



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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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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Vcdre" K3" /" Rqulek»p" f" g" Vq{ qvc" gp" gn" tpcn" kpi" f" g" r" u" 422" go r tgucu" o" a" u" i" tcpf gu" f" g" Cti gpvkpc" *c" o" qu" ugrgeekqpcf qu" + 4

I t^a hleq" K; " /" Gzr qtvcckppgu" f" g" v" gto kpcrgu" c" cwqo qvt" legu" *o" kmppgu" f" g" f" »rtgu" 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" v" gto kpcn" c" cwqo qvtk" " *4224/423; + 6

I t^a hleq" K32" /" Ucf q" eqo gtekn" gzvgtpq" r" qt" v" gto kpcn" c" cwqo qvtk" *o" kmppgu" f" g" f" »rtgu" +*4224/423; + 7

I t^a hleq" K33" /" Eqpvkplf 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" v" gto kpcrgu" f" g" Cti gpvkpc" *r" qtegpvc" lgu" +*4224/423; + 9

Hki wtc" K33" /" Fkci tco c" uqdtg" gn" o" 2 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 dtlecu" f" g" Vq{ qvc" f" gptq" f" g" Lcr »p 35

Vcdre" K55" /" Tc| qppgu" f" g" r" u" f" gekukppgu" f" g" tcf lecek»p" f" g" hkrkrgu" f" g" Vq{ qvc" gp" f" kkpvcu" r" c" f" u" g" u" 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" gzvgtkqt" *o" krgu" f" g" wplf cf gu" +*3; ; 78/423; + 45

I t^a hleq" K44" /" Rtqf week»p" f" g" xgj " f" wqu" h" wgtc" f" g" Lcr »p" r" qt" tgi 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 heq "X/3"/"Rtlpekr crgu' i twr qu' f g' r' tqf wevqu' ko r qtvf qu" *o krgu' f g' f » rctgu+ *glg' k' s wkgf q+ " eqghlekpgv' f g' cwqr ctvgu' ko r qtvf cu' r qt' xgj f' ewu' r tqf wekf q' f g" Vq{ qvc" Cti gpvkpc" *f » rctgu+ *glg' f gtgej q+ *4224/423; +(7

I t^a heq "X/4"/"K r qtvcekppgu' 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 qtvf cu' r qt' qt' f' gpgu" *cewo wxf qu' gpt' g' 4224" { "423; +(9

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

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

Vcdn' "2/3"/"Erukhlecek» p' f g' eqo r qpgpvgu' ugi Ap' a' tgc' f g' xgj f' ewu(472

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

I t^a heq "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

Vcdn' "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 heq "2/6"/"Rtqo gf lqu' f g' r' u' ko r qtvcekppgu' 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' qtvcekppgu' v' c' r' u' uqdtg' gn' xcmq' f g' r' r' tqf week» p' gpt' g' 4224" { "423; *glg' Z+ { " ecp' k' f' f' g' wplf cf gu' r' tqf wekf cu' gpt' g' 4224" { "423; *co c° q' f' g' r' dwt' d' w' c' +(476

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

Vcdn' " 2/5" /" Rtgu' k' f' gpvgu." xlegr' t' gu' k' f' gpvgu' { " r' t' gu' k' f' gpvgu' f' gn' f' k' t' g' ev' q' t' k' q' f' g' Vq{ qvc" O' q' v' t' Eqtr' q' t' c' v' k' p' (478

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

Vcdn' "2/6"/"Xgpvcu' f g' Vq{ qvc" Eq' t' q' m' gp' gn' o' w' p' f' q' *gp' wplf cf gu+(47

Vcdn' "2/7"/"E' g' p' t' qu' f' g' K' F' f' g' Vq{ qvc" gp' gn' o' w' p' f' q' *4242+(482

Vcdn' "2/8"/"Ceek' p' k' u' f' g' n' u' r' tlpekr crgu' ceek' p' k' u' f' g' Vq{ qvc" O' q' v' t' Eqtr' q' t' c' v' k' p' " *4242+(484

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

LISTADO DE SIGLAS

CECTC/"Cuqekcel»p"fg"Eqpegukpctkqu"fg"Cwqo qvqtgu"fg"rc"Tr 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"Tr 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/"Cuqekcvkp"qh"Uqwj gcuv"Cukcp"P cvkpu"

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

ECP/"Eqo wplcf"Cpflpc"

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

EGRCN/"Eqo kul»p"Geqp»o lec"r ctc"Co²tlec"Ncvkpc"{ "gn"Extldg"

EI X"ó"Ecfcpcu"l mdcrgu"fg"Xcmt "

EKCF K/"Egpvtq"Kpvtcpckqpcn"fg"Cttgi m"fg"Flgtgpekcu"tgrvxcu"Kpxgtukqpgu"

EKH/"Equv"Kpwtcpeg."cpf"Hlgi j v*Eququ."Ugi wtqu"{ "Vtcur qtvg+"}

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

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

EN"ó"Eqpvplq"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"K 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"Rgtkftleq"

HQD/"Hgg"qp"Dqctf "

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

I CVV/"I gpgtcn"Ci tggogpvqp"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"
 KJ "pf keg'f g'J gthkpf cj n'g'J kuej o cp"
 KMC/"Kpf wwtku'Mckugt'Cti gpvkpc"
 KOG/"Kpf wwtku'O ge^a plecu'f gn'Gucf q"
 KOX/"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"
 NPC"ó"Nlegpeku'P q'Cwqo^a wlecu"
 O GTEQUWT"ó'O gtecf q'Eqo À'f gn'Uwt"
 PUF"ó'P wxc'Uqekqmi ꞑ'f gn'F gucttqm"
 PUG"ó'P wxc'Uqekqmi ꞑ'Geqp»o lec"
 QEFG/"Qti cpk celøp'r ctc'rc'Eqqr gtceløp{"gn'F gucttqm'Geqp»o leq"
 QÆC/"Qti cpkucvq'Kpgtpevkqpc'f gu'Eqputwegwtu'f)Cwqo qdkgu"
 QOE"ó'Qti cpk celøp'O wpf kcn'f gn'Ego gtekq"
 RCE"ó'Rqñ'lec'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'Hcevtꞑ"
 UG"ó'Uqekqmi ꞑ'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/"Vgqtꞑ'f g'rc'F gr gpf gpek"
 VFO/"Vgqtꞑ'f g'rc'F gr gpf gpek'O ctzkuc"
 VÆ/"Vgepqmi ꞑ'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 wevqap"U{ ugo "

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

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

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

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

WIC"ó"Wpkp"Kpf wvtkcn"cti gpvkc"

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

WQO"ó"Wpkp"Qdtgvc"O gvcnÀi kcc"

XDR"ó"Xcmq"Dtwwq"fg"Rtqf weevqap"

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 kgtqp" c" vtcpuhgtk" cni wpcu" cevkxkf cf gu" f gn' r tqeguq" r tqf wevkxq" j cekc" qvtcu" 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'cn0"4223. "4227+0" Nqu" vtdclqu" s wg" cpcrk ctqp" guvg" r tqeguq" uquwxkgtqp" s wg" rc" kpugetekp" f g" mqu" r c" f ugu" { "rcu" go r t gucu" gp" guvcu" ecf gpcu" i gpgtc" wpc" ugtkg" f g" gz vgtpcrkf cf gu" geqp»o kccu" { "uqekrgu" dgpghlekqucu" r etc" gmqu0'Cu" f" guvqu" cwqtgu" r wgf gp" ci twr ctug" eqp" qvtqu" s wg" uquvkpgp" s wg" mqu" ghgevu" f g" rc" tcf kecekp" f g" Go r t gucu" O wmkpcekqpcrgu" *GO u+" gp" r c" f ugu" perifericos" tgegr vqtgu" *host country+" vkgp" eqpugewgpcku" r qukkxcu" r etc" mqu" Anko 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. "gzkuvp" cwqtgu" s wg" f guvecp" mqu" ghgevu" pqekxqu" f g" guvcu" kpxgtukppgu. r t kpek cm gpvg" f guf g"rcu" vgtq'cu" o ctzkxvcu" f gnko r gtkerkuo q. ukungo c/o wpf q" f" rc" f gr gpf gpek" *Co kp' gv'cn0"3; ; 4=Cttk j k"3; ; 2=" F qu" Ucpvqu. "4233=" Hqwi pgt. "4228=" O ct kpk"3; 95=" Y cmgtuvkpk. "3; ; : +0"

Rqt "hwgtc" f g" guvcu" xkukppgu" o a u" r qrtk' cf cu" pwo gtququ" vtdclqu" go r f lequ" cttkdcp" c" tguwncf qu' j gyvtqi 2 pgqu" uqdtg' gnko r cevu" f g" rc" kpxgtukp" Gz vtcplgtc" F ktgevc" *KGF +. "uquvpgkpf q" s wg" 2 uvg" f gr gpf g' f g' o Ankr ngu' hcevqtgu. 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'cn0"4226=" F wj co . "4226+." rc" gz kuvpek" f g" vtcvf qu" f g" rndt g" eqo gtekq" * j cpi . "4223+." gn'vo c° q' f gn' o gtecf q" *Hcttgm' gv'cn0"4226=" Mw o ctk' { "Uj cto c. "4239+." rc" eqo r ngo gpvtkgf cf " gvtg" rc" kpxgtukp" mceci" { "gz vtcplgtc" *Cm htclk" { "Cm uchkt. "4236+." rc" ecrkf cf " f g" rcu" kpuvwekppgu" f gn' r c" f u" tgegr vqt *Dgxcp" gv'cn0"4226=" Gtf qi cp" { "Wpxgt. "4237+." rcu" r qn' kccu" kpf wutkrgu" *Dctpgu" gv'cn0"4243=" P cwvf c. "422; +." rc" ecrkf cf " f g" rc" kphcgtuwewtc" *Dkuy cu. "4224=" Xkic { cmwo ct" gv'cn0"4232+." gn'equq" f g" rc" o cpq' f g" qdte" *Dkri k' gv'cn0"4234+." rcu" rgf gu' ko r qukkxcu" *Dkuy cu. "4224+." gn'ugevqt" geqp»o leq' f g" rc" go r t guc' uwdukf 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 kuewukp" r qt" guvct" f qo kpcf c" r qt" i tcpf gu" GO u" gp" vqf q" gn' o wpf q0' Cegtec" f g" guvc" ecf gpc gz kuv" o c { qt" eqpugpuq" uqdtg" mqu" ko r cevu" r qukkxqu" f g" rc" "KGF" gp" v to kpqu" f g" etgcekp" f g" go r r gq" { "ecr cekf cf " f g" r tqf weekp. "r gtq" j c { "o c { qt" f kuewukp" cegtec" f g" rc" vtcpuhgtgpek" f g" vgepqmi "c" { "know-how, mceck' cekp" f g' r ctvgtu" { "r kgl cu" { "ghgevu" gp" gn'eqo gtekq" gz vgtkqt" f g" mqu" r c" f u" tgegr vqtgu" *Rctf k" 423; =Rcxn' f pgm"4226=" Rcxn' f pgm" { "fi f' lcmx" a . "4238=" Y wwnng. "4243+0Cu" f" rc" tkvgtcwte" j c" ug° c mcf q" s wg" mqu" ko r cevu" f g" rc" kpxgtukp" gz vtcplgtc" cwqo qvtk' " f gr gpf gp" f g" mqu" eququ" f g" r tqf weekp"

f gn' r c[¶]u" *Mwo ctcuy co {" gv'cñf" 4234+." r" 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 cwuf c."422; =P cwuf 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" {"Hmlko qvq."4222+ {" rnu'gutcvgi kcu'f g"rcu'vgtō kpcrgu"cwqo qvtlegu." r tlpekr cm gpyg'rcu'xlpewrcf cu'c"ñqu'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'lpvgt t»"i mdcro gpyg'gp"rc" f²ecf c" f g"3; : 2." guvg"m"j k q" eqp"hwgtvgt"tcui qu'f g" guecr" tgi kqpcñ" *Twi o cp" {"Eqñkpuqp." 4226=" Uwi gqp"gv'cñf"422; +0Gp"Co² tlec" f gn'Uwt"guv"ñqto c"ug'xlq"gzr tgucf c."r tlpekr cm gpyg."gp"rc" Rqñflec"Cwqo qvtk' "Eqo Æp" *RCE+"gpvt g'Cti gpvpc" {"Dtcukñ'gp'gn'ō cteq'f gn'O gtequw'f wtcpvg" r f²ecf c'f g"3; ; 2" *Xkur q."3; ; ; +0Gp"Cti gpvpc."guvg'r tqeguq'f g'tgi kqpcrk 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 qtvcekppgu" *KUK" {" i gpgt»" wpc" f gulpvgti tcek»p" f g" r" kpf wutkcn' ñqecñ' s wg" chge»" r tqhwpf co gpyg" c" elgtvcu" r tqf weekppgu" *cwqr ctvgtu. f vgtō kpcf cu'cevxxkf cf gu'b gvcñti kēcu."gve0" {" c'f gvgto kpcf cu'ñto cu" *gp"gur gekcn' c"rcu'ñqecrgu'f g'r gs wg° q" {" o gf kcpq' r qt vg+ *C| r k| w'gv'cñf"4223="Uej xct| gt'gv'cñf" 4225+0P q" qduwcpvg." gn'gurd»p" vgtō kpcñf gn'ugevqt" cwqo qvqt" pq"ug'xlq" r gtlwf kecf q" r qt" rnu" tghqto cu'gutwewtcrnu'f g'f lej c" f²ecf c." {" c's wg'ug'dgpgñlek»" eqp" gn'ōT² i ko gp"Cwqo qvtk' ö" f g" r tlpekr kqu'f gn'f gegpkq' s wg'ñg'dt kpf »" wpc'ucñk' c"gzr qt vcf qtc'ñt gpvg" c"rc" etkuku'f gn'ugevqt" gp"3; : 2" *Gvej go gpf {" .4223="Xkrcñp."3; ; ; +0Rqt"qvtq'rcf q." guvqu"eco dkqu"vco dlē p"ko r ñlectqp" wpc" o qf gtpk' cek»p" f g"ñqu'r tqeguqu" r tqf wevxxqu" gp" gn'ugevqt" {" r" mgi cf c" f g" pwxcu" vgtō kpcrgu" cwqo qvtlegu." eqo q' gn'ēcuq' f g" Vq { qc" *Dcuqu" Vki tg'gv'cñf"3; ; ; =O qtgtq."4235="P qxlēñ'gv'cñf" 4224d+0"

C"eqo kgp| qu'f gn'r tguvg"uki m" Cti gpvpc" cwtcxgu»" wpc" f g" rnu" etkuku" geqp»o kēcu" {" uqekcrgu"o^a u'ko r qtvcpvgu'f g"uw'j kñqt k." f cpf q" eqo kgp| q" cñr gt'ñf q' f g"rc" *posconvertibilidad*0 Gp'guv" Æñko c" gvcrc." gn'ugevqt" cwqo qvqt'wxq'wp'tqñr tgr qpf gtcpg" {" c's wg'ñk' gt»" gn'ēt geko kgpvq" kpf wutkcn' f g'Cti gpvpc." o quwcpf q'wp'hwgtvg'tko q' f g'kpetgo gpvq" gp'gn'go r ñgq." r" r tqf week»p" kpvgtpc."rcu'gzr qtvcekppgu" {" r' r tqf wevxxkf cf " *Dctrgwc" gv'cñf"4235+." c'rc'xgl' s wg'f kñkpqu'cevgtgu" kpxqñwctcf qu'gp'guv" ēcf gpc'ñqto ctqp' r ctvg'f gn'i twr q' f g'go r tgucu'ganadoras³ f g'f lej q' r gt'ñf q" *I ci i gtq" {" "Uej qtt."4238=" Ucpvctē^a pi gn" {" "Rgttqpg."4234+0P q" qduwcpvg." c" r guct" f g" guvg"

³"Gp'vpgf kf cu'eqo q"uw'cxcpes"gp"rc" r ctvckr cek»p"gp"rc" grkvg"geqp»o lec."gu'f gek. "rcu'422"go r tgucu'f g"o c { qt" hēwvcek»p"gp'gn'ō gtecf q'ñqecñ"gzegr wcpf q'rcu'ñkpcpeltcu+0Gp'f lej q'tgeqtkf q'ug'r wgf gp'gpepvtct'c'f kñkpvcu" vgtō kpcrgu" cwqo qvtlegu" *Vq { qc." Xqmuy ci gp." Hqt f." Hēv' Cwq." I gpgtci' O qvtu." Tgpcwñ." O gtegf gu" Dgp| ." Rgw gqv'Ekqtgp." J qpf c+." kpf wutkcu"o g'ñēcu'd^a ulecu" *Ukf gtct." Ukf gtec." Celpf ct." Cñwct+ *I ci i gtq'gv'cñf"4236=" I ci i gtq" {" "Uej qtt."4238+ {" .gp"ci wpqu" c° qu."wp"r w° cf q' f g"cwqr ctvcku" *Uēcpk." O ki qt." F epc." Hēo ct+." cwps vg" gp"o gpgtgu'pñkrgu' s wg'ñqu'f twr qu'cpvgtkqtgu" *Ucpvctē^a pi gn" {" "Rgttqpg."4234-3: +0"

cwur lekquq" f gugo r g° q. " ug" f gpqvtcp" ugxgtcu" f kklewncf gu" r ctc" kpf wek" r" tgcvekkcekp" f g" gurcdqpc kpvqu" r tqf wekkqu. " gxf gpekc f q" gp" r" u" o ctecf cu" f khtgpeku" gp" r" u" vcucu" f g" etgelo kpvq" f g" r" u" f kkvqu" uwdugevtgu" *Ecuvgm" { " O cp| cpgrk" 4236+ " eqo q" gp" r" u" cnqu" plxgru" f g" f² hlek'eqo gtekn'c' r ct' kt' f g' r' c' etgelpvg' ko r qt' vcel' p' f g' cwqr ct' vgu" *Ecpvtgnc' gv' crf" 4239+0' F lej c" vgpf gpek" t' gur p' f g. " gp" r' ct' vg. " c" r' tqeguq" f g" t' cpuhqto cek' p' i' r' d' crgu. " gpvtg" r" u" s' wg" ug" gpewgptcp" r' " h' ci o' gp' vcel' p' k' vgt' p' c' ek' q' p' c' n' f' g' r' u" r' tqeguq" f g" r' tqf wek' p. " r' vgpf gpek" j' c' ek" r" f' g' u' l' p' v' gi' t' c' ek' p" x' gt' v' l' ec' n' f' g" r' u" i' t' c' p' f' gu" h' k' t' o' cu" k' p' f' w' u' t' k' r' gu. " r" p' w' g' x' c' f' k' x' k' u' p" k' v' g' t' p' c' ek' q' p' c' n' f' g' n' t' c' d' c' l' q" q" r' k' p' v' t' q' f' wek' p" f' g" p' w' g' x' c' u" | q' p' c' u" c' n' e' q' o' g' t' e' k' q" o' w' p' f' k' c' n' *H' k' i' c' p' v" { " \ wo r g. " 4239= Rkpc| q. " 4237+0"

UK' dlgp" gn' f² hlek' eqo gtekn' f g" guvc" tco c" guv^a " r' t' g' u' g' p' v' g" gp" q' t' q' u" r' c' f' u' g' u. " r' u" r' c' t' v' e' w' r' t' k' f' c' f' g' u" f' g' n' e' q' o' r' n' g' l' q" c' w' q' o' q' v' t" c' t' i' g' p' v' k' p' q" gp" r' u' g' v' g" c' u' r' g' e' v' q" t' g' u' c' n' c' p" r' q' t' u' w' v' o' c' o' q" t' g' r' v' x' q' 0' Guv" r' w' g' f' g" g' x' f' g' p' e' k' t' u' g. " gp" r' t' k' o' g' t' n' i' c' t. " gp" d' c' u' g" c" r' u" f' k' o' g' p' u' k' q' p' g' u" f' g' n' f' f² hlek' u' g' e' v' t' k' c' n' t' g' i' k' u' t' c' f' q" g' p' v' t' g" 4224" { " 423; . s' w' g' c' r' e' c' p' | » e' g' t' e' c' f' g' n' 82' " f' g' n' u' w' r' g' t' a' x' k' v' e' q' o' g' t' e' k' n' f' g' n' v' q' n' f' g" r" g' e' q' p' q' o' f' c' p' e' k' q' p' c' n' r' c' t' c' " g' n' o' k' u' o' q" r' g' t' f' q' f' q' 0' G' p" u' g' i' w' p' f' q" n' i' c' t. " g' u' v' g" f' k' r' g' o' c" c' u' w' o' g" o' c' { q' t' k' o' r' q' t' v' c' p' e' k' c' n' c' i' t' e' x' c' t' " g' n' j' k' u' v' t' l' e' q" r' t' q' d' r' g' o' c" c' t' i' g' p' v' k' p' q" f' g" r' e' s' t' r' i' c' c' i' o' n' e' x' t' e' r' n' a" r' q' t' " h' c' n' c" f' g" f' k' x' k' u' c' u" *D' t' c' w' p" { " l' q' { . " 3; 8: = F k' o' c' p' f . " 3; 95+0' " R' q' t' m' v' c' p' v' q. " g' u' v' g" r' t' q' d' r' g' o' c" g' u" f' g" g' u' r' g' e' k' c' n' k' p' v' g' t² u' r' c' t' c' g' n' e' c' u' q" c' t' i' g' p' v' k' p' q' 0'

F cf q" guvg" f gugo r g° q" f gn'ugevt. " r" r' k' v' g' t' c' w' t' c" m' e' c' n' q' l' t' g' e' g" f' k' u' k' p' v' c' u" g' z' r' i' k' e' c' e' k' q' p' g' u" w' p" r' t' k' o' g' t' i' t' w' r' q" f' g" c' w' q' t' g' u" *D' k' n" 4237= D' k' n' { " O' w' u' k" 4237= D' k' n' { " U' c' t' v' g' r' k" 423; = H' k' v' u' k' o' q' p" { " I' w' g' x' c' t' c. " 4239= I' t' c' o' c" g' v' c' r' f" 4239+ " f' g' u' f' g' w' p" g' p' h' q' s' w' g' o' c' t' z' k' u' c. " e' q' p' u' k' f' g' t' c' s' w' g' r' e" u' k' w' c' e' k' p" f' g" r' u" k' p' f' w' u' t' k' c" c' w' q' o' q' v' t' k' " g' u" r' t' q' f' w' e' v' q" f' g" r' u" e' q' p' f' k' e' k' q' p' g' u" g' u' t' w' e' w' t' c' r' g' u" f' g' n' i' o' v' c' t' f' f' q' o' e' c' r' k' e' r' k' u' o' q" c' t' i' g' p' v' k' p' q" = q' v' t' q' u" t' c' d' c' l' q' u" g' p' h' c' v' k' c' p" g' n' t' q' n' f' g" o' g' p' e' r' x' g' o' f' g" g' u' v' c' t' c' o' c' k' p' f' w' u' t' k' c' n' g' p" g' n' r' c' f' u' c' r' c' t' v' t" f' g" r' u" e' c' o' d' k' u" r' t' q' f' w' e' k' x' u" i' r' d' c' r' g' u" f' g" 3; : 2. " gp" g' n' e' w' c' n' g' n' e' c' r' k' c' n' t' c' u' p' c' e' k' q' p' c' n' c' r' t' q' x' g' e' j' c" g' n' d' c' l' q' e' q' u' v' q" f' g' r' e' b' c' p' q' f' g' q' d' t' c' h' e' c' n' *R' k' p' c| q. " 4237= R' k' p' c| q" g' v' c' r' f" 423; + " q' v' t' q' e' q' p' l' w' p' v' q" f' g' c' w' q' t' g' u"

⁴"Gp" Cti gp' v' k' p' c" g' u' v' c" j' c" u' k' f' q" w' p' c" r' i' k' o' k' c' e' k' p' j' k' u' v' t' l' e' c' c' n' f' g' u' c' t' t' q' m' j' g' p" v' c' p' v' q" g' n' i' p' l' x' g' n' f' g" c' e' v' x' k' f' c' f" { " r' u" v' c' u' c' u" f' g" e' t' g' e' l' o' k' p' v' q" g' e' q' p' » o' l' e' q" u' g" j' c' p" x' k' u' v' t' g' u' t' k' p' i' k' f' c' u' r' q' t' r' c" f' u' r' k' p' d' k' i' k' f' c' f" f' g" f' k' x' k' u' c' u" *U' e' j' q' t' t" { " Y' c' l' p' g' t. " 4236+0' G' u" f' g' e' k' t. " s' w' g" g' p' v' c' r' c' u' f' g' e' t' g' e' l' o' k' p' v' q" k' p' f' w' u' t' k' c' n' u' g" i' g' p' g' t' c' p' o' e' w' g' m' u" f' g" d' q' v' g' m' o' g' p" r' c' f' u' r' q' p' d' k' i' k' f' c' f" f' g" f' k' x' k' u' c' u" s' w' g" f' k' h' e' w' n' c' p' c' x' c' p' | c' t' j' c' e' l' c' r' t' q' e' g' u' q' f' g" t' c' p' u' h' q' t' o' c' e' k' p" { ' e' q' o' r' n' g' l' k' c' e' k' p' r' t' q' f' w' e' v' x' c' f' g' n' i' g' e' v' t' 0' N' q' u' r' t' k' o' g' t' q' u' o' e' w' g' m' u" f' g" d' q' v' g' m' o' g' p" g' n' i' g' e' v' t' q' z' v' g' t' p' q' s' w' g' x' k' x' k' o' g' n' i' r' c' f' u' t' g' o' k' v' p' c' i' e' f' c' f' g' 3; 52' { ' u' g' j' k' e' l' g' t' q' p' b' c' p' k' i' g' u' q' u' g' p' f' k' h' g' t' g' p' v' g' u" o' q' o' g' p' v' q' u' f' g' n' o' q' f' g' m' j' f' g" u' w' u' k' w' e' k' p" f' g" l' o' r' q' t' v' c' e' k' q' p' g' u' 0' G' n' e' t' g' e' l' o' k' p' v' q" g' z' v' g' p' u' k' x' q" { . " u' q' d' t' g' v' q' f' q. " k' p' v' g' p' u' k' x' q" f' g" r' u" k' p' f' w' u' t' k' c" f' g' r' g' p' f' c' f' g' r' e' l' o' r' q' t' v' c' e' k' p" f' g" d' l' g' p' g' u" f' g' e' c' r' k' c' n' g' l' p' u' w' o' q' u' k' p' v' g' t' o' g' f' l' q' u. " r' g' t' q' r' u" f' k' x' k' u' c' u' p' g' e' g' u' c' t' k' u' r' c' t' c" h' p' c' p' e' k' t' f' k' e' j' q' u' t' g' s' w' g' t' o' k' p' v' q' u' r' t' q' x' g' p' f' p' h' w' p' f' c' o' g' p' v' c' m' g' p' v' g' f' g' r' u" g' z' r' q' t' v' c' e' k' q' p' g' u" f' g' n' i' g' e' v' t' c' i' t' q' r' g' e' w' c' t' k' q. " e' w' { c" q' h' g' t' v. " g' u' r' g' e' l' c' m' g' p' v' g" r' u" c' i' t' f' e' q' i' r. " u' g" g' p' e' q' p' t' c' d' c" x' k' t' w' c' m' g' p' v' g" g' u' v' c' p' e' c' f' c' 0' C" p' l' x' g' n' i' v' g' t' l' e' q. " r' u" r' t' q' d' r' g' o' c' u" f' g" g' u' t' k' e' e' k' p" g' z' v' g' t' p' c' h' w' g' t' q' p' c' d' q' t' f' c' f' q' u' g' p" C' o' 2' t' l' e' c' N' e' v' k' p' c' r' q' t' r' u" e' q' t' t' k' e' p' v' g' u' g' u' t' w' e' w' t' c' r' k' u' c' u" { ' f' g' r' g' p' f' g' p' v' k' u' c' u" j' c' e' l' c" o' g' f' k' e' f' q' u' f' g' n' i' k' i' q' r' c' u' c' f' q. " g' p' v' t' g' r' u" r' t' k' o' g' t' q' u' g' u' w' f' k' u' s' w' g' t' g' r' e' c' e' k' q' p' c' t' q' p' g' u' v' c" r' t' q' d' r' g' o' a' v' e' c' e' q' p' g' n' e' q' o' r' q' t' w' o' k' p' v' q" g' t' a' v' e' q' f' g' r' e' g' e' q' p' q' o' f' c' t' i' g' p' v' k' p' c" u' g' g' p' e' w' g' p' t' c' p' i' q' u' t' c' d' c' l' q' u' h' w' p' f' c' e' k' q' p' c' r' g' u" D' t' c' w' p" { ' l' q' { *3; 8: + ' f' k' o' c' p' f *3; 95+0' N' w' g' i' q. " V' j' k' r' y' c' n' i' *3; 9; + h' q' t' o' c' i' k' » " g' u' v' g" r' t' q' e' g' u' q" r' n' e' p' v' c' p' f' q' s' w' g' r' e" v' c' u' c' f' g' e' t' g' e' l' o' k' p' v' q" t' g' s' w' g' t' k' f' c' r' c' t' c' c' r' e' c' p' | c' t' g' n' i' r' n' g' p' q" g' o' r' n' g' u' g' g' p' e' w' g' p' t' c' r' q' t' g' p' e' k' o' c' f' g' s' c' s' w' g' m' e' e' q' o' r' c' v' d' r' g' e' q' p" g' n' g' s' w' k' d' t' k' q" g' z' v' g' t' p' q' 0' G' u' v' g" r' t' q' d' r' g' o' c" j' c" u' k' f' q" e' g' p' v' c' r' i' c' h' q' i' c' t' i' q' f' g' r' e' j' k' u' v' t' k' c' g' e' q' p' » o' l' e' c' c' t' i' g' p' v' k' p' c. " t' g' r' t' g' u' g' p' c' p' f' q' w' p' c' f' g' r' u" r' t' k' e' k' c' r' g' u' t' c' d' c' u' r' c' t' c' i' e' q' p' e' t' g' e' k' o' p" f' g' r' t' q' e' g' u' q' u' f' g' f' g' u' c' t' t' q' m' j' g' e' q' p' » o' l' e' q' 0'

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' nqecni' { "rcu'gucucu"ecr cekf cf gu"vgepqn>i kecu"f gn'cwqr ctvkuo q"nqecni'cwps wg"f hktgp"gp"rc' ko r qukdikf cf 'f g'o qf hket'f lej c'ukwcek»p'dclq'gn'ukugo c'ecr kcrkuc.'r rcpvgepf q'o a ti gpgu'f g' ceek»p"gp"guv'f ktgeek»p"*Ct| c" { "Nqr gl ."422: =Dctwl'gv'cni'4239=O qwc'gv'cni'4229=Rcpki q' gv'cni'4239+0'

C'uw'xgl .'ug'j c'ug° crnf q's wg'rcu'ectcevt'vkecu'f gn'ugevqt'gp'gn'r c'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'fff gtgu'f g'rc'ecf gpc'f g'r tqf week»p'cwqo qvkt' *Ecpvctgmc'gv'cni' 422: =P qxleni'gv'cni'4224=Rcpki q.'Ncxctgmj.'gv'cni'4239+0Qvtq'eqplwpv'f g'v'cdclqu'f gucec'rc' hqto c'f g'kpugtek»p'f g'Cti gpvkc'gp'gn'O gtequw" { 'rcu'f kur ctkf cf gu'eqp'Dtcukn'eqo q'v'c'f g'rcu' ecwacu's wg'eqphki wtcp'nqu'r tqdrgo cu'f gn'eqo r nglq'gp'uw'eqplwpv' { "f g'rc'tco c'cwqr ctvkuo"gp" gur gekni'*F'K'O ct| q'Dtqi i k' { "O qrf qxcp."4239=I a ttkt'gv'cni'4236=I qpl a rgl' { "O cp| cpgrnk" 4234+0C'uw'xgl .'f kxkpvqu'c'wqtgu'r rcpvgeq'rc'gucuc'xqnpvcf'q'kphgevxkf cf 'f g'rcu'f qdktppqu' nktej pgtkucur'qt'tgxgtv'rc'j gtgpek'f g'rc'f²ecf c'f g'3; ; 2*Ecpvctgmc'gv'cni'4239=Ecpvctgmc' gv'cni'422: =Ecuvgmi' { "O cp| cpgrnk"4236=I a ttkt'gv'cni'4236=I qpl a rgl' { "O cp| cpgrnk"4234=R²tgl' Ct'lec.'423; =Uej qtt' { "Ecuvgmi.'4237+0"

C'r ctvkt'f g'rc'xlevqtk'f g'O cetk'gp"Cti gpvkc" { "f g'Dqmqpctq"gp"Dtcukn'nqu'r c'f'gu' r tqf vevqtgu'f g'xgj'f'wqu'f gn'O gtequw'cvtcxguctq'wpc'ugtk'f g'eco dkqu's wg'ko r rketq'wp" i ktq'j cek'rc'cr gtwtc" { "rc'rdgtcrkt'cek»p'f g'uwu'geppqo'f'cu' { "rc'eqpvceek»p'f g'uwu'o gtecf qu' kpvtpqu"*Y klpgt' { "Dgmppk'4239+0Gp'²to kpu'i gpgtcrgu.'rc'pwgxc'gZR gtkepek'pgqrkdgtcni'gp" Cti gpvkc'uki pkle»'wp'ko r qtvcpv'gtqgegu'c'pkxgn'lpf wutkni'*Ucpvct^a pi gmj'gv'cni'423; +0Gp' ewcpv'cni'ugevqt'cwqo qvqt.'ug'cegppwctq'rcu'r tqdrgo cu'eqo gtekrnu'f g'rc'tco c.'c'rc'xgl 's wg' ug'r gtf kgtq'cni'wpcu'ectcevt'vkecu'xktwqu'f gn'elemj'cpvgtkqt.'eqo q'gn'pkxgn'f g'r tqf week»p' f g'xgj'f'wqu'nqecrgu' { "gn'go r ngl'ugevqtkn'*Rgtgl' Cm cpuk'4244+0"

P q'qduvcpv.'c'r guct'f g'gucu'v'gpf gpekcu'gutvewwcrnu' { "eq { wvwtcrnu.'rc'hko c'Vq { qvc" Cti gpvkc'ni t>>'wp'i tcp'f gugo r g° q'geq»o leq. { "c's wg'gucrc'f gn'u²r vko q'nwi ct'gp'gn'c'pni'pi " f g'hko cu'ugi'Ap"pkxrgu'f g'r tqf week»p"gp"uwu'kpekqu"gp"3; ; 9"cn'r tko gt'nwi ct'gp"423; ." eqmcepf q'uw'r tkpek crlr tqf vevq.'rc'eco kqpgv'rc'leniwr'Vq { qvc'J knwz.'eqo q'gn'fff gt'f g'nib gtecf q' nqecni' { "o glqtcpf q'uw'r qukek»p'tgrv'kxc'f g'pvtq'f g'rc'e'Ar wrc'go r tguctkni'cti gpvkc'0"C'uw'xgl ." cf go a u'f g'guvqu'pqvqt'kqu'tguwv'cf qu'r qukxqu."gp"mu'o gf kqu'f g'eqo wplecek»p" { "a o dkqu" go r tguctkrgu'ug'v'cpuo kg's wg'guv'go r tguc'gu'rc'Àplec'eqo gtekrm gpv'uw'gtcxkctk'*gp'wp"

⁵Gp'423; .Vq { qvc'ug'v'kle»'v'gtegtq'gp'gn'c'pni'pi 'f g'rcu'go r tgucu'o a u'i tcpf gu'f gn'r c'u'f g'Tgxkrc'O gtecf q.'u»m' f gdclq'f g'rcu'guv'crgu' [cekō kgpvqu'Rgtq'f'gtqu'Huecrgu'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 " g p " g n l c " f u 0 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 i b c t e q " f g " r c " k p t q f w e e k o p " f g " r c " h q t o c " f g " r t q f w e e k o 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 i b 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 " v 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 o 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 m 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 o 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 o p p g u " f g " r c t i q " r c | q " { " e q q r g t c e k o 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 o p " f g " r t g e k 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 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 m 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 " v 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 " v t c d c l q u " s w g " c p e r k c " u w " t q n " g p " m u " r c " f u g u " f g " r c " c u e k e k e o p " f g " p c e k o p p g u " f g n l u w f g u g " c u k ^a 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 r i " t g u r g e v q . " m 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 t " f g " r c " l o r n g o g p v e e k o p " f g " f g v g t o k p c f c u " r q n l e c u " l p f w u t k r g u " { " r c " c t v k e w r c e k o 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 o p " r c d q t c n f g " V q { q v c " g p " m 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 g 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 o 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 " v t c d c l q u " s w g " c p e r k c p " m 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 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 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'uquv⁷gp'p's wg'guc'f kp^a o lec'ug'tgxlk⁷ } 'hc'tc { gevqtk'f g' r' hto c'hwg'o w { "gzkquc"gp"mqu'c° qu'uki w⁷gpv⁷u"} *Drcem"4233=Nco r tgej v."422; =Rj gm⁷gv'crl⁷ 4239+0'

Gp'Co² tlec'Nc⁷kp'p'q'cdw⁷pf cp'mu'tcdclqu'uqdtg'Vq { qvc0Gp'O² zleq. 'wp'rdtq'tgekp⁷vg' f g'I^a o gu' { "Qrkgtc'Ci w⁷kt *4242+tg⁷epu⁷w { g'r'vc { gevqtk'f g'Vq { qf c'gp'O² zleq'f wcpv⁷g'r' f²ecf c'f g'3; 72"ewcpf q"r'go r tgue'ug'f gf le»"c"r'r tqf week⁷p" f g"dlgp⁷u" f g"ecr kcn'r ctc"r" r tqf week⁷p"vg⁷kr0Gp'Dtcukn'cni wpqu'cwqt gu'guwf kcp'gn'ecuq'f g'Vq { qvc'eqp'gur gekn'cvp⁷ek⁷p" gp'uwu'hwpek⁷pgu'f g'f kug° q' { "vcpuhgt gpek'vgepqn>i lec"*Ectxcnj q."4227=E⁷qpuqpk' { "S wcf tqu." 4226=E⁷quvc."422: =K⁷wuwk'gv'crl⁷4237+0Gp'Cti gp⁷kp.'r'o c { qt⁷lc'f g'mu'ctv⁷ewqu'uqdtg'f lej c" go r tgue'tghgt gp'cn² vqf q'f g'r tqf week⁷p'vq { q⁷lcw" { .r t⁷pek⁷cm gp⁷vg.'c'mu'r tqeguqu'f g'vcdclq" gp'guwu'r rcp⁷cu"*f⁷ nctg⁷l 'P gy o cp."4239=f⁷ nctg⁷l 'P gy o cp."4234=Dc⁷wuk⁷pk'4223=F⁷qrg⁷pun⁷l ." 4234=O⁷gf kpc'Hg'gt."423: =Ucpq' { 'F KO ct⁷kpq."4225+0'Wp'tcdclq'tgekp⁷vg'gzco kpc'r'tgmek⁷p" f g'Vq { qvc'Cti gp⁷kp"Uqekgf cf 'Cp»pko c"*VCUC+'eqp'gn'Ukp'f kcvq'f g'O ge^a plequ' { "Ch⁷kgu'f gn' Vt⁷cpur qt⁷vg"Cwqo qvt *UO CVC+'gp'mu'Anko qu'c° qu"*Vco c { q."4243+0'Nwgi q."qvtq'ctv⁷ewqu' cpcrk⁷ c'r'r tqf w⁷klcf cf 'f g'Vq { qvc'Cti gp⁷kp'f wcpv⁷g'r'r tlo gtc'f²ecf c'f gn'uki m'quv⁷plgp⁷q" s wg'gzkug'wpc'f hgt gpek'eqp'r'f g'mu'r c⁷ju⁷egpvt⁷rgu'r gtq"s wg'r'o luo c'gu'ecf c'xg⁷l 'o gpqt" *O cksq."4239+0'Nwgi q."gzkug⁷p'qvtqu'o^a u'gur ge⁷hequ'uqdtg'gn'r rcp'f g'pgi qekqu'f g'r'f k⁷kluk⁷p'f g" cwq⁷g⁷xc⁷q⁷qt gu'f g'Vq { qvc'Cti gp⁷kp"*P q⁷xg⁷kpq."423; +.gn'ugt⁷xlek⁷q" f g"car-sharing *Dcn⁷cpq." 423; +.r'tgur qpucdk⁷cf cf "uqekn'go r tgu⁷ctk"*Tqf cu'I qp⁷l^a ngl ."4242+ { "r'f k⁷kluk⁷p" h⁷kp⁷cel⁷g⁷c" *Ct⁷pcwf q."4234+0'

Rqt'qvtq'rcf q.'cpv⁷egf gp⁷vu'f g'lo r qt⁷vpek⁷r ctc'guc'vguku'm'gcn⁷l cp'Hg { uug⁷gv⁷3; ; : + cn'gzco kpc⁷t' gn'r tqeguq' f g'k⁷pu⁷rcel⁷p" f g'Vq { qvc'gp" Cti gp⁷kp."Tco c" *4226+"cn' cpcrk⁷ ct" gzj cw⁷lxco gp⁷vg'mu'o gec⁷pluo qu'f g'ug⁷geek⁷p."eqqt⁷l k⁷cek⁷p" { "f gu⁷cttqm⁷q" f g'r tqxggf qt gu'f g' Vq { qvc'Cti gp⁷kp" { "Twdk⁷gv'crl⁷*4244+"cn'guwf kct'gn'f gu⁷cttqm⁷q" f g'wpc'r tqxggf qtc'f g'VCUC." K⁷pf wut⁷kcu'I w⁷kl' { "uw'gur gekn'x⁷pe⁷wu'eqp'r'v⁷gto kpcn'lcr qp⁷guc0Cf go^a u."gn'vcdclq'f g'Ct⁷l c" { "Nqr gl " *422: +.uk' dlgp" pq' gu^a " g⁷ph⁷ecf q" gp" gn' ecuq' f g' Vq { qvc." w⁷kg⁷p" wp" i tcp' pl⁷xgn' f g' f gu⁷i tgi cel⁷p."r qt" m'ewcn'tgcn⁷l c"cr qt⁷vu' k⁷vgt⁷guc⁷p⁷vu'r ctc"gzco kpc⁷t"r'vc { gevqtk'f g'r' go r tgue'mu'r tlo gtqu'c° qu'f gn'uki m⁷0"

C"r ct⁷vt'f g'm⁷g⁷zr w⁷guv."ug'r rcp⁷vgc'gn'qdl⁷g⁷lxq"i gp⁷gtcn'f g'guc'vguku's wg'eq⁷pu⁷kv⁷g"gp" cpcrk⁷ ct'rcu'ect⁷cevt⁷l⁷uecu' { 'mu'hcevt⁷gu's wg'g⁷zr r⁷kecp'r'qti c⁷pk⁷ cel⁷p" { 'r'i gu⁷kp'f g'r'ecf gpc"

⁷Gri⁷ctv⁷ewqu'f g'P q⁷xlen'gv'crl⁷*4224+vco dl⁷p'ug'eg⁷ptc'gp'gn'cur gevq'rdqtcn⁷g'Vq { qvc'Cti gp⁷kp'r gtq'cd⁷tec'qvtqu' vgo cu'eqo q"r'g⁷u⁷tc⁷vgi k'f g'r'go r tgue'gp'gn'o qo gp⁷v'f g'uw'k⁷pu⁷rcel⁷p" { "gn'cp⁷ r⁷uku'f g'uw'x⁷pe⁷wu'eqp'mu' r tqxggf qt gu'eqo r ctef q'eqp'r' hto c'Xqmuy ci gp'Cti gp⁷kp"r ct⁷vt'f g'r'et⁷gcel⁷p'f g'wp'p⁷l⁷eg'f g'gzco gp'f g' vco cu'r tqf w⁷lxcu⁷0"

f g'xcmqt'f g'rc' hklcn'cti gpvpc'f g'Vq{ qvc'O qvqt'Eqtr qtcvqp '*VO E+'{ 'uw'bo glqt'f gugo r g° q'gp' eqo r ctcekp'eqp'grtguq'f g'rcu'vgo kpcrgu'cwqo qvlegu'tcf kecf cu'gp'gnr c'f'u'gpvtg'4224'{'423; 0' Ncu'j kr »vuku'kplekrgu's wg'i w'f'p'gr'v'cdclq'uqukgpp's wg.'gp'r tko gt'hw'ct.'rc'v'c{ gevqtk' f g'Vq{ qvc' Cti gpvpc' guv' xlpewrc'c'rc' *estrategia empresarial* i mdcn'f g'Vq{ qvc'O qvqt' Eqtr qtcvqp'c'kplekqu'f g'uki nq.'s wg'ug'ectcevgtk' cdc'r qt'wpc'o c{ qt'gzc'pukp'gp'hw'o gtecf qu' go gti gpvqu'{'rc'd'Àus wgf c'r qt'kpuvrc'tug'eqo q'wpc'o ctec'oi mdcn'0' Cf go a u.'guc'gustcvgi kc' guwcd' kphwpekc'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 r p'k'ceekp'gp'gn'rti q'r r' q'{'rc' qu'eqqr gtcvku'eqp'uwu'r tqxggf qtgu' mcegru'0'Guc'hqto c'f g'xlpewrc'ekp'lcr qp'guc.'{'f g'Vq{ qvc'gp'r ctvewrc.'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'hw'ct.'ug'r r'pvc's wg'rc'gustcvgi kc'r kqpgtc'f g'Vq{ qvc'gp'gn'0' gtequw'f g'v'p'gt' r r'v'chqto cu'r tqf wexcu'gzenukxcu'r ctc'Dtcukl'{'Cti gpvpc.'rg'eqphk'c'n'ugi wpf q'wp'tqn'f g' r tqf wvqt'f g'eco kqpgcu'r keni'w'u'o gf kpcu'{'xgj 'f'w'qu'w'k'ct'kqu'f gr qt'v'ku' '*Sport Utility Vehicles.'UWXu+r ctc'Co ² tlec'Ncvpc'0'Guq.'c'uw'xgl.'rg'r gto klc'cwo gpvt'rc'r tqf weekp'f g' wp'dk'p'f go cpf cf q'r qt'gn'ugevt'r tko ctq'gp'rc'tgi k'p' *r keni'w' J knw+.s wg'ug'gpeqvt'cdc'gp' r r'p'q'c'uegqu'c'kplekqu'f g'uki nq.'{'f g'xgj 'f'w'qu'f g'r cuclgtqu'r ctc'ugevt'gu'uqekrgu'f g'cnu' kpi tguqu' *UWX'UY 6+.'ew{c'f go cpf c'wxq'wpc'o gpqt'eqt'g'ceekp'eqp'rc'cnc'xqr'v'kl'cf' geqp»o kec'f g'Cti gpvpc'{'hw'r c'f'gu'f g'rc'tgi k'p'0'

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Gnr' t'gug'p'g'uw'f kq'cf qr vct' a'wp'o cteq'c'p'c'f'f'k'eq's wg'eqo d'k'p'f qu'cdq'f clgu'v'g'v'k'equ'gn' gphqs wg'f g'*cadena globales de valor*'*EI X+'{'rc'r g'ur ge'v'xc'f g'rc'*estrategia empresarial* f g' rc'uqekmqi 'f' geqp»o kec'0' Gnr' r tko gtq'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 gl /Uctm'4233<6-8'{'qht'geg'wpc'f guet'k'ek'p'guk'kl'cf c'f g'guc'u'

⁸"Nqu'cwqtgu'I gt'ghk'{'Mqt' g'p'ky lel' *3; ; 6+.'t'g'v'qo cpf q'rw'cr qt'v'gu'f g'rc'v'g'q'f'f' gn'ukvgo c/o wpf q' *VUO + 'J qr n'p'u'{'Y cmgt'ug'k'p.'3; ; 8+.'g'rc'd'q't'ct'q'p' gn'eqp'egr vq'f g'*cadena global de commodity*" *EI E+'s wg'rwgi q' o qf k'lect'q'p'gp'*cadena global de valor*'*EI X+'f gt'ghk'g'v'c'rd'4227=J wo r j tgl'{'Uej o k'j .4224+0'Guqu'eco dkqu' gp'rc'eqp'egr w'c'rl' k'ek'p'lo r r'lect'q'p's w'g'dt'gu'eqp'gn'o cteq'v'g'v'k'eq'f gn'ukvgo c/o wpf q.'r t'k'p'ek'cm gp'v'gp'v'q't'p'q'c'rc' ewg'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' r qugg' wpc' ðk'w'k'p' f guclt'q'nk'w'c'ö'{'c's wg'r r'p'v'g'c'p's wg'rc'k'p'ug't'ek'p'f g'go r t'guc'u'{'rc'f'gu'gp'rc'u'EI X'ko r r'k'ec'wpc'o glqt'c'r ctc'² uqu.' o k'p'v'cu's wg'rc' VUO "r qugg'wpc'x'k'k'p'o a u'guv'k'ec'gp'rc'ewcn'rc'o c{ qt'rc't'v'f gn'xcmqt'f g'guc'u'ecf g'p'cu'gu' v'c'p'uh'g'k'q'c'hw'r c'f'gu'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'p' *3; ; 39+*Ct'k'i j k'3; ; 2=Dck.'4227=Y cmgt'ug'k'p.'3; ; : +0'Rct'c'eq'p'w'nc't'w'q'dt'g'hw'èco dkqu'gp'hw'f k'ht'g'p'v'g'u'eqp'egr v'qu' f g'ecf g'p'cu'f g'xcmqt'xgt'Uw'i g'q'p' *4232+'q'Dck' *4227+0'

tgf gu'c'r ct vkt f g'f qu'eqpegr vqu'emxg<gobnanza">{"upgrading" I gt ghk'gv'cr0'4227="Rqt v'gv'cr0" 4236+0"

Nc'p'qekp'f g'upgrading'ug'cr q{ c'gp'wpc'eqpegr ekp'bottom-up. "cn'hecrk ctug'gp'e»o q" r'cu'ht'o cu'uidqtf kpcf cu'r wgf gp'q'pq+'k "gucncpf q'gp'rc'ecf gpc0Gnr tqr »ukq'f gr'eqpegr vq'f g" upgrading"gu'gzco kpcf "mqu'r tqeguqu"{"rcu'hqto cu'gp's wg'rcu'go r tgucu's wg'pq"i qdkgtpcp"rc" ecf gpc" *{"r qt" m" wcpvq" gu'p" uwdqtf kpcf cu" uwdgp" gucncpgu" gp" rc" gucnc" k'p'vgt'p'cek'p'cn'f g" ce'v'x'k'f cf gu'f g'xcmqt "ci tgi cf q."o qxl'p'f qug'f guf g"ce'v'x'k'f cf gu'f g"dclq"xcmqt"ce'v'x'k'f cf gu'f g" cnq'xcmqt'f ctc'cwo gpvct'hqu'dgpg'hek'qu'f g'r ct v'ekr ct'gp'EI X"Dck"{"I gt ghk'4225+0Gri'gphqs wg" f g'rcu'EI X'gs vkr ctc'upgrading"ce'v'x'k'f cf gu'f g"desarrollo económico *O krdgti {"Y kpmgt."4235+."

Rqt"uw'r ct vq."rc" f g gobnanza"ko r nec" wpc"xkukp"top-down. "cn'cpcrk ct"e»o q"rcu" go r tgucu'nf gt gu'f g'rc"ecf gpc"eqvtqncp"{"vqo cp"rcu'f gekuk'p'gu'rk'f cf cu'c'rc"qti cpl'cekp'f gn' r tqeguq'r tqf we'v'x'q" I gt ghk'gv'cr0'4223. "4227+0Nqu'r tko gt qu'k'p'v'p'v'qu'f g'uk'v'go c'k'cekp'{" eruk'he'cekp'f g'rcu'hqto cu'f g"i qdgt'p'cp' c"hwgt'q'p'tgc'rk' cf qu'r qt" I gt ghk'*3; ; 6+."s w'k'p'r qt" gpv'p'egu'k'f gp'v'k'k'»f qu'v'k' qu'r t'k'p'ekr c'ng'u'f g'ecf gpcu'rcu'f k'k' k'f cu'r qt"gn'eqo r tcf qt" *buyer-driven+"{"rcu'f k'k' k'f cu'r qt"gn'r tqf we'v'q' *producer-driven+0Nwgi q. f'lej q'eqpegr vq'hwg'v'k' k'he'cf q" gp"ek'p'eq' f k'x'gtucu"ecygi qt'cu'c+f g"o gtecf q="d+"o qf w'rc'="e+" t'g'rc'ek'p'cn'="f "+" ecw'k'x'c" {"g+" lgt' ts w'k'ec. 's wg'lw'ti gp'f g'rc'eqo d'k'p'cekp'gp'v'g't'gu'x'ct'k'cd'ng'u'c'+rc'eqo r ng'k'f cf 'f gn'k'p'v'g'teco d'k'q" f g'k'p'hqto cekp'gp'v'g'r tqx'ggf qt"{"eqo r tcf qt. "d+rc"eqf k'he'cd'k'k'f cf "f g'rcu'k'p'hqto cekp"{"e+rc" gz'k'v'g'pek' *q'pq+f g'ecr cekf cf gu'gp'hqu'r tqx'ggf qt gu' I gt ghk'gv'cr0'4227+0"

Gp'ewcpvq"rc"ecf gpc'f g'xcmqt'cwqo qv'k' "guc'rk'v'g'c'w'c"j c'ecv'nc'q' cf q'c'mqu'f k'v'k'p'v'qu" gur cek'qu'p'cek'p'c'ng'u'r tqf we'v'q'gu'f g'x'g' j'ew'qu'gp'v'g'u'i t'cp'f gu'i twr qu'centro. "semi-periferia"{" periferia integrada f gr'gp'f k'p'f q'f g'uwu'ecr cekf cf gu."hw'pek'p'gu"{"r tqr k'g'f cf "f g'rcu'go r tgucu" *O qtf wg"{"Uy g'g'p'g'f .4242="Rcx'nf'p'gm"423: "Uw'ti g'q'p"{"H'q'k'f c."4222+0Gu'q'r gto k'g'gp'v'p'f gt" gn'hw' ct's wg'v'k'p'g'c'ti gp'v'k'p'gp'rc'EI X'cwqo qv'k' 0"

F g" guv" o qf q." mqu" cr qt vgu" o a u" t'g'g'x'c'p'v'gu" f g" guv" g'p'hqs wg" r ctc" rc" k'p'x'g'u'ki cekp" r tqr w'guc'ug'dcucp'gp'rc'f guet'k' ekp'v'q'cn'f g'rc'ecf gpc'f g'xcmqt'cwqo qv'k' . "v'p'k'g'p'f q'gp'ew'g'p'c" f guf g'gn'f k'ug'o q"j cu'c'gn'w'w'q' h'p'cn'f gn'r tqf we'v'q."s wg'gp'guv"ecuq'uq'rcu'x'g'j'ew'qu'r tqf we'k'f qu" r qt"Vq{ qv'c'ti gp'v'k'p'c'0Gri'ugi w'p'f q'grgo gp'v'q'f g'ko r qt'v'pek'gu'gn't'qn'f g'rcu'ht'o cu'nf gt gu's wg" o q'f g'p'guc'ecf gpcu.'s wg'gp'guv"ecuq'rcu'gl'g'teg'Vq{ qv'c'ti gp'v'k'p'c'eq'p'rcu'r tqx'ggf qt gu'nc'c'ng'u" {"gz'v'c'p'l'gt'qu." {"eq'p'rc't'g'f "f g'eq'p'g'uk'p'ct'k'qu" {"en'g'p'v'gu'nc'c'ng'u" {"h'q't' a' p'g'qu"0"

Uk'p" go d'cti q. " guv" o cteq" v'g'»t'lek'q'hw'g" w'k'k'k' cf q" o c{ qto gp'v" c" p'k'x'g'ng'u" f g" u'g'ev'q't'gu" ge'q'p'»o lequ" {"pq" f g'ht'o cu'k'p'f k'x'k'f w'c'ng'u'0Rqt" guv" o q'v'x'q. "cn' w'p'qu'cw'q't'gu"eqo gp'l' ct'q'p" c" r nc'p'v'g'ct"rc"ko r qt'v'pek'f g'rcu'f gekuk'p'gu'f g'ce'v'q't'gu"gur ge'he'qu."tgo cte'c'p'f q'rc'p'g'ek'f cf "f g" ng'x'ct'guv"cp'a' r'k'u'cn'p'k'x'gn'f g'rc'go r tguc" *Q'rk'x'g'k'c'gv'cr0'423; "R'q'p'v'g"{"Uw'ti g'q'p."4236="U'c'ng'u"

{\ {rdgtdgti .423; #0Gp'r ctvewrct. "Rcxnfpn"423: <4+"uqukpgg'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" {\ {rdgtdgti "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 kpkwtcek»p" f g" go r tgu" *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 ct»p" f g" f gekukppgu" gp" wpc" eqo r c° "c" s wg" f gvto kpc" {" tngxrc" uuu" qdlgvkxqu" q" o gvcu. " r tqf weg" r u" r tpekrcgu'r qn'lecu" {" r npgu'r ctc" nqi tctm. " {" f ghkpg" r" i co c" f g" pgi qekqu' s wg" r" go r tgu" xc" c" r gtugi wlt. " gn'kr q" f g" qti cpk cek»p" j wo cpc" {" geqp»o lec' s wg" gu" q" kpvpc" ugt. " {" r" pcwtcrgl c" f g" r" eqp»o lec" q" pq" geqp»o lec' s wg" kpvpc" dtkpf ct" c" uuu" r tqr kwtkqu. " go r rgef qu. " enlpgvu" {" eqo wpkf cf gu" Cpftgy u. "3; : 9-0"

Guc" rgewtc" f g" r u" "estrategias empresariales" j c" ukf q" etklecf c" r qt" guvt" dcucf c" gp" r" n" i lec" f g" r" geqpqo "c" pgqerf ulec" f g" cevtgu" tcekppcrgu" o czko k cf qtgu" *I wkn? p. " 4225= J co knqp" {" Dki i ctv. "3; : : "+" pq" xlpewrctug" c" qvtcu" f ko gpukppgu" f g" cp" ruku. " vrgu" eqo q" gn'r qf gt. " r" tgrcek»p" eqp" gn'Gucf q" {" qvtcu" cevtgu" geqp»o lequ. " {" c' s wg" gu" " egpvtcf c" gp" wpc" o kcf c" kpvtpc" f g" r" n" i lec" qti cpk cekppcn" *I ci i gtq. "4234=P cxcttq. "4242+0Rqt "n" vcpvq. " f guf g" r" uqekqmi "c" geqp»o lec" ug" j cp" r tqr wguv" qvtcu" xctkdrgu" r ctc" vpgt" gp" ewgpc" gp" gn'guwf kq" f g" r u" "estrategias empresariales" eqo q" gn'tqnf gn'Gucf q. " r u" f kwpvcu" j gttco kpvcu" f g" gucdkkl cek»p" f gn'gpvtpp" s wg" wklk cp" r u" hto cu. " gn'r qf gt" f g" b gtecf q" {" r u" f kpa o lecu" kpvtpcu" f g" r u" go r tgu" gp" r" vqo c" f g" f gekukppgu" *Hki uvgk. "3; : 9=Hki uvgk" {" O eCf co . "4233=I ci i gtq. "4234+0"

F g" guv" o qf q. " r" uqekqmi "c" geqp»o lec" ug" crglc" f gn' cdqtf clg" geqpqo lekuc" f g" r u" go r tgu. " gp" gn'ewcn'ug" r u" gpvkgpf g" eqo q" ci gpvu" o czko k cf qtgu" f g" kphqto cek»p" eqo r rvc" {" tcekppcnk cf " r gthgvc" {" r tqr qpg" pwxcu" xctkdrgu" r ctc" gn'cp" ruku" f g" r u" hto cu" Rctc" Hki uvgk" {" Hggncpf "3; ; 7<62+" gn'o glqt" cdqtf clg" r ctc" guv" qdlgv" f g" guwf kq" ug" tgrkl c" f guf g" gn'2 phuku" gp" e»o q" r" j kvqtkc" {" r u" tgrcekppgu" uqekrgu" kpekf gp" gp" r u" tgrcekppgu" geqp»o lecu" g" kpvkwekppcrgu" OC "uw'xgl . " Hki uvgk "3; ; 2+" uqukpgg' s wg" iqu" cevtgu' s wg" eqp»o qti cpk cekppgu" f gdgp" kpvtr tgvct" uuu" eco r qu" qti cpk cekppcrgu" {" nvgi q" mxtc" c" ecdq" r u" r qn'lecu" f g" r" qti cpk cek»p. " dcucf cu" gp" uuu" rgewtcu" f gn'eco r q0Guc" r qn'lecu" guvt" a" f rko kcf c" r qt" r" n" i lec" kpvtpc" f g" r" qti cpk cek»p. " n" s wg" guv" cevtgu" eqp»o. " e»o q" guv" cevtgu" r gtekdgp" gn'o wpf q" {" n" s wg" f ghkpc" eqo q" wpc" cekwf " qti cpk cekppcn" r tqr kcf c" *Hki uvgk. "3; ; 2. "4223+0"

Ncu" hto cu. " eqo q" qvtcu" qti cpk cekppgu" uqekrgu. " uqp" gzt tgu" kppgu" f g" wp" qtf gp" uqekcn'g" ko r ncep" wp" cdcpleq" f g" r qukdrgu" ceekppgu" nqi "ko cu" *Hki uvgk" {" Hggncpf . "3; ; 7+0Uk'dkpg" gzkvpg" tcekppcnk cf gu" geqp»o lecu. " gucu" pq" uqp" k'2 p'lecu. " {" "o gpqu" wpc" hwtl c" pcwtcn' kpf kgtgpekfc. " ulpq" s wg" xct" cp" uuu" vpxco gpvg" eqp" r" j kvqtkc. " ewwtc" g" kpvkwekppgu" f g" ecf c" uqekgf cf " *Dki i ctv. " 3; ; 9< 42+0 Ncu" qti cpk cekppgu" geqp»o lecu" guv" p" kpvtpcu" gp" nqu" r ctqpgu" 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 gpgu" 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 kwpvcu" uqekgf cf gu" *O qti cp. "4223<: +0'

Cj qtc" dkgp." rku"Go r t gucu"O wkpcekqpcrgu"uqp"wp"vr q" f g" qti cpk cel»p" r ct vkwrt "s wg." r qt "f ghpkel»p." vkgpgp" r "ectcevt" ulec" f g" qr gtct" gp" f kwpvcu" r c" ugu" {"guq" i gpgtc" wp" plxgn" 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 cel»p" pcekqpcn" ulpq" s wg. "cf go a u. "r qt" gn" tqn" s wg" lwi cp" cn" kpvgtkqt" f g" wpc" eqtr qtcel»p" i mdcn" *I j quj cn" {"Dctv gw." 3; ; 2=Rtcj crxf" {" F qj . "3; ; 9+0' Rqt" m" vcpvq. "ug" xgp" kpxqmwetcf cu" gp" wp" f qdr" lwi q<" mecn" gp" r "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" r "gustwewtc" o wkpcekqpcn" f g" wpc" eqtr qtcel»p" {"hqt o cpf q" r ct v" f g" wpc" gustcvgi k" qr gtcvxc" i mdcn" }

Guc" vgpuk»p" gvtg" rku" gustcvgi kcu" f g" *incrustación* " *embeddedness" + "mecn" {" i mdcrgu" gu" eqpukwvxc" r ct c" eqo r t gpf gt" c" rku" GO u" {" lwu" lwdulk kctku" *O qti cp. "4223+0D" uleco gpvg. "tghglc" r "uko wncpgk cf " f g" wpc" geqpqo "c" i mdcn" rku" »tf gpgu" r q" ulequ" g" kpvkwelqpcrgu" hci o gpvcf qu" c" plxgn" pcekqpcn" {" rku" t mkekppgu" uqekrgu" {" r tqf vevxcu" eqpegpvcf cu" mecn" {" tgi kqpcn gpvg" *J gkf gptglej . "4234+0' Gu" r qt " gucu" tc| qpgu" s wg" gucu" qti cpk cel»p" j cp" ukf q" f ghpkf cu" eqo q" *espacios sociales trasnacionales* f g dlf q" c" r "kpvgtf gr gpf gpek" gvtg" gn" gur celq" vtcupcekqpcn" {" rku" pcekqpcrgu" *O qti cp. "4233<639+. Guqu" gvtgetw co kpvqu" pq" uqmq" gu" p" kpvgi tcf qu" r qt" pqto cu" {" r tqegf ko kpvqu" hqt o crgu. " ulpq" vco dlz p" r qt" tgf gu" kpvtr gtuqpcrgu" gvtg" cnqu" f k ge vxcu" s wg" vkgpgp" s wg" j cegt " h gpgv" c" rku" f gucl" qu" f g" gpvqtppu" pcekqpcrgu" j gvtqi 2 pgqu. "cn" vgo r q" s wg" ug" t g" ppg" {" eqqr gtcp" gp" pwo gtqucu" tgwpkppgu. " gxgpvu" uqekrgu" {" r tqf gevqu" vtcupcekqpcrgu. " f gucttqmpf q" cu" t mkekppgu" kpvtpcekqpcrgu" {" o qf gnu" c" ugi vkt' }

F g" guvg" o qf q. "r" r t gupvg" kpxguki cel»p" r tqr qpg" eqpvkwct" r " f k geek»p" r tqr wguv" r qt" Ucnq" {" \ { rdgtdgti " *4237+ " cn" cpcnk ct" wpc" ecf gpc" f g" xcmqt" c" r ct vkt" f g" wpc" hko c" kpf kxkf wcn" cvgpf kpgf q" r " hqt o c" f g" r tqf week»p" f g" r " ecf gpc" {" r " *gobernanza* " f g" r " go r t guc" rff gt' Ukp" go dcti q. " gmq" ug" mxxct" a " c" ecdq" cf qr vcpf q" et" uleco gpvg" gn" gzco gp" f g" rku" *estrategias empresariales* O' Guv" r tqr wguv" f guf g" r " uqekqmqi "c" geqp»o lec" r qugg" cpvgeg f gpvgu" gp" rku" guwf kqu" f g" rku" ecf gpcu" i mdcrgu" f g" r tqf week»p" f gn" ugevqt" cwqo qvqt" *Rctf k" 423; +. " f g" rku" go r t gucu" cwqo qvlegu" lcr qpgucu" {" f g" Vq { qvc" gp" r ct vkwrt " *J glo . "4238. "4239. "4242+ {" f gn" guwf kq" f g" ecuq" f g" P kuucp" gp" Dtcukl" *Y cmv tcvj " {" Ucnqu" Rgtgk" f qu" Ucpvu. "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 ct c" gpvqpf gt" r " gzege kqpcrk cf " f g" Vq { qvc" {" uw' ecf gpc" f g" xcmqt" gp" gn" o gtecf q" cti gpvqp' }

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 tguv" 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" tgnl" ¶l kp." 422; +0' I gpgtcm gpvg" 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" õgzi rqtcvqtkuö" cr rlecpf q" wp" eqplwpvq" f g" r tgeguu" r tgxkco gpvg" gur gekhkecf qu" { " cewf kgpf q" c" kphqto cek»p" f qewo gpvni" { " gpvtgxkrcu0Gu'ertq" s wg" rnu" guwf kqu" f g" ecuq" pq" tgr tguvpvc" 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 cdrgu" guvc ¶lveco gpvg." ukpq" c" r tqr qulekqpgu" vgtlecu." { c" s wg" gn' qdlgvkxq" f gn' kpxguki cf qt" gu" co r rct" { " i gpgtcrk ct" vgt¶cu" ¶i gpgtcrk cek»p" cpc¶lec+" { " pq" gpwo gtct ¶tgewepcku" ¶i gpgtcrk cek»p" guvc ¶lvec+" ¶l kp." 3; ; : +0'

Gp" r ct vkwrt." gung" guwf kq" f g" ecuq" ug" f gucttqmc" kpvgi tcpf q" o gvqf qmji ¶cu" ewckvkvx" { " ewcpvkvx" gp" gn' tgrxco kgpvq" { " cp^a ruku" f g" cvqu0Gp" r tko gt" hwi ct." ug" tgerk c" wpc" dtgxg" tguv" c" j ku»tlec" f g" r" kpf wvkc" cwqo qvtk" gp" Cti gpvkpc." f guetkdkp" q" { " cpcrk cpf q" r" u" ectcevt¶lvecu" gutwewtcrgu" f g" r" tco c" c" r ct vkt" f g" r" tgxkuk»p" f g" r" rkvgtcwtc" gur gekrk cf c." r" u" r tpekr crgu" f kur qulekqpgu" kpvkwekqpcrgu" gp" gn' ugevq" { " gn' gzco gp" f g" f kvkpcu" ugtkgu" guvc ¶lvecu" eqo r tgpf kf cu" gp" CF GHC." CHCE." R F GE." EQO VTCF G." QGF G." T gxkuc" O gtecf q" { " r" ddkrqi tch¶c" gur gekrk cf c0Nwgi q." ug" wvkk cp" f lej cu" dcugu" f g" f cvqu" { " qvku." eqo q" CECTC." Uqhtcf g" { " Cf wpc." r ctc" cpcrk ct" eqo r ctcvkvco gpvg" gn' f gugo r g" q" f g" r" u" r tpekr crgu" xctkcdrgu" ugevqtkrgu" gpvt" g" r" u" vgt o kpcrgu" cwqo qvtlegu" tcf kecf cu" gp" Cti gpvkpc" { " gur gekhkect" r" vtc { gevqtk" r ct vkwrt" f g" Vq { qvc" gp" gn' r c¶u0Ncu" xctkcdrgu" s wg" ug" cpcrk cp" uqp" 3+r tqf week»p" vqvn" { " r qt" vkr q" f g" xgi ¶ewuq." 4+" gxqmwel»p" f gn' go r rñq." 5+" r ct vkekr cek»p" gp" r" u" xgpvcu" f g" r" u" 422" go r tguv" o^a u" i tcpf gu" f gn' r c¶u." 6+" gxqmwel»p" f g" r" u" gzi r tvekpqpgu." 7+" plxgn' f g" eqpegpvtcek»p lf kxgtukhkecek»p" f g" f guvkqu" f g" r" u" gzi r tvekpqpgu." 8+" ucif q" eqo gtelcn" { " 9+" eqpvkpf q" ko r qtvcf q" f g" r" u" xgi ¶ewuq" r ctc" gn' r gt¶qf q" 4224/423; 0"

C" eqpvkpcel»p." ug" tgerk c" wpc" tgeqput week»p" j ku»tlec" f g" r" vtc { gevqtk" f g" Vq { qvc" gp" lcr »p" kf gpvkhkecf q" r" u" ectcevt¶lvecu" r ct vkwrt gu" f g" uw' gutcvgi kc" eqtr qtcvkvco0Nwgi q." ug" cpcrk cp" r" u" gvr cu" f g" r" go r tguv" o wvkvckepcn' j cekp" q" 2 phuku" gp" r" u" f² ecf cu" f g" 3; ; 2" { "

⁹"Gung" kpf kecf qt" ug" eqputvka" 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" gzi r tvekpqpgu" tgerk cf cu" c" ecf c" r c¶u" f g" f guvkqu" 0' : "Nc" guvko cek»p" f g" eqpvkpf q" ko r qtvcf q" ug" tgerk c" c" r ct vkt" f g" r" u" ko r qtvekpqpgu" f g" r" ctvgtu" { " r kgl" cu" f g" ecf c" vgt o kpcn' ugi Àp" r" erukhkecek»p" f g" r" qulekqpgu" ctcpegrtkcu" j gej c" r qt" I^a ttk" gv'cn" 4236+" uqdtg" gn' xcmq" gp" r" guqu" f g" ecf c" o qf gny" r tqf vek q" r qt" ecf c" vgt o kpcn' gp" lwrk" f g" ecf c" c" q" ugi Àp" r" i w¶c" qhkecn" f g" r" tgeku" f g" CECTC" ¶eqpuwncf c" c" r ct vkt" f g" y" gd0tej kxg0ti +clwvuf q" r qt" gn' tqo gf kq" cpwcn' f gn' vkr q" f g" èco dlq" f gn' »rct" guvc qwpk" gpug" f gn' DETC" uwo cf q" c" r" u" gzi r tvekpqpgu" f g" cwqr ctvgtu" 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'gpvfp 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 jvkeq'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 jvkecu'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" gmj. "ug" cpcrk ct^a "rc'j kvqtk'f g'rc'go r tguv'gp'gn'rc'j. "uw'gutwewtc'qti cpl' cvxc" { "rcu'ectcevt jvkecu'f g' uw'ecf gpc'f g'xcmq0Rqt "wp'rc'f q. "ug" cpcrk cp"uwu'r tq{ gevqu'f g'kpxgtuk»p. "r rcpgu'f g'pgi qekqu. " cr q{ qu'f gn'Guv'f q. 'tgrck»p'eqp'gn'kpf kcvq. " { 'rc'gxqmwk»p'f g'rc'r tqf week»p' { 'rcu'gzr qtcekqpgu' f g'rc'eqo r c^o j0Cu'ug'gzco kpc'gn'vr q'f g'kpugetek»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'kpg' rc'xqrc'k cf "geq»o kcf'f g'rc'tgi k»p'gp'rc'f go c'f g'uwu'xg jvqu" { "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 gpv'krc'rc'hqto c'f g' *gobernanza* "f g'Vq{ qvc"gp'rc'ecf gpc'f g'xcmq. "f guetkkgpf q" { "emuk'kcpf q'c'uwu'r tqxggf qtgu. " ectcevtk' c'f q'gn'vr q'f g'tgrck»p'guv'cdgek' c'eqp'² uvqu" { "tgeqputw'f g'f g'gn'vr q'f g'cwqr ctvqu' ko r qv'cf cu' { "uwu' qt' jvqu' C" uw' xgl. "ug" cpcrk cp" gp" r tqhw'f kf cf "mu'r tlpokr crgu" qpeg' r tqxggf qtgu'cwqr ctvqu'f g'rc'vgo kpcn'kpf ci c'f q'gp'mu'r tqeguqu'f g'*upgrading*'s wq'² uvqu' j c{ cp'ngxc'f q'c'ecdq0"

Gm'ug'tgcrk' c'c'r ctvt'f gn'cp^a rkuku'f g³+f cvqu'ugewpf ctku'r tqxgplgpvqu'f g'uwu'dcncpegu' go r tguclku.³² "f qewo gpvqu" go r tguclkrqu. "pqvkecu'f g'r g'k»f lequ'f g'rc'nc'peg' pcekqpcn' { "gn' Dqrgv'p" Qhkekri'f g'rc' "Tgr Àdrck" Cti gpvpc" *DQTC=" 4+" gpt'gxkrcu' ugo k'gutwewtc'f cu' c' glgewkxqu'f g'Vq{ qvc" { 'r tqxggf qtgu'f g'rc'vgo kpcn'gp'rcu'ewcrgu'ug'cdqf cp'mu'uki vkgpvu'glgu' c'+"tgrck»p'vgo kpcn'r tqxggf qt. "d+"ectcevt jvkecu'f g'rc'gutwewtc'qti cpl' cvxc'f g'Vq{ qvc. "e+" r ctvew'k'cf gu'f g'rc'vgo kpcn'gp'rc'kpf wv'k'c'cwqo qvtk' "cti gpvpc. "f "+"tgrck»p'eqp'rc'w'k'cf " qti cpl' cvxc'f gn'O gtequw' { "eqp'rc'ecuc'o cvk' "gp'Lcr »p. "g+"eqo r gvpekc" k'vtc/go r tguv'eqp' h'krcrgu'f g'uko krt "gur gekrk' cck»p'r tqf wv'k'c. "vrgu'eqo q'Vckrc'f k' { "Uw^a h'lec. "h'kphwpekc" f gn'Guv'f q'gp'gn'f gugo r g^o q'f g'rc'eqo r c^o jvqu' { "i "+"r tqeguqu'f g'gucrc'o k'pv'f g'rcu'cwqr ctvqu=" 5+"xkukcu'c'rcu'lf dtlecu'f g'Vq{ qvc" { "f g'uwu'r tqxggf qtgu=" { "6+"cp^a rkuku'guv'f jvkeq'f g'dcugu'

³² "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' cck»p'f g'rc'gp'v'gxkrc. "dwecpf q' rc'tgr tguv'ck»p'f g'mu'v'gu'i t'c'pf gu'i tw'qu'f g'cwqr ctvqu'ugi Àp"uw'qtki gp'<lcr qpgugu. "o wvpcckqpcrgu'pq' lcr qpgugu" { "m'crgu'0"
³² "Ceegf kf qu'c'r ctvt'f g'rc'k'ur geek»p'I gpgt'c'f g'lvv'k'k' *k' L'0"

eqo r tgp f kf cu"gp"CF GHC."CECTC."Uqhtcf g" { "Cf wpcp"*ectcevt¶uƙecu" { "gxqmwk»p" f g"rcu" gzt r qtcekqpgu."ko r qtcekqpgu" { "eqvpgpk q" mƣecnf g"xgj ¶ewqu"r tqf wekf qu+."CF GHC."CECTC." CP HC XGC."Hgpdcxcg" { "Dcepq"O wƣf kcn"eqttgƣek»p" f g"rc"r tqf week»p" { "xgpvcu" f g"xgj ¶ewqu" { "xctkcekqpgu" f gn"RKD" f g"Cti gpvƣpc."Dtcku" { "Co 2 tlec" f gn"Uwt+" { "CP HC XGC" { "Hgpdcxcg" *r tqf week»p" { "xgpvcu"eqo r ctf cu"gp"Dtcukn0"

4 - Contribución de la tesis

Ncu"eqpvtkdwekqpgu" f g"rc"vguku"ug" f kƣf gp"gp" f kƣkƣqu"pkxgrgu0" Gp"uw" f ko gpuk»p" o a u" vgtlec" { "i gpgtcrn"ug" gpo ctec"gp" gn" f gdcvgr" t gugpvg"gp"rcu"ekgpeku"uqekrgu"uqdtg"rc"ceek»p" geqp»o lec" f g"rcu"go r tgucu0" Gp"r ctvewrct."rc"lpxguki cek»p"cdqpc^a "rc"kf gc" f g"s wg"rcu"htto cu" uqp"cevqtgu"uqekrgu"s wg"guv^o p"lphwƣf qu"r qt"o Ànkrgu"ncevqtgu."crgl^a pf qug" f g"rc"lƣvgr tgvcek»p" f g"rc"geqpqo ¶c"pgqerñ ulec"/tgvo cf c"gp"mqu"guwƣf kqu" f gn"management" g"international business/" s wg" rcu" gpvƣpf gp" eqo q" ci gpvcu" wƣkctkqu" o czko kƣ cf qtgu" f g" lphqto cek»p" eqo r rƣc" { " tcekqpcrk cf "r gthgevc0" Rqt" gn"eqpvtctkq."gp" guv" vguku"ug" gzc0 kƣct^a "c"rc" hƣkcrn" f g" wpc" GO " lƣvgr tgv^o pf qrc"eqo q" wpc"qti cƣk cek»p"eqo r rƣc"s wg"guv^o f qdrgo gpv"incrustada" c"r ctvƣf g"uw" tgf "lƣvtpcekqpcrn" { "mƣecr0F g"guv"o qf q."uk'dlgr"ug"tgvo ct^a "rc"tgekpgv"r tqr wgvu"tgrnk cf c"r qt" cwqtgu" f g"rcu"EI X"s wg"uwi kgtg"gnlcp^a rkuku" f g"guvcu"ecf gpcu" c"pkxgnf g"go r tguc."guv"ug"mƣxct^a " c"ecdq"eqp"wp"ghq s wg" f kƣkƣq" f g"rc"guvcvgi kƣ"go r tguctkcrn0"

Gp"ugi wƣf q"mwi ct."rc"lpxguki cek»p"r tgvƣpf g"cr qtvt"pwgxc"gxkƣ gpekc"gp"rc" f kƣewk»p" uqdtg"mqu"ghgevu" f g"rc"KGF " f g"GO u"gp"r c¶gu"gp" f gucttqmƣ." f cƣf q"uwvƣpvq" c"rc"xlk»p"s wg" uqvkpgp"s wg"pq"ug"r wƣf g"guvcdrgegt" wpc"tgi rc"i gpgtcrn"uqdtg" f lej qu"o qxko kƣpvqu" { c"s wg"guvqu" ko r cevqu" f gr gƣf gp" f g"pwo gtqucu"xctkcdrgu0" Gp"m"eqpegtƣkƣv" c"rc"KGF "gp"EI X"cwqo qvtlegu" ug"uquvƣf t^a "rc"ko r qtvepek" f g"mqu"cp^a rkuku" c"pkxgnf g"htto c."gpvƣpf kƣpf q" s wg"rcu"o kuo cu"pq"uqp" j qo qi 2 pgcu0"

Gp" wpc" f ko gpuk»p" o a u" gur ge¶lec."rc"vguku"dwec"eqpvtkdvƣt" c"mqu"guvcuqu"guwƣf kqu" f g"guv" o wƣkƣcekqpcrn"gp"r c¶gu" f g"Co 2 tlec" Ncvƣpc0" Cf go a u."gp" gn"ecuq"cti gpvƣpq"pq"cdwƣf cƣ"mqu" vƣcdclqu"s wg"cpckegp"rcu"guvcvgi kcu" f g"rcu" hƣkcrn"mƣecrgu"gp"gn"r c¶u.³³ uƣpq" s wg"rc"o c { qt¶c" f g" 2 uqu"uwrgp"guwƣf kct"cnlugevt"cwqo qvt"gp"uw"vƣcrnk cf 0F g"guv"o qf q."rc"lpxguki cek»p"dwec" cr qtvt" f lej c" gur gekhƣkƣf cf " f gn" cp^a rkuku" f gn"ugevt." gpvƣpf kƣpf q" s wg" gzkvƣgp" guvcvgi kcu" f hƣgtgpekƣf cu" gpvtg"rcu"o wƣkƣcekqpcrgu" cwqo qvtlegu0" Culo kuo q."ug" tgrnk ct^a p"pqxgƣ qucu" o gƣlekqpgu" uqdtg"rcu" gzt r qtcekqpgu." ko r qtcekqpgu" { " eqvpgpk q" mƣecn" f g" mqu" xgj ¶ewqu"

³³Cri wpcu"gzegr ekqpgu"gp"guv"ugvƣf 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"qtiki 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' tgrgxc kgpvq" f g" o gf lqu" i t^a hlequ" { " f gn' DQTC." { " f g" gpv gxlkucu" gp" r tqhwpf kf cf " eqp" uwu" r tkpekrcngu'glgewkxqu."r tqxggf qtgu'cwqr ctvku" { "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'tgrgxcpek'gp'gn'ecuq" f g"Vq{ qvc"Cti gpvkc." { c's wg'r wgf g'dtkpf ct" cni wpcu'tgur wgu"cu" c"nu'pwf qu'r tqdrgo a veku" f g" guc"tco c"lpf wutkcn'gp'gn'r c"ju."vrgu"eqo q"uw'f² hlek'eqo gtekn" f gr gpf gpek"eqo gtekn'eqp" Dtcukn" gucuc"eqo r ngo gpvctkgf cf " r tqf wekxc" gp" gn'O gtequw." dclq" eqpvpkf q" nqecn'f g" nu" xgj ¶ewnu"q'rc'hqto c'f g'xlpewrck»p'gpv g'vgo kpcrgu" { 'r tqxggf qtgu'nqecrgu0F g'gug'o qf q."guc" vgu' r tgvpf g"kf gpv hlect"nu'hcevqtgu"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 kcekppgu's wg" tgr t gupvcp"nu'hcevqtgu"pq"gz vcr qncdrgu"gp" f lej q" r tqeguq+."cu¶"eqo q" gudq| ct" gn'tqn'f g"rc" r qn¶lec"r Àdrlec"gp" f lej q" f gucttqm0'

Nc"lpf wutk"cwqo qvtk "i nqdcn'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 ctvek»p" { "grgetkhecek»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 lequ" { "ci wf c'etkuku" erko a vlc0'Gp" gug" o cteq." gn'ugevqt" cwqo qvt" cti gpvqp" / { " r tkpekrcm gpv" gn'gpvco cf q" cwqr ctvku"nqecn"ug"xgt^a "gph gpvcf q" c"o Ànr ngu'f gucl¶qu0Rqt"m"vcpvq."f guf g"gn^a o dkq" f g"rc" r qn¶lec"r Àdrlec" { "rc"r rcpkhecek»p"gu"lo r tguekpf kdng'gpvpf gt"rcu'f kulpvcu"gutcvgi kcu" f g"rcu" vgo kpcrgu'o wkpcekppcrgu's wg'f qo kpcp"rc"ecf gpc"cwqo qvtk "r ctc'dwæct"rcu"o glqtgu'hqto cu" f g'ctvewrck»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 kgpvcu" eqpegr wrcgu" { "nu'r tkpekrcngu'cpvgegfpvqu'f g'rc'kpxguki cek»p0Cu¶"gp'r tko gtc'kpuwpek" *1.1+." ug'gZR qpqp'nu'cpvgegfpvqu'f g'nu'guwf kqu'ulekrcgu'f g'rc'geqpqo ¶c" { " f gn'f gucttqm"geqp»o leq." eco r qu'f g'guwf kq"gp'nu'ewrcgu'ug"kpugtvc"guc"vguku0Nwgi q."ug'r t gupvc"wpq'f g'nu'cdqtf clgu" vgtleq/cpcn¶lequ"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'guc'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'ulekqmi ¶c"geqp»o lec."f gucttqmcf q"gp'gn'uki vkgpv"cr ctvcf q" *1.3+0"

Rquvgtkqto gpvg. 'ug'tgeqputw{ gp'mqu'r tlpkr crgu'cpvgeg gpvgu'gp'gn'guwf kq'f gn'ko r cevq' f g'rc'kpxgtuk>p'Gzvtcplgtc'F ktgevc'gp'r c'f'gu'r g'ktf' tlequ'*1.4+.'{ 'rcu'r ct'vewrctk cf gu'f g'gug'vkr q' f g'kpxgtuk>p'gp'rc'ecf gpc'cwqo qvtk' 0'Rqt'Ànko q. 'ug'tgrgxc'p'mu'vcdclqu'r tgeg' gpvgu'uqdtg'rc' gur gekh'ekf 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'pi w'k'z' pf q'rcu'f g'rcu'f g'GGWW' { 'Gwtqr c'r tlpkr cm' gpvg'*1.5+0F g'gug'o qf q. 'mq'r t'gug'p'v'f q' gp'gug'ecr 'f'w'w'q'ug'p'v'c't' "rcu'dcugu'v>t'leq/c'p'c'f'f'w'ec'u'r c'tc'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'w'c'n'c'v'g'p'f'k'p'f'q'rc'h'q'to c'f'g'r' t'q'f'w'ee'k'p'f'g'rc'ecf gpc'f' { 'rc'i qdgt'p'c'p' c' f g'rc'go r t'guc'f'f'f'gt. " { 'c'f'q'r'v'p'f'q'gn'gzco gp'f g'rcu'g'v'c'v'g'i'k'c'u'go r t'g'v'c't'k'c'rgu'f'g'rc'u'q'ek'q'm'i 'f'c' geq'p>o' k'ec'0'

" Gp'gn'Ecr 'f'w'w'q'4'ug't'g'c'rk' c'w'p'c'dt'g'x'g't'g'ug'o' c'j' k'u>t'lec'u'q'dt'g'gn'f'g'v'c't't'q'm'q'f'g'rc'k'p'f'w'v'w'k'c' cwqo qvtk' "gp'Cti gp'v'p'c'k'f'gp'v'k'ec'p'f'q'uw'r' t'lp'k'r'c'rgu'r' t'q'd'r'g'o' a'v'ec'u'c'm'q'rc't'i'q'f'g'rc'o' k'uo'c'0'U'g' eqo' k'g'p' c'g'v'c't'geq'p'v'w'ee'k'p'f'g'f'g'rcu'k'p'k'ek'q'u'f'g'rc'h'c'd't'le'c'ek'p'f'g'x'g'i' 'f'w'w'q'u'gp'gn'r'c'f'j'u'gp' 3; 42. 'r'c'v'p'f'q'r'q't'uw'f'k'v'p'c'u'g'v'c'r'c'u'w'v'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'r'c'r'q't'uw'v'w'k'ek'p'f'g'rc'k'o' r'q't'v'c'ek'q'p'g'u' { 'gn'g'v'c'p'ec'o' k'g'p'v'q'f'gn'g'v'c'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'w'k'c'c'r'c't'v'k'f'g'rcu't'g'h'q'to'c'u'g'v'w'v'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+0'U'g'c'j'q'p'f'c'gp'rc'Ànko'c'f'g'g'v'c'u'g'v'c'r'c'u' { c's'w'g'c'm'f'f'ug' f'g'ur'k'g'i'c'p'eco' d'k'q'u'g'v'w'v'w'c'rgu'gp'gn'g'v'c'v'q't's'w'g'x'c'p'c'o'c't'ec't'uw'f'g'v'c't't'q'm'q'gp'gn'r'g't'f'q'f'q' u'k'i'w'k'g'p'v'g' { 'ug'k'p'v'c'r'c'V'q' { q'v'c'gp'Cti'gp'v'p'c'0'

" Nwgi q. 'ug'c'p'c'rk' c'gn't'geq't't'k'f'q'f'gn'g'v'c'v'q't'c'rc'uc'rk'c'f'g'rc'rc'et'k'k'u'f'g'rc'eq'p'x'g't'v'k'k'k'f'c'f'c' r'c't'v'k'f'g'rc'uw'f'g'ug'o' r'g'o'q'gp'v'z't'o'k'p'q'u'f'g'rc'r'q'f'w'ee'k'p'." x'g'p'v'c'u." go r'ng'q." g'z'r'q't'v'c'ek'q'p'g'u." k'o' r'q't'v'c'ek'q'p'g'u' { 'u'c'f'q'u'eqo'g't'ek'c'rgu."f'k'g't'g'p'ek'p'f'q'rc'g'v'c'r'c'f'g'rc'r'q'ue'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'E'co' d'k'g'o'q'u'*2.2.2+0'G'p'd'c'ug'c'g'v'c'u'q'u'g'v'w'v'c'f'q'u'ug't'g'v'c'n'c'rc'r'g't'uk'v'g'p'ek'f'g'rc'q'u' r'q'd'r'g'o'c'u'j' k'u>t'le'q'u'f'gn'g'v'c'v'q't'gp'gn'g'v'c'v'q'Z'Z'K'0'

Gp'gn' u'k'i'w'k'g'p'v'g'c'r'c't'v'c'f'q'ug'c'p'c'rk'c'gn'f'g'ug'o' r'g'o'q'f'g'rc'rcu'f'k'v'p'c'u'v'g't'o'k'p'c'rgu' cwqo qvt'legu'f'w'c'p'v'g'gn'r'g't'f'q'f'q'd'c'l'q'g'v'w'f'k'q'c'v'c'x'2'u'f'g'uw'v'p'k'x'g'm'u'f'g'r'q'f'w'ee'k'p.'h'c'ew't'c'ek'p'." r'q'ue'k'p'gp'rc'e'À'r'w'c'go' r'g'v'c't'k'c'c't'i'gp'v'p'c.'x'q'n'w'o'gp' { 'f'k'x'g't'uk'h'ec'ek'p'f'g'rc'u'g'z'r'q't'v'c'ek'q'p'g'u." u'c'f'q'u'eqo'g't'ek'c'rgu' { 'eq'p'v'g'p'k'f'q'm'ec'n'f'g'm'u'x'g'i' 'f'w'w'q'u'*2.3+0'C'r'c't'v'k'f'g'g'v'c'g'z'c'o'gp'ug'f'g'v'c'c'c' gn'ec'v'q'f'g'V'q' { q'v'c'r'q't'uw'v'w'v'c'f'q'u'w'r'g't'k'q't'g'u'gp'rc'o'c' { q't'r'c't'v'g'f'g'rc'u'c'ur'g'v'c'q'u'c'p'c'rk'c'f'q'u'c'n' eqo' r'c't'c't'ug'eq'p'gn't'g'v'q'f'g'rc'u'v'g't'o'k'p'c'rgu'cwqo qvt'legu'0'G'm'q'o'c't'ec'rc'g'z'eg'r'ek'q'p'c'rk'c'f'f'gn'ec'v'q' f'g'g'v'w'f'k'q' { 'rc'p'g'eg'v'k'f'c'f'f'g'g'p'v'g'p'f'g't'm'u'h'c'ev'q't'g'u's'w'g'z'r'v'c'ec'p'g'v'c'g'f'g'v'c't't'q'm'q'0'

Gn'Ecr 'f'w'w'q'5'w'k'g'p'g'r'q't'q'd'l'g'v'k'q't'geq'p'v'w'k'rc'incrustación internacional'f'g'rc'h'k'k'c'n' c't'i'gp'v'p'c'f'g'VO'E'0'R'c't'c'g'u'q.'ug't'g'x'k'uc'e>>o'q'g'v'c'c'go' r'g'v'c'ug'k'p'ek' { 'f'g'v'c't't'q'm'v'c'p'v'q'gp'uw'r'c'f'j'u' f'g'q't'k'i'gp.'l'c'r'p'."eqo'q'gp'gn't'g'v'q'f'gn'o'w'p'f'q.'r'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'g'v'c't'k'c'n'i'm'c'n' { 'c'n'i'm'i'c't's'w'g'q'ew'r'c'rc'h'k'k'c'n'c't'i'gp'v'p'c'gp'uw'g'v'w'v'w'c'

o wmpcekqpcr0'F g'gug'o qf q."ug'eqo kgp| c'nc'ugeek»p'cpcrk| cpf q"gn'qtki 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'p'»3.1+0'Nwgi q."ug'f g'nc'p'f qu' eqo r qpgp'v'u'gugpekrgu'f g'nc'g'utcvgi kc'go r t guctkcn'f g'Vq{ qvc'»3.2+."hqu'ewcrgu'uqp'uw'ukungo 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 gpvqu'uqp'egpvcrgu'r ctc"gpvpgf gt'rcu'r ct'kwctkf cf gu'f g'nc'hko c'f guf g'uw' qtki gp"{"f lgtqp'nwi ct'c'nc'r tqr ci cek»p'f g'uw'ukungo c'c'r ct'kt'f gn'nc'o cf q"toyotismo, gn'ewcn' eqpf gpu»'i tcp'r ctvg'f g'hqu'eco dlqu's w'ug'gucdcp'mgxcpf q"cedq"gp'gn'ecr kcrkuo q"o wpf kcn' gp"nc'f 2 ecf c'f g'3; 920' Cuko kuo q." gucu'ectcevg'p'w'lecu"uqp"etwckrgu'r ctc"eqo r t gpf gt'nc' g'utcvgi kc'f g'Vq{ qvc'»Cti gp'kpc'f wcpvg'rcu'»Anko cu'f 2 ecf cu'r tkpek'cm gpvg'uw'r rcp'k'cekek»p'c' ncti q'r nc| q'{"uw'tg'ncek»p'eqp'r tqxggf qtgu'hqecrgu'0'

" Gp'gn'uki w'kpv'g'cr ctvcf q"ug'tgeqpust w'f g'nc'g'vcr c'f g'et geko kgpvq'cn'k'p'v'gt'kqt'f g'"Lcr »p" n'wgi q'f g'nc' »KI wgttc" O wpf kcn'nc'g'zr cpuk»p'f gn'I twr q"Vq{ qvc'{"gn'k'petgo gpvq'f g'uwu' g'zr qt'cekqpgu" c'f k'k'p'v'qu" o gtecf qu'f gn'o wpf q" »3.3+0' Nwgi q." ug'uki w'g" eqp"nc'hcug'f g' k'p'v'gt'p'cekqpcrk| cek»p'f g'nc'hko c'c'r ct'kt'f g'nc'k'p'w'c'cek»p'f g'h'k'c'rgu'gp'f k'gt'gp'v'u'r c'p'»3.4+0' Gp'g'v'c'g'vcr c'f g'zr cpuk»p'gp'o gtecf qu'go gti gp'v'u'gu'ewcpf q"Vq{ qvc'ug'k'p'w'c'nc'gp'Cti gp'kpc'0' C"tc'p'f g'g'mq."ug'tg'crk| c'w'p'ectcevg'k| cek»p'f gn'tqn'f g'ecf c'uwdukf kctk" c'r ct'kt'f gn'c'o q'f g' tcf kecek»p."gn'ect' a evgt'lw'p'f leq."gn'v'k' q'f g'd'k'gp'r tqf w'ekf q."rcu'tc| qpgu'f g'nc'k'p'w'c'cek»p'{"gn'p'k'gn' f g'r tqf week»p"gp'v'g'422; {"423; 0'Ugi w'k' q" c" guvq."ug'f guetkdg'nc'g'vcr c'f g'eqpuq'rkf cek»p'f g' Vq{ qvc'eqo q'w'p'c'hko c'o wmpcekqpcn'»3.5+c'r ct'kt'f gn'c'p' a ruku'f g'nc'r tqf week»p'gp'rcu'f k'k'p'v'cu' tgi k'p'p'gu'f gn'o wpf q'{"nc'tgeqpust week»p'f g'nc'tgf'f g'ceekq'p'k'v'cu'r tkpek'crgu'f g'nc'hko c'nc'wgi q' f g'uw'k'p'ew'k'»p'gp'rcu'dq'ncu'f g'P w'g'xc'f qtn'{"Nqpf tgu'0'

" Rquv'gt'k'qto gp'v'g." ug'cpcrk| c'gn' r tq{ gevq" k'p'p'q'x'cek»p" k'p'v'gt'p'cekqpcn' f g' X'g'j'p'ew'v'qu' O w'nc'r tqr »ukq'»*KO X+nc'p| cf q'r qt'nc'go r t guc'c'p'k'x'gn'i m'q'c'n'gp'4224'»3.6+."gp'gn'ewcn'nc'h'k'c'n' cti gp'kpc'v'k'p'g'w'p'tqn'r tgr qpf gt'c'p'v'g'0'Rqt'»Anko q."ug'cpcrk| c'gn'f g'ugo r g'o q'f g'nc'go r t guc'nc'wgi q' f g'nc'etkuku'f g'422: /422; »3.7+."eqo r ct' a pf q'nc'eqp'gn't'guvq'f g'nc'u'hko cu'ugi'Ap'uwu'k'pi t'guqu'{" r tqf week»p'i m'q'c'rgu'0' Cf go a u."ug'gz'co kpc's w'2'tqn'w'x'k'gt'qp'rcu'f k'k'p'v'cu'tgi k'p'p'gu'f gn'o wpf q'cn' k'p'v'gt'k'qt'f g'nc'q'ti c'p'k' cek»p'gp'ew'cp'v'c'x'gp'v'cu'{"r tqf week»p'nc'wgi q'f g'nc'etkuku'i m'q'c'f'0' "

Gn'Ecr'p'w'w'q'6'v'k'p'g' eqo q"qdl'g'v'x'q'f gucttq'm'c'»e»o q"ug'eqph'ki w't»nc'incrustación' nacional f g'nc'h'k'c'n'f g'Vq{ qvc'gp" Cti gp'kpc'r ctc"gpvpgf gt"e»o q"ug'eqph'qto »nc'g'z'k'q'uc' g'utcvgi kc'f g'g'v'c'go r t guc'gp'rcu'»Anko cu'f 2 ecf cu'0'F g'g'ug'o qf q."gp'g'v'c'ugeek»p'ug'f gucttq'm'c'." gp'r tko gt'nwi ct."nc'g'utcvgi kc'f g'VO E'f g'tcf kecek»p'gp'Co 2 t'lec'f gn'Uw'»4.1+."f guv'c' a pf q'ug'hqu' t'q'rgu's w'g'Dtcukn'{"Cti gp'kpc'v'k'p'gp'gp'nc'tgi k'p'p'{"e»o q"guq'lo r cev»gp'gn'f g'ugo r g'o q'f g'nc'h'k'c'n'm'q'ecr'0'Nwgi q."ug'tg'x'k'uc'gn'r tq'eguq'f g'k'p'w'c'cek»p'f g'Vq{ qvc'gp" Cti gp'kpc'{"hqu'r tko gt'qu' c'o qu'f g'r tqf week»p'gp'gn'r c'p'»4.2+0'Gp'gn'uki w'kpv'g'cr ctvcf q"ug'f gucttq'm'c'»e»o q'nc'h'k'c'n'm'q'ecr'

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'glgewcf 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° 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'qf 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 gpvlpq"gp'iqu'c° qu'
423: {"423; "*4.6+0'

Rqt'Ànko q."gp'gn'Ecr 'f'wru'7'ug'ngxc'c'ecdq'gn'cp° 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 rlect° ew° ngu'uqp'rcu'r tkpekr cngu'r ctvgt{"
r kgl cu'ko r qtvcf cu'{"r tqf wekf cu'gp'gn'r c'f'u'{"e»o q'guvq'j c'xctkcf q'gp'iqu'f qu'r tko gtqu'f gegpkqu"
f gn'uki nq"*5.1+0'Nwgi q."ug'gzt rlec"gn'ukvgo c'f g'f gucttqmj"f g'r tqxggf qtgu'f g"VCUC"*5.2+0'C"
eqvpwcel»p."ug'tgcrk' c"wp'cp° nkuku'ci tgi cf q'uqdtg'iqu'r tqxggf qtgu'f g'cwqr ctvgt'f g"Vq{ qvc"
tcf lecf qu'gp'Cti gpvpc."ercukhe° pf qmqu'gp'vgtu'i tcpf gu'i twr qu'c+°O wnkpcckppcngu'lcr qpgucu."
d+°O wnkpcckppcngu'pq'lcr qpgucu'{"e+°Nqecrgu"*5.3+0'Nwgi q."ug'tgcrk' c"wp'gzco gp'lpf kxkf wcnf g"
iqu'r tkpekr cngu'qpeg"r tqxggf qtgu'f g"Vq{ qvc"tcf lecf qu'gp"Cti gpvpc'0'Gucu"go r tgucu"uqp<
F gpuq."Vq{ qvc'Dquj qmw.'l c| cnk'F cpc.'O gvcnuc.'Kpf wutku'I wkf k'Guvgdcp'Eqtg'gtq."Xgpvcnw ."
Rqrko gvcn"ETCO HUC" {"O ki qt" *5.4+0' Rqt' Ànko q."ug'j ct° "wp" cp° nkuku'i gpgten"uqdtg"rc"
gobernanza" f g"VCUC" {"iqu'r tqeguqu'f g'upgrading" f g'uwu'r tqxggf qtgu'gp'dcug" c"nq'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'kpgg'gn'qdlgkxq'f g'kvtqf wekt'gn'cdqtf clg'vg>tkeq.'rcu'j gttco kpvcu" eqpegr wcrnu'f' 'qu'r t kpek crgu'cpvgeg gpvuf g'rc'kpxguki cekp0Cu¶'gp'r tko gtc'kpuwpek'*1.1+" ug'gxr qpgp'qu'cpvgeg 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'kpuwtc"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'Xcmr¶*EI X+*1.2+0Gp'r ct vewrt."ug'ug° crct' s wg'ug'cf qr vct' s "gug'o cteq'r ctc'gn' cp' ruku'f g'wpc'ecf gpc'f g'xcmr'gp'r ct vewrt.'rc'rkf gtc'f c'r qt"Vq{ qv' Cti gp'kpc0Gn'guwf kq'f g' guv' hkrn'f g'rc'GO "Vq{ qv' O qvt' Eqtr qtcvqp"ug' mgxct' s c'ecdq'c' r ct vt' f'gn' gphqs wg'f g' *estrategias empresariales*"f g'rc'ulekqmi ¶c'geqp»o kec."f gucttqm'f q'gp'gn'uki wkpvg'cr ct vcf q' *1.3+0"

Rquvgtkqto gpvg.'ug'tgeqputw'f gp'qu'r t kpek crgu'cpvgeg gpvuf gp'gn'guwf kq'f gn'ko r cevq' f g'rc'kpxgtuk»p'Gz vcp lgtc'F k gcv'gp'r c¶lgu'r gk¶ tkequ'*1.4+."{ 'rcu'r ct vewrt'kf 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 tgeg gpvuf uqdtg'rc' gur gek'ek'cf " f g'rcu' hkrnu'f g' vto kpcrgu' cwqo qvtkegu' f g'GO " lcr qpgucu' gp' gn' o wpf q." f kxkpi wē 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 gugpv'f q' gp'gug'ecr ¶wru'ugpvct' s 'rcu'dcugu'vg>tkeq/cpcn¶kecu'r ctc'gn'gzco gp'f g'wpc'ecf gpc'f g'xcmr'c' r ct vt'f g'wpc'hto c'kpf kxk' wcn'cvgpf kpf q'rc'hqto c'f g'r tqf wek»p'f g'rc'ecf gpc'f' 'rc'i qdgtpep| c' f g'rc'go r t guc'¶¶ gt."{ "cf qr vcf q'gn'gzco gp'f g'rcu'gustcvi kcu'go r t guctkrgu'f g'rc'ulekqmi ¶c' geqp»o kec0'

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

Gp'qu'cwqtgu'en' ulequ'f g'rcu'Ekpcku'Ulekrgu'ug' gpewpvt'cp' cpvgeg gpvuf g'wp' r tqhw'f q'kpvgt²u'r qt'rcu'ewgukqpgu'geqp»o kecu0'Guv'r t gqewr cekp."gp'r ctvg.'ug'kpuetkd¶c'gp' wpc'eqpegr ek»p'kvgi tcf c'f g'rc'ekpck'ulekcn's wg'ug'f gucttqm' r ct vewrt'to gpv'gp'rc'v'cf kek»p' crgo cpc0' " Guc' xkuk»p' gpeqvt»" pwo gtququ' f g'rc'v'atgu' cn' kpvgtkq' f g'rc' Ulekqmi ¶c."

³⁴Nq'ewcn' qf go qu'gpeqvtct.'r t kpek cm gpvg.'gp'Y gdgt.'Uko o gn'f' Uej wo r gvt0C'uw'xgl .ug'r wgf gp'j crct'ekgtvqu' r wpxu'gp'eqo Àp'eqp'qu'vcdclqu's wg'ug'gucdcp'r tqf wekpf q'gp'Hrcpek.'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' gpvtg' 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' gpvtg' 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 guwcec'gnlꞑqt vgtō gtlꞑcpq'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 gpvq' f gr'no wꞑf q'cecf² o leq'c'hꞑpcrgu'f g'hqu'c' q'uo'92'ug'r tqf weg'gn'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 geꞑ'ꞑ'kec'f g'rc' Uqekmqi ꞑ'c' *Rq| cu.'4226+0'Gur geꞑ'ꞑ'keco gꞑvg.'c'r ct wkt' f' gr'vz vq'f g'I tꝼꝼqꝼxgwt' *3; : 7+ "Acción económica y estructura social: el problema de la incrustación" 'ug'eqo kgp| c'c' kꝼꝼukwewkꝼꝼpcrk' ct' wꝼꝼ'eqttkꝼꝼvg'vgt'kec.'f gꝼꝼqo kꝼꝼc'f'P wꝼꝼxc'Uqekmqi ꝼꝼ'Geapp>o kec' *P UG+0'F lej q'cwqt'r rꝼꝼpꝼꝼgc.' tꝼꝼvqo cꝼꝼf q'c'Mctnl'Rqꝼꝼrcꝼꝼ{ k' *3; 66+. 'wꝼꝼc'f g'rcu'vꝼꝼku'o ^a u'ekcf cu' { 'f' kꝼꝼewkꝼꝼ cu'f gꝼꝼvtq'f gr'leco r q'< rc'geappo ꝼꝼ'gꝼꝼ^a 'incrustada gꝼꝼ'rc' uqekgf cf . 'mq'ewcn'lwꝼꝼr qꝼꝼg's wg'gu'kꝼꝼgꝼꝼekꝼꝼf kꝼꝼng'f g'rcu't gꝼꝼekꝼꝼppgu' uqekrgu'gp'rcu'ewcrgu'gꝼꝼ^a 'kꝼꝼo gꝼꝼuc0"

Rctc'gꝼꝼvqu'hꝼꝼꝼf cf qtgu'f g'rc'P UG.'rc'ekꝼꝼpek'geapp>o kec'glꝼꝼteꝼꝼ'ꝼꝼ'gp'Guvcf qu'Wpkl qu'wꝼꝼ' o qꝼꝼqr qꝼꝼkꝼꝼ' uqdtg'gꝼ괻'eco r q'f g'kꝼ괻gukl cek>p.'r qt'mq's wg'gr'r tko gt'r cuq'eqꝼ괻uk>'gp'tgꝼ괻k' ct' wꝼ괻'c' h괻gt'v' et괻'kec' f g' mqu' r quw괻괻f qu' g괻괻pek괻rgu' f g' rc' geappo 괻'c' 괻괻q괻r' u괻ec' t괻gur ge괻v' c괻n' eqo r qt wco k괻괻vq'geapp>o leq'f g'hqu'k괻괻f w괻qu.' { 'g괻괻cd괻gegt'cu'괻'괻'괻'괻' k괻괻'f g'rc'f' kuekr rk괻c'0'Guvcu' k괻괻gukl cf qtgu'cti wo g괻괻vtq괻's wg'gtc'etwec괻'cdtk'gr'f gdcv'cecf² o leq'ce괻tec'f g'rc'geappo 괻'c' r ctc'k괻괻wkt'w괻'c' g괻괻w괻'c'r g괻괻ur ge괻괻c' uqek괻'rc'wg'w괻괻k괻'c'eqo q'eg괻vtq'rc'k괻괻vtceek>p'f g'r g괻괻u괻괻cu' t괻g괻rgu.'gp'xgl' f gr'eq괻l괻v괻'f g' u괻r w괻괻vqu'h괻qto c괻rgu'f g괻괻cttq괻m괻f qu'r qt' mqu'geappo k괻괻cu'eqo q' h괻괻괻f co g괻괻vq'f g'uw'f' kuekr rk괻c' *Rq| cu.'4226+0"

Guvcu' r quw괻괻f qu' ug' qtk괻괻괻p.' r t괻k괻괻ek' cm g괻괻vg.' j cek' ek괻t'cu' ^a t괻cu' vgo ^a w괻cu' h괻괻괻f co g괻괻v괻rgu'gp'rcu's wg'ug'f g괻괻cttq괻m괻'rc'UG0'Nc'f tko g괻'c'f g'g괻m괻cu't g괻'k괻'g'c'rc'teoría de la acción0' Gp'rc'geappo 괻'c'mainstream rc'k'f gc'f g'rc'tce괻k괻괻pcrk' cf 'k괻괻f k괻괻f wcn'g괻괻^a 'eqo r t괻g괻괻f k괻'c'f g괻괻vtq'f g'

eq괻괻괻괻cd' h괻괻gt'vgo g괻괻v' gr'no q괻괻qr q괻괻k괻괻' k괻괻v괻rgewc괻'rc'wg'v괻괻괻괻'괻'괻'괻'괻'괻'geappo k괻괻cu' uqdtg'rcu'ew괻괻k괻괻ppgu'geapp>o kecu' *R괻'g괻' .422; +0'F w괻n괻 g괻o "eq괻괻k괻' g괻cdc' s wg'rc'q괻d괻'f g'mqu'geappo k괻괻cu'ei괻' u괻eq괻'v괻괻괻'괻'gr'f g괻괻v괻' k괻괻u괻r g괻cd괻rg'f g'uw' qt'k괻괻괻c'k>p' k괻괻f k괻괻f w괻rcu'c'." { c' s wg' k괻괻v괻괻ct' f g괻' w괻k' r ctc' ewc괻s w괻gt' u괻ge괻qt' f g' mqu' h괻괻>o g괻괻qu' uqekrgu.' g괻z괻c' { ² 괻f q괻괻cu'f g'hqu'r quw괻괻f qu' uqdtg'rc'괻c'w괻c괻rg' c'j wo c괻괻'g괻'w괻'c괻du괻n괻w괻'g괻t괻tq.' { c's wg'gr'j qo dtg'gu'w괻'c괻괻o c괻n' uqek괻'rc' { 'gu'rc' uqekgf cf 'rc's wg'etgc'uw'괻c'w괻c괻rg' c' *Dgti g괻k괻. '4229+0'
³⁵Eqo q'ug'q괻du괻g괻'gp'uw'rc'k괻'q' uqdtg' "La estructura de la acción social". "Rctuqpu" *3; 59+r' t괻qr q괻괻'c'q' c' t'rc' u괻r t괻go ce괻'괻'f g'rc'Geappo 괻'c' uqdtg'gr'leco r q'f gr'ōxcm괻'ō' k괻괻vtcu's wg'rc'uw괻r t괻go ce괻'괻'f g'rc'Uqekmqi 괻'c't괻g괻k괻'괻' uqdtg' c괻s w괻gr'f g'hqu'ōxcm괻'gu'ō' *R괻'g괻' .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" rru" ekpcku" 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' gko kpc" rru" tgrckqpgu" uqekrgu" f gni" cp" rku. "ug" eqpenw\ g" s wg" r" eqo r gvgpek" f gvgto kpc" rru" v to kqqu" f g" kvgtco dkq" f g" o cpgtc" wni" s wg" pq" r wgf gp" ugt" o cplr wrcf qu" r qt" rru" kpf kxf wqu0⁷" Rctc" rru" uqek»mi qu" geqp»o lequ. "gp" eco dkq. "ru" r tghgtgpekcu" { "ru" ceekqpgu" f g" rru" kpf kxf wqu" pq" guv⁸ p" pgeguctko gpvg" cniqgcf qu" { . "gp" ghgevq. "o wej qu" f g" rru" eqo r qtwo kqpvu" pq" uqp" pk' kvgtgucf 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" uqekr0F g" gmq" ug" f gur tgpf g" s wg" rru" i wuqu" pq" uqp" hku" pk' wplwcturgu. " ukpq" s wg" f gr gpf gp" f gni" eqpvz vq" j kuw" tleq" { " uqekr0⁸" Eqo q" eqpvtr ct vkf c" cni kpf kxf wruo q" b gvf qni leq. "I tcpqxgwt" *3; : 7+ "uqukpgg<""

"

Nqu" cevtgu" pq" ug" eqo r qtwp" q" vqo cp" f gekkqpgu" eqo q" vqo qu" chwgtc" f g" wp" eqpvz vq" uqekn" pk" vco r qeq" cf j lgtgp" eqo q" guercxu" c" wp" i wkp" guetkq" r ctc" gmq" r qt" rru" kvgtugeek»p" eqpetgv" f g" rru" ecvgi qt" fcu" uqekrgu" s wg" qewr cp0Gp" hwi ct" f g" gmq. "uwu" guhwgt| qu" r qt" rru" tct" vpc" ceek»p" kvppekqpcn" guv⁹ p" kpetwrcf cu" *embedded+ gp" rru" ukngo cu" eqpetgvu" f g" tgrckqpgu" uqekrgu" 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" uqukpgg" s wg" rru" 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" rru" UG" rru" kpf kxf wqu" pq" uqp" ecr cegu" f g" r" tngxg" vqf qu" rru" 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+ " rru" ceek»p" geqp»o lec" ug" ukvAc" gp" eqpvz vqu" f g" kpegt vkf wo dtg. "uk" dlgp" rru" cevtgu" r tqewt cp" o czko k cf ct" uw" dgpghlekq. "cpvg" rru" kpecr cekf cf " f g" kf gp" wlect" rru" tgrck»p" »r vko c" o gf kqu" hkgu" ug" cr q{ cp" gp" f kur qukxqu" uqekrgu" eqo q" rru" twkpc" { " rru" tgxkuk»p" eqpuvcpv" f g" rru" qdlgkxqu. "gp" hwpek»p" f g" rru" kvgtr tgcck»p" s wg" j cegp" f gni" eqpvz vq0"

³⁶C "uw" xgl . "guvg" cdqtf clg" hwg" cf qr wcf q" r qt" rru" Geqpqo "c" r ctc" cpcrk ct" qvtqu" hgp»o gpqu" uqekrgu0Rqt" glgo r rru. " Dgengt" *3; ; 5+ f gur rki c" rru" vgt" f" f g" rru" ceek»p" tcekqpcn" r gtq" kpeqr qtcpf q" qvtcu" xctkdrgu" eqo q" cekwvf gu. " r tghgtgpekcu. "e^a rewqu. "cht o cpf q" s wg" rru" ceek»p" tcekqpcn" gu" rru" o glqt" dcug" r ctc" guwf kct" ekpcku" uqekrgu0

³⁷Guv" xkuk»p" s wg" uw" qpg" c" rru" tgrckqpgu" uqekrgu" wp" lo r gf ko gpvq" r ctc" gni" f gucttqm" f g" rru" o gtecf qu" j c" ukf q" hwgt vgo gpvg" ewgukqpcf c" f guf g" rru" r tqr k" Geqpqo "c" 0Gri" gphjs wg" kpukswekqpcrkuc. "r qt" glgo r rru. "dwue»" uw" gtct" guqu" rrp" kgu" c" txc² u" f gni" eqpegr vq" f g" rru" *costos de transacción* ew" c" tgf week»p" ugt" f" gni" qdlgkxq" f g" rru" kpukswekqpgu" f gni" ecr kcrkuo 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" gni" eqpegr vq" f g" ceek»p" tcekqpcn" r gtq. "ugi Ap" ² uvg. "pq" gu" gzenwukco gpvg" geqp»o lec0Ug" r wgf gp" dwuct" o czko k cf ct" f kwpvqu" ecr krgu" *uqekdkkf cf . "guvc wru. " cr tqdcel»p" { " r qf gt+0"

C "gmq"ug"uwo c"s wg"gn'tqn'f gn'Guvf q"wo dlē p"ug"gpewgpvc"o w{ "f kmkf q"gp"rc"vgqt"fc" geqp»o kec."o kgpvcu"s wg."r qt"gn'eqpvtctkq."r ctc"rc"UG."gn'Guvf q"ewo r ng"wp"tqn'egpvcn'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 gpvcw gpvg'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" f cf q."ukpq"s wg"o ^a u'dkgr"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»tlek"Rgtgl . '422; +0'"

Cuko kuo q."co dcu'f kuekr nkpcu'cpcrk 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 wevqtgu" {" equwo kf qtgu" cvqo k cf qu's wg'eqphki wcp'wpc'eqo r gvppek'r gthgevc0Gp'eco dlq."rc'UG'r t guc"gur gekn'kpvt²u" c'rc'f kwtkdwek»p'f g'r qf gt'f gpvt q'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'uqekrgu'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 gvppek"{" rc'r tqf week»p"Hi ki uvkp"{" 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 gceke»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 vkec" g"kpucp^a pgc0'Gn'x'pewu" gpvt g" ceek»p" {" t guwncf q"wo dlē p"gu"ewgukqpcf q"gp" gn'ugpvk q" f g"s wg"mu" *managers*"pq"r wgf gp" kf gpwlect'f g'b cpgtc'eqphkcdrg'rcu't gceekqpgu's wg'r tqf wegp'rcu't guwncf qu's wg'qdugt xcp."ukgpf q" kpecr cegu'f g'i gpgtct'rcu't gur wguv'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 ki uvkp"{" F cwdgt."3; ; <. 5+0"

Lxwco gpvg.'rc'r qukdktf cf'f g'kpi tguet'gp'wp^a tgc's wg'ug'r t gugpvcde'j qukric'rc'Uqekmqi "fc" {" qvtcu'elgpeku"uqekrgu" {" f kur wctrg"wp"nwi ct"gp"rc"kpvt r t gceke»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 nkpc0Cf 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 nkpc."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 kxqtela'gpvt g'gucuf'kuekr nkpcu'f wcpvg'i tcp'r ctvg" f gn'Uki m'Z.Z.'gp'Co ²tlec'Nc'kpc'r tqr gt»'wpc'r tqn'kec'gucwgn'f g'ekpvkuc'uqekrgu'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"geqp»o lequ"xkpewrf qu"cn*desarrollo*³: "gp"mqu'r c"lgu'f g"r"tgi k»p0Ug"tvc" f gn'Gut wewtcrkuo 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"Geqp»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" gut wewtcrkuwu" 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"*Dkgnuej 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" gut wewtcu" f gr gpf kpvgu"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 klc»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" pgqrkdgtcrgu" gp" r" tgi k»p" { "mqu" etkuku" geqp»o lecu" tgewttgpvgu. " r" kpurkwek»p"eqo gp| »"c"tgcrk ct"o ^a u'guwf kqu"uqdtg"guvcdkcf cf "o cetqgeqp»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"geqpqo " f { "ug" f ghgpf k»"wpc"o c { qt "cr gt wtc"eqo gtekn"gpvt g"qvtqu"eco dkqu"gp"uwu"ghqqs wgu"*Dkgnuej 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" geqpqo " 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" { " Ejj kddgt. " gpvt g" qvtqu. " tgewr gtcp" r" h wv" hgtc" hpgc" f g" kpxguki cel»p" cdkgtc" gp"mqu"vgo r tcpqu" :82' r qt "mqu"uqek»mi qu" { " geqpqo kucuf 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"uquvplf q" f g"mqu"hwgt| cu" r tqf wvkc"u. "co r rkpq" q"r"ecr celf cf "vgepqr»i kec" { "r tqf wvkc" kpurcuf c"gp"wpc"geqpqo " 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" geqpqo " 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<Hwvq. "O gf kpc"Gej excttk. "P q { qm"Xc| s wgl . "Cj wo cf c. "Rkpvq" { "Uwngn" *Dkgnuej qy un{ . '422; +0"

⁴²"Gp"guv"guewgr" f g"r" gpuc" kpvq"ug"j emdcp" f qu"xtkpvgu. "o ctecf co gpv" f kgtgpvgu"gpvtg"u" s wg"r wgf gp"ugt" f kxf kf cu"gpvtg"o ctzkuc" *F qu"Ucpvu. "I twpgt" Hicpm"Uco k"Co k»p" { "tghqto kuc" *Ectf quq. "Hcrgwq. "Uwngn"Rc| . " Hwvq 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'gut wewtcrkuo q" { "ug" f c" kplekq" c"mqu" s wg"ug"eqpgeg"eqo q"r" gvr c" f gn'pqqgut wewtcrkuo q" *Dkgnuej qy un{ . '422; +0'Gp"grc. "mqu"cp" r kuku" v»tleq"gn'pbcvk ctqp"gn'r tqi tguq"v epleq"dcucf q"gp"gn'eqpkeko kpvq"gp"dcug" c"guwf kqu"pgquj wo r gvgtkcpqu"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" eqpkeko kpvq"gp"wpc" b c { qt " f kxgtuqu" hkecel»p" r tqf wvkc"o F lej q"pwgxq"ghqqs wg"mqu" r gto klc" c" guqu"cwqtgu"o cpvgpt" wp" f k' mqu" q"eqp"mqu" i qdkgtpqu" s wg"guvcdcp"ngxcpf q" c"ecdq" tghqto cu"gut wewtcrkuo"kpur kcf cu"gp"gn'øE qpugpuq" f g" Y cuj kpi vqö" *Dkgnuej 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 tgpf gt" c" f gucttqmctug" tgs wkgg" wp" eco dlq" f g" eqphkt" gp" vgt'cu' f gf wvxcu' r wcu" c" eqphkt" gp" g'zr g'lkpcku'lpf wvxcu'f g'rc'xkf c'tgcn0Uk'rcu'geqpqo 'cu'go gti gpvgt'xcp'c'ugi wk'etgekpq. 'uk'nu'r c'f'gu" o gpqu'f gucttqm f qu'xcp'c'cwo gpvt'uw'r tqf week»p. 'pgegukcp'wpc'o gpv'gtdgrf g. 'wp'cm c'f g'ugf lek»p" { " wpc'tgxqwek»p'gp'gn'tc| qpco kpvq'udtg'gn'f gucttqmj"geqp»o leq0⁵"

""

Cf go ^a u. "f lej qu" vgt»tlequ'f glctqp" f g" rcf q. "vqv" rc" eqpegr ek»p" *fordista-keynesiana*" r tqr kc" f g" rcu" geqpqo 'cu' kpf wvxcu' cf cu' f g" o gtecf q" f g'negvtq. "eqo q" rc" o cvtk" *centro-periferia*" f g'nu'wdf wvxcu' q'rc'wvxcu' g'lkcpq" { "r wvxcu'gur gekn'cvpck»p" gp'rcu'gur ge'lkcu" hqto cu's wg'cf s wkgg"rc"tgrck»p" gpvt'Gucf q" { "go r tguclku'r ctc" gpvgt'gt'nu'ugpf gtqu'f g'nf *wd-f gucttqmj"geqp»o leq" *Ugttcpk"4234+0Uw'o c { qt'r tgeqew cek»p" guwvq'gp'cpcrk ct'f k'k'pvcu" g'zr g'lkpcku'f g'f gucttqmj"geqp»o leq" gpvt'g'r c'f'gu'f g'lpf wvxcu' cek»p" vct'f'c'f g'rc" r g'k'k'k'c. " r ctc" gpeqvtct" r ct'wvxcu' cf gu" s wg" r gto k'k'g'cp" g'zr rkect" r qt" s w² " r c'f'gu" eqp" öuko k'k'g'guö" ectcevt'f'lkcu" gu'wvxcu' f g'ur ngi ctqp" r tgequ'f g'f gucttqmj" vcp'f k'f'p' k'g'u" { "eqp't guwvq' qu" vcp'f k'k'g'gpvgt'0⁶""

Rqt "Anko q. 'qvtqu'guwvq'ku'f g'rc'PUG'c' h'p'rcu'f g'uki nq'r cu'f q'ug'gpecti ctqp'f g'tgu'c'nt" rc"ko r q'v'pck'f g'rc" qti c'p'k' cek»p" u'lekcn'gp" r tgequ'f g'f gucttqmj"geqp»o leq0'Guqu'cwqt gu' f gu'cecp"rc"tgrxc'pck'f g'nf g'zco gp'f g'rcu'ectcevt'f'lkcu" r ct'wvxcu'gu'f g'ecf c"o gtecf q" r ctc" gpvgt'gt'nu'r tgequ'f g'² z'kq"geqp»o leq. "et'k'k'c'p'f q'rc" k'f gc" f g"o gtecf qu'w'k'g'uc'rcu'f g'rc" geqpqo 'c' pgqen'ulec" *Dki i ctv." 4223< 33+0' Gp" r ct'wvxcu'." guqu' v'cdclqu" j cp" t'gcn' cf q" eqp'kd'w'k'p'gp"e»o q'rcu'ectcevt'f'lkcu" r ct'wvxcu'gu'f g'cni w'p'cu'ulek'gf cf gu'j cp"o q'f g'cf q" uu'u'qti c'p'k' cek'p'gu. 'gpvt'g'rcu's wg'ug'f gu'cecp'uu'go r t'guc'u'r t'k'cf cu. { "e»o q'² u'cu'j cp'lp'hw'k'f q" gp"uu'v'c { gev'q'ku"geqp»o lecu" *Dgco kuj " { "Dki i ctv."4228="Dki i ctv" { "I w'k'p."3; ; ; ."3; ; ; =" I w'k'p."4225="J co k'k'p" { "Dki i ctv."3; ; : +0C'uw'xgl. "guqu'cwqt gu'j cp'et'k'k'c'f q'c'q'v'cu'v'g'gt'f'cu"

⁴⁴G'nl'p'leq'f g'gu'c'eqt'lgpv'vgt'lec'r w'f g'ukwctug'gp'gn'r t'gew'ut'ct'f'p'w'f'f g'Co uf gp" *3; 9; +u'qdtg'gn'f gucttqmj" geqp»o leq'f g'V'c'k' cp's wg'hw'gi q'lp'ur k'»c'rc'v'cdclq'f g'lj' pu'q" *3; : 4+u'qdtg'gn'lecu' l'cr qp² u'c'v'cx² u'f g'uw'Estado des'arrollista0'

⁴⁵R'ctc'r t'q'hw'p'f k' ct'cegtec'f g'nt'geq'k'f q'f g'nr' gp'cu' k'pvq'f g'Co uf gp"eqpu'w'nt'G'x'cpu" *4243+0'

⁴⁶C'f' "guqu'cwqt gu'r wvxcu'gp'gur gekn'cvpck»p" gp'rcu'r ct'wvxcu'gu'hqto cu's wg'cf s wkgg'rc" *acción económica*" eqo q" t'guwvq'f q'f g'rcu'tgrck'p'gpvt'Gucf q'ecr kcn'gpvt'g'ni tct'cw'p'qo 'c' guvcni' *versus* uwewo dkt'c'rc" r gpvgt'cek»p" f g'nu'lpvgt'gugu'go r t'guct'ku'gp'gn'hw'pck'pco k'pvq'f g'rc'dw'qet'cek' guvcni' *Ugttcpk"4234+0R'ctc'g'mj. 't'gew'gt'cp'rcu' p'qek'p'p'gqo ct'z'k'cu'f g'rc' *autonomía relativa*" f g'nu'Gucf q" { "rcu'y g'dgt'k'p'cu't'gur gev'q'c'rc"ko r q'v'pck'f g'rcu' *capacidades burocráticas estatales*0'Gu'f gek. "ug'f g'lc'f g' r gpuct'rc'Gucf q" eqo q" gur glq'f g'rc'g'k'g'f qo k'p'p'v'g. " t'g'qo c'p'f q'gn'f'uleq'f g'dcv'g'o ct'z'k'cu'f g'nu'c'o qu'-82/02'gpvt'g'O k'k'c'p'f { "R'q'w'rc'p'v' cu0"

f gñf gucttqm̄geqp»o leq'j gvgtqf qz cu'cnluquvpgt's wg'guc'u'ug'dcucp"gp'cni Àp"õhcevtq'tet¶leqö⁴⁷
{."r qt"gr'eqpvtctkq."r rcpvgcp"s wg"uqp"wpc"o wñkr ñekf cf "f g"ñcevtq'gu'ñu"s wg"kpvtxkpgp"{"ñu"
r tqeguqu"geqp»o lequ" o ^a u"gzkququ" f gr gpf gp" f gn'o qf q" gp" s wg" ²uqu" ug" ctvewrcp" gp" ñ"
r ctvewrcf cf "f g"wp'c'uekqf cf {"wp"o qo gpvq'j kñ»tleq" f cf q"¶Dki i ctv'{"I wñp."3; ; ; <946+0'

F g"guv"o qf q."gp"ñ"r tguvpg"kpñgñki cek»p"ug"tgvo c"gn'cdqtf clg" f g"ñu"Ekpkecu"
Uqekrgu'uqdtg'r tqdngo cu'eqpukf gtcf qu"õgeqp»o lequö"{"r qt"ñ"vcpvq."ektewpuetkr vqu'cn'eco r q"
f kñek ñpct" f g"ñ"Geqpqo ¶c0Gur ge¶ñeco gpvg."ug"cpñk ct^a "e»o q"ñu"go r tgucu."ñlqu" f g"ugt"wpc"
õecle" pgi tcö."uqp" qti cpk cekqpgu" uqekrgu" eqo r ñlcu" chgevcf cu" r qt" f kñpñu" ñcevtq'gu' Gp"
r ctvewrc."guv" gphqs wg"r gto kñ" gpvpgf gt" f g"ñqto c"o ^a u"ecdcñ"ñ"cek»p"geqp»o kec" f g"ñu"
Go r tgucu'O wñpcekqpcrgu"gp"r c¶ñu"r gñkñ?tlequ'tgegr vqtgu."eqo q'vco dñ p."ñu"ko r cevu"gp"ñu"
f gucttqm̄"geqp»o leq' Cu¶ñ" gp"ñu" r t»zko qu" ecr ¶ññu" ug" o quvtct^a "e»o q"ñu" vgtõ kpcrgu"
cwqo qvlegu" f g" Cti gpñp."ñlqu" f g"ugt" cevtq'gu" wñkñqto gu."wñkñq" f kñtuqu" f gugo r g° qu"
f wcpvg"ñu"r tko gtcu" f ²ecf cu" f gn'ñki ñ." f guce^a pf qug" gn'ecuq" f g"Vq{ qv." {"e»o q" guq" r wñf g"
gzn ñectug" c" r ctvñ" f gn'cp^a ñku" gp" r tqhwpf kf cf "f g"guv" qti cpk cek»p"o wñpcekqpcñ" {"ñu"ñkññ"
cti gpñp'c'0

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

Gp'ñu" f ²ecf cu" f g'3; 92" {"3; : 2'ug' f kñq" gp"gnñ wñf q'wpc'ugtñf g'eco dñqu's wg'wñkñq"
ko r cevu" gp" ñ" qti cpk cek»p" o cpñcewtgic" i ñdññ' Ugi Àp" Rgtñ" *4232+." guv" qñ" f g"
vcpñqto cekqpgu"gu" r ctvñ" f g"ñ"s wñpñ"tgxñwñek»p"vgepññi kec."dcucf c" gp"ñ"ñpñqto ^a ñec."ñu"
vñgeqo wñcecekqpgu" {"ñu"ñqto cu" f g"r tqf week»p"ñgzkñgñ⁴⁸"Gñ"ko r ñe»"gn'f gucttqm̄" f g"ñu"
Vgepññi ¶ñu" f g"ñpñqto cek»p" {"Eqo wñcecek»p" *VñEñu."ñu"ewñgu"ñekñkñctq"gpqto go gpvñ"ñ"
eqqtñ kñcecek»p" c" f kñpñek" f g"ñu" f kñgtgpñu" gñc cu" f g"ñ" r tqf week»p." r gto kñ pñ qñu" c"ñu"
go r tgucu"cewñt" f g"ñqto c"o wñkñecñk cf c'0Qñtq"eco dñq" f g"ko r qtñpñek" gp"guv" ²r qec"ñwñ"ñ"
ñwñtñ"ñf week»p" f g"ñu"eququ" f g"ñcpñr qtñv."gp" r ctvñ." r tqf wñvñ" f gn'vñi g' f g"ñ" *containerización*
*Rñtñ" gñ'cñ" 4236+0' Rñt" qñtñ" ñf q." wpc"ugtñf f g"ñcevtq'gu" r qññlequ" vco dñ p" chgevtq" c"ñ"

⁴⁷" Gpñtñ" gñu." ug" r wñf gp" f guvñct<" vgtñ¶ñ" f g"ñ" o qñ gñpñk cek»p" *eco dñq" i tñf wññ" gp" ñ" etgñek»p" f g" xññtñ+."
gñt wñwñcñkuo q"ñpñ wñtñkñk cek»pñ."ñekññi qu'ñf gñf gucttqm̄ ñpñqñwñkñpñcññu"ñ"Guñf q'cwñpñqo q" {"gñkñpñvñ+."
Vgtñ¶ñ" f g'ñ" f gr gñf gñek ñvgtñ¶ñ" f gn'Uñngo c/O wñf q"ñtgxñwñek»p" r qñññec" {"ñekñññ0Uñkñpññu"cwñtñgñpññ"ñ"vñcpñ."
c" guvñu" vgtñ¶ñu" r qññ¶ñ" uwo ctug"ñu" vñ»tlequ" f g"ñu" EI X"ñpñgtñek»p" gp"ñu" ecf gñcñu" {"gn'
pñqñwñwñcñkuo qñpñqññ wñ r gñtñpñqññpñpñxñek»pñecñ cf gñ'vgepñññi kecññ0'

⁴⁸" Ectññvñ" Rgtññ" *4232+ñ r gñkñkñ c"ñ"ñ"ñ kññtñk"ecñ kñcñkñc"gp"ekñpñq"tgxñwñekñpñu"vgepñññi kecññu"wñgñkñcñu" f gñf g"3992"
{ "r ctñf kñ o cu"vgepñq/geqp»o lequ"s wg"ñu"ectñvgtñk cp<"ñ"s wñpñ" f g"ñu"u"ug" f c"gp"3; 93" {"gñ'ñ gñkñpñk c"eqo q"ñ"gtc"
f g"ñ"ñpñqto ^a ñec."ñu"vñgeqo wñcecekqpgu" {"ñu"ñqto cu" f g"r tqf week»p"ñgzkñgñ0Gññpñekñ" f g"guv"ñ"ñko c"guññ" f cf q"
r qt"ñ"cr ctñek»p"ñ gññ letñr tqegñcñ qt"ñpñññpñ" Eññññpñk."GGWñOC"ñ ctñvññ"ñ gññ4232"gzñgñ"wpñ"ñ kñewñk»p"ñkññ"cewñññ"
õñpñgtñpññ¶ñ wñtñkññ"ñ"ñ"õñpñ wñtñkññ"60ñ"cecdñ"tgxñwñekñpñpñ q"ñu"ñqto cu"ñekññu" {"f g"ñ" r tqf week»p."gp"ñu"ñ"ecuq."ñ"
eqtñgñr qñf gñ¶ñ"eqñ"wpñ"ñgñvñ"tgxñwñekñpñ"gp"ññgñwñññkññ" f g"Rgtññ" *4232+0'

qti cpk celap f g'ir' r tqf weekap' b' wpf kcn'gp' gucu' f² ecf cu0Gpvt g' gmq. 'ug' gpe wgpvtcp' 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 wekxc' f' gn' rcpvc' { "gn' kpetgo gpv' f' gn' eqo gtek' k' wgt pcek ppcn' r' kpxgtuk' p' gz vtcp lgtc' { "r' uwdeqpvtc vek' p' k' wgt pcek ppcn' *Rqtvc' 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' vpf lgtqp' c' v' tcpuhtk' cri wpcu' cevxxk' cf' gu' oi' gpgtcm' gpv. " r' u' o' gpqu' tgpwdr' u' { "uq' h' u' k' ecf' cu' o' f' gn' r' tqegu' r' tqf wekxq' j' cek' q' v' t' cu' go' r' tgucu' *outsorce+ { "q' v' t' qu' r' c' f' u' gu' *offshore+ o' c' { qto' gpv' f' g' r' r' g' t' k' h' t' k. " t' g' v' p' k' p' f' q' r' c' t' c' u' f' i' n' u' u' g' i' o' g' p' v' u' s' w' g' o' a' u' x' c' r' t' c' i' t' g' i' c' p' *ce' v' x' k' f' c' f' gu' core+ { "v' t' e' k' t' k' c' p' f' q' i' n' u' r' t' q' e' g' u' q' r' t' q' f' wekxq' i' gp² t' l' e' q' u' q' f' g' d' c' l' q' x' c' r' t. 'e' g' p' v' t' c' f' q' u' gp' gn' x' q' n' w' o' gp' { "gp' r' e' q' o' r' g' v' k' x' k' f' c' f' / r' t' g' e' k' q' *Rqtvc' gv' cr0' 4239+0' Nc' g' u' v' c' v' i' k' c' g' u' s' f' c' f' r' q' t' s' w' g' d' t' c' t' gn' r' t' q' e' g' u' r' t' q' f' wekxq' gp' x' c' t' k' u' u' g' i' o' g' p' v' u' f' k' u' e' t' g' v' 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' celap' 0' Guv' i' g' p' g' t' w' p' c' k' p' v' g' t' f' g' r' g' p' f' g' p' e' k' b' c' { q' t' gp' r' e' u' t' g' f' g' u' e' q' o' g' t' e' k' r' g' u' k' p' v' t' p' c' e' k' p' p' c' r' u' f' c' f' q' s' w' g' w' p' c' r' c' t' v' g' ko' r' q' t' v' c' p' v' f' g' n' x' c' r' t' f' g' r' u' g' z' r' q' t' w' e' k' p' p' u' e' q' o' g' p' l' » c' e' q' p' v' g' p' t' x' c' r' t' ko' r' q' t' v' c' f' q' gp' o' a' u' f' g' w' p' q' t' k' i' gp' { "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' j' c' u' x' h' g' i' c' t' c' r' u' e' q' p' u' w' o' k' f' q' t' g' u' h' k' p' c' r' u' f' g' h' q' t' o' c' v' n' s' w' g' n' r' t' q' e' g' u' q' f' g' c' i' t' g' i' c' e' k' p' f' g' x' c' r' t' e' q' o' g' p' l' » c' q' e' w' t' t' k' gp' o' A' n' k' r' g' u' g' u' r' c' e' k' u' p' c' e' k' p' c' r' u' *I' g' t' g' h' k' gv' cr0' 4223=I' g' t' g' h' k' { "M' q' t' |' g' p' k' y' k' e' | . '3; ; 6+0"

Gp' dcug' c' guv' r' tqegu. "qu' cwqtgu' 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' i' n' u' cr' q' t' v' u' f' g' r' 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' p. '3; ; 8+ " g' r' d' q' t' c' t' q' p' gn' 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' gp' cadena global de valor" *EI X+ *I' g' t' g' h' k' gv' cr0' 4227=J' w' o' r' j' t' g' { "U' e' j' o' k' l. '4224+⁴⁹ r' e' w' c' n' 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' celap' f' g' gucu' ecf gpcu' ng' eqphk' wt» w' p' r' c' r' gn' 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' gp' r' q' t' i' c' p' k' celap' geqp» o' k' e' c' b' w' p' f' k' c' n' { 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' gp' u' w' d' q' t' f' k' p' c' t' c' n' t' g' u' v' f' g' r' u' go' r' t' g' u' c' u' f' g' r' u' t' c' o' c. " t' g' v' k' p' p' r' u' u' g' i' o' g' p' v' u' s' w' g' o' c' { q' t' x' c' r' t' c' i' t' g' i' c' p. " v' k' p' p' o' c' { q' t' h' e' k' k' f' c' f' r' c' t' c' t' g' w' d' l' e' c' t' u' u' w' l' p' x' g' t' u' k' p' p' u' { " r' w' g' f' gp' q' r' g' t' c' t' o' w' n' k' e' c' t' k' c' f' c' o' g' p' v' g' gp' v' k' g' o' r' q' t' g' c' n' { "gp' h' q' t' o' c' u' g' r' e' v' k' c' 0"

⁴⁹ Guv' u' eco dkqu' gp' r' eqpegr wcrk' celap' ko r rlectqp' s' w' g' d' t' g' u' e' q' p' gn' o' c' t' e' q' v' g' t' l' e' q' f' gn' i' u' k' u' g' o' c' o' w' p' f' q. ' r' t' l' p' e' k' r' c' m' g' p' v' g' p' v' q' t' p' q' c' r' e' w' g' u' k' p' f' g' n' i' d' e' s' a' r' r' o' l' l' o. Nqu' c' w' q' t' g' u' f' g' r' u' 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' k' p' f' g' g' o' r' t' g' u' c' u' { r' c' f' u' g' u' g' p' r' u' EI X' ko' r' r' e' c' w' p' c' o' g' l' q' t' c' r' c' t' e' u' q' u' b' o' k' e' p' v' t' c' u' s' w' g' r' u' 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' c' n' r' e' b' o' c' { q' t' r' c' t' v' g' f' g' n' x' c' r' t' f' g' g' u' c' u' e' c' f' g' p' c' u' g' u' v' t' c' p' u' h' t' k' q' c' n' u' r' c' f' u' g' u' e' g' p' v' t' c' r' u' u' k' i' w' k' p' p' q' r' x' k' u' k' p' f' g' r' u' V' g' t' f' c' f' g' r' u' F' g' r' g' p' f' g' p' e' k' c' { " r' u' 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' p. '3; ; : 40' R' c' t' c' e' q' p' u' w' n' c' t' u' q' d' t' g' r' u' e' c' o' d' k' u' g' p' r' u' f' h' g' t' g' p' v' u' e' q' p' e' g' r' v' u' f' g' e' c' f' g' p' c' u' f' g' x' c' r' 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 ctvk'f g'f qu'eqpegr vqu'ercxg<gobermanza"{"upgrading"Uwti gqp."4232+0' Nc'pkek'p'f g'gobermanza ko r rlec'wpc'xluk'p'top-down."cn'cpcrk ct'e>o q'rcu'go r tgucu'fff gtgu' f g'rc'ecf gpc'eqpvtqncp"{"vqo cp'rcu'f gekukqpgu'rk cf cu'c'rc'qti cpk cek'p'f gn'r tqeguq'r tqf wvxxq" *gu'f gek'. 'i qdktgpcp+0'Nqu'r tko gtqu'vcdclqu'f g'ukugo cvk cek'p"{"ercukhecek'p'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 tlpekrcgu'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 wvqt "*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'ekpek'vr qu'kf gcrqu'f g'i qdgtgpcp| 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+'tgrckqpcn=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' kpvgtco dkq" f g' kphqto cek'p" gptg' r tqxggf qt " {"eqo r tcf qt."d+"rc"eqf kkecdkcf cf "f g'v'n'kphqto cek'p" {"e+"rc" gzkwgpek" *q' pq+' f g' ecr cekf cf gu' gp" rqu' r tqxggf qt gu'0' Gp" tguwo gp." rcu' i qdgtgpcp| cu' f g' ño gtecf qö" {"rc'õlgt^a ts wlecö"uq'p'tcf lecn' gpv'qr wguvcu'gp'gn'r tko gt'ecuq."rqu'x'pewqu" gptg' r tqxggf qt " {"eqo r tcf qt "uq'p'f g'o w' "dcl'cf gpukf cf " {"gp'gn'Anko q'qr gtcp"cn'kpvgtkqt'f g'wpc" o kuo c'eqo r c^o 'c'0'

Rctc'gn'r tqr >ukq'f g'guc'v'guku'rc'i qdgtgpcp| 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'v'gto 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 wvqt "*producer-driven+, f gdlf q' c's wg'hqu'ce'v'xqu'gur ge'fhequ's wg'gu^a p'r qt'f gvt^a u'f g'gug'vr q'f g'i qdgtgpcp| c'uq'p'r tlpekrcn' gpv'g' rcu'ecr cekf cf gu'r tqf wvxxc."rqu'cnqu'tgs wgtko kpgvqu'f g'ecr kcn' {"rc'kpxguki cek'p" {"f gucttqm" *K F +0'Ncu'go r tgucu's wg'i qdktgpcp'rcu'producer-driven"uwngp'uwdeqvtcvt'cn' wpcu'rcugu'f g' rc' r tqf weekp.'r gtq'tg'v'gpp'r ctc'uf'rc'K F " {"rc' b'cpwrcwt'cek'p' *eqo r rglc+f' gridk'p'hkpcn'*Rqt'vc" gv'cn0'4236+0'

Gp'ewcpvq'c'rc'ugi wpc'c'ercukhecek'p'f g'i qdgtgpcp| c."rqu'vr qu'f g'²uc'gp'rc'kpf wutk' cwqo qvkk 'r wgf gp'xctkct'f gr gpf kpgf q'f g'rc'tg'rc'ek'p'v'gto kpcn'r tqxggf qt0'Gp'i gpgtcn'gp'rcu'

⁴: "Rqt'wp'rcf q.'ug'f kq's wg'guc'vr qm' i'p'gtc'hwgtvgo gpv'g'gu^a v'lec" {"f leq>o lec." {"s wg'gucdc'hwpc'co gpvc'c'gp'wpc' xkuk'p'ulo r rkuc'f g'rc'v'gep'qm' i'c' {"f g'rcu'dcttgc'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' r qts wg'rcu'r tqr kcu'ecf gpcu'gucdcp'uo gvk'cu'c'eqpuvcp'v'u'r tqeguqu'f g'v'c'puh'qto cek'p." eco dkq'v'gep'q>i leq" {"cr tgp'f k'clg0'C'r ct'vk'f g'gm'."ug'r tghk'k' i' gpgtct'wpc'vr qm' i'c' *eqo r ngo gpvtk'c'o^a u's wg' uwr ngo gpvtk'c'+s 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'qf c' ecf gpc'f g'rc'grgevt'p'ek'v'gpg'p'geuctkco gpv'g'gn' b' kuo q'r cvt'p'f g'i qdgtgpcp| c+.s wg'r tgucug' b' c' {"qt'c'v'pek'p'c' rqu' x'pewqu'gptg' rqu'gurcdqpgu' {"s wg'hwgtc'ecr c' {"f g'f ct'v'wpc'f g'rcu'eco dkqu'gp'gn'v'go r q'cn'kpvgtkqt'f g'wpc' b' kuo c' ecf gpc'0'

ecf gpcu" f g" xcmq" cwqo qvkl " guvqu" j cp" ukf q" ecvnci cf qu" eqo q" tgrckqpcn" 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 wek0' Gp" gn' r tko gt" gphqs wq. "o" a u" tgrckqpcn" rqu" kpi gpkgtqu" f g" f lug° q" f g" ruc" r tkpek crgu" go r tgucu" { " r tqxggf qtgu" vcdclcp" gp" gutgej c" eqmcdqtcckp" r etc" f gucttqmc" r kgl cu" s wq" hvpckqpc" p" gp" gn' eqpvz vq' f grif lug° q' i' gpgtcrif grlxgj " f wvq0' Gp" lgi wpc' kpuvck. "hqu" kpi gpkgtqu" f g" ruc" go r tguc" hff gt" f gucttqmc" vq' cu" ruc" r kgl cu" f g" xgj " f wvqu" kpvtpco gpvq" { " r wgi q" rckcp" ruc" r kgl c. "etgcpf q" wp" x" f wvqu" f g" o gtecf q" eif uekq" eqp" rqu" r tqxggf qtgu" q. "ewcpf q" ug" tgs wkgtp" kpxgtukqpgu" gur ge" f hcku" f g" ruc" tgrckp" r qt" r ctvq" f g" rqu" r tqxggf qtgu. "s wq" c" o gpwq" q" rqu" uqp. " gpncegu" ecwvku0' Nqu" x" f wvqu" f g" o gtecf q" r gto kwp" gn' eco dlq' f' ekn' f g" r tqxggf qtgu. "o kpvrcu" s wq" hqu" gpncegu" tgrckqpcrqu" { " ecwvku" f hkwncp" gn' eco dlq' f g" r tqxggf qt " *Uwti gqp" gv' cr0' 422; < 42-0'

Rqt" qvtq" rcf q. "rc" pckp" f g" *upgrading* ug" cr q { c" gp" wpc" eqpegr ckp" *bottom-up*. "cn' hqecrk ctug" gp" e»o q' ruc" hto cu" uwdqtf kpcf cu" r wgf gp" *q' pq+ "k" gucncpf 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 wvckp" q" hqtvcrgelo kpvq" f g" ecr cef 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 ctckp" eqp" gn' eqpvz vq" r tgxkq" *l qtwm" 423; +0' Gn' 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" gu" p" uwdqtf kpcf cu" + uwdgp" gucncp" gp" ruc" gucnc" kpvtpckqpcn" f g" cevklf cf gu" f g" xcmq" ci tgi cf q. "o qxk² pf quq" f guf g" cevklf cf gu" f g" dclq" xcmq" c" cevklf cf gu" f g" cnq" xcmq" r etc" cwo gpvt' rqu" dggphckqu" f g" r ctvckr ct" gp" EI X" *Dck" { " I gtghk" 4225-0' Ncu" ectcevt" f hcku" f g" rqu" x" f wvqu" gpvtg" ruc" uwdkf kctkcu" f g" ruc" go r tgucu" o wvckpckqpcrqu" { " rqu" r tqxggf qtgu" f g" rqu" r c" f ugu" f qpf g" ug" ruc" cp" uqp" wp" hcevt" ko r qtvcpvq" r etc" gn' r qvpekcn' gucnc"o kpvq" kpf wvckcn' f g" ruc" hto cu" f qo ² wvcku" { " rqu" vkr qu" f g" ghgevu" f gttco g" s wq" i' gpgtc" ruc" r tgugpek" f g" ruc" o wvckpckqpcrqu" gp" r c" f ugu" gp" f gucttqmq" *Rcxn" f pgm" 423: -0' Eqo q" ug° crcp" O krdgti " { " Y kpmgt" " *4235+ " gn' gphqs wq" f g" ruc" EI X" r tª evckco 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' oª u" f' ekn' f g" eqpugi wkt" g" ko r rdec" r tqf wek" oª u" g" hkelgpvgo gpvq" *o c { qt" r tqf wevklf cf + " { c" ugc" wvklk cpf q" vqepqmi " f " uwr gkqt" *r qt" glgo r mq. " pwxcu" o cs wvckpckcu" q" o gf kcpvq" ruc" tggti cplk ckp" f g" rqu" ukvgo cu" r tqf wevku. " f gpvtq" f g" ruc" go r tguc" q" o glqtcpf q" ruc" tgrckqpcu" eqp" qvtqu" gurcdqpgu" f g" ruc" ecf gpc0' Gn' lgi wpc q. " *de producto*. " ko r rdec" o c { qtgu" ecr cef cf gu" s wq" gn' f g" r tqeguq" { " eqpukvq" egpvtcmo gpvq" gp" j cegt" hff gcu" f g" r tqf wevq" oª u" uqhkwckf cu. " f g" o c { qt" ecrkf cf " { " eqp" o c { qt" xcmq" "

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' c' f' gu' s' w' g' t' g' s' w' k' t' c' p' o' c' { qt' gu' e' c' r' c' e' k' f' c' f' gu' } . 'r' qt' g' p' f' g' . 'v' p' i' c' p' 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' c' e' k' c' ' g' n' i' f' k' u' g' o' q' + 0' G' n' i' A' n' k' o' q' . "intersectorial." s' w' g' k' o' r' r' e' c' c' i' o' n' w' k' k' c' e' k' p' f' g' r' e' u' e' c' r' c' e' k' f' c' f' g' u' c' f' s' w' k' k' f' c' u' g' p' w' p' c' e' c' f' g' p' c' r' c' t' c' g' n' i' t' c' u' m' f' q' j' c' e' k' c' 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' c' t' r' e' u' e' c' r' c' e' k' f' c' f' g' u' q' d' v' p' k' f' c' u' 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' q' 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' g' 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' r' e' 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' c' 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' 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' q' 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' i' f' d' t' l' e' c' u' { " v' g' e' p' q' m' i' f' e' 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' r' o' 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' e' 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' "

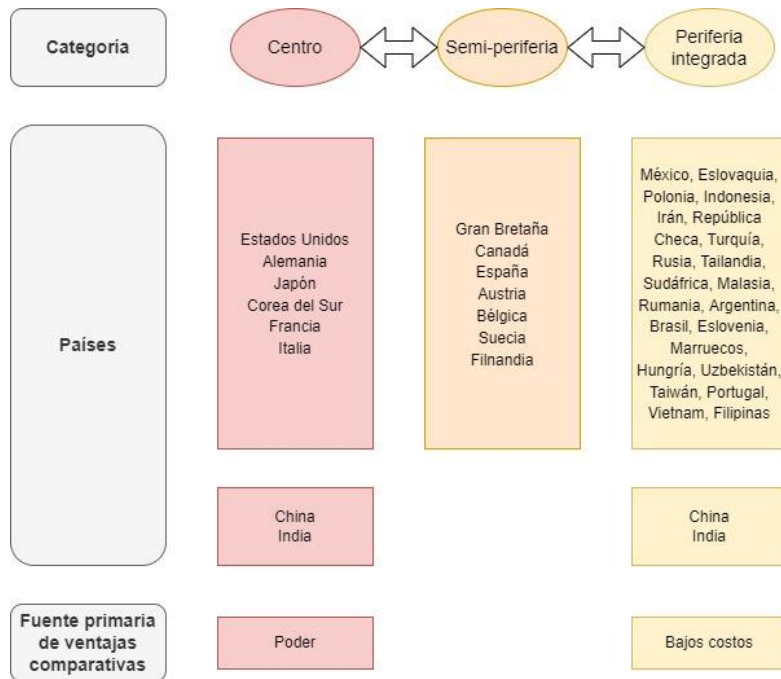
Nwgi q. " R' e' x' i' f' i' p' g' n' i' * 423: + " k' p' v' t' q' f' w' l' q' r' e' e' c' v' g' i' q' t' f' c' f' g' s' e' m' i' - p' e' r' i' f' e' r' i' a " c' w' q' o' q' t' k' . " s' w' g' u' g' c' r' r' e' c' c' i' o' n' c' u' r' c' f' u' g' u' r' t' q' f' w' e' v' t' g' u' f' g' x' g' j' f' e' 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' 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' 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' c' u' e' c' v' g' i' q' t' f' e' u' p' q' u' a' 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' c' f' g' p' c' r' w' g' f' g' e' c' o' d' k' t' c' m' i' 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' a' 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' o' f' k' c' 0' G' u' q' 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' w' n' c' f' q' f' g' n' i' j' g' e' j' q' f' g' s' w' g' u' w' x' g' p' v' e' l' c' e' q' o' r' g' v' k' k' c' u' g' f' g' t' k' 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' r' t' k' u' + " c' u' f' e' q' o' q' v' 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' f' g' f' k' u' k' p' v' e' 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' o' f' k' c' f' g' o' w' g' u' t' g' p' e' c' t' c' e' v' g' t' f' u' k' 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: " R' e' t' e' 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' a' 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 weqtcu" 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



Atributos clave			
Terminales nativas	Sí	No	No
Inversión I+D	Alta	Baja	Nula - baja
Costos laborales	Altos	Altos	Bajos
Presencia extranjera	Baja - media	Media - alta	Alta
Top-100 autopartistas globales nativas	Alto	Bajo - medio	Nulo - bajo

Hvpgv<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 " n u " l f d t k e c u { " v e p q r m 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 { " n u " h w p e k p p g u " g u t c v i k 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 k 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 v 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 " n 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 v 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 n f c f " g p " w p " u k u v 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"lpenw{gp" c" Dtcuki" { "Cti gpvpc" gp" Co 2 tlec" f gn'Uwt. " { "Vckrcpf kc." O cruk. " Kpf qpguk. " Hkr kpcu" { "Xkypco "gp" gn'uwf gung" cuk² vkeq' Nqu' glgo r mu'r ctc" r' tko gtc' ecvgi qt' c" uq' P' O² zleq" gp" gn'ecuq' f' g' Co 2 tlec' f' gn' P' qtv. "cu' l' eqo q' hqu' r' c' l' u' g' f' g' Gwtqr c' Egp' t' cni' { "Qt' k' p' v' cni' gp' gn' luku' go c' gwtqr gq' f' g' r' tqf week' p' cwqo q' t' k' . "s wg" hwt' qp" r' t' gegf' kf' qu' r' qt' "Gur c' o' c" { "Rqt' wi' cni' *Y wwg. " 4243 < 5 + 0² ""

F g' g' uvc' hqto c. "gn'eqtr wu' v' g' t' leq' f' g' h' cu' EI X' j' c' t' guwncf' q' uwo co gp' v' g' r' tq' f' h' leq⁵³ " f' v' qti c" ko r' q' t' v' p' v' gu' j' gttco k' p' v' cu' r' ctc' "gn' cp' a' r' kuku' f' g' r' c' " k' p' f' wut' k' c' cwqo q' t' k' 0⁴ " Ukp' go d' cti q. " v' p' k' p' f' q' gp' e' w' g' p' v' c' gn' q' d' l' g' v' k' q' f' g' g' uvc' v' g' uku' gu' r' g' t' v' p' g' v' g' f' gu' c' e' c' t' s' w' g' g' u' g' o' c' t' e' q' v' g' t' leq' h' w' g' w' k' k' c' f' q' o' c' { q' to gp' v' c' p' k' x' g' r' u' f' g' u' g' e' v' t' gu' g' e' q' p' o' l' e' q' u' { " p' q' f' g' h' k' o' cu' l' p' f' k' k' f' w' c' r' u' g' u' R' q' t' g' u' g' o' q' v' k' q' . " cni' w' p' qu' c' w' q' t' gu' e' q' o' g' p' | c' t' q' p' c' r' r' c' p' v' g' c' t' r' " ko r' q' t' v' p' e' k' c' f' g' c' p' c' r' k' c' t' r' u' f' g' e' k' u' k' q' p' gu' f' g' c' e' v' t' gu' gur g' e' h' leq' u. " t' go c' t' e' c' p' f' q' r' c' p' g' e' g' u' k' f' c' f' f' g' m' x' c' t' g' u' g' c' p' a' r' kuku' c' ni' p' k' x' g' n' f' g' r' c' " go r' t' g' u' c' * Q' r' k' x' g' k' t' c' g' v' c' r' i' 423; = R' q' p' v' g' { " U' w' ti' g' q' p. " 4236 = U' c' n' q' { " \ { n' d' g' t' d' g' ti . " 423; + 0 G' p' r' c' t' v' e' w' r' c' t. " R' c' x' n' f' p' g' n' i' * 423: < 4 + u' q' u' k' 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' q' f' g' g' m' q' . " U' c' n' q' { " \ { n' d' g' t' d' g' ti * 4237 + t' g' e' k' p' v' g' o' gp' v' g' l' 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' e' q' p' e' g' r' v' q' f' g' " estrategia corporativa " f' g' u' r' n' g' i' c' f' q' r' q' t' " m' u' g' u' w' f' k' u' f' g' r' c' " c' f' o' k' p' k' u' t' c' e' k' o' p' f' g' go r' t' g' u' c' u' * 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' e' c' u' q' u' k' p' f' k' k' f' w' c' r' u' g' u' * Q' r' k' x' g' k' t' c' g' v' c' r' i' 423; = U' c' n' q' { " \ { n' d' g' t' d' g' ti . " 423; + 0 G' u' c' l' p' e' q' t' r' q' t' c' e' k' o' p' ko r' n' e' c' s' w' g' . " u' k' d' k' e' p' i' q' u' e' q' p' e' g' r' v' q' u' f' g' g' o' b' e' r' n' a' n' z' a { " upgrading r' w' g' f' gp' u' g' t' x' k' r' c' t' c' o' c' t' e' c' t' r' c' 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' g' 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' c' e' c' f' g' p' c' r' c' t' c' " gur g' e' k' h' e' c' t' r' c' h' q' t' o' c' f' g' t' g' m' e' k' o' p' s' w' g' g' u' q' u' o' c' p' v' k' p' g' p' O' P' q' q' d' u' v' c' p' v' g' . " gu' q' u' g' u' w' f' k' u' u' g' d' c' u' c' p' gp' x' l' u' k' q' p' gu' mainstream u' q' d' t' g' r' c' " c' e' e' k' o' p' g' e' q' p' o' l' e' c' f' g' r' c' 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' g' u' t' c' e' k' q' p' c' n' g' 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' l' e' c' u' l' p' v' t' p' c' u' . " f' g' r' c' " g' z' r' c' p' u' k' o' p' f' g' u' w' u' G' u' x' f' q' u' p' c' e' k' o' p' f' g' q' t' k' i' g' p' { " f' g' u' w' t' g' m' e' k' o' p' e' q' p' h' q' u' G' u' x' f' q' u' f' g' h' q' u' r' c' l' u' g' u' t' g' e' g' r' v' t' g' u' O' F' g' g' u' g' o' q' f' q' . " r' c' r' t' g' u' g' p' v' g' v' g' u' k' u' t' g' e' q' p' p' e' g' h' q' u' c' r' q' t' v' g' u' t' g' c' r' k' c' f' q' u' r' q' t' " g' n' o' c' t' e' q' v' g' t' leq' f' g' r' c' u' EI X' { " h' q' u' g' u' h' w' g' t' | q' u' f' g' h' q' u' c' w' q' t' g' u' "

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

⁵³ R' e' t' c' v' p' c' t' g' e' q' p' u' t' w' e' e' k' o' p' f' g' h' q' u' f' h' g' t' g' p' v' g' 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' l' p' v' t' p' c' e' k' q' p' c' n' g' u' s' w' g' j' c' p' c' f' q' r' v' e' f' q' * { " v' t' c' p' u' h' t' o' c' f' q' + g' u' g' j' g' t' t' c' o' g' p' v' c' n' i' v' g' t' l' e' q' e' q' p' u' w' n' c' t' F' c' n' g' g' v' c' r' i' 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' c' e' k' o' p' j' c' t' g' e' k' d' k' f' q' h' w' g' t' v' g' 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' i' 4237 < 47/4: + 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' pgqer' ulec' r tguw' r qec" cvpkek" p" c" r u" ewgukppgu" f g" i qdgt pcp| c" { " gultcvgi k" eqtr qtcvxc" { " go r tguclkn'0' Guvc" guewgr" eqpegr wcrk »" c" r" 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" cu" r tko cp" uwr wguqu" s wg" f gyto 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 pgcu" *J co kxqp" { " Dki i ctv." 3; ; : 40' C" tc" f g" guvcu" eqpegr wcrk cekppgu. "guqu" vgt tlequ" hwgtqp" et kkecf qu' f guf g' f kxkpcu" 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' "dcucf 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: 40'

Rqt' uw' r ctvg. "hqu" guwf kqu" f g' r' c' f o kpxkcek" p" ug' dcuctqp" gp" guqu" uwr wguqu" pgqer' 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 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' 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' n' f ghkpt r" eqo q<

Gir' ct»p" f g' f gekukppgu" gp" wpc" eqo r c° c" s wg' f gyto kpc" { " t g xgr" uuu" qdlgvkqu" q' o gvcu. "r tqf weg" r u' r tlekr crgu" r qm' kcu" { " r rpgu' r ctc' hqi tct' guqu" qdlgvkqu" q' o gvcu. { " f ghkpg' r' i co c' f g' pgi qekqu" s wg' r" go r tguc" xc" c' r' gtugi wlt. "gr' vr q' f g' qti cpl kek" p" j wo cpc" { " geqp»o kec' s wg' gu" q' kpvgrv" ugt. " { " r" pcwctrg| c" f g" r" 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' n' o 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" kpvgrvcekppcrgu" *International Business. "ID+ ug' dcuctqp" gp" guqu" uwr wguqu" r ctc" cpcrk ct" r" gultcvgi k" f g' r u" GO u" eqo q' cevqt gu" geqp»o lequ" tcekppcrgu"

s wgr wgf gp'ecrwrc' hqu'equvqu' { 'dgpghlekqu' f' g' h' k' p' v' t' p' c' e' k' p' c' r' k' f' g' u' w' u' c' e' v' k' k' f' c' f' g' u' } { 'j' c' u' c' }
eqpwt' w' t' b' o' q' f' g' r' u' s' w' g' r' t' g' f' k' e' g' p' h' u' e' c' o' d' k' u' g' p' d' c' u' g' c' h' u' e' q' u' v' u' } { 'r' u' e' q' p' f' k' e' k' p' p' g' u' f' g' b' g' t' e' c' f' q' }⁵⁵
*O qti cp. '4223<7+0''

Ukp'go dcti q. 'f' guf' g' q' t' c' u' e' k' p' e' k' u' u' e' k' c' r' u' u' g' j' c' p' e' t' k' e' c' f' q' g' u' v' u' g' p' h' q' s' w' g' u' r' q' t' f' k' u' k' p' v' c' u' }
t' c' |' q' p' p' u' 0' G' p' r' t' k' o' g' t' n' m' i' c' t' . " u' g' u' u' k' v' g' p' g' s' w' g' g' p' g' u' v' c' n' g' e' w' t' c' u' g' g' p' e' w' g' p' t' c' p' c' w' u' g' p' v' u' e' w' g' u' k' p' p' g' u' }
x' k' p' e' w' r' c' f' c' u' c' n' r' q' f' g' t' . " r' c' t' g' r' e' k' e' p' e' q' p' g' n' G' u' x' c' f' q' } { " q' t' q' u' c' e' v' q' t' g' u' g' e' q' p' } o' k' e' q' u' . { c' s' w' g' g' u' v' e' g' p' t' c' f' c' }
g' p' w' p' c' o' k' t' c' f' c' k' p' v' t' p' c' f' g' r' c' n' i' k' e' c' q' t' i' c' p' k' k' e' k' p' c' n' i' } *I' c' i' i' g' t' q' . " 4234+0' C' f' g' o' a' u' . " u' k' d' k' e' p' u' g' }
e' q' p' u' k' f' g' t' c' s' w' g' r' u' r' t' g' u' k' p' p' g' u' e' q' o' r' g' v' k' k' x' c' u' } { " r' c' d' A' u' s' w' g' f' c' f' g' g' h' e' k' e' p' e' k' u' a' p' } k' o' r' q' t' v' c' p' v' u' . " f' l' e' j' c' }
e' q' o' r' g' v' p' e' k' q' e' w' t' g' f' g' p' v' t' q' f' g' w' p' e' q' p' v' z' v' q' j' k' u' v' t' e' q' } { " t' g' i' w' r' v' t' k' q' c' n' c' o' g' p' v' g' g' u' t' w' e' w' t' c' f' q' 0' N' c' u' }
r' t' g' u' k' p' p' g' u' e' q' o' r' g' v' k' k' x' c' u' r' w' g' f' g' p' n' g' x' c' t' c' r' u' 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' u' r' g' t' q' r' u' u' p' w' g' x' c' u' }
g' u' t' c' v' g' i' k' u' s' w' g' g' r' i' k' i' g' p' g' u' v' p' o' q' n' f' g' c' f' c' u' r' q' t' r' c' r' q' i' } *k' e' c' r' A' d' r' e' c' . " r' c' k' o' k' c' e' k' e' p' . " r' c' r' q' u' k' e' p' g' p' r' c' }
t' g' f' . " g' n' r' q' f' g' t' } { " r' c' e' u' w' e' r' k' f' c' f' j' k' u' v' t' e' k' } *F' q' d' d' l' p' } { " D' c' w' o' . " 4236+0' Q' v' t' c' e' t' } *k' e' c' k' o' r' q' t' v' c' p' v' g' c' r' u' }
g' u' w' f' k' u' f' g' r' c' f' o' k' p' k' u' t' c' e' k' e' p' } { " f' g' r' u' p' g' i' q' e' k' u' k' p' v' t' p' c' e' k' p' c' r' u' g' u' s' w' g' g' z' c' o' k' p' c' p' r' u' u' e' c' o' d' k' u' }
q' t' i' c' p' k' k' e' k' x' q' u' f' g' r' u' u' g' o' r' t' g' u' c' u' u' k' p' v' g' p' t' g' p' e' w' g' p' v' c' r' u' u' t' c' p' u' h' q' t' o' c' e' k' p' p' g' u' f' g' n' e' c' r' k' e' r' k' u' o' q' } { " f' g' n' }
G' u' x' c' f' q' c' h' i' r' c' t' i' q' f' g' n' v' g' o' r' q' } *I' w' k' n' p' . " 4225<736+0'

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

⁵⁵ Ncu'vgt' f' c' u' f' g' r' t' q' r' q' p' p' w' p' c' o' u' w' r' g' t' c' e' k' e' p' o' f' g' r' u' u' g' u' w' f' k' u' p' g' q' e' n' i' u' l' e' q' u' r' q' t' u' w' u' r' t' q' d' r' g' o' c' u' r' c' t' c' g' z' r' n' e' c' t' g' n' i' }
e' t' g' e' l' o' k' e' p' v' q' f' g' r' u' u' } G' O' u' g' p' r' c' u' g' i' w' p' f' c' o' k' c' f' f' g' n' i' u' k' i' m' y' } Z' K' Z' } *E' c' u' u' q' p' . " 423 : < 588 + 0' G' n' g' u' w' f' k' u' p' g' q' e' n' i' u' l' e' q' }
o' k' e' t' q' g' e' q' p' } o' k' e' q' g' p' v' g' p' f' } *c' r' u' u' h' k' 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' e' k' e' p' f' g' r' t' q' f' w' e' e' k' e' p' } *M' e' o' r' . " 3 ; 93 + : { " }
g' n' i' h' w' g' k' p' v' g' p' c' f' q' f' g' z' r' n' e' c' t' r' q' t' r' u' u' v' g' t' f' c' u' f' g' r' u' u' } c' o' s' t' o' s' d' e' t' r' a' n' s' a' c' c' i' o' n' s' w' . " e' c' o' d' k' e' p' f' q' c' n' i' w' p' q' u' u' w' w' e' u' v' u' }
r' t' q' r' q' p' } s' w' g' r' c' k' p' v' t' p' c' r' k' k' e' k' e' p' f' g' r' u' u' t' c' p' u' c' e' e' k' p' p' g' u' f' g' p' t' q' f' g' r' u' u' } l' g' t' c' t' s' w' f' c' u' f' g' r' u' u' g' o' r' t' g' u' c' u' u' w' i' k' e' } e' q' o' q' w' p' c' }
t' g' u' r' w' e' u' c' g' e' q' p' } o' k' e' c' t' e' k' p' c' n' i' h' t' c' e' c' u' q' f' g' q' t' c' u' h' q' t' o' c' u' f' g' g' t' i' c' p' k' c' t' r' u' u' t' c' p' u' c' e' e' k' p' p' g' u' c' t' c' x' 2' u' f' g' r' u' u' h' t' q' p' v' t' c' u' }
p' c' e' k' p' c' r' u' } *E' q' c' u' g' . " 3 ; 82 = Y' k' r' i' c' o' u' q' p' . " 3 ; 9 ; + 0' G' n' i' v' c' d' c' l' q' f' g' D' w' e' m' g' } { " E' c' u' u' q' p' } *3 ; 98 + g' u' e' q' u' k' f' g' t' c' f' q' e' q' o' q' g' n' i' g' z' v' q' }
e' r' x' g' s' w' g' x' k' p' e' w' r' g' n' i' g' p' h' q' s' w' g' f' g' n' i' e' q' u' q' f' g' t' c' p' u' c' e' e' k' e' p' } { " r' c' v' g' t' f' c' f' g' r' c' k' p' v' t' p' c' r' k' k' e' k' e' p' e' q' p' g' n' i' g' u' w' f' k' u' f' g' h' u' p' g' i' q' e' k' u' }
k' p' v' t' p' c' e' k' p' c' r' u' 0' F' g' g' u' c' u' f' k' u' e' w' u' k' p' p' g' u' f' g' x' k' e' p' g' r' c' k' p' h' w' f' g' p' v' g' v' g' t' f' c' f' g' n' i' o' r' c' t' c' f' k' i' o' c' g' e' i' f' e' v' e' q' o' f' g' F' w' p' p' k' i' } *3 ; 99 + : }
r' c' e' w' c' n' i' u' u' k' v' g' p' s' w' g' r' u' u' h' k' o' c' u' r' q' u' g' g' p' e' l' g' t' v' c' u' e' c' r' c' e' k' 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' p' t' g' h' g' l' c' f' q' u' g' p' u' w' u' }
d' k' e' p' p' u' } { " u' g' t' x' l' e' k' u' } { " f' g' v' g' t' o' k' p' c' p' g' n' i' r' q' v' g' p' e' k' n' i' g' p' u' w' u' l' p' x' g' r' u' k' p' p' g' u' g' p' g' n' i' 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"tgwncf q"f g"ru"vc { gevqt kcu"j kuv»tlecu"f g"f kuvpvcu"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"gdgp" lpvgr tgvt"uwu"eco r qu"qti cpk cekqpcrgu"{"nwi q"mgxct"ceddq"ru"r qn"lecu"f g"rc"qti cpk cekp." dcuf cu"gp"uwu"ngewtcu"f gn'eco r q0Guvr"r qn"lec"guvct" f grko kcf c"r qt"rc"n»i lec"lpvgtpc"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"wpc"cekwf "qti cpk cekqpcn'cr tqr kcf c"*Hki uvglp."3; ; 2."4223+0Cu"ru"r t^a evlecu" qti cpk cekqpcrgu"tgr tgugpvcp"guvctvgi kcu"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 evlecu"pq"ug" f guvctqncp"cn'ct."ukpq"s wg"ug"hqto cp"r ct vt"fg"r cvtqpgu"fg"lpvgtceekp"r tggzkvpgvqu0Rqt"m" vcpvq."rc"go r tguc"lpf wvctkn'gu"vpc"cf cr vcekp"o qf gtpc"eqo r nglc"fg"r cvtqpgu"r tggzkvpgvqu"fg" f qo kpek»p" c" ukwcekqpgu"geqp»o lecu"gp"ru"s wg"rc"i cpcpek."rc" ghkekpek" {"gn'eqpvtqn' i gpgtcn gpvg"hqto cp"ru"eqpf lekqpgu"o kuo cu"f g"gzkvpekc"*J co knqp"{"Dki i ctv."3; ; : <76+0"

Cuko kuo q."Hki uvglp"*3; ; 8+'r tqr qpg"lpf ci ct"gp"guvctvgi kcu"grdqtcf cu"r qt"ru"go r tgucv"r qt"wp"rcf q."cs wmcu"geqp»o lecu." f guvpcf cu" c" eqqr gtct" eqp"uwu"eqo r gwkt qtu" guvdrgekpgf q"eqpvtqrgu"fg"r tgekqu."etgcpf q" dcttgtcu"r ctc"rc"gpvtcf c"fg"vctcu"ht o cu."ko kcpf q"rc"r tqf weekp."q"ngxcpf q"cf grpvgr"tqeguqu" fg"lpvgtceekp"q"fg"kvgtv"lecekp"="r qt"vctq"rcf q."ru"guvctvgi kcu"r qn"lecu."s wg"eqpmgxcp"rc" lpvgtxgpek»p"guvctn'{"gn'guvdrgeklo kpvq"fg"fgvgt o kpcf cu"tgi wcekqpgu's wg"tghnglcp"co gpwf q" nqu"lpvgtgugu"qti cpk cf qu"fg"wp"eqplwpvq"fg"go r tgucv0'Gu"r qt"guvq"s wg."r ctc"epcrk ct"ru" guvctvgi kcu"go r tguctkrgu."fgdgo qu"eqpukf gtct"vcpvq"gn'vr q"fg"lpvgtceekp"ugevqtken'f gur nglc"cf q" r qt"ru"go r tgucv"eqo q"rc"tgrcekp"guvdrgek c"gpvtg"ru"guvctvgi kcu"fg"lpvgtceekp."fg"ect^a evgt" o letqgeqp»o leq."{"rc"lpvgtxgpek»p"gp"gn'ukvgo c"r qn"leq."q"guvctvgi kcu"r qn"lecu0'Gu"uwr qpg" eqpukf gtct"s wg"rc"ko r ngo gpvcekp"fg"vpc"guvctvgi kcu"go r tguctkcn'gu"wp"r tqegu"eqo r nglc"s wg" eqpmgxc"vpc"r ct vewrt"ngewtc"fg"rc"ukwcekp"fg"rc"go r tguc"{"vpc"r tq { geekp"co gf kcpq"r rc"q" fg"rc"o kuo c."kf gpv"lecekp"q"qr qt wpkf cf gu"{"r grki tq"fg"cewgtf q"cu"mqu"tgewtuqu"eqp"mqu"s wg" ewgpc"*P cxcttq."4242+0'

Cj qtc"dlgp."ru"GO u"uq"wp"vr q"fg"qti cpk cekp"r ct vewrt"s wg."r qt"fg"ghkek»p."vkgpg"rc" ectcevgt"vlecek"fg"qr gtct"gp"fg"kvpvqu"r c"lgu" {"guq"i gpgtc"wp"pkxgn'o^a u"fg"cp^a rku"sg"ru" go r tgucv"pcekqpcrgu0⁶" Ugi Àp"rc"Eqphgtgpek"fg"ru"p cekqpgu" Wpkf cu"uqdtg"Eqo gtekl" {"

⁵⁶"Nqu"guwf kqu"uqdtg"ru"GO u'o qf gtpcu"vkgpg"fg"kvpvqu"qt"l' gpgu"fg"gpv kpgf q"fg"uw"guvctvgi"fg"r gpucv kpvq0' F guf g"rc"vctf leekp"o ctzkrc."f kuvpvqu"cevqt gu"eqpvtqncp"rc"vku"fg"O ctz"*3; 8: <747/757+uqdtg"rc" *concentración* {" *centralización*"fg"gn'ecr ken"0wclt"p."3; 49=J khtgf lpi."3; 2; +s wg"nwi q"fg"gtkctq"gp"mqu"fg"gdvqu"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" hkdncn'gz vtcplgtc" gu" wpc" go r t guc" gp" r c" s wg" wp" kpxgtuqt. "s wg" gu" t gulkf gpvg" gp" qvtc" geqpqo "c" 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" p" vkgpp" kpekf gpek" gp" r c" cf o kpxgtuk" p" f g" r c" go r t guc" pk' eqo r tqo kuq" c" rti q" r r c" | q" eqp" r c" go r t guc" f gn' r c" f u' t gegr vqt " *Eqj gp. "4229<59+0Nc" vpgpek" 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" vpgt" wp" i tcf q' uki p hlec vlxq" f g' kphwpek" gp" r c" i guk" p" f g" r c" go r t guc" 58" *I cte" f c" { " N" r g" j. "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" 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" *Ngpklp. "3; 39= Nwz go dwti q. "3; ; + { " o^a u' vctf g" gp" rcu' vgt fcu' uqdt g" gn' ecr kcn' kuo 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 gcrk cdc" guwf kqu' go r f u' lequ' c' i t cp' guccn' f g' rcu' GO u' 0Qt q' qtki gp' f g' vtdclqu' r kppgtqu' uqdt g' GO u' r tqxkppg' f gn' guwf kq' f g" kD. "gp" gn' ewcn' ug" f guccn' gn' r c' q' 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' vtdclqu' kphw' gpvgu' gp' guv' eco r q. " vrgu' eqo q' F wppkpi " { " Crkdtg" *3; 93+ . F wppkpi " { " Nwpf cp" *422: + q' Ecpv y gn' { " 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' pcekppcrgu' f g' qtki gp" *home country+0Gp' f lej q' f gdcv" gz kung' v' tgu' i tcpf gu' t gur wguvu' 0Nc" r tlo gtc' uquvpgg" s wg' guvcu' hkt o cu' uqp" cevt gu' i mdcrqu" { " guv' p' eqphqto cpf q" wpc" pwxc" erug" ecr kcn' ruc" o 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' cpupcekppcni" ug' wlec" 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 qrflec. " ukp" go dci q. " pq' r q' ectcevt k' c' eqo q' wp' ecr kcn' i mdcn' ukpq" s wg' f c' ewgpvc' f g' wp' cperclg' vgttkqtkcn' *Co kp' gv' cr' 0"3; ; 4= F qu' Ucpvqu. "4233= J qr nkpu" { " Y cmgt uvgk. "3; 99. "3; ; 8+0 Rqt' Anko q. " wp' vtegt' i twr q' guvdrgeg' s wg' guvqu' i tcpf gu' ecr kcn' ruc' p' q' ug' j' cp' eqphqto cf q' eqo q' wpc' erug' ecr kcn' ruc" i mdcn' eqo q' vco r qeq' eqpvtqmp' b' hqu' Guvcf qu' wu' l' c' f u' f g' qtki gp" *Gxcpu" 3; ; 9= Hki uvgk. "4223. "4232= J ctxg { . " 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' guvqu' guwf kqu' ug' j' cp' egpvtcf q" gp" gpv' gpf gt" e" > o q' rcu' hkr' rgu' f g" GO u' ug" xkpwrcp" eqp" rqu' f kulkp' vqu" gpv' t pqu' kpuvkwekppcrgu' pcekppcrgu' r gtq' ukp' kpxgt r gvt' c' guvqu' 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 qrflec" *Dquvugdcc" { " O qti cp. " 4236< 5+0 Rctc" r tqhwf k' ct" cegtec" f gn' vgo c" f g" r c" "nacionalidad" gp" GO " eqpuv' vct" 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'rc'°'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'v'k'f'wo'dt'g't'gn'v'kxc'cni'luwo'kpkwt'q'{'
 rc'gur'gek'hek'f'cf'f'g'iqu'ce'v'xqu'°'I'w'kn'p.'4226-0"

Rqt'gn'eqpvtctkq.'rc'g'zr'cpukp'j'qt'k'qp'v'cn'kpgp'hw'ct'ewcpf'q'wpc'eqo'rc'°'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'd'c'p'f'q'p'ct'rc'r'tqf'we'k'p'f'g'gug'dl'kpg'q'ugt'x'lekq'gp'uw'r'c'f'u'f'g'q't'ki'gp'OGug'
 ecuq'ugt'c'p'ht'gew'p'v'g'gp'r't'gug'pek'f'g'd'ctt'gt'cu'r't'q'v'geek'p'k'v'cu.'equ'v'gu'f'g'v'c'pur'qt'v'g'g'ng'x'c'f'qu.'
 que'k'v'ek'p'gu'f'g'uh'c'x'q't'cd'rgu'f'gn'v'k'q'f'g'eco'dl'q.'q'g'z'ki'g'pek'cu'f'g'cf'cr'v'ek'p'c'rcu'r'gew'k'ct'k'f'cf'gu'
 f'g'rc'f'go'c'p'f'c'nc'ecni's'wg'f'g'uce'q'p'ugl'cp'rc'g'z'r'qt'v'ek'p'f'g'uf'g'gn'r'c'f'u'f'g'q't'ki'gp'°'I'w'kn'p.'4226-0'
 Culo'kuo'q.'F'w'p'k'p'i'{"N'w'p'f'c'p'°'422:+'t'g'cr'k'ct'q'p'q'tc'°'em'uk'hek'ek'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'm'q'i'c'p'rcu'v'g'to'k'p'c'rgu'c'w'q'o'q't'k'legu'f'g'uctt'q'm'ct'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'c'p'uwu'k'p'x'g't'uk'p'gu'g'z'v'c'p'l'gt'cu'gp'd'À'us'w'g'f'c'f'g'o'c'p'v'p'p'g't'q'
 r't'q'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'p'i'{"
 N'w'p'f'c'p.'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'k'f'cf'gu'f'g'w'p'c'q'ti'c'p'k'c'ek'p'p'cek'p'cn'uk'p'q's'wg.'cf'go'°'u.'r'qt'gn't'qn's'wg'l'w'gi'c'p'c'ri'l'k'p'v'g't'k'q't'
 f'g'w'p'c'eq't'r'q't'cek'p'i'nd'cn'°'I'j'qu'j'cni'{"D'c't'v'rg'w.'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'g't'c'ek'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'c'ni'ewo'r'rk'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't'r'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'c'ri'0"

Gp'°'dcug'c'g'v'q.'O'q'ti'c'p'°'4233.'4239+.'uki'w'k'p'f'q'gn'eq'p'egr'v'q'f'g'incrustación'
 *embeddedness+°'f'g'I'c'p'q'x'g'w'g't.'u'q'v'k'p'g'p'g'°'s'wg'rc'v'g'p'uk'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'lc'v'k'p'g's'wg'x'gt'eqp'iqu'r't'g'ek'qu'q'rcu'r't'q'f'we'k'k'f'cf'gu'f'g'iqu'rc'v'q't'gu'f'g'r't'q'f'we'k'p'
 eqo'q'gn'ecr'k'cn'gn'v'c'd'cl'q'{'rc'v'g't'c'0'
⁵'R't'c'gn'f'g'uctt'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'p'i'{"N'w'p'f'c'p'°'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" mectn" { "tgi kqpcn 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" tgwpkqpgu. "gxgpqu" uqekrgu" { " r tq { gevqu" vcupcekqpcrgu. " f guctqmpf q" cu" f tgrcekqpgu" kpvgt pcekqpcrgu" { " o qf grqu" c" ugi vkt'0

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 tgcekqpgu" f g" r" go r tguvc" eqo q" *Apleco* gpvg" wp" kputwo gpvq" f g" i mdcnk cek»p" { " gzr mqcek»p'0" Gp" eco dlq. "r" o wnk pcekqpcn" cs w" ug" r tgugpv" 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° "c'0" Wpc" eqo r c° "c' 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" c' f g" nu" eucu. "guvc" ecuc" o cvtk" ug" wdlec" gp" gn" 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 grcpvg. "guvg" gu" gn" eucq" f g" Vq { qvc" { " f g" r" o c { qt" c' f g" nu" go r tguvcu" f g" r" kpf wutk" cwqo qvtk" b" wpf kcnf: "Nc" ecuc" o cvtk" b" cpvkgpg" gr" eqvtqn" gutcv² i kek" uqdtg" nu" hkrkrgu" f g" vtu" o cpgtcu" r tkpek crgu" <cekqpgu. "qti cpk cek»p" { " eqpqeko kpvq'0" Gr" eqvtqn" qti cpk cvkxq" { " gr" eqvtqn" f gr" eqvtqn" kpvq' i gpgtcn gpvg" ug" dcucp" gp" gn" cr cncpeco kpvq' f g" xcmtgu" { " cekqpgu'0" Nc" hqto c" gp" s wg" r" o cvtk" glgtcg" gr" eqvtqn" r cvtko qpkn" uqdtg" r" hkrkn" eqo q" r" gutwewtc" f g" r tqr kgf cf "vqcn" 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" glgtcg'0" F g" guvg" o qf q. "wpc" o wnk pcekqpcn" s wg" r qugg" wpc" o c { qt" c' f gn" 73' "q" o ^a u" f gr" ecr kcnf g" wpc" uwdukf kctk" r wgf g" cf s vktk" gr" eqvtqn" cduqnmwq" * j cq" gv" cn'0" 4234-0

C" uw'xgl . "nu" uwdukf kctkcu" gp" gn" gztcp lgtq" f g" r" u" o wnk pcekqpcrgu" gu³ p" eqvtqncf cu" r qt" r" go r tguvc" o cvtk" . o kpvtcu" s wg" cn' o kuo q" vgo r q" r ctvlek cp" gp" wpc" tgrcek»p" eqo r mglc" eqp" vtu" cu" uwdukf kctkcu" chkrkcf cu'0" Uw" r cr gn" gu" wpc" hwpek»p" f gr" ukuvgo c" f g" tgf " i mdcn" f g" o wnk pcekqpcrgu" { "

⁵: "Wpc" gzegele»p" gp" guvg" ugpvkl 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 qvtkegu" HkrkEj t { urgt" *kcnkpc" { " guvcf qvkl gpug+ { " RUC" Rgwi gqv" *Rgwi gqv" Ektqgp+ " htcpegucu+ " s wg" guvc dgegtq" uw'ugf g" egpvtcn" gp" J qncpfc. "Iwuxco gpvg" wp" r c" ju" eqpukf gtcf q" eqo q" wp" r ctc" ju" hkuen'0

gu'tgur qpucdng'f g'go r ctglct'mqu'tgewtuqu'kpvtppqu{"gz vgtppqu'f gpvtq'f g'gung'ukungo c{"glgtegt"
 hwpkqpgu'gur ge'lecu'cirkpgcf cu'eqp'gungu'tgewtuqu'Gri'o qvxxq'guntc' i keq'f g'rc'o wnkpcckqpcn'
 o cvtk' r tguetldg'rc'o kulop'guntc' i kec'r ctc'rc' hkn'{"f ghkg'ekgtvqu'tqngu'r ctc'gmcu.'f guf g'rc'
 gvr c'kpkcn'{"rc'eqphki wtcekop'vgo r tpc0C'r ctvt'f gr'cp' ruku'kpvtppq'f g'mqu'ukungo cu'f g'tgf."
 rcu'hkn'ngu'vkgpp'f kgtgpvgr' qulekqpgu'guntc' i kecu'{"tqngu'gp'wp'ukungo c'f g'tgf' o wnkpcckqpcn'⁶²
 * j cq'gv'c'ri'4234+0F g'gung'o qf q.'f lej cu'f kwpkqpgu'vco dk'p'ko r rlec'p's wg'pq'vqf cu'rcu'hkn'ngu'
 uqp"ki wcrngu'ukpq's wg'gu'pgeguctkq"eqpukf gtct"uw'ect' evgt'f kwpk'vxxq'r ctc'eqo r tgpf gt's w' tqn'
 ewo r ngp'gp'rc'guntwewtc'o wnkpcckqpcn'{"r qt'qvtq'rcf q.'j cuvc's w' r wpvq'ug'kpvgi tcp'gp'rc'
 eqo wpk'cf' hqecn'f hwpf kpf q'j cdk'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'hkn'ngu'r wgf gp'eqo r gvt'gpvtg'gmcu'f gpvtq'f g'
 rc'o kuo c'guntwewtc'f g'rc'o wnkpcckqpcn'c'r ctvt'f g'o glqtcu'f g'r tqf wvxxkf cf.'f gucttqmq'f g'
 vgepqmi' fcu.'qd'vgep'p'f g'kpxgtukqpgu.'xgpvcu.'gpvtg'qvtqu'cur gevqu'

Cf go a u.'rcu'f' kgu'f gn'gur cekq'kpvtppq'uqp'r gto gcdngu'rcu'eqpgzkqpgu'*q'rc'hcn'f g'
 gmcu'gpvtg'rcu'cevqtgu'kpvtppq'{"rcu'cevqtgu'g'kpukwelkqpgu'gz vgtppqu'gu'etwelnr ctc'eqo r tgpf gt"
 e»o q'gung'gur cekq'vcpupcekqpcn' lgt' ts wleq' gu' uwdxgt w'f q.'f guh'cf q' {"tgeqput w'f q'0'Rqt'rc'
 vcpvq.'ugi' Ap'O qti cp' *4239+.'wpc'vgt'f'et'lecu'f g'rc'eqtr qtcekop'o wnkpcckqpcn'f gdg'vpgt'gp'
 ewgpv'gung'gur cekq'vlekn'vcpupcekqpcn'uw'f kxgtukf cf'kpvtppq'{"uw'r gto gcdk'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' gung'ugp'w'f q.'uki wkgpf q'c' O qti cp' *4239<38+ rc' eqtr qtcekop'o wnkpcckqpcn' gu'
 pgeguctkco gpv'wp'gur cekq' lgt' ts wleq'f qo kpcf q'r qt'kpvtgugu'hkpcelgtqu'gp'rc'ugf g'egpvtcn'
 tgr tgu'pvcf q'gp'rc' *incrustación internacional* f g'rc'hkn'r gtq'gn'gur cekq'kpvtppq'gp'u'gu'o w'
 f kxgtuq'{"gu' uw'lgv'c'f kuewukqpgu.'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'gunc'w'pk'cf'gp'dcug'c'uw'i gtgpek."
 vcdclcf qtgu.'r tgeguqu'r tqf wvxxqu' {"uwu'x'pewnu'eqp'rcu'cevqtgu' {"qti cpkuo qu'f g'f lej q'
 gur cekq'pcekqpcn'v'ngu'eqo q'eqo r gvk'qtgu.'i qdkgtpqu.'ukpf kec'vqu.'e' o ctcu'go r tgu'ctku.'gve0Gu'
 f gek.'rc'ugf g'egpvtcn'r wgf g'ugt'o w' "r qf gtquc'r gtq'pq'm'ucdg'vqf q'0'P q'r wgf g'eqp'qeg't'mu'
 f gcrngu'f g'o gtecf qu'r ctvewrtgu.'gp' v'to k'pqu'f g'i wvqu'f gn'eqpuwo kf qt.'tgi wrekqpgu.'
 eqpf k'kqpgu'rcdqtrgu.'gve0Gung'eqp'qeko k'p'v'r wgf g'gunt'o a u'entq'gp'uwdukf kctk'u' *O qti cp.'
 4239<5+0"

F g'gunc'hqto c.'rc'r tgu'p'v'v'gulu'ug'cnglct' f gn'gpv'p'f ko k'p'v'f g'rc'go r tgu'c'eqo q'wpc'
 ñecl'p'gi tcö'f g'tcekqpcrk'cf' r gthgevc'g'kphqto cekop'eqo r ngv'ew'q' Ap'leq'hk' gu'gn'f g'rc'

⁶²Xctkqu'guwf kqu'f g'rcu'p'gi qekqu'kpvtppcekqpcn'gu'j cp'kpxguk'cf q'rc'tgrcekop'gpvtg'rcu'hkn'ngu'o wnkpcckqpcn'gp'
 gn'gzv'cplgtq'{"uwu'go r tgu'cu'o cvlegu'v'c'p'f q'f g'o qf gnt'rc'ceekop'f g'guncu'go r tgu'cu' *1 j quj cn'{"Dctv'gw.'3; ; 2=
 O ctv'p'g' {"lctk'q.'3; ; 3=Rtcj c'nf' {"F q' .3; ; 9+0"

o czko k celap"fg"wkrf cf gu'Guq"ug"fgvto kpt^a "gp"o c{qt"fgvcmg"gp"gn'r t>zko q'ecr ¶wq."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'ru'vto kpcrgu'cwqo qvtkegu."fguce^a pf qug'gn'ecuq"fg"Vq{qvc"gpvtg"gmru'F g" guv"o qf q."n"lpxgunki celap"cpck ct^a "n" guxtcvgi kc"go r tguetkn'fg"guv"ht^o c"gpvpgf k² pf qrc" eqo q'wp'r tqeguq"eqo r nglq's wg'eqpmgxc'wpc'r ct kwrt hgewt^c fg'ru'ukwcekp"fg'ru'go r tguv"{" wpc'r tq{geekp"o gf kcpq'r n|q"fg'ru"o kuo c."kpet wuxfc"gp"wpc'tgf "eqtr qtcvxc"tcepupcekqpcn' {"gp"gn' gur cekq"uqekn'tgi kqpcn' {"pcekqpcn' Ego q"ug"r ncpvgt^a "o^a u"cf grcpvg."n" gur gekn' 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 gpvqu."n'lpvtr tgvcekp"fg'ru'GO u'r wgf g" xctkct"fg'gr gpf kppf q"fg'gn'gphqs wg'eqp"gn's wg'ug'ru'cpcnleg."{."fg'hqto c'uko krt."guv"uwegf g'eqp" nqu"ko r cevqu"s wg"guvcu"vkgp"gp"uwu"r c¶ugu"tgegr vqtgu"*host country+0'Guvcu"fkuewukppgu"ug" gpo ctecp"gp"gn'fgdcvg"uqdtg"mu'ghgevqu"geqp>>o lequ"{"uqekrgu'fg'ru"KGF"fg'f lej cu'ht^o cu"gp" guvcu"pcekqpcn'Guvcu"xlukppgu"fkhtgp"fg'gr gpf kppf q"fg'gn'gphqs wg"v>tkeq"fg'guf g"gn'ewcn'ug" gzco kpp"{"r wgf gp"ugt"ci twr cf cu"gp"tgu"i tcpf gu"i twr qu<wpc"xlukp"r qukkxc."qvtc"pgi cvxc"{" wpc"vgtetg's wg'uquvkgp's wg'pq'r wgf g'guvdmegtug'wpc'tgi n'i gpgtcn'r ctc"guv"ko r cevq0'

Cu¶'r ctc'wp'r tko gt'i twr q's wg'o cpvkgp"wpc"xlukp"r qukkxc'r qf t¶'ukwctug'uw'qtki gp"gp" nqu'cwqtgu'en' ulequ'fg'ru'Geqpqo ¶c0UKdlgp"guvqu'tcdclqu'pq'ug'gphqecdep"gp'GO u."¶¶uquv¶cp" s wg'ru'lpvtpcekqpcn' celap"fg'ru'cevkxf cf"geqp>>o kec"vt¶'r tqi tguq'r ctc"vqf cu'ru'uqekgf cf gu" lpxqmetcf cu"o r ctvt"fg'ru"gur gekn' celap"fg'ru"m"r c¶ugu"o r ctvt"fg"uwu"ventajas absolutas" *Uo kj . '3998+q"relativas"*Tlectf q.'3: 39+."fguchkcpf q'ru'kf gc'fg'grleqo 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'ru'GO u."eqo r ctv¶'ru"kf gc'fg"s wg"ru"cr gtwtc"eqo gtekn' {"ru" lpvtpcekqpcn' celap"fg'ru"geqpqo ¶c"vpg¶'ghgevqu"fg'eqo r ngo gpvctkgf cf"r qukkxqu"r ctc"mu" r c¶ugu'lpvtxkplgpvqu"*J gemuej gt.'3: 3; =Qj nq.'3: 55+0"

Gp"dcug"o"guvq."mu"guwf kqu'fg"KD"ug"dcucp"gp"i tcp'r ctvg'fg'ru'uw' wguvqu'fg'ru'vgt¶'geqp>>o kec"pgqen' ulec"r ctc"guwf ket"gur ge¶keco gpvg"o"ru'GO u'0'Guvc"guvgrn"gpvkpfg"o"ru' o wkpcekqpcn'gu'eqo q"cevqtgu"geqp>>o lequ"tcekqpcn'gu"s wg"vqo cp"fg'gekukppgu"uqdtg"guvctvgi kcu" f g'ngecn' celap"uqdtg"ru"dcug"fg'ewgukppgu'fg'ghkkgpke"{"tgpvcdkrf cf"*Twi o cp.'422; +0'Gp"gn' r tqeguq."f kwpf gp'ecr kcn'vgepqmi ¶c."eqpqelo kppvq"{"j cdkrf cf gu'gp"vqf q'gn'o wpf q0Ug'r gtekdg"

s wg"guvcu"lpxgtukppgu"vkgppg"ghgevqu"lpf kt gevqu'r qukkxqu" { "f g"cr tgpf k clg"s wg" c { wf cp" c" cwtcgt " nwi ctgu" c" r" geappo "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'cn0'4228=F wppkpi " { 'Nwpcf cp. '422; +0³'C' r ctvk' f g'guvcu'gphqs wgu" ug" j cp'tgerk cf q'wpc"i tcp"ecp vk cf "f g"lpxguki cekppgu"s wg" f guwcep" iqu"ghgevqu'r qukkxqu" f g" r" KGF "gp" r c" iqu" tgegr vqtgu" *I j cwtk' { 'I co kp. '422; =O g| gt. '4226=P cxctgwk' { 'Xgpcdrgu. '4235+0⁴"

Rqt" qvtq" rcf q. "wpc" xkuk" p" f kco gvtcm gpvg" qr wguvc" r wgf g" j cmctug" gp" qvtq" i twr q" s wg" o cpvkgpp'wpc" r gtur gevxc' pgi cvkx' c' uqdt g' gn'ceekpct' f g' r' u' GO u' gp" r c" iqu" r gt k? tlequ' U' w' qtki gp" r wgf g' ukwctug" gp" gn' b' kuo q' f gucttqm' v' g' tlequ' b' ctzkuc" { " o^a u' gur ge" hkeco gpvg" gp" r' u' v' q' t' cu' f' gn' ko r g' t' k' r' kuo q. 'gn' e' c' r' k' n' b' q' p' q' r' q' r' k' u' c" { ' r' e' f' g' r' g' p' f' g' p' e' k' c' O' G' p' r' e' t' c' q' { ' f' g' g' u' v' g' g' p' h' q' s' w' g' r' w' g' f' g' u' k' w' c' t' u' g' c' N' g' p' k' *3; 38+ 's' w' k' p' t' g' e' q' i' g' i' q' u' c' r' q' t' v' u' v' g' t' l' e' q' u' f' g' J' k' h' g' t' f' k' p' i' . ' D' w' n' j' c' t' k' p' { ' J' q' d' u' q' p' { ' u' q' u' k' g' p' g' s' w' g' r' e' z' r' q' t' v' e' k' e' p' f' g' e' c' r' k' e' r' g' u' f' g' r' u' g' o' r' t' g' u' c' u' o' q' p' q' r' » r' e' c' u' l' p' v' g' t' p' c' e' k' p' c' r' k' c' f' c' u' u' g' t' g' e' r' k' c' d' c' r' c' t' e' e' q' p' u' g' i' w' k' t' w' p' c' i' c' p' c' e' k' o^a u' g' r' g' x' c' f' c' g' p' r' c' i' q' u' c' v' t' c' u' c' f' q' u' f' g' d' k' f' q' c' s' w' g' i' q' u' e' c' r' k' e' r' g' u' g' p' g' u' q' u' r' c' i' q' u' u' q' p' g' u' e' c' u' q' u' . { " g' n' r' t' g' e' k' q' f' g' r' u' o' c' v' g' t' k' u' r' t' k' o' c' u' { " n' q' u' u' c' r' t' k' u' u' q' p' o' g' p' q' t' g' u' O' C' u' f' i' n' q' u' e' c' r' k' e' r' g' u' t' c' u' p' e' k' p' c' r' g' u' h' q' t' o' c' d' e' p' r' c' t' v' g' f' g' w' p' c' a' d' e' n' a' i' m' p' e' r' i' a' l' " g' p' r' e' w' e' n' l' u' g' f' g' y' g' t' o' k' p' c' d' c' w' p' d' e' s' a' r' r' o' l' l' o' d' e' s' i' g' u' a' l' f' g' i' q' u' f' k' u' k' p' v' u' r' c' i' q' u' l' p' x' q' u' m' e' t' c' f' q' u' O' "

Nwgi q. " iqu" v' g' t' l' e' q' u' p' g' q' o' c' t' z' k' u' c' u' f' g' n' i' e' c' r' k' e' n' i' o' q' p' q' r' q' r' k' u' c' " D' e' c' t' e' p' { " U' y' g' g' l' { " *3; 88+ t' g' o' c' t' e' c' t' a' p' s' w' g' r' u' g' o' r' t' g' u' c' u' t' c' u' p' e' k' p' c' r' g' u' g' p' r' e' r' g' t' k' h' g' t' k' f' k' i' k' i' g' p' u' w' u' g' z' e' g' f' g' p' v' g' u' c' u' w' u' g' e' a' p' p' o' i' c' u' f' g' q' t' k' i' g' p' e' g' p' t' c' r' g' u' { " q' d' v' k' p' p' i' c' p' c' e' k' u' o' c' { q' t' g' u' r' t' q' f' w' e' v' q' f' g' r' u' f' k' h' g' t' g' p' e' k' u' u' c' r' t' k' e' r' g' u' g' p' c' e' v' k' k' f' c' f' g' u' e' q' p' r' u' o' k' u' o' c' r' t' q' f' w' e' v' k' k' f' c' f' . " g' n' c' e' e' g' u' q' r' t' k' k' i' g' i' k' e' f' q' c' " i' q' u' t' g' e' w' t' u' q' u' p' c' w' t' e' r' g' u' f' g' n' i' r' e' p' g' v' c' { " g' n' e' q' p' t' q' n' i' f' g' n' i' U' k' u' g' o' c' " H' k' p' c' e' k' t' q' k' p' v' g' t' p' c' e' k' p' c' r' i' o' ⁵ C' u' w' x' g' l' . " r' c' t' c' " i' q' u' v' g' t' l' e' q' u' f' g' r' e' f' g' r' g' p' f' g' p' e' k' . " g' u' v' c' u' g' o' r' t' g' u' c' u' t' c' u' p' e' k' p' c' r' g' u' e' w' o' r' n' g' p' g' n' i' t' q' n' i' f' g' t' c' p' u' h' g' t' g' p' e' k' f' g' g' z' e' g' f' g' p' v' g' f' g' u' f' g' r' e' r' g' t' k' h' g' t' k' j' c' e' k' g' n' e' g' p' v' t' q' *F' q' u' U' c' p' v' u' . '3; 95+0' R' e' t' c' ² u' v' u' . ' r' u' o' w' i' k' p' c' e' k' p' c' r' g' u' "

⁶³ Guc" r' gtur gevxc" cr q { c" gp" i' p' g' t' c' n' i' g' n' i' r' t' k' p' e' k' k' q' f' g' n' i' k' d' t' g' e' q' o' g' t' e' k' q' . " r' e' g' r' i' o' k' p' c' e' k' e' p' f' g' r' u' d' c' t' t' g' t' u' e' q' o' g' t' e' k' r' g' u' { " g' n' i' f' g' u' c' t' t' q' m' i' f' g' w' p' c' i' g' u' t' w' e' w' t' c' i' m' d' e' n' i' s' w' g' t' g' h' w' g' t' e' g' g' n' i' k' d' t' g' e' q' o' g' t' e' k' q' c' u' t' c' x' ² u' f' g' r' u' Q' t' i' c' p' k' c' e' k' e' p' O' w' p' f' k' e' n' i' f' g' n' i' E' q' o' g' t' e' k' q' *Q' O' E' -' i' { " i' q' u' t' c' v' c' f' q' u' l' p' v' g' t' i' w' d' g' t' p' c' o' g' p' v' e' r' g' u' c' u' e' k' c' f' q' u' O' C' u' w' x' g' l' . " c' r' q' { c' i' q' u' f' g' t' e' e' j' q' u' f' g' r' e' f' k' g' e' e' k' e' p' f' g' r' u' G' O' u' c' f' g' e' k' k' t' u' q' d' t' g' r' e' g' u' t' c' v' g' i' k' e' f' g' r' e' g' o' r' t' g' u' c' { " c' u' w' o' g' s' w' g' g' u' v' c' u' f' g' e' k' u' k' p' p' g' u' e' q' p' f' w' e' k' a' p' c' i' n' i' k' p' c' i' c' w' p' g' h' g' e' v' q' f' g' i' q' v' g' q' f' g' d' g' p' g' h' e' k' e' q' u' g' e' a' p' p' o' l' e' q' u' { " u' e' k' e' r' g' u' *E' q' m' k' p' u' q' p' { " O' q' t' i' c' p' . '422; =O' q' t' i' c' p' . '4239+0' "

⁶⁴ Gp" uw' f' k' o' gpuk" p" o' letqgeqp" o' lec" guvc" r' k' g' t' c' w' t' c' j' c' f' k' h' g' t' g' p' e' k' f' q' r' u' g' z' v' g' t' p' c' r' k' f' c' f' g' u' r' q' u' k' k' x' c' u' g' p' o' f' g' t' t' c' o' g' u' o' *spillovers+ j' q' t' k' q' p' v' e' r' g' u' { " x' g' t' v' e' c' r' g' u' O' N' q' u' r' t' k' o' g' t' q' u' o' r' i' e' c' p' s' w' g' g' n' i' k' p' i' t' g' u' q' f' g' p' w' g' x' c' u' G' O' u' q' g' n' i' c' w' o' g' p' v' q' g' p' r' e' e' q' o' r' g' v' k' k' k' f' c' f' f' g' r' u' i' k' i' c' r' g' u' { c' l' p' u' e' r' c' f' c' u' r' w' g' f' g' g' r' e' x' c' t' g' n' i' p' k' x' g' n' i' f' g' e' q' o' r' g' v' g' p' e' k' g' p' g' n' i' b' g' t' e' c' f' q' f' q' o' ² u' w' e' q' g' l' p' f' w' e' k' t' c' r' u' i' k' t' o' c' u' i' q' e' c' r' g' u' s' w' g' e' q' o' r' k' g' p' e' q' p' r' u' g' z' v' t' e' p' l' g' t' u' c' g' r' e' x' c' t' u' w' r' t' q' f' w' e' v' k' k' f' c' f' { " l' q' c' o' g' l' q' t' c' t' r' e' c' r' k' f' c' f' f' g' u' w' u' r' t' q' f' w' e' v' q' u' *x' c' l' o' k' e' c' e' k' e' p' . " p' p' q' x' c' e' k' e' p' . " p' w' g' x' c' u' l' p' x' g' t' u' k' p' p' u' . " g' v' e' 0' O' N' q' u' l' u' g' i' w' p' f' q' u' f' g' x' l' e' p' p' f' g' s' w' g' r' u' i' k' t' o' c' u' i' q' e' c' r' g' u' r' w' g' f' g' p' d' g' p' g' h' e' k' t' u' g' f' g' r' u' v' e' p' q' m' i' i' c' u' { " r' t' e' v' e' c' u' q' t' i' c' p' k' c' e' k' p' c' r' g' u' f' g' r' u' G' O' u' . " c' u' t' c' x' ² u' f' g' r' u' o' c' { q' t' g' u' t' g' s' w' g' t' o' k' e' p' v' u' f' g' e' c' r' k' f' . " e' q' u' v' u' { " l' q' r' r' e' l' q' f' g' g' p' v' t' g' i' c' s' w' g' r' u' i' k' i' c' r' g' u' u' w' g' r' e' p' g' z' k' i' k' t' c' u' w' u' r' t' q' x' g' g' f' q' t' g' u' { " f' g' r' e' g' x' p' w' e' r' i' c' u' k' u' g' p' e' k' *v' e' p' l' e' c' s' w' g' r' u' d' t' l' p' f' g' p' r' c' t' e' u' c' u' l' u' c' e' g' t' g' u' q' u' t' g' s' w' g' t' o' k' e' p' v' u' O' V' c' o' d' l' e' p' i' q' u' e' r' k' e' p' v' g' u' f' g' r' u' G' O' u' r' q' f' t' c' p' t' g' e' k' d' k' t' o' r' c' e' v' q' u' r' q' u' k' k' x' c' u' x' c' l' o' f' k' u' r' q' p' k' l' k' f' c' f' f' g' p' w' g' x' c' u' q' o' g' l' q' t' g' u' o' c' s' w' i' p' t' c' k' u' . " l' p' u' w' o' q' u' q' u' g' t' x' l' e' k' u' *I' c' t' e' i' { " N' e' r' g' l' . '4242+0' "

⁶⁵ Gd' vgo c" f' g' n' i' e' c' r' k' e' n' i' o' q' p' q' r' » r' e' q' { " u' w' t' q' n' i' g' p' i' q' u' r' c' i' q' u' r' g' t' k' f' t' l' e' q' u' f' g' u' r' g' t' w' » w' p' r' e' t' i' q' f' g' d' c' v' g' g' p' r' e' i' k' s' t' c' w' t' c' o' c' t' z' k' u' c' O' Q' v' t' q' u' c' w' q' t' g' u' o' c' t' z' k' u' c' u' e' t' k' l' e' c' p' g' n' i' g' p' h' q' s' w' g' f' g' e' q' o' r' g' v' g' p' e' k' o' q' p' q' r' » r' e' c' u' u' q' u' v' g' p' l' g' p' f' q' s' w' g' r' u' i' g' l' g' u' f' g' e' q' o' r' g' v' g' p' e' k' e' c' r' k' e' r' k' u' c' s' w' g' u' e' t' k' d' i' c' O' c' t' z' u' k' i' w' g' p' x' k' i' g' p' v' u' g' p' r' e' c' e' w' e' r' k' f' c' f' { " s' w' g' p' q' g' u' g' p' r' e' c' e' v' k' k' f' c' f' f' g' n' i' e' c' r' k' e' n' i' o' t' c' u' p' e' k' p' c' r' i' f' q' p' f' g' u' g' p' e' w' g' p' t' c' p' r' u' f' k' h' g' t' g' p' e' k' u' g' p' v' t' g' r' c' i' q' u' *M' q' t' p' d' i' n' j' w' . '4235=U' j' c' k' n' 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 cvgtkcu'r tko cu'dctvcu"{ 'o gtecf qu'r etc'rc'r tqf week»p'f g'rcu'pcekqpgu'kpf wxtkrcgu"*Ectf quq"{ " Hcrgwq."3; 8; =I wpf gt"Hicpm"3; 96+0F g'hqto c'uko kct.'rc"Vgqt"fc'f gn'Ukugo c/O wpf q'uquvgr"fc" s wg'mqu'ecr krcgu'vcupcekqpcrgu'f g'mqu'egpvtqu'f g'cewo wrcck»p'f gvgto kpcp"Guxcf qu'hwgtvqu"gp" f lej qu'egpvtqu'r etc'i ctepvk ct'r tkxkrgi kqu'f g'ecr krcgu'o qpqr »rlequ"{ 'rko kct'c'rc'ercug'qdtgtc." c'rc'xgl 's wg'r kf gp'r qt"Guxcf qu'f²dkrgu"gp'mqu'r c"jgu'r gthk?tlequ'r etc'r qf gt"i ctepvk ct'rc'rdtg" ektewrcck»p'f g'uwu'dkrgu"{ "i cpcpekcu"{ "cwo gpvct"gn'hwq"f khtgpekcn'f g'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" f g' guxcu"o kcf cu"o a u" r qmktk cf cu" gzkrug" wpc" i tcp" ecpvk cf " f g" vtdclqu" go r "flequ"s wg" c" vtcx² u'f g' f kxtucu"o gvqf qmji "cu"uquvgrgp"s wg'mqu'ghgevqu" f g'rc" KGF "gp"mqu" r c"jgu'o gpqu'f gucttqmcf qu'f gr gpf gp'f g'pwo gtqucu'xctkcdrgu."vrcgu'eqo q<rc'ecrk cf "{ 'gn'pkxgn' f gn'ecr kcn'j wo cpq" f gn'r c"ju" tgegr vqt " *Dgpi qc" { "Ucpej gl /Tqdrgu." 4225="NK" { "Nkw" 4227=" Uqmo qp."4233+."gn'f gucttqm" f gn'o gtecf q"hpcekgtq"*Chtctq"gv'cn'4226="F wtj co ."4226+."rc" gzkrugpek" f g'vcwf qu'f g'rdtg"eqo gteq" *j cpi ."4223+."gn'vco c° q' f gn'o gtecf q"*Hctgm'gv'cn'4226="Mwo ctk" { "Uj cto c."4239+."rc"eqo r ngo gpvctkcf cf "gpvgr"rc" kpxgtuk»p"meci" { "gzvcpkgtc" *Cm htcl'k' 'Cm uch'k."4236+."rc'ecrk cf "f g'rcu'kpuvkekqpgu'f gn'r c"ju" tgegr vqt " *Dgxc'p'gv'cn'4226=" Gtf qi cp" { "Wpxgt."4237+."rc'ecrk cf "f g'rc" kphctegutwewtc" *Dkuy cu."4224="Xkk { cmwo ct "gv'cn'4232+."gn'equv" f g'rc"o cpq" f g'qdtc" *Dki k'k'gv'cn'4234+."rcu'rg { gu'ko r qukkxcu" *Dkuy cu."4224+." gn'lugevqt"geqp»o leq" f g'rc"go r tguc'uwduf kctk" *Chtctq."4225+."gpvgr"qvtcu'0'

Gp" f ghpkkxc."rc"rkgtcwtc"go r "flec"cttqlc"s wg'mqu'ko r cevqu" f g'rc" KGF "uqp"xctkcf qu." { " uw'o ci pkwf "{ 'uki pq'f gr gpf g'f g'wp'co r rk'eqplwpv'f g'ekewpucpekcu" *Chtctq" { 'Ej ctnmq."4229=" Drcmqem" { "I gtvgt."422; =Dmipi gp" { "Y cpi ."4226="Eqj gp."4229="Hctqrg" { "Y kpmgt."4237=" J extcpgm" { "Kuqxc."4233="Nkr ug" { "Ulqj qm ."4227=" 0Nkw"422; +0P q"uqtr tgp'f g'gpvqpegu"s wg" mqu"pwo gtququ" guwf kqu" go r "flequ"s wg" f guf g"j ceg" cni wpcu" f² ecf cu" kpvgrvcp" cdqtf ct" guvqu" hgp»o gpqu"o wguvgt"tguwncf qu"j gvtqi² pgqu'0Nc"o gvqf qmji "c"go r rncf c"r etc"tgcrk ct" f lej qu" guwf kqu."c"uw'xgl . "j c"kf q'xctkcpf q" c"m'rc'ti q' f gn'vgo r q'0Nc"xctkcdk'cf "gpeqpvtcf c'vco dk'p" r wgf g'tghglct'tgcrgu'f kxgti gpekcu"gp'mqu'ko r cevqu" f g'rc" KGF ."eqpf kekqpcrgu" c'rcu'ectcevt"jvkecu" f g'mqu'r c"jgu" tgegr vqtgu" { "rcu" gutcvgi kcu" { "cevxk'cf gu"mgxcf cu"cf gncpvgr" qt"mqu" kpxgtuqtgu" gzvcpkgtqu" *I cte"fc" { "N»r gl ."4242+0'

Gp"ewcpvq" c"mqu'ko r cevqu" f g'rc" KGF "gp"gn'o cteq" f g'rcu" EI X."ug"gpvgrpf g"s wg."gp"rc" o gf kf c"gp"s wg"rcu"GO u'ko r ngo gpvcp" gutcvgi kcu"o'eqo r rglcu'o" f g'kpvgi tcek»p" *r qt" glgo r m." f guegpvtcrk cp" hwpekqpgu" gutcv' i lecu" { "tcf lecp" gp"uwu" hkrkrngu" cevxk'cf gu" f g' K F ." f kug° q." mji "jvkec." gve0:."mqu'r c"jgu" tgegr vqtgu" r qf t"cp" dgpghkctug" f g'o c { qtgu" f gttco gu" r qukkxcu"s wg" mqu"s wg'tgek'cp" dclq'rcu'cpvgtkqtgu"o qf cirk cf gu'f g'ko r rcpvcek»p' f g'gug'vkr q' f g'ht'o cu" *I cte"fc"

{'N»r gl .4242-0Gu'f gek. 'cvtcgt 'hru'cevxkf cf gu'wlecf cu'gp'hcu't wpcuf g'rc'ewxc'f g'rc'öuqptkucö"
f g'rcu'ecf gpcu'f g'xcmt0"

Nqu'cpcrkuc'u'o ^a u'qr vko kuc'u'uwgrgp'f gucect'hqu'ko r cevu'r qukkxqu'eqo q't guwncf q'f g'
rc''htci o gpvce»p'i mdcn'f g'rc''r tqf week»p" gp"EI X0'Rqt" glgo r m." Dcrf y kp"*4238+" uquvkgpg"
r gtur gevxcu'r tqo kuqtku'r r ctc" mqu" r c'fjugu' gp" f gucttqmj" { " uw" kpugtek»p" gp" ecf gpcu." { " j c"
r tqerco cf q'gn'eqo kgp| q'f g'wpc'öi tcp'eqpxgti gpekö0Ugi Àp'guv'xkuk»p. 'hqu'r c'fjugu' { c'pq'vkgpgp"
s wg'f gucttqmt" kpf wutku' gpvgtcu" q' wpc" dcug" kpf wutku'r tqhwpc" cpvgu' f g' r ctvlekr ct" gp" gn'
eqo gtekq" o wpf ken" r qts wg'rcu'EI X" rgu'f cp"rc''qr qtwpkf cf "f g' xlpewrtug" c"rc''r tqf week»p"
o wpf kcn'cn'gur gekrk| ctug'gp'cevxkf cf gu'f g'plej q0Cu'f'ug'uquvkgpg's wg'mqu'r c'fjugu'cj qtc'r wgf gp"
r ctvlekr ct'gp'gZR qtvekpqgu'cxcp| cf cu'f g'o cpwcewcu'eqp'wp'ecr kcn'kpekcn'ko kcf q' { " qdvpgt"
ceeguq" c" vgepqm| f'f g' r wpc" { " eqpqeko kgpvqu'f g' r tqf week»p0Gp" guv'f kgeek»p. "Nkp" { " O qpi c"
*4239<3: 8/3; 4+" f gucttqmp" guv'cti wo gpvq" gp" uw'rdtq" uqdtg" e»o q" mqu'r c'fjugu' gp" f gucttqmj"
r wgf gp" eqpxgti gt" g" kpf wutku' r ktug0Nqu'cwqtgu'xgp" wp" gpqto g' r qvpekn'gp" gn'j gej q' f g's wg"
mqu'r c'fjugu' gp" f gucttqmj" r wgf cp' xlpewrtug" c"rcu'EI X" gur gekrk| ^a pf qug'gp'cevxkf cf gu'f g'plej q"
s wg'gu^a p" gp" r'fjgc'eqp'uw'xgpvle"eqo r ctcvxk't g'rcvxc0'

" Cni wpcu' qvtcu' eqp'kdvekpqgu' uqp" o ^a u' ecwgmqucu" ewcpf q" ug" vtcw" f g" gxcnct" rcu"
qr qtwpkf cf gu'f g' catch-up" gp" wp" o wpf q' f g'EI X0'Mcr rkpun { "*4227+" { " Ngg"*423; +tgeqpqegp"
s wg'rc'ewguk»p'pq'gu'uk'mqu'r c'fjugu' gp" f gucttqmj" f gdgp' xlpewrtug" c"rc''r tqf week»p" o wpf kcn'ukpq"
e»o q" m'j' cegp0Mcr rkpun { " qdugt'xc'wp" gzequq' f g'ecr cekf cf "i mdcn'gp'ecr cekf cf gu'r tqf wevxcu"
{ " o cpq'f g'qdtc" dctc" { " .r qt'm'vcpvq. 'cf xkgt'v'eqo q'wpc'öhc'nekcö'uk'ö wej qu'r c'fjugu. "cn'ö kuo q"
vgo r q. " kpvpgvp" f gucttqmtug" c" vtcx²u" f g" wpc" gutcvgi kc" f g" etgelo kgpvq" qtkgpvcf c" c" rc"
gZR qtvekp»p" *Mcr rkpun { " .4237<44; /453+0E qpenw { g's wg'mqu'r c'fjugu'pq' uqmj" f gdgp' kpugt vctug" gp"
rcu'EI X. "ukpq" s wg'f gdgp" j cegtmj" f g" o cpgtc" gutcv²i kcc" { " ugrgevxk'r ctc'ecr wtct'rcu't gpvcu'f g"
rc'gZR qtvekp»p" *Mcr rkpun { " .4237<464/46; +0Ngg"*423; +r qugg'wp" cti wo gpvq'uko krc" { " ceqpuglc"
vcpvq" c"rcu'go r tgucu'eqo q" c" mqu'r c'fjugu' s wg'ug'kpugt vgp" { " f gukpugt vgp" gutcv²i keco gpv" gp"rcu"
EI X' r ctc'mqi tct" upgrading0"

" Cf go ^a u. " guv' f kuewuk»p" r wgf g' xctkct" uki pkk'ecvxco gpv" f gr gpf kgpf q" f gn' vkr q" f g"
ecf gpc0Ncu'EI X' f kkgtp" eqp't gur gevq" c" e»o q"rcu'go r tgucu' r'fjgtgu"i qdkgtpcp"rc'ecf gpc" f g"
xcmt" { " e»o q"ug'f kwtkdw { g'gn'r qf gt" gp" gmc. "cu'f'vco dl²p" c" e»o q"rcu'cevxkf cf gu'f g' r tqf week»p"
ug'f kur gtucp" gp'vqf q'gn'ö wpf q. "e»o q"ug'vqo cp'rcu'f gekukppgu'f g'wleceek»p. " { " e»o q"guvq'chgevc"
rcu'r gtur gevxcu'f g'kpvt'xgpek»p' r q'f'k'ec'mqecn'rcu'qr qtwpkf cf gu'r ctc's wg'rcu'go r tgucu'mqecngu"
r ctvlekr gp. " { " rc''r qudkrkf cf "f g" s wg'mqu'r c'fjugu'ecr vgp" tgpvcu'f g"rc''gZR qtvekp»p. "cu'f'eqo q"rc"
r qudkrkf cf "f g" etgct" x'f'pewmqu" j cekc" cv^a u' *backward linkages+" { " j cekc" cf g'ncpv" *forward
linkages+" gp"uwu'geqpqo f'cu'pcekqpcngu" *Y j kkgf "gv'cn0"4243+0Cn't gur 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~~0⁶"

" Cu'f'gp'gr'uge~~v~~qt'cw~~q~~o q~~u~~k' '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~~x~~q~~'f g' r'KG'gp'v~~to~~ k~~p~~qu'f g'et~~g~~cel~~ep~~'f g'go r ng~~q~~'{ 'ecr cel~~f~~ cf 'f g'r tq~~f~~ weel~~ep~~.r'gt~~q~~'j c{ 'b c{qt'f k~~u~~e~~w~~uk~~ep~~" ceg~~t~~ec'f g'r'v~~t~~cp~~u~~ht~~g~~pek'f g'v~~g~~ep~~q~~mi 'f'{"know-how, r'm~~q~~ec~~r~~k' cel~~ep~~'f g'r ct~~v~~u'{"r k~~g~~ cu'{"m~~u~~' gh~~g~~e~~v~~u'gp'gr'eqo g~~t~~ek~~q~~'gz~~v~~gt~~k~~qt'f g'm~~u~~'r c'f'ug~~u~~'t~~g~~egr v~~t~~gu'*Rct~~f~~ k'423; =Rcx~~i~~f~~p~~gm'4226=Rcx~~i~~f~~p~~gn' { 'fi'f'ic~~m~~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~~'f g'm~~q~~ec~~r~~k' 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'cu'f g'g~~u~~ec~~r~~0G~~u~~x'ug' f g~~d~~g'c's w~~g~~'r' tco c'cw~~q~~o q~~u~~k' "gu'w~~p~~c'k~~p~~f w~~u~~tk' k~~p~~v~~p~~uk~~c~~" gp'ecr k~~c~~n's w~~g~~' gu³ "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'cu'f g'g~~u~~ec~~r~~0R~~q~~t'gl~~g~~o r m~~g~~.g~~u~~cu'lu~~p~~'gr'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~~uc~~u~~'ff~~g~~t~~g~~'gu'gp'v~~t~~pp~~c~~'r' m~~q~~ec~~r~~k' cel~~ep~~'f gr'f k~~u~~g^o q'{"r' m~~q~~ec~~r~~k' cel~~ep~~' f gr'nc~~d~~cu~~v~~g~~e~~ko k~~p~~v~~q~~0E~~w~~cp~~f~~ q'j c{ 'w~~p~~'o g~~t~~ec~~f~~ q'm~~q~~ec~~n~~'m~~u~~'u~~w~~h~~e~~k~~g~~p~~v~~go gp~~v~~g'i t~~c~~pf g'r c~~t~~c'o q~~f~~ gr~~u~~'f g' x~~g~~j 'f~~w~~ru'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~~g~~to 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~~k~~h~~e~~c~~v~~x~~c~~'{"v~~q~~o ct'm~~u~~'t~~g~~ui qu'cu~~q~~ek~~f~~ qu'eq~~p~~'r' m~~q~~ec~~r~~k' cel~~ep~~'f gr' f k~~u~~g^o q'*F~~q~~o c un~~k~~'{ 'I y qu~~f~~ | .422; +0

" Ncu'ge~~q~~pp~~o~~ 'f'cu'f g'g~~u~~ec~~r~~'v~~o~~ d~~k~~ p'lu~~p~~'gr' t~~k~~pek~~r~~ c~~n~~'lo r w~~u~~qt'f g'r' l'w~~u~~h~~e~~cel~~ep~~'c' h~~x~~qt'q" gp'eq~~p~~t~~c~~'f g'r' r tq~~f~~ weel~~ep~~' m~~q~~ec~~n~~'f g'eqo r q~~p~~gp~~v~~gu'N~~q~~u'h~~c~~dt~~k~~ec~~p~~v~~g~~'f g'eqo r q~~p~~gp~~v~~gu' u~~q~~m' k~~p~~x~~g~~t~~u~~k^a p'gp'r' o cs w~~k~~p~~c~~tk'{"j g~~t~~tc~~o~~ k~~p~~v~~c~~u't~~g~~s w~~g~~t~~k~~f cu'uk'm~~u~~'x~~q~~n~~o~~ gp~~g~~'f g'r tq~~f~~ weel~~ep~~'u~~q~~p' u~~w~~h~~e~~k~~g~~p~~v~~g'u'r c~~t~~c'r ci ct~~m~~'*J cu~~u~~rg~~t~~.4233-<654+0G~~u~~x'cr n~~e~~c'v~~c~~p~~v~~'c'm~~u~~'r tq~~x~~gg~~f~~ qt~~g~~'f g'go r t~~g~~uc~~u~~' o w~~k~~p~~c~~ek~~q~~pc~~r~~g~~u~~'eqo q'c'r~~u~~'go r t~~g~~uc~~u~~' m~~q~~ec~~r~~g~~u~~'N~~q~~u'r tq~~x~~gg~~f~~ qt~~g~~'f g'o w~~k~~p~~c~~ek~~q~~pc~~r~~g~~u~~' v~~k~~gp~~g~~' o w~~e~~j cu'k~~p~~u~~v~~er~~e~~k~~q~~p~~g~~'gp'v~~q~~f q'gr'ib w~~p~~f q.'r qt'm~~u~~'v~~c~~p~~v~~.'w~~p~~c'p~~w~~g~~x~~c'k~~p~~u~~v~~er~~e~~k~~ep~~'gp'q~~v~~q'r c'f'u'uk~~g~~o r t~~g~~' u~~k~~i p~~k~~h~~e~~c' k~~p~~x~~g~~t~~u~~k~~ep~~' gp' p~~w~~g~~x~~cu'j g~~t~~tc~~o~~ k~~p~~v~~c~~u' *U~~w~~i k~~f~~ co c' {"H~~w~~ko q~~v~~q.'4222-<3: 2+0' UK' gu³ 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~~'f g'r tq~~f~~ weel~~ep~~' m~~q~~ec~~n~~'gur g~~t~~cf qu'N~~q~~u'h~~c~~dt~~k~~ec~~p~~v~~g~~'f g'eqo r q~~p~~gp~~v~~gu'f g'r tq~~r~~ k~~f~~ cf "m~~q~~ec~~n~~'u~~w~~gr~~g~~'gu~~v~~ct'eq~~p~~h~~k~~pcf qu' p~~c~~ek~~q~~pc~~m~~ gp~~v~~g.'m~~u~~'s w~~g~~'u~~k~~i p~~k~~h~~e~~c'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~~'c~~n~~' r t~~k~~pek~~r~~ k~~q~~0V~~k~~gp~~g~~'s w~~g~~'eqo r g~~v~~t'eq~~p~~t~~c~~'r~~u~~'b w~~k~~p~~c~~ek~~q~~pc~~r~~g~~u~~'s w~~g~~'u~~q~~p'eqo r g~~v~~k~~x~~cu'c'p~~k~~x~~g~~n~~o~~ w~~p~~f k~~c~~n' {"r w~~g~~f gp'i g~~p~~gt~~c~~t'ge~~q~~pp~~o~~ 'f'cu'f g'g~~u~~ec~~r~~'c'v~~t~~c~~x~~² u'f g'r'r tq~~f~~ weel~~ep~~'r c~~t~~c'f k~~h~~t~~g~~gp~~v~~g'u'o g~~t~~ec~~f~~ qu'0N~~c~~' À~~p~~lec'hw~~g~~p~~v~~g'f g'ge~~q~~pp~~o~~ 'f'cu'f g'g~~u~~ec~~r~~'f g'r~~u~~'go r t~~g~~uc~~u~~' m~~q~~ec~~r~~g~~u~~'u~~w~~gr~~g~~'ug~~t~~'r'r tq~~f~~ weel~~ep~~'p~~c~~ek~~q~~pc~~n~~' f g'x~~g~~j 'f~~w~~ru'{"eqo r q~~p~~gp~~v~~gu.'{"u~~w~~'ecr cel~~f~~ cf 'r c~~t~~c'k~~p~~x~~g~~t~~u~~k'gp'v~~g~~ep~~q~~mi 'f'{"gs 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~~k' .pq'ko r q~~t~~c'v~~c~~p~~v~~'f »p~~f~~ g'ug'r tq~~f~~ w~~e~~ e~~c~~p'm~~u~~'d~~k~~ep~~g~~'q'ug'r t~~g~~u~~v~~gp'm~~u~~' u~~g~~t~~x~~le~~q~~'f g'r~~u~~'GO.'r' b' c~~p~~h~~g~~u~~c~~el~~ep~~'o^a u'lo r q~~t~~v~~p~~g'f g'r'p~~c~~ek~~q~~pc~~r~~k'cf'go r t~~g~~uct~~k~~n'uki w~~g~~'uk~~g~~pf q'r' m~~q~~ec~~r~~k' cel~~ep~~' f g'uw'ug~~f~~ g'eg~~p~~t~~c~~ri'0N~~c~~'o w~~k~~h~~q~~ec~~r~~k' cel~~ep~~'f g'r~~u~~'v~~t~~cp~~c~~ek~~q~~pc~~r~~g~~u~~'uki w~~g~~'lo r w~~u~~cp~~f~~ q'uw'uk~~f~~ g~~l~~'{"f k~~x~~g~~t~~u~~k~~h~~e~~cel~~ep~~'."eq~~p~~' o g~~p~~qt'z~~r~~ qu~~e~~k~~ep~~'c~~n~~t~~l~~g~~u~~i q.'{"et~~g~~cp~~f~~ q'go r ng~~q~~'f g'ec~~r~~k'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~~'{"f g~~p~~gt~~c~~pf q' gr'gh~~g~~e~~v~~q'õ~~t~~ce~~v~~qt^o's w~~g~~'t~~g~~ct~~k~~ cp'ud~~t~~g'q~~t~~cu'go r t~~g~~uc~~u~~'f g'o g~~p~~qt'v~~o~~ c^o q'gp'uw'ge~~q~~pp~~o~~ 'f'cu'f g'q~~k~~i gp'*CPHCE'{" UGTPC~~W~~Q.'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 wgr'hwgtcwtc'f gucec'r ctc'eqo r tgp'gt'griko r cevq" s wgr"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'r"pgeguk cf "f'g" wpc'r qm¶ec"kp'wutkcn' { c's wgr'nfi qdktpq"mecn'vkgp'g's wgr'pgi qekt"eqp"rcu'vgo kpcrgu"gpvcpgu" { "mqu"lpgtgugu"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"gpewpvtc"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'cn0"4243="Drcem'gv'cn0"4242="P cwuf c."422; =P cwuf c" { "Vj qdwt p."4236-0Cni wpqu"fg"mqu" hcvqtgu"guv⁸ veku"o ^a u'ko r qvcpv's wgr'uq'hwgpg'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'lvgtpq'f'gn'r c¶u" { "rcu"geppqo ¶cu"fg"guenr" s wgr' 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"gpewpvtc"mqu"n¶o kgu"fg" r tqr kgf cf " { "mqu"tgs wukqu"fg"rcu"go r tgucu"cuqekvxcu" **joint-ventures.* "LX+." gucu"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'cn0"4234<598+0" Rqt'qvtq'rcf q."rcu'r qm¶ecu" f'g"r tqwee»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 q0'Qvtc" ^a tgc"erxg"r ctc"rc"lvgtxgpe»p" f'gn' i qdktpq'gu'rc'ewguk»p'f'g'r'cckppcrk' cek»p'f'gn'o qf gmq0Ncu'vgo kpcrgu'vkgp'gur gekhceckppgu" f'kukpvcu"r ctc"uwu"eqo r qppgvu."m" s wgr'gxkc" s wgr'mu"hcdtkecpv'f'g"eqo r qppgvu"i gpgtgp"

⁶⁷"Ncu"geppqo ¶cu"fg"guenr"uq'vcp"ko r qvcpv'gp"guv"ugevt'cn'r wpv" s wgr'rc"vdlece»p" f'g'rc"r tqf week»p"o ^a u' i tcpf g"i gpgtcm gpv"uq'gp"i gpgtcr'co dk'p"mqu"r c¶gu"fg'f'kug^o q'r ctc"wp"pwgq"o qf gmq'f'g"xgj ¶ewm" { . "r qt"m" vcpvq."gn'p'kgn'f'g'eqpvk q"mecn'ugt^a "o ^a u'cnaq"gp"guv"vdlece»p0'Ncu'qvtcu'vdlececkppgu." { "gur gekcm gpv'cs wgr'rcu" eqp"mqu"xqnao gpgu'f'g'r tqf week»p"o ^a u'dclqu."i gpgtcm gpv"uq'm'qdvgp'f'p"uwu"eqo r qppgvu'f'g'mqu"r tqxggf qtgu" o wnkpcckpvcrgu'vgt/3' s wgr'j cp"ukf q"gn'i kf qu'r qt'rc"vdlece»p" f'g'r tqf week»p"o ^a u' i tcpf g" **Y wwg."4243<54+0*

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⁶"Gzkwgp" f'kgt'gpv'go qf qu'f'g"eqo r tqo kuq"gpv'g'mqu"r tqxggf qtgu"o wnkpcckpvcrgu" { "rcu"go r tgucu"mecn'0'Ncu" o wnkpcckpvcrgu'r wgf gp"eqpvt'vk "u'wuk'kct'ku'mecn'f'g'r tqr kgf cf "v'cn'r wgf gp"lpi t'guc"go r tgucu"eqplwvcu" f'g" ecr'kcn' eqp" go r tgucu"mecn." r wgf gp" xgp'gt' "uw"vgepqm' ¶c" c" r tqxggf qtgu"mecn' { lq" r wgf gp"r ct'vkr ct" gp" eqrdtceckppgu" eqp" go r tgucu"pcekppvcrgu"gp"gs wkr qu"q" f'kug^o q0'Rctc"mqu"eqo r qppgvu"et'¶eku"eqp"vgepqm' ¶c" r cvg'vcf c."rcu" o wnkpcckpvcrgu" ugt^a p" gz vgo cf co gpv" ecwgr'uc." r gtq" gp" qvqu" eqo r qppgvu"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" vkggp" 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 kkecu" kpf wvktcngu" o gpqu" ōci tgvkxcu" eqo q" gz gpekppgu" ko r qukxku. " guvbo 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 . " gpvgt" qvtcu' " C" uw' xgl . " cf go ^a u' f g" guvcu" ectcevtg" kkecu" f g" plxgni' o guq/ geqp» o kek. " qvtqu" hcevtg" u" f gr gpf gp" f g" r" f kgt gpekekp" gvtc² i kek" gpvgt" go r tgucu" f gni' o kuo q" ugevqt' O' Cu" cri wvqu" vtdclqu" f kpkpi wgp" go r kkecu" { " cpcnkkeco gpvv' wpc' xctkfg cf " f g' b' qf gnu' r tqf wvku. " gvtcvgi kcu" f g" i cpcpeku. " hqto cu" f g' xcmktcekp" f g' r tqf wvqu. " o qf qu" f g" qti cpk cekp" f g' r" r tqf weekp" { " r ct vkek cekp" f gni' vtdclq" *Dq { gt { " Htg { 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 kukt *Dq { gt " gv' crl" 3; ; : = Rctf k" 423; + 0'

Gp" guv" ugpvkf q. " qvtq" hcevt" f g" ko r qt vpekc" r ctc" gpvgt" gni' ko r cev" f g" r" kpxgtukp" cwqo qvtk " gu' h' grgeekp" f g' r" u' GO u' f g' f kug" q' hqecni' 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" qu' hqecngu' r quggp" o c { qt " eqpvkpf q' hqecni' *Kctuuq" { " Ckxuco . " 4227 + 0E wcpf q' r" u' vgtō kpcngu" eqpuxw' gp" egpvqu" hqecngu" f g' f kug" q' g' kpi gpkgt " r ctc" f kug" ct " u' u' xgj " f wvqu" hqecni' g' vgw. " hqu' hcdtkecpvqu" f g' eqo r qpgpvu' vco dlk p' ugt^a p' b' ^a u' r tqr gvuqu" c" t gcrk ct " f kug" qu' hqecngu. " { " uwi k^a p" i twr qu" f g' f kug" q' hqecngu" *Dtcpf v' { " Xcp" Dkgugdtqgem" 4228 + 0²"

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

6: "Up" gug" vr q' f g' kpvtxgpekppgu. " gni' tguwncf q' ugt^a " wp" o gtecf q' h' ci o gvwf q' ukp" u' hkekpvgu" geqpqo " cu" f g" guerc" r ctc' cr q' { ct " gni' cwo gvwf q' gni' eqpvkpf q' hqecni' *Dctpgu. " 4239 - 47 + 0'
 72: C" uw' xgl . " gp" v' to kpvu' f g' hqecni' 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 " gni' vr q' f g' r ct vq" q' eqo r qpgpv" gp" f kuevukp" 0' Rqt " glgo r nq. " wp" xgj " f wvqu" f g" o qvt " eqpvc" f g" 32022" r kgl cu" f kgt gpvqu' s wg' r g' v' g' g' c" a' tgcuf g' xgj " f wvqu" o w' f kgt gpvqu" *xgt " vcdm" 2/3' f gni' Cpgz q' Guvcf " hkeq" 0' Wp" o c | q' f g" ecdngu" vkgp" r qeq' gp' eqo Ap' eqp' wp' hktq' f g' o qvt' 0' Gp' i gpgtcn' r' hcdtkecekp" egtepc' c' wpc' r r' v' v' f g' gpucō dnl' g" f g' cwqo » xkrgu" gu' gur gekm gpvv' xgpvclqu" r ctc' r tqf wvqu' eqo q' kpvtkgt gu. " r ct vgu' gvt wewtcrnu" { " f g" ecttqegt " c. " vtcpuo kkpqu. " glgu' f g' vtcpuo kkp. " ukvgo cu' f g' ecrhceekp. " xgpvkeekp" { " cktg" ceqpf kekpcf q' 0' Nc' r tqzko kf cf " gu" o gpqu' ko r qt vpvgt' r ctc' r' grvgt » plec. " hqu' ukvgo cu' f g' eqpvqni' gni' o qvt { " hqu' ukvgo cu' f g' cwf kq' { " vrgo ^a veku. " s wg" uq' t grvxxco gpvv' o gpqu' equququ' f g' v' curf ct *Ur kpf gpf t gkgt " gv' crl" 4237 + 0F g' guv' o qf q. " cri wvqu' eqo r qpgpvu' j cp' f go qvtcf q' ugt' o ^a u' h' ekrgu' f g' u' wvkwk' r ctc' go r tgucu' f g' r tqr kfg cf " hqecni' Gp' i gpgtcn' guqu' eqo r qpgpvu' j cp' ukf q' e' j cr c. " hwpf kekppgu. " hqtlcu. " cu' h' eqo q' eqo r qpgpvu' r' u' wvku' 0' Nqu' glgo r rqu' kpenw' gp' cps wgu' f g' i cuqkpc. " hvegu" vtcrcpu. " cmo kpkq" { " qvtqu" vr qu' f g' twgf cu. " vr cu' f g' tcf kcf q' tgu. " uwl' gvcf q' tgu. " gur glqu. " ekpwtqppgu" f g' ugi wtk cf " f g' v' v' g' t' qu" { " v' cu' gtu. " co q' v' w' v' q' t' gu" { " xkf tk' 0' Rqt " q' t' q' r' f q. " rqu' eqo r qpgpvu' et " hkequ" r ctc' r" u' ugi wtk cf " { " v' g' p' q' i leco gpvv' uq' hkecf qu' s wg' tgs wgt gp" r tqr kfg cf " kpvv' g' w' cni' i gpgtcn' gpvv' r gto cpeggp" gp" o cpqu' f g' rqu' uqekqu' f g' r" ecf gpc' f g' uwo kpkmtq' i mdcni' 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 qpgpvu' f g' o qvt' gu. " vtcpuo kkpqu" { " 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 gvtqi 2pggu" gp" r" ddkkqi tclfc" go r f"lec." nq" s wg" f kkwnc" rnu" i gpgtck cekqpgu" 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 qvtk 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 qvtk 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 wwtkn" f gn"r c"u"tgegr vqt" { "rnu"r tqr kcu" gwtcvi kcu" f g"rnu" vto kpcrgu" cwqo qvtkegu"0'Gp" guv" vgu"ug" cdqpc" a "s wg"o kpvct"u"r ctc" r" gzr rkecek»p" f g"r" kpf wwtk"cwqo qvtk "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"ru"rcevtgu"o "a u"tgrxcpvgu"hwgtpp"rnu" gwtcvi kcu"cf qr vcf cu"r qt"r" go r tguv."vcpv" c"pkxgn"i mdcn"eqo q"tgi kqpcnlqecr0"

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"eqpegvte"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 gewtct"vc{ gevtkc" f kq"nvi ct" c"gzr rkecekqpgu"pqxgf qucu"uqdtg"gn" f gucttqm"geqp»o leq"ecr kcrkuv."r tkpek cm gpvg" dcuf cu"gp"r"gz kvgpek" f g"wp"Guvc" q" f gucttqmkuv" { "uw"r qn"lec" kpf wwtkn" *Lqj puqp."3; : 4= Y j kg" { "Y cf g."3; : : + { "f g"rnu"cuqekcekqpgu"Guvc" 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 ekqpgu" 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" ru" guwf kqu" uqdtg" rnu" GO u" lcr qpvcu."uwu" r tko gtqu" tgi kwtqu" 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" kpvtpcekpcrk 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 kwp"cp" gp" gug" o qo gpvq." rnu" ewcrgu" gtcp" f g" GGWW" { "Gwtqr c0' Guv" f guck» gn'eqpqeko kpvq" f kur qpkrng" uqdtg" ru" o qf grqu" f g" cf o kpwctcek»p" f g" i tcpf gu" qti cpk cekqpgu" *Q| cy c."3; 9; = Y guvpg{ ."3; ; ; =Y guvpg{ ."4223+03" ""

⁷³Rctc"r tqhwpf k ct'cegtc" f g"ru"eco dkqu"gp"r" hqto c" f g" qti cpk cek»p" f g" rnu" GO u" lcr qpvcu" f guv" g"3; 92' eqpuwct" 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'htc cu'vtcupcekqpcngu'Gp'r tko gt'ni ct'ug'r wgf g'o gpekqct"
 gn'f gucttqm'f g'r'u'htc 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'rcdqtn'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 gekkelf cf 'f g'gucu'htc cu"
 hw'rc'htc 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'pqtvgco 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'htc cu'kpf wutkrngu'ug'j c'f gucecf q'uw'qti cpk cek»p'gp"
 ci tw cekqpgu'f g'go r tgucu'j qtk qpvcngu'{'xgt vkcngu'»i tw qu'go r tguctkrngu'keiretsu⁷⁵»Cqnk'{"
 F qtg.'3; ; 6+0Qvtq'vgo c'f g'guwf kq'hw'rc'cnc'kpvgi tcek»p'xgt vkcni'f g'r'u'htcngu'eqp'rc'ecuc"
 o vtk 00^a u'cm'f'f g'rc'htc c'f g'gzr cpuk»p'j cek'gn'gzvgtkq'r'u'htcngu'f g'r'u'GO u'lcr qpgucu.'ug"
 j c'ug^o cmf q's wg'gu^a p'hwgtvgo gpvg'kpvgi tcf cu'c'rc'gutcvgi kc'egpvtcni'f g'rc'htc c'»Dgej ngt'{"
 Dkf.'3; ; ; =Eco r dgm'{'Dwtvp.'3; ; 6+0

Wp'vgo c'v'v'cf q'gzvgpuco 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' rkgctwvc' 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'kpvgi tcek»p"
 xgt vkcni'f g'r'u'go r tgucu'pkr qpcu's wg'f gucttqm'p'x'pewnu'o ^a u'hwgtvgo'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'GGWW'Ugi 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'kpvgtkq'f g'ru'ecf gpcu'f g'r tqf wek»p'ru'kpvgtco dkqu'f g'dkpgu'kpvgo gf kqu'uwngp"
 tgrk'ctug'gp'o ctequ'f g'eqo r gvgepk'no kcf c'{"tgrcekqpgu'f v'v'cf gtcu'Cu'ru'go r tgucu"
 lcr qpgucu'r tghgtgp'eqo r tct'c'htc cu's wg'eqpdegp'{'eqp'ru's wg'r wgf gp'cpv'ekr ct'wpc'tgrcek»p"
 c'rc'q'r r'q'»Dki i ctv.'4223=J co kmp'{'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'uwdkf lctku'f g'r'u'GO u'uwngp'o cpvgp'gt'lcr qpgugu'gp'rc'cf o kpkwtcek»p"
 f g'gucu'htcngu'{'eqpvtcvt'r tqhgukqpcngu'ngcngu'r ctc'v'v'cf 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" c"rti q"r n| q" { "guvdrngu"eqp"qdrki cekqpgu"tge¶ tqecu"*Qttw"gv'crl0"
3; ; ; <78; +0

Ugi Ap'Qttw'gv'crl0*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'kwek'qpcrgu' { "r qt"nq"vcpvq. "gzj kdg'p'ectcevgt¶'u'k'ec'f khtg'pvgu'0Cu¶' "guvqu"cwq'g'u"
f guvecp"rcu"ectcevgt¶'u'k'ec'f kirkp'v'kxcu" f g"rcu"tgnekqpgu'lpvgtgo r t'guct'k'crgu"gp"rc"geq'p'qo ¶c"
lcr q'pguc." wpc" geq'p'qo ¶c" eqp" ectcevgt¶'u'k'ec'f guv'wewt'crgu" f k'xgtucu" c" rcu" qeek'f gp'v'crgu" { "
gur gekm gp'v'g'c'rc'f g'nq'Guvcf qu'Wpk' qu0

Gp"ewcpvq" c"rc"lpf wutk"cwqo qvtk. "rc"o c { qt¶c" f g"rcu"hc'dt'k'ec'p'v'g'u" f g"cwqo »xkrgu"
lcr q'pgugu" w'o d'k'p" i gp'gtctq'p" r t'qeguqu" f g"gzv'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'g'u"
f k'x'g't'uqu" c'rcu"q'ee'k'f gp'v'crgu." r gtq'v'co d'k'p"cr n'ec'p'f q'w'p'h'w'g't'v'g'eq'p'v'q'ri'u'q'd't'g'gm'qu"*J gko . '4238+0'
Uwti g'q'p" { "qvt'qu"*422; <'43+"u'q'v'k'p'g'p"s w'g"rcu"go r t'g'uc'u"lcr q'p'g'uc'u"r'f'f' g't'g'u"gp"rc"lpf wutk"
cwqo qvtk "i gp'gtcm gp'v'g'r g'tuki 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 req"eq'q'r g't'c'v'k'c"
t'g'nek'p"eqo g'tek'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'v'k'p'g'p"s w'g."uk'd'k'g'p"gn'
eq/f kug° q"eq'p"rcu"r t'q'x'g'g'f q't'g'u"j c"uk'f q'f'ko k'c'f q"gp"uw'c'r'ec'p'eg."rcu"go r t'g'uc'u"r'f'f' g't'g'u"lcr q'p'g'uc'u"
j cp"v'g'p'f k'f q" c"hc'to ct"t'g'nek'q'p'g'u"ec'w'k'x'cu"r cv'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'0Gp"
o w'ej cu'q'ec'uk'q'p'g'u"gu'q'j c'lp'x'q'v'et'c'f q'rc' qu'f g"gs w'k'f cf "gp'v'g'rcu"hc'dt'k'ec'p'v'g'u" f g"cwqo »xkrgu" { "
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'e'a p'f q'ug" c"ug't'x'k't" c"uw'o c { qt'er'k'g'p'v'g'0Cu¶' "gn'eco d'k'q"
f g'r t'q'x'g'g'f q't'uk'p'r t'g'x'k'q'c'x'k'q."gz'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'v'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"*Cuc'p'w'o c.'3; ; ; =J g'r g't { "J g'p'f g'tu'q'p.'4236=V'0'1'0'Uwti g'q'p'gv'crl0'422; ='
V'0'1'0'Uwti 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'c'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'c't'q'p" g'ut'c'v'g'i k'cu" f g" f g'ur'q'ec'rk'k' cel»p" c"rc"r c'¶'u'g'u" f g"o gp'q't'g'u"eq'v'qu"o gp'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'Uwti 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" hc'dt'k'ec'p'v'g'u" f g" cwqo »xkrgu" lcr q'p'gugu" g'tcp"
uki p'h'ec'v'k'x'co gp'v'g'o a u'r t'q'r g'p'v'qu" c'lp'x'g't'v'k't"gp"ec'r cel'f cf gu"q'ti c'p'k'k' c'v'k'x'cu"eqo q"rc"hc'to cel»p"
f g'ec'rk'f cf " { "gn'o c'p'v'g'p'k'o k'g'p'v'q" f g"wp"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."Uwti g'q'p" { "qvt'qu"*422; +c'p'c'rk'k' cp'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 gu'f gn'o w'p'f q"gp"
rc"r t'ko g'tc" f'2 ecf c" f gn'uki nq" { "f guvecp"s w'g"v'q'f cu'g'm'cu"r t'q'x'k'p'g'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"
gu'cu'gu'lcr q'p'g'uc'0

77" Qvt'qu"gu'w'f k'qu'f guvecp"e»o q"rcu"tg'nek'q'p'g'u"v'g'to k'p'c'ri'lcr q'p'g'uc'/r t'q'x'g'g'f q't"gz'v'c'p'l'g't'q'u'q'p"t'g'r h'ec'f cu'r qt"gu'cu"
o w'nk'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"cwq'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 h'ec't'q'p"
gp"i t'c'p'o g'f k'f c"uwu'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" { "guvc'f q'w'p'k'f g'p'ug'u't'c'f k'ec'f qu'gp"GGWW'eq'p"x'¶'ew'qu'f g"
rc'ti q"r n| q."c'm'qu"p'k'x'g'rgu" f g"lp'v'g't'ceek'p" { "t'g'uc'q'w'ek'p" f g"r t'q'd'r'g'o cu'gp"eq'p'l'w'p'v'q" f g"hc'to c"u'ko k'rc't" c"eqo q"rcu"
t'g'c'rk'k' c'd'c'p'gp"l'cr »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" gn' hmlq" f g" kphqto cek»p." 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' n' q' vtc0' Guvcu' r t' a' evkcu' r tqo qxlgtqp" n' o' glqtc' eqp' vpw. 'r gto kkgpf q" c" nqu' r tqxggf qtgu' lcr qpgugu" tgf wekt " nqu' r tgekqu" ecf c" c° q" f wtcpvg" f² ecf cu. " ukp" f glct" f g" ugt" eqo r gvgpvgu" { 'r gto kkgpf q" c" ncu' eqo r c° ' ju' cwqo qvtegu' lcr qpgucu' eqphkt " gp' r tqf wekt " olwvq" c" vko r qö" gp' hmi ct' f g' o' cpvpgt " wp' kpxgpvctkq' equvquq " *J gn' gt" { "J gpf gtuqp. "4236= Nkgdgt o cp" { 'F go gguvgt. '3; ; ; +0

Cf go a u. " qvtq" vgo c" f g" ko r qvcpck" r tqr kq" f g" n' kpf wvctk" cwqo qvkt " lcr qpguc" hvg" gn' *Lean Manufacturing System* *NO U+. Guvg' ukvgo c" guv' d' cucf q" gp' gn' *Toyota Production System* *VRU+ { 'ug' gphqec' gp' b' kpk k' ct' gn' gur gtf kek' f' gpvtq' f' g' hqu' ukvgo cu' f' g' h' d' t' k' e' c' e' k' » { . 'cn' b' kuo q" vko r q. 'b' czko k' ct' n' r' tqf wevxxkf cf 0° C' b' gf kf c' s' wg' nqu' r' tqf wevqtgu' f' g' cwqo » xkgu' lcr qpgugu' guvcd' r' g' e' k' t' q' p' q' r' g' t' c' e' k' q' p' g' u' f' g' o' cpv' c' e' w' t' c' gp' nqu' Guvcf qu' Wpkf qu' f' wtcpvg' n' f² ecf c' f' g' 3; ; 2. " qvtqu' h' d' t' k' e' p' v' u' f' g' cwqo » xkgu' go wvctqp" { 'cf qr vctqp' t' a' r' kf co gpvg' ncu' r' t' a' evkcu' f' g' ncu' h' t' o' cu' pkr qpcu' *Uj ko qmxy c. "422; +0 Nwgi q. " guvg' ukvgo c' ug' g' zr' cpf k» c' qvtqu' ugevtgu' r' tqf wevxxqu" { "c" nq' n' t' i' q' f' gn' b' wpf q" *Lc { ctc o " gv' cn' 0' 4232+0 Cewcm gpvg. " nqu' r' t' k' e' k' k' u' t' g' e' v' t' g' u' f' gn' NO U' { " nqu' p' w' g' x' q' u' r' t' q' e' g' u' q' u' f' g' i' guk» p' f' g' t' k' x' c' f' q' u' f' g' 2' n' u' q' p' r' ct' v' g' k' p' v' g' i' t' c' n' f' g' ncu' q' r' g' t' c' e' k' q' p' g' u' f' g' o' Ankr nqu' c' e' v' x' k' f' c' f' g' u' f' g' r' tqf wek» p" { " ugt' x' l' e' k' u' *Ngg" { " Lq. "4229+0

Gp" tguwo gp. "gzkvgp" cdwvf cpvgu" cpvgegf gpvgu" s' wg' ugo' cncp" ncu" r' ct' v' e' w' r' t' k' f' c' f' g' u' f' g' ncu' GO u' lcr qpgucu' gp' n' k' p' f' w' v' c' t' k' " cwqo qvkt . " nq' e' w' c' n' f' c' " e' w' g' p' v' c' s' w' g' p' q' g' u' r' q' u' l' d' r' g' j' q' o' q' i' g' p' g' k' t' c' c' ncu' go r' t' g' u' c' u' f' g' w' p' u' g' e' v' t' 0' Gp' r' ct' v' e' w' r' t' . " Vq { q' v' C' t' i' g' p' v' k' c' h' w' g' n' r' t' k' o' g' t' c' k' p' x' g' t' u' k' » p' lcr qpguc" gp' n' k' p' f' w' v' c' t' k' " cwqo qvkt " f' gn' r' c' ju. " nq' e' w' c' n' v' g' p' f' t' a' " r' g' u' q' gp' n' r' ct' v' e' w' r' t' " g' u' t' c' v' g' i' k' c' " go r' t' g' u' c' t' k' e' n' f' g' u' r' n' g' i' c' f' c. ' r' t' k' e' k' c' m' g' p' v' g' e' q' p' h' u' r' t' q' x' g' g' f' q' t' g' u' c' w' q' r' c' t' v' k' u' c' u' 0' Gp' guvg' u' g' p' v' k' f' q. " gp' nqu' r' t' » zko qu' ecr ju' nqu' u' g' x' g' t' a' " e» o q' g' u' c' " e' c' t' c' e' v' t' ju' v' e' c' " v' k' p' g' k' o' r' q' t' v' c' p' e' k' c' " n' 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' n' q' t' " v' c' p' v' c' " p' l' x' g' n' k' p' v' g' t' p' c' e' k' q' p' c' n' e' q' o' q' i' q' e' c' n' 0'

Conclusiones parciales

Gp" guvg" ecr ju' nqu' u' g' j' c" f' g' u' c' t' t' q' m' c' f' q" gn' eco r q" f' g' guwv kqu. " gn' o' cteq" v» t' k' e' q" { " nqu' r' t' k' e' k' 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' n' r' t' g' u' g' v' g' " k' p' x' g' u' k' i' c' e' k' » p' 0' C' u' ju' " u' g' j' c' f' g' h' k' p' k' f' q' s' w' g' gn' guwv kq" c' f' q' r' v' c' w' p' o' c' t' e' q' " c' p' c' n' 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' < gn' g' p' h' q' s' w' g' f' g' " *cadena globales de valor* " *EI X+ { " n' r' g' t' u' r' g' e' v' x' c' f' g' n' " *estrategia empresarial* f' g' n' " u' q' e' k' q' m' i' ju' " g' e' q' p' » o' k' e' c' 0' Nqu' c' r' q' t' v' g' u' o' a' u' t' g' n' g' x' c' p' v' g' u' f' gn' g' p' h' q' s' w' g' f' g' EI X' r' c' t' c' n' k' p' x' g' u' k' i' c' e' k' » p' r' t' q' r' w' g' u' v' c' u' g' "

78' Gn' vgo c' f' gn' VRU' ugt' a' " cdqtf cf q' gp' r' tqhwpf kf cf " gp' gn' Ecr ju' nqu' 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'gung'ecuq'buq'hqu'xgj ¶ewnu'r tqf wekf qu'r qt "Vq{ qvc" Cti gpvpc0Gnugi wpf q'grgo gpvq'f g'ko r qt vpekc'gu'gnitqnf g'rcu'ht'o cu'ff'gt gu's wg'o qrf gcp'gucv' ecf gpcu. 's wg'gp'gung'ecuq'iq'glgteg"Vq{ qvc"Cti gpvpc"eqp'hqu'r tqxggf qt gu'hqecngu{"gz vcp'ltgqu." {"eqp'rc'tgf 'f g'eqpegukqpc'ktqu{"'erkgpvgu'hqecngu{"gz vcp'ltgqu0Rqt "Ànko q. 'gung'cdqtf clg'r gto kg" cpcrk' ct'è»o q'hqu'r tqxggf qt gu'r wgf gp'q'p'q'gucnct'gp'rc"ecf gpc. 'iq'ewcn'vco dk'p'ugt' t'gvo cf q' gp'gn'Ecr ¶wau'7" c'r ct'vt' f g'rcu'ecuq'f g'rcu'r t'p'ekr cngu'cwqr ct'v'cu'f g'Vq{ qvc"Cti gpvpc0"

Ukp"go d'cti q. 'vco dk'p'ugt' j c'k'p'vt'qf wekf q's wg'gn'o cteq'v»tleq'f g'rcu'EI X'hwg'w'k'k' cf q' o c{ qto gpv'c"pkxgru'f g'ugevqt'gu'geqp»o lequ{" "pq'f g'ht'o cu'k'p'f k'k'f wcn'g'0Rqt "gung'o q'v'xq." cni w'p'qu'cwqt'gu'eqo gp| ct'q'p'c'r n'p'v'gct'rc'ko r qt vpekc'f g'rcu'f g'ekuk'q'p'gu'f g'cev'qt'gu'gur g'e'¶'lequ." t'go ctecp'f q'rc'p'ge'guk'f cf 'f g'ng'xct'gung'cp' r'kuku'c'n'p'k'x'gn'f g'rc'go r t'guc'0Nc'r t'gug'p'v'g'k'p'x'guk'i cel»p" r t'qr q'p'g'eq'p'v'p'wct'rc'f'k'g'ee'k'p'r' t'qr w'guc'r qt "Ucnu{" \ { n'dgt'dgti "4237+'c'n'c'p'c'rk' ct'w'p'c'ecf gpc" f g'xcnqt" c"r ct'vt' f g'wpc"ht'o c"k'p'f k'k'f wcn" ukp" go d'cti q. "gn'ug" ng'xct' c"ecdq" cf q'rc'p'f q' et'¶'leco gpv'gn'gzco gp'f g'rcu'estrategias empresariales0Cu'¶'rc'v'guku'cdqpc'rc'k'f gc'f g's wg'rcu' ht'o cu' u'q'p' cev'qt'gu' u'q'ek'c'ngu' s wg' gu'p' k'p'h'w'k'f qu' r qt" o Ànkr ngu' h'cev'qt'gu. "cng' pf qu'g' f g'rc" k'p'v'g'r t'g'w'cel»p' f g'rc" g'eq'p'qo ¶'c" p'g'q'c'n' u'lec" /t'g'v'o cf c" gp" nu' gu'w'f k'qu' f gn' management" g' international business/" s wg' rcu' gpv'k'p'f gp" eqo q' ci gp'v'gu' w'p'k'ct'k'qu' o cz'ko k' cf q't'gu' f g' k'p'h'q'to cel»p'eqo r ng'c{" t'cel'q'p'c'rk' cf 'r g't'h'g'v'c'0Rqt "gn'eq'p'v'ct'k'q. "gp'guc'v'guku'ug'gzco k'p'ct' c"rc" ht'k'n' f g'wpc" GO " k'p'v'g'r t'g'v' p'f q'rc" eqo q' wpc" q'ti c'p'k' cel»p' eqo r ng'c' s wg' gu'p' doblamente incrustada c'r ct'vt' f g'uw'f g'f k'p'v'g't'p'cel'q'p'c'n'{" h'q'ec'n'0F g'gung'o q'f q. 'uk'd'k'ep'ug't'g'v'o ct' rc't'g'ek'ep'v'g" r t'qr w'guc't'g'c'rk' cf c'r qt'cwqt'gu'f g'rcu'EI X's wg'uw'i k'g't'g'gn'c'p' r'kuku'f g'gucv'ecf g'p'c'u'c'p'k'x'gn'f g' go r t'guc. "gu'q'ug" ng'xct' c"ecdq"eqp"wp" g'p'h'q's wg'f k'uk'p'v'q'f g'rc" g'ut'c'v'g'i k'c" go r t'guc't'k'c'r'0Cu'¶'c" v'cx'2' u'f g'gung'g'p'h'q's wg'v'g»tleq'ug'd'w'ue'c'p'w'g'x'c'u'x'ct'k'c'd'ng'u'f g'c'p' r'kuku's wg'p'q'gu'p' r' t'gug'p'v'gu'gp" nu' gu'w'f k'qu'f gn' management" {" ugt'p' f g'ko r qt vpekc" r ctc" gp'v'p'f gt'rc" g'z'egr ek'q'p'c'rk' cf "f g' Vq{ qvc" {" uw'ecf gpc'f g'xcnqt"gp'gn'o gtecf q'cti gpv'p'q'0"

Rqt "Ànko q. 'rc'k'p'x'guk'i cel»p'cr qt'vt' p'w'g'x'c'g'x'k'f g'p'ek'gp'rc'f k'ue'w'uk'p'u'q'dt'g'nu'g'h'g'v'qu' f g'rc"KGF "f g'GO u'gp"r c'¶'u'gu'gp"f guct't'q'mq. "f c'p'f q'uw'v'g'p'v'q" c"rc" x'k'uk'p"s wg'u'q'v'k'p'g"s wg'p'q'ug" r wgf g'guc'd'ng'egt'w'p'c't'gi rc'i g'p'g't'c'n'u'q'dt'g'f'k'ej qu'bo q'x'ko k'ep'v'qu" { c's wg'gu'v'qu'ko r cev'qu'f gr g'p'f gp" f g'p'wo g't'qu'cu'x'ct'k'c'd'ng'u'0Gp"n'q'eq'p'eg't'p'k'p'v'g" c"rc"KGF "gp"EI X"cwqo q'v'le'gu'ug"u'q'v'g'p'f t' r'rc" ko r qt vpekc'f g'g'nu'c'p' r'kuku'c'p'k'x'gn'f g'ht'o c. "gp'v'p'f k'g'p'f q's wg'rcu'o k'uo cu'p'q'u'q'p'j' qo q'i 2' p'g'c'u'0 Eqo q'ug'k'a "f guct't'q'm'cf q'c"n'rc'ti q'f g'rc'v'guku. 'r ctc"gn'ec'cuq'f g'Vq{ qvc"Cti gpv'pc. "nu'h'cev'qt'gu' f g'v'g'to k'p'c'p'v'gu'r ctc"gp'v'p'f gt'uw'v'c{ gev'q'k'c't'g'ek'ep'v'g'u'q'p'<uw't'q'n'gp'rc" g'ut'w'ew't'c'o w'w'k'p'cel'q'p'c'n" gn'v'k' q'f g'x'g'j ¶ewnu'r tqf wekf q. 'rc'g'ut'c'v'g'i k'c'eq't'r q't'c'v'k'c'f g'Vq{ qvc. 'h'w'g't'v'go gp'v'g'k'p'h'w'g'p'ek'f c'r qt" rc'ew'w't'c'l'cr q'p'guc" {" rc"j' k'v'q't'k'c'f g'rc"go r t'guc" {" nu'eco dk'qu'gp'rc"i g'uk'p'ng'ec'n'c'r ct'vt' f gn'

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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 kw»tkc"uqdtg"gn'f gucttqm q" f g"rc" kpf wutk"cwqo qvkl "gp"Cti gpvpc"kf gpvkecpf q"uwu"r tkpek crgu"r tqdrgo ° vkecu0Ug"eqo kgp| c" guc"tgeqput week»p" f guf g"ru"lpekqu" f g"rc"hdtkceke»p" f g"xgj ¶ewru"gp"gn'r c¶u"gp"3; 42. 'r cucpf q" r qt"uwu" f kwvpcu"gvcr cu«uw"eqo kgp| q" { "gzc"cpuk»p" *3; 42/3; 97+ "2.1.1+."gn'hp" 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 gpl 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" v°to 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"ru" 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 kwvpcu"vgtó 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" { "eqvpgkf q"mecn" f g"ru" 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"uwr gtlqtgu"gp"rc"o c { qt"r ctvg" f g"ru" cur gevqu"cpck cf qu"cn'eqo r ctctug"eqp"gn'tguvq" f g"rcu"vgtó kpcrgu"cwqo qvkegu"0Gm"o ctec"rc" gzege ekqpcrk cf " f gn'ecuq" f g"guwf kq" { "rc"pgegukf cf " f g"gpvpgf gt"ru" hcevqtgu" s wg" gzc" rkecp"guv" f gucttqm0"

"

"

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»"rc"r tko gtc"r rcpw"fg"cto cf q"fg"xgj ¶ewru"gp"Cti gpvkpc" *Dgnkpk"4228<332+."eqp"gn'qdlgkxq"fg"ucvkucxeg"rc"fgo cpf c"fg"wp"r gs wg° q"o gtecf q"kpvtppq" swg"ug"go r gl cdc"cf gucttqmet"gp"vqtpq"cf"rcu"cevkxkf cf gu"r tko ctqk/gzr qtvcf qtcu"*Uej xct| gt." 3; ; 8+0Eqp"rc"etkuku"o wpf knif g"3; 52"ug"lplek"wp"rcu q"r gt¶qf q"ectcevtk cf q"r qt"eqpvtqru"fg" ko r qtvcex"p"fg"xgj ¶ewru"{"gn'kpvq"fg"uwukwkt"fej cu"ko r qtvcexppgu"fg"o cpwkcwcu"r qt" dlkpgu"r tqf welf qu'hqecm gpvg"Uqwtqwkng."3; ; 2+0Cu¶"hwgi q"fg"rc"ugi wpf c"i wgttc"o wpf kn'rcu" kphcpvu"go r tgucu"cwqr ctvkuc."guko wwf cu"r qt"gnr gtqpkuo q."r tqxg¶cp"eqp"r ctvuc"rcu"r rpvu" gpuc drcf qtcu"fg"xgj ¶ewru"*P qhcn"3; ; -0"

" C"uw"xgl ."f wcpvg"guv"gvrc"eqo gp| »"rc"r tqf week"p"fg"cwqo »xkru"{"wkxctkq"r qt" r ctvg"fg"gn'eqpi nqo gtecf q"fg"go r tgucu"guv"vrgu"¶f wutku"Cgtqpª wkecu"{"O geª pkecu"fg"gn'Guvcf q" *KCO G"ªs wg"ug"ghqe»"gp"rc"r tqf week"p"fg"xgj ¶ewru"ªs wg"ko kcdcp"{"lq"cf cr vcdcp"fg"lug° 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"wkxctkq"hxkcpq"lpuke pke"fg"KCO G."qtkgpvcf q"c"rc"fgo cpf c" fgnlugevt"r tko ctqk0Gnr tqvkr q"ug"fg"lug° »"gp"dcug"c"rcu"ecr cekf cf gu"{"b cvgtkrgu"fg"rc"l¶f wutkc" cgtqpª wkec"ªs wg"r qug¶c"rc"go r tguc."g"ko kcpf q"{"cf cr vcpf q"gn'fg"lug° q"fg"qvtc"eco kqpgv"rc"kn'w" f g"wpc"htc"o c"guvcf qwplf gpug"Rlecdgc"{"Vj qo cu."4233+0C"r ctvt"fg"rcu"fg"kn'ewncf gu"v"epkecu"fg" rc"go r tguc."c"eqo kgp| qu"fg"3; 77"ug"lpeqtr qt»"c"rc"guvcf qwplf gpug"Mcugt"O qvqtu"Eqtr qtcvkqp." f cpf q"pceko kpvq"cf"rc"go r tguc"o kzvc"¶f wutku"Mcugt"Cti gpvkpc"*KMC+"*O eEmwf."4237=" O qtgtq."4235+0Cuko kuo q."gp"3; 78"gn'eqo r nglq"rcu»"c"fg"gpqo kpcutg"FKgeek"p"p cekqpcn"fg" Hdtkceek"p"g"¶pxguki cek"p"Cgtqpª wkec"ªF ¶ HIC +0"

Gp"gnlc° q"3; 7: "ug"fg"kvctqp"rcu"ng"gu"fg"lpxgtukppgu"gzvtcplgtcu"fg"ktgevcu"ªNg{"360: 2+"{" fg"r tqo qek"p"l¶f wutkn"ªNg{"360: 3+"eqp"gn'qdlgkxq"fg"eqqt¶ kpc"rc"lplek"vxc"r Adreq/r tkxcf c" {"qvqti ct"xgpvcu"cf"rcu"go r tgucu"tcf kcf cu"gp"gn'vgttkqtk"pcekqpcn"ªMquceqhh"gv'cn"3; ; 3+0 Guv"ug"hx»"c"ecdq"gp"r ngpc"eqkpekf gpek"eqp"rq"ªs wg"gtc"wp"r gt¶qf q"fg"gzr cpuk"p"vtcpupcekqpcn" fg"rcu"i tcpf gu"htc"o cu"ªs wg"fg"qo kpcdcp"gn'b gtecf q"o wpf knif g"cwqo »xkru⁷:"Uqwtqwkng."3; ; 2+0 Eqo q" tguwncf q." ug" r tqf wq" wp" fg"guco dteq" o cukxq" fg" go r tgucu" vtcpupcekqpcn" gp" gn' gpvtco cf q" r tqf wvxxq0 Cu¶" c"rcu" hto cu" {"c" lpuvrcf cu" *Hqtf." I gpqtcn" O qvqtu." Ej t { urgt."

⁷⁹KCO G"ug"guvcdngel"gp"E»tfgdc"rc"ctc"wkxctk"rcu"ecr cekf cf gu"v"epkecu"fg"l¶f wutkrgu"fg"gn'rci cf cu"r qt"gn'¶pukwq" fg"¶pxguki cekqpcn"Cgtqpª wkecu"{"Gur cekrgu"ªKCG+"gn'ewncf"hwg"wp"qti cpluo q"fg"cgtpª wkec"cti gpvkpc."etgcf q" eqo q"¶pukwq"Cgtqª epkeq"ªK+"gp"3; 650
⁷"F g"guv"htc"o c."rc"uc"o gfk"cpwncf g"lpxgtukppgu"gp"gn'ugevt"hwg."gpvtg"3; 82"{"3; 86."ecukf lgl "xgegu"lwr gtlqt"cf" rc"fg"gnr gt¶qf q"3; 78/3; 7; "ªDctcpup."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'crl" 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 guxkpewt 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 wutlcu" O ge^a plecu" f gn' Guvcf q+. "rc" ewcrluki wk" r tqf wekgpf q" gn'o qf gmq" r lenlw" Tcutqlgtq" f wcpvg" guqu" c^o qu0"

Gp" 3; 93" ug" ucpkqp" » 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 gtwtc" gzt r qv f qtc. "guvcdngekpf q" wp" 72' " f g" tglpvi tq" uqdtg" ru" xgpvcu" gzvtgpcu" Eqp" wpc" kpvpguc" r tqo qekp" i wdgtpcu gpvcn" guvg" kpegpvkxq" i gpgt" » wpc" ko r qvcpvg" gzt cpukp" f g" ru' gzt r qvcekppgu. hwpf co gpvcu gpvg" qtkgpvcf cu" cni'o gtecf q" rc" kpcqo gtecpq⁷: " *Dctdgtq" { "O qwc. "4229-0F g" guvg" o qf q. "gn' eqo r rglq" cwqo qvt" r cu" » c" vpgt" wpc" r qukekp" f g" rnf gtc | i q" f gptq" f g" rc" cevxxkf cf " kpf wutkc" o cpk hucpf q. " gptg" 3; 82" { " 3; 96. "crtgf gf qt" f g"; ' " f gn' vcnf gn' xcrqt" ci tgi cf q" r qt" rc" r tqf weekp" o cpwxcwgtc" { " wpc" r tqr qtekp" c" Ap" o c { qt" f gn' go r r gq⁸²: " *Dctdgtq" { "O qwc. "4229-3; 2+0Cu" f wcpvg" ru" f² ecf cu" f g" 3; 82" { " 3; 92. " iqu' gpuc" drcf qt gu" gz vcp lgt qu" ug" eqpxk vkt qp" 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 tqr qtekp" f g" kpf wutlcu" ci wcu" cttkdc" *Rkpc | q. "4237-0'

" P q" qduvcpvg. "c" r guct" f gn' hwtg" v' et geko kpvq" gp" rc" r tqf weekp" f wcpvg" guvg" r tqeguq" pq" ug" nji t » " cngtct" uwwcpvxxco gpvg" cni wpu" 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" iqu" r tqf wevqu. " { " guccuc" cewcrk kcekp" vgepqn" i kec" *Mquceqhh" gv' crl" 3; ; 3-7-0F kej q" cvt cuq" gp" gn' plxgn' vgepqn" i leq" f g" rc" kpf wutkc" r necn' f wcpvg" rc" gvr c" f gn' f guctt qmq" f gn' ugevqt" ug" f gdlc. " gp" i tcp" o gf kfc. "c" wpc" r gs w^o c" guccn" tgrvxxc" f g" r tqf weekp" s wg" f kkwxc" rc" kpeqtr qtekp" f g" v' 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" gutcvgi kcu" cr rkecf cu" r etc" f qvt" 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; ; 7-9-0Guv" tco c" j cd" c" p" vpcf q" gp" wpc" gur gekg" f g" o gugvc" r tqf wevxxc" eqp" wp" o gtecf q" s wg" quekrcdc" gp" vqtpq" c" o ci pkwf gu" r t gxcu" Gmq" ko r rke » " wp" guvpeco kpvq" { " t gvtcekp" 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" drcpeg" eqo gteknf tgf qo kpcvgo gpvg" uwr gtcxkctkq" *Mquceqhh" gv' crl" 3; ; 3-7-4"

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

eqpkek q'eqo q'ōTqf tki c| qö. 's wg'kpenwł »'wpc'hwgtv'f gxcnwcek»p'f gn'r guq'cti gpvkp'f { 'ci wf cu' uwdcu'gp'mu'r tgekqu'f g'mu'ugt xlekqu'r Àdrlequ0'Cu'f' r'u'pcekp'v'g'zr qtvekqpgu'pq'mi tctqp' eqpvpgt' r' ec'f'c' f'g' r' r' t'f' week»p' s'wg' ko r' r'ke»' r' t'gf' week»p' f'gn' o' gtecf'q' k'p'v'g'p'q' f' g'ugpecf' gpcpf'q'wpc'etkuku'ugev'qt'k'n'F'w'ek'ej' 'g'v'cu'0'4242-03"

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'c' Ànko c'f'kevcf'w'c'o' k'k'x'ct' c'ti'gp'vk'p'c'o' q'f'k'k'e»'u'w'w'c'p'ek'm'gp'v'g' gn' ugp'f'gt'q'f'g'g'u'w'c't'co'c'k'p'f'w'w'k'n'f'g'd'k'f'q'c'r'u't'gh'q'to'cu'g'u't'w'w'w'c'g'u'k'p'u'w'c'f'c'u'gp'gn'eq'p'l'w'p'v'q' f'g'r'c'ge'q'p'q'o' f'c'»'U'ej'q'tt.'4234-0'Nc'eq'p'l'w'p'ek»p'f'g'r'c't'g'r't'g'u'k'»p'uc'm't'k'n'f'g'3; 98'eq'p'r'c't'gh'q'to'c' h'p'c'p'ek'g't'c'f'g'3; 99.'r'c't'c'p'eg'r'c't'k'f' { 'gn'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'c'f'g'3; 9; . " k'p'v'g't't'w'o'r'k'»'gn'o'q'f'g'm'»u'w'w'k'w'k'x'q'c'p'v'g't'k'q't'0'c'p'k'x'g'n'uge'v'q't'k'n'ug'r't'q'f'w'q'w'p'k'o'r'q't'w'p'v'g'i'k'q'gp' r'c'q't'k'p'w'ek'»p'f'g'r'c'u'r'q'f'k'k'ec'u'r'À'nr'ec'u'0'G'p'3; 9; . 'gn'i'q'd'k'g't'p'q'o'k'k'x'ct'»'uc'p'ek'q'p'»'r'c'Ng' { '430'54.⁸⁴ c' r'c't'v'k'f'g' r'c' »w'c'n' u'g' c'o'r'k'c't'q'p' »m'u' eq'p'v'g'p'k'f'q'u' k'o'r'q't'w'c'f'q'u' r'g't'o'k'k'f'q'u.' u'g' »c'w'q't'k' »' r'c' k'o'r'q't'w'ek'»p'f'g'x'g'j'f'w'w'q'u'v'g't'o'k'p'c'f'q'u.' { 'u'g'g'r'k'o'k'p'»'v'q'f'c't'g'u'w'k'ek'»p'c'r'c'k'p'v'g'i't'c'ek'»p'x'g't'w'c'n'f'g' r'c'u'g'o'r't'g'u'c'u'v'g't'o'k'p'c'g'u'0'G'n'g'u'w'w'c'f'q'o' »a'u'x'k'k'g'r'g'f'g'f'k'ej'c'u' o'g'f'k'f'c'u.' s'w'g'g'u'w'w'k'g't'q'p' ce'q'o'r'c'°c'f'c'u'r'q't' »gn'g'u'c'd'g'ek'o'k'g'p'v'q'f'g'w'p' »w'r'q'f'g'g'eco'd'k'q' »h'k'q'c'v'c'c'u'c'f'q.' »h'w'g'w'p' »h'w'g't'v'g' et'g'ek'o'k'g'p'v'q'f'g'r'c'u'k'o'r'q't'w'ek'q'p'g'u'»D'c't'd'g't'q' { 'O'q'w'c.'4229-0'U'k'd'k'g'p'r'c'r'g't'w'c'f'g'g'o'c'p'w'w'x'q' »u'»m'j'c'w'c'3; ; 3.'r'c'f'c'r'w'ek'»p'f'g'r'c'u'v'g't'o'k'p'c'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'k'e»' »l'w'x'k't'w'c'n' »t'c'p'u'h'q't'o'c'ek'»p'gp'c'i'g'p'v'g'u'k'o'r'q't'w'c'f'q't'g'u.'h'c'x'q't'g'ek'f'q'f'q't' »g'n'c'm'q'p'k'x'g'n'f'g'r't'g'ek'q'u'k'p'v'g't'p'q'u.' »c'ng'l'c'f'q'u'f'g'm'u'p'k'x'g'n'g'u'k'p'v'g't'p'c'ek'q'p'c'g'u'»O'q't'g't'q.'4235-0'

Q'v'q'f'g'h'q'u'c'ur'g'e'v'q'u' »u'c'k'g'p'v'g'u'f'g'r'c' »t'c'p'u'h'q't'o'c'ek'»p'f'g'g'u'v'g'r'g't' »q'f'q' »h'w'g'g'n' »h'w'g't'v'g' »c'w'o'g'p'v'q'f'g' r'c' »r' »t'q'r'q't'ek'»p'f'g' r'c't'v'g'u' { " eq'o'r'q'p'g'p'v'g'u' k'o'r'q't'w'c'f'q'u' »gp' »m'u' »x'g'j'f'w'w'q'u' »r' »t'q'f'w'ek'f'q'u' »p'c'ek'q'p'c'm' »g'p'v'g'0'G'n'p'k'x'g'n'f' »t'q'o'g'f'k'q'f'g' »eq'p'v'g'p'k'f'q'k'o'r'q't'w'c'f'q' »u'g' »t'k'r'k'e»' »g'p'v'g'3; 95' { '3; ; 2.'f'g'u'f'g' »c'r't'g'f'g'f'q't'f'g' »w' »u'722'r'q't' »w'p'k'f'c'f' »c' »o' »a' »u'f'g' »w' »u'30722'r'q't' »w'p'k'f'c'f' »*O'q't'g't'q.'4235-242+.' »v'g'p'k'g'p'f'q' »u'g'x'g't'q'u' »g'h'g'e'v'q'u' »g'p' »g'n'g'u'r'c'd' »p' »c'w'q'r'c't' »k'w'c'0'

⁸³U'k'd'k'g'p'g'z'k'w'g'w'p'eq'p'g'u'p'q'gp'g'u'v'g'f'k'c'i'p' »u'w'ek' »u'q'd't'g' »r'u' »eq'p'f'k'ek'q'p'g'u'f'g'r'c' »k'p'f'w'w'k'c' »c'w'q'o'q'v'k' »c'ti'gp'vk'p'c' »c' o'g'f'k'c'f'q'u'f'g'r'c' »f' »2' »ec'f'c'f'g'3; 92.' »c'o' »d'k' »p' »u'g' »g'n'd'q't'c't'q'p' »q't'q'u's'w'g'o'c'w'k' »c'p' »g'u'w'c' »h'g'e'w'c'0'R'q't'g'l'g'o'r'm'q.' »M'c'v' »*422; +c' »r'c't'v'k'f'g'n'g'u'w'f'k'q'f'g' »e'c'u'q'f'g'r'c' »r' »t'q'f'w'ek' »p'f'g'n' »H'q't'f' »V'c'w'p'w'u' »u'q'u'k'g'p'g's'w'g' »2' »u'g' »h'w'g' »g'n'f'g'h'g'l'q'f'g'n'r' »t'q'eg'q' »g'x'q'n'w'k'x'q'f'g'r'c' »k'p'f'w'w'k'c'f'g'r' »q'u'i' »w'g't'c' »f' »h'w'g' »g'n' »o'r' »w'p'q' »e' »À'm' »k'p'g'o'f'g'r'c' »g'v'c'r'c'f'g' »k'p'f'w'w'k'c'k' »c'ek' »p' »g'p'f'q'f'k'k'k'f'c' »k'p'ek'c'f'c' »x'g'k'p'v'g'c'° »q'u' »c'w' »a' »u' »c'n'j' »c'd'g't'g' »f'g'u'c't'q'm'f'q' »w'p' »p'k'x'g'n' »c'n'f'g' »e'c'r'c'ek'f'c'f'g'u' »v' »e'p'le'c'u' »h'q'ec'g'u's'w'g' »p'q' »x'q' »k'g't' »f'c' »t'g'r'g'w'k' »u'g' »g'n' o'q'f'g'm' »r' »t'q'f'w'ek'x'q's'w'g' »h'g' »u'w'eg'f'g't' »f'c'0'G'n'c'w'q't' »u'q'u'k'g'p'g's'w'g' »2' »u'g' »p'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'c'o' »d'k'g'p'v'g'k'p'f'w'w'k'c'n'f'g'r'c' »2' »r' »q'ec' »f' »g'n'r' »t'q'eg'q' »g'x'q'n'w'k'x'q'f'g' »w'p' »i' »t'c'p' »p' »À'o' »g't'q'f'g'g'o' »r' »t'g'u'c'u' »r' »q't' »h'q' »e'w'c'n' »t'g'r' »v'k'k'c' »n'q'u' »g'p'h's'w'g'u' »s'w'g' »u'g' »c'r' »p' »g'n'c'v'c' »u'q' »v'g'ep'q'n' »i' »l'eq' »g'p' »g'n' »u'g'e'v'q't'f' »w'c'p'v'g'f'k'ej'q'f'g't' »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" »R't'g'u'k'f'g'p'ek'f'g'r'c' »P' »c'ek' »p.'3; 9; »0'

Cuko kuo q." r" ecff c" f gn' ucrtkq" tgcn" s wg" ug" ci tcx»" eqp" gn' eqrnr 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 tlpkr 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 gxlk. "ug" t gf wq" f g" hqto c" f tª uwec O' Nc" xgpvc" ug" eqpegpv»" gp" o gf kcpqu" { " f g" i co c" cnc. "eqttgur qpf kgpvcu" c" ugevqt 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 wqu" ec { » 58' . "r" s wg" tgr t gugpv»" gp" 3; : 4" *3450 422" wplf cf gu" ecuk" r" o kcf " f g" r" r tqf week» p" f g" 3; 97" *462 022" wplf cf gu" + O qtgtq. "4235 < 3: + 0

O kpv tcu" r" kpf wutk" cwqo qv k { " cwqr ctv kuc" f g" Cti gpv kpc" uwtr f c" guvcu" tgi t gukqpgu" r tqf wv kcu. "r" hwpek» p" f g" r tqf week» p" cwqo qv k " guvdc" o wcpf q" uki p h k ec v k co gpv g" gp" nqu" r tlpkr crgu' egpv qu' f g' r tqf week» p" i mdcr O' Gp' d wuec' f g' p wgxqu' uqr qt vgu' r ctc' gn' c' j qttq' f g' vko r q" { " r" i cpcpek" f g" r tqf wv kcf c" f " ug" r cu»" f g" r f p gcu" wplf ko gpukqpcrgu" f g" tko q" t f k f q" c" qti cpk cekqpgu" o wnk ko gpukqpcrgu. "gp" tgf " { " c" tko qu' hgz k d rgu' O' Gu' f gek. "eco dk» r" hqto c" f g" r tqf week» p" gp" b cuc' f g' d k p g u' k p f k hgt gpekcf qu' r qt' wpc' f g' etgelo kgpv q" b " a u" hgpv q" { " f k hgt gpekcf q. " eqo gp| cpf q" r" gtc" f g" r" eqo r gvppek" r qt' r" ecikf cf. " f g" rnu" r tqf wv qu" gur gek h k ec f qu" { " f g" r" hcdtkec» p" r qt' r qv u' O' F g' g m q' t guwnc" r" pgegukf cf " f g" r f p gcu' hgz k d rgu' f g" o cpw h cewtc. "r" i t c p f q" hcdtlect' ulp' wpc' b c { qt' t g qti cpk cek» p" r tqf wv qu' f k hgt g p v u' c' r ctv k' f g' wpc' b kuo c" qti cpk cek» p" dª ulec' f g' rnu' gs wkr qu" { " eqp' wpc' tgf wv k c" f go qtc' f g' clwug" *Eqt kcv. "4222 + 0"

C" guvcu" o qf k h k ec k q p g u" ug" uwo ctqp" rnu" 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" cr ct k e k » p" f gn' o ketqej kr " gp" 3; 93" { " n w g i q" f g" r" eqo r wcf qtc" { " rnu" V k E u' O' Gu' qu" cxcpegu" ekp v 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" rnu" eco dkqu" f guetkr vqu" r tgegf gpv go gpv g. " r gto k k g p f q" cnqu" p k x g r u" f g" eqpvtqn' kpo gf kcv q" f g" r" r tqf week» p" { " o c { qtgu" i tcf qu" f g" cwqo cv k c e k » p' k p f w u t k c r 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 i f o r d i s m o' c i l t o y o t i s m o. " vco dk p" f gpqo k p c f q" *producción flexible* { " gp" rnu" 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 k " o w p f k e n' eqpuqrk f » " c" Lcr » p" eqo q" w p q" f g" rnu" i t c p f g u' r t q f w v q t g u' c w q o q v k k e g u" * D q { g t { " H t g { u g p g v. " 4224 = E q t k c v. " 4222 = J g l o . " 4238 = D k n " 4239 c + 0 5 " 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" guvqu" eco dkqu" f gn' ecr kcrkuo 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" gn' r t » z k o q"

⁸⁵Guvcu" eco dkqu" ug" f cp" gp" gn' o cteq" f g" wp" r tqegu" o " a u" r tqhwpf q" f g" vcpuhqto cek» p" f gn' o qf q" f g" cewo wv k e k » p" ecr kcrkuo' i mdcr O' Gu' f gek. " f g" r" f k u q n w e k » p' f gn' 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 u g " v t c d c l e f q t c" { " gn' o qf q" f g" t g i w v e k » p" r q i f k e c " g p" v q t p q' c i l' G u v c 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. " eqp" cncu' vcucu' f g' i cpcpek" { " wp' etgelo kgpv geqp»o leq' 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" go 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 v 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" gp" rnu' vcucu' f g' i cpcpek" { " r" t g c p k o c e k » p' f g' r i e q p h t e v q' f k u t k d w k x q' g p v t g' e c r k c r i l' { " v t c d c 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 » n g q' f g" 3; 95" * J c t x g { . " 4229 + 0 " G u v q' w x q' f k x g t u c u' e q p u g e w g p e k u' g p" rnu' r tqeguqu' r tqf wv k x q u' eqo q" gn' cwo gpv q" f g' r" r tqf wv 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 k p c p e k t k c e k » p' f g' n' e c r k c r i l' * J c t x g { . " 4229 + 0"

ecr ¶wraq0'

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

C" uw' xgl . "gp" 3; : 2" gr' qdkgtpq" o kxct" egtt»" f ghpkxco gpvg" KO G0Gp" gr' o qo gpvq" f g" uw" ekgttg. "r" go r tguclcrnu" eqpvc" eqp" o a u" f g" 92" r tqxggf qtgu. "322" eqpegukqpc" kqu" gp" vqf q" gr' r c¶u" { " o a u" f g" 5222" go r rfcf qu0 Uw' xgl ¶wraq" o a u" r qr wct. " gr' Tcutqlgtq" F kgugn" f qo kpcdc" e»o qf co gpvg" gr' o 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»" r" r tqf week»p" f gr' Tcutqlgtq0C" r ctvt" f g" guvq. "Hqtf" ug" xkq" hwgtvgo gpvg" dgpghkcf c" { c" s wg" ug" t gvt ctqp" uwu" f qu" eqo r gvt qtcu" eqppcekqpcrgu" { "gr' ekgttg" f g" KO G" r g" gl»" r t a vkeco gpvg" wp" o qpqr qrkq" f gr' ugi o gpvq" wkrkctkqu" r kxkcpqu" { "ugo k r kxkcpqu0C" r" xgl " s wg" gr' Tcutqlgtq" f glcdc" f g" r tqf wektug. "r" go r tguclcrnu" pqtvgco gtekcpc" tgerk cdc" wpc" gzr cpuk»p" uki p hkecvxc" f g" rnu" wplf 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" { " tcekqpcrk cek»p" r tqf wekxc" f wtcpvg" r" f 2 ecf c" f g" 3; : 20Gp" v2 to kpqu" eqo gtekrnu. "o kgpvtcu" s wg" r ctc" r" lpf wutkcn" vto kpcn" guvg" r gt¶qf q" hwg" f g" wpc" pwr" kpugetek»p" gzvtpc. "f wtcpvg" rnu" Anko qu" c° qu" f gr' gegpkq" r" tco c" cwqr ct vkr hqi t»" eqpvgpgt" gr' cxcpeg" f g" rnu" ko r qtvekpqu" f g" rnu" c° qu" cpvgtkqtgu" ug" guvdkrk »" g" kpenwq" f kuo kw{ »" uw" f 2 hkekv" eqo gtekn" j cekgpq" f g" uegpf gt" rnxgo gpvg" gr' xcmqt" f g" rnu" ko r qtvekpqu" f g" cwqr ctvgo" r tqo gf kq" r qt" xgi ¶wraq" r tqf wekf q" *F wrelej "gv'cn0"4242<329+0Guq" ug" f gdg" c" s wg" r" etkuku" f g" hpcrgu" f g" r" f 2 ecf c" f g" 3; : 2" f gr tko k»" r" r tqf week»p" rnecl" { " chge»" pgi cwxco gpvg" rnu" ko r qtvekpqu. "cu¶" eqo q" r qukekq»" c" r" ucrlf c" gzr qtvcf qtc" eqo q" wpc" cmgtpcvxc" cpvg" r" hwgtv" t gvtceek»p" f gr' o gtecf q" kpwtpq0

"

⁸⁶"Rqt" qtc" r ctvg. "cni wpcu" go r tguclcrnu" f gr' ugevqt" vto ctqp" eco kpu" o a 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 gtekpqu. "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' { "r" xgpf lgtqp" cn' t wq" rnecl0 cetk" gp" 3; : 4. "q" 6+" wplqf q" rnu" hkecrnu" f g" Cti gpvpc" { "Dtcuka" eqo q" Hqtf " { "Xqmuy ci gp" s wg" hqto ctqp" r" hko c" Cwqr vpc" gp" 3; : 8. " r" r tko gtc" gzr gtekp" 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 kn'f g'kpcrgu' 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" qd'lgv»q" r tkpek cn' i cpct" eqo r gv»k»k»f cf " tgf wek»p'f q" eququ" { " cwo gpvcpf q" rc" xctk»f cf " *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'bo wmkpcekppcrgu'f g'v'c'p'uhgtk'cni wpcu'ce»k»k»f cf gu" /i gpgtcm gpvg.'rcu'bo gpqu'tgpvcdr»u'f' lq'hnwkecf cu'0'f gn'r tqeguq'r tqf wek»q'j' cek'qvcu'go r tgucu" *out-source+" { 'qvcu'rc'c'f'gu'»offshore"+0o c { qto gpvg'f g'rc'r gt kgtk»OF g'guv'bo qf q.'rcu'go r tgucu" vttegtk ctqp'mu'r tqeguq'r tqf wek»qu'i gp²tlequ'q'f g'dclq'xcnqt."egpvtcf qu'gp'gn'xqno gp" { "gp" rc" eqo r gv»k»k»f cf /r tgekq." r gtq" tgwxkgtqp" r ctc" u'f' mu' ugi o gpvcu" 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 kn'bg'f kgtqp" qvcu'v'gpf gpeku'eqo r ngo gpvtku'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»'gzv'gpf gt" { 'eqo r ctvt'rc'r rcvchqto c⁸⁷'c'gucem'i mdcn' r ctc'rc'hcdtlecek»p'f g'f kgtgpv»u"o qf gr»u."gu'f gek."rc"r ctvg'kphgtkqt'f g'mu'xgj 'f»w»qu"*ej cuku." v'cpuo k»p." uwur gpuk»p+." kpenw'f c" c" xgegu" rc" o qvqtk cek»p." cu'f' eqo q" mu' eqo r qpgpv»u" o ge^a plequ'bo a u'ko r qtvcpv»u." { 'eqpegpvtct'v'f cu'rcu'ce»k»k»f cf gu'f g'f kug° q'f g'r tqf wev'gp'wpcu" r qecu'mqecrk cekppgu"»Dcuqu'Vki tg'gv'cn0"3; ; ; +0"

Nc'ugi wpf c'v'gpf gpek." *modularisation.* "uki p'k'ec'r gpuct'cn'cwqo »xkn'eqo q'wp'ukvgo c" s wg'r wgf g'ugt"tgeqphki w'cf q" c" r ctvt'f g"o qf hkect"mu'uwdukvgo cu's wg"m"eqo r qpgp0'Guwq" ko r rde»."gp'mu'j' gejq. "cuki pct'o c { qtgu'tgur qpucdk»f cf gu" c" mu'r tqxggf qtgu'f g'uwdukvgo cu" *mega-suppliers q" *sistemistas*+. "eqp's wkep»u'rcu'vgo kpcrgu'kpgp'wpc'tgrcek»p'ecf c" xgl "o a u" uko dk»wec."cn'r wvq's wg'tgcrk cp'ce»k»k»f cf gu'f g'kpi gpkgt'c'ulo wn³ pgc0Rqt'guv'bo qv»q."gp'hw'ct" f g'crgpvt'rc"eqo r gvpekc'gpvtg'wp'pÀo gtq'gr»xcf q'f g'r tqxggf qtgu'r ctc'tgf wek'mu'eququ.'rcu' vgo kpcrgu'j' cp'dwuecf q" guvdr»egt"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'vgo kpcrgu'go r gl ctqp" c" cdcuvegtug'f g'mu'bo kuo qu'r tqxggf qtgu'gp'ewens wketc" f g'rcu'mqecrk cekppgu'gp'f qpf g'f gek cp"r tqf wek."ko r rdecpf q'wpc'v'c'p'upcekppc'k' cek»p'f g'rcu'

⁸⁷Ug'gp'v'gpf g'r qt'r rcvchqto c'c'wp'gpucodrg'r tlo ct'k'gutwewt'c'it'qtvcf qt'f g'ecti c'f g'wp'xgj 'f»w»qu'cwqo qvqt.'s wg' f g'vgo kpc'gn'co c° q'da uleq'f g'gug'xgj 'f»w»qu' { 'eqphqto c'rc'dcug'gutwewt'c'is wg'uqr qtvc'gn'v'gp"o qvtk'." { 'ukt»g'f g' wkp»p'f gn'xgj 'f»w»qu'cwqo qvqt'gp'f k»gtuqu'v'kr qu'f g'dcukf qtgu.'vrgu'eqo q" r ctc"o qpvc'lg'f g'ecttqegt'c'."dcukf qt' f lo gpukppcn'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 k 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 r 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 r 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 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 k 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 k 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 k 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 c ° 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 i ' { ' 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 k 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 k 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 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 i ' * 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" kpvgi tcek»p" *CNCF K⁹²" Ncu" f kur qulekqpgu" o " u" tgrgxcpvgu" r ctc" r" ecf gpc" cwqo qvtk " gtcp" gn' tvcwo kgpvq" f g" r tqf wevq" pcekqpcnr ctc"qu'xgj "fwaru" { "cwqr ctvqu" f g" co dqu'r c"lugu"gp"gn'o gtecf q" f gn'uleq" eqo gtekn" r" tgo qek»p" f g" ddtgtcu'r ctcctpegrtkcu"gp"gn'eqo gtekq"dkrvtcn"gn'kpvgteco dlq"dkrvtcn'hdg'f g" ctcpegrgu'r ctc"wp"ewr q" f gvto kpcf q" f g" xgj "fwaru"⁹³ { "gn'kpvgteco dlq"dkrvtcn'hdg'f g" ctcpegrgu" r ctc" rcu" cwqr ctvqu. " r qt" wp" ewr q" s wg" pq" f gd" f" uwr gtct" gn'37' " f g" rcu" gZR qtvekpqpgu" HQD" f g" xgj "fwaru" f g" ecf c' r c" l. " { "dclq" r" eqpf kek»p" f g" s wg" ug" ewo r r" eqp" qu' tgs wukqu" f g" eqpvkpf q" r qecr'gzki kf qu"gp" ecf c' r c" l. " gpvtg" qvtcu" *F walej " gv'cr0"4242-0" Guvg" cewgtf q" c" Ap" pq" tgi wrdc" gn' eqo gtekq" gzvc| qpc" f g" b" cpgtc" eqplwpc" = { " b" cpwxq" r" tgrgxcpek" f g" qu' tgi " b" gpgu" pcekqpcrgu" xki gpvqu" gp" ecf c' r c" l. " *I " a ttk " { " 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 qf" kcu' 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" kpekcf q" c" o" gf kcf qu' f g" qu' c" o" qu" ugvpvc" *C| r k| w'gv'cr0"4223=Uej xct| gt. "3; ; ; -0"

P q" qducpvg. " 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 ò" 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" eqpuvc" gp" gn' Rtqvqeqm' s wg" r' g' c' qtki gp. " o" gf kcpvg" uw' kpuvcwtcek»p" qu' r c" lugu" 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. " Cpgezq" XKK' Ct' 03 À'3; ; 2+0" ⁹² " CNCF K' gu" wp" qti cpkuo q" kpvgti wdgtppo gpvci' s wg. " eqpvkpwcpf q" gn' r tqeguq" kpekcf q" r qt" r" Cuqekcek»p" Ncvkqco gtlepc" f g" Nkdtg" Eqo gtekq" *CNCNE-+ " gp" gn' c" o" q"3; 82. " r tqo wvxg" r" gZR cpuk»p" f g" r" kpvgi tcek»p" f g" r" tgi k»p. " c" h" p" f g" cugi wct" uw' f gucttqm' geqp»o leq" { " uqekcn' Uw' qd' lgvkxq" hpcn' gu' gn' guvcn' gelo kgpvq" f g" wp" o" gtecf q" eqo Ap" r" v' kqco gtlepcq' 0' Uu" cpvgegf gpvqu" f cvp" f g"3; 82" ewepf q" ug" rji t» " wp" cewgtf q" kpekcn' gpvtg" ukvg" r c" lugu' 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" kpvgi tcek»p" geqp»o lec. " c" v' cx² u' f g" r" co" r nkek»p" f gn' co" c" o" q' f g" u' u' o" gtecf qu" { " r" gZR cpuk»p" f g" u' w' eqo gtekq" tge' f' tqeq' 0' Eqp" r quvgtkqtkf cf " ug" v' kgtq" rcu" pcekqpgu" f g" Eqmqo dlc. " Gewcf qt. " Dqrxk" { " Xgpgj wgr' 0' Gp"3; ; 2. " rqu' I qd' lgtqu" f g" guvqu" ppeg" r c" lugu' o" qf kkecp" gn' xkq' lq" v' cvcf q" { " f gekf gp" t' gch' to ct" r" xqnv' pvcf " r qf" kcu' f g" hqt' v' rgegt" gn' r tqeguq" f g" kpvgi tcek»p. " j cegtm' o" a" u" hrgzklng" gp" uw' cr nkek»p. " { " uw' etklgp" gn' pwgxq" V' cvcf q" f g" O' qpvgxk' gq" *VO /: 2+0" Rquvgtkqto gpvg. " ug" cf j k' lgtq" cni' o" kuo q" Ewdc" { " Rcpco " 0' Uw' h' w' pek»p" d' a" ulec" gu" r" r tqo qek»p" { " tgi wrek»p" f gn' eqo gtekq" tge' f' tqeq" f g" rqu' r c" lugu" f g" r' tgi k»p' 0" 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 " fwaru" r ctc" ecf c' r c" l. " 0" ⁹⁴ " Gpv' g" rcu' o" kuo cu' ug' r' wgf gp" o" gpekqpcr' r' h' d' g' t' c' k' cek»p" eqo gtekn' { " h' k' p' c' p' e' l' g' t' c. " of gutgi wrek»pö" f g" wpc" co" r rlc" i co" c' f g" o" gtecf qu. " r tkxk' k' cek»p" f g" go" r t' g' u' i' r' À' d' r' e' c' u. " tgi " b" gpgu" gur gekrgu" f g" r tkxk' k' q" r ctc" ekgt' vqu" ugevq' gu" f gn' r qf gt" geqp»o leq. " gv' 0" *Dcuwrf q. "4228=P qej vgh"3; ; ; -0"

r gto kx» "wpc"ucrkf c"gzr qtvcf qtc"ht gpvg"cn'guvpeco kgpvq'r tqf wevxq"fg"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"mqu" 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" guv" gvr c" f kgtqp" eqo q" tguwxf 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' Dtcuk' eqo q' eqp' gn' guv' 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" *Rgtg| "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 wevx" { "vgepqn»i kec0' C"r ctvt" 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" fcp" tgr tguvpgvf q" wp"r tqdrgo c" guv wev' cni' f g"rc" tco c" gp"rcu" gvr cu" r tgxkcu0' Cn' t gur gevq. "ug" o qf gtpk ctqp" mqu" f kug" qu" f g" r tqf wevq. "ug" ko r ngo gp»" r ctekm gpv" rc" qti cpk cex»p" flexible f g" rc" r tqf week»p. " { "ug" cj qpf ctqp" mqu" eqpvtqrgu" f g" eckf cf . "gpvtg" qvtqu" eco dkqu" *F wrelej "gv" cni" 4242+0' Guvqu" r tqeguqu" ug" dductqp" gugpekm gpv" gp"rc" cf qr ek»p" f g" vgepqn»i fcp" f gucttqmf c" gp"rcu" ecucu" o cvkegu" *O qtgtq. "4235+0" ""

C"r ctvt" f g"rc" etluku" f gn' uwf guv" cul² vkeq" f g"3; ; : { "rc" f gxcn» cex»p" f g"3; ; ; " f g" Dtcukn" Cti gp' vpc" go r gl »" c" gpeqvtct" f hkewxf gu" gp"rc" qdvgep»p" f g" hkp» cex»p" gztvtpc" { . "eqp" gn' tgevtuq" f g"rcu" r tkxv k cex»p" gu" ci qvcf q. "gn' t f k f q" t² i ko gp" f g"rc" eqpxgt vdkkf cf "ug" vqr »" eqp" uwu" rko kcekqpgu" j cuv" f gugo dject" 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 rqq" { "r qdtgl c" s wg" tqpf cdcp" gn' 47' " { '72' . t gur gevxc co gpvg. hpcnk cpf q' eqp' rc' ec" f c" f gn' qdkgtpq' f g' Nc' Crcp| c⁹⁸" { "f cpf q' eqo kgp| q" c" wpc" pwx c" 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" mqu" cewgtf qu" t gi kqpcrgu" uqdtg"rc" kpf wutkc" cwqo qvtk . "f wcpvg" mqu" 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" tgegu»p" geqp»o kec0' Cu" f c" tc" f g" guv" ukwcel»p. "gp"rc" Ewo dtg' f g" Hqt kcp»r qru" f g" f lekgo dtg' f gn' 4222. "mqu" r c" f gu" o lgo dtqu" f gn' O gtequw" uwetkdkgtqp" rc" F geku»p" P Å 92 122. "cr tqdcpf q" gn' Cewgtf q" uqdtg"

⁹⁸" Gn' hgpvg" r qm' eq/ r ctvf ctkq" òNc" Crcp| c" r ctc" gn' Vtcdclq. "rc" Lwvtek" { "rc" Gf wecel»pö. "eqpkef c" uko r ngo gpvg" eqo q" òNc" Crcp| cö. "hwg" wpc" eqcile»p" r qm' ec" gpvtg"rc" Wpk»p" E" klec" 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 qvkl " f gn' O gtequwt *RCO + " tguwncf q" f g" kpvpu" pgi qekcekppgu" gpv g" gn' i qdkgtpq" { " rnu" e^a o ctcu" go r tguclkrngu' Uwu" qdlgkxqu" gtcp" guvdrgegt" rnu" dcugu" r ctc" r" kpuvwtcek>p" f g"wp'hkdtg'eqo gtekq'r ctc"nqu'dkpgu'cwqo qvtegu'gp"gn'dmqs wg."cu'leqo q'vco dk p" etgct" eqpf lekqpgu" 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"gzr qt wcek>p" c"vgtgqtu'o gtecf qu0"

C"r ctvkt "f gn'cewgtf q"ug"hl>"gp"57' "gn'ctcpegn'c"nqu'xgj f'wqu'r tqf wkl qu"hwgtc" f gn' O gtequwt0Cf go ^a u."r ctc'ugt"eqpukf gtecf qu'eqo q'xgj f'wqu'tgi kqpcrgu'ug"guvdrge" s wg"gn'82' " f g"2 uvqu'ugcp" f g"eqpvglk q"tgi kqpcn"eqpvgo r rcpf q"wp"52' "gp"Cti gpvkc" { "gn'vqtq"52' "gp" Dtcukn" F getgvq"8824222+0C"uw'xgj . 'r ctc"rnu'cwqr ctvqu'pq"r tqf wkl cu'gp"r"tgi k>p"ug"hlcdc" wp'ctcpegn'f gn'4' " b kpvtcu's wg'r ctc"rnu'hcdtklcf cu'f gpvq'f gn'dmqs wg'xctkcdcp"gpv g"36" { "3: ' . " f g"o qf q" s wg" guvcu' Anko cu'r qug'fcp" o c { qt" r tqvgeek>p" eqo gtekn' *F getgvq" 8824222+0' Rqt" Anko q. 'ug'hlcdc"wp'f' kvg'eqo r gpucl q' f g"kvgteco dk'ugevqtknleqp'Dtcukn' f gpqo kpcf q'ohgzö." s wg'ko r rkecdc" s wg'r qt'ecf c" f »rct" f g'dkpgu'cwqo qvtegu" s wg'gzr qt vctc"Cti gpvkc" c"Dtcukn'gp" 4223'r qf t'f'ko r qtvt' f guf g'2 uv'wp'o ^a zko q' f g'w&u.327' hkd g' f g'ctcpegrnu'0Guvu'f kur qulekqpgu" hwgtq' f g'i tcp'ko r qt vpekc" r ctc"r" kpf wutk" { "o ctect^a p" r" f k^a o lec" f gn'eqo gtekq"gz vgtkqt" f gn' ugevq'cwqo qvqt'eqp'Dtcukn'f wcpvg'nqu" 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 lec" { "go r gqtcu kpvq" f g"nqu" kpf kecf qtgu" uqekrgu."ug" r tqf wq" r" etkuku" f g" hpcrgu" f g"4223." g { gevcpf q" cn' i qdkgtpq" f g" Nc" Cnkcp | c0' C" r ctvkt " f g" f lej q" xce"q" f g" r qf gt. " ug" uwegf kgtq" f kpvqu" r tgucl' gpvgu"⁹⁹" j cuvc" eqpuqrf ctug'Gf wctf q'F vj crf g. f gn'Rctvkf q'Lvulekcnkuc."cn'ht gpvg' f gn'Rqf gt'Glgewkxq'P cekqpcn' *RGP +0Guv'Anko q'ngx>>"c'ecdq'wpc'ugt'kf' f g'r qfllkccu's wg'ug'guvcdcp'ct vewrpf q'gpv g' f kpvqu" cevqtgu'upf kecrnu."go r tguclkrngu" { "r qfllkccu" { "s wg'ug'egpvcdcp"gp"rnu'et'fllkccu'cn'o qf gmq' f g"r" eqpxgt vdkkcf cf { "rnu'hqto cu'f g'tgevcxct"r"geqpqo f⁹: *Qtvkl " { "Uej qtt."4229+0"

Gp" guv" o cteq"ug" guvdrgekl>"gn'53' Rtvqveqmq" Cf lekqpcn' f gn' CEG" gpv g" Cti gpvkc" { " Dtcukn' Gp" ² n' ug" eqphqto >> "wp" pvgxq" xcrqt" r tqvqerct" f gn' hgz." gp" gn' ewcn' ug" gz vgpf k>" ci tguvco gpvg'gn'o cti gp' f g'ko r qt vcekqpgu'r gto kkl 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' hkd g'eqo gtekq'0Guvu" s wkg'g' f gek' s wg"

⁹⁹"Gn'42' f g' f kelgo dtg' f g"4223"gn'r tgucl' gpvg' Hgtpcpf q' f g' r" T Åc' tgpwpek' c' uwecti q" { "cuwo g'ug'gn'r tgucl' gpvg' f g' r" E^a o ctc" f g" Ugpfc qtgu." Tco >> p" Rvgtc0' Gn' f f⁹ "45" cuwo f⁹ r" r tgucl' gpek" Cf qrhq" Tqf t'f' wgl " Uc^a . " f gn' Rctvkf q' Lvulekcnkuc0Gn'52' f g' guv" o gu'ug' j k' q' ecti q' f gn'Rqf gt' Glgewkxq' gn'r tgucl' gpvg' f g' r" E^a o ctc" f g' f kr wcf qu' Gf wctf q' Eco c^o q'0Hlpcm gpvg."gn'3' f g' gpgtq' f g"4224"cuwo k>" r" tgucl' gpek' kpvgtkpc' gn'gzi qdgtpcf qt" { "ugpcf qt" dqpctgpug" Gf wctf q' F vj crf g' f gn'Rctvkf q' Lvulekcnkuc0"

⁹: "Gp" guv" ci twr co kpvq'ug' f guvcdcp" r" ct vkr cek>p" f g' r" Wplop' kpf wutk' Cti gpvkc" *WC+ " r" ewcn' gpcd' q' rcd" r" r' tqr wguv" f g' wp" do qf gmq' f gn' r' »rct" cn' q' o' eqp" r" xki gpek" f g' wp" övr q' f g' eco dk' tgcrl' eqo r gvkkxq" { " guvdrge" { " wp" qtf gp" o cetqgeqp>o leq' guvdrge0F lej q' r tq' gevq' ug' qr qp' f⁹ c" q' vq' f g' r' tqhwpf k' cek>p" f gn' ² i ko gp" eqpxgt vdkg' j cek" r" f q' rctk' cek>p" f g" r" geqpqo f⁹ " ko r wncf q" r qt" gn' ugevq' t' hpcpektq" n' ecn' g" kpvgt pcekqpcn' { " r qt" rnu" go r tgucl' r tkxckf cf cu'gz vcp' lgtcu" *F quuk"423; =Qtvkl " { "Uej qtt."4229+0"

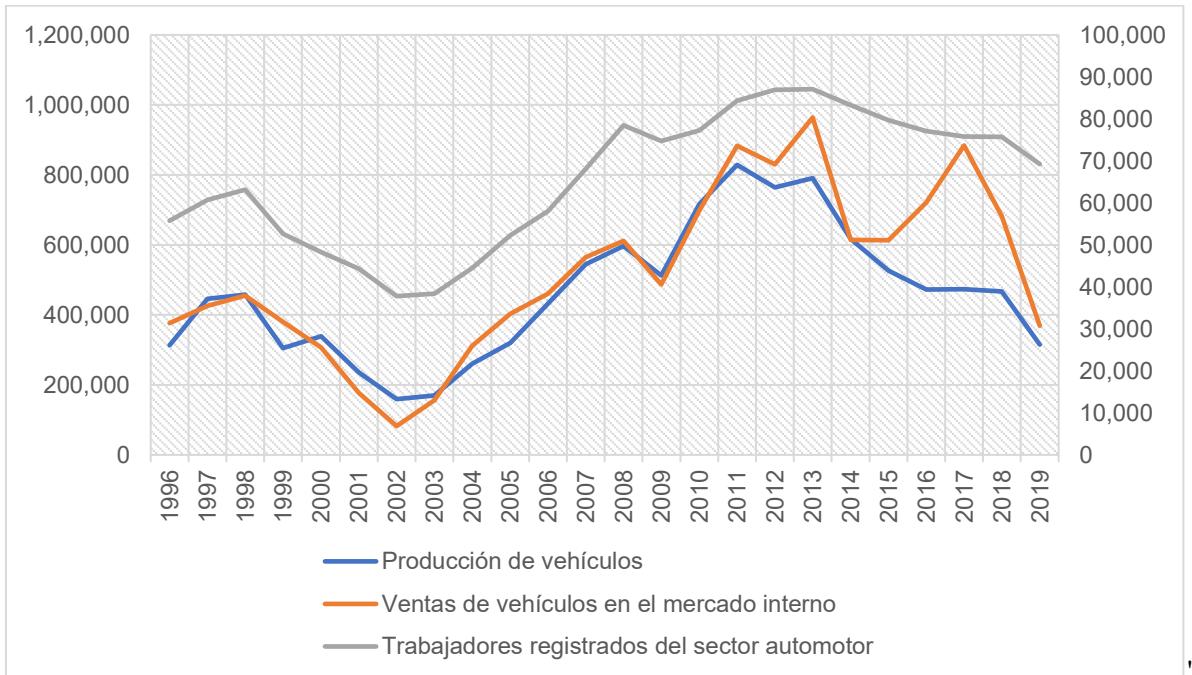
gp"4224"r qt"ecf c" f » nct" f g" g z r q t v e k » p" s w g" t g c r k l c d c" w p q" f g" g u v q u" f q u" r c" f l u g u" c" u w" x g e k p q. " u g" r g t o k" f c" g n f q d r g" f g" k o r q t v e k » p" f g u f g" g n l q v t q 0' : " C" u w" x g l . " u g" k o r w u q" s w g" g n e q p v g 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 l »" 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 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 g p v q" f g n' T ² i k o g p" f g" C f w p c" g p" H e e v t 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 k l 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 q 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 g 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 l »" 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 kp»"wp"xcmt"r tqvqeqnct" f gn' hgz "t gvtur gev k q" c" 4223" r cu' pf qm" f g" 3.327" c" 3.8. "gxkcpf 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 c 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 c 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 l " 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 l »" c" e q p v c d k k l 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 k e k » p 0' : ³ Ugi Ap' gn' 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 l . " 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"sg'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": ⁶"uqdtg'hu'eqo r rppgvu'ko r qtvcf qu's wg'eco dkgp'r qt'pcekqpcrgu.⁷"F getgvq'9964227-0"

Cuko luo q."ug'f kur wuq"s wg'gr'hueq'tgkpgi tg"gp'ewqvcu"cu'cwqo qv'legu'rcu'f gw'cu" cevo wrcf cu'r qt'gr'Rrcp'Ecp'lg'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 qv'legu'vq'cu'rcu'f'pgcu'f g"

⁴"Gp'gug'pwxq'cewgtf q'pq'j wq'k'pvgpv'cni wq'r'qt'vcvt'f g'tgewr gtct'gr'ng'wkuq'f g'eqpvgpk'q'hcen'r'qt'hu'ewcn' gwg'vgo c'pq'xqk»c"vcvtug'gp'gr'lugevqt'cwqo qv'q'{"s wgf »"xki gpvg'gr'o a zko q'ko r qtvcf q'f gr'87' ".cwps wg'uw' eqp'q'gr'g'c'p'wq'{"gr'vgo c's wgf »"r'f ev'eco gpvg'gz'wpq'»Ecpvctgmc'gv'cni'4239-0

⁵"F gpqo kpcf q'T²i ko gp'f g'f'p'egpv'xq'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'Ecpvctgmc'{"q'v'cu"»4239-436+."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'fcp" 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'f g'kpegpvxq'cnlugevt'cwqr ct'kuc'pcelqpcn*Ng{ '480; 5+'s wg.'o gf kcpvg'gu'f'p wru" ko r qukkxqu.'ko r wucdc'c'rc'u'vgt o kpcrgu'c'wkk' ct'r ctvgt'f' 'eqo r qppgvu'r tqf welf qu'gp'gnr' c'f'u0⁸" Ulp'go dcti q.'qu'ghgevqu'f g'f lej c'ngi kurek»p'pq'wvktq'p'wp'ko r cevq'tgrxcpvg'gp'rc'tgf week»p" f gnif² hkv'ugevtkcn'R²tg| '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'qu'tguwncf qu'f g'rc'ewgpc'eqtkgpvg'f g'rc'dcrp| c'f g'r ci qu.'ug" i gpgtctq'f kmpcu"twr wtcu"gp"gn'r rcpq"geqp»o leq'f' " r qn'leq"cti gpv'p" *Dcuwrcf q."4233= Dcuwrcf q'f' "O cp| cpgnk'4238=I ci i gtq'gv'cr0'4237=Mwrcu."4238+0'Gp'gnlugevt'cwqo qvt.'guv" ko r rke»'ec'f' cu'gp'rc'r tqf week»p'f' "xgpvcu'kpvtpcu'f' "gzvtpcu'*xgt'I t^a hlequ'KK3'f' "KK4+"ukp" go dcti q.'c'kpgu'f g'gug'c° q'qu'ghgevqu'f g'rc'etkuku'eqo gp| ctq'c'f glctug'cv^a u0C'r ct'k'f' g'gug" o qo gpvq.'gp'dcug'c'rc'u'r qn'lecu'f g'gu'f'p wru'f g'rc'f go cpf c'kpvtpc'f' "f gn'etgelo kpvq'f g'Dtcukn' f' "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»" wpu'r qequ'c° qu0""

Nwgi q'f g'rc'tgggeek»p'f g'Etukupc'Hgtp^a pf gl'f g'Mktej pgt"gp"4233."qu'r tqdrgo cu' f gtxcf qu'f g'rc'gucug| "f g'f kxkuc."gpo ctecf qu'gp"gn'j ku»tleq"r tqdrgo c'f g'rc'*restricción externa*"cti gpv'p.'ug'ci wf k' ctq'c'tc'f' 'f gn'cwo gpv'f g'rc'hwic'f g'ecr kcrqu'f g'4233."gnif² hkv' gpgti² vke'f' "rc'ec'f' c'f g'qu'r tgekqu'kpvtpcelqpcrgu'f g'qu'eqo o qf kkgu'f' ci i gtq'gv'cr0'4237= Uej qtt'f' "Y clpgt."4236+0'Gur'rc'o kce»p"geqp»o kec'f'cvc'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 kxkuc's wg'ug" i gpgtc" gp" wpc" geqpqo 'f'c' eqp" wpc" *estructura productiva desequilibrada*" gp" r gt'q'f qu'f g' etgelo kpvq'geqp»o leq'g'kpf wutkcn'f gdkf q'cn'cwo gpv'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 tqegu'f g'etgelo kpvq0⁹""

:⁸Ugi Àp'rc'rg'f' . 'qu'hcdtkecpvu'f g'cwqo »xkru'f' "wkkctkqu.'eco kppgu.'ej cu'k'eqp'f' "ukp'ecdpc.'»o pldwu'f' "gl'gu'eqp" f khtgpekn'f' q' ct'f'p'f' g'wp'tgkpvgi tq'udtg'gn'xcmt'v'cnf'f' g'rc'eqo r tcu'f' g'cwqr ct'vgtu.'o cv'kegu'f' "o qrf gu'necrnu0' Gn'tgkpvgi tq'ugt'f'gs wxcrgpv'cn': ' "f gn'xcmt'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'rc'tc'vgt" dgpghelctkqu'f g'rc'Ng'f' . 'rc'u'cwqr ct'vgt'cf' s wtk'f' cu'gp'gn' o dkq'necn'f' gd'f'p'f' gukpcutg'c'rc'hcdtkecel»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 dkq'f' gn'0' gtequw0C'uko kuo q.'gn'xgj 'f'wru'q' q'gn'gl'g'eqp'f' khtgpekn'f' gdgt'f'v'p'p'wp'eqv'p'k'f' q'o^a zko q'ko r qt'v'f' q'f' gn'52' . 'ecrewn'f' q'udtg'gn'xcmt'gz'lf dtlec' f'g'cs wgr0'

:⁹Gp"Cti gpv'p'guc'j c'uk'f' q'wpc'rc'o kce»p'j ku»tlec'cn'f' gucttqm'gp'v'p'v'gn'pk'gn'f' g'ce'v'k'f' c'f' "f'rc'u'vcu'f' g' etgelo kpvq'geqp»o leq'ug'f' cp'xkuv'tgult'p'f' k' cu'r qt'rc'f' kur q'p'k'k'f' c'f' "f' g'f' kxkuc" *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'v'w'gm'qu'f' g'dq'v'nc'0'gp'rc'f' kur q'p'k'k'f' c'f' "f' g'f' kxkuc's wg' f' h'k'ewnc'p'c'xcp| ct'j' celc'r' tqegu'f' g'v'c'pu'qto cel»p'f' 'eqo r rgl'k' cel»p'r tqf w'v'x'c'f' gn'lugevt0N'qu'r tko gtqu'v'w'gm'qu'

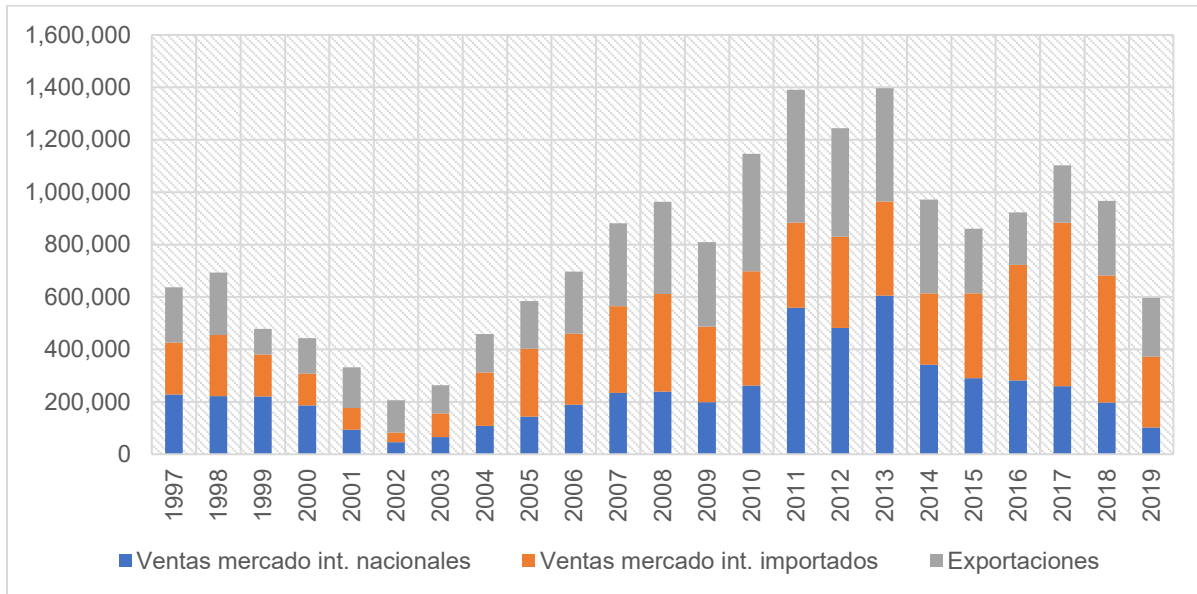
r gtukuvpvg g'p'f'ghlekctkq. 'ci t'cx^a pf qug'ht'gp'v'c'hu'p'lx'gr'gu't'gi k'ut'cf qu'gp'hc'f²ecf c'f'g'3; ; 20
Gu'q'gu'g'z'r'nc'ef q'r't'k'p'k'c'mo g'p'v'r'qt'g'nc'wo g'p'v'f'g'rc'u'ko r'qt'v'ek'q'p'gu'f'g'c'w'qr'ct'v'gu.'rc'u'è'w'c'rg'u'
et'ge'f'cp' cn' t'ko q' f'gn' o c'qt' p'Ào g'tq' f'g' x'g'j'f'ew'qu' r't'q'f'w'ek'f'qu' gp' gn' r'c'f'ju'0' G'm'q' ug' h'wg'
r't'q'hw'p'f'k' c'p'f'q'eq'p'v'p'w'co g'p'v'g'hw'gi q'f'g'rc'et'k'uk'f'g'422: /; "{ 'eq'p'v'k'd'w'f' »'cn'è't'g'ek'p'v'g'r't'q'd'rg'o c'
f'g'hc'nc'f'g'f'k'k'k'uc'u'gp'rc'ge'q'p'qo 'f'c'cti g'p'v'p'c'0''''

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

" Nc'cu'w'p'ek'p'f'g'O c'w't'k'ek'q'O c'et'k'eqo q'r't'g'uk'f'g'p'v'g'f'g'rc' 'C'ti g'p'v'p'c' 'u'ki p'k'h'e' »'w'p'r'w'p'v'q'f'g'
s'w'k'd't'g'gp'rc'q't'k'g'p'v'ek'p'f'g'rc'r'q'n'f'k'ec'o c'et'q'ge'q'p' »o l'ec'f' { 'r't'q'f'w'ek'x'c'0'c' 'r'ct'v'k'f'g'f'le'k'go d't'g'f'g'
4237'rc'p'w'g'x'c'cf'o k'p'k'ut'c'ek'p'lo r'rg'o g'p'v' »'w'p'c'r'q'n'f'k'ec'è'w'f'qu't'cui qu'uc'nd'g'p'v'gu'hw'gt'q'p'g'nc'x'c'p'eg'
gp'rc'cr'g't'w't'c'eqo g't'ek'cn'f' { 'rc'f'g'ut'g'i w'rc'ek'p' 'h'p'c'p'ek'g't'c'f' { 'eco d'k't'k'c'."o c't'ec'p'f'q'w'p'p'q'v'c'd'rg' "i k'q'
eq'p' t'g'ur'g'ev'q' c' rc' g'v'c'r'c' c'p'v'g't'k'q't' *D'w'i qu." 4239=" Y c'k'p'g't' { " D'g'm'q'p'k' 4239-0' C' " p'k'x'g'n'
o c'et'q'ge'q'p' »o l'eq.'f'w't'c'p'v'g'4238'rc'f'g'x'c'n'w'c'ek'p' "i g'p'g't'c'f'c' "r'q't'rc'w'p'k'h'ec'ek'p'f'g'n'o g't'ec'f'q'f'g'
eco d'k'q'." u'wo c'f'c' "cn' c'l'w'w'g'f'g' v'c't'k'h'c'u." k'p'et'go g'p'v' »' gn' r't'q'eg'u'q' k'p'h'rc'ek'q'p'ct'k'q'." s'w'g'p'q' h'wg'
ce'q'o r'c'° c'f'q'r'q't' "rc'u'uc'rc't'k'q'." t'g'w't'c' { g'p'f'q'g'n'uc'rc't'k'q' "t'g'cn'f' { "g'n'eq'p'uw'o q'k'p'v'g't'p'q' "P'g'h'c'."4239-0'
Eq'o r'rg'o g'p'v'c't'k'co g'p'v'g'."rc'u'g'g'x'c'f'cu'v'c'uc'u'f'g'k'p'v'g't'2'u't'g'c'rg'u'ug'f'g'o q'w't'c't'q'p'k'p'g'h'g'v'k'x'cu' "r'c't'c'
f'g'uce'g'rg't'c't'rc'k'p'h'rc'ek'p' { "c'h'g'ev'c't'q'p'p'g'i c'v'x'co g'p'v'g'gn'x'q'n'w'o g'p'f'g'k'p'x'g't'ul'ek'p'0'c' "u'w'x'g'l'."rc'u'
p'w'g'x'cu'r'q'n'f'k'ec'u'w'x'k'g't'q'p'w'p'hw'g't'v'g'lo r'c'ev'q'gp'gn't'g'v't'q'eg'u'q'f'g'n'uge'v'q't'k'p'f'w'w't'k'rc'n'i g'p'g't'c'n' "R'g't'g'l' "
C'mo c'p'uk'f' { "I t'cu'q'."4239="U'c'p'v'c't'e^a p'i g'm'g'v'c'n'0'423; +0"

G'p'hc'q's'w'g't'g'ur'g'ev'c'rc'k'p'f'w'w't'k'c'w'w'q'o q'v't'k'."ug'g'l'g'ew'c't'q'p'w'p'c'ug't'k'g'f'g'r'q'n'f'k'ec'u'r'À'd'rc'ec'u'
s'w'g'c'h'g'ev'c't'q'p'cn'uge'v'q't'0'G'p'v't'g'2'uc'u'."ug'g'p'ew'g'p'v't'c'p'rc'u't'g'h'g't'k'f'cu'c'rc' "cr'g't'w't'c'eqo g't'ek'cn' "eqo q'
gn't'g'go r'rc' | q'f'g'rc'u't'g'w't'k'v'k'x'cu'F'LC'K'u'."s'w'g'j' c'd'f'c'p' 't'g'ek'd'k'f'q'w'p'hc'm'q'c'f'x'g't'u'q'c'rc' "C'ti g'p'v'p'c'gp'
rc' "Q'ti c'p'k' c'ek'p' "O w'p'f'k'cn'f'gn'Eqo g't'ek'q' " *Q'O E+." r'q't'gn' "U'k'w'go c' "k'p'v'g'i t'cn'f'g' "O q'p'k'q't'g'q'f'g'
k'o r'qt'v'ek'q'p'gu' *U'K'O K'c'g'n'è'w'c'n't'k'i k' »'r'c't'c'w'p'p'Ào g'tq'ob' g'p'q't'f'g'rc'u'r'q'ule'k'q'p'gu'c't'c'p'eg'rc't'k'c'u'0'c' "u'w'
x'g'l'."rc'u'o g'p'ek'q'p'c'f'qu'eco d'k'q' "o c'et'q'ge'q'p' »o l'eq'f' { "f'g't'g'i w'rc'ek'p' "uge'v'q't'k'cn' "gp'gn'eq'p'v'g'z'v'q'f'g'
t'g'eg'uk'p'f'g'n'o g't'ec'f'q' "d't'c'uk'g'p' q'."f'k'g't'q'p' "eqo q' "t'g'u'w'w'c'f'q'w'p'hw'g't'v'g' "c'wo g'p'v'q'f'g'rc' "r'g'p'g't'c'ek'p'
k'o r'q't'v'c'f'q't'c' "gp'gn'ò g't'ec'f'q'k'p'v'g't'p'q'f'g'x'g'j' f'ew'qu' *x'g't' "I t^a h'ek'q' "KK4" { "KK5+."cu'f'eqo q'w'p'c'wo g'p'v'q'
f'g'rc'u'ko r'qt'v'ek'q'p'gu'f'g'c'w'q'r'c't'v'gu'r'q't' "x'g'j' f'ew'qu' "r'q'f'w'ek'f'q'c' "p'k'x'g'n'p'c'ek'q'p'c'n="v'q'f'q'g'm'q'gp'w'p'
eq'p'v'g'z'v'q'f'g'hw'g't'v'g'ec'f'c'f'g'rc'u'p'k'x'gr'gu'f'g'r'q'f'w'ek'ek'p'f'g'x'g'j' f'ew'qu' *x'g't' "I t^a h'ek'q' "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" flew" 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 qtk' "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' vgepqrqi 'cu."pwgxcu'eqpxgpkqu'ndqtcrgu' {" o glqtcu'gp'gn'ceeguq" 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'tgewt'k'cn'Hqpf q'O qpgv'ktq'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'ng'ektq'p'ko r wgu'qu'f g'85'r qt'w&u3'c'ru'g'zr qt'cekq'p'gu'f g'r' tqf wvqu'lpf wv'k'rgu." r'u'ew'rgu'chgev'ctq'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 ctv'gu'{' r kgl cu'cf s wtkf cu'gp'gn'r c'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 ctvk'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 qvkt'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'

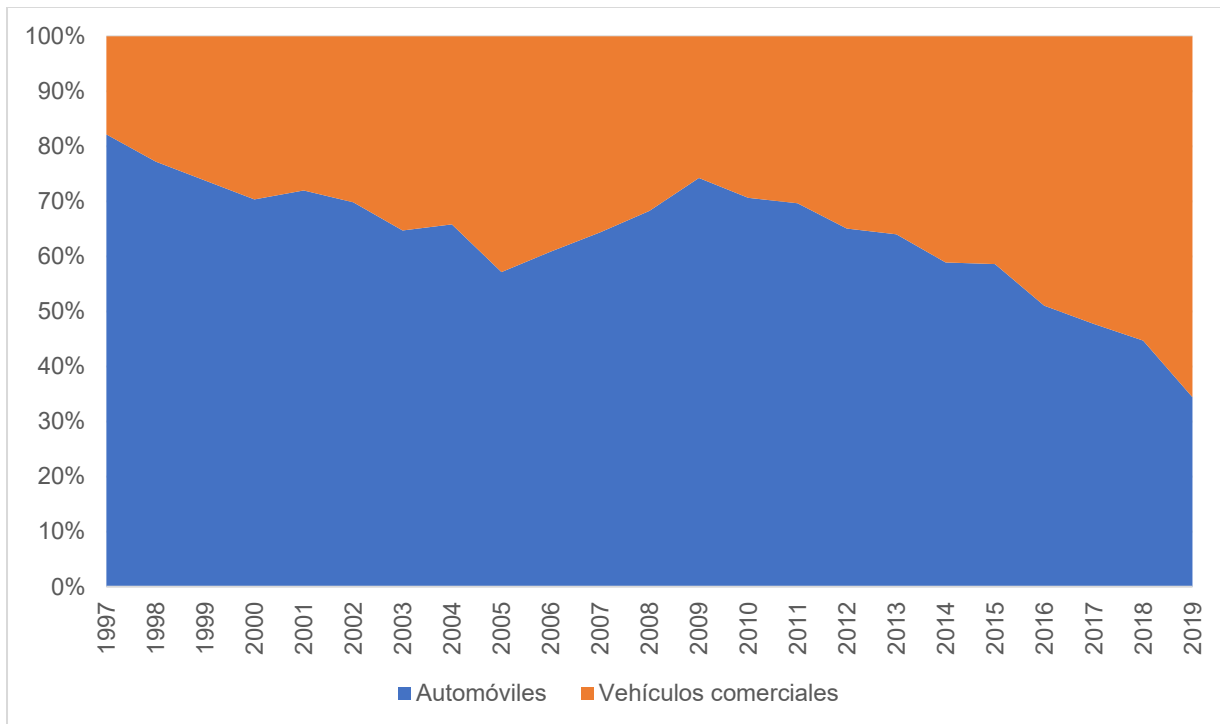
Cpv'gn'et'gekpvg'f²hek'eqo gteknf gn'ugevt'tgi kntcf q'gp'hqu'Ànko qu'c' qu'f g'rc'i guk»p" *xgt" I t^a hleq"KK4+."gn' qdkgtpq'f g'O cetk'guvdrgek»'wp'pwxq'cewgtf q'cwqo qvqt'eqp'gn'gpt'cpvg" i qdkgtpq'f g"Dqnuq'pctq" gp"Dtcuk'0'Gp" gn'pwxq'v'cvcf q"ug"o qf kke»" gn'eqgh'ekpgv" hgz" f g' eqo gteq'ugev'ktkn'gpt'g'mu'r c'ff'gu."s wg'ug"o cpvg'p'c"gp"3.720'C"r ctvk'f gn'pwxq'cewgtf q."gn' xcnqt'r tqveqnt'ug"cw gpw»"c"3.92."uwd'kgpf q'rcu'ec'p'kf cf gu'f g'ko r qtvek»p'r gto k'kf cu'f guf g' gn'r c'ff'xgek'p'j cek'Cti gp'v'pc'0'Uk'go dci q."m'p'q'x'gf qu'f g'g'ug'v'cvcf q."c'f hgt'gpek'f g'mu' cpv'kt'qt'gu."gu's wg'f lej q'hgz'ug'guvdrgek»'eqp'ect^a evgt'tgvt'q'cev'xq."eqp'xki gpek'f guf g'42370' F'g'g'ug'o qf q.'ug'hgu'r gtf qp»"c'rcu'go r tguc'u'k'p'uet'kr vcu'gp'gn't²i ko gp'cwqo qvkt'rcu'o wncu'r qt" r²tf'kf c" f g' r tghgt'gpek" c'te'p'egnt'k" s wg' ngu' eqttgur q'pf 'c" r qt" j c'dgtug" g'zeg'f'kf q" gp" rcu' ko r qtvekpqgu'c"Cti gp'v'pc'f gn'xcnqt'r tqveqnt'h'k'cf q'gp"4238'eqp'xki gpek'j cuw'4242"*Rgt'g' " Cm cpuk'4244+0⁴"

Cuko kuo q."gp'gug'eqpvz'v'f g'f gr'g'guk»p'f gn'o gtecf q'k'p'v'gtpq{"tgi kqpcn'rc'k'pf wutk" cwqo qvkt'cti gp'v'pc'j c"kf q'eco d'k'p'f q'uw'gur gek'ik' cek»p'r tqf wek'xc"*xgt" I t^a hleq"KK6+0'Nc" ec'ff'c" f g'rc'r tqf week»p'tgec{ »"r t'pek'cm gpvg" gp"mu'cwqo »xk'ngu."r gtq"r t^a ev'eco gpvg"pq" ko r cev»" gp"mu'xgj 'fwmqu'eqo gtekn'gu"/eco k'p'p'gu."eco k'p'p'g'cu."gve'0' ugi o gpv'q'f qo k'p'f q' r t'pek'cm gpvg'r qt'rcu'r k'ent'w'u/. 's wg'i cpctqp'r ct'v'ek' cel»p'gp'gn'v'cn'r tqf wekf q'f g'rc'k'pf wutk" cwqo qvkt'"*xgt" I t^a hleq"KK7{"I t^a hleq'u'2/3'f gn'C'p'gz'q'Guc'f 'ff'v'ek'q+0'Guv'eco d'k'q'h'wg'c'À'p'o ^a u' ko r qtvepvg"gp"rc'g'z'qtvek»p'f g'xgj 'fwmqu."f q'p'f g'c" h'k'p'gu'f g'rc'f²ecf c" f g'3; ; 2"gn'42' " eqttgur q'pf 'c" xgj 'fwmqu'eqo gtekn'gu{"gn't'guv'cpvg": 2' "c"cwqo »xk'ngu."o k'p'v'cu's wg'r c'tc'rc" ugi v'p'f c'f²ecf c'f gn'4222'f lej c'g'ew'cel»p'ug'k'p'x'k'v'k»"*xgt" I t^a hleq'2/4'f gn'C'p'gz'q'Guc'f 'ff'v'ek'q+0'

"

⁴"Cf go ^a u."gp"423; "Cti gp'v'pc'h'ko »"gn'4'À'rt'q'v'eqm'f gn'CEG'35'eqp'Rctci wc{."c"tcx²u'f gn'ewcn'r t^a ev'eco gpvg" v'q'f qu'hqu'cwqo »xk'ngu'r qf t^a p'k'pi' t'guct'f g'o cp'g'tc'k'p'o g'f'k'c'v{"h'k'd't'g'f g'c'te'p'egnu'c'Rctci wc{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'guc'hqto c.'f wtcpv'f kej c'gycr c'ug'ingx>>c'ecdq'wpc'hwtg'vtgtceek>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 wguvuf g'tcdclq'gp'gn'ugevqt.'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'ugevqt'pq'hwg' j qo qi² pgq' gvtg'rcu' 34' vgo kpcrgu' f gn'eqo r rglq' cwqo qvt.⁵ gvtg'rcu' ewcrgu' t gucnc' gp' r ctvewt'rc'vc' { gevtk'f guctqmf c'r qt'Vq { qc' Cti gp'vpc0'

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 g'rc'eqpxgt vdkkf cf 0F gpvtq'

⁵C'rcu'vgo kpcrgu'cwqo qvtegu' { c'kpu'rcf cu'cpvu'f g'rc'etkuf g'rc'eqpxgt vdkkf cf "k'geq.'Hcv'Hqtf.'I gpgtcn' O qvtu.'Rgwi gqvEktqgp.'Tgpcw'0 gtegf gu/Dgp|. 'Xqmuy ci gp' { "Vq { qc'+ug'wo cp'f qu'ht'o cu'lc' r ppguc'J qpf c' gp'4233' { "Pku'cp'gp'423: 0Vco 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 kec'c'rc'r tqf week>p'f g'ukvgo cu'f g'tcpuo kkp' { "pq'c'rc' hcdtkecek>p'f g'xgj 'fwrqu'

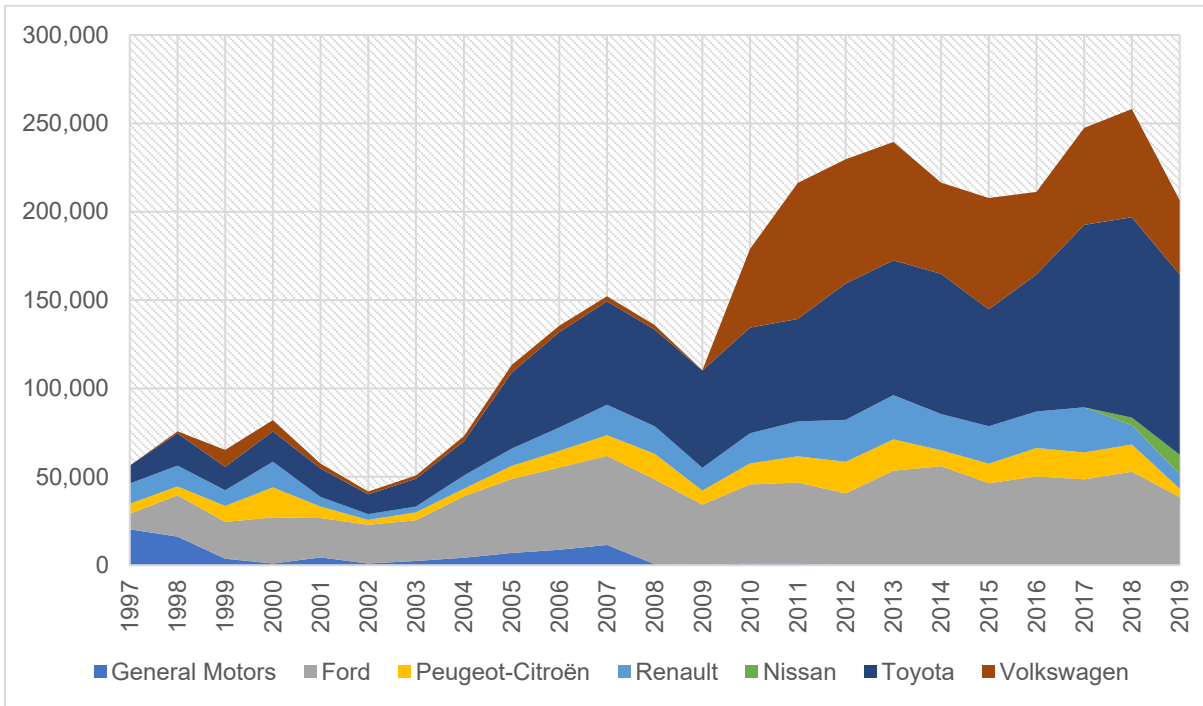
f g" guvg" eqo r qtwco kpvq" j gvtqi 2 pgq." ug" f guvcec" r" cwur lekquc" performance" f g" Vq{ qvc" Cti gpvkpc0Rqt" wp" rcf q." gp" v to kpqu" f g" r tqf weekp" f g" xgj f wqu." o kpvctu" rnu" vto kpcrgu" cwqo qvlegu'etgekgtqp" c'wp'tko q'f gn'8' . 'r' hto c' lcr qpguc' m' j k q' cn'3; ' "gpvtg"4224" { "423; 0' F guf g' uw' kpuvrcckp" 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' vto 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 uveq+." 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" wvknctkqu" 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' r len' w' Htqpvtg" gp" E»tf qdc. 'nagi q' f g' lpxgtvt" gp" co r rict" r" ecr cekf cf "kpuvrcf c" f g" r" r rpv" f g" Tgpcwv." uqekq" i mdcn' f g" P kuucp0' C" uw" xgl . "Tgpcwv" uwo »" r" qvc" r len' w' " o gf kpc" f gpqo kpcf c' Crcunep" gp"4242" *xgt" Vcdrc" KK/5+0'

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

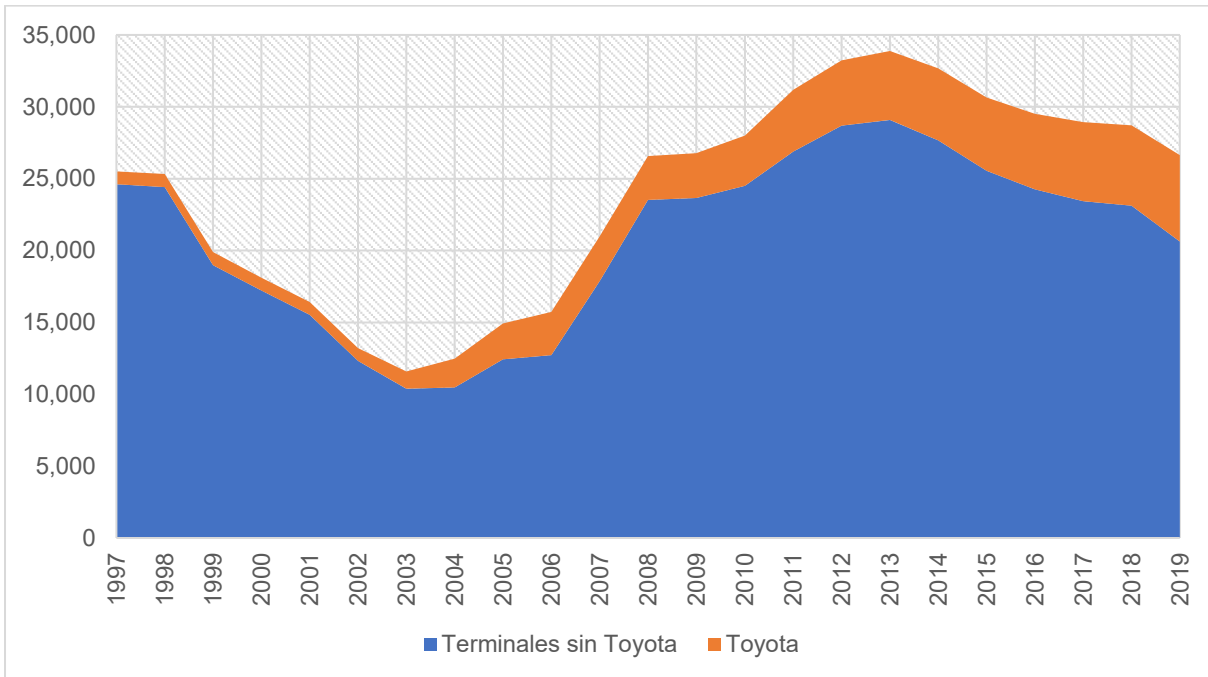


Hwpgv<grdqtcck>p'r tqr kc"gp"dcug"c"CF GHC'

Ceqo r c° cpf q" gn' plxgn' f g" r tqf week>p." gn' go r ngq" gp" Vq{qc" wo dk&p" etgek>" uquvplf co gpv>"f guf g"gn'kplekq" f g"uwu"qr gtcekkpqu">xgt" I tª heq"KK8-0Nc" go r t guc"eqo gp| >>" gzr rkecpf q"gn'6' "f gn'go r ngq"vqcn'gp"rc"tco c."r cucpf q"cn'32' "gp"4225."36' "gp"4235."39' "gp" 4237"{"hpcrk cpf q"gp"423; "eqp"gn'45' "f gn'vcdclq"gp"gn'ugevqt"vgtto kpcn'0Rct vkwrtto gpv>."gn' etgeko kgpvq" f gn'go r ngq"gp"Vq{qc"ug"fkq" f g"htto c"eqpvce"erkec"eqp"gn'o qxko kgpvq" f gn'ugevqt" gp"uw"vqcrkf cf."{c"s wg"guv"ec{ >>"uquvplf co gpv>"c"r ctvk" f g"4235."eqp"rc"tgeguk>p" f g"Dtcukn" o kgpvtcu's wg"Vq{qc"cwogp>>"uw>Aò gtq" f g"vcdclcf qtgu" f wcpv>"f lej q'r gt"qf q">xgt" I tª heq"2/ 5" f gn' Cpgezq" Gucf "urkeq-0'

⁹⁵ J cux"423: "CF GHC"eqpukf gt>"c"rc"Vq{qc"UY 6"eqo q"wp'xgj "fwan"wkktkq0Gp"v² to kpu" f g"j go qmji cek>p" g" ko r qukkqu"rc"UY 6"vgo r tg"hwg"wp'xgj "fwan" f g"r cuclgtqu"{"CF GHC"eqttki k>"gung"gttqt"gp"423: 0Gp"nu" I tª hequ" KK7"{"2/3" f gn' Cpgezq."gn'cwqt"eqttki k>"gung" f cvq" r ctc"vqf qu"nu" c° qu0'

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{ qvc0

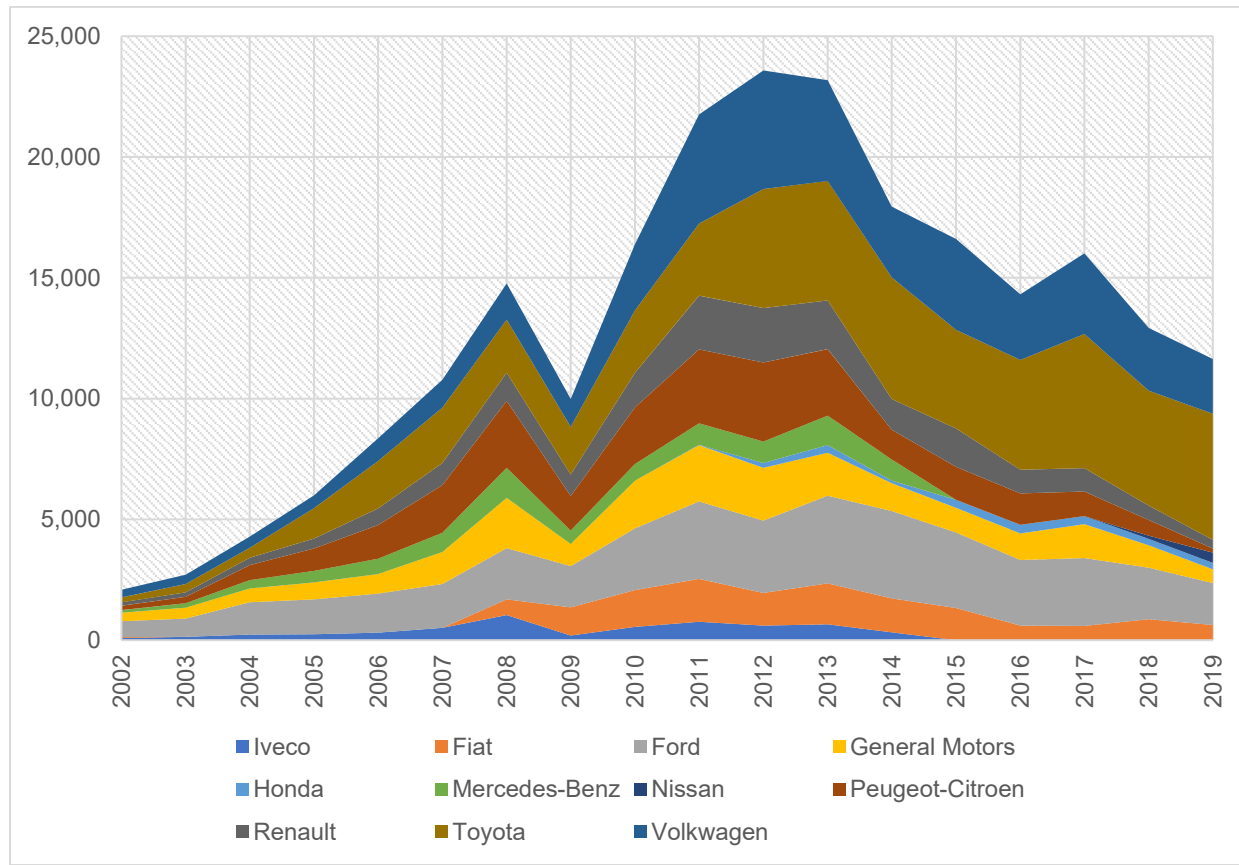
F g'hqto c'uko krc't'ug'r wgf g'uwdtc{ ct'nc'vc{ gevqtk'f'g'nc'hko c'lcr qpguc'qdugtxcpf q'gn' xcmqt'f'g'm'rt qf wekf q'gp'gn'r gt'qf q.'gu'f gekl.'vpgkpf q'gp'ewgpc'gn'pAo gtq'f'g'xgj 'ewqu' r tqf wekf qu'{"m'ur tgekqu'f'g'2 uqu0'Gp'g'4224'{"423; "Vq{ qvc'cewo w»'wpc'r tqf wek»p'f'g' w&u770485'o kmppgu.'wp'xcmqt'eqpuk'gtcdngo 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'iq'j k'q'r qt'w&u620623'o kmppgu'9'*xgt'I t'a hkeq'KK9+0"

C'uw'xgl.'guw'tgeqttkf q'ug'f gpvc'gp'gn'r tqpwpekf q'cuegpuq'gp'nc'eAr w»'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 tgucu'o a u'i tcpf gu'f'g'Cti gpvpc'*xgt'I t'a hkeq'KK: +0'Gp'guw'cur gevq.' Vq{ qvc'rk'gtc'c'nc'u'vgtto kpcgu'cwqo qv'legu'c'r ct'vt'f'g'42390'C'uw'xgl.'gm'ug'tghgcl'gp'gn' xgt'vi kpquq'cuegpuq'f'g'nc'hko c'gp'f'kej q'tcpnkpi .: "gp'gn'ewcn'eqo gp| »'gp'gn'r wguv'326'eqp'gn'

:8'Ug'wpg'gp'ewgpc'nc'r'rtqr 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 'ewqu0"
 :9'Gn'xcmqt'f'g'xgj 'ewqu'r tqf wekf qu'ug'g'wko c'c'r ct'vt'f'g'ecrewn'c'gn'r tgekq'gp'r guqu'f'g'ecf c'o qf gm'r tqf wekf q'r qt' ecf c'vgtto kpcn'gp'lw'k'f'g'ecf c'c'o q'ugi Ap'nc'i w'p'q'hkecl'f'g'r tgekqu'f'g'CECTC" *eqpuwncf c'c'r ct'vt'f'g' y gd0tej kxg0ti +clwv'f'q'r qt'gn'r tqo g'f'k'cpwcn'f'gn'vr q'f'g'eco dlq'f'gn'f'»rc't'guvcf qwpk'gpug'f'gn'DETC'uw'o cf q' c'nc'u'g'zr qt'wekppgu'f'g' cwqr ct'vgt'f'g'ecf c'vgtto kpcn'cwqo qv'k'cti gpvpc0' Rctc' co r rict' eqpuwnc' P qvc' O gxf q»i kec'4'f'gn'CPgzq0'
 :'Ug'v'c'f'gn'cpnkpi 'f'g'nc'Tgxkuc'O gtecf q's w'eqphqto c'wpc'dcug'f'g'nc'u'422'go r tgucu'o a u'i tcpf gu'f'gn'r c'f'f'g' cewgt'f'q'eqp'uw'gur gev'x'gpvcu'cpwcn'p'q'ug'kpcnw'gp'hko cu'f'gn'ugevt'ci tqr gev'ct'kq.'lcrxq'nc'u'edqecf cu'c'nc' eqo gtecl'k'ckp'f'g'i tcpqu0'

kplekq'f'g'uwu'qr gtcekppgu"gp"3; ; 9"{"mgi »"c'ugt'rc'vgtetg'go r t guc'o a u'i t c p f g'f'g'r"Cti gpvpc"
 gp"423; .wde^a p f qug'f gdclq'f'g'rcu'gucvrgu[celo kpvqu'Rgtqif'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'gzn'lect"gn'53' "
 f'g'rcu'xgpvcu'f'g'qf'cu'rcu'vgtokpcrgu'cwqo qv'kegu{"gn'4.6' "f'gn'qv'cnf'g'rcu'422"go r t guc'o a u"
 i t c p f g'f'g'r"Cti gpvpc" *xgt'I t^a h e q'K: +0'

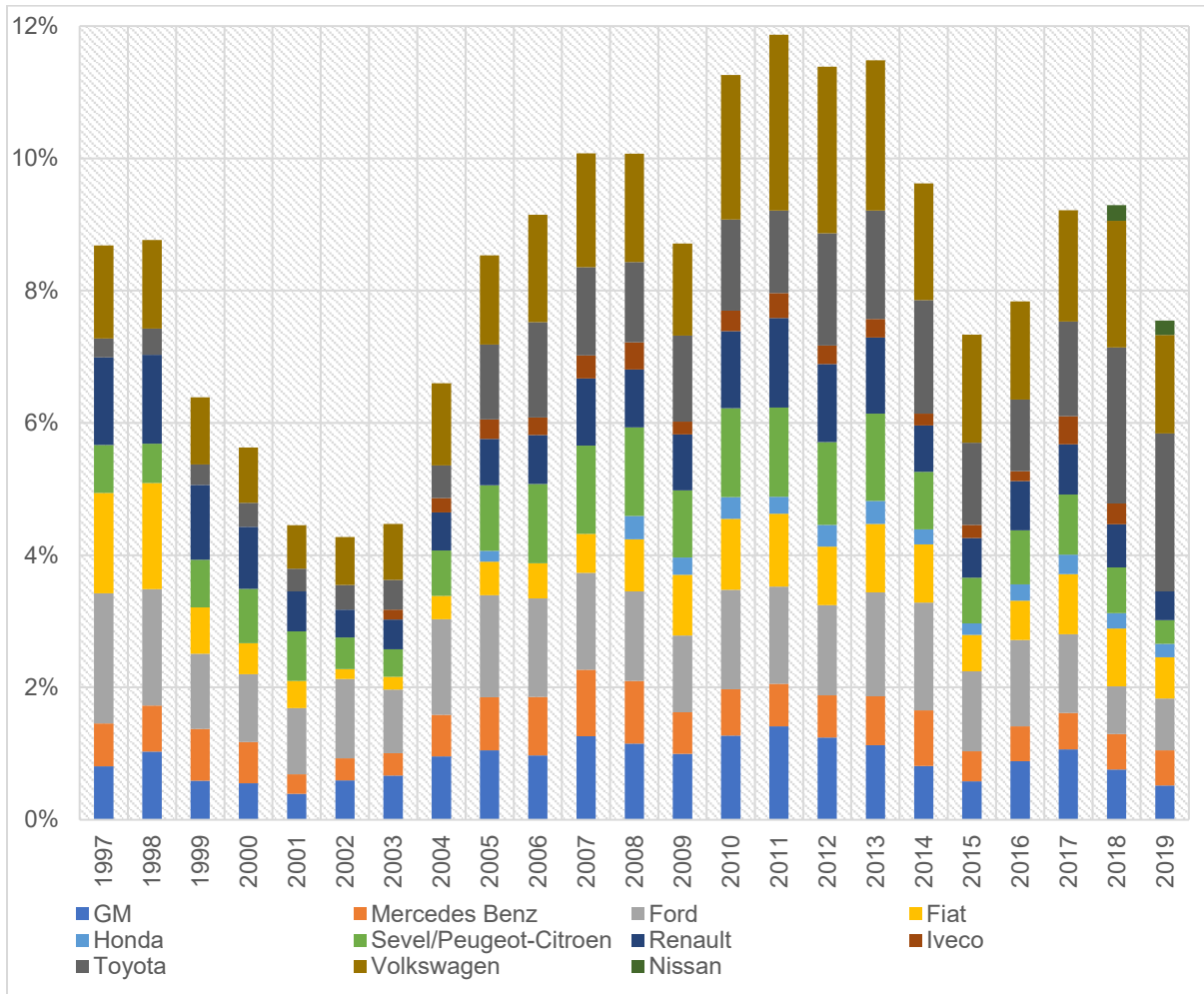
Gráfico II-7 - Valor de vehículos producidos por terminal automotriz⁹⁹ (millones de dólares corrientes) (2002-2019)



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

::'Rctc'co r rict'equuwnct'P qv'O gqf 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'Tgxkuc'O gtecf q0'

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

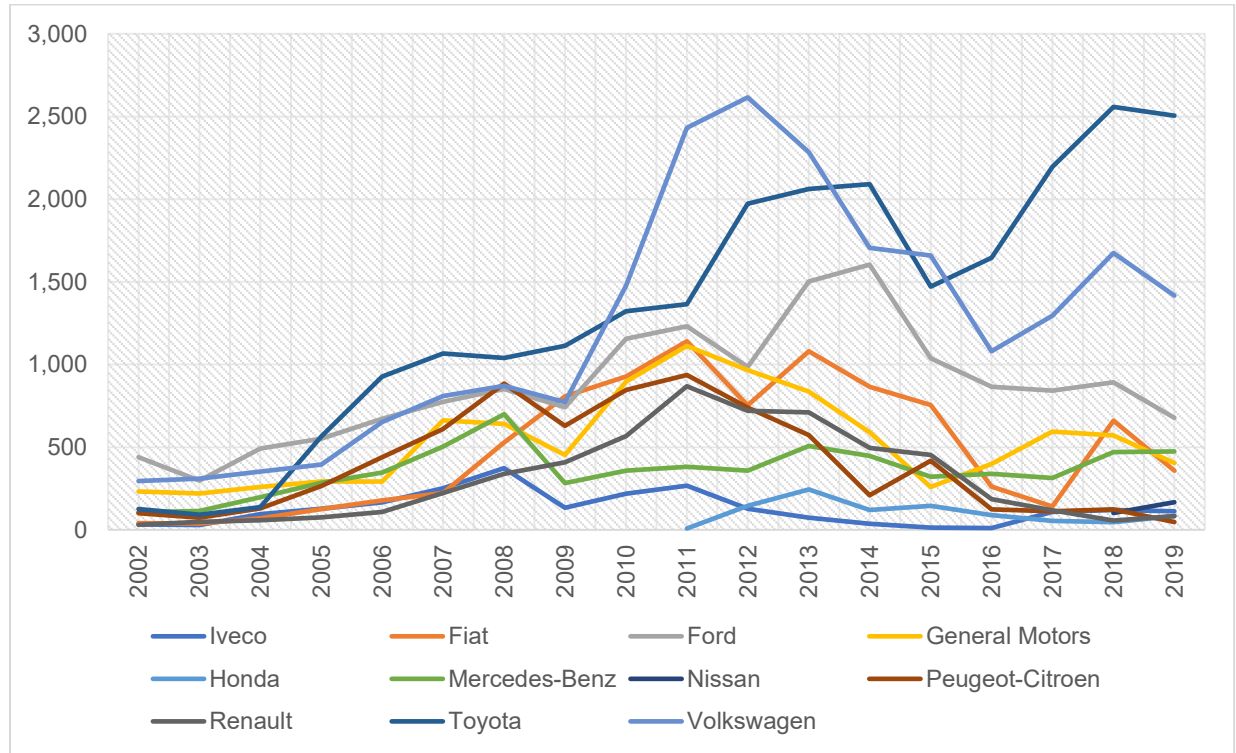
Año	Posición en el ranking
1997	104
2000	81
2005	16
2010	17
2015	17
2019	3

Hwpgv<Tgxkuc'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' Cpgezq'Gucf'¶nleq0'

Qxtq "f g" rqu" cur gevqu" ucl k p v g u" f g" r" v t c { gev t k c" f g" V q { q v c" g u" g n' t g h t k f q" c n' e q o g t e k q" g z v g t k q t 0' C n' t g u r g e v q. " r c" g o r t g u c" h w g" r c" s w g" o a u" g z r q t v e k q 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 w i c t. " u g" g p e w g p v t c" X q m m y c i g p" s w g" c r e c p | » w & u 44 0 2; 6' b' k m p p g u" { " g p" v g t e g t" h w i c t" H q t f" e q p" w & u 37 0 8; 2" o k m p p g u" 0' 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 v 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 e k q p g u" 0' G p" e w c p v q" c" r c" 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 e 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' 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. 323" V q { q v c" p q" c r c t g e g" e q o q" r c" 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" 422; { " 4237" u w u" g z r q t v e k q 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 e k p" h w g t c" f g n' O g t e q u w t" v c 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)



Hw 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 w c p c' { " U q h t c f g 0'

323" G n' K J " g u" w p c" o g f k f c" s w g" v e p p g" r c" r t q r k 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" f i" g p" g n' v q c i' f g n' e q o g t e k q. " f g" o q f q" s w g" k p h t o c" u q d t g" r c" 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; 86-0' G u v q" u g" k f g p w h e c" c n' v q o c t" g n' e w c f t c f q" f g" r c u' r c t v e k r c e k q 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" c o r n c t' f k e j c' b' g v q f q m i' c' x g t' r c' 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'

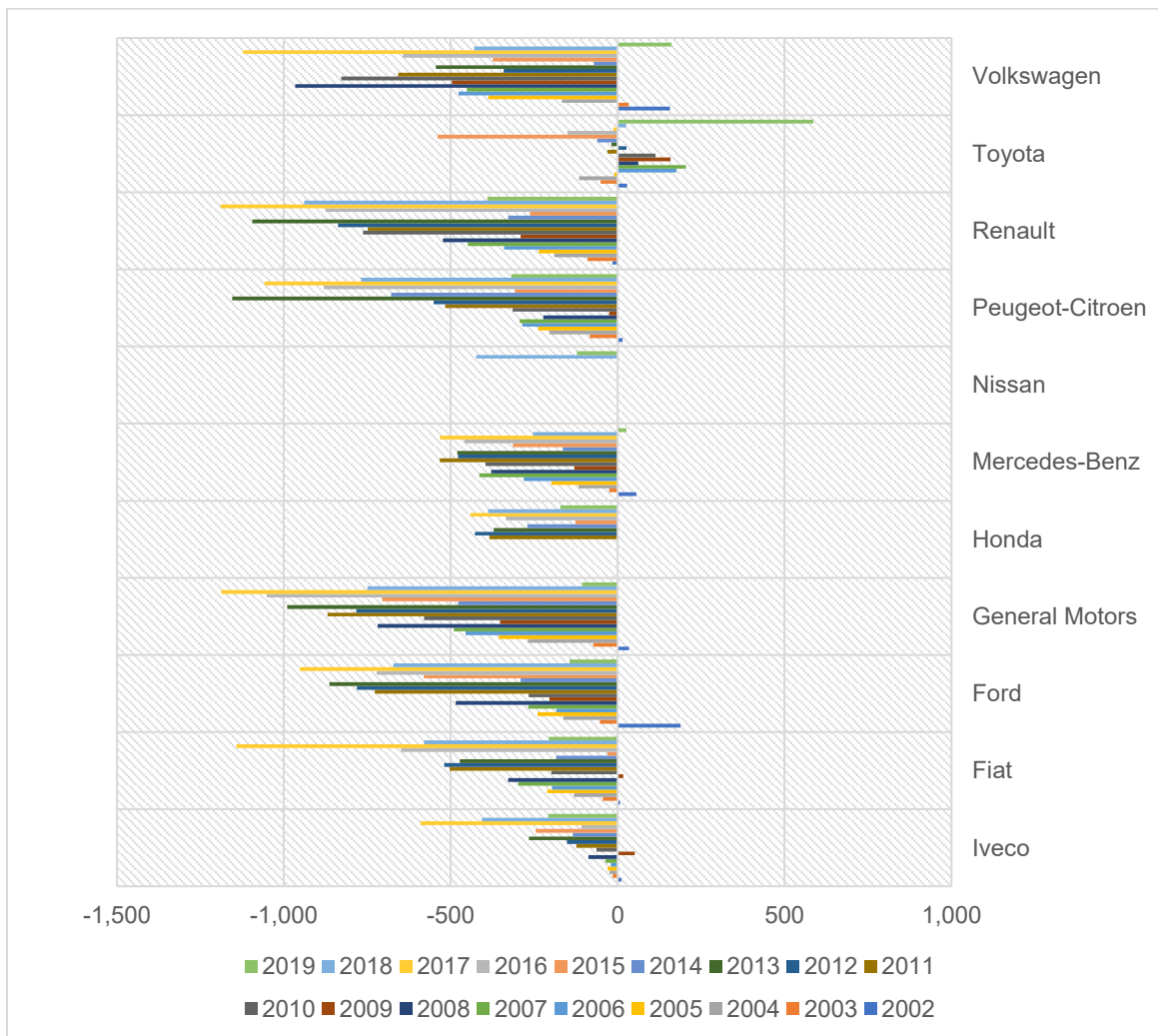
Cuadro II-1 - Índice IHH de concentración de destinos de exportación por terminal automotriz (2002-2019)

	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 hlektqp" 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 kq0Guv'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 gp'vpc"rc" f kur qpklkcf cf "f g'f kxkcu'f cf qu"m"u" {c"o gpekqpcf qu'r tqdrgo 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)



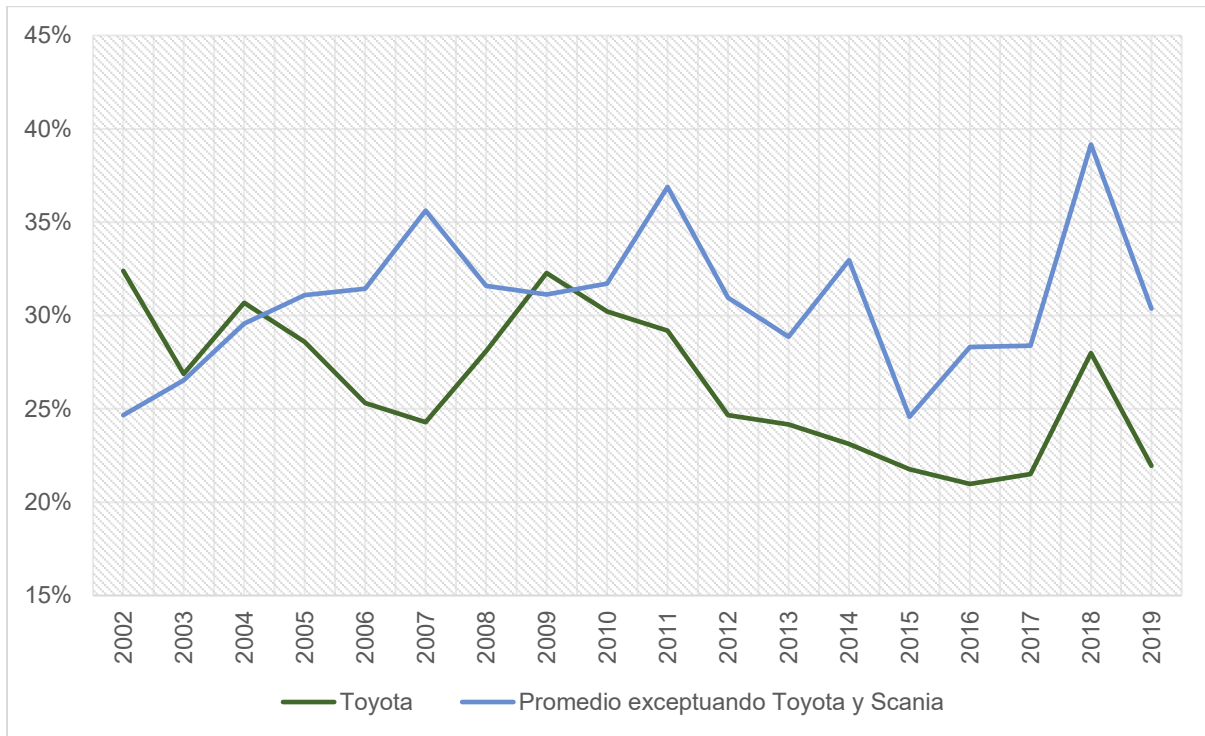
Hwpgv<gndqtcel»p'r tqr kc'gp'dcug'c'c'f wpc"{"Uqhtcf g0' , F »rtgu'HQD'r ctc'gZR qt vcekppgu"{"f »rtgu'EKH'r ctc'ko r qt vcekppgu0'

Guxu't guwncf qu'ug'g zr dcep. "gp'r ctvg. "r qt "gn'cng" eqpvpkf q' mecn'f g'mu'xgj "f wnu" 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'xcmr' f g' mu'xgj "f wnu" r tqf wekf qu'ug' f gpqc' s wg" Vq{ qvc' wnk » "gp'r tqo gf kq' wp" 48' "f g'ko r qt vckppgu' f g'cwqr ctvgu'gp' uwu'xgj "f wnu" o kpvtcu' s wg' gn't guv' f g'rcu' vgo kpcrgu' m' j lekgtq" gp" 53' " *xgt " I t^a hleq " 33+0²⁴ " Ncu' f qu' vgo kpcrgu' s wg' ug' eqmectq" r qt " f gdclq " f g" Vq{ qvc' hwgtq" Hqtf " eqp" wp' r tqo gf kq' f g' 45' " f g'ko r qt vckppgu' uqdtg' gn'xcmr' f g'rc' r tqf wek»p" { " Xqmuy ci gp' eqp" 47' " *xgt " I t^a hleq " 2/6 " f gn' Cp gzq " Guxf " jukeq +0²⁵ " Rqt " qvtq' rcf q. " guv' uqdtg' uc' kpv' t guwncf q' eqo gtekn' f g" Vq{ qvc' ug' zr dcep' co dl² p' r qt' o gpqtgu' ko r qt vckppgu' f g' xgj " f wnu" f g' r cuclgtqu' cn' b gtecf q" cti gp' vpkq" gp' eqo r cteck»p' eqp' m' o c { qt " f gn' t guv' f g'rcu' vgo kpcrgu' eqo q " Xqmuy ci gp. " Hqtf . " I gpgtcn' O qvqtu. " Tgpwnc' " Hlc' v" { " Rgwi gqv Ektqgp. " t gur gev' xco gpv' *xgt " I t^a hleq " 2/7 " f gn' Cp gzq " Guxf " jukeq +0

³²⁴ " Ecdg' t go ctect' s wg' guv' o ² vqf q' gu' f k' v' q' cni' s wg' wnk cp' rcu' vgo kpcrgu. " o kf kpv' q' r kgl c' r qt' r kgl c0Ugi Ap' guv' Anko q. " Vq{ qvc' vgp' " gp" 4242 " wp" 62' " f g' eqpvpkf q' mecn' gp' uwu' xgj " f wnu" *F cplgri' J gttgtq. " gpv' gxkuc' r gtuqpcn" 39 4244+0

³²⁵ " C " r ctvt " f g" nqu' etvegu' f g'rcu' xctkdrgu' ko r qt vckppgukcmr' f g'rc' r tqf wek»p" { " g' zr qt vckppgukcmr' f g'rc' r tqf wek»p" gpv' g" 4224 " { " 423; " ug' r wgf gp' xgt " o ^a u' erctco gpv' rcu' f k' g' t' g' p' eku' gpv' g' rcu' vgo kpcrgu' *xgt " I t^a hleq " 2/6 " f gn' Cp gzq " Guxf " jukeq +0Gp' r ctvewct. " Vq{ qvc. " Hqtf " { " Xqmuy ci gp. " rcu' r t' k' e' r' c' r' g' u' r' tqf wev' t' cu' f' g' r' k' e' n' i' w' u' gp' gn' r c' f' u' u' p' g' zr qt v' f' q' t' cu' eqp' c' n' q' eqpvpkf q' m' e' c' n' u' k' p' go d' c' t' i' q. " nqu' t' guwncf qu' f' g' u' c' r' f' q' eqo gtekn' gpv' g' g' m' e' u' *w&u5; 2" o kmppgu' Vq{ qvc. " /w&u9062: " o kmqo gu' Hqtf " { " o w&u90827" o kmppgu' Xqmuy ci gp+ t go ctec' n' ukpi wctk' cf " f gn' e' cu' q' f g' Vq{ qvc. " l' p' e' n' u' q' h' t' g' p' v' c' " g' u' c' u' v' g' o k' p' c' r' g' u' gp' C' t' i' g' p' v' k' p' o

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'vgt o kpcrgu" cwqo qvlegu'ug'f gucec'gn'ecuq'f g'Vq{ qvc'Ci gpvpc'gp'dcug'c'uwu'r qukkxqu'iqi tqv0Gug'2 zkq" uqdtgucrg.'c'uw'xgl . "vgpkpf q"gp"ewgpvc"mu'r tqdngo cu"gutwewtcrgu'f gn'eqo r nglq"cwqo qvt" xlpewrf qu"c'uw'f2 hck'eqo gtekn'{"gn'cmq"wuq'f g'cwqr ctvgu"ko r qtvcf cu'{"rc'tgtceekp'f g'rc" kpf wutlc'gpvtg'423: {"423; 0Gug'tgeqtkf q'r wf q'gxkf gpektug'gp'iqu'pkxgrgu'r tqf wekxqu'f g'rc" hto c.'uwu'xgpvcu."uw'r qulekp'gp'rc'eÀr wr"geqp»o kec'cti gpvpc'{"uqdtg'vqf q.'uwu'tguwncf qu" eqo gtekrnu" c" r ctvt' f g' uwu" gztvceklqpgu." cmq" eqpvkpf q" mecn' f g' uwu" xgj ¶ewnu" {" uwu" uwr gtcxkctkqu'ucnf qu'eqo gtekrnu0Gp'rc'Àplec'f ko gpukp's wg'pq'ug'j cmc'wp'tguwncf q'uw' gtlqt" cn'tguv" gu' gp" rc'f kxgtukhceekp'f g'uwu'o gtecf qu'f g' gztvcekp." 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 kwrtlec" 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 cte" 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" tgeqpxgtukp" f gn'eqo r nglq" s wg" r gto kkw" wpc" b" glqtc" r tqf wvxc" {" "vgepqn" i kec" {" i gpgt»" wpc" ucirkf c" gztvctcf qtc" r cte"rc" tco c" vto kpcn'c" r ctvkt" f g"rc" etgcekp" f gn' b" gtecf q" tgi kqpcn'0Ukp" go dcti q. "f wcpvg" guv" gvr c" vco dkf 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" ko r qvcekqpgu" f g" cwqr ctvqu" r cte"rc" r tqf weekp" f g" xgj "fwrqu0"

Nwgi q" f g"rc" etkuku" f gn' hkp" f g"rc" eqpxgtvdkrkf cf "rc" kpf wwtlc" cwqo qvkl "gztv gto gp»" wpc" hcug" f g" gztv cpukp" gp" v² to kpu" f g" r tqf weekp. "xgpvcu. "gztv cekqpgu" {" go r ngq0Ukp" go dcti q. " nqu" r tqdngo cu" f gtxcf qu" f g" uw" dcrp| c" eqo gtekn' {" f gn' cnq" wuq" f g" kpuwo qu" ko r qvctf qu" ug" uquwxkgtqp0C" r ctvkt" f g"rc" cuwpekp" f gn' i qdkgtpq" f g" Eco dlgo qu" c" hkp" f g" 4237. "gn' eqo r nglq" cwqo qvkt "uwtk" w" hwgtvg" tgvteguq" f cf q" r qt"rc" tgvtecekp" f g" uw" r tqf weekp. "rc" eqpvkpwkf cf "f g" nqu" cnqu" plxgrgu" f g" ko r qvcekqpgu" f g" cwqr ctvqu" {" "rc" cr ctkekp" f g" grgxcf qu" f² hekku" gp"rcu" r ctvkt cu" f g" xgj "fwrqu" vto 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" vto kpcrgu" cwqo qvtegu" f gpvqpf 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 ctvkt" f g"uuu" gztvcekqpgu. "cnq" eqpvvplf q" nqecnf g"uuu" xgj "fwrqu" {" "uuu" uw" gtcxkctkqu" ucif qu" eqo gtekrqu0Guqu" nqi tqv" ug" f guvcecp" f gdlf q" c" nqu" r tqdngo cu" gwtwewtcrqu" f gn' eqo r nglq" cwqo qvkt "xkpewrf qu" c" uw" f² hek" eqo gtekn' {" "cn' cnq" wuq" f g" cwqr ctvqu" ko r qvctf cu. "eqo q" vco dkf p. "r qt" gn' eqpvz vq" f g" tgvtecekp" f g"rc" kpf wwtlc" gpvtg" 423: {" "423; 0F g" guvg" o qf q. "gn' ecuc" f g" Vq{ qvc" eqo r tgpf g" wpq" f g" gur gekn' kpvgt² u" gp" gn' f gucttqm" f g"rc" kpf wwtlc" cwqo qvkl "cti gpvpc" guvcdngekpf q"rc" pgegukf cf "f g" gzc"o kpc"t" nqu" hcvqtgu" s wg" gztv nkecp" guv" vtc { gevqtk0Guvc" vctgc" ug" go r tgpf g" gp" r tqhwpc" kf cf "gp" nqu" r t»zko qu" ecr "fwrqu0

"

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 0 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 { " c n ' 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 ' 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 k 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 g p v q " g e q p » o k e q " g " k p f w u t k n i f g n 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 + " m 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 k 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 m c o c f q " t o y o t i s m o , g n ' e w c n ' e q p f g p u » " i t c p " r c t v g " f g " m 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 ' e c r k c r k u o q " o w p f k c n ' 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 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 c | 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 0 "

" G p " g n ' 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 s t w f g " r c " g v c r c " f g " e t g e k o k e p v q " c n ' 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 t w r q " V q { q v c " { " g n ' 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 ' 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 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 k 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 0 " C " t c " f " f g " g m q . " u g " t g c r k k c " w p c " e c t c e v g t k c e k » p " f g n ' 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 ' 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 k 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 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 " * 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 u " f g n ' o w p f q { " r c " t g e q p u s 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 0 "

" R q u v t k q t o g p v g . " u g " c p c r k c " g n ' 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 " g p " 4 2 2 4 " * 3 . 6 + " g p " g n ' e w c n " 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"rc"u' r rcpvcu' r tqf wevxcu' s w' eqo r kgp" eqp" Cti gpvpc" cn' kpvgtkq" f g"rc" o wmkpcekqpcn' Rqt" Añko q. " ug" cpcrk c" gn' f gugo r g° q" f g"rc" go r tguc" h'wgi q" f g"rc" etkuku" f g" 422: / 422; " *3.7+ " eqo r ctª pf qrc" eqp" gn' tguvq" f g" rcu" h'ko cu" cwqo qvlegu" ugi Añ" uwu" kpi tguqu" { " r tqf week»p" i mdcrgu0Cf goª u. " ug" gzcw kpc" s wª " tqn' wxkgtqp" rcu' f kwpvcu' t' gi kppgu" f gn' o wpf q" cn' kpvgtkq" f g"rc" qti cpk cek»p" gp" ewcpvq" c" xgpvcu" { " r tqf week»p" h'wgi 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" h'co k'ckc" vgzvk' r qt" r ctvg" f g" uw" h'wpcf cf qt. " Ucn'kej k' Vq{ qf c0³²⁷³²⁸ " Gn'ª zkvq" f gn' go r tgp' k 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 w' r gto k' c" eqphgeekqpc" r tqf wevqu" vgzvk' gu" eqp" wpc" uqrc" o cpq0Nwgi q. " gp" 3: ; 8" o glqt» " f lej c" kpxgpek»p" cn' f gucttqnc" 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" h'w" etgekpf q" c" wp" tko q" cegrctcf q. " cuqekª pf qug" eqp" qv' cu" h'ko cu" lcr qpguc" { " co r r' c' pf q" uwu" r rcpvcu" o cpw' cewt gtcu0' Rquvgtkqto gpvg. " lwpvq" c" uw" j klq. " M'kej kq" Vq{ qf c. ³²⁹ " f gucttqnc" q" eqplwpcw gpvg" gn' vgrt" cwqoª v' eq" Vq{ qf c" *Toyota automatic loom+ , m'j t' c' pf q" cwqo c' v' ct" rc" r tqf week»p" f gn' vgrt0Gp" dcug" c" guvqu" cxcpegu. " rc" go r tguc" h'w" eqpuki v' k' pf q" o c { qtgu"ª zkvq" { " gp" 3; 48" guvdrgekgtqp" rc" h'ko 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' k' c' k' pf wutkrc' b' qf gtpc" *Laj puq. " 3: ; 4+0²: " Ulp" go d' cti q. " rcu" go r tguc" oª u"

³²⁷ " Ucn'kej k' Vq{ qf c. " gn' h'wpcf cf qt" f g" Vq{ qvc" k' pf wutkrc' u' Eqtr qtcvqpp. " p'cek»p" 3: 89" gp" gn' r wgdq' tw' cn' f g' l' co ci vej k' *cj qtc' r ctvg" f g"rc" ekw' cf f g' M'quck+ gp" rc' r tghewtc" f g' Uj k' wqnc" { " gtc' j klq" f g' wp' ectr k' vgtq" *O ci gg. " 4229=Vq{ qvc. " 4234+0'

³²⁸ " Guv" ug" eqp' tcr qpg" cn' k' pleq" f g"rc" r tko gtc" go r tguc" cwqo qv' k' lcr qpguc. " O kuw' d' k' j k' rc" ewen' r t' xgp' c' f g" m' qu" i t' c' pf gu" i tw' qu" go r t' guctkrcgu" lcr qpguc" eqp' qek' qu" eqo q" zaibatsu, m' qu' ewergu" gtc' p' eqp' t' c' r' f q' gt' qucu" h'co k'rcu" s w' f qo k' p' c' d' c' p" rc" geppqo c' lcr qpguc" { " h'wgtqp" egp' t' c' r' gu" gp" uw" r t' q' eguq" f g" k' pf wutkrc' k' c' ek»p" *Eqttgc" T' g' ut' gr q. " 4238= " R' g' t' gl " C' m' c' puk" 4242c+0' N' qu" f gpqo k' p' c' qu" o' ew' v' t' q" i t' c' pf gu" i tw' qu" o' gtc' p' O kuw' d' k' j k' O kuw' k' Uwo k' qo q" { " l' cuw' c' " I' gpucpc. " 4226+0'

³²⁹ " Rctc" co r r' c' t' uqdtg" rcu' r t' l' p' ekr c' r' gu" cwq' t' k' f' cf gu" f g" VO E" eqpuw' n' c' t' gn' r' k' u' c' f' q" et' q' p' q' i' leq" gp" rc" " Vcdrc" 2/5" f gn' Cpgzq" Guvcf q' v' k' eq0'

³²: " S w' h'wgi q" ug" eqp' x' g' t' v' k' c' l' c' gp" Vq{ qvc" k' pf wutkrc' u' Eqtr qtcvqpp0'

³²: " E' j' c' m' gtu" Laj uq. " 3: ; 4+ " guw' f' k' uq" f gn' milagro económico" lcr qpª u' eqo q" gn' r tko gt" ecua" f g" k' pf wutkrc' k' c' ek»p" v' t' f' c' { " r k' p' g' t' q" f g" rc" r' k' g' t' c' w' t' c" uqdtg" gn' Estado desarrollista. " uqu' k' p' g' s w' rc" ko r ngo gpvckek»p" f g" rc" r qm' k' c' k' pf wutkrc' lcr qpguc" o qf gtpc" eqo gp| » " gp" rc" fª e' c' f" f g" 3; 42" eqp" rc" k' p' t' q' f' week»p" gp" Lcr » p" f gn' eqp' egr v' q" f g" racionalización industrial. " gn' ewen' ug" dcu» " gp" rc" t' c' ek' q' p' c' k' c' ek»p" k' pf wutkrc' l' c' r' go c' p' c' 0' Guvc' r qm' k' c' k' ug" egp' t' c' d' c' gp" rc" k' p' p' q' x' c' ek»p" v' g' e' p' q' i' k' c. " rc" k' p' u' c' r' c' ek»p" f g" oª s w' k' p' cu" { " gs w' r' qu" oª u' o qf gtpqu" { " o g' f' k' cu" i' gp' g' t' c' r' g' u' r' c' t' c' c' w' o gpvct"

dpgghekfcu"r qt" guvcu" o gf kfcu" gtcp" rcu" r gtvgpgekpgvu" c" rqu" eqpi mo gtcf qu" go r t guctkqu" lcr qpgugu. "eqpkek qu" eqo q" zaibatsu, r qt" rqu" vcpvq. "Vq{ qvc" pq" hwg" qdlgw" f k gevq" f g" f lej cu" r qn" kccu" f g" kpf wutkck cek»p0" C" uw" xgl. "f wtcpvg" guvc" f² ecf c" gn' vgttgo qvq" f g" I tgev" Mcpvq" f guxt w{ »" rqu" hgttqecttkgu" gp" i tcp" r ctvg" f g" Lcr »p" f cpf q" nwi ct" cn' etgeko kpvq" f gn' wuq" f g" cwqo »xkrgu" { "eco kppgu0Gug" cwo gpvq" f g" r' f go cpf c" f g" xgj ¶ewru" gtc" ewdkgvq" gp" uw" vqcrkf cf" r qt" ko r qt vckqpgu" 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" uwu' r rcpvu" f g" gpucio drcf q" gp" Lcr »p" *J qny gi. "4229-0"

Rqt" uw' r ctvg. "gri² zkq" f g" rqu' vgrtgu" cwqo^a veku" Vq{ qf c" uki wk" cwo gpvcpf q" f g" hqto c" vcn' swg" gzegef kgtqp" c" Lcr »p" { " gp" 3; 4; " ecr kcrqu" f g" I tcp" Dtgv c" egttctqp" wp" cewgtf q" r ctc" r" vtcpuhgtgpek" f g" r cvgpvgu" eqp" r" go r t guc" lcr qpguc0" Gp" gn' o cteq" f g" guvc" pgi qekcek»p" 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 »xkrgu" 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 gkgek" gp" r" kpf wutk" cwqo qvtk' *LONkmt. " 4225-0"

Gp" 3; 52" gn' f guvecf q" O kpkvgtkq" f g" Ego gtekq" kpvtpcekqpcn' 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 gucttqmq" r" kpf wutk" cwqo qvtk' "mecn' s wg" ug" f kki ¶c" c" rko kct" gn' eqpvtqn' gz vtcpigtq" gp" gn' ugevq" { " tgf vekt" gn' f² hek' eqo gtekn' { " eqpukv¶c" gp" gn' qvqi co kpvq" f g" r' kgekcu" gur ge¶kccu" 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" dpgghekqu" gp" o cvgtk" f g" ko r wguvqu" { " t guxtkekqpgu" c" r u" ko r qt vckqpgu0³⁵ Guvcu" hwtq" rcu" r tko gtcu" r qn" kccu" 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" vpf 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 cpwhcwtc" kpf wutkcn' f g" Cwqo »xkrgu" s wg" ug" vgtto k»" 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" ewcvtq" r t lpek' rgu" hco krcu' Uwu" pgi qekqu" kplekrqu" i kctqp" gp" vqtpq" c" r" eqo gtekn' cek»p" kpo qdkkctk. "f g" ugi wtqu" r" r gucc" { " r" o kpgt¶c" ¶Lgpucpc. "4226-0"

³³⁴ "Cwps wg" gn' r gn' kq" f g" r" hco krc' hwpf cf qtc" gu" Vq{ qf c" *豊田+ug" f gek k»" o qf klect" gn' p qo dtg" f g" r" go r t guc" c" Vq{ qvc" { " c" s wg" uw' r tqpwekcek»p" gu" o^a u" ugpckm" { " uw' guetkwtc" 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 ct vgu" pcekqpcngu0"

i qdktgtpq' lcr qp² u'f kki kf cu'c' go r t gucu' kpf wutkrgu' gp' r ct vkwrt. 'rcu' ewcrgu' ug' hmpf co gpvdc p' eqo q' pgegukf cf gu'f g'f ghguc' pcekqpcn³³⁶ *Laj puqp. '3; : 4-0"

'F g' guv' 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' wplf cf gu' r qt' o gu. 'rq' s wg' hmg' gn' r tko gt' r cuq' f g' rc' r tqf week' p' gp' o cuc' 0Nwgi q. 'rc' hkt' o c' r t gup' » 'uw' r tko gt' xgj 'f' wru' f g' r cuclgtqu. 'gn' o qf grq' CC' 0' Gp' 3; 59' Vq { qvc' O qvt' ug' guvdrgek' » eqo q' wpc' eqo r c' ° 'f' kpf gr gpf kpv' f gn' t' guv' f g' rcu' go r t gucu' f gn' i twr q' { 'gp' 3; 5: " eqputw' » 'rc' r rpv' f g' Mqtqo q. 'cn' egp' t' q' uw' f g' Lcr » p' 0' Guv' Anko c' gtc' wpc' r rpv' f g' r tqf week' p' k' vgi tcf c' s wg' kpen' f' c' vq' qu' r' qu' r tqeguqu' p' geguctkqu' r ctc' rc' r tqf week' p' f g' cwqo » xkrgu. ' kpen' kf qu' r' qu' r tqeguqu' f g' hmpf lek' p' { " hqtlc. " o gecpk' cf q. " gpuc' dmlg' o ge^a pleq. " guvco r cf q. " gpuc' dmlg' f g' ecttqeg' f' cu. " r kpwtc' { " gpuc' dmlg' i gpgt' c' f' 37' Ecf c' w' p' q' f g' guv' qu' r tqeguqu' ug' f kug' » " r ctc' s wg' guwxkgtcp' eqpgevcf qu. " { " rc' r rpv' f g' Mqtqo q' hqto » " rc' dcug' f g' rcu' hwwt' cu' h' dtlecu' gp' Lcr » p' 0' "

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 t guc' ko r ngo gp' » hqto cu' f g' v' tcdclq' gpo ctecf cu' gp' w' p' ukuvgo c' k' vgi tcn' f g' r tqf week' p' r tqr kq. " ew' q' qdlg' v' xq' gtc' tgf wek' " equv' qu' c' " v' cx² u' f g' rc' gn' ko k' p' cek' p' f g' rcu' k' p' eqpuk' v' g' pek' cu. 'gn' i cuv' { " rc' u' qdt' gecti c' gp' qu' r tqeguqu' 38' Guv' ukuvgo c' hmg' w' p' j kq' gp' rc' j k' v' q' t' k' f gn' ecr k' crkuo q' f g' o qf q' v' cn' s wg' cu' f' eqo q' qu' r t' k' pek' k' qu' f gn' hq' t' f' kuo q' lwi ctq' p' w' p' t' qn' t' gr' x' cp' v' g' gp' gn' f' guctt' q' m' q' geq' p' » o leq' f g' GGWW' c' r t' k' pek' k' qu' f gn' uki m' ZZ. " gn' VRU' hmg' f' gv' g' to k' p' cp' v' g' gp' gn' f' guctt' q' m' q' f g' r qui v' g' t' t' c' f g' rc' geq' p' qo 'f' lcr q' p' guc' *xq' p' Vwpl' g' m' c' pp. '3; ; 9-0'

Guvg' ukuvgo c' v' k' p' g' uwu' kplekqu' c' r ct' v' t' rc' r tqf week' p' v' g' z' v' r' leq' p' gn' wuq' f gn' v' g' r' t' o ge^a pleq. " ew' c' p' f q' Vq { qvc' ko r ngo gp' » w' p' q' f g' qu' e' eqo r q' p' p' v' g' u' f g' uw' VRU. " f gp' qo k' p' cf q' jidoka, q' t' k' p' v' cf q' c' rc' automatización con estilo humano' 0' Eqp' 2' uv' g. " ug' cr w' p' v' dc' c' s wg' rcu' o' a' s' v' k' p' cu' r' w' g' f' cp' guv' ct' gp' h' m' pek' q' p' co k' p' v' q' uk' p' s' wg' qu' v' t' c' d' cl' cf q' t' gu' rcu' gu' 2' p' eq' p' u' c' p' v' go gp' v' g' q' d' u' g' t' x' cp' f' q. " q' ti' c' p' k' c' p' f' q' gn' ek' t' ew' k' q' f g' v' t' c' d' cl' q' f g' hqto c' v' cn' s wg' rc' o' cs' v' k' p' ct' k' " ug' f' gv' g' pi' c' u' q' m' q' ew' c' p' f' q' cn' w' p' c' "

³³⁶Eqo q' eqpugev' g' pek' f g' guv' { f' gn' i' k' p' lek' q' f g' rc' KKI O. 'Hq' t' f' { I O' u' w' r' g' p' f' k' g' t' q' p' u' w' r' tqf week' p' gp' Lcr » p' gp' 3; 5; 0' ³³⁷F' g' d' k' f' q' c' rc' d' cl' c' f' go c' p' f' c' f' g' r' ct' v' g' u' { 'r' k' l' cu' r' ctc' rc' r' tqf week' p' f' g' x' g' j' 'f' w' ru' u' gp' 3; 52' g' z' k' u' v' p' r' q' ecu' go r t gucu' r t' q' x' g' g' f' q' t' cu' gp' Lcr » p. 'gur' g' el' c' m' g' p' v' f' g' rcu' r' ct' v' g' u' f' g' c' e' g' t' q' 0' R' q' t' g' u' g' o' q' v' x' q' .gp' 3; 56' Vq { qvc' et' g' » w' p' f' gr' ct' v' co' gp' v' q' f' g' r' tqf week' p' f' g' c' e' g' t' q' s' wg' ug' g' p' e' c' t' i' c' d' c' f' g' rc' r' tqf week' p' { 't' g' h' k' p' co' k' p' v' q' f' gn' i' c' e' g' t' q' r' ctc' rc' h' c' d' t' k' e' c' k' p' f' g' r' ct' v' g' u' { 'r' k' l' cu' f' g' qu' r' t' ko' g' t' qu' r' t' q' v' k' r' qu' f' g' cwqo » xkrgu' s' wg' ug' guv' dc' p' f' guctt' q' m' c' p' f' q' 0' F' g' guv' o' qf q. 'ug' eqo gp' l' ct' q' p' c' " h' c' d' t' l' e' c' t' " in-house' r' k' l' cu' h' m' p' f' k' cu' eqo q' e' c' d' g' l' cu' f' g' e' k' i' p' f' t' q. 'dn' s' v' g' u' f' g' e' k' i' p' f' t' q' { 'r' k' v' q' p' g' u' . 'o' k' g' p' t' cu' u' g' ko' r' q' t' v' dc' p' r' ct' v' g' u' f' g' E' j' g' x' t' q' r' g' v' eqo q' e' k' i' A' g' o' c' i' g' u. " t' d' q' r' g' u' f' g' i' g' x' c' u. " x' a' r' k' w' r' u. " g' p' e' j' w' h' g' u' { " eqo r q' p' p' v' g' u' g' r' i' v' t' l' e' q' u' 0' ³³⁸Cu' f' i' q' t' g' c' h' k' to c' g' r' i' e' t' g' c' f' q' t' f' gn' VRU. " gn' i' p' i' g' p' l' g' t' q' V' e' k' e' j' K' Q' j' p' q' *3; : : <: + " en Toyota, como en todo el resto de las industrias, las ganancias sólo pueden ser obtenidas reduciendo costos". Ugi Àp' Uj ko k' w' *3; ; ; + " gn' VRU' eq' p' h' k' i' w' c' w' p' eq' p' l' w' p' v' q' f' g' o' 2' q' f' qu' r' ctc' t' g' f' wek' qu' e' qu' v' qu' r' q' t' x' g' j' 'f' w' ru' u' 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 wn⁷ 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 weekꞑp" uꞑmꞑ"rcu' r ctvgu" { " r kꞑ| cu" gur geꞑhleo gpvꞑ'kpf kecf cu'ngi wgp" c" rc" hꞑpgc" f g"gpucio drcf q" gp"gn'o qo gpvꞑ"gzcewq" f g" hqto c" 'cn' s wg'pq" j c { c" r tqf weekꞑp" gp"gzeguq."gu'f gekl."stock *Qj pq."3; : : -0F guf g"gn'r tkpek kꞑ."gn' hꞑf gt" f g" Vq{ qvc" { c" r rcpvcdc" rcu" dcugu" f g" f lej q" ukungo c" f g" r tqf weekꞑp" 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 gpvceꞑp" f g" f lej q" ukungo c" eqkpek kꞑ" eqp"rc" gꞑtcf c" f g" Lcr »p" c" rc" KKI O " f gn'rcf q" f gn'Glg."gp"crkcp| c" eqp" Cngo cꞑk" g" Kcrkc0Gn'eqpvꞑvꞑ" 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 weekꞑp" f g" xgj ꞑewꞑu" ug" cf s wktkꞑcp" Àpleco gpvꞑ" nꞑu" o cvgtkrgu" pꞑeguctkꞑu" uꞑmꞑ" gp" gn' o qo gpvꞑ" { " gp" hꞑu'xqñAo gꞑgu" 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 kꞑ q' pꞑeguctkꞑ" ko r ngo gpvct" rc" r tqf weekꞑp" gp" o cuc³: "Dclq" guvc" o qf crkf cf . "gn'eqꞑegr vꞑ" f g" *just in time* ug' j kꞑ q" r qukdrꞑ" c" r ctvk' f gn'ukungo c" f g" *kanban*,³³: gn'ewcn' gtc" wp" kꞑuꞑwo gpvꞑ" s wg' kꞑf kecdc" ew^a rꞑu" { " e» o q" rcu" r ctvgu" gtcꞑ" wktkꞑ cf cu" gp" gn' o qo gpvꞑ" { " r gto kꞑc" wp" eqꞑvꞑqñ" o kꞑwekꞑuq" f gn' r tqeguq" r tqf wekxq0Eꞑp" gꞑmꞑ."rcu' r kꞑ| cu' ug' gꞑvt gi cdcꞑ" gꞑvt g'rcu' f kꞑgt gꞑvꞑu' r rcpvcu' uꞑmꞑ" gp" hꞑu'xqñAo gꞑgu" pꞑeguctkꞑu" { " ug' r qf ꞑꞑp" grko kꞑct" hꞑu' kꞑx gꞑvctkꞑu' f gꞑvt q' f g" ecf c" r tqeguq0Cf go ^a u." guvcu' v² eꞑkcu" pq" hwgtꞑp" uꞑmꞑ" ko r ngo gpvcf cu" cn' kꞑvꞑtkꞑt" f g" rcu" r rcpvcu' f g" Vq{ qvc." ukꞑq" s wg" wco dꞑꞑ" p" gtcꞑ"

³³⁹"C" uw' xꞑ| . "gp" gn'o cteq" f g" rc" i wgttc" gn' i qdꞑtpꞑ" lcr qꞑ² u' r tqj kꞑk" rc" r tqf weekꞑp" f g" xgj ꞑewꞑu' f g" r cuꞑlgtꞑu' r ctc" cdcuꞑgeꞑt" rc" f go cꞑf c' r tkcf c0Gp" gꞑvg' b cteq" ug' r tqf wꞑtꞑp" b c { qto gpvꞑ' eco kꞑꞑgu' s wg' gtcꞑ' xꞑꞑf kꞑ qu' c' rcu' hwgt| cu" o kꞑxct gu' dclq" wp" gꞑuꞑkꞑvꞑ" eqꞑvꞑqñ" f gn' i qdꞑtpꞑ" lcr qꞑ² u0Cf go ^a u." f wꞑcꞑvꞑ" guꞑu' c^o qu' gn' O K/Klo r ngo gpvꞑ" wp" r rcp" r ctc" cwo gꞑvct" rc" ecnkf cf " f g" rcu' cwꞑr ctvgu' lcr qꞑꞑꞑu' eqo q' r ctvg' f g" uw' gꞑuꞑcꞑgi kꞑ" r ctc" cwo gꞑvct" rc" ecnkf cf " f g" hꞑu" xgj ꞑewꞑu'0Cf | " gu' cꞑdꞑgekꞑ" gn' T gi rco gpvꞑ" f g" egt wꞑkeꞑekꞑp" f g" r kꞑ| cu' f g" cwꞑo » xꞑkꞑu" { " o cvgtkrgu' f g" cwꞑo » xꞑkꞑu" f g" cnc" ecnkf cf . " s wg" eqꞑꞑu' ꞑc" gp" gn' qꞑti co kꞑꞑvꞑ" f g" egt wꞑkeꞑekꞑpꞑu" f g" ecnkf cf " c" cs wꞑmꞑu' hꞑt" o cu' lcr qꞑꞑꞑu' f g" cwꞑr ctvgu' s wg' ewo r rꞑgtꞑp" hꞑu' tgs wꞑkꞑu'0Cf " r ctvk' f g" rc" qdꞑvꞑekꞑp" f g" f lej qu' egt wꞑkeꞑ cf qu' rcu' cwꞑr ctvgu' u' q| cdcꞑ" f g' wꞑc' uꞑt kꞑ' f g' tꞑcwo kꞑꞑꞑu' gur gekꞑrgu' { " dꞑꞑgꞑhꞑekꞑu' r qt' r ctvg' f gn' i qdꞑtpꞑ0Cf " tꞑ | " f g' f lej q' r rcp." gn' eqꞑvꞑkꞑ f " hꞑecñ" f g' hꞑu' xꞑgj ꞑewꞑu' f g" Vq{ qvc { qvc" etgekꞑ" eqꞑkꞑf gtcdrꞑo gpvꞑ" *Laj ꞑuꞑꞑ."3; : 4-0"

³³: "Nꞑu' dꞑo dꞑtꞑ gꞑu' c^o » o kꞑqu' c" { " P ci cucnk' ꞑꞑ' chꞑevꞑtꞑꞑ" f kꞑgꞑcwo gpvꞑ" rc" r rcpvc" f g" Vq{ qvc" gp" Mtqo q." wꞑkeꞑ c" c" rꞑꞑo cꞑco gpvꞑ" 822" nꞑo " f g' f kꞑcꞑekꞑ f g" J kꞑꞑꞑ ko c0"

³³: "Gp" rc" r rcpvc" f g" Vq{ qvc" \ ^a tꞑvg' gn' rꞑꞑꞑꞑꞑ" gu' wꞑc' \ ct lꞑc' s wg" eqꞑvꞑgꞑp" kꞑhꞑto cꞑekꞑp" uꞑdtg' f cꞑꞑu' f gn' r tqxgꞑf qt." rc" r kꞑ| c' s wg' ² uꞑg' r tqxgꞑ" { " gn' hꞑi ct" f qꞑf g' ug' gꞑewꞑꞑꞑc' f gꞑvt q' f g" rc" r rcpvc0Uk' xꞑg' r ctc" cdcuꞑgeꞑt" gp" gn'o qo gpvꞑ" hꞑuꞑq" rc" ecꞑwꞑ cf " pꞑeguctkꞑ" f g' r kꞑ| cu' r ctc" rcu' wꞑkꞑ cf gu' s wg' gu' ^a p" gp" r tqf weekꞑp." c" rc" xꞑ| s wg' uꞑt xꞑg' r ctc" eqo wꞑkꞑcꞑrg' cn' r tqxgꞑf qt" rc" ecꞑwꞑ cf " f g' r kꞑ| cu' c" gꞑvt gi ct" f kꞑtꞑco gpvꞑ" *f rꞑctꞑ| " P gy o cꞑ."4239-0"

r tqr wguvcu'c'uwu'r tqxggf qtgu'o glqtcpf q'mu'r tqeguqu'r tqf wekxqu'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 wek'nc'xctkdkrk 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 wek'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\ ("Cmærk"4229+0

C"r ctvk'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 wek'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 wk'eqp'gn'ukungo 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'hmpelkpcdc'gzenukxco gpvg"gp'dcug"c'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 gpvg'hcxqtedngu."cwo gpwcpf q'nc'r tqf wekxkf cf {" 'ncu'i cpcpekuo"

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" ukungo c" ko r rde»" 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'ngpvq"{" 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'pgegukf cf 'f g'nc'f g'ncu'ngzkdngu'f g'r tqf weekp."nc' tcpf q' hcdtlect" ukp" wpc" o c{qt" tgqti cpk'celep" r tqf wevqu' f khtgpygu." c" r ctvk" f g" wpc" o kuo c" eqphk' wcelep"d^a ulec'f g'ncu'gs wkr qu"{" 'eqp'wpc'tgf wek'c'f go qtc'f g'clwvg"*Eqtkcv."4222+0"

F guf g'gn'r wpvq'f g'xknc'gultvco gpvg'ncdqtcn'f g'Vq{ qvc."wpq'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'f g'nc'f g'r tqf weekp."ukpq'vco dkp'gp'gn' o cpvpgko kpvq.'tgcrk'celep'f g'tgi kntqu.'eqpvtqnf g'ecrk cf ."gve0Gp'nc'ct'f g'f g'nc'ct'nc'vctgc'f g" guvcpf ctk'ct'gn'vcdclq" c"wp'kpi gplgtq'kpf wvtn'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"

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

Ukp"go dcti q."qtc'r ctv'f g"r'rkgtcwtc"j c"cuqxtcf q's wg."gp'tgcnf cf."gn'ukvgo c"fg"
rtqf weekp'ug'j c'b cpv'pkf q'b gf kcpv'vctgcu'gzegukxco gpv'kpv'pukx'cu{'rcti cu'j qtcu'f g'vcdclq"
s wg'mgxcp"cu'uwu"go r ngcf qu'j cuvc"uwu"n'p'o kgu'f'f'lequ"*Hwo kq."4228<3: 4+0'C"uw'xgl."Dq{gt{"
Htg{uugpgv" *4224+" f guvcep" s wg" Vq{qvc" r wf q" guvdrgegt" cewgtf qu" eqp" uwu" go r ngcf qu"
i ctc'p'k' p'f q'guvcdk'k' cf {"ectt'gtcu'f g'rcti q'r r'c| q'gp'r'go r tguc.'r gtq'j' c'ek'p'f q'r ct'v'ek' gu'c'iqu"
vcdclcf qtgu'f g"ru"tgf weekp'p'gu"eqpuc'p'v'gu'f g"equvqu"v'v'v'gu" s wg" f gd'f'c"j c'egt" r" go r tguc'0'
Cf go ^a u.'ugi Àp'guvqu'cwqtgu.'r'ht'o c'b cpwxq'eqpuc'p'v'go gpv'r'ecp'v'k' cf 'f g'vcdclcf qtgu'r qt"
f gdclq'f g"iqu'p'k'x'g'gu'p'gegu'ct'k'qu{"vgt'ekt'k' »"o wej cu'f g"ru"p'gegu'k' cf gu'f g"r'eqo r c°'f'c'0"³⁴²
Ugi Àp' f r'kctgl "P gy o cp" *4239+." gn'r wpv'q" egp'v'cn' gp" r' t'gr'ek'p" f g"r' go r tguc" eqp" uwu"
vcdclcf qtgu'gu'r'cegr v'ek'p'f g'iqu'Ànko qu'c'ko r r'lectug'eqp'r'r' q'f'f'k'ec'f g't'gf weekp'f g'equvqu"
{c's wg'cu'f'ug'eqp'ge'v'p'iqu'k'p'v'gt'gugu'f g"r'go r tguc"eqp'iqu'f g'iqu'vcdclcf qtgu'Uki v'k'p'f q'cn'
cwqt."ug"eqp'uk'w'f'g'cu'f'wp" ò'eqo r tqo kuq'vq{qv'k'v'cö" f q'p'f g'iqu" vcdclcf qtgu'c"v'cx²u'f g"r"
tgr' t'gug'v'ek'p'uk'p'f k'c'n't'guki p'cp'uw'x'q'n'w'p'cf 'f g't'guk'v'k'q'eqo d'c'v'k'c'ru'r' q'f'f'k'ec'f g't'gf weekp'
f g'equvqu'c'eco d'k'q'f g'r'guvcdk'k' cf 'r'cdq't'c'n'0'

Rqt"Ànko q."gn'ukvgo c"fg'r'rtqf weekp'f g"Vq{qvc"ug'f gur rgi »"gp"eqo d'k'p'ek'p"eqp'wp"
f gu'ctt'q'm'q'qt'ki k'p'cn'gp"gn'ukvgo c"fg'r'tqx'ggf qtgu'c"r'ct'v'k'f g't'gr'ek'p'p'gu'eqo g't'ek'v'gu'f g'rcti q"
r r'c| q." h'w'k' qu" ec'p'c'v'gu' f g' k'p'h'q'to c'ek'p." t'gf weekp' eqpl'w'p'v' f g' equvqu' f g' v'c'p'uce'ek'p" {"
r'rtqf weekp'{"v'c'p'uh't'g'p'ek'f'g'v'ge'p'q'm'i'f'c'°*J' g'r'gt'{"J' g'p'f'gt'u'q'p."4236=Vq{qvc."4234+0'Gp'gu'v'g"
k'p'v'g'teco d'k'q."Vq{qvc"i ctc'p'k' cdc"cu'uwu'r'tqx'ggf qtgu'x'q'n'Ào g'p'gu'f g'eqo r t'c'c'n'qu'r'qt'rcti qu"
r gt'f'f'f'qu'f g'v'k'o r q'{"r'r'qu'k'k'k'k' cf "f g'eqo r ct'v'k' r'qu" d'g'p'g'h'ek'qu'f g"r"t'gf weekp'f g'equvqu"
q'v'ti cf cu'r'qt'gn'VRU"*Dq{gt{"Htg{uugpgv."4224+ Gp'd'cu'g"cu'guc'ct'v'ek'w'ek'p'ug'cr'wp'v'cd'c"
i g'p'gt'ct't'gr'ek'p'p'gu'f g'u'ek'qu'g'p'v'g'gn'v'ek'p'v'g'{"gn'r'tqx'ggf qt."f g'h'q'to c'v'cn's wg'co d'cu'r'ct'v'gu'ug"
d'g'p'g'h'ek'p' gp"iqu"o q'o g'p'v'qu'f g'²z'k'q' {"v'co d'k'p"co d'cu'ug'r'gt'l'w'f'k's'w'g'p'gp"ru'uk'w'ek'p'p'gu"
k'p'x'g't'ucu'0"

Gn'q'd'lg'v'x'q'f g"Vq{qvc"gtc"o k'p'ko k'ct'gn'p'Ào gtq'f g'r'tqx'ggf qtgu'{"et'gct"cu'ek'ek'p'p'gu"cu"
rcti q'r r'c| q'cn'h'q'o g'p'v'ct" s wg'iqu'gz'k'v'g'p'v'gu'ug"gz'r'cp'f'cp'{"et'g'ecp"eqp"r'ht'o c"gp'n'v'i'ct'f g"
cwo g'p'v'ct"uw'p'Ào gtq'r'ctc"l'p'f'w'ek't'q'h'g't'cu'f g'r't'g'ek'qu'eqo r g'v'k'k'x'qu"*O eO k'm'p."423; +0'F'g'gu'v'g"
o q'f'q."Vq{qvc"p'q't'ki g'uwu'g'g'ee'k'p'p'gu'f g'r'tqx'ggf qtgu'r'qt'iqu"o g'p'q't'gu'r't'g'ek'qu'q'h't'g'ek'f'qu."uk'p'q"
s wg'x'g'r'et'g'ee'k'p'f g'x'c'n'q't'eqo q'wp'g'u'h'w'g't' q'eqpl'w'p'v'f g'cwo g'p'v'ct'ru'ec'r'c'ek'f'cf'gu'f g'gu'v'qu'c"

³⁴²C'uw'xgl."gu'w'f'k'qu'f g'ecu'q'f g'r'ce'v'k'k'f'cf'f'g"Vq{qvc"gp'r'c'f'gu'gp'f'g'uctt'q'm'q'eqo q'H'k'r'k'p'cu"*J' ct'we'j'k'4228+'g"
k'p'f'k'°*U'j'g'n'j'ct'N'cn'F'cu'f'U'q'd'k'p."4228+'t'g'x'g'm'p'ru'v'o'c'ru'v'eq'p'f'k'ek'p'p'gu'f'g'iqu'vcdclcf qtgu'f g'r'go r tguc'0'

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'tghlclfc'c'gp'rcu'tgi rcu'r wdrkecf cu'gp'3; 5; "gp'rcu'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'tg'rekqpgu'c'rcu' q'r rc| q'
tguwactqp" kpf kxkf wcn' {" eqngevko gpvg" dpgghlekucuc" wcpvq" r ctc" gn' erkgpvg" eqo q" r ctc" gn'
cwqr ctvku." {"hqt wgekgtp'c'Ap'o a u'gn'ukungo c'cwqo qwt' lcr qp2 u'*K gt'gv'cu'4233-043'Nwgi q."
guc'hqto c'f g'xkpwcekep'ug'ko r ngo gpw'gp'rcu'hkrcgu'f g'rc'htc' c'gp'f kxkpvqu'f c'f'gu'f gn'b wpf q"
i gpgtcpf q'tguwacf qu'uko krcu'gu'*F {gt' {"P qdgqmc."4222-0Kqj "gv'cu'423: c=Ncpi hkrf Uo kj {" "
I tggpy qqf."3; ; : -0"

Ugi Ap'J glo *4235+."gp'guc'tg'rekep'f g'eqqr gcekep'gpvtg'Vq{ qvc' {"uwu'r tqxggf qtgu.'rc"
r tlo gtc'vco dk'p'ug'gpecti c'f g'bo cpvgpgt'wp'cnu'eqpvtqnl'udtg'hqu'ugi wpf qu'0E qp'gn'qdlgkx'f g'
o cpvgpgt'wpc'hwtg'f kxk'p'f gn'v'cdclq'gpvtg'uwu'cwqr ctvku."wp'gum'gej q'ugi wko kgpvq'f g'uwu'
cevkxkf cf gu." {" j cekgpf q" ewo r rkt" uwu' r qn'lecu' f g" tgf weekp" f g" equuqu." Vq{ qvc" c'v'kw{ >>
ukungo a v'eco gpvg'rc'r tqf weekp" 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'ewcpvq'cn'p'Ào gtq'f g'lwi cf qtgu'r gtq'ci w'cu'gp'v'to kpu'
f g'uw'ecr cekf cf 'r ctc'o cpvgpgt'cnu'gum' pf ctgu'f g'ecrkf cf {" tgf weekp" f g'equuqu'*J glo ."4235."
4238-0Cuko kuo q."gn'cwqt'uqukpgg's wg."gp'qecukqpgu."qu'x'pewqu'gucdrgu' {" f g'rcu' q'r rc| q"
eqp'wp"i twr q'egpvtcn'f g'r gs w'o qu' {" o gf kcpqu'cwqr ctvku'f g'Vq{ qvc'gu'eqpvtctt'gucf q'eqp"
o c {qt'eqo r gvgpek' {" hgzkdkkf cf 'eqp'qvtqu'r tqxggf qtgu'r g'k'f' tlequ'f g'rc'htc' c'*J glo ."4235-0'

Rctc'P qxken'gv'cu'0*4224+'qu'r t'pek' kqu'tgevtgu'f gn'hwpekqpc' kgpvq'f gn'VRU'v'kpgf gp'c"
etgct'wp'pwgxc'v'kr q'f g'tg'rekep'u'ekcn'gpvtg'qu'go r ngcf qu' {"rc'go r t'guc." {"gpvtg'2 uvc' {"uwu'
cwqr ctvku'cu'0Gp'gung'r w'vq.'b a u's wg'wpc'tg'rekep'dcucf c'gp'r t'pek' kqu'geqp>>o leq/r tqf wev'ku'
ug'v'c'c'f g'rc' eqpvt weekp" f g'wp" x'pewu' u'ekcn'f hgtgpvg" s wg'ko r r'ec" rc' g'ndqtc'ekp" f g'
eqpugpuqu'udtg'wpc'ugt'kf'f g'r t'pek' kqu's wg.'gp'rc' b gf kf c'gp's wg'ugcp'i gpw'pco gpvg'cr r'ecf qu."
i gpgtcp" wpc'pwgxc'eww'w'c' gp"o cvgtk'f g'tg'rekqpgu'rcdqtcrgu." kpf w'w'k'rgu' {" eqo gtekr'gu'
k'p'g'p'rc'eqpvt weekp" f g'eqpugpuqu'dcucf qu'gp'rc'k'p'v'gi t'kf cf {"x'gtcekf cf 'f gn'r tqegf gt'f g'rc"
q'vc'r ctvg.'c'r guct'f g'rc'gz'k'ngpek'f g'k'p'v't'gugu'f k'x'gti gpv'gu."eqo r ngo gpvt'kqu'q't'ge'f' t'gequ'0Gp"
guc'eqpvt weekp" f g'eqpugpuqu'ug'dcuc' gn'eqo r tqo kuq'eqp'rcu'go r t'guc'u'r tqxggf qtgu." gn'
eqo r tqo kuq'f g'r tqf wev'k'cf 'eqo q'r t'pek' kq'f g'f'k'w'k'w'ek'p'f g'k'p'et'go gpv'qu'f g'qu'uc'rc'k'qu' {" "

343" Gp"Vq{ qvc."grgi k'wp'r tqxggf qt'gu'wp'r tqeguq'rcu' q' {" r tqm'pi cf q" s wg'ko r r'ec'x'gt'k'ec'uk'gn'r tqxggf qt'ug'
cf cr v'c'a'c'rc'tgf'f g'wo k'p'w'k'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'g'u's wg'
o glqtc'p'qu'r tqeguq'q'f kuo k'p'w'f gp'qu'equu'0Ug'gur gtc's wg'v'cpvq'qu'r tqxggf qt'gu'pwgxc'qu'eqo q'qu'gz'k'ngp'v'gu'
eqo r ct'v'p'uwu' k'p'p'q'x'c'ek'p'p'g'u' eqp' qvt'qu'r tqxggf qt'gu' s wg' uwo k'p'w'k'cp' r tqf wev'qu' uko k'rc'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 gpgt'cf cu'c'v'cx'2 u'f g'rc'tgf'f g'wo k'p'w'k'q'

f g'rcu'i cpcpeku."{ f g'tgf week»p'f gn'vcdclq'pgeguclq."{ f g'cpqo cñ'cu'f g'r tqf wevq' f g'r tqeguq0' Guv'f ct vewrct 'ukungo c'f g'r tqxggf qtgu'ug'cr rlect'a 'co dlē p'gp'c'ti gp'vpc' f'ug'a 'wpc'f g'rcu'ērcxgu' f gn'cnq'eqpvpgkf q'iqecñ'f g'uwu'xgj 'f'ewru.'eqo q'ug'xgt'a 'gp'iqu'r t»zko qu'ecr 'f'wru0'

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'equu'c' r ct vkt' f g'rc' r tqf week»p' clwucf c'gp' xqn'Ào gp'gu' { "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'vpu'xqu'r ctc'uwu'go r rēcf qu0'Rqt"q'vq. "gn'ukungo c'ug'eqo dlp»"eqp"wpc' ct vewrctek»p'eqp'uwu'r tqxggf qtgu'guvdrēgēp' q't'grēkq'p'g'eqqr gtce'p'c'rc'ti q'r rē| q'gp'rcu' ewrcgu'ug'eqo r ct vgp'iqu'dgp'g'hekqu. "r gtq'co dlē p'rcu'r 2 tf kf cu."{ "ug'tgrēk' cp'hwgt'v'eqpvt'q'ru' f g'ecñ'cf "{ 'tgf week»p' f g'equu'q0'Guv'eqpl'wp'v' f g'ko r rēo gp'v'ek'p'p'g'eqp'v'k'w' »"wp'o 2 vqf q' o cp'w'c'ewt'gtq't'gx'q'w'ek'p'ct'k'q'gp'rc'k'p'f'w'ut'k'c'cw'qo q'v'k' "s w'g'ug'eqo r rēo gp'v' »r gth'g'v'co gp'v' eqp'rc't'gg'ut'v'ewt'ce'k'p' f gn'ecr k'rc'kuo q'o w'p'f k'rc'c' r ct vkt' f g'rcu'et'kuku' f gn'r g'v' »r'g'q' f g'3; 92." r gto k'k'p'f q'c'rc' h'ko c'l'cr q'p'guc'et'g'egt'c'eg'rg'cf co gp'v'f w'cp'v'g'rc'ugi w'p'f c'o k'cf f gn'uki r'q' "ZZ0"

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

Ncu'ect'cevgt'f'rc'ku' f gn'VRU' gu' p'hwgt'v'go gp'v'g't'grēk'q'p'cf cu'eqp'wpc'r ct vewrct'xkuk»p' go r t'guct'k'c'n's w'g'c'r ct vkt' f gn'4224'rc'eqo r c'o 'f'c' f gp'qo k'p' »"el método Toyota" *The Toyota Way+0⁴⁴⁴ Guc'k'f gcu'hwgt'q'p't'guwo kf cu'gp'wp'f q'ewo gp'v'k'p'v'g't'p'q' f g'rc'eqo r c'o 'f'c'gp'4223's w'g'ug' h'qto w'v' »" eqp'q'dl'g'v'k'q' f g'o cp'v'p'gt'rc'g'ug'p'ek' f g'rc'eqo r c'o 'f'c' f w'cp'v'g'uw'r tqeguq' f g'i r'q'd'rc'k' c'ek'p' *K'gt' g'v'c'rc'0'4233=L0'N'k'ngt. "4225+0'R'ct'c'gm'q. "ug'f guct'q'm' »gn'r tqi t'co c' "Toyota Way" s w'g't'g'eqi 'f'c' r'qu' r t'k'p'ek' k'qu't'g'ew'q't'gu'j k'u' »t'k'equ' f g'Vq{ qvc' { "iqu'v'c'puo k'f'c'c' r'qu'go r rēcf qu' f g'v'qf q' gn'o w'p'f q0' Guv'f q'ewo gp'v'g'zr rēc'dc'g'w'c' h'rc'qu'q'f'f'c'r ct vkt' f gn'f k'ci t'co c'f g'w'p'c'ēcuc'c'r ct vkt' f g'f qu'r k'ct'guk' mejora continua" { "respeto por las personas *xgt' H'ki w'c' "K'K'3+0' G'n'r t'ko g'tq' f g' r'qu'r k'ct'gu' f g'uec'puc' uqdt'g'v'gu'dc'ugu'c'+"desafio." s w'g't'g'h'gt'g'c'n'r gp'uc'o k'gp'v'q'c'rc'ti q'r rē| q=d+'kaizen." s w'g'

³⁴⁴ "Nqu' r t'ko g'tqu' t'gi k'ut'qu' g'uet'k'qu' f g' 2 uc' f c'v'p' f g' 3; 57" ew'c'p'f q' ug' guv'drēg'ēg't'p' r'qu' E'k'p'eq' R't'k'p'ek' k'qu' H'w'p'f co gp'v'rc'gu' f g'Vq{ qf c. 'iqu'ēw'rc'gu'g't'ep'c'c'+ulgo r t'g'ug't' h'gn'c' i'qu'f g'd'g't'gu. 'eqp'v'k'd'w' g'p'f q'cu'f'c'rc'eqo r c'o 'f'c' { 'c'n' d'lgp' i' g'p'gt'c'n' d'+ulgo r t'g'ug't' guw'f k'qu' { "et'g'v'k'x'q. "g'uh'q't' | a' p'f' q'ug' r'qt' c'f g'rc'p'v'ct'ug' c' r'qu'v'ko r qu' e'+ulgo r t'g'ug't' r t'a' ev'eq' { "g'x'k'ct'rc' h'k'x'q'k'f' c'f =f +ulgo r t'g'g'uh'q't' | ct'ug'r'qt' et'g'ct'wp'co d'lgp'v'g'h'co k'rc'ct'gp'gn'v'cdclq's w'g'ug'c'e'a r'k'f' q' { " co k'i c'd'rg' = { "g'+ulgo r t'g't'g'ur'g'v'ct' r'qu'cu'w'p'v'qu'g'ur'k'k'w'rc'gu' { "t'g'eq't'f'ct'g'v'ct'ci t'cf'g'ek'f'q'gp'v'qf'q'o q'o gp'v' *Vq{ qvc. " 4234+0'Guv'q'r t'k'p'ek' k'qu'hwgt'q'p'o q'f' h'k'e'a p'f' q'ug'c'o g'f'k'c's w'g'ug'r t'g'ug'p'v'cd'cp'p'w'g'x'qu'f'g'uc'f'f'qu'gp'rc'j' k'v'q't'k' f'g'rc' h'ko c'r'gt'q'ulgo r t'g'o cp'v'p'k'p'f'q'rc'o k'uo c'g'ug'p'ek'0'F'k'ej'q'g'ur'f'k'w'hw'g't'guwo k'f'q'r'qt'N'k'ngt' *4225+gp'w'p'c' f'g'rcu' q'dt'cu'o a' u'eq'p'w'nc'f'cu' uqdt'g'rc'gn'o 2 vqf q' f g'Vq{ qvc' { "hw'g'z'r w'g'v'q'gp'uw'o q'f'g'q'r'k'co k'f'c'n'f'g'6'R't'qt'uwu'k'i r'cu' gp'k'p'i r'z' u'c'h'rc'qu'q'f'f'c' *philosophy+ r t'q'eguq' *process+ r g'tu'q'p'cu' { "eqo r c'o g'tqu' *people and partner+ { "t'g'uc'w'el'p'f'g' r t'q'd'rgo cu' *problem solving+ *xgt' h'ki w'c' "2/3' f gn'c'p'g'z'q'G'uc'f'f'k'w'q'0'G'p'rc' d'c'ug' f gn'o q'f'g'q'ug'gp'ew'g'p'v'c'c'+uw' h'rc'qu'q'f'f'c' f g'rc'ti 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' { "g'z'r g'ew'v'k'cu' f g'rc'qu'eqo r t'cf'q't'g'u' d'+ r t'q'eguqu.'s w'g'eq'p'uk'ng'gp' h'q'i t'ct'eq'p'w'c'p'v'go gp'v'g'r t'q'eguqu'o a' u'g'h'ek'p'v'g'u'ē+r'g'tu'q'p'cu' { "eqo r c'o g'tqu.'s w'g'g'uc'd'rg'eg' rc'ko r q't'v'p'ek' f'gn'v'cdclq'gp'gs'w'r'q' f'g'p'v'q' f'g'rc'eqo r c'o 'f'c' = { "f'+u'q'w'el'p' f'g'r t'q'd'rgo cu.'s w'g'c'r'w'p'c'c' s w'g' r'qu' go r rēcf qu'gu' p'eq'p'w'c'p'v'go gp'v'g'k'p'v'p'v'p'f'q't'g'uc'k'g't'iqu'r t'q'd'rgo cu' f'g'rc'go r t'g'uc'0'

" Nc'i guk»p"guvcv²i kec'f g'rc'r tqf week»p"guv^a f g'hlpkf c'r qt'gn'f g'kpgco 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'guvcdrgegt" 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 g'hlpk»p" f g' guvqu"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"eqpetgvcu" c" f gucttqmt" f wcpvg" gn'c^o q. "eqpxk v² pf qug" ² uvcu" gp" gn' *Hoshin*" f g'rc'eqo r c^o ¶c⁰48"C"uw'xgl . "gn'*Hoshin Kanri*"uwvpgvc'rc'xkuk»p" f g'rc'eqo r c^o ¶c. "{ "j ceg" tghgtgpek" c" wv"qdlgvkxq" kf gcn'f g'r tqf wek" c" wqu"cn'o ^a u'dclq" equvq. "gp"gn'o qo gpvq" luvvq" { "eqp" rc" o glqt" ecrkf cf O' Uqdtg" guvc" xkuk»p" ug" guvcdrgegp" rqu" qdlgvkxqu" eqpetgvqu' Gñ' *Kanri*" gu" gn' guvcdrgeko kgpvq' f g'ekemqu'r ctc'crecp| ct' rqu"qdlgvkxqu" f gugcf qu'OK r rlec" rqu"uki vkepvu'r cuqu<c+" rc" grdqtcck»p" f g" guvcvgi kcu" { "r rpgu" f g" ceek»p" =d+" rc" ko r ngo gpvcek»p" f g" rqu" r rpgu" =e+" rc" gxcn»cek»p" f g' tguwncf qu" = { "f +rc" vqo c" f g'o gf kf cu'cr tqr kcf cu' }

C" r ctvk" f g" rqu" *Hoshin*" ug" guvcdrgegp" rqu" qdlgvkxqu" cpwrcgu" f g'rc'eqo r c^o ¶c" s wg" ugt^a p" o qvqtk cf qu' r qt" rc" grdqtcck»p" f g" guvcvgi kcu" { "r rpgu" eqpetgvqu" f g" ceek»p' O' Guvqu. "c" uw'xgl . " ugt^a p" ko r ngo gpvcf qu" gp" gn' r tqeguq" f g' r tqf week»p" cttqlc pf 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 qu' O' Uk" rqu" tguwncf qu" gur gtcf qu" pq" ug" crecp| ctqp. "ug" vqo cp" rru" o gf kf cu" pgeguctkcu" r ctc" pq" xqrxgt" c" uw" tgewtgpck O' Uk" ug" crecp| cp" rqu" tguwncf qu" gur gtcf qu. "ug" r tqegf g" c" rc" guvcpf ctk cck»p" f g" guvqu' Cñ' eqo dlpctug" gn' *Hoshin Kanri*" eqp" gn' *Kaizen*" *o glqtc" eqpvkpw+." rc" guvcpf ctk cck»p" pq" eqpvkxw' g' wpc' tki kf gl . 'ukpq' s wg' uwr qpg' wpc' eqpucpv' ko r ngo gpvcek»p" f g' tghqto cu' O' Gñ' ekem' f g" guvcpf ctk cck»p" gu' vcn' j cuvc" s wg" gu' kvqf wek' c" wpc" pwgxc" o glqtc" { "ug" xwrgx" c" guvcpf ctk ct' O' Guc" hqto c" f g' f g'hlpk" rqu" qdlgvkxqu" guvcv² i lequ" ug" gpewgpvc" tgi wrcf c" vcpvq" r qt" rc" o cvtk" " gr kv² o kec' f g'rc" o glqtc" eqpvkpw" gp" gn' plxgn' f g'rc" ðh' rqu' ¶cö. "eqo q" r qt" gn' *just in time*" gp" gn' plxgn' f g'rc' r tqf week»p" »f rktctgl 'P gy o cp.'4239+0

F g" guvc" hqto c. " f gn' o kuo q" o qf q" s wg" Vq { qvc" f gucttqm»" wv" kppqxc f qt" ukvgo c" f g" r tqf week»p. "co dl² p" guvcdrgek»" f guf g' uuv' lpekqu" wpc" guvcvgi kc" eqtr qtcvxc" r ctvewrt. "rc" ewcn' guwvq" dcucf c" gp" gn' r gpucv kgpvq' c' rti q' r rc| q" { "rc" o glqtc" eqpvkpw" O' C" o gf kf c' s wg" ug" f gucttqm»" rc" j kvqtk" c" f g'rc" eqo r c^o ¶c" guvqu" r tkpek kqu" hwgtqp" eco dlcpf q" { "cf cr v² pf qug" c" rqu" f gucl' rqu" eq { wvwtcrqu' O' Gur ge ¶heco gpvg. "c' r ctvk" f g'rc' kvqtpcek qpcrk cck»p" f g'rc' hko c. "Vq { qvc" gph' gp»" rru" f khevncf gu" f g' tgr rlect. "pq" u» rqu" uw' ukvgo c" f g' r tqf week»p. "ukpq" uw' ewvwtc" go r tguctkcn' gp"

r ctv' c" v² x² u' f gn' ewk cf q' f g'rc' ugi wtkf cf "{ "f gn' o gf kqco dlcpvg" =e+ ugt" rff' gt gu" gp" vepqmi ¶c" { "gp" uc' vuv' ceek»p" cn' erkpvg" =f + ugt" wv" o kgo dtq" eqpvtkdw' gpvg" c" rc" eqo wplf cf "gp" ecf c" pcek»p" =g+ hqtlct" wpc" ewvwtc" eqtr qtcvxc" s wg" j qptg" rc" lpf kxkf wcrkf cf "c" rc" xgl " s wg" r tqo wgx" gn' tcdclq" gp" gs wkr q" =h+ ngxct" c" ecdq" wv" eqpvkpw" etgelo kgpvq' c" r ctvk" f g' wpc' cf o kpvkcek»p" g' h' k' gpvg" { "i rtdcn" = { "i + etgct' t' g' r' k' q' gu' f wcf gtcu' eqp' uqekqu" go r tguctkrgu' c' h' rti q" f gn' o vpf q' O'

³⁴⁸ C" r ctvk" f g' guvg' r rcp' egpvcn' ug' eqphk' wtc' wv' F gr ctvco gpvq' f g' *Hoshin* 'q' Wplf cf *Hoshin* s wg' xc" c" guvcdrgegt' hqu" r rpgu. "qdlgvkxqu" { "cevkkf cf gu' r ctc' rqu" f go ^a u' ugevt gu' c' h' k' f g' qdvgpgt' hqu' tguwncf qu' f gugcf qu' O'

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" guctvqi kc" go r tguetkcn" f g" Vq { qv" vcpvq" gp" uwu" kpekqu" gp" Lcr »p" eqo q" gp" uw' gzi gtkepek" o wnkpeckqpcn" r qt" r¶ vcpvq. "uqp" wp" hcevqt" f gvto kpcpv" r ctc" gpvopf gt" r c" vtc { gevqtkc" gzege ekqpcn" f g" r c" hto c" lcr qp guc" gp" Cti gpvpc0'

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 qvpekc nkp f wutkcnf g' Lcr »p" eqp" gn' hkp" f g' hqt vcegegt" uw' r qulek»p" o kxct" 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" pqt vgo gtkepc" cdtk»" uwu" o gtecf qu" c" r c" r u" gzi qt vcekqpgu" kpf wutkcnf" f g" Lcr »p. " hcxqtgekppf q" c" wpc" ugtkg" f g" go r tguu" gpvt g' r c" s wg' ug" gpeqpvtdc" Vq { qv0⁴⁹ C" uw' xgl. " c" r guct" f gn' lpi tguq" f g" Lcr »p" cn' HO K { " cn' Cewgtf q" I gpgtcn' uqdtg" Ctcpegru" Cf wcpgtqu" { " Eqo gtekq" *I CVV+. ³⁴: " r c" r tpek r cgu" r qvpekc u' f gn' o wpf q" ecr kcrkuc" r g' r gto kxgtqp" cn' r c¶l" t guctpi k' r c" u" ko r qt vcekqpgu" { " eqpvtrct" gn' vkr q' f g' eco dkl' f gn' { gp" eqp' t gur gevq" cn' t guvq' f g' r c" u' f kxkuc" *Vq { qv. " 4234-0'

Cf go^a u. " Lcr »p" eqphqto »" gn' Egpvt q' f g" Rtqf wevxf 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 ct vkc" f g" r c" s wg" r ct vkr cdep" r c" u" go r tguu. " gn' i qdktpp" { " r c" u" ukpf kecqu" eqp" gn' qdlgvxq" f g" cwo gpvt" hmg vgo gpv" r c" r tqf wevxf cf " r ctc" tgeqpvut wkt' r c" pcek»p 0Nqu' eqpugpuqu" s wg' ug' guvcdgekgtp" gp" gn' ugq' f gn' LRE" f lgtqp" hwi ct" c" vpc" ugtkg" f g" eqpegukqpgu" c" r c" u" ukpf kecqu" eqo q" r c" ugi wtkf cf " { " r c" guvdkkf cf " gp" gn' go r r gq" f g" r c" u" vtdclcf qtgu' C" eco dkl. " r c" u" ukpf kecqu" ug" eqo r tqo gv¶cp" c" eqm dqtct" eqp" gn' r tqeguq" f g" tcekqpcrk cek»p" s wg' ug' r qp¶c" gp" b cte j c. " r gtq" eqp" r c" r ct vkwrtkf cf " s wg' guv" eqm dqtcek»p" f gd¶c" tgcirk ctug" o^a u' cm¶ f g" r c" u" ucrtkcn' 0Guvcf kq' r c" u" eqpf kekqpgu" r ctc" r c" r r cecel»p" f gn' VRU" *f r ctc g¶ " P gy o cp. " 4239-0 Rct vkwrtto gpv" gp" Vq { qv. " Eqtkv" *4228<4: /4; +r r cpvgc" r c" gzi kvpekc" f g" vtu" ceqpvgeko kpvqu" gpvt g' 3; 6; { '3; 72" s wg' f lgtqp" hwi ct" c" vpc" hmg v' tcekqpcrk cek»p" { " s wg' wdkctqp" cn' VRU" f gpvt q' f g' r c" u" r gpucdrg<wpc" etkuku' hkpcekgtc" s wg' ecuk' r gxc" c" r c" s wgdte" c" r c" go r tguu =wpc" j wgn' c" gp" t gur wguv" c" r c" t ggut wewt cek»p" ko r wguv" r qt" r c" r c" etkuku" s wg' vto kp»" eqp" gn' f gur kf q' f g" 3022" qdtgtqu" = { " gn' guvckf q' f g' r c" i wgttc" eqp" Eqtgc" s wg' f guv»" wpc" qrgcf c' f g' f gur kf qu' o cuxqu"

³⁴⁹" C" uw' xgl. " Vq { qv" hmg" cegr vcf c" c" r ct vkr ct" gp" gn' r tqi tco c" f g" gpvt gpc" kpvq" kpf wutkcnf gn' F gr ct vco gpvq" f g" I wgttc" f g' Guvcf qu' Wpkf qu' s wg' ug' gphqecf c" gp" gn' r tqeguq' f g' f guctqmq' f g' r tqeguqu" { " go r r gcf qu" *O ci gg. " 4229-0'
³⁴: " Qti cpk cek»p" s wg' hmg 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 wevklcf cf "ukp'tgewtkt"cnlcwo gpvq"f g'r gtuqpcr³⁴:"

Gp"guvg"pwgxq"eqpvzq"gn'r c"ju"cul³⁵² 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"f g"r"f²ecf c"f g"3; 72."ceqo r c° cpf q"gnlcwo gpvq"f g"r"fg"pukf cf "f g"xgj "fawru" r gt" e^a r kc" gp" gn'r c"ju³⁵²"*xgt" I t^a hleq" KKK3+0" Nwgi q" f g" 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" f g"ru"ko r qt vcekpgu" f g" r tqf wevqu" cwqo qvtgu"cnb gtecf q"lcr qp²u"eqp"gnldlgvxxq" f g"dclct"ru"r tgekqu" f g"ru"xgj "fawru"lcr qpgugu" { "s wg"uwu"go r tgu"i cpvg"eqo r gkxkcf cf "kpvtpcekqpcr³⁵³"H"gpvg" c"guvg"eqpvzq" f g"lpo kpgpv" cr gt wtc" eqo gtekn"ru" qdlgvxxqu" f g" Vq{ qvc"ug" egpvtctqp" gp" f kxgtuklect" uwu"o qf grqu" r ctc" eqo r ngvct"gn'line up { "co r nct"uwu"ecr cekf cf gu"r tqf wevxcu" r ctc"mi tct"r" r tqf week»p" f g" f qu" o kmppgu" f g"xgj "fawru" r qt" c° q. "s wg"gu"ru" s wg"ru" hff gtgu. "Hqtf. "I gpgtcr/O qvtu" { "Xqmuy ci gp." guwcdp" r tqf wekpf q" c" hpcru" f g"3; 820⁵⁴""

Cu" f wcpvg"guqu" c° qu"ug"ru"p| »"gn"Vq{ qvc"Eqtrmc. "wp"xgj "fawru" f g"r cuclgtqu" s wg"gp"3; 96" mi t»"ugt"gn'o^a u"xgpf kf q"gp"gn'o wpf q" { "gp"gn'4242"ug"r qulekq»"eqo q"gn'o qf grqu" o^a u"xgpf kf q" gp"ru"j kuvtkc" *35 12: 14243. "Vq{ qvc"Vko gu" *xgt" Vcdm"2/6" f gn' Cpvgzq" Guvcf "ru"vkeq+0" Cuko kuo q." gp"ru"ugi wpf c° b kcf "f g"3; 82"ug"tgcnk ctqp"cewgtf qu"eqp" f qu" hcdtcekvqu" f g"xgj "fawru"lcr qpgugu"

³⁴: "F wcpvg"ru"r tko gtqu" c° qu" f g"r" f²ecf c" f g"3; 72"Vq{ qvc"mgx"cf grpv" gmtvgi kcu" f g" f gucevxccl»p" ukp f kcr/O Ugi Ap" Uj ko k w" *3; ; + "gpvg" gucu" gmtvgi kcu" ecdg"o gpekqpc<ru"r tqr wguu" f g" r tqo qek»p" r qt" r ctvg" f g"r" f kgeek»p" c" ru"o kxcpvru" r ctc" ugr ctcru" f gn'ukp f kcvq. "gp" f qpf g" cpw vqu" f kki gpvu" f gxpktq" gp" uw" gtxkqtgu" q" ewcf tu"o gf kqu" r f kxk»p" f g"ru" ghgevxqu" gp" f kxkpvqu" dewtr qu"o. "t qt" glgo r m. "gn' f g"ru" f kr mo cf qu" gp"ru" guewgr" f g" Vq{ qvc" r" f guchkckel»p" f gn'ukp f kcvq" f g"ru" dewgru" dncpeu" r tqo qekpccf qu" { "r qt" Anko q. "ru" ghgevu" f g"r" f gttqvc" f g"ru" c° qu"3; 72" { "3; 75"eqpf vq" c" s wg"r" o c { qt" r ctvg" f g"ru"o kxcpvru" ug" hwgtcp" f gn'ukp f kcrkuo q" r ctc" tgr mi ctug" gp" gn'vcdclq" { "r tggewr ctug" f g"uwvxf c" r gtuqpcr" { "ho krcct"o"

³⁵²"C" r ctvk" f g"r" i tcp" gzc" cpuk»p" f g"r" r tqf week»p" f g" Vq{ qvc" gp" r" f²ecf c" f g"3; 72" eqo gp| ctqp" c" cr ctgegt" r tqdrgo cu" v² epkequ" gur ge" hlequ" gp" ru" xgj "fawru" O Ugi Ap" gn' xlegr tgukf gpvg" glgewkxq" { "uqdtkq" f g" Ucnkej k" Vq{ qf c." Gkk" Vq{ qf c. "s wgp" cuwo k" c" r" r tgukf gpek" f g" VO E" gp"3; 89. "gnlcwo gpvq" f g"r" ecrkf cf "pq" guwcd" ceqo r c° cpf q" gn' etgeko kgpvq" gp" r" r tqf wevklcf cf O'Eqo q" eqpugewpeke" f g" grm. "gp"3; 85" Vq{ qvc" ru"p| »" r" Rqf" hlec" Eqtr qtcvxc" f g" Vq{ qvc" s wg" eqpuk" f gp" wpc" eqo dpcel»p" f g" qdlgvxxqu" i gpgtcr. "c" eqvtq" { "rci q" r m| q. "s wg" cr wpcdp" c" guwcdrgegt" c" Vq{ qvc" eqo q" wp" hff gt" i mdcn" f gucttqmt" r" tgr wcel»p" f g"r" go r tgu" dcucf c" gp" uw" ecrkf cf " { "eqvtdwt" c" r" geqppo "f" lcr qpguc" c" r ctvk" f g"r" r tqf week»p" gp" o cuc'0"

³⁵³"C" uw"xgi. "c" r ctvk" f g"r" gpvtcf c" f g" 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" mi t»" o c { qtgu" hcekf cf gu" r ctc" lpxgt" { "ngxct" qr gtcekpgu" c" Eqtr gc" f gn' Uwt. "Vcky^a p" { " gn' guvq" f gn' wuf guf g" cul³⁵² 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" fep" dncpegu" eqo gtekrqu" pgi cvkqu" eqp" lcr »p" f gdlf q" c" ru" cncu" vctkru" { "c" ru" f hlewncf gu" r qt" eqmect" uwu" r tqf wevqu" gp" gn' o gtecf q" lcr qp² u" eqo gp| ctqp" c" kpvtpguctug" gp" vpgt" uqekqu" hqecrgu" O Gni twr q" O kuwldkj k" hwpf cf q" gp"3: 92" r qt" wp" f gucgp f kpgv" f g" wpc" ho kkc" samurái. "hwg" wpc" f g" ru" zaibatsu" o^a u" r qf gtququ" f g" lcr »p" ug" eqpxk" w" gp" gn' uqekq" f qo kpcpv" *87" + "gp" wpc" go r tgu" eqplwpc" eqp" E j t { urgt" Eqtr qtcvxp. "r qt" m' s wg" ru" eqpegukpctku" f g" E j t { urgt" eqo gp| ctqp" c" xgpf gt" gn' r gs wgo q" cwqo »xki" f g" O kuwldkj k" gp" gn' o gtecf q" guvcf qwpkf gpugu" Nwgi q. "Kw" w" cegr" w" hqto ct" qvtc" go r tgu" eqplwpc" eqp" l gpgtcr/O qvtu" *Laj puqp. "3; : 4+0" Nq" ewtkqu" f g" guvg" r tqeguq" gu" s wg" gn'o kuo q" pq" hwg" r rcpkckcf q" pk'cxrcf q" r qt" gn' O K/Kgp" wp" r tpekr kq. " { c" s wg" ru" r rcpgu" f g" uvg" r ctc" r" kp f wutk" cwqo qvtk" " gtc" gp" guko wct" c" uqmq" f qu" hff gtgu" pcekqpcru" P kuucp" { "Vq{ qvc" +0" Ukp" go dcti q. "ru"o kuo qu" i twr qu" go r tgu" ctqu" s wg" j cd" fcp" ukf q" r tqv" i kf qu" { "ho gpvcf qu" r qt" gn' O K/K" eqo q' O kuwldkj k" Kw" w" ug" xkqtq" hwgtc" f gn' pgi qekq" cwqo qvtk" " { " f guclctqp" c" r" dwtqetcek" hqto cpf q" f lej qu" joint-ventures" *Laj puqp. "3; : 4+0"

r ctc'eqo r gvk'c'pkxgnlpvgtpcelqpcnl'eqp'rcu'r tpekr crgu'cwqo qvtegu'gp'gn'w pf q'*J glo . '4242-0'
 Gnr tko gtq'f'g'gmqu'hwg'eqp'J kq'Q qvqtu. f'gf'kefc'r tpekr cm gpy'c'rc'r tqf week'p'f'g'xgj 'f'wqu'
 eqo gtekr'gu'i tcpf'gu.'{ 'mgi q'eqp'F'clj'cvuw'O qvqt. "gur gekr'k'cf'c'gp'rc'r tqf week'p'f'g'o kpk/
 xgj 'f'wqu'*kei cars+'*xgt'Vcdrc'KKK3-0'F'g'guy'o qf'q.'c'r'ctvk'f'g'f'lej'cu'crkcp| cu'eqqr gtcv'xcu'
 rcu'go r'gucu'r'gtv'pgekg'p'gu'cn'I twr'q'Vq{ qvc'qht'ge'ep'v'qf'q'gn'cdcpleq'f'g'vr'qu'f'g'xgj 'f'wqu'
 *Vq{ qvc.'4234-'Vj'g'P'gy 'I 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 mdcrl'

Gp"guvg"eqpvzq"gzr cpukxq"Vq{qvc"cdtk»"pwgxcu"l' dtlecu"gp"lcr »p"ngi cpf q"j cuvc"; " r rcpvcu" gp" 3; : 2" *xgt" Vcdr» "44-0' Cf go^a u." eqo gp| »" c" cwo gpvct" eqpukf gtcdrgo gpvg" uwu" gzr qtvekpqgu" c" pwgxcu" o gtecf qu" eqo q" Vcky^a p. "Vckrcpf kc. "Dtcukl" { "r c"lgu" f grl' O gf kq" Qtkgpv0' Nc" o c { qt" r ctvg" f g" rcu" gzr qtvekpqgu" c" l'plekqu" f g" r" f² ecf c" f g" 3; 82" gtcp" wpl' cf gu" gpxl' cf cu" eqo q" nku" f g" o qpvcg" *Completely Knock Down, EMF + "r ctc" ugt" gpucio drcf cu" gp" rqu" 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 "l'wqu" vto kpcf qu" { "rcu" r q"l'lecu" f g" r tqo qek» p" c" r" r tqf week» p" f qo² ulec" f g" r c"lgu" ko r qtvcf qtgu" eqo q" Dtcukl" O² zlekq.³⁵⁵ Uwf^a l'lekc. "Cwutcrkc. "gpvtg" qtqu" *xgt" Vcdr» "45-0'

Gp"3; 7: "rc" ko r qtvekp» p" f g" nku" r ctc" grl' gpucio drcg" f g" xgj "l'wqu" EMF "hwgtqp" r tqj kdlf qu" r qt" grl' qdkgtpq" f gucttqnkuc" f g" Lwuegrkpp" Mwdkuej grl' gp" Dtcukl' Guc" ngx» c" s" wg" Vq{qvc" f gekf c" r" l'puvcrck» p" f g" r" ugi wpl' c" r rcpvc" f g" r tqf week» p" hwgtc" f g" lcr »p. "hwgi q" f g" wpl' r gs wg° q" vcmgt" gp" Ej kpc.³⁵⁶ r ctc" r" hcdtlecek» p" f g" uw" o qf grq" Ncpf "Etwlugt" s" wg" nwgj q" eco dl» "uw" pqo dtg" c" Dcpf gkcpvg" *xgt" Vcdr» "45-0"

Gp" rqu" r t» zko qu" c° qu" ug" uwo ctqp" rcu" l' dtlecu" f g" Uwf^a l'lekc" { " Cwutcrkc." tgur gevxco gpvg0' Gp" grl' Anko q" f g" guqu" r c"lgu. "f qpf g" j cd" c" cevxcu" r q"l'lecu" f g" r tqo qek» p" f g" r tqf week» p" r qecni" f g" rqu" xgj "l'wqu. "Vq{qvc" ngi »" c" cewgtf qu" f g" gpucio drcf" grl' 82' " f g" uwu" xgj "l'wqu" f g" r cuclgtqu" Eqtpc" { " Eqtqm" { " eqo r gpuct" grl' o cti gp" f g" ko r qtvekpqgu" eqp" gzr qtvekpqgu" f g" rqu" xgj "l'wqu" vto kpcf qu" hwgtc" f g" Cwutcrkc0' Grl' gpucio drcf q" f g" rqu" xgj "l'wqu" rqu" tgrkl' cdc" r" go r tgue" r qecni" Cwutcrkc" p" O qvt" l'p' wutlgu" f g" r" ewcn" Vq{qvc" r ctvekr cdc" eqp"

³⁵⁵ "C" uw' xgj . "gp" O² zlekq' ug' l'gi kwtc" wpc' eqtw" gzr gtl' gpekc" f g" Vq{qvc" r tqf wekpq' q' o cs wlpctk" r ctc" r' l'p' wutlc" vgz vki' gp" cuqekcel» p" eqp" grl' Gucf q' o gzlecpq' f wcpvg" r" f² ecf c" f g" 3; 72" *f^a o gu" { " Qrkgtc" Ci wkrct. "4242+

³⁵⁶ "Gp" 3; 58. "uqni" wpu" o gugu" f gur w² u" s" wg" ug" eqo gp| ctc" c" hcdtlect" grl' eco k» p" I 3" f g" Vq{qvc. "rc" go r tgue" { c" eqo gp| cdc" c" gzr qtvcf wpcu" r qecu" wpl' cf gu" c" Ej kpc0' Nwgj q. "gp" 3; 59. "wpc" r gs wg° c" r rcpvc" f g" r ctekpqgu" ug' l'puvcr» " gp" Uj cpi ck' s" wg" hwgi q" ug" vtcpuhqto »" gp" wpc" r rcpvc" f g" gpucio drcf q" f g" xgj "l'wqu0' Nwgj q. "gp" 3; 5: . "qvc" r rcpvc" f g" Vq{qvc" hwg' l'puvcrf c" gp" r' ekwf cf "Vlcpilp" 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'neecrgu'gp'f qpf g'ug'kpuvncdcp'rcu'hdckrgu'f g'rc'o wmkpcekqpcn'*Vq{ qvc.'4234-0'

Gp'gn'o gtecf q'cuk' vkeq'f wtcpvg'rc'f²ecf c'f g'3; 72'ug'j'lekgtqp'cni wpcu'gizr qtveekp'p'c' f kwpvqu'r c'f'ug'u'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 etc'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'kpegp'v'xq" c'rc'tcf kecekp'f g'go r tgu'cu' o wmkpcekqpcrgu'kpf wutkrgu'gp'Vckrcpf k.'Vq{ qvc'guvcdngek'wpc'r rcpw'f g'r tqf weekp'gp'3; 840' Cu'f'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'f'ewqu'v'gto kpcf qu'gp'F kpc'o ctec'{" J qrcpf c'gp'3; 84'{"3; 850'Nwgi q.'Vq{ qvc'wu»'c'mqu'r c'f'ug'u'pq'r tqf wvqtgu'f g'xgj'f'ewqu'eqo q' D²ni kec'{"Uwk'c'eqo q'dcugu'f g'xgpw'u'r etc'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 etc' gn'gpuc'o drc'lg0'Rqt'qvtq'rcf q.'gp'Guvf qu'Wpkf qu'rc'f go c'p'f g'xgj'f'ewqu'f g'Vq{ qvc'etge'f' cegngtcf co g'p'v'gp'rc'f²ecf c'f g'3; 82'r cucpf q'f g'6022'w'pkf cf gu'gp'3; 86'c'626022'gp'3; 93' eqpxk'v'k'pf qug'gp'gn'r t'kpek'cn'f gu'k'p'q'f g'gizr qtveekp'f g'rc'ht'o c.'r gtq'vqf cx'f'c'uk'p'kpi wpc' wpkf cf 'r tqf wv'xc'gp'gn'r c'f'u'pqt'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'kf cf gu'f g' gpuc'o drc'lg'mgi c'p'f q'c'35.'gze'gr wcp'f q'c'Lcr »p'*xgt'Vcdrc'KK5-0'C'f go' a u.'gp'guc'f²ecf c' o wej qu'r c'f'ug'u'gp'f wtgekgtqp'uwu'r q'f'k'ec'u'f g'r tqo qekp'f g'r tqf weekp'pcekqpcn'0'Rqt'glgo r m.' Uw' a h'k'ec'guvcdngek'gp'3; 92'wp'r rcp'f g'cwo g'p'v'f g'r tqf weekp'f g'xgj'f'ewqu'neecrgu's w'f gd'f'c' c'rc'ep| ct'gn'88' gp'3; 980'Rqt'qvtq'rcf q.'C wutcrk'gzki k'gp'3; 97's w'g'r etc'3; 9; "gn': 7' 'f g'rc' r tqf weekp'f g'xgj'f'ewqu'f gd'f'c'ugt'neecrk'cf c'gp'gn'r c'f'u'0'Rctc'r qf gt'mgi ct'c'guvqu'r qtegp'v'clgu'f g' r tqf weekp'p'cekqpcn' Vq{ qvc' f gd'f'c' k'peqtr qtct' o' a u' r k'gl'cu' pcekqpcrgu' gp' uwu' xgj'f'ewqu' cwutcrk'cpqu'eqo q'o qvqtgu'q'uk'v'go cu'f g'v'c'puo k'k'p'0'Cu'f'co r r'k'»uwu'r rcpw'cu'gp'C wutcrk' hcdtk'ecpf q' guvqu'uk'v'go cu' gp'3; 9; 0' Cf go' a u.'eqo r t»'wpc' o c{qt' r tqr qte'k'p'f gn'r cs wvg' ceekpctkq'f g'uw'joint-venture" *LX+'C wutcrk'cp'O qvqt'k'p'f wut'kgu.'eqpxk'v'k'pf qug'gp'gn'uqekq' o c{qt'k'ct'k'q0'⁵⁷'"

" Gp'u'p'v'guku.'f wtcpvg'gn'r gt'f'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 qp²u'0'Gp'g'uc'h'c'ug'rc'go r tgu'c' co r r'k'»uw'i co c'f g'r tqf wv'qu.'o w'k'r'k'»'uw'ecr'cekf cf 'r tqf wv'k'c'f g'pvtq'f gn'r c'f'u'cdtk'gpf q'

³⁵⁷"Gp'H'k'r k'p'cu'ug'cxcp| »'gp'rc'r tqf weekp'neecrn'eqp'uw'uqekq'neecrn'F g'nc'O qvqt'E'qtr qt'c'v'k'p'{"gp'k'p'q'p'g'uk'c'ug' j'k'q'dclq'gn'LX'RV0'Vq{ qvc'Cu'c'O qvqt0'

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{."Egnek." {"J kwz"r qts wg"gtcp"
cs wgmqu"eqp"qu's wg"qu'r tqf wevtgu'pqtvgco gtecpqu'pq'r qf "cp"eqo r gvt'lf ekro gpvg⁶²"
" "

cwqt'ectcevtk c'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"tgcik 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 gpgtci'O qvqtu'wp"lX"eqo q'ugi wpf c'qr ek»p0'

³⁶²"C'uw'xgl . 'lco dlk'p'ug'kpuvcn»"wpc'r rpxc'f g"Vq{qv"r ctc"r'hcdrkecel»p'f g'o qvqtgu"{"glgu." {"c'r ctvt'f g'r tgukppgu"
f gn'i qdkgtpq" f g"GGWW."ug"eqpvtcvtqp"wpc"i tcp"ecp'kf cf "f g"cwqr ct'wcu"guvcf qwplf gpugu'f g"hqto c'vni's wg"gn'
eqpvplf q'necnif gn'Eco t{ 'ngi »"cn97' "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

Hvgpv<grcdqtccl>p'r tqr lc"gp'dcug'c'lphto cel>p'f'g'Vq{qc'4234+;Hqo kq'4228+;Mwo qp'3; ; 4+'{ 'Vq{qc'I mdcn'4234+0'
 k'Vkr q'f'g'gpvtcf c'<LX<Lqlpv'Xgpwtg.'RE<Rtqr lgf cf 'Eqo r ngv'{'N<Nlegpek'Tkk+Rtqr wevq<E<xgj f'wqu'eqo gtelcrgu.'R<xgj f'wqu'f'g'r cuclgtqu=E- R<xgj f'wqu'eqo gtelcrgu'{'
 f'g'r cuclgtqu=C<Cwqr ctvgtu'{'O V<O cs wptkc'Vgz w'P kxgnf'g'ko r qt vpekc'r tqf wevxc'f'c'r'qt'rc'r'rqf week'p'cewo wrcf c'gpvtg'422; '{ '423; <Dclq<3'c'922022=O gf kq<
 922022'c'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'g'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'n's w'g'ug'k'p'eg'p'v'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'ek' »'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'q' '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'ek' »'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'ek'o' k'g'p'v'q' 'c' "o' w'ej' q'u' 'q't'q'u' 'r' c' 'f' 'u'g'u' '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'ek' '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'v'c'r'c'k'p' 'g'p' 'g'n'r' c' 'f' 'u'363' 'u'g' 'h'g'x' »'c' 'e'c'd'q' 'w'p'c' 'c'u'q'ek'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' 'f' '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' 'h'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'q' 'f' g' 'c'w'q'r' c't'v'g'u' 'h'q'ec'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'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'w' »'m' 'r' w'f' q' 'c'c'ee'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'ek'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't' 'h'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'q'u'q' '{ "g'p'3; ; 9' "g'u'c'd'r'g'ek' »'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't' 'r'c' 'o' k'p'k'x'c'p' 'o' w'n'k'r' t'q'r' »'u'k'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' »'v'c'o' d'l'k'p' 'e't'g'ek' »'r'c' 'r' t'g'u'g'p'ek' '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'ec'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'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' k'ej' q' 'r' c' 'f' 'u' 's' w'g' 'h'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'ek'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' »'v'c'o' »'364' *CUGCP + 'u'g't' 'f'c'p' "g'z'r' q't'v'c'f' q'u'c' 'O' c'r'c'uk' '{ "

³⁶³Gp'V'c'k'y^a p'c'r' t'k'p'ek' k'q'u'f' g' 'r'c' 'f' ²ecf c' 'u'g' 'h'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'q' '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'ec'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'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'x'q'u' 'V'q' { q'v'c' 'r' t'q'r' w'q' 'c'f'j' g't'k'ug'c' 'f' k'ej' q' 'r'c' 'p' 'g'u'c'd'r'g'ek'g'p'f' q' 'w'p'c' 'r' r'c'p'v'c' 'f' g' 'r' t'q'f w'ee'k'p' 'e'q'p' 'g'z'r' g'ev'c'v'x'c'u' 'f' g' 'r' t'q'f w'ek't' '422' 'b' k'l'x'g'j 'f'w'q'u' 'c'p'w'c'g'u' '{ 'g'z'r' q't'v'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'ek'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'ug'f'c' "w'p' 'r' q't'eg'p'v'c'l'g' 'f' g' 'u'w' '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'q' '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' 'CUGCP *CHVC + 'e'q'o' g'p'l' »' 'c' 'k'p'u't'w'o' g'p'v't'ug' 'g'p'3; ; 5. '{ "e'q'p'uk' »' 'g'u'g'p'ek'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'ec'p'l' c't' 'g'n'f'c'p'i' q' 'f' g' '2' 'c' '7' ' 'f' g' 'r' t'q'v'g'ek'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'Eqtpqc. 'Eqtrqnc. '{ 'Nkgceg0Gp'O crukc. 'ug'etg»" gn'LX" Vq{ qvc" O qvqt" Uf p0Dj f 0'gpecti cf q'f g'gpuco dmt'xgj ¶wru. '{ 'qvtq' LX. 'V(MCwqr ctu. 'gpecti cf q'f g'hdtkect" cwqr ctvqu" f g'f kgeek»p. "nc" ewcn'ug" gucdrgek»" eqo q" nc" dcug" r tqxggf qtc" f g" gucu" r ctvqu" r ctc" Vq{ qvc" gp" vqf c'rc' tgi k»p" f g' CUGCP 0⁶⁵"

" F g'gung'o qf q. 'gp'3; ; 2" Vq{ qvc" vgp¶c'44' r rncpu' r tqf wevxcu' hwgtc' f g' Lcr »p0C' r ctvkt' f g' nc' r tqf week»p" c' i tcp' guerc" gp" gn'gz vtcplgtq" '{ r ctc' kpeqtr qtct' r u'ectcevgt¶wkecu' tgi kqpcngu" gp" ru'xgj ¶wru. 'Vq{ qvc" gucdrgek»' egpvtqu' f g' kpxguki cel»p" '{ 'F gucttqm¶K F -hwgtc' f gn' c¶u'xgt" Vcdrc" 2/7" f gn' Cpgez q" Guvcf ¶wkeq +0' Cu¶" gp" GGWW" ug" gucdrgek»" gn' Vq{ qvc" Vgej plecn' Egpvt. " WUC0' kpe0" wp" egpvtq" f g' K F " gp" Ecn' hqtplc" f qpf g" ug" gxcwcdc" nc" eqo r cvdkkf cf " f g" ru" xgj ¶wru" r ctc" gn' b gtecf q' pqt vco gtecpq0⁶⁶ C f go^a u. 'gp'3; ; 5" Vq{ qvc" cdtk»" uw'egpvtq' f g' vugvq" f g' eco kqpgu" gp" Ctk qpc. " GGWW0Gp" D² ni kec. 'ug'etg»" Vq{ qvc" Gwtqr g" Qhkeg" qh' Etgcvkap" eqo q" wp" egpvtq" f g' f kug^o q" r ctc" Gwtqr c0C" f kgt gpek" f g' o wej qu" o qf gmq' f g' f kug^o q" eqtr qtcvxxq" f g' o wmkpekqpcngu. 'f qpf g' ru' hkrngu" gz vtcplgtcu' tgr rncp' r cukxco gpv' ru' ukungo cu' f g' r tqf week»p" f gn' b gtecf q' kpvtpq" q" gur gtcp' ru' f gekukqpgu' f g' r ecuc" o cvtk. " Vq{ qvc" hwg" gxqmwkqpcpf q" eqp" wp" o qf gmq' f g' o c { qt" kpf gr gpf gpek" f g' u' u' wdukf ktkcu" gp" vgo cu' f g' K F 0F g" gung" o qf q. " ru" hkrngu" r wgf gp" wkrk ct" ru" udukf kqu" gz vtcplgtqu" r ctc" f gucttqmt" pwxcu" vepqmi ¶cu. ³⁶⁷" hqto^a pf qug' wpc' tgf " f g' er tgpf k clg" gp" r ecf gpc" i mdcn' O eO kncp. "423; +0'

" Gp' tguwo gp. 'gp' gucu" Anko cu' f² ecf cu' Vq{ qvc" etgek»" cegrctf co gpv' gp' dcug' uw' b² vqf q" f g' r tqf week»p" hgz kdr. " gn' ewcn' ug" eqpxk v»" gp" wp" r ctcf ki o c' r tqf wevxxq" gp" r c' pwxgc" gxc r c' f gn' ecr kcn' kuo q0' Guvc' hko c' hkf gt»" wp" r tqeguq" f g' f gucttqm¶ f g' r kpf wutk' cwqo qvtk " lcr qpguc" gp" i gpgtcn' s wgf gur r | »" c' GGWW" f gn' r qf kq" f g' r tqf week»p" f g' xgj ¶wru0C" uw' xgl. " f wtcpv' gucu" f² ecf cu' r" o wmkpekqpcn' ug" gzc r cpf k»" kpekcpf q" qr gteckqpgu" r tqf wevxcu" gp" f kwpvqu" r c¶gu. " r tkpek r cm gpv' ru" f g' o c { qt" f gucttqm¶" s wgf eqphk wtdcp" u' u' o c { qtgu" egpvtqu" f g' xgpvcu0' O wej qu' f g' guvqu' f gur r kgi wgu' guvwxkgtqp' ko r wucf qu' r qt' t' gwtkekqpgu' eqo gtekn' u' f g' ru' r c¶gu"

o^a zko q' f g' 37" c^o qu. " s wgf wgi q' hwg" ceqtvcf q" c" 32" c^o qu0' Eqphqto g" c" gung" vtcvq. " Vq{ qvc" etg»" wp" ukungo c' f g' r tqf week»p" f g' cwqr ctvqu" gp' ecf c' wqf f g' guvqu' r c¶gu' f g' hqto c' vcn' s wgf lej qu' r tqf wevqu' r wgf cp' ugt' cdcvgek' qu' cn' tguvq" f g' ru' r c¶gu' f g' r" tgi k»p0' Rqt" glgo r nq. " o qvqtgu' f kugni" gp" Vckrcpf kc. " o qvqtgu" c' i cuqkpc" gp" kpf qpgulk. " ukungo cu' f g' f kgeek»p" gp" O crukc. "{ 'ukungo cu' f g' vtcpuo kul»p" gp" Hkr kpcu0' Ukp" go dcti q. " ru' cwqr ctvqu' f g' o c { qt" pxxgn' vepqni leq' uki wgtqp" r tqf wek' pf qug' gp' Lcr »p" '{ ' kntkdw² pf qug' c' ru' r c¶gu' f g' CUGCP " Kqj ' gv' cn' 423: < 74/75+0"

³⁶⁵ Guvqu' b gecpluo qu' hwgtqp' t' gur cif cf qu' t' gn' icewgtf q' f g' kpvgtco dkl' eqo r ngo gpvtk' f g' cwqr ctvqu' gpvt' g' c¶gu' f g' CUGCP " gp' gn' ewcn' ug" gucdrge¶c' r' hkdgtvcf " f g' gzc r qvcel»p" '{ ' r' t' gdcl' f g' ctcpegru' r ctc' ru' cwqr ctvqu' g' rgi kf cu' r qt' ru' i qdkgtpqu' '{ ' hcdtkect cu' r qt' ru' vgo kpcngu' gp' gn' tgc' f g' CUGCP 0'

³⁶⁶ Gp'3; ; 3" f lej q' egpvtq' hwg' t' g' mjecrk' cf q' gp" O lej ki cp" '{ ' ug' eqpwtw { »" wp' pwxgc' egpvtq' f g' r tqvvr qu' f g' xgj ¶wru" '{ ' vugvq0'

³⁶⁷ Rqt" glgo r nq. " Vq{ qvc" Ecpof c' hwg' r kqpgtc" gp' gn' gucttqm¶ f g' vepqmi ¶cu' f g' vgo r gtcwcu' h¶cu' r ctc' ru' r tqeguqu' f g' gpegpf kf q' f g' o qvqtgu0'

egpvtcrgu's wg'ug'xg'cp'co gpc| cf qu'r qt'rc'eqo r gvkxkf cf 'f g'rc'lpf wutk' lcr ppguc' { "gn'f 2 Hekv' eqo gtekn'eqp'f kej q'r c'f'u0"

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 gn'f »rc't'gucf qwpkf gpug'gp" tgrceke»p'eqp'gn't guv'f g'rcu'f kxkcu0F g'gung'o qf q.'rc'vcuc'f g'eco dkq'f g' { "gn'r qt'f »rc't'r cu»'f g' 0462'r qt'w&u3" c"0882'r qt'w&u30Guq'mgx»" c'rc'r 2 tf kf c'f g'eqo r gvkxkf cf 'lpvgtpekeqpcn'f 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'mgx»" c'ecdq'wpc'r qn'f'lec'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'qtvcu'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 cn'f g'o cpgtc'f g'ceqtvt'mqu'ecpvcrgu' f g'o cpf q069"

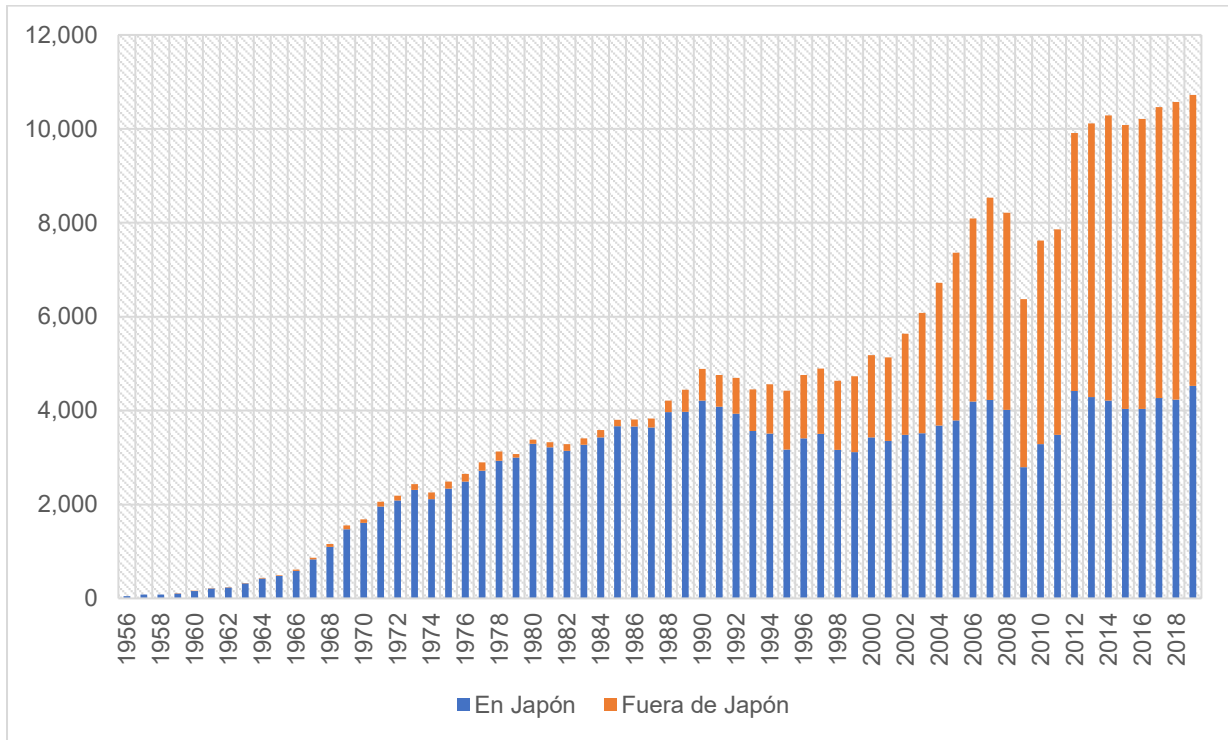
Rqt'qvtq'rcf q.'gn'gucnkf q'f g'rc'dwt dwlc'geqp»o lec'gp'Lcr »p'gp"3; ; 3.'s wg'lo r rke»'ec'f'cu' gp'gn'r tqf wev'lpvgtpp' { "gn'eqpuwo q'gp'gn'r c'f'u' { '.lwpvq'eqp'rc'o' gpekqpcf c'cr tgekeke»p'f gn'f { gp." ko r cevtqp'gp'rc'hko c' { "uw'r tgugpek" gp'gn'r c'f'u'*xgt'I t'a hkeq"0003-0Gp'gung'eqpvzq.'Vq { qvc" f gekf k»" wpc" r qn'f'lec'f g' gZR cpuk»p" c" pwxqu" pgi qekqu'0 Gpvtg" qu" o kuo qu" ug" gpeqvtcdcp<' cwqo cvk| cek»p." dkq'gepqm| f'c." ugtxkekqu" hpcpekgtqu." vgf'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'pwxqu'plej qu" *Vq { qvc."4234-0C'uw'xgl.'rc'hko c'lcr ppguc'vqo »'wp'tqn'o a u'r tqvc| »pleq'gp'rc'eqpf week»p" geqp»o lec'f g'Lcr »p.'eqp'lpvgtpeke»p'f g'eqmcdqct'gp'rc'tgewr gtceke»p.'r qt'm'vcpvq.'ug'lpvxqmet»" o a u'gp'rcu'cuqekcekppgu'go r tguetkcu'lcr ppguc' { "gp'hqu'cuwpvqu'i wdgtpco gpvcrgu06:"

368"Up'go dcti q.'qu'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 ctqp'wpc'pwxgc'ugt'f g'cewgtf qu'gp'qu'ewrcgu'ug'f gd'f'c'tgi wct'o a u'gutwewtc' gpvg'gn'vcdclq' s'wg"tgerk| cdc0F 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' { 'H'g { uugpgv'4224+.

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

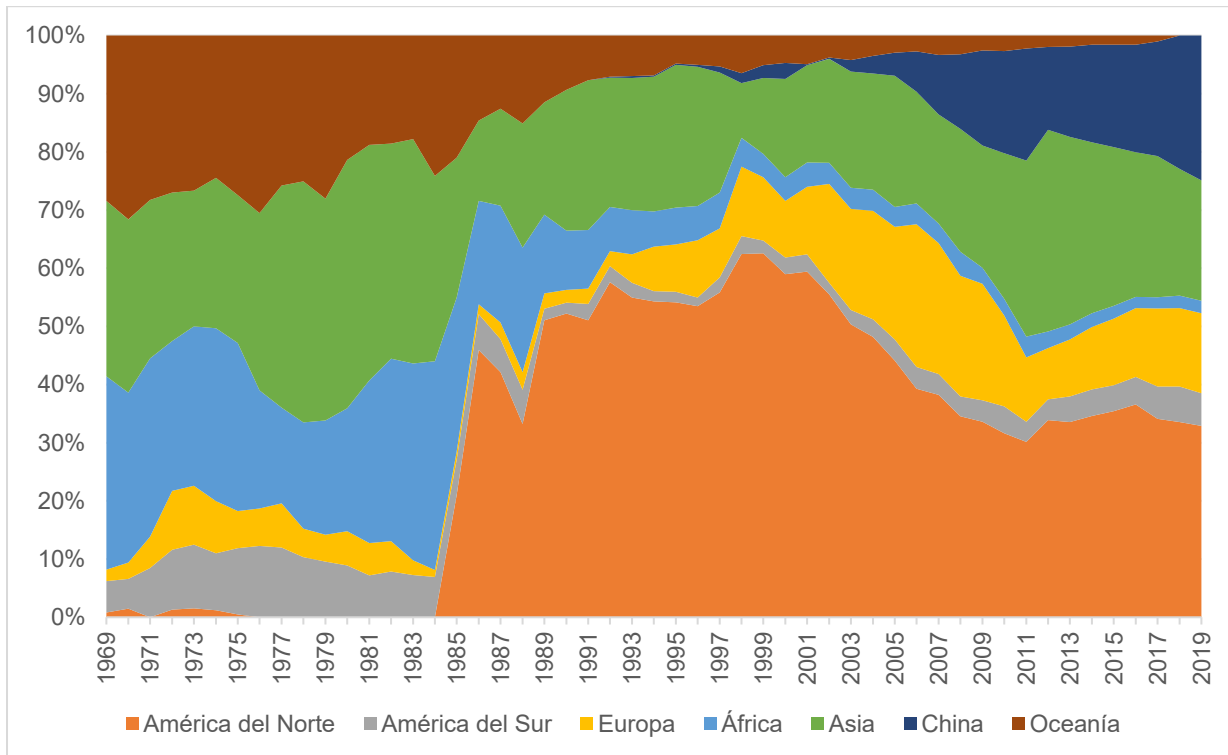
36:"Cu'f'gp"3; ; 6'gn'r tgu'f gpvg'f g'rc'lwpvc'f k'gevkx.'Gdk'Vq { qf c.'hw'f guki pcf q'xlegr tgu'f gpvg'f g'rc'Hgf gtceke»p'f g' Cuqekcekppgu'f g'Go r rrcf qtgu'f g'Lcr »p"*P kmgkt gp.'nwi q'Mgf cptgp-0Gp"3; ; 4'gn'xlegr tgu'f gpvg'glgewkxq'f g' VO E.'Vcwwtq'Vq { qf c.'hw'p'qo dtcf q'r tgu'f gpvg'f g'rc'Cuqekcek»p'f g'Glgewkxqu'Eqr qtcvxxqu'f g'Lcr »p0Nwi q." gp"3; ; 6'gn'r 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'gn'r tko gt'go r tguetkq'f gn'ugevqt'cwqo qvkt| gp'f k ki k'rc'cuqekcek»p'go r tguetk0F wcpvg'uw'i guk»p'lp'hw'f »" gp'gn'i 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'rcn'f g'o cpvpgt'p'kxrgu' uko kctgu'c'qu'f g'GGWW'f' qf gt'luvgpgt'rc'eqo r gvkxkf cf 'lpvgtpekeqpcn'0Gp"3; ; ; 'gn'r tgu'f gpvg'f g'Vq { qvc'J ktqj k' Qmwf c'cuwo k»'cn'lt'gpvg'f g'rc'cuqekcek»p'P kmgkt gp." { "gp"4224"s'wgf »'cn'lt'gpvg'f g'rc'lpvgt'ceke»p'f g'co dcu' cuqekcekppgu'go r guctkcu'P kmgkt gp' { "Mgf cptgp.'dclq'gn'p'qo dtg'f g'rc'ugi wpc'0Dclq'uw'i guk»p'f guctq'm»'uwu' kf gcu'dclq'gn'r 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 tqhwpf k » "rc" kpvgtpcckqpcrk cckp" f g"rc" hto c0' Guc" eqo gp| » "c" r rpklect" rc" co r rckekp" f g" uwu" qr gtcekqpgu" gp" pwgqu" 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' guc' 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' p w g x cu' k p x g t u k q p g u" gp' Dtcuk' eqo q' r ctvg' f g' uw' g z r cpukp" gp' Uw' co ² tlec. 's w' g' u' g' c' p r k t ct^a p' eqp' b c { qt' f g' v g p k o k g p v q" gp' gnr t » z k o q' ecr "fwq0"

Cuko luo q. "gug" f gucttqm q" o w p f k n' c e g r t » " g n' t q n' f g' r c" g o r t g u c' e q o q' l w i c f q t c' i m d c r i' C n i t g u r g e v q. " g p' 3; ; 3' G k k' V q { q f c. " u q d t k p q' f g n h w p f c f q t' U c n k e j k' V q { q f c' i' ' r t g u k f g p v g' f g' r c' l w p v c" f k t g e v x c' f g' V O E. " u q u v g p' c < " p a r a a v a n z a r c o m o u n a c o r p o r a c i o n g l o b a l, d e b e m o s e x p r e s a r c l a r a m e n t e u n a f i l o s o f i a c o r p o r a t i v a g l o b a l. D e b e m o s d e j a r p o r e s c r i t o e l e n t e n d i m i e n t o c o m u n q u e h e m o s d e s a r r o l l a d o y r e p e n s a r n u e s t r a s e s t r u c t u r a s c o m e r c i a l e s y o r g a n i z a c i o n a l e s e n t e r m i n o s d e e s a f i l o s o f i a c o r p o r a t i v a g l o b a l". G p" g u g" o c t e q. " g p' 3; ; 7" c u w o g' e q o q' r t g u k f g p v g' f g' V O E' r q t' r t k o g t c' x g l " w p" g l g e w k x q' s w g' p q' r g t v g p g e' c' c' r c' h c o k k c" V q { q f c. ' J k t q u j k' Q m f c. ' s w k p' r g t o c p g e k » " g p' g n' r w g u v q' j c u w' 3; ; ; . ' e w c p f q' g u' t g g o r r c l c f q' r q t" H w l k q' E j q. " g n' u g i w p f q" g o r t g u c t k q' g z v g t p q' c' r c' h c o k k c" g p' m g i c t' c n' h w i c t' f g' r t g u k f g p v g' 6: " F g" g u g' o q f q. " r c' e q o r c° c' e c o d k » " u w' r q u k e k p" e q p' t g u r g e v q' c' r c u' f ² e c f c u' r t g x k c u. " g p' r c u' e w c r g u" p q' s w g t' c' u g t' x k u c' e q o q' w p c' h t o c' c i t g u k x c. ' u k p q' o ^a u' d k p' e q p u g t x c f q t c' * U j k o k w' 422; <: 5-0"

" Q t q' r w p v q' f g' c e e k p' h w g' g n' f g u c t t q m q' f g' m u' t g e w t u q u' j w o c p q u' { c' s w g' g n' p' A o g t q' f g' g o r r g c f q u' f g' V q { q v c' g p' v q f q' g n' o w p f q' e t g e k » " g p' i t c p' o g f k f c' c' r t k p e k k q u' f g' u k i m q. ' r c u c p f q' f g' 422022" g p' 3; ; ; " c' 522022" g p' 4229" * V q { q v c. " 4234+0 C u f l' g p' 4224" u g' e t g » " g n' k p u k w w q' V q { q v c" r c t c' f c t' u q r q t v g' c' r c' i m d c r i k c e k p' f g' m u' g o r r g c f q u' f g' r c' e q o r c° c' c' 0' C f g o ^a u. " u g' e t g » " g n' o g p e k q p c f q' f q e w o g p v q' T o y o t a W a y" { " u g' t g r c t k » c' v q f c u' r c u' h k c r g u' f g' r c' g o r t g u c' g p' g n' o w p f q' e q p' g n' h k p' f g' k p e w e c t' r c' x k u k p' g o r t g u c t k n' f g' r c' h t o c 0' C " u w' x g l . " g n' T o y o t a W a y" t g o c t e » " r c' e q p' v p w k f c f " f g' r c' t g r e k p" e q q r g t c v k c' f g' r c t i q' r r c l q' s w g' V q { q v c' r r c p v g » " u k g o r t g' e q p' u w u" r t q x g g f q t g u' ³⁷² * K q j " g v' c n' 0' 423; d+0"

³⁶: "C" uw' xgl . "Vq { qvc' rcp| » "gp' gn' 4222" uw' r qn' f k e c' f g' E q p u t w e e k p' f g' E q u v u' E q o r g v k x q u' r c t c' g n' u k i m q' Z Z K * E E E 4 3 + 0 C u f l' u g' f g h p k » g n' r r p' o c d t k' R c u q' c' V q { q v c o' * B r e a k T h r o u g h T o y o t a + s w g' e q p u k u' c' g p' c + e q p u t w k' w p' u k u g o c' r c t c' e t g c t' r t q f w e v q u' c v t c e v x q u' = d + t g h q t o c t' g n' r t q e g u q' f g' v q o c' f' g' f' g e k u k q p g u' u q d t g' r t q f w e v q u. ' e + h q t w e g e t' r c' e q o r g v k x k f c f' f' g' r c' r t q f w e e k p' k p v g t p c = { ' f' + t g h q t o c' f' g' m u' e q u v u' h k q u 0' C' u w' x g l . ' e q o q' r c t v g' f' g' g u v g' r t q { g e v q' u g' r t q r w u q' w p c' o c { q t' f' k i k e r k c e k p' f g' m u' r t q e g u q u' f g' v c d c l q' c n' k p v g t k q t' f g' r c' h t o c 0' R q t' q t q' r c f q. " g p' 3; ; 9" V q { q v c' r c p l » " u w' o q f g n' j' f d t k f q. ' R t k u. ' e q p x k v k e p f q u e' g p' w p' i' f g t' i' m d c r i f' g' m u' x g j' f e w m u' c o k i c d r g u' e q p' g n' o g f k q' c o d l e p v g' * U j k o k w' 422; d+0"

³⁷²: "F" g' g u v g' o q f q. " r q t' g l g o r m q. ' 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' G G W W' t g o c t e c p' r c' t g r e k p' e q p' V q { q v c' e q o q' r c' o g l q t' g p v t g' v q f c u' r c u' v g t o l p c r g u' c w q o q v t l e g u' l p u v c r f c u' g p' f l e j q' r c' f l u' * x g t' i' t^a h l e q' 2/9' f g n' C p g z q' G u n c f' f l u e q + 0' G u n c' r q n' f k e c' f g' e q q r g t c e k p' e q p' r t q x g g f q t g u' u g' r t q h w p f k » " g p' 4234" e w c p f q' f g u f g' r c' e c u' o c v t k' " V q { q v c' e t g » " g n' f g r c t w o g p v q' o n q e c r k c e k p' f g' x g j' f e w m u' { ' r c t v g u o. " g n' e w c n' d t g i c d c' r q t' g n' o c { q t' e q p v g p k f q' m e c n' f g' h q u' x g j' f e w m u' f g' V q { q v c' g p' h q u' r c' f l u g u' f q p f g' g u v e p' t c f k e c f c u' u w u' l w d u k f k e t k c u' q v t i c p f q' c u k u g p e k' c f o l p k u t c v k c' { ' v e p l e c' c' r c u' c w q r c t v k u c u' f g' e c f c' r c' f l u' * K q j " g v' c n' 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'hmgtvg'tggut wewtcek»p" f g'rc'e'Àr wr'f kti gpekn" tgf wckp'q" c"rc"o kcf "gn'p'Ào gtq" f g'f k'gevtgu" { "r tqo qekppcp'q" c" f qu'glgewkxqu" 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" glgewkxqu" 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'ugf 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'hkucf 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 ngo gpvt" rc" r q'f'lec" f g' tgf k'utkdwek»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'kutcek»p" f g' rcu' I cpcpeku' I mdcn'gu' eqp" r rc'p'gu' f g' h'petgo gpvqu" gp" rcu' i cpcpeku' f g' rc" go r t'guc" { "rc" f k'utkdwek»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'rc'gu' 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'q" pq" uki p'k'he»" w'p" eco dkq" gp'rc" cf o k'p'kutcek»p" f g' rc" go r t'guc" gp" h'w'pek»p" f g' rc" xcm'tk' cek»p" f g' Vq{ qvc" gp" gn' o gtecf q. "gu" f gek' . "pq" j wdq" wpc" cf qr ek»p" f g' gutcvgi kcu' f g' i cpcpeku' t' a r k' cu' c" eqt'vq" r rc| q. "uk'p'q" s w'g" uki vk' »" r tko c'p'f q" wpc" o k'cf c" gp" gn' etgelo 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' Ewuwf { "Dcpn'qh' Lcr cp" *33' + "dcpeq" lcr qp² u' eqp" ugf 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' . 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' q'tki 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 cuvg' t' Vt wuv' Dcpn'qh' Lcr cp" *9' + "dcpeq" h'k'f wekctk'q" lcr qp² u" f g' f k'ecf q" gzenwukxco gpvg" c" rc" cf o k'p'kutcek»p" f g' ecr k'rc'gu" { " eqp't'qmf q" o c { qtkctk'co gpvg" r qt' O kuwdkuj k' WHL" Vt wuv' c'p'f "Dcpn'k'pi "Eqtr qtcvkqp" *68' + { "P k' r qp" N'k'g" k'p'uw't'peg" *55' +0' Cn' ci twr ct" c" nqu" ceek'p'kuc" o c { qtkctk'q" f g' cewgtf q" eqp" uw' cevk'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' u'q'p' ceek'p'p'gu' f g' cwqect'v'g'c" *shares of treasury stock+ f g' VO E0C' uw'xgl . "gp"4228" eqo r t»" r ct'vk' k'cek»p' ceek'p'ctk'c" gp'rcu' hto cu' lcr qpgucu' cwqo q' t'legu' H'wk'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'lo 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' hpcpekgqtu.'r gtq'eqp'ugf g'gp"GGWW"*xgt'I t^a hleq"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 tguclku'f g"VO E'f guf g'422; ."Cnkq"Vq{ qf c."plgv'f gn'hwf cf qt" Mkej ktq"Vq{ qf c"{"dkupkv'f g'Ucnkj k'Vq{ qf c."gu'f g'o gpqu'f gn'2.3' 0Uk'go dcti q.'c'r gucl'f g' gmq.'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 tguclku'f g'rc' hco kkc'gp'gn'eqpugl'f g' cf o l'kutcekp'tgur cnf cf c'r qt'r ctvkr cekp'gu'etw' cf cu'f gpvtq'f gn'i twr q'f g'go r tguclku'Vq{ qvc" {"rc'keqtr qtcekp'f g'EGQu'r tq'gukp'cngu'f g'ecttgc'f wcvp'g'r gt'qf qu'gp'hu's wg'hu'j gtgf gtqu' hco kktgu'pq'guv'cdp'hu'qu'r ctc'qo ct'gn'ko »p0⁷⁴"

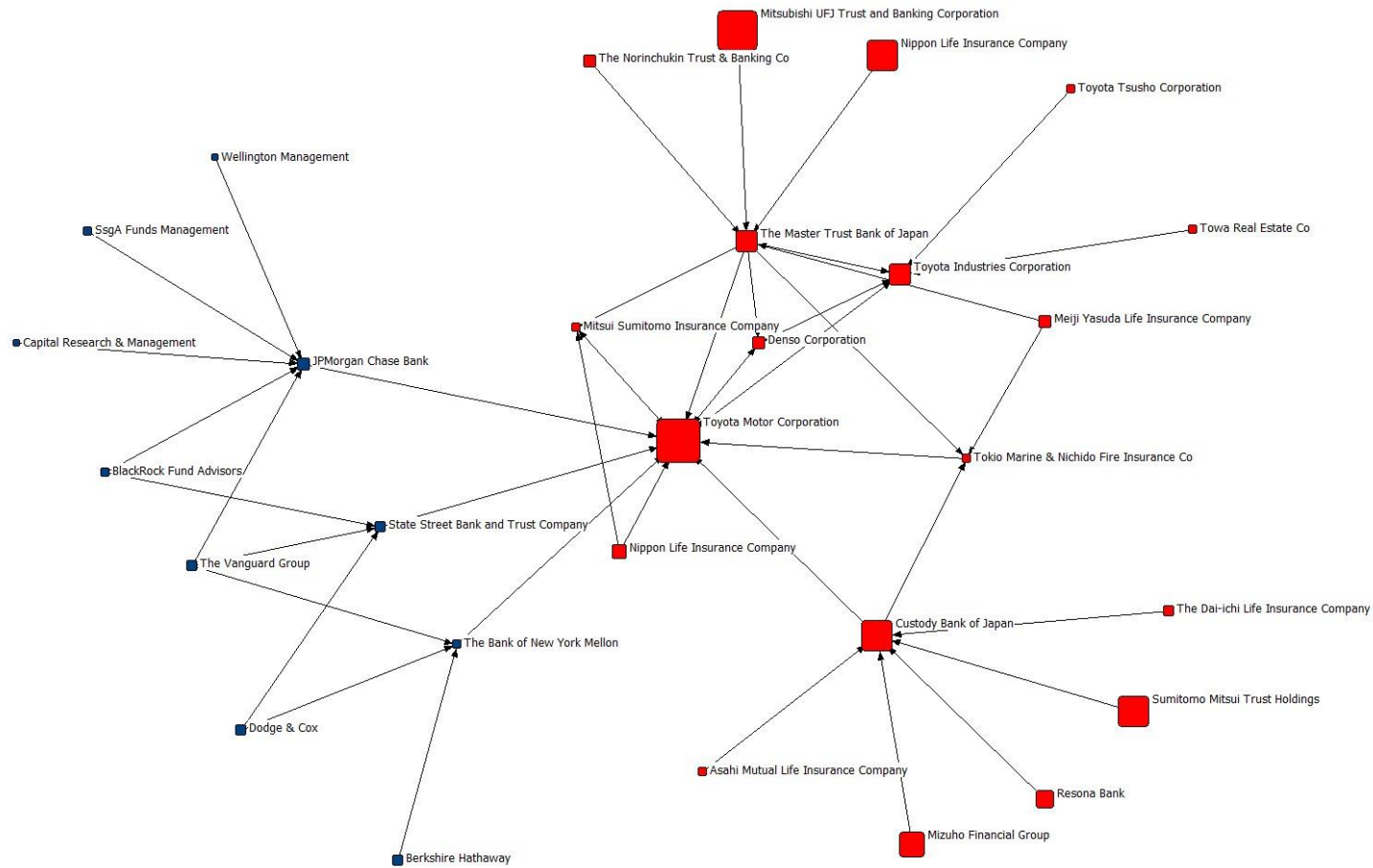
Tabla III-4 - Principales accionistas de Toyota Motor Corporation (2020)

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<gndqtcekp'r tqr k'gp'dcug'c'Vq{ qvc'I mdcn0'

³⁷⁴Gr'eqpvtq'nhco kkt'ulp'r ctvkr cekp'ceekpctk'pq'gu'wpc'tctgl c'gp'rc' »p.'qvtqu'ecuqu'uko kktgu'hu'eqo r tgp'f gp' Uw wnk'O qvt'Eqtr qt'cvkp'{"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)*



Hwgpvg-2gndqtcekp'r tqr kc"gp"dcug'c'lphto cekp'f g'ecf c"go r t guc'{"ukku'f g'eqk cekp'f g'o gtecf q<O ctngv'Uetggpgt.'T gwgtu'{"O qpg{ 'EP P 0"
 , "Gn'f kci tco c"gu"grdqtcf q"eqp"gn'uqhy ctg"WEKP GV0Nc"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 ctvek' cekp'gp't g'ekp'eqp'gn'pqf q'eqp'gn's wg'ug't g'ekqpc0Gn'f twr q'f g'ceekqpkxcu'f kt gevuf'f g'VO E'r quggp'wpc'guc'rc'° c {qt'gp'gn'vco c° q'f g'nqu'pqf qu'Nqu'eqm'gt gu'kpf kec"
 r"pcekqpc'kf cf "f g'nqu'ceekqpkxcu'ukp'f q'tqlqu'iqu's wg'vkgp'uw'ecuc"o cxtk' "gp"lcr »p'{"c| w'iqu's wg'r"vkgp'gp"GGW0Rct c"co r rct'r"lphto cekp'eqp'w'nc't"r"p qc"
 O gvqf qm'i kec'6'{"iqu'Vcdm'2/8'f grlCpgzq'Gucf 'l'keq0"

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'w'g'o'ctect'^a"n"cr gt'w'c'f'g'n"r'nc'p'c'f'g'Vq{ qvc" gp" Cti gp'v'k'p'c" {"ug" r't'q'hw'p'f'k'ct'^agp'gn'r't»z'k'o'q'ecr'f'w'w'q'0'c'f'go'^au."gp'hw'q'u'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'c'f'q't'c'i'n'd'c'n'le'q'p'p'w'g'x'q'u'f'g'u'c'h'f'q'u.'v'c'rg'u'eqo'q'nc'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"l'p'eq't'r'q't'c'ek»p'c'n"f'k't'geek»p'f'g'n"ecuc"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'g't'v'g'p'g'ek'gp'v'g'u"c'n"hc'o'k'k'c"Vq{ q'f'c"gp'gn'ecuc'f'g'n"r't'g'k'f'g'p'ek"{"p'q" q't'k'w'p'f'q'u'f'g'Lcr »p'gp'nc'f'k't'geek»p."{"n"cr gt'w'c'f'c"o'c'q'f'q'r'c't'v'k'ek'c'ek»p'c'cek'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'nc'u'r't'k'p'ek'c'rg'u'r'nc'|cu'hw'k'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'u'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'u'f'g'n"ecuc"o'c'v'k'k'f'{"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't'c'gp'nc'f'c'f'o'k'p'k'u'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'v'o'cte'q'f'g'b'o'c'q't'k'p'v'g't'eq'p'g'z'k»p'i'n'd'c'n'gp'4224'Vq{ qvc'nc'p| »'w'p'p'w'g'x'q'r't'q'f'g'ev'q" o'w'p'f'k'c'n's'w'g'ug'f'g'u'k'p'c'd'c'c'n'f'k'k'k'k'p'k'p'v'g't'p'c'ek'q'p'c'n'f'g'r'nc'w'c'h'q'to'cu'f'g'f'g'v'g'to'k'p'c'f'q'u'x'g'j'f'ew'w'q'u" x'g'p'f'k'f'q'u'g'z'e'n'w'k'x'c'o'gp'v'g'gp'nc'u"o'g'te'c'f'q'u'hw'g'tc'f'g'g'Lcr »p."m'o'c'f'q'R't'q'f'g'ev'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'r't'q'r »uk'q"*Innovative"International Multi-Purpose Vehicle." IO X'40'N'qu'o'g'te'c'f'q'u'c'h'g'e'v'f'q'u'r'q't'gn'r't'q'f'g'ev'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'q'u'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't'c'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'v'c's'w'g'r'q't'ug't"õ'h'c'd't'k'ec'f'q'u'r'q't" Vq{ qvc"cp'v'g'u's'w'g'õ'h'c'd't'k'ec'f'q'u'gp'V'c'k'c'p'f'k'c"õ"q'õ'h'c'd't'k'ec'f'q'u'gp'Lcr »pö."gu'f'g'ek't."t'g'h'q't|c't'n" o'cte'c'Vq{ qvc'r'q't'g'p'ek'o'c'f'g'n'u'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'v'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"V'c'U'c" 39'9'4'225'4'0'R'q't'q'x't'q'nc'f'q'."gn'r't'q'f'g'ev'q'cr'w'p'v'c'c"dc'l'c't"nc'u'equ'qu'gp'nc'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'g'Lcr »p'gp" r'c'f'ug'g'eq'p'o'g'p'q't'g'u'equ'qu'{"eq'p'V't'c'v'f'q'u'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'q'u'o'q'f'q'u'nc'u'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'q'u'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 kqpgcu'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 qpgpvu" tgefr tgequ" gptg" guqu" r wvqu⁷⁶ "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 kqpgv" s wg" f gl » "f g" ugt "hdtkecf q" gp" Lcr » p0 "Gn' dldgkxq" i gpgten' f gn' r tqi tco c" gtc" ucukcegt" 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 wvqu" { "o c { qt "eqphqt" *Vq { qvc. "471: 4226+0"

Gucu" dcugu" o cpwrewtgtcu" gucdcp" f gukpcf cu" c" r tqxgg" f g" xgj f wvqu" c" i tcpf gu" tgi kqpgu" f gn' o wvf q" eqo q" Cuk. "Gwtqr c. "f hkec. "Qegcp" c. "Co 2 tlec "Ncvkpc" { "O gf kq" Qtkpvgo" Cti gpvpc. "ew' c" r rcpv" f g" r tqf week » "j cd" c "ukf q" kpcwi wcf c" wvqu' r qequ" c° qu" cpvqu. "gp" 3; ; 9." hwg" wpc" f g" r cu" cf lwf kecf cu" gp" guv" r tq { geq "lwpv" eqp "Vckrpf kc. "kpf qpguk" { "Uw' 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 qtvelep" gp "Uw' 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 f wvqu" 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 f wvqu" KO X" ur gtcdc" rqu" 7" o kqpgu" gp "vqf q" gn' o wvf 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 qpgpvu" o " u" ko r qt vpvu" 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" p" o cpwrewtgtcu" 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"Kkuw"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 wnkpcelqpcn0Cn"tgur gevq."gu"ko r qtvcpg"fg"vucect"swg" gucu"tgu" hkkngu"pq" eqo r kvgp"fkgevc gpvg"gpvtg"u"fgdkf q"cs"wg"Uwf^a hlec"ug"fg"lec" r tlpekr cm gpvg"cn"r tqf week>p"{"gztvcek>p"fg"J knwz"eqp"gn"xqrcpv"wdkecf q"cn"fgtgej c" *Rj m"gv"cn0"4239+0Cti gpvpc."uqm"ug"fg"lec"cn"r tqf week>p"fg"r leniwr u"eqp"xqrcpv"j cek"rc" k s wgtf c"{"rc"gzrtvcek>p"guv^a "fkikf c"r tlpekr 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"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"ncti 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 krc"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"swg" gu"rc"Vq{ qvc"Vceqo c0 Guc"Anko c" vkgpg"cn"wpcu"fkgtgpeku"eqp"rc"r tko gtc"fgdkf q"cs"wg"pq"gu"wkikf c" r tlpekr cm gpvg"r ctc"r tqeguqu"fg"tcdclq"eqo q"rc"J knwz0C"uw"xgj ."rc"fkhwncf "gp"rc"r gpgtcek>p"fg"guvg"r tqf weq" gp"gn"o gtecf q"pqtvgco gtlecpq"guv^a "fcfc"fgdkf q"cn"rc"r tghgtgpeku"r qt"xgj "pwm"ca"p"o^a u"i tcfp gu"r qt"nu" 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'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'f gn't²i ko gp'tcekn'f gn'apartheid gp"3; ; 3"gn'i qdkgtpq"uwf ch'kecpq"
ko r w»'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'gp'o cpqu'f g'go r t'guctkqu'm'ecrgu."pq'rkf g'c'c'rc'r tqf week»p'pk'rc'u'g'zr qt'cek'p'p'g'u."
uk'p'q's wg'g'w'c'c'rc'qt'f g't^a u'f g'Xqmuy ci gp."O gtegf gu'Dgp| "{'Ej t{ urgt³⁷⁹»D'rcem"422; <6; 8+0'
Gp'4224"VO E'r cu»'c'eqpvt'q'nt'gn'97' ³⁷: 'f gn'r cs w'g'g'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'c'c'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'g'eco dlq."Vq{ qvc"UC"eqo gp| »'wpc"
r qn'f'kecu'f g'f'g'uctt'q'm'f g'r tqxggf qt'gu'»m'ecrgu"{'gz't'cplgtqu+0C'u'f'ugi 'Ap'D'rcem"4233<3: : +f g'
rc'u'gpew'g'w'cu't'g'c'rk'cf cu'c'v'q'f qu'mu'r tqxggf qt'gu'f gn'r c'f'u'ug'ug'° c'rc's wg'Vq{ qvc'g'c'rc'v'g'to k'pcn'
s wg'o ^a u'cr q'q'f'c'c'rc'rc'c'rc'uw'f'g'uctt'q'm'f'g'p'q'q'd'w'c'p'v'g'."v'co dlē p'ug'uw'v'k'p'g'g's wg'mu'o ^a u'
d'gp'g'h'ek'f qu'gp'gu'g'r t'q'eg'ug'hw'gt'q'p'rc'u'r tqxggf qt'cu'o w'v'k'p'cek'p'c'rgu"{'pq'mu'c'w'q'r ct'w'cu'
m'ecrgu's wg'w'x'k'gt'q'p'f k'x'gt'cu'f'f'k'w'nc'f'gu'r c'c'c'm'j' t'ct'rc'ec'rk'f'cf "{'g'uec'rc'f go cp'f'cf'cu'r qt'
Vq{ qvc'»D'rcem"4233+0"

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

³⁷⁹"Vq{ qvc'g'p'eq'p'v'»'f'k'w'nc'f'gu'r c'c'c'f'g'p'g't'c't'x'q'n'»o gp'gu'f g'g'zr qt'cek'p'uw'h'ek'p'v'g'u'r c'c'c'eqo r g'p'uct'uw'f'g'g'ej qu'
f g'ko r qt'cek'p'f g'eqo r q'p'p'v'g'u"{'eqp"ht'g'ew'g'pek'ug'x'k'q'gp'rc'r q'ulek»p'f g'v'g'p'g't's wg'eqo r t'c't'et²f'k'qu'c'rc'
ko r qt'cek'p'f g'g'zr qt'v'f'qt'gu'k'p'f'g'p'f'k'p'v'g'u'f'g'eqo r q'p'p'v'g'u'»D'rcem"422; <6; : +0'

³⁷: 'Gp'422: 'rc'u»'c'eqpvt'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' h'kec'uw'v'k'p'g'g's wg'Vq{ qvc'gu'f g'rc'u'go r t'g'uc'u's wg'o ^a u'm'ecn'k' c'ek»p'f g'
r ct'v'g'u"{'eqo r q'p'p'v'g'u'm'ecrgu'v'k'p'g'gp'gn'r c'f'u'lw'v'q'eqp'H'q'f'f"{'Xqmuy ci gp'»eqo q'gp'gn'ec'uc'cti g'p'v'p'q'+}uk'p'
go d'cti q.'Vq{ qvc'Uw'f' h'kec'ko r q'v'c'mu'o q'v'q't'gu"{'uk'v'go cu'f'g'v'c'p'uo kul»p'»eqo q'gp'gn'ec'uc'cti g'p'v'p'q'+}{'H'q'f'f"{'
Xqmuy ci gp'r tqf weg'p'wp'q'q'rc'u'f'qu'eqo r q'p'p'v'g'u'm'ecm'gp'v'g'»g'g'ew'k'x'q'f'g'Vq{ qvc'Uw'f' h'kec."gp'v'g'x'k'v'c'
v'g'rh»p'lec."37 16 14243+0Uki w'k'p'f q'c'i'g'p'v'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' h'kec.'gp'v'g'x'k'v'c'v'g'rh»p'lec."37 16 14243+0'

uwr gtcfc"gp"gzr qtvcckpqu"r qt"uw'eqo r gkf qtc"rc"r kenl'wr "o gf kpcp"Hqtf "Tcpi gt"{"r qt"mqu" xgj fwmqu"fg"nmlq"DO Y "Z5"{"O gtegf gu"Dgpl "E"Encuu"xgt"Vcdrc"2/9"f grnCpgezq"Gucf fmkq+0 Rqt"qvtq"mf q."gu"kpvtgucpv"fgucct"s wg"r ctc"423; "gr'eqo gtekq"gzvgtkqt"cwqo qvtk "fg" Uwf^a hlec"gtc"uwr gtcxkctkq."cn'eqpvtctkq"fg"m"swg"uwegf f"eqp"mqu"rc"pqu"r tqf wevqtgu"fgn" O gtequw.³⁸²cwps wg'vco dkp'eqpxk"p"eqp'r tqdngo cu'fg'kpghekpekc'r qt'dclqu'xqnÀo gpgu'fg" r tqf weekp"{"wp"f² dkl'gpvtco cf q'cwqr ctvkuc"Y wwnq."4243<6: /6; +0"

Gp"ewcpvq"cvckrpf kc."gr'qvtq"rc"p"r tqf wevqt"fg"J kwz"{"r ctvg"fgn'r tq{ gevq"KO X."rc" kpf wutkc"cwqo qvtk "lcr qpguc"{"c"eqpvcde"eqp"wp"hwgtv"r tgugpekc"fguf g"rc"2 r qec"fg"rc"KUK vckrpf guc0' Vckrpf kc"eqo gpl »"ukgpf q"wp" gurcd»p"fg"fgurqecrk cekp"fg"rcu"cwqo qvtlegu" lcr qpgucu'ewcpf q'eqo gpl ctqp'c'kpvtgucpckp'ctug.'wp'r tqeguq's wg'hwg'ko r wucf q'pq'uqmq'r qt" rcu'go r tgucu."ukpq's wg'vco dkp'r qt'gr'Gucf q'lcr qp²u"O eP co ctc."4233<342/348+0C"tc" f gr' f gur nqi wg'fgn'r rc"KO X."Vckrpf kc"ug'eqpuqrk »"eqo q'wpc'r kgl c'emxg"gp"rc"gut wewtc"fg"rc" go r tguc"cpkxgr'o wpf kcn"{"s wg'eqpegvt»"rc"r tqf weekp"o c{ qtkctk"fgn'o qf grq"J kwz"{"ug" eqpxk v"gp"wp'egpvtq"qr gtcvkxq"fg"gzr qtvcckp"co Ànk'ngu'fgurkpu"Rgvkuq"{"Lqj tk"4228+0 Gwg'r rc"p'r qvpekc"rc"r tgugpekc"fg"Vq{ qvc"gp"Vckrpf kc."gp"fpf g'ug"gp'eqpvcde"fguf g"3; 86."{" gucdc"gp"cuegquq"rc"r ctvt"fg"rcu'r qm'lecu"fg"r tqo qekp"fgn'i qdkgtpq"{"fg"rc"fgxcnwcekp"fgn' dcj ."rc"o qpgfc"vckrpf guc."nwi q'fg"rc"etkuku'hkpcpekgtc"cul^a vlec"fg"3; ; 9/; : "Mcy cdg."4235+0 C"uw'xgl ."rc"Vq{ qvc"J kwz"{"c"eqpvcde"eqp"i tcp"2 zkkq"gp"gr'o gtecf q'vckrpf²u."gp"rc"f²ecf c"fg" 3; ; 2"gwg"o qf grq"ug"wdle»"tgu"co qu'eqo q'gr'xgj fwmq"fg"vqf q'kr q"o^a u'xgpf kf q."{"mqu" tgucpvgu'ukvg"co qu'eqo q'gr'ugi wpf q"o^a u'xgpf kf q0"

"Ven'hwg"gr'f gucttqm"fg"Vq{ qvc"Vckrpf kc"s wg"rc"r tkpek'kqu"fg"rc"f²ecf c"fgn'4222"ug" cdtk'wpc'ugi wpf c'r rc"pvc"fg'r tqf weekp"gp"fkj q'r c"p."fg'hqto c'cn's wg'wpc'fg'gr'cu'ug'fg'lecde" c"mqu"xgj fwmqu"fg"r cuclgtqu"{"rc"qvc"cmqu"xgj fwmqu"eqo gtekrqu"Vq{ qvc."4234+0Nwi q."gp" 4229"ug" cdtk"wp"vtegtc"r rc"pvc"fg'lecfc" gzenwuxco gpvg"rc"r tqf weekp"fg"J kwz.³⁸³ o ctecpf q'gr'vtcurf q'eqo r ngv"fg"rc"r tqf weekp"fg'r kenl'wr u'Vq{ qvc'hwgtc"fg'Lcr »p³⁸⁴Hwo kq." 4228+0Cf go^a u."gp"rc"tgi k>p"cul^a vlec"ug"gucdngel"wp"kpvtgeqpgzkp"fg"fgurkpu'cwqr ctvqu"

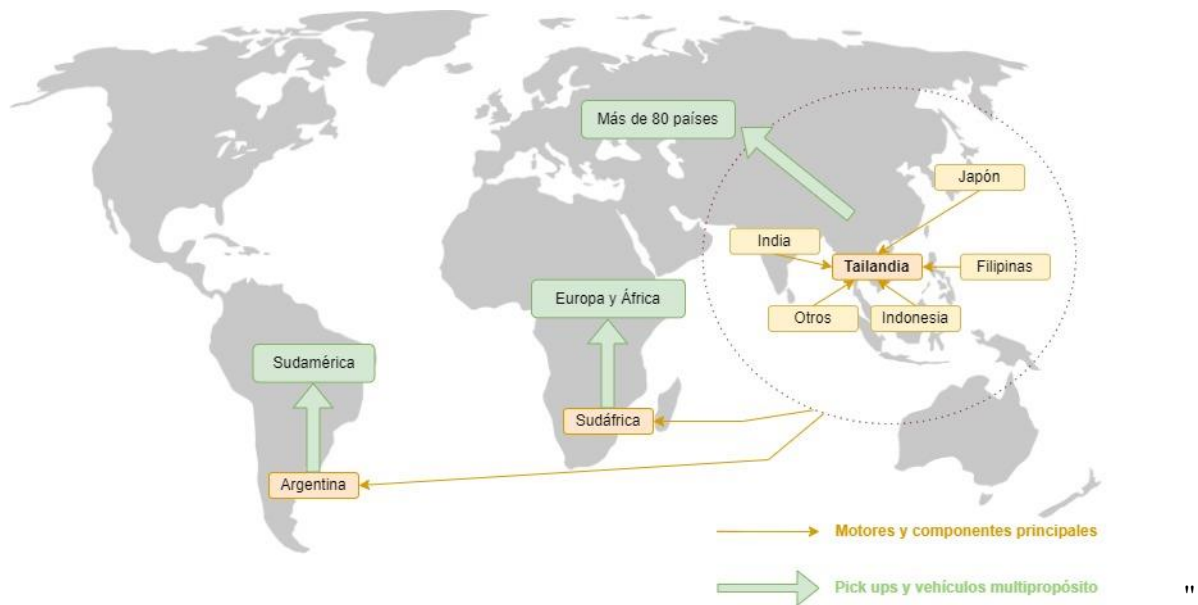
³⁸²"Guc"eqo r cteckp"fg"rc"kp'wutkc"cwqo qvtk "uw'chtkepc"eqp"rc"cti gpvpc"gu'vqf ex"p"o^a u'nco cvkx"uk'ug'vkgp" gp"ewgpc"s wg'Uwf^a hlec"gzr qtc"gr'72' "fg"mqu"xgj fwmqu"r tqf wekf qu'iqecm gpvg"{"ug"gpewgpc"gp"wp"r qulekp" i gqi t^a hlec"o w'fg'guxgpvccluc"/r tkpek cm gpvg'r qt"rc"fg'kucpek"eqp"mqu"o gtecf qu'gwtqr gqu"cmqu"s wg'ngu'gzr qtc" o c{ qto gpvg'."o kgpvtcu"s wg"Cti gpvpc"gzr qtc"ctgfg'qt"fgn'97' "fg"mqu"xgj fwmqu"r tqf wekf qu"ug"j cm"o^a u' egtecpq"i gqi t^a hlec"o gpvg"cmqu"fg'gurkpu"cmqu"s wg'gzr qtc"{"fg"vqf qu"o qf qu."tgi kntc"grgxcf qu'pkxgru"fg"f²hek' eqo gtekr'cwqo qvtk "eqo q'ug'xkq"gp"gr'Ecr fwmq'40Guc"fg'kgtgpek"gp'qpegu'ug'duc"r tkpek cm gpvg"gp"rc"o gpqt" ko r qtvcckp"fg"xgj fwmqu"fg'r cuclgtqu"gr' c"p"uw'chtkecpq0"

³⁸³"C"uw'xgl ."gr'pkxgr'fg"kp'vgtcckp"nqecf"fg"gwg"o qf grq"crecp| »"pkxgru"o w'cncu'egtecpqu'cn'; 7' "eqp"wp" tgucpv"fg"cwqr ctvqu"fg'cxcp| cf c'gcpqmi f"cs wg'ug'r tqf wegp"gzewuxco gpvg"gp'Lcr »p"Kqj "gv'cn0"423: <75+

³⁸⁴"Cu"Vq{ qvc"Vckrpf kc"crecp| »"rc"r tqf weekp"fg"4"o kmppgu'fg'wpl cf gu"gp"4226"{"7"o kmppgu'fg'wpl cf gu"gp" 42320"

enxg."eqo q'o qvqtgu"{'ukungo cu'f g'tcpuo kuk»p."gpvtg'hqu'r c'fuguf g'UGCP . 'kpf kc"{'Lcr »p."eqp" gr kēgpvtq"gp"Vckrpf kc'Guvqu"ukungo cu"{'eqo r qpgpvgu"uqp"gp'xkcf qu'c"Uwf^a h'kec"{'Cti gp'kpc" r ctc'ugt'w'k'k cf qu'gp'gn'cto cf q'f g'rcu'r ken'wr u"{'xgi 'f'ewqu'o w'k'r tqr »ukq"gp'uw'tq'n'f g'dcugu" o cpw'k'ewt'gtcu't'gi kqpcrgu"Vq{ qvc."38 164225-0"

Figura III-2 – Mapa de la organización internacional del proyecto IMV



Hwpgv-g'grndqtcel»p'r tqr kc"gp'dcug"Vq{ qvc"38 164225-0"

Cf go^a u."gp"Vckrpf kc"ug"guvdrgele»"wpc"hrkcn'f gn'Egpvtq"f g'Rtqf week»p"O w'p'f kn'f g" Vq{ qvc."f k'ki k'f q" f guf g"lcr »p.³⁸⁵"gn'ewcn' guvdc" f gf kēcf q"cn' gpvtgpcō kēpvq" f gn'r gtuqpcn' gp" Vckrpf kc"{'c"r ct'kt" f g'4228"ug"eqpxkt v»"gp"gn'egpvtq" f g'ecr cekcel»p" r ctc"vqf q"Cuk'Guvcu" f gr gpf gpeku'hwgtqp'hwgi q'eqpvtq'rc'f cu'r qt'rc'egpvt'cni'gi kqpcn'f g'Vq{ qvc"r ctc"Cuk's w'g'co d'k'p" hw'guvdrgele'f c"gp"Vckrpf kc."eqqt'f kēpcf q"vqf c"rc"r tqf week»p"{'xgp'w'f g'rieq'v'k'p'g'v'g'OC"uw'xgl . " gp'4225"ug"guvdrgele»"gp"guv'g'r c'f'u'gn'vgt'egt'egpvtq" f g'K F "hwgtc" f g"lcr »p.³⁸⁶"f k'ki k'f q" c"ewdt'kt'rc" t'gi kēp" f g"Cuk"Rce'f'heq."gp"gn'ewcn'ug" f guvdrgele»"ecttq'egt'f'cu"{'vqf cu'rcu'gur gek'kecel'k'q'p'gu" gur gek'rcu'r ctc"gn'ō gtecf q"cul'k' v'eq'0'Nc"l'p'uv'rc'el»p" f g"guv'g"Anko q"gu'f g"gur gek'cn't'gr'xc'p'ek"{'c" s w'g'gn'ō kuo q"gu'gn'Ap'leq"v'd'kecf q"gp'w'p'r c'f'u'gp" f guvdrgele»"g'z'egr w'ep'f q" c'Ej k'pc" + "x'gt"Vcd'rc"2/7' f gn'CPgzq'Guv'f'f'v'leq'0'G'ne'gpvtq't'gi kqpcn'f' gn'f g'K F "ug'hw'k'q'p'ct'q'p"gp'4229" h'qto cp'f q'Vq{ qvc" O qvqt"Cuk"Rce'f'heq"K'p'i g'p'k'gt'f'c"{'Rtqf week»p" *Toyota Motor Asia Pacific Engineering and

³⁸⁵"Q'v'cu'hrk'c'ng'u'f gn'Egpvtq" f g'Rtqf week»p"O w'p'f kn'f hwgtqp'v'd'kecf cu'gp'4228"gp'I t'cp'Dt'g'v'c' r' ctc'rc'| q'pc'g'w'qr gc" {"gp"GGWW"r ctc"Co² t'lec" f gn'P q't'vg'0"

³⁸⁶"F gp'qō k'pcf q"Egpvtq"V² e'p'leq" f g"Vq{ qvc" r ctc"Cuk"Rce'f'heq" *Vq{ qvc"V'ej p'le'cn'E'gp'vt"Cuk"Rce'f'he"Eq'0'N'f'0" VVECR/VJ +0'N'qu'c'p'v'g'k'q'gu'hwgtqp"gp"GGWW"r ctc"Co² t'lec" f gn'P q't'vg"{'H'c'p'ek"r ctc"G'w'qr c'0'R'ctc"x'gt"rc"r'k'uv'c" eqo r ng'v'f g'egpvt'qu'f g'K F " f g"Vq{ qvc"gp'gn'ō w'p'f q'eq'p'w'w'ct'gn'Vcd'rc"2/7' f gn'CPgzq'Guv'f'f'v'leq'0"

Manufacturing Co., Ltd+{"ug"etg»"rc"fkxkuk»p"fg"õf gucttqmq"mqcni"fg"r tqxggf qtguõ. "ukgpf q"gn" r tko gt"rc"u"hwgtc"fg"lcr »p"fqpf g"Vq{qvc"etg»"gung"fg"ctwco gpvq"Kqj "gv"cr0"423: +. Guvqu" o qxko kgpvqu"i gpgtctqp" wpc" ecr cekf cf " ko r qtvcpvg" gp" rcu" gvr cu" fg" f kug° q. " kpi gplgt" c" g" kppqxcel»p"fg"rc"ecf gpc"fg"xcmt"gp"Vckrcpf kc"fg"o qf q"vni's wg"pq"ewo r ng"gpvgtco gpvg"wp"tqn" fg"gpucio dmf qtc"fg"o gpgt"equvq"fg"o cpq"fg"qdtc"O eP co etc."4233+0

Nc"ko r qtvcpck"{"gnif gucttqmq"fg"Vq{qvc"gp"Vckrcpf kc"ug"fc"gp"gn"o cteq"fg"wpc"hwgtvg" r tgugpek"fg"rcu"ht"o cu"cwqo qvtlegu"lcr qpgucu"gp"gn"rc"u"{"wp"cegrgtcf q"etgelo kgpvq"fg"rc" r tqf week»p"fg"xgi "ewqu"gp"rcu"Ànko cu"fg"2 ecf cu" c" r ctvk"fg"rcu"r qn"lecu"fg"ni" qdkgtpq"r ctc" eqpxgt vktug"gp"õgn"F gvtqk"fg"Cu"co"ko r wncpf q"wp" kppqxcf qtc"r qn"lecu" kpf wutkcn"gp"gn"ugevqt" cwqo qvt"r ctc"r tqo qekqpc"wp"õr tqf wevq"eco r g»p"pcekqpcrõ.³⁸⁷s wg"gtc"rc"eco kppgv"r keniwr . " {"gp"gn"ecua"fg"Vq{qvc."rc"eco kppgv"J kwz"R2 tgl "Ct"lec"gv"cr0"4244+0E"qo q"r ctvg"fg"guvcu" r qn"lecu" fg"ni" Guvcf q" vckrcpf 2 u" ug" gpewgpvtcp" gz gpekqpgu" ko r qukkxcu." guv"o wqu" c" rcu" gzt qvcekqpgu. "fpgcu"fg"et2 f kq"r tghgt gpekrgu. tgf weekqpgu"ctcpegrtkcu"r ctc"rc"ko r qtvcek»p"fg" dlkpgu"fg"ecr kcn"g"lpuwo qu"kvgt"o gf kqu."gpvtg"qvtqu"»F qpgt."422; +. P cwuf c"{"Vj qdwt"p"»4242< 348+kpenwq"uquvkgp"sg"gn"o kuo q"r tq{ gevq"KO X"gp"Vckrcpf kc"guwxq"lpegpvkxcf q"r qt"gn"3 Å Rrcp"O cgutq"Cwqo qvtk" fg"ni" qdkgtpq"vckrcpf 2 u"0"

C"uw"xgl . "gnif gur rki" wg"fg"Vq{qvc"gp"l"ej q"r c"u"ug"fg"gd"»"co dl2 p" c" wpc"lgtkg"fg"hcvtqgu" cf lekqpcrgu0Gnr tko gtq"fg"gmqu"hwg"rc"crkcp| c"fg"rc"go r tguc"eqp"rc"2 rkg"i qdgtpcpv"v"cf lekqpcn" fg"Vckrcpf kc."m"ewcn"ug"tghngl»"gp"rc"r ctvckr cel»p"ceekqpc"gp"Vq{qvc"O qvt"Vj ckrpf"fg"ni" i tw"q"Uko "Ego gpv"l tqwr ."wpq"fg"mqu"o a"u"cpvki wqu"{"i tcpf gu"eqpi mqo gtcf qu"vckrcpf gugu." eqo q"co dl2 p."fg"rc"r ctvckr cel»p"fg"ni"Depeq"fg"De"pi nqm"»Ctpqrf . "4228<43: +0Gnlugi wpf q"hwg" rc"fg"r tgekel»p"fg"ni"dcvj "»J cuurtg."422; <467+0C"m"cpvgtkqt ug"rg"uwo cp"mqu"VNEu"fg"Vckrcpf kc" gp" CUGCP " {"eqp"lcr »p."Ej kpc."Eqtc"fg"ni"Uwt."Cwutcrk."P wgx" c" g" kpf kc."s wg" r gto kkgtpq"co r rkt"mqu"xqn"Ào gpgu"kvgt"eco dlcf qu"rkt"gu"fg"ctcpegrgu."eqo q"co dl2 p."mqu" o gtecf qu"fg"gzr qtvcek»p"»Ej gp."4236=Hwo kq."4228+0"

Gung"r tqeguq"v"tcpuhtk" c"rc"hkcn"fg"Vq{qvc"Vckrcpf kc"rc"t"gur qpucdkkf cf "fg"wpc"ecf gpc" fg"xcmt"fg"gu"fg"gn"fg" kug° q"{"rc"r tqf week»p"j" cuvc"rcu"xgpvcu"{"gzr qtvcekqpgu"ukp"rc"l"dtlec"o cf tg" gp"lcr »p."fg"go qutcpf q"wp"o c{qt"i tcf q"fg"l"pf gr gpf gpek" g"ko r qtvcpck" gp"rc" guvwewtc" o wpf kcn"fg"VO E"»Mcy cdg."4235+0Uk"dlgp"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."Eqtc"rc" Cnku."Eqtc"rc"Etquu."Hqt wpgt." J kceg."J kwz."Xkqu."[ctku."rc"ko r qtvcpck"fg"rc"J kwz"gu"eqpukf gtcdr0Gpvtg"mqu"o qf gmqu"fg" g"

³⁸⁷F kmpu vk pf qug"fg"rcu"r qn"lecu"fg"õeco r g»p"pcekqpcrõ's wg"fg"gur rgi ctqp"lcr »p"{"Eqtc"fg"ni"Uwt"r ctc"fg"gucttqmq" i tcpf gu"go r tguc"pcekqpcrgu"l"pf wutkrgu"»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'tgucpvgu'ekpeq'qewr »'r'r qulek»p'f gn'ugi wpf q'o a u'xgpf kf q'Eqp" guc"i tcp'r ct'vkr cek»p'f g'Vq{ qvc."Vckrpf kc"ug'eqpxk'v»"gp'wpq'f g'mqu'33'r c'f'gu'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'gutcvgi kc"gzr qt wcf qtc"Vq{ qvc"ug'eqpxk'v»"gn'f'f gt'gp'gzr qt vckppgu'f g' xgj f'ewqu'gp'gung'r c'f'u'cul² v'eq0Cu'f'Vckrpf kc'r cu»'f g'vpgt'wp'uw'gt'a xk'eqo gtekn'c'wqo qvtk' " f g'482'o kmppgu'f g'f »rctgu'gp'gn'4222'c'38'222'o kmppgu'gp'423; . 'eqpxk'v² pf qug'gp'wpq'f g'mqu" r c'f'gu'eqp'o c{qt'² z'kq'gp'gn'eqo gtekn'gz vgt'qt'c'wqo qvtk' "gp'gn'uki m'ZZK'R² tgl 'Ct'v'ec'g'v'c'f'o" 4244'0'

Gp'tguwo gp."c'r ct'v'k'f gn'r tq{ gevq"JO X"ug'gucdr'gekgtp"rcu'r r'v'chqto cu'r tqf w'v'x'cu" hwgc'f g'Lcr »p'r ctc'ekgt'v'qu'o qf g'mqu'gur ge'f'hequ'gp'f qpf g'Cti gp'v'pc'wxq'wp'hw' ct'r tko qtf kn' c'n'eqpep'vt'ct'rc'r tqf week»p'f g'r len'w'u"{'UWXu'r ctc'rc'o c{qt'r ct'v'g'f g'Co ² t'lec'Nc'v'pc'0'Gug" r r'p"gu'gn's wg'f guf g'rc'ecuc"o c'v'k' "o ctec"gn'ugpf gtq'f g'rc' h'k'c'n'cti gp'v'pc'r ctc'mqu'r t»zko qu" c° qu'f g'v'gto k'p'c'p'f q'uw'gur gek'c'k' c'ek»p'r tqf w'v'x'c."t'q'n'f gn'o gtecf q'k'p'v'g't'p'q'cti gp'v'pc"{'f gu'k'p'qu" f g'gzr qt v'ek»p'0'Uk' go d'cti q."f lej qu"o gtecf qu"f g'gzr qt v'ek»p' p'q"u'q'p" gu'v² v'ek'qu"pk' gu'v² 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" cti gp'v'pc'0"

C"uw'x'g'j . 'rc'cuki p'c'ek»p'f g'gu'qu't'q'rgu'r r'p'v'gc'gn'r w'p'v'q'f g'eqo r ct'c'ek»p"{'eqo r g'v'g'p'ek" f g'rc' h'k'c'n'cti gp'v'pc'eqp'rc'v'ckr'p'f guc'ó{ "gp'o gp'qt"o g'f'k'c'rc'uw'f c'h'k'ec'p'c'/"c'n'k'p'v'g't'k'q't'f g'rc' g'ut'w'ew't'c'o w'k'p'c'ek'q'p'c'n'f g'Vq{ qvc'0'Gm'q'o cte»'mqu'c'n'qu'p'k'x'g'rgu'f g'g'z'k'i g'p'ek"gp'mqu'r t'q'egu'qu" r tqf w'v'x'qu's wg'rc'r r'p'v'c'cti gp'v'pc'f g'd'k'»'ewo r r'k't'gp'h'qu'r t»zko qu"c° qu'r ctc'p'q'c'ng'l'ctug'f g'mqu" gu'v² p'f ct'gu'm'i t'c'f qu"gp"Vckr'p'f kc."w'p'c'f g'rc'u'w'p'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'hwgc'Lcr »p'0'C"uw'x'g'j . "gu'q'i gp'gt»"wp'r t'q'egu'qu'f g'c'nc'eqo r g'v'g'p'ek"gp'v'g'rc' h'k'c'n' cti gp'v'pc"{'v'ckr'p'f guc's wg.'eqo q'ug'x'gt'a "gp'gn'r t»zko q'ecr f'w'w'q'."gp'f g'v'gto k'p'c'f cu'ek't'ew'p'w'c'p'ek'cu" gu"l'p'en'w'q"o c{qt's wg'rc's wg'ug'f c'eqp"v'gto k'p'c'rgu'f g'q'v'c'u"go r t'g'uc'u'Nc'f k'p'a o k'ec'f g'g'w'c" eqo r g'v'g'p'ek" o cte»"rc" r qu'k'k'k'c'f" f g'VCUC" f g'gzr qt'v'ct" c"o gtecf qu" r'v'p'q'co g't'ec'p'qu" cdc'v'g'ek'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'c'n' o a u'f g'rc'o k'c'f'g't'c'g'c'k'k'c'f c'hwgc'f g'Lcr »p'r qt'r tko g't'c'x'g'j "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'fjugu³⁸⁸'C'uw'xgl. 'gp'4223'ug'
qdwkgtq"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'.'r'.'t'ko'gtc'go'rt'guc'ler'qpguc'gp'.'uwr'gtct'wp'v'km>'p'f'g'gp'.'i'cpcpeku'pgvcu'
gp'.'ic'j'kuvtk'c'Vq{qvc.'4234+0Gp'gug'b'cteq'f'g'etgelo'kpvq'ceggrtcf'q.'ic'et'kuku'b'wpf'kcnf'g'422: "
ko'r'cew'hwgt'vgo'gp'v'gp'Vq{qvc.'i'gp'gt'cpf'q'ewcp'v'kuc'u'r'²tf'kf'cu'r'ctc'ic'go'rt'guc'xgt'I't^a'h'eq'
2/9'f'gn'c'p'gzq'Guv'f'f'v'k'eq+0C'f'go'au."gp'4232'ug't'gi'kuv'ct'q'p'.'h'c'm'u'v'ep'kecu'gp'.'x'gj'f'ew'qu'f'g'
Vq{qvc's'wg'ec'wuct'q'p'f'gp'w'peku'{'o'w'ncu'c'ic'eqo'r'c'o'f'c'.'f'c'o'cpf'q'ic'ko'ci'gp'f'g'c'nc'ec'kf'cf'f'g'
m'u'r'tqf'we'qu'f'g'ic'go'rt'guc'x'ej'qy'f'j'wt'.'.4236+0C'uw'xgl. 'gp'4233'gn'v'gtt'go'q'v'{'u'w'pco'k'f'g'
Vqj'qmw'gp'.'L'cr'>'p'r'gt'lw'f'k'>'gp'.'i'tcp'o'gf'kf'c'c'ic'ec'f'gpc'f'g'r'tqf'week'p'f'g'Vq{qvc'L'cr'>'p'{'u'w'
g'zr'qt'v'ek'p'p'gu'0C'uko'kuo'q.'ic'u'lg'x'gt'cu'k'p'w'p'f'cek'q'p'gu'gp'.'V'ck'p'f'k'gp'4233'ch'ge'v'ct'q'p'hw'gt'vgo'gp'v'
c'Vq{qvc'V'ck'p'f'k'0"

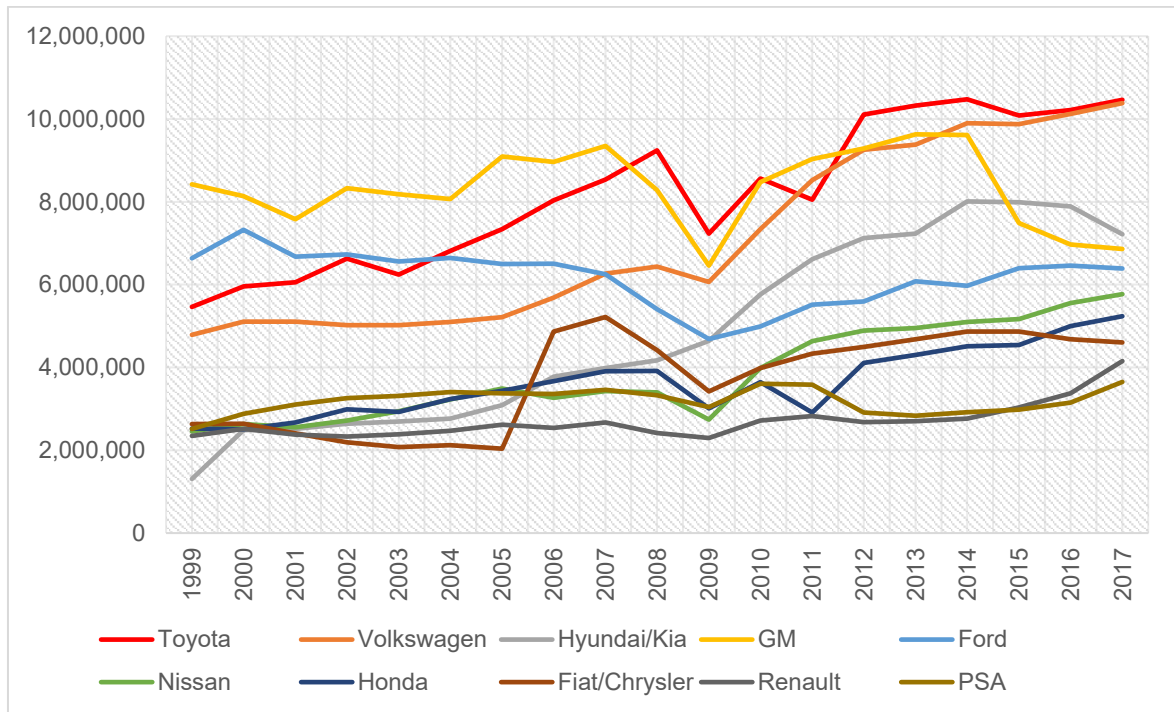
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r't'g'uk'f'g'p'ek'f'g'ic'eqo'r'c'o'f'c'.'eco'dk'.'.cu'wo'k'p'p'f'q'.'C'nk'q'Vq{q'f'c'gn'bo'cpf'q'f'g'g'nc'gp'422; 0'Eqp'
gug'eco'dk'f'g'f'k'geek'p.'ic'eqo'r'c'o'f'c'.'v'g'to'k'p'>'eqp'ic'.'r'q'f'k'ec'f'g'bo'cpf'q'gp'bo'cp'qu'f'g'g'lgew'k'x'qu'
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f'gn'c'p'gzq'Guv'f'f'v'k'k'eq+0C'f'go'au.'VO'E'f'g'h'k'p'k'>'w'p'c'g'ut'c'v'gi'k'c'f'g'c'r'w'guc'gp'o'c'{'q't'o'gf'kf'c'c'
m'u'r'c'f'j'gu'gp'f'g'uctt'q'm'f'g'h'q'to'c'.'cn'.'s'wg'ic'u'x'gp'vcu'v'q'v'c'gu'f'g'g'uc'u't'gi'k'p'p'gu'r'cu'g'p'f'gn'62' 'cn'
72' 'f'g'4232'c'4237.'f'k'v'k'k'w'f'²pf'q'ic'u'gs'w'k'c'v'x'co'gp'v'g'eqp'ic'u'r'c'f'j'gu'f'g'uctt'q'm'f'qu'x'Vq{qvc.'
4234+0R'qt'q'v'q'ic'f'q.'ic'et'kuku'f'g'uc'v'f'c'.'r'qt'gn'uw'pco'k'f'g'4233'ng'r'g'to'k'k'>'c'Vq{qvc'eqo'r't'g'p'f'gt'
ic'.'h'ci'k'k'f'cf'f'g'ic'.'u'ec'f'g'p'cu'f'g'r't'q'x'g'g'f'q't'gu'.'h'gp'v'g'c'ic'.'u'f'k'v'k'p'vcu'cf'x'g't'uk'f'cf'gu'{'s'wg'ic'u'
f'k'ut'w'ek'p'p'gu'gp'ic'.'ec'f'g'p'c'eq'p'v'p'w'ct'p'v'p'k'g'p'f'q'.'n'w'i'ct'gp'ic'.'m'u'r't'q'eg'qu'f'g'r't'q'f'week'p'
o'c'p'w'k'ew't'g'tc'0'R'qt'f'k'ej'qu'o'q'v'k'x'qu.'ko'r'w'u'>'w'p'p'w'g'x'q'o'q'f'q'f'g'c'ic'w'ceg'p'co'k'p'v'q'f'g'r'ct'v'gu'{'
r'k'g'l'cu'eqp'gn'ew'cn'ic'p'>'bo'c'{'q't'g'uk'f'g'p'ek'.'h'gp'v'g'c'ic'u'k'p'v'gt't'w'ek'p'p'gu'f'g'ic'.'ec'f'g'p'c'x'U'ko'r'nl'Y'cm'
U'0'4243+0"

C'r'g'uct'f'g'ic'.'m'u'ko'r'ce'qu'f'g'ic'.'et'kuku'f'g'ic'.'u'j'k'r'q'v'gecu'uw'dr't'ko'g'f'g'GGWW'{'f'g'ic'.'u'
ec'v'ut'q'h'gu'p'c'w't'c'rgu'gp'.'L'cr'>'p'{'V'ck'p'f'k'.'ic'.'h'k'to'c'.'l'c'r'q'p'guc'ug't'g'ew'r'gt'>'x'g'ng'l'o'gp'v'g'gp'ic'.'u'
c'o'qu'.'u'ki'w'k'p'v'gu'0'F'g'g'ug'v'g'o'q'f'q.'f'g'ic'.'m'u'9'o'k'm'p'p'gu'f'g'ic'.'x'gj'f'ew'qu'.'r't'q'f'we'k'f'qu'gp'4229'hw'g'
c'wo'gp'v'c'p'f'q'ic'.'r't'q'f'week'p'bo'wp'f'k'cn'j'cu'c'gn'4232'{'bo'c'p'w'x'q'f'k'ej'q'r'ku'q'gp'ic'.'u'c'o'qu'r'q'v'g't'k'q't'gu'
Nc'.'A'p'k'ec'c'w'q'o'q'v'k'k'.'s'wg'.'v'co'dk'p'c'ic'ec'p'>'ic'.'r't'q'f'week'p'f'g'32'o'k'm'p'p'gu'f'g'ic'.'w'p'k'f'cf'gu'c'.'p'k'g'ni'
i'q'd'cn'gu'X'q'm'y'ci'gp'.'c'.'r'ct'v't'f'g'4238'x'gt'I't^a'h'eq'KKK6+0F'g'h'q'to'c'.'u'ko'k'nt.'gp'.'v'to'k'p'qu'f'g'ic'.'u'

³⁸⁸F'g'q'f'qu'bo'q'f'qu.'c'.'r'g'uct'f'g'ic'.'hw'gt'v'g'z'r'c'p'uk'p'f'g'Vq{qvc'c'.'p'k'g'ni'bo'wp'f'k'cn'ic'.'h'k'to'c'.'u'ki'w'k'>'v'g'p'k'g'p'f'q'w'p'c'hw'gt'v'g'
r't'g'ug'p'ek'k'p'f'w'ut'k'cn'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'n't'gur'ge'v'.'E'j'qy'f'j'wt'{'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't'g'uk'f'g'p'ek'cu'f'g'g'z'v'c'h'co'k'k'ct'gu'Vq{qvc'
et'g'ek'ceg'grt'cf'co'gp'v'g'r'gt'q'f'g'le'p'f'q'f'g'ic'.'f'q'c'ic'w'p'qu'f'g'ic'.'u'x'c'ng'g'gu'hw'p'f'cek'p'c'rgu'f'g'ic'.'go'rt'guc'ic'.'eco'dk'ct'ic'qu'
r'qt'w'p'.'r'g'p'uc'o'k'p'v'q'f'g'eq't'v'q'ic'.'q'f'g'et'g'elo'k'p'v'q'c'bo'c'{'q't'gu'eq'v'q'0'

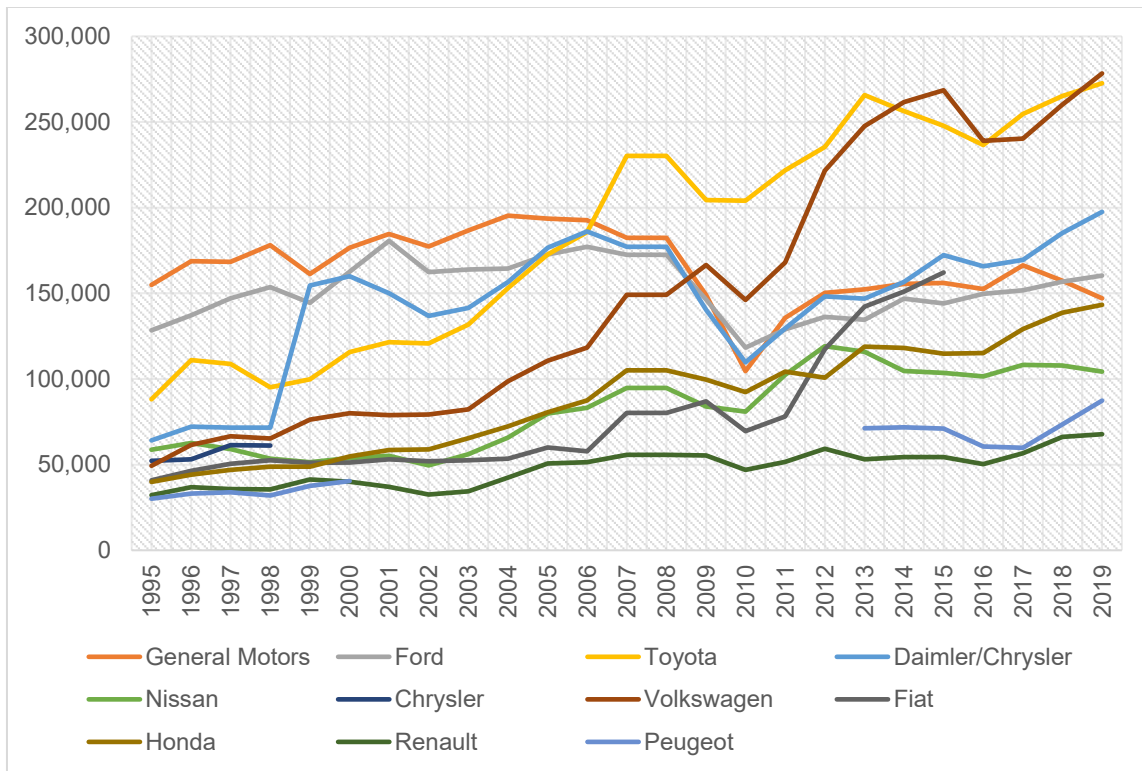
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 hwg'wpc'f g'rcu'swg'o glqt'ug'f gugo r g° »"gp'mqu'c° qu'uki wkpvgu'c'rc'etkuku."ceqo r c° cf c'gp'guc"
 vpf gpek" vo dk² p" r qt" Xqmuy ci gp0' Cn' t gur gevq." rc' hto c" lcr qpguc" hwg' rc" Àplec" f g' rcu"
 cwqo qvlegu'swg"qdwqxq" kpi tguqu'r 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"kk7-0"

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



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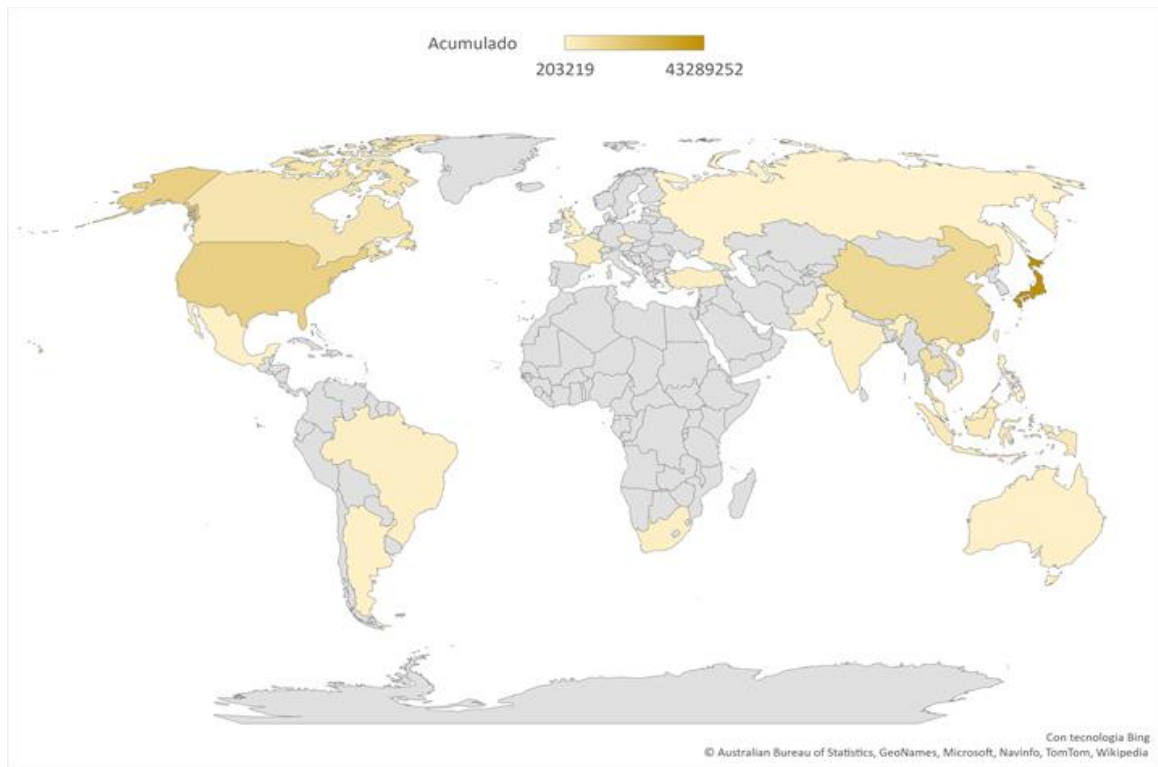
Gráfico III-5 - Ingresos anuales de cada terminal automotriz (millones de dólares) (1995-2019)



Hwpgv<grdqtc&p'r tqr k'gp'dcug'crltcpnki 'I mdcni722'f g'Hqt wpg0

Rqt"qvtq"rcf q. "gn'r guq'f g"mqu'r tlpekr crgu'egpvtqu'f g'r tqf weel&p"{"xgpvcu'gp'gn'o wpf q" eco dlctqp'rgxgo gpvg'f guf g'rc'etkuku'o wpf kci00 kgpvtcu'f wcpvg'rc'f'2ecf c'f'g'3; ; 2"{'r tlpekr kqu' f gn'4222'GGWW"{'Gwtqr c'hwtq'p'mqu'r tlpekr crgu'o gtecf qu'f g'f guk&pq'gp'rc'guitcvgi k'f' mdcnif'g' Vq{qvc" *Hwo kq.'4228+.'gp'rcu'Anko cu'f'2ecf cu.'mqu'r tlpekr crgu'o gtecf qu'f g'xgpvcu'f g'Vq{qvc' hwtq'p'eco dlcpf'q'rgxgo gpvg'c'pwgxqu'r wvqu0Gp'r ct&ewrct.'ug'f gur ngi »'wp'gucpeco kgpv'f'g' mqu'o gtecf qu'o a u'f go cpf cpvqu'f g'xgi ¶ewqu'Vq{qvc'eqo q'GGWW.'Lcr »p"{'Gwtqr c"{'f'g'qvtqu' o gtecf qu's wg."cAp'ukp'ugt'vcp'ko r qtvcvqu'r ctc'rc'go r tguc.'vco dk2 p'tgtqegf k&tq'p'rgxgo gpvg' eqo q'rcu'tgi kppgu'f g'Qegcp'¶c.'O gf kq'Qt&gpvg"{'f h&lec0Eqo q'eqp&tr ctvg'f g'gug'r tqeguq.'ug' gxkf gpe&»'wp'etgelo kgpv'cegntcf q'f'g'Ej kpc.'s wg'kpetgo gpw»'rcu'xgpvcu'wp'439' "gpvtg'4229" {"423; "{'mgi »'c'eqo r tct'o a u'xgi ¶ewqu'Vq{qvc's wg'Lcr »p'gp'423; 0'Rqt"qvtq"rcf q.'ug'tgi kmt»' wp'cwo gpv'f'g'rc'tgi k&p'f'g'CUGCP'eqo q'f'guk&pq'f'g'xgpvcu'f'g'wplf'cf'gu'Vq{qvc.'s wg'etgelo'wp' 8:' "gpvtg'4229"{'423; *xgt'I t'a h&eq'kkk8+0C'uw'xgl.'.o kgpvtcu'GGWW'j cd'¶c'uk'q'j kwt&tleco gpvg' gn'o c{qt'egpvtq'f'g'r tqf weel&p'o wpf kci'f'g'Vq{qvc'hwtc'f'g'Lcr »p.'c'r ct&¶'f'g'423: 'Ej kpc'm" uwr gt»'gp'rc'ecp&wf'cf'f'g'wplf'cf'gu'r tqf wekf cu.'f'cpf'q'ewgpvc'f'g'rc'etg&ekgpv'ko r qtvcpek'f'g'gug'

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



Hwpgv<grdqtc&p'r tqr k'gp'dcug'c'Vq{qc'I mdcn0'
 , Ug'gzeqr vÀcp'ru'r c'p'gu'eqp'o w{ 'dcl'r tqf weekp0'
 "

" 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&ekp" eqp" rcu" xgpvcu" f g" rc"
 o wkpcekqpcn'rc'tgi k&p"u»nq"gzr rlc»'gn'6' "f g'mqu'xgi p'wru'f gur cej cf qu'r qt "Vq{qc" c'pk&gn'
 i mdcn'gpvtg"4229"{'423; . 'f g'm'ewcn'rc"o kcf "f g'gmqu'hwg'xgpf kf c"gp"Dtcukn'Ukp"go dci q."c"
 r guct 'f g'guvg'r gs wg° q'r cr gn'rcu'xgpvcu'gp'Co 2 tlec'Ncvkpc'et gelgtq'wp'68' "gpvtg"4229"{'423; . "
 m' s wg'f gpqc'wp'o gtecf q'gp'gzr cpukp0'Gp'v2 to kpqu'r tqf wekxqu.'Cti gpvkc"{' 'Dtcukn'gzr rlc&p"
 gn'4.7' "f g'rc'r tqf weekp'o wpf knif g'Vq{qc"gpvtg"4229"{'423; . 'f g'rc'ewcn'3.7' "eqtt gur qpf g" c"
 Dtcukn'{'3' "c'Cti gpvkc0'F g'o qf q'uko krc't s wg'rcu'xgpvcu."rc'r tqf weekp'vco dk2 p'et gel&"gpvtg"
 4229"{'423; . 'ukgpf q'rc'f g'Dtcukn'wp'422' "{'rc'f g'Cti gpvkc': 3' 'o c {qt'gp'423; 0'F g'guvc'hqto c."
 ug'r wgf g'xgt' s wg'uk'dk&p"gu'wpc'tgi k&p" s wg'gzr rlc&r r qtegpvc'lg'u'o w{ 'dclqu'f g'rc'r tqf weekp"{' "
 rcu'xgpvcu'f g'Vq{qc" c'pk&gn' i mdcn'vco dk2 p'tgr tgugp»'wpq'f g'mqu'r qequ'o gtecf qu'f kp^a o kequ"
 gp'gzr cpukp"gp'gucuf 2 ecf cu0"
 "

³⁹² Gzeqr wcpf q'O 2 zleq' s wg'gp'rc'lti cpk c&p'kpvt pcekqpcn'f g'Vq{qc'hqto c'r ctvg'f gn'b gtecf q'pqt vco gtlekcpq0'

Conclusiones parciales

F wtpvq"gn'r tguqpvq"ecr ¶w¶uq"ug"tgxk»"wpc"r ctvg"f g"rc"incrustación"internacional"f g" 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"qt ki gp" gp"Lcr »p"r ctvk"fg"mq"cf grcpvqu"vgepq»i lequ"ko r ngo gpvcf qu"gp"rc"r tqf week»p"vgz vki{ "gp"gn' o cteq"f gn'etgelo kpvq"geqp»o leq"f gn'r c¶u" { "f g"uw"lpf wwtk"cwqo qvtk 0'C"uw" xgl ."ug"j c" gZR rkecf q"gn'ukvgo c"f g"r tqf week»p"Vq{qvc."gn'ewcn'ko r rke»."gpvtg"qvtcu"equcu."gn'o 2 vqf q"f g" r tqf week»p"hgzkdrq"just in time" { "wpc"eqqr gtcvxc"tgnc»p"fg"rc"ti q'r r| q'eqp"uwu'r tqxggf qtgu0' F lej q"ukvgo c"hwg"wp"mqeq"fg"cvp»p"r ctvk"fg"rc"r 2 ecf c"f g"3; 92."{ c"swg"ug"ctvew»"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 k»"c"rc"go r tgu"eqpuqkf ctug"gp"mq"o a u"cnq"fg"rc" eqo r gvp»k"cwqo qvtk "o wpf kcr0'

Rqt"qvtq"rcf q."ug"cpck ¶ »"vco dkp"rc"xxk»p"eqtr qtcvxc"fg"rc"go r tgu."swg"ug"qt ki k»" f guf g"uw"pceko kpvq"gp"rc"cevkxkf cf "vgz vki0Guc"Ànko c"guwxq"fg"uw"lpk»qu'r tqo qxkf c'eqp" dcugu"gp"gn'r gpuc kpvq"r rti q'r r| q" { "rc"o glqc"eqpvpw0'C"o gf kf c"swg"rc"eqo r c° ¶c"ug" f gucttqm». "guvqu'r tkp»kqu"hwgtqp"eco dkcpf q" { "cf cr v³ pf qug"q"mq"fg"uc"¶qu"eq { wvwtcrgu."gpvtg" mq"ewcrgu"ug"tgucnctqp"mq"xpewrcf qu"cn'r tqeguq"fg"lpvgt pcekpck ¶ cel»p"fg"rc"hto 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 tgu"ctkcn"uqp" cur gevqu"erxg"fg"rc"gutcvgi k"go r tgu"ctkcn"fg"Vq{qvc."vcpvq"gp"uw"lpk»qu"gp"Lcr »p."eqo q"gp" uw"gzr gtp»k"o wmpcekpqpcn"r qt"mq"vcpvq."uqp"vco dkp"wp"hcvtq"fg"vgt o kpcpvq"r ctc"gpvqpf gt"rc" vtc { gevqtk"gzegr ekp»cn"fg"rc"hto c"lcr qpguc"gp"Cti gpvpc0'

Cf go a u."ug"gzco k»"f gvpk co gpvq"gn'r tqeguq"fg"gzr cpuk»p" { "i mqck ¶ cel»p"fg"rc" ht o c0'Gp"r tko gt"ni ct."ug"fguetkdkgtqp"rcu"r tkp»krgu"ectcevt¶vkecu"fg"i qdgtpcp| c"fg"rc" eqo r c° ¶c"q"rc"ti q'fg"vko r q" { "ug"tgeqputw{ »"rc"tgf "fg"ceekqpkvqu'r tkp»krgu"fg"gpvtq"fg"mq" ewcrgu"ug"gp»pvtctqp"vgtu"i twr qu"o c { qtkctkqu<ht o cu"hp»kpegtcu"lcr qpguc."go r tgu"cu"fg"gn' I twr q"Vq{qvc" { "go r tgu"cu"hp»kpegtcu"fg"GGWW."t gur gevxc co gpvq0C"uw" xgl ."ug"r tgu»"gur gekn' cvp»k»p"rc"mqto c"swg"cf s vktk»"ecf c"hrkn'gp"rc"gutwewtc"i mqcn'fg"rc"ht o c0"

Nqu"egpvtqu"fg"o cpwcewte" { "f gur cej q"o a u"ko r qvcpvqu"j celk"hp»krgu"fg"uki mq"r cucf q" guwxkgtqp"r qucf qu"gp"GGWW" { "Gwtqr c."r qt"j cdgt"ukf q"mq"egpvtqu"fg"o c { qt"fg go cpf c"lwpvq" eqp"Lcr »p0Ukp"go deti q."eqp"gn'eqo kgp| q'fg"ripvqxq"uki mq" { "gn'guvceco kpvq"fg"guvqu"o gtecf qu" f gucttqmcf qu."qvtcu"hrkrgu"vqo ctqp"wp"tqn"o a u"r tqvci »pleq."r tkp»krgu"gp"rc"tgi k»p" cuk² vke0Cu¶"tgucnc"gn'r cr gn'fg"Ej kpc."gn'ewcn'hwg"i cpcpf q'r tqvci qpkv q"vcpvq"eqo q"egpvtq"fg" xgpvcu"eqo q"fg"r tqf week»p"fg"Vq{qvc0'Ugi vkf q" c" guv"ecuq"ug"gp»pvtctqp"mq"r c¶u"fg" g"

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 knf g"rc" hdtlecek»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" hvi ct' r tko qtf kn'cn' eqpepvtct" 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' 0Guv" 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»p0"

Ukp" go deti q. "c" r guct" f g" guc" r qulek»p. "rc" vtc { gevtk" f g" VCUC" pq" gu³ " 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 kplmtcek»p" f g" rc" hkn'cn' hiecn" eqo q" ug" xgt^a "gp" gn' r t»zko q" ecr f wmq0Nc" cuki pcek»p" f g" tqrgu" r rcpvc" gn' wpvq" f g" eqo r ctecek»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" gu³ 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' uwa" f guk pqu" f g" gZR qtveek»p0"

"
"

CAPÍTULO 4

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

Introducción del capítulo

Gn'r t gupv'ecr ¶wru'vkpg'eqo q'qdlgkxq'f gucttqmc't'e»o q'ug'eqphki wt»'rc'incrustación nacional f g'rc'hkcn'f g'Vq{qvc"gp"Cti gpvkpc'r ctc"gpvpgf gt'e»o q'ug'eqphqto »'rc'gutcvgi kc'f g' guc" go r t guc" gp" rcu' Ànko cu' f² ecf cu' Rctc" gmj. "ug" vpgf t^a p" gp" ewgpvc" mqu' grgo gpvqu' s wg' eqo r qpgp'uw'incrustación internacional, mqu'ewcrgu'uqpc'rc'gutcvgi kc'eqtr qtcvkc'f g'VO E. "gn' tqn's wg'rc'ecuc'o cvtk' rg'f kq'c'guc'hkcn'f { "rc'gzc'cpuk»p"gp'o gtecf qu'go gti gpvqu'gp'gn'pwgqx" uki m'0Rgtq. "uki vkpgf q'rc'f ghpk»p'f g'O qti cp"*4233+"f g'rcu'hkcn'f g'GO "eqo q'espacios sociales trasnacionales, mqu'rkpgco kpvqu' gucdrgckf qu'f guf g'rcu'qhckpcu'egpvcrgu'pq"uqpf k'gevc' gpvg" cr rckcf qu' r qt" rcu' uwdukf kctku. " { c" s wg" mqu' glgewkxqu' s wg" rcu' cf o kpkutcp" kpvtxkpgp"gp"rc'ceek»p'f g'gucv'go r tgucv'Gucv'hkto cu'guv'p'cvtxgucf cu'r qt'mqu'guhwt| qu' eqpvkpwqu'f g'f hgtgpvqu'i twr qu'uqekrgu'r ctc'f kur wct"guc'lgctcs w'f" { "rcu'gutcvgi kcu'c'ugi wkt" *O qti cp."4239<4+0

" F g'gug'o qf q."gp'guc'ugeek»p'ug'f gucttqmc."gp'r tko gt'hw'ct. "rc'gutcvgi kc'f g'VO E "f g' tcf kecek»p"gp'Co² tlec'f gn'Uw"*4.1+."f guvce^a pf qug'mqu'tqrgu's wg'Dtcuki' { "Cti gpvkpc'vkpgp"gp'rc' tgi k»p" { "e»o q'guq'ko r cev»"gp'gn'f gugo r g^o q'f g'rc'hkcn'f qecr'0Nwgi q.'ug't g'kuc'gn'r tqeguq'f g' kpuvcrek»p'f g'Vq{qvc"gp"Cti gpvkpc" { "mqu'r tko gtqu'c^o qu'f g'r tqf week»p"gp'gn'r c¶u"*4.2+0Gp'gn' uki vkpgv'cr c'tcf q'ug'f gucttqmc'e»o q'rc'hkcn'f qecr'0Nwgi kpuvcrek»p'gp'gn'r tq'gevc'KO X.'gn'ewcn'b ctec" wp'ucnq'ewckvckxq'gp'rc'r tqf week»p'f g'r len'w' u'gp'gn'r c¶u"*4.3+." { "e»o q'gn'b kuo q'hw'glgewwcf q' gp'mqu'c^o qu'uki vkpgvqu."ko r wucpf q'hwgtvgo gpvg"rc'r tqf week»p" { "rcu'gzc'qtcekppgu'f g'uwu' xgj ¶wru"*4.4+0"

Ukp'go dci q.'cn'eqo q'ug'r rcpvgt^a "gp'gn'cr c'tcf q'uwduki vkpgv."c'r guct"c'gug'ko r wruq' kplekn'rc'go r t guc"gpvt»"gp'wpc'hcug'f g'gucpeco kpvq'cn'hkcn'f g'rc'r tko gtc'f² ecf c'f gn'uki m' s wg'eco dk»nwgi q'f g'4232"c'r ctvt'f g'rc'eqpvt week»p'f g'pwgxcu'ecr cekf cf gu'i gtgpekrgu' { "f g' rcu'eqpf lekppgu'r t g'kcu"*4.5+0Nqu't guwncf qu'f g'gug'r tqeguq'ug'xkgtqp"gp'mqu'Ànko qu'c^o qu'f gn' r gt¶qf q'guwf kcf q."uwr gtcpf q"t² eqtf u'f g'r tqf week»p" { "gzc'qtcekppgu."eqo q'ug'tgxku»"gp'gn' Ecr ¶wru"4."c'r guct'f g'rc'hwgtv'eqpvtceek»p'f gn'b gtecf q'cwqo qvqt'cti gpvkpc'gp'mqu'c^o qu'423: " { "423; "*4.6+0

"

4.1 - La estrategia de radicación de Toyota en el Mercosur

Vcr'eqo q'ug'xlq"gp"gr'ecr "wrrq"cpvgtkqt. Co² tlec"Ncvkpc"vkpgp'wpq"fg"rqu'tgi kutqu'o^a u' cpwki wqu"gp"r"j kvqtke"fg"Vq{qvc"gp"o gtecf qu"ht^a pguo'Nc"htc o c"lcr qpqvc"fgugo dte»"gp" Dtcukl'gp"3; 7: "eqp"uw'r tko gt"rnp| co kpvq"fg'r tqf week»p"gp"gn'gz vtcp|gtq"*Vq{qvc."4234+0'Gp" gug"co q'ug'eqo gp| »"c"hdtkect"gn'l'ggr "Ncpf "Et wkugt."gn'r tko gt"xgj "pwrq"eqo gtekn'f g"Vq{qvc" rnp| cf q"gp"gn'o gtecf q"dtcukg^o q³⁹³"Cu"r"go r tguv"guwxq"hdtkecpf q"wkktctkqu'r qt"f² ecf cu" gp"ug'r c"u. r'gtq"uw'gpv'cf c'cn'ob gtecf q"eqp"xgj "pwrqu'f g'r cuclgtqu'hwg'o^a u'dl'gp"v'ctf "p"Eqpuapk" {"S wcf tqv."4226+0'Gur ge"heco gpvg."gp"3; ; ; . "ewcpf q"eqo gp| »"r"r tqf week»p"fg"gn'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'f g'40'22'xgj "pwrqu'cn'co q"xgt'I t^a h'eq'2/32'f gn'Gp'gz q'Guvf "wleq-0'Rqt"qv'q'rcf q." gp"3; : 3"Vq{qvc"vo dl'p"kp'ek»"r"hdtkecel»p"fg"gn'o qf gmq"Ncpf "Et wkugt"gp"Xgpg| wgr"c"dclc" guecr"*Vq{qvc."4234+0'

Gp"Cti gpv'kpc."r"fg'ekuk»p"hp'cn'f g'uw'hp'uv'cxek»p"ug'tgo qpvc"3; ; 50'Cr'co q'uki wkgpv'g." gn'Rqf gt'Glgewkxq'f g'r"P cek»p"cr tqd»"r"t'cf k'ekel»p"fg"Vq{qvc"Cti gpv'kpc"v'cx² u'f gn'F get'gqv" : ; 7l; 6"*Vq{qvc'I nqdcn'47'15'13; ; 6+0'Gu'v'ug'f c"gp"gn'ob cteq'f gn'r gt'p'f q'f g"gzr cpuk»p'i nqdcn'f g" VO E"eqp"cr gt'w'c"fg"p'w'g'xcu"l'f dt'kecu"gp"gn'gz vgtkqt"c"r ct'v'k"fg"gn'guv'peco kpvq"fg"gn'o gtecf q" lcr qp² u. r'cr t'gek'ekel»p"fg"gn'f gp."gn'guv'cn'kf q'f g'r"et'kuku'geqp»o k'ec'gp'Lcr »p{"r'ec'f'f g'gn'd'm's w'g" uqx'k'v'eq'0'Ugi Ap"rqu'gl'g'ewkxqu'f g"Vq{qvc"gp'v'g'x'k'uv'cf qu."ru'tc| qp'gu'f g'uw'm'gi cf c"cn'r c"u"ug" dcucdcp"gp"fg'k'uv'p'qu'h'ce'v'qt'gu."gp'v'g'ru's w'g'ug'f guv'cecp<"qu'ce'w'gt'f qu'eqo gtekn'gu'cw'qo q't'legu" f gn'O gtequ'w't."ru"v'cdcu"c"r"ko r qt'v'ekel»p"fg"cw'qr ct'v'gu"gp"Dtcukl"r"guv'cd'k'kf cf "geqp»o k'ec" cti gpv'kpc"fg'w'cp'v'g'r"fg² ecf c'f g'3; ; 2. r'ec'cn'f cf "f g'r"o cpq'fg'q'dtc"cti gpv'kpc{"r"ce'gr v'ekel»p{" r tq{geek»p"fg"wk'k' c'ekel»p"fg"r"r k'eni'w'r "J k'wz"gp"gn'r c"u'0'Gp"gu'g"ug'p'v'k'f q'ug'gzr t'gucdc"V'g'v'uw'q" O cu'w'f c."f k'g'ev'qt'eqo gtekn'f g"Vq{qvc"Cti gpv'kpc"v'hp'gu'f g'r"fg² ecf c'f g'3; ; 2."

"

Rctc"hdtkect"r"r k'eni'w'r "J k'wz"v'p'f'co qu'f qu'qr'ek'p'gu<"Dtcukl"q"Cti gpv'kpc'0'Eq'p'kf gt'cp'f q"r"guv'cd'k'kf cf " geqp»o k'ec{"r'q'n'f'k'ec{"r"ec'cn'f cf "f g'rqu't'gew'tuqu"j wo cpqu."Vq{qvc"fg'ek'f k»"l'px'gt'v'k"cs w'0'Gp"Dtcukl"fc" v'p'f'co qu'v'pc"dcug."gp"r"Cti gpv'kpc"u'q'no gp'v'g"j cd'f'co qu'f gu'ctt'q'm'f q"gn'p'gi q'ek'f q'f g'r"ko r qt'v'ekel»p"eqp" ew'q'vcu."wp'p'gi q'ek'q'o w' "r'ko k'cf q'0'Nc"Ap'lec"qr'ek»p'r c'tc"co r'k'ct'q'gtc't'cf lectug'eqo q'hdtkec'p'v'g'm'ec'n'Nc" P c'ekel»p."6'1; 13; ; ; +0"

"

Ugi Ap"Vu'w'p'g'q'Ct'ko c.'r t'guk'f gp'v'g'f g'r"gp'v'k'f cf "j cuvc"3; ; ; . "la decisión de radicarse en el país respondió a tres razones: la estabilidad política y económica, con logros muy por

³⁹³Ewcpf q'rc'f' dt'kec'ug'o w'f »"c"U'q'Dgt'p'ct'f q'f q'Eco r q.'Ucp'Rcd'm."gp'p'q'x'k'go dt'g'f g'3; 84."Vq{qvc't'ggo r'nc| »"r" r'f'p'gc"Ncpf "Et wkugt"r qt"gn'l'ggr "Dcp'f g'k'cp'v'g."gs w'k'cf q'eqp"wp"o q'q'v'f'f'lg'ugn"v'ceek»p"gp"ru'ew'v'q"tw'gf cu"{" f'k'ur qp'k'd'ng'gp'l'ggr"{"'eco k'q'p'g'v'f g'ecti c"{"x'g't'uk'p'p'gu'f g'w'w'q'o k'z'v'q'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 . " gn' r t gulf gpvg" f g" rc" lwpvc" f k gevxc" f g" VO E. "Uj qlej ktq" Vq{ qf c. "uquvgp" f c" 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 gek. 'rc'gz kvgpek' f gn' T² i ko gp' Cwqo qtk' "gp' Cti gpvpc" { 'Dtcuk' d'cuf q' gp' gn' CEG" P A' 36" s wg" r gto k' f c" gn' k' vgteco dkq" eqo gtekn' f g" dkpgu" cwqo qvtegu" eqp" ctcpegru" r tghgtpekrgu" gpvtg' m' u' r c' f' u' g' h' w' g' w' p' h' c' v' q' t' f' g' v' g' t' o' k' p' c' v' g' r' c' t' c' r' c' t' c' f' k' e' c' e' k' p' f' g' r' c' o' r' t' g' u' c' g' p' gn' r c' f' u' " *Nc" P cek»p." 5144228+0' C" uw' xgl . " Vq{ qvc" Cti gpvpc" cr tqxgej »" qvc" ugtkg" f g" f kur qulekqpgu" k' p' u' k' w' e' k' q' p' c' r' g' u' p' c' e' k' q' p' c' r' g' u' f' w' t' c' p' v' g' m' u' r' t' k' o' g' t' q' u' c' o' q' u' f' g' u' w' t' c' f' k' e' c' e' k' p' s' w' g' eqo r tgp' f' f' c' p' r' tghgtpekcu" ctcpegrm' t' k' u' r' c' t' c' r' c' o' r' q' t' w' e' k' p' f' g' f' k' u' k' p' v' u' dkpgu. " dgpghlekqu" h' u' e' c' r' g' u' . k' p' v' g' t' e' c' o' d' k' u' e' q' o' r' g' p' u' c' f' q' u' f' g' e' q' o' g' t' e' k' q' g' z' v' g' t' k' q' t' . h' e' c' k' r' f' c' f' g' u' g' p' m' u' r' t' q' e' g' f' k' o' k' e' p' v' u' f' g' C' f' w' e' p' c' . " g' p' v' t' g' q' t' q' u' " *x' g' t' " V' e' d' r' c' " 2/ ; " { " I' t' a' h' e' q' " 2/ 33" f' gn' C' p' g' z' q' " G' u' v' c' f' f' u' l' e' q' - 0' G' u' v' u' h' c' e' v' t' g' u' eqo r qpgp' m' u' k' e' p' g' v' x' q' u' g' u' v' c' r' g' u' f' g' r' c' t' c' f' k' e' c' e' k' p' f' g' r' c' h' t' o' c' l' c' r' q' p' g' u' c' g' p' gn' r c' f' u' 0'

Cf go^a u. 'guc' r' q' n' f' k' e' c' f' g' g' z' r' c' p' u' k' p' f' g' Vq{ qvc' gp' gn' O' gtequw' ug' f' k' q' e' q' p' e' q' o' k' e' p' v' g' o' g' p' v' g' eqp' w' p' c' o' r' r' k' e' c' e' k' p' r' t' q' f' w' e' x' c' " gp' D' t' c' u' k' n' " gp' 3 ; ; : ' r' c' h' t' o' c' l' p' c' w' i' w' t' »' u' w' l' u' g' i' w' p' f' c' r' r' p' v' c' d' t' c' u' k' n' g' o' c' " gp' gn' o' w' p' l' e' k' r' k' q' f' g' k' f' c' k' w' d' c' . " v' c' o' d' k' e' p' " gp' gn' g' u' v' c' f' q' f' g' U' c' p' R' c' d' m' q' . " r' c' t' c' " gn' r' t' q' f' w' e' k' t' " gn' o' q' f' g' m' q' " E' q' t' q' m' c' " *x' g' t' " K' o' c' i' g' p' " 2/ 3" f' gn' C' p' g' z' q' " G' u' v' c' f' f' u' l' e' q' + 0' ⁹⁵ " F' g' g' u' v' g' o' q' f' q' . " f' g' u' f' g' u' w' u' k' p' l' e' k' q' u' " Vq{ qvc" r' r' e' p' v' g' »' r' c' " g' u' r' g' e' k' r' k' c' e' k' p' f' g' e' c' f' c' w' p' q' f' g' r' m' u' r' c' f' u' g' u' r' t' q' f' w' e' v' t' g' u' f' gn' O' gtequw' gp' f' q' u' w' r' q' u' f' g' " d' k' p' g' u' f' k' u' k' p' v' u' " J' k' w' z' " *e' c' o' k' a' p' p' g' v' c' " e' q' o' g' t' e' k' n' r' i' k' x' k' e' p' c' r' k' e' n' i' w' r' " o' g' f' k' e' p' c' + " gp' C' t' i' g' p' v' p' c' " { " E' q' t' q' m' c' " *x' g' j' f' e' w' r' q' " f' g' r' c' u' c' l' g' t' q' u' u' g' f' a' p' " o' g' f' k' e' p' q' f' gn' u' g' i' o' g' p' v' q' " D' + " gp' " D' t' c' u' k' n' ⁹⁶ " G' u' v' c' " g' u' s' t' c' v' g' i' k' c' " p' q' " h' w' g' "

³⁹⁴ "Guc" g' u' t' c' v' g' i' k' c' f' g' g' z' r' c' p' u' k' p' g' p' r' c' t' i' g' i' k' e' p' u' g' e' q' o' d' k' p' »' e' q' p' q' v' t' c' u' g' u' r' g' e' f' l' e' c' u' c' n' i' r' t' q' o' q' e' k' p' . " e' q' o' g' t' e' k' r' k' c' e' k' p' " { " r' q' u' x' g' p' v' u' f' g' m' u' x' g' j' f' e' w' r' u' q' . " v' c' r' g' u' e' q' o' q' g' n' i' f' g' u' c' t' t' q' m' q' f' g' w' p' c' o' r' r' i' c' t' e' f' f' g' e' q' p' e' g' u' k' a' p' c' t' k' u' p' w' g' x' q' u' . " w' p' u' g' t' x' l' e' k' q' g' u' r' g' e' k' n' i' { " f' k' h' g' t' g' p' v' g' f' g' r' q' u' x' g' p' v' c' . " g' p' " g' n' i' e' v' c' n' i' u' g' t' g' c' r' k' c' d' c' " w' p' o' c' { q' t' u' g' i' w' l' o' k' e' p' v' q' c' i' n' e' r' i' k' e' p' v' g' e' q' p' " g' n' i' q' d' l' g' v' x' q' f' g' h' k' f' g' r' i' k' c' t' m' q' e' q' p' r' c' o' c' t' e' c' . " g' n' i' r' c' v' t' q' e' k' p' k' q' f' g' u' f' g' 3 ; ; : " c' n' i' v' t' p' g' q' f' g' h' a' d' q' n' i' u' w' f' c' o' g' t' e' k' e' p' q' . " r' c' " E' q' r' c' " Vq{ qvc" N' d' g' t' v' c' f' q' t' g' u' . " e' q' p' r' c' o' g' v' c' f' g' r' t' q' o' q' e' k' p' c' t' r' c' o' c' t' e' c' " Vq{ qvc" g' p' w' p' f' g' r' q' t' v' g' c' p' r' q' r' w' r' c' " g' p' " U' w' f' c' o' 2' t' l' e' c' . " g' n' i' g' u' a' d' i' n' g' e' k' o' k' e' p' v' q' f' g' n' i' R' e' p' " E' c' p' l' g' " E' g' t' g' c' r' g' u' . " s' w' g' e' q' u' k' u' k' »' g' p' " g' n' i' e' c' p' l' g' f' k' t' g' e' v' f' g' r' t' q' f' w' e' v' t' r' t' k' o' c' t' k' u' f' g' q' t' k' i' g' p' c' i' t' f' e' q' m' r' q' t' e' w' e' n' s' w' l' g' t' x' g' j' f' e' w' r' q' f' g' r' c' h' t' o' " f' p' g' c' " Vq{ qvc" . " q' r' c' t' v' e' k' r' c' e' k' p' g' p' f' k' u' k' p' v' u' g' x' g' p' v' u' t' g' r' e' k' a' p' c' f' q' u' c' r' c' e' v' x' k' f' c' f' " c' i' t' q' r' g' e' w' t' k' r' c' t' c' " g' n' i' h' o' g' p' v' q' f' g' r' c' " Vq{ qvc" J' k' w' z' 0' "

³⁹⁵ "Nc" p' w' g' x' c' f' d' t' l' e' c' f' g' 372' o' k' m' p' p' u' f' g' f' »' r' e' t' g' u' g' u' e' d' c' f' k' u' g' o' c' f' c' r' c' t' c' r' t' q' f' w' e' k' t' " k' p' l' e' k' m' g' p' v' g' 37022' w' p' k' f' c' f' g' u' r' q' t' " c' o' q' f' g' n' i' u' g' f' a' p' " E' q' t' q' m' c' " f' g' w' c' o' c' o' q' o' g' f' k' e' p' q' 0' N' w' g' i' q' . " g' n' i' h' e' d' t' l' e' c' p' v' g' l' e' r' q' p' 2' u' t' g' e' r' k' »' l' o' x' g' t' u' k' a' p' p' u' c' f' l' e' k' a' p' c' r' g' u' f' g' 522' " o' k' m' p' p' u' f' g' f' »' r' e' t' g' u' g' p' " g' n' i' d' l' g' p' k' q' 4222 B3 . " c' o' r' r' i' c' p' f' q' r' c' e' r' c' e' k' f' c' f' f' g' r' t' q' f' w' e' e' k' p' f' g' n' i' E' q' t' q' m' c' f' g' r' c' u' 37022' w' p' k' f' c' f' g' u' k' p' l' e' k' i' g' u' c' 67022' r' q' t' c' o' q' " *E' c' t' x' c' n' j' q' . " 4227+0' G' p' 4223 . " Vq{ qvc" c' d' t' l' e' c' u' w' q' h' e' l' e' p' c' e' q' o' g' t' e' k' n' i' g' p' " U' q' " R' c' w' i' q' " { " h' k' p' e' r' k' »' " r' c' " r' t' q' f' w' e' e' k' p' f' g' n' i' Vq{ qvc" D' e' p' f' g' k' t' c' p' v' g' " *D' L' + " s' w' g' u' g' h' e' d' t' l' e' c' d' c' " g' p' r' c' w' p' k' f' c' f' " U' q' " D' g' t' p' c' t' f' q' . " r' q' t' m' i' w' c' p' v' q' . " g' u' v' c' r' r' e' p' v' c' e' q' o' g' p' l' »' c' r' t' q' f' w' e' k' t' r' l' g' i' c' u' r' c' t' c' r' c' o' k' a' p' p' g' v' c' " J' k' w' z' . " g' p' C' t' i' g' p' v' p' c' . " { " r' c' t' c' " g' n' i' E' q' t' q' m' c' . " g' p' " D' t' c' u' k' i' "

³⁹⁶ "Ecdg" t' g' u' c' n' e' t' s' w' g' p' l' p' i' w' p' q' f' g' g' u' v' u' x' g' j' f' e' w' r' u' g' t' c' g' e' q' p' »' o' l' e' q' . " r' q' t' m' i' w' c' p' v' q' . " g' p' " u' w' u' k' p' l' e' k' i' u' " Vq{ qvc" c' r' q' u' »' " g' p' " C' o' 2' t' l' e' c' " N' e' v' p' c' " c' w' p' r' A' d' i' l' e' q' f' g' l' p' i' t' g' u' q' u' o' g' f' k' q' u' c' c' n' q' u' 0' G' p' 3 ; ; : " Vq{ qvc" c' o' d' k' e' p' r' g' p' u' »' g' p' r' c' " k' p' u' v' c' r' e' k' p' f' g' g' u' t' c' " r' r' e' p' v' c' " g' p' C' t' i' g' p' v' p' c' r' c' t' c' r' t' q' f' w' e' k' t' w' p' x' g' j' f' e' w' r' u' r' g' s' w' g' o' q' . " r' g' t' q' w' g' i' q' u' g' f' g' u' k' u' k' o' f' g' r' c' h' t' o' " f' g' r' c' h' t' o' " *Nc" P cek»p."44 B5 B; ; : -0' T' g' e' k' e' p' e' q' o' g' p' l' c' t' a' " c' " g' p' v' t' c' t' " g' p' r' c' i' c' p' c' f' g' x' g' j' f' e' w' r' u' r' g' s' w' g' o' q' u' g' p' 4234' e' q' p' r' c' h' e' d' t' l' e' c' e' k' p' f' g' n' i' G' u' k' u' g' p' " D' t' c' u' k' i' 0' R' q' t' " q' t' q' r' e' f' q' . " j' c' u' v' c' 4223' Vq{ qvc" h' e' d' t' l' e' c' »' g' p' " D' t' c' u' k' i' w' p' c' d' e' l' c' e' c' p' w' k' f' c' f' f' g' " D' e' p' f' g' k' t' c' p' v' g' 0' "

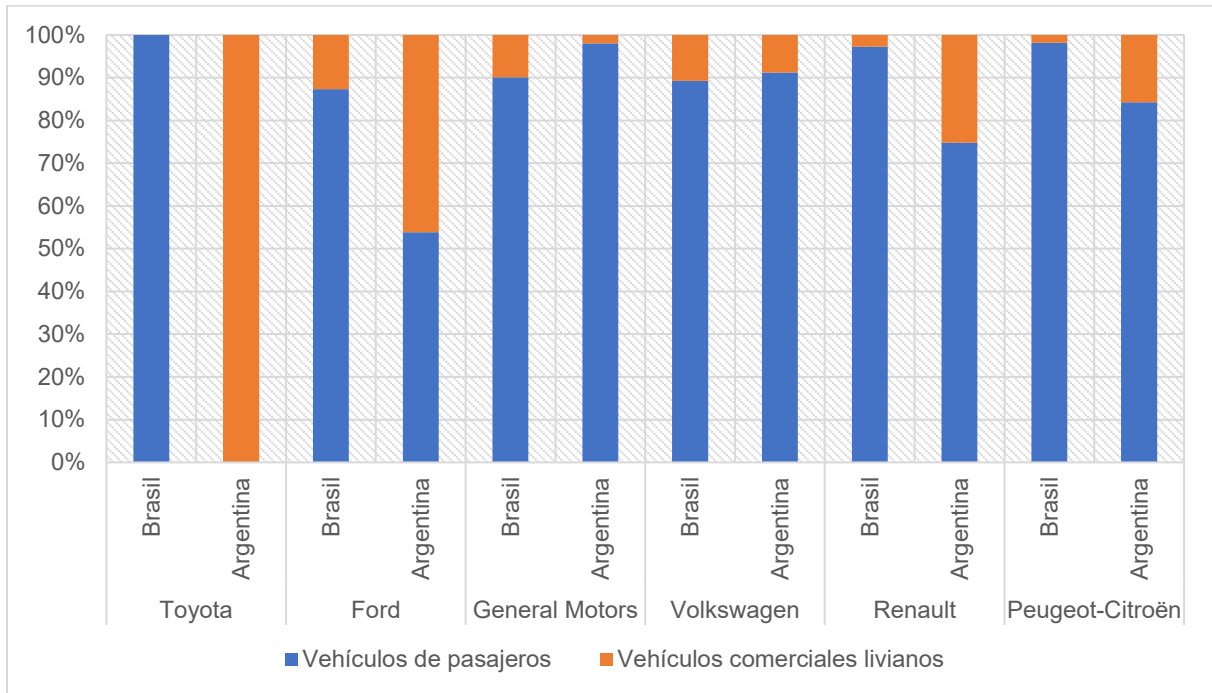
ecuwerkf cf . 'ukpq's wg'hwg'r ctvg'f g'rc'r r pphkecek»p'f g'eqo r ngo gpvctkgf cf "gp'gn'O gtequw'f g'rc" hto c"lcr ppguc." r tqr qplgpq'f wp'pwgqx'o qf gmq'f g'pgi qekqu'r ctc'gn'ugevqt'gp'm'tgi k»p"*Nc" P cek»p. "5 14 14228+0⁹⁷"

Uk'dkqp'gp'rc'f²ecf c'f g'3; ; 2'cni wpcu'cwqo qvtlegu'f kxf kgtqp'uwu'o qf gmq'f g'xgj 'f»wqu' f g'r cuclgtqu'gvtg'o gf kcpqu'*Cti gpvpc+'{ 'ej lequ'*Dtcukn: "Vq{ qvc'hwg'rc'r tko gtc'go r tgu'c's wg' eqo gpl »"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 tlekr crgu' r c'f»gu'o cpwkcwgtqu'f g'Co ²tlec'f gn'Uwt. "wpc"vgpf gpek's wg'wgi 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. "Vcdr: "K/5" { "Vcdr: "2/32" f gn' Cpgzq" Guvcf 'f»wleq+0Gp'3; ; 9. 'gn'c° q'f g'kpek'f g'r tqf week»p'f g'rcu'r tko gtcu'J knw. 'rcu'ectcevt'f»wlecu' f g'rcu'r tlekr 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 gmq'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 gmq'gp'co dqu'r c'f»gu'gp' cni wpqu'ecuqu'0Rqt'qvtq'rcf q. "Tgpcwm'eqvdc'eqp'o c { qt'r tgu'gpek'gp'Cti gpvpc.'o kgtvcs'wg' gp'Dtcukn'ug'ug'gpeqvtcdc'f wr nkecpf q'gn'o qf gmq'O gi cpg'0Ej t { urgt. 'r qt'uw'r ctvg.'r qug'f'wpc' dclc'r tqf week»p'f g'eqo gtekrnu'hkcpqu'gp'co dqu'r c'f»gu'0Qvtcu'vgtu' kpcrgu'ug'gpeqvtcdcp'ug'ug' f g'wp'rcf q'f g'rc'htqpvgtc.'vrgu'eqo q'Rgwi gqv'*Cti gpvpc+" { "J qpf c"*Dtcukn:'r tqf wkgpf q' xgj 'f»wqu'f g'r cuclgtqu'0Cf go ^a u.'qvtq'eqplwpv'eqphqto cf q'r qt'Uecpk.'O gtegf gu'Dgpl. 'Ci tcr'g' { "Xqmxq. "guvcdep'f gf lecf qu'c'rc'r tqf week»p'f g'eco kppgu' { "»o pldwu'gp'co dqu'r c'f»gu. "gp'nu' r tko gtu'f qu'ecuqu. " { "uq'ug'gp'Dtcukn'gp'nu'qvtqu'f qu'*xgt'Vcdr: "2/32" f gn' Cpgzq' Guvcf 'f»wleq+0"

Gp'r ct'kwrc't. 'rc'gvtcvgi k'f g'tgr gvt'rc'r rcvchqto c'f g'r tqf week»p' { "o qf gmq'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." gvtg'xkrc" r gtuqpcn" 32 18 14244+0' F g' guvg" o qf q. " dclq" flej q" gus wgo c." Cti gpvpc" hcdtkecdc'r tlekr 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 gpl »"c"gpuc' drc't'gn'o qf gmq'Eqqtnc'gp'Xgpgl wgrc'0
³⁹⁸" Rtlekr 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'gvtg'Cti gpvpc" { "Dtcukn'vcpv'xgj 'f»wqu'eqo q'cwqr ctvqu.'r gtu'rcu' gzi qt'vckppgu'gzvtc/dnqs wg'gtcp'dclcu'0F g'gung'o qf q. 'rcu'gzr qt'vckppgu'cti gpvpcu'guvcdep'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 wekxc'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'eq'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"fo qu'r rwxhcto cu'f wr rkecf cu'Vgp"fo qu'r rwxhcto cu' gzenwukxcu'P quvtqu"hdtkle^a dco qu'xgj "fwaru"
eqo gtekrnu{"Dtcukl'xgj "fwaru'f g'r cuclgtqu'Gpvpqepu'pq'j cd"p"wp"qr ekp"f g'hdtkleq"ce^a "q'cmf . 'ukpq's wg"
gtc"wp"qr ekp"f g'eqo r ngo gpwckp"tgi kqpcr'eqp"m'ewcn'dclcdcu'wp'r qeq'gn'tkgui q'f g'r tqf weckp" *F cplgn'
J gttgtq."gpvtxkvc'r gtuqpcn"3 19 14244+0"

"

Nc'r t guppek'f g'rc'r keni'wr "J knwz gp"Cti gpvpc"j cd"p"eqo gpl cf q'c'ugt'uki pkkckvc"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 kpkvtq'f g'rc"Anko c"
f kvcf wtc"o kkkct."Lqu² "Crtf g'q"O ctv"ppl "f g'J qj ."r gto kkk"rc"o c{qt"ko r qtwckp"f g'guvqu"
xgj "fwaru'Gpvtg"3; 9; {"3; : 4"rc'r keni'wr "J knwz {"rc"ewr² "Egrkcc"ug"j cd"p"eqpvtkf q"gp"mqu"
o qf gmq'u^a u'gzkququ'f g'rc'b ctecOC'r guct'f grnkgtt'g'b cukxq'f g'rc'ko r qtwckp"gp"3; : 4."cri wpcu"
J knwz'ug'uki wktqp"ko r qtwcpf q'j cuvc"b gf kcf qu'f g'mqu"co qu": 2" *Cwqj kvqtkc."4242+0'Gug'vkr q"
f g'xgj "fwaru"vkgp"wp"rc'ti c"j kvqtkc"gp"gn'r c"u."f gpvtq'f g'mqu"ewcrgu"uqdtgucrk"gn'o qf gmq"
Tcutqlgtq."hdtklecf q'r qt"KO GIKO G'f guf g'3; 74"j cuvc"3; : 2³⁹: " *Rkcdgc" {"Vj qo cu."4233=
Rkcdgc."4239+0⁹; "Ukp"go dci q."rc"o c{qt"p"f g'mqu"o qf gmq'f g'r keni'wr u'ug'f kveqpvkpwctq"p"c"
kpkckqu'f g'3; : 2"eqp"rc"gzegr ekp"f g'rc"Hqtf "H/322³: 2"s wg."uwo cf q'cn'ekgtt'f g'KO G."uki pkkc"
s wg'rc"go r t guc'pqt wco gtekcpc"eqpugt xctc"gn'o qpqr qrkq'f g'rc'r tqf weckp"f g'xgj "fwaru'r keni'wr "
j cuvc"b gf kcf qu'f g'rc"r²ecf c'f g'3; ; 2" *Rkcdgc."4239+0"

F g'gug'o qf q."rc"kpugtel"p"f g'Vq{ qvc"gp"gn'ugi o gpvq'f g'mqu'xgj "fwaru"eqo gtekrnu"
rkkcpqu'hwg'f g'gur gekn'tgrxcpek'r ctc"rc"go r t guc'Ugi Ap"gn'EGQ'f g'Vq{ qvc"Co²tkcc"ncvpc"
f guf g'423; ."O cucj ktq"Kpqwg." *“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”* *Dmqo dgti "
N"pbc."45 15 14244+0'C"uw" xgj ."mqu'f kgevkxqu"ug' cncdcp"s wg"rc"ugrgek"p"f g'f lej q'r tqf wevq"
wco dkp"ug'f gd"p"c"uw'wug"gz vppf kf q'gp'rcu'f kulpvcu'cevkxf cf gu'r tko ctku."vrgu'eqo q'gn'ugevqt"
ci tqr gewctkq."gn'gpgti² vkeq" *oil & gas+" {"rc"b kpgt"p."r tgr qpf gtcpvgu'gp'rc'gut wewtc"geqp»o kec"
f g' Cti gpvpc" {"Co²tkcc"ncvpc'Gug" hcevt"hwg"wp" f g'rcu"ecwcu" f gvgt'o kpcpvgu"gp" gn'
etgelo kppvq'f g'rc'ht'o c"gp'rcu'r t»zko cu'f²ecf cu'OC'f go^a u."ug'uwo cdcpc"guvcu'tc| qpqu rc"o crc"

³⁹: "Gn'Tcutqlgtq'gtc'gur gekm gpv'r qr wct"gpvtg'r gs wg'o qu'r tqf wevqtgu."mqu's wg'pq'r qf "p"eqo r tct'wp"Hqtf"q'wp"
Ej gxtqrgv" *Rkcdgc" {"Vj qo cu."4233<65+0

³⁹: "Qvtqu"o qf gmq'f g'r keni'wr u'f g'tgrvkvq"z ksq'f wcpvg'guvqu"co qu'hwgtqp<f g'KMC."Lggr "KMC" *3; 78+."Dcs wcpq"
*3; 79+ {"I rcf kvqt"Z" *3; 85+ "f g'Uko "Fk'Vgmc."Cti gpvc" *3; 83" {"3; 85+ "f g'Hkv."3722"O wnkecti c" *3; 87+ {"
3822 B47'O wnkecti c" *3; 94+ "f g'Hqtf."H/322" *3; 7; + {"Tcpej gtq" *3; 95+ "f g'Rgwi gqv."626" *3; 95+0

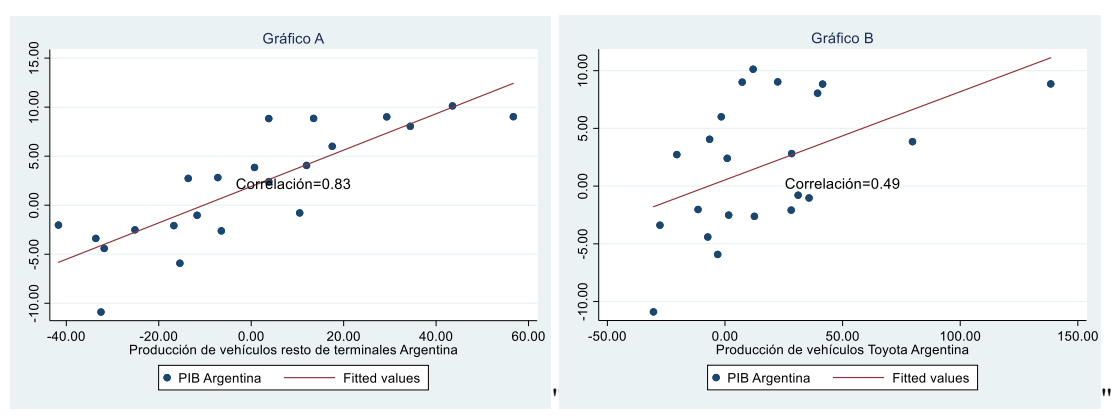
³: 2" *Gug'xgj "fwaru'wxq"cewcrk cekppgu'gp"3; 94" {"3; : 3"gp' Cti gpvpc."j cuvc"s wg'gp"3; ; : "eqo gpl »"c'ugt'r tqf wekf c"
gp'Dtcukl'

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; ; : +cn'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 cvwf 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"xctkekpqu"fg"gn"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

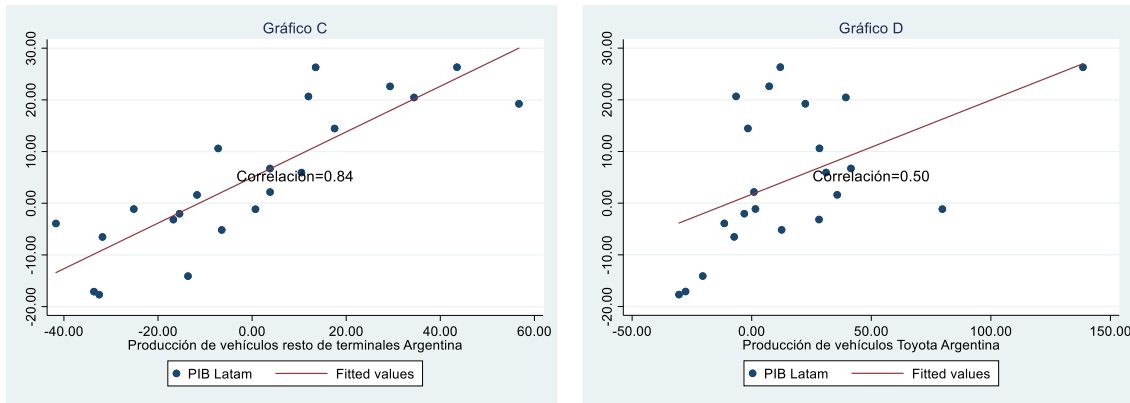
Gráfico IV-2 - Correlaciones entre la variación del PIB de Argentina y la producción de vehículos de todas las empresas excepto Toyota (A) y sólo Toyota (B) (1998-2019)*



Hgpgv<grdqtkcekp"r tqr kc"gp"dcug"cf cvqu"fg"Dcpeq"O wpf kcn"WP E VCF"{"CF GHC"O" , Rctc"co r rct"xgt" P qc"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 gdfk q" c" uxu" ectcevtg" f" nlecu" f g" xgj " fwaq" wkrkctkq." r" f go cpf c" f g" r" Vq{ qvc" J knwz" guwxq" cvf c" c" ugevqtgu" geqp>>o lequ" o w{ " f kp" a o 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 nleq+0C" n't gur gevq. "F cpkgn'J gttgtq" uquvkgpg" "*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 kctkq" CT." 7 18 14243+0C" f go " a u. "vcpvq" r" J knwz" eqo q" r" UY 6" uqp" xgj " fwaq" 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 dkz p" eqvtdkw{ >>" c" s wg" guv? p" o gpqu" chgevcf qu" c" m'qu" xckxgpgu" geqp>>o lequ." cn' eqvtdctkq" f g" m' s wg" uwegf k>" eqp" m'qu" xgj " fwaq" o " a u" r gs wgo qu" { " geqp>>o lequ" *xgt" Vcd r" 2/33" f gn'CPgzq" Guvcf " f nleq+0C" " uw" xgl. " guvg" et geko kpvq" uquvplk q" guwxq" gp" f fpgc" eqp" m'qu' r tkpek r ku' f g' production smoothing" f gn'VRU" xkuq" gp" gn'ecr " fwaq" cpvgtkqt." c" r ct vt" f gn'ewcn'ug" r tqewt" uwcxk k ct" m'qu" eco dkqu" gp" m'qu' plxgrgu' f g" r tqf week>p0'

F g" guvg" o qf q. "gp" r" o kuo c" tcf kecel>p" f g" Vq{ qvc" gp" gn' O gtequwt" { c" ug" gpewgptcp" cni wpcu' f g' r' u' encxgu' s wg" o ctect" a p' r ctvg' f g' uw' t c{ gevqt k' r quvgtkqt0Gp" r tko gt" hwi ct. "ug" f guxec" wpc" r kqpgtc" gutcvgi kc" f g" gur gekr k k cel>p" r tqf wvwx c" gp" ecf c" wpq" f g" m'qu" r c" fugu" r tqf wvvt gu' f g" xgj " fwaq" f g" r" tgi k>p." c" r ct vt" f g" r" ewcn' Cti gpvpc" ewo r r k>" gn'tqnf g" hcdtlecpvg" f g" xgj " fwaq" eqo gtekcrgu" r kxkcpqu0Guq" r gto kkt" a s wg" r" h'kn' cti gpvpc" pq" hwpkqpg" Apkeco gpvg" eqo q" wp" cr? p' leg" f g" r' u' dtcu' r go cu0Gp" r ct vewrt. " r" r tqf week>p" f g" r" r kem'wr " J knwz" hwg" gngi kf c" r qt" r" j k'v' t k' f g" guvg" v' r q' f g" xgj " fwaq" gp" gn'r c" f u. { " r" cr wguv" c" uw' wkr k cel>p" gp" r" ce v' xk' 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'rc'u'r t»zko qu'c° qu0Gnif guceqr ng'f g'rc' r tqf week»p'f g'VCUC'f g'rc'u'xckxgpgu'geq»o lequ'f g'Cti gpvkpc" { "f g'rc'tgi k»p'gu'qvtq'f g'rc'u' hcevtgu'f gvto kpcpvgu'f g'uw'f gugo r g° q'r quvgtkt. "cuqekcf qu'cni'tqnl'kplekcn'f g'rc'u'wdukf kctk'gp' gn'r c¶u" { "rc'tgi k»p0"

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

Gn'r tqegf ko kgpvq'f g'kpuvrcck»p'f g'rc'go r tgu'c'tgur qpf k»c"v° epkecu" { c'cr rkecf cu'r qt'rc" o cvtk' "f g'rc' hto c" gp"o gtecf qu'gp"rc'u'ewcrgu"pq"vkpg"eqpqeko kgpvqu'f g'qr gtcek»p0'Guv' o gvxf qm' ¶c'eqpukv¶c'gp'rc'cuqekck»p"x¶c' joint venture eqp"vpc'hto c'mecni"xgt"Vcdm"KKK5+0' Gp'Cti gpvkpc"guvgr tqeguq'ug'tgcrk' »c"v'cx²u'f g'rc'cuqekck»p'eqp'rc'hto c'mecni'F gectqrk'UCC0" go r tgu'c'f g'rc'mecrk'cf "f g'Tquctkq"eqp"rc'c"v'c { 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'rc'c'f kucpekc0'Nc"ectcevt¶vkec"f g'guc'hto c'gtc"s wg' r qf ¶c" v'cpuo kktng'rc'u"e»f ki qu" { "ug° crgu'f gn'o gtecf q"mecni" { "eqv'kdwk" c"s wg"²ux"rc'u" f geqf khs wg"¶P qxlem'gv'cni0'4224+0Cf go ^a u."guc'go r tgu'c'r qug¶c'wp'cevxq'o w' { "lo r qtvcpvgr' ctc" Vq { qv'gp'gug'o qo gpvq."rc'h'egpek'r ctc'h'wpekqpc't'eqo q'vto kpcn'cwqo qvtk'0'Vcni'eqo q'ug° cnc" gn'r tgu'kf 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'kf gpv'f g'CHCE."gpv'g'xkuc'r gtuqpcn'32 18 4244+0C¶u" co dcu'go r tgu'cu'eqpv'cdcp'eqp'gn'72' "f gn'r cs wgv'g'ceekqpc'tkq'f g'Vq { qv'Cti gpvkpc"Uqekgf cf " Cp»plo c's wg'cncp| cdc'mu'w&u322"o kmppgu0'F g'gug'o qf q."rc'u'lcr qpgugu'cr qtvc'dcp'gn'know-how" { "rc"v'epqmi ¶c."o kgpv'cu's wg'rc'go r tgu'c'c'ti gpvkpc"r tqr qtekqpcdc"gn'eqpqeko kgpv'f gn' o gtecf q'mecni"*Dcwkupk"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 wgv'g'0'Ugi Àp"Cp¶dcn'Dqtf gtgu."f k'gevq't'f g'TTJ J "f g'f g"3; ; 7" { "r tgu'kf gpv'f g'Vq { qv' Cti gpvkpc"gpv'g'4228" { "4232."rc'u'ceekqpkuc'u'lcr qpgugu" { c'ucd¶cp's wg'rc'c'rc'p| c'eqp'gn'ecr kcn' mecn'ugt¶c' vgo r qtctk' r ctc"n'wgi q"vqo ct"rc"v'qcrk'cf "f gn'eqvtqnl'f g'rc'eqo r c° ¶c" *Cp¶dcn' Dqtf gtgu."gpv'g'xkuc'r gtuqpcn'39 16 4243+0'F g'gug'o qf q."VCUC"ug'uwo »"c"rc'u'go r tgu'cu" { c" gzku'gpv'gu'f gn'I twr q"Vq { qv'gp" Cti gpvkpc."Vq { qv'Vuwj q."u'wdukf kctk'f g'Vq { qv'Vuwj q"

^{3:3}"F g'gug'o qf q."Cn'gtv'q'Hgtp^a pf gl. "tgr tgu'p'v'p'v'g'f g'F gectqrk'r tgu'kf g'Vq { qv'j cuvc"3; ; 8."ewcpf q'gn'lcr qp²u' Vuwpqg' Cti c'cuwo g'rc'r tgu'kf g'p'ekc0'Nwgi q."Cn'gtv'q'Hgtp^a pf gl "o cp'v'k'p'g'gn'ecti q'f g'f k'gevq't'v'kw'rc't'f g'VCUC" ulgp'f q'gn'Àpleq'c'ti gpvkpc"gp'gn'f k'gevq'tkq"j cuvc"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'w'rc'cf 0'Nwgi q."gp"4227"rc'u'c'ti gpvkpc'u'f g'VCUC"l'w'p'D'w'p'eqo q'f k'gevq't'v'kw'rc't' { " Cp¶dcn'Dqtf gtgu'eqo q'f k'gevq't'uw'rgpv'g'xgt"Vcdm'2/34'f gn'CPgzq'Guv'f ¶vkec+0"

Eqtr qtcvqpp."{ "F gnuq"O cpwlcwtkpi "Cti gpwpc."uwduf kctk"fg"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.

Hwpgvz-grdqtcckp"r tqr kc"gp"dcug"c"Dqrgv"p"Qhckcn"Dcrpegu"{"P quku0

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F wcpvg"gnr tqeguq"fg"tcf kecek»p"gp"gnr c"ju"nc"hto c"gpqpv»"qduv ewqu"gp"gnr rcpq"
 ukpf kcn"r qt"m"ewcn"fgdk»"cdcpf qpct"nc"kf gc"fg"eqpvt"eqp"wp"ukpf kecq"r tqr kq"*cn"eqo q"
 uwgf "c"gp"Lcr »p+r ctc"pgi qekct"eqp"tgr tguvpckppgu"i tgo krgu"c"pkxgn"fg"nc"cevkxf cf"q"nc"
 tco c"*Dcwukpk"4223+0Cu"{"VCUC"fgelk k»"vcdclct"eqp"gn"Ukpf kecq"fg"O geª plequ"{"Chkpgu"

^{3:4} "Gp"3; ; : "ug"co cf g"wo dkp"qvc"hto c"fgn"i twq."Vq{qvc"Etgfk"fgf kecf c" c"ugt xlekqu"fg"hpckekckp"{"
 cevkxf cf gu"hpckelgtcu0Nwgi q."gp"3; ; : "Vq{qvc"chcp} »"uw"rtq{gevg"gp"Cti gpwpc"cn"lpcwi wtct"nc"FKkkk»p"fg"
 Gs wkr qu" kpf wutkrqu."kpgtv pf qug"gp"gn"o gtecf q"fg"cwqrgxcft qtu0"Guvc"fkklk»p"crecp} »"gn"rkf gtc| i q"fgn"
 o gtecf q"{"gp"4226"rcu»"c"ugt"vpc"go r tgu"lpg gr gpf kpgvg"fgpgo kpcf c"Vq{qvc"O cvgtknJ cpf rkp"O gtequw0Gp"
 mu"co qu"r quvgtkqtgu"ug"lwo ctª p"qvcu"eqo r cª "cu"cnfi twq"*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'eqpxgpkqu' r qt'go r tgu. 'cekwf's wg'pq'r tguvdc'rc'Wpkp'Qdtgtc'O gcn'Ati kec *WQO +0: 5'''

C'pkxgn'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'fcp'xqrcf q'gp'cni wpqu'f'g'iqu'r tkpek kqu'r tguvqu'gp'gn' eqpxgpkq'eqrgevqxq. 'iq's wg'iki pkkccdc's wg'rc'kkuqhf' Vq { qv'qewr cdc'rcu'r tko gtcuf kgl' i' a' i' kpcu' f'gn'eqpxgpkq. " { "cwps wg'vpp'p'o gtq'ect' a' evgt'f'gerctvxxq. "uqp'iqu'r tkpek kqu'kpuvkw' 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'eqpxgpkq'eqrgevqxq'f'g'vcdclq's wg'hwg'o w' kppqxcft' s'wg'ug'htk'o »' gp'gn': 80Nc'kppqxcelp'ug'r rco »'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'vcdclq'c'rc' q'r r' q. 'pq'f'gur kf qu. 's'wg'uqp'iqu'r tkpek kqu's wg'vkvpg'rc'eqo r c' °'f'c' r' ctc' qhtgegt. 'r'gtq'vco dkr'p'tghrglc'vqf q'iq' s'wg'rc'eqo r c' °'f'rc'kf'g'c'iqu'vcdclcf qtgu'Guv'gu'gn'eqo r tqo kuq' { " rc' hgzdkkf cf'0'Guv'Anko q'gu'iq' o' a' u'cv'f' leq'gp'gug'eqpxgpkq'eqrgevqxq'0'Gvqpegu'wpq'f'g'iqu'r krc'gu'f'gn' eqpxgpkq'eqrgevqxq'pwgvtq'gu'rc' r' qikcrgpek'hwpekpcn' s'wg'ug'qr qpg'c'rc'ectcevt'f'vkv'pqto cni'f'g'iqu' eqpxgpkq'eqrgevqxq'f'g'rc'Cti gpvkvq' s'wg'gu'rc'gur gekrk' celp' *i' +Cf go' a' u'iq' s'wg'j' go qu'ceqtf cf q. 's'wg' gu'eqo Ap'gp'vqf cu'rcu'r r'pvcu'f'g'Vq { qv. 'gu'wp'ukugo c'f'g'ltqpcf c'cpwcn'f'qpf'g'rc' r'gtuqpc'pqu'c'gn'uwvqv' f'g'wp'ukugo c's wg'mco co qu'dcpeq'f'g'j' qtcu' *t'gewr gtcf q'f'g'F qrgpuf. '4234+0'

"

F'g'gug'o qf q. "cpvqu'f'g'rc'kpuvcekp'f'ghpkkxc'f'g'rc' r'rc'pvc'ug'kpek'wp' r' treguq'f'g' eqvtvcekp' { "gpvtgpc' kpvq'f'g'iqu'vcdclcf qtgu's wg'ug'f'gugo r g' °'ct'f'p'gp' r' wvqu'erc'xgu'f'g'rc' qti cpk' celp' r' tqf wekxc'0: 6' Cp' dcn'Dqtf gtgu. 'gn'gpecti cf q'f'g'f'kej q'tgenwco kpvq' uquvkvpg's wg<'''

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^{3: 5} Nc'tgr tguvpcelp'f'g'iqu'vcdclcf qtgu'f'g'F gectqkr' gtvpg'f'c'rc'WQO' { 'iqu'go r tguvkv'cti gpvkvqu'o cpvpp'f'p' dwvpcu'tgrcekqgu'eqp'gn'f'kki gpvg'f'g'rc'ugeekpcn'Ucp'P leqif u. 'P cni' q' "Dtwpgnk'f'qpf'g'rc' r'rc'pvc'gucdc'wdecf c. " r qt'iq'ewcni' tguvvtcp'guc'cngtvc'xc'c'uwu'vqekqu'rc'qpgugu'Ukp'go dci' q. 'f'gur w' u'f'wp'vcdclq'f'g'gzr'ntcekp' { "eqo r ctecekp'eqp'gn'UO CVC. "uqdtg'vqf q'tgcn' cf c' r' qt'f'ktgevqxq'cti gpvkvqu'f'gn' tgc'f'g' "Tgewtuqu'J wo cpqu. " eqvtvccf qu'r qt'iqu'rc'qpgugu. 'rc'grgeekp' hpcn'gec { »'gp'gug'Anko q'i tgo kq'0'Gp'rc' hqto c'f'g'gucdrgct'gn'x'pewq' eqp'gn'ukpf kecq'VCUC'kpvv' »'eqvtvkt'wpc'tgrcekp'eqp'dcug'gp'eqvqu' { "eqvkv'c'c'rc'ctvkt'f'g's wg'iqu' cevgtf qu'f'gdgp' ugt' ewo r r'kf qu' Ugi Ap' P qxlent' { " qvtqu' *4224+." gp' guvqu' kpekqu' iqu' f'kki gpvqu' ukpf kecrgu' f'kucto kpcdcp'iqu'cevgtf qu's wg'ug'gucdrgct'f'p'eqp'VCUC'f'g'qtqu's wg'ug'hkcdcp'eqp'qvtcu'vgt' kpcrgu. 'cni'quvpgt' s'wg'rc'tgrcekp'eqp'VCUC'gtc'o' a' u'eqvkv'c'g'0'

^{3: 6} Rctc'gn'genwco kpvq'f'g' r'gtuqpcn'rc'i'gtgpek'iqecni'ghkpk'iqu'tgs wvksqu'f'gn' gthk'ic'eqvtvct'cpvg'rc'kpuvcekp' f'g'wpc' r'rc'pvc'f'g' g'puc' drc'lg<' l>xgpgu. "gp'uw' o c { qt'f' f'gn'ugzq' o cuwkvq. "f'g' g'ueqvt'kf cf "ugevwp'ctk. "ukp' gzi'gtgpek'gp'gn'ugevq't'gu'f'gek. 'ukp'gzi'gtgpek' { "ukp'oxlekqu'0: ".gp'wp'cni' r'qtegv'c'lg'c'ni'gf'gf'qt'f'gn'72' +. 'uw' r'ko gt'go r'ng'0'Gn'p'lxgn'v'epkeq'hw' tgenwcf q'gpvt'g'guv'kpvqu'wp'kv'gt'kv'f'g'rc'ectgtc'f'g'f'p'ip'g'p'f' { "qvtcu. " r'q'x'g'p'kv'v'f'g'wp'kv'gt'kf cf'gu'iqecni' cf'cu'gp'rc'ni' qpc'f'g'k'p'hw'pek'f'g'rc' r'rc'pvc'0'Nc'qr'ek'p' r'qt'iqu' l>xgpgu' tgr tguvdc'kpuvct'wp'i' t'w'q'f'k'p'gtq. 'ew' qu'kv'v'gt'gugu. 'o' q'v'x'cek'p'gu' { 'xc'ni'cek'p'gu' t'g'v'p'v'hw'v'gu'f'k'gt'g'pek'cu' eqp'iqu'kv'v'gt'gugu. 'xc'ni'cek'p'gu'iki p'kk'ec'p'v'gu'j' kv'v'lequ. 'r'gt'v'p'g'pek'cu' { 'eq'p'egr'v'qu'cevgt'f'g'v'cdclq'f'g'iqu'qdt'gt'qu' kpf wv'kv'rc'gu' c { qt'gu'f'g'57'c' qu' *P qxlent'gv'cni'4224+0'

Gri'r gf kf q "gzi r f f k q "f g "nqu"lcr qpgugu"hwg"öpq"o g"tcki cu"c"pcf kg"fg"r"kp f wutlc"cwqo qv tk . "pquvtqu"ngu" xco qu"cgpuq° ct"vq f q"fg"egtqö0Ewcpf q"go r ge² "j cd"42"r gtuqpcu"gp"gn'cto cf q"fg"r"lf dtlec0Vgp"r"r" qr qt wplf cf "fg"tctgo g"fg"r ct wco gpvqu"gpvtqu"fg"qvtcu"cwqo qv tkegu."s wg'uki plklec dc"o gugu"fg"cj qttq"fg" vko r q."ukp"go dcti q."pq"vgr"r gto klf q"guq0Nq"s wg"Vq{ qvc"s wgt"r"gtc"cr rlect"gr"VRU"gp"Cti gpvpc0Wpc" xcnqtcel»p"fg"r"ecrf cf "uqdtg"vq f q0Gmju"pq"s wgt"r"gtc"xlkqu"fg"r"u"qvtcu"go r t gucu"cwqo qv tkegu" cti gpvpcu"s wg"pq"r'u"xg"r"dlgp0Ug'tgenwcdc'i gpv"s wg"guvdc"r qt "hwgtc"fg"r"kp f wutlc"cwqo qv tk "r qts wg" r qf "r"cp"cdudt dg"o "u"t"r kf q"r'u"r t lpek r kqu"fg"i guk»p"fg"Vq{ qvc"CP"r"dn"Dqtf gt gu."gpv gxlw"r gtuqpcn" 39164243+0: 7"

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Nc'eqpwt week»p"fg"r"r rcpw"gp"gn'r tgf kq"fg" \ " a tcvg"fg"wt»"fg"uf g"3; ; 6'j cuw"3; ; 9.'ewcpf q" ug"lplektq"r'u"qr gtcekqpgu."eqphqto " pf qug"eqo q"r"p"Ào gt q"4; Åhwgtc"fg"lcr »p0: 8'Ecf c"egpvt q" o cpwlcwvt gt q"fg"Vq{ qvc"hwgtc"fg"lcr »p"vkgpg"wp"lf dtlec"öo cf tkpcö"gp"gn'r c"u"fg"gtki gp0Gu" f gek. "wp"o qf grq"gp"gn'ewcn'ductug" { "uqdtg"gn'ewcn'ug"guvcdnggp"r'u"r"p"p"gu"fg"eqo r ctcek»p0C" uw"xgl . "f lej c"r rcpw"ug"eqpukw" { g"gp"r"t gur qpucdr"fg"r"ugrgeek»p."eqo r tc" { "gp"x"q"fg"r'u" r t lpek r crgu"uwo kpkut q"gu"lpuwo qu. " { "gp"r"uwr gtxkuk»p"fg"lctkc"c"fg"kuvpek"fg"r"o ctej c"fg"uw" r tqeguq" r tqf wvwxq" { " fg" o gtecf q" *P qxlcm' gv'cn" 4224+0' Gri' ukvgo c" vgepq»i kek" xgp"r" f k gevco gpv" r tqr wguv" r qt" r" lf dtlec" o cf tkpc" fg" lcr »p0: 9" Cu"r" gn' egpvt q" kp f wutlc"n" fg" tghgt gpek"r ctc"gn'fg" \ " a tcvg"gtc"gn'fg"Vcj etc."fg"qpf g"ug"r tqf wv"r"p"r'u"J kwz" { "UY 6." { "nwg i q" eqo gp| »"c'hc dtlect"gn'ob qf grq"Ngz wu."fg"r"i co c"fg"nwlq"fg"Vq{ qvc0Gp"uwu"lplekqu."r"r rcpw"fg" \ " a tcvg"gtc"wp"lf dtlec"fg"ecttqegt"r/kpwtc/o qpvlg."ukp"vcmgt"fg"guvco r cf q" { "u»r"eqpvc dc" eqp"ugku"tqdqu" *H g { uugpgv"3; ; : +0'

Gri' r tko gt" o qf grq" s wg" ug" r tqf vlq" gp" Cti gpvpc" hwg" r" r kem' wr " Vq{ qvc" J kwz 8à" I gpgtcek»p."hc dtlect c"gp"uwu"xtgukqpgu"fg"ecdipc"uko r ng" { "f qdr" { "tceek»p"6z4" { "6z6"s wg."c" r ctvk"fg"r'u"eqo dkpcekqpgu"eqp"fg"lgt gpv"u"kr qu"fg"o qvqtgu."ngi cdc"c"vpgt"r"r qukd klf cf "fg" eqpwt vk" xglpv" xctkcpv"u" f klpvcu" *xt" Vcdn" KX/4+0' Gp" r'u" r tko gtqu" c° qu" r" guecn" fg" r tqf week»p"hwg"o "pko c."gn'xqno gp"r qvpeknif g"r"r rcpw"fg" \ " a tcvg"crncpl cdc"42022"wpkf cf gu"

3: 7"Rctc"co r rct"uqdtg"r"fg"ko gpuk»p"r"cdqten"fg"Vq{ qvc"Cti gpvpc"eqpwtct<"Tco c" *4226<"324/336+."Dcwukpk" *4223+."f rctgl "P gy o cp" *4234+."F qrgpuf " *4234+q" H g { uugpgv"3; ; : +0'

3: 8"Ugi Àp" Gf wctf q" Mtqpdgti . "glgewkxq"fg"VCUC"fg"uf g"3; ; 8."r"vdlceek»p"fg"r"lf dtlec"hwg"gur gekm gpv"grgi kf c" r qt "uw"lpgvtugeek»p"gpvtg"r"Twc"p celqpcn"34."s wg"eqpgevc"eqp"r"tgi k»p"o guqr qv° o lec"fg"lcr"gpvpc" { "hwg i q"eqp" Dtcukl"r gpucpf q"gp"r"zr qt wek»p"fg"xgi "f"ewqu" { "r"Twc"p celqpcn; . "s wg"xlpewr"cn'pqtvg"fg"r"c"u"eqp"Dwgpqu" Cktgu"r rpklec"p"fg"r'u"xpvcu"fg"xgi "f"ewqu"cn'ob gtecf q"lpgtq" { "r'u"eqo r tcu"fg"r"tqxggf qt gu"cwqr ct wucu"r qecrgu." { "uw"egtecp"r"cn'r wgtq"Vgto kpcn" \ " a tcvg."r qt "gn'ewcn'ngi cp"r'u"cwqr ct vgu"ko r qt wcf cu"r ctc"lpeqr qt ct"gp"r'u" xgi "f"ewqu" *Gf wctf q" Mtqpdgti . "gpv gxlw"r gtuqpcn"4: B 4244+0' Ugi Àp" qvtq" glgewkxq"fg"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"fg"Vq{ qvc."gpv gxlw"r gtuqpcn" 461: 4243+ *xt" Kó ci gp"2/4"fg"grlCpgzq"Guvcf "r"lq"40'

3: 9"Grlo kuo q"gtc"lpeqr qt cf q"ukp"p"gi qekel»p"r qt "r"i gtgpek"r"qecnl" { "hqu"clwgu"s wg"ug"t gcnk cdc"p"r"qecm gpv"gtcp" u»r"fg"dcn"pegq"fg"r'u"r"p"p"gu"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 gvtgto kpcf qu" xgj ¶ewru" xgpf kf qu"gzenukxco gpvg"gp"mqu"o gtecf qu"hwgtc" f g"lcr »p0'Ugi Àp" Ct| c" { "N»r gl "422: <359/ 35: +guvg"r tq { gevq'ko r rke»"s wg"Vq { qc"hwgtc"gp"mqu'r tko gtqu" c° qu' f gn'uki m'rc"Àplec"vgtgto 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."guvg"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 gpvpc0'C"r guct" f g"guvc"ukwcekp."VCUC" hwg"grgi kf c"eqo q'egpvtq"kp' wutkn' f g"r tqf week»p" { "gztvcelp"r ctc"Egptq" { "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 tguvf 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"kpukwekqpcrgu"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 tguvf gpvg" f g"rc"r tqxggf qtc" f g" Vq { qc."Xgpvcnw . "rc"kp'xgtuk»p"rg"mco »"r qf gtquco gpvg"rc"cvpck»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"vgtgto kpcrgu"qeekf gpvcrgu"kpucrcf cu"gp" gug" o qo gpvq"gp"gn'r c¶u0'Ugi 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" q' tlepvcf 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 gtecpce"gp"i gpgtci" { "ucd¶c" s wg" guvq" gtc" wpc" ec¶c" { "s wg" f gur w' u" kdc" c" j cdgt" wpc" tgevr gtecel»p0'Gpvqegu."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'guklo cdc"rc"eqpvtcekel»p" f g"rc" r tqzko cf co gpvg"4022'r gtuqpcu' b a u00 kpvvcu"gn' tguvq"

f g'ru'vgtō kpcrgu'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' gzr cpukp'hwwtc'f g'rc'r rcpvc'†gewr gtcf q'f g'F qrgpun{ .4234+0

"

Gurqu"o qxlō kqpvqu'f gpqvcp'emctco gpvg'wpc'ectcevgt'¶wlec'r ctvlewnt'f g'rc'*estrategia empresarial*"f g'Vq{ qvc'gp'Cti gpvpc0'Gur ge¶leco gpvg.'r wgf g'xgtug'wpc'ceekp'r rcpkhecf c" c' rcti q'r rcl q'r tqr kc'f g'guc'go r tguco wmpcekqpcn'lcr qpguc.'eqo q'r wf q'xgtug'gp'gn'ecr ¶wruq' cpvgtkqt0' Gp" guvg" ecuq." gp" wp" o qo gpvq' f g' hwgtvg' eqpvtceekp' f g' rc' geqpqo ¶c' { " cnc" kpegtkf wo dtg.'rc'hkto c'f gekf k' tgcrlk ct'wpc'cr wguv'cttkgui cf c'gp'rc'r rcpvc'mqecr's wg'rg'f ct'¶c' wpc'i tcp'ko r qtvcpek'gp'rc'guitwewtc'kpvtpcekqpcn' { 'tgi kqpcr0'Cu¶'rc'kpxgtukp'f g'Vq{ qvc'gp' 4224'f go wguvtc'wp'r rcp's wg'ko r rkecdc'wp'r rcl q'f g'7'c'32'c° qu.'uwhekgpvgō gpvg'kpf gr gpf kqpvg' f gn'ekem'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 kwf >'hqu'equvqu' kpvtpqu' gp' f >rc'tgu.'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 ktgevqt'eqo gtekrn'f g'rc'hkto c.'O cucuj k' Qpk cy c.' r tqpvwkecdc' 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| .'muf ktgevkwqu'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'uw'rq'f g' cdcuvgct'cn'o gtecf q'cti gpvq' { "cn'O gtequwt.'ukpq.'cf go ^a u.'r qf gt'gzr qtvt'c"vqf c'Egptq' Co ²tlec.'Ectkdg' { "Uwf co ²tlec'*Nc'P cekp.'421; 4224+0"

" Ugi Àp'Gf wctf q'Mtqpdgti ."

"

Gnr tkpek rnb qvqx'qt'gn'ewcnlug'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 tlo ctkqu'f g'rc'tgi kōp0'Grlxgj ¶ewru's wg'pquvtqu'rcdtkleo qu'rc' rlec'c'vqf q'm's wg'gu'r tqf weekp'r tlo ctkc< ci tlewmtc.'i cpcf gt'¶c.'r gucc.'o kpgt'¶c.'r gv>rgq.'gve0Nc'tgi kōp'eqo r rgv'f guf g'Egptqco ²tlec'r ctc'cdclq' r tqf weg'r tqf wevqu'r tlo ctkqu.' { 'r qt'ō wej qu'c° qu'ō ^a u'xc'c'ugi wkt'cu¶'gpvqpegu'gmqu'xkgtqp's wg'gn'r qvgekcni' s wg'vpp'c'Co ²tlec'Nc'vpc'g'tc'o w' "cnq"† +Gtc'o w' "kppqxcf qt'r ctc'pwgwtc'tgi kōp'r qts wg'g'tc'gn'Àpleq' r tq{ gevq'eqp'dcug'gp'Cti gpvpc.'r gtq'r gpucpf q'gp'rc'gzr qtveekp' *Gf wctf q'Mtqpdgti .'gpvtgxknc'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 rlect'rc' ecr celf cf 'f g'r tqf weekp'gp'rc'r rcpvc'kpf wutkcn'f g\ ^a tcvg'cæcp| cpf q'rcu'82022'wplf cf gu'r qt' c° q.'f g'rcu'ewcrgu'ug'gzr qtvt'¶cp'67022'c'Egptq' { "Uwf co ²tlec'*Dcmpeg'VCUC.'39194225+0"

^{3:} 'Nq'ewcn'ghgewkxco gpvg'uwegf k'eqp'rc'tgewr gteekp'f g'rcu'c° qu'uki wkpvgu0

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; 14224-0Cuko 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 kpuvrcck»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" guf g" 4226" *xgt" Vcdrc" KX/4-0Nc" pwgxc" J knwz" lo r rñ » "kppqxcekqpgu" lo r qtvcpvgu" gp" gnìb" wpf q" f g" rñ u" r leniwr u0Gñxgj "pwnq" kpeqtr qt»" b qvqt k cekqpgu" f g" cxcpl" cf c" vgepqmì "c" s wg" crncp| cdc" b 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" b 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 2002 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 2005 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 2004, 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 o 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 vlxq'wrlkctkq' »UWX+f gn'O gtequwt. f gpqo kpcf q'UY 6^{3:}: »F qrgpumf . '4234+0' uv'gu'wp'f gtlxq'f'g'rc'r lenlwr " J knw's wg'eqo r ctvg'uwr'rcvchqto c'r tqf wevxc" { "guxdc'f guv'kpcf q'c"cdcuvegt'cn'o gtecf q'mecrl' { "cn't guv'f'g'Co² tlec'Ncvkpc0'Nc"guvcvgi kc'f'g'r'rcvchqto c'eqo Àp'i gpgtcm gpvg'eqpukvg'gp'rc' r rcvchqto c'»ej cuku" { "guxvewtc+" { "f kxgtuqu'uwdukungo cu'o ge^a plequ'eqo r ctv'f qu'r qt'f khtg'pvgu' o qf gnu. "m's wg'r gto kg's wg'rc'r tqf week»p'qdvpgi c'geppqo f'cu'f'g'gucrc'eqp'gmqu0'Guc'r ctvg' kphgtkqt'f'g'ru'xgj f»wru'gu'o gpqu'f gvgto kpcpv'f'g'u'w'gu² vlec." { "gu'gp'rc'r ctvg'uwr gtlkt'f'qpf'g' ug'f'gucttqnc'rc'f'khtg'pekck»p'f'gnrl tqf wevq. "f'g'f'qpf'g'uwti gp'rc'u'geppqo f'cu'f'g'craepg0"

Gn'wuq'f'g'r'rcvchqto cu'eqo wpgu'j' c'ukf'q'wpq'f'g'm'u'hcevqtgu'f'kukp'v'x'qu'f'g'Vq{ qvc'gp'rc' Cti gpv'kpc.'gur gekcm gpvg'f'gpvtq'f'gnlgi o gpv'f'g'r'lenlwr u0C'f'khtg'pek'f'g'Hqtf'q'Xqmuy ci gp." Vq{ qvc'hwg'rc'Àplec's wg'cr tqxgej »'rc'r'rcvchqto c'f'g'rc'r'lenlwr "J knw'r'ctc'r tqf wek'wp'UWX0:² Guv'rg'r gto kx'»i cpct'geppqo f'cu'f'g'gucrc'gp'rc'r tqf week»p'f'g'guc'r'rcvchqto c.'m's wg'tgf wpc' gp'rc'tgf week»p'f'g'eququ=" { "c'r ctv'f'g'gmc'qdvpgt'geppqo f'cu'f'g'craepg'cn'r tqxggt'f'qu"

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

^{3:2} "Guc'pq'hwg'rc'guvcvgi kc'f'g'Hqtf'pkf'g'Xqmuy ci gp.'s wg'eqo r ngo gpv'cdp'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'pq'eqo r ct'f'p'p'r'rcvchqto cu.'r qt'm's wg'rc'u'gucrc'u'r tqf wevxcu'r qt'r'rcvchqto c' gtecp' uwucpekm gpvg' o gpqtgu0' Gu' ko r qt'v'p'v'f'gucct' s wg' o kpv'cu' Xqmuy ci gp' c' plxgri' i mdcrl' pq' v'kpg' f'gucttqmf'c'wpc'UWX'gp'dcug'c'rc'r'rcvchqto c'f'g'rc'r'lenlwr "Co ctqnc'Hqtf' r tqf v'q'rc'UWX'Gxgtguc's wg'eqo r ctvg' r rcvchqto c'eqp'rc'r'lenlwr "Tcpi gt.'gp'uwr'rcv'cu'f'g'Uw^a hlec.'Vckrpf'kc.'Ej kpc'g'kpf'kc.'f'gtq'pq'cu'f'gp'rc' Cti gpv'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 gt gu."
"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 cel'p.'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'f c'gp'gn'
T²i k'o gp' f g' K r qtvcel'p' f g' Dkpgu' K'v'gi tcv'gu' f g' òI tcv'f gu' Rtq{ gevqu' f g' K'xgtuk'p'ò'
*T guqmwel'p'P à'478 4222+'r ctc'rc'k'o r qtvcel'p'f g'dkpgu'uk'p'f gt gej qu'f g'k'o r qtvcel'p's wg'
h'qto cp'r ctvg.'gzenw'k'co gpvg.'f g'wpc'pwgxc'f'p'g'c'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 guqmwel'p'33; 4226+0Cu'f'gp'4227"ug'
rc'p' »" rc' UY 6." wpq' f g' mqu' xgj 'f'w'qu' p'cel'q'p'c'gu' f g' o c{qt' r tgeq' gp' gn' o gtecf q' m'ecn'
*42 32 4227." Nc' P cel'p+' {" ug' eqo k'p' 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'f c'h'k'cn'gp'gn'o w'f q'gp'r t'gug'v'ct'gn'r tko gt'xgj 'f'w'qu'ò'i m'dc'm'f g'
Vq{ qvc' *D'c'rc'peg'VCUC.'49 19 4227+0

F g'gug'o qf q.'rc'gr'geek'p'f g'Cti gp'v'pc'eqo q'r ctvg'f gn'r tq{ gev'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'cel'q'p'cn'eqp'gl'g'
gp'rc'g'zr qtvcel'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'f c'f g'h'qto ct'wpc'go r t'guc'ò'i m'dc'm'c'k'p'ek'qu'f g'uki m'0'
Guv'r tq{ gev'k'o r r'ke»'pwgxc'k'p'xgtuk'p'p'gu.'co r r'k'cel'q'p'gu'r tqf wek'x'cu.'gn'pwgxc'q'o qf gm'f g'rc'
J k'wz'{"gn'eqo k'p' q'f g'rc'hcdtkecel'p'f g'rc'UY 60Gp'r ct'v'w'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'p'p'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'eqo r g'w'f q't'gu'r tqf weq't'gu'f g'r kem'wr u'0'Guv'qu'up'q't'qu'f g'm'qu'h'c'v'q't'gu'f g'v'gto k'p'cp'v'gu'f g'rc'
v'c{ gev'q'k'f g'Vq{ qvc'Cti gp'v'pc'c'iq'rc'ti q'f gn'r t'gug'v'g'uki m'0'

"

4.4 - Ejecución del IMV e inserción regional

" Eqo q'eqpugew'g'pek'f gn'rc'p' co k'p'v'q'f gn'r tq{ gev.'gp'4224'ug'è't'g'c'wpc'pwgxc'g'ut'w'w'w'c'
cn'k'p'v'g't'k'q't'f g'rc'o w'k'p'cel'q'p'cn'f g'VO E.'f gp'qo k'p'c'f c'Vq{ qvc'O gtequw't'0'Guv'v'gp'f'c'c'uw'ecti q'rc'
eqq't'f k'p'cel'p'f g'rcu'c'v'k'x'f cf gu'f g'Vq{ qvc'Cti gp'v'pc'{"Vq{ qvc'f q'Dt'cuk'0'Ugi Àp'rc'go r t'guc.'
g'v'q't'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 gpvkp q" 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" kpvgt pcekqpcn" eqp" Vq{ qvc" Vckrpf kc0 Vcn' eqo q" ug"
f gucttqm»"gp"gr'ecr "wrr"cpvgtkqt."Vckrpf kc"ug"guvcdrgek»"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" vtcvf qu" eqo gtekrqu" f g" Cti gpvkpc" eqp" iqu" r c" iqu" f g" Co ² tlec" Ncvpc" *xgt" Ecr "wrr"
4+ " { "gn'equvq" f gn' hrgv." s w" gu"uwucpvkxco gpgv" o gpqt" f cf c" r" r tqzko kf cf "i gqi tª hlec0Rqt" qvtq"
rcf q." r" r tlpckr cn' f guxgpvc" ug° cncf c" r ctc" Cti gpvkpc" gu" r" ecti c" ko 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 dcti q." r" ecti c" f g" iqu" ucrtkqu" gp" rcu" xgpvcu" vqvcrgu" f g" r" kpf wutkc"
cwqo qvtk "pq" gu" wcp" uki p hlec vxc" gp" eqo r ctekc»p" eqp" qvtqu" ugevqt gu" kpf wutkrcgu." eqo q" gn'
vgz vkr0Rctc" VCUC." gn' r guq" f g" iqu" ucrtkqu" uqdtg" rcu" xgpvcu" pvcu" 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'

Ukp" go dcti q." r" tgrck»p" eqp" iqu" vtdclcf qt gu" u" gtc" uwucpekcm gpgv" f kgt gpgv" gpt g"
Vckrpf kc" { "Cti gpvkpc0 Gp" r ct vewret." gp" gn' eco r q" rcdqtcn' ug" tgi kumctqp" hwgt vgu" vgpukqpgu" gpt g"
VCUC" { "gn' UO CVC" gpt g" 4225" { "42290" Ugi Àp" F kgi q" Rtcf q." r" eqo r c° "fc" uwtk»" wp" eco dlq"
f tcoª vkeq" gp" r" ewguk»p" ukpf kecn' r qts wg' r cu»" f g" vpgt" wpc" r ct vckr cek»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 vkt" f g" 4228." uqmq" cti gpvkpu" f kki kgtqp" r" eqo r c° "fc." cwps vg" cr tqzko cf co gpgv" r" o kcf" f g" iqu" f ktgevqt gu"
eqpvkpwctqp" ukp 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"wxq"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 pkkectqp"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."vcpv"r qt"r ctvg"fg"nukpf kecq."s wg"co dlē 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 wpv"fg"dcwpeg"q" gs wkrdt k0Guq"s wg"vggo qu"j q{ ."wp"gzegpvg"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"fkgt gpvg"cnit guq"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"eqpht qvcekp" *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 rkekp" dclq"gn"r tq{ geq" KO X"hwg" gn"qdlgkxq" f g"kpvgpvt"ckurt" c"rc" go r tgu" f g" rqu"xckxgpgu" f gn"ekem"geqp»o leq" cti gpvqp0" Cu" r" f ktgevtc" 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"Apk" 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."guv"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"lpuetk r c"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"hgz"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 tghg gpekuc"tcepegrt"ku" *xgt"Ecr "wru"4-0Rgtq."r qt"qvtq"rcf q."gzkngp"b gecpkuo qu"lphqto crgu"rc"r ctvt" f g"hu"ewcrgu"rcu"cwqt kf cf gu"guvcrgu" r gto ksp"o c { qt"hgzkdkkf 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" guv"ugpvk q."I wuxq" Ucn"pcu." f ktgevxq" 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"guv" 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 14 4244-0"

hmg" wp" r tqdrgo 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 qtvcck»p<" 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. " uqukpgg' 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"

Cn' t gur gevq. " Cp¶| dcn' Dqtf gtgu' tgo ctec. "

"

Nc" gut cvgi kc" gp" gn' O gtequw' hmg" guvdrgegt' r tqf wvqu' eqo r rgo gpvctkqu0' Dtcukn' j ceg" gn' Eqt qmc= " pquqvtqu" j cego qu' h' J kmz0F gpvtq' f g' hu' cp' r kuku' s wg' j kelo qu' f g' hu' f kxkpcu' r tqr wvqu' s wg' ug' b cpglctqp' vgp¶o qu" egtq" lo r cevq' pgi vlxq0' Qdxkco gpvg. " c" plx gn' o wpf kcn' Vq{ qvc" guv" gp" hcxqt" f gn' eqo gtekl' r dtdg" gpvtg" rqu" r c¶gu. " cvpfp kqpf q" c" r cu' pgegukf cf gu' r wpcwcu' s wg' r wgf g' j cdgt" gp" ecf c" tgi k»p" q" r c¶u0P quqvtqu. " eqo q" r t kpek kq. " guvco qu" gp" hcxqt" f gn' r dtdg" eqo gtekl' { " j cego qu' wpc" gut cvgi kc" f g' tcf kceck»p" f g' kpf wutkc" r ctc" s wg" ugc" r dtdg" eqo gtekl. " 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. ""

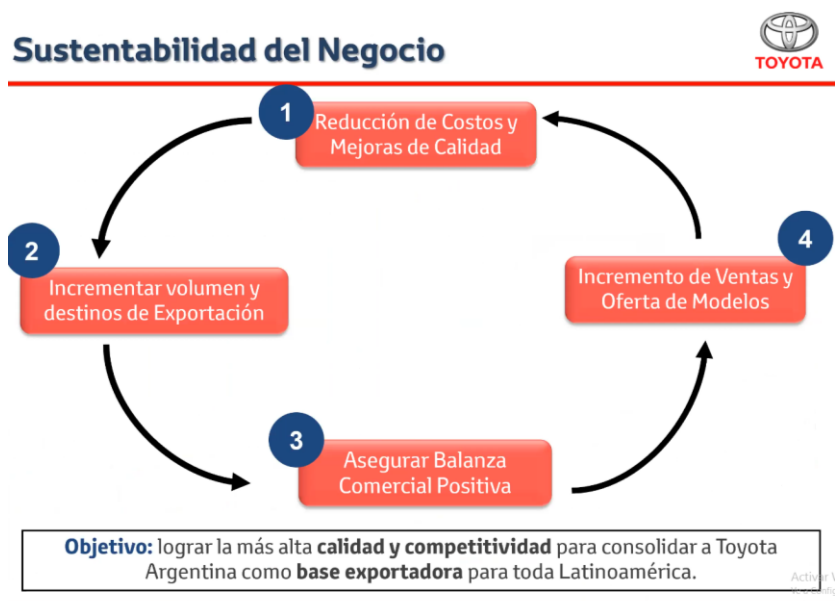
"

P wvutq" uwg° q" ulgo r tg" hmg" etgegt" { " eqpxgt vktqu" gp" gzr qtvcf qt gu0' äRqt" 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" hu' f kxkpcu' r c¶gu' f g' r c' tgi k»p0Gpvppegu' gn' xqno gp" f g" Cti gpvkpc" pq" cncrp| cdc" r ctc" j cegtpqu" uwvwpvdrgu. " 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" gpeqvctt" 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" eqpvkpf q" mecn' lo r qtvcpv" s wg" pq" f gr gpf kqtc" f gn' vkr q" f g" eco dlq. " { " wp" xqno gp" f g" gzr qtvcck»p" i tcpf g0' Gpvppegu. " 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 qtvcck»p. " 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' t kxcf c" f gn' pgi qekq" f g" gzr qtvcck»p" " F cpkgn' J gttgtq. " gpvtgxkuc" 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'c'rc'k'k'qu'kpg's wg'gn'ugetg'v'q'r ctc'o'cp'v'p'gt'w'pc'dw'gpc't'gr'cek'p' eqp'rc'ecuc'o'c'xk'k'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'q'hguk'qpcn'43 15 14244-0'

Imagen IV-1 - Modelo de negocio de TASA

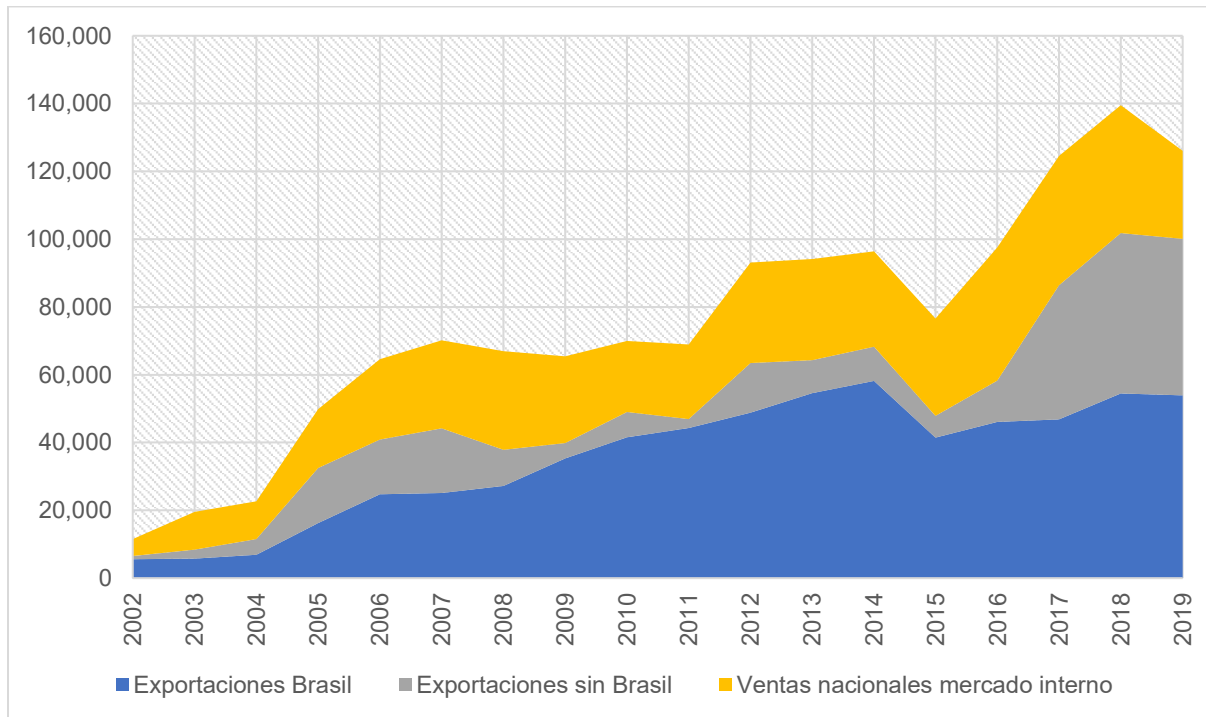


Hwpgv'f'qewo gpv'k'p'v'g'p'f'g'VCUC'ceegf'kf'q'gp'42420'

F'g'gug'o'qf'q.'gp'dcug'c'f'lej'c'g'ut'c'v'gi'k'c'c'rc'ct'vt'f'g'rcu'k'p'x'g't'k'q'p'g'u'f'gn'r't'q'f'ge'v'q'IO X.' Vq{ qvc'r cu'f'g'r't'q'f'w'ekt'3; 677'w'p'k'f'c'f'gu'gp'4226'c'68884'gp'4227'c'87022'gp'4228.'f'g'rcu' ewcrgu'gn'84' 'hw'g'r'c'tc'g'z'r'q't'w'cek'p'x'g't'I't'a'h'eq'KX/6+0F'gpvt'q'f'g'gu'qu'f'g'gu'k'p'qu'f'g'g'z'r'q't'w'cek'p' ug'uwo'ct'q'p'w'g'x'qu'r'c'f'gu.'c'rgu'eqo'q'J'q'p'f'w'cu.'R'ep'co'ª.'P'lect'ci'w'c.'T'gr'À'd'iec'F'q'o'k'p'lec'p'c'

{'Eqwv'Tkcc.'gptg'hqu'b' a u'ko r qtvcvgu0Cf go a u.'cwo gpvtqp'eqpukf gtdrno gpv'hu'gpx'qu'c'
Ej kg.'O²zleq.'Gn'Ucxcft'{"I wcvgo cnc'Ukp" go dci q.'gn'i twguq'f g'ncu'g'zr 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<grndqtckep'r tqr kc'gp'dcug'c'CF GHC'{"dncrpegu0"

" 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'g'zr qtvcck»p'f g'hqu'c° qu'r tgxkqu.'s wg'go r gl'ctqp'c'ugt'cdcuwgek'qu'
r qt'Vckrpf kc.'o kgpvtcu'ncu'g'zr qtvcckppgu'f g'VCUC'ug'eqpegpvtctqp'ecf c'xgl' "o a u'gp'Dtcukn'
ngi cpf q'c' g'zr 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" gptgxkuc'
r gtuqpcn': 04244-0' Guv'c' uw'xgl'."ug'eqo r ngo gpv»'eqp'wpc'r q'f'lec'f g'f kurtkdwek»p'f g'
f kxf gp'f g'nc'go r tguv'gpvtg'4228'{"4232.'hq's wg'ko r rle»'wpc'o gpqt'kpxgtuk»p'gp'rc'r rcpvc'
r qecn'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'kt gi wrctkf cf gu' gp'gn'o cpqlq'f g'rcu'hkpcp| cu'cn'kpvgtkqt'f g'VCUC0Guq'i gpgt»'rc'kpvgtxgpek»p'f g'rc'ecuc'o cvtk' f g'VO E"gp'rc'hkcn'mqeci0'Guvg'gr kuqf kq'ug'o cpql»'gp'ugetgvq'{"rc'kphqto cel»p'ecuk'pq'ektewn»' gp'rc'r tgpuc0'Gp' guvg'o cteq." VO E" eqo gp| »'c" tgcrl' ct" r tqeguqu" f g" eqpvtqri' {" cwf kqt'cu' f kt gevco 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. "gpvtgxkxrc'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'mqeci'eqp'rc'glgewek»p' f gn'r tq{ gevq' KO X. "rc'cf o kpkmtcek»p'f g'rc'i gtgpek'mqecn' eqo q'r ctvg'f g'rc' *incrustación nacional* 'f g'guc'hkcn'wxq'wp'r cr gnko r qtvcpv'gp'gn'gucpeco kpvq'f g'gug'r gt'qf q. 'f gpqvcpf q' wco dR'p'uw'ko r qtvcpek'gp'rc'gutcvgi kc'{"f gugo r g'o q'f g'rc'go r tguc0' Cf go ^a u. 'rcu'cwqtkf cf gu' mqecngu'hwgtq'f gur rc| cf cu'r qt'f gpwpeku'f g'o crkgtucek»p'f g'hqpf qu. 'f cpf q'ewgpvc'f gn'r guq'f g' rcu'cf o kpkmtcekqpgu'mqecngu'f g'rcu'hkcn'gu'f g'GO u'{"s wg'rcu'f kt gevku'f g'rc'ecuc'o cvtk' 'pq' uqp' f kt gevco gpvg'cr rkecf cu'gp'rcu'r c'f'ugu'tgegr vqt gu'f g'guc'u'hkto cu0' "

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

C'tc'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 kt gevq'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 gpek0'Gn'glgewkxq"eqo gpw's wg'cpvg'rc'kpvgtxgpek»p'f g'rc'hkcn' 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. "gpvtgxkxrc'r gtuqpcn"3 19 4244-0' Cf go ^a 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'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 ^a u' xgj 'ewnu0'Ugi Àp" Tlectf q' "Rki pcpgnk" "*en Toyota cambia la dirección, aparece Herrero con una visión totalmente distinta. Empezamos a crecer, fuimos tres veces a Japón*" *Tlectf q' "Rki pcpgnk"gpvtgxkxrc'r gtuqpcn": 19 4244-0

Uki wkpq'f c'F cplgn'J gttgtq. 'gn'r tqeguq'r ctc'urkxct'rcu'pwgxcu'kpxgtukqpgu'{"cwo gpvt' rc'ecr celf cf "f g'r tqf wek»p'pcel»'f guf g'rc'hkcn'mqeci'{"pq'f guf g'rc'ecuc'o cvtk'. "g'ko r rke»'wpc' ctf w'pgi qekcek»p'eqp'rcu'qhlekpcu'egpvtcrgu0'Gn'glgewkxq'uqukpg'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'wpkf cf gu'r tqf wekf cu'eqp"wpc"t gkpxgtukp"fg"
tgewtuqu'r tqr kqu'i gpgtcf qu'gp"Cti gpvpc"{"hwpf co gpvcn gpvg."eqp"wp"i tcp"cwog pvaq"fg"o cpq"fg"qdtc0UK"
mgi q"c"nu"; 2'o kn"fkuewko qu"r"lpxgtukp"pgeguclc"r ctc"kc"wpc"r tqf weksp"fg"352"o kl'wpkf cf gu"{"
vepkllect"r"r rpxvc0Chqt wpcf co gpvg."pqu"fglctqp"go r tgpfgt"gucl"gzr cpukp"c"; 2'o kl'wpkf cf gu"{"ewcpf q"
mji tco qu'gug"qdlgkxq"hwko qu"r gf k"r"lpxgtukp"i tcpf g"O kulp"Rtqf wekxc."3: 194244+0

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

Cuko kuo q."eqo q"eqpugewpekc"fg"nko r wnuq"r kqpgtq"fg"Vq{qvc"{"uw"eco kqpgvc"J knwz."
f wcpvg"guvu"co qu"Cti gpvpc"eqo kgl| c"chckp| ctug"eqo q"gn'hub"fg"r tqf weksp"fg"r kni'wru"
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 wek"r"Xqmuy ci gp"Co ctqm"eqphqto cpf q"c"Cti gpvpc"eqo q"Apkq"egpvt"o cpwcewtgtq"
c"plxgn'o wpf kni'fg"fej q"r tqf weq"{"eqp"wpc"qtkgpcekp"gzr qtvcf qtc."r tlpekr cm gpvg"j cek"
Co²tlec'Ncvpc"GrO wpf q."3944232+0: 5'F g"guvg"o qf q."Xqmuy ci gp"eqpepvt»"uw'r tqf weksp"
gp"gnr c"fu"gp"mu"o qf gmqu"Co ctqm"{"Uwcp."3: 6'cf go^a u'fg"ru'eclcu"fg"tcpuo kulp"gp"E»tf qdc0"

Gp"ugi wpf q"mi ct."gp"4234"Hqtf"rcp| »"uw'pwgxc"xgtukp"fg"r"Tcpj gt."r tko gt"xgj "fwrq"
fg"o qf gm"i mden's wg"wkkl cdc"r"o kuo c"r rvcqto c"r ctc"ugt"r tqf wekf q"gp"fg"knkpcu'r ctvu"fg"gn"
o wpf q0Cnli wcn's wg"r"J knwz."r"Hqtf"Tcpj gt"gtc"r tqf wekf c"gp"Vckrpf k"{"Uw^a hlec"eqp"wpc"
r rvcqto c"gp"eqo Ap."{"uw"xgtukp"cti gpvpc"guvdc"qtkgpvcf c"r tlpekr cm gpvg"c"cdcuvggt"gn"
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^{3: 5}Nwgi q"guvg"o qf gm"hwg"r tqf wekf q"vco dlk p"gp"Crno cplc"j cuvc"4242"{"gp"Gewcf qt"fg"guvg"423: "j cuvc"42420'Guvc"
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r"r tqf weksp"fg"r"pwgxc"xgtukp"fg"r"Co ctqm"b"Hqtf."s wg"r"tgekrlk ct^a "gp"dcug"r"r rvcqto c"fg"r"pwgxc"Tcpj gt=
egukp"s wg"ug"fg"lq"gp"gn'o cteq"fg"wp"eqpxgpk"i mden'fg"cnecpeg"o^a u'i gpgtcl'pvt'g"co dcu'cwqo qvtlegu'cpwpekcf q"
c"o gfkcf qu"fg"gn'4242"b"Hqtf."32184242+0C"uw"xgl."gu"l'pvtgucpv"fg"guvclt"s wg"guvg"pwgxc"xgj "fwrq"gu"fg"kuo cf q"gp"
Cwvclc."fg"pfg"fg"lq"p"q"vkgp"wp"r rpxvc"o cpwcewtgtc"fg"gdlf q"l'uwelgtt"gp"4238"r gtq"l'w"p"egpvtq"fg"lpi gplgt"lc"
*Ectu"l wfg."461614244+0

^{3: 6}Gp"423: "ug"hpckl c"r"r tqf weksp"fg"Uwcp"{"gp"4242"ug"eqo kgl| c"eqp"r"hcdtlectekp"fg"uw'r tko gtc"UWX."gn"
o qf gm"Vcu0'

Hqtf "f gf le»"rc"r tqf week»p"fg"uw"r rcpvc"gp"Rcej geq"c"uwu"o qf grqu"Tcpig"t{" "Hqewu":⁷"Guv" eco kq"eqo gp| 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"c"r tqhwpfk ct0F g"guvg"o qf q."rc"r tqf week»p"fg"xgj "ewrqu" eqo gtelekrgu"hxkcpqu"gp"Co ²tlec"Ncvkpc"eqo gp| »"c"fk kxf ktug"gp"hwpek»p"fg"uwu"ugi o gpvqu"xgt" Vcdrc"KX/5+0Cn'tgur 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, olvidate 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"ek»p"r tqr lc"gp"dcug"c"CF GHC."CP HCXGC."CO IC"{" "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"c"r tqhwpfk ct0F g"guvg"o qf q."rc"r tqf week»p"fg"xgj "ewrqu" eqo gtelekrgu"hxkcpqu"gp"Co ²tlec"Ncvkpc"eqo gp| »"c"fk kxf ktug"gp"hwpek»p"fg"uwu"ugi o gpvqu"xgt" Vcdrc"KX/5+0Cn'tgur 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, olvidate 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 vtcekp' f' g' uw' vgtetg' c' wplf' cf' f' g' hcdtkecelp. "gunc' xgl' "gp" Uqtqecdc "Ucp" Rcdm+. "gpecti cf c' f' g' r tqf wekt' r' qu' eqo r cevu' Gvku' gp' u' u' xgtukqpgu' hatchback" {"ugf^a p0: ⁸ "F g' gung" o qf q. "Vq{ qvc" O gtequw' "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' Gunc' co r rkecp' f' g' Vq{ qvc" O gtequw' "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' 0' Cn' t' gur gevq. "F cpkgn' J' gttgtq' uquv' p' "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' kxk' p' f' g' Co ² tlec' Ncvpc' {"gn' Ectkdg' {"r' qu' ekqp > "cn' gunc' f' q' wplf' gpug' Uv' xg' U' 0' Cpi' gm' eqo q' EGQ' f' f' lej' c' t' gi' k > p. "s wgp' uquv' p' "s wg <

"

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

"

F' g' gung' o' qf' q. "gp' Cti' gpvpc. "n' wgi q' f' gn' cwo gpvq' gp' r' r' tqf weekp' c' r' ecp' | cpf' q' r' cu'; 2' o' kn' wplf' cf' gu. "r' qu' gu' h' wgt' | qu' ug' eqpegp' v' t' ct' qp' gp' eqpugi' wkt' wpc' p' w' g' x' c' l' p' x' g' t' uk > 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' g' x' qu' o' gtecf' qu' r' v' k' p' q' c' o' g' t' k' e' c' p' qu' 0' Cu' | "r' qu' gl' gew' k' qu' f' g' VCUC' {"gn' UO' CVC' "h' wgt' qp' gp' f' k' uk' p' v' cu' q' e' c' uk' q' p' p' u' c' "Lcr' > p' r' ctc' "k' p' uk' r' kt' "gp' gn' q' v' ti' co' k' gp' v' f' g' f' lej' c' l' p' x' g' t' uk > p' 0' 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' gf' qt' c' 34' r' tqxggf' qt' gu' egp' v' t' c' gu' f' g' r' cu' ewcrgu' 8' f' g' gn' cu' g' t' cp' l' cr' p' p' g' u' cu' follow-sourcing *Vq{ qvc" Vuwj' q' Ugg' n' cpf' "Ueter. "Vq{ qvc" Dquj' q' m' w' Rk' m' pi' v' qp' / P' k' r' r' qp' 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' gn' J' gttgtq. "s wgp' gu' w' x' q' c' e' c' ti' q' f' gn' r' tq' { gevq' f' g' r' h' c' d' t' k' e' c' e' l' p' f' gn' G' v' ku' gp' Dtcukn' ug' l' p' v' gp > "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' qt' r' " f' l' h' g' t' g' p' e' l' c' gp' r' qu' l' p' e' g' p' v' k' qu' g' z' k' u' g' p' v' u' 0' Ugi' Ap' gn' gl' gew' 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' 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' kul' p' R' t' q' w' e' v' k' c' . "3: 1914244-0' Gunc' o' cte > "wp' h' wgt' v' lo' r' w' u' q' f' g' r' "h' k' n' i' d' t' c' u' k' g' t' c' "x' g' t' I' t' ^a h' e' q' 2/32' f' gn' C' p' g' z' q' Gunc' f' h' e' q' - "ukp' go' d' c' t' i' q' . "r' r' c' t' v' e' k' c' e' l' p' f' g' Vq{ qvc" gp' gn' v' c' n' f' g' r' "k' p' f' w' u' t' l' c' "c' w' q' o' q' v' k' " d' t' c' u' k' g' 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' ' { "J' { w' p' f' c' k' t' g' u' r' g' e' v' k' c' o' g' p' v' g' "x' g' t' I' t' ^a h' e' q' 2/39' f' gn' C' p' g' z' q' Gunc' f' h' e' q' - 0' R' q' t' q' v' t' q' r' f' q' . "r' "h' k' n' i' x' g' p' g' l' q' r' e' 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' weekp' h' wgi q' f' g' 42280'

Vwxko qu'vpc'tgwpxp'emxg.'ic'Ànko c'tgwpxp'gp'Lcr »p0Guvdc'vqf q'gnif kt gevqt kq'f'g'Vq{ qvc."{ 'gnir' tgukf gpvg' f'g'Vq{ qvc'c'pkxgnlpgt pcekqpcnif keg's wj' cd'fo qu'j' gej q'o wej cu'equcu.'s w'ic'r' tgf weekp'ugi w'f' lwdkpgf q." s w'gn'o gtecf q'ugi w'f' f'go c'p'f' q'."{ 's w'v'p'f'p's w'j' cegt'vpc'i t'cp'kpxgtukp'f'g'w&u3022"o kmpgu0'Nq' r q'p'f'c'eqpukf gtcekp'f'gnif kt gevqt kq'0' "t'guvdc'f'ghkpk's w'k'p'i' c'tcp'w'k' cdc'guvq0' "ukp'r' qp'gt'p'qu'f'g'cewgtf q." r'g'x'c'p'v'q'ic'p'q"q" { "r'g'x'c'p'v'q'ic'p'q"J' gtt'gt'q'0' "gnir' tgukf gpvg'f'g'VO E'f' keg's w'g.'uk'ic'go r' t'guc'cti' gp'v'pc' i' m'q' i' c'tcp'w'k' c' { "m'q' i' c'tcp'w'k' c' gn' uk'p'f' keg'v'q." u'q'iq' v'p'p'go qu's w'g' cr' tq'ct' ic' k'pxgtukp' *T'lectf q' R'ki' p'c'p'g'nk" gp'v'g'x'k'ic'r' gtu'q'p'c'n': 04244+0'

"

Ugi Àp" F cpkgn' J gttgtq. " guc" f go qutcekp" f g" xqnpvcf" vcpvq" f g" VCUC" eqo q" f gn' UO CVC"gp"Lcr »p"hwg"f'gvto kpcpvq" { c" s w'g' "eso para un japonés, que viene de una cultura bastante verticalista y donde se resaltan los lazos de confianza, fue clave" "O kukp'Rtqf wekxc." 3: 04244+0'F'g'guvg'o qf q.'gp'ugr' v'kgo dt'g'f'g'4235.'Vq{ qvc'C'ti' gp'v'pc'c'p'w'pek'w'pc'k'pxgtukp'f'g' w&u: 22"o kmpgu'f' gu'k'p'c'f'c'c"ic' co r' r'cekp'f'g'uw'r' r'c'p'v'c'f'g' \ " a' t'c'v'g'0'Nc' k'pxgtukp' /ic' o' a' u' ko r' q't'v'p'v'g'j' cu'c' gp'v'p'egu' t'g'c'k' c'f' c' r' q't' v'pc' c'w'qo' q'v'k' " gp' gn' r' c'w' /" v'p'f'c' eqo q' q'dl'g'v'k'x'q' k'p'et'go' gp'v'c't'ic' r' t'gf' weekp'f'g"; 4022" c" 362022" x'g'j' f'w'm'qu'c'p'w'c'ng'u" { "r' qu'lek'p'c't'c'ic' r' h'k'ic'n' c'ti' gp'v'pc' eqo q' d'cu'g'f'g'r' t'gf' weekp'f'g' { "g'z'r' q't'v'c'ekp'f'g'm'u'o' q'f' g'nu'J' k'w'z' { "UY 6'r' c'tc'Co 2' t'k'ec' N'c'v'pc.'i' c'p'c'p'f'q'p'w'g'x'qu'o' gtecf q'u' *C'w'q'j' k'v'q't'k'. "4242+0' C'f' go' a' u.'gu'vg'f' g'ugo' d'q'nu'g'tc' gn'o' a' u' i' t'c'p'f'g'f'g'VO E'hw'gi' q'f'g'ic' r'et'k'uk' h'k'p'c'p'el'g'tc' b' w'p'f' k'c'n'if'g'422: *Vq{ qvc'I' m'd'c'n': 15 04238+0'

Guc'k'pxgtukp'hw'g' h'k'p'c'p'ek'f'c'c'v'c'x'2' u'f'g'f' k'v'k'p'v'qu'o' g'f' k'qu'0'G'p'r' t'ko' g't' n'wi' c't. 'r' t'2' u'co' qu' r' t'gf' wek'x'qu'f'g' gp'v'k'f' c'f' gu' h'k'p'c'p'el'g't'c'u' p'cek'q'p'c'ng'u'r' q't' &4095"o kmpgu' *w&u477"o kmpgu'c'n'v'k' q' f'g'eco' d'k'q'f'g' h'k'p'g'u'f'g'4236+0'G'p' u'gi' w'p'f'q' n'wi' c't. "v'g'u'et'2'f'k'qu'f' gn' H'q'p'f'q' r' c'tc' gn'F' g'uctt'q'm'q' Ge'q'p' »o' k'eq' C'ti' gp'v'k'p'q' *H'Q'P'F' G'CT' +f' gn'G'uv'c'f'q' p'cek'q'p'c'n' *F' get'g'v'q'828 04236+0: 9'F' qu'f'g' g'm'q'u' f'g' &822"b' kmpgu'ec'f'c'w'p'q'gp'4236" { '4237" *c'r' t'q'z'ko' c'f' co' gp'v'g'w&u92"b' kmpgu'ec'f'c'w'p'q'c'n'v'k' q' f'g'eco' d'k'q' q'h'k'ek'n'if'g'ec'f'c'f' g'ugo' d'q'nu'q' : { "q'v'q'f'g' &662"o kmpgu'gp'4238" *w&u53"o kmpgu'c'n' v'k' q'f'g'eco' d'k'q'f'gn'o' gu'f'g'f' g'ugo' d'q'nu'q' +*D'c'n'p'egu'VCUC. "718 04237=: 18 04238+0: "G'p'v'g't'eg't' n'wi' c't. "VCUC"ug'gp'f'g'w'f' »"eq'p'd'c'p'equ'g'z'v'c'p'l'g't'qu'r' q't'w&u3; 2"o kmpgu'0'R'q't' Ànko q.'ic' h'k'o' c'

3: 9'G'ug' h'q'p'f'q' v'p'f'c' i'qu'q'dl'g'v'k'x'qu'f'g' <gn'q'dl'g'v'k'x'q'f'g' <*k'ic'r' g'to' k'k't' w'p'o' c' { q't' c'ee'g'ua'q'c'n'if' h'k'p'c'p'el'ko' k'g'p'v'q' = *k'ic'r' t'q'o' q'x'g't' ic' k'pxgtukp'f' { l'q' gn'eq'pu'wo' q' = *k'ic'r' e'q'p'v'k'd'v'k'c'n'if' g'uctt'q'm'q' f'g' i'cu'ec'f' g'p'cu'f'g'x'c'q'it'gp' u'g'ev'q't'g'u'g'v't'c'v'2' i' k'eq'u'r' c'tc'gn' f' g'uctt'q'm'q'ge'q'p' »o' k'eq' { "u'q'ek'n'if' gn' r' c'w'j' = *k'ic'r' +e'q'p'v'k'd'v'k'c'ic' r' r' w'g'uv'c'gp'o' c'tej' c' { l'q' gn'u'q'v'g'p'lo' k'g'p'v'q'f'g'c'ev'k'k'f' c'f' gu' { l'q'go' r' t'g'uc'u'eq'p'g'x'c'f'q' e'q'p'v'g'p'k'f'q' v'g'ep'q' »i' k'eq'. "g'v't'c'v'2' i' k'ec'u'r' c'tc'gn'if' g'uctt'q'm'q' p'cek'q'p'c'n'f'q'ko' r' q't'v'p'v'g'u'r' c'tc'ic' i' g'p'g't'c'el'p'f'g' b'o' c' { q't'x'c'q'it'c'i' t'g'i' c'f' q'gp' i'cu'ge'q'p'q'o' f'c'u't'g'i' k'q'p'c'ng'u' *F' get'g'v'q'828 04236+0'

3: "N'qu'r' t'2' u'co' qu'hw'g't'q'p' k'p'f'g'r' g'p'f' k'g'p'v'g'u'c'w'p'r' ic' | q'f'g'7" c'o' qu'eq'p'5" c'o' qu'f'g'i' t'c'ek'c' u'q'd't'g'gn'ic'r' k'c'n' e'q'p'w'pc'v'c'uc' h'k'c'f'gn'3; ' r' c'tc' i'qu'r' t'ko' g't'qu'4" c'o' qu' { 'hw'gi' q'x'c't'k'c'ng' e'q'p'w'p'v'q'r'g'o' f'p'ko' q'f'g'36' { "w'p'o' a'z'ko' q'f'g'47' 0'G'uv'qu' et'2'f'k'qu'hw'g't'q'p' e'c'p'eg'n'c'f' qu'gp'uw'v'q'v'k'f' c'f' "gp'423: 0'C"uw'x'g'l' . "c'w'q'r' c't'v'k'ic'u'r' t'q'x'g'g'f'q't'cu'f'g'Vq{ qvc'v'o' d'k'p' t'g'ek'l'g't'q'p'et'2'f'k'qu'H'Q'P'F'G'CT. "eqo q'ug'x'g't' »gp'gn'r' t>>z'ko' q'ec'r' f'w'm'q'0"

eqp»" eqp" r" hpcpekcep" 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"»Dcncpeg"VCUC."43 19 4236+0" : "

Cf go ^a u." r ctc" guv" co r rkecep" VCUC" ug" dgpghke»" 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" kpi tguqu" Dtwqu" r qt" rqu" cwo gpvqu" f g" r" hcewtcep" f g" r" r rcpv" r tqo qekqpcfc" »xgt" Vcdm" 2/; " f gn" Cpgzq" Guvcf " lueq+0" Guqu" cr q{ qu" guvcrgu" ug" uwo cp" c" vpc" ugtkg" f g" r qn" Mecu" 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»" guvg" r tqeguq" f g" gur gekrk cek»p" f g" r" r tqf wek»p" cwqo qvtk" f qo ² uvek. " r ctc" gn" ecuc" f g" r" hto c" lcr qpguc" u" ceqo r c° »" guvg" f gucttqm" eqp" vpc" ugtkg" f g" o gf kf cu" f g" r tqo qek»p" { " cr q{ q0

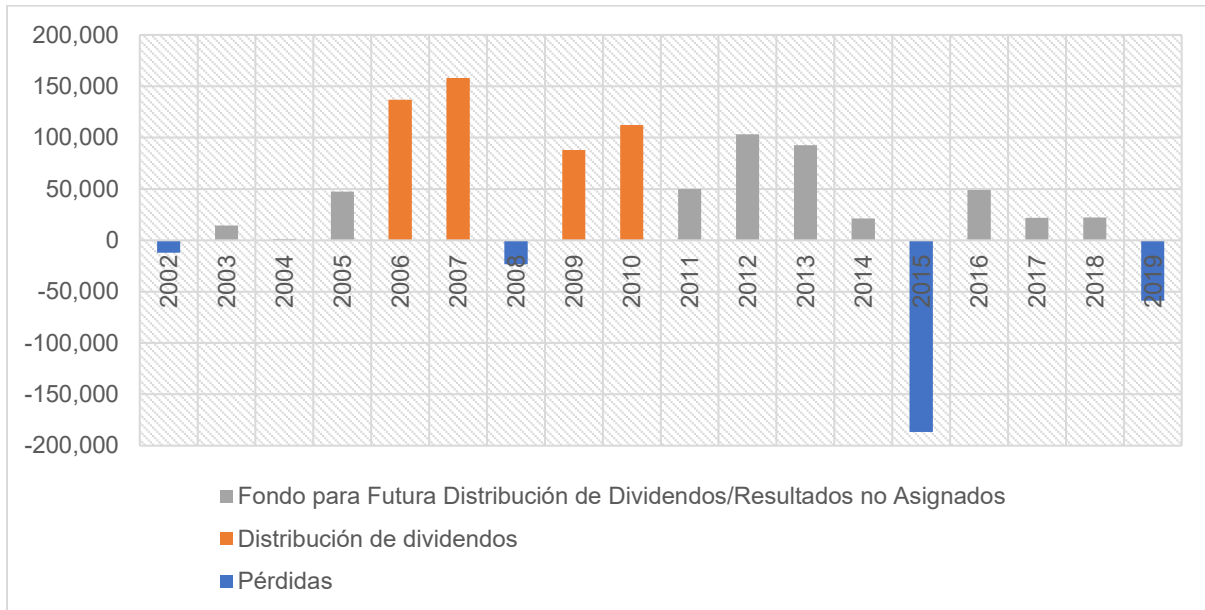
Tabla IV-4 - Inversiones de TASA (dólares corrientes) (1997-2019)

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<grdqtccep" r tqr k" gp" dcug" c" dncncpegu" tgr qt vgu" f g" uwvgpvdkkf cf " { " qv cu" hwpgvu" r tko ctlcu0

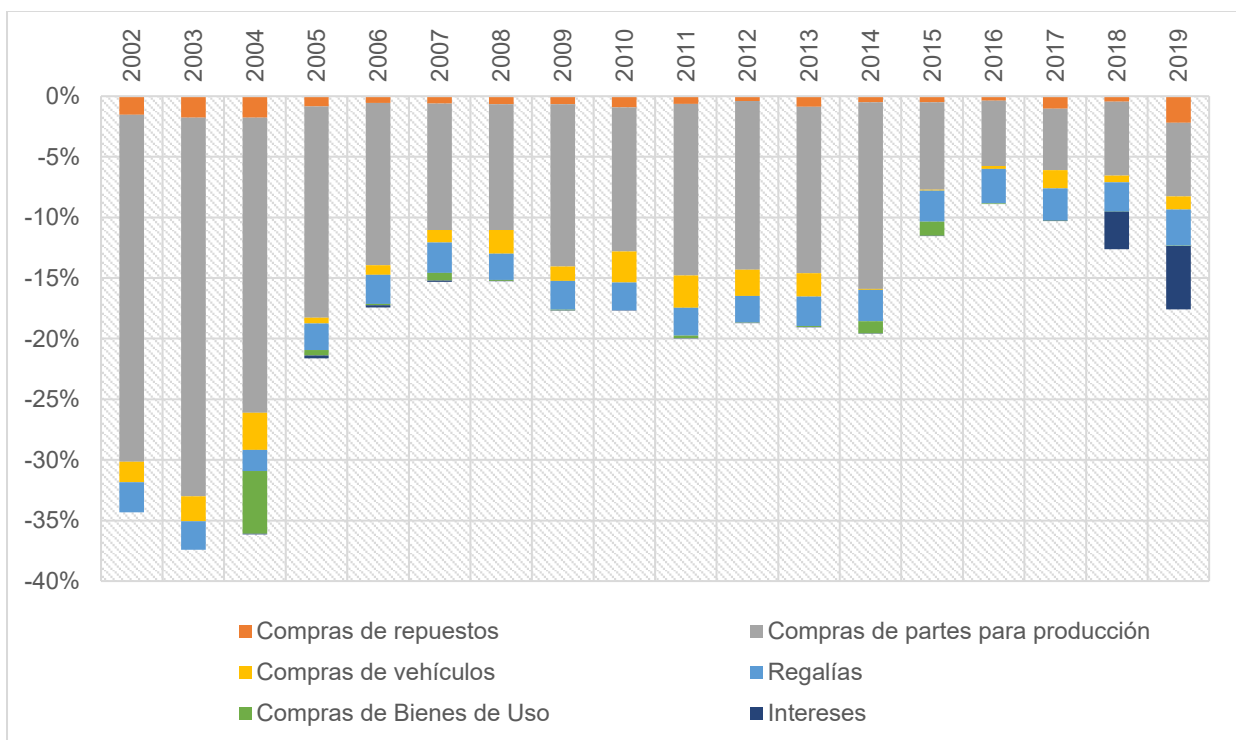
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Gráfico IV-5 - Resultados netos de cada ejercicio de TASA y su utilización (miles de dólares) (2002-2019)



Hvpgv<gndqtck>p'r tqr kc'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' glgtelekq0'

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 kc'gp'dcug'c'dcæpegu'VCUC0'

"

Cf go ^a u. "guc"co r rkele»p"r tqf wekxc"ug"fkq"gp"grlo cteq"fg"wp"et gekgpvg"eqphke»kcf " gpvtg"grni qdkgtpq"{"rcu"vgo kpcrgu"cwqo qvtegu."cwps wg"Vq{qv"ug"crnglcdc"fg"fej c"fkur wco" Rtkpekr cm gpvg."grni qdkgtpq"fg"Etke»kpc"Hgt^a pf gl "fg"Mtkej pgt."cvt cr cf q"gp"wp"ukwce»p"fg" et gekgpvg"tguwkele»p"gzvgtpc"{"cwo gpvq"fg"rc"lphke»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 qtvekpqgu."r gtq"rc"hto c" lcr qpugc"pq"hwg"lpenkf c"gp"fg"fej c"o gf kf c"*Dcrpeg"VCUC."43 19 4236+0"Rqt"qvq"rcf q."ug" cwo gpvctqp"ngu"ko r wguvu"fg"dlgpgu"fg"nwlq"r ctc"htgpct"rcu"ko r qtvekpqgu"fg"xgj "fwmq"fg"cn" 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 gpvg"gzemkf c"{"c"swg"rc"Vq{qv"J knw"pq"hwg"crcep| cf c" r qt"fg"fej cu"o gf kf cu"r qt"ugt"ecvni cf c"eqo q"wp"xgj "fwmq"fg"tdclq."cwps wg"rc"UY 6"u"ug"xlq" chgevcf c"r qt"ngu"lpetgo gpvqu"ko r qukkxqu0'

Gu"fgelt."gr"tgeco dlq"i gtgpekn"fg"VCUC"gp"4232"wxq"wp"r cr gr"ko r qtvepv"gp"rc" vtc{gevtk"fg"rc"uwduf kctk"gp"gr"rc"u0"Uk"dlgp"{"c"gzku"p"dcugu"guwewtcrngu"uqdtg"rcu"ewcrgu" rc"go r tguc"ug"fg"gur ngi cdc"*gr"tqn"fg"rc"htkcn"cti gpvpc"gp"rc"qti cpk cke»p"o wkpcekpccn"rc" r tqf wek»p"fg"rc"lcm"wr u"o gf kpcu"eqp"wp"fg"go cpf c"tgi kqpcn"gp"gzr cpuk»p."rc"r r vchqto c" r tqf wekxc"gp"eqo "Ap"eqp"rc"UWX"UY 6."rc"eqo r ngo gpwce»p"r tqf wekxc"eqp"Dtcukn"rc" r rcpkhece»p"rc"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 gpvgu"hwgi q"fg"rc"etkuku"fg"422: /422; +rc"pwgxc"cf o kpkntce»p"fg"rc"go r tguc"hwg"ercxg" gp"rc"qdvpe»p"fg"pwgxcu"lpxgtukppgu"{"uwu"eqpugewgpvgu"cw gpvqu"gp"rc"r tqf wek»p"{" gzr qtve»p"fg"xgj "fwmq."i gpgtcpf q"wp"pwgxc"ko r wuq"gp"uw"vtc{gevtk"cuegpf gpvq0F"fg"guvg" o qf q."gp"guvqu"co qu"ug"eqphqto ctqp"pwgxcu"ecr cef cf gu"i gtgpekn"rcu"rc"gu"sw"ug"dcuctqp"gp" wp"pwgxc"rkf gtc| i q"go r tguctkn"gp"rc"hto c"gp"eqplwpv"eqp"gr"cr q{q"{"eqqr gtce»p"fg"gr" ukpf kecq."rcu"r qn"kecu"r Adrkecu"fg"r tqo qe»p"ugevqtkn"{"rc"tgkpxgtuk»p"fg"rcu"i cpcpeku"gp"rc" r rcpv0' Guvqu"grgo gpvqu."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 wek»p"{"rcu"gzr qtvekpqgu"hwgi q"fg"4232."swg"ug"ka"p" co r rncpf q"gp"ngu"co qu"r quvgtkqtgu0'

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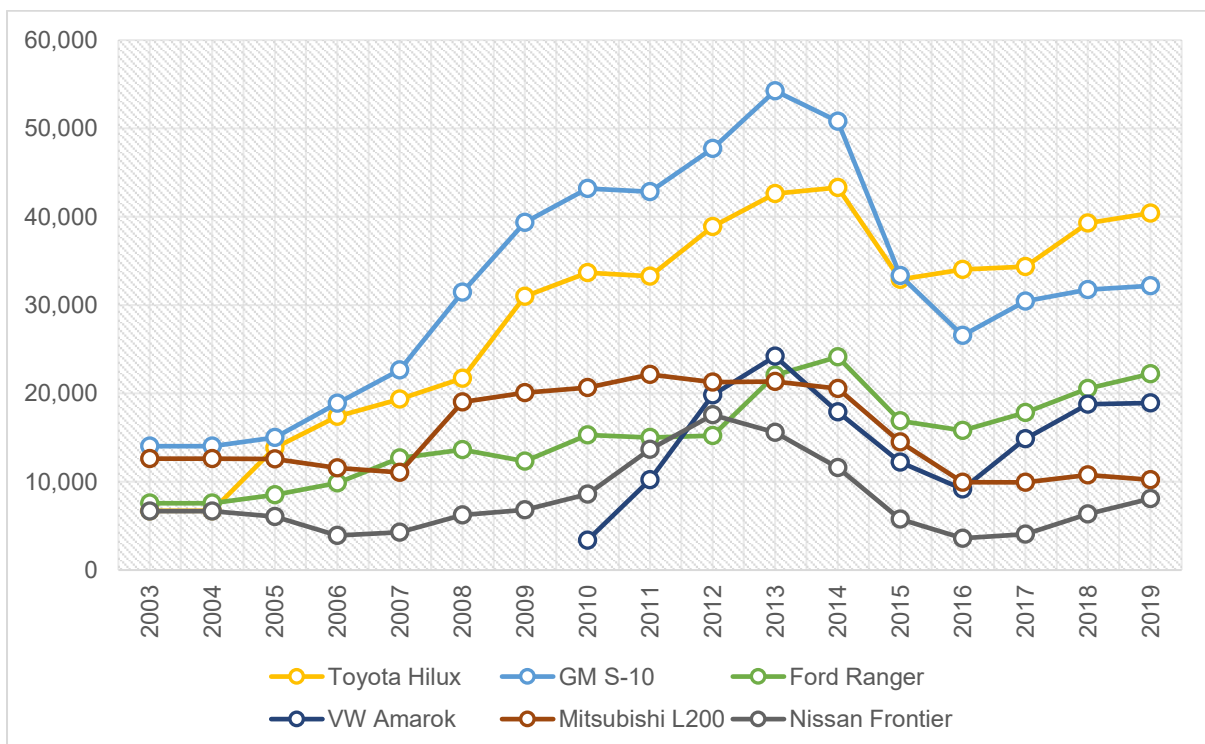
4.6 - El lanzamiento de la nueva Hilux y la superación de los récords previos

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Cf go a u."ug"eqputw{ »"wp"pwgxc"egptq"f g"f kvtkdvek»p"f g"tgr wguqu"r ctc"J kwz"{"UY 6."f g" 3: 022"o 4"*Cwqj kvqtck."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" crecp| »"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 quwcpf 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 kvqtck."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'Hkcv'Rcnkq0Rqt"qvtq"rcf q."gp"4238"ug" tggucdngek»"rc"zr qt vcek»p"c" f guvppqu"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+0"C"uw'xgl ."cwo gpvctqp"eqpukf gtdngo gpvg"rcu" xgpvcu"gp"fg"guvppqu"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"

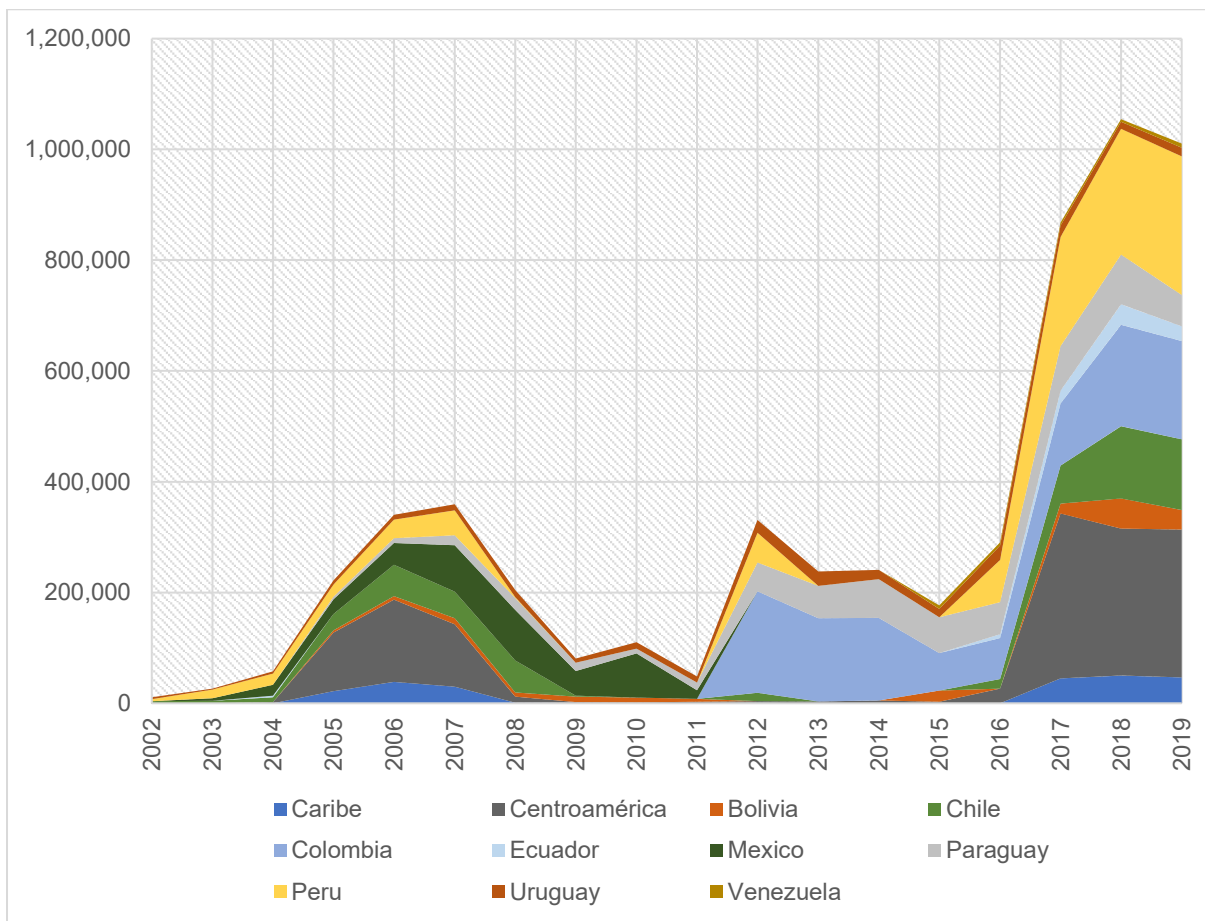
Gráfico IV-7 - Ventas de las principales pick ups medianas en Brasil (unidades) (2003-2019)



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" Eqpvkwpqf q"eqp"guv"pwgxq"ko r wuq"cuegpf gpvq."gp"4239"rc"go r t guc"mqi t>>"cwo gpvct" rc"ecr celf cf "f g"r tqf week»p."crecp| cpf q"rc"hcdtkecek»p"f g"3460755"xgj "ewwqu"gp"rc"r rcpvc"f g" \ ^ tcvq."mq"ewcn'uwrgt»"co r nco gpvq"cn'tguvq"f g"rcu'vgt o kpcrgu"*xgt"i tª hkeq"KK/6+0Cf goª u."gp" flej q" cº q"rcu"gzr qtvekpqgu" c"vqf qu"mqu" f guvqqu"r qt "hwgtc" f g"Dtcukn'ug" kpetgo gpvctqp" { "ug" uwo ctqp"pwgxqu"r c"pugu" f gn'Ectkdg."vrgu"eqo q" Ctwdc."Cpvkrcu"J qmpf gucu."Dej co cu."J cks" Rwgtvq" Tkeq" { "Tgr Àdrec" F qo kpkcpc" *xgt" i tª hkeq" KK/: +0Cu" r"rc"eqo r cº "c"eqpuki wk» "gzr qtvt" c"45"r c"pugu" Culo luo q."rcu"gzr qtvekpqgu" c"Dtcukn" s wg'tgr tguvqcdcp" 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 guvqqu" 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)



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"

" Guvqu"mqi tqv'eqo gtekrqu"ko r rlectqp"r tpekr cmo gpvq" f gur rc| ct" c"Vq { qvc"Vckrcpf kc"eqo q" r tqxggf qtc" f g" xgj "ewwqu" f g" guvqu" f guvqqu" Rctc" G| gs wkn' Xcnglqu." i gt gpvq" f g" Cuwpvqu" I wdgtpc o gpvrgu" { "Eqo gteq" 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 gtekcrgu.'vcrgu'eqo q'
nu'f gn'O gtequwt.'Ej krg'{"rc'Eqo wplf cf "Cpf kpc0²²"Ukp"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."

"

Gn'f 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'0Gtc'wp'r tqdrgo c'pwwgt'ngi ct'c'gug'equv0Gn's wg'tgekl'f'gp'gug'r c'f'u'pq'v'gp'f'
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 dl2 p0P q'v'xq { "c'p'gi ct's wg'j' wdq't'gukngpekc'k'plekn'f'g'E'gpvtqco 2 tlec'udtg'
vqf q."s wg'v'gp'f'p'wpc'ko ci gp's wg'gn'r tqf wevq'cti gpv'pq'gtc'k'phgtkqt'cn'cul2 v'eq0'Vckrcpf kc'j' cd'f'v'gpkf q'gn'
o kuo q'f' gucl'f'q'ewcpf q'rc'J' kwz'r cu»'f'g'ugt'lcr qpguc'c'ugt'vckrcpf guc'0Guq'ug'r wf q'f'kukr ct0"

"

Rctc'hji tct'gug'qdlgkxq.'pq'uqmq'ug'f gdl»'eqpvt'eqp'gn'xkuv'dwgpq'f g'rc'ecuc'bo cvtk. "
ukpq's wg'co dl2 p'ug'mgx»'c'ecdq'wp'v'cdclq'f guf g'rc'h'k'cn'cti gpv'pc'f'g't'grckqpc'o kgpvq'{" "
eqpxgpeko kgpvq'eqp'hqu'f kwt'kdwfk qt'gu'f g'Vq'f qvc'f'g'ecf c'wpq'f'g'guvqu'r c'f'j'gu0Gp'gug'ugpvk'f q'."
gn'glgewkxq'f'g'VCUC'luvukpgg.'"

"

Rctc'gzr qtvt'p'geguk' dco qu'eqpxgpegt'cn'f' tko gt'erkgpv'g's wg'gu'gn'f kwt'kdwfk qt.'f' gur w2 u'guv'gn'erkpvg'hkpc'0'
Rctc'guq'j' c'{"eqpxgpekqpgu'cpwrcgu'gp'Lcr »p'{"ug'ekscdcp'c'rcu't'gi kqpgu0Gug'c° q'ug'f'gek'k's wg'CTi gpv'pc'
r ci ctc'guc'eqpxgpekp'{"ug'j' ceg'gp'CTi gpv'pc'0Ug'nu'k'pxk»'c'rc'rc'rc'pvc'0P wguvc'r'rc'pvc'f'guf g'gn'4237'guv' "
c'wp'pkxgn'ki wcn'q'uw'gtkqt's wg'rcu'f'g'Lcr »p'0'Gp'v'pegu'nu'r tko gtq'hwg'uatr'gpf'gt'nu'eqp'rc'r'rc'pvc'0'Nqu'
f'kwt'kdwfk qt'gu'pq'ug'lo ci kpcdcp'gpeqvtctug'eqp'wpc'r'rc'pvc'f'gn'pkxgn's wg'j' c'{"j' q'{"gp'CTi gpv'pc'0' "ecf c'
i'gt'gp'v'g'f'g'wp'g' tgc'gp'CTi gpv'pc'ug'g'pecti »'f'g'wp'f'kwt'kdwfk qt.'f'g'wp'r'c'f'u'0'Wpc'i' t'cp'xgpv'lc'gu's wg'eqp'rc'
o c'{"qt'f'c'j' cdrc'o qu'gur c° qn'equc's wg'pq'r'cuc'eqp'Vckrcpf kc."gp'v'pegu'pqu'r wuko qu'c'f'kur'qulek»p'f'g'ecf c'
wpq'{"ug'i'gp'gt»'wp'i' t'w'q'f'g'cv'gpekp'c'f'kwt'kdwfk qt'gu'0' "h'gu'q'ht'geko qu'cn' q's wg'pq'v'gp'f'c'Vckrcpf kc's wg'gu'
s wg'ewc'rc'w'kgt'eqpuw'nc.'ewc'rc'w'kgt'r' tqdrgo c.'v'gpgo qu'wp'i' t'w'q'f'g'cv'k'gpf'g'gp'gn'o qo gpv'q'rc'rc'o cf c'{"gp'
wpq'q'f'qu'f'f'cu'v'g'r' wgf'g'r'qpgt'wpc'r'gt'uqpc'gp'gn'hw' ct'r'ctc'g'exc'w'ct'uk'j' c'{"r' tqdrgo c'f'g'ecrkf cf 'f'gn'r' tqf wevq'
q'uk'gu'wp'r' tqdrgo c'f'g'wuq'q'cf'cr'w'ek»p'cn'hw' ct'0Guq'f'kwt'kdwfk qt'gu'eqo r' t'cp'cw'qu'f'g'Lcr »p.'Cuk.'GGWW."
{ "gug'ugt'x'lekq'nu'wxlgt'qp'luqmq'f'g'CTi gpv'pc'0'hw'g'dc'w'cp'v'g'z'k'quq'0'Vco dl2 p'nu'c'f' wf co qu'c'r'gf'k'x'gt'ukqpgu'
p'w'g'x'cu's wg'pq'v'gp'f'c'p'0'Guq'ug'j' ceg'c'v'cx2'uf'g'Lcr »p.'s wg'c'x'gegu'nu'j' k'ekgt'qp'r'gt'q'pq'gu'cdc'd'k'gp'lw'w'k'ecf'q'
{ "f'gn'rc'f'q'f'g'Lcr »p'pq'gp'v'gp'f'c'p'r'qt's w2'r'gf'f'c'p'gug'r' tqf wevq'0' "pq'ug'nu'f'cdcp'r'qt'wp'r' tqdrgo c'f'g'
eqo w'plecek»p'0'["pq'v'qt'qu'eqo q'k'p'v'gt'qew'qt'gu." {"j' cdrc'pf'q'gur c° qn'nu'c'f' wf co qu'eqp'guq'co dl2 p'
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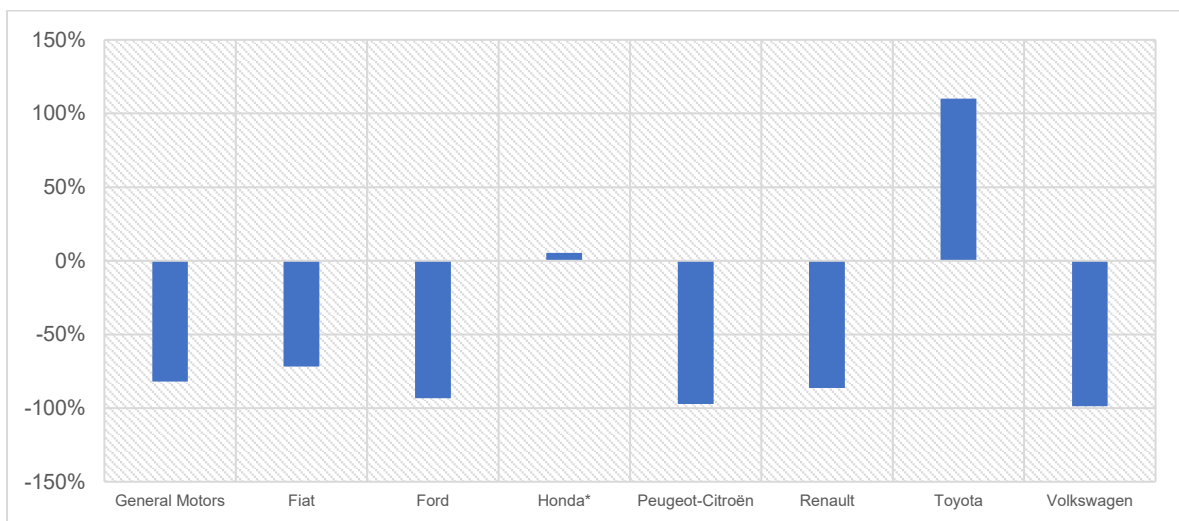
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r' tqf week»p.'rc't'gf'week»p'f'g'equvqu." {"gn'pkxgn'f'g'ecrkf cf "r'ctc'uc'q'rc'ek'ct'rc'k'px'gt'uk»p'f'g'rc'

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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 tgp f gt"wp" tcdclq" f g" cegteco kpvq" c" vqf qu"mqu" f kumkdwk qt gu" f g" Vq { qvc" f g"mqu"pwxqu" f gukpvqu" f g" g"zr qt ccelep" c" mqu" s wg" ug" s wgt" f" mgi ct 0Rctc" guvc" f kr mo cec" eqo gtekn" r" egtecp" f" i gqi t^a hlec" {" "gn" kf kqo c" gp" eqo Ap" hwgtqp" cevkxqu" o w" lo r qt vepgu" r ctc" i cpctng" mqu" o gtecf qu" c" Vckrcpf k0

" Gp" mqu" c° qu" uki vkpvgu. " gptv g" 423: {" "423; " Cti gp vkpc" gptv »" gp" wpc" etkuku" geqp » o kcc" {" " hpcpektc" f g" i tcp" o ci pkwf 0Guq" chge »" cnlugevt" cwqo qvqt" mrecn" eqo q" ug" xkq" gp" gn" Ecr "wru" 40Rt kpek rmo gpyv. "mqu" o^a u" r gt lwf kccf qu" hwgtqp" mqu" r tqf wevt gu" f g" cwqo » xkqu" o^a u" qt kpvvcf qu" cn" o gtecf q" kpvtpq 0" Cu" | " vqf cu" rru" vgo kpcru. " c" gzegelep" f g" Vq { qvc" {" " J qpf c. " ug" xkgtqp" hwgtvgo gpyv" 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 gtekrqu" r kcpqu" ug" xkq" lo r cecf 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)

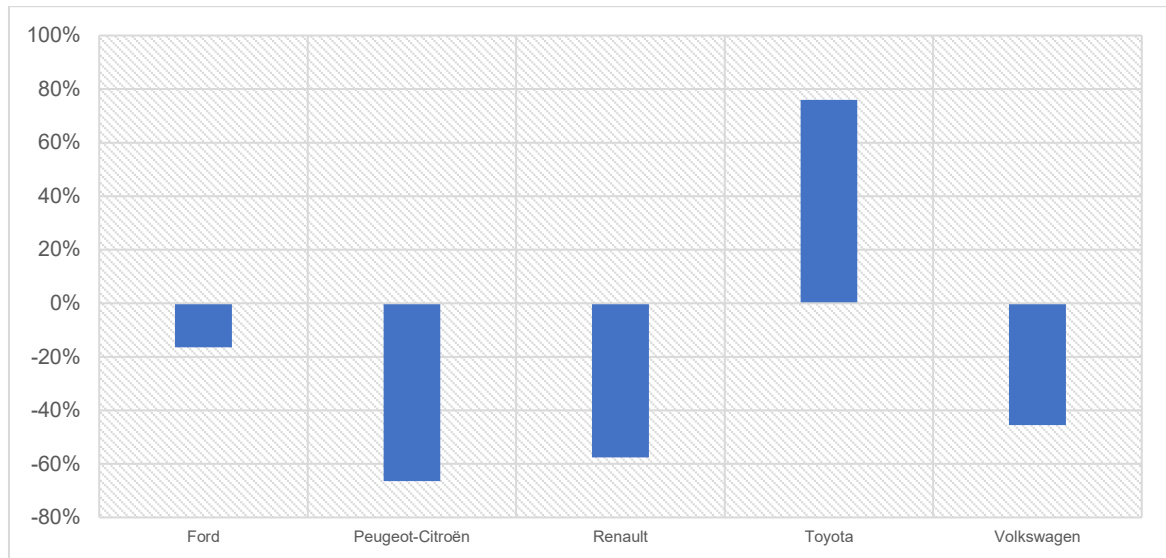


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, Rctc" J qpf c" ug" wkk c" 4234" f g" c° q" dcug" f gdl q" cn" eqo kgp| q" f g" uw" r tqf welep" gp" 4233" {" " gn" dclq" pAo gt q" f g" wplf cf gu" hcdt kccf cu" gp" f lej q" c° q0

"

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'{"gnlt guvq" f g'rcu'vgo kpcrgu"cn' kpvtkqt "f g'CF GHC." f qpf g"ug"cewucdc" c"rc" go r tguclcr qpguc" f g'pq" tgr t gupvct"cn'ugevqt'Gn't guvq" f g'rcu'ht o 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 tguclkc."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 tguclcn'{"c" s wg"uwf gugo r g^o q"guvdc" qr cecpf q"cn't guvq" f g'rcu'vgo kpcrgu." s wg"dclcdcp"hwgt vgo gpv"rc" r tqf week>p" {"uwur gpf p" r gtuqpcn' *f o dkq." 48 B423: +0 H'gpv" c" guvq." VCUC" r wdrc>" wp" eqo wplecf q" etklecpf q" f wco gpv" c"rc"e^a o ctc" f g'rcu'vgo kpcrgu" f qpf g'ug"uquvpp" c" s wg<

Vq{ qvc"vpgp"wp" hkuqf f" f g'j' cegt'pgi qekqu'f kgt gpv" c"rc"o c{ qt" f g'rcu'cwqo qvlegu"gp"rc" Cti gpvpc' Rqt'guc'tc| »p."gpvpgf go qu's wg'pq' uqo qu'qu' b^a u'kpf kcf qu'r ctc'tgr t gupvct'iqu'kpvgt gugu' f g'guc'o c{ qt" f' O cpvpgf tgo qu' pvgutq' hqeq" gp" pvgutc" gutcvgi k" f g'rcu' q" r r| q." eqpegpvcf c" gp< kpetgo gpvq' f g'rc" r tqf week>p" {"mqecrk cck>p" f g'rc'vgu." cwo gpvq" f g'rcu'gzr qtvcclqpgu" {"d'us wgf c" f g'pwxqu" o gtecf qu' Etgck>p" f g'o^a u' {"o glqtgu" go r ngqu" f g'ecrk cf." qltgelgpf q"rc"o glqt"qr ck>p" f g'rc' r tqf wevqu" {"ugt xlekqu" c" pvgutqu'erkpvgu" {"eqpuwo kf qtgu" {"i gpgtcpf q"xcmt" geqp>o leq."uqekn' {"co dkpvcn' r ctc"gn' f gucltqmj" uwvpgvcdng' f gn' c" f o dkq."3: B2 423: +0

Rqt'qvtq'rcf q."cf go^a u' f g'rcu'qu' tqu'r tqf wevqu" {"eqo gtekrqu' f g'VCUC" gp'guvqu" c^o qu' wco dk p' uwo ctqp' pwxcu'cevkxf cf gu' f g' f kug^o q."kppqxcck>p" {"ugt xlekqu"cuqekcf qu'0Cu" c" hkgu"

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 ¶ewuq²³ " 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" "Ugtxlegu+²⁴ " Cti gpvkpc" ug" eqpxkt vko" gp" gn' hub" f g" eqo wpecekppgu" f g" Mkpqv" f g" vqf c" Ncvkqco ² tkec' F g" guvg" o qf q. " guvc" 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 kulp" Rtqf wevxc. " 3: 19 14244+0" Cf go a u. " gp" 423; " n" r ncpw" f g" \ a tcvg" eqpegpvt » "ru" qr gtcekppgu' tgi kqpcngu' f g" Vq{ qvc" *F kxlukp" r ctc" Ncvkqco ² tkec" { " gn' Ectkdg+ 's wg" j cuvc" 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' Uwt²⁵ " F g" guvc" o cpgtc. " n" pwxgc" qhlekpc" eqo gp| » " c" eqqtf kpc" ru" qr gtcekppgu" f g" 59" f kvtkdwf qt gu" kpf gr gpf kgpvqu" s wg" vkgpg" n" eqo r c° ¶c" gp" 58" r c¶igu" f g" n" tgi kpp²⁶"

" 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. " ru" kpxgtukppgu" s wg" n" hkn' n' i t » " ecr vct" gp" iqu" c° qu' r tgvkqu" c" 4238" f kgtqp" uuu" htwqu" gp" iqu" c° qu' r quvgtkqt gu. " c" r guct" f g" n" hwgtvg" eqpvtceekp" f gn' o gtecf q" cwqo qvqt" cti gpvkp⁰ F g" guvg" o qf q. " c" guvc" t gkpxgtukp" f g" i cpcpekcu" s wg" j cd¶c" hqto cf q" r ctvg" f g" ru" ecr cekf cf gu' i gtgpekrgu" f g" n" hto c" lwpvq" cn' pwxq" r kf gtc| i q" go r tguctkcn" n" eqqr gtcekp" eqp" gn' ukpf kecq" { " ru" 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" iqu' r c¶igu" f g" n" tgi kpp⁰ Cu¶i tceku" c" guvg" vcdclctq" f g' r tqo qekp" f g" iqu" 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 qtcekppgu. " 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{ gevq' 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. " eqpvkw » " eqo q' eqqtf 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" gpvtg" gn' Gvku" { " gn' Eqtqnc" s wg" { c' ug' r tqf we¶p" gp" gn' r c¶u' xgekpp⁰

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 gtekrngu. 'ic' f k'geek»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'ewcngu'up' r kppgtqu'gp'gn'ugevqt'cwqo qvqt"
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Conclusiones parciales

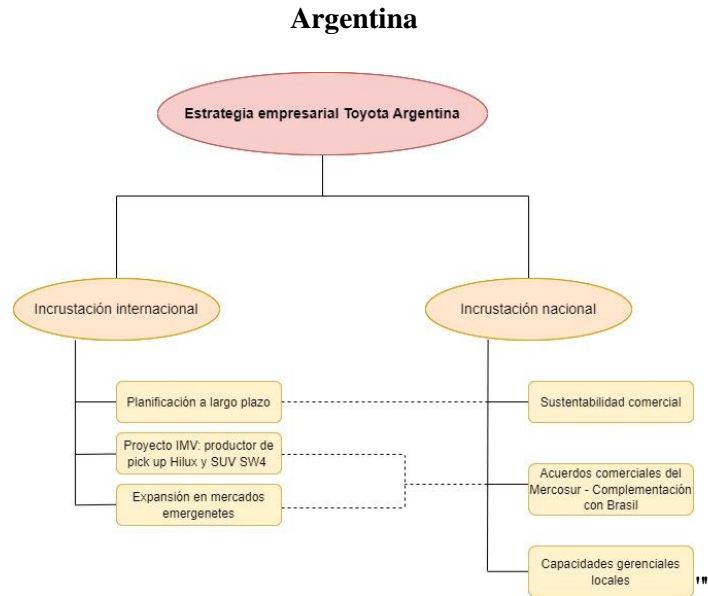
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hcevtgu'f gxlkpp'f g'uw'incrustación internacional"gp'ic' gutvewtc'o wmpcekqpcn'f g'Vq{ qvc"
O qvqt' Eqtr qtcvqp." s wg' hwgtqp' kvqf wekf qu' gp' gn' ecr 'f'wru' cpvgtkqt' *xgt' Hki wtc' KX/3+0'
Rtkpek' cm gpvq. 'ic' f geku»p' f g'ic' ecuc'o cvtk' 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»'kpugtvtug'gp'wp'plej q'f g'o gtecf q'gp'gzr cpuk»p'gp'vq'c'ic' tgi k»p"
{ 'o gpqu'ugpukdng'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' { " Dtcuki' hwg' wpc' ppxgf cf " gp' gn' o qo gpvq' f g' uw'
ko r ngo gpvcek»p' { " f ghk»' wp' hcevt' r tkpek' cn' gp' gn' f gucttqmq' r quvgtkqt0' Cf go^a u." icu"
ectcevt'f'wru'f g'ic' xgtuk»p' f g'ic' J kwz' f gn'r tq{ gevq'KO X'hwgtqp'f gvgto kpcpvgu'r ctc'f gur ic' ct"
c'iqu'xgj 'f'wru'eqo gtekrngu'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 tcvp q'
geppqo 'f'cu'f g'gucic'0'

C'uw'xgl. 'eqo q'hwg'tgxkucf q'gp'gn'ecr 'f'wru'cpvgtkqt. 'ic' tcf kecek»p' f g'Vq{ qvc'Cti gpvpc'
{ "gn'r tq{ gevq'KO X'ug'f gur ngi ctqp'gp'wpc'ic'ug'gp'ic' ewcn'ic' hto c'o wmpcekqpcn'ug'gpeqvtcdc"
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' nwi q'ug'r tqhwvq k»'c' r ctvt' f g'ic' etkuku'f g'422: /422; 0' Cf go^a u." Vq{ qvc"
guvdc'f gur ngi cvp q'wp'r tgeguq'f g'i mdcnk' cek»p'c'r ctvt' f gn'ewcn'kpvpcdc'dqttct'ic'uf kgtgpekcu"
pcekqpcrguf g'uw'r tgeguq' { 'r tqf wevqu0Cu'f' icu' h'ic'ngu'uw' co gtecpcu. 'uk'dk'p'p'gtcp'egpvtcngu"
gp'v² to kpu'r tqf wevxqu' { 'eqo gtekrngu'r ctc'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 m0' Cuko kuo q. "gp'guvqu'Ànko qu'f gegpkqu"
VO E'c'ic'ep' ». 'Iwpvq'c'Xqmuy ci gp. 'gn'rk' gtc' i q'cwqo qvtk' "gp'vq' q'gn'io wvf q0"

C'iq'cpvgtkqt'ug'luo c'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'f'wru'f g'ic' gutcvgi kc'eqtr qtcvkc"i mdcn'f g'
Vq{ qvc0' Gp' gn' ecuc' cti gpvpc. " guvq' uki pkk»' r tkpek' cm gpvq' r ic'pvct' ic' uwvqpcdk' 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'ic'ic'gp'iqu'

xgj ¶ewrqu'r tqf wekf qu'gp'gnr c¶u0Gmq'ng'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



Hwgpvq'gndqtcck»p'r tqr kc'gp'dcug'cnf g'f gucttqm'f g'mqu'r tko gtqu'ewctq'ecr ¶wru'f g'rc'vgu0'

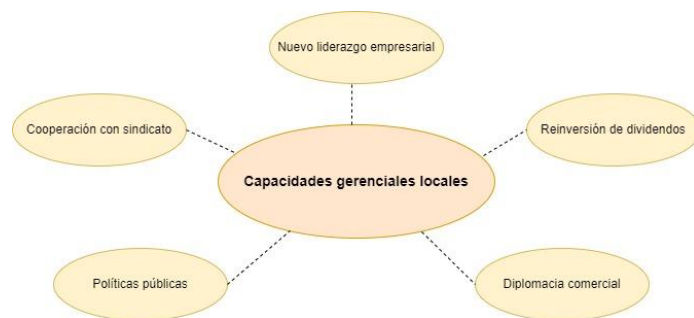
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Gn'eco dkq'gp'rc'f k'geek»p'f g'rc'go r t guc'gp"4232"i gpgt»"rcu'eqpf kkpogu'r ctc'rc" eqputweek»p'f g'pwgxcu'ecr celf cf gu'i gtgpekrgu's wg'ng'ko r tko kgtqp'wp'pwgqx'ko r wruq'gp'uw'

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" rvpqco 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" rkf gtc| i q" go r tguetkcn" f g" F cplgn" J gttgtq. "rc" eqqr gtcekp "{ "cr q { q "eqp" gn" UO CVC. "rcu" r qn' hkecu" r Àdkecu" f g" r tqo qekp "ugevgtkcn" rc "tglpxgtuk" p "f g" rcu" i cpcpekcu" "{ "rc" f k r mjo cek "eqo gtekn" r ctc "eqps wkuvt "pwxcqu" o gtecf qu" f g" gzr qtvcpek p0Cu. "rc" "pwxc" cf o kpkvtcekp "mi t » "t² eqt f u" s wg" uwr gtctqp "tgi kvtqu" j ku» tkequ" f g" rc "kpf wvkc" cwqo qvtk "cti gpvpc0Uk'dkpg "ektvcu" eqpf lekppgu" r ctc "gn" b c { qt "et geko kgpvq" guvcdp" f cf cu. "wo dkp" "gzkuk" "wp" erctq "eqpvcvg" gpvtg" gn" guvpeco kpvq" r tqf wekxq. "eqo gtekn" g" lpxgtuqt "f g" VCUC "gpvtg" 4228 "{ "4232" "{ "gn" pwxcq" ko r wvq "f cf q "gp" mu" c° qu" uki wkpvgu. "f cpf q" ewgpvc "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



Hwgpvc < "gn" dqtcekp "r" tqr k "gp" dcug "c" if g" f gucttqmj "f g" mu" r tko gtqu" ewctq "ecr "wvqu" f g" rc "vguk0"

Gp" r ctvewrt. "gn" eqo r tqo kuq "{ "eqqr gtcekp "eqp" gn" UO CVC "ug" hqt l » "eqp" rc "eqpf weekp" f g" Tlectf q "Rki pcpgrk" "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 qtgu. "rc" o qf hkecekp "f g" mu" eqpxgpkqu" eqrgevxcqu" f g" tcdclq "{ "rc" r ctvlekr cekp "f gn" ukpf kecq "gp" rcu" pgi qekcekppgu" eqp "rc" ecuc" o cvtk "r ctc" rc "qdvpek" p "f g" rcu" lpxgtukppgu" f g" 4235/42370

C "uw" xgl . "gp" guvg "Ànko q" tgeqtkf q "ug" f guvcectqp "rcu" f kpkvcu" hwgpvgu" f g" hpcpekco kpvq" r ctc "rc" b c { qt "lpxgtuk" p "cwqo qvtk "f g" rc "j" kuvtk. "gpvtg" rcu" ewcrgu" guvcdp "rcu" 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 wg'o cvk cp'cri wpqu'f g'hu'gpwpekcf qu'f g're"j kr »vguku'kpekcn'f g'guv'vguku."gp" re'ewcn'ug'uquvqp" s'wg'gn'f gucttqm q'f g"VCUC"ug'f kq'f g'hqto c"lpf gr gpf kgp'v'f g'reu'r qn'mecu" r Adreco'F" g'guv"o qf q."uk'dkcp"gn'Guvcf q'cti gpv'kq"pq'f kki k»"guv"r tqeguq'f g'f gucttqm" { " gur gekr k k cek»p"gp're'r tqf week»p'f g'r ken'w u'/pk'eqp"Vq{ qvc'pk'eqp'gn't guv'f g'reu'cwqo qv'legu" cti gpv'kcu/"u'dt'kpf »'pwo gtququ'b gecpkuo qu'f g'cr q{q's wg'r gto kkg'q'gn'f gur r'gi wg'f guetkr vq'0 Gur'eqp'v'cuc'eqp'gn'ecuq'v'ck'p'f² u'f p'p'f g'gn'Guvcf q'f g'gug'r c'u'rcp| »'wpc'r qn'mec'f g'or tqf wev" eco r g»p'p'cekqpcr'o'eqp"wpc"ugt'kg'f g'kpegp'v'xqu'h'uecrgu" { "eqo gtekr'gu'r etc"s wg'reu"go r t g u c u " c w q o q v t e g u " u g " g u r g e k r e k 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 0 " 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 q 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 0 " " }

Rqt" Anko q." ug" f guv'ec" gn' hwt'v'g" v'cdclq" f g" f kr nqo cek" eqo gtekn' gp" nqu" r c'ug"u" re'v'p'qco gtecp'qu'n'v'gi q'f g're"qdv'pek»p'f g're"lpx'gtuk»p."s wg'eqp»"eqp'gn'cev'xq'cf lek'qpcn'f gn' kf kqo c" { "j wuq"j qtctkq"eqo r ct'v'f q."nq"s wg'ng"r gto 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 0 " }

Gp" v² to k'pqu"o^a u"i g'p'gt'crgu" { " v g » t l e q u . " m q " f g u c t t q m c f q " j c u v c " g u v g " e c r " p w r q " r g t o k g " t g h g z k q p c t " c e g t e c " f g " r e " c e e k » p " g e q p » o l e c " f g " u w d u k f k c t k c u " f g " G O " g p " r c " u g u " r g t k f ? t l e q u 0 " R q t " w p " r c f q . " r e " g x k f g p e k " t g r g x c f c " r g t o k g " x g t " r e u " f k h g t g p e k u " s w g " g z k u v g p " g p v t g " r e u " f k u k p v c u " h k t o c u . " k p e n w u q " g p " w p " b k u o q " u g e v q t " g e q p » o l e q 0 " F " g " g u v g " b o q f q . " h q " x k u v q " g p " g u v g " c r c t v c f q " t g c h k t o c " r e " 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 " f 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 c f q t g u . " e q p " 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 . " 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 c e k » 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 0 " 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 " *doble incrustación* ,

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"mqu"ecr ¶wawu"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" { "mqu" hcevtgu" 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" gzi rkecf q" uw" *estrategia empresarial* c" r ctvk" f g" uw" *incrustación internacional* { "nacional. Eqo q" r ctvg" f g" guc" r ctvkwctkf cf . "gp" gn'Ecr ¶wawu"4"ug"j c" xkux" s wg" guc" hto c" j c" kf q" kpeqr qtcpf q" b c { qt' eqpvpkf q" mceñc'uwu" xgj ¶wawu" s wg" gn'r tqo gf kq" f gn'ugevt0Cf go³ a. "ug"j c" eqttqdtcf q" s wg" guc" eqo r cº ¶c" hwg"rc" Àplec" uwr gtcxkctk" f g" rc" tco c" vgo kpcñf wcpvg" gn'r gt¶qf q" dclq" guwf kq" { "ug"j c" o quctcf q" e»o q" mgi »" c" guqu" tguwncf qu" gp" gn'Ecr ¶wawu"60' C" uw" xgl . " guvg" f gucttqm" f g" r tqxggf qtgu" mceñk cf qu" gp" gn'r c¶u"ug" tgn'ekqpc" eqp" mqu"rc| qu" f g" o c { qt' eqqr gtcekp" gpvtg" Vq{ qvc" { "uwu" r tqxggf qtgu" gp" vqf q" gn'o wpf q. "vcñ'eqo q" ug" xkq" gp" gn'Ecr ¶wawu"50

Cj qtc" dkgp. "c" r ctvk" f g" m" gzi wguw"j cuw" guc" ugeekp. "s wgf cp" r qt" tgur qpf gt" cri wpcu" r tgi wpcu" r ctc" r qf gt" cpcrk ct" gzi cwukxco gpvg" s w² "hcto c" vqo »"rc" tgn'ekp" f g" VCUC" eqp"rcu" go r tgucu" wdkecf cu" òci wcu" cttkdcò" gp" uw'ecf gpc" f g" xcmqt0'Cu¶" ecdg" kpvgtqi ctug" uqdtg" äew³ ngu" uqp"rcu" cwqr ctvqu" r tqf wekf cu" gp" gn'r c¶u" { "ew³ ngu"rcu" ko r qtvcf cu" A"äE»o q" j c" xctkcf q" guwq" c" m" rcti q" f g" mqu" cº qu" A"äs w² "vr q" f g" go r tgucu" r tqf wegp" gucu" r ctvqu" { "r kgl cu" gp" Cti gpvpc" A"äNc" hcto c" f g" *gobernanza* "gu"j qo qi² pgc" eqp" vqf cu" uwu" r tqxggf qtgu" A"äNc" hto cu" m'ceñgu"j cp" ukf q" ecr cegu" f g" o glqtct" uwu" ecr cef cf gu" c" vcx² u" f g" r tqeguqu" f g" *upgrading* A"äNc" tgn'ekp" eqp" Vq{ qvc" rgu"j c" r gto kxf q" mgi ct" c" vqcu" vgo kpcñgu" gp" gn'r c¶u" q" gzi qtvt" uwu" r tqf wequ" A"

F g" guc" hcto c. "gn'qdlgkxq" f gn'r tgugpv" cr ctvcf q" gu" tgur qpf gt" f lej cu" r tgi wpcu" c" r ctvk" f gn'cp³ ruku" f g" rc" xkpwrc" p" f g" guc" vgo kpcñcwqo qvtk" { "uwu" r tqxggf qtgu" 0'Gp" r tko gt" hwi ct. " ug" gzi rkect³ "ew³ ngu" uqp"rcu" r tkpkr cñgu" r ctvqu" { "r kgl cu" ko r qtvcf cu" { "r tqf wekf cu" gp" gn'r c¶u" { " e»o q" guwq" j c" xctkcf q" gp" mqu" 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" guvg" r tqegf ko kgpvq" { "uwu" r tqi tco cu" f g" cr q { q" *5.2+0'

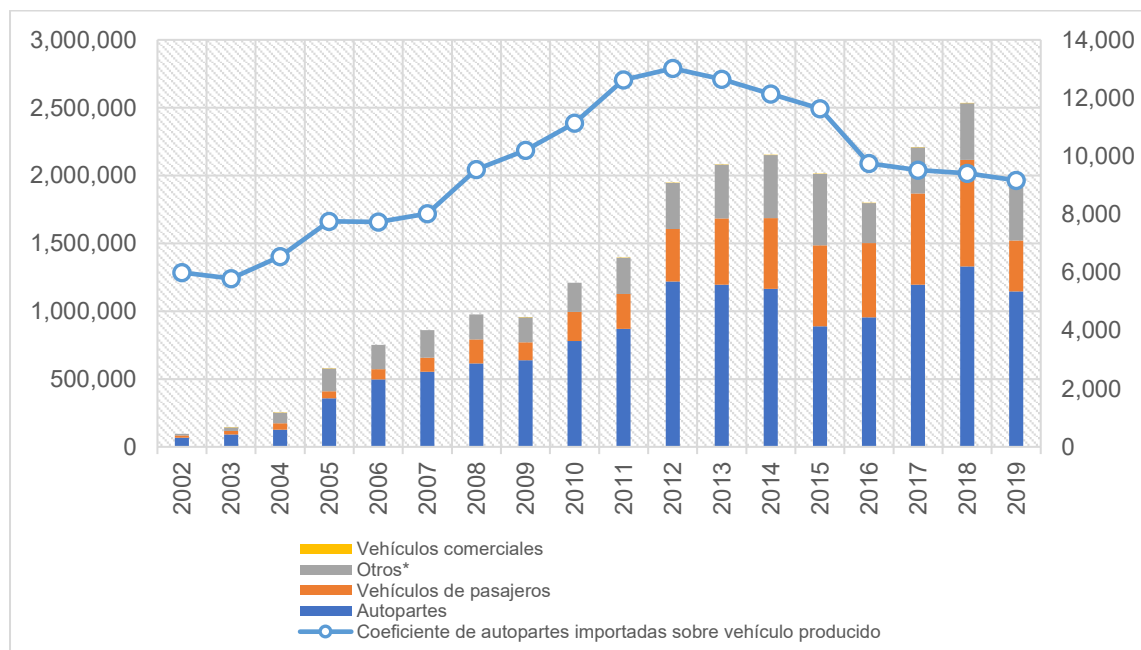
C" eqpvkpwcekp. "ug"j ct³ "wp" cp³ ruku" ci tgi cf q" uqdtg" mqu" r tqxggf qtgu" f g" cwqr ctvqu" f g" Vq{ qvc" tcf kecf qu" gp" Cti gpvpc. "ercukh³ pf qmqu" gp" vtu" i tcpf gu" i twr qu" c+ "O wnkpcckqpcñgu" lcr qpgucu. "d+ "O wnkpcckqpcñgu" p" lcr qpgucu" { "e+ "Nqecñgu" *5.3+0' Nwgi q. "ug" tgn'ek ct³ "wp" gzco gp" kpf kxf wcn" f g" mqu" r tkpkr cñgu" qpeg" r tqxggf qtgu" f g" Vq{ qvc" tcf kecf qu" gp" Cti gpvpc0' Guwu"

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 qtvekep" r ctc" r" r tqf wekep'cpvqu's wg'rc'f g'xgj ¶ewqu'f g'r cuclgtqu's wg'pq'gtcp'hdtkecf qu'gp'gnr c¶u'r ctc'xgpf gt" gp'gn'o gtecf q'kwgtpq⁴²⁷"

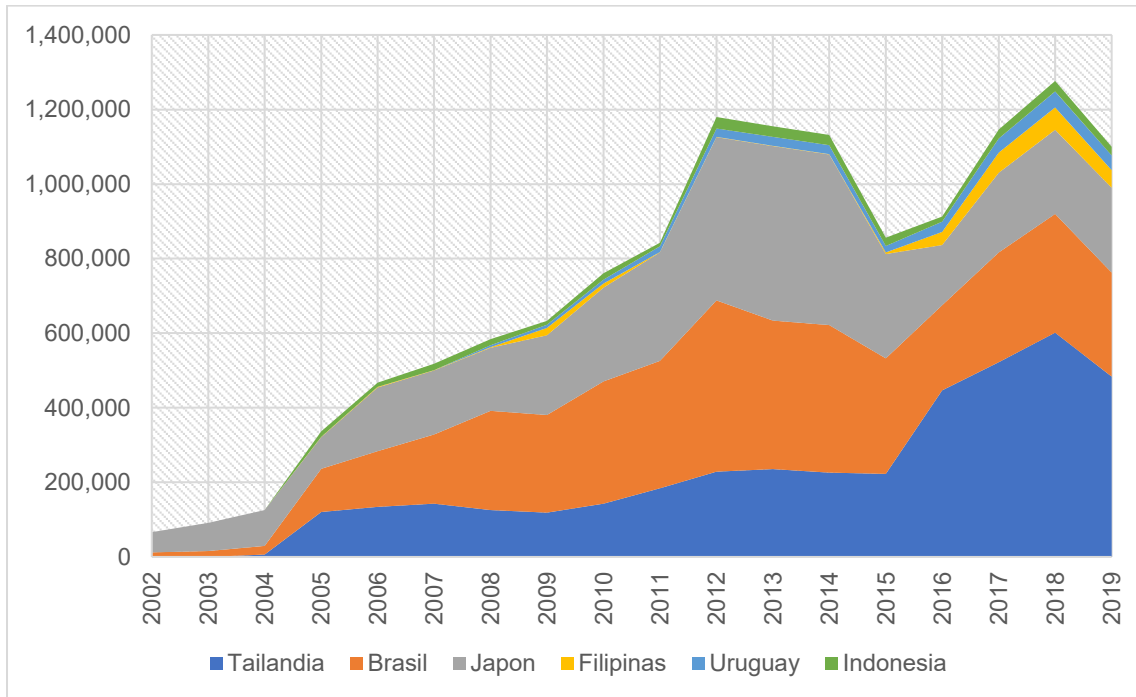
Rqt" qvtq" rcf q."ug'r wgf g' qdugt xct" s wg'gn' eqghekpgv" f g' cwqr ctvqu" ko r qtvcf cu' uqdtg" xgj ¶ewqu'r tqf wekf qu'cwo gpvc'j curc'4234." { 'hwgi q'f guelgpf g' uquvplk co gpvc. f° pf qug'wpc'dclc" o° u'r tqpwpekcf c" gpvtg'4237" { "42380Guvq'kpgg'uw'eqtgtrv" eqp'rcu'f kwpvcu'gscr cu'f g'rc' hto c" xkrcu'gp'gn'Ecr ¶wru'60Gu'f gek. "s wg'gn'cwo gpvq'f g'rc' r tqf wekep" { "rcu'gzt qtvekpqu'c' r ctvt" f g<3+"gn'eco dlq" i gtgpekn'f g'4232." { "4+"f gn'rcp| co kpvq'f g'rc" J kwz": AI gpgtcek»p" eqp'rcu' pwxcu" kpxgtukpqu" tgcrlk 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" eqpvglk 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 qtvekpqu. 't guvc' ucdgt' ew° ngu'hwgtqp'rcu' cwqr ctvqu' mecnk cf cu" { 's w° go r tgucu'ug' gpecti ctqp'f g'f lej c' r tqf wekep0

Rqt" qvtq" rcf q." cpcrk cpf q" eqp" o c { qt" f gvplk kpvq" gn' f gvcmg" f g" guvcu' cwqr ctvqu" ko r qtvcf cu'ug'r wgf gp'xgt' qvtqu'tcui qu'ucnkpvqu'0Gp'uwu'kpekqu. "rcu'ko r qtvekpqu'f g" VCUC" r tqxgp¶cp" o c { qtkctkco gpvc'f guf g'gnr 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' eqpxkgtv" gp'qu' o c { qtkctkqu'c' r ctvt' f g'4237" *xgt' I t° hkeq'X/4+0Guv" Anko 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 wekep" 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 kpvq" 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 kpvq'f g'rc" J kwz": AI 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 wekep" { "dncp| c'eqo gtekn'gp" Cti gpvpc'0Rqt" glgo r nq. "eqo r ctcpf q" eqp" r" vc { gevqk' f g' Xqmuy ci gp" Cti gpvpc. "uk' dlgp" r" hto c' cigo cpc" cncp| »" plxgrgu' f g" r tqf wekep" { "gzt qtvekpqu" uw' gkqtgu" c" Vq { qvc" gp" cni' wqu" c° qu' f gn' r gt¶jf q. " r" cnc" ko r qtvekep" f g'xgj ¶ewqu'f g'r cuclgtqu'cni' c¶u'rc' j k q'wpc' hto c' hwgtvgo gpvc'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

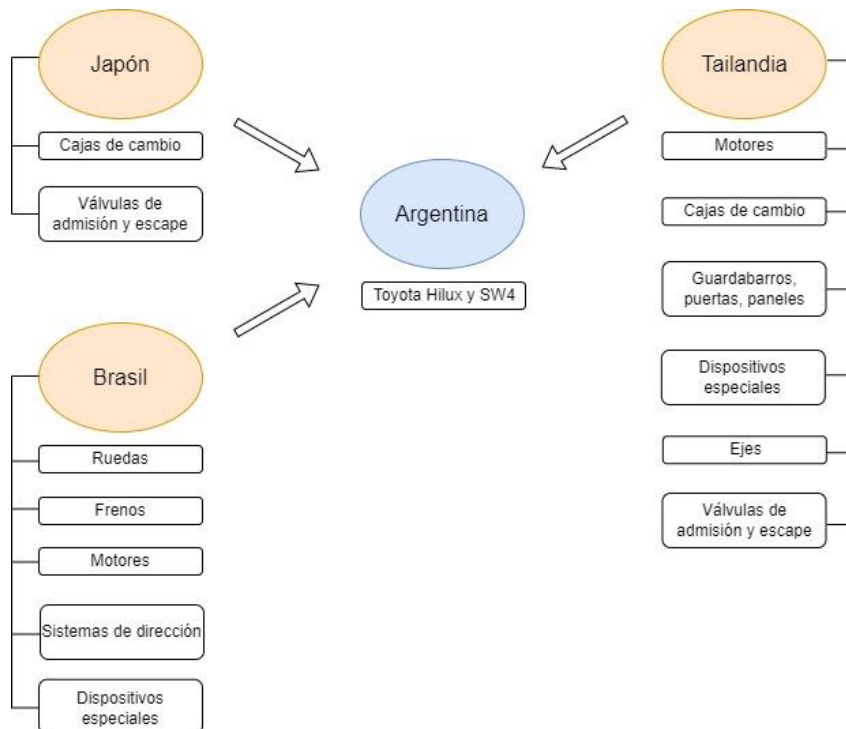
Gráfico V-2 - Importaciones de autopartes de Toyota Argentina por principales orígenes (miles de dólares) (2002-2019)



Hgpg-<grdqtkel>p'r tqr kc'gp'dcug'c'Uqhtcf g.'Cf wpc'f'{''dcæpegu'f'g'VCUC0'

"

Figura V-1 - Principales grupos de autopartes importadas por orígenes (acumulados entre 2002 y 2019)



Hgpg-<grdqtkel>p'r tqr kc'gp'dcug'c'Uqhtcf g.'Cf wpc'f'{''dcæpegu'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 w²'r tqf wevqu'ug'eqo r tctqp'f'g'guvqu'r c'f'ugu0'Gp' guvg'ugpvkf q.'ug'pqvc's wg'ekgtvqu' ukuvgo cu' { 'r ctvqu'etwekrcgu's wg'pq'uqp'r tqf wekf qu'mqecm gpvg'hwtq'p'vc'f' qu'f'g'guvqu'qt'f' gpgu0' Gp'r tko gt'hw'ct.'ecdg'o gpekqpc't's wg'iqu'o qvqtgu'c'p'chc'uqp'r tkpekr cm gpvg'ko r qtvcf qu'f'guf g' Vckrcpf kc.' { 'hw'gi q'f'g'Dtcukn0'Gp'nc'r'nc'p'f'g' \ ^ tcv'ug'r tqf wegp'o qvqtgu'f'k² ugn'r gtq'² uvqu'uqp' gugpekrm gpvg'gpuc'o drcf qu'c'r ctvt'f'g'nc'ko r qtvcek'p'f'g'r ctvqu' { 'r kg| cu' *O kul'p'Rtqf wekxc.' 3: 194244-0²²' Cf go ^ u.'gp'nc'f' dtlec'mqecnd'vco dk² p'ug'gpuc'o drcp'iqu'ukuvgo 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'ncf q.'ug'gpewgpvtcp'ncu'eclcu'f'g'eco dlq.'s wg'uqp'o c { qtkctkco gpvg'ko r qtvcf cu' f'guf g'Vckrcpf kc0'Nwgi q.'ug'r wgf g'o gpekqpc't'gn'ukuvgo c'f'g'htgpqu' { 'f'g'f'k geek'p's wg'r tqxkpg' f'g'Dtcukn0'Rqt'Awko q.'cwps wg'gp'o gpqt'o gf kf c.'f'guf g'Lcr »p'mgi cp'x² nk 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' ukuvgo cu' *r tkpekr cm gpvg'iqu'o qvqtgu' { 'ncu'eclcu'f'g'eco dlq'+ug'f'guvcec'r qts wg'uqp'gng'o gpvqu'egpvtcrgu' f'gn'xgj 'f'wru.'f'g'cnc'eqo r nglkf cf "v² eplec" { . "r qt'iq'vc'p'v.' r quggp'o c { qt'xcnqt'ci tgi cf q's wg' qvtcu.'eqo q'ug'xgt² 'gp'iqu'uki wkp'vqu'cr ctvcf qu0'

Gp'tguwo gp.'f'wcpvg'guvqu'f² ecf cu'Vq { qvc'j c'ko r qtvcf q'r tkpekr cm gpvg'cwqr ctvqu'cn' r c'f'0C'uw'xgl . 'c'r ctvt'f'g'4234'gn'eqghlekpgv'f'g'r ctvqu'ko r qtvcf 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'mqecnd'gp'uwu' xgj 'f'wru0' Guvc' v'p'f'g'pek' v'kpg' eqttgr'vq' eqp' gn' o c { qt' etgeko kpvq' gp' r tqf week'p' { " gZR qtvcekppgu'f'g'nc'hko c'gp'nc'ugi w'p'f'c'f² ecf c'f'gn'uki m0'Ukp'go d'cti q.'wpc'² i tcp'r ctv'f'g'ncu' cwqr ctvqu'ko r qtvcf cu'uqp'f'g'cnc'eqo r nglkf cf "v² eplec" { "o c { qt'xcnqt'ci tgi cf q.'r tqxk'p'k'p'f'g' Vckrcpf kc' *hub'o w'p'f'kn'f'g'nc'J knw+.'f'g'Dtcukn' *O gtequw+ { . 'ecf c'xgl 'o gpqu.'f'g'Lcr »p' *ecuc' o c'vk² -0C'r ctvt'f'g'guvq.'c'eqpv'kwcek'p.'ug'gzco kpc'e»o q'ug'mgxctq'p'c'ecdq'iqu'r tqeguqu'f'g' nqecrk'cek'p'f'g'r ctvqu.'ew³ ngu'uqp'iqu'r tqxggf qtgu'f'g'Vq { qvc'tcf k'ecf qu'gp'Cti gp'v'p'c' { "e»o q' gxqvwekqpc'tq'p'f'wcpvg'gn'r gt'f'q'f'q'dclq'guwf kq0'"

⁴²⁸ "Gp'tgrcek'p'eqp'iqu'o qvqtgu.'iqu'f'k'ge'v'ku'f'g'VCUC'ug' cnc'p's wg'guvqu'uqp'wp'eqpl'v'p'v'f'g'r kg| cu'hw'p'f'kf'cu' { " o gecp'k'cf'cu.'r qt'gnj.'iqu'f'f'p' kgu'c'nc'nc'qecrk'cek'p'f'g'guvqu'r ctvqu'gp'Cti gp'v'p'c'gu'p'x'k'p'ew'cf'qu'c'ncu'g'uecucu' ecr'cek'cf'gu'mqecrgu'gp'hw'p'f'k'ek'p'0'Nc'eqo r g'v'k'k'f'cf'f'g'ncu'r kg| cu'hw'p'f'kf'cu'ko r qtvcf 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'0C'u'f'iqu'gl'gew'v'ku'qu'uv'v'k'p'gp's wg'ncu'ecr'cek'cf'gu'gp' r tqf week'p'f'g'o qvqtgu'ug'r g'f'kg'q'p'f² ecf cu'c'v² u'gp'Cti gp'v'p'c' { "c'r ctvt'f'g'cnc'f'v'q'f'cu'ncu'v'gto kpcrgu'ko r qtv'p'q' gpuc'o drcu'ncu'r kg| cu'ko r qtvcf 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 qxlcm'gv'cn0"4224+0' Ugi Àp" Gf wctf q'Mtqpdgti . 'rc'kpeqtr qtceke»p'f g'r tqxggf qtgu'hqecrgu'hwg'wp'r tqeguq'bo w'f k'f'ekr' "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 . " g'pvtgxkuc" r gtuqpcn"4: B 4244+0'

" C"uw"xgl . " Cp'f'icri'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'icri'Dqtf gtgu." g'pvtgxkuc" r gtuqpcn"39 l6 4243+0'Rctc"uqmwkqpc" guvqu'r tqdrgo cu."rc"ecuc"o cxtk' "{ "rc" h'icri'ug" gphqectqp"gp"wp"kpvgpuk'keceke»p'f g'rcu"tgrcekqpgu"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 gr'vcdclq'eqplwpvq'f' f g'eqqr gtceke»p/" tgcik' c'p'f q'wp'r tqhw'p'f q'vcdclq'f g'f gucttqm'f g'r tqxggf qtgu"*Tco c."4226-<, 2+0'

" Ugi Àp'F cplgr'J gttgtq. ""

"

Gp'wp'g'utcvgi kc'i n'icri'w'r tqxggf qt'gu'w'uqekq0Gu'lo r qukdn'v'p'gt'wp'r tq' { ge'v'gzkquq'gp'gr'icri q'r r'cl q" uk'p'q'v'p² u'eqp'v'p'kf q' hqecri'eqo r g'k'k'x'q'0P q'v'k'p'g'ug'p'v'f q.'r qt'glgo r m.'h'cdtlect'wp'r c'tci q'r gu'gp'Dt'cuk'i'f' v'cgtm'gp'eco k»p'0P q'xc'0Gp'gug'ug'p'v'f q.'j go qu'j' ge'j q'wp'v'cdclq'f g'f gucttqm'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'equvqu'f' "ecrk'cf "r ctc"ngi ct" c'qu'gu'p'f ctgu's wg" p'geguk'° dco qu'0Ewcp'f q'ctt'c'peco qu'eqp'gr'r tq' { ge'v'ucd'f'co qu's wg'cni wpqu'r tqxggf qtgu'k'c'p'c'p'geguk'ct" c' { w'f c' "v'kgo r q'0F kur w'ko qu'gs w'kr qu'f g'v'cdclq'eqp'ecf c'r tqxggf qt" { "wp" gus wgo c'f g'k'pegp'v'x'qu'o w'f " u'ko r r'g'0' Ngu' f ge'f'co qu' s wg.'uk' g'peq'p'v'cd'c'p' gr' o q'f q' f g'c'j q'ttct" f kgl " r guqu" gp" rc" g'm'd'q't'ceke»p' f g' wp" eqo r qp'p'v'g.'ek'peq'r guqu'ug'qu's wg'f c'd'c'p'gmqu'f' "qu'q'v'qu'ek'peq'r guqu'k'c'p'c'wp'v'g'f' week»p'f gr'r t'ge'k'q'cni" s wg'p'qu'x'g'p'f'cp'gug'k'puwo q'° O k'k'p'Rt'q'f we'v'xc."3: B 4244+0'

"

Wpc" xgl " s wg" guvqu'r tqdrgo cu" k'p'ek'c'rgu" f g" r tqxkuk»p" f g" cwqr ctv'gu" d'° u'lecu" h'wgtqp" uqmwkqpa' p'f qug."gu'v'cd'ng'ek'p'p'f q'wp'c't'g'f' gu'v'cd'ng'f' g'r tqxggf qtgu."qu'k'pegp'v'x'qu'r ctc'rc'r qu'v'gt'k'q't" hqecrk' c'ek»p'f g'r ctv'gu'f' "r kgl cu"ug"eg'p'v'ct'q'p'gp" f k'uk'p'v'qu"grgo gp'v'qu'0Gp'r ct'v'ew'ct."u'q'd't'g'mqu" d'g'p'g'h'ek'qu" f g'hqecrk' ct" r kgl cu."f guf g'rc"i g't'g'pek'f g'Eqo r tcu'f g'VCUC"u'qu'v'k'p'gp" s wg'v'p'gt" r tqxggf qtgu"eg't'ec'p'qu'r g'to k'g'<3+"gr'c'j q'ttq'f g'equvqu'mi' f'uk'ek'qu'f' "f g'd'ct't'g't'cu'c'f w'c'p'g't'cu."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'lwti kt0"

Cf go ^a u. "mqu" f kt gevwxqu" uquvkgpgp "s wg" gn' dgpghlekq "f g" t'gkpvgi tq "f g" et² f kq "hkuecn'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 " mcecrk celsp " f g" cwqr ct vgu'²⁹ " Rqt " Ànko q. " mqu" glgewwxqu" ug^o crcp " s wg" gu" kpf kur gpucdrg' r qf gt "vpgt" wp" i tcp "xqno gp" f g' r tqf weekp "f g" xgj "f wru" r ctc " r qf gt "mcecrk ct" wpc" r kgl c. " { c "s wg. " uk' gzkuv " cri wpc " f hgt gpek " f g" equvq " eqp " r " ko r qt vcf c. " r " o c { qt " guecr " co qt vq c " gug' ghgevq " f g dkl q " c " s wg' mqu' r tqxggf qt gu' r wgf gp " dclct " gn' r tgekq " f g' r " r kgl c " cn' f kxk k " uu' equvqu' hklqu' r qt " wpc " r tqf weekp " o c { qt " Nwku " N » r gl . " gpvt gxkuv " 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'Àus wgf c " f g " cngt 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 gp vgu' I gp gtc m 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 " ugrgeekp " f g' r tqxggf qt gu. " Vq { qvc " Cti gpvpc " tgerk c " wp " cp^a ruku " f g' r " ecr celf 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 rcl qu. " ecrk cf . " gur gekhcekelppgu " { " xqn'Ào gpgu. " f g dkl q " c " s wg " o wej cu " xgegu " t guwnc " pgeguclq " gpltpvct " 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 vcekp " ghlec | 0Nc " cvgpekp " r wguv " gp " r cu' ecr celf cf gu' f g " mqu' r tqxggf qt gu' ug " f gdg. " r t'kpek r cm gpvg. " cn'j gej q " f g' s wg " r " go r t guc " hgu' qht geg' b ² vqf qu " { " v² 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 geekp " f g " VCUC 0Uki wkgpf q " c " mqu " glgewwxqu. " gn' qdlgvkxq " f gn' cp^a ruku " f g' r cu' ecr celf 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 " mcecrk ct " wpc " r kgl c " uqp < 3 + " ug " lpxguki 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' gwpkp " f qpf g " r " cwqr ct vkuv " r t' gupvc " r " r tqr wguv " { " o " gpekpc " uwu' r qukdtkf cf gu' { " ecr celf cf gu. " 5 + " uk " VCUC " eqpukf gtc " s wg " gn' r tqxggf qt " vkgpg " r " r qukdtkf cf " f g " gpewcf tctug. " r cuvp " c " wpc " gvr c " f g " gzco gp " f g " eqo r gvkkxf cf " gp " r " ewcn' luv' r kf g " wpc " eqvkl celsp " f g " wpc " r kgl c " { " ug " eqo r ctc " gn' plxgn' f gn' r tgekq " eqp " mqu' 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 { " hgw " r " tqo wi cf c " gp " 4238. " cwps wg " mqu' f kt gevwxqu " uquvkgpgp " s wg " eqp " r " r " g { " f gn' 422: " vco dlk p " vgp " f " wp " lpegpvkxq " uko krc. " cwps wg " mqu' r ci qu " uq " f " p " vctf ct " o " a " u " vgo r q 0Ugi Ap " r " r " g { " f g " 4238. " gn' r qtegpvclg " f g " t'gkpvgi tq " f g " et² f kq " hkuecn' r wgf g " xctlct " f guf g " gn' 6 " " cn' 37 " " f gn' xcmq " gz " h' dtlec " f g " r cu' cwqr ct vgu' pcekqpcrgu' c " r cu' s wg " j ceg " t'ghgt gpek " r " r " g { . " f gr gpf kpgf q " f gn' eqpvkpf q " mcecn' f gn' xgj " f wru. " c " r " ct vq " f g " wp " o " plq q " f g " 52 " 0Gp " 4244. " VCUC " gtc " wpc " f g " r cu' qecu' vto kpcrgu' s wg " vgp " f " wp " 62 " " f g " eqpvkpf q " hqecnlgi Ap " r " b " gvqf qm " f " c " f gvcn' c " gp " r " r " g { 0C wps wg " guv " lphqto celsp " p " q " gu' r Adrlec. " ugi Ap " mqu' glgewwxqu. " Vq { qvc " gu^a " wpu' r cuqu' cf grcpvg " t'gur gevq " cn' t'guvq " gp " guv " f ko " gpukp " " Nwku " N » r gl . " gpvt gxkuv " r gt uqpcn " 38 B4 4244 +0 " Guvq " gu^a " gp " r " f " pgc " eqp " gn' kpf kecf qt " eqpvt wkl q " r ctc " guv " vgu. " r t'gugpvf 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" v² eplec" { " o gpqu'eqo gtekr0"

Rctc" guv q "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" p wgxqu" r tq { gevqu0 Gp" guc" p wgx c" gvr c "ug" kpx qm et cp' 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 nglk cf . " vco dl² p" r wgf g" r ct vlek r ct" gn' f g" Nqi "f ulec0' Nwgi q. " gn' f gr ct vco gpvq" f g" Rtqf wek p "gu" gn' er kppv g' hpcn' f g" guv g' r tqegu q "Nwku" N> r gl . "gpvt g xkuc" r gtuqpcn "38 l34 l4244+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 " h c e k k c " r c " p g i q e k c e k p " g p " V q { q v c " C t i g p v k p c " { " p q " e q p u k w { g " w p " h c e v q t " e t " k e q 0 ' N q u " c u r g e v q u " c " e q p u k f g t c t " g p " g n ' c e w g t f q " e q o g t e k r n ' e q p u k v g p " g p " u c d g t " u k ' g n ' r t q x g g f q t " r w g f g " f g u c t t q m c t " w p c " r k g l c " { " u k r w g f g ' e w o r n k " e q p " m u ' t g s w g t k o k p v q u ' f g ' e c p v k f c f " { " r r c l q " f g " g p v t g i c 0 ' G p " g n ' u g i w p f q " e c u q . " r c u " e q p f k e k p p g u " e q o g t e k r n g u " { " r c " h q t o c " s w g " c f q r v e p " m u " c e w g t f q u " u q p " t g u r q p u c d k k f c f " f g " V q { q v c " C t i g p v k p c " c w p s w g " e q p " h p g c o k p v q u " i g p g t c n g u " f g " r c " e c u c " o c v k l " * T c o c . " 4 2 2 6 + 0 "

Wpc" xgl "f gek kf q" r qt "VCUC" gn' eqo kpp| q "f g" wpc" t g r e k p " e q o g t e k r n ' e q p " w p " r t q x g g f q t . " u g " h k t o c " w p " c e w g t f q " i g p g t c n f g " e q o r t c u " g p " g n ' e w c n ' u g " g u v d r g e g p " m u " h p g c o k p v q u " d ^a u l e q u " f g " r c " t g r e k p 0 G p " g u v g " c e w g t f q " u g " r q p g " f g " b o c p k h g u v q " s w g " r c " t g r e k p " g u " c " r c t i q " r r c l q " { " f g " d g p g h k e k q " o w w q 0 V c o d l ² p " u g " g u v d r g e g " g n ' r r c l q . " r c " e c p v k f c f " f g " r k g l c u " f g " t g r q u l 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 " r c " u g t k g " f g " w p " o q f g m . " r c " g p v t g i c " g p " v k g o r q " { " h q t o c " { " g u v ^a p f c t g u " f g " e c r k f c f 0 ' C f g o ^a u . " u g " f g v g t o k p c " r c " x q n w p v c f " { " g n ' e q o r t q o k u q " r q t " r c t v g " f g n ' r t q x g g f q t " f g " r g t o k k t " r c " k p v t x g p e k p " g p " u w u " r t q e g u q u " f g n ' r g t u q p c n ' f g " V C U C " 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 " r c u " o g l q t c u " e q t t g u r q p f k p p v g u " g p " g n ' e c u q " f g " h c m u 0 "

Ncu" cev x k f c f g u " e q p l w p v c u " { " f g " e q q r g t c e k p " e q o k p p | c p " c " v g p g t " r t q v c i q p k u o q " g p " r c u " h c u g u " k p l e k r g u " f g n ' f g u c t t q m q " f g " r t q x g g f q t g u 0 ' G u v g " f g u c t t q m q " r w g f g " m g x c t " f g " f q u " c " v t g u " c o " q u " { " 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 " V q { q v c " c " m u " r t q x g g f q t g u 0 ' G n ' v t c d c l q " e q p l w p v q " e q o k p p | c " e q p " g n ' c p ^a r k u k u " f g " m u " r t q e g u q u " r t q f w e v k x q u " f g n ' r t q x g g f q t " { " f g " r c u " p g e g u k f c f g u " g u r g e " h e c u " f g " V q { q v c " e q p " 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 " g n ' r t q x g g f q t " u g c " g n ' 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 l 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 " e q o 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 g n ' V R U 0 ' N c " v g p f g p e k c " g u " s w g " g n ' r t q x g g f q t " c f s w k g t c " r c " o g v q f q m i " c " { " g p " w p " h w w t q " u g " o c p g l g " e q p " c w q p q o " c " * T c o c . " 4 2 2 6 < 3 4 3 + 0 "

" Ukp" go dcti q. "vo dl2p" gzknug"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 dl2p" 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. "gpvtg" qvtcu'0Gu'f gek. "gu» 'bo a u'xkpewrcf q'cn'VRU" f k gevqt' f g'go r tguc'cwqr ctvkvu"bo kgo dtq'f g'CRVC." gpvtgxkvu'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' f g'rcu'r tkpek crgu'go r tgucu'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 dl2p"ug'tgcrk cp"gpvtgi cu'f g'r tgo kqu'kpvgtpeckqpcrgu"gp'Lcr »p0"

Cf go a u. "VCUC"tgcrk c"eqpuvcpygo 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'ercxg'gp"uw'ecf gpc'f g'xcmt0C"vtx2'u'f g'guvqu' 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'guvqu'ug'gpewgpvtcp<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"cxcp| cf q<' cevxxkf cf " s wg"dwuec" o glqtct" r tqeguqu"gp" v² to kpqu'f g'ecrkf cf. " r tqf wvxxkf cf. "ghkekpgk" 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'gnitgeco 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 gveng'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+ Cevkxkf cf " f g' r' tqxggf qt" f g' r' ppgc" o qf grq" / *Problem Solving* ó E f' ewrqu" f g' ecrkf cf < c' vtcx² u' f g' guvc' ug' l' p' eqtr qtc" gn' Ukuvgo c' f g' Rtqf weekp" Vq{ qvc" c" ecf c' r' tqxggf qt" c' h' p' f g' h' q' v' c' r' e' g' t" { " o glqtct" uw' ugi wtkf cf . " ecrkf cf " { " ukuvgo cu' f g' equvqu0"

Gp" tguwo gp. " VCUC" co r rñ" h' wgtvgo gpv" uw' dcug" f g" r' tqxggf qtgu" h' qecrgu" f guf g" uw' kpuvcnrekp" gp" gn' r c' f' u' 0' Guv" ug" j k q" eqp" wpc" r ct v' k' r c' ekp" c' evkx" c' f g' r' v' gto kpcn' gp" h' qu' r' tqeguqu" f g" o glqtc" f g' r' cu" cwqr ct v' k' u" cu. " qvqi c' p' f q" f k' v' p' v' u" r' tqi tco cu" { " c' evkxkf cf gu" f g' f' gucttqmq" f g" r' tqxggf qtgu" h' qecrgu. " r' gtq" v' co d' k' p" b' c' p' v' g' p' k' g' p' f q" c' n' qu" p' k' x' g' r' u" f g' g' z' k' i' g' p' e' k" { " eqpvtqnludtg" guvcu" h' to cu0' Gpvtg" h' qu' f k' v' p' v' u" e' c' p' c' r' u" f g' e' q' q' r' g' t' c' e' k' p" f g' VCUC" eqp" u' w' u' r' tqxggf qtgu" ug' gpewgpvtcp" gn' *Supplier Production Tracking Team* *URVV+ r' c' t' c' r' n' k' p' e' n' u' l' p" f g' w' p" p' w' g' x' q" r' tqxggf qt. " r' n' Cuqekcekp" f g" Rtqxggf qtgu" f g" Vq{ qvc" Cti gp' v' p' c" *CRVC+ " { " f k' x' g' t' u' c' u" c' evkxkf cf gu" f g" e' c' r' c' e' k' c' e' k' p" { " h' q' t' v' c' r' e' k' o' l' g' p' v' q' 0' F' g' g' u' v' g' o' q' f' q. " u' g' r' w' g' f' g' x' g' t" e" » o q' u' g' l' p' l' e' k' c' p" h' qu" x' p' e' w' r' u" gpvtg" r' v' gto kpcn' { " h' qu' r' tqxggf qtgu" h' qecrgu" g' r' i' k' f' qu0"

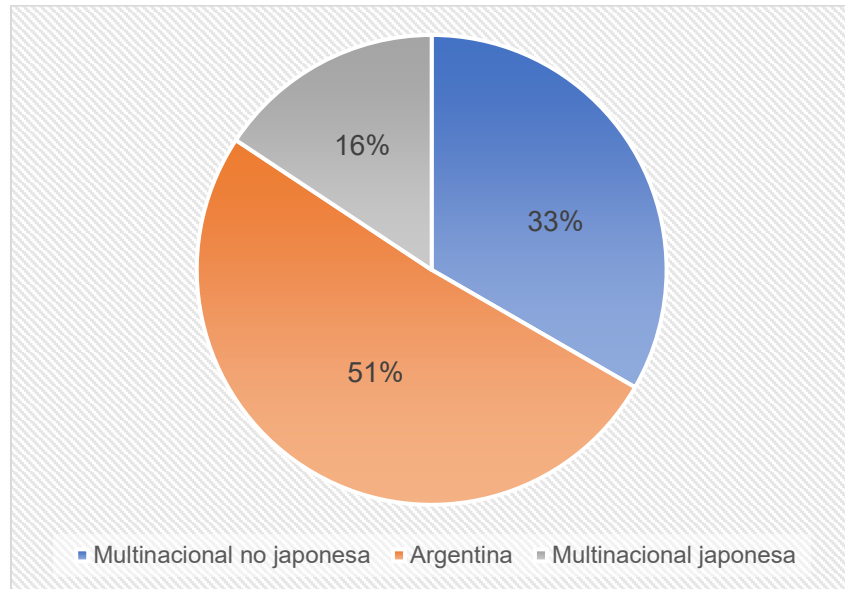
5.3 - Proveedores de Toyota en Argentina

Nqu' r' tqxggf qtgu" f g' Vq{ qvc" Cti gp' v' p' c' u' g' r' w' g' f' gp' e' m' u' k' h' e' c' t' gp' t' g' u' i' t' w' r' q' u' f' k' v' p' v' u" u' g' i' Àp" u' w' u' t' q' f' i' g' p' g' u' < c' + O' w' n' k' p' c' e' k' p' c' r' u' l' c' r' q' p' g' u' c' u. " d' + O' w' n' k' p' c' e' k' p' c' r' u' p' q' l' c' r' q' p' g' u' c' u" { " e' + N' q' e' c' r' g' u" 42: " Gp" gn' c' o' q' 4242. " VCUC" h' g' e' q' o' r' t' e' d' c' f' k' t' g' e' v' c' o' g' p' v' g' c' 84" c' w' q' r' c' t' v' k' u' c' u' f' gn' r' t' k' o' g' t' c' p' k' m' q' 0' Guv" r' k' u' v' c' f' g" r' tqxggf qtgu" gu" eqp' h' k' f' g' p' e' k' n' u' l' p" go d' e' c' t' i' q. " r' c' t' c' " g' u' v' c' " v' g' u' k' u' " u' g' r' w' f' q" t' g' e' q' p' u' t' v' k' t" gn' i' t' w' r' q" f' g' r' u' r' t' l' p' e' k' r' c' r' u' 73" c' w' q' r' c' t' v' k' u' c' u' g' p' v' t' g' g' n' c' u" 43: ""

Cu' f' i' e' m' u' k' h' e' c' p' f' q" c" r' u' h' t' o' c' u' f' g" g' u' v' g" i' t' w' r' q. " u' g' r' w' g' f' g' o' g' p' e' k' q' p' c' t' s' w' g" h' qu' r' tqxggf qtgu" o' w' n' k' p' c' e' k' p' c' r' u' f' g" q' t' k' i' g' p' l' c' r' q' p' 2' u' g' t' c' p" gn' 38' " f' gn' v' c' n' i' f' g' r' u' c' w' q' r' c' t' v' k' u' c' u' f' gn' r' t' k' o' g' t' c' p' k' m' q" f' g" VCUC" *xgt" I t^a h' k' e' q" X/5+0' P' q' t' o' c' m' g' p' v' g. " g' u' v' c' u' u' q' p" h' k' i' c' r' u' f' g" go r' t' g' u' c' u" l' c' r' q' p' g' u' c' u" s' w' g" r' tqxggp" c" Vq{ qvc" l' c' r' » p" { " c" u' w' u' u' d' u' k' f' k' t' k' u" gp" gn' o' w' p' f' q' 0' Guv" u' r' t' q' e' g' f' k' o' l' g' p' v' u" i' g' p' g' t' c' m' g' p' v' g" u' q' p" e' t' g' c' f' q' u' gp" h' e' c' u' c' o' c' v' t' k' f' g' r' v' gto kpcn' { " v' t' c' p' u' h' g' t' k' f' q' u' c' r' u' h' k' i' c' r' u' f' g' r' e' q' t' r' q' t' c' e' k' p" f' g' d' k' f' q" c' s' w' g" r' u' g' f' g' e' g' p' v' c' n' i' r' q' u' g' g' e' q' p' v' c' e' v' q' h' w' k' f' q" { " f' k' t' g' e' v' q' e' q' p' r' e' c' u' c' o' c' v' t' k' r' tqxggf q' t' c' 0' C' f' go^a u. " r' n" o' c' { " q' t' r' c' t' v' g' f' g' g' u' v' c' u' e' q' o' r' c' o' f' u' u' g' k' p' u' v' c' r' t' q' p" gp" Cti gp' v' p' c' c' r' c' t' v' t' f' gn' i' follow sourcing. " gu' f' g' e' k' t. " u' k' i' w' l' g' p' f' q" c" r' u' u' d' u' k' f' k' t' k' c' f' g" Vq{ qvc" gp" gn' r' c' f' u' *xgt" V' c' d' r' c' 2/35" f' gn' C' p' g' z' q" G' u' v' c' f' f' u' l' e' q' +0' C" u' w" x' g' l. " e' w' c' v' t' q" f' g" g' u' v' c' u" q' e' j' q" go r' t' g' u' c' u" l' c' r' q' p' g' u' c' u. " u' q' p" r' c' t' v' g' f' gn' i' t' w' r' q" Vq{ qvc" c" p' k' x' gn' i' m' d' c' n' i' *F' g' p' u' q. " L' g' n' i' C' w' q' o' q' v' k' x' g. " Vq{ qvc" D' q' u' j' q' m' w" { " Vq{ qvc" V' u' w' u' j' q' +0"

42: "Rctc" xgt" gn' f' g' v' c' n' g' f' g' g' u' v' c' u' k' t' c' r' v' c' d' r' c' 2/35" f' gn' C' p' g' z' q" G' u' v' c' f' f' u' l' e' q' 0'
43: "Rctc" eqp' u' w' n' c' t' u' d' t' g' g' u' v' c' t' g' e' q' p' u' t' w' e' e' k' p' x' g' t' r' e' p' q' v' c' O' g' v' q' f' q' n' i' k' e' c' 80'

Gráfico V-3 - Proveedoras autopartistas del primer anillo de Toyota Argentina según su país de origen (n=51)²¹¹ (2020)



Hwpgv<gndqtck>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"qu'r tqxggf qtgu"o wmpckqpcrgu"eqp"r t gugpek"gp" Cti gp'v'pc"*55' +. 'hqu'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 ctv'f'g"guvcu"uqp"f'g"GGWW": "f'g"39+" { "nwi q"v'gu'f'g" H'c'pek'0' H'p'cm gpv. "ug"j'cmcp"qu" r tqxggf qtgu"f'g"ecr k'crgu"m'ecrgu"*73' -0'Guc"f'k'v'k'dw'ek'p"eqp"o c { qt"r t gugpek" f'g"ecr k'crgu" p'cekqpcrgu"gu"kw'w'cn'l'p'cn'w'q"gp"q'v'cu" h'k'c'rgu"f'g"Vq { qvc"gp"gn'o wpf q."s wg"uw'g'p"v'p'gt"wp" r qtegp'v'lg'lw'r g'k'q't'cn'; 2' 'f'g'r tqxggf qtgu'f'qo 2' u'w'ek'u'f'g'q't'ki gp'g'z v'cplgtq" *T'w'k'q'g'v'cn'0'4244<' 32+'c'w'p's wg'gp"eqo r ctck'ek'p"eqp"gn'ec'u'f'g"Vq { qvc'U'w'f' h'k'ec"gu'c'f'k'v'k'dw'ek'p" { "gur g'ek'ck'k' c'ek'ek'p" f'g'h'cu'c'w'qr ct'w'ku'c'u'ugi 'A'p'w'q't'ki gp'p'q'v'g'p'g'i t'c'p'f'g'u'f' h'g't'g'p'ek'u" *g'g'ew'k'x'q'f'g"Vq { qvc'U'w'f' h'k'ec." gpv'g'x'k'uc'v'g'nh>p'k'ec."37'6'6'4243-0'

Ukp"go d'cti q.'c'r'guct'f'g's'wg'b' a' u'f'g'r'c'o' k'cf'f'g'h'qu'r' tqxggf qtgu'f'g'VCUC' 'uqp'f'g'ecr k'cn' m'ec'n'ec'dg'f'gu'c'ect's'wg'r'c'i' t'c'p'o' c { qt'f'c'f'g'gu'v'cu'ug'f'g'f'k'ec'p'c"ce'v'k'k'f'c'f'g'u'o' a' u'ulo' r'ngu. 'v'crgu' eqo q'r' h'cd't'k'ec'ek'ek'p" { "r' tqx'k'k'ek'p" f'g'r' ct'v'gu'o' g'v' n'ec'u" { "r' n' u'w'ec'u'0'O' w'ej' cu'f'g'gu'v'cu'c'w'qr' ct'v'gu." c'f' go' a' u.'r' quggp'x'gp'v'lcu'h'gp'v'c'h'cu'ko' r' q't'w'f'cu'r' q't'ugt'r' k'g' cu'bulky, m'u'ew'crgu'uqp'f' h'f'k'ek'rgu" { " equ'v'cu'f'g'v'c'p'ur' q't'v'ct'0"

⁴³³"Gu"ko' r' q't'v'p'v'g'f'g'gu'c'ect's'wg'gn' r'k'v'c'f'q"q'd'v'p'k'f'q"gu'f'g"73" c'w'qr' ct'w'ku'c'u'f'k'g'ev'cu'0'F'g'uf'g'gn'f'g'r' ct'w'co' gp'v'q" f'g' Eqo' r' t'cu'f'g"Vq { qvc' u'q'v'k'p'p's'wg'gp'4242'gn'v'q'cn'f'g'r' tqxggf qtgu'f'k'g'ev'cu' u'qp'84.'c'w'p's'wg'gu'c'h'ku'c'g'u'eq'p'h'k'f'g'p'ek'cn'0' F'g'uf'g'CF IO TC' u'q'v'k'p'p's'wg'f'gn'v'q'cn'f'g'84'c'w'qr' ct'w'ku'c'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'ck'k' c'f'q'gp'r'c'o' v'g'ut'c'f'g'gu'c'v'g'u'0'R'et'c'o' r' n'ct' u'q'd't'g'g'ug'v'g'g'x'co' k'p'v'q'eq'p'w'v'ct' r'c'P'q'v'c'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 "xcmqt 's wg'ug'hdtkcep"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 kti 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 "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 kti qt."hdtkec'r ctvgu'eqo r nglcu'0Nqu'qvtqu'tgu'r tqxggf qtgu'f g'r ctvgu'f g'o c {qt " xcmqt'ci tgi cf q"uqp"cwqr ctvku'ci i nqdcrgu'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"guvqu'f cvqu'ci tgi cf qu'cn'4242'gu'ko r qt vcpvg'eqp qegt " e»> q'ug'hngi »>'c'guv'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"vtc { 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'³⁴"I nqdcrgu' gpvg." F gpuq" r tqf weg" wpc"i tcp" xctkcf cf "f g" ukungo cu' eqo r nglqu" r ctc" xgj 'f wqu" 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." hktqu' 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 tqxggtrg' vco dk' p" c" Hkv' Cti gpvkc'³⁵" Gr'cewgtf q" eqp"rc' eqo r c' o 'f g'qtki gp" kcrkcpq'ug'f g'kxc'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'uki m'ZZ K'gr'rkf gtc| i q'f gn'cwqr ctvkuo q'i nqdcn'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 "f g"mqu' r c"ju'eqp" kpf wvkc'cwqo qvtk' ."ukp" go dcti q."uuw'r tkpek crgu'erlcpvqu'i nqdcrgu'uqp'rcu'vgo kpcrgu'cwqo qvtlegu' lcr qpgucu'0Ugi Ap'gn'f k gevqxq'f g'F gpuq' Cti gpvkc'gpvtgxkucf q."guv'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 nqdcrgu'r qts wg'qhtgegp'wpc'cnc"eqphcdkrf cf 'r ctc'rc'vgo kpcn'0 Gr'tlgu' q'f g'vpgt' r tqdrgo cu'gp"guv'vkr q'f g'ukungo cu'gu'cnq" {" rcu'vgo kpcrgu'pgegu'kcp"i ctcv'f cu'f g'uw'dwgp" hwpekqpc kpvq" *Lwcp'P qxgm'gpvtgxkuc'r gtuqpcn'49174244+0

f gnl 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 gnuq0Gp'gnlc° q'4223'F gnuq'Eqtr qtcvqp'eqo r t>"
rc'f kxkuk>p'f g'ukugo cu'vto lequ'f g'rc'cwqr ctvkt'kcrkpc"{'f g'f g'gug'o qo gpvq'eqo gp| ctqp'c"
mco ctug'F gnuq'Cti gpvpc0"

" Gnl'ekgtt'f g'Hlcv'Cti gpvpc'c'kpgu'f g'3; ; 2"ko r cev>'pgi cvkco gpv'gp'F gnuq.'s wg.'uk"
dkp'r tqxg'f'c'Vq{qvc'f wcpvg'iqu'r tko gtqu'c° qu'f gnl'4222'°cr tqzko cf co gpvg'42022'wplf cf gu"
cpwrcgu+:'guv'pq'rg'i gpgtcdc'rc'gucrc'uwkckpvg'r ctc'ugt'tgpvcdng0F g'gug'o qf q.'c'r ctvkt'f g"
pgi qekckppgu'kpgtpeckppcngu'gptg'rcu'ecucu'o cvt'legu'f g'F gnuq"{'Hlcv.'rc'cwqr ctvkt'lc'rqguc"
eqo gp| >'c'g'zr qtvtg'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 gnuq'Cti gpvpc'f g'f 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'gptg'xkuc"
r gtuqpcn'49 I7 I4244-0³⁶"

" Nwgi q.'gn'etgelo kgpv'f g'VCUC'ngu'f kq'gn'xqno gp'uwkckpvg'r ctc"i ctcvkt'ct'rc"
tgpvcdkrf cf.'cwps wg'rc'vgt'o kpcn'lc'rqguc'etgek>'cvpv's wg'iqu'r tqdng cu'witi kgtqp'r qt'qvtq"
rc'f q'rcu'kpxgtukppgu's wg'ug'vpp'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.'iqu'f k'g'v'x'qu'eqo gpvc'p's wg'wxkgtqp's wg'vcdclct'hwgt'go gpvg'cn"
kpgtkqt'f g'rc'qti cpl'ckek>p'kpgtpeckppcni'r ctc'eqpugi vkt'rcu'kpxgtukppgu'pgeguctku'r ctc"
cwo gpvt'rc'ecr cekf cf'f g'r tqf week>p0'P qxgm'uqukpgg's wg'F gnuq'pq'vkgpg'i tcp'kpgt'2 u'gp"
kpxgtvkt'gp'Cti gpvpc'f g'gdkf q'c'uw'x'ckx'gpgu'geqp>>o lequ"{'rc'ko r qukdkrf cf'gp'f k'k'p'v'qu'c° qu'f g"
i kct'w'k'f cf gu"{'f k'k'f gpf qu0'Q'v'c'r ctv'f g'guc'kpxgtuk>p'rc'r wf kgtqp'ewdtk'eqp'et'2 f kqu"
HQP F GCT'f gnl'qdkgt'p'p'ck'ppcni'cti gpv'k'g'g'4236"{'4238.'f g'rc'bo kuo c'hqto c's wg'iq'j k'q"
Vq{qvc0³⁷" F g'gug'o qf q.'cwo gpvtqp'rc'ecr cekf cf'f g'r tqf week>p"{'r wf kgtqp'r tqxggt"
uc'v'k'v'v'q'k'co gpvg'c'rc'vgt'o kpcn'lc'rqguc0'cn'4243.'F gnuq'hcdt'lecdc'c'it'gf gf qt'f g'36'r kgl cu'f g"
iqu'x'gj 'f'w'qu'f g'VCUC.'g'p't'g'iqu's wg'ug'g'p'eq'v'cd'c'p'<'ecl'cu'f g'c'k'g.'eqpf gpucf qt'gu.'t'cf k'cf qt'gu."
r kgl cu'r r'f'w'k'cu.'o cpi vgtcu.'wdqu.'g'p't'g'q'v'cu0"

" Nc't'grck>p'f g'F gnuq'eqp'Vq{qvc'gp'Cti gpvpc'gu'r ctv'w'rc'to gpv'f hgt'gpvg'cn'f gnl'guv"
f g'rcu'cwqr ctvkt'rcu's wg'pq'uq'p'r ctv'f g'nl' twr q'Vq{qvc0Rtk'p'ek'cm gpvg.'f g'gdkf q'c's wg'F gnuq"{'c"
vkgpg'k'p'eqtr qtc'f q'gn'r tqegu'p'r tqf w'v'x'q'f g'nl'VRU"{'rc'h'k'qu'q'f'f'g'Vq{qvc0Rqt'iq'v'cvpv.'pq'ug"
ngxpc'c'ecdq'v'cp'v'cu'ce'v'x'k'f cf gu'f g'f guctt'qmq'f g'r tqxggf qt'gu'q'bo glqt'cu'f g'ecrkf cf 0C'uko kuo q."

⁴³⁶"Guq'eqp'v'c'v'c'eqp'k'f g'cd'ng'gp'v'eqp'gn'ecua'f g'Gu'g'cd'p'E'q't'f g'q.'cwqr ctvkt'rcu'c'ni'c'n's wg'ug'f guctt'q'nt'a "o a u"
cf g'p'v'g.'gp'gn'ew'cn'c'p'v'w'p'c'uk'w'ck'>p'r ct'g'ek'c.'pq'ng'f'kgt'qp'p'k'p'i w'p'c'uc'w'ek'>p'f g'f g'f g'Hlcv"{'gu'w'x'q'cn'd'q't'f g'f g'rc"
s w'k'g'd't'c'0'
⁴³⁷"Gnl'et'2 f kq'HQP F GCT'ewdtk'&62'o kmp'p'gu'f g'iqu'&74.7'bo kmp'p'gu's wg'equ>'rc'k'p'x'gtuk>p'°HQP F GCT.'4237'0"

reucevklcf cf gu'f g'K F 's wg'F gpuq'ingxc'c'ecdq'gp'Cti gpvpc'upq'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 cuvc"s wg'eco dl»"uw'r rncvchqto c0C"uw'xgl . "r tqxg{ gtqp'r ctvgu'r ctc'gn' T gpcwn'Erffq"O flq" f guf g'gn'4234"cn'42380'Gp"4239."c'r ctvt'f g'rc'mgi cf c" f g'P kuucp'cn'r cflu." eqo gpl ctqp"cxgpf gtrg'r ctvgu'c"guvc'vgtto kpcn0"

" Gn'r tlpekr cn'eqo r gvlf qt'f g'F gpuq"gp"Cti gpvpc"gu"O kti qt."gn'ewcn'ng'r tqxgg"ukvgo cu' vto lequ'c'Xqmuy ci gp."Hqtf. "{ 'I gpgtcn'O qvqtu0Gp'r ctvkwrt.'O kti qt'guv' tcf kecf q'gp'Vkgttc" f gn'Hwgi q."cr tqxgej cpf q"mu'dgpghekqu"ko r qukkqu" f g'rc"r tqxkpek." { "F gpuq"gp"E»tf qdc." f qpf g'r qugg"xgpvcl"r qt"rc"egtecpfl"i gqi t^a hlec0'Rqt'qvtq'rcf q. "F gpuq"wo dl p"eqo r kv"eqp" O kti qt'gp'ukvgo cu'grgevt»plequ."cwps wg'rc"cwqr ctvkw"lcr qpguc'pq'vkgp'g'tcf kecf c"uw'f kxkuk»p" f g'grgevt»plec"gp"Cti gpvpc."ukpq'gp'Dtcuk0"

P q"qducpvg."cni wpu'r tqf wevqu'grgevt»plequ'cnco gpvg'uqhwkecf qu's wg'hcdtlec'F gpuq" gp'Dtcuk⁴³⁸" { "lcr »p"pq"uqp"r tqf wekf qu'r qt"O kti qt0'Rqt'gigo r mq."rc'r kgl c"mco cf c"Engine Electronic Control Unit *GE W+. "s wg'gu'rc"eqptqmf qtc"grgevt»plec'f gn'o qvqt."gu'wp'r tqf wevq" eqo r nglq" { "etflkeq" f gdlf q" c"s wg'f g'gmc" f gr gpf g"i tcp"r ctvg" f g'rc"ugi wklf cf "s wg'qhtgeg" gn' xgj flwru0'cn'tgur gevq."O kti qt"j c"vplf q"kvpekpqgu'f g'vcdclct"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 qtcvqp"j cp" uquvplf q"s wg'gug'know-how"pq'ug'r wgf g'vcpuo 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"gpvtxkuc"r gtuqpcn" 49 17 14244-0

F g'guv'o qf q."ug'r wgf g'f gucect's wg'guvc'cwqr ctvkw"i mdcn'mgi »"c'Cti gpvpc'c'r ctvt" f g'rc'tcf kecek»p'f g'Vq{ qvc"gp'gn'r cflu" { "f g'cewgtf qu'kvgtpekpqpcngu'gpvt'rcu'ecucu'o cvtlegu0C" r ctvt'f g'gmq."VCUC"ug'i ctcplk »"rc'r tqxkuk»p'f g'elgtvcu'r ctvgu'eqo r nglcu0'K wcm gpvg."guv'pq" gzenwfl" s wg'F gpuq'ingxctc'c'ecdq'pgi qekqu'eqp"qvctu'vgtto kpcrgu'c"plxgn'kvgtpekpqpcn" { "mecn0' Rqt'qvtq'rcf q."gnf gucttqmf f g'guvc'ukvgo kuc'pq'ug'xkq'gur gekcm gpvg'r qvpekf q'r qt'uw'tgrec»p" eqp"VCUC" { c"s wg'r quggp" wpc"vc{ gevtk"i mdcn'gp" eqo Àp0'Gp"r ctvkwrt."ug" f gucec"rc" ko r qvpekc" f g'mu'et² f kqu'r Ànkequ"HQP F GCT"r ctc"co r rkt"uw'ecr cekf cf "f g'r tqf week»p" c"

⁴³⁸"Nqu'f kgevkqu'f g'F gpuq'eqo gpvc'p's wg'c'o gf kcf qu'f g'3; ; 2'F gpuq'gpxk»wpc'r ctvg'f g'uw'f kxkuk»p'grgevt»plec" f g'lcr »p" c"O cpcqu."Dtcukn"gp" f qpf g'ug'hcdtlecp" guvg" vkr q" f g'r kgl cu'grgevt»plecu0'Gp" guvc"lf dtlec" vcdclcp" o c{ qto gpvg"go r ncf qu'lcr qpgugu" { "ng'r tqxggp"guvcu'r kgl cu'etflkecu'uqm" c"enkpgu'lcr qpgugu'crgu'eqo q"Vq{ qvc." J qpf c."l co cj c" { "J qpf c0'Rqt'qvtq'rcf q."rc'f kxkuk»p'vto kec" f g'F gpuq"wo dl p"vkgp'wpc'r t guppek"o w' uw'gtkqt" gp'Dtcuklf qpf g'vkgp'uglu'lf dtlecu" { "wp'egpvt'f g'f kug' q0'Ukp"go dcti q."rc"cnr" t guppek"lpf wutknf g'F gpuq"gp" Dtcukl'pq'ug'f gdg'r tlpekr cm gpvg" c"Vq{ qvc'ulpq" c"Ugmrpvku."r ctvkwrtto gpvg" c" Hkv"uw'r tlpekr cn'enkpgv." { c"s wg' guvc' hto c"vkgp'plxgrgu'f g'r tqf week»p"o w' cnqu'gp'gn'r cflu'xgekpq0

o gf kcf qu'f g"re" f² ecf c" f gn'4232" cpvg" r" f hkwncf " r ctc" r" qdvpeke» p" f g" hkpceko kgpvq" r ctc" kpxgtukppgu" cn' kpvgtkqt" f g" r" qti cpl cekte» p" kpvgtpeckppcn" f g" hqto c" uko kctc" c" m" s" wg" uwegf k» eqp" VCUC" gp" guqu" c" o qu'0

5.4.1.2 - Toyota Boshoku

" Vq{ qvc" Dquj qmw" Cti gpvkc" gu" r" hkn' n' m' ecf" f g" r" eqo r c" o" f" 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" r" hcdtkeceke» p" f g" r" u" r ctvgu" kpvgtkqt gu" f g" r" u" xgj f" ewnu⁴³⁹" Nngi »" c" r" Cti gpvkc" dclq" gn' ppo dtg" f g" O cuvtg" Vtko " Cti gpvkc" gp" 4225. " kpuvci" pf qug" gp" Eco r cpc. " r tqxlpeke" f g" Dwgpqu" Ckt gu. " r ctc" r tqf wek" r" qu" cukepvqu. " kpvgtkqt gu" { " grgo gpvqu" hkn' cpvgu" f g" r" pwgxc" i gpgtceke» p" f g" J knw' O' Eqp" uw' mgi cf c" f gur rcl »" cn' cpvgtkqt" r tqxggf qt" f g" guvqu" r tqf wevqu" r ctc" VCUC. " r" hkn' n' m' ecf" f g" r" eqo r c" o" f" c" o" wnkpcckppcn" guvcf qwpkf gpug" Lqj puqp" Eqpvtqn'0"

" Gn'ugv' f g" culkepvqu" f g" wp" xgj f" ewnu" gu" wp" ukuvgo c" eqo r rglq" { " gn' o" a" u" equvqu" n' mgi q" f gn' o qvt'0 Rqt" glgo r m. " wp'ugv' f g' ewcvtq" culkepvqu" f g' wpc" J knw' ". Ål gpgtceke» p" vkepg'822' r kgl cu' f qu" ckt dci u. " vqf q" gn' ukuvgo c" gr' extkeq" r ctc" o" qxgtm. " ukuvgo c" f g" xgpvkeceke» p" cf gpvtq" f gn' culkepvq. " hwpf cu" f g" ewgtq. " gpvtg" qvtcu'0 Cf go a u. " guvqu" f gdgp" ewo r rkt" eqp" tgs wgtko kgpvqu" f g" ugi wtkf cf " gur ge" hlequ" { " wpc" hcn' m' f g" guvcu" r wgf g" ugt" ngvci'0 Rqt" m' vcpvq. " gu" wp" r tqf wevq" eqo r rglq" { " egpvtcn' r ctc" gn' xgj f" ewnu" " Rcdm" T ceekwk" gpvt gxlkuc" r gtuqpcn" 5 18 4244-0'

" Ugi Åp" F cplgn' J gttgtq. " Vq{ qvc" Dquj qmw" xkpq" qtki kpcm gpvg" c" r" Cti gpvkc" eqp" r" kf gc" f g" gpucod rct" culkepvqu'0 Cu" f" f wcpvg" o" a" u" f g" 32" c" o" qu' ko r qt»" f kxkpqu" r tqf wevqu" vgz vkgu" f guf g" Dtcukn' { " Rctci wc" { " O kuke» p" Rtqf wevkc. " 3: 19 4244-0' Rgtq. " gp" 4236. " VCUC" mgi »" c" wp" cewgtf q" eqp" gn' UO CVC" c" vtcx² u" f gn' ewcn' lug' pgi qel»" s" wg" ug" m' ecf" ct" f" cp" gucu" r ctvgu" gp" Cti gpvkc. " r gtq" uk' ug" m' i tcdcp" eqpxgpkqu" ucmtkrgu" ceqtf gu" cn' ugevt" vgz vkn' { " pq" cn' cwqo qvtk. " { c" s" wg" f g" m' i eqpvtctkq" pq" r qf t" f" cp" eqo r gvt" eqp" gn' lequv" f g" r" u" r tqf wevqu' ko r qtvcf qu" *T guqmwke» p" O VG{ UU" 34; 5 4237-0' Gur ge" hleco gpvg. " ug" r rcpg»" guvc" m' ecf" cekte» p" gp" gn' Rcts wg" kpf wutken' f g" Xknc" Hrcpftk. " gp" gn' r ctvkf q" f g" Nw^a p. " r tqxlpeke" f g" Dwgpqu" Ckt gu. " { c" s" wg" cn' f" ug" j cd" f" cp" wlecf q" f kxgtucu" go r t gucu" vgz vkgu" { " j cd" f" c" o" cpq" f g" qdte" gur geknk cf c" s" wg" r qf t" f" go r ngctug" *F cplgn' J gttgtq. " gpvt gxlkuc" r gtuqpcn" 3 19 4244-0' F g" guvg" o" qf q. " ug" tcf ke»" wpc" pwgxc" r rcpvc" f g" r" cwqr ctvkuc" lcr qpguc" gp" Nw^a p" go r ngcpf q" c" citgf gf qt" f g" 622" r gtuqpcu" { " m' ecf" c" p" f q" gn' eqpvkpf q" s" wg" gtc" r t gxlco gpvg' ko r qtvcf q" *Gn' Etqpkuc. " 39 19 4236-0' Gu' f gek. " s" wg" guvc" kplekvcxc" uwti k»" f guf g" r" i gtgpeke" f g" VCUC" r ctc" cwo gpvt" gn' lequv' kpf q" m' ecf" f g" r" u" xgj f" ewnu" g" ko r rke»" gn' cewgtf q" eqp" r" cwqr ctvkuc" { " gn' ukpf kecvq" r ctc" r qf gt" m' gxcrtm" c" ecdq'0

⁴³⁹ Vco dk' p' hcdtkecp" f" p' gcu" f g" culkepvqu" r ctc" cxkppgu" { " v' gpgu'0

" 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."uukvgpg"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"lpi gplgt" c0C n't gur gevq." gn'i gtgpvg"uukvgpg"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 dl2p" crcep|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" lpi 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 gtuqpc"ug" ukpvc." gn'ukvgo c"ug" gpekgpf c" cwqo a vkeco gpvg0Cu" gn' i gtgpvg" r rcpvgc" 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 wkpcekkpccn'u" mxxc" c" ecdq" cn' wpcu" cevxxkf cf gu' f g" lpi 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 qpquc" 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" Tceklpi 0Gp" guvq" ecuq."rc" cwqr ctvkruc"ug"xg" dgpghelcf 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 celap" gp"2 r0C" uw'xgl. "guq"rgu"j c" r gto klf q" gzt qtvt" guvcu" hwpf cu" c" Uwf a hlec. "{c" s wg" iqu'xqno gpvq" uqp" tgrvxxco 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"ju" 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" mcekn' celap" f g" wpc" r ctvq" f g" rcu" r kgl cu" { "eqo r qpvgvqu" s wg"ug" ko r qtvcpc"ug" tgerk »"c" r ctvq" f g"rc" f g"rc" cf o kputcelep" f g"VCUC" r ctc" cwo gpvt" gn'eqpvpgkf q" mcecn' f g" iqu'xgj "fwmqu" g'ko r rle» gn'cewgtf q" eqp"rc" cwqr ctvkruc" { "gn'ukpf kecq" r ctc" r qf gt" mxxctm" c" ecdq0Rqt "Anko q." uk'dlcp" guvc" hkrkn'pq" mxxc" c" ecdq" r tqeguq" f g" kppqxccep" f g" r tqf wevq." u" m'j ceg" eqp" cevxxkf 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'wlecek»p'f gn' egpvtq'f g'f kug° q'f g'rc'J knw'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'cnl' 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" hkt o c'hdtkcedc'vqf qu'mu'ecdngu'f g'rc'Vq{ qvc'J knw0³: '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 cpgrgu'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 kg| 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{.'cdtkgp'f q'wpc'r rcpvc'cn'0'Guc'f gekuk»p'guwxq'xkpewrcf c'c'f 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" kpeqtr qtcek»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»p⁴²" Rqt"qvtq'rcf q.'rc'hdtkcecek»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'cng'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'c" wpc" cnc" eqphrkvkcf cf 'eqp'gn'UO CVC.'gp'h'pge'eqp'm' s wg'uwegf 'f'gp'gn't guvq'f g'rc'kpf wutkc'cwqo qvkl " gp'gug'r gt'f'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'wknk' 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'qtqu'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'f'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 gtdrigo gpvg'o ^a u'cng' s wg'gn't 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.'gpv'g'kuc'r gtuqpcn'46B4245'0'

gug'o qo gpvq."gn'equvq'f'g'nc'o cpq'f'g'qdtc'g'tc'o gpqt'cn'cti gpvq. ⁴⁴⁴j cd'c'dcl'c'ukpf'keck' cek'p' { 'ngu'qht'gekgt'qp'f'k'k'p'v'qu'd'g'p'g'h'ek'qu'h'ue'c'ngu'g'ko r quk'k'x'qu' *E't'k'k'p' 'E'quc. "gpv'g'x'k'w'c'r' gtuqpcn' 46B4245-0'

Nwgi q."gp"gn'4232"eqo gp| ctqp" c'r tqf wekt" r ctc"nc"Xqmm' ci gp"Co ctqm"nc"Ektqmp" Dgtrkpi q."nc"Rgwi gqv'Rctvpgt."gn'Rgwi gqv'528" { "gn'Tgpcwm'Hw'g'peg'0'C"r ctvt'f'g'gmq. "[c| cnk' Cti gpv'p'c'f' gekf'g'cdt'k'w'p'c'ugi w'p'f'c'r'nc'p'w'gp'W'wi'w'c { 0Nwgi q."gp"gn'4235.'c'tc'¶' f'g'nc'k'p'k'c'v'k'c' f'g' [c| cnk'Dtcukn'ug'cdt'g'q'v'c'f' dtlec'gp'Rctci w'c { . 'ko r w'nc'f'c'v'co 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 gpv'p'c'i cp»'nc' r ctv'g'f'gn'ecd'ng'cf'q'f'gn'r'cp'gn'f'g'k'p'w'wo gpv'q.'s'wg'j'c'w'c'gug'o qo gpv'q'ug'ko r qt'v'cd'f'guf'g'q'v'c' go r t'guc't'cf'kecf'c"gp"Dtcukn'Ukp"go d'cti q."nc'r tqf week'p'f'g'guqu'ecd'ngu'h'wg'v'c'um'f'c'f'c'c'nc' h' dtlec'f'g'Rctci w'c { { "ug'eqo gp| »'c'r tqf wekt'g'ko r qt'v'c't'f'guf'g'c'nf'0'

Gp" r ct'v'ew'rt." gn' gl'gew'k'x'q" eqo gpv'c' s'wg' nc" r nc'p'w'c' f'g' Cti gpv'p'c' v'k'pg" o wej'cu' f'k'h'e'w'nc'f'gu'0'Gn'c'wo gpv'q'eq'p'w'c'p'v'g'f'gn'x'q'nc'wo gp'f'g'h'cdt'kecek'p'f'g'Vq { q'w'nc'q'nd'ri »'c'k'nc' k'p'et'go gp'w'p'f'q'uw'r' tqf week'p.'c'w'p's'w'g'p'q'ug't'g'c'k' ctqp'nc'u'k'p'x'g't'uk'p'p'gu'c'f'g'ew'c'f'cu'r'ctc'c'wo gp'v'c't' nc'ec'r'c'ek'f'c'f'k'p'w'c'nc'f'c'0'C'f'go ^au."cn'ugt'o cpq'f'g'qdtc'k'p'v'g'p'uk'c."ew'p'f'q'nc'h'cdt'kecek'p'et'geg'ug' f'gd'gp'eq'p'v'c'v'c't'p'w'g'x'q'u'v'c'd'cl'c'f'qt'gu' { "nc'ec'r'c'ek'c'ek'p'f'g'gu'qu'gu'nc'ti'c' { "equ'qu'c'0'C'uw'x'g'l'."gn' f'k'g'e'v'k'x'q'u'qu'v'k'p'g's'w'g'nc'h'k'o c'gp'Cti gpv'p'c'r'k'g't'f'g'f'k'p'g't'f'guf'g'4236. { 's'wg.'uk'p'q'h'w'g't'c'r'q't's'w'g' Vq { q'w'nc'ng'r'k'f'g'c' [c| cnk'gu'v'c't'gp'gn'r'c'¶'u."f'guf'g'nc"ec'uc"eg'p'v'c'nc'f'g'nc'r' t'q'x'g'g'f'q'tc' { c'j'cdt'¶'c'p' f'gek'f'k'f'q't'g'v'k'c't'ug'0'

Cn'ki'w'c'n's'w'g'nc'u'h'k'o'cu'cp'v'g't'k'q't'gu. "[c| cnk'v'k'p'g'w'p'eg'p'v'q'f'g'K'F'gp'V'c'k'p'f'k'c."f'q'p'f'g' ug't'g'c'k' cp'm'qu'f'k'ug'o'qu'g'k'p'i'g'p'k'g't'¶'c'f'g'nc'u'r'ct'v'g'u'r'ctc'nc"J kwz'0D^a u'leco gp'v'g.'nc'u'r' tqf'w'v'qu'f'g' [c| cnk'k'p'eq't'r'q't'cf'qu'c'gu'qu'x'g'j'¶'w'nc'qu'uc'p'f'k'ug'o'c'f'qu' { "f'g'uct't'q'nc'f'qu'gp'V'c'k'p'f'k'c." { "n'w'gi'q' t'g'r' tqf'w'ek'qu'gp'Cti gpv'p'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' Æ'p'eco dlq'r'g's'w'g'o' q' gur'g'e'¶'h'eq'f'c'f'cu'nc'u'p'q'to'c'v'k'x'cu' { "gur'g'ek'h'ek'f'c'f'gu'f'g'ec'f'c'o' g'tec'f'q'0'

Rqt'q'v'q'nc'f'q."f'guf'g'gn'4237" [c| cnk'O'g'te'qu'w't'c'f'k'ek'»'f'qu'f'g'r'ct'v'co'gp'v'q'f'g'K'F'gp'U'c'p' R'cd'rq' { "E'w't'k'k'd'c."f'q'p'f'g'ug'nc'g'x'c'p'c"ecd'q'r' t'q { g'v'qu'p'w'g'x'qu'0'Ukp"go d'cti q."gu'v'g'v'k'q'f'g' f'g'uct't'q'nc'qu'g'z'ew'nc' { g'c'Vq { q'w'nc'f'q'p'f'g'gu'cu'c'v'k'x'k'f'c'f'gu'ug'f'gur'nc'gi'cp'gp'nc'u'eg'p'v'q'nc'i'nc'd'c'ng'u'f'gn' f'k'ug'o'q'f'g'nc'u'x'g'j'¶'w'nc'qu'0'Gp'r'ct'v'ew'rt."nc'u'eg'p'v'q'nc'f'k'ec'f'qu'gp'Dtcukn'ug'f'g'f'k'ec'p'nc'f'g'uct't'q'nc'q'

⁴⁴⁴"Ugi Æ'p'gn'gl'gew'k'x'q."gp'gug'o qo gpv'q'nc'o cpq'f'g'qdtc'f'g'W'wi'w'c { "equ'v'c'nc'nc'o'k'c'f's'w'g'nc'cti'gpv'p'c'."c'w'p's'w'g' f'gur'w'nc'w'c'h'w'g'c'wo'gp'w'p'f'q'nc'nc'k'o'q'f'g'nc'k'p'h'c'ek'p'w'wi'w'c { c'uk'p'nc'g'x'c't'c'ecd'q'f'g'x'c'nc'ek'p'p'gu'f'g'uw'o'q'p'g'f'c'." eqo'q'eq'p'v'c'c'ec't'c'f'g'nc'w'g'nc'w'eg'f'k'»'gp'Cti'gpv'p'c'."r'qt'nc'nc'p'v'q."nc'4243."gn'equ'v'q'nc'd'q't'c'nc'g't'c'r't^aev'eco'gp'v'g'k'i'w'c'n' gp'v'g'co'd'qu'r'c'¶'u'g'0'

⁴⁴⁵"Gug'o'q'x'k'o'k'p'v'q'k'p'x'q'nc'w'c'c'x'c't'k'cu'go'r't'g'uc'u'f'g'nc'dt'lecek'p'f'g'ecd'ng'cf'q.'c'nc'gu'eqo'q'U'wo'k'f'g'p'uc'."H'w'k'w'c' { " Ng'q'p'k'o'q'v'k'c'f'cu'r'qt'gn'o'gpqt'equ'v'q'nc'd'q't'c'nc'f'g'Rctci'w'c { *E't'k'k'p' 'E'quc."gpv'g'x'k'w'c'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"Equuc. "gptgxkuc'r gtuqpcn"46 B 4245-0"

Gp"tguwo gp. "guc"gu"qvtc"ukugo kuc"o wnkpcckqpcn'lcr ppguc"s wg"uki wg"c"Vq { qvc"gp"uw" r tqeguq"fg"kpvtgpcckqpcrk cckp. "cwps wg"c"fgt gpek"fg"rcu"cpvtgkqtgu"guw"pq"gu"fgnI twr q" Vq { qvc0F g"htqo c'uko krt"s wg"rcu"htqo cu"cpvtgkqtgu. "rcu"cevxkf cf gu"fg"K F "s wg"tgerk cp"gp"gn" r c"u"uqp"guccucu" { "gn"i twguq"fg"gu"fgucttqm"ug"ngxc"c"ecdq"gp"Vckrpf kc"eqp"gn'egpvtq"fg" kpxgukc 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 kecf c" r qt" guvt" gp" gn"r c"u. "ugi Àp" mqu" glgewkxqu0" Ncu" ectcevt"jvkcu" r ctvkewrtgu" fg" uw" r tqeguq" o cpwkewtgtq'j cegp"s wg"ugc"b cpq'fg"qdtc"kpvgukxc. { "guq'lwi » "wp'r cr gn'egpvtc'n'gp"lw'f gekukp" fg"fgunqecrk ct"r tqf weekp"gp"mqu"rc"u"gu"xgekpu"fgn"O gtequwt0Gp"r ctvkewrt. "mqu"cw gpvqu" i tcf wrgu"gp"rc"r tqf weekp"fg"VCUC"pq"uqp"eqpxgkpgvqu"r ctc"guw"htqo 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"dc'lc"kp'xgtukp"fg"rc"eqo r c° "c" f wtcpvg"gn'r gt'qf q"dc'lc"guwf kq0"

5.4.2 - Proveedores multinacionales no japoneses

5.4.2.1 - Dana

F cpc"Cti gpvkpc"gu"rc"htkcn'mecn'fg"rc"eqo r c° "c"o wnkpcckqpcn'guwcf qwpl'gpug"Fcpc" kpeqr qtcv'f. "fgf kecf c" c"rc" r tqf weekp" fg" glgu. "glgu" o qvtlegu. "vcpuo kukppgu" { "gs wkr qu" grgewtqf kpa o lequ. "vto lequ. "fg"ugmcf q" { "fki kcrqu'r ctc"xgj "pewu0Guw"go r tguw"gu" r tgu'pvg" gp"Cti gpvkpc"fguf g"3; 82"dc'lc"gn'pqo dtg'fg"Ur keg"Glgu"Rgucf qu0Rqugg"fgu"lf dtkecu"wpc"fg" gmcu"gp"p cuej gn'r tqxkpek"fg"Ucp"Nwku. "rc"ewcn'fguf g"gn'4222"gu" fgf kecf c"rc"rc"htdtkcekp"fg" eqo r qpgpvgu'fg"uwur gpukp" { "fktgeekp".⁴⁴⁶ { "qvtc"gp"i tcpf "Dqwti. "r tqxkpek"fg"Dwgpqu"Clkgu. " f qpf g"ug"r tqf wegp"glgu"fgt gpekrcgu" { "uwu"t gur gev'xqu"eqo r qpgpvgu0Gp"4243. "gptg"co dcu" r rcpvcu. "Fcpc"go r r'gcdc"ct'gf gf qt"fg"622"r gtuqpcu0

Nc'r rcpvc"dqpcgtgpug'r cu» c"guvt"dc'lc"r qugukp"fg"Fcpc"gp"3; ; : "c'r ctvk"fg"rc"eqo r tc" c"rc"htqo c"Gcvp. { "gu"rc"Àpek"htdtkcpvg"fg"glgu" { "ectf cpgu"gp"Cti gpvkpc0⁴⁴⁷"F guf g"uwu"lpekqu" j cuw"4237. "guc"lf dtkec"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"fguf 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"heco gpvg"gp" guw"lf dtkec"ug"r tqf wegp"t»wru. "gzvto qu"fg"fg"ktgeekp" { "r cttkrcu"r ctc"vqf q"vkr q"fg" xgj "pewu0Cn'f"ug'htdtkcp"ct'gf gf qt"fg"82022"r tqf wequ"b gpwcrqu'g"bo r qt'vcp"52022"o gpwcrqu'fg"qvtcu'r rcpvcu" r ctc"j cegtrgu"wpc'r gtuqpcrk cckp"fg"cvqu"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"qdlg'xq"gu"vcpuo kkt"gn" o qxko kpvq'fg"tqvcekp"fguf g"wp"glg'eqpf vevt"c"qvtq"eqpf welf 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"r"l" 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" r" go r t guc" gucf qwpkf gpug" f g" f gukpcct" gn'vqcn' f g" r" r tqf week» p" f g" r" 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 gm" f g" J knwz0C" plxgn' r qecn" VCUC" gu" gn' r tkpek" cn' r kpgv" f g" F cpc. "ukp" go dcti q. "c" plxgn' r qden" Vq { qvc" tgr t gugpvc" wpc" r ctv" o kqtkctk" f g" rqu" erkepvu" f g" r" c" wqr ctvkc. " { c" s wg" uuu" o c { qtgu" erkepvu" uqp" rcu" vto kpcrgu" gucf qwpkf gpugu" Hqtf . I gpgtcn' O qvtu" { "Ej t { urgt0'

Gp" r ctvkwrt. " f guf g" r" go r t guc" uqukpgp" s wg" r" r tqf week» p" f g" gucu" r kgl cu" pgeguke" wpc" kpxgtul» p" vpc" cnc" s wg. "ukp" xqno gp" { "gucrc. "pq" gu" tgpvcdng" gn' pgi qekq0" Vq { qvc" Cti gpvkc" rgu" dtkpf c" guq. "wp" i tcp" xqno 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" r" r tqf wevklf cf 0' Gp" r ctvkwrt. "rcu" r tkpek" rgu" 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" wklf cf gu" { " f klf gpf quf guf g" 4233/34" r ctc" hgxct" c" ecdq" kpxgtulqpgu. " { c" s wg" r" ecuc" b cvk| "pq" gu³ f kur wguv" c" pq" qdvpgt" t gvtppqu0 Rqt" glgo r m. "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" r" ewcn' rgn' r tqxg" c" "ej cuku" c" "Vq { qvc" gp" dcug" c" "wp" cewgtf q" kpvtpcekqpcn' "F cpc. " 34B4227+0C" r ctv" f g" f lej q" c° q. "guc" l" dtlec" gu" eqo r tcf c" r qt" r" o wnkpekqpcn' o gzkepc" O gvcnc. "c" tc" f g" wpc" eqo r tc" kpvtpcekqpcn' f g" r" f kxkuk» p" f g" r tqf wevku" gutwewt rgu. "F cpc" J qrf kpi "Eqtr qtcv" qp. " { "rc" hcdtkecel» p" f g" ej cuku" r ctc" r" J knwz" s wgf » "c" ecti q" f g" guv" eqo r c° "c" *O gtecf q. "39B4422; +0'

Rqt" qvtq" rcf q. "F cpc" Cti gpvkc" 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" r" ecuc" b cvk| " r ctc" gucu" hwpkqpgu0'

Cf goª u" f g" Vq { qvc. "F cpc" rgn' r tqxgg" ectf cpgu" c" Hqtf " r ctc" r" Tcpi gt" f guf g" 42340C" uw' xgl . "j cuc" 4239" r" go r t guc" r tqf we" c" gucu" r kgl cu" r ctc" r" Xqmny ci gp" Co ctqm" ukp" go dcti q. "

gmq'ug'f kueqpvkpw» "{c's wg'rc'go r t guc'crgo cpc'f gekf k»'lo r qt vctnq'f guf g'Vvts w'f' r qt'wp'vgo c' f g'eququ*⁴⁴⁸ Iqu² 'O crf qpcf q. 'gpvtgxkuc'r gtuqpcn'3; B3 4244-0⁴⁸ Vco dk² p'hdtklep'gucur' kgl cu' r ctc'hqu'o qf gmu'P kuucp'Htqpvgt. 'T gpcwn'Crcunep' '{ 'O gtegf gu'Dgpl 'Ur tkpvtg⁴⁹"

Gp'tguwo gp."guc"go r t guc'ug'gpewgvtc"gp"gn'r c'f'f guf g'cpvgu'f g'rc'mgi cf c'f g'VCUC." ukp"go dci q. 'rc'cuqekcek»p"eqp"rc'vgo kpcn'ler qpguc'hwg'f gygo kpcpvg'r ctc'rc'cwqr ct kuc'0'Gp' r ct vkwrt. 'rcu'o c {qtgu»tf gpgu'f g'eqo r tc'f g'VCUC" c'r ct vkt'f gn'4237'i gpgtctqp's wg'F cpc'ug' gur gekrleg'gp'r len'lw u. 'r tqxg{² pf qrg'cni'guv'f g'rcu'r len'lw u'f' 'wkrkctkqu'htkcpqu'gp'Cti gpvkpc' *eqp'gzegr ek»p'f g'Xqmuy ci gp+ '{ "cdcpf qpcf q'iqu'enkgpvgu'r tqf wevqt gu'f g'xgi 'f'wqu'r gucf qu'0' Cf go ^a u. "gn'xqno gp'f g'r tqf week»p"cræp| cf q'r qukdkk»'s wg'rc'eqo r c'°'f' r wf kgtc'tgerk' ct' kpxgtukppgu' r ctc' rc' cwqo cvk'cek»p' f g' vctgcu." m' ewcn' i gpgt»" *upgrading de procesos*, cwo gpvcpf q'uwu'pkxgru'f g'r tqf wevkkf cf 0'Gp'ewcpvq" c'rcu'cevkkf cf gu'f g'kppqxcel»p. 'rc'hkcn' tgerk' c'w»m'cni wpcu'tgmeqpcf cu'c'rc'kpi gpkgt'f'f g'cr n'cekel»p0"

5.4.2.2 - Metalsa

O gvcnc'gu'rc'hkcn'iqecnf g'rc'cwqr ct kuc'o wmkpcekqpcn'bz kcep'f gn'bz kuo q'pgo dtg.⁴⁴ " wpc'f g'rcu'o ^a u'i tcpf gu'f g'Co ² tlec'Ncvkpc⁰⁴: 'O gvcnc'mgi »"c'Cti gpvkpc"gp'4232" c'r ct vkt'f g'rc' eqo r tc" c"pkxgn' i mdcn' f g'rc' f kxkuk»p' f g' r tqf wevqu' gutwewtcrqu' f g'F cpc." F cpc" J qif kpi " Eqtr qtcvkkp0C'tc'f' f g'gmq. 'rc'go r t guc'o gzkcp'ug's wgf »"eqp"rc'r rcpw'f g'Rcej geq. 'r tqxkpek" f g'Dwgpqu'Cktgu. "c'ecti q'f g'rc'hkcn'cekel»p' f g'ej cuku'r ctc'rc'J kmz0'Gp'4243'O gvcnc'hkcn'cd'c' rc'o kcf'f g'mu'ej cuku'f g'Vq{ qvc. "{ 'rc'qvc'o kcf'rcu'j ce'f'kpvgtpc' gpvg'VCUC0"

Ugi Àp'Gf wctf q'T gkmf. "xlegr tgu'f gpvg'eqo gtekn'f g'O gvcnc'Uwf co ² tlec'f guf g'4236." rcu'r rcpw'f g'Cti gpvkpc'f' "Dtcukr's wg'O gvcnc'qdwq" c'r ct vkt'f gn'cewgtf q'kpvgtpcekqpcn'pwpec" hwgtqp'f g'i tcp'kpvgt² u'r ctc'rc'ecuc'o cvk'k' o gzkcp. "{ c's wg'uw'xqno gp'f g'r tqf week»p'gu'dclq' { "uw'hqeq" guwdc"gp'qdvpgt'rcu'qr gtcekqpgu'f g'F cpc"gp'GGWW." f qpf g'ug'gpewgvtc'uw'core business *Gf wctf q'T gkmf. "gpvtgxkuc'r gtuqpcn'47 19 4243-0Ugi Àp'gn'f kgevkxq. 'O gvcnc' *{ "qvcu"

⁴⁴⁸ Guc'vgo kpcn'lg'qhtgek»'c'F cpc'r tqf wek'rcu'ectf cpgu'r ctc'rcu'Co ct qmif gn'bz gtecf q'iqecn'f' c's wg'gp'guvqu'ecuqu' ug'rcu'gpectge'f'rc'lo r qtvcel»p'f gdlf q'c'rcu'ctepcgngu. 'o kpvtcu's wg'rcu'xgi 'f'wqu'r ctc'rc'gzc'rtvcel»p'pq'r ci cp' ctcpcgngu'f gdlf q'cni'TCHORgtq'gn'xqno gp'f g'r tqf week»p'f g'rc'eco kppgc'r ctc'gn'bz gtecf q'iqecn'gtc'dclq'f' "F cpc" pq'cegr w'rc'r tqr wgu'0'

⁴⁴⁹ C'uw'xgl. 'gn'f kgevkxq'eqo gpvc's wg'c'kpvgu'f g'4244'ug'gpeqptcdcp'gp'p'gi qekcel»p'eqp'Uvgn'pku'r ctc'r tqf wekrig' r kgl cu'r ctc'rc'r len'lw 'Rgwi gqv'Ncpf vtgm'gpuc' drcf c'gp'Ww w'c'f' '{ 'r ctc'gn'guwf kq'f gn'kpekq'f g'rc'r tqf week»p'f g' rc'TCO "gp'Cti gpvkpc0'

⁴⁴: "O gvcnc" gu'r ctvg'f gn'eqpi mjo gtecf q" go r t guctkn'r gtvgpgekpvg'cni'I twr q"Rtqgl c." f g'ecr kcrqu'o gzkcpqu'f' f gf lecf q'o c {qto gpvg'cni'vdtq'f g'rc'eqpvtweek»p0'

⁴⁴: "Qvcu'f g'gm'u'up-²P go cm'xco dk² p'f g'ecr kcrqu'o gzkcpqu." f gf lecf c" c"rc'hkcn'cekel»p'f g'r kgl cu'f' "ukngo cu' cwqo qvtegu'f g'cno kpkq." g' Kfej r g'o czkqp. "o wmkpcekqpcn' dtcukrg° c." hdkcn'cekel»p' f g' twgf cu'f' "eqo r qpgpvgu' gutwewtcrqu'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'vapi c" wpc"eqo r gvpekc"dcucpvgrko kcf c"gp'rc'tgi k»p⁵³'''

Gp'tgrck»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 . "gpvtgxkuc'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 kec'f 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'guvdrgu'g'kpetgo gpvrcgu' { "cu'f'co dk² p'r tqxggf'f g'ej cuku'cn't guv'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 guv'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 kec'f q'gucu'vctgcu'c'iqu'egpvtqu'kpf wutkrcgu'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 krcgu'cti gpvpcqu'hwpc'f 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'eqplwpvqu'

⁴⁵²" Ugi Àp" gn' glgewkxq. "gp' cni wpu' ecucu' gzwgo qu. "cni wpcu' cwqr ct wncu' i nqdrgu'r wgf gp' kpenwq' pgi qekt' eqpvtcvqu'eqp'rcu'vgt o kpcrgu'eqp'r tgelqu'r qt'f gdclq'f gn'pkxgn'f g'uwvpgvcdk'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'gpvdrgu'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'lghg'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't's wg'iqu'k'vgtgugu'f g'rc'hkrcn'cti gpvpc's wgf gp'gp'ugi wpc'f q'r ncpq'gp' tgrck»p'eqp'rcu'r ncpvcu'ectkqecu'0'

uqf cf qu'r etc'rc'lpf wutlc'cwqo qvtk OGp'uwu'lpkqqu.'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 44 244+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 tcv" 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 gn'x'pewm"eqp"Vq{ qvc0Gp"4244.'rcu'xgpwuc'rc'cwqo qvtk 'lcr qpguc'tgr t gupvcdcp"
gn'; 7' "f gn'pqi qekq'f g'K . 'xgpf k' pf qng' uqr qt vgu.'tcf kcf qt gu.'r kret gu'f g'r wgtc.'r cpgrgu'tcugtqu."
r kuqu'f g"rc"eclc" { "r ctei qrr gu"vtcugtqu0'Gu'f gekc."guc"cwqr ct'kuc" gu' "gur gekrk cf c"gp"rc"
r tqf week»p" f g"eqo r qpgpvu'tgr'v'xco gpvg"uko r ngu"gp"v² to kpqu'vgepqni kequ" { "eqp"wp"dclq"
xcmq'ci tgi cf q"gp"eqo r ctcek»p"eqp"qvtq'vr q" f g"eqo r qpgpvu0Cf go a u."gn'vr q" f g'r kgl cu's wg"
hcdtlec'K "uqp'f g'vco c° q'o gf kcpq/i t cpg'g.'r qt'm'ewcn'mu'eququ'hqi 'v'kequ'f g"guvcu'uqp'cnuqu."
guvq'ng'r gto kg'vpgt'wpc'o c{ qt'xgpvcl'c'r ct'vt' f g'rc'egtecp'c'i gqi t° h'ec'eqp'rc'vgo kpcn'ht gpvg"
c'rcu'ko r qt'v'ekppgu0'Gn'7' "t'guv'pvg'gu'xgpf kf q" c'I gpgtcn'O qvtu" { "O gtegf gu'Dgp| "Cti gpv'pc"
c" v'cx²u' f g" qvtq" r tqxggf qt" *Ectmqu" Rcp." gpvtgxkuc" r gtuqpcn" 37 44 244+0' Gp" 4243" I wkf k'
go r ngcdc'cntgf gf qt' f g"722"r gtuqpcu0'

Gur ge'heco gpvg."rc'cwqr ct'kuc"eqo gpl »'uw'tgr'ek»p"eqo gtekn'eqp"VCUC" f guf g"s wg"
2 uvc" mgi c" cn' r c'ju0' 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'f qt'cu0'Gp'r tko gt' nwi ct."v'p'c'wpc"xcuc"
g'zr g'k'p'ek"gp"rc'lpf wutlc"o g'v'cm ge^a p'lec" { "gr'xcf cu'k'p'xgtuk'ppgu"gp"cev'xqu'hkqu"*42" r t'gpucu"
f g"guvco r cf q" { "wpc"r r'p'v'w'cl'ecf c"gp"Dwt| ceq+."m" s wg'tgr t gupvcdcp" 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'g'cn'k' ct' k'p'xgtuk'ppgu" f g"
guc"o ci p'kwf "gp"rc" Cti gpv'pc0'Gp'ugi wpf q' nwi ct."c'tc' f g'rc'et'kuku's wg'v't'cx'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'qi 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'p'ct'rc"o c{ qt' r ct'v"
f g"uw'r tqf week»p" c" Vq{ qvc" Cti gpv'pc0' H'p'cm gpvg." { "f g"o cp'g'tc" h'w'p'f co gpv'cn"rc"go r t guc"
cti gpv'pc"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'p'v' f g"
Dwt| ceq" { "eqpu'q'rk' ctug"gp"gn'rc'ti q" r r' q" eqo q"wp"r tqxggf qt" guv'c² i keq" f g"rc" h'k'cn' f g"rc"
v'go kpcn'lcr qpguc0'Gp"qvtcu'r c'ncdtcu."rc"r tqxggf qtc' f gek'k»"uw'lg'v'ctug" c"mqu'r t'q'eguqu'f g'eqp'v'q'n'
ko r ngo gpv'f qu"r qt"VCUC."v'p'vq"uqdtg"uw'r tqf week»p."eqo q"uqdtg"uw' guv'w'w'c" 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 klc"fg"wo" c" fg"i wkf k"hwg"wp"r tko gt"r cuq"ercxg"gp"cs wgm"fg"tgeek»p"0"Cu" "gp"422: " { "422; "rc"cwqr ctvkrc" eqpvtc»"c"fg"qu"fg"kvxqu"fg"o wmkpcekqpcngu"eqp"rc"ti c"vtc { gevqtk"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"tgevqt"lpf wutkc" { "fg"tgevqt" eqo gtekrf⁵⁵"Guv"cr qtvtqp"r t^a evlecu"fg" *management*"r tqhgukqpcn"fg"gu"fg"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»rkf c"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"sg"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"tgevqt"fg"Rrcpkhecek»p" Gvtc^v i lec"fg"gu"fg"4228" { "r ctvg"fg"rc"hco klc"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 wkf k"4242+0"fg"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"cf c"rc"o c { qt"egtecp"fc"eqp"rc"lf dtlec"fg" Vq { qc0'

" Nwgi q."gp"4237"i wkf k"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"hwgtv"r tqeguq"fg"cwqo cvk cek»p. "kpetgo gpvcpf q"gnp"Ào gtq"vqcn" fg"tqdqu"0" Guv" Ànko c" lpeqtr qtcek»p"fg" vgepqmji "fc"hwg"r ctvg"fg"wp"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 wkf k"cf s wtk»"r tgpucu"tcpuht. "o^a s wpcu"fg" guco r cf q"gp"rc"htqpgtc" lpgtpcekqpcn"gp"ewcpvq" c"uw"vgepqmji "fc" { "pq"o w { "eqo wpgu"gp"rc" Cti gpvpc. "lpxgtukqpgu" tgcnk cf cu" eqp" hpcpeko kpgv" r tqr kq0' Cf go^a u. "rc" r tqxggf qtc"hwg" dgpghelctk"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"gu"fg"i wkf k"uqkpgp"sg" "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"tgevqt"lpf wutkc"fg"rc"eqo r c^o "fc"fg"gu"fg"422: 0'

⁴⁵⁶" Mcy cucnk" J gcx { " kpf wutku" gu" wpc" eqtr qtcek»p" o wmkpcekqpcn" lcr qpguc" fg" gfkcf c" c" rc" hcdtlecek»p" fg" o qvqelengcu. "xgj "pewq" { "fg"kvxqu"sg" wkr qu"lpf wutkcngu0'

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 lektq"Vq{ qvc" { "F gpuq" *R" i kpc"34. "34I; 4236+0Gu"kpvtgucpvg" f gucect"s wg"guvcu" kpxgtukppgu"hwgtq"p"cr wguvcu"r tqf wekxcu" f g" I wkf k'gp"gn'eqpvgz"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 gevwxk"r qt"gn'cwo gpvq" f g"uw'r tqf weekp"0⁵⁷"

Gu" f gekl. "rc"cwqr ctvkuc" f gekf k" tgcrlk" ct" kpxgtukppgu" qpqtqucu" eqp"rc" gzt gevwxk" 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 qpguc"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" ugpvkf q. "Ectmq" Rcp. "f k gevqt" kpf wutkcn" f g" I wkf k' f guf g"422: . "uqukpg" 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. "gpvtgkuc" r gtuqpcn"37 4 4244+0Cf go^a u. "Hgtpcpf q" Ecutq" r rpvgc" s wg" "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 gpvkpc. "mq" ghgevqu" f gttco g" f g" r tqf wekxkf cf " { "vgepqn"i lequ" hwgtq"p" tceekqpcf qu" r qt" f qu" vr qu" f kwpqu" f g" o gecpluo qu" cs wgmqu"dcuf qu"gp"gn'eqpvtqnf g"guv³ pf ctgu" *benchmarking. "tgs wgtko kgpvqu" 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 quvtcekp" g" ko kcekp. " ecr cekcekp. "cf s wkulek"p" f g" vgepqn"i c-00 kgpvtcu" s wg"mq"r tko gtqu"guv³ p"cuqekf qu" c" x"pewm" f g" ect^a evgt" lgt^a ts wleq" { "f gr gpf kpgv. "mq" ugi wpf qu"ug" ectcevtk cp" r qt"rc" j qtk qpvcrk cf " { "rc" eqqr gtcekp"0Gp" guvg" ugpvkf 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" { "guv³ 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 ctvk" f g" uw" x"pewm" eqp" Vq{ qvc" Cti gpvkpc" wxq" f qu" j kqu" ercxg<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 kgpvq" f g" rcu" ecr celf cf gu" qr gtcekqpcng" { "f wr rkecvkcu" f gpvtq" f g"rc" hto c00 kgpvtcu" 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 kkl" c" I wkf k' o glqtct" uwu"r tqeguqu" f g" r tqf weekp" g" kpetgo gpvt" uw'r tqf wekxkf cf 0Ukp" go dcti q. "guvg" cwo gpvq" gp"rc"r tqf wekxkf cf "pq"ug" xkq" ceqo r c^o cf q" f g" wp" kpetgo gpvq" f g"rc" eqo r nglkf cf . "kppqxcelp" q" f khtgpekcekp" f g" mq"r tqf wevqu"0

⁴⁵⁷"Gp" guvg" o qo gpvq" Vq{ qvc" Cti gpvkpc" 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 wlf k'ctcxgu»"wp"hwgtvg"r tqeguq"fg"fgucttqm"q"r ctvt"fg"uw" x"pewm" eqp" VCUC0' Gp" r tkpek kq." ug" f guvecc" gn' guecno kgpvq" 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 qre k»p"fg"pwgxc"o cs wkpctk0Nc"go r tguc"etgek»"gp"i tcp"o gf kfc"cdtkgpf q"wpc" ugi wpc" r rnpw." f gukpcf c" c" cdcugegt" gpvtco gpvg" c" VCUC0' Guvq" ng" r gto kks" cwo gpvtc" hwgtvg" gpvg" uw" ecr cekf cf" fg" r tqf week»p0' Cf go "u." gp" guv" kpuvpek" ug" mgx»" c" ecdq" wpc" cwqo cvk cek»p" fg" r ctvg" fg" uwu" r tqeguqu." gp" n" ewcn' 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" gwr c." fg" hqto c" ulk krt" c" VCUC" {"F gpuq0' F g" vqf qu"o qf qu." gn' guecno kgpvq" fg" n" cwqr ctvuc" 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" mgi cf c" c" qvtcu"vgt"o kpcrgu"fg" Cti gpvpc"q"gn'gzvgtkqt0

"

5.4.3.2 - Esteban Cordero

Guvdcp"Eqtfgtq"gu"wpc"go r tguc"o gcm ge^a pkek"ho kkt"fg"ecr kcrnu"mccrgu"hwpc"cf c" gp"3; 76"s wge"eqo gp| »"hdtlccpf q"dluci tcu."r gf crgtcu"{"r crpccu"fg"eco dlq"r ctc"Hkx0'Gp"4243" n" hto c" vgp" "fg"qu"r rnpvcu"gp"n" r tqxkpek"fg"Dwgpqu"Ck gu"fg"guvpcf cu" c" n" hdtlccck»p"fg" f kwpvcu"r kgl cu"fg"ecttqegt" "guvco r cf cu"gp"n" " "ecrkpgv"{"go r nccdc" c"557"r gtuqpcu0"

Gp"r tko gt"nwi ct."guv"go r tguc"vkgpg"wp"r ctvewrtkf 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 qpgugu."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'enkgpvu0'Gur ge"heco gpvg."Lwkq"Eqtfgtq."j klq"fg"gn'hwpc"cf qt"fg" n" hto c."Guvdcp"Eqtfgtq."tgo ctec"fg"qu"fg"gmcu0'Nc"r tko gtc."ewpcf q" Hkx'fg"gek g"tgeqo r tet" r ctvg"fg"Ugxgn'gp"Cti gpvpc" c"o gf kcf qu"fg"3; ; 20'Rctc"guv"r tq{ gevq."Guvdcp"Eqtfgtq"tgcrk »" wpc"i tcp"lpxgtuk»p"eqpwt w' gpf q" wpc"pwgxc"r rnpw"r ctc"cdcugegt"gzenvukxco gpvg" c" n" vgt"o kpcn' kcrkpc0'Ukp"go dcti q."gp"3; ; ; "Hkx'fg"gek k»"hpkck ct"n" r tqf week»p"gp"gn' r c" "u" {" vcurf ctr" c" Dtcuk0'Guv"o qxko kgpvq"uki pkhe»"i tcpf gu'r² tf kf cu'r ctc"n"cwqr ctvuc."fg" hqto c" vcn's wge"guwxq" cn' dqtfg" fg" gpvtc" gp" eqpxqecvqtk" fg" cetggf qtgu" *Lwkq" Eqtfgtq." gpvtgxkuc" r gtuqpcn" 3344244+0"

Nc"ugi wpc"fg"hw"wp"gzr gtlgpek"hmkf c"eqp"qvtq"enkgpvu0'Gp"guv"ecuq"Guvdcp"Eqtfgtq" ng"r tqxg" "r kgl cu"fg"gn'ugi wpc"q"cpkm" c" wpc"cwqr ctvuc"fg"gn' tko gtq."Xkuvqp."wpc"eqo r c° "c" o wkpcekqpcn'guvcf qwpk gpug."n"ewcn'hdtlccdc"mccm gpvg"mqu"vcdrgtqu"fg"gn'Hqtf "Hqewu0'Rgtq." c"r ctvt"fg"4229."n" hto c"pqtvgco gtlccpc"wxq"wp"eco dlq"i nqdcn'{"fg"l»"fg"cdcugegt"guv"r ctvqu."

re'u'ewcngu'r cuctqp" c"qvtqu'r tqxggf qt gu'kpvtgpcckpccngu. "r qt 'mq'vcpvq. 'Guvdcp'Eqtf gtq'pq' r wf q" ugi wkt'vtdclcf q"eqp"guvg'enkgpvg" *Lwtk'Eqtf gtq. "gpvtgxkuc"r gtuqpcn"33 44244-0'

C" r ctvk" f g" gmj. "re" go r tgu" f ghpk" "una visión estratégica, concentrándonos en clientes japoneses" f gdlf q" c"uw" "respeto por la cadena de valor" 0Uw'r tko gt"eqpvcew"eqp"wp" enkgpvg"lcr qp² u'hwg"eqp"VCUC" f guf g'uw'mgi cf c"cn'r c"u0Cn'r tkpek kq. "eqo gpl »"r tqf wek pf qrg" cni wpcu'r kgl cu" c" wpc" r tqxggf qtc" f gn'r tko gt" cplm" s wg" ng" xgpf "c" Vq{ qvc0'Nwgi q. "cpvg"rc" ko r quklrkf cf 'f g'guvc"cwqr ctvkuc"Vlgt'3'f g'f gucttqmt'cni wpcu'r kgl cu'b gvcw geª pkecu. 'Eqtf gtq' eqo gpl »"c'xgpf gtrg" f kgevc" gpvg" c" VCUC0"

Ukp"go dci q. "gn'i tcp'ucnq"gp"gn'xqno gp" f g"eqo r tcu'f g'rc"vgt"o kpcn'lcr qpvcu"ug" f kq" c" r ctvk" f gn'4223. "ewcpf q"Vq{ qvc"grki g" c'Guvdcp'Eqtf gtq'eqo q'rc' hcdtkcpvg" f g'62"eqplwpvu" f g" r kgl cu'r ctc"rc"pwgxc"xgtuk"p" f g'J kwz" f gn'r tq{ gevq"KO X0Rctc"r qf gt"i cpct" f kej c"hekckep. "rc" cwqr ctvkuc" f gdlk" ko r ngo gpvt" gn' VRU" gp" uuu" r ncpvcu" eqp" rc" c{ wf" c" f g" VCUC0' Nc" ko r ngo gpvcckep" f g'guvg'ukwgo c'hg" c{ wf »"c" cwo gpvt"uwu'pkxgru" f g'ghkckepk"uwucpekcw gpvg0"

C"uw" xgl . "c" r ctvk" f g" guc" r tqhwf k ckcp" f gn'x"pewu. "VCUC" ng" qhtgek" c" Eqtf gtq" xgpf gtrg" r kgl cu" c" Vq{ qvc" Dtcukl' r ctc" mqu" o qf grqu" Eqtqmc. "r tko gtq. " { "Gvku. "f gur w² u0'Guw" ng" r gto klc" c"rc" cwqr ctvkuc" gzr qtvt" f wcpvg" xctkqu" cº qu" c" Dtcuk0'Ukp" go dci q. "gp"rc" ugi wpc" f² ecf c" f gn'4222" rc" hkn'ectkqec" eqo gpl »" c" dwæct" r tqxggf qt gu" mcecg. "f gur rc| cpf q" rcu" gzr qtvcckppgu" cti gpvcu. "gpvtg" gmcu" c"rc" cwqr ctvkuc" o gvcn'Ati lec0Cn'4243. 'Eqtf gtq' ng" guvc" gzr qtvcpf q" wp" p'Ào gtq" o "pko q" f g" r kgl cu" c" Vq{ qvc" Dtcukl' r ctc" gn' o qf gm" Gvku" s wg" nwi q" gzr qtvcp" c" Cti gpvc" { "Wwi wc{ 0'

Rqt"qvtq'rcf q. "gn'x"pewu"eqp"Vq{ qvc"rgu'r gto klc" eqpvcevtug"eqp" [co cj c. "r tqf wevqtc" f g" o qvu"gp" Cti gpvc0'Gur ge"heco gpvg. "gn'i gtgpvg" f g"eqo r tcu'f g" [co cj c'] cd" c" vtdclcf q" gp" VCUC" { "r qt" guq" eqpqc" c"rc" cwqr ctvkuc0'Uw" qvtq" enkgpvg" lcr qp² u" gu" J qpf c. "cn'ewcn'rgu" xgpf kgtq" r kgl cu" r ctc" o qvclengcu0' F guf g"rc" go r tgu" r tqxggf qtc" o ctecp" s wg" gucu" f qu" eqo r cº "cu"co dk² p"wxkgtq" r tqdrgo cu'f g' r tqf week"p. "ukp"go dci q. "gn'vcw"eqp"rc" cwqr ctvkuc" hwg" o w{ "f kwpvq"cn'f g" mqu'enkgpvu" qeekf gpvcrgu0'Rqt" glgo r mq. " [co cj c" dcl »" uw' r tqf week"p" f g" 32022" wplf cf gu" c" 3022" { "J qpf c" f gl »" f g' r tqf wek" xgj "pewu"gp" gn'r c"u"gp"423; 0P q" qduvcpvg. " c' r guct" f g' guqu'eco dkqu. 'Eqtf gtq' uqukpg" s wg" uki wgtq" vplkpf q' t gur gvq' r qt' uuu' r tqxggf qt gu. " vtcwpcf q" f g' t gur gvct" mqu" cewgtf qu' eqo gtekcrgu" { "eqo r tctrgu" m" oª zko q" s wg" r qf "cp0"

F g'guvg" o qf q. "f guf g'rc" r tqhwf k ckcp" f g'guvg" x"pewu. "c" kplekqu" f g' mqu"4222. 'Eqtf gtq' u»m" dwæc" enkgpvu" lcr qpvgu. " { c" ugc"p" cwqr ctvkuc. "vgt"o kpcrgu" q' r tqf wevqtcu' f g" o qvclengcu0' Gp" r ctvkewrt. "uqdtg" guvg" vkr q" f g" go r tgu" Eqtf gtq' 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'Guvgep'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'VRU'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 XOF g'hqto c'uko krc't'c'I wfk'k'uk'dkqp'r wf'q'o glqct'
uw'plxgrgu'f g'r tqf wevxf cf ."guq'pq'tgf wpf »"gp'qvtq'vr q'f g'guc'nc'o kgpvq."eqp'kpwcpf q'eqp'rc'
hcdtkecep'f g'r kgl'cu'o gvcn'Ài kecu'tgrv'xco gpvg"uko r ngu'Ukp"go dci q."gug'x'pewu"u'ng'
r gto kl»"ceegf gt" c" gZR qtvekp'p" *Vq{ qvc" Dtcukn" { "qvtqu'r tqf wevtgu" *f co cj c" { "J qpf c+ "
vqo cpf q'rc'r ctvewrt'f gekuk'p'f g'tcdclct'uqmq'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 qudkk'cf "s wg" guvcu'tgrv'xco gpvg"ng" dtk'p'f c'r ctc'tgcrk' ct'
kpxgtuk'p'p" { "r r'p'k'ect" cwo gpvqu'f g'uw'r tqf wev'p'o'

5.4.3.3 - Ventalum

" Guc'bwqr ctv'kuc'gu'wpc'go r tgu'c'ho krc't'f g'ecr k'rcgu'p'ce'k'p'c'rgu'w'dke'f c'gp'rc'hqecrk' cf "
f g'Ucp'O ctv'p.'r tqxk'pek'f g'Dwgpqu'Ck'gu'Nc'eqo r c°'f'ug'hwpf »"gp'3; 88.'hcdtkecpf 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'o'

Uw'r tko gt'eqp'cev'eqp'wpc'v'gto k'pcn'cwqo qvtk' f g'x'gj 'pewu'p'q'r gucf qu'hwg'gp'3; ; 8"
eqp" Vq{ qvc."ewcpf q"² uvc" dwuecdc" r tqxggf qtgu'Gri'x'pewu"ug" tgc'rk' »"c" v'cx² u'f g' Cndgtvq"
Hgt'p' pf gl ."gn'uekq'm'ec'n'f g"VCUC"cn'o qo gpvq'f g'uw'tcf kecep'."s wg"eqp'q'c'c"Xgpvcnc'o "c"
r ctvt'f g'uw'v'v'x'k'cf "gp'rc'eqo gte'k'rk' cep'f g'dwugu'OTc'Ài'Co kn'j k'q'f g'wpq'f g'rcu'hwpf cf qtgu'
f g'rc"go r tgu'c" { "r t'guk'f gpvg'f g'g'm'c'f guf g"4227."uqu'k'p'g's wg"rc" qti c'p'k' cep'p'v'p'f'c'gucuc"
gZR g'k'p'ek' { "ecr'cek'cf "gp'rc" k'p'f w'w'k'c"cwqo qvtk' "j c'uc" h'k'p'gu'f g'rcu"; 2a"o "a"u'cm' "f g'rc"
hcdtkecep'f g'xgpvcpcu'r ctc'dwugu' *Tc'Ài'Co kn'gpvtgxkuc'r gtuqpcn'3; 18 44244+0"

" Cn'l'p'lekq."VCUC"ng'r k'f k»"c"Xgpvcnc'o "tgc'rk' ct" wpc"xgpvcpc"v'cugtc'r ctc"rc"J kwz.'r gtq"
n'wi q'ug'f guk'k' »f g'k'p'eqr qtct'gug'grgo gpv'cn'x'gj 'pewu'Ukp'go dci q."gug'r tko gt'eqp'cev'rgu"
r gto kl»"s wg"n'wi q'ng"r tqr qpi cp" c"rc"cwqr ctv'kuc"tgc'rk' ct"rcu"gu'w'kdqu'f g'c'ue'p'p'q"r ctc"rc"
eco k'p'p'g'c'G'u'f gek'."gp'gug'r tqeguq'r ctc"ugt'r tqxggf qt'f g"VCUC."Xgpvcnc'o "ngx»"c'ecdq'wp"
upgrading de producto.'hcdtkecpf q'wpc'p'w'g'xc'r ctv'g's wg'p'q'j ce'f'c'r t'g'x'k'co gpvg."c'wps wg'guc'p'q"
gtc"v'² epleco gpvg"o "a"u'eqo r r'glc"s wg"rcu'cp'v'g'k'qt'gu'OC"uw'x'gl ."VCUC"rgu'eqpu'w»"uk'guc'dcp"
f kur w'gu'qu" c" j cegt' f k'w'p'v'qu" eco dlqu" qti c'p'k' cep'p'rgu" gp"rc" r r'p'vc." uk'p' go dci q."rcu"
o qf k'kecep'p'gu'o "a"u'r tqh'wpf 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'o'

" Gur ge'f'keco gpvg." eqp" gn' r'p' co k'p'v'q' f gn' KO X" Vq{ qvc" rcu' cf l'w'f k»" vco dk'p"rc"
r tqf wev'p'f gn'r qtvcgs w'k'clgu'r ctc"rc"J kwz" { "rc"UY 60Gp'r ctvewrt."p'k'p' wpc'q'vc'r tqxggf qtc"
hcdtkecdc'r qtvcgs w'k'clgu'gp"Cti gp'k'p'c'gp'gug'o qo gpvq" { "c'r ctvt'f g'gm'q."Xgpvcnc'o "ug"j k'q"

gur gekrku "gp'rc'r tqf wek p'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'p'w'f g'Ucp'O ct'p'0D' uleco gp'v. "gucu'o qf k'kecek'p'gu'ug' g'p'qect'p'gp'go r'ngct'gn'VRU." "trabajar en el proceso. Hacer fluir las piezas de a una. No hacer stocks intermedios. Eso tapa los problemas de calidad" *Tc'ÀnC'o kn'gp'v'g'x'ku'c'r'gtu'q'pc'n' 3; 184244-0'Cu'f' "qu'f'k'ge'v'x'qu'eqo'gp'v'p's'w'g'hw'g'wp'r'tq'egu'q'f'g'ct'f'w'q'v'cd'cl'q'eqp'k'p'i'g'p'k'gt'qu' f'g'VCUC'gp'rc'r'p'w'c'j'cu'c's'w'g'r'w'f'k'gt'q'p'ngi'ct'c'p'k'x'g'gu'f'g'ko'r'ng'o'gp'v'ce'k'p'{"gh'ek'g'pek' c'egr'v'cd'ngu'0" ""

" Nwgi q'f'g'gug'ucnq. "Xgp'v'c'n'w'o "eqo'gp| » "c'r'tq'x'g'g't'ng'c"q'v'cu'v'g'to'k'p'c'rg'u'0'c'n't'g'ur'ge'v'q. " Tc'ÀnC'o k'ri'lu'q'v'k'g'p'g's'w'g' "ser el proveedor de Toyota nos dio el grado de confiabilidad para los demás clientes ". "Gp'r't'ko'g't'hw'i'ct. 'k'p'lek't'q'p'c'r'tq'f'we'k't'x'gp'v'c'p'cu'f'g'c'n'w'o'k'p'k'q'r'ct'c'rc'c'rc'c'g't'eg'f'gu' D'gp| "Ur't'k'p'v'g't'0'F'g'uf'g'rc'c'w'w'q'r'ct'v'ku'c' "u'q'v'k'g'p'g'p' "s'w'g'j'cd'f'c'p' "k'p'v'g'p'w'c'f'q' "u'g't'r'tq'x'g'g'f'q't'gu'f'g' O'g't'eg'f'gu'gp'rc'r'f'2'ec'f'c'f'g'3; ; 2'r'g't'q'rc'v'g'to'k'p'c'n'c'ng'o'c'p'c'p'q'eq'p'h'k' »gp'g'm'qu'r'q't' 'u'g't'w'p'c'go'r't'g'uc' ej'k'ec'{"p'q' "u'g't'r'tq'x'g'g'f'q't'c'f'g'rc' "k'p'f'w'w't'k'c' "c'w'w'q'o'q't'k'0'Cu'f' "f'g'ur'w'2'u'f'g' "k'p'lek't'c' "v'cd'cl'ct' "eqp' V'q' {q'w. "r'w'f'k'gt'q'p' "c'ee'g'f'g't'c' "g'ug' "er'k'g'p'v'g'0'Nwgi'q. "Xgp'v'c'n'w'o "eq'p'v'k'p'w' » "r'tq'x'g' {g'p'f'q'q'v'cu'r'k'gl'cu' d'cu'f'cu'gp'c'n'w'o'k'p'k'q'r'ct'c' "h'qu' 'u'ki'w'k'g'p'v'g'u'o'q'f'g'm'qu'f'g' "Ur't'k'p'v'g't'0" ""

R'qu'v't'k'q'to'g'p'v'g. "v'co'd'k'2'p' "go'r'g'l'ct'q'p'c'r'tq'x'g'g't'ng'r'k'gl'cu'c' "X'q'm'y'c'i'g'p. "H'q't'f'. "R'g'w'i'g'q'v' E'k't'q'up' {"P'k'u'c'p'/T'g'p'c'w'n'0'c' "X'q'm'y'c'i'g'p. "g'n'r'q't'v'c'g's'w'k'r'c'l'g'f'g'rc' "U'w't'c'p'f'w't'c'p'v'g' "h'qu'34'c'o'q'u's'w'g' u'g'r'tq'f'w'l'q'0'F'g'ur'w'2'u. "c'n' "R'g'w'i'g'q'v'62: . "g'n'52: " {"g'n' "E'k't'q'up' "E6" "ng'j'k'ek'g't'q'p' "g'n't'g'h'w'g't'q' "f'g'n' r'ct'c'i'q'r'g'u'f'g'm'p'v'g't'q. "w'p'c' "r'k'gl'c' "g'u't'w'e'w't'c'n'f'g'c'n'w'o'k'p'k'q'0'Nwgi'q. "c' "H'q't'f' "ng' "r'tq'x'g' {g't'q'p' "g'n' r'q't'v'c'g's'w'k'r'c'l'g'f'g'rc' "T'c'p'i'g't' {"g'n'w'd'q'f'g'ng'p'c'f'q'f'g'eqo'd'w'w'k'd'ng'f'g'c'eg't'q' "k'p'q'z'k'f'c'd'ng. "w'p'c' "r'k'gl'c' "f'k'u'k'p'v'c' "u'w'g'ur'g'ek'r'k'f'c'f' "Tc'ÀnC'o'kn' "gp'v'g'x'ku'c' "r'gtu'q'pc'n'3; 184244-0" ""

G'p't'g'u'w'o'g'p. "c'f'g'o' a' "u'f'g'n' "u'p'g'r'ad'ing' "de' "p'ro'c'e's'o's' "s'w'g' "u'g'i' "g'p'g't' » "gp' "X'g'p'v'c'n'w'o' "c'r'c't'v'k't' "f'g' "rc' "ko'r'ng'o'gp'v'ce'k'p' "f'g'n'VRU." "eqo'q' "g'n't'g'u'q' "f'g' "rc'u' "r'tq'x'g'g'f'q't'cu' "n'q'ec'rg'u. "g'u'c' "c'w'w'q'r'c't'v'ku'c' "go'r't'g'p'f'k' » "w'p' "u'p'g'r'ad'ing' "de' "p'ro'c'u'c't'o', "h'c'd't'k'ec'p'f'q' "p'w'g'x'cu'r'k'gl'cu's'w'g' "p'q' "t'g'c'r'k' "c'd'c' "r't'g'x'k'c'o' "g'p'v'g'0' U'k' "d'k'ep' "g'u'cu' "p'w'g'x'cu' "r'c't'v'g'u' "p'q' "g't'c'p' "o' a' "u' "eqo' "r'ng'l'cu' "s'w'g' "rc'u' "c'p'v'g't'k'q't'g'u. "u'f' "ng'u' "r'g't'o'k'k' » "gur'g'ek'r'k' "c't'ug' "gp' "p'k'ej' "qu'f'g' "r'tq'f'w'e'v'qu' "s'w'g' "p'q' "v'g'p'f'c'p' "eqo' "r'g'v'g'p'ek' "gp' "g'n'r'c'f' "u'0'G'n' "o'q'o' "g'p'v'q' "d'k'uc'i' "t'c' "gp' "g'u'c' "h'k't'o' "c' "h'w'g' "eqp' "g'n' "eco' "d'k'q' "f'g' "o' "q'f'g'm' "f'g' "rc' "J' "k'w'z' "KO'X. "e'w'c'p'f'q' "u'g' "t'g'c'r'k' "c't'q'p' "h'qu' "eco' "d'k'qu'r' "tq'f'w'e'v'x'qu' "o' a' "u'ko' "r'q't'v'c'p'v'g'u'0'c' "u'w'x'g'l'. "rc' "t'g'r'c'ek'p' "eqp' "VCUC' "ng' "c'd't'k' » "rc'u'r' "w'g't'w'u' "eqp' "q'v'cu'v'g'to'k'p'c'rg'u' "c'w'w'q'o'q't'k'eg'u'f'g'n'r'c'f' "u'0' ""

5.4.3.4 - Polimetal

" R'q'r'ko'g'v'c'n' "gu' "w'p'c' "go'r't'g'uc' "n'q'ec'n' "s'w'g' "h'c'd't'k'ec' "t'w'g'f'cu' "r'c't'c' "x'g'j' "f'ew'qu' "f'g' "r'c'uc'l'g't'qu' {" "eqo'g't'ek'c'ng'u' "h'x'k'c'p'qu' "w'd'k'ec'f'c' "gp'rc'r' "r'tq'x'k'p'ek' "f'g' "U'c'p' "N'w'ku'0'G'u'c' "eqo' "r'c'o' "f'c' "u'g' "e't'g' » "gp'3; : 8' {" "u'w' "

cevkxf cf 'kplekn'gtc'grleqt v'g' { 'tgevkhecf q'f g'cegtqu'r ctc'gr' unkequ' { 'tguqtvgr' ctc'cwqo »xkrgu⁴⁵⁸"
Gp"3; ; 4"ug"hwukpctqp"eqp"r"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"r" hcdtkecek»p" f g'mcpvcu'f g'cngcek»p.⁴⁵⁹"wp"r tqf wevq" s wg'gtc"
vqcro gpv" ko r qtvf q" f guf g" Dtcukf' Nwgi q." en' ecdq" f g" wpqu" c° qu." r" hto c" ug" f gf ke»"
eqo r ngvo gpv" c'r" hcdtkecek»p" f g" gug"r tqf wevq" { "ug"eqpxk v»"gp"r" Àplec"go r t guc"cti gpvkp"
r tqf wevqtc" f g" twgf cu" f g" cno kpk" r ctc" r" kpf wutlc" cwqo qv k' 0⁵: "Cn'4243" ug" gpeqptcdcp"
vcdclcpf q"632'r gtuqpcu"gp"r"eqo r c° c'0""

Gp"uwu'kplekqu."gr'eqo kgp| q'f g'r" hcdtkecek»p" f g" twgf cu" f g" cno kpk" gp"r" go r t guc"ug"
tgrk' »"c'r ctvt' f g'wpc'kf gc'f gr'f wg° q." gr'go r t guctkq"cti gpvkp" Dceecpgrk" c'r ctvt' f g'uw'xkuk»p"
f gr' cwo gpv" f g" r" f go cpf c" f g" guvqu" r tqf wevqu." cwps wg" vqf cx'c' pq" vgp'c'p" eqpvcvqu" eqp"
vgo kpcrgu'cwqo qv k'gu'r qt" guqu'dkpgu" *O c'cu' O cf ci rlc." gptgxkuc" r gtuqpcn"33 44245-0'

C'r ctvt' f g'w'p'r tqeguq' f g'kpxgtukppgu's wg'vqcrk' ctqp"gp" w&u64'b kmppgu'gpt'g'r' tko gtc"
{ "r"ugi wpc' f²ecf c'f gr'4222."ug"o qf gtpk' »" { "co r rk»" r" rcpvc."mgi cpf q" c" r" ecr celf cf "f g"
r tqf wek»p' f g'3022022' f g'mcpvcu'cpwrgu'gp"42350Nc' b c { qt' r ctv' f g'guc'kpxgtuk»p'ug'tgrk' »"
gp"gr'422; 'c'r ctvt' f gr' tko gt' i tcp'eqpvcvq' f g'r" go r t guc'r ctc'r tqxgg' mcpvcu'c'r "Xqmuy ci gp"
Co ctqm' { "Uwcp0⁵: "

Nc" eqpgz»p" eqp" Vq { qc" gp" guv" ecu" ug" f kq" r quvgtkqto gpv" cn' x'pewu" eqp" qv cu"
vgo kpcrgu'Gp"r ctvewrt." O c'cu' O cf ci rlc." Eqpvtqr' O cpci gt' f g'r" hto c'f guf g'4233" uqukpgg"
s wg'gpt'g'4233" { "4235" c'vexguctqp"wp" rti q' r gt'qf q' f g'f gucttqm' f g'r" twgf c'r ctc" VCUC'Gp"
i gpgtcn' r" gu' vlc" { "gr' guq' f g'r" twgf c' gu'dtkp' cf q' r qt' r" vgo kpcn' { "r" cwqr ctvuc' f gucttqm"
o gecpluo qu" k'vgtppu" f gr' r tqf wevq" s wg" pq" uqp" xkukrgu'Gp"r ctvewrt." Rqko gvcn' r qugg" wp"
f gr' ctvco gpv" f g' k'p' gpkgt'c' f g" Rtqf wevq." f qpf g" ug" f gucttqm" o qf gu" { "r k' cu' Guv" gu' "
r t'p'ekr cm gpv'xk'pewrf q' c' s wg'r" cwqr ctvuc' tgrk' c'cevkxf cf gu'f g'hwf'lek»p." r'u'ewcrgu'gu' p"
hwgt vgo gpv'f vgo kpcf cu'r qt' n'q'enko cu' { "r'u'vgo r gtcw'cu' m'ecrgu. 'r qt' n'q'ewcn' ug'f gdgp'et gct"
r tqeguqu" { "r tqf wevqu" gur ge'hequ" s wg'ug' cf cr vgp" c' gucu' eqpf kekppgu' F g' guv" o qf q. "Rqko gvcn'
f gucttqm»" n'q' o qf gu' r ctc" r'u' twgf cu" { "eqo gp| »" c" r tqf wek' r'u' C' u' " gp"4236" r" r tqxggf qtc"

⁴⁵⁸"Rqko gvcn'gu'r ctv'f gr'I twr q"TD." r tqr k'f cf "f gr'go r t guctkq" m'ecn' T qdgt v' Dceecpgrk' F gpt'q' f g' guv" i twr q"
go r t guctk' r' hto c' o " u" ko r qtvcpv" { "cp'ki wc" gu' Hggtquk' gt' O'Guc' Ànko c' ug' etg»" gp"3; 8; . "ug" gur gekrk' c" gp" gr'
r tqeguco k'p'v' f g' cegtqu' r r'pqu' r'o kpcf qu" gp" h'q. " r'o kpcf qu" gp" ecrk'p'v. " { "cegtqu' t'gxguk' qu. " { "cdcuvgeg" c" r"
kpf wutlc" cwqo qv k' f guf g'uwu'kplekqu'0'

⁴⁵⁹"Uw'r t'p'ekr cil' tqxggf qt' f g'cno kpk" gu' C'wct'0'

⁴⁵: "J c'uc'4239" r'crgo cpc' O g'it q" Y j ggm' r qug'c' wpc' f' dtlec' f g' twgf cu' f g'ej cr c' f' g' o gpt' x'c'rt' { "ecrk' cf "s wg' r'u"
f g' cno kpk+ "r" ewcn' r" j cd'p'p' eqo r tcf q' c'n' I twr q" TD" cpv'gu' f g' s wg' guv" ug" gur gekrk' ctc" gp" r'u' f g' cno kpk."
w'kecf c' c'n' u' f g' T'quctk' O'Gp"4239' guc' f' dtlec' ekgt' c' f' g' d'k' q' c' r' eqo r g'v'p'ek' lo r qtvf qtc" { "Rqko gvcn'ug' eqpxk v»"
gp" r' Àplec' r' tqf wevqtc' f g' twgf cu' gp" gr' c' f' u' *E'rt' p. "36 44239-0'

⁴⁵: "Gp" n'q' c' o qu" cpv'gtk' q' gu' w'x'k'gt' qp' c'n' wpqu' eqpvcvqu" eqp" qv cu" vgo kpcrgu. " r g' q' eqp" x'q' n' g' p' gu' dclqu" *O c'cu' O cf ci rlc." gptgxkuc" 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"guv"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"u"mcegru"gzco kpcf cu" Rqt"wp"rcf q."pq"lptqf wlq"gn'VRU"eqo q"rcu"cpvgtkqtgu"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" cpvgtkqtgu" r tqxggf qtgu" 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"pwx"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 ." guv" Anko c"ectcevt"luc"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"u"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 gvm 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 gkf 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'u" 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'o w{ r gtlwf lekcn'r ctc"rc"cwqr ct vuc"0"

Gp"gur gekcn"rc"cevkxf cf "f g"htlcf q"gp"Cti gpvkpc"vpgg"o Ànr ngu" f hkwncf gu"ugi Àp" f kgevqxqu" f g"rc" go r t guc'0Rqt"wp"rcf q. "ug"pgegukcp"cnuc"lpxgtukppgu"gp"ecr kcnr ctc"rc"eqo r tc" f g"j qtpqu" { "r tgpuc. "r qt"qtq. "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" f gn'o gtecf q"cti gpvkpc"gu"dclq"r ctc"guvc"cevkxf cf " { "mqu" o ^a ti gpgu" f g"i cpepek"vco dlē p"uqp"dclqu0Cn'4242"ETCHO UC"gtc"wpc" f g"rcu"r qecu"go r t guc" f g"r kgl cu"htlcf cu"r ctc"rc"lpf wutk"cwqo qvtk " { c" s wg"gu"rc"Àplec" s wg"ewgpc"eqp"wpc"r tgpuc" f g" 6222"vpgmcf cu"⁶⁶"Ukp"go dcti q. "mqu"glgewkxqu"uqukpggp" s wg"gn'pkxgn" f g"lpxgtuk"p" f qo ² ukeq" pq"hwg"gn'uwhekgpv"gp"rcu"Ànko cu" f ² ecf cu" { . "r qt"gp f g. "rcu"ecr cekf cf gu"vgepqn"i kecu" f g"rcu" cevkxf cf gu" f g"htlcf q"gp"qtqu"r c"ju"gu"ur gtcp"co r riko gpyg"cn'mecn" f kgevqxqu" f g"ETCHO UC. " gpyt gxkuc"r gtuqpcn"3: B4245-0

Nc"vc { gevqtk" f g"ETCHO UC"lplek"eqo q"r ctvg" f g"rc"cwqo qvtk "KMC"gp"3; 79"ewcpf q" f kej c"eqo r c° "c" f gekf g"lpxgtvk"gp"o cs wkpctk" f g"htlc"gp"E»tf qdc'0Nwgi 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 f g" Gur c° c. "ng" eqo r t»" c" Tgpcwn" *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"t"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"cnkcp" c" f g" f kgevqxqu" f g"rc" go r t guc"eqp" gn' I twr q" Vcwu. "wpc" eqo r c° "c" f g" ecr kcrqu" pcekppcngu" f gf kecf c" c" rc" r tqf wek"p" f g"o cs wkpctk"xlcn" { "r ctc"rc"lpf wutk" f g"rc"o cf gtc'0"

Gp"guvc"² r qec"ug"eqo gpl »"c"r tqf wek"r ctc"Vq { qvc. "c"r ctvk" f gn' b qf gm" J knw" KO X'0Gp" r ctvkewt. "ETCHO UC" f kug° »"gn' r cpq" f g"htlc" { " f gucttqm" gn'uqr qtvg" f gn' tgp" f gmpvgtq" r ctc" VCUC" c"r gf kf q" f g"rc"vgtō kpcr'0Nqu"glgewkxqu"uqukpggp" s wg"gu"wpc"r kgl c" f g"cn"eqo r nglkf cf " { "hwg"uwo co gpyg" f h'f'ekn'gn' f kug° q" { " f gucttqm" f g"rc"o kuo c'0Rqt"glgo r nq. "gn'tguv" f g"rcu"r ken' w u'ngxcp"r kgl cu"hwf kf cu" { "pq"htlcf cu. "rcu"ewcngu"uqp"o ^a u"ugpekrcu" { " f g"o gpqt"ecrkf cf 0Gug" r tqf wevq"gu"Àpleq"gu"Uwf co ² tlec" { "ug"n"eqp"vkw»" r tqxg { gpf q" c" Vq { qvc"gp"mqu" c° qu"r quvgtkqtgu. " uwhtkpgf q"uqm"eco dkqu"o gpqtgu'0Cf go ^a u. "gp"guvc"gvrc"rc"r tqxggf qtc" hdtlecde" gpi tpcplgu" htclcf qu"r ctc"rcu"eclcu" f g"eco dkq" f g"Xqmuy ci gp" { "gtc"r tqxggf qtc" f g" Tgpcwn" { " Hkx'0

⁴⁶⁵"Gp"r ctvkewt. "guvc"go r t guc"vtdccl"eqp"cegtq"o letqrcgf q. "ew { c"Àplec"r tqf wevtc"gp"Uwf co ² tlec"gu"rc"dtcukgtc" I gtf cw'0

⁴⁶⁶"Qvc"cwqr ctvkuc" f g"r kgl cu"htlcf cu. "s wg"vco dlē p"gu"r tqxggf qtc" f g"Vq { qvc. "gu" Twdqn" cwps wg"guvc" hto c"pq" vpgg"rc"ecr cekf cf " f g" hdtlect"rc"r kgl c" f g"ETCHO UC. "gn'uqr qtvg" f gn' tgp" f gmpvgtq" f g"rc"eco kqpgvc. "r qt"pq"r quggt" wpc"r tgpuc" f g"6222"vpgmcf cu'0

⁴⁶⁷"Gn' I twr q" I co guc"gtc" wpc"go r t guc" f g"qt ki gp" gur c° qn' xcueq"eqpvtmcf c"r qt" f qu" i twr qu"go r t guctkrgu"xcuequ" gn' i twr q" gn' extleq" Kdgtf tqrc" { "gn' dceq"DDXC'0Nwgi q. "gn' I twr q" I co guc"ug"cuqek"eqp"qvc" hto c"xcuec. "rc" Eqtr qteckp"O qpf tci qp"Eqqr gtcvxc. "hto cpf q"Rtqo qcwq" c"plxgn'lpvgt pcekppc'0C"o gf kf qu" f g"3; ; 2"rc" hto c" kpgtpcekppcn'ug" hqecrk »"gp"gn' twdtq" f g"rcu"gpgti "cu"tgpqxcdngu'0F guf g"4239"rc"go r t guc"ug"cuqek"eqp"rc"crigo cpc" Ugo gpu. "hto cpf q"Ugo gpu" I co guc'0

⁴⁶⁸"Gp" Cti gpvkpc" r qug"rc" vco dlē p"rcu"go r t guc" <O cvtleg"rc" Cwutcn" I keuc. "Eqekuc" { "uw"ucrkf c" guwxq" vco dlē p" o qvxcf c"r qt"rc"etkuk" f gn'ugevt"cwqo qvtq"cti gpvkpc" *Nc" P cekp. "42 B44224-0"

P q"qduwcpvg."gp"4235."cpvg"xctkqu"co qu"fg"fgukpxgtuk»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"gpqvt»"wp"pwgxq"i twr q" kpxgtuqt"s wg"eqo r tg"{"tghqto wg"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 cpvgpgt"nqu'r wguvqu" fg"vtdclq"{"gn'know-how"fg"re"eqo r c° 0c."{"guc"ug"xkq"qdri cf c"cegr vct."f cf q"s wg"i tcp"r ctvg" fg"uw"pgi qekq"r tqxgp"fg"re"qdtc"r Àdrk"{"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 wg."gp"gn'4236."Xqmuy ci gp"{"Vq{qvc."nqu" Àplequ"erkgpvgu"s wg"rg"j cd"cp"s wgf cf q."ngu"o cpkhuvtqp"s wg"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'imgx»"c'ecdq"wp'r tqeguq" fg"tgqti cpk cek»p"s wg"ko r rke»"gn'f gur kf q"fg"r gtuqpcn"{"re"o glqtc"fg"ecrk cf ."r tqeguqu"{" ugi wtk cf 0Gp"guv"Ànko q"r wpvq"gn'f gr ctvco gpvq"fg"Kpi gplgt"fg"Rtqeguqu"fg"VCUC"wxq"wp" tqnlhwpf co gpvcn"{"c"s wg"gpv"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 rcpv"fg"ETCHO UC." gpvtgxkuc" r gtuqpcn"3: B 4245-0'

" C"tc"fg"guv"vtdclq"eqplwpvq"re"hto c"r wf q"tgewr gtctug."o glqtc pf q"nqu'r tqeguqu"{" 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 wg"xgp"cp"fg"re"u"2 ecf cu"cpvgtkqt gu" gp"re"hto c06:"Culo kuo q."j c"uwo cf q"pwgxqu"erkgpvgu"eqo q"Uecpk."Tgpcwv"{"Hqtf."cf go^a u"fg" go r t guc"fg"o cs wkpctk"ci t"eqn06:"F g"vqf qu"o qf qu."nqu"glgewkxqu"uqukpgp"s wg"re"r guct"fg" j cdtug"tgewr gtf q"fg"re"etkuku"uwtkf c"gp"4235/4236."cn'4244"re"go r t guc"vtdclcdc"r ctc" cncp| ct"r wpvqu"fg"gs wkrtdtk"{"nqu"o^a ti gpvq"fg"i cpcpek"uki wgp"ukgpf q"guccuqu"q"pwnqu." f gr gpf kpgf q"gn'c° q0'

" Gp"tguwo gp."guc"go r t guc"vco r eqq"wxq"vpc"vct{gevtk"vcp"uko krt"cn'tguvq"fg"re"u" cwqr ctvktu"mqcrgu0Uw'x'peww"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"vpc"r kg| c"gur ge"re"ec's wg"vqf cx"ug"wkrt c"gp"re"J knw0Ukp" go dcti q."guc'tgrcek»p"pq"rg"cdt»"r wgtvcu"q"vtqu"pgi qekq"eqp"vgo kpcrgu"mqcrgu"q"fg"gn'gz vgtkqt0'

⁴⁶⁹"Gn'f kgevxq"ug° cnc"s wg"hwg"vpc"qr gtcek»p"uko krt"re"s wg"lpgvvtqp"j cegt"eqp"re"cwqr ctvkt"Rctcp^a "O gvcn"{" re"eqo r tcf"gn' twr q"Kpf cmq."cwps wg"re"o kuo c'egt»"gp"42370'
⁴⁶:"Nc"go r t guc"vkgp"wp"fg"gr ctvco gpvq"fg"lpi gplgt"fg"Rtqeguqu"{"qvtq"fg"o cxtleg"r"r gtq"pq"lpi gplgt"fg"Rtqf weq0'
⁴⁶:"Nqu"fg"gevxqu"ug° cncp"s wg"re"u"eqo r tcu"fg"Xqmuy ci gp" dclctqp"uki phtekvco gpvg"gp"nqu" Ànko qu"co qu." r tkpek cm gpvg"fg"gdq"q"c"s wg"re"r tqf wek»p"fg"eclcu"fg"eco dlq"fg"getgek»"hwgtvgo gpvg"fg"gdq"q"re"vcpulek»p"ecf c" xgl"o c{qt"re"u"xgtukpgu"cwqo^a vku0'

Gu'o ^a u."rc"cwqr ctvkc"cvtxgu»"o Ànr ngu'r tqdngo cu'f wcpvg"rcu'r tko gtcu'f²ecf cu'f gn'uki nq." eco dlcpf q'f g'r tqr kvctku'gp'f kwpvcu'qecukapgu'{"mgi cpf q'cnrdqtf g'f g'rc's wgdteOP q'qduwcpvg." nwi q'f g'rc"mgi cf c'f gn'pwgq"i twr q"go r tguetkq."c"vtx²u'f gn'lpqxwctco kgpvq'f gn'i qdkgtpq" pcekqpcnlf g'gug'o qo gpvq."rc'tgrcek»p"eqp"VCUC"u'hwg'f gvgto kpcpvg'r ctc'rc'tgeqputwek»p'f g' rc"eqo r c° ¶c'0'Gp"r ctvkwrt."gn'vcdclq"gp"eqplwpvq"gp"gn'o glqtco kgpvq'f g'mu'r tqeguqu'ng" r gto kx" c"rc"cwqr ctvkc"gp eqpvtct'plxgrgu'f g'r tqf wvxlk cf "uwr gkqtgu'0C'tc¶ "f g'guwq."r wf q" xqrxg't'c'xgpf gtrg'c'pwgqu'erkgpvu."cwps wg'mu'glgewkxqu'uki wgp'ug° crcpf q'rcu'eqo r nglk cf gu' f g'uw'qr gtcek»p0'

5.4.3.6 - Mirgor

O ki qt" gu" wpc" go r tguv" 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 ¶ewqu'gp'rc'r tqxkpek'f g'Vkgttc'f gn'Hwgi q" c'r ctvt'f gnt²i ko gp'f g'r tqo qek»p'lpf wutkcr0Gp'4243"eqpvcde"eqp'50722"go r ngcf qu."wpc'¶pgc" f g'o qpvcg'f g'twgf cu'gp"Tuqctkq'r ctc'I gpgtcn0 qvqtu'{"ekpek'r rcpvcu'lpf wutkcrgu'gp'Vkgttc'f gn' Hwgi q." f qpf g" ug" hcdtkedcpc" gs wkr qu" f g" erko cvk cek»p" {" ukwgo cu" f g" kphqto cek»p" {" gpvtgvgplo kgpvq" *infotainment+"r ctc"rc"lpf wutk"cwqo qvtk . "r rcs wvcu"grgext»plecu"r ctc"gn' ugevqt"cwqo qvt."grgext»plec'f g'eqpuwo q."grgextqf qo ²uwequ'{"o »f wqu'grgext»plequ"*Hqtdgu." : B34243-072"Guw"hto c"gu" wpc"gzegr ek»p"gpvtg"rcu"cwqr ctvkc"u'f g"ecr kcrgu"mcegru"r qt" hcdtkect'r tqf wvqu'f g'cnc"eqo r nglk cf {"vpgt'f ko gpukqpgu'o c{qtgu'cnitguw'f g'hu'r tqxggf qtgu' f qo ²uwequ0'

" Nqu'r tko gtcu'erkpvgu'f g'O ki qt'hwgtq'¶cv'{"Rgwi gqvewcpf q'guqu'eqphqto cdcpc'Ugxgn' {"guwcdpc"dcclq"gn'eqpvtqn'f gn'I twr q"O cetk0'F wcpvg"rcu'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."¶cv."Tgpcwv."I gpgtcn'0 qvqtu."O gtegf gu' Dgp| {"Xqmuy ci gp0C'uw'xgl . 'tgcrlk »"cuqekcekqpgu"eqp"rc"cwqr ctvkc"i mdcn'htcpeguc"Xcrgq0' Cf go ^a u."eqo r t»"rc"hto c"¶vgerko c."uw'r tlpek'cn'r tqxggf qtc'f g'lpvgtco dlcf qtgu'f g'ecmqt." wco dk2p'wdecf c"gp'Vkgttc'f gn'Hwgi q0"

" Gp"rcu'r tko gtcu'f²ecf cu'f gn'4222"O ki qt"eqo gp| »"c"fkxgtukhctug"j cekc"f kwpvcu" r tqf wvqu'grgext»plequ'{"grgextqf qo ²uwequ0'Gp"4223"kplek»"rc"hcdtkcek»p"f g'vcdngtqu'r ctc" xgj ¶ewqu'Xqmuy ci gp"{"gp"4226"eqo gp| »"c"r tqf wek"gs wkr qu'f g'ckg'ceqpf lekqpcf q'r ctc"

⁴⁷²"C"uw'xgl . "ug"gpwgpvtc"eqputw{gpf q'wpc'pwgxc"r rcpvc"gp"Dctcf gtc."r tqxkpek'f g'Dwgpqu'Clkgu."r ctc"rc" r tqf wek»p'f g'r lgl cu'gur gekrgu'f g'cr ctkgpek'r ctc"rc"lpf wutk"cwqo qvtk 0'cf go ^a u."rc"hto c'ug"j c'f kxgtukhctcf q" j cekc'qvtqu'ugevqtgu-Tgvckl'f gucttqm'f g'ecpcrgu'o kqtkwcu+."¶ppqxcek»p"r tq{gevu'f g'K F'g'lp'g'p'g'gr'evtlec." uqhy ctg" {" o ge^aplec+." Ci tqr gewctkq" *gzr qtwek»p" f g" r tqf wvqu' ci tqr gewctkqu+." Nqi ¶wlec." F kwtldwek»p" *eqo gteclik'cek»p" f g" r tqf wvqu' grgext»plequ+" {" Ugtxlekqu" *ugt xlekqu" r quv" xgpc" kpenw{gpf q' ugi wtqu' 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" { " eqnw pcuf g'f kgeek»p'r ctc'I gpgtcnO qvqtu'gp'Tquctkq.'r tqxkpek'f g'Ucpvc'Hg0Gp'422; 'O ki qt' eqo r t»" qtc" go r tgu" hwi wkp" hcdtkcpvg" f g' cktgu' ceqpf lekqpcf qu." Kpf wutk" Cwutcn' f g' Vgepqmi ¶" *K VGE+.'eqp'rc'ewcneqo gp| ctqp'c'r tqf wek'egnwrt gu'P qnkc0Gp'rc'ugi wpf c'f²ecf c" f gn'4222"O ki qt" kpek»"wco dk²p"rc'hcdtkceek»p'f g'vgrxkuqtgu'NI " { "Uco uwpi . 'eqo r wcf qtcu' F gm'egnwrt gu'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 gpvpc'f gekf k»'mqcrk ct'rc'tcf kq. 's wg'gtc'r tqf wek' c'r qt'rc'b wmkpcekqpcn' lcr qpguc" Rkqpggt" 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' hcdtkcdc" gug' r tqf wevq. " gtc'rc" Àplec" hto c" mecn' s wg' vgp¶" gzr gkgek" { " ecr cef cf. " vcpvq" gp" rc" kpf wutk" cwqo qvk " eqo q" gp" rc" r tqf week»p'f g'grge v»plec0"

" F g'gug'o qf q. 'O ki qt' r tgu gp»" wpc'r tqr wguv" c" VCUC " { "2 uc'rc'grgx»" c" uw'ecuc" o cvtk " gp" Lcr »p. " rc" ewcn' nwi q" eqpxgpek" c" Rkqpggt" f g" gptct" gp" wp" r tqeguq" f g' vcpuhgtgpek" vgepqni lec0C" r ctvk" f g'gug" cewgtf q. " Rkqpggt" eqpvk Àc" tgeklkpf q" wp" royalty" r qt' gn'wuq" f g'uw' vgepqmi ¶" { " eqo r ctv' gn'r tqeguq' r tqf wekxq' s wg' vgp¶" 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. " Rkqpggt" j k q" wpc' tgxkuk»p' v eplec. " wpc' cuguqt ¶" { " wpc' egt vkeek»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' kpekq" f gn' cewgtf q" eqp" Vq { qvc'0Cu¶" gn' glgewkxq" uqukpgg" s wg' gmq" rgu" " *permitted 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' kpekq" f g' guvcu' cevxxkf cf gu. " gn' gs wkr q' f g' kpi gpkg¶" f g' O ki qt" go r gl »" wpq' f g' nqu' r tq { gevqu" o ^a u'uki pkkc vxxqu" gp" nqu' r tqeguqu" f g' kppqxcel»p' f g'rc' eqo r c° ¶. " gn' f gucttqm" r tqr kq' f g'rc' tcf kq' HCO ROUg' tvcw' f g' wp' f kur qukkxq' etgcf q' r qt'rc' go r tguv' s wg' vctcxgu»' f kunkvcu" gvr cu' j cuv" nwi ct" c" kpeqtr qtctnq" gp" rc" Hkv' Vqtq. " xgi ¶ewuq" r tqf wek' q" gp" Dtcukr0' Guv" hwi" rc" r tko gtc' tcf kq' dcuf c" gp' gn' ukugo c' qr gtcvxxq' Cpf tqkf' f gucttqm' c' gp' Co ² tlec' f gn' Uw' *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 nglc" c"r ctvt" f g"wp"cewgtf q" f g"vcpuhgtgpek"vgepqn»i lec" eqp"wp"o wmpcekqpcn'nf gt"eqo q"Rkqpggt." {"funcional,"tgcrk| cpf q"hwpekqpgu" f g" f lug° q" {" f gucttqm"r tqf 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." cwqguvgtgqu" {" 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 0'Cu'f"ug'etg»'gn'ugevt' f g'kppqxcex»p'eqo q'vplf cf " f g'pgi qekq. 'kvgi tcpf q'gn'a tgc' f g'kpi gplgt'c' f g"Rtqf wevq"eqp"rc" f g" f gucttqm" g'kppqxcex»p" *O ki qt.'451: 14243+0' Cf 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'vtekvu+ eqp' f lug° q"gzenvukxq' f g'rc"eqo r c° 'c" *Lqu²' Cmpuq."gpvtgxkvc'r gtuqpcn'3219 14244+0'

" Gu'f gekl. "O ki qt" gu"wp"ecuq" gur gekn' gpvtg"rcu" cwqr ctvkvu" mecrqu" f g" Vq { qvc0' Gp" r ctvewrt. "rc" hto c" vkgpg" o c { qt" gpxgti cf vtc" s wg" gn' tguvq" f g"rcu" f qo ² ukvcu" * { c" ugc" r qt" go r nglc qu." r nrcvqu" q" plxgrgu" f g" r tqf week»p+0' Cf go a u." O ki qt" { c" hdtkecdc" r tqf wevqu" eqo r nglqu" *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'vte { gevtk' f g'guv' hto c." r gto kxk pf qng'rc" r tqf week»p' f g'wp'pwxq' dkgp'eqo r nglq' c" r ctvt" f g'wp"cewgtf q"vgepqn»i leq"eqp" wp"o wmpcekqpcn'nf gt0' C"uw'xgl. "guv'uwvkwf »"ko r qtvekvpgu'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»nq" c" r ctvt" f gn'guecrō kgpvq" c" rc" r tqf week»p" f g"pwxqu' dkgpgu" o a u' eqo r nglqu."ukpq" s wg" vco dk² p" tgcrk| cpf q" gn' f lug° q" {" f gucttqm" r tqf kq" f g" guvqu" r tqf wevqu0'"

473" Nwgi q. "gp" 4242" O ki qt" vco dk² p" eqo r t»" qvc" go r tguv" tcf kecf c" gp" Vkgttc" 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 k ki 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 t gucu'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"co dk² p"ug"j c"f gucecf q"r qt"wp"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"cevx"gp"gn'f gucttqm"fg"ru" r tqxggf qtgu"mecngu0'Guq"ug"j c"xluq" c"vtx² u'f g"wp"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"htvmege"rc"eqqr gtcekp"gp" rc"ecf gpc"fg"xcmq."{"f kgtucu"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 krgu"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 crgu" g" kphqto crgu" {"f kgtucu"tgwkpqpgu"i gpgtcp"wp" kpvteco dkq"fg" kphqto cekp"fgdlf q"c"s wg"cdtgp"gur cekqu"s wg"heckkcp"rc"etgcekp"fg"tgf gu'fg"eqpvcequ"fg" kpvtecekppgu'r gtuqpcrgu0'Guq'uf gu'r cucp'hwi q."o gf kcpv'f hgtgpv'u'j gttco kpvu."c'rc"guhgc" qti cpk cekpcn'cwo gpvcp 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 crgu'r tqxggf qtgu" dtkpf c" eqo r tqo kuq" {"eqphcp| c" dkf kgeekpcn" r gto kkgpf q" wp" o c{qt" kpvteco dkq"fg" kphqto cekp"fgdlf q"rc"ru'ectcevt¶vkecu'fg"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¶ewru" c" rcti q" r rlc q." gp" r¶pgc" eqp" gn'kr q"fg" x¶ewru" s wg" gucdngegp" ru" vgo kpcrgu" cwqo qvkegu"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"fguf g" s wg" eqo gp| ctqp" c" r tqxggtgu'r ctvku0'Nc"¶pkec"gzegr ekp"gp"guv"cur gevq'hwg'gn'ecuq'fg"ETCHO UC0'Guq'hwg'wpc" ukwcekp"r ctvewrt"gp"rc"ewcn"rc"cwqr ctvkuu"guwxq"cn'dqtf g"fg"rc"s wgdte" c"r ctv"fg"rc" f gukpxgtulop"{"rc"o cn'cf o kpvtecekp"fg"rc"go r t guc0"

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'g'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'o a u'gzv'go q'f g'guv'vr q' f g'x'pewu'iq' r' t'gugp»'Guv'gdc'p'Eqt'f'gtq."{' c's'wg'rc'cwqr ct'v'uc'f'gek'k'v'cdclct'uc'iq'eq'p'erk'p'v'gu' lcr'qpgu'f'gdk'q'c'uw'g'zr'gt'k'p'ek'g'z'k'uc'eq'p'Vq{ qvc"{' 'h'cm'k'c'eq'p'qvt'qu'erk'p'v'gu'q'ee'k'f'gp'v'cu'0

Cf go a u."rc" k'p'eqtr'qt'cek'p"q" gn' cwo gpv'q'f g" r tqf wek'p" f g" rc" o c {qt" r ct'v'g'f g" mu' r tqxggf qtgu'gpvt'g'x'k'uc'f'qu'f'gur'rc| ct'qp"r'ct'v'gu'ko r qt'vc'f'cu"*Xgpcnw . "F'cpc."I' w'k'k'"D'uj'qmw." R'q'ko'g'vcn'{' "O'ki'qt'+074"Ne"o c {qt'f'c'f'g'g'uc'k'p'eqtr'qt'cek'p'gu'ug'f'k'q'gp'v'g"4236"{' "4237."{' "ug' r tqf w'gt'qp'gp'f'p'g'c'eq'p'gn'ek'eq'c'ue'gp'f'gp'v'g'f'g'VCUC"gz'r'nc'ef'q'gp'gn'ec'r'f'w'w'q'c'p'v'gt'k'qt'0Gu'f'gek'." c'r'ct'v'k'f'gn'r'nc'p'f'g'g'z'r'c'p'uk'p."{' 'h'ec'k'k'cf'q'r'qt'gn'eco'dk'q'f'g'o'qf'gn'c'rc'J'k'w'z'." AI'gp'gt'cek'p." gn'uc'nc'q'cn'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" r'g{' "cwqr'ct'v'uc'0"

" Wp"ewct'v'q"gr'go'gpv'q'f'g"t'g'nc'p'ek'gp"gn'v'k'q'f'g"gob'ernanza"iq'eq'p'uk'w'f'g'gn'f'z'tt'gq' eq'p'v'q'nf'g'VCUC'uc'q'dt'g'lu'w'f'rq'x'ggf'qt'gu'0Nc'o c {qt'f'ct'v'g'f'g'rcu'go r t'g'uc'gp'v'g'x'k'uc'f'cu'f'g'uc'ec'p' gu'g'r'wp'v'q"{' "cni'w'pcu't'go'ct'ec'p"rc'eq'o r'ng'k'f'cf'f'g"v'cdclct'gp"g'uc'uc'eq'p'f'ek'q'p'gu'0R'qt'gl'go'r'iq'." E'T'c'h'o'U'c"r'nc'p'v'g'c"rc" f'k'h'ew'nc'f'f'g"c'wo'gp'v'ct"r't'g'ek'qu'eq'p"VCUC."iq'ew'cn'rg'u'f'gl'c"dc'l'qu' o a ti'gp'gu'f'g'i'c'p'c'p'ek'0C'uw'x'g'j'."f'g'uf'g'I'w'k'k'lu'qu'k'p'gp's'wg'c'Vq{ qvc "le interesa la reducción de costos, pero por mejoras de la productividad, reducciones naturales, no forzadas". Cf go a u." f'g'uf'g"O'g'vc'nc"t'go'ct'ec'p"s'wg"rc"gz'ki'g'p'ek"r'qt"r't'qf'w'v'k'k'f'cf"{' "ec'rk'f'cf"r'qt"o'q'o'gp'v'qu"gu' g'z'eg'uk'x'co'gp'v'g"cn'c'0'C'uko'ku'o'q'."gu'v'g"eq'p'v'q'n'r'w'g'f'g"x'gt'ug"gp"rc"r't'qr'k'g'f'cf'f'g"mu"o'q'f'gu"{' " o'c't'k'eg'u's'wg'q'v'q't'i'c"c'rcu'cwqr'ct'v'uc'uc'."c'f'k'g't'g'p'ek'f'g'q'v'cu'v'g't'o'k'p'c'rg'u'cw'q'o'q't'k'eg'u'0"

" Gp"ew'cp'v'q"c"rc"ugi'w'p'f'c"en'uk'h'ec'ek'p'f'g"gob'ernanza."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"l'p'f'w'v'k'c"cw'q'o'q'v'k'k'."r'w'g'f'gp"x'ct'k'ct'f'g'r'gp'f'k'g'p'f'q'f'g'rc"t'g'rc'ek'p" v'g't'o'k'p'cn'r't'q'x'ggf'qt'0Cuñ"{'c'r'ct'v'k'f'gn'c'p'a'rk'uku'f'g'rcu'q'p'eg'c'w'q'r'ct'v'uc'uc'gp'v'g'x'k'uc'f'cu'."ug'erc'uk'h'ec' gu'v'g'vr'q'f'g'x'p'ewu'iq'eq'p"VCUC'0Gp'd'c'ug'c'rcu'g'ng'o'gp'v'qu'f'g'uc'ec'f'qu."{' "uki'w'k'g'p'f'q'g'uc'vr'q'm'j'i'f'c" f'g"gob'ernanza,"ug'r'w'g'f'g'u'qu'v'g'p'gt's'wg"Vq{ qvc'w'x'q't'g'u'vr'qu'f'g'x'p'ewu'iq'eq'p'rcu'cwqr'ct'v'uc'uc' gp'v'g'x'k'uc'f'cu."s'wg'ug'r'w'g'f'gp'erc'uk'h'ec'ct'f'gn'uki'w'k'g'p'v'g'o'q'f'q'0"

"

474" Gp"gn'ecuq'f'g"[' c| cnk'w'o'dk'p'ug'f'gur'rc| ct'qp"ko r qt'v'ek'p'p'gu."r'gt'q"rc"go r t'g'uc'f'gek'k'v'cdclct'rc'nc'p'v'cu'gp' W'wi'w'c"{' "R'ct'ei'w'c"{'."r'qt'iq'v'cp'v'q'."ug'uki'w'k'k'ko r qt'v'cp'f'q'i't'cp'r'ct'v'g'f'g'rc'p'w'g'x'c'r't'qf'wek'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."wgru"eqo q'O kti qt."F cpc."O gvcnc"{'Rqiko gvcrl'Guq"ug" fgdg" 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 ctc'hcdtlect'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'c'mqu'r tqxggf qtgu"vpc'cwqppqo 'c'tgrvkc'tgur gevq'c'mqu" eqo r tcf qtgu"{' .r qt'gpf g.'rcu'cuko 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."rc"eqf kkecdkrf cf " f g"2 ucu"gu"dclc." r qt"m" s wg" gn'eqpqeko kpvq"v'ekq"vkgp"wp"tqn' etwekrl0D^aleco gpvg.'gvcu'go r tgucl'r quggp'uwu'egpvtqu'f g'K F'gp'gnhwi ct'f qpf g'Vq{qvc'tcf lec" gnf kug° q"{' f gucttqm'f g'wp'b qf grq'f g'xgj 'pewm'gur ge'heq0Gp'gr'ecuq'f g'rc"Vq{qvc'J knwz."guvg" r c'u"gu"Vckrpf c."{'rcu'ukvgo krcu'lcr ppgucu"vco dlz p"kpucrcp'uwu'egpvtqu'f g'kpxguki cek>p"gp" gug'r c'u0F g'guvg'b qf q."gn' twguq'f gn'kpvgtco dlq'f g'kphqto cek>p'ug'f gur rgi c'cnf"{' hwi 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'xgtkhec"wpco" wwc'f gr gpf gpek"gpvtg'r tqxggf qt"{'eqo r tcf qt."{'rc" eqphkcp| c'gpvtg'rcu'r ctvqu'ug'xwgrk'g'uwco gpvg'ko r qvcpv0Nc'pgegukf cf 'f g's wgr'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."gn'

Rqt'grleqptctkq.'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'ecuq'f'g'rcu'o wmkpcekqpcngu'ler qpgucu"*F gpuq."Vq{ qvc"Dquj qmw" { "[c| cnk±.'r qts wg" { c'm'vpp'cp'kpeqtr qtcf q. ". 'gp'gritguvq'f'g'rcu'eqo r c° 'cu.'r qts wg'vkgpgp'pkxgrgu" f'g'ghlekpekc"cnqu."tcdclcp"eqp"qvtqu'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'cu'rqecrgu.'grlx'pewm'eqp"VCUC'rgu'r gto kkl»'xgpf gtrgu" c'qvtcu'vgo kpcrgu'0'Cu'f'hwg'gr'ecuq'f'g'Xgpvcnw. 'kpf wutku'I wfk'k' { 'Gugdcp'Eqtfgtq'0'cf go ° u." guvc"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 wpcu" 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'cu'gp" uw'tgrlek»p'eqp"VCUC"gu'rc'r tgxkukdkkf cf "f'g'rcu'eqo r tcu'f'g'uw'enkgpv."f'gtkxc'f'c'f'g'mu" kpetgo gpvqu'r rcpkhecf qu" { "i tcf wrgu'f'g'rc" r tqf week»p'f'g'rc" vgo kpcn" gp" r'f'pgc" eqp" mu" r t'pek' kqu'f'g'production smoothing'f'gn'VRU." { "f'g'uw'x'pewm'c'rcu' 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 wleqo q'gr'cti gp'kq'0'Gp'gr'ecuq'o ° u'gzv'go q.'Gugdcp'Eqtfgtq'f'g'ekf k»'tcdclct'w»m'eqp" enkgpvu'ler qpgugu'f'gdkf q'c'guv'vgo c'0'Gp'r ct wewrt.'rcu'cwqr ct wku'cu'ug° c'ncp's wg.'r qt'wp'rc'f'q." rc" guvdkkf cf " { "r t'gxkukdkkf cf "f'g'mu'eqpvtcvqu"rgu"r gto kvg"r rcpklect." { ".r qt"qvtq"rc'f'q."gr' kpetgo gpvq'i tcf wcn'mu'hcxqtgeg"cn'r qf gt"uwdk"uw'ecr cekf cf "f'g'r tqf week»p."r gtq'f'g'hqto c" gucncp'cf 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'cu'pq'r qf t'c'tgerk' ct'rcu'kpxgtukqpgu'pgeguet'ku" { "m'j tct'rc'ecr cekf cf "f'g'r tqf week»p" f'g'rcu'pwgxcu»tf gpgu'0'cf go ° u.'grlxqno gp" { "r t'gxkukdkkf cf "f'g'eqo r tcu'f'g'Vq{ qvc'rg'r gto kkl»" wco dlē p'c"Fcpc'gur geknk' ctug'gp'gr'o gtecf q'f'g'rcu'r keni'wr u."f'glc'pf q'f'g'rc'f'q'qvtq'vkr q'f'g" enkgpvu'eqp'mu'ewcn'gu'guvdc'gpeqvtc'pf q'f'kxgtucu'f'khwncf gu'0"

Nc" Àplec" gzegelep" uqdtg" guvg" grgo gpvq' hcxqtcdrng" m'r r t'gugpv" [c| cnk'0' Rctc" guvc" cwqr ct wku'c."f'lej q'kpetgo gpvq'i tcf wcn'f'g'r tqf week»p'f'khwnc"uw'hwpekqpc'kpvq'r qt'rcu" ectcevt'f'rcu'f'g'o cpq'f'g'qdtc'kpv'pukxc'f'g'rc"r tqf week»p'f'g'ecdrgu'0'Gu'v'qdrki c'go r t'gpf 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'rqecn' { "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'cu'tgerk'gp'rcu'kpxgtukqpgu'r ctc'o glqtc't"

re'r tqf wevklf cf " lq'kpetgo gpvct're'r tqf week»p0Gri'ecuq'o a u'tgr tgugpvcvklxq'f g'gung'r tqeguq'mq" r tgugpvc"Kpf wutku'I wkl k's wg'tgcrk »"wpc"i tcp"kp'xgtul»p'r ctc"eqpwtvkt'uw'ugi wpf c'r ncpvc"gp" \ ^ tcvg.'r t»zlo c'c'rc'lf dtlec'f g'VCUC."{ 'cwo gp»'rc'ecp'vkl cf 'f g'r ctvqu'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 quklk'vkl cf cu'eqp'rc'qdv'gpekl»p'f g'et² f kvqu'HQP F GCT"gp"4236{" 4237."cnli wcn's wg'Vq{ qvc0'

Rqt "Anko q."gp"cn' wpqu'ecuqu'ug'tgi kvctctqp"qvtqu'r tqeguqu'f g'upgrading."cwps wg'f g" hqto c'o a u'ckurcf 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'»mq'xgpvcpcu'c'r qf gt'hdctlect'guktdu' {"r qtvcgs wkr clgu0'Gp'r ct'vkwrt."guq'j cdkk»"s wg'ug'gur gekrleg"gp'gung"Anko q'r tqf wevq'{"r wgf c' r qulekq'pctug"eqo q"mf gt'f gn'o gtecf q'mecr0'Rqt"qvtq"mf q."ETCHO UC"tgcrk »"wp'upgrading funcional cn'f gucttqmt'gn'uqr qtvg'f gn'v'gp'f g'rcp'vgtq'r ctc"VCUC"eqp'gn'rcp| co k'gpvq'f gn'IO X." cwps wg'rcu'eqo r rkecekppgu'f g'rc'hko c'gp'mu'c° qu'r quvgtkqtgu'f hkwvctqp"uw'ecr celf cf "f g' f kug° q'g'kppqxccl»p0'cf go a u."Vq{ qvc"Dquj qmw'r wf q'mg'xct"c"ecdq'wp'mg'xg'upgrade funcional, cn'eqo gp| ct'eqp'cn' wpcu'ce'vklf cf gu'f g'f kug° q0'Cu'¶'f guf g'gn'4239"cdt»"wp'f gr ctvco gpvq'f g' O cpci go gp'v'f g"Rtq{ gevqu."gp'gn'ewcn'ug'tgcrk cp"ce'vklf cf gu'f g'kppqxccl»p'r ctc"cf cr vct'gn' r tqf wevq" c" uw' eqpvz'vq" mecr0' Rqt" glgo r mq." f gucttqm»" wp" ukvgo c" r ct'vkwrt" f g' cktgu' ceqpf k'kq'pcf qu'r ctc"cul'gp'vqu.'f cf cu'rcu'gur gekh'ekf cf gu'f g'mu'o gtecf qu'rc'v'p'qco gtlecpqu0"

Gri'ecuq'f g'O ki qt "gu'gn'Ap'leq"gp'gn's wg'ug'j c'mg'xcf 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'gpvq'c'dqtf q.'c'r ct'vkl'f gn'cewgtf q' f g'v'cp'v'gt'g'p'ek'v'gepqn'i kec'eqp'rc'hko c'lcr q'p'guc'Rk'q'p'ggt0'Nwgi q.'O ki qt "eqp'v'p'w»'f kug° cpf q' {"r tqf wek'p'f q'gu'qu'ukvgo cu'r qt'uw'ew'gpvc."go r t'gp'f k'p'f q'wp'upgrade funcional0'Gung'ecuq" eqo dl'pc'mu'r tqeguqu'f g'upgrade o a u'cxcp| cf qu'gp'vt'g'rcu'cwqr ct'v'ku'cu'f g'VCUC"{'t'guc'nc'c'Ap" o a u'f cf q's wg'gu'rc'Ap'lec'r tq'x'ggf qtc'f g'ecr k'c'rgu'm'ecr'gu's wg'hdctlec'ukvgo cu'eqo r rglqu'gp'gn' r c'¶u0"

Uqdtg' gung' Anko q" r wpvq" mu" r tq'x'ggf qt'gu' uqu'k'p'p'p" s wg' rc' cwug'p'ek' f g' hw'p'ek'p'p'gu' cxcp| cf cu'f g'K F'f g'Vq{ qvc'gp'Cti gp'v'p'c'{"f g'wp'egp'vt'q'f g'K F'gur gekrkl cf q'v'cpvq'gp'gn'r c'¶u" eqo q'c'p'k'gn't'gi k'p'cn'u'qp'rk' k'cek'p'p'gu'ko r qt'v'p'v'gu'c'rc'j qtc'f g'mg'xct"c"ecdq'ce'vklf cf gu'f g' k'p'p'q'xccl»p0'Eqo q'eqp'vt'cectc'f g'gung'cur gevq"ug"r wgf g'xgt"e»o q'rcu'ukvgo kvcu'lcr q'p'guc'u" r ct'v'k'cp'eqp"Vq{ qvc'f gn'f kug° q'{"f gucttqmq'f g'rc'J k'wz"{'rc'UY 6"{'uwu'r ct'v'gu'gp'Vck'p'f k'c." {"nwgi q'gu'qu'r tqf wevqu'u'qp'tgr'nd'ecf qu'gp"Cti gp'v'p'c.'f gl'cp'f q'wp'o cti gp'guc'cu"r ctc'guvcu' ce'vklf cf gu'gp'gn'r c'¶u0'Rqt"wp"mf q."guvq'f c'ew'gpvc'f gn'tqn'egp'vt'cn's wg'v'k'p'p'p' gung'vkr q'f g' r tq'x'ggf qt'gu'i m'd'c'rgu'lcr q'p'gugu'gp'rc'et'g'cek»p'{"f gucttqmq'f g'iqu'x'gj ¶ewqu"Vq{ qvc."{'rcu'd'cl'cu' ecr celf cf gu's wg's wgf cp'r ctc'rcu'h'k'c'rgu'm'ecr'gu'f g'guvqu'ukvgo kvcu0'Rgtq.'cf go a u."guvq'o ctec" wp'm'p' kg'r ctc'rcu'cwqr ct'v'ku'cu'm'ecr'gu'{"uwu'qr qt'w'p'k'f cf gu'f g'guc'rc'co k'gpvq'gp'guc'ecf 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 q u " { " r 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 q 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 c 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 " 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 " 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 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 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 l " 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 l g " f g " f k o g p u k q 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 l " 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"gor t gucu'wlecf cu"öci wcu'cttkdcö"gp'uw'ecf gpc"fg" xcmqt0"

F g"guvg"o qf q."gp"gn'r t gupvg"ecr ¶wru"ug"j c'r qf kf q'f kwekf ct's wg"c'r ct vkt'f gn'4234"gn' eqghlekpgv'f g'r ct vgu"ko r qtvcf cu"uqdtg"xgj ¶ewru'r tqf wekf qu'j c'kf q"dclcpf q"uquvpgkf co gpvg." f cpf q"ewgpv'f g"wp'r tqeguq'f g"o c{qt"eqpvpgkf q"mqecnf'gp"uwu"xgj ¶ewru'0Guc"vgpf gpek"vpgg" eqttgrvq"eqp"gn'o c{qt"etgelo kpgvq"gp"rc"r tqf week»p"{"rcu"gzr qt vcekpgu'f g"rc"htoc"gp"rc" ugi wvf c'f²ecf c'f gn'uki mq0Ukp"go dcti q.'wpc'i tcp'r ctvg'f g'rcu'cwqr ct vgu"ko r qtvcf cu"uqp'f g'cnc" eqo r nglkcf.'r tqxlpkpgf q'f g'Vekrpf kc"hub"o wvf kcnf g'rc"J kwz+'f g'Dtcuki"O gtequw+'{.'ecf c" xgl "o gpqu."f g"Lcr »p" *ecuc"o ctk +0'Nc"ko r qt vcek»p"f g" guvqu"ukvgo cu" *r tkpek cmo gpvg"mq" o qvtgu"{"eclcu'f g'eco dkq+'ug'f guvecc'r qts wg'uqp'f g'cnc"eqo r nglkcf "v'epkcc"{'r qt "mq'vcpvq." r quggp"o c{qt'xcmqt'ci tgi cf q's wg'qvtcu'}

Cf go ^a u."ug"j c"xkruq"s wg"VCUC"co r nk»"hwgtvgo gpvg"uw'dcug"fg'r tqxggf qtgu'mqecrgu' f guf g'uw'kwpcrcek»p"gp"gn'r c¶u0Gp"guvg"ugpvkf q."vo dlk p"ug"eqttqdt»"s wg"rc"o c{qt¶c'f g"mq" r tqxggf qtgu'f g"Vq{ qvc'tcf lecf qu"gp"Cti gpvkc"uqp'f g'ecr kcrgu'pcekqpcrgu'0Ukp"go dcti q."c" r guct'f g'gmq."vo dlk p"ug"qdugtx»"s wg"rc"i tcp"o c{qt¶c'f g"guvqu"ug'f gf lecp"cevkxkf cf gu'o ^a u" uko r ngu.'crgu'eqo q'rc'hdtlecek»p"{'r tqxkuk»p'f g'r ct vgu"o gv' rlcu"{'r n' ukecu0Cf go ^a u.'o wej cu' f g'guvqu'cwqr ct vgu'r quggp"xgpvclcu'ht gpvg"rcu"ko r qtvcf cu'r qt'ugt'r kgl cu'bulky.'rcu'ewcrgu'uqp" f k¶ekrgu"{"equvqucu'f g'tcpur qt vct0Nc"gzegr ek»p"gp"guvg"eqplwpvq"mq'r t gupvc"O ki qt."{c"s wg" hcdtlec'r ct vgu'f g"o c{qt'eqo r nglkcf "v'epkcc0Rqt"Ämko q.'mq'qvtqu'v'gu'r tqxggf qtgu'f g'ukvgo cu' f g"o c{qt'xcmqt'uqp'cwqr ct vku'cu'i mqdcrgu'lcr qpgucu.'f qu'f g'gmcu'f gn'I twr q"Vq{ qvc0""

C"uw"xgl ."c"mq'rcti q'f g"guvg"ecr ¶wru"ug"j c"xkruq"s wg"rc" *gobernanza* "f g"VCUC"ug"j c" ectcevgtk cf q'r qt'uw'r ct vckr cek»p'cevxk'gp'gnf gucttqm'f g'r tqxggf qtgu'mqecrgu.'uw'kwpgteco dkq" hmkf q'f g'kphqto cek»p'eqp'gmqu.'uwu'x¶ewru'f g'rc'ti q'r n| q.'r gtq'eqp'hwgtv'gzki gpek"{"eqpvqn' f g'mq'o kuo qu0Cf go ^a u.'mq'vr qu'f g" *gobernanza* "s wg"j c" guvcdngelq'eqp'mq'f kwpvqu'i twr qu' f g'cwqr ct vku'cu'ug'f kxkf kgtq"gp"relacional"eqp'ukvgo krcu'i mqdcrgu'lcr qpgugu."modular eqp" cwqr ct vku'cu'i tcpf gu'pq"lcr qpgucu"{"cautiva"eqp"rc"o c{qt¶c'f g"mq'r tqxggf qtgu'f g'ecr kcrgu' pcekqpcrgu'}

Ukp"go dcti q.'wpc'f g'rcu'r tgi wpcu'hwvf co gpvrgu'f g'guc'v'guku'ug'egpvc'gp'ucdgt'f g's w² " hqtoc"gn'cwo gpvq'f g"rc"r tqf week»p."rcu"gzr qt vcekpgu"{"gn'eqpvpgkf q"mqecnf'g'mq'xgj ¶ewru'f g" VCUC"tgf wvf »"gp"o glqtgu'ecr cekf cf gu'v'epkccu'f g'rcu'cwqr ct vku'cu'xkpwrcf cu'eqp'gmc0Cn' tgur gevq."rc"rkgtcwtc"o ctec"s wg"mq'x¶ewru'f g'f gucttqm' gpv'g"vgo kpcrgu"{"r tqxggf qtgu' mqecrgu'ug'dcu'p"gp"rc"eqndqtcek»p"rc'rti q'r n| q"gpv'g'rcu'hkrcrgu'gz v'cplgtcu"{"rcu'go r t gucu' pcekqpcrgu" s wg" hcxqtgpgp"rc" v'cputgtgpek" f g" v'epqmqi ¶c" {"eqpqeko kpgvqu' f g"rcu' hkrcrgu' gz v'cplgtcu."hqo gpv'p'f q'rc"o glqtc'f g'rcu'go r t gucu'pcekqpcrgu'0C"rc"lpxgtuc."rc"tgf week»p'f g"

equuqu'c"eqtvq'r n| q" {"'rcu'tgncckqpgu'dcucf cu"gp"mqur tgekqu"gpvtg'rcu'hkdcngu'gz vcpigtcu" {"'rcu'
go r t gucu'pcekqpcrgu'et gcp'x'pewqu'f gr gpf kpvgu.'r gtr gwcpf q'rc'f gr gpf gpek'f g'rcu'go r t gucu'
{'rcu'tgi kppgu'j cek'rcu'ci gpvqu'gz vtpqu'*Rcxifpigm"423: =f gwpi ('Eqg."4237+0"

Cu'f"gp"guv'ecua'ug"j c'r qf kf q'xgt's wg'rc'o c {qt'r ctvg'f g'rcu'cwqr ct vku'f g'ecr kcrngu'
mccrgu'ug"j cp"xkuv'dgpghekef cu'r qt'r tqeguqu'f g"*upgrading de procesos*, r tkpek cm gpv'c"
r ctvt'f g'rc'kvtqf week'p" f gn'VRU" {"gp"ugi wpf q"nwi ct'r qt'rc'kpeqr qtcek'p" f g'o cs vlpctk"
o qf gtpc0' Cf go^a u."cri wpu'f g'gmqu'r wf kgtq'ceegf gt" c"qtqu'enkpvgu'mccrgu'c" r ctvt'f g'uw'
x'pewu'eqp"VCUC0'Rgtq'gn'grgo gpv'q's wg'rc'i tcp'o c {qt'f'f g'mqu'r tqxggf qtgu'f gucec"eqo q"
r tkpek cridgpghekeq'gu'rc'r tgxkukdkkf cf'f g'mqu'cwo gpvui tcf wcrngu' { 'uquvpkf qu'gp'rc'r tqf week'p"
f g'xgj 'pewu'f g' Vq { qvc0' Guq' rgu' r gto kg' r rpgct' rc' qti cpk cek'p" f g'rc' r tqf week'p." rcu'
kpxgtukppgu" {"cpko ctug" c"co r rct"uwu"ecr cekf cf gu'r tqf wekcu"cpvg"rc'kpegt kf wo dtg'f g'rc'
o cetqgeppqo 'f'cti gpvpc0'Ukp'go dci q."gp'tgncck'p"eqp"qtqu'r tqeguqu'f g"*upgrading* f g'mqu'
r tqxggf qtgu.'rcu'o glqtcu'up'r wpcrgu' {"gucucu0'Gp'r ctvewct.'rc'wdecek'p'f gn'egpvq'f g'KF "
f g'rc'Vq { qvc"J kwz"gp"Vckrpf kc" {"rcu'eqpv'cqu'i mdcrgu'eqp"rcu'ukvgo krcu'rcr qpgugu."s wg'
wco dk'p'tcf lecp'uwu'egpv'qu'gp"guv'rc'f'u."o ctecp'f'p' kgu't'f' kf qu'r ctc"cwqr ct vku'f g'ecrngu' {"uwu'
qr qt wpkf cf gu'f g'gucrc'o kpvq'gp"guv'ecf gpc'f g'xcmt0'F g'guv'o qf q."ug'r wgf g'eqpenkt's wg."
c"r guct'f gn'cwo gpv'q's wg"VCUC" gzt gkto gpv'gp"uw'r tqf week'p." gzt qtcekppgu." go r rgg" {"
eqv'gpkf q'mecn'gn'ghgev"spillover"uqdtg'rcu'ecr cekf cf gu'v'epkecu'f g'rcu'go r t gucu'f qo² wkecu'
j c'ukf q'o^a u'dk'gp'gucua'0"

CONCLUSIONES

Guc"vguku"r ctv" f g"n"o qvxcclp" f g"o gfk" { "gpvpgf gt" gr'uqdtgucrkpvg" 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" Dtcukn"n" g"uecuc" 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 r" c" p" 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 ctccclp"eqp"gn"tguv" f g"ru"vgo kpcrgu"cwqo qvtkgu" tcf kcf 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" h"pcrgu" cr qtvc"p" tghngz kppgu"gp" v"gu" f k"geekppgu" <I+ uqdtg"n" gutcvgi k" go r tguctknf 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 ctc" gn" tguv" f g" n" kpf wuk" c" cwqo qvtk" cti gpvpc" c" r ctvt" f gn" guwf k" f g" ecuq" O Cu" c" eqvkwccclp." ug" f gur r"gi cp" gucu" eqpenmukppgu" gp" mqu" f k"kpqu" p" k"grgu." c° cf kpf q" pwxcu" r tgi wv"cu" f g" kpxguki celap" s" w" ug" r rcpvc"p" c" r ctvt" f g" m" f gucttqm" f q"gp"guc"vguku"O

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 tguctkn" f g"Vq{ qvc" Cti gpvpc" s" w" n" f k" uwvpgv" c" uw" gzkqu" f gugo r g° q" Rctv" f g" guvqu" hcevq" gu" f g" k"gp" f g" uw" *incrustación internacional*" gp" n" gutwewtc" o w" kpcclqpcn" f g" Vq{ qvc" O qvt" Eqtr qtcvqp" O Rtkpkr cm" gpvg." n" f gek"p" f g" n" ecuc" o c"vtk" f g" cuki pctrg" c" Cti gpvpc" gn" tqn" f g" r tqf wevq" f g" n" r k"n" w" r J k" w" n" r gto k" k" "kpugtvtug"gp" wp" p"lej 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" geqp"»o k" qu" f g" guvqu" r c" u"gu" O Cuko kuo q." n" gur gekn" celap" r tqf wevq" f g" Vq{ qvc" gp" Cti gpvpc" { "Dtcukn" h"wg" wpc" p"qxgf cf "gp" gn"o qo gpv" f g" uw" k" o r ngo gpvccclp" { " f ghk"p" wp" hcevq" r tkpkr c"n" gp" gn" f gucttqm" r quvgtkqt" O Cf go " a u." ru" ectcevt "mecu" f g" n" xgtuk"p" f g" n" J k" w" n" f gn" tq{ gev" "O X" h"wtqp" f v"gt"o kpcvgu" r ctc" f gur n" | ct" c" mqu" xgj "pwmqu" eqo gtekn" r" d" kcpqu" f g" n" eqo r g"vpek." { "n" k"peqtr 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 " À" r" k"qu" f k"kpqu" n" q" i tcpf q" geqpqo "p" u" f g" g"uecnc"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'v'cu'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'gucdc'f gucttqmc'p'f q'wp'r tqeguq'f g'i mdcnk' cel'p'c' r ctvt' f gn'ewcn' kpvvpcdc' dqtct' r'cu' f hgtgpekcu' pcekqpcrgu' f g' uwu' r tqeguqu' { " r tqf wevqu.' dgpghlekpf q' r'cu'lp'xgtukqpgu'gp' r'cu'r r'pvcu'hwgtc'f g'Lcr >p0"

Cu'f' r'cu' h'k'rc'gu' uwf co gtecp'cu.' uk' d'k'p' p'q' g'cp' egpvt'crgu' gp' v' to k'pqu' r tqf wev'xqu' { " eqo gtekr'gu' r ctc' r' o wnpcekqpcn' eqo q' m' h'wgtq' q'v'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' v'co d'k' p' k'pek' k' >'gp' r' lp'xgtuk'p' f g'rc' hto c' gp' r' t'gi k'p' 0C'uko kuo q. 'gp' guvqu' A' nko qu' f gegpkqu' VO E' c'recp' >. 'lwpvq' c' X'qm'iy ci gp. 'gn' r'kf gtc' i q' cwqo q'v'k' " gp' v'q' q' gn' o w'p' f q. 'f gp' q' c'p' f q' wp' etgelo kgpvq' f g' r' eqo r c' o 'c' p'k'gn' i mdcn'0"

Cf go a u.' gn'r tq{ gevq' k'pek' n' f g' Vq{ qvc' Cti gpvpc' eqo r t'g'p' f k' >'f guf g' gn' eqo k'g'p' q' wp' r r'p' c' r' t' i q' r' m' | q. 'r' ctvg' ectcevt' f' u' k'ec' f' g' r' c' gutcvgi k' eqtr qtc'v'x' c' i mdcn' f' g' Vq{ qvc' 0G'p' gn'ec' uq' cti gpv'p' q. 'guvq' u'ki p'k' h' >' r' t'pek' c'no gpv'g' r' r'p'v'g' c' r' u'w'v'p'v'cd'k'k' c'f' eqo gtekn' f' g' r' r' r'p'v'c' gp' dcug' c' r' c' g'z' r' qt'v'ek' >'p' { " r' k'pek' r' qt'v'ek' >'p' f' g' eq'p'v'p'k' q' m'ec' n' gp' m'qu' x'g' j' e'w'qu' r' tqf wek' qu' gp' gn' r' c' f' u' 0G' m' r' g' r' gto k'k' >' c' VCUC' eq'v'ct' eq'p' m'qu' f' >' r'ct'gu' p'ge'g'uct'ku' r' ctc' r' k' o r' qt'v'ek' >'p' f' g' r' ct'v'gu' { 'r' k'g' | cu. 'f' c'f' qu' m'qu' j' k'v' >'t'k'equ' r' tq'd'igo cu' f' g' f' 2 h'ek' / eqo gtekn' f' gn' l'uge'v'qt' 0G' u'qu' cur' gevqu' t' gh'g' l'cp' r' ctvg' f' gn' r' cr' gn' s' w'g' r' u'w'duk' k'ct'k' c' ti gpv'pc' ewo r' r' k' >' gp' r' c' gut'wewt' c' o wnpcekqpcn' { " e' >' o q' r' c' gutcvgi k' f' g' VO E' u'g' r' r'cuo >' gp' r' c' go r' t'guc' m'ec' n'0"

Ukp'go deti q. 'v'co d'k' p' ecdg' o g'pek'q'p'c' t' s' w'g. 'c' r' guct' f' g' guv'g' eq'p'v'z' v'q' k'p'v'g'p'cek'q'pcn' q'v'q' f' g' m'qu' r' c' f' u' g' u' r' tqf wev'q' t'gu' f' g' r' k'eni'w' r' u' J' k'wz' f' gn' r' tq{ gevq' KO X. 'Uw' f' h' t'ec. 'gn' ewcn' w'x' q' wp' r' cr' gn' ecuk' k' f' 2 p'v'ek' c' n' c' ti gpv'p' q' gp' gn' r' r'p' f' g' r' c' ecuc' o c'v'k' . 'p'q' t'guw' >' v'cp' g'z'k'v'qu' eqo q' u'f' m' h'w'g' gp' Cti gpv'pc' 0G' u' f' gek. 'r' r' r'p'v'c' u'w'f' c' h' t'ec' p'c' u'g' guv'cd'ng'ek' >' eqo q' w'p' c' f' g' r' tqf wev'q' t' c' f' g' r' k'eni'w' r' u' J' k'wz' { " UY '6' u'ki v'k'g'p' f' q' m'qu' r' k'p'g'co k'g'p'v'qu' o ctecf qu' r' qt' gn' hub' f' g' r' tqf wek' >'p' gp' V'ck' r' p' f' k' { " eq'p' w'p' r' r'p' dcuc' f' q' gp' r' c' g'z' r' qt'v'ek' >'p' c' w'p' c' t'gi k'p' eq'p' w'p' c' gut'wewt' c' geq'p' >' o k'ec' o c' { q' t'k'ct'k'co gpv'g' r' t'ko c' t'k'c' 0P' q' q' d'uv'p'v'g. 'guv'c' hto c' p'q' c'recp' >' m'qu' u'q' d' t' g' u'c' r' k'g'p'v'g' u' t' guw'nc' f' qu' r' tqf wev'xqu. 'eqo gtekr'gu' p'k' f' g' eq'p'v'p'k' q' m'ec' n' s' w'g' u'f' m' i t' >' VCUC' 0"

F'g'guv'g' o q'f' q. 'gp'v'p'f' k'g'p' f' q' c' r' GO' eqo q' wp' *espacio social trasnacional* eq'p' f' k'v'k'p'v'qu' i t'w' qu' f' k'ur' w'c'p' f' q' r'cu' l'g' t'c' t' s' w'f' cu' { " gut'cvgi k'cu' gp' u'w' k'p'v'g' t'k' t. 'r'cu' f' k' t' g'ev'x' cu' f' g' r' c' ecuc' o c'v'k' 'p'q' r' w'g' f' gp' x'g' t'ug' f' k' t' 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' l'g'ew'x' qu' m'ec' r'gu' r' q'ug'g'p' w'p' c' k'p' l'g' t' g'pek' t' g' r' x'c'p'v'g' gp' r' c' c'ek' >'p' f' g' r' c' h' k' r' c' n' 0C' u'f' r' w' f' q' x'g' t'ug' e' >' o q' r' c' r' tqf wek' >'p' f' g' VCUC' u'g' guv'c' p' e' >' gp' v' t' g' 4228' { " 4232' c' r' guct' f' g' r'cu' r' g' t'ur' g'ev'x' cu' u'q' d' t' g' w'p' c' o c' { q' t' r' q'v'g'pek' r' n' f' c' f' f' g' etgelo kgpvq' 0 Cf go a u.' r'cu' g'z' r' qt'v'ek' q'p'gu' f' g' r' c' hto c' u'g' eq'p'eg'v' t' c' t' 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 gukpu" 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" cdcuvekf 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{ gevqtk" cuegp" f gpv0UKdlgp" guvg" eqo r qp" gpvg" mecn' guwxq" cr q{ cf q" gp" rc" *incrustación internacional*" { "rcu" eqpf lekqpgu" geqp" > o lecu" o gpekqpcf cu" r tgxkco gpvg. "vco dk2 p" ecdg" f guvect" s wg" gucu" kpek" vxcu" hwgtqp" hqto wrcf cu" f guf g" rc" hkrkn' mecn' 0Gu" f gek. "rc" ecuc" o ctk" 'pq" ng" j cd" f" cuki pcf q" pwxcu" kpxgtukqpgu" f g" tngxcpekc" c" rc" uwdukf kctk. "pq" r rcpgec" wp" cwo gpvq" gp" rc" r tqf week" p" iki pklc" vxc" { "ng" j cd" f" r gto kfk q" c" Vckrpf kc" cdcuvegt" c" i tcp" r ctvg" f g" nqu" o gtecf qu" rc" kqco gtecpqu" c" nqu" s wg" Cti gpvkc" ng" j cd" f" g"zr qt vcf q" r tgxkco gpvg" 0F g" guvg" o qf q. "rc" t{ gevqtk" r quvgtkt" pq" r wfg" g" ugt" Apleco gpvg" g"zr rdecf c" eqo q" r ctvg" f g" rc" *incrustación internacional*" f g" rc" hkrkn' cti gpvkc. "f glcpf q" xgt" e" > o q" grgo gpvu" f g" rc" *incrustación nacional*" lwi ctqp" wp" tqn' ko r qt vcpvg" gp" rc" eqphqto cek" p" f g" rc" gutcvgi kc" { "rc" qdvpekc" p" f g" nqu" t guwncf qu" r quvgtkt" gu" 0Guvg" eqo r qp" gpvg" mecn' hwg" wp" j cmc" i q" f g" rc" r tgu" gpvg" vgu" { "pq" hqto cdc" r ctvg" f g" rcu" j kr > vgu" f g" tcdclq" eqp" rcu" ewcrgu" ug" kpekctqp" guvc" kpxgu" ki cek" p. "s wg" ug" epgvtcdcp" gp" gn' tqn' f g" rc" uwdukf kctk" gp" rc" qti cpk" cek" p" o wnkpekcqpcn" rc" gutwewtc" { "rc" gxqwek" p" f g" rc" geqpqo "f" rc" kqco gtecp" { "nqu" vkr qu" f g" xgi "f" wnu" 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 gtcel" p" { "cr q{ q" eqp" gn' UO CVC. "rcu" r qn' kcu" r Àdrkecu" f g" r tqo qek" p" ugevqtkcn" rc" tglpxgtuk" p" f g" rcu" i cpcpeku" { "rc" f kr nqo cek" eqo gtekn" r ctc" eqps wkrct" pwxqu" o gtecf qu" f g" g"zr qt vcel" p" 0F g" guvc" hqto c. "rc" pwx" c" cf o kpkwtcel" p" nqi t" > t2 eqtf u" s wg" uw" gtctqp" tgi kwtqu" j kw" tlequ" f g" rc" kpf wwtk" cwqo qvtk" "cti gpvkc0"

Gp" r ct vkrct. "gn' eqo r tqo ku" { "eqqr gtcel" p" eqp" gn' UO CVC" ug" hqt" > "eqp" rc" eqpf week" p" f g" Tlectf q" Rki pcpgnk" nwi q" f g" hwgtvgu" gph" gpvco kgpvu" uqp" gn' ukp" f kec" vq" gpvt" g" 4225" { "42290" Guqu" cewgtf qu" kpenw{ gtqp" rc" ko r qulek" p" f gn' VRU" gpvt" g" nqu" tcdclcf qt gu. "rc" o qf kkecel" p" f g" nqu" eqpxgpku" eqrgev" xqu" f g" tcdclq" { "rc" r ct vkr cek" p" f gn' ukp" f kec" vq" gp" rcu" pgi qekcelqpgu" eqp" rc" ecuc" o ctk" r ctc" rc" qdvpekc" p" f g" rcu" kpxgtukqpgu" f g" 4235/42370"

C" uw" xgl. "gp" guvg" Ànko q" tgeqtkf q" ug" f guvectqp" rcu" f kwp" cu" hwgpvgu" f g" hpcpekc" o kpvq" r ctc" rc" b" c{ qt" kpxgtuk" p" cwqo qvtk" f g" rc" j kw" tlc. "gpvt" g" rcu" ewcrgu" guvcdep" rcu" o kuo cu" i cpcpeku" f g" rc" go r tgu. "dcpequ" mecrnu" g" kpvgtpekcqpcrgu" { "et2 f kqu" guvcrgu" c" vcucu" uwdukf kcf cu" 0Gpvt" g" guqu" Ànko qu" ug" f guvecp" nqu" et2 f kqu" HQP F GCT" s wg" hwgtqp" et wekrnu. "pq" uqm" r ctc" VCUC. " ukpq" vco dk2 p" r ctc" f qu" f g" uwu" r tlpek" crgu" cwqr ct vku" cu. "F gpu" q" g" kpf wwtkcu" I wkf 0"

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'wkkk »"gp'gucuf² ecf cu0Guvqu'j cme| i qu'uqdtg'gn'cr q{ q'gucvnc'c'rc'htc o c"
lcr qpqguc"uqp"tgrgxcpvgu'r ctc"guvc"lpxguki cek»p" { c"s wg"o c'kk cp"cri wpqu'f g"nu'gpwpekf qu'f g"
rc"j kr »vguku'kpeken'f g"guvc"vguku. "gp"rc"ewcn'ug"uquvpg" c"s wg"gn'f gucttqm'f g"VCUC "ug"f kq"f g"
hqt o c"lpf gr gpf kpgv'f g"rcu'r qn'kccu'r Àdrcu0'F g"guvg"o qf q. "uk'dkpg"gn'Guvcf q"cti gpvpc"pq"
f kki k»"guv'r tqeguq'f g'f gucttqm" { "gur geknk' cek»p"gp'rc'r tqf wek»p'f g'r keni'w u'/pk'eqp"Vq{ qvc"
pk'eqp"gn't guv'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 rkgi wg'f guetkr vq0Guvq"eqpvcuvc'eqp"gn'ecuq'vc'krcpf² u'f qpf g'gn'Guvcf q'f g"guv"
r c'f'u'rcp| »"wpc'r qn'kcc'f g'õr tqf wev'eco r g»p"pcekqpcr'eqp"wpc'ugt'k'f g'kpegpv'xqu'kuecrgu" { "
eqo gtekrngu'r ctc"s wg"rcu'go r tgucu'cwqo qv'legu'ug"gur gekr'ekgp"gp'rc'rc'dt'kecek»p'f g'r keni'w u0'
Rqt"gn'eqpvc'tkq. "gp" Cti gpvpc. "guv'r tqeguq'guwxq"b c{ qto gpv'eqpf wek'q' r qt'gn'bo gtecf q. "eqp"
gn'r tqvc' qpkuo q'r kqpgt'f g"Vq{ qvc" Cti gpvpc. " { "gn'Guvcf q"ceqo r c° »"gn'et geko kpgv'f g"guvc"
go r tguc" { "f gn'ugevt'gp'uw'eqplwpv'eqp'rcu'f k'k'pvcu'bo gf kf cu'bo gpekqpcf cu0"

Rqt"Ànko q. 'ug'f gucec'gn'tcdclq'f g'f kr mqo cek'e'eqo gtekn'gp'hu'r c'f'gu'rc'k'pco gtecpqu"
nwgi q'f g"rc'qdvpek»p'f g"rc'kpxgtuk»p. "s wg"eqp»"eqp"gn'cev'k'cf kekqpcn'f gn'kf kqo c" { "gn'j wuq"
j qtctk'eqo r ct'kf q. "m"s wg'rg'r gto kkk" c"rc'htc o c"i cpctng'f lej qu'bo gtecf qu'c"Vq{ qvc"Vckrcpf k"
{ "eqpetgvt'mu'cwo gpvqu'gp'hu'p'k'g'gu'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'ekgpv'f g"
r ct'v'ko r qt'vcf cu'uqdtg'xgj 'f'w'qu'r tqf wek' qu'j c'kf q'dclcpf q'uquv'pk'co gpv. "f c'pf q'ewgpw'f g"
wp'r tqeguq'f g"o c{ qt'eqp'v'pk'q'mecn'gp"uwu'xgj 'f'w'qu'0'Guv"v'pf gpek'v'kpg"eqttgr'v'q"eqp"gn"
o c{ qt'et geko kpgv'gp'rc'r tqf wek»p" { "rcu'g'zr qt'v'ekqpgu'f g'rc'htc o c"gp'rc'ugi w'pf c'f² ecf c'f'gn'
uki mq0Cu'f' "guvc"lpeqtr qt'cek»p"q'cwo gpv'f g'r tqf wek»p'f g'rc'bo c{ qt'r ct'v'f g'hu'r tqxggf qt'gu"
gpvt'g'x'k'vcf qu'f gur rc| ctqp'r ct'v'ko r qt'vcf cu'Xgpc'wno. "F cpc. "I w'k'k" Dquj qmw. "Rqiko gvcn" { "
O kti qt-0Nc'bo c{ qt'r ct'v'f g'gucuf'k'peqtr qt'cekqpgu'ug'f kq'gpvt'g'4236" { "4237. " { "ug'r tqf w'gtqp'gp"
f'p'gc'eqp"gn'ugi w'pf q'ek'q'c'uegpf 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"rc"vguku'r gto kg"t'gh'gz'k'pct"
cegtec'f g'rc"cek»p"geqp»o kec'f g'u'dukf kct'ku'f g"GO u'gp'r c'f'gu'r g'k'f' t'kequ0'Rqt"wp'rc'f q. "rc"
g'x'kf gpek't'grgxc'f c'r gto kg'x'gt'rcu'f k'gt'gpekcu's wg"gz'k'v'gp'gpvt'g'rcu'f k'k'pvcu'htc o cu. "k'penw'q'gp"
wp'o kuo q'ugevt'geqp»o leq0'F g"guvg"o qf q. "m"x'k'v'q'gp"guvc"lpxguki cek»p't'g'ch'htc o c"rc'kf gc'f g"
s wg" pq" r w'f g" r gpuctug" c" guvcu' eqo r c° 'f'cu' eqo q" ci gpv'gu" j qo qⁱ 2 pgqu. " w'pkct'kqu. "
o czko k'cf qt'gu. "eqp'l'ph'qto cek»p'eqo r r'gv" { "t'cekqpcrk'cf 'r g'gh'gvc0'

Gu'f gek. "s wg'guv'qu'cev'qt'gu'up'gp't'gcrkf cf "qti c'pk' cekqpgu'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'cekqpcrk'cf "gp'rc"d'Àus w'f c'f g'f lej qu'h'p'gu. "rc"o kuo c"gu^a 'f g'riko kcf c'r qt"
uw'eqpv'gz'vq0'Gp'r ct'v'ewrct. "rc"gu't'cv'gi k'f g'rcu'uw'dukf kct'ku'f g"GO u'ug'r w'f g'gp'v'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"hpckekqtu"gp"rc"ugf g"egpvcn"r gtq"gn'gur cekq"kpvt pq"gp"u"gu"o w { "f kxgtuq" { "gu^v "uwlqv" c" f kucwukqpgu."eqphkcvu" { "muj cu0'Nqu"mjo 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 wkwrt." f wcpvg"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 gvpck"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"ekgtu"o^a ti gpgu" f g"ceek»p" f g"rcu"go r tgucu"uwlukf kctku"r ctc"r tqr qpvt"guvcgi kcu"cnvtpvxcu" s wg."emtco gpvg." f gdgp"ugt"pgi qekcf cu'eqp"rc"ecuc"o ctk k' r ctc"uwko r ngo gpvck»p0Guv"r gto kg"eqo r nglk ct"rc"ko ci gp"o qpq"mck" f g"rc"Go r tguc"O wmkpcekqpcn'eqo q"wp"cevqt"j qo qi² pgq"ew { q"Àpleq"egpvt q" f g" f geku»p"ug"wdlec"gp"rcu"qhckpcu"egpvcrgu0'F g"guvg"o qf q."ugt"lc"kpvt gucpvg"eqpvkvt"guvg"vr q" f g"cp^a rkuku"gp"r tqhwf kcf f g"GO u"gp"rc"lpf wutk"cwqo qvtk { "gp"qvtqu"ugevtgu"geqp»o lequ" r ctc"j emt"rc" r ct wkwrtkcf 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 c" f g"nqu"ghqs wgu"vg»tlequ"s wg"r ncvpvc"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'uwv wguv" f g"s wg"gnko r cev"geqp»o leq" { "uqekrnf 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 wkwgp"eqp"nqu"cevqt gu"necrgu."gpvt g"nqu"ewcrgu"ug" f guvcc"gn'r cr gn'f gn'Guvf q0⁴⁷⁵"F g"guvg"o qf q."wp"r c"j"integrado periféricamente gp"rc"EI X" f g"rc"lpf wutk"cwqo qvtk "r wgf g"guvccr"uw'r qulek»p"gp"rc"ecf gpc"gp"rc"o gf kf c"s wg"mgxg" c"ecdq"cevkkcf 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 gvkkxcu"kpvt pcekqpcm gpvg."cn'eqo q"nq"o wvutcp"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 ctcvxc"o gpvg"nqu" f gugo r g° qu" f g"rcu" f kwpvcu"vgo kpcrgu"cwqo qvtlegu" f gpvcpf q"wp"eqo r qt wco kgpvq" f hgt gpekcf q"gpvt g"gmru."gp"gn'ewcn'ug" f guvcc"rc"vt { gevtk" f g" Vq { qvc" Cti gpvkpc0'Nqu"t guwvxf qu" f g" guvg"cp^a rkuku"

⁴⁷⁵C wps wg"gp"guvg"ecuq"guvg"hcvt"pq"j c { c"ukf q"vc" f gvt"o kpcpv."eqo q"u"nq"hw"gp"Vckrpf k0

cttqlctqp"wp"rkf gtc| i q" f g"rc" hkt o c" lcr qp guc"gp"mqu"pkxgrgu"r tqf wekxqu. "rcu" xgpvcu. "rc" r qulek»p" gp"rc" eAr wrc" geqp»o lec"cti gpvpc" { . "uqdtg" vqf q. "mqu" tguwncf qu" eqo gtekrngu" c" r ctvkt "f g" uwu" gZR qtvekpqgu. "cniq" eqpvqpkf q" mceci'f g" uwu" xgj "fawqu" { "uwu" uwr gtcxkctkqu" ucif qu" eqo gtekrngu0' Guqu" mji tqu" ug" f guwecp" f gdlf q" c" mqu" r tqdngo cu" gwtwewtcrngu" f gn' eqo r nglq" cwqo qvqt" xlpewrcf qu" c" uwf² hkek' eqo gtekrn' { "cni'cniq" wuq" f g" cwqr ctvku" ko r qtvcf cu. "eqo q" vco dk² p. "r qt" gn' eqpvz vq" f g' t'gtceek»p" f g'rc" kpf wutkc" gpvtg" 423: { "423; 0F g" guvg" b qf q. "ug" r wf q" eqo r tqdct' s wg" gp" v² to kpqu" f g" r tqf week»p" kpf wutkc" n" go r nqg. "eqo gteq" gzvgtkqt" { "eqpvqpkf q" mceci'f g" mqu" xgj "fawqu" gn' ucif q" f g'rc" tcf kecek»p" f g" Vq { qvc" gp" Cti gpvpc" hwg" r qukxq0Gp" r ctvkwrc. "gp" guvqu" Anko qu" cur gevqu" gn' ecuq" f g" Vq { qvc" hwg" vpc" gzege rek»p" gp" gn' ugevqt0F g" vqf qu" o qf qu. "vco dk² p" ug" r qf t'c" r gpuct' s wg" ulp" rc" gz kugpek" f gn' eqo r nglq" f g'rcu" vto kpcrgu" hqu' t' guwncf qu" eqo gtekrngu" j wdkgtcp" ukf q" f ghpkxkco gpvg" r gqtgu0

" Cu" gn' ecuq" f g" Vq { qvc" hwg" emtco gpvg" uwr gtkqt" cni' t' guvq" f g" rcu" hkt o cu. "ulp" go deti q. " cpcrk| ct" c" guw" eqo r c° "c" pq" uqmq" uki pkhec" gZco kpct" õrc" gzege rek»p" c" rc" tgi rcõ. " { c" s wg" rc" gwtcvgi kc" f g" Vq { qvc" gp" Cti gpvpc" o qrf g»" gn' eco kpc" ugi wkf q" nwg" q" r qt" Hqtf. "Xqmy ci gp." Pkuucp" { "T gpcwrc" gp" rc" gur gekrc| cek»p" mceci'gp" r leni'wrc u' b gf kpcu' ew { q" f guvq" r tkpekrc ni' gu" rc" gZR qtvekek»p" cni' t' guvq" f g" Co² tlec" Ncvpc0F g" guvg" o qf q. "r qf t'c" r gpuctug" s wg" vco r qeq" gp" guvg" f gdcvgr qf t'c" r eqpukf gtcug' mqu" ghgevqu" f g'rcu" vto kpcrgu" cwqo qvtegu" gp" r c' ugu' t' gzege vqtgu" f g" hqto c" j qo qi² pgc. " r quklrkcpf q" ghgevqu" f kxgtuqu" f gr gpf kppf q" f g" rc lu" gwtcvgi kc lu" ko r ngo gpvcf c" r qt" rc lu" eqo r c° "c" lu0

Gp' ewcpvq" c" uw' xlpewrc ek»p" eqp" mqu" r tqxggf qtgu. "ug" j c" r qf kf q" f kwekf ct' s wg" c" r ctvkt "f gn' 4234" gn' eqghkekpgv" f g" r ctvku" ko r qtvcf cu" uqdtg" xgj "fawqu" 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" mceci'gp" uwu" xgj "fawqu0Ukp" go deti q. "wpc" i' t' cp" r ctvq" f g'rcu" cwqr ctvku" ko r qtvcf cu" uqp" f g" cnc" eqo r nglkcf. "r tqxkpkppf q" f g" Vckrcpf kc" *hub" o wpf kci' f g'rc" J knvz+ "f g" Dtcukl" *O gtequw+ { . "ecf c" xgl" o gpqu. "f g" Lcr »p" *ecuc" o c' vkt +0Nc" ko r qtvekek»p" f g" guvqu" ukvgo cu" *r tkpekrc m gpvg" mqu" o qvqtgu" { "rcu" eclcu" f g" eco dkq+ " ug' f guwec" r qts wg" uqp" f g" cnc" eqo r nglkcf "v² eplec" { . "r qt" m' vcpvq. "r quggp" b c { qt" xcrqt" ci tgi cf q" s wg" qvctcu0

Cf go^a u. "ug" j c" xkuvq" s wg" VCUC" co r nk» hwtvgo gpvg" uw' dcug" f g" r tqxggf qtgu" mceci'gn' f guf g" uw' kpuwrc ek»p" gp" gn' r c' u0Gp" guvg" ugpvkf q. "vco dk² p" ug" eqttqdt»" s wg" rc" o c { qt" c' f g" mqu" r tqxggf qtgu" tcf kecf qu" gp" gn' r c' u' f g" Vq { qvc" uqp" f g" ecr kcrngu' pcekqpcrgu0Ukp" go deti q. "c" r guct" f g" gmj. "vco dk² p" ug" qdugt x»" s wg" rc" i' t' cp" b c { qt" c' f g" guvqu" ug' f gf kcp" c" cevkkcf cf gu' b^a u' uko r ngu. " wrgu" eqo q" rc" hcdtkecek»p" { "r tqxkuk»p" f g' r ctvku" b^g n' ecu" { "r n' ukecu0Cf go^a u. "b" wej cu" f g" guvcu" cwqr ctvku" r quggp" xgpvclcu" ht gpvg" c" rcu" ko r qtvcf cu" r qt" ugt" r kgl cu" bulky. "rcu" ewcrngu" uqp" f k' f' krgu" { "equvqucu" f g" vcpur qtvt0Nc" gzege rek»p" gp" guvg" eqplwpvq" m" r t' gupvc" O ki qt. " { c" s wg" hcdtlec"

r ctvgu'eqo r nglcu."eqo q "mqu'ukugo 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 ctvg' eqo r nglc" c" r ctvk" f g" w" cewgtf q' f g" vcpuhgt gpek" vgepqn» i kec' eqp" wpc" b" wmpcekpnci'
 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 wkpff q" c" r" rktcwtc." guv" guecno kpvq" gu" wpc" f g" mqu" o ^a u" f kfkkgu" f g" mji tct." r qt"
 m" vcpvq." guv" r ctvewrt" ecuq" tgxkug" 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" ukugo cu" f g" o c { qt" xcmq" uqp"
 cwqr ctvkcu" 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" cevkx" 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" hwtvg" gzi 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 ctvkcu" ug" f kxf kgtq" gp<"relacional" eqp" ukugo kvcu" i mdcrgu" lcr qpgugu." modular eqp"
 cwqr ctvkcu" i tcpf gu" pq" lcr qpgugu" { " cautiva" eqp" r" o c { qt" c" f g" mqu" r tqxggf qtgu" f g" ecr kcrngu"
 pcekpcrgu0'

Cu" f" 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" gzi r tqvcekppgu" { " gn' eqpvkpf q" mdecnf g" mqu" xgj p" ewqu" f g" VCUC"
 tgf wpf »" gp" o glqtgu" ecr cekf cf gu" v² epkecu" f g" rcu" cwqr ctvkcu" xkpwrcf 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" gztcpigtcu" { " rcu" go r tgucu" pcekpcrgu"
 s wg" hcxqtgegp" r" vcpuhgt gpek" f g" vgepqn i c" { " eqpqeko kpvqu" f g" rcu" hkrkgu" gztcpigtcu."
 hqo gpwcpf 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" gztcpigtcu" { " rcu" go r tgucu"
 pcekpcrgu" etgcp" x" pewqu" f gr gpf kpvgu." r gtr gwcpf q" r" f gr gpf gpek" f g" rcu" go r tgucu" { " rcu"
 tgi kppgu" j cek' mqu" ci gpygu" gztgtpqu" *Rcxn' pgm" 423: =I gwpi "('Eqg." 4237+0"

Cu" f" gp" guv" ecuq" ug" j c" r qf kf q" xgt" s wg" r" o c { qt" r ctvg" f g" rcu" cwqr ctvkcu" f g" ecr kcrngu"
 mdecrgu" ug" j cp" xlvq" dgpghkek f cu" r qt" r tqeguqu" f g" upgrading de procesos, r tkpek rno gpv" c"
 r ctvk" f g" r" kpvtf week»p" f gn' VRU" { " gp" ugi wpf q" nvi ct" r qt" r" kpeqr qtcel»p" f g" o cs wkpctk"
 o qf gtpc0' Cf go ^a u." cni wpcu" f g" gmqu" r wf kgtq" ceegf gt" c" qvtqu" enepvqu" mdecrgu" c" r ctvk" f g" uw'
 x" pewqu" eqp" VCUC0' Rgtq" gn' gngo gpvq" s wg" r" i tcp" o c { qt" c" f g" mqu" r tqxggf qtgu" f guvcc" eqo q"
 r tkpek rni dgpghkek q" gu" r" r tgxkukdkkf cf" f g" mqu" cwo gpvqu" i tcf wcrngu" { " uquvpkf qu" gp" r" r tqf week»p"
 f g" xgj p" ewqu" f g" Vq { qv0' Guq" rgu" r gto ksg" 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 wevkcu" 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" cni wpqu" 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" wp" r cñu" *integrado periféricamente* " c" r" EI X" cwqo qvtk " { "guq" eqpmgxc" wpc" ugtkg" f g" r tqdrgo cu" { " rko kcekqpgu" 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" gztcpplgtk cekp" f g" r" tco c" vgo kpcn" { " f g" r" r tqf weekp" f g" mqu" r tkpek crgu" ukvgo cu" f gn'xgj ñewñ" of qo kpcf c" r qt" wp" r w" cf q" f g" go r tgucu" o wnkpcckqpcrgu" c" plxgn'ò wpf kn' . "r" gur gekrñk cekp" gp" r" u" cevkxf cf gu" eqp" o gpqt" xcmt" ci tgi cf q" f g" r" ecf gpc. "r" f gr gpf gpek" f g" vgepqmñ ñc" gztcpplgtc" { " r" u" f hlewncf gu" f g" r" u" go r tgucu" cwqr ct" vku" cu" mñecrgu" r ctc" eqo r gvt" kpgtpeckqpcm gpv0Guv" tqn" gp" gn'guegpctkq" kpgtpeckqpcn' pq" ng" r gto kg" cn' r cñu" eqpegpvtct" r" u" hwpekqpgu" s wg" o " u" xcmt" 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" gxkf gpek" j ku»tlec" kpgtpeckqpcn" vco dk' p" gu" ko r qtvcpy" ug" cmt" s wg" guqu" ecuqu" uqp" o kptkctkqu. " { " mqu" o " ti gpgu" f g" ceekp" r ctc" i gpgtct" gug" f gucttqmñ" uqp" gvtgej qu" gp" wp" 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 mñcni' Guv" o cteq" j ku»tleq" { " eqpegwcn'pq" 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 cekgp q" 2 phcuki" gp" uwa" ectcevtñu" i gpgtcrnu" { " uwa" r tqdrgo cu" gutwewtcrnu" r ctc" f guvect" r" gzeq ekqpcnk cf " f g" Vq { qvc" Cti gpvkpc0Cuñ" u" f gucttqmñtqp" r" u" f kpkvcu" gvr cu" f g" r" kpf wwtk" f guf g" uwa" kpekqu" gp" 3; 42" j cuvc" r" etkuku" f g" r" eqpxgtvdkrk cf " ug" cncpf q" s wg" r" u" r tqdrgo " vkecu" f gn' cncpeg" f g" uwa" gztvcekqpgu" { " uwa" ucif qu" eqo gtecrnu" { " c" ug" gpeqpvtcdcp" r t gupvgu" gp" guv" tgeqtkf q0Gp" r ctvewrct. "gp" r" f 2 ecf c" f g" 3; ; 2" ug" mngx»" c" ecdq" wpc" r tqhwpf c" tgeqpxgtukp" f gn' eqo r nglq" s wg" r gto kx»" wpc" o glqtc" r tqf wvxc" { " vgepqñi kec" { " i gpgt»" wpc" ucikf c" gztvcf qtc" r ctc" r" tco c" vgo kpcn" c" r ctvt" f g" r" etgcekp" f gn' o gtecf q" tgi kpcni' Ukp" go dcti q. " f wtvcpy" guvc" gvr c" vco dk' p" ug" ci wf k »" gn' f 2 hlek' eqo gtecrn' f g" r" kpf wwtk. " xkpewrcf q" gp" i tcp" o gfkf c" cn' cwo gpvq" f g" r" u" ko r qtcekqpgu" f g" cwqr ctvgu" r ctc" r" r tqf weekp" f g" xgj ñewñu. " { " r" u" gztvcekqpgu" ug" eqpegpvtctqp" hwgtvgo gpv" gp" Dtcukr0

Nvgi q" f g" r" etkuku" f gn' hkp" f g" r" eqpxgtvdkrk cf " r" kpf wwtk" cwqo qvtk " gztv gto gpv" wpc" hcug" f g" gztv cpukp" cwps wg" mqu" r tqdrgo cu" f gtxcf qu" f g" uw" dcncp| c" eqo gtecrn' { " f gn' cnq" wuq" f g" kpuwo qu" ko r qtvcf qu" ug" o cpwxkgtqp0C" r ctvt" f g" r" cuwpekp" f gn' i qdkgtpq" f g" Eco dkgo qu" c" hkgu" f g" 4237. " gn' eqo r nglq" cwqo qvtq" uwtk »" wp" hwgtv" t gvtqeguq" f cf q" r qt" r" t gvtceekp" f g" uw

r tqf weekp. 're'eqpwpkf cf 'f g'iqu'cnqu'pkxgrgu'f g'ko r qtcekppgu'f g'cwqr ctvgu'{'re'cr ctkekp' f g'grxcf qu'f² hleku'gp'rcu'r ctvk cu'f g'xgj 'fwmqu'vgo kpcf qu. 'm'ewnci t ex>'mup'gi c'v'xqu'ucf qu' eqo gtekrqu'f g'rc'kpf wutk0'Uk'dkcp'gn'f² hlek'eqo gtekn'f g'guv'tco c'guv^a r t'gugpv'gp'qvtqu' r c'f'gu. 'rcu'r ctvewctkf cf gu'f gn'eqo r rglq'cwqo qvt'cti gpv'p'gp'guv'cur gev'tgucncp'r qt'uw' wco c^o q't'grv'xq'{'gn'r tqdrgo c'j kw>t'leq'f g'rc'restricci3n externa'cti gpv'p'0

" F g'guv'o qf q. 'gp'dcug'cn'ecuq'f g'Vq{qvc'gzr wguv'gp'guv'v'guku. "{'gp'rc'd'Àus wfc'f g' r tqr lekt'wp'eqo r qt'wco k'p'v'f g'o c{qt'r tqf weekp. 'gzr qtcekppgu'{'o gpqt'f gr gpf gpek'f gn' o gtecf q'f g'Dtcukl'gp'gn't'guv'f g'rcu'cwqo qvt'legu'eqp'ecr cekf cf 'kpuv'ncf c'gp'rc'Cti gpv'p'. 'rc' r q'f'lec'r Àdrec'r wfc'g'k'p'egpv'xct'mu'hcevqt'gu'gzr r'ecv'xqu'f gn'f gugo r g^o q'f g'Vq{qvc'eqp'o c{qt' r tqdcdk'cf 'f g'ugt'gzv'cr q'rcdrgo0"

" Cu'f' wpq'f g' m'qu'hcevqt'gu'r tk'p'ek'crgu'f g'rc' vtc{gev'tk'f g' Vq{qvc's w'g'r wfc'gp'ugt' tgr r'ec'drgu'gp'qvt'qu'ecuqu'ug'gph'ec'gp'rc'gz'kuv'pek'f g'r r'v'chqto cu't'gi k'p'crgu'gz'ewv'x'cu. 'm' ewnc'r gto kg'rko kct'rc'eqo r g'v'pek'{'r tqo q'xgt'rc'eqo r rgo gpv'ct'k'f cf 'eqp'Dtcukl'Eqo q'ug'j c' xkuv'gp'rc'k'p'x'guki cel'p. 'rc'g'ut'cv'gi k'f'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'w'f'lekn'r ctc'Cti gpv'p'0'Gp'gug'ugv'kf q. 'ug'x'c'rt'c'r qu'k'x'co gpv'g's w'g'rc'ng{'f gn' T²i ko gp' f g' F guctt'qm' {" Hqt'v'rgelo k'p'v'q' f gn' Cwqr ctv'kuo q' Cti gpv'p'q' *Ng{' 490485+' uc'pek'p'cf c'gp'4238'guv'd'rg'eg'rc'p'ge'guk'f cf 'f g'eqp'vt'eqp'o qf grqu'gz'ewv'x'qu'gp'gn'O gtequw' r ctc'r qf gt'cf j g'kt'ug'cn't²i ko gp'0'cf go^a u. 'rc'ng{'f g'Rtqo q'ek'p'f g'rc'k'p'f wutk'Cwqo qvt'k' / Cwqr ctv'kuc'{'uw'Ec'f gpc'f g'X'c'rt' *Ng{' 4908: 8+'uc'pek'p'cf c'gp'ugr'v'go dt'g'f g'4244'uki w'g'guv' f'k'geek'p'{'c's w'g'rc'cr tqd'cel'p'f g'mu'r tq{gev'u'f g'k'p'x'gt'uk'p'r t'gug'p'v'f qu'gp'gn'o cteq'f g'f'lej c' ng{'t'gs w'gt'g'rc'cf j g'uk'p'r t'g'x'k'cn't²i ko gp'k'p'uk'w'kf q'r qt'rc'4904850"

" Uqdt'g'guv'dcug'ug'eqp'kf gtc's w'g.'cp'v'g'rc'k'p'ecr cekf cf 'f gn'r c'f'u'f g'm'q' tct'cncu'geq'p'qo 'f'cu' f g'guv'nc'c'pk'x'gn'ugev't'kcn'eqo q'u'f'r wfc'gp'j c'eg't'p'cek'ppgu'i t'cp'f gu'eqo q'Ej k'p'. 'k'p'f'k'{'Dtcukl' rc'gur g'ek'cn'k' cel'p'gp'r leni'w'u'o g'f'k'p'cu's w'g'ug'j c'k'f q'r tqf w'ek'p'f q'gp'mu'À'ko qu'c^o qu. 'k'p'g'g' ko r qt'v'p'v'gu' g'h'gev'u'r qu'k'x'qu'gp'rc' g'ut'v'ew'tc' k'p'f wut'kcn'f qo² u'lec'0'Gp'v'g'mu'o kuo qu'ug' gp'ew'gp'v'c'< gn' c'rc'p'eg'f g' o c{qt'gu' guv'c'ru' c' r ct'v'k'f g' w'p' r tqf w'ev'q' gur g'ek'cn' o c{qt' eqo r rgo gpv'ct'k'f cf 'eqp'Dtcukl'*r leni'w'u'ej k'ecu'{'eqp'O²z'leq'*r leni'w'u'i t'cp'f gu'+ 'm'ewnc'r gto kg' ceeg'f'gt' c' o gtecf qu' f gn' O gtequw' {" r'v'p'q'co g'lek'cp'qu. " {" i gp'g'c' w'p'c' o c{qt' gur g'ek'cn'k' cel'p'f gn'gp'v'co cf q'cwqr ctv'kuc'f qo² u'lec'0'Rqt'm'ewnc'ug'r r'p'v'g'rc'r qu'k'd'k'kf cf 'f g' uwo ct'k'p'egpv'x'qu'gur g'e'f'lequ'c'rcu'k'p'x'gt'uk'ppgu'gp'guv'v'k' q'f g'x'gj 'fwmqu'r ctc'r tqh'w'p'f k' ct'guv'g' r g't'h'kf g'rc'k'p'f wut'k'cwqo qvt'k' cti gpv'p'gp'gn'o w'p'f q0"

" C'uw'x'g|. 'c'guv'g'rgo gpv'ug'r wfc'g'uwo ct'rc'r tqo q'ek'p'f g'rc'w'k'k' cel'p'f g'r r'v'chqto cu' eqo w'p'gu'f g'r leni'w'u'eqp'UWXu.'r gto k'k'p'f q'c'rc'p| ct'o c{qt'gu'geq'p'qo 'f'cu'f g'guv'nc.'eqo q' j k'q'Vq{qvc'0'Rct'rc'go w'rc'ek'p'f g'guv'qu'o qf grqu'r qf t'f'p'f guctt'q'm't'ug'f k'v'k'p'v'u'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¶urlec's wg"j c"vppk q"gn'o qf gmq"fg"Vq{ qvc" { "j q{ "r ctgeg"i gpgtcrk ctug"cn" tguvq"fg"gn'ugevqt."gu"gn'hwtg'r gthkn'gizr qtvcf qt "fg"rc"kp wutlcOGuvq"cwqt"eqpukf gtc"s wg."f cf qu" rqu"j kur>tlequ'r tqdrgo cu'f g'hcnc'f g'f kxkucu'gp"gn'r c¶u."s wg'ug'ci wf k ctqp"gp"rqu"Ànko qu'c° qu."{ " gnlect° evgt'f ghlekctkq'f gn'ugevqt."gn'r gthkn'gizr qtvcf qt "fg"rc"kp wutlc'cwqo qvk' f gdg'eqpugt xctug" { "r tqhwpf k ctugONcu'o gpqtgu'gizr qtvcckppgu"fg"xgi ¶ewrqu"s wg'ug'tgcrk ctqp"gpvg"4234" { "4239" pp"uqp"eqo gtekrm gpvg"uwvpgvcdrgu'r ctc"rc"xkdkkf cf "f gn'eqo r rglqOGp"guv'ugpvk q"vco dkp" ug"fkki g"rc"pwxcr"rg{ "fg"rtqo qekp"cwqo qvk' f g"4244" { "c"s wg'eqpvg r rc"dgpghekqu'hkuecrgu" eqo q"rc"gzgpekp"fg"gn'f gtgej q"c"rc"gzr qtvcckp"j cuvc"gn"4253"r ctc"r tqo qxgt"rcu"xgpvcu"gp"gn' gzvgtkqtO'

C"uw'xgl . "guv'r gthkn'gizr 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 rñ."gn'cewgtf q"eqp"Eqmqo dk." f qpf g"j c { "wpc"ewvc"r tghgtpekn'eqpepvtcf c"gp"gn'ugi o gpvq"fg"cwqo »xkrgu."pq"ug"eqpf keg" eqp"gn'cewcn'r gthkn'r tqf wekxq" { "gzr qtvcf qt "fg"rc"kp wutlc'cwqo qvk' "gp"rc"Cti gpvpc."r qt "rñ" ewcn"r qf t¶c"clwvctug"guv'tvcf q"gp"dcug"c"rc"gur gekrk cekp"r tqf wekxq"fg"gn'r c¶u"gp"r kem'w u" o gfkpcuOC"uw'xgl . "gn'tgclwvq"fg"rc"tgi wrcckp"fg"gn'eqo gtekr"dkr vgtcn'eqp"Dtcukn'ug"r wgf g" tgecrkdtct"r ctc"r tqr lekct"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"rqu"ewcrgu"ug"r wgf c"eqo r gvk"eqp" Uw^a hlec" { "Vckrpf kc"eqp"gn'cdcuveko kppvq"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 "rñ" o qf gmq"fg"o c { qt"vco c° q"full size"r gtq"gzkuv"wp"r Ànrq"rcvq"q"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" rñ" r qequ" o qf gmq" o gzkcpqu" { "c"Vckrpf kcO'

" Cf go ^a u." guv"r gthkn'r tqf wekxq"j c" vppk q"tguwncf qu"hcxqtcdrnu" 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 wevqu" r ctc" guvqu" xgi ¶ewrqu." rñ" 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"b c { qt"guecr" { "r wgf cp" cu"¶dclct"uwu'equvqu."rñ"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 wxcp"guv" gur gekrk cekp"cwqr ctvuc" { "tgi wrgp"guv"tgmeckp" vgt o kpcr/r tqxggf qt."r tkxkrgi kcpf q" gn'uquvpgko kppvq"fg"eqpvtcvqu" guvcdrnu" gp" gn' vgo r q"uqp" ngeekppgu"s wg"r wgf gp"wkkr ctug"gp"gn'tguvq"fg"gn'ugevqtOGp"r ctvewrc."gn'kpukwq"fg"O qxkkr cf " s wg'ug'etgct¶c"gp"Cti gpvpc"r ctvk"fg"rc"rg{ "fg"rtqo qekp"eqphqto ct¶c"wp"eqpuglq"fg"kevxxq" eqp'tgr tguvpcpvu"fg"rñu"fg"kvkpvu"cevtgu"kpvtxkppvqu"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"eqpvtqngp"qu"x"pewqu"gpvtg"ru"vgo kpcrgu" { "ru"cwqr ctvku" { "gn'o qf gmq" f g"Vq { qvc" { "uwu'r tqxggf qtgu'r wgf g'ugt"wp"glgo r mq'xktwquq'ht gpvg" c"qtqu'ecuqu'hcnkf qu'gp"guvct'gmeqkpgu" gp"gnr c"u0F g'hqto c'uko krt."rc'tgnekp" f g"eqqr gtcekp"gpvtg"gnlupf kecq" { "rc"go r tguc'hwg"qtq" 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 kcn' guv" "ukpfp q" qdlgvq" f g" wpc" vcpuhqto cekp" f g" i tcp" o ci pkwf " c" r ctvt" f g" rc" eqpgevkkf cf . " cwqpqo f" .eqo r ctvek" { "grgevtkhecekp" f g"mq'xgj f"ewqu"gp"wp"eqpvz vq" f g"t' r kf qu'cxpegu" vepqni' 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"u'gu'r g'kk' tlequ' f g'dkf q' c'hqu'r tqdng cu" f g'tkcf 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'Rtqf wevxc"4252' f gn'gz"o kplngtkq" f g'F gucttqmq'Rtqf wevxc" f g'rc"pcekp." qtkpvcf q" c"ko r wuct"rc"o qxkkf cf " f gn'hwwtq'eqp" r tqf wevqu" { "vgepqnj f"cu'pcekppcrgu0Gp" f lej q" o cteq."gp"4243"ug" r tgugpv"gnr tq { gevq" f g"ng { " f g'Rtqo qekp" f g'rc"O qxkkf cf "Uwv'pvcdrng"s wg" r tqr ppq'wp"t' i ko gp"s wg'r tqo qxgt" gn'f kug° q."rc"lpxguki cekp."rc"lppqxcekp."gnf gucttqmq."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"u."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 ktkep"vco dle p" c"eqpukwkt"wp" r qmq" 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"vq'cx" f"cu"o w' "kpek' kppvg"gp" gn'ugi o gpvq" f g"mq" xgj f"ewqu"gn'evlequ"s wg" r qf t" f" r qukekqpt" cni' r c"u"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"ng { " r tqr ppq"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 ppq" 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'kpekppcrgu" r ctc"tgckk' ct"cevkkf cf gu" f g" KF "s wg"nwi 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'ktgeek'p'
htwe'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'kd'wkt" cn'f' guctt'qm'f' g" rcu"
hwgt| cu" r tqf we'k'cu" qecrgu. "gp'v'p'f'kgp'f' q" guv" qdl'g'k'x'q" eqo q" wpc" o gvc" k'p'f' kur gpuc'drg" r ctc"
o glqtct'gn'd'k'gp'gu'ct'f' g'rc' r qd'rc'ek'p'cti gp'v'p'c0'Nc'hcug'cewcn'f' gn'ecr kcr'kuo q'o w'p'f' kcn'ko r q'p'g"
hwgt'v'u" t'g'ut'keek'p'p'gu" c" n'qu" r c'f'gu" r g'k'f' t'lequ" { "c" uwu" r tq { gev'qu" f' g" f' guctt'qm'f' geq'p'»o' k'eq."
t'gf' we'k'p'f' q'ecf' c'x'gl' "o" a' u'rcu'ug'p'f' gt'qu'qt'k'p'v'f' qu'c'eco' d'kct'rc' r' qu'ek'p'f' g'g'uc'p'c'ek'p'p'gu'gp'gn'
gue'p'ct'k' k'p'v'p'c'ek'p'c'f'0'Gp'rc'w'g' t'gur' gev'c'rc' k'p'f' w'ut'k'c'w'q'o' q'v'k' . 'v'q'f' q'k'p'f' k'ec's' w'g'gn'ec'p'v'q'n'
f' g'rc'ecf' g'p'c'ugi' w'k'a' "gp" o' cp'qu'f' g'w'p'rc'gs' w'g'o' q' i' t'w'q'f' g'go' r' tgucu'gz'v'c'p'l'g'ct'u. "r' qt'rc'w'p'v'q."
g'p'eq'p'v'ct'rc' b' gl'qt' h'q'to' c'f' g'ct'w'ec'w'rc'ek'p'rc' t'g'eg'ugt' w'pc'v'ct'g'c'k'p'g'x'k'c'drg'rc' ctc' C'ti' gp'v'p'c0'F' g'g'uc"
h'q'to' c. "gp'v'p'f' g'gn' eqo' r' q't'v'co' k'p'v'q. "rc" v'c { gev'q'k'c" { "rcu" ko' r' c'ev'qu" f' g" rcu" f' k'v'k'p'v'cu" h'k'to' cu"
r' t'g'v'p'f' g'cr' q't'v'ct'rc'rc' eq'p'ut'w'ec'p'f' g'w'pc'k'p'f' w'ut'k'c'w'q'o' q'v'k' "o" a' u'rc'w'ur' g'c' { "uw'v'p'w'c'drg'0"

Rqt" A'nc'o' q. "c'w'p's' w'g' u'w'r' g't'g' gn'c'rc'ep'eg" f' g' g'uc" v'g'uku" { "rcu" c'ew'w'rgu" eq'p'f' k'ek'p'p'gu" f' g"
r' qu'k'k'k'f' cf. "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'v'g'et'g'ec'ek'p'f' g'w'pc"
c'w'q'o' q'v'k' "p'c'ek'p'c'f'0' E'q'o' q' u'q'u'w'x'q" w'p'q' f' g" rcu" o' a' z'k'o' qu' t'g'h'g't'g'p'v'g'u" f' g" rc" geq'p'q'o' f' g'gn'
f' guctt'qm'f' J' c/L'q'p'p' E'j' c'p'i. "gp"rc" W'K' "gn"; "f' g" o' c { f' g" 4245" "un gran error de Brasil y
Argentina fue no desarrollar automotrices nacionales". 'Gp'g'v'g'v'c'd'c'l'q'ug'j' c'f' go' q'v'v'c'f' q's' w'g"
gn'q't'k'i' gp'f' g'rc' r' t'q'r' k'g'f' cf' f' g'rcu' h'k'to' cu' n'f' g't'g'u'f' g'g'uc'ecf' g'p'c'gu' u'w'o' co' g'p'v'g' ko' r' q't'v'p'v'g'rc' ctc'gn'
f' guctt'qm'f' geq'p'»o' k'eq' f' g'f' l'ej' qu'rc' f'gu'0' E'rc't'co' g'p'v'g. "eq'p'rcu' eq'p'f' k'ek'p'p'gu" geq'p'»o' k'ecu. 'r' qn'f' k'ecu"
{ 'u'q'ek'rc'gu'f' g' C'ti' gp'v'p'c'c' o' g'f' k'c'f' qu'f' g'4245' w'p'rc' m'p'f' g' h'q'to' c'ek'p'f' g'w'pc'go' r' t'g'uc'p'c'ek'p'c'n's' w'g"
eq'o' r' k'c' eq'p' l'w'i' cf' q't'g'u'g'v'c'f' q'w'p'k'f' g'p'ug'u. 'ej' k'p'qu. 'l'c'r' q'p'g'ug'u. 'g'w't'q'r' g'qu. 'eq't'g'c'p'qu'g' k'p'f' k'qu'rc' t'g'eg"
f' g'ue'c'd'g'm'c'f' q'0' P' q' q'd'u'x'p'v'g. "rcu" e'c'r' c'ek'f' cf' gu'et'g'c'f' cu' gp'v'q't'p'q' c"rc" h'c'd't'k'ec'ek'p'f' g'rc' k'cn'w'r' u"
o' g'f' k'c'p'cu. "rc" k'p'o' cf' v't'g'l' "f' g"rc" g'g'v'c'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' cf' "f' g" i' t'c'p'f' gu"
t'g'ug't'x'cu'f' g' h'k'k'q' c'n'p'q't'q'g'v'g'f' gn'r' c'f'u. 'n'qu' l'p'ek'r' k'g'p'v'g'u' k'p'v'p'v'q'u'f' g' h'c'd't'k'ec'ek'p'f' g'd'c'v'g't' f'c'u'f' g' k'p'p'gu"
f' g' h'k'k'q. 'n'qu' t'g'ew't'u'q'u'j' w'o' cp'qu'gp'gn'eq'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'lequ'rc' w'g'f' gp'rc' g't'o' k'k't"
c'rc' u'q'ek'g'f' cf' c'ti' gp'v'p'c'rc' g'p'uct'gp'gn'uw'g'o' q'f' g'rc'et'g'ec'ek'p'f' g'w'pc'c'w'q'o' q'v'k' 'r' t'q'f' w'ev'q't'c'f' g'rc' k'cn'
w'r' u'gn'ext'k'ecu'rc' 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' C'u'f' "o" a' u'c'n'f' "f' g"rcu'f' h'k'w'nc'f' gu"
q'ec'rgu'c'ew'w'rgu" { "f' g"rc'g'z'v't'g'o' cf' co' g'p'v'g' eq'o' r' n'g'l'q's' w'g'rc' w'g'f' g'ugt'go' r' t'g'p'f' g't'w'p'rc' 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'c't'ug' g'uc'k'f' g'c' { c's' w'g' g'uc'q'r' q't'w'p'k'f' cf' "rc" r' g't'o' k'k't'f' c" C'ti' gp'v'p'c"
k'p'ug't'v'c't'ug'gp'w'pc'ecf' g'p'c' i' m'd'c'n'f' g'x'c'm'q't'go' g'ti' g'p'v'g' eq'p'w'pc' o' c { q't'rc' t'v'c'k'rc'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'grxcpf q'cn'ewcf tcf q'rc'ewq'f g'o gtecf q's wg'ecf c'r c'f'u'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'uq'rq'r c'f'u'qr gtc'gp'gr'o gtecf q'eqp' wpc'eqpegp'tcek»p'vq'cn'f gr'o gtecf q'="r qt'q'vt'q'rc'f q.'gr'xcm't'f gr'pf keg'ug'tgf weg'eqphqto g'rcu' ewq'cu' f g' o gtecf q' ug' f kwt'kdw'f gp' gp' hqto c' o a u' gs wkc'vxc' { " ewcpf q' j c { " o a u' r c'f'ugu' r ct'v'ekr cp'v'gu'G'u'f gek't.'gr'pf keg'J 'gu'rc'uw'o c'f g'rc'u'ewcf tcf qu'f gr'r qtegp'v'lg'f g'o gtecf q'f g' ecf c'wpc'f g'hqu'P 'r c'f'ugu's wg'hq'eqo r qpgp'OGn'e'a rew'q'ug'r wgf g'g'zr t'guct'f g'rc'uki w'k'p'v'g'o cp'gtc'<

$$H = \sum_{i=1}^N s_i^2$$

2 - Valor de vehículos producidos por terminal automotrices

Gn'xcm't'f g'xg'pvc'f g'xg'j 'f'w'rq'r tqf w'ek'f q'rq'ecm' gp'v'r qt'ecf c'v'gto k'pcn'cwqo q'v'k' "ug' ecnwrc'c'r ct'v't'f gr'xcm't'gp'r guqu'f g'ecf c'b' qf gr'q'r tqf w'ek'f q'r qt'ecf c'v'gto k'pcn'gp'lw'k'q'f g'ecf c' c'o q'ugi 'Ap'rc'i w'f'c'q'h'ek'cn'f g'r r'g'ek'qu'f g'CECTC' "eqpuw'ncf c'c'r ct'v't'f g'y gd'c'tej k'xg'Q'ti '+' clw'w'cf q'r qt'gr'r tqo gf k'q'cp'w'cn'f gr'v'kr q'f g'eco dk'f gr'nf »rc't'g'w'cf q'w'p'kf gp'ug'f gr'DETC'OC'g'uy'g' t'g'u'w'ncf q'ug'uw'o cp'rcu'g'zr qt'v'ek'q'p'gu'f g'cw'qr ct'v'gu'f g'v'q'f cu'rcu'v'gto k'pcr'gu'cwqo q't'k'egu'f c's wg' f qu'f g'gr'cu.'H'cv'f { 'X'qmuy ci gp.'r tqf weg'p'ec'lcu'f g'eco dk'v'co dk'p'gp'uw'r r'p'v'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'ko r qt'v'cf q'ug't'g'cr'k' c'c'r ct'v't'f g'rcu'ko r qt'v'ek'q'p'gu'f g'r ct'v'gu' { 'r k'g' cu'gp'f »rc't'gu'f g'ecf c'v'gto k'pcn'ugi 'Ap'rc'encu'k'hecek»p'f g'r qu'ek'q'p'gu'ct'c'p'eg'rc't'k'cu't'g'cr'k' cf c' r qt'I a tt'k' "{ 'R'cp'ki 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'rc't'k'cu'w'k'k' cf cu' uki w'k'p'f q'c'h'qu'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	870899
		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'f'q'hl'ekcn'f g'r tgekqu'f g'CECTC" *equuwn'cf c'c'r ct'vt' f g'y gd0'tej kxg0'ti +clwuxf q'r qt'gn'r tqo gf kq'cpwcn'f 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'cekqpgu'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't'gcnk' cf q'r qt'ecf c'vgtto kpcn'cwqo qvtk' "{ " gn'O kpkvgtk'f g'Rtqf week»p'k'f wuxk'r ctc't'gcnk' ct'mqu't'gk'p'v'gi tqu'f g'rcu'ng' { gu'cwqr ct'vkuu. " ugi Àp'gn'ewcn'Vq' { qw'eqwcdc"gp"4243"eqp"wp"62' "f g'r ct'vgu' { "r kgl cu'mqecrgu" *Nwku"N»r gl. " gpvt'gxkuc'r gtuqpcn"3813414244+0"

4 - Red social egocéntrica de los nueve principales accionistas de Toyota Motor Corporation

Gp'rc'rkxgtcwtc'o g'vqf qn»i kec'f g'cp'a ruku'f g'tgf gu'uqekrgu.'rcu'tgf gu'gi qe2 pvt'lecu'uqp' rcu's wg'gu' p" gphqecf cu'gp'gn'gzco gp'f g'wp'pqf q'egpvtcn' { "rc't'g'rc'ek»p'f g'gug'eqp'gn't'gux'f g' rqu'pqf qu'f g'r tko gt. "ugi w'pf q'q'o a u'pkxgrgu" *O ctuf gp."4224+. "Gn'f kci tco c'gu'grxdqtc'f q'c' vtcx2 u'f gn'uq'hy ct'g'WEK'GV0'Rctc'gug'ecuq'ug'w'w'k'k' c'eqo q'pqf q'egpvtcn'c'rc'eqo r c° f'c'VO E" { 'ug'f g'vgtto kpc'uwu'r t'k'p'ek' crgu', 'ceekqpkwcu'b c' { qt'kct'kqu'c'r ct'vt' f g'rc'k'p'q'to cek»p'f g'uw'r a i kpc' q'hl'ekcn'cn'42420'Gn'pqf q'egpvtcn'f g'VO E'r qugg'wpc'gucrc'f g'wco c° q'o c' { qt'r ctc'k'p'f'lect'uw' egpvtcn'f cf 0Nqu'pqf qu's w'g'hqto cp'r ct'v'f g'Vq' { qw'eqo q'ceekqpkwcu'f k'g'evqu'r quggp'wpc'gucrc'f g'wco c° qu'f gr g'p'f k'p'f q'uw'r ct'v'ek' cel»p'gp'rc'eqo r c° f'c'0'C"uw'xgl. "r quggp'wpc'gucrc'f g' wco c° q'o c' { qt'c'mqu'pqf qu'f gn'ugi w'pf q'pkxgn'f g'ceekqpkwcu" *gu'f gek. "rcu'ceekqpkwcu'f g'rcu' ceekqpkwcu+0Nc'k'p'q'to cek»p'f g'w'nc'f c'f g'ecf c'w'p'q'f g'gux'qu'ceekqpkwcu'ug'gpewgpvtc'gp'rc'Vcdrc' 2/8'f gn'c'pgzq'Gux'f f'v'k'eq0"

Rqt'qvtq'rc'f q.'rcu'f k'g'ekqpgu'f g'rcu'hrgej cu'k'p'f kec'p's w2 'go r t'guc'r qugg'c'rc'q'vtc'f g'b qf q' vcn's wg'rc'ecdgl c'f g'rc'hrgej c'ug'r quc'uqdtg'rc'eqo r c° f'c'r qug'f' c'r qt'uw'ceekqpkwcu'0Rqt'Ànko q." gn'eqm't'f g'rcu'pqf qu'k'p'f kec'rc'p'cekqpcrk'f cf 'f g'ecf c'k'to c'f gr g'p'f k'p'f q'f g'f »p'f g'gux'2'w'cl'ecf c' uw'ecuc'o c'vt'k' 0Rqt'rc'v'p'vq.'ug'w'w'k'k' c'gn'leqmt'c' | wlr ctc'GGWW' { "gn't'qlq'r ctc'rc' »p.'uk'p'f q'rcu' Àplequ'f qu'r c'f'ugul'p'x'q'w'et'cf qu'gp'rc't'gf 'uq'ekcn'f g'rcu'p'w'g'x'r tqr k'g'v'ct'kqu'f g'r tko gtq' { "ugi w'pf q' p'kxgn'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"ug"u" 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"u" 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"u" 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 wkgpv"u"t guwncf qu"ecrewr"cf qu" c"vtx² u" f gn' r tqi tco c"Uvcv0"

"

	PIB_Arg	Pr_TOY	Pr_Ter~g	
PIB_Arg	1.0000			
Pr_TOY	0.4936	1.0000		
Pr_TerArg	0.8364	0.3668	1.0000	"

"

Gp"gn'I tª hleq"KX/4"ug"tgr tgugpvc"rcu"eqttgnekqpgu"gpvtg"r"xctkcek»p"r qtegpwcnf gn' RKD" c"xcmqtgu"eqttkpgv"u" f g'Co 2 tlec'Ncvkpc"gzew{ gpf q" c"O 2 zleq" { "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"E+" { "r" xctkcek»p"r qtegpwcnf gn'RKD" c"xcmqtgu"eqttkpgv"u" f g'Co 2 tlec'Ncvkpc"gzew{ gpf q" c"O 2 zleq" { "r" xctkcek»p"r qtegpwcn'gp"r"r tqf week»p" f g'xgj ¶ewqu" f g"Vq{ qvc"Cti gpvkpc"ªI tª hleq"F+" ugi Àp"mqu" uki wkgpv"u"t guwncf qu"ecrewr"cf qu" c"vtx² u" f gn' r tqi tco c"Uvcv0"

"

	PIB_La~m	Pr_TOY	Pr_Ter~g	
PIB_Latam	1.0000			
Pr_TOY	0.5014	1.0000		
Pr_TerArg	0.8462	0.3668	1.0000	"

"

Gp"gn'I tª hleq"2/35"ug"tgr tgugpvc"rcu"eqttgnekqpgu"gpvtg"r"xctkcek»p"r qtegpwcnf gn' RKD" c"xcmqtgu"eqttkpgv"u" f g"Cti gpvkpc" { "r"xctkcek»p"r qtegpwcn'gp"rcu"xgpvcu" f g"cwqo »xkrgu" gp" gn' o gtecf q"kvgtpq" f g"vqf cu"rcu" go r tgucu" o gpqu"Vq{ qvc"ªI tª hleq"C+" { "r" xctkcek»p" r qtegpwcnf gn'RKD" c"xcmqtgu"eqttkpgv"u" f g"Cti gpvkpc" { "r"xctkcek»p"r qtegpwcn'gp"rcu"xgpvcu" f g" cwqo »xkrgu" gp" gn' o gtecf q"kvgtpq" f g"Vq{ qvc"ªI tª hleq"D+" ugi Àp"mqu"uki wkgpv"u"t guwncf qu" ecrewr"cf qu" c"vtx² u" f gn' r tqi tco c"Uvcv0"

"

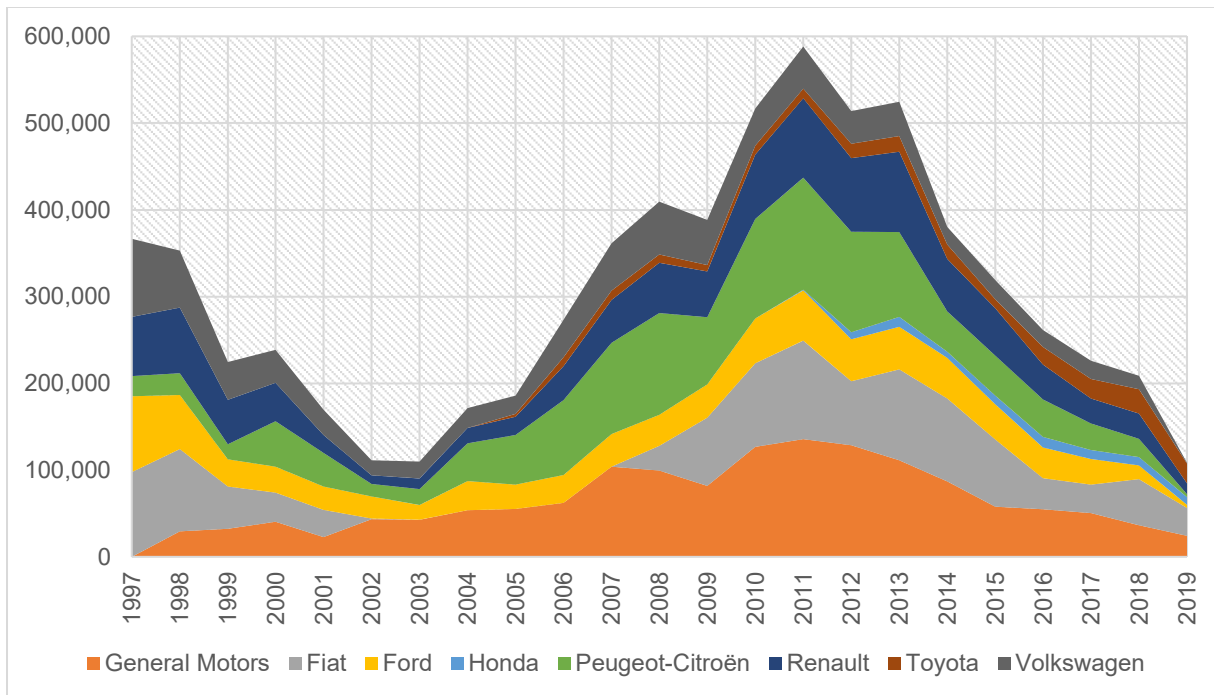
ANEXO ESTADÍSTICO

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

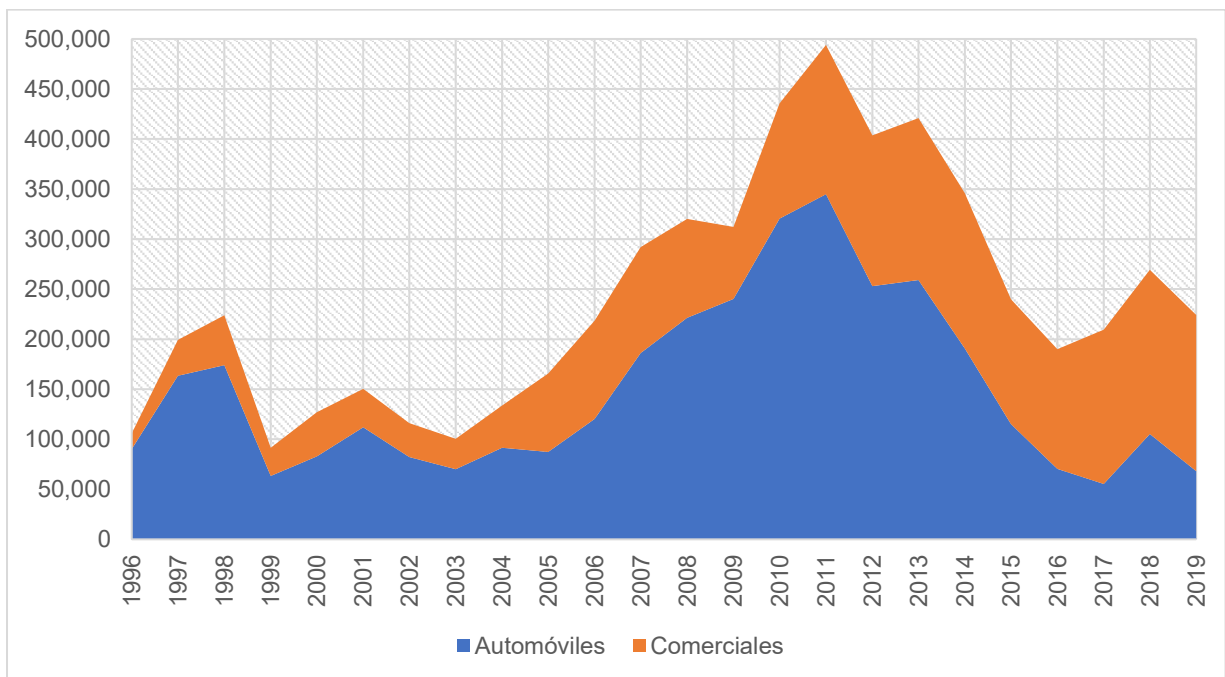
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Gráfico 0-1 - Producción de automóviles por empresas en Argentina (unidades) (1997-2019)



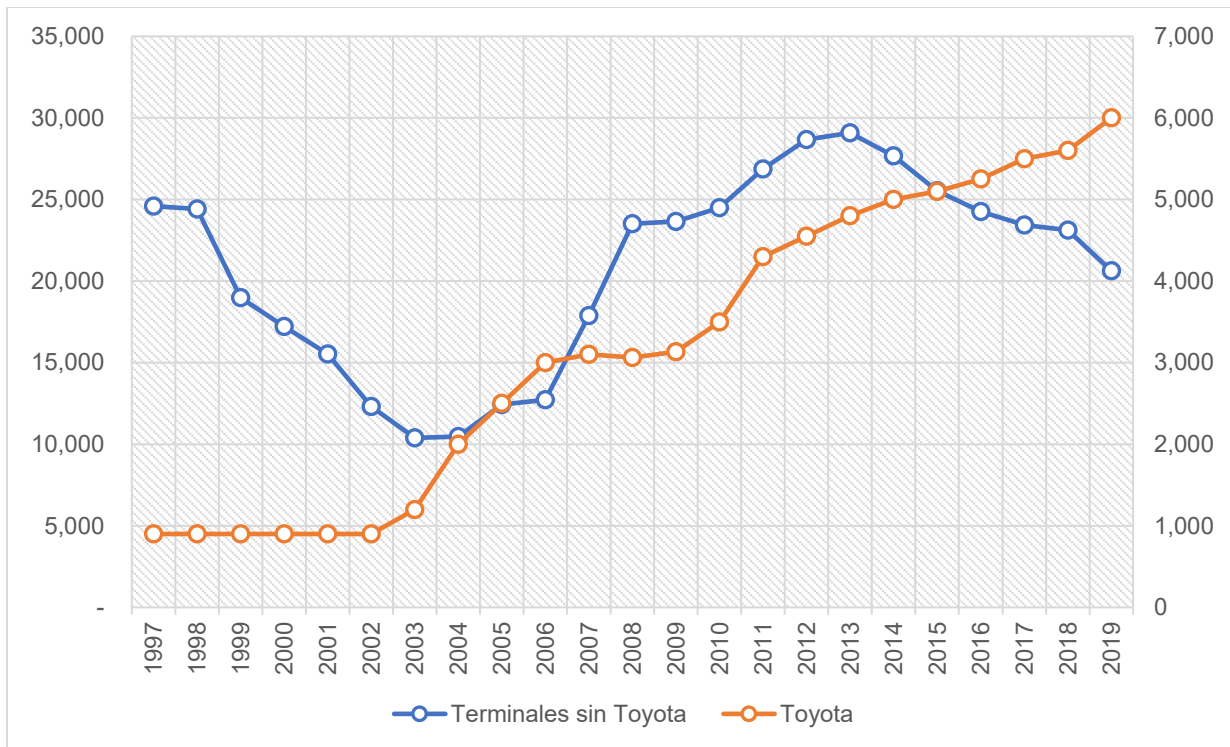
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Gráfico 0-2 – Exportaciones de vehículos de pasajeros y comerciales de Argentina (unidades) (1996-2019)



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Gráfico 0-3 - Empleo en el sector terminal de la industria automotriz de Argentina (1997-2019)



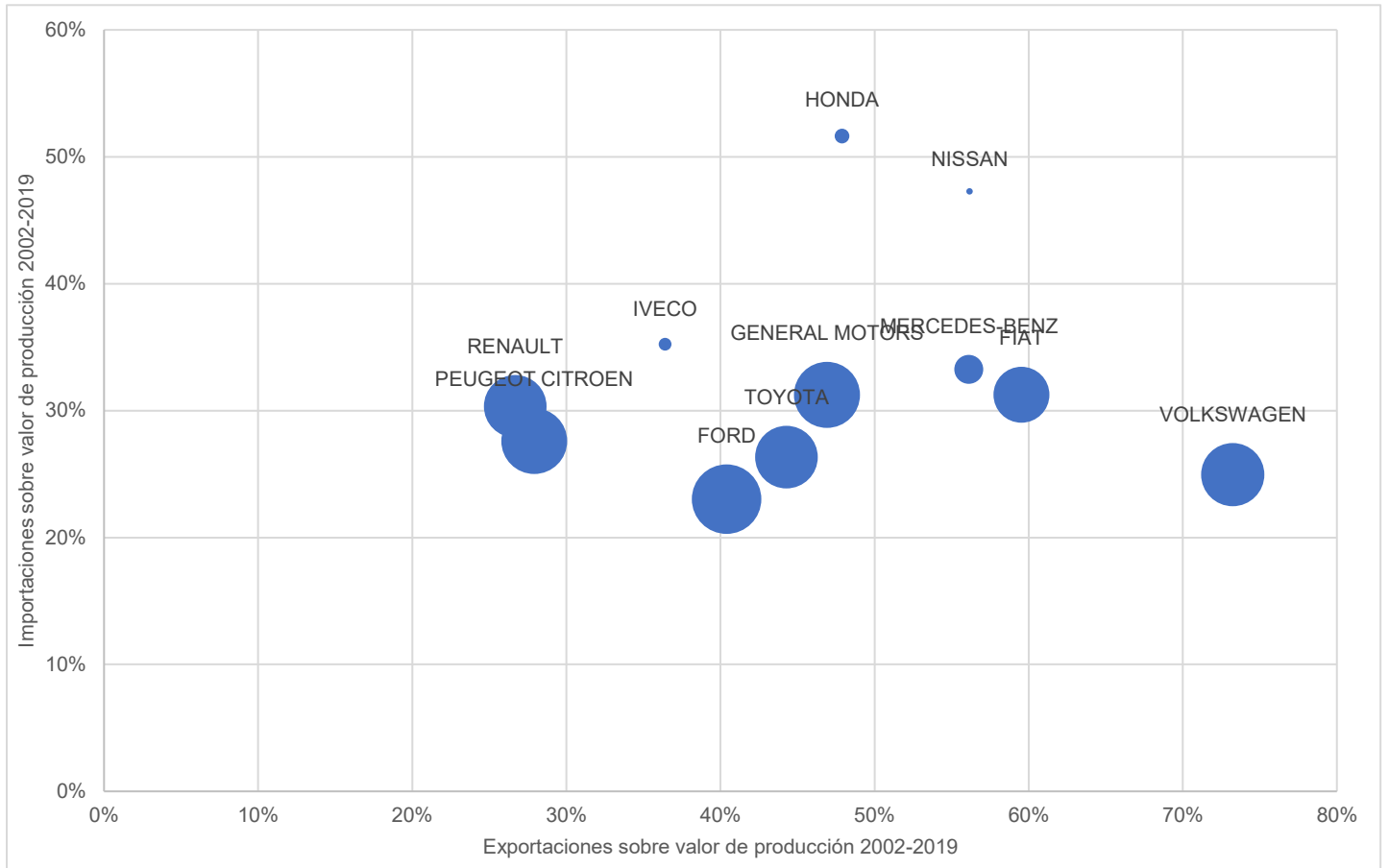
El gráfico muestra el empleo en el sector terminal de la industria automotriz de Argentina entre 1997 y 2019. Se observan dos líneas: una azul para 'Terminales sin Toyota' y una naranja para 'Toyota'. El eje Y izquierdo representa el empleo total (0 a 35,000) y el eje Y derecho el empleo de Toyota (0 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

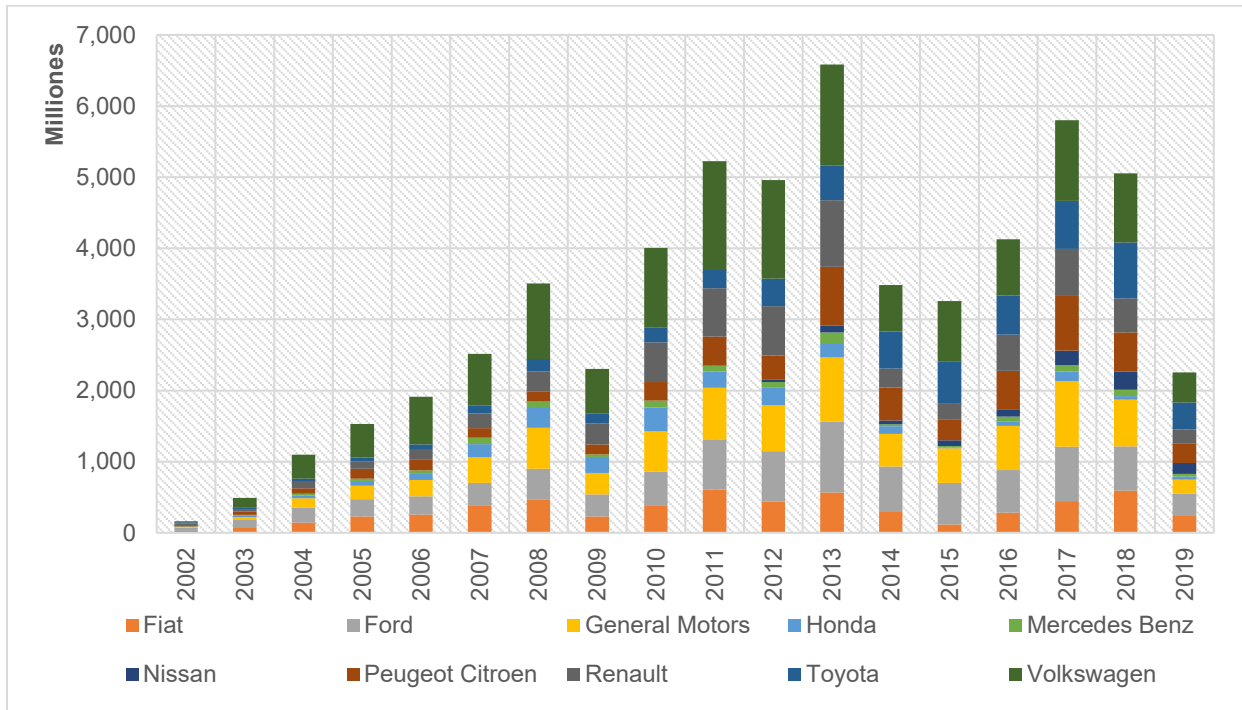
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Gráfico 0-4 - Promedios de las importaciones de autopartes sobre valor de producción entre 2002 y 2019 (eje Y), promedios de las exportaciones totales sobre el valor de la producción entre 2002 y 2019 (eje X) y cantidad de unidades producidas entre 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)



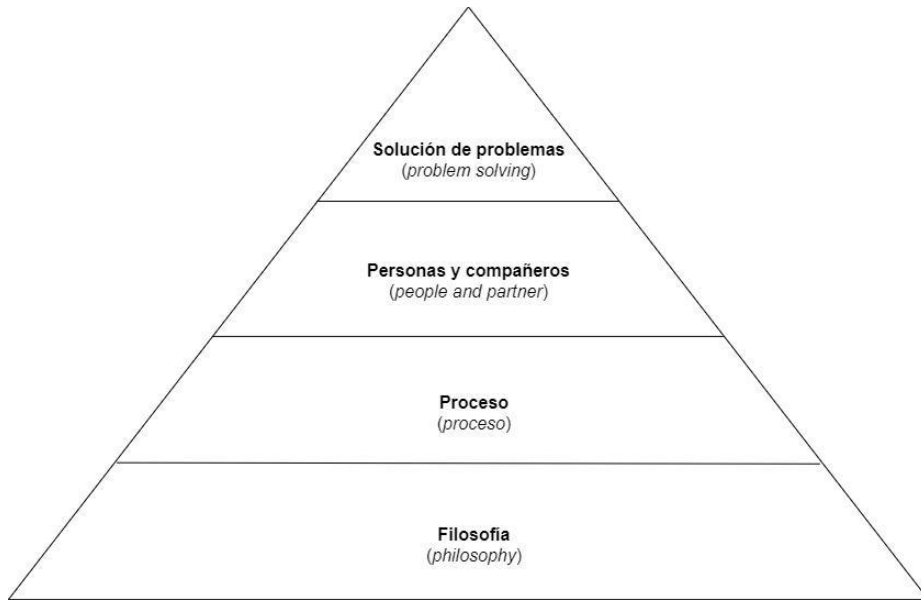
Importaciones de vehículos de pasajeros por terminal automotriz (millones de dólares CIF) (2002-2019)

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										

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

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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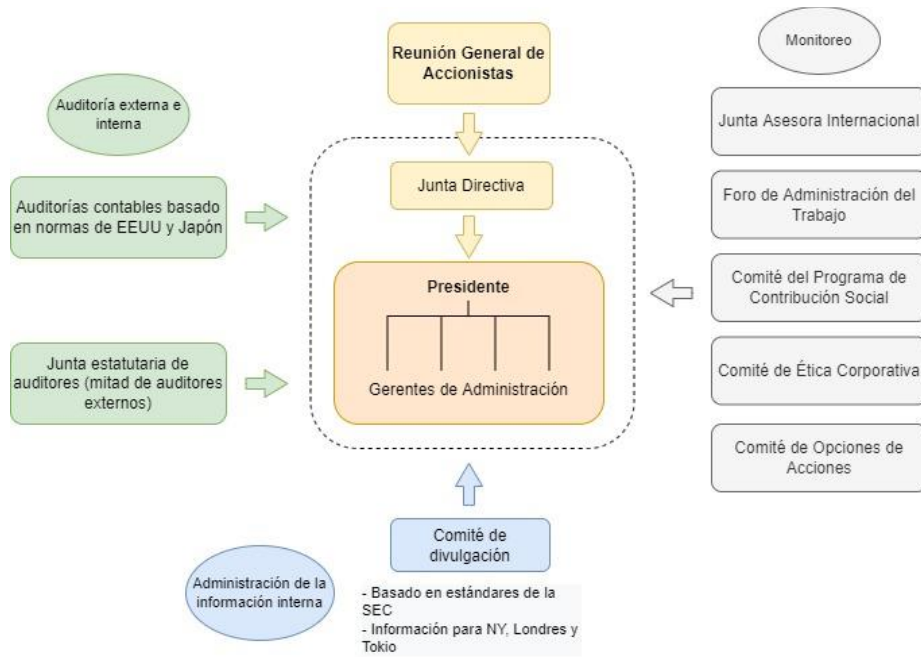
Tabla 0-7 – Producción, ventas, exportaciones e importaciones de vehículos en Sudáfrica por empresa y modelo (unidades) (año 2019)

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

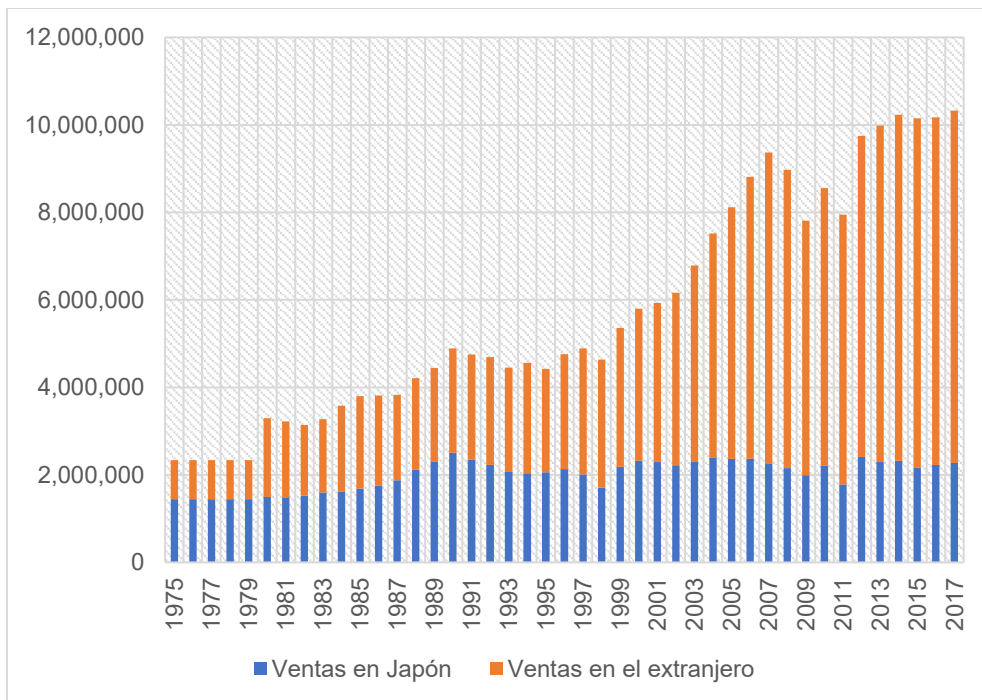
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Figura 0-2 – Estructura corporativa de Toyota Motor Corporation (año 2003)



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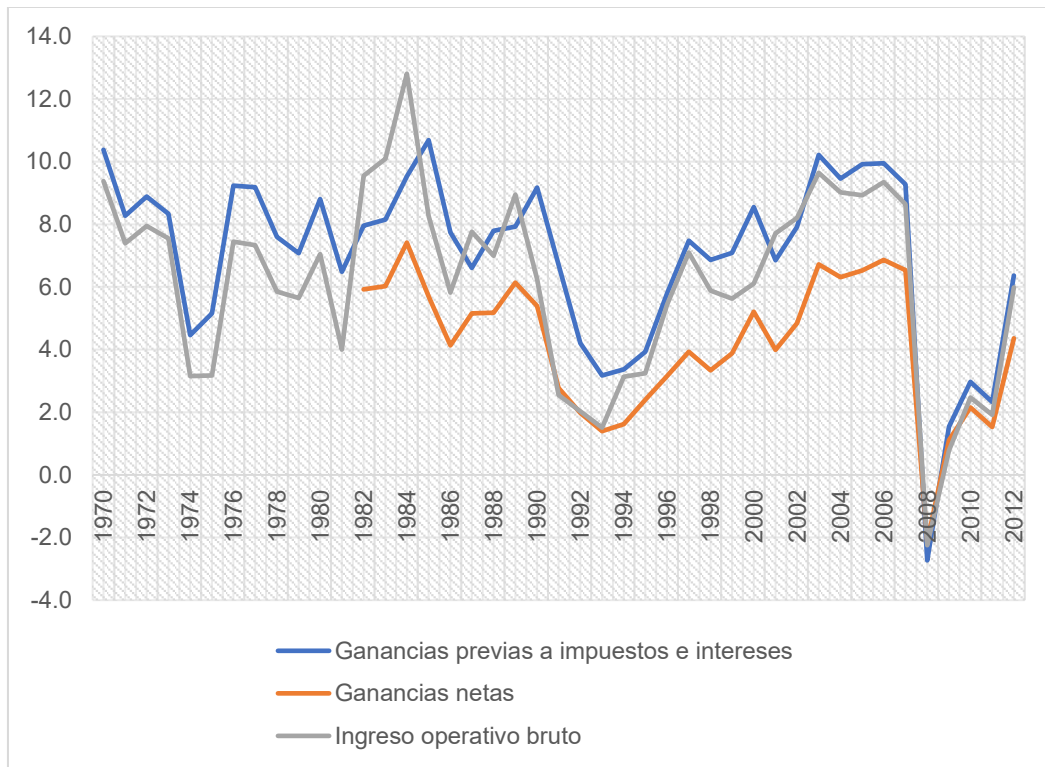
Gráfico 0-6 - Ventas anuales de Toyota en Japón y en el exterior (en unidades) (1975-2017)



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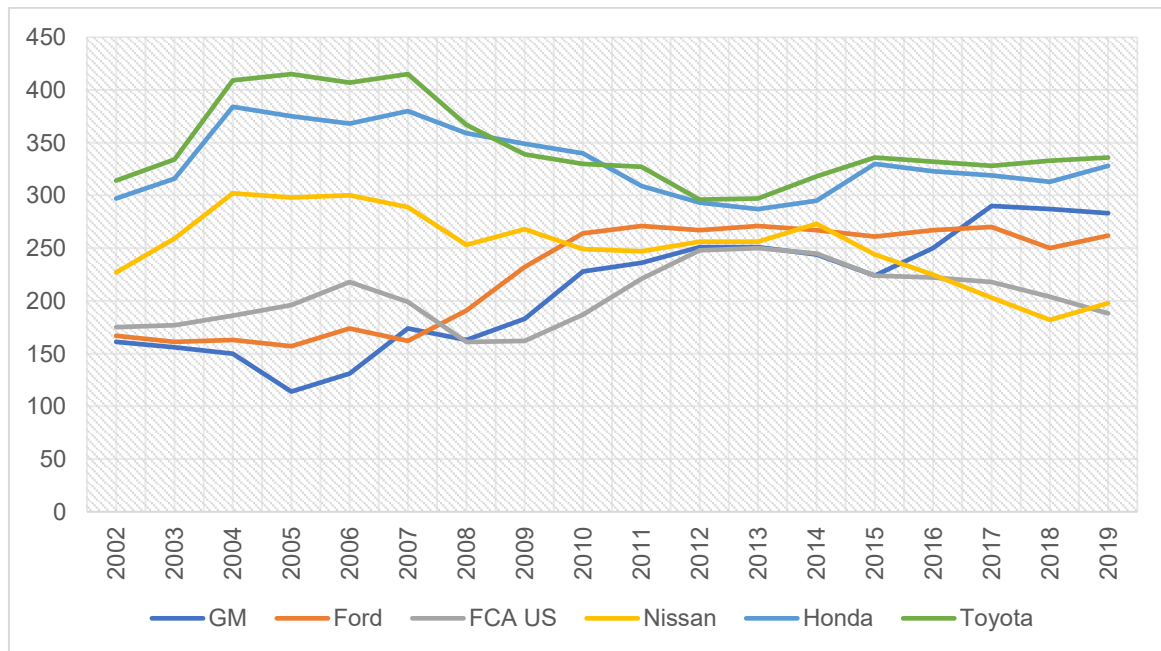
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Gráfico 0-7 - Rentabilidad del Grupo Toyota (porcentajes) (1970-2012)



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Gráfico 0-8 - Índice de relación de trabajo entre terminales y proveedores en EEUU de Planet Moran*



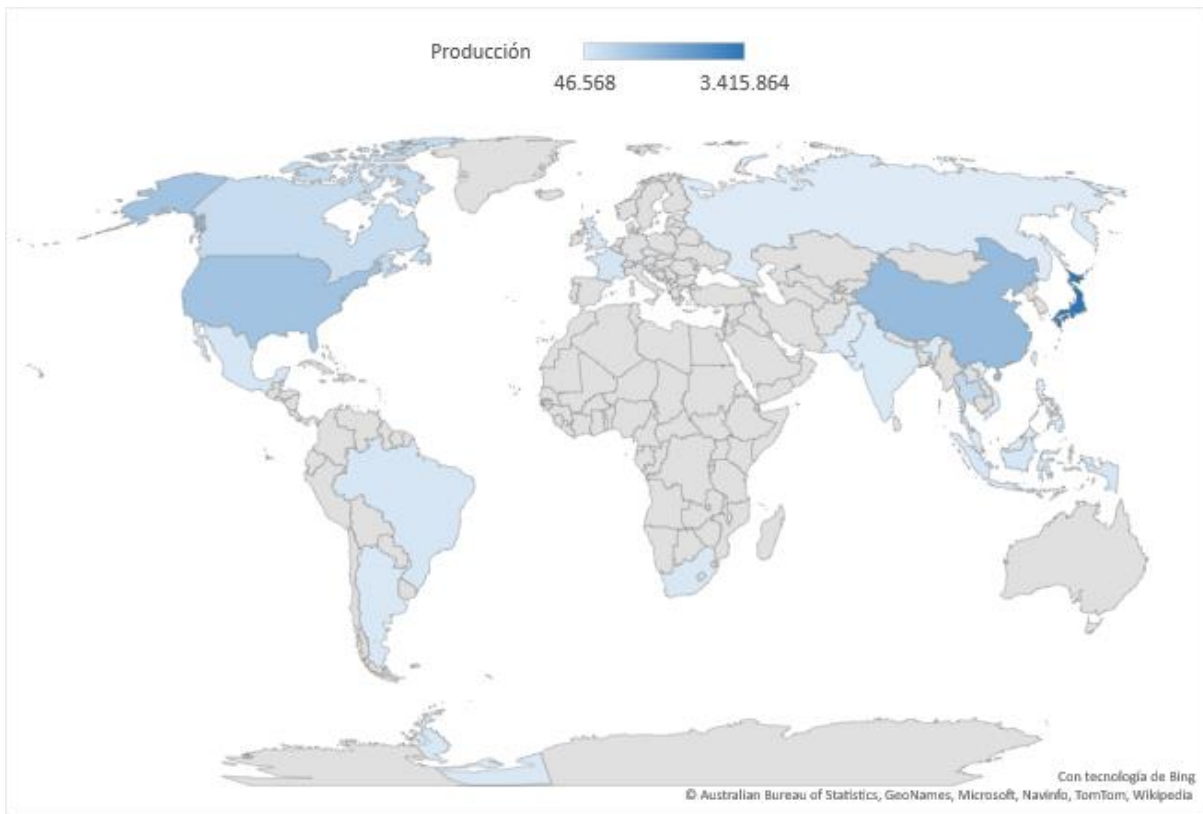
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 dwgpcu/o w' 'dwgpcu'tgrækpqu0"

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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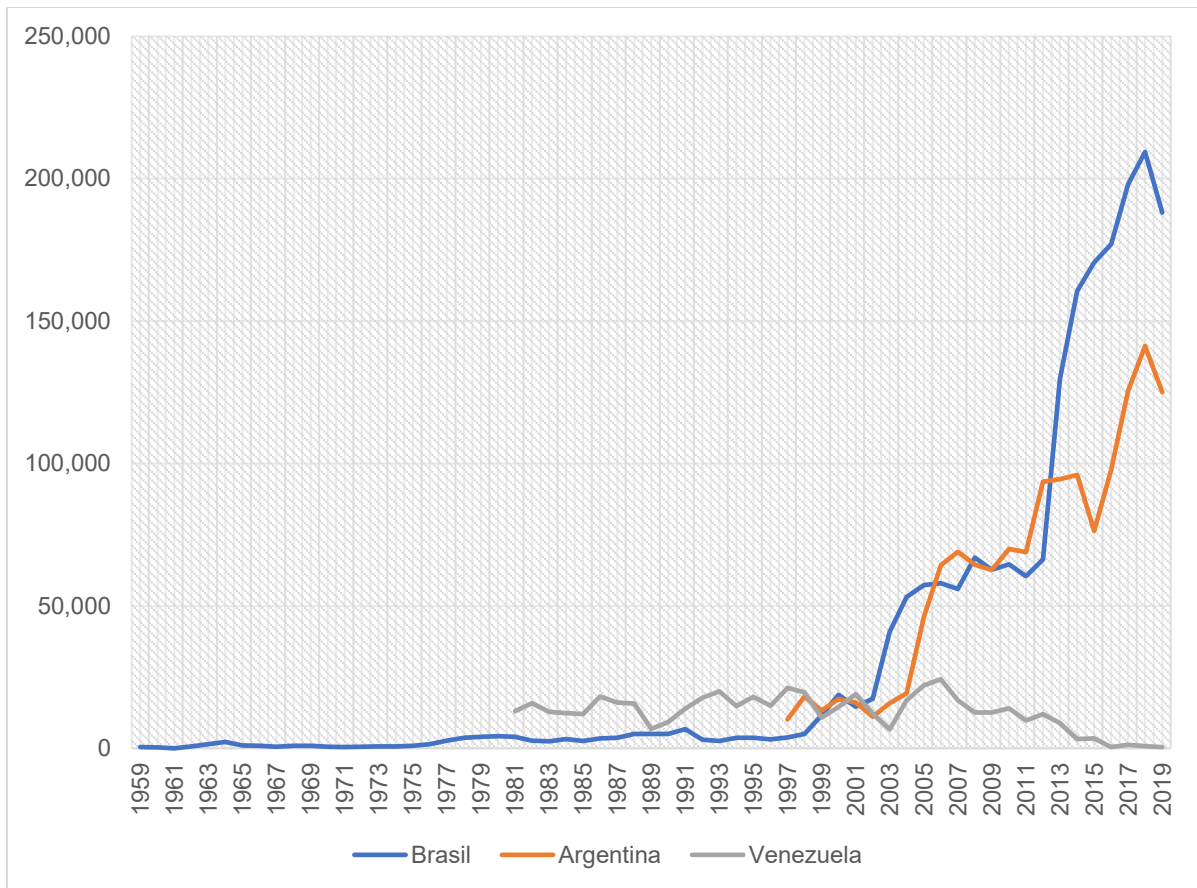
Gráfico 0-9 - Producción por país (2019) (en unidades)*



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f g'r tqf weekp0'

Gráfico 0-10 - Producción de Toyota Argentina, Brasil y Venezuela (unidades) (1959-2019)



El gráfico muestra la producción de Toyota en Argentina, Brasil y Venezuela desde 1959 hasta 2019. La producción en Brasil y Argentina muestra un crecimiento exponencial a partir de 2003, mientras que la producción en Venezuela permanece muy baja y estable.

Tabla 0-9 - Disposiciones institucionales nacionales y regionales utilizadas por Toyota

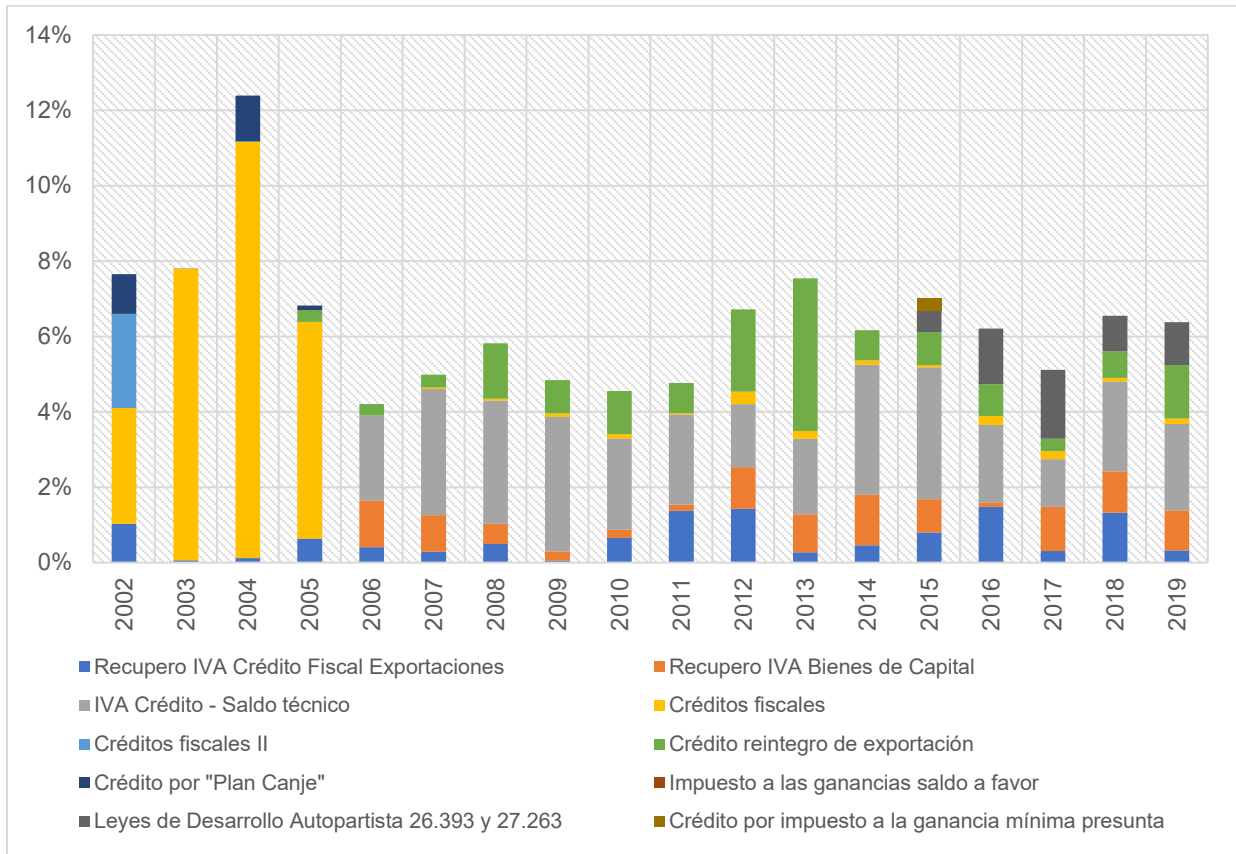
Año	Disposición	Descripción
1991	Acuerdo de Complementación Económica N° 14 entre Argentina y Brasil	Los productos amparados por este Régimen tendrán el tratamiento de "producto nacional" tanto en la República Argentina como en la República Federativa del Brasil y gozarán de: a) arancel de cero por ciento 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.

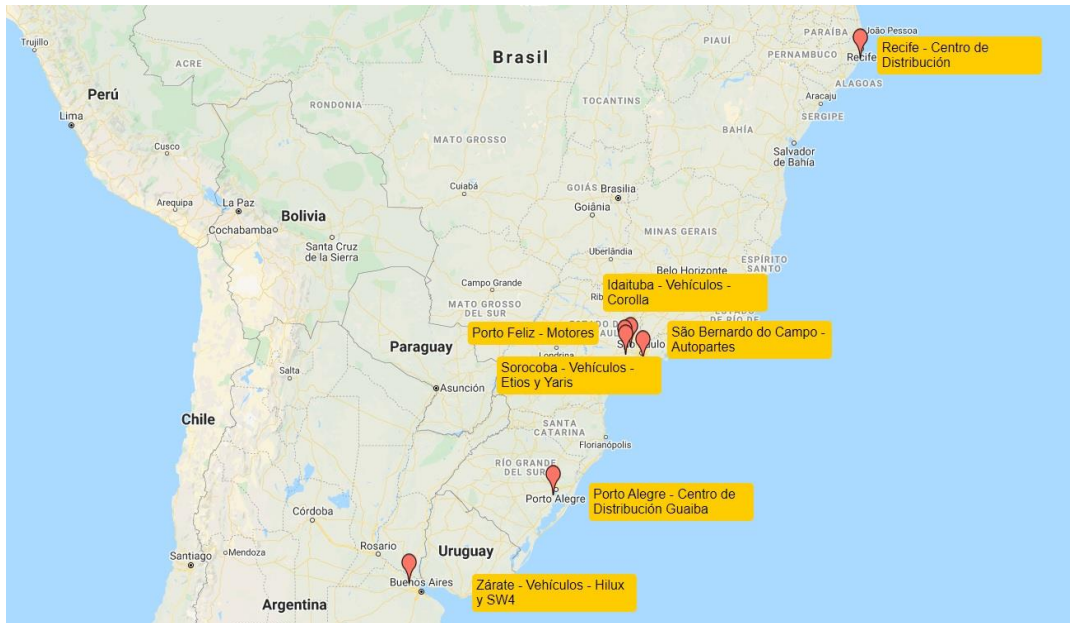
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Gráfico 0-11 – Incentivos del gobierno nacional (créditos corrientes) como porcentaje de ventas netas de TASA en cada año (porcentajes) (2002-2019)



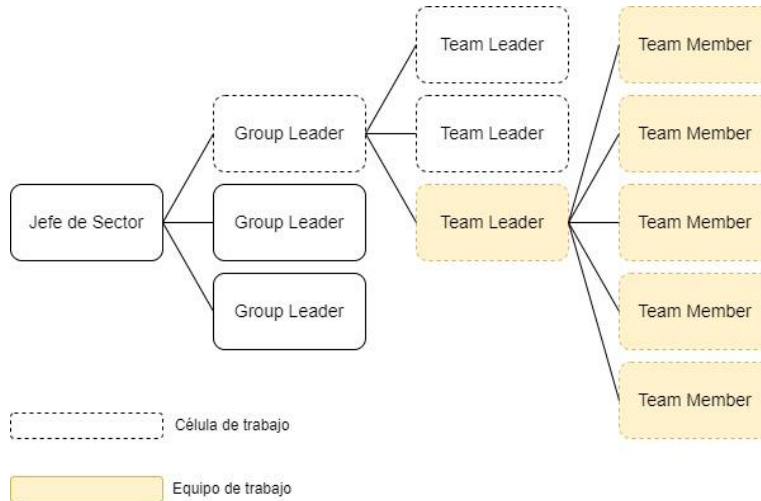
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Imagen 0-1 - Plantas de producción y centros de distribución de Toyota Argentina y Brasil (año 2019)



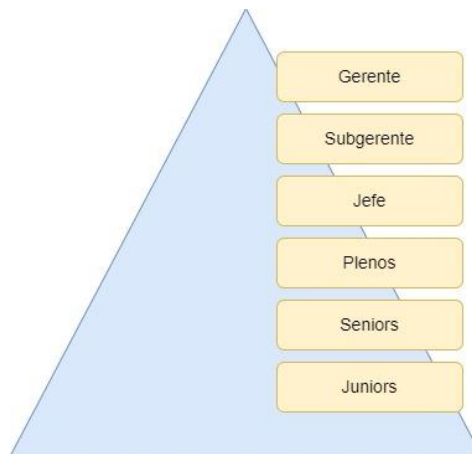
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Figura 0-3 – Escala jerárquica operarios TASA



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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

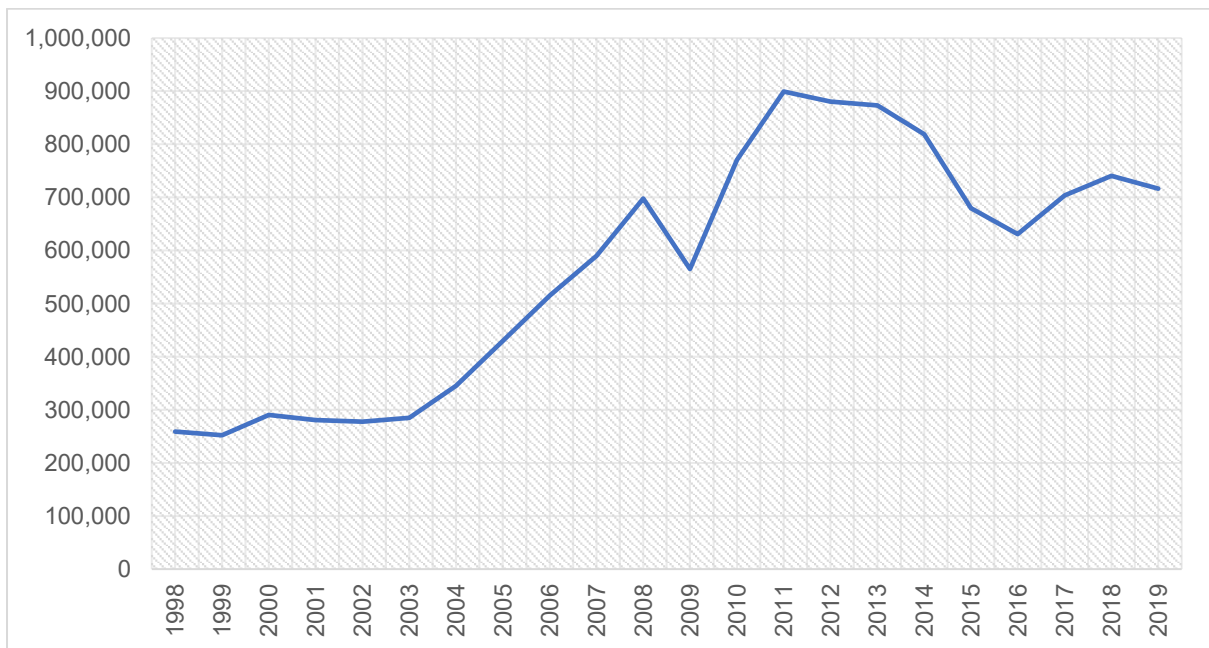
Toyota	Argentina	Hilux	Utilitario liviano
	Brasil	Corolla	Vehículo de pasajeros
		Bandeirante	Utilitario liviano
Volkswagen	Argentina	Gol	Vehículo de pasajeros
		Polo	Vehículo de pasajeros
		Gacel	Vehículo de pasajeros
		Voyage	Vehículo de pasajeros
	Brasil	Gol	Vehículo de pasajeros
		Parati	Vehículo 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)



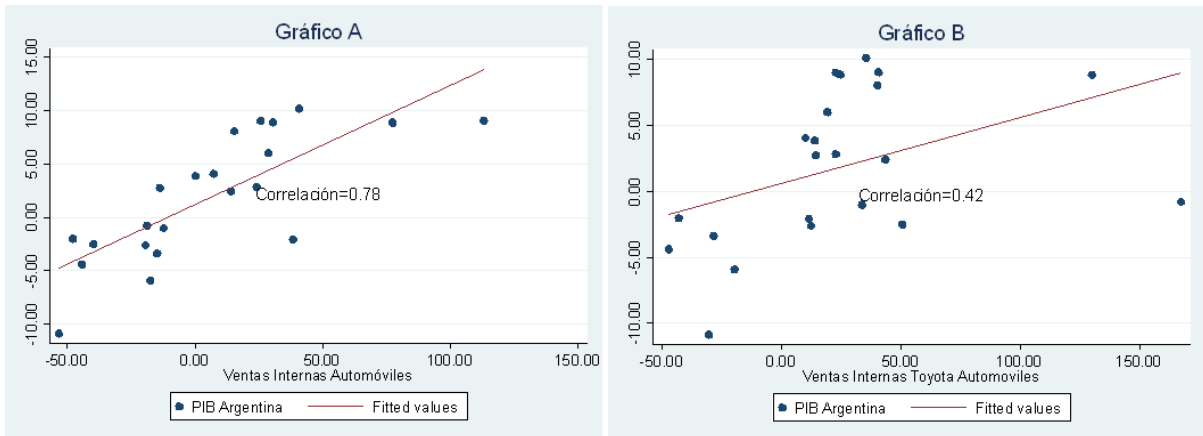
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Tabla 0-11 - Modelos nacionales y rangos de precios (miles de pesos) (año 2019)

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

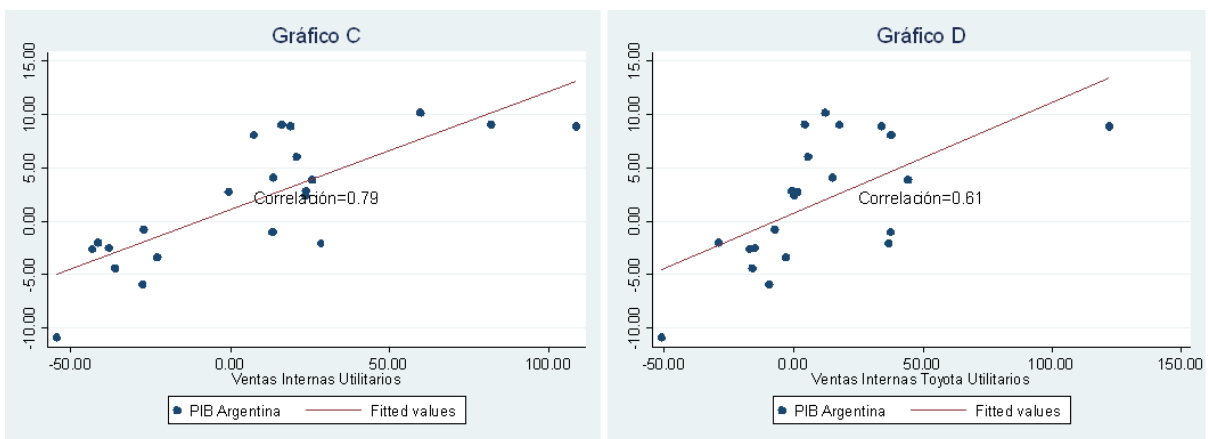
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Gráfico 0-13 - Correlaciones entre variación del PIB de Argentina y ventas de automóviles en el mercado interno de todas las empresas excepto Toyota (A) y sólo Toyota (B) (1998-2019)*



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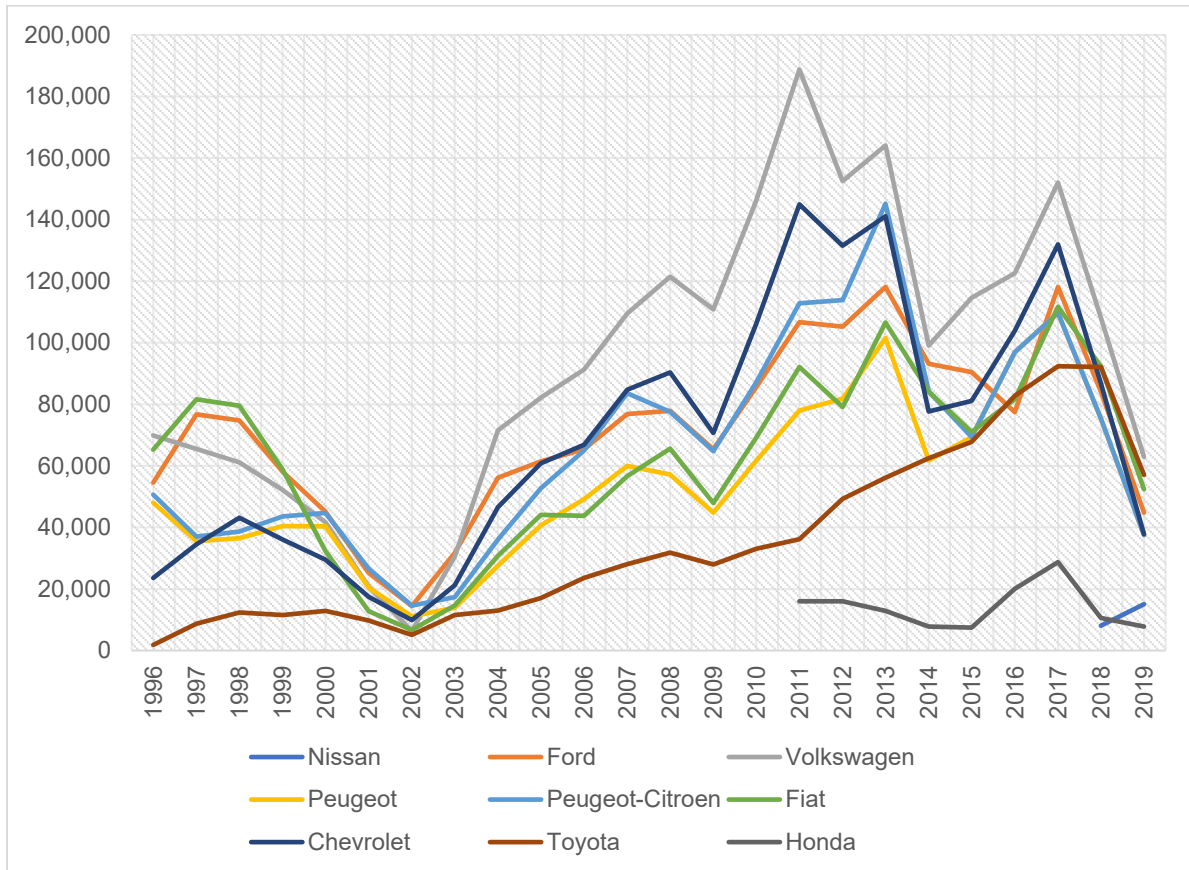
Gráfico 0-14 - Correlaciones entre variación del PIB de Argentina y ventas de utilitarios en el mercado interno de todas las empresas excepto Toyota (C) y sólo Toyota (D) (1998-2019)*



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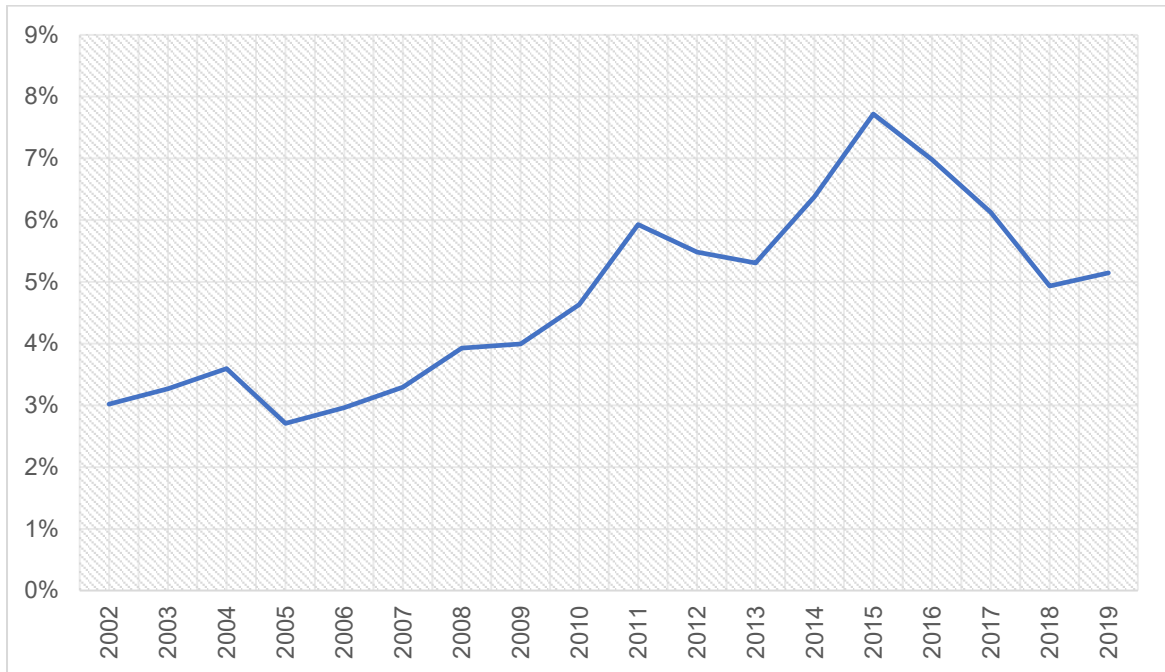
**Gráfico 0-15 - Ventas en el mercado interno argentino de vehículos por empresa (unidades)
(1996-2019)**



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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	Alberto A. Fernández	Alberto A. Fernández	Alberto A. Fernández	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 Cío	Alberto A. Di Cío	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.	Stephen St. Angelo Jr.	Stephen St. Angelo Jr.	Stephen St. Angelo Jr.	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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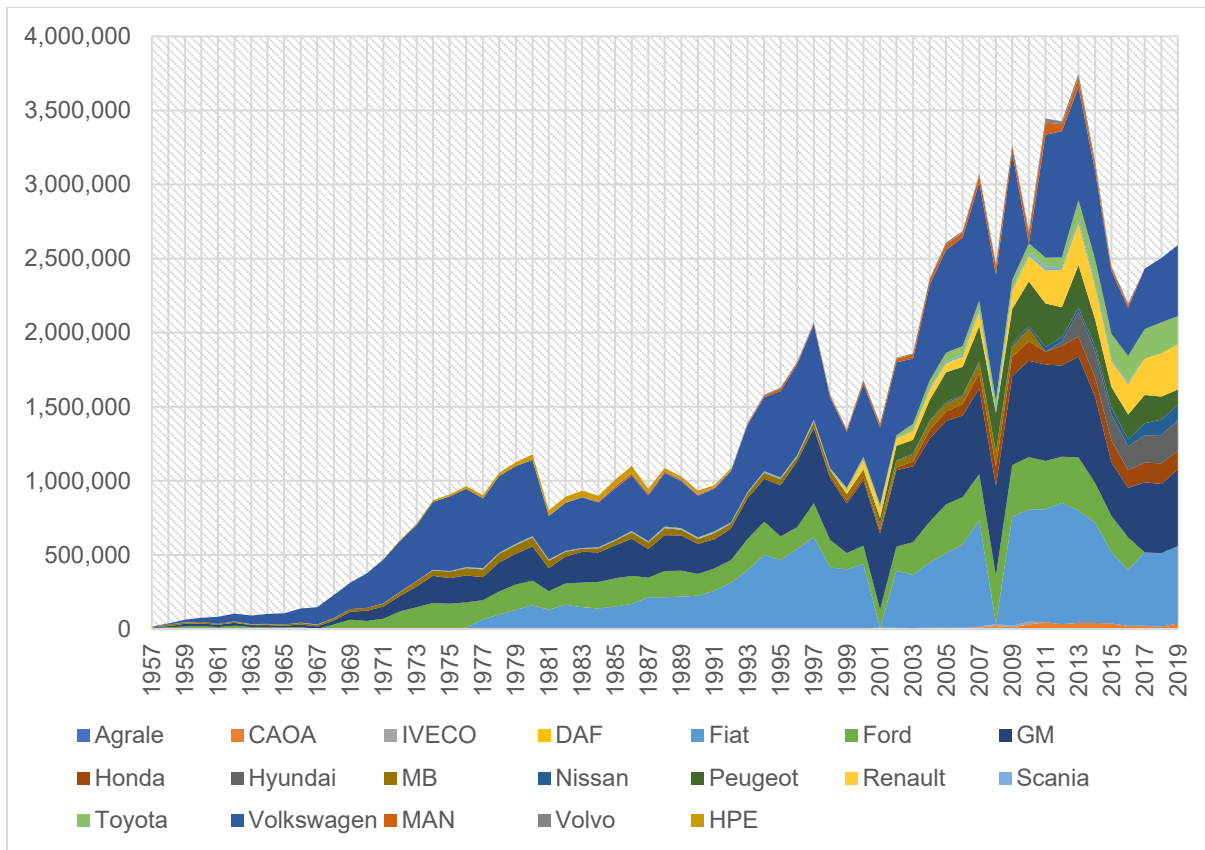
Fuente: elaboración propia en base a balances TASA y reportes de Sustentabilidad.

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

Hwpg<grcdqtcek>p'r tqr lc"gp"dcug"c'CHCE."fcvqu"fg"CF IO TC."dncpegu"fg"VCUC"{"gpvtgxkucv0'

REFERENCIAS

Entrevistas

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Ectnu'Rep."gpvtgxlkuc'r gtupcn'37'f g'gdtgtq'f g'42440'
Etuklcp'Equc."gpvtgxlkuc'r gtupcn'46'f g'gpgtq'f g'42450'
FcpkgnJ gttgtq."gpvtgxlkuc'r gtupcn'3'f g'lwkq'f g'42440'
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Lqu²'Cmqu."gpvtgxlkuc'r gtupcn'32'f g'lwkq'f g'42440'
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TcÀiCo kn"gpvtgxlkuc'r gtupcn'3; 'f g'lwkq'f g'42440'
Tlectf q'Rki pcpgrk"gpvtgxlkuc'r gtupcn': 'f g'lwkq'f g'42440'

Acuerdos internacionales

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Cti gpvpc'{"rc"Trg Àdrlec'Hgf gtcvxc'f gniDtcukl'3; : 8+4; 'f g'lwkq'f g'3; : 80'
Cewgtf q'f g'Crcpeg"Rctekn'f g'Eqo r ngo gpvcekp"Geqp>o lec"*CCREG+P à7: "gpvtg'gni'O gtequw'{"Rgt'À0'
52" f g" pqlgo dtg" f gni' 42270' Tgewr gtcf q" f g"
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Eqo wplcf " Cpf lpc" *ECP +0' Tgewr gtcf q" f g"
[j wr <ly y y 40rcf lqti lpuhrcf khgzvef qupuhl: 22f 45; 4: 2373cf 4: 5479f: 222773f 3hlc: 9d; ; 379
8: ced; d25479: ch226def 6: AQR gpF qewo gpy"](http://www.ilo.org/public/db/condoc/222751545AQR.gpF.qewo.gpv)
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Rctci w{0' 43' f g' qewdtg' f g' 423; 0' Tgewr gtcf q' f g' [j wr <ly y y 40rcf lqti lpuhrcf khgzvef qupuhl: 22f 45; 4: 2373cf 4: 5479f: 222773f 3hlc: 9d; ; 379
8: ced; d25479: ch226def 6: AQR gpF qewo gpy"](http://www.ilo.org/public/db/condoc/222751545AQR.gpF.qewo.gpv)
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Hgf gtcvxc" f g" Dtcukl' 42" f g" flkg dtg" f g" 3; ; 20' Tgewr gtcf q" f g"
[j wr <ly y y 40rcf lqti lpuhrcf khgzvef qupuhl: 22f 45; 4: 2373cf 4: 5479f: 222773f 3hlc: 9d; ; 379
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Tgewr gtcf q'f g' [j wr <ly y y 40rcf lqti lpuhrcf khgzvef qupuhl: 22f 45; 4: 2373cf 4: 5479f: 222773f 3hlc: 9d; ; 379
8: ced; d25479: ch226def 6: AQR gpF qewo gpy"](http://www.ilo.org/public/db/condoc/222751545AQR.gpF.qewo.gpv)

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 Cti gpvpc" {" rc" Trgr Àdrlec" Hgf gtcvkc" f g" Dtcukf'0' 3; " f g" qewdtg" f g" 3; ; ; 0' Tgewr gtcf q" f g"
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 Cti gpvpc" {" rc" Trgr Àdrlec" Hgf gtcvkc" f g" Dtcukf'0' 33" f g" ppxlgo dtg" f g" 42240' Tgewr gtcf q" f g"
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 O gtequwt'0' ; " f g" ugr vgo dtg" f g" 42240' Tgewr gtcf q" f g"
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Leyes, Decretos, Resoluciones y publicaciones en el Boletín Oficial de la República

Argentina

Dqrgv'p'Qhlekcn'f g'rc"Trgr Àdrlec"Cti gpvpc'0'Rtgukf gpekc'f g'rc"p cel»p'Cti gpvpc."52'f g'lwk'f g'42230'
 F getgv"48991; 30'0' lkvgtk'f g'Lwvlekc"{'F gtgej qu'J wo cpqu'f g'rc"p cel»p."Dwgpqu'Cktgu."Cti gpvpc."42"
 f g'f lelgo dtg'f g'3; ; 30'
 F getgv": ; 71; 60'0' lkvgtk'f g'Lwvlekc"{'F gtgej qu'J wo cpqu'f g'rc"p cel»p."Dwgpqu'Cktgu."Cti gpvpc."32'f g"
 lvpk'f g'3; ; 60'
 F getgv"449: 1; 60'0' lkvgtk'f g'Lwvlekc"{'F gtgej qu'J wo cpqu'f g'rc"p cel»p."Dwgpqu'Cktgu."Cti gpvpc."45"
 f g'f lelgo dtg'f g'3; ; 60'
 F getgv"551; 80'0' lkvgtk'f g'Lwvlekc"{'F gtgej qu'J wo cpqu'f g'rc"p cel»p."Dwgpqu'Cktgu."Cti gpvpc."37'f g"
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 Dwgpqu'Cktgu."Cti gpvpc'0'
 Ng{"460'6240'Rtgukf gpekc'f g'rc"p cel»p"*3; ; 6+0'0' lkvgtk'f g'Lwvlekc"{'F gtgej qu'J wo cpqu'f g'rc"p cel»p."
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 f g'ppxlgo dtg'f g'3; ; 70'

Tguqnwelp"644I; : 00 lpxngtkq'f g'Lxwlelc{" F gtgej qu'J wo cpqu'f g'rc'P celp."Dwgpqu'Cktgu.'Cti gpwpc.'9"
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 hgdgtq'f g'3; ; : 0'
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 Tguqnwelp"34; 5423700 lpxngtkq'f g'Lxwlelc{" F gtgej qu'J wo cpqu'f g'rc'P celp."Dwgpqu'Cktgu.'Cti gpwpc."
 9'f g'ugr vgo dtg'f g'42370'
 Tguqnwelp" I gpgtcl' CHR' 7; 8B; ; ; 0' Cfo lpxwlelc" Hgf gtcn' f g' Kpi tguqu' RÀdriecu." Dwgpqu' Cktgu."
 Cti gpwpc.'39'f g'o c{q'f g'3; ; ; 0'
 Tguqnwelp"Eqplwpc"; 5423; "/ Ugetgvt'f g'Eqo gtekq'Gzvgtkq' g'Kpf wutlc'O lpxngtkq'f g'Lxwlelc{"
 F gtgej qu'J wo cpqu'f g'rc'P celp."Dwgpqu'Cktgu.'Cti gpwpc.'35'f g'pqlgo dtg'f g'423; 0'

Documentos de empresas y de asociaciones empresarias

CFGHC" òVq{qvc' 42" c° qu" f g" r tqf weelap" gp" Cti gpwpcö" *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/nggtAk ?328\(kf v?4"](#)
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 Dcnpreg'Vq{qvc'Cti gpwpc'Uqelgf cf "Cp»plo c"*49'f g'lwkq'f g'4227+0Tgr Àdriec'Cti gpwpc0"
 Dcnpreg'Vq{qvc'Cti gpwpc'Uqelgf cf "Cp»plo c"*4; 'f g'ci quw'f g'4228+0Tgr Àdriec'Cti gpwpc0'
 Dcnpreg'Vq{qvc'Cti gpwpc'Uqelgf cf "Cp»plo c"*34'f g'ugr vgo dtg'f g'4229+0Tgr Àdriec'Cti gpwpc0'
 Dcnpreg'Vq{qvc'Cti gpwpc'Uqelgf cf "Cp»plo c"*43'f g'lwkq'f g'4236+0Tgr Àdriec'Cti gpwpc0'
 Dcnpreg'Vq{qvc'Cti gpwpc'Uqelgf cf "Cp»plo c"*7'f g'lwpkq'f g'4237+0Tgr Àdriec'Cti gpwpc0'
 Dcnpreg'Vq{qvc'Cti gpwpc'Uqelgf cf "Cp»plo c"*: 'f g'lwpkq'f g'4238+0Tgr Àdriec'Cti gpwpc0'
 Dcnpreg'Vq{qvc'Cti gpwpc'Uqelgf cf "Cp»plo c"*48'f g'lwpkq'f g'4239+0Tgr Àdriec'Cti gpwpc0'
 Fcpc"òF cpc'Eqtr qtcvqp'eqo lgp| c"rc'r tqf weelap'r ctc"rc'r rvcxqto c"o wpl knf'f g'eco kqpgcu'f g'Vq{qvcö"
 *4227+0' Tgewr gtcf q" f g" [j wr u<lf cpc@eqo Qet lpxwlelcuif 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'cdtkl'f g'4238+0'òHqtf "lpxguru"&392"o knkqp"lp"Uqwj "Chtlec"vq'dwkl' "j 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/dwkl /pgy /gxgtgu'uwXj vo n "](#)
 Kpf wutlcu" I wkl' 4232" /" 4242' 82" Cplxgtuctkq" *4242+0' Tgewr gtcf q" f g"
[j wr <lfp wutlcui wkl @eqo Qet lpf wutlcu/i wkl k/82/cplxgtuctkq!"](#)
 O ki qt"òKppqxcelap.'rc'f kxkulp's wq'cegntc'gn'etgelo 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 lppqxcelap/rc/f kxkulp/s wq/cegntc/gn'etgelo 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'cdtkl'f g'4225+0"

Vq{qvc"öVq{qvc"Vq"Dgi kp"Xgj kerg"O cpwlcwtkpi "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<"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 Öertkp0eqo lgeqpqo kc lekttc/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 gd0tj kx0qti ly gd42292: 2: 223; 7: lj wr <ly y y Öhce0ti Öt lpxxf Ö j r Af ?66"](#)
Dgtvgmq."HöVq{qvc"lpxk 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 Örpcekp0eqo Öt lgeqpqo kc lq{ 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'lkuecnguö"*34"f g"hgdtgtq" f g"4227+0La Nación0Tgewr gtcf q"f g"
[j wr u<ly y y Örpcekp0eqo Öt lgeqpqo kc kxcpl c/gnl²gi ko gp/f g/lpegpvku'lkuecngu/pkf 89; 2; 6](#)
Egtgl q."HöXY "ug"tgcvkxc"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 q0ulgm 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+0'Clarín0Tgewr gtcf q"
f g"[j wr u<ly y y Öertkp0eqo lgeqpqo kc lq{ 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 qvt30eqo lpgy ul8496: : lq{ qvc/cti gpvpc/i wuxxq/
ucrkpcu!"](#)
öEt² f kqu" r tqf wvkuö" *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 kpc340eqo Öt lf kctk lgeqpqo kc 4/477373/4236/2: /340 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 qvt30eqo lpgy ul6936: 4 lq{ 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 Ötqpknc0eqo 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"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 kmlgcf "vq"pgz vö"*46" f g"cdtklf g"4244+0Cars
Guide0" [j wr u<ly y y Öctui wlf g0eqo 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 wvku" 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 wvku0eqo Öt lf kmji qu'r tqf wvku4244 l29 l3: lf kmji q/r tqf wvku/eqp/
f cplgn'j gttgtq!"](#)
öGn' 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 dkk0eqo lgl lekp/ko r tguv lgn'o qf gm/vq{ qvc/r qpg/vgpukp/rc/ grgeekp/cf ghc/
p625847: "](#)
öGn'I qdltgp"mp| »"gn'RtqEtgCWWQ."wpc"lfpge" f g"et² f kq"detcvq"r etc"eqo r tct"xgj l'wqu'pwgxcuö"*45" f g"
lwplq" f g"4236+0'La Nación0Tgewr gtcf q" f g"[j wr u<ly y y Örpcekp0eqo Öt lgeqpqo kc lgn'i qdltgp/
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 qvc| q" f g" Vq{qvcö0' Ámbito0' Tgewr gtcf q" f g"
[j wr u<ly y y Öo dkk0eqo lgl lekp/ko r tguv lgrgeekp/cf ghc/vgo kpq/wp/r qvc| 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/f tgevcu/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"pwgxc"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 tqhukpccf0eqo lpauc135; 86: /Hqtf /tglpxgpc/re/r lem/ w/eqp/wpc/pwgxc/TCpi gt/i nqdn'r tqf welf c/gp/re/Cti gpvpc!"](#)

Hquck"i 00C"47"co qu"fg"Vq{ qvc"Cti gpvpc"0qu"uget gvu"lco "u'tgxgrf qu"lqdtg"re"guvcygi kc"fg"r tqf weelk"p"
 r ctc" ugt" rff gtgu" 43" fg" o ct| q" fg" 4244+0' *iProfesional.* Tgewr gtcf q" fg"
[j wr u-ly y y 0r tqhukpccf0eqo kwwu57; 49: /vq{ qvc/cti gpvpc/47/cpqu/uget gvu/f g/wpc/ qti cpk cekp/rkf gt!"](#)

I qpl" a rgl "Rtcf k"00F gugo dteq"re"pwgxc"J kwz"mgi ct"0c"re"tgi k0p"gp"gn'r tko gt"ugo guvg"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/pwgxc/j kwz/mgi ctk/c/re/tgi kq/gp/gn'r tko gt/ugo guvg/pkf 48234245!](#)"

ðKpxgtko 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 kwukn/xqrcp0lpxgtko qu/r ctc/gn'fg"gucttqm/cti gpvpc/ pkf 423964!"](#)

Lwgi wgp."H0Ej kur cl qu"go r tguclku"tgpwpc"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 l0p wutlc lej kur cl qu/ go r tguclku/tgpwpc/gn'kwrt/f g/xqmuy ci gp/{/cf ghc/pkf 43; ; 8; 9!"](#)

ðNcu" mpcu"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 0tqpkvc0eqo lpi qekquNcu/mpcu/f g/re/J kwz/ugtcp/cti gpvpcu/42332524/ 2287q vo n!"](#)

ðO gvnc"cf s wktg"gn'pgi qekq"fg"r tqf wequ"guvwercgu"fg"fcpc"J qrf lpi "Eqtr qtcvcp"39"fg"fg"lelgo dtg"
 fg" 422; +0' *Mercado.* Tgewr gtcf q" fg" [j wr u-ly y y 0tqpkvc0eqo 0t lr tqvc qpkuvc gvnc/cf s wktg/gn' pgi qekq/f g/r tqf wequ/guvwercgu/f g/fcpc/j qrf lpi /eqtr qtcvcp!"](#)

ðO ki qt."5: "c" qu"ko r wucpf q"re"l0p wutlc"{"re"lppqxcelp"0"*. "fg"pqxkgo dtg"fg"4243+0'*Forbes Argentina*0'
 Tgewr gtcf q" fg" [j wr u-ly y y 0tqpkvc0eqo lppqxcelpo ki qt/5: /cpqu/ko r wucpf q/ l0p wutlc/lppqxcelp/ p; 8; 8%0000? O ki qt' 42kpek E5' D5' 42uwi' 42cevklcf gu' 42gp.f go qutcpf q' 42uwi' 42 r qulekpc0 kpvq' 42f' 42vcpur ctgpek0!"](#)

P qtkj kmq."U00Vq{ qvc"cr wguv"r qt"ru"r c"0gu"go gti gpvpc"34"fg"o c{ q"fg"4227+0'*The Wall Street Journal.*
 Tgewr gtcf q"fg" [j wr u-ly y y 0nkg0 r q0eqo ktej kx lf gewo gpvq IO CO /385544: "](#)

Qxkfg q."l00Vq{ qvc"r lgpuc"gp"cw0 gpvct"uw"lpxgtukp"0"5"fg"lqdtgtq"fg"4228+0'*La Nación*0Tgewr gtcf q"fg"
[j wr u-ly y y 0rcpckp0eqo 0t lgeqppo kc lq{ qvc/r lgpuc/gp/cw0 gpvct/uw"lpxgtukp/pkf 999787!"](#)

ðRgpuct" o "a" u" gp" etgegt" {"pq" wpcq" gp" nu" txcrgu" 7" fg" ci quw" fg" 422: -0' *Cars.* Tgewr gtcf q" fg"
[j wr u-ly y y 0ctu0eqo 0t lpa0ek 13354 lf cplgn'j gttgtq/r tgukf gpvq/vq{ qvc/cti gpvpc/uc!"](#)

ðRkf gp" tghqvt" gn' cewgtf q" eqp" O'zleq" 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/tghqvt/gn'cewgtf q/eqp/o gzleq/pkf 36: 8; 52!"](#)

Rqmrem"Cpftgy "0Vq{ qvc"fwdrgu"ku"J qrf lpi u"l0p"fcj cuw"O qvt"qh"lcr cp"43"fg"ugr vgo dtg"fg"3; ; 7+0'
The New York Times. Tgewr gtcf q" fg"
[j wr u-ly y y 0p{ vo gu0eqo 13; ; 7 12; 43 kwukp guu l0pvt pcvqpcn/dwukp guu/vq{ qvc/f qwdrgu/ku/ j qrf lpi u/l0p/f cjk cuw/o qvt/qh/lcr cp0 vo n!"](#)

ðS w" r cuc" 36" fg" hqdtgtq" 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 cuc"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 cuc" 33" fg" hqdtgtq" 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: !"](#)

Uckp| . "C0'öNc" gur c° qnr "Rtqo qcwq" xgpf g" uww' 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-ly y y ÖrpcekpÖeqo Öt lgeppqo kc lr/ gur cpqr/ r tqo qcwq/ xgpf g/ uww' ewcvt q/ r npxcu/ gp/ gn' r cku/ plf 68238: 1"](#)

öVq{ qvcö" *4242-0' *Autohistoria*. Tgew gtef q" f g" [j wr u-1c wqj kvrtkcÖeqo Öt lkp f gzÖ j r lo ctecu/ f g/ cwqulq{ qvc!"](#)

öVq{ qvc<S Cti gp vpc" 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' *Motor* 10' Tgew gtef q" f g" [j wr u-1ctÖ qvt3Öeqo lpgy ul69; 385 kq{ qvc/ cti gp vpc/ 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-ly 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 vpcö" *44" f g" o ct| q" f g" 3; ; 9+0' *La Nación* 0' Tgew gtef q" f g" [j wr u-ly y y ÖrpcekpÖeqo Öt lgeppqo kc lq{ qvc/ kpcwi wtq/ uw' r npxc/ cti gp vpc/ 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-ly 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 vpcö" *42" f g" ugr vögo dtg" f g" 4224-0' *La Nación* 0' Tgew gtef q" f g" [j wr u-ly y y ÖrpcekpÖeqo Öt lgeppqo kc lq{ qvc/ kpxgtk/ c/ 422/ o kmppgu/ f g/ qmrtgu/ gp/ r/ cti gp vpc/ plf 655363!"](#)

öVq{ qvc< f gdg" hckkctug" r" gzt vtcelöpö" *4" f g" o ct| q" f g" 4227-0' *La Nación* 0' Tgew gtef q" f g" [j wr u-ly y y ÖrpcekpÖeqo Öt lgeppqo kc lq{ qvc/ f gdg/ hckkctug/ 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-ly 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 vpcö" *38" f g" gpqtq" f g" 423; +0' *Profesional* 0' Tgew gtef q" f g" [j wr u-ly y y ÖrtkpcÖeqo lgeppqo kc lq{ qvc/ tqo r k/ tgeqtf u' gp/ 4239/ / / cecr ctq/ gr63/ f g/ rcu' gzt vtcekp gu' f g/ r/ kpf wutlc/ cwqo qvtk/ cti gp vpcÖo r"](#)

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; 8/3280j wr u<1f qkQti B20832: 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."
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The Economic Journal."78*534+." 8: /: : 90'

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Eco r dgm. 'P 0'(' 'Dwt q. 'H0*3; ; 6+0Japanese Multinationals0Tqwwgf i g0
Ecpvctgm. '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
Ecpvctgm. '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'
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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 gw0
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343/3550j wr u<lf qkQti B2087; 2IU2326/752Z4227222322233"
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Eqg. 'P 0' O 0' J guu. 'O 0' | gwpi . 'J 0' Y 0' F lengp. 'R0'(' " J gpf gtuq. 'L0' *4226+0' eI mdcn'k kpi i "tgi kpcn'
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Geographers."29*6+:"68: /6: 60j wr u<lf qkQti B208333 ll0242/497604226022640"
Eqj gp. 'U0F 0*4229+0Multinational Corporations and FDI03202; 5 ker tqh-quq; 9: 23; 739; 576023022230
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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 m'ZZK0

Eqttgc" Tgustgr q. "H0*4238+0F gucttqmq"geqp»o leq" f g" Lcr »p<F g"rc"i 2 pguku"crihco 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 r qdrcgu" 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"erxgu" 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 qxc p. "R0*4239+0'Nc" r qrf"mec" cwqo qvtk " eqo Àp" f g" Cti gpvpc" { "Dtcukf0'
 Kō r kēpccku" r ctc" gr'ugevqt" cwqr ct vkc0' Gp" *La encrucijada del autpartismo 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 wevkp<O cnkpi "Ugpug"qh'vj g"Eqpvgo r qtct{ "Hkto" cpf "Rtghki wtłpi "Ku" Hwwt g0' Gp"
The Twenty-First-Century Firm: Changing Economic Organization in International Perspective"
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F qj ug. "M0' LÁri gpu. "W0"("P kncj. "V0*3; : 7+0' Hqo "ē Hqt f kuo i "vq" ē Vq{ qvkuo i A'Vj g" Uqekri" Qti cpk vvkp" qh"
 vj g" Ncdqt" Rtqegu" kp" vj g" Lcr cpug" Cwqo qdlrg" kpf wut { 0' *Politics & Society.*"14*4+."337/3680'
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F qrgpunf. "L0*4234+0' *Toyota: Un análisis de la implementación de «lean production» en la empresa y una comparación con las prácticas japonesas*"]Nlēgpcwtc. " Wpkxgtukf cf " f g" Ucp" Cpf t2 u_0'
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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 wevkp" U{ ugo A' Cwqo qvkg" Uwr r n" "
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F qpqt. "T0*3; ; 3+0' *Driving a bargain: Automobile industrialization and Japanese firms in Southeast Asia*0'
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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'

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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' Xctkvgu" qh' ecr kckkuo "kp" vj g' y gpvkgj "ēgpwt { 0' *Oxford Review of Economic Policy.*"15*6+."
 324/3420j wr u<1f qkQti B2B2; 5 lqztr 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'
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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' kppqxcckppgu" i r qdrcgu. " gur geker k cckp" r tqf wekxc" { " eqo gtekn' Ncu"
 r ct vewrtkf cf gu" f grēcuq" Vq{ qvc" gp" Cti gpvpc0' H-industri@0'

F wrelej. "H0" Qvgtq. "F0"("Ecp| kcp. "C0*4242+0' Vtc{ gevqtk { "ukwckēp" cewcnf g"rc" ecf gpc" cwqo qvtk "gp"
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F wppkpi. "L0' J 0*3; 99+0' Vtcf g. "Nqecvkpp" qh' Geqpqo le" Cevkxk { "cpf "vj g" O P G<C" Ugtej "hqt" cp" Gergele"
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F wppkpi . 'LOJ 0' ('Crdgt. 'T0\ 0*3; 93+0The Multinational Enterprise0Cmgp'cpf 'Wpy kp0

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Gf y ctf "Gri ct0

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r qtvhriq" kpxguo gpv' qp" geqpqo le" i tqy vj 0' *European Economic Review.*" 48*4+." 4: 7/5280
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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 B20224FUEK32; 9/2488*42225+43-5>567<<CF/UOL; 8@0EQ=4/P "

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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'

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Politics.*"50*3.+.'84/: 90'

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vj g" kpxkwwkqpcn" 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"

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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"

Hgt p^a pf gl . "X0'T0' *4237+0' I mdcn'Xcnwg" Ej kpu"lp" I mdcn' Rqrklecni' P gy qtmu<Vqqn' hqt" F gxgnr o gpv'qt"
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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"
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j wr u-1f qkQti B204529I42; 75; 3"

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Hki uvgp. "P 0*3; ; 8+0' O ctngw"cu" Rqrklecni' C' Rqrklecni' Ewntwcn' Cr r tqcej "vq" O ctngv' kpxkwwkqpu0' *American
Sociological Review.*"61*6+.'8780j wr u-1f qkQti B204529I42; 85; : "

Hki uvgp. "P 0*4223+0' The architecture of markets0Rtlpegvq' Wpkx0Rt guu0'

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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 ctecvxg'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"CeVqp" Hlgf 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 cpgug" kpf wutkcrn' Qti cpk cvkqp" vj g" WU0 f h0' *American Sociological Review.*"56*5+5: 3/5; ; 0"

Hqwi pgt."V0*4228+0Vj g'ucvg."lpvgtpcvkcprn'eqo r gvkkxgpguu'cpf "pgqrkdgtcrn' rjdcricukvqp" <K'v'j gtg" c" hwwt g" dg{ qpf " vj g" eqo r gvkkqp" ucvg0' *Review of International Studies.*" 32*3+ " 387/3: 70 j wr u-1lf qkQti B208239IU2482432728228; 9: "

Hg{ uugpgv."O0*3; ; : +0Nawukpg"Vq{ qvc" f g" ctecvxg" Cti gpvkg-0' *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 rjdcrgu" f g" Rtqf weekp- < äecf c" xgl " o a u" i rjdcrgu' Wpc" eqo r ctecvxg" f g' hqu' r tgegu' f g' l'v'gi tcekp' p' i rjdcn' {" t'gi kqpcn' d'cu' f c' gp' f' cvqu' u' qdtg' g' r' k' p' v' g' t' e' c' o' d' k' q' eqo gtekn' f g" cwqr ctvgu0' Gp" *La encrucijada del autoperismo en América Latina*" *WPF CX" Gf lekpgu0'

Hwo kq."M0*4228+0Vj q{ qvc' cpf 'Cukcp' Cwqo qdkrg' Y qtngtu0' Gp' F0Ej cpi "Gf 0: " *Labour in globalising Asian corporations. A portrait of struggle*" r 03: 3/437+0' Cuk' O qpkqt' Tguvte' g' Egpvt0'

I ci i gtq."C0*4234+0' Guvcf q." o gtecf q" {" f lp' a' lecu" qti cpk celqpcngu0' Wp' cdqtf clg" f g" r' u' g' utcvgi kcu" go r tguetkcu' c' t' c' x' 2' u' f' g' r' u' q' e' k' q' r' i' q' c' g' e' q' p' o' l' e' c' o' Papeles de Trabajo." 6* ; +59/790'

I ci i gtq."C0" I ci i gtq."L0" (" TÀc." O0*4237+0' Rl' k' p' e' k' r' c' r' g' u' e' c' t' e' v' g' t' f' u' k' e' c' u' g' l' o' r' c' e' v' g' o' c' e' t' q' e' q' p' o' l' e' q' f' g' r' u' h' i' c' " f' g' e' c' r' k' c' r' g' u' " g' p' " C' t' i' g' p' v' k' c' o' *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" e' À' w' r' " go r tguetk' f' w' t' c' p' v' g' " r' u' i' q' d' l' g' t' p' q' u' n' k' e' j' p' g' t' k' u' c' u' 0' *Realidad Económica.*" 297." 83/; 40'

I a o gu."O0" (" Q' r' k' g' t' c' " C' i' w' k' r' t' . " L0*4242+0' *En medio del fracaso y la transformación empresarial. Toyoda en México. Laboratorio de la industria de bienes de capital, 1953-19610* G' r' i' E' q' r' g' i' k' q' f' g' U' c' p' N' w' k' u' 0'

I cte' p."R000" (" N' s' r' g' l' . " C0*4242+0' *La inversión extranjera directa: Definiciones, determinantes, impactos y políticas públicas0* k' p' v' g' t' / Co g' t' k' e' c' p' F' g' x' g' r' o' g' p' v' D' e' p' n' 0' j' wr u-1lf qkQti B208: 457 I2224823"

I a ttk' ."C0" (" R' e' p' l' i' q' . " F0*4238+0' G' n' l' o' r' c' e' v' g' f' g' r' u' " R' q' i' f' l' e' c' " C' w' q' o' q' v' k' " E' q' o' À' p' " *RCE+ " u' q' d' t' g' r' u' k' p' f' w' u' t' k' c' cwqr ctvkc' f g' C' t' i' g' p' v' k' c' {" " D' t' c' u' k' 0' *Fundación Friedrich Ebert.*" 470'

I a ttk' ."C0" R' e' p' l' i' q' . " F0" (" I' c' n' q' . " R0*4236+0' *Common Automotive Policy of Argentina and Brazil: Its impact on local and regional auto part industries0* 44p' f' k' p' v' g' t' p' c' v' k' p' c' n' E' q' m' q' s' v' k' s' o' " q' h' I' G' T' R' K' U' C' . " M' i' q' v' q' . " L' c' r' >> p0'

I gtghk" I 0" (" H' g' t' p' c' p' f' g' l' / U' c' t' m' M0*4233+0' *Global Value Chain Analysis: A Primer0*

I gtghk" I 0" J wo r j tg{ ."L0" M' c' r' r' p' u' n' f' . " T0" (" "Uwti gqp. ."V0L0*4223+0' k' p' v' q' f' w' e' v' k' p' < I r' j' d' c' r' i' c' u' k' v' k' p' . " X' c' n' w' g' " E' j' c' k' p' u' " c' p' f' " F' g' x' g' r' o' g' p' v' 0' *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' q' x' g' t' p' e' g' " q' h' i' r' j' d' c' n' i' x' c' n' w' g' " e' j' c' k' p' u' 0' *Review of International Political Economy.*" 12*3+9: /3260j wr u-1lf qkQti B2082: 2I2; 8; 44; 272226; ; 27"

I gtghk" I 0" (" M' q' t' | g' p' k' y' k' e' l' . " O0*Gf u00*3; ; 6+0' *Commodity chains and global capitalism0* R' t' c' g' i' g' t' 0'

I gtrcej ."O0N0*3; ; 4+0' *Alliance Capitalism: The Social Organization of Japanese Business0* W' p' k' g' t' u' k' f' {" q' h' i' E' c' r' i' k' h' q' t' p' k' " R' t' g' u' 0' j' wr u-1lf qkQti B2087471; 9: 2742; 3; 327"

I j cwtk" R0' P0" (" [co lp." O0*422; +0' T' g' x' k' u' k' p' i' " v' j' g' l' o' r' c' e' v' g' q' h' i' o' w' n' k' p' c' v' k' p' c' n' i' g' p' v' g' t' r' t' k' u' g' u' " q' p' " g' e' q' p' q' o' k' e' " f' g' x' g' r' o' g' p' v' 0' *Journal of World Business.*" 44*4+ " 327/3290 j wr u-1lf qkQti B208238 I0y d0422: 027032"

I j quj cn" U0" (" D' e' t' w' g' w' . " E' 0' C' 0' *3; ; 2+0' Vj g' O' w' n' k' p' c' v' k' p' c' n' i' E' q' t' r' q' t' c' v' k' p' " c' u' b' p' " k' p' v' g' t' q' t' i' c' p' k' c' v' k' p' c' n' i' P' g' y' q' t' n' 0' *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' t' g' c' f' g' G' e' q' p' p' o' f' c' {" "V' g' e' p' q' r' i' q' c' f' f' g' r' u' " H' N' C' E' U' Q' 0'

- I tcpqwgwt. 'O 0*3; : 7+0Gepqo le'Cevkqp'cpf 'Uqekni'Utwevtg<Vj g'Rtdrigo 'qh'Go dg f gf pguu'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'cnrgt'pcvxc'f g'hqu'guwf kqu'ugevqtkrcgu'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'Rtguu'
- 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'pcekqpcrk\ cekp'f g'rcu'go r t'gucu'gur c° qrcu'0'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'Utwi i rg<Cp' Cpuy gt' vq'Etkeu'0'Latin American Perspectives.'"I*3+; '9/3280'
- J cengw.'U0'E0' (" Ut'kpxcucp.'"M0*3; ; : +0'F q'uw r r'igt'uy kej kpi "equu'f k'ht' cetquu' Lcr cp'gug' cpf "WU' o w'kpcv'kpcr'it'kto uA'Japan and the World Economy.'"I0*3+; '35/540j wr u<lf qkQti B2B238 IU2; 44/3647*; 8+22436/; "
- J cm" R0' C0' (" Uqun'eg." F0' *4223+0' Varieties of Capitalism'0' Qzhqtf" Wpkxgtuks\ " Rtguu'0' 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' Cpnc\ uku'qh' Opcpi go gpv'cpf 'Qti cpl\ cvkq'lp'vj g'Hct'Gcu'0'American Journal of Sociology.'94.'74; 60"
- J ctf v.'O 0' (" P gi tk'C0*4222+0'Imperio'0J c'xctf "Wpkxgtuks\ 'Rtguu'0'
- 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'0' qpkqt'T'guqwt'eg'E'gpt'g0'
- J c'xg\.'F 0*4227+0'The New Imperialism'0'Qzhqtf "Wpkxgtuks\ 'Rtguu'0'
- J c'xg\.'F 0*4237+0'Seventeen contradictions and the end of capitalism'*Htu'vkuuwgf'cu'cp'Qzhqtf "Wpkxgtuks\ 'Rtguu'0' r cr gtdcem'0'Qzhqtf "Wpkxgtuks\ 'Rtguu'0'
- J cuurgt.'O 0*422; +0'Xct'k'v'qpu'qh'Xcnw'g'Etgevkq'<C'wqo qd'krg'0' cpw'cewt'kpi 'lp'Vj ckr'p'f 0'Environment and Planning A: Economy and Space.'41*; +; '4454/44690j wr u<lf qkQti B2B28: k6245: "
- J cuurgt.'O 0*4233+0'Nqecr'k'v'q'p'Rtqegu'gu'y k'j kpi 'I nq'dcn'Rtqf v'ekq'p'P gy qtm'<C'wqo qd'krg'Eqo r qpgpv' Uqwt'kpi 'lp'Vj ckr'p'f 0'DIE ERDE – Journal of the Geographical Society of Berlin.'"I42*6+; '64; / 6640'
- J c'xtpgm'V0' (" 'Ku'x'c.\ 0*4233+0'Gu'ko cvkpi 'x'g't'v'ecr'nr km'x'g'tu'lt'qo 'HF K'Y j { 't'gu'wu'x'ct { 'cpf 'y j cv'vj g' v'wg' gh'gev' ku'0' Journal of International Economics.'" 85*4+; 456/4660' j wr u<lf qkQti B2B238 II0'lp'v'geq'0'4233Q29Q26"
- J gem'ej gt.'G0*3; 3; +0'Vj g'gh'gev'qh'ht'gki p't'cf g'qp'vj g'f'k'ut'k'd'w'k'p'qh'lp'eqo g0'Ekonomisk.'21.'6; 9/7340'
- J gkf gpt'glej . 'O 0*4234+0'Vj g'luqekr'go dg f gf pguu'qh'o w'kpcv'kpcr'ie'qo r cpl'gu'<C' r'k'g't'c'w't'g't'g'x'k'g'y 0'Socio-Economic Review.'"I0*5+; '76; /79; 0j wr u<lf qkQti B2B2; 5 l'gt lo y u232"
- J glo . 'U0*4235+0'Ecr cdk'k'v'q'p' 'd'w'k'f kpi 'cpf 'h'p'e'v'k'p'u'qh'UO Gu'lp'd'w'k'p'guu'i t'qwr u'<C'ecug'uwf { 'qh'Vq { qvc'au' uw r n\ "ej cl'p'0'International Journal of Automotive Technology and Management.'"I3*6+; '55: 0' j wr u<lf qkQti B2B2726 IKC VO 0'4235Q278: 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.'X'lev'ko "qh'ku'Rtqf v'ekq'p'U\ u'ngo <Y j { 'f q'Uqekr'U'el'g'pegu'U'km'J c'xg'0' wej "vq' Ngct'p'lt'qo 'y ku'Hto A'Monthly Paper of the French Network for Asian Studies,'j wr <ly y y 0 ku' t'guc'w'cuk'g'Qti I'o qp'vj n\ /ct'v'erguh'q { qvc/x'lev'ko g/vq { q'v'kuo g/j glo /vgr j cpg0'
- J glo . 'U0*4242+0'Vj g'Lcr cp'gug'C'wqo q'k'x'g'lpf wut { 'U'peg'4222<E'c'w'ugu'cpf 'K' r cew'qh'I t'qy vj 'F kur ct'k'kgu'0' Gp' New Frontiers of the Automobile Industry: Exploring Geographies, Technology, and Institutional Challenges'*Ur t'kpi gt'P'c'w'g'0'
- J gr'gt.'U0' (" 'J gpf gtu'q'p.'T0*4236+0'O cpci go gpv'Rt'ce'v'egu.'T'gr'v'k'p'cn'Eq'p't'ce'w.'"cpf 'vj g'F gen'k'p'g'qh' I g'p'g't'cn' O q'q'tu'0' Journal of Economic Perspectives.'" 28*3+; 6; /940' j wr u<lf qkQti B2B2479 IIgr 0: B06; "

J gpf gtuqp. 'L0'F lemp. 'R0'J guu. 'O0'Eqq. 'P0'(' [gwpi. 'J 0Y 0E0*4224+0I rdcnrl tqf wevkqp'pgvy qtnu'cpf " vj g'pcnq uku'qh'geppqo le'f g'gmr o gp'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. 'O0*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 g'gmr o gpv'qh'vj g'O qf gtp 'Y qtrf /U{ uqgo 0Review (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. 'O0U0*4222+0I rdcnkucvkqp'cpf 'Cuugo drgt/Uwr r rkt 'Tgrvkvpu'<Dtc| krlcpf "kpf lc0 Gp'LOJ wo rj tgf. 'I 0Ngergt. ("O0U0Ucrgtpq "Gf u0. "Global Strategies and Local Realities" *r 0 36; /397+0Rcn tcxg'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'g'vkqp" 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 pqni { _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 g'au" 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. 'P0*4239+0'Gr'eqo r rglq' cwqo qvkl /cwqr ct'kuc" gp'Co 2tlec'Ncvkpc0Gutcvgi kcu' i rdcrgu. 'tgi kqpcrgu' { 'f gugo r g' q' t'gekpvg0Gp'La encrucijada del autopartismo en América Latina" *r 0349/3: : +0WPF 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'k'82/cpl'xgtuctkq1"

Kqj. 'O0'Mcv. 'C0'Uj ko qpp. 'I 0'J ctcj wej k' 'I 0'(' "Vc'g qpp. 'R0*423: c+0Nqecik' cvkqp' Rt'qeguu'qh' 'Lcr cp'gug" Cwqo qdkrg'Eqo r cplgu'lp' CUGCP 0 Vj g' Tqrg'qh'Nqecni'Rct w'F g'gmr o gpv'F k'kukqp'cv'Vq { qvc0 Gp'00Kqj. 'C0Mcv. 'I 0Uj ko qpp. 'I 0J ctcj wej k' ' 'R0Vc'g qpp. "Automobile Industry Supply Chain in Thailand" *r 069/84+0Ur t'kpi gt' 'Ukpi cr qt'g0j wr u-1lf qkQti B2082291; 9: /; : 3/35/4582/9a6"

Kqj. 'O0'Mcv. 'C0'Uj ko qpp. 'I 0'J ctcj wej k' 'I 0'(' "Vc'g qpp. 'R0*423: d+0Nqecik' cvkqp' Rt'qeguu'qh' 'Lcr cp'gug" Cwqo qdkrg'Eqo r cplgu'lp' CUGCP 0 Vj g' Tqrg'qh'Nqecni'Rct w'F g'gmr o gpv'F k'kukqp'cv'Vq { qvc0 Gp'00Kqj. 'C0Mcv. 'I 0Uj ko qpp. 'I 0J ctcj wej k' ' 'R0Vc'g qpp. "Automobile Industry Supply Chain in Thailand" *r 069/84+0Ur t'kpi gt' 'Ukpi cr qt'g0j wr u-1lf qkQti B2082291; 9: /; : 3/35/4582/9a6"

Kctuuq. 'K0'(' 'C'kruco. 'E0'I 0*4227+0'Vgej pqni { "t'c'p'uh' "ht'qo "VP Eu"vq" mecn' uwr r rktu'lp' 'f g'gmr lpi " eqw'p't'gu'<C'lw'f { "qh'CD'Xq'k'q'at'wem'lpf "d'w'it' r'p'u'lp' Dtc| kn' 'Ej 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'(' 'Xcu'j gt. 'T0*4233+0Toyota 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 g'gmr o gpv'Vj g'Ecug'qh'U'q'x'cn'k'au'Ek' /Tgi k'p'u' lp' 'vj g' Dtc'k'x'c' \ k'kpc" Eqtt'k'f qt0' 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'rg. 'O0*4232+0Nq'nkpi 'dg { qpf 'vj g' q'd'x'k'w' <W'p't'c'x'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+0Empresa y negocios en Asia oriental0WQE0

Iqj puq. 'E0*3; : 4+0MITI and the Japanese Miracle: The Growth of Industrial Policy, 1925-19750Uc'p'ht'f " W'p'k'x'g't'uk' 'Rt'gu0

Mcr nkpu'f. 'T0*4227+0Globalization, poverty and inequality: Between a rock and a hard place0R'q'k'f 0

Mcy cdg. 'P0' *4235+0'T'q'gu'qh' o w'nk'p'cv'k'p'cn' eqo r cplgu'lp' 'vj g' u'gh' u'w'g'p'c'p'eg'qh' 'vj g' Vj ck' cwqo qdkrg' kpf wut { <Vj g'Ecug'qh'Vq { qvc' O q'qt 'Vj ck'x'p'f 0Waseda Shogaku. "438. '637/66: 0

Mgo r. 'O 0E0*3; 93-0The pure theory of international trade and investment0Rt gpvkeg/J cmo'

Mpki j v.'HOJ 0*3; 43-0Risk, Uncertainty, and Profit0Eco dtkf i g'Wpksgtuks' 'Rtguo'

Mqtpdrkj w.'L0*4235-0'Gt' o ctzkuo q"cti gpvkpq" {"r" ewgukp" f gr'ecr kcn' o qpqr qrkuc'0 N6madas. Revista Crítica de Ciencias Sociales y Jurídicas."93/; 50j wr u-1f qkQti B20742; ItgxaP 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 pcvkpcn'Vtcf g0'World Politics."28, No. 30

Micupgt.'UOF 0*3; ; ; 0'Sovereignty: Organized hypocrisy0Rtkpegvq'Wpksgtuks' 'Rtguo'

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'kpf kcp" cwq" eqo r qpgpw" kpf wut {< F qo gwke" hko u0' tgr qpugu" vq" o ctngv' nkdgtck' cvkpp0' 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'f kt gev'kpxguwo gpv'kp'f g'xgnqr 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' cvkqp'qh'Vq {qvc'O qvqt'Eqr qtcvkqp0'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."Wpksgtuks' "qh'Uqwj 'Cht lec.0j wr u-1f k0wpkuc0e0 c ldkwut gco lj cpf ng B2722 B5484 kj gukamo r tgej vap0 f h"

Ncpi hkrf Ub kj." M0' (" I tggpy qqf." O 0' T0' *3; ; ; 4-0' F g'xgnqr 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 wcvkqp"qh'vj g"Vq {qvc"Rtqf wcvkqp"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: 21224297629234456; 5"

Ngg.'M0*423; 4-0The Art of Economic Catch-Up: Barriers, Detours and Leapfrogging in Innovation Systems" *30'gf 00Eco dtkf i g'Wpksgtuks' 'Rtguo'j wr u-1f qkQti B2082391; 9: 332: 7: : 454"

Ngp'kp.'X0*3; 39-0El imperialismo, fase superior del capitalismo0'

Nk'Z0'("Nkw'Z0*4227-0'Hqtgki p'f kt gev'kpxguwo gpv'cpf "Geppqo ke'I tqy vj <Cp'k'pet gculpi n' {Gpf 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 wcvkqp"cpf "Rtqf wcvkks' "I tqy vj <Nkpmci gu'lp"yj g" Lcr cpgug" Cwqo qvkg" kpf 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 kno'

Nkngt.'L0M0'("J qugwu.'O 0*422; 4-0'Toyota Culture: The Heart and Soul of the Toyota Way0'Rtkpv'O cwgtu' kpe0'

Nkngt.'L0M0'("O g'gt.'F 0*4228-0'The Toyota way fieldbook: A practical guide for implementing Toyota's 4Ps0'O eI tcy /J kno'

Nkp.'L0' [0'("O qpi c."E0' *4239-0'Beating the Odds: Jump-Starting Developing Countries0'Rtkpegvq' Wpksgtuks' 'Rtguo'j wr u-1f qkQti B2087371; 9: 3622: : 68: 3"

Nkr ug {"T0'G0'("Uqj qm ."HO*4227-0'Vj g"K6 r cev'qh'kpy ctf "HF Kqp"J quv'Eqwpt lgu'<Y j {"Uwej "F lhtgtpv' Cpuy gtuA" Gp" Does foreign direct investment promote development?" *0'45-0' k'pukswg" hqt" k'pvt pcvkpcn'Geppqo leu0'

Nkw.'Y 0'("F lengp.'R0*4228-0'Vt cpupcvkpcn'Eqr qtcvkppu'cpf "Qdri cvgf "Go dgf f gf pguu'<Hqtgki p'f kt gev' kpxguwo gpv'kp'Ej kpcu' Cwqo qdkg' kpf wut {"0'Environment and Planning A: Economy and Space." 38*9+."344; /34690j wr u-1f qkQti B20828: k59428"

Nkw.'\ 0' *422; 4-0'Hqtgki p'f kt gev'kpxguwo 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 kgt gpekua kpgt pcekqpcrguaf ga
r tqf wevxf cf agparca kpf wutka vgo kpcmcwqo qtk k agxf gpekacar ct waf garuar rpvuaf gagpu
co dmf qaf ga T 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 cvkq/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" ("Lct kmq. "L0'E0*3; ; 3+0Eqqt kpcvqp "F go cpf u"qh' kpgt pcvkqpcn' 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'Cepp»o lec0

O eEmw. "L0' H0 *4237+0 Del Jeep al Torino. La historia de IKA, primera automotriz integrada de
Sudamérica0Ngpi wclg'Erctq0

O eO kmp. "E0*423; +0Qti cpk cvkqpcn' k gpxk. "Eqtr qtcvg"Utcvgi { . "cpf "J cdku'qh'C wgpvqp <C "Ecug"Uwf { "
qh' Vq { qv0 Gp" Q0' Ncy tpep" Go gci y ctk "Gf 0: " Strategic Management—A Dynamic View0
kpgvj Qr gp0j wr u1lf qkQti B207994 kpgvj qr gp0 3339"

O eP co ctc. "F0*4233+0Business Innovation in Asia. Knowledge and Technology Networks from Japan0
Tqwwgf i g0

O gf kpc "Ht g { gt. "L0'G0*423; +0Convergencia y divergencia de prácticas organizacionales en Empresas
Multinacionales.pdf0KX'Eqpi tguq "kpgt pcekqpcn'f g'T grcekpgu'f gn'Vtcdclq0

O g { gt. "M0'G0 *4226+0Rgtur gevkgu" qp" O wnkpcvqpcn' Gpvgr tkugu" kp" Go gti kpi "Geppqo 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 qtm'cpf 'rti g/uecg'kppqxcvqpu <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 gpg { . "D0*4242+0P gkj gt "eqt g'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" kpgt pcekqpcn' cel»p "f g" re" vto c" cwqo qtk k "cti gpvkpc0 H-industri@
Revista De Historia De La Industria, Los Servicios Y Las Empresas En América Latina."1*34+0
j wr u1lf lq0gepp0wcd0ct lpf gz0 j r II / kpf lct veng kxgy I753"

O qti cp. "I 0*4223+0Vj g'O wnkpcvqpcn' Hto <Qti cpk kpi "Cetquu' kpuwkwqpcn' cpf "P cvkqpcn' F kxk gu0 Gp" The
Multinational Firm: Organizing Across Institutional and National Divides" *r 0'3/49+0 Qz hqt f "
Wpkxgtukv' "Rt guu0

O qti cp. "I 0*4233+0T ghrgevqpu" qp" y j g' O cetq/r qrkku'qh' O letq/r qrkku'0 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' "Rt guu0

O qti cp. "I 0*4239+0Vj g'O wnkpcvqpcn' cu" c" Eqtr qtcvg" Hqto <C "Et kkecn' Eqpvtdkwkq "It qo "Qti cpk cvkq"
Uwf kgu0 Gp" I 0' Dcctu' (" C0'Ur legt "Gf u0: "The Corporation" *r 0'46: /478+0 Eco dtk i g' Wpkxgtukv' "
Rt guu0j wr u1lf qkQti B20239 I; 9: 335; 8: 32470236"

O qwc. "L0' Tqkwgt. "L0' F gihpk "O 0' [qi wgn "I 0' (" "O kgu' F ct *q0*4229+0 Ct vkwrcel»p" { "f guctqmj "gp" re" vto c"
cwqo qtk k "cti gpvkpc <O qthqri "f. "kppqxcel»p" { "go r rgg0 Gp" Innovación y empleo en tramas
productivas de Argentina" *r 0'453/497+0 Rt qo gvgq/ WP I U0

P cwwf c. "M0 *422; +0 Ucvgu. "O wnkpcvqpcn' Eqtr qtcvqpu. " cpf " kpuwkwqpcn' Ct tcepi go gpw < Geppqo le"
kpgt f gr gpf gpeg" Dgy ggp" Icr cp" cpf " Uqwj geuv' Cuk0' Japanese Economy." 36*5+ " ; 8/3490
j wr u1lf qkQti B204975 IIGU32; 9/425Z582526"

P cwwf c. "M0" (" "Vj qdwt. "L0*4236+0J qy "o vej "r qike { "ur ceg' ukm'gz kuu" 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: 2 I; 8; 44; 2042350 9: 963"

Rcxrfp gm "R0" ("fi flicmx". "R0" *4238-0'Nlnci gu'cpf "ur kmxgtu"lp"i mdcn'r tqf vevqp"pgvy qtmu' Hkto /ngxgn' cpcnf uku'qh'yj g'E| gej "cwqo qvkg"lpf wut {0'Journal of Economic Geography."16*4+."553/5850 j wr u-1f qkQti B2082; 5 lli Indv263"

R2 tgl ." C0' *422; +0' Nc" uqekmqi "f" geqp»o lec<" Qtkpvclep" vgtlec." cr ctcvq" eqpegr wcn' {" cur gevqu" o gxf qn»i lequ'f g'wp'eco r q'f g'lp'xgumi cel»p"gp"ekgpekcu'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"vtx2 u'f g'rc"Uqekmqi "f" f 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 cguw'f. "Wpkxgtukf cf "P celqpcn'f g'Ucp'O ctv'p_0j wr u-1f k0xpuc0 Qf w0t lj cpf rg B456789; ; B: 44"

Rgt gl "Cm cpuk "D0" *4243-0'Nc'tgeqphi vtel»p"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"etkuku'f g'rc"eqpxgt vdkrf cf <"Wp" cp' rikulu'f g'lw'gxqmvcl»p" {" wu'r tkpek' 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' tgekpgvu' tgi "b gpgu" cwqr ctvkuu" gp" Cti gpvpc0' Revista Galega de Economía." 28*5+." 950 j wr u-1f qkQti B2087526 lti g04: 007: 2; "

R2 tgl "Ct vlec." T0' R2 tgl "Kl" a° gl . "L0'K0" ("Rgt gl "Cm cpuk "D0" *4244-0'T geqpukf gt lpi "cwqo qvkg'f g'xgnr o gpv' utcvgi 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-1f qkQti B208566 lti lli g05: 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-1f qkQti B2082; 5 lli g0dgr 273"

R2 tgl " Kl" a° gl . "L0' *423; +0' Ecf gpcu"i mdcrgu'f g' xcm' <"Wp" t'gxkuk»p" ddkrfqi t' hlec0' Semestre Económico." 22*73+."85/: 30j wr u-1f qkQti B20445; 7 lugge0x44p73c6"

Rgvuqp. "R0" (" Lqj tk "N0' O 0' *4228-0' F tkx lpi " j cto qp { <"Rj kmuqr j {" qh'Vq { qvc" O qvt "Vj ckrpf 0' Strategic Direction."22*33+."5/70j wr u-1f qkQti B20832: 1247: 276283292: 8; ; "

Rj gnuq. "U0' Dlem" I 0" (" Dctpctf q. "E0" *4239-0' Vq { qvc" J kmw <" J qy "Uqwj "Cht lecau" vqr "r lemw "dcwgf "o ctngv' ej cmgpi gu0Emerald Emerging Markets Case Studies."7*6+."3/520j wr u-1f qkQti B20832: IGGO EU/25/4239/2275"

Rlecdgc. "H0" (" "Vj qo cu. "J 0' *4233-0' C p' a rikulu' uqekv? epleq' f gn'r tqf gevq' f g" r tqf weel»p" cwqo qvtk' "mqecn' lpgi tcf c' gp"rc"ugi vpf c'r t'gukf gpek'r gtqpkvc" *3; 74/3; 77-0'Realidad Económica."261."4; /790'

Rlecdgc. "L0' H0' *4239-0' F gukpf wutlc'rik' cel»p" {" f guv weel»p" vgepq/r tqf vevkc" f vtcpvg"rc" Anko c" f levcf vtc" e'k'leq/o k'kci' cti gpvpc <" Gn'r tqeguq' f g' ekgtg' f g' l'pf wutlcu" O ge' plecu' f gn' Guvcf 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 kpgtugk'p. "P 0" (" E»tf qdc. "H0" *423; +0' Uqdtg'rc"lpf wutlc"cwqo qvtk' . "rc" r tqf vevk'cf cf "rcdqtcn'|" gn'r gpuc0 kpvq' et' k'leq0' Cuadernos de Economía Crítica."3*8+."323/3470'

Rqrnp { k' M0' *3; 66-0' The Great Transformation 0' Dgceqp "Rt guu0'

Rqpvq. "U0" (" Uwti gqp. "V0" *4236-0' Gzr rcklpi "i qxgtpepeg'lp'i mdcn'xcnw'ej clpu <" C" b qf wrc' yj gqt { /d'w'kf lpi " ghqt v0' Review of International Political Economy." 21*3+." 3; 7/4450 j wr u-1f 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 Latina 0' HNCEUQ0'

Rtcj crrf. "E0' M0" (" F q| . "I 0' N0' *3; ; 9-0' The Multinational Mission: Balancing Local Demands and Global Vision 0' Hgg' 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{c_0'Wpkygtukf cf "P cekqpcn'f g' I gpgtcr'Ucto kpvq0'

Tgengpf tggg."C0'I gj rgp."D0"("O ctz."E0*4244+0'Kvgtpcvkqpcn'dwlpqguu."o wmkpcvkqpcn'gpvgt tkgu"cpf " pcvkqpcrk'q'h'y'g"eqo r cp{<"C"eqpwt wv'x'g'tgx'ky "qh'rksgtcwt g0'Business History."64*,"+3789/37; ; 0j wr u-1f qkQti B202: 21222989; 3042440433: 93: "

Tlectf q."F 0*3: 39+0On the Principles of Political Economy and Taxation0Lqj p'O wtte{0'

Tqdkpuqp."Y 0K*4235+0Una teoría sobre el capitalismo global: Producción, clase y Estado en un mundo transnacional0Uki m'Z ZK0'

Tqdkpuqp."Y 0K*4236+0Global capitalism and the crisis of humanity0Eco dtkf i g'Wpkygtukf 'Rt guo0'

Tqf cu'I qpl 'a rgl."UOE0*4242+0Responsabilidad social empresarial y sostenibilidad: Coca-Cola FEMSA y Toyota en Argentina"]Rqui tcf q."Wpkygtukf cf 'f gnTquctkq_0j wr u-1f qkQti B206: 935 B2558a476; 3"

Twdkq."L0'F kcu'Nqwtgpeq."O 0D0'Rgl | ct'k'N0"("Dt'k'0'cuet'gpj cu."V0*4244+0Mejorar la productividad argentina: El caso Guidi y la industria automotriz0Hwpf ct0j wr u-1Hwpf 0ct Ir wdrkecekqp lecuq/i w'k k' k'p'f wutlc/cwqo qvt k' l'

Twi o cp."C00 0*422; +0The Oxford handbook of international business0Qzhqtf 'Wpkygtukf 'Rt guo0'

Twi o cp."C00 0'('Eqm'kpuqp."U0*4226+0Vj g'T gi kqpcn'P cwtg'qh'y'g'Y qtrf ai'C wqo qv'x'g'Ugevt0European Management Journal."22*7+"693/6: 40j wr u-1f qkQti B20238 11Qo 1042260; 028"

Ucnq."O 0"(" \ { nldgdgti."G0*4237+0Htqo "I qxgt'p'cepg"vq"Utcvgi {<"Kpl'ge'kpi "O cpci go gpv'Uwf l'gu"kp'vq" I m'cdn'Xcnw'g'Ej k'pu0'SSRN Electronic Journal0j wr u-1f qkQti B20435; l'utp04852288"

Ucnq."O 0"(" \ { nldgdgti."G0*423; +0'Uwr r r'ngt"utcvgi { "kp"i m'cdn'xcnw'g'ej k'pu<"Uj cr kpi "i qxgt'p'cepg"cpf " r tqh'k'kpi " Itqo " wr i tcf kpi 0' Socio-Economic Review." 17*5+" 8: 9/9290 j wr u-1f qkQti B202; 5 l'ugt lo y z26; "

Ucnrku."T0"("Uqtr gt."O 0*3; ; 5+0Les mondes de production: Enquête sur l'identité économique de la France0Gf k'k'pu'f g'w'Geqrg'f gu'j cwgu'2 w'f gu'gp'uel'gepu'u'el'c'rgu0'

Ucpq."O 0'('F'K0'ct'k'p."N0*4225+0Vt'gu'ecuqu'f g'icr q'p'k' cel'p'f g'ic'g'ic'el'p'f g'go r ngq'gp'Cti gp'k'p'c'f h0' Revista de la CEPAL0'

Ucpvcte'pi grq."L0'("Rgtt'qpg."I 0*4234+0Vt'cp'uhqto cek'q'p'gu."t'gp'cd'k'k'f cf " "go r ngq'gp'ic'e'Àr wr'e"l'p'f wutlc'ic'0' Cp' r'k'ku'f g'ic'e'Àr wr'e'cwqo qvt k' "gp'ic'r' quv'Eqpxgt'v'k'k'f cf 0'Revista De Historia De La Industria, Los Servicios Y Las Empresas En América Latina."6*32+"560'

Ucpvcte'pi grq."L0'Y { f rgt."C0'("Rcf 'p."L00 0*423; +0R'q'f'k'ec"geqp>o k'ec" { "f gugo r g'o q' l'p'f wutlc'ic'0'Revista de Ciencias Sociales."35."393/3: : 0'

Ucuugp."U0*3; ; 8+0Losing Control? Sovereignty in an Age of Globalization0'

Ucuugp."U0*4229+0A Sociology of Globalization0Y 0'Y 0'P qt'v'p'('Eqo r cp{0'

Uej qtt."O 0*4234+0'Nc" f gu'p'f wutlc'ic'k' cel'p"eqo q" gl'g" f gn' r tq{ ge'vq" t'gh'w'p'f cek'q'pcn'f g'ic" ge'q'p'qo 'c' { "ic" u'el'g'f cf "gp" Cti gp'k'p'c."3; 98/3; : 50'América Latina en la Historia Económica."19*5+"53/780 j wr u-1f qkQti B202: 454 k'nj g0x3; k5074: "

Uej qtt."O 0'("Ecugm."O 0L0*4237+0'Ew'p'f q'gn'et'g'eko l'gp'vq"pq"gu'f gu'ctt'q'm'0C'ni w'p'qu'j' ge'j qu'gu'k'k'f cf qu' f g'ic'f l'p'o k'ec' l'p'f wutlc'ic'gp'ic'r' que'q'p'x'g't'v'k'k'f cf 0'Cuadernos de Economía Crítica."2."6; /990'

Uej qtt."O 0'("Y cl'p'gt."C0*4236+0'Nc"ge'q'p'qo 'c'c'ti gp'k'p'c'gp'ic'r' que'q'p'x'g't'v'k'k'f cf <"Rt'q'd'ng'o cu'g'ut'w'ew't'c'rgu" { "t'g'ut'leek'p"gz'v'gt'p'c'0'Realidad Económica."286."359/3960'

Uej xct| gt."L0*3; ; 7+0'Nc"t'ge'q'p'x'g't'v'k'k'p" f g'ic" l'p'f wutlc"cwqo qvt k' "cti gp'k'p'c'0' Ciclos en la Historia, la Economía y la Sociedad."5*,"+7/490'

Uej xct| gt."L0*3; ; 8+0La Industria Que Supimos Conseguir"R'c'p'g'v'c-0'

Uej xct| gt."L0*3; ; : +0Implantación de un modelo económico: La experiencia argentina entre 1975 y el 20000C/\ 'Gf k'q'c'0'

Uej xct| gt."L0'T'q'lcu'Dtgw."O 0'("R'c'c."L0*4225+0'La industria automotriz argentina en perspectiva: La reconversión de la década del noventa como prólogo a la crisis actual0EGURCO'

Ugtt'cpk'G0*4234+0'Gr'f gu'ctt'q'm'ge'q'p>o k'eq" { "ic'qu'gu'w'f k'qu'u'q'd't'g'gn'Gu'c'f q" { "ic'qu'go r t'g'uct'k'qu'0'Wp'eq'p'w'c'p'v'g" f gu'c'f'f'j' r c'tc'ic'u'El'k'p'ek'u'U'el'c'rgu'0'Papeles de Trabajo."9*C" q'8+"349/3760'

Uj cknj."C0*4238+0'Capitalism: Competition, Conflict and Crisis0Qzhqtf 'Wpkygtukf 'Rt guo0'

Uj gnj ct 'Ncn'F cu.'MO' ("Uqdkp.'I 0*4228+0Ncdqwt'r tcevegu'cpf 'y qtnkpi 'eqpf kkpqu'lp'VP EU<y g'ecug'qh' Vq {qvc' Mktmnet'lp' kpf kc'Gp'F 0'Ej cpi '*Gf 0:.'Labour in Globalising Asian Corporations: A Portrait of Struggle'*r 0495/524+0Cuk' O qpkqt' T guqwtg' Egpvt g'0

Uj ko k w.'MO*3; ; ; c+0Le toyotisme0Nc'F² eqwxgtvg' ('U{tqu0

Uj ko k w.'MO*3; ; ; d+0Le toyotisme0Nc'F² eqwxgtvg' ('U{tqu0

Uj ko k w.'MO*422; c+0Vj g'Wpegtvclpv' 'qh'Vq { qvc'cu'v'j g'P gy 'Y qtrf 'P wo dgt'Qpg'Ecto cmgt0Gp' *The Second Automobile Revolution. Trajectories of the World Carmakers in the XXI Century*0 Rcn' tctxg' O ceo kmp0

Uj ko k w.'MO*422; d+0Vj g'Wpegtvclpv' 'qh'Vq { qvc'cu'v'j g'P gy 'Y qtrf 'P wo dgt'Qpg'Ecto cmgt0Gp' *The Second Automobile Revolution. Trajectories of the World Carmakers in the XXI Century*0 Rcn' tctxg' O ceo kmp0

Uj ko qmcy c.'MO*Gf 00*422; +0The Birth of Lean: Conversations with Taiichi Ohno, Eiji Toyoda, and other figures who shaped Toyota management0Vj g'Ngcp'Gpvt r tkug'Kpukwng0

Uko qpc | k'CO' lqti g' Ecttgyq' Ucp' lp² u.'LO' ("T wuu.'O 0*4242+0Vj g' hwwt g' qh'v'j g' cwqo qvkg' lpf wut { < F cpi gtqu'ej cmgpi gu'qt' pgy 'rhg' hqt' c' ucwctvgf 'o ctngv' *Institute for New Economic Thinking Working Paper Series.* '3/560j wr u<lf qkqti B2088: 9 lpgy r 363"

Uo kj . 'CO*3998+0An Inquiry into the Nature and Causes of the Wealth of Nations0Y 0'Utcj cp' c'pf "V0 Ecf gnt0

Uqmqo qp.'GOO 0*4233+0Hqtgki p'F k gev'Kpxguo gpv.'J quv'Eqwpt { 'Hvexqtu' c'pf 'Geppqo ke' I tqy vj 0 *Ensayos Revista de Economia.* '30*3+.'63/920

Uqupqxunkj . 'U0*4238+0Vq { qvc' O qvt' Eqtr qtcvlp' < Qti cpl' cvkpcn' Ewvwt g'0 *Philosophy Study.* '6*9+.'664/6760j wr u<lf qkqti B2089487437; /7535423809027"

Uqwtqwkng. 'LO*3; ; 2+0El complejo automotor en Argentina (Transnacionales en América Latina). 'P wgx'c' K' ci gp0

Ur gct. 'U0' ('Dqy gp.'J 0MO*3; ; ; +0F geqf lpi 'y g'F P C' qh'v'j g'Vq { qvc' Rtqf wvklp' U' ugo 0 *Harvard Business Review.* '77.'; 8/32: 0

Ur lpf gpf tglgt. 'F 0'Dcwgtj cpun'V0'Dgem'O 0' ('Nguo gkugt. 'HO*4237+0The proximity paradox: Balancing Auto Suppliers' Manufacturing Networks." Vj g' Dquqp' Eqpuwklpi " I tqvr 0 j wr u<ly y y 0r c0t' cwj qhgt' f g' eqpvgpvf co l' r c' lf g' lf qewo gpv' Rwdknc' v' k' p' p' U' w' l' k' p' l' U' w' l' g' a' Vj g' Rtkzko k' f' f' h'

Utcpi g. 'U0*3; ; 8+0The Retreat of the State The Diffusion of Power in the World Economy0'Eco dtk' i' g' Wpkxgtuks' 'Rtguu0

Uwti gqp. 'V0' ('Hqtkf c.'T0*4222+0Globalization and Jobs in the Automotive Industry. Final Report to the Alfred P. Sloan Foundation0Kpvt p' cvkpcn' O qvt' Xg' keng' Rtqi tco . 'Egpvt' hqt' Vgej pqm'j { . 'Rqtk' { . " c'pf " K' f' wut' k' r' n' F g' x' g' r' o' g' p' v' " O cucej wugwa" K' p' u' k' w' g' " qh' Vgej pqm'j { 0 j wr u<ly y y 0r g' u' g' v' j | 0' j l' u' p' 4; 635 l' m' d' c' r' k' v' k' p' ' 42c' p' f' ' 42l' q' d' u' ' 42l' p' ' 42v' j' g' ' 42c' w' q' o' q' v' k' g' ' 42k' p' f' wut' { ' 42H' k' p' c' n' 42T' g' r' q' t' v' f' f' h'

Uwti gqp. 'V0LO*4232+0F g' Ecf gpcu' F' g' O g' t' c' e' p' e' cu' *E' q' o' q' f' k' l' g' u' + ' C' ' E' c' f' g' p' c' u' ' F' g' ' X' c' m' t' < ' E' q' p' u' t' w' e' e' k' p' p' g' u' ' Vg' > t' l' e' c' u' ' G' p' ' W' p' c' ' r' q' e' c' ' F' g' ' I' m' d' c' r' k' c' e' l' e' p' 0 *Eutopia - Revista de Desarrollo Económico Territorial*0 j wr u<lf qkqti B2089363 l' g' w' q' r' k' 0' 0' 423208249"

Uwti gqp. 'V0LO' ('Dkgugdtqgem'LOX0*4233+0I m' d' c' n' x' c' n' w' e' j' c' k' p' u' l' p' ' v' j' g' ' c' w' q' o' q' v' k' g' l' p' f' wut { < ' C' p' ' g' p' j' c' p' e' g' f' " t' q' r' g' ' h' q' t' ' f' g' x' g' r' k' p' i' " e' q' w' p' t' l' g' u' A' *International Journal of Technological Learning, Innovation and Development.* '4*3445+.'3: 3/4270j wr u<lf qkqti B208726 l' k' v' n' k' f' 042330263; 26"

Uwti gqp. 'V0LO' O go gf qxle. 'Q0'Dkgugdtqgem'LOX0' ('I g' t' g' h' k' 'I 0*422; +0I m' d' c' n' k' u' v' k' p' ' qh'v'j g' cwqo qvkg' l' p' f' wut { < ' O' c' k' p' ' h' g' c' w' t' g' u' ' c' p' f' " v' g' p' f' u' 0 *International Journal of Technological Learning, Innovation and Development.* '2*344+.'; /460j wr u<lf qkqti B208726 l' k' v' n' k' f' 0422; 043; 76"

Uwti gqp. 'V0' Xcp' Dkgugdtqgem'LO' ('I g' t' g' h' k' 'I 0*422: +0X' c' n' w' e' j' c' k' p' u' ' p' g' y' q' t' m' u' ' c' p' f' " e' n' w' u' g' t' u' < ' T' g' h' c' o' k' p' i' " v' j' g' " i' m' d' c' n' ' c' w' q' o' q' v' k' g' " l' p' f' wut { 0' *Journal of Economic Geography.* " 8*5+." 4; 9/5430 j wr u<lf qkqti B2082; 5 l' l' g' i' l' n' d' p' 229"

Uwi k' co c. 'I' 0' ('Hwko qvq. 'V0*4222+0Rtqf wv'F g' x' g' r' o' g' p' v' U' t' c' v' g' i' { " l' p' ' k' p' f' q' p' g' u' k' < ' C' ' F' { p' c' o' k' e' ' X' l' g' y' " q' p' " I m' d' c' n' U' t' c' v' g' i' { 0Gp' LOJ wo r j t' g' . 'I' 0Ngergt. ('O 0U0U' c' r' g' t' p' q' *Gf u0: 'Global Strategies and Local Realities'*r 0398/428+0Rcn' tctxg' O ceo kmp' WMOj wr u<lf qkqti B208279; 9: 2555; 99934a: "

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