regional para la fabricación de autopartes (2000); Acuerdos de libre comercio (2000)	Sí	Medio
Brasil	1959	JV	C	Políticas comerciales proteccionistas a productos automotores	Sí	Medio
Sudáfrica	1962	L	C+P	Políticas comerciales proteccionistas a productos automotores	Sí	Medio
Australia	1963	JV	P	Demanda del país; Políticas comerciales proteccionistas a productos automotores	No	-
Tailandia	1964	JV	C+P	Incentivos del gobierno local	Sí	Alto
Perú	1967	JV	C+P	Políticas comerciales proteccionistas a productos automotores; Incentivos del gobierno local	No	-
Nueva Zelanda	1967	PC	C+P	Demanda del país; Políticas comerciales proteccionistas a productos automotores	No	-
Portugal	1968	JV	C	Periferia del mercado principal con menores costos que el país demandante; Costos de transporte	No	-
Malasia	1968	L	C+P	Demanda del país	Sí	Bajo
Indonesia	1970	JV	C+P	Demanda del país	Sí	Alto
T. y Tobago	1971	L	C+P	Demanda del país y la región	No	-
Kenya	1977	L	C+P	Demanda del país y la región	Sí	Bajo
Venezuela	1981	JV	C+P	Demanda del país; Políticas comerciales proteccionistas a productos automotores	Sí	Bajo
Zimbawe	1981	L	C+P	S/D	No	-
Zambia	1983	L	C	S/D	No	-
EEUU	1984	JV	C+P	Demanda del país; Políticas comerciales proteccionistas a productos automotores	Sí	Alto
Uruguay	1985	L	C+P	S/D	No	-

India	1985	JV	C	Demanda del país; Incentivos del gobierno local	Sí	Medio
Bangladesh	1985	L	C	S/D	No	-
Ecuador	1986	L	C	S/D	No	-
Canada	1988	PC	P	Demanda regional	Sí	Alto
Taiwán	1988	JV	C+P	Incentivos del gobierno local	Sí	Medio
Alemania	1989	L	C	Políticas comerciales proteccionistas a productos automotores; Apreciación del yen	Sí	Medio
Filipinas	1989	JV	C+P	Acuerdos de libre comercio; Incentivos del gobierno local	Sí	Bajo
Pakistán	1990	JV	C+P	S/D	Sí	Bajo
GB	1992	PC	P	Políticas comerciales proteccionistas a productos automotores	Sí	Medio
Argentina	1997	JV	C	Demanda regional; Acuerdos de libre comercio	Sí	Medio
Vietnam	1997	JV	P	Acuerdos de libre comercio	Sí	Bajo
Francia	1998	PC	P	Demanda del país; Incentivos del gobierno local	Sí	Medio
Turquía	1998	PC	P	Periferia del mercado principal con menores costos que el país demandante	Sí	Medio
República Checa	2002	JV	P+A	Periferia regional para la fabricación de autopartes	Sí	Medio
Rusia	2005	PC	P	Demanda del país	Sí	Bajo
Polonia	2005	PC	A	Periferia del mercado principal con menores costos que el país demandante; Periferia regional para la fabricación de autopartes	Sí	Bajo
Egipto	2012	JV	P	Demanda del país	Sí	Bajo

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 f'g'r cuclgtqu="C<Cwqr ctvqu="{'O V<O cs wpcck"Vgz wli"lkk+P kxgnf'g'lo r qt vpekc'r tqf wevxc'f'c'r'qt'rc'r'rqf weekp"cewo wrcf'c"gpvg'422;"{'423; <Dclq<3"922022="O gf kq<
 922022"50722022="{'Cnq<50722022"gp"cf grcpv0

Cuko kuo q. 'f wtcpvg'rc'f²ecf c'f g'3; : 2'VO E'ug'g'zr c'p'f k'gp'f k'k'p'v'q'u'r w'p'v'q'u'f g'n'r r'c'p'g'v'c' cf go^a u'f g'Co² t'lec'f g'n'p' q't'v'g'0'G'p'G'w't'q'r c. 'f g'o' c'p'g't'c' 'u'k'o k'r'c't'c'GG'W'W'.'u'g'k'o r w'uk'g't'q'p' 'e'q'p't'q'g'u' c'rc'u'g'z'r q't'v'c'k'p'p'u'f g'x'g'j 'f'w'q'u'f'g' 'L'c'r »p'gp'3; : 8. 'f g'h'q't'o c'v'c'n's w'g'ug'k'p'e'g'p'v'k'x' »'r'c'r t'q'f w'ee'k'p' n'q'ec'n'g'p'g'n' 'e'q'p'v'k'p'g'p'v'g'0'Cu'f'.'u'g' 'e'q'o g'p' | »'r'c' 'h'c'd't'k'c'c'k'p' 'f'g'J k'w'z' "{ 'V'c't'q'g'p'3; ; : 'c' 'r' c't'v't' 'f'g' 'w'p' c'ew'g't'f'q' 'e'q'p'X'q'm'y' c'i' g'p'g'p' 'C'g'o' c'p'k' 'M'w'o' q'p'.'3; ; 4+0C' 'u'w'x'g'l' . 'g'p' 'I' t'c'p' 'D't'g'v'o' c' 'u'g' 'g'u'c'd'r'g'k' »'r'c' 'e't'g'c'k'p' 'f'g' 'w'p'c' 'r' r'c'p'v'c' 'r' c't'c' 'r'c' 'r' t'q'f w'ee'k'p' 'f'g'n'o' q'f' g'n'y' 'E'c't'k'p'c' 'G' '{ 'h'w'g'i' q' 'f' g'n' 'E'q't'q'm'c' . '{ 'q'v't'c' 'h'f' d't'k'c' 'f'g'r' t'q'f w'ee'k'p' 'f'g'o' q'v'q't'g'u'g'p't'g'3; ; 4' '{ '3; ; 50Cu'f' 'I' 'D' 'u'g' 'g'u'c'd'r'g'k' »'g'p' 'g'u'c' 'g'v'c'r' c' 'e'q'o' q' 'r'c' 'd'c'u'g' 'f'g' 'r' t'q'f w'ee'k'p' '{ 'c'd'c'u'g'k'o' k'g'p'v'q' 'c' 'o' w'ej' q'u' 'q't'q'u' 'r' c' 'f' 'u'g' 'f'g' 'G'w't'q'r' c'0' 'N'w'g'i' q' 'f'g' 'w'p'c' 'e'q'o' r' g'v'g'p'k' 'e'q'p' 'P' k'u'c'p' . 'g'p'3; ; : 'V'q' { 'q'v'c' 'm'i' t' »' 'u'g't' 'r'c' 'o' c' { 'q't' 'r' t'q'f w'v'q't'c' 'f'g'x'g'j 'f'w'q'u' 'l'c'r' q'p'g'uc' 'g'p' 'G'w't'q'r' c'0' "

Gp'V'c'k'y^a p. 'h'w'g'i' q' 'f'g' 'w'p' 'h't'c'c'u'c'f' q' 'k'p'v'g'p'v'q' 'f'g' 'k'p'u'c'r'c'k'p' 'g'p' 'g'n'r' c' 'f' 'u'g' 'm'g'x' »'c' 'e'c'd'q' 'w'p'c' 'c'u'q'k'c'k'p' 'e'q'p' 'r'c' 'v'c'k'y' c'p'g'uc' 'M'w'q'l' w'k' 'O' q'v'q't'u' 'c' 'r' c't'v't' 'f'g' 'r' q'r' 'k'c'c'u' 'f'g' 'c'v't'c'c'k'p' 'f'g' 'e'c'r' k'c'g'u'g' 'h'q't'^a p'g'q'u'g'p' 'r'c' 'k'p'f' w'w't'k'c' 'c'w'q'o' q'v't'k' '0' 'M'w'q'l' w'k' 'u'g' 'g'p'c't'i' c'd'c' 'f'g'n' 'g'p'u'c'o' d'r'c'f' q' 'f'g' 'm'q'u'x'g'j 'f'w'q'u' 'f'g' 'V'q' { 'q'v'c' 'e'q'o' q' 'g'n' \ 'c'eg' . 'E'q't'q'p'c' '{ 'F' { 'p'c'0C' 'u'w'x'g'l' . 'r' c't'c' 'g'n'f' g'u'c't't'q'm'y' 'f'g' 'c'w'q'r' c't'v'g'u' 'h'q'c'g'u'g' 't'g'r'k' »' 'w'p' 'L'X' 'e'q'p' 'r'c' 'r' t'q'f w'v'q't'c' 'f'g' 'c'w'q'r' c't'v'g'u' 'g'u'c'o' r' c'f' c'u' 'H'g'p'i' { 'w'p'i' 'E'q't'r' q't'c'v'k'p'0'G'p' 'E'j' k'p'c' 'u'g' 't'g'r'k' »' 'w'p'c' 'e'q'q'r' g't'c'k'p' 'v'z' 'e'p'k'c' 'e'q'p' 'U'j' g'p' { 'c'p'i' 'L'k'p'd'g'k' 'C'w'q'o' q'v'k'x'g' 'E'q't'r' q't'c'v'k'p' 'g'p'3; ; 2' 'r' c't'c' 'r'c' 'r' t'q'f w'ee'k'p' 'f'g'n'o' k'p'k' »'o' p'k'd'w'u' 'J' k'c'eg'0'G'p' 'k'p'f' k'c' . 'V'q' { 'q'v'c' 'p'q' 'm'i' t' »' 'r'c' 'c'r' t'q'd'c'k'p' 'r' c't'c' 'h'c'd't'k'c't' 'x'g'j 'f'w'q'u' 'f'g' 'r' c'u'c'l'g't'q'u' '{ 'l'u' »'m' 'r' w'f' q' 'c'c'e'g'f' g't' 'c' 'r'c' 'r' t'q'd'c'k'p' 'f'g'n'i' q'd'k'g't'p'q' 'r' c't'c' 'h'c'd't'k'c't' 'e'c'o' k'q'p'g'u' . 'g'u'c'd'r'g'k'g'p'f' q' 'g'n' 'L'X' 'F' 'E'0' / 'V'q' { 'q'v'c' 'N'k'o' k'g'f' 'r' c't'c' 'r' t'q'f w'ek' 'm'q'u' 'e'c'o' k'q'p'g'u' 'F' { 'p'c' 'g'p'3; ; 70' 'F' k'ej' q' 'p'g'i' q'ek'q' 'p'q' 'h'w'g' 'g'z'k'x'q'u' '{ 'g'p'3; ; 9' 'g'u'c'd'r'g'k' »' 'w'p' 'p'w'g'x'q' 'L'X' 'V'q' { 'q'v'c' 'M'k't'q'm'u'c't' 'O' q'v'q't' 'R't'k'x'c'v'g' 'N'f'0' 'e'q'p' 'r'c' 'k'p'f' k'c' 'M'k't'q'm'u'c't' 'I' t'q'w' . 'r' c't'c' 'r' t'q'f w'ek' 'r'c' 'o' k'p'k'x'c'p' 'o' w'n'k'r' t'q'r' »'u'k'x'q' 'S' w'c'r'k'u' »'V'q' { 'q'v'c' . '4234+0' "

Gp'g'n'^a t'g'c' 'f'g'n' 'u'w'f' g'u'v'g' 'c'u'k'k' 'v'c'o' d'l'k'p' 'e't'g'k' »'r'c' 'r' t'g'u'g'p'k'c' 'f'g' 'V'q' { 'q'v'c'0'G'p' 'V'c'k'r'c'p'f' k'c' . 'u'g' 'h'q't'o' c't'q'p' 'V'q' { 'q'v'c' 'C'w'q' 'D'q'f' { 'V'j' c'k'r'c'p'f' 'E'q'0' 'g'p'c't'i' c'f' c' 'f'g' 'h'c'd't'k'c't' 'r' c't'v'g'u' 'g'u'c'o' r' c'f' c'u' '{ 'g'n' 'L'X' 'U'k'o' 'V'q' { 'q'v'c' 'O' c'p'w'h'c'w'w't'k'p'i' 'E'q'0'f' g'f' k'c'f' c' 'c' 'r'c' 'r' t'q'f w'ee'k'p' 'f'g'o' q'v'q't'g'u' 'r' c't'c' 'e'c'o' k'q'p'g'u' 'r' g's' w'g'o' q'u'0' 'G'p' 'k'p'f' q'p'g'uk'c' 'w'x'q' '2' 'z'k'q' 'g'n' 'x'g'j 'f'w'q'u' 'o' w'n'k'r' t'q'r' »'u'k'x'q' 'M'k'c'p'i' 'c' 'r'c' 'x'g'l' 's' w'g' 'u'g' 'e'q'o' g'p'l' »' 'r'c' 'r' t'q'f w'ee'k'p' 'f'g'o' q'v'q't'g'u'g'p' 'f'g' 'k'ej' q' 'r' c' 'f' 'u' 's' w'g' 'n'w'g'i' q' . 't'g'u'r' c'r'f' c'f' q'u'g'p' 'g'n' 'c'ew'g't'f' q' 'f'g' 'h'k'd't'g' 'e'q'o' g't'ek'q' 'f'g' 'r'c' 'C'u'q'k'c'k'p' 'f'g' 'P' c'ek'q'p'g'u' 'f'g'n' 'U'w'f' g'u'v'g' 'C'u'k'k' 'v'c'o' »'364' »'C'U'G'C'P' + 'u'g't' 'f'c'p' 'g'z'r' q't'v'c'f' q'u'c' 'O' c'r'c'u'k' '{ "

³⁶³Gp'V'c'k'y^a p'c'r' t'k'p'k'r' k'q'u'f'g' 'r'c' 'f'2'ecf'c' 'u'g' 'r'c'p'l' c' 'r'c' 'N'g'f' 'f'g' 'R't'q'o' q'ek'p' '{ 'F' g'u'c't't'q'm'y' 'f'g' 'r'c' 'k'p'f' w'w't'k'c' 'C'w'q'o' q'v't'k' 'e'q'p' 'g'n'f' g'u'k'p'q' 'f'g' 'f' g'u'c't't'q'm'c't' 'r'c' 'k'p'f' w'w't'k'c' 'c'w'q'o' q'v't'k' 'h'q'c'n'g'p' 'c'r'k'c'p'l' c' 'e'q'p' 'e'c'r' k'c'g'u'g'z'v'c'p'l'g't'q'u'0'c'f' go^a u' 'r'c' 'k'o' r' q't'v'c'k'p' 'c' 'V'c'k'y^a p' 'f'g'x'g'j 'f'w'q'u' 'f'g' 'r'c' 'c'u'c'l'g't'q'u' 'g'u'c'd'c' 'r' t'q'j' k'l'k' c' 'f'g'd'k'f' q'c' 'h'q'u' 'r' t'q'd'r'g'o' c'u' 's' w'g'i' g'p'g't'c'd'c' 'g'p' 'r'c' 'd'c'r'p'l' c' 'e'q'o' g't'ek'r'0' 'R'q't' 'g'u'v'q'u' 'b' q'v'k'x'q'u' 'V'q' { 'q'v'c' 'r' t'q'r' w'w'q' 'c'f'j' g't'k'g' 'c' 'f'g' 'k'ej' q' 'r'c'p' 'g'u'c'd'r'g'k'g'p'f' q' 'w'p'c' 'r' r'c'p'v'c' 'f'g' 't'q'f w'ee'k'p' 'e'q'p' 'g'z'r' g'ev'c'v'k'x'c'u' 'f'g' 't'q'f w'ek' '422' 'b' k'l'x'g'j 'f'w'q'u' 'c'p'w'c'g'u' '{ 'g'z'r' q't'v'c't' 'w'p' '47' ' 'f'g' 'h'q'u' 'b' k'uo' q'u'0' 'G'n'r' 'r'c'p' 'u'g't' 'f'c' 'h'g'x'c'f' q'c' 'e'c'd'q' 'g'p' 'c'u'q'k'c'k'p' 'e'q'p' 'r'c' 'E'q't'r' q't'c'k'p' 'f'g' 'C'eg't'q'u' 'E'j' k'p'c' 'U'g'g'n' 'E'q't'r' q't'c'v'k'p' + 'e'q'o' r' c'o' 'f'c' 'g'p' 'r'c' 'e'w'c'n'g'n'i' q'd'k'g't'p'q' 'f'g' 'V'c'k'y^a p' 'r' q'u'g'f'c' 'w'p' 'r' q't'eg'p'v'c'l'g' 'f'g' 'u'w'f' 'c'c'ek'q'p'g'u'0' 'U'p' 'g'o' d'c't'i' q' . 'g'u'v'g' 'r' t'q'f' g'ev'q' 'h't'c'c'c'u'0' "

³⁶⁴G'n'r' t'k'o' g't' 'r' t'q'v'q'eq'm'y' 'f'g'n'f' t'g'c' 'f'g' 'N'k'd't'g' 'E'q'o' g't'ek'q' 'f'g' 'r'c' 'C'U'G'C'P' »' 'C'H'V'c' '+'e'q'o' g'p'l' »' 'c' 'k'p'u't'w'o' g'p'v'c't'g' 'g'p'3; ; 5. '{ 'e'q'p'k'u'k' »' 'g'u'g'p'k'c'm' g'p'v'g' 'g'p' 'r'c' 'h'k'd'g't'c'k' c'ek'p' 'i' t'c'f' w'c'n'f' g'r'ie'q'o' g't'ek'q' 'b' c'p'w'h'c'w'w't'g't'q' 'k'p'v't'c'l' q'p'c' . 'j' c'u'c' 'c'r'c'c'p'l' c't' 'g'n'r'c'p'i' q' 'f'g' '2' 'c' '7' ' 'f'g' 'r' t'q'v'g'ee'k'p' 'c't'c'p'eg'r'k'c' . 'r' c't'c' 'r' t'q'f w'v'q'u' 'e'q'p' 'w'p' 'e'q'p'v'g'p'k'f' q' 'o' 'f'p'k'o' q' 't'g'i' k'q'p'c'n'f' g'n' '62' ' '{ 'g'p' 'w'p' 'r'c' 'q' "

Lcr »p" o kuo q0' Gp" Hkr kpcu" ug" etg»" gn' LX" Vq{ qvc" O qvqt" Rj kkr r kpgu" Eqtr qtcvkap" r ctc" gn' gpuco drcf q'f g'hqu'o qf gmq'Eqtpc. 'Eqtrqnc.'{ 'Nkgceg0Gp'O crukc.'ug'etg»"gnLX"Vq{ qvc"O qvqt" Uf p0Dj f 0'gpecti cf q'f g'gpuco dmt'xgj 'fwmqu.'{ 'qvtq' LX. 'V(MCwqr ctu.'gpecti cf q'f g'hdctlect" cwqr ctvqu'f g'f ktgeek»p."nc"ewcn'ug"guvdrgek»"eqo q"nc"dcug"rtqxggf qtc" f g"guvqu'r ctvqu'r ctc" Vq{ qvc"gp'vqf c'nc'tgi k»p" f g' CUGCP 0⁶⁵"

" F g'gung'o qf q."gp'3; ; 2"Vq{ qvc'vgr'f'44'r rncpu'r tqf wevxcu'hwg'tc'f g'Lcr »p0C'r ctv'f g" nc'r tqf week»p" c'i tcp'gucrc'gp"gn'gz vtcplgtq" { 'r ctc'kpeqtr qtct'ncu'ectcevg'f'vkecu'tgi kqpcngu'gp" nu'xgj 'fwmqu."Vq{ qvc'guvdrgek»'egpvtqu'f g'kpxguki cel»p" { 'F gucttqm' *K F -hwg'tc'f gn'r c'f'u"xgt" Vcdrc"2/7" f gn' Cp gz q" Guvcf 'f'vkeq +0' Cu'f' gp" GGWW"ug" guvdrgek»" gn' Vq{ qvc" Vgej plecn' Egpvt." WUC0' kpe0" wp" egpvtq" f g" K F " gp" Ecn'kqtpk" f qpf g" ug" gxcnwdc" nc" eqo r cvdkkf cf " f g" nu' xgj 'fwmqu'r ctc'gn'b gtecf q'pqtvgco gtlecpq0⁶⁶ C f go^a u."gp'3; ; 5"Vq{ qvc'cdtk»'uw'egpvtq'f g'vugq" f g'eco kqpgu'gp" Ctk qpc." GGWW0Gp" D² ni kec."ug'etg»" Vq{ qvc'Gwtqr g" Qh'leg'qh'Etgc'vqp" eqo q" wp'egpvtq'f g'f kug^o q" r ctc" Gwtqr c0' C" f kgt gpek" f g" o wej qu" o qf gmq'f g'f kug^o q" eqtr qtcvqxq" f g" o wmkpeckqpcngu. 'f qpf g'ncu'hwkrcngu'gz vtcplgtcu'tgr rncp'r culxco gpvg'hqu'ukungo cu'f g'r tqf week»p" f gn'o gtecf q'kpvtpq" q" gur gtcp'ncu'f gekukqpgu'f g'nc'ecuc"o cvtk. "Vq{ qvc'hwg'gxqmwkqpcpf q" eqp" wp" o qf gmq'f g" o c { qt'kpf gr gpf gpek" f g" uwa'uwdukf ktkcu'gp" vgo cu'f g" K F 0' F g" gung" o qf q."ncu' hkrngu" r wgf gp" wkrk ct" nu' uwdukf kqu" gz vtcplgtqu" r ctc" f gucttqmt" pwgxcu" vgepqrqi 'f'u.³⁶⁷ hqto^a pf qug'wpc'tgf "f g'er tgpf k' clg"gp"nc'ecf gpc"i mdcn' *O eO kncp."423; +0'

" Gp'tguwo gp."gp'guvqu'Anko cu'f² ecf cu'Vq{ qvc'etgek»'cegrtcf co gpvg'gp'dcug'uw'b² vqf q" f g'r tqf week»p" hgz kdr."gn'ewcn'ug"eqpxk'k»"gp'wp"r ctcf ki o c'r tqf wevqxq"gp"nc'pwgxc'gxcr c'f gn' ecr kcn'uo q0'Guvc'hkto c'nfk gt»'wp'r tqeguq'f g'f gucttqm'f g'nc'kpf wutk'cwqo qvtk' lcr qpguc"gp" i gpgtnc's wg'f gur nc| »"c'GGWW'f gn'r qf kq" f g'r tqf week»p" f g'xgj 'fwmqu'0' C"uw'xgl. "f wtcpvg'guvqu' f² ecf cu'nc"o wmkpeckqpcn'ug"gzr cpf k»"kpekcpf q"qr gteckqpgu'r tqf wevxcu'gp" f kwpvqu'r c'f'gu." r tlpekr cm gpvg"nu" f g" o c { qt" f gucttqm' s wg" eqphk' wtdcp" uwa" o c { qtgu" egpvtqu" f g" xgpvcu'0' O wej qu'f g'guvqu'f gur rkgi wgu'guvwxkgtqp'ko r wncf qu'r qt'tgwtkeekqpgu'eqo gtekn'gu'f g'hqu'r c'f'gu"

o^a zko q" f g" 37" c^o qu."s wg"nwg' q"hwg" ceqtvf q" c" 32" c^o qu'0'Eqphqto g" c" gung" vtcvf q. "Vq{ qvc'etg»"wp'ukungo c" f g" r tqf week»p" f g'cwqr ctvqu'gp'ecf c'wpq'f g'guvqu'r c'f'gu'f g'hqto c'vnc's wg'f lej qu'r tqf wevqu'r wgf cp'ugt'cdcvgekf qu'cn' tguvq" f g" nu'r c'f'gu'f g"nc'tgi k»p0'Rqt" glgo r nq."o qvqtgu'f kugni'gp" Vckrcpf kc."o qvqtgu" c"i cuqkpc"gp" kpf qpgukc." ukungo cu'f g'f ktgeek»p"gp"O crukc."{ 'ukungo cu'f g'vcpuo kul»p"gp" Hkr kpcu'0'Uk'go dcti q."ncu'cwqr ctvqu'f g"o c { qt" plxgn'vgepqrni leq'uki wgtqp'r tqf wek' pf qug'gp'Lcr »p" { 'kntkdw² pf qug'c'ncu'r c'f'gu'f g' CUGCP " *Kqj' gv'cn'0'423: < 74/75+0"

³⁶⁵'Guvc'ub gecpluo qu'hwg'tq'gur cif cf qu't qt'gn'cewgtf q'f g'kpvgtco dkq'eqo r ngo gpvtk'f g'cwqr ctvqu'gpvtg't c'f'gu' f g' CUGCP "gp'gn'ewcn'ug'guvdrge'f'nc'hdgtvf "f g'gzr qtvcel»p" { 'nc'tgdcl'f g'ctcpegru'r ctc'ncu'cwqr ctvqu'grgi kf cu' r qt'ncu'f qdkgtpqu' { 'hdctlect cu'r qt'ncu'vgo kpcngu'gp'gn' tgc" f g' CUGCP 0'

³⁶⁶'Gp'3; ; 3" f lej q'egpvtq'hwg'tgn'ecrk' cf q'gp"O lej ki cp" { 'ug'eqpwtw { »"wp'pwgxc'egpvtq'f g'r tqv'vkr qu'f g" xgj 'fwmqu' { 'vugq0'

³⁶⁷'Rqt' glgo r nq. "Vq{ qvc'Ecpof c'hwg'r kqpgtc'gp'gn'f gucttqm'f g'vgepqrqi 'f'u'f g'vgo r gtcwcu'hw'f'u'r ctc'ncu'r tqeguqu' f g'gpegpf kf q'f g"o qvqtgu'0'

egpvtcrgu's wg'ug'xg'cp'co gpc| cf qu'r qt'rc'eqo r gvkxkf cf 'f g'rc'lpf wutlc'lcr ppguc'{"gnif'2 Hekv' eqo gtekn'eqp'f kej q'r c'ju0"

3.5 - Etapa de globalización (1990-2008)

" C" r ctvt' f gn' Cewgtf q" Rrc| c" f g' 3; ; 7." tgerk| cf q" gptg" rcu" r tkpekrcgu" r qvpeku" geqp»o lecu'eqp'gzegr ek»p'f g'rc'WTUU.'ug'f gekf k»rc'f gr tgekeke»p'f gnif »rc't'guwcf qwplf gpug'gp" tgrceke»p'eqp'gnit'guv'f g'rcu'f kxkcu0F g'gung'o qf q.'rc'vcuc'f g'eco dkq'f g'{"gp'r qt'f »rc't'r cu»'f g' 0462'r qt'w&u3" c'0882'r qt'w&u30Guw'ngx»'c'rc'r'2 tf kf c'f g'eqo r gvkxkf cf 'lpvgtpekeqpcnif g'rcu' gZR qtvekpqgu'lcr ppguc.'eqo q'rcu'cwqo qvkegu.'rcu'ewrcgu'ec{ gtqp"7.5" "gp"3; ; 8"*Vq{ qvc." 4234-0Rqt'gmq.'Vq{ qvc'ngx»'c'ecdq'wpc'r qn'leec'f g'hwgtvgt'gf weekppgu'f g'eququ'cn'lpvgtkqt'f g' rc'hko c.'ceqtvcpf q'vgo r qu'r tqf wevxxqu.'f ki kcrk| cpf q'r tqeguqu'{'tqdqvk| cpf q'r ctvg'f gn'vcdclq" o cpwcn'gpvtg'qtcu'lpvgtxgpekppgu068"C'uw'xgl.'ug'tgerk| »'wpc'tgati cpk| cek»p'f g'rc'gutwewtc" lpvgtpc'f g'rc'go r tguc'lpvgtvcpf q'cej cvct'rc'hqto c'r kco kf cnf g'o cpgtc'f g'ceqtvt'mu'ecpvcrgu' f g'o cpf q069"

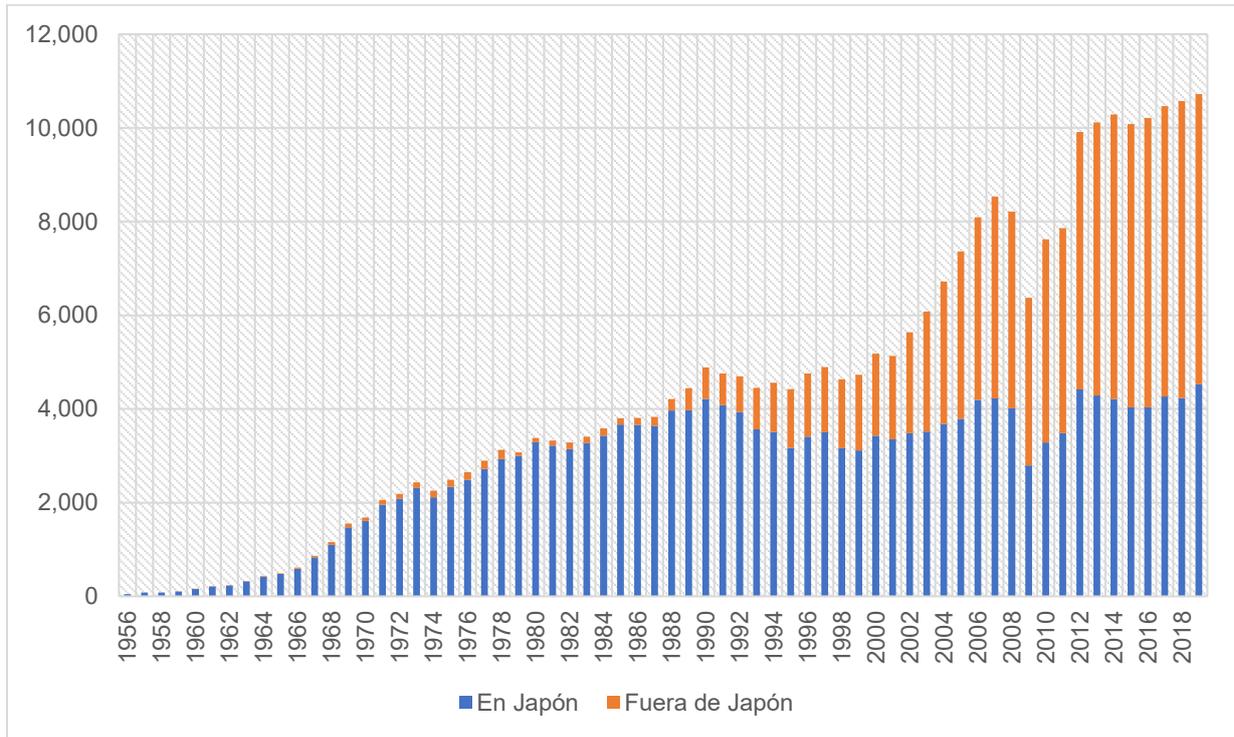
Rqt'qvtq'rcf q.'gn'guwcnkf q'f g'rc'dwdwlc'geqp»o kec'gp'Lcr »p'gp"3; ; 3.'s wg'lo r rke»'ec'ff cu" gp'gnir tqf wev'lpvgtpp'{"gn'eqpuwo q'gp'gnir c'ju'{'.'lwpv'eqp'rc'o' gpekqpcf c'cr tgekeke»p'f gnif{ gp." ko r cevtqp'gp'rc'hko c'{"uw'r' tgupeke"gp'gnir c'ju"*xgt'I t'a'heq"0003-0Gp'gung'eqpvz vq.'Vq{ qvc" f gekf k»"wpc'r qn'leec'f g' gZR cpuk»p" c"pwgqu" pgi qekqu'0 Gpvtg" mu"o kuo qu"ug" gpeqvtcdcp<' cwqo cvk| cek»p." dkq'gepqm| 'c." ugtxkekqu" hpcpekgtqu." vgr'hapqu" r ctc" cwqo »xkrgu" {" ugo keqpf wevtgu0C'r ctvt'f g'gmq.'etg»'53"go r tgucu'f guvkpcf cu'c'gZR nqvt'guvqu'pwgqu'plej qu" *Vq{ qvc."4234-0C'uw'xgl.'rc'hko c'lcr ppguc'vgo »'wp'tqn'o' a u'r tqvi »pleq'gp'rc'eqpf week»p" geqp»o kec'f g'Lcr »p.'eqp'lpvgtpeke»p'f g'eqmcdqct'gp'rc'tgewr gtceke»p.'r qt'm'vcpvq.'ug'lpvgtmet»" o' a u'gp'rcu'cuqekcekppgu'go r tguctku'lcr ppguc'{"gp'rcu'cuwpvqu'i wdgtpco gpvcrgu06:"

368"Up'go dcti q.'mu'vcdclq'qtgu'f g'Vq{ qvc'o ctectqp'f'p' kgu'c'rc'gutvcgi kc'eqp'wpc'f g'tgf week»p'f g'eququ'f g'rc' eqo r c'0'f'{"hko c'tqp'wpc'pwgxc'ugt'f g'cewgtf qu'gp'rcu'ewrcgu'ug'f gd'f'c'tgi wct'o' a u'gutwewtc'gp'vgn'vcdclq' svg"tgerk| cdcp0F g'gung'o qf q.'rcu'j qtcu'vcdclq'cu'cpwcn' gpvg'gp"Vq{ qvc'Lcr »p"ec{ gtqp'{"rc'gutvcgi kc'f g' tgf week»p'f g'eququ'pq'r wf q'ugi vkt'dcu' pf qug'gp'uw'go r rrcf qu'*Dq{ gt'{"Ht'g{ uwpgv'4224+.

369"Rqt'qvtq'rcf q.'c'o gf kcf qu'f g'3; ; 2"Vq{ qvc'rcp| »'uw'f'p'bc'f g'r tqf wevqu'f g'nwq'eqp'gn'o qf gmq'Ngzwu'r ctc" eqo r gvt'eqp'rcu'o ctecu'0 gtegf gu'Dgpl.'DO Y'cpf 'Lci wct0'

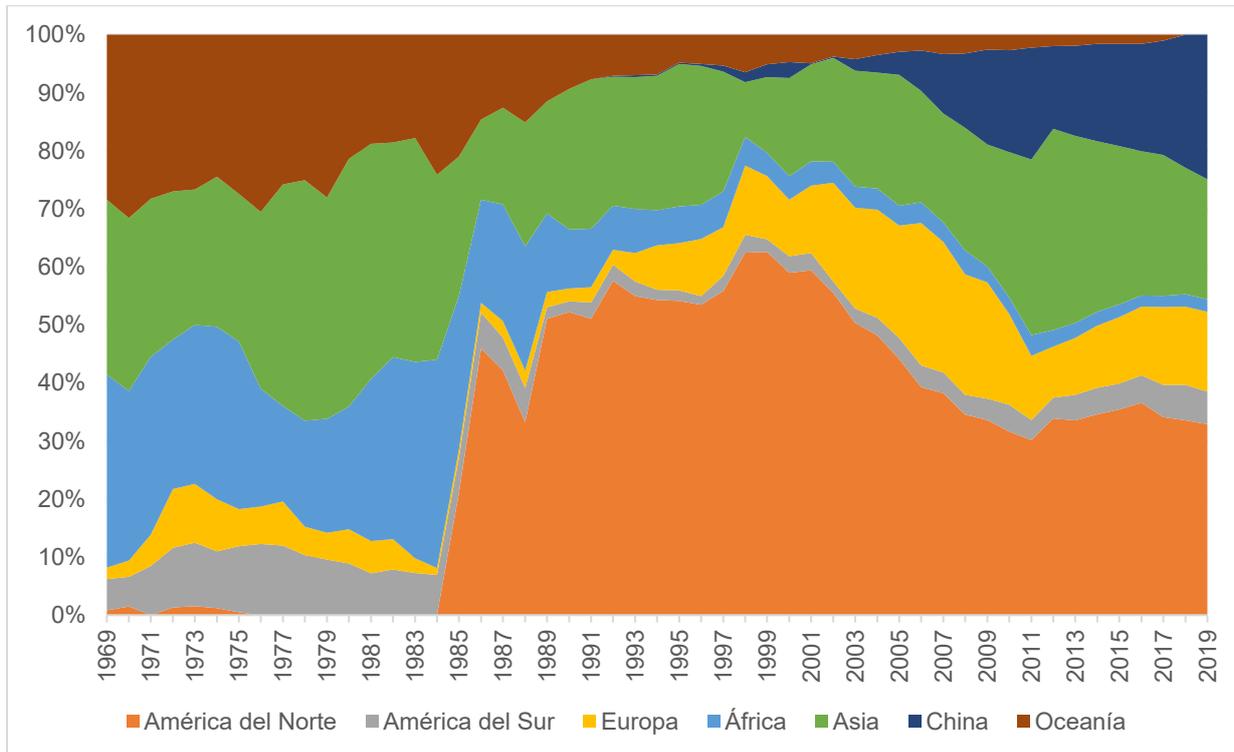
36:"Cu'f'gp"3; ; 6'gnir' tgu'f gpvg'f g'rc'lwpvc'f k'gevkx.'Gdk'Vq{ qf c.'hw'f guki pcf q'xlegr tgu'f gpvg'f g'rc'Hgf gtceke»p'f g' Cuqekcekppgu'f g'Go r rrcf qtgu'f g'Lcr »p"*P'kmgt'gp.'nwi q'Mgf cptgp-0Gp"3; ; 4'gn'xlegr tgu'f gpvg'glgewkxq'f g' VO E.'Vcwwtq'Vq{ qf c.'hw'p'qo dtcf q'r tgu'f gpvg'f g'rc'Cuqekcek»p'f g'Glgewkxqu'Eqr qtcvxxqu'f g'Lcr »p0Nwi q." gp"3; ; 6'gnir' tgu'f gpvg'f g'rc'lwpvc'f k'gevkx'f g'Vq{ qvc.'Uj qlej ktq'Vq{ qf c.'hw'p'qo dtcf q'r tgu'f gpvg'f g'rc'Mgf cptgp." ukp'f q'gnir' tko gt'go r tguctkq'f gn'ugevqt'cwqo qvkt' gp'f k'ki k'rc'cuqekcek»p'go r tguctk0F wcpvg'uw'i guk»p'lpvgt'»" gp'gnir' qdkgtpq'lcr qp'2 u'r ctc's'wg'tgf w'ecp'rc'ecti c'lo r qukxkc'gp'rcu'go r tgucu'f g'hqto c'rcnif g'o cpvpgt'p'kxrgu" uko k'ctgu'c'hu'f g'GGWW'f' qf gt'luvpgt'rc'eqo r gvkxkf cf 'lpvgtpekeqpcn0Gp"3; ; ; 'gnir' tgu'f gpvg'f g'Vq{ qvc'J' ktqj k' Qmwf c'cuwo k»'cn'lt'gpvg'f g'rc'cuqekcek»p'P'kmgt'gp."{"gp"4224's wgf »'cn'lt'gpvg'f g'rc'lpvgt'ceke»p'f g'co dcu' cuqekcekppgu'go r guctku'2P'kmgt'gp'{"Mgf cptgp.'dclq'gn'p'qo dtg'f g'rc'ugi wpf c0Dclq'uw'i guk»p'f guctq'm»'uwu' kf gcu'dclq'gnir'rcp'0Xkuk»p'Qmwf c0"*Vq{ qvc.'4234-0'

Gráfico III-1 - Producción anual de vehículos de Toyota en Japón y en el exterior (miles de unidades) (1956-2019)



Hwpgv<grdqtcck>p'r tqr kc'gp'dcug'c'Htg{uugpgv%4232+.'Vq{qvc'%4234+'{ 'Vq{qvc'I mdcif)

Gráfico III-2 - Producción de vehículos fuera de Japón por región (porcentajes) (1969-2019)



Hwpgv<grdqtcck>p'r tqr kc'gp'dcug'c'Htg{uugpgv%4232+.'Vq{qvc'%4234+'{ 'Vq{qvc'I mdcif)

Cf go ^a u. "c'r ctvkt "f g"rc"ecff c" f g"rc" WUU. "ug'r tqhwf k » "rc" kpvgtpcckqpcrk cckp" f g"rc" hto c0' Guv" eqo gp| » "c" r rpklect" rc" co r rckekp" f g" uwu" qr gtcekqpgu" gp" pwxqu" o gtecf qu" go gti gpvgu. 'r tkpek cm gpv"gp" Cuk. 'r gtq' wco d k p" gp" Co ² tlec" Ncvkpc0' F g' guv" hto c. 'f wcpv" muf tko gtqu' c° qu' f g'3; ; 2' ug' eqo gp| » 'c' f g' rkp gct' h' hgi cf c' c' Cti gpvkpc" { 'rcu' pwxcu' kpxgtukqpgu" gp' Dtcuk' eqo q' r ctvg' f g' uw' g' zr cpukp" gp' Uw' co ² tlec. 's w' ug' c' pcrk ct^a p' eqp' b c { qt' f g' vpk k p' vq" gp' gn' t » zko q' ecr "fwq0"

Cuko luo q. "guv" f gucttqm" o w' p' kcn' cegrt » gn' t' qn' f g' rc" go r t' guv" eqo q' l' w' cf qtc" i' m' d' c' r' Cn' t' gur gev. "gp"3; ; 3' Gkk' Vq { qf c. "uqdtkq" f g' nhw' p' cf qt' Ucn' k' j' k' Vq { qf c" { 'r t' guk' f g' v' f g' rc" l' w' p' c" f k' gev' x' c' f g' VO E. "uquv" p' c' < "para avanzar como una corporación global, debemos expresar claramente una filosofía corporativa global. Debemos dejar por escrito el entendimiento común que hemos desarrollado y repensar nuestras estructuras comerciales y organizacionales en términos de esa filosofía corporativa global". Gp" guv" o cteq. "gp"3; ; 7" cuwo g' eqo q' r t' guk' f g' v' f g' VO E' r qt' r tko gtc" xgl "w' p' gl' gew' k' x' q' s w' p' q' r t' g' v' p' g' e' c' c' rc" h' co k' k' c" Vq { qf c. 'J' k' t' qu' j' k' Qm' f' c. 's w' k' p' r' g' to cpgek » gp' gn' r' w' guv' j' cuv' 3; ; ; . 'ewcp' f' q' gu' t' g' go r' r' c' f' q' r' qt' Hw' k' q' E' j' q. "gn' u' gi w' p' f' q' go r t' guct' k' q' z' v' t' p' q' c' rc" h' co k' k' c" gp' m' gi ct' c' n' h' w' i' ct' f' g' r' t' guk' f' g' v' g' 0' 6: "F g' guv" o qf q. "rc" eqo r c° p' c' eco d k » uw' r' qu' k' ekp" eqp' t' gur gev' c' rcu' f' ² ecf cu' r' t' g' x' k' cu. "gp' rcu' ewc' r' gu" p' q' s w' g' t' p' c' u' g' t' x' k' u' c' eqo q' w' p' c' h' to c' c' i' t' gu' k' c. 'ukp' q' o ^a u' d' k' p' eqp' u' g' t' x' c' f' qtc" *Uj ko k' w' 422; <: 5-0"

" Q' t' q' r' w' p' q' f' g' ceekp" h' w' g' gn' f' gucttqm" f' g' m' u' t' g' ew' tu' q' j' wo cpqu" { c' s w' gn' p' A' o' g' t' q' f' g' go r' r' g' c' f' qu' f' g' Vq { qv' c' gp' v' q' f' q' gn' o' w' p' f' q' et' gek » gp' i' t' c' p' o' g' f' k' f' c' c' r' t' k' pek' k' q' u' f' g' u' k' i' m' . 'r' cu' c' p' f' q' f' g' 422022" gp'3; ; ; "c' 522022" gp' 4229" *Vq { qv. '4234+0C u' f' "gp' 4224" ug' et' g » gn' k' p' u' k' w' w' q' Vq { qv' c' r' c' t' c' f' ct' u' q' r' qt' v' c' rc" i' m' d' c' r' k' c' ekp" f' g' m' u' go r' r' g' c' f' qu' f' g' rc" eqo r c° p' c' 0' C' f' go ^a u. "ug" et' g » gn' o' g' pek' q' p' c' f' q' f' q' ewo gp' v' q' Toyota Way" { "ug' t' g' r' ct' w' c' v' q' f' cu' rcu' h' k' c' r' gu' f' g' rc" go r' t' guv' gp' gn' o' w' p' f' q' eqp' gn' h' k' p' f' g' k' p' ew' c' t' rc" x' k' u' k' p' go r' t' guct' k' n' f' g' rc" h' to c' 0' C' "uw' xgl . "gn' Toyota Way" t' go cte » rc" eqp' v' p' w' k' f' c' f' g' rc" t' g' r' ekp" eqq' r' g' t' c' v' x' c' f' g' n' c' i' q' r' r' c' | q' s w' Vq { qv' c' r' r' p' v' g » ukgo r' t' g' eqp" uwu" r' t' q' x' g' g' f' q' t' gu³⁷² *Kqj "gv' c' r' 0" 423; d+0"

³⁶: "C" uw' xgl . "Vq { qv' c' rc' p' | » gp' gn' 4222" uw' r' qn' f' k' c' f' g' Eqput weekp" f' g' Equv" Eqo r' g' v' k' x' q' u' r' c' t' c' gn' u' k' i' m' "Z Z K *EEE43+0C u' f' ug' f' g' h' p' k' gn' r' r' p' o' c' d' t' k' Rcu' c' Vq { qv' c' o' *Break Through Toyota+ s w' eqp' u' k' v' c' gp' c' + eqp' u' t' w' k' w' p' uk' u' go c' r' c' t' c' et' g' c' t' r' t' q' f' w' v' q' u' c' v' t' c' e' v' x' q' u' = d + t' g' h' q' to c' t' gn' r' t' q' e' g' u' q' f' g' v' o' c' f' g' f' g' e' k' u' k' q' p' g' u' i' u' d' t' g' r' t' q' f' w' v' q' u' . e + h' q' t' w' e' g' e' t' rc" eqo r' g' v' k' x' k' f' c' f' g' rc" r' t' q' f' w' e' k' p' k' p' v' g' t' p' c' = { 'f' + t' g' h' q' to c' f' g' m' u' e' q' u' v' u' h' k' q' u' 0' C' uw' xgl . 'eqo q' r' ct' v' g' f' g' guv' r' t' q' { gev' q' ug' r' t' q' r' w' u' q' w' p' c' o' c' { qt' f' k' k' e' r' k' c' ekp" f' g' m' u' r' t' q' e' g' u' q' f' g' v' t' c' d' c' l' q' c' n' i' k' p' v' g' t' k' t' f' g' rc" h' to c' 0' R' q' t' q' t' q' r' c' f' q. "gp"3; ; 9" Vq { qv' c' rc' p' | » uw' o' q' f' g' m' j' f' d' t' k' f' q. 'R' t' k' u. 'eqp' x' k' v' k' p' f' q' u' g' gp' w' p' i' f' g' t' i' m' d' c' r' f' g' m' u' x' g' j' f' e' w' m' u' c' o' k' i' c' d' r' g' u' eqp' gn' o' g' f' k' q' co d' k' e' p' v' g' *Uj ko k' w' 422; d+0"

³⁷²"F g' guv" o' qf q. "r' q' t' g' l' g' o' r' m' . 'r' w' g' f' g' x' g' t' u' g' e » o' q' m' u' r' t' q' x' g' g' f' q' t' g' u' f' g' GGWW" t' go c' t' e' c' p' rc" t' g' r' e' k' p' eqp" Vq { qv' c' eqo q' rc" o' g' l' q' t' g' p' v' t' g' v' q' f' cu' rcu' v' g' to k' p' c' r' g' u' c' w' q' o' q' v' t' l' e' g' u' k' p' u' c' r' c' f' cu' gp' f' l' e' j' q' r' c' f' u' *x' g' t' i' t' a' h' e' q' 2/9" f' gn' C' p' g' z' q' G' u' n' c' f' f' u' n' e' q' -0' G' u' n' c' r' q' n' f' k' c' f' g' e' q' q' r' g' t' c' ekp" eqp" r' t' q' x' g' g' f' q' t' g' u' f' g' r' t' q' h' w' p' f' k' » "gp' 4234" ewcp' f' q' f' g' u' f' g' rc" e' c' u' c' o' c' v' t' k' " Vq { qv' c' et' g » gn' f' g' r' c' t' w' o' gp' v' q' o' n' q' e' c' r' k' c' ekp" f' g' x' g' j' f' e' w' m' u' c' { 'r' c' t' v' g' u' o' . gn' e' w' c' n' d' t' g' i' c' d' c' r' q' t' gn' o' c' { qt' eqp' v' p' k' f' q' n' e' c' n' f' g' h' q' u' x' g' j' f' e' w' m' u' f' g' Vq { qv' c' gp' h' q' u' r' c' f' u' g' u' f' q' p' f' g' g' u' v' p' t' c' f' k' e' c' f' cu' uw' u' w' d' u' k' f' k' t' k' u' q' v' q' t' i' c' p' f' q' c' u' k' u' g' p' e' k' c' f' o' k' p' u' t' c' v' x' c' { 'v' e' p' k' e' c' rcu' c' w' q' r' c' t' v' u' c' u' f' g' e' c' f' c' r' c' f' u' *Kqj "gv' c' r' 0" 423; +0"

F g'guv'hqto c.'ði mdcnō'ug'eqpxk'k'gp'hc'r crdte'erxg'gp'rcu'qr gtcekppgu'eqo gtekrngu' f g'VO E" c"r t'kpek'kqu'f gn'uki m'ZZK{ "ug'wktk' »"gp"o wej qu'p'qo dtgu'f g'uwu'qti cpl'cekppgu' *Vq{ qvc."4234+0C"uw'xgl . 'ug'mgx»"c'ecdq'wpc'hmg'vg'tggut wewtcek»p" f g'rc'e'Àr wrc'f kti gpekcn" tgf wckp'q" c"rc"o kcf "gn'p'Ào gtq" f g'f k'gevtgu" { "r tqo qekppcp'q" c" f qu'gl'gewkxqu" f g'Vq{ qvc" GGWW" { "wpq" f g'Vq{ qvc" I tcp" Dtgv° c" eqo q" f k'gevtgu" f g'Vq{ qvc" O qvt "Eqtr qtcvkqp." ukp'q" nqu" r tko gtqu" gl'gewkxqu" pq" lcr qpgugu" gp" rc" r qukek»p" f g'f k'geek»p" { "o ctecp'q" gn'two dq" f g" i mdcn'k'cek»p" f g" nqu" tgevtuqu" j wo cpqu" f g" rc" hto c0' Cf go a u." rc" go r t'guc" eqo gp| »" c" f guegp'tck' ct" uwu'f gekukppgu'etgcp'q" uwu'ug'f gu'tgi kqpcrgu" gp" GGWW" { "Gwtqr c." uwu' o gtecf qu" r t'kpek'crgu" gp" gug'o qo gpvq" *Uj ko k' w."422; d+0

" Cf lekppcm gpvg. "gp'3; ; ; "Vq{ qvc'hmg'hc'xf c"gp'rc'dqnc'f g'xcm'qtgu'f g'P wxc' [qtm' { "f g" Nqpf tgu'eqp" gn'qdl'gkxq" f g' r qukek'pct" uw' o ctec" c" pl'xgn' o w'p'f kcn' *Vq{ qvc."4234+0C" uw'xgl . " go r gl' »" c" ko r rgo gpvt" rc" r q'f'lec" f g" tgf k'ut'kdwek»p" f g'f k'kf gp'f qu'gp'tg'uwu'ceek'p'kuc" { "ug" etg»" gn'r tqi tco c" f g" Cf o k'p'kut'cek»p" f g'rcu' I cpcpeku' I mdcrgu'eqp" r r'p'gu'f g'k'petgo gpvqu" gp" rcu' i cpcpeku' f g'rc" go r t'guc" { "rc" f k'ut'kdwek»p" f g'f k'kf gp'f qu'0' C" r ct'vk' f g'guq. "rc" eqo r c° 'f' eqo gp| »" c" cwo gpvt" uwu'ceek'p'kuc" k'p'f k'kf w'crgu' s w'g" gp"4242" mgi ctqp" cn'34' f gn'l'v'cn' s w'g" eqv'k' cdc" gp'rc'dqnc. 'gn'ewcn'gtc'gn'96' f gn'r cs w'vg"ceek'p'ctk'q" f g'rc'eqo r c° 'f'0'73" Uk'p" go d'cti q." c" r guct" f g" guvqu'eco dkqu. "gm'pq" uki p'k'he»" w'p"eco dkq" gp'rc" cf o k'p'kut'cek»p" f g'rc" go r t'guc" gp" h'w'pek»p" f g'rc" xcm'kt'cek»p" f g'Vq{ qvc" gp" gn' o gtecf q." gu'f gek'." pq" j wdq" wpc" cf qr ek»p" f g" gut'c'v'gi kcu' f g" i cpcpeku' t' a r k'cu' c" eqt'v" r rc| q. "uk'pq" s w'g" uki vk' »" r tko c'p'f q" wpc" o k'cf c" gp" gn' et'gelo k'gpvq" c" r'cti q' r rc| q" *O ci gg."4229+0

Gp"4242" gn'r t'kpek' cn'ceek'p'kuc' f g'rc' hto c" gtc' gn' Ewuw'f { "Dcpn'qh' Lcr cp" *33' + "dcpeq" lcr qp² u'eqp'ug'f g'gp" Vqm' { q' s w'g' r t'qeguc' f k'w'p'vqu' vk' qu' f g' h'q'p'f qu' f g' k'p'xgtuk»p'0' Guv'g. "c" uw'xgl . " gu'eqp't'qmf q' r qt' w'p' i twr q' f g' eqo r c° 'f' cu' h'k'p'ek'gtcu' lcr qpgucu'0' Gp' ugi w'p'f q' hwi ct. 'ug' gpewgp'tc" Vq{ qvc' k'p'f w'ut'ku' Eqtr qtcvkqp" *9' + "go r t'guc" f gn' l twr q' Vq{ qvc' s w'g' qtki k'p'cm gpvg' hmg'rc' hto c" f g' v'grt'gu' b ge' a plequ' f g'rc' hco k'k'c" Vq{ qf c" { "rc" ewcn'gu' r qug' f c. "c" uw'xgl . 'r qt' VO E" gp' w'p'45.7' 0' Nwgi q. "qvtq" ceek'p'kuc" o c { qtkctk'q" gu' Vj g' O cu'gt "Vt wuv' Dcpn'qh' Lcr cp" *9' + "dcpeq" h'k'f wekctk'q" lcr qp² u" f g'f k'ecf q" gzen'w'kxco gpvg" c" rc" cf o k'p'kut'cek»p" f g" ecr k'crgu" { " eqp't'qmf q" o c { qtkctk'co gpvg" r qt' O kuwdkuj k' WHL" Vt wuv' c'p'f "Dcpn'kpi "Eqtr qtcvkqp" *68' + { "P k r qp" N'k'g" k'p'uw'cpeg" *55' +0' Cn' ci twr ct" c" nqu" ceek'p'kuc" o c { qtkctk'q" f g" ce'wgt'f q" eqp" uw' ce'v'k'k'f cf . " r tqr k'g'f cf { "r c' u' f g' t'cf k'ekel»p" ug' r w'g'f g' cf xgt'vk' s w'g' w'p'48' f gn'r cs w'vg" ceek'p'ctk'q" gu' r qug' f q" r qt' w'p' i twr q' f g" go r t'guc" h'k'p'ek'gtcu" { "h'q'p'f qu' f g' k'p'xgtuk»p" lcr qpgugu'0' Gp" guvg' eqpl'w'p'vq" ug"

³⁷³ "Gn'38' t'guc'p'v'q'p' ceek'p'p'gu' f g' cw'q'ect'v'gtc" *shares of treasury stock+ f g' VO E0C' uw'xgl . "gp"4228' eqo r t»" r ct'vk'cek»p' ceek'p'ctk'c" gp'rcu' hto cu' lcr qpgucu' cw'qo q' t'legu' H'w'k'J g'cx { "k'p'f w'ut' { "Uwdctw' eqp' w'p": .9' "g' k'w' w' O qvt' eqp'70' "Uj ko k' w."422; <: 8+0

f guvecep'f qu'cevqtgu'ko r qt wcvgu'f gn' c'ju. 'hqu'i twr qu'go r tguclku'zaibatsu'O kuwduj k'f 'O kuwk' Nwgi q.'ug'j cmc'wp'32' "r qt'hto cu's wg'uqp'r ctvg'f gn'I twr q"Vq{ qvc"{"qvtq"9' "r qt'ecr kcrqu' hpcpektqu.'r gtq'eqp'ugf g'gp"GGWW"*xgt'I t^a hlcq"KK5. "Vcdm"KK6"{"Vcdm"2/8" f gn' Cpgezq" Guxcf "jukeq+0"

Nc'r ctvkr cekp'ceekpctk'f g'rc' hco kkc"Vq{ qf c"gp'rc'eqo r c° "c'gu'lpuki p'kecpvg0Rqt" glgo r m.'rcu'ceekpgu'f gn'r tgucl'gpvg'f g"VO E'f guf g'422; ."Cnkq"Vq{ qf c."plgv'f gn'hwf cf qt" Mkej ktq"Vq{ qf c"{"d'upkv'f g'Ucnkj k'Vq{ qf c."gu'f g'o gpqu'f gn'2.3' 0Uk'go d'cti q.'c'r gucl'f g' gmj.'rc' hco kkc'wxq'ukgo r tg'wp'eqpvtq'ncuk'vqcnf gn'i twr q"*O ci gg."4229=Rctf k'423; +0Ugi Àp" Dgppgf ugp'gv'cn0*4243<6+guv'hwg'r quklrg'i tceku'c'rc'r t'gugpek'f g'rc' hco kkc'gp'gn'eqpugl'f g' cf o'lpkutcekp'tgur cnf cf c'r qt'r ctvkr cekp'gu'etw' cf cu'f g'pvtq'f gn'i twr q'f g'go r t'gucu'Vq{ qvc" {"rc'hpqtr qtcekp'f g'EGQu'r tq'gukp'cngu'f g'ectt'g'c'f wcvp'g'r gt'q'f qu'gp'hu's wg'hu'j' gt'gf'gtqu' hco k'kt'gu'pq'guv'cdp'hu'qu'r ctc'vqo ct'gn'ko »p0⁷⁴"

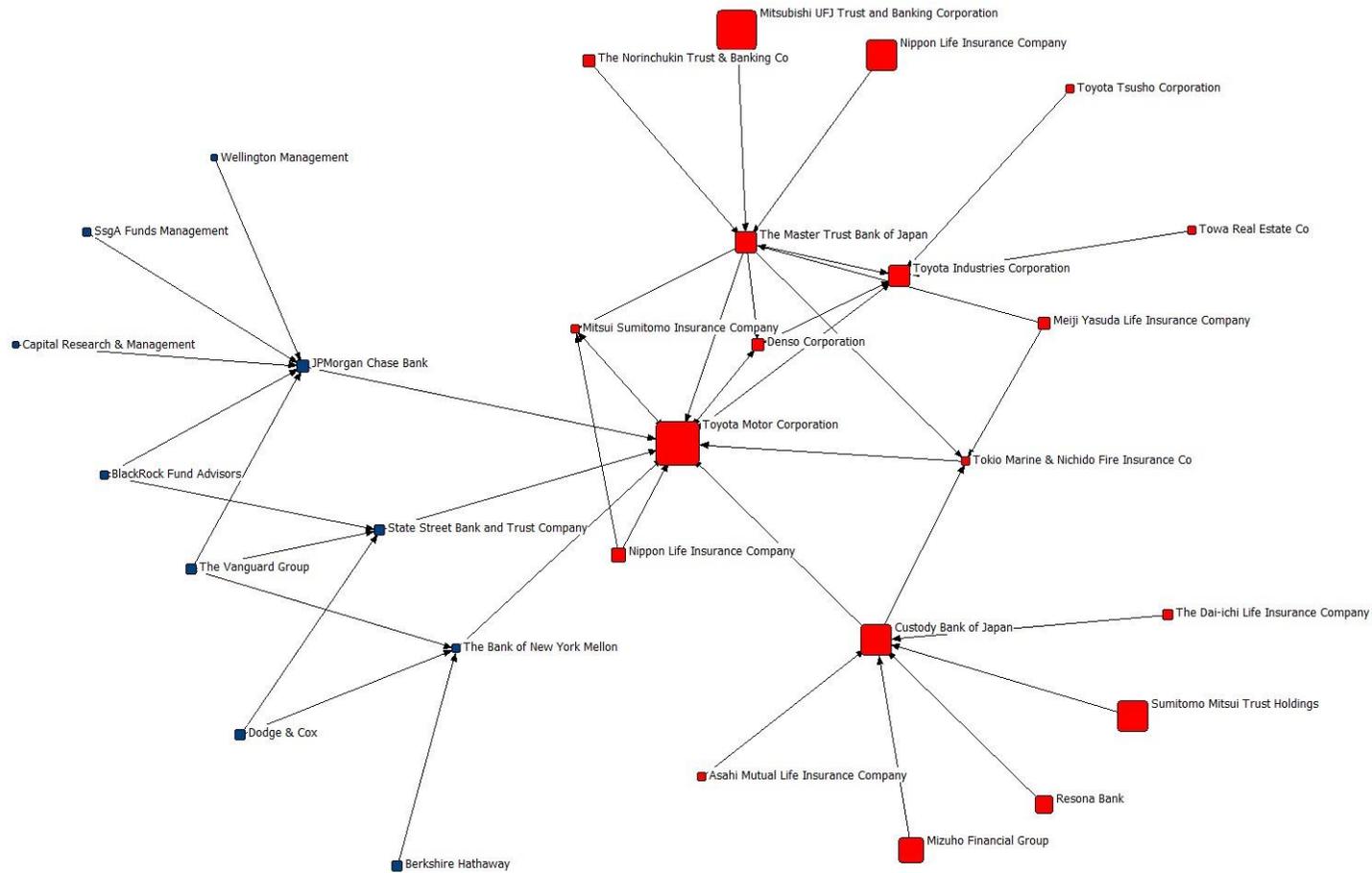
Tabla III-4 - Principales accionistas de Toyota Motor Corporation (2020)

Nombre	Acciones	Porcentaje sobre el total
Custody Bank of Japan	366.017.000	11%
Toyota Industries Corporation	238.466.000	7%
The Master Trust Bank of Japan	220.666.000	7%
Nippon Life Insurance Company	127.340.000	4%
JPMorgan Chase Bank	107.277.000	3%
Denso Corporation	89.915.000	3%
State Street Bank and Trust Company	69.985.000	2%
Mitsui Sumitomo Insurance Company	56.814.000	2%
The Bank of New York Mellon	54.467.000	2%
Tokio Marine & Nichido Fire Insurance Co	51.064.000	2%

Hwgv'g<g'ndqtcekp'r tqr k'gp'dcug'c'Vq{ qvc'I m'cd'f'

³⁷⁴G'neq'pvtq'nhco k'kt' 'uk'r ctvkr cekp'ceekpctk'pq'gu'wpc'tctgl c'gp'rc' »p.'qvtqu'ecuqu'uko k'kt'gu'hu'eqo r t'gpf'gp' Uw' wk'O qvt'Eqtr qtcv'qp"{'Ecuk'Eqo r wgt'Eqo r cp' "Dgppgf ugp'gv'cn0"4243+0

Gráfico III-3 - Red de accionistas mayoritarios de Toyota Motor Corporation (2020)*



Hwgpv-gmrdqtcelp'r tqr k"gp"dcug"clphqto celp"fg'ecf c"go r t guc" { "ukku'f g'eqk celp"fg'o gtecf q<O ctngv'Uetggpgt. 'T gwgtu" { 'O qpg { 'EP P 0" , "Gn'f kci tco c"gu"gmrdqtcf q"eqp"gn'uqhy ctg"WEKP GVONc"nhej c"gpvtg"nqu'pqf qu'cr wpc'f guf g'nqu'r tqr lgvtkqu'c"ru'eqo r c° 'cu'r qugf cu'Gn'vco c° q'f g'nqu'pqf qu'kpf kec"r" r ct vkr celp"gp't gmkelp"eqp"gn'pqf q'eqp"gn's wg'ug't gmkelpc0Gn'f twr q'f g"ceekpkxcu'f kt gevuf g'VO E'r quggp'wpc"guerc"o c { qt'gp'gn'vco c° q'f g'nqu'pqf qu'Nqu'eqmgt gu'kpf kec"r" pcekpcitf cf "f g'nqu'ceekpkxcu'ukpfp q'tqlqu'iqu's wg'vkgp'uw'ecuc"o cxtk "gp"lcr »p" { "c| w'iqu's wg"r"vkgp'gp"GGWW0Rct c"co r rct"r"lphqto celp"eqpwnct"r" P qc" O gvqf qm>i kec"6" { "iqu'Vcdm"2/8'f gn'p g z q'Gucf 'lueq0"

Gp'tguwo gp.'f wtcpvg'ru'Ànko cu'f²ecf cu'f gn'uki nq'ZZ'Vq{ qvc'vgtto kp»'f g'g'zr cpf ktug'c' p'k'gn'kp'vgt'p'cek'q'pcn'c'r ct'v'k'f'gn'guc'peco k'gp'v'q'gp'gn'o gtecf q'ler qp²u.'n'cr gt'w'c'f'g'p'w'g'x'cu' r'nc'p'cu'gp'f'k'w'p'v'q'u'r'c'f'ug'g'{'gn'ce'gn'g'c'f'q'c'wo'gp'v'q'f'g'n'r't'q'f'week'p'hw'g'tc'f'g'Lcr »p'0'Gu'g'gu'gn' o'cte'q'f'g'g'z'r'c'p'uk'p's'wg'o'ctect'^a'n'cr'gt'w'c'f'g'n'r'nc'p'w'c'f'g'Vq{qvc'gp'Cti'gp'v'k'p'c'{"ug' r't'q'hw'p'f'k'ct'^a'gp'gn'r't'z'k'o'q'ecr'f'w'w'q'0'c'f'go'^au.'gp'hw'r't'k'o'gt'qu'c'o'qu'f'gn'p'w'g'x'q'uki'nq'eqo'gp| »'c' gu'c'd'ng'e'g't'ug'eqo'q'w'p'c'l'wi'cf'q'tc'i'nd'cn'le'q'p'p'w'g'x'q'u'f'g'u'c'h'f'q'u.'v'c'rg'u'eqo'q'n'k'o'r'ng'o'gp'v'c'k'p'f'gn' VRU'{"gn'o'²v'q'f'q'Vq{qvc'gp'ru'hw'k'c'rg'u.'n'k'p'eq't'r'q't'c'ek'p'c'n'f'k't'ge'ek'p'f'g'n'ec'uc'o'c'v'k'k'f'g' p'w'g'x'q'u'g'l'g'e'w'k'x'q'u.'p'q'r'gt'v'g'p'g'ek'p'v'g'u'c'n'hc'o'k'k'c'Vq{q'f'c'gp'gn'ec'uc'f'g'n'r't'g'k'f'g'p'ek'{"p'q' q't'k'w'p'f'qu'f'g'Lcr »p'gp'ru'f'k't'ge'ek'p.'{"n'cr'gt'w'c'f'c'o'c'q't'r'ct'v'k'ek'c'ek'p'c'ek'q'p't'k'k'p'f'k'k'f'w'c'n'gp' d'c'ug'c'uw'k'p'en'w'k'p'gp'ru'r't'k'p'ek'c'rg'u'r'nc|cu'hw'p'c'p'ek'g't'cu'f'gn'o'w'p'f'q'0'F'g'v'q'f'cu'hw'to'cu.'gu'c' t'g'g'w't'w'e'w't'c'ek'p'ug'ng'x'»'c'ec'd'q'eq'p'w'p'hw'g't'v'g'eq'p't'q'n'f'g'uf'g'n'ec'uc'o'c'v'k'k'{"eq'p'w'p'c'hw'g't'v'g' k'p'hw'g'p'ek'f'g'n'hc'o'k'k'c'hw'p'f'c'f'q'tc'gp'n'c'f'o'k'p'k'w't'c'ek'p'f'g'n'go'r't'g'uc'0"

3.6 – El proyecto de Innovación Internacional de Vehículos Multipropósito (IMV)

Gp'gu'g'o'cte'q'f'g'o'c'q't'k'p'v'g'te'q'p'g'z'k'p'i'nd'cn'gp'4224'Vq{qvc'nc'p| »'w'p'p'w'g'x'q'r't'q'f'ge'v'q' o'w'p'f'k'cn's'w'g'ug'f'g'u'k'p'c'd'c'c'n'f'k'k'k'p'k'p'v'g't'p'c'ek'q'p'c'n'f'g'r'nc'w'c'hw'to'cu'f'g'f'g'v'g'to'k'p'c'f'qu'x'g'j'f'ew'w'q'u' x'g'p'f'k'f'qu'g'z'en'w'k'x'c'o'gp'v'g'gp'w'q'u'o'gte'cf'qu'hw'g'tc'f'g'Lcr »p.'m'o'c'f'q'Rt'q'f'ge'v'q'f'g'k'p'p'q'x'c'ek'p' k'p'v'g't'p'c'ek'q'p'c'n'f'g'X'g'j'f'ew'w'q'u'O'w'w'k't'q'r' »uk'q'*"Innovative"International Multi-Purpose Vehicle." IO X'40'N'qu'o'gte'cf'qu'c'h'g'e'w'f'qu'r'q't'gn'r't'q'f'ge'v'q'g't'c'p'362'r'c'f'ug'g'gp'f'q'p'f'g'g'u'q'u'o'q'f'g'm'u'g't'c'p' x'g'p'f'k'f'qu.'f'c'p'f'q'ew'g'p'v'c'f'g'n'gp'x'g't'i'c'f'w't'c'f'gn'r'nc'p'x'g't'V'c'd'nc'kkk7'40"

Nc'k'f'g'c'g'tc's'w'g'n'r't'q'f'week'p'f'g'm'u'x'g'j'f'ew'w'q'u'ug'f'g'u'c's'w'g'r'q't'ug't'oh'c'd't'k'ec'f'qu'r'q't' Vq{qvc'o'c'p'v'g'u's'w'g'oh'c'd't'k'ec'f'qu'gp'V'c'k'c'p'f'k'c'o'q'oh'c'd't'k'ec'f'qu'gp'Lcr »p'o.'gu'f'g'ek't.'t'g'h'q't|ct'n' o'cte'c'Vq{qvc'r'q't'g'p'ek'o'c'f'g'n'ru'f'hw'g't'g'p'ek'cu'f'g'r't'q'f'week'p'p'c'ek'q'p'c'rg'u'³⁷⁵'k'q'j'g'v'c'n'0'423: d'40'c' uw'x'g'l.'gn'r'nc'p'cr'w'p'c'd'c'c' "aumentar fuertemente la competitividad optimizando el proceso mundial de desarrollo, abastecimiento y producción de vehículos a través del ordenado y eficiente enlace de los centros de producción ubicados fuera de Japón" "D'c'r'p'eg'VCUC' 39'9'4'225'40'R'q't'q't'q'nc'f'q.'gn'r't'q'f'ge'v'q'cr'w'p'»'c'd'cl'ct'w'q'u'equ'qu'gp'n'hw'c'd't'k'ec'ek'p'f'g'g'u'q'u' x'g'j'f'ew'w'q'u'{"uw'u'r'c't'v'g'u'f'g'd'k'f'q'c's'w'g'ug'f'g'u'nc'ec'k'k' »'n'r't'q'f'week'p'f'g'g'u'q'u'hw'g'tc'f'g'Lcr »p'gp' r'c'f'ug'g'eq'p'o'gp'q't'g'u'equ'qu'{"eq'p'V't'c'v'f'qu'f'g'N'k'd't'g'E'q'o'g't'ek'q'V'N'E'u'V'j'g'Y'c'm'U't'g'g'v'L'q'w't'p'c'n' 34'17'4'227'40"

³⁷⁵F'g'v'q'f'qu'o'q'f'qu'hw'p'w'g'x'q'u'x'g'j'f'ew'w'q'u'IO X'g't'c'p'f'k'ug'o'c'f'qu'gp'Lcr »p'k'q'j'g'v'c'n'0'423: 40'

Gug'r tq { geq "ci twr » "r" hdtkecelep "f g" tgu" eco kppgcu'r len'wr "J kwz+ "wpc" o kpkcp " *kppxc+ { "qvc" UWX "Hqt wpgt IUY 6+ "s wg" eqo r ctvcp "wpc" o kuo c" r rvcqto c" eqo Ap. "m" s wg" r gto kpc "vco dk p" vpgt "ukugo cu" f g" r tqxkuk » "f g" r ctvgu" { "eqo r qppvgu" tgefr tgequ" gptg" guqu" r wpvu⁷⁶ "Gn' r rcp" ug" tgcik » "eqpeqo kcpvgo gpv" eqp" gn' rcp| co kpvq" f g" r "pwgxc" J kwz "9A" I gpgtcelep. "gn' r tko gt" o qf gm" f g" r "eco kppgv" s wg" f gl » "f g" ugt "hdtkecf q" gp" Lcr » p0 "Gn' dldgkxq" i gpgtci" f gn' r tqi tco c" gtc" uc'kucetg" r "f go cpf c" f gn' eqpuwo kf qt" f gn' uki m" ZZK" f g" cnc" f wcdkcf "f g" rqu' r tqf wequ" { "o c { qt "eqphqt" v*Vq { qvc. "471: 4226+0"

Gucu" dcugu" o cpwrewtgtcu" gucdcp" f gukpcf cu" c" r tqxgg" f g" xgj fawqu" c" i tcpf gu" tgi kppgu" f gn' o wpf q" eqo q" Cuk. "Gwtqr c. "f hkec. "Qegcpfc. "Co 2 tlec "Ncvkpc" { "O gf kq" Qtkpvgo Cti gpvpc. "ew' c" r rcpv" f g" r tqf week » "j cdpc" ukf q" kpcwi wcf c" wpqu' r qequ" c° qu" cpvgu. "gp" 3; ; 9." hwg" wpc" f g" r cu" cf lwf kecf cu" gp" guv" r tq { geq "lwpv" eqp "Vckrpf kc. "kpf qpguk" { "Uwf" a hkec "xgt" Vcdre "7+0" Gn' tqn' r gpucf q' r etc" Cti gpvpc "hwg" r "hdtkecelep" f gn' o qf gm "UWX" UY 6" { "f g" r " r len'wr "J kwz. "gp" r "ewcn' gn' 97" "f g" r "r tqf week » "gtc" f gukpcf c' c' r "gzr qtwek » "gp" Uwf co 2 tlec. " Egpvtqco 2 tlec" { "gn' Ectkdg⁷⁷" Cuko kuo q. "dclq" guv" r rcp" ug" r tqi tco cdc" s wg" r "r tqf week » "f g" xgj fawqu" KO X" gp" gucu" dcugu" ur gtcug" rcu" 722022" wpkf cf gu" gp" 4228" *Vq { qvc. "471: 4226+0" Gp" 4234. "nagi q" f g" 32" c° qu" f g" uw" rcp| co kpvq. "r" xgpv" f g" rqu" xgj fawqu" KO X" ur gtcdc" rqu" 7" o kppgu" gp" vqf q" gn' o wpf q" *Vq { qvc. "4234+0" ""

³⁷⁶ Rtlpek' cm gpv. "gn' lpgtco dlq" f g' cwqr ctvgtc' r gpucf q' r etc" r "tgi k » "p" f g' CUGCP "f qpf g' r " hdtkecelep" f g' rqu" eqo r qppvgu" o " u" ko r qtcpvgu" hwg" kplecm gpv" f kxf kf c< "qu" o qvt gu' f R ugn' ug' hdtkecdcp" gp" Vckrpf kc. "o qvt gu" f g' i cuqkpc" gp" kpf qpguk" { "qu" ukugo cu" f g' tcpuo kuko » "o cpwrgu" gp" Hkr kpcu" g' kpf kc' o"

³⁷⁷ Gu' f gek. "ecuk' r "vcrkf cf "f g' Co 2 tlec "Ncvkpc" eqp" r "gzegr ek » "p" f g' O 2 zleq. "gn' ewcn' gu" lpenkf q" gp" r "qti cpk cek » "p" kpvtpcekqpcnf g' Vq { qvc" f g' rqu" f g' r "tgi k » "p" f g' Co 2 tlec" f gn' P qtvg' f cf c" r "eqpgz » "p" eqp" gn' o gtecf q" f g' GGWWO"

Tabla III-5 - Principales bases de producción del proyecto IMV

País	Filial	Vehículo de producción	Inicio de producción	Producción anual	Destino de exportación
Tailandia	TMT	Camioneta pickup (Hilux VIGO)	2004	280.000 unidades (incluidas 140.000 para exportación)	Europa, Asia, Oceanía, etc.
		Sport utility vehicle (SUV)	2005		Medio Oriente
Indonesia	TMMIN	Minivan	2004	80.000 unidades (incluidas 10.000 para exportación)	Asia y Medio Oriente
Sudáfrica	TSAM	Camioneta pick up	2005	60.000 unidades (incluidas 30.000 para exportación)	Europa, África, etc.
		Sport utility vehicle (SUV)	2005		
Argentina	TASA	Camioneta pick up	2005	60.000 unidades (incluidas 45.000 para exportación)	América Latina
		Sport utility vehicle (SUV)	2005		

Hwpgv<gmdqtcek>p"r tqr kc"gp"dcug"Vq{ qvc"4234+{"öVq{ qvc"KO X"Rtqlgev"Vcngu"Kkuv"Di "Ugr "Hqty ctf ö"
*47 I: 4226+0'

" "

Gur ge"heco gpvg."rc"r tqf week>p"fg"rc"r leniwr "J knwz"ug"fkf k>"gp"tgu"dcugu<Vckrpf kc."
Uwf^a hlec"{"Cti gpvpc"{"guwxq"o qkxcfc"r qt"rc"ec"ff"cf"gr"fg"cpfc"fg"fej q"xgj "pwm"gp"lcr >p"
*Kqj "gv"cn0"423: <74+0F"g"guvg"o qf q."cn"eqo r ctvk"rc"gur gekrkj cek>p"r tqf wekxc"fg"hdtklecpvu"
fg"r leniwr u"J knwz"{"ugt"r ctvg"fg"gr"tq{ gev"KO X."Uwf^a hlec"{"Vckrpf kc"tgr tgugpvc"ecuqu"fg"
eqo r ctcek>p"ko r qtvcpgu"r ctc"eqpvtcuct"gnf gucttqm"fg"Vq{ qvc"Cti gpvpc."cf go^a u"fg"gpuct"
uw"tgrcek>p"cn"lpvgtkt"fg"rc"gutvewtc"o wnkpclekpcn0Cn"tgur gevq."gu"ko r qtvcpg"fg"guvcect"s wg"
guvcu"tgu" hkkngu"pq" eqo r kvgp" f kgevco gpvg" gpvtg" u" f gdkf q" c" s wg" Uwf^a hlec" ug" fg"lec"
r tkpek cm gpvg" c"rc"r tqf week>p"{"gztvcek>p"fg"J knwz"eqp"gn"xqrcpv"wdkecf q" c"rc"fgtgej c"
*Rj m"gv"cn0"4239+0Cti gpvpc."uqm"ug"fg"lec" c"rc"r tqf week>p"fg"r leniwr u"eqp"xqrcpv"j cek"rc"
k s wgtf c"{"rc"gzrtvcek>p"guv^a f kki kf c"r tkpek cm gpvg"j cek"Uwf co² tlec."Egptqco² tlec"{"gn"
Ectkdg0Vckrpf kc."r qt"uw"r ctvg."r tqf weg"xgj "pwm"eqp"gn"xqrcpv" c"co dqu"rcf qu."r qt"rq"vcpvq."
eqo r kg"gp"rc"r tqf week>p"{"gztvcek>p"fg"J knwz"vcpv"eqp"Uwf^a hlec"eqo q"eqp"Cti gpvpc³⁷⁸"
*I gtgpvg"Vq{ qvc."gpvtgxkuc"r gtuqpcn"35 I: 4243+0"

Vq{ qvc"r qugg"wp"rc"ti c"j kvqtkc"gp"Uwf^a hlec."f qpf g"tcf le>"uw"vtegt" hkkcn"hwgtc"fg"
lcr >p0Guc"uwdufk ktkc"gtc"r qugf c"{"eqpvtqrcfc"r qt"wp"hco kkc"fg"lpf wwtkngu"fg"Uwf^a hlec."

³⁷⁸"Gp"grlecuc"fg"Co² tlec"fg"gnP qtvg"rc"r leniwr "r tqf wekf c"r qt"Vq{ qvc"gp"O² zleq"{"GGWW"pq"gu"rc"J knwz."ukpq"sg"
gu"rc" Vq{ qvc" Vceqo c0' Guc" Anko c" vkgpg" cni wpcu" f kgtgpelcu"eqp"rc"r tko gtc"fg"dkf q" c" s wg"pq"gu" wkkj cf c"
r tkpek cm gpvg"r ctc"r tqeguqu"fg"tcdclq"eqo q"rc"J knwz0C"uw"xgj ."rc" f hkwncf "gp"rc"r gpgtcek>p"fg"guvg"r tqf weq"
gp"gn"o gtecf q"pq"vco gtlecpq" guv^a f cf c"fg"dkf q" c"rc"u"r tghgtgpelcu"r qt"xgj "pwm" cAp"o^a u"i tcf gu"r qt"ru"
eqpuwo kf qtgu"fg"GGWW" I gtgpvg"Vq{ qvc."gpvtgxkuc"r gtuqpcn"35 I: 4243+0"

re'ho klc'Y guugru. 's wg'vgr'c'rc'hegpek'r ctc'rc'r tqf week»p"{'eqo gtekrk cek»p'f g'xgj 'fawqu'f g'
re'o ctec'lcr ppguc'OF guf g'gn'eqo kgp| q'f g'rc'eqo gtekrk cek»p'f g'rc'r len'w'r 'J kwz'gp'rc'f²ecf c"
f g'3; 92'guv'g'r tqf wev'rkf gt»'uw'ugi o gpv'f gn'o gtecf q.'o w'w'rkf cf q'gp'gn'ugevt'r tko ctk'f gn'
r c'f'u'»Rj gmq'gv'c'rd'4239<5+0C'uw'xgl . 'cni'f'co dlē p'v'kpg'rc'u'f'p'gcu'r tqf we'k'cu'f g'mu'xgj 'fawqu'
f g'r cuclgtqu'Eqtqmc"{'S wcpwo 0"

C"r ct'vt'f gn'hk'p'f gn't²i ko gp'tcekn'f gn'apartheid gp"3; ; 3"gn'i qdkgtpq"uwf ch'kecpq"
ko r wu»'rc'k'p'f wutk'c'wqo qvtk' 'eqp'r qn'f'kecu'f g'cvtceek»p"{'h'qo gpv'c"GO u.'m'ewcn'i gpgt»'gn'
etgeko kgpv'f gn'ugevt'»*Y wwn'g."4243+0Uk'p'go d'cti q.'gp'mu'r tko gtqu"° qu'f gn'4222."Vq{ qvc."
s wg'ugi w'f'c'gp'o cpqu'f g'go r t'guctkqu'm'ecrgu."pq'rkf g'cdc'rc'r tqf week»p'pk'rc'u'g'zr qt'cek'p'p'g'u."
uk'p'q's wg'gu'cdc'r qt'f g't^a u'f g'Xqmuy ci gp."O gtegf gu'Dgp| "{'Ej t { urgt³⁷⁹»*Drcem"422; <6; 8+0'
Gp'4224"VO E'r cu»'c'eqpvt'q'nt'gn'97' ³⁷: 'f gn'r cs w'vg'c'cek'p'ctk'f g'rc'h'ko c"{'c'r ct'vt'f g'gu'f/
{ 'f g'rc'ko r ngo gp'cek»p'f gn'KO X/"Vq{ qvc'eqo gp| »'c'rkf g'ctc'rc'r tqf week»p"{'rc'u'g'zr qt'cek'p'p'g'u"
gp'gn'r c'f'u'»Nco r t'gej v."422; <32+0C'f go ^a u."c'te'f'f g'gu'v'eco dlē."Vq{ qvc"UC"eqo gp| »'wpc"
r qn'f'kecu'f g'f'g'uctt'q'm'f g'r tq'x'ggf qt'gu'»m'ecrgu"{'gz't'cplgtqu+0C'u'f'ugi Àp'Drcem"4233<3: : +f g'
rc'u'gpew'gu'cu't'g'c'rk'cf cu'c'v'f qu'mu'r tq'x'ggf qt'gu'f gn'r c'f'u'ug'ug^o c'rc's wg'Vq{ qvc'g'tc'rc'v'to k'pcn'
s wg'o ^a u'cr q'q'f'c'c'c'rc'rc'uw'f'g'uctt'q'm'f⁷: "P q'q'd'w'c'p'v'g."v'co dlē p'ug'u'qu'k'p'g's wg'mu'o ^a u'
d'gp'g'h'ek'f qu'gp'gu'v'g'r tq'egu'q'hw'gt'q'p'rc'u'r tq'x'ggf qt'cu'o w'k'p'cek'p'c'rgu"{'pq'mu'c'w'qr ct'w'cu'
m'ecrgu's wg'w'x'k'gt'q'p'f k'x'gt'cu'f'k'he'w'nc'f gu'r ctc'm'j t'ct'rc'ec'rk'cf "{'g'uec'rc'f go cp'f'cf'cu'r qt'
Vq{ qvc'»Drcem"4233+0"

Cu'f'rc'c'423; "Vq{ qvc"UC"g'tc'rc'v'to k'pcn's wg'o ^a u'eq'p'v'p'k'f q'm'ec'n'f g'uw'x'gj 'fawqu'
v'p'f'c'gp'gn'r c'f'u'»Y wwn'g."4243<3; +0C'uw'xgl . 'gp"423; "Vq{ qvc'rkf g'cdc'rc'u'x'gp'cu'm'ecrgu'f g'
Uw'f^a h'kec'eqp'47' "f gn'market share'0Uk'p'go d'cti q.'gp'p'k'gn'f g'r tqf week»p"{'g'zr qt'cek'p'p'g'u"
Vq{ qvc'p'q'g'tc'gn'f'f'gt'{'c's wg'ug'w'd'kecdc'r qt'f g't^a u'f g'Xqmuy ci gp.'ew'f'q'x'gj 'fawqu'f g'r cuclgtqu'
Rq'm'g'tc'gn'r tko gt'q'gp'r tqf week»p"{'g'zr qt'cek'p'p'g'u'0C'f go ^a u.'rc'Vq{ qvc"J kwz"v'co dlē p'g'tc"

³⁷⁹"Vq{ qvc'g'p'eq'p't'»'f'k'he'w'nc'f gu'r ctc'f' g'p'gt'ct'x'q'n'Ào gp'gu'f g'g'zr qt'cek»p'uw'h'ek'p'v'gu'r ctc'eqo r g'p'uct'uw'f'g't'gej qu'
f g'ko r qt'cek»p'f g'eqo r q'p'p'v'gu"{'eqp"ht'ge'w'p'ek'ug'x'k'q'gp'rc'r q'ulek»p'f g'v'p'gt's wg'eqo r t'ct'et²f'k'qu'c'rc'
ko r qt'cek»p'f g'g'zr qt'v'f'qt'gu'k'p'f gr'p'f'k'p'v'gu'f g'eqo r q'p'p'v'gu'»Drcem"422; <6; : +0'

³⁷: 'Gp'422: 'rc'u»'c'eq'p'v't'q'nt'v'co dlē p'gn'47' 't'g'w'c'p'v'g'»Nco r t'gej v."422; <485+0'

³⁷: "Culo kuo q.'gn'g'g'ew'k'x'q'f g'Vq{ qvc'Uw'f^a h'kec'uw'k'p'g's wg'Vq{ qvc'gu'f g'rc'u'go r t'g'cu's wg'o ^a u'm'ec'n'k' c'ek»p'f g'
r ct'v'gu"{'eqo r q'p'p'v'gu'm'ec'rgu'v'k'p'g'gp'gn'r c'f'u'lw'p'v'q'eqp'H'q'tf "{'Xqmuy ci gp'»eqo q'gp'gn'ec'uc'q'cti g'p'k'p'q'+{ 'uk'p'
go d'cti q.'Vq{ qvc'Uw'f^a h'kec'ko r q't'v'rc'u'o q'v'gt'gu"{'uk'v'go cu'f'g'v't'cp'uo kul»p'»eqo q'gp'gn'ec'uc'q'cti g'p'k'p'q'+{ 'H'q'tf "{'
Xqmuy ci gp'r tq'f'weg'p'wp'q'q'rc'u'f'qu'eqo r q'p'p'v'gu'm'ec'm'gp'v'g'»g'g'ew'k'x'q'f g'Vq{ qvc'Uw'f^a h'kec."gp't'g'x'k'v'c'
v'gr'h»p'lec."37 16 14243+0Uk' w'k'p'f q'c'i'g'p't'g'x'k'v'c'f q'»"tenemos alrededor de 100 proveedores que utilizamos locales:
23 multinacionales (14 japonesas), 12 empresas conjuntas, el resto son proveedores locales puros de SA (es decir, 65). De los proveedores locales puros, obtenemos componentes prensados de acero, como soportes, tuercas y pernos. Las multinacionales son los proveedores de tipo sistema, como asientos y frenos. Las JV son un poco una mezcla entre los dos, como radiadores y sistemas de aire acondicionado/enfriamiento. En varios de los modelos, básicamente tenemos todo localmente excepto motores y transmisiones. Un área que falta es el lado de la electrónica." »g'g'ew'k'x'q'f g'Vq{ qvc'Uw'f^a h'kec.'gp't'g'x'k'v'c'v'gr'h»p'lec."37 16 14243+0'

uwr gtcfc "gp" gzt qtwckpqu" r qt "uw" eqo r gkf qtc "rc" r kenlwr "o gf kpc" Hqt "Tcpi gt" { "r qt" "qu" xgj fawqu" f g" nmlq "DO Y "Z5" { "O gtegf gu" Dgp | "E" Encuu "xgt "Vcdrc "2/9" f gn Cpgez q "Gucf f nkeq +0 Rqt" qvtq "ncf q." gu" kpvgt gucpvg" f gucect "s wg" r ctc "423; " gn' eqo gtekq" gzwtkqt "cwqo qvtk " f g" Uwf^a hlec" gtc "uwr gtcxkctkq." cn' eqpvtctkq "f g" m" s wg" uwegf "c" eqp "qu" r c "u" r tqf wevt gu" f gn' O gtequw. ³⁸² "cwps wg" vco dk p' eqpxk "cp" eqp" r tqdng cu" f g' kpghekgpek" r qt "dclqu" xqn "o gpgu" f g" r tqf weekp { "wp" f² dkl' gptco cf q "cwqr ct vuc" *Y wwnq. "4243 < 6: /6; +0"

Gp "ewcpvq" c "Vckrpf kc." gn' qvtq "r c" u" r tqf wevt "f g" J kwz { "r ctvg" f gn' r tq { gevq "KO X." rc" kpf wutkc "cwqo qvtk "lcr qpguc" { c "eqpvc" eqp" wpc "hwgtvg" r tgugpek "f guf g" rc "2 r qec" f g" rc "KUK vckrpf guc" Vckrpf kc" eqo gp | > "ukgpq" wp" gurcd > p" f g" f gurqecrk cekp" f g" rcu" cwqo qvtlegu" lcr qpguc "ewcpf q" eqo gp | ctqp "c" kpvgt pcekqpcrk ctug. "wp" r tqeguq "s wg" hwg' ko r wucf q "pq" uqmq" r qt" rcu" go r tguc. "ukpq" s wg' vco dk p' r qt "gn' Gucf q" lcr qp² u" *O eP co ctc. "4233 < 342/348 +0C" t c "f gn' f gur nqi wg" f gn' r rc "KO X." Vckrpf kc" ug" eqpuqrk > "eqo q" wpc" r kgl c "emxg" gp" rc" gut wewt c "f g" rc" go r tguc "c" plxgn' o wpf ken { c "s wg" eqpegvt > "rc" r tqf weekp "o c { qtckctk" f gn' o qf grq "J kwz" { "ug" eqpxk v "gp" wp" egpvtq" qr gtcvxxq "f g" gzt qtwckp "c" o Ankr ngu" f gukpqu "Rgvkuq" { "Lqj tk" 4228 +0 Gwg' r rc" r qvpek "rc" r tgugpek "f g" Vq { qvc "gp" Vckrpf kc." gp" f qpf g" ug" gpeqpvc "f guf g" 3; 86. { " guvc "gp" cuegquq "c" r ctvt "f g" rcu" r qmlecu" f g" r tqo qekp "f gn' i qdktpq" { "f g" rc" f gxcnwcekp "f gn' dcj . "rc" o qpgf c "vckrpf guc." nwi q "f g" rc "etkuku" hpcpekgtc "cuk^a vlec" f g" 3; ; 9/; : *Mcy cdg. "4235 +0 C "uw" xgl . "rc" Vq { qvc "J kwz" { c "eqpvc" eqp" i tcp² zkq "gp" gn' o gtecf q "vckrpf² u." gp" rc" f² ecf c "f g" 3; ; 2" gwg" o qf grq "ug" wde > "tgu" c^o qu" eqo q "gn' xgj fawqu" *f g" vqf q "kr q" + o^a u" xgpf kf q. { "qu" tgucpvgu" ukvg" c^o qu" eqo q "gn' ugi wpf q" o^a u" xgpf kf q 0"

"Ven' hwg" gn' f guctt qmq "f g" Vq { qvc "Vckrpf kc" s wg" c" r tlpek r kqu" f g" rc" f² ecf c "f gn' 4222" ug" cdtk "wpc" ugi wpf c' r rcpc "f g" r tqf weekp "gp" f kej q' r c "u. "f g" hqto c "cn' s wg" wpc" f g" gmcu" ug" f gf lecdc "c" qu" xgj fawqu" f g" r cuclgtqu" { "rc" qvtc "c" qu" xgj fawqu" eqo gtekrqu" *Vq { qvc. "4234 +0 Nwi q. "gp" 4229" ug" cdtk "wpc" vtegtc" r rcpc "f gf lecf c" gzenwuxco gpvg" c" rc" r tqf weekp "f g" J kwz. ³⁸³ o ctecpf q "gn' tcurf q" eqo r ngvq "f g" rc" r tqf weekp "f g" r kenlwr u" Vq { qvc "hwgtc" f g" Lcr > p³⁸⁴ "Hwo kq." 4228 +0 C f go^a u. "gp" rc" tgi k p "cuk^a vlec" ug" gucdngel "wpc" kpvgt eqpgz k p "f g" f kwpvcu" cwqr ct vgu"

³⁸² "Guc" eqo r cteckp "f g" rc" kpf wutkc "cwqo qvtk "uwf chtlepc" eqp" rc" cti gpvpc "gu" vqf ex "c" o^a u" nco cvxc "uk" ug" vepg" gp" ewgpw "s wg" Uwf^a hlec "gzt qtw" gn' 72' "f g" qu" xgj fawqu" r tqf wekf qu" hqecm gpvg" { "ug" gpewgptc "gp" wpc" r qulek p" i gqi t^a hlec" o w { "f guxgpvcluc" / r tlpek cm gpvg" r qt "rc" f kucpek "eqp" qu" o gtecf qu" gwtqr gqu" c "qu" s wg" ngu" gzt qtw" o c { qto gpvg. "o kpvtcu" s wg" Cti gpvpc "gzt qtw" citgf gf qt "f gn' 97' "f g" qu" xgj fawqu" r tqf wekf qu" ug" j cm" o^a u" egtcepq" i gqi t^a hlec" gpvg" c "qu" f gukpqu" c "qu" s wg" gzt qtw" { "f g" vqf qu" o qf qu. "tgi kntc" grgxcf qu" plxgrgu" f g" f² hek' eqo gtekrncwqo qvtk "eqo q" ug" xkq "gp" gn' Ecr "fawqu" 40 "Guc" f hgt gpek "gp" vpegu" ug" duc" r tlpek cm gpvg" gp" rc" o gpqt" ko r qtwckp "f g" xgj fawqu" f g" r cuclgtqu" f gn' c "u" uwf chtlecpq 0"

³⁸³ "C" uw" xgl . "gn' plxgn' f g" kvgi tcekp "nqec" f g" gwg" o qf grq "crecp | > "plxgrgu" o w { "cnqu" egtcepqu" cn' ; 7' "eqp" wp" tgucpvg" f g" cwqr ct vgu" f g' cxcpl cf c "vgepqm" c "s wg" ug" r tqf wegp "gzenwuxco gpvg" gp" Lcr > p "Kqj " gv' cn' 423: < 75+

³⁸⁴ "Cu" "Vq { qvc "Vckrpf kc" crecp | > "rc" r tqf weekp "f g" 4" o kmpgu" f g" wpk cf gu" gp" 4226" { "7" o kmpgu" f g" wpk cf gu" gp" 42320"

Manufacturing Co., Ltd+{"ug"etg»"rc"fkxkuk»p"fg"õf gucttqmq"mqecn'f g'r tqxggf qtguö. "ukgpf q"gn' rtko gt"rc"u"hwgtc"fg"lcr »p"fqpf g"Vq{qvc"etg»"gung"fg rctwco gpvq"Kqj "gv'cn0"423: + Guvqu" oqxko kgpvqu"i gpgtctqp" wpc"ecr cekf cf "ko r qtvcpvg" gp"rcu" gvr cu"fg"fkug° q."kpi gplgt"fc" g" kppqxcel»p"fg"rc"ecf gpc"fg"xcnqt"gp"Vckrcpf kc"fg"o qf q"cn's wg'pq"ewo r ng"gpvgtco gpvg"wp'tqn' f g'gpucodmf qtc"fg"o gpgt"equvq"fg"o cpq"fg"qdtc"O eP co ctc."4233+0

Nc"ko r qtvcpck"{"gn'f gucttqmq"fg"Vq{qvc"gp"Vckrcpf kc"ug"fc"gp"gn'o cteq"fg"wpc"hwgtvg" r tguvpek"fg"rcu"htto cu"cwqo qvtlegu"lcr qpgucu"gp"gn'rc"u"{"wp"cegrgtcf q"etgelo kgpvq"fg"rc" r tqf week»p"fg"xgi "ewuqu"gp"rcu"Ànko cu"f² ecf cu"c"r ctvk"fg"rcu"r qn"lecu"fg"gn'i qdkgtpq"r ctc" eqpxgt vktug"gp"õgn'F gvtqk'fg"Cuclö"ko r wncpf q"wp"kppqxcf qtc"r qn"lecu"l'p' wutkcn'gp"gn'ugevqt" cwqo qvt' r ctc"r tqo qekqpc't"wp"õr tqf wevq"eco r g»p"pcekqpcrö.³⁸⁷s wg'gtc"rc"eco kppgv' r keniwr . " {"gp"gn'ecuq"fg"Vq{qvc."rc"eco kppgv"J kwz"R² tgl "Ct vkc"gv'cn0"4244+0Ego q"r ctvg"fg"guvcu" r qn"lecu" fg"gn' Guvf q" vckrcpf² u" ug" gpewgpvtcp" gz gpekppgu" ko r qukkxcu." gu'f' wqu" c" rcu" gZR qt vcekppgu. "f'p'gcu'fg"et² f kq"r tghgt gpekrngu. 't'gf weekppgu'ctcpegrtkcu' r ctc"rc"ko r qt vcek»p"fg" dlkppgu'fg"ecr kcn'g'kpuwo qu'kpvgtogf kqu."gpvtg'qvtqu"»F qpgt."422; + P cwuf c"{"Vj qdwt p"»4242< 348+kpenwau"uquvkgpp"s wg'gn'o kuo q"r tq{ gevq"JO X"gp"Vckrcpf kc"guwxq"l'pegpvkxcf q"r qt"gn'3 Å Rrcp"O cgutq"Cwqo qvtk' f gn'i qdkgtpq"vckrcpf² u0"

C"uw'xgl . "gn'f gur rkgi wg'fg"Vq{qvc"gp"l'ej q"r c"u"ug'fg"gdks"vco dl² p'c"wp"l'gtkg'fg"hcqvgtgu" cf lekqpcrgu0Gnr tko gtq"fg"gmqu"hwg'rc"cnkpl' c"fg"rc"go r tguc"eqp"rc"² rkg'i qdgtpcpvq"v'cf lekqpcn' f g"Vckrcpf kc."m"ewcn'ug"tghngl»"gp"rc"r ctvckrc cel»p"ceekqpc'k"gp"Vq{qvc"O qvt"Vj ckrpf"fg"gn' i twr q"Uko "Ego gpv'I tqwr ."wpq"fg"mqu"o a"u"cpvki wqu"{"i tcpf gu"eqpi mqo gtcf qu"vckrcpf gugu." eqo q"vco dl² p."fg"rc"r ctvckrc cel»p"fg"gn'Dcepq"fg"Dcpi nqm"»Ctpqrf . "4228<43: +0Gn'lugi wpf q'hwg" rc"fg"r tgekel»p"fg"gn'dcvj "»J cuurtg."422; <467+0C"m"cpvgtkqt ug'rg'uwo cp"mqu"VNEu'fg"Vckrcpf kc" gp" CUGCP " {"eqp"lcr »p."Ej kpc."Eqtg"fg"gn' Uwt." Cwutcrk." P wgx" \ gnrcpf c" g" kpf kc." s wg" r gto kkgtpq"co r rkt"mqu"xnÀo gpgu"kpvtgco dlcf qu"rktgu"fg"ctcpegrngu."eqo q"vco dl² p."mqu" o gtecf qu"fg"gzr qt vcek»p"»Ej gp."4236=Hwo kq."4228+0"

Gung'r tqeguq"v'cpukl»c"rc"hkcn'fg"Vq{qvc"Vckrcpf kc"rc"t'gur qpucdkk'cf "fg"wp"ecf gpc" fg"xcnqt"fg"gu'fg"gn'f kug° q"{"rc"r tqf week»p"j" cuvc"rcu"xgpvcu"{"gzr qt vcekppgu"ukp"rc"l'f dtlec"o cf tg" gp"lcr »p."fg"go qutcpf q"wp"o c{qt"i tcf q"fg"l'p'gr gpf gpek" g"ko r qtvcpck" gp"rc" gurtwewtc" o wpf kcn'fg"VO E"»Mcy cdg."4235+0Uk' dlkpp"Vq{qvc"Vckrcpf kc"r tqf weg"wp"co r rkt"i co c"fg" o qf gmqu"gpvtg"mqu"s wg"ug"gpewgpvtcp<Eco t{."E/J T."Eqtqmc" Cnku."Eqtqmc"Etquu."Hqt wpgt." J kceg."J kwz."Xkqu."[ctku."rc"ko r qtvcpck"fg"rc"J kwz"gu"eqpuk' gtcdrö0Gpvtg"mqu"o qf gmqu"fg" g"

³⁸⁷F kmp' vlc' pf qug'fg'rcu'f qn"lecu'fg"õeco r g»p"pcekqpcrö's wg'fg"gn' rctq"lcr »p"{"Eqtg"fg"gn'Uw' r ctc"fg"gucttqmq" i tcpf gu"go r tguc"pcekqpcrgu"l'p' wutkcn'gu"»Rgtgl "Cm cpuk'4242c+0

qf qu'hqu'kr qu'f g'xgj f'ewqu'o a u'xgpf kf qu'gp'gnr c'fu'gpvtg'4222'{'423; 'r'Vq{ qvc'J kwz'qewr »" gn'r tko gt'hw' ct'36'xgegu."{'rcu'tgucp'v'u'ekpeq'qewr »'r'r qulek»p'f'gnlgi wpf q'o a u'xgpf kf q'Eqp" guc"i tcp'r ct'v'ekr cek»p'f'g'Vq{ qvc."Vckrpf kc"ug'eqpxk'v»"gp"wpq'f'g'mqu'33'r c'f'ugu'f'g'o c{qt" r tqf week»p'f'g'xgj f'ewqu'f'gn'o wpf q."f'qpf g'Vq{ qvc"gzr r'ec'gn'52' "f'g'uw'r tqf week»p'v'qcn'gp" 423; 0Cf go a u."eqp"uw'gutc'v'gi kc"gzr qt'v'f'qtc"Vq{ qvc"ug'eqpxk'v»"gn'r'ff'gt'gp"gzr qt'v'ek'p'p'gu'f'g' xgj f'ewqu'gp'g'ug'r c'f'u'cuk' v'eq'0Cu'f'Vckrpf kc'r cu»'f'g'v'p'gt'wp'uw'r gt'a xk'eqo gtekn'c'wqo qv'k' " f'g'482'o kmppgu'f'g'f »rctgu'gp'gn'4222'c'38'222'o kmppgu'gp'423; .eqpxk'v'k' pf qug'gp'wpq'f'g'mqu" r c'f'ugu'eqp'o c{qt'2'z'kq'gp'gn'eqo gtekn'gz'v'gt'kqt'c'wqo qv'k' "gp'gn'uki m'ZZK'R'2'tgl 'Ct'v'ec'g'v'c'f'o" 4244'0'

Gp'tguwo gp."c'r ct'v'k'f'gn'r tq{ gev'q"JO X"ug'gucd'ngelgt'qp"ru'r r'v'chqto cu'r tqf w'v'x'cu" hw'gtc'f'g'Lcr »p'r ctc'ek'gt'v'qu'o qf'gn'qu'gur ge'f'hequ'gp'f'qpf g'Cti gp'v'k'p'c'wxq'wp'hw' ct'r tko qtf'kcn' c'n'eqpe'p'p't'ct'rc'r tqf week»p'f'g'r'kcn'w'u"{'UWXu'r ctc'rc"o c{qt'r ct'v'g'f'g'Co 2'tlec'Nc'v'k'p'0'Gug" r'nc'p"gu'gn's w'g'f'guf'g'rc"ecuc"o c'v'k' "o ctec'gn'ug'p'f'gt'q'f'g'rc"hn'kcn'cti gp'v'k'p'c'r ctc"mqu'r t»zko qu" c° qu'f'gv'to k'p'c'p'f'q'uw'gur gek'cn'k' cek»p'r tqf w'v'x'c."t'q'n'f'gn'o gtecf'q'k'p'v'gt'p'q'cti gp'v'k'p'q"{'f'g'v'k'p'qu" f'g'gzr qt'v'ek»p'0'Uk'p" go d'cti q."f'lej qu"o gtecf'qu"f'g'gzr qt'v'ek»p"pq"uq'p"gu'v' v'ek'qu"pk'gu'v'p" v'q'v'no gp'v'g'f'g'uki p'c'f'qu'r qt'rc"ecuc"o c'v'k' ".eqo q'ug'x'gt'a "gp'gn'r t»zko q'ecr'f'w'w'q'r ctc'gn'ecuc'q" cti gp'v'k'p'q'0"

C"uw'x'gl .rc"cu'ki p'cek»p'f'g'gu'qu't'q'ngu'r'nc'p'v'g'c'gn'r'wp'v'q'f'g'eqo r ct'cek»p"{'eqo r gv'p'pek" f'g'rc"hn'kcn'cti gp'v'k'p'c'eqp'rc"v'ckr'p'f'guc'ó{"gp"o gp'qt"o gf'kf'c"rc"uw'f'c'ht'le'c'p'c/"c'n'k'p'v'gt'k'q't'f'g'rc" g'ut'w'ew't'c"o w'nk'p'cek'q'p'c'n'f'g'Vq{ qvc'0'Gm'q"o cte»'mqu'c'n'qu'p'k'x'g'ngu'f'g'gz'ki g'pek"gp'mqu'r t'q'egu'qu" r tqf w'v'x'qu's w'g'rc'r'nc'p'v'c'cti gp'v'k'p'c'f'g'd'k»'ewo r'nt'gp'mqu'r t»zko qu"c° qu'r ctc'p'q'c'ng'l'ct'ug'f'g'mqu" gu'v' p'f'ct'gu'm'qi t'cf'qu"gp"Vckr'p'f'kc."w'p'c'f'g'rc'u"wp'k'c'f'gu"o c'p'w'k'ew't'gt'cu"o a u'ko r qt'v'c'p'v'gu'f'g' Vq{ qvc"hw'gtc"Lcr »p'0'C"uw'x'gl ."gu'q'i gp'gt»"wp'r t'q'egu'q'f'g'c'nc"eqo r gv'p'pek"gp'v'g'rc"hn'kcn' cti gp'v'k'p'c"{'v'ckr'p'f'guc's w'g.'eqo q'ug'x'gt'a "gp'gn'r t»zko q'ecr'f'w'w'q'."gp'f'gv'to k'p'c'f'cu'ek't'ew'p'w'c'p'ek'cu" gu"l'p'enu'q"o c{qt's w'g'rc"s w'g'ug"f'c'eqp"v'gt'o k'p'c'ngu'f'g'q'v'c'cu"go r t'g'uc'u'0'Nc'f'k'p'a o k'ec"f'g'g'uc" eqo r gv'p'pek"o cte»"rc"r qu'k'k'k'f'c'f'f'g' VCUC" f'g'gzr qt'v'ct" c"o gtecf'qu" r'v'k'p'q'co g'k'le'c'p'qu" cdc'v'ge'k'f'qu'r qt'Vckr'p'f'kc'0'

3.7 – El devenir de TMC luego de la crisis mundial de 2008

F'guf'g'gn'4222'c'n'4229'rc'r tqf week»p'f'g'Vq{ qvc'gp'gn'o wpf q'et'ge'k»'wp'62' .f'g'rc'ew'cn' o a u'f'g'rc"o k'c'f'g't'c'g'c'k'k'f'c'f'c'hw'gtc'f'g'Lcr »p'r qt'r tko g't'c'x'gl "gp'uw'j'k'v'q't'k'c'x'gt'I t'a h'ek'q'KKK3'0'

Gp'gn'gzvgtkqt. "Vq{qvc'eqpvcde'eqp'75'r'ncpvcu'r'tqf'wekxcu'gp'49'r'c'f'ugu³⁸⁸'C'uw'xgl. 'gp'4223'ug' qdwxkgtqp'i'cpcpeku'qr'gtc'vxcu'r'qt'3.; 5'v'kmpgu'f'g'gp.'r'cucpf'q'gn'v'km>'p'r'qt'r'tko'gtc'xgl. ' { 'ug'eqpxk'v'gp'nc'r'tko'gtc'go'r'tguc'ler'qpguc'gp'uw'r'gtct'wp'v'km>'p'f'g'gp'gp'i'cpcpeku'pgvcu' gp'nc'j'kxqt'k'v'Vq{qvc.'4234+0Gp'gug'b'cteq'f'g'etgelo'kpvq'ceggrtcf'q.'nc'et'kuku'b'w'p'k'nc'f'g'422: " ko'r'cew'hwgt'vgo'gp'v'gp'Vq{qvc.'i'gp'gt'cpf'q'ewcp'v'kuc'u'r'2'tf'k'cu'r'ctc'nc'go'r'tguc'xgt'I't^a'h'eq' 2/9'f'gn'c'p'gz'q'Guv'f'f'v'k'eq'+0'C'f'go'au."gp'4232'ug't'gi'k'v'ct'qp'nc'nc'u'v'ep'kecu'gp'x'gj'f'w'w'qu'f'g' Vq{qvc's'wg'ec'wuct'qp'f'gp'w'peku'{'o'w'ncu'c'nc'eqo'r'c'o'f'c'c'p'f'q'nc'ko'ci'gp'f'g'c'nc'ec'k'f'c'f'f'g' r'qu'r'tqf'we'qu'f'g'nc'go'r'tguc'x'ej'q'y'f'j'w'f'.'.4236+0C'uw'xgl.'gp'4233'gn'v'gtt'go'q'v'{'u'w'pco'k'f'g' Vqj'q'w'gp'L'cr'>'p'r'gt'l'w'f'k'>'gp'i'tcp'o'g'f'k'c'c'nc'ec'f'g'p'c'f'g'r'tqf'we'k'p'f'g'Vq{qvc'L'cr'>'p'{'u'w' g'z'r'q't'w'ek'p'p'gu'0'c'uko'kuo'q.'nc'u'lg'x'gt'cu'k'p'w'p'f'c'ek'q'p'gu'gp'V'ck'p'f'k'gp'4233'ch'g'v'ct'qp'hw'gt'vgo'gp'v'g' c'Vq{qvc'V'ck'p'f'k'0"

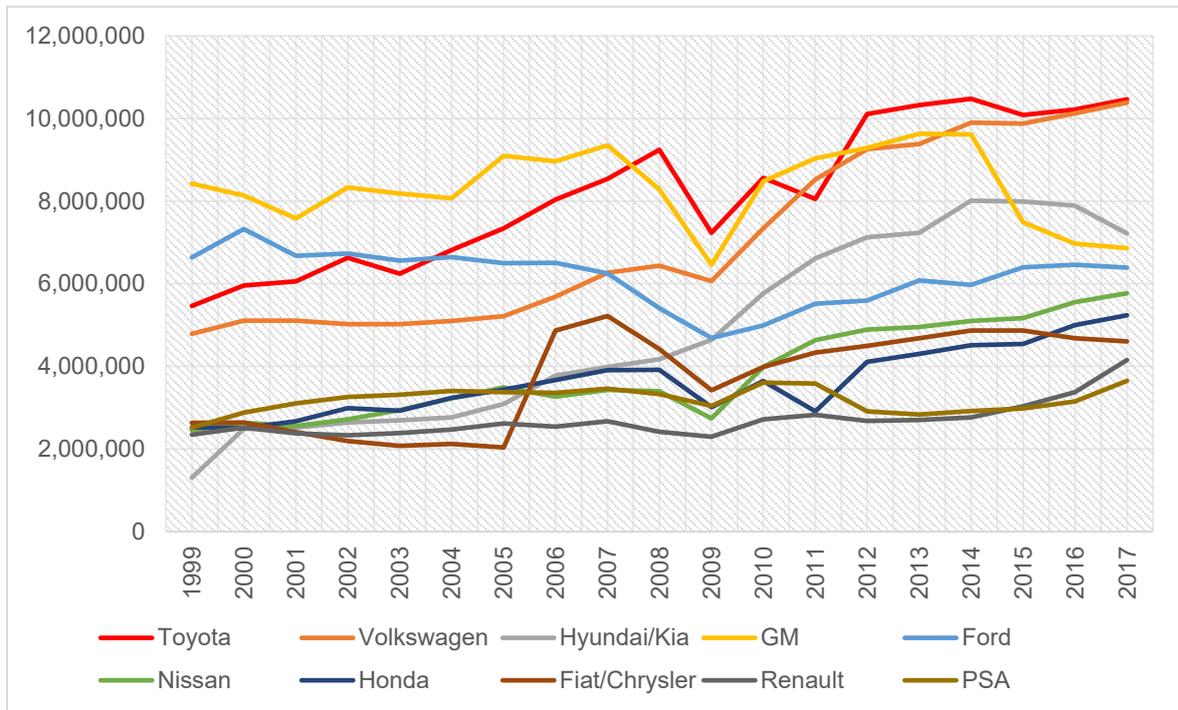
C'r'ct'v't'f'g'gu'qu'uw'egu'qu.'nc'ht'o'c'c'v'c'x'gu'>'f'k'v'p'v'qu'eco'd'k'qu'0'Gp'r'tko'gt'nc'i't.'nc' r'tg'uk'f'g'p'ek'f'g'nc'eqo'r'c'o'f'c'eco'd'k'.'.cu'wo'k'p'p'f'q'c'nc'k'q'Vq{q'f'c'gn'o'c'p'f'q'f'g'g'nc'gp'422; 0'Eqp' g'ug'eco'd'k'f'g'f'k'g'ee'k'p.'nc'eqo'r'c'o'f'c'v'g'to'k'p'>'eq'p'nc'r'q'f'k'ec'f'g'o'c'p'f'q'gp'b'c'p'qu'f'g'g'lg'ew'k'x'qu' r'qt'hw'gt'c'f'g'nc'nc'o'k'k'c's'wg'k'p'en'w'>'v'g'u'r'tg'uk'f'g'p'ek'cu'f'g'f'g'3; ; 7'j'cu'c'422; ³⁸⁹'x'gt'V'cd'nc'2/5' f'gn'c'p'gz'q'Guv'f'f'v'k'k'eq'+0'C'f'go'au."VO'E'f'g'h'p'k'>'w'p'c'g'ut'c'v'gi'k'c'f'g'c'r'w'g'uc'gp'o'c'c'q't'o'g'f'k'c'c' r'qu'r'c'f'ugu'gp'f'g'uct'q'm'f'g'f'g'h'q'to'c'nc'i's'wg'nc'u'x'g'p'vcu'v'q'v'nc'u'f'g'g'uc'u't'g'i'k'p'p'gu'r'cu'g'p'f'gn'62' 'nc' 72' 'f'g'4232'c'4237.'f'k'v'k'd'w'f'2'p'f'q'nc'u'g's'w'k'c'v'x'co'gp'v'g'eq'p'nc'u'r'c'f'ugu'f'g'uct'q'm'f'qu'v'Vq{qvc." 4234+0R'qt'q'v'q'nc'f'q.'nc'et'kuku'f'g'uc'v'f'c'r'qt'gn'u'w'p'co'k'f'g'4233'nc'g'to'k'k'>'c'Vq{qvc'eqo'r't'g'p'f'gt' nc'ht'ci'k'k'f'c'f'f'g'nc'u'ec'f'g'p'cu'f'g'r't'q'x'g'g'f'q't'gu'ht'gp'v'g'c'nc'u'f'k'v'p'vcu'c'f'x'g't'uk'f'c'f'gu'{'s'wg'nc'u' f'k'ut'w'ek'p'p'gu'gp'nc'ec'f'g'p'c'eq'p'v'p'w'ct'p'v'p'k'g'p'f'q'nc'i't'gp'nc'u'rt'q'eg'qu'f'g'r'tqf'we'k'p' o'c'p'w'k'ew't'g'tc'0'R'qt'f'k'ej'qu'o'q'v'x'qu.'ko'r'w'nc'>'w'p'p'w'g'x'q'o'q'f'q'f'g'c'nc'ceg'p'co'k'p'v'q'f'g'r'ct'v'gu'{' r'k'g'l'cu'eq'p'gn'ew'nc'i'c'p'>'b'c'c'q't'g'uk'f'g'p'ek'ht'gp'v'g'c'nc'u'k'p'v'gt't'w'ek'p'p'gu'f'g'nc'ec'f'g'p'c'x'ko'r'nc'Y'c'nc' U'0'4243+0"

C'r'g'uct'f'g'nc'u'ko'r'ce'qu'f'g'nc'et'kuku'f'g'nc'u'j'k'r'q'v'gecu'uw'd'r'tko'g'f'g'GG'WW'{'f'g'nc'u' ec'v'ut'q'h'gu'p'c'w't'c'rg'u'gp'L'cr'>'p'{'V'ck'p'f'k.'nc'ht'o'c'nc'ler'q'p'g'uc'ug't'g'ew'r'gt'>'x'g'nc'q'l'o'gp'v'g'gp'nc'u' c'o'qu'uki'w'k'p'v'gu'0'F'g'g'ug'v'g'o'q'f'q.'f'g'nc'u'9'o'k'mp'p'gu'f'g'x'gj'f'w'w'qu'r'tqf'we'k'qu'gp'4229'hw'g' c'wo'gp'v'c'p'f'q'nc'r'tqf'we'k'p'b'w'p'f'k'nc'j'cu'c'gn'4232'{'o'c'p'w'x'q'f'k'ej'q'r'ku'q'gp'nc'u'c'o'qu'r'q'v'gt'k'q't'gu'0' Nc'À'p'k'ec'c'w'q'o'q'v'k'k's'wg'nc'o'd'k'p'nc'nc'ep'>'nc'r'tqf'we'k'p'f'g'32'o'k'mp'p'gu'f'g'w'p'k'f'c'f'gu'c'p'k'g'nc' i'nc'd'nc'gu'X'q'm'y'ci'gp'c'r'ct'v't'f'g'4238'x'gt'I't^a'h'eq'k'k'k'6+0F'g'h'q'to'c'uko'k'nc.'gp'v'v'to'k'p'qu'f'g'nc'u'

³⁸⁸F'g'q'f'qu'o'q'f'qu.'c'r'g'uct'f'g'nc'hw'gt'v'g'z'r'c'p'uk'p'f'g'Vq{qvc'c'p'k'g'nc'o'w'p'f'k'nc'nc'ht'o'c'uki'w'k'v'g'p'k'g'p'f'q'w'p'c'hw'gt'v'g' r'tg'ug'p'ek'k'p'f'w'nt'k'nc'i'gp'L'cr'>'p'eqo'q'r'ct'v'g'uw'g'ut'c'v'gi'k'c'x'f'g'lo.'.4242+0'
³⁸⁹C'nc't'g'ur'g'ev'q.'E'j'q'y'f'j'w'f'{'4236+'u'q'v'k'p'g's'wg'f'w'c'p'v'g'g'ug'r'gt'f'q'f'q'f'g'r'tg'uk'f'g'p'ek'cu'f'g'g'z'v'c'h'co'k'k'ct'g'u'Vq{qvc' et'g'ek'ceg'grt'cf'co'gp'v'g'r'gt'q'f'g'le'p'f'q'f'g'nc'f'q'nc'i'w'p'qu'f'g'nc'u'x'c'nc'q't'gu'hw'p'f'c'ek'p'c'nc'gu'f'g'nc'go'r'tguc'r'ctc'eco'd'k'nc'nc'u' r'qt'w'p'r'g'p'uc'o'k'p'v'q'f'g'eq't'v'q'r'nc'q'f'g'et'g'elo'k'p'v'q'c'b'c'c'q't'g'u'eq'v'qu'0'

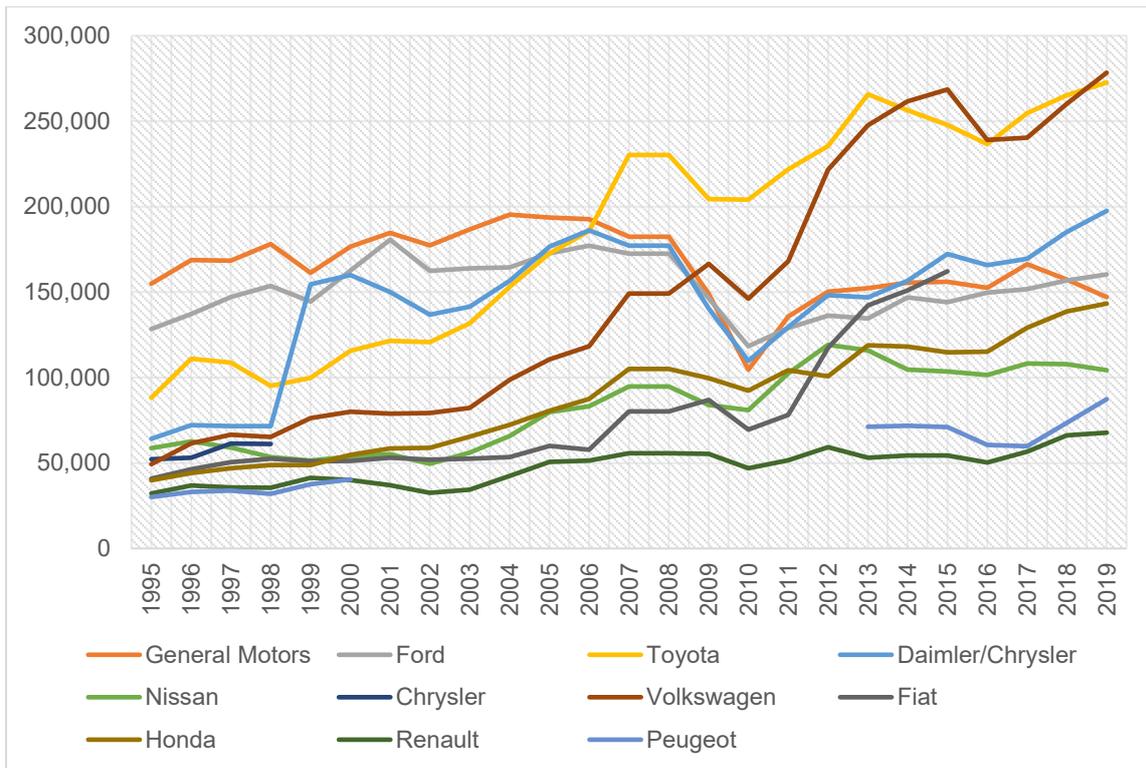
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 hwg'wpc'f g'rcu'swg'o glqt'ug'f gugo r g° »"gp'mqu'c° qu'uki wkpvgu'c'rc'etkuku."ceqo r c° cf c'gp'guc"
 vpf gpek" vo dk² p" r qt" Xqmuy ci gp0' Cn' t gur gevq." rc' hto c" lcr qpguc" hwg' rc" Àplec" f g' rcu"
 cwqo qvlegu'swg"qdwqxq" kpi tguqu'r qt" gpek c'f g'rcu'422"o kgu'f g'o kmpgu'f g'f »nctgu'r qt" c° q"
 f guf g'gn'4229. "ukpf q'cncp| cf c'r qt" Xqmuy ci gp'tgek² p"gp"4234"°xgt" I tª hlcq"kkk7-0"

Gráfico III-4 - Producción anual de vehículos por empresa (unidades) (2000-2017)



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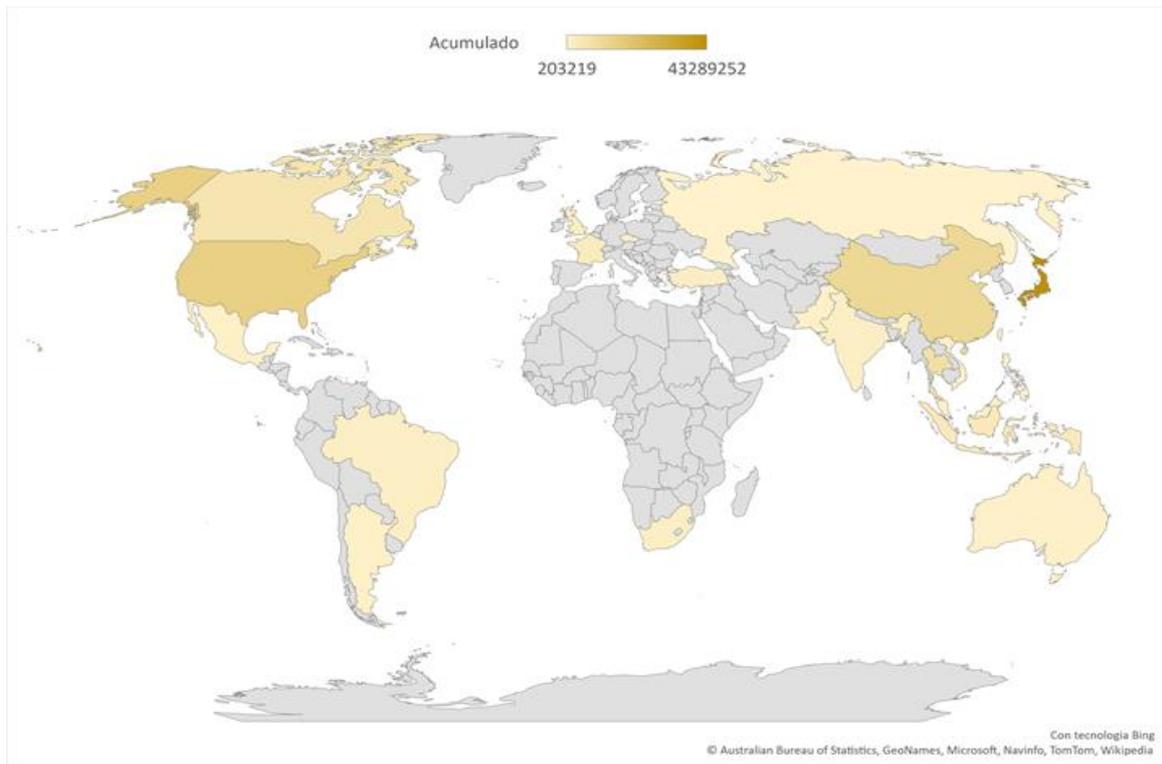
Gráfico III-5 - Ingresos anuales de cada terminal automotriz (millones de dólares) (1995-2019)



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Gráfico III-7 - Producción acumulada de Toyota por país entre 2007 y 2019 (unidades)*



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 "

" Gp" guvg" eqpvz vq" ecdg" f guxect" s wg" gn" tqn' f g" Co 2 tlec" Ncvkpc³⁹²" gp" rc" gunt wewtc"
 o wkpcekqpcn' f g" Vq{qc" pq" gu" f g" i tcp" ko r qt vpekc0' Gp" tgr&ek&p" eqp" rcu" xgpvcu" f g" rc"
 o wkpcekqpcn'rc'tgi k&p"u>mq"gzr rlc>>"gn'6' "f g'mqu'xgi p'wru'f gur cej cf qu'r qt "Vq{qc" c'pk&gn'
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 mq's wg'f gpqc'wp'o gtecf q'gp'gzr cpuk&p0'Gp'v2 to kpqu'r tqf wek&xqu.'Cti gpv&pc"{' 'Dtcukn'gzr rlc&p"
 gn'4.7' "f g'rc'r tqf week&p'o wpf knif g'Vq{qc"gpvtg"4229"{'423; . 'f g'rc'ewcn'3.7' "eqtt gur qpf g" c"
 Dtcukn'{'3' "c'Cti gpv&pc0'F g'o qf q'uko k&rt"s wg'rcu'xgpvcu."rc'r tqf week&p"vco dk&p'et ge k& "gpvtg"
 4229"{'423; . 'ukgpf q'rc'f g'Dtcukn'wp'422' "{'rc'f g'Cti gpv&pc': 3' 'o c{qt'gp'423; 0'F g'guvc'hqto c."
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 rcu'xgpvcu'f g'Vq{qc" c'pk&gn'i mdcn'vco dk&p'tgr tgugp>>'wpq'f g'mqu'r qe qu'o gtecf qu'f kp^a o kequ"
 gp'gzr cpuk&p"gp'guvcu'f 2 ecf cu0"
 "

³⁹² Gzeqr wcpf q'O 2 zleq's wg'gp'rc'lti cpk c&ek&p'kpvt pcekqpcn'f g'Vq{qc'hqto c'r ct v'f gn'b gtecf q'pqt vco gtlek&pc0'

Conclusiones parciales

F wtpvq"gn'r tguqpv"ecr ¶w¶u"ug"tgxk»"wpc"r ctvq"fg"rc"incrustación"internacional"fg" Vq{qvc"Cti gpvpc"gp"rc"gutwewtc"o wmpcekpqpcn"fg"VO E0Rctc"gmq"ug"cpck ¶ »"gn'uwti ko kpvq." kf gpvk cf "{ "f gucttqm"fg"rc"vtcupcekpqpcn0Cu¶"ug"eqo gp| »"rc"ugeek»p"tgeqputw{ gpf q"uw"qtki gp" gp"Lcr »p"r ctvt "fg"mq"cf grcpvqu"vgepqn»i lequ"ko r ngo gpvcf qu"gp"rc"r tqf week»p"vgz vki{ "gp"gn' o cteq"fg"gn'etgelo kpvq"geqp»o leq"fg"gn'r c¶u" { "fg"uw"lpf wwtk"cwqo qvtk 0'C"uw" xgl ."ug"j c" gzr rkecf q"gn'ukvgo c"fg"r tqf week»p"Vq{qvc."gn'ewcn'ko r rke»."gpvtg"qvtcu"equcu."gn'o 2 vqf q"fg" r tqf week»p"hgzkdrq"just in time" { "wpc"eqqr gtcvxc"tgncck»p"fg"rc"ti q'r r| q'eqp"uwu'r tqxggf qtgu0' F lej q"ukvgo c"hwg"wp"hqeq"fg"cvpck»p"r ctvt "fg"rc"r f 2 ecf c"fg"3; 92."{ c"swg"ug"ctvkw»"eqp"mq" eco dkqu"o wpf krgu"fg"gn'ecr kcrkuo q" { "eqpf gp»"gn'r cug"fg"rc"r tqf week»p"gp"o cuc"fordista c"rc" r tqf week»p"hgzkdrq"toyotista { "ng"r gto kck»"c"rc"go r tguq"eqpuqkf ctug"gp"mq"o a u"cnq"fg"rc" eqo r gvpck"cwqo qvtk "o wpf kcr0'

Rqt"qvtq"rcf q."ug"cpck ¶ »"vco dl2 p"rc"xxk»p"eqtr qtcvxc"fg"rc"go r tguq."swg"ug"qtki k»" f guf g"uw"pceko kpvq"gp"rc"cevkxkf cf "vgz vki0Guc"Anko c"guwxq"fg"uw"lpkckqu"r tqo qxkf c"eqp" dcugu"gp"gn'r gpuc kpvq"r rti q'r r| q" { "rc"o glqtc"eqpvpw0'C"o gf kf c"swg"rc"eqo r c° ¶c"ug" f gucttqm». "guvqu"r tkpek kqu"hwgtqp"eco dkcpf q" { "cf cr v pf qug"c"mq"fg"uc"¶qu"eq { wvwtcrgu."gpvtg" mq"ewcrgu"ug"tguvctqp"mq"xpewrcf qu"cn'r tqeguq"fg"lpvgtcekpck ¶ cel»p"fg"rc"ht0 c0Co dqu" grgo gpvqu"cs w¶"f guetk vqu."vcpvq"uw"ukvgo c"fg"r tqf week»p."eqo q"uw"xxk»p"go r tguvctkn"uqp" cur gevqu"emxg"fg"rc"gutcvgi k"go r tguvctkn"fg"Vq{qvc."vcpvq"gp"uw"lpkckqu"gp"Lcr »p."eqo q"gp" uw"gzr gtpck"o wmpcekpqpcn"r qt"mq"vcpvq."uqp"vco dl2 p"wp"hcvtq"fg"vgt0 kpcpvq"r ctc"gpvqpf gt"rc" vtc { gevqtk"gzegr ekqpcn"fg"rc"ht0 c"lcr qpguc"gp"Cti gpvpc0'

Cf go a u."ug"gzco k»"fg"vqpkf co gpvq"gn'r tqeguq"fg"gzr cpuk»p" { "i mqck ¶ cel»p"fg"rc" ht0 c0'Gp"r tko gt"mi ct."ug"fg"guetkdkgtqp"rcu"r tkpek crgu"ectcevt¶vckcu"fg"i qdgtpcp| c"fg"rc" eqo r c° ¶c"mq"rc"ti q'fg"gn'vgo r q" { "ug"tgeqputw{ »"rc"tgf "fg"ceekqpkvku"r tkpek crgu"fg"gpvtq"fg"mq" ewcrgu"ug"gpvqvtctqp"vgtu"i twr qu"o c { qtkctkqu<ht0 cu"hpckpckgtcu"lcr qpguc."go r tguvctkn"fg"gn' I twr q"Vq{qvc" { "go r tguvctkn"hpckpckgtcu"fg"GGWW."t gur gevxc0 gpvq0C"uw" xgl ."ug"r tguvctkn"gur gekn' cvpck»p"rc"ht0 c"swg"cf s vktk»"ecf c"hrkn"gp"rc"gutwewtc"i mqck ¶ fg"rc"ht0 c0"

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CUGCP . 's wg'co dk2 p'hwgtqp'f g'et gekpvg'ko r qtvcpek'r ctc'rc'htc c'ler qpuc0Gp'gur gekn'gpvtg' guqu'Ànko qu'tgucnc'gn'ecuq" f g"Vckrcpf kc."s wg"ug"eqphqto »"eqo q"wpcu" f g"rcu"htcrgu"o a u' ko r qtvcpgu" gp" rc" gutwewtc" o wmkpcekqpcn' f g" Vq{ qvc." eqpxk v2 pf qug" gp" wp" egpvtq" f g" r tqf week»p" { "gZR qtveek»p" c" wpc" o wmk r nek cf " f g" r c" f ugu" { "gnr wpvq" f g" tghgt gpek" o wpf knif g"rc" hcdtkecek»p" f g"rc" r keni'wr "J kwz0"

Rqt" qvtq" rcf q. "ug" j cm» "s wg"rc" tgi k»p" uwf co gtlekpc" gZR nek" r qtegpvc lgu" o w { "dclqu" f g"rc" r tqf week»p" { "rcu" xgpvcu" f g" Vq{ qvc" c' p kxgni mdcn" r gtq" s wg'co dk2 p' tgr tgu gp» "wpq" f g" iqu' r qequ" o gtecf qu' f kp^a o lequ" gp" gZR cpuk»p" gp" rcu" Ànko cu' f² ecf cu' 0Gp" r ct vkwrt. "c" r ct vkt" f gnr tq { gevq" KO X. "Cti gp vpc" wxq" wp" hwi ct' r tko qtf kn'cn' eqpegpvtct" rc" r tqf week»p" f g" r keni'wr u" { "UWXu" r ctc" Co² tlec" Ncvpc" gp" wp" eqpvz vq" f g" gZR cpuk»p" f g"rc" go r tguc" gp" o gtecf qu" go gti gpvcu' 0Gug" r rcp" ug" eqpvk p Àc" eqp" rc" f gekuk»p" f g" Vq{ qvc" f g" kpuvcr tug" gp" Cti gp vpc" gp" 3; ; 6" { "gu" gn' s wg. "f guf g"rc" ecuc" o cvtk. "o ctec" gn' ugpf gtq" f g"rc" hkn'cn" f gvto kpcpf q" uw" gur geknk cek»p" r tqf wekxc. "tqn' f gn' o gtecf q" kpvgt pq" cti gp vpc" { "f guk pqu" f g" gZR qtveek»p" 0"

Ukp" go deti q. "c" r guct" f g" guc" r qulek»p. "rc" vtc { gevtk" f g" VCUC" pq" gu^a " o ctecf c" Àpleco gpvg' r qt'rc" ecuc" o cvtk { "gnr rcp" KO X. "qo cpf q" wp" tqnr tqwi »pleq" rc" cf o kplumcek»p" f g" rc" hkn'cn' hqecn" eqo q" ug" xgt^a "gp" gn' r t»zko q" ecr f wmq 0Nc" cuki pcek»p" f g" tqrgu" r rcpvc" gn' wpvq" f g" eqo r ctcek»p" { "eqo r gvgpek" f g"rc" hkn'cn' cti gp vpc" eqp" rc" vckrcpf guc" ó { "gp" o gpqt" o gfk c" rc" uwf chtlekpc/" cn' kpvgt kqt" f g"rc" gutwewtc" o wmkpcekqpcn' f g" Vq{ qvc" f gdlk q" c" rc" gur geknk cek»p" gp" rc" r tqf week»p" f g" J kwz0Gmq" o cte» "iqu" cnqu' p kxrgu" f g" gZki gpek" gp" iqu' r tqeguqu" r tqf wekxqu" s wg"rc" r rcpvc" cti gp vpc" f gdlk» "ewo r rkt" r ctc" pq" cnglctug" f g" iqu" gu^a pf ctgu" iqi tcf qu" gp" Vckrcpf kc. "mq" ewcn' ugt^a " f g" xkn'cn' ko r qtvcpek" r ctc" gpvgt gt" gn' f gucttqm" f g"rc" hkn'cn' gp" Cti gp vpc" { "rc" tkcrkf cf "r qt' uwi" f guk pqu" f g" gZR qtveek»p" 0"

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CAPÍTULO 4

La incrustación nacional de Toyota Argentina y la evolución de su desempeño productivo y comercial

Introducción del capítulo

Gn'r t'gugp'g'ecr ¶wru'v'kpg'eqo q'qdl'g'kx'q'f'guctt'q'm'c't'e»o q'ug'eqph'ki'wt»'r'incrustación nacional f'g'r' h'k'c'n'f'g'Vq{q'w'gp'c'ti'gp'v'k'p'c'r'c'tc'gp'v'g'p'f'g't'e»o q'ug'eqph'q'to »'r'g'u't'c'v'g'i'k'c'f'g'g'u'c'go'r't'g'u'c'gp'r'u'À'k'o'cu'f'2'ecf'cu'0'R'c't'c'g'm'q'."ug'v'g'p'f't'ª'p'gp'ew'g'p'v'c'm'u'g'ng'o'gp'v'q'u's'w'g'eqo'r'q'p'g'p'uw'incrustación internacional, m'u'ew'c'ng'u'u'q'p'<'r'g'u't'c'v'g'i'k'c'eq't'r'q't'c'v'k'x'c'f'g'VO'E."gn't'q'n's'w'g'r'ec'uc'o'c'v'k'k'ig'f'k'q'c'g'u'c'h'k'c'n'f'{'r'g'z'r'c'p'u'k'p'gp'o'g't'ec'f'q'u'go'g't'i'g'p'v'g'u'gp'gn'p'w'g'x'q'uki'm'0'R'g't'q'."uki'w'k'g'p'f'q'r'f'g'h'k'p'k'p'f'g'O'q't'i'c'p'ª'4'2'3'+f'g'r'u'h'k'c'ng'u'f'g'GO'eqo'q'espacios sociales trasnacionales, m'u'k'p'g'c'o'k'g'p'v'q'u'g'u'c'd'ng'ek'f'q'u'f'g'u'f'g'r'u'q'h'k'p'c'u'eg'p't'c'ng'u'p'q'u'q'p'f'k'g'ev'c'o'g'p'v'g'c'r'k'ec'f'q'u'r'q't'r'u'u'w'd'uk'f'k'c't'k'c'u'."{c's'w'g'm'u'g'l'g'ew'k'x'q'u's'w'g'r'u'c'f'o'k'p'k'ut'c'p'k'p'v'g't'x'k'g'p'p'gp'r'c'ce'ek'p'f'g'g'u'c'u'go'r't'g'u'c'u'0'G'u'c'u'h'k't'o'cu'g'u'ª'p'c'v't'c'x'g'u'c'f'c'u'r'q't'm'u'g'u'h'w'g't'q'u'eq'p'v'k'p'w'q'u'f'g'f'k'g't'g'p'v'g'u'i't'w'r'q'u'u'q'ek'c'ng'u'r'c't'c'f'k'ur'w'c't'g'u'c'l'g't'c't's'w'f'c'{'r'u'g'u't'c'v'g'i'k'c'u'c'ug'i'w'k't'ª'O'q't'i'c'p.'4'2'3'9'<'4'0'

" F'g'g'u'g'o'q'f'q'."gp'g'u'c'uge'ek'p'ug'f'g'u'c't't'q'm'c'."gp'r't'k'o'g't'hw'i'c't'."r'g'u't'c'v'g'i'k'c'f'g'VO'E'f'g't'c'f'k'ec'ek'p'gp'Co'2't'k'ec'f'g'n'U'w'ª'4.'I'+f'g'u'c'v'c'ª'p'f'q'u'g'm'u't'q'ng'u's'w'g'D't'c'uk'i'f'c't'i'g'p'v'k'p'c'v'k'g'p'p'gp'r'c't'g'i'k'p'f'{'e»o'q'g'u'q'k'o'r'c'ew'gp'gn'f'g'u'g'o'r'g'o'q'f'g'r'c'h'k'c'n'f'q'ec'c'i'0'N'w'g'i'q'."ug't'g'x'k'uc'gn'r't'q'eg'ug'f'g'k'p'u'c'r'ek'p'f'g'Vq{q'w'gp'c'ti'gp'v'k'p'c'f'{'m'u'r't'k'o'g't'q'u'c'o'q'u'f'g'r't'q'f'w'ek'p'gp'gn'r'c'¶'u'ª'4.'2'+0'G'p'gn'uki'w'k'g'p'v'g'c'r'c't'c'f'q'ug'f'g'u'c't't'q'm'c'ª'»o'q'r'c'h'k'c'n'f'q'ec'c'i'g'k'p'ug't'w'gp'gn'r't'q'g'ev'q'KO'X'."gn'ew'c'n'b'c't'ec'w'p'uc'n'q'ew'c'k'c'v'k'x'q'gp'r'f't'q'f'w'ek'p'f'g'r'k'eni'w'r'u'gp'gn'r'c'¶'u'ª'4.'3'+."{'e»o'q'gn'b'k'u'o'q'h'w'g'l'g'ew'w'c'f'q'gp'm'u'c'o'q'u'uki'w'k'g'p'v'g'u'."k'o'r'w'u'c'p'f'q'h'w'g't'v'g'o'g'p'v'g'r'c'r't'q'f'w'ek'p'f'{'r'u'g'z'r'q't'c'ek'q'p'g'u'f'g'uw'u'x'g'j'¶'ew'ru'ª'4.'4'+0"

U'k'p'go'd'c't'i'q'."c'n'le'q'o'q'ug'r'nc'p'v'g'c't'ª'gp'gn'c'r'c't'c'f'q'u'w'd'uk'i'w'k'g'p'v'g'."c'r'g'u'c't'c'g'u'g'k'o'r'w'u'q'k'p'k'ek'n'r'go'r't'g'u'c'gp't'»gp'w'p'c'h'c'ug'f'g'g'u'c'p'ec'o'k'g'p'v'q'c'n'h'k'p'c'n'f'g'r'c'r't'k'o'g't'c'f'2'ec'f'c'f'g'n'uki'm'q's'w'g'eco'd'k'w'ng'i'q'f'g'4'2'3'2'c'r'c't'v't'f'g'r'c'eq'p'u't'w'ek'p'f'g'p'w'g'x'c'u'ec'r'c'ek'f'c'f'g'u'i'g't'g'p'ek'c'ng'u'f'f'g'r'u'eq'p'f'k'ek'q'p'g'u'r't'g'x'k'c'u'ª'4.'5'+0'N'q'u't'g'u'w'nc'f'q'u'f'g'g'u'g'r't'q'eg'ug'ug'x'k'g't'q'p'gp'm'u'À'k'o'q'u'c'o'q'u'f'g'n'r'g't'¶'q'f'q'g'u'w'f'k'c'f'q'."uw'r'g't'c'p'f'q't'2'eq't'f'u'f'g'r't'q'f'w'ek'p'f'{'g'z'r'q't'c'ek'q'p'g'u'."eqo'q'ug't'g'x'k'u'»gp'gn'E'c'r'¶'w'ru'ª'4.'c'r'g'u'c't'f'g'r'c'h'w'g't'g'eq'p't'c'ek'p'f'g'n'b'g't'ec'f'q'c'w'q'o'q'v'q't'c't'i'g'p'v'k'p'q'gp'm'u'c'o'q'u'4'2'3: '{'4'2'3;ª'4.'6'+0"

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4.1 - La estrategia de radicación de Toyota en el Mercosur

Vcr'eqo q'ug'xlq"gp"gr'ecr "wrrq"cpvgtkqt. Co² tlec"Ncvkpc"vkpgg'wpq"fg"rqu'tgi kvtqu'o^a u' cpwki wqu"gp"r"j kvqtkc"fg"Vq{qvc"gp"o gtecf qu"ht^a pguo'Nc"htc c"lcr qpqvc"fgugo dte»"gp" Dtcukl'gp"3; 7: "eqp"uw'r tko gt"rnp| co kpvq"fg'r tqf week»p"gp"gr'gz vtcp|gtq"*Vq{qvc."4234+0'Gp" gug"co q'ug'eqo gp| »"c"hdtkect"gr'l'ggr "Ncpf "Et wkugt."gr'r tko gt"xgj "pwrq"eqo gtekr'nf g"Vq{qvc" rnp| cf q"gp"gr'no gtecf q"dtcukg^o q³⁹³"Cu"r"co r tguv"guwxq"hdtkecpf q"wkktctkqu'r qt"fg² ecf cu" gp"ug'r c"u. r'gtq"uw'gpvtcf c'cnio gtecf q"eqp"xgj "pwrqu'f g'r cuclgtqu'hwg'o^a u'dl'gp"vctf "p"Eqpuapk" {"S wcf tqv."4226+0'Gur ge"heco gpvg."gp"3; ; ; . "ewcpf q"eqo gp| »"r"r tqf week»p"fg"gr'Eqtqmc'0' F guf g"3; 7; "j cuvc"3; ; ; : "r"r tqf week»p"fg"xgj "pwrqu'f g"Vq{qvc"Dtcukl'hwg'o w{"dclc."o ctecpf q" wp'r tqo gf kq'fg'40'22'xgj "pwrqu'cnlc^o q"xgt'I t^a hleq'2/32'fg'gr'Ncpgzq'Guvf "wleq-0'Rqt"qvtq'rcf q." gp"3; : 3"Vq{qvc"co dl'p"kpke»"r"hdtkecel»p"fg'gr'no qf grq"Ncpf "Et wkugt"gp"Xgpg| wgr"cdclc" guecr"*Vq{qvc."4234+0'

Gp"Cti gpvpc."r"fgelk»p"hp'cn'f g'uw'hpucnecel»p"ug'tgo qpvc"3; ; 50'Cr'co q'uki wkpvg." gr'Rqf gt'Glgewkxq'fg'r"p cel»p"cr tqd»"r'tcf kecel»p"fg"Vq{qvc"Cti gpvpc"v'cx² u'f gr'F getgvq" : ; 7; 6"*Vq{qvc'I rjdcn'47'15'13; ; 6+0'Guq'ug'f c"gp"gr'no cteq'f gr'gt'qf q'fg"gzr cpuk»p'i rjdcn'f g" VO E"eqp"cr gtwtc"fg"pwxcu"l'f dtkecu"gp"gr'gz vgtkqt"c"r ctvt"fg'gr'guvpeco kpvq"fg'gr'no gtecf q" lcr qp² u. r'cr tgekecel»p"fg'gr'gp."gr'guvncf q'fg'r'etkuku'geqp»o kec'gp'Lcr »p{"r'ec"ff c'f gr'ndms wg" uqxk'vleq'0'Ugi Ap"rqu'glgewkxqu'fg"Vq{qvc"gpvtgxkvcf qu."ru'tc| qpqu'fg'uw'ngi cf c"cn'f c"u"ug" dcucdcp"gp"fg'kwpvqu'hcevtgu."gpvtg'ru's wg'ug'fg'guvcecp<ru'cewgtf qu'eqo gtekr'gu'cwqo qv'legu" f gr'O gtequwt."ru'v'cdcu"c"r"ko r qtvecel»p"fg"cwqr ctvqu"gp"Dtcukl"r"guvcdk'cf "geqp»o kec" cti gpvpc'fg'wcpvg"r"fg² ecf c'fg'3; ; 2. "r'ecr'cf "fg'r"o cpq'fg'qdtc"cti gpvpc{"r"cegr vcel»p{" r tq{geel»p"fg'wkkt'cel»p"fg'r"r len'wr "J kwz"gp"gr'c"u'0'Gp"ug"ugpvk'q'ug'gzr tguvdc"Vgvuq" O cuwf c."f ktgevt'eqo gtekr'nf g"Vq{qvc"Cti gpvpc"v'hp'gu'fg'r"fg² ecf c'fg'3; ; 2."

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Rctc"hdtkect"r"r len'wr "J kwz"v'p'fo qu'f qu'qr ekppgu<'Dtcukl'q"Cti gpvpc'0'Eqpuk'gtcpf q"r"guvcdk'cf " geqp»o kec{"r'qr'kec{"r"ecr'cf "fg'rqu'tgewtuqu"j wo cpqu."Vq{qvc"fg'kel'k"l'pxgtvt"cs w'0'Gp"Dtcukl'c" v'p'fo qu'vpc'dcug."gp"r"Cti gpvpc"uq'co gpvg"j cd'fo qu'fg'gucttqmf q"gr'p'gi qek'fg'r"ko r qtvecel»p"eqp" ewvqu."wp'p'gi qek'q'o w' "ko kcf q'0'Nc"Ap'lec"qr ek»p'r ctc"co r rktq'gtc'tcf lectug'eqo q'hdtkecpv'gr'ecr"Ne" P cel»p."6'1; 13; ; ; +0"

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Ugi Ap"Vuwpqg'ctko c.'r tguv'gpvg'fg'r"gpv'cf "j cuvc"3; ; ; . "la decisión de radicarse en el país respondió a tres razones: la estabilidad política y económica, con logros muy por

³⁹³ "Ewcpf q'rc'f' dtkec'ug'o w' »"c"U'q'Dgtptcf q'fg'q'Eco r q. 'Ucp'Rcdm."gp'p'qxlg' dtg'fg'3; 84. "Vq{qvc'tggo r r' »"r" r'p'gc"Ncpf "Et wkugt"r qt"gr'l'ggr "Dcpf gk'cpvg."gs w'cf q'eqp"wp"o qvt'fg'lgugn"v'ceek»p"gp"ru'ewv'q"twgf cu" {" f kur qp'kdr'gp'l'ggr {"'eco kqpgv'fg'ecti c" {"xgtukppgu'fg'w'qu'bo kzv'0'

encima del resto de los países de América latina; la calidad de la mano de obra, y el liderazgo argentino en el Mercosur” *Nc” P cek»p.”49 B4 B; ; : +0” C” uw” xgl .” gr” r t gulf gpvg” f g” r” lwpvc” f k gevxc” f g” VO E.” Uj qlej ktq” Vq{ qf c.” uquvgp” f” s wg” “Argentina es una pieza clave en nuestra estrategia de globalización. Es nuestra firme intención contribuir al desarrollo de la industria automotriz en el Mercosur y a la economía argentina a través de nuestra radicación” *Nc” P cek»p.”44 B5 B; ; 9+0⁹⁴”

Gu’f gekl.” r” gzkvgpek” f gnT² i ko gp” Cwqo qtk” gp” Cti gpvpc” {” Dtcukl’ ducuf q” gp” gnCEG” P A’ 36” s wg” r gto k” f” gn” kvgteco dkq” eqo gtekn’ f g” dkpgu” cwqo qtklegu” eqp” ctcepgnu” r tghgtpekcrgu” gptg” mu” r c” lgu” hwg” wp” hcevt’ f gvgto kpcpvg” r cte” r” tcf kecek»p” f g” r” go r tguo” gp” gn’ r c” l” *Nc” P cek»p.” 5144228+0” C” uw” xgl .” Vq{ qvc” Cti gpvpc” cr tqxgej »” qtc” ugtkg” f g” f kur qulekqpgu” kpukwekqpcrgu” pcekqpcrgu” f wtcpvg” mu” r tko gtqu” c° qu” f g” uw” tcf kecek»p” s wg” eqo r tgpf” f” r tghgtpekc” ctcepgnktcu” r cte” r” ko r qtwek»p” f g” f kulpvqu” dkpgu.” dpgghlekqu” hucrgu.” kvgteco dkqu’ eqo r gpucl qu’ f g’ eqo gtekl’ gzvgtkt. hcekl’ cf gu’ gp” mu’ r tqegf ko kgpvqu’ f g” Cf wpc.” gptg” qtqu” *xgt” Vcdm” 2/; ” {” I t° hlek” 2/33” f gn’ Cpgzq” Guvcf” luleq+0” Guqu” hcevtgu” eqo r qpgp” mu’ kpegpvxqu” guvcrgu’ f g’ r” tcf kecek»p” f g’ r” hto c” lcr qpguc” gp” gn’ r c” l” 0

Cf go^a u.” guvc’ r qn’ f” f” g’ g’ zrcpuk»p” f g’ Vq{ qvc” gp” gn’ O gtequw’ ug’ f k’ eqpeqo kcpvgo gpvg” eqp” wpc” co r rkecek»p” r tqf wekxc” gp” Dtcukl’ gp” 3; ; : r” hto c” kpcwi wt» uw’ lugi wvf c’ r rpv” dtcukg° c” gp” gn’ o wplek k’ f g” k’ f ckwdc.” vco dk² p” gp” gn’ guvcf q’ f g’ Ucp” Rcdm.” r cte” gn’ r tqf wek’ gn’ o qf gm” Eqtqm” *xgt” K° ci gp” 2/3” f gn’ Cpgzq” Guvcf” luleq+0⁹⁵” F g” guvg” o qf q.” f guf g” uwa” kplekqu” Vq{ qvc” r rcpvg» r” gur gekrk’ cek»p” f g’ ecf c’ wpq’ f g’ mu’ r c” lgu’ r tqf wevtgu’ f gn’ O gtequw’ gp” f qu’ w’ qu’ f g” dkpgu’ f kulpvqu” J kwx” *eco kqpgv” eqo gtekn’ r kxkpc” r ken’ w’ o gf kpc+” gp” Cti gpvpc” {” Eqtqm” *xgt” f wq” f g’ r cuclgtqu’ ugf^a p” o gf kcpq” f gn’ ugi o gpvq” D+” gp” Dtcukl’ 96” Guvc” gust cvgi kc” pq” hwg”

³⁹⁴” Guvc” gust cvgi kc” f g’ zrcpuk»p” gp” r” tgi k»p” ug’ eqo dkp» eqp” qtcu” gur ge’ f” lecu” cn’ r tqo qek»p.” eqo gtekn’ r kxkpc” {” r quxgpvcu’ f g’ mu’ xgi f wqqu.” vrgu’ eqo q” gn’ f gucltqm” f g’ wpc” co r rke” tgf” f g’ eqpegukqpc’ tku’ pwxqu.” wp” ugt xlekq” gur gekn’ {” f kgt gpvg” f g’ r quxgpvc.” gp” gn’ ewcn’ ug’ tgcrl’ cdc” wp” o c { qt” ugi wlo kpvq” cn’ erkepvg” eqp” gn’ qdlgvkxq” f g’ h’ f grk’ ctm’ eqp” r” o ctec.” gn’ r c’ t’ qekp’ f g’ guf g’ 3; ; : ” cn’ v’ t’ p’ g’ f g’ h’ v’ d’ q’ n’ u’ w’ f’ co gtecpq.” r” Eqr c” Vq{ qvc” Nkdgtvcf qtgu.” eqp” r” o gv’ f g’ r tqo qekpct’ r” o ctec” Vq{ qvc” gp” wp’ f g’ r qtvg’ cp’ r’ q’ w’ r’ t’ gp” Uwf co² tlec.” gn’ guvc’ d’ n’ geko kpvq’ f gn’ Rcp” Ecplg’ Egt gcrqu.” s wg’ eqpukx» gp” gn’ ecplg’ f k’ gevq’ f g’ r tqf wevqu’ r tko ctkqu’ f g’ qtki gp” ci t’ eqm’ r’ qt’ ewcns wgt’ xgi f wq” f g’ r” h’ p’ g’ Vq{ qvc.” q’ r” c’ t’ w’ k’ r’ c’ ek»p” gp” f kulpvqu’ gxgpvqu’ t’ g’ r’ k’ q’ p’ c’ f’ qu’ c’ r” c’ v’ k’ k’ f’ c’ i’ t’ q’ r’ gewt’ k’ r’ cte” gn’ h’ qo gpvq” f g’ r” Vq{ qvc” J kwx” 0”

³⁹⁵” Nc” pwxgc” h’ dtlec” f g’ 372” o kmppgu’ f g’ f » r’ t’ gu’ guvc’ f kug° cf c’ r’ cte” r’ tqf wek’ kplekcm gpvg” 37022” wpl’ cf gu’ r’ qt” c° q’ f gn’ ugf^a p” Eqtqm” f g’ vco c° q’ o gf kcpq0” Nwgi q.” gn’ h’ d’ t’ lec’ pvg’ lcr qp² u’ t’ gcrk’ » lpxgtukqpgu’ cf lekqpcrgu’ f g’ 522” o kmppgu’ f g’ f » r’ t’ gu’ gp” gn’ d’ l’ g’ p’ k’ 4222 B3. co r rncpf q’ r’ ecr cekl’ cf f’ g’ r’ tqf wek»p’ f gn’ Eqtqm” f g’ r’ cu’ 37022” wpl’ cf gu’ kplekrgu’ c’ 67022” r’ qt’ c° q’ *Ectxcj q.” 4227+0Gp” 4223. Vq{ qvc” cdtk» uw’ q’ h’ lekpc” eqo gtekn’ gp” U q’ Rcwq” {” h’ k’ r’ k’ »” r” r’ tqf wek»p’ f gn’ Vq{ qvc” Dcpf gkcpvg” *DL+” s wg’ ug’ h’ d’ t’ lec’ dc” gp” r” wpl’ cf” U q’ Dgtptcf q.” r’ qt’ m’ w’ cpvq.” guvc’ r’ rpv” eqo gp» » c’ r’ tqf wek’ r’ lgi cu’ r’ cte” r” eco kqpgv” J kwx.” gp” Cti gpvpc.” {” r’ cte” gn’ Eqtqm.” gp” Dtcukl’

³⁹⁶” Ecdg’ t’ g’ u’ c’ n’ c’ t’ s wg’ plpi wq” f g’ guqu’ xgi f wqqu’ g’ t’ c’ geqp» o leq.” r’ qt’ m’ w’ cpvq.” gp” uwa” kplekqu’ Vq{ qvc” cr qu»” gp” Co² tlec” Ncvpc” c’ w’ r’ h’ d’ r’ eq’ f g’ l’ pi t’ guqu’ o gf kqu’ c’ cnqu’ 0Gp” 3; ; : ” Vq{ qvc” vco dk² p’ r’ gp»” gp” r” kpuvrcelk»p’ f g’ qtc” r rpv” gp” Cti gpvpc’ r’ cte” r’ tqf wek’ w’ xgi f wqqu’ r’ gs w° q.” r’ gtq’ wgi q’ ug’ f g’ uku»” f g’ r’ k’ f’ gc” *Nc” P cek»p.” 44 B5 B; ; : +0” Tgekl’ p’ eqo gp’ ct° c” gpvtct’ gp” r” i’ cpc’ f g’ xgi f wqqu’ r’ gs w° qu’ gp” 4234” eqp” r” h’ d’ t’ lec’ dc” p’ f gn’ Gkqu’ gp” Dtcukl’ 0” Rqt” q’ t’ q’ r’ f’ q.” j’ cuvc” 4223” Vq{ qvc” h’ d’ t’ le» gp” Dtcukl’ wpc’ d’ clc’ ecp’ w’ cf” f’ g’ Dcpf gkcpvg” 0”

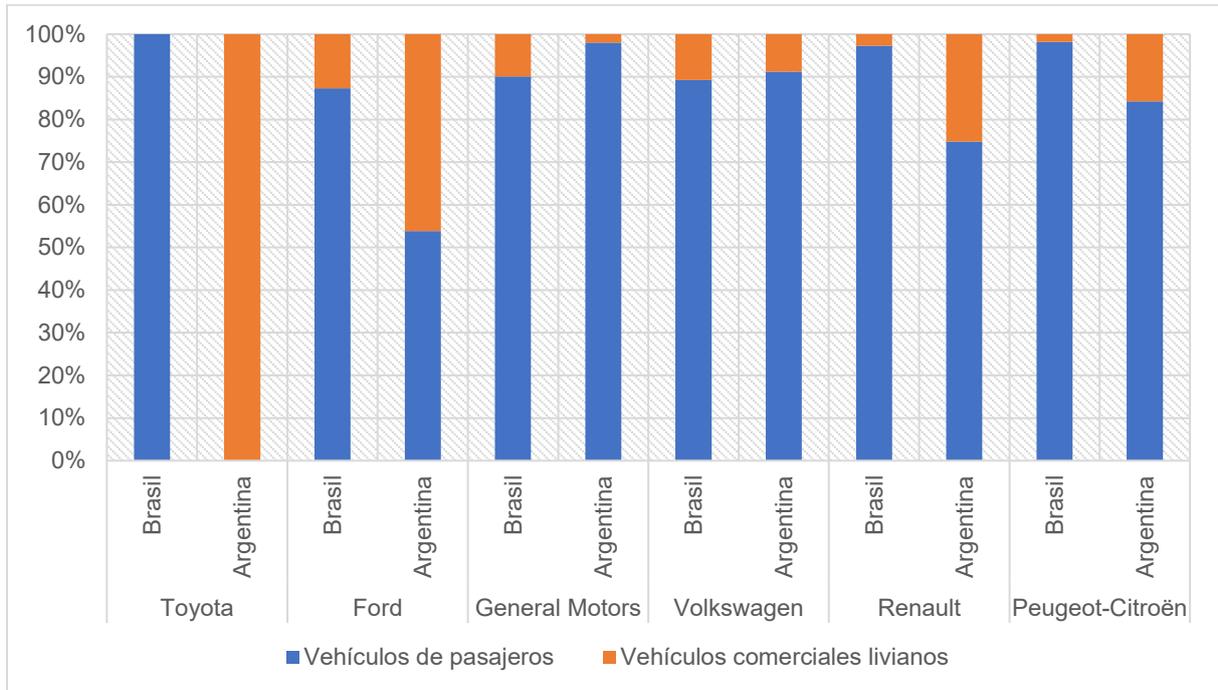
ecuwerkf cf . 'ukpq's wg'hwg'r ctvg'f g'rc'r r pphkecek»p'f g'eqo r ngo gpvctkgf cf "gp'gn'O gtequw'f g'rc" hto c"lcr ppguc." r tqr qplgpq'f wp'pwgqx'o qf grq'f g'pgi qekqu'r ctc"gn'ugevqt"gp'm'tgi k»p"*Nc" P cek»p. "5 14 14228+0⁹⁷"

Uk'dkqp'gp'rc'f²ecf c'f g'3; ; 2'cni wpcu'cwqo qvtlegu'f kxf kgtqp'uwu'o qf grqu'f g'xgj 'f»wqu' f g'r cuclgtqu'gpvtg'o gf kcpqu'*Cti gpvpc+{"ej lequ'*Dtcukn:"Vq{ qvc'hwg'rc'r tko gtc'go r tgu'c's wg' eqo gp| »"c"gur gekrk ct'uw'r tqf week»p'f g'xgj 'f»wqu'r qt'vr q"gp"ecf c"wpq'f g'nu'r tlpekr crgu' r c'f»gu'o cpwkcwgtqu'f g'Co ²tlec'f gn'Uwt."wpc"vgpf gpek's wg'nwgi q"ka'p'f gur ngi cpf q'i tcp" r ctvg'f g'rcu'hto cu"cwqo qvtlegu' *xgt" I t^a hkeq" K6." Vcdrc" K/5" {" Vcdrc" 2/32'f gn' Cpgzq" Gucf 'f»wleq+0Gp'3; ; 9.'gn'c° q'f g'kpekq'f g'r tqf week»p'f g'rcu'r tko gtcu'J knw.'rcu'ectcevg'f»wlecu' f g'rcu'r tlpekr crgu'vgtu' kpcrgu'cwqo qvtlegu'gp'gn'O gtequw'gtcp'f kgtucu'Wp'i twr q'eqphqto cf q" r qt'I gpgtcn'O qvqtu.'Hk'v{"Xqmuy ci gp'r qug'f'wpc'co r rkc'i co c'f g'o qf grqu'f g'f kwpvqu'vr qu' f g'xgj 'f»wqu'gp'Cti gpvpc+{"Dtcukn'f wr nkecpf q'rc'r tqf week»p'f g'o qf grqu'gp'co dqu'r c'f»gu'gp" cni wpqu'ecuqu'0Rqt'qvtq'rcf q.'Tgpcwm'eqwcdc'eqp'o c{ qt'r tgu'gpek'gp'Cti gpvpc.'o kgtv'cu's wg' gp'Dtcukn'ug'ug'gpeqvtcdc'f wr nkecpf q'gn'o qf grq'O gi cpg'0Ej t { urgt.'r qt'uw'r ctvg.'r qug'f'wpc" dclc'r tqf week»p'f g'eqo gtekrnu'hk'kcpqu'gp'co dqu'r c'f»gu'0Qvtcu'vgtu' kpcrgu'ug'gpeqvtcdcp'ug'nu' f g'wp'rcf q'f g'rc'htqpvgtc.'vrgu'eqo q'Rgwi gqv'*Cti gpvpc+{"J qpf c"*Dtcukn:'r tqf wckgpq'f xgj 'f»wqu'f g'r cuclgtqu'0Cf go ^a u.'qvtq'eqplwpv'eqphqto cf q'r qt'Uecpk.'O gtegf gu'Dgp|. 'Ci tcrq' {"Xqrxq.'gucdcp'f gf kecf qu'c'rc'r tqf week»p'f g'eco kppgu'{"»o pldwa'gp'co dqu'r c'f»gu'gp'nu' r tko gtcu'f qu'ecuqu.' {"uq'nu'gp'Dtcukn'gp'nu'qvtqu'f qu'*xgt'Vcdrc"2/32'f gn' Cpgzq'Gucf 'f»wleq+0"

Gp'r ct'wewrct.'rc'guc'cvgi k'f g'tgr gvt'rc'r rcvchqto c'f g'r tqf week»p'{"o qf grq'f g'xgj 'f»wqu' gp'Cti gpvpc+{"Dtcukn'hwg'r gtlwf lekn'r ctc"gn'eqo r rglq'cwqo qvt'cti gpvpc+{"c's wg.'ugi Àp'gn' r tgu'kf gpvg'f g'CHCE'f guf g'4236.""*es muy dificil competir con Brasil. Lo peor que nos pasó fue cuando se hacía el mismo vehículo en uno y otro país. Cuando caía la producción en Brasil, dejábamos de producir en Argentina, y eso para los proveedores es letal*" *r tgu'kf gpvg'f g' CHCE." gpvtg'xkrc" r gtuqpcn" 32 18 14244+0' F g' guvg" o qf q." dclq" flej q" gus wgo c." Cti gpvpc" hcdtkecdc'r tlpekr cm gpvg'ewcpf q'rcu'r rcpvcu'f g'Dtcukn'crecp| cdc'p'uwu'f»o kgu'f g'r tqf week»p⁹⁸"

³⁹⁷"C'uw'xgl . 'gp'3; ; : "Vq{ qvc'eqo gp| »"c"gpuc' drc'gn'o qf grq'Eq'qrc'gp'Xgpg| wgrc'0
³⁹⁸" Rtlpekr cm gpvg." rcu' cwqo qvtlegu' ug' kpu'rcdcp" r ctc" cr tqxgej ct" gn' T²i ko gp" Cwqo qvtk' " s wg" r gto k'f'c" eqo gtekrk ct'eqp'ctcpegru'r tghgtgpekrgu'gpvtg'Cti gpvpc+{"Dtcukn'vcpv'xgj 'f»wqu'eqo q'cwqr ctvqu.'r gtq'rcu' g'zr qt'vckppgu'gz'vc/dnq's wg'gtcp'dclcu'0F g'gung'o qf q.'rcu'g'zr qt'vckppgu'cti gpvpcu'gucdcp'o c{ qto gpvg'rc'wpvc'cu' j cek'gn'i tcp'o gtecf q'kpvgtpp'f gn'r c'f'u'xgelpq'0

Gráfico IV-1 - Especialización productiva de automotrices seleccionadas en el segmento de vehículos livianos para las filiales de Argentina y Brasil (año 2002)



Hvpgv<grndtckep'r tqr kc'gp'dcug'c'CF GHC'{'CP HCXGC0'

GriÀpleq'ecuq's wg'r nrvpvcde'wpc'gumcvgi kc'o a u'uko knt'c'Vq{ qvc'c'hpgu'f g'rc'f² ecf c'f g' 3; ; 2'gtc'Hqtf .s wg'gp'3; ; 7'ug'j cd'c'ugr ctf q'f g'Xqmy ci gp.'f cpf q'hp'c'CWqrwpc.'{'gp' f kkg dtg'f g'3; ; 8'j cd'c'eqo gp| cf q'c'r tqf wek'rc'r len'wr 'o gf kpc'Hqtf 'Tcpi gt'gp'Cti gpwpc' r qt'wp'vqcnf g'522'wpl cf gu0Gp'3; ; 8'Hqtf 'Cti gpwpc'f kucpwpw'uw'o qf gmq'Qtkq.'Rqkvt' I N.'H/322.'H/372'{'H/622'{'eqpugt'gn'xgj 'fwm'f g'r cuclgtqu'Gueqv's wg'f gl'»'f g'r tqf wek'gp' Dtcuk'Ukp'go dci q.'rc'gur gekrk' celap'r tqf wek'c'f g'Hqtf'{'Vq{ qvc'gp'Cti gpwpc'gp'3; ; 9'gtc' o ctef co gpw'f hgt gpw.'{ c's wg'rc'go r tgu'pqtvcg gtepc'f gukpcdc'gn'; 3' 'f g'uw'r tqf week'p' cn'o qf gmq'Gueqv'*. 90/68'wpl cf gu'{'uq'wp'; ' 'c'rc'r len'wr 'Tcpi gt'*. 0 57'wpl cf gu-0C'uw' xgl .Hqtf 'Dtcuk'r qug'c'wpc'co r nc'xctkgf cf 'f g'o qf gmq'f g'f kwpqu'kr qu'f g'xgj 'fwm'{'wpc' hwtv'ecr cekf cf 'f g'r tqf week'p.'vkr nccpf q'c'rc'cti gpwpc'gp'f lej q'c'° q0⁹⁹'F g'gug'o qf q.'rc' Àplec' vgtó kpcil's wg' r tqr wuq' wpc' gur gekrk' celap' gp' xgj 'fwm'f g' r cuclgtqu' gp' Dtcukr' { ' eqo gtekn'g'rkcpqu'gp'Cti gpwpc'eqp'wp'o qf gmq'f g'ecf c'kr q'hwg'Vq{ qvc0'

Cn'tgur gevq.'F cplgn'J gttgtq.'r tgu'f gpw'f g'VCUC'f guf g'4232'j cuc'4244'uqvkpg's wg.'

³⁹⁹"Qvcu'r len'wr u's wg'ug'r tqf we'cp'gp'gug'o qo gpv'gp'Cti gpwpc'gtcp'rc'r len'wr 'i tcpf g'Ej gxtqrv'Ukxgtcf q' *3; ; 9/4223+{'rc'xgtuk'p'r len'wr 'f gr'gzkquq'o qf gmq'f g'rc'f² ecf c'f g'3; ; 2'Rgwi gqv'726'*3; ; 5/3; ; : -0'

Nc'i tcp"fhgtgpek's wg'wxq"Vq{ qvc"gp"gu'g'o qo gpvq"eqpvc"gn'tguvq'f g'rcu'vgt'o kpcrgu'gu's wg'pquvtqu'pq"
vpp'co qu'r rwxhcto cu'f wr rkecf cu'Vgp'co qu'r rwxhcto cu' gzenwukxcu'P quvtqu'hdtkle^a dco qu'xgj 'f'wru'
eqo gtekrnu'{"Dtcukl'xgj 'f'wru'f g'r cuclgtqu'Gp'vpegu'pq'j cd'f'wpc'qr ekp'f g'hdtkleq'ce^a "q'cmf' . 'ukpq's wg'
gtc'wpc'qr ekp'f g'eqo r ngo gpwckp'tgi kqpcr'eqp'iq'ewcn'dclcdcu'wp'r qeq'gn'tkgui q'f g'r tqf weckp'f'F cplgn'
J gttgtq."gpvtxkuc'r gtuqpcn"3 19 14244+0"

"

Nc'r t guppek'f g'rc'r keni'wr "J knwz gp"Cti gpvpc"j cd'f'eqo gpl cf q'c'ugt'uki p'k'k'ek'k'c"gp"
rc"f²ecf c'f g'3; 92."ewcpf q'rc'cr gtwtc"ko r qtwcf qtc"ko r ngo gpwcf c'r qt'gn'o kpkutq'f g'rc"Anko c"
f kvcf wtc"o k'k'ct."Lqu² "C'rt'gf q"O ct'v'p'g'j "f g'J q'j ."r gto k'k' "rc"o c{qt"ko r qtwckp'f g'guvqu"
xgj 'f'wru'Gp'v'g'3; 9; {"3; : 4"rc'r keni'wr "J knwz {"rc"ewr² "E'gr'k'c"ug"j cd'f'p'eqpxgt'kf q"gp'ru"
o qf grqu'bo^a u'gzkququ'f g'rc'bo ctec'OC'r guct'f gr'ekgtt'g'bo cukxq'f g'rc'ko r qtwckp'gp'3; : 4."c'ri wpcu"
J knwz'ug'uki w'k'g'q'p'ko r qtwcpf q'j cuvc'bo gf kcf qu'f g'ru'c'° qu": 2" *C'wqj k'v'q't'k'c'."4242+0'Gug'v'k'q"
f g'xgj 'f'wru'v'k'p'g'wpc"rc'ti c'j k'v'q't'k'c"gp'gn'r c'f'u."f gpvtq'f g'ru'ewcrgu'uqdt'guc'rk"gn'o qf grq"
T'c'ut'q'lg'q'."hdtklecf q'r qt"KO GIKO G'f g'uf g'3; 74"j cuvc'3; : 2³⁹: " *R'k'c'd'g'c {"Vj qo cu."4233=
R'k'c'd'g'c."4239+0⁹; "Uk'p"go d'c'ti q."rc"o c{qt'f'f g'ru"o qf grqu'f g'r keni'wr u'ug'f k'v'q'p'w'c't'q'p'c"
k'p'k'ek'qu'f g'3; : 2"eqp'rc'gz'egr ekp'f g'rc"H'q't'f "H'322³: 2"s wg."uwo cf q'c'ri'ekgtt'f g'KO G."uki p'k'k'ek'k'c"
s wg'rc'go r t'guc'p'q't'w'g'co g'k'c'p'c'eqp'ug't'x'c't'c'gn'o qpqr q'rk'q'f g'rc'r tqf weckp'f g'xgj 'f'wru'r keni'wr "
j cuvc'bo gf kcf qu'f g'rc'f²ecf c'f g'3; ; 2" *R'k'c'd'g'c."4239+0"

F g'gug'o qf q."rc"kpugtel'p'f g'Vq{ qvc"gp"gn'ugi o gpvq'f g'ru'xgj 'f'wru'eqo gtekrnu'
r'k'k'p'qu'hw'g'f g'gur gekn't'gr'x'c'pek'r c'tc'rc"go r t'guc'Ugi Àp'gn'EGQ'f g'Vq{ qvc"Co²tk'c'N'c'v'k'p'c"
f g'uf g'423; ."O cu'c'j k'q' K'p'q'w'g'." *“la pick up tamaño mediano no existía en Latinoamérica. Solamente se producían las grandes y Toyota comenzó a exportar de Japón para Latinoamérica la Hilux. El volumen era muy pequeño, pero comenzaron a tener éxito en Chile, Perú, Argentina y Brasil. Ahí decidimos invertir dinero y producir en Argentina”* *D'rq'qo d'gti "
N'p'p'g'c."45 15 14244+0'C"uw'x'g'j ."ru'f k'g'v'k'x'qu'ug'o c'rc'd'c'p's wg'rc"ug'g'ek'p'f g'f'k'ej q'r tqf w'v'q'
w'co d'k'p'ug'f g'd'f'c'uw'w'u'q'gz'v'p'f k'f q'gp'rcu'f k'v'p'v'cu'c'v'k'k'f cf gu'r t'ko c't'k'cu."v'c'rgu'eqo q'gn'ugev'q't"
ci t'q'r g'ew'c't'k'q'."gn'gp'gti² v'k'eq' *oil & gas+{"rc'bo k'p'gt'f'c'."r t'gr q'p'f g't'c'p'v'gu'gp'rc'gut'w'ew't'c'g'eqp'»o k'ec"
f g' C'ti gp'v'p'c {"Co²tk'c'N'c'v'k'p'c'Gug'h'c'v'q't'hw'g'w'p'c'f g'rcu'ec'w'cu'f g'v'g't'o k'p'c'p'v'gu'gp'gn'
et'g'eko k'p'v'q'f g'rc'h'k't'o c'gp'rcu'r t'»z'k'o cu'f²ecf cu'OC'f go^a u."ug'uwo c'd'c'p'c'g'uc'u't'c'j q'p'gu'rc"o c'rc"

³⁹: "Gn'T'c'ut'q'lg'q'g'tc'gur gek'cm gp'v'r q'r w'c't'gp'v'g'r g's w'g'o qu'r tqf w'v'q't'gu."ru's wg'p'q'r qf 'f'p'eqo r t'c't'wp'H'q't'f'q'wp"
Ej g'x't'q'rg'v' *R'k'c'd'g'c {"Vj qo cu."4233<65+0

³⁹: "Q'v'q'u'bo qf grqu'f g'r keni'wr u'f g't'gr'v'k'x'q'z'k'q'f w'c'p'v'g'gu'v'q'u'c'° qu'hw'g'q'p'<f g'K'MC."L'g'gr "K'MC" *3; 78+."D'cs w'c'p'q'
*3; 79+ {"I r'c'f k'v'q't"Z" *3; 85+="f g'U'ko "F'k'V'g'm'c."C'ti gp'v'c" *3; 83 {"3; 85+="f g'H'k'v."3722"O w'k'c't'i c" *3; 87+ {"
3822 B47'O w'k'c't'i c" *3; 94+."f g'H'q't'f."H'322" *3; 7; + {"T'c'p'ej g't'q' *3; 95+."f g'R'g'w'i g'q'v'626" *3; 95+0

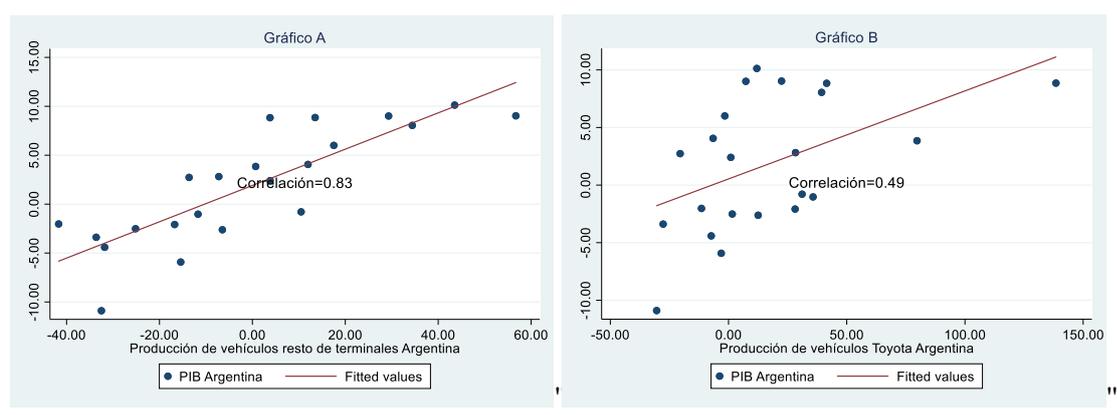
³: 2" *Gug'x'g'j 'f'wru'wx'q'c'ew'w'k'k'c'ek'q'p'gu'gp'3; 94 {"3; : 3"gp'C'ti gp'v'p'c."j cuvc's wg'gp'3; ; : "eqo gpl »"c'ugt'r tqf w'k'f'c"
gp'Dtcukl'0

ecrkf cf "f g"rcu"twcu"{"gn'vgttgpq"o qpvc quq"fg"i tcp"r ctvg"fg"rc"tgi ksp"eqo q"qvcu'tgrxcpvgu" r ctc"rc"grgeekp0"

Vcn'eqo q"ug° cnc"Hg{ uugpgv*3; ; : +cni'cpcrk ct"guvc'tcf kecekp."Vq{ qvc"grki k" f guf g"uw" kplekq"wp"ugi o gpvq"fg"o gtecf q"s wg"uko wñ pgco gpvg"r qugg"cnqu"r tgekqu."gu'tgo wpgtcvxxq"{" wpgg"o gpqtgu"r qudkrk cf gu" f g" f kuo kpwekp" gp" ecuq" f g" wp" eco dkq" gp" rcu" eqpf lekqpgu" geqp»o kecu."qvcu'ectcevgt"kecu"erxgu'r ctc"gn'f gucttqm"fg"rc"hcnc'gp"rcu"f² ecf cu'uki wkgpvgu" *xgt" I tª hequ"K/4"{"K/5+0Gp" gug'ugpvkf q"ug'gzr tgucdc"Vgwuq"O cuwf c."f kgevt'eqo gtekrif g" Vq{ qvc" Cti gpvpc" c" hkgu"fg"rc" f² ecf c" f g"3; ; 2."ug° cnc'pf q"s wg" "el segmento de pick ups compactas era muy atractivo" "Nc" P cekp."61; 13; ; ; +0

Ghgevxco gpvg."cpcrk cpf q"rc"eqttgrcekp"gpvtg"rc"r tqf weekp"fg"xgj "ewqu"fg"Vq{ qvc" Cti gpvpc"{"gn'tguvq"fg"rcu"vgt o kpcrgu"tcf kecf cu"gp"gn'rc"u"eqp"rcu"xctkekpqpgu"fg"RKD"gp" Cti gpvpc"{"gn'tguvq"fg"Co ² tlec" Ncvpc" *gzege wcpf q"O ² zkeq+"ug"r wfg g" qdugt xct" s wg"uw" cuqekcekp" gu'uki pkecvxco gpvg"o gpqt" s wg"gn'tguvq"fg"rcu"go r tguu"gp"co dqu"ecuqu" *xgt" I tª hequ"K/4"{"K/5+0F g'hqto c'uko kct."guvc" f kª o kec"ug"r wfg g'xgt"gp"rcu'xgpvcu"fg"xgj "ewqu" fg"Vq{ qvc"gp"gn'o gtecf q"cti gpvpc" *xgt" I tª hequ"2/35."2/36"{"2/37"fg"nc'pgzq"Guvcf "keq+0

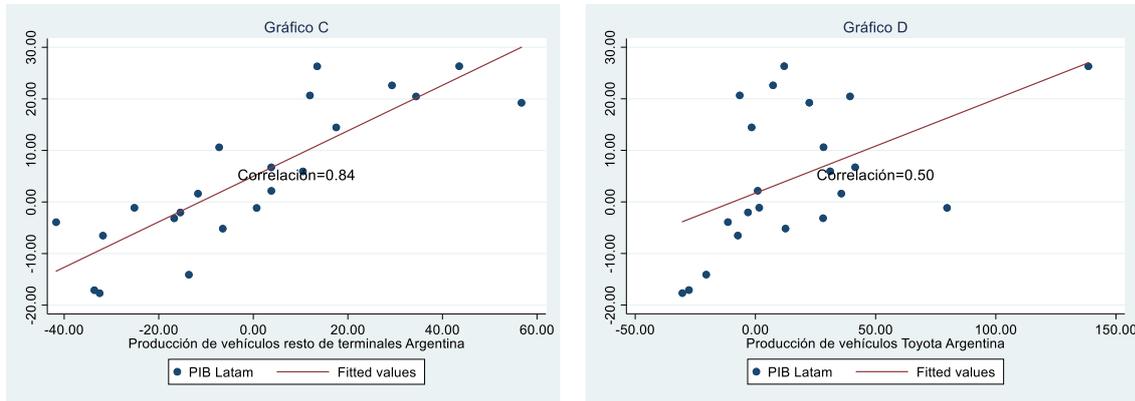
Gráfico IV-2 - Correlaciones entre la variación del PIB de Argentina y la producción de vehículos de todas las empresas excepto Toyota (A) y sólo Toyota (B) (1998-2019)*



Hpgpv<grdqtkcep"r tqr kc"gp"dcug"cf cvqu"fg"Dcpeq"O wpf kcn"WP E VCF"{"CF GHC"0" , Rctc"co r rct" xgt" P qvc"O gwqf qn»i kec"7"fg"nc'pgzq0

"

Gráfico IV-3 - Correlaciones entre la variación del PIB de América Latina (excepto México) y la producción de vehículos de todas las empresas excepto Toyota (C) y sólo Toyota (D) (1998-2019)*



Hvpgv<grndqtce>p'r tqr kc'gp'dcug'c'f cvqu'f g'Dcpeq'O wpf kcn'WP E VCF '{ 'CF GHC'0
, Rctc'co r rkt'xgt'P qvc'O gwqf qn>i kec'7'f gn'CPgzq0'

Gp" r tko gt" nwi ct." guv" ug" gzr rlec" r qts wg." f gdf q" c" uuu" ectcevt" f luecu" f g" xgj f wuq" wlkktkq." r" f go cpf c" f g" r" Vq{ qvc" J knw" guwxq" cvf c" c" ugevqtgu" geqp>>o lequ" o w{ "f kp" a" lequ" gp" r" tgi k>p" f wcpvg" gn'r gt" qf q. "vcrgu" eqo q" r" ci tlewwtc." gn'r gt>rgq." gn'i cu" { "r" o kpgt" f" "xgt" I t" a" heq" 2/34" f gn'CPgzq" Guvcf f lueq+0C n't gur gevq." F cpkgn'J gttgtq" uquvkgp" "elegimos fabricar vehículos comerciales en un momento en que Latinoamérica tenía boom de minería y soja (...)
Es parte de lo que es el proyecto. Sabíamos que un vehículo comercial era más inelástico en términos de demanda y eso nos daba sustentabilidad" "Gn'F lctkq" CT." 7 18 14243+0C f go" a" u." vcpvq" r" J knw" eqo q" r" UY 6" uqp" xgj f wuq" s wg" ug" gpewgptcp" r qt" gpeko c" f gn'r tqo gf kq" gp" gn'tcpi q" f g" r" tgekqu" f gn'o gtecf q" m'ecn" m' ewcn' wco dlz p" eqvtkdw{ >>" c" s wg" guv" p" o" gpqu" chgevcf qu" c" m'qu" xckxgpgu" geqp>>o lequ." cn' eqvtctkq" f g" m' s wg" uwegf k>" eqp" m'qu" xgj f wuq" o" a" u" r gs wgo qu" { " geqp>>o lequ" "xgt" Vcd r" 2/33" f gn'CPgzq" Guvcf f lueq+0C "uw" xgl. " guv" et geko kpvq" uquvplf q" guwxq" gp" f fpgc" eqp" m'qu' r tkpekr kqu' f g' production smoothing" f gn'VRU' xkuq" gp" gn'ecr f wuq" cpvgtkqt." c" r ct vt" f gn'ewcn'ug" r tqewt" uwcxk k' ct" m'qu' eco dlqu" gp" m'qu' plxgrgu' f g' r tqf week>p0'

F g" guv" o qf q. "gp" r" o ku" c" tcf kecel>p" f g" Vq{ qvc" gp" gn' O gtequw" { c" ug" gpewgptcp" cni wpcu' f g' hu' encxgu' s wg" o ctect" a" p' r ctvg' f g' uw' t c{ gevqt k' r quvgtkqt0 Gp' r tko gt" hwi ct. "ug" f guxec" wpc" r kqpgtc" gutcvgi kc" f g" gur gekr k' cel>p" r tqf wevxc" gp" ecf c" wpq" f g" m'qu' r c' f ugu' r tqf wevqtgu' f g" xgj f wuq" f g" r" tgi k>p." c" r ct vt" f g" r" ewcn' Cti gpvpc" ewo r r k>" gn' tqn' f g' hcdtlecpvg" f g" xgj f wuq" eqo gtekcrgu" r kxkcpqu0 Guv" r gto kkt" a" s wg" r" h' kn' cti gpvpc" pq" hwpkqpg" Apleco gpvg" eqo q" wp" cr" 2" pl eg" f g' r u' dtcu' r go cu0 Gp' r ct vewct. "r" r tqf week>p" f g" r" r keni' w' J knw" hwg" gngi kf c" r qt" r" j k' rqt k' f g' guv" v' q' f g" xgj f wuq" gp" gn' c' f u. { " r" cr wguv" c" uw' w' k' cel>p" gp" r" cev' k' f c' f r tko ct k"

f g'rc'tgi k»p."qtc'f g'rc'u'ercxgu's wg'b ctect^a "gnf gucttqm'f g'hqu'r t»zko qu'c° qu0Gnf guceqr ng'f g'rc' r tqf week»p'f g'VCUC'f g'hqu'xckxgpgu'geq»o lequ'f g'Cti gpvkpc" { "f g'rc'tgi k»p'gu'qvtq'f g'hqu' hcevtgu'f gvto kpcpvgu'f g'uw'f gugo r g° q'r quvgtkt. "cuqekcf qu'cni'tqnlkplekcn'f g'rc'uwdukf kctk'gp' gn'r c¶u" { "rc'tgi k»p0"

4.2 - La instalación de Toyota en Argentina (1994-2001)

Gnr' tqegf ko kgpvq'f g'kpuvrcck»p'f g'rc'go r tguc'tgur qpf k»c"v° epkecu" { c'cr rkecf cu'r qt'rc" o cvtk "f g'rc'hko c" gp"o gtecf qu'gp"mu'ewcngu"pq"vkgpg"eqpqeko kgpvqu'f g"qr gtcek»p0'Guc" o gvxf qmji ¶c"eqpukv¶c"gp"rc"cuqekck»p"x¶c joint venture eqp"vpc'hko c'hqecni"xgt"Vcdm"KKK5+0' Gp'Cti gpvkpc"guvgr' tqeguq'ug'tgcrk » c'v'cx²u'f g'rc'cuqekck»p'eqp'rc'hko c'hqecni'F gectqrk'UCC0" go r tguc" f g'rc"mecn'cf "f g"Tuqctkq"eqp"rti c"vc { gevqtk" gp" gn'o gtecf q" { "f g'f kcf c" c"rc" hcdtkeck»p'f g'ej cuku'r ctc"o letqu'f g'rti c'f kuvpekc0'Nc"ectcevt¶vkec" f g"guv'hko c'gtc"s wg" r qf ¶c" v'cpuo kktng"mu" e»f ki qu" { "ug° cngu" f gn'o gtecf q" mecn' { "eqv'kdwt" c"s wg"²ux" mu" f geqf khs wg" *P qxlem'gv'cni'0'4224+0Cf go ^a u."guv'go r tguc'r qug¶c'wp'cev'xq"o w { "lo r qtvcpg'r ctc" Vq { qv"gp"vug"o qo gpvq."rc'hkegpek'r ctc'hvpekqpc't'eqo q'vto kpcn'cwqo qv'k 0'Vcni'eqo q'ug° cnc" gn'r tgu'f gpv'f g'CHCE" "el socio local fabricaba chasis para micros de larga distancia. Y acá era difícilísimo que la Secretaría de Industria te de una licencia para fabricar vehículos. Y Toyota se asocia con ellos por eso" *r tgu'f gpv'f g'CHCE."gpv'gxkuc'r gtuqpcn'32 18 14244+0Cu¶" co dcu'go r tguc'eqv'cdcp'eqp'gn'72' "f gn'r cs wvg'ceekqpc'tkq'f g"Vq { qv"Cti gpvkpc"Uqelgf cf" Cp»plo c"s wg'cncp| cdc'mu'w&u322"o kmppgu0F g'guv"o qf q."mu'lcr qpgugu'cr qtvc'dcp'gn'know-how" { "rc"v'epqmi ¶c."o kgpv'cu's wg"rc'go r tguc"cti gpvkpc"r tqr qtekqpcdc"gn'eqpqeko kgpv'f gn'o gtecf q'mecn'*Dcv'kukpk'4223+0³"

Gp"3; ; 9"VO E"vqo »"gn'eqvtqnl'vqcn'f g'rc"eqo r c° ¶c"qdv'p'k'p'f q'gn'; ; .; ; ' "f g'rc'u" ceekqpgu" { "f glcpf q" c"Vq { qv" F q'Dtcukr'eqo q'wp"o kqtkctkq'ugi w'f q'ceekqpkuc"eqp'gn'2.23' " f gn'r cs wvg'0'Ugi Àp"Cp¶dcn'Dqtf gtgu."f k'gevq't'f g"TTJ J "f gu'f g"3; ; 7" { "r tgu'f gpv'f g"Vq { qv" Cti gpvkpc"gpv'g'4228" { "4232."mu'ceekqpkuc'lcr qpgugu" { c'ucd¶cp's wg"rc'c'rcp| c'eqp'gn'ecr kcn' mecn'ugt¶c" vgo r qtctk" r ctc"nwi q"vqo ct"rc"v'q'v'cf "f gn'eqvtqnl'f g'rc"eqo r c° ¶c" *Cp¶dcn' Dqtf gtgu."gpv'gxkuc'r gtuqpcn'39 16 14243+0F g'guv"o qf q."VCUC"ug"uwo »"c"rcu'go r tguc" { c" gz'k'v'p'v'gu'f gn'I twr q"Vq { qv"gp" Cti gpvkpc."Vq { qv" Vuwj q."uwdukf kctk" f g"Vq { qv" Vuwj q"

^{3:3}"F g'guv"o qf q."Cnigtv'Hgt^a pf gl ."tgr tgu'p'v'p'v'f g'F gectqrk'r tgu'f g"Vq { qv"j cuv"3; ; 8."ewcpf q'gn'lcr qp²u' Vuwpqg"Ctlo c"cuwo g'rc'r tgu'f g'p'ekc0'Nwi q."Cnigtv'Hgt^a pf gl "o cp'v'k'p'g'gn'ecti q'f g'f k'gevq't'v'kw'ct" f g'VCUC" ulgp'f q'gn'Àpleq"cti gpvkpc"gp"gn'f k'gevq'tkq"j cuv"4223"ewcpf q'gn'f k'gevq'tkq"eqo kgp| c" c"guvct"eqphqto cf q'r qt" ekw'cf cpqu'lcr qpgugu'gp'uw'v'q'v'cf 0'Nwi q."gp'4227"mu'cti gpvkpc'f g'VCUC"v'p'Dw'p'eqo q'f k'gevq't'v'kw'ct" { " Cp¶dcn'Dqtf gtgu'eqo q'f k'gevq't'uw'rgpv'v'xgt"Vcdm'2/34'f gn'CPgzq'Guc'f ¶v'keq+0"

Eqtr qtcvqpp."{ "F gnuq"O cpwhcewtkpi "Cti gpvpc."uwduf kctk"f g"F gnuq"Eqtr qtcvqpp"*xgt"Vcdrc"
 KX/3"{"Vcdrc"KX/3-0:4"

"

Tabla IV-1 - Empresas del Grupo Toyota en Argentina

Empresa	Inicio	Actividad
Toyota Tsusho	1982	Servicios de gestión y logística para el transporte de mercaderías. A partir de 2010 comienza la explotación de litio en Jujuy en asociación con Orocobre y JEMSE.
Toyota Argentina	1994	Fabricación de vehículos automotores.
Denso Manufacturing Argentina	1996	Fabricación de calefactores, condensador de aire acondicionado, depósitos de líquido refrigerante, piezas plásticas, radiadores, radiadores de calefacción, sistemas de climatización y sus componentes, tubos de aluminio para alta presión.
Toyota Credit	1998	Servicios de financiación y actividades financieras. Incluye actividades de inversión en acciones, títulos, la actividad de corredores de bolsa, securitización, mutuales financieras, etc. No incluye actividades financieras relacionadas con el otorgamiento de créditos.
Toyota Boshoku	2003	Fabricación de asientos, paneles de puertas.
Toyota Compañía Financiera de Argentina	2004	Servicios de intermediación financiera realizada por las compañías financieras. Incluye actividades financieras relacionadas con el otorgamiento de créditos.
Toyota Material Handling Mercosur	2004	Comercialización, posventa y alquiler de autoelevadores Toyota.
Toyota Transport Furlong Argentina	2013	Servicio de transporte automotor de cargas.
Toyota Plan Argentina S.A. de Ahorro para Fines Determinados	2014	Servicios de gestión de fondos a cambio de una retribución. Toyota Argentina posee el 95% de la participación de su capital.
Hino Motors Sales Argentina	2016	Venta de vehículos automotores nuevos.

Hwpgvq<grdqtcvqpp"r tqr k"gp"dcug"c"Dqrgv"p"Qhlekcn"Dcrpegu"{"P quku0

"

F wcpvg"gnr tqeguq"f g"tcf kecek»p"gp"gnr c"ju"nc"hto c"gpeqpv»"qduv ewqu"gp"gnr rcpq"
 ukpf lecn"r qt"m"ewcn"f gdl»"cdcpf qpct"nc"kf gc"f g"eqpvct"eqp"wp"ukpf kecvq"r tqr kq"*cn"eqo q"
 uwgf "c"gp"lcr »p+r ctc"pgi qekct"eqp"tgr tguqpvckppgu"i tgo krgu"c"pkxgnf g"nc"cevkxf cf"q"nc"
 tco c"*Dcwkupk"4223+0Cu"{"VCUC"f gekf k»"vcdclct"eqp"gn"Ukpf kecvq"f g"O geª plequ"{"Chkpgu"

^{3:4}"Gp"3; ; : "ug"co cf g"wo dkp"qvc"hto c"f gn i tw q."Vq{ qvc"Etgf kv"f gf kecf c" c"ugt xlekqu"f g"hkpcpekckep"{"
 cevkxf cf gu"hkpcpekgcu0Nwgi q."gp"3; ; : ."Vq{ qvc"chcp| »"uw'r tq{ gevq"gp"Cti gpvpc"cn"lpcwi wtct"nc"F kxkuk»p"f g"
 Gs wkr qu" kpf wutkrqu."kpuvt v pf qug"gp"gn'o gtecf q"f g"cwqrgxqcf qt gu0"Guvc"f kxkuk»p"crecp| »"gn'rkf gtc| i q"f gn'
 o gtecf q"{"gp"4226"r cu»"c"ugt"vpc"go r tgu"lpf gr gpf kpvvg"fpqo kpcf c"Vq{ qvc"O cvgtkcnJ cpf rkp i "O gtequw0Gp"
 mu"co qu'r quvgtkqtgu"ug"lwo ctª p"qvcu"eqo r cª "cu"cnf tw q"*xgt"Vcdrc"KX/3-0

f gn'Vtcur qtvg'CWqo qvqt *UO CVC+ '{ c's wg'2 uvg'gucdc'cdlgtvq'c'rc'pqi qekcekp'f'g'eqpxgplku' r qt'go r tgu. 'cekwf's wg'pq'r tguvdc'rc'Wp'p'Qdtgtc'O gcn'Ati kec *WQO +0: 5'''

C'plxgn'i nqden "Vq { qv'kpvvdc'gucdrgct'eqvtcvqu'kpf kxf wcrqu'gp'iqu's wg'r cevdc' nqu'eqo r tqo kuqu'o wvqu'gp'tgrcekp'eqp'gn'VRU' *eqo r tqo kuq'f'g'gucdkkf cf. "f'g'wp'rcf q. "g' ko r rcecekp' gp' v'2 to kpqu'f'g' r tqf weekp' { "ecrkf cf. " r qt' qvtq+0' Gp' gn'ecuq' cti gpvkvq. " guqu' eqo r tqo kuqu'dcuf qu'gp'gn'VRU'ug'j cd'f'p'xqrcf q'gp'cni wpqu'f'g'iqu'r tkpek kqu'r tguvqu'gp'gn' eqpxgplq'eqrgevqxq. 'iq's wg'iki pkkccdc's wg'rc'hkquqhf'Vq { qv'qewr cdc'rcu'r tko gtcuf kgl' i' a' i' kpcu' f'gn'eqpxgplq. " { "cwps wg'v'p'f'p'o gtq'ect' a' evgt'f'gerctvxxq. "uq'p'iqu'r tkpek kqu'kpu'kw'f'gp'vqu'f'gn' o qf'gm'rdqtcn' { " r tqf wekxq *P qxlent'gv'cni'4224+0'Ugi Ap'F kgi q'Rtcf q. "f'ktgevqt'f'g'Cuwpvqu' Eqtr qtcvxxqu'f'g'Vq { qv'Cti gpvkvq. ""

"

UO CVC'vqo »'gn'i wcpvg' { 'pqi qek'wp'eqpxgplq'eqrgevqxq'f'g'v'cdclq's wg'hwg'o w' l'ppqxcft'qt's wg'ug'ht'o »' gp'gn': 80Nc'kppqxcelp'ug'r r'cuo »'gp'o wej cu'r cwcu. 'tghrglcdc'vqf qu'iqu'r tkpek kqu'f'gn'VRU' { 'f'gn'Vq { qv' Y c { -'eqo r tqo kuq'f'g'v'cdclq'c'rc'q' r'rc' q. 'pq'f'gur k'f'qu. 's wg'uq'p'iqu'r tkpek kqu's wg'v'kpg'rc'eqo r c' °'f'c' r' ctc' q'ht'gegt. 'r'gtq'vco d'k'p'tghrglc'vqf q'iq' s'wg'rc'eqo r c' °'f'c' r' k'f'g'c'iqu'v'cdclcf qt'gu'Guv'gu'gn'eqo r tqo kuq' { " rc'hgzdkkf cf'0'Guv'Anko q'gu'iq' o' a' u'c'v'f'leq'gp'gug'eqpxgplq'eqrgevqxq'0'Gv'qpegu'wp'q'f'g'iqu'r k'rc'gu'f'gn' eqpxgplq'eqrgevqxq'pwgvt'q'gu'rc' r'q'k'c'rg'pek'h'w'pek'p'cn' s'wg'ug'qr'q'p'g'c'rc'ect'cevgt'f'v'k'ec'pqto'c'ri'f'g'iqu' eqpxgplq'eqrgevqxq'f'g'rc'Cti gpvkvq's wg'gu'rc'gur'g'el'c'rk'f'cel'p' *i' +C'f'go' a' u'iq' s'wg'j' go qu'ceqtf'cf'q. 's'wg' gu'eqo Ap'gp'vqf'cu'rcu'r r'p'cu'f'g'Vq { qv. 'gu'wp'ukvgo c'f'g'lt'p'cf'c'p'w'cn'f'q'p'f'g'rc' r'gtu'q'p'c'p'qu'f'c'gn'uw'v'p'v'q' f'g'wp'ukvgo c's wg'm'co co qu'dc'p'eq'f'g'j' qtcu' *t'gew'gt'cf'q'f'g'F'q'p'p'unt'. '4234+0'

"

F'g'gug'o qf'q. "cp'vqu'f'g'rc'k'p'uc'rc'ek'p'f'gh'p'k'k'c'f'g'rc' r'rc'p'vc'ug'k'p'ek'wp' r' t'q'eg'v'q'f'g' eqv'c'v'cek'p' { "gp'v'g'p'co k'p'v'q'f'g'iqu'v'cdclcf qt'gu' s'wg'ug'f'gugo r g' °'ct'f'p'gp' r' w'v'qu'erc'x'gu'f'g'rc' qti'cp'k'cel'p' r' tqf'wekxq' : 6' C'p'f'c'ni'D'q'f'gt'gu. 'gn'g'p'ecti'cf'q'f'g'f'kej'q't'gen'w'co k'p'v'q' u'qu'k'p'g's'wg' <'''

"

^{3: 5} Nc'tgr tguvpcelp'f'g'iqu'v'cdclcf qt'gu'f'g'F'gect'q'rk'r'gt'v'p'ge'f'c'rc'WQO' { 'iqu'go r t'guct'ku'c'ti'gp'v'p'qu'o'cp'v'p'f'p' dw'p'cu't'gr'cek'p'gu'eqp'gn'f'k'ki'gp'v'f'g'rc'ugeek'p'cni'Ucp'P'leq'f'u. 'P'c'f'q' "Dt'w'p'gnk'f'q'p'f'g'rc' r'rc'p'vc'gucdc'w'd'lecf'c. " r'qt'iq'ew'c'ni'r' t'g'v'p'v'ct'q'p'guc'cng'p'c'v'x'c'c'w'u'u'q'ek'qu'lc'r'q'p'gugu'0'Ukp'go' d'cti'q. 'f'gur'w' u'f'g'wp'v'cdclq'f'g'g'z'r'nt'cek'p' { "eqo r c'cek'p'eqp'gn'UO CVC. "uq'dtg'vq'f'q' t'g'c'rk'f'cf'c' r'qt'f'k'g'ev'x'qu'c'ti'gp'v'p'qu'f'gn' t'g'c'f'g' "T'gew'tu'qu'J' wo'cp'qu. " eqv'c'v'cf'qu'r'qt'iqu'lc'r'q'p'gugu. 'rc'g'rc'ek'p'h'k'p'c'ni't'gec' { »'gp'gug'Anko q'i' t'go'k'0'Gp'rc'iq'to'c'f'g'gucdrgct'gn'x'f'p'ew'iq' eqp'gn'uk'p'f'kecv'VCUC'k'p'v'p' »'eqv'c'v'k't'w'p'c't'gr'cek'p'eqp'd'cug'gp'eq'p'ug'pu'qu' { "eq'p'h'k'p'c'c'c' r'c't'v'k't'f'g's'wg'iqu' c'ew'gt'f'qu'f'gd'gp'ugt' ewo' r'rk'f'qu'0' Ugi Ap' P'q'xlent' { " qvt'qu' *4224+." gp'g'v'qu'k'p'ek'qu'iqu'f'k'ki'gp'v'qu'uk'p'f'kecv'gu' f'k'et'ko'k'p'cd'ep'iqu'c'ew'gt'f'qu' s'wg'ug'gucdrgct'f'p'eqp'VCUC'f'g'q't'qu' s'wg'ug'h'k'cd'ep'eqp'q't'cu'v'g'to'k'p'rc'gu. 'c'ni'qu'v'p'gt' s'wg'rc't'gr'cek'p'eqp'VCUC'gt'c'o' a' u'eq'p'h'k'cd'rg'0'

^{3: 6} Rctc'gn'gen'w'co k'p'v'q'f'g'r'gtu'q'p'cn'rc'i'gt'g'pek'iq'ec'ni'f'gh'p'k'p'iqu't'gs'w'k'v'qu'f'gn'f'g'h'k'ic'eqv'c'v'ct'cp'v'rc'k'p'uc'rc'ek'p' f'g'w'p'c' r'rc'p'vc'f'g'g'p'uc'o'd'rc'lg' <'l' »'x'g'p'gu. "gp'uw' o'c' { qt'f'c'f'g'gn'ug'z'q' o'c'ue'w'k'p'q. "f'g'g'ue'q'nc'rk'f'cf' "uge'w'p'f'ct'k. "uk'p' g'z'r'gt'g'pek'gp'gn'uge'v'q't' *gu'f'g'ek. 'uk'p'g'z'r'gt'g'pek' { "uk'p'ö'x'lek'qu'ö-". "gp'wp'c'ni'q' r'q't'eg'p'c'lg' *c'ni'gf'gf'qt'f'gn'72' +. 'uw' r'ko'gt'go' r'ng'0'Gn'p'lx'gn'v'ep'leq'hw'g't'gen'w'c'f'q'gp'v'g'g'u'w'f'k'p'v'gu'w'p'k'g'g'k'v'c't'k'qu'f'g'rc'ect'gt'c'f'g'f'p'i'g'p'k'f'f' { "q't'cu. " r'q'x'g'p'k'p'v'gu'f'g'w'p'k'g'v'k'f'cf'gu'iq'ec'rk'f'cf'cu'gp'rc'ni' { "q'p'c'f'g'f'k'p'hw'g'pek'f'g'rc' r'rc'p'vc'0'Nc'q'r'ek'p' r'qt'iqu' l' »'x'g'p'gu' t'gr' t'g'v'p'v'c'd'k'p'uc'rc'k'p'w'p' i' t'w'q'f'k'p'p'gt'q. 'ew'f'qu'k'p'v'gt'gugu. 'o'q'v'x'cek'p'p'gu' { "x'c'ni'q'cek'p'p'gu' t'g'v'p'v'p'hw'g'v'gu'f'k'g't'g'pek'cu' eqp'iqu'k'p'v'gt'gugu. 'x'c'ni'q'cek'p'p'gu'iki'p'h'k'ec'p'v'gu'j'ku'v'k'le'qu. 'r'gt'v'p'g'pek'cu' { "eq'p'eg'r'v'qu'c'eg'tec'f'gn'v'cdclq'f'g'iqu'q'dt'gt'qu' k'p'f'w'nt'k'rc'gu'o'c' { qt'gu'f'g'57'c'o'qu' *P'q'xlent'gv'c'ni'4224+0'

Gri'r gf kf q "gzi r f f k q " f g " n u " l c r q p g u g u " h w g " o p q " o g " t c k i c u " c " p c f l g " f g " n " k p f w u t k c " c w q o q v t k . " p q u v t q u " n g u " x c o q u " c " g p u g " c t " v f q " f g " e g t q o " E w c p f q " g o r g e z " j c d f c " 4 2 " r g t u a p c u " g p " g n ' c t o c f q " f g " n " l f d t k e c " O V g p f c " r e " q r q t w p k f c f " f g " t c g t o g " f g r c t w c o g p v u " g p v t q u " f g " q v t c u " c w q o q v t k e g u . " s w g ' u k i p k h e c d c " o g u g u " f g " c j q t t q " f g " v l g o r q . " u k p " g o d c t i q . " p q " v g p f c " r g t o k k f q " g u q " 0 N q " s w g " V q { q v c " s w g t f c " g t c " c r n e c t " g n " V R U " g p " C t i g p v k p c " O W p c " x e n t c e k p " f g " n " e c r f c f " u q d t g " v f q " 0 G m j u " p q " s w g t f c p " t c g t " x k e k q u " f g " n u " q v t c u " g o r t g u c u " c w q o q v t k e g u " c t i g p v k p c u " s w g " p q " r u " x g f c p " d l e p " 0 U g " t g e n w e d c " i g p v g " s w g " g u v e d c " r q t " h w g t c " f g " n " k p f w u t k c " c w q o q v t k " r q t s w g " r q f f c p " c d u q t d g t " o " a u " t " a r k f q " n u " r t k p e k r k u " f g " i g u k p " f g " V q { q v c " * C p f d c n " D q t f g t g u . " g p v g x k u c " r g t u a p c n " 3 9 1 6 4 2 4 3 - 0 3 : 7 " " "

Nc'eqpwt week»p'f g'nc'r'nc'pvc'gp'gn'r' tgf kq'f g'\ a tcv'f wt»'f guf g'3; ; 6'j cuw'3; ; 9.'ewcpf q' ug'kplektq'p'rc'u'r gtcekqpgu.'eqphqto a pf qug'eqo q'rc'p'Ào gtq'4; Åhwgtc'f g'Lcr »p0: 8'Ecf c'egpvtq' o cpw'xewt gtq'f g'Vq{ qvc'hwgtc'f g'Lcr »p'vkgpg'wpc'lf dtlec'õo cf tkpc'õ'gp'gn'r' c'f'f'g'gtki gp0'Gu' f gek. 'wp'o qf grq'gp'gn'ewcn'ductug'{"uqdtg'gn'ewcn'ug'gucdngegp'rc'u'f'p'gcu'f'g'eqo r cteck»p0'C' uw'xgl . 'f lej c'r'nc'pvc'ug'eqpukw'f'g'gp'rc'tgur qpucdng'f g'nc'ug'geek»p.'eqo r tc'{"gp'x'q'f'g'nqu' r tkpekr crgu'owo kpkntqu'g'kpuwo qu. {"gp'nc'uw'gtxkuk»p'f kctkc'c'f kucpekc'f g'nc'o ctej c'f'g'uw' r tqeguq' r tqf wexxq' {" f g" o gtecf q" *P qxlcm' gv'cnf) 4224-0' Gri' ukungo c' vgepqni keq' xgp'f'c' f kgevo gpv' r tqr wguv' r qt" rc' lf dtlec" o cf tkpc' f g" Lcr »p0: 9" Cu'f' gn' egpvtq' kpf wutken' f g' tghgt gpek'r ctc'gn'f g'\ a tcv'g'tc'gn'f g'Vcj etc.'f qpf g'ug'r tqf we'f'p'rc'u'J knw'{"UY 6. {"nwi q' eqo gp| »'c'hc'dtlect'gn'ob qf grq'Ngz.wu.'f g'nc'i co c'f'g'hwq'f g'Vq{ qvc'0Gp'uwu'kplekqu.'rc'r'nc'pvc'f g' \ a tcv'g'tc'wpc'lf dtlec'f g'ecttqegt'f'c/r'kpwtc/o'qpvc'lg.'ukp'w'c'ngt'f g'g'uwco r cf q'{"u»n'eqpvc'dc' eqp'ugku'tqdqu'»H'g'f' uugpgv'3; ; : +0'

Gri'r tko gt" o qf grq' s w g " u g " r t q f w l q " g p " C t i g p v k p c " h w g " n " r k e n i w r " V q { q v c " J k n w z 8 à " I g p g t c e k p . " h c d t l e c f c " g p " u w u " x g t u k a p p g u " f g " e c d k p c " u k o r n g { " f q d n g { " t c e e k p " 6 z 4 { " 6 z 6 " s w g . " c " r c t v k " f g " n u " e q o d k p c e k q p g u " e q p " f k h g t g p v g u " v r q u " f g " o q v q t g u . " n g i c d c " c " v g p g t " n " r k u k d k k f c f " f g " e q p u t w k " x g k p v g " x c t k c p v g u " f k u k p v c u " * x g t " V c d n c " K X / 4 + 0 ' G p " n u " r t k o g t q u " c ° q u " n " g u e c n c " f g " r t q f w e e k p " h w g " o " p l o c . " g n i x q n w o g p " r q v g p e k n i f g " n " r ' n c ' p v c ' f g " \ a t c v g " c r e c p l c d c " 4 2 0 2 2 " w p k f c f g u "

3: 7" Rctc"co r nct"uqdtg"nc"flko gpuk»p'ncdqten'f g"Vq{ qvc"Cti gpvkc"eqpwnct<"Tco c"*4226<"324/336+."Dcwukpk" *4223+."f nctgl "P gy o cp"*4234+."F qrgpunf "*4234+q" H'g'f' uugpgv'*3; ; : +0'
3: 8" Ugi Àp'Gf wctf q'Mtqpdgti . 'glgewkxq'f g'VCUC'f guf g'3; ; 8.'rc'w'w'leceke»p'f g'nc'lf dtlec'hwg'gur gekm gpv'grgi kf c' r qt'uw'kpvgtugeek»p'gpvtg'rc'Twc'P'celqpcn'34.'s w g'eqpgevc'eqp'nc'tgi k»p'o guqr qv'o lec'f g'Cti gpvkc'{"hwgi q'eqp" Dtcukl'r'gpucpf q'gp'rc'gzi r tveek»p'f g'x'g'j'f'ewqu'{"rc'Twc'P'celqpcn'; . 's w g'x'k'pewrc'cn'pqtvg'f'gn'r'c'f'ieq'p'Dwgpqu' Cktgu'»r'nc'pkhecp'f'rc'u'x'gpvcu'f'g'x'g'j'f'ewqu'cn'ob'gtecf q'kpvtpq'{"rc'u'eqo r tcu'f'g'rt'x'ggf'qt'gu'cwqr'ct'w'cu'f'q'ecrgu+." {"uw'egtecp'f'c'n'r'w'gtv'q'Vgto kpcn'\ a tcv'g."r qt'gn'ewcn'ngi cp'rc'u'cwqr'ct'v'u'ko r qt'w'f'cu'r'ctc'k'p'eqtr'qtct'gp'nc'u' x'g'j'f'ewqu'»Gf wctf q'Mtqpdgti . 'gpvtgxkuc"r'gtuapcn"4: B 4244+0'Ugi Àp'qvtq'glgewkxq'f g'Vq{ qvc."la operación logística desde este lugar es muy beneficiosa desde la cercanía y la facilidad de accesos. Todos los días acá entran un montón de camiones trayendo partes para la producción de proveedores. Por otro lado, hacemos toda la operación de salida de vehículos. Operamos Brasil sur por camión""glgewkxq'f g'Vq{ qvc.'gpvtgxkuc"r'gtuapcn" 461: 4243+»x'g't'k'ó'ci'gp'2/4'f'gn'c'pgz'q'Guxcf'f'w'leq+0'
3: 9" Gri' luo q'gtc'k'p'eqtr'qtcf q'uk'p'g'i'q'ek'ek»p'r'qt'rc'i'gt'g'pek'nc'ecn'f' 'h'qu'cl'w'gu's'w'g'ug't'g'cn'k'cdcp'nc'ecm'gpv'gtcp' u»n'f'g'd'cn'pegq'f'g'rc'u'f'p'gcu'0'

r qt" c° q0' Ulp" go dcti q." ecdg" f guvcect" s wg" f guf g" 3; ; . " c° q" gp" gn' s wg" gn' xgj ¶ewru" gu" eqo gtekrk cf q"gp"gn' gtecf q"mqecn"ug"eqpxkgtvg"gp"rc'r kem'wr "o a u'xgpf kf c" f g'uw'ugi o gpvq0"

4.3 - Argentina en el Proyecto IMV

" Verleqo q'ug'f gucttqm»gp'gn'ecr ¶ewru"cpvgtkqt."gp"4224'VO E'rcp| »'gn'r tq { gevq'KO X0Gn' o kuo q"ug" f guvpcdc" c"rc" f kxkuk»p"kpvtgpcelqpcn' f g"r r'vchqto cu' f g" f gvgto kpcf qu" xgj ¶ewru" xgpf kf qu"gzenukxco gpvg"gp"mqu"o gtecf qu"hwgtc" f g"lcr »p0Ugi Àp" Ct| c" { "N»r gl "422: <359/35: +gug'r tq { gevq'ko r rke»"s wg"Vq { qc"hwgtc"gp"mqu'r tko gtqu" c° qu' f gn'uki m'rc"Àplec"vgtto kpcn' f g" Cti gpvpc" dclq" wpc" guvcvgi kc" i mdcn" o kpvvcu" s wg" gn' tguvq" ug" tgi ¶cp" eqp" guvcvgi kcu" tgi kqpcrgulqecrgu0'

Rctcf »lkeco gpvg."gug"r tqi tco c"ug"eqo gp| »"c"ko r ngo gpvct"gp"o gf kq" f g" wpc" f g"rcu" etkuku"geqp»o lecu"o a u"ko r qtvcpgu" f g"rc"j kvqtkc"cti gpvpc0C"r guct" f g" guv"ukwcekp."VCUC" hwg"grgi kf c"eqo q'egpvtq"kp' wutkn' f g"r tqf week»p" { "gztvcelp"r ctc" Egpvtq" { "Uwf co 2 tlec."m" s wg" uki pke»" r ctc" rc" go r tguv " *una clara demostración de confianza en su capacidad industrial, contribuyendo a promover mayor actividad productiva entre los proveedores* " *Dcrpeg"VCUC"39194225+0'Uw'r tguv gpvg"gp" gug"gpvqegu."Vqo kq"Mcwuc"uquvgp¶c"s wg" " *a pesar de cualquier dificultad política o económica coyuntural del país, (la casa matriz) cree en el éxito permanente de Toyota en la Argentina* " *Nc" P celp."421; 4224+0C'lw'xg|. 'gn'f kt gevqt" f g" Tgrcekppgu" kpvkwekqpcrgu"gp" gug"o qo gpvq." F cplgn'CHqpg."tgo ctecdc" s wg" " *Toyota hace planes con anticipación y los cumple (...)* Las compañías japonesas no toman decisiones de un día para el otro " *Nc" P celp."39194224+0'Rctc" TcÀn'Co kn" r tguv gpvg" f g"rc" r tqxggf qtc" f g" Vq { qc."Xgpvcnw . "rc" kpxgtuk»p"rg"mco »"r qf gtquco gpvg"rc"cvpekp»p" { "rg" f go quv»"wpc"o kcf c" f g"rc"ti q"r rc| q" f g"rc" go r tguv"o w| " f hgtgpvg" c"rcu"vgtto kpcrgu"qeekf gpvcrgu"kpvcrcf cu"gp" gug" o qo gpvq"gp"gn'r c¶u0Ugi Àp"gn'go r tguvktq." " *en 2002 Argentina estaba prendida fuego. Fuimos a la reunión anual de proveedores y Katsuta anunció la inversión. Nosotros nos mirábamos y no entendíamos nada. El tipo captó las caras de escepticismo y dijo: los países no desaparecen. Argentina va a salir, tiene un montón de potencial y Toyota mira a diez años para adelante* " *TcÀn'Co kn"gpvtgxkuc"r gtuqpcn'3; 184244+0'

Uki wgpvq" c" F lgi q" Rctcf q. " f kt gevqt" f g" Cuwvqu" Eqtr qtcv'xqu" f g" Vq { qc" Cti gpvpc. ""

Eqo q" Vq { qc" ukgo r tg" guv" qtlgpvcf c"cn'rc"ti q" r rc| q" j cd¶c" cpcrk cf q" mqu" guvcf qu' e¶erlequ" f g"rc" geqpqo ¶c" cti gpvpc" { "rc"wpqco gtekcpc"gp"i gpgtci" { "ucd¶c" s wg" guv" gtc" wpc" ec¶c" { "s wg" f gur w' u" kdc" c" j cdgt" wpc" tgevr gtecl»p0Gpvqegu."gp"gn' b gf kq" f g"rc" etkuku."gp"gn' c° q"4224'cpwpek"rc"gzr cpuk»p" f g"rc" r r'pvc" f g"42022" c"67022'wpl' cf gu" { 'lg'gukw cdc"rc"eqpvtcecl»p" f g"rc" r tqzko cf co gpvg"4022'r gtuqpcu' b a u00 kpvvcu'gn' tguvq"

f g'ru'vgo kpcru'gucdcp'f gur kf kqpf q'i gpvg'Vq{ qvc'o cpvpp'c'gn'vcdclq'f g'uwu'622'r gtuqpcu'gp'hwpekp'f g' uw'eqo r tqo kuq'f g'pq'f gur kf qu.'r gtq'c'uw'xg| 'vco dkp'r qts wg'ucd'c's wg'gucdc'r tgr ct^a pf qug'r ctc'rc' gzcrcpukp'hwwtc'f g'rc'r rcpvc'³gewr gtcf q'f g'F qrgpun{ . '4234+0'

"

Gurqu'o qxko kqpvqu'f gpqvcp'ermco gpvg'wpc'ectcevgt'f'wlec'r ct'vewrct'f g'rc'*estrategia empresarial*'f g'Vq{ qvc'gp'Cti gpvpc0'Gur ge'f'leco gpvg.'r wgf g'xgtug'wpc'ceekp'r r rcpk'lecf c'c' rcti q'r rcl' q'r tqr kc'f g'guc'go r t'guc'o wmpcekqpcn'lcr qpguc.'eqo q'r wf q'xgtug'gp'gn'ecr 'f'wru' cpvgtkqt0' Gp' guvg' ecuq.' gp' wp' o qo gpvq' f g' hwgtvg' eqpvtceekp' f g' rc' geqpqo 'c' { 'cnc' kpegtkf wo dtg.'rc'htc'c'f gekf k' tgcrl' ct'wpc'cr wguv'ctt'gui cf c'gp'rc'r rcpvc'rqecr's wg'rg'f ct'c' wpc'i tcp'ko r qtvcpek'gp'rc'gurtwewtc'kpvtpcekqpcn' { 'tgi kqpcr0'Cu'f'rc'kpxgtukp'f g'Vq{ qvc'gp' 4224'f go wguvtc'wp'r rcp's wg'ko r r'ecdc'wp'r rcl' q'f g'7'c'32'c° qu.'uw'lekpvg'go gpvg'kpf gr gpf kqvg' f g'lekrq'geqp»o leq'cti gpvq'f g'gug'o qo gpvq0'

Gp'gug'ugpvkf q.'ugi Àp'F cplgn'Chkqpg.'rc'f gxcnwcekp'f gn'r guq.'s wg'f kuo kpw'f »'hqu'equvqu' kpvtpqu' gp' f »rctgu.'pq'hwg'rc'tcl' »p'f g'rc' kpxgtukp.' { c's wg' "*la paridad cambiaria es coyuntural*" *Nc'P cekp.'421; 4224+0'C'uw'xg| . 'gn'f k'gevt'eqo gtekr'f g'rc'htc'c.'O cucuj k' Qpk'cy c.' r tqpvw'ecdc' s wg' "*se arreglará la situación política y habrá un acuerdo internacional con la Argentina. Así se recobrará la confianza en el futuro y se venderán entre 130.000 y 150.000 automotores*"³: *Nc'P cekp.'421; 4224+0C'uw'xg| . 'hqu'f k'gevt'qu'f g'Vq{ qvc' tgo ctecdcp'f guf g'gug'o qo gpvq's wg'guvg'r tq{ gevq'f c'c'rc'Cti gpvpc'rc'r qudkrkf cf 'pq'»u'q'f g' cdcugegt'cn'o gtecf q'cti gpvq' { 'cn'O gtequw.'ukpq.'cf go ^a u.'r qf gt'gzc'rtvct'c'vq'c'Egptq' Co ²tlec.'Ectkdg' { 'Uwf co ²tlec'*Nc'P cekp.'421; 4224+0"

" Ugi Àp'Gf wctf q'Mtqpdgti . "

"

Gnr' t'pek' r'c'o q'v'x'q'r qt'gn'ewr'lug'gn' g'c'Cti gpvpc'gp'gn'r tq{ gevq'JO X'gu'r qt'rc'r tqf weekp'f g'r tqf wevqu' r tko ctkqu'f g'rc'tgi k'p0'Grl'xg' f'wru's wg'pquvtqu'fcdtleco qu'rc' r'ec'c'vq'f q'm's wg'gu'r tqf weekp'r tko ctkc' ci tlewmtc.'i cpcf gt'c.'r guc.'o kpgt'c.'r gv»rgq.'gve0'Nc'tgi k'p'eqo r r'gv'f guf g'Egptqco ²tlec'r ctc'cdclq' r tqf weg'r tqf wevqu'r tko ctkqu.' { 'r qt'bo vej qu'c° qu'bo ^a u'xc'c'ugi wkt'cu'f'gpvqpegu'gmqu'xkgtqp's wg'gn'r qv'pekcn' s wg'v'gp'c'Co ²tlec'Nc'vpc'g'c'o w' 'cnc' *i' +Gtc'o w' 'kppqxc'f qt'r ctc'pwgwtc'tgi k'p'r qts wg'g'c'gn'Àpleq' r tq{ gevq'eqp'dcug'gp'Cti gpvpc.'r gtq'r gpucpf q'gp'rc'gzc'rtvct'p'Gf wctf q'Mtqpdgti . 'gpv'g'x'k'nc'r gtuqpcn' 4: B 4244+0"

"

F g' guvg'o qf q.'ug'ghgew»'wpc'kpxgtukp'f g'w&u422'o kmppgu.'r tgxkqpf q'vkr r'ect'rc' ecr celf cf 'f g'r tqf weekp'gp'rc'r rcpvc'kpf wutkcn'f g' \ ^a tcvg'c'æcp| c'pf q'rcu'82022'w'pkf cf gu'r qt' c° q.'f g'rcu'ewcru'ug'gzc'rtvct'c'p'67022'c'Egptq' { 'Uwf co ²tlec'*Dc'mpeg'VCUC.'39194225+0'

³: 'Nq'ewr'ghge'v'x'co gpvg'uwegf k'eqp'rc'tgewr g'c'ekp'f g'hqu'c° qu'uki w'k'p'v'gu0'

C"uw" xgl . "rc" kpxgtuk»p"ug" wkk » "r ctc" rc" eqputweek»p" f g" wpc" r rcpvc" f g" guvco r cf q" { "rc" pcekqpcrk cek»p" f g" r kgl cu" f g" guvco r cf q. "eqo r qpgpvgu" f g" r rñ uvkq. "ej cuku. "ht gpqu. "cukgpvqu. " vps wgu" f g" pchc" { "r ctvgu" f g" o qvqtgu" *Nc" P cek»p. "421; 14224-0 Cuko kuo q. "ug" kpeqtr qtctqp" o a u" f g" 922" go r rncf qu" { "ug" co r rñ "rc" r rcpvc" kpf wutkn" gp" 38822" o 4" *Dcncpeg" VCUC. "49 19 14227-0" Cf go a u. "ug" kpxk vgtqp" w&u6" b kmppgu" r ctc" rñ kpuvceek»p" f g" wpc" hfgc" f g" gpucio dmf q" f g" o qvqtgu" eqp" ecr cekf cf " f g" 92022" wpkf cf gu" cpwrcgu" *Dcncpeg" VCUC. "4; 1: 14228-0

Gñr tqi tco c"ug" hcp| » "gp" eqplwpvq" eqp" gnif kug° q" f g" rñ "pwgxc" r leniwr "J knwz" 9àI gpgtcek»p" s wg" ug" r tqf wq" f g" uf g" 4226" *xgt" Vcdrc" KK/4-0 Nc" pwgxc" J knwz" lo r rñ » "kppqxcekqpgu" lo r qt vcpvgu" gp" gnìb" wpf q" f g" rñ u" r leniwr u0 Gñr xgj "pwnq" kpeqtr qt » "o qvqt k cekqpgu" f g" cxcpl" cf c" vgepqmì "c" s wg" crcep| cdc" o a zko qu" plxgrgu" f g" r qvgepk" c" dclcu" t g x q n e k q p g u" { "qvqti cdc" i t c p f g u" o g l q t c u. "c p v q" r c t c" g n" t a p u k q" g p" r u" e c m g u" { "t w c u" e q o q" h w g t c" f g" g m c u" C" u w" x g l . " g n" e q p h q t v" k p v g t p q" h w g" t g p q x c f q" e q p" p w g x c" g t i q p q o "c. " e q p h i w t c e k » p" f g" r c" u w r g p u k » p" f g" r c p v g t c" { " p k x g n" i f g" g s w k r c o k p v q" *Dcncpeg" VCUC. "49 19 14227-0 Ugi Àp" Gf wctf q" Mì q p d g t i " " " e l 2 0 0 2 e s e l p u n t o d e q u i e b r e d e n u e s t r a f á b r i c a (. . .) e l p r o y e c t o I M V y l a n u e v a H i l u x q u e l a n z a m o s e n e l 2 0 0 5 r e a l m e n t e r e v o l u c i o n a e l m e r c a d o d e l a s p i c k u p s . E r a u n v e h í c u l o s u p e r i n n o v a d o r . E l c a m b i o f u e u n s a l t o i n n o v a d o r a l t í s i m o , d e c a l i d a d . L a t e r m i n a c i ó n , e l i n t e r i o r , e l c o n f o r t " " *Gf wctf q" Mì q p d g t i . " g p v g x k u c" r g t u q p c n" 4: B 14244-0"

F g" hqto c" uko krc" t" ug" g z r t g u c" g n" i r t g u k f g p v g" f g" X g p v c n w o . " " l a s a l i d a d e d e e s t e m o d e l o f u e u n p u n t o d e q u i e b r e e n l a t r a y e c t o r i a d e T o y o t a (. . .) l a H i l u x a n t e r i o r y l a R a n g e r e r a n m u y s i m i l a r e s h a s t a e s e m o m e n t o . D e s p u é s , c u a n d o T o y o t a s a c a e l m o d e l o d e l 2 0 0 4 , l e s a c a a ñ o s d e v e n t a j a . A t o d a s l a s d e m á s . A h í p e g ó e l s a l t o . D e s p u é s l a a l c a n z a r o n , p e r o y a e s t a b a e n o t r o s v o l ú m e n e s d e p r o d u c c i ó n , y a h a b í a s a c a d o l a v e n t a j a " " *T c À n" C o k n" g p v g x k u c" r g t u q p c n" 3; B 14244-0 Vco dk p" gu" t c w k e c f q" r q t" F c p k g n" J g t t g t q. " s w k p" c f g o a u" c° c f g" s w g" " " d e j ó d e s e r s o l o u n u t i l i t a r i o y c o m e n z ó t a m b i é n a s e r v i r d e m a n e r a r e c r e a c i o n a l (. . .) C o n e l I M V l o s s e g m e n t o s m á s a l t o s d e l a H i l u x , c o n a u t o m á t i c o y t o d a s l a s p r e s t a c i o n e s , y a e r a u n v e h í c u l o q u e p o d í a c o m p e t i r e n e l s e g m e n t o d e a u t o s d e l u j o " " *F c p k g n" J g t t g t q. " g p v g x k u c" r g t u q p c n" 3 19 14244-0"

Tabla IV-2 - Modelos de Toyota Hilux

Modelos de Toyota Hilux	Años de vigencia	Principales características y mejoras
6° Generación	1998-2004	Mayor espacio y comodidad en cabina.
		Motores de 2 lts gasolina y 2,4 lts diesel.
7° Generación	2005-2015	Parte del proyecto IMV.
		Versión actualizada del chasis.
		Cambio total de diseño con apariencia innovadora.
		Importantes innovaciones en la motorización.
Big Major Change	2012-2015	Nuevo diseño.
		Nueva consola central.
		Nuevos modelos de motor turbodiésel.
8° Generación	2015-Actualidad	Sistema electrónico de tracción.
		Impulsores turbodiésel de nueva generación.
		Opciones de 6 velocidades.
		Mejor habitabilidad y confort de marcha.
		Mejor insonorización.

Hwpgv<gndqtcck»p'r tqr kc"gp'dcug'c"Vq{ qvc'I mdcrl'

"

Cf go^a u.'gnrl tq { gevq'KO X'lpemw{ »'rc'r tqf week»p'f gnrl tko gt'xgj f»wru'f gr qt vxq'wlrkctkq' »UWX+f gn'O gtequwt. f gpqo kpcf q'UY 6^{3:}: *F qrgpumf . '4234+0' uv'gu'wp'f g'kx'cf q'f g'rc'r lenlwr " J knw's wg'eqo r ct'v'uw'r r'vchqto c'r tqf wekxc" { "guxdc'f gu'kpcf q'c"cdcuvegt'cn'o gtecf q'mecnl { "cn't guq'f g'Co² tlec'Nc'kpc'0'Nc'guxcvgi kc'f g'r r'vchqto c'eqo Àp'i gpgtcm gpvg'eqpukug'gp'rc' r r'vchqto c'*ej cuku" { "guxvewtc+" { "f kxgtuqu'uwduku'go cu'o ge^a plequ'eqo r ct'v'f qu'r qt'f kgt'gpvgu' o qf grqu.'m's wg'r gto kg's wg'rc'r tqf week»p'qdvpgi c'geppqo f'cu'f g'gucrc'eqp'gmqu'0'Guc'r ct'v'g' kphgtkqt'f g'ru'xgj f»wru'gu'o gpqu'f gvto kpcpv'f g'uw'gu'v'lec." { "gu'gp'rc'r ct'v'uw'r g'kqt'f qpf g' ug'f gucttqnc'rc'f kgt'gpekck»p'f gnrl tqf weq. 'f g'f qpf g'uw'i gp'rc'u'geppqo f'cu'f g'craepg0"

Gn'wuq'f g'r r'vchqto cu'eqo wpgu'j c'ukf q'wpq'f g'm'u'hcevqtgu'f kuxp'vxqu'f g'Vq{ qvc'gp'rc' Cti gp'kpc.'gur gekcm gpvg'f gpvtq'f gn'ugi o gpv'f g'r lenlwr uOC'f kgt'gpek'f g'Hqtf 'q'Xqmuy ci gp." Vq{ qvc'hwg'rc'Àplec's wg'cr tqxgej »'rc'r r'vchqto c'f g'rc'r lenlwr "J knw'r ct'c'r tqf wek'wp'UWX0:² Gux'rg'r gto kx'»i cpct'geppqo f'cu'f g'gucrc'gp'rc'r tqf week»p'f g'guc'r r'vchqto c.'m's wg'tgf wpc' gp'rc'tgf week»p'f g'eququ=" { "c'r ct'v'f g'gmc'qdvpgt'geppqo f'cu'f g'craepg'cn'r tqxggt'f qu"

^{3:} "Gp'qtqu'r c'f'gu'gug'xgj f»wru'gu'f gpqo kpcf q'Vq{ qvc'Hqtwpgt0"

^{3:2} "Guc'pq'hwg'rc'guxcvgi kc'f g'Hqtf 'pkf g'Xqmuy ci gp.'s wg'eqo r ngo gpvcdp'rc'r tqf week»p'f g'rc'u'r lenlwr u'eqp'rc' r tqf week»p'f g'cwqo »xkrgu.'r gtq's wg'p'q'eqo r ct'v'p'p'r r'vchqto cu.'r qt'm's wg'rc'u'gucrc'u'r tqf wekxcu'r qt'r r'vchqto c' g'p' uwucpekm gpvg'o gpqtgu'0' Gu' ko r qt'v'p'v'f guv'ect" s wg'o k'p'v'cu' Xqmuy ci gp' c' plx'gri i mdcrl' pq' v'kpg' f gucttqnc'f c'wpc'UWX'gp'dcug'c'rc'r r'vchqto c'f g'rc'r lenlwr "Co ct'qnc'Hqtf 'r tqf wq'rc'UWX'Gxgt'gux's wg'eqo r ct'v'g' r r'vchqto c'eqp'rc'r lenlwr "Tcpi gt.'gp'uw'r r'p'cu'f g'Uw^a h'lec.'Vckrpf kc.'Ej kpc'g'k'f kc.'f gtq'pq'cu'f'gp'rc' Cti gp'kpc' *F wrelej . 'gp'r tgpuc+0"

ugi o gpvqu'f kulpvqu'f gn'o gtecf q'cwqo qvqt'c'r ctvt'f g'rc'o kuo c'r rrvchqto c."gn'f g'r kem'wr u'
o gf kpcu'{"gn'f g'UWX"off-road0

F g'gug'o qf q.'rc'r rcpv'f g'\ a tcv'ug'eqpxk'v'gp'rc'vtegtc'gp'r tqf wekt'gn'o qf gm'UY 6'
f gur w' u'f g'rcu'f g'Vckrpf k'{"Uw' a h'kcc0Guv'f geku'p'f g'rc'ecuc'o c'v'k' "guwxq'dcucf c'gp'mqu'
cnqu'gu' pf ctgu'f g'r tqf week'p'c'rc'p' cf qu'gp'g'm' *C wqj kvqt k.'4242+0Ugi Àp' Cp' d'cnDqtf gtgu."
"la ventaja de tener la misma plataforma nos dio mucha flexibilidad para jugar si hay más
demanda de SW4 o de la pick up" *Nc'P celp.'5 4 4228+0

Rctc'rc'hcdtkecel'p'f g'gug'pwgxc'q'o qf gm.'gp'4226"Vq{ qvc'r kf g'ugt'kpenw'c'gp'gn'
T²i ko gp' f g' K r qvcek'p' f g' Dkpgu' K'v'gi tcv'gu' f g' òI tcv'gu' Rtq{ gevq' f g' K'xgtuk'p'ò'
*T guqmek'p'P à'478 4222+'r ctc'rc'ko r qvcek'p'f g'dkpgu'uk'p'f gtgej qu'f g'ko r qvcek'p's wg'
h'qto cp'r ctvg.'gzenw'k'co gpvg.'f g'wpc'pwgxc'f'pgc'f g'r tqf week'p'r ctc'rc'hcdtkecel'p'f g'rc'UWX"
UY 6'r qt'wp'o qp'v'f g'86'o kmppgu'f g'f »rctgu'HQD"*T guqmek'p'33; 4226+0Cu'f'gp'4227"ug'
rc'p' »" rc' UY 6." wpq' f g' mqu' xgj 'f'w'qu' p'cek'p'rc'gu' f g' o c{qt' r tgek'q' gp' gn' o gtecf q' m'ecn'
*42 32 4227." Nc' P celp+' {" ug' eqo k'gp' cp' c' r tqf wekt' rcu' r tko gtcu' J k'wz' 9'À' I p'gt'cel'p."
eqpxk'v' pf qu'g'gp'rc'ugi w'p'c'h'k'cn'gp'gn'o w'p'q'gp'r t'gug'v'ct'gn'r tko gt'xgj 'f'w'qu'ò' m'dc'ri'f g'
Vq{ qvc' *D'c'rc'peg'VCUC.'49 19 4227+0

F g'gug'o qf q.'rc'r g'geek'p'f g'Cti gp'v'pc'eqo q'r ctvg'f gn'r tq{ gevq'KO X'o w'g'ut'c'e»o q'gn'
r c'f'u'h'qto cdc'r ctvg'f g'wpc'g'ut'cv'gi k'f g'o a u'rcti q'r rc| q'f g'rc'eqo r c'° 'f'c'o w'k'p'cek'p'rc'neq'p'g'lg'
gp'rc'g'zr qvcek'p'r ctc'rc't'gi k'p'0'Guv'ug'g'p'o ctecdc'gp'wp'r gt'f'q'f'f g'g'zr cpuk'p'f g'VO E'gp'
geqp'qo 'f'cu'go gti gp'v'gu'{"gp'rc'd'À'us w'g'c'f'f g'h'qto ct'w'pc'go r t'guc'ò' m'dc'ri'c'k'p'lek'qu'f g'uki m'0'
Guv'r tq{ gevq'ko r r'ke»'pwgxc'k'p'xgtuk'p'p'gu.'co r r'ck'ek'p'p'gu'r tqf wek'x'cu.'gn'pwgxc'q'o qf gm'f g'rc'
J k'wz'{"gn'eqo k'gp' q'f g'rc'hcdtkecel'p'f g'rc'UY 60Gp'r ct'v'ew'rt.'gug'À'nk'o q'r w'p'v'q'h'w'g'q'v'c'è'rc'x'g'
f g'rc'g'ut'cv'gi k'k'pp'q'x'cf'q'c'f g'Vq{ qvc'gp'Cti gp'v'pc.'cn'eqo r ct'vt'rc'r rrvchqto c'r tqf wek'x'c'r ctc'
rc'hcdtkecel'p'f g'f qu'xgj 'f'w'qu'f kulpvqu.'h'q'è'w'cn'g'r gto k'k'»'c'j q'tt'ct'è'qu'qu'gp'eqo r ct'cel'p'è'qp'
uw'è'eqo r g'w'f'qt'gu'r tqf weq't'gu'f g'r kem'wr u'0'Guv'qu'up'q'v'qu'f g'm'qu'h'ce'v'q't'gu'f g'v'g'to k'p'cp'v'gu'f g'rc'
v'c{ gevq'k'f g'Vq{ qvc'Cti gp'v'pc'c'iq'rc'ri q'f gn'r t'gug'v'g'uki m'0'

4.4 - Ejecución del IMV e inserción regional

" Eqo q'eqpuge'w'g'p'ek'f gn'rc'p' co k'gp'v'q'f gn'r tq{ gevq.'gp'4224'ug'è't'gc'w'pc'pwgxc'g'ut'w'ew't'c'
cn'k'p'v'g't'k'q't'f g'rc'o w'k'p'cek'p'rc'ne'f'g'VO E.'f'gp'qo k'p'c'f'c'Vq{ qvc'O gtequ'w't'0'Guv'v'gp'f'c'c'uw'ecti q'rc'
eqq't'f'k'p'cek'p'f g'rcu'c'v'k'x'f'cf'gu'f g'Vq{ qvc'Cti gp'v'pc'{"Vq{ qvc'f'q'D'c'uk'0'Ugi Àp'rc'go r t'guc."
g'v'q'g'h'g'l'»"la firme intención y vocación de Toyota de avanzar firmemente en el mercado
latinoamericano, afianzando su presencia dentro del sector automotriz" *D'c'rc'peg'VCUC"

39194225+0'Rqt"qvtq"rcf q."gp"4228"ug"grki g" c" Cp"dcn'Dqtf gt gu."eqo q"gn'r tko gt"r t gulkf gpgv"
cti gpvkpq" f g"VCUC0Guv"glgewkxq"j cd"fc"ukf q"i gt gpgv" f g" Tgewtuqu"J wo cpqu" f guf g"3; ; 7"j cuvc"
4225." ewcpf q" ug" stcurf »" c" Dtcuki' r ctc" qewr ct" r" f ktgeek»p" f g" Tgewtuqu" J wo cpqu" { "
Rrpgco kpvq"Eqtr qtcvxxq" f g"Vq{ qvc"O gtequw0:3"

Ugi Àp" glgewkxqu" f g" r" eqo r c° "fc." r" r wguv" gp" o ctej c" f g" guvg" r tq{ gevq" wxq" wp"
qdu³ ewr" gur ge"heq<" r" eqo r gvpekc" kpvgtpeckqpcn" eqp" Vq{ qvc" Vckrpf kc0 Vcn' eqo q" ug"
f gucttqm»"gp"gr'ecr "wru"cpvgtkqt."Vckrpf kc"ug"guvcdrgck»"eqo q"gn'hub"o wpf kn'f g"r tqf week»p"
f g"Vq{ qvc"J kwz."eqp"i tcpf gu"xqnÀo gpgu" f g"r tqf week»p" { "cnqu"pkxgrgu" f g"eqo r gvkkxkf cf 0Nc"
f ktgevqtc" tgi kqpcn' f g" Hkpcp| cu" uquvkgp" s w" *“al momento de querer expandirse a nuevos
mercados, la pregunta de Japón era de esperar: ¿por qué invertirían para aumentar la
capacidad de producción en Argentina teniendo Tailandia, con capacidad ociosa y lista para
hacerlo?”* *K tqhgukqpcn" 43 B 4244+ Cpvg" guvg" f gucl"fq." f guf g" r" hkn'cn' rjecn' wxkgtqp" s w"
rtqr qpgtug" *“ser competitivos genuinos”* *K tqhgukqpcn" 43 B 4244+0' Uki wkgpf q" c" F cplgn'
J gttgtq." *“el compromiso fue bajar el costo para hacernos competitivos. Tenés que poner tu
costo más barato que Tailandia. Y lo hicimos junto con todos los proveedores. Todos
acompañaron en ese proceso de reducción de costos para hacernos competitivos”* *F cplgn'
J gttgtq." gpt gxlwv" r gtuqpcn" 39194244+0'

Gp"ewcpvq" c" rcu"xgpvc"cu" f g" equvqu" f g" Cti gpvkpc" eqp" Vckrpf kc." iqu" glgewkxqu" f g" VCUC"
tgo ctecp" iqu" vcvf qu" eqo gtekrqu" f g" Cti gpvkpc" eqp" iqu" r c" iqu" f g" Co ² tlec" Ncvpc" *xgt" Ecr "wru"
4+ " { "gn'equvq" f gn' hrgv." s w" gu"uwucpvkxco gpgv" o gpqt" f cf c" r" r tqzko kf cf "i gqi tª hcc0Rqt" qvtq"
rcf q." r" r tlpckr cn' f guxgpvc" ug° cncf c" r ctc" Cti gpvkpc" gu" r" ecti c" lo r qukkxc0' Gp" ewcpvq" c" r"
ewguk»p" rcdqtcn" cni wpu" glgewkxqu" ug° cncp" gn' o gpqt" equvq" f g" r" o cpq" f g" qdtc" vckrpf guc" { "uw"
cnc" f kckr rkc." ukp" go dci q." r" ecti c" f g" iqu" ucrtkqu" gp" r" u" xgpvcu" vqvcrgu" f g" r" kpf wutkc"
cwqo qvtk "pq" gu" vcp" uki p hccvxc" gp" eqo r cteck»p" eqp" qvtqu" ugevqt gu" kpf wutkrgu." eqo q" gn'
vgz vkr0Rctc" VCUC." gn' r guq" f g" iqu" ucrtkqu" uqdtg" rcu" xgpvcu" p' gvcu" f wcpvg" gn' r gt" qf q" dclq" guwf kq"
xctk» gpt g" gn'5' " { "gn' : " *xgt" I tª heq" 2/38" f gn' Cpgzq" Guvcf " iurkeq+0'

Uk" go dci q." r" tgrck»p" eqp" iqu" vcdclcf qt gu" u" gtc" uwucpeckm gpgv" f kgt gpgv" gpt g"
Vckrpf kc" { " Cti gpvkpc0' Gp" r ct vewret." gp" gn' eco r q" rcdqtcn' ug" tgi kmtctqp" hwgtvgu" vgpukqpgu" gpt g"
VCUC" { " gn' UO CVC" gpt g" 4225" { " 42290' Ugi Àp" F kgi q" Rctf q." r" eqo r c° "fc" uwtk»" wp" eco dlq"
f tcoª vck»p" r" ewguk»p" ukpf kecn' r qts wg' r cu»" f g" vpgt" wpc" r ct vckr cck»p" dclc" f gn' ukpf kecvq." r qt"
ugt" wpc" go r tguv" ej kec" gp" r" s w" gn' UO CVC pq" ug" j cd" fc" kpxqmwetcf q." c" ugt" wp" qdlgkxq" vgpvcf qt"

3; 3" C" r ct vck" f g" 4228." uqu" cti gpvkqu" f kki kgtqp" r" eqo r c° "fc." cwps vg" cr tqzko cf co gpgv" r" o kecf" f g" iqu" f ktgevqt gu"
eqpvkpwctqp" ukpgf q" lcr qpugu" *xgt" Vcdrc" 2/34" f gn' Cpgzq" Guvcf " iurkeq+0'

gp"wp"r tpeguq"fg"pgi qekcekp"o w{ "f wtq" f qpf g"r tgvpgf "p"gi qekt"eqp"vqf cu"rcu"go r tgucu"gp" hqto c" uko wnp pgc" { " wuct" r" o kuo c" gwtcvgi kc" eqp" r" kpf gr gpf gpek" f g" s wg" Vq{ qvc" j cd"p" o cpvpgkf q"rc"hwpgv"fg"tcdclq"fg"rc"i gpvg" { "rcu"vqtcu"j cd"p"p" f gur gf kf q0Uki wkgpf q"cn"glgewkxq." "

UO CVC"waxq"wp"r qulekp"o w{ "f wtq" s wg"uki pkk"wp"eko dtqpc| q"o w{ "i tcpf g"r ctc"Vq{ qvc0Ne"eqo r c° "p" gpvqpegu"s wgf »"j cuvc" f gueqmecef c"r qts wg"hwg"wp"eco dlq"fg"tgi rcu"o w{ "ft° uweq0Cj "u"j wdq"ukwcekqpgu" f g"eqphleq"dcuwpvg"ko r qtwpvgu"s wg"uki pkklectqp"s wkgu"fg"eqqr gtcekp."r ctqu."vgo cu"s wg"uwht"vqf c"rc" kpf wwtkc."r gtq"s wg"Vq{ qvc"hg"equ»"b wej q"cuco kctm0Guq"hwg"j cuvc"gn4228/4229" { "f gur w"u"eqp"wp"r qeq" f g"cr tgpf k clg"o wwg."vcpvq"r qt"r ctvg"fg"nukpf kecq."s wg"co dlq"p"wxq"wp"eco dlq"fg"eqpf weekp"gp"gric° q" 4228"ewepf q"cr ctgeg"gn"pwxq"rkf gtc| i q"fg"tlectf q"Rki pcpgrk"eqo q"r qt"r ctvg"fg"Vq{ qvc."ug"go r kgl c"c" eqput wkt"wp"pwxq"tgrcekp"gpvg"co dqu"gp" f qpf g"ug"go r kgl c"c"dwuct"wp"pwxq"r wpvq"fg"dcwpeg"q" gs wkdktk0Guq"s wg"vggo qu"j q{ . "wpc"zegrpgv"tgrcekp"eqp"rc"i gpvg"fg"UO CVC."o a"u"cm" f g"s wg"ecf c" wpq"gpvpgf g" { "tgeqpqeg"fg"s wg"tgr tgupe"kpvt gugu"fkukpvqu"s wg"c"xgegu"uqp"eqpvtcr wguqu."r gtq" f qpf g" f g"c"r qeq"gnUO CVC"xc"gpvpgf kpf q"s wg"Vq{ qvc"gu"fkgtgpvg"cnitguq"fg"rcu"vgt o kpcgu" { "s wg"gn"gur "fkwf g" rc"eqo r c° "p"gu"wp"gur "fkwf g"eqqr gtcekp" { "pq"fg"eqphtppcekp" *tgewr gtcf q"fg" F qrgpurn{ . "4234-0" "

Cf go a u" f g" r" tgf weekp" f g" eququ" { " f g" r" ukvqp"p" eqp" gn" ukpf kecq." qvtq" hcevt" f gvtgto kpcpv"fg" gucecf q"r qt" rqu"glgewkxqu"r ctc"mgxct" c" ecdq"rc"co r rkecekp"dclq"gn"r tq{ geq" KO X"hwg"gn"qdlgkxq" f g"kpvgpvt"ckurt" c"rc" go r tgu" f g" rqu"xckxpgu" f gn"ekem"geqp»o leq" cti gpvqp0" Cu" r" f kgevtc" f g" Hkcp| cu" uqukpg" s wg" "excluimos las cuestiones macro (problemas de volatilidad del tipo de cambio y competencia internacional) y seteamos lo que se llama "Cost Obeya", que es sala de visualización en japonés, donde se pone un referente de cada área en un equipo para trabajar en la reducción de costos al nivel de Tailandia" *K tqhgukqpcn "43 15 4244-0"

F cf cu"rcu"ectcevt"p"kecu"fg"rc"ecf gpc"i nqdcn"fg"xcmt"gp"rc" kpf wwtkc"cwqo qvtk "/gp"rc" s wg" { c"pq"ug"ewpvc"eqp" kpf wwtkc"kpvgi tcf cu" c"pkgn"pcekqpcn"ukpq"eqp"wp"r qtekp"cnc" f g" cwqr ctvgu"ko r qtvcf cu"rc" Aplec" hqto c" f g" gzenkt"rcu"öewgukqpgu"o cetqö"r ctc"wp"vgt o kpcn" cwqo qvtk "gp" Cti gpvkc" gtc"ugt" uwr gtcxkctk"eqo gtekm gpvg"r ctc"eqpvt"eqp" rqu" f »rc"tgu" pgeguctku"r ctc"rcu"ko r qtcekqpgu"fg"r ctvgu" { "r kgl cu0:4"Vcn"eqo q"ug"xkq"gp"gn"Ecr "wru"4."guvq"

3: 4"Rqt"wp"rcf q."guvq"gu"o qpkqtgcf q"r qt"gnO kpkngtkq"fg"Rtqf weekp" c"r ctvt" f gn"pvgteco dlq"eqo gtekrleqp"Dtcukn" f g"ecf c"go r tgu"lpuetkr v"gp"gnT2 i ko gp"Cwqo qvtk "fg"o qf q"cn" s wg"rcu"go r tgucu"s wg"pq"ewo r npp"eqp"gn"xcmt" r tqveqrc" f gn"hz"r cewf q" f gdt"p"ugt"r gpcf cu"eqp"o wncu"ceqt f gu"rc"r2 tf kf c" f g"rcu"r tghgtpkecu"ctcegrctkcu" *xgt"Ecr "wru"4+0Rgtq."r qt"qvtq"rcf q."gzkngp"o gecpkuo qu"lphqto cgu"rc"r ctvt" f g"hu"ewcrgu"rcu"cwqt kf cf gu"guvcrgu" r gto ksp"o c{ qt"hzkdkkf cf "r ctc"rc"ko r qtcekp"fg"r ctvgu" { "xgj "ewru" c"rcu"ht o cu"eqp"o glqtgu"tguwncf qu"gp"uwu" drcp| cu"eqo gtekrig0" Gp" guvq"ugpvk q."I wuxq"Ucn"pku." f kgevxq" f g"VCUC" f guf g"3; ; 8" { "r tgukf gpvg" f g"rc" eqo r c° "p" f guf g"4244"uqukpg" s wg"guvq" gwtcvgi kc"ug"r rcpvg" f guf g"gn"r tkpek kq" { "s wg" "por supuesto, en los últimos años, donde la Argentina ha tenido restricciones de divisas, ese modelo compensado y superavitario ha sido claramente un modelo exitoso" *O qvt3."42 134 4244-0"

hmg" wp" r tqdrigo c" j kx»tleq" gp" gn" ugevqt" cwqo qvqt" f qo 2 uleq" { " f c" ewgpw" f gn" r rcp" f g" uwvwpvdkrkf cf " mecn' s wg" Vq{ qvc" r rcpvg»" f guf g" gn' kplekq" f g" uwu" qr gtcekqpgu" gp" gn' r c¶u." f gpqvcpf q" uw' r rpklecek»p" c" rcti q' r rcl q. "wpc" r ctvg" gut wewtcnf g' r c" *estrategia empresarial* f g" r c" hto c" lcr qp guc" gp" vqf q" gn' o wpf q. " r r cuo cf c" gp" r c" tgcirkf cf " cti gpvkpc0"

F g" guvg" o qf q. " ugi Àp" rqu" glgewkxqu" f g" r c" go r tguc. " Vq{ qvc" Cti gpvkpc" ug" r tqr wuq" o cpvpgt" wpc" drcrp| c" eqo gtekn' r qukkxc" f guf g" uw" kplekq0' Guvc" gut cvgi kc. " c" uw" xgl . " guwxq" uwvwpvcf c" gp" wp" pgi qekq" r rcpvgcf q" gp" dcug" c" r c" gzr qtvcckp<" r tko gtq" c" Dtcukn" { " nvgi q" ceegf kqpf q" c" pwxqu" o gtecf qu0Hcdkqr\ cpf cnc| kpk' i gtgpvg' i gpgtcnf g' Hkpcp| cu' f guf g' 4239. " uqukpg' s wg" " *Toyota define una estrategia global y vino a apostar por el crecimiento del país, no importa el Gobierno que sea, lo que significa aportar exportaciones para mantener la planta de Brasil y poder completar el line up de productos con los que produce el país vecino en base a una balanza comercial positiva* " " K tqhgukqpcn" 43 15 14244+0"

Cnltgur gevq. " Cp¶dcnDqtf gtgu'tgo ctec. "

"

Nc" gutcvgi kc" gp" gn' O gtequw" hmg" guvdrgegt' r tqf wvqu" eqo r rgo gpvctkqu0Dtcukn' j ceg" gn' Eqqmc=" pquqvtqu" j cego qu' r c" J kmz0F gptvq' f g' hqu' cp' r kuku' s wg' j kelo qu' f g' r cu' f kxkpcu' r tqr wvqu' s wg' ug' b cpglctqp' vgp¶co qu" egtq" lo r cevq' pgi vlxq0' Qdxkco gpvg. " c" plxgn' o wpf kcn' Vq{ qvc" guv' " gp" hcxqt" f gn' eqo gteq" r kdtg" g' pvtg" rqu" r c¶gu. " cvvpf kqpf q" c" r cu' pgegukf cf gu' r wvwcrgu' s wg' r wgf g' j cdgt" gp" ecf c" tgi k»p" q" r c¶u0P quqvtqu. " eqo q" r tkpek kq. " guvco qu" gp" hcxqt" f gn' r kdtg" eqo gteq" { " j cego qu' wpc" gutcvgi kc" f g' tcf kceckp" f g' kpf wvutk" r ctc" s wg" ugc" r kdtg" eqo gteq. " r gtq" wco dlk' p" drcrpegcf q. " gp" f qpf g" co dcu' r ctvqu' r wgf cp" xgt" rqu' dgpghlekqu" " Nc" P cek»p. " 5 14 14228+0"

"

" Cf go a u. ugi Àp" F cpkgn' J gttgtq. ""

"

P wvutq" uwg° q" ulgo r tg" hmg" etgegt" { " eqpxgt vktqu" gp" gzr qtvcf qt gu0äRqt" s w² A'Rqt s wg" uk' xgu' r c" j kxqtkc" f g" Ncvkqco 2 tlec. " j cu' vgpkf q" wp" o qp»p" f g' etkuku. " gp" hqu' f kxkpcu' r c¶gu' f g' r c" tgi k»p0Gpvqpegu' gn' xqno gp" f g" Cti gpvkpc" pq" cncrp| cdc" r ctc" j cegtpqu" uwvwpvdrigo. " vgp¶cu' s wg" kt" c" wp" xqno gp" o c{ qt. " { " r ctc" guq" vgp¶cu" s wg" gzr qtvc" " ¶i + " Nc" kf gc" ulgo r tg" hmg" gpeqvct" wp" drcrpeg" s wg" vg" j kkgug" kpf gr gpf kqpv" f gn' f » rct0' Guq" wco dlk' p" lo r rkecdc" c" w' ecf gpc" f g" xcnqt0'Rctc" ugt" kpf gr gpf kqpv" f gn' vkr q" f g" eco dlq" pgegukdcu' vgpvt" wp" eqvvpkf q" mecn' lo r qtvcpv" s wg" pq" f gr gpf kgtc" f gn' vkr q" f g" eco dlq. " { " wp" xqno gp" f g" gzr qtvcckp" i tcpf g0' Gpvqpegu. " uk' gn' f » rct' ug' f g' xcnwcdc" gp" Cti gpvkpc. " kdcu' c' i cpct' b wej q' b a u' eqp' r c" gzr qtvcckp. " hg' kdcu' c' r qf gt" r ci ct' o a u' c" wu' r tqxggf qtgu. " r qts wg" gp" tgcirkf cf " guvdcu' xgpf kqpf q" c" wp" f » rct' o wej q' o a u' ectq. " { " r qt' gn' qvtq" rcf q. " r qf ¶cu' j cegt" wp" f guewgpvq" gp" w' o gtecf q" mecn' r ctc" r qf gt" o cpvpgt" xqno gp. " { " r c" tgpvdkrkf cf " xgp¶c" f g' txcfc" f g' r n' pgi qekq" f g' gzr qtvcckp" " F cpkgn' J gttgtq. " gpvtxkuc" r gtuqpcn" 3 19 14244+0""

"

C'lw'xgl . 'gp'rc'eqo r ctcek'p'eqp'qtqu'r c'f'gu'eqp'r rcpvcu'kpf wutlcrngu'f g'Vq{ qvc.'F cplgn' J gttgtq'qu'kpg's wg''esta planificación de ser sustentable y superavitario no se da en todas las plantas de Toyota. Es más particular de acá. Tampoco en Sudáfrica y Tailandia, que son países más parecidos, no es tan así''''F cplgn'J gttgtq.'gpvtgxlk'rc' r gtuqpcn'3 19 14244-0'Ugi Àp'gn' glgewkxq.'uk'dkpg'gu'ekgtvq's wg'j c{ 'wpc'hkquqhf'c'Vq{ qvc's wg'ceqo r c'º ».'j wdq'wp'hwgtv'g' r guq'f' g' rcu'i gukqpgu'rqecrgu'c's wg''para un japonés es muy difícil entender el negocio de Argentina (...) en las EM tiene que ver también con la impronta que le pongan en las filiales. Cuánto vayan a pelear adentro de la organización''''F cplgn'J gttgtq.'gpvtgxlk'rc' r gtuqpcn'3 19 14244-0' Gp'gug'ugp'wf q.'Hcdkrc'\ c'pf crcl kpk'qu'kpg's wg'gn'ugetgvq'r ctc'o cpvpgt'wpc'dwgp'c'tgrcek'p' eqp'rc'ecuc'o cxtk' gu''mantenerlos informados, los ciclos siempre se repiten, tanto en manejo de divisas como en restricción a las importaciones, siempre nos adelantamos. Les avisamos qué está pasando y al mismo tiempo le damos la solución. Esta forma de actuar genera una relación de confianza, además de estar siempre supervisados por un expatriado que trabaja cerca de la Argentina y Brasil para hacer de "puente''''K tqhgukqpcn'43 15 14244-0'

Imagen IV-1 - Modelo de negocio de TASA

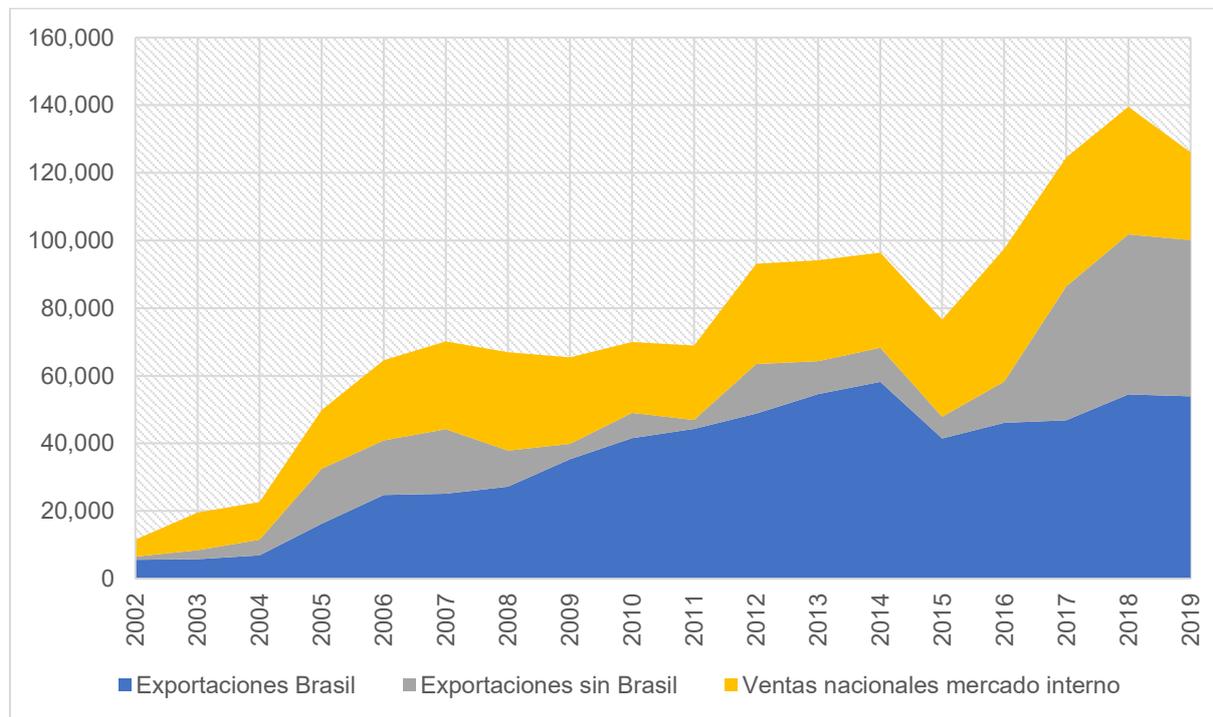


Hwpgv'f qewo gpv'k'pvtq'f'g'VCUC'ceegf kf q'gp'42420'

F g'gug'o qf q.'gp'dcug'c'f lej c'g'utcvgi kc'c' r ctvt'f'g'rcu'kpxgtukqpgu'f gnr tq{ gev'IO X.' Vq{ qvc'r cu'f'g'r tqf wkt'3; 677'w'pk cf gu'gp'4226'c'68884'gp'4227'c'87022'gp'4228.'f'g'rcu' ewcrgu'gn'84' 'hw'g'r ctc'g'zr qtcel'p'xgt'I t'a'heq'KX/6+0F gpvtq'f'g'guqu'f gukqpu'f'g'g'zr qtcel'p' ug'uwo ctqp'pwg'xqu'r c'f'gu.'c'rgu'eqo q'J qpf wcu.'Rcpco' a.'P'lectci wc.'Tgr Àdrtec'F qo kplecpc'

{'Eqwv'Tkcc.'gptg'hqu'b' a u'ko r qtvcvgu0Cf go a u.'cwo gpvctqp'eqpukf gtcdrgo gpv'hu'gpx'qu'c'
Ej kg.'O²zleq.'Gn'Ucxcfc qt' {"I wcvgo cnc'Ukp" go dci q.'gn'i twguq'f g'ncu" gzr qtvcckppgu"ug"
eqpegpvt»"gp"Dtcukf0"

Gráfico IV-4 - Exportaciones por destino y ventas de vehículos nacionales en el mercado interno de Toyota Argentina (unidades) (2002-2019)



Hwpgv<grdqtcckp'r tqr kc'gp'dcug'c'CF GHC'{"dncpegu0"

" P q"qduvcpv'c'r guct'f g'guv'gzkqu'f gugo r g° q'r tqf wvxxq'{"eqo gtekn'j cuw"4228."
f guf g'guv'c° q'rc'htc c'ug'guvpe»"gp'rc'r tqf week»p'f g'87022'xgj 'fwmqu'cpwvngu'{'ug'r gtf lgtqp"
i tcp'r ctvg'f g'hqu'b' gtecf qu'f g'gzr qtvcckp'f g'hqu'c° qu'r tgxkqu.'s wg"go r gl ctqp'c'ugt'cdcugekf qu"
r qt"Vckrpf kc."o kpvctcu'ncu"gzr qtvcckppgu'f g'VCUC"ug"eqpegpvtctqp'ecf c'xgl "o a u'gp"Dtcukn"
ngi cpf q" c" gzr rlect" gn' ; 2' " f g"ncu" o kuo cu" gp"422; " *xgt" I t° hleq" KX/6-0' Ugi Àp" Tlectf q"
Rki pcpgrk"ugetgvctkq'i gpgtcn'f gn'UO CVC'f guf g'gn'4234." "Toyota cuando entra al país entra
de la mano de Borderes y se llegó hasta 60 mil unidades. Se había quedado en una zona de
confort que se había estancado en 60 mil unidades. Podíamos más, pero la misma gente desde
arriba hacia abajo te decían "si con esto estamos bien" " *Tlectf q"Rki pcpgrk"gpvtgxkuc"
r gtuqpcn": 04244-0' Guvq." c" uw' xgl ."ug'eqo r ngo gpv»"eqp" wpc" r q'flec" f g'f kvtkdve»p'f g"
f kxf gpf qu'f g'nc'go r tguc'gpvtg"4228" {"4232."hq's wg'ko r rle»"wpc"o gpqt'kpxgtuk»p'gp'rc'r rcpvc"
mecn'f wcpvg'guqu'c° qu' *xgt" I t° hleq" KX/7-0'

" Guv'gvr c'f g'gucpeco kpvq'r tqf wekxq. 'eqo gtekn'g'kpxgtuqt'ewro kp»'c'hkpgu'f g'4232." ewcpf q'gn'r t gulf gpvg' Cp'f' dcn' Dqtf gtgu'hwg'f gur gf kf q'c'r ct vk'f g'f gpwpeku'f g'ktgi wrctkf cf gu' gp'gn'o cpqlq'f g'ru'hkpcp| cu'cn'kpvgtkqt'f g'VCUC0Guq'i gpgt»'rc'kpvgtxgpek»p'f g'rc'ecuc'o cvtk' f g'VO E"gp'rc'hkrcn'rqecr'0'Guvg'gr kuqf kq'ug'o cpql»'gp'ugetgvq'{"rc'kphqto cel»p'ecuk'pq'ektew»" gp'rc'r tgpuc'0'Gp' guvg'o cteq." VO E" eqo gp| »" c" tgrnk' ct" r tqeguqu" f g" eqpvtqni' {" cwf kqt'f'cu' f ktgevo gpvg'f guf g'Lcr »p. ucn'gcpf q'rc'ecf gpc'f g'o cpf q'f gn'O gtequw. 'f gpqvcpf q'rc'i txcgf cf " f g'rc'ukwcek»p'»F cplgn'J gttgtq. "gptgxkxrc'r gtuqpcn"3 19 4244-0"

Cu'f'ug'r wgf g'xgt's wg. "c'r guct'f gn'gzkxqu'f gugo r g'o q'kplekn'f g'rc'hkto c. 'f cf q'r qt'rc' r qukek»p'gp'rc'gutwewtc'o wnkpcckqpcn'{"gn'cwo gpvq'f g'rc'r tqf wek»p'rqecr'eqp'rc'glgewek»p' f gn'r tq{ gevq" KO X. "rc'cf o kpkmtcek»p'f g'rc'i gtgpek"rqecr' eqo q'r ctvg'f g'rc' *incrustación nacional*"f g'guc'hkrcn'wxq'wp'r cr gnko r qtvcpv'gp'gn'gucpeco kpvq'f g'gug'r gt'f'q'f gpqvcpf q' wo dR'p'uw'ko r qtvcpek'gp'rc'gutcvgi kc'{"f gugo r g'o q'f g'rc'go r tguc'0' Cf go ^ u. 'rcu'cwqtkf cf gu' rqecrgu'hwgtq'f gur rc| cf cu'r qt'f gpwpeku'f g'o crkgtucek»p'f g'hqpf qu. 'f cpf q'ewgpc'f gn'r guq'f g' rcu'cf o kpkmtcekqpgu'rqecrgu'f g'rcu'hkrcrgu'f g'GO u'{"s wg'rcu'f ktgevk'cu'f g'rc'ecuc'o cvtk' 'pq'uqp' f ktgevo gpvg'cr rkecf cu'gp'rcu'r c'f'ugu'tgegr vqtgu'f g'guc'u'hkto cu'0 "

4.5 - Nuevas capacidades gerenciales y la expansión de TMC en América Latina

C'te'f' f g'rc'ucrkf c'f g'Dqtf gtgu. 'F cplgn'J gttgtq. 's wg'j cuw'gug'o qo gpvq'ug'f gugo r g'o cdc' eqo q'f ktgevq'f g'Eqpvcdkf cf {"Hkpcp| cu. 'kphqto cvkqp'Vgej pqm'i kgu'»K+{"Tgewtuqu'J wo cpqu' f g'VCUC."cuwo g'rc'r t gulf gpek'0'Gn'glgewkxq"eqo gpw's wg'cpvg'rc'kpvgtxgpek»p'f g'rc'hkrcn' cti gpvpc'j keltq'p'wp'""*plan que se llamó 90+90. En 90 días revisamos todos los esquemas de control con un auditor independiente, reportándole a Japón. Y después otros 90 días para implementar sistemas de control super estrictos. Y ahí recuperamos la confianza*""»F cplgn' J gttgtq. "gptgxkxrc'r gtuqpcn"3 19 4244-0' Cf go ^ u. "rc'pwxc'cf o kpkmtcek»p'f g'rc'go r tguc'ug' r tqr wuq'cwo gpvt"rc'ecr celf cf "f g'r tqf wek»p."s wg"ug"j cd'f'c'o cpvgpkf q'gp'ctf gf gf qt'f g'rcu' 87022'wpkf cf gu'hdtkcf cu'cpwcm gpvg.'cwps wg'ug'o gpekqpcdc's wg'gzkx'f'f go cpf c'whkelpvg' r ctc"cdutdgt"o ^ u'xgj 'f'ewqu'0'Ugi Àp" Tlectf q"Rki pcpgrk" "*en Toyota cambia la dirección, aparece Herrero con una visión totalmente distinta. Empezamos a crecer, fuimos tres veces a Japón*""»Tlectf q"Rki pcpgrk"gpv'gxkxrc'r gtuqpcn": 19 4244-0

Uki wkpq'f c'F cplgn'J gttgtq. 'gn'r tqeguq'r ctc'urkckct'rcu'pwxcu'kpxgtukqpgu'{"cwo gpvt' rc'ecr celf cf "f g'r tqf wek»p'pcek»'f guf g'rc'hkrcn'rqecr'{"pq'f guf g'rc'ecuc'o cvtk'. "g'ko r rke»'wpc' ctf w'pgi qekcek»p'eqp'rcu'qhlekpcu'egpvtcrgu'0'Gn'glgewkxq"uqu'kpg'g's wg'ug'ng'r kf k»'c'rc'ecuc' o cvtk' <

"

Wp"xqvq"fg"eqphkcp| c0F glco g"lpvpxct"r cuct"fg"82"c"; 2'o kl'wplf cf gu'r tqf wekf cu'eqp"wp"t gkpxgtukp"fg" tgewtuqu'r tqr kqu'i gpgtcf qu'gp"Cti gpvpc"{"hwpf co gpvcm gpvg."eqp"wp"i tcp"cwo gpvq"fg"o cpq"fg"qdtc0UK" mgi q" c"rcu"; 2'o kn"fkuewko qu"rc"lpxgtukp"pgeguclt"r ctc"kc"wp"r tqf weekp"fg"352"o kl'wplf cf gu"{" vgepklect"rc"r rpxvc0Chqt wpcf co gpvg."pqu"fglctqp"go r tgpfgt"gucl"gzr cpukp"c"; 2'o kl'wplf cf gu"{"ewcpf q" mji tco qu'gug"qdlgkxq"hwko qu"rc"r gf k"rc"lpxgtukp"i tcpf g"O kulp"Rtqf wekxc."3: 194244+0

"

F g"guvg"o qf q."gp"4234"rc"htc c"mji t>"hcdtlect"; 2022"wpkf cf gu"gp"Cti gpvpc0'Guvg" kpetgo gpvq"ug"fkq"vco dl2p"eqp"rc"ucrlf c"fg"wp"o qf gm"eqp"cri wpu"eco dlqu"fg"rc"J knwz." ecvcmi cf qu"eqo q"oDki "O clqt"Ej cpi go"*xgt"Vcdrc"KX/4+0'C"uw"xgl."c"r ctvt"fg"guvg"co q"rc" go r tgucl"mgi »"c"pwgqu"o gtecf qu"ko r qtvcpgu."mgi q"fg"ewctq"co qu'fg"cmc"eqpegpvtcekp"fg" rcu"gzr qtcekppgu"gp"Dtcukl"xgt I t^a hleq"KX/6+0'Vcn'gu'gnlecuq"fg'E qmjo dlk"eqp"908: : "wpkf cf gu." cnls wg"ug"ig"gzr qtvcde"r qt"r tko gtc"xgl."{"RgtA"4053+{"Ej kg"97; +.s wg'ug'igu'xqmk"lc"gzr qtvt" mgi q"fg"ewctq"co qu'ukp"j cegtm"xgt I t^a hleq"KX/: +0"

Cuko kuo q."eqo q"eqpugewgepk"fg"nko r wnuq"r kpgtq"fg"Vq{qvc"{"uw"eco kppgc"J knwz." f wcpvg"guqu"co qu"Cti gpvpc"eqo kpl| c"chckp| ctug"eqo q"gn'hub"fg"r tqf weekp"fg"r kni'wr u" o gfkpcu"s wg"ug"fguetklk"gp"gn'Ecr "wru"40'Gp"r tko gt"mi ct."c"r ctvt"fg"gn'4232"ug"eqo gp| »"c" r tqf wekf"rc"Xqmuy ci gp"Co ctqm"eqphqto cpf q"c"Cti gpvpc"eqo q"Apkq"egpvt"o cpwcewtgtq" c"plxgn'o wpl kni'fg"fej q"r tqf weq"{"eqp"wp"qtkgpvcekp"gzr qtvcf qtc."r tlpekr cm gpvg"j cekc" Co²tlec'Ncvpc"GrO wpl q."3944232+0: 5'F g"guvg"o qf q."Xqmuy ci gp"eqpegpvt»"uw'r tqf weekp" gp"gnr c"fu"gp"mu"o qf gmqu"Co ctqm"{"Uwcp."3: 6'cf go^a u'fg"rcu'eclcu"fg"tcpuo kulp"gp"E»tf qdc0"

Gp"ugi wpl q"mi ct."gp"4234"Hqtf"rcp| »"uw'pwgxc"xgtukp"fg"rc"Tcpig t."r tko gt"xgj "fwru" fg"o qf gm"i mden's wg"wkkl cdc"rc"o kuo c"r rvcqto c"r ctc"ugt"r tqf wekf q"gp"fg"knkpcu'r ctvqu"fg"n' o wpl q0Cn'ki wcn's wg"rc"J knwz."rc"Hqtf"Tcpig t"gtc"r tqf wekf c"gp"Vckrpf k"{"Uw^a hlec"eqp"wp" r rvcqto c"gp"eqo Ap."{"uw"xgtukp"cti gpvpc"guvdc"qtkgpvfc"r tlpekr cm gpvg"c"cdcuvggt"gn' o gtecf q"rc"wpqco gtlecpq"nc"P cekp."4194234="kRtqhukqpcn"4194234+0'Cu"fg"guvg"co q"

^{3: 5}Nwgi q"guvg"o qf gm"hwg"r tqf wekf q"vco dl2p"gp"Crjo cplc"j cuvc"4242"{"gp"Gewf qt"fg"guvg"423: "j cuvc"42420'Guv" hwg"rc"r tko gtc"r kni'wr"fg"kg"o cf c"r qt"Xqmuy ci gp0Ukp"go dcti q."c"r guct"fg"gn'z kq"fg"rc"Xqmuy ci gp"Co ctqm"gp"gn' o gtecf q"cti gpvpc"{"fg"uwu"lo r qtvcpgu"gzr qtcekppgu."guvc"uqrgf cf"cn'lpvgtkt"fg"Xqmuy ci gp"i mden'ig"lwi »"gp" eqpvtc"cn'o qf gm"{"c"rc"gur gekrlk cekp"fg"rc"htcrlcti gpvpc"fg"Xqmuy ci gp"gp"Light Commercial Vehicles"NEXu0' Rtc"eqo r ctvt"eququ"fg"gucltqm"fg"r tqf weq"{"rc"tqxgej ct'geppqo "cu"fg"guvcm"{"cncpep."Xqmuy ci gp"ig"egf k" rc"r tqf weekp"fg"rc"pwgxc"xgtukp"fg"rc"Co ctqm"Hqtf."s wg"rc"tgekrlk ct^a "gp"dcug"rc"r rvcqto c"fg"rc"pwgxc"Tcpig t=" egukp"s wg"ug"fg"lq"gp"gn'o cteq"fg"wp"eqpxgplq"i mden'fg"cnecpeg"o^a u'i gpgtcl'gpvtg"co dcu'cwqo qvtlegu'cpwpekcf q" c"o gfkcf qu"fg"gn'4242"="Hqtf."32184242+0C"uw"xgl."gu"lpvgtgucpv"fg"guvcc"t's wg"guvg"pwgxc"xgj "fwru"gu"fg"kg"o cf q"gp" Cwvcrk."fg"ppf g"Hqtf"p"q"vkgp"wp"r rpxvc"o cpwcewtgtc"fg"dlf q"lc"uwelgtg"gp"4238"r gtq"l"wp"egpvtq"fg"lpi gplgt"lc" *Ectu"l wfg."461614244+0

^{3: 6}"Gp"423: "ug"hpckl c"rc"r tqf weekp"fg"Uwcp"{"gp"4242"ug"eqo kpl| c"eqp"rc"htc"lecekp"fg"uw'r tko gtc"UWX."gn' o qf gm"Vcqu0'

Hqtf "f gf le»"rc"r tqf week»p"fg"uw"r rcpvc"gp"Rcej geq"cu"uwu"o qf grqu"Tcpig"t{" "Hqewu0:7"Guv" eco kpg"eqo gpl cf q'r qt "Vq{qc"{' 'ugi wkf q'r qt "Xqmuy ci gp"{' Hqtf "xc"b"o ctect"rc"gur gekrk k cel»p" cti gpvpc"gp"r leni"wr u"o gf kpcu"s wg."eqp"rc"r quvgtkq"kpvtqf week»p"fg"rqu"o qf grqu"Pkucp" Hqpvgt"{" "Tgpcwn"Crcunep"ug"xc"cu"r tqhwpfk ct0F g"guvg"o qf q."rc"r tqf week»p"fg"xgj "ewrqu" eqo gtelekrgu"hxkcpqu"gp"Co 2 tlec"Ncvkpc"eqo gpl »"c"fk kxf ktug"gp"hwpek»p"fg"uwu"ugi o gpvqu"xgt" Vcdrc"KX/5+0Cn't gur geq."F cplgn"J gttgtq"quvvgp"fc"“a veces me siento un poco solo (...) Pero ahora están todos viniendo a producir pick ups, de modo que algo bueno habremos hecho. En pocos años la Argentina va a producir 400.000 camionetas. Y cuando un país produce 400.000 pick ups, olvídate de ir a producirla a otro país de la región” *Entp."38154239+0"

Tabla IV-3 - Modelos de pick ups vigentes y países de producción (2020)

Tipo de pick up	Marca	Modelo	País de producción en AL
Chicas	Chevrolet	Montana	Brasil
	Ford	Maverick	México
	Fiat	Toro	Brasil
		Strada	Brasil
	Renault	Duster Oroch	Brasil
	Volkswagen	Saveiro	Brasil
Medianas	Chevrolet	S-10	Brasil
	Ford	Ranger	Argentina
	Honda	Ridgeline	-
	Isuzu	D-Max	-
	Mitsubishi	L200	Brasil
	Nissan	NP300	México
		Frontier	Brasil (hasta 2015) Argentina (desde 2018)
	Renault	Alaskan	Argentina
	Toyota	Hilux	Argentina
		Tacoma	México
	Volkswagen	Amarok	Argentina
Grandes/Full size	Chevrolet	Silverado	México
	Ford	F-150	-
	Dodge (Stellantis)	Ram	México
	GMC (GM)	Sierra	México
	Nissan	Titan	-
	Toyota	Tundra	-

Hqpvgt"grndqtc"p"r tqf k"gp"dcug"cu"CF GHC."CP HCXGC."CO KC"{' "dkrkqi tchfc"gur gekrk cf c0'

3; 7"GP"423; "ug"hpck c"rc"r tqf week»p"fg"rqu"o qf grqu"Tcpig"t{" "Hqewu"{' "u"n"ug"eqpegpvc"gp"rc"r tqf week»p"fg"rqu"o qf grqu"Pkucp" Hqpvgt"{" "Tgpcwn"Crcunep"ug"xc"cu"r tqhwpfk ct0F g"guvg"o qf q."rc"r tqf week»p"fg"xgj "ewrqu" eqo gtelekrgu"hxkcpqu"gp"Co 2 tlec"Ncvkpc"eqo gpl »"c"fk kxf ktug"gp"hwpek»p"fg"uwu"ugi o gpvqu"xgt" Vcdrc"KX/5+0Cn't gur geq."F cplgn"J gttgtq"quvvgp"fc"“a veces me siento un poco solo (...) Pero ahora están todos viniendo a producir pick ups, de modo que algo bueno habremos hecho. En pocos años la Argentina va a producir 400.000 camionetas. Y cuando un país produce 400.000 pick ups, olvídate de ir a producirla a otro país de la región” *Entp."38154239+0"

Cf go ^{3;8} u. "gung" cwo gpvq "gp" r' r tqf weekp "cti gpvpc" ug' f kq "eqpeqo kcpvgo gpvg" eqp "qvtq" j kq' r ctc' r' go r tguv "gp" Dtcukn' r' kpcwi wtcekp' f' g' uw' vgtgct' wplf cf "f' g' hcdtkecekp. "gunc' xgl "gp" Uqtqecdc "Ucp" Rcdm+. "gpecti cf c' f' g' r tqf wekt' r' qu' eqo r cevu' Gvku' gp' u' u' xgtukppgu' hatchback" {"ugf^a p0: ⁸ "F g' gung" o qf q. "Vq{ qvc" O gtequwt "gpv" > "gp" gn' o gtecf q' f' g' r' qu' cwqu' r' gs wgo qu' gp' gn' ewcn' pq' gunc' r' tguv' j' cuv' "gug" o qo gpvq' O' Gunc' co r rkecekp' f' g' Vq{ qvc" O gtequwt "ug" gpo ctec" gp' r' "gzr cpukp' f' g' VO E" gp' r' qu' o gtecf qu' gp' f' gucttqm' n' wgi q' f' g' r' "etkuku' hpcpektc' i' mdcn' f' g' 422: /422; . "cn' eqo q' ug' xkq" gp' gn' ecr "jwq" cpvgtkqt' O' Cn' t' gur gevq. "F cpkgn' J gttgtq' uquv' p' c' s' wg" "vemos que para la casa matriz la región Mercosur ha tomado otra dimensión. Antes éramos una afiliada más, ahora la zona tiene otro potencial, y en especial si se tiene en cuenta que hoy EEUU tiene un crecimiento restringido" *Ectu. 71: 14233-0Rqt' gung' b' qv' xq. "gp' 4235' Vq{ qvc" etg > r' f' kxkukp' f' g' Co ² tlec' Ncvpc' {"gn' Ectkdg' {"r' qu' ekqp > "cn' gunc' f' q' wplf' gpug' Uv' xg' U' O' Cpi' gm' eqo q' EGQ' f' f' lej c' t' gi' k > p. "s' wkgp' uquv' p' c' s' wg <

"

Eqp' r' qu' c' o qu. "Vq{ qvc" ug' qt' kgp > "c' r' qu' r' c' f' u' f' gucttqm' f' qu. {"gp' r' qu' Anko qu' vgo r qu' f' gunc' eqpxgt' v' t' ug' gp' wpc' eqo r c' o' c' i' mdcn' O' Cj' qtc' ug' gus' "hceck' c' pf' q' gp' o gtecf qu' gp' f' gucttqm' eqo q' r' "Cti gpvpc' {"Dtcukn' Rctc' o' qutct' p' wgt' q' eqo r tqo' kuq. "Cnk' Vq{ qf' c. "p' wgt' q' r' t' guk' gpvg. "o' g' f' guki' p > "eqo q' EGQ' f' g' Co ² tlec' Ncvpc' {"gn' Ectkdg' O' Gp' v' p' egu. "r' qf' go qu' v' qo' ct' o' ^a u' f' gekukppgu' c' p' k' x' gn' m' eci' {"j' cegtm' f' g' o' qf' q' o' ^a u' t' r' k' f' q' "Nc' P' cel > p. "441; 14235-0'

"

F' g' gung' o' qf' q. "gp' Cti gpvpc. "n' wgi q' f' gn' cwo gpvq "gp" r' r tqf weekp "craep' | c' pf' q' r' cu'; 2' o' kn' wplf' cf' gu. "r' qu' g' u' h' wgt' | qu' ug' eqpegp' v' ct' qp' gp' eqpugi' wkt' wpc' p' w' x' c' l' p' x' g' t' u' k' p' t' ² eqtf' r' ctc' cwo gpvct' c' Ap' o' ^a u' r' "ecr' c' ek' cf' "f' g' r' tqf weekp" {"m' gi' ct' c' "p' w' x' qu' o' gtecf qu' r' v' k' p' q' c' o' g' t' k' e' c' p' q' u' O' C' u' f' "r' qu' glgew' k' x' qu' f' g' VCUC' {"gn' UO' CVC' "h' wgt' qp' gp' f' k' u' k' p' v' cu' q' e' c' u' k' p' p' gu' c' "l' c' r' > p' r' ctc' "k' p' u' k' u' k' t' "gp' gn' q' v' t' i' co' k' gp' v' q' f' g' f' lej c' l' p' x' g' t' u' k' p' O' T' k' e' c' t' f' q' Rki' p' c' p' gm' k' eqo' gp' v' c' s' wg <

"

^{3;8} Cf go ^a u. "kpuvcn" c' uw' crt' gf' q' t' c' 34' r' tqxggf' q' t' gu' egp' v' t' c' i' gu' f' g' r' cu' ewcrgu' 8' f' g' gm' u' g' t' c' p' l' c' r' p' p' g' u' c' u' follow-sourcing *Vq{ qvc" Vuwj q' Ugg' n' c' p' f' "Ueter. "Vq{ qvc" Dquj' q' m' w' Rk' m' p' i' v' q' p' / P' k' r' r' q' p' Ugg' n' I' r' cu. "M' c' p' l' k' n' q' . "Ucp' j' + *k' l' w' w' n' k' g' v' c' r' n' 0' 4237-0' Ugi' Ap' F' c' p' l' g' n' J' g' t' t' g' t' q' . "s' wkgp' g' u' w' x' q' c' e' c' t' i' q' f' g' n' r' t' q' { g' e' v' q' f' g' r' h' c' d' t' k' e' c' e' k' p' f' g' n' G' v' k' u' gp' Dtcukn' ug' l' p' v' g' p' > "j' ceg' t' gp' r' "Cti gpvpc' r' g' t' q' p' q' r' t' q' u' r' g' t' > {"h' p' c' m' gpvg' ug' j' k' q' gp' Uqtqecdc. "Ucp' Rcdm. "r' q' t' r' " f' l' h' g' t' g' p' e' k' "gp' r' qu' l' p' e' g' p' v' k' x' qu' g' z' k' u' g' p' v' g' u' O' Ugi' Ap' gn' glgew' k' x' q' . "öc' n' t' e' s' d' e' r' e' u' n' i' r' m' e' c' o' n' e' l' g' o' b' e' r' n' a' d' o' r' d' e' S' a' n' P' a' b' l' o' , y' o' r' e' c' a' b' é' t' o' d' o' s' l' o' s' i' n' c' e' n' t' i' v' o' s' y' b' e' n' e' f' i' c' i' o' s' f' i' s' c' a' l' e' s' q' u' e' l' o' s' e' s' t' a' d' o' s' b' r' a' s' i' l' e' ñ' o' s' l' e' h' a' b' í' a' n' o' t' o' r' g' a' d' o' e' n' e' l' p' a' s' a' d' o' a' o' t' r' a' s' t' e' r' m' i' n' a' l' e' s' . C' u' a' n' d' o' m' e' j' u' n' t' é' c' o' n' é' l' , l' e' l' l' e' v' é' l' a' l' i' s' t' i' t' a' c' o' m' p' l' e' t' a' . É' l' s' o' l' a' m' e' n' t' e' m' e' p' r' e' g' u' n' t' ó' c' u' á' n' t' a' g' e' n' t' e' í' b' a' m' o' s' a' c' o' n' t' r' a' t' a' r' . L' e' c' o' n' t' e' s' t' é' q' u' e' u' n' a' s' d' o' s' m' i' l' p' e' r' s' o' n' a' s' . M' e' d' i' j' o' : "P' e' r' f' e' c' t' o' , t' e' o' t' o' r' g' o' t' o' d' o' s' l' o' s' b' e' n' e' f' i' c' i' o' s' d' e' l' a' l' i' s' t' a' q' u' e' t' r' a' j' i' s' t' a' r' e' p' e' r' o' l' o' s' v' a' s' a' e' m' p' e' z' a' r' a' r' e' c' i' b' i' r' e' l' d' í' a' q' u' e' e' s' t' é' n' l' o' s' d' o' s' m' i' l' t' r' a' b' a' j' a' d' o' r' e' s' e' n' p' l' a' n' t' a" . Y' a' s' í' f' u' e' . N' o' s' d' i' e' r' o' n' e' l' v' a' l' o' r' d' e' l' t' e' r' r' e' n' o' , e' l' v' a' l' o' r' d' e' c' o' n' s' t' r' u' c' c' i' ó' n' d' e' l' a' p' l' a' n' t' a' , l' a' i' n' f' r' a' e' s' t' r' u' c' t' u' r' a' y' l' a' n' i' v' e' l' a' c' i' ó' n' " " *O' k' u' l' > p' R' t' q' w' e' k' x' c' . "3: 1914244-0' G' u' v' q' o' c' t' e' > "w' p' h' w' g' t' w' l' o' r' w' u' q' f' g' r' "h' k' i' c' n' i' d' t' c' u' k' g' t' c' "x' g' t' I' t' ^a h' e' q' 2/32' f' g' n' i' C' p' g' z' q' " G' u' v' c' f' f' u' n' e' q' - "u' l' p' go' d' e' c' t' i' q' . "r' c' t' v' e' k' c' e' l' > p' f' g' Vq{ qvc" gp' gn' v' c' n' i' f' g' r' "k' p' f' w' u' t' l' c' "c' w' q' o' q' v' k' i' " d' t' c' u' k' g' o' c' "e' q' p' v' p' w' > " u' l' g' p' f' q' o' g' p' q' t' . "w' d' l' e' ^a p' f' q' u' g' f' g' u' ^a u' f' g' H' l' c' v' I' O' . "X' q' m' u' y' c' i' g' p' . "T' g' p' c' w' n' i' " J' { w' p' f' c' k' t' g' u' r' g' e' v' k' x' c' o' g' p' v' g' "x' g' t' I' t' ^a h' e' q' 2/39' f' g' n' i' C' p' g' z' q' "G' u' v' c' f' f' u' n' e' q' +0' R' q' t' q' v' t' q' r' c' f' q' . "r' "h' k' i' c' n' i' x' g' p' g' l' q' r' c' p' c' "e' q' p' v' p' w' > "e' q' p' i' t' e' x' g' u' r' t' q' d' i' n' g' o' c' u' e' c' { g' p' f' q' e' c' f' c' x' g' l' " o' ^a u' w' r' t' q' f' w' e' e' k' p' h' w' g' i' q' f' g' 42280'

eqp»" eqp" r" hpcpekck»p" f g" VO E" c" txc²u" f g" r" r quvgti cek»p" f gn' r ci q" f g" f kxf gpf qu." tglpxk v² pf qmqu"gp"r" r rcpv"»Dcrrpeg"VCUC."43 19 4236+0" : : ""

Cf go ^a u." r ctc" guv" co r rckek»p" VCUC" ug" dgpghk»" eqp" gn' T²i ko gp" f g" Rtqo qek»p" kpf wwtkn"»Ng{ "P cekqpcn"320769+."eqp" gn'ewcn"ug"gzko "c" f gn' r ci q" f g" kfi tguqu" Dtwqu" r qt" rqu" cwo gpvqu" f g" r" hcewtckek»p" f g" r" r rcpv" r tqo qekqpcfc" »xgt" Vcdm" 2/; " f gn' Cpgzq" Guvcf " lueq+0" Guvqu" cr q{ qu" guvcrgu" ug" uwo cp" c" vpc" ugtkg" f g" r qn' luecu" r Àdrlecu" { " f kur qulekqpcrgu" kpuvkekqpcrgu" s wg" Vq{ qvc" Cti gpvpc" wkkk »" gp" guvcu" f² ecf cu" { " r gto kgp" r gpuct" s wg. " uk'dkgp" gn' Guvcf q" cti gpvpc" pq" f kki k»" guv" r tqeguq" f g" gur gekrk kck»p" f g" r" r tqf wek»p" cwqo qvkk " f qo ² urlec. " r ctc" gn' ecuc" f g" r" hto c" lcr qpguc" u" ceqo r c° »" guv" f gucttqmj" eqp" vpc" ugtkg" f g" o gf kf cu" f g" r tqo qek»p" { " cr q{ q0

Tabla IV-4 - Inversiones de TASA (dólares corrientes) (1997-2019)

Años	Monto (u\$s)	Detalles
1997-98	150,000,000	Instalación.
2002	200,000,000	Ampliación planta proyecto IMV.
2006	15,000,000	Planta de estampado.
2006	4,000,000	Línea de ensamblaje de motores.
2007	12,300,000	Planta de pintura.
2007	10,000,000	Inyección de partes plásticas.
2010	127,000,000	Ampliación de la planta.
2013-2015	800,000,000	Tecnificación de la planta para producir 120.0000 unidades.
2016-2017	200,000,000	Incremento de la producción.
2018	80,000,000	Modernización de la planta.

Hwpgv<grdqtcck»p" r tqr k" gp" dcug" c" dcrpegu" tgr qt vgu" f g" uwvpgvdkk cf " { " qvcu" hwpgvu" r tko ctlcu'

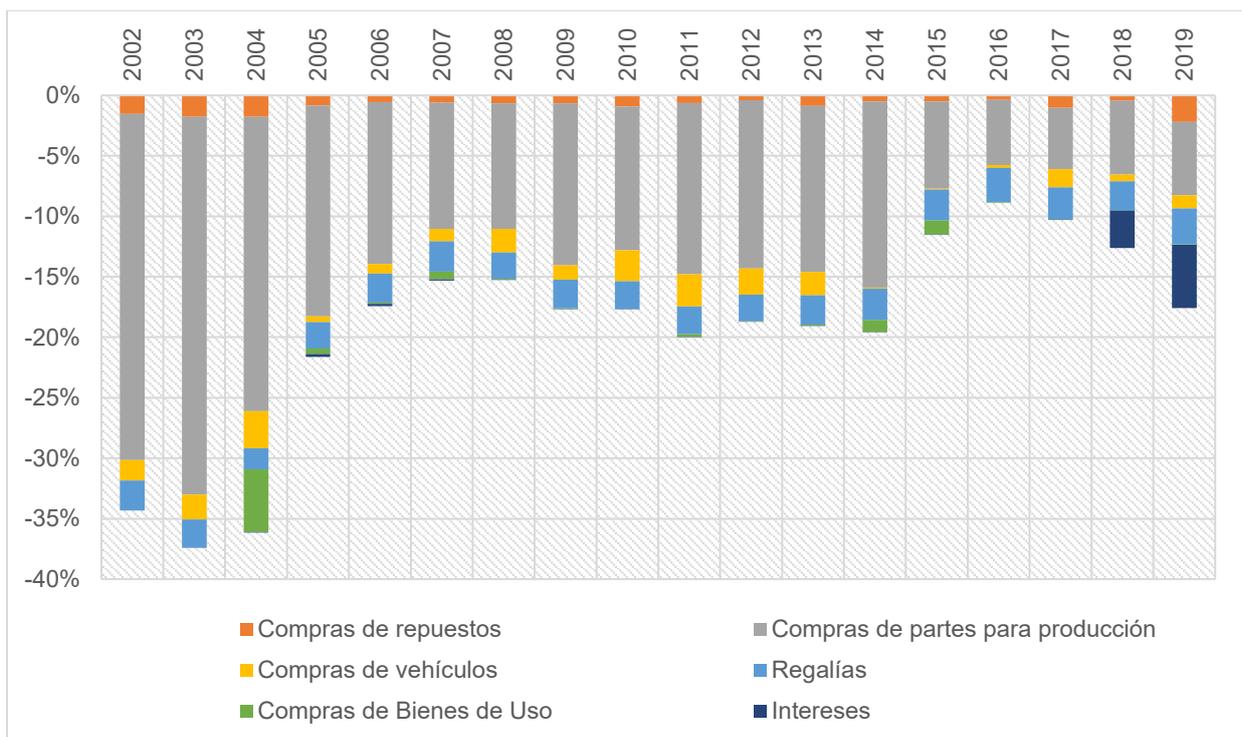
³: "Gp"4238"VCUC" eqpvtclq" vpc" f gwf c" eqp" r" ecuc" o cvkk " f g" &40 63" o knppgu" »v&u3: 2" o knppgu" cn' vr q" f g" eco dlq" f gn' lo qo gpvq" f g" f gugo dqmqu" »Dcrrpeg"VCUC."48 18 4239+0

Gráfico IV-5 - Resultados netos de cada ejercicio de TASA y su utilización (miles de dólares) (2002-2019)



Hvpgv<gndqtck>p'r tqr k'gp'dcug'c'dcæpegu'VCUC'{"kr q'f'g'eco dlq'f'gn'DETC'gp'n'hgej c'f'g'ekgtg'f'g'ecf c' glgtekekq0'

Gráfico IV-6 - Principales operaciones de TASA con TMC como porcentaje de las ventas totales de cada año (porcentajes) (2002-2019)



Hvpgv<gndqtck>p'r tqr k'gp'dcug'c'dcæpegu'VCUC0'

"

Cf go ^a u. "guc"co r rkele»p"r tqf wekxc"ug"fkq"gp"grlo cteq"fg"wpc"etgekpgv"eqphke»kxf cf "gpvtg"grni qdkgtpq"{"rcu"vgo kpcrgu"cwqo qvtegu."cwps wg"Vq{qv"ug"crnglcdc"fg"fej c"fkur wco"Rtkpekr cm gpv."grni qdkgtpq"fg"Etke»kpc"Hgt^a pf gl "fg"Mtkej pgt."cvtcr cf q"gp"wpc"ukwcele»p"fg"etgekpgv"tgutkele»p"gzvgtpc"{"cwo gpvq"fg"rc"lphkele»p."ewr cdc"rc"rcu"vgo kpcrgu"cwqo qvtegu"r qt"i tcp"r ctvg"fg"guqu"r tqdrgo cu"gp"gr"ugevqt"Rgtgl "Cm cpuk"4242d+0"Uk"go dcti q."r qt"ugt"uwr gtcxkctk."Vq{qv"ug"xlq"gp"o c{qt"o gf kf c"gzemkf c"fg"guvg"gpht gpwco kgpvq0Rqt"glgo r nq."gp"4235"ug"ngu"gzki k»c"rcu"cwqo qvtegu"tgf wek"wp"42' "uwu"ko r qtvekpogu."r gtq"rc"hto c"lcr qpduc"pq"hwg"lpenkf c"gp"fej c"o gf kf c"»Dcrpeg"VCUC."43 19 4236+0"Rqt"qvq"rcf q."ug"cw gpvctqp"ngu"ko r wguvu"fg"dlkpgu"fg"nwlq"r ctc"htgpct"rcu"ko r qtvekpogu"fg"xgj »ewnu"fg"enc"i co c."m"ewcn"i gpgt»"hwgtvu"etwegu"gpvtg"rcu"vgo kpcrgu"{"grni qdkgtpq0"Uk"go dcti q."gp"guvg"cur gevq"VCUC"vco dlk"p"ug"xlq"o c{qto gpv"gzemkf c"{"c"swg"rc"Vq{qv"J knw"pq"hwg"crcep| cf c"r qt"fej cu"o gf kf cu"r qt"ugt"ecvni cf c"eqo q"wp"xgj »ewnu"fg"vcdclq."cwps wg"rc"UY 6"u"ug"xlq"chgevcf c"r qt"ngu"lpetgo gpvu"ko r qukkxqu0'

Gu"fgelt."gr"tgeco dlq"i gtgpekn"fg"VCUC"gp"4232"wxq"wp"r cr gr"ko r qtvepv"gp"rc"vte{ gevtkc"fg"rc"uwduf kctk"gp"gr"rc"u0"Uk"dlkpg"{"c"gzku"»cp"dcugu"guvewwcrngu"uqdtg"rcu"ewcrgu"rc"go r tguc"ug"fg"gur ngi cdc"»gr"tqn"fg"rc"»hkrn"cti gpvpc"gp"rc"qti cpk cke»p"o wkpcekpccn"rc"r tqf weke»p"fg"r kem"wr u"o gf kpcu"eqp"wpc"fg"cpf c"tgi kqpcn"gp"gzr cpuk»p."rc"r r vchqto c"r tqf wekxc"gp"eqo »p"eqp"rc"UWX"UY 6."rc"eqo r ngo gpveke»p"r tqf wekxc"eqp"Dtculn"rc"r rcpk»kele»p"c"rc"ti q"r rc| q"eqp"uwr gt^a xk'eqo gtekn"{"gr"etgeko kgpvq"fg"VO E"gp"o gtecf qu"go gti gpvnu"nwi q"fg"rc"etkuku"fg"422: /422; +."rc"pwgxc"cf o kpkntceke»p"fg"rc"go r tguc"hwg"erxg"gp"rc"qdvpeke»p"fg"pwgxcu"lpxgtukppgu"{"uwu"eqpugewgpvnu"cw gpvu"gp"rc"r tqf weke»p"{"gzr qtveke»p"fg"xgj »ewnu."i gpgtcpf q"wp"pwgxc"ko r wnu"gp"uw"vte{ gevtkc"cuegpf gpv0F"fg"guvg"o qf q."gp"guvu"co"qu"ug"eqphqto ctqp"pwgxcu"ecr cef cf gu"i gtgpekn"nu"ecrgu"sw"ug"ductqp"gp"wp"pwgxc"rkf gtc| i q"go r tguctkn"gp"rc"hto c"gp"eqplwpv"eqp"gr"cr q{q"{"eqqr gtceke»p"fg"gr"ukpf kecq."rcu"r qn»kecu"r »drkecu"fg"r tqo qeke»p"ugevtkcn"{"rc"tglpxgtuk»p"fg"rcu"i cpcpeku"gp"rc"r rcpv0' Guvu"rgo gpvu."swg"hqto cp"r ctvg"fg"rc"incrustación nacional"fg"rc"eqo r co »c."r gto kkgtpq"gr"etgeko kgpvq"fg"rc"r tqf weke»p"{"rcu"gzr qtvekpogu"nwi q"fg"4232."swg"ug"ka"p"co r rncpf q"gp"ngu"co"qu"r quvgtkqtgu0'

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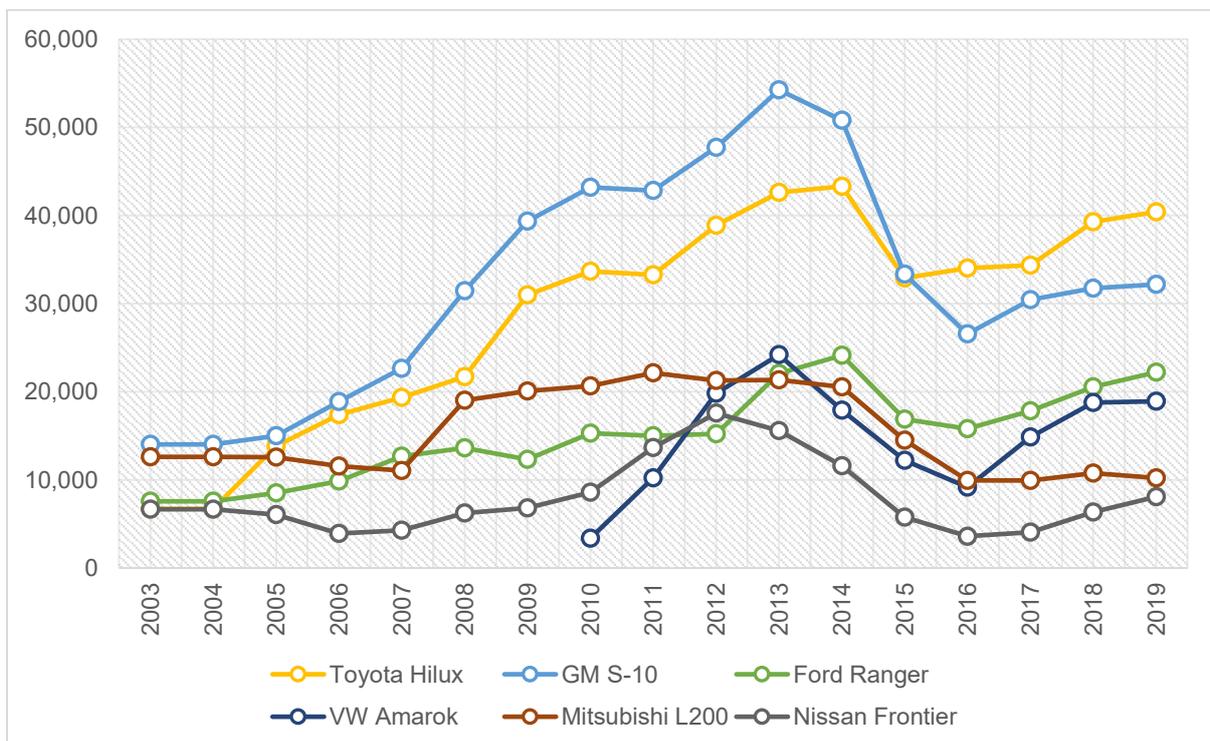
4.6 - El lanzamiento de la nueva Hilux y la superación de los récords previos

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Cf go a u."ug"eqputw{ »"wp"pwgxc"egpvtq"f g"f kvtkdvek»p"f g"tgr wguqu"r ctc"J kwz"{"UY 6."f g" 3: 022"o 4"*Cwaj kwqtkc."4242+0C"uw'xgl ."f wtcpvg"4238"ug"rcp| »"rc"J kwz": Ai gpgtcel»p"s wg" ug"qhtgek»gp"34"xgtukppgu"f khtgpvgu0Nc"r tkpek cn'pqxgf cf "f gptq"f gn'r qt vhrkq"f g"r tqf wevqu" hwg'rc"lpeqtr qtcel»p"f g"wpc"pwgxc"{"gzenwukxc"xgtuk»p"vqr g'f g'i co c."f gpqo kpcf c"UTZ0"

Cf go a u"fg"fej cu"co r ncekppgu."eqp"rc"pwgxc"xgtuk»p"f g"rc"J kwz"gp"4238"rc"ht o c" cncp| »"f qu"j kqu"ko r qt vcpvgu"gp"gn'o gtecf q"dtcukng° q"{"gp"gn'cti gpvppq0Gp"gn'ecuaq"f gn'r c"ju" xgekppq."guvg"co q"hwg"gn'r tko gtq"gp"gn'ewcnrc"Vq{ qvc"J kwz"uw'gt»"gp"xgpvcu'c"rc"r ken'wr "o gf kpc" r tqf wekf c"gp"Dtcukn"rc"eco kppgc"Ej gxtqngvU/32."f go quwtcpf q"rc"cegr vcek»p"{"2z kq'f gn'pwgxc" o qf gm"»xgt"t a hleq"KK/9+0C"uw'xgl ."gp"4238"rc"J kwz"hwg"gn'o qf gm"o a u'xgp'kf q"gp"Cti gpvpc" r qt"r tko gtc"xgl "gp"uw"j kwqtkc."uw'gtcpf q"c"xgj "ewnu"geqp»o lequ"s wg"equwcdcp"vgtu"xgegu" o gpqu"s wg"rc"r ken'wr ."eqo q"gn'Xqmny ci gp"t qn'q"gn'Hlc'v'Rcnkq0Rqt"qvtq"rcf q."gp"4238"ug" tggucdngek»"rc"zr qt vcek»p"c" f gukppqu"rc"vppco gtlecpqu"gp"rc"equw" f gn'Rce"lleq"s wg"gtcp" cdcungekf qu"j cuw"gu"o qo gpvq"r qt"Vckcpf k0Cu"ll"ug"tgcpwf »"rc"zr qt vcek»p"c"RgtÀ"5654" wplf cf gu+."Ej kg"30285"wplf cf gu+."Gewcf qt"573"wplf cf gu+."c"rc"xgl "s wg"ug"o cpwxkgtqp"rcu" zr qt vcekppgu"c"Eqmqo dlc"40 ; 4"wplf cf gu+0C"uw'xgl ."cwo gpvctqp"eqpukf gtdngo gpvg"rcu" xgpvcu"gp"fg gukppqu"fg"Egptqco 2 tlec."r cucpf q"fg"389"c"30478"wplf cf gu"g"lpeqtr qtcpf q"r c"jugu" eqo q"Gn'Ucnkcf qt."J qpf wcu."P lectci wc"{"Repc o a "xgt"t a hleq"KK/: +0"

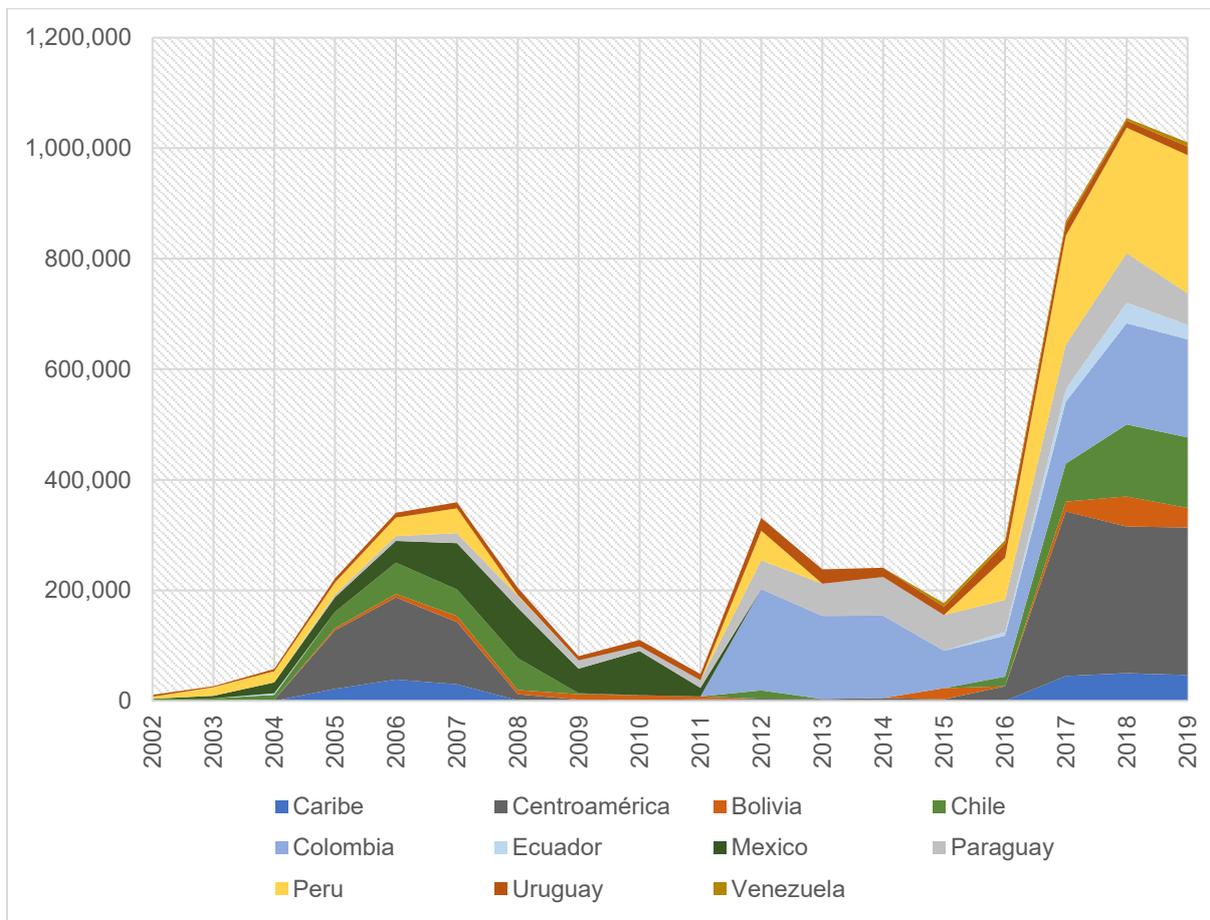
Gráfico IV-7 - Ventas de las principales pick ups medianas en Brasil (unidades) (2003-2019)



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" Eqpvkwpqf q"eqp"guv"pwgq"ko r wuq"uegpf gpg."gp"4239"rc"go r t guc"mji t>>"cwo gpvt" rc"ecr celf cf "f g"r tqf week»p."crecp| cpf q"rc"hdtkceke»p"f g"3460755"xgj "ewmqu"gp"rc"r rpv" f g" \ ^ tcvg."m"ewcn'uwrgt»"co r nco gpv"cn'tguvq" f g"rcu'vgt o kpcrgu"*xgt" I tª hkeq"KK/6+0" Cf goª u."gp" flej q" cº q"rcu"gzr qtvekpogu" c"vqf qu"mqu" f guvkpu"r qt"hwgtc" f g" Dtcukn'ug" kpetgo gpvtqp" { "ug" uwo ctqp"pwgqu"r c"pugu" f gn'Ectkdg."vrgu"eqo q" Ctwdc."Cpvkmu"J qmpf gucu."Dej co cu."J ck"Rwgtvq" Tkeq" { "Tgr Àdrec" F qo kpcpc" *xgt" I tª hkeq"KK/: +0Cu"rc"eqo r cº "c"eqpuki wk» "gzr qtvt" c"45"r c"pugu" Culo luo q."rcu"gzr qtvekpogu" c" Dtcukn" s wg'tgr t gupvcdcp" gn'9; " gp"4238"r cuctqp" c"gzr rlect" uqmq" gn'76" f gn'vqcn" gp"4239." f kxgtukhkecpf q" gp"i tcp" o gf kf c" mqu" f guvkpu" f g" gzr qtvekp»p" *xgt" I tª hkeq"KK/6+0"

Gráfico IV-8 - Exportaciones de Toyota Argentina por destinos exceptuando Brasil (miles de dólares FOB) (2002-2019)



Hwgpv»g»grdqtc»p"r tqr k"gp"dcug" c"Uqhtcf g" { "Cf wpc0"

"

" Guvqu"mji tqv'eqo gtekrnu"ko r rlectqp"r t kpekr cmo gpv" f gur rc| ct" c"Vq { qv"Vckrpf k"eqo q" r tqxggf qtc" f g" xgj "ewmqu" f g" guvqu" f guvkpu" Rctc" G| gs wkn' Xcmglqu." i gt gpv" f g" Cuwpvqu" I wdgt pco gpvrgu" { "Eqo gtekr" Gzvtkqt" f g"VCUC" f guf g" gn'4225."eqp"cri wpqu" f g" guvqu"r c"pugu"ug"

vgp'c'ekgtv'xgpwlc'gp'eqo r ctcekp'eqp'Vckrcpf kc'r qt'r quggt'cewgtf qu'eqo gtekrqu. 'crgu'eqo q'
nu'f gn'O gtequw. 'Ej krg' { "rc'Eqo wplf cf "Cpf kpc0²²"Uk'go dcti q."eqp"gn'tguvq'f g'rcu'pcekqpgu"
ug'eqo r kks'gp'rcu'o kuo cu'eqpf lekqpgu's wg'Vckrcpf kc' *G' gs wkn'Xcmglqu. 'gpv'gxkuc'vgrh'plec."
42 18 14243-0Ugi Ap'gn'glgewkxq."

"

Gnf gucl'f'q's wg'pquqtqu'wxko qu'gpvtg'4235' { "4237'gu's wg'f'dco qu'c'r qpgt'gn'xgj 'f'wq'gp'guqu'f guvqqu'cn'
o kuo q'r tgekl's wg'Vckrcpf kc'0Gt'c'wp'r tqdrgo c'pwwgt'ngi ct'c'gug'equv0Gn's wg'tgek'f'gp'gug'r c'f'u'pq'v'gp'c'
s wg'xgt'p'kpi wpc'f'kgt'gpekc'r qt'j' cdgtug'r tqxkuv'f'guf g'Vckrcpf kc'q' 'Cti gpv'pc'0Guq'hwg'gp'o cvgtkc'f'g'equvqu'
{ "gp'o cvgtkc'f'g'ecrkf cf "co d'k'p'0P q'v'xq { "c'p'gi ct's wg'j' wdq't'gukngpekc'k'plekn'f'g'E'gpvtqco ² tlec'udtg'
v'f'q. "s wg'v'gp'f'p'wpc'ko ci gp's wg'gn'r tqf wvq'cti gpv'pq'gtc'k'phgtkqt'cn'cuk'k'leq'0'Vckrcpf kc'j' cd'f'v'gpk'q'gn'
o kuo q'f' gucl'f'q'ewcpf q'rc'J' kwz'r cu'v'f'g'ugt'1cr qpguc'c'ugt'vckrcpf guc'0'Guq'ug'r wf q'f'kuk'ct'0"

"

" Rctc'hji tct'gug'q'dlgkxq. 'pq'uqmq'ug'f'gdk' »'eqpvt'eqp'gn'xkuv'q'dwgpq'f'g'rc'ecuc' »'o'cvtk' . "
ukpq's wg' »'co d'k'p'ug'mgx' »'c' »'ecdq'wp' »'tcdclq'f'guf g'rc' »'h'k'cn'cti gpv'pc'f'g't'grckqpc'o k'gpv'q' { "
eqpxgpeko k'gpv'q'eqp' »'h'qu'f'k'ut'k'd'w'k'f'qt'gu'f'g'V'q' { qvc'f'g' »'ecf'c' »'wpq'f'g' »'guqu'r'c'f' »'gu0'Gp' »'gug'ugv'k'f'q. "
gn'glgewkxq'f'g'VCUC' »'uquv'k'pg. "'

"

Rctc'g'zr qtvt'p'gegu'k' »'dco qu'eqpxgpegt' »'cn'f' tko gt' »'er'k'gp'v'g's wg' »'gu'gn'f'k'ut'k'd'w'k'f'qt. 'f'gur w' »'u'gu' »'gn' »'er'k'gp'v'g' »'h'k'p'cn'0'
Rctc' »'guq'j' c' { "eqpxgpekp'p' »'cpw'rc'gu'gp' »'Lcr »'p' { "ug' »'ek'cdcp'c'rcu't'gi k'qpgu'0'Guq'c' »'q'ug'f'g'ek'f'k' »'s wg' »'Cti gpv'pc'
r ci ctc' »'guc' »'eqpxgpekp'p' { "ug'j' ceg'gp' »'Cti gpv'pc'0'Ug' »'nu' »'k'p'xk' »'c'rc' »'rc'pvc'0'P w'g'w'c'r »'rc'pvc'f'guf g'gn'4237' »'gu' »'
c' »'wp' »'pk'gn'ki w'cn'q' »'uwr'gt'k'qt' »'s wg' »'rcu'f'g' »'Lcr »'p'0'Gp'v'q'pegu' »'nu' »'r tko gt'q' »'hwg' »'uqtr' »'t'gpf'gt'nu' »'eqp' »'rc' »'rc'pvc'0'N'qu'
f'k'ut'k'd'w'k'f'qt'gu' »'pq' »'ug' »'lo ci k'p'cdcp' »'g'p'eqpvt'ctug' »'eqp' »'wpc'r »'rc'pvc'f'g'gn' »'pk'gn's wg'j' c' { "j'q' { "gp' »'Cti gpv'pc'0' ["ecf'c'
i gt'gp'v'g'f'g' »'wp' »'tgc' »'gp' »'Cti gpv'pc' »'ug' »'g'pecti »' »'f'g' »'wp'f'k'ut'k'd'w'k'f'qt. 'f'g' »'wp'r'c'f' »'u' »'Wpc'i' »'tcp' »'xgp'v'c'lc' »'gu's wg' »'eqp' »'rc'
o c' { "qt' »'f'j' »'cd'nc'o qu' »'gur'c' »'qn' »'equc' »'s wg' »'pq'r'cuc' »'eqp' »'Vckrcpf kc' »'gp'v'q'pegu' »'pqu'r'w'uko qu'c'f'k'ur'q'ulek'p'f'g' »'ecf'c'
wpq' { "ug' »'i' »'gpgt' »'wp' »'i' »'twr'q'f'g' »'cv'g'p'ek'p'c'f'k'ut'k'd'w'k'f'qt'gu'0' ["h'gu' »'q'ht'g'eko qu' »'cn'i'q' »'s wg' »'pq' »'v'gp'f'c' »'Vckrcpf kc' »'s wg' »'gu'
s wg' »'ew'c'w's w'kgt' »'eqpu'w'nc. 'ew'c'w's w'kgt' »'r' »'tq'drgo c. 'v'g'pgo qu' »'wp' »'i' »'twr'q' »'s wg' »'cv'k'g'p'f'g' »'gp' »'gn'o'qo' »'gpv'q' »'rc' »'nc'o'cf'c. { "gp'
wpq'q'f'q' »'f' »'cu' »'v'g'r'w'g'f'g'r' »'qpgt' »'wpc'r'gt' »'uqpc' »'gp' »'gn' »'h'wi'ct' »'r'ctc' »'ex'c'w'c't' »'uk'j'c' { "r' »'tq'drgo c'f'g' »'ecrkf'cf'f' »'gn'r' »'tqf'w'v'q'
q' »'uk' »'gu' »'wp' »'r' »'tq'drgo c'f'g' »'w'uq'q' »'cf' »'er'w'ek'p' »'cn' »'h'wi'ct' »'0'Guq'f'k'ut'k'd'w'k'f'qt'gu' »'eqo'r' »'tcp' »'cw'qu'f'g' »'Lcr »'p. 'Cuk. 'GGWW.'
{ "gug' »'ugt'x'lek'q' »'h'w'x'lg't'q'p' »'uqmq'f'g' »'Cti gpv'pc'0' »'hwg' »'dc'w'c'p'v'g' »'gz'k'quq'0'Vco d'k'p' »'h'qu'c' { »'wf'co qu'c'r' »'gf'k' »'x'gt'uk'q'p'gu'
p'w'g'x'cu's wg' »'pq' »'v'gp'f'c'p'0'Guq' »'ug'j' ceg'c' »'t'cx' »'u'f'g' »'Lcr »'p. 's wg'c' »'x'ge'gu' »'h'j' »'lek'gt'q'p'r'gt'q' »'pq' »'gu'c'dc' »'d'k'g'p' »'lw'w'k'le'cf'q'
{ "f' »'gn' »'rc'f'q' »'f'g' »'Lcr »'p' »'pq' »'gp'v'g'p'f' »'f'p'r' »'qt' »'s w' »'r' »'gf' »'f'p' »'gug'r' »'tqf'w'v'q'0' ["pq' »'ug' »'nu'f' »'cdcp'r' »'qt' »'wp'r' »'tq'drgo c' »'f'g'
eqo »'w'le'ce'k'p'0' ["p'qu'v'qu' »'eqo q' »'k'p'v'g't'q'ew'q't'gu. { "j' »'cd'nc'p'f'q' »'gur'c' »'qn' »'nu'c' { »'wf'co qu' »'eqp' »'guq' »'co d'k'p'
*G' »'gs w'kn' »'Xcmglqu. 'gpv' »'gx'k'uc' »'v'gr'h' »'plec. '42 18 14243-0'

"

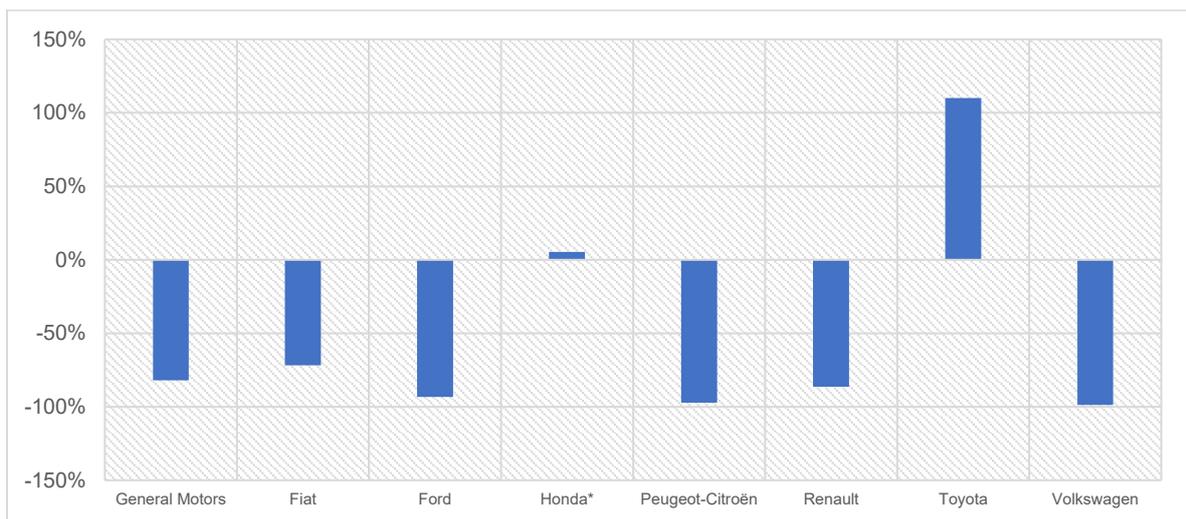
" Gu'f'gekt. »'s wg' »'rc' »'h'k'cn' »'h'j' »'ec'n' »'pq' »'uqmq' »'f'gdk' »'f'go qu' »'t'ct'ng'c' »'rc' »'ecuc' »'eg'p'v'c'n' »'uw' »'ecr' »'cek'f'cf' »'f'g'
r' »'tqf'w'v'q'p. »'rc' »'t'gf'w'v'q'p' »'f'g' »'equv'qu. { "gn' »'pk' »'gn'f'g' »'ecrkf'cf' »'r' »'ctc' »'uq' »'r'ek'w'c't' »'rc' »'k'p'x'gt'uk'p' »'f'g' »'rc' "

⁴²²Eqp'Eqmqo dlc'ug't'gcrk' »'wp' »'p'w'g'x'q' »'cewgtf'q' »'gp'423: *CEG'94-0'

co r ncelep" {" vepkhecelep" f g" r" r nrcpvc." ulpq" s wg" vo dle p" f gdl" dwuct" hqto cu" f g" hpcpeko kpvq"mrecru"{" .hwgi q" f g"j cdgt"crecp| cf q"guqu"qdlgkxqu"{" "eqpxgpegt" c"mqu"glgewkxqu" f g"lcr »p."wxq"s wg"go r tgpfgt"wp"tcdclq" f g"cegteco kpvq" c"vqf qu"mqu" f kumkdwkf qt gu" f g"Vq{ qvc" f g"mqu"pwxqu" f gukpvqu" f g"gzr qtcelep" c"mqu"s wg"ug"s wgt" f" mgi ct0Rctc" guvc" f kr mo cek" eqo gtekn" r" egtecp" f" i gqi t^a hlec" {" "gn'kf kqo c" gp" eqo Ap" hwgtqp" celexqu" o w" lo r qtvcpvu" r ctc" i cpctng" mqu" o gtecf qu" c" Vckrcpf k0

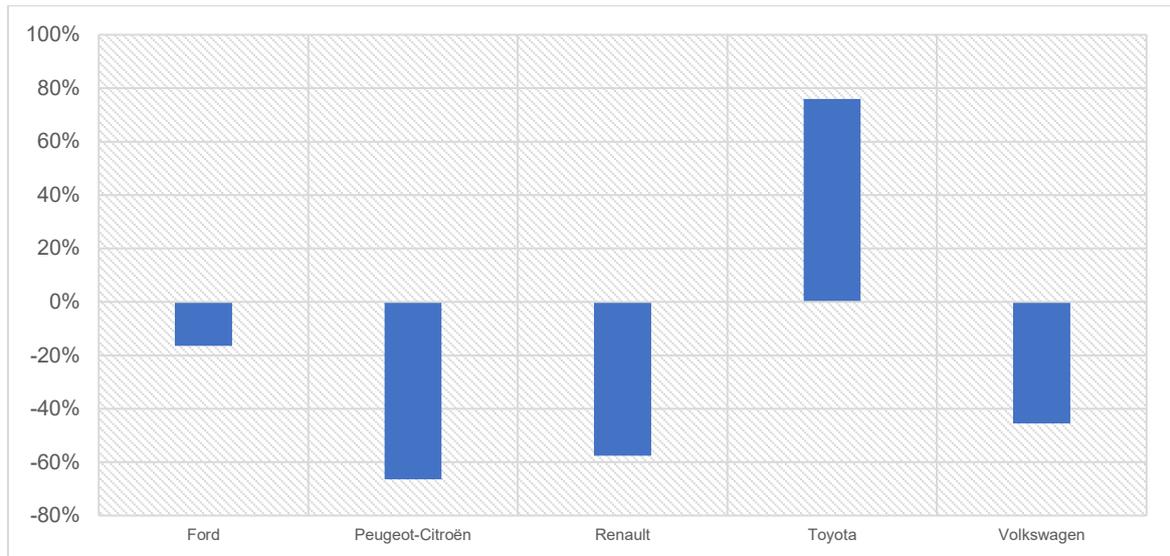
" Gp"mqu" c° qu" uki wkpvgu. "gpvtg"423: {" "423; "Cti gpvkpc"gpvt»"gp" wpc"etkuku"geqp»o kec" {" " hpcpekgtc" f g" i tcp" o ci pkwf 0Guq" chge»" cnlugevqt" cwqo qvqt" mrecn" eqo q" ug" xkq" gp" gn' Ecr "wru" 40Rtkpkr cm gpvg. "mqu" o^a u' r gtlf kecf qu" hwgtqp" mqu" r tqf wevqt gu" f g" cwqo » xkqu" o^a u' qt kpvcf qu" cn' o gtecf q" kpvtpq0" Cu" | " vqf cu" rru" vgo kpcrgu. " c" gzegelep" f g" Vq{ qvc" {" " J qpf c. " ug" xkgtqp" hwgtvgo gpvg" chgevcf cu" gp" gn' o gtecf q" f g" cwqo » xkqu" *xgt" I t^a hlec" KK/; +0" Ukp" go dcti q. " r" r tqf welep" f g" eqo gteknru" r kcpqu" ug" xkq" lo r cevcf c" gp" o gpqt" o gf kf c" r qt" r" etkuku. " cwps wg" vo dle p" tguvcn" gnlf gugo r g° q" uw' r gkqt" f g" Vq{ qvc" gp" guvg' ugi o gpvq" *xgt" I t^a hlec" KK/32+0" "

Gráfico IV-9 - Variación de automóviles producidos en Argentina entre 2011 y 2019 (porcentajes)



Hwpgv<gndqtcelep" r tqr k" gp" dcug" c" CF GHC0
, Rctc" J qpf c" ug" wkk c" 4234" f g" c° q" dcug" f gdl q" cn' eqo kgp| q" f g" uw' r tqf welep" gp" 4233" {" " gn' dclq" pAo gtq" f g" wplf cf gu' hcdtkecf cu" gp" f lej q" c° q0
"

Gráfico IV-10 - Variación de vehículos comerciales livianos producidos en Argentina entre 2011 y 2019 (porcentajes)



Hwpgv<grdqtcck>p'r tqr kc"gp"dcug'c"CF GHC'

Gug'ko r cev'f kgtgpekf q'f g'hc'etkuku'i gpgt»'wp'gph gpwo kpvq'gpg'Vq{ qvc'{"gnltguvq" f g'rcu'vgo kpcrgu"cn'kpvtkqt" f g'CF GHC." f qpf g'ug'cewucdc" c"rc" go r tguv"lcr qpguc" f g'pq" tgr tguvvt"cn'ugevqt'Gn'tguvq" f g'rcu'htc cu'r rcpvgedcp" s wg"Vq{ qvc"pq" gtc"eqphkcdng" r ctc" f ghpgf gt'iqu'kpvgt gugu'f gn'eqplwpvq' f g'wp'ugevqt"gp'r tqdngo cu"*Nc'P cck>p."8 B4 423: +0F g'gug" o qf q."c'r ctvt" f g'wp"cewgtf q' r ctc"rc"pwxgc" f ktgeek>p' f g'rc"cuqekck>p"go r tguvkc."ug'f gekf k>" f glct'chwgtc" c"Vq{ qvc' f g'rc"eqpf week>p' f g'rc"e^a o ctc"go r tguvkc"cn'{"c" s wg"uw'f gugo r g^o q"guvdc" qr cecpf q"cn'tguvq" f g'rcu'vgo kpcrgu." s wg"dclcdcp"hwgtvgo gpv'rc" r tqf week>p'{" "uwur gpf'cp" r gtuqpcn' *f o dkq." 48 B423: +0 H'gpv' c" guvq." VCUC" r wdrk>" wp" eqo wplecf q" etklecpf q" f wco gpv'c"rc"e^a o ctc' f g'rcu'vgo kpcrgu'f qpf g'ug'uquv'p'c" s wg<

Vq{ qvc"vpg'wpc'kquq'f' f g'j' cegt'pgi qekqu'f kgtgpv'c"rc"o c{ qt'c' f g'rcu'cwqo qvlegu'gp'rc" Cti gpvpc' Rqt'guc'tc| »p."gpv'p' go qu's wg'pq' uqo qu'qu' b^a u'kpf kcf qu'r ctc'tgr tguvvt'iqu'kpvgt gugu'f g'guc'o c{ qt'c' O cpv'p' tgo qu' pvgutq' hqeq' gp" pvgutc" gutcvgi k" f g'rcu' q' r r| q." eqpegv'c' c" gp< kpetgo gpv' f g'rc" r tqf week>p'{" "mecn' kck>p' f g'rc'v'gu." cwo gpv' f g'rcu'gzr qtvccl'p'p'{" "d'us wgf c' f g'pwxqu" o gtecf qu' Etgck>p' f g'o^a u'{" o glqtgu" go r ngqu" f g'ecrf cf." qhtgcl'p' q'rc" o glqt"qr ck>p' f g'rc' r tqf wevqu'{" "ugt'xlekqu" c" pvgutqu'erk'p'v'{" "eqpuwo k'qtgu'{" "i gpgt'cp' q'xcmt" geqp>o leq." uqekn'{" "co dk'pvcn' r ctc"gn'f guv'q'q' uwv'p'cdng' f gn'r c'f' o dkq."3: B2 423: +0

Rqt'q'q' r'f q."cf go^a u'f g'rcu'q' tqu'r tqf wev'xqu'{" "eqo gtekr'gu' f g'VCUC" gp'guv'qu" c^o qu' wco dk'p' uwo ctqp'pwx'cu'ce'v'k'f cf gu'f g'f kug^o q."kpp'xck>p'{" "ugt'xlekqu"cuqekcf qu'OCu'f' c" h'p'gu"

f g"423: "Vq{ qvc" I c| qq" Tcekpi . "n" f kxlukp" f gr qt vxc" f g" VCUC. "ncp| »" cn'o gtecf q" gn'r tko gt" xgj ¶ewuq" i mqdcn' f kug° cf q" r qt" kpi gplgtqu" cti gpvkpu" { "r tqf wekf q" gp" \ a tcvg. "n" J kwz" I c| qq" Tcekpi "Ur qt' UGuv' b' qf grq' wxq' b' glqtcu' gp' f gvcngu' guv' veku" { "wpc" qr vko k| cf c' b' cplqdtcdkcf cf " {" eqphqt v" gp" n" uwur gpukp" f gn' xgj ¶ewuq⁴²³ Cf go a u. " kpi gplgtqu" cti gpvkpu" vcdclctqp" gp" eqplwpvq' eqp' egpvtqu' f g" Vckrpf kc. "Lcr »p" { "Cwutcrk" r ctc" gn' f gucttqmq' f g" n' pwxgc" J kwz" I T" Ur qt' v' c" ncp| ctug" gp" gn' 4245" *Nc' P cekp. "48 B 14245-0"

Rqt' qvtq' rcf q. "gp" 423: "ug" ncp| »" wpc' r ncvhcto c" f g" o qxkrf cf " f g" Vq{ qvc" gp" Cti gpvkpc" { " Dtcukn' nco cf c" Mkpqv" *Vq{ qvc" O qdkrkv" { "Ugtxklegu+⁴²⁴ Cti gpvkpc" ug" eqpxkt vko" gp" gn' hub" f g" eqo wpecekqpgu" f g" Mkpqv" f g" vqf c" Ncvkqco ² tkec' F g" guvg" o qf q. " guv" r ncvhcto c" ug" o cpglc" f guf g" gn' r c¶u. " xgpf k² pf qrg" gn' r cs wvg" llave en mano" f g" Mkpqv" c" vqf c" Ncvkqco ² tkec" *O kulop" Rtqf wevxc. " 3: 19 14244+0' Cf go a u. " gp" 423; " n" r ncpw" f g" \ a tcvg" eqpegpvt »" ncu' qr gtcekqpgu' tgi kqpcngu' f g" Vq{ qvc" *F kxlukp" r ctc" Ncvkqco ² tkec" { " gn' Ectkdg+ 's wg" j cuv" gug" o qo gpvq' ug" o cpglcdp" f guf g" Lcr »p. " eqp" gn' qdlgvxq" f g" hqtvcngegt" uw' r tguvpek" gp" Co ² tkec" Egpvtcn' { " f gn' Uwt⁴²⁵ F g" guv" o cpgtc. " n" pwxgc" qhlekpc" eqo gp| »" c" eqqt f kpc" ncu" qr gtcekqpgu" f g" 59" f kvtkdwkf qt gu" kpf gr gpf kgpvqu" s wg" vkgpg" n" eqo r c° ¶c" gp" 58" r c¶igu" f g" n" tgi kpp⁴²⁶"

" F g" guvg" o qf q. " gn' ugi wpf q" ekem" cuegpf gpvq' f g" n" hto c" ug" gzc' r pfc" gp" guvqu" Anko qu" c° qu' Gp' r ct vewct. " ncu' kpxgtukqpgu" s wg" n" hkn' n' i t »" ecr vct" gp" nqu" c° qu' r tgvkqu" c" 4238" f kgtqp" uuu" htwqu" gp" nqu" c° qu' r quvgtkqt gu. " c" r guct" f g" n" hwgtvq' eqpvtceekp" f gn' o gtecf q" cwqo qvqt" cti gpvkp⁰ F g" guvg" o qf q. " c" guv" t gkpxgtukp" f g" i cpcpeku" s wg" j cd¶c" hqto cf q" r ctvg" f g" ncu" ecr cekf cf gu' i gtgpekrgu" f g" n" hto c" lwpvq" cn' pwxq" r kf gtc| i q" go r tguctkn" n" eqqr gtcekp" eqp" gn' ukpf kecq" { " ncu" r qn¶kecu" r Adrkecu" f g" r tqo qekp. " ug" rg" uwo »" n" f kr mqo cek" eqo gtekn' s wg" f gur rgi »" n" eqo r c° ¶c" gp" nqu' r c¶igu" f g" n' tgi kpp⁰ Cu¶i tceku" c" guvg" vcdclctq' f g' r tqo qekp" f g" nqu" xgj ¶ewuq" cti gpvkpu" gp' pwxqu" o gtecf qu" { " cn' ² zkq' eqo gtekn' f g' n' pwxgc" J kwz. " n" eqo r c° ¶c" cwo gpv »" hwgtvgo gpvq' uuu' gzc' r qtcekqpgu. 'i cp³ pf qrg' f lej qu' f guvkqu" c" Vq{ qvc" Vckrpf kc' Gp' guvg"

⁴²³"Guv' f kug° q' hvg' wp' r tq{ gev' ko r wucf q' hwgtvgo gpvq' r qt' gn' r tgukf gpvq' f g" VCUC. "F cplgn' J gttgtq. " f g" vcn' hqto c" s wg' hvgi q' f g' uw' t gvt q' f g' n' r tgukf gpek" gp" 4244. " eqp vkpw »" eqo q' eqqt f kpcf qt' f g' I c| qq" Tcekpi " { " eqo q' r tgukf gpvq" f g" Vq{ qvc" Rrpp" f g" Cj qttq⁰

⁴²⁴"Guv" eqo r c° ¶c" f g' o qxkrf cf " f g" Vq{ qvc" cttpe »" r tko gtq" gp" Cti gpvkpc" { " hvgi q' ug' tgr nle »" gp" Gwtqr c⁰

⁴²⁵"C" uw' xgl. " gp" 423; " Uvgxg" U⁰ Cpi grq' hvg' tgggo r n| cf q' r qt" O cucj ktq" kqwg. " cwps wg' uuu' qhlekpcu" uki vkgtp" gp" Dtcukn' Rqt' qvtq' rcf q. " gp" 423: " Vq{ qvc" Dtcukn' eqo gp| »" c" r tqf wek' gn' o qf grq' [ctlu. " wpc" i co c' o gf kc" gpvt g' gn' Gvku" { " gn' Eqtqnc" s wg" { c' ug' r tqf we¶p" gp" gn' r c¶i' xgekq⁰

⁴²⁶"Ugi Ap' F lgi q' Rctf q. " "en este caso puntual, también tiene que ver con una cuestión cultural y de cercanía. La mayoría de los distribuidores en la región operan en países de habla hispana. Además, esta mudanza permitirá que la oficina de LAC se encuentre en una misma zona horaria o cercana a todos los países de América Latina. También es importante considerar que, desde su inicio, Toyota Argentina ha tenido una operación orientada a la exportación, lo que le ha permitido a la compañía establecer relaciones cercanas con nuestros distribuidores en todos los países de la región " " *O qvt3. ". 1: 1423; +0"

tgeqtkf q. 'gn'cevxq f g'eqo r ctvt 'gnkf kqo c' { 'j wuq'j qtctkq'eqp'gnit guvq f g'iqu'r c'fuguf g'ic' tgi k»p"
hwg'emxg'gp'gnit tgeguq f g'tgnekqpc kgpvq'eqp'iqu'erkpvguOCf go^a u'f g'guvqu'iqi tqu'r tqf wevxqu"
{ 'eqo gtekrqu. 'ic' f kgeek»p' f g'VCUC'ngx»'c'ecdq'pwgxcu'cevxkf cf gu'f g'f kug° q. 'kppqxcek»p' { "
ugt xlekqu'cuqekf qu'c'ic' r tqf weel»p'cwqo qvtk. 'iqu'ewcrgu'upr' r kppgtqu'gp'gn'ugevqt'cwqo qvqt"
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Conclusiones parciales

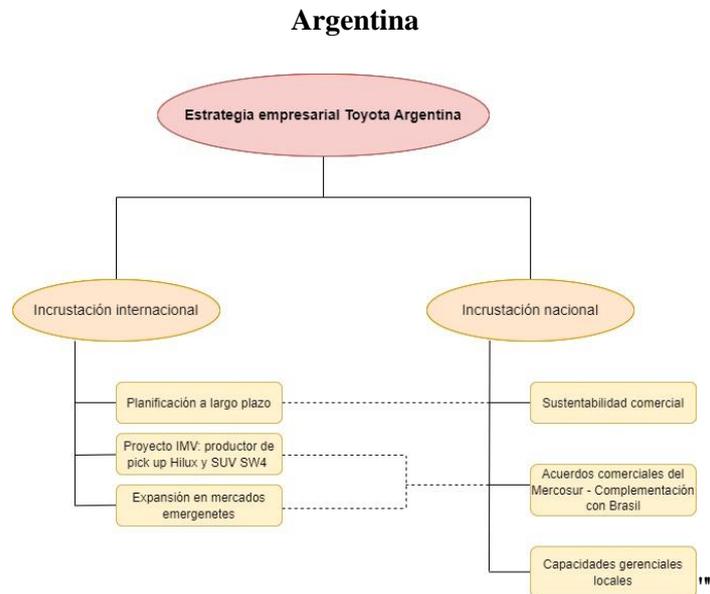
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O qvqt' Eqtr qtcvqp." s wg' hwgtqp' kvqf wekf qu' gp' gn' ecr 'fwwq' cpvgtkqt' *xgt' Hki wtc' KX/3+0'
Rtkpek cm gpyg. 'ic' f geku»p' f g'ic' ecuc'o ctk' f g'cuki pctng'c'Cti gpvpc'gn'itqnf g'r tqf wevqc'f g'
ic' r keni'w' J kwz'ig'r gto k»'kpuvtctug'gp'wp'plej q'f g'o gtecf q'gp'gzr cpuk»p'gp'vq'c'ic' tgi k»p"
{ 'o gpqu'ugpukng'c'iqu'xcxgpqu'geqp»o lequ'f g'guvqu'r c'fuguf Cuko kuo q. 'ic' gur gekrik' cek»p"
r tqf wevxk' f g' Vq{ qvc' gp' Cti gpvpc' { " Dtcukn' hwg' wpc' ppxgf cf " gp' gn' o qo gpvq' f g' uw'
ko r ngo gpcek»p' { " f ghk»' wp' hcevt' r tkpek cn' gp' gn' f gucttqmq' r quvgtkqt0' Cf go^a u." icu"
ectcevt'fwecu'f g'ic' xgtuk»p' f g'ic' J kwz' f gn'r tq{ gevq'KO X'hwgtqp'f gvgto kpcpvgr'ctc'f gur ic' ct"
c'iqu'xgj 'fwwq'eqo gtekrqu'ixkcpqu'f g'ic' eqo r gvpekc." { "ic' kpeqtr qtcek»p' f g'ic' UWX'UY 6"
eqo r ctvqpf q'ic' o kuo c'r ic'vchqto c'r tqf wevxk'ig'r gto k»'c'ic'ep| ct'r Àdrieku'f kwpvqu'iqi tcpf q'
geppqo 'fuf g'guecic0'

C'uw'xgl. 'eqo q'hwg'tgxkucf q'gp'gn'ecr 'fwwq'cpvgtkqt. 'ic' tcf kecek»p' f g'Vq{ qvc'Cti gpvpc'
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gp' r ngpc' gzr cpuk»p' gp' o gtecf qu' go gti gpvqu' vcu' gn' guvpeco kgpvq' f g' icu' r c'fuguf o^a u"
f gucttqmf qu. "s wg'ngi q'ug'r tqhwf k»'c'r ctvt'f g'ic' etkuku'f g'422: /422; 0' Cf go^a u." Vq{ qvc"
guvdc'f gur ngi cpf q'wp'r tgeguq'f g'i mqdcnk' cek»p'c'r ctvt'f gn'ewcni'kpvpcdc'dqttct'ic'uf kgtgpekcu"
pcekqpcrguf g'uw'r tgeguq' { 'r tqf wevqu0Cu'f' icu' hkrngu'uw' co gtekcpcu. 'uk'dk'p'p'gtcp'egpvcrgu"
gp'v² to kpu'r tqf wevxqu' { 'eqo gtekrqu'r ct'ic' o wmpcekqpcn' u'f' hwgtqp'o gtecf qu'f kpa o lequ' { "
gp'etgelo kgpvq'f wcpvg'ic'u'r tko gtcu'f² ecf cu'f gn'uki mq0Cuko kuo q. "gp'guvqu'Ànko qu'f gegpkqu"
VO E'ic'ep| ». 'Iwpvq'c'Xqmuy ci gp. 'gn'rk' gtc| i q'cwqo qvtk' gp'vq' q'gn'io wpf q0"

C'iq'cpvgtkqt'ug'lwoc' s wg'gn'r tq{ gevq'kpekcn'f g'Vq{ qvc'Cti gpvpc'eqo r tgpf k»'f guf g'gn'
eqo kgp| q'wp'r ic'p'c'ic'iti q'r ic' q. "r ctvg'ectcevt'fwec'f g'ic' gutcvgi kc'eqtr qtcvkc'ic' mqdcn'f g'
Vq{ qvc0' Gp' gn' ecuc' cti gpvpc. " guvq' uki pkk»' r tkpek cm gpyg' r ic'pvgt' ic' uwvqpcdkk' cf "
eqo gtekn'f g'ic' r ic'p'c'gp'dcug'c'ic' gzr qtcek»p' { "ic' kpeqtr qtcek»p' f g'eqpvqpf q'iqecni'gp'iqu'

xgj ¶ewrqu'r tqf wekf qu'gp'gnr c¶u0Gm'ig'r gto kkb'c'VCUC'eqpvct'eqp'mqu'f »rctgu'pgeguctkqu'r ctc" r'ko r qtvekb'p'f g'r ctvqu'{' r kgl cu.'f cf qu'mqu'j ku»tkequ'r tqdrgo cu'f g'f²hkek'eqo gtekrnf grtugevqt." eqo q'ug'r wf q'xgt'gp'gn'Ecr ¶wru'40'Guqu'cur gevqu'tghnglcp'r ctvg'f gn'r cr gn's wg'rc'uwdukf kctkc" cti gpvpc'ewo r rkb'gp'rc'gurtwewtc'o wmkpcekppcn'{' e»o q'rc'gurtcvgi kc'f g'VO E'ug'r rnuo »"gp'rc" go r t guc'hqecr0'

Figura IV-1 - Diagrama de los principales factores de la estrategia empresarial de Toyota



Hwpgvz'grdqtkcb'p'r tqr kc'gp'dcug'cnf g'f gucttqm'f g'mqu'r tko gtqu'ewctq'ecr ¶wru'f g'rc'vgu0'

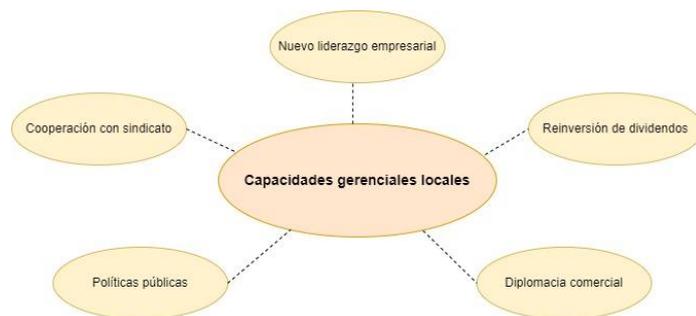
Ukp'go dcti q.'gpvpgf kpf q'c'rc'GO "eqo q'wp"espacio social trasnacional eqp'f kwpqu" i twr qu'f kur wcpf q'rcu'lgctcs w¶cu'{' gurtcvgi kcu'gp'uw'kpvgtkqt.'rcu'f k'gevcu'f g'rc'ecuc'o ctk'pq" r wgf gp"xgtug'f k'gevcu' gpvg'ko r rgo gpvcf cu'gp'rcu'uwdukf kctkcu."{' c's wg'mqu'glgewkxqu'mqecrgu" r quggp'wpc'kplgtgpek'tgrxcpvg'gp'rc'ceek'p'f g'rc'hkr0'Cu'¶'r wf q'xgtug'e»o q'rc'r tqf week'p" f g' VCUC" ug' guvpe»" gpvtg" 4228" {" 4232" c" r guct" f g' rcu" r gtur gevxcu" uqdtg" wpc" o c{qt" r qvpekrnf cf " f g" etgeko kpvq0' Cf go ^au." rcu" gzr qtvekp'p' f g' rc' hto c" ug" eqpegvtctqp" hwgtvgo gpvg'gp'Dtcukn" cr tqxgej cpf q'gn'dgpghkek'f gn'kpvgteco dkq'rdtg'f g'ctcpegru." {" ug" r gtf kgtpp'f gukqu" f g' gzr qtvekb'p' f g' mqu'r tko gtqu'c° qu'f gn'4222" s wg'eqo gp|ctqp" c" ugt" cdcugekf qu'r qt'Vckrpf k0'Gp'r ctvewct."gung'cdqtf clg'f g'rc'hkr0' wmkpcekppcn'eqo q' ctvg'f g" wpc'qti cpk'cek'p'uqekn'eqo r nglc'eqp'eqphkequ'gp'uw'kpvgtkqt'r gto kg'gpvpgf gt'guc'eqpuvpg" eqo r gvpek" s wg' Vq{qvc" Cti gpvpc" go r t gpf g" eqp" Vckrpf kc" gp" v'to kpqu" r tqf wekxqu." eqo gtekrnu'{' v'gepqn'i kequ0'

Gn'eco dkq' gp'rc'f k'geek'p' f g'rc' go r t guc' gp"4232"i gpgt»" rcu'eqpf kekppgu'r ctc" rc' eqputweek'p'f g'pwxcu'ecr celf cf gu'i gtgpekrgu's wg'ng'ko r tko kgtpp'wp'pwgqx'ko r wruq'gp'uw'

vc{ gevqtk "cuegpf gpv0Gu" f gek. "rc" ecuc "o cvtk "pq" ng" j cd "c" cuki pcf q "pwxcu" lpxgtukppgu" f g" tgrxcpek "c" rc "hkn' mecn" pq" r rpgcdc "wp" cwo gpvq "gp" rc "r tqf weekp" uki phkcvxc "{ "ng" j cd "c" r gto kfk q "c" Vekrpf k "cdcugegt" "c" i tcp" r ctvg "f g" mu" o gtecf qu" r vppco gtlecpqu" c" mu" s wg" Cti gpvpc "ng" j cd "c" gzr qtvcf q "r tglco gpv0F g" guvg" o qf q. "rc" vc{ gevqtk "r quvgtkt" pq" r wgf g" Àpleco gpvg "ugt" gzr rkecf c "eqo q" r ctvg "f g" rc "incrustación internacional" f g" rc "hkn' cti gpvpc. " f glcpf q "xgt" e » o q "grgo gpvqu" f g" rc "incrustación nacional" lwi ctqp "wp" tqn" ko r qtvcpg "gp" rc " eqphqto cekp "f g" rc "guitcvgi k" "{ "rc" qdvpek "p" f g" mu" t guwncf qu" r quvgtkt gu0

Gucu" pwxcu" ecr cekf cf gu" kpenw{ gtqp < " gn" pwxcq" r kf gtc| i q" go r tguclcn" f g" F cplgn" J gttgtq. "rc" eqqr gtcek "p" "{ "cr q { q "eqp" gn" UO CVC. "rc" u' r qn' hkecu' r Àdkecu' f g" r tqo qek "p" ugevtkcn" rc "tglpxgtuk "p" f g" rc "i cpcpek" "{ "rc" f k r mo cek "eqo gtekn" r ctc "eqps wkuvt "pwxcu" o gtecf qu" f g" gzr qtvcpek "p" OCU. "rc" "pwxc" cf o kpkvtcek "p" mi t » "t² eqt f u" s wg" uwr gtctqp "tgi kvtqu" j ku» tkequ" f g" rc "kpf wntk "cwqo qtk "cti gpvpc UK dkgp "ekt vc" eqpf lekppgu" r ctc "gn" b c { qt "et geko kgpvq "guvdcp" f cf cu. "wo dk p" gz kxk » "wp" erctq "eqpvcug" gpvtg "gn" guvpeco kpvq" r tqf wekxq. "eqo gtekn" g" lpxgtuqt "f g" VCUC "gpvtg" 4228" { "4232" { "gn" pwxcq" ko r wuq "f cf q "gp" mu" c° qu" uki wgpvqu. "f cpf q" ewgpc "f g" rc "ko r qtvcpek "f g" rc "incrustación nacional f g" rc "guitcvgi k" f g" rc "hko c0"

Figura IV-2 - Elementos de las capacidades gerenciales de TASA a partir del 2010



Hwgpvq < "gn" dqtcek "p" r tqr k "gp" dcug "c" if g" f gucltqm "f g" mu" r tko gtqu "ewctq" ecr "wqu" f g" rc "vguk0"

Gp" r ct vewrt. "gn" eqo r tqo kuq "{ "eqqr gtcek "p" eqp" gn" UO CVC "ug" hqt l » "eqp" rc "eqpf week "p" f g" Tlectf q "Rki pcpgrk" n wgi q "f g" hwgtvqu" gph gpvco kpvqu" uqp "gn" ukpf kecq "gpvtg" 4225" { "42290" Guvqu "cewgtf qu" kpenw{ gtqp "rc" ko r qulek "p" f gn" VRU "gpvtg" mu" tcdclcf qt gu. "rc" o qf hkecek "p" f g" mu" eqpxgpkqu "eqrgevxc" qu" f g" tcdclq "{ "rc" r ct veker cek "p" f gn" ukpf kecq "gp" rc "u" pgi qekcekppgu "eqp" rc "ecuc" o cvtk "r ctc" rc "qdvpek "p" f g" rc "lpxgtukppgu" f g" 4235/42370

C "uw" xgl . "gp" guvg "Ànko q" tgeqtkf q "ug" f guvcectqp "rc" u" f kpkvcu "hwgpvqu" f g" hpcpekco kpvq" r ctc "rc" b c { qt "lpxgtuk "p" cwqo qtk "f g" rc "j kuvtk. "gpvtg" rc "ewcrgu" guvdcp "rc" u" b kuo cu" i cpcpekcu"

f g"re"go r t g u c . " d c p e q u " m e c r g u " g " l p v g t p c e k q p c r g u " { " e t ² f k q u " g u v c r g u " c " v c u c u " u w d u k f k c f c u O " G u r q u " A n k o q u " u g " u w o c p " c " w p c " u g t k g " f g " r q r " m e c u " r A d r e c u " { " f k u r q u k e k q p g u " l p u k w e k q p c r g u " s w g " V q { q v c " C t i g p v k p c " w k r k } » " g p " g u v c u " f ² e c f c u . " g p v t g " r e u " s w g " u g " f g u v c e p " g n i c e w g t f q " e q o g t e k r n e q p " D t c u k i " { " q v t q u " r c " u g u " f g " r e " t g i k o p . " r e " k o r q t v c e k o p " f g " o c s w k p c t k c " g z g p v c " f g " c t c p e g r g u . " q v t q u " h k p c p e k o k g p v q u " r A d r e q u . " g n i t ² i k o g p " f g " C f w p c " g p " H e v q t " c . " g z g p e k q p g u " k o r q u k k x c u . " t g l p v g i t q u " r q t " e q o r t c u " f g " c w q r c t v g u " p c e k q p c r g u " { " r e " h k p c p e k e k o p " c " v c u c u " u w d u k f k c f c u " r c t c " r e " x g p v c " f g " u w u " x g j " p e w r q u " e q p " g n i r t q i t c o c " R t q E t g C w q 0 "

Gurqu"j emx| i qu"uqdtg"gn'cr q{q"guv'cn'c"re"ht o c"lcr qpguc"uqp"tgrgxcpvgu"r etc"guv" lpxguvki cek»p" { c's w'g'o c'v'k cp'cri w'pqu'f g'ru'gpwpekcf qu'f g're"j kr »vguku'kpekcn'f g'guv'vguku."gp" re'ewcn'ug'uquv'p'c's w'g'gn'f gucttqm'f g"VCUC"ug'f k'f g'hqto c"lpf gr gpf k'p'v'f g'ru'r qn'mecu" r Adreco'F" g'guv"o qf q."uk'dk'p"gn'Guvcf q'cti g'v'k'p'p'q'f k'k'k'»"guv"r tqegu'f g'f gucttqm" { " gur gekr'k' cek»p"gp're'r tqf week»p'f g'r keni'w u'/pk'e'q'p"Vq{ qvc'pk'e'q'p'gn't guv'f g'ru'c'w'q'o q'v'legu" cti g'v'k'p'c'u/"u'f'dt'k'p'f »'p'wo gtququ'b gecpkuo qu'f g'cr q{q's w'r gto k'k'g't'p'gn'f gur r'k'g' w'f g'uet'k'v'q'O" Guv'eqp'v'c'uc'eqp'gn'ec'uc'v'c'k'p'f² u'f p'p'f g'gn'Guvcf q'f g'gug'r c'p'u'rc'p' »'w'p'c'r qn'mec'f g'or tqf w'ev'q" eco r g»p'p'cek'q'p'c'io'eqp"wp'c"ugt'k'g'f g'k'p'eg'p'v'x'qu'h'k'ue'c'rgu" { " e q o g t e k r g u " r c t c " s w g " r e u " g o r t g u c u " c w q o q v t l e g u " u g " g u r g e k r i e g p " g p " r e " h c d t k e c e k o p " f g " r k e n i ' w u . " e q o q " u g " x k q " g p " g n i e c r " p w r q " c p v g t k q t O " R q t " g n i e q p v t c t k q . " g p " C t i g p v k p c . " g u v g " r t q e g u q " g u w x q " b c { q t o g p v g ' e q p f w e k f q ' r q t " g n i b g t e c f q . " e q p " g n i r t q v c i q p k u o q " r k a p g t q " f g " V q { q v c " C t i g p v k p c . " { " g n i G u v c f q " c e q o r c o » " g n i e t g e k o k g p v q " f g " g u v c " g o r t g u c " { " f g n i u g e v q t " g p " u w ' e q p l w p v q " e q p " r e u " f k u k p v c u " b o g f k f c u " b o g p e k q p c f c u O " "

Rqt" Anko q." ug" f guv'ec" gn' h'w'g'v'g' v'cdclq" f g" f k r n'q'o cek" eqo gtekn' gp" n'qu" r c'p'ug'u" re'v'p'q'o g'k'ec'p'qu'w'g'i q'f g're"q'd'v'p'ek»p'f g're"l'p'x'g't'uk»p."s w'g'eqp»"eqp'gn'ce'v'x'q'cf k'ek'q'p'cn'f gn' k'f k'q'o c" { " j w u q " j q t c t k q " e q o r c t v k f q . " n q " s w g " n g " r g t o k k » " c " r e " h k r c n " i c p c t r g " f l e j q u " o g t e c f q u " c " V q { q v c " V c k r p f k c " { " e q p e t g v c t " m u " c w o g p v q u " g p " h q u " p k x g r g u " r t q f w e v k x q u " { " e q o g t e k r g u " f g " r e " h k t o c " n q e c r O "

Gp" v²to k'p'qu"o a u"i g'p'g't'c'rgu" { " v'g'»t'lequ." n'q'f gucttq'nc'f q"j cuvc" guv" ecr "p'w'r q" r gto k'g" t'g'h'g'z'k'q'p'c't'c'eg't'ec'f g're"ceek»p"geq»o lec'f g'u'w'd'uk'f k'c't'k'c'u'f g'GO"gp'r c'p'ug'u'r g't'k'f' t'lequ'O'R'q't'w'p" r'c'f q."re"gx'k'f g'pek"t'g'g'x'c'f c'r gto k'g"x'g't'ru'f k'g't'g'pek'u"s w'g'g'z'k'v'g'p"gp'v'g'ru'f k'v'k'p'v'c'u"ht o cu." k'p'en'w'q'gp'w'p'b'k'uo q'ug'ev't'geq»o leq'OF" g'guv'g'o qf q."h'q'x'k'v'q'gp'guv'g'cr c't'w'f q't'g'c'h't'o c're'k'f'g'c" f g" s w g " p q " r w g f g " r g p u c t u g " c " g u v c u " e q o r c o " p c u " e q o q " c i g p v g u " j q o q i ² p g q u . " w p k c t k q u . " o c z k o k f c f q t g u . " e q p " k p h q t o c e k o p " e q o r n g v c " { " t c e k q p c r k f c f " r g t h g e v c . " u k p q " s w g " g u v q u " c e v q t g u " u q p " g p " t g e r k f c f " q t i c p k k c e k q p g u " e q o r n g l c u " s w g . " u k ' d k g p " r w g f g p " v g p g t " q d l g v k x q u " f g " o c z k o k k c e k o p " g e q p » o l e c . " ² u v q u " p q " u g " f c p " f g " k f ² p v l e c " h q t o c . " { " s w g . " u k ' d k g p " r w g f g p " v g p g t " e k g t v c " t c e k q p c r k f c f " g p " r e " d A u s w g f c " f g " f l e j q u " h k p g u . " r e " o k u o c " g u v ³ " f g r i k o k c f c " r q t " u w " e q p v g z v q O " G p " r c t v e w r c t . " r e " g u v t c v g i k c " f g " r e u " u w d u k f k c t k c u " f g " G O " u g " r w g f g " g p v g p f g t " c " r c t v k " f g " u w " d o b l e i n c r u s t a c i o n ,

tghz kpcpf q'udtg'e»o q'gucuhkto cu'ug'kpuvtcp'gp'rcu'tgf gu'kvtgpcelkpcrgu'{'pcelkpcrgu's wg"
rc"o qif gcp0'
"

CAPÍTULO 5

Gobernanza y upgrading en la cadena de valor de Toyota Argentina

Introducción del capítulo

Gp"mu"ecr ¶wau"r tgegf gpvqu"ug"j c" f gucttqmcf q"ew³ n"hwg"gn'tgeqtkf q" f g" Vq{ qvc"gp" Cti gpvpc"gp"rcu"Ànko cu" f² ecf cu" { "mu"ncevtgu"s wg"m"ko r wuctqp0'Cu¶"ug"j c"o ctecf q"rc" gzege ekqpcrkf cf "f g" guc" hto c" gp" wpc"ugtkg" f g" f ko gpukppgu" { "ug"j c"gzr rkecf q"uw" *estrategia empresarial* c" r ctvt" f g" uw" *incrustación internacional* { "nacional. Eqo q" r ctvg" f g" guc" r ctvewctkf cf .gp"grEcr ¶wau"4"ug"j c"xlux" s wg" guc" hto c"j c" kf q" kpeqr qtcpf q"o c { qt'eqvpgpkf q" mcecl'uwu'xgj ¶wau" s wg"gnr tqo gf kq" f gnugevt0Cf go³ a.ug"j c'eqttqdtcf q" s wg" guc" eqo r cº ¶c" hwg're"Àplec" uwr gtcxkctk" f g're" tco c" vto kpcnlf wtcpvg"gnr gt¶qf q" dclq" guwf kq" { "ug"j c"o quctcf q" e»o q" mgi »" c" guqu" tguwncf qu" gp" gn'Ecr ¶wau" 60' C" uw" xgl . " guv" f gucttqm" f g" r tqxggf qtgu" mcecl' cf qu" gp" gn'r c¶u" ug" tgncekp" eqp" mu"rc| qu" f g" o c { qt'eqqr gtcekp" gpvtg" Vq{ qvc" { "uwu" r tqxggf qtgu" gp" vqf q" gn'o wpf q. "vnl'eqo q" ug" xkq" gp" gn'Ecr ¶wau" 50'

Cj qtc" dkgp. "c" r ctvt" f g" m"gzr wguv"j cuv" guc" ugeekp. "s wgf cp" r qt" tgur qpf gt" cri wpcu" r tgi wpcu" r ctc" r qf gt" cpcrk' ct"gzj cwukxco gpvg" s w² "hqt c" vqo »"rc" tgncekp" f g" VCUC" eqp"rcu" go r tgucu" wdkecf cu" òci wcu" cttkdcò" gp" uw'ecf gpc" f g" xcmq0'Cu¶" ecdg" kpgttqi ctug" uqdtg" äew³ ngu" uqp"rcu" cwqr ctvgr" tqf wekf cu" gp" gn'r c¶u" { "ew³ ngu"rcu"ko r qtvcf cu" äE»o q"j c" xctkcf q" guv" c" m" rcti q" f g" mu" cº qu" äS w² "vr q" f g" go r tgucu" r tqf wegp" gucu" r ctvgr" { "r kgl cu" gp" Cti gpvpc" äNc" hqt c" f g" *gobernanza* "gu"j qo qi² pgc" eqp" vqf cu" uwu" r tqxggf qtgu" äNc" hto cu" mcegru"j cp" ukf q" ecr cegu" f g" o glqtct" uwu" ecr celf cf gu" c" vcx² u" f g" r tqeguqu" f g" *upgrading* äNc" tgncekp" eqp" Vq{ qvc" rgu"j c" r gto kxf q" mgi ct" c" vqcu" vto kpcrgu" gp" gn'r c¶u" q"gzr qtvt" uwu" r tqf wevqu" A'

F g" guc" hto c. "gn'qdlgkxq" f gn'r tguvpg" cr ctvcf q" gu" tgur qpf gt" f lej cu" r tgi wpcu" c" r ctvt" f gn'cp³ ruku" f g're" xkpewcekp" f g" guc" vto kpcn'cwqo qvtk' { "uwu" r tqxggf qtgu" 0'Gp" r tko gt" nwi ct. " ug"gzr rkect³ "ew³ ngu" uqp"rcu" r tkpkr crgu" r ctvgr" { "r kgl cu" ko r qtvcf cu" { "r tqf wekf cu" gp" gn'r c¶u" { " e»o q" guv" j c" xctkcf q" gp" mu" f qu" r tko gtqu" f gegpkqu" f gn'uki m" *5.1+0' Nwgi q. "ug" f guetkdk³ "gn' ukwgo c" f g" f gucttqm" f g" r tqxggf qtgu" f g" VCUC. "gzco kpcpf q"rcu" f kwpvcu" gcr cu" f g" guv" r tqegf ko kgpvq" { "uwu" r tqi tco cu" f g" cr q { q" *5.2+0'

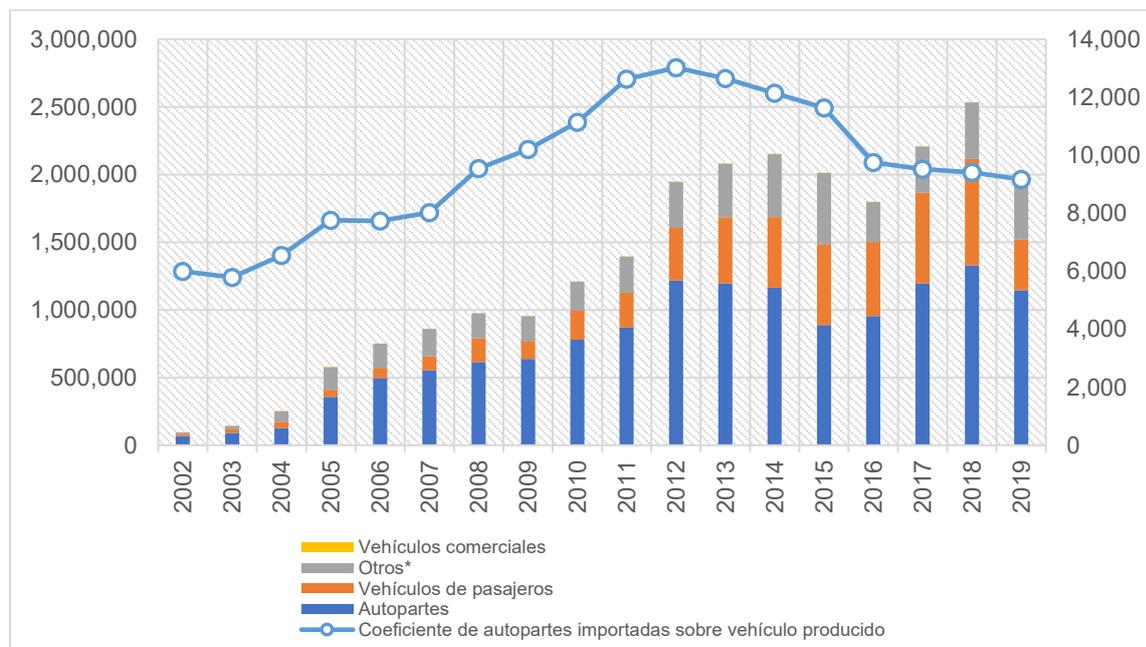
C" eqp'kwcekp. "ug"j ct³ "wp" cp³ ruku" ci tgi cf q" uqdtg" mu" r tqxggf qtgu" f g" cwqr ctvgr" f g" Vq{ qvc" tcf kecf qu" gp" Cti gpvpc. "ercukh³ pf qmu" gp" vgu" i tcpf gu" i twr qu" c+ "O wkpcekp'pcrgu" lcr qpgucu. "d+ "O wkpcekp'pcrgu" p" lcr qpgucu" { "e+ "Nqecrgu" *5.3+0' Nwgi q. "ug" tgnrk' ct³ "wp"gzco gp" kpf kxf wcl' f g" mu" r tkpkr crgu" qpeg" r tqxggf qtgu" f g" Vq{ qvc" tcf kecf qu" gp" Cti gpvpc0' Guvcu"

go r t g u c u " u q p < " F g p u q . " V q { q v c " D q u j q m w " [c l c n k " F c p c . " O g v c n u c . " K p f w u t k u " I w k f k " G u v g d c p " E q t f g t q . " X g p v c n w o . " R q r k o g v c n " E T C O H U C " { " O k i q t " * 5 . 4 + 0 " R q t " A n k o q . " u g " j c t a " w p " c p a r k u k u " i g p g t c n l u q d t g " r c " g o b e r n a n z a " f g " V C U C " { " m u " r t q e g u q u " f g " u p g r a d i n g " f g " u w u " r t q x g g f q t g u " g p " d c u g " c " m q " g z r w g u v q " g p " g n l e c r " * 5 . 5 + 0 "

5.1 - Contenido local e importado de los vehículos de Toyota Argentina

Eqo q " u g " j c " f g u c t t q m f q " g p " g n l e c r " * 4 . " g p v t g " r c u " v g t o l p c r g u " t c f l e c f c u " g p " g n l e c r " c " u . " V q { q v c " g u " r c " A p l e c " s w g " c r e c p l > > " u w r g t a x k " e q o g t e k n l f w t c p v g " g n l e c r " g t " q f q " d e l q " g u w f k q " { " r c " s w g " o a u " e q p v g p k f q " m e c n l j c " l p e q t r q t c f q " c " u w u " x g j " f e w r q u " * x g t " I t a h e q u " K 3 2 " { " K 3 3 + 0 " C " r c t w k " f g " g u q u " j c m c l i q u . " g u " k o r q t v c p v g " r c t c " g u c " v g u k u " c p c n k c t " e q p " o c { q t " f g v c m g < 3 + e > > o q " u g " e q p h q t o > > " r c " g u t w e w t c " f g " u w u " k o r q t v c e k q p g u " c " m q " n c t i q " f g " g u v q u " c o q u . " { " 4 + " f g " s w " h q t o c " g u v c u " k o r q t v c e k q p g u " h w g t q p " w k k c f c u " r q t " r c " g o r t g u c 0 " G p " g u g " u g p w f q . " g n l e c r " I t a h e q u " X / 3 " r t q r q t e k q p c " c n i w p c u " t g u r w g u c u 0 "

Gráfico V-1 - Principales grupos de productos importados (miles de dólares) (eje izquierdo) y coeficiente de autopartes importadas por vehículo producido de Toyota Argentina (dólares) (eje derecho) (2002-2019)



H w g p v g < " g n d q t c e k > p " r t q r k c " g p " d c u g " c " C F G H C . " U q h m c f g . " C f w e p c " { " d c r p e g u " f g " V C U C 0 " , Q t q u " g z e n w f g " x g j " f e w r q u " { " c w q r c t v g u " g l p e n w f g " d l g p g u " x c t k q u . " v c r g u " e q o q " e q o d w u k d r g u 0 " "

" Cu¶ "gp'r tko gt'nwi ct."ug'r wgf g'xgt's wg'gn'r tkepr cni' twr q'f g'r tqf wevqu'ko r qtvcf qu'gp" vqf qu" nqu" c° qu" hwgtqp" cwqr ctvqu. " f cpf q" ewgpvc" s wg" ug" r tkxkxi k»" r" ko r qtvcck»p" r ctc" r" r tqf week»p'cpvqu's wg'rc'f g'xgj ¶ewqu'f g'r cuclgtqu's wg'pq'gtcp'hdtkecf qu'gp'gn'r c¶u'r ctc'xgpf gt" gp'gn'o gtecf q'kwgtpq⁴²⁷"

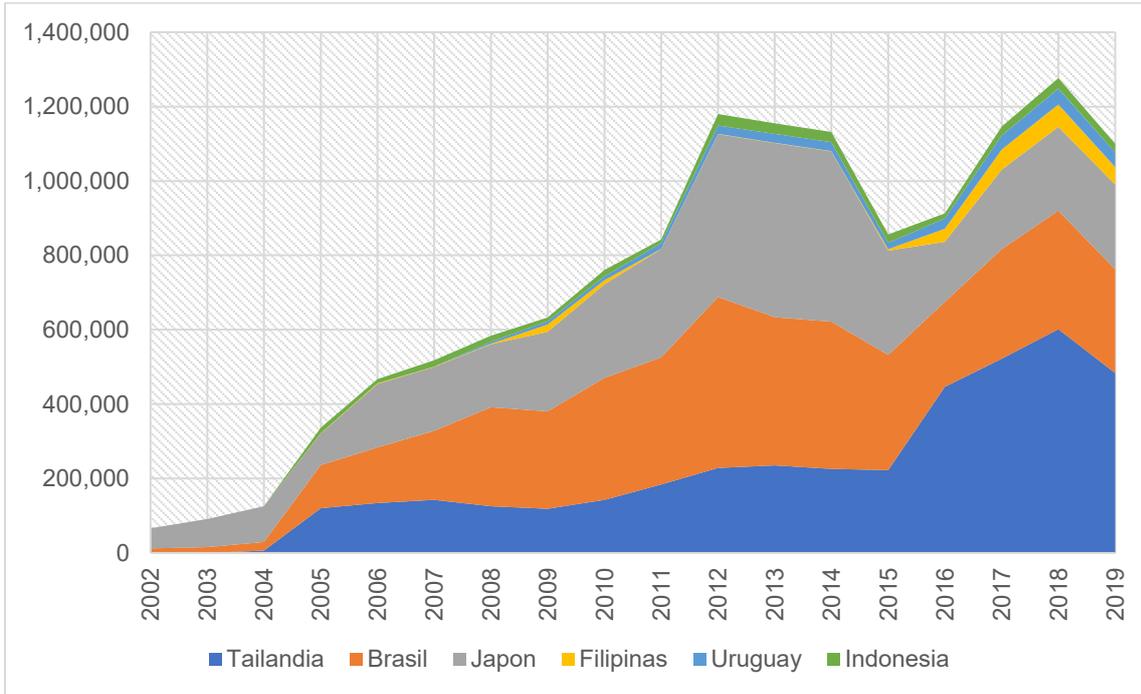
Rqt" qvtq" rcf q."ug'r wgf g'qdugt xct" s wg'gn'eqghekpgv" f g'cwqr ctvqu" ko r qtvcf cu' uqdtg" xgj ¶ewqu'r tqf wekf qu'cwo gpvc'j curc'4234."{ 'hwgi q'f guelgpf g'luvgpkf co gpvc. f° pf qug'wpc'dclc" o ° u'r tqpwpekcf c"gpvtg'4237" { "42380Guvq'kpgg'uw'eqttgrvq" eqp'rcu'f kwpvcu'gscr cu'f g'rc' hto c" xkrcu'gp'gn'Ecr ¶wru'60Gu'f gek. "s wg'gn'cwo gpvq'f g'rc' r tqf week»p" { "rcu'gzt qtvcckpgu'c' r ctvt" f g<3+"gn'eco dlq" i gtgpekn'f g'4232." { "4+"f gn'rcp| co kgpvq'f g'rc" J kwz": ÅI gpgtcek»p" eqp'rcu' pwxcu" kpxgtukpgu" tgcirk cf cu" gp" r r rcpvc" *4235/4237+ " guwxkgtqp" ceqo r c° cf cu" r qt" wpc" o c { qt" kpeqr qtcek»p" f g" eqpvgpkf q" mecn' gp" nqu" xgj ¶ewqu' Ukp" go dcti q." o ° u' cni' " f g" guvg" kpf kecf qt. 's wg'f gpvc'wp' r tqeguq'f g'uwukwek»p' f g'ko r qtvcckpgu. 't guvc' ucdgt' ew° ngu' hwgtqp' rcu' cwqr ctvqu' mecn' cf cu" { 's w° go r tgucu'ug' gpecti ctqp' f g'f lej c' r tqf week»p0'

Rqt" qvtq" rcf q." cpcrk cpf q" eqp" o c { qt" f gvpgko kgpvq" gn' f gvcmg" f g" guvcu' cwqr ctvqu" ko r qtvcf cu'ug'r wgf gp'xgt' qvtqu'tcui qu'ucnkpgvqu'0'Gp'uwu'kpekqu. "rcu'ko r qtvcckpgu' f g" VCUC" r tqxgp¶cp'o c { qtkctkco gpvg'f guf g'gn'r c¶u'f g'qtki gp. 'Lcr »p. 'ukp'go dcti q.'c' r ctvt' f gn'4227. 'eqp' r" glgewek»p" f gn' r tq { gevq" KO X. " eqo gp| ctqp" c" etgegt" qvtqu" qt¶i gpgu. " wrgu' eqo q" Dtcuki" { " Vckrcpf kc. 'qu'ewrcgu'ug' eqpxkgtvgp" gp'qu'o c { qtkctkqu'c' r ctvt' f g'4237" *xgt' I t° hkeq'X/4+0Guvq" Ånko q'qtki gp'ug' eqpf keg' eqp'gn'wi ct' s wg'hwg'vqo cpf q' Vckrcpf kc" eqo q' hub" f g' r tqf week»p" f g" r" J kwz' gp'rc' gutwewtc' f g'VO E. 'cnleqo q'ug'f gucttqm» gp'gn'Ecr ¶wru'50Uw'o c { qt' etgeko kgpvq" eqo q' r tqxggf qt' f g' cwqr ctvqu' r ctc" Cti gpvpc'ug' f c" hwgi q' f g'4237. "eqp'gn'rcp| co kgpvq' f g'rc" J kwz": ÅI gpgtcek»p0'

"

⁴²⁷"Guvqu'f cvqu'tghwt| cp'rc'kf gc'f g'e»o q'rc'go r tguc'cncp| »gn'rkf gtc| i q'gp'r tqf week»p" { "dncp| c'eqo gtekn'gp" Cti gpvpc'0'Rqt" glgo r nq. "eqo r ctcpf q" eqp" r" vc { gevq'kc' f g'Xqmuy ci gp" Cti gpvpc. "uk'dlcp" r" hto c' cigo cpc" cncp| »" plxgrgu' f g" r tqf week»p" { "gzt qtvcckpgu" uw' gkqtgu" c" Vq { qvc" gp" cni' wpqu" c° qu' f gn' r gt¶jf q." r" cnc" ko r qtvcck»p' f g'xgj ¶ewqu'f g'r cuclgtqu'cni' c¶u'rc'j k q'wpc' hto c' hwgtvgo gpvg'f ghekctk. "qvcrk cpf q" gp" ów&u90827" o kmppgu'uw'dncp| c'eqo gtekn' r ctc'gn'r gt¶jf q'4224/423; 0'

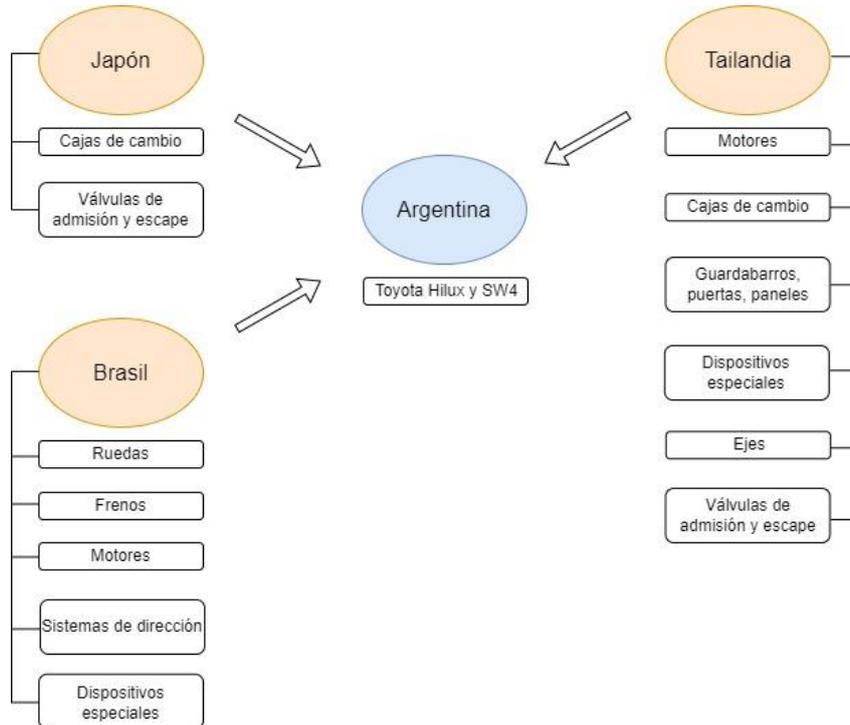
Gráfico V-2 - Importaciones de autopartes de Toyota Argentina por principales orígenes (miles de dólares) (2002-2019)



Hægpvg<gndqtkel»p'r tqr kc'gp'dcug'c'Uqhtcf g.'Cf wpcp'{''dœrpegu'f'g'VCUC0'

"

Figura V-1 - Principales grupos de autopartes importadas por orígenes (acumulados entre 2002 y 2019)



Hægpvg<gndqtkel»p'r tqr kc'gp'dcug'c'Uqhtcf g.'Cf wpcp'{''dœrpegu'f'g'VCUC0'

Gzco kpcpf q'nc'gutwewtc'f'g'ko r qtvcekppgu'f'g'cwqr ctvqu'eqp'o c { qt'f'gvcmg'ug'r wgf g' tgeppqegt's w' r tqf wevqu'ug'eqo r tctqp'f'g'guvqu'r c'f'uguo'Gp' guvg'ugpvkf q.'ug'pqvc's wg'ekgtvqu' ukvgo cu' { 'r ctvqu'etwekrgu's wg'pq'uqp'r tqf wekf qu'mqecm gpvg'hwtqp'tc'f' qu'f'g'guvqu'qt'f' gpguo' Gp'r tko gt'hw' ct.'ecdg'o gpekqpc't's wg'iqu'o qvqtgu'c'p'chc'uqp'r tkpek' cm gpvg'ko r qtvf qu'f'guf g' Vckrpf kc.' { 'hw'gi q'f'g'Dtcukl'Gp'nc'r'nc'p'f'g'\ ^ tcv'ug'r tqf wegp'o qvqtgu'f'k' ugn'r gtq'2 uvqu'upp' gugpekm gpvg'gpuc'o drcf qu'c'r ctvt'f'g'nc'ko r qtvcek'p'f'g'r ctvqu' { 'r kgl cu'*O kul'p'Rtqf wekxc.' 3: 194244-0²⁸'Cf go ^ u.'gp'nc'f' dtlec'mqecn'vco dk'p'ug'gpuc'o drcp'iqu'ukvgo cu'f'g'uwur gpuk'p.' r gtq'guv'ug'j ceg'c'r ctvt'f'g'eqo r tcu'f'g'cwqr ctvqu'p'cekqpcrgu'*Nwku'N>r gl . 'gpvtgxkuc'r gtuqpcn' 38B44244-0"

Rqt'qvtq'nc'f'q.'ug'gpewgpvtcp'ncu'eclcu'f'g'eco dlq.'s wg'uqp'o c { qtkctkco gpvg'ko r qtvf cu' f'guf g'Vckrpf kc'0Nwgi q.'ug'r wgf g'o gpekqpc't'gn'ukvgo c'f'g'htgpqu' { 'f'g'f'k'geek'p's wg'r tqxkpg' f'g'Dtcukl'0Rqt'Awko q.'c'wps wg'gp'o gpqt'o gf kf c.'f'guf g'Lcr »p'mgi cp'x^ n'wru'f'g'cf o kul'p' { " guerc g' *Nwku' N>r gl . " gpvtgxkuc' r gtuqpcn' 38B44244-0' Nc' ko r qtvcek'p'f'g' guvqu' ukvgo cu' *r tkpek' cm gpvg'iqu'o qvqtgu' { 'ncu'eclcu'f'g'eco dlq'+ug'f' gucec'r qts wg'uqp'ng'o gpvqu'egpvtcrgu' f'gn'xgj 'f'wru.'f'g'cnc'eqo r nglkf cf "v'eplec" { . "r qt'iq'vc'p'q.' r quggp'o c { qt'xcnqt'ci tgi cf q's wg' qvtcu.'eqo q'ug'xgt^ 'gp'iqu'uki wkp'vqu'cr ctvfu'0'

Gp'tguwo gp.'f'wcpvg'guvqu'f'2ecf cu'Vq { qc'j' c'ko r qtvf q'r tkpek' cm gpvg'cwqr ctvqu'cn' r c'f'uo'c'uw'xgl . 'c'r ctvt'f'g'4234'gn'eqgh'ek'gpvg'f'g'r ctvqu'ko r qtvf cu'uqdtg'xgj 'f'wru'r tqf wekf qu' j c'kf q'dclcpf q'uquv'p'kf co gpvg.'f'cpf q'ewgpvc'f'g'wp'r tqeguq'f'g'o c { qt'eqpv'p'kf q'mqecn'gp'uwu' xgj 'f'wru'0' Guvc' v'p'f'g'pek' v'k'p'g' eqttgr'v'q' eqp' gn' o c { qt' etgeko k'p'v'q' gp' r tqf week'p' { " g'zr qtvcekppgu'f'g'nc' h'ko c'gp'nc'ugi w'p'f'c'f'2ecf c'f'gn'uki m'0Ukp'go d'cti q.'wpc'i' tcp'r ctv'f'g'ncu' cwqr ctvqu'ko r qtvf cu'uqp'f'g'cnc'eqo r nglkf cf "v'eplec" { "o c { qt'xcnqt'ci tgi cf q.'r tqxk'p'k'p'f'q'f'g' Vckrpf kc'*hub'o w'p'f'kn'f'g'nc'J' kwz+.'f'g'Dtcukl'*O gtequw+ { . 'ecf c'xgl 'o gpqu.'f'g'Lcr »p'*ecuc' o c'v'k' +0'c'r ctvt'f'g'guvqu.'c'eqpv'p'w'cek'p.'ug'gzco k'p'c'e»o q'ug'mgxctqp'c'ecdq'iqu'r tqeguqu'f'g' nqecrk' cek'p'f'g'r ctvqu.'ew' ngu'uqp'iqu'r tqxggf qtgu'f'g'Vq { qc'tcf k'ecf qu'gp'Cti gp'v'p'c' { "e»o q' gxq'w'ek'q'p'ctqp'f'wcpvg'gn'r gt'f'q'f'q'dclq'guw'f'k'q'0'"

⁴²⁸"Gp'tgrcek'p'eqp'iqu'o qvqtgu.'iqu'f'k'ge'v'ku'f'g'VCUC'ug' c'nc'p's wg'guvqu'upp'wp'eqpl'v'p'v'q'f'g'r kgl cu'hw'p'f'kf'cu' { " o gecp'k'cf'cu.'r qt'gn'q.'iqu'f'f'p' k'gu'c'nc'nc'qecrk' cek'p'f'g'guvqu'r ctvqu'gp'Cti gp'v'p'c'gu'p'x'lpew'ef'qu'c'ncu'g'uecucu' ecr c'ek'f'cf'gu'mqecrgu'gp'hw'p'f'k'ek'p'0'Nc'eqo r g'v'k'k'f'cf'f'g'ncu'r kgl cu'hw'p'f'kf'cu'ko r qtvf cu'gu'o w'f'c'nc'gp'tgrcek'p' eqp'ncu's wg'ug'r tqf w'ep'q'ug'r wgf cp'r tqf wek'gp'gn'r c'f'uo'c'f'iqu'gl'gew'k'qu'uqu'v'k'p'p's wg'ncu'ecr c'ek'f'cf'gu'gp' r tqf week'p'f'g'o qvqtgu'ug'r g'f'k'gtqp'f'2ecf cu'c'v' u'gp'Cti gp'v'p'c' { "c'r ctvt'f'g'c'nc'f'v'q'f'cu'ncu'v'g'to k'p'crgu'ko r qtv'p'q' gpuc'o drcu'ncu'r kgl cu'ko r qtvf cu'f'g'iqu'o qvqtgu'*Nwku'N>r gl . 'gpvtgxkuc'r gtuqpcn'38B44244-0"

5.2 - Desarrollo de proveedores

" Gp'mqu'r tlo gtqu'c° qu'f g'qr gtceke»p'f g'VCUC"gr'ukngo c'f g'r tqf week»p'ug'dcu»"gp"wp" r rnpvc'f g'b qpvcig'f' 'pq'f g'hdteceke»p0Nc'ecuc'o cxtk' 'ug'tgugtxcdc'rc'r tqxkuk»p'f guf g'Lcr »p'f gr' 72' 'f g'hqu'eqo r qpgpvqu'f' 'uwdeqplwpvqu'o ° u'eqo r rglqu'f gr'r tqf wevq.'gu'f gek. 'f g'cs wgmqu's wg" uqp"f gucttqmqu"o ° u"uqhkuecf qu"q" f g'o c {qt"xcmt"ci tgi cf q" *P qxken'gv'cn0"4224+0' Ugi Àp" Gf wctf q'Mtqpdgti . 'rc'kpeqtr qtceke»p'f g'r tqxggf qtgu'hqecrgu'hwg'wp'r tqeguq'b w'f k'f'ekl" *"porque el requisito que tenía Toyota de exigencia de la autoparte que ponía en el vehículo no estaba en coherencia con lo que tenían los proveedores locales"* *Gf wctf q"Mtqpdgti . "gpvtgxkuc" r gtuqpcn"4: B 4244+0'

" C"uw"xgl . "Cp'f'icn'Dqtf gtgu."ug° cr" s wg"r ctc" gr'a tgc" f g"Eqo r tcu" c"Rtqxggf qtgu"rg" r kf kgtqp" f guf g'Lcr »p's wg" *"no traiga a nadie de Compras, que traiga a alguien de Producción. Porque al ser de producción, cuando hable con nuestros autopartistas entienda que si me entregan una parte bien hecha yo la puedo poner en la línea directamente. El precio lo vamos a negociar dentro de un par de años. Ahora lo que necesito es calidad"* *Cp'f'icn'Dqtf gtgu." gpvtgxkuc" r gtuqpcn"39 l6 4243+0'Rctc"uqmwkqpc" guvqu'r tqdrgo cu."rc"ecuc"o cxtk' "f'rc'hkicn'ug" gphqectqp"gp"wp"kpvgpukhceke»p'f g'rcu'tgrcekppgu"eqp"qu'r tqxggf qtgu'hqecrgu"/o gf kcpv"rc" cukuvpek'° eplec'gp'hqto c'f k'gevc'f guf g'rc'ecuc"o cxtk' "f'f'gr'vcdclq'eqplwpvq'f' f g'eqqr gtceke»p/" tgcik' c'p'f q'wp'r tqhwpf q'vcdclq'f g'f gucttqmqu'f g'r tqxggf qtgu"*Tco c."4226-<, 2+0'

" Ugi Àp'F cplgr'J gttgtq. ""

"

Gp'wp"guvcygi k'f' i nqdcn'w'r tqxggf qt'gu'w'uqekq0Gu'lo r qukdn'vpgt'wp'r tq' { gevq'gzkquq'gp'gr'icti q'r rcl' q" uk'pq'vgr² u'eqpvgrkf q'mecr'eqo r gkxkxq0P q'vkgp'ugpvkf q.'r qt'glgo r m.'hdtelect'wp'r ctc'i q'r gu'gp'Dtcukl'f' vctgm'gp'eco k»p0P q'xc0Gp'gug'ugpvkf q.'j go qu'j gej q'wp'vcdclq'f g'f gucttqmqu'f g'r tqxggf qtgu'f q'p'f g'rg" j go qu'f cf q" c'ecf c'wp'f g'gmqu'wp'target'f g'o glqtc'f g'eququ'f' {ecrk'cf' r ctc'ngi ct'c'qu'gu'p'f ctgu's wg" pgeguk' dco qu0Ewcpf q'cttceco qu'eqp'gr'r tq' { gevq'ucd'fco qu's wg'cni wpqu'r tqxggf qtgu'kdc'c"pgegukct" c { wf c' "vkg r q0F kur wuko qu'gs vkr qu'f g'vcdclq'eqp'ecf c"r tqxggf qt" { "wp" gus wgo c'f g'kpegpvxxqu'o w'f " uko r ng0' Ngu' f ge'fco qu' s wg.'uk' gpeqpvcdcp" gr' o qf q' f g'cj qttct" f kgl " r guqu" gp" rc" gr'dqtceke»p' f g' wp" eqo r qpgrvq.'ekpeq'r guqu'ug'qu's wgf cdep'gmqu'f' 'qu'qvtqu'ekpeq'r guqu'kdc'c'wp'v'gf week»p'f gr'r tgeq'cni' s wg'pqu'xgpf 'cp'gug'kpuwo q'° O kuc»p'Rtqf wevxc."3: B 4244+0'

"

Wpc" xgl " s wg" guvqu'r tqdrgo cu" kplekrgu" f g" r tqxkuk»p" f g" cwqr ctvqu" d° ulecu" hwgtqp" uqmwkqpa pf qug."guvcdmgekppf q'wp'v'gf "guvcdm'f g'r tqxggf qtgu."qu'kpegpvxxqu'r ctc'rc'r quvgtkqt" mcecrk' ceke»p' f g'r ctvqu'f' " r kgl cu"ug'egpvtctqp"gp" f k'k'p'vqu"grgo gpvqu0Gp'r ct'vewrct."uqdtg'mqu" dgpghkekqu'f g'mcecrk' ct' r kgl cu."f guf g'rc"i gtgpek'f g'Eqo r tcu'f g'VCUC"uquvkgp'p' s wg'vpgt" r tqxggf qtgu'egtecpqu'r gto kg<3+"gr'cj qttq'f g'eququ'mi 'kuequ'f' f g'dcttgtcu'cf wcpgtcu."4+"

o c { qt "hgzkdtkf cf "cn'o qo gpvq "f g" tgerk ct "eco dlqu. " { "5+" o gpqt "xwpgtcdtkf cf "ht gpvg" c" mqu" r tqdrgo cu'f g' t'cpur qtvg's wg'r wgf cp' uwti kt0"

Cf go ^a u. "mqu" f kt gevxxqu" uquvkgpgp" s wg' gn' dpgghekq "f g" t'gkpvgi tq "f g" et² f kq "hkecn'r qt" eqo r tc" c" cwqr ct vgu' pcekqpcrgu' f g' r' Ng { "490485" gu' qvtq" grgo gpvq "ko r qt vcpvg's wg' ug' vkgpg" gp" ewgpvc" r ctc" r' m' qecrk cels p" f g' cwqr ct vgu'²⁹ " Rqt" Ànko q. " mqu" glgewkxqu" ug^o crcp" s wg' gu" kpf kur gpucdrg' r qf gt "vpgt" wp" i tcp "xqno gp" f g' r tqf week p" f g' xgj "f wru" r ctc" r qf gt "mcekrk ct" wpc" r kgl c. " { c" s wg. " uk' gz kvg" cri wpc" f hgt gpek" f g' equvq "eqp" r "ko r qt vcf c. " r "o c { qt "gucrc" co qt vq c" gug' ghgevq "f g dlf q" c" s wg' mqu' r tqxggf qt gu' r wgf gp' dclct "gn' r tgekq "f g' r' kgl c" cn' f kxk kt" uu' equvq "hklqu" r qt "wpc" r tqf week p" o c { qt "Nwku" N» r gl . " gpvt gxkvc" r gt uqpcn "38 B4 4244 +0"

" Gn' r tqeguq' r ctc' tgerk ct' r kgl cu' hqecm gpvg' eqo kgl c' eqp' r' d' Às wgf c' f g' c' ngt pcvkx cu' f g' r tqxggf qt gu' s wg' r wgf cp' uwo kpkvt ct' r' cu' r kgl cu' q' eqo r qp gpvgu' I gpgtcm gpvg. " guvq " ug' f c " gp" hqto c' co r rlc' ewcpf q' ug' f gekf gp' tgerk ct' p' wxcu' lpxgt ukppgu' { lq' eco dclt' gn' b' qf grq' f gn' xgj "f wru" r tqf welf q' " Tco c. "4226+0 Rctc' r' ugrgeek p' f g' r tqxggf qt gu. " Vq { qvc' Cti gpvpc' tgerk c' w' cp' a ruku" f g' r' ecr cekf cf " f g' guvqu' r ctc' cf cr vctug" { " ugt " hgzkdrgu' ht gpvg' c' ewcrs wkt' eco dlq' gp' mqu' r gf kf qu. " r r' qu. " ecrk cf . " gur gekhceekppgu" { " xqn' o gpgu. " f g dlf q " c" s wg' o wej cu' xgegu' t guwnc' pgeguclq" gph' gpvt" f hgt gpvqu" eqpf lekppgu" gpf » i gpcu" { lq' gz » i gpcu" s wg' tgs wkt gp" f g' uw' tcr kf gl . " hgzkdtkf cf " { " cf cr vcek p" ghlec' O' Nc' cvgpek p" r wguv' gp' r' u' ecr cekf cf gu' f g' mqu' r tqxggf qt gu' ug" f gdg. 'r t' lpek r cm gpvg. " cn' j gej q' f g' s wg' r' go r t' guc' hgu' q' ht geg' b' ² vqf qu" { " ² eplecu' gur ge' hkecu' r ctc" gn' f guclt qm' f g' f gvto kpcf qu' r tqf wevqu. " ukgo r tg' dclq' r' f kt geek p' f g' VCUC O' Uki wkgpf q' c' mqu" glgewkxqu. " gn' qdlgvkxq' f gn' cp' a ruku' f g' r' u' ecr cekf cf gu' f g' mqu' r tqxggf qt gu' gu' cugi wtct' r' ecrk cf " { " r' gpvt gi c' f g' mqu' r tqf wevqu' 0"

Cu' " mqu' r cuqu' f g' VCUC " r ctc' mcekrk ct' wpc' r kgl c' uqp < 3 + ug' lpxguxki c' r' vtc { gevqtkc' f gn' r tqxggf qt gp' gn' b' gtecf q. " cpcrk cpf q' uk' gu' ecr c' f g' cht qpvct' gn' vcdclq. " 4 + ug' tgerk c' wpc' t' gwpk p" f qpf g' r' cwqr ct vkvu' r t' gupvc' r' r' tqr wguv' " { " o' gpekpc' u' u' r qukdtkf cf gu' { " ecr cekf cf gu. " 5 + uk' VCUC " eqpukf gtc" s wg' gn' r tqxggf qt " vkgpg" r' r' qukdtkf cf " f g' gpewcf tctug. " r cu' cp' c' wpc' gvr c' f g' gzco gp' f g' eqo r gvkkxkf cf " gp' r' ewcn' lug' r' kf g' wpc' eqv' k' cek p' f g' wpc' r' kgl c' { " ug' eqo r ctc' gn' plxgn' f gn' r tgekq " eqp' m' s wg' ug' r' ci c' gp' gn' o qo gpvq' r qt' r' r' kgl c' " ko r qt vcf c. " 6 + uk' gn' plxgn' f g' r tgekqu"

⁴²⁹ "Eqo q' ug' xkq' gp' gn' Ecr " f wru " 4 " guv' r' g' { " hgz" r' tqo wi cf c' gp' 4238. " cwps wg' mqu' f kt gevxxqu" uquvkgpgp" s wg' eqp' r' r' g' { " f gn' 422: " vco dl' p' " vgp' " pp" w' lpegpvkxq' uko krc. " cwps wg' mqu' r' ci qu' uq' r' pp' vctf ct' o' a' u' vgo r q' O' Ugi Ap' r' r' g' { " f g' 4238. " gn' r' qtegpvc' l' g' t' gkpvgi tq " f g' et² f kq " hkecn' r' wgf g' xctlct " f guf g' gn' 6' " cn' 37' " f gn' xcmq' t' gz' l' f' dtlec' f g' r' u' c' wqr ct vgu' pcekqpcrgu' c' r' u' s wg' j' ceg' t' ght gpek' r' r' g' { . " f gr' gp' l' kpf q' f' gn' eqpvkpf q' mcecn' f' gn' xgj " f wru. " c' r' ct' v' f' g' w' p' o' " p' lo q' f g' 52' " O' Gp' 4244. " VCUC " gtc' wpc' f g' r' u' r' qecu' v' gto kpcrgu' s wg' v' gp' " f' w' p' 62' " f g' eqpvkpf q' hqecnl' gi Ap' r' b' gvqf qm' i' " f' f' gvcn' f' c' gp' r' r' g' { " O' C wps wg' guv' l' phqto cek p' p' q' gu' r' Ad' r' ec. " ugi Ap' r' mqu' glgewkxqu. " Vq { qvc' gu' a' w' p' qu' r' cuqu' cf' gr' p' v' g' t' gur gevq' cn' t' guvq' gp' guv' f' ko' gpuk p' " Nwku" N» r gl . " gpvt gxkvc" r' gt uqpcn "38 B4 4244 +0" Guvq' gu' a' " gp' r' r' p' gc' eqp' gn' kpf kcf qt' eqpvt w' k' q' r' ctc' guv' v' guku. 'r' t' gupvcf q' gp' gn' Ecr " f wru " 40"

guv^a "gp" rfp gc. "ug" eqp v p À c "wpc" gvr c "f g" f guctt qm q "f g" r tqxggf qt gu. "wpc" r ct v g" o^a u^v eplec" { " o gpqu'eqo gtekr0"

Rctc "guv" À nko q "gz kug" wpc" i gt gpek "gp" gn'f gr ct vco gpvq "f g" Eqo r tcu' mco cf c "Supplier Production Tracking Team" *URVV+ "rc" ewcn'ug" f gf kec" c "mqu" pwxqu" r tq { gevqu0 Gp" guc" pwxgc" gvr c "ug" kpxqmetcp "hqu" f gr ct vco gpvqu" f g" kpi gplgt c "f g" Rtqf wevq" { "Ecrkf cf 0l . "f gr gpf kppf q "f g" rc" eqo r nglf cf . " vco dlk p" r wgf g" r ct vlek r ct" gn' f g" Nqi "f vlek0" Nwgi q. " gn' f gr ct vco gpvq" f g" Rtqf wek p "gu" gn' er kpv g "hpcn" f g" guv" r tqeguq *Nwku" N> r gl . "gpvt gxkuc" r gtuqpcn "38 134 14244+0"

Gp" ewcpvq "c" rc" pgi qekcek p. "ug" r wgf g" j cegt "wpc" f k v kpek p "gpvt g" cs wgmqu" r tqxggf qt gu" f g" Vq { qvc "hwgtc" f gn' r c "f u" { "mqu" s w g" m "uqp" uqm "gp" Cti gp v kpc 0 Gp" gn' r tko gt "ecuq. "rcu" eqpf kekppgu" eqo gtekrngu" i gp gtc m gp v g" uqp "wpc" gz v g puk p "f g" rcu" eqpf kekppgu" guv d r g e k f cu' r qt "rc" ecuc" o c v k l . " m " s w g" hcek k c "rc" pgi qekcek p "gp" Vq { qvc "Cti gp v kpc" { "pq" eqpukw { g" w p" hcevqt "et " f k e q 0 " Nqu" cur gevqu" c" eqpukf gtct" gp" gn' cewgtf q" eqo gtekrn' eqpukv g p "gp" ucdgt "uk" gn' r tqxggf qt "r wgf g" f guctt qm ct "wpc" r kgl c " { "ukr wgf g" ewo r rkt "eqp" mqu" tgs wgtko kpvqu" f g" ecpv k f cf " { "r rc" q "f g" gpvt gi c 0 Gp" gn' ugi w p f q "ecuq. "rcu" eqpf kekppgu" eqo gtekrngu" { "rc" hqto c "s w g" cf qr vcp "mqu" cewgtf qu" uqp" t g u r q p u c d k k f c f " f g" Vq { qvc "Cti gp v kpc" c w p s w g" eqp" h p g c o k p v q u" i g p g t c n g u" f g" rc" ecuc" o c v k l " *Tco c. "4226+0"

Wpc" xgl "f gekf kf q" r qt "VCUC" gn' eqo kgp| q "f g" wpc" t g r e k p "eqo gtekrn' eqp" w p " r tqxggf qt. " ug" h k t o c "w p" cewgtf q" i g p g t c n f g " eqo r tcu" gp" gn' ewcn'ug" guv d r g e g p "mqu" h p g c o k p v q u" d^a ulequ" f g" rc" t g r e k p 0 Gp" guv g" cewgtf q "ug" r q p g f g" b o c p k h g u v q " s w g" rc" t g r e k p "gu" c "rc" ti q "r rc" q " { "f g" d g p g h e k e q " o w w q 0 Vco dlk p "ug" guv d r g e g" gn' r rc" q. "rc" ecpv k f cf "f g" r kgl cu" f g" t g r q u k e k p "r c t c" t g r w g u v q u" w p c " x g l " v g t o k p c f c "rc" u g t k g " f g" w p " o q f g m . "rc" gpvt gi c "gp" v k g o r q " { "h q t o c " { "guv^a p f c t g u" f g" e c r k f c f 0 C f g o^a u. "ug" f g v g t o k p c "rc" x q n w p v c f " { "gn' eqo r tqo kuq" r qt "r ct v g" f gn' r tqxggf qt "f g" r g t o k k t "rc" k p v g t x g p e k p "gp" u w u" r t q e g u q u" f gn' r g t u q p c n f g " VCUC" r c t c " m i t c t " m u" g u v^a p f c t g u" f g" e c r k f c f " g u v d r g e k f q u" { "t g c r k l c t "rcu" o g l q t c u" e q t t g u r q p f k p v g u" gp" gn' ecuq "f g" h c m u 0

Ncu" cev k x k f c f g u" eqplwpvcu" { "f g" eqqr gtcek p "eqo kgp| cp" c "v g p g t" r t q v c i q p k u o q "gp" rcu" h c u g u" k p e k e r g u" f gn' f guctt qm q "f g" r tqxggf qt gu 0 Guv g" f guctt qm q "r wgf g" m g x c t "f g" f q u" c "t g u" c^o qu" { " g u c" x c t k e k p " u g" f g d g" c n' p k x g n' f g" v t c p u h g t g p e k c " v e p q n i k e c" s w g" u g" t g c r k l c " f g" Vq { qvc "c" mqu" r tqxggf qt gu 0 Gn' v t c d c l q " eqplwpvq" eqo kgp| c "eqp" gn' cp^a r k u k u" f g" mqu" r t q e g u q u" r t q f w e v k x q u" f gn' r tqxggf qt " { "f g" rcu" p g e g u k f c f g u" g u r g e " h e c u" f g" Vq { qvc "eqp" t g u r g e v q" c n' c w q r c t v k u c 0 G u v q " g u" c u" f r q t s w g" r c t c " s w g" gn' r tqxggf qt "ugc" gn' t g u r q p u c d r g " f g" h c d t l e c t " w p c" r k g l c " f g d g" k p e q t r q t c t " w p " r t q e g u q " r t q f w e v k x q . " c f c r v c t " q " e c o d k c t " w p c" o^a s w k p c " q " e t g c t " w p c" p w g x c " r f p g c " f g" r t q f w e e k p 0 R t k p e k r c m g p v g . " g n' c w q r c t v k u c " f g d g" eqo r t g p f g t " g " k p e q t r q t c t " m u" r t k p e k r k u" t g e v t g u" f gn' V R U 0 N c " v g p f g p e k c " g u" s w g" gn' r tqxggf qt " c f s w k g t c " rc" o g v q f q m i " f c " { " g p" w p " h w w t q" u g" o c p g l g" eqp" c w q p q o " f c " *Tco c. "4226-343+0"

" Ukp" go dcti q. "vo dl2 p" gz kug"wp" nfb kg" c" f lej q" guxf q" f g" cwqppqo "c0'Rqt" glgo r nq." o kprvcu'qvtcu'vgo kpcrgu'gpecti cp" c"uwu'r tqxggf qtgu'rc'etgcek»p'f g'rcu'bo cvtlegu. "Vq{ qvc'gu'wpc" f g'rcu'r qecu's wg'gu'f wg° c" f g'uwu'r tqr kqu'o qrf gu'Ugi Àp"Gf wctf q"Mtqpdgti ." "las matrices - tanto de estampados como de plásticos inyectados- son nuestras y las utiliza el proveedor mientras dure el contrato de producción (...)" "Esto nos ha salvado más de una vez de conflictos internos con los proveedores. Ante cualquier dificultad para cumplir, nosotros recuperamos la matriz y se la podemos entregar a otro fabricante" *O qvqt3."3174236+02: "Gn'equuq'f g'ecf c" o cvtk' f g'guvco r cf q'tqpf c'gn'bo km»p'f g'f »rt gu'f' "gu'wpc'f g'hqu'equuqu'bo a u'ko r qtvcpgu'r ctc'wp" cwqr ctvkvuOF g'guv'bo qf q."Vq{ qvc'rgu'r qukdkrkc'cj qttctug'guc'kpxgtuk»p.'r gtq'c'rc'xgl' 'bo cpvkgpg" wp" gutk»vq" eqpvtqn'uqdtg" gmqu." tgvplkpgf q"wp"o c{ qt"o cti gp" f g" ceek»p" gp"ecuq" f g" f gekf k" eco dkt" f g'r tqxggf qt."cvps wg'guvq'uwegf c"gp"guccucu'qecukqpgu' " "

" Rqt"qvtq'rcf q. "Vq{ qvc'Cti gpvkc"vkgpg'uw'r tqr kc'cuqekcek»p'f g'r tqxggf qtgu'f guf g'4228." rc'Cuqekcek»p'f g'Rtqxggf qtgu'f g"Vq{ qvc'Cti gpvkc"CRVC+0UKdkgp"qvtcu'vgo kpcrgu'gp'gnr c"ju" vo dl2 p" vkgpg"i twr qu'f g" cwqr ctvkvu." vrgu"eqo q" Hqtf " { "Xqmuy ci gp." guvqu" gu»p" o a u" qtkpvcf qu" c"ewgukqpgu'eqo gtekrnu." r tkpek cm gpvg." pgi qekcekqpgu'f g'r tgekqu'0Gn'gphqs wg'f g" CRVC" gu'f kkvqv" { c"s wg'gu» " o a u" qtkpvcf q" c" gutcvgi kcu'f g'f gucttqmq." eqo wplecek»p" eqp" r tqxggf qtgu.'r rcpgu'f g'etgeko kpvq.'r tqi tco cu'f g'bo glqtc'eqpvkpw." cevxxkf cf gu'f g'kaizen." gptg" qvtcu'0Gu'f gek." gu» 'bo a u'xkpewrcf q'cn'VRU" f k gevqt' f g'go r tguv" cwqr ctvkvu" bo kgo dtq' f g'CRVC." gptg'xkvu" r gtuqpcn"4213414244+0"

C"uw'xgl. "VCUC" qti cpk c"vqf qu'mu" c° qu'wpc"eqpxgpek»p"cpwcn'f g'r tqxggf qtgu gp"gn' o cteq" f g" CRVC'0Gp" gm" r ctvkr cp" cwqtkf cf gu'f g" Vq{ qvc" O qvt" Eqtr qtcvkvq. " f g" Vq{ qvc" Cti gpvkc. " f g" Vq{ qvc'Dtcukn' { " f g'rcu'r tkpek crgu'go r tguv' r tqxggf qtcu'0Cn'f'ug'qvqi cp'r tgo kqu" gp'tgu'ecvqi qt'cu'«ecrkf cf. "nqi "jukec" { "equuqu'0Cuko kuo q." ug'r tgo k'cn'bo glqt' r tqxggf qt' f g'ecf c" c° q" { "vo dl2 p"ug'tgcrk cp" gptgi cu'f g'r tgo kqu'kpvgtpeckqpcrgu"gp'Lcr »p0"

Cf go a u. "VCUC" tgcrc k" eqpuvcpvgo gpvg"cevxxkf cf gu'f g" ecr cekcek»p" eqp" r tqxggf qtgu." eqp" gn'qdlgvq' f g' hqtvrgegt "rc" i guk»p' f g'vgo cu'erxg"gp" uw'ecf gpc' f g'xcmt0C" vcx2 u'f g' guvcu" cevxxkf cf gu'rgu'dtkpf cp" c"uwu'cwqr ctvkvu" kputwo gpvqu'r ctc" hqtvrgegt" { "o glqtct"rc"ugi wtkf cf " { "rc'ecrkf cf 0Gpvtg'cni wpcu'f g' guvcu'ug'gpewgptcp<3+"Jishuken" dª uleq<cevxxkf cf 'f kki kf c'c"vqf qu" mu" r tqxggf qtgu'cwqr ctvkvu" eqp" o kcu" c"rc" o glqtc" gp" mu" r tqeguqu."4+"Jishuken" cxcpl cf q< cevxxkf cf " s wg" dwuec" o glqtct" r tqeguqu" gp" v² to kpqu' f g' ecrkf cf. " r tqf wvxxkf cf. " ghekpgpk" q" gur cekq" eqp" wpc" o gvqf qmqi "c" et" kec. "5+"Ji-kotei Kanketsu<guc"cevxxkf cf " r tqr qpg" eqpvt wtk"rc"

42: "F g'vqf qu'bo qf qu'gn'geco dlq' f g'r tqxggf qtgu'f g'VCUC" tcf kcf qu'gp'Cti gpvkc'hwg'bo w' hko kcf q.'eqo q'ug'xgtª " gp"bo c{ qt' f gvcng'bo a u'cf grcpv0"

ecrkf cf " f gpvtq" f gn' r tqeguq" r tqf wekxq" f g" o qf q" s wg" pq" ugc" pgeguctkq" ghgewct" eqpvtqngu" r quvgtkqtgu" c" r' r tqf weekp" f g' r' cu. "6+ Cevkxk cf " f g' r' tqxggf qt" f g' r' ppgc" o qf grq" / *Problem Solving* ó Eñewqu" f g' ecrkf cf < c" vtcx² u" f g' guvc" ug" lpeqtr qtc" gn' Ukuvgo c" f g' Rtqf weekp" Vq{ qvc" c" ecf c' r' tqxggf qt" c" hkp" f g' hqtvrgegt" { " o glqtct" uw" ugi wtkf cf . " ecrkf cf " { " ukuvgo cu" f g' equvqu0"

Gp" tguwo gp. " VCUC" co r rñs" hwtvgo gpvg" uw' dcug" f g" r' tqxggf qtgu" hqecrgu" f guf g" uw' kpuvcrekxp" gp" gn' r cñu0Guvq" ug" j k q" eqp" wpc" r ctvek cekxp" cevkc" f g' r' vgo kpcn' gp" hqu' r tqeguqu" f g" o glqtc" f g' r' cu" cwqr ctvkucu. "qvqi cpf q" f kulpvqu" r tqi tco cu" { " cevkc" cf gu" f g' f gucttqmq" f g" r' tqxggf qtgu" hqecrgu. " r gtq" vco dkp" b cpvplkpf q" cñqu" pkkrgu" f g' gzki gpek" { " eqpvtqnludtg" guvcu" hto cu0Gpvtg" hqu" f kulpvqu" epcrgu" f g' eqqr gtcekp" f g' VCUC" eqp" uwu' r' tqxggf qtgu" ug" gpewgpvtcp" gn' *Supplier Production Tracking Team* *URVV+ r ctc" rñ" kpenwukxp" f g" wp" pvwxq" r' tqxggf qt. " rñ" Cuqekcekxp" f g" Rtqxggf qtgu" f g" Vq{ qvc" Cti gpvkpc" *CRVC+ " { " f kxgtucu" cevkc" cf gu" f g" ecrcekcekxp" { " hqtvrgek" lgpvq0F g" guvg" o qf q. " ug" r' wgf g" xgt" e» o q" ug" kplekcp" hqu" x" pñewqu" gpvtg" rñ" vgo kpcn' { " hqu' r' tqxggf qtgu" hqecrgu" grgi kf qu0"

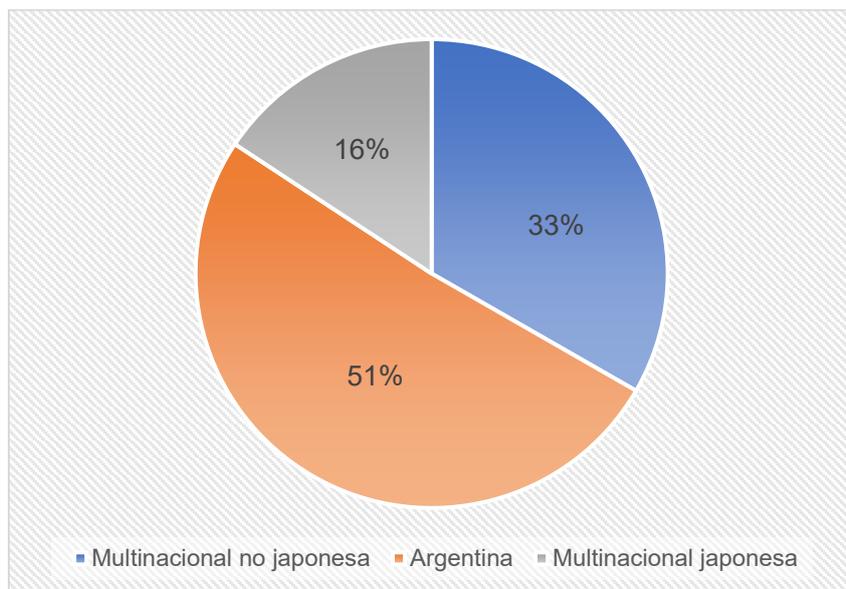
5.3 - Proveedores de Toyota en Argentina

Nqu' r' tqxggf qtgu" f g' Vq{ qvc" Cti gpvkpc" ug" r' wgf gp" emukhlect" gp" tgu' i twr qu' f kulpvqu" ugi Æp" uwu" qtñ" gpgu" < c" + O wñkpcckqpcrgu" lcr qpgucu. " d+ O wñkpcckqpcrgu" pñ" lcr qpgucu" { " e+ Nqecrgu0²: " Gp" gn' c° q" 4242. " VCUC" hñ" eqo r tcdc" f k gevo gpvg" c" 84" cwqr ctvkucu" f gn' r tko gt" cplmq0Guv" rkuvc" f g" r' tqxggf qtgu" gu" eqphk" gpekñ" ukp" go dci q. " r ctc" guvc" vguku" ug" r' wf q" tgeqput vkt" gn' i twr q" f g' r' cu" r tpekrcrgu" 73" cwqr ctvkucu" gpvtg" gñcu0³²""

Cuñ" emukhlectpf q" c" rñu" hto cu" f g" guvg" i twr q. " ug" r' wgf g" o gpekqpc" s wg" hqu' r' tqxggf qtgu" o wñkpcckqpcrgu" f g" qtki gp" lcr qp² u" gtcp" gn' 38" " f gn' vcn' f g' r' cu" cwqr ctvkucu" f gn' r tko gt" cplmq" f g" VCUC" *xgt" I t^a hñeq" X/5+0" P qto cm gpvg. " guvcu" uqp" hñkrcrgu" f g" go r tguvcu" lcr qpgucu" s wg" r' tqxggp" c" Vq{ qvc" lcr »p" { " c" uwu" uwdulk kctkcu" gp" gn' o wpf q0Guvqu" r' tqegf ko lgpvqu" i gpgtcm gpvg" uqp" etgcf qu" gp" rñ" ecuc" o cñkñ " f g' rñ" vgo kpcn' { " vtcpuhgtkf qu" c" rñu" hñkrcrgu" f g' rñ" eqtr qtcekp" f g" dñk q" c" s wg" rñ" ugf g" egpvtcñr qugg" eqpvcevq" hñkñ q" { " f k gevg" eqp" rñ" ecuc" o cñkñ " r' tqxggf qtc0Cf go ^a u. " rñ" o c { qt" r' ctvg" f g" guvcu" eqo r c° Æcu" ug" kpuvcrekxp" gp" Cti gpvkpc" c" r' ctvt" f gn' *follow sourcing*. " gu" f gek. " uki wlgpf q" c" rñ" uwdulk kctk" f g" Vq{ qvc" gp" gn' r cñu" *xgt" Vcdñ" 2/35" f gn' Cpgzq" Guvcf Æñkñeq+0" C" uw" xgl . " ewcvtq" f g" guvcu" qej q" go r tguvcu" lcr qpgucu. " uqp" r' ctvg" f gn' I twr q" Vq{ qvc" c" pñkgn' i mñcñ" *F gpuq. " Lgnm" Cwqo qvkg. " Vq{ qvc" Dquj qmñ" { " Vq{ qvc" Vuwuj q+0"

⁴²: "Rctc" xgt" gn' f gvcng" f g" guvqu" k" c" rñ" Vcdñ" 2/35" f gn' Cpgzq" Guvcf Æñkñeq0"
⁴³²: "Rctc" eqpuwñct" lqdtg" guvc" tgeqput weekp" xgt" rñ" P qvc" O gvqf qñ" i kec" 80"

Gráfico V-3 - Proveedoras autopartistas del primer anillo de Toyota Argentina según su país de origen (n=51)²¹¹ (2020)



Hwpgv<gndqtc&p'r tqr kc'gp'dcug'c'CHCE. f'cvqu'f'g'CF IO TC. 'dncrpegu'f'g'VCUC' '{ 'gpv'g'x'k'uc'u' "

Gp"ugi wpf q"mi ct. "ug"gpewpvtcp"mqu'r tqxggf qtgu"o wmpcekqpcrgu"eqp"r t gugpek"gp" Cti gp'v'pc"*55' +. 'mqu'ewcrgu'uqp"go r t gucu'gz v'cplgtcu's wg'r quggp' h'k'c'rgu"gp"gn'r c'f'u'0'Nc'o c { qt" r ctvg'f'g'g'uc'u"uqp"f'g'GGWW": "f'g"39+" { "nwi q"v'gu'f'g' h'c'pek'0' h'p'cm gpvg. "ug"j'cmcp"mqu" r tqxggf qtgu'f'g'ecr k'crgu"m'ecrgu"*73' -0'Guc'f'k'v'kdw&p"eqp"o c { qt"r t gugpek"f'g'ecr k'crgu" p'cekqpcrgu"gu"kw'w'cn'l'p'enuq"gp"q'v'cu" h'k'c'rgu'f'g'Vq { qvc"gp"gn'o wpf q."s wg"uwrgp"v'p'gt"wp" r qtegp'v'lg'lw'r g'k'qt'cn'; 2' 'f'g'r tqxggf qtgu'f'qo 2' u'w'equ'f'g'q'tki gp'gz v'cplgtq"*T'w'k'q'g'v'cn'0'4244-< 32+'c'wps wg'gp'eqo r ctcel&p'eqp'gn'ecu'f'g'Vq { qvc'Uwf' a' h'lec'g'uc'f'k'v'kdw&p" '{ "gur gek'rk' cel&p" f'g'rcu'cwqr ct'v'uc'u'ugi 'p'lw'qt'ki gp'p'q'v'g'p'g'i t'c'p'f'g'u'f'k'gt'g'pek'u"*g'lg'ew'k'x'q'f'g'Vq { qvc'Uwf' a' h'lec." gpv'g'x'k'uc'v'g'nh'p'k'ec."37'16'14'243-0'

Ukp'go d'cti q.'c'r'guct'f'g's'wg'b' a' u'f'g'rc'o' k'cf'f'g'h'qu'r' tqxggf qtgu'f'g'VCUC' uqp'f'g'ecr k'cn' m'ecn'ecd'g'f'g'uc'ect's'wg'rc'i' t'c'p'o' c { qt'f'c'f'g'g'uc'qu'ug'f'g'f'k'ec'p'c'ce'v'k'k'f'cf'g'u'o' a' u'uko' r'ngu.'v'crgu' eqo q'rc' h'cd't'le'cel&p" '{ "r tqx'k'uc'p'f'g'r'ct'v'gu'o' g'v' r'ecu" '{ "r' r' u'w'ecu'0'0' w'ej'cu'f'g'g'uc'u'cwqr'ct'v'gu.' cf'go' a' u.'r'quggp'x'gp'v'lcu'h'gp'v'c'rcu'ko' r'qt'w'f'cu'r'qt'ugt'r'k'g'l'cu'bulky, m'u'ewcrgu'uqp'f'k'f'ek'rgu" '{ " equ'qu'cu'f'g'v'c'p'ur'qt'v'ct'0"

⁴³³"Gu'ko' r'qt'v'p'v'g'f'g'uc'ect's'wg'gn' r'k'uc'f'q"q'd'v'p'k'f'q"gu'f'g'73"cwqr'ct'v'uc'u'f'k'g'ev'cu'0'F'guf'g'gn'f'gr'ct'w'o'gp'v'q'f'g' Eqo' r'cu'f'g'Vq { qvc' u'qu'v'g'p'p's'wg'gp'4242'gn'v'q'cn'f'g'r' tqxggf qtgu'f'k'g'ev'cu' uqp'84.'c'wps'wg'g'uc' h'k'uc'g'u'eq'p'k'f'g'pek'cn'0' F'guf'g'CF IO TC' u'qu'v'g'p'p's'wg'f'gn'v'q'cn'f'g'84'cwqr'ct'v'uc'u'gn'r'qtegp'v'lg'f'g'ecr k'crgu' m'ecrgu'gu'f'gn'82' . 'o' c { qt" s'wg'h'q'c'p'cn'k'cf'q'gp'rc'o' v'g'uc'f'g'g'uc'v'g'u'0'R'et'c'o' r' r'ict' u'q'd't'g'g'ung't'g'ng'x'co' k'gp'v'q'eq'p'uw'act'rc'P'qvc'0'g'v'q'q'n'i'k'ec' 80'

Gpvtg"nqu"ukungo cu'f g'cwqr ctvgu'eqo r nglqu"{'f g'o c {qt'xcmt's wg'ug'hcdtkcep"gp"gnr c"ju' ug" gpewgpcp<' ckt gu" ceqpf lekqpcf qu" *F gpuq+." culgpvqu" *Vq { qvc" Dquj qmw+." ukungo cu' f g' kphqto cek>p" {" gpvtgvpko lgpvq" *infotainment+ " *O ki qt+." ecdrgu." vcdrgtqu" {" r cpgrgu" f g' kpuvwo gpvqu"*[c| cnk+*Nwku"N»r gl ."gpvtgxkuc'r gtuqpcn"38B44244+0'Gu'f gekl."s wg."uk'dkcp"rc" o c {qt'c" f g'mqu'r tqxggf qtgu'tcf kecf qu"gp"gnr c"ju' f g"Vq { qvc"uqp'f g'ecr kcrngu'pcekqpcrgu."uqmq' wpq'f g'gmqu."O ki qt."hcdtkc'r ctvgu'eqo r nglcu'0Nqu'qvtqu'tgu'r tqxggf qtgu'f g'r ctvgu'f g'o c {qt' xcmr't'ci tgi cf q'uqp'cwqr ctvku'ci' mdcrgu'lcr qpgucu."f qu'f g'gmru'f gn'I t w r q"Vq { qvc" *F gpuq" {" Vq { qvc'Dquj qmw+0Cj qtc'dkcp."c'r ctvkt'f g'guxqu'f cvqu'ci tgi cf qu'cn'4242'gu'ko r qtvcpg'eqpgegt" e»> q'ug'hngi »>'c'gux'ukwcek>p'gpvtg'rcu'r tkpek crgu'cwqr ctvku'f g'VCUC."s w' vkr q'f g'r tqeguqu' f g' upgrading" ug" mxxctqp" c" ecdq" {" s w' vkr q' f g' gobernanza" guvdrgek>" VCUC" eqp" uuu' r tqxggf qtgu'0Guq"ug"vcdclc" c"eqpvkpwcek>p"gp"dcug" c"rc"vrc { gevqtk" f g'rcu'r tkpek crgu'qpeg' cwqr ctvku'f g'VCUC'tcf kecf cu'gp"gnr c"ju'0

5.4 - La trayectoria de las principales proveedoras autopartistas de TASA radicadas en Argentina

5.4.1 - Proveedores multinacionales japoneses

5.4.1.1 - Denso

" F gpuq" Cti gpvkc" gu" rc" hkrcl' mrcn' f g" rc" ukungo kuc" o wnkpcckqpcn' lcr qpguc" F gpuq" Eqtr qtcvqp."wpc'f g'rcu'o a u'i tcpf gu'f gn'o wpf q" {" r ctvg'f gn'I t w r q"Vq { qvc'0³⁴"I mdcro gpvg." F gpuq" r tqf weg" wpc"i tcp" xctkcf cf "f g' ukungo cu' eqo r nglqu" r ctc" xgj' f wru" gpvtg" mqu" s wg" ug" gpewgpcp<' ukungo cu' v'to lequ." powertrain" *ukungo cu' f g' eqvtqn+." ukungo cu' grgext>plequ." ukungo cu' gr'extlequ." o qvtgu" gr'extlequ." gpvtg" qvtqu'0'Gp" Cti gpvkc."rc" hko c"ug' f gf kec" c"rc" r tqf wek>p" f g' vqf q' gn' ukungo c" f g' erko cvk cek>p." kpnw { gpf q' eclcu' f g' cktg' ceqpf lekqpcf q." o cpi wgtcu' f g'ci wc."tcf kcf qtgu' f g'ecngheek>p." eqpf gpuvf qtgu." wdg' f cu." hmtqu' f g' cktg." gpvtg" qvtcu'r ctvgu'0

" Nc'cwqr ctvku' lcr qpguc' mgi »>'cnr c"ju'gp'3; ; 8. f g'rc' o cpq' f g'VCUC." cwps wg'ug' kpuvcr>" gp"E>tf qdc'r ctc'r tqxggtr' vco dk' p" c" Hkv' Cti gpvkc'0³⁵" Gr'cewgtf q' eqp"rc' eqo r c' o' f g' f g' qtki gp" kcrkcpq'ug' f g' tkxc' f g' wp' joint-venture s wg' F gpuq' vgp' f c' eqp'rc' cwqr ctvku' kcrkcp' s wg' gtc' r ctvg'

³⁴"Gp"v'to lppu'i gpgtcrgu."gp"gnr'ki m'ZZ K'gr'rkf gtc| i q' f gn'cwqr ctvkuo q' i mdcn'ug' f kur wc'gpvtg'F gpuq" *Lcr »p+." Dquej "Crgo cplc+ {" O ci pc" *Ecpcf a -0

³⁵"F gpuq" Eqtr qtcvqp'rgu'r tqxgg'ukungo cu'c'vqf cu'rcu'vgo kpcrgu'f gn'o wpf q" {" guv' r t gupvg'gp"rc' o c {qt'c" f g'mqu' r c"ju'eqp' kpf wvkc'cwqo qvtk' ."ukp" go dcti q."uuw'r tkpek crgu'erlcpvqu'i mdcrgu'uqp'rcu'vgo kpcrgu'cwqo qvtlegu' lcr qpgucu'0Ugi Ap'gnr'kt gevqxq' f g'F gpuq' Cti gpvkc'gpvtgxkucf q."gux'vkr q' f g'r lgl' cu'eqo r nglcu.'cnleqo q'rc'ecle'f gn' cktg' ceqpf lekqpcf q."uqp'eqo r tcf cu'c' ukungo kuc'u'i mdcrgu'r qts wg'qhtgegp'wpc'cnc' eqphcdkrf cf 'r ctc'rc'vgo kpcn'0' Gr'tlgu' q' f g' vpgt' r tqdrgo cu'gp'gux'vkr q' f g' ukungo cu'gu'cnq" {" rcu'vgo kpcrgu'pgegu'kcp" i ctcv' f cu' f g'uw' dwgp' hwpekqpc' kgpvq" *Lwcp' P qxgm'gpvtgxkuc'r gtuqpcn'49174244+0

f gnI twr q'HlcV'O ci pgwkO ctgnk'gp'Gwtqr cOC'r ctvkt'f g'gmj.'gp'E>tf qdc'ug'tgr nk>'wpc'go r t guc"
eqplwpc'uko kct'mco cf c'O ci pgwk'O ctgnk'F gpuq0Gp'gnic° q'4223'F gpuq'Eqtr qtcvqp'eqo r t>"
rc'f kxkuk>p'f g'ukungo cu'v'to lequ'f g'rc'cwqr ctvkt'kcrkpc"{'f guf g'gug'o qo gpvq'eqo gp| ctqp'c"
mco ctug'F gpuq'Cti gpvpc0"

" Gn'ekgtt'f g'HlcV'Cti gpvpc'c'kpgu'f g'3; ; 2"ko r cev>'pgi cvkco gpv'gp'F gpuq.'s wg.'uk"
dkp'r tqxg'f'c'Vq{qvc'f wcpvg'iqu'r tko gtqu'c° qu'f gn'4222'cr tqzko cf co gpvg'42022'wplf cf gu"
cpwrcgu+: "guv'pq'rg"i gpgtcdc'rc"guerc'uwkelpvg'r ctc'ugt'tgpvdr0F g'gug'o qf q.'c'r ctvkt'f g"
pgi qekckppgu'kpgtpeckppcngu'gptg'rcu'ecucu'o cvt'legu'f g'F gpuq"{'HlcV.'rc'cwqr ctvkt'ler qpguc"
eqo gp| >>'c'gztvctrg'c'HlcV'Dtcukr'ctc'eqo r gpuct'rc'ec'f'c'f g'rc'r ctv'cti gpvpc0Lwcp'P qxgm"
i gtgpvg'f g'F gpuq'Cti gpvpc'f guf g'4227.'uqukpgg's wg""*las empresas globales hacen acuerdos internacionales. Les dijeron que no podíamos cerrar la fábrica de Córdoba que nos hicieron poner hace 5 años, que necesitaban venderle productos a alguien*""*Lwcp'P qxgm"gpv'g'kuc"
r gtupcn'49 I7 4244-0³⁶"

" Nwgi q.'gn'etgelo kgpv'f g'VCUC"ngu'f kq'gn'xqno gp'uwkelpvg'r ctc"i ctcvkt'ct'rc"
tgpvdkrkf cf.'cwps wg'rc'vgo kpcn'ler qpguc'etgek>'cvpv's wg'iqu'r tqdrgo cu'wti kgtqp'r qt'qvtq"
rc'f q'rcu'kpxgtukppgu's wg'ug'v'p'f'p's wg'j cegt'r ctc"i ctcvkt'ct'rcu'r ctv'ur ctc'guqu'plxgrgu'f g"
r tqf week>p0'cn'tgur gevq.'nu'f k'g'v'x'qu'eqo gpvc'p's wg'w'kgtqp's wg'v'cdclct'hwgt'go gpv'cn"
kpgtkqt'f g'rc'qti cpl'cek>p' kpgtpeckppcni' r ctc' eqpugi vkt'rcu' kpxgtukppgu' pgeguct'ku' r ctc"
cwo gpvt'rc'ecr cekf cf'f g'r tqf week>p0'P qxgm'uqukpgg's wg'F gpuq'pq'v'kpgg'i tcp'kpgt'2 u'gp"
kpxgt'kt'gp'Cti gpvpc'f gdlf q'c'uw'x'ckx'gpgu'geqp>>o lequ'f'rc'ko r qukdkrkf cf'gp'f k'k'p'v'qu'c° qu'f g"
i kct'w'k'f cf gu'{'f k'k'f gpf qu'0'Q'v'c'r ctv'f g'guc'kpxgtuk>p'rc'r w'kgtqp'ewdtk'eqp'et'2 f kqu"
HQP F GCT'f gn' qdkgtpq'p'cekppcni'cti gpv'kq'gpv'g'4236"{'4238.'f g'rc'bo kuo c'hqto c's wg'iq'j k'q"
Vq{qvc³⁷" F g' gug' o qf q.'cwo gpvtqp'rc'ecr cekf cf'f g'r tqf week>p'{'r w'kgtqp' r tqxgg"
uc'v'k'v'v'qtko gpv'c'rc'vgo kpcn'ler qpguc'0'cn'4243.'F gpuq'hcdtlecdc'c'it'gf gf qt'f g'36'r kgl cu'f g"
nu'x'gj 'f'w'qu'f g'VCUC.'gpv'g'iqu's wg'ug'gpeqvtcdcp'<eclcu'f g'ck'g.'eqpf gpucf qt'gu.'tcf kcf qt'gu."
r kgl cu'r r'f'w'k'cu.'o cpi vgtcu.'wdqu.'gpv'g'qvtcu0"

" Nc't'grck>p'f g'F gpuq'eqp'Vq{qvc'gp'Cti gpvpc'gu'r ctv'w'rc'v'go gpv'f k'g'g'p'v'c'ni'f gn'g'v'q"
f g'rcu'cwqr ctvkt'cu's wg'pq'uq'r ctv'f gn'I twr q'Vq{qvc'0'rt'k'p'k'cm gpvg.'f gdlf q'c's wg'F gpuq"{'c"
v'kpg'k'p'eqtr qtc'f q'gn'r tqegu' r tqf w'v'x'q'f gn'VRU"{'rc'h'k'qu'q'f'f g'Vq{qvc'0'rt'iq'v'cvpv.'pq'ug"
ngxpc'c'ecdq'v'cpvcu'ce'v'k'f cf gu'f g'f gucttqmq'f g'r tqxggf qt'gu'q'bo glqt'cu'f g'ecrkf cf 0'Cu'ko kuo q."

⁴³⁶"Guq'eqp'v'c'v'c'eqp'k'f g'cdrgo gpv'eqp'gn'ecua'f g'Gu'g'v'c'p'Eqt'f g'q.'cwqr ctvkt'rc'ne'ni's wg'ug'f gucttqmt'a "o a u"
cf g'p'v'g.'gp'gn'ew'cn'c'p'v'w'p'c'uk'w'ck>p'r ctgek'c.'pq'ng'f kgtqp'p'k'p' w'p'c'v'q'w'ek>p'f guf g'HlcV"{'gu'w'x'q'c'ni'dqtf g'f g'rc"
s w'k'g'dtc0'
⁴³⁷"Gn'et'2 f kq'HQP F GCT'ewdtk'&62'o kmp'gu'f g'iqu'&74.7'bo kmp'gu's wg'equ>'rc'kpxgtuk>p'&HQP F GCT.'4237'0"

reuc'evkxf cf gu'f g'K F 's wg'F gpuq'ingxc'c'ecdq'gp'Cti gpvpc'uqp'gucucu."{c's wg'gucv'hwpekpqgu' r ctc'rc'J kwz'ug'tgcrk cp'gp'Vckrpf kc0

" Rqt'qvtq'rcf q."F gpuq"Cti gpvpc'ingx»"c'ecdq'pgi qekcekppgu'mecrgu'r ctc'cdcugegt'f g' r kgl cu'cn'Rgwi gqv'428."j cuw's wg'eco dl»'uw'r r'vchqto c0C'uw'xgl ."r tqxg{gtqp'r ctvgu'r ctc'gn' T gpcwn'Erffq"O f'f guf g'gn'4234"cn'42380'Gp'4239."c'r ctvkt'f g'rc'mgi cf c'f g'P kuucp'cn'r c'fu." eqo gpl ctqp'c'xgpf gtrg'r ctvgu'c'guc'vgtó kpcn0"

" Gn'r tlpekr cn'eqo r gvkf qt'f g'F gpuq'gp"Cti gpvpc'gu'O kti qt."gn'ewcn'ng'r tqxgg'ukungo cu' vto lequ'c'Xqmuy ci gp."Hqtf."{ 'I gpgtcn'O qvqtu0'Gp'r ctvkwrt.'O kti qt'guv' tcf kecf q'gp'Vkgttc' f gn'Hwgi q."cr tqxgej cpf q'mu'dgpghekqu'ko r qukkxu'f g'rc'r tqxkpek."{ "F gpuq'gp"Ex>tf qdc." f qpf g'r qugg'xgpc'c'r qt'rc'egtecp'f'i gqi t' hlec0'Rqt'qvtq'rcf q."F gpuq'wo dl'p'eqo r kvg'eqp" O kti qt'gp'ukungo cu'grgevt»plequ."cwps wg'rc'cwqr ctvkw'lc'p'p'p'q'v'p'g'tcf kecf c'uw'f kxkuk»p" f g'grgevt»plec'gp'Cti gpvpc.'ukpq'gp'Dtcuk0"

P q'qducpvg."cn' wpqu'r tqf wevqu'grgevt»plequ'cnco gpvg'uq'hwkecf qu's wg'hcdtlec'F gpuq' gp'Dtcuk⁴³⁸"{ "Lcr »p'pq'uqp'r tqf wekf qu'r qt"O kti qt0'Rqt'gigo r m."rc'r kgl c'mco cf c'Engine Electronic Control Unit *GE W+. "s wg'gu'rc'eqpvtqmf qtc'grgevt»plec'f gn'o qvqt."gu'wp'r tqf wevq' eqo r rglq"{"et'f'keq'f gdlf q" c"s wg'f g'gmc'f gr gpf g'i tcp'r ctvg'f g'rc'ugi wtkf cf "s wg'qhtgeg'gn' xgj f'ewr0'cn'tgur gevq."O kti qt'j c'v'p'k'q'k'p'v'p'ek'p'p'gu'f g'v'cdclct'gp'eqplwpvq'eqp'F gpuq'r ctc' f gucttqmt" guvg' vkr q'f g'r tqf wevqu."r gtq'f guf g'rc'ecuc"o cvtk' f g'F gpuq'Eqtr qtcv'k'p'j cp' uquv'p'k'q's wg'gug'know-how'pq'ug'r wgf g'tcpuo kkt'c'qvtq'r tqxggf qt0'Ugi Àp'P qxgm""tenemos un know-how de 40 años de producir. No cualquiera lo puede localizar. Necesitamos años de capacitación para poder llegar a ese nivel de calidad" *Lwcp'P qxgm'gpvtgxkuc'r gtuqpcn' 49 17 14244-0)

F g'gug'o qf q."ug'r wgf g'f gucect's wg'guc'cwqr ctvkw'c'i mdcn'mgi »"c'Cti gpvpc'c'r ctvkt' f g'rc'tcf kecek»p'f g'Vq{qvc'gp'gn'r c'fu"{'f g'cewgtf qu'k'p'v'p'ek'p'p'c'p'p'gu'gpvt'g'rc'ecucu'o cvt'legu0C' r ctvkt'f g'gmq."VCUC'ug'i ctc'p'v'k' »"rc'r tqxkuk»p'f g'ekgt'vcu'r ctvgu'eqo r rglcu0'K wcm gpvg."guv'p'q' gzenw'f'c's wg'F gpuq'ingxctc'c'ecdq'pgi qekqu'eqp'qvtcu'vgtó kpcrgu'c'pk'gn'k'p'v'p'ek'p'p'cn"{'m'ecn0' Rqt'qvtq'rcf q."gnf gucttqmf'f g'guc'ukungo kuc'p'q'ug'xkq'gur gekcm gpvg'r qv'p'ek'f q'r qt'uw't'grcek»p' eqp'VCUC" {c's wg'r quggp'wpc'vc{ gev'qtk'i mdcn'gp' eqo Àp0'Gp'r ctvkwrt."ug'f gucec'rc' ko r qv'p'ek'f g'mu'et² f kqu'r Àd'nequ'HQP F GCT"r ctc'co r rkt'uw'ecr cekf cf "f g'r tqf wek»p"c"

⁴³⁸"Nqu'f k'ge'v'k'qu'f g'F gpuq'eqo gpvc'p's wg'c'o gf kcf qu'f g'3; ; 2'F gpuq'gp'xk'w'p'c'r ctvg'f g'uw'f kxkuk»p'grgevt»plec' f g'Lcr »p"O cpcqu."Dtcukn'gp'f qpf g'ug'hcdtlecp'guvg'vkr q'f g'r kgl cu'grgevt»plecu0'Gp'guc'f'f dtlec'v'cdclcp' o c'qto gpvg'go r ngcf qu'lc'p'p'gugu"{'ng'r tqxggp'gucv'r kgl cu'et'f'kecu'ugm'c'enk'p'v'gu'lc'p'p'gugu'c'rgu'eqo q'Vq{qvc." J qpf c."I co cj c"{'J qpf c0'Rqt'qvtq'rcf q."rc'f kxkuk»p'vto kec'f g'F gpuq'wo dl'p'v'p'g'w'p'c'r t'gug'p'ek'o w'uw'gt'kqt' gp'Dtcukn'f qpf g'v'p'g'ug'ku'f'f dtlec"{'wp'egpvt'q'f g'f'kug' q0'Ukp'go d'cti q."rc'cnc'r t'gug'p'ek'k'p'f w'ut'kn'f g'F gpuq'gp' Dtcukn'p'q'ug'f gdg'r tlpekr cm gpvg'c'Vq{qvc'ukpq'c'U'gn'p'v'ku.'r ctvkwrtó gpvg'c'H'kv'uw'r tlpekr cn'enk'p'v'g."{c's wg' guc'h'ko c'v'p'g'p'k'x'gru'f g'r tqf wek»p'b w'cn'qu'gp'gn'r c'fu'x'g'ek'p'q0

o gf kcf qu'f g"re" f² ecf c" f gn'4232" cpvg"re" f hkwncf "r ctc"re" qdvpeke»p" f g" hkpceko kgpvq"r ctc" kpxgtukppgu"cn'kpwtkqt" f g"re" qti cpl cekte»p" kpwtpcekppcn" f g" hqto c" uko krc" c" m" s wg" uwegf k»" eqp" VCUC" gp" guqu" c° qu0'

5.4.1.2 - Toyota Boshoku

" Vq{ qvc" Dquj qmw" Cti gpvkc" gu"re" hkrn' mjecn' f g"re" eqo r c° "c" o wnkpcckppcn' lcr qpguc" f gn' o kuo q" ppo dtg. "r ctvg" f gn' l twr q" Vq{ qvc. "f gf kcf c" c"re" hcdtkeceke»p" f g"re" u"r ctvgu" kpwtkqt gu" f g" mqu" xgj "f wqu0"³⁹ "Nngi »" c"re" Cti gpvkc" dclq" gn' ppo dtg" f g" O cuvt "Vtko " Cti gpvkc" gp" 4225. " kpuvni pf qug" gp" Eco r cpc. "r tqxlpeke" f g" Dwgpqu" Ckt gu. "r ctc" r tqf wek" rqu" cukgpvu. "kpwtkqt gu" { " grgo gpvu" hkmcpvgu" f g"re" pwgxc" i gpgtceke»p" f g" J knw0' Eqp" uw' mgi cf c" f gur re| »" cn' cpvtkqt" r tqxggf qt" f g" guvu" r tqf wevu" r ctc" VCUC. "re" hkrn' mjecn' f g"re" eqo r c° "c" o wnkpcckppcn' guvcf qwpkf gpug" Lqj puqp" Eqpvtqn0"

" Gn'ugv' f g" cukgpvu" f g" wp" xgj "f wqu" gu" wp" ukvgo c" eqo r rglq" { "gn' o^a u" equvuq" nngi q" f gn' o qvt0Rqt" glgo r m. "wp'ugv' f g" ewctq" cukgpvu" f g" wpc" J knw": Ål gpgtceke»p" vkgp'822' r kgl cu" f qu" ckt dci u. "vqf q" gn' ukvgo c" gr' extkeq" r ctc" o qxgtm. "ukvgo c" f g" xgpvkece»p" cf gpvtq" f gn' cukgpv. " hwpf cu" f g" ewgtq. "gpvtg" qvtcu0' Cf go^a u. "guvu" f gdgp" ewo r rkt" eqp" tgs wgtko kgpvu" f g" ugi wtkf cf " gur ge" hkequ" { "wpc" hcrn' f g" guvu" r wgf g" ugt" ngvni0Rqt" m' vcpvq. "gu" wp" r tqf wevq" eqo r rglq" { "egpvtcn' r ctc" gn' xgj "f wqu" "Rcdm" Tceekwk" gpvtgxkuc" r gtuqpcn" 5 18 14244-0'

" Ugi Åp" F cplgn' J gttgtq. "Vq{ qvc" Dquj qmw" xkpq" qtki kpcm gpvg" c"re" Cti gpvkc" eqp"re" kf gc" f g" gpucod rct" cukgpvu0' Cu" f wcpvg" o^a u" f g" 32" c° qu" ko r qt»" f kwpvu" r tqf wevu" vgz vkgu" f guf g" Dtcukn' { "Rctci wc" { "O kuke»p" Rtqf wekxc. "3: 19 14244-0' Rgtq. "gp" 4236. "VCUC" mgi »" c" wp" cewgtf q" eqp" gn' UO CVC" c" vtcx² u" f gn' ewcn' ug' pgi qel»" s wg" ug' mjecn' k' ct" cp" gucu" r ctvgu" gp" Cti gpvkc. "r gtq" uk' ug" mji tcdcp" eqpxgpku" ucmtkrgu" ceqtf gu" cn' ugevq" vgz vkn' { "pq" cn' cwqo qvkk. " { c" s wg" f g" m" eqpvtctkq" pq" r qf t" cp" eqo r gvt" eqp" gn' equvq" f g" mqu" r tqf wevu" ko r qtvcf qu" *T guqmwke»p" O VG{ UU" 34; 5 14237-0' Gur ge" hkeco gpvg. "ug" r rcpg»" guvc" mjecn' cekte»p" gp" gn' Rcts wg" kpf wutken' f g" Xkrc" Hrcpftk. "gp" gn' r ctvkf q" f g" Nw^a p. "r tqxlpeke" f g" Dwgpqu" Ckt gu. " { c" s wg" cn' ug" j cd" cp" wdekcf q" f kxgtucu" go r tguvu" vgz vkgu" { "j cd" cp" o cpq" f g" qdte" gur geknk' cf c" s wg" r qf t" cp" go r ngctug" *F cplgn' J gttgtq. "gpvtgxkuc" r gtuqpcn" 3 19 14244-0' F g" guvg" o qf q. "ug" tcf ke»" wpc" pwgxc" r rcpvc" f g"re" cwqr ctvkuc" lcr qpguc" gp" Nw^a p" go r ngcpf q" c" citgf gf qt" f g" 622" r gtuqpcu" { "mjecn' cpf q" gn' eqpvkpf q" s wg" gtc" r tgxkco gpvg" ko r qtvcf q" *Gn' Etqpkuc. "39 19 14236-0' Gu' f gek. "s wg" guvc" kplekvcxc" uwti k»" f guf g"re" i gtgpeke" f g" VCUC" r ctc" cwo gpvt" gn' eqpvkpf q" mjecn' f g" mqu" xgj "f wqu" g" ko r rke»" gn' cewgtf q" eqp"re" cwqr ctvkuc" { "gn' ukpf kecvq" r ctc" r qf gt" mgxctm" c" ecdq0'

⁴³⁹ Vco dkp' hcdtkecp' m' pgu' f g" cukgpvu" r ctc" cxkppgu" { "v' gpgu0'

" Gp"tgmelep"eqp"gn'f lug° q" f gn'r tqf wevq. "Rcdm" Tkeekwk"i gtgpvg"i gpgtcn'f g"Vq{ qvc" Dquj qmw'f guf g'gn'4226."uqukpgg"s wg"rc" go r tgucc"pkxgn'i mdcn'r ctvlekr c" f gn'f gucttqmj" f g"rc" J kwz"gp"Vekrpf kc."f lug° cpf q"iqu'culgpvqu'r tkpekr cm gpvg0C"r guct" f g'guvq. 'rc" hkrkn'iqecn'vkgpg" rc"r qukdrlf cf "f g"tgerk ct" kppqxcckppgu"gp" gn'r tqf wevq"r ctc" cf cr vctm" cn'eqpvz vq" f qpf g"ug" kpuvtc0Cu" f guf g'gn'4239"rc" go r tgucc"vkgpg"wp" f gr ctwco gpvq" f g'O cpci go gpv'f g'Rtq{ gevqu."gp" gn'ewcn'ug" f gucttqmj" r tq{ gevqu" f g'kpi gplgt" c0C n't gur gevq. "gn'i gtgpvg"uqukpgg"s wg"rc" etgcelep" f g'guvq" f gr ctwco gpvq" hwg"r qukdrg" r qt" gn'xqno gp" f g"r tqf wevq" f g"VCUC" {."r qt"gpfg." f g" Vq{ qvc" Dquj qmw0"

Rqt" glgo r m." gn' f kgevqxq" eqo gpvc" s wg" mqu" xgj "fwmqu" Vq{ qvc" s wg" ug" hcdtkcep" gp" Cti gpvpc."ug"xgpf gp"gp"Co 2tlek"Nevpc."gp" qpcu" f g"cnacu"vgo r gtcwvctcu."r qt"m"ewcn"uwi k"gn' r tqdrgo c" f g"s wg" gn'ewgtq" f g"mqu" culgpvqu" vco dlk"p"crecp|cdc" vgo r gtcwvctcu"o w{ "grgxcfcu0 Gpvpegu."gp" wp"r gs wg° q" f gr ctwco gpvq" f g" f gucttqmj" eqp" cn' wpu" kpi gplgtqu" f g"Vq{ qvc" Dquj qmw" Cti gpvpc"ug"cto »"wp"ukvgo c" f g"ckg"ceqpf kekqpcf q"r qt" f gpvtq" f gn'culgpvq."r ctc"s wg" ucn' c"r qt" wp"ewgtq"o letqr gthqtcf q." {."ewcpf q"rc"r gtuppc"ug"ulgpvc."gn'ukvgo c"ug"gpelgpc" cwqo a vkeco gpvg0Cu" gn'i gtgpvg"r rcpvc" s wg" "*nosotros no diseñamos el ventilador en sí mismo, lo compramos, pero todo el cableado, toda la posición, cómo se usa, el diseño de eso lo hicimos nosotros. Y eso después se replicó en otros lugares*". Gu'f gekl."c"r guct" f g'pq"r qugg" gn'f lug° q" f gn'ukvgo c" eqo r rgvq."rc" hkrkn'iqecn' f g" guvc"o wkpcekpccn'u" mrgxc" c"ecdq" cn' wpcu" cevxlk cf gu" f g" kpi gplgt" c" r ctc" cf cr vct" gn'r tqf wevq" c" uw'eqpvz vq" mcecn'0F g" guvq"o qf q." guvc" r tqxggf qtc" lcr qpguc" tgerk »"wp"r tqeguq" f g" *upgrading funcional* gn'ewcn'ko r rlec"r cuct" f g"rc" hcdtkcelep" f g'wp"r tqf wevq" cn'f lug° q" f gn'o kuq. "cwps wg" guvq"ug"j cmc" f cf q"r ctekrm gpvg0"

" Cf go a u."Vq{ qvc" Dquj qmw"j c" f gucttqmj" f q"rc" hwpf c" f g"rc" J kwz" I c| qq" Tcekp i 0Gp" guvq" ecuq."rc" cwqr ctvkv"ug"xg" dgpghelc" f c"r qt" gn'j gej q" f g"s wg" gn'f lug° q" guvq"o qf gmj" f g"rc" J kwz"ug" tgerk c" gp" Cti gpvpc."r qt" m"ewcn"rg"r gto kg"o c{qt" r ctvlekr cel»p"gp"2 r0C" uw"xgl. "guq"rgu"j c" r gto klf q"gzr qtvt" guvcu" hwpf cu" c" Uwf a hlec. "{c" s wg" iqu"xqno gpgu"uqp" tgrvkvco gpvg" dclqu." {." r ctc" pq" vpgt" vqf q" gn'i cuvq" f g' f gucttqmj" gp" Uwf a hlec. "ug"m" gpv'f guf g' Cti gpvpc0"

" Gp" tguwo gp." Vq{ qvc" Dquj qmw." pq" xkpq" cn' r c"mu" eqp" VCUC." ukpq" s wg" m" j k q" r quvgtkto gpvg." f gur rc| cpf q" c" qvc" r tqxggf qtc" guvcf qwpkf gpug0C" uw"xgl. "rc" mcecn'k cel»p" f g" wpc" r ctvq" f g"rcu" r kgl cu" { "eqo r qpgpvu" s wg"ug" ko r qtvcpc" ug" tgerk »"c" r ctvq" f g"rc" f g"rc" cf o kputcel»p" f g"VCUC" r ctc" cwo gpvt" gn'eqpvz q" mcecn' f g' iqu"xgj "fwmqu" g'ko r rle»" gn'cewgtf q" eqp"rc" cwqr ctvkv" { "gn'ukpf kecq" r ctc" r qf gt" mrgxctm" c" ecdq0Rqt "Anko q." uk'dlcp" guvc" hkrkn'pq" mrgxc" c" ecdq" r tqeguq" f g" kppqxccl»p" f g"r tqf wevq." u" m"j ceg" eqp" cevxlk cf gu" f g' f lug° q" r ctc"rc" cf cr vcelep" f gn'r tqf wevq." tgerk cpf q" r tqeguq" r ctekrm" f g" *upgrading funcional*. "m"ewcn'ug" xkq"

hcekkcf q'r qt 'gn'xqno gp'f g'r tqf week»p's wg'crecp| ctqp'gp'dcug'cnf g'VCUC "{ 'rc'wdeceke»p'f gn' egpvtq'f g'f kug° q'f g'rc'J kwz'I c| qq'Tcekpi 'gp'Cti gpvkpc0' "

5.4.1.3 – Yazaki

Guc'hkto c'gu'rc'uwdukf kctk'f g'rc'bo wmkpcekqpcnllcr qpguc'[c| cnk'Eqr qtcvkqp.'r tqxggf qt" o wpf kni' f g' tgr wguqu" r ctc" xgj 'fwarqu" gphqecf q" gp" rc" r tqf week»p" f g" o c| qu" f g" ecdngu." kputwo gpvqu"{"eqo r qppgvu'eqo q'eqpgevtgu"{'vgt o kpcrgu0[c| cnk'gu'rc'r tqxggf qtc'i mdcnif g" ecdngu'f g'Vq{ qvc"{'ug'tcf kec'gp'vqf qu'mu'r c'fugu'f qpf g'rc'vgt o kpcnif gekf g'kpuvcrctug0³: 'Cnki wcn' s wg"mu'ecuqu'cpvgtkqtgu." guc'hkto c'gu'wpc"ukvgo kuc"o wmkpcekqpcn'f g"qtki gp"lcr qp²u." ukp" go dcti q."c'f hgt gpek'c'F gpuq"{'Dquj qmw'guc'pq'r gtvgpeg'cnI twr q'Vq{ qvc0' "

[c| cnk'mgi »"c'Cti gpvkpc"gp"3; ; 8'r ctc'ceqo r c° ct'c'Vq{ qvc"g'kpuvc»"wpc'lf dtkec'gp'rc" r tqxkpek'f g'Dwgpqu'Clk'gu." ukp'f q'rc'r tko gtc'r rcpvc'f g"[c| cnk'O gtequw0'Gp'uwu'kpekqu."rc" hko c'hcdtkedc'vqf qu'mu'ecdngu'f g'rc'Vq{ qvc'J kwz0³: 'Gp'gn'4227'eqp'gnr tq{ gevq'KO X.'[c| cnk' eqo gp| »"c'r tqf wekt'rc'r ctvg'grgext»plec'f g'mu'r cpgru'f g'kputwo gpvqu'r ctc'mu'xgj 'fwarqu'f g' Vq{ qvc" Cti gpvkpc." cwps wg" guvq" gu" d^a uleco gpvg" wp" gpuc o drcf q" f g" f kpkvcu" r kq| cu" {" eqo r qppgvu'ko r qtwcf qu0"

Cf go ^a u."gp'4227.'[c| cnk'Cti gpvkpc'f gekf g'ngxct'wpc'r ctvg'f g'uw'r tqf week»p'f g'ecdngu" c'Wwi wc{."cdtkgpf q'wpc'r rcpvc'cn'0'Guc'f gekuk»p'guwxq'xkpewrcf c"cf kpkvcu'fcevqtgu'ugi Ap" Etknkcp'Equc.'i gtgpvg'f g'Xgpvcu"{'Rtq{ gevqu'f g'rc'eqo r c° 'f'f guf g'422; 0Gp'r tko gt'hw ct.'rc" r tqf week»p"etgek»"r qt"gn'cwo gpvq'f g'Vq{ qvc"{'r qt"rc"lpeqtr qtceke»p'f g'I gpgtcn'O qvqtu"{' Ej t{ ungt'eqo q'enkpvu.'m'ewcn'ngx»"c'rc'pgegukf cf 'f g'cwo gpvct'rc'ecr cekf cf 'f g'r tqf week»p0⁴²" Rqt"qvtq'rcf q.'rc'hcdtkceke»p'f g'ecdngu'kpg'rc'ectcevt'f'wkec'f g'ugt'o cpq'f g'qdtc'kpvgpukc.⁴⁴³" r qt"m'wcpvq."gn'r qtegpvc'g'f gn'equvq'ncdqtcn'gu'o ^a u'cnq" s wg"gp"rc"o c{ qt'f'f gn'tguvq'f g'rc'u" cwqr ctvkuc0' Cf go ^a u." gn' glgewkxq" o gpekqpc" s wg" gpvtg" 4225" {" 4227" gzkw'f' wpc" cnc" eqphkexk'cf 'eqp'gn'UO CVC.'gp'h'pge'eqp'm' s wg'uwegf 'f'gp'gn'it guvq'f g'rc'kpf wutk'cwqo qvtk" gp'gug'r gt'q'f q0'Gucu'tc| qpgu'ngxctqp'c'rc'f gekuk»p'f g'cdtk'wpc'r rcpvc'gp'Wwi wc{."f qpf g."gp"

43: 'Cf go ^a u.'[c| cnk'wkk' c'o ² vqf qu'ulo krtgu'cn'VRU.'r gtq'mco cf qu'New Yazaki System'»P [U0'
43: "Uwu" r tlpek' crgu'eqo r gw'f qtgu'gp'gn'r c'f'u' uqp"Ngct"»GGWW+."s wg"cdcugeg" c'Hqtf."Miqo dgti "("Uej wdgvt' »Crgo cplc+."s wg'rg'xgpf g'c'Xqmuy ci gp0'Gp'i gpgtcn'gug'vkr q'f g'r tqf wevqu' uqp"cdcugek' qu'r qt"r tqxggf qtgu" i mdcngu" s wg'ceqo r c° cp'c'rc'u'vgt o kpcrgu'f guf g'uw'r c'f'u'f g'qtki gp."{ c" s wg'eqo r ctvg'rc"pcekqpcn'cf . 'j cuv' mu' r c'fugu'f qpf g'hwgi q'ug'tcf kecp0'
442"Rctc"[c| cnk'rc'u'xgpvcu" c'qvtqu'enkpvu'r qt'hwgtc'f g'Vq{ qvc"uqp"pgi qekqu'r wpcrgu."r qt'cni wpcu'r tqf wevqu' gur ge'f'hequ."{'r qt'r gt'q'f qu'f g'vgo r q'tgrvko gpvg'eqtqu0"
443"Rqt'glgo r m.'cn'4242'[c| cnk'Cti gpvkpc"go r rgedc'30522'vcdclcf qtgu."wp'p'Ào gtq'eqpukf gtdcrgo gpvg'o ^a u'cnq" s wg'gn'it guvq'f g'rc'u'cwqr ctvkuc0'Cf go ^a u'f g'guq."ug'f gdg'vpgt'gp'ewpvc" s wg'guc'hkto c'r qugg'f qu'r rcpvcu'gp' Wwi wc{" "wpc"gp'Rctci wc{" s wg"cdcugegp" c'Vq{ qvc" Cti gpvkpc0'Gp'vqcn"vqf cu'guc'u'r rcpvcu" uwo cp'5022" vcdclcf qtgu'»Etknkcp'Equc."gpvtgxkuc'r gtuqpcn'46B4245'0"

gug'o qo gpvq."gn'equvq'f'g'nc'o cpq'f'g'qdtc'g'tc'o gpqt'cn'cti gpvlpq.⁴⁴⁴j cd'c'dclc'ukpf'kecnk'cek'p' { 'ngu'qht'gekgtqp'f'kukpvqu'dgpg'hekqu'huecngu'g'ko r qukxqu'*Et'kukcp'Equc."gpv'gxkuc'r'gtuqpcn' 46B4245-0'

Nwgi q."gp"gn'4232"eqo gpl ctqp'c'r tqf wekt'r ctc'nc"Xqmuy ci gp"Co ctqm"nc"Ektqmp" Dgtrkpi q."nc"Rgwi gqv'Rctvpgt."gn'Rgwi gqv'528"{"gn'Tgpcwm'Hmgpeg0'C"r ctvt'f'g'gmq."[c| cnk' Cti gpvlp'f'gek'f'g'cdt'k'wpc'ugi wpc'f'r'ncpw'gp'Wwi wc{0Nwgi q."gp"gn'4235.'c'tc'f'f'g'nc'k'p'k'ek'v'k'c' f'g'[c| cnk'Dtcukn'ug'cdt'g'q'v'c'f'f' dtlec'gp'Rctci wc{.'ko r wnc'f'c'vo d'k'p'r'qt'gn'o gpqt'equvq'f'g'nc' o cpq'f'g'qdtc'0⁴⁵"Gp"4237."eqp'gn'eco dlq'f'g'o qf'gm'f'g'nc"J kwz."[c| cnk'Cti gpvlp'ci cp»'nc' r ctv'f'gn'ecdngcf'q'f'gn'r'cp'gn'f'g'k'p'ut'wo gpvqu.'s'wg'j'c'w'c'gug'o qo gpvq'ug'ko r qt'vdc'f'guf'g'q'v'c' go r t'guc'tcf'kecf'c'gp'Dtcukn'Ukp"go d'cti q."nc'r tqf'week'p'f'g'guqu'ecdngu'hmg'v'c'um'f'cf'c'c'nc' h'f' dtlec'f'g'Rctci wc{ '{ 'ug'eqo gpl »'c'r tqf wekt'g'ko r qt'vct'f'guf'g'c'nf'0'

Gp" r ct'v'ewrt." gn' gl'gewkxq" eqo gpv' s'wg' nc" r ncpw' f'g' Cti gpvlp'c' v'kpg" o wej cu' f'k'hwncf'gu'Gri'cwo gpvq"eqp'w'c'p'v'g'f'gn'xq'nc'w'gp'f'g'h'cdt'kecek'p'f'g'Vq{q'v'c'nc'u'q'drki »'c'k" k'p'et'go gpv'c'p'f'q'uw'r' tqf' week'p.'c'w'p's'wg'p'q'ug't'g'cnk' ctqp'nc'u'k'p'x'gt'uk'p'p'gu'cf'g'ew'c'f'cu'r'ctc'c'wo gpv'ct' nc'ecr'cek'f'cf'k'p'w'c'nc'f'c'0'C'f'go^a u."cn'ugt'o cpq'f'g'qdtc'k'p'v'g'p'uk'c.'ew'c'p'f'q'nc'h'cdt'kecek'p'et'geg'ug' f'gd'gp"eqp'v'c'v'ct'p'w'g'x'qu'v'c'd'cl'cf'qt'gu'{"nc'ecr'cek'cek'p'f'g'guv'qu'gu'nc'ti'c'{"equv'qu'0'C'uw'x'gl'."gn' f'k'g'ev'k'x'q'ug'v'k'p'g's'wg'nc'h'k'o'c'gp'Cti gpvlp'c'r'k'g'f'g'f'k'p'g'q'f'guf'g'4236."{'s'wg.'uk'p'q'h'w'g't'c'r'q't's'wg' Vq{q'v'c'nc'ng'r'k'f'g'c'c'[c| cnk'guv'ct'gp'gn'r'c'f'u."f'guf'g'nc"ecuc"egp'v'c'nc'f'g'nc'r'q'x'g'g'f'q'tc'{"c'j'cdt'f'cp" f'gek'f'k'f'q't'g'v'k'ct'ug'0'

Cn'ki'w'cn'is'wg'nc'u'h'k'o'cu'cp'v'g't'k'q't'gu."[c| cnk'v'kpg'w'p'egp'v'q'f'g'K'F'gp'V'ck'c'p'f'k'c."f'q'p'f'g' ug't'g'cnk' cp'nc'u'f'k'ug'o'qu'g'k'pi'g'p'k'g't'f'c'f'g'nc'u'r'ct'v'g'u'r'ctc'nc"J kwz'0D^a uleco gpv'g."nc'u'r' tqf'w'v'qu'f'g' [c| cnk'k'p'eq't'r'q't'cf'qu'c'g'v'qu'x'g'j'f'w'nc'u'q'p'f'k'ug'o'cf'qu'{"f'g'uct'q'nc'f'qu'gp'V'ck'c'p'f'k'c."{'n'w'gi'q' t'g'r' tqf'w'ek'qu'gp'Cti gpvlp'c'{"Uw'^a h'k'ec'0'Gp'q'ec'uk'p'p'gu."ug'r'w'g'f'g'j'c'eg't'c'nc'À'p'eco' dlq'r'g's'wg'o'q' gur'g'e'f'heq'f'cf'cu'nc'u'p'q'to'c'v'k'cu'{"gur'gek'h'ek'f'cf'gu'f'g'ec'f'c'o'g't'ec'f'q'0'

Rqt'q'v'q'nc'f'q."f'guf'g'gn'4237'[c| cnk'O'g't'equw't'cf'k'ek'»'f'qu'f'gr'ct'v'co'gpv'qu'f'g'K'F'gp'U'cp' R'cd'rq'{"E'w't'k'k'd'c."f'q'p'f'g'ug'nc'g'x'c'p'c"ecdq'r'q'q'g'v'qu'p'w'g'x'qu'0'Ukp"go d'cti q."g'v'g'v'k'r'q'f'g' f'g'uct'q'nc'f'qu'z'c'nc'Vq{q'v'c'nc'f'q'p'f'g'g'v'cu'c'ev'k'k'f'cf'gu'ug'f'gur'nc'gi'cp'gp'nc'u'egp'v'q'nc'i'nc'd'c'ng'u'f'gn' f'k'ug'o'q'f'g'nc'u'x'g'j'f'w'nc'u'0'Gp'r'ct'v'ewrt."nc'u'egp'v'q'nc'f'kecf'qu'gp'Dtcukn'ug'f'gf'kecp'nc'f'g'uct'q'nc'f'qu'

⁴⁴⁴"Ugi À'p'gn'gl'gewkxq."gp'gug'o qo gpvq'nc'o cpq'f'g'qdtc'f'g'Wwi wc{"equv'c'nc'nc'o'k'cf's'wg'nc'cti'gpvlp'c.'c'w'p's'wg' f'gur'w'nc'w'nc'hw'g'c'wo'gpv'c'p'f'q'nc'nc'k'o'q'f'g'nc'k'p'nc'w'nc'w'c'c'uk'p'nc'g'x'c't'c'ecdq'f'g'x'c'nc'ek'p'p'gu'f'g'uw'o'q'p'g'f'c." eqo'q'eqp'v'c'c'ct'c'f'g'nc'nc'w'g'nc'w'eg'f'k'»'gp'Cti'gpvlp'c.'r'qt'nc'nc'v'p'v'q.'nc'4243."gn'equv'q'nc'd'q't'c'nc'g'tc'r't^aev'eco'gpv'g'k'w'cn' gpv'g'co'dqu'r'c'f'ug'0'

⁴⁴⁵"Gug'o'q'x'k'o'k'p'v'q'k'p'x'q'nc'et»'c'x'ct'k'cu'go'r't'g'uc'f'g'nc'cdt'kecek'p'f'g'ecdngcf'q.'c'v'ng'u'eqo'q'U'wo'k'f'g'p'v'q.'H'w'k'w'c'{"f' Ng'q'p'k'o'q'v'k'c'f'cu'r'qt'gn'o'gpqt'equv'q'nc'd'q't'c'nc'f'g'Rctci'wc'{"*Et'k'uk'cp'E'qu'c."gpv'g'x'k'uc'r'gtuqpcn'46B4245-0'

f g'r tq { gevqu'r ctc "qvtqu'endgpgu0Gpvtg"2 uvqu. "mqu'r t kpek crgu"uqp "T gpcwm/P kuucp" { "O gtegf gu" Dgp| "Etkukcp"Equc. "gptgxkuc'r gtuqpcn"46 B 4245-0"

Gp"tguwo gp. "guc"gu"qvtc"ukugo kuc"o wnkpcckqpcn'lcr ppguc"s wg"uki wg"Vq { qvc"gp"uw" r tqeguq"fg"kpvtgpcckqpcrk cckp."cwps wg"cf kgt gpek"fg"rcu"cpvtgkqtgu"guw"pq"gu"gn'I twr q" Vq { qvc0F g'hqto c'uko krt"s wg"rcu"htc cu"cpvtgkqtgu."rcu"cevxkf cf gu"fg"K F "s wg"tgerk cp"gp"gn" r c"u"uqp"guccucu" { "gn'i twguq"fg"guq"fgucttqm"ug"ngxc"cecdq"gp"Vckrpf kc"eqp"gn'egpvtq"fg" kpxguki cckp"fg"rc"Vq { qvc"J kwz0Rqt"qvtq"rcf q."guc"cwqr ctvkuc"gu"rc"Àpek"s wg"pq"ug"xkq" gur gekm gpvg"dgpghckcf c'r qt"gn'x"pewu"eqp"Vq { qvc"Cti gpvkpc" { . "o" a u'dkcp. "ug'xg'r gtlwf kcf c" r qt" guvt" gp" gn'r c"u. "ugi Àp" mqu" glgewkxqu0" Ncu" ectcevt"jvkcu" r ctvkewrtgu" fg" uw" r tqeguq" o cpwkcwrtgtq'j cegp"s wg"ugc"b cpq'fg'qdtc"kpvgpkxc. { "guq'lwi » "wp'r cr gn'egpvtc'n'gp"lw'f gekukp" fg'fg'gunqecrk ct"r tqf weekp"gp"mqu"rc"u"gu"xgekpu"fg'gn'O gtequwt0Gp"r ctvkewrt. "mqu"cw gpvqu" i tcf wrgu"gp"rc"r tqf weekp"fg"VCUC"pq"uqp"eqpxgpkpvgu"r ctc"guw"htc c."cn'eqpvtckq"s wg" vqf qu"mqu"qvtqu'r tqxggf qtgu"gpvtgxkucf qu."eqo q"ug'ka" xkpf q"gp"mqu"uki wkpvgu"cr ctvcf qu0Guq" ug'eqplwi » "co dk'p"eqp"wpc"dlc"lpxgtukp"fg'rc"eqo r c° "c" f wtcpvg"gn'r gt"qf q"dlc"guwf kq0"

5.4.2 - Proveedores multinacionales no japoneses

5.4.2.1 - Dana

F cpc"Cti gpvkpc"gu"rc"htc'n'mecn'fg"rc"eqo r c° "c"o wnkpcckqpcn'guwcf qwplk gpug"Fcpc" kpeqr qtcvqf. "fg'kcf c" c"rc" r tqf weekp" fg" glgu. "glgu" o qvtlegu. "vcpuo kukppgu" { "gs wkr qu" grgevqf kp° o lequ."vto lequ."fg'ugmcf q" { "fki kcrgu"r ctc"xgj "pewu0Guw"go r tguw"gu" r tguvgp" gp"Cti gpvkpc"fg'guf g'3; 82"dlc"gn'pqo dtg'fg"Ur kegt"Glgu"Rgucf qu0Rqugg"fg'qu"lf dtkecu"wpc"fg" gmcu"gp"p cuej gn'r tqxkpek"fg'Ucp"Nwku."rc"ewcn'fg'gn'4222"gu" fg'kcf c"rc"rc"htc'lecekp"fg" eqo r qpgpvgu"fg'uwur gpukp" { "fktgeekp".⁴⁴⁶ { "qvtc"gp"i tcpf"Dqwti. "r tqxkpek"fg'Dwgpqu"Clkgu." fg'qpf g"ug"r tqf wegp"glgu"fg'kgt gpekrgu" { "uwu"t gur gevku"eqo r qpgpvgu0Gp"4243."gptg"co dcu" r rpxcu."Fcpc"go r rncdc"ctf gf gf qt"fg"622"r gtuqpcu0

Nc'r rpxc"dqpcgtgpug'r cu» c"guvt"dlc"q"r qugukp"fg'Fcpc"gp"3; ; : "c'r ctvk"fg'rc"eqo r tc" c"rc"htc c"Gcvp. { "gu"rc"Àpek"htc'lecekp"fg'glgu" { "ectf cpgu"gp"Cti gpvkpc0⁴⁴⁷"F guf g"uwu"lpekqu" j cuw"4237."guc"lf dtlec"r tqf we"glgu" { "ectf cpgu"r ctc"xgj "pewu"r gucf qu0Ugi Àp"lqu² "Cndgtvq" O cif qpcf q."Eqwvt { "O cpci gt"fg'Fcpc"fg'guf g'4236."gug'pgi qek"ug"cdcpf qp»"r qts wg"gtc" "muy variable la demanda de estos clientes y eran elementos que requerían gran cantidad de partes

⁴⁴⁶ "Gur ge"lecco gpvg"gp" guc"lf dtlec"ug"r tqf wegp"t»wru."gzvto qu"fg'fg'ktgeekp" { "r ctkrcu"r ctc"vqf q"vkr q"fg" xgj "pewu0Cn'f"ug'htc'lecekp"ctf gf gf qt"fg'82022"r tqf wequ"b gpwcrgu"g"bo r qtvcp"52022"o gpwcrgu"fg'qvtcu'r rpxcu" r ctc"j cegrgu"wpc'r gtuqpcrk cckp"fg'cqu"fg'4244+⁴⁴⁷"lqu² "O cif qpcf q."gptgxkuc'r gtuqpcn"3; B3 4244-0"

⁴⁴⁷ "Gn'ectf"p"gu"wp"ukugo c"o ge"pleq"s wg"r gto kg"wpk"fg'qu"glgu"pq"eqczkrqu0Uw"qdlgkxq"gu"vcpuo kkt"gn" o qxko kpvq"fg'tqvcekp"fg'guf g"wp"glg'eqpf wevt"cqvtq"eqpf wekf q0"

importadas y acá implicaba importar para tenerlo 6-8 meses sin uso porque la demanda local no lo requería. Era un negocio no muy rentable” *Lqu² "O cif qpcf q." gpxt gxkuc" r gtuqpcn" 3; B34244+0F guf g"guq"gpvqpegu"hc"lf dtlec" f gekf k» "cdqectug"eqo r rgvco gpvg" c"cdcugegt" r ctvgu" r ctc"r leni"wr u0'

Nc" f gekul» p" f g"rc" go r t guc" guvcf qwpkf gpug" f g" f guvkpct" gn'vqcn' f g"rc" r tqf week» p" f g"rc" r tqxkpek" f g" Dwgpqu" Ckt gu" c" r leni"wr u" guwxq" cuqekcf c" c" s wg" f guf g" 4236" F cpc" hwg" gngi kf c" r qt" VCUC" r ctc" hcdtlect" gn'ecdgl cni" f hgt gpekcn" { "rqu" ectf cpgu" f gn'pwxq" o qf gmq" f g" J knwz0C" plxgn' r qecn" VCUC" gu" gn' r tkpek" cn'lenkpgv" f g" F cpc. "ukp" go dcti q. "c" plxgn' r qecn" Vq{ qvc" tgr t gugpvc" wpc" r ctvg" o kqtkctk" f g" rqu" erkepvu" f g" rc" cwqr ctvkc. " { c" s wg" uuu" o c{ qtgu" erkepvu" uqp" rcu" vto kpcrgu" guvcf qwpkf gpugu" Hqtf. "I gpgtcn" O qvqu" { "Ej t { urgt0'

Gp" r ctvkwrt. " f guf g"rc" go r t guc" uqukpgp" s wg" hc" r tqf week» p" f g" guvcu" r kgl cu" pgeguke" wpc" kpxgtul» p" vcp" cnc" s wg. "ukp" xqmo gp" { "gucrc. "pq" gu" tgpvcdrng" gn'pqi qekq0" Vq{ qvc" Cti gpvkpc" rgu" dtkpf c" guq. "wp" i tcp" xqmo gp" f g" eqo r tcu0C" uw'xgl. "rqu" f kt gevku" uqukpgp" s wg" gn' hkf gtc| i q" f g" F cpc" gp" gn' o gtecf q" rgu" r gto kg" kpxgtul" gp" vgepqmi "c" { "cwo gpvct" rc" r tqf wevkkf cf 0' Gp" r ctvkwrt. "rcu" r tkpek" crgu" kpxgtulqpgu" f g" rqu" Anko qu" c° qu" hwtgp" r ctc" cwqo cvk ct" r tqeguqu" r tqf wevku0C" uw'xgl. "O cif qpcf q" vco dl² p" r rcpvc" rcu" f hkwncf gu" gp" gn' i ktq" f g" wkkf cf gu" { " f kxf gpf quf guf g" 4233/34" r ctc" hgxct" c" ecdq" kpxgtulqpgu. " { c" s wg" hc" ecuc" b cvk| "pq" guv³ " f kur wguvc" c" pq" qdvpgt" t gwtppqu0" Rqt" glgo r mq. "gn' f kt gevku" uqukpgp" s wg" "en el predio tenemos una máquina para fundir acero y la tuvimos que cerrar en el 2013-14 por ese tipo de problemas. Es la única fundición de ese tamaño y envergadura en el país que abastecía a las terminales. Los bloqueos hicieron que dejara de ser rentable el negocio. Toyota buscó la forma de que la reabriéramos, pero no se pudo, no era rentable” *Crdgtvq" O cif qpcf q." gpxt gxkuc" r gtuqpcn" 3; B34244+0'

C" uw'xgl. "j cuc" 4232. "F cpc" wxq" vco dl² p" wpc" r rcpvc" gp" Rcej geq" r tqxkpek" f g" Dwgpqu" Ckt gu. " f guf g"rc" ewcn" rgn' r tqxg" c" "ej cuku" c" "Vq{ qvc" gp" dcug" c" "wp" cewgtf q" kpvtpcekqpcn" *F cpc. " 34B4227+0C" r ctvkt" f g" f lej q" c° q. "guc" lf dtlec" gu" eqo r tcf c" r qt" rc" o wvkpekqpcn" o gzkepc" O gvcnc. "c" tc" f g" wpc" eqo r tc" kpvtpcekqpcn" f g"rc" f kxkuk» p" f g" r tqf wevku" gutwewtcrgu. "F cpc" J qrf kpi "Eqtr qtcvkap. " { "rc" hcdtkecel» p" f g" ej cuku" r ctc" rc" J knwz" s wgf » "c" ecti q" f g" guvc" eqo r c° "c" *O gtecf q. "39B4422; +0'

Rqt" qvtq" rcf q. "F cpc" Cti gpvkpc" r qugg" wp" f gr ctvco gpvq" f g" kpi gplgt" c. "r gtq" gu" kpi gplgt" c" f g" cr rkecel» p. "gn' f kug° q" ug" j ceg" dª ukeco gpvg" gp" GGWW0" F g" guvg" o qf q. " f gr gpf gp" gp" i tcp" o gfkf c" f g"rc" ecuc" b cvk| " r ctc" guvcu" hwpkqpgu0'

Cf goª u" f g" Vq{ qvc. "F cpc" rgn' r tqxgg" ectf cpgu" c" Hqtf " r ctc" rc" Tcpi gt" f guf g" 42340C" uw' xgl. "j cuc" 4239" rc" go r t guc" r tqf we" c" guvcu" r kgl cu" r ctc" rc" Xqmy ci gp" Co ctqm" ukp" go dcti q. "

gmq'ug'f kueqpvkw» "{c's wg'rc'go r tgu'c'rgo cpc'f gekf k»'lo r qtvtm'f guf g'Vwts w'f' r qt'wp'vgo c' f g'eququ*⁴⁴⁸ Iqu² 'O crf qpcf q. 'gpvtgxkuc'r gtuqpcn'3; B3 4244-0⁴⁸ Vco dk p'hdtklep'gucur' kgl cu' r ctc'hqu'o qf gmu'P kuucp'Htqpvgt. 'T gpcwn'Crucup" { 'O gtegf gu'Dgpl 'Ur tkpvt⁴⁹"

Gp'tguwo gp."guc"go r tgu'c'ug'gpewgvtc"gp"gn'r c'f'f guf g'cpv'g'f g'rc'mgi cf c'f g'VCUC." ukp"go dci q. 'rc'cuqekcep"eqp"rc'vgo kpcn'ler qpguc'hwg'f gygo kpcpv'g' r ctc'rc'cwqr ct'kuc'0'Gp' r ct'vwrt. 'rcu'o c {qtgu}>tf gpgu'f g'eqo r tc'f g'VCUC" c' r ct'vt'f gn'4237'i gpgtctqp's wg'F cpc'ug' gur gekrleg'gp'r len'w' u. 'r tqxg{² pf qrg'cni' guv'f g'rcu'r len'w' u' { 'wkrkctkqu'kxkcpqu'gp' Cti gp'kpc' *eqp'gzegr ek»'f g'Xqmuy ci gp+ { "cdcpf qpcf q'rcu'enkpgv'g' r tqf wevt gu'f g'xgi 'f'wqu'r gucf qu' Cf go ^a u. "gn'xqno gp" f g' r tqf week»'p' cæcp' cf q' r qudkk»' s wg'rc'eqo r c' 'f' r w' kgc' t' tgerk' ct' kpxgtukppgu' r ctc' rc' cwqo cvk' cek»' f g' vctgcu. " m' ewcn' i gpgt»" *upgrading de procesos*, cwo gp'vcpf q'uwu'pkxgru'f g' r tqf wev'k' cf 0'Gp'ewcpv'c'rcu'ce'v'k' cf gu'f g'kppqxcel»p. "rc'hkcn' tgerk' c'w»m'cni' wpcu'tgme'k'pcf cu'c'rc'kpi' g'p'gt'f'f g'cr' k'cek»p0"

5.4.2.2 - Metalsa

O gvcnc'gu'rc'hkcn'hcen'f g'rc'cwqr ct'kuc'o w'k'p'cek'p'cni'o g'z'k'epc'f gn'o kuo q'p'qo dtg.⁴⁴ " wpc'f g'rcu'o ^a u'i' t'cp'f gu'f g'Co ² t'lec'N'v'k'p'c⁴⁴ 'O gvcnc'mgi »'c' Cti gp'kpc'gp'4232'c' r ct'vt'f g'rc' eqo r tc'c' p'k'gn'i' m'q'cni' f g'rc' f'k'k'k'»'p' f g' r tqf we'qu' gut'wewt'crgu' f g'F cpc. "F cpc" J qif kpi " Eqtr qtc'v'k'p'0'c' t'c'f' f g'gmq. "rc'go r tgu'c'o g'z'k'epc'ug's' wgf »'eqp'rc'r' r'p'w'f g'Rcej' geq. "r tqx'k'pek' f g'Dwgpqu' Ck'gu. "c'ecti q'f g'rc'h'cdtk'ekel»'p' f g'ej' cuku'r ctc'rc'J' k'wz'0'Gp'4243' O gvcnc'h'cdtk'edc' rc'o kcf'f g'rcu'ej' cuku'f g'Vq { qvc. " { "rc'q'vc'o kcf'rcu'j' ce'f' k'p'v'g't'p'co gp'v'g'VCUC0"

Ugi Àp'Gf wctf q'T gkm'. "x'leg' r t'guk'f gp'v'g'eqo g'tekn'f g'O gvcnc'Uwf co ² t'lec'f guf g'4236." rcu'r' r'p'w'f g' Cti gp'kpc' { "Dtcuk'i's' wg'O gvcnc'q'dw'x'q' c' r ct'vt'f gn'c'ew'gt'f q'k'p'v'g't'p'cek'p'cni'p'w'pec' h'w'gt'q'f g'i' t'cp'k'p'v'g't² u'r ctc'rc'ecuc'o cvk'k' o g'z'k'epc. " { c's' wg'uw'x'q'no gp'f g' r tqf week»'p'gu'dclq' { "uw'h'qeq' gu'cdc'gp'q'd'v'p'gt'rcu'qr' g't'cek'p'gu'f g'F cpc'gp'GGWW. "f q'p'f g'ug'gpewgvtc'uw'core business *Gf wctf q'T gkm'. "gpvtgxkuc'r gtuqpcn'47 19 4243-0Ugi Àp'gn'f k'g'ev'x'q. 'O gvcnc' * { "q'vcu'

⁴⁴⁸ Guc'v'gto kpcn'g'q'ht'gek»'c'F cpc'r' tqf wek'rcu'ectf'cpgu'r ctc'rcu'Co ct'q'ni'f gn'o g'tecf q'h'q'ecni' { c's' wg'gp'guv'qu'ecuqu' ug'rcu'g'p'ect'ge'f'rc'lo r qt'v'cel»'p'f g'dk'f q'c'rcu'ct'ep'egru. "o k'p'v'cu's' wg'rcu'x'gi 'f'wqu'r ctc'rc'g'z'r qt'v'cel»'p'q' r ci' cp' ct'c'p'egru'f g'dk'f q'cni'TCHORgt'q'gn'x'q'no gp'f g' r tqf week»'p'f g'rc'eco k'p'g'v'c' r ctc'gn'o g'tecf q'h'q'ecni'g'tc'dclq' { "F cpc' p'q'cegr w'rc'r' t'qr w'guc'0"

⁴⁴⁹ C'uw'x'g'j. "gn'f k'g'ev'x'q'eqo gp'v'c's' wg'c'h'p'gu'f g'4244'ug'g'p'ep'w't'cd'cp'gp'p'gi' q'ek'cel»'p'eqp'U'g'm'p'v'ku'r ctc'r' tqf wek'rg' r k'gl' cu'r ctc'rc'rc' len'w' R'gwi' g'q'v'N'cp'f'v'gm'gp'uc'o d'rc'f'c'gp'W'w'w'c' { "r' ctc'gn'gu'w'f'k'q'f' gn'k'p'lek'q'f' g'rc'r' tqf week»'p'f' g'rc' "TCO" gp' Cti gp'kpc'0"

⁴⁴ "O gvcnc'gu'r' ct'v'g'f' gn'eqpi' m'o g'tcf'q" go r t'guct'k'n' r' g't'v'p'g'ek'p'v'g'cni'I' t'w'q"Rt'q'g'l' c. "f g'ecr' k'crgu'o g'z'k'epcu' { " f'g'f' lecf'q'o c {qto' gp'v'g'cni't'v'dt'q'f' g'rc'eq'p'w't'week»'p'0"

⁴⁴ "Q'vcu'f'g'gm'cu'v'p'g'P go cm'x'o dk'p'f'g'ecr' k'crgu'o g'z'k'epcu. "f'g'f' lecf'c'c'rc'rc'hdtk'ekel»'p'f'g'r' k'gl' cu' { "uk'ngo' cu' cwqo q'v'k'eg'u'f'g'c'no' k'p'q. "g' K'ej' r'g'o' cz'k'q'p. "o w'k'p'cek'p'cni' d't'cuk'g'o'c. "hdtk'ep'v'g'f'g' t'w'g'f'cu' { "eqo r q'p'g'v'g'u' gut'wewt'crgu'0"

cwqr ct wncu'bo wmpcekqpcrgu'guv³ p'r t guggvgu'gp'Uwf co² tlec'r qts wg'ug'iq'r kf gp'rcu'vgt o kpcrgu' { 'pq'r qt'wpc'f gekul»p'r tqr kc⁵²'''

Rqt'qvtq'rcf q. "gn'glgewkxq"ug^o crc's wg'gzkug'wpc"eqo r ngo gpvctkgf cf "f g'rcu'hkrcrgu'f g" O gvcnc'f g'Cti gpvpc" { "Dtcukn" { c's wg'rc'r tko gtc'xgpf g'ej cuku'r ctc'r lenl'wr u'*Vq { qvc. "Hqtf" { " Xqmuy ci gp+' { "rc'ugi wpc'c. 'r ctc'xgi p'ewru'r gucf qu'Guvq'i gpgtc's wg'O gvcnc'Cti gpvpc'vgti c" wpc"eqo r gvpekc"dcucpvgrko kcf c"gp'rc'tgi k»p⁵³'''

Gp'tgrcek»p"eqp"gn'x'pewru"eqp"VCUC. "gn'f kt gevwxq"uqukpgp's wg."c'f khtgpekc'f g'qvtcu' vgt o kpcrgu's wg'cf o kpkutcp'c'uwu'r tqxggf qtgu'c'tcx² u'f gn'eqphkewq. "Vq { qvc'iq'j ceg'c'r ct w'f gn' eqpugpuq. 'ukp"go dcti q. "'el consenso no quiere decir que se encuentra fácil y rápido. Te van a apretar hasta exprimir la última gota de agua que tengas para lograr la competitividad. Lo que tienen es que tienen un procedimiento, un formato, un proceso, dentro de esas cuestiones que es más profesional"'''*Gf wctf q" Tgkmf . "gpvt gxluc'r gt uqpcn'47 19 14243+0Cf go^a u. "gn'glgewkxq" uqukpgp's wg'wp'cur gevq'egpvtcn' { 'r qukxq's wg'kpgp'uw'x'pewru"eqp"VCUC' uqp'iqu'eqo r tqo kuqu' f g'o cpvpgt'g'kpetgo gpvct'iqu'xqn'Ào gpgu'f g'eqo r tc'c^o q'c^o q. " { c's wg'iq's wg'o^a u'chgevc'uw' pgi qek' uqp'rcu'quekrcqpgu'f g'xqn'Ào gpgu'0"

Gu'f gekl.'s wg'guvc'eqo r c^o p'c'ingi »'cn'r c'ju'c'r ct w'f g'wp'cewgtf q'kpvtgpcqpcn'ukp'guvct' egpvtcm gpv'f gf kecf q'c'gug'bo gtecf q'Ukp'go dcti q. "gn'x'pewru"eqp"VCUC'ig'r gto kx»'uquvpgt' xqn'Ào gpgu'f g'eqo r tc'guvdrnu'g'kpetgo gpvrcgu' { "cu'f'co dk² p'r tqxggf'f g'ej cuku'cn't guvq'f g'rcu' r tqf wvqtcul'f g'r lenl'wr u'gp'Cti gpvpc'0Guvq. 'lwo cf q'c'lw'eqo r ngo gpvctkgf cf 'eqp'hc'r tqf week»p" f g'Dtcukn'dgpghek»'c'rc'cwqr ct wncu'f wcpvg'gn'r gt'qf q'dclq"guwf kq'0Rqt'qvtq'rcf q. "cn'ki wcn's wg' gn't guvq'f g'iqu'r tqxggf qtgu'o wmpcekqpcrgu. 'rcu'cevwxkf cf gu'f g'K F 'ingxcf cu'c'ecdq'gp'gn'r c'ju' uqp'o p'blo cu. 'f gf kecpf q'gucu'vctgcu'c'iqu'egpvtqu'kpf wutkrngu'o^a u'ko r qt'vcpvgu'xkpewrcf qu'c'uwu' ecucu'bo cvlegu'0'

5.4.3 - Proveedores locales

5.4.3.1 - Industrias Guidi

Kpf wutku'I wkf k'»K + "gu'wpc"go r t guc'hc'o krcct'f g'ecr kcrngu'cti gpvpcqu'hwpcf cf c"gp'3; 82" s wg'ug'f gf kec'cn' guco r cf q'f g'r ct vgu'f g'ecttqegt'p'c"gp'cegtq' { "cn'gpuc'o drcf q'f g'eqplwvqu'

⁴⁵²" Ugi Àp" gn' glgewkxq. "gp" cni wpu" ecuqu" gz wgo qu. "cni wpcu" cwqr ct wncu" i nqdcrgu" r wgf gp" kpenwq" pgi qekt" eqpvtcvqu'eqp'rcu'vgt o kpcrgu'eqp'r t gekqu'r qt'f gdclq'f gn'pkxgn'f g'uwvpgvcdkrf cf "geqp»o kec'eqp'cn'f g'ceqo r c^o ct" c'guvqu'enkpgvu'0C'uw'xgl. "uki wkgpf q'cn'f kt gevwxq. "cni wpcu'f g'guvcu'vgt o kpcrgu'co r qeq' uqp't'gpvdrnu'gp'rc'tgi k»p" f gdlf q'c'uwu'dclqu'pkxgrgu'f g'r tqf week»p. "ukp"go dcti q. "r qt'vgo qt'c's wg'rc'eqo r gvpekc'rgu'i cpg'uw'r qtel»p'f gn' o gtecf q' { . 'cu'f' i cpgp'guccr. 'r gto cpgegp'gp'Co² tlec'f gn'Uwt'0'

⁴⁵³" Cf go^a u. "Tgkmf" f guvcc' s wg'gn'pq' r qugg'wp'lgng'eqp'wpc'f kt geek»p'tgi kqpcn'gp'Dtcukn'eqo q'uf'kpgp'qvtcu' cwqr ct wncu' { "vgt o kpcrgu. " { 'r wgf g'i gpgtc' s wg'iqu'kpvtgugu'f g'rc'hkrcn'cti gpvpc's wgf gp'gp'ugi wpc'q' r rcpq'gp' tgrcek»p'eqp'rcu'r rcpcu'ectkqecu'0'

uqf cf qu'r etc'rc'lpf wutlc'cwqo qvtk OGp'uwu'lpkqu.'r tqf we'c'vcps wgu'f g'eqo dwukdrg'f g'cegtq
{ "mgi »"c"vpgt'ecuk'gn"; 2' "f gn'o gtecf q"meci"*Ectmqu"Rcp."gpvtgxkuc"r gtuqpcn"37 44 4244+0'
Ewcpf q"mqu'vcps wgu'f g'eqo dwukdrg"eqo gpl ctqp"cj cegtug"eqp"r n' ukeq."rc"go r t guc" f gl»"f g"
hcdtlect" Gug'r tqf wevq" { "ug'hwg'tgeqpxk'vkgpf q"j cekc"rcu'cev'xkf cf gu'cewrcgu0'

Nc'hko c"vkgp'f qu'r rcpwu."gp"rcu'mqecrk cf gu'f g"Dwt| ceq" { "\ a tcvg" f g"rc"r tqxkpek" f g"
Dwgpqu' Ck gu0Gp'r ct'kwrt."rc'ugi wpf c'hwg'eqpwt wkf c"gp"4234"*eqo gpl cpf q"rc"r tqf week»p"gp"
4237+'c'tc'¶' f gnix'pewm"eqp"Vq{ qvc0Gp"4244.'rcu'xgpwu'c'rc'cwqo qvtk 'lcr qpguc'tgr t gupvcdcp"
gn'; 7' "f gn'pgi qekq' f g'K . 'xgpf k' pf qng' uqr qt vgu.' tcf kcf qt gu.' r kret gu' f g' r wgtc.' r cpgrgu' t'cugtqu."'
r kuqu' f g"rc"eclc" { "r ctei qrr gu' t'cugtqu0' Gu' f gekc." guvc" cwqr ct'kuc" guv' " gur gekrk cf c" gp"rc"
r tqf week»p" f g"eqo r qpgpvgu'tgr'v'xco gpvg" uko r ngu" gp" v' to kpqu' v'gepqni' kequ" { "eqp"wp" dclq"
xcmq'ci tgi cf q"gp"eqo r ctcek»p"eqp"qvtq'vkr q' f g'eqo r qpgpvgu0' Cf go a u."gn'vkr q' f g' r kgl cu's wg"
hcdtlec'K "uqp' f g'vco c° q'o gf kcpq/i t'cpf g.' r qt'm'ewcn'mqu'eququ'hqi ¶'vkequ' f g' guvcu' uqp' c'nqu."'
guvq' h'g' r gto kg'vpgt'wpc'o c { qt'xgpvcl'c' r ct'vt' f g'rc'egtecp'¶'i gqi t'a h'ec'eqp'rc'v'gto kpcn'ht'gpvg"
c'rcu'ko r qt'v'ek'qpgu0'Gn'7' "t'guv'pvg'gu'xgpf kf q'c'I' gpgtcn'O qvqtu" { "O'gtegf gu'Dgp| "Cti gpv'kpc"
c" v'cx² u' f g' qvtq" r tqxggf qt" *Ectmqu" Rcp." gpvtgxkuc" r gtuqpcn" 37 44 4244+0' Gp" 4243" I wkf k'
go r r'gcdc'ct'gf gf qt' f g'722"r gtuqpcu0'

Gur ge'¶'heco gpvg."rc'cwqr ct'kuc"eqo gpl »'uw't'gr'ek»p"eqo gtekn'eqp"VCUC" f guf g's wg"
² uvc" mgi c" cn' r c'¶'u0' Gp" f lej q" o qo gpvq." I wkf k' eqp'vdc" eqp" v'gu' xgpvclcu" ko r qt'v'p'v'gu" gp"
eqo r ctcek»p"eqp"qvtcu'r qv'p'ek'rgu"go r t'gucu'eqo r g'v'k' qt'cu0'Gp'r t'ko gt' n'wi ct."v'p'¶'c" wpc"xcuc"
g'zr g'k'g'pek"gp"rc'lpf wutlc'o g'v'cm ge' a' p'lec" { "gr'x'cf cu'k'p'x'gtuk'qpgu"gp"cev'xqu'hkqu"*42" r t'gpucu"
f g'guvco r cf q" { "wpc"r r'cpvc'w'lecf c"gp"Dwt| ceq+."m" s'wg't'gr t'gug'p'vdc" wpc" xgpvcl'c" h'gpvg" c"rc"
f h'ew'ncf "f g" g'p'eq'v'ct" qvtqu'r tqxggf qt'gu's wg" guw'x'k'g'cp' f kur w'guvqu'c' t'gcnk' ct' k'p'x'gtuk'qpgu' f g"
guc'o ci p'kwf "gp"rc' Cti gpv'kpc0'Gp'ugi w'pf q' n'wi ct."c'tc'¶' f g'rc'et'kuku's wg'v'c'x'gucdc'rc'lpf wutlc"
cwqr ct'kuc"gp"rc" f² ecf c' f g"3; ; 2."rc"go r t'guc"pq"v'p'¶'c"o wej q"xq'no gp" f g' p'gi qekq"gp" Gug"
o qo gpvq" { "eqp'vdc"eqp"ecr c'ekf cf "qekquc."m'ewcn'h'cek'k»"s'wg'r w'f'k'g'tc' f guv'k'p'ct'rc'o c { qt' r ct'vg"
f g"uw'r tqf week»p" c" Vq { qvc" Cti gpv'kpc0' H'k'p'cm gpvg." { "f g"o cp'g'tc" h'w'p'f co gpvcn"rc"go r t'guc"
cti gpv'kpc"o quvt»"wpc"co r r'k' f kur qu'ek»p"r etc"eqo gpl ct'c"ko r ngo gpv'ct'gn'VRU"gp"uw'r r'cpvc' f g"
Dwt| ceq" { "eqpu'q'rk' ctug"gp"gn' r'cti q' r r' q" eqo q"wp" r tqxggf qt" guv'c'v' i' k'eq' f g"rc" h'k'k'cn' f g"rc"
v'gto kpcn'l'cr qpguc0'Gp'qvtcu'r c'ncdtcu."rc"r tqxggf qtc' f gekf k»"uw'lg'v'ctug" c"mqu'r t'qeguqu' f g'eqp'v'q'n'
ko r ngo gpv'cf qu'r qt"VCUC."v'p'vq"uqdtg"uw'r tqf week»p."eqo q"uqdtg"uw' guv'w'ewtc" f g'eququ"

*Twdkq"gv'crf"4244+0⁵⁴"C"r ctvk"fg"guv"r tqeguq. "i cp»"rc"nekcek»p"fg"58"r ctvgr"ctc"VCUC"gp" 3; ; 90'

" C"tc" "fg"guv"x"pewq. "rc"htoc"i gpgt»"wp"r tqeguq"fg" *escalamiento gerencial*, swg" ko r rle»"rc"cf s wulek»p"fg"pwgxcu"hqto cu"qti cpk cekqpcngu" { "v eplecu"cxcp| cf cu"fg"i guk»p"gp" rc"htoc" *Twdkq"gv'crf"4244+0Guv"f ko gpuk»p"gu"fkfeko gpvg"tcpuo kldng"r qt"r ctvg"fg"rcu"htoc" cu" rff gtgu"fg"rcu"EI X. "r qt"rq"ewcn"rc"fgelk»p"fg"r tqhgukqpcrk cek»p"r qt"r ctvg"fg"rc"hco krc"fg" c" fg"i wfk"hwg"wp"r tko gt"r cuq"ercxg"gp"cs wgm"fg" kgeek»p"0"Cu" "gp"422: " { "422; "rc"cwqr ctvkrc" eqpvtc»"c"fg"qu"fg"kvxqu"fg"o wmpcekqpcngu"eqp"rc"ti c"vtc { gevtkc"gp"rc"lpf wutkc"cwqo qvtk" { " eqp"gzr gkqpek"gp"rc"i guk»p"fg"r { o gu."r ctc"mq"r wguqu"fg"fg" kgevq"lpf wutkc" { "fg" kgevq" eqo gtekrf⁵⁵" Guqu"cr qtvtqp"r t^a evlecu"fg" *management*"r tqhgukqpcn"fg" guf g"eqo r c^o "cu"gp"rc" htqpgtc" lpgtpcekqpcn" { " rktgtctqp" eco dkqu" s wg" r gto kktqp" eqpuqrf ct" ecr cekf cf gu" r ctc" i gukqpc" { "mgxct"cedq"tcpuhqto cekqpgu"r tqf wvxcu"ko r qtvcpgu" { "cu"ugpvt"wp"dcug"o^a u" u»rktc"r ctc"gnr quvgtkt" *upgrading de procesos*"gp"dcug"c"rc"ko r ngo gpvcek»p"fg"gn"VRU"

" Nc"eqputweek»p"fg"rc"ugi wpc"r rcpv"eqo gp| »"gp"4234. "cpvgr"fg" s wg"rc"cwqr ctvkrc" i cpg"rc"nekcek»p"fg"pwgxcu"r kgl cu"r ctc"rc"pwgxc"J kwz"gp"42370"Ugi Àp" Hgtpcpf q"Ecvtq. " fg" kgevq"fg" Rrcpkhecek»p" Gvtc^v i kec"fg" guf g"4228" { "r ctvg"fg"rc" hco krc"r tqr kvgtk. ""no sabemos que Toyota iba a darnos una orden de compra por el nuevo modelo, pero sí sabemos que para conseguirla teníamos que apostar por el desarrollo de la empresa. Y esa apuesta fue construir la fábrica de Zárate"" Kpf wutkc" I wfk" 4242+0" F g" guv"o qf q. "c"r ctvk"fg" guv"r rcpv. "ug" tgf wgtqp"gp"i tcp"o gfkf c"mq"vgo r qu"fg" tcpu r qtvg"fg" c"rc"o c { qt"egtecp" "eqp"rc"lf dtkec"fg" Vq { qc0'

" Nwgi q."gp"4237" I wfk"i cp»"rc"nekcek»p"fg"339"r ctvgr"ctc"gn"pwgxc"o qf grq"J kwz" { " qdri »"c"rc"htoc" c"ct"j cek"wp"hwgtvgr" tqeguq"fg"cwqo cvk cek»p. "kpetgo gpvcpf q"gnp"Ào gtq"vqcn" fg"tqdqu"0" Guv" Ànko c" lpeqtr qtcek»p"fg" vgepqmji " "hwg" r ctvg"fg" wpc"fg" gekuk»p"fg"rc" hkrkn" lcr qpguc. "s wg" eqo r t»" vqf qu"mq"tqdqu" Mcy cucnk⁴⁵⁶" { "mq"egf k»"gp"eqo qf cvq" c"uw"htoc" r tqxggf qtc0C"uw"xgl. "c"r ctvk"fg" guv"nekcek»p. "I wfk"cf s wtk»"r tgpucu"tcpuht. "o^a s wpcu"fg" guvco r cf q"gp"rc"htqpgtc" lpgtpcekqpcn"gp"ewcpvq" c"uw"vgepqmji " " { "pq"o w { "eqo wpgu"gp"rc" Cti gpvpc. "lpvgtkqpgu" tgcnk cf cu" eqp" hpcpeko kpvq" r tqr kq0' Cf go^a u. "rc" r tqxggf qtc" hwg" dgpghkctk"fg" wp"et² f kq" HQP F GCT"fg" gn"i qdktqp"pcekqpcn"gp"4237"r qt"wp"vqcn"fg" &39"

⁴⁵⁴"Gp"r ctvewrt. "fg" guf g" I wfk"kuvkgpgp" s wg""a Toyota le interesa la reducción de costos, pero por mejoras de la productividad, reducciones naturales, no forzadas, como muchas otras veces con alguna otra terminal" *Ectnqu" Rcp."gpvtgxkrc"r gtuqpcn"3744244+0'

⁴⁵⁵"Wpq"fg"gnqu"gu"gn"gpvtgxkrcf q. "Ectnqu"Rcp. "fg" kgevq"lpf wutkc"fg"rc"eqo r c^o "cu"fg" guf g"422: 0'

⁴⁵⁶" Mcy cucnk" J gcx { " Kpf wutku" gu" wpc" eqtr qtcek»p" o wmpcekqpcn" lcr qpguc" fg" gfkcf c" c" rc" hcdtkecek»p" fg" o qvqelengcu. "xgj "pewq" { "fg" kmpqu"gs wkr qu"lpf wutkrgu0'

o kmppgu*cr tqzko cf co gpvg"wa3.7"o kmppgu"cn"vr q" f g"eco dlq"qhkekcn" f g"4237+ "f g"rc"o kuo c" hqto c"s wg"mq"j lekgtp"Vq{ qvc" { "F gpuq" *R" i kpc"34. "34I; 4236+0Gu"kpvtgucpvg" f gucect"s wg"guvcu" kpxgtukppgu"hwgtqp"cr wguvcu"r tqf wevxcu" f g" I wkf k'gp"gn'eqpvz vq" f gn'r t>zko q'eco dlq"eqo r ngvq" f gn'o qf gmq" f g"rc"r km'vr "J kmz"4237" { "rc"gzr gevxcu" r qt"gn'cwo gpvq" f g"uw'r tqf weekp"0⁵⁷"

Gu" f gekl. "rc"cwqr ctvku" f gekl k" tgcrlk ct" kpxgtukppgu" qpqtqucu" eqp"rc" gzt gevxcu" f g" r tgr ctct" c"rc" hto c"r ctc"wp" gxgpwcn" cwo gpvq" f g"rc"r tqf weekp" ukp"rc" egtvq| c" f g"s wg"rc" hkrkn" lcr qpqguc"rg"qvqi ct" c" gn'pqi qekq"OP q" qduwcpvg. "rc" tgrcekp" f g" eqphkcp| c" { "rc"ti q" r rc| q" eqpuw" wkf c" gpvtg"co dcu"r ctvqu"o kki »"gp"i tcp"o gf kf c"cs wgn'tkgui q"0Gp" guvg"ugpvk q. "Ectmq"Rcp. "f k gevqt" kpf wutkcn" f g" I wkf k'f guf g"422: . "uqukpgp"s wg" "el crecimiento de Toyota y los planes a largo plazo permitieron planificar y arriesgar para esta planta. Si uno no tiene un cliente confiable es más difícil" *Ectmq"Rcp. "gpvtgxku" r gtuqpcn"37 4 4244+0Cf go^a u. "Hgtpcpf q" Ecutq" r rcpvg" swg" "la decisión de Toyota de exportar a Latinoamérica nos dio un horizonte, un largo plazo. Eso te permite decidir una inversión con menos temor a los vaivenes de la macroeconomía argentina" "kpf wutkcu" I wkf k"4242<4: +0

" Gp" gn' ecuq" f gn' x"pewm" f g" I wkf k' eqp" Vq{ qvc" Cti gpvkc. "mq" ghgevqu" f gttco g" f g" r tqf wevxcu" cf " { "vgepqn"i lequ" hwgtqp" vceekqpcf qu" r qt" f qu" vr qu" f kwpqu" f g" o gecpluo qu" cs wgmqu"dcuf qu"gp"gn'eqpvtqnf g"gu" pf ctgu" *benchmarking. "tgs wgtko kpvqu" f g" ecrkf cf. "o gvcu" f g"r tqf weekp" + { "cs wgmqu"dcuf qu"gp"rc"r tqo qekp" f g" ecr celf cf gu" f go qutcekp" g" ko kcekp. " ecr cekcekp. "cf s wkulek" f g" vgepqn"i c-00 kpvtcu"s wg"mq"r tko gtqu"gu" p"cuqekf qu" c" x"pewm" f g" ect^a evgt" lgt^a ts wleq" { "f gr gpf kpvq. "mq"ugi wpf qu"ug"ectcevtk cp" r qt"rc"j qtk qpvcrk cf " { "rc" eqqr gtcekp"0Gp" guvg"ugpvk q. "uqp" hwpf co gpvcgu"r ctc"cr q{ ct" r tqeguqu" f g" cr tgpf k clg" f gpvtq" f g" rcu" hto cu" { "s wg"rcu"gzki gpekcu" { "gu" pf ctgu" ko r wguvcu"r wgf cp"ugt" ewo r rkf qu"0

" Gnlupgrading de procesos"s wg" tgcrlk »" I wkf k'c" r ctvkt" f g" uw" x"pewm" eqp" Vq{ qvc" Cti gpvkc" wxq" f qu" j kqu" erxcg<rc" ko r ngo gpvcekp" f gn'VRU" { "rc"cf s wkulek" p" f g" o cs wkpctk" gp"rc" htqpvtc" vgepqn"i kec. "mq"s wg" ko r rke»" gn' hqtvcngeko kpvq" f g" rcu" ecr celf cf gu" qr gtcekqpcng" { "f wr rkecvxcu" f gpvtq" f g"rc" hto c00 kpvtcu"s wg"rcu"r tko gtcu"ug" tgrcekqpcp" eqp"rcu"j cdkkf cf gu"o cpwcewgtcu" d^a ulecu. "rcu"ugi wpf cu"ug" tghktgp" c"rc"cf s wkulek" p" { "wuq" f g" vgepqn"i c"cu"gz vgtpcu. "eqo q"gp"gn'ecuq" f g" rc" kpuvcekp" f g" mq" tqdq"u" Mcy cucnk" { "rcu" r tgpucu" vcpuhgt"0 Gn" f gucttqm" f g" guvcu" ecr celf cf gu" hwg"mq"s wg"rg"r gto klc" c" I wkf k'o glqtct" uwu"r tqeguqu" f g" r tqf weekp" g" kpetgo gpvt" uw'r tqf wevxcu" cf 0Ukp" go dcti q. "guvg" cwo gpvq" gp"rc"r tqf wevxcu" cf "pq"ug" xkq" ceqo r c^o cf q" f g" wp" kpetgo gpvq" f g"rc" eqo r nglkf cf. "kppqxccekp" q" f kgtgpekcekp" f g" mq"r tqf wevqu"0

⁴⁵⁷"Gp" guvg" o qo gpvq" Vq{ qvc" Cti gpvkc" r rpkhcedc" r cuct" f g" rcu"; 2022" wplf cf gu" f g"rc" i gpvtcekp" cpvtkqt" c" wpcu" 3620220"

" Gp"tguwo gp."kpf wutkcu"l wkf k'ctcxgu»"wp"hwgtvg"r tqeguq"fg"fgucttqm"q"r ctvt"fg"uw" x"pewm" eqp" VCUC' Gp" r tkpek kq." ug" f guvecc" gn' guecno kpvq" i gtgpekn" c" r ctvt" fg" n" r tqhgukpck cek»p"fg"uwu"ftkgevxqu."{"gn'upgrading de procesos c'tc" "fg"n"ko r ngo gpcek»p" f gn'VRU"{"n"cf qrelep"fg"pwgxc"o cs wkpctk0Nc"go r tgucc"etgek»"gp"i tcp"o gf kfc"cdtkpfp q"wp" ugi wpc" r rnpw." f gukpcf c" c" cdcugegt" gpvtco gpvg" c" VCUC' Guvq" ng" r gto kks" cwo gpvt hwgtvg" gpvg" uw" ecr cek cf" fg" r tqf week»p0 Cf go "u." gp" guv" kpuvpek" ug" ngx»" c" ecdq" wpc" cwqo cvk cek»p" fg" r ctvg" fg" uwu" r tqeguqu." gp" n" ewen' VCUC" wxq" wp" tqn' r tgr qpf gtcpg" hcekk» pf qng"n"o cs wkpctk0C"uw'xgl . "ug"fg"guvecc"n"ko r qtvppek"fg"mqu"et2 f kqu"HQP F GCT"gp" f lej c" gwrc." fg" hqto c" ulk kct" c" VCUC" {"F gpuq0 F g" vqf qu"o qf qu." gn' guecno kpvq" fg" n" cwqr ctvux" pq" ug" xkq" ceqo r c° cf q" fg" wp" kpetgo gpvq" fg" n" eqo r nglk cf." kppqxcek»p" q" f kgtgpekcek»p"fg"mqu"r tqf wvqu." eqo q" wco r qeq." fg" wpc"o c{ qt" ngi cf c" c" qvtcu"vgt"o kpcrgu"fg" Cti gpvpc"q"gn'gzvgtkqt0

5.4.3.2 - Esteban Cordero

Guvdcp"Eqtfgtq"gu"wp"go r tgucc"o gwcm ge^a pkek"ho kkt"fg"ecr kcrnu"mccrgu"hwpcfc" gp"3; 76"s wge"eqo gp| »"hdtlccpf q"dluci tcu."r gf crgtcu"{"r crpccu"fg"eco dlq"r ctc"Hk'0Gp"4243" n" hto c" vgp" "fg"qu"r rnpvcu"gp"n" r tqxkpek"fg"Dwgpqu"Cktgu"fg"vukpcf cu" c" n" hdtlccck»p" fg" f kpvpcu"r kgl cu"fg"ecttqegt" "g"guvco r cf cu"gp"n" " "ecrkpv" {"go r nccdc" c"557"r gtuqpcu"0

Gp"r tko gt"nwi ct."guv"go r tgucc"vkgp"wp"r ctvewrctkf cf"gp"eqo r ctcek»p"eqp"gn'tguvq<" fguf g"n"r tko gtc" f² ecf c" f gn'4222"fg"gek k»"vtdclct"u»m"r ctc"enkgpvu"lcr qpugugu."mqu"ewcrgu"uqp" Vq{qvc" *xgi "pewm" {" J qpf c" {" [co cj c" *o qvqekengvcu+0' Guvq" ug" f gdg" r tkpek cm gpvg" c" gZR gtlgpekcu"pgi cvkcu"eqp"qvtqu'enkgpvu0Gur ge"heco gpvg."Lwkq"Eqtfgtq."j klq"fg"n'hwpcfc"qt"fg" n" hto c."Guvdcp"Eqtfgtq."tgo ctec"fg"qu"fg"gmcu'0Nc"r tko gtc."ewpcfq"Hk'v"fg"gek g"tgeqo r tet" r ctvg"fg"Ugxgn'gp"Cti gpvpc" c"o gf kfc qu"fg"3; ; 20Rctc"guv"r tq{ gevq."Guvdcp"Eqtfgtq"tgcrk »" wpc"i tcp"lpxgtuk»p"eqpwt w' gpf q"wp"pwgxc"r rnpw"r ctc"cdcugegt"gzenvukxco gpvg" c"n"vgt"o kpcn' kcrkpc0Ukp"go dcti q."gp"3; ; ; "Hk'v"fg"gek k»"hpkck ct"n" r tqf week»p"gp"gn'rc"u" {"vcurf ctr" c" Dtcuk0Guv"o qxko kpvq"uki pkhe»"i tcpf gu'r² tf kf cu'r ctc"n"cwqr ctvux."fg" hqto c"vns wge"guwxq" cn' dqtfg" fg" gpvtct" gp" eqpxqecvqtk" fg" cetggf qtgu" *Lwkq" Eqtfgtq." gpvtgxkuc" r gtuqpcn" 3344244+0

Nc"ugi wpc"fg"hw"wp"gzr gtlgpek"hcmkf c"eqp"qvtq"enkgpvu0Gp"guv"ecuq"Guvdcp"Eqtfgtq" ng"r tqxg" "r kgl cu"fg"gn'ugi wpc"q"cpkm" c"wp"cwqr ctvux"fg"gn' tko gtq."Xkuvqp."wp"eqo r c° "c" o wkpcekqpcn'gucf qwpk gpug."n"ewen'hdtlccdc"mccm gpvg"mqu"vcdngtqu"fg"n'Hqtf "Hqewu'0Rgtq." c"r ctvt"fg"4229."n" hto c"pqtvgco gtlccpc"wxq"wp"eco dlq"i nqdcn'{"fg"l»"fg"cdcugegt"guv"r ctvqu."

rcu'ewcrgu'r cuctqp"q"qtqu'r tqxggf qt gu'kpgtpeckpccgu."r qt 'mq'vcpvq.'Guvdcp'Eqtfgtq'pq'r wf q"
ugi wkt'vtdclcpf q"eqp"guvg'enkgpvg"lwtk'Eqtfgtq."gpvtgxkuc'r gtuqpcn"33 44244-0'

C"r ctvk"fg"gmq."rc"go r tgu"fg hpk" "una visión estratégica, concentrándonos en
clientes japoneses" f gdlf q"cw" "respeto por la cadena de valor" 0Uw'r tko gt"eqpvcvq"eqp"wp"
enkgpvg"lcr qp² u'hwg"eqp"VCUC"fguf g'uw'mgi cf c"cn'r c"u0Cn'r tkpek kq."eqo gpl »'r tqf wek pf qrg"
cni wpcu'r kgl cu"cwpc"r tqxggf qtc"fgn'r tko gt"cpkmq"svg"ng"xgpf"fc"Vq{qvc0'Nwgi q."cpvg"rc"
ko r quklrkf cf 'fg'guc'cwqr ctvkuc"Vlgt'3'fg'f gucttqmc't'cni wpcu'r kgl cu'b gvcw geª pkecu.'Eqtfgtq"
eqo gpl »'c'xgpf gtrg'f kgevc gpvg"VCUC0"

Ukp"go dci q."gn'i tcp'ucnq"gp"gn'xqno gp"fg"eqo r tcu'fg'rc"vgtto kpcn'lcr qpvcu"ug'fkq"c"
r ctvk'fgn'4223.'ewcpf q"Vq{qvc'grki g"c'Guvdcp'Eqtfgtq'eqo q'rc'hdtkcpvg'fg'62'eqplwpvu'fg"
r kgl cu'r ctc"rc"pwgxc'xgtuk»p'fg'J kwz'fgn'r tq{ gevq"KO X0Rctc'r qf gt'i cpct'f kej c'hekckep."rc"
cwqr ctvkuc" f gdlk" ko r ngo gpvct" gn' VRU" gp" uuu' r ncpvcu' eqp" rc" c{wf"c" fg" VCUC0' Nc"
ko r ngo gpvcck»p'fg'guvg'ukvgo c'hg"cf wf »"c"cw gpvct'uwu'pkxgru'fg'ghkckpek'uwucpekcw gpvg0"

C"uw'xgl ."c"r ctvk"fg"gu"r tqhwf k ckep"fgn'x'pewu."VCUC"ng"qhtgek"c"Eqtfgtq"
xgpf gtrg'r kgl cu"cw"Vq{qvc"Dtcukl'r ctc'mqu'o qf grqu'Eqtqmc."r tko gtq."{ "Gvku."fgur w² u0'Guw'ng"
r gto klc"rc"cwqr ctvkuc"gzr qtvt'f wcpvg'xctkqu"co qu"c"Dtcuk0'Ukp"go dci q."gp"rc"ugi wpc" "
f²ecf c"fgn'4222"rc"hkcn'ectkqec"eqo gpl »"c"dwect"r tqxggf qtgu'mqccgu."fgur rc| cpf q"rcu"
gzr qtvcckppgu'cti gpvcu."gpvg'gmcu"rc"cwqr ctvkuc"o gvcn'Ati lec0Cn'4243.'Eqtfgtq'ng'gucdc"
gzr qtvcpf q"wp"pAo gtq"o pko q'fg'r kgl cu"cw"Vq{qvc"Dtcukl'r ctc"gn'o qf gm'Gvku"svg"nwg q"
gzr qtvc"cti gpvc"{"Wtwi wc{0'

Rqt'qvtq'rcf q."gn'x'pewu"eqp"Vq{qvc'rgu'r gto klc"eqpvcvtug"eqp"l co cj c."r tqf wevqtc"
fg'o qvu"gp"cti gpvc0'Gur ge'heco gpvg."gn'i gtgpvg'fg"eqo r tcu'fg"l co cj c'j cd'c'vtdclcpf q"gp"
VCUC" {"r qt"guq"eqpqc"rc"rc"cwqr ctvkuc0'Uw'qvtq'enkgpvg"lcr qp² u'gu"J qpf c."cni'ewcn'rgu"
xgpf kgtq"r kgl cu"r ctc"o qvqelengcu0'F guf g"rc"go r tgu"r tqxggf qtc"o ctecp"svg"guvcu'f qu"
eqo r cº'cu'co dk² p'wxkgtq'r tqdrgo cu'fg'r tqf week»p.'ukp"go dci q."gn'vcvq"eqp"rc"cwqr ctvkuc"
hwg"o w{ "f kwpvq"cn'fg'mqu'enkgpvu'qeekf gpvcrgu0'Rqt'glgo r mq."l co cj c'dcl»"uw'r tqf week»p'fg"
32022'wplcf gu"3022"{"J qpf c'fgl»"fg'r tqf wek"xgj pewu"gp"gn'r c"u"gp"423; 0P q"quvcpvg."
c'r guct'fg'guqu'eco dkqu.'Eqtfgtq'uqukpg's wg'uki wgtq'vplkpf q'tgur gvq'r qt'uwu'r tqxggf qtgu."
vxcvcpf q'fg'tgur gvct'mqu'cewgtf qu'eqo gtekcrgu"{"eqo r tctrgu'm"oª zko q's wg'r qf"cp0"

Fg'guvg'o qf q."fguf g'rc"r tqhwf k ckep"fg'guvg'x'pewu."c'kplekqu'fg'mqu'4222.'Eqtfgtq"
u»m'dwec'enkgpvu'lcr qpvgu."{c'ugcp"cwqr ctvkuc."vgtto kpcrgu"q'r tqf wevqtcu'fg'o qvqelengcu0'
Gp'r ctvkewrt."uqdtg'guvg'vr q'fg'go r tgu'c'Eqtfgtq'uqukpg's wg" "te exigen, la eficiencia, pero
la visión a largo plazo ayuda mucho a poder invertir, poder seguirlos. Esa es la diferencia

fundamental. La planificación es sustentable. Siempre incrementando de a poco” *Lwtkq
Eqtf gtq."gpvtgxkuc'r gtuqpcn"33 44244+0'

Cufl'Guvdcp'Eqtf gtq'gu'qtc'f g'rcu'go r tgu'c's wg'ngx»'c'ecdq'wp'r tqeguq'f g'upgrading
de procesos c'r ctvt'f g'rc'ko r ngo gpvcekp'f gn'VRU0'Gp'r ctvewrt."gn'i tcp'ucnq'f g'guc'hko c'
hwg'eqp'gn'eco dlq'f g'o qf gm'f g'rc'J kwz'KO X0F'g'hqto c'uko krc't'c'I wfk'k'uk'dkqp'r wf'q'o glqct'
uu'plxgrgu'f g'r tqf wevklf cf."guq'pq'tgf wpf »'gp'qvtq'vkr q'f g'guc'nc'o kgpvq."eqp'kpwcpf q'eqp'rc'
hcdtkecekp'f g'r kgl'cu'o gvcn'Àti kecu'tgrv'kxco gpvg'uko r ngu'Ukp"go dcti q."gug'x'pewm'ug'ng'
r gto kl»"ceegf gt" c" gZR qtvekp'p'gu" *Vq{ qvc" Dtcukn" { "qvtqu'r tqf wevqtgu" *f co cj c" { "J qpf c+ "
vqo cpf q'rc'r ctvewrt'f gekuk'p'f g'tcdclct'uqm'eqp'enk'p'v'gu'lcr qpgugu'f gdlf q'c'rcu'gZR g'k'p'ekcu'
hcnk'cu'eqp'uekqu'qee'f gpvcrgu" { "rc'r qukd'k'cf "s wg'guc'u'tgr'ek'p'p'gu'ng'dtk'p'f c'r ctc'tgcrk' ct'
kpxgtuk'p'p'gu" { "r n'p'k'lect'cwo gpvqu'f g'uw'r tqf wevcekp'0'

5.4.3.3 - Ventalum

" Guc'cwqr ctv'kuc'gu'wpc'go r tgu'c'hco krc't'f g'ecr k'rc'gu'p'ce'k'p'c'rgu'w'dke'f c'gp'rc'hqecrk' cf "
f g'Ucp'0' ctv'p.'r tqxk'pek'f g'Dwgpqu'Ck'gu'0'Nc'eqo r c°'f'c'ug'hwpf »'gp'3; 88.'hcdtkecp'f q'xgpvcpcu'
r ctc'dwugu'w'dcpqu" { "f g'rc'ti c'f kuc'pek'c'r ctvt'f g'r gth'k'gu'gz'v'w'k'qu'f g'c'nc'o k'p'k' { "xk' tkq'0'

Uw'r tko gt'eqp'ce'v'eqp'wpc'v'gto k'pcn'cwqo qvtk' f g'x'gj' f'ewm'p'p'q'r gucf qu'hwg'gp'3; ; 8"
eqp'Vq{ qvc."ewcp'f q"² uvc" dwuecdc" r tqxggf qtgu'0' Gn'x'pewm'ug'tgcrk' »" c" v'cx² u'f g' Cndgtvq"
Hgt'p' pf gl ."gn'uekq'm'ecn'f g"VCUC"cn'o qo gpvq'f g'uw'tcf kecekp."s wg'eqp'q'c'c"Xgpvcnc'o "c"
r ctvt'f g'uw'ce'v'k'cf "gp'rc'eqo gte'k'rk' ce'kp'f g'dwugu'0' Tc'Àri'Co kn'j k'q'f g'wpq'f g'rc'u'hwpf cf qtgu'
f g'rc" go r tgu'c" { "r t'guk'f gpvg'f g'g'm' f g'uf g'4227."uqu'k'p'g's wg'rc" qti c'p'k' ce'kp'v'p'f'c'g'uecuc"
gZR g'k'p'ek" { "ecr'cek'cf "gp'rc" k'p'f w'w'k'c" cwqo qvtk' "j cuvc" h'k'p'gu'f g'rc'u"; 2a" o "a u'cm' "f g'rc"
hcdtkecekp'f g'xgpvcpcu'r ctc'dwugu' *Tc'Àri'Co kn'gpvtgxkuc'r gtuqpcn'3; 18 44244+0"

" Cn'l'p'lekq."VCUC"ng'r k'f k»"c"Xgpvcnc'o "tgcrk' ct" wpc"xgpvcpc"v'cugtc'r ctc"rc"J kwz.'r gtq"
n'wgi q'ug'f g'uk'k' »'f g'k'p'eqtr qtct'gug'grgo gpv'cn'x'gj' f'ewm'0'Ukp'go dcti q."gug'r tko gt'eqp'ce'v'rc'u"
r gto kl»"s wg'n'wgi q'ng'r tqr qpi cp" c"rc" cwqr ctv'kuc"tgcrk' ct"rc'u" gu'k'dqu'f g'c'ue'p'p'q" r ctc"rc"
eco k'p'p'gvc'0'Gu'f gek'."gp'gug'r tqeguq'r ctc'ugt'r tqxggf qt'f g"VCUC."Xgpvcnc'o "ngx»"c'ecdq'wp"
upgrading de producto.'hcdtkecp'f q'wpc'p'w'gxc'r ctv'g's wg'p'q'j' ce'f'c'r t'g'x'k'co gpvg.'cwps wg'guc'p'q"
gtc"v'² epleco gpvg'o "a u'eqo r r'glc"s wg'rc'u'cp'v'g'k'qt'gu'0' C"uw'x'gl ."VCUC"rc'u'eqpu'w»"uk'guc'dcp"
f kur w'gu'qu" c" j cegt' f k'uk'p'v'qu" eco dlqu" qti c'p'k' ce'k'p'c'rgu" gp"rc" r n'pvc." uk' go dcti q."rc'u"
o qf k'kece'k'p'p'gu"o "a u'r tq'hwpf cu'f gn'r tqeguq'k'p'f w'w'k'cn'x'g'p'f t'f'p'w'p'qu" c° qu'f gur w'² u'0'

" Gur ge'f'keco gpvg." eqp' gn' n'p' co k'gpvq' f gn' KO X" Vq{ qvc" rc'u' cf l'w'f k»" vco dk'p"rc"
r tqf wevcekp'f gn'r qtvcgs wkr clgu'r ctc"rc"J kwz" { "rc"UY 60'Gp'r ctvewrt.'p'k'pi wpc'q'v'c'r tqxggf qtc"
hcdtkecdc'r qtvcgs wkr clgu'gp"Cti gp'v'k'p'c'gp'gug'o qo gpvq" { "c'r ctvt'f g'gmq."Xgpvcnc'o "ug"j k'q"

gur gekrku "gp'rc'r tqf wekxqu" f g'f lej cu'r kgl cu'0Rctc'gn'qvti co kpvq'f g'gug'p'gi qekq. "VCUC'ngu' r kf k'eco dkqu'o a u'r tqhw'pf qu'gp'rc'r r'pvc'f g'Ucp'O ct'p'0D' uleco gp'v. "gucu'o qf kkecekq'p'gu'ug' gphqectq'p'go r r'gct'gn'VRU." "trabajar en el proceso. Hacer fluir las piezas de a una. No hacer stocks intermedios. Eso tapa los problemas de calidad" *Tc'ÀriCo kn'gpvtg'xkuc'r gtuqpcn' 3; 184244-0'Cu'f'iqu'f k'gevkxqu'eqo gp'vcp's wg'hwg'wp'r tqeguq'f g'ctf wq'v'cdclq'eqp'kpi gplgtqu' f g'VCUC'gp'rc'r r'pvc'j cu'c's wg'r wf kgtq'p'ngi ct'c'pl'x'gru'f g'ko r ngo gp'vcek'p' {"gh'ek'g'pek' cegr vcdngu'0"}

" Nwgi q'f g'gug'ucnq. "Xgpvcnwo "eqo gp| » "c'r tqxggtrng" c"qvtcu'v'gto kpcrgu'0'Ci't gur gevq. " Tc'ÀriCo kn'luq'v'k'p'g's wg'"ser el proveedor de Toyota nos dio el grado de confiabilidad para los demás clientes ". "Gp'r tko gt'hw' ct. 'k'plekctq'p'c'r tqf wek'x'gp'v'p'cu'f g'cnwo k'p'k' r ctc'rc'O gtegf gu' Dgp| " Ur tk'p'v'gt'0' F gu'f g" rc" cwqr ct'v'kuc" uqu'v'k'p'g'p' s wg' j cd'p'p' k'p'v'p'v'f q' ugt' r tqxggf qt'gu' f g' O gtegf gu'gp'rc'f'2'ecf'c'f'g'3; ; 2'r gtq'rc'v'gto k'p'cn'c'ngo c'p'c'p'q'eq'p'h'k' »gp'gm'qu'r qt'ugt'w'p'c'go r t'guc' ej k'ec' {"p'q'ugt' r tqxggf qtc'f g'rc'k'p'f w'w'k'c'cw'qo qvt'k'0'Cu'f' f gur w'2'u'f g'k'p'lekct'c'v'cdclct'eqp' Vq{ qv. "r wf kgtq'p'ceegf gt'c'gug'er'k'p'v'g'0'Nwgi q. "Xgpvcnwo "eqp'v'p'w' » "r tqxg{ gp'f q'qvtcu'r kgl cu' dcuf cu'gp'cnwo k'p'k' r ctc'hw'uki w'k'p'v'gu'o qf gm'qu'f g'Ur tk'p'v'gt'0"

Rquv'tk'qto gp'v. "vco dk'p'go r gl ctq'p'c'r tqxggtrng'r kgl cu'c'Xq'miy ci gp. "Hqtf .Rgwi gqv/ Ektq'p' {"P'ku'cp/T'gpc'w'w'0C'Xq'miy ci gp. "gn'r qt'v'cgs w'k' clg'f g'rc'Uw'cp'f'w'cp'v'g'iqu'34'c'o qu's wg' ug' r tqf w'q'0'F gur w'2'u. "cn'Rgwi gqv'62: . "gn'52: " {"gn'Ektq'p' "E6" r'g'j k'ekgtq'p' gn't'ghw'gt| q' f gn' r ctc'i q'r gu'f gm'p'v'gtq. "w'p'c' r kgl c' gut'w'w'w'c'n'f g'cnwo k'p'k'0'Nwgi q. "c' "Hqtf " r'g' r tqxg{ gtq'p' gn' r qt'v'cgs w'k' clg'f g'rc'T'cpi gt' {"gn'w'dq'f g'ng'p'c'f q'f g'eqo d'w'w'k'dng'f g'ceg'tq'k'p'q'z'k'f c'dng. "w'p'c' r kgl c' f k'v'k'p'v'c' "uw'gur gekr'k'f cf *Tc'ÀriCo kn'gpvtg'xkuc'r gtuqpcn'3; 184244-0"

Gp't'guwo gp.'cf go a u'f gn'upgrading de procesos s wg'ug'i gp'gt »gp'Xgpvcnwo "c'r ct'v'k'f'g' rc'ko r ngo gp'vcek'p'f gn'VRU." eqo q' gn't'gu'q'f g'rc'u' r tqxggf qt'cu' m'ecrgu. "guc' cwqr ct'v'kuc' go r t'gpf k' »w'p'upgrading de producto, h'cd't'k'ec'p'f q'p'w'g'x'cu'r kgl cu's wg'p'q't'g'c'rk' cdc'r t'g'x'k'co gp'v'g'0' Uk' dk'p' gu'cu' p'w'g'x'cu' r ct'v'gu' p'q' g'p'c'p' o a u' eqo r r'gl'cu' s wg'rc'u' c'p'v'gt'k'q't'gu. "u'f' r'gu' r gto k'k' » gur gekr'k' ctug'gp'p'lej qu'f g'r tqf w'v'qu's wg'p'q' »v'p'p'c'p'eqo r g'v'g'pek'gp' gn'r c'p'p'0'Gn'o qo gp'v'q' dk'ci tc'gp'guc'h'kto c'h'wg'eqp'gn'eco dk'q'f g'o qf gm'f'f g'rc'J k'wz"KO X."ew'c'p'f q'ug't'g'c'rk' ctq'p'iqu' eco dk'qu'r tqf w'v'k'x'qu'o a u'ko r qt'v'p'v'gu'0C'uw'x'gl. "rc't'g'rc'ek'p'eqp'VCUC'ng'c'dt'k' »rc'u'r w'gt'w'u'eqp' qvtcu'v'gto k'p'crgu'cw'qo qvt'legu'f gn'r c'p'p'0'

5.4.3.4 - Polimetal

" Rq'iko g'v'c'n' gu'w'p'c'go r t'guc' m'ec'n' s wg'h'cd't'k'ec' tw'gf cu' r ctc'x'g'j p'ew'qu'f g'r cu'cl'gt'qu' {" eqo g'tek'rgu'ix'k'c'p'qu'w'd'k'ec'f c'gp'rc'r tq'x'k'pek'f g'Ucp'N'w'ku'0'Guc'eqo r c'o'p'c'ug'et'g' »gp'3; : 8' {"uw'

cevkxf cf 'kplekn'gtc'grleqt v'g' { 'tgevk'kecf q'f g'cegtqu'r ctc'gr' unkequ' { 'tguqtv'gu'r ctc'cwqo »xkrgu⁴⁵⁸"
Gp"3; ; 4"ug"hwukpctqp"eqp"rc"go r t guc"Hggtcpqc."s wg'qhtge'c'ugt xlekqu'f g'eqt v'g'f g'ej cr c." { "gp"
4227"go r g' ctqp" c'k'pewtukpct"gp"rc"hdtkceke»p" f g'mcpvcu'f g'cngceke»p.⁴⁵⁹"wp"r tqf wevq" s wg'gtc"
vqcro gpv'g" ko r qtvf q" f guf g" Dtcukf' Nwgi q." en' ecdq" f g" wpqu" c° qu." rc" hto c" ug" f gf ke»"
eqo r ngvo gpv'g" c'rc"hdtkceke»p" f g" gug"r tqf wevq" { "ug"eqpxk'v»"gp"rc"Àplec"go r t guc"cti gpvk'p"
r tqf wevqtc" f g" twgf cu" f g" cno kpk" r ctc" rc" kpf wutlc" cwqo qv'k' 0⁵: "Cn'4243"ug" gpeqptcdcp"
vcdclcpf q"632'r gtuqpcu"gp"rc"eqo r c° c'0""

Gp"uwu'kplekqu."gr'eqo kgp| q'f g'rc"hdtkceke»p" f g" twgf cu" f g" cno kpk" gp"rc"go r t guc"ug"
tgcrk' »"c'r ctv'k' f g'wpc'kf gc'f gr'f wg° q."gr'go r t guctkq"cti gpvk'p" Dceecpgrnk" c'r ctv'k' f g'uw'xkuk»p"
f gr' cwo gpv'g" f g" rc" f go cpf c" f g" guvqu" r tqf wevqu." cwps wg" vqf cx'c' p" v'p'c'p" eqp'tcvqu" eqp"
v'go kpcrgu'cwqo qv'kegu'r qt" guqu'dkpgu" *O c'v'cu" O cf ci rlc."gpv'gxkuc"r gtuqpcn"33 44245-0'

C'r ctv'k' f g'w'p'r tqeguq' f g'kpxgtukppgu's wg'vqcrk' ctqp"gp" w&u64'b kmppgu'gpv'g'rc'r tko gtc"
{ "rc"ugi wpc'f c'²ecf c'f gr'4222."ug"o qf gtpk' »" { "co r rk»"rc"r rcpvc."mgi cpf q" c"rc"ecr celf cf "f g"
r tqf weke»p" f g'3022022'f g'mcpvcu'cpwergu'gp"42350Nc'b c { qt' r ctv'g' f g'guc'kpxgtuk»p"ug'tgcrk' »"
gp"gr'422; "c'r ctv'k' f gr' tko gt' i tcp'eqp'tcvq' f g'rc"go r t guc'r ctc'r tqxgg' mcpvcu'c'rc"Xqmuy ci gp"
Co ctqm' { "Uwcp0⁵: "

Nc"eqpgzke»p" eqp" Vq { qc" gp" guv'g" ecuc" ug" f kq" r quv'gtkqto gpv'g" cn' x'pewu" eqp" qv'cu"
v'go kpcrgu'Gp"r ctv'kwrt."O c'v'cu" O cf ci rlc."Eqp'tqr' O cpci gt' f g'rc" hto c'f guf g'4233"uqukpgg"
s wg'gpv'g'4233" { "4235"cv'cxguctqp"wp"rc'i q'r gt'qf q' f g'f gucttqm' f g'rc" twgf c'r ctc"VCUC'Gp"
i gpgtcn"rc"gu² v'ec" { "gr' guq' f g'rc" twgf c'gu'dtkp' cf q' r qt'rc"v'go kpcn' { "rc"cwqr ctv'kuc' f gucttqmc"
o gecpluo qu" k'p'v'gtpqu" f gr' r tqf wevq" s wg" pq" uqp" xkukrgu'Gp"r ctv'kwrt."Rqiko gvcn' r qugg" wp"
f gr' ctv'co gpv'g" f g' k'p' g'p'k'c' f g" Rtqf wevq." f qpf g"ug" f gucttqmc"p" o qf gu" { "r k'g' cu'Guvq" gu² "
r t'k'p'ekr cm gpv'g'xk'pew'cf q'c's wg'rc"cwqr ctv'kuc'tgcrk' c'cevkxf cf gu'f g'hw'p'f k'ke»p."rcu'ewcrgu'gu² p"
hw'gt v'go gpv'g' f v'go k'p'cf cu'r qt' n'qu'erko cu' { "rcu'v'go r gtcw'cu'mecrgu."r qt' n'qu'ewcn'ug' f gdgp'et gct"
r tqeguqu" { "r tqf wevqu" gur ge'p'kequ" s wg'ug"cf cr v'p" c" gucu'eqpf k'k'q'p'gu'F g'g'v'g'o qf q."Rqiko gvcn'
f gucttqm»"nqu"o qf gu'r ctc"rcu' twgf cu" { "eqo gp| »"c"r tqf wek'rcu'0'Cu'p' gp"4236"rc"r tqxggf qtc"

⁴⁵⁸"Rqiko gvcn'gu'r ctv'g' gr'I twr q"TD."r tqr k'gf cf "f gr'go r t guctkq"m'ecn'T qdgtv' Dceecpgrnk'0'F gpv'g' f g'g'v'g"i twr q"
go r t guctk'rc" hto c'o "u"ko r qtv'p'v'g" { "cp'k' w'c"gu"Hggtquk' gt'0'Guc' Ànko c"ug'etg»"gp"3; 8; ."ug"gur gekr'k' c"gp"gr'
r tqegu'co k'p'v'g' f g'cegtqu'r r'p'qu'no k'p'cf qu"gp" h'q."no k'p'cf qu"gp"ecr'k'p'v'g." { "cegtqu'tgxguk'f qu." { "cdc'v'geg" c"rc"
k'p'f wutlc"cwqo qv'k' f guf g'uwu'kplekqu'0'

⁴⁵⁹"Uw'r t'k'p'ekr c'nr tqxggf qt' f g'c'no kpk"gu' C'w'ct'0'

⁴⁵: "J c'uc"4239"rc'crgo cpc'O g'htq"Y j ggm'r qug'c'w'p'c'f dtlec'f g' twgf cu'f g'ej cr c'f g'o gpqt'x'c'nt' { "ecr'k' cf "s wg'rcu"
f g'c'no kpk"rc"ewcn'rc"j cd'p'p"eqo r tcf q"cn'I twr q"TD"cp'v'g' f g' s wg'g'v'g"ug"gur gekr'k' ctc"gp"rcu' f g'c'no kpk."
w'kecf c'cn'w' f g'T'quctk'0'Gp"4239'guc'f dtlec'ek'gt'c'f g' d'k'f q'c'rc'eqo r g'v'p'ek'lo r qtv'f qtc" { "Rqiko gvcn'ug'eqpxk'v»"
gp"rc"Àplec"r tqf wevqtc' f g' twgf cu'gp"gr' c'p'rc'Er'c'p."36 44239-0'

⁴⁵: "Gp"nqu" c° qu"cp'v'gtk'q'gu'wx'k'g'p'c'ni wpqu'eqp'tcvqu"eqp"qv'cu"v'go kpcrgu."r g'q"eqp"xq'n'Ào g'p'gu'dclqu" *O c'v'cu"
O cf ci rlc."gpv'gxkuc"r gtuqpcn"33 44245-0'

lplek»c"xgpf gtrg"guqu"r tqf wequ"c"VCUC."cwps wg"gp"xqnAo gpgu"delqu."{"Vq{ qvc"eqo gpl »"c" mceck ct"mrcu's wg"gtcp"cpvgr tqf wekf cu'r qt"rc"crgo cpc"O ghtq"Y j ggm"gp"Dtcukn"GnEtqpluc." 4 B 4233-0"

Gp"r ct vewct."gn' glgewkxq"uqukpgg"s wg"wp"lpegpvxxq"gur gekn'r ctc" guc"mceck cel»p" guwxq" f cf q"r qt"rc"rg{ "cwqr ct vuc."{ c"s wg"gp"gm"ug"guvdrgeg"s wg."cf go ^a u" f gn'tgkpgi tq"r qt" eqo r tculf g"cwqr ct vgu"mcegru."ug"lwo c"wp"9' f gn'xcnqt f g"rc"r ct v"lklr"r tqxggf qtc"gu"hwf kf qtc" q"htlcf qtc."eqo q"gp"guv"ecuq"O cv"cu"O cf ci nk."gptgxkuc"r gtuqpcn"33 B 4245-0"

Nvqi q."Rrko gcn'cwo gp»"rc"r tqxkuk»p" f g"twgf cu" c"Vq{ qvc."cwps wg"pwpcc"ewdtkpgf q"rc" vcrkf cf" f g"uw"xgj "fwmu"0Cn"4244."rc"r tqxggf qtc"hdtkedc"r tqf wequ"r ctc"cr tqzko cf co gpvg" 62022"xgj "fwmu" f g"VCUC" *crtgf gf qt" f g"wp"52' f gn'vcrn'r tqf wekf q"eqp"twgf cu" f g"cnwo lplq" gp"guv" c^o q-0⁶²"Gn'tguv" f g"rcu"twgf cu"uki wgp"ukpgf q"ko r qtvcf cu" f guf g"Dtcukn"0⁶³"Rqt"qvq"rcf q." Rrko gcn'lug"gzr cpf k»"c'i tcp"r ct v" f gn' b gtecf q"cwqo qvkl "mecnluwo cpf q"eqo q"enkpgu" c" Hkv." Rgwi gqv."P kuucp."Hqt f {"J qpf c"eqp"o c{ qt gu"xqnAo gpgu" f g"eqo r tc0⁶⁴"

F g"guv"o qf q."guv"ecuq"gu" f kgtuq"cn' f gn'tguv" f g"rcu"cwqr ct vuc"mcegru"gzco kpcf cu" Rqt"wp"rcf q."pq"lvtqf wlq"gn'VRU"eqo q"rcu"cpvgtkqt gu"0Cf go ^a u."uw"x"pewm"eqp"Vq{ qvc"mgi »" r quvgtkqto gpvg"cn' f gucttqm{" "gur gekn'k cel»p"gp"twgf cu" f g"cnwo lplq" {" "mqu"eqpvcqu"eqp"qv"cu" vto kpcrgu." ukpgf q" o gpqu" f gr gpf kpgv" f g" rc" vto kpcn' lcr qpguc" gp" eqo r ctcel»p" eqp" mqu" cpvgtkqt gu" r tqxggf qt gu" mcegru" Nc" f gekuk»p" f g" Vq{ qvc" f g" uwvkwk" ko r qtvcckpgu" r qt" rc" r tqf wek»p" f g"Rrko gcn'eqp"rc"mgi cf c" f g"rc"pwgxc"J kwz"guwxq"hwgtvgo gpvg"cuqekf c"cn' b c{ qt" tglpvgi tq"r qt"rc"rg{ "cwqr ct vuc"s wg"guv"qhtge"rc"r qt"tgcnk" ct"cevklf cf gu" f g"hwf lek»p"0C"uw"xgj ." guc"Anko c"ectcevt"lulec"ko r nec"s wg" guv" r tqxggf qt" tgcnek" kpxguki cel»p" {" f gucttqm" f g" r tqf wequ."c" f kgtgpek" f gn'tguv" f g"rcu"cwqr ct vuc"mcegru"cpck cf cu"0"

5.4.3.5 – Compañía Regional de Aceros Forjados Mercedes (CRAFMSA)

Guc"go r tuc"gu"wpc"r tqxggf qtc" f g"r kgl cu"htlcf cu" f g"ecr kcrgu"mcegru"wdkecf c"gp"rc" r tqxlpek" f g"Ucp" Nwku"0Gu"wpc" f g"rcu"o ^a u"ko r qtvcpgu"r tqxggf qtcu" f g"r ct vgu"htlcf cu"r ctc"rc" lpf wvkc"o gvcn ge^a plec" *r kgl cu"r ctc"gn' o qvqt."uwur gpuk»p." f kgtgpekn' {" "vcpuo kukpgu"0Cn" 4242"go r rgedc" crtgf gf qt" f g"822"r gtuqpcu"0"

⁴⁶²"Nqu"o qf gmu"o ^a u" d^a ulequ" f g"hu"xgj "fwmu."crtgf gf qt" f g"wp"42' f g"hu"xgj "fwmu" f g"Vq{ qvc."ngxcp"twgf cu" f g" ej cr c" {" "pq" f g"cnwo lplq"0"

⁴⁶³"Rrko gcn'vkgpg"v"gu"i tcpf gu"eqo r gwf qtgu" f g"twgf cu" f g"cnwo lplq"gp"Dtcukn"Kj qr g/O czkqp."P gq" Tqf cu." {" O cpi gnu."vqf cu"gn'cu" f g"ecr kcrgu"dtcukg^o qu"0"

⁴⁶⁴"Gn'glgewkxq"o gpekpc"s wg"co dlk"p"rg"r tqxg{ gtqp"twgf cu" c" Tgpcwv"r gtq" f guf g"rc"r tqxggf qtc" f gekf lgtqp" f glct" f g"r tqf wekr" r qt" vpc"r qm"lec" f g"cewcnk cel»p" f g"r tgeku" f g"rc"vto kpcn' b w{ r gtlwf lekcn'r ctc"rc"cwqr ct vuc"0"

Gp"gur gekcn"rc"cevkxf cf "f g"htlcf q"gp"Cti gpvkpc"vpgp"o Ànr ngu"fkhwncf gu"ugi Àp" f kgevqxqu"fg"re"go r t guc0Rqt"wp"rcf q."ug"pgegukcp"cnuc"lpxgtukqpgu"gp"ecr kcnr ctc"re"eqo r tc" f g"j qtpqu"{"r tgpuc."r qt"qvtq."gn'cegtq"s wg"wkkl cp"pq"ug"r tqf weg"gp"gnr c"ju"{"f gdg"ko r qtvtug" f guf g"Dtcukf"⁶⁵"Cf go "a u."gn'xqmw gp"fg"ri'o gtecf q"cti gpvkpc"gu"dclq"r ctc"guvc"cevkxf cf " {"mqu" o "a ti gpgu"fg"i cpepek"vco dlē p"uqp"dclqu0Cn'4242"ETCHO UC"gtc"wpc"fg"rcu"r qecu"go r t guc" f g"r kl cu"htlcf cu"r ctc"re"lpf wutk"cwqo qvtk " {"c"s wg"gu"rc"Àplec"s wg"ewgpc"eqp"wpc"r t gpuc"fg" 6222"vpgmfcu"⁶⁶"Ukp"go dcti q."mqu"glgewkxqu"uqukpgp"s wg"gn'pkxgn'f g"lpxgtuk"p"fgo "2 ukeq" pq"hwg"gn'uwhekgpv"gp"rcu"Ànko cu"f²ecf cu" {"r qt"gpfg."rcu"ecr cekf cf gu"vgepqn"i kecu"fg"rcu" cevkxf cf gu"fg"htlcf q"gp"qvtqu"r c"ju"uwr gtcp"co r riko gpyg"cn'iqecn"fk gevqxqu"fg"ETCHO UC." gpyt gxkuc"r gtuqpcn"3: B 4245-0

Nc"vc{ gevqtke"fg"ETCHO UC"lplek"eqo q"r ctvg"fg"rc"cwqo qvtk "KMC"gp"3; 79"ewcpf q" f kej c"eqo r c° "c"fg gekf g"lpxgtvk"gp"o cs wkpctk"fg"htlc"gp"E»tf qdc0Nwgi q."gp"3; ; 2"cdtgp"rc" lftlec"gp"Ucp"Nwku."cr tqxgej cpf q" wpc"ng{"f g"r tqo qekp"lpf wutkcn' Gp"3; ; 4"gn'I twr q" I co guc.⁴⁶⁷"fg" Gur c° c."ng"eqo r t»"c" T gpcwn" *cpvgu" KMC+"rc" cwqr ctvkuc"ETCHO UC' Ukp" go dcti q."gp"4224"gn'i twr q"gur c° qn'f gekf g"vgtō kpc"eqp"uwu"pgi qekqu"gp"gn'ugevt"cwqo qvtk " gp"Cti gpvkpc."Dtcukf{"Gur c° c"⁶⁸"Cu"gp"4225"xgpf gp"ETCHO UC"c"wpc"crkcp| c"fg"fk gevqxqu" fg"rc"go r t guc"eqp"gn'I twr q"Vcwu."wpc"eqo r c° "c"fg"ecr kcrgu"pcekqpcngu"fg"lecf c"rc" r tqf wek"p"fg"o cs wkpctk"xkcn'{"r ctc"re"lpf wutk"fg"rc"o cf gtc0"

Gp"guvc"2 r qec"ug"eqo gpl »"c"r tqf wek"r ctc"Vq{ qvc."c"r ctvk"fg"gn'ō qf gm"J knw"KO X0Gp" r ctvwrt."ETCHO UC"fg"ku"»"gn'r rcpq"fg"htlc"{"fg"gucttqm"gn'uqr qtvg"fg"gn'vtp"fg"mrvgtq"r ctc" VCUC"c"r gf kf q"fg"rc"vgtō kpcn'Nqu"glgewkxqu"uqukpgp"s wg"gu"wpc"r kl c"fg"enc"eqo r nglk cf " {"hwg"uwo co gpyg"fg"kl'ekn'gn'f ku"q" {"fg"gucttqm"fg"rc"o ku c0Rqt"glgo r nq."gn'tguv"fg"rcu"r ken' wu"mxcpr"r kl cu"hwf kf cu" {"pq"htlcf cu."rcu"ewcngu"uqp"o "a u"ugpekrcu" {"fg"o gpqt"ecrk cf 0Gug" r tqf wevq"gu"Àpleq"gu"Uwf co "2 tlec" {"ug"iq"eqp"wpw"r tqxg{ gpf q"c"Vq{ qvc"gp"mqu"c° qu'r quvgtkqtgu." uwhtkpgf q"uqm"eco dkqu"o gpqtgu0Cf go "a u."gp"guvc"gvrc"rc"r tqxggf qtc"hdtkedc"gp'i tpcplgu" htclcf qu'r ctc"rcu"eclcu"fg"eco dkq"fg"Xqmuy ci gp" {"gtc"r tqxggf qtc"fg" T gpcwn" {"Hkx0"

⁴⁶⁵"Gp"r ctvwrt."guvc"go r t guc"tcdcl"eqp"cegtq"o letqrcgf q."ew{c"Àplec"r tqf wevtc"gp"Uwf co "2 tlec"gu"rc"dtcukgtc" I gtf cw0"

⁴⁶⁶"Qvc"cwqr ctvkuc"fg"r kl cu"htlcf cu."s wg"vco dlē p"gu"r tqxggf qtc"fg"Vq{ qvc."gu" T wdqn"cwps wg"guvc"htō c"pq" vpgp"rc"ecr cekf cf "fg"hdtkect"rc"r kl c"fg"ETCHO UC."gn'uqr qtvg"fg"gn'vtp"fg"mrvgtq"fg"rc"eco kqpgc."r qt"pq"r quggt" wpc"r t gpuc"fg"6222"vpgmfcu0"

⁴⁶⁷"Gn'I twr q" I co guc"gtc"wpc"go r t guc"fg"qtki gp"gur c° qn'xcueq"eqpvtmfc"r qt"fg"qu'i twr qu"go r t guctkrgu"xcuequ" gn'i twr q"gn'extleq"klgtf tqrc" {"gn'dceq"DDXC0Nwgi q."gn'I twr q" I co guc"ug"cuqek"eqp"qvc"htō c"xcuec."rc" Eqtr qteck"p"O qpf tci qp"Eqqr gtcvxc."hqtō cpf q"Rtqo qcwq"c"plxgn'lpvgt pcekqpcn'0C"o gf kf qu"fg"3; ; 2"rc"htō c" kpgtpcekqpcn'ug"hectk »"gp"gn'itwdtq"fg"rcu"gpgti "cu"tgpqxcdngu0F guf g"4239"rc"go r t guc"ug"cuqek"eqp"rc"crigo cpc" Ugo gpu."hqtō cpf q"Ugo gpu" I co guc0"

⁴⁶⁸"Gp"Cti gpvkpc"r qug"rc"vco dlē p"rcu"go r t guc"0C vtegt"rc" C wutcn" I keuc."Eqekuc" {"uw"ucrk c" guwxq"vco dlē p" o qkxc"r qt"rc"etkukuf gn'ugevt"cwqo qvtq"cti gpvkpc" *Nc" P cek"p."42 B 4224-0"

P q"qduwcpvg."gp"4235."cpvg"xctkqu"co qu"fg"fgulpxgtuk»p."uwo cf q"c"re"ecff c"fgn'ugevqt" cwqo qvqt"pcekqpcn"re" go r t guc"guwxq"cn'dqtf g"fg"re"s wkgdtc0C"r ctvkt"fg"wp"vtdclq"fg"re" o kpkmtc"pcekqpcn"fg"Kpf wmtk"fg"guq"o qo gpvq."F²dqtc"l kqti k"ug"gpceqvt»"wp"pwgqxq"i twr q" kpxgtuqt"s wq"eqo r tg"{"tghqto wq"re"eqo r c° 0Cu"re"go r t guc"fg"Ucp"NWku."Tqxgmc"Ecctcp| c." f gf kecf c"c"re"eqputwek»p."cf s wkgtg"re"vqwrkf cf "fg"ETCHO UC0D^a uleco gpvg."gn'i qdkgtpq" pcekqpcn"rg"r kf k»"c"re"go r t guc"eqputwevqt"eqo r tct"re"cwqr ctvkt"r ctc"o cpvpgt"nqu'r wguvqu" fg"vtdclq"{"gn'know-how"fg"re"eqo r c° 0c."{"guc"ug"xlq"qdri cf c"cegr vct."f cf q"s wq"i tcp"r ctvg" fg"uw"pgi qekq"r tqxgp"fg"re"qdtc"r Àdriec"{"f gr gpf"fg"gn'i qdkgtpq"fg"ETCHO UC." gpvtgxkuc"r gtuqpcn"3: B 4245-0⁶⁹""

" Nqu"fg"gevxqu"fg"ETCHO UC"uqukpgp"s wq."gp"gn'4236."Xqmuy ci gp"{"Vq{qvc."nqu" Àplequ"erkgpvgu"s wq"rg"j cd"cp"s wgf cf q."ngu"o cpkhuvtcp"s wq"re"fg"gukpewct"cp"uk"pq"o glqtc dcp" re"r tqf wekxf cf "{'ewo r n"cp"eqp"re"gpvtgi c"fg"r kg| cu0C"r ctvkt"fg"gmq."ug"mgx»"c"ecdq"wp"r tqeguq" fg"tgqti cpk cek»p"s wq"ko r rke»"gn'f gur kf q"fg"r gtuqpcn"{"re"o glqtc"fg"ecrk cf ."r tqeguq"{" ugi wtk cf 0Gp"guq"Ànko q"r wpvq"gn'f gr ctvco gpvq"fg"Kpi gplgt"fg"Rtqeguq"fg"VCUC"wxq"wp" tqnlhwpf co gpvcn"{"c"s wq"gpw»"r gtuqpcn"re"r tqxggf qtc"r qt"o^a u"fg"wp"co q"r ctc"mgxct"cecdq" ecr cekcekqpgu" {"o glqtc"re" ghlekpeke"fg"re"r rcpvc"fg"ETCHO UC." gpvtgxkuc" r gtuqpcn"3: B 4245-0'

" C"tc"fg"guq"vtdclq"eqplwpvq"re"htoc"r wf q"tgewr gtctug."o glqtc pf q"nqu"r tqeguq"{" cwo gpvc pf q"re"r tqf wek»p0C"lw'xgl."j c"nqi tcf q"tgeqo r qppt"gs wkr qu"fg"lpi gplgt"eqpvtcvpf q" lpi gplgtqu"junior"{"r qpk pf qmuc"vtdclct"eqp"nqu"senior"s wq"xgp"cp"fg"re"u"2 ecf cu"cpvgtkqt gu" gp"re"htoc"06:"Culo kuo q."j c"uwo cf q"pwgqxqu"erkgpvgu"eqo q"Uecpkc."Tgpvcw"{"Hqtf."cf go^a u"fg" go r t guc"fg"o cs wkpctk"ci t"eqnc06:"F g"vqf qu"o qf qu."nqu"glgewkxqu"uqukpgp"s wq"re"r guct"fg" j cdtug"tgewr gtcf q"fg"re"etkuku"uwtkf c"gp"4235/4236."cn'4244"re"go r t guc"vtdclcdc"r ctc" crecp| ct"r wpvqu"fg"gs wkrtdtk"{"nqu"o^a ti gpvq"fg"i cpcpek"uki wgp"ukgpf q"guccuq"q"pwnqu." f gr gpf kpgf q"gn'c° q0'

" Gp"tguwo gp."guc"go r t guc"vco r eqq"wxq"wp"vct{gevtk"vcp"uko krt"cn'tguvq"fg"re"u" cwqr ctvktcu"mqecrgu0Uw'x"pewq"lplekcn'eqp"Vq{qvc"rg"r gto k»"go r ngct"ecr celf cf gu"v² eplecu" eqo r nglcu"r ctc"fg"lug° ct"{"fg"gucttqmt"wp"r kg| c"gur ge"re"ec"fg"vqf cx"ug"wkrl c"gp"re"J knw0Ukp" go dcti q."guc"tgrcek»p"pq"rg"cdt»"r wgtvcu"q"vtqu"pgi qekq"eqp"vgt0 kpcrgu"mqecrgu"q"fg"gn'gz vgtkqt0'

⁴⁶⁹"Gn'f kgevxq"ug° cnc"s wq"hwq"wp"qr gtcek»p"uko krt"re"s wq"lpgvvtcp"j cegt"eqp"re"cwqr ctvkt"Rctcp^a "O gvcn"{" re"eqo r tc"fg"n' twr q"Kpf cmq."cwps wq"re"o kuo c'egt»"gp"42370'

⁴⁶"Nc"go r t guc"vkgp"wp"fg"gr ctvco gpvq"fg"lpi gplgt"fg"Rtqeguq"{"qvtq"fg"o cxtleg"r"r gtq"pq"lpi gplgt"fg"Rtqf weq0'

⁴⁶"Nqu"fg"gevxqu"ug° cncp"s wq"re"u"eqo r tcu"fg"Xqmuy ci gp" dclctqp"uki phtecvko gpvg"gp"nqu" Ànko qu"co qu." r tkpek cm gpvg"fg"gdq"q"c"s wq"re"r tqf wek»p"fg"ecclcu"fg"eco dlq"fg"getgek»"hwgtvgo gpvg"fg"gdq"q"re"vcpulek»p"ecf c" xgl"o c{qt"re"u"xtukqpgu"cwqo^a vkecu0'

Gu'o ^a u. 're'cwqr ctvkw'cvtcxgu»'o Ànr ngu'r tqdngo cu'f wcpvg'ru'r tlo gtcu'f²ecf cu'f gn'uki nq." eco dlcpf q'f g'r tqr kvctku'gp'f kwpvcu'qecukapgu'f 'mgi cpf q'cndqtf g'f g're's wgdteOP q'qduwcpvg." nwi q'f g'nc'mgi cf c'f gn'pwgxq"i twr q"go r tguetkq. "c"vtx²u'f gn'lpqxwctco kgpvq'f gn'i qdkgtpq" pcekqpcnlf g'gug'o qo gpvq. 're'tgrcek»p"eqp"VCUC"u'f'hwg'f gvgto kpcpvgr'ctc're'tgeqputwek»p'f g' re'eqo r c° 'p'Gp"r ctvkw'wrt. "gn'vcdclq"gp"eqplwpvq"gp"gn'o glqtco kgpvq'f g'mu'r tqeguqu'ng" r gto kx"c're'cwqr ctvkw'gpeqvtct'plxnguf'g'r tqf wvxlk cf "uwr gkqtgu'0C'tc'f'f g'guwq. 'r wf q" xqrxg't'c'xgpf gtrg'c'pwgxqu'erkgpvu. "cwps wg'mu'glgewkxqu'uki wgp'ug° c'rcpf q'ru'eqo r nglk cf gu' f g'uw'qr gtcek»p0'

5.4.3.6 - Mirgor

O ki qt" gu" wpc" go r tgu' f g" ecr kcrgu" mcegru" s wg" kplek»" uwu" qr gtcekqpgu" gp" 3; : 5" r tqf wkgpf q'ukwgo cu'f g'ckg'ceqpf lekqpcf q'r ctc'xgj 'f'wru'gp're'r tqxkpek'f g'Vkgttc'f gn'Hwgi q" c'r ctvt'f gnt²i ko gp'f g'r tqo qek»p'lpf wutkri'Gp"4243"eqpvcde"eqp"50722"go r ngcf qu."wpc'f'p'g" f g'o qpvc'f g'twgf cu'gp"tquctkq'r ctc'I gpgtcn'O qvqtu'f 'ekpeq'r r'pvcu'lpf wutkri'gp'Vkgttc'f gn' Hwgi q." f qpf g" ug" hcdtkecdp" gs wkr qu" f g" erko cvk'cek»p" { " ukwgo cu" f g" kphqto cek»p" { " gpvtgvgplo kgpvq" *infotainment+"r ctc" re'lpf wutk" cwqo qvtk . "r rcs wvcu" grgext»plecu"r ctc" gn' ugevqt'cwqo qvt. "grgext»plec'f g'eqpuwo q. "grgextqf qo ²u'kequ" { "o »f wru'grgext»plequ" *Hqtdgu. " : B34243-072" Guw'hto c" gu" wpc" gzegelek»p" gpvtg'ru'cwqr ctvkw'cu'f g'ecr kcrgu" mcegru"r qt" hcdtlect'r tqf wvqu'f g'cnc'eqo r nglk cf "f'vpgt'f ko gpukqpgu'o c { qtgu'c'nt'guw'f g'ru'r tqxggf qtgu' f qo ²u'kequ0'

" Nqu'r tlo gtu'erkgpvu'f g'O ki qt'hwgtq' Hkv'f 'Rgwi gqv'ewcpf q'guqu'eqphqto cdc'p'Ugxgn' { "guwcdp" dclq"gn'eqvtqn'f gn'I twr q"O cetk'0'F wcpvg'ru'f²ecf cu'f g"3; : 2" { "3; ; 2"O ki qt"ng" xgpf k»"ukwgo cu'f g'ckg'ceqpf lekqpcf q'c"Rgwi gqv."Hkv."Tgpcwv."I gpgtcn'O qvqtu."O gtegf gu' Dgp| "{ "Xqmuy ci gp'0C'uw'xgl . 'tgcrlk »"cuqekcekqpgu"eqp're'cwqr ctvkw'i mdcn'htcpeguc'Xcrgq0' Cf go ^a u."eqo r t»"re'hto c"kp'vterko c."uw'r tlpek'cn'r tqxggf qtc'f g'lpvgtco dlcf qtgu'f g'ecmqt. " wco dk'p'wdecf c"gp'Vkgttc'f gn'Hwgi q0"

" Gp'ru'r tlo gtcu'f²ecf cu'f gn'4222"O ki qt"eqo gp| »"c"fkxgtukhctug"j cek'f kwpvqu" r tqf wvqu'grgext»plequ" { "grgextqf qo ²u'kequ0'Gp"4223" kplek»"re'hcdtkecek»p"f g'vcdngtqu'r ctc" xgj 'f'wru'Xqmuy ci gp" { "gp"4226"eqo gp| »"c"r tqf wvkt"gs wkr qu'f g'ckg'ceqpf lekqpcf q'r ctc"

⁴⁷²"C"uw'xgl . "ug"gpwgpvtc"eqputw'gp'f q'wpc'pwgxc"r r'pvc"gp"Dctcf gtc. "r tqxkpek'f g'Dwgpqu'Clkgu."r ctc"re" r tqf wek»p'f g'r lgl cu'gur gekrgu'f g'cr ctkepek'r ctc"re'lpf wutk"cwqo qvtk 0'cf go ^a u."re'hto c'ug"j c'f kxgtukhctef q" j cek'qvtqu'ugevqtgu-Tgckl'f gucttqm'f g'ecpvcu'o kptkxuc+."kppqxc»p"r tq { gevu'f g'K F'g'kpi gplgt'f'gr'evtlec." uqhy ctg" { " o ge^aplec+." Ci tqr gewctkq" *gzr qtwek»p" f g" r tqf wvqu' ci tqr gewctkq+." Nqi 'f'wec." F kwtldwek»p" *eqo gtecl'k'cek»p" f g" r tqf wvqu' grgext»plequ+ { " Ugtxlekqu" *ugt'xlekqu" r quv" xgpc" kpenw'gp'f q' ugi wtu'f g" f kur qukxqu+0'

j qi ctgu'f g'ncu'o ctecu'NI " { "Y j ktr qqr0'Gp"4228"kpucn»"wpc'r rcpvc'f g'cto cf q'f g'twgf cu" { " eqnwo pcut'f g'f kgeek»p'r ctc'I gpgtcnO qvqtu'gp'Tquctkq.'r tqxlpek'f g'Ucpvc'Hg0Gp'422; 'O ki qt' eqo r t»" qtc" go r tgu" hwi wpc" hcdtlecpvg" f g' cktgu' ceqpf lekqpcf qu. " Kpf wutlc" Cwutcn' f g' Vgepqmi ¶c"K VGE+. 'eqp'rc'ewcneqo gp| ctqp'c'r tqf wek'egnwrtgu'P qnkc0Gp'rc'ugi wpc'f'2'ecf c" f gn'4222"O ki qt" kplek»"wo dk² p"rc'hcdtlecek»p'f g'vgrxkuqtgu'NI " { "Uco uwpi . 'eqo r wcf qtcu' F gm'egnwrtgu'Uco uwpi . 'ukugo cu'f g'cwfkq" { "wplcf gu'f g'F XF " { "Dnw' Tc { "Dgmqs e. '4239-0

" Gp" gug" eqpvz vq. "O ki qt" ug" xlpew»" eqp" VCUC'0'Gp" r ctvwert. " gptg" 4235" { "4236" rc" f kgeek»p'f g'Vq { qvc' Cti gpwpc'f gekf k»'mqcrk ct'rc'tcf kq. 's wg'gtc'r tqf wek' c'r qt'rc'b' wmpcekqpcn' lcr qpguc" Rkppgt" gp" O cpcqu. " Dtcukn" { "f guf g' cni" gtc" ko r qtvcf c" cni' r c¶u" *F cplgn' J gttgtq. " gptgxkuc" r gtuqpcn" 3 19 4244-0' Cu¶" ug" ng" r tqr qpg" c" O ki qt" tgerk ct" gn' ukugo c" f g' gptgvpk kgpvq" c" dqt f q" *infotainment+" { "c's wg. " cwps wg'pq' hcdtlecdc" gug' r tqf wevq. " gtc'rc" Àplec" hto c" mecn's wg" vgp¶c" gzr gkgepek" { "ecr cekf cf. " vcpvq" gp"rc" kpf wutlc" cwqo qvk " eqo q" gp"rc" r tqf week»p'f g'grgevt»plec0"

" F g'gug'o qf q. 'O ki qt' r tguqp»' wpc'r tqr wguv'c' VCUC" { "2 uvc'rc'grgx»'c'uw'ecuc'o cvk " gp" Lcr »p. " rc" ewcn' nwi q" eqpxgpek" c" Rkppgt" f g' gptct" gp" wp" r tqeguq" f g' vcpuhgtgpek" vgepqni' lec0C' r ctvk' f g'gug'cewgtf q. " Rkppgt' eqpvp Àc' tgeklkpf q' wp'royalty' r qt' gn'wuq' f g'uw' vgepqmi ¶c" { "eqo r ctg'gnr tqeguq' r tqf wekxq' s wg' vgp¶c'p' gp' Lcr »p" { "O cpcqu' r ctc' s wg' O ki qt' hq" ko r ngo gpv'gp' Vkgttc' f gn' hwi q0Cu¶" ug'o qp»'rc' r tko gtc' r rcpvc' f g' ukugo c' f g' gptgvpk kgpvq" c' dqt f q0Nwgi q. " Rkppgt' j k q' wpc' tgxkuk»p' v' eplec. " wpc'cuguqt¶c" { "wpc'egt vkecek»p' f g'rc' r rcpvc. " { "gp" gn'c° q" 4237. "rc" hf dtlec" gu' cr tqdcf c. " eqo gp| cpf q" eqp"rc" r tqf week»p' f g' ukugo cu' f g' gptgvpk kgpvq" c' dqt f q" *Lqu²' Cmpuq. " gptgxkuc' r gtuqpcn" 32 19 4244-0' Ugi Àp' F cplgn' J gttgtq. " r ctc' r qf gt' tgerk ct' guv' mecrk cel»p' hwi' f gvto kpcpv' gn' xqno gp' f g' r tqf week»p' s wg' crecp | »" VCUC. " { "c's wg" c' r ctvk' f g' guq' òse puede atraer a cualquier proveedor de afuera en un joint-venture o un acuerdo de tecnología "" *F cplgn' J gttgtq. " gptgxkuc' r gtuqpcn" 3 19 4244-0'

" Rctc" Cnglcpf tq" Lcxkt" Xk | ctk" I gtgpv" Glgewkxq" f g' Kpxguki cel»p. " F gucttqm" g" Kppqxcel»p' f gn' I twr q" O ki qt' f guf g' 4232. " gn'c° q" 4237" hwi" wp" " año bisagra "" r ctc" O ki qt' f gdlf q" cni' kplek" f gn'cewgtf q" eqp" Vq { qvc'0' Cu¶" gn' glgewkxq" uqukpgg" s wg' gm" rgu" " permitió cumplir el sueño de fabricar el infotainment y transformarse hacia una compañía innovadora que hizo crecer exponencialmente la variedad de negocios y el tamaño " *O ki qt. '45 l: 4243-0'

" Nwgi q' f gn' kplek" f g' guvcu'cevxkf cf gu. " gn'gs wkr q' f g' kpi gplgt¶c' f g' O ki qt' go r gl »'wpq' f g' nqu' r tq { gevqu'o ^ u'uki phkecvkxqu" gp' nqu' r tqeguqu' f g' kppqxcel»p' f g'rc' eqo r c° ¶c. " gn' f gucttqm" r tqr kq' f g'rc' tcf kq' HCO ROUg' tvc' f g' wp' f kur qukxq' etgcf q' r qt'rc' go r tguv' s wg' v' t'cxgu»' f kmpvcu' gvr cu' j cuv' nwi ct' c" kpeqtr qtctn" gp"rc" Hkv' Vqtq. " xgi ¶ewuq' r tqf wek' q" gp" Dtcukr'0' Guv' hwi"rc" r tko gtc' tcf kq' dcuf c' gp' gn' ukugo c' qr gtc'vxq' Cpf tqkf' f gucttqm' c' gp' Co ^ tlec' f gn' Uwt *O ki qt. "

451: 14243+0'Gu'f gekl. "O ki qt'ngx»"c"ecdq'r tqeguqu'f g"upgrading intersectorial."eqo gp| cpf q" eqp"rc"r tqf week»p" f g"wp"r ctv"eqo r rglc" c"r ctvt" f g"wp"cewgtf q" f g"vcpuhgtgpek"vgepq»i kec" eqp"wp"o wmpcekqpcn'nf gt"eqo q"Rkqpggt." {"funcional,"tgcrlk cpf q"hwpekqpgu" f g" f lug° q" {" f gucttqm" r tqr kq" f g" guvqu" r tqf wevqu0' Cf go a u."Lqu² "Cmpuq."EGQ" f g"O ki qt" f guf g"4238." uquvkgpg's wg"gp"gn'4244'ug"gpewgpcp" f gucttqmcpf q"qtqu'ukvgo cu'f g"gpvtgvgpko kgpvq" c"dqtf q" r ctc"qtvcu"vgtō kpcrgu"cwqo qvtegu0'C"uw'xgl. "O ki qt"ng"eqo gp| »"c"xgpf gt"qtqu" r tqf wevqu" grgev»plequ" c"Rgwi gqv' Cti gpvkc" {"Xqmq'Dtcuk0'

" Gp'r ctvewrt. 'rc' f kxkuk»p' f g'kppqxcex»p' f g'O ki qt'ug'hqto crk »'gp'423; . 'ewcpf q'eqo r tc" rc" eqo r c° 'c' Hco ct" Hwgi vkc." f gf kecf c" c" rc" r tqf week»p" f g" crto cu." cwqvgugtgu" {" eqo r wcf qtcu'r ctc'xgi 'pewqu0'73'C'vtx² u'f g"guvq. 'O ki qt"o cte»'uw'kpvgek»p' f g'cf gpvtctug"eqp" hwgt| c"gp'rc'kpf wvkc"grgev»plec"cwqo qvtk 0Cu'f"ug'etg»'gn'ugevt' f g'kppqxcex»p'eqo q'vplf cf " f g'pgi qekq. 'kvgi tcpf q'gn' tgc' f g'kpi gplgt' f g"Rtqf wevq"eqp"rc" f g" f gucttqm" g'kppqxcex»p" *O ki qt.'451: 14243+0Cf go a u'f g'hqu'ukvgo cu'f g"gpvtgvgpko kgpvq" c"dqtf q."guv'ugevt' f gucttqm" ukvgo cu'f g"internet of things" *Kv+ {"o qxkrf cf "gr'vtelec" *dkekvvcu" {"o qpqr cvkpgu'gr'vtekequ" eqp' f lug° q"gzenvukxq" f g'rc"eqo r c° 'c' *Lqu² "Cmpuq."gpvtgxkvc" r gtuqpcn'321914244+0'

" Gu'f gekl. "O ki qt" gu"wp"ecuq" gur gekn'gpvtg"rcu"cwqr ctvkvcu"mccrgu" f g"Vq{ qvc0' Gp" r ctvewrt. "rc" hto c" vkgp" o c{ qt" gpxgti cf vtc" s wg" gn' tguvq" f g"rcu" f qo ² ukvcu" *{ c" ugc" r qt" go r rglc qu." r rpvcu" q" plxgrgu" f g" r tqf week»p+0' Cf go a u." O ki qt" {"c" hdtkecdc" r tqf wevqu" eqo r rglqu" *ukvgo cu'f g'ck'gu'ceqpf kekqpcf qu."grgev»plec" f g'eqpuwo q."grgevqf qo ² ukvcu" {"c" r qug'c" g'zr g'kpek"gp"rc'kpf wvkc"cwqo qvtk "cpvqu' f g'uw'x'pewq"eqp"Vq{ qvc0'Uk" go dcti q."c" r guct' f g'gmq. 'rc' tgrcek»p'eqp'VCUC'uki pkle»'wp'ucnq'ko r qtvcpg'gp'rc'vc { gevtk' f g'guv' hto c." r gto kxk pf qng'rc" r tqf week»p' f g'wp'pwxq"dlgp"eqo r rglq" c"r ctvt" f g'wp"cewgtf q"vgepq»i keq"eqp" wp"o wmpcekqpcn'nf gt0'C"uw'xgl. "guv"uwvkwf »"ko r qtveckqpgu" s wg" r tqxgp'cp" r tgxkco gpv" f guf g'Dtcuk0' f g"guv"o qf q."guv"gu'gn'Àpleq"ecuq" f g'vqf qu'rcu" r tqxggf qtgu' f g'VCUC" s wg'ngx»" c"ecdq"wp" r tqeguq" f g"upgrading funcional e intersectorial, pq'w»mq" c"r ctvt" f gn'gucrcō kgpvq" c" rc" r tqf week»p" f g"pwxqu" dlqpgu" o a u"eqo r rglqu."ukpq" s wg" vco dl² p" tgcrlk cpf q" gn' f lug° q" {" f gucttqm" r tqr kq" f g"guvqu" r tqf wevqu0'"

473" Nwgi q. "gp" 4242" O ki qt" vco dl² p" eqo r t»" qvc" go r tguv" tcf kecf c" gp" Vlgttc" f gn' Hwgi q. "rc" guv' qvplf gpug" Dtki j vuct. 'f gf kecf c' c'rc' hdtkecec»p' f g'egnwtgu'NI {"Uco uwpi 0'

5.5 - Análisis agregado de las trayectorias de los proveedores autopartistas de TASA

5.5.1 - La gobernanza en la cadena de valor de Toyota Argentina

" Ego q"ug"j c"o gpekqpcf q"gp"gn'Ecr ¶w¶3."rc"gobernanza"gp"rc"EI X"f g"rc"lpf wutlc" cwqo qvtk "gu'f kki kf c'r qt"gnr tqf wevqt *producer-driven+:"f gdlf q"c"s wg'hqu'cevxqu"gur ge¶hequ" s wg'gu' p'r qt'f gta u'f g'guv'kr q'f g'gobernanza uqp'r tpekr cm gpv'ru'ecr cek cf gu'r tqf wevku." ru'cnqu'tgs wtko kpvqu'f g'ecr kcn'{"rc"K F 0'Ncu"go r tgucu's wg'i qdkgtpcp"ru'producer-driven" uwgpp" uwdeqptcvt" cni wpcu" hcugu" f g" rc" r tqf weekp." r gtq" tgvkppp" r ctc" u¶ rc" K F " {" rc" o cpwcewtcekp"¶eqo r rlc+f gndkpp'hkpn"¶Rqt v"gv'cn"4236+0Uk"go dcti q."rc gobernanza"fg" VCUC"wo dk² p"ug"j c"f gucecf q"r qt"wpc"ugtkg"fg"grgo gpvqu'r ctvewrtgu"s wg"ug"f gvcncp" c" eqpvkpwcekp0'

" Gp"r tko gt"nwi ct."ug"r wfg g"o gpekqpc"rc"r ctvlek cekp"cevxk"gp"gn'f gucttqm"fg"ru" r tqxggf qtgu"mecngu0'Guq"ug"j c"xluq" c"vtx² u'f g"wpc"ugtkg"fg"r tqi tco cu'{"cevxkf cf gu."vrgu" eqo q"gn'Supplier Production Tracking Team"¶URVV+r ctc"rc'kpenulop"fg"pwxqu'r tqxggf qtgu." rc"Cuqekcekp"fg"Rtqxggf qtgu'f g'Vq{ qv"Cti gpvpc"¶CRVC+r ctc"htvregt"rc"eqqr gtcekp"gp" rc"ecf gpc"fg"xcmq."{"f kxgtucu"cevxkf cf gu'f g'ecr cekcekp"r ctc"eqrdqct"gp"ru'o glqtcu'f g'ru" cwqr ctvkuu0'Guq"lpxqnetco kpvq"j c"ukf q"fgucecf q"r tpekr cm gpv'r qt"ru'r tqxggf qtgu'f g" ecr kcnu"pcekpcrgu"ew{ q"r tpekr cn'enkpv"gu"Vq{ qv"¶lpf wutlcu"l wk k" Guvgdcp"Eqtf gtq." Xgpvcno {"ETCHO UC+0'

" Cu¶" gucu"cevxkf cf gu"fg"ecr cekcekp." tqcekp"fg"r gtuqpcn"e¶ewru"fg"ecrk cf." eqpxgtucekppgu" hqto cngu" g" kphqto cngu" {"f kxgtucu"tgwkpqpgu"i gpgtcp"wp" kpvgtco dkq"fg" kphqto cekp"fgdlf q"c"s wg"cdtgp"gur cekqu"s wg"heckkcp"rc"etgcekp"fg"tgf gu'fg"eqpvcequ"fg" kpvgtceekppgu'r gtuqpcngu0'Guu'tgf gu'r cucp'hwi q."o gf kcpv'f hgtgpv'u'j gttco kpvu."c'rc"guhgc" qti cpk cekpcn'cwo gpvcf q"rc"ektewcekp"fg"lphqto cekp"fg"vgo cu'eqo q'r tqegu'r tqf wevku." qti cpk cekp"{"i gukpo0'Nc"tgreekp"fg"Vq{ qv"Cti gpvpc"eqp"uwu"r tpekr cngu'r tqxggf qtgu" dtkpf c" eqo r tqo kuq" {"eqphcp| c" dkf kgeekpcn" r gto kkgpf q" wp" o c{qt" kpvgtco dkq"fg" kphqto cekp"fgdlf q"rc"ru'ectcevt¶vkecu'fg'f wtcekp"{"eqpvkpwkf cf "s wg'kppg"rc"tgreekp0'

" F g"guv"o qf q."qvc"ectcevt¶vkec"fkvkvkxc"fg"guv"gobernanza"gu"rc"i gpgtcekp"fg" x¶bewu" c" rcti q" r rlc q." gp" r¶pgc" eqp" gn' kr q" fg" x¶bewu" s wg" gucdnggp" ru" vgo kpcngu" cwqo qvlegu"lcr qpgucu"eqp"uwu"r tqxggf qtgu"gp"vqf q"gn'o wpf q0 Gp" guv"ugpvkf q."vqf cu"ru" cwqr ctvkuu" gpv'gxlucf cu" eqpvkpwctqp" uw" tgreekp" eqp" VCUC" f guf g" s wg" eqo gp| ctqp" c" r tqxggtngu'r ctvku0'Nc"¶pkec"gzegr ekp"gp"guv"cur gevq'hwg'gn'ecuq'fg'ETCHO UC0'Guu'hwg'wpc" ukwcekp"r ctvewrt"gp"rc"ewcn"rc"cwqr ctvkuu"guwxq"cn'dqtf g"fg"rc"s wgdte" c"r ctvt"fg"rc" f gulpxgtulop"{"rc"o cn'cf o kpvkcekp"fg"rc"go r tguc0"

Cuñ "rcu'tgrecqpgu'f g'rci q'r rc| q'ug'o cpwxkgtqp"gp"vqf qu'mu'ecuqu"{' 'mu'r tqxggf qtgu' p'q'uwhtkgtqp"co gpc| cu'f g'ugt'f gur rc| cf qu'r qt"qvtqu0Ugi Ap"gn'r tgu'k'f gpv'f g'Xgpcnw . "guv'ug' f gdg"cs'wg" "Toyota no toma decisiones con criterios financieros de corto plazo, sobre cosas que van a impactar en el largo plazo. Se puede perder un poco durante un tiempo. Ellos no quieren maximizar ganancias, quieren optimizar ganancias" 0Gñ'ecuq'bo a u'gzvgo q'f g'guv'vr q' f g'x'pewu'iq' r t'gugp»'Guv'gdc'Eqtf gtq. "{' c's wg'rc'cwqr ct v'kuc'f gekf k»'tcdclct'luq'eq'erkp'v'gu' lcr qpgugu'f gdlf q'c'uw'g'zr g'k'g'pek'g'z'k'q'uc'eqp"Vq{ qvc"{' 'hcmk'c'eqp'qvtqu'erkp'v'gu'q'ee'kf gpvc'gu'0

Cf go a u. "rc" k'peqtr qtcek»p" q' gn' cwo gpv'q' f g" r tqf week»p" f g" rc" o c {qt" r ctv'g' f g" mu' r tqxggf qtgu'gpvtg'x'k'uc'f qu'f gur rc| ctqp"r ctv'gu'ko r qtvcf cu"*Xgpcnw . "F cpc."I wk'k"Dquj qmw." Rq'ko gvcn"{' "O ki qt+074" Nc"o c {qt'p' f g'guvcu" k'peqtr qtcekqpgu'ug'f k'q'gpvtg"4236"{' "4237."{' "ug' r tqf w'gtqp"gp' h'p'g'c'eqp'gn'ek'eq'c'ue'g'p'f gpv'f g'VCUC"gzr n'ec'f q'gp'gn'ecr' p'w'q'c'p'v'gt'k'q'0Gu'f gek'." c'r ctv'k'f gn'r rc'p'f g'gzr cpuk»p. "{' 'h'ek'k'cf q'r qt'gn'eco d'k'f g'o qf gn'c'rc"J k'wz": AI g'p'gt'cek»p." gn'uc'nc'c'n'p'k'gn'f g'h'cd't'k'ec'ek»p'f g"322022"wp'k'cf gu'gp"4238"{' "mu't'g'k'p'v'gi t'qu'q'ht'gek'f qu'r qt"rc" n'g{ "cwqr ct v'kuc'0"

" Wp"ewctv'q"grgo gpv'q' f g"t'g'x'c'pek"gp"gn' v'k'q' f g"gobernanza"iq' eqp'uk'w'f g'gn' h'f' tt'gq' eqpvt'q'nf g'VCUC'luqdt'g'luw'it' tqxggf qtgu'0Nc'bo c {qt' r ctv'g'f g'rcu'go r t'guc'gpvt'g'x'k'uc'f cu'f gu'cecp' guv'g'r v'p'v'q"{' "cni w'pcu't'go c'tecp"rc'eqo r n'g'k'f cf "f g"t'cdclct"gp"guvcu'eqp'f lek'q'p'gu'0Rq't'gl'go r n'q." ETCHOUC"r n'p'v'g'c"rc" f k'h'ew'nc'f "f g" cwo gpvt" r t'gek'qu'eqp"VCUC." n'q' ewc'n'rgu'f gl'c" d'cl'qu' o a ti g'p'gu'f g'i c'p'c'pek'0C'uw'x'g|. 'f gu'f g'I wk'k'lu'qu'k'p'p's w'g'c'Vq{ qvc "le interesa la reducción de costos, pero por mejoras de la productividad, reducciones naturales, no forzadas". Cf go a u. "f gu'f g"O gvcn'c"t'go c'tecp"s w'g"rc"gz'ki g'pek"r qt"r tqf w'v'k'k'f cf "{' "ec'rk'cf "r qt"o qo gpv'qu"gu' g'zeg'uk'co gpv'g"cn'c'0' Culo kuo q." guv'g'eqpvt'qn'r w'g'f g"x'gtug"gp"rc"r t'qr k'g'f cf "f g"mu'o q'f gu"{' " o c't'k'egu's w'g'q'v'q'ti c"c'rcu'cwqr ct v'kuc'c'f h'gt'g'pek'f g'q'v'cu'v'g'to k'p'c'rgu'cw'qo q't'k'egu'0"

" Gp"ewcpv'q"c"rc"ugi w'p'f c"en'uk'h'ec'ek»p'f g"gobernanza."t'g'c'rk'cf c"r qt" I g't'g'h'k"{' "qvt'qu' *4227+."mu'v'k'q' f g"2'uc"gp"rc" k'p'f w'v'k'c'cw'qo q'v'k'k' r w'g'f gp"x'ct'k'ct'f g'g'p'f k'g'p'f q'f g'rc"t'g'rc'ek»p" v'g'to k'p'c'n'r tqxggf qt0Cuñ"{' c'r ctv'k'f gn'c'p'a n'ku'f g'rcu'q'peg'cw'qr ct v'kuc'c'gpvt'g'x'k'uc'f cu'ug'erc'uk'h'ec' guv'g'vr q'f g'x'pewu'eqp"VCUC0Gp'd'cug'c'rcu'g'ng'o gpv'qu'f gu'cecf qu."{' "uki w'k'p'f q'guvc'vr q'm'j 'p'c' f g"gobernanza, "ug'r w'g'f g'u'qu'v'p'gt's w'g"Vq{ qvc'wx'q't'gu'v'k'q' f g'x'pewu'eqp'rcu'cwqr ct v'kuc'c'gpvt'g'x'k'uc'f cu.'s w'g'ug'r w'g'f gp'erc'uk'h'ec'f gn'uki w'k'p'v'g'o qf q'0"

"

⁴⁷⁴"Gp"gn'ecuq'f g"l| c| cnk'w'o d'k'p'ug'f gur rc| ctqp"ko r qt'v'ek'p'p'gu."r g't'q"rc"go r t'guc'f gekf k»'k'p'uc'c'm't'r n'p'vcu'gp" W'wi w'c"{' "R'ct'ci w'c"{' .r qt'iq'v'p'v'q.'ug'uki w'k»'ko r qt'v'p'f q'i t'cp'r ctv'g'f g'rc'p'w'g'x'c'r tqf week»p'0"

Tabla V-1 - Tipos de gobernanza de TASA con proveedores entrevistados

	Modular	Relacional	Cautiva
Complejidad de la información	Alta	Alta	Alta
Habilidad/necesidad para decodificar la información	Alta	Media	Alta
Capacidades de los proveedores	Alta	Alta	Baja
Nivel de coordinación y asimetría de poder	Medio-bajo	Medio	Medio-alta
Casos	Mirgor, Dana, Metalsa, Polimetal	Denso, Toyota Boshoku, Yazaki	Esteban Cordero, Industrias Guidi, Ventalum, y CRAFMSA

Hwgpvg<gndqtce>p'r tqr kc"gp"dcug"e"gpvtgxkrcu"e"r tqxggf qtgu"{'I gtghk"{'qvtqu"*4227+0'

"

Gp"r tko gt"nwi ct."Vq{qvc"Cti gpvpc"guvcdngek>"wpc"gobernanza"modular eqp"cs wgrcu" r tqxggf qtgu"o a u'i tcpf gu'pq'lcr ppgucu."wrgu"eqo q'O kti qt."F cpc."O gvcnc"{'Rqiko gvcrl'Guq"ug" f gdg" c" s wg" r" eqo r rglkf cf " f g" r" kphqto cek>p" kpvgtco dkc f c." uw" eqf kkecdkrf cf " {" rcu" ecr cekf cf gu" f g"mqu'r tqxggf qtgu"uqp"cnco"gp"guvqu"ecuqu0Cf go a u."gp"guvg"vkr q" f g"gobernanza ug" gpecti cp" r tqf wevqu" gur gekkecf qu" c" r tqxggf qtgu"cnco gpvg"eqo r gvpgvu."eqp"xgtucvkrkf cf " r ctchdtlect'f kwpqu'r tqf wevqu"{'eqp"wpc"ectvgtc'f g'enkpvgu"b gf kpcpo gpvg'f kxgtukkecf c0Guv" xctkfg cf 'f g'enkpvgu"{' r tqf wevqu'dtkpf c"e'mqu'r tqxggf qtgu"vpc"cwqppqo 'c'tgrvkc't gur gevq'c'mqu" eqo r tcf qtgu"{' .r qt'gpf g.'rcu'culo gv'cu'f g'r qf gt'gpvtg'co dqu"uqp'tgrvkc'co gpvg'tgf wekf cu0Guv" hwg"gr'ecuq'f g'O kti qt."F cpc."O gvcnc"{'Rqiko gvcrl'

"

Gp"ugi wpf q'hwi ct."VCUC"o cpwxq'wp"x'pewm"relacional eqp'rcu'ukvgo krcu'lcr ppgucu" F gpuq." Vq{qvc"Dquj qmw" {" [c| cnk0' Gp" guvg" vkr q" mqu" r tqxggf qtgu" vco dlz p" uqp" cnco gpvg" eqo r gvpgvu" {" gz kvg" wpc" cnc" eqo r rglkf cf " f g" rcu" vcpuceekppgu." r gtq." c" f hgt gpek" f g" r" modular." r" eqf kkecdkrf cf " f g"2 ucu" gu" dclc." r qt"m" s wg" gr'eqpqeko kpvq"v' ekq" vkgp"wp"tqn' etwekrl0D'aleco gpvg.'gvcu'go r tgucl'r quggp'uwu'egpvtqu'f g'K F'gp'grhwi ct'f qpf g'Vq{qvc'tcf lec" grlf kug° q"{' f gucttqm'f g'wp"b qf gr'f g'xgj 'pewm' gur ge'heq0Gp'gr'ecuq'f g'rc"Vq{qvc'J kwz."guvg" r c'u"gu"Vckrpf c."{'rcu'ukvgo krcu'lcr ppgucu"vco dlz p"kpucrp'uwu'egpvtqu'f g'kpxguki cek>p"gp" gug'r c'u0F g'guvg"b qf q."gr' twguq'f grlpvgtco dkq'f g'kphqto cek>p'ug'f gur rgi c'cnf"{'hwgi q'guqu" r tqf wevqu"{' r tqeguqu"uqp'tgr rkecf qu"gp"qvtqu'egpvtqu'kpf wutkrqu."gp"guvg"ecuq."Cti gpvpc"{' Uwf^a hkec0'

Gp"guvcu'ecf gpcu'ug'xgtkhe"vpc"o wwc'f gr gpf gpek"gpvtg'r tqxggf qt"{'eqo r tcf qt."{'rc" eqphkcp| c'gpvtg'rcu'r ctvqu'ug'xwrg'k'uwco gpvg'ko r qvcpv0Nc'pgegukf cf 'f g's wg'rc'kphqto cek>p" v' ekc'hw'c'gpvtg'r tqxggf qt"{'eqo r tcf qt"j ceg'f g'rc"r tqzko kf cf "uqekn'{'gur cekn'gpvtg'co dqu" ugc'wp'tgs wukq'f g'guvg"vkr q" f g"vcpuceekppgu0F cf c'cn'eqphkcp| c"{'rc"o wwc'f gr gpf gpek."gr'

Rqt'grleqvtctkq.'gritguvq'f'g'rcu'htkto cu'pq'ug'j cp'kpxqmetcf q'gp'guvqu'r tqeguqu'f'g'o glqtc" c"vtcx2'u'f'gn'VRU'Gp"gr'ecua'f'g'rcu'o wmkpcekqpcngu'ler qpgucu"*F gpuq."Vq{ qvc"Dquj qmw" { "[c| cnk±.'r qts wg" { c'm'vpp'cp'kpeqr qtcf q. ". 'gp'gritguvq'f'g'rcu'eqo r c° 'cu.'r qts wg'vkgpgp'pkxgrgu" f'g'ghlekpekc"cnqu."tcdclcp"eqp"qtqu'enkgpvgu" { "uw'xkpewrelep"eqp"VCUC"gu'o gpqu'gumgej c" swg"rc'f'g'rcu'rqecrgu"*F cpc."O gvcnc."O ki qt" { "Rqiko gvcnθ'Gp"guvcu'Ànko cu'wco dlē p'ug'j cp" mgxcf q'c'ecdq'upgrading de procesos,'r gtq'pq'r qt'rc'kpenwukp'f'gn'VRU.'ukpq'r qt'rc'eqo r tc'f'g" o cs wkpctk'o ° u'o qf gtpc."rc'kpenwukp'f'g'tqdqu" { "rc'cwqo cvk cekp'f'g'r tqeguqu."m'ewcn'rgu" r gto kkl»'cwo gpvt'uw'r tqf wevckf cf 0'

" C'uw'xgl. 'r ctc'cni wpcu'cwqr ct wku'rqecrgu.'grlx'pewm'eqp"VCUC'rgu'r gto kkl»'xgpf gtrgu" c'qvtcu'vgo kpcrgu'0'Cu'hwg'gr'ecua'f'g'Xgpvcnw. 'kpf wutku'I wfk'k' { 'Gugdcp'Eqtfgtq'0'cf go ° u." guc"Ànko c'wco dlē p'r wf q'ceegf gt'c'rc'gzt wcl»p'c"Vq{ qvc"Dtcukn"cwps wg"u»m'r qt'cni wpu" c° qu'0'

Wpq'f'g'mu'grgo gpvqu'egpvtcrgu's wg'j c'r gto kkl' q'tgerk' ct'o glqtcu'c'rcu'cwqr ct wku'gp" uw'tgrlek»p'eqp"VCUC"gu'rc'r tgxkukdkf cf "f'g'rcu'eqo r tcu'f'g'uw'enkgpv."f'gtkxc'f'c'f'g'mu" kpetgo gpvqu'r rpkhlec'f'qu" { "i tcf wrgu'f'g'rc" r tqf week»p'f'g'rc" vgo kpcn" gp" r'f'pgc" eqp" mu" r tlpek'kqu'f'g'production smoothing'f'gn'VRU." { "f'g'uw'x'pewm'c'rc'iti q'r m| q'0'c'nt'gur gevq.'rc'i tcp" o c { qt'c'f'g'rcu'go r tgucu'f'guvcep"guv'hcvtq."gr'ewcn'gu'c'Àp'o ° u'xcmq'cf q'gp'wp'o gtecf q'vcp" xqñ wle'eqo q'gr'cti gp'kq'0'Gp'gr'ecua'f'g'o ° u'gz'vgo q.'Gugdcp'Eqtfgtq'f'g'ekf k»'tcdclct'w»m'eqp" enkgpvu'ler qpgugu'f'gdk' q'c'guv'vgo c'0'Gp'r ct wewrt.'rcu'cwqr ct wku'ug° c'ncp's wg.'r qt'wp'rc'f'q." rc" guvdkf'cf" { "r tgxkukdkf'cf" f'g'mu'eqpvtcvqu'rgu" r gto kvg" r rpkhlect." { ".r qt" qvtq"rc'f'q." gr' kpetgo gpvq'i tcf wcn'mu'hcxqtgeg"cn'r qf gt"uwdk"uw'ecr cek'cf "f'g'r tqf week»p."r gtq'f'g'hqto c" guc'mpcf c." { c's wg.'uk'gr'cwo gpvq'f'g'rcu'eqo r tcu'ug'f'kgtc't° r kf co gpvq.'rc'o c { qt'r ct'v'f'g'rcu' cwqr ct wku'pq'r qf t'c'tgerk' ct'rcu'kpxgtukqpgu'pgeguet'ku" { "m'j tct'rc'ecr cek'cf "f'g'r tqf week»p" f'g'rcu'pwgxcu»tf gpgu'0'cf go ° u.'grlxqno gp" { "r tgxkukdkf'cf "f'g'eqo r tcu'f'g'Vq{ qvc'rg'r gto kkl»" wco dlē p'c" F cpc'gur geknk' ctug'gp'gr'o gtecf q'f'g'rcu'r ken'wr u."f'glcpf q'f'g'rc'f'q'qvtq'vkr q'f'g' enkgpvu'eqp'mu'ewcn'gu'gucdc'gpeqvtc'pf q'f'kxgtucu'f'khwncf'gu'0"

Nc" Àlec" gzegelep" uqdtg" guv" grgo gpvq' hcxqtcdrng" m' r tgu'pvc" [c| cnk'0' Rctc" guv" cwqr ct wku."f'lej q'kpetgo gpvq'i tcf wcn'f'g'r tqf week»p'f'khwnc"uw'hwpekqpc'kpvq'r qt'rcu" ectcevt'p'rcu'f'g'o cpq'f'g'qdtc'kpv'pukxc'f'g'rc" r tqf week»p'f'g'ecdrgu'0'Gu'q'drki c'go r tgp'gt" r tqeguqu'f'g'eqpvtcelep'f'g'r gtuqpcn's wg'uqp" equququ'r ctc'rc'htkto c'0' Cf go ° u."f'guf'g'rc" r tqxggf qtc'tgucncp's wg'rc'dclc'i cpcpek'f'g'rc'r rcpvc'rqecr' { "rc'hcnc'f'g'kpxgtukp"gp'rc'htkto c" go r gqtc'p'f'lej c'ukwcek»p'0'

Ukp" go d'cti q." gp" rc" i tcp" o c { qt'c'f'g'rcu' r tqxggf qtcu' gr'cwo gpvq'i tcf wcn'f'g'rc" r tqf week»p'f'g'VCUC"j c'r gto kkl' q's wg'rcu'cwqr ct wku'tgerk'gp'rcu'kpxgtukqpgu'r ctc'o glqtc'

re'r tqf wevklf cf " lq'kpetgo gpvct're'r tqf week»p0Gri'ecuq'o a u'tgr tgugpvcvklq'f g"guvg'r tqeguq'mq" r tgugpvc"Kpf wutku'I wkl k's wg'tgcrk »"wpc"i tcp"kp'xgtul»p'r ctc"eqpwt'kt'uw'ugi wpf c'r ncpvc"gp" \ ^ tcvg.'r t»zlo c'c'rc'lf dtlec'f g"VCUC."{ 'cwo gp»'rc'ecp'kf cf 'f g'r ct vgu'f 'r kg| cu'gp'iqu'xgj ¶ewqu" Vq{ qvc0' Gp" gn' ecuq" f g" Kpf wutku'I wkl k' { " F gpuq." cf go a u." guvcu" kp'xgtukppgu" ug" xkgtqp" r qukl'k'kf cu'eqp'rc'qdv'gpe»p'f g'et² f kqu'HQP F GCT"gp"4236"4237."cn'ki wcn's wg"Vq{ qvc0'

Rqt "Anko q."gp"cn' wpu'ecuq'u'g'tgi kwtctqp"qtvtu'r tqeguq'u'f g"upgrading."cwps wg" f g" hqto c'o a u'ckur'cf c' { "r wpcu'0'Rqt"glgo r mq."r ctc"Xgpvcnw "gn'x'¶ewm"eqp"Vq{ qvc"mg"r gto kkl»" tgcrl' ct'wp'upgrade de producto" { c's wg'r cu»'f g'r tqf wekl' u»mq'xgpvcpcu'c'r qf gt'hdctlect'guktdu' { 'r qtvcgs wkr clgu0'Gp'r ct'kwrc't.'guq'j cdkrk»'s wg'ug'gur gekr'kg"gp'guvg"Anko q'r tqf wevq' { 'r wgf c' r qulekq'pctug"eqo q"mff'gt'f gn'o gtecf q"mecn0'Rqt"qtvtu'rcf q."ETCHO UC"tgcrl' »"wp'upgrading funcional' cn'f gucttq'mct'gn'uqr qtvg'f gn'v'gp'f g'rcp'v'gt'q'r ctc"VCUC"eqp'gn'rcp| co k'gp'v'f gn'KO X." cwps wg"rcu'eqo r rkecekppgu'f g"rc'hko c"gp"mqu'c° qu'r quvgt'kqt'gu'f h'kw'w'ctqp"uw'ecr celf cf "f g' f kug° q"g'kppqxcel»p0C'f go a u."Vq{ qvc"Dquj qmw'r wf q"mgxct" c"ecdq'wp'ng'x'g'upgrade funcional, cn'eqo gp| ct'eqp'cn' wpcu'ce'vklf cf gu'f g'f kug° q0Cu'¶'f guf g'gn'4239"cdt»'wp'f gr ctvco gpv'f g" O cpci go gp'v'f g"Rtq{ gevqu."gp'gn'ewcn'ug'tgcrk' cp'ce'vklf cf gu'f g"kppqxcel»p'r ctc"cf cr vct'gn' r tqf wevq" c" uw' eqpvz'v'q" mecn0' Rqt" glgo r mq." f gucttqm»" wp" ukvgo c" r ct'kwrc't' f g" ckt'gu' ceqpf k'k'q'pcf qu'r ctc"cul'gp'v'qu.'f cf cu'rcu'gur gek'k'ek' cf gu'f g'mqu'o gtecf qu'rc'v'p'qco g'k'ecp'qu0"

Gri'ecuq'f g'O kti qt "gu'gn'Ap'leq"gp'gn's wg'ug'j c'm'g'x'cf q" c"ecdq'wp'upgrade intersectorial." { c's wg'eqp'Vq{ qvc'eqo gp| »'c'hdctlect'ukvgo cu'f g'gpvt'g'v'p'ko k'gp'v'c'dq'f q.'c'r ct'v'k'f gn'ce'w'gt'f q" f g'v'cp'uh'gt'g'pek'v'gep'qn'i kec'eqp'rc'hko c'lcr'q'p'guc'Rk'q'p'g'gt0N'w'gi q."O kti qt'eqp'v'p'w»'f kug° cp'f q" { 'r tqf we'k'p'f q"gu'qu'ukvgo cu'r qt'uw'ew'gp'vc."go r t'g'p'f k'p'f q"wp'upgrade funcional0'Gu'v'g'ecuq" eqo dl'pc'mqu'r tqeguq'u'f g'upgrade o a u'cx'cp| cf qu'gp'v'g'rcu'cw'qr ct'v'k'cu'f g'VCUC" { 't'guc'nc'c'Ap" o a u'f cf q's wg'gu'rc'Ap'lec'r tq'x'g'gf qtc'f g'ecr k'c'rgu'm'ec'rgu's wg'hdct'lec'ukvgo cu'eqo r n'gl'qu'gp'gn' r c'¶u0"

Uqdt'g' guvg" Anko q" r w'p'v'q" mqu" r tq'x'g'gf qt'gu' u'qu'k'p'p'p" s wg" rc' cw'g'p'ek' f g' h'w'p'ek'q'p'gu" cx'cp| cf cu'f g'K'F'f g'Vq{ qvc'gp'Cti'gp'v'p'c' { 'f g'wp'eg'p'v'q'f g'K'F'gur gek'crk' cf q'v'cp'v'q'gp'gn'r c'¶u" eqo q" c'p'k'x'gn't'gi k'q'p'cn'u'q'p'rc'ko k'cek'q'p'gu'ko r qt'v'p'v'gu'c"rc"j qtc'f g'ng'x'ct" c"ecdq'ce'vklf cf gu'f g" k'p'p'q'x'cel»p0'Eqo q"eq'p'v'c'ect'c'f g'guvg"cur'gev'q"ug"r w'gf g"x'gt"e»o q"rcu'ukvgo k'v'cu'lcr'q'p'guc'u" r ct'v'k'cr'cp'eqp'Vq{ qvc'f gn'f kug° q" { 'f gucttq'm'f g'rc"J k'wz" { 'rc"UY 6" { 'uwu'r ct'v'gu'gp'V'ck'p'f k'c." { 'n'w'gi q"gu'qu'r tqf we'v'qu'u'q'p't'gr'nc'ef qu'gp"Cti'gp'v'p'c.'f gl'c'p'f q"wp'o cti'gp'g'uecuq"r ctc'guvcu' ce'vklf cf gu'gp'gn'r c'¶u0'Rqt"wp"rcf q."gu'q'f c"ew'gp'vc'f gn't'qn'eg'p'v'cn's wg'v'k'p'p'p' guvg'v'kr'q'f g" r tq'x'g'gf qt'gu'i n'q'd'c'rgu'lcr'q'p'g'gu'gp'rc'et'g'ec'k'p" { 'f gucttq'm'f g'iqu'x'gj ¶ewqu"Vq{ qvc." { 'rcu'd'cl'cu" ecr celf cf gu's wg's w'gf cp'r ctc'rcu'h'k'c'rgu'm'ec'rgu'f g'gu'qu'ukvgo k'v'cu0'R'gt'q.'cf go a u."gu'q'o c'tec" wp'm'p' k'g'r ctc'rcu'cw'qr ct'v'k'cu'm'ec'rgu' { 'uwu'qr qt'w'p'k'f cf gu'f g'g'ue'c'rc'o k'p'v'q'gp'gu'v'c'ef'g'p'c'f g"

xcmt. " { c " s w g " r u " r c t v g u " o " a u " e q o r n g l c u " { " e q u q u c u " f g " m u " x g j " f e w m u " u q p " f g v g t o k p c f c u " g p " c e w g t f q u " i m d c r g u " g p v t g " o w n k p c e k q p c r g u . " n g l q u " f g " e g p v t q u " u g o k k p f w u t k r g u " e q o q " C t i g p v k p c 0 G u v " g x k f g p e k " u g " e q p f l e g " e q p " q v t q u " t c d c l q u " s w g " f g u c e c p " s w g " r u " c e v k x k f c f g u " f g " K F " v k g p g p " w p " d c l q " i t c f q " f g " k p v g t p c e k q p c r k k c e k p . " { " u g " e q p e g p v t c p " r t k p e k r c m o g p v g " g p " m u " r c " f u g u " f g " q t k i g p " f g " r u " c w q o q v t l e g u " i m d c r g u " q " g p " q v t q u " r c " f u g u " f g u c t t q m f q u " * E c t t k p e c l g e w z " g v " c r f 0 " 4 2 2 3 = O k m g t . " 3 ; ; 6 + " { " s w g " r u " c e v k x k f c f g u " k p v g t p c e k q p c r k k c f c u " o " a u " c n f " f g " g u q u " f g u k p q u " u w g r g p " u g t " c s w g n c u " x k p e w r f c u " c n f g u c t t q m f " f g " r t q f w e x u " { " r c " c f c r v e k e p " c " r u " e q p f l e k q p g u " t g i k a p c r g u " { " p c e k q p c r g u " * R c x i f f p g m " 4 2 3 4 + 0 ' }

P q " q d u x c p v g . " c n i w p q u " r t q x g g f q t g u " u g o c r c p " r c " r q u k d k r k f c f " f g " f g u c t t q m f " f g " r t q f w e x u " r c t c " r c " J k n w " I c l q q " T c e k p i . " s w g . " c w p s w g " u w " x q n w o g p " g u " d c l q . " u w " f k u g o q " g u v " w d k e c f q " g p " C t i g p v k p c 0 R g t q . " j c u v c " g n " r g t " q f q " f g " g u w f k q " f g " g u v c " v g u k u . " g u q " p q " j c " k o r w u c f q " p w g x q u " r t q e g u q u " f g " u p g r a d i n g " f g " r t q x g g f q t g u " m e c r g u . " u c r k q " c n i w p c u " c e v k x k f c f g u " f g " r c " h k r k n f g " V q { q v c " D q u j q m w 0 " }

G p " t g u w o g p . " r c " o c { q t " r c t v g " f g " r u " c w q r c t v k u c u " f g " e c r k c r g u " m e c r g u " u g " j c p " x k u v q " d g p g h e k f c u " r q t " r t q e g u q u " f g " u p g r a d i n g d e p r o c e s o s , r t k p e k r c m o g p v g " c " r c t v k " f g " r c " k p v t q f w e e k p " f g n " V R U " { " g p " o g p q t " o g f k f c " r q t " r c " c f q r e k e p " f g " p w g x c " o c s w k p c t k c 0 C f g o " a u . " c n i w p q u " f g " g m q u " r w f k g t q p " c e e g f g t " c " q v t q u " e n k p v g u " m e c r g u " c " r c t v k " f g " u w " x " f e w m u " e q p " V C U C 0 R g t q " g n " g r g o g p v q " s w g " r c " i t e p " o c { q t " f c " f g " m u " r t q x g g f q t g u " f g u c e c " e q o q " r t k p e k r c n " d g p g h e k q " g u " r c " r t g x k u d k r k f c f " s w g " d t k p f c p " m u " c w o g p v q u " i t c f w c r g u " { " u q u v g p k f q u " g p " r c " r t q f w e e k p " f g " x g j " f e w m u " f g " V q { q v c 0 G u q " r u " r g t o k g " r r c p g c t " r c " q t i c p k k c e k e p " f g " r c " r t q f w e e k p . " r u " l p x g t u k q p p g u " { " c p k o c t u g " c " c o r r k c t " u w u " e c r c e k f c f g u " r t q f w e v x c u " c p v g " r c " k p e g t v k f w o d t g " s w g " r c " o c e t q e q e p q o " f c " c t i g p v k p c " r g u " r t g u g p v c " e q p v k p w c o g p v g 0 U k p " g o d c t i q . " g p " t g r e k e p " e q p " q v t q u " r t q e g u q u " f g " u p g r a d i n g f g " m u " r t q x g g f q t g u . " r u " o g l q t c u " u q p " r w p w c r g u " { " g u e c u c u 0 G p " r c t v e w r c t . " r c " w d k e c e k e p " f g n l e g p v t q " f g " K F " f g " r c " V q { q v c " J k n w " g p " V e k r p f k c " { " m u " e q p v t c v u " i m d c r g u " e q p " m u " u k u n g o k u c u " l c r q p g u g u . " s w g " v c o d k e p " t c f l e c p " u w u " e g p v t q u " g p " g u g " r c " f u . " o c t e c p " i f f o k g u " t " f k f q u " r c t c " r u " c w q r c t v k u c u " m e c r g u " { " u w u " q r q t w p k f c f g u " f g " g u e c r c o k e p v q " g p " g u v c " e c f g p c " f g " x c m t 0 ' }

Conclusiones parciales

" G p " m u " e c r " f e w m u " r t g e g f g p v g u " u g " j c " f g u c t t q m f q " e w " n " h w g " g n " t g e q t t k f q " f g " V q { q v c " g p " C t i g p v k p c " g p " r u " A n k o c u " f 2 e c f c u " { " r u " e c w u c u " f g " 2 u v g 0 C u " f " u g " j c " o c t e c f q " r c " g z e g r e k q p c r k f c f " f g " g u v c " h k t o c " g p " w p c " u g t k g " f g " f k o g p u k q p p g u " { " u g " j c " g z r i k e c f q " u w " e s t r a t e g i a e m p r e s a r i a l " c " r c t v k " f g " u w " i n c r u s t a c i o n i n t e r n a c i o n a l " { " n a c i o n a l . C u " f " c " r c t v k " f g " m " g z r w g u v " j c u v c " g u v c " u g e e k e p " f g " r c " v g u k u . " s w g f c d c p " r q t " t g u r q p f g t " c n i w p c u " r t g i w p c u " r c t c " r q f g t " c p c r k k c t " g z j c w u k x c o g p v g " s w 2 " }

hqtoc"vqo »'r'tgrcek»p'f g"VCUC"eqp"rcu"go r t g u c u'w d k e c f c u'öci wcu'cttkdcö"gp'uw'ecf gpc"fg" xcmqt0"

F g"guvg"o qf q."gp"gn'r t g u g p v g'ecr ¶wru"ug"j c'r qf kf q'f kwekf ct's wg"c'r ct v k'f gn'4234"gn' eqghlekpgv'f g'r ct v gu"ko r q t v c f c u' u d t g'x g j ¶ewru'r t q f w e k f q u'j c'k f q'dclcpf q"uquvpgk co gpvg." f c p f q'ewgpw'f g'wp'r t q e g u q'f g'o c { q t'eqpvgpk q'mecnf'gp"uwu'xgj ¶ewru'0'Guc"vgpf gpek"kgpg" eqttgrvq"eqp"gn'o c { q t'etgelo kpgvq"gp"rc"r t q f w e e k » p" { "rcu"gzr q t v e k q p g u'f g'rc"htoc"gp"rc" ugi w p f c'f²ecf c'f gn'uki m0Ukp"go d c t i q.'wpc'i t c p'r c t v g'f g'rcu'cwqr c t v g u'k o r q t v c f c u' u q p'f g'c n c" eqo r n g l k f c f.'r t q x l p k g p f q'f g'Vekrp f k'hub"o w p f k c n f g'rc"J k w z+.f g'Dtcuki"O g t e q u w t+{.'ecf c" x g l "o g p q u."f g"Lcr »p" *ecuc"o c v k k +0'Nc"ko r q t v e k » p'f g" g u v q u' u k u g o c u" *r t k p e k c m o g p v g" m u" o q v t g u" { "eclcu'f g'eco d k q + u g'f g u c e c"r q t s w g' u q p'f g'c n c" e q o r n g l k f c f "v²e p l e c" { . 'r q t' m' v c p v q." r q u g g p"o c { q t'x c m q t'c i t g i c f q' s w g' q v t c u' }

Cf go^a u."ug"j c"xkruq"s wg"VCUC"co r nk»"hwgtvgo gpvg"uw'dcug"fg"r t q x g g f q t g u' m e c r g u' f g u f g' u w' k p u c r e k » p' g p' g n' r c' ¶u'0'Gp"guvg"ugpvk q."vco d k p"ug"eqttqdt»"s wg"rc"o c { q t'¶c"fg"mqu" r t q x g g f q t g u'f g'Vq { q v' t c f k e c f q u' g p" C t i g p v k p" u q p'f g' e c r k e r g u' p c e k q p c r g u' 0' U k p" g o d c t i q." c" r g u c t'f g' g m q." v c o d k p" u g' q d u g t x » " s w g' r c" i t c p" o c { q t'¶c"fg"guvu"ug"fg'f k e c p" c" c e v k k f c f g u' o^a u" u k o r n g u." v c r g u' e q o q' r c' h c d t e k e k » p' { 'r t q x k u k » p' f g' r c t v g u' b o g v² r e c u" { 'r n' u k e c u' 0' C f g o^a u' b o w e j c u' f g' g u c u' c w q r c t v g u' r q u g g p' x g p v c l e u' h t g p v g' c' r c u' k o r q t v c f c u' r q t' u g t' r k g l c u' b u l k y." r c u' e w e r g u' u q p' f k f e k r g u" { " e q u v q u c u' f g' t c p u r q t v c t 0' N c" g z e g r e k » p' g p' g u v g' e q p l w p v q' m' r t g u g p v c" O k i q t." { c" s w g' h c d t e c' r c t v g u' f g' b o c { q t' e q o r n g l k f c f " v² e p l e c 0' R q t' A n k o q." h u' q' v t q u' v t g u' r t q x g g f q t g u' f g' u k u g o c u' f g' o c { q t' x c m q t' u q p' c w q r c t v k u c u' i m d c r g u' l c r q p g u c u' f q u' f g' g m c u' f g n' I t w r q' V q { q v c 0' "

C"uw'xgl."c"m"rti q"fg"guvg"ecr ¶wru"ug"j c"xkruq"s wg"rc" *gobernanza* "fg"VCUC"ug"j c" ectcevgtk cf q'r qt'uw'r ctvek r c e k » p' c e v k c' g p' g n' f g u c t t q m q' f g' r t q x g g f q t g u' m e c r g u' . u w' k p v g t e c o d k q' h m k f q' f g' k p h q t o c e k » p' e q p' g m q u' . u w u' x' ¶ e w r u' f g' r c t i q' r m | q . ' r g t q' e q p' h w g t v g' z k i g p e k { ' e q p v t q n' f g' m u' o k u o q u' 0' C f g o^a u . ' m u' v k r q u' f g' *gobernanza* 's w g' j c' g u v c d r g e k f q' e q p' m u' f k u k p v q u' i t w r q u' f g' c w q r c t v k u c u' u g' f k x k f k g t q p' g p' *relacional* " e q p' u k u g o k u c u' i m d c r g u' l c r q p g u g u . " m o d u l a r e q p' c w q r c t v k u c u' i t c p f g u' p q' l c r q p g u c u' { " c a u t i v a " e q p' r c " o c { q t'¶c"fg"mqu"r t q x g g f q t g u' f g' e c r k e r g u' p c e k q p c r g u' }

Ukp"go d c t i q . ' w p c' f g' r c u' r t g i w p v c u' h w p f c o g p v c r g u' f g' g u c' v g u k u' u g' e g p v c' g p' u c d g t' f g' s w² " h q t o c' g n' c w o g p v q' f g' r c' r t q f w e e k » p . " r c u' g z r q t v e k q p g u' { " g n' e q p v g p k f q' m e c n f' g' m u' x g j ¶ e w r u' f g' V C U C " t g f w p f » " g p' o g l q t g u' e c r c e k f c f g u' v² e p l e c u' f g' r c u' c w q r c t v k u c u' x l p e w r c f c u' e q p' g m c 0' C n' t g u r g e v q . " r c " r k g t c w t c " o c t e c " s w g' m u' x' ¶ e w r u' f g' f g u c t t q m q' g p v t g' v g t o k p c r g u' { " r t q x g g f q t g u' m e c r g u' u g' d c u c p' g p' r c " e q m d q t c e k » p' c " r c t i q' r m | q' g p v t g' r c u' h k k r g u' g z v c p l g t c u' { " r c u' g o r t g u c u' p c e k q p c r g u' s w g' h c x q t g e g p' r c " v c p u h t g p e k " f g' v e p q m i ¶ c' { " e q p q e k o k g p v q u' f g' r c u' h k k r g u' g z v c p l g t c u . " h q o g p v c p f q' r c " o g l q t c' f g' r c u' g o r t g u c u' p c e k q p c r g u' 0' C " r c " l p x g t u c . " r c " t g f w e e k » p' f g' "

equuqu'c"eqtvq'r n| q" {"'rcu'tgncckqpgu'dcucf cu"gp"mqu'r tgekqu"gpvtg"rcu'hkdcngu"gz vtcplgtcu" {"'rcu'
go r t gucu'pcekqpcrgu'et gcp'x'pewuqu'f gr gpf kcpvqu.'r gtr gwcpf q'rc'f gr gpf gpek'f g'rcu'go r t gucu'
{'rcu'tgi kppgu'j cekc'mu'ci gpvqu'gz vtpqu"*Rcxn'p'gm"423: =[] gwpi "('Eqg.'4237+0"

Cu'p'gp"guv'g'ecuq'ug'j c'r qf kf q'xgt's wg'rc'o c {qt'r ctvg'f g'rcu'cwqr ct vku'cu'f g'ecr kcrngu'
mccrgu'ug'j cp"xkuv'dgpg'hkckf cu'r qt'r tqeguqu'f g"*upgrading de procesos*, r tkpckr cm gpy'c"
r ctvt'f g'rc'k'pvtqf week'p" f gn'VRU" {"gp'ugi wpf q"nwi ct'r qt'rc'k'p'eqtr qtcek'p" f g'o cs v'k'p'ctk"
o qf gtpc0' Cf go ^u."cri w'pqu'f g'gmqu'r wf kgtqp"ceegf gt"cqvtqu'enk'p'vqu'mccrgu'c"r ctvt'f g'uw'
x'pewu"eqp"VCUC0'Rgtq"gn'grgo gpvq's wg'rc'i tcp'o c {qt'p'f g'mu'r tqxggf qtgu'f guvcec"eqo q"
r tkpckr c'rid'gpg'hkckf'gu'rc'r t'gxk'ldk'k'cf'f g'mu'c'wo gpvqu'i tcf w'c'ngu'{"uquv'g'p'kf qu'gp'rc'r tqf week'p"
f g'xgj 'pewu'f g'Vq {qvc0' Guq' ngu' r gto k'g' r r'p'gct' rc' qti cpk' cek'p" f g'rc' r tqf week'p."rcu'
k'p'x'gtuk'p'p'gu" {"cpk' ctug" c"co r r'kct"uwu"ecr cek' cf gu'r tqf w'v'k'cu'cp'v'g'rc'k'p'egt'v'f wo dtg'f g'rc"
o cetq'geq'p'qo 'p'cti gp'v'p'c0'Ukp'go d'cti q."gp't'g'ncck'p"eqp"qvtqu'r tqeguqu'f g"*upgrading* f g'mu'
r tqxggf qtgu.'rcu'o glqtcu'uqp'r w'p'w'c'ngu'{"g'uecucu0'Gp'r ct'v'w'rc't.'rc'w'd'lecek'p'f gn'le'gpvtq'f g'K F "
f g'rc'Vq {qvc"J k'wz"gp"Vck'p'f'k' {"mqu'eqpvt'c'qu'i' m'q'c'rc'ngu'eqp"mqu'uk'v'go k'rcu'lcr q'p'gugu."s wg"
w'o d'k'p'tcf lecp'uwu'egpvtqu'gp'gug'r c'p'u."o c'tecp'f'p' k'gu't'p' kf qu'r ctc"cwqr ct vku'cu'mccrgu' {"uwu'
qr qt w'p'kf cf gu'f g'g'uec'rc'o k'p'v'q'gp'g'uc'ecf g'p'c'f g'x'c'm't0'F g'guv'g'o qf q."ug'r w'g'f g'eqpen'v'k't's wg."
c"r guct'f gn'c'wo gpvq's wg"VCUC" g'zr g'tko gp'w'gp"uw'r tqf week'p."g'zr qt'v'cek'p'p'gu."go r ngq" {"
eqp'v'g'p'kf q'm'q'ec'n'gn'gh'g'ev'q"*spillover*"uqdtg'rcu'ecr cek' cf gu'v'ep'k'ec'u'f g'rcu'go r t gucu'f qo ^u'v'k'ec'u'
j c'uk'f q'o ^u'd'k'gp'g'uecuq0"

CONCLUSIONES

Guc"vguku"r ctv" f g"n"o qvxcclp" f g"o gfk" { "gpvpgf gt" gr' uqdtgucrkpgv" f gugo r g° q" r tqf wevq" { "eqo gteknf g"Vq{ qvc" Cti gpvpc"gp"wp"ugevt"eqp"i tcpf gu'r tqdrgo cu'gutwewtcrgu." gpvtg"mqu'ewcrgu"tgucncp"uw" f h"ek'eqo gtekn"n" f gr gpf gpek"eqo gtekn"eqp"Dtckn"n" guecuc" eqo r ngo gpvtkgf cf "r tqf wevq"gp"gn'O gtequw."gn'dclq"eqpvpgf q"mecn" f g"mqu"xgj "pwmqu"q"n" hqto c" f g" xlpewrcclp" gpvtg" vgo kpcrgu" { "r tqxggf qtgu"mecn" f g" Cu" c" t" c" "guc" ukwccclp." n" kpxguki celap" ug" j" c" egpvtcf q"gp"gn'cp" ruku" f g"ru"ectcevt"mecu" { "mqu" hcevq" g" s" w" g" zr rkecp" n" qti cpk celap" { "n" i guk"p" f g" n" ecf gpc" f g" xcmq" f g" n" h"kn" cti gpvpc" f g" Vq{ qvc" O qvt" Eqtr qtcvqp" { "uw"o glqt" f gugo r g° q"gp"eqo r ctceklp"eqp"gn'g"vq" f g"ru"vgo kpcrgu"cwqo qvtkgu" tcf kecf cu"gp"gn' c"u"gpvtg"4224" { "423; 0"

" F g"guc" hqto c."gp"gn'f gucttqm" f g"guc" kpxguki celap" ug" j" cp"cdqtf cf q"o Ankr ngu'vgo cu." ukp" go dci q."ru" r tkpkr crgu"eqpenmukppgu" hpcrgu" cr qt vcp" tghngz kppgu"gp" vgu" f kgeekppgu" / + uqdtg"n" gutcvgi k" go r tguetknf g"Vq{ qvc" Cti gpvpc" { "ru"eqpvtkdwkppgu"gp"n" f k"ewuk"p"v"gtlec" uqdtg"n" ceek"p"geqp"»o k" c" f g" h"kn" f g"GO u"=2+ "uqdtg"gn'f gugo r g° q"geqp"»o k" q" f g"n" go r tgu" { "uwu" ghgevq"gp" gpvtco cf q" r tqf wevq" mecn" { "3+ "r tqr wgu"cu" r etc" gn' tguvq" f g" n" kpf wvkc" cwqo qvtk" cti gpvpc" c" r ctv" f gn' guwf k" f g" ecuq" Cu" c" eqvkwccclp." ug" f gur rgi cp" gucu" eqpenmukppgu" gp" mqu" f k"kpqu" p"kg"rgu." c° cf kpf q" pwxcu" r tgi wv"cu" f g" kpxguki celap" s" w" ug" r rcpvcp" c" r ctv" f g" m" f gucttqm" f q"gp"guc"vguku"

1 - La estrategia empresarial de Toyota Argentina y sus aportes en la discusión teórica sobre la acción económica de filiales de EMs

Gp"n" r tguvpg"vguku"ug" j" c" f gucttqm" f q"e"»o q"ug" j" c" eqphqto cf q"n" gutcvgi k" go r tguetkn" f g" Vq{ qvc" Cti gpvpc" s" w" n" f k" uwvpgvq" c" uw" gzkquq" f gugo r g° q" Rctv" f g" guvqu" hcevq" gu" f g" xkpgp" f g" uw" *incrustación internacional* "gp" n" gutwewtc" o wvpcclqpcn" f g" Vq{ qvc" O qvt" Eqtr qtcvqp" Rt kpek" cm" gpvq." n" f gekl"p" f g" n" ecuc" o cvk" f g" cuki pctrg" c" Cti gpvpc" gn' tqn" f g" r tqf wevq" f g" n" r keni" w" J k" w" n" r gto k" k" "kpugtvtug"gp" wp" plej q" f g" o gtecf q"gp" g" zr cpuk"p"gp" vqf c" n" tgi k"p" { "o gpqu" ugpkdrg" c" mqu" xck"gp"gu" geqp"»o k" qu" f g" guvqu" r c" u" gu" Cu" kuo q." n" gur geknk" celap" r tqf wevq" f g" Vq{ qvc" gp" Cti gpvpc" { "Dtckn" h"wg" wpc" p"qxgf cf "gp" gn' b" qo gpvq" f g" uw" ko r ngo gpvccclp" { " f ghk"p" wp" hcevq" r tkpkr cni" gp" gn' f gucttqm" r quvgtkqt" Cf go " a. u." ru" ectcevt"mecu" f g" n" xgtuk"p" f g" n" J k" w" f gn' r tq{ gevq" KO X' h"wtqp" f vgt"o kpcvgu" r etc" f gur n" | ct" c" mqu" xgj "pwmqu" eqo gtekn" gu" r k" kcpqu" f g" n" eqo r gvppek." { "n" kpeqtr qtcclp" f g" n" UWX" UY 6" eqo r ctv" kpf q" n" o kuo c" r n" vchqto c" r tqf wevq" n" r gto k" k" "c" rcp" | ct" r Àdnequ" f k"kpqu" m" i tcpf q" geqpqo "cu" f g" guecnc" o"

C'uw'xgl . 'r' tcf kecelep'f g'Vq{ qvc' Cti gpvpc' { 'gn'r tq{ gevq' KO X'ug'f gur ngi ctqp'gp'wpc' hucg' gp' r' ewcn' r' hto c' o wnpcekqpcn' ug' gpeqvtcdc' gp' r ngpc' gzc'puk'p' gp' o gtecf qu' go gti gpvgtu'vcu'gn'guvpeco kgpvq'f g'mqu'r c'f'ugu'o a u'f gucttqmc'f qu.'m'ewcn'ug'r tqhwf k' » 'hwgi q' f g'rc'etkuku'f g'422: /422; 0Cf go a u.'Vq{ qvc' guvdc'f gucttqmc'p'f q'wp'r tqeguq'f g'i mdcnk' cel'p'c' r ctvt' f gn' ewcn' kpvvdc' dqtct' r'cu' f hgtgpekcu' pcekqpcrgu' f g' uwu' r tqeguqu' { " r tqf wevqu." dgpghlekpf q' r'cu'lxgtukqpgu'gp' r'cu' r r'pvcu'hwgtc'f g'Lcr »p0"

Cu'f' r'cu' h'k'rcgu' uwf co gtecp'cu. "uk' d'k'p'pq' g'cp' egpvt'rgu' gp' v' to k'pqu' r tqf wev'xqu' { " eqo gtekr'gu' r ctc' r' o wnpcekqpcn' eqo q' m' h'wgtq' q'vt'qu' r c'f'ugu' c'uk' v'lequ. u'f' h'wgtq' o gtecf qu' f k'p' a lequ' { "gp' etgelo kgpvq' f wcp'v' r'cu' r tko gtcu' f' 2 ecf cu' f gn'uki m. 'm' ewcn' vco d'k' p' k'pek' k' » gp' r'cu' l'pxgtuk'p' f g'rc' hto c' gp' r' t'gi k'p' 0Cuko kuo q. "gp' guvqu' A' nko qu' f gegp'ku' VO E' c'recp' | ». 'l'wpvq' c' Xqmiy ci gp. "gn' r'kf gtc' | i q' cwqo q'vt'k' "gp' v'q' q' gn' o w'p'f q. "f gp'q'c'p'f q' w'p' etgelo kgpvq' f g'rc' eqo r c' o' f' c' p'k'gn' i mdcn'0"

Cf go a u.'gn'r tq{ gevq' k'pek'cn'f g'Vq{ qvc' Cti gpvpc' eqo r t'g'p'f k' » f guf g' gn' eqo k'g'p' q' w'p' r r'p' c' r'cti q' r' m' | q. 'r' ctvg' ectcevt' f' u'k'ec' f g'rc' gutcvgi k' eqtr qtc'v'x'c' i mdcn'f g'Vq{ qvc' 0Gp' gn'ecuq' cti gpvpc' . "guvq' uki p'k'k' » r t'k'pek' cno gpv'g' r' r'p'v'g'ct' r'cu' uwv'gp'v'cd'k'k' cf "eqo gtekn'f g'rc' r' r'p'vc' gp' dcug' c' r'cu' g'zr qt'v'cek'p' { " r'cu' k'pek' r' qt'cek'p' f g' eqp'v'g'p'k' q' m'ec' n'gp' m'qu' x'g'j' f'ew'qu' r tqf wek' qu' gp' gn' r c'f' u' 0Gm' r'g' r' gto k'k' » c' VCUC' eqp'v'ct' eqp' m'qu' f » r'ct'gu' p'geguct'ku' r ctc' r'cu' k'o r qt'v'cek'p' f g' r' ct'v'gu' { 'r' k'g' cu. 'f' cf qu' m'qu' j' k'v' » t'k'equ' r tqd'igo cu' f g' f' 2 h'ek' / eqo gtekn'f gn'ugev'qt' 0Guv'qu' cur gev'qu' t'gh'g'lc'p' r ctvg' f gn' r' cr gn' s' w'g' r'cu' u'w'duk' k'ct'k' cti gpvpc' ewo r r'k' » gp' r'cu' gut'wewtc' o wnpcekqpcn' { " e » o q' r'cu' gutcvgi k' f g' VO E' u'g' r' r'cuo » gp' r'cu' go r t'guc' m'ec' n'0"

Ukp' go deti q. 'vco d'k' p' ecdg' o g'pek'q'p'ct' s' w'g. 'c' r' guct' f g' guv'g' eqp'v'g'z'v'q' k'p'v'g't'p'cek'q'pcn' q'vt'q' f g' m'qu' r c'f' u'g' u' r tqf wev'qt' gu' f g' r' k'eni'w' r u' J' k'wz' f gn' r tq{ gevq' KO X. 'Uwf' a h' k'ec. "gn' ewcn' w'x'q' w'p' r' cr gn' ecuk' k' f' 2 p'v'ek' c'n' cti gpvpc' gp' gn' r r'p' f g' r'cu' ecuc' o c'vt'k' . "p'q' t'guw' » v'cp' g'z'k'v'qu' eqo q' u'f' m' h'w'g' gp' Cti gpvpc' 0Gu' f gek. "r'cu' r' r'p'vc' u'w'f c' h' k'ec'p'c' u'g' guv'cd'ng'ek' » eqo q' w'p'c' f g' r' tqf wev'q'c' f g' r' k'eni'w' r u' J' k'wz' { " UY '6' uki v'k'g'p'f q' m'qu' r'k'p'g'co k'gp'v'qu' o ctecf qu' r qt' gn' hub' f g' r' tqf wek'p' gp' V'ck' r'p'f k'c' { " eqp' w'p' r' r'p' dcuc'f q' gp' r'cu' g'zr qt'v'cek'p' c' w'p'c' t'gi k'p' » eqp' w'p'c' gut'wewtc' » geqp' » o k'ec' o c' { q't'k'ct'k'co gpv'g' r' t'ko c'k'c' 0P' q' q' d'uv'c'p'v'g. "guv' hto c' p'q' c'recp' | » m'qu' u'q'dt' g'uc' r'k'p'v'gu' t'guw'nc'f qu' r tqf wev'xqu. "eqo gtekr'gu' p'k'f g' eqp'v'g'p'k' q' m'ec' n' s' w'g' u'f' m'qu' t' » VCUC' 0"

F g' guv'g' o q'f q. "gp'v'g'p'f k'g'p'f q' c' r'cu' GO' eqo q' w'p' » espacio social trasnacional eqp' f k'v'k'p'v'qu' i tw' qu' f k'ur w'c'p'f q' r'cu' l'gt'c'ts w'f'cu' { " gut'cvgi k'cu' gp' u'w' k'p'v'g't'k'q't. 'r'cu' f k' g'ev'x'cu' f g' r'cu' ecuc' o c'vt'k' "p'q' r w'g'f gp' x'gtug' f k' g'ev'co gpv'g' k'o r r'go gpv'c'f cu' gp' r'cu' u'w'duk' k'ct'k'cu. " { c' s' w'g' m'qu' g'lg'ew'x'qu' m'ec'rgu' r qu'gg'p' w'p'c' k'p' l'gt'g'pek' t'g'v'x'c'p'v'g' gp' r'cu' c'ek'p' f g' r'cu' h'k'rc' n'0Cu'f' r w'f q' x'gtug' e » o q' r'cu' r tqf wek'p' f g' VCUC' u'g' guv'c'p' » gp'v'g' 4228' { " 4232' c' r' guct' f g' r'cu' r g'tur g'ev'x'cu' u'q'dt'g' w'p'c' o c' { q't' r q'v'g'pek'cn'f cf " f g' etgelo kgpvq' 0 Cf go a u.' r'cu' g'zr qt'v'cek'q'pgu' f g' r'cu' hto c' u'g' eqpegv'p't'ct'q'p' »

hwgtvgo gpvg" gp" Dtcukn" cr tqxgej cpf q" gn' dgpghlekq" f gn' kpvgteco dlq" nkdg" f g" ctcpegru." { "rc"
go r tgu" r gtf k" f gukqu" f g" g" zr qt vcel" p" f g" nqu" r tko gtqu" c" o qu" f gn' 4222" s wg" eqo gp| ctqp" c" ugt"
cdcugekf qu" r qt" Vckrpf kc0"

Gn' eco dlq" gp" rc" f kgeek" p" f g" rc" go r tgu" gp" 4232" i gpgt" >" rcu" eqpf lekqpgu" r ctc" rc"
eqputweek" p" f g" pwxcu" ecr celf cf gu" i gtgpekrgu" mecrnu" s wg" ng" ko r tko kgtqp" wp" pwxq" ko r wnuq"
gp" uw" t{ gevtk" cuegpf gpv0UKdlgp" guv" eqo r qp" gpv" mecn' guwxq" cr q{ cf q" gp" rc" *incrustación
internacional*" { "rcu" eqpf lekqpgu" geqp" > o lecu" o gpekqpcf cu" r tgxkco gpv. "vco dk2 p" ecdg" f gucect"
s wg" gucu" kpek" vxcu" hwgtqp" hqto wrcf cu" f guf g" rc" hkn' mecn' Gu" f gek. "rc" ecuc" o ctk" 'pq" ng" j cd" f"
cuki pcf q" pwxcu" kpxgtukqpgu" f g" t" g" xcp" c" rc" udukf kctk. "pq" r rcpgcd" wp" cwo gpv" gp" rc"
r tqf week" p" uki phek" vxc" { "ng" j cd" f" r gto kfk q" c" Vckrpf kc" cdcugegt" c" i tcp" r ctvg" f g" nqu" o gtecf qu"
rc" kqco gtecpqu" c" nqu" s wg" Cti gpv" k" ng" j cd" f" g" zr qt vcf q" r tgxkco gpv0 F g" guv" o qf q. "rc"
t{ gevtk" r quvgtkq" pq" r wfg" g" ugt" Apleco gpv" g" zr rdef c" eqo q" r ctvg" f g" rc" *incrustación
internacional*" f g" rc" hkn' cti gpv" k. "f glcpf q" xgt" e" > o q" grgo gpvqu" f g" rc" *incrustación nacional*"
lwi ctqp" wp" tqn' ko r qt vcpv" gp" rc" eqphqto cek" p" f g" rc" gutcvgi kc" { "rc" qdvpek" p" f g" nqu" t guwncf qu"
r quvgtkq" gu0 Guv" eqo r qp" gpv" mecn' hwg" wp" j cmc" i q" f g" rc" r t" g" gpv" v" guku" { "pq" hqto cdc" r ctvg" f g"
rcu" j kr > v" guku" f g" tcdclq" eqp" rcu" ewcrgu" ug" kpekctqp" guv" kpxgu" ki cek" p. "s wg" ug" epgv" cdc" p" gp" gn' tqn'
f g" rc" udukf kctk" gp" rc" qti cpk" cek" p" o wnk" pcekqpcn" rc" gutwewt" c" { "rc" gxqmwek" p" f g" rc" geqp" qo f" c"
rc" kqco gtecp" c" { "nqu" vkr qu" f g" xgi f" w" nqu" r tqf wekf qu" r qt" VCUC0"

Cu" f" gucu" ecr celf cf gu" i gtgpekrgu" mecrnu" kpenw{ gtqp" < gn' pwxq" rnk" gtc| i q" go r tgu" tken"
f g" F cpkn' J gttgtq. "rc" eqqr gtcek" p" { "cr q{ q" eqp" gn' UO CVC. "rcu" r qn' kcu" r Àdrkecu" f g" r tqo qek" p"
ugevgtken" rc" t" g" kpxgtuk" p" f g" rcu" i cpcpeku" { "rc" f kr nqo cek" eqo gteken" r ctc" eqps wkrct" pwxqu"
o gtecf qu" f g" zr qt vcel" p0 F g" guv" hqto c. "rc" pwx" c" cf o kpkwtcek" p" nqi t" > t2 eqtf u" s wg" uw" gtctqp"
tgi kwtqu" j kw" tlequ" f g" rc" kpf wwtk" cwqo qvtk" "cti gpv" k0"

Gp" r ct vkrct. "gn' eqo r tqo ku" { "eqqr gtcek" p" eqp" gn' UO CVC" ug" hqt" > "eqp" rc" eqpf week" p"
f g" Tlectf q" Rki pcpgnk" nwi q" f g" hwgtv" g" pht gpvco kgpvqu" uqp" gn' ukp" f kec" v" gpv" g" 4225" { "42290"
Guqu" cewgtf qu" kpenw{ gtqp" rc" ko r qulek" p" f gn' VRU" gpv" g" nqu" tcdclcf qt gu. "rc" o qf khek" ek" p" f g" nqu"
eqpxgpku" eqrgv" xqu" f g" tcdclq" { "rc" r ct vkr cek" p" f gn' ukp" f kec" v" gp" rcu" pgi qekcekqpgu" eqp" rc" ecuc"
o ctk" r ctc" rc" qdvpek" p" f g" rcu" kpxgtukqpgu" f g" 4235/42370"

C" uw" xgl. "gp" guv" Ànko q" tgeqtkf q" ug" f gucectqp" rcu" f kwp" cu" hwgpv" gu" f g" hpcpek" co kgpv"
r ctc" rc" b" c{ qt" kpxgtuk" p" cwqo qvtk" f g" rc" j kw" tlc. "gpv" g" rcu" ewcrgu" guv" cdc" p" rcu" o kuo cu" i cpcpeku"
f g" rc" go r tgu. "dcpequ" mecrnu" g" kpvgt" pcekqpcrgu" { "et2 f kqu" guv" crgu" c" v" cuku" udukf kcf cu0 Gpv" g"
guvqu" Ànko qu" ug" f gucecp" nqu" et2 f kqu" HQP F GCT" s wg" hwgtqp" et wckrgu. "pq" uqm" r ctc" VCUC. "
ukp" vco dk2 p" r ctc" f qu" f g" uwu" r tpek" crgu" cwqr ct vku. "F gpu" q" g" kpf wwtkcu" I wk' k0"

Guqu" et2 f kqu" r Àdrkecu" ug" uwo cp" c" vpc" ugtk" g" f g" r qn' kcu" { "f kur qulekqpgu" kpwkwekqpcrgu"

s wg"Vq{ qvc" Cti gpvpc'wkk »"gp'gucuf² ecf cu0Guvqu'j cmc| i qu'uqdtg'gn'cr q{ q'gucvnc'ic' hto c"
lcr qpuc"uqp"tgrxcpv'u'r ctc"guvc"lpxguki cek»p" { c"s wg"o c'k cp"cri wpqu'f g"nu'gpwpekf qu'f g"
re"j kr »vguku'kpeken'f g"guvc"vguku. "gp"re"ewen'ug"uquvpg" c"s wg"gn'f gucttqm'f g"VCUC"ug"f kq"f g"
hqt o c"lpf gr gpf kpv'f g"rcu'r qn'kecu'r Àdreu0'F g"guvg"o qf q. "uk'dkpg"gn'Guvf q"cti gpvpc"pq"
f kki k»"guv'r tqeguq'f g'f gucttqm" { "gur geknk' cek»p"gp"re'r tqf wek»p'f g'r keni'w u'/pk'eqp"Vq{ qvc"
pk'eqp"gn't guq'f g"rcu'cwqo qv'legu'cti gpvpcu'/'u'f' dtkpf »"pwo gtququ'o gecpkuo qu'f g'cr q{ q"s wg"
r gto kkgtp"gn'f gur rki wg'f guetkr vq0Guvq"eqpvcuc'eqp"gn'ecuq'vc'kcpf² u'f qpf g'gn'Guvf q'f g"guv"
r c'f'u'rcp| »"wpc'r qn'kec'f g'or tqf wev'eco r g»p"pcekqpcr'eqp"wpc'ugt'k'f g'kpegp'xqu'hkuecrgu" { "
eqo gtekrngu'r ctc"s wg"rcu'go r tgucu'cwqo qv'legu'ug'gur gekr'kegp"gp"re'rc'dt'kecek»p'f g'r keni'w u0'
Rqt"gn'eqpvt'ctkq. "gp" Cti gpvpc. "guv'r tqeguq'guwxq"b c{ qto gpv'eqpf wek'q' r qt'gn'o gtecf q. "eqp"
gn'r tqvc' qpkuo q'r kqpgt'f g"Vq{ qvc" Cti gpvpc. " { "gn'Guvf q"ceqo r c° »"gn'et geko kpv'f g"guvc"
go r t'guc" { "f gn'ugevt'gp"uw'eqpl'wpv'eqp"rcu'f k'k'pvcu'o gf k'f cu'o gpekqpcf cu0"

Rqt"Ànko q. 'ug'f gucec'gn'tcdclq'f g'f kr mqo cek'e'eqo gtekn'gp'hqu'r c'f'gu'rc'k'pco gtecpqu"
n'gi q'f g"re"qdvpek»p'f g"re"lpxgtuk»p. "s wg"eqp»"eqp"gn'cev'k'cf k'k'qpcr'f gn'k'k'qo c" { "gn'j wuq"
j qtctk'eqo r ct'kf q. "m"s wg"rg'r gto k'k" c"re" hto c"i cpctng'f lej qu'o gtecf qu'c"Vq{ qvc"Vck'p'k"
{ "eqpetgvt'mu'cwo gpvqu'gp'hqu'p'k'gru'r tqf wek'xqu" { "eqo gtekrngu0'

C"uw'xgl. "gp" guvc"pwgxc" gvr c" f g" g'zr cpuk»p" vco dk² p"ug"f gpq»"s wg"gn'eqgh'ek'gpv'f g"
r ct'v'u'ko r qt'vcf cu'uqdtg'x'gj 'f'w'qu'r tqf wek' qu'j c'k'f q'dclcpf q'uquv'pk'co gpv'f cp'f q'ewgp'v'f g"
wp'r tqeguq'f g'o c{ qt'eqp'v'pk'q'm'ecr'gp"uwu'x'gj 'f'w'qu'0'Guv'v'p'f gpek'v'k'p'g"eqtt'gr'v'q"eqp"gn"
o c{ qt'et geko kpv'f gp"re'r tqf wek»p" { "rcu'g'zr qt'v'ek'q'p'g'f g"re" hto c"gp"re"ugi w'p'f c'f² ecf c'f'gn'
uki m0Cu'f' "guvc"l'peqtr'qt'cek»p"q'cwo gpv'f g'r tqf wek»p'f g'rc'o c{ qt'r ct'v'f g'hqu'r tqx'gg'f qt'gu"
gpvt'g'x'k'v'f qu'f gur rc| ct'qp'r ct'v'u'ko r qt'vcf cu'X'gpv'ncwo. "F cpc. "I w'k'k" D'uj q'nx. "R'q'ko g'v'n" { "
O kti qt'0Nc"o c{ qt'r ct'v'f g'g'guc'u'l'peqtr'qt'cek'q'p'g'ug'f k'q'gpvt'g'4236" { "4237. " { "ug'r tqf w'gt'qp"gp"
f'p'gc"eqp"gn'ugi w'p'f q'ek'q'c'ueg'p'f gpv'f g"VCUC0'

Gp"v² to k'pqu'o ^a u'i gp'gt'crgu" { "v»t'kequ. "m" f gucttqm'f q"gp"re"vguku'r gto kg"t'gh'gz'k'p'ct"
cegtec'f g"re"cek»p"geqp»o kec'f g'u'duk'f k'ct'ku'f g"GO u'gp'r c'f'gu'r g'k'f' t'kequ0'Rqt"wp"rc'f q. "re"
g'x'k'f gpek't'gr'x'cf c'r gto kg'x'gt'rcu'f k'gt'gpek'u's wg"gz'k'v'gp"gpvt'g'rcu'f k'k'pvcu'h'kto cu. "k'pen'w'q"gp"
wp'o kuo q'ugevt'geqp»o leq0'F g"guvg"o qf q. "m"x'k'v'q"gp"guvc"l'pxguki cek»p't'g'ch'kto c"re"k'f gc'f g"
s wg" pq" r w'f g" r gpuctug" c" guvc" eqo r c° 'f'cu" eqo q" ci gpv'gu" j qo q² pgqu. " w'pk'ct'k'qu."
o czko k'cf qt'gu. "eqp'l'ph'qto cek»p"eqo r r'gv" { "t'cek'q'pcr'k'cf 'r g'gh'ev'0'

Gu'f gek. "s wg'g'uv'qu'cev'qt'gu'up"gp't'g'cr'k'f c'f'qti cp'k' cek'q'p'gu'eqo r r'glcu's wg.'uk'dkpg'r w'f gp"
v'p'gt'q'dl'g'v'x'qu'f g'o czko k'cek»p"geqp»o kec.² u'qu'pq'ug'f cp'f g'k'f² p'v'ec'h'qto c. " { "s wg.'uk'dkpg"
r w'f gp"v'p'gt'ek'gt'v't'cek'q'pcr'k'cf "gp"re"d'À'us w'f c'f'g'f lej qu'h'p'gu. "re"o kuo c"gu^a 'f g'riko k'cf c'r qt"
uw'eqpv'gz'vq0'Gp"r ct'v'ew'rc't. "re"gu't'cv'gi k'c'f g'rcu'u'duk'f k'ct'ku'f g"GO u'ug'r w'f g'gpv'p'f gt'c'r ct'v'k"

f g"uw" *doble incrustación*, tghmgzkpcpf q"uqdtg"e»o q"guvcu"ht o cu"ug"kpugtvcp"gp"rcu"tgf gu"kpvt pcekqpcrgu" { "pcekqpcrgu"s wg"rcu"o qrf gcp0

Nc"eqtr qtckep"o wmkpcekqpcn'gu'pgeguctkco gpvg"wp"gur cekq"lgt^a ts wleq"f qo kpcf q"r qt"kpvt gugu"hpckepktqu"gp"rc"ugf g"egpvcn"r gtq"gn'gur cekq"kpvt pq"gp"u"gu"o w { "f kxgtuq" { "guv^a "uwlqv" c" f kucwukqpgu. "eqphkcvu" { "muj cu0'Nqu"njo kgu" f gn'gur cekq"kpvt pq"uqp"r gto gcdrgu="rcu" eqpgzkppgu" *q"rc"hcnc" f g"gmru+"gpvt g"nqu"cevqt gu"kpvt pq" { "nqu"cevqt gu" g"kpukwckppgu"gzvtpqu" gu"etwcknr ctc'eqo r tgpf gt"e»o q"guvg"gur cekq"tccupcekqpcn'igt^a ts wleq"gu"uwdxgtvkf q. f guchkcf q" { "tgeqput vkf q0"

Gp"r ct kcwrt. "f wtcpvg"guvc"vguku"ug"j c"xkuv" s wg. "r qt"nq"o gpqu"r ctc"gn'ecuq" f g"Vq { qvc" O qvt "Eqtr qtckqp. "gzkuv"wp"hwgtv"eqo r gvpeke"gpvt g"rcu"hkckrgu" f g"rc"go r tguc. "eqo q"r wf q" xgtug"emtco gpvg"gpvt g" Cti gpvkpc" { "Vckrpf k" gp" guvg"ecuq0'Rgtq. "cf go^a u. "gzkuvp" wco dk² p" elgtqu"o^a ti gpgu" f g"ceek»p" f g"rcu"go r tgucu"uwlukf kctku"r ctc"r tqr qpvt" guvcgi kcu"cnvtpcvkcu" s wg. "emtco gpvg. f gdgp"ugt"pgi qekcf cu'eqp"rc"ecuc"o cvtk' r ctc"uwko r ngo gpvckep0'Guvt' r gto kg" eqo r nglk' ct'rc"ko ci gp"o qpvt" kcf" f g"rc"Go r tguc"O wmkpcekqpcn'eqo q"wp"cevqt" j qo qi² pgq'ewf q" Àpleq"egpvt q" f g" f geku»p"ug"wdlec"gp"rcu"qhckpcu"egpvt crgu0'F g"guvg"o qf q. "ugt" c"kpvt gucpvg" eqpvkpwct" guvg"vr q" f g"cp^a rkuku"gp"r tqhwf kcf cf "f g"GO u"gp"rc"kpvt wutk"cwqo qvtk' { "gp"qvtqu" ugevqtgu" geqp»o lequ" r ctc" j emt" rc" r ct kcwrtkcf cf " q" pq" f gn'ecuq" Vq { qvc" gp" guvg"vr q" f g" qti cpk' cekqpgu0

2 - El desempeño económico de la empresa y sus efectos en el entramado productivo local

Eqo q"ug"j c"o gpekqpcf q. "guvc"vguku"ug"cnl" f g"nqu"ghqs wgu"vg»tlequ"s wg"r ncpvgcp"u»nq" nqu"ghgevu"r qukkxqu"q"pgi cvkxqu" f g"rcu"GO u"gp"r c"jgu"r gth?tlequ" { "cf qr vc"gn'uwr wguv" f g"s wg" gnko r cevq"geqp»o leq" { "uqekcnl" f g"guvcu"go r tgucu" f gr gpf f g"rc"nqto c"gp"s wg'²ucv"ug"tcf ks wgp" { "e»o q"ug"ct kcwgp"eqp"nqu"cevqt gu"necrgu. "gpvt g"nqu"ewcrgu"ug" f guvcec"gn'r cr gn'f gn'Guvcf q0⁴⁷⁵" F g"guvg"o qf q. "wp"r c"j" *integrado periféricamente* gp"rc"EI X" f g"rc"kpvt wutk"cwqo qvtk' r wgf g" guecrt"uw'r qukek»p"gp"rc"ecf gpc"gp"rc"o gf kf c"s wg"mgxg" c"ecdq"cevkkf cf gu"o^a u'eqo r nglcu"gp"gn' r tqeguq" r tqf wvkvq" { " s wg" r wgf c" f gucttqmt" hto cu" r tqr kcu" s wg" ugcp" eqo r gvkkxqu" kpvt pcekqpcm gpvg. "cn'eqo q"nq"o wguvcp"nqu"ecuq" f g" Gur c° c. "Ecpf^a . "kpf k" { "Ej kpc0

Gp"gn'Ecr "jwq"4" f g"guvc"kpvguki cek»p"ug"cpck' ctqp"eqo r ctcvckco gpvg"nqu" f gugo r g° qu" f g"rcu" f kwpvcu"vgto kpcrgu"cwqo qvtlegu" f gpvcpf q"wp"eqo r qt wco kgpvq" f kht gpekcf q"gpvt g"gmru. " gp"gn'ewcn'ug" f guvcec"rc"vt { gevtk" f g" Vq { qvc" Cti gpvkpc0'Nqu"t guwvcf qu" f g" guvg"cp^a rkuku"

⁴⁷⁵"Cwps wg"gp"guvg"ecuq"guvg"hcvt"pq"j c { c'ukf q"vc" f gvto kpcpv. "eqo q"u"nq"hw"gp"Vckrpf k0'

cttqlctqp'wp'rkf gtc| i q'f g'rc'hkto c'lcr qpugc'gp'mqu'pkxgrgu'r tqf wekxqu.'rcu'xgpvcu.'rc'r qulek»p'
gp'rc"eÀr wrc"geaq»o lec"cti gpvpc"{"uqdtg"vqf q."mqu"tguwncf qu'eqo gtekrngu"c"r ctvt"fg"uwu"
gZR qtvekpqgu."cniq"eqpvqpkf q"mecn'f g'uwu'xgj 'fwmqu"{"uwu'uwg gtcxkctkqu'ucrf qu'eqo gtekrngu'
Guxqu" mji tqu" ug" f guwecp" f gdkf q" c" mqu" r tqdngo cu" gwtwewtcrgu" f gn' eqo r nglq" cwqo qvqt"
xlpewrcf qu'c'uw'f² hkek'eqo gtekn'{"cni'cniq'uwu'f g'cwqr ctvgu'ko r qtvcf cu.'eqo q'vco dk²p.'r qt'gn'
eqpvz vq'f g'tgtceek»p'f g'rc'kpf wutkc'gpvtg'423: {"'423; 0F g'guyg'b qf q.'ug'r wf q'eqo r tqdct's wg"
gp"v²to kpqu'f g'r tqf week»p" kpf wutken" go r nqg."eqo gteq"gzvgtkqt" {"eqpvqpkf q"mecn'f g'mqu"
xgj 'fwmqu'gn'ucrf q'f g'rc'tcf kecek»p'f g'Vq{ qvc'gp'Cti gpvpc'hwg'r qukxq0Gp'r ctvewrc."gp'guyqu"
Ànko qu'cur gevqu'gn'ecuq'f g'Vq{ qvc'hwg'vpc'gzegr ek»p'gp'gn'ugevqt0F g'vqf qu'o qf qu.'vco dk²p"
ug'r qf t'f'c'r gpuct's wg'ulp'rc'gz'kugpek'f gn'eqo r nglq'f g'rcu'vgo kpcrgu'hqu't guwncf qu'eqo gtekrngu"
j wdkgtcp'ukf q'f ghpkkxco gpvg'r gqtgu0

" Cu'f'gn'ecuq'f g'Vq{ qvc'hwg'emctco gpvg'uw'gtkqt'cni'tguvq'f g'rcu'hkto cu."ulp"go deti q."
cpcrk'ct"e"guw"eqo r c°'f'c'pq"uqmq'uki p'khec"gzco kpct'õrc"gzegr ek»p"e"rc"tgi rcö."{c's wg"rc"
gwtcvgi k'f g'Vq{ qvc'gp'Cti gpvpc"o qrf g»'gn'eco kpq'ugi wkf q'ngi q'r qt'Hqtf."Xqmy ci gp."
P kuucp"{"T gpcwrc'gp'rc'gur gekrk'cek»p'mecn'gp'r len'wr u'o gf kpcu'ew{ q'f gukq'r tkpek'cni'gu'rc"
gZR qtvek»p'cni'tguvq'f g'Co² tlec'Ncvpc0F g'guyg'o qf q.'r qf t'f'c'r gpuctug's wg'vco r qeq'gp'guyg"
f gdcvgr qf t'f'c'p'eqpukf gtctug'mqu'ghgevqu'f g'rcu'vgo kpcrgu'cwqo qvtegu'gp'r c'f'gu'tgegr vqtgu'f g"
hqtoc" j qo qi²pgc." r quklrkcpf q' ghgevqu" f kxgtuqu" f gr gpf kqpf q" f g" rc'lu" gwtcvgi k'lu"
ko r ngo gpvcf c'r qt'rc'lu'eqo r c°'f'c'lu0

Gp'ewcpvq'c'uw'xlpewrc»p'eqp'mqu'r tqxggf qtgu.'ug'j c'r qf kf q'f kwekf ct's wg'c'r ctvt'f gn'
4234" gn' eqghkekpgv" f g" r ctvgu" ko r qtvcf cu" uqdtg" xgj 'fwmqu" r tqf wekf qu" j c" kf q" dclcpf q"
uquvqpkf co gpvg."f cpf q'ewgpvc'f g'wp'r tqeguq'f g'o c{qt'eqpvqpkf q'mecn'gp'uwu'xgj 'fwmqu0Ukp"
go deti q.'vpc'i tcp'r ctvg'f g'rcu'cwqr ctvgu'ko r qtvcf cu'uqpf g'cnc'eqo r nglk cf.'r tqxkpkqpf q'f g"
Vckrpf k'hub"o wpf knif g'rc'J knvz+'f g'Dtcukl'g'gtequw+'{.'ecf c'xgl' o gpqu.'f g'Lcr »p"ecuc"
o ctk' +0Nc'ko r qtvek»p'f g'guyqu'ukvgo cu'»r tkpek'cm gpvg'mqu'o qvqtgu"{"rcu'eclcu'f g'eco dkq+ "
ug'f guwec'r qts wg'uqpf g'cnc'eqo r nglk cf'v²eplec"{'r qt'm'vcpvq.'r quggp'o c{qt'xcnqt'ci tgi cf q"
s wg'qvtcu0

Cf go^a u.'ug'j c"xkuvq's wg"VCUC"co r nk»'hwgtvgo gpvg'uw'dcug'f g'r tqxggf qtgu'mecn'gu"
f guf g'uw'kpuwrc»p'gp'gn'r c'f'0Gp'guyg'ugpvkf q.'vco dk²p'ug'eqttqdt»'s wg'rc"o c{qt'f'f g'mqu"
r tqxggf qtgu'tcf kecf qu'gp'gn'r c'f'f g'Vq{ qvc'uqpf g'ecr krcrgu'pcekqpcrgu0Ukp'go deti q.'c'r guct"
f g'gmj.'vco dk²p'ug'qdugtx»'s wg'rc'i tcp'b c{qt'f'f g'guyqu'ug'f gf kcep'c'ce'v'k'cf gu'o^a u'uko r ngu."
wrgu'eqo q'rc'hcdtkecek»p"{'r tqxkuk»p'f g'r ctvgu'o g^v r'ecu"{'r n' u'wecu0Cf go^a u.'o wej cu'f g'guycu"
cwqr ctvgu'r quggp'xgpvclcu'ht gpvg'c'rcu'ko r qtvcf cu'r qt'ugt'r kgl cu'bulky.'rcu'ewrgu'uqpf k'f'f'k'gu"
{ "equvqu'f g'tcpur qtvt0Nc"gzegr ek»p'gp'guyg'eqplwpvq'm'r t'gugpv"O ki qt."{c's wg'hcdtlec"

r ctvqu'eqo r nglcu."eqo q "mqu'ukungo cu" f g" gptvgvplk kpvq" c" dqt f q0' Cf go ^a u." guv "hko c" hvg" r"
 Àplec's wg" mxx»" c" ecdq" w" upgrading intersectorial y funcional." eqo gp| cpf q" eqp" r" r tqf week»p"
 f g" wpc" r ctv' eqo r nglc" c" r ctv' f g" w" cewgtf q' f g" vcpuhgt gpek" vgepqn» i kec' eqp" wpc" b" wmpcekpqcn'
 rff gt" eqo q" Rkqpggt." { "nvgi q" mxxcpf q" c" ecdq" r tqeguqu' f g" f kug^o q" { "f gucttqm" r tqr kq" f g" guvqu"
 r tqf wevqu0Uki wkpqf q" c" r" rktcwtc." guv" guenro kpvq" gu' wpc" f g" mqu" o ^a u' f kfkkgu' f g" rqi tct." r qt"
 r" vcpv." guv" r ctvewrt" ecuq" tgxlvg" gur gekn' kpvgt² u" { " r wgf g" ugt" o qvxxq" f g" hwwtcu"
 kpxguki cekppgu0' Rqt" Ànko q." mqu' qvtqu" vgu" r tqxggf qtgu" f g" ukungo cu" f g" o c { qt" xcmq" uqp"
 cwqr ctvku' i mdcrgu" lcr qpgucu." f qu' f g" gmcu' f gnI twr q" Vq { qv" *F gpuq" { "Vq { qv" Dquj qmw0"

C" uw' xgl . " ug" j c" xlvq" s wg" r" gobernanza" f g" VCUC" ug" j c" ectcevtk cf q" r qt" uw'
 r ctvkr cel»p" cevxc" gp" gn' f gucttqm" f g" r tqxggf qtgu" mdecrgu." uw' kpvteco dkq" hmkf q" f g"
 kphqto cel»p" eqp" gmqu." uwa' x' pewqu" f g" rcti q' r rcl q." r gtq" eqp" hwtv" g" zki gpek" { " eqpvtqnf g" mqu"
 o kuo qu0' Cf go ^a u." mqu' vkr qu" f g" gobernanza" s wg" j c" guvcdmgek f q" eqp" mqu" f kmpvqu" i twr qu" f g"
 cwqr ctvku' u" ug" f kxf kgtq" gp<"relacional" eqp" ukungo kvcu" i mdcrgu" lcr qpgugu." modular eqp"
 cwqr ctvku' i tepf gu" pq" lcr qpgugu" { " cautiva" eqp" r" o c { qt" c" f g" mqu" r tqxggf qtgu" f g" ecr kcrgu"
 pcekpcrgu0'

Cu" wpc" f g" rcu" r tgi wpcu' hmpf co gpvcrgu' f g" guv" vgu' u" egpvtcdc" gp" ucdgt" f g" s w² hqto c"
 gn' cwo gpvq" f g" r" r tqf week»p." rcu" g" r qt vcekppgu" { " gn' eqpvkq q' mdecnf g' mqu' x' g' pewqu" f g" VCUC"
 tgf wpf »" gp" o glqtgu" ecr cekf cf gu' v' epkecu' f g" rcu' cwqr ctvku' x' kpewrcf cu' eqp" gmc0' Cn' t gur gevq."
 r" rktcwtc" o ctec" s wg" mqu' x' pewqu" f g" f gucttqm" gpvtg" vgt o kpcrgu" { " r tqxggf qtgu" mdecrgu" ug"
 dcucp" gp" r" eqrdqtcel»p" c" rcti q' r rcl q" gpvtg" rcu' hkrkgu" gz vcpigtcu" { " rcu" go r tgucu' pcekpcrgu"
 s wg" hcxqtgegp" r" vcpuhgt gpek" f g" vgepqn i c" { " eqpqeko kpvqu" f g" rcu' hkrkgu" gz vcpigtcu."
 hqo gpwpcf q" r" o glqtc" f g" rcu" go r tgucu' pcekpcrgu0' C" r" kpxgtuc." r" tgf week»p" f g" equvqu" c" eqtvq"
 r rcl q" { " rcu" tgmekppgu" dcucf cu" gp" mqu" r tgekqu" gpvtg" rcu' hkrkgu" gz vcpigtcu" { " rcu" go r tgucu'
 pcekpcrgu" etgcp" x' pewqu" f gr gpf kpvqu." r gtr gwpcf q" r" f gr gpf gpek" f g" rcu" go r tgucu" { " rcu"
 tgi kppgu" j cek' mqu' ci gpvqu' gz vgt pqu" *Rcxn' pgm" 423: = [gwpi "('Eqg." 4237+0"

Cu" wpc" gp" guv" ecuq" ug" j c" r qf kf q" xgt" s wg" r" o c { qt" r ctv' f g" rcu' cwqr ctvku' f g" ecr kcrgu"
 mdecrgu" ug" j cp" xlvq" dgpghkek f cu" r qt" r tqeguqu" f g" upgrading de procesos, r tkpek rmo gpv" c"
 r ctv' f g" r" kpvqf week»p" f gn' VRU" { " gp" ugi wpcf q" nvi ct" r qt" r" kpeqr qtcek»p" f g" o cs wpcctk"
 o qf gtpc0' Cf go ^a u." cni wpcu' f g" gmqu" r wf kgtq" ceegf gt" c" qvtqu" enepvqu" mdecrgu" c" r ctv' f g" uw'
 x' pewqu" eqp" VCUC0' Rgtq" gn' gmo gpvq" s wg" r" i tcp" o c { qt" c" f g" mqu" r tqxggf qtgu" f guvcc" eqo q"
 r tkpek rmo dgpghkek q' gu' r' tgxkukdkkf cf" f g" mqu' cwo gpvqu' i tcf wcrgu" { " uquvplk qu" gp" r" r tqf week»p"
 f g" x' g' pewqu" f g" Vq { qv0' Guq" rgu" r gto kvg" r rpgct" r" qti cpk cel»p" f g" r" r tqf week»p." rcu"
 kpxgtukppgu" { " cpko ctug" c" co r rct" uwa' ecr cekf cf gu" r tqf wevku' cpv" r" kpegt kf wo dtg" f g" r"

3 - Propuestas para el resto de la industria automotriz argentina a partir del estudio de caso

Cwps wg" gzeqf g" mqu" rñb kgu" f g" guvc" kpxguki cekp. "ug" eqpukf gtc" s wg" cri wpu" f g" mqu" j cmc| i qu" f g" guvc" vgu" r wgf gp" eqpvtkdwt" eqo q" kpuwo qu" gp" r" r rpkhcecep" { "r" gndqtccep" f g" r qnñkecu" r Àdrkecu" ugevtkcrngu0Gp" r tko gt" hwi ct. "gu" pgeguetkq" tgeqtf ct" s wg" Cti gpvkpc" gu" w" r cñu" *integrado periféricamente* " c" r" EI X" cwqo qvtk " { "guq" eqpmgxc" wpc" ugtkg" f g" r tqdrgo cu" { " rko kcekppgu" ko r qtvcpygu. "eqo q" ug" j c" r qf kf q" xgt" c" m" rcti q" f g" r" vgu" 0Gpvtg" guqu" pwf qu" ug" gpewgpvtcp<" r" gztcpvgtk kcekp" f g" r" tco c" vgtto kpcn" { " f g" r" r tqf weekp" f g" mqu" r tkpekr crgu" ukvgo cu" f gn'xgj Ñewñ" of qo kpcf c" r qt" w" r w" cf q" f g" go r tgucu" o wnkpekpccrgu" c" plxgn'io wpf kn' . "r" gur gekrñk cekp" gp" r" u" cevkxf cf gu" eqp" o gpqt" xcrqt" ci tgi cf q" f g" r" ecf gpc. "r" f gr gpf gpek" f g" vgepqmñi Ñc" gztcpvgtc" { " r" u" f hlewncf gu" f g" r" u" go r tgucu" cwqr ct" wncu" mjecrgu" r ctc" eqo r gvt" kpgtpekpccm gpv0Guv" tqn' gp" gn' guegpctkq" kpgtpekpccn' pq" ng" r gto kg" cn' r cñu" eqpegpvtct" r" u" hwpekpccm" s wg" o " u" xcrqt" ci tgi cp" gp" r" ecf gpc. " { . "uk' dkgp" gu" r qukdrg" r cuct" f g" wpc" ukwcekp" *periférica* " c" qvtc" *semi-periférica* eqo q" m" f go wguvc" r" gxlk gpek" j ku»tlec" kpgtpekpccn" vco dk' p" gu" ko r qtvcpy" ug" crct" s wg" guqu" ecuqu" uqp" o kptkctkqu. " { " mqu" o " ti gpgu" f g" ceekp" r ctc" i gpgtct" gug" f gucttqmñ" uqp" gwtgej qu" gp" w" o wpf q" eqp" hwgtvgu" cuko gvtñu" f g" r qf gt" { " cncu" dtgej cu" vgepqñi kecu" gpvtg" mqu" r cñu" f gn' Uwt" { " gn' P qtvg" I mdcn' 0Guv" o cteq" j ku»tleq" { " eqpegwcn' bq" r wgf g" f gucvpf gtug" c" r" j" qtc" f g" r gpuct" r tqr wguvcu" r ctc" gn' ugevt0

Rctc" gn' ecuq" f g" Cti gpvkpc. "gp" guvc" vgu" u" g" tgeqpwtw { » " r" vtc { gevtkc" j ku»tlec" f g" uw" kpf wwtk" cwqo qvtk . " j cekppf q" 2 phcuki" gp" uwa" ectcevtñu" i gpgtcrnu" { " uwa" r tqdrgo cu" gutwewtcrnu" r ctc" f guvect" r" gzeqf ekpccn' cf " f g" Vq { qvc" Cti gpvkpc0Cuñ" u" f gucttqmñtqp" r" u" f kwpvcu" gvr cu" f g" r" kpf wwtk" f guf g" uwa" kpekqu" gp" 3; 42" j cuvc" r" etkuku" f g" r" eqpxgtvdkk' cf " ug" crcpf q" s wg" r" u" r tqdrgo " vkecu" f gn' c' r' cep" f g" uwa" gztvcekppgu" { " uwa" ucrf qu" eqo gtekrgu" { " c" ug" gpeqpvtcdcp" r t gupvgu" gp" guvg" tgeqtkf q0Gp" r ctvewrct. "gp" r" f 2 ecf c" f g" 3; ; 2' ug" mng»" c" ecdq" wpc" r tqhwpf c" tgeqpxgtukp" f gn' eqo r nglq" s wg" r gto kx»" wpc" o glqtc" r tqf wexxc" { " vgepqñi kec" { " i gpgt»" wpc" ucrf c" gztvcf qtc" r ctc" r" tco c" vgtto kpcn" c" r ctvt" f g" r" etgcekp" f gn' o gtecf q" tgi kpcn' 0Uk" go dcti q. " f wtvcpy" guvc" gvr c" vco dk' p" ug" ci wf k' »" gn' f 2 hlek' eqo gtekn' f g" r" kpf wwtk. " xlpewrcf q" gp" i tcp" o gf kf c" cn' cwo gpvq" f g" r" u" ko r qtvekpccm" f g" cwqr ctvgu" r ctc" r" r tqf weekp" f g" xgj Ñewñu. " { " r" u" gztvcekppgu" u" g" eqpegpvtctqp" hwgtvgo gpv" gp" Dtcukn' 0

Nvgi q" f g" r" etkuku" f gn' hkp" f g" r" eqpxgtvdkk' cf " r" kpf wwtk" cwqo qvtk " gztvgtko gpv" wpc" hcu" f g" gztvcpukp" cwps wg" mqu" r tqdrgo cu" f gtxcf qu" f g" uw" dcrp| c" eqo gtekn' { " f gn' cnq" wuq" f g" kpuwo qu" ko r qtvcf qu" ug" o cpwxkgtqp0C" r ctvt" f g" r" cuwpek" f gn' i qdkgtpq" f g" Eco dkgo qu" c" hkgu" f g" 4237. " gn' eqo r nglq" cwqo qvtq" uwtk" w" hwgtv" t gvtqegu" f cf q" r qt" r" t gvtceekp" f g" uw"

r tqf weekp. 're'eqpwpkf cf 'f g'mqu'cnqu'pkxgrgu'f g'ko r qtcekppgu'f g'cwqr ctvgu'{'re'cr ctkekp' f g'grxcf qu'f² hleku'gp'rcu'r ctvkf cu'f g'xgj 'fwmqu'vgo kpcf qu. 'm'ewcnrci t ex>'mqu'p'gi c'v'xqu'ucrf qu' eqo gtekcrgu'f g're'kpf wutkc'0'Uk'dk'gp'gn'f² hlekv'eqo gtekn'f g'guv'tco c'guv³ r t'gugpv'g'gp'qvtqu' r c'f'gu. 'rcu'r ctvewctkf cf gu'f gn'eqo r rglq'cwqo qvt'cti gpv'kpq'gp'guv'cur gev'gucncp'r qt'uw' wco c^o q't'grv'xq'{'gn'r tqdrgo c'j kw>t'leq'f g're' restricción externa'cti gpv'kpc'0'

" F g'guv'o qf q. 'gp'dcug'cn'ecuq'f g'Vq{qvc'g'zr wguv'gp'guv'v'guku. "{'gp're'd'Àus wgf c'f g' r tqr kekt'wp'eqo r qt'wco k'gpv'q'f g'o c{qt'r tqf weekp. 'g'zr qtcekppgu'{'o gpqt'f gr gpf gpek'f gn' o gtecf q'f g'Dtcukn'gp'gn't'guv'q'f g'rcu'cwqo qvt'lequ'eqp'ecr cekf cf 'kpuv'cnf c'gp're'Cti gpv'kpc. 're' r q'f'lec'r Àdrec'r wgf g'k'pegpv'xct'mqu'hcevqt'gu'zr r'lec'v'xqu'f gn'f gugo r g^o q'f g'Vq{qvc'eqp'o c{qt' r tqdcdk'kf cf 'f g'ugt'gz'v'cr q'rcdrgo'0'

" Cu'f' wpq'f g'mqu'hcevqt'gu'r t'k'pek'crgu'f g're' vtc{gev'qtk'f g'Vq{qvc's w'g'r wgf gp'ugt' tgr r'ec'drgu'gp'qvtqu'ecuqu'ug'gph'qec'gp're'gz'kuv'pek'f g'r r'v'chqto cu't'gi k'qpcrgu'gz'env'k'cu. 'm' ewcn'r gto kg'rko kct're'eqo r g'v'pek'{'r tqo q'xgt're'eqo r rgo gpv'ct'kgf cf 'eqp'Dtcukn'0'Eqo q'ug'j c' xkuv'gp're'k'px'guki cel'p. 're'g'ut'cv'gi k'f g'f w'r'ec'ek'p'f g'b qf grqu'gp'co dqu'r c'f'gu'f gn'O gtequw' j c'uk'q'r gtl'wf k'ekn'r ctc'Cti gpv'kpc'0'Gp'gug'ugv'kf q. 'ug'x'cn'qtc'r qu'k'x'co gpv'g's w'g're'ng{'f gn' T²i ko gp' f g' F guctt'qm' {" Hqt'v'rgelo k'gpv'q' f gn' Cwqr ct'v'kuo q' Cti gpv'kpc' *Ng{' 490485+' ucpek'qpcf c'gp'4238'guv'cd'rg'eg're'p'ge'gukf cf 'f g'eqp'vct'eqp'o qf grqu'gz'env'k'xqu'gp'gn'O gtequw' r ctc'r qf gt'cf j g'kt'ug'cn't²i ko gp'0'cf go^a u. 're'ng{'f g'Rtqo q'ek'p'f g're'k'pf wutkc'Cwqo qvt'k' / Cwqr ct'v'kuc'{'uw'Ecf gpc'f g'X'cn'q' *Ng{' 4908: 8+'ucpek'qpcf c'gp'ugr'v'go dt'g'f g'4244'uki w'g'guv' f k'geek'p'{'c's w'g're'cr tqd'cel'p'f g'mqu'r tq{gev'qu'f g'k'px'gt'uk'p'r t'gug'pv'cf qu'gp'gn'o cteq'f g'f'lej c' ng{'t'gs w'gt'g're'cf j g'uk'p'r t'gx'lc'cn't²i ko gp'k'p'uk'w'kf q'r qt're'4904850"

" Uqdt'g'guv'dcug'ug'eqpukf gtc's w'g.'cp'v'g're'k'p'ecr cekf cf 'f gn'r c'f'u'f g'm'q' tct'cncu'geq'p'qo 'f'cu' f g'g'uecn'c'pk'x'gn'ugev'qtk'cn'eqo q'u'f'r wgf gp'j c'eg't'p'cek'ppgu'i t'cp'f gu'eqo q'Ej k'pc. 'k'pf k'{'Dtcukn' re'gur g'ekn'k' cel'p'gp'r leni'w'r u'o g'f'k'p'cu's w'g'ug'j c'k'f q'r tqf w'ek'gp'f q'gp'mqu'Ànko qu'c^o qu. 'v'k'p'g' ko r qt'v'p'v'gu' g'h'gev'qu'r qu'k'x'qu'gp're' g'ut'v'ew'tc' k'pf wutkc'n'f qo² u'lec'0'Gp'v'g'mqu'o kuo qu'ug' gp'ew'gp'v'c'<'gn' c'r'ep'eg' f g'o c{qt'gu' g'uecn'ru' c' r ct'v'k' f g' wp' r tqf w'ev'q' gur g'ekn' o c{qt' eqo r rgo gpv'ct'kgf cf 'eqp'Dtcukn' *r leni'w'r u'ej k'ecu'{'eqp'O²z'leq' *r leni'w'r u'i t'cp'f gu'+ 'm'ewcn' r gto kg' ceeg'f gt' c' o gtecf qu' f gn' O gtequw' {" r'v'k'p'q'co g'le'cp'qu. " {" i gp'g'tc' w'pc' o c{qt' gur g'ekn'k' cel'p'f gn'gp'v'co cf q'cwqr ct'v'kuc'f qo² u'lec'0'Rqt'm'ewcn'ug'r r'p'v'g'c're'r qu'k'd'k'kf cf 'f g' uwo ct'k'peg'pv'xqu'gur g'e'f'le'qu'c'rcu'k'px'gt'uk'ppgu'gp'guv'v'k' q'f g'x'gj 'fwmqu'r ctc'r tqh'w'pf k' ct'guv'g' r g't'h'kf g're'k'pf wutkc'cwqo qvt'k' cti gpv'kpc'gp'gn'o w'pf q'0"

" C'uw'x'g|. 'c'guv'g'rgo gpv'ug'r wgf g'uwo ct're'r tqo q'ek'p'f g're'w'k'k' cel'p'f g'r r'v'chqto cu' eqo w'p'gu'f g'r leni'w'r u'eqp'UWXu.'r gto k'k'gp'f q'c'r'ep| ct'o c{qt'gu'geq'p'qo 'f'cu'f g'g'uecn.'eqo q' j k'q'Vq{qvc'0'Rctc're'go w'r'ek'p'f g'guv'qu'o qf grqu'r qf t'f'ep'f guctt'q'm'tug'f k'v'k'p'v'qu'r tqi tco cu'f g'

kpegpvkxqu'hkuecrgu."lo r qukxqu"q"eqo gtekrngu."eqp"gn'hkp"fg"fkki k"o "a u"hqecrk cf co gpvg"rcu" pwxcu'kpxgtukppguO'

Qvc"ectcevgt¶ukec's wg"j c"vppk q"gn'o qf gm"fg"Vq{ qvc" { "j q{ "r ctgeg"i gpgtcrk ctug"cn" tguvq"fg"gn'ugevqt."gu"gn'hwtg'r gthkn'gZR qtvcf qt"fg"rc"kp wutlcOGuv"cwqt"eqpukf gtc"s wg."f cf qu" nqu"j ku>tlequ'r tqdrgo cu'f g'hcnc'f g'f kxkucu'gp"gn'r c¶u."s wg"ug"ci wf k ctqp"gp"nqu"Ànko qu'c° qu."{ " gnlect° evgt'f ghlekctkq'f gn'ugevqt."gn'r gthkn'gZR qtvcf qt"fg"rc"kp wutlc'cwqo qvk' f gdg'eqpugt xctug" { "r tqhwpf k ctugONcu'o gpqtgu'gZR qtvcf qpgu'fg'xgi ¶wru"u's wg"ug'tgcrk ctqp"gpvg"4234" { "4239" pq"uqp"eqo gtekrm gpvg"uwvpgvdrngu'r ctc"rc"xkdkkf cf "f gn'eqo r rglqOGp"guv"ugpvk q"vco dkp" ug"fg"fkki g"rc"pwxcr"rg{ "fg"r tqo qekp"cwqo qvk' fg"4244" { "c"s wg"eqpvg r rc"dgpghekqu'hkuecrgu" eqo q"rc"gzgpekp"fg"gn'f gtgej q"c"rc"gzr qtvcf p"j cuvc"gn'4253"r ctc"r tqo qxgt"rcu"xgpvcu"gp"gn' gzvgtkqtO'

C"uw'xgl . "guv"r gthkn'gZR qtvcf qt"r wgf g'xgtug'r qvpekcf q"r qt"rc'tgxkukp"q"rc"pwxcr'hko c" fg"cewgtf qu"eqo gtekrngu"cdtkppf q"o gtecf qu"gzvtpquORqt"glgo r nq."gn'cewgtf q"eqp"Eqmgo dk." f qpf g"j c { "wpc"ewvc"r tghgtgpekcn'eqpegpvcf c"gp"gn'ugi o gpvq"fg"cwqo »xkru."pq"ug"eqpf keg" eqp"gn'cewcn'r gthkn'r tqf wvxq" { "gzr qtvcf qt"fg"rc"kp wutlc'cwqo qvk' "gp"rc"Cti gpvpc."r qt"nq" ewcn"r qf t¶c"clwvctug"guv"tvcf q"gp"dcug"c"rc"gur gekrk cekp"r tqf wvxq"fg"gn'r c¶u"gp"r kem'w u" o gfkpcuOC"uw'xgl . "gn'tgclwv"fg"rc"tgi wrcokp"fg"gn'eqo gteq"dkvgtcn'eqp"Dtcukn'ug"r wgf g" tgecrkdtct"r ctc"r tqr lekt"guvcvgi kcu'fg"o c { qt"gur gekrk cekp"kpvtctgi kpcrORqt"qvtq"rcf q."ug" r wgf gp"r gpuct"pwxqu"cewgtf qu"eqo gtekrngu"c"o gtecf qu"gp"nqu"ewcrgu"ug"r wgf c"eqo r gvk"eqp" Uw^a hlec" { "Vckrpf kc"eqp"gn'cdcuveko kpvq"fg"rc"kem'w u"o gfkpcu."vrgu"eqo q"r c¶u"fg"fg" hlec" g"kpenuq"Guvcf qu"Wpkf quOGp"guv"Ànko q"gn'o gtecf q"fg"rcu"r kem'w u"gu"fg"o kpcf q"r qt"nqu" o qf gmqu"fg"o c { qt"vco c° q"full size"r gtq"gzkuv"wp"r Àdrkq"rcvq"u's wg"r tghgtg"rcu"fg"vco c° q" o gfkcpq" { "r qf t¶cp" ugt" cdcuvekf cu" f guf g" Cti gpvpc." f gur rc| cpf q" c" nqu" r qequ" o qf gmqu" o gzlecpqu" { "c"Vckrpf kcO'

" Cf go ^a u." guv"r gthkn'r tqf wvxq"j c" vppk q"tguwncf qu"hxqtcdrngu" gp"i gpgtcrn'r ctc" gn' gpvtco cf q" cwqr ctvuc" xkpewrcf q" eqp" Vq{ qvc." gn' ewcn' ug" j c" dgpghekcf q" vco dkp" fg" rc" gur gekrk cekp" fg" uwu" r tqf wvqu" r ctc" guvqu" xgi ¶wru." nqu" xqnÀo gpgu" fg" eqo r tcu" { " rc" guvcdkkf cf OGuvq."c"uw'xgl . "j c'r gto kkf q's wg"guvcu'r tqxggf qtcu'eqpuki cp"o c { qt"guecr" { "r wgf cp" cu"¶dclct"uwu'equvqu."nq"ewcn'j c"tgf wpf cf q"gp"ghgevu'r qukxqu'r ctc"vqf q"gn'eqo r rglqOGp"guv" ugpvkf q."r qn¶kecu"s wg"r tqo wxcv"guvc" gur gekrk cekp"cwqr ctvuc" { "tgi wvpp"guvc"tgmeckp" vgo kpcn'r tqxggf qt."r tkkngi kcpf q"gn'uquvplk kpvq"fg"eqpvcvqu"guvcdrngu" gp"gn'vgo r q"uqp" ngeekppgu"s wg"r wgf gp"wkkr ctug"gp"gn'tguvq"fg"gn'ugevqtOGp"r ctvewrc."gn'kpuvkwq"fg"O qxkkr cf " s wg"ug"etgct¶c"gp"Cti gpvpc"r ctvt"fg"rc"ng{ "fg"r tqo qekp"eqphqto ct¶c"wp"eqpuglq"fg"ktgexq" eqp'tgr tguvpcvqu'fg"nqu'f kvkpvu"cevtgu'kpvtxkpvqu'fg"rc"ecf gpcOUk'dkpp"j cuvc"o gfkcf qu"

f g"4245"ru"ectcevt f"lecu" f gn'lpukwwq"pq"hwgtqp"guvcdngkf cu."ugt" f g"ugcdng"s wg" c" r ctvt" f gn' o kuo q"ug"eqvtqngp"qu"x"pewqu"gpvtg"ru"vgo kpcrgu" { "ru"cwqr ctvku" { "gn'o qf gmq" f g"Vq { qvc" { "luu'r tqxggf qtgu'r wgf g'ugt"wp"glgo r mq'xktwquq'ht gpvg" c"qvtqu'ecuqu'hcnkf qu'gp"guvct'gmeqkpgu" gp"gnr c"u0F g'hqto c'uko kct."rc'tgnekp" f g"eqqr gtcekp"gpvtg"gnlupf kecq" { "rc"go r tguc'hwg"qvtq" r wpvq"egpvtcni' r ctc"gnf gugo r g° q" f g"Vq { qvc."r qt"mq"vcpvq."go wnt"guv" hqto c" f g"xpewnekp"gp" gnltguvq" f g"ru"eqo r c° f"cu"vco dle p"ugt" f" wpc" f ktgeekp" f g"ugcdng0

C"lw'xgl . 'cwps wg'pq'hwg'wpc'vgo a vlec'egpvtcni' g'rc'v'guku."rc'kpf wutk'cwqo qvtk' 'o wpf kni' guv" "ukpfp q" qdlgvq" f g" wpc" vcpuhqto cekp" f g" i tcp" o ci pkwf " c" r ctvt" f g" rc" eqpgevkkf cf . " cwqppqo f" .eqo r ctvek" { "grgevtkhecekp" f g"mq'xgj f"ewqu"gp"wp"eqpvz vq" f g"t' r kf qu'cxpegu" vgepqi' kequ" { " ci wfc" etkuku" erko a vlec0 UK' dlgp" guvqu" eco dkqu" guv" p" r tqf wek' pf qug" cegrtcf co gpvg" gp"ru"tgi kppgu" f gn'egpvtq" f g"rc" EI X"cwqo qvtk' . "rc" f guectdppk' cekp" f gn' vcpur qtvg'ug'gz vppf gt' a 'o u'vgo r tcpq's wg'vctf g'gp"mq'u'r c"qu'gtkl' tlequ' f gdlf q' c'hqu'r tqdng cu" f gtxcf qu' f gn'eco dkq'erko a vlec0"

"Gp" guv" eqpvz vq." gn'ugevt" cwqo qvt" cti gpvppq" / { " r tkpek' cm gpvg" gn' gpvtco cf q" cwqr ctvku"mqecn"ug'xgt" gpl'gpvcf q" c"o Ankr ngu' f guch"qu0Guv"vgo c"gu"gpectcf q"gp"rc O kulep" 6' f gn'Rrcp' Cti gpvpc' Rtfqf wevxc"4252" f gn'gz" o kplngtkq" f g'F gucttqm' Rtfqf wevxc" f g'rc"pcekp." qtkpvcf q" c"ko r wuct"rc"o qxkkf cf " f gn'hwvtq'eqp" r tqf wevqu" { "vgepqi' f"cu'pcekppcrgu0Gp" f lej q" o cteq."gp"4243"ug" r tgugp"gnr tq { gevq" f g"rg { " f g"Rtqo qekp" f g'rc" O qxkkf cf "Uwv'pvcdrng"s wg" r tqr qpg"wp"t' i ko gp"s wg'r tqo qxgt" gn'f lug° q."rc"lpxguki cekp."rc"lppqxcekp."gn'f gucttqm."rc" r tqf weekp."rc"eqo gteckk' cekp."rc"tgeqpxgtukp" { lq"rc"wwkk' cekp" f g" xgj f"ewqu" r tqr wucf qu" r qt"hwgpvqu" f g"gpgti f"cu"uwv'pvcdrng" { "s wg"vco dle p" r tqo qxgt" r ctvqu."eqplwpvqu" { "gs wkr qu" cwv'kktgu"gp"gn'vgttkqtkq" f gn'r c"qu."cwps wg'gn'o kuo q"guv" gp" r tqeguq" f g'tgxkulep0"

" Gp"guv" f ktgeekp."ugt" f g"ugcdng"s wg"mq"lpegpvku"mqecrgu" c"rc"o qxkkf cf "uwv'pvcdrng" ug" f ktkcp"vco dle p" c"eqpukwkt"wp" r qm' f g" r tqf weekp" gur gekrk' cf q"gp"ru" r tko gtcu" r keni'w u" j f"itk' cu" { "gn'evlecu" f gn'o wpf q."wp"o gtecf q"vqf cx" f"cu"o w' "lpek' kpgv"gp" gn'ugi o gpvq" f g"mq" xgj f"ewqu"gn'evlequ"s wg" r qf t" f" r qukekqct" cni' r c"qu"eqo q"wp"egpvtq" o cpw'xewt'gtq" r kppgtq"gp" guv"vkr q" f g" r tqf wevqu0"

Cf go a u."guv" Anko q" r tq { gevq" f g"rg { " r tqr qpg"rc"etgcekp" f g"rc" Ci gpek" P cekqpcni' f g" O qxkkf cf "Uwv'pvcdrng"eqp" wpc"lpukwlek" f g"KF "eqp" r tqi tco cu" r tqo qekppcrgu" gur ge" f"kequ0 Gp"guv"ugpvk' q."c"mq"rc"ti q" f g"guv"v'guku"ug"j cp"xluvq"mq" f"bo kgu"t" f"i kf qu"s wg"ko r qpg" c"rc" h'kkn' cti gpvpc" f g"Vq { qvc"s wg"gn'egpvtq" f g"KF " f g"rc"J kwz"ug"j c { c"guvcdngkf q"gp"Vckrpf kc0Rqt"mq" vcpvq."rc" r qukdkkf cf " f g" s wg" guv" pwxq" lpukwwq" vcdclg" gp" eqplwpvq" eqp" ru" go r tgucu" o w'k'pcekppcrgu" r ctc"tgckk' ct"cev'kkf cf gu" f g" KF "s wg"n'gi q" r wgf cp"tgf wpf ct" gp"o c { qtgu"

ecr cekf cf gu'r ctc'rcu'go r tgucu'qecrgu. 'ekgp'f'lequ'{' 'tcdclcf qt gu'cti gp'v'pqu. 'ugt'c'wpc'f'k'geek'p'
ht wev'f'gtc'f'g'guc'r qn'f'lec0"

F g" guv"o qf q. "rcu"r tqr wguvcu"r tgugp'cf cu"r tgv'p'f gp" eqp'v'k'd'w'k' "cn'f' guctt'q'm'q' f'g' rcu"
hwgt| cu"r tqf we'k'x'cu" qecrgu. "gp'v'p'f' k'g'p'f' q' guv" q'd'lg'v'k'x'q" eqo q' wpc" o gvc" k'p'f' k'ur' g'p'uc'd'rg" r ctc"
o glqtct'gn'd'k'g'p'gu'ct'f'g'rc' 'r' q'd'rc'ek'p'cti gp'v'p'c'0'Nc'hcug'cewcn'f' gn'ecr k'cr'kuo q'o w'p'f' k'cn'ko r q'p'g"
hwgt'v'u" t'g'u't'k'ek'q'p'gu" c" n'q'u" r c'f'g'u" r g't'k'f' t'lequ" { "c" uwu" r tq { gev'q'u" f'g' f' guctt'q'm'q' "geq'p'»o k'eq."
t'g'f' we'k'p'f' q'ec'f' c'x'g'l "o a'u'q'u'ug'p'f' g't'q'u'q't'k'g'p'cf' q'u'c'eco d'k'ct'rc' 'r' q'u'ek'p'f'g'g'uc'u'p'ce'k'q'p'gu'gp'gn'
g'ue'g'p'ct'k'q'k'p'v'g't'p'ce'k'q'p'c'f'0'G'p' 'n'q' 's' w'g' t'g'ur' g'ev'c' 'r'c' 'k'p'f' w'u't'k'c'c'w'q'o q'v'k' . 'v'q'f' q'k'p'f' k'ec' 's' w'g'gn'le'q'p'v'q'n'
f'g'rc'ec'f' g'p'c' "ugi w'k' "a" gp"o cp'q'u" f'g'w'p' r'g's' w'g'o q' "i' t'w'r' q'f'g'go r tgucu"gz'v'c'p'l'g't'cu. "r'qt' "m'v'c'p'v'q."
g'p'eq'p'v'ct'rc' 'b' glqt' h'q'to c'f'g'c't'v'ew're'k'p'f' r'ct'g'eg'ugt'w'p'c'v'ct'g'c'k'p'g'x'k'c'd'rg' r'ctc' 'C'ti gp'v'p'c'0'F'g'g'uc"
h'q'to c. "gp'v'p'f' g't'gn'eqo r q't'v'co k'g'p'v'q. "rc" v'c' { gev'q't'k' " { "n'q'u" ko r c'ev'q'u" f'g' rcu" f'k'v'k'p'v'cu" h'k'to cu"
r tg'v'p'f' g'cr' q't'v'ct'c'rc' 'e'q'p'ut'w'ee'k'p'f'g'w'p'c'k'p'f' w'u't'k'c'c'w'q'o q'v'k' "o a'u'r't'»ur' g'tc' { "uw'v'g'p'c'd'rg'0"

Rqt" A'nc'o q. "cw'p's' w'g' u'w'r' g't'g' gn' c'r'ec'p'eg' f'g' g'uc' v'g'u'k'u" { "rcu" c'ew'w'rg'u" eq'p'f' k'ek'q'p'gu" f'g'
r'q'u'k'k'k'f' c'f. "g'v'g'c'w'q't' "eq'p'k'f' g't'c' 's' w'g'p'q'f' g'd'g'c'd'c'p'f' q'p'c't'ug'gn'u'w'g'o q'f'g'rc' "t'g'et'g'ce'k'p'f'g'w'p'c"
c'w'q'o q'v'k' "p'ce'k'q'p'c'f'0'Eqo q' u'q'u'w'x'q" w'p'q' f'g' n'q'u" o a'z'k'o q'u" t'g'h'g't'g'p'v'g'u" f'g'rc' "ge'q'p'q'o "c'f'gn'
f'g'uctt'q'm'q. "J c/L'q'p'p' "E'j' c'p'i. "gp'rc" "W'K"gn'; "f'g'o c' { q'f'g'4245" "un gran error de Brasil y
Argentina fue no desarrollar automotrices nacionales". "G'p'g'v'g'v'c'd'cl'q'ug'j' c'f'g'o q'u't'c'f'q' 's' w'g'
gn'q't'k'i gp'f'g'rc' 'r' t'q'r' k'g'f' c'f'f'g'rc'u' h'k'to cu' n'f'f' g't'g'u'f'g'g'uc'ec'f' g'p'c' "g'u'u'w'o co gp'v'g'ko r q't'v'c'p'v'g' r'ctc'gn'
f'g'uctt'q'm'q'ge'q'p'»o k'eq'f'g'f'le'j' q'u'r' c'f'g'u'0'E'rc't'co gp'v'g. "eq'p'rcu'eq'p'f' k'ek'q'p'gu'ge'q'p'»o k'ecu. 'r' q'n'f'le'cu"
{ 'u'q'ek'rg'u'f'g'c'ti gp'v'p'c'c'o g'f'k'c'f' q'u'f'g'4245'w'p'rc'p'f'g'h'q'to c'ek'p'f'g'w'p'c'go r t'g'uc'p'ce'k'q'p'c'n's' w'g'
eqo r k'c'eq'p'l'w'i c'f'q't'g'u'g'v'c'f' q'w'p'k'f' g'p'ug'u. 'e'j' k'p'q'u. 'l'c'r' q'p'g'ug'u. 'g'w't'q'r' g'q'u. 'eq't'g'c'p'q'u'g'k'p'f' k'q'u'r' c't'g'eg"
f'g'ue'c'd'g'm'c'f' q'0'P' q' "q'd'u'x'c'p'v'g. "rcu" e'c'r' c'ek'f' c'f'g'u'et'g'c'f'cu" gp"v'q't'p'q" c"rc' "h'c'd't'k'ec'ek'p'f'g' r'k'em'l'w'r' u"
o g'f'k'c'p'cu. "rc" k'p'o c'f'v't'g'l "f'g'rc" g'g'ev't'k'k'ec'ek'p'f'g'g'v'g'o g't'ec'f'q. "rc" f'k'ur' q'p'k'k'k'f' c'f'f'g' "i' t'c'p'f' g'u"
t'g'ug't'x'c'u'f'g'h'k'k'q'c'n'p'q't'q'g'v'g'f'gn'r' c'f'u. 'n'q'u'k'p'ek'r' k'g'p'v'g'u'k'p'v'g'p'v'q'u'f'g'h'c'd't'k'ec'ek'p'f'g'd'c'v'g't'c'f'u'f'g'k'q'p'g'u"
f'g'h'k'k'q. 'n'q'u't'g'ew't'u'q'u'j' w'o cp'q'u'gp'gn'le'q'o r n'g'l'q'c'w'q'o q'v'k' { 'gn'l'uk'v'g'o c'ek'g'p'v'f'le'q'u'r' w'g'f'g'p'r' g't'o k'k't"
c'rc' "u'q'ek'g'f' c'f' 'c'ti gp'v'p'c' r' g'p'uct'gp'gn'u'w'g'o q'f'g'rc' 'et'g'ce'k'p'f'g'w'p'c'c'w'q'o q'v'k' 'r' t'q'f' w'ev'q't'c'f'g'r' k'em'l'
w'r' u'g'r'ext'k'ecu' r'ctc' "g'z'r' q't'v'ct'c"Co 2't'lec'N'c'v'p'c' { "gn'o w'p'f'q'0'Cu'f' "o a'u'c'n'f' "f'g'rcu" f'h'k'ew'n'c'f' g'u"
q'ec'rg'u" c'ew'w'rg'u" { "f'g'n'q'gz'v't'g'o c'f'co gp'v'g'eqo r n'g'l'q' 's' w'g' r' w'g'f'g'ugt'go r t'g'p'f'g't'w'p' r' t'q' { gev'q'f'g'
g'v'g'v'k'q. "p'q" r' w'g'f'g'f' g'ue'c't'v'ct'ug' g'uc' "k'f'g'c" { c' 's' w'g'g'uc' "q'r' q't'w'p'k'f' c'f' "n'g' r' g't'o k'k't'c' "C'ti gp'v'p'c"
k'p'ug't'v'ct'ug'gp'w'p'c'ec'f' g'p'c' "i' m'd'c'n'f'g'x'c'm'q't'go g'ti gp'v'g'eq'p'w'p'c' o c' { q't' r'ct'v'ek'r' c'ek'p'gp'gn'o c'r'c'
r' t'q'f' w'ev'k'x'q' "i' m'd'c'r'0"

ANEXO METODOLÓGICO

1 - Índice de Herfindahl e Hirschman

Gn'pf keg'f g'J gthkpf cj n'q' pf keg'f g'J gthkpf cj n'g'J ktuej o cp' "3; 86+0' Gn'pf keg'ug' ecnwrc'gnxcpf q'cn'ewcf tcf q'rc'ewqc'f g'o gtecf q's wg'ecf c'r c'fu'r qugg'*gp'guy'ecuq+'{ 'uwo cpf q' gucu'ecp'kf cf gu'Gn't guwncf q'o a zko q'gu'32022.'ewcpf q'wp'uqmq'r c'fu'qr gtc'gp'gr'o gtecf q'eqp' wpc'eqpegp'tcek»p'vqcn'f gr'o gtecf q'="r qt'qvtq'rcf q.'gn'xcmt'f gn'pf keg'ug'tgf weg'eqphqto g'rcu' ewqvcu' f g' o gtecf q' ug' f kwtkdw' gp' gp' hqto c' o a u' gs wkcvkxc' { " ewcpf q' j c { " o a u' r c'fu'gu' r ctv'ekr cp'v'gu'G'u'f gek't.'gn'pf keg'J 'gu'rc'uw'o c'f g'rcu'ewcf tcf qu'f gn'r qtegp'v'lg'f g'o gtecf q'f g' ecf c'wpc'f g'hqu'P 'r c'fu'gu's wg'hq'eqo r qpgp'0Gn'e'a rewq'ug'r wgf g'g'zr t'guct'f g'rc'uki wkgp'v'o cp'gtc<"

$$H = \sum_{i=1}^N s_i^2$$

2 - Valor de vehículos producidos por terminal automotrices

Gn'xcmt'f g'xgpc'f g'xgi 'f'wq'r tqf welf q'rc'ecm gp'v'r qt'ecf c'v'gto kpcn'cwqo qvtk' "ug' ecnwrc'c'r ctv't'f gn'xcmt'gp'r guqu'f g'ecf c'b' qf grq'r tqf welf q'r qt'ecf c'v'gto kpcn'gp'lw'kq'f g'ecf c' c'o q'ugi Àp'rc'i w'c'qh'ekcn'f g'r tgekqu'f g'CECTC' "eqpuwncf c'c'r ctv't'f g'y gd'ctej kxg'Qti '+' clw'wcf q'r qt'gn'r tqo gf kq'cp'wcn'f gn'vkr q'f g'eco dk'f gn'f »rc't'g'wcf q'w'pkf gpug'f gn'DETC'0C'guy'g' t'guwncf q'ug'uw'o cp'rcu'g'zr qt'v'ek'q'p'gu'f g'cwqr ct'v'gu'f g'v'qf cu'rcu'v'gto kpcrgu'cwqo qvt'legu'f c's wg' f qu'f g'gr'cu.'H'cv'f { 'Xqmuy ci gp.'r tqf weg'p'ec'lcu'f g'eco dk'v'co dk'p'gp'uw'r rc'p'cu's wg'f gu'k'p'cp' c'o gtecf qu'f g'g'zr qt'v'ek'»p'0"

3 - Contenido importado de los vehículos nacionales

Nc'g'u'ko cek»p'f g'eq'v'g'p'kf q'lo r qt'v'cf q'ug't'g'crk' c'c'r ctv't'f g'rcu'lo r qt'v'ek'q'p'gu'f g'r ct'v'gu' { 'r kg' cu'gp'f »rc't'gu'f g'ecf c'v'gto kpcn'ugi Àp'rc'encu'k'lecek»p'f g'r qu'ek'q'p'gu'ct'c'p'eg'nt'kcu't'g'crk' cf c' r qt'I a tt'k' "{ 'Rc'pki q' "4236+0C' "eq'p'w'p'cek»p.'ug'f g'w'nc'p'rcu'r qu'ek'q'p'gu'ct'c'p'eg'nt'kcu'w'k'k' cf cu' uki wkgp'f q'c'hqu'cw'qt'gu'<"

Conjunto	Subconjunto	Producto	SH 2012
Cuerpo y partes	Cuerpo	Cuerpo	870790
		Cuerpo	870710
	Piezas interiores	Asientos	940120
	Partes del cuerpo	Cerraduras	830120
		Guardabarros; parrillas; puertas; paneles de instrumentos; otras partes del cuerpo	870829
		Guarniciones, accesorios y piezas	830230
		Parachoques y piezas	870810
	Sistema de seguridad	Airbags y piezas	870895
		Cinturones de seguridad	870821
	Vidrio	Espejos retrovisores	700910
		Vidrio de madera contrachapada	700721
		Vidrio templado	700711
	Chasis, sistema de transmisión y sus partes	Sistema de dirección	Dispositivos especiales para discapacitados y otros accesorios para piezas y cuerpos
Volante, columnas, cajas de dirección y piezas			870894
Sistema de escape		Silenciadores, tubos de escape y piezas	870892
Sistema de frenos		Revestimientos de amianto	681320
		Forros de freno; Frenos, frenos de potencia y piezas;	870830
		Pastillas y forros de freno	681381
Sistema de transmisión		Cajas de engranajes y piezas	870840
		Ejes (con diferencial o portadores) y piezas	870850
		Embragues y piezas	870893
		Embragues y sus fiestas; otras guarniciones	681389
		Piñones y otros cuerpos elementales de transmisión	848390
Suspensión y amortiguación		Ruedas, piezas y accesorios	870870
		Resorte foliar	732010

		Muelles helicoidales	732020
		Sistemas de suspensión, amortiguadores	870880
Motores y piezas	Motores	Gasolina motores <1000 cm3	840733
		Gasolina Motores > 1000 cm3	840734
		Motores diésel o semidiésel	840820
		Otras partes del motor	Cigüeñales, árboles de levas; árboles flexibles; mangos; Otros ejes de transmisión
			848410
	Focas		848420
			848490
		Poleas y volantes	848350
	Piezas de motores diésel	Bloques y envolturas; válvulas de admisión o escape; válvulas de entrada o escape de tubos múltiples; Guías; Émbolos (pistones); varillas; colillas; Boquillas; anillo de pistón (pistón); camisas de cilindros	840999
	Piezas de motor de gasolina (gasolina)	Bielas; Bloques, culatas y carcasas; carburadores; válvulas de admisión o escape; entrada o escape de tubos múltiples; anillo de pistón (pistón); guías de válvulas; carburadores; Émbolos (pistones); camisas de cilindros; inyección electrónica	840991
	Piezas del motor - combustión	Bomba de gasolina (gasolina); inyección de combustible; bomba de aceite; otras bombas	841330
		Bujías	851110
		Filtro de aire	842131
Filtro/aceite de nafta		842123	
Otras partes	Otras partes	Sellos, juntas, anillos y otros	401693
	Rumbos	Radiadores y piezas	870891
		Piezas del rodamiento	848299
		Rodamientos de agujas	848240

		Rodamientos de bolas	848210
		Rodamientos de rodillos cónicos	848220
	Válvulas	Válvulas neumáticas u oleohidráulicas	848120
Remolques, semirremolques y piezas	-	Chasis de remolques y semirremolques	871690
		Tanques	871631
		Otros remolques y semirremolques	871640
		Otros remolques y semirremolques para el transporte de mercancías	871639
		Remolques	871610
Ruedas, neumáticos y piezas	Neumáticos	Neumáticos Neumáticos coches	401110
		Neumáticos para camiones	401120
	Piezas de neumáticos	Cámaras de goma	401310
		Guardias y bandas	401290
Sistemas eléctricos y electrónicos y piezas	Baterías y piezas	Baterías	850710
		Dinamos, alternadores y otros generadores	851150
	Calefacción/Refrigeración/ventilación	Climatización	841520
	Otros componentes eléctricos	Limpiaparabrisas y eliminadores de escarcha	851240
	Iluminación y señalización	Cuernos y sirenas	851230
		Faros; luces fijas; maniobra de luces; cajas combinadas; otra señalización visual e iluminación	851220
		Piezas ópticas	701400
		Otras piezas eléctricas de señalización	851290
	Instrumentación del panel	Partes de instrumentos de medición o control de nivel	902690
		Relojes de panel	910400
	Sistema de audio	Estéreos	852721
			852729
	Sistema de encendido	Distribuidores y bobinas de encendido	851130

		Cables de bujías	854430
		Imanes y el otro	851120
		Motores de arranque	851140
		Partes de aparatos y aparatos de encendido	851190
		Disyuntores reglamentarios; encendido de dispositivos electrónicos; otros aparatos y dispositivos	851180

F lej qu'xcmqtgu'ug'gukto ctqp'uqdtg'gn'xcmqt'gp'r guqu'f g'ecf c'b qf grq'r tqf wekf q'r qt'ecf c' vgtto kpcn'gp'lwkl'f g'ecf c'c° q'ugi Àp'rc'i w'c'q'hlckn'f g'r tgekqu'f g'CECTC" *equuwn'cf c'c'r ct'vt' f g'y gd0tej kxg0ti +clwuxf q'r qt'gn'r tqo gf kq'cpwcnf gn'vr q'f g'eco dlq'f gn'f »rc't'guxf qwpkf gpug' f gn'DETC' uwo cf q'c'rcu'g'zr qt'cekppgu'f g'cwqr ct'vgu'f g'ecf c'vgtto kpcn'cwqo qvtk' "cti gp'kpc0"

Ecdg'f gucect's wg'gug'o 2 vqf q'gu'f kuxpvq'cn'tgcnk' cf q'r qt'ecf c'vgtto kpcn'cwqo qvtk' "{ " gn'O kpxvgtk'f g'Rtqf week»p kpf wuxk'r ctc'tgcnk' ct'mqu'tgkpvgi tqu'f g'rcu'ng{ gu'cwqr ct'vuxu. " ugi Àp'gn'ewcn'Vq{ qw'eqvcdc"gp"4243"eqp"wp"62' "f g'r ct'vgu'f { "r kgl cu'mqecrgu" *Nwku"N»r gl. " gpvtgxkuc'r gtuqpcn"38B44244-0"

4 - Red social egocéntrica de los nueve principales accionistas de Toyota Motor Corporation

Gp'rc'rkgtcwtc'o g'vqf qn»i kec'f g'cpª ruku'f g'tgf gu'uqekrgu.'rcu'tgf gu'gi qe² pvtkecu'uqp' rcu's wg'gu³ p" gphqecf cu'gp'gn'gzco gp'f g'wp'pqf q'egpvtcn'f { "rc'tgrec»p'f g'gug'eqp'gn'tgux'f g' mqu'pqf qu'f g'r tko gt."ugi wpf q"q"oª u"pkxgrgu" *O ctuf gp."4224+ "Gn'f kci tco c"gu'grdqtcf q"c" vtcx² u'f gn'uqhy ctg'WEK GV0Rctc"gu'g'ecuq'ug'wklk' c'eqo q'pqf q'egpvtcn'c'rc'eqo r c° ¶c"VO E" { 'ug'f g'vgtto kpc'uwu'r tlekr crgu', 'ceekqpkuc'u' c { qtkctkqu'c'r ct'vt'f g'rc'kphqto cek»p'f g'uw'rª i kpc' q'hlckn'cn'42420'Gn'pqf q'egpvtcn'f g"VO E"r qugg'wpc"guecnc'f g'wco c° q"o c { qt'r ctc'kpf lect"uw' egpvtcn'f cf 0Nqu'pqf qu's wg'hqto cp'r ct'v'f g'Vq{ qw'eqo q'ceekqpkuc'u'f k'gevu'r quggp'wpc"guecnc' f g'wco c° qu'f gr gpf kpf q"uw'r ct'vlekr cek»p"gp'rc'eqo r c° ¶c0'C"uw'xgl. "r quggp'wpc"guecnc'f g' wco c° q"o c { qt" c"mqu'pqf qu'f gn'ugi wpf q"pkxgn'f g'ceekqpkuc'u" *gu'f gekl. "mqu'ceekqpkuc'u'f g'mqu' ceekqpkuc'u+0Nc'kphqto cek»p'f g'wcn'f c'f g'ecf c'wq'f g'guxu'ceekqpkuc'u'ug'gpewgpvtc'gp'rc'Vcdrc" 2/8'f gn'CPgzq'Guxf ¶vkeq0"

Rqt'qvtq'rcf q.'rcu'f k'geekppgu'f g'rcu'hrgej cu'kpf kecp's w² 'go r t'guc'r qugg'c'rc'qvtc'f g'b qf q' vcn's wg'rc'ecdgl c'f g'rc'hrgej c'ug'r quc'uqdtg'rc'eqo r c° ¶c'r qug¶f c'r qt'uw'ceekqpkuc0Rqt'Ànko q." gn'eqmt'f g'mqu'pqf qu'kpf kec'rc'pceekqpcrk'f cf 'f g'ecf c'hto c'f gr gpf kpf q'f g'f »pf g'gu² 'wdlecf c' uw'ecuc'o c'vtk' 0Rqt'm'vcpvq.'ug'wklk' c'gn'leqmt'c| wlr ctc'GGWW" { "gn'tqlq'r ctc'ler »p.'ukgpf q'mqu' Àplequ'f qu'r c'¶gu'kpxqmwetcf qu'gp'rc'tgf 'uqekn'f g'mqu'pwgxr' tqr k'vctkqu'f g'r tko gtq" { "ugi wpf q' pkxgn'f g"VO E0"

5 – Análisis de correlación entre variaciones PIB Argentina y ventas en el mercado interno de vehículos

" Nc"gxqmek»p" f gn'RKD" f g'Co 2 tlec'Ncvkpc"ug"ecrewr"eqo q"r"xctkcek»p"cpwcnf gn'RKD" f g" vqf qu"mqu"r c"lgu" f g"r"tgi k»p"gzegr vq"O 2 zleq" c"r tgekqu"eqpuvcpvgu" Nc" gxqmek»p" f gn'RKD" f g" Cti gpvkpc"ug"ecrewr"eqo q"r"xctkcek»p"cpwcnf gn'RKD" c"r tgekqu"eqpuvcpvgu"

Gp"gn'I tª hleq"KX/3"ug"tgr tgugpvc"rcu"eqttgnekqpgu"gpvtg"r"xctkcek»p"r qtegpwcnf gn' RKD" c"xcmqtgu"eqttkpgv" f g"Cti gpvkpc" { "r"xctkcek»p"r qtegpwcn'gp"r"r tqf week»p" f g'xgj ¶ewqu" f g"vqf cu"rcu"go r tgucu" f g"Cti gpvkpc"o gpqu"Vq{ qvc"ªI tª hleq"C+" { "r"xctkcek»p"r qtegpwcnf gn' RKD" c"xcmqtgu"eqttkpgv" f g"Cti gpvkpc" { "r"xctkcek»p"r qtegpwcn'gp"r"r tqf week»p" f g'xgj ¶ewqu" f g"Vq{ qvc"Cti gpvkpc"ªI tª hleq"D+" ugi Àp" mqu"uki wkgpvu"t guwncf qu"ecrewr" f qu" c"vtx² u" f gn' r tqi tco c"Uvc0"

"

	PIB_Arg	Pr_TOY	Pr_Ter~g	
PIB_Arg	1.0000			
Pr_TOY	0.4936	1.0000		
Pr_TermArg	0.8364	0.3668	1.0000	"

"

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Pr_TOY	0.5014	1.0000		
Pr_TermArg	0.8462	0.3668	1.0000	"

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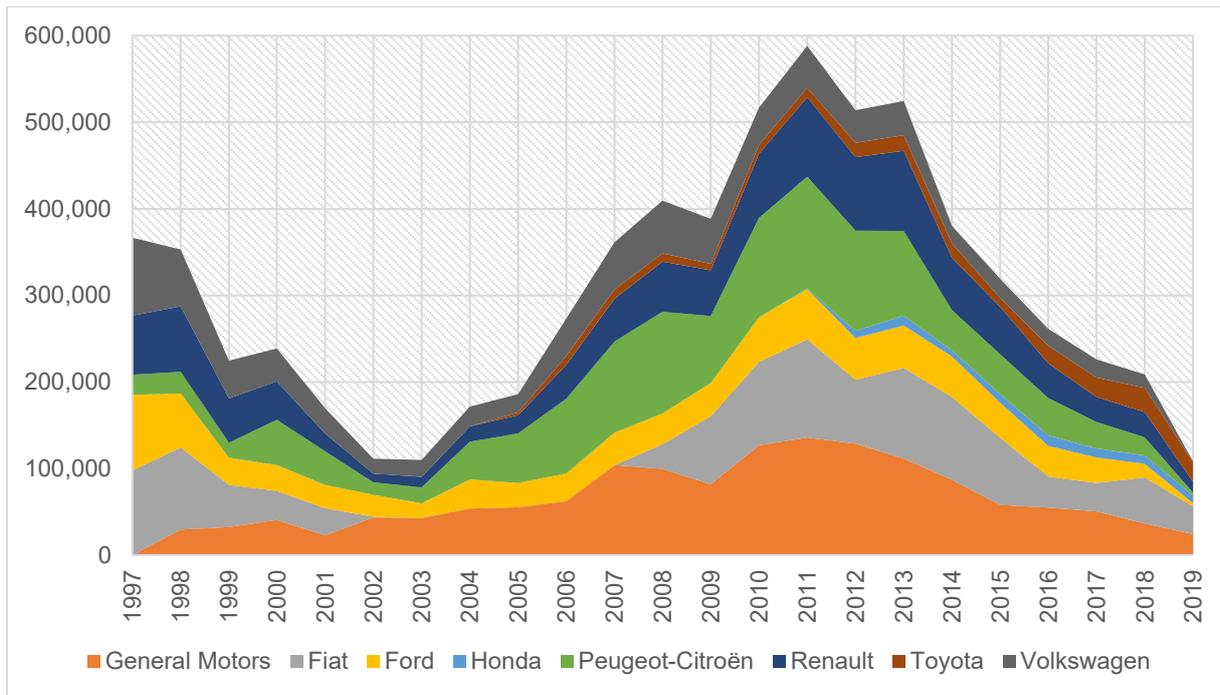
ANEXO ESTADÍSTICO

Tabla 0-1 – Clasificación de componentes según área de vehículo

Área del vehículo	Componentes principales
Chasis	Eje, piezas de freno, suspensión, neumáticos y ruedas
Conexión del vehículo	Telemática, acústica, altavoces, navegación
Ingeniería electrónica y semiconductores	Batería, alternadores, actuadores, cables, cableado, conectores, ECU, motores eléctricos, sensores, interruptores
Confort interior y seguridad pasiva	Cabina, piezas de puertas, asientos, molduras interiores, textiles
Iluminación	Iluminación interior y exterior
Materiales y peso ligero	Cuerpo, parachoques, marcos de puertas, sujetadores, juntas, sellos, adhesivos, piezas metálicas, chapa, piezas de vidrio, piezas prensadas/estampadas
Tren motriz (powertrain)	Piezas del motor, piezas de transmisión, eje de transmisión, diferencial, embrague, piezas de escape, filtros, tanque de combustible
Gestión térmica	HVAC, intercambiador de calor, refrigeración del motor, mangueras/tuberías
Interfaz de usuario y experiencia	Pantallas, cuadro de instrumentos, espejos exteriores
Movilidad autónoma	Control de crucero, cámaras, sistema de asistencia al estacionamiento, sensores
Movilidad eléctrica (e-mobility)	Sistema de batería, electrónica de potencia, motor electrónico

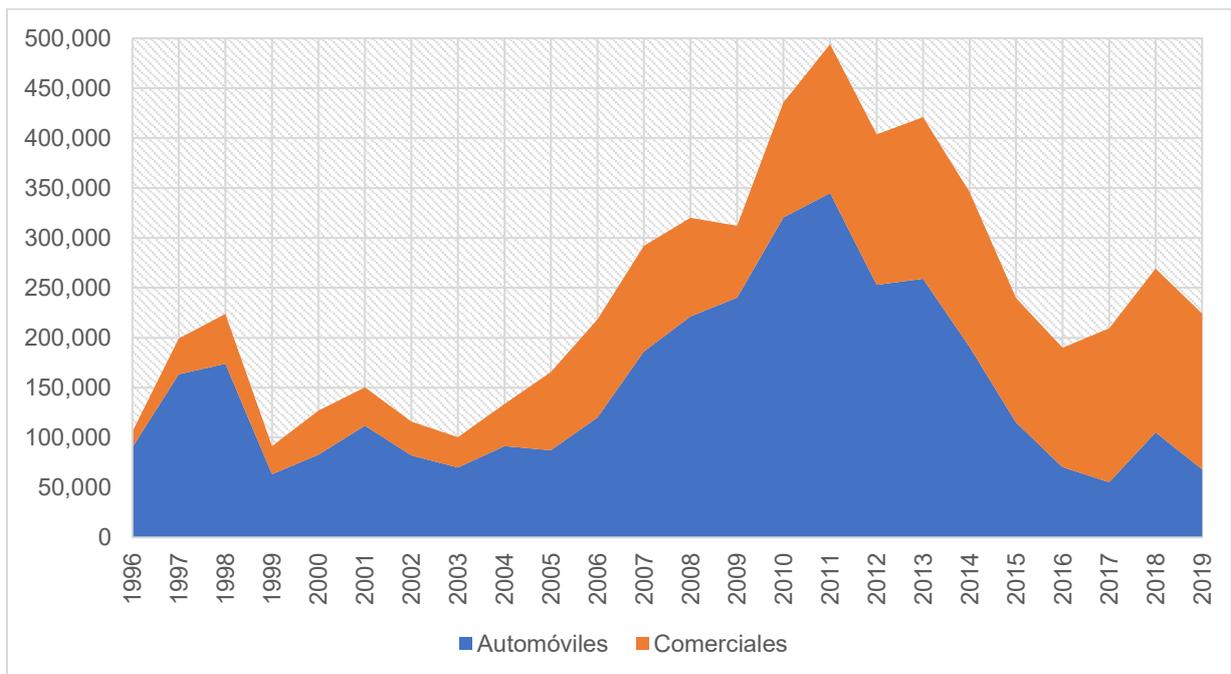
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Gráfico 0-1 - Producción de automóviles por empresas en Argentina (unidades) (1997-2019)



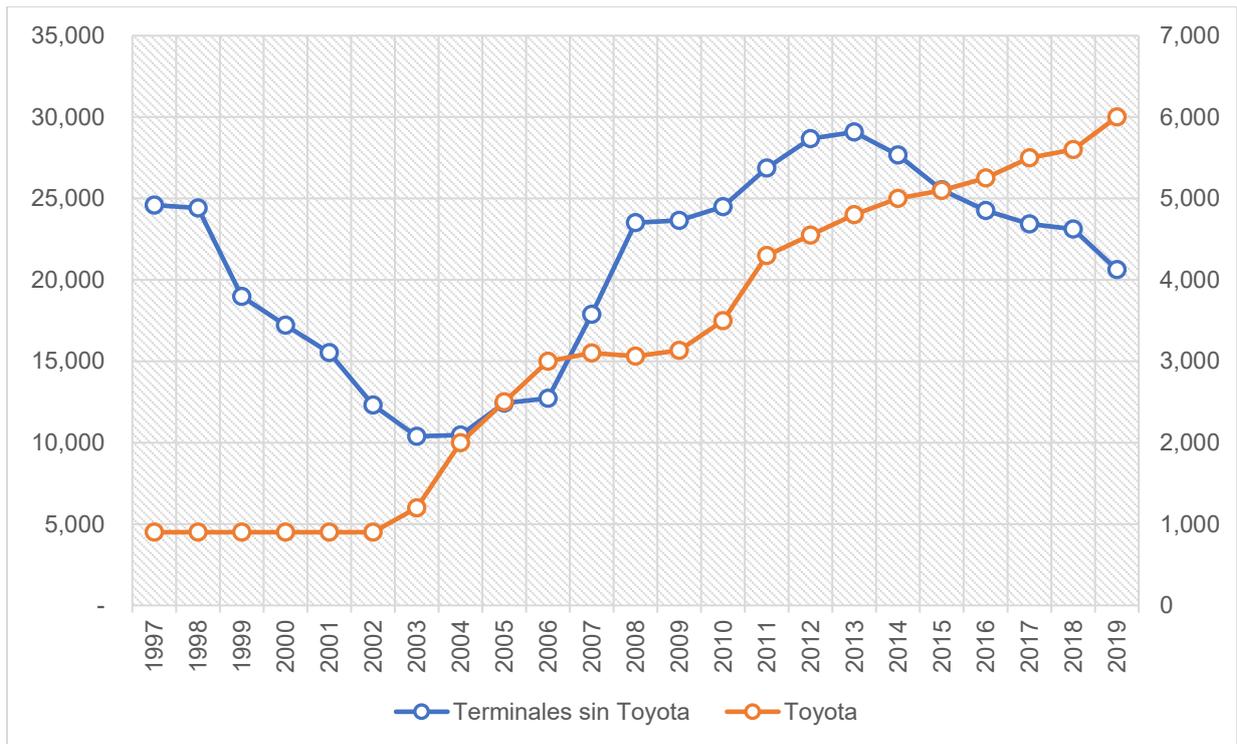
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Gráfico 0-2 – Exportaciones de vehículos de pasajeros y comerciales de Argentina (unidades) (1996-2019)



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Gráfico 0-3 - Empleo en el sector terminal de la industria automotriz de Argentina (1997-2019)



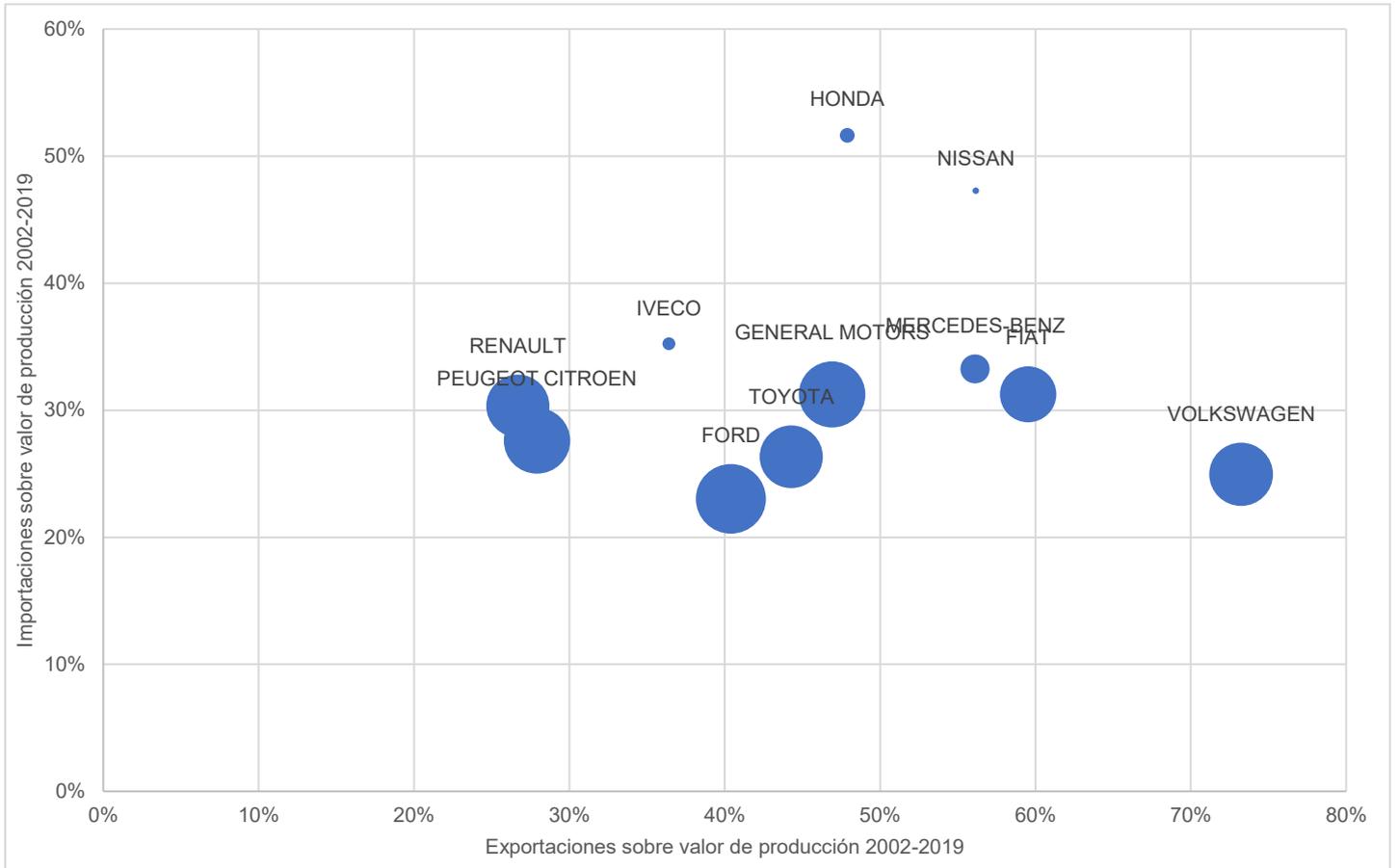
El gráfico muestra el empleo en el sector terminal de la industria automotriz de Argentina entre 1997 y 2019. Se observan dos líneas: una azul para 'Terminales sin Toyota' y una naranja para 'Toyota'. El eje Y izquierdo muestra el empleo total (0 a 35,000) y el eje Y derecho muestra el empleo de Toyota (0 a 7,000).

Tabla 0-2 - Posición de Toyota en el ranking de las 200 empresas más grandes de Argentina

Año	Posición en el ranking
1997	104
1998	72
1999	92
2000	81
2001	81
2002	76
2003	57
2004	61
2005	16
2006	14
2007	19
2008	21
2009	17
2010	17
2011	20
2012	6
2013	7
2014	10
2015	17
2016	27
2017	11
2018	4
2019	3

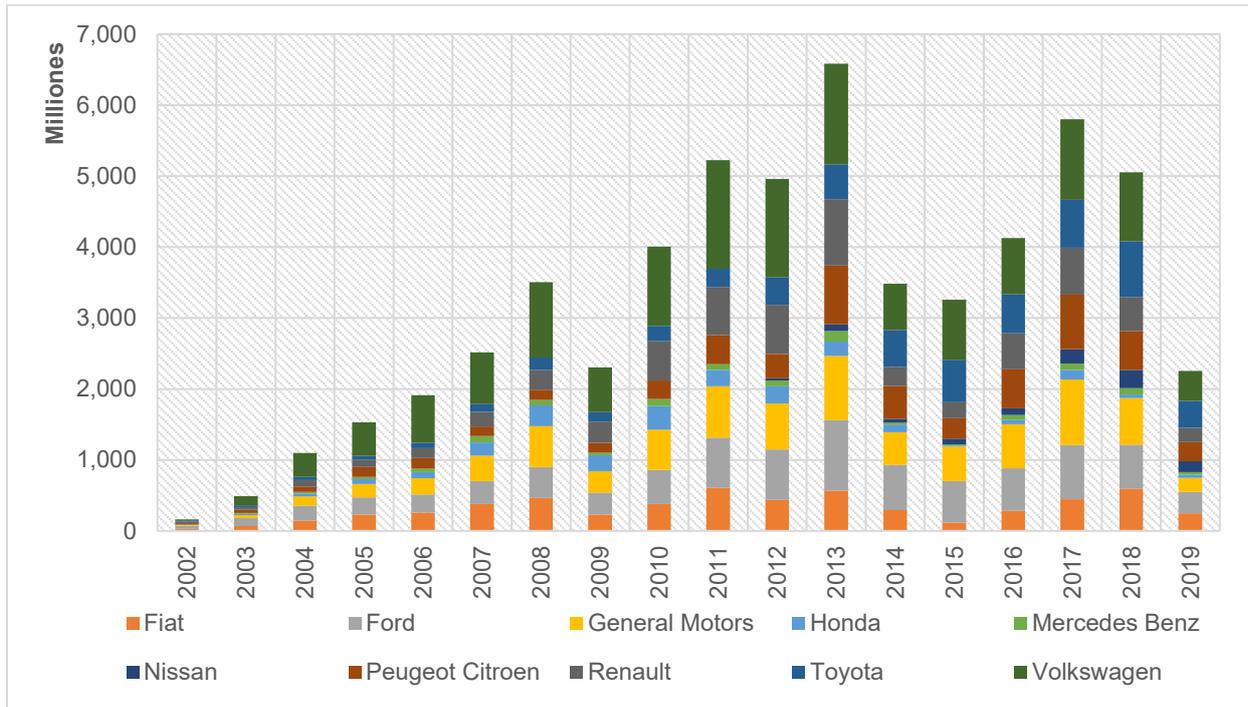
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Gráfico 0-4 - Promedios de las importaciones de autopartes sobre valor de producción entre 2002 y 2019 (eje Y), promedios de las exportaciones totales sobre el valor de la producción entre 2002 y 2019 (eje X) y cantidad de unidades producidas entre 2002 y 2019 (tamaño de la burbuja)



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Gráfico 0-5 - Importaciones de vehículos de pasajeros por terminal automotriz (millones de dólares CIF) (2002-2019)



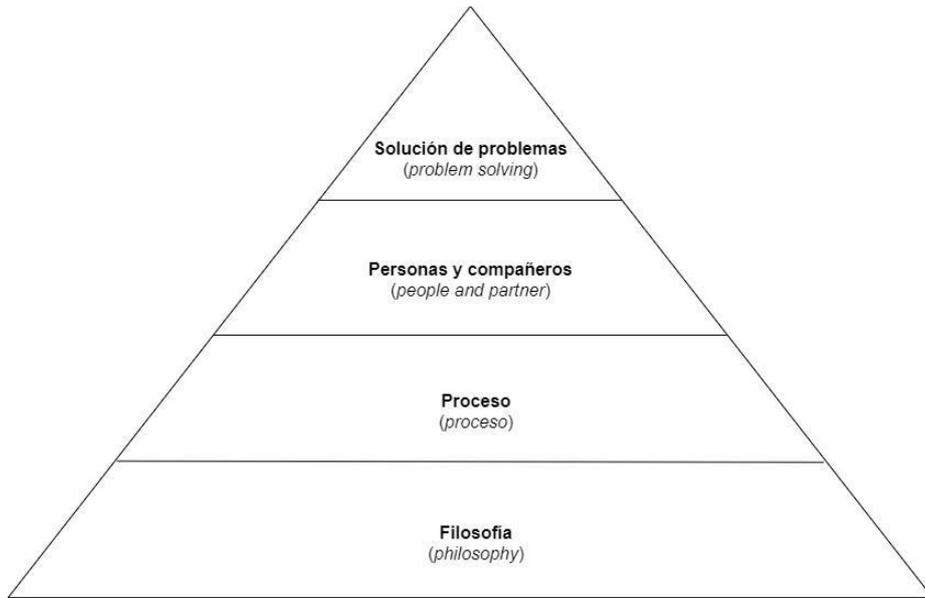
Importaciones de vehículos de pasajeros por terminal automotriz (millones de dólares CIF) (2002-2019)

Tabla 0-3 - Presidentes, vicepresidentes y presidentes del directorio de Toyota Motor Corporation

Nombre	Presidente del directorio	Vicepresidente	Presidente
Risaburo Toyoda	1° Presidente del directorio		1° Presidente
Kiichiro Toyoda			2° Presidente
Taizo Ishida	2° Presidente del directorio		3° Presidente
Fukio Nakagawa			4° Presidente
Eiji Toyoda	5° Presidente del directorio		5° Presidente
	Presidente del directorio honorario		
Shoichi Saito	3° Presidente del directorio		
Masaya Hanai	4° Presidente del directorio		
Shoichiro Toyoda	6° Presidente del directorio		6° Presidente
Shigenobu Yamamoto		ex Vicepresidente	
Gentaro Tsuji		ex Vicepresidente	
Tsutomu Oshima		ex Vicepresidente	
Tatsuro Toyoda		ex Vicepresidente	7° Presidente
Masami Iwasaki		ex Vicepresidente	
Hiroshi Okuda	7° Presidente del directorio		8° Presidente
Iwao Isomura		ex Vicepresidente	
Fujio Cho	8° Presidente del directorio	ex Vicepresidente	9° Presidente
Kosuke Ikebuchi		ex Vicepresidente	
Katsuaki Watanabe		ex Vicepresidente	10° Presidente
Katsuhiro Nakagawa		ex Vicepresidente	
Kazuo Okamoto		ex Vicepresidente	
Akio Toyoda			11° Presidente
Takeshi Uchiyamada		ex Vicepresidente	

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Figura 0-1 - Modelo de Toyota 4P de Liker (2003)



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Tabla 0-4 - Ventas de Toyota Corolla en el mundo (en unidades)

Año	Japón	EEUU	Can	México	Aus	Europa	Tailan	Filip	Pakistán	India	China Corolla EX	China Corolla	China Levin	Argentina	Colombia
1973		116,905													
1974		103,394													
1975		151,177													
1976		187,321													
1977		259,344													
1978		212,757													
1979		257,096													
1980		257,315													
...															
1983		178,572													
1984															
1985		168,378													
1986		159,458													
1987		164,3													
1988		216,677			23,586										
1989		199,975			22,13										
1990	300,008	228,211			29,981										
1991	275,019	199,083			26,227										
1992	260,777	196,118			23,825										
1993	237,537	193,749			23,777										
1994	228,66	210,926			21,915										
1995	235,626	213,64			23,372										
1996	223,244	209,048			23,212										
1997	238,098	218,461			22,319										
1998	196,498	250,501			25,079										

1999	160,677	249,128			28,387				8,268					
2000	162,87	230,156			30,576				8,778					
2001	236,507	245,023			30,813				8,116					
2002	226,222	254,36			34,948				6,151					
2003	198,904	325,477			36,128				12,867	8,175				
2004	173,301	333,161			39,053				20,321	10,195	45,476			
2005	149,81	341,29			46,415				23,002	8,974	67,392			
2006	143,176	387,388			46,256				30,527	7,168	78,973			
2007	147,069	371,39		10,284	47,792	85,407			35,762	6,463	63,999	65,844		
2008	144,051	351,007	57,736	9,37	47,901	119,12			33,64	8,102	52,247	165,271		
2009	90,178	296,874	53,933	7,58	39,013				26,76	8,604	57,109	157,457		
2010	111,265	266,082	38,68	9,085	41,632	51,189			43,51	10,041	82,743	172,053		
2011	70,758	240,259	36,663	10,306	36,087	69,889			41,111	9,283	120,962	170,467		
2012	80,459	290,947	40,906	12,767	38,799	63,481			46,207	6,912	124,531	151,887		
2013	101,664	302,18	44,449	10,956	43,498	67,987			32,608	4,106	147,921	146,48		
2014	114,331	339,498	48,881	13,553	43,735	36,595			29,087	6,748	85,835	171,487	49,112	
2015	109,027	363,332	47,199	13,215	42,073	69,194	20,966		51,398	7,574	46,34	254,301	125,699	15,829
2016	84,77	378,21	45,626	13,228	40,33	67,876	18,052		57,452	4,86	17,091	307,36	159,071	15,786
2017	77,466	329,196	50,332	10,135	37,353	60,936	19,179		52,676	4,242	2,829	336,763	172,626	17,23
2018	89,91	303,732	48,796	6,351	35,23	55,686	21,914	1,801	51,412	3,286	374,4	192,697	15,582	
2019	104,406	304,85	47,596	11,594	30,468	133,597		1,261	56,72	1,422	357,798	213,905	9,045	1,592
2020	118,276	237,178	37,156	8,127	25,882	137,209		1,121	22,14		350,31	222,361	4,336	2,455

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Tabla 0-5 - Centros de I+D de Toyota en el mundo (2020)

País	Empresa	Centro de I+D	Ubicación	Actividades
Japón	Toyota Motor Corporation	Toyota Technical Center Headquarters	Aichi	Investigación básica de planificación de productos, ingeniería y evaluación de vehículos
		Toyota Technical Center Shimoyama	Aichi	Ingeniería de rendimiento de vehículos
		Toyota Technical Center Higashi-Fuji	Shizuoka	Ingeniería avanzada
		Tokyo Design Research & Laboratory	Tokyo	Diseño avanzado
		Toyota Technical Center Shibetsu	Hokkaido	Ingeniería de rendimiento de vehículos
		Otemachi Office	Tokyo	Investigación y desarrollo de inteligencia artificial
	Toyota Central Research & Development Laboratories, Inc.	Toyota Central Research & Development Laboratories	Aichi	Investigación básica
Toyota Research Institute - Advanced Development, Inc.	Toyota Research Institute - Advanced Development	Tokyo	Desarrollo de tecnología y software de conducción automatizada	
EEUU	Toyota Motor North America, Inc.	Toyota Technical Center Michigan	Michigan	Planificación de productos, ingeniería y evaluación de vehículos
		Toyota Technical Center TAPG	Arizona	Ingeniería de rendimiento de vehículos
		Toyota Technical Center Los Angeles	California	Evaluación del desempeño ambiental

	Toyota Research Institute, Inc.	Toyota Research Institute	California	Investigación en inteligencia artificial
	Calty Design Research, Inc.	Calty Design Research	California, Michigan	Diseño exterior, interior y de color
Europa	Toyota Motor Europe NV/SA	Toyota Technical Center Europe	Bélgica	Ingeniería y evaluación de vehículos
	Toyota Europe Design Development	Toyota Europe Design Development	Francia	Diseño exterior, interior y de color
	TOYOTA GAZOO Racing Europe GmbH	Toyota Technical Center TMG	Alemania	Base de desarrollo para vehículos de automovilismo
China	Toyota Motor Engineering & Manufacturing (China) Co., Ltd.	Toyota Technical Center China	Jiangsu	Tecnología, Ingeniería y Evaluación de Vehículos, Investigación Básica
	FAW Toyota Research & Development Co., Ltd.	FAW Toyota Research & Development	Tianjin	Ingeniería y evaluación de vehículos, Reg. Y Homolo
	GAC Toyota Motor Co., Ltd.	GAC Toyota Motor	Guangdong	Ingeniería y evaluación de vehículos, Reg. Y Homolo
Asia Pacifico	Toyota Daihatsu Engineering & Manufacturing Co., Ltd.	Toyota Daihatsu Engineering & Manufacturing	Tailandia	Ingeniería y evaluación de vehículos

<https://www.toyota.com/press/2022/04/20220428-01.html>

Tabla 0-6 - Accionistas de los principales accionistas de Toyota Motor Corporation (2020)

Custody Bank of Japan					
Nombre	Acciones (miles)	Descripción del accionista	1° Accionista del accionista	2° Accionista del accionista	3° Accionista del accionista
Sumitomo Mitsui Trust Holdings	680.000 (33%)	Compañía financiera con sede en Tokio. Holding japonés de Mitsui Trust Group. Siguiendo la red de mayores accionistas forma un círculo entre las mismas empresas financieras japonesas que se poseen unas a otras	The Master Trust Bank of Japan (8%)	Custody Bank of Japan (10%)	The Bank of New York (2%)
Mizuho Financial Group	550.800 (27%)	Holding bancario japonés. Mismo circuito. Red de empresas financieras japonesas.	The Master Trust Bank of Japan (8%)	Custody Bank of Japan (5%)	State Street Bank West Client (2%)
Resona Bank	340.000 (17%)	Mismo circuito. Red de empresas financieras japonesas.	The Master Trust Bank of Japan (7%)	Custody Bank of Japan (5%)	The Dai-ichi Life Insurance Company (5%)
The Dai-ichi Life Insurance Company	163.200 shares (8.0%)	Compañía de seguros de vida japonesa. Parte del Dai-ichi Life Holdings.	The Master Trust Bank of Japan (8%)	Custody Bank of Japan (6%)	Mizuho Bank (3%)
Asahi Mutual Life Insurance Company	102.000 shares (5.0%)	Compañía de seguros japonesa. Parte de Asahi Group Holding.	The Master Trust Bank of Japan (11%)	Custody Bank of Japan (4%)	The Dai-ichi Life Insurance Company (3%)

Toyota Industries Corporation					
Nombre	Acciones (miles)	Descripción del accionista	1° Accionista del accionista	2° Accionista del accionista	3° Accionista del accionista
Toyota Motor Corporation	76600 (23.5%)	Grupo Toyota	Custody Bank of Japan. Ltd. (11%)	Toyota Industries Corporation (7%)	The Master Trust Bank of Japan (7%)
Denso Corporation	29647 (9,1%)	Fabricante de componentes para la automoción: sistemas térmicos, powertrain, sistemas electrónicos, sistemas eléctricos, etc.	Toyota Motor Corporation (24%)	Toyota Industries Corporation (9%)	The Master Trust Bank of Japan (8%)
The Master Trust Bank of Japan	16556 (5%)	Banco fiduciario japonés dedicado exclusivamente a la administración de capitales	Mitsubishi UFJ Trust and Banking Corporation (46%)	Nippon Life Insurance (33%)	Meiji Yasuda Life Insurance Company (10%)
Towa Real Estate Co	16291 (5%)	Compañía inmobiliaria japonesa. Inversiones inmobiliarias, hotelería, etc. Parte del Grupo Toyota.	Custody Bank of Japan (14 %)	The Master Trust Bank of Japan (9%)	K.B. Kousan Co (8%)
Toyota Tsusho Corporation	15294 (5%)	Compañía del Grupo Toyota que tiene como objetivo hacer de soporte a Toyota Motor en el mundo. Tiene actividades diversificadas desde materias primas, logística, electrónica, química, maquinaria, etc.	Toyota Motor Corporation (22%)	Toyota Industries Corporation (11%)	The Master Trust Bank of Japan (10%)

The Master Trust Bank of Japan, Ltd.					
Nombre	Acciones (miles)	Descripción del accionista	1° Accionista del accionista	2° Accionista del accionista	3° Accionista del accionista
Mitsubishi UFJ Trust and Banking Corporation	55,8 (46%)	Es la división de banca fiduciaria del Mitsubishi UFJ Financial Group, un grupo de servicios financieros japonés.	The Master Trust Bank of Japan (8%)	Custody Bank of Japan (7%)	SSBTC Client Omnibus Account (3%)
Nippon Life Insurance Company	40,2 (33%)	Compañía de seguros japonesa. Es una mutual. No tiene accionistas.			
Meiji Yasuda Life Insurance Company	12 (10%)	Compañía de seguros de vida japonesa. Es una mutual, no tiene accionistas.			
The Norinchukin Trust & Banking Co	12 (10%)	Parte del Norinchukin Bank. Banco cooperativo japonés.			

Nippon Life Insurance Company
Compañía de seguros japonesa. Es una mutual.

No tiene accionistas					
JPMorgan Chase Bank					
Nombre	Acciones (miles)	Descripción del accionista	1° Accionista del accionista	2° Accionista del accionista	3° Accionista del accionista
The Vanguard Group	250,600 (8%)	Fondo de inversión de EEUU. No tiene accionistas, los dueños son los clientes que invierten en el fondo.			
SsgA Funds Management	141,747 (5%)	Es la división de inversión de State Street Corporation, un banco de EEUU.	The Vanguard Group (9%)	Dodge & Cox (6%)	BlackRock Fund Advisors (5%)
BlackRock Fund Advisors	130,400 (4%)	Compañía de inversión de EEUU.	The Vanguard Group (8%)	Capital Research & Management (5%)	SSgA Funds Management (4%)
Capital Research & Management	71,57 (2%)	Empresa de servicios financieros de EEUU. Gestora de fondos de pensión.			
Wellington Management	51,554 (2%)	Empresa de inversión y administración privada de EEUU.			

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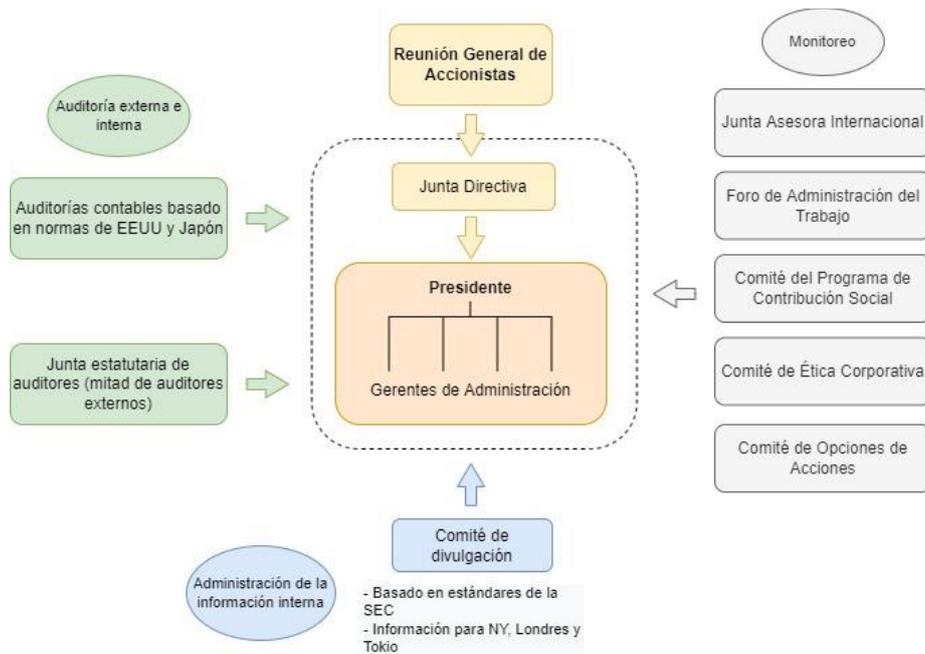
Tabla 0-7 – Producción, ventas, exportaciones e importaciones de vehículos en Sudáfrica por empresa y modelo (unidades) (año 2019)

Empresa	Modelo	Ventas Domésticas	Importados	Exportaciones	Re-exportado	Total
BMW	X3	2071	104	67523		69490
	3 Series	3528	3385	2		145
	BMW otro	7367	7367			
	Mini	2040	2040			
Bentley	Todos	69	69			
FiatChrysler	Todos	2240	2240		184	
Ford	Ranger/Everest	28585		66108		94693
	Ford otro	22242	22242			
Haval Motors (GWM)	Todos	10650	10650		220	
Honda	Todos	5557	5557		436	
Hyundai	Hyundai H100	2877	940			1937
	Hyundai otro	30534	30534			
Isuzu Motors SA	Isuzu KB/D Max	16156		3315		19471
	Isuzu otro	716	716		26	
Jaguar Land Rover	Todos	4041	4041			
JMC	Todos	435	435			
Kia	Todos	15774	15774			
Lamborghini		59	59			
Mahindra	Todos	7253	7253			
Maserati	Todos	81	81			
Mazda	Mazda BT-50	242				242
	Mazda otro	12218	12218			
Mercedes-Benz	C Class	4915	575	82507		86847
	Mercedes otro	10674	10674			
	Smart	85	85			

Mitsubishi	Todos	1911	1911	234
Nissan	Datsun	7744	7744	
	Hardbody/N P300	9067		6195 15262
	NP200	17955		188 18143
	Nissan otro	14768	14768	
Opel	Todos	2698	2698	
Peugeot Citroen	Todos	1358	1358	
Porsche	Todos	1496	1496	
Renault	Todos	27250	27250	
Scuderia SA	Todos	69	69	
Subaru	Todos	1050	1050	
Suzuki	Todos	15481	15481	11
Toyota	Corolla new	5752		1247 6999
	Corolla Quest	10043		3 10046
	Hilux/Fortuner	52578		51752 104330
	Quantum/Hi-Ace	17792	990	16802
	Toyota otro	39271	38067	1204
	Lexus	978	978	
VW	Polo Vivo	29618		1 29619
	Polo	21557		106328 127885
	VW otro	28895	28895	
	Audi	8495	8495	
Volvo	Todos	2335	2335	18

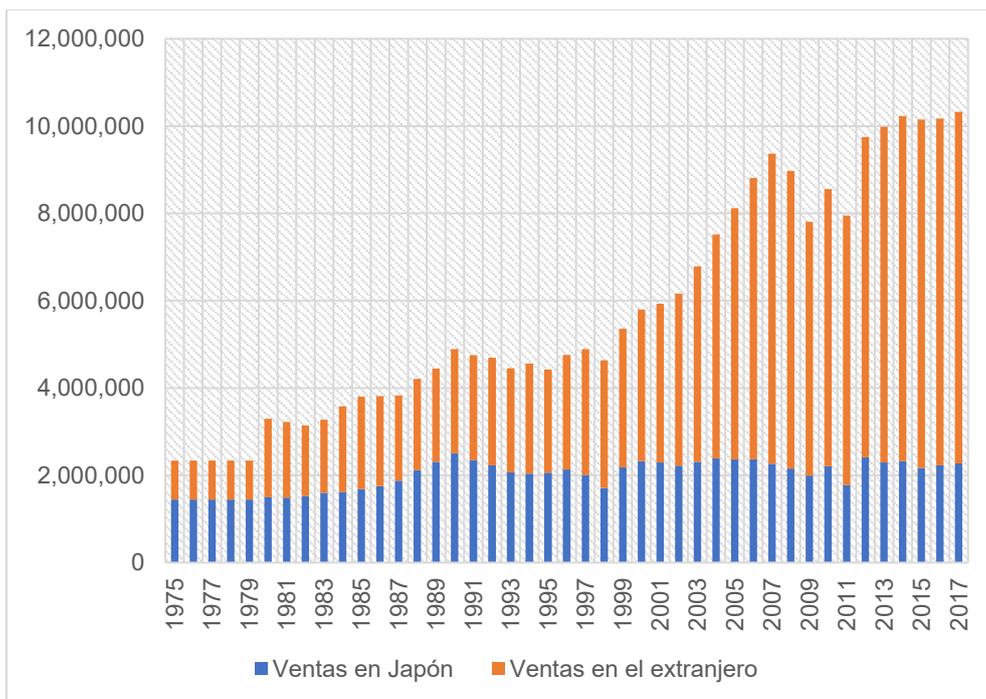
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Figura 0-2 – Estructura corporativa de Toyota Motor Corporation (año 2003)



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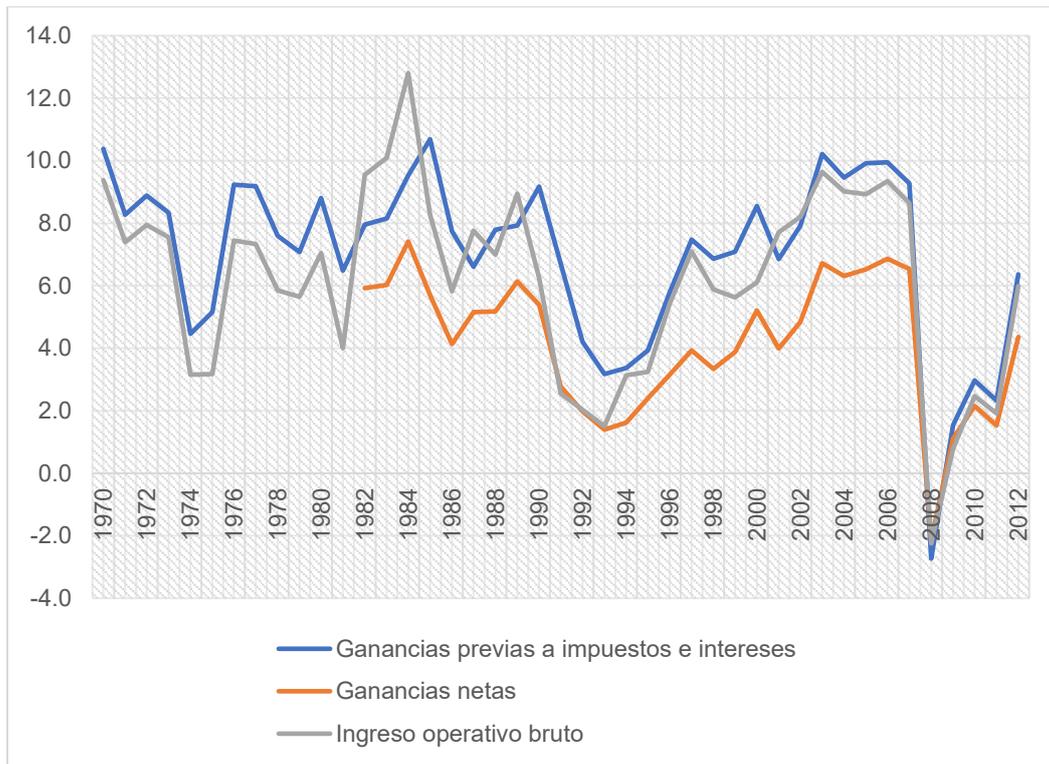
Gráfico 0-6 - Ventas anuales de Toyota en Japón y en el exterior (en unidades) (1975-2017)



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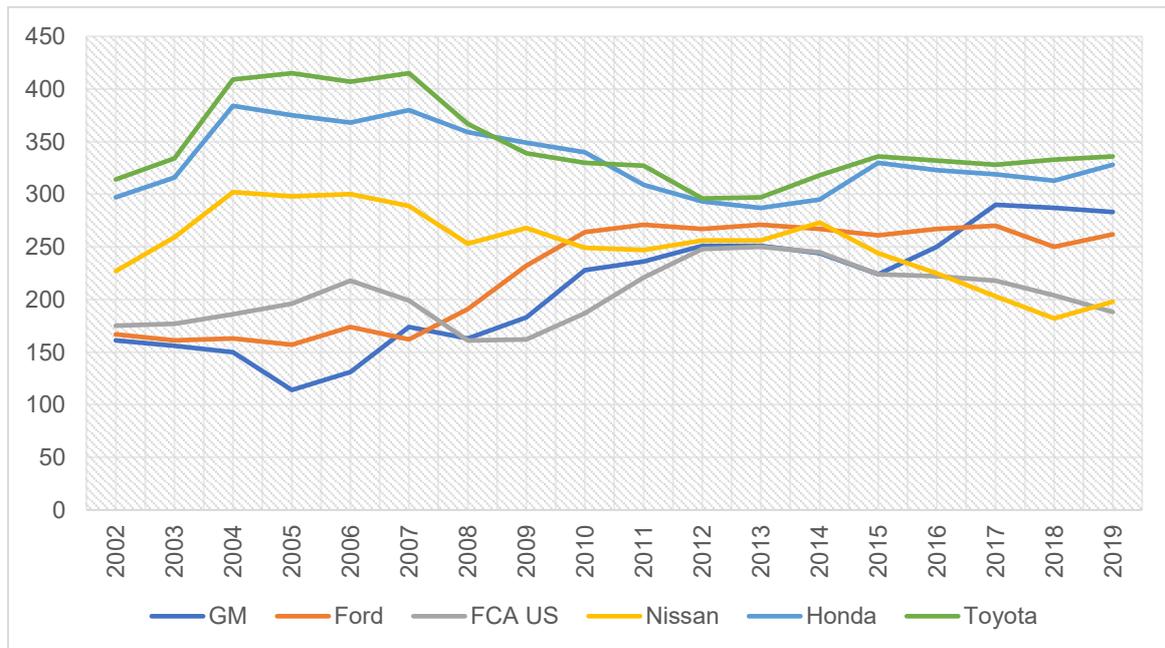
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Gráfico 0-7 - Rentabilidad del Grupo Toyota (porcentajes) (1970-2012)



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Gráfico 0-8 - Índice de relación de trabajo entre terminales y proveedores en EEUU de Planet Moran*



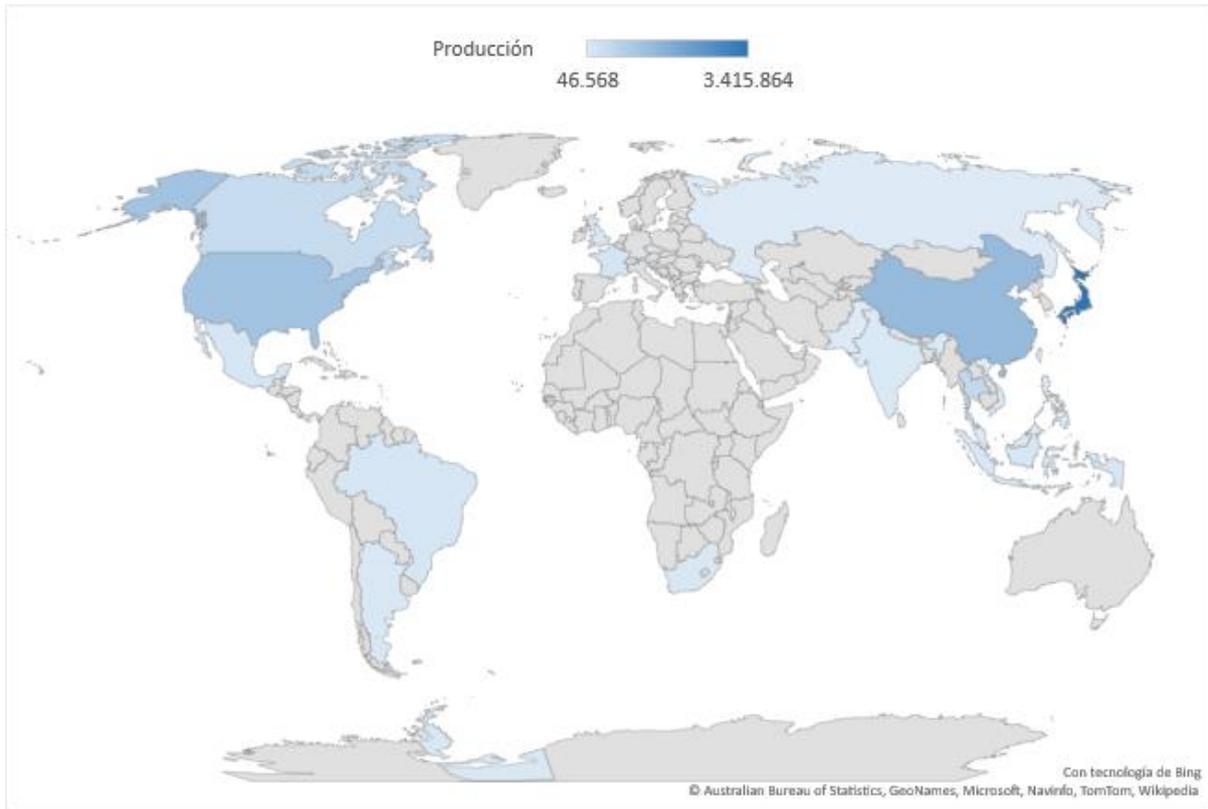
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 dwgpcu/o w' 'dwgpcu'tgrækpqu0"

Tabla 0-8 - Ranking de Toyota en el ranking de las principales empresas multinacionales del mundo por ingresos (1995-2019)

Año	Posición Ranking
1995	11
1996	8
1997	10
1998	11
1999	10
2000	8
2001	10
2002	10
2003	8
2004	8
2005	7
2006	8
2007	5
2008	5
2009	10
2010	5
2011	8
2012	10
2013	8
2014	9
2015	9
2016	8
2017	5
2018	6
2019	10

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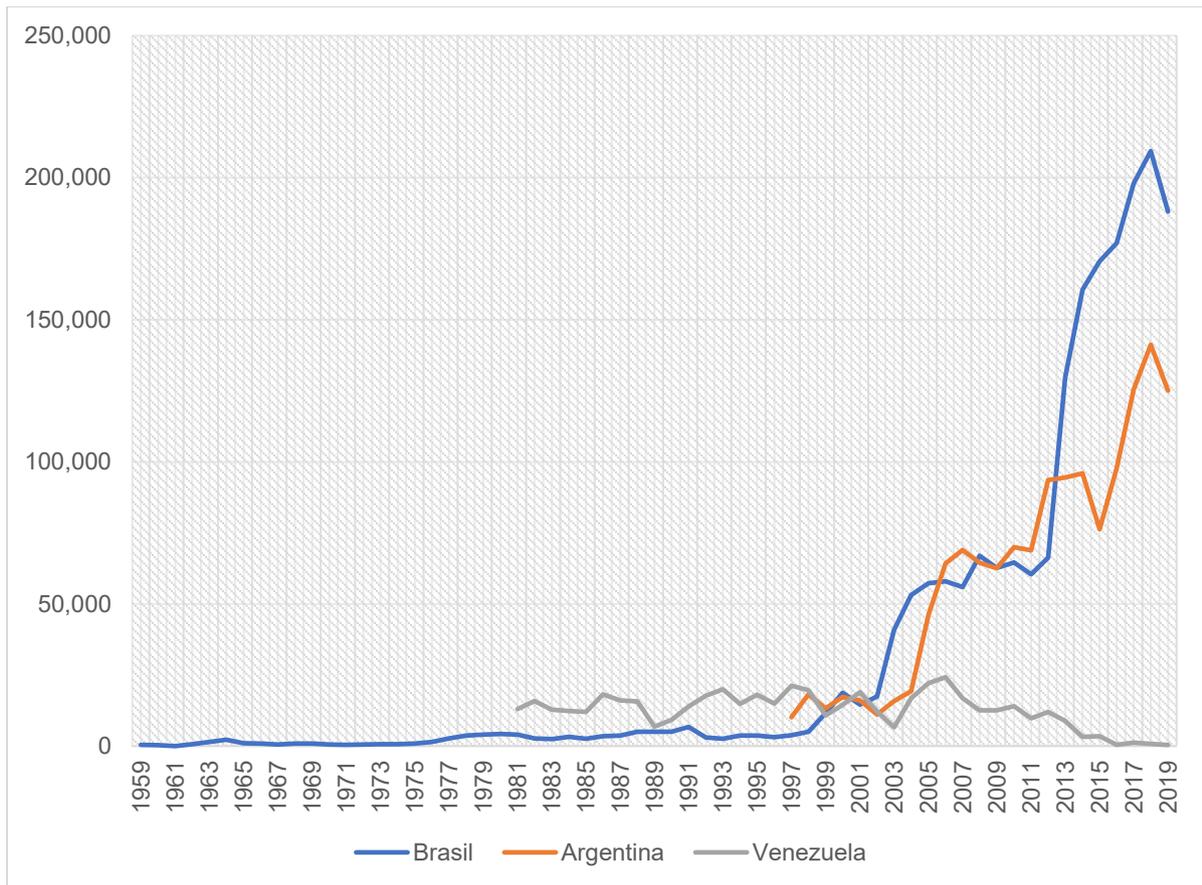
Gráfico 0-9 - Producción por país (2019) (en unidades)*



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, Ug'gzew{ g'c"Xgpg| wgn"*638'wplf cf gu+'Gi kr vq"*968'wplf cf gu+'{ 'Mgp{ c"*342'wplf cf gu+f gdlf q'c'Inu'dclqu'pkxgrgu' f g'r tqf weekp0'

Gráfico 0-10 - Producción de Toyota Argentina, Brasil y Venezuela (unidades) (1959-2019)



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Tabla 0-9 - Disposiciones institucionales nacionales y regionales utilizadas por Toyota

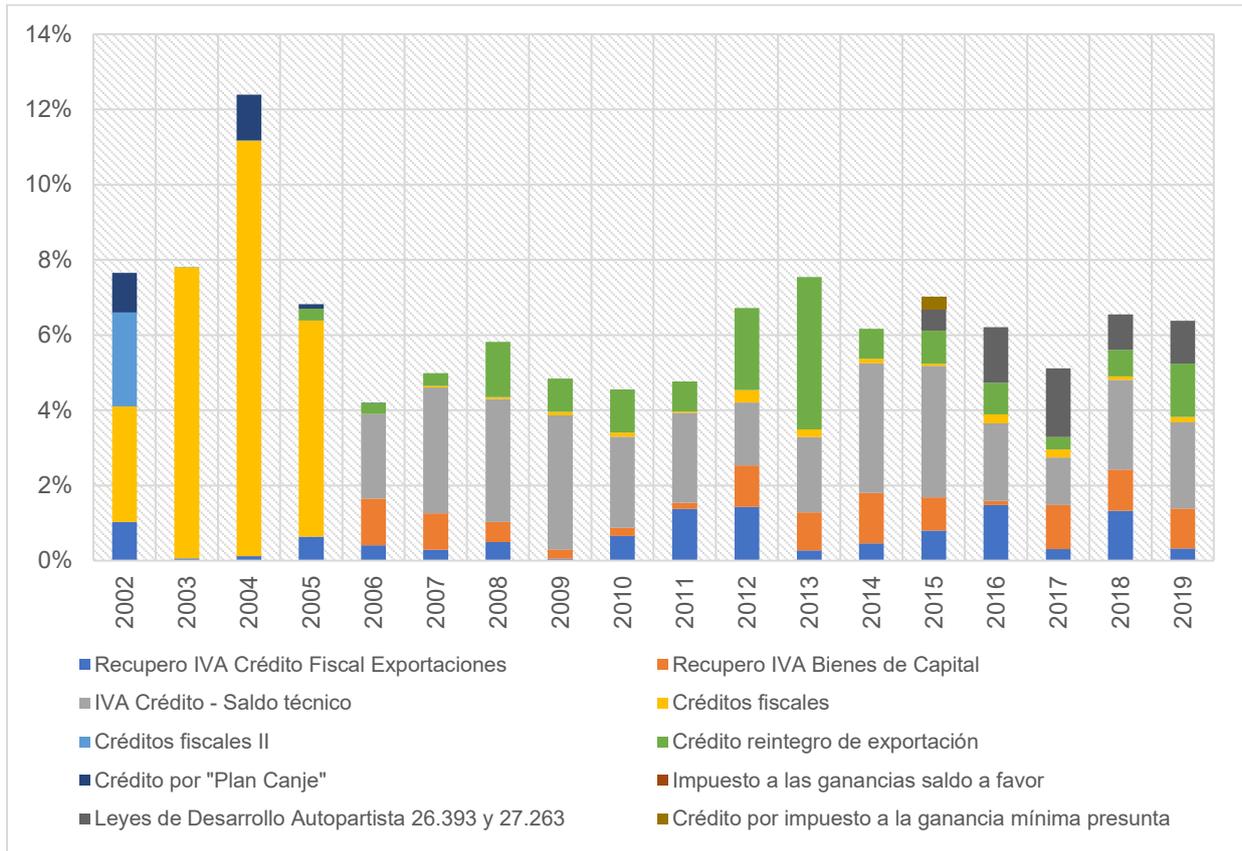
Año	Disposición	Descripción
1991	Acuerdo de Complementación Económica N° 14 entre Argentina y Brasil	Los productos amparados por este Régimen tendrán el tratamiento de "producto nacional" tanto en la República Argentina como en la República Federativa del Brasil y gozarán de: a) arancel de cero por ciento en sus importaciones las que quedarán eximidas, asimismo, de la aplicación de gravámenes adicionales de efectos equivalentes a los derechos aduaneros; y b) estarán eximidos de cualquier restricción o traba de naturaleza no arancelaria, excepto aquellas específicamente acordadas entre ambas Partes.
1991	Decreto Nacional 2677/91	Mecanismos de intercambios compensado, fijación de inversiones como exportaciones para el intercambio compensado, cupos de importación, entre otros.
1994	Decreto Nacional 895/94	Autorización pertinente para su radicación como productora de vehículos automotores conforme al régimen de la Industria Automotriz, establecido por la Ley N.21 932 y reglamentado por el Decreto N.2677 del 20 de diciembre de 1991 y su modificatorio el Decreto N.683 del 6 de mayo de 1994.
1996	Resolución 502/95 - Min. de Economía y Producción	"Régimen para la Instalación de Nuevas Plantas Industriales" para la importación de equipamiento de TMC y la empresa Tiaki-Sha de Japón para la utilización en su fábrica. A partir de esto se logró la importación de una gran cantidad de bienes con nulos cargos de Derechos de Importación (0%), Tasa Estadística (0%) y Comprobación de Destino (0,20%).
1998	Ley Nacional 24.402 / Resolución Nacional 422/98	Toyota solicita beneficios a partir del Régimen de Financiamiento del Impuesto al Valor Agregado (IVA) (Ley 24.402), a partir de lo cual logra una financiación de \$9.870.890.
1999	Resolución 65/99 - Min. de Economía y Producción	Entre 1997 y 1999 presenta distintos planes de intercambio compensado según el Decreto 2677/91 que obligaba a las terminales a mantener balances comerciales compensados. En 1999 presenta dicho plan para el período 1996-1999 en el cual se establecían exportaciones por u\$s477.000.000, inversiones por u\$s86.275.000 e importaciones por u\$s533.138.000 dando como resultado una balanza positiva por u\$s408.000.
1999	Resolución 27/99 - Min. de Economía y Producción	En 1999 además Toyota es incluida en el Régimen de Aduanas Domiciliarias establecido en la Resolución General AFIP 596/1999, a partir del cual Toyota estableció una oficina de Aduana en su planta en Zárate.
2000	Resolución 229/2000 - Min. de Economía y Producción	En el 2000 la empresa japonesa solicita la reducción del 3% de Derechos de Importación Extrazona.
2001	Decreto AFIP 730/2001	En el 2001 fue incluida en el Convenio para Mejorar la Competitividad y la Generación de Empleo de la AFIP a partir del Decreto AFIP 730/2001, con el cual se obtenían los beneficios de la exención del impuesto sobre los intereses pagados, el costo financiero del endeudamiento empresario y el impuesto a la Ganancia Mínima Presunta, y se conseguía un cómputo como crédito fiscal en Impuesto al Valor Agregado (IVA) de las

		contribuciones patronales (Boletín Oficial de la República Argentina, 30/7/2001).
2004	Resolución 119/2004 - Min. de Economía y Producción	En 2004 Toyota pide ser incluida en el Régimen de Importación de Bienes Integrantes de "Grandes Proyectos de Inversión" (Resolución N° 256/2000) para la importación de bienes sin derechos de importación que forman parte, exclusivamente, de una nueva línea de producción completa y autónoma para la fabricación de la SUV SW4 por un monto de 64 millones de dólares FOB.
2004	Resolución 30/2004 - Min. de Economía y Producción	Toyota es incluido en el Régimen de Aduana en Factoría (RAF).
2005	Resolución 238/2005 - Min. de Economía y Producción	Programa de Estímulo para las Inversiones del Sector Automotriz para las empresas que hubieran adherido al Régimen de Renovación del Parque Automotor, instituido por el Decreto N° 35/99. Toyota adhiere a este régimen y recupera \$13 millones por la inversión en el plan IMV al 31/3/2007 (Balance TASA, 12/9/2007).
2008	SICPME 147/2008	Reintegro de compras de autopartes nacionales por nuevas inversiones en el marco del Decreto DNU 774/2005.
2008	Resolución 38/2009 - Min. de Economía	Se excluye a Toyota Compañía Financiera de la aplicación del Decreto 616/2005 para la entrada de u\$s 15 millones provenientes de sus filiales norteamericanas Toyota Motor Credit Corporation y Toyota Financial Services America Corporation.
2011	Decreto Nacional 774/05	Gracias al régimen, Toyota Argentina recibió un reintegro monetario equivalente a \$10.214.573.
2012	Decreto Nacional 774/05	Toyota Argentina recibió un reintegro monetario equivalente a AR\$ 2.461.781.
2012	Ley Nacional 10.547	Toyota Argentina S.A. ha sido beneficiada con el Régimen de Promoción Industrial establecido por la Ley 10.547 por la ampliación de la planta fabril ubicada en la ciudad de Zárate. A raíz de ello, la empresa se encuentra eximida del pago del impuesto sobre los Ingresos Brutos, en un 100% por un plazo de 10 años, sobre el aumento de facturación a que diera lugar el total de la producción que se genere en la planta promocionada.
2014-2015-2016	Créditos FONDEAR	Es un Fondo Fiduciario Público de alcance nacional, creado con el objetivo de dar financiamiento flexible con tasas y plazos más ventajosos que los de mercado. Estaba destinado a sectores estratégicos de la economía. Toyota recibió en noviembre de 2014 \$600 millones y en mayo de 2015 otros \$600 (aproximadamente u\$s70 millones cada uno al tipo de cambio oficial de cada desembolso). Y otro de \$440 millones en abril de 2016 (u\$s31 millones al tipo de cambio del mes de desembolso). Los préstamos fueron independientes a un plazo de 5 años con 3 años de gracia sobre el capital, con una tasa fija del 19% para los primeros 2 años y luego variable con un tope mínimo de 14% y un máximo de 25%.
2014	Resolución N° 557/2014 - Min. del Interior	Lanzamiento de líneas de financiación con tasas subsidiadas para la compra de vehículos nacionales (PROCREAUTO).
2014	Resolución 328/2014 - Ente Nacional	Entrada de Toyota a Gran Usuario dentro del Mercado Eléctrico: Grandes Usuarios Mayores (GUMA).

	Regulador de la Electricidad	
2015	Resolución 649/2015 - Min. de Industria - Ley Nacional 26.393	Recupero de \$192.489.000 por compras de autopartes ejercicio 2015.
2016	Ley Nacional 27.263	Régimen de beneficios e incentivos para el desarrollo y fortalecimiento de la producción nacional de autopartes.
2017	Resolución Conjunta 7 - E/2017 - Sec. de Comercio y de Industria	Beneficios establecidos en el Régimen de Importación de Bienes Integrantes de "Grandes Proyectos de Inversión" conforme a la Resolución N° 256 de fecha 3 de abril de 2000 del ex Min. de Economía: importación de bienes nuevos destinados a la instalación de una línea de ensamblado de tapa de cilindro de motores.
2017-2019	Disposición 9-E/2017 - Resolución 20/2018, Disposición 670/2019 - Min. de Producción	Reducción arancelaria para la importación de vehículos con energías alternativas.
2019	Resolución Conjunta 93/2019 - Secretaría de Comercio Exterior e Industria	Beneficios establecidos en el Régimen de Importación de Bienes Integrantes de "Grandes Proyectos de Inversión" por ¥ 1.147.796.759.

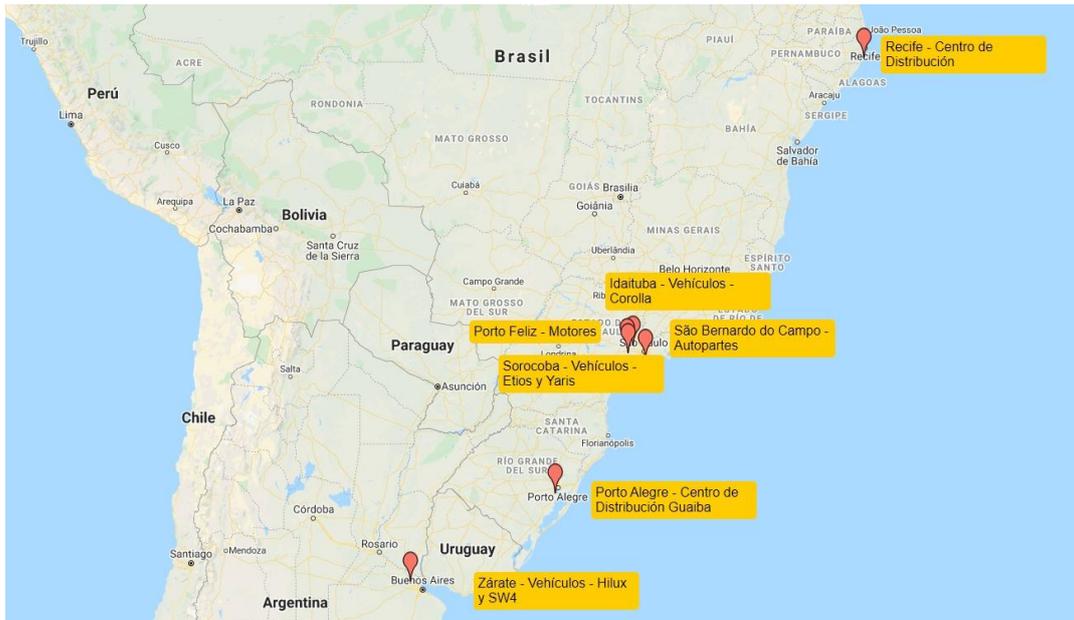
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Gráfico 0-11 – Incentivos del gobierno nacional (créditos corrientes) como porcentaje de ventas netas de TASA en cada año (porcentajes) (2002-2019)



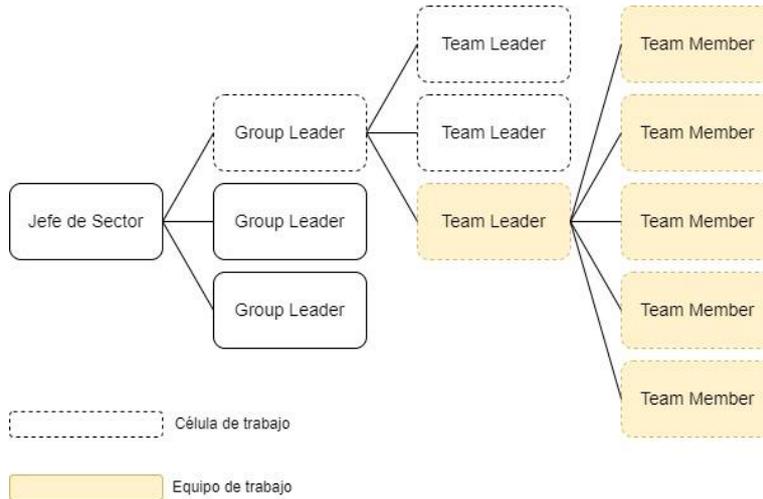
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Imagen 0-1 - Plantas de producción y centros de distribución de Toyota Argentina y Brasil (año 2019)



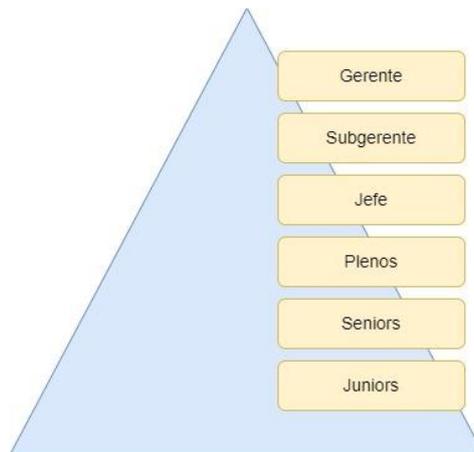
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Figura 0-3 – Escala jerárquica operarios TASA



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Figura 0-4 – Escala jerárquica profesionales TASA



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Tabla 0-10 – Modelos producidos por cada empresa en Argentina y Brasil en 1997

Empresa	País	Modelo producido	Tipo de vehículo
Agrale	Brasil	TX	Camión
		MA	Ómnibus
Chrysler	Argentina	Cherokee	Utilitario liviano
	Brasil	Dodge Dakota	Utilitario liviano
Fiat	Argentina	Uno	Vehículo de pasajeros
		Duna	Vehículo de pasajeros
		Palio	Vehículo de pasajeros
		Siena	Vehículo de pasajeros
	Brasil	Uno	Vehículo de pasajeros
		Duna	Vehículo de pasajeros
		Palio	Vehículo de pasajeros
		Siena	Vehículo de pasajeros
		Marea	Vehículo de pasajeros
		Tempra	Vehículo de pasajeros
		Fiorino	Utilitario liviano
		Strada	Utilitario liviano
		Uno Furgón	Utilitario liviano
Ford	Argentina	Escort	Vehículo de pasajeros
		Ranger	Utilitario liviano
	Brasil	Fiesta	Vehículo de pasajeros
		Ka	Vehículo de pasajeros
		Courier	Utilitario liviano
		F-1000	Utilitario liviano
		F-250	Utilitario liviano
		Cargo (distintos modelos)	Camión
		F-350	Camión
		F-4000	Camión
		F-12000	Camión
		F-14000	Camión
		F-16000	Camión
		B-1618	Ómnibus
B-1621	Ómnibus		
General Motors	Argentina	Corsa	Vehículo de pasajeros
		Silverado	Utilitario liviano
		Grand Blazer	Utilitario liviano
	Brasil	Corsa	Vehículo de pasajeros

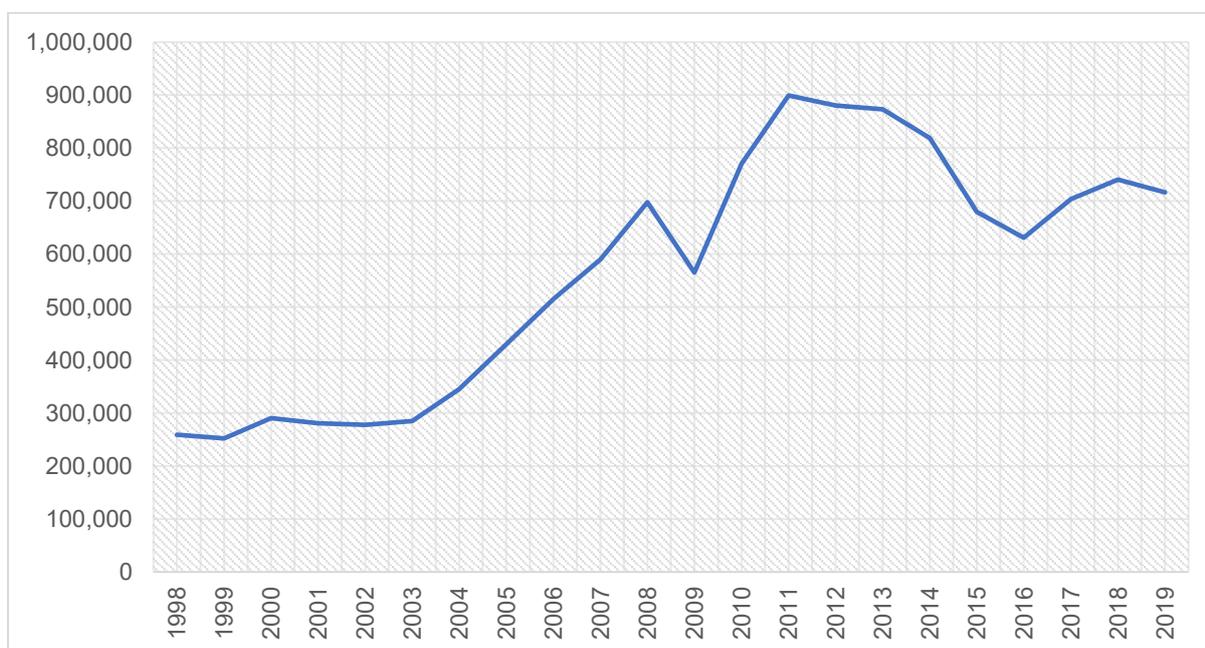
		Ipanema	Vehículo de pasajeros
		Kadett	Vehículo de pasajeros
		Omega	Vehículo de pasajeros
		Blazer	Utilitario liviano
		Corsa pick up	Utilitario liviano
		D 20	Utilitario liviano
		S 10	Utilitario liviano
		Silverado	Utilitario liviano
		6-100	Camión
		6-150	Camión
		12-170	Camión
		14-190	Camión
		16-220	Camión
Honda	Brasil	Civic	Vehículo de pasajeros
Mercedes Benz	Argentina	Sprinter	Camión
		OH	Ómnibus
		O	Ómnibus
	Brasil	Distintos modelos	Camión
		LO (distintos modelos)	Ómnibus
		OH (distintos modelos)	Ómnibus
Navistar	Brasil	Distintos modelos	Camión
Peugeot	Argentina	306	Vehículo de pasajeros
		405	Vehículo de pasajeros
		504	Vehículo de pasajeros
		504 pick up	Utilitario liviano
		Partner	Utilitario liviano
Renault	Argentina	Clío	Vehículo de pasajeros
		9	Vehículo de pasajeros
		19	Vehículo de pasajeros
		Megane	Vehículo de pasajeros
		Trafic	Utilitario liviano
	Brasil	Megane	Vehículo de pasajeros
Scania	Argentina	Distintos modelos	Camión
	Brasil	Distintos modelos	Camión
		Distintos modelos	Ómnibus

Toyota	Argentina	Hilux	Utilitario liviano
	Brasil	Corolla	Vehículo de pasajeros
		Bandeirante	Utilitario liviano
Volkswagen	Argentina	Gol	Vehículo de pasajeros
		Polo	Vehículo de pasajeros
		Gacel	Vehículo de pasajeros
	Brasil	Voyage	Vehículo de pasajeros
		Gol	Vehículo de pasajeros
		Parati	Vehículo de pasajeros
		Polo	Vehículo de pasajeros
		Quantum	Vehículo de pasajeros
		Santana	Vehículo de pasajeros
		Kombi	Utilitario liviano
	Saveiro	Utilitario liviano	
		Distintos modelos	Camión
		Distintos modelos	Ómnibus
Volvo	Brasil	Distintos modelos	Camión
	"	Distintos modelos	Ómnibus

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Gráfico 0-12 - Valor agregado de las actividades de agricultura, caza, silvicultura, pesca, minería y energía en América Latina (millones de dólares corrientes) (1998-2019)



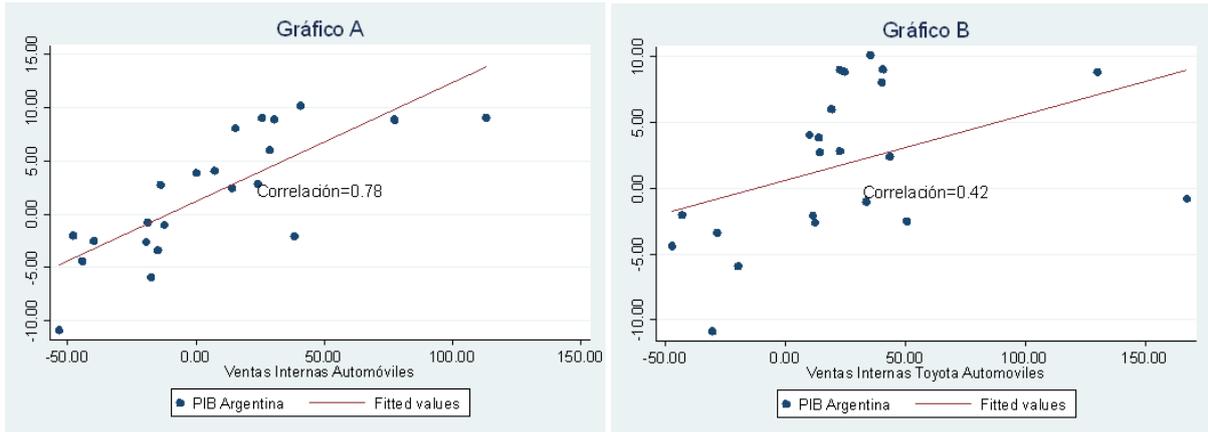
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Tabla 0-11 - Modelos nacionales y rangos de precios (miles de pesos) (año 2019)

Marca	Modelo	Rango de precio
Fiat	Cronos	886-1.061
Ford	Nuevo Focus	1.090-1.463
	Ranger	1.550-3.029
General Motors	Cruze	1.097-1.650
Honda	HRV EX CVT	1.472
	HRV EXL CVT	1.643
	HRV LX CVT	1.355
Nissan	Frontier	1.306-2.502
Peugeot	308	1.212-2.287
Citroen	408	1.372-1.429
	C4 Lounge	1.078-1.471
	Partner	836-1.200
	Berlingo	830-1.112
Renault	Kangoo	907-1.886
	Logan	738-876
	Sandero	746-990
Toyota	SW4	2.343-2.980
	Hilux	1.500-2.600
Volkswagen	Suran	900-1.000
	Amarok	1.420-3.203

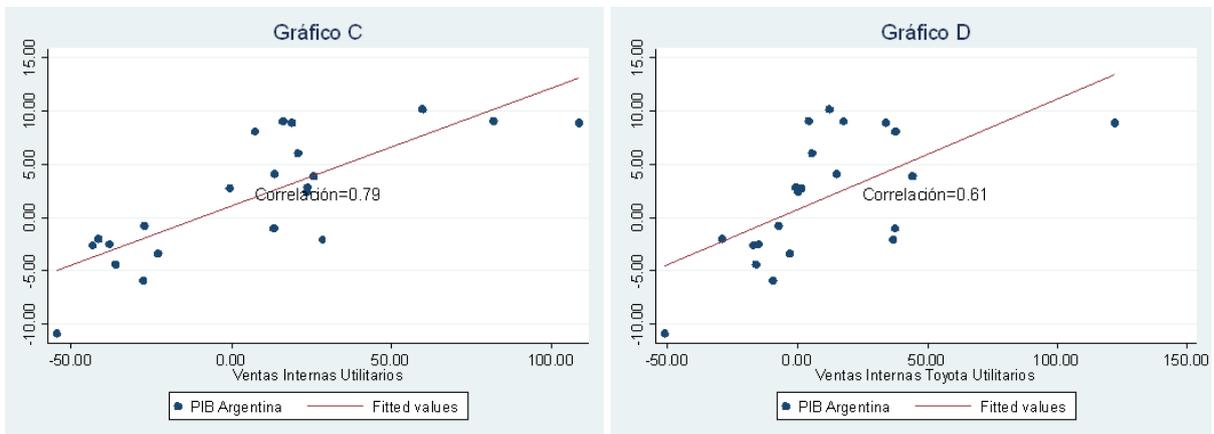
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Gráfico 0-13 - Correlaciones entre variación del PIB de Argentina y ventas de automóviles en el mercado interno de todas las empresas excepto Toyota (A) y sólo Toyota (B) (1998-2019)*



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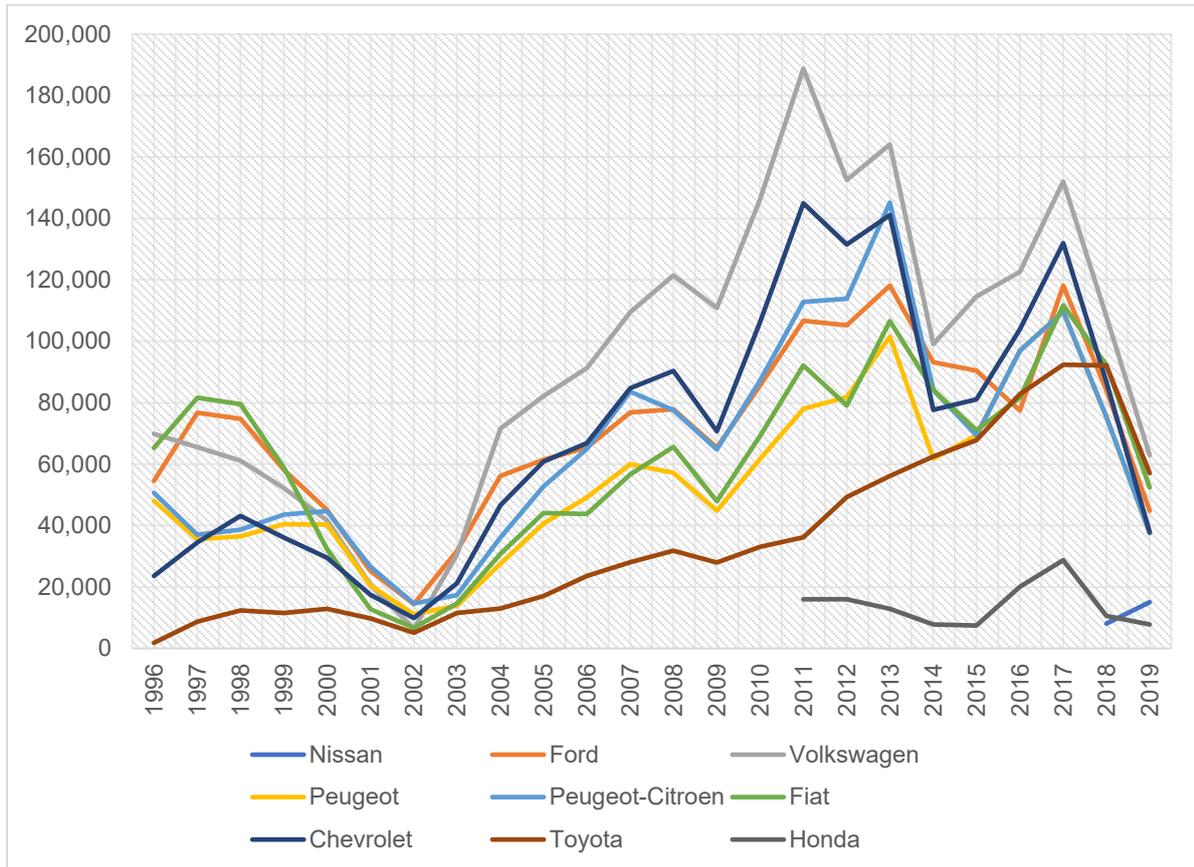
Gráfico 0-14 - Correlaciones entre variación del PIB de Argentina y ventas de utilitarios en el mercado interno de todas las empresas excepto Toyota (C) y sólo Toyota (D) (1998-2019)*



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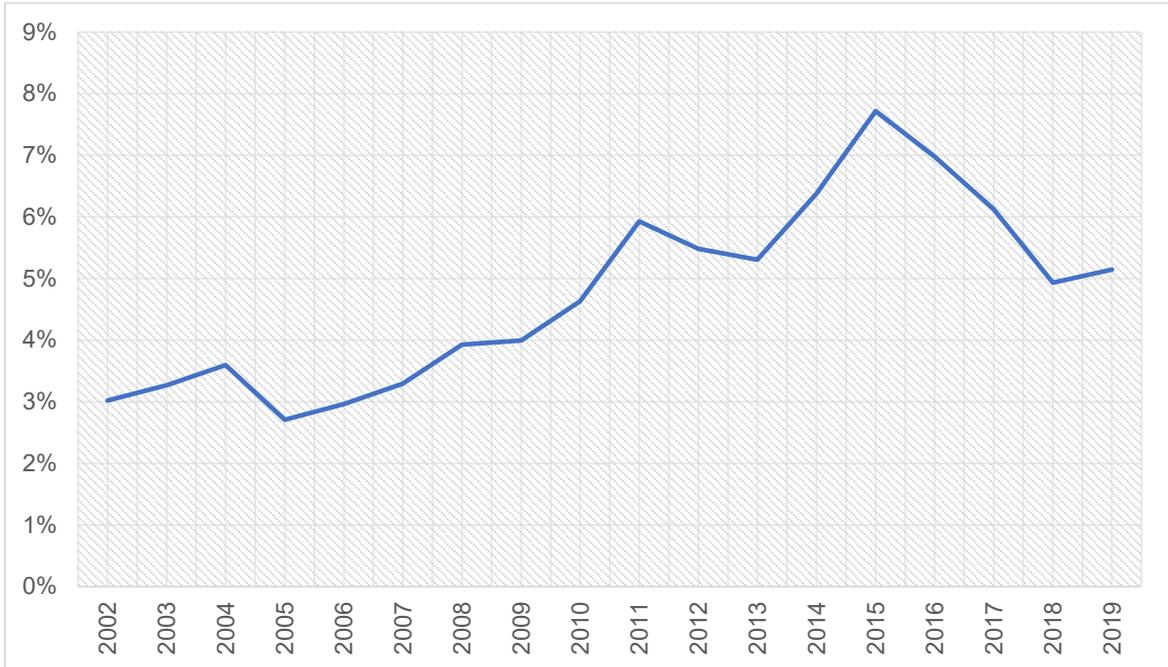
**Gráfico 0-15 - Ventas en el mercado interno argentino de vehículos por empresa (unidades)
(1996-2019)**



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Gráfico 0-16 – Participación de sueldos y jornales sobre ventas netas de TASA de cada año (porcentajes) (2002-2019)



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Tabla 0-12 - Directivos de TASA (1995-2019)

Directivos Toyota Argentina	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Presidente	Alberto A. Fernandez	Tsuneo Arima	Tsuneo Arima	Tsuneo Arima	Tsuneo Arima	Tomio Katsuta	Tomio Katsuta	Tomio Katsuta	Hiroyuki Okabe	Hiroyuki Okabe	Hiroyuki Okabe	Aníbal Ramón Borderes	Aníbal Ramón Borderes
Vicepresidente	Tsuneo Arima												
Director Gerente		Tomio Katsuta	Tomio Katsuta	Tomio Katsuta	Tomio Katsuta	Tetsuo Matsuda	Ichiyoshi Tsuchiya						
		Osamu Ishikawa	Osamu Ishikawa	Osamu Ishikawa	Tetsuo Matsuda	Kazuhiro Yahashi	Masashi Onizawa						
			Tetsuo Matsuda	Tetsuo Matsuda	Kazuhiro Yahashi		Kazuhiro Yahashi						
Directores Titulares	Oscar M. Salvi	Toshiaki Taguchi	Toshiaki Taguchi	Toshiaki Taguchi	Toshiaki Taguchi	Zenji Yasuda	Yukitoshi Funo	Mitsuo Kinoshita	Tomio Katsuta	Tonio Katsuta	Tonio Katsuta	Shozo Hasebe	Shozo Hasebe
	Alberto F. Ibáñez	Alberto A. Fernández		Yukitoshi Funo	Hiromi Ito	Hiromi Ito	Juan Nicolás Abuin	Shunichi Takahashi	Toshikazu Ishida				
	Tomio Katsuta							Masashi Onizawa			Hiromi Ito	Juan Nicolás Abuin	Juan Nicolás Abuin
	Horacio E. Grudny							Hiromi Ito				Hiromi Ito	Takato Hijikata

	Osamu Ishikawa											Atsushi Niimi	Koichi Ina
	Motosuke Tominaga											Masanao Tomozoe	Masanao Tomozoe
CEO América Latina - Director Titular													
Directores Suplentes	Akira Takami	Akira Takami	Haruo Murase	Haruo Murase	Yasuteru Otani	Yasuteru Otani	Yasuteru Otani	Satoshi Yamamoto	Satoshi Yamamoto	Toshikazu Ishida	Anibal Ramón Borderes	Toshikazu Ishida	Harumi Iuchi
	Alberto A. Di Ció	Alberto A. Di Ció	Takashi Taguchi	Masuna o Matsunaga	Masuna o Matsunaga	Masuna o Matsunaga	Satoshi Yamamoto	Minoru Nakagawa	Minorou Nakagawa	Satoshi Yamamoto	Toshikazu Ishida		
	Alfredo P. Sastre	Alfredo P. Sastre									Toshiaki Tachibana		
	Luis E. Luceo	Luis E. Luceo											
	Enrique Magnasco												
	Ricardo Avellana												
	Horacio Merini												
	Raúl Pérez												

Directivos Toyota Argentina	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Presidente	Aníbal Ramón Borderes	Aníbal Ramón Borderes	Aníbal Ramón Borderes	Daniel Herrero	Daniel Herrero	Daniel Herrero	Daniel Herrero	Daniel Herrero	Daniel Herrero	Daniel Herrero	Daniel Herrero	Daniel Herrero
Vicepresidente												
Director Gerente												
Directores Titulares	Shozo Hasebe	Shozo Hasebe	Shozo Hasebe	Shunichi Nakanishi	Shunichi Nakanishi	Shunichi Nakanishi	Gustavo Salinas	Gustavo Salinas	Gustavo Salinas			
	Toshikazu Ishida	Susumu Kanada	Susumu Kanada	Susumu Kanada	Susumu Kanada	Susumu Kanada	Takeshi Yamakawa	Takeshi Yamakawa	Masahiro Inoue	Masahiro Inoue	Masahiro Inoue	Masahiro Inoue
	Juan Nicolás Abuin	Juan Nicolás Abuin	Juan Nicolás Abuin	Gustavo Salinas	Yukio Kuritani	Yukio Kuritani	Koji Kondo	Koji Kondo	Takeshi Yamakawa	Ichiro Ota	Ichiro Ota	Ichiro Ota
	Takato Hijikata	Daniel Herrero	Daniel Herrero	Yukio Kuritani	Hisayuki Inoue	Hisayuki Inoue	Toshiro Hidaka	Toshiro Hidaka		Mariano Barriola	Mariano Barriola	Mariano Barriola
	Koichi Ina	Osamu Nagata	Hisayuki Inoue	Hisayuki Inoue	Takeshi Numa	Masashi Asakura	Masashi Asakura	Masashi Asakura	Masashi Asakura	Masashi Asakura	Gustavo Salinas	Gustavo Salinas
	Masanao Tomozoe	Hisayuki Inoue	Hirofumi Muta	Takeshi Numa	Gustavo Salinas	Hitoshi Takahashi	Hitoshi Takahashi	Hitoshi Takahashi	Hitoshi Takahashi	Takeshi Yamakawa	Akira Nagata	Akira Nagata
						Gustavo Salinas						
CEO América Latina - Director Titular							Stephen St. Angelo Jr.					
Directores Suplentes	Harumi Iuchi	Harumi Iuchi	Yukio Kuritani	Yoshikatsu Kaneyashiki	Yoshikatsu Kaneyashiki	Kenji Mochida	Kenji Mochida	Kenji Mochida	Kenji Mochida	Tatsuya Shibata	Misa Sugiura	Rafael Chang Miyasaki

			Yoshikats u Kaneyashi ki										
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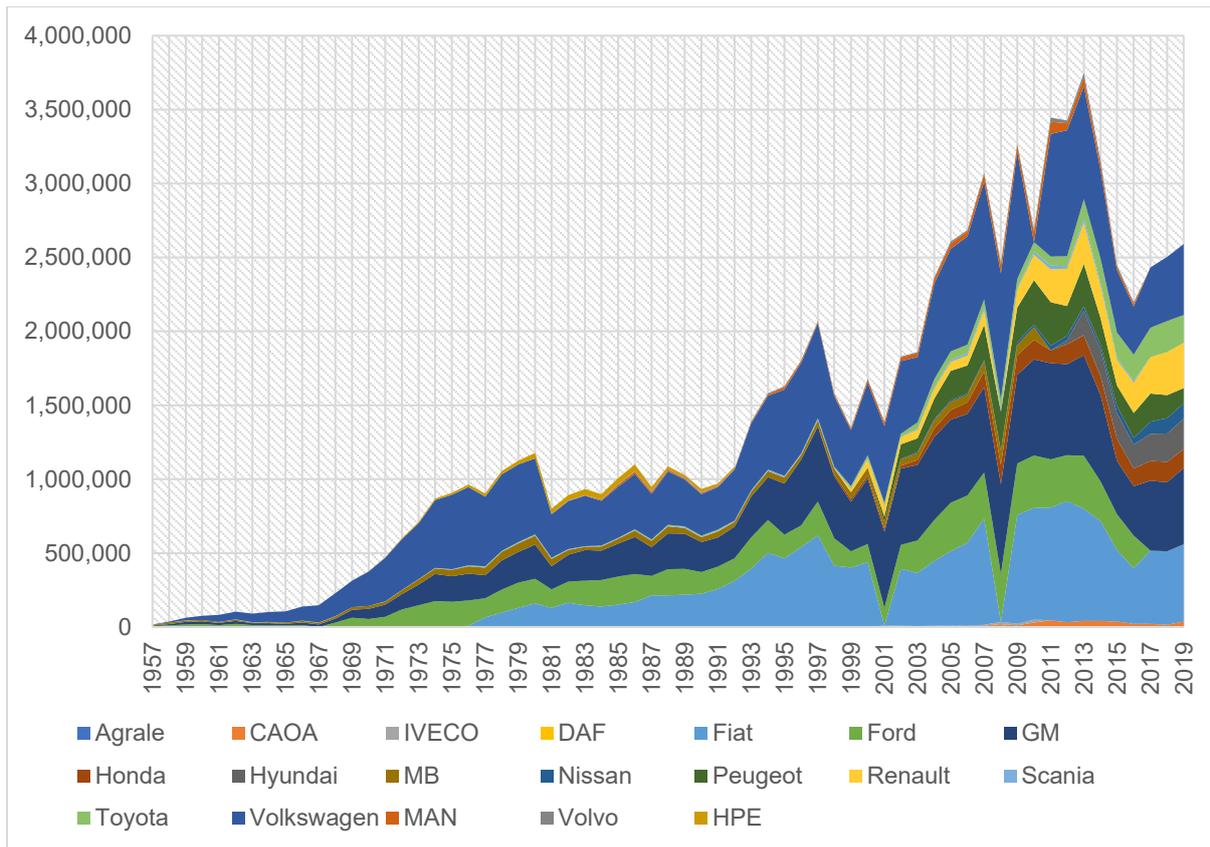
Fuente: elaboración propia en base a balances TASA y reportes de Sustentabilidad.

Imagen 0-2 - Ubicación de la planta de Toyota Argentina, puerto Terminal Zárate y la intersección de las Rutas Nacionales 9 y 12



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Gráfico 0-17 - Producción anual de vehículos por compañía en Brasil (unidades) (1957-2019)



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Tabla 0-13 - Principales autopartistas de Toyota Argentina (2020)

Empresa	Nacionalidad	Parte de Grupo Toyota	Tipo de producto	Localizado por Toyota	Produce para otras terminales	Cantidad de plantas	Provincia
AMIC	Argentina	No	Abrazaderas para elásticos, bulones y piezas para suspensión de automotores pesados y utilitarios.	-	-	1	PBA
Araco	Japón	No	Asientos y paneles de interior.	Sí	No	2	PBA
Compañía Regional de Aceros Forjados Mercedes	Argentina	No	Piezas forjadas y mecanizadas.	-	Sí (Fiat, Iveco, Peugeot, Renault, Scania, Volkswagen y autopartistas)	1	San Luis
Cozzuol	Argentina	No	Paragolpes, componentes de plástico.	-	Sí (Ford, General Motors Brasil y Argentina, Peugeot Citroën, Renault)	1	PBA
Dana	EEUU	No	Barras de dirección, brazos Pitman, brazos de suspensión, cardanes, componentes cardánicos, conjuntos cardánicos, crucetas, ejes motrices y directrices completos para ómnibus y camiones, ejes para tractores agrícolas, motoniveladoras, etc., y sus partes, ejes traseros, extremos de dirección, rótulas de suspensión.	No	Sí (Ford, Iveco, Mercedes Benz, Volkswagen, maquinaria agrícola)	2	PBA y San Luis
Dema	Argentina	No	Accesorios de fundición maleable para la conducción de agua y gas.	No	-	2	PBA

Denso	Japón	Sí	Calefactores, condensador de aire acondicionado, depósitos de líquido refrigerante, piezas plásticas, radiadores, radiadores de calefacción, sistemas de climatización y sus componentes, tubos de aluminio para alta presión.	Sí	Sí (Fiat, Nissan, Peugeot Citroën, Renault y autopartistas)	1	Córdoba
Die Tech	EEUU	No	Conjuntos y subconjuntos de chapa, conjuntos y subconjuntos soldados, estampados, estructuras de asientos, matrices, piezas estampadas, piezas estampadas para sistemas anti vibratorios, piezas estructurales de asientos, piezas estructurales de carrocería.	-	Sí (Fiat, Ford, Peugeot, Volkswagen, autopartistas y reposición)	1	PBA
ELHYMEC	Argentina	No	Bisagras de capot, bisagras de puertas, conjunto freno de estacionamiento, palanca de cambios, palanca de freno de estacionamiento, piezas estampadas, tubos de conducción de fluidos.	-	Sí (Fiat, Ford, General Motors, Peugeot y autopartistas)	1	PBA

Establecimientos Metalúrgicos Unidos (EMU)	Argentina	No	Bujes, campanas de freno, carcasas, ejes, maza de rueda delantera, maza de rueda trasera, mecanizado de Piezas, forja, aluminio, fundición de hierro, barras de acero, múltiples de escape, piñón y corona, poleas, puntas de eje, soporte de caja, soportes de alternador, soportes de motor, soportes de punta de eje, tuercas, volante de motor.	No	Sí (Ford, General Motors Argentina y Brasil, Mercedes Benz, Renault, Scania, Volkswagen y autopartistas)	1	CABA
Establecimientos Romet	Argentina	No	Alza cristales eléctricos, alza cristales manuales, cerraduras, columnas de dirección, deflector de calor, ganchos (traba cerradura), palanca de cambios, palanca de freno de estacionamiento, piezas estampadas.	No	Sí (Ford Argentina y Brasil, Peugeot y Volkswagen Brasil)	2	PBA
Esteban Cordero	Argentina	No	Piezas de carrocería estampadas en frío y caliente, soldadura y armado de conjuntos en acero, herramientas de mano y matricería.	No	No. A otras fabricantes de motos (Honda y Yamaha)	2	PBA
F2J Lighting Cordoba	Francia	No	Faros Auxiliares, faros antiniebla, faros indicadores de dirección, faros principales, faros traseros, luces de interior.	-	Sí (Fiat, Ford, General Motors, Peugeot, Renault, Volkswagen)	1	Córdoba
Faurecia Sistemas de Escape	Francia	No	Catalizadores, caños de escape, silenciadores.	-	Sí (Ford, General Motors, Honda, Peugeot Citroën, Renault, Volkswagen)	2	PBA y Córdoba

Felko	Argentina	No	Antenas.	-	Sí (Ford, Peugeot, Renault)	1	PBA
Ferrosider Parts	Argentina	No	Conjuntos mecánicos, conjuntos y subconjuntos soldados, piezas estampadas.	No	Sí (Ford, General Motors, Stellantis, Volkswagen)	1	PBA
Flex-N-Gate	EEUU	No	Bisagras de capot, bisagras de portón trasero y baúl, cierres de baúl, cierres de capot, criques, estructuras soldadas, gancho de puerta, gancho de remolque, ganchos (traba cerradura), herramientas para criques, llaves de ruedas, pedales, piezas estampadas, recubrimientos de superficies metálicas con poliamidas de alta performance físico-químicas.	-	Sí (Ford, Peugeot Argentina y Brasil, Renault, Volkswagen, autopartistas y maquinaria agrícola)	1	PBA
Fric Rot	EEUU	No	Amortiguadores de suspension.	No	Sí (Ford, General Motors, Peugeot, Renault, Volkswagen)	1	Santa Fe
Guidi	Argentina	No	Conjuntos y subconjuntos soldados, piezas estampadas.	No	Sí (General Motors)	2	PBA
Henkel	Alemania	No	Adhesivos, selladores.	No	Sí (Fiat, Ford, General Motors, Honda, Mercedes Benz, Peugeot, Renault, Scania, Volkswagen)	1	PBA
Irauto	España	No	Paneles de techo.	No	Sí (Chery Uruguay, Fiat, Ford, General Motors, Honda, Peugeot, Renault, Volkswagen)	1	PBA

Johnson Controls Automotive Systems	EEUU	No	Asientos.	No	Sí (Ford y General Motors)	1	PBA
Johnson Matthey	Reino Unido	No	Catalizadores.	-	Sí (Fiat Argentina y Brasil, Ford Argentina y Brasil, Peugeot Citroën Brasil, Renault Argentina y Brasil, Suzuki Venezuela)	1	PBA
Jtekt	Japón	Sí	Rulemanes y sistemas de dirección.	-	Sí (Nissan)	1	PBA
Juntas Ciccarelli	Argentina	No	Juntas para motores, juntas y juegos de juntas.	No	Sí (Fiat, Ford, Iveco, MWM Brasil, Mercedes Benz, Renault, Scania, Volkswagen)	1	PBA
Lear	EEUU	No	Asientos, mazos de cable.	No	Sí (Ford Argentina y Brasil, General Motors, Peugeot, Renault y autopartistas)	4	2 PBA y 2 Córdoba

Maro	Argentina	No	Armado de subconjuntos con piezas metálicas y plásticas, bisagras de capot, bisagras de portón trasero y baúl, bisagras de puertas, cataforesis, cierres de capot, conjuntos y subconjuntos soldados, correderas de asientos, criques, estructuras de asientos, matrices, palanca de freno de estacionamiento, piezas estampadas, pintado de piezas con pintura en polvo, refuerzos de paragolpes, soportes de batería, soportes de rueda de auxilio.	No	Sí (Mercedes Benz, Peugeot, Volkswagen y autopartistas)	1	PBA
Metagal	Brasil	No	Espejos retrovisores exteriores, espejos retrovisores interiores.	No	Sí (Fiat, Ford, General Motors, Mercedes Benz, Peugeot Argentina y Brasil, Renault, Volkswagen y autopartistas)	1	PBA
Metalsa	México	No	Chasis, conjuntos estructurales.	No	Sí (Ford y Volkswagen)	1	PBA
Metalúrgica Roma	Argentina	No	Productos mecanizados y piezas metálicas complejas como masas de rueda, soportes diferenciales, volantes de motor, brazos de suspensión, puntas de eje, etc.	No	Sí (Fiat, Ford, Iveco, Mercedes Benz, Nissan, Renault, Volkswagen, autopartistas y maquinaria agrícola)	2	Córdoba
Mirgor	Argentina	No	Sistemas de climatización y sus componentes, sistemas de información y entretenimiento.	No	Sí (Ford, General Motors, Mercedes Benz, Volkswagen)	1	Tierra del Fuego
Netso	Argentina	No	Fundas cobertura de robots, paños de limpieza.	No	Sí (Fiat, Ford, Honda, Peugeot,	1	PBA

					Volkswagen y autopartistas)		
Pariani	Argentina	No	Bridas, bujes, cristos, fittings de aire acondicionado, mazas de freno, paneles de frenos, regulador GNC, soportes de motor, tapa de alternador, tapa de caja de distribución, tubo admisión aire-agua.	No	Sí (CNH, Honda, Mercedes Benz, Peugeot, Scania y autopartistas)	1	PBA
Pilkinton	Japón	No	Lunetas, parabrisas, vidrios laterals.	No	Sí (Ford, Honda, Iveco, Mercedes Benz, Nissan, Peugeot y Volkswagen)	1	PBA
Pirelli	Italia-China	No	Neumáticos.	No	Sí (todas)	1	PBA
Plimer	Argentina	No	Productos metálicos.	No		1	PBA
Polimetal	Argentina	No	Ruedas de aluminio.	No	Sí (todas)	1	San Luis
PST Electronica	EEUU	No	Alarmas, sensores de estacionamiento.	No	Sí (Fiat, Ford, Genetal Motors, Peugeot, Renault, Volkswagen, mercado de reposición)	1	PBA
RAEI	Argentina	No	Piezas estampadas, soldadura robótica de partes.	No	Sí (Volkswagen y autopartistas)	1	PBA
Rubol	Argentina	No	Piezas forjadas de precision.	No	Sí (Volkswagen y Nissan)	1	Córdoba
Siderca (Tenaris)	Argentina	No	Barras de refuerzo de puertas, bujes, ejes de acoplado, piezas tubulares conformadas, tubos de acero con y sin costura, laminados en caliente y trefilados en frío. Largos o cortados a medida.	No	Sí (Peugeot y autopartistas)	1	PBA
Tenneco	EEUU	No	Catalizadores, caños de escape, silenciadores.	No	Sí (Ford, General Motors, Mercedes Benz,	1	PBA

					Peugeot, Renault, Volkswagen)		
Testori	Argentina	No	Conductos de admisión, de calefacción, consolas, depósitos de líquido refrigerante, lavaparabrisas, encauzador de aire a radiador, junta de puerta, aislante de aire y ruido, piezas plásticas bi-inyectadas e inyectadas, piezas plásticas sopladas, pisaderas de caja de carga, porta faros antiniebla, soporte airbag, tubos de llenado de combustible, zócalos (interior).	No	Sí (Fiat, Ford, General Motors, Iveco, Mercedes Benz, Peugeot, Renault, Volkswagen)	1	PBA
Toyota Boshoku (antes Master Trim)	Japón	Sí	Asientos, paneles de puertas.	Sí	No	2	PBA
Toyota Tsusho	Japón	Sí	Logística.	Sí	No	1	PBA
Treves	Francia	No	Alfombras, insonorizantes.	No	Sí (Ford, General Motors, Peugeot, Renault, Scania, Volkswagen)	1	PBA
UNE	Argentina	No	Cromado de piezas plásticas, grillas, insignias, manijas de baúl y de portón trasero, manijas exteriores de puertas, manijas interiores de puertas, paneles de instrumentos, piezas plásticas de exterior, piezas plásticas de interior, tanques de combustible, tapa de carga de combustible.	No	Sí (General Motors, Peugeot, Renault y autopartistas)	1	PBA
Union Bat	Argentina	No	Baterías de arranque, baterías estacionarias.	No	Sí (CNH, Ford, Iveco, Mercedes Benz, maquinaria agrícola, autopartistas y	2	PBA y Entre Ríos

					mercado de reposición)		
Ventalum	Argentina	No	Estribos, portaequipajes, ventanillas.	No	No	1	PBA
Vuteq	Japón	No	Paneles de instrumentos y puertas; protector tanque de combustible.	-	-	1	PBA
Yazaki	Japón	No	Mazos de cables, paneles de instrumentos.	Sí	No	1	PBA

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Entrevistas

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Acuerdos internacionales

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Leyes, Decretos, Resoluciones y publicaciones en el Boletín Oficial de la República

Argentina

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 Ng{"360: 20'Rtgukf gpekc'f g'rc"P cel»p"*3; ; 7: -0'0 kpkvgtkq'f g'Lwvlekc"{'F gtgej qu'J wo cpqu'f g'rc"P cel»p."
 Dwgpqu'Cktgu."Cti gpvpc0'
 Ng{"360: 30'Rtgukf gpekc'f g'rc"P cel»p"*3; ; 7: -0'0 kpkvgtkq'f g'Lwvlekc"{'F gtgej qu'J wo cpqu'f g'rc"P cel»p."
 Dwgpqu'Cktgu."Cti gpvpc0'
 Ng{"430: 40'Rtgukf gpekc'f g'rc"P cel»p"*3; ; 5+0'0 kpkvgtkq'f g'Lwvlekc"{'F gtgej qu'J wo cpqu'f g'rc"P cel»p."
 Dwgpqu'Cktgu."Cti gpvpc0'
 Ng{"430'540'Rtgukf gpekc'f g'rc"P cel»p"*3; ; 9: -0'0 kpkvgtkq'f g'Lwvlekc"{'F gtgej qu'J wo cpqu'f g'rc"P cel»p0'
 Dwgpqu'Cktgu."Cti gpvpc0'
 Ng{"460'6240'Rtgukf gpekc'f g'rc"P cel»p"*3; ; 6+0'0 kpkvgtkq'f g'Lwvlekc"{'F gtgej qu'J wo cpqu'f g'rc"P cel»p."
 Dwgpqu'Cktgu."Cti gpvpc0'
 Ng{"480: 50'Rtgukf gpekc'f g'rc"P cel»p"*422: -0'0 kpkvgtkq'f g'Lwvlekc"{'F gtgej qu'J wo cpqu'f g'rc"P cel»p0'
 Dwgpqu'Cktgu."Cti gpvpc0'
 Ng{"490'850'Rtgukf gpekc'f g'rc"P cel»p"*4238+0'0 kpkvgtkq'f g'Lwvlekc"{'F gtgej qu'J wo cpqu'f g'rc"P cel»p0'
 Dwgpqu'Cktgu."Cti gpvpc0'
 Tguvne»p'7271; 70'0 kpkvgtkq'f g'Lwvlekc"{'F gtgej qu'J wo cpqu'f g'rc"P cel»p."Dwgpqu'Cktgu."Cti gpvpc."36"
 f g'ppxlgo dtg'f g'3; ; 70'

Tguqnwelp"644I; : 00 kplngtkq'f g'Lxwlelc{" F gtgej qu'J wo cpqu'f g'rc'P celp."Dwgpqu'Cktgu.'Cti gpvpc.'9" f g'lwkq'f g'3; ; : 0

Tguqnwelp"87I; : 00 kplngtkq'f g'Lxwlelc{" F gtgej qu'J wo cpqu'f g'rc'P celp."Dwgpqu'Cktgu.'Cti gpvpc.'5'f g' hgdgtq'f g'3; ; : 0

Tguqnwelp"49I; : 00 kplngtkq'f g'Lxwlelc{" F gtgej qu'J wo cpqu'f g'rc'P celp."Dwgpqu'Cktgu.'Cti gpvpc.'48" f g'ci quw'f g'3; ; : 0

Tguqnwelp"44; 422200 kplngtkq'f g'Lxwlelc{" F gtgej qu'J wo cpqu'f g'rc'P celp."Dwgpqu'Cktgu.'Cti gpvpc." 3; 'f g'o c{q'f g'42220'

Tguqnwelp" P à' 47842220' O kplngtkq' f g'Lxwlelc" { " F gtgej qu' J wo cpqu' f g' rc' P celp." Dwgpqu' Cktgu." Cti gpvpc. '5'f g'cdtklf g'42220'

Tguqnwelp"33; 422600 kplngtkq'f g'Lxwlelc{" F gtgej qu'J wo cpqu'f g'rc'P celp."Dwgpqu'Cktgu.'Cti gpvpc." 47'f g'o c{q'f g'42260'

Tguqnwelp"45; 422700 kplngtkq'f g'Lxwlelc{" F gtgej qu'J wo cpqu'f g'rc'P celp."Dwgpqu'Cktgu.'Cti gpvpc." 47'f g'lwpkq'f g'42270'

Tguqnwelp"54; 423600 kplngtkq'f g'Lxwlelc{" F gtgej qu'J wo cpqu'f g'rc'P celp."Dwgpqu'Cktgu.'Cti gpvpc." 52'f g'ugr vgo dtg'f g'42360'

Tguqnwelp"779423600 kplngtkq'f g'Lxwlelc{" F gtgej qu'J wo cpqu'f g'rc'P celp."Dwgpqu'Cktgu.'Cti gpvpc." 37'f g'qewdtg'f g'42360'

Tguqnwelp"34; 5423700 kplngtkq'f g'Lxwlelc{" F gtgej qu'J wo cpqu'f g'rc'P celp."Dwgpqu'Cktgu.'Cti gpvpc." 9'f g'ugr vgo dtg'f g'42370'

Tguqnwelp" I gpgtcn' CHR' 7; 8B; ; ; 0' Cfo kplwlcelp" Hgf gtcn' f g' Kpi tguqu' RÀdriecu." Dwgpqu' Cktgu." Cti gpvpc.'39'f g'o c{q'f g'3; ; ; 0'

Tguqnwelp"Eqplwpc"; 5423; "/ "Ugetgvt'f' f g'Eqo gtekq'Gzvgtkq' g'Kpf wutlc0'O kplngtkq'f g'Lxwlelc{" F gtgej qu'J wo cpqu'f g'rc'P celp."Dwgpqu'Cktgu.'Cti gpvpc.'35'f g'pqlgo dtg'f g'423; 0'

Documentos de empresas y de asociaciones empresarias

CFGHC" òVq{qvc' 42" cò qu" f g" r tqf weelap" gp" Cti gpvpcö" *43" f g" o ct| q" f g" 4239+0' Tgewr gtcf q" f g" "[j wr <ly y y Qf ghcQtI Qet lguir tgpuc/nggtAf ?328\(kf v?4"](#)

Dcrpeg'Vq{qvc'Cti gpvpc'Uqelgf cf "Cp»plo c"*39'f g'lwkq'f g'4225+0Tgr Àdriec'Cti gpvpc0"

Dcrpeg'Vq{qvc'Cti gpvpc'Uqelgf cf "Cp»plo c"*49'f g'lwkq'f g'4227+0Tgr Àdriec'Cti gpvpc0"

Dcrpeg'Vq{qvc'Cti gpvpc'Uqelgf cf "Cp»plo c"*4; 'f g'ci quw'f g'4228+0Tgr Àdriec'Cti gpvpc0'

Dcrpeg'Vq{qvc'Cti gpvpc'Uqelgf cf "Cp»plo c"*34'f g'ugr vgo dtg'f g'4229+0Tgr Àdriec'Cti gpvpc0'

Dcrpeg'Vq{qvc'Cti gpvpc'Uqelgf cf "Cp»plo c"*43'f g'lwkq'f g'4236+0Tgr Àdriec'Cti gpvpc0'

Dcrpeg'Vq{qvc'Cti gpvpc'Uqelgf cf "Cp»plo c"*7'f g'lwpkq'f g'4237+0Tgr Àdriec'Cti gpvpc0'

Dcrpeg'Vq{qvc'Cti gpvpc'Uqelgf cf "Cp»plo c"*: 'f g'lwpkq'f g'4238+0Tgr Àdriec'Cti gpvpc0'

Dcrpeg'Vq{qvc'Cti gpvpc'Uqelgf cf "Cp»plo c"*48'f g'lwpkq'f g'4239+0Tgr Àdriec'Cti gpvpc0'

F cpc"òF cpc"Eqtr qtcvqp"eqo lgp| c"rc'r tqf weelap"r ctc"rc'r rvcxqto c"o wpl knf f g"eco kppgcu" f g"Vq{qvcö" *4227+0' Tgewr gtcf q" f g" "[j wr u<lf cpc@eqo Qet lpxwlekcult cpc/eqtr qtcvqp/eqo lgp| c/rc/r tqf weelap/ r ctc/rc/r rvcxqto c/o wpl knf f g/r lemw/f g/vq{qvc!"](#)

Hqtf ""*7'f g'cdtklf g'4238+0'òHqtf "lpxguru"&392"o knkqp"lp"Uqwj "Chtlec"vq"dwkf "yj g'cm/pgy "gxgtgu"UWX." etgcwpi " 3.422" pgy " lquö0' Tgewr gtcf q" f g" "[j wr u<lb gf k0qtf @eqo leqpvpgvhlqtf o gf k lpc kwlelpgy u4238126127 lqtf /lpxguru/392/o knkqp/ lp/uqwj /chtlec/vq/dwkf /pgy /gxgtgu/uxxj vo n "](#)

Kpf wutlcu" I wkf k' 4232" /" 4242' 82" Cplxgtuctkq" *4242+0' Tgewr gtcf q" f g" "[j wr <lfp wutlcui wk k@eqo Qet lpf wutlcu/i wk k/82/cplxgtuctkq!"](#)

O ki qt"òKppqxcelap."rc'f kxkulp"s wq'cegntc'gn'letgelo lgpvq'f g'O ki qtö"45'f g'ci quw'f g'4243+0Tgewr gtcf q" f g" "[j wr u<lb ki qt@eqo Qet lpgy utqqo llppqxcelap/rc/f kxkulp/s wq/cegntc/gn'letgelo lgpvq/f g/ o ki qt!"](#)

Vq{qvc" ò97" {gctu" qh" Vq{qvcö" *4234+0' Tgewr gtcf q" f g" "[j wr u<ly y y 0q{qvc/ i mjdcf@eqo leqo r cp/ j knqt / aqhaq{qvc197} gctu"](#)

Vq{qvc"òVq{qvcö" I mjden'Utcvgi {ö"*38'f g'cdtklf g'4225+0"

Vq{qvc"öVq{qvc"Vq"Dgi kp"Xgj kerg"O cpwcewtkpi "Kp"Cti gpvpcö"*47"f g"o ct| q"f g"3; ; 6+0Tgewr gtcf q"f g"
[j wr u<li mjdcf0q{ qvc lgp lf gvckn9: 7: ; : 4"](#)
Vq{qvc"öVq{qvc"X"Rtqlgev"Vcngu"Hktuv"Dli "Ugr "Hqyt ctf ö"*47"f g"ci quwq"f g"4226+0Tgewr gtcf q"f g"
[j wr u<li mjdcf0q{ qvc lgp lf gvckn4452: 7"](#)
Vq{qvc"öVq{qvc"Vj gpgtcvgu"Vj qwucpf "Lqdu'y kj "Gzr cpukqp"qh'Rncpv'lp"Cti gpvpcö"*: "f g"o ct| q"f g"4238+0
Tgewr gtcf q"f g"[j wr u<li mjdcf0q{ qvc lgp lf gvckn33562962"](#)
VO E"*3; ; : +Vq{qvc<"C"J kvqt{ "qh'y g'Hktuv'72"l gctu."Vq{qvc<"Vq{qvc"O qvt'Eqtr qtcvkap'0

Artículos periodísticos

öC"S wleniNqqmiDcenlqp"vj g"Eqtmæu'77/[get"J kvqt{ 'y kj "Qxgt'72'O krlqp"Ewuxqo gtuö"*35"f g"ci quwq"f g"
4243+0Toyota Times0Tgewr gtcf q"f g"[j wr u<li hq{ qvc vko gu0r lgp lkpulf gvq{ qvc B3860 vo n"](#)
Ci wkrt."O 0öElgttc"rc"Änko c"lf dtlec"f g"mpvcu'f gn'r c"llo"*36"f g"hgdtgtq"f g"4239+0Clarín0Tgewr gtcf q"f g"
[j wr u<ly y y Öertkpöeqo lgeqpqo kc lekgttc/wmko c/hcdtlec/mpvcu/r ckua2at3gf QVrMi Q vo n"](#)
öCwqr ctvkuu"r tgx² p"pwgxc"qrc" f g" kpxgtukppguö" *5" f g" o c{ q" f g"4228+0' El Cronista0Tgewr gtcf q"f g"
[j wr u<ly gdÖteje kxgQti ly gd42292: 2: 223; 7: lj wr <ly y y ÖhceQti Öt lpxxf Ö j r Af ?66"](#)
Dgtvgmq."HöVq{qvc"lpxkt vko."r gtq'r kf g'r qm'lecu'gucdnguö"*42"f g"qewdtg" f g"4227+0La Nación0Tgewr gtcf q"
f g" [j wr u<ly y y ÖrpcekqpÖeqo Öt lgeqpqo kc hq{ qvc/lpxk vq/r gtq/r kf g/r qrklec u'gucdngu/
pkf96: 358!"](#)
Ecdqv."F 0öCxcpl c"gnl² i ko gp" f g" lpegpvku' hkuccguö"*34" f g"hgdtgtq" f g"4227+0La Nación0Tgewr gtcf q" f g"
[j wr u<ly y y ÖrpcekqpÖeqo Öt lgeqpqo kc kxcpl c/gnl²gi ko gp/f g/lpegpvku/hkuccgu/pkf 89; 2; 6](#)
Egtgl q."HöXY "ug"tgcevkx"gp" Cti gpvpc"eqp" c{ wf c" gur c" qmö" *39" f g"hgdtgtq" f g"4232+0' El Mundo0
Tgewr gtcf q" f g"[j wr u<ly y y Öm wpf qÖulgm wpf qo qvt 4232 l24 l37 lgo r tguv B48844375: Q vo n"](#)
Egtkqvw."NöVq{qvc" c"gzr qtvc"rc"r leniwr "J kwz" c"43"r c"lguö"*38" f g"o ct| q" f g"4239+0Clarín0Tgewr gtcf q"
f g"[j wr u<ly y y Öertkpöeqo lgeqpqo kc hq{ qvc/gzr qtvc/r leniwr /j kwz/43/ r ckua2aJ { Nebewurj vo n"](#)
Etkwöhmq."E0öE»o q'r kcpuc"l wuxxq"Ucrkpcu."gn'pwgxr" tgu'f gpv" f g"Vq{qvc" Cti gpvpcö"*42" f g" f lkgdo dtg"
f g"4244+0Motor 1. Tgewr gtcf q" f g"[j wr u<li Öt qvt3Öeqo lpgy ul8496: : hq{ qvc/cti gpvpc/i wuxxq/
ucrkpcu!"](#)
öEt² f kqu" r tqf wekxquö" *34" f g" ugr vgo dtg" f g" 4236+0' Página 12. Tgewr gtcf q" f g"
[j wr u<ly y y Ö ci kpc34Öeqo Öt lf kctk lgeqpqo kc 4/477373/4236/2: /34Q vo n"](#)
Etkwöhmq."E0öC"Vq{qvc"lpxkgtv" W&U: 22'o kmppgu'r etc" hcdtlect"rcu'pwgxcu"J kwz lUY 6"gp" \ a tcvö"*4" f g"
o c{ q" f g"4236+0Motor10Tgewr gtcf q" f g"[j wr u<li Öt qvt3Öeqo lpgy ul6936: 4 hq{ qvc/lpxkgtv/r etc/
hcdtlect!"](#)
öF cplgn'J gttgtq."f g"Vq{qvc<"\$Xco qu'r qt"gnl² eqtf" j kwötleq" f g"r tqf weekp" { "gzr qtvclo"pö"*36" f g"qewdtg"
f g" 4243+0' El Cronista. Tgewr gtcf q" f g" [j wr u<ly y y ÖtqpkncÖeqo lgeqpqo kc/r qrklec lf cplgn/
j gttgtq/f g/vq{ qvc/xco qu/r qt/gnl²geqtf/j kvqtkeq/f g/r tqf weekp/ /gzr qtvclo!"](#)
öF gvtqkv'u"ko r tguugf <J qy "vj g"Cwutcrkcp" gpi lpggtkpi "cpf" f guli p"lpi gpwv" { "dgj kpf" vj g"y qtrf /eruu"Hqtf"
Tcpi gt"cpf" Gxgtguv"j cu'dggp"pqvlegf 00"cpf" y j cv'ky kmlhcf "vq"pgz vö"*46" f g"cdtklf g"4244+0Cars
Guide0 [j wr u<ly y y Öctui wlf gÖeqo Öwlect/pgy ulf gvtqkv'ko r tguugf /j qy /vj g/cwutcrkcp/
gpi lpggtkpi /cpf/ f guli p/ lpi gpwv/ dgj kpf/ vj g/y qtrf "](#)
öF k' mji q" r tqf wekxq" eqp" F cplgn'J gttgtqö" *3: " f g" lwrkq" f g"4244+0' Misión Productiva. Tgewr gtcf q" f g"
[j wr u<li kulkpr tqf wekxqÖeqo Öt lf kmji qu'r tqf wekxqu4244 l29 l3: lf kmji q/r tqf wekxq/eqp/
f cplgn'j gttgtq!"](#)
öGri' öo qf gnuö" Vq{qvc" r qpg" vgpukp" gp" rc" grgeekp" f g" CF GHCö0' Ámbito0' Tgewr gtcf q" f g"
[j wr u<ly y y Öo dkkqÖeqo lgf lekqp/ko r tguv lgn'o qf gm/vq{ qvc/r qpg/vgpukp/rc/ grgeekp/cf ghc/
p625847: "](#)
öGri' qdltgpq"mp| »"gn'RtqEtgCWWQ."wpc"lfpge" f g"et² f kq"detcvq"r etc"eqo r tct"xgj l'wqu'pwgxcuö"*45" f g"
lwpkq" f g"4236+0' La Nación0Tgewr gtcf q" f g"[j wr u<ly y y ÖrpcekqpÖeqo Öt lgeqpqo kc lgn'i qdltgpq/
rpl q/ gn'r tqetgcwq/wpc/rkpgc/f g/etgf kq/dctcvq/r etc/eqo r tct/xgj lewqu'pwgxcu/pkf 3925; 39"](#)
öGrgeekp" f g" CF GHC" vgo kp»" eqp" wp" r qtwc| q" f g" Vq{qvcö0' Ámbito0' Tgewr gtcf q" f g"
[j wr u<ly y y Öo dkkqÖeqo lgf lekqp/ko r tguv lgrgeekp/cf ghc/vgo kpq/wp/r qtwc| q/vq{ qvc/p6258: 7: "](#)

ðGp"o cvgtk"fg"lpxgtukppgu"ftgvecu."re"Cti gpvpc"ug"o cpwxq"cri'o cti gp"fg"re"etluku"49"fg"fg"lelgo dtg"fg"
 3; ; : -0' *La Nación*0' Tgewr gtcf q" fg" [j wr u-ly y y 0rcpckp0eqo 0t lgeqppo kc lgp/o cvgtk/f g/ lpxgtukppgu/ftgvecu/re/cti gpvpc/ug/o cpwxq/cri'o cti gp/f g/re/etluku/pkf 344943!](#)"

Gueqdet."D0"EGQ"fg"Vq{qvc"gp"ncvo <Tgi k0p"0pa"gu" r tgr ctcf c0"0p"r ctc"xgi "ewru"grf evt lequ"45"fg"
 o ct| q" fg" 4244+0' *Bloomberg Línea.* Tgewr gtcf q" fg"
[j wr u-ly y y 0lmgqo dgti r0pge0eqo 4244 125 45 legq/f g/vq{qvc/gp/ncvo /tgi kq/pq/guvc/r tgr ctcf c/ cwp/r ctc/xgi lewru/grf evt lequ!"](#)

ðHqtf "tglpxgpc"re"r lem"wr"eqp"wp"pwxc"TCpi gt"i nqdn'r tqf welf c"gp"re"Cti gpvpc"4"fg"lwrk"fg"4234+0'
*iProfesional*0Tgewr gtcf q"fg" [j wr u-ly y y 0r tqhukp0c0eqo lpauc035; 86: /Hqtf /tglpxgpc/re/r lem/ w/eqp/wpc/pwxc/TCpi gt/i nqdn'r tqf welf c/gp/re/Cti gpvpc!"](#)

Hquck"i 00C"47"0"qu"fg"Vq{qvc"Cti gpvpc"0qu"uget gqu"lco "u'tgxgrf qu"lqdtg"re"gutcvgi kc"fg"r tqf week"p"
 r ctc" ugt" nff gtgu" 43" fg" o ct| q" fg" 4244+0' *iProfesional.* Tgewr gtcf q" fg"
[j wr u-ly y y 0r tqhukp0c0eqo kwwu57; 49: /vq{qvc/cti gpvpc/47/cpqu/uget gqu/f g/wpc/ qti cpk cekp/rkf gt!"](#)

I qpl" a rgi "Rtcf k"00F gugo dteq"re"pwxc"J kwz"mgi ct"0c"re"tgi k0p"gp"nri'tko gt"ugo gutg"48"fg"gpgtq"
 fg" 4245+0' *La Nación*0' Tgewr gtcf q" fg" [j wr u-ly y y 0rcpckp0eqo 0t lgeqppo kc leqo gteq/ gzvgtkt lf gugo dteq/re/pwxc/j kwz/mgi ctk/c/re/tgi kq/gp/nri'tko gt/ugo gutg/pkf 48234245!](#)"

ðKpxgtk0 qu"r ctc" gn"fg"gucttqm" cti gpvpc"0" 6" fg" ugr vgo dtg"fg"3; ; : -0' *La Nación*0' Tgewr gtcf q" fg"
[j wr u-ly y y 0rcpckp0eqo 0t kwqulcn/xqrcp0lpxgtk0 qu/r ctc/grf gucttqm/cti gpvpc/ pkf 423964!"](#)

Lwgi wgp."H0Ej kur cl qu"go r tguclku"t gpwpc"gn"kwrt"fg"Xqmuy ci gp"{"Cf ghc"8"fg"fg"lelgo dtg"fg"423: -0'
*La Nación*0' Tgewr gtcf q" fg" [j wr u-ly y y 0rcpckp0eqo 0t lgeqppo kc l0pf wutlc lej kur cl qu/ go r tguclku/tgpwpc/gn'kwrt/f g/xqmuy ci gp/{/cf ghc/pkf 43; ; 8; 9!"](#)

ðNcu" m0pcu" fg" re" J kwz" ugt"p" cti gpvpc"0" 4" fg" o ct| q" fg" 4233+0' *El Cronista.* Tgewr gtcf q" fg"
[j wr u-ly y y 0tqpkuc0eqo lpi qekquNcu/m0pcu/f g/re/J kwz/ugtcp/cti gpvpcu/42332524/ 2287q vo ri!"](#)

ðO gvnc"cf s wktg"gn"pgi qelq"fg"r tqf wexu"gutwewtcrqu"fg"fcpc"J qrf lpi "Eqtr qtcv0p"39"fg"fg"lelgo dtg"
 fg" 422; +0' *Mercado.* Tgewr gtcf q" fg" [j wr u-ly y y 0tqpkuc0eqo 0t lr tqvc qpkucl0 gvnc/cf s wktg/gn/ pgi qelq/f g/r tqf wexu/gutwewtcrqu/f g/fcpc/j qrf lpi /eqtr qtcv0p!"](#)

ðO ki qt."5: "0"qu"lo r wucpf q"re"l0pf wutlc"{"re"l0ppqxc0p"0"*. "fg"pqx0go dtg"fg"4243+0'*Forbes Argentina*0'
 Tgewr gtcf q" fg" [j wr u-ly y y 0tqtdgucti gpvpc0eqo l0ppqxc0p0 ki qt/5: /cpqu/lo r wucpf q/ l0pf wutlc/l0ppqxc0p/ p; 8; 8%0000? O ki qt' 42kpek E5' D5' 42uwi' 42cev0kf cf gu' 42gp.f go qutcpf q' 42uwi' 42 r qulek0pco k0p0q' 42f' 42vcpur ctgpek0!"](#)

P qtkj kmj."U00Vq{qvc"cr wguv"r qt"ru"r c"0gu"go gti gpvpc"0"34"fg"o c{q"fg"4227+0'*The Wall Street Journal.*
 Tgewr gtcf q"fg" [j wr u-ly y y 0n0go r q0eqo ktej kx lf gewo gpv0 CO /385544: "](#)

Qxk0f q."l00Vq{qvc"r l0puc"gp"cw0 gpvct"uw"lpxgtuk0p"0"5"fg"l0gdtgtq"fg"4228+0'*La Nación*0Tgewr gtcf q"fg"
[j wr u-ly y y 0rcpckp0eqo 0t lgeqppo kc lq{qvc/r l0puc/gp/cw0 gpvct/uw"lpxgtuk0p/pkf 999787!"](#)

ðRgpuct" o "u" gp" etgegt" {"pq" w0p0q" gp" nu" t0xcrqu" 7" fg" ci quw" fg" 422: -0' *Cars.* Tgewr gtcf q" fg"
[j wr u-ly y y 0ctu0eqo 0t lpa0ek 13354 lf cpl0n/j gttgtq/r t0ukf gpv0/vq{qvc/cti gpvpc/uc!"](#)

ðRkf gp" tghruct" gn" cewgtf q" eqp" O'zleq0" 4" fg" lwrk" fg" 4234+0' *La Nación*0' Tgewr gtcf q" fg"
[j wr u-ly y y 0rcpckp0eqo 0t lgeqppo kc lr kf gp/tghruct/gn'cewgtf q/eqp/o gzleq/pkf 36: 8; 52!"](#)

Rqm0em"0pftgy "0Vq{qvc"0qwdrgu"ku"J qrf lpi u"l0p"0clj cuw"0 qvqt"qh"lcr cp0"43"fg"ugr vgo dtg"fg"3; ; 7+0'
The New York Times. Tgewr gtcf q" fg"
[j wr u-ly y y 0p{0 gu0eqo 13; ; 7 12; 43 kd0k0guu0l0p0v0p0k0p0cn/dw0k0guu/vq{qvc/f qwdrgu/ku/ j qrf lpi u/l0p/f clj cuw"0 qvqt/qh"lcr cp0 vo ri!"](#)

ðS w" r cuc0" 36" fg" h0dtgtq" fg" 4224+0' *La Nación*0' Tgewr gtcf q" fg"
[j wr u-ly y y 0rcpckp0eqo 0t lgeqppo kc l0w/r cuc/pkf 595; 52!"](#)

ðS w" r cuc0"39"fg"lwrk"fg"4224+0'*La Nación*0Tgewr gtcf q"fg" [j wr u-ly y y 0rcpckp0eqo 0t lgeqppo kc l0w/r cuc/pkf 636584!"](#)

ðS w" r cuc0" 33" fg" h0dtgtq" fg" 4225+0' *La Nación*0' Tgewr gtcf q" fg"
[j wr u-ly y y 0rcpckp0eqo 0t lgeqppo kc l0w/r cuc/pkf 694; 9: !"](#)

Ukpl . "C0'öNc" gur c° qnr "Rtqo qcwq" xgpf g" uwu' ewcvt q" r npxcu" gp" gn' r c" juö" *42" f g" f kelgo dtg" f g" 4224-0' *La Nación* 0' Tgew gtef q" f g" [j wr u-1ly y y ÖrpcekpÖeqo Öt lgeppqo kc lr/ gur cpqr/ r tqo qcwq/ xgpf g/ uwu' ewcvt q/ r npxcu/ gp/ gn' r cku/ plf 68238: 1"](#)

öVq{ qvcö" *4242-0' *Autohistoria*. Tgew gtef q" f g" [j wr u-1lcwqj kvrtkcÖeqo Öt lkp f gzÖ j r lo ctecu/ f g/ cwqulq{ qvc!"](#)

öVq{ qvc<S Cti gp vkpc" vöpg' rcu' eqpf lekppgu' pcwrcgu' r ctc' r tqf wek" { "gzt vtct" j kf t> i gpq" eqo q" eqo dwukdr" c" i tcp" guerc" ö" *:" f g" ci quq" f g" 423; +0' *Motor10* Tgew gtef q" f g" [j wr u-1ctÖ qvt3Öeqo lpgy ul69; 385 kq{ qvc/ cti gp vkpc/ vöpg/ rcu' eqpf lekppgu' pcwrcgu' r tqf wek/ / / gzt vtct/ j kf tqi gpq/ eqo q/ eqo dwukdr/ c/ i tcp/ guerc!"](#)

öVq{ qvc" guwf lc" r" cr gtwtc" f g" qtc" r npxcö" *44" f g" lwpkq" f g" 3; ; : +0' *La Nación* 0' Tgew gtef q" f g" [j wr u-1ly y y ÖrpcekpÖeqo Öt lgeppqo kc lq{ qvc/ guwf lc/ r/ cr gtwtc/ f g/ qtc/ r npxc/ plf 322: 45!"](#)

öVq{ qvc" kpcwi wt»" uw" r npxc" cti gp vkpcö" *44" f g" o ct| q" f g" 3; ; 9+0' *La Nación* 0' Tgew gtef q" f g" [j wr u-1ly y y ÖrpcekpÖeqo Öt lgeppqo kc lq{ qvc/ kpcwi wtq/ uw/ r npxc/ cti gp vkpc/ plf 87836!"](#)

öVq{ qvc" kpuerc" wpc" r npxc" f g" hwpf cu' f g" culgpvqu" gp" Nwl" pö" *39" f g" lwtkq" f g" 4236-0' *El Cronista*. Tgew gtef q" f g" [j wr u-1ly y y Öt qpkrcÖeqo letqpkrc/ r cku lVq{ qvc/ kpuerc/ wpc/ r npxc/ f g/ hwpf cu' f g/ culgpvqu/ gp/ Nwlc/ 42362939/ 2239Q vo r"](#)

öVq{ qvc" kpxgtk" a" 422" o kmppgu" f g" f » r tgu" gp" r" Cti gp vkpcö" *42" f g" ugr vögo dtg" f g" 4224-0' *La Nación* 0' Tgew gtef q" f g" [j wr u-1ly y y ÖrpcekpÖeqo Öt lgeppqo kc lq{ qvc/ kpxgtk/ c/ 422/ o kmppgu/ f g/ f qrtgu/ gp/ r/ cti gp vkpc/ plf 655363!"](#)

öVq{ qvc< f gdg" hcekkctug" r" gzt vtcelöpö" *4" f g" o ct| q" f g" 4227-0' *La Nación* 0' Tgew gtef q" f g" [j wr u-1ly y y ÖrpcekpÖeqo Öt lgeppqo kc lq{ qvc/ f gdg/ hcekkctug/ r/ gzt vtcekp/ plf 8: 6252!"](#)

öVq{ qvc. "c" eqpvc" cpq< r qt" s w" gu" r" Aplec" cwqo qvtk" qr vö kuc" r ctc" 423; ö" *3" f g" gpqtq" f g" 423; +0' *Clarín*. Tgew gtef q" f g" [j wr u-1ly y y ÖrtkpcÖeqo lgeppqo kc lq{ qvc/ eqpvc" cpq/ wplec/ cwqo qvtk/ qr vö kuc/ 423; a2aS y EO mj Urj vo r"](#)

öVq{ qvc" tqo r k" t² eqtf u' gp" 4239" { "cecr ct»" gr63" f g" rcu' gzt vtcekp gu' f g" r' kpf wutlc" cwqo qvtk" cti gp vkpcö" *38" f g" gpqtq" f g" 423; +0' *Profesional* 0' Tgew gtef q" f g" [j wr u-1ly y y ÖrtkpcÖeqo lgeppqo kc lq{ qvc/ tqo r kq/ tgeqtf u' gp/ 4239/ / / cecr ctq/ gr63/ f g/ rcu' gzt vtcekp gu' f g/ r/ kpf wutlc/ cwqo qvtk/ cti gp vkpcÖeqo r"](#)

Tgdqukq. "C0' öF cplgn' J gttgtq. r tgu' kfpv" f g" Vq{ qvc" Cti gp vkpc< öj leko qu" 37Ö22" vögu" { "wxlo qu" 40422" ecuqu" gpvtg" nqu" o" a u' f g" 8Ö722" go r rgef quö" *7" f g" lwpkq" f g" 4243-0' *El Diario AR* 0' Tgew gtef q" f g" [j wr u-1ly y y ÖrtkpcÖeqo lgeppqo kc lf cplgn' j gttgtq/ r tgu' kfpv/ vq{ qvc/ cti gp vkpc/ j leko qu/ 37/ 222/ vögu/ wxlo qu/ 4/ 422/ ecuqu/ 8/ 722/ go r rgef qua34: a: 2272; 8Q vo r"](#)

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öVöxg' UVCpi gm< S UKpq' t qf go qu' qr gtct' f qpf g' j c' { kphrcöep. 'pq' t qf go qu' ugt' i nqdcrgu" ö" *44" f g" ugr vögo dtg" f g" 4235-0' *La Nación* 0' Tgew gtef q" f g" [j wr u-1ly y y ÖrpcekpÖeqo Öt lgeppqo kc luvöxg/ uv/ cpi gm/ uk/ pq/ r qf go qu/ qr gtct/ f qpf g/ j c' / kphrcöep/ pq/ r qf go qu/ ugt/ i nqdcrgu/ plf 3843: 32!"](#)

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Rgtur gevkg0Gp'O OQttw.P O'Y O'Dki i ctv:('I OI OJ co knqp *Gf u0:"The Economic Organization of
East Asian Capitalism"*Xqr03.'r r 05/55+0UCI G0'

Dki i ctv." P' O' Y' O' ('I wkr p." O 0H0*3; ; ; +0F gxgnr kpi " F khtg ppeg<" Uqekri" Qti cpk ctkp" cpf "j g" Tkug" qh" j g"
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ru" Mtej pgt" c" O cetk0/Estado & comunes, revista de políticas y problemas públicos." 2*9+0
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Uy ke j kpi " cr r tqej 0' Economic Modelling." 29*6+." 3383/338; 0
j wr u<1f qkQti B20238110geqpo qf 04234026022; "

Dkuy cu. "T0*4224+0F gvto kpcpw" qh" Hqtgki p" F kgev" kpxguo gp0/Review of Development Economics." 6*5+ "
6; 4/7260j wr u<1f qkQti B2033313689/; 5830238; "

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395/4240'

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F gxgnr o gpv Rqrke { " kp" O kf f rg" kpego g" Eqvwtkgu<" C" Eqo r ctevkxg" Cpcn' uku" qh" Gi { r v. kpf kc. "Uqwj "
Chtlec" cpf "Vwng" { O SSRN Electronic Journal 0j wr u<1f qkQti B20435; lnt p05883775"

Drcnem "I 0" ('I gtvgt. "R0" I0*422; +0J qy " Hko " ecr cdkskgu" chgevy j q" dgpghsu" hto " hqtgki p" vgej pqrni { 0'
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Dnqpi gp. "D0" ('Y cpi ." O 0*4226+0Inappropriate Pooling of Wealthy and Poor Countries in Empirical FDI
Studies" *P 0" y 3259: = " r 0' y 3259: +0' P cvkpcrni' Dwtgcw' qh' Geqqo le" Tgugctej 0'
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o wnkpcckpccrni' cu" c" pgq/ko r gtlcrn' ur ceg0/Critical Perspectives on International Business." 10*34+ "
; 8/3280j wr u<1f qkQti B2032: ler qkd/33/4235/2268"

Dq {gt. "T0" Ej cttqp. "G0" Lãti gpu. "W0" ("Vqmfc { ." U0*Gf u00*3; ; ; +0/Between Imitation and Innovation. The
Transfer and Hybridization of Productive Models in the International Automobile Industry." "
Qzhtf "Wplxgtuk { " Rtgau0'

Dq {gt. "T0" ("Hg { uugpgv. "O 0*4224+0The Productive Models: The Conditions of Profitability0Rcni tcxg"
O ceo kmp0'

Dtcpf v. "N0" ("Xcp" Dkgudtgem" I0*4228+0Capability building in China's auto supply chains0'6/620
j wr u<1fko q0hkd0lgr tko q/
gzr nqtg lhwf kur r: { Af qekf ? NKT KUB: 45; 97(eqpvz v? N(xkf ? Nktku(ugctej aueqr g? Nktku(vcd
? f g h w n a v c d(htqo Ungo cr ? 3"

Dtcwp. "Q0" ("Lq { ." N0*3; 8: +0C" O qf grlqh' Geqqo le" Uci pcvkpcrni' C' Ecug' Uwf { " qh" j g" Cti gplpg' Geqqo { 0'
The Economic Journal." 78*534+." 8: /: : 90'

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Dwlctlp. 'P 0*3; 49+0Imperialism and World Economy0
Dwti qu. 'O 0*4239+0El nuevo modelo económico y sus consecuencias0Gf kekppgu'f gn'EEE0
Eco r dgm. 'P 0'(' 'Dwt qp. 'H0*3; ; 6+0Japanese Multinationals0Tqwwgf i g0
Ecpvctgmc. 'L0G0'Mc v. 'N0'(' 'f g'I wj o a p. 'I 0*422: +0La Industria Automotriz Argentina: Limitantes a la
Integración Local de Autocomponentes0650
Ecpvctgmc. 'L0'Mc v. 'N0'(' 'O qpl »p. 'P 0*4239+0Cti gpvkpc<Hcevtgu's wg'f gdlkxcp'hc'lpvgi tcek»p'f g'bwqr ctvgu'
mqecrgu0 Gp" La encrucijada del autopartismo en América Latina" *r 0' 465/4; 8+0 WP F CX"
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Ecpwy gm 'L0'(' 'P ctwrc. 'T0*4223+0Vj g'Gergeve'Rctcf ki o 'lp'vj g'I mdcni'Geppqo { 0International Journal of
the Economics of Business."8*4+."377/3940j wr u<lf qkQti B202: 2B5793732332273726"
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Sociología del desarrollo. Aspectos teóricos y metodológicos0Uqret 'J cej gwg0
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Research Policy."30*7+."999/9; ; 0j wr u<lf qkQti B20238IU226: /9555*22+22343/; ; "
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343/3550j wr u<lf qkQti B2087; 2IU2326/752Z4227222322233"
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Management International Review."58*5+."585/5: 90
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Argentina."22*34+."48/560
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Studies)."2*4+."840j wr u<lf qkQti B2043734llcu0k4k04; 9"
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Eqg. 'P 0' O 0' J guu. 'O 0' | gwpi . "J 0' Y 0' F lengp. "R0'(' " J gpf gtuqp. "L0' *4226+0' eI mdcni kpi i "tgi kpcni'
f gxgnr o gpv<C"i mdcni'r tqf wevkqp"pgvy qtm'r gtr gevkg0'Transactions of the Institute of British
Geographers."29*6+."68: /6: 60j wr u<lf qkQti B208333 ll02242/497604226022640"
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and inventory management journal."35*6+."530
Eqmcpvgu. 'H0*422: +0El milagro japonés y el desarrollo del Lejano Oriente0Wpkxtukf cf "f g"\ ctc i q| c0
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Adm. Faces Belo Horizonte."3*3+."3: /520
Eqtkcv. 'D0*4222+0El taller y el robot: Ensayos sobre el fordismo y la producción en masa en la era de la
electrónica Coriat.pdf0Uki rj"ZZK0

Eqttgc" Tgustgr q. "H0*4238+0F gucttqmq"geqp»o leq" f g" Lcr »p<F g"rc"i 2 pguku"cri"mco cf q"o krci tq"geqp»o leq0
Revista Facultad de Ciencias Económicas."25*3+0j wr u<1f qkQti B2B: 57; ltheg04876"

Equc." T0' O0' f c0' *422: +0' *Estratégias competitivas e desempenho econômico: O caso da indústria automobilística brasileira de 1986 a 2007*]Vgukuf g'O cgut"fc. "Wpkxgtukf cf g'Hgf gtcnf q" Tq" I tcpf g"
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 Ecf gpcu" I rdcrgu" f g" Xcrtq" A*Revista Argentina de Economía Internacional.*"2."360'

f g" F lgi q. "C0'V0' Ugttc. "P0'O0"("I cte"fc. "U0'L0*422; +0'ēNcu"erxcgu" f gr2 zksq" f g" Vq{ qvcì 0NGCP. "o a u" s wg"
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F k' O ct| q" Dtqi i k" G0"("O qrf qxcp. "R0*4239+0'Nc" r qrf"mec" cwqo qvtk " eqo Àp" f g" Cti gpvpc" { "Dtcukf"
 Kō r rēcpeku" r ctc" gr'ugevqt" cwqr ct vkc0' Gp" *La encrucijada del autopartismo en América Latina*"
 *r 03: : /437+0' WP F CX" Gf lekpgu0'

F kco cpf. "O0*3; 95+0*Doctrinas económicas, desarrollo e independencia*0'Rckf »u0'

F kō ci i lq. "R0*4223+0'kptqf vewkqp<O cnkpi "Ugpug"qh"vj g"Eqpvgō r qtct{ "Hkto" cpf "Rtghki wtłpi "Ku" Hwwt g0' Gp"
The Twenty-First-Century Firm: Changing Economic Organization in International Perspective"
 *r 05/53+0' Rtlpegvq" Wpkxgtukf "Rt gu0'

F qddlp. "H0"("Dcwo. "L0'OE0*4236+0'kptqf vewkqp<Gēppqo leu"O ggu"Uqekmqi { "lp" Utcvgi le"O cpci go gpv0'
*SSRN Electronic Journal*0j wr u<1f qkQti B20435; lntp04634292"

F qj ug. "M0' Lāri gpu. "W0"("P kncēj. "V0*3; : 7+0' Hqo "ē Hqt f kuo i "vq" ē Vq{ qvkuo i A'Vj g" Uqekri" Qti cpk vkwq" qh"
 vj g" Ncdqt" Rtqegu" lp" vj g" Lcr cpug" Cwqo qdlrg" kpf wut { 0' *Politics & Society.*"14*4+."337/3680'
 j wr u<1f qkQti B2B399 1225454; 4: 723622423"

F qrgpunf. "L0*4234+0' *Toyota: Un análisis de la implementación de «lean production» en la empresa y una comparación con las prácticas japonesas*"]Nlēgpekwtc. " Wpkxgtukf cf " f g" Ucp" Cpf t2 u0'
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F qo c unk" D0"("I y quf|. "M0*422; +0' Vqy ctf "c" O qt g" Go dgf f gf "Rtqf vewkqp" U{ ugo A' Cwqo qvkg" Uwr r n" "
 P gy qtmu" cpf " Nqecrk" gf " Ecr cdkkku" lp" Rqrcpf 0' *Growth and Change.*"40*5+." 674/6: 40'
 j wr u<1f qkQti B2B333 11B68: /44790422; 026; 20"

F qpqt. "T0*3; ; 3+0' *Driving a bargain: Automobile industrialization and Japanese firms in Southeast Asia*0'
 Wpkxgtukf "qh" Ecrkhtpke" Rt gu0'

F qpqt. "T0' H0*422; +0' *The politics of uneven development: Thailand's economic growth in comparative perspective*0'Eco dtkf i g" Wpkxgtukf "Rt gu0'

F qpqt. "T0' H0"("Y cf. "R0*4236+0' Hpcpekcni Et kgu" cpf "Cwqo qvkg" kpf wut { "F g xgnr o gpvlp" Uqwj gcuv" Cuk0'
Journal of Contemporary Asia."44*6+."886/8: 90j wr u<1f qkQti B2B2: 2 122694558042360 45857"

F qtg. "T0*3; : 5+0' I qqf y kn' cpf "vj g" Ur kkv" qh" O ctngv" Ecr kckkuo 0' *The British Journal of Sociology.*"34*6+."
 67; 0j wr u<1f qkQti B20452917; 2; 54"

F qtg. "T0*3; ; ; +0' Xctk vku" qh' ē cr kckkuo "lp" vj g' y gp vlgj "ēgpwt { 0' *Oxford Review of Economic Policy.*"15*6+."
 324/3420j wr u<1f qkQti B2B2; 5 lqz tgr B706B24"

F qtg. "T0*4235+0' *British factory, Japanese factory: The origins of national diversity in industrial relations*0'

F qu" Ucpvqu. "V0*3; 95+0' *Imperialismo y corporaciones multinacionales*0' I crgtpc0'

F qu" Ucpvqu. "V0' *4233+0' *Imperialismo y dependencia.*" ENCEUQ0'
 j wr u<1r wdrēgdqqnēgpvtcrt tqs wguēqo lej qleglr wdrēkwrt gēqt f 0' ur zA' ?7647955"

F quk" O0' *423; +0' *Los industriales en su laberinto: Las estrategias políticas de la Unión Industrial Argentina durante el auge y la crisis neoliberal (1989-2003)*0' Cwqt gu" f g" Cti gpvpc0'

F wrelej. " H0' *Gp" r tgpuc+0' kppqxcēkpgu" i rdcrgu. " gur geker kē cēk»p" r tqf vewkx" { " eqo gtekn" Ncu"
 r ct vewrt kf cf gu" f grlēcuq" Vq{ qvc" gp" Cti gpvpc0' H-industri@0'

F wrelej. "H0" Qvgtq. "F0"("Ecp| kcp. "C0*4242+0' Vtc{ gevqtk" { "ukwckēlp" cewcnf g"rc" ecf gpc" cwqo qvtk "gp"
 Cti gpvpc" { "O gtequwt 0' *Ciclos.*"27*76+."; 5/3520'

F wppkpi. "L0' J 0*3; 99+0' Vtcf g. "Nqecvkwq" qh' Gēppqo le" Cēvkkk" { cpf "vj g" O P G<C" Ugctej "hqt" cp" Gēgēvle"
 Crr t qcej 0' Gp" D0' Qj rkp. "R0' Q0' J gugnrdqtp. ("R00' O' Y klnō cp" *Gf u0' : " *The International Allocation of Economic Activity*" *r 05; 7/63: +0' ceo kmp0'

F wppkpi . 'LOJ 0' ('Crdgt. 'T0\ 0*3; 93+0The Multinational Enterprise0Cmgp'cpf 'Wpy kp0

F wppkpi . 'LOJ 0' ('Nwpcf. 'UO0 0*422: c+0Multinational enterprises and the global economy"*4pf "gf +0
Gf y ctf "Gri ct0

F wppkpi . 'LOJ 0' ('Nwpcf. 'UO0 0*422: d+0Multinational enterprises and the global economy"*4pf "gf +0
Gf y ctf "Gri ct0

F wtj co . 'LOD0*4226+0Cduqtr vkg"ecr cekf { "cpf "y g"ghgew"qh'hqtgki p"fk gevl'kpxguo gpv'cpf "gs vkw' hqtgki p"
r qtvhriq" kpxguo gpv' qp" geqpqo le" i tqy vj 0' *European Economic Review.*" 48*4+." 4: 7/5280
j wr u-1f qkQti B20238IU2236/4; 43*24+22486/9"

F wtj glo . ' 0*3; : 7+0La división del trabajo social0Rrpgvc0'

F {gt. 'LOJ 0' ("P qdgqnc. 'M0' *4222+0' Etgcvpi "cpf "o cpci kpi "c"j ki j r gthqto cpeg"mpqy rfi g uj ctkpi "
pgy qtm" Vj g" Vq{qvc" ecug0' *Strategic Management Journal.*" 450
j wr u-1f qkQti B20224PUEK32; 9/2488*42225+43-5>567<<CF/UOL; 8@0EQ=4/P "

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j wr u-1f qkQti B2032: B588784223259: : 53"

Gtf qi cp. "O 0" ("Wpxgt. 'O 0' *4237+0'F gyto kpcpw"qh'Hqtgki p"fk gevl'kpxguo gpw<F {pco le"Rcpgr'F cw"
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j wr u-1f qkQti B20775; kgh09p7r: 4"

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Eco kpq" Cti gpv'kpq"J cek"rc" Nkdgtcrk cel0p"Geqp»o lec0*Desarrollo Económico.*"40*38+.'897/9290
j wr u-1f qkQti B204529I5678222"

Gxcpu. "R0' *3; ; 8+0' Kvtqf wvqpp< F gxgnr o gpv' utcvgi kgu" cetquu" vj g" r wdrle/r tkxcvg" f kxkf g0' *World
Development.*"24*8+.'R 3/32590j wr u-1f qkQti B20238I2527/972Z*.; 8+22236/; "

Gxcpu. "R0*3; ; 9c+0Ucvg"utwewtgu. i qxgtpo gpv'dwukpuu'tgrv'kpu. "cpf "geqpqo le"tcpuhtgto cvkpp0Gp'D0T0'
Uej pgkf gt" ("UO'0 czhgrf "Gf u0:." *Business and the state in developing countries*" r r 0'85/: 9+0
Eqtpgn'Wpkxgtuks' 'Rt guu0'

Gxcpu. "R0*3; ; 9d+0'Vj g"Gerkr ug"qh'vj g"UcvgA" T ghgevkpu"qp"Ucvyppguu"lp"cp" Gtc"qh'I mdcnk cvkpp0' *World
Politics.*"50*3.+.'84/: 90'

Gxcpu. "R0*4243+0'C rleg"Co uf gp<C" T gcuqkpi "Tgxqmwkqpt { "lp" F gxgnr o gpv'Geqpqo leu0' *Development
and Change.*"52*6+." : : /322: 0j wr u-1f qkQti B20333I f gej 084877"

Hctqrg. "V0" ("Y kpmgt. 'F 0' *4237+0'Vj g" T qrg"qh'Hqtgki p" Hkt0 "Ej ctcevgtkukcu. "Cduqtr vkg" Ecr cekf { "cpf ""
vj g" kpuwkwkqpcn" Hico gy qtni' hqt" HF K'Ur kmxgtu0' *Journal of Banking and Financial Economics.*"
1*5+.'99/3340j wr u-1f qkQti B20394I4575/8: 670dhg04237006"

Hcttgm. "T0" I cuqp. "P 0" ("Uwto . 'LO'G0' *4226+0'F gyto kpcpw"qh' Lcr cpw' hqtgki p"fk gevl'kpxguo gpv<Cp"
kpf wut { " cpf " eqwpt { " r cpgr' uwf { . " 3; : 663; ; : 0' *Journal of the Japanese and International
Economies.*"18*4+.'383/3: 40j wr u-1f qkQti B20238I0Ikg042250; 027"

Hgtp^a pfp gl. "X0'T0' *4237+0' I mdcn' Xcnwg" Ej kpu'lp" I mdcn' Rqrklecni' P gy qtmu<Vqqn' hqt" F gxgnr o gpv'qt"
P gqrkdgtcn' F gxlegA' *Review of Radical Political Economics.*" 47*4+." 42; /4520
j wr u-1f qkQti B20399I26: 883563675498; "

Hk\ uko qp. "C0" ("I wgxctc. 'U0' *4239+0' Nc" kpf wutlc" cwqo qtk k" cti gpv'kpc { "uwu"hwgpvgu" f g" i cpcpek<Wp"
cp^a rkuku" f g" rcti q" rrc\ q" *3; 82/4235+0' *América Latina en la Historia Económica*0
j wr u-1f qkQti B203: 454 kcj g0 7; "

Hrki uvglp. "P 0*3; ; 9+0'Vj g' kvtcqi cpk cvkpcni' Rqy gt' Utwi i rg<T lug"qh' Hkpcpeg' Rgtuqppgn' vq' Vqr 'Ngcf gtuj k"
lp" Ncti g" Eqtr qtcv'kpu. " 3; 3; /3; 9; 0' *American Sociological Review.*" 52*3+." 660
j wr u-1f qkQti B204529I42; 75; 3"

Hrki uvglp. "P 0*3; ; 2+0' *The transformation of corporate control*0J cxtctf 'Wpkxgtuks' 'Rt guu0'

Hrki uvglp. "P 0*3; ; 8+0' O ctngvu"cu' Rqrklecni' C' Rqrklecni' Ewntwcn' Cr r tqcej "vq" O ctngv' kpuwkwkqpu0' *American
Sociological Review.*"61*6+.'8780j wr u-1f qkQti B204529I42; 85; : "

Hrki uvglp. "P 0*4223+0' *The architecture of markets*0Rtlpegvq' Wpkx0Rt guu0'

Hrki uvglp. "P 0*4232+0; 0'Vj g' Rqrklecni' cpf "Geqpqo le" Uqekmqi { "qh' kpvgtpcv'kpcni' Geqpqo le" Cttcp i go gpw0'
Gp" P 0' Uo gnigt" ("T0' Uy gf dgti "Gf u0:." *The Handbook of Economic Sociology, Second Edition*"
r r 03: 5/426+0' Rtlpegvq' Wpkxgtuks' 'Rt guu0j wr u-1f qkQti B20737I; 9: 3622: 577: 603: 5"

Hki uvglp."P0"("F cwdgt."M0*3; ; : +0Utwewtcrn'Ej cpi g"lp"Eqtr qtcvg"Qti cpk cvkqp0'Annual Review of Sociology."15*3+'95/; 80j wr u-1lf qkQti B20368 kppwtgx0q070: 23; ; 022667"

Hki uvglp."P0"("F cwgt."N0*4234+0' C" uqekqrj k" f qu" o gtecf qu0' Caderno CRH." 25*88+' 6: 3/7260 j wr u-1lf qkQti B2087; 2IU2325/6; 9; 4234222522229"

Hki uvglp."P0"("Hggrcpf."T0*3; ; 7+0Vj ggt gvecl'cpf"eqo r ctcvkg'r gtur gevkgu'qp"eqtr qtcvg"qti cpk cvkqp0'Annual review of sociology."21."43/650"

Hki uvglp."P0"("O eCf co ."F0*4233+0Vqy ctf "c" I gpptcrn'Vj ggt {"qh'Utevgi ke"Cevkqp"Hlgr u0'Sociological Theory."29*3+'3/480j wr u-1lf qkQti B20333 I08689/; 77: 04232035: 70"

Hqtkf c."T0"("Mggpgf {"O0*3; ; 3+0Vtcur rcpvgf "Qti cpk cvkqp"Vj g"Vtcurpugt"qh'Lcr cpvg"Kpf wutkcrn'Qti cpk cvkqp"q'j g"WU0 f h0'American Sociological Review."56*5+'5: 3/5; ; 0"

Hqwi pgt."V0*4228+0Vj g'ucvg."lpvgtpcvkqpcr'eqo r gvkgxgppu'cpf "pgqrkdgtcrn' r qdcrkucvkgp<"K'j gtg" c"hwwtg" dg{cpf" -j g" eqo r gvkgqp" ucvg0' Review of International Studies." 32*3+' 387/3: 70 j wr u-1lf qkQti B208239IU2482432728228; 9: "

Hg{uugpgv."O0*3; ; : +0Nwukpg'Vq{qvc'f g' ctcvg" Cti gpvkgp0'La Lettre du GERPISA."119.'37/3: 0"

Hg{uugpgv."O0*4232+0'La rentabilidad du Groupe Toyota: 1970-20120"

Hki cpv."X0"("\ wo r g."O0*4239+0' Tgf gu" I qdcrn' f g" Rtqf weekp<" äecf c" xgl " o " a u" i qdcrn' Wpc" eqo r ctecl'p'f'g'hu'r tqeguqu'f'lpvgi tcecl'p' i qdcrn' {"tgi kqpcr'dcuf c'gp'f'cvqu'udtg'g'rik'pvgteco dkg' eqo gtecl'f g" cwqr ctvgu0' Gp"La encrucijada del autoperismo en América Latina" *WPF CX" Gf kelpgu0'

Hwo kq."M0*4228+0Vj{qvc'cpf' Cukcp' Cwqo qdkg'Y qtngtu0'Gp'F0Ej cpi "Gf 0:"Labour in globalising Asian corporations. A portrait of struggle" r 03: 3/437+0Cuk' O qpkqt' Tguqvt'eg' Egpvt0'

I ci i gtq."C0*4234+0' Gucf q." o gtecf q" {" f lp' a lecu" qti cpk celqpcr'gu0' Wp" cdqtf clg" f g" ru" g'utcvgi kcu" go r tgucl'ku'c'vcx'2 u'f'g'rc' uqekqrj q'c'geqp>o lec0'Papeles de Trabajo."6* ; +59/790"

I ci i gtq."C0" I ci i gtq."L0"("TÀc."O0*4237+0'Rt'lpkr' crgu'ectcevgt' f'ru'kcu" g" lo r cevg" o cetqgeqp>o leq' f'g'rc" hwi c" f g" ecr kcr'gu" gp" Cti gpvkgp0' Problemas del Desarrollo." 46*3: 4+; 89/; 20 j wr u-1lf qkQti B208238 I0r f 0423708024"

I ci i gtq."C0"("Uej qtt."O0*4238+0'Nc" eÀ wr" go r tgucl'k" f wtpvg" rqu" i qdkgtpqu" nktej pgt'ku'cu0' Realidad Económica."297.'83/; 40'

I a o gu."O0"("Qr'kgtc" Ci wkrct."L0*4242+0'En medio del fracaso y la transformación empresarial. Toyoda en México. Laboratorio de la industria de bienes de capital, 1953-19610'Gri'Eqrngi kq'f g'Ucp'Nwku0'

I cte'p."R000"("N>r g'j."C0*4242+0'La inversión extranjera directa: Definiciones, determinantes, impactos y políticas públicas0'Kpvt/Co gtecl'p'F g'xgr' o gpv'Dcpn0j wr u-1lf qkQti B208: 457 I2224823"

I a ttk'."C0"("Rcpk q."F0*4238+0'Gn' lo r cevg" f'g'rc" Rq'f'lec" Cwqo qvtk' "Eqo Àp" *RCE+" uqdtg"rc" kpf wutk'c" cwqr ctvgu'c'f g' Cti gpvkgp" {" Dtcuk0'Fundación Friedrich Ebert."470'

I a ttk'."C0'Rcpk q."F0"("I cmq."R0*4236+0'Common Automotive Policy of Argentina and Brazil: Its impact on local and regional auto part industries0'44pf "Kpvt'p'cvkqpcr'Eqmqs vkw0 "qh'I GTRKUC."M{ qvq." Lcr >p0'

I gtghk" I 0"("Hgt'p'cpf g' /Uctm'M0*4233+0'Global Value Chain Analysis: A Primer0'

I gtghk" I 0"J wo r j tg{"L0"Mc'r r'p'ur'f."T0"("Uwti gqp."V0'LO*4223+0'Kp'qf wekqp<"I qdcrkucvkgp."Xcnwg" Ej clpu" cpf" F g'xgr' o gpv0' IDS Bulletin." 32*5+' 3/: 0' j wr u-1lf qkQti B208333 I0897/; 7658042230 r 542252230"

I gtghk" I 0"J wo r j tg{"L0"("Uwti gqp."V0*4227+0'Vj g"i qxgt'p'peg"qh"i qdcrn'xcnwg"ej clpu0' Review of International Political Economy."12*3+'9: /3260j wr u-1lf qkQti B2082: 2I2; 8; 44; 272226; ; 27"

I gtghk" I 0"("Mqt| gpky kel."O0*Gf u00*3; ; 6+0'Commodity chains and global capitalism0'Rt'cgi gt0'

I gtrcej."O0'N0*3; ; 4+0'Alliance Capitalism: The Social Organization of Japanese Business0'Wp'k'gt'ukf {"qh' Ecr'k'qt'p'k'Rt'gu0j wr u-1lf qkQti B2087471; 9: 2742; 3; 327"

I j cwtk"R0'P0"("[co lp."O0*422; +0'Tgx'k'k'k'p' "j g" lo r cevg"qh"o wnk'p'cvkqpcr' gpvtr' t'kgu" qp"geqp'o le" f g'xgr' o gpv0' Journal of World Business." 44*4+' 327/3290 j wr u-1lf qkQti B208238 I0y d0422: 027032"

I j quj cn"U0"("Det'wgw."E0C0*3; ; 2+0'Vj g"O wnk'p'cvkqpcr'Eqtr qtcvkgp"cu'cp"Kp'gt'qti cpk cvkqpcr'P gy qtn0' Academy of Management Review."15*6+'825/8480j wr u-1lf qkQti B208687 lco t08; ; 206532: 47"

I qpl' a rgl."O0"("O cp| cpngk"R0*4234+0'La industria en la posconvertibilidad. El caso del complejo automotor0'f tgc'f g'Geqp'o q'c'f "Vgepqrj q'c'f'g'rc"HNCEUQ0'

- I tcpqwgwt. 'O 0*3; : 7+0Geppqo le'Cevkqp'cpf 'Uqekcn'Utwewtg<Vj g'Rtqdrgo 'qh'Go dgf f gf pguu0*American Journal of Sociology*. '91*5+; '6: 3/7320j wr u<lf qkQti B2B2: 844: 533"
- I tc° c. 'LOO 0'Egucpc. 'R0\ 'Y gmrgt. 'I 0*4239+0Wpc' b kcf c'cnngt'pcvxc'f g'hqu'guwf kqu'ugevqtkrcgu0*Realidad Económica*. '307.'7; /; 40'
- I wkn? p. 'O 0'H0*3; ; 6+0'*Models of Management: Work, Authority, and Organization in a Comparative Perspective*0Wpkxgtuks\ 'qh'Ej keci q'Rtguu0'
- I wkn? p. 'O 0H0*4225+0Vj g'geppqo le'luqekrqi { 'qh'o ctngvu. 'lpf wutkgu. 'cpf 'Hto u0*Theory and Society*. '32*6+; 727/7370j wr u<lf qkQti B2B245 IC-32477: ; 74762: "
- I wkn? p. 'O 0H0*4226+0Nc'lpvgt'pckqpcrk\ cek°p'f g'rcu'go r t'gucu'gur c° qrcu0*Historia Empresarial*. '812.'433/4460'
- I wpf gt' 'Hicpm' C0*3; 96+0F gr gpf gpeg'Kf'F gcf. 'Nqpi 'Nkxg'F gr gpf gpeg'cpf 'vj g'Ercuu'Ut wi i rg<Cp' Cpuy gt' vq' 'Etkleu0*Latin American Perspectives*. '1*3+; '9/3280'
- J cengw. 'U0'E0' (" 'Utkpkxcucp. 'M0*3; ; : +0'F q' uwr r rgt' uy kej kpi " equu' f khtg' cetquu' lcr cpug' cpf " WU' o wnkpcvqpcrk\ Hto uA' *Japan and the World Economy*. '10*3+; '35/540j wr u<lf qkQti B2B238 IU2; 44/3647*; 8+22436/; "
- J cm" R0' C0" (" 'Uqunleg. ' F0' *4223+0' *Varieties of Capitalism*0' Qzhqtf " Wpkxgtuks\ " Rtguu0' j wr u<lf qkQti B2B2; 5 I23; ; 469979Q23Q223"
- J co knqp. 'I 0I 0' (" 'Dki i ctv. 'P 0'Y 0*3; ; : +0'0 ctngv. 'Ewmtg. 'cpf 'Cwj qtk\ <C' 'Eqo r ctevkxg' Cpcn\ uku' qh' Opcpi go gpv'cpf 'Qti cpk\ cvkq' lp' vj g' Hct' Gcu0*American Journal of Sociology*. '94.'74; /; 60'
- J ctf v. 'O 0' ('P gi tk' C0*4222+0' *Imperio*0J ctxctf " Wpkxgtuks\ 'Rtguu0'
- J ctwej k' 'V0*4228+0' Vq\ qvc' lp' vj g' Rj rkr r kpgu<F tkxg' qwt' F tgco u' qt' F tkxg' vq' vj g' Dqwqo A' Gp' <F cg/ qw' Ej cpi " *Gf 0: " *Labour in Globalising Asian Corporations: A Portrait of Struggle* " *r r 0'469/495+0' Cuk' O qpkqt' T guqwtg' E gptg0'
- J ctxg\ . 'F 0*4227+0' *The New Imperialism*0' Qzhqtf " Wpkxgtuks\ 'Rtguu0'
- J ctxg\ . 'F 0*4237+0' *Seventeen contradictions and the end of capitalism* " *Htu'vkuuwgf 'cu' cp' Qzhqtf " Wpkxgtuks\ " Rtguu0' r cr gtdcem0' Qzhqtf " Wpkxgtuks\ 'Rtguu0'
- J cuurgt. 'O 0*422; +0' Xct' kvqpu' qh' Xcnwg' Etgcvkq' <C' wqo qdkg' O cpwrcwv' kpi 'lp' Vj ckrpf 0' *Environment and Planning A: Economy and Space*. '41* ; +; '4454/44690j wr u<lf qkQti B2B28: k6245: "
- J cuurgt. 'O 0*4233+0' Nqecrkucvq' Rtqeguugu' y kj kp' I nqdcn' Rtqf vevkq' P gvy qtmu<C' wqo qdkg' Eqo r qpgpv' Uqwtkpi 'lp' Vj ckrpf 0' *DIE ERDE – Journal of the Geographical Society of Berlin*. '142*6+; '64; / 6640'
- J cxtcpgm' 'V0' ('Kuqxc. \ 0*4233+0' Guvko cvkpi 'xgtv'ecnir kmxgtu' Hto 'HF K'Y j { 't guwmu' xct\ { 'cpf 'y j cv' vj g' vtwg' ghgev' ku0' *Journal of International Economics*. " 85*4+; 456/4660' j wr u<lf qkQti B2B238 II 0' kvgeq0' 4233Q29Q26"
- J gemej gt. 'G0*3; 3; +0' Vj g' ghgev' qh' hqt gki p' tcf g' qp' vj g' f' kwt' kdwkq' qh' lpeqo g0' *Ekonomisk*. '21.'6; 9/7340'
- J gkf gptglej . 'O 0*4234+0' Vj g' uqekcn' go dgf f gf pguu' qh' o wnkpcvqpcrk\ leqo r cplgu<C' r ksgtcwt' g' t' g' xky 0' *Socio-Economic Review*. '10*5+; '76; /79; 0j wr u<lf qkQti B2B2; 5 lgt lo y u232"
- J glo . 'U0*4235+0' Ecr cdkk\ 'dwrk' kpi 'cpf 'h' p' evkqpu' qh' UO Gu' lp' dwkpguu' i tqwr u<C' ecug' uwf { 'qh' Vq\ qvcu' uwr r n\ ' ej clp0' *International Journal of Automotive Technology and Management*. '13*6+; '55: 0' j wr u<lf qkQti B2B2726 IKC VO 0' 235Q278: 82"
- J glo . 'U0*4238+0' *Economic Sociology and the Theory of the Firm: Lessons from the "Toyota Momentum" in the History of Capitalism*0M\ qv\ Wpkxgtuks\ 0'
- J glo . 'U0*4239+0' Vq\ qvc. 'Xlevko "qh' Ku' Rtqf vevkq' U\ ugo <Y j { 'f q' Uqekcn' Uelgpegu' Ukm' J cxg' O wej "vq' Ngctp' Hto 'y ku' Hto A' *Monthly Paper of the French Network for Asian Studies*, "j wr <ly y y 0' ku' t' g' ucw' c' k' q' ti 'o' q' p' vj n\ / ct' v' k' g' u' h' q\ { qvc' xlevko g' vq\ { q' v' k' uo g' j glo / ugr j cp' g0'
- J glo . 'U0*4242+0' Vj g' lcr cpug' Cwqo qv' kxg' l' p' f' wut\ { U' p' eg' 4222 <E' cwugu' cpf 'K' r cew' qh' I tqy vj 'F kur ct' k' k' gu0' Gp' *New Frontiers of the Automobile Industry: Exploring Geographies, Technology, and Institutional Challenges* " *Ur t' kpi gt' P' cwtg+0'
- J gr gt. 'U0' (" J gpf gtuq. 'T0*4236+0' Opcpi go gpv' Rtcv' legu. 'T gr' v' k' p' cn' Eq' p' v' cew. 'cpf 'vj g' F gen' k' p' g' qh' I g' p' g' t' cn' O q' q' tu0' *Journal of Economic Perspectives*. " 28*3+; " 6; /940' j wr u<lf qkQti B2B2479 II gr 0: B06; "

J gpf gtuqp. 'L0'F lemp. 'R0'J guu. 'O 0'Eqg. 'P 0'(' [gwpi. 'J 0Y 0'E0*4224+0I rdcnrl tqf wevkqp'pgvy qtnu'cpf " vj g'pcnq uku'qh'geppqo le'f gxmqr o gpv'0Review of International Political Economy. '9*5+. '658/6860 j wr u-1lf qkQti B2082: 212; 8; 44; 2432372: 64"

J khtgf lpi. 'T0*3; 2; +0Finance Capital: A Study of the latest phase of capitalist development0

J kuej o cp. 'C0Q0*3; 86+0Vj g'Rcvgtplk' "qh'cp' kpf gz0The American Economic Review. "54*7+. '9830

J qny gi. 'O 0*4229+0Vj g'i gpgcmi { "qh'rgcp"r tqf wevkqp0Journal of Operations Management. "25*4+. "642/ 6590j wr u-1lf qkQti B208238 110qo 0422806023"

J qr nkpu. 'V0M0'(' "Y cmgtugkp. 'K0*3; 99+0Rcvgtpu'qh'F gxmqr o gpv'qh'vj g'O qf gtp "Y qtrf /U{ uqgo 0'Review (Fernand Braudel Center). "I*4+. '333/3670

J qr nkpu. 'V0M0'(' "Y cmgtugkp. 'K0*3; : 8+0Eqo o qf k' 'Ej ckpu'lp'vj g'Y qtrf /Geppqo { 'Rtkqt'vq'3: 220Review (Fernand Braudel Center). "I0*3. +. '379/3920

J wo rj tgf. 'L0'(' "Ucrgtpq. 'O 0U0*4222+0I rdcnkucvkqp'cpf 'Cuugo drgt/Uwr r rkt 'Tgrvkvpu'<Dtc| krlcpf "kpf lc0 Gp'LOJ wo rj tgf. " [0Ngergt. " ("O 0U0Ucrgtpq "Gf u0. "Global Strategies and Local Realities" *r 0 36; /397+0Rcn txcg'O ceo kncp'VM0j wr u-1lf qkQti B2082791; 9: 2555; 99934a9"

J wo rj tgf. 'L0'(' "Uej o k' . "J 0*4224+0J qy "f qgu" kpu'gtvkqp" k' "i rdcn'xcnw"ej ckpu' chgev" wr i tcf lpi " k' kpf wutkcn' enwngtuA' Regional Studies. " 36*; +. " 3239/32490 j wr u-1lf qkQti B2082: 2122565622442222443; : "

J { o gt. 'U0J 0*3; 82+0The international operations of national firms, a study of direct foreign investment"]Rj F. 'O cucej wugwu' kpu'kwg'qh'Vgej pqm { _0j wr -1lj f rj cpf rgt'p'gvB394308 149597"

Klwuwk. 'W0' Dgt pctf gu. 'T0'E0' ("Eqpuqpk' H0'N0' *4237+0'P gy "Dtc| krcp" cwqo qvkg" kpf wutkcn' r qite { < Cpcn'uku'qh'vj g'eqpugs wpegu" hqt" mecn' T (F "dcugf "qp" pgy "eqo gtu" utcvgi kgu'0 International Journal of Automotive Technology and Management. " 15*3+. " 850 j wr u-1lf qkQti B208726 11C VO 042370892; 4"

Kpej cwur g. 'G0' ("I cte'f. 'P 0*4239+0'Gr'eqo r rglq' cwqo qvkl /cwqr ct'wuc" gp'Co 2tlec'Ncvkpc0Gutcvgi kcu' i rdcrgu. tgi kqpcrgu' f' f' gugo r g' q' t'gekp'vg0Gp'La encrucijada del autopartismo en América Latina" *r 0349/3: : +0WP F CX'Gf lekqpgu0

Kpf wutkcu' I wfk'0' *4242+0' Industrias Guidi 2010—2020. 60 Aniversario0 j wr -1lpf wutkcu' wfk'0'eqo 0et l'lpf wutkcu' i wfk'0'82/cpl'xgtuctkq1"

Kqj. 'O 0'Mcv. 'C0'Uj ko qpp. [0'J ctcj wej k' [0' ("Vc'g qpp. 'R0*423: c+0Nqecik' cvkqp' Rt'qeguu'qh' Lcr cp'gug" Cwqo qd'krg'Eqo r cpl'gu'lp' CUGCP 0 Vj g' Tqrg'qh'Nqecni'Rct w'F gxmqr o gpv'F k'kukqp'cv'Vq { qvc0 Gp'0 0Kqj. 'C0Mcv. [0Uj ko qpp. [0J ctcj wej k' ('R0Vc'g qpp. "Automobile Industry Supply Chain in Thailand" *r 069/84+0Ur t'kpi gt' U'kpi cr qt'g0j wr u-1lf qkQti B2082291; 9: /; : 3/35/4582/9a6"

Kqj. 'O 0'Mcv. 'C0'Uj ko qpp. [0'J ctcj wej k' [0' ("Vc'g qpp. 'R0*423: d+0Nqecik' cvkqp' Rt'qeguu'qh' Lcr cp'gug" Cwqo qd'krg'Eqo r cpl'gu'lp' CUGCP 0 Vj g' Tqrg'qh'Nqecni'Rct w'F gxmqr o gpv'F k'kukqp'cv'Vq { qvc0 Gp'0 0Kqj. 'C0Mcv. [0Uj ko qpp. [0J ctcj wej k' ('R0Vc'g qpp. "Automobile Industry Supply Chain in Thailand" *r 069/84+0Ur t'kpi gt' U'kpi cr qt'g0j wr u-1lf qkQti B2082291; 9: /; : 3/35/4582/9a6"

Kctuuq. 'K0' ("C'ruuco. 'E0'I 0*4227+0'Vgej pqm { { "t'cpuh'gt' hqo "VP Eu"vq" mecn' uwr r rktu'lp' f' gxmqr lpi " eqwpt' lgu'<C' uwwf { "qh'CD'Xq'k'q'at'wem'lpf "d'wu'r r'p'u'lp' Dtc| kn' E'j kpc. "Kpf lc. 'cpf 'O gzleq0World Development. "33*+. "3547/35660j wr u-1lf qkQti B208238 110y qtrf f gx04227060233"

Kgt. 'C0X0'Ug'j cf tk'U0' ("Xcuj gt. 'T0*4233+0'Toyota supply chain management: A strategic approach to the principles of Toyota's renowned system00 I J 0

Lceqdu. 'C0L0*4238+0C wqo qvkg' HF Kcpf 'F gr gpf gpv'F gxmqr o gpv'Vj g' Ecug'qh' U'q'x'cn'k'ca' E'k' /Tgi k'p'u' lp' "vj g' Dtc'w'k'xc/\ k'kpc" Eqtt'k'f qt'0' Open Urban Studies and Demography Journal. "2*3+. "3/3; 0 j wr u-1lf qkQti B204396 14574853; 23824232223"

Lc { ctco. 'L0'F cu. 'C0' ("P leq'rcg. 'O 0*4232+0Nq'nkpi "dg { qpf "vj g' q'd'x'k'w'w'<W'p't'cx'g'k'pi "vj g'Vq { qvc'r tqf wevkqp" u{ uqgo 0' International Journal of Production Economics. " 128*3+. " 4: 2/4; 30 j wr u-1lf qkQti B208238 110kr g04232090246"

Igpucpc. 'C0*4226+0'Empresa y negocios en Asia oriental0WQE0'

Iqj puq. 'E0*3; : 4+0MITI and the Japanese Miracle: The Growth of Industrial Policy, 1925-19750Ucphqtf " W'p'k'x'gt'uk' 'Rt'gu0'

Mcr r'k'p'unt'. 'T0*4227+0'Globalization, poverty and inequality: Between a rock and a hard place0R'q'k'k'0'

Mcy cdg. 'P 0' *4235+0' T'q'rgu'qh' o w'nk'p'cv'k'p'cn' eqo r cpl'gu'lp' "vj g' u'gh' u'w'w'g'p'c'p'eg'qh' "vj g' Vj ck' cwqo qd'krg' kpf wut { <Vj g' ecug'qh'Vq { qvc' O q'qt' Vj ck' r'p'f 0'Waseda Shogaku. "438. "637/66: 0'

Mgo r. 'O 0E0*3; 93-0The pure theory of international trade and investment0Rt gpvkeg/J cni0

Mpli j v.'HOJ 0*3; 43-0Risk, Uncertainty, and Profit0Eco dtkf i g'Wp kxgtukv' 'Rt guo0

Mqtpdrkj w.'L0*4235-0'Gn' o ctzkuo q"cti gpvkpq" {"r" ewgukp" f gn'ecr kcn' o qpqr qrkuc0' Nómadas. Revista Crítica de Ciencias Sociales y Jurídicas."93/; 50j wr u-1f qkQti B20742; It gxaP QO C04235064565"

Mquceqlh'D0'('Rqtvc.'HO*3; ; 9-0La inversión extranjera directa en la industria manufacturera argentina: Tendencias y estrategias recientes0EGRCNO'

Mquceqlh'D0'Vqf gvec.'L0'('Xkur q.'C0*3; ; 3-0La transformacion de la industria automotriz argentina: Su integracion con Brasil0EGRCNO'

Micupgt.'UOF 0*3; 98-0Uvcg'Rqy gt"cpf "yj g'Ut wewt g'qh'kpvt pcvkpcni'Vtcf g0'World Politics."28, No. 30

Micupgt.'UOF 0*3; ; ; 0'Sovereignty: Organized hypocrisy0Rtkpegvq'Wp kxgtukv' 'Rt guo0

Mwrtcu.'O 0*4238-0Los tres kirchnerismos. Una historia de la economía argentina 2003-20150Uki nq'ZZ K0

Mwo ctcuy co {"C0"O wf co dk'T0"Uctepi c."J 0"("Vtkr cyj {"C0*4234-0'Ecvej /wr "utcvgi lgu"lp"yj g'kp f kcp" cwq" eqo r qpgpw" kpf wut {< F qo gwke" hko u0' tgr qpugu" vq" o ctngv' nkdgtck' cvkq'0' Journal of International Business Studies."43*6+."58: /5; 70j wr u-1f qkQti B208279 ltku0423406"

Mwo ctk'T0'("Uj cto c.'C0M0*4239-0F gvgto kpcpw'qh'hqtgki p"t k gev'kpxguo gpv'kp'f g xgnr kpi "eqwpt lgu'c" r cpgn' f cvc" uwf {"0' International Journal of Emerging Markets." 12*6+." 87: /8; 40 j wr u-1f qkQti B20832: lKqGO /32/4236/238; "

Mwo qp.'J 0*3; ; 4-0O wmkpckpck' cvkq'qh'Vq {qvc'O qvqt'Eqr qtcvkq'0'Journal of International Economic Studies."6." 2/; ; 0'

Nco r tgej v.'P 0*422; 4-0The impact of the Motor Industry Development Programme (MIDP) on the export strategies of the South African light motor vehicle manufacturers (1995–2008)"Rj F."Wp kxgtukv' " qh'Uqwj 'C h'lec.0j wr u-1f k'wpluc0e0 c ldkwv gco lj cpf ng B2722 15484 kj gukamo r tgej vap0 f h"

Ncpi hkrf Ub kj." M0' (" I tggpy qqf." O 0' T0' *3; ; ; 4-0' F g xgnr kpi " Eq qr gtcvkg" Dw' gt óUwr r rgt" Tgrcvkpuj kr u' C" Ecug" Uwf {" qh' Vq {qvc'0' Journal of Management Studies." 35*5+." 553/5750 j wr u-1f qkQti B208333 B689/86: 8022; 8"

Ngg.'D0J 0'("Iq."J 0L0*4229-0'Vj g"o wcvkq'qh'vj g"Vq {qvc"Rtqf wcvkq"U{ ugo <Cf cr vki "yj"VRU"cv" J {wpf ck'O qvqt"Eqo r cp{0'International Journal of Production Research."45*38+."5887/589; 0' j wr u-1f qkQti B2082: 2 1224297629234456; 5"

Ngg.'M0*423; 4-0The Art of Economic Catch-Up: Barriers, Detours and Leapfrogging in Innovation Systems" *30'gf 00Eco dtkf i g'Wp kxgtukv' 'Rt guo0j wr u-1f qkQti B2082391; 9: 332: 7: : 454"

Ngp'k.'X0*3; 39-0El imperialismo, fase superior del capitalismo0

Nk'Z0'("Nkw'Z0*4227-0'Hqtgki p" f k gev'kpxguo gpv'cpf "Geqqo ke'I tqy vj <Cp'k'p'et gculpi n' {Gp'qi gpqwu" Tgrcvkpuj kr 0' World Development." 33*5+." 5; 5/6290 j wr u-1f qkQti B208238 lly qtrf f gx04226083023"

Nkdgt o cp.'O 0D0'('F go ggugt.'N0*3; ; ; 4-0'kpxgpvt {"Tgf wcvkq'cpf "Rtqf wcvkxv' "I tqy vj <Nk'p'nci gu'lp"yj g" Lcr cpgug" Cwqo qvkg" kp f wut {"0' Management Science." 45*6+." 688/6: 70 j wr u-1f qkQti B2084: 9 lo pue067060688"

Nkngt.'L0*4225-0'Toyota Way: 14 Management Principles from the World's Greatest Manufacturer0 O eI tcy /J kn0'

Nkngt.'L0M0'("J qugwu.'O 0*422; 4-0Toyota Culture: The Heart and Soul of the Toyota Way0Rtkpv'O cwgtu' kpe0'

Nkngt.'L0M0'("O g'gt.'F 0*4228-0The Toyota way fieldbook: A practical guide for implementing Toyota's 4Ps0O eI tcy /J kn0'

Nkp."L0' [0'("O qpi c."E0' *4239-0'Beating the Odds: Jump-Starting Developing Countries0Rtkpegvq' Wp kxgtukv' 'Rt guo0j wr u-1f qkQti B2087371; 9: 3622: : 68: 3"

Nkr ug {"T0'G0'("Uqj qm ."HO*4227-0'Vj g"K0 r cev'qh'kpy ctf "HF Kq'J quv'Eqwpt lgu'<Y j {"Uwej "F l'htg'gpv' Cpuy gtu'A' Gp" Does foreign direct investment promote development?" *0'45-0' k'p'urkswg" hqt" k'p'vt pcvkpcni'Geqqo leu0'

Nkw.'Y 0'("F lengp.'R0*4228-0'Vt cpupcvkpcni'Eqr qtcvkq'p'cpf "Qdri cvgf "Go dgf f gf pguu'<Hqtgki p" f k gev' kpxguo gpv'kp'Ej kpcu' Cwqo qdkg'kp f wut {"0'Environment and Planning A: Economy and Space." 38*9+."344; /34690j wr u-1f qkQti B20828: k59428"

Nkw.'" 0' *422; 4-0Hqtgki p" f k gev'kpxguo gpv'cpf "vgej pqmji {"ur kmxgtu'<Vj gqt {"cpf "gxkf gpeg0' Journal of Development Economics."85*3/4+."398/3; 50j wr u-1f qkQti B208238 lly f gxgeq0422809023"

Nwzgo dwi q. "T0*3; ; : #0La cuestión nacional y la autonomía0GriXlglq"Vqr q0

O ci gg. "F0*4229+0How Toyota Became #1: Leadership Lessons from the World's Greatest Car Company0
Rgpi wkp0

O cksq. "G0'G0*4239+0Diferencias internacionales de productividad en la industria terminal automotriz:
Evidencia a partir de las plantas de ensamblado de Renault y Toyota0
j wr u1ly y y 0ecf go kcQf w1548: 23; IO cksqaGuvgdcpaGj gs wkgmF kgtgpekua kpvt pcekqpcrguaf ga
r tqf wevkkf cf agparca kpf wutkca vto kpcmcwqo qtk k agxk gpekacacart waf garuar rpvuaf gagpu
co drcf qaf gaT gpcwma {a Vq{ qv"

O cpp. "O0*3; ; 9+0J cu'I mdck k vckp"Gpf gf "y j g'Tkug"cpf "Tkug"qh'y g"P cvkp/UcvgA'Review of International
Political Economy."4*5+. "694/6; 80

O ct kpk "T00 0*3; 95+0Dialéctica de la Dependencia03: 0

O ct vpgl. "L0'K0" ("Lctkmq."L0'E0*3; ; 3+0Eqqt kpcvkp"F go cpf u"qh' kvtgpcvkpcn' Utcvgi kgu0 Journal of
International Business Studies."22*5+ "64; /6660j wr u1lf qkQti B20279 lr cni txxg0kdu0 6; 252; "

O ctz. "M0*3; 8: #0El Capital0Hqpf q" f g'E wwtc'Geqp»o lec0

O eEmqwf. "L0' H0" *4237+0 Del Jeep al Torino. La historia de IKA, primera automotriz integrada de
Sudamérica0Ngpi wclg'Erctq0

O eO kmcp. "E0*423; +0Qti cpk cvkpcn'k gpvkv. "Eqtr qtcvg"Utcvgi { . "cpf "J cdku'qh'C wgpvkp<C"Ecug"Uwf { "
qh' Vq{ qv0 Gp" Q0' Ncy tpep" Go gci y ctk "Gf 0:." Strategic Management—A Dynamic View0
kvtg Qr gp0j wr u1lf qkQti B207994 kvtg qr gp0 3339"

O eP co ctc. "F0*4233+0Business Innovation in Asia. Knowledge and Technology Networks from Japan0
Tqwrfg i g0

O gf kpc "Ht g{gt."L0'G0*423; +0Convergencia y divergencia de prácticas organizacionales en Empresas
Multinacionales.pdf0KX'Eppi tguq "kvtgpcvkpcn'f g" Tgrckkpgu'f gn'Vtcdclq0

O g{gt. "M0'G0" *4226+0Rgtur gevkgu" qp" O wnkpcvkpcn' Gpvgr tkugu" kp" Go gti kpi "Geqpqo kgu0 Journal of
International Business Studies."35*6+ "47; /4980

O kdgti. "Y 0" ("Y kpmgt. "F0*4235+0Outsourcing Economics059: 0

O kmgt. "T0*3; ; 6+0I mdckT" ("F 'pgy qtmu'cpf 'rti g/uecng'kppqxcvkpu<Vj g'ecug'qh'y g'cwqo qdkrg'kpf wut {0
Research Policy."23*3+ "49/680j wr u1lf qkQti B20238 B26: /9555*; 6+; 2247/8"

O qtf wg. "I 0" ("Uy gpgg{ "D0*4242+0P gkv gt"eqtg"pqt"r gtr j gt {<Vj g'ugctej "hqt"eqo r gvkkxg"cf xcpvci g"kp"
y j" cwqo qvkg" ugo kr gtr j gt {0 Growth and Change." 51*3+ " 56/790
j wr u1lf qkQti B20333 li tqy 04576"

O qtgtq. "J 0*4235+0Gn'r tqeguq" f g" kvtgpcvkpcn' cel»p" f g" re" vto c" cwqo qtk "cti gpvkpc0 H-industria@
Revista De Historia De La Industria, Los Servicios Y Las Empresas En América Latina."1*34+0
j wr u1lf qkQti B20238 B26: /9555*; 6+; 2247/8"

O qti cp. "I 0*4223+0Vj g'O wnkpcvkpcn' Hto <Qti cpk kpi "Cetquu" kpvkvwkpcn' cpf "P cvkpcn' F kxk gu0 Gp" The
Multinational Firm: Organizing Across Institutional and National Divides" *r 0'3/49+0 Qzhtqf "
Wpkxgtukv" Rtguu0

O qti cp. "I 0*4233+0Tghrgekpu" qp" y j g" O cetq/r qrkku'qh'O letq/r qrkku0 Gp" Politics and Power in the
Multinational Corporation: The Role of Institutions, Interests and Identities" *r 0' 637/658+0
Eco dtk i g" Wpkxgtukv" Rtguu0

O qti cp. "I 0*4239+0Vj g'O wnkpcvkpcn' cu" c" Eqtr qtcvg" Hqto <C" Etckecn' Eqpvtkdwkq" Hqo "Qti cpk cvkp"
Uwf kgu0 Gp" I 0' Dcctu" ("C0'Ur legt" *Gf u0: "The Corporation" *r 0'46: /478+0 Eco dtk i g" Wpkxgtukv "
Rtguu0j wr u1lf qkQti B20239; 9: 335; 8: 32470236"

O qwc. "L0' Tqkwgt. "U0' F gihpk" O 0' [qi wgn" I 0" ("O kgu" F ct *q0*4229+0 Ct vkwrcel»p" { "f guctqm" gp" re" vto c"
cwqo qtk "cti gpvkpc<O qthqri "f. "kppqxcel»p" { "go r rgg0 Gp" Innovación y empleo en tramas
productivas de Argentina" *r 0'453/497+0 Rtqo gvgq/ WP I U0

P cwuf c. "M0' *422; +0 Ucvgu. "O wnkpcvkpcn' Eqtr qtcvg" kpu" cpf " kpvkvwkpcn' Ctcepi go gpw< Geqpqo le"
kvtg gr gpf gpeg" Dgy ggp" lcr cp" cpf " Uqwj gcuv" Cuk0 Japanese Economy." 36*5+ " ; 8/3490
j wr u1lf qkQti B204975 ILGUB2; 9/425Z582526"

P cwuf c. "M0" ("Vj qdwt. "L0*4236+0J qy "o wej "r rike { "ur ceg" ukm'gzkku" wpf gt "y j" Y VQA' C" eqo r ctevkxg"
uwf { "qh' y j g" cwqo qvkg" kpf wut { "kp" Vj ckrcpf "cpf " O cr { uk0 Review of International Political
Economy." 21*8+ "3568/35990j wr u1lf qkQti B202: 212; 8; 44; 2042350 9: 963"

Pcwufc."M0"("Vj qdwt."I0*4242+0Automotive Industrialisation: Industrial Policy and Development in Southeast Asia*30"gf 00Tqwwgf i g0j wr u-1lf qk0ti B2065461; 9: 264; 667576"

Pcxctgwki 0D0("Xgpcdngu."C0L0*4235+00 wnlpcvqpcni'c'pf 'lpf wutkcnr qnle { 00xford Review of Economic Policy."29*4+."583/5: 40j wr u-1lf qk0ti B2082; 5 lqztr li tv238"

Pcxcttg."N0*4242+0Especialización energética y financiarización: Estrategias, desempeño y trayectoria de Pampa Energía (2004-2015)"J0 cguw'c_0WPU CO 0'

Pghc."L0E0*4239+00 qf qu'f g'f gucttqmq."tcdclq {"go r ngq"gp'rc"cti gpvpc"*4224/4239+0Revista Estado y Políticas Públicas."9."; 5/33; 0'

Pqej vgh."J 0*3; ; ; +0Nc'r qf'f'ec'geqp»o lec'gp'rc"cti gpvpc'f'g'hu'p'qx'g'p'w'p'c'b' kcf c'f'g'eqplw'p'q'0Revista Época."I*3+."38/540'

Pqhc."O 0'D0 *3; ; ; +0Absentee entrepreneurship and the dynamics of the motor vehicle industry in Argentina0Rtci gt0'

Pqtj."F 0*3; ; 2+0Institutions, Institutional Change and Economic Performance0Eco dtkf i g"Wpkxgtukf "Rtgu0'

Pqxgkq."N0I 0*423; +0Plan de negocio para la creación de un centro de formación de operadores de autoelevadores en Toyota Argentina"J0 cguw'c_0'k'p'k'w'w'q'V'ge'p'q'»'i' leq'f'g'Dw'g'p'q'U'c'k'g'u0'

Pqxlem."O 0"["qi wgn"i 0"Ecvrc'p'q."C0"("Cndt'p'qj ."H0*4224c+0P'v'g'x'c'u'eq'p'hi'w'c'el'q'p'g'u'gp'gn'ugev'q't'cw'q'o'q'q't'c'ti'g'p'v'p'q'0'Nc"v'p'p'p'g'p't'g'g'u'w'c'v'g'i'k'u'r't'q'f'w'e'x'c'u" {"eqo'g't'el'c'g'u0' Cuadernos del Cendes."19."349/3750'

Pqxlem."O 0"["qi wgn"i 0"Ecvrc'p'q."C0'0"("Cndt'p'qj ."H0*4224d+0P'v'g'x'c'u'eq'p'hi'w'c'el'q'p'g'u'gp'gn'ugev'q't'cw'q'o'q'q't'c'ti'g'p'v'p'q'0'Nc"v'p'p'p'g'p't'g'g'u'w'c'v'g'i'k'u'r't'q'f'w'e'x'c'u" {"eqo'g't'el'c'g'u0' Cuadernos del Cendes."19*6; +."349/3750'

Qj nq."D0*3; 55+0Interregional and International Trade0J c'x'c't'f' "Wpkxgtukf "Rtgu0'

Qj p'q."V0*3; ; : +0Toyota Production System-Beyond Large-Scale Production0Rtqf w'e'x'k'f' "Rtgu0'

Qkxgk'c."N0'H'g'w' {"C0"('H'g'w' {.O 0*423; +0E'q'p'k'p'i 'j'g'i'c'r' 'd'g'y'g'g'p'D'w'p'g'u'P'g'y'q't'm'i'c'p'f'X'c'w'g'E'j'c'k'p' "C'p'c'n'k'u'k'0' Review of Business Management." 21*Ur'g'el'c'n' 'K'u'w'g'+" 886/8: 40 j wr u-1lf qk0ti B200; 3; l'di p'0x431606243"

Qttw."O 0'J' co k'w'p."I 0I 0"("U'w' w'k"O 0*3; ; ; +0R'c'w'g't'p'u'q'h'k'p'v'g't/H'k'o "E'q'p't'q'n'k'p' "l'c'r'c'p'g'g' "D'w'p'g'u'u' 0' Organization Studies."10*6+."76; /7960j wr u-1lf qk0ti B208399 12392: 628; ; 23222627"

Qtv."T0"("U'ej'q'tt."O 0*4229+0Nc't'g'c't'v'e'w'r'e'l'e'p'f'g'r'i'd'm'q's'w'g'f'g'r'q'f'g't'gp'rc'r'q'ue'q'p'x'g't'k'd'k'f'c'f'0'Papeles de Trabajo." 1*4+0' j wr u-1lr'g't'k'g't'k'c'e'v'x'c'0'k'g'u'0' q't'f'r't'g'u'u'0'q'o' 4238 B2 lq'v'k' /{/uej'q'tt'/rc'/t'g'c't'v'e'w'r'e'l'e'5d5p/f'g'r'i'd'm'q's'w'g'f'f'h'

Ql'cy'c."V0 *3; 9; +0Multinationalism Japanese style: The political economy of outward dependency0Rt'k'p'eg'v'p' "Wpkxgtukf "Rtgu0'

Rcpl'q."F 0'I' a' t'k'k'."C0'N'c'x'c't'g'm'q'."R0'O'q'p' | »p.'P 0"('N'c'p'i'c't'f'."H0*4239+0Nc'k'p'f'w'ut'k'e'c'w'q'r'c't'k'w'c'c't'i'g'p'v'p'c'<G'w'f'k'q'f'g'ec'u'q'r'c't'c'g'n'c'p'c'n'k'u'k'f'g'u'w'f'g'u'c'h'k'u'f'g'k'p'ug't'el'q'p'eqo'g't'el'c'f'0'G'p'La encrucijada del autopartismo en América Latina"r 0647/687+0W'P'F'CX'G'f'le'k'p'g'u0'

Rcpl'q."F 0'N'c'x'c't'g'm'q'."R0'I' a' t'k'k'."C0"('E'c'u'k'q'."M0*4239+0G'f'c'w'q'r'c't'k'w'o'q'rc'v'p'q'c'o'g't'el'c'p'q'gp'w'p'eq'p'v'g'z'v'q'f'g'r't'q'v'g'el'q'p'k'u'o'q'i' n'q'd'c'n't'g'u'j'q't'k'p'i' {"f'g'd'k'k'c'o'k'g'p'v'q'f'g'c'e'w'g't'f'q'u't'g'i'k'p'c'g'u'f'g'eqo'g't'el'c'f'0'G'p'La encrucijada del autopartismo en América Latina"r 03: /96+0W'P'F'CX'G'f'le'k'p'g'u0'

Rctf'k."V0*423; +0The role of multinational company strategies in structuring global supply chains in the automotive industry0k'p'v'g't'p'c'v'q'p'c'n'i'N'c'd'q'w't'Q'h'h'g'0'

Rctg'q'."X0*3; 67+0Manual de Economía Política" C'v'c'c'c'0'

Rct'u'q'p'u."V0*3; 59+0The Structure of Social Action0O'e'l' t'c'y' /J' k'f'0'

Rcx'f'p'g'm."R0*4226+0T'g'i'k'p'c'n'f'g'x'g'n'r'o'g'p'v'k'o'r'ic'k'v'q'p'u'q'h'H'q't'g'k'i'p'f'k'g'ev'k'p'x'g'u'o'g'p'v'p'k'p'E'g'p't'c'n'i'G'w'q'r'g'0' European Urban and Regional Studies."11*3+."69/920j wr u-1lf qk0ti B208399 12; 8; 99862625; 364"

Rcx'f'p'g'm."R0*4234+0V'j'g'k'p'v'g't'p'c'v'q'p'c'n'k'c'v'q'p'q'h'E'q'r'q't'c'v'g'f' ("f'c'p'f' 'j'g'c'w'q'o'q'v'x'g'k'p'f'w'ut' {"T' ("f'q'h'G'c'u'w' "E'g'p't'c'n' "G'w'q'r'g'< "G'EQ'P'Q'O'k' "I'G'Q'I' T'CRJ' [0' Economic Geography." 88*5+." 49; /5320 j wr u-1lf qk0ti B208333 110; 66/: 4: 9042340233770z"

Rcx'f'p'g'm."R0*423; +0I' n'q'd'c'n'Rt'q'f'w'e'x'k'p'P'g'y'q't'm'i.'H'q't'g'k'i'p'f'k'g'ev'k'p'x'g'u'o'g'p'v'c'p'f' "U'w'r'ik'g't'N'k'p'c'n'i'g'u'k'p' 'j'g' "k'p'v'g'i'c'v'g'f' "R'g't'k'j'g't'k'u'q'q'h' 'j'g' "C'w'q'o'q'v'x'g' "k'p'f'w'ut' {"0' Economic Geography." 94*4+." 363/3870 j wr u-1lf qk0ti B2082: 2 1223522; 704239085; 5535"

Rcxrfp gm "R0" ("fi flicmx". "R0" *4238-0'Nlnci gu'cpf "ur kmxgtu"lp"i mdcn'r tqf vevqp"pgvy qtmu' Hko /rgxgrn' cpcn'uku'qh'yj g'E| gej "cwqo qvkg"lpf wut {0'Journal of Economic Geography."16*4+."553/5850 j wr u-1lf qkQti B2082; 5 lli Indv263"

R2 tgl ." C0' *422; +0' Nc" uqekmqi "f" geqp»o lec<" Qtkpvclep" vgtlec." cr ctqv" eqpegr wcn' {" cur gevqu" o gxf qn»i lequ'f g'wp'eco r q'f g'lp'xgumi cel»p"gp"ekpcku'uqekrgu0Ciencia y Sociedad."34*3+; 9/33; 0'

Rgt gl "Cm cpuk "D0" *4242c-0'Gn'f guettqm'f g'rc"lpf wutlc"cwqo qvtk' "cul' vlec" c"vex2 u'f g'rc"Uqekmqi "f" g'gn' F guettqm'0Guwf kqu'f g'ecuqu'eqo r ctcf qu0Realidad Económica."49*552+."57/880'

Rgt gl "Cm cpuk "D0" *4242d-0'La política de comercio exterior en el sector automotor argentino. Un análisis sobre el poder empresarial de sus actores y su influencia en el Estado nacional (2002-2015)"]O cgu'f. "Wpkxgtukf cf "P celqpcn'f g'Ucp'O ctv'p_0j wr u-1lf kQpuc0 Qf w0t lj cpf rg B456789; ; B: 44"

Rgt gl "Cm cpuk "D0" *4243-0'Nc'tgeqphi vtelep"culo 2 vlec'f g'rc"lpf wutlc"cwqo qvtk' "cti gpvpc" *3; 98/4223-0' Anuario Centro De Estudios Económicos De La Empresa Y El Desarrollo."15*35+; 3/33; 0'

Rgt gl "Cm cpuk "D0" *4244-0'Nc'ecf gpc"cwqo qvtk' "cti gpvpc" c'r ctvt "f g'rc"etluku'f g'rc"eqpxgt vdkrf cf <"Wp" cp' rikul'f g'lw'gxqmvlep" {" wu'r tkpck rgu'r tqdrgo cu" *4224/423; -0'Revista CEPAL."137."42; /4530'

Rgt gl "Cm cpuk "D0" (" I tcauq. "I 0" *4239-0'Nc'lpf wutlc"wp'dcteq "ukp'vko »p"gp"nqu'vgo r qu'f g'eco dkq0Gp'El nuevo modelo económico y sus consecuencias0Gf lekppgu'f gn'EEE0'

R2 tgl " Ct vlec. "T0' *423; +0' Rqrf vlec" lpf wutken' gp" Co 2 tlec" Ncvpc0' Gn' ecua' f g" nqu' tgekpgu' tgi "b' gpgu' cwqr ctv'kucu' gp" Cti gpvpc0' Revista Galega de Economía." 28*5+." 950' j wr u-1lf qkQti B2087526 lti g04: 007; 2; "

R2 tgl "Ct vlec. "T0' R2 tgl "K1" o gl . "L0'K0" ("Rgt gl "Cm cpuk "D0" *4244-0'T geqpukf gt lpi "cwqo qvkg'f g'xgrnr o gpv' utevgi lgu'lp" Cti gpvpc"lp'yj g'ri j v'qh'yj g"CUGCP "gzt gkpeg0'Revista de Historia Industrial — Industrial History Review."31* 8+; 9; /3350j wr u-1lf qkQti B208566 lti kQ: 264"

Rgt gl ."E0' *4232-0' Vgej pqmqi lecn' tgxqmvkppu" cpf " vgej pq/geqpqo le" r ctcf ki o u0' Cambridge Journal of Economics."34*3+."3: 7/4240j wr u-1lf qkQti B2082; 5 lli lgr 273"

R2 tgl "K1" o gl . "L0' *423; +0'Ecf gpcu"i mdcrgu'f g'xcmt<"Wp"tgxkukp" ddknqi t' hlec0' Semestre Económico." 22*73+."85/: 30j wr u-1lf qkQti B20445; 7 lugge0x44p73c6"

Rgvuqp. "R0" ("Lqj tk "N0'O 0" *4228-0'F tkxlp' "j cto qp {<"Rj kmuqr j {" qh'Vq { qvc"O qvt "Vj ckxpf 0' Strategic Direction."22*33+."5/70j wr u-1lf qkQti B20832: 1247: 276283292: 8; ; "

Rj gnuq. "U0'Dlem "I 0" ("Dctpctf q. "E0" *4239-0'Vq { qvc"J kmw<"J qy "Uqwj "Chtlecua'vqr "r lemr "dcwrgf "o ctngv' ej cmgpi gu0Emerald Emerging Markets Case Studies."7*6+."3/520j wr u-1lf qkQti B20832: IGGO EU/ 25/4239/2275"

Rlecdgc. "H0" (" "Vj qo cu. "J 0" *4233-0' Cp' rikuku' uqekv' epleq'f gn'r tqf gevq'f g" r tqf weel»p" cwqo qvtk' "mqcn' kpgi tcf c'gp"rc"ugi vpf c'r tgu'f gpekc'r gtqkvc" *3; 74/3; 77-0'Realidad Económica."261."4; /790'

Rlecdgc. "L0' H0" *4239-0'F gu'lpf wutlc'rik' cel»p" {" f guv weel»p" vgepq/r tqf vevkc" f vtecpvg"rc" Anko c" f levcf vtc" e'k'leq/o k'kci' cti gpvpc<"Gn'r tqeguq'f g'elqgt'f g'lpf wutlcu"O ge' plecu'f gn'Guv'f q" *3; 98/3; ; 2-0' Realidad Económica."5*529+; 5/3450'

Rkpc| q. "I 0" *4237-0'El desarrollismo argentino: Una mirada crítica desde la industria automotriz. "3" gtc-0' Wpkxgtukf cf "I gpgtcl'Ucto kpvq0'

Rkpc| q. "I 0'F kpgtugkp. "P 0" ("E»tf qdc. "H0" *423; +0'Uqdtg'rc"lpf wutlc"cwqo qvtk' . "rc" r tqf vevk'f cf "rcdqtcn'|" gn'r gpuc0 kpvq'et' v'leq0' Cuadernos de Economía Crítica."3*8+."323/3470'

Rqrnp { k'M0" *3; 66-0'The Great Transformation0Dgceqp "Rt guu0'

Rqpvq. "U0" ("Uwti gqp. "V0" *4236-0'Gzr rcklp' "i qxgtpepeg'lp' i mdcn'xcwv'ej ckpu<"C" b' qf wnt 'yj gqt { /d'w'f lpi " ghqt v0' Review of International Political Economy." 21*3+." 3; 7/4450' j wr u-1lf qkQti B2082: 212; 8; 44; 2042350 2; 7; 8"

Rqtvc. "H0' Ucpvcte' pi gnuq. "L0" (" "Uej vglpi ctv. "F 0" *4236-0' Gzegf gpgv" {" f guettqm'lpf wutlc'n'gp" Cti gpvpc" ukwcel»p" {" f gucl'f qu0'CEFIDAR Documento de Trabajo."59."3320'

Rq| cu. "O 0' f g" nqu' C0' *4226-0' Cr qt vgu" {" r'lo kcekppgu' f g"rc" uqekmqi "f" geqp»o lec0' Gp' La sociología económica: Una lectura desde América Latina0HNCEUQ0'

Rtcj crrf. "E0M0" ("F q| . "I 0N0" *3; ; 9-0'The Multinational Mission: Balancing Local Demands and Global Vision0Hgg'Rt guu0'

Tco c."XO*4226-0Transferencia de tecnología de corporaciones multinacionales y los procesos de aprendizaje subyacentes. El caso de Toyota Argentina"]O cguw'f'c_0'Wp'kxgtukf cf "P celqpcn'f g' I gpgtcr'Ucto k'p'vq'0'

Tgengpf tggg."C0'I gj r'gp."D0"("O ctz."E0*4244-0'K'p'gt'p'c'k'p'c'n'd'w'k'p'g'u'u."o w'k'p'c'k'p'c'n'g'p'v'g't'r'k'u'g'c'p'f' p'c'v'k'p'c'r'k'v'q'h'y'j'g'eqo r cp{<'C"eq'p'w'v'x'g't'g'x'k'g'y'q'h'r'k'g't'c'w't'g'0'Business History."64*,"+3789/37; ; 0j wr u-1f q'k'q'ti B202: 21222989; 3042440433: 93: "

Tlectf q."F 0*3: 39-0'On the Principles of Political Economy and Taxation'0'La'j p'0'w'tt'c'f'0'

Tqd'k'p'u'q'p."Y 0'K0*4235-0'Una teoría sobre el capitalismo global: Producción, clase y Estado en un mundo transnacional'0'U'k'i n'q'Z'Z'K'0'

Tqd'k'p'u'q'p."Y 0'K0*4236-0'Global capitalism and the crisis of humanity'0'Eco dt'k'f' i'g'W'p'k'x'g't'u'k'f' 'R't'g'u'0'

Tqf'cu'I q'p'l' a' r'g'l'."U'0'E0*4242-0'Responsabilidad social empresarial y sostenibilidad: Coca-Cola FEMSA y Toyota en Argentina"]R'q'ui t'c'f' q.'W'p'k'x'g't'u'k'f' c'f' 'f' g'n'i'q'u'c't'k'q'0'j' wr u-1f q'k'q'ti B206: 935 B2558a476; 3"

Twd'k'q'."L0'F'k'cu'N'q'w'g'p'eq."O 0'D0'R'g'l' | c't'k'p'k'N0"("D't'k'i'O'c'u'e'c't'g'p'j'c'u."V0*4244-0'Mejorar la productividad argentina: El caso Guidi y la industria automotriz'0'H'w'p'f' c't'0'j' wr u-1f h'w'p'f' c't' l'r'w'd'r'k'e'c'e'k'q'p' l'ec'u'q'i' w'k'f' k' k'p'f' w'u't'k'c'w'q'o' q'v't'k' l' "

Twi o cp."C00 0*422; +0The Oxford handbook of international business'0'Q'z'h'q't'f' 'W'p'k'x'g't'u'k'f' 'R't'g'u'0'

Twi o cp."C00 0'('E'q'm'k'p'u'q'p'."U0*4226-0'V'j'g'T'g'i'k'p'c'n'P'c'w't'g'q'h'y'j'g'Y'q't'r'f' a'i'c'w'q'o' q'v'x'g'U'g'e'v'q't'0'European Management Journal."22*7+"693/6: 40j wr u-1f q'k'q'ti B20238 11Qo 10422602; 028"

U'c'n'q'."O 0"(" \ { n'd'g't'd'g'ti ."G0*4237-0'H'q'o' "I' q'x'g't'p'c'p'eg"v'q'U't'c'v'g'i' {<'K'p'l'g'e'v'k'p'i' "O'c'p'c'i'g'o'g'p'v'U'w'f'k'g'u"l'p'v'q' "I' m'd'c'n'X'c'n'w'g'E'j'c'k'p'u'0'SSRN Electronic Journal'0'j' wr u-1f q'k'q'ti B20435; l'u't'p'04852288"

U'c'n'q'."O 0"(" \ { n'd'g't'd'g'ti ."G0*423; +0'U'w'r' r' n'g't' "u't'c'v'g'i' { "k'p' "i' m'd'c'n'x'c'n'w'g' "e'j'c'k'p'u'<'U'j'c'r'k'p'i' "i' q'x'g't'p'c'p'eg"c'p'f' "r't'q'h'k'k'p'i' " l't'q'o' " w'r' i' t'c'f'k'p'i' 0' Socio-Economic Review." 17*5+" 8: 9/9290 j wr u-1f q'k'q'ti B202; 5 l'u'g't' l'o' y'z'26; "

U'c'r'k'u."T0"("U'q't'r'g't."O 0*3; ; 5-0'Les mondes de production: Enquête sur l'identité économique de la France'0'G'f'k'k'p'u'f'g'w'g'e'q'g'f'g'u'j'c'w'g'u'2'w'f'g'u'g'p'w'e'k'p'eg'u'q'el'c'rg'u'0'

U'c'p'q'."O 0'('F'K'O'c't'v'k'p'q'."N0*4225-0'V't'g'u'c'c'u'q'u'f'g'l'c'r'q'p'k'c'e'k'p'f'g'r'e't'g'r'e'c'e'k'p'f'g'g'o' r' n'g'q'g'p'c't'i'g'p'v'k'p'c'0'f' h'0' Revista de la CEPAL0'

U'c'p'v'c't'e' a' p'i' g'm'q'."L0'("R'g't'q'p'g'."I 0*4234-0'V't'c'p'u'h'q't'o' c'e'k'q'p'g'u' "t'g'p'c'd'k'r'k'f' c'f' "f'g'o' r' n'g'q'g'p'w'e'À'w'r'w'r'k'p'f' w'u't'k'r'c'f'0' C'p' a' r'k'u'k'f'g'f'w'e'À'w'r'w'r'c'w'q'o' q'v't'k' "g'p'w'e'r'q'u'v'Eq'p'x'g't'v'd'k'r'k'f' c'f' 0'Revista De Historia De La Industria, Los Servicios Y Las Empresas En América Latina."6*32+"560'

U'c'p'v'c't'e' a' p'i' g'm'q'."L0'Y' {f' r'g't'."C0'("R'c'f'f'p'."L00 0*423; +0'R'q'r'f'k'c' "g'e'q'p'>o' k'c'c'f' "f'g'u'g'o' r' g'o'q' "l'p'f' w'u't'k'r'c'f'0'Revista de Ciencias Sociales."35."393/3: : 0'

U'c'u'g'p'."U0*3; ; 8-0' Losing Control? Sovereignty in an Age of Globalization'0'

U'c'u'g'p'."U0*4229-0'A Sociology of Globalization'0'Y 0'Y 0'P'q't'v'q'p'('E'q'o' r' c'p'f'0'

U'ej'q't't'."O 0*4234-0'Nc" "f'g'u'k'p'f' w'u't'k'r'k'k' c'e'k'p' "e'q'o' q' "g'l'g' "f'g'n'r' t'q' {g'e'v'q' "t'g'h'w'p'f' c'e'k'q'p'c'n'f'g' "w' "g'e'q'p'q'o' f'c' { "w' "u'q'el'g'f' c'f' "g'p' "c't'i'g'p'v'k'p'c'."3; 98/3; : 50'América Latina en la Historia Económica."19*5+"53/780 j wr u-1f q'k'q'ti B202: 454 k'n'j' g'0x3; k'5074: "

U'ej'q't't'."O 0'("E'c'u'g'm'."O 0'10*4237-0'E'w'c'p'f'q' "g'n'et'g'eko' k'p'v'q' "p'q' "g'u'f'g'u'c't't'q'm'q'0'c'n'i' w'p'q'u'j'g'ej'q'u'g'u'w'k'k' c'f'q'u' "f'g'w'e'r'f'k'p' a' k'c' "l'p'f' w'u't'k'r'c'f'g'p'w'e'r'q'u'v'Eq'p'x'g't'v'd'k'r'k'f' c'f' 0'Cuadernos de Economía Crítica."2."6; /990'

U'ej'q't't'."O 0'("Y'c'k'p'g't'."C0*4236-0'Nc" "g'e'q'p'q'o' f'c't'i'g'p'v'k'p'c' "g'p'w'e'r'q'u'v'Eq'p'x'g't'v'd'k'r'k'f' c'f' <'R't'q'd'r'ng'o' c'u'g'u't'w'e'w't'c'rg'u' "f' "t'g'u't'k'ee'k'p' "g'z'v'g't'p'c'0'Realidad Económica."286."359/3960'

U'ej'x'c't'l'g't'."L0' *3; ; 7-0'Nc" "t'g'e'q'p'x'g't'u'k'p' "f'g' "w' "l'p'f' w'u't'k'c' "c'w'q'o' q'v't'k' "c't'i'g'p'v'k'p'c'0' Ciclos en la Historia, la Economía y la Sociedad."5*,"+7/490'

U'ej'x'c't'l'g't'."L0' *3; ; 8-0'La Industria Que Supimos Conseguir"R'c'p'g'v'c-0'

U'ej'x'c't'l'g't'."L0' *3; ; : -0'Implantación de un modelo económico: La experiencia argentina entre 1975 y el 2000'0'c' \ 'G'f'k'q't'c'0'

U'ej'x'c't'l'g't'."L0' "T'q'lcu'D't'g'w'."O 0'("R'c'r'c'."L0*4225-0'La industria automotriz argentina en perspectiva: La reconversión de la década del noventa como prólogo a la crisis actual'0'E'G'U'R'c'0'

U'g't't'c'p'k' "G0*4234-0'G'n'f'g'u'c't't'q'm'q' "g'e'q'p'>o' k'eq'f' "f' "n'q'u'g'u'w'f'k'q'u'q'd't'g' "g'n'G'u'c'f'q' "f' "n'q'u'g'o' r' t'g'u'c't'k'q'u'0'W'p' "e'q'p'w'c'p'v'g' "f'g'u'c'h'f'j' "r'c't'c' "w'c' "E'k'p'ek'c'u'U'q'el'c'rg'u'0'Papeles de Trabajo."9*C' "q'8+"349/3760'

U'j'c'k'n'j'."C0*4238-0'Capitalism: Competition, Conflict and Crisis'0'Q'z'h'q't'f' 'W'p'k'x'g't'u'k'f' 'R't'g'u'0'

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