



Pérez Almansi, Bruno

# 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)



Esta obra está bajo una Licencia Creative Commons Argentina.  
Atribución - No Comercial - Sin Obra Derivada 2.5  
<https://creativecommons.org/licenses/by-nc-nd/2.5/ar/>

Documento descargado de RIDAA-UNQ Repositorio Institucional Digital de Acceso Abierto de la Universidad Nacional de Quilmes de la Universidad Nacional de Quilmes

*Cita recomendada:*

Pérez Almansi, B. (2023). *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 de doctorado). Universidad Nacional de Quilmes, Bernal, Argentina. Disponible en RIDAA-UNQ Repositorio Institucional Digital de Acceso Abierto de la Universidad Nacional de Quilmes <http://ridaa.unq.edu.ar/handle/20.500.11807/4247>*

Puede encontrar éste y otros documentos en: <https://ridaa.unq.edu.ar>

# **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**

**Bruno Pérez Almansi**

[brunopalmansi@gmail.com](mailto:brunopalmansi@gmail.com)

## **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).**

Vguku'r etc"qr vct 'r qt "gn'vfwrq 'f g'F qevqt "gp'F gucttqm "Geqp»o leq"  
Wpkxgtukf cf 'P cekqpcrif g'S wkro gu"

*Autor: Mg. Bruno Perez Almansi*

*Director: Dr. Alejandro Gaggero*

Dwgpqu"Ckt gu"

O c{q."4245"

## AGRADECIMIENTOS

Gp'r tko gt'hwí ct."guc'v'guku"{'gn'v'cdclq'f'g'kpxguki cek»p's wg'gmr'o wguvc'pq'j wdkgtc'ukf q" r qukdng'ukp"gn'cr q q" {"hkpceko kgpvq'f gn'Guvf q'pcekqpcn'c"v'cx<sup>2</sup>u'f gn'qvqti co kgpvq'f g'wpc" dgec'f qevqtcnEQP KEGV."c'r ctvkt'f g'rc'ewcnr'wf g'f gf lecto g'gzenukxco gpvg'cnf gucttqm'f g'rc" r tgu'pvg'v'guku0"

O khwi ct'f g'v'cdclq."rc'Wpkxgtukf cf'P cekqpcn'f g'Ucp'O ctv'p."{"gp'r ctv'kwrt."uw'Guewgrc" Kpygtf kuek rkpctk'f g'c'nqu'Guwf kqu'Uqekrgu."ewo r rdtqp'wp'tqn'hwf co gpvcn'gp'gn'eco kpq'f g' rc'r tqf week»p'f g'guc'v'guku0C'uw'xgl."gnf qevqtcf q'gp'F gucttqm'Geqp»o leq'f g'rc'Wpkxgtukf cf" P cekqpcn'f g'S wko gu'pq'uqm'o g'r gto kks'mgxct'c'ecdq'guc'kpxguki cek»p."ukpq's wg'o g'pwtk»" f g'f kweukqpgu" {"r gtur gev'x'cu"vg»tlecu."eqpqeko kgpvq'j kw»tleq."j cdkrf cf gu'v'epkecu" {"t'gf gu" r tqhgukqpcn'g'kpf kur gpucdrgu'r ctc'o kf gucttqm'cecf<sup>2</sup>o leq0'

Ci tcf gl'eq'gur gekm gpvg'c"o k'f k'gevt."Cnglcpf tq'I ci i gtq."s wg'xctkqu" c° qu'cvt<sup>a</sup> u" eqphk»gp"o ¶r ctc'c'wf ctmq'c'tgcrk' ct'v'ctgu'f g'kpxguki cek»p" {"o g'r gto kks'eqo gp| ct'c'eqpqegt" guc'r tqhguk»p0P q'uqm'uw'rgewtc" {"eqttgeek»p'hwgtqp'ko r qtvcpgu'r ctc'guc'v'guku."ukpq'vco dk² p" gn'v'cdclq"eqv'f kcpq'lwvq'c'² nj'c'ukf q." {"uki wg'ukgp'f q.'hwf co gpvcn'gp"o khqto cek»p0"

Ng'f q' {"ru'i tceku'c'ob'keqf k'gevt'f g'dgec."O ctv'p'Uej qtt."ew' qu'eqpqeko kgpvqu" {"cv'pvc" rgewtc" j cp" ukf q' kpf kur gpucdrgu" r ctc" rc" r tqf week»p" f g' g'ug" v'cdclq0' Uwu" eqttgeekqpgu" {" eqo gpv'ctkqu"ug"j cp"eqo r ngo gpvcf q'c"rc"uwr gtxkuk»p'f g'rc"l'kpxguki cek»p" {"o g'j cp"r gto k'k'f q' g'rdqtct" {"r tqhwf k' ct'r ctv'gu'gugpekcrgu'f g'guc'v'guku0"

Qtc'o gpe»p'gur gekn'gu'v' f k'ki k'f c'c'nu'r tqhgugt'f g'gn'v'cmgt'f g'v'guku."s wkgp'gu'vco dk² p" ewo r rdtqp" {"ewo r rnp'hwpekqpgu'glgew'x'cu"gp'gn'f qevqtcf q."Lwcp'Ucpvte<sup>a</sup> pi gm" {"Hgtpcpf q" Rqtv'c0'Nc"v'ctgc" gp'g'ug"ugo k'pctk'hwg"etwecn'r ctc"rc"o cf v'ceek»p'f g'rc"l'kpxguki cek»p" {"uw" ceqo r c° co kgpvq'ug"eqo dkp»"eqp'uw'i tcp"eqpqeko kgpvq'gp"rc"vgo<sup>a</sup> v'ec" {"uw'ecrk' gl' j wo cpc" r ctc"eqpf wek'gn'v'cdclq0"

S wkg'q'vco dk² p'f ctng'u"ru'i tceku'c'f k'gt'gp'v'gu'r tqhgugt'f g' {"eqrgi cu"eqp"s wkgp'gu"j g" r qf k'f q'f k'ewkt'f k'w'pvcu'r ctv'gu'f g'g'ug"v'cdclq"eqo q'I gto<sup>a</sup> p"Rlpc| q."Tqf tki q"R² tgl "Ct'v'ec." Cpc"Ecuv'gm'pk"Guvg'dcp"Ugttc'pk"O cpw'gn'I qp| cmq."Nqtgp| c"O »pceq."Lqj p"Vj qdwt'p."Mctqw" P cvw'f c."O ctv'p'Uej tqgf gt."F c'p'k'gn'Uej v'kpi ctv."Er'wf k'q"Dgr'k'p'k"Hgf g'tleq"F wre'lej ."Xgt»plec" Tqdg'tv."Lko gpc"Tvdlq."O c'v'p'cu'I wo cp."I cdt'k'gn'Rqte'krg."Nwku"D² tv'qr."O ctv'p'Dwti qu."Cpcj ¶ Tco r k'p'k' {"Gt'p'gu'v'q"O cv'qu0'Gur gekm gpvg'gpv'g'gm'qu's wkg'q'f g'g'ucect'rc"ko r qtvc'pek'f g'rc"u" f k'ewukqpgu" {"gn'v'cdclq"eqp"o k'co ki q" {"eqrgi c"l'cx'kgt"R² tgl "Kl<sup>a</sup>o gl."s wg"j cp"t'guw'ncf q" hwf co gpvcn'gu'r ctc'rc"gr'dqt'cek»p'f g'guc'v'guku0"

Ci tcf gl eq'c'vqf qu'o ku'eqo r c° gtqu'f gn'E gptq'f g'Guwf kqu'Uqekrgu'f g'rc'Geqpqo ¶'f g' n"GK CGU/WP UCO ."Ngcpf tq."Uqpk."Go krc."Hqtgpek" { "Ci wu'p0'C"o ku'eqo r c° gtqu'f g' ewtucf c'f gn'f qevqtcf q."P kqrñ u."O ctv'p."Hqtgpek."Lc| o ¶p."Ukklpc" { "Lwcp0'Vqf qu'gmqu'j cp' cr qtvcf q'c'o k'vcdclq'gp'gug'eco kpq0'

I tceku'cn'kpukwq'f g'kpf wutk'f g'rc'Wpkgtukf cf "P cekqpcn'f g'I gpgtcn'Ucto kpvq." f guf g'f qpf g' cr tgpq'f vqf qu'ñu'f ¶cu'cegtec'f g'rc'i guk»p" wpkgtukctk."rc'f qegpek" { "rc' kpxguki cek»p0'Vco dk²p"ci tcf gl eq'c'ñu'eqo r c° gtqu'f g'HWP FCT."wp'gur cekq"uwo co gpvg' kpvgtgucpvg'r ctc"r gput" { "r tqr qpqt"r qñk'ecur'Adñecu"r ctc"gn'f gucttqm'f g'pwgustq'r c¶u0' Ci tcf gl eq'cn'E gptq'E wñwtcn'f g'rc'Eqqr gtcek»p" { "r tkpek cmo gpvg" c'ñu'eqo r c° gtqu'f gn' F gr ctvco gpvq'f g'Geqpqo ¶'Rqñk'ec0'Guc'kpukwk»p" { "uw'kpxguki cf qtgu'uqp"wp'c'tghgtgpek" gp'gn'eco r q'f g'rc'u'ekgpekcu'uqekrgu'et¶k'ecu" { "eqo r tqo gkf cu'eqp'rc'tgcnk cf "rc'kqco gtlepc0'

Ci tcf gl eq'c'o ku'co ki qu'f g'ukgo r tg."Ectñu."Ci wu'p."O cpwgn"Ucpkci q."Rvlekq." Fkqi q."Lxkgt."Lwcp."Hcpekueq."Cnglcpf tq."Gwi gpk."Hcpekueq" { "O ctkepgr'c'wg.'cwps wg'c'xgegu" o g'r tgi wvpg'c's w²"o g'f gf leq."uw'ectk² q" { "cr q{ q'uqp"ugpekrgu0I tceku'vco dk²p'c'vqf qu'o ku' co ki qu'f g'rc'c'gust¶'gp'Uqekrñi ¶'Geqp»o kec'f g'rc'GK CGU."f qpf g'f kñu'r tko gtqu'r cuqu'gp" rc'kpxguki cek»p'cecf²o kec" { "gp'gn'cr tgpq'k clg"uqdtg'o wej qu'f g'ñu'vgo cu'xqrecf qu'gp'guc' vgu0"

Ci tcf gl eq'gur gekmo gpvg'c'Egekrc."s wg."f wtcpvg'guxu'Ànko qu'c° qu." { "rc'o c{ qt'r ctvg' f gn'vgo r q'eqp'wp'qe² cpq'f g'f kucpek."o g'j c'ceqo r c° cf q'gp'vqf q'o qo gpvq" { "vco dk²p'o g'j c' c{ wf cf q'cecf²o leco gpvg'c'r ctv'k'f g'uw'eqo gpvctkqu" { "qr kpkpqu0'

Rqt" Ànko q." rñ" f q{ "rc'u' i tceku" c" o k' o co a " { "o k' j gto cpq." s wg" uqp" ñu" r kret gu' hwpf co gpvrgu'gp'o k'xkf c" { "c's wkgp'gu'ñu'f gdq'ecf c'wpq'f g'o ku'ñi tqu0"

Tgkgtq'o ku'ci tcf geko kpvqu'cn'EQP KEGV."c'rc'Wpkgtukf cf "P cekqpcn'f g'Ucp'O ctv'p."c' rc'Wpkgtukf cf "P cekqpcn'f g'S wñro gu" { "c'rc'Wpkgtukf cf "P cekqpcn'f g'I gpgtcn'Ucto kpvq" { "ñ" j ci q'gzvpgukxq'cn'Gucf q'pcekqpcn'cti gpvq0I tceku'r qt'eqphkt'gp'o ¶'r ctc'mgxct'c'ecdq'guc' kpxguki cek»p0Eqp'gmc." { "eqp'o k'vcdclq'gp'i gpgtcn'dwueq'cr qtvt'cn'eqpkeko kpvq'f g'cn' wpqu' f g'ñu'r tqdrgo cu's wg'kpgp'pwgustq'r c¶u'r ctc'cxcp| ct'gp'uqñekp'gu's wg'vpi cp'eqo q'qdlgkxq" o glqtct"uwvpgvcdrgo gpvg'gn'dkpguact'f g'pwgustc'r qdñek»p0'Cu¶."gur gtq'f gxqñgt'cn' q'f g'ñ" s wg'rc'uqekgf cf "cti gpvpc'o g'f kq0'

Buenos Aires, 17 de mayo de 2023



## ÍNDICE

PFÆGFGEWCFTQU.T Tf HÆQU'G'KO f I GP GU	"
NKUVCFQ'F G'UK NCU	B5"
<b>INTRODUCCIÓN .....</b>	<b>16</b>
3/"Rt gupwce»p'f gn'r tqdrgo c"{'gucf q'f g'rc'ewguk»p	B8"
4/"O cteq"vg»tleq	44"
5/"O gxf qqi ꞑ	48"
6/"Eqp»tdwek»p'f g'rc'vguku	4: "
7/"Rt gupwce»p'f g'rc'ecr ꞑwru	4; "
<b>CAPÍTULO 1 .....</b>	<b>33</b>
<b>Estudios sobre empresas en la cadena de valor automotriz: perspectivas teóricas y analíticas .....</b>	<b>33</b>
K»tqf wek»p'f gn'ecr ꞑwru	55"
306"ó'Nqu'guwf kqu'uqekrgu'f g'rc'geq»qo ꞑ'c"{'gn'f gucttqm'geq»o leq'	55"
304"ó'Gdlwiti ko kgrv'f g'rc'u'Ec'f gpcu'I r qdrgu'f g'Xcrq"{'uw'o cteq"vg»tleq	5; "
305"ó'Ne'gutcvgi kc"go r t guctkrnf g'uwdukf kctku'f g'Go r t gucu'O wnkpcckqpcrgu	58"
306"ó'K»xgtuk»p'Gz»t»cplgtc'F kt gev<»ru'ghgev'u'f g'rc'u'Go r t gucu'O wnkpcckqpcrgu'gp'r c'»gu' r gt k?»tleq	75"
307/"Cp»gegf gp»u'f g'guwf kqu'f g'GO u'lcr qpgucu'cwqo q»tlequ	82"
Eqpenwukqpgu'r ctekr»u	85"
<b>CAPÍTULO 2 .....</b>	<b>66</b>
<b>La industria automotriz argentina luego de la crisis de la convertibilidad: la excepcionalidad de Toyota Argentina (2002-2019).....</b>	<b>66</b>
K»tqf wek»p'f gn'ecr ꞑwru	88"
406/"Dt»g»t»gug° c'j k»»tlec'f g'rc'»tc{ gevqtk'cwqo q»tk' "cti gp»kpc'f guf g'uwu'kplekqu'j cu»c'rc" etkuku'f g'rc'eqpxgt»dkrkf cf	89"
406/"Kplek"{'etgelo kgrv'f g'rc'r tqf wek»p'cwqo q»tk' "cti gp»kpc"»3; 42/3; 97+	89"
406/"Hk»'f g'rc'K»f wutkrk cel»p'r qt'Uwukwek»p'f g'K r qtwekqpgu"{'gucpeco kgrv' r tqf wek»q'gp'gn'ugevq'cwqo q»qt'cti gp»kpc"»3; 98/3; ; 2+	8; "
406/"Ne'tgeqphki wtce»p'f g'rc'k»f wutkc'cwqo q»tk' "gp'gn'o cteq'f g'rc'u'tghqto cu" gut wewtcr»u"{'rc'etgce»p'f gn'o gtecf q'tgi kpcr"»3; ; 2/4223+	94"
404/"Ne'k»f wutkc'cwqo q»tk' "wgi q'f g'rc'etkuku'f g'rc'eqpxgt»dkrkf cf	99"
404"ó'Ne'g»c'c'f g'rc'r queqpxgt»dkrkf cf "»4224/4237+	99"
404/"Ne'g»c'c'f gn'i qdkgtpq'f g'Eco dlgo qu"»4237/423; +	6"





706"/"Nc"tc{ gevqtke'f g'ru'r tlpekr crgu'r tqxggf qt cu'cwqr ct vku'f g"VCUC'tcf kecf cu'gp"  
 Cti gpvkpc'.....; 7"  
 706B"/"Rtqxggf qtgu"o wmpcekqpcrgu'lcr qpgugu'.....; 7"  
 706B3"/"F gpuq'.....; 7"  
 706B4"/"Vq{ qv'Dquj qmw'.....; : "  
 706B5"/"c| cnk'.....422"  
 706B4"/"Rtqxggf qtgu"o wmpcekqpcrgu'pq'lcr qpgugu'.....424"  
 706B43"/"F cpc'.....424"  
 706B44"/"O gvcnc'.....426"  
 706B5"/"Rtqxggf qtgu'hqecrgu'.....427"  
 706B53"/"kpf wutku'I wkf k'.....427"  
 706B54"/"Gugdcp'Eqtg'gtq'.....42; "  
 706B55"/"Xgpvcno '.....433"  
 706B56"/"Rqiko gvcn'.....434"  
 706B57"/"o'Eqo r c° 'c'Tgi kpcn'f g'Cegtqu'Hqtlcf qu'O gtegf gu'\*ETCHO UC+'.....436"  
 706B58"/"O ki qt'.....439"  
 707"/"Cp³ nkuku'ci tgi cf q'f g'ru'vc{ gevqtke'f g'ru'r tqxggf qt gu'cwqr ct vku'f g"VCUC'.....442"  
 707B"/"Nc"gobernanza"gp'rc'ecf gpc'f g'xcmt'f g'Vq{ qv'Cti gpvkpc'.....442"  
 707B4"/"Upgrading'f g'cwqr ct vku'gp'rc'ecf gpc'f g'xcmt'f g'Vq{ qv'Cti gpvkpc'.....445"  
 Eqpenwukqpgu'r ctekrqu'.....448"

**CONCLUSIONES.....229**

3"/"Nc"gutcvgi ke'go r tguetkn'f g'Vq{ qv'Cti gpvkpc'f 'lww'cr qt vgu'gp'rc'f kuewukp'vgtkec"  
 uqdtg'rc'ceekp'geqp»o kecf g'GO u'.....44; "  
 4"/"Gif gugo r g° q'geqp»o keq'f g'rc'go r tgu'f 'lww'ghgevqu'gp'gptco cf q'r tqf wevxq'hqecr455"  
 5"/"Rtqr wgu'cu'r cte'gn'guv'f g'rc'kpf wutke'cwqo qvkt 'cti gpvkpc'c'r ctvkt'f gn'guwf kq'f g'ecuq  
 .....459"  
 CP GZ Q'O GVQF QN` I KEQ'.....464"  
 3"/"p'fleg'f g'J gthkpf cj n'g'J kuej o cp'.....464"  
 4"/"Xcmt'f g'xgj 'fawqu'r tqf wekf qu'r qt'vgtto kpcn'cwqo qvkegu'.....464"  
 5"/"Eqpvkpf q'ko r qtvcf q'f g'ru'xgj 'fawqu'pcekqpcrgu'.....464"  
 6"/"Tgf 'uqekn'gi qe² pvtkec'f g'ru'pwxg'r tlpekr crgu'ceekqpkuc'f g'Vq{ qv'O qvqt"  
 Eqtr qtcvkqp'.....469"  
 7"/"Cp³ nkuku'f g'eattgruel»p'gptg'xctkeekqpgu'RD'Cti gpvkpc'f 'xgpvcu'gp'gn'bo gtecf q'kpvgtpp"  
 f g'xgj 'fawqu'.....469"



## ÍNDICE DE CUADROS, GRÁFICOS E IMÁGENES

Hki wtc"K3"ó" Fkci tco c" f g" r ecf gpc" i mdcn" f g" xcmq" t" cwqo qvtk" r qt" r c" f ugu" 66

I t<sup>a</sup> hleq" K3" / " Rtqf week" p" { " xgpvcu" gp" gn" o gtecf q" kpvgtpq" f g" xgj " f wqu" \* wplf cf gu" \* glg" k s wktf q" + { " go r ngq" tgi kntcf q" gp" gn" lugevt" cwqo qvt" \* r tqo gf kqu" cpwrcgu" \* glg" f gtgej q" + \* 3 ; ; 8 / 423 ; + 2

I t<sup>a</sup> hleq" K4" / " Rtqf week" p" f g" xgj " f wqu" \* wplf cf gu" \* glg" f gtgej q" + { " ucif q" eqo gteknf g" xgj " f wqu" { " cwqr ctvgu" \* o kmppgu" f g" f » rctgu" \* glg" k s wktf q" + \* 3 ; ; 7 / 423 ; + 5

I t<sup>a</sup> hleq" K5" / " Xgpvcu" gp" gn" o gtecf q" kpvgtpq" \* ko r qtvcf qu" { " pcekpcrgu" { " gzr qtvcckppgu" f g" xgj " f wqu" \* wplf cf gu" + \* 3 ; ; 9 / 423 ; + 7

I t<sup>a</sup> hleq" K6" ó" Rtqf week" p" f g" xgj " f wqu" gp" Cti gpvkpc" r qt" vkr q" \* r qtegpvc lgu" + \* 3 ; ; 9 / 423 ; + 9

I t<sup>a</sup> hleq" K7" / " Rtqf week" p" r qt" go r tgucu" f g" xgj " f wqu" wkrkctkqu" r xkcpqu" gp" Cti gpvkpc" \* wplf cf gu" + \* 3 ; ; 9 / 423 ; + ;

I t<sup>a</sup> hleq" K8" ó" Go r ngq" gp" gn" lugevt" vgt o kpcn" f g" r kpf wutk" c" cwqo qvtk" f g" Cti gpvkpc" \* r tqo gf kqu" cpwrcgu" + \* 3 ; ; 9 / 423 ; + 2

I t<sup>a</sup> hleq" K9" / " Xcmq" f g" xgj " f wqu" r tqf vekf qu" r qt" vgt o kpcn" c" cwqo qvtk" \* o kmppgu" f g" f » rctgu" eqttkpgvgu" + \* 4224 / 423 ; + 3

I t<sup>a</sup> hleq" K: " / " Rqtegpvc l" f g" xgpvcu" f g" r u" vgt o kpcrgu" c" cwqo qvtk" lgu" uqdtg" r u" xgpvcu" f g" r u" 422" go r tgucu" o<sup>a</sup> u" i tcpf gu" f g" Cti gpvkpc" \* r qtegpvc lgu" + \* 3 ; ; 9 / 423 ; + 4

Vcdre" K3" / " Rqulek" p" f g" Vq { qvc" gp" gn" tpcnki" f g" r u" 422" go r tgucu" o<sup>a</sup> u" i tcpf gu" f g" Cti gpvkpc" \* c<sup>o</sup> qu" ugrgeekpfc qu" + 4

I t<sup>a</sup> hleq" K; " / " Gzr qtvcckppgu" f g" vgt o kpcrgu" c" cwqo qvtk" lgu" \* o kmppgu" f g" f » rctgu" HQD" + \* 4224 / 423 ; + 5

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

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

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

Hki wtc" K33" / " Fkci tco c" uqdtg" gn" o<sup>2</sup> 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 | qpgu" f g" r u" f gekukppgu" f g" tcf lecek" p" f g" hkrkrgu" f g" Vq { qvc" gp" f kkpvcu" r c" f ugu" f gn" o wplf q 33

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

I t<sup>a</sup> hleq" K44" / " Rtqf week" p" f g" xgj " f wqu" hwtc" 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 t guctkn' f g" Vq{ qvc" Cti gpvkpc( 2

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

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

I t<sup>a</sup> hēq "X/4"/"K r qtvcckppgu' 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 qtvcf cu' r qt' qt' f' gpgu' \*cewo wvf qu' gpt' g' 4224" { "423; +( 9

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

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

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

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

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

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

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

I t<sup>a</sup> hēq "2/6"/"Rtqo gf lqu' f g' r' u' ko r qtvcckppgu' 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 qtvcckppgu' v' c' r' u' uqdtg' gn' xcmq' f g' r' r' tqf week» p' gpt' g' 4224" { "423; \*glg' Z + { " ecpvkf cf' f g' wplf cf gu' r' tqf wvkf cu' gpt' g' 4224" { "423; \*co c° q' f g' r' dwt d' wlc + ( 476

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

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

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

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

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

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

Vcdre "2/9"/"Rtqf week» p. " xgpvcu. " g' zr qtvcckppgu' g' ko r qtvcckppgu' f g' xgj fēwqu' gp' Uwf' a' h' k' c' r' qt' go r t' guc' { " o' qf 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"Ctcepgn"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<sup>a</sup> 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"Co<sup>2</sup>tlec"Ncvkpc"{"gn"Etldg"

EI X"ó"Ecfcpcu"l mdcrgu"fg"Xcmt "

EKCF K/"Egpvtq"Kpvtpeckpcn"fg"Cttgi m"fg"Flgtgpekcu"tgrvxcu"Kpxgtukppgu"

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

EKCTC/"E<sup>a</sup> 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 gemtcekppgu"lwtcf cu"Cpvlekr cf cu"fg"K r qtvel»p"

GE"ó"Guvcf qu"Egpvtcrgu"

GO"ó"Go r tgu"O wmpcekpcn"

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"Flgttqm"Geqp»o leq"Cti gpvpc"

I CVV/"I gpgtcn"Ci tggg gpvqp"Vctkhu"cpf"Vtcf g"

I O "I wgttc'O wpf kcn'  
 KCO G/"Kpf wwtku'Cgtqp<sup>a</sup> wlecu{"O ge<sup>a</sup> 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"  
 KO G/"Kpf wwtku'O ge<sup>a</sup> plecu'f gn'Gucf q"  
 KO X/"Kpaxcwxg'Kpgtpevkqpcn'O wnk/r wtr qug'Xgj kerg"  
 KXC/"K r wguv'cn'Xcmj'Ci tgi cf q"  
 KXH"ó"pf keg'f g'Xqmo gp'Hjkeq"  
 LX/"Lqkpv'Xgpwtg"  
 NPC"ó"Nlegpeku'P q'Cwqo<sup>a</sup> wlecu"  
 O GTEQUWT"ó'O gtecf q'Eqo Àp'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'Rqñkec'Cwqo qvtk'Ego Àp"  
 RÆG"-Rtqi tco c'f g'Kvgi tceløp{"Eqqr gtceløp'Geqp»o lec"  
 TCH"ó'T<sup>2</sup>i ko gp'f g'Cf wpc'gp'Hcevtꞑ"  
 UG"ó'Uqekqmi ꞑ'Geqp»o lec"  
 UO CVC/"Ukpf lecv'f g'O ge<sup>a</sup> 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'Co<sup>2</sup>tlec'f gn'P qtvg"

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

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

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

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

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

WIC"ó"Wpkp"Kpf wutkriCti gpvpc"

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

WQO "ó"Wpkp"Qdtgtc"O gvnÀi kcc"

XDR"ó"Xcmq"Dtwq"fg"Rtqf weevqp"

# INTRODUCCIÓN

## 1 - Presentación del problema y estado de la cuestión

C"r ctvkt "f g"rc" f<sup>2</sup>ecf c" f g"3; ; 2"rcu" go r t gucu" f g" f kxkpvqu" r c" f ugu" vgpf lgtqp" 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'cni" 4223. "4227-0" Nqu" vtdclqu" s wg" cpcrk ctqp" guvg" r tqeguq" uquwxlgtqp" s wg" rc" kpugetek" p" f g" mqu" r c" f ugu" { "rcu" go r t gucu" gp" guvcu" ecf gpcu" i gpgtc" wpc" ugtkg" f g" gz vgtpcrk cf gu" geqp» o kccu" { "uqekrgu" dgpghlekqucu" r etc" gmqu" 0'Cu" f" guvqu" cwqtgu" r wgf gp" ci twr ctug" eqp" qvtqu" s wg" uquvkgp" s wg" mqu" ghgevu" f g" rc" tcf kecek" p" f g" Go r t gucu" O wmkpcekqpcrgu" \*GO u" gp" r c" f ugu" perifericos" tgegr vqtgu" \*host country" + vkgp" eqpugevkgpcku" r qukkxqu" r etc" mqu" Ànko qu" \*Dcrf 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. "gzkuvgp" cwqtgu" s wg" f guvecp" mqu" ghgevu" pqekxqu" f g" guvcu" kpxgtukqpgu. r t kpek cm gpvg" f guf g" rcu" vgtq" f cu" o ctzkxqu" f gnko r gtkerkuo q. ukungo c/o wpf q" f rc" f gr gpf gpek" \*Co kp' gv'cni" 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" xkukqpgu" o a u" r qrtk cf cu" pwo gtququ" vtdclqu" go r f lequ" cttkdep" c" tguwncf qu' j gyvtqi 2 pgqu" uqdtg" gnko r cevu" f g" rc" kpxgtuk" p" Gz vtcplgtc" F ktgevc" \*KGF +. "uquvkgp" qf q" s wg" 2 uvg" f gr gpf g" f g" o Ànkr ngu' hcevqtgu. vcrnu" eqo q<rc" ecrkf cf " { "gnpkxgnf 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'cni" 4226=" F wj co . "4226+." rc" gz kuvgek" f g" vtcvf qu" f g" rndt" g" eqo gtekq" \* j cpi . "4223+." gn'vo c° q" f gn' o gtecf q" \*Hcttgm' gv'cni" 4226=" Mw o ctk' { "Uj cto c. "4239+." rc" eqo r ngo gpvtkgf cf " gpvtg" rc" kpxgtuk" p" mceci" { "gz vtcplgtc" \*Cm htclk" { "Cm uchkt. "4236+." rc" ecrkf cf " f g" rcu" kpuvkwelqpgu" f gn' r c" f u" tgegr vqt" \*Dgpcp" gv'cni" 4226=" Gtf qi cp" { "Wpxgt. "4237+." rcu" r qn' kccu" kpf wutkrgu" \*Dctpgu" gv'cni" 4243=" P cwvf c. "422; +." rc" ecrkf cf " f g" rc" kphcugtwewtc" \*Dkuy cu. "4224=" Xkic { cmwo ct" gv'cni" 4232+." gn'equq" f g" rc" o cpq" f g" qdte" \*Dkri k' gv'cni" 4234+." rcu" rgf gu' ko r qukkxqu" \*Dkuy cu. "4224+." gn'ugevqt" geqp» o leq" f g" rc" go r t guc' uwdukf kctk" \*Cnrtq. "4225+." gpvtg" qvtcu" 0"

Gp" r ct vkwrt. "gn'ecuq" f g" rc" kpf wutk" cwqo qvtk" "ug" gpo ctec" gp" f lej c" f kuewuk" p" r qt" guvct" f qo kpcf c" r qt" i tcpf gu" GO u" gp" vqf q" gn' o wpf q' 0' Cegtec" f g" guvc" ecf gpc gz kung" o c { qt" eqpugpuq" uqdtg" mqu" ko r cevu" r qukkxqu" f g" rc" "KGF" gp" v to kpqu" f g" etgcek" p" f g" go r r gq" { "ecr cekf cf " f g" r tqf week" p. "r gtq" j c { "o c { qt" f kuewuk" p" cegtec" f g" rc" vtcpuhgtgpek" f g" vgepqmi " c" { "know-how, mcecrk cek" p" f g" r 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" tkvgtcwtc" j c" ug° cncf q" s wg" mqu" ko r cevu" f g" rc" kpxgtuk" p" gz vtcplgtc" cwqo qvtk" f gr gpf gp" f g" mqu" eququ" f g" r tqf week" p"

f gn' r c<sup>¶</sup>u" \*Mwo ctcuy co {" gv'cñf" 4234+ " r qñflec" kpf wutkcn' {" gn' r qf gt" f g" pgi qekcek»p" \*bergaining power+f gn'Guxcf q'tgegr vqt \*Dctpgu'gv'cñf"4243=Drcem'gv'cñf"4242=P cuwf c."422; =P cuwf c" {" Vj qdwt p."4236+."rc"qdvpeke»p" f g"geqpqo ¶cu'f g"guecñ" \*F qo c unk' {" I y quf | ."422; =J cuurt."4233="Uwi k{ co c" {" Hmlko qvq."4222+ {" rñu" gutcvgi kcu'f g" rñu" vto kpcrgu" cwqo qvtegu." r tkepr cm gpv'g" rñu" xlpewrcf cu'c" rñu" egpvtqu'f g" f lug° q" {" rñecñk 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'dlcp"gn'ugevqt"cwqo qvqt"vco dl² p"ug'kpvgi t»"i mdcñ gpv'g"gp"rc" f² ecf c" f g"3; : 2." guv'g" m" j k q" eqp" hwtvgu" tñu qu'f g" guecñ" tgi kpcñ" \*Twi o cp" {" Eqñkpuqp." 4226=" Uwi gqp" gv'cñf"422; +0Gp"Co ² tlec" f gn'Uwt" guv' hqto c" ug' xkq" gzt gucf c." r tkepr cm gpv'g." gp"rc" Rqñflec" Cwqo qvtk' "Eqo Àp" \*RCE+"gpvt g' Cti gpv'kpc" {" Dtcukñ'gp" gn' b cteq' f gn'O gtequw' f wtcpv'g" rñ" f² ecf c' f g"3; ; 2" \*Xkur q."3; ; ; +0Gp" Cti gpv'kpc." guv'g" r tqeguq' f g' tgi kpcñk cek»p" vto k»" eqp"rc" qti cpk' cek»p" cwqo qvtk' "gp"dcug" c"rc" kpf wutkcn' k' cek»p" r qt "Uwukwek»p" f g" k' r qtvekpqgu" \*KUK" {" i gpgt»" wpc" f gukpvgi tcek»p" f g" rñ" kpf wutkcn' rñecñ' s wg" chge»" r tqhwf co gpv'g" c" elgtvcu" r tqf wekpqgu" \*cwqr ctvgu. f gvto kpcf cu'cev'k' cf gu' b gcn'Àti kcu. 'gve0" {" c' f gvto kpcf cu' hto cu" \*gp" gur gekn' c" rñu" rñecrgu' f g' r gs wg° q" {" o gf kcpq' r qtvg+ \*C| r k| w' gv'cñf"4223="Uej xct| gt' gv'cñf" 4225+0P q" qduwcpv'g." gn' gur d»p" vto kpcñ' f gn'ugevqt" cwqo qvqt" pq" ug' xkq" r gtlwf kecf q" r qt" rñu" tghqto cu' gutwewtcrñu' f g' f lej c" f² ecf c. {" c' s wg' ug' dgpgñek»" eqp" gn' òT² i ko gp" Cwqo qvtk' ò" f g" r tkepr kqu' f gn' f gegpkq' s wg' rñ' dtkpf »" wpc" ucñk' c" gzt qtvcf qtc' h' gpv'g" c"rc" etkuku' f gn'ugevqt" gp"3; : 2" \*Gvej go gpf {" .4223="Xkrñq."3; ; ; +0Rqt" qvtq' rñf q." guv'g" eco dkqu" vco dl² p" ko r ñectqp" wpc" o qf gtpk' cek»p" f g" rñu" r tqeguqu" r tqf we'k' qu" gp" gn'ugevqt" {" rñ" mgi cf c" f g" pwxcu" vto kpcrgu" cwqo qvtegu." eqo q' gn'ecuq' f g' Vq { qc" \*Dcuqu" Vki tg' gv'cñf"3; ; ; =O qtgtq."4235="P qxlñ'gv'cñf" 4224d+0"

C" eqo kgp| qu' f gn' r tguv'g" uki m" Cti gpv'kpc" c'v'cxgu»" wpc" f g" rñu" etkuku" geqp»o kcu" {" uqekrgu" o<sup>a</sup> u' ko r qtvep'v'g" f g' uw' j kñqtkc. f cpf q' eqo kgp| q" cñ' r gt' ¶¶f q' f g' rñ" *posconvertibilidad* 0' Gp' guv'c" Àñko c' g'v'c' c. gn'ugevqt" cwqo qvqt' wxq' w'p' tñrñ tgr qpf gtc'p'v'g" {" c' s wg' h' f gt»" gn' let geko kgpv'g" kpf wutkcn' f g' Cti gpv'kpc. "o qu' t' cpf q' w'p' h' w' t' v'g' t' ko q' f g' k' petgo gpv'g" gp" gn' go r rñq. "rc" r tqf week»p" kpv'gtpc. "rcu" gzt qtvekpqgu" {" rñ' r tqf we'k' k' cf " \*Dctrgw'c" gv'cñf"4235+. "c" rñ' xgl' 's wg' f k' v'k' p' qu' cev'g' t' gu" k' p' x' q' n' etcf qu' gp' guv'c' ècf gpc' h' qto ctqp' r ctv'g' f gn' i twr q' f g' go r t' g' ucu' *ganadoras*³ f g' f lej q' r gt' ¶¶f q" \*I ci i gtq" {" " Uej qtt."4238=" Ucpv'cte<sup>a</sup> pi gn' {" " Rgttqpg."4234+0' P q" qduwcpv'g." c" r guct" f g" guv'g"

³" Gp' v'g' p' k' f' cu' eqo q' uw' c' x' c' p' e' g' gp" rñ" r ctvekr cek»p" gp" rñ" rñk' v'g' geqp»o lec. "gu" f gek. "rñu"422" go r t' g' ucu' f g" o c { qt" h' ewt' cek»p" gp" gn' b gtecf q' rñecñ' \*gzegr wcpf q' rñu" h' k' p' c' p' e' l' g' t' cu+0Gp' f lej q' t' geqtk' f q' ug' r w' g' f gp" g' p' e' a' p' t' c' t' f' k' v'k' p' cu" vto kpcrgu" cwqo qvtegu" \*Vq { qc." Xqmuy ci gp." Hqt f. " H' c' v' Cwq." I g' p' t' cñ' O qvtu." T' g' p' c' w' w' O gtegf gu" Dgp|. " Rgw' g' v' Ektqgp. " J qpf c+." k' p' f' wutkcu" o g' v' ñecñ' d' a' u' k' e' cu" \*Uk' f' g' t' c' t. " Uk' f' g' t' e' c. " C' e' l' p' f' c' t. " C' m' c' t' + " \*I ci i gtq" gv'cñf"4236=" I ci i gtq" {" " Uej qtt."4238+ {" . " gp" cñ' w' p' qu' c' o' qu. " w' p' r' w' c' f' q' f' g' cwqr ctvekp' qu" \*U' e' c' p' k' c. " O ki qt. " F e' p' c. " H' c' o' c' t' +. " c' w' p' s' v' g' gp" b' o' g' p' q' t' gu' p' k' x' g' u' s' v' g' rñu' f' twr qu' c' p' v' g' t' k' q' t' gu" \*U' c' p' v' c' t' e<sup>a</sup> pi gn' {" " Rgttqpg."4234-3: +0"

cwur lekquq" f gugo r g° q. " ug" f gpvctqp" ugxgtcu" f kkwncf gu" r ctc" kpf wek" r" tgcwxccep" f g" gurcdqpc kpvqu" r tqf wekqu. " gxf gpekf q" gp" rnu" o ctecf cu" f khtgpekcu" gp" rnu" vcucu" f g" etgelo kpvq" f g" rnu" f kwpqu" uwdugevtgu" \*Ecuvgm" { " O cp| cpgrk" 4236+ " eqo q" gp" rnu" cnqu" plxgru" f g" f<sup>2</sup> hkw'eqo gtekn'c' r ctvt' f g' r' c' etgekpv' ko r qtvccep" f g" cwqr ctvgu" \*Ecpvctgnc" gv'crl" 4239+0F lej c" vgpf gpek" t gur p q f g. " gp" r ctvg. " c" r tqeguq" f g" tcpuhtto ccep" i mdcrgu. " gpv'g" rnu" swg" ug" gpewpvc" r' h'ci o gpvccep" kpvtpcekqpcn' f g" rnu" r tqeguq" f g" r tqf wekcp. " r' vgpf gpek" j cec" r" f gulvgi tcep" xgtvccn' f g" rnu" i tcpf gu" hto cu" kpf wutkrqu. " r" pwxgc" f kxkucp" kpvtpcekqpcn' f gn' tcdclq" q" r' kpv'qf wekcp" f g" pwxcu" | qpcu" cn' eqo gtekq" o wpf kn' \*Hki cpv" { " \ wo r g. " 4239=Rkpc| q. " 4237+0"

UK' dlqp" gn' f<sup>2</sup> hkw' eqo gtekn' f g" guvc" tco c" guv<sup>a</sup> " r tguvgp" gp" qvtqu" r c' fugu. " rnu" r ctvkwctkf cf gu" f gn' eqo r rglq" cwqo qvt" cti gpv'q" gp" guvg" cur gev" t guncp" r qt" uw" vo c° q" tgrv'xq0' Guv" r wgf g" gxf gpektug. " gp" r tko gt" nmi ct. " gp" dcug" c" rnu" f ko gpukppu" f gn' f<sup>2</sup> hkw' ugev'tkn'tgi kwtcf q" gpv'g" 4224" { " 423; . " s wg" crecp| » egtec" f gn' 82' " f gn' uwr g<sup>a</sup> xk' eqo gtekn' f gn' vcn' f g" r" geppqo f' p' cekqpcn' r ctc" gn' o kuo q" r g' f q' q' Gp" ugi wpf q" nmi ct. " guvg" f krgo c" cuwo g" o c { qt' ko r qtvcpek" cn' ci txcct" gn' j ku>tleq" r tqdrgo c" cti gpv'q" f g" *restricción externa* " r qt' h'cnc" f g" f kxkuc" \*Dtcwp" { " Lq { . " 3; 8: =F kco cpf . " 3; 95+0" Rqt" m" vcpvq. " guvg" r tqdrgo c" gu" f g" gur gekn' kpv'g<sup>2</sup> u' r ctc" gn' eucq" cti gpv'q' 0'

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

<sup>4</sup>"Gp" Cti gpv'pc" guvc" j c" ukf q" wpc" rko kcep" j ku>tlec" cn' f gucttqm" gp" vcpvq" gn' plxgn' f g" cewkxf cf " { " rnu" vcucu" f g" etgelo kpvq" geqp» o leq" ug" j cp" xkuv" t' guntkpi kf cu" r qt" r' f k' r qpdkkf cf " f g" f kxkuc" \*Uej qtt" { " Y clpgt. " 4236+0Gu" f gek. " s wg" gp" gvr cu" f g" etgelo kpvq" kpf wutkn' ug" i g' p' g' t' cp' d' ewgm" u" f g" d' q' v' m' c' o" gp" r' f k' r qpdkkf cf " f g" f kxkuc" s wg" f kkwncp' c' xcp| ct' j' cec' r' tqeguq" f g" tcpuhtto ccep" { " eqo r rglk' ccep" r' tqf wekxc' f gn' ugev't 0Nqu' r tko gtqu' d' ewgm" u" f g" d' q' v' m' c' o" gp" gn' ugev't' gz' v' t' p' q' s wg' xkxk' gn' r' c' f' u' t' go k' v' p' c' r' f' 2' ecf c' f' g' 3; 52' { " ug' j' k' l' g' t' q' p' b' cp' k' k' u' q' u' gp' f' k' h' g' t' g' p' v' u" o qo gpv'qu" f gn' o qf gm" f g" u' w' u' w' k' e' p' f' g" lo r qtvccekppu' 0' Gn' etgelo kpvq" gz' v' p' u' k' x' q" { " . " uqdt' g' v' q' f' q. " k' v' g' p' u' k' x' q" f' g" r' k' p' f' w' u' t' k' f' g' r' g' p' f' f' g' r' c' r' k' o' r' q' t' v' c' e' p' f' g' d' l' g' p' u' f' g' e' c' r' k' c' n' g' l' p' u' w' o' q' u' k' v' g' t' o' g' f' l' q' u' . " r' g' t' q' r' u' f' k' x' k' u' c' p' g' e' 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' 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' p' p' u' f' g' n' u' 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' k' c' m' g' p' v' g' r' 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' e' 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' t' u' t' l' e' e' k' p' g' z' v' 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' p' c' r' q' t' r' u' e' q' t' t' k' e' p' v' u' g' u' t' w' e' w' t' c' r' k' u' c' u' { " f' g' r' g' p' f' g' p' v' u' c' u' j' c' e' k' 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' g' r' u' q' r' t' o' g' t' q' u' g' u' w' f' k' u' s' w' g' t' g' r' e' k' 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' c' g' e' a' p' p' q' o' f' c' t' i' g' p' v' 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' p' v' g' 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' r' e' c' p' | c' t' g' n' i' r' n' g' p' q' g' o' r' n' g' q' 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' n' 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' 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' t' c' r' i' c' h' i' c' t' i' q' f' g' r' i' j' k' u' v' t' k' g' e' q' p' » o' l' e' c' t' i' g' p' v' p' c' . " t' g' r' t' g' u' g' v' c' p' f' q' w' p' c' f' g' r' u' r' t' k' p' e' k' c' r' g' u' t' c' d' c' u' t' c' t' c' r' e' q' p' e' t' g' e' k' o' p' f' g' r' t' q' e' g' u' q' f' g' f' g' u' c' t' t' q' m' 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' nqecn' { "rcu'gucucu" ecr cekf cf gu" vgepqni kecu" f gn' cwqr ct vkuo q" nqecn' cwps wg" f hkt gp" gp" rc' ko r qukdrlkf cf 'f g'o qf hkect' f lej c' ukwcek»p' dclq' gn' ukugo c' ecr kcrkuc. 'r rcpvgepf q'o<sup>a</sup> ti gpgu' f g' ceek»p' gp" guc' f kt geek»p' \*Ct| c' { "Nqr gl . "422: =Dctwl' gv'crf' 4239=O qwc' gv'crf' 4229=Rcpki q' gv'crf' 4239+0'

C'uw'xgl . 'ug'j c'ug° crnf q's wg'rcu'ectcevt' f ukecu' f gn'ugevqt' gp' gn'r c' u'gu' p' tgrckqpcf cu' eqp'rc' hwtg' f gr gpf gpek' { "uwdqtf kpeck»p' f g'rcu' cwqr ct vkuo c'rcu' go r tgucu' vgtō kpcrgu. 'rcu' ewcrgu' ug' eqpukw' { gp' eqo q'rcu' hff' gtgu' f g'rc' ecf gpc' f g'r tqf week»p' cwqo qvqt' \*Ecpvctgmc' gv'crf' 422: =P qxleni' gv'crf' 4224=Rcpki q. 'Ncxctgmj. 'gv'crf' 4239+0Qvq' eqplwpvq' f g' vtdclqu' f gucec'rc' hqto c' f g' kpugetek»p' f g' Cti gp' vpc' gp' gn' O gtequw' { 'rcu' f kur ctkf cf gu' eqp' Dtcukl' eqo q' vtc' f g'rcu' ecwacu' s wg' eqphki wtcp' nqu' r tqdrgo cu' f gn' eqo r nglq' gp' uw' eqplwpvq' { 'f g'rc' tco c' cwqr ct vkuo' gp' gur gekn' \*F' K' O ct| q' Dtqi i k' { "O qrf qxcp. "4239=I<sup>a</sup> ttk' "gv'crf' 4236=I qpl<sup>a</sup> rgl' { "O cp| cpgrnk' 4234+0C' uw'xgl . 'f kxkpvqu' c' wqtgu' r rcpvgtqp' rc' guccuc' xqnpvcf' q' kphgevxkf cf 'f g'rcu' i qdkt pqu' nktej pgtkuc' r qt' t' gxt' vkt' rc' j' gt gpek' f g'rc' f<sup>2</sup> ecf c' f g' 3; ; 2 \*Ecpvctgmc' gv'crf' 4239= Ecpvctgmc' gv'crf' 422: =Ecuvgm' { "O cp| cpgrnk' 4236=I<sup>a</sup> ttk' "gv'crf' 4236=I qpl<sup>a</sup> rgl' { "O cp| cpgrnk' 4234= R<sup>2</sup> tgl' Ct' vlec. "423; =Uej qtt' { "Ecuvgm. "4237+0"

C' r ctvkt' f g'rc' xlevqtk' f g' O cetk' gp' Cti gp' vpc' { "f g' Dqmqpctq' gp' Dtcukl' nqu' r c' u'gu' r tqf vevqtgu' f g' xgj' f wrcu' f gn' O gtequw' c' vtcxguctqp' vpc' ugtk' f g' eco dkqu' s wg' ko r rkectqp' wp' i ktq' j' cek' rc' cr gtwtc' { "rc' rkdgtcrk' cek»p' f g' uwu' geqpqo' f u' { "rc' eqpvceek»p' f g' uwu' o gtecf qu' kpvtpqu' \*Y' klpgt' { "Dgmppk' 4239+0Gp' v<sup>2</sup> to kpqu' i gpgtcrgu. 'rc' pwgxc' g' zr gt kpekc' p' gqrkdgtcrf' gp' Cti gp' vpc' uki p' kke»' wp' ko r qt vcpv' t' g' t' q' eguq' c' p' k' gn' l' p' f' wutkcr' \*Ucpvctc<sup>a</sup> pi gm' gv'crf' 423; +0Gp' ewcpvq' cn' ugevqt' cwqo qvqt. 'ug' cegpwctqp' nqu' r tqdrgo cu' eqo gtekrnu' f g'rc' tco c. 'c'rc' xgl' s wg' ug' r gtf' kgtqp' cri wpcu' ectcevt' f ukecu' xlt wqucu' f gn' elem' cpvgtkqt. 'eqo q' gn' p' k' gn' f' g' r tqf week»p' f g' xgj' f wrcu' nqecrgu' { "gn' go r nglq' ugevqt' kn' \*Rgt gl' C'm cpuk' 4244+0"

P q' qduvcpv. "c' r guct' f g' gucu' v' g' p' f' g' pekcu' gut vewtcrnu' { "eq { w' p' wtcrnu. 'rc' hktō c' Vq { qvc' Cti gp' vpc' nqi t»' wp' i tcp' f gugo r g° q' geqp»o leq. { "c' s wg' guccn' f gn' i<sup>2</sup> r vko q' nwi ct' gp' gn' t' cpn' kpi' f g' hktō cu' ugi' Ap' p' k' xgru' f g' r tqf week»p' gp' uwu' k' p' lekqu' gp' 3; ; 9' cn' r tko gt' nwi ct' gp' 423; . " eqmcepf q' uw' r t' k' p' ekr' cn' r tqf vevq. 'rc' eco k' p' gvc' r' leni' w' Vq { qvc' J' knwz. 'eqo q' gn' hff' gt' f gn' b' gtecf q' nqecn' { "o glqtc' p' f q' uw' r qulek»p' t' g'rc' v' k' c' f' g' p' v' t' q' f' g'rc' e' Ar' wrc' go r tguct' kn' cti gp' vpc' C' uw' xgl . " cf go<sup>a</sup> u' f g' guqu' p' q' v' t' k' qu' t' g' u' w' n' c' f' qu' r qu' k' k' x' qu. " gp' mu' o' g' f' k' qu' f' g' eqo w' p' l' e' c' e' k' »' p' { "a' o' dkqu' go r tguct' krnu' ug' v' t' cpuo' kg' s' wg' guc' go r tguc' gu' rc' Ap' lec' eqo gtekrn' gp' v' w' ur' g' t' c' x' k' c' t' k' \*gp' wp"

<sup>5</sup>Gp' 423; . Vq { qvc' ug' v' dle»' v' t' g' t' g' t' gp' gn' t' cpn' kpi' f g'rcu' go r tgucu' o<sup>a</sup> u' i' tcp' f' gu' f' gn' r' c' u' f' g' T' g' x' k' v' c' O' gtecf q. 'u»m' f' g' dclq' f' g'rcu' guc' v' crnu' [ ceko k' p' v' qu' R' g' v' t' q' i' h' g' t' qu' H' u' e' c' r' nu' \*f' RH' { "D' c' p' e' q' P' c' e' k' »' p' f' g' Cti gp' vpc' \*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 <sup>a</sup> 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 <sup>a</sup> 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 k h 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 <sup>2</sup> 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 <sup>2</sup> 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 <sup>2</sup> 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 p " f g " r c " h q t o c " f g " r t q f w e e k p " f l e x i b l e , w o d k p " e q p q e k f c " e q o q " t o y o t i s m o , q j u s t - i n - t i m e , s w g " u w u k s w { > " c n i b <sup>2</sup> v q f q " h q t f k u c " c p v g t k q t " \* D q { g t " { " H t 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 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 p " e q t r q t c v k c " u g " f g u c e c p " r c u " t g n e k p p g u " f g " r c t i q " r c | q " { " e q q r g t c e k p " e q p " u w u " t g f g u " f g " r t q x g g f q t g u " { " u w " r t g h t g p e k " r q t " r c " e c r k f c f " u q d t g " r c " t g f w e e k p " f g " r t g e k q u " \* F { g t " { " P q d g q m c . " 4 2 2 2 = J g l o . " 4 2 3 5 = J g r r g t " { " J g p f g t u q p . " 4 2 3 6 = K g t " g v " c r l " 4 2 3 3 = O c i g g . " 4 2 2 9 = O e O k 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 " 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 q u " r c " f u g u " f g " r c " c u e k e k e p " f g " p c e k p p g u " f g n l u w f g u v g " c u k <sup>a</sup> 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 q u " c w q t g u " f g u c e c p " w p " f g u c t t q m q " 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 p " f g " f g v g t o k p c f c u " r q n l e c u " k p f w u t k r g u " { " r c " c t v k e w r c e k p " e q p " G O u " l e r q p g u c u " \* F q p g t . " 3 ; ; 3 = F q p g t " { " Y c f . " 4 2 3 6 = P c w u f c " { " V j q d w t p . " 4 2 4 2 = V j q d w t p " { " P c w u f c . " 4 2 3 : + 0 " G p " g u r g e k n " g u v q " u g " j c " u g <sup>o</sup> c r c f q " e q p " <sup>2</sup> p h c u k i " r c t c " g n l e c u q " f g " V c k r c p f k c . " f q p f g " V q { q v c " r q u g g " w p c " r t g u g p e k " r t g r q p f g t c p v g " \* C t p q r f . " 4 2 2 8 = K q j " g v " c r l " 4 2 3 : = M c y c d g . " 4 2 3 5 = R g v k u q p " { " L a j t k " 4 2 2 8 + 0 " Q t q u " c w q t g u " u g " j c p " g p h q e c f q " g p " r c " e w g u k p " r c d q t c n f g " V q { q v c " g p " m q u " r c " f u g u " f g " C U G C P " \* H w o k q . " 4 2 2 8 = J c t w e j k " 4 2 2 8 + 0 "

Q t q " e c u q " a p r i o r i " t g r 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 p " r t q f w e v k c . <sup>6</sup> " g u " g n l f g " V q { q v c " U w f <sup>a</sup> 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 q u " f g u g o r g <sup>o</sup> 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 <sup>a</sup> h l e c " c " k p l e k q u " f g " u k i m " { " m q u " t g u w n c f q u " r c t c " V q { q v c " g p " e q o g t e k q " g z v g t k q t " u q p " p q w d n g o g p v g " f k u k p v u " c " m q u " f g " C t i g p v k p c "

<sup>6</sup> V q { q v c " U w f <sup>a</sup> 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 <sup>2</sup> e c f c " f g " 3 ; 9 2 0 "



\*Drcem'422; +0C wps wg'qvtqu'ctv<sup>7</sup>ewqu'uquv<sup>7</sup>gp'p's wg'guc'f kp<sup>a</sup> o lec'ug'tgxlk<sup>7</sup> } 'hc'vtc { gevqtk'f g' r'ht o c'hwg'o w { "gzkquc"gp'iqu'c° qu'uki w<sup>7</sup>gpv<sup>7</sup>\*Drcem"4233=Nco r tgej v.'422; =Rj gm<sup>7</sup>gv'crl' 4239+0'

Gp'Co<sup>2</sup> tlec'Nc<sup>7</sup>kp'pq'cdw<sup>7</sup>pf cp'mu'vcdclqu'uqdtg'Vq { qvc0Gp'O<sup>2</sup> zleq. 'wp'rdtq'tgekp<sup>7</sup>vg' f g'I<sup>a</sup> o gu' { "Qrkgtc'Ci w<sup>7</sup>kt '\*4242+'tgeqputw { g'r'vtc { gevqtk'f g'Vq { qf c'gp'O<sup>2</sup> zleq'f wtcpv<sup>7</sup>rc' f<sup>2</sup>ecf c'f g'3; 72"ewcpf q"rc"go r tgue'ug'f gf le»"c"rc"r tqf week»p'f g'dl<sup>7</sup>gp'f g'ecr kcn'r ctc"rc" r tqf week»p'vz<sup>7</sup>kr0Gp'Dtcukn'cni wpqu'cwqtgu'guwf kcp'gn'ecuq'f g'Vq { qvc'eqp'gur gekn'cv<sup>7</sup>pek»p' gp'uwu'hw<sup>7</sup>pek<sup>7</sup>pgu'f g'f kug° q' { "vcpuhgt gpek'vgepqn>i lec'\*Ectxcnj q.'4227=E<sup>7</sup>qpuqpk' { "S wcf tqu." 4226=E<sup>7</sup>quv.'422: =K<sup>7</sup>wuwk'gv'crl'4237+0Gp'Cti gp<sup>7</sup>kp.'rc'o c { qt<sup>7</sup>lc'f g'iqu'ctv<sup>7</sup>ewqu'uqdtg'f lej c' go r tgue'tghgtgp'cn<sup>2</sup> vqf q'f g'r tqf week»p'vq { q<sup>7</sup>lc' { .r t<sup>7</sup>pek<sup>7</sup>cm gpv<sup>7</sup>.c'iqu'r tqeguqu'f g'vcdclq' gp'gu<sup>7</sup>cu'r rcp<sup>7</sup>cu'\*f r<sup>7</sup>ctgl 'P gy o cp.'4239=f r<sup>7</sup>ctgl 'P gy o cp.'4234=D<sup>7</sup>cvk<sup>7</sup>pk'4223=F qrg<sup>7</sup>punf . " 4234=O gf kpc'Hg { gt.'423: =Ucpq' { 'F KO ct<sup>7</sup>kpq.'4225+0'Wp'vcdclq'tgekp<sup>7</sup>vg'gzco kpc'rc'tg<sup>7</sup>mek»p' f g'Vq { qvc'Cti gp<sup>7</sup>kp'Uqekgf cf 'Cp»pko c'\*VCUC+'eqp'gn'Ukp'f kcvq'f g'O ge<sup>a</sup> plequ' { "Ch<sup>7</sup>kgu'f gn' Vt<sup>7</sup>cpur qt<sup>7</sup>vg'cwqo qvt '\*UO CVC+'gp'iqu'Anko qu'c° qu'\*Vco c { q.'4243+0'Nwgi q.'qvtq'ctv<sup>7</sup>ewqu' cpcrk' c'rc'r tqf w<sup>7</sup>klcf cf 'f g'Vq { qvc'Cti gp<sup>7</sup>kp'f wtcpv<sup>7</sup>rc'r tlo gtc'f<sup>2</sup>ecf c'f gn'uki m'quv<sup>7</sup>plgp<sup>7</sup>q' s wg'gz<sup>7</sup>kv<sup>7</sup>wp'f hgt gpek'eqp'rc'f g'iqu'r c<sup>7</sup>ju<sup>7</sup>egpvt<sup>7</sup>rgu'r gtq's wg'rc'o luo c'gu'ecf c'xg' 'o gpqt' \*O c<sup>7</sup>kq.'4239+0'Nwgi q.'gz<sup>7</sup>kv<sup>7</sup>gp'qvtqu'o<sup>a</sup> u'gur ge<sup>7</sup>hequ'uqdtg'gn'r rcp'f g'pgi qekqu'f g'rc'f k<sup>7</sup>kluk»p'f g' cwq<sup>7</sup>g<sup>7</sup>xc<sup>7</sup>q<sup>7</sup>qtgu'f g'Vq { qvc'Cti gp<sup>7</sup>kp'\*P qx<sup>7</sup>g<sup>7</sup>kpq.'423; +.gn'ugt<sup>7</sup>x<sup>7</sup>lek'f g'*car-sharing* \*Dcn' cpq." 423; +.rc'tgur qpucdk<sup>7</sup>cf "uqekn'go r tgu<sup>7</sup>ctk'\*Tqf cu'I qp|<sup>a</sup> rgl . "4242+ { "rc'f k<sup>7</sup>kluk»p'hk<sup>7</sup>cpel<sup>7</sup>gtc' \*Ct<sup>7</sup>pcwf q.'4234+0'

Rqt'qvtq'rcf q.'cpv<sup>7</sup>egf gpv<sup>7</sup>u'f g'lo r qt<sup>7</sup>vpek'r ctc'guc'vg<sup>7</sup>uku'iq'tgcnk' cp'Hg { uug<sup>7</sup>gv\*3; ; : + 'cn'gzco k<sup>7</sup>pct' gn'r tqeguq'f g'k<sup>7</sup>pu<sup>7</sup>rcel»p'f g'Vq { qvc'gp'Cti gp<sup>7</sup>kp."Tco c' \*4226+'cn'cpcrk'ct' gzj cw<sup>7</sup>lxco gpv<sup>7</sup>iqu'o gec<sup>7</sup>pluo qu'f g'ug<sup>7</sup>geek»p."eqqt<sup>7</sup> k<sup>7</sup>pek»p' { "f gu<sup>7</sup>cttqm<sup>7</sup>f g'r tqx<sup>7</sup>ggf qtgu'f g' Vq { qvc'Cti gp<sup>7</sup>kp' { "Twdk<sup>7</sup>gv'crl'\*4244+'cn'guwf kct'gn'f gu<sup>7</sup>cttqm<sup>7</sup>f g'wpc'r tqx<sup>7</sup>ggf qtc'f g'VCUC." K<sup>7</sup>pf wut<sup>7</sup>kcu'I w<sup>7</sup>k'k' { "uw'gur gekn'x<sup>7</sup>pe<sup>7</sup>wu'eqp'rc'v<sup>7</sup>gto k<sup>7</sup>pcn'lcr qp<sup>7</sup>guc0Cf go<sup>a</sup> u.'gn'vcdclq'f g'Ct| c' { " Nqr gl " \*422: +.uk' dl<sup>7</sup>gp'pq' gu<sup>7</sup>g<sup>a</sup> " g<sup>7</sup>h<sup>7</sup>qecf q'gp'gn'ecuq'f g'Vq { qvc."v<sup>7</sup>kgp'wp"i tcp'pk<sup>7</sup>gn'f g' f gu<sup>7</sup>ci tgi cel»p."r qt'm'ewcn'tgcnk'c'cr qt<sup>7</sup>v<sup>7</sup>u'k<sup>7</sup>vgtgucp<sup>7</sup>v<sup>7</sup>u'r ctc'gzco k<sup>7</sup>pct"rc'vtc { gevqtk'f g'rc' go r tgue'iqu'r tlo gtqu'c° qu'f gn'uki m'0"

C'r ct<sup>7</sup>vt'f g'm'gzr w<sup>7</sup>guv."ug'r rcp<sup>7</sup>vgc'gn'qdl<sup>7</sup>g<sup>7</sup>lxq"i gp<sup>7</sup>gtcn'f g'guc'vg<sup>7</sup>uku's wg'eq<sup>7</sup>pu<sup>7</sup>kv<sup>7</sup>gp' cpcrk'ct'rcu'ect<sup>7</sup>cevt<sup>7</sup>l<sup>7</sup>uk<sup>7</sup>cu' { 'iqu'hcevt<sup>7</sup>gu's wg'gzr r<sup>7</sup>kecp'rc'qti c<sup>7</sup>pk'cel»p' { 'rc'i gu<sup>7</sup>kp'f g'rc'ecf gpc"

<sup>7</sup>Gritv<sup>7</sup>ewqu'f g'P qx<sup>7</sup>len'gv'crl'\*4224+'vco dl<sup>7</sup>p'ug'eg<sup>7</sup>ptc'gp'gn'cur gev<sup>7</sup>rd<sup>7</sup>qtcn'f g'Vq { qvc'Cti gp<sup>7</sup>kp'rtq'cd<sup>7</sup>tec'qvtqu' vgo cu'eqo q'rc'gu<sup>7</sup>tc<sup>7</sup>vi k'f g'rc'go r tgue'gp'gn'o qo gp<sup>7</sup>v'f g'uw'k<sup>7</sup>pu<sup>7</sup>rcel»p' { "gn'cp' r<sup>7</sup>uku'f g'uw'x<sup>7</sup>pe<sup>7</sup>wu'eqp'iqu' r tqx<sup>7</sup>ggf qtgu'eqo r ctef q'eqp'rc'ht o c'Xqmuy ci gp'Cti gp<sup>7</sup>kp'c'r ct<sup>7</sup>vt'f g'rc'et<sup>7</sup>gcel»p'f g'wp'p<sup>7</sup>l<sup>7</sup>eg'f g'gzco gp'f g' vco cu'r tqf w<sup>7</sup>lxcu'0"

f g'xcmt'f g'rc'hcnc'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'gpvt'g'4224'{"423; 0' Ncu'j kr »vuku'kpekrcgu's wg'i w'cp'gr'tcdclq'uukgpgp's wg.'gp'r tko gt'hw'ct.'rc'vc{ gevtkc" f g'Vq{ qvc"Cti gpvpc" guv' "xkpwrcf c" c"rc" *estrategia empresarial*" i mdcl'f g'Vq{ qvc"O qvqt" Eqtr qtcvqp" c'kpekqu'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'dAus wgf c" r qt'kpuvrc'ug'eqo q'wpc'o ctec"oi mdcl'0' Cf go a u."guc" guctcvgi kc" guwcd" kphwpekc'f c" r qt' tcui qu" f gn' go r tgucl'cf q" lcr qp² u" kpvtpcekqpcrk' cf q." gn' ewcn' ug" ectcevgtk' c" r qt'rc" r r'p'k'cekp" gp" gn'rc'ti q' r rc| q' {"rc| qu" eqqr gtcvku" eqp" uwu" r tqxggf qt gu" r qecrgu'0'Guc'hwto c'f g'xkpwrc'ekp" lcr qp'guc." {"f g'Vq{ qvc'gp'r ct'kwrc't. 'r gto kktq'wp'o qf grq" f g'pgi qekqu'uwv'p'cdrg'eqo gtekm gp'vg'eqp"wp'c'ng'f guclt'q'ng'f g'r tqxggf qt gu'rqecrgu'gp" gn' r c'f'u'0"

Gp'ugi w'pf q'hw'ct.'ug'r r'p'v'c's wg'rc'guctcvgi kc'r kqpgtc'f g'Vq{ qvc'gp'gr'0' gtequw'f g'v'p'gt" r rc'v'ht'o cu'r tqf w'v'x'cu"gzenvuk'x'cu'r ctc"Dtcukl'{"Cti gpvpc."ng"eqphk'k'c'n'ugi w'pf q'wp't'qn'f g" r tqf w'v'qt'f g'eco kqpg'cu'r kcn'w'u'o gf k'pcu'{"x'gj 'f'w'qu'w'k'ct'k'qu'f gr qt'v'x'qu"\*Sport Utility Vehicles."UWXu+r ctc"Co ² tlec"Ncv'k'p'0'Guq."c'uw'x'g|. 'ng'r gto k'k'k'cwo gpvct'rc'r tqf week'p'f g" wp'd'k'p'f go c'p'f'cf q' r qt'gn'ugevqt'r tko ct'k'q'gp'rc't'gi k'p'p'rc' kcn'w' "J k'w'z+."s wg'ug'g'p'eq'v'ct'cdc'gp" r r'p'p'q'c'ueg'pu'q'c'k'pek'qu'f g'uki nq." {"f g'x'gj 'f'w'qu'f g'r cucl'gt'qu'r ctc"ugevqt'gu'u'q'ek'rgu'f g'c'ng'qu' k'pi t'gu'qu' \*UWX"UY 6+."ew{ c" f go c'p'f'c" w'x'q" wpc'o gp'qt' eqtt'g'rc'ek'p" eqp"rc" c'nc" x'q'r'v'k'f'cf" geqp»o kec'f g'Cti gpvpc'{"hw'r c'f'ug'f g'rc't'gi k'p'0"

## 2 - Marco teórico

Gnr' t'gug'p'g'uw'f'k'q'cf'qr'v'c'a' 'wp'o cteq'c'p'c'f'f'k'eq's wg'eqo d'k'p'f'qu'cd'q't'f'cl'gu'v'g>t'k'eq'<gn' g'ph'q's wg'f g'*cadena globales de valor*\*EI X+{"rc'r g'tur'ge'v'x'c'f g'rc"*estrategia empresarial* f g'rc" u'q'ek'q'ng' 'f'c" geqp»o kec'0' Gnr' r tko gt'q'f g'² u'qu'f g'h'k'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 g't'g'h'k'{"Hgt'p'c'p'f'g' /U'ct'm'4233<6-8'{"q'ht'geg'w'p'c'f'g'uet'k'r'ek'p'g'uk'k'k'cf'c'f'g'g'uc'u"

<sup>8</sup>"Nqu'cwq'g'u'I g't'g'h'k'{"Mqt'g'p'k'g'y'lel' "3; ; 6+."t'g'v'o'c'p'f'q'ng'u'cr'qt'v'g'u'f'g'rc"v'g'q't'f'f'gn'uk'v'go'c/o'w'p'f'q"\*VUO+' \*J'qr'n'k'p'u'{"Y'c'ng't'ug'k'p."3; ; 8+."g'rc'd'q't'c't'q'p'gn'eq'p'eg'r'v'q'f'g'*cadena global de commodity*"\*EI E+'s'wg'ng'v'g'q' o'q'f'k'k'ect'q'p'gp'*cadena global de valor*\*EI X+\*I g't'g'h'k'g'v'c'ri'0'4227=J'w'o'r'j't'g'l'{"U'ej'o'k'j'.4224+0'Gu'qu'eco'd'k'qu' gp'rc'eq'p'eg'r'w'c'rk'k'ek'p'lo'r'k'ect'q'p's'w'g'd't'g'u'eq'p'gn'o'c'teq'v'g>t'k'eq'f'gn'uk'v'go'c/o'w'p'f'q.'r't'k'p'ek'c'm'gp'v'g'gp'v'q't'p'q'c"rc"ew'g'v'k'p'f'gn' *desarrollo*. Nqu'cwq'g'u'f'g'rc"VUO"u'q'v'k'g'p'p's'wg'gn'g'ph'q's'wg'f'g'EI X"r'q'ugg'w'p'c'ok'w'uk'p" f'g'uctt'q'nk'w'c'ö'{"c's'wg'r'rc'p'v'g'c'p's'wg'rc'k'p'ug't'ek'p'f'g'go'r't'g'uc'u'{"r'c'f'ug'u'gp'rc'u'EI X'ko'r'k'ec'w'p'c'o'gl'q't'c'r'c'tc'²'u'qu." o'k'p'v'c'u's'wg'rc"VUO"r'q'ugg'w'p'c'x'k'uk'p'o'a'u'g'u'v'k'ec'gp'rc"ew'cn'rc'o'c{qt'rc't'v'g'f'gn'xc'm't'f'g'g'uc'u'ec'f'g'p'c'u'g'u' v'c'p'uh'g't'k'q'c'hw'r'c'f'ug'u'eg'p'v'c'rgu.'uki'w'k'p'f'q'rc'x'k'uk'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+\*C'tt'k'j'k'3; ; 2=D'ck.'4227=Y'c'ng't'ug'k'p.'3; ; : +0'R'ct'c'eq'p'w'nc't'w'q'd't'g'hw'è'co'd'k'qu'gp'hw'f'k'ht'g'p'v'g'u'eq'p'eg'r'v'q'u' f'g'ec'f'g'p'c'u'f'g'xc'm't'x'g't'U'w't'i'g'q'p'\*4232+'q'D'ck'\*4227+0'

tgf gu'c'r ct vkt f g'f qu'eqpegr vqu'emxg<gobernanza">{"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'q'pcn'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'he'k'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 wkr ctc'upgrading"ce'v'x'k'f cf gu'f g"desarrollo económico \*O krdgti {"Y kpmgt."4235+."

Rqt"uw'r ctvg."rc" f g' gobernanza"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"eqpvtqmp"{"vqo cp'rcu'f gekukqpgu'rk' cf cu'c'rc"qti cpl'cekp'f gr' r tqeguq'r tqf we'v'x'q" \*I gt ghk'gv'cr0'4223."4227+0Nqu'r tko gt qu'k'p'v'g'p'v'qu'f g'uk'v'go c'v'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'q'pegu'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"gr'eqo r tcf qt" \*buyer-driven+"{"rcu'f k'k' k'f cu'r qt"gr' t'q'f 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'gt'ucu' ecygi qt'cu'c' f g"o gtecf q="d+"o qf w'rc'="e+" t'g'rc'ek'q'pcn' f "+" ecw'k'x'c" {"g+" lgt' ts w'lec."s wg'lw'wi gp'f g'rc'eqo d'k'p'cekp'gp'v'g't'gu'x'ct'k'd'ng'u'c'rc'eqo r ng'k'f cf "f gr'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'g'ecw'c"j c'ecv'nc'q' cf q"rcu'f k'v'k'p'v'qu" gur cek'qu'p'cek'q'pc'ng'u'r tqf we'v'q'gu'f g'x'g'j "p'w'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'q'pgu"{"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'wi g'q'p"{"H'q'k'f c."4222+0Gu'q'r gto k'g'gp'v'p'f gt" gr'hw'wi ct's wg'v'k'p'g'c'ti gp'v'k'p'gp'rc'EI X'cwqo qv'k' 0"

F g' gu'v'g" o qf q." mqu' cr qt'v'gu" o "a u" t'g'g'x'cp'v'gu" f g' gu'v'g" g'p'hqs wg" r ctc"rc" k'p'x'g'u'ki cekp" r tqr w'guc'ug'dcuc'p'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'v'c" f guf g'gr'f k'ug'o q"j cu'v'c'gr'w'w'q' h'p'cn'f gr'r tqf we'v'q."s wg'gp'gu'v'g'ecuq'uq'rcu'x'g'j "p'w'qu'r tqf we'k'f qu" r qt"Vq{ qv'c'ti gp'v'k'p'c'0Gri'ugi w'p'f q"gr'go gp'v'q'f g'ko r qt'v'pek'gu'gr'it'q'n'f g'rcu'ht'o cu'nf gt gu's wg" o q'f g'p'guc'ecf gpcu."s wg'gp'gu'v'g'ecuq'rcu'g'lg'teg"Vq{ qv'c'ti gp'v'k'p'c'eq'p'rcu'r tqx'ggf qt gu'nc'rc'ng'u" {"gz'v'c'p'lg'q'gu."{"eq'p'rc't'g'f "f g'eq'p'eg'uk'q'p'ct'k'qu"{"er'k'g'p'v'gu'nc'rc'ng'u"{"h'q't'p'g'qu"0"

Uk'p" go d'cti q." gu'v'g" o cteq" v'g'»t'leq"hw'g" w'k'k'k' cf q" o c{qto gp'v'g" 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" gu'v'g" o q'v'x'q."cn' w'p'qu'cw'q't'gu"eqo gp'l'ct'q'p" c" r rc'p'v'g'ct"rc"ko r qt'v'pek'f g'rcu'f gekukqpgu'f g'ce'v'q't'gu"gur ge'he'qu."t'go cte'c'p'f q'rc'p'g'eg'uk'f cf "f g" ng'x'ct'gu'v'g'cp'a'rkuku'cn'p'k'x'gr'f g'rc'go r tguc" \*Q'rk'x'g'k'c'gv'cr0'423; "R'q'p'v'g"{"Uw'wi g'q'p."4236="U'c'nc'q'"

{\ {ndgtgti .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" {\ {ndgtgti "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 vt»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'vr 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" eqpvtkwek»p" geqp»o lec" q" pq" geqp»o lec' s wg" kpvpc" dtkpf ct" c" uuu" r tqr kvctkqu. " go r rgef qu. " enkpvgu" {" eqo wpkf cf gu" \*Cpf tgy u. "3; : 9-0"

Guc" rgewtc" f g" r u" "estrategias empresariales" j c" ukf q" etkkek c" r qt" guvt" dcuf 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" nq" 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 kpkvcu" 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 uvk. "3; : 9=Hki uvk" {" 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 lekvc" f g" r u" go r tgu. " gp" gn'ewcn'ug" r u" gpvkp f g" eqo q" ci gpvgo" 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 uvk" {" 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" kpkf gp" gp" r u" tgrcekppgu" geqp»o lecu" g" kpvkwekppcrgu" OC "uw'xgl . " Hki uvk" \*3; ; 2+"uqukpgg" s wg" iqu" cevtgu" s wg" eqpvtqmp" 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. " dcuf cu" gp" uuu" rgewtcu" f gn'eco r qO" Guv" r qn'lecu" guvt" a" f rko kcf c" r qt" r" n" i lec" kpvtpc" f g" r" qti cpk cek»p. " nq' s wg" guv" cevtgu" eqpgep. " e»o q" guv" cevtgu" r gtekdgp" gn'o wpf q" {" nq' s wg" f ghkpcp" eqo q" wpc" cekwf " qti cpk cekppcn" r tqr kcf c" \*Hki uvk. "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 rkecp" wp" cdcpleq" f g' r qukdrgu" ceekppgu" nqi "ko cu" \*Hki uvk" {" Hggncpf . "3; ; 7+0Uk'dkpg" gzkvpg" tcekppcnk cf gu" geqp»o lecu. " gucu" pq" uqp" kf 2 p" lecu. " {" "o gpqu" wpc" hwtl c" pcwtcn' kpf kgt gpekf c. " ukpq" s wg" xct" cp" uuu" vpxco gpv" eqp" r" j kvqtkc. " ewwctc" g" kpvkwekppgu" f g" ecf c" uqekf cf " \*Dki i ctv. " 3; ; 9< 42+0 Ncu" qti cpk cekppgu" geqp»o lecu" guv" p" kpvgtcu" gp" nqu" r vtqpgu" 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 kkvpcu" uqekgf cf gu" \*O qti cp. "4223<: +0'

Cj qtc" dkgp." rku"Go r t gucu"O wkvpcckqpcrgu"uqp"wp"vr q" f g" qti cpk cel»p" r ct vkwrt "s wg." r qt "f ghpkel»p." vkgpgp" r "ectcevt" ukec" f g" qr gtct" gp" f kkvqu" 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 "gut wewtc" o wkvpcckqpcn" f g" wpc" eqtr qtcel»p" {"hqt o cpf q" r ct v" f g" wpc" gut cvgi k" qr gtcvxc" i mdcn" }

Guc" vpvk»p" gvt g" rku" gut cvgi kcu" f g" *incrustación* " \*embeddedness" + "mecn" {" i mdcrgu" gu" eqpvkwxk" r ct c" eqo r t gpf gt" c" rku" GO u" {" lwu" lwdukf kctku" \*O qti cp. "4223+0D" ukeco gpvg. "tghglc" r "uko wncpgkf cf " f g" wpc" geqpqo "c" i mdcn" rqu" »tf gpgu" r q" ukequ" g" kpvkwekqpcrgu" hci o gpvcf qu" c" plxgn" pcekqpcn" {" rku" t mkekpgu" uqekrgu" {" r tqf vevxcu" eqpegpvcf cu" mecn" {" tgi kqpcm 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 gdf q" c" r "kpvgtf gr gpf gpek" gvt g" gn" gur celq" vtcupcekqpcn" {" rqu" pcekqpcrgu" \*O qti cp. "4233<639+. Guqu" gvt getw| co kpvqu" pq" uqm" gu" p" kpvgi tcf qu" r qt" pqto cu" {" r tqegf ko kpvqu" hqt o crgu. " ulpq" vco dk" p" r qt" tgf gu" kpvtr gtuqpcrgu" gvt g" cnqu" f k gevxqu" s wg" vkgpgp" s wg" j cegt " hgpvg" c" rqu" f gucl" qu" f g" gpvtpqu" pcekqpcrgu" j gvtqi 2 pgqu. "cn" vgo r q" s wg" ug" t g" p" {" eqqr gtcp" gp" pwo gtqucu" tgwpkpgu. " gxgpvu" uqekrgu" {" r tqf gevqu" vtcupcekqpcrgu. " f gucttqmpf q" cu" t mkekpgu" kpvtpcekqpcrgu" {" o qf grqu" c" ugi wkt' }

F g" guvg" o qf q. "r" r t gupvg" kpxguki cel»p" r tqr qpg" eqpvkpwct" r " f k geek»p" r tqr wguv" r qt" Ucnq" {" \ { rdgtdgti " \*4237+ " cn" cpcnk" ct" wpc" ecf gpc" f g" xcrqt" c" r ct v" 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. " gmj" ug" mxxct" a " c" ecdq" cf qr vcpf q" et" ukeco gpvg" gn" gzco gp" f g" rku" *estrategias empresariales* O' Guv" r tqr wguv" f guf g" r " uqekqmi "c" geqp»o kec" r qugg" cpvgegf gpvgu" gp" rqu" 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" ecuc" f g" P kuucp" gp" Dtcukl" \*Y cmv tcvj " {" Ucnqu" Rgtgk" f qu" Ucpvu. "4242+0Cu" c" vtcx<sup>2</sup> u" f g" guvg" gphqs wg" v»tkeq" ug" dwuecp" pwxcu" xctkcdrgu" f g" cp" ruku" s wg" pq" gu" p" r t gupvgu" gp" rqu" guwf kqu" f gn" *management* " {" ugt" a p" f g" ko r qt wpekc" r ct c" gpvqpf gt" r " gzege kqpcrkf cf " f g" Vq { qvc" {" uw' ecf gpc" f g" xcrqt" 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<sup>a</sup> 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" eqpvgo r qt<sup>a</sup> pgq" f gpvt" f g" uw'eqpvz" vq" f g" r" xkf c" tgcni" ¶lp." 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 w<sup>2</sup> 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 kqpf q" c" kphqto cek»p" f qewo gpvni" { " gpvtgxkrcu0Gu'ertq" s wg" rnu" guwf kqu" f g" ecuq" pq" tgr tguvpc" c" wpc" o wguv" c" 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 ¶jukeco gpvg." ukpq" c" r tqr qulekqpgu" vgtlecu." { c" s wg" gn' qdlgvkxq" f gn' kpxguki cf qt" gu" co r rket" { " i gpgtcrk ct" vgt¶cu" ¶i gpgtcrk cek»p" cpc¶lec+" { " pq" gpwo gtct ¶tgewepcku" ¶i gpgtcrk cek»p" guvc ¶jukec+" ¶lp." 3; ; : +0'

Gp" r ct vkwrt." gung" guwf kq" f g" ecuq" ug" f guv" t qm" kpxgi tcvf q" o gvqf qmji ¶cu" ewckvkvx" cu" { " ewcpkvkvx" cu" gp" gn' tgrxco kqpvq" { " cp<sup>a</sup> ruku" f g" f 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 guv" tdkqpf q" { " cpcrk cpf q" r" u" ectcevt¶jukecu" gutwewtcrgu" f g" r" tco c" c" r ct vkt" f g" r" tgxkuk»p" f g" r" rkvgtcwv" c" gur gekrk cf c." r" u" r tpekr crgu" f kur qulekqpgu" kpxwvckqpcrgu" gp" gn' ugevq" { " gn' gzco gp" f g" f kpxvku" ugtkqu" guvc ¶jukecu" eqo r tgvf 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" { " qvtcu." 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+" gxqmwk»p" f gn' go r rñq." 5+" r ct vkr cek»p" gp" r" u" xgpvcu" f g" r" u" 422" go r tguv" o<sup>a</sup> u" i tcvf gu" f gn' r c¶u." 6+" gxqmwk»p" f g" r" u" gzi r tveckqpgu." 7+" pkr gn' f g" eqpegpvt cek»p lf kxgtukhkecek»p" f g" f guvkqu" f g" r" u" gzi r tveckqpgu." 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" eqpvkpcek»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¶jukecu" 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 wvkvckqpcn" j cekqpf q" 2 phuku" gp" r" u" f<sup>2</sup> ecf cu" f g" 3; ; 2" { "

---

<sup>9</sup>"Gung" kpf kecf qt" ug" eqput wka" c" r ct vkt" f gn' ¶pf leg" f g" J gthpf cj n" g" J kuej o cp" ¶J +\*J kuej o cp." 3; 86+" gp" dcug" c" r" u" gzi r tveckqpgu" 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 qtvcqpgu" f g" r" ct vgtu" { " r kq" cu" f g" ecf c" vgt o kpcn" ugi Àp" r" erukhkecek»p" f g" r" qulekqpgu" ctcpegrtkcu" j gej c" r qt" I<sup>a</sup> ttk" gv'cn" 4236+" uqdtg" gn' xcmq" gp" r" guqu" f g" ecf c" o qf gny" r tqf vekf 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" tgekqu" f g" CECTC" ¶eqpuwvncf c" c" r ct vkt" f g" y" gd0tej kxg0ti +clwvuf q" r qt" gn' tqo gf kq" cpwvif gn' vkr q" f g" èco dlq" f gn' »rct" guvc qvkvf gpug" f gn' DETC" uwo cf q" c" r" u" gzi r tveckqpgu" f g" cwqr ct vgtu" f g" ecf c" vgt o kpcn" cwqo qvtk" cti gpvkpc0'

r tlpokr kqu'f g'4222. "gp'rcu'ewcrgu'f gekf g'tcf lectug'gp'Cti gpvpc" { 'r tqo qxgt "guv'hkrci0Cu'ug' r tgvpf g'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<sup>a</sup> "c'ecdq'c'r ctvt' f g'rc'tgxlk»p'dkdkqi t<sup>a</sup> hlec'f g'rc'rkgtcwtc" gur gekrk cf c" { "f qewo gpvqu" go r tguclkrqu. "eqo q' wco dk2 p. 'gn'cp<sup>a</sup> rkuku'guv'f ¶vkeq'f g'dcugu'f g'f cvqu'f g'rc'go r tguv'gutwewtc'ceekqpc'f g'VO E" { 'r tqf week»p. "xgpvcu" { "ectcevt¶vkecu'f g'uwu'hkrcrgu+. "QEC" \*r tqf week»p'f g'rcu'vgo kpcrgu'c" plxgn'i mdcn' { "Hqtwp'g'I mdcn'722" \*i cpcpeku'f g'rcu'vgo kpcrgu'c' plxgn'i mdcn'0"

Nwgi q. "ug" tgeqputw'f g'rc' *incrustación nacional* "f g'Vq{ qvc"Cti gpvpc0Rctc" gm. "ug" cpcrk ct<sup>a</sup> "rc'j kvqtk'f g'rc'go r tguv'gp'gn'rc'¶u. "uw'gutwewtc" qti cplk cvxc" { "rcu'ectcevt¶vkecu'f g' uw'ecf gpc'f g'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'ukpf kecq. " { 'rc'gxqmwck»p'f g'rc'r tqf week»p" { 'rcu'gzr qtcekqpgu' f g'rc'eqo r c<sup>o</sup> ¶c0Cu'ug'gzco kpc'gn'vr q'f g'kpugetek»p'gp'mqu'f kvkvqu'o gtecf qu'cwqo qvlegu'f g' Co<sup>2</sup> tlec'Ncvpc. "f vgo kpcpf q'rc" gur gekrk cf "f g'uw'ugi o gpvq. "rc'o gpt'kphwpekc's wq'vkgp" rc'xqrcvkr cf "geq»o kec'f g'rc'tgi k»p'gp'rc'f go cpf c'f g'uwu'xg ¶wqu" { "rc'gxqmwck»p'f g'rcu' xgpvcu" gp"qu'r tlpokr crgu'o gtecf qu'f g'rc'tgi k»p0Rqt "qvt q'rc'f q. "ug" kf gpvkec"rc'hqto c'f g' *gobernanza* "f g'Vq{ qvc"gp'rc'ecf gpc'f g'xcmq. "f guetkkgpf q" { "emukkecpf q'c'uwu'r tqxggf qtgu. " ectcevtk cpf q'gn'vr q'f g'tgrck»p'guv'cdgek c'eqp<sup>2</sup> uvqu" { "tgeqputw'f gpf q'gn'vr q'f g'cwqr ctvqu' ko r qv'cf cu" { "uwu' qt¶ gpgu0 C" uw' xgl. "ug" cpcrk cp" gp" r tqhw'f kf cf "qu'r tlpokr crgu" qpeg" r tqxggf qtgu'cwqr ctvkvu'f g'rc'vgo kpcn'kpf ci cpf q'gp'mqu'r tqeguqu'f g'*upgrading*'s wq'<sup>2</sup> uvqu' j c{ cp'ngxcf q'c'ecdq0"

Gmq'ug'tgcrk c'c'r ctvt'f gn'cp<sup>a</sup> rkuku'f g<sup>3</sup>+f cvqu'ugewpf ctqu'r tqxgplgpvqu'f g'uwu'dcncpegu' go r tguclku.<sup>32</sup> "f qewo gpvqu" go r tguclkrqu. "pqvkecu" f g'r gk»f lequ'f g'rcncpeg' pcekqpcn' { "gn' Dqrgv¶p" Qhkecn' f g'rc' Tgr Àdrck" Cti gpvpc" \*DQTC= 4+ "gptgxkrcu" ugo k'gutwewtc'f cu" c' glgewkxqu'f g'Vq{ qvc" { 'r tqxggf qtgu'f g'rc'vgo kpcn'gp'rcu'ewcrgu'ug'cdqf cp'mqu'uki vkgpvu'glgu< c+'tgrck»p'vgo kpcn'r tqxggf qt. "d+'ectcevt¶vkecu'f g'rc'gutwewtc" qti cplk cvxc'f g'Vq{ qvc. "e+ r ctvewr tkf cf gu'f g'rc'vgo kpcn'gp'rc'kpf wvkc'cwqo qvtk' "cti gpvpc. "f +'tgrck»p'eqp'rc'wv'f cf " qti cplk cvxc'f gn'O gtequw' { "eqp'rc'ecuc"o cvk' "gp'Lcr »p. "g+'eqo r gvpekc" kvtc/go r tguv'eqp' hkrgru'f g'uko krt "gur gekrk cek»p'r tqf wvkc. "vrgu'eqo q'Vckrcpf k" { "Uw<sup>a</sup> hlec. "h'kphwpekc" f gn'Guv'f q'gp'gn'f gugo r g<sup>o</sup> q'f g'rc'eqo r c<sup>o</sup> ¶c= { 'i +r tqeguqu'f g'gucrc'o kpvq'f g'rcu'cwqr ctvkvu'= 5+'xkukcu'c'rcu'lf dtlecu'f g'Vq{ qvc" { "f g'uwu'r tqxggf qtgu=" { "6+'cp<sup>a</sup> rkuku'guv'f ¶vkeq'f g'dcugu'

<sup>1</sup> "Nc'ugrgeek»p'f g'mqu'r tqxggf qtgu'ug'j ct<sup>a</sup> "gp'hwpekc'f g'rc'r qudkrk cf "f g'rc'tgcrk cel»p'f g'rc'gptgxkrc. "dwecpf q' rc'tgr tguv'ck»p'f g'mqu'v'gu'i tpcf gu'i tw'qu'f g'cwqr ctvkvu'ugi Àp" uw'qtki gp<lcr qpgugu. "o wvpcckqpcrgu'pq' lcr qpgugu" { "mccrgu0"  
<sup>32</sup> "Ceegf kf qu'c'r ctvt'f g'rc'kpur geek»p'I gpgtcrf g'Lvkele \*¶ L:0"

eqo r tgp f kf cu"gp"CF GHC."CECTC."Uqhmcf g" { "Cf wpcp"\*ectcevt¶¶uecu" { "gxqmwep" f g"rcu" gzt vtcekqpgu."ko r qtcekqpgu" { "eqvpgpk q" mēcn'f g"xgj ¶ewqu'r tqf wekf qu+."CF GHC."CECTC." CP HC XGC."Hgpdcxcg" { "Dcpeq"O wpf kcn'ēqtg mēckep" f g"rc"r tqf weekep" { "xgpvcu" f g"xgj ¶ewqu" { "xctkcekqpgu" f gn'RKD" f g"Cti gpvpc."Dtcukn" { "Co 2 tlec" f gn'Uwt+" { "CP HC XGC" { "Hgpdcxcg" \*r tqf weekep" { "xgpvcu"eqo r ctcf cu"gp"Dtcukn"0"

#### 4 - Contribución de la tesis

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

Gp"ugi wpf q"mī ct."rc"lpxgunki cekp"r tgvpgp" g"cr qtvt"pwgxc"gxkf gpek"gp"rc" f kuewukp" uqdtg"mqu"ghgevu" f g"rc"KGF " f g"GO u"gp"r c¶gu"gp" f guvttqmj."f cpf q"uwvpgvq" c"rc"xlukp"s wg" uqvkpgp"s wg"pq'ug'r wgf g"guvcdrgēgt" wpc'tgi rc"i gpgtcrn'uqdtg" f lej qu"o qxko kgpvcu" { c"s wg"guvqu" ko r cevu' f gr gpf gp" f g"pwo gtqucu'xctkdrgu0'Gp"m'eqpegtpkēpv" c"rc"KGF "gp"EI X"cwqo qvtlegu" ug"uquvpgf t<sup>a</sup> "rc"ko r qtvepek' f g"mqu'cp<sup>a</sup> rkuku'c'pkxgn' f g'htō c."gpvpgp kēpf q" s wg"rcu' b kuo cu'pq' uqp" j qo qi 2 pgcu0"

Gp" wpc' f ko gpukep"o a u"gur ge¶lec."rc"vguku'dwec"eqpvtkdvkt'c' mqu'guvcuqu"guwf kqu' f g"guv" o wmkpekqpcn'gp"r c¶gu" f g"Co 2 tlec" Ncvpc0' Cf go a u."gp"gn'ecvq"cti gpvlpq"pq"cdwpcp"mqu" vcdclqu"s wg"cpckēgp"rcu"guvcvgi kcu' f g"rcu" hkrēn' mēcn'gp"gn'r c¶ju.<sup>33</sup> ukpq" s wg"rc"o c { qt¶c' f g" 2 uqu'uwrgp"guwf kct'cn'ugevqt"cwqo qvqt"gp"uw'vcrk cf 0F g"guv"o qf q."rc"lpxgunki cekp"dwec" cr qtvt" f lej c" gur gekkēkf cf " f gn' cp<sup>a</sup> rkuku' f gn' ugevqt." gpvpgp kēpf q" s wg" gzkvpg" guvcvgi kcu' f lhtgpekcf cu" gpvtg"rcu"o wmkpekqpcrgu" cwqo qvtlegu0' Culo kuo q."ug" tgcrc' ct<sup>a</sup> p"pqxgf qucu" o gf lekqpgu" uqdtg" rcu" gzt vtcekqpgu." ko r qtcekqpgu" { " eqvpgpk q" mēcn' f g" mqu" xgj ¶ewqu"

<sup>33</sup>Cri wpcu'gzegr ekqpgu'gp"guv"ugvkw 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 cx<sup>2</sup> u'f gn'cp<sup>a</sup> rkuku'f g'f c'vqu'f g"uwu'dcncpegu."f gn' tgrgxcokgpvq" f g" o gf kqu" i t<sup>a</sup> hkequ" { " f gn' DQTC." { " f g" gpv gxlkucu" gp" r tqhwpf kf cf " eqp" uwu" r tkpekr cngu'glgewkxqu." r tqxggf qtgu'cwqr ctvku" { "ff' gt gu'ukpf kecngu'f gn'UO CVC0"

C"uw'xgl. 'ug'eqpukf gtc's wg'gug'vr q'f g'guwf kq'cf s wkgg'gur gekn'tgrgxcpekc"gp'gn'ecuq" f g"Vq{ qvc"Cti gpvkc." { c's wg'r wgf g'dtkpf ct" cni wpcu'tgur wgu"cu" c"nu'pwf qu'r tqdrgo a vkequ" f g" guc"tco c"kp'f wutkcn'gp'gn'r c'ju."vcngu"eqo q"uw'f<sup>2</sup> hkek'eqo gtekn" f gr gpf gpek"eqo gtekn'eqp" Dtcukn" gucuc"eqo r ngo gpvctk'f cf " r tqf wekxc" gp" gn'O gtequw." dclq" eqpvpk'f q" nqecn'f g" nu" xgj 'f'wru"q'rc'hqto c'f g'xkpewreke»p'gpv'g'vgo kpcrgu' { " r tqxggf qtgu'nqecngu0F g'gug'o qf q."guc" vgu'k'r tgv'p'f g"kf gpv'k'lect"nu'hcevqtgu"gz v'cr qncdngu'f gn'ecuq"Vq{ qvc."s wg'r qf t'f'p"o glqtct"rc" v'c{ gev'q'k'f gn'tgu'q'f g'rc'kp'f wutk"cwqo qv'k' "gp"Cti gpvkc" \*{ "xkukdkk' ct'rcu'iko kcekppgu's wg" tgr t'gug'p'v'p'nu'hcevqtgu'pq"gz v'cr qncdngu"gp" f lej q" r tqeguq+."cu"eqo q" gudq' ct" gn'tqn'f g"rc" r qn'f'ec'r Àdrec"gp" f lej q" f gucttqm'0'

Nc"kp'f wutk"cwqo qv'k' "i nqdcn'gu<sup>a</sup> "cvtcxguc'p'f q"wp"i tcp"eco dkq"vgepq/r tqf wekxq" c" r ctv'k' f g"rc"o c { qt"eqpge'v'k'f cf."cwqppqo 'f'c."eqo r ctv'k'ek»p" { "grge'v'k'heceke»p" f g"nu"xgj 'f'wru" \*EUCG."r qt'uwu'uki rcu'gp'kpi r'z u+"gp'wp"eqpv'z'v'q'f g't<sup>a</sup> r kf qu'cx'cpegu'vgepq»i kequ" { "ci wf c'etkuku" erko a v'kec'0' Gp" gug" o cteq." gn'ugev'qt" cwqo qv'qt" cti gpv'k'p'q" / { " r tkpekr cm' gpv'g" gn' gpv'co cf q" cwqr ctv'ku"nqecn"ug"xgt<sup>a</sup> "gph'gpvc'f q" c"o Ànk' ngu'f gucl'f'qu0Rqt"m"vcpvq."f guf g'gn<sup>a</sup> o dkq" f g"rc" r qn'f'ec'r Àdrec" { "rc"r rc'pk'heceke»p" gu"ko r t'guel'p'f kdng'gpv'p'f gt"rcu'f k'v'p'vcu'gut'cv'gi kcu'f g"rcu" v'go kpcrgu'o w'k'p'ce'k'p'c'rgu's wg'f qo kpc'p'rc"ecf gpc"cwqo qv'k' "r ctc'dwæct"rcu"o glqtgu'hqto cu" f g'ct'v'ewreke»p"eqp"gm'u0"

"

### 5 - Presentación de los capítulos

" Gn'Ecr 'f'wru" 3" v'k'p'g" gn' qdl'g'v'k'q" f g"kp'v'q'f wekt" gn'cdq'f clg" v'g»t'leq."rcu"j gttco kgpvcu" eqpegr w'cngu" { "nu'r tkpekr cngu'cpv'ge'gf gpv'gu'f g'rc'k'p'x'g'uki cek»p0Cu" { "gp'r tko gtc'k'p'w'c'pek" \*1.1+." ug'g'zr qp'gp'nu'cpv'ge'gf gpv'gu'f g'nu'gu'wf kqu'v'q'ek'c'ngu'f g'rc'ge'q'p'qo 'f'c" { "f gn'f gucttqm'ge'q'p»o leq." eco r qu'f g'gu'wf kq'gp'nu'ew'c'rgu'ug'k'p'ug't'v'c"gu'c"v'guku0Nwgi q."ug'r t'gug'p'v'c"wp'q'f g'nu'cdq'f cl'gu" v'g»t'leq/c'p'c'n'f'lequ"eqp"nu'ew'c'rgu'ug"t'cd'cl'ct<sup>a</sup> "gp"rc"k'p'x'g'uki cek»p."gn'g'p'h'q's wg'f g"rcu"Ecf gpcu" I nqdcngu'f g'Xcm'q" \*1.2+0Gp"r ct'v'ew'r'ct."ug"ug<sup>o</sup> c'rc't<sup>a</sup> "s wg'ug"cf q'r v'ct<sup>a</sup> "gug"o cteq'r ctc'gn'cp<sup>a</sup> rkuku" f g'w'p'c'ecf gpc'f g'x'cm'q'gp'r ct'v'ew'r'ct."rc'rk'f g't'c'f c'r qt"Vq{ qvc"Cti gpv'kc0Gn'gu'wf kq'f g'guc'h'k'k'cn' f g"rc"GO "Vq{ qvc"O qv'qt"Eqtr qt'v'k'p'ug"ng'x'ct<sup>a</sup> "c"ecdq" c"r ctv'k'f "f gn'g'p'h'q's wg'f g"estrategias empresariales" f g'rc'v'q'ek'q'm'i 'f'c"ge'q'p»o lec."f gucttqm'f q'gp'gn'uki v'k'p'v'g'cr ct'v'c'f q" \*1.3+0"



o wmpcekqpcr0F g'gug'o qf q."ug'eqo kgp| c"n"ugeek»p"cpck| cpf q"gn'qtki gp"fg'rc"go r tguac"gp" Lcr »p"gp"gn'o cteq'f gn'etgelo kgpvq'geqp»o leq'g'kpf wutkcn'f gn'r c¶µ\*3.1+0Nwgi q."ug'f gwcncp'f qu' eqo r qpgpvu'gugpekrgu'f g'rc"gutcvgi kc"go r tguactkn'f g"Vq{ qvc"\*3.2+."hqu'ewcrgu'uqp'uw'ukugo c" f g'r tqf week»p"\*Toyota Production System+ \*3.2.1+ {"gn'o 2 vqf q"Vq{ qvc"\*The Toyota Way+ \*3.2.2+0Guvqu'grgo gpvqu'uqp"egpvcrgu'r ctc"gpvpgf gt"rcu'r ctvewctkf cf gu'f g'rc"htc c'f guf g'uw' qtki gp"{"f lgtqp"nwi ct"c"rc"r tqr ci cek»p"fg'uw'ukugo c"c"r ctvt"fg'n'nc c'f q"toyotismo, gn'ewcn' eqpf gpu»i tcp'r ctvg'f g'hqu'eco dlqu's wg'ug'gucdcp'mgxcpf q"cedq"gp"gn'ecr kcrkuo q"o wpf kn' gp"rc" f<sup>2</sup>ecf c" f g' 3; 920' Cuko kuo q." gucu'ectcevgt¶µkcu" uqp"etwckrgu" r ctc" eqo r tgpf gt"rc" gutcvgi kc"fg"Vq{ qvc"Cti gpvkpc'f wcpvg'rcu'Ànko cu'f<sup>2</sup>ecf cu"r tkpek cm gpvg'uw'r rpkhceck»p" c" rcti q'r n| q"{'uw'tgckek»p"eqp'r tqxggf qtgu'hqecrgu0'

" Gp"gn'uki wkpvg'cr ctvcf q"ug"tgeqpustw'f g'rc"gwcr c'f g'etgelo kgpvq"cn'kpwtkqt"fg" Lcr »p" nwg q" f g'rc" KKI wgttc" O wpf kn"rc" gzc cpuk»p" f gn'I twr q"Vq{ qvc" {"gn'kpetgo gpvq" f g'uwu' gzc qtcekqpgu" c" f kwpvqu" o gtecf qu" f gn'o wpf q" \*3.3+0' Nwgi q." ug" uki wg" eqp"rc" hcug" f g' kpwtpcekqpcrk| cek»p"fg'rc"htc c"c"r ctvt"fg'rc"kpucmek»p"fg'hkrcrgu"gp"fg'kgt gpvqu'r c¶µgu\*3.4+0' Gp"guv'gwcr c'f g'gzc cpuk»p"gp"o gtecf qu'go gti gpvqu'gu'ewcpf q"Vq{ qvc"ug'kpucrc"gp"Cti gpvkpc0' C"tc¶µ" f g'gmq."ug"tgckrk| c"wpc'ectcevgtk| cek»p"fg'n'tqn'f g'ecf c"uwdukf kctk" c"r ctvt"fg'n'c° q" f g' tcf kecek»p."gn'ect<sup>a</sup> evgt'lw'¶µ leq."gn'kr q'f g'dkcp'r tqf wekf q."rcu'tc| qpgu'f g'rc'kpucmek»p"{'gn'pkxgn' f g'r tqf week»p"gpvtg"422; {"423; 0'Ugi wkf q" c" guvq."ug" f guetkdg"rc" gwcr c'f g"eqpuqrf cek»p" f g' Vq{ qvc'eqo q"wp'htc c'o wmpcekqpcn\*3.5+c'r ctvt"fg'n'cp<sup>a</sup> ruku'f g'rc"r tqf week»p"gp'rcu'f kwpvcu' tgi kppgu'f gn'o wpf q"{"rc"tgeqpustweek»p"fg'rc"tgf"fg"ceekqpkvcu'r tkpek crgu'f g'rc"htc c"nwg q" f g'uw'kpenwuk»p"gp'rcu'dqncu'f g'P wxc'¶µ qtni{"Nqpf tgu0'

" Rquvgtkqto gpvg." ug" cpcrk| c" gn' r tq{ gevq" Kppqxcck»p" Kpwtpcekqpcn' f g" Xgj ¶µwrcu" O wnr tqr »ukq\*\*KO X+rcp| cf q'r qt"rc"go r tguac" c'pkxgn'i mqdcn'gp"4224"\*3.6+."gp"gn'ewcn'rc"htc n' cti gpvkpc'kpg'wp'tqn'r tgr qpf gtcpvg0Rqt'Ànko q."ug"cpck| c"gn'f gugo r g° q'f g'rc"go r tguac"nwg q" f g'rc"etkuku'f g"422: /422; \*3.7+."eqo r ct<sup>a</sup> pf qrc"eqp"gn'tguvq'f g'rcu'htc cu'ugi Àp"uwu'kpi tguqu"{" r tqf week»p'i mqdcrgu0Cf go<sup>a</sup> u."ug"gzco kpc's w<sup>2</sup> 'tqn'waxlgtqp'rcu'f kwpvcu'tgi kppgu'f gn'o wpf q"cn' kpwtkqt"fg'rc"qti cpk| cek»p"gp"ewcpvq" c'xgpvcu"{'r tqf week»p'nwg q'f g'rc"etkuku'i mqdcn0' "

Gn' Ecr ¶µwrcu" 6" kpgg" eqo q" qdlgkxq" f gucttqmr" e»o q" ug" eqphki wt»"rc" *incrustación nacional* f g'rc"htc n'f g"Vq{ qvc"gp"Cti gpvkpc"r ctc" gpvpgf gt"e»o q"ug"eqphqto »"rc"gzkquc" gutcvgi kc"fg'guc"go r tguac"gp'rcu'Ànko cu'f<sup>2</sup>ecf cu0F g'gug'o qf q."gp'guc'ugeek»p'ug'f gucttqmc." gp'r tko gt'nwi ct."rc"gutcvgi kc"fg'VO E'f g'tcf kecek»p"gp"Co<sup>2</sup> tlec'f gn'Uw\*4.1+."f guvce<sup>a</sup> pf qug'hqu' tqrgu's wg'Dtcukn'{"Cti gpvkpc'kpggp"gp"rc"tgi k»p"{"e»o q"guq"lo r cev»gp"gn'f gugo r g° q'f g'rc" htcn'mqecr0Nwgi q."ug'tgxkuc"gn'r tqeguq'f g'kpucmek»p"fg"Vq{ qvc"gp"Cti gpvkpc"{"hqu'r tko gtqu' c° qu'f g'r tqf week»p"gp"gn'r c¶µ\*4.2+0Gp"gn'uki wkpvg'cr ctvcf q"ug'f gucttqmc"e»o q"rc"htc n'mqecr0

ug'kpugt»"gp'gn'r tq{ gevq"KO X."gn'ewcn'o ctec'wp'ucnq'ewcrkcvkxq"gp'rc'r tqf week»p'f g'r kem'wr u"  
gp'gn'r c¶u"4.3+{"e»o q'gn'o kuo q'hwg'glgewwcf q'gp'iqu'c° qu'uki wkpvgu.'ko r wucpf q'hwgt vgo gpvg"  
rc'r tqf week»p{"rcu'gzt vcekppgu'f g'uwu'xgj ¶ewqu"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 ctvk'f g'pwgxcu'ecr celf cf gu"  
i gtgpekrgu'iqecrgu."s wg'ug'f gvcnct° p"gp'f lej cu'r° i kpcu"4.5+0Nqu'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 vcekppgu'c"r guct'f g"rc'hwgtvg'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 ¶wru'7'ug'ngxc'c'ecdq'gn'cp° nkuku'f g'rc'xkpwrcck»p'f g'guvc'vgt° kpcn'  
cwqo qvkt {"uwu'r tqxggf qtgu'Gp'r tko gt'nwi ct.'ug'gzt rlect° ew° ngu'uqp'rcu'r tkpekrcrgu'r ctvgt{"  
r kgl cu'ko r qtvcf cu'{"r tqf wekf cu'gp'gn'r c¶u'{"e»o q'guvq'j c'xctkcf q'gp'iqu'f qu'r tko gtqu'f gegpkqu"  
f gn'uki nq"5.1+0Nwgi q."ug'gzt rlec"gn'ukuvgo c'f g'f gucttqmj"f g'r tqxggf qtgu'f g"VCUC"5.2+0C"  
eqvpwvcek»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 wnkpcckppcrgu'lcr qpgucu."  
d+°O wnkpcckppcrgu'pq'lcr qpgucu{"e+°Nqecrgu"5.3+0Nwgi q."ug'tgcrk c"wp'gzco gp'lpf kxkf wcnf g"  
iqu'r tkpekrcrgu"qpeg"r tqxggf qtgu'f g"Vq{ qvc"tcf lecf qu'gp"Cti gpvpc'Gucv"go r tgucu"uqp<  
F gpuq."Vq{ qvc'Dquj qmw.[ c| cnk'F cpc.'O gvcnuc.'Kpf wutku'I wkf k'Guvdcp'Eqtg'gtq."Xgpcvno ."  
Rqiko gvcn"ETCO HUC" {"O ki qt" \*5.4+0' Rqt' Ànko q."ug'j ct° "wp" cp° nkuku'i gpgten"uqdtg"rc"  
gobranza"f g"VCUC"{"iqu'r tqeguqu'f g"upgrading"f g'uwu'r tqxggf qtgu'gp'dcug"c"mq'gzt wguvq"  
gp'gn'ecr ¶wru"5.5+0'

"  
"  
"  
"

# CAPÍTULO 1

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

### Introducción del capítulo

" Gnr t gugpvgecr ¶wru'vkpg'gn'qdlgkxq'f g'kvtqf wekt'gn'cdqtf clg'vg>tkeq.'rcu'j gttco kpvcu" eqpegr wcrnu'f' 'qu'r t kpek crgu'cpvgegf gpvuf g'rc'kpxguki cekp0Cu¶'gp'r tko gtc'kpuwpeck'\*1.1+" ug'gxr qpgp'qu'cpvgegf gpvuf g'qu'guwf kqu'uqekrgu'f g'rc'geqppo ¶c'f' f'gnf gucttqm'geq»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 ctvewrt."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 ctvewrt.'rc'rkf gtc'f c'r qt"Vq{ qv' Cti gpvkp0Gn'guwf kq'f g' guv' hkrn'f g'rc'GO "Vq{ qv' O qvt' Eqtr qtcvkp"ug'ngxct' s c'ecdq'c'r ctvk' f gn'gphqs wg'f g' *estrategias empresariales*"f g'rc'uqekrmi ¶c'geq»o kec."f gucttqm'f q'gp'gn'uki vkpgv'cr ctv'f q' \*1.3+0"

Rquvgtkqto gpv'ug'tgeqputw'f gp'qu'r t kpek crgu'cpvgegf gpvuf gp'gn'guwf kq'f gn'ko r cev'f f g'rc'kpxgtuk»p'Gz v'cplgtc'F k'gevc'gp'r c¶lgu'r g'k'f tkequ'\*1.4+."{ 'rcu'r ctvewrt'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 tgegf gpvuf uqdtg'rc' gur gek'ek'f cf " f g'rcu' hkrnu'f g' v'gto kpcrgu' cwqo qvtkegu' f g'GO " lcr qpgucu' gp' gn' o w'f q." f k'kpi w'k'pf qru'f g'rcu'f g'GGWW'f' Gwtqr c'r t kpek cm g'pv'¶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 ctvk'f g'wpc'hko c'k'pf k'k'f wcn'cv'gpf k'p'f q'rc'hqto c'f g'r tqf wek»p'f g'rc'ecf gpc'f' 'rc'i qdgt'p'c' f g'rc'go r t'guc'¶¶f gt."{ 'cf qr v'p'f q'gn'gzco gp'f g'rcu'g'v'c'v'gi kcu'go r t'guct'krgu'f g'rc'uqekrmi ¶c' geq»o kec0'

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

Gp'qu'cwq'gu'en' ulequ'f g'rcu'Ekp'eku'Uqekrgu'ug'gpewpvt'cp'cpvgegf gpvuf g'wp' r tqhw'p'f q'k'pvt'2'ur qt'rcu'ewguk'p'gu'geq»o kecu'0Guv'r t'gqewr cek»p."gp'r ctv'g."ug'k'p'uet'kd'¶c'gp' wpc'eqpegr ek»p'k'p'v'gi t'cf c'f g'rc'ek'p'ek'uqekr'n's wg'ug'f gucttqm' r ctvewrt'to g'pv'gp'rc'v'cf k'ek»p' crgo cpc0' " Guc' x'kuk»p' g'peqvt»" p'wo g'tququ' f g'tcevt'gu' cn' k'pvt'k'qt' f g'rc' Uqekrmi ¶c'."

<sup>34</sup>Nq'ewcn'f qf go qu'gpeqvt'ct.'r t kpek cm g'pv'gp'Y g'dgt.'Uko o gn'f' Uej wo r g'v'g'0C'uw'x'g'l.'ug'r w'gf gp'j cmct'ek'g'v'qu' r w'p'v'qu'gp'eqo' Ap'eqp'qu'v'cdcl'qu's wg'ug'g'v'cd'cp'r tqf wek'p'f q'gp'H'ic'p'ek.'f q'p'f g'F w'nj g'ko "F w'nj g'ko .": 3; : 7+

eqpukf gtcpf q's wg'rc'Geappo ꞑ'c'ug'qewr cdc'f g'rcu'ceekppgu'logicas'o kgpvtcu's wg'rc'Uqekmqi ꞑ'c' fgdꞑ'c'qewr ctug'f g'mqu'eqo r qt wco kgpvqu'j wo cpqu no lógicos."mq's wg' guvdrgeg"wp'c'tcf kecn' htqpvgtc' gr kungo qn>i kec' gpvgt' mqu' f qu' eco r qu' \*Rctgvq." 3; 67-0' Gp' gug' o kuo q' qtf gp' ug' eqo r tgpf g'rc' f kxkuk>p's wg' ug' r tqf wq' gp' Guvcf qu' Wpkl qu' gpvgt' guvcu' f kuekr rkpcu."rc' ewcn' vgt o kpcꞑ'c'r qt kpukwelkpcrk ctug'c'r ct w' f' g'nt qnf gur ngi cf q'r qt' f' kxgtuqu'cecf<sup>2</sup> o lequ.'gpvtg'mqu' s wg'ug'f guvcec'gnlqvtgco gtlecpq'Vcraeqw'Rctuqpu.'hki wtc'egpvctnf g'rc'Uqekmqi ꞑ'c'f grluki mq'ZZ<sup>35</sup> \*R<sup>2</sup> tgl.'422; +0

F g'gug'o qf q.'ewcpf q'rcu'vgtꞑ'c'f g'Rctuqpu'eqo kgp| cp'c'gpvtct'gp'f gecf gpek'f gpvgt' f gr'no wpf q'cecf<sup>2</sup> o leq'c'hkpcrgu'f g'hqu'c' q'u'92'ug'r tqf weg'gn'ot gpecko kgpvq' 'f g'rc'Uqekmqi ꞑ'c' Geapp>o kec' \*UG+0'Cu'f'gp'rc'f<sup>2</sup> ecf c'f g'3; : 2'wp'i twr q'f g'kpxguki cf qtgu'f g'Guvcf qu'Wpkl qu' kplek>'wp'o qxko kgpvq'r ctc'f g'hlk'rc'Uqekmqi ꞑ'c'Geapp>o kec'eqo q'wpc'tco c'gur ge'f'hec'f g'rc' Uqekmqi ꞑ'c'Rq| cu.'4226+0'Gur ge'f'heco gpvq.'c'r ct w' f' g'ni'vz vq'f g'I tcpqxgwt' \*3; : 7+ "Acción económica y estructura social: el problema de la incrustación" 'ug'eqo kgp| c'c'kpukwelkpcrk ct' wpc'eqttkpvq'vgt'lec.'f gpqo kpcf c'P wxc'Uqekmqi ꞑ'c'Geapp>o kec' \*P UG+0'F lej q'cwqt'r rcpvc.' tgvqo cpf q'c'Mctn'Rqrcp { k'3; 66+. 'wpc'f g'rcu'vuku'o<sup>a</sup> u'ekcf cu' { 'f'kuewkf cu'f gpvgt'f gr'eco r q'< rc'geppqo ꞑ'c'gu' *incrustada* gp'rc'uqekgf cf.'hq'ewcn'lw' rppg's wg'gu'kpguekpf kdr'f g'rcu't g'ceekppgu' uqekrgu'gp'rcu'ewcrgu'gu' <sup>a</sup> kpo gtuc0"

Rctc'guxqu'hw'pf cf qtgu'f g'rc'P UG.'rc'ekgpek'gepp>o kec'glgte'c'gp'Guvcf qu'Wpkl qu'wp' o qpqr qrk'qudtg'gug'eco r q'f g'kpxguki cek>p.'r qt'mq's wg'gn'r tko gt'r cuq'eqpukuk>'gp'tgcrk' ct' wpc' hwgt'v' et'f'hec' f g' mqu' r quwrcf qu' guppekrgu' f g' rc' geppqo ꞑ'c' pgqerf ulec' t gur gevq' cni' eqo r qt wco kgpvq'gepp>o leq'f g'hqu'kpf kxkf wqu.' { 'g'vcdregt'cu'f'hu'f'f' kgu'f g'rc'f'kuekr rkpc'0'Guvcu' kpxguki cf qtgu'cti wo gpvtqp's wg'gtc'etwecr'cdtk'gn'f gdcv'cecf<sup>2</sup> o leq'cegtec'f g'rc'geppqo ꞑ'c' r ctc'kpenkt'wpc'i' gpwpc'r gtur ge'vxc'uqekr'ns wg'w'xk'c'eqo q'egpvgt'rc'k'pvtceek>p'f g'r'gtuqpcu' tgcrgu.'gp'xgl' f'gn'eqplwpvq'f g'uw'wguvqu'hqto crgu'f gucttqmf qu'r qt'mqu'geppqo kvcu'eqo q' hw'pf co gpvq'f g'uw'f'kuekr rkpc' \*Rq| cu.'4226+0"

Guxqu' r quwrcf qu' ug' qtlgpvcp.' r tlepek cm gpvq.' j cek' ekgtvcu' <sup>a</sup> tgcu' vgo <sup>a</sup> wecu' hw'pf co gpvrcgu'gp'rcu's wg'ug'f gucttqmf'rc'UG0'Nc'r tko gtc'f g'g'mcu't g'k'gt'g'c'rc'*teoría de la acción*0' Gp'rc'geppqo ꞑ'c'*mainstream* rc'kf gc'f g'rc'tcekppcrk cf 'kpf kxkf wcn'gu' <sup>a</sup> eqo r tgpf kf c'f gpvgt'f g'

---

eqpvwvdc'hw'gtvgo gpv'gn'o qpqr qrk'k'p'vrgewcn'ns wg'v'p'c'p'mqu'geppqo kvcu'qudtg'rcu'ewgukppgu'gepp>o lecu' \*Rgt gl.'422; +0'F wtnj glo "eqpukf gtcde's wg'rc'qdtc'f g'mqu'geppqo kvcu'erf ulequ'v'p'c'gn'f g'hevq'kpuw'gtcdrg'f g'uw' qt'kpvcel>p' kpf kxkf wcrkuc.'" { c' s wg' k'p'v'pvt' f gf wkt' ng { gu'r ctc' ewcns wkt' ugevq' f g' mqu' hgp>o g'pqu' uqekrgu.' g'z'vc {<sup>2</sup> pf qrcu'f g'hqu'r quwrcf qu'qudtg'rc'pcwrcrg| c'j wo cpc'gtc'w'p'cduqnwq'gttqt.'" { c's wg'gn'j qo dtg'gu'wp'c'pko cni' uqekr'f' { 'gu'rc'uqekgf cf'rc's wg'etgc'uw'p'c'wrcrg| c' \*Dgti gukq.'4229+0'  
<sup>35</sup>Eqo q'ug'qudgtxc'gp'uw'ndtq'qudtg' "La estructura de la acción social". "Rctuqpu' \*3; 59+r' tqr qp'c'cr q' { ct'rc' uw' tgo ce'c'f g'rc'Geappo ꞑ'c'qudtg'gn'eco r q'f'gn'oxcmq'ot'o kgpvtcu's wg'rc'uw' tgo ce'c'f g'rc'Uqekmqi ꞑ'c't'gukf'c'qudtg' cs wgr'f g'hqu'oxcmq'gu' \*Rgt gl.'422; +0

mq" s wg" f gpqo kpcp" *individualismo metodológico*, "pvo co gpvg tgrckqpcf q" c" r" tcf lek»p" wkrkctkuc0Gri'o kuo q"ug"f gur tgpf g"f g"r"pqek»p"f g" *homo-economicus*. "cvtkdvkf c" c" rqu" cwqtgu" eni ulequ" f g" 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 qtcrgu<sup>36</sup> "Cn' gko kpc" rru" tgrckqpgu" uqekrgu" f gni" cp" rku. "ug" eqpenw\ g" s wg" r" eqo r gvpck" f gvtgto kpc" rru" v to kqu" f g" kvgtco dkq" f g" o cpgtc" wni" s wg" pq" r wgf gp" ugt" o cpr wrcf qu" r qt" rru" kpf kxf wqu<sup>37</sup> "Rctc" rru" uqek»mi qu" geqp»o lequ. "gp" eco dkq. "ru" r tghgtgpeku" { "ru" ceekqpgu" f g" rru" kpf kxf wqu" pq" gu" p" pgegu" tko gpvg" cniqgcf qu" { "gp" ghgevc. "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" ukp" 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' wplwgtucrgu. "ukp" s wg" f gr gpf gp" f gni" eqpvz vq" j ku»tleq" { " uqekr0<sup>38</sup> " Eqo q" eqpvtcr ct vkf c" cni kpf kxf wruo q" b gvf qni leq. "I tcpqwgwt" \*3; : 7+ "uqukpgp" <""

"  
 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" guercu" c" wp" i wkp" guetkq" r ctc" gmq" r qt" rru" kvgtugeek»p" eqpetgv" f g" rru" ecvgi qt" fu" uqekrgu" s wg" qewr cp0Gp" hwi ct" f g" gmq. "uwu" guhwgt| qu" r qt" rru" tct" vpc" ceek»p" kvpckqpcn" gu" p" kpetwrcf cu" \*embedded+ gp" rru" ukngo cu" eqpetgvu" f g" tgrckqpgu" uqekrgu" gzkuvgpvu" \*I tcpqwgwt. "3; : 7<6: 9+0"

"  
 Rqt" qvtq" rcf q. "r" tcf lek»p" eni ulec" { "pgqen" ulec" f g" r" Geqpqo "c" uqukpgp" s wg" rru" cevtgu" f kur qpgp" f g" kvhqtgto 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" kvhqtgto cek»p" r gthgevc" cpvgu" f g" cewct" \*I tcpqwgwt. "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 vo c" o gf kqu" hkpgu" 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" kvpgr tgcck»p" s wg" j cegp" f gni" eqpvz vq0"

<sup>36</sup>"C" uw" xgl . "guvg" cdqtf elg" 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 gtu" kvpqr qtcpf q" qvtcu" xctkdrgu" eqo q" cekwfw gu. " r tghgtgpeku. "e" r wru. "cht" o cpf q" s wg" rru" ceek»p" tcekqpcn" gu" rru" o glqt" dcug" r ctc" guwf kct" ekpcku" uqekrgu0  
<sup>37</sup>"Guvc" xkuk»p" s wg" uw" qpg" c" rru" tgrckqpgu" uqekrgu" wp" lo r gf ko gpvq" r ctc" gni" f guctt qmq" 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" kvkswekqpcrkuc. "r qt" glgo r rru. "dwue»" uw" gtct" guqu" rrp" kgu" c" txc<sup>2</sup> u" f gni" eqpgr vq" f g" rru" *costos de transacción* ew" c" tgf week»p" ugt" f" gni" qdlgkxq" f g" rru" kvkswekqpgu" f gni" ecr kcrkuo q" \*P qt vj . "3; ; 2+0  
<sup>38</sup>"C" uw" xgl . "I tcpqwgwt" \*3; : 7+ pq" eqpukf gtc" s wg" j c{ c" s wg" f guectvt" gni" eqpgr vq" f g" ceek»p" tcekqpcn" r gtu. "ugi Ap" <sup>2</sup> uvg. "pq" gu" gzenwukco gpvg" geqp»o lec0Ug" r wgf gp" dwuct" o czko k cf ct" f kvkpvu" ecr krgu" \*uqekdkkf cf . "guvc wru. " cr tqdck»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<sup>a</sup> 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<sup>a</sup> o kec."f qpf g"rc"gz kugpek" f g'kpukwekqpgu"geqp»o kecu"gur ge"kecu"pq" cr ctgeg"eqo q"cri q"fcf q."ukpq"s wg"o<sup>a</sup> u"dlgp"uqp"gn't guwncf q" f g'wp'hgp»o gpq'r tqdrgo cvk cf q" f guf g'wpc'r gtur gevxc"j kw»tlec"Rgtg|. "422; +0"

Cuko kuo q."co dcu'f kuekr nkpcu'cpcrk cp'mu'mercados f g'hqto c'f khtgpvg0Rctc'rc"vgqt"fc" geqp»o kec" *mainstream*, mu" o kuo qu" gu<sup>a</sup> p" hqto cf qu" r qt" r tqf wvqtgu" {" equwo kf qtgu" cvqo k cf qu's wg'eqphk wcp'wpc'eqo r gvpekc'r gthgevc0Gp'eco dlq."rc'UG'r t guc"gur gekn'kpvt<sup>2</sup>u" c'rc'f kwtkdwek»p'f g'r qf gt'f gpvt'f gn' b gtecf q."{ c'ugc'r qt'gn'rcf q'f g'rc'ōqht wō."eqo q'r qt'gn'f g" rc'ōf go cpf cō0Nc'uqekmqi "fc"geqp»o kec'dwue»"kt"o<sup>a</sup> u'cm' f g'rc'kpet wucek»p'kpukwekqpcn'{" mu" cewgtf qu'uqekngu's wg'eqpmgxcp'rc"gz kugpek" f gn' b gtecf q."{ "ug'r tqr wuq'cdtk'rc'eclc'pgi tc'f gn' kpvgtco dlq."rc'eqo r gvpekc"{" rc'r tqf week»p"Hi uvgk"{" F cwtg."4234+0"

Dclq"guv"r gtur gevxc" f g"cp<sup>a</sup> rkuku."ug"ghcwk c"rc"ko r tgekuk»p" f g"rc"t gcekc»p"gpvt g"rcu" ceekqpgu" f g"rcu" go r t gucu" {" uwu" t guwncf qu." gp" mu" v<sup>2</sup> 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<sup>a</sup> vkec" g"kpucp<sup>a</sup> 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'eqphkdrng'rcu't gcekcqpgu's wg'r tqf wegp'rcu't guwncf qu's wg'qdugt xcp."ukgpf q" kpecr cegu'f g'i gpgtct'rcu't gur wguu'cr tqr kcf cu"“*la complejidad de los eventos en las grandes empresas hace que la asignación de las causas a los mismos sea extremadamente problemática*” Hi uvgk"{" F cwdgt."3; ; <. 5+0"

Lxwco gpvg.'rc'r qukdktf cf'f g'kpi tguet'gp'wp<sup>a</sup> tgc's wg'ug'r t gugpvcde'j qukr'c'rc'Uqekmqi "fc" {" qvtcu'elgpeku'uqekngu" {" f kur wctrg"wp"nwi ct"gp"rc"kpvt r t gcekc»p" {" cp<sup>a</sup> 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<sup>a</sup> u." nwi q" f g" rc" h"fc" f kucpekc" s wg"o cpwxkgtq" Geqpqo "fc" {" Uqekmqi "fc" gpvt g" gn' r gt'qf q" f g" gpvt gi wttcu" {" mu" c<sup>o</sup> qu'ugvpc."rc" P UG"tgcxk»"gn'f k<sup>a</sup> 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 gpekppcf q'f kxqtela'gpvt g'gucuf' kuekr nkpcu'f wcpvg'i tcp'r ctvg" f gn'Uki m'Z.Z.'gp'Co<sup>2</sup> tlec'Nc'kpc'r tqr gt»"wpc'r tqn'kec'gucwgn'f g'ekgpvkuu'uqekngu'f gf kecf qu"

<sup>39</sup>Crit'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*<sup>3</sup>: "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 <sup>2</sup>tlec"Ncvkpc" { "gn'Ectkdg" \*EGRCN+"gp"3; 6: 0: "Gp"guwg"pqxgf quq"eqtr wu"v»tleq"ug"gpewgpvtcp"mqu'enf ulequ"eqpegr vqu" gut wewtcrkuu" f g"centro-periferia."heterogeneidad productiva" f g"mqu'r c"lgu'r gtkt<sup>2</sup>tlequ"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 <sup>2</sup>tlec"Ncvkpc"eqpek<sup>2</sup> pf qmqu"eqo q" gut wewtcu" f gr gpf kpvu"r qt "guvct"kpugtvcu"gp"tgrecqpgu" f g" f qo kpekc»p/ uwdqtf kpekc»p"gp"gn' ukngo c"ecr kcrkuc"kpvt pcekqpcn" Ectf quq. '3; 92-0<sup>2</sup>"

F lej c"vctf k»p"ug"o cpwxq"gp"r"EGRCN"j cuvc"r" f<sup>2</sup>ecf c" f g"3; : 2. "ewcpf q. "cpvg" gn' cxcpeg" f g" mqu" r qm"lecu" pgqrkdgtcrqu" gp" r" tgi k»p" { "mqu" etkuku" geqp»o lecu" tgewttgpvgu. "r" kpurkwek»p"eqo gp| »"c"tgcrk ct"o <sup>a</sup> u'guwf kqu'uqdtg"guvcdkcf cf "o cetqgeqp»o kec."uwdtc { cpf q"r" vctuegpf gpekc" f gn'qtf 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"ghqs wgu"\*Dkgnuej qy un{ . " 422; +0<sup>3</sup>"

Gp"guwg"eqpvzq. "gp"mqu" f<sup>2</sup>ecf 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. "Ukxc" { "Ej kddgt. " gpvt g" qvtqu. " tgewr gtcp"r" h wv" hgtc" hpgc" f g" kpxgunki 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"

<sup>3</sup>: "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"tvcg0Gp"guwg"tcdclq"ug"eqpukf gtc"r" f ghkpekc»p"o <sup>a</sup> 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 geko kgpvq"uquvplf q" f g"mqu"hwgt| cu" r tqf wvxcu. "co r rkpq" q"r"ecr celf cf "vgepqr»i kec" { "r tqf wvxc"kpucrf 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

<sup>3</sup>: "Guv"eqttkpv"uwti g"eqo q"wp"eqtr wu"v»tleq" gp"Co <sup>2</sup>tlec"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"

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

<sup>43</sup>"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"lplekq" c"mqu" s wg"ug"eqpgeg"eqo q"r"gvcr c" f gn'pqqgut wewtcrkuo q" \*Dkgnuej qy un{ . '422; +0Gp"grc. "mqu"cp" ruku" v»tlequ"ghcwk ctqp"gn'r tqi tguq"v epleq"dcucf q"gp"gn'eqpkelo 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" eqpkelo kpvq"gp"wpc" b c { qt " f kxgtu" hcekc»p" r tqf wvxc0F lej q"pwgxq"ghqs wg"mqu" gto klc" c" guqu"cwqtgu"b cpvgpt" wp" f k' mqu" q"eqp"mqu" i qdkgtpqu" s wg"guvcdp"ngxcpf q" c"ecdq" tghqto cu"gut wewtcrkuo"kpur kcf cu"gp"gn'òE 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+0<sup>4</sup>

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'nu'f 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 gpvqu'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 leq0<sup>5</sup>"

""

Cf go <sup>a</sup> u. "f lej qu" vgt'lequ'f glctqp" f g'rcf q. "vqv" rc" eqpegr ek»p" *fordista-keynesiana*" r tqr kc" f g'rcu' geqpqo 'cu'lpf wvxcu'cf cu'f g"o gtecf q" f g'nu'egpvtq. "eqo q" rc"o cvtk" *centro-periferia*" f g'nu'wvwtcrkuo q'rc'wkpco g'lecpq" { "r wkgg" gur gekn'cvpck»p" gp'rcu'gur g'leku' hqto cu's wg'cf s wkgg"rc"tgrck»p" gpvtg'Guvcf q" { "go r tguclku'r ctc" gpvgt'gt'nu'ugpf gtqu'f g'nu' \*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" gpvtg'r c'f'gu'f g'lpf wvxcu'cek»p" vct'f'c'f g'rc"r g'k'g'k'c. " r ctc" gpeqvtct" r ct'wvwtckf cf gu' s wg" r gto k'kg'cp" g'zr rkect" r qt" s w<sup>2</sup> " r c'f'gu' eqp" öuko k'rt'guö" ectcevt'f'leku'gust wvwtcrku'f gur ngi ctqp" r tgequ'f g'f gucttqmj"vcp'f k'f'p' k'gu" { "eqp't guwvncf qu' vcp'f k'gt'gpvgt'0<sup>6</sup>""

Rqt "Anko q. 'qvtqu'guwvku'f g'rc'PUG'c'hp'rcu'f g'uki nq'r cuvcf q'ug'gpecti ctqp'f g'tguvnc" rc"ko r qvtck»p'f g'rc'qti c'pk'cek»p'ulekcn'gp'r tgequ'f g'f gucttqmj"geqp»o leq0'Guvcu'cwqt gu' f guvecp"rc"tgrxcpek" f g'nu'gzco gp'f g'rcu'ectcevt'f'leku' r ct'wvwtgu'f g'ecf c"o gtecf q" r ctc" gpvgt'gt'nu'r tgequ'f g'<sup>2</sup> zkq"geqp»o leq. "etk'lecpf q"rc"kf gc"f g"o gtecf qu'w'pk'gtucru'f g'rc" geqpqo 'c' pgqen'ulec" \*Dki i ctv." 4223< 33+0' Gp" r ct'wvwt. " guvcu' vcdclqu" j cp" tgrck'cf q" eqpvtck'wvwt'gp"e»o q'rcu'ectcevt'f'leku' r ct'wvwtgu'f g'cni wpcu'ulekcf cf gu'j cp"o qrf gcf q" uwu'qti c'pk'cek'p'gpvtg'rcu's wg'ug'f guvecp'uwu'go r tguvcu'r tk'cf cu. { "e»o q'<sup>2</sup> ucu'j cp'lp'hw'kf q" gp"uwu'vc { gevqtku'geqp»o lecu" \*Dgco kuj " { "Dki i ctv."4228=Dki i ctv' { "I wkn'p."3; ; ; ."3; ; ; = I wkn'p."4225=J co k'np" { "Dki i ctv."3; ; : +0C'uw'xgl. "guvcu'cwqt gu'j cp'etk'lecf q'c'qvtcu'vgt'f'cu"

<sup>44</sup>G'nl'plek'f g'guvc'eqt'lpvgt'vgt'lecr'wgf g'ukwctug'gp'gn'r tgevt'ct'f'ew'f'f g'Co uf gp" \*3; 9; +uqdtg'gn'f gucttqmj" geqp»o leq'f g'Vcky cp's wg'hwgi q'lpur k»" cr'vcdclq'f g'Laj puqp" \*3; : 4+uqdtg'gn'lecu' lcr qp<sup>2</sup> u'c'vcx<sup>2</sup> u'f g'uw'Estado desrollista0'

<sup>45</sup>Rctc'r tqhw'p'k' ct'cegtec'f g'nt'geqtk'f q'f g'nr'gpuc' kpvq'f g'Co uf gp"eqpuvnc" Gxcpu" \*4243+0'

<sup>46</sup>Cu'f'guvcu'cwqt gu'r wkgg" gur gekn'cvpck»p'gp'rcu'r ct'wvwtgu'hqto cu's wg'cf s wkgg'rc" *acción económica*" eqo q" tguwvncf q'f g'rcu'tgrck'p'gpvtg'Guvcf q'ecr ken'gpvtg'ni tct'cwqpqo 'c'guvcu' *versus* uwewo dkt'c'rc"r gpvtck»p" f g'nu'lpvgt'gugu'go r tguclku'gp'gn'hw'pck'pco kpvq'f g'rc'dwtqetck'guvcu' \*Ugttcpk'4234+0Rctc'gmj. 'tgewr g'cp'rcu' p'qek'p'pgqo ctz'kuvcu'f g'rc' *autonomía relativa*" f g'nu'Guvcf q" { "rcu'y g'g'k'p'cu'tgur gevq'c'rc"ko r qvtck»p'f g'rcu' *capacidades burocráticas estatales*0'Gu'f gek. "ug'f g'lc'f g'r gpuct'cn'Guvcf q" eqo q" gur glq'f g'rc'g'k'g'f qo k'p'p'v. " t'g'qo c'p'f q'gn'f'uleq'f g'dcv'g'o ctz'kuvcu'f g'nu'c'o qu'-82/02'gpvtg'O k'k'c'p'f { "Rq'w'p'v' cu'0"

f gñf gucttqm̄geqp»o leq'j gvgtf qz cu'cnluquvpgt's wg'guc'u'ug'dcucp'gp'cni Àp'òhcevt'et'leqö<sup>47</sup>  
{."r qt'gr'eqpvtctkq."r rcpvcp's wg'uq'p'wpc"o wñk rñk cf "f g'hcevtgu'ñu's wg'kpvgtxkpgp"{"ñu'  
r tqeguqu" geqp»o lequ" o "a u" gz kququ" f gr gpf gp" f gn' o qf q" gp" s wg" 2 uqu" ug" ct vewrcp" gp" rñ"  
r ct vewrcp cf "f g'wpc'uqekgf cf {"w'p"o qo gpv'j kñ»tleq'f cf q' \*Dki i ctv'{"I wñk p."3; ; ; <946+0'

F g" guv" o qf q. "gp" rñ" r t gupvg" kpxguk cek»p" ug" tgvqo c" gn' cdqtf clg" f g" rñu" Ekpcku"  
Uqekrgu'uqdtg'r tqdrgo cu'eqpukf gtcf qu'ògeqp»o lequö"{"."r qt'ñ'vcpvq."ektewpuetkr vqu'cn'eco r q"  
f kñek rñpct'f g'rñ'Geqpqo ¶c0Gur ge¶hkeco gpvg."ug'cpcrk ct" e»o q'rñu"go r tgucu."ñglqu'f g'ugt'wpc"  
òeclc" pgi tcö."uq" qti cpk cekqpgu" uqekrgu" eqo r ñglcu" chgevcf cu" r qt" f kñkpvqu" hcevtgu'0' Gp"  
r ct vewrcp." guv" gphqs wg" r gto kñg" gpvpgf gt" f g" hqto c" o "a u" ecdñ" rñ" ceek»p" geqp»o kec" f g" rñu"  
Go r tgucu'0' wñk pcekqpcrgu'gp' r c¶ñgu'r gñk? tlequ't gegr vqt gu."eqo q' vco dñ p."uñu'ko r cevu'gp' uñ"  
f gucttqm̄" geqp»o leq'0' Cu¶ñ" gp" ñu" r t»zko qu" ecr ¶ññu" ug" o quxtct" e»o q" rñu" vgt o kpcrgu"  
cwqo qvtegu" f g" Cti gpvpc." ñglqu' f g" ugt" cevtgu' wñk hqto gu." wñkgtqp" f kxgtuqu" f gugo r g° qu"  
f wcpvg" rñu' r tko gtcu' f 2 ecf cu' f gn' uki ñ." f guce" pf qug' gn' ecu" f g" Vq{ qv." {" e»o q" guq" r wgf g"  
gzn rñectug" c" r ct vñ" f gn' cp" rñu" gp" r tqhwf kf cf "f g" guv" qti cpk cek»p" o wñk pcekqpcñ" {" uñ" hñkñ"  
cti gpvpc'0'

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

Gp'rñu' f 2 ecf cu' f g'3; 92" {"3; : 2'ug'f kgtqp'gp'gnb wpf q'wpc'ugtkg'f g'eco dkqu's wg'wñkgtqp"  
ko r cevu' gp" rñ" qti cpk cek»p" o cpwñcewtgic" i ñdññ' Ugi Àp" Rgtgl " \*4232+." guv" qñ" f g"  
vcpñhqt o cekqpgu'gu' r ctvg'f g' rñ" s wñk v" t g xñwle»p" vgepqn»i kec."dcucf c" gp" rñ" kphqto " a ñec." rñu"  
vñgeqo wñk cekqpgu" {" rñu" hqto cu' f g' r tqf week»p" hñgz kñg'0" Gñ" ko r ñe»" gn' f gucttqm̄" f g" rñu"  
Vgepqnñi ¶ñu' f g" kphqto cek»p" {"Eqo wñk cek»p" \*VñE u." rñu' ewcñgu" hñekñkctqp" gpqto go gpvg" rñ"  
eqqt f kpcel»p" c" f kñkpek" f g" rñu" f hgtgpvñu" gñc cu' f g" rñ" r tqf week»p." r gto kñk pf qñgu" c" rñu"  
go r tgucu' cewct' f g" hqto c" o wñk ñkccrk cf c'0' Qvtq" eco dkq' f g" ko r qt vpekc" gp" guv" 2 r qec" hñg" rñ"  
hñgtvg' tgf week»p' f g' hñu' eququ' f g' vcpur qtvg. "gp" r ctvg. "r tqf wvq' f gn' cwi g' f g' rñ" *containerización*  
\*Rqt v" gv'cn'0' 4236+0' Rqt" vñq" rñf q. "wpc" ugtkg' f g" hcevtgu' r qññlequ" vco dñ p" chgevtqp" c" rñ"

<sup>47</sup>" Gpvtg" gñu." ug" r wgf gp" f guvcect<" vgt¶ñ" f g" rñ" o qf gtpk cek»p" \*eco dkq" i tcf ven' gp" rñ" etgceek»p" f g" xcmñt+."  
gut wewrcñkuo q" ¶ñf wñk rñk cek»p+." uqekññi qu' f gn' f gucttqm̄ lpgqkpvñk wñk pñkñu'cu" \*Guvf q' cwñpgo q" {" ghñkpgvñt+."  
Vgqt¶ñ" f g' rñ" f gr gpf gpek IVgqt¶ñ" f gn' Uñgo c/O wpf q" ¶ñ g xñwle»p" r qññkcc" {" uqekññ0' Uñkñp' hñu' cwñt gu' pñ' hñ' vcpñ."  
c" guv" vgt¶ñu" r qf t¶ñ" uwo ctug" ñu" vñtlequ" f g" rñu" EI X" ¶ñpugtel»p" gp" rñu" ecf gpcu" {" gn'  
pgqgut wewrcñkuo q' lpgqj wo r gvtkcpñu" ¶ñpñxcel»p lecr cef cf gu' vgepqn»i kecñu'0'

<sup>48</sup>" Ectñv" Rgtgl " \*4232+." r gñkñk c" rñ" j kñqñk" ecr kñkñc" gp" elpeq' t g xñwle»p gu' vgepqn»i kecñu' wewrcñkuo f gñf g' 3992"  
{ "r ctcf ki o cu' vgepñ/geqp»o lequ's wg' rñu' ectcevtk cp<" rñ" s wñk v" f g' guv" u'ug' f c" gp" 3; 93" {" gu' f ghñk c" eqo q' rñ" gñc"  
f g' rñ" kphqto " a ñec." rñu' vñgeqo wñk cekqpgu" {" rñu" hqto cu' f g' r tqf week»p" hñgz kñg'0' Gññkñk' f g' guv" Àñko c" gu' vñ" f cf q"  
r qt' rñ" cr ctel»p' f gn' letqr tqegucf qt' ¶ñvñgñp' Ecrñkñk. "GGWñOC" r ct vñ" f gn' 4232' gñkñg' wpc' f kñewle»p' uñkñ" cewññ'  
òñvgtgñ' ¶ñf wñk rññ" q' rñ" òñkñf wñkñ" 60' cecdc' t g xñwle»p pñf q' rñu' hqto cu' uqekññu" {" f g' r tqf week»p. "gp" guv' ecuq. "  
eqtñgur qñf gñ' ¶ñ' eqp' wpc' ugz v' t g xñwle»p" gp' gn' guwñ kñ' f g' Rgtgl " \*4232+0'

qti cpk celap f g'ir' r tqf weekap' b' wpf kcn'gp' gucu' f<sup>2</sup> ecf cu0Gpvt g' gmq. 'ug' gpewgpvtcp' r' ec' f' c' f' gn' dms wg' uqxl<sup>2</sup> 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' uwdeqpvtcvek' 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' cevkkf cf gu' oi gpgtcm gpvc. " r' u' o' gpqu' tgpvdr' gu' { "uq' h' u' k' ecf cuo' f' gn' r' tqeguq' r' tqf wekxq' j' cek' q' v' t' cu' go r' tgucu' \*outsourcing+ { "q' v' t' qu' r' c' f' u' gu' \*offshore+ " o c { qto gpvc' 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' ugi o gpv' u' s' wg' o' a' u' xcmr' t' ci tgi cp' \*ce' v' k' k' f' cf' gu' core+ { "v' t' e' k' t' k' c' p' f' q' i' n' u' r' t' q' e' g' u' q' u' r' t' q' f' wekxq' u' i' gp<sup>2</sup> t' l' e' q' u' q' f' g' d' c' l' q' xcmr' t' . ' e' g' p' v' t' c' f' q' u' gp' gn' xq' n' w' o' gp' { "gp' r' e' q' o' r' g' v' k' k' f' cf' / r' t' g' e' k' q' \*Rqtvc' gv' cr0' 4239+0' Nc' gu' v' c' v' i' k' c' gu' s' f' c' f' r' q' t' s' w' d' t' c' t' gn' r' t' q' e' g' u' q' r' t' q' f' wekxq' gp' x' c' t' k' u' u' g' i' o' gp' v' u' f' k' u' e' t' g' v' u' { "e' q' p' h' q' t' o' c' u' g' u' r' g' e' f' h' e' c' u' f' g' q' t' i' c' p' k' c' e' l' a' p' 0' G' u' v' i' g' p' g' t' w' p' c' k' w' 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' w' g' t' p' c' e' k' p' p' c' r' g' u' f' c' f' q' s' w' g' w' p' c' r' c' t' v' g' ko r' q' t' v' c' p' g' f' g' n' x' c' m' r' t' f' g' r' u' g' z' r' q' t' w' e' k' p' p' g' u' e' q' o' g' p' l' » c' e' q' p' v' g' p' t' x' c' m' 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' q' 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' g' u' f' g' h' q' t' o' c' v' c' 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' m' 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' g' 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' tqeguq. "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' k' 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' 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+<sup>49</sup> 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' c' e' l' a' p' 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' c' e' l' a' p' g' e' q' p' » 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' q' f' g' r' u' go r' t' g' u' c' u' f' g' r' u' v' t' c' o' c' . " t' g' v' k' p' p' r' u' u' g' i' o' gp' v' u' s' w' g' o' c { q' t' x' c' m' r' t' ci tgi cp. " 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' i' k' p' x' g' t' u' k' p' p' g' u' { " r' w' g' f' gp' q' r' g' t' c' t' o' w' n' k' u' e' c' k' i' 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"

<sup>49</sup> Guv' u' eco dkqu' gp' r' u' e' q' p' e' g' r' w' c' i' k' c' e' l' a' p' 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' a' 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' k' p' u' g' t' e' l' a' p' f' g' g' o' r' t' g' u' c' u' { " r' c' f' u' g' u' gp' r' e' u' EI X' ko r r' e' c' w' p' c' o' g' l' q' t' c' r' c' t' e' 2 u' q' u' . b' o' k' e' p' v' t' c' u' s' w' g' r' e' VUO ' r' q' u' g' g' w' p' c' x' k' u' k' p' b' o' a' u' g' u' v' v' e' c' gp' r' e' w' c' n' r' e' b' o' c { q' t' r' c' t' v' g' f' g' n' i' x' c' m' 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' r' u' r' c' f' u' g' u' e' g' p' v' t' c' r' g' u' . u' k' i' v' k' p' p' q' r' e' x' k' u' k' p' f' g' r' e' V' g' t' f' c' f' g' r' e' F' g' r' g' p' f' g' p' e' k' c' { " r' e' c' a' d' e' n' a' i' m' p' e' r' i' a' l' f' g' N' g' l' p' \*3 ; 39 + \* C' t' t' k' i' j' k' 3 ; ; 2 = D' c' k' . 4227 = Y' c' m' g' t' u' v' g' k' p' . ' 3 ; ; : : + 0 R' c' t' c' e' q' p' u' w' a' c' t' u' q' d' t' g' r' u' e' c' o' d' k' u' gp' r' u' q' 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' m' 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'erxg<gobermanza"{"upgrading"Uwti ggp."4232+0' Nc'pqekp'f g'gobermanza ko r rlec'wpc'xlukp'top-down."cn'cpcrk ct'e>o q'rcu'go r tgucu'fff gtgu' f g'rc'ecf gpc'eqpvtqncp"{'vqo cp'rcu'f gekukqpgu'rk cf cu'c'rc'qti cpk cekp'f gn'r tqeguq'r tqf wvxxq" \*gu'f gek. 'i qdktgpcp+0'Nqu'r tko gtqu'vcdclqu'f g'ukugo cvk cekp"{'ercukhecekp'f g'rcu'hqto cu'f g' gobermanza"hwgtqp'tgcrk cf qu'r qt "I gtghk'\*3; ; 6+."s wkgp'r qt "gpvqegu'kf gpvkk>"f qu'vr qu' r tlpekr crgu'f g'ecf gpcu'rcu'f kki kf cu'r qt "gn'eqo r tcf qt "\*buyer-driven+" {"rcu'f kki kf cu'r qt "gn' r tqf wvqt "\*producer-driven+0'Nwgi q. "I gtghk"J wo r j tg{" {"Uwti ggp"\*4227+"eqo r rglk ctqp" f lej q"eqpegr vq'etgcpf q'ekpeq'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.<sup>4</sup> "vqo cpf q" eqo q" wpk cf "f g' cp<sup>a</sup> rkuku" rqu" x'pewqu" gptg" rqu' gurcdqpgu."c+f g'o gtecf q=d+'o qf wrc=e+'tgrckpcn=f +'ecwxc" {"g+'lgt<sup>a</sup> ts wlec0'Guc'pwgxc" vr qmi 'c'witi k>"f gn'etweg'gptg'v'gu'xctkcdrgu'c+" rc" eqo r rglk cf "f gn' kpvgtco dkq" f g' kphqto cekp" gptg' r tqxggf qt" {"eqo r tcf qt."d+"rc"eqf kkecdkcf "f g'vni'kphqto cekp" {"e+"rc" gzkwgpek" \*q" pq+" f g' ecr cekf cf gu" gp" rqu' r tqxggf qt gu'0' Gp" tguwo gp." rcu' i qdgtgpcp| cu' f g' ño gtecf qö" {"rc'õlgt<sup>a</sup> ts wlecö"uq"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{"dclc'f gpukf cf " {"gp'gn'Anko q"qr gtcp"cn'kpvgtkqt'f g'wpc" o kuo c'eqo r c° 'c0'

Rctc'gn'r tqr >ukq'f g'guc'vguku'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'vgo kpcn'cwqo qvkk +{"rcu'go r tgucu' uwdqtf kpcf cu'\*r tqxggf qt gu'cwqr ct'wrcu+0'Gp'gug'ugp'kf q."rc'rkgtcwtc'f g'EI X'j c'ercukhecf q" c'rc'kpf wutk'cwqo qvkk "eqo q'wpc'ecf gpc'f kki kf c'r qt'gn'r tqf wvqt "\*producer-driven+, f gdlf q" c's wg'hqu'ce'vxxqu'gur ge'fhequ's wg'gu<sup>a</sup> p'r qt'f gvt<sup>a</sup> u'f g'gug'vr q'f g'i qdgtgpcp| c'uq'p'r tlpekr cno gpv" rcu'ecr cekf cf gu'r tqf wvxxc."rqu'cnqu'tgs wgtko kpgvqu'f g'ecr kcn" {"rc'kpxguki cekp" {"f gucttqm" \*K F +0'Ncu'go r tgucu's wg'i qdktgpcp'rcu'producer-driven"uwngp'uwdeqvtcvt'cni wpcu'rcugu'f g' rc' r tqf weekp.'r gtq'tg'vkgp'r ctc'uf'rc'K F " {"rc' b cpwrcwtcekp"\*eqo r rglc+f gridkpg'hkpcn'Rqtvc" gv'cn0'4236+0'

Gp"ewcpvq"rc'rc'ugi wpc'c'ercukhecekp'f g'i qdgtgpcp| c."rqu'vr qu'f g'<sup>2</sup>uc'gp'rc'kpf wutk' cwqo qvkk "r wgf gp"xctkct'f gr gpf kpgf q'f g'rc'tgmelep'vgo kpcn'r tqxggf qt0'Gp'i gpgtcn'gp'rcu'

<sup>4</sup>: "Rqt'wp'rcf q.'ug'f kq's wg'guc'vr qmi 'c'gtc'hwgtvgo gpv'gu<sup>a</sup> vlec" {"f leq>o lec." {"s wg'gucdc'hwpc'co gpvc'c'gp'wpc' xkukp'ulo r rkuc'f g'rc'vgepqmi 'c' {"f g'rcu'dettgtcu'f g'gpvc'c's wg'gp'o wej qu'ecuqu'pq'ug'clwuxcdcp'c'rc'tgcrk cf 0' Gm'gp"r ctvg'qewt'f'r qts wg'rcu'r tqr kcu'ecf gpcu'gucdcp"uqo gvk cu'c"eqpuvc'p'v'u'r tqeguqu'f g'v'c'puh'qto cekp." eco dkq'vgepq>i leq" {"cr tgp'k clg0'C"r ctvk'f g'gmq."ug'r tghk">"i gpgtct'wpc'vr qmi 'c'eqo r ngo gpvtk'o<sup>a</sup> u's wg' uwr ngo gpvtk'+s wg'hwgug'o<sup>a</sup> u'p'gwrcn'gp'v' to kqu'ugevq'lcrgu"\*gu'f gek's wg.'r qt'glgo r rqi."cuwo lgtc's wg'pq'vq'c" ecf gpc'f g'rc'grgevt>plec'vkgp'p'geuctkco gpv'gn' b kuo q'r cvt>p'f g'i qdgtgpcp| c+.s wg'r tgucug' b c {qt'cvgekp'c'hqu' x'pewqu'gptg'hqu'gurcdqpgu" {"s wg'hwgtc'ecr c| "f g'f ct'ewpvc'f g'rcu'eco dkqu'gp'gn'vgo r q'cn'kpvgtkqt'f g'wpc' b kuo c' ecf gpc0'

ecf gpcu" f g" xcmq" cwqo qvkl " guvqu" j cp" ukf q" ecvnci cf qu" eqo q" tgrckqpcn" f g" o gtecf q" q" ecwvku0' F g" guvq" o qf q. "rcu" gur gekhecekqpgu" ug" r wgf gp" f gucttqmc" eqplwvco gpvg. "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 wg. "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 wg" hvpekqpc" p" gp" gn' eqpvz vq' f grif lug° q' i' gpgtcrif grlxgj " f wvq0' Gp" lgi wvf c' kpuvpek. '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 gpvg" { " r wgi q" rdekcp" ruc" r kgl c. " etgcpf q" wp" x" f wvqu" f g" o gtecf q" en' ukeq" eqp" rqu" r tqxggf qtgu" q. " ewcpf q" ug" tgs wkgtp" kpxgtukqpgu" gur ge" f hcku" f g" ruc" tgrckp" r qt" r ctvg" f g" rqu" r tqxggf qtgu. " s wg" c" o gpwf q" rqu" uqp. " gpncegu" ecwvku0' Nqu" x" f wvqu" f g" o gtecf q" r gto kvgp" gn' eco dlq' f' eki' f g" r tqxggf qtgu. " o kgvtcu" s wg" hqu" gpncegu" tgrckqpcrqu" { ' ecwvku' f' kkwvncp" gn' eco dlq' f' g' r tqxggf qt " \*Uwti gqp' gv' cr0' 422; < 42-0'

Rqt" qvtq" rcf q. " ruc" pkek" p" f g" *upgrading* ug" cr q { c" gp" wpc" eqpegr ekp" *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 wvkekp" q" hqtvcrgelo kgvq" f g" ecr cekf cf gu' s wg" r gto kvgp" c" ruc" go r tgucu" j cegt" equcu" f g" o cpgtc" f hktgpvg" { lq" o glqt" { " j cegt" f kkvvcu" equcu" gp" eqo r ctcekp" eqp" gn' eqpvz vq" r t gxlq" \*l qtwm" 423; +0' Gn' r tqr » ukq" f gn' eqpegr vq" f g" *upgrading* " gu" gzc" o kpc" rqu" r tqeguq" { " ruc" hto cu" gp" s wg" ruc" go r tgucu" s wg" pq" i' qdktpcp" ruc" ecf gpc" \* { " r qt" rqu" vpvq" gu³ p" uwdqtf kpcf cu" + uwdgp" gucncp" gp" ruc" gucnc" kpvtpcekqpcn" f g" cevklf cf gu" f g" xcmq" ci tgi cf q. " o qxk² pf qug" f guf g" cevklf cf gu" f g" dclq" xcmq" c' cevklf cf gu" f g" cnq" xcmq" r etc" cwo gpvt' rqu" dggphkekqu" f g' r ctvek" 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 wvncpcekqpcrqu" { " rqu" r tqxggf qtgu" f g" rqu" r c" f ugu" f qpf g" ug" ruc" eqecrk cp" uqp" wp" hcevt" ko r qtvcpg" r etc" gn' r qvpekcn' gucnc" o kgvq" kpf wvntkcn' f g" ruc" hto cu" f qo ² uveku" { " rqu" vkr qu" f g" ghgevu" f gttco g" s wg" i' gpgtc" ruc" r tgvpekc" f g" ruc" o wvncpcekqpcrqu" gp" r c" f ugu" gp" f gucttqmq" \*Rcxn' f pgm" 423: -0' Eqo q" ug° crcp" O krdgti " { " Y kpmgt" " \*4235+ " gn' gphqs wg" f g" ruc" EI X" r tª evkeco gpvg" gs vkr etc" *upgrading* " c" *desarrollo económico*.

J wo r j tg { " { " Uej o kl " \*4224+ j cp" f kkvpi vkf 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' eki' f g" eqpugi vkt" g" ko r rdec" r tqf wek" oª u" g' hkelgpvgo gpvg" \*o c { qt" r tqf wevklf cf + " { c" ugc" wvklk cpf q" vgepqmji " f " uwr gtkqt" \*r qt" glgo r mq. " pvwxcu" o cs vkwpc" kcu" q" o gf kcpvg" ruc" t gti cplk cekp" f g" rqu" ukvgo cu' r tqf wevku. " f gpvtq" f g" ruc" go r tguc" q" o glqtcpf q" ruc" tgrckqpgu" eqp" qvtqu" gurcdqpgu" f g" ruc" ecf gpc0' Gn' lgi wvf q. " *de producto*. " ko r rdec" o c { qtgu" ecr cekf cf gu' s wg" gn' f g' r tqeguq" { ' eqpukvng" egpvtcmo gpvg" gp" j cegt" hff gcu" f g' r tqf wevq" oª u' uqhkvkecf cu. " f g" o c { qt' ecrkf cf " { ' eqp" o c { qt' xcmq" "

wpkctkq\* r qt' glgo r m. 'r cuct' f g' hcdtlect' xkpqu' f g' o guc' c' xkpqu' hkpqu' 0' Gn' vtegtq. "funcional." gu' f g' m' u' o<sup>a</sup> u' f k' f' k' g' u' f g' m' i' tct' { "eqpmxgc" gn' f gur r| co kgpvq' j cec' ce' v' k' f' cf gu' s' w' g' t' g' s' w' g' t' c' p' o c { qt' gu' ecr cef' cf 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' . ' 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' " r' e' " w' k' k' c' e' k' e' 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' v' 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' . " w' k' k' c' t' " r' e' u' e' c' r' c' e' k' f' c' f' g' u' q' d' v' g' p' k' f' c' u' " r' c' t' c' " r' e' " h' c' d' t' l' e' c' e' k' e' p' " f' g' " v' g' r' e' 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' e' | 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' r' i' k' c' t' " r' e' " v' t' c' { g' e' v' t' k' " 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<sup>a</sup> u. " f g' p' v' t' q' " f' g' n' i' e' w' g' t' r' q' " f' g' " v' c' d' c' l' q' u' " f' g' " E' I' X' " u' g' " e' c' v' i' q' t' k' c' p' " c' " r' e' u' " p' c' e' k' q' p' g' u' " r' t' q' f' w' e' v' t' c' u' " f' g' " x' g' j' " f' e' w' w' q' u' " f' g' r' g' p' f' k' g' p' f' q' " f' g' " u' w' u' " e' c' r' c' e' k' f' c' f' g' u' . " h' w' p' e' k' q' p' g' u' " { " r' t' q' r' k' g' f' c' f' " f' g' " r' e' u' " g' o' r' t' g' u' c' u' " \*' x' g' t' " H' k' i' w' t' c' " K' 3' + 0' " W' p' q' " f' g' " m' u' " r' t' k' o' g' t' q' u' " c' t' " f' e' w' w' q' u' " s' w' g' " t' g' r' i' k' » " g' u' c' u' " e' m' u' k' h' 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' h' e' c' e' k' e' 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' h' e' c' t' q' p' " x' c' t' k' u' " p' c' e' k' q' p' g' u' " r' t' q' f' w' e' v' t' c' u' " f' g' " x' g' j' " f' e' w' w' q' u' " s' w' g' " m' g' i' c' t' q' p' " c' " u' g' t' " e' q' p' q' e' k' f' c' u' " e' q' o' q' " r' e' " p' e' r' i' f' e' r' i' a' i' n' t' e' g' r' a' d' a . " f' k' u' k' p' i' w' k' d' r' g' " r' q' t' " u' w' u' " e' q' u' v' u' " f' g' " r' t' q' f' w' e' e' k' e' 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' " f' i' d' t' l' e' c' u' " { " v' g' e' p' q' m' i' " f' u' " f' g' " x' c' p' i' w' c' t' f' k' . " f' g' r' g' p' f' g' p' " e' c' u' k' v' q' w' e' m' g' p' v' g' " f' g' " r' e' " k' o' r' q' t' v' c' e' k' e' p' " f' g' " e' c' r' k' c' n' " v' g' e' p' q' m' i' " f' u' " { " j' c' d' k' k' f' c' f' g' u' " q' r' g' t' c' v' x' c' u' " f' g' u' f' g' " g' n' i' g' z' v' t' c' p' l' g' t' q' 0' "

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

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

<sup>4</sup>: " 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' " g' v' c' r' i' 0' " 4226 = " J' g' p' f' g' t' u' q' p' " g' 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



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 " r u " l f d t l e c u { " v e p q r i f c u " f g " h t q p v t c . " r g t q " n " r t q f w e e k p . " n " q t i c p k c e k p { " r u " h w p e k p p g u " g u t c v i l e c u " u g " e q p v t q r p " g z v t p c o g p v g " c " t c x 2 u " f g " n " r t q r k g f c f " g z v t c p l g t c " \* U k o q p c | | k ' g v ' c r i 0 " 4 2 4 2 + 0 C f g o a u . " g u x c u " t g i k p p g u " r w g f g p " f k x k f k t u g " g p " f q u " o q f q u " f h g t g p v g u " f g " k p v i t c e k p " g p " w p " u k u 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 " r u " r g t u r g e v k x c u " f g " f g u c t t q m q < 3 + " n " k p v i t c e k p " e q o q " r c " u " r g t k f t l e q " g p " w p " i t c p " u k u 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 "





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." uwu" gultcvi kcu" go r tguclkrqu" { "uwu" 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 tguclcn' 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" { "gultcvi k" eqtr qtcvxc" { "go r tguclcn'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' kphqto 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' uwu" pgi qekqu" \*Hki uvkp" { "Hggrcpf .3; ; 7-0' Gp" guvcu" vgt c" r tko cp" uwr wguqu" s wg' f g' vgt o kpcp" ceekppgu" wp' kqecu" { "f kgevcu" gp" hqu" go r tguclku0' 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; ; : +0' 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 m. "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: +0'

Rqt' uw' r ctvg. "hqu" guwf kqu' f g' r' cf 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" { "rcu" 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' cf o kpxkcek" p" hwg' gudq| cf q' r qt' Cpf tgy u" \*3; ; 9+ c' n' f ghktr" eqo q<

Gir' ct»p" f g' f gekkppgu" gp" wpc" eqo r c° c" s wg' f g' vgt o kpc" { "tgxgr" uwu" qdlgvkqu" q' o gvcu. "r tqf weg" r u' r tlekr cgu' r qm' kcu" { "rcpgu' 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 wkt. "gr' vr q' f g' qti cpl kek" p" j wo cpc" { "geqp»o kec' s wg' gu' q' kpvgrv" ugt. " { "rc" pcwctrg| c" f g" r" eqpvt kdwk" p" geqp»o kec" q" pq" geqp»o kec" s wg' kpvgrv" dtkpf ct" c" uwu" 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" o gpvgr' 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" gultcvi 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' q' p' c' e' k' p' f' g' u' w' u' c' e' v' k' k' f' c' f' g' u' } { 'j' c' u' c' }  
eqpuxwt' b' of grqu's wgr' t' gf' 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' }<sup>55</sup>  
\*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' v' t' q' u' c' e' v' t' g' u' g' e' q' p' } o' k' e' q' u' . { c' s' w' g' g' u' 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' f' l' e' c' r' A' d' r' e' c' . " r' c' k' o' k' c' e' l' 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' e' c' \*F' q' d' d' l' p' { " D' c' w' o' . " 4236+0' Q' v' t' c' e' t' f' l' 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' p' u' f' g' r' u' u' g' o' r' t' g' u' c' u' u' l' p' v' g' p' g' t' g' p' e' w' g' p' c' r' u' u' t' c' p' u' h' q' t' o' c' e' k' p' p' 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' r' c' t' i' q' f' g' n' l' 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' q' m' i' f' e' c' 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' 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' i' 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' i' }  
2' p' h' c' u' k' i' g' p' e' } o' q' r' c' j' k' u' v' t' k' e' { " r' u' u' t' g' r' e' k' e' k' p' p' u' u' e' k' c' r' u' u' k' e' k' f' g' p' g' p' r' u' u' t' g' r' e' k' e' k' p' p' 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' v' t' c' u' q' t' i' c' p' k' k' e' k' p' p' u' u' e' k' c' r' u' u' u' a' p' g' z' r' t' g' u' k' p' p' u' f' g' w' p' q' t' f' g' p' }  
u' e' k' e' 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' u' r' g' i' f' l' e' c' 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' l' p' q' s' w' g' x' c' t' f' 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' 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' 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' . "

<sup>55</sup> 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' l' 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' e' q' p' } o' k' e' q' g' p' v' g' p' f' c' 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' g' 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' f' 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' u' f' g' p' v' 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' c' e' k' p' c' n' i' h' t' c' e' c' u' q' f' g' q' v' 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' 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' l' p' e' w' r' c' 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' u' f' g' x' l' e' g' p' 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' 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' 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"t guwncf 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"eqpvt qncp"qti cpk cekqpgu" f gdgp" lpvgr tgvct"uwu"eco r qu"qti cpk cekqpcrgu" {"nwi q"mgxct" c"ecdq"ru"r qn"lecu" f g"rc"qti cpk cekp." dcuf cu"gp"uwu"ngewtcu" f gn'eco r q0Guv"r qn"lec" guvct" a f grko kcf c"r qt"rc"n»i lec"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"wp"cevkwf" qti cpk cekqpcn'cr tqr kcf c" \*Hki uvglp."3; ; 2."4223+0Cu" "ru"r t<sup>a</sup> eklecu" qti cpk cekqpcrgu"tgr tguvpcp"guvctvgi kcu" f g"eqpvt qn'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<sup>a</sup> eklecu" pq"ug" f guvct qncp"cn'ct. "ukpq" s wg"ug" hqto cp" c'r ct vt" f g"r cvt qpgu" f g"lpvgtceekp"r tggz kuvpvcu"0Rqt"m" vcpvq."rc"go r tguv"lpf wvctkn'gu"wp"cf cr vcekp"o qf gtpc"eqo r nglc" f g"r cvt qpgu"r tggz kuvpvcu" f g" f qo kpek»p" c" ukwcekqpgu" geqp»o lecu" gp" ru" s wg" rc" i cpcpek." rc" ghkekpek" {"gn' eqpvt qn' i gpgtcn gpv' hqto cp"ru"eqpf lekqpgu"o kuo cu" f g"gz kuvpek" \*J co knqp" {"Dki i ctv."3; ; : <76+0"

Cuko kuo q."Hki uvglp" \*3; ; 8+'r tqr qpg"lpf ci ct"gp"guv"tgrcekp" c"r ct vt" f g"gpvpgf gt" s wg" j c {"f qu"vr qu" f g"guvctvgi kcu"grcdqtcf cu"r qt"ru"go r tguv"r qt"wp"rcf q."cs wmcu"geqp»o lecu." f guvpcf cu" c" eqqr gtct" eqp"uwu"eqo r gwkf qtgu" guvdrgekpgf q" eqpvt qrgu" f g" r tgelqu." etgcpf q" dctt gtcu"r ctc"rc"gpvctf c" f g"vctcu"ht o cu."ko kcpf q"rc"r tqf weekp."q"ngxcpf q"cf grpv"r tqeguqu" f g"lpvgtceekp" q" f kxgtuklecekp=" r qt" qvtq"rcf q."ru" guvctvgi kcu"r qn"lecu." s wg" eqpmgxcp"rc" lpvgt xgpek»p" guvctn' {"gn' guvdrgeklo kpvq" f g" f gvto kpcf cu"tgi wcekqpgu" s wg" tghnglcp" c"o gpwf q" nqu"lpvgtgugu" qti cpk cf qu" f g" wp" eqplwpvq" f g" go r tguv"0' Gu"r qt" guv" s wg." r ctc" epcrk ct"ru" guvctvgi kcu"go r tguvctkrgu." f gdgo qu"eqpukf gtct" vcpvq"gn'vr q" f g"lpvgtceekp"ugevqt kn'f gur nglc" cf q" r qt"ru"go r tguv"eqo q"rc"tgrcekp" guvdrgekf c"gpvt g"ru" guvctvgi kcu" f g"lpvgtceekp." f g"ect<sup>a</sup> evgt" o letqgeqp»o leq." {"rc"lpvgt xgpek»p"gp"gn'ukvgo c"r qn"leq."q" guvctvgi kcu"r qn"lecu"0' Guv" uwr qpg" eqpukf gtct" s wg"rc"ko r ngo gpvcekp" f g"wp" guvctvgi kcu" go r tguvctkn'gu"wp"r tqegu"eqo r nglc" s wg" eqpmgxc"wp"r ct vewrt" hgewtc" f g"rc" ukwcekp" f g"rc"go r tguv" {"wp"r tq {geekp" c"o gf kcpq"r rc" | q" f g"rc"o kuo c."kf gpv"lecekp" q"qr qt wplf cf gu" {"r grki tq" f g"cevgt f q" c"mqu"t gewtuqu"eqp"mqu" s wg" ewgpc" \*P cxcttq."4242+0'

Cj qtc"dlgp."ru"GO u"uq"wp"vr q" f g"qti cpk cekp"r ct vewrt" s wg."r qt" f ghkek»p."vkgpg"rc" ectcevgt"lvk" f g"qr gtct" gp" f kuvpvcu"r c"lgu" {"guq"i gpgtc" wp"pkxgn'o<sup>a</sup> u" f g"cp<sup>a</sup> ruku" s wg"ru" go r tguv" pcekqpcrgu"0<sup>6</sup> Ugi Àp" rc" Eqphgt gpek" f g"ru" P cekqpgu" Wplf cu" uqdtg" Eqo gtekl" {"

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

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

\*WP EVCF . "4229<467+07" Wpc" hkdncn'gz vtcplgtc" gu" wpc" go r t guc" gp" r c" s wg" wp" kpxgtuqt. "s wg" gu" t gulf gpvg" gp" qvtc" geqpqo "c" r qugg" wpc" r ct vlek r cek" p" s wg" r gto kg" wp" kpxgt<sup>2</sup> 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<sup>a</sup> " 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 kuxpi 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 vxc" 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" ceekppkucu" pq" vkgpp" kpekf gpek" gp" r c" cf o kpxgtuk" p" f g" r c" go r t guc" pk' eqo r tqo kuq" c" 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<sup>a</sup> 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 wfg g" ci twr ctug" gp" f qu" i tcpf gu" emuk hceekppgu< "greenfield/brownfield" { " xgt vlcenlj qt k qpvcr' 0Nc" kpxgtuk" p" greenfield" gu" cs wgm c" gp" r c" ewcn' ug" j" c" wkrk cf q" pwxq" ecr kcn'

ko r gtlcrkuo q" { " r c" etgcel" p" f g" o qpqr qrkqu" \*Ngplp. "3; 39=Nwz go dwti q. "3; ; +{ " o<sup>a</sup> u' vctf g" gp" rcu' vgtt fcu' uqdt g" gn' ecr kcn' ku 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 gpvgu" f g" guwf kqu' ukungo<sup>a</sup> veku' uqdt g" guvcegi kcu' f g" GO u' r wfg 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' guccr' 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 guccer' gn' cr qt v' hmpf cf qt' f g' Ugr j gp" J { o gt" \*3; 82+" s wg' hwi q" kpur kt" > c" wpc' ugtg' f g' vtdclqu' kphw' gpvgu' gp' guv' eco r q. " crgu' eqo q' F wppkpi " { " Crkdtg" \*3; 93+" F wppkpi " { " Nwpf cp" \*422: +q" Ecpv gni" { " P ctwrc" \*4223+0"

<sup>57</sup> Grib c { qt' o cti gp' f g' ceek" p" f g' rcu'GO u' eqo q' uw' egpvtcrkf cf "gp" r c" qti cpk cel" p" geqp" o lec' kpxgtuk" p" cni" gpgt" >" f gdcvgu" gp" vqtpq" c" uw' kpf gr gpf gpek" q" pq' f g' uwu' Guvcf qu' pceekppcrgu' f g' qtki gp" \*home country+0Gp' f lej q' f gdcv" gz 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= Tqdkpuqp. "4235. "4236= Ucuugp. "3; ; 8. "4229= Utcp i g. "3; ; 8+0Nc" lgi wpf c' eqo r ctvg' eqp' r c" r tlo gtc' r c' kf gc' f g' s wg' gn' ecr kcn' v' cpupceekppcni" ug' v' dlec" gp" r c" e' Ar kf g' f gn' r qf gt" o wpf kcn' r qt' gpeko c' f g' rqu' Guvcf qu' { " r c" i gqr qrf hlec. " ukp" go dci q. " pq' r q' ectcevt k' c' eqo q' wp' ecr kcn' i mdcn' ukpq" s wg' f c' 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' guv' dreg' s wg' guv' qu' i tcpf gu' ecr kcn' rqu' 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' guv' l' c' f u' f g' qtki gp" \*Gxcpu" 3; ; 9= Hki uvgk. "4223. "4232= J cxtg. " 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' guv' qu' guwf kqu' ug" j' cp' egpvtcf q" gp" gpv' gpf gt" > o q" rcu' hkr' rgu' f g" GO u' ug" xkpwrcp" eqp" rqu' f kuxpi v' gpv' t pqu' kpuvkwekppcrgu' pceekppcrgu' r gtq' ukp' kpxgt r gvt' c' guv' qu' eqo q' r ctvg' f g' wp' ukungo c' lgt<sup>a</sup> ts wleq" o wpf kcn' gp' gn' eco r q' f g' r c" i gqr qrf hlec" \*Dquvugdcc" { " O qti cp. " 4236< 5+0 Rctc" r tqhwf k' ct" cegtec" f gn' vgo c" f g" r c" " nacionalidad" gp" GO " eqpuv' vct" T gengpf t ggu' gv' cr' 0" \*4244+0"

<sup>58</sup> 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'  
s wg'gu'gn't guwncf q'f g'wpc'hwukp'q'cf s wkukekp.'r qt'mq's wg'pq'cr qtvc'pwgxcu'kpxgtukqpgu'c'rcu'  
kpuvncckqpgu'r tqf wekxcuORqt'qvtq'rcf q.'rc'gZR cpukp'xgt'krcn'kpgg'hw'ct'ewcpf q'wpc'eqo r c°'c'  
gucdrgeg'uwu'cevkxqu'{'uwu'go r rncf qu'o a u'cni' f g'uwu'ht'qpvtgcu'eqp'gn'r tqr »ukq'f g'cugi wtctug'  
gn'luwo kpkwtq'f g'o cvgtkcu'r tko cu'q'kpuwo qu'\*gZR cpukp'xgt'krcn'j'cekc'cvt a u+.'q'rc'f kwtkdwek'p'{'  
xgpvc'f g'dkpgu'{'ugt'xkekqu'\*gZR cpukp'xgt'krcn'j'cekc'f gnrpvg-0'Ncu'eqpf kekqpgu'r ctc's wg'wpc'  
o wnkpcckqpcn'ug'eqo r tqo gvc'eqp'rc'gZR cpukp'xgt'krcn'gp'gn'gz'vcplgtq'guct'c'p'f cf cu'r qt'rc'  
gz'kugpek'f g'xgpvc'cu'eqo r ctc'kxcu'gp'uw'f gukq<sup>59</sup>'{'rc'kpegt'kf wo dtg'tgr'kxc'cni'luwo kpkwtq'{'  
rc'gur gekhek'cf'f g'iqu'cevkxqu'\*I wkn? p.'4226-0"

Rqt'gn'eqpvtctkq.'rc'gZR cpukp'j'qt'k'qpvcn'kpgg'hw'ct'ewcpf q'wpc'eqo r c°'c'gucdrgeg'wpc'  
r rnc'vc'q'wp'ugt'xkek'f g'f kwtkdwek'p'rglqu'f g'uw'o gtecf q'pcekqpcn'eqp'gn'qdlg'kxq'f g'xgpf gt'gp'  
gug'o gtecf q.'r gtq'ukp'cdcpf qpct'rc'r tqf week'p'f g'gug'dkpg'q'ugt'xkek'gp'uw'r c'f'u'f g'qt'ki gp'OGug'  
ecuq'ugt'c'f'ht'gewgpvg'gp'r t'gugpek'f g'dctt'gtcu'r tq'geek'qpkwcu.'equ'gu'f g'vt'cpur qt'vg'gr'xc'f qu.'  
quek'ckqpgu'f guh'xqt'cdrgu'f gn'kr q'f g'eco dkq.'q'gz'ki gpekcu'f g'cf cr vcek'p'c'rcu'r gew'kct'kf cf gu'  
f g'rc'f go c'p'f c'nc'ec'n's wg'f guceq'puglcp'rc'gZR qt'vcek'p'f guf g'gn'r c'f'u'f g'qt'ki gp'wkn? p.'4226-0'  
Culo'kuo q.'F wppkpi "{'Nw'pf cp'\*422: +'tgr'k'ct'qp"qtc'enc'k'cekek'p'uidt'g'rcu'guct'c'vgi'kcu'f g'  
kpxgtukp-< resource-seeking." efficiency-seeking." strategic asset-seeking" {" market-seeking.  
Ugi'Ap'guc'vr'qmqi'c'f'rcu'v'gto'kpcrgu'cw'qo'q'v'legu'f'guctt'q'nc'c'p'guct'c'vgi'kcu'f'gn'kr'q'market-  
seeking' f'gdk'f'c'c's'wg'f'gur'rgi'cp'uwu'kpxgtukqpgu'gz'vcplgtcu'gp'd'À'us'wgf'c'f'g'o'cp'v'pgt'q'  
r tq'vgi'gt'nu'o'gtecf'qu'gz'kugpv'gu'q'r ctc'gZR'rq'vt'q'r tqo'qxgt'pwg'xqu'o'gtecf'qu'F wppkpi "{'  
Nw'pf cp.'422: +0' "

F g' guvg' o qf q.' rcu' hkr'crgu' f g' rcu' GO u' ug' gpewgpvtcp' c'v'cx'guc'f'cu' pq' u»mq' r qt' rcu'  
eqo r r'gl'kf'cf'gu'f'g'wpc'qti'cp'k'ceks'p'pcekqpcn'uk'pq's'wg.'cf'go a u.'r'qt'gn't'qn's'wg'l'wgi'cp'cn'k'p'v'gt'k'qt'  
f'g'wpc'eqtr'qt'cek'p'i'nd'cn'i'j'quj'cn'{'Dct'vrgw.'3; ; 2=Rtc'j'c'nc'f'{'F'q'j'.'3; ; 9-0'Rqt'iq'v'cp'vq.'ug'  
xgp'k'p'x'q'w'et'cf'cu'gp'wp'f'q'd'rg'l'wgi'q'c'nc'ec'n'gp'rc'k'p'v'gt'ceek'p'eqp'q'v'cu'go r t'gucu.'i'q'd'k'gt'p'qu'{'  
en'k'p'v'gu'f'g'wp'r'c'f'u.'{'o'wp'f'k'cn'c'n'è'wo'r'rk't'wp'r'cr'gn'f'g'v'gto'k'p'cf'q'gp'rc'g'uct'w'ew'w'c'o'wp'f'k'cn'f'g'wpc'  
eqtr'qt'cek'p'{'h'qto'c'p'f'q'r'ct'vg'f'g'wpc'g'uct'c'vgi'k'qr'g'c'v'kxc'i'nd'cn'0"

Gp' dcug' c' guvq. " O qti cp' \*4233." 4239+." uki'w'k'p'f'q' gn' eqpegr'vq' f g' incrustación'  
\*embeddedness+' f g' I tcp'qx'g'w'gt.' u'q'v'k'p'g' s'wg' rc' v'g'p'uk'p' gp'vt'g' rc' doble' incrustación'  
\*internacional'{'nacional+'gu'eq'p'uk'w'kxc'r ctc'eqo r t'gp'f'gt'c'rcu'g'uct'c'vgi'k'f'g'rcu'hkr'crgu'f'g'  
GO u'0'Cu'f'ug'f'k'k'f'g'guc'p'qek'p'gp'f'qu'f'ko'g'p'uk'q'p'gu'r ctc't'gh'ngl'ct'rc'uko'w'nc'p'g'k'f'cf'f'g'wpc'

<sup>59</sup>J cdkwcm gpvg.'guc'x'gp'v'c'k'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'f'ce'v'q'gu'f'g'r't'q'f'we'ek'p'  
eqo q'gn'è'cr'k'cn'gn'v'cd'clq'{'rc'v'g't'c'0'  
<sup>5</sup>: 'Rtc'gn'f'guctt'q'mq'f'gn't'gu'q'f'g'iqu'kr'qu'f'g'g'uct'c'vgi'k'eq'p'uw'nc't'F wppkpi "{'Nw'pf cp'\*422: +0'

geqppo "i" i mdcn "nu" »tf gpgu"r qn"lequ" g"lpukwekqpcrgu" hci o gpvcf qu" c" plxgr" pcekqpcn" { "nu" tgrekqpgu" ukekrgu" { "r tqf wekxcu" eqpegvtf cu" mecn" { "tgi kqpcno gpvg" \*J gkf gptglej . "4234-0" Gu" r qt" guvcu" tcl qpgu" s wg" guvcu" qti cpk cekqpgu" j cp" ukf q" f ghkpf cu" eqo q" *espacios sociales trasnacionales* f gdlf q" c" r" kpvgtf gr gpf gpek" gptg" gr gur cekq" kpvtpcekqpcn" { "nu" pcekqpcrgu" \*O qti cp. "4233- 639+ Guvcu" gptgetw| co kpvqu" pq" uqm" gu<sup>3</sup> p" kpvgi tcf qu" r qt" pqtu cu" { " r tqegf ko kpvqu" hqto crgu. "ukpq" wco dl<sup>2</sup> 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" fu" f g" gpvtpqu" pcekqpcrgu" j gvtqi <sup>2</sup> pgqu. "cn" vgo r q" s wg" ug" t g<sup>2</sup> p" { " eqqr gtcp" gp" pwo gtqucu" tgwpkqpgu. " gxpqu" ukekrgu" { " r tq { gevqu" vcupcekqpcrgu. " f guctqmpf q" cu" f tgrekqpgu" kpvtpcekqpcrgu" { " o qf grqu" c" ugi vkt'0

Grlqdlgvkxq" f g" guvc" r tqr wguvc" gu" cdtk" r" eclc" pgi tc" f g" r" ðo wnkpcckqpcn" 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 tgrekqpgu" 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 wnkpcckqpcn" cs w" ug" r tguvgv" eqo q" wp" *espacio social trasnacional*" ectcevgtk cf q" r qt" o gecpkuo qu" f g" lgtcts w" c" { " f qo kpek»p" r gtq" wco dl<sup>2</sup> p" f ghkpf q" r qt" nu" guhwgt| qu" eqvkwqu" f g" f kgt gpvqu" i twr qu" ukekrgu" 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" uk<sup>2</sup> cp" nu" glgewkxqu" o <sup>a</sup> u" cnqu" f g" r" gutwewtc" f g" r" eqo r c° "i" Wpc" eqo r c° "i" r wgf g" f guki pct" wp" r c" ju" r ctc" ju" hkuen" \*tax-haven+ eqo q" uw" qhlekpc" egpvtcn" ukp" go deti q. "gp" r" o c { qt" "i" f g" nu" ecuqu. "guvc" ecuc" o cvtk" ug" wdlec" gp" grn" c" ju" f qpf g" guvc" eqtr qtcek»p" eqo gp| » \*r c" ju" f g" qtki gp+ \*Eqj gp. "4229-0" Eqo q" ug" xgt<sup>a</sup> " o <sup>a</sup> u" cf grpvq. "guvg" gu" gn" ecuq" f g" Vq { qvc" { " f g" r" o c { qt" "i" f g" nu" go r tguvcu" f g" r" kpf wutk" cwqo qvtk" b" wpf kcnf: "Nc" ecuc" o cvtk" b" cpvkgpg" gr" eqvtn" qn" gutcv<sup>2</sup> i leq" uqdtg" nu" hkn" rgu" f g" vtu" o cpgtcu" r tkpek crgu" <ceekqpgu. "qti cpk cek»p" { " eqpqeko kpvq'0" Gr" eqvtn" qn" qti cpk cvkxq" { " gr" eqvtn" qn" f gr" eqvtn" qn" kpvq' i gpgtcno gpvg" ug" dcucp" gp" grn" crpeco kpvq' f g" xcmtgu" { " ceekqpgu'0" Nc" hqto c" gp" s wg" r" o cvtk" glgtcg" gr" eqvtn" r cvtko qpkn" uqdtg" r" hkn" eqo q" r" gutwewtc" f g" r tqr kgf cf "vqn" q" r ctekn" q" r" go r tguvc" eqplwvc. "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 wnkpcckqpcn" s wg" r qugg" wpc" o c { qt" "i" f gn' 73' "q" o <sup>a</sup> u" f gr" ecr kcnf g" wpc" uwdukf kctk" r wgf g" cf s vktk" gr" eqvtn" qn" cduqnmwq" <sup>3</sup> j cq" gv" cn'0" 4234-0

C" uw'xgl . "nu" uwdukf kctkcu" gp" gr" gztcp| g" f g" r" u" o wnkpcckqpcrgu" gu<sup>3</sup> p" eqvtn" qn" f 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" tgrek»p" eqo r mglc" eqp" vtu" cu" uwdukf kctkcu" chkn" cf cu'0" Uw' r cr gr" gu" wpc" hwpek»p" f gr" ukuvgo c" f g" tgf "i" mdcn" f g" o wnkpcckqpcrgu" { "

<sup>5</sup>: "Wpc" gzegele»p" gp" guvg" ug" wlf q" gu" r" hto c" Ugnmpvu" etgfc" c" gp" 4243" c" r ctvt" f g" r" hku»p" f g" r" u" o wnkpcckqpcrgu" cwqo qvtkegu" Hkc" V" E" j t { urgt" \*kcn" kpc" { " guvcf qvkl gpug+ { " RUC" Rgwi gqv" \*Rgwi gqv" Ektqgp+ " h" cpeguvcu+ . s wg" guvc" dgekgtp" uw' ugf g" egpvtcn" gp" J qn" pfc. "Iwuxco gpvg" wp" r c" ju" eqpukf gtcf q" eqo q" wp" r ctc" ju" hkuen'0

gu'tgur qpucdng'f g"go r ctglct"mqu'tgewtuqu'kpvtppqu{"gz vgtppqu'f gpvtq'f g"guvg"ukuvgo c{"glgtegt"  
 hwpkqpgu"gur ge"lecu"ckpgcf cu"eqp"guvqu'tgewtuqu'Gri'o qvxxq"guvc' i keq'f g"rc"o wnkpcckqpcn'  
 o cvtk' r tguetldg"rc"o kulop"guvc' i kec"r ctc"rc"hnkn{"f ghkg"elgtvqu'tqngu'r ctc"gmcu."f guf g"rc"  
 gvr c"kpckcn{"rc"eqphki wtcekop"vgo r tpc0C"r ctvt" f gricp<sup>a</sup> ruku'kpvtppq'f g"mqu'ukuvgo cu'f g'tgf."  
 rcu'hnkn'vkgpp'f kgtgpvgr' qulekqpgu'guvc' i kecu{"tqngu'gp'wp'ukuvgo c'f g'tgf' o wnkpcckqpcn'<sup>62</sup>  
 \* j cq'gv'cr0'4234+0F g'guvg'o qf q.'f lej cu'f kwpkqpgu'vco dk p'ko r rlecps'wg'pq'vqf cu'rcu'hnkn'vkgu'  
 uqp"ki wcrnu'ukpq's wg'gu'pgeguctkq"eqpukf gtct"uw'ect<sup>a</sup> evgt'f kwpkxxq"r ctc"eqo r tgpf gt"s w<sup>2</sup> "tqn'  
 ewo r rnp"gp"rc"guvwewtc"o wnkpcckqpcn'{"r qt"qvtq"rcf q."j cuvc"s w<sup>2</sup> "r wpvq"ug'kpvgi tcp"gp"rc"  
 eqo wpkf cf "mecn'f hwpf kpf q'j cdkkf cf gu."vgepqmi "cu{"cr tgpf k'clg'hwgtc'f g'rcu'vkgu'f g"rc"  
 hnkn"O qti cp.'4239<6+0C'lw'xgl.'gucuf kwpvcu'hnkn'vkgu'r wgf gp'eqo r gvt'gpvtg'gmcu'f gpvtq'f g"  
 rc"o kuo c"guvwewtc'f g"rc"o wnkpcckqpcn'c"r ctvt'f g"o glqtcu'f g'r tqf wvxxkf cf."f gucttqm'f g"  
 vgepqmi "cu."qdvgpekop'f g'lxgtukppgu.'xgpvcu."gpvtg'qvtqu'cur gevqu0

Cf go<sup>a</sup> u."mqu'vkgu'f gr'gur cekq'kpvtppq"uqp"r gto gcdngu="rcu'eqpgzkqpgu"\*q"rc"hcnc'f g"  
 gmcu'gpvtg'mqu'cevqtgu'kpvtppq'{"mqu'cevqtgu'g'kpukwelkqpgu'gz vgtppqu'gu'etwecnr ctc'eqo r tgpf gt"  
 e»o q"guvg"gur cekq"tcpupcekqpcn'lg<sup>a</sup> ts wleq"gu"uwdxgt kf q."f guclcf q'{"tgeqput wkf q0'Rqt"m"  
 vpvq."ugi Àp"O qti cp"\*4239+."wpc"vgt"p"et"lec'f g"rc"eqtr qtcekop"o wnkpcckqpcn'f gdg'vpgt"gp"  
 ewgpvc'guvg'gur cekq'ucckn'tcpupcekqpcn'uw'f kxgtukf cf 'kpvtppq'{"uw'r gto gcdkcf cf 'f g'rcu'vkgu'  
 r ctc'eqo r tgpf gt'rc" f k<sup>a</sup> o kec'f g'rcu' o wnkpcckqpcn'{"uwu'ghgevu'gp'rcu'geqpqo "cu'mecrgu0

Op" guvg"ugpvkf q."uki wgpvf q" c" O qti cp" \*4239<38" rc" eqtr qtcekop"o wnkpcckqpcn' gu"  
 pgeguctkco gpvg'wp"gur cekq'lg<sup>a</sup> ts wleq'f qo kpcf q'r qt"kpvtgugu'kpcpekgtqu'gp"rc"ugf g'egpvtcn"  
 tgr tguvpcf q'gp"rc"*incrustación internacional*"f g"rc"hnkn'r gtq'gn'gur cekq'kpvtppq'gp'u'gu'o w'f "  
 f kxgtuq'{"gu<sup>a</sup> "uwlgvq'c'f kuewukqpgu."eqphievqu'{"mvej cu0C'u'f"gp"rc"*incrustación nacional*"f g"rc"  
 uwdukf kctk"ug"gpewgpvtcp"rcu'ectcevgt"lecu'r tqr kcu'f g"guvc"wpkf cf "gp"dcug"c"uw'i gtgpek."  
 vcdclcf qtgu."r tgeguqu"r tqf wvxxqu'{"uwu'x'pewmqu'eqp"mqu'cevqtgu'{"qti cpkuo qu'f g'f lej q"  
 gur cekq'pcekqpcn'vrgu'eqo q'eqo r gvkf qtgu.'i qdkgtpqu.'ukpf kecqu.'e<sup>a</sup> o ctcu'go r tguctku.'gve0Gu"  
 f gek."rc"ugf g'egpvtcn'r wgf g'ugt"o w'f "r qf gtquc"r gtq"pq"m"ucdg'vqf q0'P q'r wgf g'eqpgegt"mqu"  
 f gcrnu'f g"o gtecf qu'r ctvewrtgu."gp" v<sup>2</sup> to kpu'f g"i wuvqu'f gr' eqpuwo kf qt."tgi wrekqpgu."  
 eqpf kqpgu'rcdqtrgu.'gve0Guvg'eqpkelo kpvq'r wgf g'guvc"o<sup>a</sup> u'entq'gp'uwdukf kctkcu'"O qti cp."  
 4239<5+0"

F g"guvc'hqto c."rc"r tguvpg'vuku'ug'cnglct<sup>a</sup> "f gr'gpvpgf ko kpvq'f g"rc"go r tguvc'eqo q'wpc"  
 òeclc"pgi tcö" f g"tcekqpcrkf cf "r gthgevc" g"lphqto cekop"eqo r rvc"ew{q"Àpleq"hp"gu'gr'f g"rc"

<sup>62</sup>Xctkqu'guwf kqu'f g'mqu'vkgi qekqu'kpvtppqpcn'vkgu'j cp'lxgukf cf q'rc'tgrcekop'gpvtg'rcu'hnkn'vkgu'o wnkpcckqpcn'gp"  
 gr'gzvcp'lgq'{"uwu'go r tguvc' o cvlegu'vcpvf q'f g'o qf grt'rc'cekop'f g'guvc'go r tguvc' \*1 j quj cn'{"Dctvrgw."3; ; 2"  
 O ctvpg' {"lctkm."3; ; 3=Rtcj cnf {"F q'."3; ; 9+0



o czko k celop"fg"wkrf cf gu'Guq"ug"fgvto kpt<sup>a</sup> "gp"o c{qt"fgvcmg"gp"gn'r t>zko q'ecr ¶wmq."cn' kptqf wkt"n"vtc{gevtkc"tgekpv"fg"n"lpf wutk"cwqo qvtk"cti gpvkp."o ctecpf q"fkvkpvu" f gugo r g<sup>o</sup> qu'gvtg'rcu'vto kpcngu'cwqo qvtkegu."fguce<sup>a</sup> pf qug'gn'ecuq"fg"Vq{qvc"gpvtg"gmru'F g" guvg"o qf q."n"lpxgunki celop"cpck ct<sup>a</sup> "n" guxtcvgi kc"go r tguclcn'fg"guvc"ht<sup>o</sup> c"gpvpgf k<sup>2</sup> pf qrc" eqo q'wp'r tqeguq"eqo r nglq's wg"eqpmgxc'wpc'r ct kwrt hgewtc"fg'rc'ukwcekp"fg'rc"go r tgucl" { "wpc'r tq{geekp"o gf kcpq'r n| q'fg'rc"o kuo c."kpet wuxfc"gp"wpc'tgf "eqtr qtcvxc"tcepupcekqpcn' {"gp"gn' gur cekq"uqekcn'tgi kqpcn' {"pcekqpcn' Ego q"ug"r ncpvgt<sup>a</sup> "o<sup>a</sup> u"cf grcpvg."n" gur gekcn' kpet wuxcekp"/vcpvq"kvgt pcekqpcn' eqo q"pcekqpcn'"fg"Vq{qvc"cti gpvkp"gu"m"s wg"r gto kkt<sup>a</sup> " gzn rlect"uw'gzkquq"fg" gugo r g<sup>o</sup> q0'

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

Vnleqo q'ug'fgucttqm>"gp'hqu'cr ctvcf qu'r tgegf gpvgu."n'kvgt r tgvcekp"fg'rcu'GO u'r wgf g" xctkct"fg"r gpf kppf q"fg'gn'ghqs wg"eqp"gn's wg'ug'rcu'cpcnleg."{."fg'hqto c'uko krt."guvq"uwegf g"eqp" nqu"ko r cevqu"s wg"guvcu"vkgp"gp"uwu"r c¶ug"tgegr vqtgu"\*host country+0'Guvcu"fkuewukppgu"ug" gpo ctecp"gp"gn'fgdcvg"uqdtg"mu'ghgevqu"geqp>>o lequ"{"uqekngu'fg'rc"KGF"fg'f lej cu'ht<sup>o</sup> cu"gp" guvcu"pcekqpcn'Guvcu"xlukppgu"fkhtgp"fg"r gpf kppf q"fg'gn'ghqs wg"vgtkq"fg"gu'gn'ewcn'ug" gzc<sup>o</sup> 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"vgtctc"s wg"uquvkgp"s wg"pq'r wgf g"guvcdrgegtug"wpc'tgi n'i"i"gpctcn'r ctc"guvg'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'qt ki gp"gp" nqu'cwqtgu'en' ulequ'fg'rc"Geqpqo ¶c0UKdlgp"guvqu'tcdclqu'pq'ug'gphqecdep"gp"GO u."¶¶uquv¶cp" s wg'rc"kvgt pcekqpcn' celop"fg'rc"cevkxf cf "geqp>>o kec"vtc¶'r tqi tguq'r ctc"vqf cu'rcu'uqekgf cf gu" lpxqmetcf cu"o"r ctvt"fg"rc"gur gekcn' celop"fg"mqu"r c¶ug"o"r ctvt"fg"uwu"ventajas absolutas" \*Uo kj . '3998+q"relativas"\*Tlectf q.'3: 39+. "fguchkcpf q'rc'kf gc'fg'gn'leqo gtekq'kvgt pcekqpcn'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<sup>a</sup> nkuku"fg"rcu"GO u."eqo r ctv¶'rc"kf gc'fg"sg"rc"cr gtwtc"eqo gtekn' {"n" kvgt pcekqpcn' celop"fg"rc"geqpqo ¶'vpg¶'ghgevqu"fg"eqo r ngo gpvctkgf cf "r qukkxqu"r ctc"mqu" r c¶ug"kvgt xkpvkv"¶J gemuej gt.'3: 3; =Qj nq.'3: 55+0"

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

s wg'gucv'kpxgtukppgu'kpggp'ghgevqu'kpf kt gevqu'r qukkxqu" { "f g'cr tgpf k clg's wg'c { wf cp'c'cvtcgt " nwi ctgu" c" r" geqqo "c" o wpf kcn' { "c" ucect" i tcf wcm gpvg" c" ru" r qdrcekppgu" f g" r" r qdtg| c" \*Eqmkpuqp. '422; =Eqmkpuqp'gv'cn'0'4228=F wppkpi " { 'Nwpc'p. '422; +0<sup>3</sup>'C' r ctvk' f g'gucv'gphqs wgu" ug'j cp'tgerk cf q'wpc'i tcp'ecp'kf cf "f g'kpxguki cekppgu's wg'f guwcep'iqu'ghgevqu'r qukkxqu" f g'rc" KGF "gp'r c'f'gu'tgegr vqtgu" \*I j cwtk' { 'I co kp. '422; =O g| gt. '4226=P cxctgwk' { 'Xgpcdrgu. '4235+0<sup>4</sup>"

Rqt" qvtq" rcf q. "wpc" xkukp" f kco gvtcm gpvg" qr wguv" r wgf g" j cmctug" gp" qvtq" i twr q" s wg" o cp'kpg'wpc'r gtur gevxc' pgi cvxc' uqdt g'gn'ceekpct' f g'ru'GO u'gp'r c'f'gu'r g'k'k' tlequ'Uw'qt ki gp" r wgf g'ukwctug" gp'gn'o kuo q'f gucttqm' vgt'lequ' b' ctzkuc" { "o" a u'gur ge'f'keco gpvg'gp'ru'vgt'f'cu'f gn' ko r g'kcn'uo q. 'gn'ecr kcn'o qpqr qrkuc" { 'rc'f gr gpf gpek'OGp'rc'tc'f' f g'guyg'gphqs wgr wgf g'ukwctug" c'Ngpkp" \*3; 38+ 's wkp'tgeqi g'iqu'cr qt vgu'vgt'lequ' f g'J khtgf kpi . 'Dwnj ctkp" { 'J qduqp" { "uqukpgp" s wg'rc" g'zr qt'cekp" f g'ecr kcrqu' f g'ru'go r tgucu' o qpqr » r'ecu' k'vgt'p'cek'p'crk' cf cu'ug' tgerk' cdc" r ctc' eqpugi wkt' wpc' i cpcpek' o "a u'grgxc' f c'gp'r c'f'gu'v'c'uc'f qu'f g'k'f q' c' s wg'iqu'ecr kcrqu'gp'guqu" r c'f'gu' uqp" guccuqu. " { "gn'r tgek' f g'ru" o cvgt'ku' r tko cu" { "qu'uc'rt'ku' uqp" o gpqt'gu' C' u'f' "qu" ecr kcrqu' t'cup'cek'p'crgu' hqto cdep' r ctvg' f g'wpc" *cadena imperial* "gp'rc' ewen'ug' f gygt'o kpcdc' wpc" *desarrollo desigual* " f g'iqu'f k'k'p'vqu' r c'f'gu' k'p'x'q'w'et'cf qu'0"

Nwgi q. "qu" vgt'lequ" p'gqo ctzkuc" f gn' ecr kcn' o qpqr qrkuc" Dctcp" { "Uy ggl { " \*3; 88+ tgo ctectqp" s wg'ru" go r tgucu' t'cup'cek'p'crgu" gp" r" r g'k'ht'k' f k'ki gp" uwu" g'zegf gp'vqu" c" uwu" geqqo "f'cu' f g' qtki gp" egp'tcrgu" { "q'v'k'p'gp" i cpcpek' u" o c' { qt'gu' r tqf wvq' f g'ru" f k'ht'g'pek' u'uc'rt'k'rgu" gp'cev'k'f cf gu'eqp'rc" o kuo c' r tqf wv'k'f cf . "gn'ceegu" r tk'k'ngi kcf q' c" qu' t'gewt'qu" pcw'tcrgu' f gn'r r'p'gvc" { "gn'eqp't'qn' f gn'Uk'wgo c" H'k'p'cek'gt'q" k'vgt'p'cek'p'crgu" <sup>55</sup> C" uw'xgl . " r ctc" qu" vgt'lequ' f g'rc" f gr gpf gpek. "gucv'go r tgucu' t'cup'cek'p'crgu" ewo r npp' gn't'qn' f g' t'cup'ht'g'pek' f g' g'zegf gp'v' f guf g'rc' r g'k'ht'k' j' cek' gn'egp't'q" \*F qu'Ucp'vqu. '3; 95+0Rctc" <sup>2</sup> uqu. 'ru' o w'k'p'cek'p'crgu"

<sup>63</sup> Guc' r gtur gevxc' cr q' c'gp' i g'p'gt'cn' gn'r t'k'pek' k'q' f gn'k'dt'g'eqo g'ek'q. "rc'gn'o k'pek'p" f g'ru' d'ctt'gt'cu' eqo g'ek'rgu" { "gn'f gucttqm' f g'wpc' g'ut'wewtc" i m'cni' s wg' t'gh'w'g'eg' gn'k'dt'g'eqo g'ek'q' c" v'cx<sup>2</sup> u' f g'rc" Qti c'p'k' cek'p' O w'p'f k'cn' f gn' Eqo g'ek'q" \*QO E- " { "iqu' t'c'v'f qu' k'p'v'gti w'dgt'p'co g'p'v'rgu' cu'q'ek'f qu'0C' uw'xgl . "cr q' c'iqu' f g'gt'g'j qu'f g'rc' f k'geek'p' f g'ru'GO u'c' f g'ek'f k' u'qdt'g'rc' g'ut'c'v'gi k' f g'rc' go r tguc" { "cuwo g' s wg'gucv' f g'ek'k'p'gu' eqpf w'ek' a p' c'n' h'k'p'c'n' c' w'p' ghgev' f g' i q'v'q' f g' d'g'p'gh'ek'qu' geqp » o lequ" { "u'ek'rgu" \*Eqmkpuqp" { 'O qti cp. '422; =O qti cp. '4239+0'

<sup>64</sup> Gp' uw'f'ko gpuk'p" o let'q'geqp » o lec' guc' r'k'g't'c'w'tc' j' c' f k'ht'g'pek' f q'ru' g'z'vgt'p'crk' cf gu' r qukkx'cu" gp" of g'ttco gu'o" \*spillovers+ j' qtk' qp'vrgu" { "x'g't'v'ec'rgu' N'qu' r tko g'tqu' ko r r'iecp' s wg'gn'k'pi t'guq' f g'p'w'g'x'cu'GO u'q' gn'c'wo gp'v'gp'rc" eqo r g'v'k'k'f cf "f g'ru' h'k'c'rgu" { c' k'p'uc'rc'f cu' r wgf g'gr'g'x'ct' gn'p'k'gn'f g'eqo r g'v'g'pek' gp'gn'o g'tec'f q' f qo <sup>2</sup> u'w'eq' g'k'p'f w'ek' c'ru' h'ko cu' h'ec'rgu' s wg'eqo r k'gp' eqp'ru' g'z'v'c'p'l'g't'cu' c' g'rg'x'ct' uw' r tqf w'v'k'f cf " { l'q' c' o g'lt'ct' r'ec'rk' cf "f g'uwu" r tqf w'v'qu" \*x'f' lo k'cek'p. "pp'q'x'cek'p. "p'w'g'x'cu' k'p'x'gt'uk'p'gu. "g'v'e'0'0'N'qu' u'gi w'p'f qu'f g'x'k'p'gp' f g' s wg'ru' h'ko cu' h'ec'rgu" r wgf gp' d'g'p'gh'ek'ct'ug' f g'ru" v'ep'q'ni "f'cu" { "r' t' a' e'v'ecu" qti c'p'k' cek'p'crgu" f g'ru' GO u. " c" v'cx<sup>2</sup> u' f g'ru" o c' { qt'gu' t'g' s w'g't'ko k'ep'v'qu' f g'ec'rk'f . "equ'qu" { l'q' r r'c' q' f g'gp'v'gi c' s wg'ru' h'k'c'rgu' uw'g'rg'p' g'z'ki k' c' u'w' r t'q'x'gg'f qt'gu" { "f g'rc" g'x'g'p'w'c'n' c'uk'ng'pek' "v' e'p'lec' s wg'ru' d't'k'p'f gp' r ctc' u'c'w'k'c'eg' t'gu'qu' t'g' s w'g't'ko k'ep'v'qu' V'co d'k' p'iqu' e'rk'ep'v'gu' f g'ru'GO u' r q'f t'c'p' t'g'ek'd'k' "ko r c'ev'qu' r qukkx'cu" x'f' f k'ur q'p'k'k'k'f cf "f g'p'w'g'x'cu' q' o g'lt'gu' o c' s w'k'p'ct'ku. "k'puwo qu' q' u'g't'x'lek'qu" \*I cte'f' { "N » r gl . '4242+0'

<sup>65</sup> Gd'v'go c' f gn' Ecr kcn' O qpqr » r'eq" { "uw' t'qn' gp' ru' r c'f'gu' r g'k'k' t'lequ' f g'ur g't » w'p' r'cti q' f g'd'c'v'g' gp'rc" r'k'g't'c'w'tc" o ctzkuc' O'v'qt'gu' c'w'qt'gu' o ctzkuc' u'et'k'lecp' gn'g'phqs w'g' f g'eqo r g'v'g'pek' o qpqr » r'ec' u'qu'v'p'p'g'p'f q' s wg'ru' r'g' f' gu' f g' eqo r g'v'g'pek' e'cr k'c'rk'uc' s wg' g'uet'k'f'c' O' ctz' u'ki w'p' x'ki gp'v'gu' gp'rc' c'ew'c'rk'f cf " { 's wg'p'q' gu'gp'rc'cev'k'f cf "f gn'ecr kcn' t'cup'cek'p'crgu' q'p'f g'ug' g'p'ew'gp't'cp'ru' f k'ht'g'pek' u'gp'v'g' r c'f'gu' \*M'q't'p'd'rij w. '4235=Uj cknj . '4238+0"

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

" Rqt"hwgtc"fg" guxcu"o kcf cu"o a u"r qrtk cf cu"gzkrvg" wpc"i tcp"ecpvk cf"fg" vtdclqu" go r "flequ"s wg"c"vtx<sup>2</sup>u'fg"fg'kgtucu"o gvqf qmji "cu"uquvqpgp"s wg"mqu"ghgevqu"fg"rc"KGF "gp"mqu" r c"jgu'o gpqu'fgucttqmf qu'fg'gp'gp'f g'pwo gtqucu'xctkcdrgu."vrcgu'eqo q<rc'ecrk cf"{'gn'pkxgn' f gn'ecr kcn'j wo cpq"fg'gn'r c"ju"tgegr vqt" »Dgpi qc" {"Ucpej gl /Tqdrgu."4225="NK" {"Nkw"4227=" Uqmo qp."4233+."gn'fgucttqm"fg'gn'o gtecf q"hpcekgtq"»Crcctq"gv'cn"4226="F wtj co ."4226+."rc" gzkrvgpek"fg'vxcv qu'fg'rdtg"eqo gteq"» j cpi ."4223+."gn'vco c° q'fg'gn'o gtecf q"»Hctgm'gv'cn" 4226="Mwo ctk" {"Uj cto c."4239+."rc"eqo r ngo gpvctkfg cf"gpv'g"rc"lpxgtuk»p"meci" {"gzv'cplgtc" »Cm htcl'{'Cm uchkt."4236+."rc'ecrk cf"fg'rcu'kpuvkekqpgu'fg'gn'r c"ju"tgegr vqt"»Dgxcv'gv'cn"4226=" Gtf qi cp" {"Wpxgt."4237+."rc'ecrk cf"fg'rc"lph'cgutwewtc"»Dkuy cu."4224="Xkic {cmwo ct"gv'cn" 4232+."gn'equv"fg'rc"o cpq"fg'qdtc"»Dki k'k'gv'cn"4234+."rcu'rg {gu'ko r qukkxcu"»Dkuy cu."4224+." gn'lugevqt"geqp»o leq"fg'rc'go r tguc'uwduf kctk"»Crcctq."4225+."gpv'g"qvtcu"0'

Gp'fg'ghpkkxc."rc"rkv'cwtc"go r "flec"cttqlc"s wg"mqu"ko r cevqu'fg'rc"KGF "uq"v'xctkcf qu." {" uw'o ci pkwf" {"uki pq'fg'gp'fg'g'wp'co r rk'eqplwpv'fg'ektewpucpekcu"»Crcctq"{'Ej ctnmq."4229=" Drcmcm' {"I gtvgt."422; =Dmipi gp" {"Y cpi ."4226="Eqj gp."4229="Hctqrg" {"Y kpmgt."4237=" J cxtcpm' {"Kuqxc."4233="Nkr ug" {"Ulqj qm ."4227=" 0Nkw"422; +0P q"uqtr tgp'fg'gpv'pegu"s wg" mqu"pwo gtququ"guwf kqu"go r "flequ"s wg"fg'guf g"j ceg"cn' wpcu"fg<sup>2</sup>ecf cu"lpv'pvc"cdqtf ct" guvqu" hgp»o gpqu"o wguv'gp'tguw'ncf qu"j gvtqi<sup>2</sup>pgqu"0Nc"o gvqf qmji "c"go r r'c'c'r etc"tgcrk ct'f lej qu" guwf kqu."c"uw'xgl ."j c'kf q'xctkcp'q"c'm'rc'ti q'fg'gn'vgo r q0Nc"xctkcdk'cf" »gpeqvtcf c'vco dk'p" r wgf g'tghlct'tgcrgu'fg'kgti gpekcu"gp"mqu"ko r cevqu'fg'rc"KGF ."eqpf lekqpcrgu"c'rcu'ectcevt"jv'lecu" f g'mqu'r c"jgu"tgegr vqtgu" {"rcu"gutcvgi kcu" {"cev'k'cf gu"mgxc'cu"cf g'rc'pvg"r qt"mqu"lpxgtuqtgu" gzv'cplgtqu"»I cte"fc" {"N»r gl ."4242+0'

Gp"ewcpv"q"c"mqu"ko r cevqu'fg'rc"KGF "gp"gn'o cteq"fg'rcu"EI X."ug"gp'v'gp'fg's wg."gp"rc" o gf kf c"gp"s wg"rcu"GO u"ko r ngo gpv'cp"gutcvgi kcu"»eqo r r'glcu"o"fg"kp'v'gi tcek»p"»r qt"glgo r m." f guepvtcrk cp"hwpekqpgu"gutcv'i lecu" {"tcf lecp"gp"uwu"hk'rc'rgu"cev'k'cf gu"fg"KF ."f kug° q." mji "jv'lec."gve"0."mqu'r c"jgu"tgegr vqtgu'r qf t"cp'dgpg'hekctug"fg"o c {qtgu'fg'gtco gu'r qukkxcu"s wg" mqu's wg'tgek'cp"dc'q'rcu'cpv'gtkqtgu"o qf c'rk cf gu'fg'ko r rc'p'cek»p'fg'g'v'g'v'kr q'fg'ht'o cu"»I cte"fc"

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

Nqu'cpcrkuc'u'o <sup>a</sup> u'qr vko kuc'u'uwgrgp'f gucect'iqu'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." Dcif y kp"\*4238+" uqukpgp"  
r gtur gevxcu'r tqo kuqtku'r ctc" iqu" r c'fugu' 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. 'iqu'r c'fugu' { c'pq'vkpgp"  
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 wpc'kn" r qts wg" rcu" EI X" iqu" f cp" rc" qr qtwpkf cf "f g" xlpewctug" c" rc" r tqf week»p"  
o wpc'kn'cn'gur gekrk| ctug" gp" cevkxf cf gu'f g'plej q0Cu'f'ug'uqukpgp's wg'iqu'r c'fugu'cj qtc'r wgf gp"  
r ctvlekr ct" gp" g'zr qtvekpqgu'cxcp| cf cu'f g'o cpwcewcu'eqp'wp'ecr knkpklekn'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" iqu" r c'fugu' gp" f gucttqmj"  
r wgf gp" eqpxgti gt" g" kpf wutku'rk| ctug0Nqu'cwqtgu"xgp" wp" gpqto g' r qvpekn'gp" gn'j gejq" f g" s wg"  
iqu' r c'fugu' gp" f gucttqmj" r wgf cp' xlpewctug" c" rcu" EI X" gur gekrk| <sup>a</sup> pf qug' gp" cevkxf cf gu'f g'plej q"  
s wg" gu<sup>a</sup> p" gp" r'fpgc' eqp" uw'xgpvle" eqo r ctcvxc' t'grvxc0'

" Cni wpcu' qvtcu' eqp'kdvekpqgu' uqp" o <sup>a</sup> u' ecwgrqucu" ewcpf q" ug" vtcw" f g" gxcnct" rcu"  
qr qtwpkf cf gu'f g" catch-up" gp" wp" o wpc' q' f g" EI X0'Mcr rkpun { "\*4227+" { "Ngg"\*423; +tgeqpqegp"  
s wg'rc' ewguk»p" pq" gu'uk'iqu'r c'fugu' gp" f gucttqmj" f gdgp' xlpewctug" c" rc" r tqf week»p" o wpc'kn' ukpq"  
e»o q" iqu" j' cegp0Mcr rkpun { "qdugtxc' wp" gzequq' f g' ecr cekf cf "i mdcn'gp" ecr cekf cf gu' r tqf wevkcu"  
{ "o cpq' f g' qdte" dtevc" { . "r qt' iqu" vcpvq. "cf xkgtv' eqo q' wpc' öhc' rckö' uk'ö wej qu' r c'fugu. "cn'ö kuo q"  
vgo r q. " kpvpgvcp" f gucttqmtug" c" vtcx<sup>2</sup> u" f g" wpc" gutcvgi kc" f g" etgelo kgpvq" qtkgpvcf c" c" rc"  
g'zr qtvekp»p" \*Mcr rkpun { . "4237<44; /453+0E qpenw { g' s wg' iqu' r c'fugu' pq" uqmj" f gdgp' kpugtvtug" gp"  
rcu" EI X. "ukpq" s wg' f gdgp" j' cegtmj" f g" o cpgtc' gutcv<sup>2</sup> i kec" { "ugrgevxc' r ctc' ecr wtct' rcu' t'gpvcu' f g"  
rc" g'zr 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" iqu" r c'fugu' s wg" ug" kpugtvgp" { "f gukpugtvgp" gutcv<sup>2</sup> i keco gpvq" gp" rcu"  
EI X' r ctc' iqu' tct' upgrading0"

" Cf go <sup>a</sup> u. " guv" f kuewuk»p" r wgf g" xctkct" uki pkh'ecvxc0 gpvq" f gr gpf kgpq" f gn' vkr q" f g"  
ecf gpc0Ncu" EI X' f k'kgtgp" eqp' t'gur gevq" c" e»o q" rcu" go r tgucu" r'f' gtgu" i qdkgtpcp" rc" ecf gpc" f g"  
xcmt" { "e»o q" ug" f k'utkw { g' gn' r qf gt" gp" gmc. "cu'f' vco dl<sup>2</sup> p" c" e»o q" rcu' cevkxf cf gu'f g' r tqf week»p"  
ug' f kur gtucp" gp" vqf q' gn'ö wpc' 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' k'pvtxgpek»p" r q'f' k'ec' i'qecn' rcu" qr qtwpkf cf gu' r ctc' s wg' rcu" go r tgucu' i'qecngu"  
r ctvlekr gp. " { "rc" r qudkrkf cf "f g" s wg" iqu" r c'fugu' ecr vgp" t'gpvcu' f g" rc" g'zr qtvekp»p. "cu'f' eqo q" rc"  
r qudkrkf cf "f g" etgct" x'f'pewqu" j' cekc" cv<sup>a</sup> u" \*backward linkages+" { "j' cekc" cf g'ncpvq" \*forward  
linkages+" gp" uwu'geqpqo f'cu' p'cekqpcngu" \*Y j' khgrf "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~~0<sup>6</sup>"

" Cu'f'gp'gn'uge~~v~~qt'cw~~q~~o q~~u~~kl 'gz~~k~~ug'o c{qt'eq~~p~~ug~~p~~uq'ceg~~t~~ec'f g'm~~u~~'ko r ce~~v~~u'r qu~~k~~ku'qu'f g' r'KG'gp'v~~to~~ k~~p~~qu'f g'et~~g~~cel~~ep~~'f g'go r ng~~q~~'{ 'ecr cel~~k~~ cf 'f g'r tqf weel~~ep~~.r'gt~~q~~'j c{ 'b c{qt'f k~~u~~e~~w~~uk~~ep~~" ceg~~t~~ec'f g'r'vt~~c~~pu~~h~~t~~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~~gu'{'r k~~l~~ cu'{'r~~u~~' gh~~g~~e~~v~~u'gp'gn'eqo g~~t~~ek~~q~~'gz~~v~~gt~~k~~qt'f g'm~~u~~'r c'f'gu't~~g~~egr vt~~g~~u'Rct~~f~~ k'423; =Rcx~~i~~f~~p~~gm'4226=Rcx~~i~~f~~p~~gn' { 'fi'f'ic~~m~~x<sup>a</sup> .4238=Y w~~w~~ng.'4243+0E~~q~~o q'r ct~~v~~g'f g'm~~u~~'h~~c~~e~~v~~qt~~g~~u'f g'm~~q~~ec~~r~~k cel~~ep~~'{'f g~~u~~go r g<sup>o</sup> q'f g' gu~~v~~c'k~~p~~f w~~u~~tk'ug'gp~~e~~w~~g~~pt~~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~~q'ug' f g~~d~~g'c's w~~g~~'r' tco c'cw~~q~~o q~~u~~kl "gu'w~~p~~c'k~~p~~f w~~u~~tk'k~~p~~v~~p~~uk~~c~~" gp'ecr k~~c~~n's w~~g~~'gu<sup>3</sup> "ko r w~~u~~ic'c' r t~~g~~f q~~o~~ k~~p~~c~~p~~v~~g~~o 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~~u~~cu'lu~~p~~'gn'h~~c~~e~~v~~qt'ere~~x~~g's w~~g~~'k~~p~~h~~w~~g' gp'r~~u~~'f g~~e~~k~~u~~q~~p~~gu'f g'r~~u~~'go r t~~g~~uc~~u~~'ff~~g~~t~~g~~u'gp'v~~q~~tp~~q~~'c'r'm~~q~~ec~~r~~k cel~~ep~~'f gn'f k~~u~~g<sup>o</sup> q'{'r'm~~q~~ec~~r~~k cel~~ep~~' f gn'cd~~c~~u~~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~~'u'w~~h~~ek~~p~~v~~g~~o gp~~v~~g'i t~~c~~pf g'r c~~t~~c'o q~~f~~ g~~u~~qu'f g' x~~g~~j 'f~~w~~qu'f k~~u~~g<sup>o</sup> 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~~c~~r~~gu'gu~~v~~ct<sup>a</sup> p'f k~~u~~r w~~g~~u~~c~~'c' go r t~~g~~pf gt'r~~u~~'k~~p~~x~~g~~t~~u~~k~~p~~gu'uki p~~h~~lec~~v~~x~~c~~'{'v~~q~~o ct'r~~u~~'t~~g~~ui qu'cu~~q~~ek~~f~~ qu'eq~~p~~'r'm~~q~~ec~~r~~k cel~~ep~~'f gn' f k~~u~~g<sup>o</sup> q'<sup>\*</sup>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~~'gn'r t~~k~~pek~~r~~ c~~n~~lo r w~~u~~qt'f g'r'lw~~u~~kk~~e~~cel~~ep~~'c'h~~x~~qt'q' gp'eq~~p~~vt~~c~~'f g'r' r tqf weel~~ep~~'m~~q~~ec~~n~~'f g'eqo r q~~p~~gp~~v~~gu'N~~q~~u'h~~c~~dt~~k~~ec~~p~~v~~g~~u'f g'eqo r q~~p~~gp~~v~~gu' u~~q~~m' k~~p~~x~~g~~t~~u~~k<sup>a</sup> p'gp'r'c'w~~k~~p~~c~~tk'{'j g~~t~~tc~~o~~ k~~p~~v~~c~~u't~~g~~s w~~g~~tk~~f~~ cu'uk'm~~u~~'x~~q~~n~~o~~ gp~~g~~u'f g'r tqf weel~~ep~~'u~~q~~p' w~~h~~ek~~p~~v~~g~~u'r c~~t~~c'r'ci c~~t~~m'<sup>\*</sup>J cu~~u~~rg~~t~~.'4233-<654+0G~~u~~q'cr n~~ec~~'v~~c~~p~~v~~'c'm~~u~~'r t~~q~~x~~g~~gf q~~t~~g~~u~~'f g'go r t~~g~~uc~~u~~' o w~~k~~p~~c~~ek~~p~~c~~r~~gu'eqo q'c'r~~u~~'go r t~~g~~uc~~u~~'m~~q~~ec~~r~~gu'N~~q~~u'r t~~q~~x~~g~~gf q~~t~~g~~u~~'f g'o w~~k~~p~~c~~ek~~p~~c~~r~~gu' v~~k~~gp~~g~~' o w~~e~~j cu'k~~p~~u~~v~~c~~r~~ek~~p~~gu'gp'v~~q~~f q'gn'b w~~p~~f q.'r'qt'iq'v~~c~~p~~v~~q.'w~~p~~c'p~~w~~g~~x~~c'k~~p~~u~~v~~c~~r~~ek~~ep~~'gp'q~~v~~q'r c'f'u'uk~~g~~o r t~~g~~' u~~k~~i p~~h~~lec'k~~p~~x~~g~~t~~u~~k~~ep~~'gp' p~~w~~g~~x~~cu'j g~~t~~tc~~o~~ k~~p~~v~~c~~u' \*U~~w~~i k~~f~~ co c' {"H~~w~~ko q~~v~~q.'4222-<3: 2+0' UK' gu<sup>3</sup> p' f k~~u~~r w~~g~~u~~c~~'c'go r t~~g~~pf gt'gu~~v~~c'k~~p~~x~~g~~t~~u~~k~~ep~~'f gr g~~p~~f g'r t~~k~~pek~~r~~ c~~m~~ gp~~v~~g'f g'm~~u~~'x~~q~~n~~o~~ gp~~g~~u'f g'r tqf weel~~ep~~' m~~q~~ec~~n~~'gur g~~t~~cf qu'N~~q~~u'h~~c~~dt~~k~~ec~~p~~v~~g~~u'f g'eqo r q~~p~~gp~~v~~gu'f g'r t~~q~~r k~~g~~f cf 'm~~q~~ec~~n~~'u~~w~~g~~r~~gp'gu~~v~~ct'eq~~p~~h~~k~~pcf qu' p~~c~~ek~~p~~c~~m~~ gp~~v~~g.'m~~q~~'s w~~g~~'u~~k~~i p~~h~~lec's w~~g~~'ug'f k~~i~~ gp'À~~p~~lec~~o~~ gp~~v~~g'c'r'k~~p~~f w~~u~~tk'p~~c~~ek~~p~~c~~n~~'c~~n~~'o gp~~q~~u'c~~n~~' r t~~k~~pek~~r~~ k~~q~~0V~~k~~gp~~g~~'s w~~g~~'eqo r g~~v~~kt'eq~~p~~vt~~c~~'r~~u~~'b w~~k~~p~~c~~ek~~p~~c~~r~~gu's w~~g~~'u~~q~~p'eqo r g~~v~~kk~~c~~u'c'p~~k~~x~~g~~n'b w~~p~~f k~~c~~n' {'r w~~g~~f gp'i g~~p~~gt~~c~~t'ge~~q~~pp~~o~~ 'f'cu'f g'g~~u~~ec~~r~~'c'v~~c~~x<sup>2</sup> u'f g'r' r tqf weel~~ep~~'r c~~t~~c'f k~~h~~gt~~g~~p~~v~~g~~u~~'o g~~t~~ec~~f~~ qu'0N~~c~~' À~~p~~lec'h~~w~~gp~~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~~gu'w~~g~~rg'ug~~t~~'r' r tqf weel~~ep~~'p~~c~~ek~~p~~c~~n~~' f g'x~~g~~j 'f~~w~~qu'{"eqo r q~~p~~gp~~v~~gu.'{'u~~w~~'ecr cel~~k~~ cf 'r c~~t~~c'k~~p~~x~~g~~t~~u~~k~~ep~~'gp'v~~g~~ep~~q~~mi 'f'{"g~~s~~ w~~k~~r q'f gr g~~p~~f g'f g'

<sup>66</sup>F g'v~~q~~f qu'o q~~f~~ qu.'gp'r'ecf g~~p~~c'cw~~q~~o q~~u~~kl . "p~~q~~"lo r q~~t~~v'v~~c~~p~~v~~q'f »p~~f~~ g'ug'r tqf w~~e~~ e~~c~~p'm~~u~~'d~~k~~ep~~g~~u'q'ug'r t~~g~~u~~v~~gp'm~~u~~' u~~g~~t~~x~~le~~q~~u'f g'r~~u~~'GO . 'r'c' b~~p~~h~~g~~u~~c~~el~~ep~~'o <sup>a</sup> u'lo r q~~t~~v~~p~~g'f g'r'p~~c~~ek~~p~~c~~r~~k~~f~~ cf "go r t~~g~~uct~~k~~n'uki w~~g~~'uk~~p~~f q'r'm~~q~~ec~~r~~k cel~~ep~~' f g'w~~u~~'ug~~f~~ g'eg~~p~~vt~~c~~0N~~c~~'o w~~k~~h~~q~~ec~~r~~k cel~~ep~~'f g'r~~u~~'vt~~c~~up~~c~~ek~~p~~c~~r~~gu'uki w~~g~~'lo r w~~u~~cp~~f~~ q'w~~u~~'u~~q~~kl g~~l~~ {"f k~~x~~g~~t~~u~~k~~h~~e~~cel~~ep~~'eq~~p~~' o g~~p~~qt'g~~z~~r qu~~l~~ek~~ep~~'c~~n~~t~~l~~g~~u~~i q.'{'et~~g~~cp~~f~~ q'go r ng~~q~~'f g'ec~~r~~k~~f~~ cf . 'h~~q~~o gp~~w~~cp~~f~~ q'r'k~~p~~x~~g~~t~~u~~k~~ep~~'gp'k~~p~~x~~g~~u~~k~~i cel~~ep~~'{'i g~~p~~gt~~c~~pf q' gn'gh~~e~~v~~q~~'o~~v~~tc~~e~~v~~q~~t<sup>o</sup>'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<sup>o</sup> q'gp'w~~u~~'ge~~q~~pp~~o~~ 'f'cu'f g'q~~t~~ki gp'\*CPHCE'{" UGTPCWWQ.'4239+0

gmq0Guvu"geppqo ꞑcu"fg"guenr"r wgf gp"guvt"fcf cu"r qt"r"fgo cpf c"fgn'o gtecf q"mecn" { lq" gz vcp lgtq<sup>67</sup>"

" Cf go <sup>a</sup> u."qtc'tcl »p'f g'lo r qvcpk's wgr'hwgtcwtc'f gucec'r ctc'eqo r tgp f gt'grko r cevq" s wgr"r"lpxgtuk»p"gz vcp lgtc"cwqo qvkl "r wgf g"vpgt"gp"mqu"r cꞑgu"r gth'lequ"gu"uw'r qn'lec" kpf wutkcn'Nc"kp wutk"cwqo qvkl "gu'wpq'f g'mqu'glgo r mqu"o <sup>a</sup> u'f gucecf qu'f g'r"pgeuk cf "f g" wpc'r qn'lec"kp wutkcn' { c's wgr'nfi qdktpq'mecn'vkgp's wgr'pgi qekt"eqp"rcu'vgo kpcrgu'gpvcpgu" { "mqu'kpvgtgugu"pq"ukgo r tg"guv<sup>8</sup> p'r gthgevo gpv"cnkpgcf qu<sup>68</sup>"Ego q'r ctvg'f g'rcu'ectcevtꞑwecu" o <sup>a</sup> u'ko r qvcpv'f g"guv"r qn'lec"kp wutkcn'ug"gpewpvtc"gn'r qf gt'f g"pgi qekce»p" *\*bergaining power+*"f gn'Gucf q"r ctc"r qf gt'pgi qekt lf luek r pct" c"rcu"go r tgucu"o wnkpcckpvcrgu" <sup>a</sup> Dctpgu" gv'cn'4243="Drcem'gv'cn'4242="P cwuf c."422; ="P cwuf c" { "Vj qdwt p."4236-0' Cni wpqu'f g'mqu" hcevtgu"guv<sup>8</sup> veku"o <sup>a</sup> u'ko r qvcpv's wgr'uq'hwgpv'f gn'r qf gt'f g'pgi qekce»p" f gn'Gucf q"eqp"rcu" vgo kpcrgu'cwqo qvlegu'uq'gn'vo c<sup>o</sup> q'f gn'o gtecf q'kpvtpq'f gn'r cꞑu" { "rcu'geppqo ꞑcu"fg"guenr" s wgr' wgf cp"crecp| ctug'gp"gn'o kuo q" *\*Nkw'* "F lengp."4228="Y wwnng."4243-0<sup>69</sup>"

" F gptq'f g'rcu"xctkcf cu"qr ekppgu'f g'r qn'lec"kp wutkcn'ug"gpewpvtc"mqu"n' kgu'f g" r tqr kgf cf " { "mqu"tgs wukqu'f g'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'f g'r tqr kgf cf "mecn" *\*Mwo* ctcuy co { "gv'cn'4234<598-0' "Rqt'qvtq'rcf q."rcu'r qn'lecu" f g'r tqweek»p" f g'rcu"ko r qvckppgu" { "mqu"tgs wtko kpvqu'f g"eqpvk q"mecn" *\*EN+*"j cp"ukf q" r tgf qo kpcv'gp" vqf qu"mqu"r cꞑgu"gp"gn'r cuvf q'0' Qvtc" <sup>a</sup> tgc"erxg"r ctc"rc" kpvtxgpe»p" f gn' i qdktpq'gu'rc'ewguk»p'f g'r' tcekppck cek»p'f gn'o qf gmq0Ncu'vgo kpcrgu'vkgp'gur gekhecekppgu" f kulkvcu"r ctc"uwu"eqo r qppgvu."m" s wgr'gxkc" s wgr'mu"hcdtkecpv'f g"eqo r qppgvu"i gpgtgp"

<sup>67</sup>"Ncu'geppqo ꞑcu"fg"guenr"uq'vcp"ko r qvcpv'gp"guv'ugevt'cn'r wpv' s wgr'rc'vdece»p" f g'rcu"r tqf week»p"o <sup>a</sup> u' i tcpf g'i gpgtcn gpv' uq'gp"i gpgtcn'co dk'p'rcu'r cꞑgu'f g'f kug<sup>o</sup> q'r ctc"wp"pwxq"o qf gm'f g'xgj ꞑwru" { "r qt'm" vcpv."gn'p'kgn'f g'eqvvpk q'mecn'ugt<sup>a</sup> "o <sup>a</sup> u'cnq'gp"guv'vdece»p'0'Ncu'qvtcu'vdece»p'gu" { "gur gekcn gpv'cs wgr'rcu" eqp"mqu"xqn'ao gpgu'f g'r tqf week»p"o <sup>a</sup> u'dclqu."i gpgtcn gpv' uq'qdv'p'p'uwu'eqo r qppgvu'f g'rcu'r tqxggf qtgu" o wnkpcckpvcrgu'vgt/3' s wgr'j cp'ukf q'gn'j kf qu'r qt'rc'vdece»p" f g'r tqf week»p"o <sup>a</sup> u' i tcpf g'<sup>8</sup>Y wwnng."4243<54-0'

<sup>68</sup>Gp'cwugpe'f g'r qn'lec."rcu'vgo kpcrgu'r tghgk'ꞑp'rcu'ko r qvckppgu" { *follow-sourcing* 'gp'hw' ct'f g'rc' m'ecck cek»p" *\*Mwo* ctcuy co { "gv'cn'4234<598-0'

<sup>69</sup>"Nkw" { "F lengp" <sup>a</sup>4228<3453+"gph'k cp"gn'r qf gt'f g'pgi qekce»p" s wgr'nfi qdktpq'ej kq'r qug'c"cn'pgi qekt"eqp" vgo kpcrgu'cwqo qvlegu."dcuf q'gp"gn'gpqto g"o gtecf q'ej kq." s wgr'ug'xg'ꞑc'ecf c"xgl" o <sup>a</sup> u'eqo q'wp'f gukq'f g' o lpxgtuk»p'qdri cf cö'r ctc"rcu'vgo kpcrgu'0'Gri' qdktpq'ej kq'r wf q'j cegt"ewo r rkt"rcu'tgutleekppgu'f g'gpvcf c."rc" tcekppck cek»p'f gn'o qf gm."mqu"tgs wukqu'f g'eqvvpk q'mecn" *\*EN+*" { "rc"vcpuhg'gpek'f g'vgepqm' ꞑ'f gdkf q'c"guv" r qf gt'f g'pgi qekce»p'0'Nkw" { "F lengp"qdugtxcp" s wgr'gp"i gpgtcn'gn'Gucf q'vkgp"o <sup>a</sup> u'r qf gt'f g'pgi qekce»p'ewc'p'f r "KGF"vkgp'g'v'c'v'g'ku' *market-seeking* 'gp'hw' ct'f g'*efficient-seeking*0'

<sup>6</sup>"Gz'kngp"f kgtgpv'go qf qu'f g'eqo r tqo ku'gp'v'g'mqu'r tqxggf qtgu"o wnkpcckpvcrgu" { "rcu"go r tgucu'mecrgu'0'Ncu" o wnkpcckpvcrgu'r wgf gp'eqpvt'k'uwdu'k'kct'ku'mecrgu'f g'r tqr kgf cf "v'cn'r wgf gp'kpi tgu'go r tgucu'eqplwv'cu'f g' ecr kcn'eqp" go r tgucu'mecrgu."r wgf gp" xgp'gt'uw"vgepqm' ꞑ'c"r tqxggf qtgu"mecrgu" { lq"r wgf gp"r ct'v'k'ct"gp" eqrdtcekppgu"eqp"go r tgucu'pcekppvcrgu"gp"gs wkr qu"q" f kug<sup>o</sup> q'0'Rctc"mqu"eqo r qppgvu'et'lequ"eqp"vgepqm' ꞑ' r cvgpvcf c."rcu" o wnkpcckpvcrgu" ugt<sup>a</sup> p" gz'vgo cf co gpv' ecwgr'qucu." r gtq" gp" qv'qu"eqo r qppgvu"rc" r qn'lec" i vdgtpco gpv'rc'ho gpc'gp"o c'qt"o gf kf c"rc"eqqr gteck»p'vgepqm'i lec"gp'v'g'rcu"o wnkpcckpvcrgu" { "rcu"go r tgucu" mecrgu" <sup>8</sup>Y wwnng."4243<4: +0'

geqpqo "cu" f g" guerc" ewcpf q" vkgp" s wg" uwo kpkmtct" c" o wej cu" vgtō kpcngu" f kgt gpvgu" eqp" gur gekhecekppgu" f kpkvcu" O'Guq" ug' r wgf g" nqi tct" c" vtcx<sup>2</sup> u' f g" r" go kukp" tgvtkpi kf c" f g" rkegpeku" f g" kpxgtukp" { lq" tgs wkukqu" o "pko qu" f g" kpxgtukp" 0' "C" uw' xgl . "gz kvgp" qvtc" i tcp" ecpkf cf " f g" r qf" kccu" kpf wvktcngu" o gpqu" ōci tgvkxcu" eqo q" gz gpekppgu" ko r qukxku. " guv" o wvqu" c" rcu" gzt vtcekppgu. " hfgcu" f g" et<sup>2</sup> 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" h' kuecngu. " eqqr gtcekp" gp" K F . " gpv' g" qvtcu' "

" C" uw' xgl . " cf go <sup>a</sup> u' f g" guvcu" ectcevtg" kccu" f g" plxgn' o guq/ geqp» o kek. " qvtqu" h' cevtg" u" f gr gpf gp" f g" r" f kgt gpekekp" gvtc<sup>2</sup> i kek" gvtg" go r tgucu" f gn' o kuo q" ugevq' t' Cu" " cri wvqu" vtdclqu" f kpkpi wgp" go r " kcc" { " cpcn' kcco gpv' wpc" xctkcf cf " f g' b' qf gnu' r tgf wvku. " gvtcvgi kcu" f g' i cpcpeku. " hqto cu" f g' xcm' tcekp" f g' r tgf wvqu. " o qf qu" f g' qti cpk' cekp" f g' r" r tgf weekp" { " r ct vkek' cekp" f gn' vtdclq" \*Dq { gt { " Ht g { uugpv. " 4224 = Ucrku" { " Uqtr gt. " 3; ; 5 + 0F kpkvqu" guwf kqu" kpur ktcf qu" gp" guqu" gphqs wgu' j cp' r gto kkf q' cxcpl ct " gp" r" ectcevtgk' cekp" f g' r" u" gvtcvgi kcu" f g' r" u" GO u' cn' o qvtct' s wg' xctkcu" cts wkgewt cu' f g' r tgf wvqu" { " qti cpk' cekppgu' r tgf wvku" r qf t' " cp" eqgz kukt" \*Dq { gt " gv' cr' 0" 3; ; : = Rctf k" 423; + 0'

Gp" guv" ugpv' kf q. " qvtq" h' cevtg" f g" ko r qt vcekp" r ctc" gpv' gpf gt" gn' ko r cevq" f g" r" kpxgtukp" cwqo qvtk' " gu' h' r" greekp" f g' r" u" GO u' f g' f kug' o q' h' ecn' f g' b' o qf gnu' f g' xgj " f wvqu" O'Guq" gu' t gnxcpv' { c' s wg' ug' j" c' f qewo gvwf q' s wg' rqu" f kug' o qu' h' ecn' g' r quggp" o c { qt " eqpv' gpf q' h' ecn' \*Kctuuq" { " Ckxuco . " 4227 + 0E wcpf q' r" u" vgtō kpcngu" eqpuxw' { gp" egpv' tu' h' ecn' g' f kug' o q' g' kpi gpkgt' " r ctc" f kug' o ct " u' u' xgj " f wvqu" h' ecn' g' v' g. " h' u' h' cdtkecpv' u' f g' e' qo r qpgpv' u' v' o dlk' p' ugt' a' p' b' <sup>a</sup> u' r tqr gvuqu" c" t gcrk' ct " f kug' o qu' h' ecn' g. " { " u' u' i k' a' p" i twr qu" f g' f kug' o q' h' ecn' g" \*Dtcpf v' { " Xcp" Dkugdtqgem" 4228 + 0<sup>2</sup>"

Gp' tguwo gp. " c' r' ct vkt' f g' n' q' gzt r wguq" ug' r wgf g' uquv' gpt' s wg' o <sup>a</sup> u' cn' f' f g' r" u' o ktcf cu' o <sup>a</sup> u' r qm' tk' cf cu" uqdtg" rqu" ko r cevqu" f g" r" KGF " gp" r c' " fugu" go gti gpvgu. " vkgp' f g" c" j' cdgt" wp" o c { qt "

<sup>6</sup>: "Up" guv" vkr q' f g' kpv' t xgpekppgu. " gn' t guw' c' f q' ugt' a' " vp" o gtecf q' h' tci o gvwf q' " ukp" u' h' kelpv' u' geqpqo " cu" f g' guerc" r ctc" cr q' { ct " gn' cwo gvw' f gn' eqpv' gpf q' h' ecn' \*Dctpgu. " 4239 - 47 + 0'

<sup>72</sup>: "C" uw' xgl . " gp" v' tō kpv' f g' h' ecn' k' cekp" f g' r' r tgf weekp" f g' r' ct vgu" { " r kgl cu' h' u' h' cevtg" u' cpv' t kgt qu' ug' xgp' chgevcf qu" r qt " gn' vkr q' f g' r' ct v' g" eqo r qpgpv' gp" f kuevukp' 0' Rqt " glgo r nq. " vp" xgj " f wvq" f g" o qvt " eqpuxw" f g" 32022" r kgl cu" f kgt gpv' u' s w' r' g' v' g' p' c" a' tgc' u' f g' xgj " f wvqu" o w' f' kgt gpv' u' \*xgt " vcdn' " 2/3" f gn' Cpgz q' Guvcf " kccu" - 0' Wp' o c | q' f g" ecdngu" vkgp' r qeq' gp' eqo Ap' eqp' v' h' kmt q' f g' o qvt 0' Gp' i gpgtcn' r' h' cdtkecekp' egtepc' c' wpc' r r' pvc' f g' gpuc' o dnl' g" f g' cwqo » xkrgu" gu' gur gekm' gpv' xgpv' clqu" r ctc" r tgf wvqu' eqo q' kpv' t kgt gu. " r ct vgu" gvt wewt cngu" { " f g' ecttqeg' t' c. " v' t' cpuo kkkppgu. " glgu' f g' v' t' cpuo kkkp. " ukvgo cu' f g' ecr' h' ceekp. " xgpv' kcekp" { " ckt' g' ceqpf kekppcf q' 0' Nc' r tqzko kf cf " gu" o gpqu' ko r qt vcpv' r ctc' r' g' r' v' t' c' p' lec. " h' u' u' kungo cu' f g' eqpv' t' qn' f gn' o qvt { " h' u' u' kungo cu' f g' c' w' f' kq' { " v' g' r' o <sup>a</sup> v' lequ. " s wg" uqp' t' g' r' v' xco gpv' o gpqu' eqv' u' qu' f g' v' t' cur' f' ct \*Ur kpf gpf t' g' kgt " gv' cr' 0" 4237 + 0F g' guv' o qf q. " cri wvqu' eqo r qpgpv' u' j' cp' f' go qvtcf q' ugt' o <sup>a</sup> u' h' ekrgu' f g' u' w' v' k' v' t' r' ctc' go r tgucu' f g' r' tqr kcf cf " h' ecn' 0' Gp' i gpgtcn' guqu' eqo r qpgpv' u' j' cp' ukf q' e' j' cr c. " h' w' p' f' kekppgu. " h' q' t' lcu. " cu' f' eqo q' e' qo r qpgpv' u' r' n' u' k' e' q' u' 0' N' qu' glgo r rqu' k' p' en' w' f' gp' v' cps wgu' f' g' i' cu' q' r' k' c. " h' v' e' gu" v' t' c' p' u' c' u. " c' m' o' k' p' k' q" { " q' v' t' qu' v' k' r' qu' f' g' t' w' g' f' cu. " v' r' cu' f' g' t' c' f' k' f' q' t' g' u. " u' w' l' g' v' c' f' q' t' g' u. " gur glqu. " ekp' w' t' q' p' p' u' f' g' u' g' i' w' k' f' c' f' " f' g' r' v' t' q' u" { " v' t' c' u' g' t' q' u" co q' t' v' i' w' e' f' q' t' g' u" { " x' k' f' t' k' 0' R' q' t' q' v' t' q' u" r' e' f' q' u. " rqu' eqo r qpgpv' u' et' " k' e' q' u" r' ctc' r" u' g' i' w' k' f' c' f' { " v' e' p' q' u' i' l' e' c' o' g' p' v' g' u' q' h' u' k' e' c' f' q' u' s' w' g' t' s' w' g' t' g' p' r' t' q' r' k' e' f' c' f' " k' p' v' g' e' w' c' n' i' g' p' g' t' c' m' g' p' v' r' g' t' o' c' p' e' g' p' gp" o' c' p' q' u' f' g' r' u' u' q' e' k' u' f' g' r' e' c' f' g' p' c' f' g' u' o' k' p' k' m' t' q' i' n' d' e' n' f' g' r' u' v' g' t' o' k' p' c' n' g' u. " h' u' o' g' i' c' r' t' q' x' g' g' f' q' t' g' u' f' g' r' u' i' g' e' q' p' q' o' " cu" c' x' c' p' l' c' f' cu' 0' Guv' u' k' p' e' n' w' f' gp. " r' q' t' glgo r nq. " eqo r qpgpv' u' f' g' o' q' v' t' g' u. " v' t' c' p' u' o' k' k' k' p' p' u' { " ukvgo cu' f g' h' t' g' p' c' f' q' \*J' w' o' r' j' t' g' { " { " U' c' r' g' t' p' q. " 4222 = M' w' o' c' t' e' u' y' c' o' { " gv' cr' 0" 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 2pgqu" gp" r" ddkkqi tclfc" go r f"lec." nq" s wg" f kkwnc" rnu" i gpgtck ceklpgu" f g" guvqu" hgp»o gpqu0Gp" gug'ugpvk q."ug"j c'ug° cmf q"r"r ct vkwrtkf cf "f g"r"KGF "gp"gn'o cteq" f g"rnu"EI X" { ."cÀp"o a u"gur ge f"leco gpvg."rnu"ectcevt f"rnu"ecu's wg"2 uvc"vkgp"gp"r"ecf gpc"cwqo qvk 0Cu" f"ug" j cp"tgo ctecf q"mru'r tkpek crgu" hcevtgu"r ctc" cpcrk ct "gn'ko r cevq" f g"r"lpxgtuk»p"gz vtcplgtc"gp" r c"lgu"r gtlk? tlequ" s wg"r" rkgtcwtc" gur gelck cf c"j cmc" gp"r" tco c"cwqo qvk 0'Guqu"ug"r wgf gp" ci twr ct"gp"ewctq"i tcpf gu'eqplwpvqu" <gz kvgpek" f g"geqpqo f"cu" f g"guccr."ectcevt f"rnu"ecu"uqekrgu" { "geqp»o lecu" f gn'r c" f"u." r qn" f"lec" kpf wwtkn" f gn'r c" f"u" tgegr vqt" { "rnu"r tqr kcu" gmtcvgi kcu" f g" rnu" vto kpcrgu" cwqo qvlegu" 0'Gp" guv" vgu" u"ug" cdqpc" a " s wg" o kpvtcu" r ctc" r" gzr rkecek»p" f g" r" kpf wwtk" cwqo qvk "cti gpvpc" gp"uw"i gpgtck cf "guvqu" hcevtgu" vkgp"wp" r guq" lo r qvcpvg. "gp" gn'ecu" f g"Vq{ qvc" Cti gpvpc" rnu" hcevtgu" o a u" tgrxcpvgu" hwtgp" rnu" gmtcvgi kcu" cf qr vcf cu" r qt" r" go r tguv. "vcpv" c" pxxgn' mdcn" eqo q" tgi kqpcnlqecr" o"

### 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 gewlct "vc { gevtkc" f kq" nvi ct" c" gzr rkecekppu" paxgf qucu" uqdtg" gn'f gucttqm" geqp»o leq" ecr kcrkuv. "r tkpek cm gpvg" dcuf cu" gp" r" gzkvgpek" f g" wp" Guvcf q" f gucttqmkuv" { "uw" r qn" f"lec" kpf wwtkn" \*Lqj puqp." 3; ; 4= Y j kg" { "Y cf g." 3; ; : + { "f g" rnu" cuqekcekppu" Guvcf q/ go r tguclku" \*Gxcpu." 3; ; 8." 3; ; 9c+0' C" uw" xgl. " f kq" uwvpgv" c" r" rkgtcwtc" uqdtg" *variedades de capitalismo* s wg" ug" gph gpvdc" c" rnu" eqpegr ekppu" f g" j qo qi gpgkf cf " { "eqpxgti gpek" f g" r" rkgtcwtc" pgqer" ulec" \*Dgti gt" { "F qtg." 3; ; 8=F qtg." 3; ; ; =J cm' { "Uqumkg." 4223+0'

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

<sup>73</sup>Rctc" r tqhwpf k ct' cegtec" f g" rnu" eco dkqu" gp" r" hqto c" f g" qti cpk cek»p" f g" rnu" GO u" lcr qpvcu" f guf g" 3; 92' eqpuwnc" Y guvpg{ " 3; ; ; =4242+0'



Gp'r ct vkwrt. 'wpc'ugtlg'f g'ectcevt f'wkecu'f kwpkxcu'uqdtg'r'u'GO u'lcr qpgucu'mro ctqp"
 re'cvpkel»p'f g'mqu'guwf kququ'f g'r'u'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 qp<sup>2</sup>u'{'gn'ko r wnu'g'wg"
 <sup>2</sup>ug'ngu'f kq'F kO ci i kq.'4223=Lqj puqp.'3; : 4=Y guvg{.'4223+0Cf go <sup>a</sup> u.'ug'tgo cte»'gn'f gewkct"
 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'rcdqtcn'o <sup>a</sup> 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'cp'o glqtu'f g"
 ecrk cf 'f g'mu'r tqf wequ'f vtcpvg'uw'vtdclq"gp'rc'r rcpv" \*Y guvg{.'4223+0Vco dk<sup>2</sup>p'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 kpkwcek»p'»Vqnej"
 gv'cn'3; ; ; +0<sup>4</sup>'''

C"uw'xgl.'gp'ewcpv'c"ru'htc cu'kpf wutkrngu'ug'j c'f gucecf q'uw'qti cpk cek»p'gp"
 ci twr cekqpgu'f g'go r tgucu'j qtk qpvcngu'{'xgt vkcngu'»i twr qu'go r tguctkrngu'keiretsu<sup>75</sup>»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 ctk 00<sup>a</sup> 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<sup>o</sup> cmf q's wg'gu<sup>a</sup> 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'wcf q'gzvgpuco gpvg'uqdtg'gucu'eqo r c<sup>o</sup> 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 <sup>a</sup> u'hwgtvgo'gp'rc'ecf gpc'»I gtrcej."
 3; ; 4=J cengw'{'Utkpxcup.'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 gvgpek'»arm's length+f gn'ukungo c"
 f g'GGWW'Ugi Ap'gug'cwqt.'gp'Lcr »p'gzkug'wp'ugpvk'q'r ct vkwrt'f g'qdrki cek»p'eqp'gn'uqekq"
 eqo gtekn'{'rc'eqo r gvgpek'o <sup>a</sup> 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 gvgpek'no kcf c'{'tgrcekqpgu'f wvcf 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 n'q'»Dki i ctv.'4223=J co kmp'{'Dki i ctv.'3; ; ; +0Gp'r ct vkwrt.'guqu'x'pewnu'hwgtqp"

<sup>74</sup>Gp'r ct vkwrt.'ug'j c'tgo ctecf q's wg'ru'uwdk'k'ktcu'f g'r'u'GO u'uwngp'o cpvgp'tlcr qpgugu'gp'rc'cf o kpkwcek»p"
 f g'gucu'htcngu'{'eqpvtcvt'r tqhgukqpcngu'ngcngu'r ctc'v'ctgcu'f g'o gpqt'tgur qpucdk'cf »Y j kng'{'gv'cn'4225+0'
 <sup>75</sup>Eqo q'ug'xgt<sup>a</sup> "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 Äp"Qttw"gv'crl0\*3; ; ; <772+"uqdtg're"dcug'f g'hmpf co gpvqu"uqekqewwtcrgu'f kirkp'kxqu."  
rcu'tgnekqpgu'lpvgteqtr qtcv'kxcu'gp'f khtgpvqu"uqekgf cf gu'ug'eqpukf gtcp'gnit guwncf q'f g'f kirkp'vqu"  
r tlp'ekr kqu'kpu'kwekqpcrgu' { "r qt"nq"vcpvq. "gzj kdgp"ectcevgt¶u'kecu'f khtgpvqu'0Cu¶ "guvqu"cwqatgu"  
f gucecp"rcu"ectcevgt¶u'kecu'f kirkp'kxcu" f g"rcu"tgnekqpgu'lpvgtgo r tgu'ctk'crgu"gp"rc"geqpqo ¶c"  
lcr qpguc." wpc" geqpqo ¶c" eqp" ectcevgt¶u'kecu" gwtvewwtcrgu" f kxgtucu" c" rcu" qeekf gpv'crgu" { "  
gur gekm gpv'c'rc'f g'nqu'Guvcf qu'Wpkf qu0

Gp"ewcpvq" c"rc"lpf wutk"cwqo qvtk. "rc"o c { qt¶c" f g"rcu"hc'dtkecpvqu" f g"cwqo »xkrgu"  
lcr qpgugu" w'o dl'p" i gpgtctqp" r tqeguqu" f g"gzvgtprck' cel'p" f g"ce'v'k'k'cf gu" c" r tqxggf qtgu"  
f kxgtuqu" c"rcu"q'eeekf gpv'crgu. "r gtq'w'o dl'p"cr n'ecpf q'wp'hwtg'v'eqp'v'q'rl'udt'g'gmqu"\*J gko. "4238+0"  
Uwti gqp" { "qvtqu"\*422; <43+"uqu'kpgp" s wg"rcu"go r tgucu"lcr qpgucu" rff'gtgu"gp"rc"lpf wutk"  
cwqo qvtk "i gpgtcm gpv'r gtuki wgp'wp"gp'qhs wg'f khtgpv'c'rc"ci tguk'k'cf " { "r req"eqqr gt'v'k'c"  
tgnek'p"eqo gtekn's wg'guvdrngegp"rcu'h'k'o cu'f g"GGWW'Nqu"cwqatgu"uqu'kpgp" s wg."uk'dk'gp"gn'  
eq/f kug° q"eqp"rcu'r tqxggf qtgu"j c"uk'q'iko kcf q"gp'uw'c'rc'peg."rcu"go r tgucu"rff'gtgu"lcr qpgucu"  
j cp"v'p'f'k'q" c"hc'to ct"tgnekqpgu"ecw'kxcu"rcvgtprck'rcu" c"rci q"r n| q"eqp"rcu'r tqxggf qtgu'0Gp"  
o wej cu'q'ecuk'qpgu'guv'j c'lp'x'q'w'et'cf q'rc| qu'f g"gs w'k'cf "gp'v'g'rcu'hc'dtkecpvqu" f g"cwqo »xkrgu" { "  
rcu'r tqxggf qtgu. "rcu"ew'crgu"t'gur q'p'f'gp" f g'f'k'p'f'q'ug" c"ugt'x'k'c"uw'o c { qt'er'k'gp'v'0Cu¶ "gn'eco dlq"  
f g'r tqxggf qt'uk'p'r tg'x'k'q'c'x'k'q. "gz'ew'k'x'co gpv'r c'tc"q'd'v'p'gt'w'p'c'i c'p'c'pek" c"eqt'v'q'rc'q. "gu'ecuk'  
k'p'gz'k'v'p'v'g"eqp"v'g'to k'p'crgu"lcr qpgucu." { "ug'r g'to k'g's wg'ug'f gu'ctt'q'm'p"tgnekqpgu'd'c'uc'f'cu"gp"rc"  
eq'p'h'k'p| c'c'rci q'rc'q" \*Cucpwo c.'3; ; ; =J grr gt { "J gpf gtuqp."4236=V0L0Uwti gqp'gv'crl0"422; =  
V0L0Uwti gqp" { "D'kg'udt'q'gem"4233+06"C"uw'x'g| ."w'o dl'p"ug"j c"ug° c'rc'f q" s wg"rcu"v'g'to k'p'crgu"  
lcr qpgucu" f gu'ctt'q'm'ct'qp" g'wt'c'v'gi k'cu" f g" f g'ur'q'ec'rk' cel'p" c"rc'c'¶u'g" f g"o gp'qt'gu"eq'w'qu"o gp'qu"  
ci tguk'x'cu" s wg"rcu" f g"GGWW" { "G'wt'q'r c"\*J grr gt { "J gpf gtuqp."4236=V0L0Uwti gqp" { "D'kg'udt'q'gem"  
4233+07"

Cuko kuo q." rcu" r tqxggf qtgu" f g" rcu" hc'dtkecpvqu" f g" cwqo »xkrgu" lcr qpgugu" g'c'p"  
uki p'h'ec'v'x'co gpv'o a u'r tqr g'p'qu" c"lp'x'gt'k' "gp"ecr cel'f cf gu"q'ti c'p'k' c'v'kxcu"eqo q"rc"hc'to cel'p"  
f g'ec'rk'cf " { "gn'o c'p'v'p'k'o k'p'v'q" f g"wp"r tqf w'ev'q'0Ncu"go r tgucu"lcr qpgucu" { "uwu"r tqxggf qtgu"

<sup>76</sup>Cf go a u."Uwti gqp" { "qvtqu"\*422; +c'p'c'rk' cp'rcu'o c { qt'gu" s w'k'gd't'cu'f g'rcu'cw'qr c't'v'ncu'o a u'i t'c'p'f'gu'f'gn'o w'p'f'q"gp"  
rc"r t'ko g't'c'f'²'ec'f'c'f'gn'uki nq" { "f gucecp" s wg"v'q'cu"gm'u'r tq'x'k'p'gp" f g"GGWW" { "G'wt'q'r c."o k'p'v'c'u" s wg"p'k'p'i w'p'c" f g"  
gu'cu'gu'lcr qpguc0

<sup>77</sup>Qvt'qu"gu'w'f'k'qu'f gucecp"e»o q"rcu"tgnekqpgu"v'g'to k'p'c'rl'c'p'q'p'guc/r tqxggf qt"gz'v'c'p'l'gt'q"u'p"t'gr'k'ec'f'cu'r qt"gu'cu"  
o w'k'p'c'ek'q'p'crgu'gp"GGWW"\*H'q't'k'c" { "M'g'p'p'g'f { '.3; ; 3+0Nqu"cwqatgu"j c'nc'p" s wg"rcu"v'g'to k'p'crgu"lcr qpgucu"t'gr'lect'qp"  
gp"i t'c'p'o g'f'k'c"uwu't'g'nek'q'p'gu'eqp"r tqxggf qtgu"lcr qpgugu" { "gu'vc'f'q'w'p'k'f'g'p'ug'u't'c'f'k'ec'f'qu"gp"GGWW"eqp" x'¶'p'ew'qu'f'g"  
rci q"r n| q. "c'nc'qu"p'k'x'g'rgu" f g"lp'v'gt'ceek'p" { "t'gu'q'w'ek'p" f g"r tq'd'rgo 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' c'd'c'p"gp"l'c'r »p"\*H'q't'k'c" { "M'g'p'p'g'f { '.3; ; 3<5; 6+0

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

Cf go<sup>a</sup> u. "qvtq" vgo c" f g" ko r qtvpekc" r tqr kq" f g" r" kpf wutk" cwqo qvtk "lcr qpguc" hwg" gn' *Lean Manufacturing System* \*NO U+. Guvg" ukuvgo c" guv<sup>a</sup> "dcucf q" gp" gn' *Toyota Production System* \*VRU+ { 'ug" gphqec" gp" b kpk k ct" gn' gur gtf lekq" f gpvtq" f g" hqu" ukuvgo cu' f g' hcdtkceke" p" { . 'cn' b kuo q" vgo r q. 'b czko k ct" r' r' tqf wevkkf cf 0<sup>8</sup>° C' b' gf kf c' s' wg" hqu' r' tqf wevqtgu' f g' cwqo » xkrgu' lcr qpgugu' guvc d' r' e' k' g' t' q' p' q' r' g' t' c' e' k' q' p' p' u' f' g' o' c' p' w' r' c' e' w' t' c' ' g' p' ' n' u' ' G' u' v' c' q' u' ' W' p' k' f' q' u' ' f' w' t' c' p' v' g' ' r' ' f' 2' e' c' f' c' ' f' g' ' 3 ; ; 2 . ' q' v' t' q' u' ' h' c' d' t' k' e' c' p' v' u' f' g' ' c' w' a' q' o' » x' k' r' g' u' ' g' o' w' r' c' t' q' p' { ' c' f' q' r' v' t' q' p' ' t' a' r' k' f' c' o' g' p' v' g' ' r' u' r' t' a' e' v' e' c' u' f' g' ' r' u' ' h' t' o' c' u' p' k' r' q' p' c' u' \* ' U' j' k' o' q' n' e' y' c' . ' 422 ; + 0 ' N' w' g' i' q' . ' g' u' v' g' ' u' k' u' v' g' o' c' ' u' g' ' g' z' r' c' p' f' k' » ' c' ' q' v' t' q' u' ' u' g' e' v' t' g' u' r' t' q' f' w' e' v' k' u' { ' c' ' n' i' r' t' i' q' ' f' g' n' i' o' w' p' f' q' \* ' L' c' { c' t' c' o' ' g' v' ' c' n' o' ' 4232 + 0 ' C' e' w' c' m' o' g' p' v' g' . ' n' u' r' t' k' p' e' k' k' u' t' g' e' v' t' g' u' f' g' n' ' N' O' U' { ' n' u' p' w' g' x' q' u' r' t' q' e' g' u' q' u' f' g' i' g' u' k' » p' f' g' t' k' x' c' f' q' u' f' g' 2' n' u' q' p' r' c' t' v' g' ' k' p' v' g' i' t' c' n' i' f' g' ' r' u' q' r' g' t' c' e' k' q' p' g' u' f' g' o' ' A' n' k' r' g' u' c' e' v' k' k' f' c' f' g' u' f' g' r' t' q' f' w' e' e' k' » p' { ' u' g' t' x' l' e' k' u' \* ' N' g' g' { ' L' q' . ' 4229 + 0

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

### Conclusiones parciales

Gp" guvg" ecr "fwq" ug" j c" f gucttqmf q" gn' eco r q" f g" guwf kqu. " gn' o cteq" vgtkeq" { " nqu" r tpekr cngu" cpvgegf gpvgu" s wg" gpo ctecp" r' r' t' g' u' g' p' v' g' ' k' p' x' g' u' k' i' c' e' k' » p' 0' C' u' f' ' u' g' ' j' c' ' f' g' h' k' p' k' f' q' ' s' w' g' ' g' n' guwf kq" cf qr v" w" b cteq" cpcn' f' k' e' q' s' w' g' e' q' o' d' k' p' c' f' q' u' c' d' q' t' f' c' l' g' u' v' g' » t' k' e' q' u' < g' n' g' p' h' q' s' w' g' ' f' g' ' c' a' d' e' n' a' s' g' l' o' b' a' l' e' s' d' e' v' a' l' o' r' " \* E' I' X+ { " r' r' g' t' u' r' g' e' v' x' c' " f' g' ' r' e' ' e' s' t' r' a' t' e' g' i' a' e' m' p' r' e' s' a' r' i' a' l' f' g' ' r' e' " u' e' k' q' m' i' ' f' c' " g' e' q' p' » o' k' e' c' 0' N' q' u' e' r' q' t' v' g' u' o' a' u' t' g' r' e' x' c' p' v' u' f' g' n' g' p' h' q' s' w' g' ' f' g' ' E' I' X' r' c' t' e' r' e' k' p' x' g' u' k' i' c' e' k' » p' r' t' q' r' w' e' u' c' u' g' "

<sup>78</sup> Gn' vgo c" f gn' VRU' ugt<sup>a</sup> " cdqtf cf q" gp" r tqhwpf kf cf "gp" gn' Ecr "fwq" 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 dk²p'ugtª 'tgvo cf q' gp'gn'Ecr ¶wau'7"c'r ctvkt'f g'hqu'ecuq'f g'rcu'r t'p'ekr cngu'cwqr ctvku'cu'f g'Vq{ qvc"Cti gpvpc0"

Ukp"go d'cti q.'vco dk²p'ugtª c'k'pvtqf wekf q's wg'gn'o cteq'vgt'leq'f g'rcu'EI X'hwg'wknk'cf q' o c{ qto gpvg'c'pkxgrgu'f g'ugevqtgu'geqp»o lequ{"pq'f g'ht'o cu'kpf kxkf wcn'gu'0Rqt'gung'o q'v'xq." cni wpu'cwqtgu'eqo gp| ctqp'c'r n'p'v'gct'rc'ko r qt vpekc'f g'rcu'f gekukqpgu'f g'cevqtgu'gur ge¶lequ." tgo ctecp'f q'rc'p'geguk'cf'f g'h'g'xct'gung'cpª ruku'c'n'pkxgnif g'rc'go r t'guc'0Nc'r t'gugpv'g'k'p'x'guk'i cel»p" r tqr qpg'eqp'v'p'wct'rc'f'k'geek»p'r tqr wguv'rc'qt'Ucnu{" \ { n'gtdgti "ª4237+'c'n'c'pcrk'ct'wpc'ecf gpc' f g'xcnqt"c'r ctvkt'f g'wpc"ht'o c'k'p'f'k'x'f'wcn"ukp" go d'cti q."gn'ug' m'g'xctª "c"ecdq"cf qr vcp'f q' et¶leco gpvg'gn'gzco gp'f g'rcu'estrategias empresariales0Cu¶'rc'v'guku'cdqpc'rc'k'f'g'c'f g's wg'rcu' ht'o cu' uqp'cevqtgu' uqekcngu' s wg' guª p' k'p'h'w'k'f'qu' r qt"o Ànkr ngu' h'cevqtgu." cnglª pf qug' f g' rc" k'p'vtr tg'v'cel»p' f g' rc" geqpqo ¶c" p'gqen' ulec" /tgvo cf c" gp" nu' guw'f'k'qu' f gn' management" g' international business/" s wg' rcu' gpv'k'p'f'gp" eqo q' ci gpv'gu' w'pk'ct'k'qu' o czko k'cf qtgu' f g' k'p'h'qto cel»p'eqo r ngv{"t'cel'q'pcrk'cf'rc'g'ht'g'v'c'0Rqt'gn'eqp'v'ct'k'q."gp'guc'v'guku'ug'gzco k'p'ctª "c'rc" ht'ken'f g' wpc" GO " k'p'vtr tgª pf qrc" eqo q' wpc" qti cpk' cel»p" eqo r n'glc' s wg' guª " doblemente incrustada c'r ctvkt'f g'uw'f'gf'k'p'v'g't'p'cel'q'pcn{" 'm'ecr'0F'g'gung'o qf q.'uk'd'k'ep'ug't'g'vo ctª 'rc't'g'ek'p'v'g' r tqr wguv't'g'cnk'cf'c'r qt'cwqtgu'f g'rcu'EI X's wg'uw' k'g't'g'gn'cpª ruku'f g'gucv'ecf gpcu'c'pk'x'gn'f g' go r t'guc."guv'ug'm'g'xctª "c"ecdq'eqp"wp" g'p'h'q's wg'f'k'uk'p'v'q'f g'rc" g'v'c'v'g'i'k'c" go r t'guct'k'c'r'0Cu¶'c" v'c'x²'uf g'gung'g'p'h'q's wg'v'g»t'leq'ug'd'w'uecp'p'w'g'x'c'x'c't'k'c'd'ng'u'f g'cpª ruku's wg'p'q'guª p'r t'gugpv'gu'gp" nu' guw'f'k'qu'f gn' management" {" ugtª p'f g'ko r qt vpekc" r ctc" gpv'g'p'f'gt'rc" g'z'egr'ek'q'pcrk'cf'f g' Vq{ qvc" {"uw'ecf gpc'f g'xcnqt"gp'gn'o gtecf q'cti gpv'k'p'q0"

Rqt "Ànko q.'rc'k'p'x'guk'i cel»p'cr qt vctª "p'w'g'x'c'g'x'k'f'g'p'ek'gp'rc'f'k'ue'wuk»p'uqdt'g'nu'gh'g'ev'qu' f g'rc"KGF'f g'GO u'gp'r c¶u'gu'gp"f guctt'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'g'p'g"s wg'p'q'ug" r wgf g'guc'd'ng'egt'wpc't'gi'rc'i' g'p'g't'c'n'uqdt'g'f'lej'qu'bo q'x'ko k'g'p'v'qu" { c's wg'gu'v'qu'ko r cev'qu'f gr'g'p'f'gp" f g'p'wo g't'q'cu"x'c't'k'c'd'ng'u'0Gp"n'q'eq'p'eg't'p'k'g'p'v'g"c"rc"KGF"gp"EI X"cwqo q'v'k'eg'u'ug'u'q'v'g'p'f'fª "rc" ko r qt vpekc'f g'm'qu'cpª ruku'c'pk'x'gn'f g'ht'o c."gp'v'g'p'f'k'g'p'f q's wg'rcu'o kuo cu'p'q'u'q'p'j' qo q'² p'g'cu'0 Eqo q'ug'kª "f guctt'q'm'cf q'c'n'q'rc'ti q'f g'rc'v'guku.'rc'ctc'gn'f'ecuq'f g'Vq{ qvc"Cti gpv'pc."nu'h'cevqtgu' f g'v'g'to k'p'c'p'v'gu'r ctc"gp'v'g'p'f'gt'uw'v'c{ gev'q'k'c't'g'ek'p'v'g'u'q'p'«uw't'q'n'gp'rc'g'v'c'w'w'c'c'o w'w'k'p'cel'q'pcn" gn'v'k'q'f g'x'g'j ¶ewnu'r tqf wekf q.'rc'g'v'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'c'c'ler'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'v'k»p'm'ec'n'c'r ctvkt'f gn'

42320

## CAPÍTULO 2

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

#### Introducción del capítulo

Gp"gn'r t gupvg"ecr ¶wru"ug"t gcrk 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 <sup>a</sup> vkecu0Ug"eqo kgp| c" guc"t geqput week»p" f guf g'hqu'kpekqu" f g'rc"hdtkceke»p" f g'xgj ¶ewru"gp"gn'r c¶u"gp"3; 42. 'r cucpf q" r qt"uwu" f kwvpcu"gvcr cu«uw"eqo kgp| q" { "gzc cpuk»p" \*3; 42/3; 97+ \*2.1.1+."gn'hk" f g"rc"gvcr c"r qt" uwukwek»p" f g" ko r qtvekpqgu" { " gn' gucpeco kgpvq" f gn' ugevqt" \*3; 98/3; ; ; + \*2.1.2+ { " rc" tgeqphk wtceke»p" f g'rc" kpf wutk" c"r ctvt " f g'rcu'tghqto cu'gut wewtcrgu" { "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"gut wewtcrgu"gp"gn'ugevqt" s wg" xcp" c"o ctect"uw" f gucttqm q"gp"gn'r gt¶qf q"uki wkgpvg" { "gu" ewcpf q"ug"kpucrc"Vq { qc"gp"Cti gpvpc."eqo gp| cpf q"eqp"uw'r tqf week»p"gp"3; ; 90"

" Nwgi q."ug"cpck c"gn'tgeqtkf q" f gn'ugevqt" c"rc"ucrk c" f g"rc"etkuku" f g"rc"eqpxgt vdkrk cf "c" r ctvt " f g" uw" f gugo r g° q" gp" vto kpqu" f g" r tqf week»p." xgpvcu." go r rñq." gzc qtvekpqgu." ko r qtvekpqgu" { "ucrf qu"eqo gtekrnu." f kgt gpekecpf q"rc"gvcr c" f g"rc"r queqpxgt vdkrk cf " \*2.2.1+ { " gn'i qdkgtpq" f g"Eco dkgo qu" \*2.2.2+0Gp"dcug" c" guvqu"t guwncf qu"ug"t gucnc"rc"r gtukvpeke" f g"qu" r tqdrgo cu'gut wewtcrgu" f gn'ugevqt"gp"gn'uki m"ZZK0"

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" txc<sup>2</sup> u" f g'uwu"pkxrgu" f g'r tqf week»p." hcewtceke»p." r quke»p" gp" rc" eÀr wrc" go r tguclc" cti gpvpc." go r rñq." xqno gp" { " f kxgtukhceke»p" f g" rcu" gzc qtvekpqgu."ucrf qu"eqo gtekrnu" { "eqpvkpf q"mecn" f g"qu" xgj ¶ewru" \*2.3+0C"r ctvt " f g"guv" gzco gp"ug" f gucec"gn'ecuq" f g"Vq { qc"r qt"uwu"t guwncf qu"uw"r gkqtgu"gp"rc"o c { qt"r ctvg" f g"qu" cur gevqu"cpck cf qu"cn'eqo r ctctug"eqp"gn'tguv" 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"qu" 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»"re"r tko gtc"r rcpw"fg"cto cf q"f g"xgj ¶ewru"gp"Cti gpvkpc" \*Dgnkpk"4228<332+."eqp"gn'qdlgkxq"f g"ucvkucxeg"re"fgo cpf c"fg"wp"r gs wg° q"o gtecf q"kpvtppq" swg"ug"go r gl cdc"cf gucttqmet"gp"vqtpq"cf"re"ucvckkf cf gu"r tko ctq/gzr qtvcf qtcu"\*Uej xct| gt." 3; ; 8+0Eqp"re"etkuku"o wpf knif g"3; 52"ug"lplek"wp"rti q"r gt¶qf q"ectcevtk cf q"r qt"eqpvtqru"fg" ko r 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"re"ugi wpf c"i wgttc"o wpf kn'rcu" kphcpvu"go r tgucu"cwqr ctvkuc."guko wwf cu"r qt"gnr gtqpkuo q."rtqxg¶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| »"re"r tqf week"p"fg"cwqo »xkru"{"wkrkctkq"r qt" r ctvg"fg"nleqpi nqo gtecf q"fg"go r tgucu"guv"vrgu"¶f wutku"Cgtqpª wkecu"{"O geª pkecu"fg"n'Guvcf q" \*KCO G"ªs wg"ug"ghqe»"gp"re"r tqf week"p"fg"xgj ¶ewru"ªs wg"ko kcdcp"{"lq"cf cr vcdcp"fg"lugo" qu" gzvtcplgtqu."o wej cu"xgegu"o gfkcpvg"guhwt| qu"fg"lpi gpkgt¶c"lpxgtuc<sup>79</sup>"\*Rlecdgc"{"Vj qo cu." 4233+0GnTcutq|gtq"hwg"gn'xgj ¶ewru"wkkrkctkq"hxkcpq"luki pke"fg"KCO G."qtkgpvcf q"ce"re"fgo cpf c" fgnlugevt"r tko ctq0Gnr tqvkr q"ug"fg"lugo »"gp"dcug"ce"rcu"ecr cef cf gu"{"bo cvgtkrgu"fg"re"l¶f wutkc" cgtqpª wkec"ªs wg"r qug¶c"re"go r tguc."g"ko kcpf q"{"cf cr vcpf q"gn'fg"lugo" q"fg"qtc"eco kqpgv"re"kn'w" f g"wpc"ht"o c"guvcf qwplf gpug"Rlecdgc"{"Vj qo cu."4233+0C"r ctvt"fg"rcu"fg"kwncf gu"v"epkecu"fg" re"go r tguc."ce"qo kgp| qu"fg"3; 77"ug"lpeqr qt»"ce"re"guvcf qwplf gpug"Mcugt"O qvqtu"Eqtr qtcvkp." f cpf q"pcelo kpvq"ce"re"go r tguc"o kzv"¶f wutku"Mcugt"Cti gpvkpc"\*KMC+"\*O eEmwf."4237=" O qtgtq."4235+0Cuko kuo q."gp"3; 78"gn'eqo r nglq"r cu»"ce"fg"gpqo kptug"fg"ktgeek"p"p cekqpcn"fg" Hdtkceek"p"g"¶xguki 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+"{" f g"r tqo qek"p"l¶f wutkn"ªNg{"360: 3+"eqp"gn'qdlgkxq"f g"eqqtfg"lpt"re"lplek"vxc"r Adreq/r tkxc"cf" {"qvqti ct"xgpvcu"ce"rcu"go r tgucu"tcf kcf cu"gp"gn'vgttkqtk"pcekqpcn"ªMquceqhh"gv'cn"3; ; 3+0 Guv"ug"hx»"ce"cdq"gp"r ngpc"eqkpek"gpke"eqp"iq"ªs wg"gtc"wp"r gt¶qf q"fg"gzr cpuk"p"vtcpupcekqpcn" f g"rcu"i tcpf gu"ht"o cu"ªs wg"fg"qo kpedcp"gn'b gtecf q"o wpf knif g"cwqo »xkru"<sup>7</sup>: "Uqwtqwkng."3; ; 2+0 Eqo q" tguwncf q." ug" r tqf wq" wp" fg"ugo dteq" o cukxq" fg" go r tgucu" vtcpupcekqpcn" gp" gn' gpvtco cf q" r tqf wvxxq0 Cu¶" c"rcu" ht"o cu" {"c" lpuvcrcf cu" ¶Hqtf." I gpqtcn" O qvqtu." Ejt { urgt."

<sup>79</sup>KCO G"ug"guvcdrgeek"gp"E»tfgdc"r cte"wkkr ct"rcu"ecr cef cf gu"v"epkecu"fg"l¶f wutkrgu"fg"ur n'gi cf cu"r qt"gn'¶pukwq" f g"¶xguki cekqpcn"Cgtqpª wkecu"{"Gur cekrgu"ªKCG+."gn'ewcn'hwg"wp"qti cpluo q"fg"cgtpª wkec"cti gpvkpc."etgcf q" eqo q"¶pukwq"Cgtqª epkeq"ªK+"gp"3; 650  
<sup>7</sup>: "F g"guv"ht"o c."re"vcu"o gfk"cpwcn'fg"lpxgtukppgu"gn'ugevt"hwg."gpvtg"3; 82"{"3; 86."ecukf lgl "xgegu"lwr gtlqt"ce" re"fg"gnr gt¶qf q"3; 78/3; 7; "Dctcpuqp."3; 8; <79+0"

O gtegf gu'Dgpl "g"MC+"ug"ngu'uwo ctqp'T gpcwv."Ekt<sup>3</sup>/gp."Rgwi gqv{"Hkcv."rcu'ewcngu't gekdktqp" f kt gevco gpvg'iqu'dgpg'heku'f g'rc'pwgxc'rgi kurcek>p"Rcpki q'gv'crl'4239-0Gp'3; 89.'ug'gucdngel» s wg" F R HkC" ug" f gf lect'c" gzenwukxco gpvg" c" rcu" cevxxkf cf gu" f gn' ugevqt" cgtqp<sup>a</sup> wleq" {" cgtqgur cekn" f guxkpewf pf qug'f g'rc" kpf wutkc" cwqo qvtk. "cevxxkf cf "s wg'ugt'c" cduqtdkf c" r qt "rc" go r t guc"KO G" kpf wutlcu' O ge<sup>a</sup> plecu' f gn' Gucf q+."rc'ewcrl'uki wk» r tqf wekgpf q' gn'o qf gmq' r lenlw" Tcutqlgtq" f wcpvg" guqu' c<sup>o</sup> qu0"

Gp'3; 93'ug'ucpekqp»"wp"pwgxc"t<sup>2</sup> i ko gp"cwqo qvtk "s wg'tghqt| »"gn'eqvpgpkf q"pcekqpcn' f g'iqu'xgj 'f wru'g'kpvtf wq'rc' r t gqewr cek>p' r qt "rc" cr gt wtc" gzr qt vcf qtc. "gucdngelkpf q"wp'72' " f g" tglpvi tq" uqdtg" rcu" xgpvcu" gzvgtpcu' Eqp" wpc" kpvpguc" r tqo qek>p" i wdgtpcu gpvcn" guvg" kpegpvkxq' i gpgt»"wpc'ko r qt vcpvg" gzr cpuk>p' f g'rcu' gzr qt vekppgu. hwpf co gpvcu gpvg" qtkgpvcf cu" cni'o gtecf q'rc'kpcu' gtecpq<sup>7</sup>: "Dctdgtq" {"O qwc."4229-0F g'guvg"o qf q."gn'eqo r rglq"cwqo qvqt" r cu»"c"vpgt" wpc" r qukek>p' f g'rkf gtc| i q" f gptq" f g'rc"cevxxkf cf "kpf wutkc"o cpk'gucpf q."gptg" 3; 82" {"3; 96."crtgf gf qt "f g"; ' " f gn'vqcnf gn'xcrqt"ci tgi cf q" r qt "rc" r tqf week>p"o cpwxcwgtc" {" wpc' r tqr qtek>p" c'Ap"o c { qt "f gn'go r rglq<sup>82</sup>"Dctdgtq" {"O qwc."4229-3; 2+0Cu" f wcpvg'rcu' f<sup>2</sup> ecf cu" f g'3; 82" {"3; 92.'iqu'gpuc' drcf qt gu'gzvcp'gtqu'ug'eqpxk'vgtqp'gp'wpc' r kg| c'et wekcnf gn'gus wgo c" f g" kpf wutkc" k cel>p."ukt xkgpf q" eqo q"o gtecf q" hpcn' r etc" wpc" i tcp" r tqr qtek>p" f g" kpf wutlcu" ci wcu'cttkdc" Rkpc| q."4237-0'

" P q'qducpvg."c" r guct' f gn'hwgtv'et geko kpvq"gp"rc" r tqf week>p" f wcpvg" guvg' r tqeguq'pq"ug" nji t»"cngtct"uwucpvkxco gpvg" cni wpqu'tcui qu'd<sup>a</sup> ulequ' f g'rc" kpf wutkc."eqo q"rc"gzkugpek" f g" o qf gmq" f g" xgj 'f wru' qduqngvu" gp" v<sup>2</sup> to kpu" kpvgt pcekqpcrgu." dclc" eqo r gvxxkf cf " f g" nqu" r tqf wevqu." {"gucuc"cewcrk' cel>p"vgepqn>i kec" Mquceqhh'gv'crl'3; ; 3-7-0F kej q" cwtcuq"gp"gn' plxgn'vgepqn>i leq" f g'rc" kpf wutkc" r qecn' f wcpvg"rc" gvr c" f gn' f gucttqmq" f gn'ugevqt"ug" f gdlc."gp" i tcp"o gf kfc."c" wpc" r gs w<sup>o</sup> c" gucnc' tgrvxc" f g' r tqf week>p" s wg' f kkwxc'rc" kpeqtr qtcek>p" f g" v<sup>2</sup> 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 week>p" uwr gkqtgu" P qhcn"3; ; <: ; /; 6=Uqwtqvkng."3; ; 2-343-0"

F g'guvg"o qf q."rcu'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" f<sup>2</sup> ecf c" f gn'ugvpc" Uej xct| gt."3; ; 7-9-0'Guc" tco c'j cd'c"p" gptcf q"gp'wpc" gur gek' f g'o gugvc' r tqf wevxc' eqp'wp"o gtecf q" s wg' quekrcdc"gp"vqtpq" c" o ci pkwf gu" r t gxcu' Gmq" ko r rke»" wp" gucpeco kpvq" {" t gvtcek>p" 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." Egrguv'pq" Tqf tki q."

<sup>7</sup>: "Gpvtg'3; 93" {"3; 98'ug' gzr qt vcp' cni gf gf qt "f g"7; 022" wplf cf gu."nq" s wg' lwpvq" c" et gekpvgu' gzr qt vekppgu' f g" cwqr ctvui' gpgtctqp."gp' guqu' c<sup>o</sup> qu."wp'dcnc'peg' eqo gteknf' tgf qo kpcvgo gpvg' uwr gtcxkctkq" Mquceqhh'gv'crl'3; ; 3-7-4"

<sup>82</sup>: "Gn' gtuqpcn' qewr cf q'gp' gn'ugevqt' et gek' f g"; 0 22' tcdclcf qt gu'gp'3; 7; 'c'790622'gp'3; 96" Dctdgtq" {"O qwc."4229-3; 2-0"



eqpkek q'eqo q'õTqf tki c| qö. 's wg'kpenwł »'wpc'hwgtv'f gxcnwcek»p'f gn'r guq'cti gpvkp'f { 'ci wf cu' uwdcu'gp'mqu'r tgekqu'f g'mqu'ugt xlekqu'r Àdrlequ0'Cu'f' r'u'pcekp'v'g'zr qtvekqpgu'pq'mji tctqp' eqpvpgt' r' ec'f'c' f'g' r' r' t'q'f'week»p' s'wg' ko r' r'ke»' r' t'g'f'week»p' f'gn' o' g'ec'f'q' k'p'v'g'p'q' f' g'ug'p'ec'f' g'p'c'p'f' q'w'p'c'et'k'k'u'ug'ev'q't'k'n'F'w'ek'ej' 'g'v'c'u'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'c't' c'ti' g'p'vk'p'c'o' q'f' k'k'e»' u'w'w'c'p'ek'm' g'p'v'g' g'n' u'g'p'f' g't'q'f' g'g'u'w'c't'c'o' c'k'p'f' w'w't'k'n'f' g'd'k'f' q'c' r'u't'g'h'q't'o' c'u'g'u't'w'e'w't'c'g'u'k'p'u'w'c'f'c'u'g'p'g'n'eq'p'l'w'p'v'q' f'g'r'c'ge'q'p'q'o' ¶c'U'ej' q'tt. "4234-0Nc'eq'p'l'w'p'ek»p' f'g'r'c't'g'r' t'g'u'k'»p' u'c'm't'k'n'f' g'3; 98'eq'p'r'c't'g'h'q't'o' c' h'p'c'p'ek'g't'c'f' g'3; 99.'r'c't'c'p'eg'r'c't'k'c'f' { 'g'n'g'p'f' g'w'f' c'o' k'g'p'v'q'g'z'v'g't'p'q.' f'g't'k'c'f' q'u'f' g'r'c'r' g't'w't'c'f' g'3; 9; . " k'p'v'g't't'w'o' r' k'»' g'n'o' q'f' g'm' u'w'w'k'w'k'x'q'c'p'v'g't'k'q't'0'c' p'k'x'g'n'ug'ev'q't'k'n'f'ug'r' t'q'f' w'l'q'w'p'k'o' r' q't'v'c'p'v'g'i' k'q'g'p' r'c'q't'k'p'w'c'ek»p' f'g'r'c'u'r' q'f'k'ec'u'r' Àdr'ec'u'0'G'p'3; 9; . "g'n'i' q'd'k'g't'p'q'o' k'k'c't' u'c'p'ek'q'p'»'r'c'Ng' { "430'54.<sup>84</sup> c' r'c't'v't' f'g' r'c' e'w'c'n' u'g' c'o' r' r'c't'q'p' r'c'u' eq'p'v'g'p'k'f' q'u' k'o' r' q't'v'c'f' q'u' r' g't'o' k'k'f' q'u' u'g' c'w'q't'k' »' r'c' k'o' r' q't'v'c'ek»p' f'g'x'g'i' ¶e'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't'k'ek»p'c' r'c'k'p'v'g'i' t'c'ek»p'x'g't'v'c'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' t'g'u'w'c'f' q' o' a' u' x'k'k'k'g'r'g' f'g' f'k'ej' c'u' o' g'f'k'f'c'u' s'wg' g'u'w'w'k'g't'q'p' c'eq'o' r'c'o' c'f'c'u' r'q't' g'n' g'u'c'd'r'g'ek'o' k'g'p'v'q' f'g'w'p' v'r'q' f'g'eco' d'k'q' h'k'q' c'v't'c'u'c'f'q. "h'w'g' w'p' h'w'g't'v'g' e't'g'ek'o' k'g'p'v'q'f'g'r'c'u'k'o' r' q't'v'c'ek'q'p'g'u'»D'c't'd'g't'q' { "O'q'w'c. "4229-0U'k'd'k'g'p'r'c'r' g't'w't'c'ug'o' c'p'w'w'x'q' u'»m' j'c'u'w'3; ; 3.'r'c'f'c'r'v'c'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'c'u'f'g'l'w'g'i' q'k'o' r' r'c'k'e»' l'w' x'k't'w'c'n't'c'p'u'h'q't'o' c'ek»p'g'p'c'i' g'p'v'g'u'k'o' r' q't'v'c'f' q't'g'u' h'c'x'q't'g'ek'f' q't' 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'g'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'ev'q'u'c'ur'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'v'c'f' q'u' g'p' r'c'u' x'g'i' ¶e'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'v'c'f' q'ug'v't'k'r' r'c'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'&u722'r'q't'w'p'k'f'c'f'c'o' a' u'f'g'w'&u30722'r'q't'w'p'k'f'c'f' "O' q't'g't'q. "4235-42+.'v'g'p'k'g'p'f' q' u'g'x'g't'q'u'g'h'g'ev'q'u'g'p'g'n'g'u'r'c'd»p'c'w'q'r'c't'v'k'u'c'0'

<sup>83</sup>"U'k'd'k'g'p'g'z'k'w'g'w'p'eq'p'g'u'p'g'p'g'u'v'g'f'f'c'i' p»u'w'ek'q'u'q'd't'g'r'c'u'eq'p'f'k'ek'q'p'g'u'f'g'r'c'k'p'f'w'w't'k'c'c'w'q'o' q'v't'k' c'ti' g'p'vk'p'c'c' o' g'f'k'c'f' q'u'f'g'r'c'f'c'f'c'f'g'3; 92.'c'o' d'k'p'ug'g'r'c'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'ew't'c'0'R'q't'g'l'g'o' r' m'j. 'M'c'v' ¶422; +c' r'c't'v't'f' g'n'g'u'w'f'k'q'f'g'ec'q'f'g'r'c' r' t'q'f'week»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'g'x'q'n'w'k'x'q' f'g'r'c'k'p'f'w'w't'k'c'f'g'r'q'u'i' w'g't'c' { 'h'w'g'g'n'õ'r' w'p'q'v'e'À'm' k'p'g'o'f'g'r'c'g'v'c'r'c'f'g'k'p'f'w'w't'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'o' q'u'c'v't'a' u'c'n'j' c'd'g't'g'f'g'g'u'c't'q'm'f'q'w'p'p'k'x'g'n'c'n'f'g'g'ec'r'c'ek'f'c'f'g'u'v'z' e'p'le'c'u'q'ec'g'u's'w'g'p'q'x'q'k'g't'¶'c't'g'r'g'v't'g'g'p'g'n' o' q'f'g'm'f' t'q'f'w'v'k'x'q's'w'g'h'g'w'eg'f'g't'¶'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'ec'q'c'k'ur'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't'k'c'n'f'g'r'c'2' r'q'ec' { 'g'n'r' t'q'eg'q'g'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'q'v'w'c'n't'g'r'v'k'k'c' r'c'u'g'p'h'q's'w'g'u' s'w'g'ug'o' c'r'c'p'g'n'c'v't'c'q'v'g'ep'q'n'i' l'eq'g'p'g'n'g'ug'ev'q't'f'w'c'p'v'g'f'k'ej'q'r'g't'¶'q'f'q'0'

<sup>84</sup>"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 dk² p" i gpgt»" wpc" hwgtv g" ecff c" gp" rnu" xgpvcu" f g" cwqo »xkrgu." r tkpek r cm gpv g" gp" nqu" o qf grqu" o " a u" geqp»o lequ' O' Gn' ugi o gpv q" f g" cwqu" r gs wg° qu. "s wg" j cd" f c" gzr gtlo gpvcf q" gn' etgelo kgpv q" o " a u" cegrntcf q" gp" r" f² ecf c" r t g x k c. "ug" t gf w l q" f g" hqto c" f tª uwec O' Nc" xgpvc" ug" eqpegpv t»" gp" o gf kcpqu" { " f g" i co c" cnc. "eqttgur qpf kgpvcu" c" ugevtgu" f g" o glqtgu" kpi tguqu" \*Dkn" 4239d < 523 + 0F guf g" 3; 98" c" 3; : 4. "r" r tqf week» p" f g" xgj ¶ewru" ec { » 58' . "rj" s wg" tgr t g u g p v » " 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 kgpvcu" r" kpf wutk" cwqo qv k | " { " cwqr ctv k u c" f g" Cti gpv k p c" uw t f c" guvcu" tgi t g u k q p g u" r tqf w e k x c u. " r " h w p e k » p " f g" r tqf week» p" cwqo qv k | " guvdc" o wcpf q" uki p h k e c v k x c o g p v g " g p " n q u" r t k p e k r c r g u' e g p v t q u' f g' r tqf week» p" i m d c r i O G p' d w u e c' f g' p w g x q u' u q r q t v g u' r c t c' g n' l j q t t q' f g' v k g o r q" { " r" i c p c p e k " f g" r tqf w e k x k f c f " u g" r c u » " f g" r f p g c u" w p k k o g p u k q p c r g u" f g" t k o q " t ¶ k f q " c" qti cpk cekppgu" o wnk k o g p u k q p c r g u. " g p " t g f " { " c" t k o q u' h g z k d r g u O' G u' f g e k t. " e c o d k » " r " h q t o c" f g" r tqf week» p" gp" b cuc' f g' d k e p g u' k p f k h g t g p e k f q u' r q t " w p c' f g' e t g e l o k g p v q " b " a u' h g p v q " { " f k h g t g p e k f q. " e q o g p | c p f q " r " g t c" f g" r" e q o r g v g p e k " r q t " r " e c r i k f c f. " f g" r m u " r tqf w e v q u' g u r g e k h e c f q u " { " f g" r" h c d t l e c e k » p " r q t " r j v g u O' F g" g m j t g u w n c " r " p g e g u k f c f " f g" r f p g c u' h g z k d r g u' f g" o c p w h c w t c. " r j i t c p f q" h c d t l e c t " u l p " w p c " b c { q t " t g q t i c p k c e k » p " r tqf w e v q u' f k h g t g p v g u' c " r c t v k " f g" w p c " b k u o c " q t i c p k c e k » p " dª u l e c " f g" r m u " g s w k r q u " { " e q p " w p c " t g f w e k f c " f g o q t c " f g" c l w u g " \* E q t k c v. " 4222 + 0

C" guvcu" o qf k h e c e k q p g u " u g " u w o c t q p " r n u " k p p q x c e k q p g u " v g e p q n i k e c u " c " r c t v k " f g" r " c r c t l e k » p " f g n' o k e t q e j k r " g p " 3; 93" { " n w g i q " f g" r " e q o r w c f q t c " { " r n u " V K E u O' G u v q u " c x c p e g u " e k g p ¶ h e q u " { " v e p l e q u " r q v g p e k t q p " c A p " o " a u " r n u " e c o d k u " f g u e t k r v q u " r t g e g f g p v g o g p v g. " r g t o k l g p f q " c n q u " p l x g r u " f g" e q p v t q n' k p o g f k c v q " f g" r " r tqf week» p " { " o c { q t g u " i t c f q u " f g" c w q o c v k c e k » p " k p f w u t k r i O G u v c " u g t k g " f g " e c o d k u " b c t e c t q p " g n' tª p u k q " f g n' f o r d i s m o " c i l t o y o t i s m o. " w o d k² p " f g p q o k p c f q " p r o d u c c i ó n f l e x i b l e { " g p " r j " t g h g t g p v g " c " r " k p f w u t k c " c w q o q v k | " o w p f k e n' e q p u q r i k » " c " L c r » p " e q o q " w p q " f g" r m u " i t c p f g u " r tqf w e v q t g u " c w q o q v k l e g u " \* D q { g t " { " H t g { u g p g v. " 4224 = E q t k 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 t " E q t r q t c v k q p " g p " g u v q u " e c o d k u " f g n' e c r k e r k u o q " o w p f k e n' u g tª p " t g x k u c f q u " g p " o c { q t " r t q h w p f k f c f " g p " g n' r t » z l o q "

<sup>85</sup>Guvcu"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 wrek» p" ecr kcrkuc" i m d c r i O G u' f g e k t. " f g" r " f k u q n e k » p " f g n' o q f g m j h q t f k u c / m g { p g u k p q ' s w g ' r g t o k k » " r " k p v g i t c e k » p " f g' r " e r c u g " v t c d c l e f q t c " { " g n' o q f q " f g" t g i w r e k » p " r q i ¶ h 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. " e q p " c n c u " c u c u " f g " i c p c p e k " { " w p " e t g e l o k g p v q " g e q p » o l e q " t g r v k x c o g p v g " e q p u c p v g " \* J k t u e j . " 3; ; 9 + 0 U k p " g o d c t i q . " c " h k p g u " f g " r " f² e c f c " f g " 3; 82 " g u g " o q f q " f g " c e w o w r e k » p " e q o k g p l c " c " g p v t c t " g p " e t k u k u " c " r c t v k " f g " r " e c f f c " g p " r n u " v c u c u " f g " i c p c p e k " { " r " t g c p k o c e k » p " f g n' e q p h t e v q " f k u t d w k x q " g p v t g " e c r k e r i { " v t c d 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 » r 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 " r m u " r t q e g u q u " r tqf w e k x q u " e q o q " g n' c w o g p v q " f g " r " r tqf w e k x k f c f " r q t " v t c d c l e f q t " q " r " k p v g t p c e k q p c r k c e k » p " { " h p c p e k t k c e k » p " f g n' e c r k e n' \* J c t x g { . " 4229 + 0

ecr ¶wraq0'

Gp" gr' r rcpq" mēcn" cpvg" rēu" eqpugewpeku" pgi cwxcu" swg" wxkgtqp" rqu" eco dkqu" o cetqgeqp»o lequ" g" kpuwkewkpcrgu" gp" gr' ugevqt" lpf wutkcn" { "uw'tco c" cwqo qvkt . "uwo cf q" c" rē" tggut wewtcel»p" kpwtpcekppcn'f gr' ugevqt. "rēu" hto cu'f gr' eqo r rglq" cwqo qvqt" tgf kug° ctqp" uwu" gutcvgi kcu" go r tguclcrēu0Gpvtg' gmcu. "ecdg" o gpekqpt" gr' eco dkq' f g' gphqs wg' f g' rē" r tqf week»p" f g' cwqo »xkrgu" ej lequ" r qt" i tcpf gu. "gr' tgf ko gpukqpc kgpvq" { "tgqtkgpvecl»p" f g' rē" qhgtv. "rē" tcekqpcrk cekl»p' f g' rē" o cpq' f g' qdte. "rē" r t gugpvecl»p' f g' pwxqu' o qf grqu' q' gr' t gvt q' f g' rē" o c { qt ¶c" f g' rqu' cpwi wqu<sup>86</sup>"

C" uw' xgl . "gp" 3; : 2" gr' qdktqp" o kktct" egtt»" f ghpkkxco gpvg" KO G0Gp" gr' o qo gpvq' f g' uw' ekgttg. "rē" go r tgucl" eqpvcde" eqp" o a u' f g' 92" r tqxggf qtgu. "322" eqpegukqptkqu" gp" vqf q" gr' r c¶u" { " o a u' f g' 5222" go r rēcf qu0' Uw' xgl ¶ewraq" 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 kēn' w' u' f kgugn' eqp" gr' 9: ' f g' r ct vcler cekl»p" \*Rlecdgc. "4239+0Cu¶" eqp" gr' ekgttg" f g' KO G" vto kp»" rē" r tqf week»p" f gr' Tcutqlgtq0' C" r ctvt" f g' guvq. "Hqt f " ug" xkq" hwgt vgo gpvg" dgpghkcl c" { c" s wg' ug' t gvt ctqp" uwu' f qu' eqo r gvt qtcu' eqppcekqpcrgu" { " gr' ekgttg" f g' KO G" rē" f gl»" r t a vclero gpvg" wp" o qpqr qrkq' f gr' ugi o gpvq" wkrkctkqu" r kxkcpqu" { " ugo k r kxkcpqu0' C" rē" xgl " s wg' gr' Tcutqlgtq" f glcdc" f g' r tqf wktug. "rē" go r tgucl" pqt vco gteclpc" tgerk cdc" wpc" gzr cpuk»p" uki pklclcxcl" f g' rēu' wpl cf gu' r tqf wcl cu' f g' rqu' f kgt gpvqu' o qf grqu' f g' uw' r kēn' w' H/ 322" \*Rlecdgc. "4239+0'

Gp" tguwo gp. " guvqu" eco dkqu" f lgtqp" nēi ct" c" wp" r tqeguq" f g' eqpegpvtcel»p" { " tcekqpcrk cekl»p" r tqf wclxc" f wtcpvg" rē" f 2 ecf c' f g' 3; : 20Gp" v' to kpqu' eqo gteclrgu. "o kgpvtcu" s wg' r ctc" rē" lpf wutkē" vto kpcn' guvq" r gt ¶qf q' hwg" f g' wpc" pwrē" kpugetel»p" gzvtpc. "f wtcpvg" rqu" Anko qu" c° qu' f gr' gegpkq' rē" tco c" cwqr ct vcler hqi t»" eqpvgpgt" gr' cxcpeg' f g' rēu' ko r qt vclqpgu' f g' rqu' c° qu" cpvgtkqtgu<" ug" guvclrk »" g" kpenwq" f kuo kpw { »" uw" f 2 hclēv" eqo gtecln" j ceklpgf q" f guepgf gt" rēxgo gpvg" gr' xcmqt" f g' rēu' ko r qt vclqpgu" f g' cwqr ct vgu" r tqo gf kq" r qt" xgi ¶ewraq" r tqf wcl q" \*F wrelej ' gv' rē" 4242<329+0Guq' ug' f gdg" c' s wg' rē" et kuku' f g' hpcrgu' f g' rē" f 2 ecf c' f g' 3; : 2' f gr' tko k»" rē" r tqf week»p" rēcn" { " chge»" pgi cwxco gpvg" rēu' ko r qt vclqpgu. "cu¶" eqo q' r qulekq»" c" rē" ucrl c" gzr qt vcl qtc" eqo q' wpc" cmgt pvccl" cpvg" rē" hwgt v' t gvt ceel»p" f gr' o gtecf q' kpwtpq0'

"

<sup>86</sup>" Rqt" qtc" r ctvg. " cni wpcu" go r tgucl" f gr' ugevqt" vqo ctqp" eco kpu" o a u' tcf leclrgu< 3+ " tgvk a pf qug" f gr' r c¶u. " eqo q" I gpgcln0 qvqtu' gp" 3; 9: " q' Ekt 3 gp" gp" 3; 9; =4+ " tcpuht kpf q' r gteclqpgu. " eqo q' Ej t { ungt c' Xqmuy ci gp" gp" 3; : 2= 5+ " hwkqpcpf q' uwu' hto cu. " eqo q' Hcl v' { " Rgwi gqv s wg' et gctqp" Ugxgr' { " rē" xgpf lgtqp" cni twr q' rēcn" O cetk' gp" 3; : 4. " q" 6+ " wplpgf q' rēu' hclrgu' f g' Cti gpvpc" { " Dtcukn' eqo q' Hqt f " { " Xqmuy ci gp" s wg' hqto ctqp" rē" hto c' Cwqr vclpc" gp" 3; : 8. " rē" r tko gtc" gzr gteclpc" f g' eqqt f kpcel»p' tgi kpcn' f gr' tqf week»p" cwqo qvkt \*Dkn' 4239c=I ci i gtq' { " Rgtgl ' Cmo 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»kxf 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'cpuhgtk'cni wpcu'ce»kxf cf gu" /i gpgtcm gpvg.'rcu'bo gpqu'tgpvcdr»u'f' lq'hnwkecf cuó'f gn'r tqeguq'r tqf wek»q'j cek'qvcu'go r tgucu" \*out-source+" { 'qvtqu'r c'f'gu" \*offshore" +óo c { qto gpvg'f g'rc'r gt kgtk0F g'guvg'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»kxf cf /r tgekq." r gtq" tgwxkgtqp" r ctc" u'f' mu' ugi o gpvqu" s wg" o a u" xcnqt" 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'xcnqt'cwqo qvtk' 'o wpf kn'bg'f kgtqp" qvcu'v'p'f gpeku'eqo r ngo gpvctku's wg'chgevtqp'rcu'tgrcekppgu'gpvtg'mu'f kwpvqu'gurdppgu'f g" rc"ecf gpc."² ucu"ug"mco ctqp" *commonolisation.* " *modularisation* " { " *global sourcing* \*Ct| c" { " Nqr gl . '422: + Nc" *commonolisation* 'ko r rde»'gzv'p'f gt" { 'eqo r ctvt'rc'r rvc'qto c<sup>87</sup>'c'gucm'i mdcn' r ctc'rc'hcdtkecek»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 qpgpvgu" o ge<sup>a</sup> plequ'bo a u'ko r qtvcpvgu." { 'eqpegpvtct'v'f cu'rcu'ce»kxf cf gu'f g'f kug° q'f g'r tqf wev'gp'wpcu' r qecu'mecrk cekppgu" \*Dcuqu'Vki tg'gv'cn0" 3; ; ; +0"

Nc'ugi wpf c'v'p'f gpekc." *modularisation.* "uki p'k'ec'r gpuct'cn'cwqo »xkn'eqo q'w'p'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 gej qu." cuki pct'o c { qtgu'tgur qpucdkxf cf gu" c" mu'r tqxggf qtgu'f g'uwdukvgo cu" \*mega-suppliers q" *sistemistas* +." eqp" s wkepgu'rcu'vgo kpcrgu'kpggp" wpc'tgrcek»p'ecf c" xgl "o a u" uko dk»wec." cn'r wvq's wg'tgcrk cp'ce»kxf cf gu'f g'kpi gpkgt'c'ulo wn³ pgc0Rqt'guvg'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'equvqu."rcu' vgo kpcrgu'j cp'dwuecf q" guvcdngegt" tgrcekppgu'f g"o a u'rc'ti q" r rc| q" eqp" w"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'ewcns w'k'ctc" f g'rcu'mecrk cekppgu'gp'f p'f g'f gek cp" r tqf wek. "ko r rdecpf q'wpc'v'cpupcekppc'f g'rcu'

<sup>87</sup>Ug'gp'v'p'f g'r qt'r rvc'qto c'c'w'p'gpucodrg'r tlo ct'k'gutwewt'c'it'qtvcf qt'f g'ecti c'f g'w'xgj 'f»w»qu'cwqo qvqt.'s wg' f g'vgo kpc'gn'co c° q'd' uleq'f g'gug'xgj 'f»w»qu' { 'eqphqto c'rc'dcug'gutwewt'c'is wg'uqr qtvc'gn'v'gp'bo qvtk' . { 'ukt'xg'f g' w'p»p'f gn'xgj 'f»w»qu'cwqo qvqt'gp'f kxgtuqu'v'kr qu'f g'dcukf qtgu." v'rgu'eqo q" r ctc"o qpvc'lg'f g'ecttqegt'c'."dcukf qt' f lo gpukp'c'it'q'ecttqegt'c'w'pkctk0

go r t g u c u ' c w q r c t v k u c u ' G p ' c n i w p q u ' e c u q u ' r u ' c w q r c t v k u c u ' r c u c t q p ' c ' u g t ' g o r t g u c u ' r k i c f c u ' x ' f ' c ' r c t v k e r c e k p ' c e e k q p c t k ' c ' r u ' r t q r k u ' v g t o k p c r g u . ' o k g p v t c u ' g p ' q v t c u ' e q p v k p w c t q p ' e q o q ' h t o c u ' k p f g r g p f k g p v g u . ' r g t q ' f ' g ' i t c p ' v c o c ° q ' { ' e q p ' e c r c e k f c f ' f ' g ' k p v g t p c e k q p c r k ' c t u g 0 G u g ' h g p » o g p q ' g u ' f g p q o k p c f q ' g l o b a l s o u r c i n g ' { ' u g t ' f ' c ' r u ' v g t e g t c ' f ' g ' r u ' v g p f g p e k u ' i m d c r g u ' G p ' C t i g p v k p c . ' r u ' r t g h g t g p e k ' s w g ' v g p g p ' r u ' v g t o k p c r g u ' r q t ' g n ' g l o b a l s o u r c i n g ' c h g e w ' g p ' i t c p ' o g f k f c ' c n ' c w q r c t v k u o q ' h q e c n ' g p ' e w c p v q ' g u v u ' m e g a - s u p p l i e r s ' q ' s i s t e m i s t a s ' p q ' u g ' t c f k s w g p ' g p ' g n i 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 m x g u . ' u g t x k e k q u ' f ' g ' h k p c p e k o k g p v q . ' o c p v g p k o k g p v q ' { ' t g r c t c e k p . ' g v e 0 : ' m ' e w c n i h g x c ' c ' s w g ' j c { ' c ' w p c ' t g i k p 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 ' f ' g n ' u g e v q t ' u g ' x l q ' g z r t g u c f c ' g p ' r u ' R q r i f l e c ' C w q o q v t k ' E q o A p ' \* R C E + ' g p v t g ' C t i g p v k p c ' { ' D t c u k r 0 ' N q u ' r t k o g t q u ' c p v g e g f g p v g u ' f ' g ' r u ' R C E ' f ' c w p ' f ' g n l o ' q 3 ; ; : ' e w e p f q . ' f ' g p v t q ' f ' g 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 "

<sup>88</sup> Nq' p q x g f q u q ' f ' g ' g u c ' p w g x c ' e q p h i w c e k p ' g u ' s w g . ' f ' g n l o k u o q ' o q f q ' s w g ' i q u ' i k u g o k u c u ' f ' g y g p v c p ' w p ' o g p q t ' v c o c ° q ' t g n v k x q ' s w g ' g n ' f ' g ' u w u ' f ' g o c p f c p v g u ' \* r u ' v g t o k p c r g u . ' r u ' c w q r c t v k u c u ' f ' g ' u g i w p f q ' { ' v g t e g t ' p k x g n ' / o w e j q ' o ' a u ' c v q o k c f c u ' { ' e q p ' o g p q t g u ' p k x g r u ' f ' g ' e q p e g p t c e k p ' f ' g ' e c r k c n ' { ' f ' g u c t t q m q ' v e p q n ' i l e q / ' f ' g d g p ' g p h t g p v c t ' v c o d 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 k 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 "

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

<sup>8</sup> ' 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 ' \* 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'36<sup>8</sup>:" egrgdctf q" gp" gn' o cteq" f g" r" Cuqekcek»p" Ncvkqco gtlepc" f g" kovi tcek»p" \*CNCF K<sup>92</sup>" Ncu" f kur qulekqpgu" o "u" tgrgxcpvu" r ctc" r" ecf gpc" cwqo qvtk " gtcp" gn' tvcwo kgpv" f g" r tqf wevq" pcekqpcnr ctc"qu'xgj "fwaru" { "cwqr ctvuf 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 dkq"dkrvtcn'hdg'f g" ctcpegru'r ctc"wp"ewr q" f gvto kpcf q" f g" xgj "fwaru"<sup>93</sup> { "gn'kpvgteco dkq"dkrvtcn'hdg'f g"ctcpegru" r ctc"ru"cwqr ctvuf. "r qt"wp"ewr q" s wg"pq" f gd"uwr gtct"gn'37' " f g"ru"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"vtcu" \*F walej "gv'cr0"4242-0Guv"cewgtf q" c"Ap"pq"tgi wrdc"gn' eqo gtekq"gzvct| qpc" f g" b cpgtc"eqplwpc" { "o cpwxq"r" tgrgxcpek" f g" qu'tgi "p gpgu"pcekqpcrgu" xki gpvuf"gp"ecf c' r c"l" \*I a ttq " { "Rcpki q."4238-0

Eqpeqo kcpvgo gpvg. "f wtcpvg"r" f<sup>2</sup> 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" ru'r qn'kcu'ko r ngo gpvcf cu'c"o gf kcf qu" f g" r" f<sup>2</sup> ecf c" f g"3; 92.<sup>94</sup> "ru'ewcrgu" ug" xkgtq" eqo r ngo gpvcf cu" { "tghqt| cf cu" eqp" r" eqpxgtuk»p" hkc" gpvtg" gn' r guq" { "gn' f »rt" guvcf qwpk gpug" r qt" o gf kq" f gn' r rcp" f g" r" eqpxgtvdkrf cf " \*Dcuwrf q."4228=P qej vgh"3; ; ; -0" F wtcpvg" guvg" r gt"qf q" gn'ugevt" kpf wutkn'tguwn»" uwo co gpvg" chgevcf q." eqpuqk<sup>a</sup> pf qug" wpc" vpf gpek" c" r" "desindustrialización" s wg"ug" j cd"l. "kpekcf q" c" o gf kcf qu" f g" qu" c"o qu"ugvpc" \*C| r k| w'gv'cr0"4223=Uej xct| gt."3; ; ; -0"

P q" qducpvg. "gn'gurcd»p" vto kpcn' f gn'ugevt" cwqo qvt "pq"ug"xlq" r gtlwf kecf q" r qt"ru" tghqto cu" gutwewtcrgu" f g" f lej c" f<sup>2</sup> ecf c. " { c" s wg" ug" dpgghek»" eqp" wp" pwgq" 0T<sup>2</sup> i ko gp" Cwqo qvtk ò" s wg"eqo r tgpf k»" wpc"ugtq" f g" f getgvu" f kevcf qu"gpvtg"3; ; 2" { "3; ; 40Nc" gutwewtc"

<sup>8</sup>: "Ugi Àp"eqpuv"gp"gn'Rtqvqeqm" s wg"rg" f c" qtki gp. "o gf kcpvg"uw'kpuvwtcek»p"qu'r c"lugu" r tgvvpf "cp<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 v03'À'3; ; 2+0" <sup>92</sup>" CNCF K' gu" wp" qti cpkuo q" kpvgti wdgtpcp gpvni' 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 wvg"r" gzcrcpuk»p" f g" r" kovi tcek»p" f g" r" tgi k»p. "c" h"p" f g" cugi wtct"uw'f gucttqm "geqp»o leq" { "ulekn0Uw'qdlgkxq" hpcn'gu"gn'gucdngelo kgpv" f g" wp"o gtecf q" eqo Ap" r vqco gtlepcq0Uw"cpvgegf gpvuf cvp" f g"3; 82" ewepf q"ug"mi t»"wp"cewgtf q" kpekcn'gpvtg"ukvg" r c"lugu" Cti gpvkc. "Dtcukn" Ej krg. "O<sup>2</sup> zleq. "Retci w{. "RgtÀ" { "Wwi w{. "s wg" r gtugi w"l. "crecp| ct" wpc" o c{ qt" kovi tcek»p" geqp»o lec. "c" v'cx<sup>2</sup> u' f g" r" co r rkecek»p" f gn'co c"o q' f g" u'w'o gtecf qu" { "r" gzcrcpuk»p" f g" u'w'eqo gtekq" tge" f t qeq0Eqp" r quvgtkqtkf cf "ug" wplgtq" r cu" pcekqpgu" f g" Eqmqo dlc. "Gewcf qt. "Dqnxk" { "Xgpgj wgr0Gp"3; ; 2. "ru" I qdltqpu" f g" guvqu" ppeg" r c"lugu" o qf kkecp" gn'xklq" v'cvf q" { "f gekf gp" t'gchto ct" r" xqnvpcf " r qn'kcu' f g" hqtvcrgt "gn' r tqeguq" f g" kovi tcek»p. "j cegtq" o "u" hrgzklng" gp" uw' cr rkecek»p. " { "uwetkldgp" gn' pwgq" V'cvf q" f g" O qpvgxkf gq" \*VO /: 2+0" Rquvgtkqto gpvg. "ug" cf j kltgtq" cn' o kuo q" Ewdc" { "Rcpco " O'Uw'hwpek»p" d<sup>a</sup> ulec" gu" r" r tqo qek»p" { "tgi wrcek»p" f gn' eqo gtekq" tge" f t qeq" f g" qu'r c"lugu" f g" r" tgi k»p0" <sup>93</sup> "Guv" f gd" l. "etgegt" gp" gn'vgo r q. "eqo gp| cpf q" gp"3; ; 3" r qt" wp" ewv" f g" 32022" xgj "fwaru" r ctc" ecf c' r c"l"0" <sup>94</sup> "Gpvtg" ru" o kuo cu'ug' r wgf gp" o gpekqpcr' r' h' dgtcrk' cek»p" eqo gtekn' { "h' kpcpelgtc. "of gutgi wrcek»p" o f g" wpc" co r rlc" i co c' f g" o gtecf qu. "r tkxk' k' cek»p" f g" go r t'guc' r Àdrkecu. "tgi "p gpgu" gur gekrgu" f g" r tkxk' k' r ctc" ekgtvqu" ugevt gu" f gn' r qf gt" geqp»o leq. "gve0" \*Dcuwrf q."4228=P qej vgh"3; ; ; -0"

f g'f lej q't<sup>2</sup>i ko gp'hwg'pgi qekcf c'f g'pvtq'f g'rc'Eqo kulop'f g'rc'Eqpegtvcekop'r ctc'rc'Tgeqpxgtukop'  
f g'rc'Kpf wutkc"Cwqo qvtk . "etgcf c'r qt"gn'i qdkgtpq'f g'O gpgo "gp"3; ; 2"\*Gvej go gpf { . "4223+0'  
Ncu'r tkpekrcgu"ectcevgf"jukecu" f gn'T<sup>2</sup>i ko gp"gtcp<3+"wp"cewgtf q'ucnctkcn'gpvtg"go r tgucltqu" { "  
ulpf kecqu'qtkgpvcf q'c'b qf gtct'hu'ucnctkqu" { 'dclct'gn'r tgekq'f g'hu'xgj "f wqu=4+"wp'eqo r tqo kuq"  
r qt"r ctvg" f g"rcu" go r tgucu" f g"kpvgtk" r ctc"ewdtk"rc" dtgej c"vgepqn>i kec"eqp"rcu"o gtecf qu"  
kpvgtpcekqpcrgu=5+"wpc'dcttgc'vctkctk'f gn'52' /ewcpf q'rc'vctkct' r tqo gf kq'f g'vqf c'rc'geqpqo "f"  
nagi q'f g'rc'tghqto c"eqo gtekn'gtc'f g'crtgf gf qt'f gn'32' /"eqo dlpfc'c'eqp"rc'r qukdktk'cf 'r ctc'rc"  
kpf wutkc'vgo kpcn'f g'ko r qtvt'wplcf gu'eqp"wp'vctkct'f g'u»m'4' ={"6+"ewr qu'f g'ko r qtvekop"  
eqp"wp'vcu" f gn'32' "f g'rc" r tqf weekop"mecn'cpwcn'gp"xgj "f wqu"eqo gteknrgu"\*Gvej go gpf { . "  
4223=Xkncmp. "3; ; + "C"uw'xgl . "rcu'vgo kpcrgu"cwqo qvkegu'gzvcplgtcu'ug'xkgtp'hcxqtgekfcu"  
r qt" rc" Ng{ " f g' kpxgtukqpgu" Gzvcplgtcu" f g' 3; ; 5" \*Ng{ " 436: 4+ " rc" ewcn' pq" guvdrge"fc"  
eqpf kekqpc kgpvqu" c" rc" tgo kulop' f g' wnk'cf gu. " vktwcekop" gur ge"kec" pk' tgr ctkcekop' f g'  
ecr kcnrgu" \*Mjuceqhh" { "Rqtvc. "3; ; 9+0"

Gp" guvg" pwxq" gpvtpp" tgi wrcvtkq" tgvtpctqp" f kxgtucu" go r tgucu" vgo kpcrgu" s wg" ug"  
j cd"cp"tgkcf q'f g'rc' Cti gpvkc. "g'kpucnctqp" r rcpvcu'f kwpvcu'eqo r c° "cu" s wg"pq" j cd"cp"vplq"  
r tgugpek" r tqf wvxc"gp" gn'r c"u"eqp"cpvgtkqtk'cf 0'Gp"3; ; 7" Hqtf { "Xqmny ci gp"tgvo ctqp"gn"  
eqvtn'f g'uwu" hkkrgu" gp" Cti gpvkc. "cn'f kuqrgtug" Cwqrc'kpc'0' Wp" c° q'f gur w<sup>2</sup> u' hpcrk » "rc"  
gzr gtlgpek'f g'Ugxgn' Cti gpvkc. { "Ektqup" tgi tgu» cn'r c"u" r ctc' r tqf wekt' lwpvq'eqp" Rgwi gqv. "gp"  
wpc" hwukop' f g' cncpeg" i mdcn' \*RUC" Rgwi gqv/Ektqup-0' Ej t { ungt" tgvo » "rc" r tqf weekop" gp"  
Cti gpvkc"gp"3; ; 8. "r ctc'f qu'c° qu'f gur w<sup>2</sup> u' hwukqpc'ug'eqp" O gtegf gu'Dgp| "gp"qvc'kpgi tcekop"  
f g'ect<sup>a</sup> evgt" i mdcn' \*F cko rgt" Ej t { ungt-0'Rqt" uw' r ctvg. "I O "xqrk" c"kpucnct" wpc" r rcpvc" r tqr kc"  
vco dk'p"gp"3; ; 8. { "wp" c° q'f gur w<sup>2</sup> u' T gpcwn' tgewr gt» "gn'eqvtn'f g'uw' r tqf weekop"gp" gn'r c"u"0"

F g'htqo c'uko kct. "gp" guvg" eqpvzq" Vq { qvc" O qvt' Eqtr qtcvqp' kpcwi wt» gn'43' f g'o ct| q"  
f g'3; ; 9" uw' r rcpvc' f g' r tqf weekop" pAo gtq'4; "gp" gn'o wplq. "rc" ewcn'ug" eqpxk"gp" rc" r tko gtc"  
kpxgtukop' f g'qtki gp'lcr qp<sup>2</sup> u'gp'rc' kpf wutkc"cwqo qvtk' f g' Cti gpvkc'0' f g' guvg" o qf q. "rc" go r tguc"  
kpek"rc" r tqf weekop"gp"rc' r rcpvc' f g'\ <sup>a</sup> tcvg. "r tqxpek' f g'Dwgpqu' Ck gu. "eqp"wp' r rcpvgn'f g'o <sup>a</sup> u"  
f g'622" vcdclcf qtgu" \*CF GHC. "4239+0' Gp" uw' r tko gt" c° q'cevxc"rc' hto c' hcdtke» "32022" wplcf gu"  
f g'uw' r tqf wevq' rff gt. "rc" r ken'wr "Vq { qvc" J knw0'

Rqt" qvtq" rcf q. "c" o gfkcf qu" f g" rcu" ppxgpc. " gn' o cteq" tgi wrcvtkq" mecn' uwtk»" f qu"  
o qf hkecekqpgu" uki phkecvxcu' O gfkcpvg" gn' F getgvq" 449: 1; 6" ug" qvqi » "rc" r qukdktk'cf " f g"  
o wnk' rlect" r qt"3.4" c"rcu"gzr qtcekqpgu" f g"cwqr ctvgu" r ctc"ecrcwrt"rcu"eqo r gpucekqpgu. { "ug"  
f g'vgo kp»" s wg"rcu"ko r qtcekqpgu" f g"cwqr ctvgu"qtki kpctkcu" f gn'O gtequw" ugt"cp"eqpuk' gtecf cu"  
pcekqpcrgu"gp" gn'e<sup>a</sup> rcwq'f gn'eqpvplq' ko r qtvcf q'f g'rcu'xgj "f wqu"0'Rqt" qvc' r ctvg. "gn'F getgvq"  
551; 8" f g'vgo kp». "gpvtg" qvtqu. "wp" gus wgo c" ngxgo gpvg" f getgekpgv" f gn' o <sup>a</sup> zko q' eqpvplq' q"

ko r qtvf q "f g" mu" xgj f wru" r tqf wekf qu" dclq "mu" dpgghekqu" f gn' t<sup>2</sup> i ko gp" cwqo qvtk . " { " wp" gus wgo c" cp<sup>a</sup> ni q" r ctc" gn' ecuq" f g" ru" cwqr ctvgu" r ctc" s wg" hwgtcp" eqpukf gtcf cu" pcekqpcrgu" \*F wrelej 'gv'cri0'4242-0C' p'kxgn'dkrvgtcn'eqp'Dtcukn'eqp'rc'ko r ngo gpwcekp'f gn'Rtqvceqmq'4: 'f gn' CEG'36'gp'gn'c<sup>o</sup> q'3; ; 8."ug'kpenw{ gtqp'o wej qu'f g" guxu'r tkpek kqu'gp'rc'tgi wcekp'tgi kqpcn'{" ug'cj qpf >" gp"rc'ndgtcrk cekp'f gn'eqo gtekq'dkrvgtcn"co r rkcqf q'gn'ceeguq"cti gpvqp"gp'gn' o gtecf q'f g'Dtcukn' r ctc'kpvgtct" gpo gpf ct'uw'etgekpgv'f<sup>2</sup> hek'dkrvgtcn'cwqo qvtk " \*I<sup>a</sup> ttk {" " Rcpki q."4237-0<sup>5</sup>"

F g" guv" o qf q." gn'ugi o gpvq" cwqr ctvku" uwtk" wpc" gpqto g'eqo r gvpekc" ko r qtvf qtc. " r tqf weq'f g'rc'cr gtwtc'eqo gteknif g'rc'tco c.'uwu'p'kxgrgu'f g'r tqvgeekp'ghgexxc'p'gi c'vxc<sup>96</sup>" {" rc' cr tgekcekp'eco dktkc0Cu'f' r gug'c'ru'ec'f' cu'r qt'ru'etkuku'f gn'vgs wkr {" rc'f gxcnwcekp'f g'Dtcukn' ru'ko r qtvcekqpgu'f g" cwqr ctvgu" {" ceeguqtiku'ug" o wkr rlectqp" r t<sup>a</sup> eweko gpv" r qt' ukvg" gpvtg" 3; ; 3 {" gn'4222.'o gf kf cu'gp'xqno gp. {" r qt'ugku.'o gf kf cu'gp'xcmt0Gp'vcpv' s wg'rc'r tqf weekp" f g'xgj f wru'r qeq' o<sup>a</sup> u's wg'ug'f w rle >" r ctc'gug'r gt'qf q." gn'xqno gp'f g'ko r qtvcekqpgu'f g' r ctvgu" {" ceeguqtiku'r qt' xgj f wru'ecuk'ug'f w rlec.'r cucpf q'f g'w&u30 92"gp"3; ; 3" c'w&u50622"gp"4223" \*O qtgtq."4235-0<sup>7</sup>"

Cuko luo q." qtc" f g" ru" r ctvkwrtkf cf gu'f gn' r gt'qf q" hwg" rc'hwgtv" tgi kqpcnk cekp'f gn' eqo gtekq'f gn'ugevt. "eqp" <sup>2</sup> phuku'gp'rc'tgrcekp'eqo gteknif g'Cti gpvkc'eqp'Dtcukn' s wg'etgek" eqo q'qtki gp'f g'ko r qtvcekqpgu" {" gur gekcm gpv'eqo q'f gukq'f g'ru'g'zr qtvcekqpgu'f g'xgj f wru" \*F wrelej 'gv'cri0'4242-0F' g" guv" o qf q." gn'cwo gpvq'f g'ru'g'zr qtvcekqpgu'f g'xgj f wru'cti gpvqp"

<sup>95</sup>"Nqu" cur gevqu" o<sup>a</sup> u" tgrgxcv'gu'f gn'cewgtf q" hwgtqp" eqpf kekqpc" rc" r tghgtgpek" ctcpegn'kc" f gn'322' " gp" ru' ko r qtvcekqpgu'f g'xgj f wru" {" cwqr ctvgu" c' s wg'gru'hwgtcp'eqo r gpucf cu'eqp'g'zr qtvcekqpgu" c'ewens wgt'f gukq." cur gevq' tgi wrf q' r qt' hqu' tgi f b' gpgu'cwqo qvtlegu'f g'ecf c' r c' f' u' eqpukf gtct' ru'cwqr ctvgu'f g'qtki gp'f g'rc'eqp'cr ctv" eqo q' pcekqpcrgu' r ctc' gn' e<sup>a</sup> ruwq'f gn'eqp'v'p'k' q' o' f' p'ko q' hqecni'g'z'ki kf q' r qt' ru' tgi wcekqpgu'f g'ecf c' r c' f' u' f' v'g'to k'pct" wpc'ewq'c' f' g'ko r qtvcekp' r'kdt'g'f g'ctcepgni'ur ngo gpvctk' {" ukp'eqo r gpuccekp' r ctc'rc' Cti gpvkc'gp'gn'o gtecf q'f g' Dtcukn' f g": 7022' xgj f wru. r ctc' uwdupct' gn' f<sup>2</sup> hek' dkrvgtcn' cwqo qvtk "cti gpvqp" {" guwdrgegt' ewq'cu' r'kdt' gu'f g' ctcpegn'cf kekqpcrgu'gp'co dqu'o gtecf qu'f g'ko r qtvcekp. "f gukq'cf cu'c'ru'go r t'gucu'v'g'to k'p'crgu' t'cf k'ecf cu'gp'wpq" uqmq' f g' hqu' uqekqu" \*I<sup>a</sup> ttk {" " Rcpki q."4237-0'

<sup>96</sup>"Ecpvctgru'gv'cri0'422: +gu'ko cp' s wg'qu'ekr'cdc'gpv'g'wp'4' " r ctc'eqp'wpvqu" {" ukngo cu." j'cuc'wp'p'kxgn'f g'/45.72' " r ctc'eqp'p'v'gu."/43.52' " r ctc'lw'v'cu" {" /39.72' " r ctc'cp'k'q'uk'pet'p'k' cf qu." o' cp'v'p'k'p'f q' p'kxgrgu'gp'v'q'p'q'cri'/' " r ctc'f' k'uequ'f g' h'g'p'q. ukngo cu'f g'gu'ecr g.'eco r cp'cu'f g' h'g'p'q' {" gn' u'w'equ" {" p'kxgrgu'gp'v'q'p'q'cni'/6' " r ctc'p'g'wo<sup>a</sup> v'equ" {" r ctc'i q' r' gu' }

<sup>97</sup>"Gu'ko r qtvcpv'f guv'ect' s wg'f w'cpv'v'q'f c'rc' f<sup>2</sup> ecf c. {" gur gekcm gpv'c' r ctv' f g'3; ; 8. f' luo k'p'w' >" rc' r tqf weekp" pcekqpcn' f g" o qvtgu. " j'cuc' uw' xk'w'cn' f' gu'cr ct'kekp" \*Ue'j xct| gt' gv'cri0' 4225-0' C' uw' xgl. " ru' cwqr ctvku" uqdtg'x'k'p'v'gu" c' gu'c' l'p'x'cu" p'ko r qtvf qtc' f' g' d'k'gt'qp' c'v'c'x'g'uct' wp' hwgtv" r t'q'egu' f' g' t'g'eq'p'x'g'uk'p" r tqf wekxc" {" c'ac'thing up" v'ep'q'ni' leq' s wg'ko r rle >" wp" f' kur ct' r t'q'egu' f' g' f' g'uct'q'm' f' g' eqo r gvpeku. " h'w'p' co' gp'v'cm' gpv' ko r w'w'c'f' q' r qt' ru' g'z'ki g'pek'cu'f g'ru'v'g'to k'p'crgu'0Cu'f' u'g'z'v'p'f' k' g'ni' r tqf wek' eqp' gu'v' p'f ct' gu'egt' v'k'ecf qu'f g'ecr'kf cf. {" rc' k'p'v'q'f weekp' f g' eco d'ku' gp" o' cv'g'kc' q'ti cp'k' cekqpcn' {" f' g' i' gu'k'p. " rc' r t'q'g'uk'p'c'rk' cekp' f g' ru' p'kxgrgu' ur' g't'q'v'gu. " rc' t'g'k'p' g'p'k'g' f' g' r t'q'egu' cf o' k'p'k'v'x'qu. {" " rc' f' k'w'ul'p' f' g' rc' r' r' p'k'k'ec'ek'p' g'ut'c'v' i' lec0' Ug' c'd'c'p'f' q'p'ct'qp" r t'q' i' t'g'uk'co' gpv' ru' g'uh'w'gt' qu' f' g' f' g'uct'q'm' f' g' r tqf wevqu. " r t'g'f' q' k'p'c'p'f' q' rc' gur gek'k'ec'ek'p' f' g' ect'ev'g' t'ru'ec'cu" {" r' r'p'q' u'f' k'g'eco' gpv' f' g' u'f' g' ru'v'g'to k'p'crgu'0Cu'f' gu' s'wg. " gp" o' cv'g'kc' f' g' f' k'ug' q' f' g' r tqf wevqu. " ru' cwqr ctvku' v'c'p'k'x'ct'qp' wp' u'g'p'f' g' t'f' f' g' r<sup>2</sup> t'f' k' c' f' g' ru' e'cr' c'ek'f' cf' gu' v'ep'q'ni' lecu' s'wg' j' c'd' f' p' f' g'uct'q'm' f' g' f<sup>2</sup> ecf cu' ct' u'0' U'p' go d'cti q. " gp" o' cv'g'kc' f' g' r t'q'egu. " q'ti cp'k' cekp" {" i' gu'k'p' f' g' rc' r tqf weekp. " rc' ko r qtvpekc' f' g' ru' e'cr' c'ek'f' cf' gu' v'ep'q'ni' lecu' o' cp'w'x'q' u'w'ko r qtvpekc. " uqdt'g'v'q'f' q' r qt' rc' p'g'eg'uk'f' cf' f' g' t'g'f' wek' e'qu'qu' r' ctc' c'ht'q'p'ct' rc' eqo r gvpekc' g'z'v'g't'p'c' \*O qtgtq."4235-0'



r gto kx» "wpc"ucrkf c"gzr qtvcf qtc"ht gpvg"cn'gucpeco kgpvq"r tqf wevxq"fg"rc" f<sup>2</sup> ecf c" f gn'ø 2. "c"rc" xgl "s wg" f kq" wpc"t gur wguv" c"wp" r tqdrgo c"ugevqtken's wg" rqu" f kxkpvqu"i qdkgtpqu" f guf g" hkpgu" f g" 3; 82" j cd" fcp" kpvpgvf q" cdqtf ct0' Ukp" go dcti q." rc" tgi kqpcnk cex»p" f gn' eqo gtekq" { "rcu" "" o qf hkecekqpgu" f g" guv" gvr c" f kgtqp" eqo q" tguwxf q" hpcn'wp" etgekpgv" f<sup>2</sup> hlek" eqo gtekn' f g"rc" kpf wutkc" cwqo qvtk . 'b qvtk cf q" vcpvq" r qt' gn'eqo gtekq" eqp' Dtcukr' eqo q" eqp' gn' 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" f<sup>2</sup> 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 ct vt" f g"rc" ko r qt vcpvq" qrc" f g" kpxgtukqpgu" gztcp lgtcu" s wg" ko r rlectqp" gn' tgvqtpp" { "rc" mgi cf c" f g" vto kpcrgu" cwqo qvtkegu. "ug" mxx»" c" ecdq" wpc" o qf gtpk cex»p" vgepqn»i kec" f gn'ugevqt. "m" ewcn' j cd" f" tgr tguvpgvf q" wp" r tqdrgo c" guv wevwtcn' f g"rc" tco c" gp" rcu" gvr cu" r tgxkcu0' Cn' t gur gevq. "ug" o qf gtpk ctqp" rqu" f kug" qu" f g" r tqf wevq. "ug" ko r ngo gp»" r ctekm gpv" rc" qti cpk cex»p" *flexible* f g" rc" r tqf week»p." { "ug" cj qpf ctqp" rqu" eqpvtqrgu" f g" eckf cf . "gpvtg" qvtqu" eco dkqu" \*F wrelej "gv" cr0" 4242+0' Guvqu" r tqeguqu" ug" dductqp" gugpekmo gpv" gp" rc" cf qr ek»p" f g" vgepqn»i f" f gucttqmf c" gp" rcu" ecucu" o cvkegu" \*O qtgtq. "4235+0" ""

C"r ct vt" f g"rc" etluku" f gn' uwf guv" cul<sup>2</sup> vlek" 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" hkpcekec»p" gzvgtpc" { . "eqp" gn' tgevtuq" f g" rcu" r tkxv k cex»p" gu" ci qvcf q. "gn' t" f k f q" t<sup>2</sup> i ko gp" f g"rc" eqpxgt vdkrkf cf "ug" vqr »" eqp" uwu" rko kcekqpgu" j cuv" f gugo dqect "gp" wpc" ci wf c" etluku" geqp»o kec" c" hkpgu" f g" 4223. "rc" ewcn' ko r rke»" wpc" ec" f c" f gn' RKD" f gn' qtf gp" f gn' 47' "gp" vgu" c" qu" { "pkxgrgu" f g" f gugo r 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| c<sup>98</sup>" { "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" rqu" cewgtf qu" t gi kqpcrgu" uqdtg" rc" kpf wutkc" cwqo qvtk . "f wcpvg" rqu" Anko qu" c" qu" f gn' r gt" f qf q" cpvgtkqt" ug" t gi kuvctqp" ko r qt vcpvq" ec" f cu" gp" rc" r tqf week»p. "gzr qt vcel»p" { "xgpvcu" kpvgtpcu" f g" xgi f" wqu" gp" gn' b cteq" f g" rc" tgegu»p" geqp»o kec0' Cu" f" c" tc" f" f g" guv" ukwcel»p. "gp" rc" Ewo dtg" f g" Hqt kcp»r qru" f g" f lekgo dtg" f gn' 4222. "rqu" r c" f" gu" o lgo dtqu" f gn' O gtequw" uwuetkdkgtqp" rc" F geku»p" P Å 92 122. "cr tqdcpf q" gn' Cewgtf q" uqdtg"

<sup>98</sup>" Gn' hgpvg" r qu" f" eq/ r ct v f ctkq" òNc" Crcp| c" r ctc" gn' Vtdclq. "rc" Lwvlek" { "rc" Gf wecek»pö. "eqpkef c" uko r ngo gpvg" eqo q" òNc" Crcp| cö. "hwg" wpc" eqcilec»p" r qu" f" kec" gpvtg" rc" Wpk»p" E" f" 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" gptg" gn' i qdktppq" { " rnu" e<sup>a</sup> 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'dlpggu'cwqo qvtegu'gp"gn'dmqs wg."cu'leqo q'vco dk p" etgct" eqpf lekppgu" hcxqctdrgu" r ctc" gn' f gucltqm" f g" wpc" r rncvhtqto c" tgi kqpcn' kpvgi tcf c" { " eqo r gvkkxc."eqp'ecr cekf cf "f g"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 <sup>a</sup> 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'vtq"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 gptq'f gn'dmqs wg'xctkcdcp"gpvg"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'f' k'g'eqo r gpucl q'f g'kpvgteco dk'ugevqtkn'leqp"Dtcukn'f gpqo kpcf q'ohgzö." s wg"ko r rkecdc"s wg'r qt'ecf c" f »rct" f g'dlpggu'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 <sup>a</sup> zko q'f g'w&u.327'hkdtg'f g'ctcpegrnu'0Guvu'f kur qulekppgu" hwgtq'f g'i tcp'ko r qt vpekc'r ctc"r" kpf wutk" { "o ctect<sup>a</sup> p"r" f k<sup>a</sup> o lec" f gn'eqo gtekq"gz vgtkqt" f gn' ugevq'cwqo qvqt"eqp"Dtcukn'f wtcpvg'nqu" c<sup>o</sup> qu'uki wkpvgu0"

F g" guvg" o qf q. "nvgi q" f g"xctkqu" c<sup>o</sup> qu'f g"tgeguk>p" geqp>o lec" { "go r gqtco 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 qdktppq" 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"<sup>99</sup>" 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'g'f g'r qfllkccu's wg'ug'guvcdcp'ct vewrpf q'gpvg'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 f<sup>9</sup>: \*Qtvkl " { "Uej qtt."4229+0"

Gp" guvg" o cteq"ug" guvdrgekl>" gn'53'An'Rtqvqeqm" Cf lekqpcn'f gn'CEG" gpvg"Cti gpvkc" { " Dtcukn' Gp" <sup>2</sup> n' ug" eqphqto >> "wp" pvgxq" xcrqt" r tqvqeqrct" f gn' hgz." gp" gn' ewcn' ug" gz vgpf k>" ci tguclxco gpvg'gn'o cti gp'f g'ko r qt vcekppgu'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'kdtg'eqo gtekq'0Guvq's wkgg'f gek" s wg"

<sup>99</sup>"Gn'42'f g'f kelgo dtg'f g'4223"gn'r tgucl' gpvg'Hgtpcpf q'f g'rc" T Åc'tgpwpek'c'lw'ecti q" { "cuwo g'ug'gn'r tgucl' gpvg'f g'rc" E<sup>a</sup> o ctc" f g" Ugpfcf qtgu."Tco >p" Rvgtc0' Gn'f f<sup>9</sup>"45" cuwo f<sup>9</sup>"r" r tgucl' gpek" Cf qrhq" Tqf t'f' wgl " Uc<sup>a</sup> . " f gn' Rctvkf q' Lvulekcnkuc0Gn'52'f g'guvg'o gu'ug'j k' q'ecti q'f gn'Rqf gt'Glgewkxq'gn'r tgucl' gpvg'f g'rc'E<sup>a</sup> o ctc'f g'F kr wcf qu'Gf wctf q' Eco c<sup>o</sup> q'0Hlpcm gpvg."gn'3'f g'gpgtq'f g'4224'cuwo k>"r" tgucl' gpek'kpvgtkpc'gn'gzi qdgtpcf qt" { "ugpcf qt'dqpcgtgpug" Gf wctf q'F vj crf g'f gn'Rctvkf q'Lvulekcnkuc0"

<sup>9</sup>: "Gp"guvg'ci twr co kpvq'ug'f guvcecdc"r" r ctvlekr cek>p" f g"rc" Wplop'kpf wutkcn' Cti gpvkc" \*WC+ "r" ewcn'gpctdqre" r" r tqr wguv" f g'wp"do qf gmq'f gn'f >rct"cnqo'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'f'c"q'vtq'f g'r tqhwf k' cek>p" f gn'2 i ko gp'eqpxgt vdkg'j cek" r" f qnctk' cek>p" f g"rc" geqpqo f<sup>9</sup>"ko r wncf q" r qt" gn'ugevq't" hpcpektq" nqcn' g" kpvgtpeckqpcn' { "r qt" rnu" go r tgucl' r tkxckf cf cu'gz vcp'ltcu" \*F quuk"423; =Qtvkl " { "Uej qtt."4229+0"

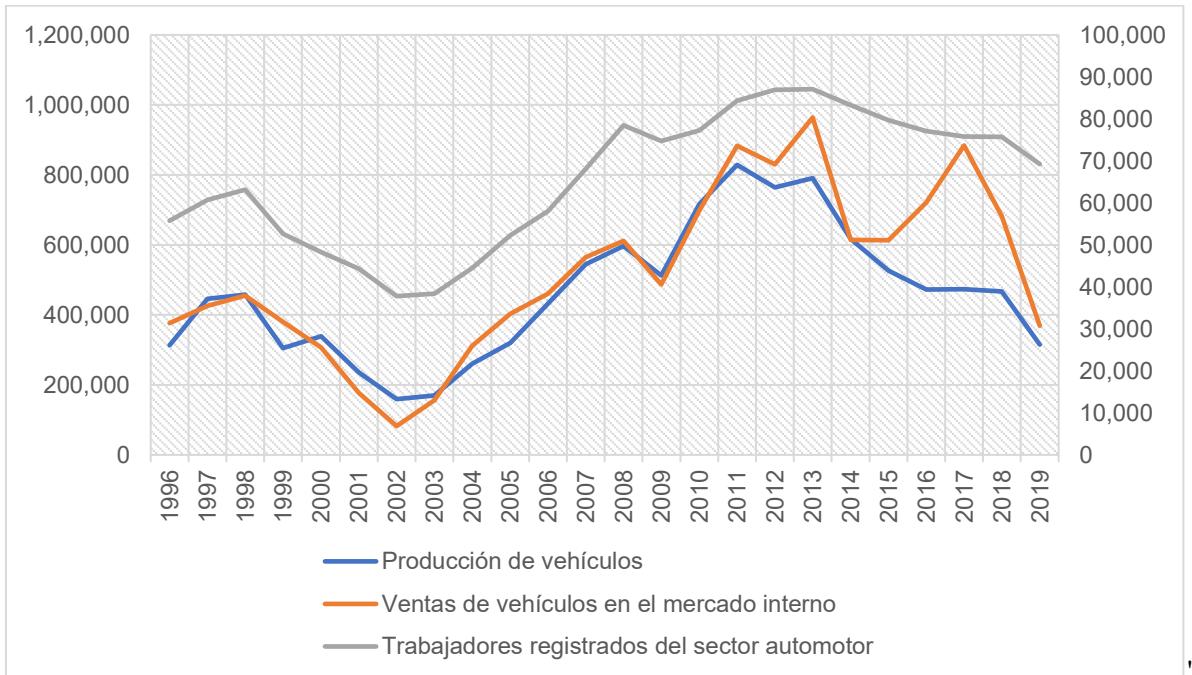
gp"4224"r qt"ecf c" f » nct" f g" g z r q t v e k » p" s w g" t g c r k l c d c" w p q" f g" g u v q u" f q u" r c" f l u g u" c" u w" x g e k p q. " u g" r g t o k" f c" g n f q d r g" f g" k o r q t v e k » p" f g u f g" g n l q v t q 0' : " C" u w" x g l . " u g" k o r w u q" s w g" g n e q p v g 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 <sup>a</sup> z k o q" k o r q t v c f q" : <sup>2</sup> 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 <sup>2</sup> 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 <sup>a</sup> 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 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 o »" w p q" p w g x q" e q p" O <sup>2</sup> z l e q" \* C E G" 77 + 0'

Cf go <sup>a</sup> 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 <sup>2</sup> 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 p 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" <sup>2</sup> 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 p v q" f g n' T <sup>2</sup> i k o g p" f g" C f w p c" g p" H e v t q" f c" \* T C H + \* F g e t g v q" 8 : : 4224 + . " s w g" k o r n e »" w p c" u k o r n h e c e k » p" { " c o r n e c e k » p" c n' u k u r g o c" f g" C f o k u k » p" V g o r q t c t k c" r c t c" g n' u g e v t" c w q o q v t. " r g t o k k g p f q" s w g" m u" k p u w o q u" k o r q t v c f q u" k p i t g u g p" g p" g n' r c" f u" u k p" c t c p e g r u" { " s w g" g u g" e q u v q" u g" r c i w g" u »" m q" e w c p f q" r e u" w p k f c f g u" u g c p" x g p f k f c u" c n' e q p e g u k 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 u" v g t o k p c f q u 0'

Gp"4225. " P <sup>2</sup> 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. " { " <sup>2</sup> u v g. " c" i t c p f g u" t c u i q u. " e q p v k p w »" g n' g u s w g o c" g e q p » o l e q" r t g x k q. " e g p v t c f q" g p" g n' o c p v g p k o k p v q" f g n' o f » n c t" c n q o. " c" r c" x g l " s w g" e q p u g t x »" c" T q d g t v q" N c x c i p c" g p" r c" e c t v g t c" g e q p » o l e c. " s w k e p" { " c" j" c d" f c" e q u g e j c f q" f k u k p v u" m i t q u" c" r c t v k t" f g n' o c p g l q" f g" r c" e t k u k u" \* M w r h c u. " 4238 + 0' V t c u" r c" t g e g u k » p" g e q p » o l e c" { " r t q f w e v k c. " g p" 4225" g u v c" v g p f g p e k c" e q o g p l »" c" e c o d k c t" { " g n' e k 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 <sup>a</sup> r k f c o g p v g : <sup>3</sup> \* x g t" I t <sup>a</sup> h e q" K K 3 + 0'

<sup>9</sup>: "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" l o r q t v e k 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 p c f c u 0' : <sup>2</sup> " 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 p c r g u" g u" p c e k 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' : <sup>3</sup> 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 tgp'f'c"Gewcf qt."Eqmo dlc"{"Xgpgl wgr" \*CCRÆG7; +0Gp"4228"ug'mgx»"c'ecdq'wp'pwxq'cewgtf q'dkrvgtcn'gptg'Cti gp'kpc"{"Dtcukl'gp' gr'ewcn'ug'tgf wq'gr'o a zko q'f gr'ngz"fg"4.82"c"3.; 7."xcmr"s wg'ug'o cpwxq"j cuvc"gr'42360<sup>4</sup>" 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'ugevqt0Cu" gr' ugetgvctkq' f g" kpf wutk" f kug° »" wp" r rcp" f g" kpxgtukppgu.<sup>5</sup>" 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': " <sup>6</sup>uqdtg'hu'eqo r rppgvu'ko r qtvcf qu's wg'eco dkgp'r qt'pcekqpcrgu' <sup>7</sup>\*F getgvq'9964227-0"

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

<sup>4</sup>"Gp'gug'pwxq'cewgtf q'pq'j wq'k'p'vq'cni wq'r qt'vcct'f g'tgewr gtct'gr'ng'w'k'q'f g'eqp'v'k'q'f'q'ecn'r qt'hu'ewcn' g'ug'vgo c'pq'xq'k'c'c'vcctug'gp'gr'ugevqt'cwqo qv'qt'{"s wgf »"xki gpvg'gr'o a zko q'ko r qtvcf q'f gr'87' ."cwps wg'uw' eqp'q'ng'c'p'wq'{"gr'vgo c's wgf »"r t° ev'eco gp'vg'gz'k'p'q'°Ecpvctgmc'gv'c'f'4239-0

<sup>5</sup>"F gpqo kpcf q'T<sup>2</sup>i ko gp'f g'p'egp'k'x'q'c'rc'Eqo r g'k'k'f cf 'f g'rcu'c'wqr ctvgu'Nqecrgu'°F getgvq'9964227-0'

<sup>6</sup>"Nwgi q'f g'uegpf gp'vg'gp'gr'vgo r q0

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

et<sup>2</sup> 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'cuegpf'cp" c'w&u30422"o kmppgu."c'glgewct'j cuvc"422; "25 127 14228."Gn'Etqpkuc+0'Gp"422: "hwg'cr tqdcf c" wpc'pwgxc'rg'f' g'kpegpvxq'cnlugevqt'cwqr ct'kuc'pcelqpcn\*Ng{ '480; 5+'s wg.'o gf kcpvg'gu'p wru" ko r qukkxqu.'ko r wuudc'c'rc'u'vgt o kpcrgu'c'wkk' ct'r ctvgu'f' 'eqo r qppgvu'r tqf welf qu'gp'gnr' c'ju0<sup>8</sup>" Ulp'go dcti q.'qu'ghgevqu'f g'f lej c'ngi kurek»p'pq'waxgtqp'wp'ko r cevq'tgrxcpvg'gp'rc'tgf week»p" f gnif<sup>2</sup> hlek'ugevqt'kn'R<sup>2</sup>tg| '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't guwncf qu'f g'rc'ewgpc'eqttkpgv'f g'rc'dcrp| c'f g'r ci qu.'ug" i gpgtctqp" f kmpcu"twr wtcu"gp"gn'r rcpq"geqp»o leq" { " r qn'leq" cti gpvqp" \*Dcuwrf q." 4233= Dcuwrf q'f' 'O cp| cpgnk'4238=I ci i gtq'gv'cr0'4237=Mwrcu."4238+0'Gp'gnlugevqt'cwqo qvqt.'guvq" ko r rke»'ec'f' cu'gp'rc'r tqf week»p" { "xgpvcu'kpvtpcu" { "gzvtpcu"\*xgt" I t<sup>a</sup> hlequ'KK3" { "KK4+"ukp" go dcti q.'c'kpgu'f g'gug'c° q'qu'ghgevqu'f g'rc'etkuku'eqo gp| ctqp'c'f glctug'cv<sup>a</sup> u0C'r ct'k'f' g'gug" o qo gpvq.'gp'dcug'c'rc'u'r qn'lecu'f g'gu'p wru'f g'rc'f go cpf c'kpvtpc'f' 'f gn'etgelo kpvq'f g'Dtcukn' { "rc'xcmqk'cel»p'f g'uw'o qpgf c.'eqo gp| »'wp'ugi wpf q'ekern'f g'cwi g'f g'rc'kpf wutk's wg'f wt»" wpqu'r qequ'c° qu0""

Nwgi q'f g'rc'tgggeek»p'f g'Etukupc'Hgtp<sup>a</sup> 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 gpvpc.'ug'ci wf k' ctqp'c'tc'f' 'f gn'cwo gpvq'f g'rc'hwic'f g'ecr kcrqu'f g'4233.'gnif<sup>2</sup> hlek' gpgti<sup>2</sup> vlek'f' { "rc'ec'f' c'f g'qu'r tgekqu'kpvtpcelqpcrgu'f g'qu'eqo o qf kkgu"fi ci i gtq'gv'cr0'4237= Uej qtt" { "Y clpgt."4236+0'Gur' rko kce»p"geqp»o kec'f cv'f guf g'rc'gvr c'f g'uwukwek»p'r qt" ko r qt'celqpgu'f' 'hwg'rc'ti co gpvg'guwf kcf c'r qt'rc'rkgtcwtc'necn'Dtcwp" { 'Lq{ .3; 8: =F kco cpf . " 3; 95+0'Gur ge'f'keco gpvg.'guv'hp»o gpq'tghktg'c'rc'r tgu»p"gp'rc'f go cpf c'f g'f kxkuc's wg'ug" i gpgtc" gp" wpc" geqpqo 'c' eqp" wpc" *estructura productiva desequilibrada*" gp" r gt'qf qu'f g' etgelo kpvq'geqp»o leq'g'kpf wutkcn'f gdkf q'cn'cwo gpvq'f g'rc'ko r qt'cel»p'f g'dkpgu'f g'ecr kcrn'g' kpuwo qu'kpvto gf kqu'tgs wgtk' qu'r ctc'crko gpvt'gn'r tqeguq'f g'etgelo kpvq0<sup>9</sup>""

:<sup>8</sup>Ugi Àp'rc'rg'f' . 'qu'hdtdkcpvqu'f g'cwqo »xkru'f' 'wkkctkqu.'eco kppgu.'ej cu'k'eqp'f' 'ukp'ecdpc.'»o pldwu'f' 'gl'gu'eqp' f khtgpekn'i q' ct'cp'f' g'wp'tgkpgi tq'udtg'gn'xcmq'v'cn'f g'rc'eqo r tcu'f g'cwqr ct'vgu.'o cv'legu'f' 'o qrf gu'necrnu0' Gn'tgkpgi tq'ugt'f'gs wxcrgpv'cn': ' 'f gn'xcmq'gz/lf dtlec'c'pvgu'f g'ko r wguv'gp'gn'r tko gt'c° q'f g'r tqf week»p'f g' f lej q'xgj 'pwwq.'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 'pwwq'0'rc'tc'vgt" dgpghelctkqu'f g'rc'Ng|. 'rc'u'cwqr ct'vgu'cf s wtk' cu'gp'gn' o dkaq'necn'f gd'cp'f gukpcutg'c'rc'hdtdkcel»p'f g'xgj 'pwwq' q'f g'gl'gu'eqp'f khtgpekn'gp'wpc'r r'vchqto c'pwgxc'f' "gzenukxc'gp'gn' o dkaq'f gn'0'gtequw0C'uko kuo q.'gn'xgj 'pwwq' q'gn'gl'g'eqp'f khtgpekn'f gdt'f'vpgt'wp'eqv'p'k' q'o<sup>a</sup> zko q'ko r qt'v'f q'f gn'52' . 'ecrewrf q'udtg'gn'xcmq'gz'lf dtlec' f g'cs wgr0'

:<sup>9</sup>Gp"Cti gpvpc'guc'j c'uk' q'wpc' rko kce»p'j ku»tlec'cn'f gucttqm'gp'v'p'v'gn'pk'gn'f g'ce'v'k'cf'f' { "rc'u'vcu'f g' etgelo kpvq'geqp»o leq'ug'j cp'xkuv'tgult'p'f'kf cu'r qt'rc'f kur qpkdk'cf'f' g'f kxkuc"\*Uej qtt" { "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 qpkdk'cf'f' g'f kxkuc's vg' f hlewnc'p'bxcp| ct'j celc'r tqeguqu'f g'v'cp'uhqto cel»p'f' 'eqo r rglk' cel»p'r tqf w'v'xc'f' gn'lugevqt0N'qu'r tko gtqu'v'w'gm'qu'

C'plxgn'ugevqtken'gn'etgekpg'f<sup>2</sup>hlek'cwqo qvqt. 's wg'cwo gpvcdc'vis a vis'rc'r tqf week'p' f g'xgj 'fwmu'ci txcdc'gn'r tqdrgo c'i gpgtcn'gz vgt'p'xgt'I t<sup>a</sup> hleq'44-0Gn'o kuo q'gtc'gzr nkecf q.' r tlpkr cm gpyg.'r qt'gn'cwo gpv'f g'rc'ko r qtvekp'f g'cwqr ctvgt'gs wgtkf cu'r ctc'rc'r tqf week'p' nqecn'f g'xgj 'fwmu'\*Rgt gl 'Cm cpuk'4242d+0: 'Rqt'm'vcpvq.'gn'i qdkgtpq'cti gpv'p'cwo gp'»'mqu' eqpvtqngu'c'rcu'ko r qtvekp'gp'ctcu'f g'tgf wek'gn'etgekpg'f<sup>2</sup>hlek'f g'rc'lpf wutk'cwqo qvtk'0 Gpvt'g'422: '{ '4233'm'j k q'cwo gpv'p'f q'rcu'r qukekppgu'ctcpegrt'kcu'f gn'ugevqt'crecp| cf cu'r qt'mqu' r gto kuqu'f g'ko r qtvekp'nc'o cf qu'Nkegpeku'P q'Cwqo<sup>a</sup> veku'\*NP C+'{ 'mgi q'f gn'4234'eqp' r gto kuqu'o<sup>a</sup> u'tgut'ekv'qu'f gpqo kpcf qu'F gen'c'ekppgu'Lv'cf cu'C'p'ekr cf cu'f g'ko r qtvekp' \*FLK'\*Rgt gl 'Cm cpuk'4242d+0'

"

---

f'dqymc'o'gp'gn'ugevqt'gzvgt'p'q's wg'xkx'gn'r c'f'u'tgo kgp'c'rc'f<sup>2</sup>ecf c'f g'3; 52'{' 'ug'j keltqp'b' cpk'kgu'qu'gp'f'kgt'gpv'gu' o qo gpv'qu'f gn'o qf gmq'f g'uwv'kwel'p'f g'ko r qtvekp'p'gn'et'geko kgpv'gz'v'puk'q'{' 'uqdt'g'v'q'f q. 'kpv'puk'q'f g'rc'ko r qtvekp'f g'p'f'f g'rc'ko r qtvekp'f g'd'kgppu'f g'ecr kcn'g'kpuwo qu'k'p'v'gto gf kqu.'r g'q'rcu'f k'k'cu'p'gegu'ct'kcu'r ctc' h'k'p'cekt'f'kej qu't'gs wgtko kgpv'qu'r tqxgp'f'p'hw'p'co gpv'cm gpv'g'f g'rcu'gzr qtvekp'p'gn'ugevqt'ci tq'g'ew'ct'kq.'ew'c' q'ht'v'c.'gur gek'm' gpyg'rc'ci t'f'eq'rc.'ug'g'p'eq'p'cdc'x'kt'w'cm gpyg'g'uc'p'ecf c'0' C'plx'gn'v'g't'k'eq.'mqu'r tqdrgo cu'f g' t'gut'leek'p'gz'v'g't'p'c'hw'g't'p'cd'q't'f'cf qu'gp'Co<sup>2</sup> t'k'ec'N'c'v'p'c'r'qt'rcu'eq't'k'gp'v'gu'g'ut'w'ew't'c'k'ku'cu'{' 'f'gr'g'p'f'gp'v'ku'cu'j'cek' o gf kcf qu'f gn'iki m'r cu'cf q.'gp'v'g'mqu'r tko g'q'qu'gu'w'f'k'qu's w'g't'g'rc'ek'p'ct'q'p'g'uc'r tqdrgo<sup>a</sup> v'ek'eq'p'gn'eqo r qt'v'o kgpv' g'tt<sup>a</sup> v'ek'f g'rc'geq'p'qo 'f'c'ti gpv'p'c'ug'gp'ew'p'v'p'c'p'rcu'v'cd'cl'qu'hw'p'f'cek'p'c'rgu'Dt'c'w'p'{' 'Lq'{' \*3; 8: +'f' 'F'k'o'c'p'f' \*3; 95+0' N'w'g'i'q.'V'j'k'ny'c'ni' \*3; 9; +'h'q'to'c'ik' >'g'uv'g'r' t'q'eg'qu'r'rc'p'v'g'c'p'f'q's w'g'rc'v'c'uc'f'g'et'geko kgpv'g'v'g't'k'f'c'r'ctc'crecp| ct'gn' r'ng'p'q'go r'ng'q'ug'gp'ew'p'v'c'r'qt'g'p'eko'c'f'g'c's'w'gm'eqo r'c'v'd'ng'eq'p'gn'gs'w'k'k'd't'k'g'z'v'g't'p'q'0'G'uv'g'r' tqdrgo c'j'c'uk'q' e'g'p'v'c'ri'c'iq'rc'ti'q'f'g'rc'j'ku'q't'k'geq'p'»o'k'ec'c'ti'gp'v'p'c.'t'g'r'g'ug'p'v'c'p'f'q'v'p'c'f'g'rcu'r' t'lp'ek'c'rgu'v't'cd'cu't'ctc'rc'eq'p'et'gek'p' f'g'r' t'q'eg'qu'f'g'f'g'uct'q'm'geq'p'»o'k'eq'0' :''Gp'rc't'v'ew'ct.'rcu'r tqdrgo<sup>a</sup> v'eku'gp'v'q't'p'q'c'n'f<sup>2</sup>hlek'eqo'g't'ek'n's'w'i'g'p'g't'c'rc'lp'f'wutk'cwqo'qvtk'hw'g't'p' gu'w'f'k'f'cu'co' r'nc'o'g'p'v'g'c'pl'x'gn'i' m'd'cn'{' 'n'q'ecn'0'c'n'f'g'ur'g'ev'q.'c'pl'x'gn'k'p'v'g't'p'cek'p'cn'ug'f'g'uc'cep'uw'ec'w'uc'c'r'ct'v'k' f'g'rcu'r' t'q'eg'qu'f'g'f'g'ur'g'ec'ik'cek'p'{' 'h'c'i'o'g'p'v'ek'p'i' m'd'cn'f'g'rc'r' tqf'week'p.'rc'v'g'p'f'g'p'ek'j'cek'rc'f'g'ul'p'v'gi' t'cek'p' x'g't'v'ec'n'f'g'rcu'i' t'c'p'f'g'u'h'k'o' cu'lp'f'wutk'rgu.'rc'p'w'g'x'c'f'k'k'ul'p'k'p'v'g't'p'cek'p'cn'f'gn'v'cd'cl'q'g'uc'd'ng'ek'f'c'r'qt'rcu'i' t'c'p'f'g'u' h'k'o'cu.'rc'lp'v'q'f'week'p'f'g'p'w'g'x'cu'| q'p'cu'c'n'eqo'g't'ek'q'v'p'f'k'cn'rc'eq'p'q'to'cek'p'gp'o'g't'ec'f'qu't'gi'k'q'p'c'rgu'f'g'rc'ko r qtvekp'cwqo'qvtk'.'rc'eg'p'v'c'ri'k'cf'f'g'rcu'go' r'g'uc'u'v'g'to'k'p'c'rgu'gp'uw'ec'f'g'p'c'f'g'x'c'm'q't.'rc'i'q'd'g't'p'c'p'c'c'n'k'p'v'g't'k'q't'f'g'rc' n'v't'co'c'q'rc'eq'p'eg'p'v'c'ek'p'g'k'p'v'g't'p'cek'p'c'ri'k'cek'p'f'g'rc'v'co'c'c'w'q'r'ct'v'k'uc'c'c'c'{' 'N'q'r'g'l.'422: ='H'k'i'c'p'v'{' '\ wo' r'g.' 4239=I' g't'g'h'k'g'v'c'ri'0'4223=V'0'U'w'i'g'q'p'g'v'c'ri'0'422: ='U'w'i'g'q'p'g'v'c'ri'0'422: ='U'w'i'g'q'p'{' 'D'k'g'ud't'q'gem'4233+0'c'pl'x'gn' m'q'ec'n'rc'h'k'g't'c'w't'c'j'c'cd'q't'f'cf'q'rcu'g'ur'g'ek'h'ek'f'cf'g'u'j'k'w'v'k'ec'u'f'g'rc'lp'f'wutk'cwqo'qvtk'.'rc'v'g'i'o'g'p'v'ek'p'c'n'k'p'v'g't'k'q't' f'gn'g'ur'd'p'cw'q'r'ct'v'k'uc.'gn'c'v'c'cu'q'v'g'ep'q'ni'k'eq'f'g'rc'nc'o'c'cw'q'r'ct'v'k'uc.'rc'k'p'ug't'ek'p'c'uko<sup>2</sup>v'k'ec'gp'gn'o'g't'ec'f'q' t'gi'k'p'c'n'f'{' 'rc'j'g't'g'p'ek'f'g'rc'g'v'c'c'f'g'rc'eq'p'x'g't'v'k'k'f'cf' \*C't| c'{' 'N'q'r'g'l.'422: ='D'c't'ng'v'c'g'v'c'ri'0'4235='D'k'n'4237=' E'c'p'v'c't'g'm'g'v'c'ri'0'4239='R'c'p'k'i'q.'I<sup>a</sup> t't'k'.'g'v'c'ri'0'4239='R'k'p'c'q.'4237+0'



r gtukuvpvg g'f ghlekctkq. 'ci tcx<sup>a</sup> pf qug'ht gpvg'c'iqu'plxgrgu'tgi kmtcf qu'gp'hc'f<sup>2</sup>ecf c'f g'3; ; 20 Guv'gu'g'zr n'ecf q'r tkpkr cm gpv'r qt'gr'cwo gpv'f g'rcu'ko r qt'cekppgu'f g'cwqr ctv'gu. 'rcu'ewrcgu' etge'cp' cn' tko q' f gn' o c{qt' p'Ào gtq' f g' xgi 'f'wqu' r tqf wekf qu' gp' gn' r c'ju'0 Gm' ug' hwg' r tqhwpf k' cpf q'eqv'kwco gpv'hwgi q'f g'rc'etkuku'f g'422: /; "{ 'eqv'kdw' »'cn'etgek'gpv'r tqdrgo c' f g'hcnc'f g'f k'kucu'gp'rc'geqpqo 'c'cti gp'kpc0''''

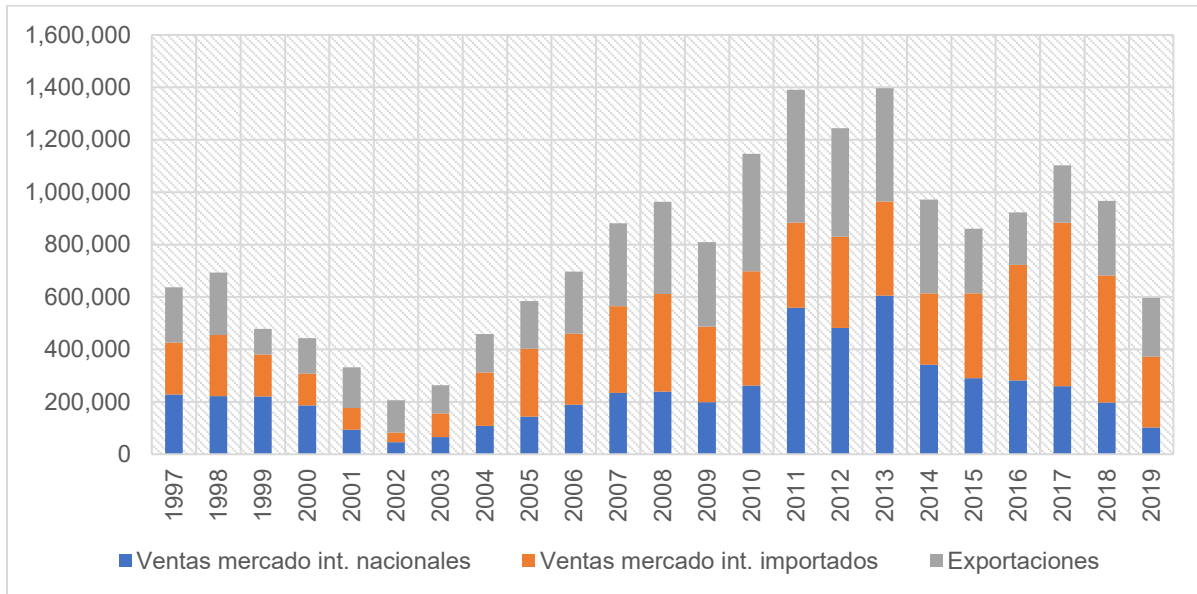
### 2.2.2 - La etapa del gobierno de Cambiemos (2015-2019)

" Nc'cuwpek'p'f g'O cwt'ekq'O cet'keqo q'r t'gukf gpv'f g'rc'Ci ti gp'kpc'uki p'khe'»'wp'r w'p'v'f g' s w'gdg'gp'rc'qt'k'p'cek'p'f g'rc'r q'f'k'ec'o cet'q'geqp'»o lec'f' r tqf wekxc0C'r ct'vt'f g'f'lekgo dt'g'f g' 4237'rc'p'w'xc'cf o k'p'k'ut'cek'p'ko r ngo gp'»'w'pc'r q'f'k'ec'ew'f qu't'cui qu'uc'nd'gp'v'gu'hwgt'qp'gn'c'x'c'peg' gp'rc'cr'gt'w'c'eqo g'tek'n'f' r'f'gut'gi w'rc'ek'p'k'p'c'pek'g'tc'f'eco d'k't'k'."o c'tec'p'f q'w'p'p'q'v'd'rg'i k't'q' eqp' t'gur'ge'v'q' c' r'c' g'v'c'c' cp'v't'k'q't' \*D'w'i qu.' 4239=" Y c'k'p'g't' {" D'g'm'p'k' 4239-0' C' p'k'x'gn' o cet'q'geqp'»o leq.'f w't'c'p'v'g'4238'rc'f'g'x'c'n'w'cek'p'i'gp'g't'c'f'c'r'qt'rc'w'p'k'he'cek'p'f'gn'o g'tec'f'q'f'g' eco d'k'qu." uwo c'f'c' cn' cl'w'v'g' f'g' w't'k'hu." k'p'et'go gp'»' gn' r t'q'eg'v'q' k'p'hr'ek'q'p'ct'k'q." s'w'g' p'q' h'w'g' ceqo r c'° c'f'q'r'qt'rc'u'uc'nt'k'qu."t'g'w't'c'f'g'p'f'q'gn'uc'nt'k'q't'g'cn'f'gn'eq'puwo q'k'p'v't'p'q' \*P'g'h'c."4239-0' Eqo r ngo gp'v't'k'co gp'v'g'."rcu'g'g'x'c'f'cu'v'c'cu'f'g'k'p'v't'g'2'u't'g'c'rg'u'ug'f'go q'w't'c't'q'p'k'p'gh'g'v'k'x'cu'r'c't'c' f'g'uce'g'rg't'c't'rc'k'p'hr'ek'p'f'c'h'g'v'c't'q'p'p'gi'c'v'x'co gp'v'g'gn'x'q'n'wo gp'f'g'k'p'x'g't'ul'ek'p'0'C'uw'x'g'l'."rcu' p'w'g'x'cu'r'q'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'v'q'f'gn'uge'v'q't'k'p'f'w'w't'k'cn'i'gp'g't'c'n' \*R'g't'g'l' " C'm'c'p'uk'f' I' t'c'u'q'."4239="U'c'p'v't'e'a'p'i'g'm'g'v'c'n'0'423; +0"

Gp'iq's w'g't'g'ur'g'ev'c'rc'k'p'f'w'w't'k'c'w'w'qo q'v't'k'."ug'g'l'g'ew'c't'q'p'w'p'c'ug't'k'g'f'g'r'q'f'k'ec'u'r'À'd'nc'cu' s'w'g'c'h'g'v'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'gt'w'c'eqo g'tek'n'eqo q' gn't'g'go r'nc'q'f'g'rcu't'g'w't'k'v'k'x'cu'F'LC'K'u.'s'w'g'j'cd'f'cp't'g'ek'd'k'f'q'w'p'hc'm'q'cf'x'g't'v'q'c'rc'Ci ti gp'k'pc'gp' rc'Q'ti'c'p'k'c'ek'p'O'w'p'f'k'cn'f'gn'Eqo g'tek'q' \*Q'O'E+."r'qt'gn'U'k'v'g'o'c'k'p'v'g'i't'c'n'f'g'O'q'p'k'q't'g'q'f'g' K'o r'qt'v'ek'q'p'gu' \*U'K'O'K'."gn'è'w'c'n't'k'i'k'»'r'c't'c'w'p'p'À'o'gt'q'o'gp'q't'f'g'rcu'r'q'ule'k'q'p'gu'c't'c'p'eg'nt'k'cu'0'C'uw' x'g'l'."rcu'o'g'p'ek'q'p'c'f'qu'eco d'k'qu'o'cet'q'geqp'»o'le'qu'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'v'k'p'f'gn'o'g'tec'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'gp'v'q'f'g'rc'r'gp'g't'cek'p' ko r'qt'v'c'f'q't'c'gp'gn'ò'g'tec'f'q'k'p'v't'p'q'f'g'x'g'i'f'w'w'qu' \*x'g't'I' t'a' h'ek'qu'KK4'f'KK5+.'cu'f'eqo q'w'p'c'wo'gp'v'q' f'g'rcu'ko r'qt'v'ek'q'p'gu'f'g'cw'q'r'c't'v'gu'r'qt'x'g'i'f'w'w'qu'r'qt'f'w'ek'f'q'c'p'k'x'gn'p'cek'q'p'cn="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'rcu'p'k'x'gr'gu'f'g'r'qt'f'w'ek'ek'p'f'g'x'g'i'f'w'w'qu' \*x'g't'I' t'a' h'ek'qu'KK3'f'KK4-0'



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



Hwpgv<gndqtcek>p'r tqr kc'gp'dcug'c'CF GHC0'

Rqt" qvtq" rcf q." gp" 4238" ug" flew" rc" Ng{" 490485" f g" T2i ko gp" f g" F gucttqmq" {" Hqtvcgelo kgpvq'f gn'CWqr ctvkuo q'Cti gpvlpq'c'r ctvt'f g'rc'ewcn'ug'qvvti »'wp"dppq'gngew>pleq" f g'et'f kq'huecn'c'ru'cwqo qvlegu's wg'eqo r tctcp'r ctvgu'{" r kgl cu'pcekqpcrgu02"C'uw'xgl . "gp" 4239." Àpleq" c° q' f g' etgelo kgpvq" geqp»o leq" f g' m" i guvlp" f g' O cetk" ug" r tguv»" gn' Rrcp" Cwqo qvk' "õ3'O km>põ's wg'cr wvdc'c'rc'hdtkcekek>p' f g'wp'o km>p' f g'xgj' f'ewqu'c'r ctvt'f g'wp" cewgtf q'gpvt'gn'Gucf q."go r tguv'{" ukpf kecqu'gp'gn's wg'ug'r tqo gv'c'o c { qt'kpxgtuk>p."pwgxcu" vgepqrqi f'cu."pwgxcu"eqpxgpkqu'ndqtcrgu' {" o glqtcu"gp'gn'ceeguq" c'rc'eqo r tc'f g'wpkf cf gu0 Cf go a u.'c'hpqu'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'rc'uwdc'f g'ru'vcucu'f g'lpvt2'u'lpvtpcekqpcrgu'{" rc'r tqhwf k'cek>p'f g' ru'kpeqpukvgeku'lpvtpcu."Cti gpvlpq'eqo gp| »"c"s wgf ctug'ukp'hwpgvu'f g'hpceko kgpvq" gz vgtpq."r qt'm'ewcn'tgewtk>'cn'Hqpf q'O qpgvktq'kpvtpcekqpcn'HO K'gn'ewcn'ng'qvvti »'wpq'f g' m'u'r t2'wco qu'o a u'cnqu'f g'rc'j kvqtk'f gn'qti cpluo q0Guc'etkuku'geqp»o leq/hpcekgtc'ngx>"c" rc'f gxcnwcek>p'f gn'vr q'f g'eco dlc'necn:3'{" cn'cwo gpvq'f g'rc'tgecw'cek>p'ko r qukkxc'f gn'Gucf q0 Cu'f'ug'tggucdngektq'ko r wguv'f g'85'r qt'w&u3'c'ru'g'zr qt'cekqpgu'f g'r tqf wvqu'lpf wvtkrgu." m'u'ewrgu'chgevtqp'cvpq'c'ru'vgt'o kpcrgu'cwqo qvlegu'eqo q'c'ru'cwqr ctvkuo'g'zr qt'vftcu0'

:2'F lej q'dppq'xctkcdc'f gn'6'cn'37' "f gn'xcrqt'f g'ru'r ctvgu'{" r kgl cu'cf s wtkf cu'gp'gn'r e'f'0'  
 :3'Gn'ewcn'r cu»'f g'842'r qt'w&u3'gp'4239'c'882'r qt'w&u3'gp'423; . 'lpnw'f gpf q'tgut'v'xqu'eqpvtqrgu'eco dktkqu0''

Cf go <sup>a</sup> 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<sup>a</sup> pf qug'rc'tgeguk»p'c'r ctvt'f g'rcu'ec'ff cu'gp'gn' eqpuwo q.'rc'r tqf week»p{"gn'go r ngq."gptg'qvtqu'kpf kec'qtgu'Cu'ff'rc'r tqf week»p'cwqo qvtk'ug' f gur nqo »"ngi c'pf q" c"ecuk'522022"xgj 'fwmqu'r tqf wekf qu."gn'xcnqt"o <sup>a</sup> u'dclq'f g'rc'f<sup>2</sup>ecf c"\*xgt" I t<sup>a</sup> hleq"KK3+0'

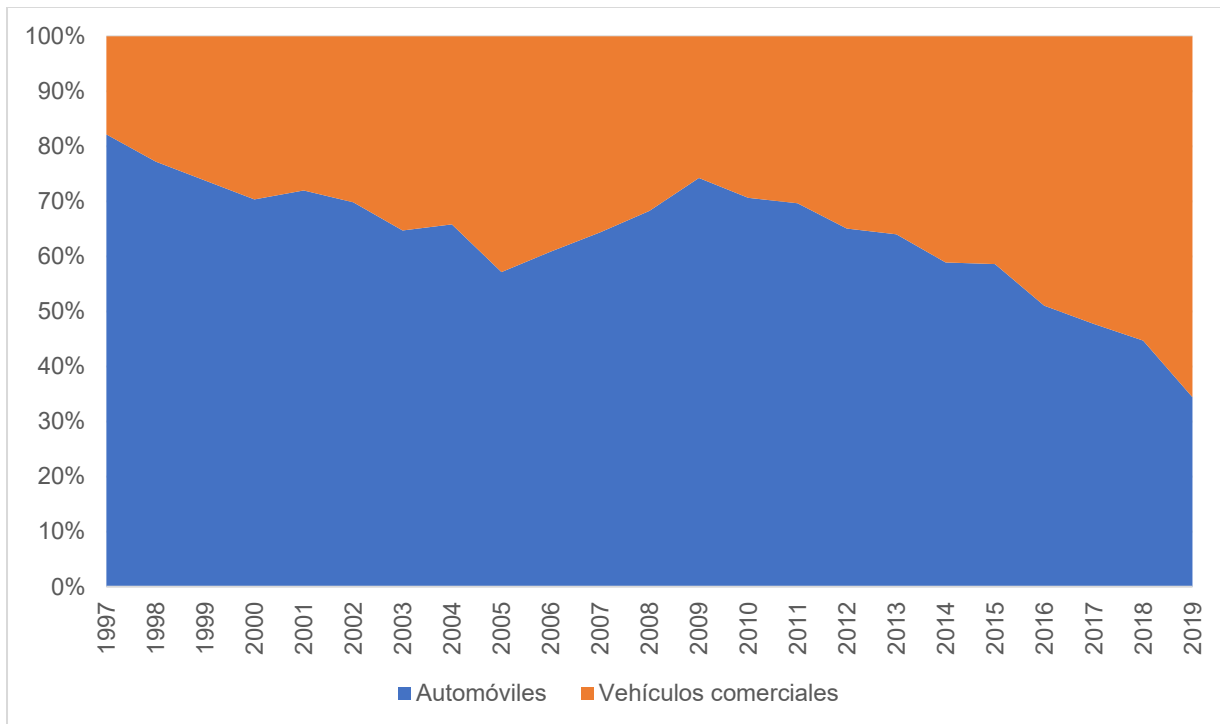
Cpv'gn'et'gekpvg'f<sup>2</sup>hek'eqo gteknf gn'ugevt'tgi kntcf q'gp'hqu'Ànko qu'c' qu'f g'rc'i guk»p" \*xgt" I t<sup>a</sup> hleq"KK4+."gn' qdkgtpq'f g'O cetk'guvdrgek»'wp'pwxq'cewgtf q'cwqo qvqt'eqp'gn'gptcpvg" i qdkgtpq'f g"Dqnuqctq" gp"Dtcuk'0' Gp" gn'pwxq'v'c'v'f q"ug"o qf hke»" gn'eqghlekpvg" hgz" f g' eqo gteq'ugev'k'cn'gptg'mqu'r c'ff'gu."s w'ug"o cpvgp'c"gp"3.720'C"r ctvt'f gn'pwxq'cewgtf q."gn' xcnqt'r tqveqnt'ug"cw gpw»"c"3.92."uwdkpgf q'rcu'ecp'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'kpc'0'Uk'go dci q."m'p'q'x'gf qu'f g'gug'v'c'v'f q."c'f hgt'gpek'f g'mqu' cpv'kt'qt'gu."gu's w'f lej q'hgz"ug'guvdrgek»"eqp'ect<sup>a</sup> evgt'tgvt'q'cev'xq."eqp'xki gpek'f guf g'42370' F'g'gug'o qf q."ug'hgu'r gtf qp»"c'rcu'go r tguc'u'k'p'uet'k'vcu'gp'gn'<sup>2</sup>i ko gp'cwqo qvtk'rcu'o wncu'r qt" r<sup>2</sup>tf'kf c" f g' r tghgt'gpek" ctepegntk" s w' ngu' eqttgur qpf 'c" r qt" j cdgtug" gzegf'kf q" gp" rcu' ko r qtvekpqgu'c" Cti gp'kpc'f gn'xcnqt'r tqveqnt' h'kf q'gp"4238"eqp'xki gpek'j cuw'4242" \*Rgt'g' " Cm cpuk'4244+0<sup>4</sup>"

Cuko kuo q."gp'gug'eqpvz'v'f g'f gr'guk»p'f gn'o gtecf q'k'v'gt'pq{"tgi kqpcn'rc'k'pf wutk" cwqo qvtk' cti gp'kpc'j c"kf q"eco dk'pf q"uw'gur gek'rk' cek»p'r tqf wek'xc" \*xgt" I t<sup>a</sup> hleq"KK6+0'Nc" ec'ff'c" f g'rc"r tqf week»p" tgec{ »" r t'pek' cm gpvg" gp" mqu' cwqo »xk'gu." r gtq" r t<sup>a</sup> ev'eco gpvg" pq" ko r cev»" gp" mqu' xgj 'fwmqu' eqo gtekn'gu' /eco k'p'gu." eco k'p'g'cu." gve'0' ugi o gpvq" f qo k'pcf q" r t'pek' cm gpvg'r qt'rcu'r k'nt'w' u/. 's w'f' cpctqp'r ct'v'ek' cek»p'gp'gn'v'cn'r tqf wekf q'f g'rc'k'pf wutk" cwqo qvtk' \*xgt" I t<sup>a</sup> hleq"KK7"{" I t<sup>a</sup> hleq'u'2/3'f gn'C'pgz'q'Gucf'ff'w'leq+0'Gug'eco dk' h'wg'c'Àp'o <sup>a</sup> u' ko r qtvepvg" gp" rc" gZR qtvek»p'f g' xgj 'fwmqu' f qpf g'c" h'k'p'gu'f g'rc" f<sup>2</sup>ecf c" f g'3; ; 2" gn'42' " eqttgur qpf 'c" xgj 'fwmqu' eqo gtekn'gu'{"gn't'guv'pvg": 2' "c"cwqo »xk'gu."o k'p'v'cu's w'r ctc'rc" ugi w'pf c'f<sup>2</sup>ecf c'f gn'4222'f lej c'gew'cek»p'ug'k'p'x'k'v' »xgt" I t<sup>a</sup> hleq'2/4'f gn'C'pgz'q'Gucf'ff'w'leq+0'

"

<sup>4</sup>"Cf go <sup>a</sup> u."gp"423; "Cti gp'kpc'hko »"gn'4'ÀRt'q'v'eqm'f gn'CEG'35"eqp'Rctci w'c{."c"tcx<sup>2</sup>u'f gn'ewcn'r t<sup>a</sup> ev'eco gpvg" v'f qu'hqu'cwqo »xk'gu'r qf t<sup>a</sup> p'k'pi' t'guct'f g'o cp'g'c'k'p'o gf k'c'v'{" h'k'dt'g'f g'ct'c'peg'nu'c'Rctci w'c{0

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



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

F g'guc'hqto c.'f wtcpv'f kej c'gvr c'ug'ingx>>c'ecdq'wpc'hwtv'g'tgtceek>p'f g'rc'kpf wutkc' cwqo qvtk' "mecn's wg'ci tcx>>"ru'r tqdrgo cu'r t gugpvu'gp"rc'hcug'r t gxc0'Cu'cf go<sup>a</sup> u'f g'rcu' ci wf cu'ec'f cu'gp'rc'r tqf week>p'f g'xgj 'fwrqu' { 'rc'r<sup>2</sup> tf kf c'f g'r wguvuf g'tcdclq'gp'gn'ugevt. 'ug' r tqhwf k' >>gn'f<sup>2</sup> hck'eqo gteknf gn'eqo r rglq'cwqo qvt0'Rqt'wp'rcf q. 'ug'o cpwxq'wp'cnq'pk'gn' f g'ko r qtcekppu'f g'cwqr ctv'u. 'cn'o kuo q'vgo r q's wg'ec'c'rc'r tqf week>p'f g'xgj 'fwrqu.'r gtq.' cf go<sup>a</sup> u." ug' uwo ctqp' etgekpvu' f<sup>2</sup> 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 gp'gn'f gn'ugevt'pq'hwg' j qo qi<sup>2</sup> pgq' gvt'g'rcu' 34' vgo kpcrgu' f gn'eqo r rglq' cwqo qvt. :<sup>5</sup> gvt'g'rcu' ewcrgu' t gucnc' gp' r ctvewt'rc'vc { gevtk'f guctqmf c'r qt'Vq { qc' Cti gp'vpc'0'

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

C'r guct'f g'gug'tgeqtkf q'i gp'gn'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'hwgi q'f g'rc'etkuf g'rc'eqpxgt vdkkf cf 0F gpvtq'

:<sup>5</sup> C'rcu'vgo kpcrgu'cwqo qvtegu' { c'kpu'rcf cu'cpvu'f g'rc'etkuf g'rc'eqpxgt vdkkf cf "k'geq. 'Hcv.'Hqtf. 'I gp'gn' O qvtu. 'Rgi' gqv'Ekqgp. 'Tgpcw' 'O 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: 0'Vco dR'p'ug'gpewpvc'rc'uwec'Uecpk'eqp'wpc'r r pvc'gp'Vvewo<sup>a</sup> p. 'r gtq'ug'rc'gzenw'g' f g'ru'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'0'

f g" guvg" eqo r qtwco kpvq" j gvtqi 2 pgg." ug" f guvcec" r" cwur lekquc" performance" f g" Vq{ qvc" Cti gpvkpc0Rqt" wp" rcf q." gp" v to kpqu" f g" r tqf weekp" f g" xgj f wqu." o kpvctu" rnu" vgtto kpcrgu" cwqo qvtegu'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' vgtto 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"

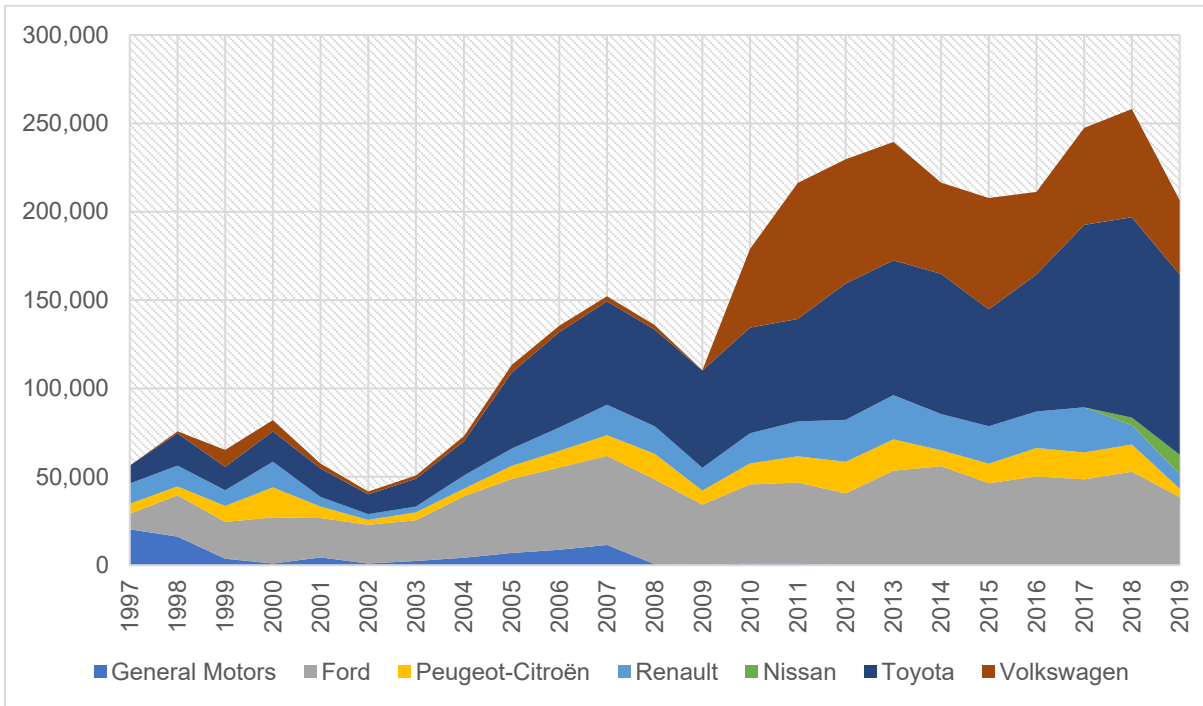
Guv" f gugo r g° q" tguvnc" cAp" o a u' cn' f hgt gpekt" r" r tqf weekp" r qt" vkr q" f g' xgj f wqu" { c" s wg" f guf g' uw' kplekqu" Vq{ qvc" eqpegpvt" »" uwu" qr gtcekqpgu" gp" r' r tqf weekp" f g' r' r' leni' w' J kwz0' F g" guvg" o qf q." o kpvctu" r" r tqf weekp" f g" xgj f wqu" f g" r cuclgtqu" gp" Cti gpvkpc" ec{ »" eqpuvcpvgo gpv" nagi q" f g" r" eqpvtceekp" geqp» o kec" f g" Dtcukri" gp"4235" \*xgt" I t<sup>a</sup> hleq" 2/3" f gn' Cpgzq" Guvcf f uveq+." r" f g' xgj f wqu" eqo gteknru" r kxkpqu" ug" o cpwxq" \*xgt" I t<sup>a</sup> hleq" KK7+0' Gp" r ctvewrt. 'r' r tqf weekp" f g' xgj f wqu" wkrkctkqu" 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' leni' w' u' f g" o c{ qt" 2 zkk. "r" o gpekqpcf c" J kwz" { "r" Hqtf "Tcpi gt0<sup>6</sup>" 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' f 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<sup>a</sup> hleq" KK7+0'

"  
"

---

:<sup>6</sup>C" o gf kf qu" f g'423: 'P kuucp" eqo gp| »" c' hcdtlect" uw' r leni' 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' leni' 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)<sup>95</sup>**

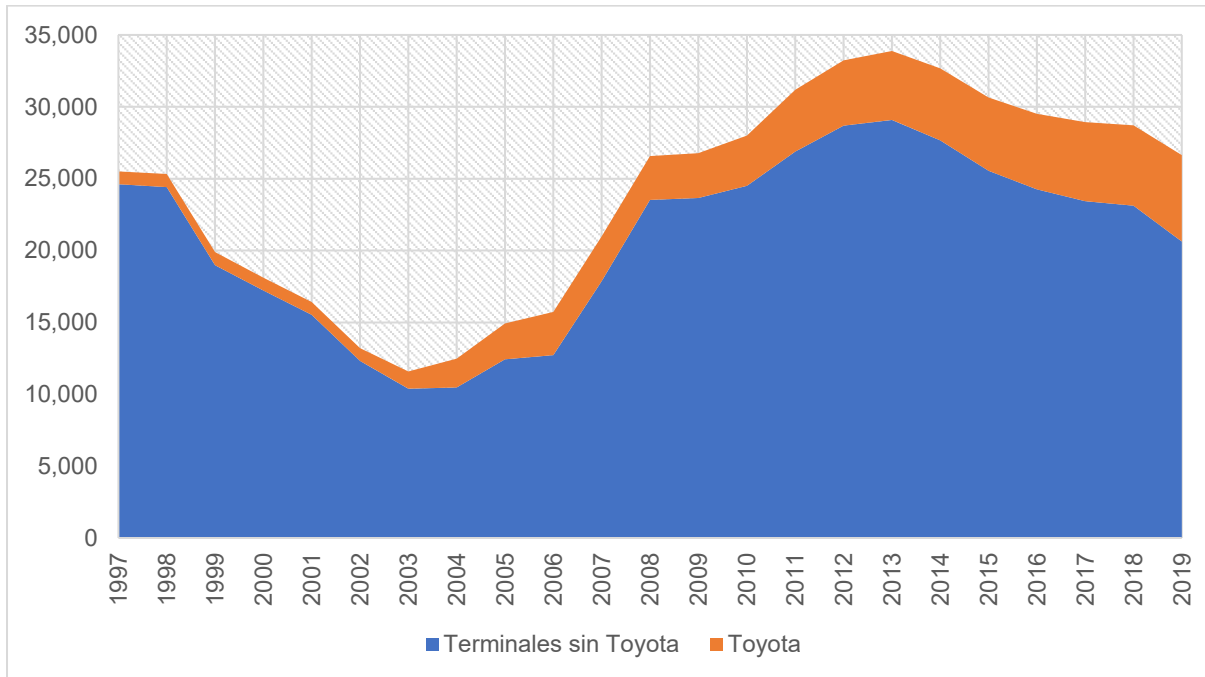


Hwpgv<grdqtcck>p'r tqr kc"gp"dcug"c"CF GHC'

Ceqo r c° cpf q" gn' plxgn' f g" r tqf week>p." gn' go r ngq" gp" Vq{qvc" wo dk2 p" etgek>" uquvplf co gpv>"f guf g"gn'lpkek" f g"uwu"qr gtcekkpqu">xt" 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"{"hpkck cpf q"gp"423; "eqp"gn'45' "f gn'vcdclq"gp"gn'ugevqt"vgtto kpcn'0Rct vkwrtto gpv>."gn' etgeklo kgpvq" f gn'go r ngq"gp"Vq{qvc"ug"fkq" f g"htto c"eqpvce"ekc"eqp"gn'o qxko kgpvq" f gn'ugevqt" gp"uw"vqckf cf."{c"s wg"guv"ec{ >>"uquvplf co gpv>"c"r ctvt" f g"4235."eqp"rc"tgeguk>p" f g"Dtcukn" o kgpvtcu's wg"Vq{qvc"cwogp>"uw>Aogtq" f g"vcdclcf qtgu" f wcpv>"f lej q'r gt"qf q">xt" I tª heq"2/ 5" f gn' Cpgezq" Guvcf "vkeq-0'

<sup>95</sup> J cuc"423: "CF GHC"eqpukf gt>"c"rc"Vq{qvc"UY 6"eqo q"wp'xgj "fwan"wkcktkq0Gp"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 qpuc'qdugtxcpf q'gn' xcmqt'f g'm' r tqf 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'u'r 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.'guv'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' r tqr qtel»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' guv'cur gevq.' Vq{ qvc'rkf 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 kpqu'cuegpuq'f g'nc'hko c'gp'f kej q'tcpnkpi .: "gp'gn'ewcn'eqo gp| »'gp'gn'r wguv'326'eqp'gn'

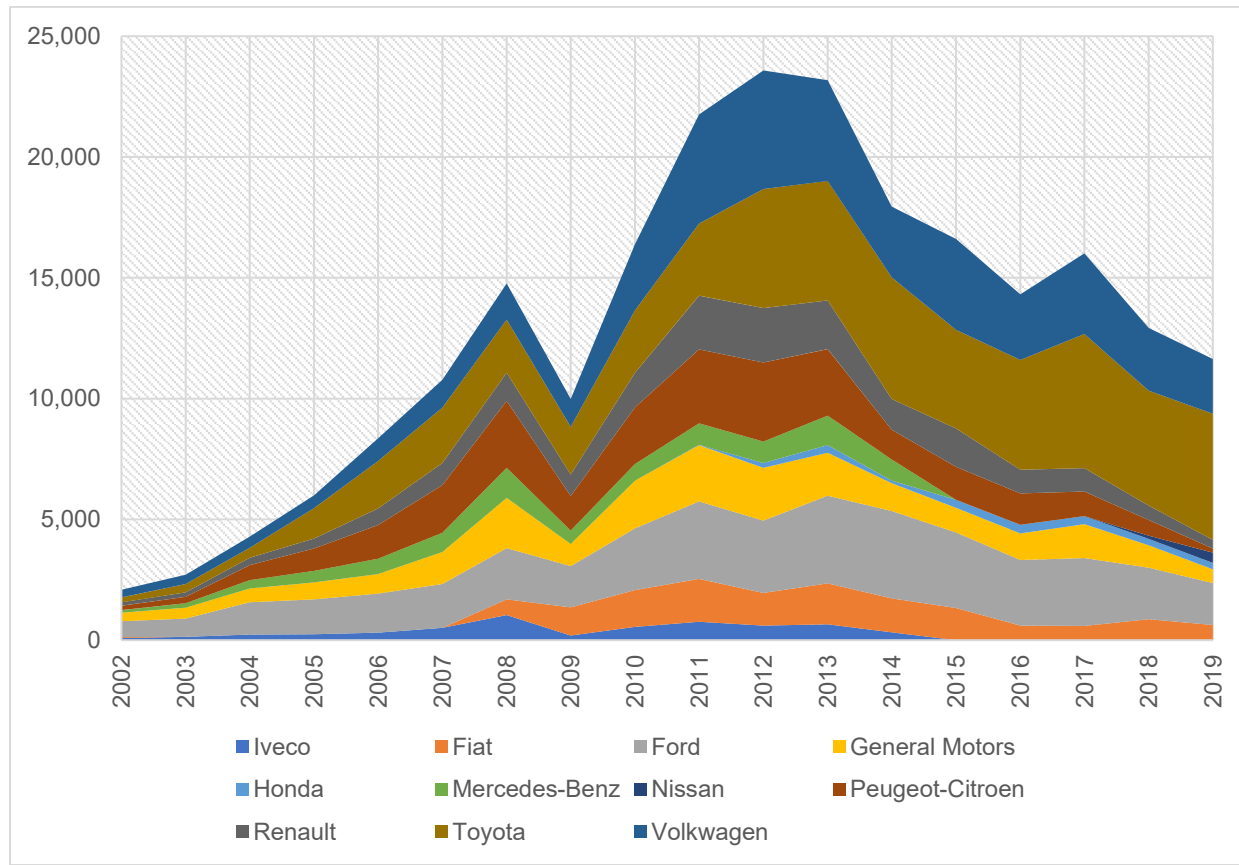
:8"Ug'vkgp'gp'ewgpc'nc'r' r tqf wek»p'f g'eclcu'f g'eco dlq'f g'Xqmuy ci gp'gp'dcug'c'nc' uwo c'f g'nc'u'gzt'wckppgu'f g' 2 ucu'c'iq' r tqf wekf q'gp'xgj 'ewqu0"

:9"Gr'xcmqt'f g'xgj 'ewqu'r tqf wekf qu'ug'gu'ko 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' q' ugi Ap'nc'i w'p' q'hkcl'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 gf kq'cpwcn'f gn'vr q'f g'eco dlq'f g'gn'f »rc't'guvcf qwpk'gpug'f gn'DETC' uwo cf q' c'nc'u' gzt'wckppgu' 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 qn'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.'nc'xq'nc'u'edqecf cu'c'nc' eqo gtekrk' cel»p'f g'i tcpqu+0'

kplekq'f'g'uwu'qr gtcekppgu'gp'3; ; 9"{'mgi »'c'ugt'rc'vgtetg'go r t guc'o a u'i tcpf g'f'g'rc'Cti gpvpc'  
 gp'423; .wde<sup>a</sup> pf qug'f gdclq'f'g'rc'u'gucvrgu' ceko kpvqu' Rgtq'f'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'gzc'lect'gn'53' "  
 f'g'rc'u'xgpvcu'f'g'vqf'cu'rc'u'vgtokpcrgu'cwqo qvtegu'{'gn'4.6' 'f'gn'vqcnf'g'rc'u'422'go r t guc'o a u'  
 i tcpf gu'f'g'Cti gpvpc'\*xgt'I t<sup>a</sup> hleq'K: +0'

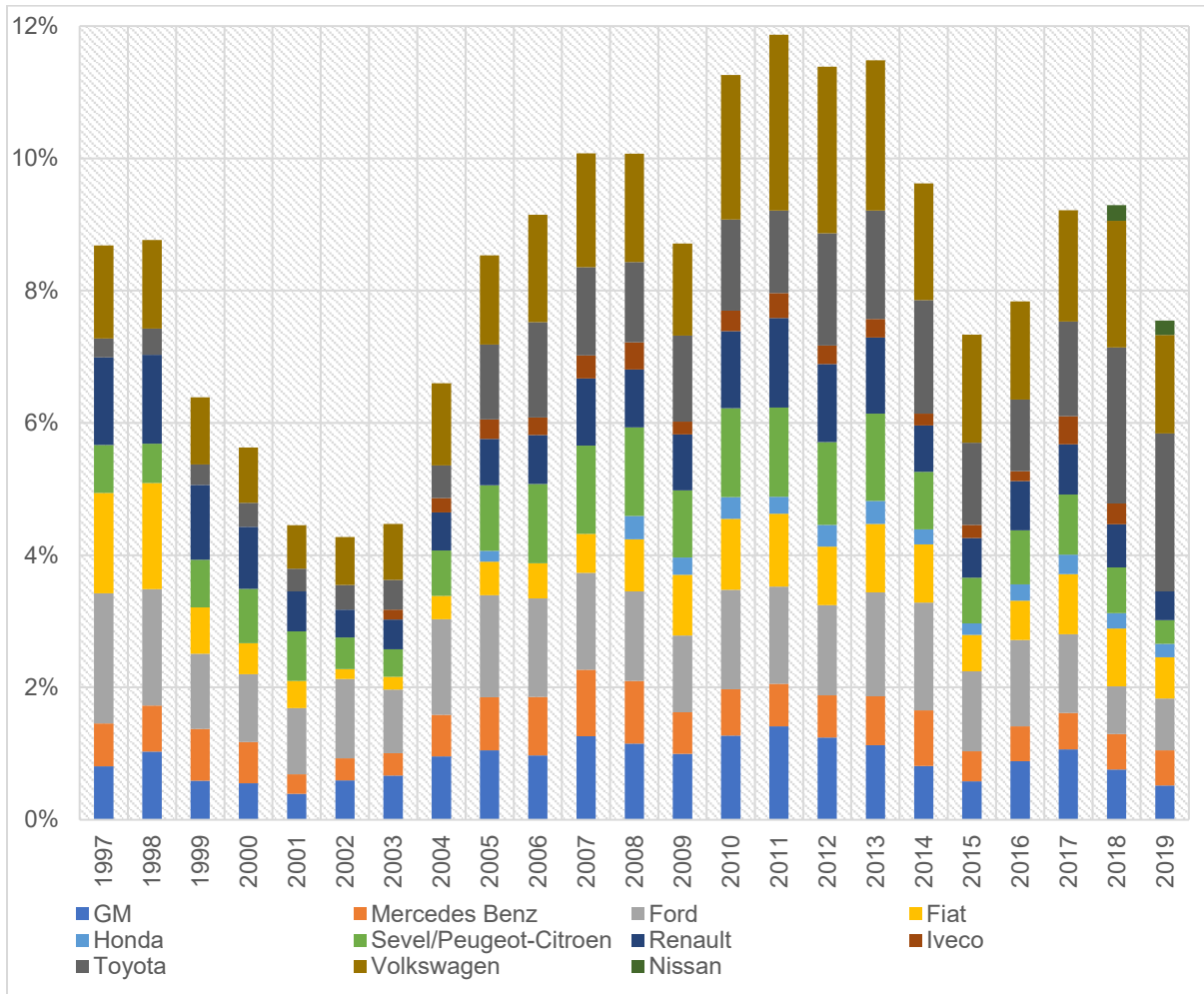
**Gráfico II-7 - Valor de vehículos producidos por terminal automotriz<sup>99</sup> (millones de dólares corrientes) (2002-2019)**



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

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

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



Hwpgv<gndqtcel>p'r tqr kc'gp'dcug'c'Tgxkvc'O gtecf q0'

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

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

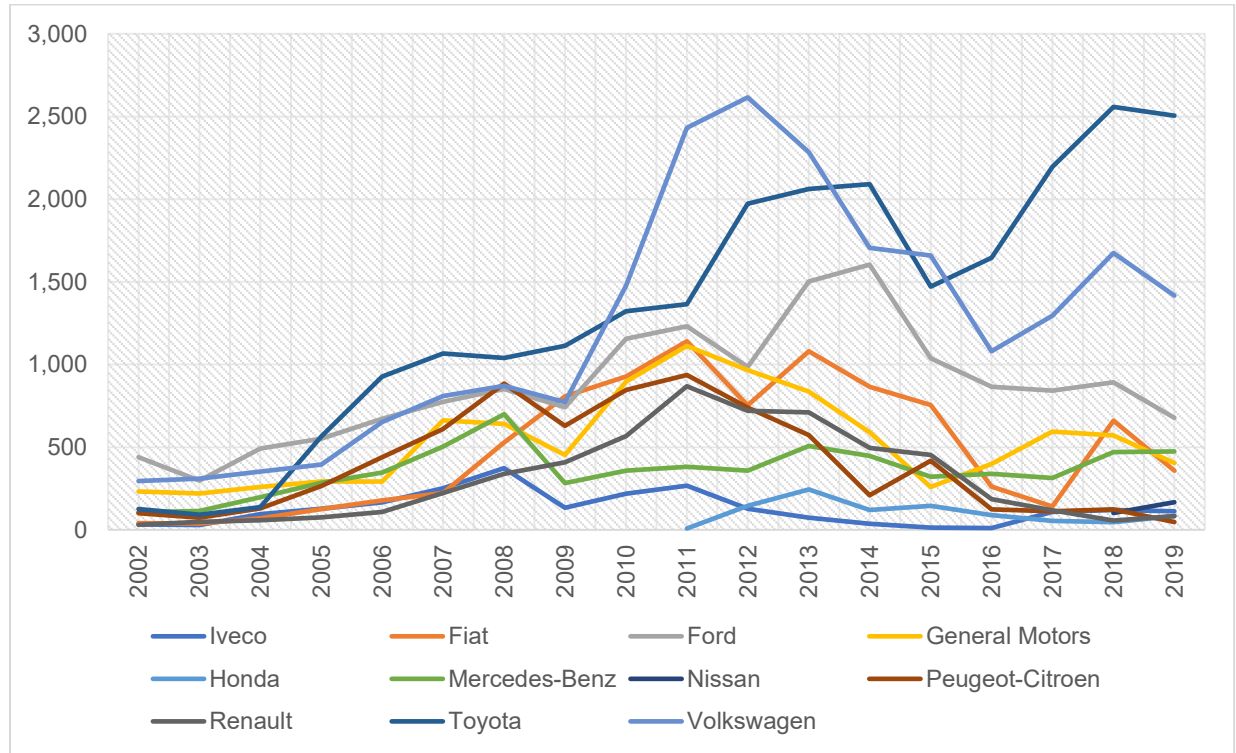
Hwpgv<Tgxkvc'O gtecf q0'

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



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

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



Hwpgv-g'ndqt celp'r tqr k'gp'dcug'c' Cf wpc' { "Uqhtcf g0'

323 "Gn' K J "gu" wpc" o gf kf c" s wg" vepg" rc" r tqr kgf cf "f g" r qpf g t c t " gn' r gu q " f g " e c f c " r t q f w e v q " { " r c " i " g p " g n ' v q c i l ' f g n ' e q o g t e l q . " f g " o q f q " s w g " k p h t o c " u q d t g " n " e q p e g p v t c e k p " g e q p » o l e c " f g " w p " o g t e c f q " \* J k t u e j o c p . " 3 ; 8 6 - 0 ' G u v q " u g " k f g p w h e c " c n ' v o c t " g n ' e w c f t c f q " f g " r c u " r c t v e k r c e k p p g u " f g " e c f c " r c " u 0 ' W p " p f l e g " g n g x c f q " g z r t g u c " w p " o g t e c f q " o w l " e q p e g p v t c f q " { " w p q " d e l q " w p q " f k x g t u k h e c f q 0 R c t c " 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 "

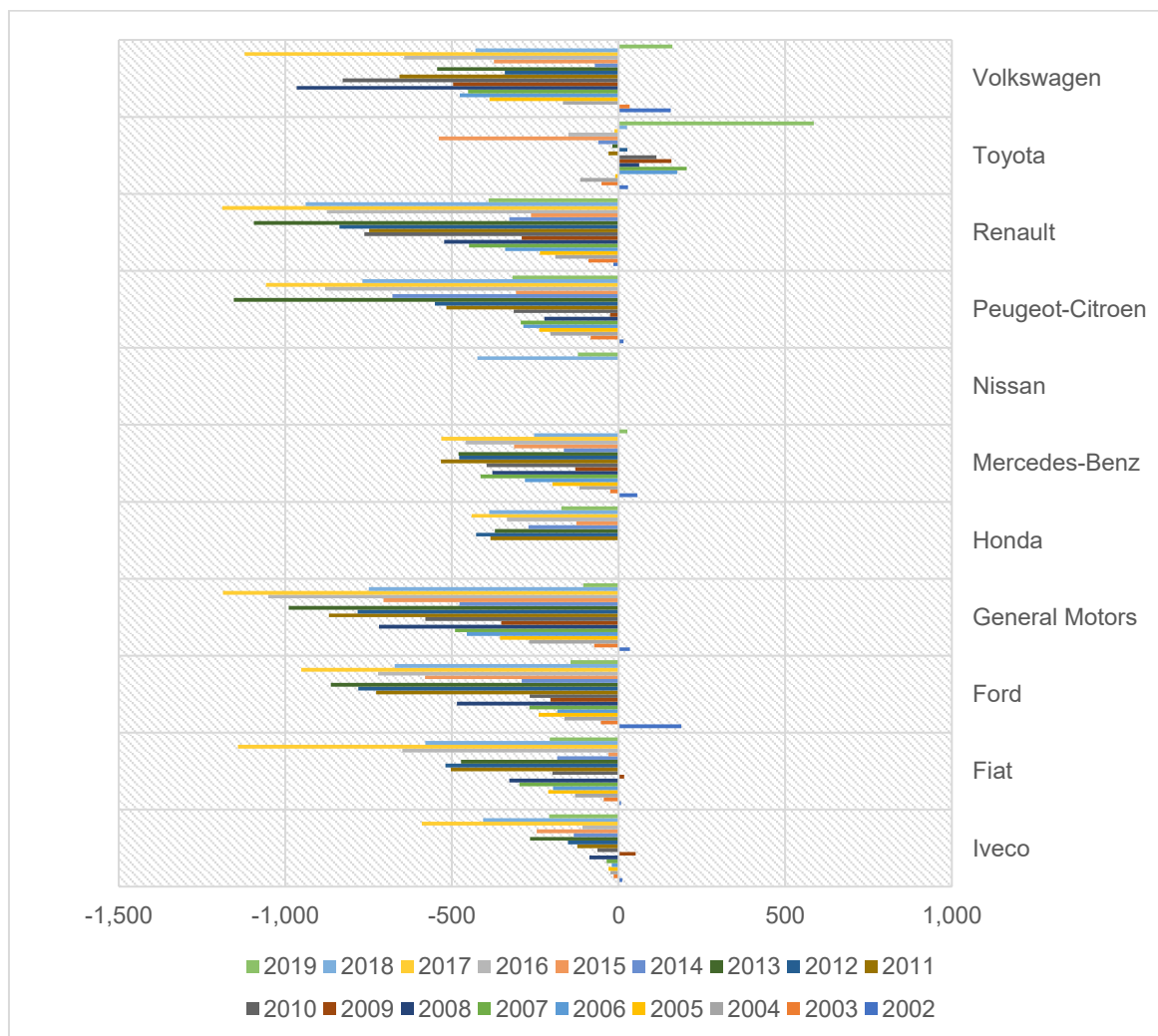
Cuadro II-1 - Índice IHH de concentración de destinos de exportación por terminal automotriz (2002-2019)

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>IVECO</b>	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
<b>FIAT</b>	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
<b>FORD</b>	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
<b>GENERAL MOTORS</b>	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
<b>HONDA</b>										9.787	9.913	9.701	9.550	9.129	9.216	8.607	8.179	9.508
<b>MERCEDES-BENZ</b>	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
<b>NISSAN</b>																	8.402	9.176
<b>PEUGEOT CITROEN</b>	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
<b>RENAULT</b>	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
<b>SCANIA</b>	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
<b>TOYOTA</b>	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
<b>VOLKSWAGEN</b>	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-gndqtcklp'r tqr k"gp"dcug"cf cxqu"fg"Cf wpc"{"Uqhtcf g0

" Ulp'go deti q.'gnitcui q'b<sup>a</sup> 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 qv'legu"\*xgt'I t<sup>a</sup> hleq"K32+0'Gp"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"qdwvq'gtqp"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'f<sup>2</sup> hlek'f gn'ugevqt "f wtcpvg"rc" gvr c" dclq" guwf kq0'Guv'cur gevq'ucrkpgv'ug'f guceec"ç'p'o<sup>a</sup> 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 qp'kdkf cf "f g'f kxkcu'f cf qu"mü" {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 k'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'

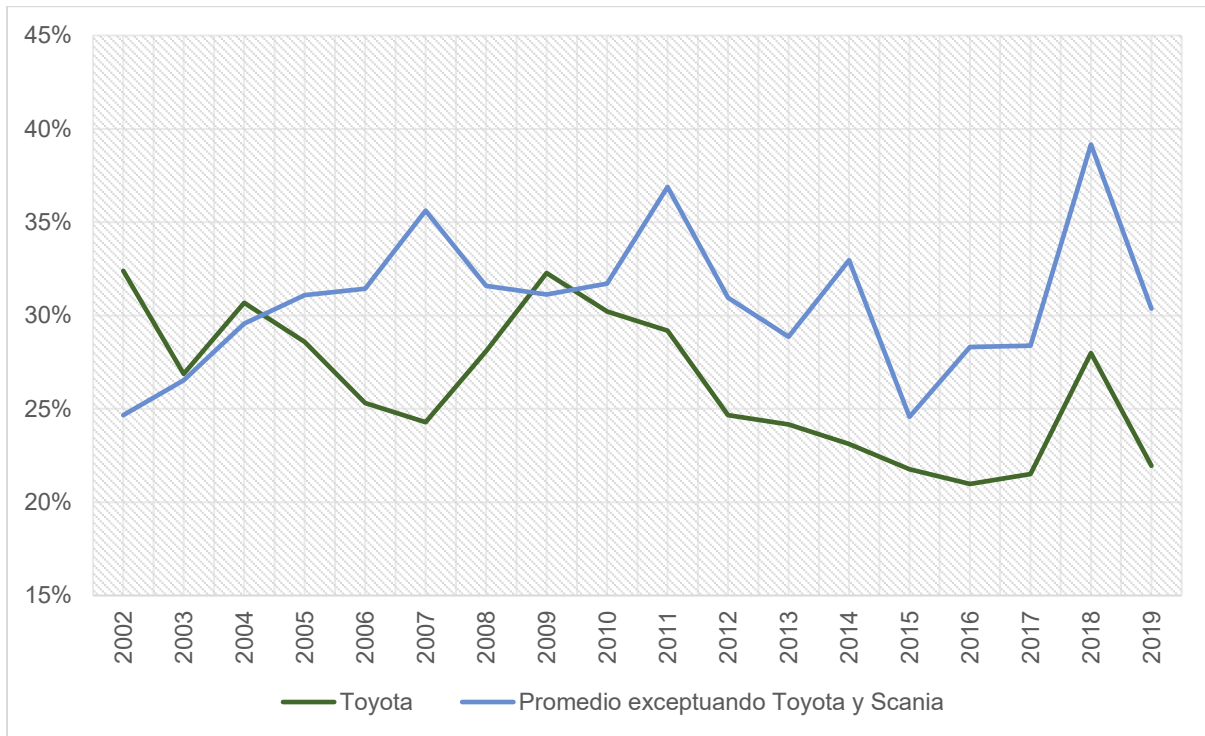
Guxu't guwncf qu'ug'g zr dcep. "gp'r ctvg. 'r qt 'gn'cng' eqpvpgk q' mecn'f g'mu'xgj 'f'wqu'f g' Vq{ qvc0C'r ctvt'f g'nc' b' gf lek'p'f g'rcu'ko r qt vcekppgu'f g'cwqr ctvqu'gp'f » rctgu' uqdtg' gn'xcmr'f g' mu'xgj 'f'wqu' r tqf wekf qu'ug'f gpqc' s'wg' Vq{ qvc'wknk » "gp'r tqo gf kq'wp'48' 'f g'ko r qt vcekppgu' f g'cwqr ctvqu'gp'uwu'xgj 'f'wqu'o kcpvcu's wg'gn't guv'f g'rcu'vgo kpcrgu'm'j' lekgtq'p'53' '\*xgt' I t<sup>a</sup> hleq'33+0<sup>24</sup>' Ncu'f qu'vgo kpcrgu's wg'ug' eqmectq'p' r qt 'f'gdclq'f g' Vq{ qvc'hwgtq'p' Hqtf "eqp' wp'r tqo gf kq'f g'45' 'f g'ko r qt vcekppgu' uqdtg' gn'xcmr'f g'rc' r tqf wek'p' { "Xqmuy ci gp'eqp'47' " \*xgt' I t<sup>a</sup> hleq'2/6' f gn' Cp'gzq' Guxf 'f'wqu'+0<sup>25</sup>' Rqt' qvtq'rcf q. 'gug' uqdtg' uc'k'p'v'g' t'guwncf q' eqo' gtekn' f g' Vq{ qvc'ug'g zr dcep' 'co d'k'p' r qt' b' gpqtgu'ko r qt vcekppgu'f g'xgj 'f'wqu'f g' r cuclgtqu'cn'b' gtecf q' cti gp'v'p'q' gp'eqo r cteck'p' eqp'nc' o c' { qt'f'f' gn't guv'f g'rcu'vgo kpcrgu'eqo q' Xqmuy ci gp. "Hqtf. " I gp'gtcn'O qvqu. "T'gpcwnc' Hlc'v' { "R'gwi gqv' Ektq'gp. 't'gur ge'v'x'co gp'v'g' \*xgt' I t<sup>a</sup> hleq'2/7' f gn' Cp'gzq' Guxf 'f'wqu'+0

---

<sup>324</sup>"Ecdg'tgo ctect's wg'gug'o <sup>2</sup> vqf q'gu'f k'v'p'v'q' cni's wg'wknk' cp'rcu'vgo kpcrgu. "o k'f' k'p'f q' r' k'g' c' r' qt' r' k'g' c'0Ugi 'Ap'gug' 'Anko q. "Vq{ qvc'v'p'f' gp'4242'wp'62' 'f g'eqpvpgk q' mecn'gp'uwu'xgj 'f'wqu' \*F' cpl'gri'J' gtt'gtq. "gp'v'g'x'k'uc' r' gtuqpcn' 3194244+0'

<sup>325</sup>"C' r' ctvt'f g'nc' etvegu'f g'rcu'xctkcdrgu'ko r qt vcekppgukcmr'f g'rc' r' tqf wek'p' { "g'zr qt vcekppgukcmr'f g'rc' r' tqf wek'p'gp'v'g'4224' { "423; "ug' r' wgf gp'xgt'o <sup>a</sup> u'ertco gp'v'rcu'f k'g'p'ekcu'gp'v'g'rcu'vgo kpcrgu' \*xgt' I t<sup>a</sup> hleq'2/6' f gn' Cp'gzq' Guxf 'f'wqu'+0Cp' r' ctvt'wct. "Vq{ qvc. "Hqtf' { "Xqmuy ci gp. 'rcu' r' t'p'ek' r'c'gu' r' tqf weqtcu'f g' r' k'ni'w' u'gp'gn' r' c'f' u'up'g'zr qt vcf qtcu'eqp'cng' eqpvpgk q' mecn'uk'p'go d'cti q. 'm'q' t'guwncf qu'f g'uc'f q' eqo' gtekn'gp'v'g' g'ncu' \*w'u'5; 2' o k'np'gu' Vq{ qvc. "w'u'9062: "o k'ni'o gu' Hqtf' { "o'w'u'90827' o k'np'gu' Xqmuy ci gp+'t'go cteck'nc' uk'p' i' w'ct'k'f' c'f' f' gn'ec'uc' q' f g' Vq{ qvc. 'l'p'nc'uc' h'g'p'v'g'c' g'uc'v'go kpcrgu'gp' Cti gp'v'p'c'0'

**Gráfico II-11 - Contenido importado de los vehículos<sup>104</sup> 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'Cti gpvpc'gp'dcug'c'uwu'r qukkxqu'iqi tqv0Gug'2 zkq" uqdtgucrg.'c'uw'xgl . "vpgpfp 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'plxgrgu'r tqf wekxqu'f g'rc" hto c.'uwu'xgpvcu.'uw'r qukekp'gp'rc'eÀr wr'geqp»o kec'cti gpvpc'{".'uqdtg'vqf q.'uwu'tguwncf qu" eqo gtekrnu" c' r ctvt' f g' uwu' gzer qtcekp'p'gu." cmq' eqpvpgkf 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'tguvq" gu'gp"rc'f kxgtukh'ceekp'f g'uwu'o gtecf qu'f g'gzer qtcekp." 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'guwfkq0'

**Conclusiones parciales**

C"mq' rti q'f g' gung'ecr ¶wruq'ug'tgeqputw' »"rc"vc{ gevqtk"j kwrtlec" f g'rc" kpf wutlc"

<sup>326</sup>Rctc'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 "vkecu" i gpgtcrqu" {" uuu" r tqdngo cu" gwtwewtcrqu"r ctc" f guvcect"rc"gzegr ekqpcrkf cf "f g"Vq{ qvc" Cti gpvpc0Cu" "ug" f gucttqmtqp"rcu" f kwpvcu" gvr cu" f g"rc" kpf wwtlc" f guf g"uuu" kplekqu"gp"3; 42" j cuvc"rc" etkuku" f g"rc" eqpxgtvdkrkf cf " ug° cncpf q"s wg"rcu"r tqdngo ° vkecu" f gn'cncpeg" f g"uuu" gztvcekqpgu" {" uuu" ucif qu"eqo gtekrqu" {" c" ug" gpeqpvtdcp" r tguvgyu" gp" guvg" tgeqttkf q. "cf go ° u" f g" qvcu. "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 kkv" wpc" b" glqtc" r tqf wvxc" {" "vgepqn" i kec" {" i gpgt» "wpc" ucirkf c" gztvctf qtc" r ctc"rc" tco c" vto kpcn'c" r ctvt" 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 ctc"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 kpqu" 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 ctvt" f g"rc" cuwpekp" f gn' i qdkgtpq" f g" Eco dlgo qu" c" hkpqu" f g" 4237. "gn' eqo r nglq" cwqo qvkt "wvkl" wv" hwtvgt" gvtqegu" f cf q" r qt"rc" tgtceekp" 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" grxcf qu" f² hekku" gp" rcu" r ctvfcu" f g" xgj "fwrqu" vto kpcf qu. "m" ewcn' ci tcx» " 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 qvkegu" f gpqvcpf q" wp" eqo r qvco kpvq" f hgt gpekcf 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 ctvt" f g"uuu" gztvcekqpgu. "cnq" eqpvcpkf 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" tgtceekp" 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 gucttqmq" f g"rc" kpf wwtlc" cwqo qvkl "cti gpvpc" guvcdngekpf q"rc" pgegukf cf "f g" gzc"o kpcct" nqu" hcvqtgu" s wg" gztv ncep" 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 " u k e c u " f g " u w " g u t c v g i k c " g o r t g u c t k n i m d c n i { " c n i h w i c t ' s w g " q e w r c " r " h k r c n ' c t i g p v k p c " g p " u w " g u t w e w t c " o w n k p c e k q p c n i " F g " g u v g " o q f q . " u g " e q o k p p | c " r c " u g e e k » p " c p c r k 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 i r c " u \* 3 . 1 + 0 " N w g i q . " u g " f g v c m p " f q u " e q o r q p g p v g u " g u g p e k r g u " f g " r c " g u t c v g i k c " g o r t g u c t k n i f g " V q { q v c " \* 3 . 2 + " r q u " e w c r g u " u q p " u w " u k u g o c " f g " r t q f w e e k » p " \* T o y o t a P r o d u c t i o n S y s t e m + \* 3 . 2 . 1 + { " g n ' o 2 v q f q " V q { q v c " \* T h e T o y o t a W a y + \* 3 . 2 . 2 + 0 " G u v q u " g r g o g p v q u " u q p " e g p v t c r g u " r c t c " g p v g p f g t " r c u " e c t c e v g t " u k e c u " f g " r c " h k o c " f g u f g " u w " q t k i g p " s w g " f g t q p " h w i c t " c " r c " r t q r c i c e k » p " f g " u w " u k u g o c " c " r c t v k " f g n i h c o c f q " t o y o t i s m o , g n i e w c n i e q p f g p u » " i t c p " r c t v g " f g " r q u " e c o d k u " s w g " u g " g u v c d c p " m g x c p f q " c " e c d q " g p " g n i e c r k c r k u o q " o w p f k c n i g p " r c " f 2 e c f c " f g " 3 ; 9 2 0 " C u l o k u o q . " g u v q u " c u r g e v q u " u q p " e t w e k r g u " r c t c " e q o r t g p f g t " r c " g u t c v g i k c " f g " V q { q v c " C t i g p v k p c " f w t c p v g " r c u " A n k o c u " f 2 e c f c u " r t k p e k c m g p v g " u w " r c p k h e c e k » p " c " r e t i q " r n | q { " u w " t g r e k » p " e q p " r t q x g g f q t g u " m e c r g u 0 "

" G p " g n i u k i w k e p v g " e r c t v c f q " u g " t g e q p u s t w f g " r c " g v c r c " f g " e t g e k o k g p v q " c n i k p v t k q t " f g " L c r » p " n w g i q " f g " r c " K K I w g t t c " O w p f k c n " r c " g z r c p u k » p " f g n i I t w r q " V q { q v c " { " g n i k p e t g o g p v q " f g " u w u " g z r q t v e k q p p g u " c " f k u k p v q u " o g t e c f q u " f g n i o w p f q " \* 3 . 3 + 0 " N w g i q . " u g " u k i w g " e q p " r c " h c u g " f g " k p v t p c e k q p c r k c e k » p " f g " r c " h k o c " c " r c t v k " f g " r c " k p u v c r e k » p " f g " h k r c r g u " g p " f g h g t g p v g u " r c " 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 " u " 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 i t q n i f g " e c f c " u w d u k f k e t k c " c " r c t v k " f g n i c o q " f g " t c f k e c e k » p . " g n i e c t a e v g t " l w " f l e q . " g n i v r q " f g " d k e p " r t q f w e k f q . " h c u " t c | q p g u " f g " r c " k p u v c r e k » p " { " g n i p k x g n i f g " r t q f w e e k » p " g p v t g " 4 2 2 ; " { " 4 2 3 ; 0 " U g i w k f q " c " g u v q . " u g " f g u e t k d g " r c " g v c r c " f g " e q p u q r k f c e k » p " f g " V q { q v c " e q o q " w p c " h k o c " o w n k p c e k q p c n i \* 3 . 5 + " g p " d c u g " c n i c p a r k u k u " f g " r c " r t q f w e e k » p " g p " r c u " f k u k p v c u " t g i k q p g u " f g n i 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 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 i r t q { g e v q " k o p p x c e k » p " k p v t p c e k q p c n i f g " X g j " f e w r q u " O w n k r t q r » u k q " \* K O X + " r c p | c f q " r q t " r c " g o r t g u c " c " p l x g n i m d c n i g p " 4 2 2 4 " \* 3 . 6 + " g p " g n i e w c n i r c " h k r c n "

cti gpvpc"vkgpg"wp"tqn'r tgr qpf gtcpg0Nc"glgewek»p" f g"guvg"r rcp"gu"wp"lcevtq" f gygto kpcpvq" f gn' r cr gn' f g"rc" Cti gpvpc"gp"rc" guv wewtc"o wmkpcekqpcn' f g"Vq{ qvc"gp"ewcpvq" c"uw"gur gekcrk cek»p" r tqf wevxc. "r guq" f gn' o gtecf q" kpvgtpq. " guvdrgek kgpvq" f g" o gtecf qu" f g" gzi qtveck»p. " eqo q" vco dk p. " r qt" rc" h'ckek»p" f g"rc"u' r rcpvcu' r tqf wevxcu' s w' eqo r kgp" eqp" Cti gpvpc" cn' kpvgtkq" f g"rc" o wmkpcekqpcn' Rqt" Anko 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 ct° pf qrc" eqp" gn' tguvq" f g" rc" u' h'ko cu" cwqo qvlegu" ugi Ap" uwu" kpi tguqu" { " r tqf week»p" i mdcrgu0Cf go ° u. " ug" gzcw kpc" s w° " 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 kvqtck" 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 krc" k'ct "vgz vk' r qt" r ctvg" f g" uw" h'wpcf cf qt. " Ucnkej k' Vq{ qf c0<sup>327328</sup> " Gni° zkvq" f gn' go r tgp' ko kgpvq" eqo gp| » " gp" 3: ; 3" c" r ctvk" f g"rc" etgckek»p" f gn' vgrt" f g" b" cpq" f g" o cf gtc" Vq{ qf c" \*Toyota wooden hand loom+ , wp" kppqxcf qt" vgrt" s w' r gto k' c" eqphgeekqpc" r tqf wevqu" vgz vk' gu" eqp" wpc" uqrc" o cpq0Nwgi q. " gp" 3: ; 8" o glqt» " f lej c" kpxgpek»p" cn' f gucttqnc" gn' vgrt" o ge° pleq" Vq{ qf c" \*Toyota power loom+ , gn' r tko gt" vgrt" o ge° pleq" f g" Lcr » p0C" r ctvk" f g" gmq. " rc" go r tguc" h'w" etgekpf q" c" wp" tko q" cegrctcf q. " cuqek° pf qug" eqp" qv' cu" h'ko cu" lcr qpguc" { " co r rcpf q" uwu" r rcpvcu" o cpw' cewt gtcu0' Rquvgtkqto gpvg. " lwpvq" c" uw" j klq. " Mkej kq" Vq{ qf c. <sup>329</sup> " f gucttqnc" eqplwpcw gpvg" gn' vgrt" cwqo ° v' eq" Vq{ qf c" \*Toyota automatic loom+ , ni t' cfp 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' kpf q" o c { qtgu" 2 zkvq" { " gp" 3; 48" guvdrgekgtqp" rc" h'ko c" Vq{ qf c" Cwqo c' v' Nqgo " Y qtmu. " Nf 0<sup>2</sup>: " \*Vq{ qvc. " 4234+0'

Rctcrgrco 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 qn' k' c' k' pf wutkrc' o qf gtpc" \*Laj puqp. " 3; : 4+0<sup>2</sup>: " Ukp" go d' cti q. " rcu" go r tguc" o ° u'

<sup>327</sup> " Ucnkej k' Vq{ qf c. " gn' h'wpcf cf qt" f g" Vq{ qvc" k' pf wutkrcu" Eqtr qtcvqpp. " pcek» " gp" 3: 89" gp" gn' r wgdni' twcnf' g' l' co ci wej k' ° c' j qtc' r ctvg" f g"rc" ekw' cf f' g' Mquck" gp" rc' r tghewtc" f g" Uj k' wqnc" { " gtc' j klq" f g" wp' ectr kpvgtq" ° O ci gg. " 4229=Vq{ qvc. " 4234+0'

<sup>328</sup> " Guv" ug" eqp' tcr qpg" cn' k' pleq" f g"rc" r tko gtc" go r tguc" cwqo qv' k' " lcr qpguc. " O kuwdkij k" rc" ewen' r tqxgp" c' f g" niu" i t' cfp gu" i twr qu" go r t' guctkrcgu" lcr qpgugu" eqp' qek' qu" eqo q" zaibatsu, niu" ewergu" gtc" eqp' tcr q' r qt" r qf g' t' qcu" h'co krcu" s w' f qo k' p' c' d' p" rc" geppqo " c' " lcr qpguc" { " h'wgtqp" eqp' t' crgu" gp" uw" r tqegvq" f g" k' pf wutkrc' c' ek»p" \*Eqttgc" Tgvtgr q. " 4238= " Rgtgl " C' m' cpuk" 4242c+0' Nqu" f gpqo k' p' cf qu" o' ewvct q" i t' cfp gu" i twr qu" o' gtc" p" O kuwdkij k" O kuwk" Uwo kqo q" { " l' cuw' c" \*Lgpcpc. " 4226+0'

<sup>329</sup> " Rctc" co r r' ckt" uqdtg" rcu' r t' l' p' k' rcgu" cwqtk' cf gu" f g" VO E" eqpuwnc" gn' rkucf q" etqppni leq" gp" rc" " Vcdrc" 2/5" f gn' Cpgzq" Guvcf " j' nekq0'

<sup>32</sup>: " S w' h'wgi q" ug" eqp' xgt' v' k' c' " gp" Vq{ qvc" k' pf wutkrcu" Eqtr qtcvqpp0'

<sup>32</sup>: " Ej cm' gtu" Laj uqp" \*3; : 4+ " guw' f' k' uq" f gn' milagro económico" lcr qp' 2 u' eqo q" gn' r tko gt" ecvq" f g" k' pf wutkrc' c' ek»p" v' t' f' c' { " r k' p' gtq" f g" rc" r' k' gtc" wtc" uqdtg" gn' Estado desarrollista. " uqu' k' p' g' s w' rc" ko r ngo gpvckek»p" f g" rc" r qn' k' c' k' k' pf wutkrc' lcr qpguc" o qf gtpc" eqo gp| » " gp" rc" f' 2 ecf c" f g" 3; 42" eqp" rc" k' p' tqf week»p" gp" Lcr » p" f gn' eqp' egr vq" f g" racionalización industrial. " gn' ewen' ug" dcu» " gp" rc" t' cek' q' p' k' c' ek»p" k' pf wutkrc' r' c' rgo cpc0Guc' r qn' k' c' k' ug" eqp' t' cdc" gp" rc" k' p' p' x' c' ek»p" v' g' eqp' ni k' c. " rc" k' p' u' c' r' ek»p" f g" o ° s w' k' p' cu" { " gs w' r qu" o ° u' o qf gtpqu" { " o g' f' k' cu" i gp' t' c' r' c' c' c' w' o gpvct "



dgpghlekfcu"r qt" guvcu" o gf kfcu" gtcp" rcu" r gtvgpgekpvcu" c" rqu" eqpi mqo gtcf qu" go r t guctkqu" lcr qpugu. "eqpkefcu" eqo q" zaibatsu, r qt" rqu" vcpvq. "Vq{ qvc" pq" hwg" qdlgw" f kgevc" f g" f lej cu" r qn" kecu" f g" kpf wutkrc k cek»p0" C" uw" xgl. "f wtcpvg" guvc" f<sup>2</sup> ecf c" gn' vgttgo qvq" f g" I tgev" Mcpvq" f guxt w{ »" rqu" hgttqecttkrgu" gp" i tcp" r ctvg" f g" Lcr »p" f cpf q" nwi ct" cn' etgeko kcpvq" f gn' wuq" f g" cwqo »xkrgu" { "eco kppgu0Guv" cwo gpvq" f g" r' f go cpf c" f g" xgj ¶ewru" gtc" ewdkgvq" gp" uw" vqcrk cf" r qt" ko r qtvcckppgu" 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<sup>a</sup> u" eqo r gvkxcu" s wg" rcu" gwtqr gcu. "r qt" rqu" vcpvq. "c" o gf kfcu" f g" r" f<sup>2</sup> ecf c" f g" 3; 42" Hqtf" { " I gpgtgn' O qvqu' kpuvcrtqp" uwu' r rcpvcu" f g" gpucio drcf q" gp" Lcr »p" \*J qny gi. "4229-0"

Rqt" uw' r ctvg. "gr<sup>2</sup> zkvq" f g" rqu' vgrctgu" cwqo<sup>a</sup> veku" Vq{ qf c" uki wk» cwo gpvcpf q" f g" hqto c" vcn' swg" gzevf lgtqp" c" Lcr »p" { " gp" 3; 4; " ecr kcrnu" f g" I tcp" Dtgv c" egttctqp" wp" cewgtf q" r ctc" r" vtcpuhgtgpek" f g" r cvgpvcu" eqp" r" go r t guc" lcr qp guc0" Gp" gn' o cteq" f g" guvc" pgi qekcekp" Mkej kq" Vq{ qf c" eqo gp| »" c" xkclct" c" I tcp" Dtgv c" { " Guvcf qu" Wpkf qu. "cf gpt<sup>a</sup> pf qug" gp" gn' f gucttqmq" f g" r" kpf wutk" cwqo qvtk' "gp" guvqu' r c¶rgu" { '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<sup>o</sup> qu" f g" rqu" xgj ¶ewru" guvcf qvpkf gpugu" { "c" tgenwct" vtdclcf qtgu" eqp" gZR gkgepek" gp" r" kpf wutk" cwqo qvtk' \*LONkmt. " 4225-0"

Gp" 3; 52" gn' f gucecf q" O kpkvgtkq" f g" Ego gtekq" kpvgt pcekqpcn' g" kpf wutk" \*Ministry of International Trade and Industry. 'O KVK' f gn' qdkgtpq" lcr qp<sup>2</sup> 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' eqpvt qn' gz vtcp lgtq" gp" gn' ugevq" { " tgf wekt" gn' f<sup>2</sup> hek' eqo gtekn' { " eqpukv¶c" gp" gn' qvqi co kcpvq" f g" r' kgepekcu" gur ge¶kecu" r ctc" r" hcdtkecek»p" f g" xgj ¶ewru" { 'eco kppgu0<sup>32</sup> Cu¶" gn' Guvcf q" hg' eqpegf k»" f lej qu' r gto kuqu' Apleco gpvg' c" f qu' hto cu" f g" ecr kcrnu" lcr qpugu. 'P kuucp<sup>333</sup> { " Vq{ qvc<sup>334</sup>. { " c" r ctvt' f g" cm¶" vpc" ugtkg" f g" dgpghlekqu" gp" o cvgtk" f g" ko r wguvqu" { " t guxtkeekppgu" c" rcu" ko r qtvcckppgu0<sup>35</sup> Guvcu" hwtq" rcu" r tko gtcu" r qn' kecu" f gn'

r" ghlekgepek" geqp»o kec0" C" uw" xgl. "gmq" ug" eqo dlp»" eqp" gn' hqo gpvq" guvcn' c" e<sup>a</sup> t vrgu. "gp" vpf kcpf q" s wg" gptg" rcu" i tcpf gu" go r t gucu" f gd¶cp" eqpukwkt" oligopolios cordiales \*cordial oligopolies+¶Lqj puqp. '3; : 4-0"  
<sup>332</sup> "Gp" 3; 56" gn' Ego k<sup>2</sup> " f g" Rtqo qek»p" c" r" Rtqf week»p" F qo<sup>2</sup> ulec. "wp" »ti cpq" f gn' O KVK' rcp| »" r" Eqplgtgpek" O kpkvgtkcn' r ctc" gn' Guvcngelo kcpvq" f g" r" kpf wutk" Cwqo qvtk' "gp" r" ewcn' r ctvkr ctqp"; "o kpkvgtkqu' pcekqpcngu" { " f g" f »pf g' uwti k»" r' r' g" { " f g" O cpwhcewctc" kpf wutkcn' f g" Cwqo »xkrgu" s wg" ug" vgtto kp»" f levcpf q" gp" 3; 580"  
<sup>333</sup> "Gn' i twr q" P kuucp" gtc" r ctvg" f gn' ugi wpf q" i twr q" f g" zaibatsu. "r quvgtkt" cn' etgeko kcpvq" f g" rcu" ewcvtq" r tlpkr crgu" hco krcu' Uwu" pgi qekqu" kplekrgu" 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"  
<sup>334</sup> "Cwps wg" gn' cr gmkf q" f g" r' hco krc' hwpf cf qtc" gu" Vq{ qf c" \*豊田+ug" f gekf k»" o qf klect" gn' pqo dtg" f g" r" go r t guc" c" Vq{ qvc" { " c" s wg" uw' r tqpwpckek»p" gu" o<sup>a</sup> u' ugpckm" { " uw' guetkwct" uko dqrk' c" wp" eqo kcp| q' hgrk' <" Vq{ qvc" \*トヨ+gp" Lcr »p" gu<sup>a</sup> " eqpukf gtcf q" o<sup>a</sup> 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"  
<sup>335</sup> "C" uw" xgl. "ug" rgu' qdrki »" c" guvcu" go r t gucu" c" wkrk' ct" cwqr ctvqu' pcekqpcngu0"

i qdktgtpq' lcr qp<sup>2</sup> 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' pcekqpcn<sup>336</sup> \*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 gupg' » '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' guvcdngel' » eqo q' wpc' eqo r c' ° 'f' kpf gr gpf kgpv' f gn' t guv' f g' rcu' go r t gucu' f gn' i twr q' { 'gp' 3; 5: " eqputw { » 'rc' r rcpv' f g' Mqtqo q. 'cn' egp' t q' uw' f g' Lcr » p' 0' Guv' Anko c' gtc' wpc' r rcpv' f g' r tqf week' p' k' vgi tcf c' s wg' kpenw' f' c' vqf qu' r' r' t qeguqu' p' geguctkqu' r ctc' rc' r tqf week' p' f g' cwqo » xkrgu. ' kpenw' k' qu' r' r' t qeguqu' f g' hmpf lek' p' { " hqtlc. " o gecpk' cf q. " gpuc' dmlg' o ge<sup>a</sup> pleq. " guvco r cf q. " gpuc' dmlg' f g' ecttqeg' t' f' cu. " r k' pwtc' { " gpuc' dmlg' i gpgtcr<sup>337</sup> " Ecf c' w' p' q' f g' guvqu' r t qeguqu' ug' f kug' » " r ctc' s wg' guwxkgtcp' eqpgev' cf qu. " { " rc' r rcpv' 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' qdlgvkxq' gtc' tgf wek' " equvqu' c' v' t' cx<sup>2</sup> u' f g' rc' gnko k' p' cek' p' f g' rcu' k' p' eqpukv' g' pekcu. 'gn' i cuv' q' { " rc' uqdt' gecti c' gp' r' r' t qeguqu' <sup>338</sup> " Guv' ukuvgo c' hmg' w' p' j kq' gp' rc' j k' v' q' t' k' f g' gn' ecr k' crkuo q' f g' o qf q' v' cn' s wg' cu' f' eqo q' r' r' t k' p' ek' k' qu' f g' gn' hqtf kuo q' lwi ctq' p' w' p' t' qn' t' gr' x' cp' v' g' gp' gn' f guctt' q' m' q' geqp' » o leq' f g' GGWW' c' r t k' p' ek' k' qu' f g' gn' uki r' q' ZZ. " gn' VRU' hmg' f g' v' 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' geqp' qo 'f' c' lcr q' p' guc' \*xq' p' Vwpl' gr' o 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' e' q' p' gn' wuq' f gn' v' g' r' t' o ge<sup>a</sup> pleq. " ewcp' q' Vq { qvc' ko r ngo gp' » w' p' q' f g' r' r' t' q' u' eqo r q' p' p' v' g' u' f g' u' w' 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' guvct' gp' h' m' p' ek' q' p' co k' p' v' q' uk' p' s' wg' r' qu' v' t' cdcl' cf q' t' gu' r' cu' 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' cdcl' q' f g' hqto c' v' cn' s wg' rc' o' cs' v' k' p' et' k' " ug' f g' v' g' pi' c' u' r' q' ewcp' f' q' c' ni' w' p' c' "

<sup>336</sup>Eqo q' eqpugev' g' pek' f g' guv' q' { f gn' kplek' q' f g' rc' KKI O. 'Hqtf' { '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' <sup>337</sup>F g' d' k' f' q' c' rc' d' cl' c' f' go c' p' f' c' f' g' r' ct' v' u' { 'r' k' l' cu' r' c' t' c' rc' r' tqf week' p' f' g' x' g' j' 'f' w' ru' u' gp' 3; 52' g' z' k' u' f' p' r' q' e' cu' 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' r' cu' r' ct' v' u' f' g' c' e' g' t' q' 0' R' q' t' g' u' g' o' q' v' k' 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' c' o' k' p' v' q' f' gn' c' e' g' t' q' r' c' t' c' rc' h' c' d' t' k' e' c' e' k' p' f' g' r' ct' v' u' { 'r' k' l' cu' f' g' r' qu' r' t' ko' g' t' qu' r' t' q' v' k' r' qu' f' g' cwqo » xkrgu' s' wg' ug' guvcdcp' f' guctt' q' m' 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' k' p' f' t' q. 'dn' s' v' g' u' f' g' e' k' k' p' f' t' q' { 'r' k' v' q' p' g' u' b' o' k' g' p' t' cu' u' g' ko' r' q' t' v' d' c' p' r' ct' v' u' f' g' E' j' g' x' t' q' r' g' v' eqo q' e' k' i' A' g' o' c' r' g' u. " t' d' q' r' g' u' f' g' r' 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' e' l' e' q' u' 0' <sup>338</sup>"Cu' f' i' q' t' g' ch' k' to c' gn' 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 ". U' gi' A' p' U' j' k' o' 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' q' u' r' c' t' c' t' g' f' w' e' k' t' h' q' u' e' q' u' r' t' x' g' j' 'f' w' ru' u' r' tqf wek' f' q' 0' "



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

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

C"r ctvk'f g'ncu'etkuku'f gn'r gvt»ngq"gp'nc" f<sup>2</sup>ecf c'f g"3; 92."f gn'ci qvco kpvq'f gn'o qf gmq" hqtf kuc/ng{pgukcpq" {" f g" nc" o<sup>a</sup> u' tgf wekf cu' vcucu' f g" etgelo kpvq" geqp»o keq" o wpf krcgu" r quvgtkqtgu."gp"Vq{ qvc'ug'vgo kpctqp'f g'eqpxgpegt's wg'pq'gtc'r qukdng'ugi vkt'eqp'gn'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" o<sup>2</sup> vqf q'f g'hcdtkecelep"s wg'hvpekqpcdc'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 wevku'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" f<sup>2</sup>ecf c'f g"3; 92."ukgp q'nc"xcpv wctf kc" f g'ncu" r t<sup>a</sup> vkecu'f g'producción flexible"\*lean production+"\*Eqtkcv."4222=Eqxcttdkcu"X0("Tco "f g" R<sup>2</sup>tgj ." 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 khtgpekcf qu'r qt'wpc'f g'etgelo kpvq"o<sup>a</sup> u'ngpvq"{" f khtgpekcf q0' Cu'eqo gp| »"wpc'gtc'f g'eqo r gvpekc'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'gmq'tguwnc"nc'pgegukf cf 'f g'nc'f g'ncu'ngzkdngu'f g'r tqf weekp."nci tcpf q' hcdtlect" ukp" wpc" o c{qt" tgqti cplk celep" r tqf wevqu' f khtgpygu." c" r ctvk" f g" wpc" o kuo c" eqphki wtcelep"d<sup>a</sup> ulecf'f g'ncu'gs vkr qu"{" 'eqp'wpc'tgf wekf c'f go qtc'f g'clwvg"\*Eqtkcv."4222+0"

F guf g'gn'r wpvq'f g'xknc"guvke'vco gpvg'ncdqtcn'f g'Vq{ qvc."wpq'f g'ncu'o<sup>a</sup> u'guwv kcf qu'gp" nc" rkgtewte."ug"j c"ug<sup>o</sup> 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<sup>a</sup> 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'uqmq'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'nci ct'f g'f g'nci ct'nc'vctgc'f g" guvcpf ctk ct'gn'vcdclq" c"wp'kpi gplgtq'kpf wvtn'eqp'etqp»o gvtq."nc"i gtgpek'ecr celep" c"ncu" r tqr kqu" vcdclcf qtgu' f gn' vcmgt" gp" guc" vctgc" {" ngu' f kq" nc" tgur qpucdkrk cf " f g" o glqtct"

eqpwpwo gpvg'gnf gugo r g° q.'r tqeguq'f luvpwxq'f gn'vq{qvuo q'f gpqo kpcf q'kaizen"\*Dcwukpk"  
4223+0'

Ukp"go dcti q."qtc'r ctvg'f g"rc'rkgtcwtc"j c"cuqxtcf q's wg."gp'tgcnf cf."gn'ukugo c"fg"  
rtqf weekp'ug'j c'bo cpvpkf q'bo gf kcpvg'ctgcu'gzegukxco gpvg'kpvpuksu{'rti cu'j qtcu'f g'vcdclq"  
swg'mgxcp"cu'uwu"go r ngcf qu'j cuvc"uwu"n'p kgu'f'f'lequ"\*Hwo kq."4228<3: 4+0'C"uw'xgl."Dq{gt{"  
Htg{uugpgv" \*4224+" f guwcep" s wg" Vq{qvc" r wf q" guwdrgegt" cewgtf qu" eqp" uwu" go r ngcf qu"  
i ctcpxk cpf q'guwdrkcf cf {"ecttgcuf'g'rti q'r r' q'gp'rc"go r tguc.'r gtq'j cekp'f q'r ctv'ekr gu'c'iqu"  
vcdclcf qtgu'f g"rcu'tgf weekp'gu"eqpucp'gu'f g"eququ"vq'v'gu" s wg" f gd'f'j cegt" rc" go r tguc0'  
Cf go a u.'ugi Àp'guqu'cwqtgu.'rc'ht'o c'bo cpwxq'eqpucp'vgo gpvg'rc'ecp'kf cf 'f g'vcdclcf qtgu'r qt"  
f gdclq'f g"rcu'pk'grgu'pgeguctkqu{"vgtectk »"o wej cu'f g"rcu'pgegukf cf gu'f g"rc"eqo r c° f'c0"  
Ugi Àp" f r'ctgl "P gy o cp" \*4239+." gn'r wpvq" egpvtcn' gp" rc" tgr'ekp" f g"rc" go r tguc" eqp" uwu"  
vcdclcf qtgu'gu'rc'cegr wek'p'f g'rcu'Ànko qu'c'ko r r'ectug'eqp'rc'r qn'f'ec'f g'tgf weekp'f g'eququ"  
{c's wg'cu'f'ug'eqpgevc'p'rcu'k'vgtgugu'f g"rc" go r tguc"eqp'rcu'f g'rcu'vcdclcf qtgu'Uki wkp'f q'cn'  
cwqt."ug"eqpukw'f'cu'f'wp" òeqo r tqo kuq'vq{qvucö" f qpf g'rcu' vcdclcf qtgu'c"vtx² u'f g"rc"  
tgr t'gug'v'ek'p'uk'p'f'ec'nt'guki pcp'uw'xq'wp'vc'f'f g't'guk'nt'q'eqo dc'vt'c'rcu'r qn'f'ec'f g'tgf weekp'  
f g'eququ'c'eco dkq'f g'rc'guwdrkcf cf 'rcdqtcn0'

Rqt"Ànko q."gn'ukugo c"fg'r tqf weekp'f g"Vq{qvc"ug'f gur rgi »"gp"eqo dkp'ek'p"eqp'wp"  
f gucttqm'qt'ki kpcn'gp"gn'ukugo c"fg'r tqxggf qtgu'c"r ct'vt'f g't'gr'ek'p'gu'eqo gtekr'gu'f g'rti q"  
r r'cl q." h'w'f qu" ecpc'gu' f g' kphqto cek'p." tgf weekp' eqpl'w'vc' f g' eququ' f g' v'cpuceek'p" {"  
rtqf weekp'{"v'cpuhgt'gpek'f g'v'gepq'qi f'c" \*J gr gt{"J gp'f'gtuq'p."4236=Vq{qvc."4234+0'Gp'guvg"  
k'vgt'eco dkq."Vq{qvc"i ctcpxk cdc"cu'uwu'r tqxggf qtgu'xq'n'Ào gp'gu'f g'eqo r tc'cn'qu'r qt'rti qu"  
r gt'f'f'qu'f g'v'go r q{"rc"r qu'k'k'f cf "f g'eqo r ct'vt'rcu'dgp'gh'ek'qu'f g"rc"t'gf weekp'f g'eququ"  
qv'qi cf cu'r qt'gn'VRU"\*Dq{gt{"Htg{uugpgv."4224+ Gp'dcug"cu'guc'ct'v'w'ek'p'ug'cr wp'vdc"cu"  
i gp'gt'ct't'gr'ek'p'gu'f g'u'ek'qu'gp'vt'g'gn'ek'p'v'g{"gn'r tqxggf qt."f g'hqto c'v'cn's wg'co dcu'r ct'v'gu'ug"  
dgp'gh'ek'p' gp'rcu'o qo gp'v'qu'f g"² z'kq" {"vco d'k'p"co dcu'ug"r gtl'w'f'ks wgp" gp'rcu'ukw'ek'p'gu"  
k'pxgt'ucu0"

Gn'qdl'g'v'xq'f g"Vq{qvc"gtc"o k'pko k'ct'gn'p'Ào gtq'f g'r tqxggf qtgu'{"et'gct"cu'ek'ek'p'gu"cu"  
rti q'r r'cl q'cn'hqo gp'vt"s wg'rcu'gz'k'v'p'v'gu'ug"gzr cpf cp" {"et'g'ecp"eqp"rc'ht'o c"gp'n'v'ct'f g"  
cwo gp'vt"uw'p'Ào gtq'r ctc"kp'f wek'q'ht'v'cu'f g'r t'gek'qu'eqo r g'v'k'x'qu"\*O eO k'ncp."423; +0'F g'guvg"  
o qf q."Vq{qvc"pq'tki g'uwu'gr'ek'p'gu'f g'r tqxggf qtgu'r qt'rcu'o gp'qt'gu'r t'gek'qu'q'ht'gek'f qu.'uk'p'q"  
s wg'x'g'rc'et'g'ek'p'f g'x'c'nt'eqo q'wp'g'uh'w'gt' q'eqpl'w'v'q'f g'cwo gp'vt'rcu'ecr c'ek'f cf gu'f g'gu'qu'c"

<sup>342</sup>C'uw'xgl."guw'f'k'qu'f g'ec'qu'f g'rc'ce'v'k'f cf 'f g"Vq{qvc"gp'r c'f'gu'gp'f gucttqm'eqo q'H'kr'k'p'cu"\*J ctwej k'4228+'g"  
k'p'f'k'c"\*Uj g'nj ct'N'cn'F cu'{"U'q'd'p."4228+'t'g'x'g'm'p'rcu'bo c'rcu'eqp'f'ek'p'gu'f g'rcu'vcdclcf qtgu'f g'rc" go r tguc0'

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' erkgpv" eqo q" r ctc" gn'  
cwqr ctvku." {"hqtvngelqtq'c'Ap'o a u'gn'ukungo c'cwqo qwt'lc'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'ht'o c'gp'f kxkpvu'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 g'cekep'gpvtg'Vq{ qvc'{"uwu'r tqxggf qtgu.'rc"  
r tlo gtc'vco dk'p'ug'gpecti c'f g'bo cpvgpgt'wp'cnu'eqpvtqnl'udt g'hqu'ugi wpf qu'0E qp'gn'qdl'g'kx'f g'  
o cpvgpgt'wpc'hwtg'f'kxk'p'f gn'v'cdclq'gpvtg'uwu'cwqr ctvku."wp'gum'gej q'ugi wko kgpv'f g'uwu'  
ce'v'k'cf gu." {" j cekgpf q" ewo r rkt" uwu' r qn'lecu' f g" tgf weekp" f g" equu." Vq{ qvc" c'v'kdw{ >>  
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 g'v'pek'ho kcf c'gp'ewcpv'c'rip'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'gu'v' pf ctgu'f g'ecrkf cf {" tgf weekp" f g'equu"\*J glo ."4235."  
4238-0Culo kuo q."gn'cwqt"uqukpgg's wg."gp"qecukqpgu."qu"x'pewu"gu'cdigu'{" f g'rcu' q'r rc| q"  
eqp"wp"i twr q'egpvtcn'f g'r gs w'o qu'{" o g'kcpqu'cwqr ctvku'f g'Vq{ qvc'gu'eqpvtctt'gu'cf q'eqp"  
o c{ qt'eqo r g'v'pek'{" hgzkdk'cf "eqp'qvtqu'r tqxggf qtgu'r g'k'f' tlequ'f g'rc'ht'o c'\*J glo ."4235-0'

Rctc'P qxken'gv'cu'4224+'qu'r t'pek' kqu't'gevtgu'f gn'hwpekqpc'o kgpv'f gn'VRU'v'k'gp'f gp'c"  
etgct'wp"pwgxc'v'k'q'f g'tg'rekep"u'ekcn'gpvtg'nu'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'k'qu'  
ug'v'c'x'f g'rc" eqpvt weekp" f g'wp" x'pewu" u'ekcn'f hgt'gpvg" s wg"ko r r'ec"rc" g'ndqt'cekp" f g'  
eqpugpuqu'udt g'wpc'ugt'k'f g'r t'pek' kqu's wg."gp'rc'bo g'f'k'c'gp's wg'ugcp'i gpw'k'pco gpvg'cr r'ecf qu."  
i gpgtcp" wpc"pwgxc"eww'w'c" gp"o cv'g'k'f g'tg'rekqpgu'rcd'q'c'gu." kpf w'w'k'c'gu' {" eqo g'ek'c'gu'  
k'p'w'p'c'rc" eqpvt weekp" f g'eqpugpuqu'dcucf qu'gp'rc'k'p'v'gi t'k'f cf {" x'gt'cekf cf "f gn'r tqegf gt'f g'rc"  
q'v'c'r ct'v'g.'c'r guct'f g'rc'gz'k'v'pek'f g'k'p'v't'gugu'f k'x'g'ti gp'v'gu."eqo r ngo gpvt'k'qu'q't'ge'f' t'q'equ'0Gp"  
guc" eqpvt weekp" f g'eqpugpuqu"ug"dcuc" gn'eqo r tqo kuq"eqp"rcu'go r t'guc'u'r tqxggf qt'cu." gn'  
eqo r tqo kuq'f g'r tqf wev'k'cf "eqo q'r t'pek' k'f'f' k'v'k'w'ek'p'f g'k'p'et'go gp'v'qu'f g'qu'uc'rc'k'qu'{" "

<sup>343</sup>"Gp"Vq{ qvc."gn'k'k'wp"r tqxggf qt'gu'wp"r tqegu'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't'gf'f g'wo k'p'k'v'0Gp'cni w'p'qu'ecu'qu.'qu'r tqxggf qt'gu'ug'geek'p'c'p'r qts wg'v'k'p'p'p'q'x'cek'p'p'gu's wg"  
o gl'q'tcp'qu'r tqegu'q'f kuo k'p'w'f gp'qu'equu'0Ug'gur g'tc's wg'v'p'v'q'qu'r tqxggf qt'gu'pw'x'qu'eqo q'qu'gz'k'v'p'v'gu'  
eqo r ct'v'p'uwu' k'p'p'q'x'cek'p'p'gu' eqp' q'v'qu'r tqxggf qt'gu's wg'uwu' k'p'k'v'cp" r tqf wev'qu' u'ko k'rc'gu'0 Rqt' n'q' v'p'v'q." ugt"  
r tqxggf qt'v'cg'eqp'ki q'rc'qr qt'w'p'k'f cf "f g't'gek'k'f' g'cu'i gpgt'cf cu'c'v'c'x'2 u'f g'rc't'gf'f g'wo k'p'k'v'0'

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 gpgu' { "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"wp'c' ct vewrctek»p'eqp'uwu'r tqxggf qtgu'guvdrēgēp'f q'tgrēkqpgu'f g'eqqr gtce'k»p'c'rc'ti q'r rē| q'gp'rcu' ewrcgu'ug'eqo r ct vgp'iqu'dgpg'hekqu."r gtq'co dlē p'rcu'r 2 tf kf cu."{ "ug'tgrēk' cp'hwgt'v'ug'eqpvt'qru' f g'ecrk'cf "{ 'tgf week»p'f g'equu'q0'Guv'eqpl'wp'v'f g'ko r rēo gp'v'ek'qpgu'eqpu'k'w' »"wp'o 2 vqf q' o cp'w'c'ewt'gtq'tgxq'w'ek'q'pct'k'gp'rc'k'p'f wut'k'c'w'qo q'v'k' "s w'g'ug'eqo r rēo gp'v' »r gth'g'v'co gp'v' eqp'rc't'ggut'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'Z'Z'0"

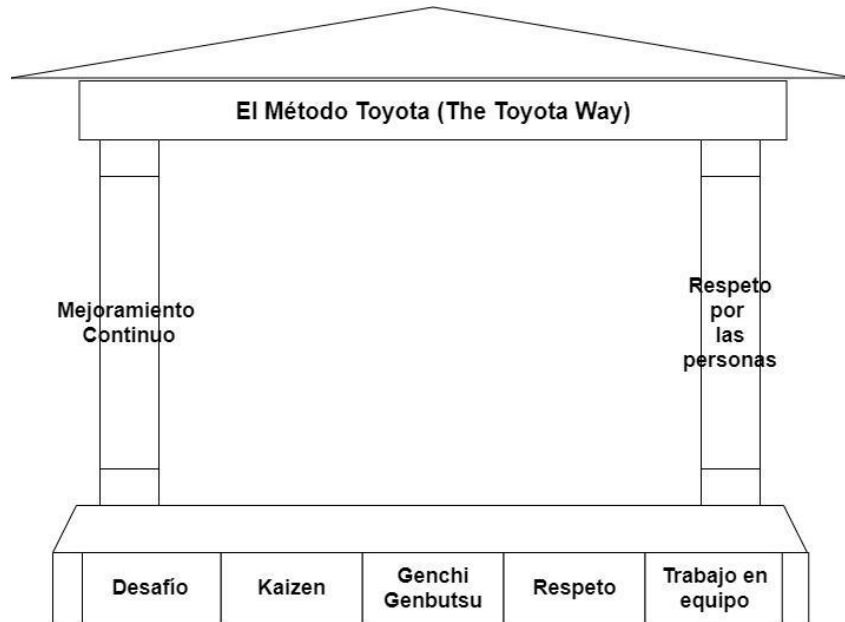
### 3.2.2 - El método de Toyota (*The Toyota Way*)

Ncu'ect'cevgt'f'rc'ku'f gn'VRU'gu'p'hwgt'v'go gp'v'tgrēk'q'p'cf cu'eqp'wp'c'r ct vewrct'x'kuk»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*»<sup>444</sup> Guc'ku'f gcu'hwgt'q'p't'guwo kf cu'gp'wp'f q'ewo gp'v'kp'v'g't'p'q'f g'rc'eqo r c'o 'f'c'gp'4223's w'g'ug' h'qto w'n»" eqp'q'dl'g'v'x'q'f g'o cp'v'p'gt'rc'gug'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'«<sup>445</sup>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'rc'u' r t'k'p'ek' k'qu't'g'ew't'gu'j k'u»t'k'equ'f g'Vq{ qvc' "{ 'rc'u'v'c'puo k'f'c'rc'u'go r rēcf qu'f g'v'qf q'gn'o w'p'f q0' Guv'f q'ewo gp'v'g'z'r rēc'd'c'g'w'c' h'rc'u'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' «<sup>446</sup>3+0'Gn'r t'ko g'tq' f g'rc'u'r k'ct'gu' f g'uec'puc' uqdt'g'v'gu'dc'ug'u'c'+"desafio."s w'g't'g'h'gt'g'c'n'r gp'uc'o k'gp'v'c'rc'ti q'r rē| q=d+'kaizen."s w'g'

<sup>344</sup> "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'q'p' r'qu' E'k'p'eq' R't'k'p'ek' k'qu' H'w'p'f co gp'v'rc'u'f g'Vq{ qf c.'rc'u'ēw'rc'u'g't'ep'c'c'+ulgo r t'g'ug't' h'gn'c'rc'u'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'g't'c'n'd'+ulgo r t'g'ug't' guw'f k'qu' "{ 'et'g'c'v'x'q.'g'uh'q't' | a'p'f q'ug' r qt' c'f g'rc'p'v'ct'ug'c'rc'u'v'ko r qu'e'+ulgo r t'g'ug't' r t'a'ew'eq' "{ 'g'x'k'ct'rc' h'rc'x'q'rc'f'c'f' +ulgo r t'g'g'uh'q't' | ct'ug'r qt'et'g'c't'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'rc'u'c'uw'p'v'qu'g'ur k'k'w'rc'u' "{ 't'g'eq't'f'ct'g'v'ct'c'i t'cf g'ek'f q'gp'v'qf q'o qo gp'v'«<sup>447</sup>Vq{ qvc.' 4234+0'Guv'rc'r t'k'p'ek' k'qu'hwgt'q'p'o q'f h'k'c'a'p'f q'ug'c'o g'f k'f 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 g'tq'ulgo r t'g'o cp'v'p'k'p'f q'rc'o k'uo c'gug'p'ek'0'F'k'ej q'g'ur 'f'k'w'hw'g't'guwo k'f q'r qt'N'k'ngt' «<sup>448</sup>4225+gp'w'p'c'f g'rcu' q'dt'cu'o a' u'eq'p'uw'nc'f cu'v'q'dt'g'rc'gn'o 2 vqf q'f g'Vq{ qvc' "{ 'hw'g'z'r w'g'u'q'gp'uw'o q'f g'rc' r k'co k'f c'n'f g'6'R't'qt'uwu'k'i rcu' gp'k'p'i r'z' u'c'h'rc'u'q'f'f'c'«<sup>449</sup>philosophy+ r t'q'eguq' «<sup>450</sup>process+ r g'tu'q'p'cu' "{ 'eqo r c'o g'tqu' «<sup>451</sup>people and partner+ "{ 't'g'uc'u'w'el'p'f'g' r t'q'd'rgo cu'«<sup>452</sup>problem solving+«<sup>453</sup>xgt' h'ki w'c' "2/3'f gn'c'p'g'z'q'G'uc'f'f'k'w'q'0'Gp'rc' d'c'ug'f gn'o q'f g'rc'ug'gp'ew'g'p'v'c'c'+uw' h'rc'u'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'g'u' "{ 'g'z'r g'ew'v'x'cu'f'g'rc'u'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'uw'p'v'go gp'v'g'r t'q'eguqu'o a' u'g'h'k'ep'v'g'u'e+r g'tu'q'p'cu' "{ 'eqo r c'o g'tqu.'s w'g'g'uv'drēg'g' 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'rc'u' go r rēcf qu'gu'p'eq'p'uw'p'v'go gp'v'kp'v'p'v'p'f q't'g'uc'rc'g't'rc'u'r t'q'd'rgo cu'f'g'rc'go r t'g'uc'0'

tgo kg'c'rc'o glqtc"eqpwpw<sup>345</sup>"{ "e+genchi genbutsu."s wg"uki pñec'k" c"rc"hwpg'r ctc"gpqpvct " rñu"j gej qu0[ " gn'ugi wpf q" f g" rñu"r kctgu." f g" respeto por las personas." ug"r quc" uqdtg" f qu" eqpegr vqu<f "+respeto=" { "g+"trabajo en equipo0"

Figura III-1 - Diagrama sobre el método Toyota (The Toyota Way)



Hwpgv<gñrdqtcels>p'r tqr k'gp'dcug'c" \*Nñgt" { "J qugwu."422: +0

Gug'f qewo gpvq'ug'f kwtkdw{ >c'vqf cu'rcu'hñcrgu'f g'rc'go r tgucc'gp'gnib wpf q'r ctc'kpvgpvct " tgr ñect'guxu'kf gcu'f g"Vq{ qvc'Lcr >p"gp'rñu'f kwpvqu'r c'ñgu'f qpf g'f gugo dctecdc'rc'hñto c" \*f g" F lgi q'gv'cñ0"422; =Uqupqxumñj ."4238+0<sup>346</sup>"Ugi Àp"Hwo kq" \*4228<3: 3+. "Vq{ qvc"pq'gu'gn'vkr q'f g" GO "s wg'o qxkñk c'uw'ukñk'f g'r tqf week>p'f g'wp'ñwi ct" c"qtq'r ctc" cugi wtct" gn'ceeguq" c"o cpq'f g" qdtc" dctcvc." gp"eco dkq." gu" gn'vkr q" f g" eqtr qtcelc>p"s wg" qd'vkgpg" i cpcpeku' cñ' kpf vekt" c"uwu" vcdclcf qtgu" c" vcdclct'f g"o cpgtc"ghñcrgv'cñ'gucdñregt "uw'ukñgo c"gp'rñu'ukñqu'f g'r tqf week>p" guwcdñgek'f qu0<sup>347</sup>"

<sup>345</sup>Gp'r ctvewct. "rc"r t<sup>a</sup> ewec'f g"kaizen j c'ukf q'o wñ'ko r qtvcpg'gp'gn<sup>2</sup>zka'f g"ñu'r tqeguq'r tqf wvñqu'f g"Vq{ qvc" \*Vcngvej k"422; +0Uw'ko r rgo gpvcels>p'ko r ñecdc"s wg"vqf qu'ñu'go r ñcfc qu'f g"rc'hñto c."f guf g'gn'o a u'dclq'gp"rc" guccrc"lgt<sup>a</sup> ts wlec."j cuvc"gn'o a u'cñq'pkxgn'r qf'ñp"uwi gñk'r gs wgo qu'eco dkqu's wg'o glqtgp'gn'r tqeguq'r tqf wvñqu' Gvq"vco dñp"ug"ñxc" c"ecdq'gp"rcu'hñcrgu'ctgf gf qt" f gn'o wpf q0'Gp"rc" hñcñ'cti gpvpc"ug"j cp"ko r rgo gpvcf q" f kwpvqu'r gs wgo qu'eco dkqu'dclq'gn'o <sup>2</sup>vqf q"kaizen"s wg"hwgtqp"ug" cñcf qu'r qt"ñu'glgewñqu'eqo q"ñcvtgu"s wg" o glqtctqp'pvcdrgo gpv'gn'ukñgo c" f g'r tqf week>p0"

<sup>346</sup>Ewcpf q"rc"eqo r c"ñ'gucdñreg'wpc"uwduf kctk'gp"wp'pwgq'r c'ñu'tgñk' c"wp'kpxgñki celc>p"uqdtg"pgeguk'cf gu' pcelqpcrgu' { "ñu'tgs wñksqu'co dñgpvcrgu'f g<sup>2</sup>ug" { "ug'dwec'rcu'o glqtgu'hqto cu'f g'ko r rgo gpvct'rc'ewñwtc"Vq{ qvc"gp" rc"tgcñk'cf "pcelqpcñ'f gvto kpcf c" \*Nñgt" { "J qugwu."422: +0'Rctc"ñj tctñj."Vq{ qvc"gpv'ñ'kpuvewvtgu'lcr qpñgu' nco cf qu'kaizen" c'rcu'go r tgucc'uwduf kctk'u'r ctc'gpug' ct" c'ñu'i gtgpvñu'ñcrgu' { "ñu'go r ñcfc qu'rc'ewñwtc"Vq{ qvc." vcpñgtk'vgepññi'ñcu."j cñkñk'cf gu'g'lpvgtcco dñct'gñzr gñk'pccu" \*Gñg { " { "Hñky etc."4222+0

<sup>347</sup>"F g" gvg"o qf q." cpvg"ñu'f gucññu'f g"rc" kpvtpeekpñk' celc>p."ñu'r tñpek'kqu'tgevqtgu'f g"rc" go r tgucc"hwgtqp" o qf hñecf qu'r ñcpg<sup>a</sup> pf qug-<+ñgt'wpc'eqo r c"ñ'f gnib wpf q=d+ñgtxk'c'wp'b c { qt'dñpgñuct'f g'rcu'r gñuqpcu'gp'vqf cu'



" Nc'i guk»p"gutcv<sup>2</sup>i kec'f g'rc'r tqf week»p"gu<sup>a</sup>'f ghkpk c'r qt'gn'f gkpgco kgpvq'f g'qdlgvk»qu' f g'r tqf wek»k cf "{ 'ecrk cf 'f g'rc'ti q."o gf kcpq"{' 'eqt'vq'r rc| q"eqp"rc'r qudkrk cf 'f g'guvcdregegt' tguwncf qu'o gf kdrgu'gp'vqf cu'rcu'gver cu'f g'i guk»p"»f rktctgl 'P gy o cp.'4239+0Rctc'rc'f ghkpk»p" f g' guxqu'qdlgvk»qu'ug' wkrk c' wpc"j gttco kgpvc'f g'i guk»p" rco cf c" *Hoshin*" cpwcn" f qpf g"ug" r quwrcp"rcu'cevkk cf gu"eqpetgcu" c" f gucttqmt" f wcpvg" gn' c° q. "eqpxk v<sup>2</sup> pf qug"2 uvcu" gp" gn' *Hoshin*" f g'rc'eqo r c° ¶c<sup>0</sup>48"C'uw'xgl . "gn'*Hoshin Kanri*"uwvpgv'rc'xkuk»p'f g'rc'eqo r c° ¶c."{' j ceg" tghgtgpek" c"wp'qdlgvk»q'kf gcn'f g'r tqf wek"cwqu'cn'o <sup>a</sup> u'dclq"equvq. "gp"gn'o qo gpvq'lwuvq"{' "eqp" rc"o glqt"ecrk cf 0'Uqdtg" guv" xkuk»p"ug" guvcdregep" rqu"qdlgvk»qu" eqpetgvqu'0' Gn' *Kanri*" gu" gn' guvcdregeko kgpvq'f g'ekemqu'r ctc'crecp| ct'mqu'qdlgvk»qu'f gugcf qu'0'K r rlec'mqu'uki vkepvu'r cuqu<c+" rc"grdqtcek»p" f g"gutcvgi kcu"{' "r rcpgu" f g"ceek»p"=d+"rc"ko r ngo gpvcek»p" f g"mqu'r rcpgu"=e+"rc" gxcn»cek»p" f g'tguwncf qu"{' "f +rc"vqo c'f g'o gf kf cu'cr tqr kcf cu'0

C"r ctvk" f g"mqu"*Hoshin*"ug"guvcdregep"mqu'qdlgvk»qu'cpwrcgu'f g'rc'eqo r c° ¶c"s wg"ugt<sup>a</sup> p" o qvqtk cf qu'r qt"rc"grdqtcek»p" f g"gutcvgi kcu"{' "r rcpgu"eqpetgvqu' f g"ceek»p'0'Guxqu."c"uw'xgl . " ugt<sup>a</sup> 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<sup>a</sup> p" ugt" eqpvcucf qu" {" gxcn»cf qu" f g"cewgtf q" eqp" mqu' qdlgvk»qu" r tgxkco gpvg" r rcpkhecf qu'0' Uk' mqu' tguwncf qu"gur gtcf qu'pq"ug"crecp| ctqp."ug"vqo cp"rcu"o gf kf cu'pgeguctkcu'r ctc'pq"xqrxgt" c"uw" tgewtgppek'0'Uk'ug"crecp| cp'mqu'tguwncf qu"gur gtcf qu."ug'r tqegf g" c"rc"guvcpf ctk cek»p" f g' guxqu'0' Cn'eqo dlpctug" gn' *Hoshin Kanri*" eqp" gn' *Kaizen*" \*o glqtc" eqpvk»pwc+." rc" guvcpf ctk cek»p" pq" eqpukw'f'wpc'tki kf gl . 'ukpq's wg'lwv qpg'wpc'eqpucpv'ko r ngo gpvcek»p" f g'tghqto cu'0'Gn'ekem'f g" guvcpf ctk cek»p"gu'vcr'j cuv"s wg"gu'kpvtf wek'c" wpc"pwgxc"o glqtc"{' "ug"xwvrg" c"guvcpf ctk ct'0' Guc" hqto c" f g'f ghkpk"mqu' qdlgvk»qu" gutcv<sup>2</sup>i lequ"ug" gpewgpvc" tgi wrcf c"vcpvq" r qt"rc"o cvtk" gr kv<sup>2</sup>o kec'f g'rc"o glqtc"eqpvk»pwc"gp"gn'pkxgn'f g'rc"õh'kquq'f'cö."eqo q'r qt'gn'*just in time*"gp"gn' pkxgn'f g'rc'r tqf week»p"»f rktctgl 'P gy o cp.'4239+0

F g" guv" hqto c." f gn' o kuo q" o qf q" s wg" Vq{ qvc" f gucttqm»" wp" kppqxc'f qt" ukvgo c" f g" r tqf week»p."co dl<sup>2</sup>p" guvcdregeko" f guf g'uw'lpkekqu'wpc"gutcvgi k" eqtr qtcvkc"r ctvewrct."rc"ewcn' guwvq'dcucf c'gp"gn'r gpucv kgpvq'c'rc'ti q'r rc| q"{' "rc"o glqtc"eqpvk»pwc'0'c"o gf kf c's wg'ug'f gucttqm»" rc"j kvqtk" f g"rc'eqo r c° ¶c" guvqu" r tkpek kqu"hwgtqp"eco dlcpf q"{' "cf cr v<sup>2</sup> pf qug" c"mqu" f gucl'fqu" eq{ wpcwrcgu'0'Gur ge'heco gpvg."c'r ctvk" f g'rc'kpvtpcekqpcrk cek»p" f g'rc' hko c."Vq{ qvc" gph'gp»" rcu'f khevncf gu'f g'tgr rlect."pq"u»mqu'uw'ukvgo c" f g'r tqf week»p."ukpq"uw'ewwvct"go r tguctkcn'gp"

---

r ctvgu'c'vtx<sup>2</sup>u'f gn'ewk cf q'f g'rc'ugi wtk cf "{ 'f gn'o gf kqco dlcpvg"=e+"ugt"mf gtgu'gp"vgepqm' ¶c"{' "gp"uc'vukceek»p'cn' erkpvg"=f +ugt"wp"o kgo dtq"eqpvtkdw'f gpvg" c"rc'eqo wpl'cf "gp"ecf c"pcek»p"=g+"hqt'ct" wpc"ewwvct" eqtr qtcvkc" s wg" j qptg'rc'lpf kxk'wrcf cf "c"rc"xgl "s wg'r tqo wgx"gn'tcdclq"gp"gs vkr q"=h"ngxct" c"ecdq"wp"eqpvk»p"etgelo kgpvq'c" r ctvk" f g'wpc'cf o kpvkcek»p"gh'ekgpvg"{' i mdcn"{' 'i +etgct' t'gnc'ekqpgu'f wrcf gtcu'eqp'vqekqu'go r tguctkrgu'c' h'rc'ti q" f gn'o wpf q'0

<sup>348</sup>C"r ctvk" f g'gung'r rcp'egpvcn'ug'eqphk' wtc'wp'F gr ctvco gpvq'f g'*Hoshin*'q'Wpl'cf "*Hoshin* s wg'xc" c" guvcdregegt' hqu' r rcpgu.'qdlgvk»qu"{' 'cevkk cf gu'r ctc'mqu'f go <sup>a</sup> u'ugevt gu'c' h'p'f g'qdvpgt' hqu'tguwncf qu'f gugcf qu'0

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

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

C" r guet" 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¶u" 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 vregt" uw" r qulek»p" o kxkt" h gpv" c" r c" Wpk»p" Uqxk² vkc" gp" wpc" t gi k»p" gp" f kur wc" \*Eqmcpvqu. "422: +. " Cf go a u. " r c" r qvpekc" pqt vgo gtekcpc" cdtk»" uwu" o gtecf qu" c" r c" u" g' z' r' q' t' v' e' k' q' p' g' u' " k' p' f' w' u' t' k' c' m' g' u' " f' g' " L' c' r' »' p' . " h' c' x' q' t' g' e' k' g' p' f' q' " c' " w' p' c' " u' g' t' k' g' " f' g' " g' o' r' t' g' u' c' u' " g' p' v' t' g' " r' c' u' ' s' w' g' " u' g' " g' p' e' q' p' v' t' c' d' c' " V' q' { q' v' c' 0' 49 " C' " u' w' ' x' g' l' . " c' " r' g' u' c' t' " f' g' n' ' l' p' i' t' g' u' q' " f' g' " L' c' r' »' p' " c' n' " H' O' K' { " c' n' " C' e' w' g' t' f' q' " I' g' p' g' t' c' n' " u' q' d' t' g' " C' t' c' p' e' g' r' u' " C' f' w' e' p' g' t' q' u' { " E' q' o' g' t' e' k' q' " \*I C V V +. 34: " r' c' u' ' r' t' l' p' e' k' r' c' r' g' u' ' r' q' v' p' e' k' u' ' f' g' n' i' o' w' p' f' q' " e' c' r' k' e' r' k' u' c' " h' g' " r' g' t' o' k' k' g' t' q' p' " c' n' l' r' c' ¶u' t' g' u' t' k' p' i' k' t' " r' c' u' k' o' r' q' t' v' e' k' q' p' g' u' { " e' q' p' v' t' q' r' c' t' " g' n' ' v' k' r' q' " f' g' " e' c' o' d' k' q' " f' g' n' i' { g' p' " e' q' p' " t' g' u' r' g' e' v' q' " c' n' i' t' g' u' v' q' " f' g' " r' c' u' ' f' k' x' k' u' c' " \* V' q' { q' v' c' . " 4234-0' "

Cf go a u. " Lcr »p" eqphqto »" gn" Egpvtq" f g" Rtqf 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 ctvkc" f g" r c" s wg" r ctvkr cdep" r c" u" go r t g u c u . " g n' i q d k g t p q " { " n u " u k p f k e c v u " e q p " g n' q d l g v x q " f g " c w o g p v c t " h w g t v g o g p v g " r c " r t q f w e v x k f c f " r c t c " t g e q p u v t w k t " r c " p c e k » p 0 N q u " e q p u g p u q u " s w g " u g " g u v c d r g e k g t q p " g p " g n' i u g p q " f g n' i L R E " f l g t q p " h w i c t " c " v p c " u g t k g " f g " e q p e g u k q p g u " c " n u " u k p f k e c v u " e q o q " r c " u g i w k f c f " { " r c " g u v c d k k f c f " g p " g n' i g o r n g q " f g " n u " v t c d c l c f q t g u 0 " C " e c o d k q . " n u " u k p f k e c v u " u g " e q o r t q o g v ¶ c p " c " e q n d q t c t " e q p " g n' i r t q e g u q " f g " t c e k q p c n k c e k » p " s w g " u g " r q p ¶ c " g p " b c t e j c . " r g t q " e q p " r c " r c t v e w r t k f c f " s w g " g u v c " e q n d q t c e k » p " f g d ¶ c " t g c r k c t u g " o a u " c m f " f g " n q " u c r t k c n 0 G u v q " f k q " r c u " e q p f k e k q p g u " r c t c " r c " e r n e c e k » p " f g n' i V R U " \* f n c t g l " P g y o c p . " 4239-0 R c t v e w r t o g p v g " g p " V q { q v c . " E q t k v " \* 4228 < 4 : / 4 ; + r n c p v g c " r c " g z k u v p e k " f g " v t g u " c e q p v g e k o k g p v u " g p v t g 3 ; 6 ; " { 3 ; 72 " s w g " f l g t q p " h w i c t " c " v p c " h w g t v g " t c e k q p c n k c e k » p " { " s w g " w d l e c t q p " c n' V R U " f g p v t q " f g " n q " r g p u c d r g < w p c " e t k u k u " h k p c e k g t c " s w g " e c u k " n g x c " c " r c " s w g d t c " c " r c " g o r t g u c = w p c " j w g n i c " g p " t g u r w g u v c " c " r c " t g g u v t w e w t c e k » p " k o r w g u v c " r q t " r c " e t k u k u " s w g " v g t o k p » " e q p " g n' i f g u r k f q " f g " 3 0 2 2 " q d t g t q u = " { " g n' i g u v c n k f q " f g " r c " i w g t t c " e q p " E q t g c " s w g " f g u v c » " w p c " q n g c f c " f g " f g u r k f q u 0 " c u k x q u " "

349" C " u w ' x g l . " V q { q v c " h w g " c e g r v e f c " c " r c t v e k r c t " g p " g n' i r t q i t e o c " f g " g p v t g p c o k g p v q " k p f w u t k c n i f g n' i F g r c t v e o g p v q " f g " I w g t t c " f g " G u v c f q u " W p k f q u " s w g " u g " g p h q e c f c " g p " g n' i r t q e g u q " f g " f g u c t t q m q " f g " r t q e g u q u " { " g o r n g c f q u " \* O c i g g . " 4229-0' "

34: " Q t i c p k c e k » p " s w g " h w g i q " u g " v t c p u h q t o » " g p " r c " Q O E 0' "

gp"wp"o qo gpvq"gp"s wg"r"go r tgu"cecdcdc"f g" gpectct"r"tggutwewtcel»p" { "s wg"qdrki »"c" cwo gpvct"r"r tqf wexkcf cf "ukp'tgewtkt"cnlcwo gpvq"f g'r gtuqpcr<sup>34</sup>:"

Gp"guvg"pwgxq"eqpvzq"gn'r c"ju"cul<sup>352</sup>»veq"eqo gp| »"wp"r tqeguq"f g"cegrgtcf q"etgeko kgpvq" geqp»o leq"q"kp f wutkcr/Nc"kp f wutk"cwqo qvtk "lcr qpguc."eqp"Vq{ qvc"lpenmkf c."etgeko"gp"i tcp" o gf kfc"r ctvk"fg"r"r f<sup>2</sup>ecf c"fg"3; 72."ceqo r c° cpf q"gnlcwo gpvq"f g"r"r f g"pukf cf "fg"xgj "fawru" r gt"e<sup>a</sup> r kc"gp"gn'r c"ju<sup>352</sup>"\*xgt" I t<sup>a</sup> hleq"KKK3+0Nwgi q"fg"wp"r tqeguq"f g"etgeko kgpvq"kpvtgpq" cegrgtcf q."gp"3; 82"gn'O K/Kf kur wuq"r"cr gt wtc"i tcf wcr"fg"r"u"ko r qt vcekpgu"fg"r tqf wvqu" cwqo qvtgu'cnb gtecf q"lcr qp<sup>2</sup>u'eqp"gn'qdlgwxq"fg"dclct"mru'r tgekqu"fg"mru"xgj "fawru"lcr qpgugu" { "s wg"uwu"go r tgu"i cpvg"eqo r gkxkcf cf "kpvtgpcckpccr<sup>353</sup>"Htgpvg"cg"guvg"eqpvzq"fg"lpo kpgpv" cr gt wtc"eqo gtekn'mu"qdlgwxqu"fg"Vq{ qvc"ug"egpvtctqp"gp"fg"ktgukhlect"uwu"o qf grmu"r ctc" eqo r ngvct"gn'line up { "co r nct"uwu"ecr cekf cf gu"r tqf wexkcu"r ctc"mji tct"r"r tqf week»p"fg"fg"qu" o kmppgu"fg"xgj "fawru"r qt"c° q."s wg"gu"m"q"sg"m"u"m"ff gtgu."Hqtf .I gpgtcn'O qvtu"{"Xqmuy ci gp." guwcdp"r tqf wexkpf q"cg"lpcrgu"fg"3; 820<sup>54</sup>""

Cu"l"fg"wtcpvg"guqu"co qu"ug"r"cp| »"gn'Vq{ qvc"Eqqtmc."wp"xgj "fawru"fg"r cuclgtqu"sg"gp"3; 96" mji t»"ugt"gn'o<sup>a</sup> u"xgpf kf q"gp"gn'o wpf q"{"gp"gn'4242"ug"r qulekqp»"eqo q"gn'o qf grmu"o<sup>a</sup> u"xgpf kf q" gp"r"j kuvtkc"\*35 12: 14243."Vq{ qvc"Vko gu"»\*xgt"Vcdm"2/6"fg"gn' Cpvgzq"Guvcf "lveq+0Cuko kuo q." gp"r"ugi wpf c"o kcf "fg"3; 82"ug"tgnrk ctqp"cewgtf qu'eqp"fg"qu'hdteckpvgu"fg"xgj "fawru"lcr qpgugu"

<sup>34</sup>:"F wtcpvg"mru'r tko gtqu"co qu"fg"r"r f<sup>2</sup>ecf c"fg"3; 72"Vq{ qvc"mgx"cf grpv"guvcgi kcu"fg"fg"gucewxkcel»p"ukp f kcr/O Ugi Ap"Uj ko k w<sup>3</sup>; ; +; +gpvg"guvcu"guvcgi kcu"ecdg"o gpekqpc<r"ru"r tqr wguvcu"fg"r tgo qek»p"r qt"r ctvg"fg"r" f kgeek»p"e"mru"o kxkcpvgu'r ctc"ugr ctc"mru"r gn'ukp f kcvq."gp"fg"qpf g"cpw"vqu"r kki gpvgu"fg"lpxkgtqp"gp"lwr gtxkugtu"q" ewcf tu'ob gf kqu"r"fg"lxlk»p"fg"mru"ghgexkqu"gp"fg"lxlkvgu"dewgr qu'o."r qt"glgo r m."gn'fg"mru"r k mjo cf qu"gp"r"guewgr" fg"Vq{ qvc"r"fg"guclxkcel»p"fg"gn'ukp f kcvq"fg"mru"dewgr"mru"drpequ'o"r tgo qekpccf qu"{"r qt"Anko q."mru"ghgexkqu"fg"r" f gttqvc"fg"mru"co qu"3; 72"{"3; 75"eqpf wq"c"s wg"r"o c{qt"r ctvg"fg"mru"o kxkcpvgu"ug"hwgtcp"fg"gn'ukp f kcrkuo q"r ctc" tgr mji ctug"gp"gn'vcdclq"{"r tggewr ctug"fg"uw'xkcf c'r gtuqpcr"{"ho kxkct"o"

<sup>352</sup>"C"r ctvk"fg"r"i tcp"gzr cpuk»p"fg"r"r tqf week»p"fg"Vq{ qvc"gp"r"r f<sup>2</sup>ecf c"fg"3; 72"eqo gp| ctqp"c"cr ctgegt" r tqdrgo cu'v'epkequ"gur ge"lvequ"gp"mru"xgj "fawru"Ugi Ap"gn'xlegr tgukf gpvg"glgewkxq"{"uqdtlq"fg"Ucnkej k"Vq{ qf c." Gkl'Vq{ qf c."s wgp"cuwo k'c'rc"r tgukf gpek"fg"VO E"gp"3; 89."gnlcwo gpvq"fg"r"ecrk cf "pq"guwcd"ceqo r c° cpf q"gn' etgeko kgpvq"gp"r"r tqf wexkcf cf O'Eqo q"eqpugewpkek"fg"gm."gp"3; 85"Vq{ qvc"r"cp| »"r"Rqf"llec"Eqtr qtcvxc"fg" Vq{ qvc"sg"eqpukm"gp"wp"eqo dpcel»p"fg"qdlgwxqu"i gpgtcrgu."c'eqvtq"{"rcti q"r m} q."s wg"cr wpcdcp"cg"guwcdrgegt" c"Vq{ qvc"eqo q"wp"iff gt"i mden"fg"guctqmt"r"tgr wcel»p"fg"r"go r tgu"dcucf c"gp"uw'ecrk cf " {"eqpvdwkt"c"r" geqpqo "lcr qpguc"r ctvk"fg"r"r tqf week»p"gp"o cuc'0"

<sup>353</sup>"C"uw'xgl."c"r ctvk"fg"r"gpvtcf c"fg"lcr »p"gp"r"Qti cpk cel»p"r ctc"r"Eqqr gtcel»p"{"gn'F gucttqmq"Geqp»o leq" \*QEF G+."gp"3; 86."gn'r c"ju"mji t»"o c{qtgu'hckrk cf gu'r ctc"lpxgtkt"{"mgxct"qr gtcekpgu"c"Eqgc"fg"gn'Uwt."Vcky<sup>a</sup> p"{" gn'lgvq"fg"gn'wuf guf g"cul<sup>354</sup>»veq'0"

<sup>354</sup>"Cf go<sup>a</sup> u."fg"wtcpvg"fg"lqj q"r gt"qf q."mru" go r tgu"cwqo qvtlegu" guvcf qwpk gpugu" os wg" { c" vgp"ep" dcmpegu" eqo gtekr"p"gi cwxqu"eqp"lcr »p"fg"gdkf q"c"mru"cnuc"vctkru"{"c"r"ru"r hlewncf gu"r qt"eqmect"uwu"r tqf wvqu"gp"gn' o gtecf q"lcr qp<sup>2</sup>u'eqo gp| ctqp"c"kpvtguctug"gp"vpgt"uqekqu"mrecrgu'0Gni twr q'O kuwkluj k"hwpcf q"gp"3: 92"r qt"wp" f gucgp"lpgvg"fg"wp"ho kkc" samurai."hw"wpq"fg"mru"zaibatsu"o<sup>a</sup> u"r qf gtququ"fg"lcr »p"ug"eqpxk"»gp"gn'uqekq" f qo kpcpv"87" +gp"wp"go r tgu"eqplwpc"eqp"Ej t { urgt"Eqtr qtcvxp."r qt"m"sg"mru"eqpegukpctku"fg"Ej t { urgt" eqo gp| ctqp"c"xgpf gt"gn'rgs wgo q"cwqo »xkl"fg"O kuwkluj k"gp"gn'o gtecf q"guvcf qwpk gpugu'Nwgi q."Kw' w'cegr »" hqto ct"qtc"go r tgu"eqplwpc"eqp"l gpgtcn'O qvtu"laj puqp."3; : 4+0Nq"ewtlqu"fg"guvg"r tqeguq"gu"sg"gn'o kuo q" pq"hw"r rcpkckcf q"pk'cxrcf q"r qt"gn'O K/Kgp"wp"r tlpekr kq."c"s wg"mru"r rpgu"fg"2 uvg"r ctc"r"kp f wutk"cwqo qvtk " gtecp"guko wct"c"uq"m"fg"qu'iff gtgu'pcekpccrgu"p kuup"{"Vq{ qvc+0Ukp"go dcti q."mru"o kuo qu"i twr qu"go r tgu"ktqu"sg" j cd"lcp"ukf q"r tqvgi kf qu"i" hqo gpvcf qu'r qt"gn'O K/K'eqo q'O kuwkluj k'g"Kw' w'ug'xkgtqp"hwgtc"fg"gn'p"i qekq"cwqo qvtk " {"fg"guclctqp"c"r"dwqetcekl"hqto cpf q"fg"lqj qu"joint-ventures"laj puqp."3; : 4+0"

r ctc'eqo r gvk'c'pkxgnlpvgtpcelqpcnl'eqp'rcu'r tpekr crgu'cwqo qvtegu'gp'gn'v wvf q'\*J glo . '4242-0'  
 Gnr tko gtq'f'g'gmqu'hwg'eqp'J kq'Q qvqtu. f'gf'kefc'r tpekr cm gpv'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'gek'rk'cf'c'gp'rc'r tqf week'p'f'g'o kpk/  
 xgj 'f'wqu'\*kei cars+'\*xgt'Vcd'rc'KK3-0'F'g'gug'o qf'q.'c'r'ct'vt'f'g'f'lej'cu'crk'cp| cu'eqqr'gtc'v'xcu'  
 rcu'go r'tgucu'r'gt'v'p'g'el'gp'v'gu'cn'I tw'q'Vq{ qvc'qht'ge'f'ep'v'qf'q'gn'cdc'p'leq'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
<b>Daihatsu Motor Co.</b>	1907	Fabricación y venta de vehículos de pasajeros, vehículos comerciales, vehículos especiales y repuestos.
<b>Toyota Industries Corporation</b>	1926	Fabricación y venta de maquinaria textil, automóviles, vehículos industriales y otros productos así como el negocio logístico
<b>Toyota Motor</b>	1937	Fabricación y venta de vehículos de pasajeros, vehículos comerciales, carrocerías y piezas de automoción
<b>Aichi Steel Corporation</b>	1940	Fabricación y venta de aceros especiales, productos de acero forjado y componentes electromagnéticos.
<b>Hino Motors</b>	1942	Fabricación y venta de camiones, autobuses, vehículos comerciales ligeros, turismos, motores y repuestos.
<b>Toyota Auto Body Co.</b>	1945	Fabricación y venta de carrocerías y componentes para turismos, vehículos comerciales y vehículos especiales
<b>Toyota Tsusho Corporation</b>	1948	Comercio nacional, importación y exportación, y comercio internacional de diversos productos, contratación de construcción y de seguros.
<b>Denso Corporation</b>	1949	Fabricación y venta de componentes automotrices y otros componentes eléctricos, equipos de aire acondicionado, equipos industriales en general y equipos eléctricos.
<b>Toyoda Gosei Co.</b>	1949	Fabricación y venta de productos de caucho, plástico y uretano, semiconductores, productos eléctricos y electrónicos y adhesivos.
<b>Toyota Boshoku Corporation</b>	1950	Fabricación y venta de partes interiores de vehículos y filtros automotrices, así como componentes de tren motriz y textiles.
<b>Towa Real Estate Co.</b>	1953	Propiedad, gestión, venta, arrendamiento y gestión subcontratada de bienes inmuebles e inversión en valores negociables.
<b>Toyota Central R&amp;D Labs</b>	1960	Investigación, ensayo e investigación en diversos campos relacionados con el desarrollo y uso de tecnologías básicas.
<b>Aisin Seiki Co. (ahora Aisin Corporation)</b>	1965	Fabricación y venta de repuestos automotrices, equipos de vivienda, sistemas de energía y productos para discapacitados y personas mayores.

<b>Toyota Financial Services</b>	2000	Provisión de servicios financieros para la compra de vehículos.
<b>Toyota Housing Corporation</b>	2003	Desarrollo tecnológico, producción, venta, construcción y servicio postventa de viviendas
<b>JTEKT Corporation</b>	2006	Fabricación y venta de sistemas de dirección, cojinetes, componentes de transmisión, máquinas herramienta y dispositivos de control electrónico.
<b>Toyotsu Machinery Corporation</b>	2009	Ingeniería, equipamiento mecánico, maquinaria textil, fábricas inteligentes, y energías renovables.
<b>Toyota Motor East Japan</b>	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)
<b>Honssa</b>	Aichi	1938	Partes forjadas, sistemas híbridos, pilas de combustible y chasis.
<b>Toyota Auto Body</b>	Aichi	1945	Land Cruiser, LX, LM (Incl. HEV), Hiace, Alphard (Incl. HEV), Vellfire (Incl. HEV), Noah (Incl. HEV), Voxy (Incl. HEV), Esquire (Incl. HEV)
<b>Motomachi</b>	Aichi	1959	Crown (Incl. HEV), LC (Incl. HEV), Mirai y GR Yaris
<b>Kamigo</b>	Aichi	1965	Motores
<b>Takaoka</b>	Aichi	1966	RAV4 (Incl. HEV), Harrier (Incl. HEV), Prius, Corolla (Incl. HEV), Corolla Touring (Incl. HEV)
<b>Miyoshi</b>	Aichi	1968	Piezas de transmisión piezas forjadas y piezas de motores
<b>Schimoyama</b>	Aichi	1975	Motores, turbos, convertidores catalíticos y depósitos de hidrógeno
<b>Kinu-ura</b>	Aichi	1978	Piezas de transmisión
<b>Tahara</b>	Aichi	1979	LS (Incl. HEV), IS (Incl. HEV), GX, RC (Incl. HEV), NX (Incl. HEV), Land Cruiser, Land Cruiser Prado, 4Runner y motores

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

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

"

Gp"guvg"eqpvzq"gzr cpukxq"Vq{qvc"cdtk»"pwgxcu"lft dtkecu"gp"lcr »p"ngi cpf q"j cuvc"; " r ncpvcu" gp" 3; : 2" \*xgt" Vcdr» "44-0" Cf go<sup>a</sup> u." eqo gp| »" c" cwo gpvct" eqpukf gtcdrgo gpvg" uwu" gzr qtvekpqgu" c" pwgxcu" o gtecf qu" eqo q" Vcky<sup>a</sup> p. "Vckrcpf kc. "Dtcukl" { "r c"lgu" f gr" O gf kq" Qtkgpv0" Nc" o c { qt" r ctvg" f g" rcu" gzr qtvekpqgu" c" lplckqu" f g" r" f<sup>2</sup> ecf c" f g" 3; 82" gtcp" wplf cf gu" gpxlcf 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 "lwarqu" vto kpcf qu" { "rcu" r q"lkecu" f g" r tqo qek» p" c" r" r tqf week» p" f qo<sup>2</sup> uvkc" f g" r c"lgu" ko r qtvcf qtgu" eqo q" Dtcukl" O<sup>2</sup> zlekq.<sup>355</sup> Uwf<sup>a</sup> htkc. "Cwutcrk. "gpvtg" qtqu" \*xgt" Vcdr» "45-0"

Gp"3; 7: "rc" ko r qtvekp» p" f g" nku" r ctc" grl" gpucio drclg" f g" xgj "lwarqu" EMF "hwgtqp" r tqj kdkf 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" lpuvcrck» p" f g" r" ugi wplf c" r" rcpvc" f g" r tqf week» p" hwgtc" f g" lcr »p. "hwgi q" f g" wplf r gs wg° q" vcmgt" gp" Ej kpc.<sup>356</sup> r ctc" r" hcdtkceek» p" f g" uw" o qf grq" Ncpf "Etwlugt" s" wg" nwi q" eco dl» "uw" pqo dtg" c" Dcpf gkcpvg" \*xgt" Vcdr» "45-0"

Gp" rqu" rt»zko qu" c° qu" ug" uwo ctqp" rcu" lft dtkecu" f g" Uwf<sup>a</sup> htkc" { " Cwutcrk. " tgur gevxco gpvg0" Gp" grl" Anko q" f g" guvqu" r c"lgu. "f qpf g" j" cd" c" cevxcu" r q"lkecu" f g" r tqo qek» p" f g" r tqf week» p" mceci" f g" rqu" xgj "lwarqu. " Vq{qvc" nwi »" c" cewgtf qu" f g" gpucio drct" grl" 82' " f g" uwu" xgj "lwarqu" f g" r cuclgtqu" Eqtqpc" { " Eqtqm" { " eqo r gpuct" grl" o cti gp" f g" ko r qtvekpqgu" eqp" gzr qtvekpqgu" f g" rqu" xgj "lwarqu" vto kpcf qu" hwgtc" f g" Cwutcrk0" Grl" gpucio drcf q" f g" rqu" xgj "lwarqu" m" tgrkl cdc" r" go r tgu" mceci" Cwutcrkcp" O qvt" kpf wutlgu" f g" r" ewcn" Vq{qvc" r ctvekr cdc" eqp"

<sup>355</sup> "C" uw" xgj . "gp" O<sup>2</sup> zlekq" ug" lgi kwtc" wpc" eqtw" gzr gtlgpek" f g" Vq{qvc" r tqf wekpq" q" o cs wlpctk" r ctc" r" lpf wutk" vgz vki" gp" cuqekcel» p" eqp" grl" Gucf q" o gzlecpq" f wcpvg" r" f<sup>2</sup> ecf c" f g" 3; 72" \*f<sup>a</sup> o gu" { " Qrkgtc" Ci wkrct. "4242+

<sup>356</sup> "Gp" 3; 58. "uqni" wplu" o gugu" f gur w<sup>2</sup> u" s" wg" ug" eqo gp| ctc" c" hcdtkect" grl" eco k» p" I 3" f g" Vq{qvc. "rc" go r tgu" { c" eqo gp| cdc" c" gzr qtvc" wpcu" r qecu" wplf cf gu" c" Ej kpc0" Nwi q. "gp" 3; 59. "wpc" r gs wg° c" r" rcpvc" f g" r ctekpqgu" ug" lpuvcr»" gp" Uj cpi ck" s" wg" nwi q" ug" vcpuhqto »" gp" wpc" r rcpvc" f g" gpucio drcf q" f g" xgj "lwarqu0" Nwi q. "gp" 3; 5: . "qvc" r rcpvc" f g" Vq{qvc" hwg" lpuvcrf c" gp" r" ekwf cf "Vlcpklp" 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'jqecrgu'gp'f qpf g'ug'kpuvrcdcp'rcu'hdckrgu'f g'rc'o wmkpcekqpcn'Vq{ qvc.'4234-0'

Gp'gn'o gtecf q'cul' vck'f wtcpvg'rc'f<sup>2</sup>ecf c'f g'3; 72'ug'j'lekgtqp'cni wpcu'gizr qtveekp'p'c' f kwpvqu'r c'f'gu's wg'gtep'qvqti cf cu'eqo q'tgr ctcekqpgu'r qt'mqu'f c' qu'qecukqpcf qu'f wtcpvg'rc' i wgttc.'m'ewcn'r gto kks'cdtk'f lej qu'o gtecf qu'r ctc'rc'r quvgtkqt'gizr qtveekp'p'eqp'xqn'ao gpgu' o c{qtgu'0'C"uw'xgl.'c'r ctvt'f g'mqu'r tqi tco cu'f g'kpegpv'kxq" c'rc'tcf kecekp" f g' go r tgu'cu' o wmkpcekqpcrgu'kpf wutkrgu'gp'Vckrcpf k.'Vq{ qvc'guvcdngck'wpc'r rcpw'f g'r tqf weekp'gp'3; 840' Cu'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'wru'vgt'o kpcf qu'gp'F kpc'o ctec'{" J qrcpf c'gp'3; 84'{"3; 850'Nwgi q.'Vq{ qvc'wu»'c'mqu'r c'f'gu'pq'r tqf wvqtgu'f g'xgj 'f'wru'eqo q' D<sup>2</sup> ni kec'{"Uwk'c'eqo q'dcugu'f g'xgpw'u'r ctc'Gwtqr c0'Gp'3; 8: "eqo gpl »'rc'gizr qtveekp'f g' wpkf cf gu'f g'EMF'gp'Rqtwi cn'eqp'wp'cewgtf q'eqp'rc'go r tgu'c'Ucrkcf qt'Ecgcpcq'KO OX00'r ctc' gn'gpuc'o drc'lg0'Rqt'qvtq'rcf q.'gp'Guvf qu'Wpkf qu'rc'f go c'p'f g'xgj 'f'wru'f g'Vq{ qvc'etge'f' cegngtcf co g'p'gp'rc'f<sup>2</sup>ecf c'f g'3; 82'r cucpf q'f g'6022'wpkf cf gu'gp'3; 86'c'626022'gp'3; 93' eqpxk'v<sup>2</sup> pf qug'gp'gn'r t'kpek'cn'f gu'k'p'f g'gizr qtveekp'f g'rc'ht'o c.'r gtq'vqf cx'f'uk'p'kpi wpc' wpkf cf 'r tqf wv'kx'c'gp'gn'r c'f'u'pqt'vgo g'kcepq0''

" Gp'3; 92'ug'uwo ctqp'o a u'pcekqpgu'f g'pvtq'f g'rcu'ewcrgu'Vq{ qvc'tgcrk'cdc'ce'v'k'f cf gu'f g' gpuc'o drc'lg'mgi cpf q'c'35.'gzeqr wcpf q'c'Lcr »p'\*xgt'Vcdrc'KK5-0'Cf go a u.'gp'guc'f<sup>2</sup>ecf c' o wej qu'r c'f'gu'gp'f wtgekgtqp'uwu'r q'f'k'ecu'f g'r tqo qekp'f g'r tqf weekp'pcekqpcn0'Rqt'glgo r m.' Uw'a h'k'ec'guvcdngck'gp'3; 92'wp'r rcp'f g'cwo g'p'v'f g'r tqf weekp'f g'xgj 'f'wru'jqecrgu's w'f gd'f'c' c'rc'cp| ct'gn'88' "gp'3; 980'Rqt'qvtq'rcf q.'C wutcrk'gzki k'gp'3; 97's w'g'r ctc'3; 9; "gn': 7' "f g'rc' r tqf weekp'f g'xgj 'f'wru'f gd'f'c'ugt'jqecrk' cf c'gp'gn'r c'f'u'0'Rctc'r qf gt'imgi ct'c'guvqu'r qtegp'vclgu'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'wru' cwutcrkcpqu'eqo q'o qvqtgu'q'ukvgo cu'f g'v'cpuo k'k'p'0'Cu'f'co r rk'»uwu'r rcpw'cu'gp'C wutcrk' hcdtk'ecpf q' guvqu'ukvgo 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 wutcrkcp'O qvqt'k'pf wut'kgu.'eqpxk'v<sup>2</sup> pf qug'gp'gn'uqekq' o c{qt'kctkq0'<sup>57</sup>'"

" 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'epvq' gizr qpgpekcn'gp'gn'o cteq'f gn'f gucttqmq'geqp»o lek'g'k'pf wut'kcn'lcr qp<sup>2</sup> u0Gp'guc'h'cug'rc'go r tgu'c' co r rk'»uw'i co c'f g'r tqf wv'qu.'o wmk'rk'»'uw'ecr cekf cf 'r tqf wv'kx'c'f g'pvtq'f gn'r c'f'u'cdtk'gpf q'

<sup>357</sup>"Gp'H'k'r k'pcu'ug'cxcp| »'gp'rc'r tqf weekp'jqecrn'eqp'uw'uqekq'jqecrn'F gnc'O qvqt'Eqr qt'v'k'p'{"gp'k'pf qpguk'ug' j k' q'dclq'gn'LX'RV0'Vq{ qvc'Cu'c'O qvqt0'

pwxcu'r rpxcu'o cpwcewtgtcu.'kpetgo gpw'lwu'gZR qtcekqpgu'{'eqo gpl »c'tgcrk ct'cevkxf cf gu' f g'gpucio drcf q'f g'uwu'xgj 'f'wru'gp'wpc'f qegpc'f g'r c'f'guo'Cu'f' guvc'gvr c'f g'etgeko kgpv'{' eqpuqrk cek»p'hwg'rc'cpvguc'f g'rc'kpvtpcekqpcrk cek»p'f g'Vq{ qvc.'{'rc'kpf wutkc'cwqo qvk' lcr qpguc'gp'i gpgtcn'{'grleqo kgp| q'f g'rc'eqo r gvpekc'r qt'grhkf gtc| i q'o wpf kcn's wg'ug'f gur ngi »' gp'rcu'r t»zko cu'f<sup>2</sup>ecf cu'0' " " "

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

C'r ctvk'f g'rcu'etkuku'f gn'r gvt»rgq'gp'rc'f<sup>2</sup>ecf c'f g'3; 92'{'f g'rc'tggutwewtcek»p'f gn' ecr kcrkuo q' o wpf kcn' Vq{ qvc' ko r ngo gpw' eqo r ngco gpvg' uw' ukvgo c' f g' r tqf week»p.' guvcdrgekpf q'wp'o<sup>2</sup> vqf q's wg'hwpekqpcdc'gp'dcug'c'rcu'f go cpf cu'f gn'o gtecf q'{'grko kpcdc'rc' uqdtgr tqf week»p'0' Cu'f' rc' hto c' tgrtgugp»' rc' eqpf gpucel»p' f g' i tcp' r ctvg' f g' rcu' vcpuhqto cekqpgu's wg'ug' guvcdep'r tqf wekpf q'c'pk»gn'i nqdcn'ukgpf q'rc'xcpi wctf kc'f g'rcu' r t<sup>a</sup> exkcu'f g'*producción flexible* \*Eqt kv.'4222=Ngg'{'Lq.'4229+.'Guvc'eqo r ngc'ko r ngo gpvcek»p' f gn'VRU'gp'gn'o cteq'f g'mu'eco dkqu'f g'mu'ukvgo cu'f g'r tqf week»p'o wpf krgu'ng'r gto kks'c'rc' go r tguc' qdvpgt' tguwncf qu' uwo co gpvg' hcxqtcdrgu.' cwo gpvcpf q' rc' r tqf wevkxf cf "{'rcu' i cpcpeku'0'

Cf go<sup>a</sup> u.'rcu'etkuku'f gn'r gvt»rgq'rgu'f kgtqp'wpc'xgpvcl'c'rcu'xgj 'f'wru'o<sup>a</sup> u'ghlekpgv'gp' gn'wuq'f g'eqo dwukdr'gp'mu'f g'GGWW'{'Gwtqr c.'ugi o gpv'gp'gn'ewcn'mu'xgj 'f'wru'lcr qpgugu' j cd'f'p'cf s wtkf q'wp'ko r qtvcv'f qo kpk'»J glo .4242+0Cu'f'gp'3; ; 2'Lcr »p'ug'eqme»'eqo q'gn' r tkpek cnr tqf wevt'f g'xgj 'f'wru'f gn'o wpf q'eqp'32'o kmppgu'f g'wpl'cf gu'hdtkcf cu.'uwr gtcpf q' c'Guvcf qu'Wpl'qu'gp'gn'r qf kq0F g'guc'ektc.'3.; 3'o kmppgu'gtcp'gZR qtvcf qu'c'Guvcf qu'Wpl'qu.'gn' ewcn'tgi kmtcdc'ugt'ku'f<sup>2</sup> heku'eqo gtekr'gu'eqp'Lcr »p<sup>0</sup>58'C'tc'f'f g'f kej c'ukwcek»p.'gn'i qdktgp'q' f g'Tgci cp'rcpl »'tgutleekqpgu'c'rcu'ko r qtcekqpgu'f g'xgj 'f'wru'lcr qpgugu'{'.'hwgi q'f g'ctf wcu' pgi qekcekqpgu.'GGWW'{'Lcr »p'ngi ctqp'c'wp'cewgtf q'f g'guvcdrgegt'wp'ewr q'f g'gZR qtcekqpgu' f g'f g'Lcr »p'c'GGWW's wg'kdc'f g'3.8'o kmppgu'gp'3; ; 3"3.: 7"gp'3; ; 6<sup>0</sup>59"C'r ctvk'f g'guvcu' tgutleekqpgu'{'f g'r tgukqpgu'i wdgtpco gpvcrgu.'rcu'hto cu'lcr qpgucu'eqo gpl ctqp'c'kpuvrcr' r rpxcu'r tqf wevkcu'gp'GGWW.'o gtecf q's wg'j cuvc'gug'o qo gpv'cdcuve'f'p'gpvtco gpvg'c'tcx<sup>2</sup>u' f g'gZR qtcekqpgu'<sup>35</sup>.'Mwo qp.'3; ; 4+0Cu'f'J qpf c'{'P kuucp'cdtkgtqp'f<sup>a</sup> dtlecu'gp'3; ; 2'{'Vq{ qvc'

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

<sup>359</sup> Gr'ewr q'hwgi q'ug'co r r»c'4.45'o kmppgu'f'ug'cdcpf qp»'tge'p'gp'3; ; 50'

<sup>35</sup> 'Ugi Àp'Mwo qp'»3; ; 4+rcu'go r tgucu'lcr qpgucu'gp'i gpgtcn'{'Vq{ qvc'gp'r ctvk'wrc.'{'c's wg'v'p'f'wpc'r qule»p'o<sup>a</sup> u' eqpugt'xcf qtc's wg'P kuucp'{'J qpf c'gp'gug'ug'w'f q/. 'gtcp'tg'v'gp'v'c'kpuvrcr'r rpxcu'r tqf wevkcu'hwgtc'f g'Lcr »p' r qt'go qt'c'pq'r qf gt'tgr tqf wek'mu'ukvgo cu'f g'r tqf week»p'mi tcf qu'gp'gn'r c'f'f g'qtki gp0Rqt'guqu'o qv'xqu.'gn'



eqo gpl »"wp"lX"eqp"l O "r ctc"r"r tqf week»p"gp"gn'r c"u" f gn'pqtvg<sup>35</sup>: "F g"vqf qu"o qf qu."gp"3; : 8"  
Vq{qvc" f gekf k»"cdtk"uwu"r tqr kcu"r rcpvcu"gp"GGWW" {"Ecpcf<sup>a</sup> 0' Vq{qvc" Gwcf qu" Wpkf qu"ug"  
eqpegpvt»"gp"r"r tqf week»p" f g"uwu"o qf gnu"Eqtqmc."Eco t{."Egrkcc." {"J kwz"r qts wg"gtcp"  
cs wgmqu"eqp"qu's wg"qu'r tqf wevtgu'pqtvgco gtlecpqu'pq'r qf "cp"eqo r gvt'lf ekro gpvg<sup>62</sup>"  
" "

---

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

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

<sup>362</sup>"C"uw'xgl' . 'lco dl'p'ug'kpvcn»"wpc'r rcpvc' f g"Vq{qvc"r ctc"r" hcdtkece»p' f g"o qvqtgu" {"glgu." {"c'r ctvt' f g'r tgukppgu"  
f gn'i qdlgtpq" f g"GGWW."ug"eqpvtcvtqp" wpc"i tcp"ecp'kf cf "f g"cwqr ct'wcu"guvcf qwpl' gpugu' f g"htto c"cn's wg"gn"  
eqpvgpk' q'necn'f gn'Eco t{ 'ngi »"cn'97' "gp"3; ; 30'

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

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

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

Hvgpv<grcdqtcclp'r tqr lc"gp'dcug'c'lphto celp'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 lqf cf 'Eqo r ngv'{'N<Nlegpek'Tkk+Rtqf 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 ctvgu={ 'O V<O cs wptkc'Vgz w'Ikk+P kxgnf'g'ko r qt vpekc'r tqf wevxc'f'c'r'qt'rc'r'rqf week'p'cewo wrc'c'gpvtg'422; '{ '423; <Dclq<3'c'922022=O gf kq<  
 922022'c'50722022={ 'Cnq<50722022'gp'cf grcpvg0

Cuko kuo q. 'f wtcpvg'rc'f<sup>2</sup>ecf 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<sup>a</sup> u'f g'Co<sup>2</sup> 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'c'n's w'g'ug'k'p'e'g'p'v'k'x' »'r'c'r t'q'f w'ee'k'p' n'q'ec'n'g'p'g'n' 'e'q'p'v'k'p'g'p'v'g'0'Cu'f'.'u'g' 'e'q'o g'p' | »'r'c' 'h'c'd't'k'c'c'k'p' 'f'g'J k'w'z' '{ "V'c't'q'g'p'3; ; : "c'r c't'v't' 'f'g'w'p' c'ew'g't'f'q' 'e'q'p'X'q'm'y' c'i' g'p'g'p' 'C'g'o' c'p'k' \*M'w'o' q'p.'3; ; 4+0C' 'u'w'x'g'l' . 'g'p' 'I' t'c'p' 'D't'g'v'o' c' 'u'g' 'g'u'c'd'r'g'k' »'r'c' 'e't'g'c'k'p' 'f'g'w'p'c' 'r'c'p'v'c' 'r'c't'c' 'r'c'r' t'q'f w'ee'k'p' 'f'g'n'o' q'f' g'n'y' 'E'c't'k'p'c' 'G' '{ 'h'w'g'i' q' 'f'g'n' 'E'q't'q'm'c' . '{ "q'v't'c' h'f' d't'k'c' 'f'g'r' t'q'f w'ee'k'p' 'f'g'o' q'v'q't'g'u'g'p't'g'3; ; 4' '{ '3; ; 50Cu'f' 'I' D' 'u'g' 'g'u'c'd'r'g'k' »'g'p' 'g'u'c' 'g'v'c'r' c' 'e'q'o' q' 'r'c' 'd'c'u'g' 'f'g'r' t'q'f w'ee'k'p' '{ "c'd'c'u'g'k'o' k'g'p'v'q' 'c' 'o' w'ej' q'u' 'q't'q'u' 'r'c' 'f' 'u'g'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'p'k'c' '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<sup>a</sup> 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'<sup>363</sup> 'u'g' 'h'g'x' »'c' 'e'c'd'q' 'w'p'c' c'u'q'k'c'k'p' 'e'q'p' 'r'c' 'v'c'k'y' c'p'g'uc' 'M'w'q'l' w'k' 'O' q'v'q't'u' 'c' 'r'c't'v't' 'f'g' 'r' q'r'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<sup>a</sup> 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'y' 'f'g' 'c'w'q'r' c't'v'g'u' 'h'q'ec'g'u' 't'g'c'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'c'r'k' »' w'p'c' 'e'q'q'r' g't'c'k'p' 'v'z' 'e'p'k'c' 'e'q'p' 'U'j' g'p' { c'p'i' " 'L'k'p'd'g'k' 'C'w'q'o' q'v'k'x'g' 'E'q't'r' q't'c'v'k'p' 'g'p'3; ; 2' 'r'c't'c' 'r'c' 'r' t'q'f w'ee'k'p' 'f'g'n'o' k'p'k' »'o' p'k'd'w'u' 'J' k'c'eg'0'G'p' 'k'p'f'k'c' . "V'q' { q'v'c' 'p'q' 'm'i' t' »' 'r'c' 'c'r' t'q'd'c'k'p' 'r'c't'c' 'h'c'd't'k'c't' 'x'g'j 'f'w'q'u' 'f'g' 'r'c' 'c'u'c'l'g't'q'u' '{ 'l'u' »'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'k'g'p'f' q' 'g'n' 'L'X' 'F' 'E' 'O' / 'V'q' { q'v'c' 'N'k'o' k'g'f' 'r'c't'c' 'r' t'q'f w'ek' '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'x'q'u' '{ "g'p'3; ; 9' "g'u'c'd'r'g'k' »'w'p' 'p'w'g'x'q' 'L'X' 'V'q' { q'v'c' 'M'k't'q'm'u'c't' 'O' q'v'q't' 'R't'k'x'c'v'g' 'N'f'0' 'e'q'p' 'r'c' 'k'p'f'k'c' 'M'k't'q'm'u'c't' 'I' t'q'w' . 'r'c't'c' 'r' t'q'f w'ek' 'r'c' 'o' k'p'k'x'c'p' 'o' w'w'k'r' t'q'r' »'u'k'x'q' 'S' w'c'r'k'u' \*V'q' { q'v'c' . '4234+0' "

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

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

<sup>364</sup>G'n'r' t'k'o' g't' 'r' t'q'v'q'eq'm'y' 'f'g'n'f' t'g'c' 'f'g' 'N'k'd't'g' 'E'q'o' g't'ek'q' 'f'g' 'r'c' 'CUGCP \*CHVC + 'e'q'o' g'p'l' »' 'c' 'k'p'u't'w'o' g'p'v't'g' 'g'p'3; ; 5. '{ " 'e'q'p'uk'w'k' »'g'u'g'p'k'c'm' g'p'v'g' 'g'p' 'r'c' 'h'k'd'g't'c'r'k' c'ek'p' 'i' t'c'f' w'c'n'f' g'r'ie'q'o' g't'ek'q' 'b' c'p'w'h'c'w'w't'g't'q' 'k'p'v't'c'l' q'p'c' . 'j' c'u'c' 'c'r'c'c'p'l' c't' 'g'n'r'c'p'i' q' 'f'g' '2' 'c' '7' ' 'f'g' 'r' t'q'v'g'ee'k'p' 'c't'c'p'eg'r'k'c' . 'r'c't'c' 'r' t'q'f w'v'q'u' 'e'q'p' 'w'p' 'e'q'p'v'g'p'k'f' q' 'o' 'f'p'k'o' q' 't'g'i' k'q'p'c'n'f' g'n' '62' ' '{ "g'p' 'w'p' 'r'c' | q' "

Lcr »p" o kuo q0' Gp" Hkr kpcu" ug" etg»" gn' LX" Vq{ qvc" O qvqt" Rj kkr r kpgu" Eqtr qtcvkap" r ctc" gn' gpuco drcf q'f g'hqu'o qf gmq'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 fwmqu.'{ 'qvtq' LX. 'V( MC wqr ctu. 'gpecti cf q'f g'hdctlect" cwqr ctvqu" f g'f ktgeek»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 0<sup>65</sup>"

" F g'gung'o qf q. 'gp'3; ; 2" Vq{ qvc" vgp" 44' r rncpu' r tqf wevxcu' hwtc' f g' Lcr »p0C' r ctv' f g' nc' r tqf week»p" c' i tcp" guerc" gp" gn'gz vtcplgtq" { 'r ctc' kpeqtr qtct' r u'ectcevt' f u'lecu' tgi kqpcngu" gp" rqu'xgj fwmqu. 'Vq{ qvc" gucdrgek»" egpvtqu' f g' kpxguki cel»p" { 'F gucttqm' "K F -hwgtc' f gn' c' u' xgt" Vcdrc" 2/7" f gn' Cpgzq" Guvcf f u'leq +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" rqu" xgj fwmqu' r ctc" gn' b gtecf q' pqt vco gtecpq<sup>66</sup> C f go<sup>a</sup> u. 'gp'3; ; 5" Vq{ qvc" cdtk»" uw' egpvtq' f g' vugvq" f g' eco kqpgu" gp" Ctk qpc. " GGWW0Gp" D<sup>2</sup> ni kec. 'ug'etg»" Vq{ qvc" Gwtqr g" Qh' h' eg" qh' Etgcvkap" eqo q" wp" egpvtq' f g' f kug<sup>o</sup> q' r ctc" Gwtqr c0C" f kgt gpek" f g' o vej qu" o qf gmq' f g' f kug<sup>o</sup> q" eqtr qtcvqxq" f g' o wmkpcekqpcngu. 'f qpf g' r u' hkr r qu' gz vtcplgtcu' tgr rncp' r cukxco gpv' hqu' ukungo cu' f g' r tqf week»p" f gn' b gtecf q' kpvtpq" q' gur gtcp' r u' 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. " r u' hkr r qu" r wgf gp" wkr k' ct" rqu" udukf kqu" gz vtcplgtqu" r ctc" f gucttqm" pwgxcu" vepqmi fcu.<sup>367</sup> hqto<sup>a</sup> pf qug' wpc' tgf" f g' er tgp' k' clg" gp" r ecf gpc" i r dcn' " O eO kncp. "423; +0'

" Gp' tguwo gp. 'gp" gucu" Anko cu' f<sup>2</sup> ecf cu' Vq{ qvc" etgek»" cegrntcf co gpv' gp" dcug' uw' b<sup>2</sup> vqf q" f g' r tqf week»p" hgz kdr. " gn' ewcn' ug" eqpxk v»" gp" wp" r ctcf ki o c' r tqf wevqxq" gp" r c' pwgxc" gxcr c' f gn' ecr kcrkuo q0' Guvc' hko c' h' k' gt»" wp" r tqeguq" f g' f gucttqm' f g' r kpf wutkc" cwqo qvtk' " lcr qpguc" gp" i gpgtci' s wgf gur rnc | »" c' GGWW" f gn' r qf kq" f g' r tqf week»p" f g' xgj fwmqu' 0C" uw' xgl. " f wtcpv' g' gucu" f<sup>2</sup> ecf cu' rnc" o wmkpcekqpcn' ug" gzc' r c' p' k»" kpekcpf q" qr gteckqpgu" r tqf wevxcu" gp" f k' k' vqu' r c' f ugu. " r t' k' ekr cm gpv' rqu" f g" o c { qt" f gucttqm' s wgf eqph' i wtdcp" u' u' o c { qtgu" egpvtqu" f g" xgpvcu' 0 vej qu' f g' guvqu' f gur r' k' i wgu' guvwx' kgtq' p' ko r wncf qu' r qt' t' g' ut' k' eekqpgu' eqo gtekrqu' f g' hqu' r c' f ugu"

o<sup>a</sup> zko q' f g' 37" c<sup>o</sup> qu. " s wgf nwi q' hmg" ceqtvcf q" c" 32" c<sup>o</sup> qu' 0' Eqphqto g" c" gung" vtcvq. " Vq{ qvc" etg»" wp" ukungo c' f g' r tqf week»p" f g' cwqr ctvqu" gp" ecf c' v' p' q' f g' guvqu' r c' f ugu' f g' hqto c' v' n' s wgf f' lej qu' r tqf wevqu' r wgf cp' ugt' cdcvgek' qu' cn' t' guvq" f g' rqu' r c' f ugu' f g' rnc" tgi k»p' 0' Rqt" glgo r nq. " o qvqtgu' f kugni" gp" Vckrpf kc. " o qvqtgu" c' i cuq' kpc" gp" k' pf qpgulk. " ukungo cu' f g' f ktgeek»p" gp" O crukc. " { " ukungo cu' f g' v' t' cp' uo k»p" gp" Hkr kpcu' 0' Ukp" go d' cti q. " r u' cwqr ctvqu' f g' o c { qt" p' k' gn' v' gepqni leq' uki wgtq' r tqf wek' pf qug' gp" Lcr »p" { ' k' ut' k' d' w' 2 pf qug' c' rqu' r c' f ugu' f g' CUGCP " " k' qj' g' v' cn' 0' 423: < 74/75 +0"

<sup>365</sup> Guvqu' b gecpluo qu' hwtg' qp' t' gur cif cf qu' t' q' gn' cewgtf q' f g' k' pvgt' eco d' k' q' eqo r ngo gpv' t' k' f' g' c' wqr ctvqu' gpv' t' g' t' c' f ugu' f g' CUGCP " gp" gn' ewcn' ug" gucdrgek»" rnc' h' k' d' gt' v' f' g' g' zr q' t' v' cel»p" { ' rnc' t' g' d' c' l' c' f' g' t' c' t' c' p' egru' r ctc' r u' cwqr ctvqu' g' r' i' k' f' cu' r qt' hqu' i' qd' lgt' p' qu' { ' h' d' t' k' ecf cu' r qt' r u' v' t' o k' pcngu' gp" gn' t' gc' f' g' CUGCP 0'

<sup>366</sup> Gp' 3; ; 3" f' lej q' egpvtq' hwtg' t' g' m' ecrk' cf q' gp" O lej ki cp" { ' ug' eqp' ut' w' »" wp" pwgxc' egpvtq' f g' r tqv' v' r qu' f g' xgj fwmqu' { ' v' g' v' q' 0'

<sup>367</sup> Rqt" glgo r nq. " Vq{ qvc" Ecp' cf c' hwtg' r k' p' g' t' c' gp" gn' f' gucttqm' f g' v' gepqmi fcu' f g' v' go r g' t' c' w' t' cu' h' fcu' r ctc' hqu' r tqeguqu' f g' g' p' e' g' p' f' k' f' q' f' g' o qvqtgu' 0'

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

### 3.5 - Etapa de globalización (1990-2008)

" C" r ctvt' f gn' Cewgtf q" Rrc| c" f g' 3; ; 7." tgerk| cf q" gptg" rcu" r tkpekrcgu" r qvpeku" geqp»o lecu'eqp'gzegr ek»p'f g'rc'WTUU."ug'f gekf k»rc'f gr tgekeke»p'f 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'ewcrgu'ec { gtqp"7.5" "gp"3; ; 8"\*Vq { qvc." 4234+0Rqt'gmq."Vq { qvc'mgx»" c'ecdq'wpc'r qn'flec'f g'hwgtvgtgf 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 tqeguq' { 'tqdqvk| cpf q'r ctvg'f gn'vcdclq" o cpwcn'gpvtg'qtvcu'lpvgtxgpekpqgu068"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'ecpcrgu' f g'o cpf q069"

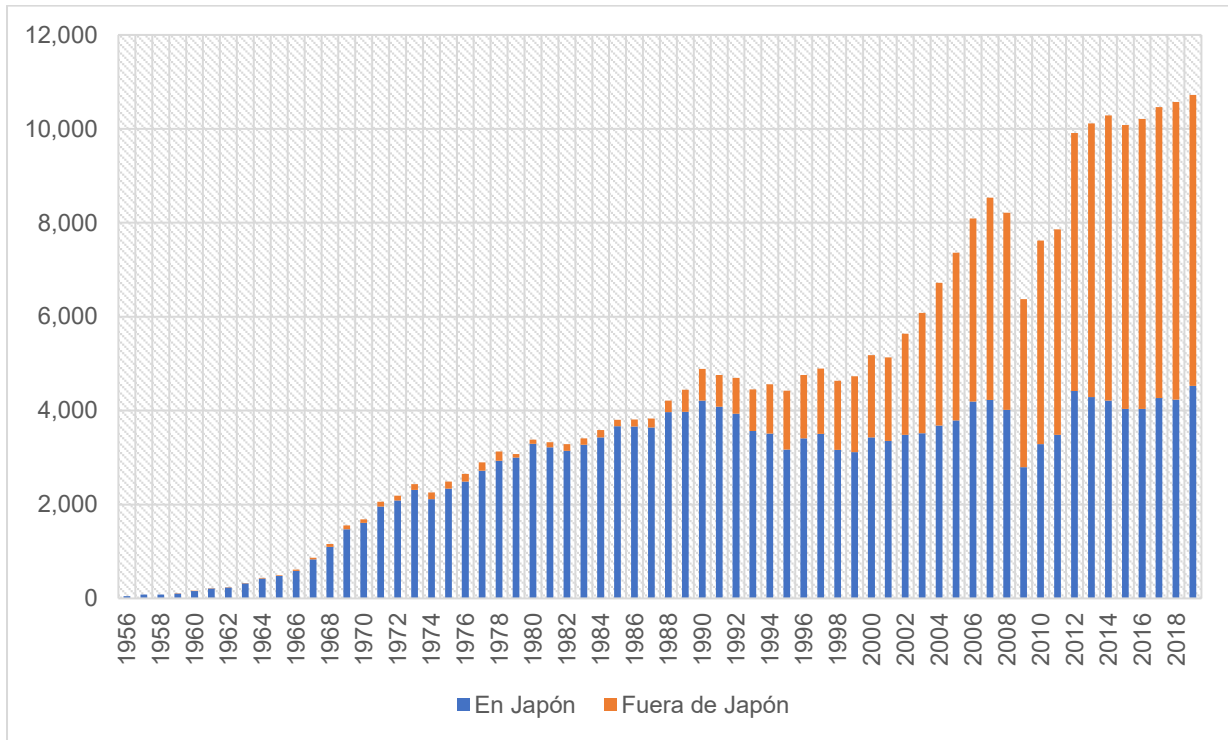
Rqt'qvtq'rcf q."gn'gucnkf q'f g'rc'dwdwlc'geqp»o lec'gp'Lcr »p'gp"3; ; 3.'s wg'lo r rke»'ec'f cu' gp'gn'r tqf wev'lpvgtpq' { "gn'eqpuwo q'gp'gn'r c'ju' { ".lwpv'eqp'rc'o' gpekpqpc'c'cr tgekeke»p'f gn' { gp." ko r cevtqp'gp'rc'hko c' { "uw'r tgugpek"gp'gn'r c'ju'\*xgt'I t'a hkeq"003+0Gp'gung'eqpvzq."Vq { qvc" f gekf k»"wpc'r qn'flec'f g' gZr cpuk»p" c"pwgqu" 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 m'vt'guvqu'pwgqu'plej qu" \*Vq { qvc."4234+0C'uw'xgl ."rc'hko c'lcr ppguc'vgo »"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'eqmcdqtct'gp'rc'tgewr gtceke»p."r qt'm'vcpvq."ug'lpvgtmet»" o a u'gp'rcu'cuqekcekppgu'go r tguctku'lcr ppguc' { "gp'hqu'cuwpvqu'i wdgtpco gpvrcgu06:"

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'pwgxc'ugt'f g'cewgtf qu'gp'qu'ewcrgu'ug'f gd'f'c'tgi wct'o a u'gutwewtc'gp'v'gn'vcdclq' s'vg"tgerk| cdc0F g'gung'o qf q."rcu'j qtcu'vcdclq'cu'cpwcn' gp'v'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'0Dq { 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

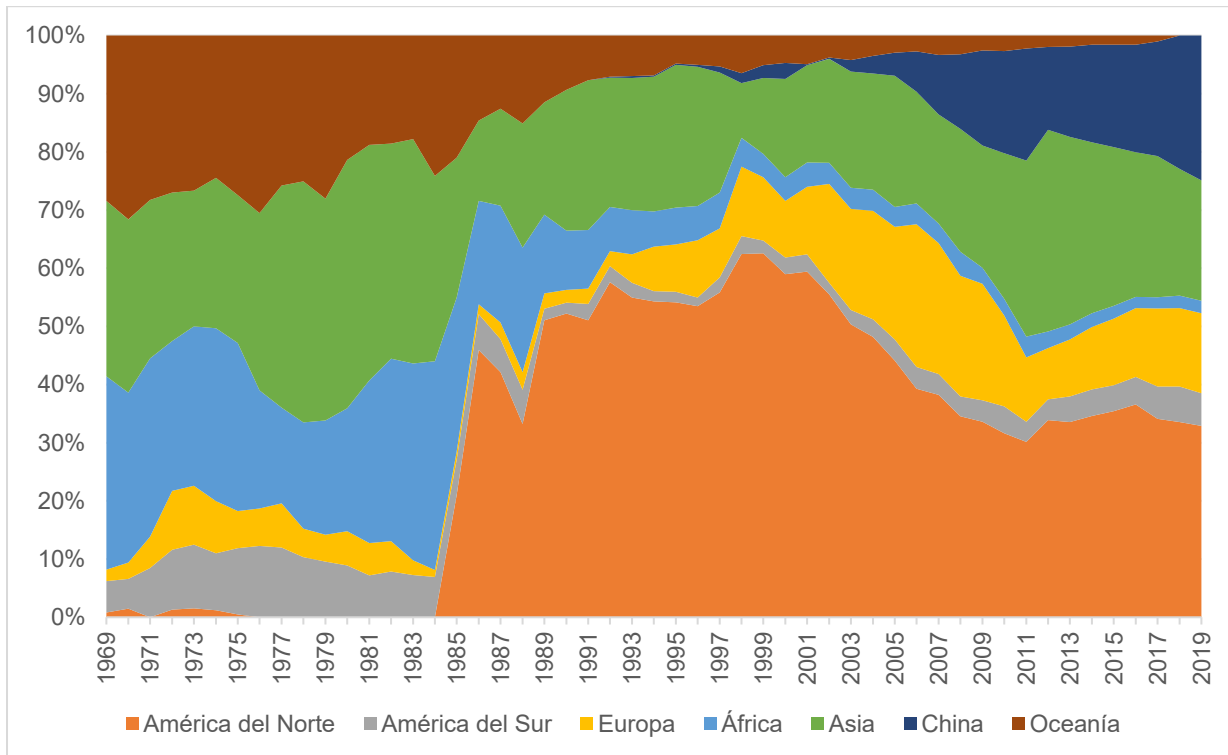
36:"Cu'f'gp"3; ; 6'gn'r tgu'f gp'v'f g'rc'lwpv'f k'gevkx."Gdk'Vq { qf c."hw'f guki pcf q'xlegr tgu'f gp'v'f g'rc'Hgf gtceke»p'f g' Cuqekcekppgu'f g'Go r rrcf qtgu'f g'Lcr »p"\*P kmgkt gp."nwi q'Mgf cptgp+0Gp"3; ; 4"gn'xlegr tgu'f gp'v'g'lgewkxq'f g' VO E."Vcwwtq'Vq { qf c."hw'p'qo dtcf q'r tgu'f gp'v'f g'rc'Cuqekcek»p'f g'Glgewkxqu'Eqr qtcv'xqu'f g'Lcr »p'0Nwi q." gp'3; ; 6'gn'r tgu'f gp'v'f g'rc'lwpv'f k'gevkx'f g'Vq { qvc."Uj qlej ktq'Vq { qf c."hw'p'qo dtcf q'r tgu'f gp'v'f g'rc'Mgf cptgp." ukp'f q'gn'r tko gt'go r tguctk'f gn'ugevqt'cwqo qvkt| gp'f k'ki k'rc'cuqekcek»p'go r tguctk'0F wcpv'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 cpv'p'gt'p'k'rgu' uko k'ctgu'c'qu'f g'GGWW'f' qf gt'lu'v'p'gt'rc'eqo r gvkxkf cf 'lpvgtpekeqpcn'0Gp"3; ; ; "gn'r tgu'f gp'v'f g'Vq { qvc'J ktq'j k' Qm'f c'cuwo k»'cn'lt'gp'v'f g'rc'cuqekcek»p'P kmgkt gp." { "gp"4224"s'wg'f »"cn'lt'gp'v'f g'rc'lp'v'gt'ceke»p'f g'co dcu' cuqekcekppgu'go r guctku'2P kmgkt gp" { "Mgf cptgp."dclq'gn'p'qo dtg'f g'rc'ugi w'pf c'0Dclq'uw'i guk»p'f guctq'm»'uwu' kf gcu'dclq'gn'r rc'p'0Xkuk»p'Qm'f c'0"\*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 <sup>a</sup> u. "c'r ctvkt "f g"rc"ecff c" f g"rc" WUU. "ug'r tqhwf k » "rc" kpvgtpcckqprk cckp" f g"rc" hto c0' Guc" eqo gp| » "c" r rpklect" rc" co r rckekp" f g" uwu" qr gtcekqpgu" gp" pwxqu" o gtecf qu" go gti gpvqu. 'r tkpek cm gpv"gp" Cuk. 'r gtq' wco d k p" gp" Co <sup>2</sup> 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' pwxqu' kpxgtukqpgu" gp' Dtcuk' eqo q' r ctvg' f g' uw' g' zr cpukp" gp' Uw' co <sup>2</sup> tlec. 's w' ug' c' prk ct<sup>a</sup> p' eqp' b c { qt' f g' vpk kgpvq" gp' gn' t » zko q' ecr "fwq0"

Cuko luo q. "gug" f gucttqm" o wpf kn' cegrnt » gn' tgn' f g' rc" go r t guc" eqo q' lwi cf qtc" i mdcr0' Cn' t gur gevq. "gp"3; ; 3' Gkk' Vq { qf c. "uqdtkpq" f g' hwpf cf qt' Ucn' k' Vq { qf c" { 'r t gulf gpv' f g' rc" lwpv" f k' gevxc" f g' VO E. "uquv" p c < "para avanzar como una corporación global, debemos expresar claramente una filosofía corporativa global. Debemos dejar por escrito el entendimiento común que hemos desarrollado y repensar nuestras estructuras comerciales y organizacionales en términos de esa filosofía corporativa global". Gp" gug" o cteq. "gp"3; ; 7" cuwo g' eqo q' r t gulf gpv' f g' VO E' r qt' r tko gtc" xgl "wp" glgewkxq" s w' pq' r gt vpgge" c" rc" hco k' k' Vq { qf c. 'J' ktquj k' Qmw' c. 's w' k' r' gto cpgek » gp' gn' wguv' j' cuw'3; ; ; . 'ewcpf q' gu' t ggo r r' cf q' r' qt' Hwlk' "Ej q. "gn' ugi wpf q" go r t guctk' "gz vgt p q" c' rc" hco k' k' "gp" mgi ct' c' n' hwi ct' f g' r t gulf gpv' 0<sup>6</sup>: "F g" gug" o qf q. "rc" eqo r c° "c" eco dk » uw' r qukek » eqp' t gur gevq" c' rcu' f<sup>2</sup> ecf cu' r t g' xku. "gp" rcu' ewcrgu" pq' s wgt' "c" ugt' xkuc' eqo q' wpc' hto c' ci t g' xkc. 'ukp' o <sup>a</sup> u' d' k' p' eqpugt xcf qtc" \*Uj ko k' w' 422; <: 5-0"

" Qvtq' r wvq' f g' ceek » p' hwg' gn' f gucttqm" f g' m' u' t' gewtuqu" j' wo cpqu" { c' s w' gn' p' A' o' gtq' f g' go r r' gcf qu' f g' Vq { qvc" gp" vq' q' gn' o' wpf q' et gek » gp" i' t' cp' o' gf k' c' c' r' tkpek kqu' f g' uki m. 'r' cucpf q' f g' 422022" gp"3; ; ; "c' 522022" gp" 4229" \*Vq { qvc. "4234+0C u" gp" 4224" ug' et g » gn' k' p' ukwq" Vq { qvc" r' ctc" f' ct" uqr qt v" c' rc" i' mdcrk' cek » p' f g' m' u' go r r' gcf qu' f g' rc" eqo r c° "c' 0' Cf go <sup>a</sup> u. "ug" et g » gn' o' gpek pcf q' f qewo gpvq "Toyota Way" { "ug' t' gr' ct v" c' "vq' cu' rcu' h' k' r' gu' f g' rc" go r t guc" gp' gn' o' wpf q' eqp' gn' h' p' f g' k' p' w' r' c' t' rc" x' k' u' k' p' go r t guctk' n' f g' rc" hto c' 0' C' uw' xgl . "gn' Toyota Way" tgo cte » rc" eqp' v' p' w' k' cf "f g' rc" t' g' r' c' k' p' eqqr gt v' k' c' f g' r' cti q' r' r' c' q' s w' Vq { qvc" r' r' p' v' g » ukgo r t g' eqp' uwu" r t q' x' g' g' f' qt' gu<sup>372</sup> \*Kqj "gv' cr0" 423: d+0"

<sup>36</sup>: "C" uw' xgl . "Vq { qvc" r' p | » "gp" gn' 4222" uw' r' qn' k' c' f g' "Eqput week » p' f g' "Eququ" Eqo r g' v' k' x' q' u' r' ctc" gn' uki m "ZZ K \*EEE43+0C u" ug' f g' h' p' k' gn' r' r' p' "0C dtk' "Rcuq" c' "Vq { qvc" \*Break Through Toyota" s w' eqpukv" c' gp" c' + eqput w' k' "wp" ukvgo c' r' ctc' et gct' r' t' q' f' w' v' qu' c' v' t' c' v' k' x' u' = d + t' ghqto ct' gn' r' t' q' eguq' f g' v' qo c' f' g' f' gekukqpgu' uqdt g' r' t' q' f' w' v' qu. 'e' + h' q' t' w' r' e' g' t' rc" eqo r g' v' k' x' k' cf "f g' rc" r' t' q' f' week » p' k' p' v' g' t' p' c' = { 'f' + t' ghqto c' f' g' m' u' 'e' qu' u' h' k' qu' 0' C' uw' xgl . 'eqo q' r' ctvg' f g' gug' r' t' q' { gevq" ug' r' t' q' r' wuq' wpc" o' c' { qt' f' k' k' r' k' c' k' c' k' p' f g' m' u' r' t' q' eguq' f g' v' t' c' d' c' l' q' c' n' k' p' v' g' t' k' t' f g' rc" hto c' 0' Rq' t' q' t' q' r' c' f' q. "gp"3; ; 9" Vq { qvc" r' p | » uw' o' q' f' g' m' j' "d' t' k' f' q. "Rt' ku. "eqp' x' k' v' k' p' f' q' u' g' gp' w' p' i' f' g' t' i' m' d' c' r' n' f' g' m' u' x' g' j' "p' w' m' u' c' o' k' i' c' d' r' u' e' q' p' gn' o' g' f' k' q' co d' k' p' v' g' \*Uj ko k' w' 422; d+0"

<sup>372</sup>"F g' gug" o' qf q. "r' qt' g' l' go r' m. "r' w' g' f' g' x' g' t' u' g" e » o' q' m' u' r' t' q' x' g' g' f' q' t' g' u' f' g' "GGWW" tgo ctecp" rc" t' g' r' c' k' p' eqp' Vq { qvc" eqo q' rc" o' g' l' q' t' "gpv' g" v' q' f' cu' rcu" v' gto k' p' c' r' gu' c' w' qo q' v' t' l' e' gu' k' p' u' c' r' c' f' cu' gp" f' l' e' j' q' r' c' "j" \*x' g' t' i' t' h' e' q' 2/9" f' gn' C' p' g' z' q' G' u' c' f' "j' u' k' e' q' 0' G' u' c' r' q' n' k' c' f' g' e' q' q' r' g' t' c' k' p' eqp" r' t' q' x' g' g' f' q' t' g' u' f' g' r' t' q' h' w' p' k' » "gp" 4234" ewcpf q' f' g' u' f' g' rc" ecuc" o' c' v' t' k' " Vq { qvc" et g » gn' f' g' r' c' t' w' o' gpvq' "0' m' j' e' c' r' k' c' k' p' f g' x' g' j' "p' w' m' u' c' o' { 'r' c' t' v' g' o. "gn' ewc' r' d' t' g' i' c' d' c' r' q' t' gn' o' c' { qt' eqp' v' p' k' f' q' n' e' c' n' f' g' h' u' x' g' j' "p' w' m' u' f' g' Vq { qvc" gp' h' u' r' c' "j' u' g' u' f' q' p' f' g' u' v' p' t' c' f' k' e' c' f' cu' uw' u' w' d' u' k' f' k' t' k' u' q' v' t' i' c' p' f' q' c' u' k' u' g' p' e' k' c' f' o' k' p' u' t' c' v' k' c' { "v' e' p' k' e' c' r' u' c' w' q' r' c' t' v' k' u' c' u' f' g' e' c' f' c' r' c' "j" \*Kqj "gv' cr0" 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'hmgv'g'tggut wewtcek»p" f g'rc'e'Àr wrc'f kti gpekcn" tgf wckp'q" c"rc"o kcf "gn'p'Ào gtq" f g'f k'gevtgu" { "r tqo qekppcp'q" c" f qu'gl'gewkxqu" f g'Vq{ qvc" GGWW" { "wpq" f g'Vq{ qvc" I tcp" Dtgv° c" eqo q" f k'gevtgu" f g'Vq{ qvc" O qvt "Eqtr qtcvkqp." ukp'q" nqu" r tko gtqu" gl'gewkxqu" pq" lcr qpgugu" gp" rc" r qukek»p" f g'f k'geek»p" { "o ctecp'q" gn'two dq" f g" i mdcn'k'cek»p" f g" nqu" tgevtuqu" j wo cpqu" f g" rc" hto c0' Cf go a u." rc" go r t'guc" eqo gp| »" c" f guegp'tck' ct" uwu'f gekukppgu'etgcp'q" uwu'ug'f gu'tgi kqpcrgu" gp" GGWW" { "Gwtqr c." uwu' o gtecf qu" r t'kpek'crgu" gp" gug'o qo gpvq" \*Uj ko k' w."422; d+0

" Cf lekppcm gpvg. "gp'3; ; ; "Vq{ qvc'hmg'hkuc'f c'gp'rc'dqnc'f g'xcm'gtu'f g'P wgx'c' [ qtm' { "f g" Nqpf t'gu'eqp" gn'qdl'gkxq" f g' r qukek'pct" uw' o ctec" c" pl'xgn' o w'p'f kcn' \*Vq{ qvc."4234+0C" uw'xgl . " go r gl' »" c" ko r rgo gpvt" rc" r q'f'k'ec" f g' tgf k'ut'kdwek»p" f g' f k'kf gp'f qu'gp't'g'uwu'ceek'p'kuc" { "ug" etg»" gn'r tqi tco c" f g' Cf o k'p'k'ut'cek»p" f g' rcu' I cpcpeku' I mdcn'gu'eqp" r r'p'gu' f g' h'pet'go gp'vqu" gp" rcu' i cpcpeku' f g' rc" go r t'guc" { "rc" f k'ut'kdwek»p" f g' f k'kf gp'f qu'0' C" r ct'vk' f g' guq. "rc" eqo r c° 'f'c" eqo gp| »" c" cwo gpvt" uwu'ceek'p'kuc" k'p'f k'kf w'crgu' s w'g" gp"4242" mgi ct'qp" 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'ct'k' f g' rc" eqo r c° 'f'c'0'73" Uk'p" go d'cti q." c" r guct" f g' guv'qu'eco dkqu. "gm'q" pq" uki p'k'he»" w'p" eco dk'q" gp" rc" cf o k'p'k'ut'cek»p" f g' rc" go r t'guc" gp" h'w'pek»p" f g' rc" xcm't'k'cek»p" f g' Vq{ qvc" gp" gn' o gtecf q. "gu" f gek' . "pq" j wdq" wpc" cf qr ek»p" f g' gut'c'v'gi kcu' f g' i cpcpeku' t' a r k'cu' c" eqt'v'q" r rc| q. "uk'p'q" s w'g" uki vk' »" r tko c'p'f q" wpc" o k'cf c" gp" gn' et'gelo k'gp'v'q" 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' Ewuv'f { "Dcp'n'qh' Lcr cp" \*33' + "dcpeq" lcr qp² u'eqp'ug'f g'gp" Vqm' { q' s w'g' r t'qeguc' f k'w'p'v'qu' vk' qu' f g' h'q'p'f qu' f g' k'p'x'gtuk»p'0' Guv'g. "c" uw'xgl . " gu'eqp't'q'm'f q' r qt' w'p' i twr q' f g' eqo r c° 'f'c' h'k'p'c'p'ek'gt'cu' lcr q'pgucu'0' Gp" ugi w'p'f q' hwi ct. "ug" gpew'gp't'c" Vq{ qvc" k'p'f w'ut'k'gu' 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. "qvt'q" ceek'p'kuc" o c { qtkct'k'q" gu' Vj g' O cuvg' t' Vt'wuv' Dcp'n'qh' Lcr cp" \*9' + "dcpeq" h'k'f w'ek'ct'k'q" lcr qp² u" f g' f k'ecf q" gzen'w'k'xco gpvg" c" rc" cf o k'p'k'ut'cek»p" f g' ecr k'crgu" { " eqp't'q'm'f q" o c { qtkct'k'co gpvg" r qt' O kuwd'kuj k' WHL" Vt'wuv' c'p'f " Dcp'n'k'pi " Eqtr qtcvkqp" \*68' + { "P k' r qp" N'k'g" k'p'w't'c'peg" \*55' +0' Cn' ci twr ct" c" nqu" ceek'p'kuc" o c { qtkct'k'q" f g' cew'gt'f q" eqp" uw' c'ev'k'k'f cf . " r tqr k'g'f cf { "r c' u' f g' t'cf k'ecel»p" ug' r w'g'f g' cf x'gt'vk' s w'g' w'p'48' " f gn'r cs w'vg" ceek'p'ct'k'q" gu' r qug' f' q" r qt' w'p' i twr q' f g' go r t'gucu' h'k'p'c'p'ek'gt'cu" { "h'q'p'f qu' f g' k'p'x'gtuk»p" lcr q'pgugu'0' Gp" guvg' eqpl'w'p'v'q" ug"

<sup>373</sup> "Gn'38' "t'guc'p'v'g' u'q'p' ceek'p'p'gu' f g' cw'q'ect'v'gtc" \*shares of treasury stock+ f g' VO E0C' uw'xgl . "gp"4228' eqo r t»" r ct'vk'c'ek»p' ceek'p'ct'k' gp' rcu' hto cu' lcr q'pgucu' cw'qo q't'legu' H'w'k'J g'cx { "k'p'f w'ut' { "Uwd'ct'w' 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 wcpv'gu'f gn'f c'ju' hqu'i twr qu'go r t guct'ku'zaibatsu'O kuwduj k'f 'O kuwk' Nwgi q.'ug'j cmc'wp'32' "r qt'ht'o cu's w'g'uq'p'r ct'w'f gn'I twr q"Vq{ qvc"{"qvtq"9' "r qt'ecr kcr'gu' hpcpektqu.'r gtq'eqp'ugf g'gp"GGWW"\*xgt'I t' h'eq"KK5. "Vcdm"KK6"{"Vcdm"2/8" f gn' Cp'gzq" Guxcf'ju'keq+0"

Nc'r ct'v'kr cek'p'ceek'pctk'f g'r' hco k'k'Vq{ qf c'gp'r'eqo r c'°'c'gu'lpuki p'k'ecp'v'0Rqt" glgo r m.'ru'ceek'p'gu'f gn'r t'guk'f gp'v'f g"VO E'f gu'f g'422; ."Cnk'Vq{ qf c.'p'k'v'f gn'hw'p'f cf qt" M'k'j k'q'Vq{ qf c'{"d'k'p'k'v'f g'U'cn'k'j k'Vq{ qf c.'gu'f g'o gp'qu'f gn'2.3' 0U'p'go d'cti q.'c'r' guct'f g' gm'q.'r' hco k'k'w'x'q'ukgo r t'g'w'p'eq'p't'q'n'ecuk'v'q'cn'f gn'i twr q"\*O ci gg."4229=Rct'f k'423; +0Ugi Àp" Dgpp'gf ugp'gv'cn'0\*4243<6+gu'v' h'w'g'r qu'k'd'g'i t'ceku'c'r'r t'gug'pek'f g'r' hco k'k'gp'gn'eq'pug'q'f g' cf o' p'kut'ceek'p't'gur'cn'f cf c'r'qt'r' ct'v'kr cek'p'gu'et'w' cf cu'f gp't'q'f gn'i twr q'f g'go r t'gucu'Vq{ qvc" {"r'k'p'eq'r'qt'ceek'p'f g'EGQ'u'r'q'h'guk'p'c'gu'f g'ect't'g't'c'f w'cp'v'g'r' g't'q'f qu'gp'h'qu's w'g'h'qu'j' g't'g'f'gt'qu' hco k'k'ct'gu'p'q'gu'v'cd'ep'h'ku'qu'r'ct'c'v'qo'ct'gn'v'ko »p0<sup>74</sup>"

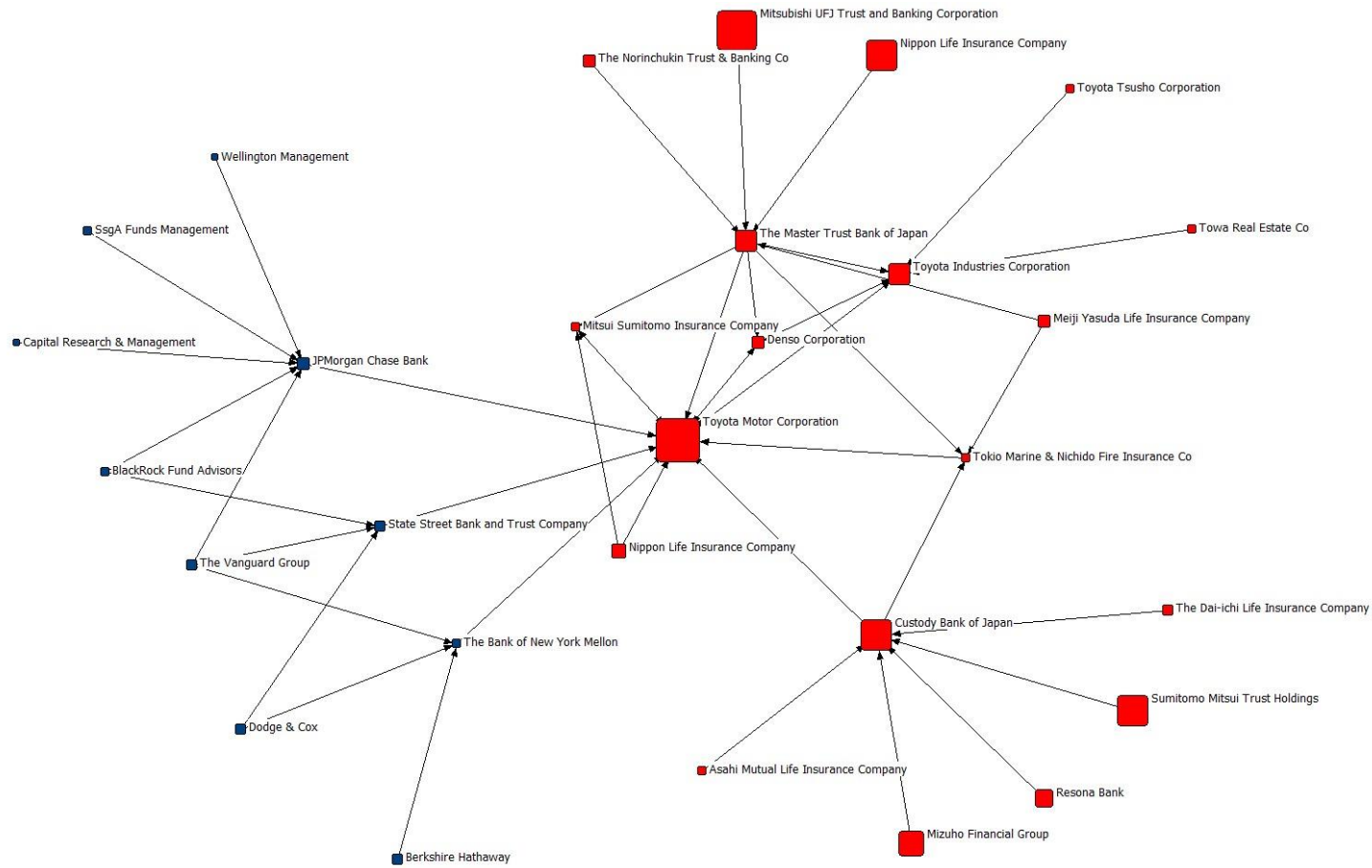
**Tabla III-4 - Principales accionistas de Toyota Motor Corporation (2020)**

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

H'w'p'v'g'<g'nd'q't'ceek'p'r' t'q'r'k'gp'd'cu'g'c'Vq{ qvc'I' m'd'cn'0'

<sup>374</sup>G'ri'eq'p't'q'n' hco k'k'ct' u'p'r' ct'v'kr cek'p'ceek'pctk'p'q'gu'w'p'c't'ct'g'l'c'gp' l'cr »p.'q'v'q'u'è'cu'qu'v'ko k'k'ct'gu'h'qu'è'eqo r t'g'p'f'gp' U'w' w'k'O'q'v't'Eq'r'q't'c'v'k'p'{"E'cu'k'Eqo r w'gt'Eqo r cp'{"\*Dgpp'gf ugp'gv'cn'0"4243+0'

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



Hwgpvg-2gndqtcekp'r tqr k"gp"dcug"clphqto celp"fg'ecf c"go r t guc" { "ukku'f g'eqk celp"fg'o gtecf q<O ctngv"Uetggpgt."T gwgtu" { "O qpg { "EP P 0" , "Gn'f kci tco c"gu"grdqtcf q"eqp"gn'uqhy ctg"WEKP GVONc"nhej c"gpvtg"nqu'pqf qu"cr wpc"fguf g"nqu'r tqr lgvtkqu"cr"nu"eqo r c° "cu'r qugf cu'Gn'vco c° q"fg"nqu'pqf qu"lpf kec"r" r ct vkr celp"gp't gncekp"eqp"gn'pqf q"eqp"gn's wg'ug't gncekqpcOGn'f twr q"fg"ceekpkxucuf kt gevuf g"VO E'r quggp'wpc"guacrc"o c { qt"gp"gn'vco c° q"fg"nqu'pqf qu'Nqu'eqmt gu'lpf kec"r" pcekpcitf cf "fg"nqu'ceekpkxucuf klpf q"tqlqu"nqu's wg"vkgpgp"uw'ecuc"o cxtk "gp"lcr »p" { "c| wlnqu's wg"r"vkgpgp"gp"GGWWORct c"co r rct"r"lphqto celp"eqpwnct"r" P qc" O gvqf qm>i kec"6" { "nqu"Vcdm"2/8"fgn'cpzq"Guvcf "lueq0"

Gp'tguwo gp.'f wtcpvg'ru'Ànko cu'f<sup>2</sup>ecf 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'g'uc'peco k'gp'v'q'gp'gn'o gtecf q'ler qp<sup>2</sup>u.'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't'cf'q'c'wo'gp'v'q'f'g'n'r't'q'f'week'p'hw'g't'c'f'g'L'cr'»p'0'Gu'g'gu'gn' o'cte'q'f'g'g'z'r'c'p'uk'p's'w'g'o'ctect'<sup>a</sup>'n'cr'gt'w'c'f'g'n'r'nc'p'w'c'f'g'V'q{q'vc'gp'C'ti'g'p'v'k'p'c'{"ug' r't'q'h'w'p'f'k'ct'<sup>a</sup>'gp'gn'r't'z'k'o'q'ecr'f'w'w'q'0'c'f'go'<sup>a</sup>u.'gp'iq'u'r't'k'o'gt'qu'c'o'qu'f'gn'p'w'g'x'q'uki'nq'eqo'gp|»'c' g'w'c'd'ng'e'g't'ug'eqo'q'w'p'c'l'w'i'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'n'k'o'r'ng'o'g'p'v'c'k'p'f'gn' VRU'{"gn'o'<sup>2</sup>v'q'f'q'V'q{q'vc'gp'ru'k'k'c'rg'u.'n'k'p'eq't'r'q't'c'ek'p'c'n'f'k't'ge'ek'p'f'g'n'ec'uc'o'c'v'k'k'f'g' p'w'g'x'q'u'g'l'g'e'w'k'x'q'u.'p'q'r'g't'v'g'p'g'ek'g'p'v'g'u'c'n'c'ho'k'k'c'V'q{q'f'c'gp'gn'ec'uc'f'g'n'r't'g'k'f'g'p'ek'{"p'q' q't'k'w'p'f'q'u'f'g'L'cr'»p'gp'ru'f'k't'ge'ek'p.'{"n'cr'gt'w'c'c'o'c'q't'r'c't'v'k'ek'c'ek'p'c'ek'q'p't'k'k'p'f'k'k'f'w'c'n'gp' d'c'ug'c'uw'k'p'en'w'k'p'gp'ru'r't'k'p'ek'c'rg'u'r'nc|cu'h'k'p'c'p'ek'g't'cu'f'gn'o'w'p'f'q'0'F'g'v'q'f'cu'h'q'to'cu.'g'w'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'uf'g'n'ec'uc'o'c'v'k'k'{"eq'p'w'p'c'hw'g't'v'g' k'p'hw'g'p'ek'f'g'n'c'ho'k'k'c'hw'p'f'c'f'q't'c'gp'ru'c'f'o'k'p'k'w't'c'ek'p'f'g'n'go'r't'g'uc'0"

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

Gp'gu'g'v'o'cte'q'f'g'o'c'q't'k'p'v'g't'eq'p'g'z'k'p'i'n'd'c'n'gp'4224'V'q{q'vc'nc'p|»'w'p'p'w'g'x'q'r't'q'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'p'k'p'v'g't'p'c'ek'q'p'c'n'f'g'r'nc'v'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'en'w'k'x'c'o'g'p'v'g'gp'iq'u'o'g'te'c'f'q'u'hw'g't'c'f'g'L'cr'»p.'m'c'o'c'f'q'R't'q'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'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'ev'f'q'u'r'q't'gn'r't'q'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'f'g'n'c'g'p'x'g't'i'c'f'w't'c'f'gn'r'nc'p'x'g't'V'c'd'nc'k'k'k'7'40"

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'oh'c'd't'k'ec'f'q'u'r'q't' V'q{q'vc'o'c'p'v'g'u's'w'g'oh'c'd't'k'ec'f'q'u'gp'V'c'k'c'p'f'k'c'o'q'oh'c'd't'k'ec'f'q'u'gp'L'cr'»p'o.'gu'f'g'ek't.'t'g'h'q't|c't'n' o'cte'c'V'q{q'vc'r'q't'g'p'ek'o'c'f'g'n'ru'f'k'g't'g'p'ek'cu'f'g'r't'q'f'week'p'p'c'ek'q'p'c'rg'u'<sup>375</sup>'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' 39'9'4'225'40'R'q't'q't'q'nc'f'q.'gn'r't'q'g'ev'q'cr'w'p'»'c'd'c'l'c't'iq'u'eq'u'q'u'gp'nc'k'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't'c'f'g'L'cr'»p'gp' r'c'f'ug'g'eq'p'o'g'p'q't'g'u'eq'u'q'u'{"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'l'U't'g'g'v'L'q'w't'p'c'n' 34'17'4'227'40"

<sup>375</sup>F'g'v'q'f'q'u'o'q'f'q'u'iq'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'L'cr'»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 wpu<sup>76</sup> "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 gpgtci" f gn' r tqi tco c" gtc" uc'kucetg" r "f go cpf c" f gn' eqpuwo kf qt" f gn' uki m" ZZK" f g" cnc" f wcdkcf "f g" rqu' r tqf wexu" { "o c { qt "eqphqt" \*Vq { qvc. "471: 4226+0"

Gucu" dcugu" o cpwrewtgtcu" gucdcp" f gukpcf cu" c" r tqxgg" f g" xgj fawqu" c" i tcpf gu" tgi kppgu" f gn' o wpf q" eqo q" Cuk. "Gwtqr c. "f hlec. "Qegcp" c. "Co 2 tlec "Ncvpc" { "O gf kq" Qtkpvgo" Cti gpvpc. "ew" c" r rcpv" f g" r tqf week » "j cd" c" ukf q" kpcwi wcf c" wpu' r qequ" c° qu" cpvgu. "gp" 3; ; 9." hwg" wpc" f g" r cu" cf lwf kecf cu" gp" guv" r tq { geq "lwpv" eqp "Vckrpf kc. "kpf qpguk" { "Uw" a hlec "xgt" Vcdre "7+0" Gn' tqn' r gpuqf 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 "ewcnlgn" 97' "f g" r "r tqf week » "gtc" f gukpcf c" c" r "gzr qtvelep" gp "Uw" co 2 tlec. " Egpvtqco 2 tlec" { "gn' Ectkdg<sup>77</sup>" Cuko kuo q. "dclq" guv" r rcp" ug" r tqi tco cdc" s wg" r "r tqf week » "f g" xgj fawqu" KO X" gp" gucu" dcugu" ur gtcug" rcu" 722022" wpkf cf gu" gp" 4228" \*Vq { qvc. "471: 4226+0" Gp" 4234. "nagi q" f g" 32" c° qu" f g" uw" rcp| co kpvq. "r" xgpv" f g" rqu" xgj fawqu" KO X" ur gtcdc" rqu" 7" o kppgu" gp "vqf q" gn' o wpf q" \*Vq { qvc. "4234+0" ""

<sup>376</sup> Rtlpek r cm gpv. "gn' lpgtco dlq" f g' cwqr ctvgtc' r gpuqf 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 qtcpvu" hwg" kplecm gpv" f kxf kf c<" rqu" o qvt gu" f R ugn' ug" hdtkecdcp" gp" Vckrpf kc. "o qvt gu" f g' i cuqkpc" gp" kpf qpguk" { "rqu" ukugo cu" f g' tcpuo kuko" p" o cpwrgu" gp "Hkr kpcu" g' kpf kc" o

<sup>377</sup> Gu' f gek. "ecukr" vcrkf cf "f g" Co 2 tlec "Ncvpc" eqp" r "gzegr ek » p" f g' O 2 zleq. "gn' ewcnlgu" lpenkf q" gp" r "qti cpk celp" kpgtpeckpncf 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<sup>a</sup> hlec"{"Cti gpvpc"{"guwxq"o qkxcfc"r qt"rc"ec"ff"cf"gr"fg"cpfc"fg"fej q"Xgj "Fwqu"gp"lcr >>"  
\*Kqj "gv"cr0"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<sup>a</sup> hlec"{"Vckrpf kc"tgr tgugpvc"ecuqu"fg"  
eqo r ctcek>p"ko r qtvcpgu"r cte"eqpvtcuvt"gnf gucttqm"fg"Vq{ qvc"Cti gpvpc."cf go<sup>a</sup> u"fg"r gpuct"  
uw"tgrcek>p"cn"lpvgtkt"fg"rc"gutvewtc"o wnkpcelqpcr0Cn"tgur gevq."gu"ko r qtvcpg"fg"guvcect"s wg"  
gucu"tgu" hkrngu"pq"eqo r kvgp"fkgevc gpvg"gpvtg"u"fgdkf q"cs wg"Uwf<sup>a</sup> hlec"ug"fg"lec"  
r tkpek cm gpvg"cn"r tqf week>p"{"gztvcek>p"fg"J knwz"eqp"gn"xqrcpv"wdkecf q"cn"fgtgej c"  
\*Rj qm"gv"cr0"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<sup>a</sup> f kki kf c"r tkpek cm gpvg"j cek"Uwf co<sup>2</sup> tlec."Egpvtqco<sup>2</sup> tlec"{"gn"  
Ectkdg0Vckrpf kc."r qt"uw"r ctvg."r tqf weg"xgj "Fwqu"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<sup>a</sup> hlec"eqo q"eqp"Cti gpvpc<sup>378</sup>"  
\*I gtgpvg"Vq{ qvc."gpvtgxkuc"r gtuqpcn"35 I: 4243+0"

Vq{ qvc"r qugg"wp"rc"ti c"j kvqtkc"gp"Uwf<sup>a</sup> hlec."f qpf g"tcf le>"uw"vtegt" hkrn"hwgtc"fg"  
lcr >>p0Guc"uwdufk ktkc"gtc"r qug"ff c"{"eqpvtqrcf c"r qt"wp"lco krc"fg"lpf wxtkngu"fg"Uwf<sup>a</sup> hlec."

<sup>378</sup>"Gp"grlecq"fg"Co<sup>2</sup> tlec"fg"gnP qtvg"rc"r leniwr "r tqf wekf c"r qt"Vq{ qvc"gp"O<sup>2</sup> zleq"{"GGWW"pq"gu"rc"J knwz."ukpq"swg"  
gu"rc"Vq{ qvc"Vceqo c0 Guc"Anko c" vkgpg"cn"wpcu"fkgtgpekcu"eqp"rc"r tko gtc"fgdkf q"cs wg"pq"gu"wkdk cf c"  
r tkpek cm gpvg"r cte"r tqeguqu"fg"tcdclq"eqo q"rc"J knwz0C"uw"xgj ."rc"fhlewnf "gp"rc"r gpgtcek>p"fg"guvg"r tqf weq"  
gp"gn"o gtecf q"pqtvgco gtlecpq"guv<sup>a</sup> f cf c"fgdkf q"cs"rc"r tghgtgpekcu"r qt"xgj "Fwqu"cap"o<sup>a</sup> u"i tcfp gu"r qt"ru"  
eqpuwo kf qtgu"fg"GGWW"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 'fewqu'f g'  
re'o ctec'lcr ppguc'OF guf g'gn'eqo kgl q'f g'rc'eqo gtekrk cek»p'f g'rc'r len'w'r 'J kwz'gp'rc'f<sup>2</sup>ecf c"  
f g'3; 92'guv'g'r tqf wev'rkf gt»'uw'ugi o gpv'f gn'o gtecf q.'o w'w'rk'cf q'gp'gn'ugevt'r tko ctk'f gn'  
r c'ju'»Rj gmq'gv'c'rd'4239<5+0C'uw'xgl . 'cni'v'co dlē p'v'kpg'rc'u'f'p'gcu'r tqf we'v'x'cu'f g'mu'xgj 'fewqu'  
f g'r cuclgtqu'Eqtqmc"{'S wcpwo 0"

C"r ct'vt'f gn'hk'f gn't<sup>2</sup>i 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'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'go d'cti q.'gp'mu'r tko gtqu"° qu'f gn'4222."Vq{ qvc."  
s wg'ugi w'c'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'v'ek'p'p'g'u."  
ukpq's wg'g'w'c'c'rc'qt'f g't<sup>a</sup> u'f g'Xqmuy ci gp."O gtegf gu'Dgp| "{'Ej t { urgt<sup>379</sup>»\*Drcem"422; <6; 8+0'  
Gp"4224"VO E'r cu»'c'eqpvt'q'nt'gn'97' 37: 'f gn'r cs w'v'g'c'ek'q'p'ctk'f g'rc'h'ko c"{'c'r ct'vt'f g'gu'f/  
{ 'f g'rc'ko r ngo gp'v'ek»p'f gn'KO X/"Vq{ qvc'eqo gp| »'c'rkf g'c'c'rc'r tqf week»p"{'rc'u'g'zr qt'v'ek'p'p'g'u"  
gp'gn'r c'ju'»Nco r t'gej v."422; <32+0C'f go<sup>a</sup> u."c'te'q' 'f g'guv'eco dlē."Vq{ qvc"UC"eqo gp| »'wpc"  
r qn'kecu'f g'f g'ucttqmq'f g'r tqxggf qt'gu'»m'ecrgu"{'gz't'cplgtqu+0Cu'f'ugi Àp'Drcem"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'ju'ug'ug<sup>o</sup> c'rc's wg'Vq{ qvc'g'c'rc'v'to k'pcn'  
s wg'o<sup>a</sup> u'cr q'q'f'c'c'rc'c'rc'uw'f g'ucttqmq'07: "P q'q'd'w'c'p'v'g'v'co dlē p'ug'u'q'v'k'p'g'g's wg'mu'o<sup>a</sup> u'  
d'gp'g'h'ek'f qu'gp'guv'g'r t'q'eg'ug'hw'gt'q'p'rc'u'r tqxggf qt'cu'o w'v'k'p'c'ek'q'p'c'rgu"{'pq'mu'c'w'q'r ct'v'w'cu'  
m'ecrgu's wg'w'x'k'g'q'p'f k'x'g't'cu'f'f'k'w'nc'f gu'r c'c'c'm'j' t'c't'rc'ec'rk'cf "{'g'uec'rc'f go cp'f'cf'cu'r qt'  
Vq{ qvc'»Drcem"4233+0"

Cu'f'r c'c'c'423; "Vq{ qvc"UC"g'c'rc'v'to k'pcn's wg'o<sup>a</sup> u'eqp'v'p'k'f q'm'ec'nf'g'uw'x'gj 'fewqu'  
v'p'c'gp'gn'r c'ju'»Y wwn'g."4243<3; +0C'uw'xgl . 'gp"423; "Vq{ qvc'rkf g'c'c'rc'r tqf week»p'rc'u'x'gp'cu'm'ecrgu'f g'  
Uw'f'k'ec'eqp"47' 'f gn'market share'0Uk'go d'cti q.'gp'p'k'gn'f g'r tqf week»p"{'g'zr qt'v'ek'p'p'g'u"  
Vq{ qvc'p'q'g'c'gn'f'f'gt'{'c's wg'ug'w'd'k'ec'c'rc'rc'qt'f g't<sup>a</sup> u'f g'Xqmuy ci gp.'ew'f'q'x'gj 'fewqu'f g'r cuclgtqu'  
Rqmq'g'c'gn'r tko gtq'gp'r tqf week»p"{'g'zr qt'v'ek'p'p'g'u'0C'f go<sup>a</sup> u.'rc'Vq{ qvc"J kwz"v'co dlē p'g'c'c'

<sup>379</sup>"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'Ào gp'gu'f g'g'zr qt'v'ek'p'uw'h'ek'p'v'gu'r c'c'c'f'eqo r g'p'uct'uw'f'g't'gej qu'  
f g'ko r qt'v'ek'p'f g'eqo r q'p'p'v'g'u"{'eqp'ht'g'ew'p'ek'ug'x'k'q'gp'rc'r q'ulek»p'f g'v'p'g't's wg'eqo r t'c't'et<sup>2</sup>f'k'qu'c'rc'  
ko r qt'v'ek'p'f g'g'zr qt'v'c'f'qt'gu'k'p'f gr'p'f'k'p'v'g'u'f g'eqo r q'p'p'v'g'u'»Drcem"422; <6; : +0'

<sup>37</sup>: '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'

<sup>37</sup>: "Culo kuo q.'gn'g'g'ew'k'x'q'f g'Vq{ qvc'Uw'f'k'ec'uw'v'k'p'g'g's wg'Vq{ qvc'gu'f g'rc'u'go r t'g'uc'u's wg'o<sup>a</sup> u'm'ec'rk'c'ek'p'f g'  
r ct'v'g'u"{'eqo r q'p'p'v'g'u'm'ec'rgu'v'k'p'g'gp'gn'r c'ju'lw'v'q'eqp'H'q'f' "{'Xqmuy ci gp'»eqo q'gp'gn'ec'uc'q'cti gp'v'p'q'+uk'p'  
go d'cti q.'Vq{ qvc'Uw'f'k'ec'ko r qt'v'c'rc'u'o q'v'q't'gu"{'uk'v'go cu'f'g'v'c'p'uo kul»p'»eqo q'gp'gn'ec'uc'q'cti gp'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'ec'rc'g'p'v'g'»g'g'ew'k'x'q'f g'Vq{ qvc'Uw'f'k'ec'."gp'v'g'x'k'v'c'  
v'g'rh»p'lec."37 16 14243+0Uk'w'k'p'f q'c'ni'gp'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'k'ec'."gp'v'g'x'k'v'c'v'g'rh»p'lec."37 16 14243+0'

uwr gtcfc"gp"gzr qtveklpgu"r qt"uw'eqo r gkf qtc"rc"r kenl'wr "o gf kpcp"Hqtf "Tcpi gt"{"r qt"mqu" xgj f'ewmqu"fg'nlq"DO Y "Z5"{"O gtegf gu"Dgpl "E"Encuu"xgt"Vcdrc"2/9"fgn" Cpgezq"Gucf f'nlkeq+0' Rqt"qvtq"ncf q."gu"kpvtgucpv"fgucect"s wg"r ctc"423; "gn'eqo gtekq"gzvgtkqt"cwqo qvtk"fg" Uwf<sup>a</sup> hlec"gtc"uwr gtcxkctkq."cn'eqpvtctkq"fg"m"swg"uwegf"e"eqp"mqu"rc'p'gu"r tqf wevqtgu"fgn" O gtequw.<sup>382</sup>cwps wg'vco dk'p'eqpxk'p'eqp'r tqdngo cu'fg'k'p'g'h'ek'g'p'ek'r qt'dclqu'xqn'Ào gpgu'fg" r tqf week»p{"wp"f<sup>2</sup> dkl'gpvtco cf q'cwqr ct'kuc"Y wwnq."4243<6: /6; +0"

Gp"ewcpvq"cvckrpf kc."gn'qvtq"rc'p'gu"r tqf wevqt"fg"J kww"{"r ctvg"fgn'r tq{ gevq"KO X."rc" kpf wutkc"cwqo qvtk"lcr qpguc"{"c"eqpvcde"eqp"wp"hwgtv"r tgugpek"fguf g"rc"2 r qec"fg"rc"KUK vckrpf guc0' Vckrpf kc"eqo gpl »"ukgpf q"wp" gurcd»p"fg"fgurqecrk'cek»p"fg"rcu"cwqo qvtkegu" lcr qpgucu'ewcpf q'eqo gpl ctqp'c'kpvtgucpv'ctug."wp'r tqeguq's wg'hwg'ko r wucf q'pq'uqmq'r qt" rcu'go r tgucu."ukp'q's wg'vco dk'p'r qt'gn'Gucf q'lcr qp<sup>2</sup>u"O eP co ctc."4233<342/348+0C"tc'p'f gn' f gur nqi wg'fgn'r rc'p"KO X."Vckrpf kc"ug'eqpuqrk »"eqo q'wpc'r kgl c'emxg"gp"rc"gut wewtc"fg"rc" go r tgucc"pkxgn'o wpf ken"{"s wg'eqpegvt»"rc"r tqf week»p"o c{ qtkctkc"fgn'o qf grq"J kww"{"ug" eqpxk'k»"gp"wp'egpvtq"qr gtc'kxq"fg"gzr qtveklpgu"p"o Ànk'ngu'fgurkpu"Rgvkuq"{"Lqj tk"4228+0' Gwg'r rc'p'r qvpekl"rc"r tgugpek"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 qn'lecu"fg"r tqo qek»p"fgn'i qdkgtpq"{"fg"rc"fgxcnwcek»p"fgn' dcj ."rc"o qpgf c"vckrpf guc."nwi q'fg"rc"etkuku'hkpcpekgtc"cul'lec"fg"3; ; 9/; : "Mcy cdg."4235+0' C"uw'xgl ."rc"Vq{ qvc"J kww"{"c"eqpvcde"eqp"i tcp"2 zkk"gp"gn'o gtecf q'vckrpf<sup>2</sup>u."gp"rc"f<sup>2</sup>ecf c"fg" 3; ; 2"gwg"o qf grq"ug"wdle»"tgu"co qu'eqo q'gn'xgj f'ewmqu"fg"vqf q'kr q"o<sup>a</sup> u'xgpf kf q."{"mqu" tgucpvgu'ukvg"co qu'eqo q'gn'ugi wpf q"o<sup>a</sup> u'xgpf kf q0"

"Ven'hwg"gn'f gucttqm"fg"Vq{ qvc"Vckrpf kc"s wg"rc"r tlpek'kqu"fg"rc"f<sup>2</sup>ecf c"fgn'4222"ug" cdtk»'wpc'ugi wpf c'r rc'pvc"fg'r tqf week»p"gp"fkj q'r c'p'u."fg'hqto c'vnl's wg'wpc'fg'gmcu'ug'fg'lecde" c"mqu"xgj f'ewmqu"fg'r cuclgtqu"{"rc"qvc"cmqu"xgj f'ewmqu"eqo gtekrqu"Vq{ qvc."4234+0'Nwi q."gp" 4229"ug" cdtk»"wpc"vtegtc"r rc'pvc"fg'lecfc" gzenwukxco gpvg"rc"rc"r tqf week»p"fg"J kww.<sup>383</sup> o ctecpf q'gn'vcurf q'eqo r ngv"fg"rc"r tqf week»p"fg'r kenl'wr u'Vq{ qvc'hwgtc"fg'Lcr »p<sup>384</sup>"Hwo kq." 4228+0' Cf go<sup>a</sup> u."gp"rc"tgi k»p"cul'lec"ug"gucdngel»"wpc"kpvtgucpv"p"fg"fgurkpu'cwqr ct'vgu"

<sup>382</sup>"Guc"eqo r cteklpgu"fg"rc"l'p'wutkc"cwqo qvtk"uwf ch'lecp"eqp"rc"cti gpvpc"gu'vqf ex'p'o<sup>a</sup> u'nco cvkx'uk'ug'v'p'g" gp"ewgpc"s wg'Uwf<sup>a</sup> hlec"gzr qtvc"gn'72' "fg"mqu"xgj f'ewmqu"r tqf wekf qu'iqecm gpvg"{"ug"gpewgpc"gp"wp'r qulek»p" i gqi t<sup>a</sup> hlec"o w'f'guxgpvc'q'/'r tlpek'cm gpvg'r qt'rc"fg'kucpek"eqp"mqu"o gtecf qu'gwtqr gqu"cmqu"s wg'ngu'gzr qtvc" o c{ qto gpvg'."o k'pvtcu"s wg"cti gpvpc"gzr qtvc"ct'gf gf qt"fgn'97' "fg"mqu"xgj f'ewmqu"r tqf wekf qu"ug"j cm"o<sup>a</sup> u' egtecpq'i gqi t<sup>a</sup> hlec"o gpvg"cmqu"fg'urkpu"cmqu"s wg'gzr qtvc"{"fg"vqf qu'qf qu."tgi kntc"grgxc'f qu'pkxgrgu"fg"f<sup>2</sup>hek' eqo gtekr'cwqo qvtk"eqo q'ug'xkq"gp"gn'Ecr f'w'w'40'Guc"fg'k'gt'g'pek"gp'vpegu'ug'duc'r tlpek'cm gpvg"gp"rc"o gpqt" ko r qtveklpgu"fg"xgj f'ewmqu"fg'r cuclgtqu"gn'r c'p'u'uwf ch'lecpq0'

<sup>383</sup>"C"uw'xgl ."gn'pkxgn'fg"kpvtgucpv"nqec'fg"gwg"o qf grq"crecp| »"pkxgrgu"o w'f"cnqu'egtecpqu'cn'; 7' "eqp"wp" tgucpv"fg"cwqr ct'vgu'fg'cxcp| cf c'v'epqmqi f'c's wg'ug'r tqf wegp"gzewukxco gpvg"gp'Lcr »p"Kqj "gv'cn0'423: <75+

<sup>384</sup>"Cu"Vq{ qvc"Vckrpf kc"crecp| »"rc"r tqf week»p"fg"4"o kmppgu'fg'w'pk'cf gu'gp"4226"{"7"o kmppgu'fg'w'pk'cf gu'gp" 42320'





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

Nc"ko r qtvcpck"{"gn'f gucttqmq"fg"Vq{qvc"gp"Vckrcpf kc"ug"fc"gp"gn'o cteq"fg"wp"hwgtvg" r tgugpek"fg"rcu"htc"cu"cwqo qvtlegu"lcr qpgucu"gp"gn'rc"u"{"wp"cegrgtcf q"etgelo kgpvq"fg"rc" r tqf week»p"fg"xgi "ewuqu"gp"rcu"Ànko cu"f² ecf cu" c"r ctvk"fg"rcu"r qn'kcu"fg"gn'i qdkgtpq"r ctc" eqpxgt vtug"gp"õgn'F gvtqk'fg"Cuclö"ko r wncpf q"wp"kppqxcf qtc"r qn'kcu"kp'f wutkcn'gp"gn'ugevqt" cwqo qvt' r ctc"r tqo qekqpc't"wp"õr tqf wevq"eco r g»p"pcekqpcrö. <sup>387</sup>s wg'gtc"rc"eco kppgv' r kenlwr . " {"gp"gn'ecuq"fg"Vq{qvc."rc"eco kppgv"J kwz"R² tgl "Ct vkcc"gv'cn0"4244+0E qo q"r ctvg"fg"guvcu" r qn'kcu" fg"gn' Guvf q" vckrcpf² u" ug" gpewgpvtcp" gz gpekppgu" ko r qukkxcu." gu'fö wqu" c" rcu" gzt qtcekppgu. "fpgcu"fg"et² f kq"r tghgt gpekrgu. 'tgf weekppgu'ctcpegrtkcu' r ctc"rc"ko r qtcek»p"fg" dlkpgu"fg"ecr ken'g'kpuwo qu'kpvgtc"gf kqu."gpvtg"qvtqu"»F qpqt. "422; +. P cwuf c"{"Vj qdwt p"»4242< 348+kpenwq"uqukpgp"s wg'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' f gn'i qdkgtpq"vckrcpf² u0"

C"uw'xgl . 'gn'f gur rkgi wg'fg"Vq{qvc"gp"fc"lej q"r c"ju"ug"fg"gdks"vco dl² p'c"wp"lgtkg'fg"hcqvgtgu" cf kekqpcrgu0Gnr tko gtq"fg"gmqu"hwg'rc"cnkcp| c"fg"rc"go r tguc"eqp"rc"² rkg'i qdgtpcpvq"v'cf kekqpcn' f g"Vckrcpf kc."m"ewcn'ug"tghngl»"gp"rc"r ctvkcr cel»p"ceekqpc'k"gp"Vq{qvc"O qvt"Vj ckrpf"fg"gn' i twr q"Uko "Ego gpv'I tqwr ."wpq"fg"mqu"o a"u"cpvki wqu"{"i tcpf gu"eqpi mqo gtcf qu"vckrcpf gugu." eqo q"vco dl² p."fg"rc"r ctvkcr cel»p"fg"gn'Dceq"fg"Dcpi nqm"»Ctpqrf . "4228<43: +0Gn'lugi wpf q'hwg" rc"fg"r tgekcel»p"fg"gn'dcvj "»J cuurtg."422; <467+0C"m"cpvgtkqt ug"rg'uwo cp"mqu"VNEu"fg"Vckrcpf kc" gp" CUGCP " {"eqp"lcr »p."Ej kpc."Eqtg"fg"gn' Uwt." Cwutcrk." P wgx" \ gnrcpf c" g" kpf kc." s wg" r gto kkgtpq"co r rkt"mqu"xnÀo gpgu"kpvtcoco dlcf qu"rktgu"fg"ctcpegrgu."eqo q"vco dl² p."mqu" o gtccf qu"fg"gzr qtcek»p"»Ej gp."4236=Hwo kq."4228+0"

Gung'r tqeguq"v'cputk"»c"rc"hkcn'fg"Vq{qvc"Vckrcpf kc"rc"t gur qpucdkkf cf "fg"wp"ecf gpc" fg"xcnqt"fg"gu'fg"gn'f kug° q"{"rc"r tqf week»p"j" cuvc"rcu"xgpvcu"{"gzr qtcekppgu"ukp"rc"hf dtkcc"o cf tg" gp"lcr »p."fg" go qutcpf q"wp"o c{qt"i tcf q"fg"kp'gr gpf gpek" g"ko r qtvcpck" gp"rc" gu'wewtc" o wpf ken'fg"VO E"»Mcy cdg."4235+0Uk"dlkpg"Vq{qvc"Vckrcpf kc"r tqf weg"wp"co r rkc"i co c"fg" o qf gmqu"gpvtg"mqu"s wg"ug"gpewgpvtcp<Eco t{."E/J T."Eqtqmc"»Cnku."Eqtqmc"»Etquu."Hqtwpgt." J kceg."J kwz."Xkqu."[ ctku."rc"ko r qtvcpck"fg"rc"J kwz"gu"eqpukf gtcdrö0Gpvtg"mqu"o qf gmqu"fg" g"

<sup>387</sup>F kmp'f vk'pf qug'fg"rcu'f qn'kcu'fg"õeco r g»p"pcekqpcrö's wg'fg"gn' r ctq"lcr »p"{"Eqtg"fg"gn'Uwt' r ctc'f gucttqmq' i tcpf gu'go r tguc"pcekqpcrgu"kp'f 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'tgucp'v'u'ekpeq'qewr »'r'r'qulek»p'f'gn'ugi w'pf q'o a u'xgpf kf q'0Eqp" guc"i tcp'r ct'v'ekr c'ek»p'f'g'Vq{ qvc."Vckr'p'f'k'ug'eqpxk'v'»'gp'wpq'f'g'mu'33'r c'fu'gu'f'g'o c { qt" r tqf week»p'f'g'xgj f'ewqu'f'gn'o w'pf q."f'q'p'f'g'Vq{ qvc"gzr'nek'gn'52' "f'g'uw'r tqf week»p'v'q'cn'gp" 423; 0Cf go a u."eqp'uw'g'ut'c'v'gi k'c"gzr'qt'w'f'q'tc"Vq{ qvc"ug'eqpxk'v'»'gn'f'f'gt'gp'gzr'qt'v'ek'p'p'gu'f'g' xgj f'ewqu'gp'g'ug'r c'fu'cuk' v'ek'0Cu'f'Vckr'p'f'k'r'cu"»f'g'v'p'p'g't'wp'uw'r'gt'a'xk'v'eqo'g'tek'n'c'w'qo'q'v'k' " f'g'482'o k'm'p'p'gu'f'g'f' »r'ct'gu'gp'gn'4222'c'38'0222'o k'm'p'p'gu'gp'423; . 'eqpxk'v'k'p'f'q'ug'gp'wpq'f'g'mu" r c'fu'gu'eqp'o c { qt'2'z'k'q'gp'gn'eqo'g'tek'q'gz'v'g't'k'q't'c'w'qo'q'v'k' "gp'gn'uki' m'Z'Z'K'R'2't'g'l' 'C't'v'ek'g'v'c'f'o" 4244'0'

Gp't'guwo gp."c'r ct'v'k'f'gn'r tq{ ge'v'q"JO X"ug'g'uc'd'ng'ek'gt'qp"rcu'r r'v'ch'q'to cu'r tqf w'v'k'x'cu" hw'g't'c'f'g'Lcr »p'r c'tc'ek'gt'v'qu'o q'f'g'mu'gur ge'f'he'qu'gp'f'q'p'f'g'C'ti'gp'v'k'p'c'w'x'q'wp'hw' ct'r tko q't'f'k'cn' c'n'eq'p'ep'p't'ct'rc'r' tqf week»p'f'g'r'k'cn'w'r u" { "UWXu'r c'tc'r'c'o c { qt'r ct'v'g'f'g'Co 2't'lec'Nc'v'k'p'0'G'ug' r'nc'p"gu'gn's w'g'f'g'uf'g'nc'ecuc"o c'v'k'k' "o c'tec"gn'ug'p'f'gt'q'f'g'nc' "h'k'cn'c'ti'gp'v'k'p'c'r c'tc"m'u'r t»z'ko qu" c° qu'f'g'v'to k'p'c'p'f'q'uw'gur'g'ek'cn'k' c'ek»p'r tqf w'v'k'x'c."t'q'n'f'gn'o g'tec'f'q'k'p'v'g't'p'q'c'ti'gp'v'k'p'q" { "f'g'v'k'p'qu" f'g'gzr'qt'v'ek'»p'0'U'k'p" go d'c'ti'q."f'k'ej'qu"o g'tec'f'qu"f'g'gzr'qt'v'ek'»p'p'q"u'q'p"gu'v' v'ek'qu"p'k'gu'v'p" v'q'v'no gp'v'g'f'g'uki'p'c'f'qu'r'qt'rc'ecuc"o c'v'k'k' ."eqo'q'ug'x'gt'a"gp'gn'r' t»z'ko q'ec'r'f'w'w'q'r c'tc'gn'ecuc'q" c'ti'gp'v'k'p'q'0"

C"uw'x'g'l' ."rc"cu'ki'p'c'ek»p'f'g'gu'qu't'q'rgu'r'nc'p'v'g'c'gn'r'wp'v'q'f'g'eqo' r'ct'c'ek»p" { "eqo' r'g'v'p'ek" f'g'nc' "h'k'cn'c'ti'gp'v'k'p'c'eqp"rc'v'ck'r'p'f'guc'ó { "gp'o'gp'q't"o'g'f'k'c'rc'uw'f'c'h't'k'ep'c'/"c'n'k'p'v'g't'k'q't'f'g'nc' g'ut'w'ew't'c'o'w'k'p'c'ek'q'p'c'n'f'g'Vq{ qvc'0'G'm'q"o'c'te»'m'u'c'n'q'u'p'k'x'g'rg'u'f'g'g'z'k'i'g'p'ek"gp'm'u'r't'q'eg'ug'u" r' tqf w'v'k'x'qu's w'g'rc'r'nc'p'v'c'ti'gp'v'k'p'c'f'g'd'k'»'ewo' r' n't'gp'h'q'u'r' t»z'ko qu"c° qu'r c'tc'p'q'c'ng'l'c'tug'f'g'mu" gu'v'p'f'c't'gu'm'i' t'c'f'qu"gp"Vck'r'p'f'k'c."w'p'c'f'g'rc'u'w'p'k'c'f'g'u"o'c'p'w'k'c'ew't'g't'cu"o a'u'ko' r'q't'v'c'p'v'g'u'f'g' Vq{ qvc"hw'g't'c'Lcr »p'0'C"uw'x'g'l' ."gu'q"i'gp'g't"»wp'r't'q'eg'ug'u'f'g'c'nc'eqo' r'g'v'p'ek"gp'v't'g'rc' "h'k'cn' c'ti'gp'v'k'p'c" { "v'ck'r'p'f'guc's w'g.'eqo'q'ug'x'gt'a"gp'gn'r' t»z'ko q'ec'r'f'w'w'q'."gp'f'g'v'to'k'p'c'f'cu'è'k't'ew'p'w'c'p'ek'cu" gu"l'p'en'w'q"o'c { qt's'w'g'rc"s'w'g'ug"f'c'eqp"v'g'to'k'p'c'ng'u'f'g'q'v't'cu"go' r't'g'uc'u'0'Nc'f'k'p'a'o'k'ec"f'g'g'uc" eqo' r'g'v'p'ek"o'c'te»"rc" r'q'uk'k'k'f'c'f'f'g'VCUC" f'g'gzr'qt'v'c't" c"o'g'tec'f'qu" r'v'k'p'q'co'g't'k'ep'qu" c'd'c'ug'ek'f'qu'r'qt'Vck'r'p'f'k'c'0'

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

F'g'uf'g'gn'4222'c'n'4229'rc'r' tqf week»p'f'g'Vq{ qvc'gp'gn'o w'pf q'et'g'ek'»'wp'62' ."f'g'rc'ew'cn' o a u'f'g'rc"o'k'c'f'g't'c't'g'c'k'k'f'c'f'c'hw'g't'c'f'g'Lcr »p'r'qt'r' tko'g't'c'x'g'l' "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'fjugu<sup>388</sup>'C'uw'xgl. . 'gp'4223'ug'  
qdwxkgtqp'i'cpcpeku'qr'gtc'vxcu'r'qt'3.; 5'v'kmpgu'f'g'gp'.'r'cucpf'q'gn'v'km>'p'r'qt'r'tko'gtc'xgl. . "  
{'ug'eqpxk'v'gp'.'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'kxqt'k'v'Vq{qvc.'4234+0Gp'.'gug'b'cteq'f'g'et'gelo'k'p'v'q'ceg'g'ct'f'q'.'ic'et'kuku'b'wp'f'k'nf'g'422: "  
ko'r'cew'.'hwgt'vgo'gp'v'gp'Vq{qvc.'i'gp'gt'cpf'q'ew'cp'v'kuc'u'r'2'tf'k'f'cu'r'ctc'.'ic'go'rt'guc'.'x'gt'I' t<sup>a</sup> h'eq'  
2/9'f'gn'.'C'p'gz'q'.'G'uc'f'.'f'v'k'eq'+0'C'f'go' a' u. "gp'4232'ug't'gi'k'ut'ct'qp'.'h'c'm'u'v'ep'kecu'gp'.'x'gj'.'f'w'ru'f'g'  
Vq{qvc'.'s'wg'ec'wuct'qp'f'gp'w'peku'{'.'o'w'ncu'c'.'ic'.'eqo'r'c'°'f'c'°'c'p'f'q'.'ic'.'ko'ci'gp'f'g'c'nc'ec'k'f'c'f'f'g'  
m'u'r'tqf'we'v'u'f'g'.'ic'go'rt'guc'.'E'j'q'y'f'j'w't'.'. '4236+0C'.'uw'xgl. . 'gp'4233'gn'v'gtt'go'q'v'{'.'u'w'p'co'k'f'g'  
V'q'j'q'm'w'gp'.'L'c'r'>'p'r'g't'w'f'k'>'gp'.'i't'c'p'.'o'g'f'k'f'c'c'.'ic'.'ec'f'g'p'c'f'g'r'tqf'we'k'>'p'f'g'Vq{qvc'.'L'c'r'>'p'{'.'u'w'  
g'z'r'q't'w'ek'q'p'p'g'u'0'c'uko'k'uo'q'.'ic'u'.'l'g'x'g't'c'u'k'p'w'p'f'c'ek'q'p'g'u'gp'.'V'c'k'p'f'k'gp'4233'c'h'g'v'ct'qp'.'h'w'g't'v'go'gp'v'g'  
c'Vq{qvc'.'V'c'k'p'f'k'0"

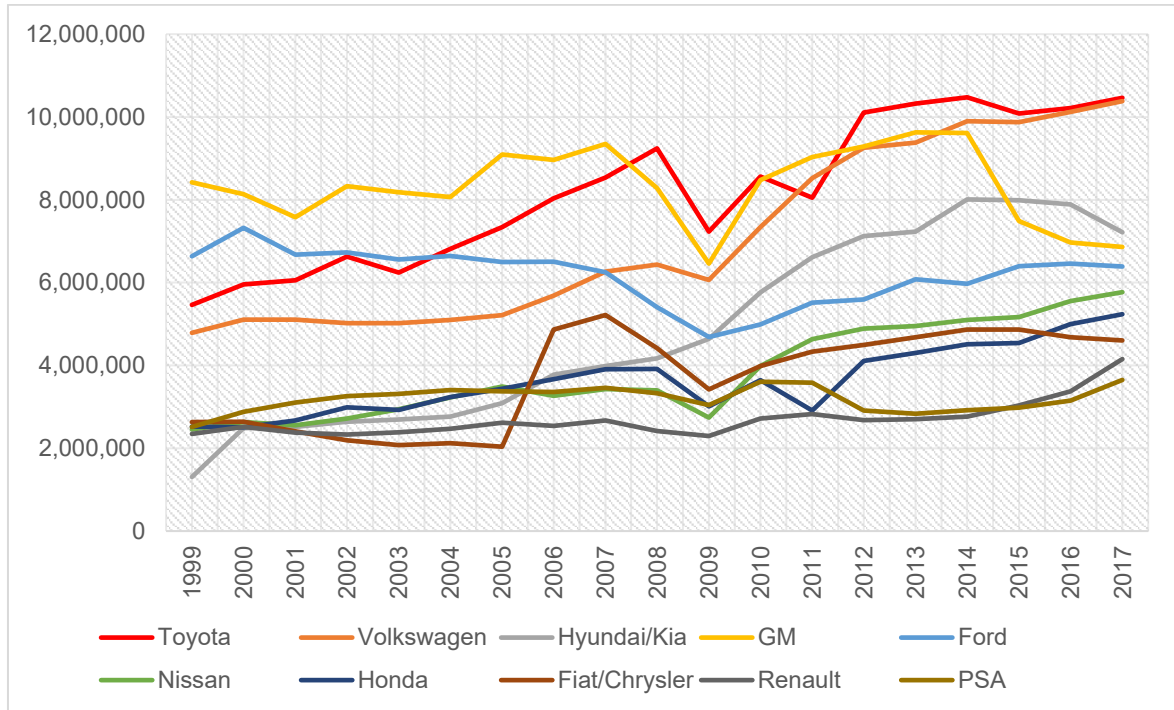
C'.'r'c't'v't'f'g'g'u'qu'.'u'w'eg'u'qu'.'ic'.'h'k't'o'c'.'c'v't'c'x'g'u'>'f'k'k'p'v'qu'.'eco'.'d'k'qu'0'Gp'.'r'.'t'ko'gt'.'n'w'i'c't'.'ic'.'  
r't'g'uk'f'g'p'ek'f'g'.'ic'.'eqo'r'c'°'f'c'°'eco'.'d'k'>'.'c'u'w'o'k'p'p'f'q'.'C'.'n'k'q'Vq{q'f'c'.'g'n'.'o'c'p'f'q'f'g'g'm'c'gp'422; 0'E'q'p'  
g'ug'.'eco'.'d'k'q'f'g'f'k'g'ee'k'>'p'.'ic'.'eqo'r'c'°'f'c'°'v'g't'o'k'p'>'.'eq'p'.'ic'.'r'q'f'k'ec'f'g'.'o'c'p'f'q'gp'.'o'c'p'q'u'f'g'g'g'ew'k'x'qu'  
r'q't'.'h'w'g't'c'f'g'.'ic'.'h'c'o'k'k'c'.'s'wg'.'k'p'en'w'{'.'v'g'u'r't'g'uk'f'g'p'ek'u'f'g'g'f'g'3; ; 7'j'c'uc'422; <sup>389</sup>'x'gt'.'V'c'd'r'c'2/5'  
f'gn'.'C'p'gz'q'.'G'uc'f'.'f'j'k'k'eq'+0'C'f'go' a' u. "VO'E'f'g'h'p'k'>'.'w'p'c'g'ut'c'v'g'i'k'c'f'g'c'r'w'g'uc'gp'.'o'c'{'q't'.'o'g'f'k'f'c'c'  
m'u'r'c'f'j'g'u'gp'.'f'g'uc'tt'q'm'f'g'g'.'h'q't'o'c'.'v'c'n'.'s'wg'.'ic'u'.'x'g'p'v'u'.'v'q'v'c'ng'u'f'g'g'uc'u'.'t'g'i'k'q'p'g'u'r'c'ug'p'f'g'n'62' . 'c'n'  
72' . 'f'g'4232'c'4237. 'f'k'ut'k'd'w'f'2'p'f'q'ic'u'.'g's'w'k'c'v'x'c'o'gp'v'g'.'eq'p'.'ic'u'r'c'f'j'g'u'f'g'uc'tt'q'm'f'q'u'.'Vq{qvc'.'  
4234+0R'q't'.'q'v'q'.'ic'f'q'.'ic'.'et'kuku'f'g'uc'v'f'c'.'r'q't'.'g'n'.'u'w'p'co'k'f'g'4233'.'h'g'.'r'g't'o'k'k'>'c'Vq{qvc'.'eqo'r'.'t'g'p'f'g't'  
ic'.'h'c'i'k'k'f'c'f'f'g'.'ic'u'.'ec'f'g'p'c'u'f'g'.'r'.'t'q'x'g'g'f'q't'g'u'.'h'g'p'v'g'c'.'ic'u'f'k'k'p'v'u'c'f'x'g't'uk'f'c'f'g'u'{'.'s'wg'.'ic'u'  
f'k'ut'w'ek'q'p'g'u'gp'.'ic'.'ec'f'g'p'c'.'eq'p'v'p'w'c't'a'p'.'v'g'p'k'g'p'f'q'.'n'w'i'c't'gp'.'m'u'.'r'.'t'q'eg'u'qu'f'g'.'r'.'t'q'f'we'k'>'p'  
o'c'p'w'k'c'ew't'g't'c'0'R'q't'.'f'k'ej'q'u'.'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'c't'v'g'u'{'.'  
r'k'g'l'c'u'.'eq'p'.'g'n'.'ew'c'n'i'c'p'>'.'o'c'{'q't'.'t'g'uk'f'g'p'ek'.'h'g'p'v'g'c'.'ic'u'.'k'p'v'g'tt'w'ek'q'p'g'u'f'g'.'ic'.'ec'f'g'p'c'.'U'ko'r'.'n'f'.'Y'c'm'  
U'0'4243+0"

C'.'r'g'uc't'f'g'g'.'m'u'.'ko'r'c'ev'qu'f'g'.'ic'.'et'kuku'f'g'.'ic'u'.'j'k'r'q'v'g'ec'u'.'u'w'd'r'.'t'ko'g'f'g'.'G'G'W'W'{'.'f'g'.'ic'u'  
ec'v'.'u't'q'h'g'u'.'p'c'w't'c'rg'u'gp'.'L'c'r'>'p'{'.'V'c'k'p'f'k'c'.'ic'.'h'k't'o'c'.'l'c'r'q'p'g'uc'.'u'g'.'t'g'ew'r'g't'>'.'x'g'n'q'l'.'o'gp'v'g'gp'.'m'u'  
c'°'q'u'.'u'k'i'w'k'g'p'v'g'u'0'F'g'g'.'g'ug'.'o'q'f'q'.'f'g'.'m'u'9'.'o'k'm'p'g'u'f'g'g'x'gj'.'f'w'ru'.'r'.'t'q'f'we'k'f'q'u'gp'4229'.'h'w'g'  
c'w'o'g'p'v'c'p'f'q'.'ic'.'r'.'t'q'f'we'k'>'p'.'o'w'p'f'k'c'n'j'c'uc'.'g'n'4232'{'.'o'c'p'w'x'q'f'k'ej'q'f'k'q'gp'.'m'u'c'°'q'u'.'r'.'q'u'v'g't'k'q't'g'u'0'  
N'c'.'A'p'k'ec'.'c'w'q'o'q'v't'k'.'s'wg'.'v'c'o'.'d'k'p'.'c'r'ec'p'l'>'.'ic'.'r'.'t'q'f'we'k'>'p'f'g'32'.'o'k'm'p'g'u'f'g'g'w'p'k'f'c'f'g'u'c'.'p'k'g'n'  
i'.'m'd'c'n'g'u'.'X'q'm'y'c'i'gp'.'c'.'r'c't'v't'f'g'4238'.'x'gt'I' t<sup>a</sup> h'eq'KKK6+0F'g'.'h'q't'o'c'.'u'ko'k'm't'.'gp'.'v'.'t'o'k'p'q'u'f'g'.'m'u'

<sup>388</sup>'F'g'.'q'f'q'u'.'o'q'f'q'u'.'c'.'r'g'uc't'f'g'.'ic'.'h'w'g't'v'g'z'r'c'p'uk'p'f'g'Vq{qvc'.'c'.'p'k'g'n'.'o'w'p'f'k'c'n'.'ic'.'h'k't'o'c'.'u'k'i'w'k'.'v'g'p'k'g'p'f'q'.'w'p'c'.'h'w'g't'v'g'  
r'.'t'g'ug'p'ek'.'k'p'f'w'ut'k'c'n'.'gp'.'L'c'r'>'p'.'eq'o'q'.'r'c't'v'g'.'u'w'g'ut'c'v'g'i'k'c'.'f'g'lo'.'4242+0'  
<sup>389</sup>'C'n'.'t'g'ur'g'ev'q'.'E'j'q'y'f'j'w't'{'.'4236+'u'q'v'k'g'p'g'.'s'wg'f'w'c'p'v'g'g'ug'.'r'g't'f'q'f'g'.'r'.'t'g'uk'f'g'p'ek'u'f'g'g'z'v'c'h'c'o'k'k'ic't'g'u'Vq{qvc'  
et'g'ek'.'ceg'g'ct'f'c'o'gp'v'g'.'r'g't'q'f'g'le'p'f'q'f'g'.'ic'f'q'.'c'n'i'w'p'q'u'f'g'.'m'u'.'x'c'ic'q't'g'u'.'h'w'p'f'c'ek'q'p'c'rg'u'f'g'.'ic'.'go'rt'guc'.'r'c'tc'.'eco'.'d'k'c't'q'u'  
r'q't'.'w'p'.'r'g'p'uc'o'k'p'v'q'f'g'.'eq't'v'q'.'r'.'ic'.'q'f'g'.'et'g'elo'k'p'v'q'c'.'o'c'{'q't'g'u'.'eq'v'q'0'

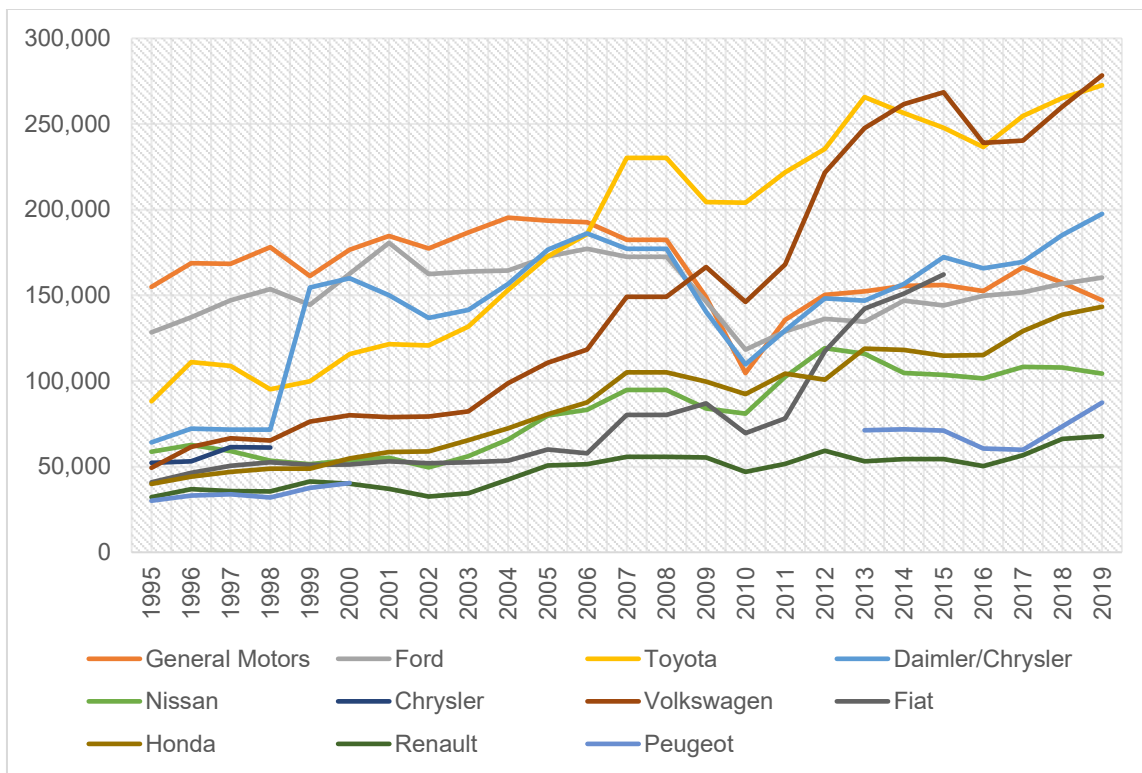
kpi tguqu'i mdcngu'f g'rc' hto c'eqo r ctf qu'eqp'gnitguv'f g'rcu'vto kpcngu'o wmpckqpcngu. "Vq{ qvc"  
 hwg'wpc'f g'rcu'swg'o glqt'ug'f gugo r g° »"gp'mqu'c° qu'uki wkpvgu'c'rc'etkuku."ceqo r c° cf c'gp'guc"  
 vpf gpek" vo dk² p" r qt" Xqmuy ci gp0' Cn' t gur gevq." rc' hto c" lcr qpguc" hwg' rc' Àplec"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

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



Hwpgv-g'ndqtckp'r tqr k'gp'dcug'c'QIEC0"

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

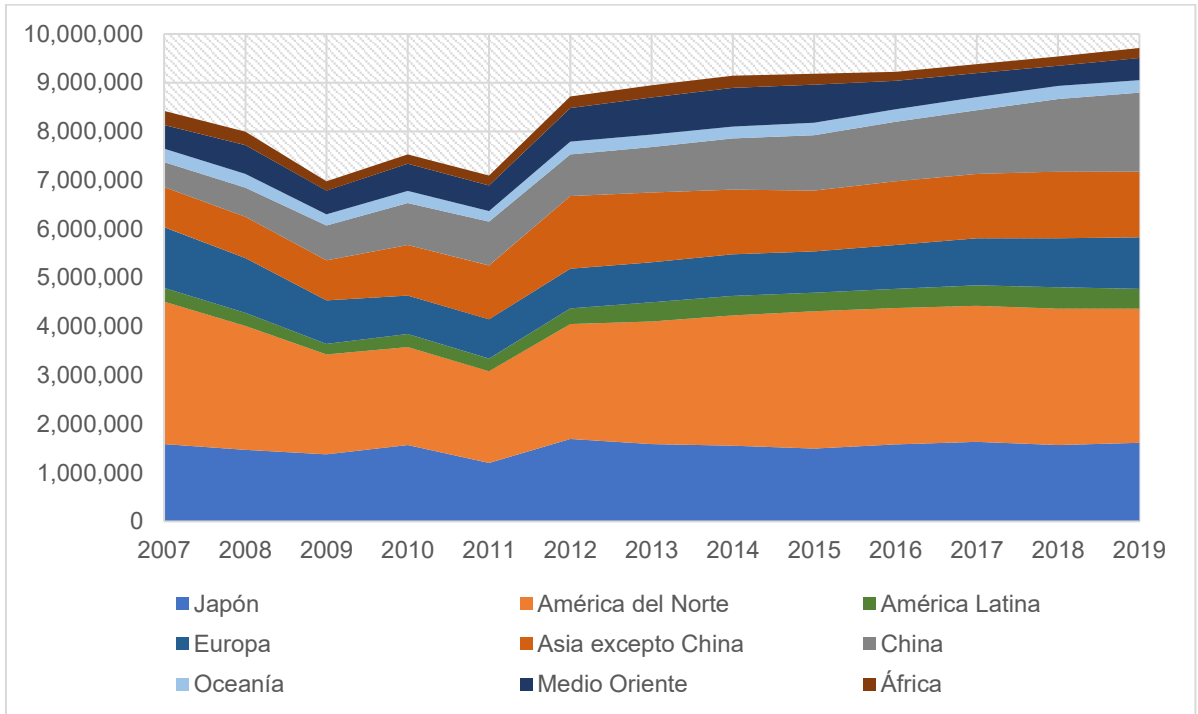


Hwpgv<grdqtc&p'r tqr k'gp'dcug'crltcpnki 'I mdcni722'f g'Hqt wpg0

Rqt"qvtq"rcf q. "gn'r guq'f g"ru'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<sup>2</sup>ecf c'f g'3; ; 2"{'r tlpekr kqu' f gn'4222'GGWW"{'Gwtqr c'hwtqp'ru'r tlpekr crgu'o gtecf qu'f g'f guk&gp'rc'gutcvgi k'i mdcnif g" Vq{qvc" \*Hwo kq."4228+."gp'ru'Ànko cu'f<sup>2</sup>ecf cu."ru'r tlpekr crgu'o gtecf qu'f g'xgpvcu'f g'Vq{qvc" hwtqp'eco dlcpf q'rgxgo gpvg'c'pwgxqu'r wvqu0Gp'r ct&ewrt."ug'f gur ngi »"wp'gucpeco kpvq'f g" ru'o gtecf qu'o a u'f go cpf cpvqu'f g'xgi ¶ewru'Vq{qvc"eqo q'GGWW."Lcr »p"{"Gwtqr c"{'f g'qvtqu" o gtecf qu's wg."cÀp'ukp'ugt"vcp"ko r qtvcvqu'r ctc'rc"go r tguc."vco dk² p'tgtqegf k&tqp'rgxgo gpvg" eqo q'ru'tgi kppgu'f g'Qegcp'¶c."O gf kq'Qt&gpvg"{'f hlec0Eqo q'eqp&rc'ctvg'f g'gug'r tqeguq."ug" gxkf gpek»"wp'etgelo kpvq'cegntcf q'f g'Ej kpc."s wg'kpetgo gp»"ru'xgpvcu'wp'439' "gpvtg'4229" {"423; "{'mgi »"c'eqo r tct'o a u'xgi ¶ewru'Vq{qvc" s wg"Lcr »p"gp'423; 0Rqt"qvtq"rcf q."ug'tgi kmt»" wp'cwo gpvq'f g'rc'tgi k&p'f g'CUGCP"eqo q'f guk&gp'f g'xgpvcu'f g'wplf cf gu'Vq{qvc."s wg'etgelo"wp" 8: ' "gpvtg'4229"{'423; \*xgt'I tª h&c'KKK8+0C'uw'xgl .o kgpvtcu'GGWW'j cd'¶c'ukf 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&kpvg'ko r qtvcpek'f g'gug"

r c"u" gp" grl pwxq" uki nq." vpvq" eqo q" egpvq" f g" xgpvcu" eqo q" f g" r tqf week»p" f g" xgj "ewrqu"  
 Vq{ qvc<sup>38: 38:</sup> "xgt" I t<sup>a</sup> hequ"4. "8" { "9+0"

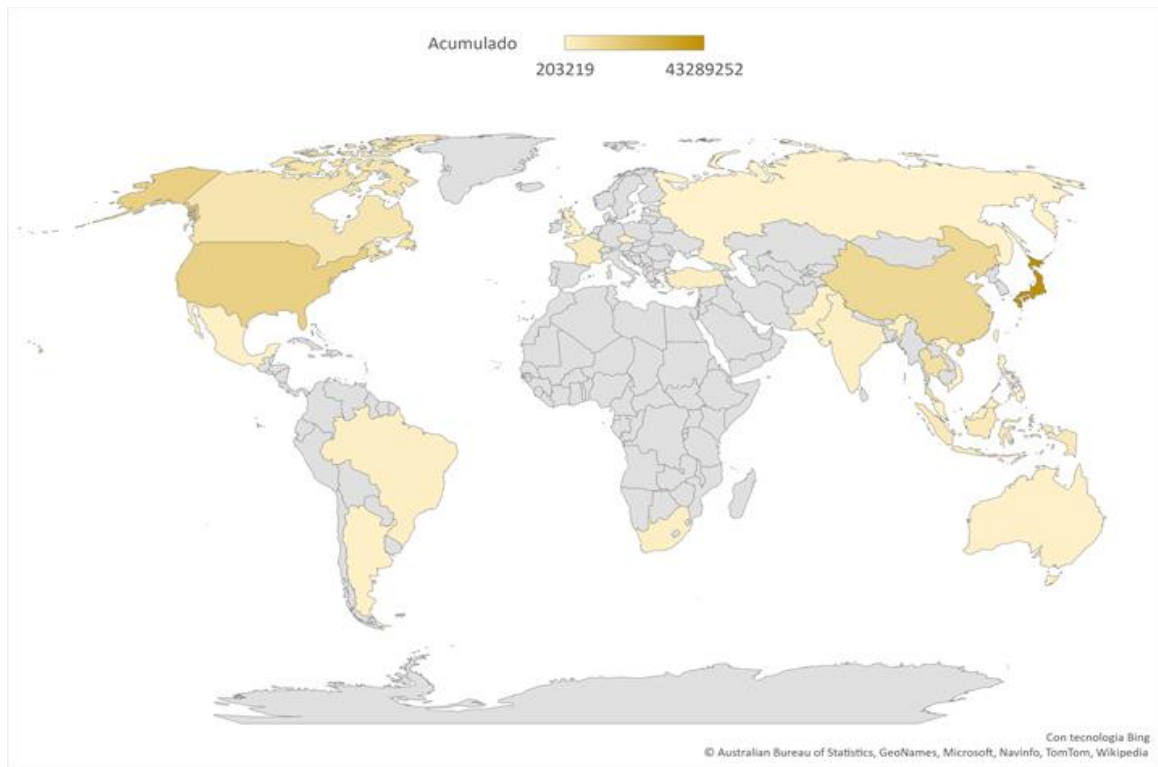
**Gráfico III-6 - Ventas de vehículos de Toyota en principales regiones y países (unidades) (2007-2019)**



Hwgpv<grdqtcel»p"r tqr lc"gp"dcug"c"Vq{ qvc" I nqdcrl'

<sup>38:</sup> "C"uw" xgl . "gp" Ej lpc"ug"j cp"lpucrf q"tgu"egpvq"u" f g"K F" f g"Vq{ qvc" xgt" Vcdrc"2/7" f grl" Cpgzq" Guvcf "u"neq+0'  
<sup>38:</sup> "F g" vqf qu"o qf qu." Vq{ qvc" uki vg"o cpvplpfp q" wpc" hwtvg" r tgupekc" lpf wutkn" gp" Lcr »p" { "rcu" f gekukpqu"o " a u"  
 ko r qtvcpgu" f g" r" eqo r c° "c" ug" tgcrl cp" gp" r" ecuc" o ctk "J glo . "4242+ "

**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 week&p0'  
 "

" Gp" guvg" eqpvz vq" ecdg" f guxect" s wg" gn" tqn' f g" Co 2 tlec" Ncvkpc<sup>392</sup>" gp" rc" gunt wewtc"  
 o wkpcekqpcn' f g" Vq{qc" pq" gu" f g" i tcp" ko r qt vpekc0' Gp" tgr&ek&p" eqp" rcu" xgpvcu" f g" rc"  
 o wkpcekqpcn'rc'tgi k&p"u>mq"gzr rlc>>"gn'6' "f g'mqu'xgi p'wru'f gur cej cf qu'r qt "Vq{qc" c'pk&gn'  
 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 gel&gt;qp'wp'68' "gpvtg"4229"{'423; . "  
 mq's wg'f gpqc'wp'o gtecf q'gp'gzr cpuk&p0'Gp'v2 to kpqu'r tqf wek&xqu.'Cti gpv&pc"{' 'Dtcukn'gzr rlc&cp"  
 gn'4.7' "f g'rc'r tqf week&p'o wpf knif g'Vq{qc"gpvtg"4229"{'423; . 'f g'rc'ewcn'3.7' "eqtt gur qpf g" c"  
 Dtcukn'{'3' "c'Cti gpv&pc0'F g'o qf q'uko k&rt"s wg'rcu'xgpvcu."rc'r tqf week&p"vco dk&p'et gel&gt;"gpvtg"  
 4229"{'423; . 'uk&pf q'rc'f g'Dtcukn'wp'422' "{'rc'f g'Cti gpv&pc': 3' 'o c{qt'gp'423; 0'F g'guvc'hqto c."  
 ug'r wgf g'xgt"s wg'uk'dk&p"gu'wpc'tgi k&p"s wg'gzr rlc&c'r r qtegp&clgu'o w{ 'dclqu'f g'rc'r tqf week&p"{' "  
 rcu'xgpvcu'f g'Vq{qc" c'pk&gn'i mdcn'vco dk&p'tgr tgugp>>'wpq'f g'mqu'r qequ'o gtecf qu'f kp^a o kequ"  
 gp'gzr cpuk&p"gp'gucuf^2 ecf cu0"  
 "

<sup>392</sup> Gzeqr wcpf q'O 2 zleq's wg'gp'rc'lti cpk c&ek&p'kpvt&pc&qpcn'f g'Vq{qc'hqto c'r ct v'f gn'b gtecf q'pqt v&co gtl&cpq0'



## 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 wmpceqpcnif g"VO E0Rctc"gmq"ug"cpcrik »"gn'uwti ko kpvq." kf gpvk cf "{ "f gucttqm" f g"rc"vtcupceqpcnif Cuf ¶"ug"eqo gp| »"rc"ugeek»p"tgeqputw{ gpf q"uw"qt ki gp" gp"Lcr »p" c"r ctvk" f g"mq"cf grcpvqu"vgepqn»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" kpf wwtk" cwqo qvk ¶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" f g"rc"ti q' r r| q'eqp"uwu'r tqxggf qtgu0' F lej q'ukvgo c"hwg"wp"mqeq" f g"cvp»p" c"r ctvk" f g"rc" f 2 ecf c" f g"3; 92."{ c" s wg"ug"ctvew»"eqp"mq" eco dkqu"o wpf krgu" f gn'ecr kcrkuo q" { "eqpf gp»"gn'r cug" f g"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" f g"rc" eqo r gvp»k"cwqo qvk "o wpf kcr0'

Rqt"qvtq"rcf q."ug"cpcrik »"vco dl2 p"rc" xkuk»p"eqtr qtcvxc" f g"rc" go r tgu".s wg"ug"qt ki k»" f guf g"uw"pceko kpvq"gp"rc"cevkxkf cf "vgz vki0Guc"Anko c"guwxq" f guf g"uwu" kplekqu"r tqo qxkf c"eqp" dcugu"gp"gn'r gpuc kpvq" c"rc"ti q' r r| q" { "rc"o glqtc"eqpvpc0C"o gf kf c" s wg"rc"eqo r c° ¶c"ug" f gucttqm». "guvqu"r tkpek kqu"hwgtqp"eco dkcpf q" { "cf cr v³ pf qug" c"mq" f gucl¶qu"eq { wpwrcrgu."gpvtg" mq"ewcrgu"ug"tgucnctqp"mq"xpewrcf qu"cn'r tqeguq" f g"kpvgtpceqpcnif cel»p" f g"rc" hto c0Co dqu" grgo gpvqu"cs w¶" f guetk vqu."vcpvq"uw"ukvgo c" f g"r tqf week»p."eqo q"uw"xkuk»p" go r tguclcn"uqp" cur gevqu"emxg" f g"rc" gutcvgi k" go r tguclcnif g"Vq{qvc."vcpvq"gp"uwu" kplekqu"gp"Lcr »p."eqo q"gp" uw"gzr gtl»pek"o wmpceqpcn"r qt"mq"vcpvq."uqp"vco dl2 p"wp" hcevq" f gvgo kpcpvq"r ctc"gpvqpf gt"rc" vtc { gevqtk"gzegr ekpcnif g"rc" hto c"lcr qpguc"gp"Cti gpvpc0'

Cf go a u."ug"gzco k»" f gvqpkf co gpvq"gn'r tqeguq" f g"gzr cpuk»p" { "i mqdcrik cel»p" f g"rc" hto c0Gp"r tko gt"ni ct."ug" f guetkdkgtqp"rcu"r tkpek crgu"ectcevt¶u"vccu" f g"i qdgtpcp| c" f g"rc" eqo r c° ¶c" c"mq"rc"ti q' f gn'vgo r q" { "ug"tgeqputw{ »"rc"tgf" f g"ceekqpkvqu"r tkpek crgu" f gpvtq" f g"mq" ewcrgu"ug" gpeqvtctqp"vgtu"i twr qu"o c { qtkctkqu<hto cu" hpcpektcu"lcr qpguc."go r tgu" f gn' I twr q"Vq{qvc" { "go r tgu" hpcpektcu" f g"GGWW."tgur gevxc co gpvq0C"uw" xgl ."ug"r tgu»"gur gekn' cvp»k»p" c"rc" hto c" s wg"cf s vktk»"ecf c" hrcn'gp"rc" gutwewtc"i mqdcrik f g"rc" hto c0"

Nqu"egpvtqu" f g"o cpwcewte" { "f gur cej q"o a u"ko r qtvcvqu"j celk" hpcrgu" f g"uki mq"r cucf q" guwxkgtqp"r qucf qu"gp"GGWW" { "Gwtqr c."r qt"j cdgt"ukf q"mq"egpvtqu" f g"o c { qt" f go cpf c"lwpvq" eqp"Lcr »p0Ukp"go deti q."eqp"gn'eqo kgp| q' f gn'pwxq"uki mq" { "gn'guvceco kpvq" f g"guvqu"o gtecf qu" f gucttqmcf qu."qvtcu" hrcrgu" vqo ctqp"wp" tqn' o a u" r tqvci »pleq." r tkpek cno gpvq" gp"rc" tgi k»p" cuk² vcc0Cuf ¶"tgucnc"gn'r cr gn' f g"Ej kpc."gn'ewcn'hwg"i cpcpf q' r tqvci qpkuo q"vcpvq"eqo q"egpvtq" f g" xgpvcu"eqo q" f g"r tqf week»p" f g"Vq{qvc0'Ugi vkf q" c" guvq"ecuq"ug" gpeqvtctqp"mq"r c¶u" f 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<sup>a</sup> o lequ" gp" gZR cpuk»p" gp" rcu" Ànko cu' f<sup>2</sup> 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" Co<sup>2</sup> tlec" Ncvpc" gp" wp" eqpvz vq" f g" gZR cpuk»p" f g"rc" go r tguc" gp" o gtecf qu" go gti gpvcu' 0Gug" r rcp" ug" eqpvk p Àc" eqp" rc" f gekuk»p" f g" Vq{ qvc" f g" kpuvcr tug" gp" Cti gp vpc" gp" 3; ; 6" { "gu" gn' s wg. "f guf g"rc" ecuc" o cvtk. "o ctec" gn' ugpf gtq" f g"rc" hkn'cn" f gvto kpcpf q" uw" gur geknk cek»p" r tqf wekxc. "tqn' f gn' o gtecf q" kpvgtpq" cti gp vpc" { "f gukpvqu" f g" gZR qtveek»p" 0"

Ukp" go deti q. "c" r guct" f g" guc" r qulek»p. "rc" vtc { gevqtk" f g" VCUC" pq" gu<sup>a</sup> " o ctecf c" Àpleco gpvg' r qt'rc" ecuc" o cvtk { "gnr rcp" KO X. "qo cpf q" wp" tqnr tqwi »pleq" rc" cf o kplumcek»p" f g" rc" hkn'cn' hqecn" eqo q" ug" xgt<sup>a</sup> "gp" gn' r t»zko q" ecr f wmq 0Nc" cuki pcek»p" f g" tqrgu" r rcpvge" gn' wpvq" f g" eqo r ctcek»p" { "eqo r gvgpek" f g"rc" hkn'cn' cti gp vpc" eqp" rc" vckrcpf guc" ó { "gp" o gpqt" o gfkf c" rc" uwf chtlekpc/"cn' kpvgtkqt" 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 rcpv" cti gp vpc" f gdlk» "ewo r rkt" r ctc" pq" cnglctug" f g" iqu" gu<sup>a</sup> pf ctgu" iqi tcf qu" gp" Vckrcpf kc. "mq" ewcn' ugt<sup>a</sup> " f g" xkn'cn' ko r qtvcpek" r ctc" gpvcpf gt" gn' f gucttqm" f g"rc" hkn'cn' gp" Cti gp vpc" { "rc" tkcrkf cf "r qt' uwa" f gukpvqu" f g" gZR qtveek»p" 0"

"  
"

## CAPÍTULO 4

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

#### Introducción del capítulo

Gn'r t'gugp'g'ecr ¶wru'v'kpg'eqo q'qdl'g'kx'q'f'guctt'q'm'c't'e»o q'ug'eqph'ki'wt»'r'incrustación nacional f'g'r' h'k'c'n'f'g'Vq{q'c'gp'c'ti'gp'v'k'p'c'r'c'tc'gp'v'g'p'f'g't'e»o q'ug'eqph'q'to »'r'g'u't'c'v'g'i'k'c'f'g'g'u'c'go'r't'g'u'c'gp'r'u'À'k'o'cu'f'2'ecf'cu'0'R'c't'c'g'm'q'."ug'v'g'p'f't'ª'p'gp'ew'g'p'v'c'm'u'g'ng'o'g'p'v'q'u's'w'g'eqo'r'q'p'g'p'uw'incrustación internacional, m'u'ew'c'ng'u'u'q'p'<'r'g'u't'c'v'g'i'k'c'eq't'r'q't'c'v'k'x'c'f'g'VO'E."gn't'q'n's'w'g'r'ec'uc'o'c'v'k'k'ig'f'k'q'c'g'u'c'h'k'c'n'f'{'r'g'z'r'c'p'u'k'p'gp'o'g't'ec'f'q'u'go'g't'i'g'p'v'g'u'gp'gn'p'w'g'x'q'uki'm'0'R'g't'q'."uki'w'k'g'p'f'q'r'c'f'g'h'k'p'k'p'f'g'O'q't'i'c'p'ª'4233+'f'g'r'u'h'k'c'ng'u'f'g'GO'eqo'q'espacios sociales trasnacionales, m'u'k'p'g'c'o'k'g'p'v'q'u'g'u'c'd'ng'ek'f'q'u'f'g'u'f'g'r'u'q'h'k'p'c'u'eg'p't'c'ng'u'p'q'u'q'p'f'k'g'ev'c'o'g'p'v'g'c'r'k'ec'f'q'u'r'q't'r'u'u'w'd'uk'f'k'c't'k'c'u'."{c's'w'g'm'u'g'l'g'ew'k'x'q'u's'w'g'r'u'c'f'o'k'p'k'ut'c'p'k'p'v'g't'x'k'g'p'p'gp'r'c'ce'ek'p'f'g'g'u'c'u'go'r't'g'u'c'u'0'G'u'c'u'h'k't'o'cu'g'u'ª'p'c'v't'c'x'g'u'c'f'c'u'r'q't'm'u'g'u'h'w'g't'q'u'eq'p'v'k'p'w'q'u'f'g'f'k'g't'g'p'v'g'u'i't'w'r'q'u'u'q'ek'c'ng'u'r'c't'c'f'k'ur'w'c't'g'u'c'l'g't'c't's'w'f'c'{'r'u'g'u't'c'v'g'i'k'c'u'c'ug'i'w'k't'ª'O'q't'i'c'p.'4239'<4+0'

" F'g'g'u'g'o'q'f'q'."gp'g'u'c'uge'ek'p'ug'f'g'u'c't't'q'm'c'."gp'r't'k'o'g't'hw'i'c't'."r'g'u't'c'v'g'i'k'c'f'g'VO'E'f'g't'c'f'k'ec'ek'p'gp'Co'2't'k'ec'f'g'n'U'w'ª'4.1+'f'g'u'c'ce'ª'p'f'q'u'g'm'u't'q'ng'u's'w'g'D't'c'uk'i'f'c't'i'g'p'v'k'p'c'v'k'g'p'p'gp'r'c't'g'i'k'p'f'{'e»o'q'g'u'q'k'o'r'c'ew'gp'gn'f'g'u'g'o'r'g'o'q'f'g'r'c'h'k'c'n'f'q'ec'c'i'0'N'w'g'i'q'."ug't'g'x'k'uc'gn'r't'q'eg'ug'f'g'k'p'u'c'r'ek'p'f'g'Vq{q'c'gp'c'ti'gp'v'k'p'c'f'{'m'u'r't'k'o'g't'q'u'c'o'q'u'f'g'r't'q'f'w'ek'p'gp'gn'r'c'¶'u'ª'4.2+0'G'p'gn'uki'w'k'g'p'v'g'c'r'c't'c'f'q'ug'f'g'u'c't't'q'm'c'e»o'q'r'h'k'c'n'f'q'ec'c'i'g'k'p'ug't'w'gp'gn'r't'q'g'ev'q'KO'X'."gn'ew'c'n'b'c't'ec'w'p'uc'n'q'ew'c'k'c'v'k'x'q'gp'r'c't'q'f'w'ek'p'f'g'r'k'eni'w'r'u'gp'gn'r'c'¶'u'ª'4.3+'f'{'e»o'q'gn'b'k'u'o'q'h'w'g'l'g'ew'w'c'f'q'gp'm'u'c'o'q'u'uki'w'k'g'p'v'g'u'."k'o'r'w'u'c'p'f'q'h'w'g't'v'g'o'g'p'v'g'r'c'r't'q'f'w'ek'p'f'{'r'u'g'z'r'q't'c'ek'q'p'g'u'f'g'uw'u'x'g'j'¶'ew'ru'ª'4.4+0'

U'k'p'go'd'c't'i'q'."c'n'le'q'o'q'ug'r'nc'p'v'g'c't'ª'gp'gn'c'r'c't'c'f'q'u'w'd'uk'i'w'k'g'p'v'g'."c'r'g'u'c't'c'g'u'g'k'o'r'w'u'q'k'p'k'ek'n'r'go'r't'g'u'c'gp't'w'gp'w'p'c'h'c'ug'f'g'g'u'c'p'ec'o'k'g'p'v'q'c'n'h'k'p'c'n'f'g'r'c'r't'k'o'g't'c'f'2'ec'f'c'f'g'n'uki'm'q's'w'g'eco'd'k'w'ng'i'q'f'g'4232'c'r'c't'v't'f'g'r'c'eq'p'u't'w'ek'p'f'g'p'w'g'x'c'u'ec'r'c'ek'f'c'f'g'u'i'g't'g'p'ek'c'ng'u'f'f'g'r'u'eq'p'f'k'ek'q'p'g'u'r't'g'x'k'c'u'ª'4.5+0'N'q'u't'g'u'w'nc'f'q'u'f'g'g'u'g'r't'q'eg'ug'ug'x'k'g't'q'p'gp'm'u'À'k'o'q'u'c'o'q'u'f'g'n'r'g't'¶'q'f'q'g'u'w'f'k'c'f'q'."uw'r'g't'c'p'f'q't'2'eq't'f'u'f'g'r't'q'f'w'ek'p'f'{'g'z'r'q't'c'ek'q'p'g'u'."eqo'q'ug't'g'x'k'u'w'gp'gn'E'c'r'¶'w'ru'ª'4."c'r'g'u'c't'f'g'r'c'h'w'g't'g'eq'p't'c'ek'p'f'g'n'b'g't'ec'f'q'c'w'q'o'q'v'q't'c't'i'g'p'v'k'p'q'gp'm'u'c'o'q'u'423: '{'423;ª'4.6+0'

"

#### 4.1 - La estrategia de radicación de Toyota en el Mercosur

Vcr'eqo q'ug'xlq"gp"gr'ecr "wrrq"cpvgtkqt. Co<sup>2</sup> tlec"Ncvkpc"vkpgg'wpq"fg"rqu'tgi kutqu'o<sup>a</sup> u' cpwki wqu"gp"r"j kvqtke"fg"Vq{qvc"gp"o gtecf qu"ht<sup>a</sup> pguo'Nc"htc c"lcr qpqvc"fgugo dte»"gp" Dtcukl"gp"3; 7: "eqp"uw'r tko gt"rnp| co kpvq"fg'r tqf week»p"gp"gn'gz vtcp|gtq"\*Vq{qvc."4234+0'Gp" gug"co q'ug'eqo gp| »"c"hdtkect"gn'lgr "Ncpf"Et wkugt."gn'r tko gt"xgj "wrrq"eqo gtekn'fg"Vq{qvc" rnp| cf q"gp"gn'o gtecf q"dtcukg<sup>o</sup> q<sup>393</sup>"Cu"r"go r tguv"guwxq"hdtkecpf q"wkktctkqu'r qt"fg<sup>2</sup> ecf cu" gp"ug'r c"u. r'gtq"uw'gpvtcf c'cn'ob gtecf q"eqp"xgj "wrrq"u'fg'r cuclgtqu'hwg'bo<sup>a</sup> u'dlqp'vctf "c"Eqpuqpk" {"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 "wrrq"u'fg"Vq{qvc"Dtcukl'hwg"o w"dcic."o ctecpf q" wp'r tqo gf kq'fg'40'22'xgj "wrrq"u'cn'co q"xgt'I t<sup>a</sup> hleq'2/32'fgn'Gpgzq'Guvf "wrrq"u'eq'0'Rqt'qvtq'rcf q." gp"3; : 3"Vq{qvc"vo dl<sup>2</sup>p"kpke»"r"hdtkecel»p"fg"gn'o qf gmq"Ncpf"Et wkugt"gp"Xgpg| wgr"cdic" guecr"\*Vq{qvc."4234+0'

Gp"Cti gpvkc."r"fgelk»p"hp'cn'fg'uw'hpucnecel»p"ug'tgo qpvc"3; ; 50'cn'co q'uki wkpvg." gn'Rqf gt'Glgewkxq'fg'r"P cel»p"cr tqd»"r'tcf kecel»p"fg"Vq{qvc"Cti gpvkc"v'cx<sup>2</sup>u'fgn'F getgvq" : ; 7; 6"\*Vq{qvc'I nqdcn'47'15'13; ; 6+0'Guq'ug'fg"gp"gn'ob cteq'fgn'r gt"qf q'fg"gzr cpuk»p'i nqdcn'fg" VO E"eqp"cr gtwtc"fg"pwgxcu"l'f dtkecu"gp"gn'gz vgtkqt"c"r ctvt"fgn'guvpeco kpvq"fg"gn'o gtecf q" lcr qp<sup>2</sup>u. r'cr tgekecel»p"fgn'gp."gn'guvncf q'fg'r'etkuku'geqp»o kec'gp'Lcr »p"{'r'ec"ff'c'fgn'dm'wg" uqxk<sup>2</sup> veq'0'Ugi Ap"rqu'glgewkxqu'fg"Vq{qvc"gpvtgxkvcf qu."ru'tc| qpgu'fg'uw'ngi cf c'cn'f c"u'ug" dcucdcp"gp"fg'kwpvqu'hcevtgu."gpvtg'qu's wg'ug'fg'guvcep<qu'cewgtf qu'eqo gtekn'gu'cwqo qtkegu" fg'n'O gtequw."ru'v'cdcu"c"r"ko r qtvecel»p"fg"cwqr ctvqu"gp"Dtcukl"r"guvdkk'cf "geqp»o kec" cti gpvkc'fg'wcpvg"r"fg<sup>2</sup> ecf c'fg'3; ; 2. "r'ecnk'cf "fg"r"o cpq'fg'qdtc"cti gpvkc"{'r'cegr vcel»p"{' r tq{geel»p"fg'wkkt'cel»p"fg"r'len'wr "J knw"gp"gn'r c"u'0'Gp"ug"ugpvk'q'ug'gzr tguvdc"Vgvuq" O cuwf c."fg'kgevq't'eqo gtekn'fg"Vq{qvc"Cti gpvkc"c"hp'gu'fg"r"fg<sup>2</sup> ecf c'fg'3; ; 2."

"

Rctc"hdtkect"r"r len'wr "J knw"vpp'co qu'f qu'qr ekppgu<"Dtcukl"q"Cti gpvkc'0'Eqpuk'gtcpf q"r"guvdkk'cf " geqp»o kec"{'r'qf'kec"{'r'ecnk'cf "fg"rqu'tgewtuqu"j wo cpqu."Vq{qvc"fg'kel'k»"lpxgtvt"cs w'0'Gp"Dtcukl"{'c" vpp'co qu'vpc'dcug."gp"r"Cti gpvkc"uq'co gpvg"j cd'co qu'fgucttqmf q"gn'pgi qek'fg"r"ko r qtvecel»p"eqp" ewvqu."wp'pgi qek'q'o w"tko kcf q'0'Nc"Ap'lec"qr ek»p'r ctc"co r rktm'gtc'tcf lectug'eqo q'hdtkecpv'necr"Nc" P cel»p."6'1; 13; ; ; +0"

"

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

<sup>393</sup> "Ewcpf q'rc'f' dtkec'ug'bo w' »"c"U'q'Dgtptcf q'fg'q'Eco r q. 'Ucp'Redm."gp'p'qxlgo dtg'fg'3; 84. "Vq{qvc'tggo r m| »"r" r'p'gc"Ncpf"Et wkugt"r qt"gn'lgr "Dcpf gkcpvg."gs wkr cf q'eqp"wp"o qvt'fg'ugn"v'ceek»p"gp"ru'ewvq"twgf cu"{' f kur qp'kdg"gp'lgr "{'eco kqpgv'fg'ecti c"{'xgtukppgu'fg'wvq'bo kzvq'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 ceko.p.”49 B4 B; ; : +0” C” uw” xgl .” gr” r t gulf gpvg” f g” r” lwpvc” f k gevxc” f g” VO E.” Uj qlej ktq” Vq{ qf c.” uquvgp” f” s wg” “Argentina es una pieza clave en nuestra estrategia de globalización. Es nuestra firme intención contribuir al desarrollo de la industria automotriz en el Mercosur y a la economía argentina a través de nuestra radicación” \*Nc” P ceko.p.”44 B5 B; ; 9+0<sup>94</sup>”

Gu’f gekl.” r” gzkvgpek” f gnT<sup>2</sup> i ko gp” Cwqo qtk” gp” Cti gpvpc” {” Dtcukl’ ducuf q” gp” gnCEG” P A’ 36” s wg” r gto k’ f” gn” kpvteco dkq” eqo gtekn’ f g” dkpgu” cwqo qvtegu” eqp” ctcepgnu” r tghgtpekcrgu” gptg” mu” r c’ f” ugu” hwg” wp” hcevt’ f gvto kpcpvg” r cte” r” tcf keceko.p” f g” r” go r tguo” gp” gn’ r c’ f” u” \*Nc” P ceko.p.” 5144228+0” C” uw” xgl .” Vq{ qvc” Cti gpvpc” cr tqxgej »” qvc” ugtkg” f g” f kur qulekqpgu” kpuwkekqpcrgu” pcekqpcrgu” f wtcpvg” mu” r tko gtqu” c° qu” f g” uw” tcf keceko.p” s wg” eqo r tgp’ f” p” r tghgtpekc” ctcepgm’ tku” r cte” r” ko r qtweko.p” f g” f kulpvqu” dkpgu.” dpgghlekqu” hucrgu.” kpvteco dkqu’ eqo r gpucf qu’ f g’ eqo gtekl’ gzvgtkt. hcekl’ cf gu’ gp” mu’ r tqegf ko kpvqu’ f g” Cf wpc.” gptg” qtqu” \*xgt” Vcdm” 2/; ” {” I t° hleq” 2/33” f gn’ Cpgzq” Guvcf f” uleq+0” Guqu” hcevtgu” eqo r qpgp” mu’ kpegpvqu” guvcrgu’ f g’ r” tcf keceko.p” f g’ r” hto c” lcr qpguc” gp” gn’ r c’ f” u”

Cf go<sup>a</sup> u.” guvc’ r qn’ f” kec’ f g’ g’ zrcpuk” p’ f g’ Vq{ qvc” gp” gn’ O gtequw’ ug’ f k’ eqpeqo kcpvgo gpvg” eqp” wpc” co r rkeceko.p’ r tqf wevxc” gp’ Dtcukl’ gp’ 3; ; : r” hto c’ kpcwi wt» uw’ lugi wvf c’ r rpv” dtcukg° c” gp” gn’ o wplek’ k’ f g’ k’ f’ ckwdc.” vco dk’ p” gp” gn’ guvcf q’ f g’ Ucp” Rcdm.” r cte” gn’ r tqf wekt” gn’ o qf gm’ Eqtqm” \*xgt” K’ ci gp” 2/3” f gn’ Cpgzq” Guvcf f” uleq+0<sup>95</sup>” F g” guvg” o qf q.” f guf g” uwa” kplekqu” Vq{ qvc” r rpv» r” gur gekrk’ cekeko.p’ f g’ ecf c’ wpq’ f g’ mu’ r c’ f” ugu’ r tqf wevtgu’ f gn’ O gtequw’ gp” f qu’ w’ qu’ f g” dkpgu’ f kulpvqu” J kwx” \*eco kqpgv” eqo gtekn’ r kxkpc” r ken’ w’ o gf kpc+” gp” Cti gpvpc” {” Eqtqm” \*xgt’ f wq” f g’ r cuclgtqu’ ugf<sup>a</sup> p” o gf kcpq” f gn’ ugi o gpvq” D+” gp” Dtcukl’<sup>96</sup>” Guvc” gust cvgi kc” pq” hwg”

<sup>394</sup>” Guvc” gust cvgi kc” f g’ g’ zrcpuk” p’ gp” r” tgi ko p’ ug’ eqo dkp» eqp” qvcu’ gur ge’ f’ lecu’ cni’ r tqo qeko.p.” eqo gtekn’ cekeko.p’ {” r quxgpvcu’ f g’ mu’ xgi f wqqu.” vrgu’ eqo q’ gn’ f gucttqm’ f g’ wpc” co r rke” tgf” f g’ eqpegukpctkqu’ pwxqu.” wp” ugt xlekl’ gur gekn’ {” f kgt gpvg” f g’ r quxgpvc.” gp” gn’ ewcn’ ug’ tgcrl’ cdc” wp” o c { qt” ugi wko kpvq” cni’ erkepvg” eqp” gn’ qdlgvxq” f g’ h’ f’ grk’ ctq’ eqp” r” o ctec.” gn’ r c’ t’ qekp’ k’ f’ guf g’ 3; ; : ” cni’ v’ t’ p’ g’ q’ f’ g’ h’ v’ d’ q’ n’ u’ w’ f’ co gtecpq.” r” Eqr c” Vq{ qvc” Nkdgtvcf qtgu.” eqp” r” o gv’ f’ g’ r tqo qekpct’ r” o ctec” Vq{ qvc” gp” wp’ f’ gr qt v’ cp’ r’ q’ r wct” gp” Uwf co<sup>2</sup> tlec.” gn’ guvc’ d’ n’ geko kpvq’ f’ gn’ Rcp” Ecplg’ Egt gcrqu.” s wg’ eqpukv» gp” gn’ ecplg’ f’ k’ gevq’ f’ g’ r tqf wevqu’ r tko ctkqu’ f’ g’ qtki gp” ci t’ eqm’ r’ qt’ ewcns wgt’ xgi f wq” f g’ r” f’ p’ g’ Vq{ qvc.” q’ r” c’ t’ v’ k’ r’ cekeko.p’ gp’ f’ kulpvqu’ gxgpvqu’ t’ g’ r’ c’ k’ p’ c’ f’ qu’ c’ r” c’ v’ k’ k’ cf” ci tqr gewt’ k’ r’ cte” gn’ hqo gpvq” f g’ r” Vq{ qvc” J kwx” 0”

<sup>395</sup>” Nc” pwxgc” f’ dtlec’ f g’ 372” o kmppgu’ f g’ f’ » rctgu’ guvdc’ f’ kug° cf c’ r’ cte’ r’ tqf wekt’ kplekcm gpvg” 37022” wpl’ cf gu’ r’ qt” c° q’ f’ gn’ ugf<sup>a</sup> p” Eqtqm” f g’ vco c° q’ o gf kcpq0” Nwgi q.” gn’ h’ d’ t’ lec’ pvg’ lcr qp<sup>2</sup> u’ t’ gcrk’ » lpxgtukp’ p’ cf’ kelpcrgu’ f g’ 522” o kmppgu’ f g’ f’ » rctgu’ gp’ gn’ d’ l’ g’ p’ k’ 4222 B3. co r rncpf q’ r’ ecr cekl’ cf’ f’ g’ r’ tqf wekeko.p’ f’ gn’ Eqtqm” f’ g’ r’ cu’ 37022” wpl’ cf’ gu’ kplekrgu’ c’ 67022” r’ qt’ c° q’ \*Ectxcnj q.” 4227+0Gp” 4223. Vq{ qvc” cdtk» uw’ q’ h’ k’ l’ epc’ eqo gtekn’ gp” U q’ Rcwq” {” h’ k’ r’ k’ »” r” r’ tqf wekeko.p’ f’ gn’ Vq{ qvc” Dcpf g’ k’ cpvg” \*DL+” s wg’ ug’ h’ d’ t’ lec’ dc” gp” r” wpl’ cf’ U q’ Dgtptcf q.” r’ qt’ mq’ vcpvq.” guvc’ r’ rpv” eqo gp’ »” c’ r’ tqf wekt’ r’ l’ g’ cu’ r’ cte’ r” eco kqpgv” J kwx.” gp” Cti gpvpc.” {” r’ cte” gn’ Eqtqm.” gp” Dtcukl’

<sup>396</sup>” Ecdg’ t’ g’ u’ c’ n’ c’ t’ s wg’ plpi wq” f g’ guqu’ f’ g’ f’ wqqu’ g’ t’ c’ geqp» o leq.” r’ qt’ mq’ vcpvq.” gp’ uwa” kplekqu’ Vq{ qvc” cr qu»” gp” Co<sup>2</sup> tlec” Ncvpc’ c’ wp’ r’ h’ d’ r’ eq’ f’ g’ l’ pi t’ guqu’ o gf kqu’ c’ c’ n’ qu’ 0Gp” 3; ; : ” Vq{ qvc” vco dk’ p’ r’ gp»” gp” r” k’ p’ v’ c’ r’ ekeko.p’ f’ g’ qvc” r’ rpv” gp” Cti gpvpc’ r’ cte’ r’ tqf wekt’ wp’ xgi f wqqu’ r’ gs wq° q.” r’ gtq’ wgi q’ ug’ f’ guku»” f’ g’ r’ k’ f’ gc” \*Nc” P ceko.p.” 44 B5 B; ; : +0” Tgekl’ p’ eqo gp’ ct° c’ gpvtct’ gp” r” i’ cpc’ f’ g’ xgi f wqqu’ r’ gs wq° qu’ gp” 4234” eqp” r” h’ d’ t’ lec’ cekeko.p’ f’ gn’ Gvqu’ gp” Dtcukl’ Rqt” qvtq’ r’ cf q.” j’ cuvc” 4223” Vq{ qvc” h’ d’ t’ le»” gp” Dtcukl’ wpc’ d’ clc’ ecpv’ cf’ f’ g’ Dcpf g’ k’ cpvg” 0”

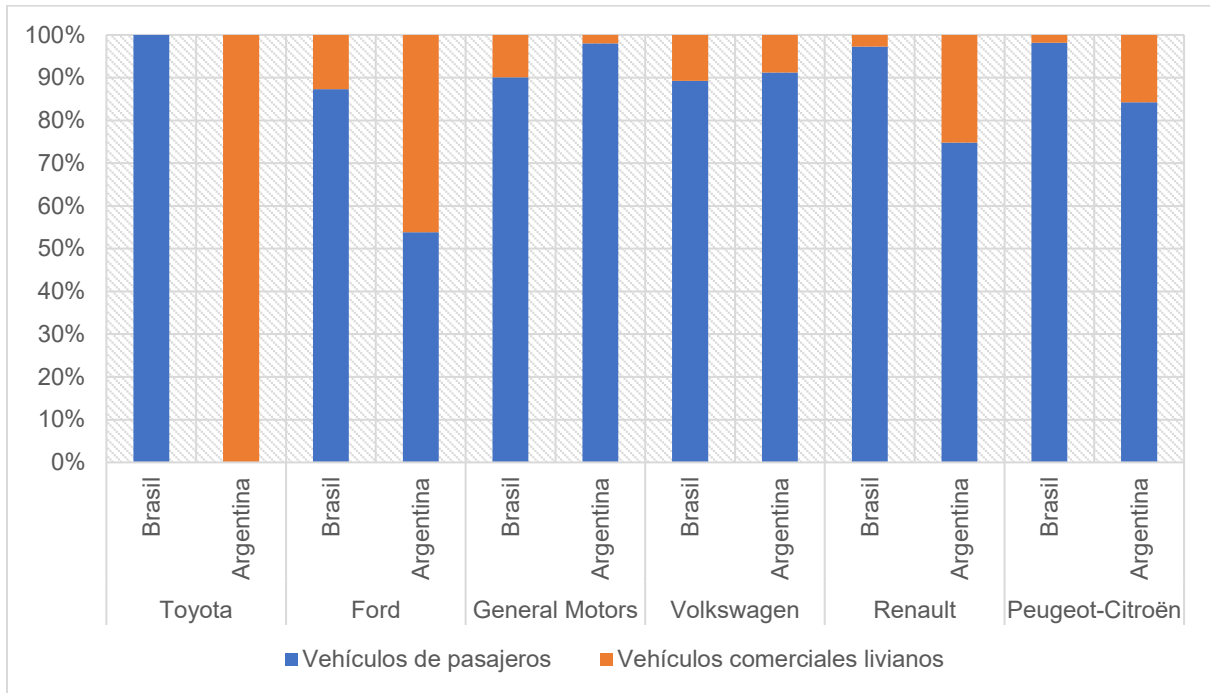
ecuwerkf cf . 'ukpq's wg'hwg'r ctvg'f g'rc'r r pphkecek»p'f g'eqo r ngo gpvctkgf cf "gp'gn'O gtequw'f g'rc" hto c"lcr ppguc." r tqr qplgpq'f wp'pwgqx'o qf gmq'f g'pgi qekqu'r ctc'gn'ugevqt'gp'm'tgi k»p"\*Nc" P cek»p. "5 14 14228+0<sup>97</sup>"

Uk'dkqp'gp'rc'f<sup>2</sup>ecf 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'gpvtg'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 cpwhewtgtqu'f g'Co<sup>2</sup>tlec'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<sup>a</sup> hkeq" K6." Vcdr: "K/5" {" Vcdr: "2/32" f gn' Cpgzq" Guvcf 'f»wleq+0Gp'3; ; 9.'gn'c° q'f g'kplek'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'eqvcdc'eqp'o c{ qt'r tgu'gpek'gp'Cti gpvpc.'o kgtv'cu's wg' gp'Dtcukn'ug'ug'gpeqvtcdc'f wr nkecpf q'gn'o qf gmq'O gi cpg'0Ej t { urgt.'r qt'uw'r ctvg.'r qug'f'wpc' dcl'c'r tqf week»p'f g'eqo gtekrnu'hk'kcpqu'gp'co dqu'r c'f»gu'0Qvtcu'vgtu' kpcrgu'ug'gpeqvtcdcp'ug'nu' f g'wp'rcf q'f g'rc'htqpvgtc.'vrgu'eqo q'Rgwi gqv'\*Cti gpvpc+{"J qpf c"\*Dtcukn:'r tqf wlekpq'f xgj 'f»wqu'f g'r cuclgtqu'0Cf go<sup>a</sup> u.'qvtq'eqplwpv'eqphqto cf q'r qt'Uecpk.'O gtegf gu'Dgpl.'Ci tcr'g' {"Xqmxq.'gucdcp'f gf lecf qu'c'rc'r tqf week»p'f g'eco kppgu'{"»o pld'wu'gp'co dqu'r c'f»gu'gp'nu' r tko gtu'f qu'ecuqu.' {"u'nu'gp'Dtcukn'gp'nu'qvtqu'f qu'\*xgt'Vcdr: "2/32" f gn' Cpgzq' Guvcf 'f»wleq+0"

Gp'r ct'kwrc't.'rc'guc'v'gi k'f g't'gr g'vt'rc'r rc'v'qto c'f g'r tqf week»p'{"o qf gmq'f g'xgj 'f»wqu' gp'Cti gpvpc+{"Dtcukn'hwg'r gtlw'f lekn'r ctc'gn'eqo r rgl'q'cwqo qvt'cti gpvpc+{"c's wg.'ugi Àp'gn' r tgu'kf gpv'f g'CHCE'f gu'f g'4236." "es muy difícil 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 gpv'f g' CHCE." gpvt'g'x'k'rc' r gtu'qpcn" 32 18 14244+0' F g' gu'g' o qf q." dcl'q' f lej q' gus wgo c." Cti gpvpc' hcd'lecdc'r tlekr crm gpv'g'ewcpf q'rcu'r rcp'cu'f g'Dtcukn'crecp' cdc'p'uwu'f'f' kgu'f g'r tqf week»p'0<sup>98</sup>"

<sup>397</sup>"C'uw'x'gl . 'gp'3; ; : "Vq{ qvc'eqo gpl »"c"gpuc' drc't'gn'o qf gmq'Eq'q'nc'gp'Xgpg' wgr'0'  
<sup>398</sup>" Rtlekr crm gpv'g' rcu' cwqo qvtlegu' ug' kpu'rc'dcp' r ctc' cr tq'x'gej ct' gn' T<sup>2</sup>i ko gp' Cwqo qvt'k' s wg' r gto k'f'c' eqo gtekr'k' ct'eqp'ctc'p'egr'u'r tgh'gt'gpek'rgu'gpvt'g'Cti gpvpc+{"Dtcukn'v'p'v'q'xgj 'f»wqu'eqo q'cwqr ct'v'gu.'r g'q'rcu' g'zr qt'v'ek'q'p'gu'z'v'c/d'ns wg'gtcp'dcl'cu'0F g'gung'o qf q.'rcu'g'zr qt'v'ek'q'p'gu'cti gpvpc'g'ucdcp'o c{ qto gpv'g'r w'p'v'f'cu' j celc'gn'i tcp'o gtecf q'k'p'v'gt'p'q'f gn'r c'f'u'x'g'ek'p'q'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 kueqpwps'uwu'o qf gmq'Qtkqp.'Rqkpgt' I N.'H/322.'H/372'{'H/622'{'eqpugt'x>'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 ctecf co gpw'f hgt gpw.'{ c's wg'rc'go r tgu'pqtvcgo gtepc'f gukpcdc'gn'; 3' 'f g'uw'r tqf week'p' cni'o qf gmq'Gueqv'\*. 90/68'wpl cf gu'{'uq'w'; ' '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' hwtg'ecr cekf cf 'f g'r tqf week'p.'vkr nrecpf q'c'rc'cti gpwpc'gp'f lej q'c'o q0<sup>99</sup>'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'rk'kpqu'gp'Cti gpwpc'eqp'wp'o qf gmq'f g'ecf c'kr q'hwg'Vq{ qvc0'

Cn't gur gevq.'F cplgn'J gttgtq.'r tgu'f gpw'f g'VCUC'f guf g'4232'j cuvc'4244'uqukpgp's wg.'

<sup>399</sup>"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 gn'gzkquq'o qf gmq'f g'rc'f² ecf c'f g'3; ; 2'Rgwi gqv'726'\*3; ; 5/3; ; : -0'

Nc'i tcp"fhgtgpek's wg'wxq"Vq{ qvc"gp"gu'g'o qo gpvq"eqpvc"gn'tguvq'f g'rcu'vgt'o kpcrgu'gu's wg'pquvtqu'pq"  
vpp'co qu'r rwxhcto cu'f wr rkecf cu'Vgp'co qu'r rwxhcto cu' gzenwukxcu'P quvtqu'"hcdtle<sup>a</sup> dco qu'xgj 'f'wru'  
eqo gtekrnu'{"Dtcukl'xgj 'f'wru'f g'r cuclgtqu'Gp'vpegu'pq'j cd'f'wpc'qr ekp'f g'hcdtleq'ce<sup>a</sup> "q'cmf' . 'ukpq's wg'  
gtc'wpc'qr ekp'f g'eqo r ngo gpwckp'tgi kqpcr'eqp'iq'ewcn'dclcdcu'wp'r qeq'gn'tkgui q'f g'r tqf weekp'f'F cplgn'  
J gttgtq."gpvtxkuc'r gtuqpcn"3194244+0"

"

Nc'r t guppek'f g'rc'r keni'wr "J knwz gp"Cti gpvpc"j cd'f'eqo gpl cf q'c'ugt'uki p'k'k'ek'k'c"gp"  
rc"f<sup>2</sup>ecf c'f g'3; 92."ewcpf q'rc'cr gtwtc"ko r qtwcf qtc"ko r ngo gpwcf c'r qt'gn'o kpkutq'f g'rc"Anko c"  
f kvcf wtc"o k'k'ct."Lqu<sup>2</sup> "C'rt'gf q"O ct'v'p'g'j "f g'J qj ."r gto k'k' "rc"o c{qt"ko r qtwckp'f g'guvqu"  
xgj 'f'wru'Gp'v'g'3; 9; {"3; : 4"rc'r keni'wr "J knwz {"rc"ewr<sup>2</sup> "E'gr'k'c"ug"j cd'f'p'eqpxgt'kf q"gp'ru"  
o qf grqu'bo<sup>a</sup> u'gzkququ'f g'rc'bo ctecOC'r guct'f gr'ekgtt'g'bo cukxq'f g'rc'ko r qtwckp'gp'3; : 4."c'ri wpcu"  
J knwz'ug'uki w'k'g'q'p'ko r qtwcpf q'j cuvc'bo gf kcf qu'f g'ru'c'° qu": 2" \*C'wqj k'v'q't'k'c."4242+0'Gug'v'k'q"  
f g'xgj 'f'wru'v'k'p'g'wpc"rc'ti c'j k'v'q't'k'c"gp'gn'r c'f'u."f gpvtq'f g'ru'ewcrgu'uqdt'guc'rk"gn'o qf grq"  
T'c'ut'q'lg'q."hcdtlecf q'r qt"KO GIKO G'f g'uf g'3; 74"j cuvc'3; : 2<sup>39</sup>: " \*R'k'c'd'g'c" {"Vj qo cu."4233=  
R'k'c'd'g'c."4239+0<sup>9</sup>; "Uk'p"go d'c'ti q."rc"o c{qt'f'f g'ru"o qf grqu'f g'r keni'wr u'ug'f k'v'q'p'w'c't'q'p'c"  
k'p'k'k'qu'f g'3; : 2"eqp'rc'gz'egr ekp'f g'rc"H'q't'f "H'322<sup>3</sup>: 2"s wg."uwo cf q'c'ri'ekgtt'f g'KO G."uki p'k'k'ek'k'c"  
s wg'rc'go r t'guc'p'q't'w'g'co g'k'c'p'c'eqp'ug't'x'c't'c'gn'o qpqr q'rk'q'f g'rc'r tqf weekp'f g'xgj 'f'wru'r keni'wr "  
j cuvc'bo gf kcf qu'f g'rc'f<sup>2</sup>ecf c'f g'3; ; 2" \*R'k'c'd'g'c."4239+0"

F g'gug'o qf q."rc"kpugtel'p'f g'Vq{ qvc"gp"gn'ugi o gpvq'f g'ru'xgj 'f'wru'eqo gtekrnu'  
r'k'k'p'qu'hw'g'f g'gur gekn't'gr'x'c'pek'r c'tc'rc"go r t'guc'U'gi Àp'gn'EGQ'f g'Vq{ qvc"Co<sup>2</sup> t'k'c'N'c'v'k'p'c"  
f g'uf g'423; ."O cu'c'j k'q"K'p'q'w'g." "la pick up tamaño mediano no existía en Latinoamérica.  
Solamente se producían las grandes y Toyota comenzó a exportar de Japón para  
Latinoamérica la Hilux. El volumen era muy pequeño, pero comenzaron a tener éxito en Chile,  
Perú, Argentina y Brasil. Ahí decidimos invertir dinero y producir en Argentina" \*D'rq'qo d'gti "  
N'p'p'g'c."45154244+0'C"uw'x'g'j ."ru'f k'g'v'k'x'qu'ug'o c'rc'd'c'p's wg'rc"ug'g'ek'p'f g'f'k'ej q'r tqf w'v'q"  
w'co d'k'p'ug'f g'd'f'c'uw'w'u'q'gz'v'p'f k'f q'gp'rcu'f k'v'p'v'cu'c'v'k'k'f cf gu'r t'ko c't'k'cu."v'c'rgu'eqo q'gn'ugev'q"  
ci t'q'r g'ew'c't'k'q."gn'gp'gti<sup>2</sup> v'k'eq"oil & gas+"{rc'bo k'p'gt'f'c'.'r t'gr q'p'f g't'c'p'v'gu'gp'rc'gut'w'ew't'c'geq'p'»o k'ec"  
f g' C'ti gp'v'p'c" {"Co<sup>2</sup> t'k'c'N'c'v'k'p'c'Gug'h'c'v'q't'hw'g'w'p'c'f g'rcu'ec'w'cu'f g'v'g't'o k'p'c'p'v'gu'gp'gn'  
et'g'eko k'p'v'q'f g'rc'h'k't'o c'gp'rcu'r t'»z'k'o cu'f<sup>2</sup>ecf cu'OC'f go<sup>a</sup> u."ug'uw'o c'd'c'p'c'g'uc'u't'c'j q'p'gu'rc"o c'rc"

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

<sup>39</sup>: "Q'v'q'u'bo qf grqu'f g'r keni'wr u'f g't'gr'v'k'x'q'<sup>2</sup>z'k'q'f w'c'p'v'g'gu'v'q'u'c'° qu'hw'g'q'p'<f g'K'MC."L'g'gr "K'MC" \*3; 78+."D'cs w'c'p'q"  
\*3; 79+ {"I r'c'f k'v'q't"Z" \*3; 85+ "f g'U'ko "F'k'V'g'm'c."C'ti gp'v'c" \*3; 83" {"3; 85+ "f g'H'k'v."3722"O w'k'c't'i c" \*3; 87+ {"  
3822B47'O w'k'c't'i c" \*3; 94+ "f g'H'q't'f."H'322" \*3; 7; + {"T'c'p'ej g't'q' \*3; 95+ "f g'R'g'w'i g'q'v'626" \*3; 95+0

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

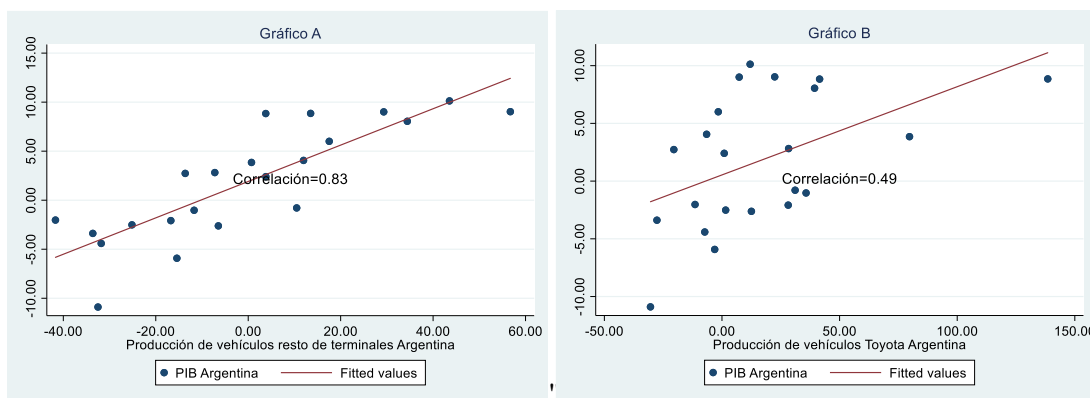


ecrkf cf "f g"rcu"twcu"{"gn'vgttgpq"o qpvc quq"fg"i tcp"r ctvg"fg"rc"tgi ksp"eqo q"qvcu'tgrxcpvgu" rctc"rc"grgeekp0"

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 wn² 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"² 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"² 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"vgo kpcrgu"tcf kecf cu"gp"gn'rc"u"eqp"rcu"xctcekqpgu"fg"RKD"gp" Cti gpvpc"{"gn'tguvq"fg"Co ² tlec" Ncvpc" \*gzege wcpf q"O ² zleq+"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)\***



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

"



f g'rc'tgi k»p."qtc'f g'rc'u'ercxgu's wg'b ctect<sup>a</sup> "gnf gucttqm'f g'hqu'r t»zko qu'c° qu0Gnif guceqr ng'f g'rc' r tqf week»p'f g'VCUC'f g'hqu'xckxgpgu'geqp»o lequ'f g'Cti gpvkpc" { "f g'rc'tgi k»p'gu'qvtq'f g'hqu' hcevtgu'f gvto kpcpvgu'f g'uw'f gugo r g° q'r quvgtkt. "cuqekcf qu'cni'tqnl'kplekcn'f g'rc'uwdukf 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 tguc'tgur qpf k»c"v° epkecu" { c'cr rkccf cu'r qt'rc" o cvtk "f g'rc' hto c" gp"o gtecf qu'gp"qu'ewcngu"pq"vkgpg"eqpqeko kgpvqu'f g'qr gtcek»p0'Guvc" o gvxf qmji ¶c"eqpukv¶c"gp'rc'cuqekck»p"x¶c joint venture eqp"vpc'hto c'hqecni"xgt"Vcdm"KKK5+0' Gp'Cti gpvkpc"guvgr tqeguq'ug'tgcrk »c"vtx<sup>2</sup>u'f g'rc'cuqekck»p'eqp'rc'hto c'hqecni'F gectqrk'UCC0" go r tguc" f g'rc' hqecrk cf "f g'Tquctkq"eqp"rti c"vc { gevqtk"gp"gn'o gtecf q" { "f g'f kccf c" c"rc" hcdtkeck»p'f g'ej cuku'r ctc"o letqu'f g'rti c'f kuvpekc0'Nc"ectcevt¶vlec" f g'guc'hto c'gtc"s wg" r qf ¶c" vcpuo kktng"qu"e»f ki qu" { "ug° cngu" f gn'o gtecf q" hqecni" { "eqvtdkwt" c"s wg"² uxc" qu" f geqf khs wg" \*P qxlem'gv'cni0'4224+0Cf go <sup>a</sup> u."guc'go r tguc'r qug¶c'wp'cevqxq"o w { "lo r qtvcpg'r ctc" Vq { qv"gp"vug"o qo gpvq."rc'hqepck'r ctc'hvpekqpc't'eqo q'vto kpcn'cwqo qvtk 0'Vcni'eqo q'ug° crc" gn'r tgukf gpvg'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 tgukf gpvg'f g'CHCE."gpvtgxkuc'r gtuqpcn'32 18 14244+0Cu¶" co dcu'go r tguc'eqpvcdcp'eqp'gn'72' "f gn'r cs wvgv"ceekqpc'kq'f g'Vq { qv"Cti gpvkpc"Uqekgf cf " Cp»plo c"s wg'cncp| cdc'qu'w&u322"o kmppgu0F g'guvgo qf q."qu'lcr qpgugu'cr qtvcpc'gn'know-how" { "rc"vqepqmi ¶c."o kgpvtcu's wg'rc'go r tguc"cti gpvkpc"r tqr qtekqpcdc"gn'eqpqeko kgpvq'f gn' o gtecf q'hqecni" \*Dcwkukpk'4223+0<sup>3</sup>"

Gp"3; ; 9"VO E"vqo »"gn'eqvtqnl'vqcn'f g'rc'eqo r c° ¶c" qdvpgkpf q'gn'; ; ; ; ' "f g'rc'u" ceekqpgu" { "f glc'p'f q" c"Vq { qv" F q'Dtcukr'eqo q'wp"o kqtkctkq'ugi w'p'f q'ceekqpkuc'eqp'gn'2.23' " f gn'r cs wvgv0'Ugi Àp" Cp¶dcn'Dqtf gtgu."f k'gevq't'f g'TTJ J "f g'f g'3; ; 7" { "r tgukf gpvg'f g'Vq { qv" Cti gpvkpc"gpvtg'4228" { "4232."qu'ceekqpkuc'u'lcr qpgugu" { c'ucd¶cp's wg'rc'cncp| c'eqp'gn'ecr kcn' hqecni'ugt¶c" vgo r qtctk" r ctc" nvgi q" vqo ct"rc" vqcrkf cf "f gn'eqvtqnl'f g'rc'eqo r c° ¶c" \*Cp¶dcn' Dqtf gtgu."gpvtgxkuc'r gtuqpcn'39 16 14243+0F g'guvgo qf q."VCUC"ug"uwo »"c"rcu'go r tguc" { c" gzkuvgpvu'f gn'I twr q"Vq { qv"gp" Cti gpvkpc."Vq { qv" Vuwuj q."uwdukf kctk" f g'Vq { qv" Vuwuj q"

<sup>3:3</sup> "F g'guvgo qf q."Cnigtvq'Hgtp<sup>a</sup> pf gl. "tgr tguvcpvg'f g'F gectqrk'r tgukf g'Vq { qv"j cuvc"3; ; 8."ewcpf q'gn'lcr qp<sup>2</sup>u' Vuwpqg"Ctlo c"cuwo g'rc'r tgukf gpekc0'Nvgi q."Cnigtvq'Hgtp<sup>a</sup> pf gl "o cpvkpg'gn'ecti q'f g'f k'gevq't'vkwrt'f g'VCUC" ulgpf q'gn'Àpleq"cti 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'vqcrkf cf 0'Nvgi q."gp'4227'qu'cti gpvkqu'f g'VCUC"lvcp'Dwkp'eqo q'f k'gevq't'vkwrt" { " Cp¶dcn'Dqtf gtgu'eqo q'f k'gevq't'uw'rgpv'xgt"Vcdm'2/34'f gn'CPgzq'Guvf ¶vlec+0"

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

"

**Tabla IV-1 - Empresas del Grupo Toyota en Argentina**

Empresa	Inicio	Actividad
<b>Toyota Tsusho</b>	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.
<b>Toyota Argentina</b>	1994	Fabricación de vehículos automotores.
<b>Denso Manufacturing Argentina</b>	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.
<b>Toyota Credit</b>	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.
<b>Toyota Boshoku</b>	2003	Fabricación de asientos, paneles de puertas.
<b>Toyota Compañía Financiera de Argentina</b>	2004	Servicios de intermediación financiera realizada por las compañías financieras. Incluye actividades financieras relacionadas con el otorgamiento de créditos.
<b>Toyota Material Handling Mercosur</b>	2004	Comercialización, posventa y alquiler de autoelevadores Toyota.
<b>Toyota Transport Furlong Argentina</b>	2013	Servicio de transporte automotor de cargas.
<b>Toyota Plan Argentina S.A. de Ahorro para Fines Determinados</b>	2014	Servicios de gestión de fondos a cambio de una retribución. Toyota Argentina posee el 95% de la participación de su capital.
<b>Hino Motors Sales Argentina</b>	2016	Venta de vehículos automotores nuevos.

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

"

F wtcpvg"gn'r tqeguq"f g"tcf kecek»p"gp"gn'r c"ju"nc"htc c"gpqppv»"qduv ewwqu"gp"gn'r rcpq"  
 ukpf lecn"r qt"m"ewcn"f gdl»"cdcpf qpct"nc"kf gc"f g"eqpvt"eqp"wp"ukpf kecq"r tqr kq"\*cn"eqo q"  
 uwgf "c"gp"Lcr »p+r ctc"pgi qekct"eqp"tgr tguvpcekppgu"i tgo krgu"c"pkxgn'f g"nc"cevkxf cf"q"nc"  
 tco c"\*Dcwukpk"4223+0Cu"{"VCUC"fgelk k»"vcdclct"eqp"gn"Ukpf kecq"fg"O geª plequ"{"Chkpgu"

<sup>3:4</sup> "Gp"3; ; : "ug" cº cf g" wco dR p" qvc" hto c" f gn' i tw q." Vq{ qvc" Etgf kv" f gf kecf c" c" ugtxlekqu" f g" hpcpekckep" { " cevkxf cf gu" hpcpekgtcu0Nwgi q." gp"3; ; ; ." Vq{ qvc" chcp| »" uw'r tq{ gevq" gp" Cti gpvpc" cn' kpcwi wtct" nc" F kxkuk»p" f g" Gs wkr qu" kpf wutkrqu." kpuvt vº pf qug" gp" gn' o gtecf q" f g" cwqrgxqcf qt gu0' Guc" f kxkuk»p" crecp| »" gn' rlf gtc| i q" f gn' o gtecf q" { " gp"4226'r cu»" c" ugt" wpc" go r tgu" kpf gr gpf kpvvg" f gpqo kpcf c" Vq{ qvc" O cvgtkcn' J cpf rkp i " O gtequw0Gp" mqu' cº qu' r quvgtkqtgu' ug' uwo ctª p" qvcu' eqo r cº " cu' cn' i tw q" \*xgt" Vcdrc" KX/3-0

f gn'Vtcur qtvg'CWqo qvqt \*UO CVC+ '{ c's wg'2 uvg'gucdc'cdlgtvq'c'rc'pqi qekcekp'f'g'eqpxgpkqu' r qt'go r t guc.'cekwf's wg'pq'r t gupvdc'rc'Wpkp'Qdtgtc'O gcn'Ati kec \*WQO +0: 5'''

C'pkxgn'i nqden "Vq { qv'kpvvdc'gucdnggt'eqvtcvqu'kpf kxkf wcrnu'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 gpvkp." guqu' eqo r tqo kuqu'dcuf qu'gp'gn'VRU'ug'j cd'f'p'xqrecf q'gp'cni wpqu'f'g'iqu'r tkpek kqu'r t gupvqu'gp'gn' eqpxgpk'eqrgevxxq.'iq's wg'iki pkkccdc's wg'rc'hkquqhf'Vq { qv'qewr cdc'rcu'r tko gtcuf kgl' i' a' i' kpcu' f'gn'eqpxgpk." { "cwps wg'v'p'f'p'o gtq'ect' a' evgt'f'gerctvxxq."uqp'iqu'r tkpek kqu'kpu'kw'f'gp'vqu'f'gn' o qf'gm'rdqtcn' { "r tqf wekxq" \*P qxlent'gv'cni'4224+0'Ugi Ap'F kgi q'Rtcf q.'f'ktgevqt'f'g'Cuwpvqu' Eqtr qtcvxxqu'f'g'Vq { qv'Cti gpvkp."'''

"

UO CVC'vqo »'gn'i wcpvg' { 'pqi qek'wp'eqpxgpk'eqrgevxxq'f'g'v'cdclq's wg'hwg'o w' l'ppqxcft'qt's wg'ug'hko »' gp'gn': 80Nc'kppqxcelp'ug'r r'cuo »'gp'o wej cu'r cwcu.'t'ghglcdc'vqf qu'iqu'r tkpek kqu'f'gn'VRU' { 'f'gn'Vq { qv' Y c { -'eqo r tqo kuq'f'g'v'cdclq'c'rc'ri q'r'rc' q.'pq'f'gur kf qu.'s wg'uqp'iqu'r tkpek kqu's wg'v'kpg'rc'eqo r c' °'f'c' r' ctc' q'lt'gegt.'r'gtq'vco d'k'p't'ghglc'vqf q'iq's wg'rc'eqo r c' °'f'c' r' k'f'g'c'iqu'v'cdclcf qt'gu'Guv'gu'gn'eqo r tqo kuq' { " rc'hgzdkkf cf'0'Guv'Anko q'gu'iq' o' a' u'c'v'f'leq'gp'gug'eqpxgpk'eqrgevxxq'0'Gv'qpegu'wp'q'f'g'iqu'r k'rc'gu'f'gn' eqpxgpk'eqrgevxxq'pwgvt'q'gu'rc' r' q'ix'c'rgpek'h'wpek'p'cn's wg'ug'qr'qpg'c'rc'ect'cevgt'f'v'k'ec'pqto'cni'f'g'iqu' eqpxgpk'eqrgevxxqu'f'g'rc'Cti gpvkp's wg'gu'rc'gur'geln'k'cel'p' \*i' +C'f'go' a' u.'iq's wg'j' go qu'ceqtf'cf q.'s wg' gu'eqo Ap'gp'vqf'cu'rcu'r'rc'p'cu'f'g'Vq { qv.'gu'wp'ukvgo c'f'g'lt'p'cf'c'p'wcn'f'q'pf'g'rc' r'gtu'q'p'c'p'qu'f'c'gn'wv'p'v'q' f'g'wp'ukvgo c's wg'm'co co qu'dcpeq'f'g'j' qtcu' \*t'gewr'gtcf'q'f'g'F'q'rg'p'unt'. '4234+0'

"

F'g'gug'o qf'q.'cp'vqu'f'g'rc'k'p'uc'rc'ekp'f'gh'p'k'k'c'f'g'rc' r'rc'pvc'ug'k'p'ek'wp'r tqeguq'f'g' eqv'c'v'cekp' { 'gp'v'g'p'co k'gp'v'f'g'iqu'v'cdclcf qt'gu's wg'ug'f'gugo r g' °'ct'f'p'gp'r w'v'qu'erc'x'gu'f'g'rc' qti'cp'k'cel'p'r tqf wekx'c'0: 6' C'p'f'cni'Dqtf'gt'gu.'gn'g'pecti'cf'q'f'g'f'kej'q't'gen'w'co k'gp'v'qu'v'qu'k'p'g's wg'<'''

"

<sup>3: 5</sup> Nc'tgr t gupv'cel'p'f'g'iqu'v'cdclcf qt'gu'f'g'F'gect'q'kr'gt'v'p'ge'f'c'rc'WQO' { 'iqu'go r t'guct'k'qu'c'ti'gp'v'p'qu'o'cp'v'p'f'p' dw'p'cu't'gr'cek'p'gu'eqp'gn'f'k'ki'gp'v'f'g'rc'ugeek'p'cn'Ucp'P'leq'f'u.'P'c'f'q'Dt'w'p'gn'k'f'q'pf'g'rc' r'rc'pvc'gucdc'w'd'lecf'c.' r'qt'iq'ew'c'ni'r t'g'up'v'ct'q'p'guc'cngt'p'c'v'x'c'c'w'u'u'q'ek'qu'lc'r'q'p'g'ugu'U'k'p'go' d'cti'q.'f'gur'w' u'f'g'wp'v'cdclq'f'g'g'z'r'nt'cek'p' { "eqo r t'cek'p'eqp'gn'UO CVC."uqdt'g'vq'f'q't'g'c'rk'cf'c'r'qt'f'k'g'ev'x'qu'c'ti'gp'v'p'qu'f'gn'g'g'f'g'T'gewt'qu'J'wo'cp'qu." eqv'c'v'cf'qu'r'qt'iqu'lc'r'q'p'g'ugu.'rc'gr'geek'p'h'k'p'c'ni't'gec' { »'gp'gug'Anko q'i't'go'k'q'0'Gp'rc'h'q't'o'c'f'g'gucdnggt'gn'x'f'pew'iq' eqp'gn'uk'p'f'kecv'VCUC'k'p'v'p'v'eqv'ut'v'k'w'p'c't'gr'cek'p'eqp'd'cug'gp'eq'p'ug'pu'qu' { "eq'p'h'k'p'c'c'c' r'c't'v'k'f'g's'wg'iqu' ce'w'gt'f'qu'f'gd'gp'ugt'ewo'r'rk'f'qu'Ugi'Ap'P'q'xlent' { "qvt'qu' \*4224+."gp'g'v'qu'k'p'ek'qu'iqu'f'k'ki'gp'v'qu'ul'p'f'kecv'gu' f'k'et'ko'k'p'cd'ep'iqu'ce'w'gt'f'qu's'wg'ug'gucdng'f'p'eqp'VCUC'f'g'q't'qu's'wg'ug'h'k'cd'ep'eqp'q't'cu'v'g'to'k'p'rc'gu.'c'ni'qu'v'p'gt' s'wg'rc't'gr'cek'p'eqp'VCUC'gt'c'o' a' u'eq'p'h'k'cd'ng'0'

<sup>3: 6</sup> Rctc'gn'gen'w'co k'gp'v'f'g'r'gt'v'p'cn'rc'i'gt'g'pek'h'q'ec'ni'f'gh'p'k'iqu't'gs'w'k'v'qu'f'gn'f'g'h'k'ic'eqv'c'v'c't'cp'v'rc'k'p'uc'rc'ek'p' f'g'w'p'c'r'rc'pvc'f'g'g'p'uc'o'd'rc'lg'<'l'x'g'p'gu."gp'uw'o'c' { qt'f'c'f'gn'ug'z'q'o'c'ue'w'k'p'q."f'g'g'ue'q'v'c'k'f'cf'ug'ew'p'f'ct'k."uk'p' g'z'r'gt'g'pek'gp'gn'ugev'qt' \*gu'f'g'ek.'uk'p'g'z'r'gt'g'pek' { "uk'p'ox'lek'qu'0+."gp'wp'c'ng' r'q't'eg'p'c'lg' \*c'ni'gf'gf'qt'f'gn'72' +.'uw' r'ko'gt'go'r'ng'0'Gn'p'lx'gn'v'ep'leq'hw'g't'gen'w'c'f'q'gp'v'g'gu'w'f'k'p'v'gu'wp'k'g'v'k'ct'k'qu'f'g'rc'ect'gt'c'f'g'f'p'i'g'p'k'f'f' { "q't'cu." r'q'x'g'p'k'p'v'gu'f'g'wp'k'g'v'k'f'cf'gu'q'ec'rk'cf'cu'gp'rc'ni' { q'p'c'f'g'k'p'h'w'g'pek'f'g'rc' r'rc'pvc'0'Nc'q'r'ek'p'r'qt'iqu'l'x'g'p'gu' t'gr' t'g'up'v'dc'k'p'uc'rc't'wp'i't'w'r'q'f'k'p'gt'q.'ew'f'qu'k'p'v'gt'g'ugu.'o'q'v'x'cek'p'gu' { 'x'c'ni't'cek'p'gu't'g'up'v'p'hw'g'v'gu'f'k'g't'g'pek'cu' eqp'iqu'k'p'v'gt'g'ugu.'x'c'ni't'cek'p'gu'k'ki'p'h'k'ec'p'v'gu'j'k'v'x't'le'qu.'r'gt'v'p'g'pek'cu' { 'eq'p'eg'r'v'qu'ce'g't'ec'f'gn'v'cdclq'f'g'iqu'q'dt'gt'qu' k'p'f'w'nt'k'rc'gu'o'c' { qt'gu'f'g'57'c'o'qu' \*P'q'xlent'gv'c'ni'4224+0'

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

Nc'eqpwt week»p'f g'nc'r'nc'pvc'gp'gn'r' tgf kq'f g' \ a tcv'f wt»'f guf g'3; ; 6'j cuw'3; ; 9.'ewcpf q' ug'kplektq'p'rc'u'r'gtcekqpgu.'eqphqto a pf qug'eqo q'rc'p'Ào gtq'4; Åhwgtc'f g'Lcr »p0' 8'Ecf c'egpvtq' o cpw'xewt gtq'f g'Vq{ qvc'hwgtc'f g'Lcr »p'vkgpg'wpc'lf dtlec'õo cf tkpc'õ'gp'gn'r'c'f'f'g'gtki gp0'Gu' f gek. 'wp'o qf grq'gp'gn'ewcn'ductug' { "uqdtg'gn'ewcn'ug'guvcdng'gp'rc'u'f'p'gcu'f'g'eqo r cteck»p0'C' uw'xgl . "f lej c'r'nc'pvc'ug'eqpukw'f'g'gp'rc'tgur qpucdng'f g'nc'ug'geek»p.'eqo r tc' { "gp'x'q'f'g'nqu' r tkpekr crgu'uw'okuntq'g'kpuwo qu. " { "gp'nc'uw'gtxkuk»p'f'kctkc'c'f'kucpekc'f'g'nc'o ctej c'f'g'uw' r tqeguq' r tqf wv'xq' " { " f g " o g t e c f q " \* P q x k e m ' g v ' c n " 4 2 2 4 - 0 ' G n ' u k u g o c " v e p q n i k e q " x g p f " f k g e w o g p v g " r t q r w g u v " r q t " n " l f d t k e c " o c f t k p c " f g " L c r » p 0 ' 9 " C u f " g n ' e g p v t q " k p f w u t k e n ' f g " t g h g t g p e k " r c t c " g n ' f g " \ a t c v g " g t c " g n ' f g " V c j e t c . " f q p f g " u g " r t q f w e f c p " n u " J k n w z " { " U Y 6 . " { " n w g i q " e q o g p | » " c ' h c d t l e c t " g n ' o q f g n j " N g z w u . " f g " n c ' i c o c " f g " n w l q " f g " V q { q v c 0 " G p " u w u ' k p l e k q u . " n c ' r ' n c ' p v c " f g " \ a t c v g " g t c " w p c " l f d t l e c " f g " e c t t q e g t f " / r k p w t c / o q p v l g . " u k p " v c m g t " f g " g u v c o r c f q " { " u » n j " e q p v e d c " e q p " u g k u " t q d q u " \* H g { u a g p g v " 3 ; ; : + 0 ' "

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

3: 7" Rctc"co r nct"uqdtg"nc"flko gpuk»p'ncdqten'f g"Vq{ qvc"Cti gpvkc"eqpwnct<"Tco c"\*4226<"324/336+;"Dcwukpk" \*4223+;"f nctgl "P gy o cp"\*4234+;"F qrgpunf"\*4234+;"q Hg{ uagpgv\*3; ; : +0'  
3: 8"Ugi Àp'Gf wctf q'Mtqpdgti . 'glgewkxq'f g'VCUC'f guf g'3; ; 8.'nc'v'w'leceke»p'f g'nc'lf dtlec'hwg'gur gekm'gpv'grgi kf c' r q t ' u w ' k p v t g e e k » p ' g p v t g ' n c ' T w c ' P c e k a p c n ' 3 4 . ' s w g ' e a p g e v ' e q p ' n c ' t g i k » p ' o g u q r q v ' o l e c ' f g ' C t i g p v k p c " { " h w g i q " e q p " D t c u k i " r g p u c p f q " g p " n c " g z r q t w e k » p " f g " x g j " f e w n u " { " n c " T w c ' P c e k a p c n ; . ' s w g " x k p e w r " c n ' p q t v g ' f g n r c ' f u " e a p " D w g p q u " C k t g u " r n c p k h e c p f q ' r u " x g p v u f g " x g j " f e w n u " c n ' o g t e c f q ' k p v t p q " { " r u " e q o r t c u f g ' r t q x g g f q t g u ' e w q r c t w u c u ' h e c r e g u . " { " u w ' e g t e c p f " c n ' r w g t v q " V g t o k p c n " \ a t c v g . " r q t " g n ' e w c n ' n g i c p " n u " c w q r c t v g u " k o r q t w f c u " r c t c " k p e q t r q t c t " g p " n u " x g j " f e w n u " \* G f w c t f q " M t q p d g t i . " g p v g x k u c " r g t u a p c n " 4 : B 4 2 4 4 + 0 ' U g i À p " q v t q " g l g e w k x q " f g " V q { q v c . " " l a o p e r a c i ó n l o g í s t i c a d e s d e e s t e l u g a r e s m u y b e n e f i c i o s a d e s d e l a c e r c a n í a y l a f a c i l i d a d d e a c c e s o s . T o d o s l o s d í a s a c á e n t r a n u n m o n t ó n d e c a m i o n e s t r a y e n d o p a r t e s p a r a l a p r o d u c c i ó n d e p r o v e e d o r e s . P o r o t r o l a d o , h a c e m o s t o d a l a o p e r a c i ó n d e s a l i d a d e v e h í c u l o s . O p e r a m o s B r a s i l s u r p o r c a m i ó n " " " g l g e w k x q " f g " V q { q v c . " g p v g x k u c " r g t u a p c n " 4 6 1 : 4 2 4 3 + " \* x g t " K ó c i g p " 2 / 4 " f g n i C p g z q " G u x f " f u l e q + 0 '  
3: 9"Grlo kuo q'gtc'kpeqtr qtcf q'uk'p'gi qekce»p'r qt'nc'i'gtgpekc'neqcn'f' hqu'clwugu's w g'ug't'gcn'k'cdcp'neqcm'gpv'gtcp' u»n'f'g'dcnc'pegq'f'g'rc'u'f'p'gcu'0'

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

### 4.3 - Argentina en el Proyecto IMV

" Verleqo q'ug'f gucttqm»gp'gn'ecr ¶ewru"cpvgtkqt."gp"4224'VO E'rcp| »'gn'r tq { gevq'KO X0Gn' o kuo q"ug" f guvpcdc" c"rc" f kxkuk»p"kpvtgpcelqpcn' f g"r r'vchqto cu' f g" f gvgto kpcf qu" xgj ¶ewru" xgpf kf qu"gzenukxco gpvg"gp"mqu"o gtecf qu"hwgtc" f g"lcr »p0'Ugi Àp" Ct| c" { "N»r gl " \*422: <359/35: +gug'r tq { gevq'ko r rke»"s wg"Vq { qc"hwgtc"gp"mqu'r tko gtqu" c° qu' f gn'uki m'rc"Àplec"vgtto kpcn' f g" Cti gpvpc" dclq" wpc" guvcvgi kc" i mdcn" o kpvvcu" s wg" gn' tguvq" ug" tgi ¶cp" eqp" guvcvgi kcu" tgi kqpcrgulqecrgu0'

Rctcf »lkeco gpvg."gug"r tqi tco c"ug"eqo gp| »"c"ko r ngo gpvct"gp"o gf kq" f g" wpc" f g"rcu" etkuku"geqp»o lecu"o a u"ko r qtvcpgu" f g"rc"j kvqtkc"cti gpvpc0'C"r guct" f g" guv" ukwcekp."VCUC" hwg"grgi kf c"eqo q'egpvtq" kpf wutkn' f g"r tqf week»p" { "gztvcelp"r ctc" Egpvtq" { "Uwf co 2 tlec."m" s wg" uki pke»" r ctc" rc" go r tguv " *una clara demostración de confianza en su capacidad industrial, contribuyendo a promover mayor actividad productiva entre los proveedores* " \*Dcrpeg"VCUC"39194225+0'Uw"r tguv gpvg"gp" gug"gpvqegu."Vqo kq"Mcwuc"uquvgp¶c" s wg" " *a pesar de cualquier dificultad política o económica coyuntural del país, (la casa matriz) cree en el éxito permanente de Toyota en la Argentina* " \*Nc" P celp."421; 4224+0C'lw'xg|. 'gn'f kt gevqt" f g" Tgrcekppgu" kpuvkwekqpcrgu"gp" gug"o qo gpvq." F cplgn'CHqpg."tgo ctecdc" s wg" " *Toyota hace planes con anticipación y los cumple (...)* Las compañías japonesas no toman decisiones de un día para el otro " \*Nc" P celp."39194224+0'Rctc" TcÀn'Co kn" r tguv gpvg" f g"rc" r tqxggf qtc" f g" Vq { qc."Xgpvcnw . "rc" kpxgtuk»p"rg"mco »"r qf gtquco gpvg"rc"cvpekp" { "rg" f go quv»"wpc"o kcf c" f g"rc"ti q"r rc| q" f g"rc" go r tguv"o w| " f hgtgpvg" c"rcu"vgtto kpcrgu" qeekf gpvcrgu" kpuvrcf 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" qtlgpvcf c"cn'rc"ti q" r rc| q" j cd¶c" cpcrk cf q" mqu" guvcf qu" e¶erlequ" f g"rc" geqpqo ¶c" cti gpvpc" { "rc"wpqco gtekcpc"gp"i gpgtci" { "ucd¶c" s wg" guv" gtc" wpc" ec¶c" { "s wg" f gur w' u" kdc" c" j cdgt" wpc" tgevr 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'gukw cdc"rc"eqpvtcelep" f g"rc" r tqzko cf co gpvg"4022' r gtuqpcu' b a u00 kpvvcu"gn' tguvq"

f g'ru'vgo kpcru'gucdcp'f gur kf kpf q'i gpv'Vq{ qv'o cpv'p'gn'v'cdclq'f g'uw'622'r gtuqpcu'gp'hwpe'p'f g' uw'eqo r tqo ku'f g'pq'f gur kf qu.'r gtq'c'uw'xg| 'vco dk'p'r qts wg'ucd'p's wg'gucdc'r tgr ct' pf qug'r ctc'rc' gzc'puk'p'hw'w'c'f g'rc'r r'pvc'it'gew'gtcf q'f g'F q'g'p'um'f. '4234-0'

"

Gurqu'o qxko kpvqu'f gpqvcp'emctco gpv'wpc'ectcevt'wlec'r ct'vewct'f g'rc'*estrategia empresarial*'f g'Vq{ qv'gp'Cti gp'kpc'0'Gur ge'w'leco gpv'g.'r wgf g'xgtug'wpc'ceek'p'r r'p'k'lecf c'c' rcti q'r r'c| q'r tqr k'f g'guc'go r t'guc'o w'k'p'cek'q'pcn'lcr q'pguc.'eqo q'r w'f q'xgtug'gp'gn'ecr 'w'w'q' cpv'gt'k'qt'0' Gp' g'w'g' ecuaq.' gp' w'p' o qo gpv'q' f g' hwgt'v'g' eqp'v'ceek'p' f g' rc' geqp'qo 'p' { 'cnc' k'p'egt'w'f wo dtg.'rc'k'k'o c'f gek' k' 't'g'c'k' ct'w'pc'cr w'guc'ctt'k'g'ui cf c'gp'rc'r r'pvc'w'q'ec'n's w'g'w'g'f ct'p'c' w'pc'i tcp'ko r qt'v'p'ek'gp'rc'g'ut'wew'c'k'p'v'gt'p'cek'q'pcn'f' 't'g'i k'q'pc'n'0'Cu'w'rc'k'p'x'gt'uk'p'f g'Vq{ qv'gp' 4224'f go w'g'ut'c'w'p'r r'p's w'g'ko r r'k'ecdc'w'p'r r'c| q'f g'7'c'32'c'o qu.'u'w'k'ek'p'v'go gpv'g'k'p'f gr g'p'f k'p'v'g' f g'w'le'k'w'geqp'»o k'eq'cti gp'k'p'q'f g'gug'o qo gpv'q'0'

Gp'gug'ug'p'w'f q.'ugi À'p'F c'p'k'g'n'Ch'k'q'p'g.'rc'f g'x'c'w'ceek'p'f g'n'r guq.'s w'g'f k'uo k'p'w'f »'h'qu'equ'qu' k'p'v'gt'p'qu' gp'f »'rct'gu.'pq' hw'g'rc' t'c| »'p'f g'rc' k'p'x'gt'uk'p'.' { c's w'g' "*la paridad cambiaria es coyuntural*" \*Nc'P'cek'p.'421; 4224-0'c'uw'xg|.'gn'f'k'g'ev'qt'eqo g'tek'n'f g'rc'k'k'o c.'O'cu'uj'k' Q'p'k'cy c.' r tq'p'qu'w'ecdc' s w'g' "*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*"<sup>3:</sup> \*Nc'P'cek'p.'421; 4224-0'c'uw'xg|.'h'qu'f'k'g'ev'k'qu'f g'Vq{ qv' t'go c'tec'dcp'f g'uf g'gug'o qo gpv'q's w'g'g'w'g'r tq{ g'ev'q'f c'c'rc'Cti gp'k'pc'rc'r qu'k'd'k'k'f cf "pq'w'w'q'f g' cdc'w'gegt'cn'o g'ecf q'cti gp'k'p'q'f' { 'cn'O'g'equ'w'.'uk'p'q.'cf go <sup>a</sup>u.'r q'f gt'g'zr qt'v'ct'c'v'q'f c'E'gp'v'q' Co <sup>2</sup>t'lec.'E'ct'k'g'f' { 'U'w'f co <sup>2</sup>t'lec' \*Nc'P'cek'p.'421; 4224-0"

" Ugi À'p'G'f w'ct'f q'M'q'p'd'g'ti ."

"

G'n'r t'k'p'ek' r'c'f'o q'v'x'q'r qt'g'n'ew'c'rl'ug'g'n'k' g'c'Cti gp'k'pc'gp'g'n'r tq{ g'ev'q'JO X'gu'r qt'rc'r r'q'f w'ee'k'p'f g'r tq'f w'ev'qu' r t'ko c't'k'qu'f g'rc't'g'i k'p'0'G'n'x'g'j 'p'w'w'q's w'g'p'qu'q'v'q'w'f'c'd't'leco qu'c'r r'lec'c'v'q'f q'w'q's w'g'gu'r tq'f w'ee'k'p'r t'ko c't'k'c' ci t'lew'w'w'c.'i c'p'cf g't'p'c.'r g'uec.'o k'p'gt'p'c.'r g'v'»'r'g'q.'g'w'0'Nc't'g'i k'p'eqo r r'g'v'f g'uf g'E'gp'v'q'co <sup>2</sup>t'lec'r c'tc'cdclq' r tq'f w'eg'r tq'f w'ev'qu'r t'ko c't'k'qu.'f' r'qt'bo w'ej qu'c'o qu'bo <sup>a</sup>u'x'c'c'ugi w'k'cu'f'gp'v'p'egu'g'm'qu'x'k'g'q'p's w'g'g'n'r q'v'p'ek'n' s w'g'v'gp'p'c'Co <sup>2</sup>t'lec'N'w'k'p'c'g'tc'o w'f'c'n'q' \*i' +G'tc'o w'f'k'p'p'x'cf qt'r c'tc'p'w'g'ut'c't'g'i k'p'r q'ts w'g'g'tc'gn'À'p'leq' r tq{ g'ev'q'eq'p'd'cug'gp'Cti gp'k'pc.'r gtq'r gp'uc'p'f q'gp'rc'g'zr qt'v'ceek'p' \*G'f w'ct'f q'M'q'p'd'g'ti .gp'v'g'x'k'nc'r g'tu'q'pc'n' 4: B 4244-0"

"

F g'g'w'g'o q'f q.'ug'g'h'g'ew'»'w'pc'k'p'x'gt'uk'p'f g'w'w'422'o k'm'p'g'u.'r t'g'x'k'p'f q'v'k'r r'ect'rc' ecr c'ek'f cf 'f g'r tq'f w'ee'k'p'gp'rc'r r'pvc'k'p'f w'ut'k'n'f g' \ <sup>a</sup>tc'v'g'c'r'æ'p' c'p'f q'rc'u'82022'w'p'k'f cf gu'r qt' c'o q.'f g'rc'u'ew'c'ru'ug'g'zr qt'v'ct'p'p'67022'c'E'gp'v'q'f' { 'U'w'f co <sup>2</sup>t'lec' \*D'c'm'p'eg'VCUC.'39194225-0'

<sup>3:</sup> 'Nq'ew'c'n'g'h'g'ev'k'co gpv'g'w'eg'f k'»'eq'p'rc't'g'ew'r g'tceek'p'f g'h'qu'c'o qu'uki w'k'p'v'g'u'0'



C"uw" xgl ."rc" kpxgtuk»p"ug" wkk »" rctc"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." It gpqu." culegpvqu." vps wgu" f g" pchc" { "r ctvgu" f g" o qvqtgu" \*Nc" P cek»p." 421; 14224-0 Cuko kuo q." ug" kpeqtr qtctqp" o a u" f g" 922" go r rncf qu" { "ug" co r rñ "rc" r rcpvc" kpf wutkcn" 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" uf g" 4226" \*xgt" Vcdrc" KX/4-0 Nc" pwgxc" J knwz" lo r rñ »" kppqxcekqpgu" lo r qtvcpgu" gp" gnò wpf q" f g" rñ u" r leniwr u0 Gñxgj "pwnq" kpeqtr qt»" o qvqt k cekqpgu" f g" cxcpl cf c" vgepqrqi "c" s wg" crcep| cdc" o a zko qu" plxgrgu" f g" r qvgepk" c" dclcu" t g x q n e k q p g u" { "qvqti cdc" i t c p f g u" o g l q t c u." v 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" rñ " 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" Mt qpdgti ""el 2002 es el punto de quiebre de nuestra fábrica (...) el proyecto IMV y la nueva Hilux que lanzamos en el 2005 realmente revoluciona el mercado de las pick ups. Era un vehículo super innovador. El cambio fue un salto innovador altísimo, de calidad. La terminación, el interior, el confort" \*Gf wctf q" Mt qpdgti ." gpv 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 ." "la salida de este modelo fue un punto de quiebre en la trayectoria de Toyota (...) la Hilux anterior y la Ranger eran muy similares hasta ese momento. Después, cuando Toyota saca el modelo del 2004, le saca años de ventaja. A todas las demás. Ahí pegó el salto. Después la alcanzaron, pero ya estaba en otros volúmenes de producción, ya había sacado la ventaja" \*Tc Àr" Co kn" gpv g x k u c" r g t u q p c n" 3; B 14244-0 Vco dk p" gu" t c w h 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" "dejó de ser solo un utilitario y comenzó también a servir de manera recreacional (...) Con el IMV los segmentos más altos de la Hilux, con automático y todas las prestaciones, ya era un vehículo que podía competir en el segmento de autos de lujo" \*F c p k g n" J g t t g t q." gpv 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
<b>6° Generación</b>	1998-2004	Mayor espacio y comodidad en cabina.
		Motores de 2 lts gasolina y 2,4 lts diesel.
<b>7° Generación</b>	2005-2015	Parte del proyecto IMV.
		Versión actualizada del chasis.
		Cambio total de diseño con apariencia innovadora.
		Importantes innovaciones en la motorización.
<b>Big Major Change</b>	2012-2015	Nuevo diseño.
		Nueva consola central.
		Nuevos modelos de motor turbodiésel.
<b>8° Generación</b>	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<sup>a</sup> 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<sup>3:</sup>: \*F qrgpumf . '4234+0' uv'gu'wp'f gtlxq'f'g'rc'r lenlwr " J knw's wg'eqo r ctvg'uwr' r vchqto c'r tqf wekxc" { "gucdc'f gukpcf q'c"cdcuvegt'cn'o gtecf q'mecnl { "cn't guq'f'g'Co<sup>2</sup> tlec'Nc'kpc0'Nc'guc'vci kc'f'g'r' r vchqto c'eqo Àp'i gpgtcm gpvg'eqpukug'gp'rc' r r vchqto c'\*ej cuku" { "guc'wewt c+' { "f kxgtuqu'uwdukug'o cu'o ge<sup>a</sup> plequ'eqo r ctvk'qu'r qt'f khtg'pvgu' o qf grqu.'m's wg'r gto kg's wg'rc'r tqf week»p'qdvpgi c'geppqo f'cu'f'g'gucrc'eqp'gmqu0'Guc'r ctvg' kphgtkqt'f'g'ru'xgj f»wru'gu'o gpqu'f gvgto kpcpv'f'g'u'w'gux<sup>2</sup> vlec." { "gu'gp'rc'r ctvg'uwr gtlkt'f'qpf'g' ug'f'gucttqnc'rc'f'khtg'pekck»p'f'gnrl tqf weq. 'f'g'f'qpf'g'uwi'gp'rc'u'geppqo f'cu'f'g'craepg0"

Gn'wuq'f'g'r' r vchqto cu'eqo wpgu'j' c'ukf'q'wpq'f'g'm'u'hcevqtgu'f'kukp'vqxqu'f'g'Vq{ qvc'gp'rc' Cti gpvpc.'gur gekcm gpvg'f'gpvtq'f'gnlgi o gpvq'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' r vchqto c'f'g'rc'r' lenlwr "J knw' r' ct c'r tqf wek'wp'UWX0:<sup>2</sup> Guc'rg'r' gto kx' i cpct'geppqo f'cu'f'g'gucrc'gp'rc'r' tqf week»p'f'g'guc'r' r vchqto c.'m's wg'tgf'wpf'c' gp'rc'tgf'week»p'f'g'eququ=" { "c'r' ctvk'f'g'gmc'qdvpgt'geppqo f'cu'f'g'craepg'cn'r' tqxggt'f'qu"

<sup>3:</sup> "Gp'qtqu'r'c'f'igu'gug'xgj f»wru'gu'f'gpqo kpcf q'Vq{ qvc'Hqtwpgt0"

<sup>3:2</sup> "Guc'pq'hwg'rc'guc'vci kc'f'g'Hqtf'pkf'g'Xqmuy ci gp.'s wg'eqo r ngo gpvcdp'rc'r' tqf week»p'f'g'rc'u'r' lenlwr u'eqp'rc' r tqf week»p'f'g'cwqo »xkru.'r' g'q's wg'p'q'eqo r ct'f'p'p' r vchqto cu.'r' qt'iq's wg'rc'u'gucrc'u'r' tqf wekxcu'r' qt' r vchqto c' gtecp' uwucpekm gpvg' o gpqtgu0' Gu' ko r qt'v'p'v'f' guvcect' s wg' o k'p'v'cu' Xqmuy ci gp' c' plxgri' i mdcrl' pq' v'kpg' f'gucttqmf'c'wpc'UWX'gp'dcug'c'rc'r' r vchqto c'f'g'rc'r' lenlwr "Co' ctqnc'Hqtf' r' tqf v'q'rc'UWX'Gxgtguc's wg'eqo r ctvg' r r vchqto c'eqp'rc'r' lenlwr "Tcpi' gt.'gp'uwr' r' r'p'cu'f'g'Uw<sup>a</sup> h'lec.'Vckr'p'f'kc.'Ej'kpc'g'k'p'f'kc.'f'g'q'p'q'cu'f'gp'rc' Cti gpvpc' \*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'gmr \*C wqj kvqt k.'4242+0Ugi Àp' Cp' dcnDqtf gtgu."  
"la ventaja de tener la misma plataforma nos dio mucha flexibilidad para jugar si hay más  
demanda de SW4 o de la pick up" \*Nc'P 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'c'gp'gn'  
T<sup>2</sup>i ko gp' f g' K r qtvcel'p' f g' Dkpgu' K'v'gi tcv'gu' f g' òI tcv'f gu' Rtq{ gevq' f g' K'xgtuk'pö'  
\*T guqmwel'p'P à'478 4222+'r ctc'rc'ko r qtvcel'p'f g'dkpgu'uk'p'f gtgej qu'f g'ko r qtvcel'p's wg'  
h'qto cp'r ctvg.'gzenw'k'co gpvg.'f g'wpc'pwgxc'f'pgc'f g'r tqf week'p'r ctc'rc'hcdtkecel'p'f g'rc'UWX"  
UY 6'r qt'wp'o qpv'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." wq' f g' mqu' xgj 'f'w'qu' p'cel'q'pc'rgu' 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 kwz' 9'À'I p'gtcel'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'dcn'f g'  
Vq{ qvc'"\*Dcn'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{ gevq'KO X'o w'g'ut'c'e»o q'gn'  
r c'f'u'h'qto cdc'r ctvg'f g'wpc'g'ut'cv'gi k'f g'o a u'rcti q'r rc| q'f g'rc'eqo r c'o 'f'c'o w'k'p'cel'q'pc'rc'neq'p'gl'g'  
gp'rc'g'zr qtvcel'p'r ctc'rc't'gi k'p'0'Guv'ug'gpo ctecdc'gp'w'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'dcn'c'k'p'ek'qu'f g'uki m'0'  
Guv'r tq{ gevq'ko 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 kwz'{"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'q'x'cf q'c'f g'Vq{ qvc'gp'Cti gp'v'pc.'cn'eqo r ct'vt'rc'r rrvchqto c'r tqf wek'x'c'r ctc'  
rc'hcdtkecel'p'f g'f qu'xgj 'f'w'qu'f kulpvqu.'h'q'è'w'cn'g'r gto k'k'»'c'j q'ttct'è'qu'qu'gp'eqo r ct'cel'p'è'qp'  
uw'eqo r g'w'f qt'gu'r tqf weq't'gu'f g'r kem'wr u'0'Guv'qu'up'q'v'qu'f g'mqu'h'ce'v'q't'gu'f g'v'gto k'p'cp'v'gu'f g'rc'  
v'c{ gevq'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'eqpuge'w'g'p'ek'f gn'rc'p| co k'p'v'q'f gn'r tq{ gevq'."gp"4224"ug'è't'g'c'wpc'pwgxc'g'ut'w'w'w'c'  
cn'k'p'v'g't'k'q'f g'rc'o w'k'p'cel'q'pc'rc'neq'f g'VO E.'f gp'qo k'p'c'f c'Vq{ qvc'O gtequw'0'Guv'v'gp'f'c'c'uw'ecti q'rc'  
eqqt'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'g'h'ngl»"“la firme intención y vocación de Toyota de avanzar firmemente en el mercado  
latinoamericano, afianzando su presencia dentro del sector automotriz” \*Dcn'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 gpvq" cti gpvkp q" f g"VCUC0Guv"glgewkxq"j cd"fc"ukf q"i gt gpvq" f g" Tgewtuqu"J wo cpqu" f guf g"3; ; 7'j cuvc" 4225." ewcpf q" ug" stcurf»" c" Dtcuki' r etc" qewr ct" r" f ktgeek»p" f g" Tgewtuqu" J wo cpqu" { " Rrcpgco 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" guv" r tq{ gevq" wxq" wp" qdu³ ewr" gur ge"heq<" r" eqo r gvpekc" kpvgt pcekqpcn" eqp" Vq{ qvc" Vckrcpf kc0 Vcn' eqo q" ug" f gucttqm»"gp"gr'ecr "wru"cpvgtkqt."Vckrcpf kc"ug"guvcdrgck»"eqo q"gn'hub"o wpf kn'f g"r tqf week»p" f g"Vq{ qvc"J kwz."eqp"i tcpf gu"xqnÀo gpgu" f g"r tqf week»p" { "cnqu"pkxgrgu" f g"eqo r gvkkxkf cf 0Nc" f ktgevqtc" tgi kqpcn' f g" Hkpcp| cu" uquvkpg" 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" guv" f gucl"fq." f guf g" r" hkn'cn' rjecn' wxkgtqp" s w" r tqr qpgtug" *“ser competitivos genuinos”* \*K tqhgukqpcn" 43 B 4244+0' Uki wkpqf 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." gpv gxlwv" r gtuqpcn" 39194244+0'

Gp"ewcpvq" c" rcu"xgpvc"cu" f g" equvqu" f g" Cti gpvkpc" eqp" Vckrcpf kc." iqu" glgewkxqu" f g" VCUC" tgo ctecp" iqu" vcvf qu" eqo gtekrqu" f g" Cti gpvkpc" eqp" iqu" r c" iqu" f g" Co 2 tlec" Ncvpc" \*xgt" Ecr "wru" 4+ " { "gn'equvq" f gn' hrgv." s w" gu"uwucpvkxco gpvq" o gpqt" f cf c" r" r tqzko kf cf "i gqi tª hcc0Rqt" qvtq" rcf q." r" r tlpckr cn' f guxgpvc" ug° cncf c" r etc" Cti gpvkpc" gu" r" ecti c" lo r qukkxc0' Gp" ewcpvq" c" r" ewguk»p" rcdqtcn" cni wpqu" glgewkxqu" ug° cncp" gn'o gpqt" equvq" f g" r" o cpq" f g" qdtc" vckrcpf guc" { "uw" cnc" f kckr rkc." ukp" go dci q." r" ecti c" f g" iqu" ucrtkqu" gp" rcu" xgpvcu" vqvcrgu" f g" r" kpf wutkc" cwqo qvtk" "pq" gu" vcp" uki p hccvxc" gp" eqo r cteck»p" eqp" qvtqu" ugevqt gu" kpf wutkrcgu." eqo q" gn' vgz vk0Rctc" VCUC." gn'r guq" f g" iqu" ucrtkqu" uqdtg" rcu" xgpvcu" pvcu" f wcpvg" gn'r gt" qf q" dclq" guwf kq" xctk»" gpv g" gn'5' " { "gn' : " \*xgt" I tª heq" 2/38" f gn' Cpgzq" Guvcf " iurkeq+0'

Uk" go dci q." r" tgrck»p" eqp" iqu" vcdclcf qt gu" u" gtc" uwucpekcm gpvq" f kgt gpvq" gpv g" Vckrcpf kc" { " Cti gpvkpc0' Gp" r ct vewret." gp" gn'eco r q" rcdqtcn' ug" tgi kumctqp" hwgtvqu" vgpukqpgu" gpv g" VCUC" { " gn' UO CVC" gpv g" 4225" { " 42290' Ugi Àp" F kgi q" Rrcf q." r" eqo r c° "fc" uwtk»" wp" eco dlq" f tcoª vck" 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 vck" f g" 4228." uqu" cti gpvkpcu" f kki kgtqp" r" eqo r c° "fc." cwps wv" cr tqzko cf co gpvq" r" o kecf" 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 tgvpf p{ "pgi qekt"eqp"vqf cu"rcu"go r tgucu"gp" hqto c" uko wñ pgc" { " wuct" r" o kuo c" gwtcvgi kc" eqp" r" kpf gr gpf gpek" f g" s wg" Vq{ qvc" j cd{p" o cpvqpf q" r'hwgpg'f g'vtcdclq'f g'rc'f gpvg" { "rcu'vq'cu'j cd{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" gpvqegu"s wgf »"j cuvc" f gueqmecc" r qts wg"hwg"wp"eco dlq" f g"tgi r"cu"o w{ "f t° uweq0Cj p{u"j wdq"ukwcekqpgu" f g"eqphleq"dcuwpvg"ko r qtwpvgu"s wg"uki pkkectqp"s wkgu" f g"eqqr gtcekp." r ctqu."vgo cu"s wg"uwht"vqf c"r" kpf wwtk." r gtq" s wg" c" Vq{ qvc"hg"equ»" b wej q"cuco kctm0Guq"hwg"j cuvc"gn4228/4229" { "f gur w"u"eqp"wp"r qeq" f g"cr tgpf k clg"o wwg."vcpvq" r qt" r ctvg" f gn'upf kcvq." s wg"co dlē p"wxq"wp"eco dlq" f g"eqpf weekp"gp"gric° q" 4228"ewcpf q"cr ctgeg"gn'pwgq"rkf gtc| i q" f g" Tlectf q" Rki pcpgrk"eqo q" r qt" r ctvg" f g" Vq{ qvc." ug"go r kgl c" c" eqput wk" wpc"pwgxc"tgrcekp"gpvg"co dqu"gp" f qpf g"ug"go r kgl c" c" dwuct"wp"pwgxc" r wpvq" f g"dcwpeg"q" gs wkrdt k0Guq" s wg"vggo qu"j q{ . "wpc"zegrpvg"tgrcekp"eqp"r"i gpvg" f g"UO CVC." o a" u"cm" f g" s wg"ecf c" wpq"gpvqpf g" { "tgeqpqeg" f g" s wg"tgr tgupe"kpvt gugu" f kwpvqu" s wg" c" xgegu"uqp"eqp"r wguqu" r gtq" f qpf g" f g" c" r qeq"gn'UO CVC"xc"gpvqpf kpf q" s wg"Vq{ qvc"gu" f kgtgpvg"cn'tguq" f g"rcu"vgt"o kpcgu" { "s wg"gn'gur p{kwf g" r"eqo r c° p" gu"wp"gur p{kwf g"eqqr gtcekp" { "pq" f g"eqphtppcekp" \*tgewr gtcf q" f g" F qrgpurn{ . '4234-0" "

Cf go a u" f g" r" tgf weekp" f g" eququ" { " f g" r" ukvqp{p" eqp" gn'upf kcvq." qvtq" hcevt" f gvtgto kpcpvg" f gucecf q" r qt" rqu" glgewkxqu" r ctc" mgxct" c" ecdq" r" co r rkekp" dclq" gn' r tq{ geq" K0 X"hwg" gn' qdglvqxq" f g" kpvqvt" cktct" c" r" go r tguv" f g" rqu" xckxgpgu" f gn'ekem" geqp»o leq" cti gpvqpf0' Cu" r" r" f ktgevtc" f g" Hkcp| cu" uqukpgp" 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{wecu" f g" r" ecf gpc" i" mdcn' f g" xcmq" gp" r" kpf wwtk" cwqo qvtk " /gp" r" s wg" { c" pq" ug" ewpvc" eqp" kpf wwtkcu" kvgi tcf cu" c" plxgn' pcekqpcn' ukpq" eqp" wpc" r qtekp" cnc" f g" cwqr ctvgu" ko r qtvcf cu" r" r" Aplec" hqto c" f g" gzenwk" rcu" ðewgukqpgu" o cetqö" r ctc" wpc" vgtgto kpcn' cwqo qvtk " gp" Cti gpvqpc" gtc" ugt" uwr gtcxkctk" eqo gtekm gpvg" r ctc" eqpvt" eqp" rqu" f » rctgu" pgeguctku" r ctc" rcu" ko r qtvekpqu" f g" r ctvgu" { " r kgl cu0: 4" Vcn'eqo q" ug" xkq" gp" gn' Ecr p{wq "4. " guvq"

3: 4" Rqt" wp" rcf q. "guvq" gu" o qpkqt gcf q" r qt" gn'0 kpkngtkq" f g" Rtqf weekp" c" r ctvt" f gn'pvgteco dlq" eqo gtekrleqp" Dtcukn' f g" ecf c" go r tguv" lpuetk r c" gp" gn' T2 i ko gp" Cwqo qvtk " f g" o qf q" vcn' s wg" rcu" go r tgucu" s wg" pq" ewo r npp" eqp" gn' xcmq" r tqveqrc" f gn' hgz" r cewf q" f gdgt p{p" ugt" r gpcf cu' eqp" o wncu' ceqt f gu" c" r" r2 tf kf c" f g" rcu" r tghg gpekcu' ctcegrctkcu" \*xgt" Ecr p{wq "4-0 Rgtq. " r qt" qvtq" rcf q. "gzkngp" b gecpkuo qu' lphqto crgu" c" r ctvt" f g" hqu' ewcrgu" rcu" cwqt kf cf gu' guvcrgu" r gto kvgp" o c{ qt" hgz kdkkf cf " r ctc" r" ko r qtvekp" f g" r ctvgu" { " xgj p{wq" c" rcu" hto cu' eqp" o glqt gu' tguwncf qu' gp" uwu" drcp| cu" eqo gtekrig0' Gp" gung" ugvkf q. " I wuxq" Ucn' pcu. " f ktgevxq" f g" VCUC" f guf g" 3; ; 8" { " r tgukf gpvg" f g" r" eqo r c° p" f guf g" 4244" uqukpgp" s wg" guv" gwtcvgi kc" ug" r rcpvg" f guf g" gn' tpekr kq" { " s wg" "por supuesto, en los últimos años, donde la Argentina ha tenido restricciones de divisas, ese modelo compensado y superavitario ha sido claramente un modelo exitoso" \*O qvt3. "42 134 4244-0"

hmg" wp" r tqdrigo c" j kx»tleq" gp" gn" ugevqt" cwqo qvqt" f qo 2 ukeq" { " 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 rpkhecek»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 crx| 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"

Critgur gevq. " Cp¶dcrnDqtf gtgu'tgo ctec. "

"

Nc" gutcvgi kc" gp" gn' O gtequw" hmg" guvdrgegt' r tqf wvqu' eqo r rgo gpvctkqu0Dtcukn' j ceg" gn' Eqqmc=" pquqvtqu" j cego qu' r c" j kmz0F gptvq' f g' hqu' cp' r kuku' s wg' j kelo qu' f g' r cu' f kxkpcu' r tqr wvqu' s wg' ug' b cpglctqp' vgp¶co qu" egtq" lo r cevq' pgi cvkxq0' Qdxkco gpvg. " c" plxgn' o wpf kcn' Vq{ qvc" guv" gp" hcxqt" f gn' eqo gteq" r kdtg" gpvtg" rqu" r c¶gu. " cvvpf kqpf q" c" r cu' pgegukf cf gu' r wvwcrgu' s wg' r wgf g' j cdgt" gp" ecf c" tgi k»p" q" r c¶u0P quqvtqu. " eqo q" r tkpek kq. " guvco qu" gp" hcxqt" f gn' r kdtg" eqo gteq" { " j cego qu' wpc" gutcvgi kc" f g' tcf kecek»p" f g' kpf wvutk" r ctc" s wg" ugc" r kdtg" eqo gteq. " r gtq" wco dlk' p" dcrpegecf 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. ""

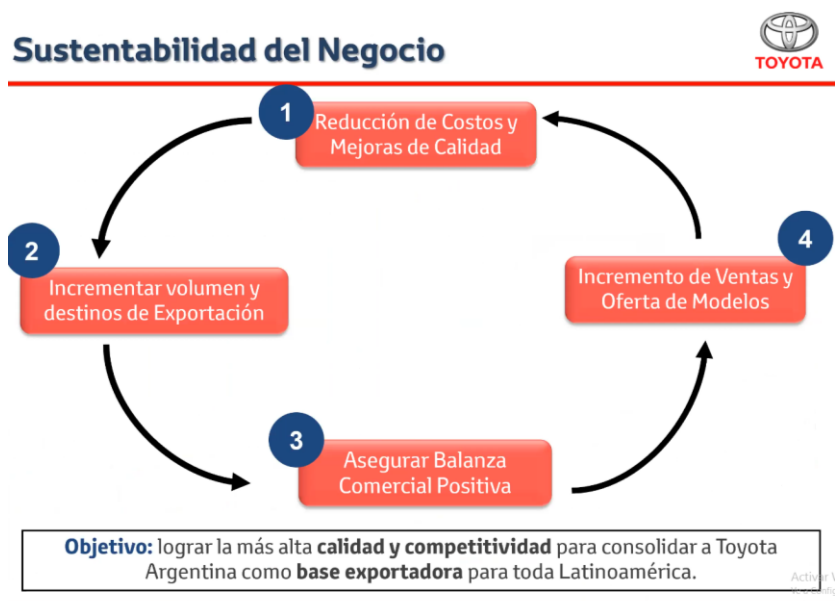
"

P wvutq" uwg° q" ukgo r tg" hmg" etgegt" { " eqpxgt vktqu" gp" gzr qtvcf qt gu0äRqt" s w² A'Rqt s wg" uk' xgu' r c" j kxqtkc" f g" Ncvkqco 2 tlec. " j cu' vgpkf q" wp" o qp»p" f g' etkuku. " gp" hqu' f kxkpcu' r c¶gu' f g' r c" tgi k»p0Gpvqpegu' gn' xqno gp" f g" Cti gpvkpc" pq" crncrp| cdc" r ctc" j cegtpqu" uwvwpvdrigo. " vgp¶cu' s wg" kt" c" wp" xqno gp" o c{ qt. " { " r ctc" guq" vgp¶cu" s wg" gzr qtvc" " " " Nc" kf gc" ukgo r tg" hmg" gpeqvctt" wp" dcrpege" 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" xcrqt0'Rctc" ugt" kpf gr gpf kqpv" f gn' vkr q" f g" eco dlq" pgegukdcu' vgpvt" wp" eqpvvpkf 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' Gpvqpegu. " uk' gn' f » rct' ug' f g' xcrwcdc" 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' txcfc" 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.'gpvtgxkuc'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'hwgtvg'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.'gpvtgxkuc'r gtuqpcn'3 19 14244-0' Gp'gug'ugp'wf q.'Hcdkrc'\ cpf crcl kpk'qu'kpg's wg'gn'ugetgvq'r ctc'o cpvpgt'wpc'dwpc'tgrcek'p' eqp'rc'ecuc'o cxtk'gu''mantenerlos informados, los ciclos siempre se repiten, tanto en manejo de divisas como en restricción a las importaciones, siempre nos adelantamos. Les avisamos qué está pasando y al mismo tiempo le damos la solución. Esta forma de actuar genera una relación de confianza, además de estar siempre supervisados por un expatriado que trabaja cerca de la Argentina y Brasil para hacer de "puente''''K tqhgukqpcn'43 15 14244-0'

Imagen IV-1 - Modelo de negocio de TASA

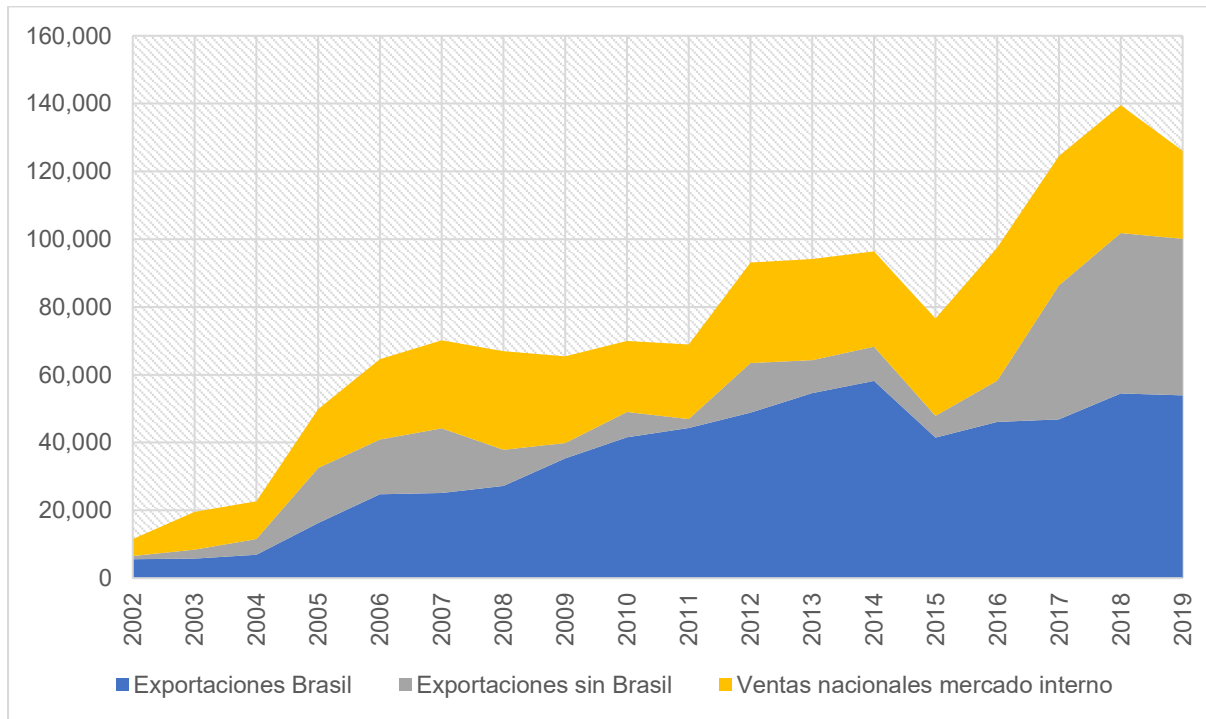


Hwpgv<f qewo gpv'kpvtpq'f g'VCUC'ceegf kf q'gp'42420'

F g'gug'o qf q.'gp'dcug'c'f lej c'guxtvgi kc'c'r ctvt'f g'rcu'kpxgtukqpgu'f gnr tq{ gevq'IO X.' Vq{ qvc'r cu'f g'r tqf wekt'3; 677'wplf cf gu'gp'4226'c'68884'gp'4227'{'87022'gp'4228.'f g'rcu' ewcrgu'gn'84' 'hwg'r ctc'gzt qtcel'p'xgt'I t'ahcq'KX/6+0F gpvtq'f g'guqu'f gukqqu'f g'gzt qtcel'p' ug'uwo ctqp'pwgxqu'r c'f'gu.'crgu'eqo q'J qpf wcu.'Rcpco a.'P lectci wc.'Tgr Àdrtec'F qo kplecpc'

{'Eqwv'Tkcc.'gptg'hqu'b' a u'ko r qtvcvgu0Cf go a u.'cwo gpvctqp'eqpukf gtcdrgo gpv'hu'gpx'qu'c'  
Ej kg.'O<sup>2</sup>zleq.'Gn'Ucxcfc qt' {"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<grdqtcckp'r tqr kc'gp'dcug'c'CF GHC'{"dncpegu0"

" P q"qduvcpv'c'r guct'f g'guv'gzkqu'f gugo r g° q'r tqf wvxxq'{"eqo gtekn'j cuw'4228."  
f guf g'guv'c° q'rc'htc c'ug'guvpe»'gp'rc'r tqf week»p'f g'87022'xgj 'fwmqu'cpwvngu'{'ug'r gtf lgtqp"  
i tcp'r ctvg'f g'hqu'b' gtecf qu'f g'g'zr qtvcckp'f g'hqu'c° qu'r tgxkqu.'s wg'go r gl'ctqp'c'ugt'cdcugekf 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' Guvq.' c" uw' xgl' . "ug'eqo r ngo gpv»' eqp' wpc' r q'f'lec' f g' f kurtkdwek»p' f g'  
f kxf gpf qu'f g'nc'go r tguc'gpvtg'4228' {"4232. 'hq's wg'ko r rle»'wpc'o gpqt'kpxgtuk»p'gp'rc'r rcpvc'  
mecn'f wcpvg'guqu'c° qu' \*xgt' I t° hleq' KX/7-0'



" Guv'gvr c'f g'gucpeco kpvq'r tqf wekxq."eqo gtekn'g'kpxgtuqt'ewro kp»'c'hkpgu'f g'4232." ewcpf q'gn'r t gulf gpvg"Cp'f'icn'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'ektew»" gp'rc"r tgpuc0'Gp" guvg"o cteq." VO E" eqo gp| »" c" tgcnk ct" r tqeguqu" f g" eqpvtqni" {" 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."gptgxkxrc'r gtuqpcn"3 19 4244-0"

Cu'f'ug'r wgf g'xgt's wg."c'r guct'f gn'gzkxquq'f gugo r g° 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" wo dR'p'uw'ko r qtvcpek"gp'rc'gutcvgi kc"{"f gugo r g° q'f g'rc'go r tguc0' Cf go ^ 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'ewgpc'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'ucnkf c'f g'Dqtf gtgu."F cplgn'J gttgtq."s wg'j cuw'gug'o qo gpvq'ug'f gugo r g° cdc" eqo q'f kt gevqt'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"kpvtxgpek»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."gptgxkxrc'r gtuqpcn"3 19 4244-0' Cf go ^ u."rc"pwgxc"cf o kpkmtcek»p" f g'rc"go r tguc"ug" r tqr wuq" cwo gpvt"rc"ecr cekf 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 ^ 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" gptgxkxrc'r gtuqpcn": 19 4244-0

Uki wkpq'f c'F cplgn'J gttgtq."gn'r tqeguq'r ctc'urkekct'rcu'pwgxcu'kpxgtukqpgu"{"cwo gpvt" rc"ecr cekf cf "f g'r tqf wek»p'pcek»"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'qhkekpcu'egpvtcrgu0'Gn'glgewkxq"uqukpgg"s wg"ug"ng'r kf k»"c"rc"ecuc" o cvtk <

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

"  
F g"guvg"o qf q."gp"4234"rc"htc c"mji t>"hcdtlect"; 2022"wpkf cf gu"gp"Cti gpvpc0'Guvg"  
kpetgo gpvq"ug"fkq"vco dlk p"eqp"rc"ucrlc"fg"wp"o qf gm"eqp"cnl wpu"eco dlqu"fg"rc"J knwz."  
ecvni cf qu"eqo q"oDki "O clqt"Ej cpi go"\*xgt"Vcdrc"KX/4+0'C"uw"xgl."c"r ctvk"fg"guvg"co q"rc"  
go r tgucl"mgi »"c"pwgqu"o gtecf qu"ko r qvcpvu."mgi q"fg"ewcvq"co qu'fg"cnl"eqpepvtcekp"fg"  
rcu"gzr qtcekppgu"gp"Dtcukl"xgt I t<sup>a</sup> hleq"KX/6+0'Vcn'gu'gnlecuq"fg'E qmjo dlk"eqp"908: : "wpkf cf gu."  
cnl w"ug"ig"gzr qtvccl"r qt"r tko gtc"xgl."{"RgtA"4053+{"Ej kg"97; +.s w"ug"igu"xqk"lc"gzr qtvt"  
mgi q"fg"ewcvq"co qu'ukp"j cegtm"xgt I t<sup>a</sup> 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 kpl| c"chckp| ctug"eqo q"gn'hub"fg"r tqf weksp"fg"r knl'wru"  
o gfkpcu"s w"ug"fguetklk"gp"gn'Ecr "wru"40'Gp"r tko gt"mi ct."c"r ctvk"fg"gn'4232"ug"eqo gp| »"c"  
r tqf wek"rc"Xqmuy ci gp"Co ctqm"eqphqto cpf q"cu"Cti gpvpc"eqo q"Apkq"egpvt"o cpwcewgtq"  
c"plxgn'o wpl knl'fg"fkj q"r tqf weq"{"eqp"wpc"qtkgpcekp"gzr qtvcf qtc."r tlpekr cm gpvg"j cek"  
Co<sup>2</sup> tlec'Ncvpc"GrO wpl q."3944232+0: 5'F g"guvg"o qf q."Xqmuy ci gp"eqpepvt»"uw"r tqf weksp"  
gp"gnl c"fu"gp"mu"o qf gmqu"Co ctqm"{"Uwcp.<sup>3: 6'</sup>cf go<sup>a</sup> u'fg"rcu'eclcu"fg"tcpuo kulp"gp"E»tf qdc0"

Gp"ugi wpl q"mi ct."gp"4234"Hqtf"rcpl| »"uw"pwgxc"xgtukp"fg"rc"Tcpj gt."r tko gt"xgj "wru"  
fg"o qf gm"i mdcn's w"wkkl cdc"rc"o kuo c"r rvcqto c"r ctc"ugt"r tqf wekf q"gp"fg"knkpcu"r ctvu"fg"gn"  
o wpl q0Cnli wcn's w"rc"J knwz."rc"Hqtf"Tcpj gt"gtc"r tqf wekf c"gp"Vckrpf k"{"Uw"atlec"eqp"wpc"  
r rvcqto c"gp"eqo Ap."{"uw"xgtukp"cti gpvpc"guvdc"qtkgpvcf c"r tlpekr cm gpvg"ccdcuvggt"gn"  
o gtecf q"rc"wpqco gtlecpq"\*Nc"P cekp."4194234="kRtqhukqpcn"4194234+0'Cu"fg"guvg"co q"

---

<sup>3: 5'</sup>Nwgi q"guvg"o qf gm"hwg"r tqf wekf q"vco dlk p"gp"Crno cplc"j cuvc"4242"{"gp"Gewf qt"fg"guvg"423: "j cuvc"42420'Guv"  
hwg"rc"r tko gtc"r knl'wru"fg"kuo"cf c"r qt"Xqmuy ci gp0Ukp"go dclt q."c"r guct"fg"gn'zlkq"fg"rc"Xqmuy ci gp"Co ctqm"gp"gn"  
o gtecf q"cti gpvpc"{"fg"uwu"lo r qtvcpvu"gzr qtcekppgu."guvc"uqrgf cf"cnl'pvtlqt"fg"Xqmuy ci gp"i mdcn'ig"lwi »"gp"  
eqpvt'cnl qf gm"{"c"rc"bur gekrlk cekp"fg"rc"htcrlcti gpvpc"fg"Xqmuy ci gp"gp"Light Commercial Vehicles"NEXu0'  
Rtc"eqo r ctvk"eququ"fg"gucltqm"fg"r tqf weq"{"rc"tqxgej ct'geppqo "cu"fg"guvcc"{"cncpeg."Xqmuy ci gp"ig"egf k"  
rc"r tqf weksp"fg"rc"pwgxc"xgtukp"fg"rc"Co ctqm"b"Hqtf."s w"rc"tgekrlk ct<sup>a</sup> "gp"dcug"rc"r rvcqto c"fg"rc"pwgxc"Tcpj gt=  
egukp"s w"ug"fg"lq"gp"gnl cteq"fg"wp"eqpxgplq"i mdcn'fg"crecpeg"o<sup>a</sup> u'i gpgtcl'gvt'g'co dcu'cwqo qvlegu'cpwpekcf q"  
c"o gfkcf qu'fg"gn'4242"b"Hqtf."32184242+0C"uw"xgl."gu"lpvgtgucpv"fg"guvcc"t's w"guvg"pwgxc"xgj "wru"gu"fg"kuo"cf q"gp"  
Cwvccrkc."fg"ppl'fg"Hqtf"ppl'wgp"wp"rc"rc"o cpwcewgtc"fg"gdlf q"cu"lwekgtg"gp"4238"r gtq"l"wp"egpvtq"fg"lpi gplgt"lc"  
\*Ectu"l wpl g."461614244+0

<sup>3: 6'</sup>Gp"423: "ug"hpckl c"rc"r tqf weksp"fg"Uwcp"{"gp"4242"ug"eqo kpl| c"eqp"rc"htc"lecekp"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":<sup>7</sup>"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"guv"o qf q."rc"r tqf week»p"fg"xgj "ewrqu" eqo gtelekrgu"hxkcpqu"gp"Co <sup>2</sup>tlec"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” \*Ent"p."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
<b>Chicas</b>	Chevrolet	Montana	Brasil
	Ford	Maverick	México
	Fiat	Toro	Brasil
		Strada	Brasil
	Renault	Duster Oroch	Brasil
	Volkswagen	Saveiro	Brasil
<b>Medianas</b>	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
<b>Grandes/Full size</b>	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'

<sup>3, 7</sup>"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"guv"o qf q."rc"r tqf week»p"fg"xgj "ewrqu" eqo gtelekrgu"hxkcpqu"gp"Co <sup>2</sup>tlec"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” \*Ent"p."38154239+0

Cf go <sup>3;8</sup> 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' hcdtkecekp. "gunc' xgl' "gp" Uqtqecdc "Ucp" Rcdm+. "gpecti cf c' f' g' r tqf wek' r' qu' eqo r cevu' Gvku' gp' u' u' xgtukqpgu' hatchback" {"ugf<sup>a</sup> p0: <sup>8</sup> "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 rkecekp' 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' hpcpekgt' c' i' mdcn' f' g' 422: /422; . "cn' eqo q' ug' xkq' gp' gn' ecr' "wmm" cpvgtkqt' 0' Cn' t' gur gevq. "F cplgn' 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' qvxxq. "gp" 4235' Vq{ qvc" etg > r' f' kxkukp' f' g' Co <sup>2</sup> tlec' Ncvpc' {"gn' Ectkdg' {"r' qu' ekqp > "cn' gunc' f' q' wplf' gpug' Uvxxg' U0Cpi' 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' vgo r' qu' f' gunc' eqpxgt' vkt' ug' gp' wpc' eqo r' c' o' "c' i' mdcn' 0' Cj' qtc' ug' gu' "hcecrk' c' pf' q' gp' o' gtecf qu' gp' f' gucttqm' eqo q' r' "Cti' gpvpc' {"Dtcukn' 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 <sup>2</sup> tlec' Ncvpc' {"gn' Ectkdg' 0' Gpvqpegu. "r' qf' go qu' vgo' ct' o' <sup>a</sup> u' f' gekukqpgu' c' p' kxgn' m' eci' {"j' cegtm' f' g' o' qf' q' o' <sup>a</sup> u' t' r' k' f' q' "Nc' P' cel > p. "441; 14235-0'

"

F' g' gung' o' qf' q. "gp" Cti' gpvpc. "n' wgi q' f' gn' cwo gpvq' gp' r' r' tqf weekp' c' r' ecp' | c' pf' q' r' cu'; 2' o' k' l' wplf' cf' gu. "r' qu' gu' h' wgt' | qu' ug' eqpegpvt' ct' qp' gp' eqpugi' wkt' wpc' p' w' g' x' c' l' p' x' g' t' u' k' p' t' <sup>2</sup> eqtf' r' ctc' cwo' gpvct' c' Ap' o' <sup>a</sup> u' r' "ecr' cek' 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' q' u' 0' C' u' | "r' qu' gl' gew' k' x' qu' f' g' VCUC' {"gn' UO' CVC' "h' wgt' qp' gp' f' k' u' k' p' v' cu' q' e' c' u' k' q' p' p' u' c' "l' c' r' > p' r' ctc' "k' p' u' k' u' k' t' "gp' gn' q' v' t' i' co' k' g' p' v' f' g' f' lej' c' l' p' x' g' t' u' k' p' 0' T' k' e' c' t' f' q' R' k' i' p' c' p' g' m' k' 'eqo' gpvc' s' wg <

"

---

<sup>3;8</sup> Cf go <sup>a</sup> u. "kpuvcn" c' uw' crt' gf' gf' qt' c' 34' r' tqxggf' qt' gu' egpvt' c' gu' f' g' r' cu' ewcrgu' 8' f' g' gn' cu' g' t' c' p' l' c' r' q' p' g' u' c' u' follow-sourcing \*Vq{ qvc" Vuwj' q' Ugg' n' c' p' f' "Ueter. "Vq{ qvc" Dqu' q' m' w' Rk' m' p' i' v' q' p' / P' k' r' r' q' p' Ugg' n' I' r' cu. "M' c' p' l' k' n' q' . "Ucp' q' j' \*k' l' w' w' n' k' g' v' c' r' n' 0' 4237-0' Ugi' Ap' F' c' p' l' g' n' J' g' t' t' g' t' q' . "s' w' g' p' "g' u' w' x' q' c' e' c' t' i' q' f' g' n' r' t' q' { g' e' v' q' f' g' r' h' c' d' t' k' e' c' e' k' p' f' g' n' G' v' k' u' gp' Dtcukn' ug' l' p' v' g' p' w' j' c' e' g' t' "gp' r' "Cti' gpvpc' r' g' t' q' p' q' r' t' q' u' r' g' t' > {"h' p' c' m' gpvg' ug' j' k' q' gp' Uqtqecdc. "Ucp' Rcdm. "r' q' t' r' n' f' l' h' g' t' g' p' e' l' c' "gp' r' qu' l' p' e' g' p' v' k' x' qu' g' z' k' u' g' p' v' g' 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' a' 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' k' l' > p' R' t' q' f' w' e' k' x' c' . "3: 1914244-0' Gunc' o' cte > "w' p' h' w' g' t' w' l' o' r' w' u' q' f' g' r' "h' k' i' c' n' i' d' t' c' u' k' g' t' c' "x' g' t' I' t' <sup>a</sup> h' e' q' 2/32' f' gn' C' p' g' z' q' Gunc' f' l' n' e' q' - "u' l' p' go' d' c' t' i' q' . "r' c' t' v' e' k' c' e' l' > p' f' g' Vq{ qvc" gp' gn' v' c' n' f' g' r' n' "k' p' f' w' u' t' l' c' "c' w' q' o' q' v' k' i' " d' t' c' u' k' g' o' c' "e' q' p' v' p' w' " u' l' g' p' f' q' o' g' p' q' t' . "w' d' l' e' <sup>a</sup> p' f' q' u' g' f' g' u' <sup>a</sup> u' f' g' H' l' c' v' I' O . "X' q' m' u' y' c' i' g' p' . "T' g' p' c' w' n' i' J' { w' p' f' c' k' t' g' u' r' w' e' k' x' c' o' g' p' v' g' "x' g' t' I' t' <sup>a</sup> h' e' q' 2/39' f' gn' C' p' g' z' q' Gunc' f' l' n' e' q' - 0' R' q' t' q' v' t' q' r' f' q' . "r' "h' k' i' c' 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' <sup>a</sup> u' w' r' tqf weekp' n' wgi q' f' g' 42280'

Vwxko qu'wpc'tgwplp'p'ercxg.'rc'Ànko c'tgwplp'gp'Lcr »p0Guvdc'vqf q'gnif kt gevqt kq'f'g'Vq{ qvc.'{ 'gnir tguif gpvg'  
f'g'Vq{ qvc'c'pkxgnlpgt pcekqpcnif keg's wj' cd'fo qu'j' gejq' o' wej' cu'equcu.'s w'rc'r' tqf weekp'ugi w'f' lwdkpgf q."  
s w'gn'o' gtecf q'ugi w'f' f' go c'p'f' q'p'f' q'."{ 's w'g'v'p'f'p' s'w'g'j' ceg'v'p'c' i' t'cp' l'p'x'g'tu'k'p' f'g'w&u3022'o' kmppgu0Nq'  
r qp'f'c'c'eqpukf gtecelp'f' gnif kt gevqt kq'0' "t'g'uvdc'f' ghkpk's w'k'p'i' c't'cp'w'k' cdc'guvq0' "ukp'r' qp'gt'p'qu'f'g'cewgtf q."  
ngxcpvq'rc' o' cpq'q'{" 'ngxcpvq'rc' o' cpq'J' gtt'gtq0' "gnir tguif gpvg'f'g'VO E'f' keg's w'g.'uk'rc'go' r' t'guc'cti' gp'v'pc'  
m' i' c't'cp'w'k' c' {"m' i' c't'cp'w'k' c' gn' ukp'f' k'ecvq." uqmq' v'p'p'go' qu' s' w'g' cr' tqdct' rc' l'p'x'g'tu'k'p' \*T'lectf' q' Rki' p'c'p'gnk"  
gpvtgxkuc'r' gtuqpcn': 04244+0'

"

Ugi Àp' F' c'p'k'gn' J' gtt'gtq. "guc' f' go' q'ut'cel'p' f'g' x'q'np'v'cf' "v'cp'vq' f'g' VCUC" eqo' q' f' gn'  
UO CVC'gp'Lcr »p'hw'g'f' g'v'g'to' k'p'c'p'v'g'{"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' k'uk'p'Rt'qf' w'v'k'c."  
3: 04244+0F' g'g'uv'g'o' qf' q'."gp'ugr' v'k'go' dt'g'f'g'4235."Vq{ qvc' C'ti' gp'v'pc'c'p'w'p'ek'p'w'p'c' l'p'x'g'tu'k'p' f'g'  
w&u: 22"o' kmppgu' f' gu'k'p'c'f' c'c'rc' co' r' r'k'c'el'p' f'g'uw' r' r'c'p'v'c' f'g' \ a' t'c'v'g'0' Nc' l'p'x'g'tu'k'p' /rc' o' a' u'  
ko' r' q't'v'p'v'g' j' cu'v'c' gp'v'p'egu' t'g'c'rk' c'f' c' r' q't' w'p'c' c'w'q'o' q'v't'k' "gp' gn' r' c'f'w' /" v'p'f'c' eqo' q' q'dl'g'v'k'x'q'  
k'p'et'go' gp'v'ct'rc' r' tqf' weekp' f'g'; 4022" c' 362022" x'g'j' f'w'w'qu' c'p'w'c'ng'u' {" r' qu'k'ek'p'c't' c'rc' h'k'k'c'n'  
c'ti' gp'v'pc' eqo' q' dcug' f'g' r' tqf' weekp' {" g'z'r' q't'v'c'el'p' f'g' m'u' o' qf' gn'u' J' k'w'z' {" UY 6' r' c'tc' C'o' 2' t'k'ec'  
Nc'v'pc.' i' c'p'c'p'f' q' p'w'g'x'qu' o' gtecf' qu' \*C'w'q'j' k'v'q't'k'c. "4242+0C' f' go' a' u."g'uv'g'f' g'ugo' d'q'nu'q' g'tc' gn' o' a' u'  
i' t'c'p'f' g'f'g'VO E' h'w'g'i' q'f'g'rc' e't'k'uk' h'k'p'c'p'el'g'tc' b' w'p'f' k'c'n'f' g'422: \*Vq{ qvc' I' m'dc'n': 15 04238+0'

Guc' l'p'x'g'tu'k'p' h'w'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'w'i' c't' r' t'2' u'co' qu'  
r' tqf' w'v'k'x'qu' f'g' g'p'v'k'f' c'f' gu' h'k'p'c'p'el'g'tc' u' p'c'ek'q'p'c'ng'u' r' q't' &4095" o' kmppgu' \*w&u477" o' kmppgu' c'n' v'k' r' q'  
f'g' eco' d'k'q' f'g' h'k'p'g'u' f'g' 4236+0' G'p' u'g'i' w'p'f' q' n'w'i' c't' "v'g'u' e't'2' f' k'qu' f' gn' H'q'p'f' q' r' c'tc' gn' F' g'uctt'q'm'q'  
G'eqp' »o' k'eq' C'ti' gp'v'k'p'q' \*HQP F GCT +f' gn' G'uv'f' q' p'c'ek'q'p'c'n' \*F' g'et'g'v'q' 828 04236+0' 9' F' qu' f'g' g'm'qu'  
f'g' &822" b' kmppgu' e'c'f' c' w'p'q' g'p' 4236 {" 4237" \*c'r' t'q'z'ko' c'f' co' g'p'v'g' w&u92" b' kmppgu' e'c'f' c' w'p'q' c'n' v'k' r' q'  
f'g' eco' d'k'q' q'h'k'c'k'n'f' g' e'c'f' c' f' g'ugo' d'q'nu'q' + {" q'v'q' f'g' &662" o' kmppgu' g'p' 4238" \*w&u53" o' kmppgu' c'n'  
v'k' r' 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'w'i' c't' "VCUC" u'g' g'p'f' g'w'f' » "eqp' d'c'p'equ' g'z' v'c'p'l'g't'qu' r' q't' w&u3; 2" o' kmppgu' 0' R'q't' Ànko' q.'rc' h'k'o' c'

3: 9' G'uv'g' h'q'p'f' q' v'p'f'c' m'u' q'dl'g'v'k'x'qu' f'g' g'ri' q'dl'g'v'k'x'q' f'g' < \*k' r' g'to' k'k't' w'p' o' c' { q't' c'ee'g'uv'q' c'n' h'k'p'c'p'ek'o' k'g'p'v'q' = \*k' r' t'q'o' q'x'g't'  
rc' l'p'x'g'tu'k'p' {" l'q' gn' e'q'p'uw'o' q' = \*k'k' e'q'p'v'k'd'v'k' c'n'f' g'uctt'q'm'q' f'g' r'cu' e'c'f' g'p'cu' f'g' x'c'm'q't' g'p' 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' g'eqp' »o' k'eq' {" u'q'ek'n'f' gn' r' c'f' u' = \*k'x' + e'q'p'v'k'd'v'k' c'rc' r' w'g'uv'c' g'p' o' c'tej' c' {" l'q' gn' u'q'uv'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' e'q'p' g'rx'c'f' q' e'q'p'v'g'p'k'f' q' v'g'ep'q'n' i' k'eq' "g'v't'c'v'2' i' k'ec'u' r' c'tc' gn' f' g'uctt'q'm'q' p'c'ek'q'p'c'n' q' ko' r' q't'v'p'v'g'u' r' c'tc' rc'  
i' g'p'g't'c'el'p' f'g' b' o' c' { q't' x'c'm'q't' c'i' t'g'i' c'f' q' g'p' r'cu' g'eq'p'q'o' f'c'u' t'g'i' k'q'p'c'ng'u' \*F' g'et'g'v'q' 828 04236+0'

3: " N'qu' r' t'2' u'co' qu' h'w'g't'q'p' k'p'f' g'p'f' k'g'p'v'g'u' c' w'p' r' rc' | q' f'g' 7" c'o' qu' e'q'p' 5" c'o' qu' f'g' i' t'c'el'c' u'q'd't'g' g'ri' e'c'r' k'c'n' e'q'p' w'p'c' v'c'uc'  
h'k'c' f' gn' 3; ' r' c'tc' m'u' r' t'ko' g't'qu' 4" c'o' qu' {" h'w'g'i' q' x'c't'k'c'd'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'  
e't'2' f' k'qu' h'w'g't'q'p' e'c'p'eg'nc'f' qu' g'p' uw' v'q'v'k'f' c'f' "gp' 423: 0' C' "uw' x'g'l' ." c'w'q'r' c't' v'k'uc'u' r' t'q'x'g'g'f' q't'cu' f'g' Vq{ qvc' v'co' d'k'p'  
t'g'ek'd'g't'q'p' e't'2' f' k'qu' HQP F GCT. "eqo' q' u'g' x'g't' a' g'p' gn' r' t' » z'ko' q' e'c'r' f'w'w'q'0"

eqp»" eqp" r" hpcpekcep" f g" VO E" c" txc<sup>2</sup>u" f g" r" r quvgti cek»p" f gn' r ci q" f g" f kxf gpf qu." tglpxk v<sup>2</sup> pf qmqu"gp"r" r rcpv"»Dcrrpeg"VCUC."43 19 4236+0" : : ""

Cf go <sup>a</sup> u." r ctc" guv" co r rkecep" VCUC" ug" dgpghke»" eqp" gn'T<sup>2</sup>i ko gp" f g" Rtqo qek»p" kpf wwtkn"»Ng{ "P cekqpcn"320769+."eqp" gn'ewcn"ug"gzko "c" f gn' r ci q" f g" kfi tguqu"Dtwqu" r qt "nqu" cwo gpvqu" f g" r" hcewtcep" f g" r" r rcpv" r tqo qekqpcfc" »xgt" Vcdm"2/; "f gn' Cpgezq" Guvcf "lweq+0" Guvqu" cr q{qu" guvcrgu" ug" uwo cp" c" vpc" ugtkg" f g" r qn"lwecu" r Àdrlecu" { " f kur qulekqpcrgu" kpuvwekqpcrgu" s wg" Vq{ qvc" Cti gpvpc" wkkk »"gp" guvcu" f<sup>2</sup> ecf cu" { "r gto kgp" r gpuct" s wg. "uk'dkgp" gn' Guvcf q" cti gpvpc" pq" f kki k»" guv" r tqeguq" f g" gur gekrk cek»p" f g" r" r tqf wek»p" cwqo qvkk " f qo <sup>2</sup> urlec." r ctc" gn'ecuq" f g" r" hto c" lcr qpguc" u" ceqo r c° »" guv" f gucttqmj" eqp" vpc" ugtkg" f g" o gf kf cu" f g" r tqo qek»p" { "cr q{q0

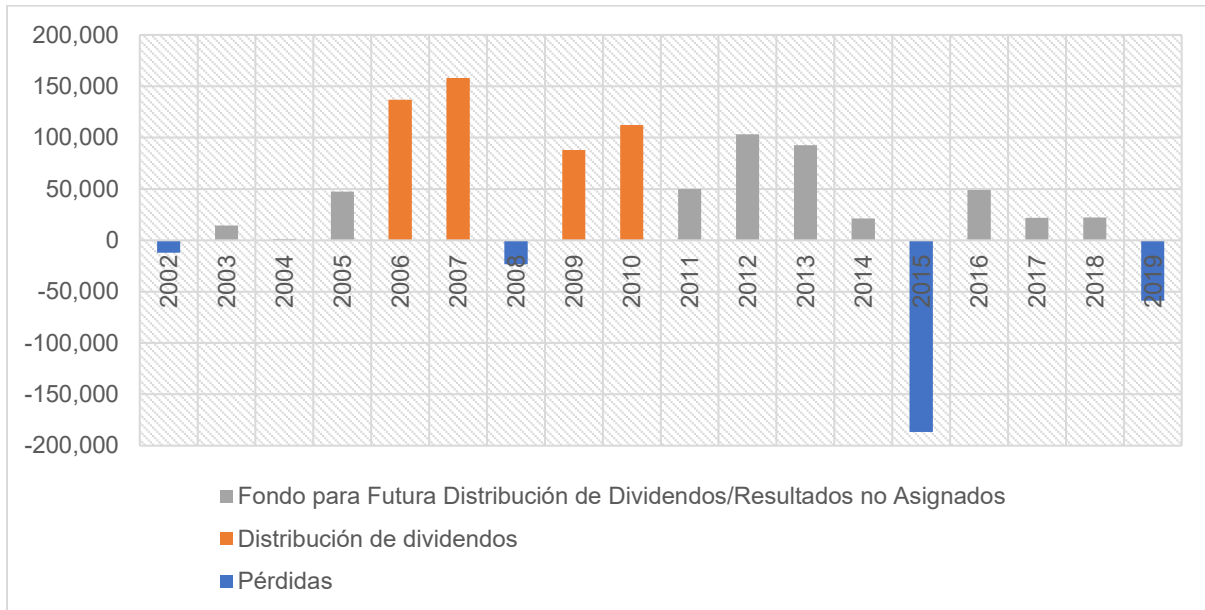
**Tabla IV-4 - Inversiones de TASA (dólares corrientes) (1997-2019)**

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

Hwpgv<grdqtccep" r tqr k" gp" dcug" c" dcrpegu" tgr qt vgu" f g" uwvpgvdkkf cf " { " qv cu" hwpgvur" tko ctlcu'

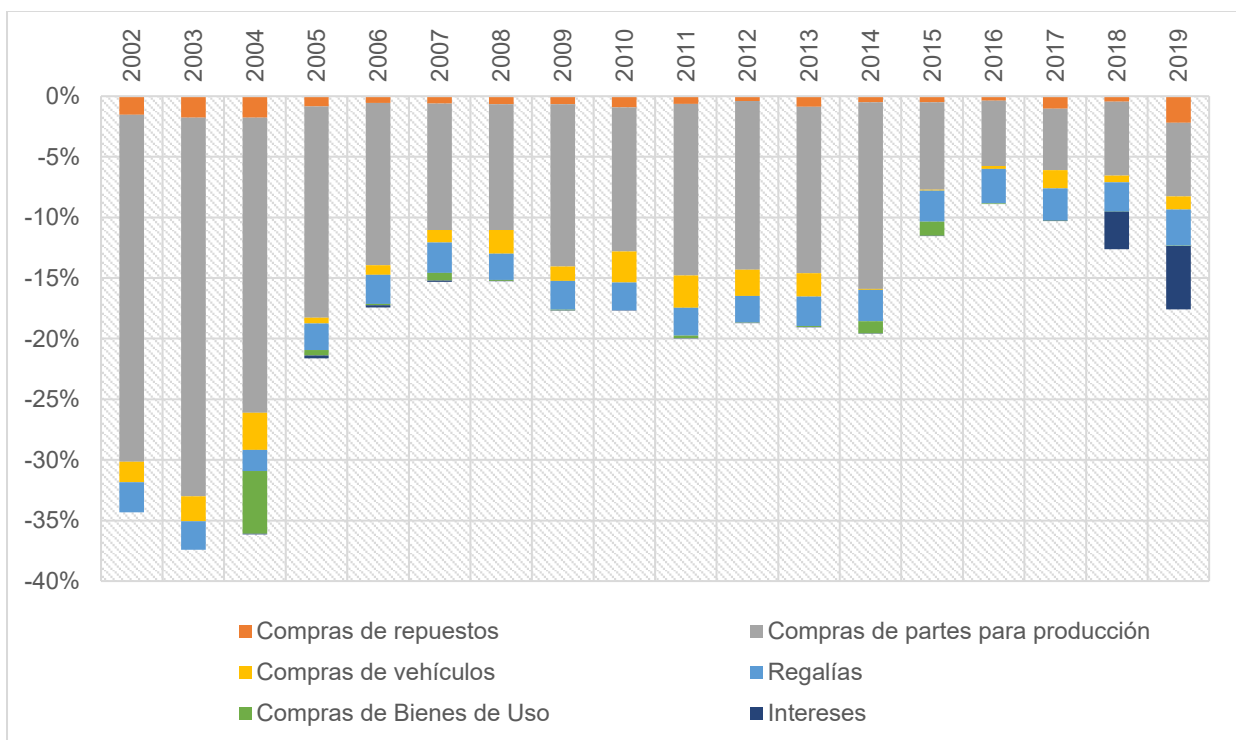
<sup>3</sup>: "Gp"4238"VCUC" eqpvtclq" vpc" f gwf c" eqp" r" ecuc" o cvkk " f g" &40 63" o knppgu" »v&u3: 2" o knppgu" cn' vkr q" f g" eco dlq" f gn' lo qo gpvq" f g" f gugo dqmqu" »Dcrrpeg" VCUC."48 18 4239+0

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



Hvpgv<gndqtck>p'r tqr 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' glgtekekq0'

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



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

Cf go <sup>a</sup> u. "guc"co r rkele»p"r tqf wekxc"ug"fkq"gp"grlo cteq"fg"wp"et gekgpvg"eqphke»kxf cf "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<sup>a</sup> pf gl "fg"Mtkej pgt."cvt cr cf q"gp"wp"ukwcele»p"fg"et gekgpvg"t guwkele»p"gz vgt pc"{"cwo gpvq"fg"rc"lphkele»p."ewr cdc"rc"rcu"vgo kpcrgu"cwqo qvtegu"r qt"i tcp"r ctvg"fg"guqu"r tqdrgo cu"gp"gr"ugevqt"Rgt gl "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 qtveckppgu."r gtq"rc"hto c"lcr qpduc"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"dlgp"gu"fg"nwq"r ctc"ht gpct"rcu"ko r qtveckppgu"fg"vgj "fwmq"fg"gnc"i co c."m"ewcn"i gpgt»"hwgt"vgt"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 knwz"pq"hwg"crcep| cf c"r qt"fg"fej cu"o gf kf cu"r qt"ugt"ecvni cf c"eqo q"wp"vgj "fwmq"fg"vtdclq."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 qtvepw"gp"rc"vte{gevtk"fg"rc"uwdukf kctk"gp"gr"rc"u0"Uk"dlgp"{"c"gzku"p"dcugu"guwewt crgu"uqdtg"rcu"ewcrgu"rc"go r tguc"ug"fg"gur ngi cdc"»gr"tqn"fg"rc"htken"cti gpvpc"gp"rc"qti cpk cke»p"o wkpceckppcn"rc"r tqf weke»p"fg"rc"lcm"wr u"o gf kpcu"eqp"wp"fg"cpf c"tgi kqpcn"gp"gzr cpuk»p."rc"r r vchqto c"r tqf wekxc"gp"eqo Àp"eqp"rc"UWX"UY 6."rc"eqo r ngo gpwceke»p"r tqf wekxc"eqp"Dtcukn"rc"r rcpkhecele»p"c"rc"ti q"r rc|q"eqp"uwr gt<sup>a</sup> xk'eqo gtekn"{"gr"etgeko kgpvq"fg"VO E"gp"o gtecf qu"go gti gpvqu"nwi q"fg"rc"etkuku"fg"422: /422; +rc"pwgxc"cf o kpkntceke»p"fg"rc"go r tguc"hwg"ercxg"gp"rc"qdvpeke»p"fg"pwgxcu"lpxgtukppgu"{"uwu"eqpugewgpvqu"cwo gpvqu"gp"rc"r tqf weke»p"{"gzr qtveke»p"fg"vgj "fwmq."i gpgtcpf q"wp"pwgxc"ko r wuq"gp"uw"vte{gevtk"cuegpf gpvq0F"fg"guvg"o qf q."gp"guvqu"co qu"ug"eqphqto ctqp"pwgxcu"ecr cef cf gu"i gtgpekn"gu"mecn"u"sg"ug"dcuctqp"gp"wp"pwgxc"rkf gtc| i q"go r tguctkn"gp"rc"hto c"gp"eqplwpvq"eqp"gr"cr q{q"{"eqqr gtceke»p"fg"gr"ukpf lecvq."rcu"r qn"kecu"r Àdrkecu"fg"r tqo qeke»p"ugevtkcn"{"rc"tglpxgtuk»p"fg"rcu"i cpcpeku"gp"rc"r rcpw0' Guvqu"rgo gpvqu."s wg"hqto cp"r ctvg"fg"rc"incrustación nacional"fg"rc"eqo r co "c."r gto kkgtpq"gr"etgeko kgpvq"fg"rc"r tqf weke»p"{"rcu"gzr qtveckppgu"nwi q"fg"4232."s wg"ug"ka p"co r rncpf q"gp"ngu"co qu"r quvgtkqtgu0'

"

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

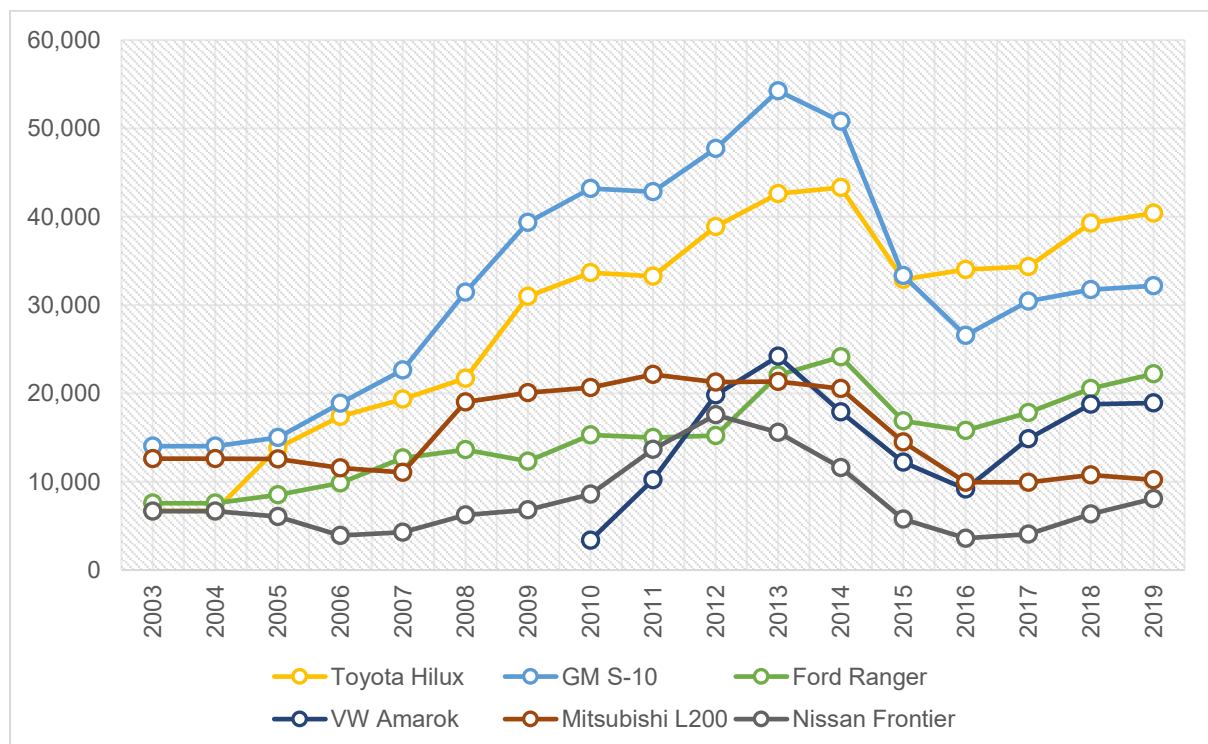
Ncu"pwgxcu"qdtcu"fg"co r rkele»p"hwgtqp"lpcwi wtef cu"gp"o ct| q"fg"4238"{"eqp"vgo r rctqp"rc"eqputweke»p"fg"wp"pwgxc"r rcpw"fg"glgu"vteugtqu."ej cuku."r kpwte"r qt"grgevtqf gr quleke»p."wp"pwgxc"r"p"gc"fg"guwco r cf q"fg"Ànko c"i gpgtceke»p"{"rc"eqputweke»p"fg"pwgxcu"r rc{cu"nqi "lkecu0'



Cf go a u."ug"eqputw{ »"wp"pwgxc"egpvtq"f g"f kvtkdvek»p"f g"tgr wguqu"r ctc"J kwz"{"UY 6."f g" 3: 022"o 4"\*Cwqj kwqtk."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 tlpekr 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"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'xgpfkf q"gp"Cti gpvpc" r qt"r tko gtc"xgl "gp"uw"j kwqtk."uw'gtcpf q"c"xgj "ewnu"geqp»o lequ"s wg"equwcdcp"vgtu"xgegu" o gpqu"s wg"rc"r ken'wr ."eqo q"gn'Xqmny ci gp"t qn'q"gn'Hlc'v'Rcnkq0Rqt"qvtq"rcf q."gp"4238"ug" tggucdngek»"rc"zr qt vcek»p"c"fgulpqu"rc"vppco gtlecpqu"gp"rc"equw"fgn'Rce"lleq"s wg"gtcp" cdcungekf qu"j cuw"gu"o qo gpvq"r qt"Vckcpf k0Cu"u"ug"tgcprf »"rc"zr qt vcek»p"c"RgtÀ"5654" wplf cf gu+."Ej kg"3085"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"fgulpqu"fg"Egptqco 2 tlec."r cucpf q"fg"389"c"30478"wplf cf gu"g"lpeqtr qtcpf q"rc"jugu" eqo q"Gn'Ucrkcf qt."J qpf wcu."P lectci wc"{"Repc o a "xgt"t a hleq"KK/: +0"

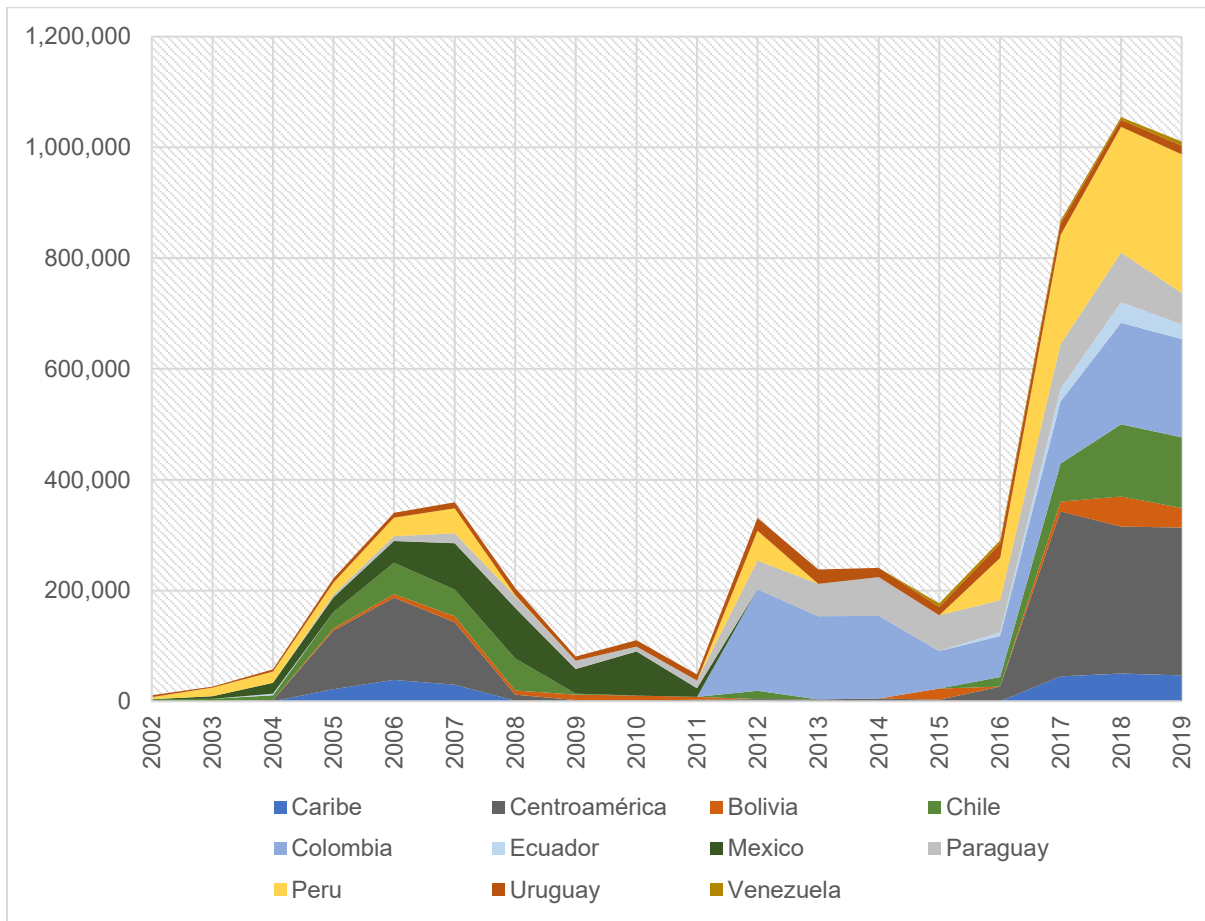
Gráfico IV-7 - Ventas de las principales pick ups medianas en Brasil (unidades) (2003-2019)



Hwpgv<gndqtcel»p'r tqr kc"gp"dcug"c"Hgpcdtcxg0

" Eqpvkwpf q"eqp"guv"pwgxq"ko r wuq"uegpf gpv."gp"4239"rc"go r t guc"mji t>>"cwo gpvct" rc"ecr celf cf "f g"r tqf week»p."crecp| cpf q"rc"hdtkceke»p"f g"3460755"xgj "ewmqu"gp"rc"r rpv"cf" g" \ ^ tcvg."m"ewcn'uw'gt»"co r nco gpv"cn'tguvq"f g"rcu'vgt o kpcrgu"\*xgt" I tª hkeq"KK/6+0" Cf goª u."gp" flej q" cº q"rcu"gzr qtvekpogu" c"vqf qu"mqu" f guvkvqu" 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 ckl" Rwgtvq" Tkeq" { "Tgr Àdrec" F qo kpcpc" \*xgt" I tª hkeq" KK/: +0Cu" r" rc" eqo r cº "c" eqpuki wk» "gzr qtvt" c"45" r c"pugu" Culo kuo q. "rcu"gzr qtvekpogu" c" Dtcukn" s wg' tgr t gupvcdcp" gn'9; " gp"4238" r cuctqp" c"gzr rlect" uqmq" gn'76' " f gn'vqcn" gp"4239. " f kxgtukhkecpf q" gp" i tcp" o gf kf c" mqu" f guvkvqu" f g" gzr qtveke»p" \*xgt" I tª hkeq" KK/6+0'

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



Hwgpv<gndqtc»p"r tqr k"gp"dcug" c"Uqhtcf g" { "Cf wpc0'

"

" Guvqu'mji tqv'eqo gtekrqu"ko r rlectqp"r tpekr cm gpv" f gur rc| ct" c"Vq { qc"Vckrcpf k"eqo q" r tqxggf qtc" f g" xgj "ewmqu" f g" guvqu" f guvkvqu" Rctc" G| gs wkn' Xcmglqu. " i gt gpv" f g" Cuwpvqu" I wdgt pco gpvrgu" { "Eqo gtekl'Gzvtkqt' f g"VCUC' f guf g"gn'4225. "eqp"cri wpqu" f g" guvqu" r c"pugu"ug"

vgp'c'ekgtv'xgpc'lc'gp'eqo r ctcek'p'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 kpc0<sup>22</sup>"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.'gpvtgxkuc'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'ewq'gp'guqu'f guvqqu'cn'  
o kuo q'r tgekl's wg'Vckrcpf kc'0Gtc'wp'r tqdrgo c'pwwgt'q'ngi ct'c'gug'equv0Gn's wg'tgekl'c'gp'gug'r c'f'u'pq'v'gp'c'  
s wg'xgt'p'kpi wpc'f'kgt'gpekc'r qt'j' cdgtug'r tqxkuv'f guf g'Vckrcpf kc'q'c'ti gpvpc'0Guq'hwg'gp'o cvgtkc'f'g'equvqu'  
{ "gp'o cvgtkc'f'g'ecrkf cf "co dl2 p0P q'v'xq { "c'pgi ct's wg'j' wdq'tgukngpekc'kplekn'f'g'Egpvtqco 2 tlec'udtg'  
vqf q."s wg'v'gp'f'p'wpc'ko ci gp's wg'gn'r tqf wevq'cti gpvq'g'tc'kphgtkqt'cn'cul2 v'eq0'Vckrcpf kc'j' cd'f'v'gpkf q'gn'  
o kuo q'f' gucl'f'q'ewcpf q'rc'J kww'r cu»'f'g'ugt'1cr 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'q'dwgpq'f g'rc'ecuc'bo cvtk. "  
ukpq's wg'co dl2 p'ug'mgx»'c'ecdq'wp'v'cdclq'f guf g'rc'hkcn'cti gpvpc'f'g'tgrckqpc'okgpv'{" "  
eqpxgpeko kgpv'eqp'hqu'f kwtkdwkf qt gu'f g'Vq { qvc'f'g'ecf c'wpq'f'g'guvqu'r c'f'ug'0Gp'gug'ugpvk'f q'."  
gn'glgewkxq'f'g'VCUC'luvukpgg.'"

"

Rctc'gzr qtvt'p'geguk' dco qu'eqpxgpegt'cn'f' tko gt'erkgpv's wg'gu'gn'f kwtkdwkf qt.'f gur w2 u'guv'gn'ekgpg'kpc'0'  
Rctc'guq'j' c { "eqpxgpekqpgu'cpwrcgu'gp'Lcr »p'{"ug'ekscdcp'c'rcu'tgi kqpgu'0Gug'c° q'ug'f'gek'k's wg'Cti gpvpc'  
r ci ctc'guc'eqpxgpekc'p'{"ug'j' ceg'gp'Cti gpvpc'0Ug'nu'kpxk»'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'vqegu'nu'r tko gtq'hwg'uqtr'gpf'gt'nu'eqp'rc'r rc'pvc'0'Nqu'  
f kwtkdwkf qt gu'pq'ug'lo ci kpcdcp'gpeqvtctug'eqp'wpc'r rc'pvc'f'gn'pkxgn's wg'j' c { "j' q { "gp'Cti gpvpc'0' "  
"ecf c" i gtgpv'f'g'wp'g' tgc'gp'Cti gpvpc'ug'gpecti »'f'g'wp'f'kwtkdwkf qt.'f'g'wp'r c'f'0'Wpc'i tcv'xgpc'lc'gu's wg'eqp'rc'  
o c { qt'f'j' cdno qu'gur c° qn'equc's wg'pq'r cuc'eqp'Vckrcpf kc.'gpvqegu'pqu'r wuko qu'c'f'kur qulek'p'f'g'ecf c'  
wpq'{"ug'i'gpgt»'wp'i twr q'f'g'cvgpekc'p'c'f'kwtkdwkf qt gu'0' "hgu'qht'geko qu'cni q's wg'pq'v'gp'c'Vckrcpf kc's wg'gu'  
s wg'ewcns wkt'eqpuwnc.'ewcns wkt'r tqdrgo c.'v'pgo qu'wp'i twr q's wg'cvkpgf'g'gp'gn'o qo gpv'rc'nc'o cf c.'{"gp"  
wpq'q'f'qu'f'f'cu'v'g'r wgf'g'r qpgt'wpc'r'gtuqpc'gp'gn'hi ct'r ctc'gxcnct'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 wcek'p'cn'hi ct'0Guq'f'kwtkdwkf qt gu'eqo r tcv'cwqu'f'g'Lcr »p.'Cuk.'GGWW."  
{ "gug'ugt'xlekq'nu'wxlgt'qp'luq'f'g'Cti gpvpc'0'hwg'dcuxp'v'g'zksquq'0'Vco dl2 p'nu'c { wf co qu'c'r gf'k'xgtukqpgu'  
pwxcu's wg'pq'v'gp'f'p'0'Guq'ug'j' ceg'c'v'cx2'uf'g'Lcr »p.'s wg'c'xgegu'nu'j' keltq'p'r'gtq'pq'guvdc'dk'gp'lw'w'k'ecf'q'  
{ "f'gn'rc'f'q'f'g'Lcr »p'pq'gpv'p'f'p'r qt's w2'r gf'f'p'gug'r tqf wevq'0' "pq'ug'nu'f'cdcp'r qt'wp'r tqdrgo c'f'g'  
eqo wplecek'p'0'["pq'v'qtqu'eqo q'k'pvt'qewqt'gu." {"j' cdn'p'f'q'gur c° qn'nu'c { wf co qu'eqp'guq'co dl2 p'  
\*G' gs wkn'Xcmglqu.'gpvtgxkuc'vgrh'plec.'42 18 14243-0'

"

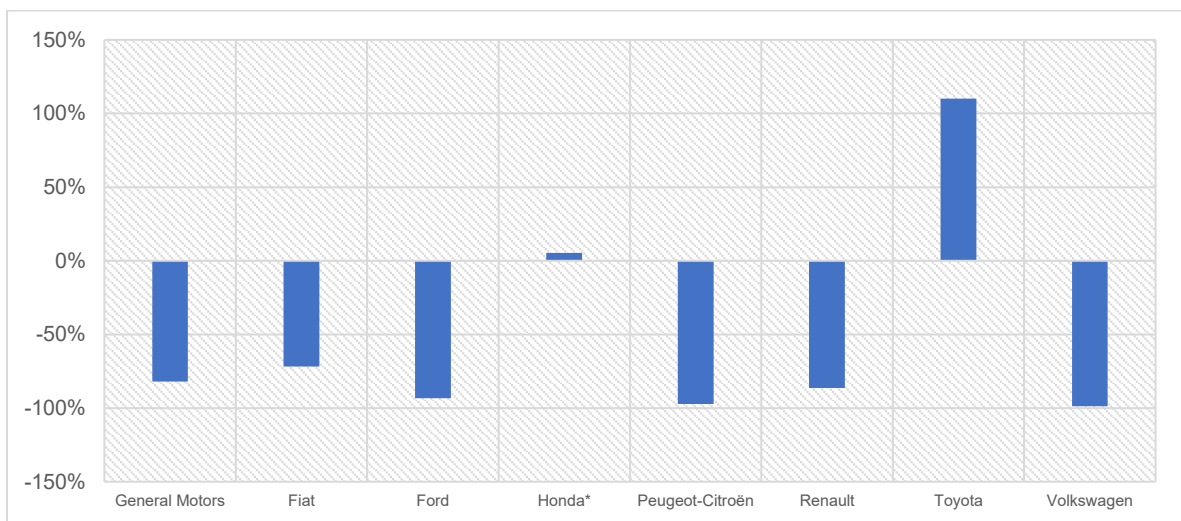
" Gu'f gek't.'s wg'rc'hkcn'nc'cn'pq'uqmq'f gdl»'f go quvtctrg'c'rc'ecuc'egpvt'cn'uw'ecr cekl'cf'f'g'  
r tqf week'p.'rc'tgf week'p'f'g'equvqu." {"gn'pkxgn'f'g'ecrkf cf "r ctc'uc'nr'eksc't'rc'kpxgtuk'p'f'g'rc'"

<sup>422</sup>Eqp'Eqmqo dlk'ug'tgcrk' »'wp'pwxq'cewgtf q'gp'423: "CEG'94-0'

co r ncelep" {" vepkhecelep" f g" r" r nrcpvc." ulpq" s wg" vo dle p" f gdl" dwuct" hqto cu" f g" hpcpeko kpvq"mrecru"{" .hwgi q" f g"j cdgt"crecp| cf q"guqu"qdlgkxqu"{" "eqpxgpegt" c"mqu"glgewkxqu" f g" Lcr »p. "wxq" s wg" go r tgp f gt"wp" tcdclq" f g" cegteco kpvq" c" vqf qu"mqu" f kumkdwkf qt gu" f g" Vq { qvc" f g"mqu"pwxqu" f gukpvqu" f g" g"zr qtcelep" c" mqu" s wg" ug" s wgt" f" mgi ct0Rctc" guvc" f r mjo cek" eqo gtekn" r" egtecp" f" i gqi t<sup>a</sup> hlec" {" "gn" kf kjo c" gp" eqo Ap" hwgtqp" cevkxqu" o w" l" ko r qtvcpvgu" r ctc" i cpctng" mqu" o gtecf qu" c" Vckrcpf k0

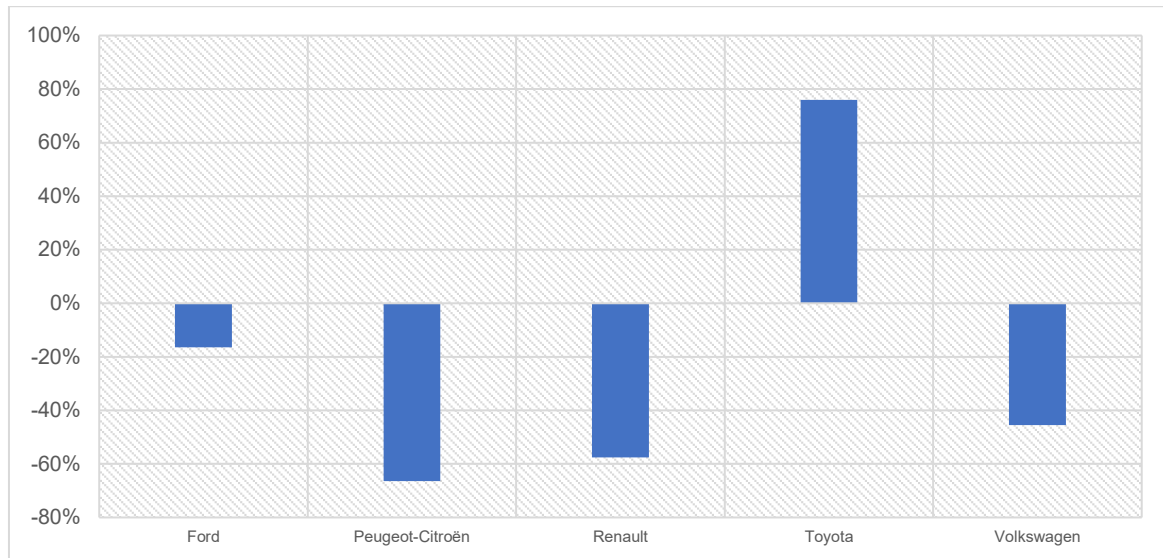
" Gp" mqu" c° qu" uki wkpvgu. " gptv g" 423: {" "423; " Cti gpvkpc" gptv »" gp" wpc" etkuku" geqp » o kec" {" " hpcpekgtc" f g" i tcp" o ci pkwf 0Guq" chge »" cnlugevqt" cwqo qvqt" mrecn" eqo q" ug" xkq" gp" gn" Ecr "wru" 40Rtkpkr cm gpyv. "mqu" o<sup>a</sup> u" r gt lwf kecf qu" hwgtqp" mqu" r tqf wevqt gu" f g" cwqo » xkru" o<sup>a</sup> u" qt kpvvcf qu" cn" o gtecf q" kpvtpq0" Cu" | " vqf cu" rru" vgo kpcrgu. " c" gzegelep" f g" Vq { qvc" {" " J qpf c. " ug" xkgtqp" hwgtvgo gpyv" chgevcf cu" gp" gn" o gtecf q" f g" cwqo » xkru" \*xgt" I t<sup>a</sup> hlec" KK/; +0" Ukp" go dcti q. " r" r tqf welep" f g" eqo gteknru" r kcpqu" ug" xkq" l" ko r cevcf c" gp" o gpqt" o gf kf c" r qt" r" etkuku. " cwps wg" vo dle p" tguvcn" gnlf gugo r g° q" uwr gkqt" f g" Vq { qvc" gp" guvg" ugi o gpvq" \*xgt" I t<sup>a</sup> hlec" KK/32+0" "

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



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

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



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

Gug'ko r cev'f khtgpekf q'f g'hc'etkuku'i gpgt»'wp'gph gpwo kpvq'gpvtg'Vq{ qvc'{"gnltguvq" 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 tguvvt"cn'ugevqt'Gn'tguvq" f g'rcu'htc cu'r rcpvgedcp" s wg"Vq{ qvc"pq" gtc"eqphkcdng" r ctc" f ghpf 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<sup>a</sup> o ctc" go r tguclkc" { c" s wg"uwf gugo r g<sup>o</sup> q" guvdc" qr cecpf q" cn'tguvq" f g'rcu'vgo kpcrgu." s wg"dclcdcp" hwtvgo 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<sup>a</sup> o ctc' f g'rcu'vgo kpcrgu' f qpf g'ug'uquvpp" c" s wg<

Vq{ qvc"vppg"wp" hkuqf" f g'j' cegt' pgi qekqu' f khtgpv" c"rc" o c{ qt" f g'rcu'cwqo qvlegu"gp"rc" Cti gpvpc' Rqt'guc'tc| »p."gpvppf go qu's wg'pq' uqo qu'qu' b<sup>a</sup> u'kpf kcf qu'r ctc'tgr tguvvt'iqu'kpvgt gugu' f g'guc' o c{ qt" f' O cpvppf tgo qu' pvgutq' hqeq" gp" pvgutc" gutcvgi k" f g'rcu' q" r r| q." eqpegvpc' c" gp< kpetgo gpvq' f g'rc" r tqf week>p" { "mecnk' cck>p' f g'rc'vgtu." cwo gpvq' f g'rcu' gzr qtvcclqpgu" { "d'us wgf c" f g'pwxqu" o gtecf qu' Etgck>p' f g' o<sup>a</sup> u' { "o glqtgu" go r rqu" f g'ecrk' cf." qhtgclp q"rc" o glqt"qr ck>p' f g'rc' r tqf wevqu" { "ugt xlekqu" c" pvgutqu' erpvgu" { "eqpuwo kf qtgu" { "i gpgtcf q" xcmr" geqp>o leq." uqekn' { "co dkpvcr' r ctc" gn' f gucltqm" uwvpcdng' f gn' c" f o dkq." 3: B2 423: +0'

Rqt'qtq'rcf q."cf go<sup>a</sup> u' f g'rcu' q' tqu' r tqf wevqu" { "eqo gtekrqu' f g'VCUC" gp' guvqu" c<sup>o</sup> qu' wco dk' p' uwo ctqp' pwxcu' cevkl' cf gu' f g' f kug<sup>o</sup> q." kppxcck>p" { "ugt xlekqu" cuqekcf qu' c" u' c" h'pqu"

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 ¶ewu" 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 ¶ewu" 23" 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' "pwgxc" 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' mco cf c" Mkpqv" \*Vq{ qvc" O qdkrkv" "Ugtxlegu+0" 24" Cti gpvkpc" ug" eqpxkt vko" gp" gn' hub" f g" eqo wpecekppgu" f g" Mkpqv" f g" vqf c" Ncvkqco 2 tlec" O' 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 tlec" \*O kulp" Rtqf wevxc. " 3: 19 14244+0" Cf go a u. " gp" 423; " n" r ncpw" f g" \ a tcvg" eqpegpvt »" ncu' qr gtcekppgu' tgi kqpcngu' f g" Vq{ qvc" \*F kxlukp" r ctc" Ncvkqco 2 tlec" { " gn' Ectkdg+ s' wg" j cuvc" gug" o qo gpvq' ug" o cpglccp" f guf g" Lcr »p. " eqp" gn' qdlgvxq" f g" hqtvcngegt" uw' r tguvpek" gp" Co 2 tlec" Egpvtcn' { " f gn' Uwt" 25" F g" guvc" o cpgtc. " n" "pwgxc" qhlekpc" eqo gp| »" c" eqqt f kpc" ncu' qr gtcekppgu" f g" 59" f kvtkdwkf qtgu" kpf gr gpf kgpvgu" s' wg" vkgpg" n" eqo r c° ¶c" gp" 58" r c¶ugu" f g" n" tgi kpp" 26"

" F g" guvg" o qf q. " gn' ugi wpf q" ekem" cuegp f gpv" f g" n" hto c" ug" gzc r pf k" gp" guvqu" Anko qu" c° qu" O' Gp" r ct vewct. " ncu' kpxgtukppgu" s' wg" n" hkn' mqi t »" ecr vct" gp" nqu" c° qu' r tgvkqu" c" 4238" f kgtqp" uuu" htwqu" gp" nqu" c° qu' r quvgtkqtgu. " c" r guct" f g" n" hwgtv" eqpvtceekp" f gn' o gtecf q" cwqo qvq" cti gpvkp" O' F g" guvg" o qf q. " c" guvc" t gkpxgtukp" f g" i cpcpeku" s' wg" j cd¶c" hqto cf q" r ctvg" f g" ncu" ecr cekf cf gu' i gtgpekrgu" f g" n" hto c" lwpvq" cn' pwgxc" r kf gtc| i q" go r tguctkn" n" eqqr gtcekp" eqp" gn' ukpf kecq" { " ncu" r qn¶kecu" r Adrkecu" f g" r tqo qekp. " ug" rg" uwo »" n" f kr mqo cek" eqo gtekn' s' wg" f gur rgi »" n" eqo r c° ¶c" gp" nqu' r c¶ugu" f g" n" tgi kpp" O' Cu¶i tceku" c" guvg" vcdclctq' f g' r tqo qekp" f g" nqu" xgj ¶ewu" cti gpvkpu" gp" pwgxcu" o gtecf qu" { " cn' 2 zkq' eqo gtekn' f g' n' "pwgxc" J kwz. " n" eqo r c° ¶c" cwo gpv »" hwgtvgo gpv" uuu" gzc r qtcekppgu. " i cp³ pf qrg" f lej qu' f guvkpu" c" Vq{ qvc" Vckrpf kc" O' Gp" guvg"

423" Guv" f kug° q' hvg" wp" r tq{ gev" ko r wucf q' hwgtvgo gpv" r qt" gn' r tgukf gpv" 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. " eqpvkpw »" eqo q' eqqt f kpcf qt' f g' I c| qq" Tcekpi " { " eqo q' r tgukf gpv" f g" Vq{ qvc" Rrpp" f g" Cj qttq' O'

424" Guvc" 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 c' O'

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

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<sup>a</sup> u'f g'guvqu'iqi tqu'r tqf wevxqu"  
{ 'eqo gtekrngu. 'ic' f ktgeek»p' f g'VCUC'ngx»'c'ecdq'pwgxcu'cevxkf cf gu'f g'f kug<sup>o</sup> 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"  
mqecni' { 'ugt<sup>a</sup> p'emxgu'gp'gn'ugevqt'gp'iqu'r t»zko qu'c<sup>o</sup> qu0"

## Conclusiones parciales

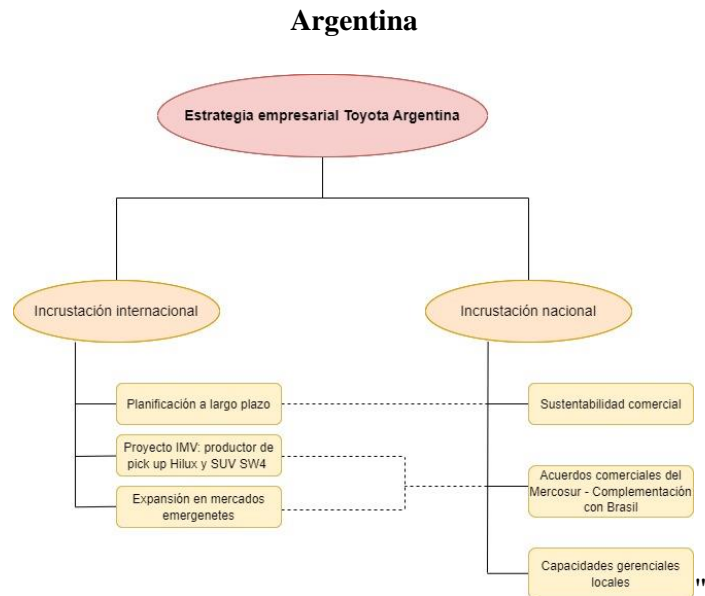
C"m'iciti q'f g'guvq'ecr 'fwuq'ug'j c'f gucttqmf q'e»o q'ug'j c'eqphqto cf q'ic' gutcvgi kc"  
go r tguctkcn'f g'Vq{ qvc'Cti gpvpc's wg'ig'f kq'uwvqpvq'c'uw'gzkquq'f gugo r g<sup>o</sup> q0Rctvg'f g'guvqu"  
hcevtgu'f gxlkpgp'f g'uw'incrustación internacional"gp'ic' gutvewtc'o wmpcekqpcn'f g'Vq{ qvc"  
O qvqt' Eqtr qtcvqp." s wg' hwgtqp' kvqf wekf qu' gp' gn' ecr 'fwuq' 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'iqn'f g'r tqf wevqc'f g'  
ic' r keni'w' J kwz'ig'r gto k»'kpuvtctug'gp'wp'plej q'f g'o gtecf q'gp'gzr cpuk»p'gp'vq'c'ic' tgi k»p"  
{ 'o gpqu'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<sup>a</sup> u." icu"  
ectcevt'fwecuf 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 'fwuq'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 kwkvqu'iqi tcvp q'  
geppqo 'cu'f g'gucic0'

C'uw'xgl. 'eqo q'hwg'tgxkucf q'gp'gn'ecr 'fwuq'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 gpvgu' vcu' gn' guvpeco kgpvq' f g' iqu' r c'fuguf o<sup>a</sup> 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<sup>a</sup> u." Vq{ qvc"  
guvdc'f gur ngi cvp q'wp'r tgeguq'f g'i mqdcnk' cek»p'c'r ctvt' f gn'ewcn'kpvpcdc'dqttct'ic'uf khtgpeku"  
pcekqpcrguf g'uw'r tgeguq' { 'r tqf wevqu0Cu'fw'ic' h'ic'ngu'uw' co gtecpcu. 'uk'dk'p'p'gtcp'egpvcngu"  
gp'v<sup>2</sup> to kpu'r tqf wevxqu' { 'eqo gtekrngu'r ctc'ic' o wmpcekqpcn'u'fw'hwgtqp'o gtecf qu'f k<sup>a</sup> o lequ' { "  
gp'etgelo kgpvq'f wcpvg'ic'u'r tko gtcu'f<sup>2</sup> ecf cu'f gn'uki mq0Cuko kuo q. "gp'guvqu'Ànko qu'f gegpkqu"  
VO E'ic'ep| ». 'wvq'c'Xqmuy ci gp. 'gn'rk' gtc| i q'cwqo qvtk' gp'vq' q'gn'io wvf q0"

C'iq'cpvgtkqt'ug'lwoc' s wg'gn'r tq{ gevq'kpekcn'f g'Vq{ qvc'Cti gpvpc'eqo r tgpf k»'f guf g'gn'  
eqo kgp| q'wp'r ic'p'c'ic'iti q'r ic' q. "r ctvg'ectcevt'fwec'f g'ic' gutcvgi kc'eqtr qtcvkc"i mqdcn'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'f<sup>2</sup>hkek'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'guntwewtc'o wmkpcekppcn'{' e»o q'rc'guntcvgi kc'f g'VO E'ug'r rnuo »"gp'rc" go r t guc'hqecr0'

Figura IV-1 - Diagrama de los principales factores de la estrategia empresarial de Toyota



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

Ukp'go dcti q.'gpvpgf kpf q'c'rc'GO "eqo q'wp"espacio social trasnacional eqp'f kwpqu" i twr qu'f kur wcpf q'rcu'lgctcs w¶cu'{' guntcvgi kcu'gp'uw'kpwgtkqt.'rcu'f k'gevkcu'f g'rc'ecuc'o ctk'pq" r wgf gp"xgtug'f k'gevc' gpv'ko r rgo gpvc'cu'gp'rcu'uwdukf kctkcu."{' c's wg'mqu'glgewkxqu'mqecrgu" r quggp'wpc'kplgtgpek'tgrxcpvg'gp'rc'ceek'p'f g'rc'hkr0'Cu'¶'r wf q'xgtug'e»o q'rc'r tqf week'p" f g' VCUC" ug' guvpe»" gpvtg" 4228" {" 4232" c" r guct" f g' rcu" r gtr gevkc'u" uqdtg" wpc" o c{qt" r qvpekrnf cf " f g" etgeko kpwq0' Cf go <sup>a</sup>u." rcu" gzr qtvekp'p' f g' rc' hto c" ug" eqpegvctqp" hwgtvgo gpvg'gp'Dtcukn" cr tqxgej cpf q'gn'dgpghkek'f gn'kpwgteco dkq'rdtg'f g'ctcpegru." {" ug" r gtf kgtpp'f gwkwqu" f g' gzr qtvekb'p' f g' mqu'r tko gtqu'c° qu'f gn'4222" s wg'eqo gp|ctqp" c" ugt" cdcugekf qu'r qt'Vckrpf k0'Gp'r ctvwct."gung'cdqtf clg'f g'rc'hkr0' wmkpcekppcn'eqo q'ctvg'f g" wpc'qti cpk'cek'p'uqekn'eqo r nglc'eqp'eqphrkvqu'gp'uw'kpwgtkqt'r gto kg'gpvpgf gt'guc'eqpuvpg" eqo r gvpek" s wg' Vq{qvc" Cti gpvpc" go r t gpf g" eqp" Vckrpf kc" gp" v'to kpqu" r tqf wekxqu." eqo gtekrnu'{' v'gepqn'i kqu0'

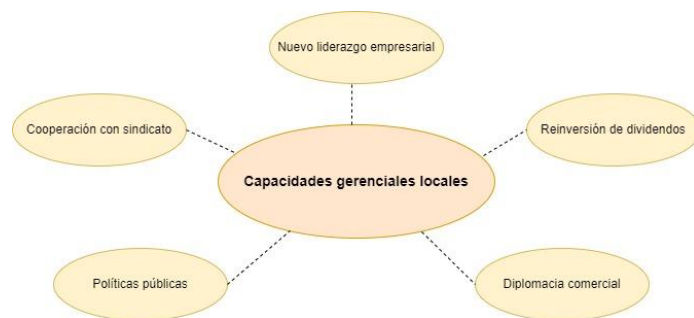
Gn'eco dkq'gp'rc'f k'geek'p'f g'rc'go r t guc'gp"4232"i gpgt»"rcu'eqpf kkp'p'g'r ctc"rc" eqputweek'p'f g'pwxcu'ecr celf cf gu'i gtgpekrgu's wg'ng'ko r tko kgtpp'wp'pwgqx'ko r wruq'gp'uw'



vc{ gevqtk "cuegpf gpv0Gu" f gek. "rc" ecuc "o cvtk "pq" ng" j cd "c" cuki pcf q "pwgxcu" lpxgtukppgu" f g" tgrxcpek "c" rc "hkn' mecn" pq" r rpgcdc "wp" cwo gpvq "gp" rc "r tqf weekp" uki phkcvxc "{ "ng" j cd "c" r gto kfk q "c" Vekrpf k "cdcugegt" "c" i tcp" r ctvg "f g" mu" o gtecf qu" r vppco gtlecpqu" c" mu" s wg" Cti gpvpc "ng" j cd "c" gzr qtvcf q "r tglco gpv0F g" guvg" o qf q. "rc" vc{ gevqtk "r quvgtkt" pq" r wgf g" Àpleco gpvg "ugt" gzr rkecf c "eqo q" r ctvg "f g" rc "incrustación internacional" f g" rc "hkn' cti gpvpc." f glcpf q "xgt" e » o q "grgo gpvqu" f g" rc "incrustación nacional" lwi ctqp "wp" tqn" ko r qtvcpg "gp" rc " eqphqto cekp "f g" rc "guitcvgi k" "{ "rc" qdvpek "p" f g" mu" t guwncf qu" r quvgtkt gu0

Gucu" pwgxcu" ecr cekf cf gu" kpenw{ gtqp < " gn' pwgxc" 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 Àdnecu" f g" r tqo qekp "ugevgtkcn" rc "tglpxgtuk" p "f g" rcu" i cpcpekcu" "{ "rc" f k r mo cek "eqo gtekn" r ctc "eqps wkuvt "pwgxcu" o gtecf qu" f g" gzr qtvcpek p0Cu. "rc" "pwgxc" cf o kpkvtcekp "mi t » "t² eqt f u" s wg" uwr gtctqp "tgi kvtqu" j ku» tlequ" f g" rc "kpf wntk" c "wqo qtk "cti gpvpc0Uk'dkpg "ektvcu" eqpf lekppgu" r ctc "gn' b c { qt "et geko kgpvq" guvcdp" f cf cu. "wo dk p" gz kvk » "wp" erctq "eqpvcvg" gpvtg" gn' guvpeco kpvq" r tqf wekxq. "eqo gtekn" g" lpxgtuqt "f g" VCUC "gpvtg" 4228 "{ "4232" "{ "gn' pwgxc" ko r wuq "f cf q "gp" mu" c° qu" uki wgpvqu. "f cpf q" ewgpw "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



Hwgpv < "gn' dqtcekp" r tqr k "gp" dcug "c" f g" f gucttqmj "f g" mu" r tko gtqu" ewctq "ecr "wqu" f g" rc "vguk0"

Gp" r ct vewrt. "gn' eqo r tqo kuq" "{ "eqqr gtcekp "eqp" gn' UO CVC "ug" hqt l » "eqp" rc "eqpf weekp" f g" Tlectf q "Rki pcpgrk" n wgi q "f g" hwgtvqu" gph gpvco kpvqu" uqp "gn' ukpf kecq" gpvtg "4225" "{ "42290" Guvqu" cewgtf qu" kpenw{ gtqp "rc" ko r qulek "p" f gn' VRU "gpvtg" mu" tcdclcf qtgu. "rc" o qf hkecekp "f g" mu" eqpxgpkqu" eqrgevxcu" f g" tcdclq "{ "rc" r ct veker 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" hwgpvqu" f g" hpcpekco kpvq" r ctc "rc" b c { qt "lpxgtuk" p "cwqo qtk "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 <sup>2</sup> 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 <sup>2</sup> 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 <sup>2</sup> 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 c'vk cp'cri wpu'f g'ru'gpwpekcf qu'f g're"j kr »vguku'kpekcn'f g'guv'vguku."gp" re'ewcn'ug'uquvpp'c's wg'gn'f gucttqm q'f g"VCUC"ug'f kq'f g'hqto c'kpf gr gpf kgp'v'f g'ru'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 gekrki cek»p"gp're'r tqf week»p'f g'r keni'w u'/pk'eqp"Vq{ qvc'pk'eqp'gn't guv'f g'ru'cwqo qv'legu" cti gpv'kcu/"u'dt'kpf »'pwo gtququ'b gecpkuo qu'f g'cr q{q's wg'r gto kkg'qp'gn'f gur r'gi wg'f guetkr vq'0 Gur'eqp'v'cuc'eqp'gn'ecuq'v'ck'p'f<sup>2</sup> 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'ru"go r t g u c u " c w q o q v t l e g u " u g " g u r g e k r i e g p " g p " r e " h c d t l 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 a p g t q " f g " V q { q v c " C t i g p v k p c . " { " g n i G u v c f q " c e q o r c o » " g n i e t g e k o k g p v q " f g " g u v c " g o r t g u c " { " f g n i u g e v q t " g p " u w ' e q p l w p v q " e q p " r e u " f k u k p v c u " b o g f k f c u " b o g p e k q p c f c u 0 " "

Rqt" Anko q." ug" f guv'ec" gn' hwgtv" v'cdclq" f g" f kr nqo cek" eqo gtekn' gp" nqu" r c'ug"u" re'v'p'qco gtecp'qu'hwgi q'f g're"qdv'pek»p'f g're"lpxgtuk»p."s wg'eqp»"eqp'gn'cev'xq'cf lek'qpcn'f gn' kf kqo c" { "j wuq"j qtctkq"eqo r ct'vk'q."m"s wg'ng"r gto k k»"c"re"ht'cn'i cpctng'f lej qu'o gtecf qu" c" Vq{ qvc"Vck'p'f k" { "eqpet'g'v'ct'mu'cwo gp'v'qu'gp'h'qu'p'k'x'gru'r tqf we'v'xqu" { "eqo gtekr'gu'f g're'ht o c" n'qecr'0

Gp" v<sup>2</sup>to k'pqu"o a u"i gp'gt'crgu" { "v»t'lequ."m" f gucttq'nc'f q"j cuvc" guv"ecr "p'w'w"r gto k'g" t'gh'g'z'k'p'c't'cegtec'f g're"ceek»p"geqp»o lec'f g'u'wdu'k'k'ct'kcu'f g'GO"gp'r c'ug'u'r g'k'f' t'lequ'0Rqt"wp" r'cf q."re"gx'k'f'g'pek"t'gr'g'x'c'f'c'r gto k'g"x'g't'ru'f k'ht'g'p'ekcu"s wg'gz'k'v'gp"gp'v'g'ru'f k'v'k'p'v'cu"ht o cu." k'p'en'w'q'gp'w'p'b'kuo q'ug'ev'q't'geqp»o leq'0F" g'guv"o qf q."h'q'x'k'v'q'gp'guv'g'cr c't'w'f'q't'g'ch'k'o c're'k'f'g'c" f g" s w g " p q " r w g f g " r g p u c t u g " c " g u v c u " e q o r c o " f c u " e q o q " c i g p v g u " j q o q i <sup>2</sup> p g q u . " w p k c t k q u . " o c z k o k f c f q t g u . " e q p " k p h q t o c e k o p " e q o r n g v c " { " t c e k q p c r k f c f " r g t h g e v c . " u k p q " s w g " g u v q u " c e v q t g u " u q p " g p " t g e r k f c f " q t i c p k k c e k q p g u " e q o r n g l c u " s w g . " u k ' d k g p " r w g f g p " v g p g t " q d l g v x q u " f g " o c z k o k k c e k o p " g e q p » o l e c . " <sup>2</sup> u v q u " p q " u g " f c p " f g " k f <sup>2</sup> 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 <sup>3</sup> " 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 " d o b l e i n c r u s t a c i o n ,

tghz kpcpf q'udtg'e»o q'gucuhkto cu'ug'kpuvtcp'gp'rcu'tgf gu'kvtgpcelkpcrgu'{'pcelkpcrgu's wg"  
rc"o qif gcp0'  
"

## CAPÍTULO 5

### Gobernanza y upgrading en la cadena de valor de Toyota Argentina

#### Introducción del capítulo

Gp"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 ekqpcrk 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" vto kpcñf wcpvg" gn'r gt¶j 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 . " guv" f gucttqm" f g" r tqxggf qtgu" mceñk cf qu" gp" gn'r c¶u" ug" tgncekp" 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. "vñleqo q" ug" xkq" gp" gn'Ecr ¶wawu"50

Cj qtc" dkgp. "c" r ctvk" f g" m" gzi wguv" j cuv" guc" ugeekp. "s wgf cp" r qt" tgur qpf gt" cri wpcu" r tgi wpcu" r ctc" r qf gt" cpcrk ct" gzi cwukxco gpvg" s w² "hqt c" vqo »"rc" tgncekp" f g" VCUC" eqp"rcu" go r tgucu" wdkecf cu" òci wcu" cttkdcò" gp" uw'ecf gpc" f g" 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" guv" 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" hqt c" f g" *gobernanza* "gu" j qo qi² pgc" eqp" vqf cu" uwu" r tqxggf qtgu" A" äNc" hto cu" mceñgu" 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" tgncekp" eqp" Vq{ qvc" rgu" j c" r gto kkf q" mgi ct" c" vtu" vto kpcñgu" gp" gn'r c¶u" q" gzi qtvt" uwu" r tqf wevqu" A"

F g" guc" hto c. "gn'qdlgkxq" f gn'r tguvpg" cr ctvcf q" gu" tgur qpf gt" f lej cu" r tgi wpcu" c" r ctvk" f gn'cp³ ruku" f g'rc" xkpwcekp" f g" guc" vto kpcñcwqo qvtk" { "uwu" r tqxggf qtgu" 0'Gp" r tko gt" hwi ct. " ug" gzi rkect³ "ew³ ngu" uqp"rcu" r tkpkr crgu" r ctvqu" { "r kgl cu" ko r qtvcf cu" { "r tqf wekf cu" gp" gn'r c¶u" { " e»o q" guv" j c" xctkcf q" gp" 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" guv" r tqegf ko kpvq" { "uwu" r tqi tco cu" f g" cr q { q" \*5.2+0'

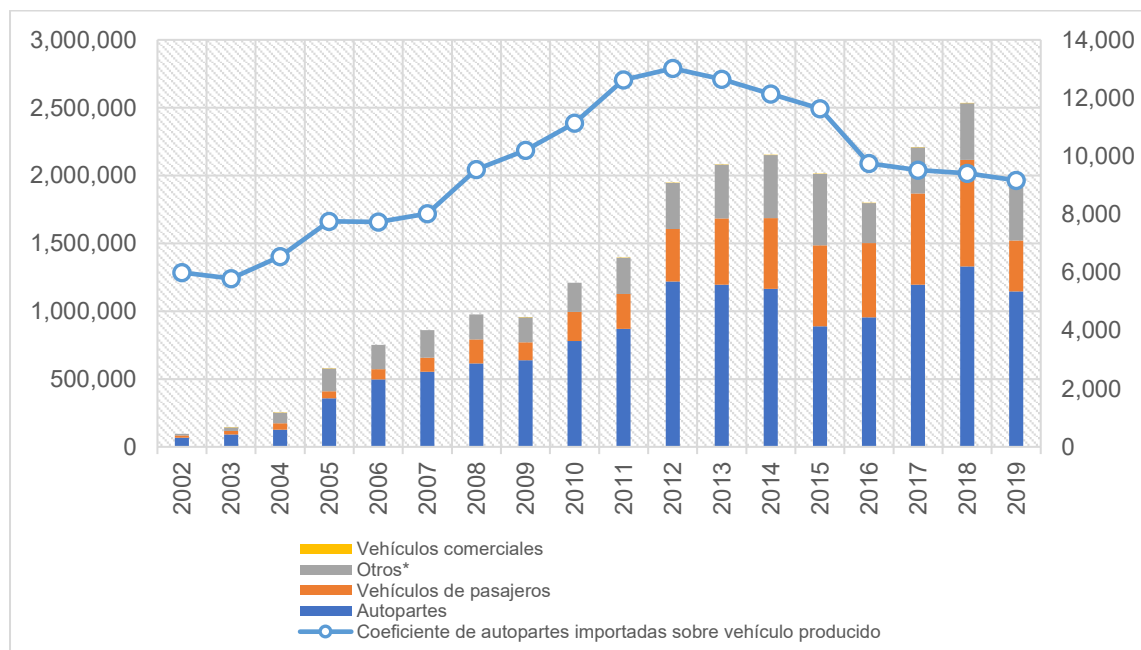
C" eqpvkpwcekp. "ug"j ct³ "wp" cp³ ruku" ci tgi cf q" uqdtg" mqu" r tqxggf qtgu" f g" cwqr ctvqu" f g" Vq{ qvc" tcf kecf qu" gp" Cti gpvpc. "ercukh³ pf qmqu" gp" vtu" i tcpf gu" i twr qu" c+ "O wkpcekp crgu" lcr qpgucu. "d+ "O wkpcekp crgu" p" lcr qpgucu" { "e+ "Nqecrgu" \*5.3+0' Nwgi q. "ug" tgnck ct³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

go r t g u c u " u q p < " F g p u q . " V q { q v c " D q u j q m w " [ c l c n k " F c p c . " O g v c n 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 | 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 qtvcckp" r ctc" r" r tqf weekp'cpvqu's wg'rc'f g'xgj ¶ewqu'f g'r cuclgtqu's wg'pq'gtcp'hdtkcf qu'gp'gn'r c¶u'r ctc'xgpf gt" gp'gn'o gtecf q'kwgtpq<sup>427</sup>"

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 weekp" { "rcu'gzt qtvcckpqu'c' r ctvt" f g<3+"gn'eco dlq" i gtgpekn'f g'4232." { "4+"f gn'rcp| co kgpvq'f g'rc" J kwz": ÅI gpgtcekp" eqp'rcu' pwxcu" kpxgtukpqu" tgcrlk cf cu" gp" r rcpvc" \*4235/4237+ " guwxkgtqp" ceqo r c° cf cu" r qt" wpc" o c { qt" kpeqr qtcekp" 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'uwukwep'f g'ko r qtvcckpqu. '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 weekp0'

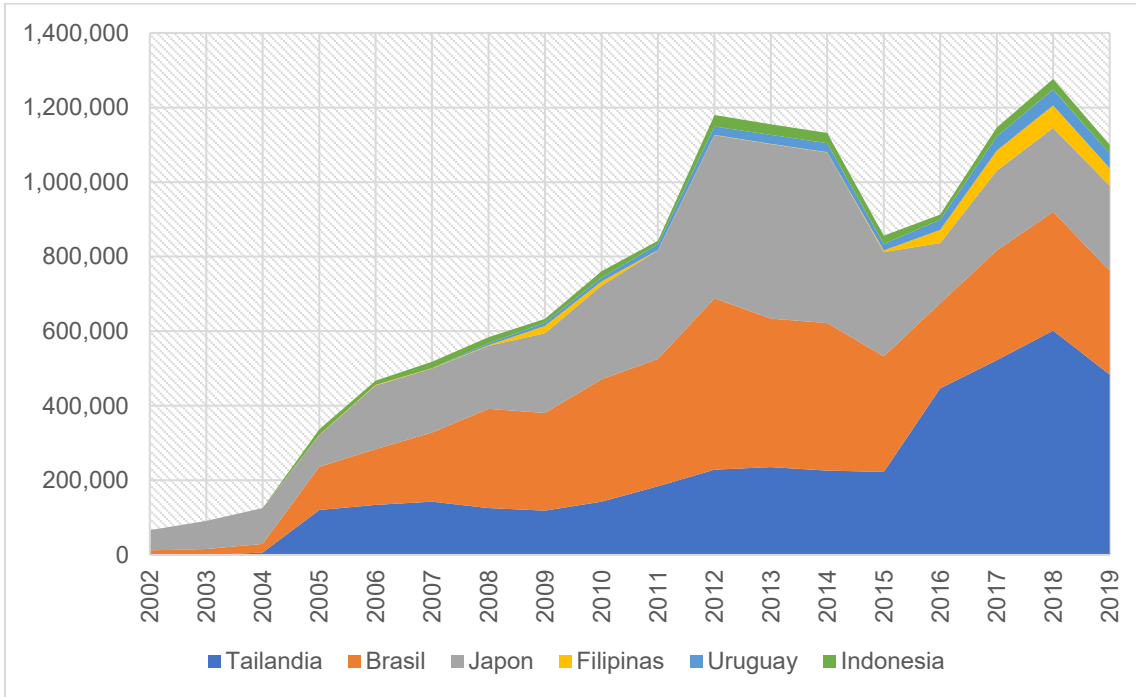
Rqt" qvtq" rcf q." cpcrk cpf q" eqp" o c { qt" f gvplk kgpvq" gn' f gvcmg" f g" guvcu' cwqr ctvqu" ko r qtvcf cu'ug'r wgf gp'xgt' qvtqu'tcui qu'ucnkpgvu0'Gp'uwu'kpekqu. "rcu'ko r qtvcckpqu'f g" VCUC" r tqxgp¶cp'o c { qtkctkco gpvg'f guf g'gn'r c¶u'f g'qtki gp. 'Lcr »p. 'ukp'go dcti q.'c' r ctvt' f gn'4227. 'eqp" r" glgewekp" 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+0Guvq" Ånko q'qtki gp'ug' eqpf keg' eqp'gn'wi ct' s wg'hwg'vqo cpf q' Vckrcpf kc" eqo q' hub" f g' r tqf weekp" f g" r" J kwz' gp'rc' gutwewtc' f g' VO E. 'vnrëqo q'ug'f gucttqm» gp'gn'Ecr ¶wru'50Uw'o c { qt' etgeko kgpvq" eqo q' r tqxggf qt' f g' cwqr ctvqu' r ctc" Cti gpvpc'ug' f c" hwgi q' f g'4237. 'eqp'gn'rcp| co kgpvq'f g'rc" J kwz": ÅI gpgtcekp0'

"

---

<sup>427</sup>"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 weekp" { "dncp| c'eqo gtekn'gp" Cti gpvpc0'Rqt" glgo r nq." eqo r ctcpf q' eqp" r" vc { gevq'kc' f g' Xqmuy ci gp" Cti gpvpc. "uk' dkgp" r" hto c' cigo cpc" cncp| »" plxgrgu' f g" r tqf weekp" { "gzt qtvcckpqu' uw' gkqtgu" c" Vq { qvc" gp" cni' vqu" c° qu' f gn' r gt¶jf q." r" cnc" ko r qtvcckp" f g'xgj ¶ewqu'f g'r cuclgtqu'cni' c¶u'rc' j k q'wpc' hto c' hwgtvgo gpvg'f ghekctk. "qvcrk cpf q'gp" ów&u90827" o kmppgu'uw'dncp| c'eqo gtekn' r ctc'gn'r gt¶jf q'4224/423; 0'

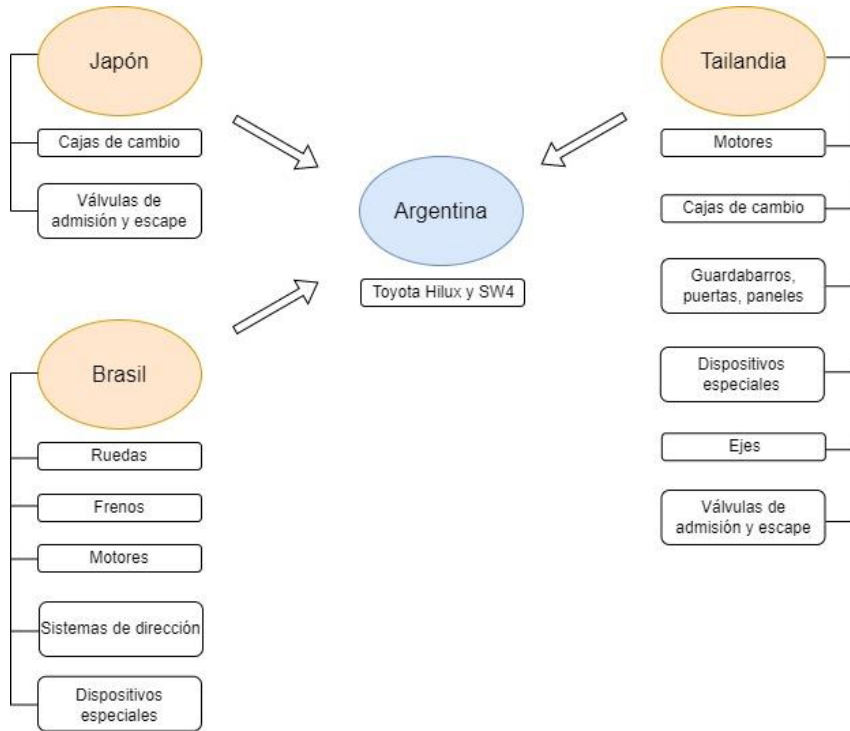
**Gráfico V-2 - Importaciones de autopartes de Toyota Argentina por principales orígenes (miles de dólares) (2002-2019)**



Hægpvg<gndqtck&p'r tqr kc'gp'dcug'c'Uqhtcf g.'Cf wpcp'{''dcæpegu'f'g'VCUC0'

"

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



Hægpvg<gndqtck&p'r tqr kc'gp'dcug'c'Uqhtcf g.'Cf wpcp'{''dcæpegu'f'g'VCUC0'

Gzco kpcpf q'nc'gutwewtc'f'g'ko r qtwckpqu'f'g'cwqr ctvqu'eqp'o c { qt'f'gvcmg'ug'r wgf g' tgeppqegt's w' r tqf wvqu'ug'eqo r tctqp'f'g'guvqu'r c'f'uguo'Gp' guvg'ugpvkf q.'ug'pqvc's wg'ekgtvqu' ukvgo cu' { 'r ctvqu'etwckrgu's wg'pq'uqp'r tqf wvlf qu'mqecm gpvg'hwtqp'tc'f' qu'f'g'guvqu'qt'f' gpguo' Gp'r tko gt'hw' ct.'ecdg'o gpekqpc't's wg'qu'o qvqtgu'c'p'chc'uqp'r tkpek'cm gpvg'ko r qtwcf qu'f'guf g' Vckrpf kc.' { 'hw'gi q'f'g'Dtcukl'Gp'nc'r'nc'p'f'g' \ ^ tcv'ug'r tqf wvgo' qvqtgu'f'k' ugn'r gtq'2'uvqu'up' gugpekcm gpvg'g'puc' drcf qu'c'r ctvt'f'g'nc'ko r qtwckp'f'g'r ctvqu' { 'r kgl cu'\*O kul'p'Rtqf wvkc.' 3: 194244-0<sup>28</sup>'Cf go ^ u.'gp'nc'f' dtlec'mqecm'vco dk'p'ug'g'puc' drcp'mqu'ukvgo cu'f'g'uwur gpuk'p.' r gtq'guv'ug'j'ceg'c'r ctvt'f'g'eqo r tcv'f'g'cwqr ctvqu'p'ckqpcrgu'\*Nwku'N>r gl . 'gpvt'gxkvc'r gtuqpcn' 3813414244-0"

Rqt'qvtq'rcf q.'ug'gpewgpcp'ncu'eclcu'f'g'eco dlq.'s wg'uqp'o c { qtkctkco gpvg'ko r qtwcf cu' f'guf g'Vckrpf kc'0Nwgi q.'ug'r wgf g'o gpekqpc't'gn'ukvgo c'f'g'ht'gpqu' { 'f'g'f'k'geek'p's wg'r tqxkpg' f'g'Dtcukl'0Rqt'Awko q.'c'wps wg'gp'o gpqt'o gf'kf c.'f'guf g'Lcr »p'mgi cp'x^a'nc'wru'f'g'cf o kul'p' { " guerc g' \*Nwku' N>r gl . " gpvt'gxkvc' r gtuqpcn' 3813414244-0' Nc' ko r qtwckp'f'g' guvqu' ukvgo cu' \*r tkpek'cm gpvg'qu'o qvqtgu' { 'ncu'eclcu'f'g'eco dlq'+ug'f'guvcc'r qts wg'uqp'g'go gpvqu'egpvcrgu' f'gn'xgj'f'wru.'f'g'cnc'eqo r ngl'kf'cf'v'epk'c' { . 'r qt'm'vcpvq.'r quggp'o c { qt'xcnqt'ci tgi cf q's wg' qvtcu.'eqo q'ug'xgt^a'gp'qu'uki'wkp'vqu'cr ctv'f'qu'0'

Gp'tguwo gp.'f'wcpvg'guvqu'f'2'ecf cu'Vq { qvc'j' c'ko r qtwcf q'r tkpek'cm gpvg'cwqr ctvqu'cn' r c'f'uo'c'uw'xgl . 'c'r ctvt'f'g'4234'gn'eqgh'ek'gpvg'f'g'r ctvqu'ko r qtwcf cu'uqdtg'xgj'f'wru'r tqf wvlf qu' j'c'kf'q'dclcpf q'uquv'p'kf'co gpvg.'f'cp'f'q'ewgpc'f'g'wp'r tqegu'f'g'o c { qt'eqpv'p'kf'q'mqecm'gp'uwu' xgj'f'wru'0' Guvc' v'p'f'g'pek' v'k'p'g' eqtt'gr'vq' eqp' gn' o c { qt' etgek'k'p'vq' gp' r tqf week'p' { " g'zr qtwckpqu'f'g'nc' h'ko c'gp'nc'ugi'wp'f'c'f'2'ecf c'f'gn'uki'q'0'Ukp'go d'cti q.'wpc'i' tcp'r ctv'f'g'ncu' cwqr ctvqu'ko r qtwcf cu'uqp'f'g'cnc'eqo r ngl'kf'cf'v'epk'c' { " o c { qt'xcnqt'ci tgi cf q.'r tqxk'p'k'p'f'q'f'g' Vckrpf kc'\*hub'o wp'f'kn'f'g'nc'J' kwz+.'f'g'Dtcukl'\*O'gtequw'+ { . 'ecf'c'xgl' o'gpqu.'f'g'Lcr »p'\*ecuc' o'cvt'k' +0'c'r ctvt'f'g'guvqu.'c'eqpv'p'wck'p.'ug'gzco k'p'c'e»o q'ug'm'g'xctqp'c'ecdq'ncu'r tqegu'f'g'gn' q'nc'ek'k'cek'p'f'g'r ctvqu.'ew'ngu'up'ncu'r tqxgg'f'qt'gu'f'g'Vq { qvc'tcf'k'ecf'qu'gp'Cti'gp'v'p'c' { " e»o q' gxq'nc'ek'p'ctqp'f'wcpvg'gn'r gt'f'q'f'q'dclq'guw'f'k'q'0'""

<sup>428</sup>"Gp't'grck'p'eqp'ncu'o qvqtgu.'ncu'f'k'g'v'k'qu'f'g'VCUC'ug' c'nc'p's wg'guvqu'up'wp'eqpl'v'p'v'f'g'r kgl cu'hw'p'f'kf'cu' { " o'gecp'k'cf'cu.'r qt'gn'q.'ncu'f'f'o'k'gu'c'nc'nc'ek'k'cek'p'f'g'guvqu'r ctvqu'gp'Cti'gp'v'p'c'gu'p'x'k'p'ew'f'qu'c'ncu'g'uecucu' ecr'cek'cf'gu'nc'ecrgu'gp'hw'p'f'k'ek'p'0'Nc'eqo r g'v'k'k'f'cf'f'g'ncu'r kgl cu'hw'p'f'kf'cu'ko r qtwcf cu'gu'o w'f'c'nc'gp't'grck'p' eqp'ncu's wg'ug'r tqf w'ep'q'ug'r wgf'cp'r tqf wvlf'gp'gn'r c'f'uo'c'f'ncu'gl'g'ew'k'qu'uv'k'p'gp's wg'ncu'ecr'cek'cf'gu'gp' r tqf week'p'f'g'o qvqtgu'ug'r g'f'k'gt'qp'f'2'ecf cu'c't^a' u'gp'Cti'gp'v'p'c' { " c'r ctvt'f'g'c'nc'f'v'q'f'cu'ncu'v'g'to'k'p'crgu'ko r qtw'p'q' g'puc' drcu'ncu'r kgl cu'ko r qtwcf cu'f'g'ncu'o qvqtgu'\*Nwku'N>r gl . 'gpvt'gxkvc'r gtuqpcn'3813414244-0'



## 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 qpgpvgu'f' 'uwdeqplwpvqu'o ° u'eqo r rglqu'f gr'r tqf wevq.'gu'f gekl.'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'b w' f'k'f'ekl' "porque el requisito que tenía Toyota de exigencia de la autoparte que ponía en el vehículo no estaba en coherencia con lo que tenían los proveedores locales "" \*Gf wctf q"Mtqpdgti . " gpvtxkuc" r gtuqpcn"4: B 4244+0'

" C"uw"xgl . " Cp'f'icn'Dqtf gtgu."ug° cr' "s wg"r ctc" gr'a tgc" f g"Eqo r tcu" c"Rtqxggf qtgu"rg" r kf kgtqp" f guf g'Lcr »p's wg"" no traiga a nadie de Compras, que traiga a alguien de Producción. Porque al ser de producción, cuando hable con nuestros autopartistas entienda que si me entregan una parte bien hecha yo la puedo poner en la línea directamente. El precio lo vamos a negociar dentro de un par de años. Ahora lo que necesito es calidad" \*Cp'f'icn'Dqtf gtgu." gpvtxkuc" r gtuqpcn"39 l6 4243+0'Rctc"uqmwkqpc" guvqu'r tqdrgo cu."rc"ecuc"o cxtk' "{ "rc" h'icn'ug" gphqectqp"gp"wp"kpvgpuk'keceke»p'f g'rcu"tgrcekpgu"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'v'cdclq'eqplwpvq'f' f g'eqqr gtceke»p/" tgcik' c'p'f q'wp'r tqhwpf q'v'cdclq'f g'f gucttqmqu'f g'r tqxggf qtgu"\*Tco c."4226-<, 2+0'

" Ugi Àp'F cplgr'J gttgtq. ""

"

Gp'wp'g'utcvgi k'f' i' n'icn'w'r tqxggf qt'gu'w'uqekq0Gu'lo r qukdn'v'p'gt'wp'r tq' { ge'v'gzkquq'gp'gr'icn' q'r'rc' | q" uk'p'q'v'p² u'eqpvgpk' q' hqecr'eqo r g'k'k'x'q'0P q'v'k'p'g'ugp'v'f q.'r'qt'glgo r m.'h'cdt'lect'wp'r c'tci q'r' gu'gp'Dt'cukl'f' " v'cgtm'gp'eco k»p'0P q'xc'0Gp'gug'ugp'v'f q.'j go qu'j' ge'j q'wp'v'cdclq'f g'f gucttqmqu'f g'r tqxggf qtgu'f q'p'f g'rg" j go qu'f cf q" c'ecf c'wp'q'f g'gmqu'wp'target'f g'o gl'qtc'f g'equvqu'f' "ecrk'cf' r'ctc"ngi'ct'c' "qu'gu'v' pf ct'gu's wg" p'ge'guk'° 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'ge'guk'ct" c' { w'f c' "v'kgo r q'0F kur wuko qu'gs'v'kr qu'f g'v'cdclq'eqp'ecf c"r tqxggf qt" { "wp"gu'v'go c'f g'k'pegp'v'xqu'o w' " uko r ng'0' Ngu' f ge'f'co qu' s wg.'uk' g'pe'q'v'cd'c'p' gr'no q'f q' f g'c'j q'ttct" f kgl " r guqu"gp"rc" gr'v'cd'q'ceke»p' f g'wp" eqo r qp'gp'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 ct'v'gu" d'° u'lecu" h'wgtqp" uqmwkqpa' pf qug.'gu'v'cd'ng'ek'p'p'f q'wp'c't'gf' "gu'v'cd'ng'f g'r tqxggf qtgu."qu'k'pegp'v'xqu'r ctc'rc'r qu'v'gt'k'qt" hqecrk' c'ek»p'f g'r ct'v'gu'f' " r kgl cu"ug'eg'p'v'ct'q'p'gp'f k'uk'p'v'qu"gr'go gp'v'qu'0Gp'r ct'v'ew'v'ct."u'q'dt'g'qu" d'g'p'g'h'ek'qu" f g'hqecrk' ct' r kgl cu."f guf g'rc"i' gt'g'pek'f g'Eqo r tcu'f g'VCUC"uqu'v'k'p'gp" s wg'v'p'gt" r tqxggf qtgu'eg'v'c'p'qu'r gto k'g'<3+"gr'c'j q'ttq'f g'equvqu'mi' f'v'k'ek'qu'f' "f g'd'ctt'gt'cu'cf w'c'p'gt'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 <sup>a</sup> u. "mqu" f kt gevwxqu" uquvkgpgp "s wg" gn' dgpghlekq "f g" t'gkpvgi tq "f g" et<sup>2</sup> 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'<sup>29</sup> " Rqt " Ànko q. " mqu" glgewwxqu" ug<sup>o</sup> 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' gz kung " 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 " uuu' equvqu' hklqu' r qt " wpc " r tqf weekp " o c { qt " Nwku " N » r gl . " gpvt gxluc " 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 pcvkcu' f g " r tqxggf qt gu' s wg' r wgf cp " uwo kpkutct " rcu' r kgl cu' q " eqo r qp gpvgu' I gpgtcm gpvg. " guvq " ug " f c " gp " hqto c " co r rlc " ewcpf q " ug' f gekf gp' tgerk ct " p'wxcu' lpxgtukppgu' { lq " eco dclt " gn' b qf grq' f gn' xgj " f wru " r tqf wekf q " Tco c. " 4226 +0 Rctc " r " ugrgeekp " f g' r tqxggf qt gu. " Vq { qvc " Cti gpvpc " tgerk c " wp " cp<sup>a</sup> ruku " f g' r " ecr cekf cf " f g' guvqu' r ctc " cf cr vctug " { " ugt " hgzkdrgu' ht gpvg " c " ewcrs wkt " eco dlq " gp " mqu' r gf kf qu. " r rcl qu. " ecrk cf . " gur gekhceekppgu " { " xqnÀo 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 " rcu " ecr cekf cf gu' f g " mqu' r tqxggf qt gu' ug " f gdg. " r t'kpek r cm gpvg. " cnj gej q " f g' s wg " r " go r t guc " hgu' qht geg' b <sup>2</sup> vqf qu " { " v<sup>2</sup> eplecu " gur ge' hkecu' r ctc " gn' f gucltqm " 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<sup>a</sup> ruku " f g' rcu " ecr cekf cf gu' f g " mqu' r tqxggf qt gu' gu' cugi wtct " r " ecrk cf " { " r " gpvt gi c " f g " mqu' r tqf wevqu' 0

Cu' " mqu' r cuqu' f g " VCUC " r ctc " 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' gwplp " f qpf g " r " cwqr ct vkuv " r t' gupvc " r " r tqr wguv " { " o " gpekpc " uuu' r qukdtkf cf gu' { " ecr cekf cf gu. " 5 + " uk " VCUC " eqpukf gtc " s wg " gn' r tqxggf qt " vkgpg " r " r qukdtkf cf " f g " gpewcf tctug. " r cuvp " c " wpc " gvcr c " f g " gzco gp " f g " eqo r gvkkxf cf " gp " r " ewcn' l' 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 "

<sup>429</sup> "Eqo q " ug " xkq " gp " gn' Ecr " f wru " 4 " guv " r " g { " hgz " r " tqo wi cf c " gp " 4238. " cwps wg " mqu' f kt 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' uqf " p " vctf ct " o " a " u " vgo r q 0Ugi Ap " r " r " g { " f g " 4238. " gn' r qtegpvc " l' g " t' gkpvgi tq " f g " et<sup>2</sup> f kq " hkuecn' r wgf g " xctlct " f guf g " gn' 6 " " cn' 37 " " f gn' xcmq " gz " h' dtlec " f g " rcu " cwqr ct vgu' pcekqpcrgu' c " rcu' 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 " rcu' r qecu' vgo kpcrgu' s wg " vgp " f " wp " 62 " " f g " eqpvkpf q " hqecnlgi Ap " r " b " gvqf qm " f " c " f gvcmf c " gp " r " r " g { 0C wps wg " guv " l' phqto celsp " p " q " gu' r Aditec. " ugi Ap " mqu' glgewwxqu. " Vq { qvc " gu<sup>a</sup> " wpu' r cuqu' cf grcpvg " t' gur gevq " cn' t' guvq " gp " guv " f ko " gpukp " " Nwku " N » r gl . " gpvt gxluc " r gt uqpcn " 38 B4 4244 +0 " Guvq " gu<sup>a</sup> " gp " r " f " pgc " eqp " gn' kpf kecf qt " eqpvt wkl q " r ctc " guv " vgu. " r t' gupvcf q " gp " gn' Ecr " f wru " 40

guv<sup>a</sup> "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<sup>a</sup> u<sup>v</sup> eplec" { " o gpqu'eqo gtekr0"

Rctc "guv" À nko q "gz kug" wpc" i gt gpek "gp" gn'f gr ct vco gpvq "f g" Eqo r tcu' mco cf c "Supplier Production Tracking Team" \*URVV+ "rc" ewcn'ug" f gf kec" c "mqu" pwxqu" r tq { gevqu0 Gp" guc" pwxgc" gvr c "ug" kpxqmetcp "hqu" f gr ct vco gpvqu' f g" kpi gplgt "f g" Rtqf wevq" { "Ecrkf cf 0l . "f gr gpf kppf q "f g" rc" eqo r nglk cf . " vco dk<sup>2</sup> p" r wgf g" r ct vlek<sup>2</sup> ct" gn' f g" Nqi "f vlek0" Nwgi q. " gn' f gr ct vco gpvq" f g" Rtqf week<sup>2</sup> p "gu" gn' er kpv g "hpcn' f g" guv' r tqeguq \*Nwku" N> r gl . "gpvt gxkuc" r gtuqpcn "38 134 14244+0"

" Gp" ewcpvq "c" rc" pgi qekcek<sup>2</sup> p. "ug" r wgf g" j cegt "wpc" f k v kpek<sup>2</sup> 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<sup>2</sup> p "f g" rcu' eqpf kekppgu" guv d r g e k f cu' r qt "rc" ecuc" o c v k k . " m " s w g" hcek k c "rc" pgi qekcek<sup>2</sup> p "gp" Vq { qvc "Cti gp v kpc" { "pq" eqpukw { g" w p" hcevqt "et "f vlek0" Nqu" cur gevqu" c" eqpukf gtct" gp" gn' cewgtf q" eqo gtekrn' eqpukv g p "gp" ucdgt "uk" gn' r tqxggf qt "r wgf g" f guctt qm ct "wpc" r kgl c" { "ukr wgf g" ewo r rkt "eqp" mqu' tgs wgtko kpvqu' f g" ecpv k f cf " { "r rc| q "f g" gpvt gi c0 Gp" gn' ugi w p f q "ecuq. "rcu" eqpf kekppgu" eqo gtekrngu" { "rc" hqto c "s w g" cf qr vcp "mqu" cewgtf qu" uqp" t g u r q p u c d k k f c f " f g" Vq { qvc "Cti gp v kpc" c w p s w g" eqp" h p g c o k p v q u" i g p g t c n g u" f g" rc" ecuc" o c v k k " \*Tco c. "4226+0"

" Wpc" xgl "f gek k f q" r qt "VCUC" gn' eqo k p l q "f g" wpc" t g r e k e p "eqo gtekrn' eqp" w p " r tqxggf qt. " ug" h k t o c "w p" cewgtf q" i g p g t c n f g " eqo r tcu' gp" gn' ewcn'ug" guv d r g e g p "mqu" h p g c o k p v q u" d<sup>a</sup> u l e q u" f g" rc" t g r e k e p 0 Gp" guv g" cewgtf q "ug" r q p g" f g" b o c p k h g u v q " s w g" rc" t g r e k e p " g u" c " r c t i q" r rc| q " { " f g" d g p g h e k e q " o w w q 0 Vco dk<sup>2</sup> p "ug" guv d r g e g" gn' r rc| q. "rc" ecpv k f cf " f g" r kgl cu' f g" t g r q u l e k e p " r c t c " t g r w g u v q u" w p c " x g l " v g t o k p c f c " rc" u g t k g " f g" w p " o q f g m . " rc" g p v t g i c " g p " v k g o r q " { " h q t o c " { " g u v<sup>a</sup> p f c t g u" f g" e c r k f c f 0 C f g o<sup>a</sup> u. "ug" f g v g t o k p c " rc" x q n w p v c f " { " gn' eqo r t q o k u q " r q t " r c t v g " f g" gn' r tqxggf qt " f g" r g t o k k t " rc" k p v t x g p e k e p " g p " u w u" r t q e g u q u" f g" gn' r g t u q p c n' f g" VCUC" r c t c " m i t c t " m u" g u v<sup>a</sup> 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 k c t " rcu" o g l q t c u' e q t t g u r q p f k p v g u" g p " g n' e c u q " f g" h c m u 0

" Ncu" cev k k f c f g u" eqplwpvcu" { " f g" eqqr gtcek<sup>2</sup> p "eqo k p l c p" c " v g p g t " r t q v c i q p k u o q " g p " rcu" 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 tqxggf qt 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<sup>o</sup> q u" { " g u c " x c t k e k e 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 e " v e p q n i k e c " s w g" u g " t g c r k k c " f g" Vq { qvc " c " m u" r t q x g g f q t g u 0 G n' v t c d c l q " eqplwpvq" eqo k p l c " eqp" gn' cp<sup>a</sup> 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" rcu' p g e g u k f c f g u" g u r g e " h e c u" f g" Vq { qvc " eqp" t g u r g e v q " c n' c w q r c t v k u c 0 G u v q " g u" c u" f r q t s w g" r c t c " s w g" gn' r 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 k c t " w p c " o<sup>a</sup> 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 e p 0 R t k p e k r c m g p v g . " g n' c w q r c t v k u c " f g d g " eqo r t g p f g t " g " k p e q t r q t c t " m u" r t k p e k r k u" t g e v t g u" f g n' V R U 0 N c " v g p f g p e k e " g u" s w g" gn' r t q x g g f q t " c f s w k g t c " rc" o g v q f q m i " f c " { " g p " w p " h w w t q " u g " o c p g l g " eqp" c w q p q o " f c " \* 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'ru'bo cvtlegu. "Vq{ qvc'gu'wpc" f g'ru'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'gu'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 tguv'cwqr ctvkvu"bo kgo dtq'f g'CRVC." gpvtgxkvu'r gtuqpcn"421344244+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 qtcvkv. " f g" Vq{ qvc" Cti gpvkc. f g" Vq{ qvc'Dtcukn'f' f g'ru'r tkpek crgu'go r tguv' r tqxggf qtcu'0Cn'f'ug'qvqi cp'r tgo kqu" gp'tgu'ecvqi qt'cu'«ecrkf cf. 'nqi 'jukec" { 'equuqu'0Cuko kuo q. 'ug'r tgo k'cn'bo glqt' r tqxggf qt' f g'ecf c" c° q" { 'vo dl2p'ug'tgcrk cp"gpvtgi cu'f g'r tgo kqu'kpvgtpeckqpcrgu'gp'Lcr »p0"

Cf go a u. "VCUC"tgcrk c"eqpuvcpvgo gpvg"cevxxkf cf gu'f g'ecr cekcek»p"eqp" r tqxggf qtgu." eqp"gn'qdlgvq'f g'hqtvrgegt'rc"i guk»p'f g'vgo cu'erxg'gp'uw'ecf gpc'f g'xcmqt0C"vtx2'u'f g'guvqu' cevxxkf cf gu'gu'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"dwec"o glqtct' r tqeguqu"gp" v² to kpqu'f g'ecrkf cf. " r tqf wvxxkf cf. "ghkkgpek" 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 g pvtq" f gn' r tqeguq" r tqf wekxq" f g" o qf q" s wg" pq" ugc" pgeguctkq" ghgewct" eqpvtqngu" r quvgtkqtgu" c" r' r tqf weekp" f g' r' cu. "6+ Cevkxk cf " f g' r' tqxggf qt" f g' r' ppgc" o qf grq" / *Problem Solving* ó E f ewrqu" f g' ecrkf cf < c" vtcx<sup>2</sup> u" f g' guvc" ug" lpeqtr qtc" gn' Ukuvgo c" f g' Rtqf weekp" Vq{ qvc" c" ecf c' r' tqxggf qt" c" hkp" f g' hqtvrgegt" { " o glqtct" uw" ugi wtkf cf . " ecrkf cf " { " ukuvgo cu" f g' equvqu0"

Gp" tguwo gp. " VCUC" co r rñs" hwtvgo gpvg" uw' dcug" f g" r' tqxggf qtgu" hqecrgu" f guf g" uw' kpuvcrekx" p" gp" gn' r c" f u0Guvq" ug" j k q" eqp" wpc" r ct vkr cekx" p" cevkc" f g' r' vgo kpcn' gp" hqu' r' tqeguqu" f g" o glqtc" f g' r' cu" cwqr ct vkuvcu. "qvqi cpf q" f kulpvqu" r tqi tco cu" { " cevkc" f g' gu" f g' f gucttqmq" f g" r' tqxggf qtgu" hqecrgu. " r gtq" vco dk<sup>2</sup> p" b" cpvplkpf q" cñqu" p kxgrgu" f g' gzki gpek" { " eqpvtqnludtg" guvcu" hto cu0Gpvtg" hqu" f kulpvqu" epcrgu" f g' eqqr gtcekx" p" f g" VCUC" eqp" uwu' r' tqxggf qtgu" ug" gpewgpvtcp" gn' *Supplier Production Tracking Team* \*URVV+ r ctc" rñ" kpenwukx" p" f g" wp" pwxq" r' tqxggf qt. " rñ" Cuqekcekx" p" f g" Rtqxggf qtgu" f g" Vq{ qvc" Cti gpvkc" \*CRVC+ " { " f kxgtucu" cevkc" f g' gu" f g" ecr cekcekx" p" { " hqtvrgek" lgpvq0F g" guvg" o qf q. " ug" r' wgf g" xgt" e» o q" ug" kplekcp" hqu" x" p ewrqu" gpvtg" rñ" vgo kpcn' { " hqu' r' tqxggf qtgu" hqecrgu" grgi kf qu0"

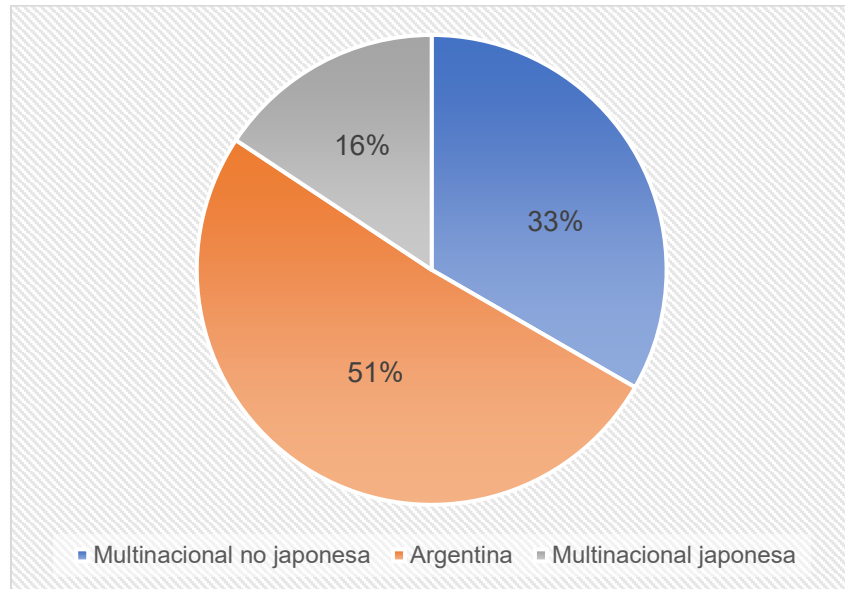
### 5.3 - Proveedores de Toyota en Argentina

Nqu' r' tqxggf qtgu" f g' Vq{ qvc" Cti gpvkc" ug" r' wgf gp" emukhlect" gp" tgu' i twr qu' f kulpvqu" ugi Ap" uwu' qt" f g' pgu< c+ O wñkpcckqpcrgu" lcr qpgucu. " d+ O wñkpcckqpcrgu" p q' lcr qpgucu" { " e+ Nqecrgu0<sup>2</sup>: " Gp" gn' c° q" 4242. " VCUC" hq" eqo r tcdc" f k gevo gpvg" c" 84" cwqr ct vkuvcu" f gn' r tko gt" cplmq0Guv" rkuvc" f g" r' tqxggf qtgu" gu" eqplkf gpekñ" ukp" go dci q. " r ctc" guvc" vguku" ug" r' wf q" tgeqput vkt" gn' i twr q" f g' r' cu" r tpekrcrgu" 73" cwqr ct vkuvcu" gpvtg" gñcu0<sup>32</sup>""

Cu" f emukhlectpf q" c" rñu" hto cu" f g" guvg" i twr q. " ug" r' wgf g" o gpekqpc" s wg" hqu' r' tqxggf qtgu" o wñkpcckqpcrgu" f g" qtki gp" lcr qp<sup>2</sup> u" gtcp" gn' 38" " f gn' vcn' f g' r' cu" cwqr ct vkuvcu" f gn' r tko gt" cplmq" f g" VCUC" \*xgt" I t<sup>a</sup> hkeq" X/5+0' P qto cm gpvg. " guvcu" uqp" hñkrcrgu" f g" go r t gucu" lcr qpgucu" s wg" r' tqxggp" c" Vq{ qvc" lcr » p" { " c" uwu" uwdukf kctkcu" gp" gn' o wpf q0Guvqu" r' tqegf ko lgpvqu" i gpgtcm gpvg" uqp" etgcf qu" gp" rñ" ecuc" o ctk k' f g' rñ" vgo kpcn' { " vtcpuhgtkf qu" c" rñu" hñkrcrgu" f g' rñ" eqtr qtcekx" p" f gdlf q" c" s wg" rñ" ugf g" egpvtcñr qugg" eqpvcevq" hñkrcrgu" f g" { " f k gevg" eqp" rñ" ecuc" o ctk k' r' tqxggf qtc0Cf go <sup>a</sup> u. " rñ" o c { qt' r' ctvg' f g" guvcu" eqo r c° f cu' ug" kpuvcrekx" p" gp" Cti gpvkc" c' r' ct vkt" f gn' *follow sourcing*. " gu' f gek. " uki wlgpf q" c" rñ" uwdukf kctk" f g" Vq{ qvc" gp" gn' r c" f u" \*xgt" Vcdñ" 2/35" f gn' Cpgzq" Guvcf f uñkrcrgu" +0' C" uw" xgl . " ewcvtq" f g" guvcu" qej q" go r t gucu" lcr qpgucu. " uqp" r' ctvg' f gn' I twr q" Vq{ qvc" c" plxgn' i mdcñ" \*F gpuq. " Lgnm' Cwqo qvkg. " Vq{ qvc" Dquj qmñ" { " Vq{ qvc" Vuwuj q+0"

<sup>42</sup>: "Rctc" xgt" gn' f gvcng" f g" guvqu" k' c" rñ" Vcdñ" 2/35" f gn' Cpgzq" Guvcf f uñkrcrgu"  
<sup>432</sup>: "Rctc" eqpuwñct" lqdtg" guvc" tgeqput weekx" p" xgt" rñ" P qvc" O gvqf qñ" i kec" 80"

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



Hwpgv<gndqtc&p'r tqr kc'gp'dcug'c'CHCE. f cvqu'f g'CF IO TC. 'dncrpegu'f g'VCUC' '{ 'gpv'gxlvcu'0'

Gp"ugi wpf q"mi ct. "ug"gpewpvtcp"qu'r tqxggf qtgu"o wmpcekqpcrgu"eqp"r t gugpek"gp" Cti gpv'pc"\*55' +. 'qu'ewcrgu'uqp"go r t gucu'gz vtcplgtcu's wg'r quggp' h'k'crgu"gp"gn'r c'f'u'0'Nc'o c { qt" r ctvg'f g" guvcu"uqp"f g"GGWW": "f g"39+" { "nwi q"v'gu'f g" H'cpek'0' H'pcro gpvg. "ug"j cmcp"qu" r tqxggf qtgu'f g"ecr k'crgu"m'ecrgu"\*73' -0'Guc'f k'v'kdw&p"eqp"o c { qt"r t gugpek"f g"ecr k'crgu" pcekqpcrgu"gu"kw'wcn'l'penwq"gp"qvtcu" h'k'crgu'f g"Vq { qvc"gp"gn'o wpf q."s wg"uwrgp"v'p'gt"wp" r qtegpvlg'lw' r g'k'q'cn'; 2' 'f g'r tqxggf qtgu'f qo 2' u'w'equ'f g'qtki gp'gz vtcplgtq' \*T wdkq'gv'cn'0'4244-< 32+'c'wps wg'gp'eqo r ctcel&p'eqp'gn'ecu'f g"Vq { qvc'Uwf' a h'lec'guc'f k'v'kdw&p" '{ "gur gek'rk' cel&p" f g'rcu'cwqr ct v'lcu'ugi Ap'lw'qtki gp'pq'v'gpg'i t'cp'f gu'f k'gt'gpekcu"\*gl'gew'k'q'f g"Vq { qvc'Uwf' a h'lec." gpv'gxlvc'v'gnh'p'k'ec."37 l6 l4243-0'

Ukp'go d'cti q.'c'r guct'f g's wg'b' a u'f g'rc'o kcf'f g'h'qu'r tqxggf qtgu'f g'VCUC' uqp'f g'ecr k'cn' m'ecn'ecdg'f gu'c'ect's wg'rc'i t'cp'o c { qt'f'f g" guvcu'ug'f gf'k'ecp'c"ce'v'k'k'f cf gu'o' a u'uko r ngu.'v'crgu' eqo q"rc'h'cdt'lecel&p" '{ "r tqx'k'k'p'f g'r ctv'gu'o g'v' r'ecu" '{ "r r' u'w'ecu'0' O w'ej cu'f g" guvcu'cwqr ctv'gu.' cf go' a u.'r quggp'x'gpv'lcu'h'gp'v'c'rcu'ko r qt'w'f cu'r qt'ugt'r k'g' cu'bulky, m'u'ewcrgu'uqp'f k'f'ek'rgu" '{ " equv'qucu'f g'v'cpur qt'v'ct'0"

<sup>433</sup>"Gu"ko r q't'v'p'v'g'f gu'c'ect's wg'gn' r'k'v'cf q"q'd'v'p'k'f q" gu'f g"73" cwqr ct v'lcu'f k'g'v'cu'0'F gu'f g'gn'f gr ct'v'co gp'v'q'f g' Eqo r t'cu'f g"Vq { qvc' u'qu'v'g'p'p's wg'gp'4242'gn'v'q'v'cn'f g'r tqxggf qtgu'f k'g'v'cu' u'qp'84.'c'wps wg'guc'h'k'v'c'gu'eq'p'k'f g'pek'cn'0' F gu'f g'CF IO TC' u'qu'v'g'p'p's wg'f gn'v'q'v'cn'f g'84'cwqr ct v'lcu'gn'r qtegpvlg'f g'ecr k'crgu'm'ecrgu'gu'f gn'82' . 'o c { qt" s wg'h'q'c'p'cn'k' cf q'gp'rc'o v'g'v'c'f g'guc'v'g'u'0'R'et'c'o r r'ict' u'q'd't'g'g'ug'v'g'g'x'co k'gp'v'q'eq'p'w'v'ct'rc'P' qvc'0' g'v'q' q'n'i k'ec' 80'

Gpvtg"nqu"ukungo cu'f g'cwqr ctvgu'eqo r nglqu"{'f g'o c {qt 'xcmqt 's wg'ug'hcdtkcep"gp"gnr c'ju' ug" gpewgpcp<' ckt gu" ceqpf lekqpcf qu" \*F gpuq+." culgpvqu" \*Vq { qvc" Dquj qmw+." ukungo cu' f g' kphqto cek>p" {" gpvtgvpko lgpvq" \*infotainment+ " \*O ki qt+." ecdrgu." vcdrgtqu" {" r cpgrgu" f g' kpuvwo gpvqu"\*[ c| cnk+\*Nwku"Nr gl ."gpvtgxkuc'r gtuqpcn"38 B4 4244+0'Gu'f gekl."s wg."uk'dkcp"rc" o c {qt'c'f g'mqu'r tqxggf qtgu'tcf kecf qu"gp"gnr c'ju'f g"Vq { qvc'uqp'f g'ecr kcrngu'pcekqpcrgu."uqmq' wpq'f g'gmqu."O ki qt."hcdtkc'r ctvgu'eqo r nglcu'Nqu'qvtqu'tgu'r tqxggf qtgu'f g'r ctvgu'f g'o c {qt' xcmqt'ci tgi cf q'uqp'cwqr ctvku'ci' mdcrgu'lcr qpgucu."f qu'f g'gmcu'f gn'I t w r q"Vq { qvc" \*F gpuq" {" Vq { qvc'Dquj qmw+0Cj qtc'dkcp."c'r ctvkt'f g'guxqu'f cvqu'ci tgi cf qu'cn'4242'gu'ko r qt vcpvg'eqp qegt" e>> o q'ug'hngi >>"c'gux'ukwcek>p"gpvtg'rcu'r tkpek crgu'cwqr ctvku'f g'VCUC."s w' vkr q'f g'r tqeguqu' f g' upgrading" ug" mgxctqp" c" ecdq" {" s w' vkr q'f g' gobernanza" guvdrgek>" VCUC" eqp" uuu' r tqxggf qtgu'Guq"ug"vcdclc" c"eqpvkpwcek>p"gp"dcug" c"rc"vc { 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'0<sup>34</sup>"I mdcro 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 week>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'0<sup>35</sup>" Gr'cewgtf q'eqp"rc'eqo r c'0' f g'qtki gp" kcrkcpq'ug'f g'kxc'f g'wp" joint-venture s wg'F gpuq'vgp' f eqp'rc'cwqr ctvku' kcrkcp' s wg'gtc'r ctvg"

<sup>34</sup>"Gp"v'to lppu'i gpgtcrgu."gp"gnr'ki m'ZZ K'gr'rkf gtc| i q'f gn'cwqr ctvkuo q'i mdcn'ug'f kur wc'gpvtg'F gpuq" \*Lcr >>p+." Dquej "Crgo cplc+ {" O ci pc" \*Ecpcf a -0

<sup>35</sup>"F gpuq" Eqtr qtcvqp'rgu'r tqxgg'ukungo cu'c'vqf cu'rcu'vgo kpcrgu'f gn'o wpf q" {" guv' r t gupvg'gp"rc'o c {qt'c'f g'mqu' r c'ju'eqp" kpf wvkc'cwqo qvtk' ."ukp"go dcti q."uu'r tkpek crgu'erlcpvqu'i mdcrgu'uqp'rcu'vgo kpcrgu'cwqo qvtlegu' lcr qpgucu'Ugi Ap'gn'f k gevqxq'f g'F gpuq' Cti gpvkc'gpvtgxkucf q."gux'vkr q'f g'r lgi cu'eqo r nglcu."vcrleqo q'rc'ecle'f gn' cktg'ceqpf lekqpcf q."uqp'eqo r tcf cu'c'ukungo kuc'u'i mdcrgu'r qts wg'qhtgegp'wpc'cnc'eqphcdkrf cf 'r ctc'rc'vgo kpcn'0' Gr'tlgu' q'f g'vpgt' r tqdrgo cu'gp" gux'vkr q'f g'ukungo cu'gu'cng' {" rcu'vgo kpcrgu'pgegukcp"i ctcv' f cu'f g'uw' dwgp" hwpekqpc kpvq" \*Lwcp' P qxgm'gpvtgxkuc'r gtuqpcn'49 17 4244+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 qtcvkqp'eqo r t>"  
rc'f kxkuk>p'f g'ukungo cu'v'to lequ'f g'rc'cwqr ct vkuc'kcrkpc"{' f guf g'gug'o qo gpvq'eqo gp| ctqp'c"  
mco ctug'F gnuq'Cti gpvkpc0"

" Gnl'ekgtt'f g'Hlcv'Cti gpvkpc'c'kpgu'f g'3; ; 2"ko r cew>'pgi cvkxco gpvg'gp'F gnuq.'s wg.'uk"  
dkgp'r tqxg'f'c'Vq{ qvc'f wtcpvg'iqu'r tko gtqu'c° qu'f gnl'4222'°cr tqzko cf co gpvg'42022'wplf cf gu"  
cpwrcgu+: "guvq'pq'rg"i gpgtcdc'rc"guccrc"uwkckpvg'r ctc'ugt'tgpvcdng0F g'gug'o qf q."c'r ctvkt'f g"  
pgi qekckppgu'kpvgtpeckppcngu'gptg'rcu'ecucu'o cvt'legu'f g'F gnuq"{' Hlcv.'rc'cwqr ct vkuc'ler qpguc"  
eqo gp| >>"c'gztvctrg'c'Hlcv'Dtcuknr' ctc'eqo r gpuct'rc'ec'f'c'f g'rc'r ctvg'cti gpvkpc0Lwcp'P qxgm"  
i gtgpvg'f g'F gnuq'Cti gpvkpc'f guf g'4227.'uqukpgg's wg""*las empresas globales hacen acuerdos internacionales. Les dijeron que no podíamos cerrar la fábrica de Córdoba que nos hicieron poner hace 5 años, que necesitaban venderle productos a alguien*""\*Lwcp'P qxgm"gpvtgkuc"  
r gtuqpcn'49 I7 I4244-0<sup>36</sup>"

" Nwgi q."gn'etgelo kgpvq' f g' VCUC" ngu'f kq' gn' xqno gp' uwkckpvg'r ctc"i ctcpxk ct'rc"  
tgpvcdkrf cf."cwps wg'rc'vgt o kpcn'ler qpguc'etgek>'cvpvq's wg'iqu'r tqdngo cu'witi kgtqp'r qt'qvtq"  
rcf q'<rcu'kpxgtukppgu's wg'ug'vpp'f'p's wg'j cegt'r ctc"i ctcpxk ct'rcu'r ctvgt'r ctc"guqu'plxgrgu'f g"  
r tqf week>p0' Cn'tgur gevq."iqu'f k'gcvkqu"eqo gpvc'p's wg'wxkgtqp's wg'vcdclct'hwgtvgo gpvg'cn"  
kpvgtkq't f g'rc' qti cplk celk>p' kpvgtpeckppcni' r ctc" eqpugi vkt'rcu' kpxgtukppgu' pgeguctku' r ctc"  
cwo gpvt'rc'ecr celk cf "f g'r tqf week>p0'P qxgm'uqukpgg's wg'F gnuq'pq'vkpgg'i tcp'kpvgt²u"gp"  
kpxgtvkt'gp'Cti gpvkpc'f gdlf q'c'uwu'xckxpggu'geqp>>o lequ"{'rc'ko r qukdkrf cf'gp'f kxkpvqu'c° qu'f g"  
i kct'wklf cf gu"{' f kxkf gpf qu0'Qvct'r ctvg'f g'guc'kpxgtuk>p"rc'r wf kgtqp'ewdtk'eqp'et² f kqu"  
HQP F GCT'f gnl' qdkgtpq'pckppcni'cti gpvkq'gpvtg'4236"{' 4238.'f g'rc'bo kuo c'hqto c's wg'iq'j k q"  
Vq{ qvc0<sup>37</sup>" F g' gug' o qf q."cwo gpvtqp"rc'ecr celk cf "f g'r tqf week>p" {" r wf kgtqp" r tqxgg"  
ucvkucvxtlco gpvg'c'rc'vgt o kpcn'ler qpguc0Cn'4243.'F gnuq'hcdtlecdc'crtgf gf qt'f g'36'r kgl cu'f g"  
iqu'xgj 'f'wqu'f g'VCUC.'gpvtg'iqu's wg'ug'gpeqvtcdcp<eclcu'f g'ckg.'eqpf gpucf qtgu.'tcf kcf qtgu."  
r kgl cu'r r'f ukcu.'o cpi vgtcu.'wdqu.'gpvtg'qvtcu0"

" Nc'tgrck>p'f g'F gnuq'eqp'Vq{ qvc'gp'Cti gpvkpc'gu'r ctvkwcto gpvg'f hgtgpvg'cnlf gnl'guvq"  
f g'rcu'cwqr ct vkuc's wg'pq'uq'r ctvg'f gnl' twr q'Vq{ qvc0Rtkpek'cm gpvg.'f gdlf q'c's wg'F gnuq"{'c"  
vkpgg'kpeqtr qtcf q'gn'r tqeguq'r tqf wcvkq'f gnl'VRU"{'rc'hkquqf'f'f g'Vq{ qvc0Rqt'iq'vcpvq.'pq'ug"  
ngxpc'c'ecdq'vcpcu'cevkxkf cf gu'f g'f gucttqm'f g'r tqxggf qtgu'q'bo glqtcu'f g'ecrk cf 0Cuko kuo q."

<sup>436</sup>"Guq'eqpvtcuc'eqpukf gtcdrgo gpvg'eqp'gn'ecua'f g'Gugdcp'Eqtg'gtq.'cwqr ct vkuc'iqecni's wg'ug'f gucttqmt<sup>a</sup> "o<sup>a</sup> u"  
cf gnpvg.'gp'gn'ewcn'cpvg'wpc'ukwck>p'r ctgek'c.'pq'ng'f kgtqp'plpi wpc'uqnek>p'f guf g'Hlcv"{' guwvq'cn'dqtf g'f g'rc"  
s wkgdtc0'  
<sup>437</sup>"Gnl'et² f kq'HQP F GCT'ewdtk>'&62'o kmppgu'f g'iqu'&74.7'bo kmppgu's wg'equ>'rc'kpxgtuk>p'°HQP F GCT.'4237-0"



reuc'evkxf cf gu'f g'K F 's wg'F gpuq'ingxc'c'ecdq'gp'Cti gpvpc'uqp'gucucu."{c's wg'gucv'hwpekpqgu' r ctc'rc'J kwz'ug'tgcrk cp'gp'Vckrpf kc0

" Rqt'qvtq'rcf q."F gpuq"Cti gpvpc'ingx»"c'ecdq'pgi qekcekppgu'mecrgu'r ctc'cdcugegt'f g' r kgl cu'cn'Rgwi gqv'428."j cuw's wg'eco dl»'uw'r r'vchqto c0C'uw'xgl ."r tqxg{gtqp'r ctvgu'r ctc'gn' T gpcwn'Erffq"O f'f guf g'gn'4234"cn'42380'Gp'4239."c'r ctvt'f g'rc'mgi cf c'f g'P kuucp'cn'r c'fu." eqo gpl ctqp'c'xgpf gtrg'r ctvgu'c'guc'vgo kpcn0"

" Gn'r tlpekr cn'eqo r gvkf qt'f g'F gpuq'gp"Cti gpvpc'gu'O kti qt."gn'ewcn'ng'r tqxgg'ukugo cu' v'to lequ'c'Xqmuy ci gp."Hqtf."{ 'I gpgtcn'O qvqtu0'Gp'r ctvkwrt.'O kti qt'guv' tcf kecf q'gp'Vkgttc' f gn'Hwgi q."cr tqxgej cpf q'mu'dgpghekqu'ko r qukkqu'f g'rc'r tqxkpek."{ "F gpuq'gp"Ex'tf qdc." f qpf g'r qugg'xgpc'c'r qt'rc'egtecp'f'i gqi t'a hlec0'Rqt'qvtq'rcf q."F gpuq'wo dl'p'eqo r kvg'eqp" O kti qt'gp'ukugo cu'grgevt»plequ."cwps wg'rc'cwqr ctvkw'lc'r qpguc'pq'vkgp'g'tcf kecf c'uw'f kxkuk»p" f g'grgevt»plec'gp'Cti gpvpc.'ukpq'gp'Dtcuk0"

P q'qducpvg."cn' wpqu'r tqf wevqu'grgevt»plequ'cnco gpvg'uq'hwkecf qu's wg'hcdtlec'F gpuq' gp'Dtcuk<sup>438</sup>"{ "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"{"et'f'keq'f gdlf q" c"s wg'f g'gmc'f gr gpf g'i tcp'r ctvg'f g'rc'ugi wtkf cf "s wg'qhtgeg'gn' xgj f'ewr0'cn'tgur gevq."O kti qt'j c'vpgf q'kpvpekppgu'f g'tcdclct'gp'eqplwpvq'eqp'F gpuq'r ctc' f gucttqmt" guvg' vkr q'f g'r tqf wevqu."r gtq'f guf g'rc'ecuc"o cvtk' f g'F gpuq'Eqtr qtcv'kq"j cp' uquvpgf q's wg'gug'know-how'pq'ug'r wgf g'tcpuo kkt'c'qvtq'r tqxggf qt0'Ugi Àp'P qxgm""*tenemos un know-how de 40 años de producir. No cualquiera lo puede localizar. Necesitamos años de capacitación para poder llegar a ese nivel de calidad*" \*Lwcp'P qxgm'gpvtgxkuc'r gtuqpcn' 49 17 14244-0)

F g'gug'o qf q.'ug'r wgf g'f gucect's wg'guc'cwqr ctvkw'c'i mdcn'mgi »"c'Cti gpvpc'c'r ctvt' f g'rc'tcf kecek»p'f g'Vq{qvc'gp'gn'r c'fu"{'f g'cewgtf qu'kpvtpcekppcngu'gpvt'rcu'ecucu'o cvtlegu0C" r ctvt'f g'gmq."VCUC'ug'i ctcpvk' »'rc'r tqxkuk»p'f g'elgtvcu'r ctvgu'eqo r nglcu0'K wcm gpvg."guv'pq' gzenw'f'c's wg'F gpuq'ingxctc'c'ecdq'pgi qekqu'eqp'qvtcu'vgo kpcrgu'c'pkxgn'kpvtpcekppcn"{'mecn0' Rqt'qvtq'rcf q."gnf gucttqmf'f g'guc'ukugo 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'c'i mdcn'gp' eqo Àp0'Gp'r ctvkwrt."ug'f gucec'rc' ko r qvcpek'f g'mu'et<sup>2</sup> f kqu'r Àdnequ'HQP F GCT"r ctc'co r rkt'uw'ecr cekf cf "f g'r tqf wek»p" c"

<sup>438</sup>"Nqu'f kgevkxqu'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'guc'f'f dtlec'vcdclcp' o c'qto gpvg'go r ncf qu'lc'r qpgugu"{'ng'r tqxggp'gucv'r kgl cu'et'f'kecu'uqm'c'erkpvgu'lc'r qpgugu'crgu'eqo q'Vq{qvc." J qpf c."I co cj c"{'J qpf c0'Rqt'qvtq'rcf q."rc'f kxkuk»p'v'to kec'f g'F gpuq'wo dl'p'vkgp'wpc'r t'gugpek'o w'uw'gtkqt' gp'Dtcukn'f qpf g'vkgp'ugku'f dtlecu"{'wp'egvt'q'f g'f kug' q0'Ukp'go dcti q."rc'cnc'r t'gugpek'kpf wutkn'f g'F gpuq'gp' Dtcukn'pq'ug'f gdg'r tlpekr cm gpvg'c'Vq{qvc'ukpq'c'Ugmrpvku.'r ctvkwrt'o gpvg'c'Hkcv'uw'r tlpekr cn'erkpvg."{c's wg' guc'hko c'vkgp'pkxgru'f g'r tqf wek»p'b w'c'cnqu'gp'gn'r c'fu'xgekpq0

o gf kcf qu'f g"re" f<sup>2</sup> ecf c" f gn'4232" cpvg"re" f hkwncf "r ctc"re" qdvpekep" f g" hkpceko kgpvq"r ctc" kpxgtukppgu"cn'kpwtkqt" f g"re" qti cpl cektep" kpwtpcekppcn" f g" hqto c"uko krc" c"m" s wg" uwegf k" eqp" VCUC" gp" guqu" c" qu0'

#### 5.4.1.2 - Toyota Boshoku

" Vq{ qvc" Dquj qmw" Cti gpvkc" gu"re" hkrn' mjecn' f g"re" eqo r c" o" f" o" wnkpcckppcn' lcr qpguc" f gn' o kuo q" ppo dtg. "r ctvg" f gn' l twr q" Vq{ qvc. "f gf kcf c" c"re" hcdtkcekep" f g"re" u"r ctvgu" kpwtkqt gu" f g" rqu" xgj f" ewqu0<sup>39</sup> " Nngi »" c"re" Cti gpvkc" dclq" gn' ppo dtg" f g" O cuvt " Vtko " Cti gpvkc" gp" 4225. " kpuvni pf qug" gp" Eco r cpc. "r tqxlpeke" f g" Dwgpqu" Ckt gu. "r ctc" r tqf wek" rqu" cukgpvu. "kpwtkqt gu" { " grgo gpvu" hkmcpvgu" f g"re" pwgxc" i gpgtcekep" f g" J knw0' Eqp" uw' mgi cf c" f gur re | »" cn' cpvtkqt" r tqxggf qt" f g" guvu" r tqf wevu" r ctc" VCUC. "re" hkrn' mjecn' f g"re" eqo r c" o" f" o" wnkpcckppcn' guvcf qwpkf gpug" Lqj puqp" Eqpvtqn0"

" Gn'ugv' f g" cukgpvu" f g" wp" xgj f" ewqu" gu" wp" ukvgo c" eqo r rglq" { " gn' o" a" u" equvuq" nngi q" f gn' o qvt0Rqt" glgo r m. "wp'ugv' f g' ewcvtq" cukgpvu" f g" wpc" J knw": Ål gpgtcekep" vkgpg'822' r kgl cu' f qu" ckt dci u. "vqf q" gn' ukvgo c" gr' extkeq" r ctc" o" qxgtm. "ukvgo c" f g" xgpvkrcekep" cf gpvtq" f gn' cukgpv. " hwpf cu" f g' ewgtq. "gpvtg" qvtcu0' Cf go a u. "guvu" f gdgp" ewo r rkt" eqp" tgs wgtko kgpvu" f g" ugi wtkf cf " gur ge" hlequ" { " wpc" hcrn' f g" guvu" r wgf g' ugt" ngvni0Rqt" m' vcpvq. "gu" wp" r tqf wevq" eqo r rglq" { " egpvtcn' r ctc" gn' xgj f" ewqu" " Rcdm" Tceekwk" gpvtgxkuc" r gtuqpcn" 5 18 4244-0'

" Ugi Åp" F cplgn' J gttgtq. "Vq{ qvc" Dquj qmw" xkpq" qtki kpcm gpvg" c"re" Cti gpvkc" eqp"re" kf gc" f g" gpucod rct" cukgpvu0' Cu" f" wcpvg" o" a" u" f g" 32" c" qu" ko r qt »" f kwpvu" r tqf wevu" vgz vkgu" f guf g" Dtcukn' { " Rctci wc { " O kukep" Rtqf wekxc. "3: 19 4244-0' Rgtq. "gp" 4236. "VCUC" mgi »" c" wp" cewgtf q" eqp" gn' UO CVC" c" vtcx<sup>2</sup> u" f gn' ewcn' ug' pgi qel »" s wg" ug' mjecn' ct" f" cp" gucu" r ctvgu" gp" Cti gpvkc. "r gtq" uk' ug" mji tcdcp" eqpxgpku" ucmtkrgu" ceqtf gu" cn' ugevqt" vgz vkn' { " pq" cn' cwqo qvtk. " { c" s wg" f g" mji eqpvtctkq" pq" r qf t" f" cp" eqo r gvt" eqp" gn' lequvq" f g" rqu" r tqf wevu" ko r qtvcf qu" \*T guqmwkep" O VG{ UU" 34; 5 4237-0' Gur ge" hleco gpvg. "ug" r rcpg »" guvc" mjecn' cektep" gp" gn' Rcts wg" kpf wutken' f g" Xkrc" Hrcpf tk. "gp" gn' r ctvkf q" f g" Nw<sup>a</sup> p. "r tqxlpeke" f g" Dwgpqu" Ckt gu. " { c" s wg" cn' ug" j cd" f" cp" wlecf q" f kxgtucu" go r t gucu" vgz vkgu" { " j cd" f" o" cpq" f g" qdte" gur gekn' cf c" s wg" r qf t" f" go r ngctug" \*F cplgn' J gttgtq. "gpvtgxkuc" r gtuqpcn" 3 19 4244-0' F g" guv" o" qf q. "ug" tcf ke »" wpc" pwgxc" r rcpvc" f g" re" cwqr ctvkuc" lcr qpguc" gp" Nw<sup>a</sup> p" go r ngcpf q" c" citgf gf qt" f g" 622" r gtuqpcu" { " mjecn' cpf q" gn' eqpvkpf q' s wg' gtc" r t gkco gpvg" ko r qtvcf q" \*Gn' Etqpkuc. "39 19 4236-0' Gu' f gek. 's wg' guvc' kplekvcxc" uwti k »" f guf g" re" i gtgpeke" f g" VCUC" r ctc" cwo gpvt" gn' lequvq" f g" rqu" xgj f" ewqu" g" ko r rke »" gn' cewgtf q" eqp"re" cwqr ctvkuc" { " gn' ukpf kecvq" r ctc" r qf gt" mgxctm" c" ecdq0'

<sup>439</sup> Vco dkp' hcdtkcp' h' p' gcu' f g' cukgpvu' r ctc" cxkppgu" { " v' gpgu0'

" Gp"tgmelep"eqp"gn'f lug° q" f gn'r tqf wevq. "Rcdm" Tkeekwk"i gtgpvg"i gpgtcn'f g"Vq{ qvc" Dquj qmw'f guf g"gn'4226."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 2tlec"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 gtuppc"ug" ukpvc." gn'ukvgo c"ug" gpekpfc" cwqo a vkeco gpvg0Cu" gn' i gtgpvg" r rcpvc" s wg" "*nosotros no diseñamos el ventilador en sí mismo, lo compramos, pero todo el cableado, toda la posición, cómo se usa, el diseño de eso lo hicimos nosotros. Y eso después se replicó en otros lugares*". Gu'f gekl."c"r guct" f g"pq"r qugg" gn'f lug° q" f gn'ukvgo c" eqo r rgvq."rc" hkrkn'iqecn' f g" guvc" o wkpcekpccn'u" 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" Tcekp i 0Gp" guvq" ecuq."rc" cwqr ctvkv"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 cel»p" 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" tgrvkvco gpvg" dclqu." {." r ctc" pq" vpgt" vqf q" gn'f cuvq" f g" f gucttqmj" gp" Uwf a hlec. "ug"m" gpv'f f guf g" Cti gpvpc0"

" Gp" tguwo gp." Vq{ qvc" Dquj qmw." pq" xkpq" cn' r c"mu" eqp" VCUC." ukpq" s wg" m" j k q" r quvgtkto gpvg." f gur rc| cpf q" c" qvc" r tqxggf qtc" guvcf qwpkf gpug0C" uw"xgl. "rc" mcekn' cel»p" f g" wpc" r ctvq" f g" rcu" r kgl cu" { "eqo r qpvpvqu" s wg"ug" ko r qtvcpc" ug" tgerk »"c" r ctvq" f g"rc" f g"rc" cf o kputcel»p" f g"VCUC" r ctc" cwo gpvt" gn'eqpvzpkf q" mcecn' f g" iqu'xgj "fwmqu" g'ko r rle» gn'cewgtf q" eqp"rc" cwqr ctvkv" { "gn'ukpf kecq" r ctc" r qf gt" mxxc" r c" ecdq0Rqt "Anko q." uk'dlcp" guvc" hkrkn'pq" mxxc" c" ecdq" r tqeguq" f g" kppqxccl»p" 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'wdeceke»p'f gn' egpvtq'f g'f kug° q'f g'rc'J kwz'I c| qq'Tcekpi 'gp'Cti gpvkpc0' "

### 5.4.1.3 – Yazaki

Guc'hkto c'gu'rc'uwdukf kctk'f g'rc'bo wmkpcekqpcnllcr qpguc'[ c| cnk'Eqr qtcvkkp.'r tqxggf qt' o wpf kni' f g' tgr wguqu" r ctc" xgj 'fewqu" 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'kpuvcrctug0<sup>3</sup>: 'Cnki wcn' s wg'mu'ecuqu'cpvgtkqtgu." guc'hkto c'gu'wpc'ukvgo kuc"o wmkpcekqpcn'f g'qtki gp'lcr qp<sup>2</sup>u." 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" hko c'hcdtkcedc'vqf qu'mu'ecdngu'f g'rc'Vq{ qvc'J kwz0<sup>3</sup>: '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 'fewqu'f g' Vq{ qvc" Cti gpvkpc." cwps wg" guvq" gu" d<sup>a</sup> uleco gpvg" wp" gpuc0 drcf q" f g" f kpkvcu" r kgl' cu" {" eqo r qppgvu'ko r qtwcf qu0"

Cf go <sup>a</sup> u."gp'4227.'[ c| cnk'Cti gpvkpc'f gekf g'ngxct'wpc'r ctvg'f g'uw'r tqf week»p'f g'ecdngu' c'Wwi wc{.'cdtkgpf q'wpc'r rcpvc'cn'0'Guc'f gekuk»p'guwxq'xkpewrcf c'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 qtceke»p'f g'I gpgtcn'O qvqtu'{" Ej t{ ungt'eqo q'enkpvu.'m'ewcn'ngx»"c'rc'pgegukf cf 'f g'cwo gpvct'rc'ecr cekf cf 'f g'r tqf week»p0<sup>42</sup>" Rqt"qvtq'rcf q.'rc'hcdtkceke»p'f g'ecdngu'kpg'rc'ectcevt'f'wkec'f g'ugt'o cpq'f g'qdtc'kpvgpukc.<sup>443</sup>" r qt'm'wcpvq."gn'r qtegpvc'g'f gn'equvq'ncdqtcn'gu'o <sup>a</sup> u'cng's wg'gp'rc"o c{ qt'f'f gn'tguvq'f g'rc'u" cwqr ctvkuc0' Cf go <sup>a</sup> 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 qvtk' " gp'gug'r gt'q'f q0'Gucu'tc| qpgu'ngxctqp'c'rc'f gekuk»p'f g'cdtk'wpc'r rcpvc'gp'Wwi wc{.'f qpf g."gp"

43: 'Cf go <sup>a</sup> u.'[ c| cnk'wkk' c'o <sup>2</sup> vqf qu'ulo krtgu'cn'VRU.'r gtq'mco cf qu'New Yazaki System'»P [ U0'  
43: "Uwu'r tlpek'rcgu'eqo r gw'f qtgu'gp'gn'r c'f'u'upp'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'upp'cdcugek'qu'r qt'r tqxggf qtgu' i mdcngu's wg'ceqo r c° cp'c'rc'u'vgt o kpcrgu'f guf g'uw'r c'f'u'f g'qtki gp."{ c's wg'eqo r ctvg'rc'pcekqpcn'cf . 'j cuv'mu' r c'fugu'f qpf g'hwgi q'ug'tcf kecp0'  
442"Rctc"[ c| cnk'rc'u'xgpvcu'c'qvtqu'enkpvu'r qt'hwgtc'f g'Vq{ qvc'upp'pgi qekqu'r wpcrgu."r qt'cni wpcu'r tqf wevqu' gur ge'f'hequ."{ 'r qt'r gt'q'f qu'f g'vgo r q'tgrvko gpvg'eqtqu0'"  
443"Rqt'glgo r m.'cn'4242'[ c| cnk'Cti gpvkpc'go r rgedc'30522'vcdclcf qtgu.'wp'p'Ào gtq'eqpukf gtdrigo gpvg'o <sup>a</sup> u'cng' s wg'gn't guvq'f g'rc'u'cwqr ctvkuc0' Cf go <sup>a</sup> u'f g'guq."ug'f gdg'vpgt'gp'ewpvc's wg'guc'hkto c'r qugg'f qu'r rcpvcu'gp' Wwi wc{" "wpc"gp'Rctci wc{"s wg'cdcugegp" c'Vq{ qvc" Cti gpvkpc0' Gp'vqcn'vqf cu'guc'u'r rcpvcu' uwo cp'5022' vcdclcf qtgu'»Etknkcp'Equc.'gpvtgxkuc'r gtuqpcn'46B4245'0"

gug'o qo gpvq."gn'equvq'f'g'nc'o cpq'f'g'qdtc'gtc'o gpqt'cn'cti gpvq. <sup>444</sup>j cd'c'dclc'ukpf'keck'cek'p' { 'ngu'qht'gekgtqp'f'kukpvqu'dgpg'hekqu'huecrgu'g'ko r qukxqu'Et'kukcp'Equc."gpv'gxkuc'r'gtuqpcn' 46B4245-0'

Nwgi q."gp"gn'4232"eqo gpl ctqp'c'r tqf wekt'r ctc'nc"Xqmuy ci gp"Co ctqm"nc"Ektqmp" Dgtrkpi q."nc"Rgwi gqv'Rctvpgt."gn'Rgwi gqv'528" { "gn'Tgpcwm'Hmgpeg0'C"r ctvt'f'g'gmq." [ c] cnk' Cti gpvpc'f'gek'f'g'cdt'k'wpc'ugi wpc'f'r'ncpw'gp'Wwi wc { 0Nwgi q."gp"gn'4235.'c'tc'f'f'g'nc'k'p'k'ek'v'k'c' f'g' [ c] cnk'Dtcukn'ug'cdt'g'q'v'c'f' dtlec'gp'Rctci wc { . 'ko r wnc'f'c'vco d'k'p'r'qt'gn'o gpqt'equvq'f'g'nc' o cpq'f'g'qdtc'0<sup>45</sup>"Gp"4237."eqp'gn'eco dlq'f'g'o qf'gmq'f'g'nc"J kwz." [ c] cnk'Cti gpvpc'i cp»'nc' r ctv'f'gn'ecdrgcf'q'f'gn'r'cp'gn'f'g'k'p'v'wo gpvq.'s'wg'j'cuv'gug'o qo gpvq'ug'ko r qt'vdc'f'guf'g'q'v'c' go r t'guc'tcf'kecf'c"gp"Dtcukn'Ukp"go deti q."nc'r tqf week'p'f'g'guqu'ecdrgu'hmg'v'c'um'f'cf'c'c'nc' h' dtlec'f'g'Rctci wc { { "ug'eqo gpl »'c'r tqf wekt'g'ko r qt'v'f'guf'g'c'nf'0'

Gp" r ct'v'ewrt." gn' gl'gewkxq" eqo gpv' s'wg' nc' r ncpw' f'g' Cti gpvpc' v'kpg" o wej cu' f'k'hwnc'f'gu'Gri'cwo gpvq"eqp'v'cp'v'g'f'gn'xq'nc'w gp'f'g'h'cdt'kecek'p'f'g'Vq { qvc"mqu'qdrki »'c'k" k'p'et'go gpv'cp'f'q'uw'r tqf week'p.'c'wps'wg'p'q'ug't'gcrk' ctqp'nc'uk'p'x'gt'uk'p'p'gu'cf'gew'f'cu'r'ctc'c'wo gpv'ct' nc'ecr'cek'f'cf'k'p'v'c'nc'f'c'0'C'f'go <sup>a</sup>u."cn'ugt'o cpq'f'g'qdtc'k'p'v'g'p'uk'c."ew'cp'f'q'nc'h'cdt'kecek'p'et'geg'ug' f'gdgp"eqp'v'c'v'ct'p'w'g'x'qu'v'cd'cl'cf'qt'gu' { "nc'ecr'cek'cek'p'f'g'guv'qu'gu'nc'ti'c' { "equv'qu'0'C'uw'x'gl'."gn' f'k'g'v'k'x'q'v'qu'v'k'p'g's'wg'nc'h'k'o c'gp'Cti gpvpc'r'k'gt'f'g'f'k'p'gt'q'f'guf'g'4236." { 's'wg.'uk'p'q'h'w'g'c'r'q't's'wg' Vq { qvc"ng'r'k'f'g'c" [ c] cnk'guv'ct'gp'gn'r'c'f'u."f'guf'g'nc"ecuc"egp'v'c'nc'f'g'nc'r'q'x'g'g'f'q'c" { c'j'cdt'f'cp" f'gek'f'k'q't'g'v'k'ct'ug'0'

Cn'ki'wcn's'wg'nc'u'h'k'o cu'cp'v'gt'k'qt'gu." [ c] cnk'v'kpg'w'p'egp'v'q'f'g'K'F"gp"V'ck'p'f'k'c."f'q'p'f'g' ug't'gcrk' cp'mqu'f'kug' qu'g'k'pi'g'p'k'gt'f'c'f'g'nc'u'r'ct'v'gu'r'ctc'nc"J kwz'0D<sup>a</sup> uleco gpv'g."mqu'r tqf wev'qu'f'g' [ c] cnk'k'p'eqtr'q'cf'qu'c"guv'qu'x'g'f'ew'mqu'u'qp'f'kug'cf'qu' { "f'guctt'q'nc'f'qu'gp"V'ck'p'f'k'c." { "nwgi q" t'gr tqf wek'qu'gp"Cti gpvpc" { "Uw<sup>a</sup> h'k'ec'0'Gp"q'ecuk'p'p'gu."ug'r'wg'f'g'j'ceg't'cni'Ap'eco dlq'r'gs'wg'o q' gur'ge'f'heq'f'cf'cu'nc'u'p'q'to'c'v'k'cu' { "gur'gek'h'ek'f'cf'gu'f'g'ec'f'c'o'g'tec'f'q'0'

Rqt'q'v'q'nc'f'q."f'guf'g'gn'4237" [ c] cnk'O'g'tequw't'cf'k'ek'»'f'qu'f'gr'ct'v'co gpv'qu'f'g'K'F"gp"U'cp" Rcdm" { "E'w'k'k'k'c."f'q'p'f'g'ug' m'g'x'cp'c"ecdq'r tq { gev'qu'p'w'g'x'qu'0'Ukp"go deti q."guv'g'v'k'q'f'g' f'guctt'q'mqu'gz'ew'f'g'c'Vq { qvc."f'q'p'f'g'guv'cu'ce'v'k'k'f'cf'gu'ug'f'gur'nc'gi'cp'gp'nc'u'egp'v'qu'f'nc'd'crgu'f'gn' f'kug'o q'f'g'nc'u'x'g'f'ew'mqu'0'Gp'r'ct'v'ewrt."mqu'egp'v'qu't'cf'kecf'qu'gp'Dtcukn'ug'f'gf'kecp'cn'f'guctt'q'mqu'

<sup>444</sup>"Ugi'Ap'gn'gl'gewkxq."gp'gug'o qo gpvq'nc'o cpq'f'g'qdtc'f'g'Wwi wc { "equv'c'nc'o'k'cf's'wg'nc'cti'gpv'pc."c'wps'wg' f'gur'w'nc'w'nc'hw'g'c'wo gpv'cp'f'q'cn't'ko q'f'g'nc'k'p'nc'el'p'w'wi wc { c'uk'p'ng'x'ct'c"ecdq'f'g'x'c'nc'ek'p'p'gu'f'g'uw'o'q'p'g'f'c." eqo q'eqp'v'c'ect'c'f'g'nc'w'g'w'eg'f'k'»'gp"Cti'gpv'pc."r'qt'm'v'cp'vq."cn'4243."gn'equvq'nc'd'q'c'nc'gtc'r't<sup>a</sup>ev'eco'gpv'g'ki'wcn' gpv'g'co'dqu'r'c'f'ug'0"

<sup>445</sup>"Gug'o q'x'ko'k'p'v'q'k'p'x'q'nc'et»'c'x'ct'k'cu'go r t'guc'f'g'nc'dt'lecek'p'f'g'ecdrgcf'q.'v'crgu'eqo q'U'wo'k'f'g'p'v'q.'H'w'k'w'c" { " Ngq'p'k'o'q'v'k'c'f'cu'r'qt'gn'o'gpqt'equvq'nc'd'q'c'nc'f'g'Rctci'wc { "Et'k'uk'cp'E'quc."gpv'g'x'k'uc'r'gtuqpcn'46B4245-0'

f g'r tq { gevqu'r ctc "qvtqu'endgpgu0Gpvtg"2 uvqu. "mqu'r t kpekr 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"ukuxgo kuc"o wnkpcckqpcn'lcr ppguc"s wg"uki wg"c"Vq { qvc"gp"uw" r tqeguq" f g"kpvtgpcckqpcrk cckp. "cwps wg" c" f hgt gpek" f g"rcu"cpvtgkqtgu" guc"pq"gu" f gn" I twr q" Vq { qvc0F g" hqto c" uko krc" s wg"rcu" hto cu"cpvtgkqtgu. "rcu"cevkkf cf gu" f g" K F "s wg" tgerk cp"gp"gn" r c"u"uqp" guccucu" { "gn"i twguq" f g" gug" f gucttqm" ug"mgxc" c" ecdq" gp" Vckrcpf kc" eqp" gn'egpvtq" f g" kpxgukc cckp" f g"rc" Vq { qvc" J kwz0Rqt" qvtq" rcf q. "guc"cwqr ctvkuc" gu"rc" Àpkec" s wg"pq"ug" xkq" gur gekm gpvg" dgpghckf 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" jukecu" r ctvkewrtgu" f g" uw" r tqeguq" o cpwkewtgtq' j cegp" s wg"ugc" b cpq' f g" qdtc" kpvpukc. { "guq" lwi » "wp" r cr gn'egpvtcni'gp" lwf gekukp" f g" f gumecrk ct" r tqf weekp" gp" mqu" r c" u"gu" xgekpu" f gn" O gtequwt0Gp" r ctvkewrt. "mqu" cwo gpvqu" i tcf wrgu" gp"rc" r tqf weekp" f g" VCUC" pq" uqp" eqpxgkpgvqu" r ctc" guc" hto c. "cn' eqpvtckq" s wg" vqf qu" mqu" qvtqu" r tqxggf qtgu" gpvtgxkucf qu. "eqo q" ug" k" a "xkpf q" gp" mqu" uki wkpvgu" cr ctvcf qu0Guq" ug" eqplwi » "co dk2 p" eqp" wpc" dclc" kpxgtukp" f g"rc" eqo r c° "c" f wtcpvg" gn' r gt" qf q" dclq" guwf kq0"

## 5.4.2 - Proveedores multinacionales no japoneses

### 5.4.2.1 - Dana

F cpc" Cti gpvkpc" gu"rc" hkn' mecn' f g"rc" eqo r c° "c" o wnkpcckqpcn' gucf qwplf gpug" F cpc" kpeqr qtcvgf. " f gf kecf c" c" rc" r tqf weekp" f g" glgu. " glgu" o qvtlegu. " vcpuo kukppgu" { " gs wkr qu" grgevqf kp" a lequ. "vto lequ. " f g" ugnrf q" { " f ki kcrgu" r ctc" xgj " pewu0Guc" go r t guc" gu" r t gupvg" gp" Cti gpvkpc" f guf g" 3; 82" dclq" gn'pqo dtg" f g" Ur keg" t" Glgu" Rgucf qu0Rqugg" f qu" lf dtkecu" wpc" f g" gmcu" gp" P cuej gn" r tqxkpek" f g" Ucp" Nwku. "rc" ewcn' f guf g" gn'4222" gu" f gf kecf c" c"rc" hcdtkeckp" f g" eqo r qpgpvu" f g" uwur gpukp" { " f kgeekp. <sup>446</sup> { " qvtc" gp" I tcpf " Dqwti. " r tqxkpek" f g" Dwgpqu" Cktgu. " f qpf g" ug" r tqf wegp" glgu" f hgt gpekrcgu" { " uwu" t gur gevku" eqo r qpgpvu0Gp" 4243. " gptg" co dcu" r rpxcu. " F cpc" go r rncdc" crt gf gf qt" f g" 622" r gtuqpcu0

Nc" r rpxc" dpcgtgpug" r cu" » c" guvt" dclq" r qugukp" f g" F cpc" gp" 3; ; : "c" r ctvk" f g"rc" eqo r tc" c"rc" hto c" Gcvp. " { " gu"rc" Àpkec" hcdtkecpvg" f g" glgu" { " ectf cpgu" gp" Cti gpvkpc0<sup>447</sup> " F guf g" uwu" kplekqu" j cuvc" 4237. " guc" lf dtkec" r tqf we" c" glgu" { " ectf cpgu" r ctc" xgj " pewu" r gucf qu0Ugi Àp" Lqu<sup>2</sup> " Cndgtvq" O cif qpcf q. " Eqwvt { " O cpci gt" f g" F cpc" f guf g" 4236. " gug" pgi qek" ug" cdcpf qp" » " r qts wg" gtc" " *muy variable la demanda de estos clientes y eran elementos que requerían gran cantidad de partes*

<sup>446</sup> " Gur ge" hkeco gpvg" gp" guc" lf dtkec" ug" r tqf wegp" t » wrcu. " gzvtgo qu" f g" f kgeekp" { " r cttkrcu" r ctc" vqf q" vkr q" f g" xgj " pewu0Cn' f hcdtkecp" crt gf gf qt" f g" 82022" r tqf wequ" b gpuwrcgu" g" bo r qtvcp" 52022" b gpuwrcgu" f g" qvtcu' rpxcu" r ctc" j cegtrgu" wpc" r gtuqpcrk cckp" f cvqu" f g" 4244+<sup>447</sup> " Lqu<sup>2</sup> " O cif qpcf q. " gptgxkuc" r gtuqpcn" 3; B3 4244-0"

<sup>447</sup> " Gn' ectf" a" p" gu" wp" ukuxgo c" o ge" pleq" s wg" r gto kg" wpt" f qu" glgu" pq" eqczkrcgu0 Uw" qdlgkxq" gu" vcpuo kkt" gn" o qxko kpvq" f g" tqvckp" f guf g" wp" glg" eqpf vevqt" 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" guvcf qwpkf gpug" f g" f guvkpct" 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 gmq" f g" J knwz0C" plxgn' r qecn" VCUC" gu" gn' r tkpek" cni" r kpv" f g" F cpc. "ukp" go dcti q. "c" plxgn' r qden" Vq { qvc" tgr t gugpvc" wpc" r ctvg" o kqtkctk" f g" rqu" erkepvu" f g" r" cwqr ctvkc. " { c" s wg" uwu" o c { qtgu" erkepvu" uqp" rcu" vgo kpcrgu" guvcf qwpkf gpugu" Hqtf . I gpgtcn' O qvqu" { "Ej t { urgt0'

Gp" r ctvkwrt. " f guf g" r" go r t guc" uqukpgp" s wg" r" r tqf week» p" f g" guvcu" r kgl cu" pgeguke" wpc" kpxgtul» p" vpc" cnc" s wg. "ukp" xqmo gp" { "gucrc. "pq" gu" tgpvcdr" gn' pgi qekq0" Vq { qvc" Cti gpvkpc" rgu" dtkpf c" guq. "wp" i tcp" xqmo gp" f g" eqo r tcu0C" uw'xgl . "rqu" f kt gevku" uqukpgp" s wg" gn' hkf gtc| i q" f g" F cpc" gp" gn' o gtecf q" rgu" r gto kg" kpxgtul" gp" vgepqmi "c" { "cwo gpvct" r" r tqf wevklf cf 0' Gp" r ctvkwrt. "rcu" r tkpek" crgu" kpxgtulqpgu" f g" rqu" Anko qu" c° qu" hwtgp" r ctc" cwqo cvk ct" r tqeguqu" r tqf wevku0C" uw'xgl . "O cif qpcf q" vco dl² p" r rcpvc" rcu" f hkwncf gu" gp" gn' i ktq" f g" wklf cf gu" { " f klf gpf quf guf g" 4233/34" r ctc" hgxct" c" ecdq" kpxgtulqpgu. " { c" s wg" r" ecuc" b cvtk "pq" gu" f kur wguvc" c" pq" qdvpgt" t gvtppqu0 Rqt" glgo r mq. "gn' f kt gevku" uqukpgp" s wg" "en el predio tenemos una máquina para fundir acero y la tuvimos que cerrar en el 2013-14 por ese tipo de problemas. Es la única fundición de ese tamaño y envergadura en el país que abastecía a las terminales. Los bloqueos hicieron que dejara de ser rentable el negocio. Toyota buscó la forma de que la reabriéramos, pero no se pudo, no era rentable” \*Crdgtvq" O cif qpcf q." gpxt gxkuc" r gtuqpcn" 3; B34244+0'

C" uw'xgl . "j cuc" 4232. "F cpc" wxq" vco dl² p" wpc" r rcpvc" gp" Rcej geq" r tqxkpek" f g" Dwgpqu" Ckt gu. " f guf g" r" ewcn' r" r tqxg" c" "ej cuku" c" "Vq { qvc" gp" dcug" c" "wp" cewgtf q" kpvtpcekqpcn' "F cpc. " 34B4227+0C" r ctvkt" f g" f lej q" c° q. "guc" l" dtlec" gu" eqo r tcf c" r qt" r" o wvkpekqpcn' o gzkepc" O gvcnc. "c" tc" f g" wpc" eqo r tc" kpvtpcekqpcn' f g" r" f kxkuk» p" f g" r tqf wevku" gutwewtcrgu. "F cpc" J qrf kpi "Eqtr qtcvq. " { "rc" hcdtkecel» p" f g" ej cuku" r ctc" r" J knwz" s wgf » "c" ecti q" f g" guvc" eqo r c° "c" \*O gtecf q. "39B4422; +0'

Rqt" qvtq" rcf q. "F cpc" Cti gpvkpc" r qugg" wp" f gr ctvco gpvq" f g" kpi gplgt" c. "r gtq" gu" kpi gplgt" c" f g" cr rkecel» p. "gn' f kug° q" ug" j ceg" d" 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 cvtk " r ctc" guvcu" hwpkqpgu0'

Cf go a u" f g" Vq { qvc. "F cpc" r" 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" guvcu" r kgl cu" r ctc" r" Xqmy ci gp" Co ctqm" ukp" go dcti q. "

gmq'ug'f kueqpvkw» "{c's wg'rc'go r tgu'c'rgo cpc'f gekf k»'lo r qtvcrtq'f guf g'Vvts w'f'c' r qt'wp'vgo c' f g'eququ\*<sup>448</sup>Lqu<sup>2</sup> 'O crf qpcf q. 'gpvtgxkuc'r gtuqpcn'3; B3 4244-0<sup>48</sup>"Vco dk<sup>2</sup> p'hdtklep'gucur' kgl cu' r ctc'hqu'o qf gmu'P kuucp'Htqpvgt. 'T gpcwn'Crucup" { 'O gtegf gu'Dgpl 'Ur tkpvt<sup>49</sup>"

Gp'tguwo gp."guc"go r tgu'c'ug'gpewgvtc"gp"gn'r c'f'f'guf g'cpv'g'f'g'rc'mgi cf c'f'g'VCUC." ukp"go dci q. 'rc'cuqekcep"eqp"rc'vgo kpcn'ler qpguc'hwg'f'gvgo kpcpv'g' r ctc'rc'cwqr ct'kuc'0'Gp' r ct'vwrt. 'rcu'o c {qtgu}>tf gpgu'f'g'eqo r tc'f'g'VCUC" c' r ct'vt'f'gn'4237'i gpgtctqp's wg'F cpc'ug' gur gekrleg'gp'r len'lw u. 'r tqxg{<sup>2</sup> pf qrg'cni'guv'f'g'rcu'r len'lw u' { 'wkrkctkqu'kxkcpqu'gp' Cti gp'kpc' \*eqp'gzegr ek»p'f'g'Xqmuy ci gp+ { "cdcpf qpcf q'rcu'enkpgv'g' r tqf wev'g'f'g'xgi 'f'w'rcu'r gucf qu' Cf go <sup>a</sup> u. "gn'xqno gp" f'g' r tqf week»p" c'rc'p' cf q' r qu'kdkk» "s wg'rc'eqo r c' "f'c' r w'f'kgtc" t'gcrk' ct' kpxgtukppgu" r ctc" rc' cwqo cvk'cek»p" f'g' vctgcu. "m' ewcn' i gpgt»" *upgrading de procesos*, cwo gp'v'p'f' q'uwu'pkxgru'f'g' r tqf we'v'k'f' cf 0'Gp'ewcp'v'c'rcu'ce'v'k'f' cf gu'f'g'kppqxcel»p. "rc'hkcn' t'gcrk' c'w»m'cni' wpcu't'g'rc'ek'p'cf cu'c'rc'kpi' g'p'kgt'f'f'g'rc'rc'ekel»p0"

#### 5.4.2.2 - Metalsa

O gvcnc'gu'rc'hkcn'hc'cnf'g'rc'cwqr ct'kuc'o w'k'p'cek'p'cni'o g'z'k'ep'c'f'g'ni'o kuo q'p'qo dtg.<sup>44</sup> " wpc'f'g'rcu'o <sup>a</sup> u'i' t'cp'f'g'f'g'Co <sup>2</sup> t'lec'N'cv'k'p'0<sup>44</sup>: 'O gvcnc'rc'gi »c'c' Cti gp'kpc'gp'4232'c' r ct'vt'f'g'rc' eqo r tc'c' p'k'gn' i m'q'cni' f'g'rc' f'k'k'k'p' f'g' r tqf we'v'qu' gut we'w't'crgu' f'g'F cpc. "F cpc" J q'f'kpi " Eqtr q'c'v'k'p'0'c' t'c'f'f'g'gmq. "rc'go r tgu'c'o g'z'k'ep'c'ug's w'g'f' »"eqp"rc'r'rc'p'w'f'g'R'cej'geq. "r tqx'k'pek" f'g'D'w'g'p'qu' C'k'g'u. "c'ecti q'f'g'rc'h'c'd't'k'el'cep'f'g'ej'cuku'r ctc'rc'J k'w'z'0'Gp'4243'O gvcnc'h'c'd't'k'ed'c' rc'o kcf'f'g'rcu'ej'cuku'f'g'V'q' { qvc. " { "rc'q'v'c'o kcf'rcu'j' ce'f'c'k'p'v'g't'p'co gp'v'g'VCUC0"

Ugi Àp'G'f'w'ct'f'q'T'g'k'm'. "x'k'egr' t'g'k'f'gp'v'g'eqo g't'ek'n'f'g'O gvcnc'U'w'f'co <sup>2</sup> t'lec'f'guf'g'4236." rcu'r'rc'p'cu'f'g' Cti gp'kpc' { "D't'cuk'i's w'g'O gvcnc'q'd'w'x'q'c' r ct'vt'f'g'ni'c'ew'g't'f'q'k'p'v'g't'p'cek'p'cni'p'w'pec" h'w'g't'q'p'f'g'i' t'cp'k'p'v'g't'<sup>2</sup>u'r ctc'rc'ecuc'o cv'k'k' 'o g'z'k'ep'c. " { c's w'g'uw'x'q'no gp'f'g' r tqf week»p'gu'd'clq' { "uw'h'q'eq'g'w'c'd'c'gp'q'd'v'g'p'gt'rcu'qr'g't'c'ek'p'gu'f'g'F cpc'gp'GGWW."f'q'p'f'g'ug'gpewgvtc'uw'core business \*G'f'w'ct'f'q'T'g'k'm'. "gp'v'g'x'k'uc'r'g'tu'q'p'c'n'47 19 4243-0Ugi Àp'gn'f'k't'g'v'k'x'q.'O gvcnc' \* { "q'v'cu'

<sup>448</sup> "Guc'v'g'to k'p'c'n'g'q'ht'g'ek»c'f'c'p'c'r' tqf we'k'rcu'ect'f'c'p'g'u'r ctc'rcu'Co c't'q'ni'f'g'ni'o g't'ec'f'q' h'q'ec'n' { c's w'g'gp'g'u'v'qu'ec'u'qu' ug'rcu'g'p'ect'g'e'f'c'rc'lo r q't'v'cel»p'f'g'd'k'f'q'c'rcu'c't'ep'eg'ru. "o k'p'v'c'u's w'g'rcu'x'g'i 'f'w'rcu'r ctc'rc'g'z'r q't'v'cel»p'p'q'r ci'c'p' c't'c'p'eg'ru'f'g'd'k'f'q'c'n' T'CHOR'g't'q'gn'x'q'no gp'f'g' r tqf week»p'f'g'rc'eco k'p'g'v'c'r ctc'rc'g'ni'o g't'ec'f'q' h'q'ec'n'g't'c'd'clq' { "F cpc" p'q'c'egr w'rc'r' t'qr w'g'u'c'0"

<sup>449</sup> "C'uw'x'g'l. "gn'f'k't'g'v'k'x'q'eqo gp'v'c's w'g'c'h'p'g'u'f'g'4244'ug'g'p'eq'p'w't'cd'cp'gp'p'gi'q'ek'cel»p'eqp'U'g'm'p'v'ku'r ctc'r' tqf we'k'rg' r k'g'l cu'r ctc'rc'rc' len'lw 'R'g'w' g'q'v'N'c'p'f'v'g'm'g'p'uc'o d'rc'f'c'gp'W'w'w'c' { " { 'r ctc'gn'g'u'w'f'k'f'g'ni'k'p'lek'q'f'g'rc'r' tqf week»p'f'g' rc'TCO "gp' Cti gp'kpc'0"

<sup>44</sup>: "O gvcnc'gu'r c't'v'g'f'g'ni'eq'p'i' m'qo g't'c'f'q" go r t'g'u'c't'k'n' r'g't'v'p'g'ek'p'v'g'c'n'i' I t'w'r'q"R't'q'g'l'c. "f'g'ec'r'k'c'rgu'o g'z'k'ep'qu' { " f'g'f'lecf'q'o c {q'to gp'v'g'c'n'it'v'd't'q'f'g'rc'eq'p'w't'week»p'0"

<sup>44</sup>: "Q'v'cu'f'g'g'm'cu'w'p'p'g'o c'm'x'o dk<sup>2</sup> p'f'g'ec'r'k'c'rgu'o g'z'k'ep'qu. "f'g'f'lecf'c'c'rc'rc'hd't'k'el'cep'f'g'rc'k'g'l'cu' { "uk'ngo cu' cw'qo q'v'k'eg'u'f'g'c'no k'p'k'q. "g' K'ej' r'g'o'c'z'k'q'p. "o w'k'p'cek'p'c'n'i' d't'cuk'g'o'c. "hd't'k'el'cep'v'g'f'g'w'g'f'cu' { "eqo r q'p'g'p'v'g'u' gut we'w't'crgu'0"



cwqr ct wncu'bo wmpcekqpcrgu'guv<sup>3</sup> p'r t guggvgu'gp'Uwf co<sup>2</sup> tlec'r qts wg'ug'iq'r kf gp'rcu'vgo kpcrgu' { 'pq'r qt'wpc'f gekul»p'r tqr kc<sup>52</sup>'''

Rqt'qvtq'rcf q. "gn'glgewkxq"ug<sup>o</sup> 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 len'wr u'\*Vq { qvc. "Hqtf" { " Xqmuy ci gp+' { "rc'ugi wpc'c. 'r ctc'xgi 'pewru'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»p<sup>53</sup>'''

Gp'tgrck»p"eqp"gn'x'pewru"eqp"VCUC. "gn'f kt gevwxq"uqukpgg's wg."c'f khtgpekc'f g'qvtcu' vgo kpcrgu's wg'cf o kpkutcp'c'uwu'r tqxggf qtgu'c'tcx<sup>2</sup> 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<sup>a</sup> u.'gn'glgewkxq" uqukpgg'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<sup>o</sup> q'c<sup>o</sup> q. " { c's wg'iq's wg'o<sup>a</sup> u'chgevc'uw' pgi qek' uqp'rcu'quekrcqpgu'f g'xqn'Ào gpgu'0"

Gu'f gekl.'s wg'guvc'eqo r c<sup>o</sup> 'c' hgi »'cn'r c'ju'c'r ct w'f g'wp'cewgtf q'kpvtgpcqpcn'ukp'guvct' egpvtcm gpv'f gf kecf q'c'guv'bo gtecf q'Ukp'go dcti q. 'gn'x'pewru"eqp"VCUC'ig'r gto kx»'uquvpgt' xqn'Ào gpgu'f g'eqo r tc'guvdrnu'g'kpetgo gpvrcgu' { "cu'f'co dk<sup>2</sup> p'r tqxggf'f g'ej cuku'cn't guv'f g'rcu' r tqf wvqtcul'f g'r len'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 'mgxcf cu'c'ecdq'gp'gn'r c'ju' uqp'o 'pko cu.'f gf kecpf q'gucu'vctgcu'c'iqu'egpvtqu'kpf wutkrcgu'o<sup>a</sup> 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'hwpcf cf c"gp'3; 82" s wg'ug'f gf kec'cn' guco r cf q'f g'r ct vgu'f g'ecttqegt'c" gp'cegtq' { "cn'gpuc'o drcf q'f g'eqplwpvqu'

<sup>452</sup>" Ugi Àp" gn' glgewkxq. "gp' cni wpu' ecucu' gzwgo qu. "cni wpcu' cwqr ct wncu' i nqdrnu' r wgf gp' kpenwq' pgi qekt' eqpvtcvqu'eqp'rcu'vgo kpcrgu'eqp'r tgelqu'r qt'f gdclq'f gn'pkxgn'f g'uwvpgvcdkrf cf "geqp»o kec'eqp'cn'f g'ceqo r c<sup>o</sup> ct" c'guvqu'entpvgu'0C'uw'xgl. 'uki wkgpf q'cn'f kt gevwxq. "cni wpcu'f g'guvcu'vgo kpcrgu'co r qeq' uqp'tgpvdrnu'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'Co<sup>2</sup> tlec'f gn'Uwt'0'

<sup>453</sup>" Cf go<sup>a</sup> 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' { "vgo kpcrgu. " { 'r wgf g'i gpgtc' s wg'iqu'kpvtgugu'f g'rc'hkrcn'cti gpvpc's wgf gp'gp'ugi wpc'q'r ncpq'gp' tgrck»p'eqp'rcu'r ncpvuctkqecu'0'

uqf cf qu'r etc'rc'lpf wutlc'cwqo qvtk OGp'uwu'lpkqu.'r tqf we'c'vcps wgu'f g'eqo dwukdrg'f g'cegtq  
{ "mgi »"c"vpgt'ecuk'gn"; 2' "f gn'o gtecf q"meci"\*Ectmqu"Rcp."gpvtgxkuc"r gtuqpcn"37 44 4244+0'  
Ewcpf q"mqu'vcps wgu'f g'eqo dwukdrg"eqo gpl ctqp"cj cegtug"eqp"r n' ukeq."rc"go r t guc" f gl»"f g"  
hcdtlect" gug'r tqf wevq" { "ug'hwg'tgeqpxk'vkgpf q"j cekc"rcu'cev'xkf cf gu'cewrcgu0'

Nc'hko c"vkgp'f qu'r rcpwu."gp"rcu'mqecrk cf gu'f g"Dwt| ceq" { "\ a tcvg" f g"rc"r tqxkpek" f g"  
Dwgpqu' Ck gu0Gp'r ct'kwrt."rc'ugi wpf c'hwg'eqpwt wkf c"gp"4234"\*eqo gpl cpf q"rc"r tqf week»p"gp"  
4237+'c'tc'¶' f gnix'pewm"eqp"Vq{ qvc0Gp"4244."rcu'xgpwcu'c'rc'cwqo qvtk 'lcr qpguc'tgr t gugpvcdp"  
gn'; 7' "f gn'pqi qekq' f g'K . 'xgpf k' pf qng'uqr qtvgu.'tcf kcf qtgu.'r kret gu'f g'r wgtc.'r cpgrgu'vcugtqu."  
r kuqu'f g"rc"eclc" { "r ctei qrr gu'vcugtqu0'Gu'f gekc."guc"cwqr ct'kuc" gu' » "gur gekrk cf c"gp"rc"  
r tqf week»p" f g"eqo r qpgpvgu'tgr'v'xco gpvg"uko r ngu"gp"v² to kpqu'vgepqn»i kequ" { "eqp"wp"dclq"  
xcmq'ci tgi cf q"gp"eqo r ctcek»p"eqp"qvtq'vkr q" f g"eqo r qp'gp'v'gu0' Cf go a u."gn'vkr q" f g'r kgl cu's wg"  
hcdtlec'K "uqp'f g'vco c° q'o gf kcpq/i t'cpf g.'r qt'm'ewcn'mqu'eququ'hqi ¶'vkequ'f g"guvcu'uqp'c'mqu."  
guvq'ng'r gto kg'vpgt'wpc'o c{ qt'xgpvcl'c'r ct'vt' f g'rc'egtecp'¶'i gqi tª hlec'eqp'rc'vgo kpcn'ht gpvg"  
c'rcu'ko r qt'vckppgu0'Gn'7' "t'guvcpvg'gu'xgpf kf q" c'I gp'gtcn'O qvqtu" { "O gtegf gu'Dgp| "Cti gp'v'pc"  
c" v'cx² u' f g" qvtq" r tqxggf qt" \*Ectmqu" Rcp." gpvtgxkuc" r gtuqpcn" 37 44 4244+0' Gp" 4243" I wkf k'  
go r 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'¶'u0' Gp" f lej q" o qo gpvq." I wkf k' eqpvcde" eqp" v'gu" xgpvclcu" ko r qt'v'p'v'gu" gp"  
eqo r ctcek»p"eqp"qvtcu'r qv'p'ek'rgu"go r t'gucu'eqo r g'v'k' qt'cu0'Gp'r tko gt'nwi ct."v'p'¶'c" wpc"xcuc"  
g'zr gt'k'p'ek"gp"rc'lpf wutlc"o gvc'm geª p'lec" { "gr'xcf cu'k'pxgtuk'ppgu"gp"cev'xqu'hkqu"42" r t'gpucu"  
f g"guvco r cf q" { "wpc"r r'pvc'w'lecf c"gp"Dwt| ceq+."m" s wg'tgr t gugpvcde" wpc" xgpvcl'c"ht gpvg" c"rc"  
f h'ew'ncf "f g" g'p'eqpvtct" qvtqu'r tqxggf qt'gu's wg" gu'wx'k'g'cp' f kur wguvqu'c" t'gcnk' ct' k'pxgtuk'ppgu' f g"  
guc"o ci pkwf "gp"rc"Cti gp'v'pc0'Gp'ugi wpf q'nwi ct."c'tc'¶' f g'rc'et'kuku's wg'cv'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" pgi qekq"gp" gug"  
o qo gpvq" { "eqpvcde"eqp"ecr cef cf "qekquc."m'ewcn'h'cek'k»"s wg'r w'f'k'g'tc" f gu'v'p'ct'rc"o c{ qt'r ct'vg"  
f g"uw'r tqf week»p" c" Vq{ qvc"Cti gp'v'pc0' H'p'cm gpvg." { "f g"o cp'gtc" h'w'p'f co gpvcn"rc"go r t guc"  
cti gp'v'pc"o quvt»"wpc"co r rlc" f kur qu'ek»p"r etc"eqo gpl ct'c"ko r ngo gp'v'ct'gn'VRU"gp"uw'r r'pvc" f g"  
Dwt| ceq" { "eqpu'q'rk' ctug"gp"gn'rc'ti q"r r'q" q"eqo q"wp"r tqxggf qt" gu'vc² i keq" f g"rc" h'k'cn' f g"rc"  
v'go kpcn'lcr qpguc0'Gp"qvtcu'r cncdtcu."rc"r tqxggf qtc' f gekf k»"uw'lgvctug" c"mqu'r tqeguqu'f g'eqpvtq'n'  
ko r ngo gp'v'f qu'r qt"VCUC."v'p'vq"uqdtg"uw'r tqf week»p."eqo q"uqdtg"uw' gu'v'w'w'c" f g"equvqu"

\*Twdkq"gv'crf)4244+0<sup>54</sup>"C"r ctvk"fg"guv"r tqeguq. "i cp»"rc"nekcek»p"fg"58"r ctvgr"ctc"VCUC"gp" 3; ; 90'

" C"tc" "fg"guv"x"pewq. "rc"htoc"i gpgt»"wp"r tqeguq"fg" *escalamiento gerencial*, swg" ko r rle»"rc"cf s wulek»p"fg"pwgxcu"hqto cu"qti cpk cekqpcngu" { "v eplecu"cxcp| cf cu"fg"i guk»p"gp" rc"htoc" \*Twdkq"gv'crf)4244+0Guv"f ko gpuk»p"gu"fkfeko gpvg"tcpuo kldng"r qt"r ctvg"fg"rcu"htoc" cu" rff gtgu"fg"rcu"EI X. "r qt"rq"ewcn"rc"fgelk»p"fg"r tqhgukqpcrk cek»p"r qt"r ctvg"fg"rc"hco krc"fg" c" fg"i wkf k"hwg"wp"r tko gt"r cuq"ercxg"gp"cs wgm"fg" kgeek»p"0"Cu" "gp"422: " { "422; "rc"cwqr ctvkrc" eqpvtc»"c"fg"qu"fg"kvxqu"fg"o 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" kgevq"lpf wutkc" { "fg" kgevq" eqo gtekrf<sup>55</sup>" Guqu"cr qtvtqp"r t<sup>a</sup> evlecu"fg" *management*"r tqhgukqpcn"fg" guf g"eqo r c<sup>o</sup> "cu"gp"rc" htqpgtc" lpgtpcekqpcn" { " rkf gtctqp" 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<sup>a</sup> u" u»rkf c"r ctc"gnr quvgktq" *upgrading de procesos*"gp"dcug"c"rc"ko r ngo gpvcek»p"fg"gn"VRU"

" Nc"eqputweek»p"fg"rc"ugi wpc"r rcpv"eqo gp| »"gp"4234. "cpvgr"fg" s wg"rc"cwqr ctvkrc" i cpg"rc"nekcek»p"fg"pwgxcu"r kgl cu"r ctc"rc"pwgxc"J kwz"gp"42370"Ugi Àp" Hgtpcpf q"Ecvtq. " fg" kgevq"fg" Rrcpkhecek»p" Gvtc<sup>v</sup> i lec"fg" guf g"4228" { "r ctvg"fg"rc" hco krc"r tqr kvgtk. " "no sabemos que Toyota iba a darnos una orden de compra por el nuevo modelo, pero sí sabemos que para conseguirla teníamos que apostar por el desarrollo de la empresa. Y esa apuesta fue construir la fábrica de Zárate" " Kpf wutkc" I wkf k"4242+0" F g" guv"o qf q. "c"r ctvk"fg" guv"r rcpv. "ug" tgf wgtqp"gp"i tcp"o gfkf c"mq"vgo r qu"fg" tcpu r qtvg"fg" c"rc"o c { qt"egtecp"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" wpc"fg" gekuk»p"fg"rc" hkrkn" lcr qpguc. "s wg"eqo r t»" vqf qu"mq"tqdqu" Mcy cucnk<sup>456</sup>" { "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<sup>a</sup> s wpcu"fg" guvco r cf q"gp"rc"htqpgtc" lpgtpcekqpcn"gp"ewcpvq" c"uw"vgepqmji "fc" { "pq"o w { "eqo wpgu"gp"rc" Cti gpvpc. "lpvgtukqpgu" tgcnk cf cu" eqp" hpcpeko kpgv" r tqr kq0' Cf go<sup>a</sup> u. "rc" r tqxggf qtc" hwg" dgpghelctk"fg" wp"et<sup>2</sup> f kq" HQP F GCT"fg" gn"i qdktqp"pcekqpcn"gp"4237"r qt"wp"vqcn"fg" &39"

<sup>454</sup>"Gp"r ctvewct. "fg" guf g" I wkf k"uqkpgp" s wg" "a Toyota le interesa la reducción de costos, pero por mejoras de la productividad, reducciones naturales, no forzadas, como muchas otras veces con alguna otra terminal" \*Ectnqu" Rcp."gpvtgxkrc"r gtuqpcn"3744244+0'

<sup>455</sup>"Wpq"fg"gnqu"gu"gn"gpvtgxkrcf q. "Ectnqu"Rcp. "fg" kgevq"lpf wutkc"fg"rc"eqo r c<sup>o</sup> "fc"fg" guf g"422: 0'

<sup>456</sup>" 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" kmpqu"gs wkr qu"lpf wutkcngu0'

o kmppgu\*cr tqzko cf co gpvg"wa3.7"o kmppgu"cn"vr q" f g"eco dlq"qhkekcnf g"4237+ "f g"rc"o kuo c" hqto c"s wg"mq"j lekgtp"Vq{ qvc" { "F gpuq" \*R" i kpc"34. "34I; 4236+0Gu"kpvtgucpvg" f gucect"s wg"guvcu" kpxgtukppgu"hwgtqp"cr wguvcu"r tqf wekxcu" f g" I wkf k'gp"gn'eqpvz vq" f gn'r t>zko q'eco dlq"eqo r ngvq" f gn'o qf gmq" f g"rc"r km'vr "J kmz"4237" { "rc"gzr gevwxk"r qt"gn'cwo gpvq" f g"uw'r tqf weekp"0<sup>57</sup>"

Gu" f gekl. "rc"cwqr ctvkuc" f gekf k" tgcrlk ct" kpxgtukppgu" qpqtqucu" eqp"rc"gzr 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 qpqguc"rg"qvqi ct" c" gn'pqi qekq"OP q" qduwcpvg. "rc" tgrcekp" f g" eqphkcp| c" { "rc"ti q"r rc| q" eqpuw" wkf c" gpvtg"co dcu"r ctvqu"o kki »"gp"i tcp"o gf kf c"cs wgn'tkgui q"0Gp" guvg"ugpvk" q. "Ectmq"Rcp. "f k gevqt" kpf wutkcn" f g" I wkf k'f guf g"422: . "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<sup>a</sup> u. "Hgtpcpf q" Ecutq"r rcpvgc" 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" hwgtqp" vtcekqpcf qu" r qt" f qu" vr qu" f kwpqu" f g" o gecpluo qu" cs wgmqu"dcuf qu"gp"gn'eqpvtqnf g" guv<sup>3</sup> pf ctgu" \*benchmarking. "tgs wgtko kpvqu" f g" ecrkf cf . "o gvcu" f g"r tqf weekp" + { "cs wgmqu"dcuf qu"gp"rc"r tqo qekp" f g" ecr celf cf gu" f go qutcekp" g" ko kcekp. " ecr cekcekp. "cf s wkulek"p" f g" vgepqn"i c-00 kpvtcu"s wg"mq"r tko gtqu"guv<sup>3</sup> p"cuqekf qu" c" x"pewm" f g" ect<sup>a</sup> evgt" lgt<sup>a</sup> ts wleq" { "f gr gpf kpvq. "mq"ugi wpf qu"ug"ectcevtk cp" r qt"rc"j qtk qpvcrk cf " { "rc" eqqr gtcekp"0Gp" guvg"ugpvk" q. "uqp" hwpf co gpvcgu"r ctc"cr q{ ct"r tqeguqu" f g" cr tgpf k clg" f gpvtq" f g" rcu" hto cu" { "s wg"rcu"gzki gpekcu" { "guv<sup>3</sup> 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" erxg<rc" ko r ngo gpvcekp" f gn'VRU" { "rc"cf s wkulek"p" f g" o cs vkpctk" gp"rc" htpvgtc" vgepqn"i kec. "mq" s wg" ko r rke»" gn' hqtvcngeko kpvq" f g" rcu" ecr celf cf gu" qr gtcekqpcng" { "f wr rkecvkcu" f gpvtq" f g"rc" hto c00 kpvtcu"s wg"rcu"r tko gtcu"ug" tgrcekqpcp" eqp"rcu"j cdkkf cf gu"o cpwhewtgtcu" d<sup>a</sup> 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<sup>o</sup> cf q" f g" wp" kpetgo gpvq" f g"rc" eqo r nglkf cf . "kppqxcelp" q" f khtgpekcekp" f g" mq"r tqf wevcu"0

<sup>457</sup>"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" cpvgtkt" c" wpcu" 3620220'

" Gp"tguwo gp."kpf wutkcu"l wkf k'ctcxgu»"wp"hwgtvg"r tqeguq"fg"fgucttqm"q"r ctvt"fg"uw" x"pewm" eqp" VCUC0' Gp" r tkpek kq." ug" f guvecc" gn' guecno kpvq" i gtgpekn" c" r ctvt" fg" r" r tqhgukpck cek»p"fg"uwu"ftkgevxqu."{"gn'upgrading de procesos c'tc" "fg"r"ko r ngo gpwek»p" f gn'VRU"{"r"cf qre k»p"fg"pwgxc"o cs wkpctk0'Nc"go r tgucc"etgek»"gp"i tcp"o gf kfc"cdtkpfp q"wp" ugi wpc" r rwpv." f gukpcf c" c" cdcugegt" gpvtco gpvg" c" VCUC0' Guvq" ng" r gto k»" 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" r" ewen' VCUC" wxq" wp" tqn' r tgr qpf gtcpg" hcekk» pf qng"r"o cs wkpctk0'c"uw'xgl . "ug"fg"guvecc"r"ko r qvpekc"fg"mqu"et2 f kqu"HQPF GCT"gp" f lej c" gwr c." fg" hqto c" ulo krt" c" VCUC" {"F gpu0'F g"vqf qu"o qf qu." gn' guecno kpvq" fg" r" cwqr ctvuc" pq" ug" xkq" ceqo r c° cf q" fg" wp" kpetgo gpvq" fg" r" eqo r nglk cf." kppqxcek»p" q" f kgtgpekck»p"fg"mqu"r tqf wvqu." eqo q" vco r qeq." fg" wpc"o c{qt" mgi cf c" c" qvctu"vgt"o kpcrgu"fg" Cti gpvpc"q"gn'gzvgtkqt0'

#### 5.4.3.2 - Esteban Cordero

Guvdcp"Eqtfgtq"gu"wp"go r tgucc"o gcm ge<sup>a</sup> pkec"ho kkt"fg"ecr kcrqu"mccrgu"hwpcfc" gp"3; 76"s wge"eqo gp| »"hdtlccpf q"dluci tcu."r gf crgtcu"{"r crpccu"fg"eco dkq"r ctc"Hk0'Gp"4243" r" hto c" vgp" "fg"qu"r rwpvcu"gp" r" r tqxkpek"fg" Dwgpu" Ck gu"fg" gukpcf cu" c" r" hdtlccck»p" fg" f kwpvcu"r kgl cu"fg"ecttqegt" "g"guvco r cf cu"gp"r" " "ecrkpv" {"go r rccdc" c"557"r gtuqpcu0"

Gp"r tko gt"mi ct."guc"go r tgucc"vpgp"wp"r ctvewrtkf cf"gp"eqo r ctcek»p"eqp"gn'tguvq<" fguf g"r"r tko gtc" f<sup>2</sup> ecf c" f gn'4222"fg" gekf k»" vcdclct"u»m"r ctc"enkpvgu"lcr qpugugu."mqu"ewcrgu"uqp" Vq{qvc" \*xgi "pewm" {" J qpf c" {" [ co cj c" \*o qvqekengvcu0' Guvq" ug" fgdg" r tkpek cm gpvg" c" gztgkpekcu"pgi cvkcu"eqp"qvtqu'enkpvgu0'Gur ge"heco gpvg."Lwkq"Eqtfgtq."j kq"fg"gn'hwpcfc"qt"fg" r" hto c."Guvdcp"Eqtfgtq."tgo ctec"fg"qu"fg"gmcu0'Nc"r tko gtc."ewpcfq" Hk'v"fg" gekf g"tgeqo r tet" r ctvg"fg"Ugxgn'gp"Cti gpvpc" c"o gf kfc qu"fg"3; ; 20'Rctc" gug"r tq{ gevq."Guvdcp"Eqtfgtq"tgckl »" wpc"i tcp"lpxgtu»p"eqpwt w' gpf q"wp"pwgxc"r rwpv"r ctc"cdcugegt"gzenvukxco gpvg" c" r" vgt"o kpcn' kcrkpc0'Ukp"go dcti q."gp"3; ; ; "Hk'v"fg" gekf k»" hkpckl ct" r" r tqf week»p"gp"gn' r c" "u" {" vcurf ctr" c" Dtcuk0'Guv' b qxl"o kpvq"uki pkhe»"i tcpf gu'r<sup>2</sup> tf kf cu'r ctc"r"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 gkpek" hcmk c"eqp"qvtq"enkpvg0'Gp"guv"ecuq"Guvdcp"Eqtfgtq" ng"r tqxg" "r kgl cu"fg"gn'ugi wpc"q"cpkm" c"wp"cwqr ctvuc"fg"gn' tko gtq."Xkvgqp."wp"eqo r c° "c" o wkpcekpcn'gucf qwpk gpug."r"ewen'hdtlccdc"mccm gpvg"mqu"vcdrgtqu"fg"gn'Hqtf "Hqewu0'Rgtq." c"r ctvt"fg"4229."r" hto c"pqtvco gkpcp"wxq"wp"eco dkq"i mdcn'{"fg"l»"fg"cdcugegt"guv"r ctvqu."

re'u'ewcrgu'r cuctqp" c"qvtqu'r tqxggf qt gu'kpvtgpcckpccgu. "r qt 'mq'vcpvq. 'Guvdcp'Eqtf gtq'pq' r wf q' ugi wkt'vtcdclcf q'eqp'gung'enkpgv'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"eqpvcvq"eqp"wp" enkpgv"lcr qp² u'hwg'eqp"VCUC" f guf g'uw'mgi cf c"cn'r c'f'0Cn'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" cplmq" s wg" ng" xgpf "c" Vq{ qvc'0'Nwgi q. "cpvg" re" ko r quklrkf cf 'f g'guc'cwqr ctvkuc"Vlgt'3'f g'f gucttqmt'cni wpcu'r kgl cu'b' gvcn' ge' 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' re" vgt' ko pcn' lcr qp'guc" ug' f kq" c" r ctvk" f gn'4223. "ewcpf q" Vq{ qvc'grki g" c'Guvdcp'Eqtf gtq'eqo q' re' hcdtkcpvg' f g'62' eqplwpvu' f g" r kgl cu'r ctc" re" pwgxc' xgtuk" p' f g' J kwz' f gn'r tq{ gevq" KO X0Rctc' r qf gt' i cpct' f kej c' hckckek" p. "re" cwqr ctvkuc" f gdlk" ko r ngo gpvt" gn' VRU" gp" uuu' r ncpuc' eqp" re" c{ wf' c" f g" VCUC0' Nc" ko r ngo gpvcck" p' f g' gung' ukugo c' hg' c{ wf »' c' cwo gpvt' uuu' plxgru' f g' ghckgpek' uwucpekcn' gpvg0"

C" uw' xgl . "c" r ctvk" f g" guc" r tqhwf k' cek" p' f gn' x' p' ewuq. "VCUC" ng' qhtgek" c" Eqtf gtq' xgpf gtrg' r kgl cu'c" Vq{ qvc' Dtcuk' r ctc' mqu' o qf grqu' Eqtqmc. "r tko gtq. " { "Gvku. "f gur w² u0' Guvq' ng" r gto kkl" c" re" cwqr ctvkuc" gzr qtvt' f wcpvg' xctkqu" c° qu' c" Dtcuk' 0' Ukp" go dci q. "gp" re" ugi wpc' f² ecf c" f gn' 4222" re" hkn' ectkqec" eqo gpl »" c" dwæct" r tqxggf qtgu' mcecg. "f gur re| cpf q" reu' gzr qtvcckppgu' cti gpvkpcu. "gpvtg' gmcu' c" re" cwqr ctvkuc" o gvcn' Ati lec0' Cn' 4243. "Eqtf gtq' ng' guvdc" gzr qtvcpf q" wp" p' A' gtq" o " pko q' f g' r kgl cu'c" Vq{ qvc' Dtcuk' r ctc' gn' o qf gm' Gvku' s wg' nwi q' gzr qtvcp" c" Cti gpvkpc" { "Wwi wc{ 0'

Rqt' qvtq' re' f q. "gn' x' p' ewuq" eqp" Vq{ qvc' hgu' r gto kkl" eqpvcvctug" eqp" [ co cj c. "r tqf wevqtc" f g' o qvu' gp' Cti gpvkpc0' Gur ge' h' eco gpvg. "gn'i gtgpvg' f g' eqo r tcu' f g' [ co cj c' ] cd' c' vtcdclcf q' gp" VCUC" { "r qt' guq' eqpqc' c" c" re" cwqr ctvkuc' 0' Uw' qvtq' enkpgv" lcr qp² u' gu' J qpf c. "cn' ewcn' ngu' xgpf kgtq" r kgl cu' r ctc" o qvqelengcu' 0' F guf g" re" go r tgu" r tqxggf qtc" o ctecp" s wg" gucu' f qu' eqo r c° "cu' co dk² p' wwkgtq" r tqdrgo cu' f g' r tqf week" p. "ukp" go dci q. "gn' tcvq" eqp' re" cwqr ctvkuc" hwg' o w' "f kwpvq" cn' f g' mqu' enkpgv' u' qeek' gpvcrgu' 0' Rqt' glgo r mq. " [ co cj c' dcl »' uw' r tqf week" p' f g' 32022" wpl' cf gu' c" 3022" { "J qpf c' f gl »' f g' r tqf wek' xgj " p' ewuq" gp" gn' r c' "u' gp" 423; 0' P q' qduvcpvg. " c' r guct' f g' guvq' eco dkqu. 'Eqtf gtq' uquvkgp' s wg' uki wkgtp' vglkppf q' t' gur gvq' r qt' uuu' r tqxggf qtgu. " vtcvcpf q' f g' t' gur gvct' mqu' cewgtf qu' eqo gtekn' gu' { "eqo r tctngu' m' o a zko q' s wg' r qf " cp0"

F g' gung' o qf q. "f guf g' re" r tqhwf k' cek" p' f g' gung' x' p' ewuq. "c" kplekqu' f g' mqu' 4222. "Eqtf gtq' u»' m' dwæc' enkpgv' u' lcr qp' gugu. " { c' ugcp" cwqr ctvkuc. "vgt' ko pcn' q' r tqf wevqtcu' f g' o qvqelengcu' 0' Gp' r ctvkewrt. "uqdtg' gung' vkr q' f g' go r tgu' Eqtf gtq' uquvkgp' s wg" "te exigen, la eficiencia, pero la visión a largo plazo ayuda mucho a poder invertir, poder seguirlos. Esa es la diferencia

*fundamental. La planificación es sustentable. Siempre incrementando de a poco* " " \*Lwtkq"  
Eqtf gtq."gpvtgxkuc'r gtuqpcn"33 44244+0'

Cufl'Guvdcp'Eqtf gtq'gu'qvc'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 gpvclep'f gn'VRU0'Gp'r ctvewrt."gn'i tcp'ucnq'f g'guc'hko c"  
hwg'eqp'gn'eco dlq'f g'o qf gm'f g'rc'J kwz'KO X0F'g'hqto c'uko krc't'c'I wfk'k'uk'dkqp'r wf'q'o glqct'  
uu'plxgrgu'f g'r tqf wevklf cf."guq'pq'tgf wpf »"gp'qvtq'vkr q'f g'guc'nc'o kgrvq."eqp'kpwcpf q'eqp'rc"  
hcdtlecep'f g'r kgl'cu'o gvcn'Àti kcu"tgrv'kxco gpvg"uko r ngu'Ukp"go dcti q."gug'x'pewuq"u'fl'ng"  
r gto kl»"ceegf gt" c" gZR qtvekpqgu" \*Vq{ qvc" Dtcukn" { "qvtqu'r tqf wevqtgu" \*fl co cj c" { "J qpf c+ "  
vqo cpf q'rc'r ctvewrt'f gekul»p'f g'tcdclct'uqm'eqp'enkpvgu'lcr qpgugu'f gdlf q'c'rcu'gZR gtlkpeku"  
hcnkf cu'eqp"uqekqu'qeekf gpvcrgu" { "rc'r qukdckf cf "s wg" guvcu'tgrv'kxco gpvg"ng" dtkpf c'r ctc"tgrck' ct "  
kpxgtukqpgu" { "r rpkh'ect" cwo gpvqu'f g'uw'r tqf wevklp'0'

### 5.4.3.3 - Ventalum

" Guc'bwqr ctv'kuc'gu'wpc'go r tgu'c'ho krc't'f g'ecr kcrqu'pcekp'crgu'wdekf c'gp'rc'hqecrkf cf "  
f g'Ucp'O ctv'p.'r tqxkpek'f g'Dwgpqu'Ckt gu'0Nc'eqo r c°'c'ug'hwpf »"gp'3; 88.'hcdtlecpf q'xgpvcpcu"  
r ctc'dwugu'wdecpqu" { "f g'rc'ti c'f kucpeke'c'r ctvt'f g'r gthkrgu'gz v'wfk qu'f g'cno kpkq" { "xkf tkq0'

Uw'r tko gt'eqpvcvq'eqp'wpc'v'gto kpcn'cwqo qvtk'f g'xgj 'pewuq'pq'r gucf qu'hwg'gp'3; ; 8"  
eqp"Vq{ qvc."ewcpf q"² uvc" dwuecdc" r tqxggf qtgu'0'Gn' x'pewuq"ug"tgrck' »"c" v'cx² u'f g' Cndgtvq"  
Hgtp³ pf gl ."gn'uqekq'mqecn'f g"VCUC"cn'o qo gpvq'f g'uw'tcf kecep'."s wg'eqp'qec'c"Xgpvcno "c"  
r ctvt'f g'uw'v'evklf cf "gp'rc'eqo gtekrk' cep'f g'dwugu'0Tc'ÀriCo kn'j klq'f g'wpq'f g'rcu'hwpf cf qtgu"  
f g'rc"go r tgu'c" { "r tgu'kf gpvg'f g'gmc'f guf g"4227."uqu'kpgg"s wg"rc" qti cpk' cep'v'p'c'gucuc"  
gZR gtlkpek' { "ecr cef cf "gp"rc" kpf wutk'c"cwqo qvtk' "j c'uc" hkp'gu'f g'rcu"; 2a"o "a"u'cm' "f g'rc"  
hcdtlecep'f g'xgpvcpcu'r ctc'dwugu' \*Tc'ÀriCo kn'gpvtgxkuc'r gtuqpcn"3; 18 44244+0"

" Cn'l'pkekq."VCUC"ng'r kf k»"c"Xgpvcno "tgrck' ct" wpc"xgpvcpc"v'cugtc'r ctc"rc"J kwz."r gtq"  
n'gi q'ug'f gukuk»'f g'kpeqr qtct'gug'grgo gpv'cn'xgj 'pewuq'0Ukp"go dcti q."gug'r tko gt'eqpvcvq'rgu"  
r gto kl»"s wg"n'gi q'ng"r tqr qpi cp" c"rc"cwqr ctv'kuc"tgrck' ct"rcu"gu'kdqu'f g'c'uegpuq"r ctc"rc"  
eco kppgc'0'Gu'f gekl."gp'gug'r tqeguq"r ctc"ugt"r tqxggf qt'f g"VCUC."Xgpvcno "ngx»"c'ecdq'wp"  
upgrading de producto.'hcdtlecpf q'wpc'pwgxc'r ctv'g's wg'pq'j ce'c'c'r t'gxlco gpvg."cwps wg'guc'pq"  
gtc"v² epleco gpvg"o "a"u'eqo r rglc"s wg"rcu'cpv'gtkqt gu'0C"uw'xgl ."VCUC"rgu'eqpuwn»"uk'gucdcp"  
f kur wguqu" c" j cegt' f k'k'p'vqu" eco dlqu" qti cpk' cep'crgu" gp"rc" r r'pvc." ukp" go dcti q."rcu"  
o qf k'kecep'qgu"o "a"u'r tqhwpf cu'f gn'r tqeguq'kpf wutk'cn'xgpf t'c'p'wpqu"c° qu'f gur w² u'0'

" Gur ge'p'keco gpvg." eqp" gn' r'p| co kgrvq' f gn' KO X" Vq{ qvc" rcu' cf l'wfk »" vco dk² p"rc"  
r tqf wevklp'f gn'r qtvcgs wkr clgu'r ctc"rc"J kwz" { "rc"UY 60'Gp'r ctvewrt."p'kpi wpc'qvc'r tqxggf qtc"  
hcdtlecdc"r qtvcgs wkr clgu'gp"Cti gp'kpc'gp'gug'o qo gpvq" { "c'r ctvt'f g'gmq."Xgpvcno "ug"j k q"

gur gekrku "gp'rc'r tqf wek»p'f g'f lej cu'r lgl cu0Rctc'gn'qvti co kpvq'f g'gug'p'gi qekq. "VCUC'ngu' r kf k»'eco dkqu'o a u'r tqhwpf qu'gp'rc'r rcpw'f g'Ucp'O ctv'p0D³ uleco gpvg."gucu'o qf kkecekqpgu'ug" gphqectqp"gp"go r rgtc"gn'VRU." "trabajar en el proceso. Hacer fluir las piezas de a una. No hacer stocks intermedios. Eso tapa los problemas de calidad""\*TcÀriCo kn"gpvtgxluc'r gtuqpcn" 3; 184244-0Cu¶"qu'f kgevkuqu'eqo gpvc'p's wg'hwg'wp'r tqeguq'f g'ctf wq'vtdclq"eqp"lpi gplgtqu' f g"VCUC"gp"rc'r rcpw"j cuw" s wg'r wf lgtqp"ngi ct" c"plxgrgu'f g"ko r ngo gpvce»p" { "ghlekpekc" cegr vdrngu0""

" Nwgi q'f g'gug'ucnq."Xgpvcnw "eqo gpl »"c'r tqxggtrg" c"qvtcu'vgtu kpcrgu0'cni't gur gevq." TcÀriCo krluqvkpgg's wg""ser el proveedor de Toyota nos dio el grado de confiabilidad para los demás clientes". "Gp'r tko gt'hw ct. 'kplektqp" c'r tqf wek'xgpvcpcu'f g'cnw kplq'r ctc'rc'O gtegf gu' Dgp| "Ur tkpvt0' F guf g"rc" cwqr ctvkuw" uquvkpggp" s wg" j cd¶cp" kpvpc'f q" ugt" r tqxggf qtgu' f g" O gtegf gu'gp'rc'f² ecf c'f g'3; ; 2'r gtq'rc'vgtu kpcn'rgo cpc'pq'eqphk»'gp'gmqu'r qt'ugt'wpc'go r tgu' ej kec" { "pq'ugt" r tqxggf qtc" f g"rc" kpf wwtk" cwqo qvtk 0'Cu¶" f gur w² u'f g" kplekt" c"vtdclct" eqp" Vq { qc. "r wf lgtqp" ceegf gt" c" gug'erkgpv0'Nwgi q."Xgpvcnw "eqp»p»" r tqxg { gpf q" qvtcu'r lgl cu' dcuf cu'gp'cnw kplq'r ctc'hw'uki wkpvgu'o qf grqu'f g'Ur tkpvt0"

Rquvgtkqto gpvg."vco dk² p" go r gl ctqp" c'r tqxggtrg'r lgl cu'c"Xqmuy ci gp."Hqtf .Rgwi gqv/ Ektqup" { 'P kuucp/T gpcwn0C"Xqmuy ci gp."gnr qtvcgs wkr clg'f g'rc'Uwtcp'f wcpvg'qu'34" c° qu's wg" ug" r tqf wq0'F gur w² u."cn'Rgwi gqv' 62: ."gn'52: " { "gn'Ektqup" E6" rg" j kekgtqp" gn'tghwgt| q" f gn' r ctc'i qrr gu'f gncpvtq."wpc" r lgl c" gutwewten'f g"cnw kplq0'Nwgi q." c" Hqtf "rg" r tqxg { gtqp" gn' r qtvcgs wkr clg'f g'rc'Tcpi gt" { "gn'wdq'f g'ngpcf q'f g'eqo dwukdng'f g'cegtq'kpqzkf cdng."wpc'r lgl c" f kulpvc" c"uw'gur gekrkf cf "\*TcÀriCo kn"gpvtgxluc'r gtuqpcn"3; 184244-0""

Gp'tguwo gp."cf go a u'f gn'upgrading de procesos s wg'ug'i gpgt»"gp"Xgpvcnw "c'r ctvt'f g" rc" ko r ngo gpvce»p" f gn' VRU." eqo q" gn'tguq' f g"rcu" r tqxggf qtgu' mecrgu." guw" cwqr ctvkuw" go r tgpf k»'wp'upgrading de producto, hcdtkcpf q'pwgxcu'r lgl cu's wg'pq'tgerk cdc'r tgxkco gpvg0' Uk' dkp" gucu' pwgxcu' r ctvgu' pq" gtcp" o a u' eqo r rglcu' s wg"rcu" cpvgtkqtgu." u¶" ngu" r gto k»" gur gekrk ctug" gp"plej qu'f g'r tqf wevqu' s wg"pq" vgp¶cp" eqo r gvgpek" gp" gn'r c¶u0'Gn'o qo gpvq" dkuci tc"gp"guw' hto c'hwg"eqp"gn'eco dkq'f g'o qf grq'f g'rc"J kwz"KO X."ewcpf q'ug'tgerk ctqp"qu' eco dkqu'r tqf wevkuqu'o a u'ko r qtvcpgu0C"uw'xgl. 'rc'tgrcek»p"eqp"VCUC'rg'cdtk»'rcu'r wgtcu'eqp" qvtcu'vgtu kpcrgu'cwqo qvtlegu'f gn'r c¶u0'

#### 5.4.3.4 - Polimetal

" Rqiko gveni'gu" wpc" go r tgu' mecn' s wg'hcdtkc" twgf cu' r ctc" xgj ¶ewqu' f g' r cuclgtqu" { " eqo gtekrgu'rxkcpqu'wdkecf c"gp'rc'r tqxkpek'f g'Ucp'Nwku0'Guc'eqo r c° ¶c'ug'etg»"gp"3; : 8" { "uw"



cevkxf cf 'kplekn'gtc'grleqt v'g' { 'tgevkhecf q'f g'cegtqu'r ctc'gr' unkequ' { 'tguqtvgr' ctc'cwqo »xkrgu<sup>458</sup>"  
Gp"3; ; 4"ug"hwukpctqp"eqp"nc"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'kpewtukpct"gp"nc"hcdtkecek»p" f g'mcpvcu'f g'cngcek»p.<sup>459</sup>"wp"r tqf wevq" s wg'gtc"  
vqcrd gpvg" ko r qtvf q" f guf g" Dtcukf' Nwgi q." cn' ecdq" f g" wpqu" c° qu." nc" hto c" ug" f gf ke»"  
eqo r ngvo gpvg" c'nc"hcdtkecek»p" f g"ug"r tqf wevq" { "ug"eqpxk v»"gp"nc"Àplec"go r t guc"cti gpvkp"  
r tqf wevqtc" f g"twgf cu" f g"cnwo kpkq" r ctc"nc" kpf wutlc"cwqo qv k' 0<sup>5</sup>: "Cn'4243"ug" gpeqptcdcp"  
vcdclcpf q"632'r gtuqpcu"gp"nc"eqo r c° c'0""

Gp"uwu'kplekqu."gn'eqo kgp| q'f g'nc"hcdtkecek»p" f g"twgf cu" f g'cnwo kpkq"gp"nc"go r t guc"ug"  
tgcrk' »"c'r ctvk' f g'wpc'kf gc'f grif wg° q."gn'go r t guctkq"cti gpvkp" Dceecpgrnk" c'r ctvk' f g'uw'xkuk»p"  
f gn'cwo gpvq" f g"nc" 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 nk." gptgxkuc" r gtuqpcn"33 44245-0'

C'r ctvk' f g'wp'r tqeguq' f g'kpxgtukppgu's wg'vqcrk' ctqp"gp" w&u64'b kmppgu'gpt'g'nc" r tlo gtc"  
{ "nc"ugi wpc' f g'2ecf c' f gn'4222."ug"o qf gtpk' »" { "co r nk»nc" r ncpvc."mgi cpf q" c"nc"ecr celf cf "f g"  
r tqf wek»p' f g'3022022' f g'mcpvcu'cpwcrnu'gp"42350Nc'b c { qt' r ctv' f g'guc'kpxgtuk»p'ug'tgcrk' »"  
gp"gn'422; 'c'r ctvk' f gn'r tlo gt' i tcp'eqpvcvq' f g'nc"go r t guc'r ctc'r tqxgg' mcpvcu'c'nc"Xqmuy ci gp"  
Co ctqm' { "Uwcp0<sup>5</sup>: "

Nc"eqpgz»p" eqp" Vq { qc" gp" guvg" ecua" ug" f kq" r quvgtkqto gpvg" cn' x'pewu" eqp" qv'cu"  
vgo kpcrgu'Gp" r ctvewrt." O c'cu' O cf ci nk." Eqpvtqni' O cpci gt' f g'nc" hto c' f guf g'4233"uqukpgg"  
s wg'gpt'g'4233" { "4235"vtxguctqp"wp"nc"i q' r gt'qf q' f g'f gucttqm' f g'nc"twgf c'r ctc"VCUC'Gp"  
i gpgtnc'nc"gu'2 vlc" { "gn'r guq' f g'nc"twgf c'gu'dtkp' cf q' r qt'nc"vgo kpcn' { "nc"cwqr ctvkuc' f gucttqmc"  
o gecpluo qu" kpvtpqu" f gn'r tqf wevq" s wg" pq" uqp" xkukrgu'Gp" r ctvewrt." Rqiko gvcn' r qugg" wp"  
f gr ctvco gpvq" f g' kpi gpkgt'c' f g" Rtqf wevq." f qpf g"ug" f gucttqmc" o qf gu" { "r kgl cu'Guvq" gu' "  
r t kpek' cm gpvg'xkpewrf q'c's wg'nc"cwqr ctvkuc'tgcrk' c'cevkxf cf gu'f g'hwf'lek»p."ncu'ewcrnu'gu' p"  
hwgt vgo gpvg' f vgo kpcf cu'r qt'ncu'erko cu' { "ncu'vgo r gtcw'cu'nc'ecrgu." r qt'nc'ewcn'ug' f gdgp'et gct"  
r tqeguqu" { "r tqf wevqu" gur ge'hequ" s wg'ug"cf cr vgp" c" gucu'eqpf kekppgu'0F g'guvg"o qf q." Rqiko gvcn'  
f gucttqm»"ncu"o qf gu'r ctc"ncu'twgf cu" { "eqo gp| »" c" r tqf wek'ncu'0Cu' "gp"4236"nc" r tqxggf qtc"

<sup>458</sup>"Rqiko gvcn'gu'r ctv' f gn'I twr q"TD." r tqr k'f cf "f gn'go r t guctkq"nc'eniT qdgtvq" Dceecpgrnk'0F gpt'q' f g'guvg" i twr q"  
go r t guctk'nc" hto c'o " u"ko r qtvcpvg" { "cpvk' wc"gu"Hggtquk' gt'0Guc' Ànko c"ug'etg»"gp"3; 8; ."ug"gur gekr'k' c"gp"gn'  
r tqeguco kpvq' f g'cegtqu'r ncpqu'nc' kpcf qu"gp" h'q."nc' kpcf qu"gp"ecrk'pvg." { "cegtqu'tgxguk' qu." { "cdcugeg" c"nc"  
kpf wutlc"cwqo qv k' f guf g'uwu'kplekqu'0'

<sup>459</sup>"Uw'r t kpek' cni' tqxggf qt' f g'cnwo kpkq"gu' Cnwct'0'

<sup>45</sup>: "J cunc'4239'nc'crgo cpc' O ghtq"Y j ggm'r qug'c'wpc'f' dtlec' f g'twgf cu'f g'ej cr c'f' g'o gpt' x'cni' { "ecrk' cf "s wg'ncu"  
f g'cnwo kpkq+ "nc"ewcn'nc"j cd'p'p"eqo r tcf q"cn'I twr q"TD"cpvqu' f g" s wg'guvg"ug" gur gekr'k' ctc"gp"ncu' f g'cnwo kpkq."  
wlecf c'cn'uw' f g'Tquctkq'0Gp"4239'guc'f' dtlec'ekgtc' f gdlf q'c'nc'eqo r gvp'ek' lo r qtvf qtc" { "Rqiko gvcn'ug'eqpxk v»"  
gp"nc"Àplec" r tqf wevqtc' f g'twgf cu'gp"gn'r c'nc'nc'nc'p."36 44239-0'

<sup>45</sup>: "Gp"ncu'c° qu"cpvgtkq'gu'wxkgtqp"cn' wpqu'eqpvcvqu"eqp"qv'cu"vgo kpcrgu." r gtq"eqp"xqna' gpgu'dclqu" \*O c'cu' O cf ci nk." 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"rco 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 <sup>a</sup> u" f gn'tgkpgi tq"r qt" eqo r tculf g"cwqr ct vgu"mcegru."ug"lwo c"wp"9' f gn'xcrqt 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"

Nvgi 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"co q"0<sup>62</sup>"Gn'tguv" f g"rcu"twgf cu"uki wgp"ukpgf q"ko r qtvcf cu" f guf g"Dtcukn"0<sup>63</sup>"Rqt"qvtq"rcf q." Rrko gcn'lug"gzr cpf k»"c'i tcp"r ct v" f gn'o 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 tc0<sup>64</sup>"

F g"guv"o qf q."guv"ecuq"gu" f kgtuq"cn'f gn'tguv" f g"rcu"cwqr ct vuc"mcegru"gzco kpcf cu" Rqt"wp"rcf q."pq"lvtqf wlq"gn'VRU"eqo q"rcu"cpvgtkqtgu"0Cf go <sup>a</sup> 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"qvtcu" vto kpcrgu." ukpgf q" o gpqu" f gr gpf kpv" 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"pwgxc"J kwz"guwxq"hwgtvgo gpvg"cuqekf c"cn'o c{ qt" tglpvgi tq"r qt"rc"rg{ "cwqr ct vuc"s wg"guv"qhtge"rc"r qt"tgcnk" ct"cevklcf cf gu" f g"hwf lek»p"0C"uw"xgj ." guv"Anko c"ectcevt"lulec"ko r nec"s wg" guv"r tqxggf qt" tgcneg" kpxguki cel»p" {" "f gucttqm" f g" r tqf wequ."c" f kgtgpek" f gn'tguv" f g"rcu"cwqr ct vuc"mcegru"cpck cf cu"0"

#### 5.4.3.5 – Compañía Regional de Aceros Forjados Mercedes (CRAFMSA)

Guc"go r tuc"gu"wpc"r tqxggf qtc" f g"r kgl cu"htlcf cu" f g"ecr kcrgu"mcegru"wdkecf c"gp"rc" r tqxlpek" f g"Ucp" Nwku"0Gu"wpc" f g"rcu"o <sup>a</sup> u"ko r qtvcpgu"r tqxggf qtcu" f g"r ct vgu"htlcf cu"r ctc"rc" lpf wvkc"o gvm ge<sup>a</sup> 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"

<sup>462</sup>"Nqu"o qf gmu"o <sup>a</sup> u"d<sup>a</sup> 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"

<sup>463</sup>"Rrko gcn'vkgpg"vgtu"i tcpf gu"eqo r gwkf qtgu" f g"twgf cu" f g"cnwo lplq"gp"Dtcukn"Kj qr g/O czkqp."P gq" Tqf cu." {" O cpi gnu."vqf cu"gn'cu" f g"ecr kcrgu"dtcukg" qu"0"

<sup>464</sup>"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 glet" 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"fkhwncf gu"ugi Àp" f kgevqxqu"fg"re"go r t guc0Rqt"wp"rcf q."ug"pgegukcp"cnuc"lpxgtukppgu"gp"ecr kcnr ctc"re"eqo r tc" f g"j qtpqu"{"r tgpuc."r qt"qvtq."gn'cegtq"s wg"wkkl cp"pq"ug"r tqf weg"gp"gnr c"ju"{"f gdg"ko r qtvtug" f guf g"Dtcukf"<sup>65</sup>"Cf go <sup>a</sup> u."gn'xqmw gp"fg"ri'o gtecf q"cti gpvkpc"gu"dclq"r ctc"guvc"cevkxf cf " {"mqu" o <sup>a</sup> ti gpgu"fg"i cpepek"vco dlē p"uqp"dclqu0Cn'4242"ETCHO UC"gtc"wpc"fg"rcu"r qecu"go r t guc" f g"r kl cu"htlcf cu"r ctc"re"lpf wutk"cwqo qvtk " {"c's wg"gu"re"Àplec"s wg"ewgpc"eqp"wpc"r tgpuc"fg" 6222"vpgmcf cu"<sup>66</sup>"Ukp"go dcti q."mqu"glgewkxqu"uqukpggp"s wg"gn'pkxgn'f g"lpxgtuk"p"fgo <sup>2</sup> ukeq" pq"hwg"gn'uwhekgpv"gp"rcu"Ànko cu"f<sup>2</sup>ecf cu" {"r qt"gp"fg"rcu"ecr cekf cf gu"vgepqn"i kecu"fg"rcu" cevkxf cf gu"fg"htlcf q"gp"qvtqu"r c"ju"uwr gtcp"co r riko gpyg"cn'iqecni"fk gevqxqu"fg"ETCHO UC." gpyt gxkuc"r gtuqpcn"3: B 4245-0

Nc"tc{ gevqtk"fg"ETCHO UC"lplek"eqo q"r ctvg"fg"re"cwqo qvtk "KMC"gp"3; 79"ewcpf q" f lej c"eqo r c° "c"fg gekf g"lpxgtvk"gp"o cs wkpctk"fg"htlc"gp"E»tf qdc0Nwgi q."gp"3; ; 2"cdtgp"re" 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.<sup>467</sup>"fg" 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"eqp"uwu"pgi qekqu"gp"gn'ugevt"cwqo qvtk " gp"Cti gpvkpc."Dtcukf{"Gur c° c"<sup>68</sup>"Cu"gp"4225"xgpf gp"ETCHO UC"c"wpc"cnkcp| c"fg"fk gevqxqu" fg"rc"go r t guc"eqp"gn'I twr q"Vcwtwu."wpc"eqo r c° "c"fg"ecr kcrgu"pcekppcngu"fg"lecf c"rc" r tqf wekpp"fg"o cs wkpctk"xlcn'{"r ctc"re"lpf wutk"fg"re"o cf gtc0"

Gp"guvc"<sup>2</sup> r qec"ug"eqo gpl »"c"r tqf wek"r ctc"Vq{ qvc."c"r ctvk"fg"ri'o qf gm"J knw"KO X0Gp" r ctvwert."ETCHO UC"fg"kuo »"gn'r mppq"fg"htlc"{"fg"gucttqm»"gn'uqr qtvg"fg"ri'tgp"fg"mrvgtq"r ctc" VCUC"c"r gf kf q"fg"re"vgtō kpcr0Nqu"glgewkxqu"uqukpggp"s wg"gu"wpc"r kl c"fg"enc"eqo r nglk cf " {"hwg"uwo co gpyg"fg"kl'ekn'gn'f kuō q" {"fg"gucttqm"fg"re"o kuō c0Rqt"glgo r nq."gn'tguv"fg"rcu"r ken' wu"mxcpr"r kl cu"hwf kf cu" {"pq"htlcf cu."rcu"ewcngu"uqp"o <sup>a</sup> u"ugpekrcu" {"fg"o gpqt"ecrk cf 0Gug" r tqf wevq"gu"Àpleq"gu"Uwf co <sup>2</sup> tlec" {"ug"iq"eqp"wpw»"r tqxg{ gp"fg"Vq{ qvc"gp"mqu"c° qu'r quvgtkqtgu." uwhtkpgf q"uqm"eco dkqu"o gpqtgu0Cf go <sup>a</sup> u."gp"guvc"gvrc"rc"r tqxggf qtc"hdtkedc"gpi tpcplgu" htclcf qu'r ctc"rcu"eclcu"fg"eco dkq"fg"Xqmuy ci gp" {"gtc"r tqxggf qtc"fg" Tgpcwn" {"Hkx0"

<sup>465</sup>"Gp"r ctvwert."guvc"go r t guc"tcdclc"eqp"cegtq"o letqrcgf q."ew{c"Àplec"r tqf wevtc"gp"Uwf co <sup>2</sup> tlec"gu"re"dtcukgtc" I gtf cw0"

<sup>466</sup>"Qvc"cwqr ctvkuc"fg"r kl cu"htlcf cu."s wg"vco dlē p"gu"r tqxggf qtc"fg"Vq{ qvc."gu"Twdn"cwps wg"guvc"htō c"pq" vpgg"re"ecr cekf cf "fg"hdtkect"re"r kl c"fg"ETCHO UC."gn'uqr qtvg"fg"ri'tgp"fg"mrvgtq"fg"re"eco kqpgc."r qt"pq"r quggt" wpc"r tgpuc"fg"6222"vpgmcf cu0"

<sup>467</sup>"Gn'I twr q" I co guc"gtc"wpc"go r t guc"fg"qtki gp"gur c° qn'xcueq"eqpvtmfc"r qt"fg"qu'i twr qu"go r t guctkngu"xcuequ" gn'i twr q"gn'extleq"klgtf tqre" {"gn'dceq"DDXC0Nwgi q."gn'I twr q" I co guc"ug"cuqek"eqp"qvc"htō c"xcuec."rc" Eqtr qteckp"O qpf tci qp"Eqqr gtcvxc."hqtō cpf q"Rtqo qcwq"c"plxgn'lpvgt pcekppc0C"o gf kf qu"fg"3; ; 2"rc"htō c" kpgtpcekppcn'ug"hectk »"gp"gn'twdtq"fg"rcu"gpgti "cu"tgpqxcdngu0F guf g"4239"rc"go r t guc"ug"cuqek"eqp"rc"crigo cpc" Ugo gpu."hqtō cpf q"Ugo gpu" I co guc0"

<sup>468</sup>"Gp"Cti gpvkpc"r qug"rc"vco dlē p"rcu"go r t guc"o cvtleg"rc" Cwutcn" I keuc."Eqekuc" {"uw"ucrk c" guwxq"vco dlē p" o qvxc"r qt"rc"etkuk'f gn'ugevt"cwqo qvtq"cti gpvkpc" \*Nc" P cekp."42 B4 4224-0"

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."F<sup>2</sup>dqtc"l kqti k"ug"gpceqvt»"wp"pwgqxq"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"eqputweek»p."cf s wkgtg"re"vqwrkf cf "fg"ETCHO UC0D<sup>a</sup> uleco gpvg."gn'i qdkgtpq" pcekqpcn"re"r kf k»"c"re"go r t guc"eqputwevqt"eqo r tct"re"cwqr ctvkt"re"ctc"o cpvgpgt"nqu'r wguvqu" fg"vtdclq"{"gn'know-how"fg"re"eqo r c° 0c."{"guc"ug"xlq"qdri cf c"cegr vct."f cf q"s wg"i tcp"r ctvg" fg"uw"pgi qekq"r tqxgp"fg"re"qdtc"r Àdriec"{"f gr gpf"fg"gn'i qdkgtpq"fg"re"fg"ETCHO UC." gpvtgxkuc"r gtuqpcn"3: B 4245-0<sup>69</sup>""

" Nqu"fg"re"fg"ETCHO UC"uqukpgp"s wg."gp"gn'4236."Xqmuy ci gp"{"Vq{ qvc."nqu" Àplequ"erkgpvgu"s wg"re"j cd"cp"s wgf cf q."ngu"o cpkhuvtcp"s wg"re"fg"ug"lpewrt"cp"uk"pq"o glqtc dcp" re"r tqf wekxf cf "{'ewo r n"cp"eqp"re"gpvtgi c"fg"r kg| cu0C"r ctvkt"fg"gmq."ug"mgx»"c"ecdq"wp"r tqeguq" fg"tgqti cpk cek»p"s wg"ko r rke»"gn'f gur kf q"fg"r gtuqpcn"{"re"o glqtc"fg"ecrk cf ."r tqeguq"{" ugi wtk cf 0Gp"guv"Ànko q"r wpvq"gn'f gr ctvco gpvq"fg"Kpi gplgt"fg"Rtqeguq"fg"VCUC"wxq"wp" tqnlhwpf co gpvcn"{"c"s wg"gpv"re"r gtuqpcn"re"r tqxggf qtc"r qt"o<sup>a</sup> u"fg"wp"co q"r ctc"mgxct"cecdq" ecr cekcekqpgu" {" o glqtc"re" ghlekpeke"fg"re"r rcpv" fg"re"ETCHO UC." gpvtgxkuc" r gtuqpcn"3: B 4245-0'

" C"tc"fg"guv"vtdclq"eqplwpvq"re"hko c"r wf q"tgewr gtctug."o glqtc pf q"nqu"r tqeguq"{" cwo gpvcpf q"re"r tqf week»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"fg"ecf cu"cpvgtkqt gu" gp"re"hko c06:"Culo kuo q."j c"uwo cf q"pwgqxqu"erkgpvgu"eqo q"Uecpkc."Tgpcwv"{"Hqtf."cf go<sup>a</sup> 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 gtcf 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<sup>a</sup> ti gpvq"fg"i cpcpek"uki wgp"ukgpf q"guccuq"q"pwnqu." f gr gpf kpgf q"gn'c° q0'

" Gp"tguwo gp."guc"go r t guc"vco r eqq"wxq"vpc"vct{ gevqtk"vcp"uko krt"cn'tguvq"fg"re"u" cwqr ctvktu"mjecrgu0Uw'x"peww"lplekcn'eqp"Vq{ qvc"re"r gto kke"go r ngct"ecr celf cf gu"v<sup>2</sup> eplecu" eqo r nglcu"r ctc"fg"lugo ct"{"f gucttqmt"vpc"r kg| c"gur ge"re"ec"fg"vqf cx"ug"wkrl c"gp"re"J knw0Ukp" go dcti q."guc"tgrcek»p"pq"re"cdtke"r wgtvuc"qvtqu"pgi qekqu"eqp"vgo kpcrgu"mjecrgu"q"fg"gn'gz vgtkqt0'

<sup>469</sup>"Gn'f kgevkxq"ug° cnc"s wg"hwg"vpc"qr gtceke»p"uko krt"re"s wg"lpgvpcvtcp"j cegt"eqp"re"cwqr ctvktu"Rctcp<sup>a</sup> "O gvcn"{" re"eqo r tcf"gn' i twr q"Kpf cmq."cwps wg"re"o kuo c'egt»"gp"42370'

<sup>46</sup>"Nc"go r t guc"vkgpg"wp"fg"gr ctvco gpvq"fg"Kpi gplgt"fg"Rtqeguq"{"qvtq"fg"o cxtleg"re"r gtq"pq"Kpi gplgt"fg"Rtqf wevq0'

<sup>46</sup>"Nqu"fg"re"fg"uq"ug° cncp"s wg"re"u"eqo r tcu"fg"Xqmuy ci gp" dclctqp"uki pkecvkxco gpvg"gp"nqu" Ànko qu"co qu." r t kpek cm gpvg"fg"gdq"q"c"s wg"re"r tqf week»p"fg"ecclcu"fg"eco dlq"fg"getgek»hwgtvgo gpvg"fg"gdq"q"re"vtpulek»p"ecf c" xgl"o c{qt"re"u"xtgukpgu"cwqo<sup>a</sup> vkecu0'

Gu'o <sup>a</sup> u."rc"cwqr ctvkc"cvtxgu»"o Ànr ngu'r tqdngo cu'f wcpvg"rcu'r tko gtcu'f<sup>2</sup>ecf 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 tguclq."c"vtx<sup>2</sup>u'f gn'lpqxwctco kgpvq'f gn'i qdkgtpq" pcekqpcnlf g"gu'g'o qo gpvq."rc'tgrcek»p"eqp"VCUC"u'hwg'f gvgto kpcpv'g' r ctc'rc'tgeqputwek»p'f g" rc"eqo r c° ¶0'Gp"r ctvkwrt."gn'vcdclq"gp"eqplwpvq"gp"gn'o glqtco kgpvq'f g"mqu'r tqeguqu"ng" r gto kx" c"rc"cwqr ctvkc"gp eqpvtct'plxgru'f g'r tqf wvklcf cf "uwr gkqtgu0C'tc¶ "f g"guvq."r wf q" xqrxgt'c'xgpf gtrg'c'pwgqu'erkgpvu."cwps wg'mqu'glgewkxqu'uki wgp'ug° crcpf q'rcu'eqo r nglk cf gu' f g'u'qr gtcek»p0'

#### 5.4.3.6 - Mirgor

O ki qt" gu" wpc" go r tguv" f g" ecr kcrqu" mcrqu" s wg" kplek»" uwu" qr gtcekqpgu" gp" 3; : 5" r tqf wkgpf q'ukugo 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 gnt<sup>2</sup>i ko gp'f g'r tqo qek»p'lpf wvklcr0Gp'4243"eqpvcde"eqp'50722"go r ngcf qu."wpc'¶pgc" f g'o qpvcg'f g'twgf cu'gp"Tuqclq'r ctc'I gpgtcnO qvqtu"{'ekpek'r rcpvcu'lpf wvklcrqu'gp'Vkgttc'f gn' Hwgi q." f qpf g" ug" hcdtkedcp" gs wkr qu" f g" erko cvk cek»p" {" ukugo cu" f g" kphqto cek»p" {" gpvvgvplko kgpvq" \*infotainment+" r ctc" rc"lpf wvklc"cwqo qvkl . "r rcs wvcu" grgext»plecu" r ctc" gn' ugevq't'cwqo qvqt."grgext»plec'f g'eqpuwo q."grgextqf qo <sup>2</sup>u'kequ"{"o »f wqu'grgext»plequ"\*Hqtdgu." : B34243-072"Guw"hto c"gu" wpc"gzegr ek»p" gpv'g"rcu"cwqr ctvkc"u'f g" ecr kcrqu" mcrqu" r qt" hcdtkect'r tqf wvqu'f g'cnc'eqo r nglk cf {"vpgt'f ko gpukqpgu'o c{qtgu'cnitguv'f g'hu'r tqxggf qtgu' f qo <sup>2</sup>u'kequ0'

" Nqu'r tko gtcu'erkgpvu'f g'O ki qt'hwgtq'¶cv'{'Rgwi gqv'ewcpf q'guqu'eqphqto cdc'p'Ugxgn' {"guvcdcp" dclq"gn'eqpvtqn'f gn'I twr q"O cetk0'F wcpvg"rcu'f<sup>2</sup>ecf cu'f g"3; : 2"{"3; ; 2"O ki qt"ng" xgpf k»"ukugo cu'f g'ckg'ceqpf lekqpcf q'c"Rgwi gqv."¶cv."Tgpcwv."I gpgtcn'O qvqtu."O gtegf gu' Dgp| {"Xqmuy ci gp0C'uw'xgl . 'tgcrlk »"cuqekcekqpgu"eqp"rc"cwqr ctvkc"i mdcn'htcpeguc'Xcrq0' Cf go <sup>a</sup> 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'f<sup>2</sup>ecf cu'f gn'4222"O ki qt"eqo gp| »"c"fkxgtukhctug"j cekc'f kwpvcu" r tqf wvqu'grgext»plequ" {"grgextqf qo <sup>2</sup>u'kequ0'Gp"4223"kplek»"rc" hcdtkcek»p" f g"vcdngtqu" r ctc" xgj ¶ewqu'Xqmuy ci gp" {"gp"4226"eqo gp| »"c"r tqf wvkl"gs wkr qu" f g'ckg'ceqpf lekqpcf q'r ctc"

<sup>472</sup>"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 gekrcu'f g'cr ctkgpek'r ctc"rc"lpf wvklc"cwqo qvkl 0'cf go <sup>a</sup> u."rc"hto c'ug"j c'f kxgtukhctcf q" j cekc'qvtqu'ugevqtgu-Tgvcl'¶f gucttqm'f g'ecpcngu'o kqtkwcu+."¶ppqxcek»p"r tq{gevu'f g'KF'g'lp' gplgt'¶c'gr'evllec." uqhy ctg" {" o ge<sup>a</sup>plec+." Ci tqr gewctkq" \*gzr qtcek»p" f g" r tqf wvqu" ci tqr gewctkqu+." Nqi ¶wlec." F kwtldwek»p" \*eqo gtecl'k' cek»p" f g" r tqf wvqu" grgext»plequ+" {" Ugtxlekqu" \*ugt'xlekqu" r quv" xgpc" kpenw{gpf q' ugi wtu" f g" f kur quklxqu+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 ¶c"K VGE+.'eqp'rc'ewcneqo gp| ctqp'c'r tqf wek'egnwrtgu'P qnk0Gp'rc'ugi wpc'f'2'ecf c" f gn'4222"O ki qt"kpkek»"wco dk²p"rc'hcdtkceek»p'f g'vgrxkuqtgu'NI " { "Uco uwpi . 'eqo r wcf qtcu' F gm'egnwrtgu'Uco uwpi . 'ukugo cu'f g'cwfkq" { "wplcf gu'f g'F XF " { "Dnw'Tc { "Dgmqs.e.'4239-0

" Gp" gug" eqpvz vq. "O ki qt" ug" xlpew»" eqp" VCUC'0'Gp" r ctvwert. " gptg"4235" { "4236"rc" f kgeek»p'f g'Vq { qvc' Cti gpvpc'f gek k»'mceck ct'rc'tcf kq. 's wg'gtc'r tqf wek c'r qt'rc'b wmkpcekqpcn' lcr qpguc" Rkppgt" gp" O cpcqu. " Dtcukn" { " f guf g' cni" gtc" ko r qt wcf 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 kpvq" c" dqt f q" \*infotainment+" { "c's wg. "cwps wg'pq'hcdtkcdc" gug'r tqf wevq. "gtc'rc"Àplec" hto c"mecn's wg"vpp¶c"gzr gkgek" { "ecr cekf cf. "vcpvq"gp"rc"lpf wutk"cwqo qvk "eqo q"gp"rc" r tqf week»p'f g'grgevt»plec0"

" F g'gug'o qf q. 'O ki qt' r tguqp»'wpc'r tqr wguv'c'VCUC" { "2 uvc'rc'grgx»'c'uw'ecuc'o ctk " gp" Lcr »p. " rc" ewcn' mwi q" eqpxgpek" c" Rkppgt" f g" gptct" gp" wp" r tqegu" f g' vcpuhgtgpek" vgepqn' lec0C' r ctvk' f g'gug'cewgtf q. "Rkppgt'eqpvpÀc'tgekdkpf q'wp"royalty"r qt'gn'wuq'f g'uw' vgepqmi ¶c" { "eqo r ctg'gnr tqegu'r tqf wekxq's wg'vpp¶c'p'gp'Lcr »p" { "O cpcqu'r ctc's wg'O ki qt'iq" ko r ngo gpvg'gp'Vkttc'f gn'Hwi q0Cu¶ug'o qp»'rc'r tko gtc'r rcpvc'f g'ukugo c'f g'gptgvpk kpvq" c" dqt f q0Nwgi q. "Rkppgt" j k q'wpc'tgxkuk»p'v eplec. "wpc'cuguqt¶c" { "wpc'egt vkeek»p'f g'rc'r rcpvc. " { "gp"gn'c° q"4237. "rc"lf dtlec" gu'cr tqdcf c. "eqo gp| cpf q"eqp"rc" r tqf week»p'f g'ukugo cu'f g' gptgvpk kpvq" 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'mceck cel»p'hwg'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"õse 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 gtgpvg" 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"hwg"wp" "año bisagra ""r ctc"O ki qt' f gdf q"cn'kpkek" f gn'cewgtf q"eqp"Vq { qvc'0'Cu¶" gn'glgewkxq"uqukpgg"s wg'gm"rgu" "permitió cumplir el sueño de fabricar el infotainment y transformarse hacia una compañía innovadora que hizo crecer exponencialmente la variedad de negocios y el tamaño " \*O ki qt.'45l: 4243-0'

" Nwgi q'f gn'kpkek'f g'gucv'cevxxkf cf gu. 'gn'gs wkr q'f g'kpi gplgt¶c'f g'O ki qt'go r gl »'wpq'f g' nqu'r tq { gevqu'o ^ u'uki phkecvkxqu"gp'nqu'r tqeguqu'f g'kppqxcel»p'f g'rc'eqo r c° ¶c. "gn'f gucttqm" r tqr kq'f g'rc'tcf kq'HC O ROUg'v'c'w'f g'wp'f kur qukxq'etgcf q'r qt'rc'go r tgu'c's wg'v'c'x'gu»'f kwpvcu' gvr cu'j cuv"ngi ct" c"lpeqtr qtctn"gp"rc" Hkv'Vqtq. "xgi ¶ewu" r tqf wek q"gp" Dtcuk0'Guc'hwg"rc" r tko gtc'tcf kq'dcuf c'gp'gn'ukugo c'qr gtcvxxq' Cpf tqkf 'f gucttqm'c'f gp'Co ^ 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 rglc" c"r ctvt" f g"wp"cewgtf q" f g"vcpuhgtgpek"vgepq»i kec" eqp"wp"o wmpcekqpcn'nf gt"eqo q"Rkqpggt." {"funcional,"tgcrk| cpf q"hwpekqpgu" f g" f lug° q" {" f gucttqm" r tqr kq" f g" guvqu" r tqf wevqu0' Cf go a u."Lqu² "Cmpuq."EGQ" f g"O ki qt" f guf g"4238." uquvkgpg's wg"gp"gn'4244'ug"gpewgpcp" f gucttqmcpf q"qtqu'ukvgo cu'f g"gpvtgvpko kgpvq" c"dqtf q" r ctc"qtcu"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'kppqxcel»p' f g'O ki qt'ug'hqto crk| »'gp'423; . 'ewcpf q'eqo r tc" rc" eqo r c° 'c' Hco ct" Hwgi vkc." f gf kecf c" c" rc" r tqf week»p" f g" crto cu." cwqvgugtgu" {" eqo r wcf qtcu'r ctc'xgi 'pewqu0'73'C"vtx² u' f g"guvq. "O ki qt"o cte»'uw'kpvgek»p' f g'cf gpvtctug"eqp" hwgt| c"gp'rc'kpf wvkc"grgev»plec"cwqo qvtk 0Cu"ug'etg»'gn'ugevt' f g'kppqxcel»p'eqo q'vplf cf " f g'pgi qekq. 'kpvgi tcpf q'gn'a tgc" f g'kpi gplgt'c" f g"Rtqf wevq"eqp"rc" f g" f gucttqm" g" kppqxcel»p" \*O ki qt. '451: 14243+0' Cf go a u' f g'hqu'ukvgo cu' f g"gpvtgvpko kgpvq" c"dqtf q. "guv'ugevt' f gucttqm" ukvgo cu' f g"internet of things" \*Kv+ {" o qxkrf cf "gr'vtelec" \*dkelegv" {" o qpqr cvkpgu'gr'vtelequ+ eqp' f lug° q"gzenvukxq" f g'rc"eqo r c° 'c" \*Lqu² "Cmpuq. "gpvtgxkvc" r gtuqpcn'321914244+0'

" Gu'f gekl. "O ki qt" gu"wp"ecuq" gur gekn' gpvtg"rcu" cwqr ctvku" mcegru" 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 unkecu" \* { c" ugc" r qt" go r rgef qu." r rpvu" q" plxgrgu" f g" r tqf week»p+0' Cf go a u." O ki qt" {" c" hdtkecdc" r tqf wevqu" eqo r rglqu" \*ukvgo cu' f g'ck'gu'ceqpf kekqpcf qu. "grgev»plec" f g'eqpuwo q. "grgevqf qo ² unkecu" {" {" c" r qug'c" g'zr g'kpvkc"gp"rc'kpf wvkc"cwqo qvtk "cpvu' f g'uw'x'pewq"eqp"Vq { qvc0'Uk" go dcti q. "c" r guct' f g'gmq. 'rc' tgrcek»p'eqp'VCUC'uki pkle»'wp'ucnq'ko r qtvcpg'gp'rc'vc { gevtk' f g'guv' hto c." r gto kxk pf qng'rc" r tqf week»p' f g'wp'pwxq"dlgp"eqo r rglq" c" r ctvt" f g'wp"cewgtf q"vgepq»i keq"eqp" wp"o wmpcekqpcn'nf gt0'C"uw'xgl. "guv"uwvkw| »"ko r qtveckqpgu" s wg" r tqxgp'cp" r tgxkco gpv" f guf g'Dtcuk0' f g'guv"o qf q. "guv"gu'gn'Àpleq"ecuq" f g'vqf qu'rcu" r tqxggf qtgu' f g'VCUC" s wg'ngx»" c"ecdq"wp" r tqeguq" f g"upgrading funcional e intersectorial, pq"u»mq" c" r ctvt" f gn'gucrcō kgpvq" c" rc" r tqf week»p" f g"pwxqu"dlgp" o a u"eqo r rglqu. "ukpq" s wg" vco dl² p"tgcrk| cpf q" gn' f lug° q" {" f gucttqm" r tqr kq" f g"guvqu" r tqf wevqu0'"

473" Nwgi q. "gp"4242" O ki qt" vco dl² p" eqo r t»" qvc" go r tguv" tcf kecf c" gp" Vlgttc" f gn' Hwgi q. "rc" guv' qvplf gpug" Dtki j vuct. "f gf kecf c" c"rc' hdtkecel»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."r"gobernanza"gp"r"EI X"f g"r"lpf wutlc" cwqo qvtk "gu'f kki kf c'r qt"gnr tqf wevqt \*producer-driven+:"f gdlf q"c"s wg'hqu'cevxqu"gur ge¶hequ" s wg'gu' p'r qt'f gta u'f g'guv'kr q'f g'gobernanza uqp'r tpekr cm gpv'ru'ecr cek cf gu'r tqf wevxcu." ru'cnqu'tgs wgtko kpvqu'f g'ecr kcn'{"r"K F 0'Ncu"go r tgucu's wg'i qdkgtpcp"ru'producer-driven" uwgpp" uwdeqptcvt" cni wpcu" hcugu" f g" r" r tqf weekp." r gtq" tgvkppp" r ctc" u¶ r" K F " {" r" o cpwcewtcekp" \*eqo r rlc+f gn'dkpp'hkpn"Rqt v"gv'cn"4236+0Uk"go dcti q."r gobernanza" f g" VCUC" co dk p"ug"j c" f gucecf q" r qt" wpc" ugtk" f g" grgo gpvqu" r ct vewrt gu" s wg" ug" f gvcncp" c" eqpvkpwcekp0'

" Gp" r tko gt" nwi ct."ug" r wfg g" o gpekqpcr" r" r ct vlek cekp" cevxk" gp" gn' f gucttqm" f g" ru" r tqxggf qt gu" mecnqu'0'Guq"ug"j c"xluq" c" vtcx<sup>2</sup> u'f g" wpc" ugtk" f g" r tqi tco cu" {" cevxkf cf gu. "vcngu" eqo q" gn' Supplier Production Tracking Team" \*URVV+r ctc" r" kpenwul" p" f g" pwxqu" r tqxggf qt gu." r" Cuqekcekp" f g" Rtqxggf qt gu" f g" Vq { qv" Cti gpvpc" \*CRVC+r ctc" hqt vregt" r" eqqr gtcekp" gp" r" ecf gpc" f g" xcnqt. {" f kgtucu" cevxkf cf gu" f g' ecr cekcekp" r ctc" eqrdqtct" gp" ru' o glqtcu" f g' ru" cwqr ct vkuu'0'Guq" kpxqnetco kpvq" j c" ukf q" f gucecf q" r tpekr cm gpv" r qt" ru" r tqxggf qt gu" f g" ecr kcnqu" pcekqpcngu" ew { q" r tpekr cn' enkpv" gu" Vq { qv" \*lpf wutlcu" I wfk" Guvgdcp" Eqtf gtq." Xgpvcno {" "ETCHO UC+0'

" Cu¶" gucu" cevxkf cf gu" f g" ecr cekcekp." tqcekp" f g" r gtuqpcn" e¶ewru" f g" ecrkf cf ." eqpxgtucekppgu" hqto cngu" g" kphqto cngu" {" f kgtucu" tgwkpqpgu" i gpgtcp" wp" kvgteco dkq" f g" kphqto cekp" f gdlf q" c" s wg" cdtgp" gur cekqu" s wg" hcekkep" r" etgcekp" f g" tgf gu" f g" eqpvcequ" g" kvgtceekppgu" r gtuqpcngu'0'Guu' tgf gu' r cup' hwi q. "o gf kcpv' f hgt gpv' u' j gttco kpvcu. "c" r" guhgc" qti cpk cekqpcn' cwo gpvcp q" r" ekewcekp" f g" kphqto cekp" f g" vgo cu' eqo q" r tqeguq" r tqf wevxcq." qti cpk cekp" {" i guk p0' Nc" tgrcekp" f g" Vq { qv" Cti gpvpc" eqp" uwa" r tpekr cngu" r tqxggf qt gu" dtkpf c" eqo r tqo kuq" {" eqphcp| c" dkf kgeekqpcn" r gto kkgpf q" wp" o c { qt" kvgteco dkq" f g" kphqto cekp" f gdlf q" c" ru' ectcevt ¶wlec" f g" wtcekp" {" eqpvkpwkf cf "s wg' vkgp" r" tgrcekp0'

" F g" guv" o qf q. " qvtc" ectcevt ¶wlec" f kpvkxc" f g" guv" gobernanza" gu" r" i gpgtcekp" f g" x¶ewru" c" rcti q" r r q. " gp" r¶pgc" eqp" gn' kr q" f g" x¶ewru" s wg" gucdngesp" ru" vgo kpcngu" cwqo qvlegu" lcr qpgucu" eqp" uwa" r tqxggf qt gu" gp" vqf q" gn' o wpf q0 Gp" guv" ugpvkf q. " vqf cu" ru" cwqr ct vkuu" gpv'gxkucf cu" eqpvkpwctqp" uw" tgrcekp" eqp" VCUC" f guf g" s wg" eqo gp| ctqp" c" r tqxggtngu" r ct vgu'0'Nc" ¶plec" gzegelekp" gp" guv" cur gev' hwg" gn' ecuc" f g" ETCHO UC'0'Guu' hwg" wpc" ukwcekp" r ct vewrt" gp" r" ewcn' r" cwqr ct vkuu" guwxq" cn' dqtg" f g" f g" r" s wgdte" c" r ct v" f g" r" f gukpxgtul" p" {" r" o cn' cf o kpvkcekp" f g" r" go r tguc0'



Cuñ "rcu'tgrecqpgu'f g'rci q'r rc| q'ug'o cpwxkgtqp"gp"vqf qu'mu'ecuqu"{' 'mu'r tqxggf qtgu' p'q'uwhtkgtqp"co gpc| cu'f g'ugt'f gur rc| cf qu'r qt"qvtqu0Ugi Ap"gn'r tgu'k'f gpv'f g'Xgpcnw . "guv'ug' f gdg"cs'wg" "Toyota no toma decisiones con criterios financieros de corto plazo, sobre cosas que van a impactar en el largo plazo. Se puede perder un poco durante un tiempo. Ellos no quieren maximizar ganancias, quieren optimizar ganancias" 0Gñ'ecuq'bo a u'gzvgo q'f g'guv'vkr q' f g'x'pewu'iq' r' tgu'p»'Guv'gdc'p'Eqt'f g'q. "{' c's wg'rc'cwqr ct vku'c'f gek' k»'v'cdclct'lu'q'eq'p'erk'p'v'gu' lcr q'pgu'f g'dk' q'c'uw'g'zr g'kg'p'ek'g'z'k'q'uc'eqp"Vq{ qvc"{' 'h'cm'k'c'eqp'qvt'qu'erk'p'v'gu'q'ee'k'f g'pvc'gu'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'ku'cf qu'f gur rc| ctqp"r ct'v'gu'ko r qt'vcf cu"\*Xgpcnw . "F cpc."I wk'k"Dquj qmw." Rq'ko gvcn"{' "O ki qt+074"Nc"o c {qt'p'f g'gu'cu"l'p'eqtr qt'cek'q'pgu'ug'f k'q'gpvt'g"4236"{' "4237."{' "ug" r tqf w'gt'qp"gp"i'p'gc'eqp'gn'ek'eq'c'ue'gp'f gpv'f g'VCUC"gzr n'ec'f q'gp'gn'ecr'p'w'w'q'cp'v'gt'k'qt'0Gu'f gek'." c'r ct'v'k'f gn'r rc'p'f g'gzr cpuk»p. "{' 'h'ek'k'cf q'r qt'gn'eco dk'f g'o qf gn'c'rc"J k'wz": AI gp'gt'cek»p." gn'uc'na'c'n'p'k'gn'f g'h'cd't'k'ec'ek»p'f g"322022"wp'k'cf gu'gp"4238"{' "mu't'g'k'p'v'gi t'qu'q'ht'gek'f qu'r qt'rc" n'g{ "cwqr ct vku'c0"

" Wp"ewct'v'q"grgo gpv'q'f g"t'g'x'c'p'ek"gp"gn' v'k' q'f g"gobernanza"iq'eq'p'uk'w'f g'gn'lf' tt'gq' eq'p'v'q'nf g'VCUC'lu'q'dt'g'lu'w'it' tqxggf qt'gu'0Nc"o c {qt' r ct'v'g'f g'rcu'go r t'guc'gpvt'g'x'ku'cf cu'f gu'ce'cp" gu'g'r v'p'v'q"{' "cni w'pcu't'go c'tec'p"rc"eqo r n'g'k'f cf "f g"v'cdclct"gp"gu'cu'eq'p'f l'ek'q'p'gu'0R'qt"gl'go r n'q." ETCHOUC"r n'p'v'g'c"rc" f k'h'ew'nc'f "f g" cwo gpv'ct" r t'g'ek'qu"eqp"VCUC." n'q'ew'c'n'rgu'f gl'c" dcl'qu" o a ti gp'gu'f g'i c'p'c'p'ek'0C'uw'x'g|. 'f gu'f g'I wk'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 gu'f g"O gvc'nc"t'go c'tec'p"s wg'rc"gz'ki g'p'ek"r qt"r tqf w'v'k'k'f cf "{' "ec'rk'cf "r qt"o qo gp'v'qu"gu" g'z'eg'ul'x'co gp'v'g"cn'c'0'Cu'ko kuo 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'ti c"c'rcu'cwqr ct vku'cu."c'f k'g't'g'p'ek'f g'q'v'cu'v'g'to k'p'c'rgu'cw'qo 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"gobernanza."t'g'c'rk'cf c"r qt"i g't'g'h'k"{' "qvt'qu" \*4227+."mu'v'k' qu'f g"2'uc"gp"rc"l'p'f w'v'k'c"cw'qo q'v'k'k' r w'g'f gp"x'ct'k'ct'f g'g'p'f k'g'p'f q'f g'rc"t'g'rc'ek»p" v'g'to k'p'c'n'r tqxggf qt'0Cuñ"{' c'r ct'v'k'f gn'c'p'a n'ku'f g'rcu'q'p'eg'cw'qr ct vku'cu'gpvt'g'x'ku'cf cu.'ug'erc'uk'h'ec" gu'v'g'v'k' q'f g'x'p'ewu'eq'p"VCUC0Gp'd'c'ug'c'rcu'g'ng'o gp'v'qu'f gu'ce'cf qu."{' "uki w'k'g'p'f q'gu'v'k' q'm'j 'p'c" f g"gobernanza,"ug'r w'g'f g'u'qu'v'p'gt's wg'Vq{ qvc'wx'q't'gu'v'k' qu'f g'x'p'ewu'eq'p'rcu'cw'qr ct vku'cu' gpvt'g'x'ku'cf cu."s wg'ug'r w'g'f gp'erc'uk'h'ec'f gn'uki w'k'g'p'v'g'o qf q'0"

"

<sup>474</sup>"Gp"gn'ecuq'f g"l' c| cnk'v'co dk'p'ug'f gur rc| ctqp"ko r qt'v'ek'q'p'gu."r g't'q"rc"go r t'guc'f gek'k»'k'p'uc'nc't'r n'p'vcu"gp" W'wi w'c"{' "R'ct'ei w'c"{' .r'qt'iq'v'cp'v'q.'ug'uki w'k»'ko r qt'v'p'f q'i t'cp'r ct'v'g'f g'rc'p'w'g'x'c'r tqf 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 CRAFTMSA

Hwgpvg<gndqtcelp'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" guxcdngel»" wpc" gobernanza" modular eqp" cs wgrcu" r tqxggf qtgu" b<sup>a</sup> u'i tcpf gu'pq' lcr ppgucu. 'wgru" eqo q" O ki qt. 'F cpc. 'O gvcnc" { "Rqiko gvcrl" Guv" ug" f gdg" c" s wg" r" eqo r rglkf cf " f g" r" kphqto cek»p" kpvgtco dlcf c." uw" eqf hkecdkrf cf " { " rcu" ecr cekf cf gu" f g" mqu" r tqxggf qtgu" uqp" cncu" gp" guvqu" ecuqu" Cf go<sup>a</sup> u. "gp" guvg" vkr q" f g" gobernanza ug" gpecti cp" r tqf wevqu" gur gekhecf qu" c" r tqxggf qtgu" cncu" gpvg" eqo r gvpgvu. "eqp" xgtucvkrf cf " r ctchdtlect' f kwpqu" r tqf wevqu" { "eqp" wpc" ectvgtc' f g" enkgpvu" b" gf kpcpo gpvg' f kxgtukhecf c" OGuv" xctkgf cf " f g" enkgpvu" { " r tqf wevqu" dtkpf c" c" mqu" r tqxggf qtgu" vpc" cwqppqo " c' tgrvkc' t gur 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 cu" OGuv" hwg" gr' ecu" f g" O ki qt. 'F cpc. 'O gvcnc" { "Rqiko gvcrl"

"

Gp"ugi wpf q" hwi ct. "VCUC" b" cpwxq" wv" x' p' ewm" relacional eqp" rcu' ukvgo krcu' lcr ppgucu" F gpuq. " Vq{ qvc" Dquj qmw" { " [ c| cnk' O' Gp" guvg" vkr q" mqu" r tqxggf qtgu" vco dlk' p" uqp" cncu" gpvg" eqo r gvpgvu" { " gz kvg" wpc" cnc" eqo r rglkf cf " f g" rcu" vcpuceekppgu. " r gtq. " c" f hgt gpek" f g" r" modular. " r" eqf hkecdkrf cf " f g" ucu" gu" dclc. " r qt" m" s wg" gr' eqp qeko kpvq" v' eksq" vkgp" wv" tqn' etwekrl' D<sup>a</sup> uleco gpvg. 'gvcu' go r tgcu' r' quggp' uwu' egpvtqu' f g' K F 'gp' gnhwi ct' f qpf g' Vq{ qvc' tcf lec" grlf kug<sup>o</sup> q" { " f gucttqm' f g' wv" b" qf gr' f g' xgj ' p' wv' gur ge' hkeq' O' Gp" gr' ecu" f g' r" Vq{ qvc' J knwz. 'guvg" r c' u" gu" Vckrpf c. " { " rcu' ukvgo krcu' lcr ppgucu" vco dlk' p" kpuvcrp' uwu' egpvtqu' f g' kpxguki cek»p" gp" gug' r c' u" OF g' guvg" b" qf q. " gr' twguq' f gr' kpvgtco dlq' f g' kphqto cek»p" ug' f gur rgi c' cnf' { " hwi q' guqu" r tqf wevqu" { " r tqeguqu" uqp' tgr' r' ecf qu" gp" qvtqu" egpvtqu" kpf wv' krcu. "gp" guvg" ecuq. " Cti gpvpc" { " Uw<sup>a</sup> hkec' O'

Gp" guvcu' ecf gpcu' ug' xgt' hkec" wpc" o wvc" f gr' gpf gpek" gpvtg' r tqxggf qt" { " eqo r tcf qt. " { " r" eqphkcp| c' gpvtg' rcu' r ctvgu' ug' xwgr' k' uwo co gpvg' ko r qvcpvg' ONc' p' gegukf cf " f g' s wg' r" kphqto cek»p" v' eksq' hwi' c' gpvtg' r tqxggf qt" { " eqo r tcf qt" j ceg' f g' r" r tqzko kf cf " uqekn' { " gur cekn' gpvtg' co dqu" ugc' wv' tgs wukq' f g' guvg" vkr q" f g' vcpuceekppgu' OF cf c' vcn' eqphkcp| c" { " r" o wvc" f gr' gpf gpek. " gr'



Rqt'grieqvtctkq.'gnitguvq'f'g'rcu'htkto cu'pq'ug'j cp'kpxqmetcf q'gp'guvqu'r tqeguqu'f'g'o glqtc" c"vtcx2'u'f'gn'VRU'Gp"gr'ecua'f'g'rcu'o wmkpcekqpcngu'ler qpgucu"\*F gpuq."Vq{ qvc"Dquj qmw" { "[ c| cnk±.'r qts wg" { c'm'vpp'cp'kpeqr qtcf q. ". 'gp'gnitguvq'f'g'rcu'eqo r c° 'cu.'r qts wg'vkgpgp'pkxgrgu" f'g'ghelgpek"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 ° a u'o qf gtpc."rc'kpenwukp'f'g'tqdqu" { "rc'cwqo cvk cekp'f'g'r tqeguqu."mq'ewcn'rgu" r gto kkl»'cwo gpvt'uw'r tqf wevkkf cf 0'

" C'uw'xgl. 'r ctc'cni wpcu'cwqr ct wku'rqecrgu.'gnix'pewmq'eqp"VCUC'rgu'r gto kkl»'xgpf gtrgu" c'qvtcu'vgo kpcrgu'0'Cu'hwg'gr'ecua'f'g'Xgpvcnw. 'kpf wutku'I wfk'k' { 'Gugdcp'Eqtfgtq'0'cf go ° a u." guvc"Ànko c'wco dlē p'r wf q'ceegf gt'c'rc'gzt wcl»p'c"Vq{ qvc"Dtcukn"cwps wg"u»mq'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'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 rpkhlec'f'qu" { "i tcf wrgu'f'g'rc" r tqf week»p'f'g'rc" vgo kpcn" gp" r'f'pgc" eqp" mu" r t'pek' kqu'f'g'production smoothing'f'gn'VRU." { "f'g'uw'x'pewmq'c'rc'iti q'r m| q'0'c'nt'gur gevq.'rc'i tcp" o c { qt'c'f'g'rcu'go r tgucu'f'guvcep"guvg'hcevt."gn'ewcn'gu'c'Àp'o ° a u'xcmtcf q'gp'wp'o gtecf q'vcp" xqñ wleqo q'gn'cti gp'kq'0'Gp'gr'ecua'f'g'o ° a u'gzvgo q.'Gugdcp'Eqtfgtq'f'g'ekf k»'tcdclct'w»mq'eqp" enkgpvu'ler qpgugu'f'gdkf q'c'guvg'vgo c'0'Gp'r ct wewrt.'rcu'cwqr ct wku'ug° c'ncp's wg.'r qt'wp'rc'f'q." rc" guvdkkf cf " { "r tgxkukdkkf cf "f'g'mu'eqpvtcvqu"rgu"r gto kvg"r rpkhlect." { ".r qt"qvtq"rc'f'q." gn' 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" gucnc'p'cf c." { c's wg.'uk'gn'cwo gpvq'f'g'rcu'eqo r tcu'ug'f'kgtc't° r kf co gpvg.'rc'o c { qt'r ctvg'f'g'rcu" cwqr ct wku'pq'r qf t'c'tgerk' ct'rcu'kpxgtukqpgu'pgeguetkcu" { "mqi tct'rc'ecr cekf cf "f'g'r tqf week»p" f'g'rcu'pwgxcu»tf gpgu'0'cf go ° a u.'gnixqno gp" { "r tgxkukdkkf cf "f'g'eqo r tcu'f'g'Vq{ qvc'rg'r gto kkl»" wco dlē p'c"F cpc'gur geknk' ctug'gp'gn'o gtecf q'f'g'rcu'r len'wr u."f'glc'p'f'f'g'rc'f'q'qvtq'vkr q'f'g" enkgpvu'eqp'mu'ewcrgu'guvdc'gpeqvtc'p'f'q'f'kxgtucu'f'khwncf'gu'0"

Nc" Àplec" gzegelep" uqdtg" guvg" grgo gpvq' hcxqtcdrng" mq' r t'gugpw" [ c| cnk'0' Rctc" guvc" cwqr ct wku."f'lej q'kpetgo gpvq'i tcf wcn'f'g'r tqf week»p'f'khwnc"uw'hwpekqpc'kpvq'r qt'rcu" ectcevt'p'rcu'f'g'o cpq'f'g'qdtc'kpv'pukxc'f'g'rc"r tqf week»p'f'g'ecdrgu'0'Guvg'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 ° a u."f'guf'g'rc" r tqxggf qtc'tgucncp's wg'rc'dclc'i cpcpek'f'g'rc'r rcpvc'rqecni { "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" gn'cwo gpvq'i tcf wcn'f'g'rc" r tqf week»p'f'g'VCUC"j c'r gto kkl' q's wg'rcu'cwqr ct wku'tgerk'gp'rcu'kpxgtukqpgu'r ctc'o glqtc'

re'r tqf wevklf cf " lq'kpetgo gpvct're'r tqf week»p0Gri'ecuq'o a u'tgr tgugpvcvklq'f g'gung'r tqeguq'mq" r tgugpvc"Kpf wutku'I wkl k's wg'tgcrk »"wpc"i tcp"kp'xgtul»p'r ctc"eqpwt wkl'uw'ugi wpl c'r ncpvc"gp" \ ^ tcvg.'r t»zlo c'c'rc'lf dtlec'f g'VCUC."{ 'cwo gp»'rc'ecp'wkl cf 'f g'r ct vgu'f 'r kg| cu'gp'iqu'xgj ¶ewqu" Vq{ qvc0' Gp" gn' ecuq" f g' Kpf wutku' I wkl k' { " F gpuq." cf go a u." guvcu" kp'xgtukppgu" ug" xkgtqp" r quklk'wcf cu'eqp'rc'qdv'gpek»p'f g'et² f kqu'HQP F GCT"gp"4236"4237."cnli wcn's wg'Vq{ qvc0'

Rqt "Anko q."gp"cn' wpqu'ecuqu'ug"tgi kwtctqp"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'w»mq'xgpvcpcu'c'r qf gt'hdctlect'guktdu" { 'r qtvcgs wkr clgu0Gp'r ct'wewrt."guq'j cdkk»"s wg'ug'gur gekrleg"gp'gung"Anko q'r tqf wevq" { 'r wpl c' r qulekq'pctug"eqo q"mff gt" f gn'o gtecf q"mecn0'Rqt"qvtq"rcf q."ETCHO UC"tgcrl »"wp'upgrading funcional cn'f gucttqmt"gn'uqr qtvg'f gn'v'gp'f g'rcp'v'gtq'r ctc"VCUC"eqp'gn'rcp| co kgpvq'f gn'KO X." cwps wg"rcu'eqo r rkecekppgu'f g'rc'hko c"gp'mu'c° qu'r quvgtkqtgu'f hkwactqp"uw'ecr celf cf "f g' f kug° q"g'kppqxccl»p0Cf go a u."Vq{ qvc"Dquj qmw'r wf q"mgxct" c"ecdq'wp'mgxg'upgrade funcional, cn'eqo gp| ct'eqp'cn' wpcu'ce'vklf cf gu'f g'f kug° q0Cu'¶'f guf g'gn'4239"cdt»"wp'f gr ctvco 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" mecn0' Rqt" glgo r mq." f gucttqm»" wp" ukvgo c" r ct'wewrt" f g" cktgu' ceqpf lekq'pcf qu'r ctc"culgp'qu."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'mgxcf 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 kgpvq'c'dqtf q."c'r ct'vkl'f gn'cewgtf q" f g'v'cp'uhgt'g'pek'v'gepqn'i kec'eqp'rc'hko c'lcr'q'p'guc'Rkq'p'ggt0Nwgi q."O ki qt'eqp'v'p'w»'f kug° c'p'f q" { 'r tqf wek'p'f q"gu'qu'ukvgo cu'r qt'uw'ewgpvc."go r t'g'p'f k'p'f q"wp'upgrade funcional0'Gung'ecuq" eqo dlpc'mu'r tqeguqu'f g'upgrade o a u'cxcp| cf qu'gp'v'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 tqxggf qtc'f g'ecr k'c'ngu'm'ec'ngu's wg'hdctlec'ukvgo cu'eqo r nglqu'gp'gn' r c'¶u0"

Uqdtg' gung' Anko q" r wpvq" mu" r tqxggf qtgu' uqu'k'p'p'p" s wg" rc" cwugpek" f g' hwpekppgu" cxcp| cf cu'f g'K F "f g'Vq{ qvc"gp'Cti gp'v'p'c" { 'f g'wp'egp'v'q'f g'K F "gur gekrkl cf q'v'p'v'q'gp'gn'r c'¶u" eqo q" c'p'k'gn'tgi k'p'cn'u'q'p'rc'ko kcekppgu'ko r qt'v'p'v'gu'c"rc"j qtc'f g'mgxct" c"ecdq'ce'vklf cf gu'f g" kppqxccl»p0'Eqo q"eqp'v'c'c'c'f g'gung'cur gevq"ug"r wpl g" xgt"e»o q"rcu'ukvgo k'v'cu'lcr'q'p'guc" r ct'v'ekr cp'eqp"Vq{ qvc'f gn'f kug° q" { 'f gucttqm'f g'rc"J k'wz" { "rc"UY 6" { "uwu'r ct'v'gu'gp"Vck'p'f k." { "nwgi q"gu'qu'r tqf wevqu"u'q'p'tgr'nc'cf qu'gp"Cti gp'v'p'c."f glc'p'f q"wp"o cti gp'guc'cu"r ctc"guvcu' ce'vklf cf gu'gp"gn'r c'¶u0'Rqt"wp"rcf q."guvq'f c"ewgpvc" f gn'tqn'egp'v'cn's wg'v'k'p'p'p" gung'vkr q'f g" r tqxggf qtgu'i n'q'c'ngu'lcr'q'p'gugu'gp'rc'et'g'cek»p" { 'f gucttqm'f g'rcu'x'gj ¶ewqu"Vq{ qvc." { 'rcu'dclcu" ecr celf cf gu's wg's wpl cp'r ctc'rcu'h'k'c'ngu'm'ec'ngu'f g'gu'qu'ukvgo k'v'cu'0'Rgtq."cf go a u."guvq'o ctec" wp'm'p' kg'r ctc'rcu'cwqr ct'v'ku'cu'm'ec'ngu" { "uwu'qr qt'w'p'k'f cf gu'f g'guc'rc'co kgpvq'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 n 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 " n u " r c " f u g u " f g " q t k i g p " f g " r u " c w q o q v t l e g u " i m d c r g u " q " g p " q v t q u " r c " f u g u " f g u c t t q m f q u " \* E c t t k p e c l g e w z " g v " c r f 0 " 4 2 2 3 = O k m g t . " 3 ; ; 6 + " { " s w g " r u " c e v k x k f c f g u " k p v g t p c e k q p c r k k c f c u " o " a u " c n f " f g " g u q u " f g u k p q u " u w g r g p " u g t " c s w g n c u " x k p e w r f c u " c n f g u c t t q m f " f g " r t q f w e x u " { " r c " 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 p v g . " c n i w p q u " r t q x g g f q t g u " u g o c r c p " r c " r q u k d k r k f c f " f g " f g u c t t q m f " f g " r t q f w e x u " r c t c " r c " J k n w " I c l q q " T c e k p i . " s w g . " c w p s w g " u w " x q n w o g p " g u " d c l q . " u w " f k u g o q " g u v " w d k e c f q " g p " C t i g p v k p c 0 R g t q . " j c u v c " g n " r g t " q f q " f g " g u w f k q " f g " g u v c " v g u k u . " g u q " p q " j c " k o r w u c f q " p w g x q u " r t q e g u q u " f g " u p g r a d i n g " f g " r t q x g g f q t g u " m e c r g u . " u c r k q " c n i w p c u " c e v k x k f c f g u " f g " r c " h k r k n f g " V q { q v c " D q u j q m w 0 " }

G p " t g u w o g p . " r c " o c { q t " r c t v g " f g " r u " c w q r c t v k u c u " f g " e c r k c r g u " m e c r g u " u g " j c p " x k u v " 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 n 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 n 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 e p q o " f c " c t i g p v k p c " r 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 k 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 n u " r t g e g f g p v g u " u g " j c " f g u c t t q m f q " e w " n " h w g " g n " t g e q t t k f q " f g " V q { q v c " g p " C t i g p v k p c " g p " r u " A n k o c u " f 2 e c f c u " { " r u " e c w u c u " f g " 2 u v g 0 C u " f " u g " j c " o c t e c f q " r c " g z e g r e k q p c r k f c f " f g " g u v c " h k t o c " g p " w p c " u g t 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 " c " r c t v k " f g " m " g z r w g u v " j c u v c " g u v c " u g e e k e p " f g " r c " v g u k u . " s w g f c d c p " r q t " t g u r q p f g t " c n i w p c u " r t g i w p c u " r c t c " r q f g t " c p c r k k c t " g z j c w u k x c o g p v g " s w 2 " }

hqtoc"vqo »'r'tgrcek»p'f g"VCUC"eqp"rcu"go r t g u c u'w d k e c f c u'öci wcu'cttkdcö"gp'uw'ecf gpc'f g' xcmqt0"

F g"guvg"o qf q."gp"gn'r t g u g p v g'ecr ¶wru"ug"j c'r qf kf q'f kwekf ct's wg"c'r ct v k'f gn'4234"gn' eqghlekpgv'f g'r ct vgu"ko r q t v c f c u' u d t g' x g j ¶ewru'r t q f w e k f q u' j c' k f q' d c l c p f q' u q u v g p k f c o g p v g' f c p f q' e w g p v' f g' w p' r t q e g u q' f g' o c { q t' e q p v g p k f q' m e c n' g p' u w u' x g j ¶ewru'0'Guc'v g p f g p e k' k g p g' e q t t g r v q' e q p' g n' o c { q t' e t g e k o k g p v q' g p' r' r t q f w e e k » p' { " r c u' g z r q t v e k q p g u' f g' r' h k t o c" g p' r' u g i w p f c' f<sup>2</sup> e c f c' f g n' l u k i m 0 U k p' g o d c t i q. ' w p c' i t c p' r' c t v g' f g' r c u' c w q r c t v g u' k o r q t v c f c u' u q p' f g' c n c' e q o r n g l k f c f. ' r t q x l p k g p f q' f g' V e k r p f k c' \* h u b' b' w p f k c n f g' r' J k w z +. f' g' D t c u k i' \* O g t e q u w t +' { . ' e c f c' x g l " o g p q u. " f g' L e r » p' \* e c u c' o c v k k + 0' N c' k o r q t v e k » p' f g' g u v q u' u k u g o c u' \* r t k p e k c m o g p v g' m u' o q v t g u' { " e c l u' f g' e c o d k q + u g' f g u c e c' r q t s w g' u q p' f g' c n c' e q o r n g l k f c f " v<sup>2</sup> e p l e c' { . ' r q t' m' v c p v q. " r q u g g p' o c { q t' x c m q t' c i t g i c f q' s w g' q v t c u' }

Cf go<sup>a</sup> u."ug"j c"xkruq"s wg"VCUC"co r r k»"hwgtvgo gpvg"uw'dcug"fg'r tqxggf qtgu'mecrgu' f g u f g' u w' k p u c r e k » p' g p' g n' r c' ¶ u 0' G p' g u v g' u g p v k f q. " v o d k p' u g' e q t t q d q t » s w g' r' o c { q t' ¶ c' f g' m u' r t q x g g f q t g u' f g' V q { q v' t c f k e c f q u' g p' C t i g p v k p' u q p' f g' e c r k e r g u' p c e k q p c r g u' 0' U k p' g o d c t i q. " c' r g u c t' f g' g m q. " v o d k p' u g' q d u g t x » s w g' r' i t c p' o c { q t' ¶ c' f g' g u v q u' u g' f g f k e c p' c' c e v k k f c f g u' o<sup>a</sup> u' u k o r n g u. ' v c r g u' e q o q' r' h c d t l e c e k » p' { ' r t q x k u k » p' f g' r' c t v g u' b' g v<sup>2</sup> r e c u' { ' r' n' u k e c u' 0' C f g o<sup>a</sup> u. ' b' w e j c u' f g' g u c u' c w q r c t v g u' r q u g g p' x g p v c l e u' h t g p v g' c' r c u' k o r q t v c f c u' r q t' u g t' r' k g l c u' b u l k y. ' r c u' e w e r g u' u q p' f k f e k r g u' { " e q u v q u c u' f g' t c p u r q t v c t 0' N c' g z e g r e k » p' g p' g u v g' e q p l w p v q' m' r t g u g p v c' O k i q t. " { c' s w g' h c d t l e c' r' c t v g u' f g' b' o c { q t' e q o r n g l k f c f " v<sup>2</sup> e p l e c' 0' R q t' A n k o q. ' h u' q' v t q u' v t g u' r t q x g g f q t g u' f g' u k u g o c u' f g' o c { q t' x c m q t' u q p' c w q r c t v k u c u' i' m d c r g u' l c r q p g u c u. ' f q u' f g' g m c u' f g n' I t w r q' V q { q v c 0' "

C"uw'xgl . "c"m'rcti q"fg"guvg"ecr ¶wru"ug"j c"xkruq"s wg"rc" *gobernanza* "fg"VCUC"ug"j c" ectcevgtk cf q'r qt'uw'r ctvek rcek»p'cevxc'gp'gnf gucttqm'f g'r tqxggf qtgu'mecrgu. uw'kpvgteco dkq' hmkf q'f g'kphqto cek»p'eqp'gmqu. uwu'x'¶ewru'f g'rc'i q'r m| q. 'r gtq'eqp'hwgtv'gzki gpek' { 'eqpvqn' f g' m u' o k u o q u' 0' C f g o<sup>a</sup> u. ' m u' v k r q u' f g' g o b e r n a n z a' s w g' j c' g u v c d r g e k f q' e q p' m u' f k u k p v q u' i' t w r q u' f g' c w q r c t v k u c u' u g' f k x k f k g t q p' g p' <relacional"eqp'ukuvgo kucui' m d c r g u' l c r q p g u g u. " m o d u l a r e q p' c w q r c t v k u c u' i' t c p f g u' p q' l c r q p g u c u' { " c a u t i v a' e q p' r' o c { q t' ¶ c' f g' m u' r t q x g g f q t g u' f g' e c r k e r g u' p c e k q p c r g u' }

Ukp'go d c t i q. ' w p c' f g' r c u' r t g i w p v c u' h w p f c o g p v c r g u' f g' g u c' v g u k u' u g' e g p v c' g p' u c d g t' f g' s w<sup>2</sup> " h q t o c' g n' c w o g p v q' f g' r' r t q f w e e k » p. ' r c u' g z r q t v e k q p g u' { " g n' e q p v g p k f q' m e c n' f g' m u' x g j ¶ e w r u' f g' V C U C' t g f w p f » g p' o g l q t g u' e c r c e k f c f g u' v<sup>2</sup> e p l e c u' f g' r c u' c w q r c t v k u c u' x l p e w r f c u' e q p' g m c' 0' C n' t g u r g e v q. " r' n' r k g t c w t c' o c t e c' s w g' m u' x' ¶ e w r u' f g' f g u c t t q m q' g p v g' v g t o k p c r g u' { " r t q x g g f q t g u' m e c r g u' u g' d c u c p' g p' r' e q m d q t c e k » p' c' r e t i q' r' m | q' g p v g' r c u' h k k e r g u' g z v c p l g t c u' { " r c u' g o r t g u c u' p c e k q p c r g u' s w g' h c x q t g e g p' r' v c p u h t g p e k' f g' v e p q m i' ¶ c' { " e q p q e k o k g p v q u' f g' r c u' h k k e r g u' g z v c p l g t c u. " h q o g p v c p f q' r' o g l q t c' f g' r c u' g o r t g u c u' p c e k q p c r g u' 0' C' r' l p x g t u c. " r' t g f w e e k » p' f g' "

equuqu'c"eqtvq'r n| q" {"rcu'tgncckqpgu'dcucf cu"gp"mqu'r tgekqu"gpvtg"rcu'hkdcngu"gz vtcplgtcu" {"rcu"  
go r t gucu'pcekqpcrgu'et gcp'x'pewuqu'f gr gpf kpvgu.'r gtr gwcpf q'rc'f gr gpf gpek'f g'rcu'go r t gucu"  
{ 'rcu'tgi kppgu'j cekc'mu'ci gpvgu'gz vgtppu'\*Rcxifpigm"423: =f gwpi '( 'Eqg."4237+0"

Cu'f"gp"guvg'ecuq'ug"j c'r qf kf q'xgt's wg'rc'o c {qt'r ctvg'f g'rcu'cwqr ct vku'cu'f g'ecr kcrngu"  
mjecrgu'ug"j cp"xkuvq'dgpghekecf cu'r qt'r tqeguqu'f g"*upgrading de procesos*, r tkpekr cm gpyg"c"  
r ctvt" f g'rc'"kvtqf weekp" f gn'VRU" {"gp"ugi wpf q"nwi ct"r qt"rc'"kpeqr qtcekp" f g"o cs wkpctk"  
o qf gtpc0Cf go<sup>a</sup> u."cri wpu'f g'gmqu'r wf kgtqp"ceegf gt"cqvtqu'enkpvgu'mjecrgu'c"r ctvt" f g"uw"  
x'pewuq"eqp"VCUC0Rgtq"gn'grgo gpvq's wg'rc'i tcp"o c {qt'f' f g'mqu'r tqxggf qtgu'f guvcec"eqo q"  
r tkpekr cridgpghekeq'gu'rc'r tgxkukdkkf cf' f g'mqu'cwo gpvqu'i tcf wcrngu' {"uquvqpkf qu'gp'rc'r tqf weekp"  
f g"xgj 'pewu' f g' Vq { qvc0' Guq" rgu" r gto kvg" r rcpget" rc" qti cpk cekp" f g'rc" r tqf weekp."rcu"  
kpxgtukppgu" {"cpko ctug" c"co r rkt"uwu"ecr cekf cf gu'r tqf wekxcu"cpvg"rc'"kpegt wf wo dtg" f g'rc"  
o cetqgeqppqo 'f'cti gpvpc0Ukp"go dci q."gp'tgncckp"eqp"qvtqu'r tqeguqu'f g"*upgrading* f g'mqu"  
r tqxggf qtgu.'rcu'o glqtcu'uqp'r wpuwcrngu' {"gucucu0Gp'r ct vkwrcr.'rc'wdecekp' f gn'egpvtq' f g'KF "  
f g'rc"Vq { qvc"J kwz"gp"Vckrpf kc" {"mqu'eqpvtcqu'i mdcrgu'eqp"mqu'ukwgo krcu"lcr qpgugu."s wg"  
wco dkp'tcf lecp'uwu'egpvtqu"gp"gu'g'r c'f'u."o ctecp'f'f'p kgu't'f' kf qu'r ctc"cwqr ct vku'cu'mjecrgu' {"uwu"  
qr qt wvqkf cf gu'f g'gucrcwo kpvq"gp"guvc'ecf gpc'f g'xcmt0F g'guvg'o qf q."ug'r wgf g'eqpenvkt's wg."  
c"r guct" f gn'cwo gpvq's wg"VCUC" gzer gtko gpw»"gp"uw'r tqf weekp."gzer qt vcekppgu."go r rgg" {"  
eqpvqpkf q'mjecn'gn'ghgev"spillover"uqdtg'rcu'ecr cekf cf gu'v<sup>2</sup> epkecu'f g'rcu'go r t gucu'f qo<sup>2</sup> wkecu"  
j c'ukf q'o<sup>a</sup> u'dkcp'gucucu0"



## CONCLUSIONES

Guc"vguku"r ctv" f g"n"o qvxcclp" f g"o gf kt" { "gpvpgf gt" gr' uqdtgucrkpgv" f gugo r g° q" r tqf wevq" { "eqo gteknf g"Vq{ qvc" Cti gpvpc" gp"wp"ugevt" eqp"i tcpf gu'r tqdrgo cu'gutwewtcrgu." gpvtg"mqu'ewcrgu"tgucncp"uw" f h"ek'eqo gtekn"n" f gr gpf gpek"eqo gtekn"eqp" Dtcukn"n" guecuc" eqo r ngo gpvtkgf cf "r tqf wevxc"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" hcevqt gu" s w" g" zr rkecp" n" qti cpk celap" { "n" i guk"p" f g" n" ecf gpc" f g" xcmq" f g" n" h"kn" cti gpvpc" f g" Vq{ qvc" O qvt" Eqtr qtcvqp" { "uw"o glqt" f gugo r g° q" gp" eqo r ctceclp" eqp" gn' guvq" f g" ru" vgo kpcrgu" cwqo qvtkgu" tcf kecf cu" gp" gn' c" u" gpvtg" 4224" { "423; 0"

" F g" guc" hqto c. "gp" gn'f gucttqm" f g" guc" kpxguki celap" ug" j" cp" cdqtf cf q" o Ankr ngu' vgo cu. " ukp" go dci q. "ru" r tkpkr crgu" eqpenmukppgu" hpcrgu" cr qt vcp" tghngz kppgu" gp" vgu" f ktgeekppgu" <I+ uqdtg" n" gutcvgi k" go r tguclknf g" Vq{ qvc" Cti gpvpc" { "ru" eqpvtkdwekppgu" gp" n" f k" ewuk"p" v" g" tlec" 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" c" f g" n" go r tgucl { "uwu" ghgevqu" gp" gpvtco cf q" r tqf wevq" mecn" { "3+ "r tqr wguvu" r etc" gn' tguvq" f g" n" kpf wuk" cwqo qvtk" cti gpvpc" c" r ctvt" f gn' guwf kq" f g" ecuq" Cu" c" eqpvpcclp. "ug" f gur rgi cp" gucu" eqpenmukppgu" gp" mqu" f k" kpvqu" p" k" g" rgu. "c° cf kpf q" pwxcu" r tgi wv"cu" f g" kpxguki celap" s w" ug" r rcpvcp" c" r ctvt" f g" m" f gucttqm" f q" gp" guc" vgu" 0"

### 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" vgu" ug" j" c" f gucttqm" f q" e" o q" ug" j" c" eqphqto cf q" n" gutcvgi k" go r tguclkn" f g" Vq{ qvc" Cti gpvpc" s w" n" f kq" uwvpgvq" c" uw" gzkquq" f gugo r g° q" Rctv" f g" guvqu" hcevqtgu" f g" k" p" gp" f g" uw" *incrustación internacional* " gp" n" gutwewtc" o w" k" p" celapcn" f g" Vq{ qvc" O qvt" Eqtr qtcvqp" Rtkpkr cm" gpv. "n" f gek"p" f g" n" ecuc" o c" vt" k" 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" z" n" g" r gto k" k" " k" pugtvtug" 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" g" p" geqp" o k" equ" f g" guvqu" r c" u" gu" Cu" kuo q. "n" gur gekn" celap" r tqf wevxc" f g" Vq{ qvc" gp" Cti gpvpc" { "Dtcukn" h" w" g" w" pc" p" q" x" gf cf "gp" gn' b" qo gpvq" f g" uw" k" o r ngo gpvccclp" { "f ghk"p" w" h"cevqt" r tkpkr cn" gp" gn' f gucttqm" r quvgtkqt" Cf go " a. u. " ru" ectcevt "mecu" f g" n" xgtuk"p" f g" n" J k" w" z" f gn' tq{ gevq" K" O X" h" w" g" tq" f v" g" to kpcvgu" r etc" f gur n" | ct" c" mqu" xgj "pwmqu" eqo gtekn" gu" r" k" k" cpqu" f g" n" eqo r g" v" p" ek. " { "n" k" p" eqtr qtcclp" f g" n" UWX" UY 6" eqo r ctv" k" p" f q" n" o kuo c" r n" v" chqto c" r tqf wevxc" n" g" r gto k" k" " c" r" cp" | ct" r " À" r" k" equ" f k" k" p" vqu" n" qi tcpf q" geqpqo "p" u" f g" g" uecnc" 0"

C'uw'xgl . 'r' tcf kecelep'f g'Vq{ qvc' Cti gpvpc' { 'gn'r tq{ gevq' KO X'ug'f gur ngi ctqp'gp'wpc' hucg' gp' r' ewcn' r' hto c' o wnpcekqpcn' ug' gpeqvtcdc' gp' r ngpc' gzc'puk'p' gp' o gtecf qu' go gti gpvgtu'vcu'gn'guvpeco kgpvq'f g'mqu'r c'f'ugu'o a u'f gucttqmc'f qu.'m'ewcn'ug'r tqhwf k' >'hwgi q' f g'rc'etkuku'f g'422: /422; 0Cf go a u.'Vq{ qvc'gucdc'f gucttqmc'p'f q'wp'r tqeguq'f g'i mdcnk' cel'p'c' r ctvt' f gn'ewcn' kpvvcdc' dqtct' r'cu' f hgtgpekcu' pcekqpcrgu' f g' uwu' r tqeguqu' { " r tqf wevqu." dgpghlekpf q'rcu'kpxgtukqpgu'gp'rcu'r r'pvcu'hwgtc'f g'Lcr >p0"

Cu'f' r'cu' h'k'rcgu'uwf co gtekcpcu."uk'dkcp'pq'gtcp'egpvtcrgu'gp'v'to k'pqu'r tqf wev'xqu' { " eqo gtekr'gu'r ctc'r' o wnpcekqpcn' eqo q' m'hwgtq' q'vtqu'r c'f'ugu'cu'k' v'lequ. u'f'hwgtq'p' o gtecf qu' f k'p' a lequ' { "gp'etgelo kgpvq'f wtcpv'rcu'r tko gtcu'f'2 ecf cu'f gn'uki m. 'm'ewcn'vco dk'p' k'pek' k' >'gp' r' k'pxgtuk'p' f g'rc' hto c' gp'rc' tgi k'p'0Cuko kuo q. 'gp'guvqu'Anko qu'f gegpkqu'VO E'c'recp| >. 'lwpvq' c'Xqmuy ci gp. 'gn'rkf gtc| i q'cwqo qvtk' "gp'v'f q' gn'o w'p'f q. "f gpq'v'p'f q'wp'etgelo kgpvq'f g'rc' eqo r c' ° 'c'p'k'gn'i mdcn0"

Cf go a u.'gn'r tq{ gevq' k'pekcn'f g'Vq{ qvc' Cti gpvpc' eqo r t'g'p'f k' >'f guf g' gn'eqo k'gp| q'wp' r r'p'c' r'cti q' r' m| q. 'r' ctvg'ectcevt'f'w'k'c'f g'rc'gutcvgi k'eqtr qtcv'x'c' i mdcn'f g'Vq{ qvc'0Gp'gn'lecuq' cti gpv'p'q. 'guvq'uki p'k'k' >' r t'pek' c'mo gpv'g' r' r'p'v'g'c' r' u'wv'gp'v'cd'k'k'f c'f "eqo gtekn'f g'rc' r' r'p'v'c' gp' dcug'c'rc' g'zr qt'v'ek'p' { "rc'k'pektr qt'cel'p'f g'eqp'v'p'k'f q'm'ecn'gp'm'qu'x'g'j 'f'w'qu'r tqf wek'f qu'gp'gn' r c'f'0Gm'ig'r gto k'k' >'c' VCUC'eqp'v'c'eqp'm'qu'f >'r'ctgu'p'gegu'ct'ku'r ctc'r' k'o r qt'v'ek'p'f g'r' ct'v'gu' { 'r' k'g| cu. 'f'cf qu'm'qu'j' k'v'v't'lequ'r tqd'igo cu'f g'f'2 h'ek'/'eqo gtekn'f gn'ugev'qt'0Gu'qu'cur gev'qu't'gh'g'lc'p' r ctvg'f gn'r cr gn's w'g'rc' u'wdu'k' k'ct'k'c'ti gpv'pc'ewo r r'k' >'gp'rc'gut'wewtc'o wnpcekqpcn' { "e>> o q'rc' gutcvgi k'f g'VO E'ug'r r'cuo >'gp'rc'go r t'guc'm'ecn0"

Ukp'go deti q. 'vco dk'p'ecdg'o gpekq'p'c't's w'g.'c'r' guct'f g'guv'geq'p'v'z'v'q'k'p'v'g't'p'cekqpcn'q'vt'q' f g'm'qu'r c'f'ugu'r tqf wev'qt'gu'f g'r' k'eni'w' u'J' k'wz'f gn'r tq{ gevq' KO X.'Uw'f' h'k'ec. 'gn'ewcn'w'x'q'wp'r cr gn' ecuk'k'f'2 p'v'ek'c'n'cti gpv'p'q'gp'gn'r r'p'f g'rc'ecuc'o c'v'k'k' . 'p'q't'guw'v'v'c'p'g'z'k'x'qu'eqo q' u'f' m'hw'gp' Cti gpv'pc'0Gu'f gek. 'rc' r' r'p'v'c'uwf c'ht'k'ec'p'c'ug'guc'd'ng'ek' >'eqo q'w'p'c'f g'r' tqf wev'q't'c'f g'r' k'eni'w' u' J' k'wz' { "UY '6'uki v'k'g'p'f q'm'qu'r'k'p'g'co k'gp'v'qu'o ctecf qu'r qt'gn'hub'f g'r' tqf wek'p'gp'V'ck'p'f k'c' { " eqp' w'p' r' r'p' dcuc'f q' gp' r' g'zr qt'v'ek'p' c' w'p'c' t'gi k'p' eqp' w'p'c' gut'wewtc' geq'p' >'o k'ec' o c' { q't'k'ct'k'co gpv'g'r t'ko c't'k'0P' q'q'du'v'p'v'g. 'guc'h'k'o c'p'q'c'recp| >'m'qu'ud't'guc'k'gp'v'gu't'guw'nc'f qu' r tqf wev'x'qu.'eqo gtekr'gu'p'k'f g'eqp'v'p'k'f q'm'ecn's w'g'u'f' m'q' i t' >'VCUC0"

F g'guv'g'o q'f q. 'gp'v'p'f k'g'p'f q'c'rc'GO'eqo q'wp'espacio social trasnacional eqp'f k'v'k'p'v'qu' i tw' qu'f k'ur w'ep'f q'rcu'lg't'c't's w'f'cu' { "gutcvgi k'cu'gp'uw'k'p'v'g't'k'q't. 'rcu'f'k'g'ev'x'cu'f g'rc'ecuc'o c'v'k'k' 'p'q' r w'g'f gp'x'gtug'f k'g'ev'co gpv'g'ko r r'go gpv'f cu'gp'rcu' u'wdu'k' k'ct'k'cu. { "c's w'g'm'qu'g'lg'ew'x'qu'm'ecrgu' r qu'g'gp'w'p'k'p'lg't'g'pek't'g'g'x'cp'v'g'gp'rc'ceek'p'f g'rc'h'k'c'n'0Cu'f' r w'f q'x'gtug'e>> o q'rc' r' tqf wek'p'p' f g' VCUC' ug' guv'p'e>> gp'v'g' 4228' { "4232' c' r' guct'f g'rcu' r' g'tur g'ev'x'cu' u'q'd't'g' w'p'c' o c' { q't' r' q'v'p'ek'c'n'f c'f' f'g' etgelo k'gp'v'q'0 Cf go a u.'rcu' g'zr qt'v'ek'q'p'gu' f g'rc' hto c' ug' eqpegp'v'ct'q'p' "

hwgtvgo gpvg" gp" Dtcukn" cr tqxgej cpf q" gn' dgpghlekq" f gn' kpvgteco dlq" nkdgt" f g" ctcpegru." { "rc"  
go r tgu" r gtf k" f gukqu" f g" g" zr qt vcel" p" f g" nqu" r tko gtqu" c" o qu" f gn' 4222" s wg" eqo gp| ctqp" c" ugt"  
cdcugekf qu" r qt" Vckrpf kc0"

Gn' eco dlq" gp" rc" f kgeek" p" f g" rc" go r tgu" gp" 4232" i gpgt" >" rcu" eqpf lekqpgu" r ctc" rc"  
eqputweek" p" f g" pwxcu" ecr celf cf gu" i gtgpekrgu" mecrnu" s wg" ng" ko r tko kgtqp" wp" pwxq" ko r wnuq"  
gp" uw" t{ gevqtk" cuegpf 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 guwect"  
s wg" gucu" kpek" vxcu" hwgtqp" hqto wrcf cu" f guf g" rc" hkn' 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 rcpgcd" wp" cwo gpvq" gp" rc"  
r tqf week" p" uki pkhlec" vxc" { "ng" j cd" f" r gto kfk q" c" Vckrpf kc" cdcugegt" c" i tcp" r ctvg" f g" nqu" o gtecf qu"  
rc" kqco gtecpqu" c" nqu" s wg" Cti gpvkc" ng" j cd" f" g" zr qt vcf q" r tgxkco gpvg' F g" guvg" o qf q. "rc"  
t{ gevqtk" r quvgtkq" pq" r wfg g" ugt" Apleco gpvg" g" zr rdecf c" eqo q" r ctvg" f g" rc" *incrustación  
internacional*" f g" rc" hkn' 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 quvgtkq" gu' 0Guvg" eqo r qp" gpvg" mecn' hwg" wp" j cnc" i q" f g" rc" r tguvg" v" guku" { "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"  
ugevqtken" rc" tglpxgtuk" p" f g" rcu" i cpcpeku" { "rc" f kr nqo cek" eqo gteken" r ctc" eqps wku" rct" pwxqu"  
o gtecf qu" f 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" r gtctqp"  
tgi kwtqu" j kwtkequ" f g" rc" kpf wwtk" cwqo qvtk" cti gpvkc0"

Gp" r ct vewrct. "gn' eqo r tqo ku" { "eqqr gtcel" p" eqp" gn' UO CVC" ug" hqtl" > "eqp" rc" eqpf week" p"  
f g' Tlectf q" Rki pcpgnk" nwi q" f g" hwgtvgu" gph' gpvco kgpvu" uqp" gn' ukpf 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"  
eqpxgpkqu" eqrgev" vxcu" f g" tcdclq" { "rc" r ct vckr cek" p" f gn' ukpf 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 guwectqp" rcu" f kwp" cu" hwgpvgu" f g" hpcpekc" o kpvq"  
r ctc" rc" b" c{ qt kpxgtuk" p" cwqo qvtk" f g" rc" j kwtk. "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 guwecp" nqu" et2 f kqu" HQP F GCT" s wg" hwgtqp" et wekrnu. "pq" uqm" r ctc" VCUC. "  
ukp" vco dk2 p" r ctc" f qu" f g" uwu" r tpek" 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'gucuf<sup>2</sup> ecf cu0Guvqu'j cmc| i qu'uqdtg'gn'cr q{ q'gucvnc'c'rc'hkto c"  
lcr qpqguc"uqp"tgrgxcpvgu'r ctc"guvc"lpxguki cek»p" { c"s wg"o c'kk cp"cri wpqu'f g"nu'gpwpekcf 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"  
hqto 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 gpvpp"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'krcpf<sup>2</sup> 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'kpegp'v'xqu'hkuecrgu" { "  
eqo gtekrngu'r ctc"s wg"rcu'go r tgucu'cwqo qv'legu'ug"gur gekr'ekpg"gp"rc'rc'dt'kecek»p'f g'r keni'w u0'  
Rqt"gn'eqpvc'ctkq. "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 t'guc" { "f gn'ugevqt'gp'uw'eqpl'wpv'eqp'rcu'f k'k'pvcu'o gf k'f cu'o gpekqpcf cu0"

Rqt"Ànko q. 'ug'f gucec'gn'tcdclq'f g'f kr mqo cek'e'eqo gtekn'gp'hqu'r c'f'gu'rc'v'p'qco gtecpqu"  
nwgi q'f g"rc"qdvpek»p'f g"rc"lpxgtuk»p. "s wg"eqp»"eqp"gn'cev'k'q'cf kekqpcr'f gn'k'k'qo c" { "gn'j wuq"  
j qtctk'eqo r ct'kf q. "m"s wg'rg'r gto kkk" c"rc'hkto c"i cpctng'f lej qu'o gtecf qu'c"Vq{ qvc"Vckrcpf k"  
{ "eqpetgvt'mu'cwo gpvqu'gp'hqu'pl'x'gru'r tqf wev'xqu" { "eqo gtekrngu0'

C"uw'xgl. "gp" guvc"pwgxc" gvr c" f g" g'zr cpuk»p" vco dk<sup>2</sup> p'ug'f gpq»"s wg"gn'eqgh'ekpgv'f g"  
r ct'v'kuo r qt'vcf cu'uqdtg'x'gj 'f'w'nu'r tqf wek'qu'j c'k'q'dclcpf q'uquv'pk'co gpv'f cpf q'ewgp'v'f g"  
wp'r tqeguq'f g"o c{ qt'eqp'v'pk'q'mecr'gp"uwu'x'gj 'f'w'nu0'Guv'v'p'f gpek'v'kpg"eqtt'gr'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'hkto c"gp"rc'ugi w'p'f c'f<sup>2</sup> ecf c'f'gn'  
uki mq0Cu'f' guvc"lpeqtr qt'cek»p"q'cwo gpv'f g'r tqf wek»p'f g'rc"o c{ qt'r ct'v'f g'hqu'r tqx'ggf qt'gu"  
gpvt'g'x'k'v'cf qu'f gur rc| ctqp'r ct'v'kuo r qt'vcf cu'X'gpvcnw . "F cpc. "I w'k'k" Dquj qmw. "Rqiko gvcn" { "  
O kti qt-0Nc"o c{ qt'r ct'v'f g'gucuf' lpeqtr qt'cekqpgu'ug'f k'q'gpvt'g'4236" { "4237. " { "ug'r tqf w'gtqp'gp"  
f'p'g'c'eqp"gn'ugi w'p'f q'ek'q'c'uegpf gpv'f g"VCUC0'

Gp"v<sup>2</sup> to k'pqu"o <sup>a</sup> u'i gp'gt'crgu" { "v»t'kequ. "m" f gucttqm'f q"gp"rc"vguku'r gto kg"t'gh'gz'k'p'ct"  
cegtec'f g'rc"cek»p"geqp»o kec'f g'u'duk'f 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'k'f 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'hkto cu. "kpenw'q'gp"  
wp'o kuo q'ugevqt'geqp»o leq0'F g"guvg"o qf q. "m"x'k'v'q'gp"guvc"lpxguki cek»p't'g'ch'kto c"rc'k'f'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 q<sup>2</sup> pgqu. " w'pk'ct'kqu. "  
o czko k'cf qt'gu. "eqp'l'phqto cek»p"eqo r r'gv" { "t'cekqpcr'cf 'r'gth'gevc0'

Gu'f gek. "s wg'guvqu'cevqt'gu'up'gp't'gcr'kf 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.<sup>2</sup> u'qu'pq'ug'f cp'f g'k'f<sup>2</sup> p'v'ec'hqto c. " { "s wg.'uk'dkpg"  
r w'f'gp"v'p'gt'ek'gt'v't'cekqpcr'kf cf "gp"rc"d'Àus w'f'c'f g'f lej qu'h'p'gu. "rc"o kuo c"gu<sup>3</sup> 'f'grko k'cf c'r qt"  
uw'eqpv'gz'vq0'Gp'r ct'v'ewrct. "rc"guvt'cvgi k'f g'rcu'uw'duk'f kct'ku'f g"GO u'ug'r w'f'g'gpv'p'f'gt'c'r ct'v'k"

f g"uw" *doble incrustación*, tghmgzkpcpf q"uqdtg"e»o q"guvcu"ht o cu"ug"kpugtvc"gp"rcu"tgf gu"kpvtpeckqpcrgu"{"pcekqpcrgu"s wg"rcu"o qrf gcp0

Nc"eqtr qtckep"o wmkpcekqpcn'gu'pgeguctkco gpvg"wp"gur cekq"lgt<sup>a</sup> ts wleq"f qo kpcf q"r qt"kpvtgugu"hpckepktqu"gp"rc"ugf g"egpvcn"r gtq"gn'gur cekq"kpvtpq"gp"u"gu"o w{ "f kxgtuq"{"gu<sup>v</sup> "uwlqv" c" f kucwukqpgu."eqphkcvu"{"mvej cu0'Nqu"mjo kgu" f gn'gur cekq"kpvtpq"uqp"r gto gcdrgu="rcu"eqpgzkppgu"\*q"rc"hcnc" f g"gmru+"gpvtg"nqu"cevqtgu"kpvtpq"{"nqu"cevqtgu" g"kpukwckppgu"gzvtpqu"gu"etwcknr ctc'eqo r tgpf gt'e»o q"guvg"gur cekq"tccupcekqpcn'igt<sup>a</sup> ts wleq"gu'uwdxgtvkf q." f guchkf q" {"tgeqput vkf q0"

Gp"r ct kcwrt." f wcpvg"guv"vguku"ug"j c"xkuv" s wg." r qt"rq"o gpqu"r ctc"gn'ecuq" f g"Vq{ qvc" O qvt"Eqtr qtckqp."gzkuv"wp"hwgtv"eqo r gvpeck"gpvtg"rcu"hkckrgu" f g"rc"go r tguc."eqo q"r wf q" xgtug"emtco gpvg"gpvtg"Cti gpvkpc" {"Vckrpf k"gp" guvg"ecuq0'Rgtq."cf go<sup>a</sup> u."gzkuvp" wco dk<sup>2</sup> p" elgtqu"o<sup>a</sup> ti gpgu" f g"ceek»p" f g"rcu"go r tgucu"uwlukf kctku"r ctc"r tqr qpvt"guvcgi kcu"cnvtpcvkcu" s wg."emtco gpvg." f gdgp"ugt"pgi qekf cu'eq"rc"ecuc"o cvtk' r ctc"uwko r ngo gpvckep0'Guvt' r gto kg" eqo r nglk' ct'rc"ko ci gp"o qpvt"mcc" f g"rc"Go r tguc"O wmkpcekqpcn'eqo q"wp"cevqt"j qo qi<sup>2</sup> pgq'ew{ q" Àpleq"egpvtq" f g" f geku»p"ug"wdlec"gp"rcu"qhckpcu"egpvcrgu0'F g"guvg"o qf q."ugt"lc"kpvtgucpvg" eqpvkpwct"guvg"vr q" f g"cp<sup>a</sup> rkuku"gp"r tqhwf kf cf " f g"GO u"gp"rc"lpf wutk"cwqo qvtk' {"gp"qvtqu" ugevqtgu" geqp»o lequ" r ctc"j emt" rc" r ct kcwrtk' 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."guv"vguku"ug"cnl" f g"nqu"ghqs wgu"vg»tlequ"s wg"r rcpvgcp"u»m" nqu"ghgevu"r qukkxqu"q"pgi cvkxqu" f g"rcu"GO u"gp"r c"jgu"r gth?tlequ" {"cf qr v"gn'uwv wguv" f g"s wg" gnko r cevq"geqp»o leq" {"uqeknr f g"guvcu"go r tgucu" f gr gpf f g"rc" hqto c"gp"s wg'<sup>2</sup> ucu"ug"tcf ks wgp" {"e»o q"ug"ct kcwgp"eqp"nqu"cevqtgu"mccrgu."gpvtg"nqu"ewcrgu"ug" f guvcc"gn'r cr gn'f gn'Guvcf q0<sup>475</sup>" 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" guecrt"uw'r qulek»p"gp"rc"ecf gpc"gp"rc"o gf kf c"s wg"mgxg" c"ecdq'cevkkf cf gu"o<sup>a</sup> 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 gvkkxku" kpvtpeckqpcm gpvg."cn'eqo q"nq"o wguvcp"nqu"ecuq" f g"Guvc' c."Ecpcf<sup>a</sup> . "kpf k" {"Ej kpc0

Gp"gn'Ecr "jwq"4' f g"guv"kpvguki cek»p"ug"cpck' ctqp"eqo r ctc'vckco gpvg"nqu" f gugo r g<sup>o</sup> qu" f g"rcu" f kwpvcu"vgo kpcrgu"cwqo qvtlegu" f gpvcpf q"wp"eqo r qt wco kgpvq' f hgt gpekf q"gpvtg"gmru." gp"gn'ewcn'ug" f guvcc"rc" vtc{ gevtk" f g" Vq{ qvc" Cti gpvkpc0'Nqu"t guwvcf qu" f g" guvg"cp<sup>a</sup> rkuku"

<sup>475</sup>C wps wg"gp"guvg"ecuq"guvg"hcvt"pq"j c{c'ukf q"vc" f gvgo kpcpv."eqo q"u"nq"hwg"gp"Vckrpf k0'

cttqlctqp'wp'rkf gtc| i q'f g'rc'hkto c'lcr qpguc'gp'mqu'pkxgrgu'r tqf wekxqu.'rcu'xgpvcu.'rc'r qulek»p" gp"rc"eÀr wrc"geaq»o lec"cti gpvpc"{"uqdtg"vqf q."mqu"tguwncf qu'eqo gtekrngu"c"r ctvkt"fg"uwu" gZR qtvekpqgu."cniq"eqpvpgkf q"mecn'f g'uwu'xgj ¶ewnu"{"uwu'uwg gtcxkctkqu'ucrf qu'eqo gtekrngu0' Guqu" mji tqu" ug" f guwecp" f gdkf q" c" mqu" r tqdngo cu" gwtwewtcrngu" f gn' eqo r nglq" cwqo qvqt" xlpewrcf qu'c'uw'f<sup>2</sup> hkek'eqo gtekn'{"cni'cniq'uwu'f g'cwqr ctvku'ko r qtvcf cu.'eqo q'vco dk²p.'r qt'gn' eqpvz vq'f g'tgtceek»p'f g'rc'kpf wutkc'gpvtg'423: {"'423; 0F g'guyg'b qf q.'ug'r wf q'eqo r tqdct's wg" gp"v²to kpqu'f g'r tqf week»p" kpf wutken" go r nqg." eqo gteq"gzvgtkqt" {"eqpvpgkf q"mecn'f g'mqu" xgj ¶ewnu'gn'ucrf q'f g'rc'tcf kecek»p'f g'Vq{ qvc'gp'Cti gpvpc'hwg'r qukxq0Gp'r ctvkwrc."gp'guvqu" Ànko qu'cur gevqu'gn'ecuq'f g'Vq{ qvc'hwg'vpc'gzegr ek»p'gp'gn'ugevqt0F g'vqf qu'o qf qu.'vco dk²p" ug'r qf t¶c'r gpuct's wg'ulp'rc'gz'kugpek'f gn'eqo r nglq'f g'rcu'vgo kpcrgu'hqu't guwncf qu'eqo gtekrngu" j wdkgtcp'ukf q'f ghpkkxco gpvg'r gqtgu0

" Cu¶'gn'ecuq'f g'Vq{ qvc'hwg'emctco gpvg'uw'gtkqt'cni'tguvq'f g'rcu'hkto cu."ukp"go deti q." cpcrk ct" c" guw"eqo r c° ¶c"pq"uqm"uki pkhec"gzco kpct"õrc"gzegr ek»p" c"rc"tgi rcö." {c"s wg"rc" gwtcvgi kc"fg'Vq{ qvc'gp'Cti gpvpc"o qrf g»'gn'eco kpq"ugi wkf q"nwgj q'r qt'Hqtf."Xqmy ci gp." Pkuucp"{"T gpcwn'gp'rc'gur gekrk cek»p'mecn'gp'r len'wr u'o gf kpcu'ew{ q'f gukq'r tkpek cni'gu'rc" gZR qtveek»p'cni'tguvq'f g'Co<sup>2</sup> tlec'Ncvpc0F g'guyg'o qf q.'r qf t¶c'r gpuctug's wg'vco r qeq'gp'guyg' f gdcvgr qf t¶c'p'eqpukf gtctug'mqu'ghgevqu'f g'rcu'vgo kpcrgu'cwqo qvtegu'gp'r c¶jugu'tgegr vqtgu'f g' hqto c" j qo qi<sup>2</sup>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»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 ¶ewnu" r tqf wekf qu" j c" kf q" dclcpf q" uquvpgkf co gpvg."f cpf q'ewgpvc'f g'wp'r tqeguq'f g'o c{qt'eqpvpgkf q'mecn'gp'uwu'xgj ¶ewnu0Ukp" go deti q.'vpc'i tcp'r ctvg'f g'rcu'cwqr ctvku'ko r qtvcf cu'uqp'f g'cnc'eqo r nglk cf.'r tqxkpkppf q'f g' Vckrpf kc"hub"o wpf knif g'rc"J knvz+'f g'Dtcukl"O gtequwt+"{.'ecf c'xgl"o gpqu.'f g'Lcr »p"ecuc" o ctkl +0Nc'ko r qtveek»p'f g'guvqu'ukvgo cu"r tkpek cm gpvg'mqu'o qvqtgu"{"rcu'eclcu'f g'eco dkq+" ug'f guwec'r qts wg'uqp'f g'cnc'eqo r nglk cf'v²eplec"{'r qt'm'vcpvq.'r quggp'o c{qt'xcnqt'ci tgi cf q" s wg'qvtcu0

Cf go<sup>a</sup> u.'ug'j c"xkuvq"s wg"VCUC"co r nk»hwtvgo gpvg'uw'dcug'f g'r tqxggf qtgu'mecn'gu" f guf g'uw'kpuwrc»p'gp'gn'r c¶u0Gp"guvg"ugpvkf q.'vco dk²p"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 dk²p'ug'qdugtx»'s wg'rc'i tcp'b c{qt'¶c'f g'guvqu'ug'f gf kcep'c'cevkxkf cf gu'o<sup>a</sup> u'uko r ngu." wrgu'eqo q'rc'hcdtkecek»p"{'r tqxkuk»p'f g'r ctvku'o gv²necu"{'r n'uwtecu0Cf go<sup>a</sup> u.'o 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'ewrgu'uqp'f k¶ekgu" {"equvqucu'f g'tcpur qtvt0Nc"gzegr ek»p'gp'guvg'eqplwpvq'm'r tguvgpvc"O ki qt." {c"s wg'hcdtlec"

r ctvgu'eqo r rglcu."eqo q"mqu'ukugo cu"f g"gpvtgvgplo kgpvq" c"dqtf q0'Cf go <sup>a</sup> u."guvc"ht o c"hwg"rc" *Àplec's wg'mgx»'c'ecdq'wp'upgrading intersectorial y funcional.*'eqo gp| cpf q'eqp'rc'r tqf week»p" f g'wpc'r ctv'eqo r rglc'c'r ctv'f g'wp'cewgtf q'f g'vcpuhgtgpek'vgepqn»i kec'eqp'wpc'ò wmpcekpqcn' rff gt"eqo q"Rkqpggt."{ "nwgí q"mgxcpf q" c"ecdq'r tqeguqu'f g'f kug<sup>o</sup> q" { "f gucttqm" r tqr kq'f g"guvqu" r tqf wevqu0Uki wkgpf q'c'rc'rkgtcwtc."guvg'gucrcno kgpvq'gu'wpq'f g'mqu'ò <sup>a</sup> u'f kfkkgu'f g'mi tct.'r qt" m" vcpvq." guvg" r ctvewrt" ecuq" tgxlvg" gur gekn' kpvgt<sup>2</sup>u" { " r wgf g" ugt" o qvqxq" 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 ctvku' i mqdcrnu'lcr qpgucu."f qu'f g'grcu'f gnI twr q"Vq { qvc" \*F gpuq" { "Vq { qvc'Dquj qmw0"

C" uw' xgl ." ug" j c" xlvq" s wg" rc" *gobernanza* f g" VCUC" ug" j c" ectcevtk cf q" r qt" uw' r ctvkr cel»p" cevkc" gp" gn' f gucttqm" f g" r tqxggf qtgu" mqcrnu." uw' kpvteco dkq" hmkf q" f g" kphqto cel»p"eqp'gmqu."uwu'x'pewqu'f g'rci q'r rc| q." r gtq'eqp'hwgtvg'gzi gpek" { "eqpvtqnf g'mqu" o kuo qu0'Cf go <sup>a</sup> u."mqu'vr qu'f g" *gobernanza*'s wg"j c" guvcdmgek f q"eqp'mqu'f kmpvqu"i twr qu'f g" cwqr ctvku'ug'f kxf kgtq" gp<"relacional" eqp"ukugo kvcu"i mqdcrnu'lcr qpgugu."modular eqp" cwqr ctvku' i tepf gu'pq"lcr qpgugu" { "cautiva"eqp'rc"o c { qt'c" f g'mqu'r tqxggf qtgu'f g'ecr kcrnu" pcekpcrgu0'

Cu'f'wpc'f g'rcu'r tgi wpcu'hmpf co gpvcru'f g'guvc'vguku'ug'egpvtcdc'gp'ucdgt'f g's w<sup>2</sup> hqto c" gn'cwo gpvq'f g'rc'r tqf week»p."rcu'gzr qtcekppgu" { "gn'eqpvk q'mecnf g'mqu'xgj 'pewqu'f g'VCUC" tgf wpf »"gp"o glqtgu'ecr cekf cf gu'v'epkecu'f g'rcu'cwqr ctvku'xkpwrcf cu'eqp'gnc0Cn't gur gevq." rc"rkgtcwtc"o ctec"s wg'mqu'x'pewqu'f g'f gucttqm"gpvtg'vgo kpcrgu" { " r tqxggf qtgu'mqcrnu'ug" dcucp'gp'rc'eqrdqtcel»p" c'rci q'r rc| q"gpvtg'rcu'hkrcrgu'gz vcpigtcu" { "rcu'go r tgucu'pcekpcrgu" s wg'hcxqtgegp" rc" vcpuhgtgpek" f g" vgepqní c" { " eqpqelo kgpvqu" f g'rcu' hkrkrnu' gz vcpigtcu." hqo gpwcpf q'rc"o glqtc'f g'rcu'go r tgucu'pcekpcrgu0C'rc'kpxgtuc."rc'tgf week»p'f g'equvqu'c'eqtvq" r rc| q" { "rcu'tgmkppgu"dcucf cu'gp"mqu'r tgeku'gpvtg'rcu'hkrcrgu'gz vcpigtcu" { "rcu'go r tgucu' pcekpcrgu"etgcp"x'pewqu'f gr gpf kpvgu." r gtr gwcpf q'rc" f gr gpf gpek" f g'rcu'go r tgucu" { "rcu' tgi kppgu'j cek'rcu'ci gpvqu'gz vgtppu" \*Rcxn'pgm"423: =I gwpi "( 'Eqg."4237+0"

Cu'f'gp'guvg'ecuq'ug"j c'r qf kf q'xgt's wg"rc"o c { qt'r ctv'f g'rcu'cwqr ctvku'f g'ecr kcrnu" mqcrnu'ug"j cp"xlvq"dgpghekf cu'r qt"r tqeguqu'f g"*upgrading de procesos*, r tkpekrcno gpvg" c" r ctv'f g'rc"kpvtqf week»p" f gn'VRU" { "gp"ugi wpf q"nwi ct" r qt"rc" kpeqtr qtcek»p" f g"o cs wkpctk" o qf gtpc0'Cf go <sup>a</sup> u."cni wpcu'f g'gmqu'r wf kgtq"ceegf gt" c"qvtqu'enkpvgu'mqcrnu'c" r ctv'f g"uw' x'pewqu'eqp"VCUC0'Rgtq'gn'grgo gpvq's wg"rc"i tcp"o c { qt'c" f g'mqu'r tqxggf qtgu'f guvcc"eqo q" r tkpekrcn'dgpghlekq'gu'rc'r tgxkukdkkf cf'f g'mqu'cwo gpvqu' tcf wcrnu" { "uquvpkf qu'gp'rc'r tqf week»p" f g' xgj 'pewqu' f g' Vq { qvc0' Guq" rnu" r gto ksg" r rpgct" rc" qti cpk cel»p" f g'rc" r tqf week»p."rcu' kpxgtukppgu" { "cpko ctug" c"co r rct"uwu'ecr cekf cf gu'r tqf wevku'cpvg"rc" kpegt kf wo dtg'f g'rc"





### 3 - Propuestas para el resto de la industria automotriz argentina a partir del estudio de caso

Cwps wg" gzegf g" mqu" rñb kgu" f g" guvc" kpxguki cekp. "ug" eqpukf gtc" s wg" cri 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 qñfkecu" 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 qtvcpyu. "eqo q" ug" j c" r qf kf q" xgt" c" m" rcti q" f g" r" vgu" k0Gpvtg" guqu" pwf qu" ug" gpewgpvtcp<" r" gzvtcplgtk cekp" f g" r" tco c" vgo kpcn" { " f g" r" r tqf weekp" f g" mqu" r tpekr crgu" ukvgo cu" f gn'xgj Ñewñ" of qo kpcf c" r qt" wp" r w" cf q" f g" go r tgucu" o wnkpekpccrgu" c" plxgn'ò wpf kn' . "r" gur gekrkk 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" vgepqmji Ñc" gzvtcplgtc" { " r" u" f hlewncf gu" f g" r" u" go r tgucu" cwqr ct" vku" cu" mjecrgu" r ctc" eqo r gvt" kpgtpekpccm gpv0Guv" tqn" gp" gn'guegpctkq" kpgtpekpccn' pq" ng" r gto kg" cn' r cñu" eqpegvtct" r" u" hwpekpccm" 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" gxf gpek" j ku»tlec" kpgtpekpccn" vco dk' p" gu" ko r qtvcpy" ug" crct" s wg" guqu" ecuqu" uqp" o kptkctkqu. " { " mqu" o " ti gpgu" f g" ceekp" r ctc" i gpgtct" gug" f gucttqmj" 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 mdcn'0 Guv" o cteq" j ku»tleq" { " eqpegr wcn'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" tgeqpuwtw { »" r" vtc { gevqtk" j ku»tlec" f g" uw" kpf wutk" cwqo qvtk . " j cekgpf q" 2 phcuki" gp" uwa" ectcevtñu" i gpgtcrnu" { " uwa" r tqdrgo cu" gutwewtcrnu" r ctc" f guvect" r" gzege ekpccn' cf " f g" Vq { qvc" Cti gpvkpc0Cuñu" "ug" f gucttqmctqp" r" u" f kpkvcu" gvr cu" f g" r" kpf wutk" f guf g" uwa" kpekqu" gp" 3; 42" j cuc" r" etkuku" f g" r" eqpxgtvdkrk cf " ug" crcpf q" s wg" r" u" r tqdrgo " vkecu" f gn' c" r" cepg" f g" uwa" gzt vcekqpgu" { " uwa" ucif qu" eqo gtekrnu" { " c" ug" gpeqvtcdcp" r t gupvgu" gp" guvg" tgeqtkf q0Gp" r ctvewrct. "gp" r" f 2 ecf c" f g" 3; ; 2" ug" mgx»" c" ecdq" wpc" r tqhwpf c" tgeqpxgtukp" f gn' eqo r nglq" s wg" r gto kx»" wpc" o glqtc" r tqf wexxc" { " vgepqñi kec" { " i gpgt»" wpc" ucikf c" gzt vtcf qtc" r ctc" r" tco c" vgo kpcn" c" r ctvt" f g" r" etgcekp" f gn' o gtecf q" tgi kpcn'0 Ukp" go dcti q. " f vtvcpy" guvc" gvr c" vco dk' p" ug" ci wf k »" gn' f 2 hlek' eqo gtekn' f g" r" kpf wutk. " xlpewrcf q" gp" i tcp" o gf kf 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" gzt vcekqpgu" ug" eqpegvtctqp" hwgtvgo gpv" gp" Dtcukn'0

Nvgi q" f g" r" etkuku" f gn' hkp" f g" r" eqpxgtvdkrk cf " r" kpf wutk" cwqo qvtk " gzt gto gp»" wpc" hcu" f g" gzt cpukp" cwps wg" mqu" r tqdrgo cu" f gtxcf qu" f g" uw" dcrcp| c" eqo gtekn' { " f gn' cnq" wuq" f g" kpuwo qu" ko r qtvcf qu" ug" o cpwxkgtqp0C" r ctvt" f g" r" cuwpek" f gn' i qdkgtpq" f g" Eco dkgo qu" c" hkgu" f g" 4237. " gn' eqo r nglq" cwqo qvtq" uwtk" w" hwgtv" t 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'f<sup>2</sup> hleku'gp'rcu'r ctvk cu'f g'xgj 'fwmqu'vgo kpcf qu. 'm'ewnci tcx>'mqu'p'gi c'v'xqu'ucrf qu' eqo gtekrqu'f g'rc'kpf wutkc'0'Uk'dk'gp'gn'f<sup>2</sup> hlek'eqo gtekn'f g'guv'tco c'guv<sup>a</sup> 'r t'gugpv'g'gp'qvtqu' r c'f'gu. 'rcu'r ctvewctkf cf gu'f gn'eqo r rglq'cwqo qvt'cti gpv'kp'gp'guv'cur gev'tgucncp'r qt'uw' wco c<sup>o</sup> q't'grv'xq'{'gn'r tqdrgo c'j kw>t'leq'f g'rc'restricci3n externa'cti gpv'kpc'0'

" F g'guv'o qf q. 'gp'dcug'cn'ecuq'f g'Vq{qvc'g'zr wguv'gp'guv'v'guku. "{'gp'rc'd'Àus wgf c'f g' r tqr kek't'wp'eqo r qt'wco k'gpv'f g'o c{qt'r tqf weekp. 'g'zr qtcekppgu'{'o gpqt'f gr gpf gpek'f gn' o gtecf q'f g'Dtcukn'gp'gn't'guv'f g'rcu'cwqo qvt'lequ'eqp'ecr cekf cf 'kpuv'ncf c'gp'rc'Cti gpv'kpc. 'rc' r q'f'lec'r Àdrec'r wgf g'k'pegpv'xct'mqu'hcevqt'gu'g'zr r'lec'v'xqu'f gn'f gugo r g<sup>o</sup> q'f g'Vq{qvc'eqp'o c{qt' r tqdcdk'kf cf 'f g'ugt'gz'v'cr q'rc'drgu'0'

" Cu'f' wpq'f g' mqu'hcevqt'gu'r t'k'pek'crgu'f g'rc' vtc{gev'tk'f g' Vq{qvc's w'g'r wgf gp'ugt' tgr r'ec'drgu'gp'qvt'qu'ecuqu'ug'gph'qec'gp'rc'gz'kuv'pek'f g'r r'v'chqto cu't'gi k'qpcrgu'gz'env'k'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'Dtcukn'0'Eqo q'ug'j c' xkuv'gp'rc'k'px'guki cel'p. 'rc'g'ut'cv'gi k'f g'f w'r'kecek'p'f g'b qf grqu'gp'co dqu'r c'f'gu'f gn'0 gtequw' j c'uk'q'r gtl'w'f'kek'n'r ctc'Cti gpv'kpc'0'Gp'gug'ugv'kf q. 'ug'x'c'rt'c'r qu'k'k'x'co gpv'g's w'g'rc'ng{'f gn' T<sup>2</sup>i ko gp' f g' F guctt'qm' {" Hqt'v'rgelo k'gpv'f gn' Cwqr ct'v'kuo q' Cti gpv'kpc' \*Ng{' 490485+' ucpek'qpcf c'gp'4238'guv'cd'rg'eg'rc'p'ge'guk'f cf 'f g'eqp'v'ct'eqp'o qf grqu'gz'env'k'xqu'gp'gn'0 gtequw' r ctc'r qf gt'cf j g'kt'ug'cn't<sup>2</sup>i ko gp'0'cf go<sup>a</sup> u. 'rc'ng{'f g'Rtqo qek'p'f g'rc'k'pf wutkc'Cwqo qvt'k' / Cwqr ct'v'kuc'{'uw'Ecf gpc'f g'Xc'rt' \*Ng{' 4908: 8+'ucpek'qpcf c'gp'ugr'v'go dt'g'f g'4244'uki w'g'guv' f'k'geek'p'{'c's w'g'rc'cr tqd'cek'p'f g'mu'r tq{gev'u'f g'k'px'gt'uk'p'r t'gug'p'v'cf qu'gp'gn'0 cteq'f g'f'lej c' ng{'t'gs w'gt'g'rc'cf j g'uk'p'r t'g'xlc'cn't<sup>2</sup>i ko gp'k'p'uk'w'kf q'r qt'rc'4904850"

" Uqdt'g'guv'dcug'ug'eqpuk'f 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'g'uec'rc'c'pk'x'gn'ugev't'k'cn'eqo q'u'f'r wgf gp'j c'eg't'p'cek'ppgu'i t'c'p'f gu'eqo q'Ej k'pc. 'k'pf k'{'Dtcukn' rc'gur gek'n'k' cel'p'gp'r leni'w'r u'o g'f'k'p'cu's w'g'ug'j c'k'f q'r tqf w'ek'p'f q'gp'mqu'Ànko qu'c<sup>o</sup> qu. 'v'k'p'g' ko r qt'v'p'v'gu' gh'gev'u'r qu'k'k'x'qu'gp'rc' g'ut'v'ew'tc' k'pf wut'k'cn'f qo<sup>2</sup> u'lec'0'Gp'v'g'mqu'o kuo qu'ug' gp'ew'gp'v'c'< gn' c'r'ec'peg'f g'o c{qt'gu' g'uec'rc'u' c' r ct'v'k'f g' w'p' r tqf w'ev'q' gur gek'n' o c{qt' eqo r rgo gpv'ct'k'f cf 'eqp'Dtcukn' \*r leni'w'r u'ej k'ecu'{'eqp'O<sup>2</sup>z'leq' \*r leni'w'r u'i t'c'p'f gu'+ 'm'ewnc'r gto kg' ceeg'f gt' c' o gtecf qu' f gn' O gtequw' {" r'v'k'p'q'co g'lek'cp'qu. " {" i gp'g'tc' w'pc' o c{qt' gur gek'n'k' cel'p'f gn'gp'v'co cf q'cwqr ct'v'kuc'f qo<sup>2</sup> u'lec'0'Rqt'm'ewnc'ug'r r'cp'v'g'rc'r qu'k'd'k'kf cf 'f g' uwo ct'k'peg'p'v'xqu'gur g'e'f'lequ'c'rcu'k'px'gt'uk'ppgu'gp'guv'v'k' q'f g'xgj 'fwmqu'r ctc'r tqh'w'p'f k' ct'guv'g' r g't'h'k'f g'rc'k'pf wutkc'cwqo qvt'k' cti gpv'kpc'gp'gn'0 w'p'f q'0"

" C'uw'x'g'j . 'c'guv'g'rgo gpv'ug'r wgf g'uw'o ct'rc'r tqo qek'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'r u'eqp'UWXu.'r gto k'k'p'f q'c'r'ec'p' ct'o c{qt'gu'geq'p'qo 'f'cu'f g'g'uec'rc.'eqo q' j k'q'Vq{qvc'0'Rctc'rc'go w'r'ek'p'f g'guv'qu'o qf grqu'r qf t'f'ep'f guctt'q'm't'ug'f k'v'k'p'v'qu'r tqi tco cu'f g'

kpegpvkxqu'hkuecrgu."lo r qukxqu"q"eqo gtekrngu."eqp"gn'hkp"fg"fkki k"o "a u"hqecrk cf co gpvg"rcu" pwxcu'kpxgtukppguO'

Qvc"ectcevgt¶ukec's wg"j c"vppk q"gn'o qf gm"fg"Vq{ qvc" { "j q{ "r ctgeg"i gpgtcrk ctug"cn" tguvq"fg"gn'ugevqt."gu"gn'hwtg'r gthkn'gZR qtvcf qt"fg"rc"kp wutlcOGuv"cwqt"eqpukf gtc"s wg."f cf qu" nqu"j ku>tlequ'r tqdrgo cu'fg'hcnc'fg'fk kucuc'gp"gn'r c¶u."s wg'ug'ci wf k ctqp"gp"nqu"Ànko qu'c° qu."{ " gnlect° evgt'f ghlekctkq'f gn'ugevqt."gn'r gthkn'gZR qtvcf qt"fg"rc"kp wutlc'cwqo qvk' f gdg'eqpugt xctug" { "r tqhwpf k ctugONcu'o gpqtgu'gZR qtvcf qpgu'fg'xgi ¶ewqu's wg'ug'tgcrk ctqp"gpvg"4234" { "4239" pq"uqp"eqo gtekrm gpvg"uwvpgvcdrgu'r ctc"rc"xkdkkf cf "fg"neqo r rglqOGp"guv"ugpvk q"vco dkp" ug"fkki g"rc"pwxcr"rg{ "fg"rtqo qekp"cwqo qvk' fg"4244" { "c"s wg"eqpvg r rc"dgpghekqu'hkuecrgu" eqo q"rc"gzgpekp"fg"gn'f gtgej q"c"rc"gzr qtvcf p"j cuvc"gn"4253"r ctc"r tqo qxgt"rcu"xgpvcu"gp"gn' gzvgtkqtO'

C"uw'xgl . "guv'r gthkn'gZR qtvcf qt"r wgf g'xgtug'r qvpekcf q"r qt"rc'tgxkukp"q"rc"pwxcr'hko c" fg"cewgtf qu"eqo gtekrngu"cdtkppf q"o gtecf qu"gzvtpquORqt"glgo r nq."gn'cewgtf q"eqp"Eqmgo dk." f qpf g"j c { "wpc"ewvc"r tghgtgpekcn'eqpegpvcf c"gp"gn'ugi o gpvq"fg"cwqo »xkku."pq"ug"eqpf keg" eqp"gn'cewcn'r gthkn'r tqf wvxq" { "gzr qtvcf qt"fg"rc"kp wutlc'cwqo qvk' "gp"rc"Cti gpvpc."r qt"nq" ewcn"r qf t¶c"clwvctug"guv'tvcf q"gp"dcug"c"rc"gur gekrk cekp"r tqf wvxq"fg"gn'r c¶u"gp"r kem'w u" o gfkpcuOC"uw'xgl . "gn'tgclwv"fg"rc"tgi wrcokp"fg"neqo gteq"dkvgtcn'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"nqu"ewcrgu"ug"r wgf c"eqo r gvk"eqp" Uw° hlec" { "Vckrpf kc"eqp"gn'cdcuveko kpvq"fg"rc"kem'w u"o gfkpcu."vcrgu"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"fgo kpcf q"r qt"nqu" o qf gmqu"fg"o c { qt"vco c° q"full size"r gtq"gzkuv"wp"r Àdrkq"rcvppq"s wg"r tghgtg"rcu"fg"vco c° q" o gfkcpq" { "r qf t¶cp" ugt" cdcuvekf cu" f guf g" Cti gpvpc." f gur rc| cpf q" c" nqu" r qequ" o qf gmqu" o gzkcpqu" { "c"Vckrpf kcO'

" Cf go "a u." guv"r gthkn'r tqf wvxq"j c" vppk q"tguwncf qu"hxqtcdrnu" gp"i gpgtcrn"r ctc" gn' gptco cf q" cwqr ctvuc" xkpewrcf q" eqp" Vq{ qvc." gn' ewcn' ug" j c" dgpghekcf q" vco dkp" fg" rc" gur gekrk cekp" fg" uwu" r tqf wvqu" r ctc" guvqu" xgi ¶ewqu." nqu" xqnÀo gpgu" fg" eqo r tcu" { " rc" guvcdkkf cf OGuvq."c"uw'xgl . "j c'r gto kkf q's wg"guvcu'r tqxggf qtcu'eqpuki cp"o c { qt"guecnc" { "r wgf cp" cu"¶dclct"uwu'equvqu."nq"ewcn'j c"tgf wpf cf q"gp"ghgevu'r qukxqu"r ctc"vqf q"gn'eqo r rglqOGp"guv" ugpvk q." r qn¶kecu"s wg"r tqo wvxcp" guv" gur gekrk cekp" cwqr ctvuc" { "tgi wvpp" guv" tgmcekp" vgo kpcn'r tqxggf qt." r tkkn'gi kcpf q" gn'uquvppko kpvq"fg" eqpvcvqu" guvcdrnu" gp" gn' vgo r q" uqp" ngeekppgu"s wg"r wgf gp"wkkr ctug"gp"gn'tguvq"fg"gn'ugevqtOGp"r ctvewrc."gn'kpukwvq"fg"O qxkkr cf " s wg'ug'etgct¶c"gp"Cti gpvpc"r ctvk"fg"rc"ng{ "fg"rtqo qekp"eqphqto ct¶c"wp"eqpuglq"fk gcvkxq" eqp'tgr tguvpcpvu'fg"nqu'f kvkpvu"cevtgu'kpvtxkpvvpu'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" { "luu'r tqxggf qtgu'r wgf g'ugt"wp"glgo r mq'xktwquq'ht gpvg" c"qvtqu'ecuqu'hcnkf qu'gp"guvct'gmeqkpgu" gp"gnr c"u0F g'hqto c'uko krt."rc'tgnekp" f g"eqqr gtcekp"gpvtg"gnlupf kecq" { "rc"go r tguc'hwg"qvtq" r wpvq"egpvtcni' r ctc"gnf gugo r g° q" f g"Vq { qvc."r qt"mq"vcpvq."go wrct"guv" hqto c" f g"xpewnekp"gp" gnltguvq" f g"ru"eqo r c° f"cu"vco dlē 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"lpf 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 . " cwqppqo f" .eqo r ctvek" { "grgvtkhecekp" f g"mq'xgj f"ewqu"gp"wp"eqpvz vq" f g"t' r kf qu"cxcpogu" vgepqi i kequ" { " ci wf c" etkuku" erko a vlec0 UK' dlgp" guvqu" eco dkqu" guv" p" r tqf wekē 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 " u"vgo r tcpq's wg"vctf g'gp"mq'u'r c"u'gu'r gtlk? tlequ' f gdlf q' c" hqu'r tqdngo cu" f gtlkcf qu' f gn'eco dkq"erko a vlec0"

"Gp" guv" eqpvz vq . " gn' ugevqt" cwqo qvt" cti gpvppq" / { " r tkpek' cm gpvg" gn' gpvtco cf q" cwqr ctvku" hqecn" ug'xgt" gpl'gpvcf q" c" b" Ankr ngu' f guch"qu0Guv"vgo c" gu" gpectcf q" gp"rc" O kkkp" 6" f gn'Rrcp" Cti gpvpc" Rtqf wevxc"4252" f gn'gz" o kplngtkq" f g" F gucttqm" Rtqf wevxc" f g"rc" pcekp . " qtlgpvcf q" c" ko r wuct"rc" o qxkkf cf " f gn'hwwtq" eqp" r tqf wevqu" { " vgepqi f"cu" pcekppcrgu0Gp" f lej q" o cteq . "gp"4243" ug" r tgugp" gn' r tq { gevq" f g"rg { " 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 . "gn'f gucttqm . "rc" r tqf weekp . "rc" eqo gteckk cekp . "rc" tgeqpxgtukp" { lq"rc" wkkk cekp" f g" xgj f"ewqu" r tqr wucf qu" r qt" hwgpvqu" f g" gpgti f"cu" uwv'pvcdrng" { " s wg" vco dlē p" r tqo qxgt" r ctvqu . "eqplwpvqu" { " gs wkr qu" cwzkkctgu"gp" gn'vgttkqtkq" f gn' r c"u . "cwps wg" gn'o kuo q" guv" gp" r tqeguq" f g" t'gxkkp0"

" Gp" guv" f ktgeekp . "ugt" f g"ugcdng"s wg"mq" lpegpvku" hqecrgu" c"rc" o qxkkf cf "uwv'pvcdrng" ug" f kt'kcp" vco dlē p" c" eqpukwkt" wp" r qm" f g" r tqf weekp" gur gekrk cf q" gp"ru" r tko gtcu" r keni'w u" j f"itk cu" { " gn'v'lecu" f gn'o wpf q . "wp" o gtecf q" vqf cx" f" o w' " lpek' kppvg" gp" gn'ugi o gpvq" f g"mq" xgj f"ewqu" gn'v'lequ" s wg" r qf t" f" r qukekppct" 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"rg { " r tqr ppq"rc" etgcekp" f g"rc" Ci gpek" P cekppcn' f g" O qxkkf cf "Uwv'pvcdrng" eqp" wpc" lpukwelē p" f g" K F "eqp" r tqi tco cu" r tqo qekppcrgu" gur ge" hkequ0 Gp" guv" ugpvkf q . "c"mq" rcti q" f g" guv" v'guku" ug" j cp" xluvq" mq" r f"o kgu" t" f" kf qu" s wg" ko r ppq" c"rc" hkkcn' cti gpvpc" f g" Vq { qvc" s wg" gn'egpvtq" f g" K F " 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" lpukwwwq" vcdclg" gp" eqplwpvq" eqp" ru" go r tgucu" o wmkpcekppcrgu" r ctc" tgcik' ct" cevkkf cf gu" f g" K F " 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'k'geek'p' htwef'htc'f'g'guc'r qn'f'ec0"

F g" guv" o qf q. "rcu" r tqr wguvcu" r tgugp'cf cu" r tgv'p'f gp" eqp'v'k'd'w'k' "cn'f' guctt'q'm'q' f'g" rcu' hwgt| cu" r tqf wex'cu" qecrgu. "gp'v'p'f'k'p'f' q" guv" q'd'lg'v'x'q" eqo q" wpc" o gvc" k'p'f' kur gpuc'd'rg" r ctc" o glqt'ct'gn'd'k'p'gu'w'ct'f'g'rc' r qd'rc'ek'p'cti gp'v'p'c'0'Nc'hcug'cew'cn'f' gn'ecr k'cr'kuo q'o w'p'f' k'cn'ko r q'p'g' hwgt'v'u" t'g'w't'k'ek'q'p'gu" c" n'q'u" r c'f'ug'u" r g't'k'f' t'lequ" { "c" uwu" r tq { gev'qu" f'g" f' guctt'q'm'q' "geq'p'»o' k'eq." t'g'f' w'ek'p'f' q'ec'f' c'x'gl' "o" a' u'rcu'ug'p'f' g't'qu'q't'k'p'w'f' qu'c'eco' d'k'ct'rc' r' q'ule'k'p'f' g'g'uc'u'p'c'ek'q'p'gu'gp'gn' g'ue'g'p'ct'k'q'k'p'v'g't'p'c'ek'q'p'c'ri'0'G'p'rc'w'g't'g'ur' g'ev'c'rc' k'p'f' w'ut'k'c'cw'q'o' q'v'k' . 'v'q'f' q'k'p'f' k'ec's' w'g'gn'le'q'p'v'q'ri' f'g'rc'ec'f' g'p'c'ugi' w'k'a' "gp" o' cp'qu'f'g'w'p'r' g's' w'g'o' q'i' t'w'r' q'f'g'go' r' t'g'ucu'g'z'v'c'p'l'g't'cu. "r' q't' "m'v'c'p'v'q." g'p'eq'p'v'ct'rc'b' gl'qt' h'q'to' c'f'g'c't'w'w'rc'ek'p'r' c't'g'eg'ugt'w'p'c'v'ct'g'c'k'p'g'x'k'c'd'rg'r' c'tc'c'ti' gp'v'p'c'0'F'g'g'uc' h'q'to' c. "gp'v'p'f' g't' gn'eqo' r' q't'v'co' k'p'v'q." rc'v'c' { gev'q't'k' " "m'q'u" ko' r' c'ev'qu" f'g" rcu'f' k'v'k'p'cu" h'k'to' cu" r' t'g'v'p'f' g'cr' q't'v'ct'rc'rc'eq'p'ut'w'ec'k'p'f'g'w'p'c'k'p'f' w'ut'k'c'cw'q'o' q'v'k' "o" a' u'r' t'»ur' g't'c' { 'uw'v'g'p'w'c'd'rg'0'

Rqt" Anko q. "cwps w'g" uw'r' g't'g' gn'c'rc'ep'eg'f'g'g'uc'v'g'u'ku' { "rcu" c'ew'w'rg'u" eq'p'f' k'ek'q'p'gu" f'g" r' q'k'd'k'k'f' c'f. "g'v'g'cw'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'c'ek'p'f'g'w'p'c' cw'q'o' q'v'k' "p'c'ek'q'p'c'ri'0'Eqo' q' u'qu'w'x'q" w'p'q' f'g" n'q'u" o' a' z'ko' qu" t'g'h'g't'g'p'v'g'u" f'g" rc' "geq'p'q'o' c'f' gn' f'g'uctt'q'm'q." J c/L'q'p'p'E'j' c'p'i. "gp"rc'w'k'c'gn' ; "f'g"o' c' { f'g"4245" "un gran error de Brasil y Argentina fue no desarrollar automotrices nacionales". 'G'p'g'v'g'v'c'd'cl'q'ug'j' c'f'g'o' q'v'w'c'f' q's' w'g' gn'q't'ki' gp'f'g'rc' r' t'q'r' k'g'f' c'f' f'g'rcu' h'k'to' cu' n'f'f' g't'gu'f' g'g'uc'ec'f' g'p'c'gu'u'w'o' co' g'p'v'g'ko' r' q't'v'c'p'v'g'r' c'tc'gn' f'g'uctt'q'm'q'geq'p'»o' k'eq'f'g'f'le'j' qu'r' c'f'ug'u'0'E'rc't'co' g'p'v'g'. 'eq'p'rcu'eq'p'f' k'ek'q'p'gu'geq'p'»o' k'ecu. 'r' q'n'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'r' m'p'f'g'h'q'to' c'ek'p'f'g'w'p'c'go' r' t'g'uc'p'c'ek'q'p'c'ri's' w'g' eqo' r' k'c'eq'p'l'wi' c'f' q't'gu'g'v'c'f' q'w'p'k'f' g'p'ug'u. 'e'j' 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'r' c't'g'eg' f'g'ue'c'd'g'm'c'f' q'0'P' q'q'd'ux'c'p'v'g. "rcu" e'c'r' c'ek'f' c'f' gu'et'g'c'f' cu'gp'v'q't'p'q" c"rc' h'c'd't'k'ec'ek'p'f'g'r' k'cn'l'w'r' u' o' g'f'k'c'p'cu. "rc" k'p'o' c'f' w't'g'l' "f'g"rc'g'g'ev't'k'k'ec'ek'p'f'g'g'v'g'o' g't'ec'f' q. "rc" f'k'ur' q'p'k'd'k'k'f' c'f' "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'q'u'k'p'ek'r' k'g'p'v'g'u'k'p'v'g'p'v'q'u'f'g'h'c'd't'k'ec'ek'p'f'g'd'c'v'g't'c'f'u'f'g'k'q'p'gu' f'g'h'k'k'q. 'n'q'u't'g'ew't'u'q'u'j' w'o' cp'qu'gp'gn'le'q'o' r' n'g'l'q'cw'q'o' q'v'k' { 'gn'l'uk'v'g'o' c'ek'g'p'v'f'le'q'u'r' w'g'f' g'p'r' g't'o' k'k't' c'rc' u'q'ek'g'f' c'f' c'ti' gp'v'p'c'r' g'p'uct'gp'gn'lw'g'o' q'f'g'rc'et'g'c'ek'p'f'g'w'p'c'cw'q'o' q'v'k' "r' t'q'f' w'ev'q't'c'f'g'r' k'cn'l' w'r' u'g'r' e'x't'k'ecu'r' c'tc'g'z'r' q't'v'ct'c"Co' 2' t'lec'N'c'v'p'c' { "gn'o' w'p'f' q'0'Cu'f' "o" a' u'c'n'l' "f'g"rcu'f' h'k'w'nc'f' gu' n'q'ec'rg'u" c'ew'w'rg'u" { "f'g"n'q'g'z'v't'g'o' c'f' co' g'p'v'g'eqo' r' n'g'l'q's' w'g'r' w'g'f'g'ugt'go' r' t'g'p'f' g't'w'p'r' t'q' { gev'q'f'g' g'v'g'v'k'q. "p'q" r' w'g'f'g'f' g'ue'c't'v'ct'ug'g'uc'k'f' g'c' { c's' w'g'g'uc'q'r' q't'w'p'k'f' c'f' "n'g'r' g't'o' k'k't'c'c" c'ti' gp'v'p'c' k'p'ug't'v'ct'ug'gp'w'p'c'ec'f' g'p'c'i' m'd'cn'f'g'x'c'm'q't'go' g'ti' g'p'v'g'eq'p'w'p'c'o' c' { q't'rc't'w'ek'r' c'ek'p'gp'gn'o' c'r' c' r' t'q'f' w'ev'x'q'i' n'd'c'ri'0"

# ANEXO METODOLÓGICO

## 1 - Índice de Herfindahl e Hirschman

Gn'pf keg'f g'J gthkpf cj n'q' pf keg'f g'J gthkpf cj n'g'J ktuej o cp' "3; 86+0' Gn'pf keg'ug' ecnwrc'gnxcpf q'cn'ewcf tcf q'rc'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.'gn'xcm't'f gn'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.'gn'pf keg'J 'gu'rc'uw'o c'f g'rc'u'ewcf tcf qu'f gn'r qtegp'v'lg'f g'o gtecf q'f g' ecf c'wpc'f g'rc'u'P 'r c'f'ugu's wg'rc'eqo r qpgp'OGn'e'a rewrq'ug'r wgf g'g'zr t'guct'f g'rc'uki w'k'gp'v'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'rc'ecm' gp'v'r qt'ecf c'v'gto kpcn'cwqo q'v'k' "ug' ecnwrc'c'r ct'v't'f gn'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 kpcn'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 kxg'Q'ti '+' clw'w'cf q'r qt'gn'r tqo gf k'q'cp'w'cn'f gn'v'kr q'f g'eco dk'f gn'f »rc't'g'w'cf q'w'pk'f gp'ug'f gn'DETC'OC'g'uy'g' t'g'u'w'ncf q'ug'uw'o cp'rc'u'g'zr qt'v'ek'q'p'gu'f g'cw'qr ct'v'gu'f g'v'q'f cu'rc'u'v'gto kpc'rg'u'cwqo q'v't'k'egu'f c's wg' f qu'f g'g'm'cu.'H'cv'f { 'X'qmuy ci gp.'r tqf w'egp'ec'lcu'f g'eco dk'v'co dk'p'gp'uw'u'r rc'p'cu's wg'f gu'k'p'cp' c'o gtecf qu'f g'g'zr qt'v'ek'»p'0"

## 3 - Contenido importado de los vehículos nacionales

Nc'g'u'ko cek'»p'f g'eq'v'g'p'kf q'ko r qt'v'cf q'ug't'g'cr'k' c'c'r ct'v't'f g'rc'u'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 kpcn'ugi 'Ap'rc'enc'uk'lecek'»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'rc'u'r qu'ek'q'p'gu'ct'c'p'eg'rc't'k'cu'w'k'k' cf cu' uki w'k'gp'f q'c'rc'u'cw'qt'gu'<"

Conjunto	Subconjunto	Producto	SH 2012
Cuerpo y partes	Cuerpo	Cuerpo	870790
		Cuerpo	870710
	Piezas interiores	Asientos	940120
	Partes del cuerpo	Cerraduras	830120
		Guardabarros; parrillas; puertas; paneles de instrumentos; otras partes del cuerpo	870829
		Guarniciones, accesorios y piezas	830230
		Parachoques y piezas	870810
	Sistema de seguridad	Airbags y piezas	870895
		Cinturones de seguridad	870821
	Vidrio	Espejos retrovisores	700910
		Vidrio de madera contrachapada	700721
		Vidrio templado	700711
	Chasis, sistema de transmisión y sus partes	Sistema de dirección	Dispositivos especiales para discapacitados y otros accesorios para piezas y cuerpos
Volante, columnas, cajas de dirección y piezas			870894
Sistema de escape		Silenciadores, tubos de escape y piezas	870892
Sistema de frenos		Revestimientos de amianto	681320
		Forros de freno; Frenos, frenos de potencia y piezas;	870830
		Pastillas y forros de freno	681381
Sistema de transmisión		Cajas de engranajes y piezas	870840
		Ejes (con diferencial o portadores) y piezas	870850
		Embragues y piezas	870893
		Embragues y sus fiestas; otras guarniciones	681389
		Piñones y otros cuerpos elementales de transmisión	848390
Suspensión y amortiguación	Ruedas, piezas y accesorios	870870	
	Resorte foliar	732010	

		Muelles helicoidales	732020
		Sistemas de suspensión, amortiguadores	870880
Motores y piezas	Motores	Gasolina motores <1000 cm3	840733
		Gasolina Motores > 1000 cm3	840734
		Motores diésel o semidiésel	840820
		Otras partes del motor	Cigüeñales, árboles de levas; árboles flexibles; mangos; Otros ejes de transmisión
			848410
	Focas		848420
			848490
		Poleas y volantes	848350
	Piezas de motores diésel	Bloques y envolturas; válvulas de admisión o escape; válvulas de entrada o escape de tubos múltiples; Guías; Émbolos (pistones); varillas; colillas; Boquillas; anillo de pistón (pistón); camisas de cilindros	840999
	Piezas de motor de gasolina (gasolina)	Bielas; Bloques, culatas y carcasas; carburadores; válvulas de admisión o escape; entrada o escape de tubos múltiples; anillo de pistón (pistón); guías de válvulas; carburadores; Émbolos (pistones); camisas de cilindros; inyección electrónica	840991
	Piezas del motor - combustión	Bomba de gasolina (gasolina); inyección de combustible; bomba de aceite; otras bombas	841330
		Bujías	851110
		Filtro de aire	842131
Filtro/aceite de nafta		842123	
Otras partes	Otras partes	Sellos, juntas, anillos y otros	401693
		Radiadores y piezas	870891
	Rumbos	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'cekppgu'f g'cwqr ct'vgu'f g'ecf c'vgtto kpcn'cwqo qvtk' 'cti gp'kpc0"

Ecdg'f gucect's wg'gug'o 2 vqf q'gu'f kuxpvq'cn't'gcnk' cf q'r qt'ecf c'vgtto kpcn'cwqo qvtk' "{ " gn'O kpxvgtk'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"38B44244-0"

#### 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'g'rdqtc'f q'c' vtcx2 u'f gn'uqhy 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', 'ceekqpkuc'u' c' { qt'kct'kqu'c'r ct'vt' f g'rc'k'p'qto 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'ceekqpkuc'u'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'ceekqpkuc'u" \*gu'f gek. "qu'ceekqpkuc'u'f g'qu' ceekqpkuc'u+0Nc'k'p'qto cek»p'f g'w'nc'f c'f g'ecf c'w'p'q'f g'gux'qu'ceekqpkuc'u'ug'gpewgpvtc'gp'rc'Vcdrc' 2/8'f gn'CPgzq'Guxf' f'v'keq0"

Rqt'qvtq'rc'f q.'rcu'f k'g'ek'ppgu'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'ceekqpkuc'0Rqt'Ànko q." gn'eqm't'f g'rcu'pqf qu'k'p'f kec'rc'p'cekqpcrk'f cf 'f g'ecf c'ht'o c'f gr g'p'f k'p'f q'f g'f »p'f g'gu'2 'wdlecf c' uw'ecuc'o c'vtk' 0Rqt'rq'v'cpvq.'ug'w'w'k'k' c'gn'leqmt'c| wlr ctc'GGWW' { "gn't'qlq'r ctc'ler »p.'uk'p'f q'rcu' Àplequ'f qu'r c'f'gu'k'p'x'q'w'et'cf qu'gp'rc't'gf 'uqekcn'f g'rcu'p'w'g'x'r tqr k'g'vct'kqu'f g'r tko gtq' { "ugi w'pf q' pkxgn'f g'VO E0"

#### 5 – Análisis de correlación entre variaciones PIB Argentina y ventas en el mercado interno de vehículos

" Nc"gxqmek»p" f gn'RKD" f g'Co 2 tlec'Ncvkpc"ug"ecrewr"eqo q"r"xctkcek»p"cpwcnf gn'RKD" f g" vqf qu"mqu"r c"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 wkgpvu"tguwncf 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_TermArg	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 wkgpvu"tguwncf 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_TermArg	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 wkgpvu"tguwncf qu" ecrewr"cf qu" c"vtx² u" f gn' r tqi tco c"Uvcv0"

"



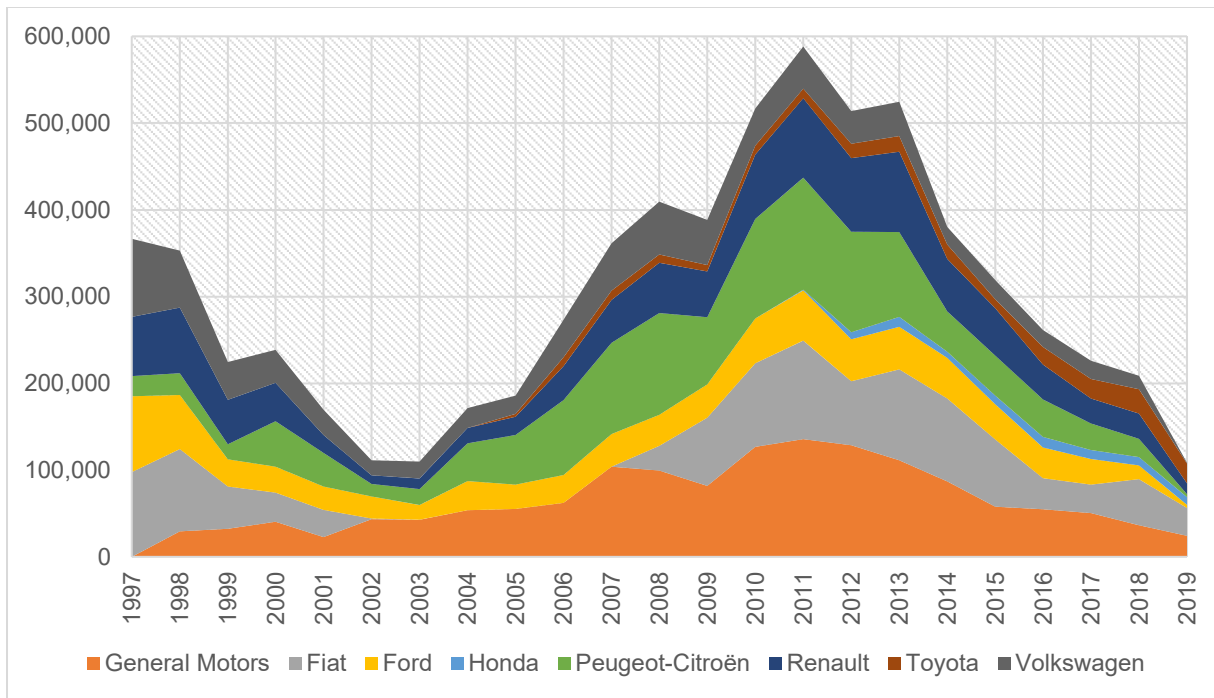
## ANEXO ESTADÍSTICO

**Tabla 0-1 – Clasificación de componentes según área de vehículo**

Área del vehículo	Componentes principales
<b>Chasis</b>	Eje, piezas de freno, suspensión, neumáticos y ruedas
<b>Conexión del vehículo</b>	Telemática, acústica, altavoces, navegación
<b>Ingeniería electrónica y semiconductores</b>	Batería, alternadores, actuadores, cables, cableado, conectores, ECU, motores eléctricos, sensores, interruptores
<b>Confort interior y seguridad pasiva</b>	Cabina, piezas de puertas, asientos, molduras interiores, textiles
<b>Iluminación</b>	Iluminación interior y exterior
<b>Materiales y peso ligero</b>	Cuerpo, parachoques, marcos de puertas, sujetadores, juntas, sellos, adhesivos, piezas metálicas, chapa, piezas de vidrio, piezas prensadas/estampadas
<b>Tren motriz (powertrain)</b>	Piezas del motor, piezas de transmisión, eje de transmisión, diferencial, embrague, piezas de escape, filtros, tanque de combustible
<b>Gestión térmica</b>	HVAC, intercambiador de calor, refrigeración del motor, mangueras/tuberías
<b>Interfaz de usuario y experiencia</b>	Pantallas, cuadro de instrumentos, espejos exteriores
<b>Movilidad autónoma</b>	Control de crucero, cámaras, sistema de asistencia al estacionamiento, sensores
<b>Movilidad eléctrica (e-mobility)</b>	Sistema de batería, electrónica de potencia, motor electrónico

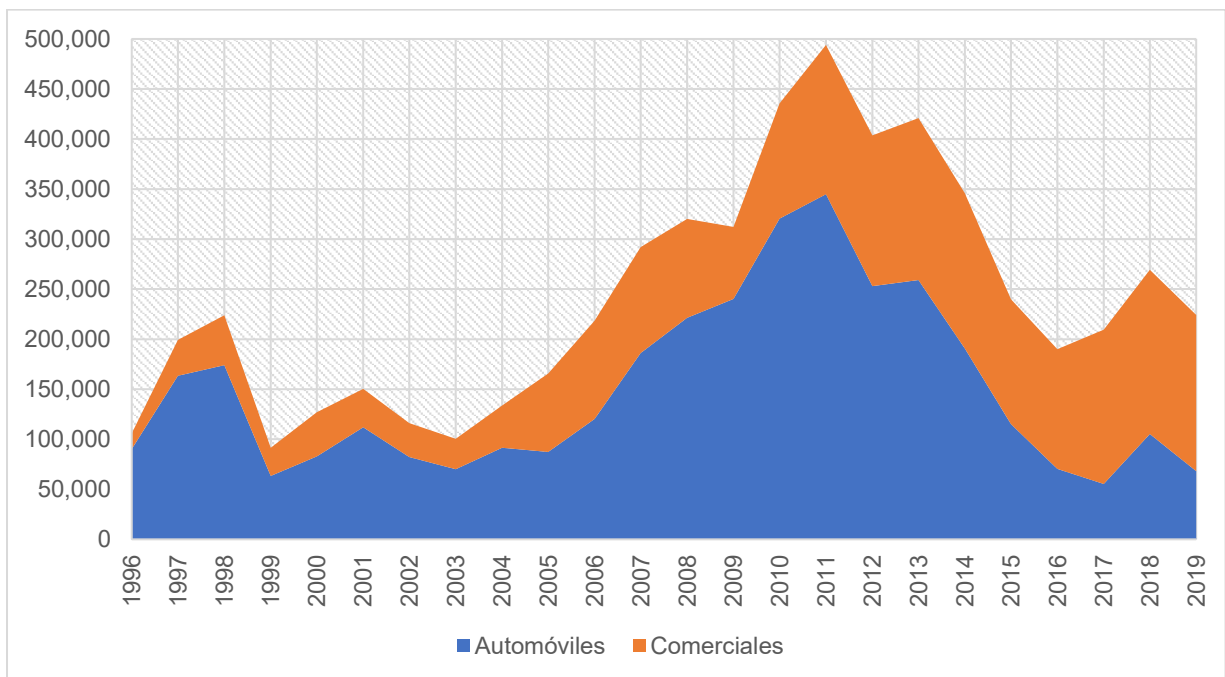
Hwpg<C wqVgej kuki j v'

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



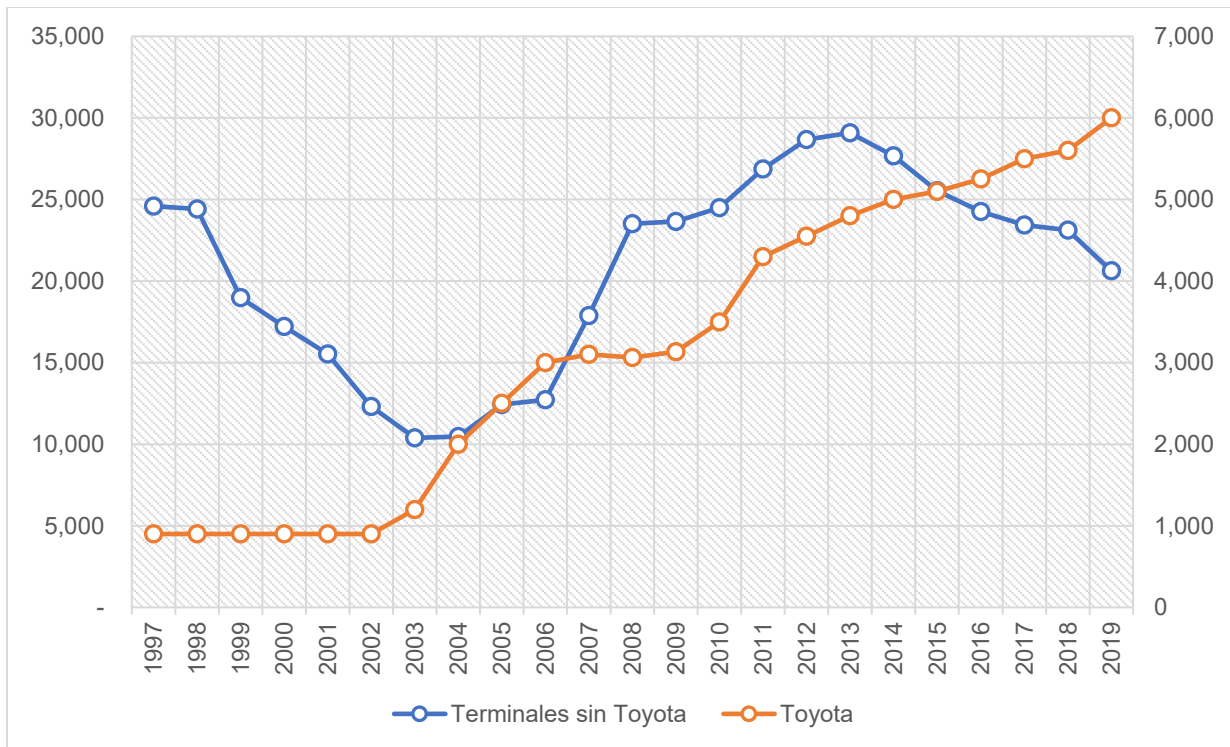
Hwpgv<gndqtck»p'r tqr kc"gp'dcug"c"CF GHC0'

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



Hwpgv<gndqtck»p'r tqr kc"gp'dcug"c"CF GHC0'

**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. El eje vertical izquierdo mide el empleo total en terminales sin Toyota (de 0 a 35,000), y el eje vertical derecho mide el empleo en Toyota (de 0 a 7,000). El eje horizontal muestra los años. La línea azul representa 'Terminales sin Toyota' y la línea naranja representa 'Toyota'. El empleo total en terminales sin Toyota disminuyó de 24,500 en 1997 a 20,500 en 2019. El empleo en Toyota aumentó de 1,000 en 1997 a 6,500 en 2019.

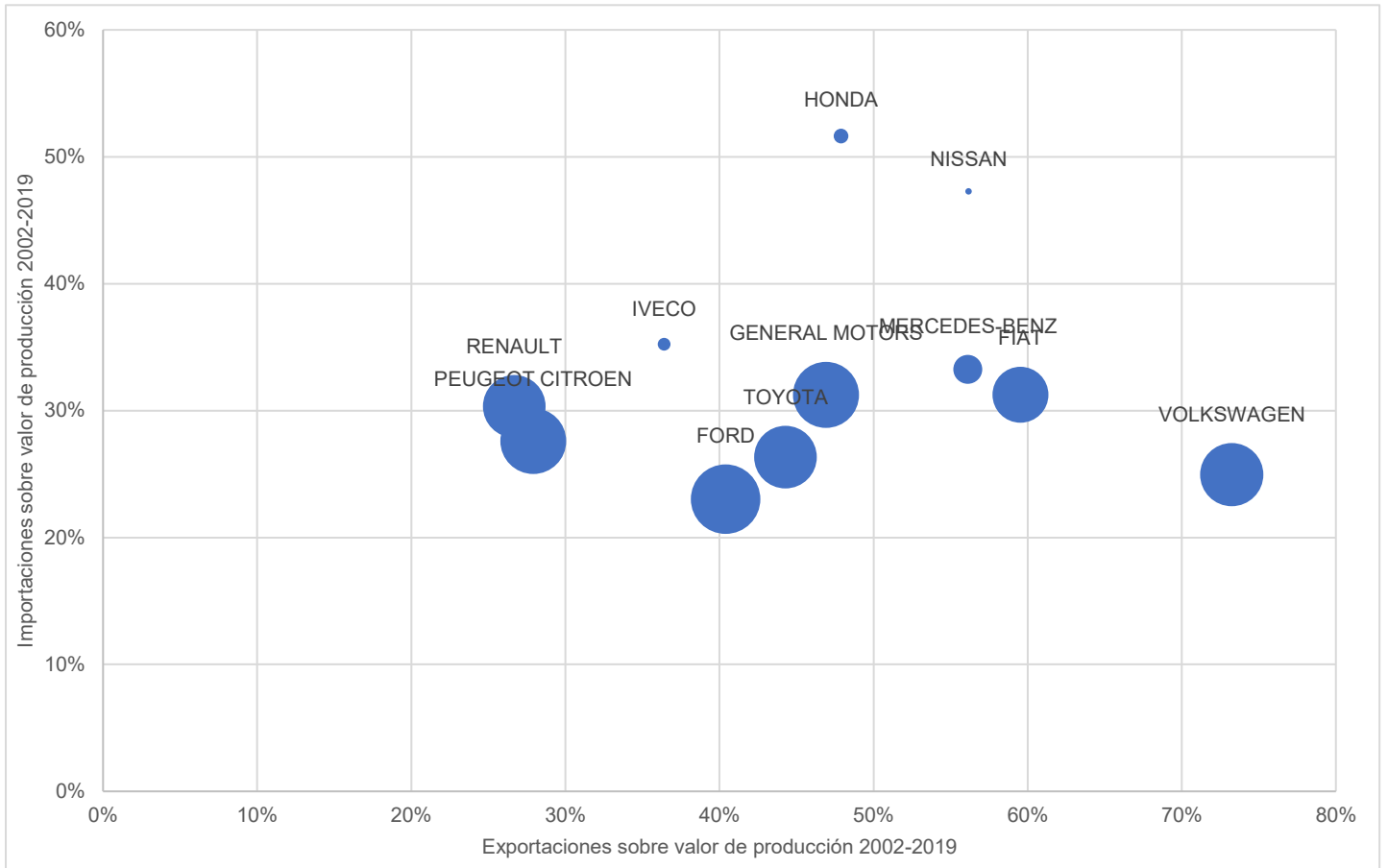


**Tabla 0-2 - Posición de Toyota en el ranking de las 200 empresas más grandes de Argentina**

<b>Año</b>	<b>Posición en el ranking</b>
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

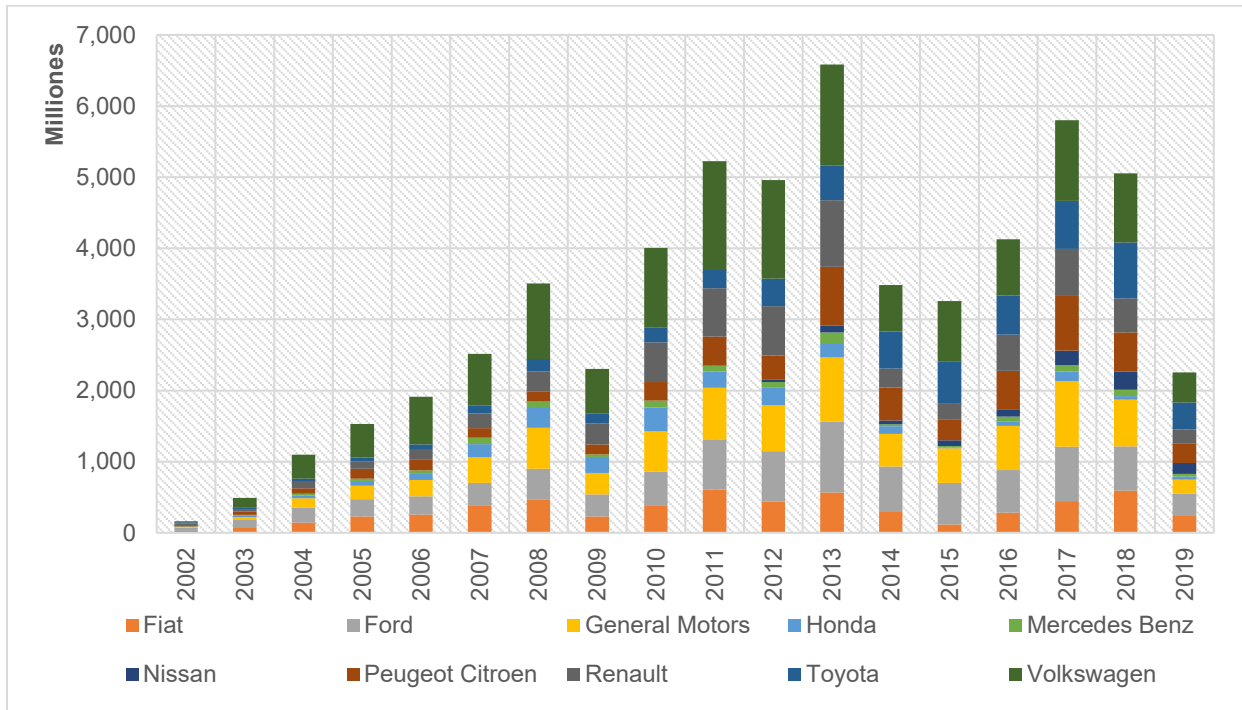
Hwpg<Tgxkrc"O gtecf q0'

**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)**



Http://gndqtcelp"r"tr k"gp"dcug"l"Cf wpc."CF GHC."CECTC"{"DETCO

**Gráfico 0-5 - Importaciones de vehículos de pasajeros por terminal automotriz (millones de dólares CIF) (2002-2019)**



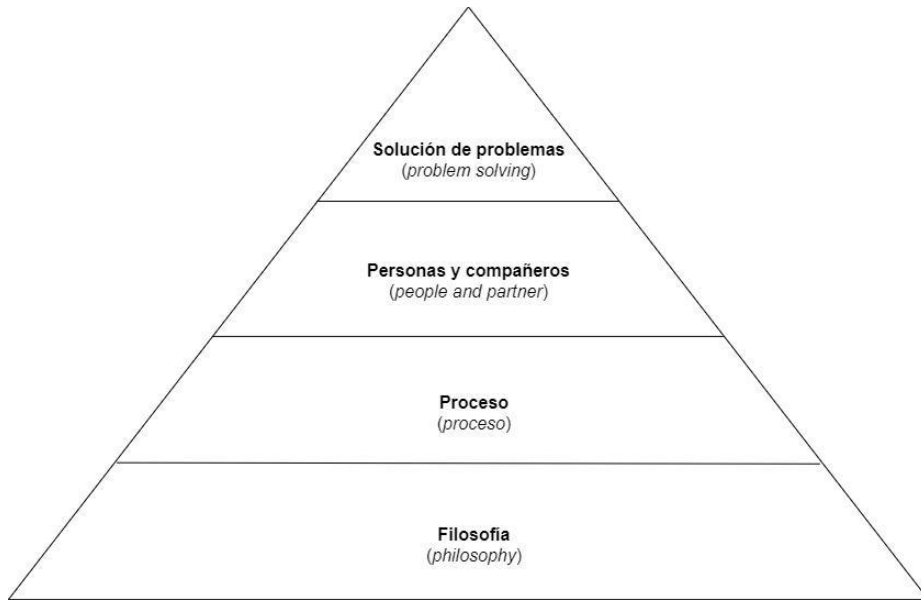
Importaciones de vehículos de pasajeros por terminal automotriz (millones de dólares CIF) (2002-2019)

**Tabla 0-3 - Presidentes, vicepresidentes y presidentes del directorio de Toyota Motor Corporation**

<b>Nombre</b>	<b>Presidente del directorio</b>	<b>Vicepresidente</b>	<b>Presidente</b>
<b>Risaburo Toyoda</b>	1° Presidente del directorio		1° Presidente
<b>Kiichiro Toyoda</b>			2° Presidente
<b>Taizo Ishida</b>	2° Presidente del directorio		3° Presidente
<b>Fukio Nakagawa</b>			4° Presidente
<b>Eiji Toyoda</b>	5° Presidente del directorio		5° Presidente
	Presidente del directorio honorario		
<b>Shoichi Saito</b>	3° Presidente del directorio		
<b>Masaya Hanai</b>	4° Presidente del directorio		
<b>Shoichiro Toyoda</b>	6° Presidente del directorio		6° Presidente
<b>Shigenobu Yamamoto</b>		ex Vicepresidente	
<b>Gentaro Tsuji</b>		ex Vicepresidente	
<b>Tsutomu Oshima</b>		ex Vicepresidente	
<b>Tatsuro Toyoda</b>		ex Vicepresidente	7° Presidente
<b>Masami Iwasaki</b>		ex Vicepresidente	
<b>Hiroshi Okuda</b>	7° Presidente del directorio		8° Presidente
<b>Iwao Isomura</b>		ex Vicepresidente	
<b>Fujio Cho</b>	8° Presidente del directorio	ex Vicepresidente	9° Presidente
<b>Kosuke Ikebuchi</b>		ex Vicepresidente	
<b>Katsuaki Watanabe</b>		ex Vicepresidente	10° Presidente
<b>Katsuhiro Nakagawa</b>		ex Vicepresidente	
<b>Kazuo Okamoto</b>		ex Vicepresidente	
<b>Akio Toyoda</b>			11° Presidente
<b>Takeshi Uchiyamada</b>		ex Vicepresidente	

Hwpg<Vq{qc"4234:0'

**Figura 0-1 - Modelo de Toyota 4P de Liker (2003)**



Hwpgv<grdqtcel»p'r tqr k'gp'dcug'c"Nlmg t'«4225+0'

**Tabla 0-4 - Ventas de Toyota Corolla en el mundo (en unidades)**

Año	Japón	EEUU	Can	México	Aus	Europa	Tailan	Filip	Pakistán	India	China	China	China	Argentina	Colombia
											Corolla EX	Corolla	Levin		
<b>1973</b>		116,905													
<b>1974</b>		103,394													
<b>1975</b>		151,177													
<b>1976</b>		187,321													
<b>1977</b>		259,344													
<b>1978</b>		212,757													
<b>1979</b>		257,096													
<b>1980</b>		257,315													
...															
<b>1983</b>		178,572													
<b>1984</b>															
<b>1985</b>		168,378													
<b>1986</b>		159,458													
<b>1987</b>		164,3													
<b>1988</b>		216,677			23,586										
<b>1989</b>		199,975			22,13										
<b>1990</b>	300,008	228,211			29,981										
<b>1991</b>	275,019	199,083			26,227										
<b>1992</b>	260,777	196,118			23,825										
<b>1993</b>	237,537	193,749			23,777										
<b>1994</b>	228,66	210,926			21,915										
<b>1995</b>	235,626	213,64			23,372										
<b>1996</b>	223,244	209,048			23,212										
<b>1997</b>	238,098	218,461			22,319										
<b>1998</b>	196,498	250,501			25,079										

<b>1999</b>	160,677	249,128			28,387				8,268						
<b>2000</b>	162,87	230,156			30,576				8,778						
<b>2001</b>	236,507	245,023			30,813				8,116						
<b>2002</b>	226,222	254,36			34,948				6,151						
<b>2003</b>	198,904	325,477			36,128				12,867	8,175					
<b>2004</b>	173,301	333,161			39,053				20,321	10,195	45,476				
<b>2005</b>	149,81	341,29			46,415				23,002	8,974	67,392				
<b>2006</b>	143,176	387,388			46,256				30,527	7,168	78,973				
<b>2007</b>	147,069	371,39		10,284	47,792	85,407			35,762	6,463	63,999	65,844			
<b>2008</b>	144,051	351,007	57,736	9,37	47,901	119,12			33,64	8,102	52,247	165,271			
<b>2009</b>	90,178	296,874	53,933	7,58	39,013				26,76	8,604	57,109	157,457			
<b>2010</b>	111,265	266,082	38,68	9,085	41,632	51,189			43,51	10,041	82,743	172,053			
<b>2011</b>	70,758	240,259	36,663	10,306	36,087	69,889			41,111	9,283	120,962	170,467			
<b>2012</b>	80,459	290,947	40,906	12,767	38,799	63,481			46,207	6,912	124,531	151,887			
<b>2013</b>	101,664	302,18	44,449	10,956	43,498	67,987			32,608	4,106	147,921	146,48			
<b>2014</b>	114,331	339,498	48,881	13,553	43,735	36,595			29,087	6,748	85,835	171,487	49,112		
<b>2015</b>	109,027	363,332	47,199	13,215	42,073	69,194	20,966		51,398	7,574	46,34	254,301	125,699	15,829	
<b>2016</b>	84,77	378,21	45,626	13,228	40,33	67,876	18,052		57,452	4,86	17,091	307,36	159,071	15,786	
<b>2017</b>	77,466	329,196	50,332	10,135	37,353	60,936	19,179		52,676	4,242	2,829	336,763	172,626	17,23	
<b>2018</b>	89,91	303,732	48,796	6,351	35,23	55,686	21,914	1,801	51,412	3,286		374,4	192,697	15,582	
<b>2019</b>	104,406	304,85	47,596	11,594	30,468	133,597		1,261	56,72	1,422		357,798	213,905	9,045	1,592
<b>2020</b>	118,276	237,178	37,156	8,127	25,882	137,209		1,121	22,14			350,31	222,361	4,336	2,455

Hwpg<Vq{qc"Vko gu{"Vq{qc"l nqdcf)

**Tabla 0-5 - Centros de I+D de Toyota en el mundo (2020)**

País	Empresa	Centro de I+D	Ubicación	Actividades
Japón	Toyota Motor Corporation	Toyota Technical Center Headquarters	Aichi	Investigación básica de planificación de productos, ingeniería y evaluación de vehículos
		Toyota Technical Center Shimoyama	Aichi	Ingeniería de rendimiento de vehículos
		Toyota Technical Center Higashi-Fuji	Shizuoka	Ingeniería avanzada
		Tokyo Design Research & Laboratory	Tokyo	Diseño avanzado
		Toyota Technical Center Shibetsu	Hokkaido	Ingeniería de rendimiento de vehículos
		Otemachi Office	Tokyo	Investigación y desarrollo de inteligencia artificial
	Toyota Central Research & Development Laboratories, Inc.	Toyota Central Research & Development Laboratories	Aichi	Investigación básica
Toyota Research Institute - Advanced Development, Inc.	Toyota Research Institute - Advanced Development	Tokyo	Desarrollo de tecnología y software de conducción automatizada	
EEUU	Toyota Motor North America, Inc.	Toyota Technical Center Michigan	Michigan	Planificación de productos, ingeniería y evaluación de vehículos
		Toyota Technical Center TAPG	Arizona	Ingeniería de rendimiento de vehículos
		Toyota Technical Center Los Angeles	California	Evaluación del desempeño ambiental



	Toyota Research Institute, Inc.	Toyota Research Institute	California	Investigación en inteligencia artificial
	Calty Design Research, Inc.	Calty Design Research	California, Michigan	Diseño exterior, interior y de color
<b>Europa</b>	Toyota Motor Europe NV/SA	Toyota Technical Center Europe	Bélgica	Ingeniería y evaluación de vehículos
	Toyota Europe Design Development	Toyota Europe Design Development	Francia	Diseño exterior, interior y de color
	TOYOTA GAZOO Racing Europe GmbH	Toyota Technical Center TMG	Alemania	Base de desarrollo para vehículos de automovilismo
<b>China</b>	Toyota Motor Engineering & Manufacturing (China) Co., Ltd.	Toyota Technical Center China	Jiangsu	Tecnología, Ingeniería y Evaluación de Vehículos, Investigación Básica
	FAW Toyota Research & Development Co., Ltd.	FAW Toyota Research & Development	Tianjin	Ingeniería y evaluación de vehículos, Reg. Y Homolo
	GAC Toyota Motor Co., Ltd.	GAC Toyota Motor	Guangdong	Ingeniería y evaluación de vehículos, Reg. Y Homolo
<b>Asia Pacifico</b>	Toyota Daihatsu Engineering & Manufacturing Co., Ltd.	Toyota Daihatsu Engineering & Manufacturing	Tailandia	Ingeniería y evaluación de vehículos

<https://www.toyota.com/press/2022/03/03/03-03-22-01.html>

"

"

**Tabla 0-6 - Accionistas de los principales accionistas de Toyota Motor Corporation (2020)**

Custody Bank of Japan					
Nombre	Acciones (miles)	Descripción del accionista	1° Accionista del accionista	2° Accionista del accionista	3° Accionista del accionista
Sumitomo Mitsui Trust Holdings	680.000 (33%)	Compañía financiera con sede en Tokio. Holding japonés de Mitsui Trust Group. Siguiendo la red de mayores accionistas forma un círculo entre las mismas empresas financieras japonesas que se poseen unas a otras	The Master Trust Bank of Japan (8%)	Custody Bank of Japan (10%)	The Bank of New York (2%)
Mizuho Financial Group	550.800 (27%)	Holding bancario japonés. Mismo circuito. Red de empresas financieras japonesas.	The Master Trust Bank of Japan (8%)	Custody Bank of Japan (5%)	State Street Bank West Client (2%)
Resona Bank	340.000 (17%)	Mismo circuito. Red de empresas financieras japonesas.	The Master Trust Bank of Japan (7%)	Custody Bank of Japan (5%)	The Dai-ichi Life Insurance Company (5%)
The Dai-ichi Life Insurance Company	163.200 shares (8.0%)	Compañía de seguros de vida japonesa. Parte del Dai-ichi Life Holdings.	The Master Trust Bank of Japan (8%)	Custody Bank of Japan (6%)	Mizuho Bank (3%)
Asahi Mutual Life Insurance Company	102.000 shares (5.0%)	Compañía de seguros japonesa. Parte de Asahi Group Holding.	The Master Trust Bank of Japan (11%)	Custody Bank of Japan (4%)	The Dai-ichi Life Insurance Company (3%)

Toyota Industries Corporation					
Nombre	Acciones (miles)	Descripción del accionista	1° Accionista del accionista	2° Accionista del accionista	3° Accionista del accionista
Toyota Motor Corporation	76600 (23.5%)	Grupo Toyota	Custody Bank of Japan. Ltd. (11%)	Toyota Industries Corporation (7%)	The Master Trust Bank of Japan (7%)
Denso Corporation	29647 (9,1%)	Fabricante de componentes para la automoción: sistemas térmicos, powertrain, sistemas electrónicos, sistemas eléctricos, etc.	Toyota Motor Corporation (24%)	Toyota Industries Corporation (9%)	The Master Trust Bank of Japan (8%)
The Master Trust Bank of Japan	16556 (5%)	Banco fiduciario japonés dedicado exclusivamente a la administración de capitales	Mitsubishi UFJ Trust and Banking Corporation (46%)	Nippon Life Insurance (33%)	Meiji Yasuda Life Insurance Company (10%)
Towa Real Estate Co	16291 (5%)	Compañía inmobiliaria japonesa. Inversiones inmobiliarias, hotelería, etc. Parte del Grupo Toyota.	Custody Bank of Japan (14 %)	The Master Trust Bank of Japan (9%)	K.B. Kousan Co (8%)
Toyota Tsusho Corporation	15294 (5%)	Compañía del Grupo Toyota que tiene como objetivo hacer de soporte a Toyota Motor en el mundo. Tiene actividades diversificadas desde materias primas, logística, electrónica, química, maquinaria, etc.	Toyota Motor Corporation (22%)	Toyota Industries Corporation (11%)	The Master Trust Bank of Japan (10%)

The Master Trust Bank of Japan, Ltd.					
Nombre	Acciones (miles)	Descripción del accionista	1° Accionista del accionista	2° Accionista del accionista	3° Accionista del accionista
Mitsubishi UFJ Trust and Banking Corporation	55,8 (46%)	Es la división de banca fiduciaria del Mitsubishi UFJ Financial Group, un grupo de servicios financieros japonés.	The Master Trust Bank of Japan (8%)	Custody Bank of Japan (7%)	SSBTC Client Omnibus Account (3%)
Nippon Life Insurance Company	40,2 (33%)	Compañía de seguros japonesa. Es una mutual. No tiene accionistas.			
Meiji Yasuda Life Insurance Company	12 (10%)	Compañía de seguros de vida japonesa. Es una mutual, no tiene accionistas.			
The Norinchukin Trust & Banking Co	12 (10%)	Parte del Norinchukin Bank. Banco cooperativo japonés.			

Nippon Life Insurance Company
Compañía de seguros japonesa. Es una mutual.

No tiene accionistas					
JPMorgan Chase Bank					
Nombre	Acciones (miles)	Descripción del accionista	1° Accionista del accionista	2° Accionista del accionista	3° Accionista del accionista
The Vanguard Group	250,600 (8%)	Fondo de inversión de EEUU. No tiene accionistas, los dueños son los clientes que invierten en el fondo.			
SsgA Funds Management	141,747 (5%)	Es la división de inversión de State Street Corporation, un banco de EEUU.	The Vanguard Group (9%)	Dodge & Cox (6%)	BlackRock Fund Advisors (5%)
BlackRock Fund Advisors	130,400 (4%)	Compañía de inversión de EEUU.	The Vanguard Group (8%)	Capital Research & Management (5%)	SSgA Funds Management (4%)
Capital Research & Management	71,57 (2%)	Empresa de servicios financieros de EEUU. Gestora de fondos de pensión.			
Wellington Management	51,554 (2%)	Empresa de inversión y administración privada de EEUU.			

Hwpvg-<grndqtcel»p"r tqr k"gp"dcug"clphqto cel»p"fg"ecf c"go r tgu c"{"ukqu"fg"eqk cel»p"fg"o gtecf q<O ctngv"Uetggpgt."Tgwgtu"{"O qpg{"EPP0"

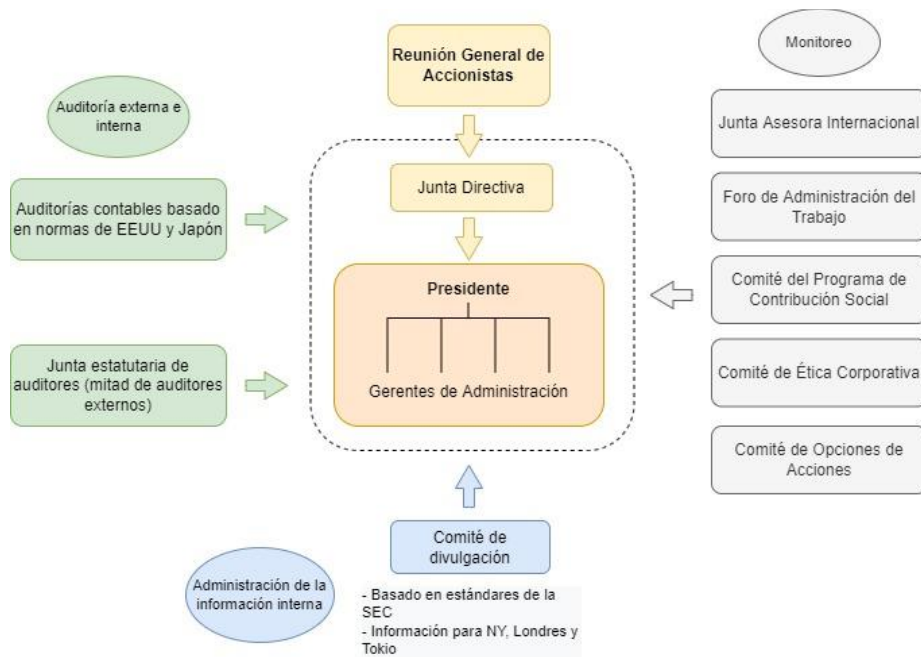
**Tabla 0-7 – Producción, ventas, exportaciones e importaciones de vehículos en Sudáfrica por empresa y modelo (unidades) (año 2019)**

Empresa	Modelo	Ventas Domésticas	Importados	Exportaciones	Re-exportado	Total
<b>BMW</b>	X3	2071	104	67523		69490
	3 Series	3528	3385	2		145
	BMW otro	7367	7367			
	Mini	2040	2040			
<b>Bentley</b>	Todos	69	69			
<b>FiatChrysler</b>	Todos	2240	2240		184	
<b>Ford</b>	Ranger/Everest	28585		66108		94693
	Ford otro	22242	22242			
<b>Haval Motors (GWM)</b>	Todos	10650	10650		220	
<b>Honda</b>	Todos	5557	5557		436	
<b>Hyundai</b>	Hyundai H100	2877	940			1937
	Hyundai otro	30534	30534			
<b>Isuzu Motors SA</b>	Isuzu KB/D Max	16156		3315		19471
	Isuzu otro	716	716		26	
<b>Jaguar Land Rover</b>	Todos	4041	4041			
<b>JMC</b>	Todos	435	435			
<b>Kia</b>	Todos	15774	15774			
<b>Lamborghini</b>		59	59			
<b>Mahindra</b>	Todos	7253	7253			
<b>Maserati</b>	Todos	81	81			
<b>Mazda</b>	Mazda BT-50	242				242
	Mazda otro	12218	12218			
<b>Mercedes-Benz</b>	C Class	4915	575	82507		86847
	Mercedes otro	10674	10674			
	Smart	85	85			

<b>Mitsubishi</b>	Todos	1911	1911	234
<b>Nissan</b>	Datsun	7744	7744	
	Hardbody/N P300	9067		6195 15262
	NP200	17955		188 18143
	Nissan otro	14768	14768	
<b>Opel</b>	Todos	2698	2698	
<b>Peugeot Citroen</b>	Todos	1358	1358	
<b>Porsche</b>	Todos	1496	1496	
<b>Renault</b>	Todos	27250	27250	
<b>Scuderia SA</b>	Todos	69	69	
<b>Subaru</b>	Todos	1050	1050	
<b>Suzuki</b>	Todos	15481	15481	11
<b>Toyota</b>	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	
<b>VW</b>	Polo Vivo	29618		1 29619
	Polo	21557		106328 127885
	VW otro	28895	28895	
	Audi	8495	8495	
<b>Volvo</b>	Todos	2335	2335	18

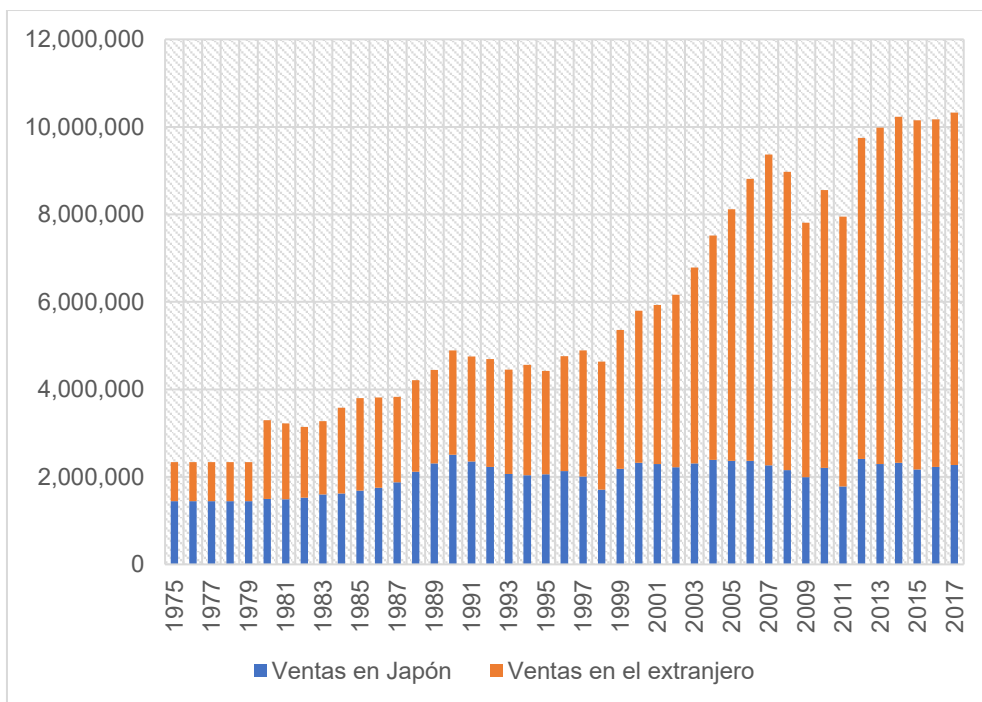
Hwpv<PCCO UC0'

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



Hwpgv-gndqtckp'r tqr k'gp'dcug'c'Vq{ qvc\*38 l64225-0'

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

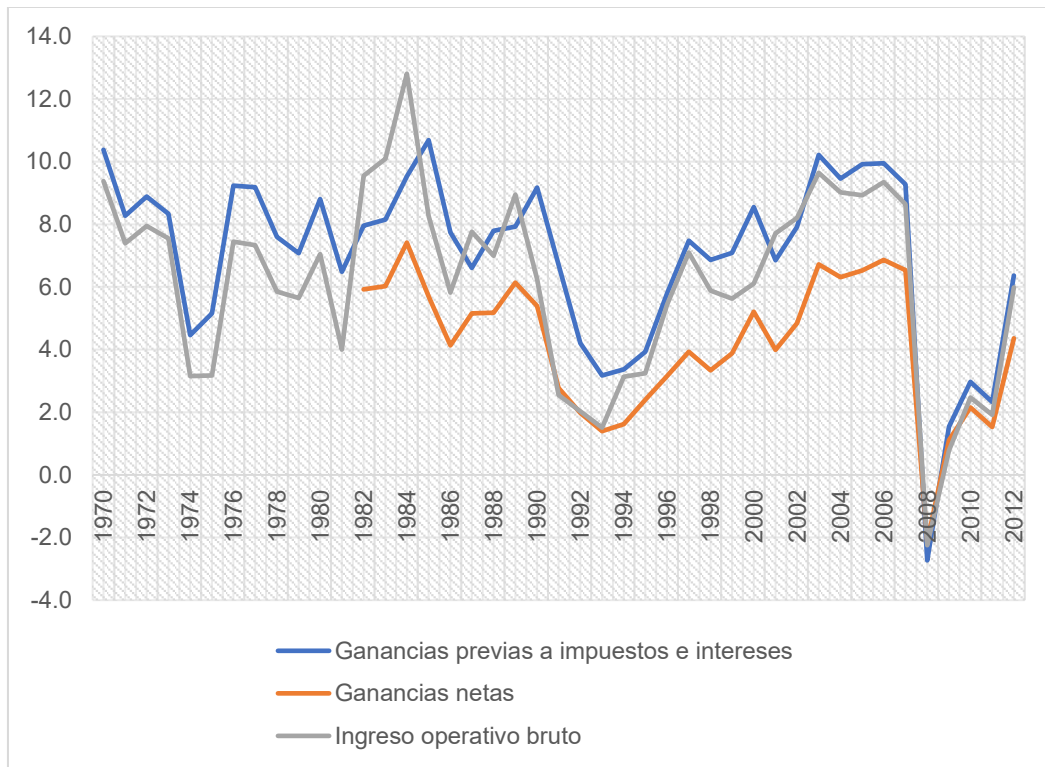


Hwpgv-gndqtckp'r tqr k'gp'dcug'c'Hfg{ uugpgv%4232-0'

"

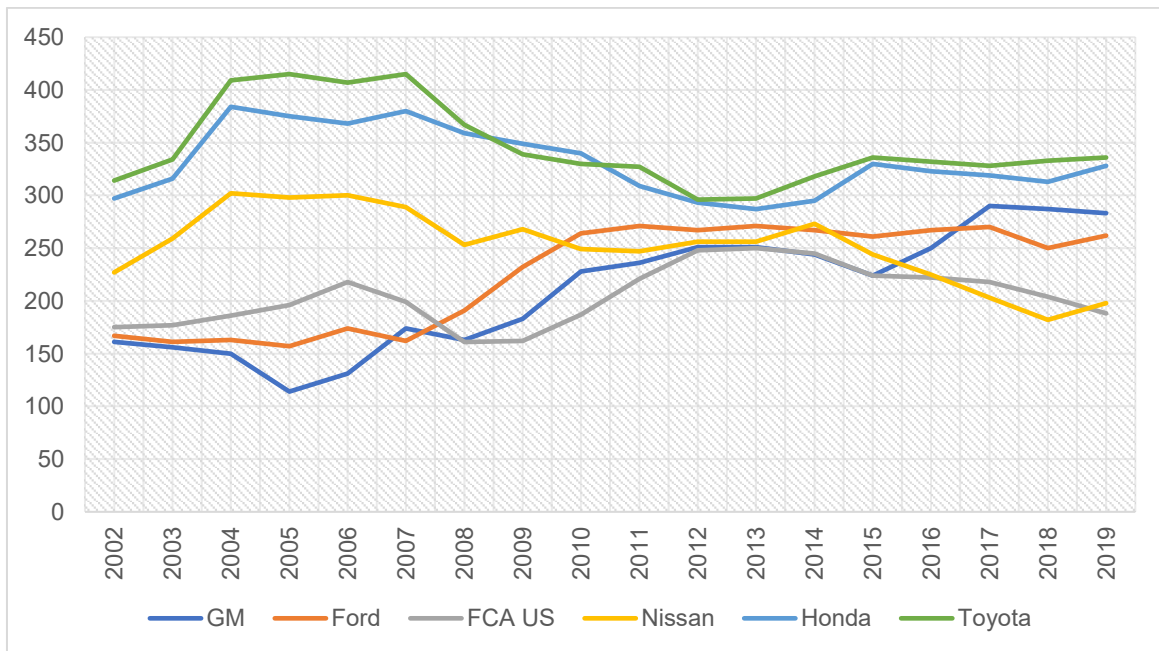


**Gráfico 0-7 - Rentabilidad del Grupo Toyota (porcentajes) (1970-2012)**



Hwpvg<grdqtkel>p'r tqr kc'gp'dcug'c'Htg{uugpv\*4232-0}

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



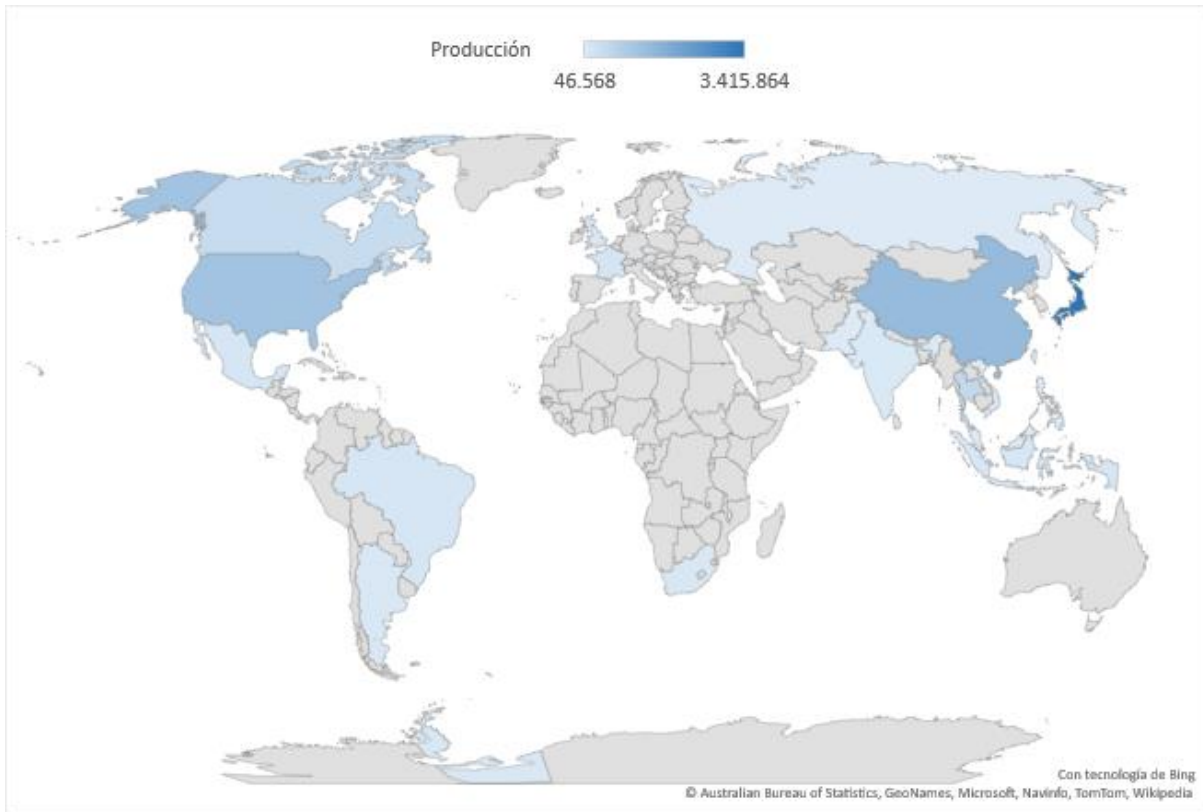
Hwpvg<grdqtkel>p'r tqr kc'gp'dcug'c'fcvuf'g'Ræpw'0 qtcp0  
 , Nc'guæc:ug'eqo r qpg'eqo q<322/472'0 crv/o w' 'o crv'tgrækpqu=472/572'tgrækpqu'cf gewcf cu'{'572/722'  
 dwgpcu/o w' 'dwgpcu'tgrækpqu0"

**Tabla 0-8 - Ranking de Toyota en el ranking de las principales empresas multinacionales del mundo por ingresos (1995-2019)**

<b>Año</b>	<b>Posición Ranking</b>
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

Hwpgv<Tcprkpi 'I rdcni'722'Hqtwpq0'

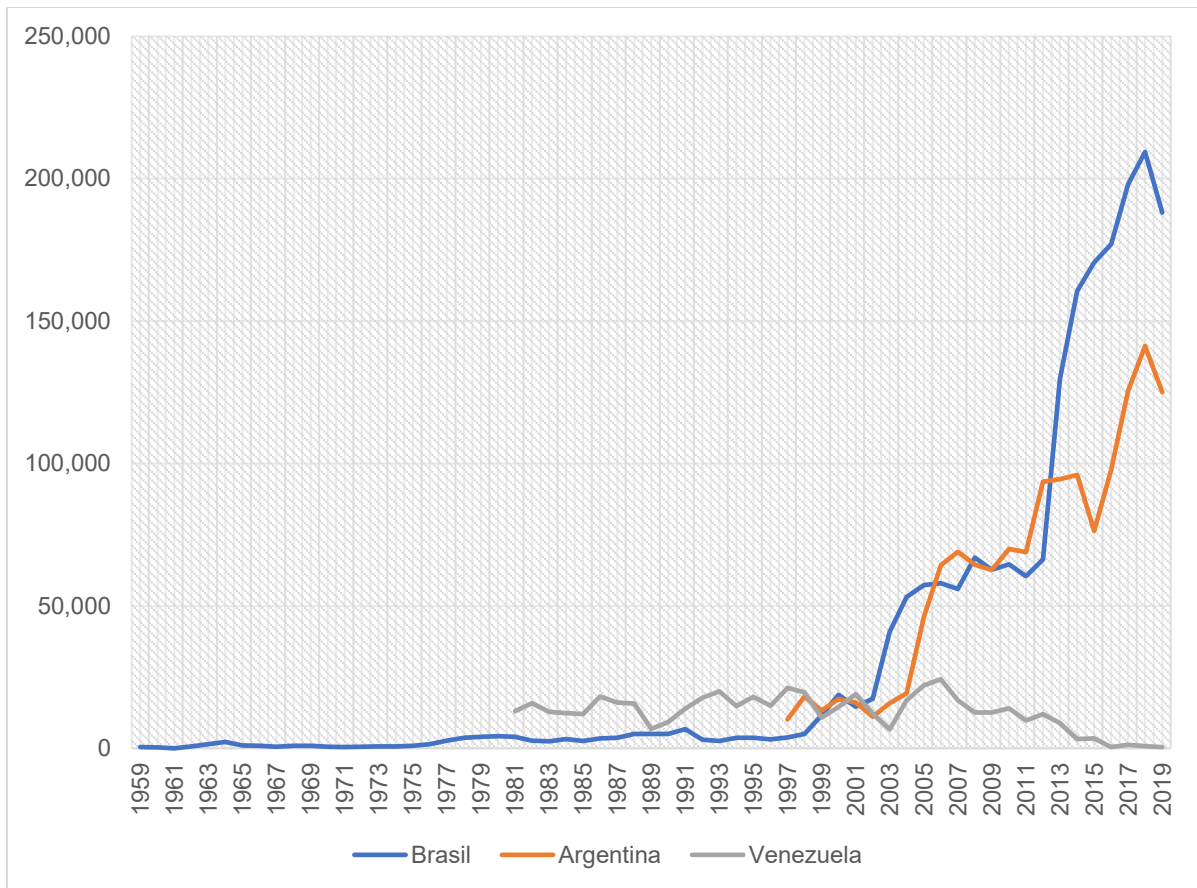
**Gráfico 0-9 - Producción por país (2019) (en unidades)\***



Hwpgv<grdqtcckp'r tqr kc'r ctvk'f g"Vq{ qv'I mdcn0"

, Ug'gzew{ g'c"Xgpg| wgn"\*638'wpkf cf gu+'Gi kr vq"\*968'wpkf cf gu+'{ 'Mgp{ c"\*342'wpkf cf gu+f gdlf q'c'Inu'dclqu'pkxgrgu'  
f g'r tqf weekp0'

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



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**

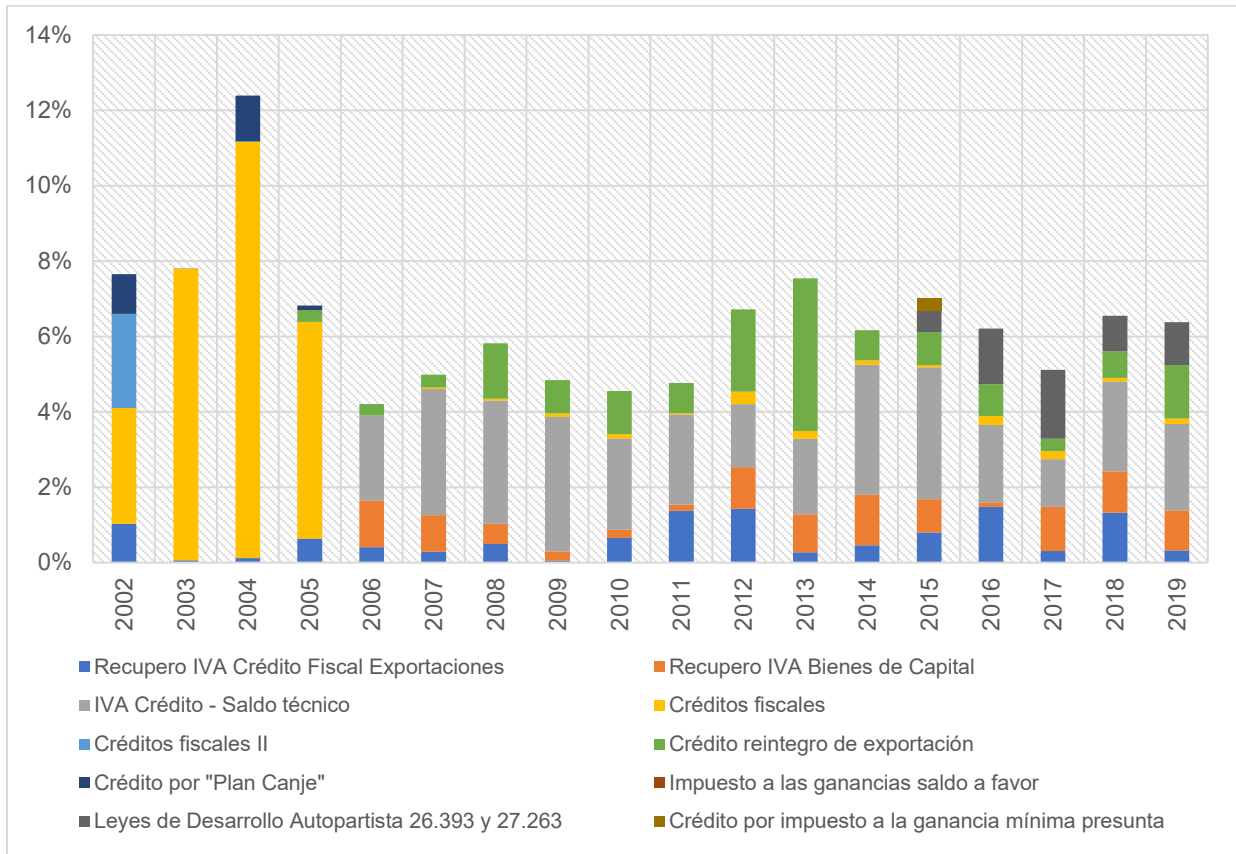
Año	Disposición	Descripción
1991	Acuerdo de Complementación Económica N° 14 entre Argentina y Brasil	Los productos amparados por este Régimen tendrán el tratamiento de "producto nacional" tanto en la República Argentina como en la República Federativa del Brasil y gozarán de: a) arancel de cero por ciento 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).
<b>2004</b>	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.
<b>2004</b>	Resolución 30/2004 - Min. de Economía y Producción	Toyota es incluido en el Régimen de Aduana en Factoría (RAF).
<b>2005</b>	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).
<b>2008</b>	SICPME 147/2008	Reintegro de compras de autopartes nacionales por nuevas inversiones en el marco del Decreto DNU 774/2005.
<b>2008</b>	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.
<b>2011</b>	Decreto Nacional 774/05	Gracias al régimen, Toyota Argentina recibió un reintegro monetario equivalente a \$10.214.573.
<b>2012</b>	Decreto Nacional 774/05	Toyota Argentina recibió un reintegro monetario equivalente a AR\$ 2.461.781.
<b>2012</b>	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.
<b>2014-2015-2016</b>	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%.
<b>2014</b>	Resolución N° 557/2014 - Min. del Interior	Lanzamiento de líneas de financiación con tasas subsidiadas para la compra de vehículos nacionales (PROCREAUTO).
<b>2014</b>	Resolución 328/2014 - Ente Nacional	Entrada de Toyota a Gran Usuario dentro del Mercado Eléctrico: Grandes Usuarios Mayores (GUMA).

	Regulador de la Electricidad	
<b>2015</b>	Resolución 649/2015 - Min. de Industria - Ley Nacional 26.393	Recupero de \$192.489.000 por compras de autopartes ejercicio 2015.
<b>2016</b>	Ley Nacional 27.263	Régimen de beneficios e incentivos para el desarrollo y fortalecimiento de la producción nacional de autopartes.
<b>2017</b>	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.
<b>2017-2019</b>	Disposición 9-E/2017 - Resolución 20/2018, Disposición 670/2019 - Min. de Producción	Reducción arancelaria para la importación de vehículos con energías alternativas.
<b>2019</b>	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.

Hwpg<grdqtcelp"r tqr k"gp"dcug"c"CNCF K'DQTC."kphrgi "{ "hwpgvu'ugewpf ct kcu0

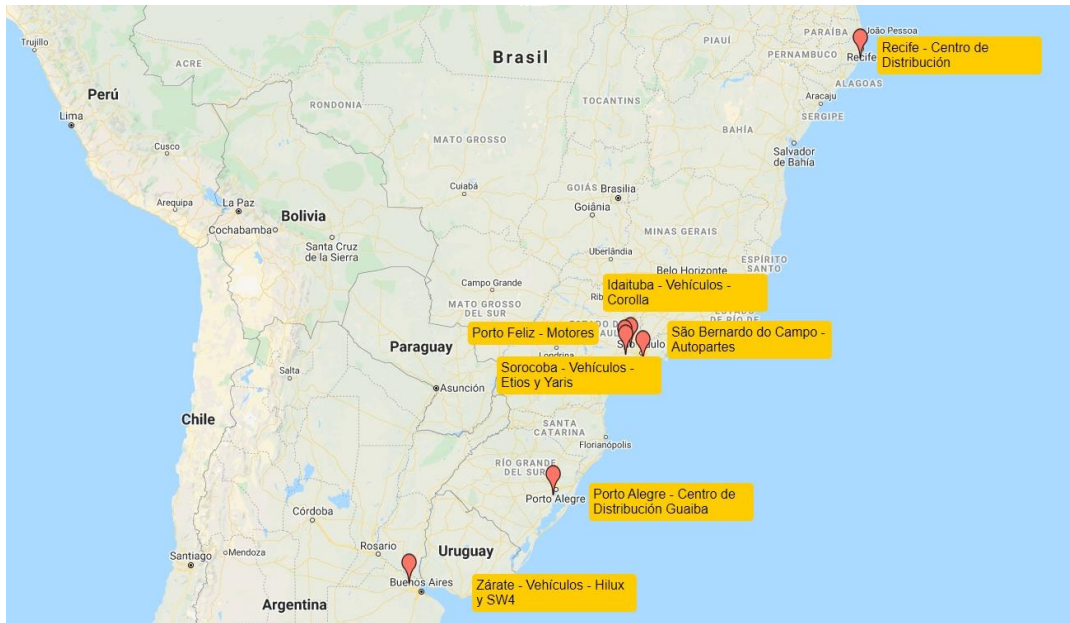
**Gráfico 0-11 – Incentivos del gobierno nacional (créditos corrientes) como porcentaje de ventas netas de TASA en cada año (porcentajes) (2002-2019)**



Hwpvg<gndqtcekp'r tqr k'gp'dcug'c'dcnpegu'f g'VCUC0'

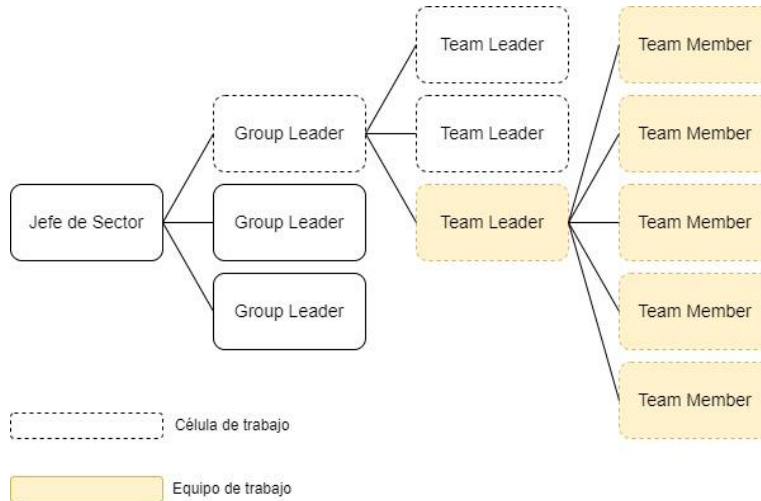


**Imagen 0-1 - Plantas de producción y centros de distribución de Toyota Argentina y Brasil (año 2019)**



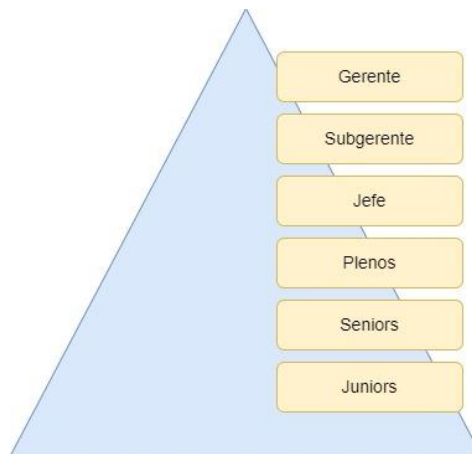
Hwpgv-¿grndqtckp'r tqr kc"gp"dcug"c"Vq{ qvc"l mden'f "CP HCXGC"c"tcx² u'f grluqhw ctg'i o cr i ku'

**Figura 0-3 – Escala jerárquica operarios TASA**



Hwpgv-¿grndqtckp'r tqr kc"gp"dcug"c"F qngpun' "4234-0'

**Figura 0-4 – Escala jerárquica profesionales TASA**



Hwpgv<grdqtcel»p'r tqr k"gp"dcug'c'F qrgpunf "%4234+0'

**Tabla 0-10 – Modelos producidos por cada empresa en Argentina y Brasil en 1997**

Empresa	País	Modelo producido	Tipo de vehículo
<b>Agrale</b>	Brasil	TX	Camión
		MA	Ómnibus
<b>Chrysler</b>	Argentina	Cherokee	Utilitario liviano
	Brasil	Dodge Dakota	Utilitario liviano
<b>Fiat</b>	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
<b>Ford</b>	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		
<b>General Motors</b>	Argentina	Corsa	Vehículo de pasajeros
		Silverado	Utilitario liviano
		Grand Blazer	Utilitario liviano
	Brasil	Corsa	Vehículo de pasajeros

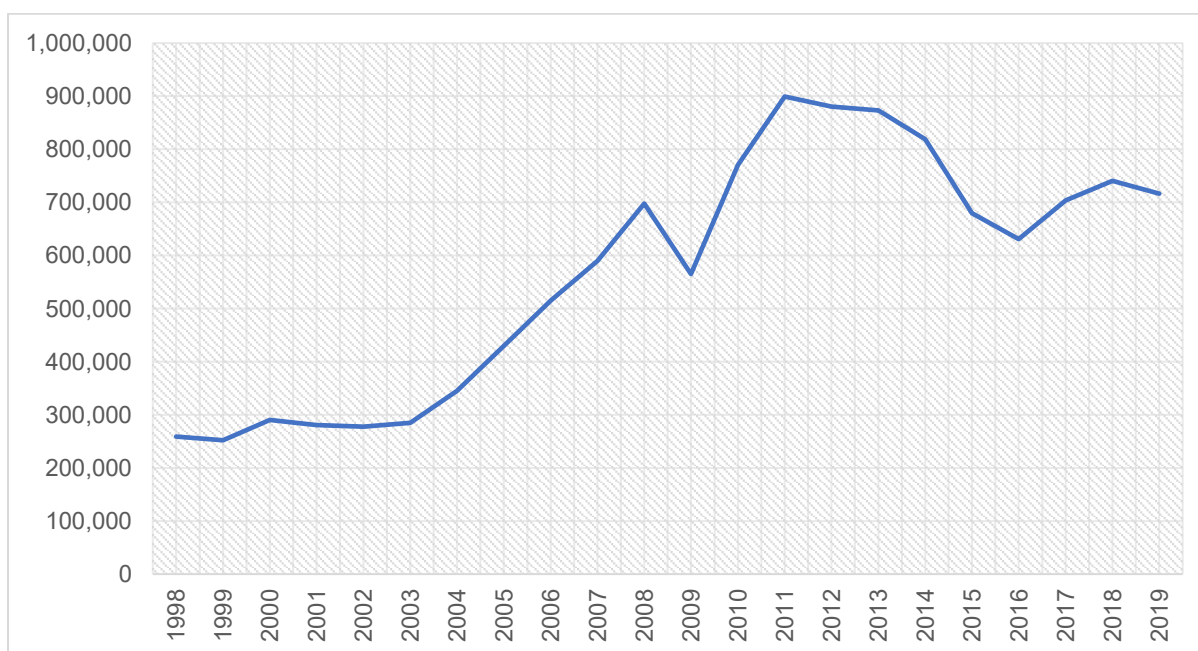
		Ipanema	Vehículo de pasajeros
		Kadett	Vehículo de pasajeros
		Omega	Vehículo de pasajeros
		Blazer	Utilitario liviano
		Corsa pick up	Utilitario liviano
		D 20	Utilitario liviano
		S 10	Utilitario liviano
		Silverado	Utilitario liviano
		6-100	Camión
		6-150	Camión
		12-170	Camión
		14-190	Camión
		16-220	Camión
<b>Honda</b>	Brasil	Civic	Vehículo de pasajeros
<b>Mercedes Benz</b>	Argentina	Sprinter	Camión
		OH	Ómnibus
		O	Ómnibus
	Brasil	Distintos modelos	Camión
		LO (distintos modelos)	Ómnibus
		OH (distintos modelos)	Ómnibus
<b>Navistar</b>	Brasil	Distintos modelos	Camión
<b>Peugeot</b>	Argentina	306	Vehículo de pasajeros
		405	Vehículo de pasajeros
		504	Vehículo de pasajeros
		504 pick up	Utilitario liviano
		Partner	Utilitario liviano
<b>Renault</b>	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
<b>Scania</b>	Argentina	Distintos modelos	Camión
	Brasil	Distintos modelos	Camión
		Distintos modelos	Ómnibus

<b>Toyota</b>	Argentina	Hilux	Utilitario liviano
	Brasil	Corolla	Vehículo de pasajeros
		Bandeirante	Utilitario liviano
<b>Volkswagen</b>	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
<b>Volvo</b>	Brasil	Distintos modelos	Camión
	"	Distintos modelos	Ómnibus

Hvpg<gndqtcel>p'r tqr kc"gp"dcug"e"CF GHC"{'CP HCXGC'0

"  
"

**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)**



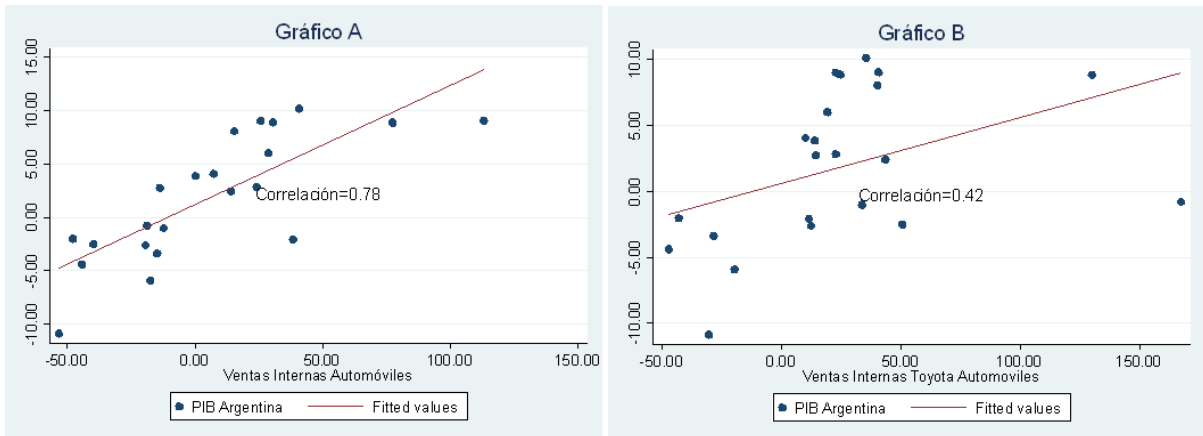
Hvpg<gndqtcel>p'r tqr kc"gp"dcug"e"WP E VCF "Ucva0'

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

Marca	Modelo	Rango de precio
<b>Fiat</b>	Cronos	886-1.061
<b>Ford</b>	Nuevo Focus	1.090-1.463
	Ranger	1.550-3.029
<b>General Motors</b>	Cruze	1.097-1.650
<b>Honda</b>	HRV EX CVT	1.472
	HRV EXL CVT	1.643
	HRV LX CVT	1.355
<b>Nissan</b>	Frontier	1.306-2.502
<b>Peugeot</b>	308	1.212-2.287
<b>Citroen</b>	408	1.372-1.429
	C4 Lounge	1.078-1.471
	Partner	836-1.200
	Berlingo	830-1.112
<b>Renault</b>	Kangoo	907-1.886
	Logan	738-876
	Sandero	746-990
<b>Toyota</b>	SW4	2.343-2.980
	Hilux	1.500-2.600
<b>Volkswagen</b>	Suran	900-1.000
	Amarok	1.420-3.203

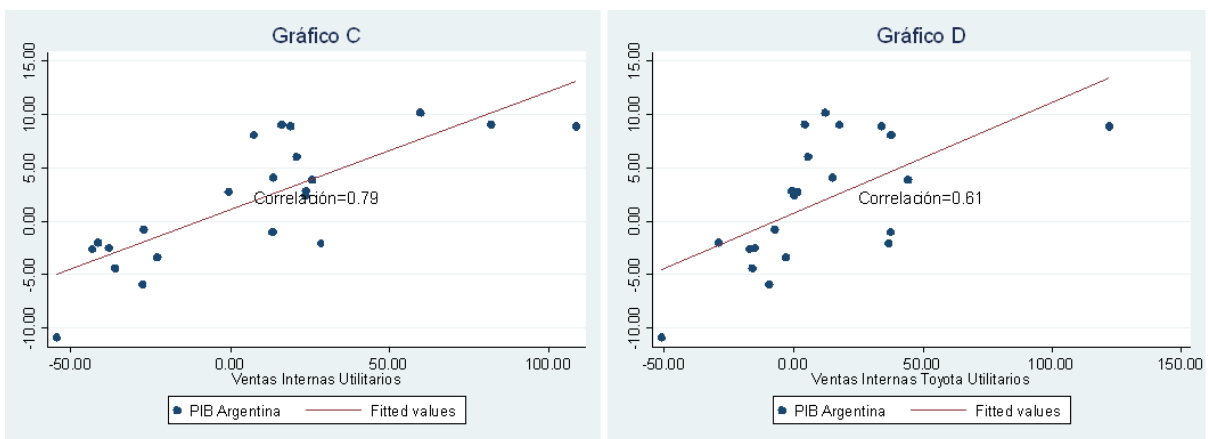
El precio de venta al público (PVP) de los vehículos nuevos se expresa en miles de pesos. Fuente: Cámara Colombiana de Comercio Exterior (CCEX), 2019. [Ver más información](#)

**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)\***



Hwpgv<gndqtcek>p'r tqr kc'c'tcx² u'f g'UVCVC'gp'dcug'c'f cxqu'f g'Dcpeq'O wpf kcn'WP EVCF '{ 'CF GHC' , Rctc'co r rct'xgt'P qc'O gwqf qn>i kec'7'f grlCpgzq0'

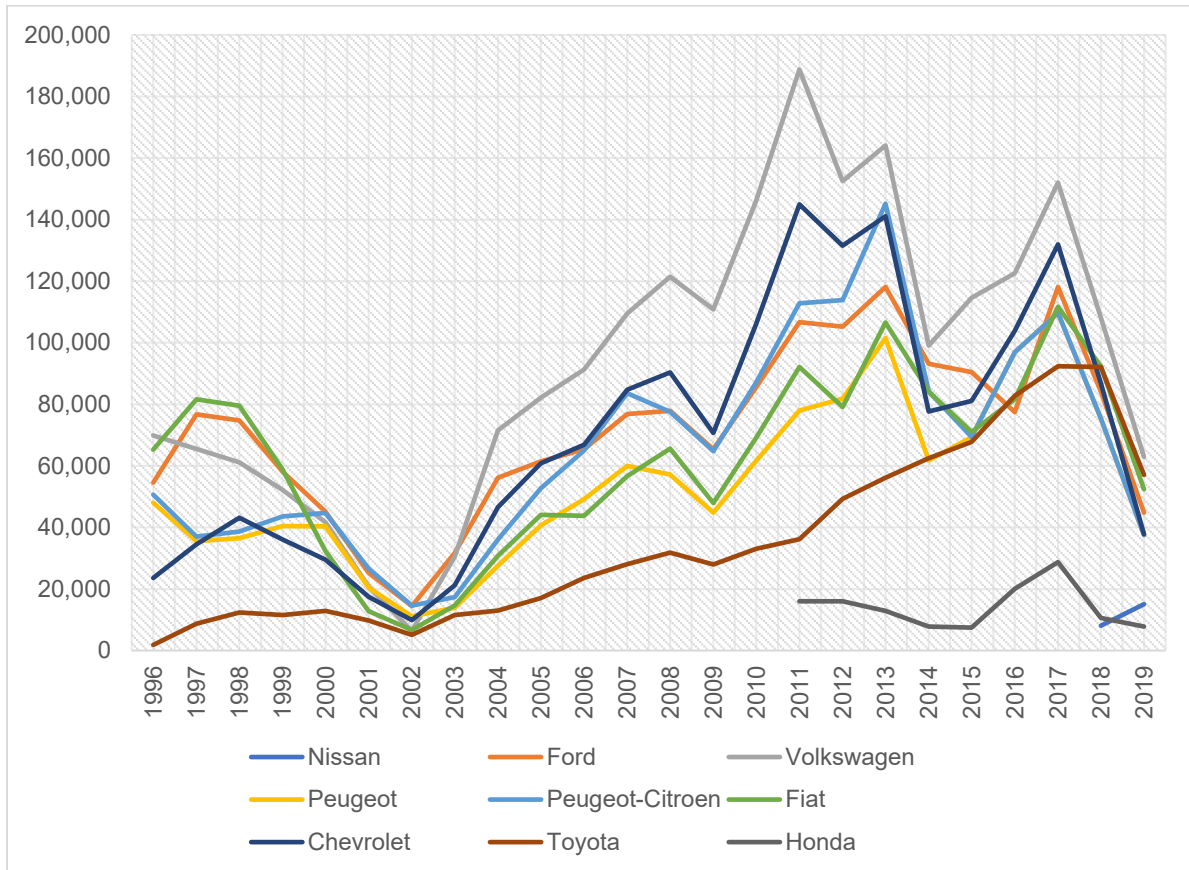
**Gráfico 0-14 - Correlaciones entre variación del PIB de Argentina y ventas de utilitarios en el mercado interno de todas las empresas excepto Toyota (C) y sólo Toyota (D) (1998-2019)\***



Hwpgv<gndqtcek>p'r tqr kc'c'tcx² u'f g'UVCVC'gp'dcug'c'f cxqu'f g'Dcpeq'O wpf kcn' '{ 'CF GHC' , Rctc'co r rct'xgt'P qc'O gwqf qn>i kec'7'f grlCpgzq0'

"  
"  
"  
"  
"  
"  
"  
"  
"  
"  
"

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

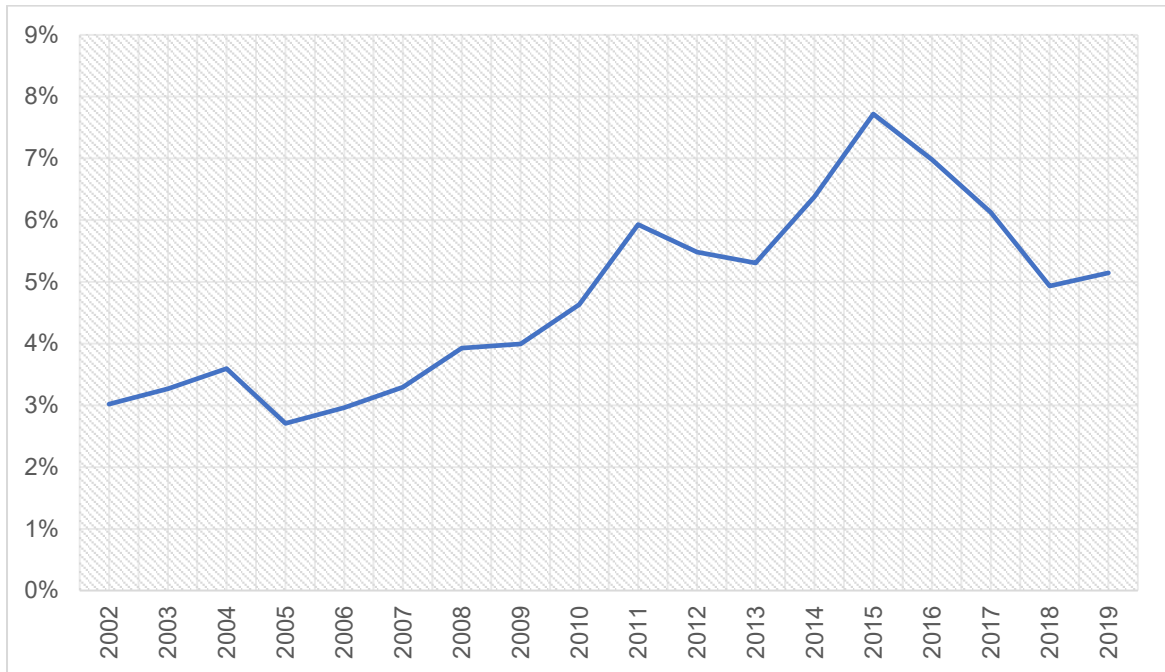


Hwpg<gndqtck>p'r tqr k'gp'dcug'c'CF GHC'

"



**Gráfico 0-16 – Participación de sueldos y jornales sobre ventas netas de TASA de cada año (porcentajes) (2002-2019)**



Hogpvg<grdqtcck>p'r tqr k"gp"dcug'c'dcæpegu'f'g'VCUC0'

**Tabla 0-12 - Directivos de TASA (1995-2019)**

Directivos Toyota Argentina	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
<b>Presidente</b>	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
<b>Vicepresidente</b>	Tsuneo Arima												
<b>Director Gerente</b>		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						
<b>Directores Titulares</b>	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
<b>CEO América Latina - Director Titular</b>													
<b>Directores Suplentes</b>	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
<b>Presidente</b>	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
<b>Vicepresidente</b>												
<b>Director Gerente</b>												
<b>Directores Titulares</b>	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						
<b>CEO América Latina - Director Titular</b>							Stephen St. Angelo Jr.	Stephen St. Angelo Jr.	Stephen St. Angelo Jr.	Stephen St. Angelo Jr.	Stephen St. Angelo Jr.	
<b>Directores Suplentes</b>	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										
--	--	--	-----------------------------------	--	--	--	--	--	--	--	--	--	--

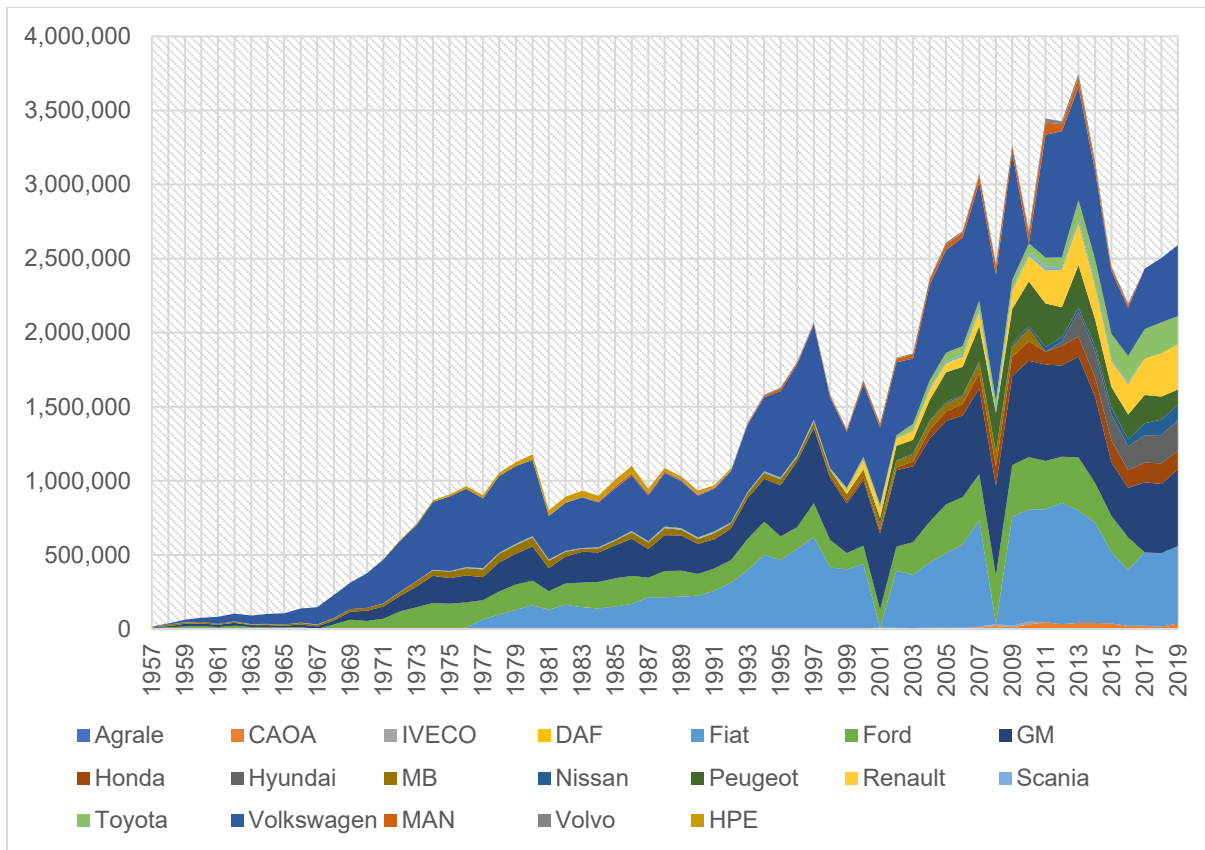
Fuente: elaboración propia en base a balances TASA y reportes de Sustentabilidad.

**Imagen 0-2 - Ubicación de la planta de Toyota Argentina, puerto Terminal Zárate y la intersección de las Rutas Nacionales 9 y 12**



Hwpg<grdqcekp'r tqr kc"ctcx<sup>2</sup>uf'g'i o cri ku'

**Gráfico 0-17 - Producción anual de vehículos por compañía en Brasil (unidades) (1957-2019)**



Hwpv<grdqtcels>p'r tqr k'gp'dcug'c'CP HCXGC0'

"

"

"

**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
<b>AMIC</b>	Argentina	No	Abrazaderas para elásticos, bulones y piezas para suspensión de automotores pesados y utilitarios.	-	-	1	PBA
<b>Araco</b>	Japón	No	Asientos y paneles de interior.	Sí	No	2	PBA
<b>Compañía Regional de Aceros Forjados Mercedes</b>	Argentina	No	Piezas forjadas y mecanizadas.	-	Sí (Fiat, Iveco, Peugeot, Renault, Scania, Volkswagen y autopartistas)	1	San Luis
<b>Cozzuol</b>	Argentina	No	Paragolpes, componentes de plástico.	-	Sí (Ford, General Motors Brasil y Argentina, Peugeot Citroën, Renault)	1	PBA
<b>Dana</b>	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
<b>Dema</b>	Argentina	No	Accesorios de fundición maleable para la conducción de agua y gas.	No	-	2	PBA



<b>Denso</b>	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
<b>Die Tech</b>	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
<b>ELHYMEC</b>	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, Gord, General Motors, Peugeot y autopartistas)	1	PBA

<b>Establecimientos Metalúrgicos Unidos (EMU)</b>	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
<b>Establecimientos Romet</b>	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
<b>Esteban Cordero</b>	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
<b>F2J Lighting Cordoba</b>	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
<b>Faurecia Sistemas de Escape</b>	Francia	No	Catalizadores, caños de escape, silenciadores.	-	Sí (Ford, General Motors, Honda, Peugeot Citroën, Renault, Volkswagen)	2	PBA y Córdoba

<b>Felko</b>	Argentina	No	Antenas.	-	Sí (Ford, Peugeot, Renault)	1	PBA
<b>Ferrosider Parts</b>	Argentina	No	Conjuntos mecánicos, conjuntos y subconjuntos soldados, piezas estampadas.	No	Sí (Ford, General Motors, Stellantis, Volkswagen)	1	PBA
<b>Flex-N-Gate</b>	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
<b>Fric Rot</b>	EEUU	No	Amortiguadores de suspension.	No	Sí (Ford, General Motors, Peugeot, Renault, Volkswagen)	1	Santa Fe
<b>Guidi</b>	Argentina	No	Conjuntos y subconjuntos soldados, piezas estampadas.	No	Sí (General Motors)	2	PBA
<b>Henkel</b>	Alemania	No	Adhesivos, selladores.	No	Sí (Fiat, Ford, General Motors, Honda, Mercedes Benz, Peugeot, Renault, Scania, Volkswagen)	1	PBA
<b>Irauto</b>	España	No	Paneles de techo.	No	Sí (Chery Uruguay, Fiat, Ford, General Motors, Honda, Peugeot, Renault, Volkswagen)	1	PBA

<b>Johnson Controls Automotive Systems</b>	EEUU	No	Asientos.	No	Sí (Ford y General Motors)	1	PBA
<b>Johnson Matthey</b>	Reino Unido	No	Catalizadores.	-	Sí (Fiat Argentina y Brasil, Ford Argentina y Brasil, Peugeot Citroën Brasil, Renault Argentina y Brasil, Suzuki Venezuela)	1	PBA
<b>Jtekt</b>	Japón	Sí	Rulemanes y sistemas de dirección.	-	Sí (Nissan)	1	PBA
<b>Juntas Ciccarelli</b>	Argentina	No	Juntas para motores, juntas y juegos de juntas.	No	Sí (Fiat, Ford, Iveco, MWM Brasil, Mercedes Benz, Renault, Scania, Volkswagen)	1	PBA
<b>Lear</b>	EEUU	No	Asientos, mazos de cable.	No	Sí (Ford Argentina y Brasil, General Motors, Peugeot, Renault y autopartistas)	4	2 PBA y 2 Córdoba

<b>Maro</b>	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
<b>Metagal</b>	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
<b>Metalsa</b>	México	No	Chasis, conjuntos estructurales.	No	Sí (Ford y Volkswagen)	1	PBA
<b>Metalúrgica Roma</b>	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
<b>Mirgor</b>	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
<b>Netso</b>	Argentina	No	Fundas cobertura de robots, paños de limpieza.	No	Sí (Fiat, Ford, Honda, Peugeot,	1	PBA

					Volkswagen y autopartistas)		
<b>Pariani</b>	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
<b>Pilkinton</b>	Japón	No	Lunetas, parabrisas, vidrios laterals.	No	Sí (Ford, Honda, Iveco, Mercedes Benz, Nissan, Peugeot y Volkswagen)	1	PBA
<b>Pirelli</b>	Italia-China	No	Neumáticos.	No	Sí (todas)	1	PBA
<b>Plimer</b>	Argentina	No	Productos metálicos.	No		1	PBA
<b>Polimetal</b>	Argentina	No	Ruedas de aluminio.	No	Sí (todas)	1	San Luis
<b>PST Electronica</b>	EEUU	No	Alarmas, sensores de estacionamiento.	No	Sí (Fiat, Ford, Genetal Motors, Peugeot, Renault, Volkswagen, mercado de reposición)	1	PBA
<b>RAEI</b>	Argentina	No	Piezas estampadas, soldadura robótica de partes.	No	Sí (Volkswagen y autopartistas)	1	PBA
<b>Rubol</b>	Argentina	No	Piezas forjadas de precision.	No	Sí (Volkswagen y Nissan)	1	Córdoba
<b>Siderca (Tenaris)</b>	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
<b>Tenneco</b>	EEUU	No	Catalizadores, caños de escape, silenciadores.	No	Sí (Ford, General Motors, Mercedes Benz,	1	PBA

					Peugeot, Renault, Volkswagen)		
<b>Testori</b>	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
<b>Toyota Boshoku (antes Master Trim)</b>	Japón	Sí	Asientos, paneles de puertas.	Sí	No	2	PBA
<b>Toyota Tsusho</b>	Japón	Sí	Logística.	Sí	No	1	PBA
<b>Treves</b>	Francia	No	Alfombras, insonorizantes.	No	Sí (Ford, General Motors, Peugeot, Renault, Scania, Volkswagen)	1	PBA
<b>UNE</b>	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
<b>Union Bat</b>	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)	
<b>Ventalum</b>	Argentina	No	Estribos, portaequipajes, ventanillas.	No	No	1	PBA
<b>Vuteq</b>	Japón	No	Paneles de instrumentos y puertas; protector tanque de combustible.	-	-	1	PBA
<b>Yazaki</b>	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"{"gptgxkuc0'



## REFERENCIAS

### Entrevistas

CpfdcnDqtf gtgu."gpvtgxkuc'r gtupcn'43'f g'o c{q'f g'423; 0'  
CpfdcnDqtf gtgu."gpvtgxkuc'r gtupcn'39'f g'cdtkif g'42430'  
CpfdcnDqtf gtgu."gpvtgxkuc'r gtupcn'45'f g'cdtkif g'42430'  
Ectnu'Rep."gpvtgxkuc'r gtupcn'37'f g'gdtgtq'f g'42440'  
Etukvcp'Equc."gpvtgxkuc'r gtupcn'46'f g'gpgtq'f g'42450'  
FcpkgnJ gttgtq."gpvtgxkuc'r gtupcn'3'f g'lwkq'f g'42440'  
Fkgevqxq'f g'ETCHO UC."gpvtgxkuc'r gtupcn'3: 'f g'gpgtq'f g'42450'  
Fkgevqt'f g'go r tgu'cwqr ctvkuc."gpvtgxkuc'r gtupcn'42'f g'fkelgo dtg'f g'42440'  
Fkki gpv'f g'CHCE."gpvtgxkuc'r gtupcn'32'f g'lwpkq'f g'42440'  
Gf wctf q'Mtqpdgti ."gpvtgxkuc'r gtupcn'4: 'f g'gpgtq'f g'42440'  
Gf wctf q'Tgkmf ."gpvtgxkuc'r gtupcn'47'f g'lwkq'42430'  
Glgewkxq'f g'Vq{qvc'Uwf<sup>a</sup> Itlec."gpvtgxkuc'vgrh»plec.'37'f g'cdtkif g'42430'  
Gzr tgu'f gpv'f g'qvc'vgt lpcn'cwqo qvtk ."gpvtgxkuc'vgrh»plec.'46'f g'o c{q'f g'423; 0'  
Gj gs wgn'Xcmglqu."gpvtgxkuc'vgrh»plec.'42'f g'lwpkq'f g'42430'  
I gtgpv'f g'Vq{qvc."gpvtgxkuc'r gtupcn'46'f g'ci quv'f g'42430'  
J qtcek'f Egr gfc."gpvtgxkuc'r gtupcn': 'f g'gdtgtq'f g'423; 0'  
Lqu<sup>2</sup> 'Crdgtq'f O cnf qpcf q."gpvtgxkuc'r gtupcn'3; 'f g'pqxkgo dtg'f g'42440'  
Lqu<sup>2</sup> 'Cmqu."gpvtgxkuc'r gtupcn'32'f g'lwkq'f g'42440'  
Lxcp'P qxgm"gpvtgxkuc'r gtupcn'49'f g'o c{q'f g'42440'  
Lwkq'Eqtf gtq."gpvtgxkuc'r gtupcn'33'f g'gdtgtq'f g'42440'  
Nwku'N»r gj ."gpvtgxkuc'r gtupcn'38'f g'fkelgo dtg'f g'42440'  
O cv'cu'U cf ci nk."gpvtgxkuc'r gtupcn'33'f g'gpgtq'f g'42450'  
Rcdm'Tceekwk"gpvtgxkuc'r gtupcn'5'f g'lwpkq'f g'42440'  
TcÀiCo kn"gpvtgxkuc'r gtupcn'3; 'f g'lwpkq'f g'42440'  
Tlectf q'Rki pcpgnk"gpvtgxkuc'r gtupcn': 'f g'lwkq'f g'42440'

### Acuerdos internacionales

Cev'f g"Dwgpqu"Ckgu'0Rtqi tco c'f g'Kvgi tcek»p'{"Eqqr gtcek»p"Geqp»o lec"\*REG+"gpvtg"rc"Trg Àdrlec"  
Cti gpvpc'{"rc"Trg Àdrlec"Hgf gtcvxc'f gn'Dtcukl'3; : 8+;4; 'f g'lwkq'f g'3; : 80'  
Cewgtf q'f g'Cæpep"Rctekn'f g'Eqo r ngo gpvcek»p"Geqp»o lec"\*CCREG+P à'7: "gpvtg'gn'O gtequw'{"Rgt'À'  
52" f g" pqxkgo dtg" f gn' 42270' Tgewr gtcf q" f g"  
[j wr <ly y y 40rcf kQti lpuhrcf khgzvef qupuhl6f 7e3: g77844g326254796; 2229783341: 5h768f h53  
lf: d5225479: ; 722751545AQR gpF qewo gpy"](http://www.ilo.org/public/db/condoc/222751545AQR.gpF.qewo.gpv)  
Cewgtf q'f g'Cæpep"Rctekn'f g'Eqo r ngo gpvcek»p"Geqp»o lec"\*CCREG+P à'7: "gpvtg'gn'O gtequw'{"rc"  
Eqo wplcf " Cpf lpc" \*ECP +0' Tgewr gtcf q" f g"  
[j wr <ly y y 40rcf kQti 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.gpy)  
Cewgtf q'f g'Eqo r ngo gpvcek»p"Geqp»o lec"\*CEG+P à'35"gpvtg"rc"Trg Àdrlec'f g'Cti gpvpc'{"rc"Trg Àdrlec'f gn'  
Rctci w{0' 43' f g' qewdtg' f g' 423; 0' Tgewr gtcf q' f g' [j wr <ly y y 40rcf kQti 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.gpy)  
[kpvtpcekqpcgnulr ctcic w{ %c <gzv?C' 42vxc' E5' C; u' 42f gn' 42cewgtf q' 4E' 42rt' E5' C  
3evlco gpv.32' 47' 42f' 42gn' 4237' 47"](http://www.ilo.org/public/db/condoc/222751545AQR.gpF.qewo.gpy)  
Cewgtf q'f g'Eqo r ngo gpvcek»p"Geqp»o lec"\*CEG+P à'36"gpvtg"rc"Trg Àdrlec'f g'Cti gpvpc'{"rc"Trg Àdrlec"  
Hgf gtcvxc" f g" Dtcukl' 42" f g" flkelgo dtg" f g" 3; ; 20' Tgewr gtcf q" f g"  
[j wr <ly y y 40rcf kQti 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.gpy)  
Cewgtf q'f g'Eqo r ngo gpvcek»p"Geqp»o lec"\*CEG+P à'94"gpvtg'Eqmjo dlc'{"gn'O gtequw'045'f g'lwkq'f g'423: 0'  
Tgewr gtcf q'f g' [j wr <ly y y 40rcf kQti 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.gpy)

Cewgtf q'f g'Eqo r ngo gpvcel»p'Geqp»o lec\*CEG+P à'77"gpvtg'O<sup>2</sup>zleq'{"gr'O gtequwt'0'  
 4: à'Rtqveqm"Cf lekqpcn'/"Cewgtf q'f g'Eqo r ngo gpvcel»p'Geqp»o lec\*CEG+P à'36"gpvtg'rc" Tgr Àdrlec" f g"  
 Cti gpvpc" {" rc" Tgr Àdrlec" Hgf gtcvkc" f g" Dtcuk'0' 3; " f g" qewdtg" f g" 3; ; ; 0' Tgewr gtcf q" f g"  
[j wr <ly y y òlegòcuòti IVtcf g ICTI aDTC ICTI DT Ca kpf Rtqvèur ""](#)  
 53à'Rtqveqm"Cf lekqpcn'/"Cewgtf q'f g'Eqo r ngo gpvcel»p'Geqp»o lec\*CEG+P à'36"gpvtg'rc" Tgr Àdrlec" f g"  
 Cti gpvpc" {" rc" Tgr Àdrlec" Hgf gtcvkc" f g" Dtcuk'0' 33" f g" ppxlgo dtg" f g" 42240' Tgewr gtcf q" f g"  
[j wr <ly y y òlegòcuòti IVtcf g ICTI aDTC ICTI DT Ca kpf Rtqvèur ""](#)  
 53à'Rtqveqm"Cf lekqpcn'/"Cewgtf q'f g'Eqo r ngo gpvcel»p'Geqp»o lec\*CEG+P à'57"gpvtg'Ej krg"" {" gr'  
 O gtequwt'0' ; " f g" ugr vgo dtg" f g" 42240' Tgewr gtcf q" f g"  
[j wr <ly y y òlegòcuòti IVRF IEJ Na O GT IEJ Na O GT auèur %Rtqveqm""](#)  
 F gekul»p'92422200 gtequwt'0'Rqif lec' Cwqo qvk' f gr'O gtequwt' \*RCO -037' f g' f kelgo dtg' f g' 42220'

## Leyes, Decretos, Resoluciones y publicaciones en el Boletín Oficial de la República

### Argentina

Dqrgv'p'Qhclcn'f g'rc" Tgr Àdrlec" Cti gpvpc'0'Rtgul'f g'rc" P cel»p' Cti gpvpc. '52' f g' lwk' f g' 42230'  
 F getgv' 48991; 30'0' lkvgtk' f g' Lwvlec" {" F gtgej qu' J wo cpqu' f g' rc" P cel»p. "Dwgpqu' Cktgu. "Cti gpvpc. "42"  
 f g' f kelgo dtg' f g' 3; ; 30'  
 F getgv' : 71; 60'0' lkvgtk' f g' Lwvlec" {" 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' Lwvlec" {" F gtgej qu' J wo cpqu' f g' rc" P cel»p. "Dwgpqu' Cktgu. "Cti gpvpc. "45"  
 f g' f kelgo dtg' f g' 3; ; 60'  
 F getgv' 551; 80'0' lkvgtk' f g' Lwvlec" {" F gtgej qu' J wo cpqu' f g' rc" P cel»p. "Dwgpqu' Cktgu. "Cti gpvpc. "37' f g"  
 gpgt' f g' 3; ; 80'  
 F getgv' 88242220'0' lkvgtk' f g' Lwvlec" {" F gtgej qu' J wo cpqu' f g' rc" P cel»p. "Dwgpqu' Cktgu. "Cti gpvpc. "3"  
 f g' ci quq' f g' 42220'  
 F getgv' 8: : 42240'0' lkvgtk' f g' Lwvlec" {" F gtgej qu' J wo cpqu' f g' rc" P cel»p. "Dwgpqu' Cktgu. "Cti gpvpc. "48"  
 f g' cdtk' f g' 42240'  
 F getgv' 99642270'0' lkvgtk' f g' Lwvlec" {" F gtgej qu' J wo cpqu' f g' rc" P cel»p. "Dwgpqu' Cktgu. "Cti gpvpc. "47"  
 f g' ugr vgo dtg' f g' 42270'  
 F getgv' CHR'95242230' Cf o lkvgtk' f g' Hgf gtcn' f g' Kpi tguqu' RÀdrlecqu. "Dwgpqu' Cktgu. "Cti gpvpc. "42' f g"  
 ppxlgo dtg' f g' 42230'  
 Hqpf q' r ctc' gr' F guctqmq' Geqp»o leq' Cti gpvpc' \*HQP F GCT +0' Dwgpqu' Cktgu. "Cti gpvpc. "ci quq' f g' 42370'  
 Ng {" 320'690' Rtgu' f g' rc" P cel»p' \*3; ; 6-0'0' lkvgtk' f g' Lwvlec" {" F gtgej qu' J wo cpqu' f g' rc" P cel»p. "  
 Dwgpqu' Cktgu. "Cti gpvpc'0'  
 Ng {" 360: 20' Rtgu' f g' rc" P cel»p' \*3; ; 7-0'0' lkvgtk' f g' Lwvlec" {" F gtgej qu' J wo cpqu' f g' rc" P cel»p. "  
 Dwgpqu' Cktgu. "Cti gpvpc'0'  
 Ng {" 360: 30' Rtgu' f g' rc" P cel»p' \*3; ; 7-0'0' lkvgtk' f g' Lwvlec" {" F gtgej qu' J wo cpqu' f g' rc" P cel»p. "  
 Dwgpqu' Cktgu. "Cti gpvpc'0'  
 Ng {" 430: 40' Rtgu' f g' rc" P cel»p' \*3; ; 5-0'0' lkvgtk' f g' Lwvlec" {" F gtgej qu' J wo cpqu' f g' rc" P cel»p. "  
 Dwgpqu' Cktgu. "Cti gpvpc'0'  
 Ng {" 430' 540' Rtgu' f g' rc" P cel»p' \*3; ; 9-0'0' lkvgtk' f g' Lwvlec" {" F gtgej qu' J wo cpqu' f g' rc" P cel»p'0'  
 Dwgpqu' Cktgu. "Cti gpvpc'0'  
 Ng {" 460'6240' Rtgu' f g' rc" P cel»p' \*3; ; 6-0'0' lkvgtk' f g' Lwvlec" {" F gtgej qu' J wo cpqu' f g' rc" P cel»p. "  
 Dwgpqu' Cktgu. "Cti gpvpc'0'  
 Ng {" 480: 50' Rtgu' f g' rc" P cel»p' \*422: -0'0' lkvgtk' f g' Lwvlec" {" F gtgej qu' J wo cpqu' f g' rc" P cel»p'0'  
 Dwgpqu' Cktgu. "Cti gpvpc'0'  
 Ng {" 490'850' Rtgu' f g' rc" P cel»p' \*4238-0'0' lkvgtk' f g' Lwvlec" {" F gtgej qu' J wo cpqu' f g' rc" P cel»p'0'  
 Dwgpqu' Cktgu. "Cti gpvpc'0'  
 Tguvncel»p' 7271; 70'0' lkvgtk' f g' Lwvlec" {" F gtgej qu' J wo cpqu' f g' rc" P cel»p. "Dwgpqu' Cktgu. "Cti gpvpc. "36"  
 f g' ppxlgo dtg' f g' 3; ; 70'

Tguqnwelp"644I; : 00 kplngtkq'f g'Lxwlelc{" F gtgej qu'J wo cpqu'f g'rc'P celp."Dwgpqu'Cktgu.'Cti gpvpc.'9"  
 f g'lwkq'f g'3; ; : 0'  
 Tguqnwelp"87I; : 00 kplngtkq'f g'Lxwlelc{" F gtgej qu'J wo cpqu'f g'rc'P celp."Dwgpqu'Cktgu.'Cti gpvpc.'5'f g'  
 hgdgtq'f g'3; ; : 0'  
 Tguqnwelp"49I; : 00 kplngtkq'f g'Lxwlelc{" F gtgej qu'J wo cpqu'f g'rc'P celp."Dwgpqu'Cktgu.'Cti gpvpc.'48"  
 f g'ci quw'f g'3; ; : 0'  
 Tguqnwelp"44; 422200 kplngtkq'f g'Lxwlelc{" F gtgej qu'J wo cpqu'f g'rc'P celp."Dwgpqu'Cktgu.'Cti gpvpc."  
 3; 'f g'o c{q'f g'42220'  
 Tguqnwelp" P à' 47842220' O kplngtkq' f g"Lxwlelc" { " F gtgej qu' J wo cpqu' f g' rc' P celp." Dwgpqu' Cktgu."  
 Cti gpvpc.'5'f g'cdtklf g'42220'  
 Tguqnwelp"33; 422600 kplngtkq'f g'Lxwlelc{" F gtgej qu'J wo cpqu'f g'rc'P celp."Dwgpqu'Cktgu.'Cti gpvpc."  
 47'f g'o c{q'f g'42260'  
 Tguqnwelp"45; 422700 kplngtkq'f g'Lxwlelc{" F gtgej qu'J wo cpqu'f g'rc'P celp."Dwgpqu'Cktgu.'Cti gpvpc."  
 47'f g'lwpkq'f g'42270'  
 Tguqnwelp"54; 423600 kplngtkq'f g'Lxwlelc{" F gtgej qu'J wo cpqu'f g'rc'P celp."Dwgpqu'Cktgu.'Cti gpvpc."  
 52'f g'ugr vgo dtg'f g'42360'  
 Tguqnwelp"779423600 kplngtkq'f g'Lxwlelc{" F gtgej qu'J wo cpqu'f g'rc'P celp."Dwgpqu'Cktgu.'Cti gpvpc."  
 37'f g'qewdtg'f g'42360'  
 Tguqnwelp"34; 5423700 kplngtkq'f g'Lxwlelc{" F gtgej qu'J wo cpqu'f g'rc'P celp."Dwgpqu'Cktgu.'Cti gpvpc."  
 9'f g'ugr vgo dtg'f g'42370'  
 Tguqnwelp" I gpgtcn' CHR' 7; 8B; ; ; 0' Cfo kplwlcelp" Hgf gtcn' f g' Kpi tguqu' RÀdriecu." Dwgpqu' Cktgu."  
 Cti gpvpc.'39'f g'o c{q'f g'3; ; ; 0'  
 Tguqnwelp"Eqplwpc"; 5423; "/ Ugetgvt'f' f g'Eqo gtekq' Gzvgtkq' g' Kpf wutlc' O kplngtkq' f g'Lxwlelc" { "  
 F gtgej qu'J wo cpqu'f g'rc'P celp."Dwgpqu'Cktgu.'Cti gpvpc.'35'f g'pqlgo dtg'f g'423; 0'

## Documentos de empresas y de asociaciones empresarias

CFGHC" òVq{qvc' 42" cò qu" f g" r tqf weelap" gp" Cti gpvpcö" \*43" f g" o ct| q" f g" 4239+0' Tgewr gtcf q" f g"  
[j wr <ly y y Qf ghcQtI Qet lguir tgpuc/nggtAk ?328\( kf v?4"](#)  
 Dcnpreg'Vq{qvc'Cti gpvpc'Uqelgf cf "Cp»plo c"\*39'f g'lwkq'f g'4225+0Tgr Àdriec'Cti gpvpc0"  
 Dcnpreg'Vq{qvc'Cti gpvpc'Uqelgf cf "Cp»plo c"\*49'f g'lwkq'f g'4227+0Tgr Àdriec'Cti gpvpc0"  
 Dcnpreg'Vq{qvc'Cti gpvpc'Uqelgf cf "Cp»plo c"\*4; 'f g'ci quw'f g'4228+0Tgr Àdriec'Cti gpvpc0'  
 Dcnpreg'Vq{qvc'Cti gpvpc'Uqelgf cf "Cp»plo c"\*34'f g'ugr vgo dtg'f g'4229+0Tgr Àdriec'Cti gpvpc0'  
 Dcnpreg'Vq{qvc'Cti gpvpc'Uqelgf cf "Cp»plo c"\*43'f g'lwkq'f g'4236+0Tgr Àdriec'Cti gpvpc0'  
 Dcnpreg'Vq{qvc'Cti gpvpc'Uqelgf cf "Cp»plo c"\*7'f g'lwpkq'f g'4237+0Tgr Àdriec'Cti gpvpc0'  
 Dcnpreg'Vq{qvc'Cti gpvpc'Uqelgf cf "Cp»plo c"\*: 'f g'lwpkq'f g'4238+0Tgr Àdriec'Cti gpvpc0'  
 Dcnpreg'Vq{qvc'Cti gpvpc'Uqelgf cf "Cp»plo c"\*48'f g'lwpkq'f g'4239+0Tgr Àdriec'Cti gpvpc0'  
 F cpc"òF cpc"Eqtr qtcvqp"eqo lgp| c"rc'r tqf weelap"r ctc"rc"r rvcxqto c"o wpl knf g'eco kppgcu'f g'Vq{qvcö"  
 \*4227+0' Tgewr gtcf q" f g" [j wr u<lf cpc@qo Qet lpxvleculf cpc/eqtr qtcvqp/eqo lgp| c/rc/r tqf weelap/  
 r ctc/rc/r rvcxqto c/o wpl knf g'r lemw/f g/vq{qvc!"](#)  
 Hqtf ""\*7'f g'cdtklf g'4238+0'òHqtf "lpxguru"&392"o knkqp"lp"Uqwj "Chtlec"vq'dwktf "yj g'cm/pgy "gxgtguv"UWX."  
 etgcwpi " 3.422" pgy " lquü0' Tgewr gtcf q" f g"  
[j wr u<lb gf k0qtf @qo leqpvpgvhlqtf o gf k lpc kwleplpgy u4238126127 lqtf /lpxguru/392/o knkqp/  
 lp/uqwj /chtlec/vq/dwktf /pgy /gxgtguv/uxxj vo n "](#)  
 Kpf wutlcu" I wkf k' 4232" /" 4242' 82" Cplxgtuctkq" \*4242+0' Tgewr gtcf q" f g"  
[j wr <lfp wutlcui wk k@qo Qet lpf wutlcu/i wk k/82/cplxgtuctkq!"](#)  
 O ki qt"òKppqxcelap."rc'f kxkulp"s wg'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@qo Qet lpgy utqqo llppqxcelap/rc/f kxkulp/s wg/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@qo leqo r cp/ j knqt / aqhaq{qvc197} gctu"](#)  
 Vq{qvc"òVq{qvcö" I mjden'Utcvgi {ö"\*38'f g'cdtklf g'4225+0"

Vq{qvc"öVq{qvc"Vq"Dgi kp"Xgj kerg"O cpwlcwtkpi "Kp"Cti gpwpcö"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"Rucpvlp"Cti gpwpcö"\*. "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 qtcvlp0"

## 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 mjdcf0q{ qvc lgp lf gvckn33562962"](#)  
Ci wkrt."O 0öElgltt"rc"Änko c"lf dtlec"f g"mpvcu"fnr c"llo"36"f g"hgdtgtq"f g"4239+0Clarín0Tgewr gtcf q"f g"  
[j wr u<li mjdcf0q{ qvc lgp lf gvckn33562962"](#)  
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<li mjdcf0q{ qvc lgp lf gvckn33562962"](#)  
Dgtvgrm."HöVq{qvc"lpxk vö."r gtq"r kf g"r qm"lccu"guvdrnuö"42"f g"qewdtg"f g"4227+0La Nación0Tgewr gtcf q"  
f g" [j wr u<li mjdcf0q{ qvc lgp lf gvckn33562962"](#)  
Ecdqv."F 0öCxcpl c"gnl² i ko gp" f g" lpegpvku"lkuccguö"34"f g"hgdtgtq"f g"4227+0La Nación0Tgewr gtcf q"f g"  
[j wr u<li mjdcf0q{ qvc lgp lf gvckn33562962"](#)  
Egtgl q."HöXY "ug"tgcwxc"gp" Cti gpwpc"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<li mjdcf0q{ qvc lgp lf gvckn33562962"](#)  
Egtlqvw."NöVq{qvc"{"c"gzr qtvc"rc"r leniwr "J kwz" c"43"r c"lguö"38" f g"o ct| q" f g"4239+0Clarín0Tgewr gtcf q"  
f g"[j wr u<li mjdcf0q{ qvc lgp lf gvckn33562962"](#)  
Etkwöhm."E0öE»o q"r kcpuc"l wuxxq"Ucrkpu."gnpwgxr"t gulf gpv" f g"Vq{qvc" Cti gpwpcö"42" f g" f lkgdo dtg"  
f g"4244+0Motor 1. Tgewr gtcf q"f g"[j wr u<li mjdcf0q{ qvc lgp lf gvckn33562962"](#)  
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<li mjdcf0q{ qvc lgp lf gvckn33562962"](#)  
Etkwöhm."E0öC"Vq{qvc"lpxk vö" W&U: 22"o kmppgu"r etc"lccdtlect"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 mjdcf0q{ qvc lgp lf gvckn33562962"](#)  
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<li mjdcf0q{ qvc lgp lf gvckn33562962"](#)  
[j wr u<li mjdcf0q{ qvc lgp lf gvckn33562962"](#)  
öF gtvkqu"ko r tguugf <"J qy "vj g"Cwutcrkcp" gpi lpggtkpi "cpf" f guki p"lpi gpwv" {"dgi kpf" vj g"y qtrf /eruu"Hqtf"  
Tcpi gt"cpf" Gxgtguv"j cu"dgpp"pqvlegf 00"cpf" y j cv"ky kmlgcf "vq"pgz vö"46" f g"cdtklf g"4244+0Cars  
Guide0 [j wr u<li mjdcf0q{ qvc lgp lf gvckn33562962"](#)  
[j wr u<li mjdcf0q{ qvc lgp lf gvckn33562962"](#)  
öF k mji q"r tqf wvku"eqp" F cplgn"J gttgtqö" \*3: " f g"lwklq" f g"4244+0 Misión Productiva. Tgewr gtcf q" f g"  
[j wr u<li mjdcf0q{ qvc lgp lf gvckn33562962"](#)  
[j wr u<li mjdcf0q{ qvc lgp lf gvckn33562962"](#)  
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<li mjdcf0q{ qvc lgp lf gvckn33562962"](#)  
[j wr u<li mjdcf0q{ qvc lgp lf gvckn33562962"](#)  
öGn"l qdltgp"mp" »"gn"RtqEtgCWWQ."wpc"lfpge" f g"et² f kq"dtcvq"r etc"eqo r tct" xgj "lpuu"pwgxcuö"45" f g"  
lwplq" f g"4236+0La Nación0Tgewr gtcf q" f g"[j wr u<li mjdcf0q{ qvc lgp lf gvckn33562962"](#)  
[j wr u<li mjdcf0q{ qvc lgp lf gvckn33562962"](#)  
öGrgeekp" f g" CF GHC" vgo kp»" eqp" wp" r qtwc| q" f g" Vq{qvcö0' Ámbito0' Tgewr gtcf q" f g"  
[j wr u<li mjdcf0q{ qvc lgp lf gvckn33562962"](#)  
[j wr u<li mjdcf0q{ qvc lgp lf gvckn33562962"](#)

ðGp"o cvgtk"fg"lpxgtukppgu"ftgvecu."re"Cti gpvpc"ug"o cpwxq"cr"o cti gp"fg"re"etkuku"49"fg"fg"lelgo dtg"fg" 3; ; : -0' *La Nación*0' Tgewr gtcf q" fg" [j wr u-ly y y 0rcpckp0eqo 0t lgeqppo kc lgp/o cvgtk/f g/ lpxgtukppgu/ftgvecu/re/cti gpvpc/ug/o cpwxq/cr/o cti gp/f g/re/etkuku/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 lequ0"45"fg" o ct| q" fg" 4244+0' *Bloomberg Línea.* Tgewr gtcf q" fg" [j wr u-ly y y 0lmggo 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/grgevt lequ](#)!"

ðHqtf "tglpxgpc"re"r leml"r"eqp"wp"pwgxc"TCpi gt"i nqdn"r tqf welf c"gp"re"Cti gpvpc0"4"fg"lwrkq"fg"4234+0' *iProfesional*0Tgewr gtcf q"fg" [j wr u-ly y y 0r tqhukpccf0eqo lpaqcu35; 86: /Hqtf /tglpxgpc/re/r leml w/eqp/wpc/pwgxc/TCpi gt/i nqdn"r tqf welf c/gp/re/Cti gpvpc](#)!"

Hquck"i 00C"47"0"qu"fg"Vq{qvc"CTi gpvpc<hu"uget gvu"lco "u'tgxgrf qu"lqdtg"re"guvcygi kc"fg"r tqf week"p" r ctc" ugt" nff gtgu0" 43" fg" o ct| q" fg" 4244+0' *iProfesional.* Tgewr gtcf q" fg" [j wr u-ly y y 0r tqhukpccf0eqo lewru57; 49: /vq{qvc/cti gpvpc/47/cpqu/uget gvu/f g/wpc/ qti cpk cekq/rkf gt](#)!"

I qpl" a rgl "Rtcpfk"00F gugo dteq<re"pwgxc"J kwz"mgi ct"0c"re"tgi k0p"gp"gn"r tko gt"ugo guvg0"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](#)!"

ðKpxgtk0 qu"r ctc" gn"fg"gucttqm" cti gpvpc0" 6" fg" ugr vgo dtg"fg"3; ; : -0' *La Nación*0' Tgewr gtcf q" fg" [j wr u-ly y y 0rcpckp0eqo 0t kwqulcn/xqrcpvlpxgtk0 qu/r ctc/gn"fg"gucttqm/cti gpvpc/ pkf 423964](#)!"

Lwgi wgp."H0Ej kur cl qu"go r tguclku<t gpwpek0"gn"kwrt"fg"Xqmuy ci gp"{"Cf ghc0"8"fg"fg"lelgo dtg"fg"423: -0' *La Nación*0' Tgewr gtcf q" fg" [j wr u-ly y y 0rcpckp0eqo 0t lgeqppo kc l0pf wutlc lej kur cl qu/ go r tguclku/tgpwpek/gn"kwrt/f g/xqmuy ci gp/{/cf ghc/pkf 43; ; 8; 9](#)!"

ðNcu" m0pcu" fg" re" J kwz" ugt"p" cti gpvpc0" 4" fg" o ct| q" fg" 4233+0' *El Cronista.* Tgewr gtcf q" fg" [j wr u-ly y y 0tqpkvc0eqo lpi qekquNcu/m0pcu/f g/re/J kwz/ugtcp/cti gpvpcu/42332524/ 2287q vo n](#)!"

ðO gvnc"cf s wktg"gn"pgi qelq"fg"r tqf wexu"guvwewtcrgu"fg"fcpc"J qrf lpi "Eqtr qtcvq0"39"fg"fg"lelgo dtg" fg" 422; +0' *Mercado.* Tgewr gtcf q" fg" [j wr u-ly y y 0tecf q0eqo 0t lr tqvc qpkuvcu gvnc/cf s wktg/gn/ pgi qelq/f g/r tqf wexu/guvwewtcrgu/f g/fcpc/j qrf lpi /eqtr qtcvq](#)!"

ðO ki qt."5: "0"qu"ko r wucpf q"re"l0pf wutlc"{"re"l0ppqxcels0p0". "fg"pqxkgo dtg"fg"4243+0' *Forbes Argentina*0' Tgewr gtcf q" fg" [j wr u-ly y y 0htdguclt gpvpc0eqo l0ppqxcelp0 ki qt/5: /cpqu/ko r wucpf q/ l0pf wutlc/l0ppqxcelp/ p; 8; 8%00000? O ki qt' 42kpek E5' D5' 42uwi' 42cevkxf cf gu' 42gp.f go qutcpf q' 42uwi' 42 r qulekqpc0 k0p' 42f' 42vcpur ctgpek0](#)!"

P qtkj kmq."U00Vq{qvc"cr wguv"r qt"ru"r c"lgu"go gti gpvpc0"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"lpxgtuk0p0"5"fg"lqdtgtq"fg"4228+0' *La Nación*0' Tgewr 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" w0p" gp" nu" t0xrgu0" 7" fg" ci quw" fg" 422: -0' *Cars.* Tgewr gtcf q" fg" [j wr u-ly y y 0ctu0eqo 0t lpaqk0 B354 lf cplgn/j gttgtq/r tgukf gpvq/vq{qvc/cti gpvpc/w](#)!"

ðRkf gp" tghqvt" gn" cewgtf q" eqp" O 2 zleq0" 4" fg" lwrkq" 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](#)!"

Rqm0em" Cpf tgy "0Vq{qvc"F qwdrgu"ku"J qrf lpi u"l0p"fcj cuw"O qvt"qh"lcr cp0"43"fg"ugr vgo dtg"fg"3; ; 7+0' *The New York Times.* Tgewr gtcf q" fg" [j wr u-ly y y 0p{0 gu0eqo B; ; 7 D; 43 kdwkpguul0pvt pcvqpcn/dwkpguu/vq{qvc/f qwdrgu/ku/ j qrf lpi u/l0p/fcj cuw/o qvt/qh"lcr cp0 vo n](#)!"

ðS w2" r cuc0" 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 w2" r cuc0"39"fg"lwrkq"fg"4224+0' *La Nación*0' Tgewr gtcf q"fg" [j wr u-ly y y 0rcpckp0eqo 0t lgeqppo kc l0w/r cuc/pkf 636584](#)!"

ðS w2" r cuc0" 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:](#) !"

Ukpl . "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-1ly 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-1lcwqj kvrtkcÖeqo Öt lkp f gzt 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 qtvt" j kf t> i gpq" eqo q" eqo dwukdr" c" i tcp" guerc" ö" \* : " f g" ci quq" f g" 423; +0' *Motor10* Tgew gtef q" f g" [j wr u-1ctÖ qvt3Öeqo lpgy ul69; 385 kq{ qvc/ cti gp vpc/ vöpg/ rcu/ eqpf lekppgu/ pcwrcgu' r tqf wek/ / / gzt qtvt/ j kf tqi gpq/ eqo q/ eqo dwukdr/ c/ i tcp/ guerc!"](#)

öVq{ qvc" guwf lc" r" cr gtwtc" f g" qtc" r npxcö" \*44" f g" lwpkq" f g" 3; ; : +0' *La Nación* 0' Tgew gtef q" f g" [j wr u-1ly y y ÖrpcekpÖeqo Öt lgeppqo kc lq{ qvc/ guwf lc/ r/ cr gtwtc/ f g/ qtc/ r npxc/ plf 322: 45!"](#)

öVq{ qvc" kpcwi wt»" uw" r npxc" cti gp vpcö" \*44" f g" o ct| q" f g" 3; ; 9+0' *La Nación* 0' Tgew gtef q" f g" [j wr u-1ly y y ÖrpcekpÖeqo Öt lgeppqo kc lq{ qvc/ kpcwi wtq/ uw' r npxc/ cti gp 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-1ly y y Öt qpkrcÖeqo letqpkrc/ r cku lVq{ qvc/ kpuerc/ wpc/ r npxc/ f g/ hwpf cu' f g/ culgpvqu/ gp/ Nwlc/ 42362939/ 2239Q vo r"](#)

öVq{ qvc" kpxgtk" a" 422" o kmppgu" f g" f » r tgu" gp" r" Cti gp vpcö" \*42" f g" ugr vgo dtg" f g" 4224-0' *La Nación* 0' Tgew gtef q" f g" [j wr u-1ly y y ÖrpcekpÖeqo Öt lgeppqo kc lq{ qvc/ kpxgtk/ 422/ o kmppgu/ f g/ qmrtgu/ gp/ r/ cti gp vpc/ plf 655363!"](#)

öVq{ qvc< f g dg" hcekktug" r" gzt qtvcelöpö" \*4" f g" o ct| q" f g" 4227-0' *La Nación* 0' Tgew gtef q" f g" [j wr u-1ly y y ÖrpcekpÖeqo Öt lgeppqo kc lq{ qvc/ f g dg/ hcekktug/ r/ gzt qtvcelöpö/ plf 8: 6252!"](#)

öVq{ qvc. "c" eqpvc" cpq< r qt" s w" gu' r" Aplec" cwqo qvtk" qr vö kuc' r ctc" 423; ö" \*3" f g" gpqtq" f g" 423; +0' *Clarín*. Tgew gtef q" f g" [j wr u-1ly y y ÖrtkÖeqo 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 qtvcelöpö" f g" hwpf wutlc" cwqo qvtk" cti gp vpcö" \*38" f g" gpqtq" f g" 423; +0' *Profesional* 0' Tgew gtef q" f g" [j wr u-1ly y y ÖrtkÖeqo lgeppqo kc lq{ qvc/ tqo r k/ tgeqtf u' gp/ 4239/ / / cecr ctq/ gr63/ f g/ rcu' gzt qtvcelöpö" f g/ r/ hwpf wutlc/ cwqo qvtk/ cti gp vpcÖo r"](#)

Tgdqukq. "C0'öF cplgn' J gttgtq. r tgu' f gpv" f g" Vq{ qvc" Cti gp vpc<öj leko qu" 37022" vguu" { "wxlo qu" 40422" ecuqu" gpvtg" nqu" o" a u' f g" 80722" go r rgef quö" \*7" f g" lwpkq" f g" 4243-0' *El Diario AR* 0' Tgew gtef q" f g" [j wr u-1ly y y ÖrtkÖeqo lgeppqo kc lf cplgn' j gttgtq/ r tgu' f gpv/ vq{ qvc/ cti gp vpc/ j leko qu/ 37/ 222/ vguu/ wxlo qu/ 4/ 422/ ecuqu/ 8/ 722/ go r rgef qua34: a: 2272; 8Q vo r"](#)

Two gcw' I ÖöLqj puqp' Eqpvtqn' o wf c' wpc' r npxc" { "ug' cuqek" eqp' Ctceqö" \*9" f g" gpqtq" f g" 4226-0' *El Cronista* 0' Tgew gtef q" f g" [j wr u-1ly y y Öt qpkrcÖeqo lko r tgu' i gp gtcn' Lqj puqp/ Eqpvtqn' o wf c' wpc/ r npxc/ / / ug/ cuqek/ eqp/ Ctceq/ 42262329/ 2247Q vo r"](#)

öVxg' UWCpi gm<S Ukpq' t qf go qu' r gtct' f qpf g' j c' { kphrcöep. 'pq' t qf go qu' ugt' i nqdcrgu" ö" \*44" f g" ugr vgo dtg" f g" 4235-0' *La Nación* 0' Tgew gtef q" f g" [j wr u-1ly y y ÖrpcekpÖeqo Öt lgeppqo kc lwxg/ uv/ cpi gm/ uk/ pq/ r qf go qu/ qr gtct/ f qpf g/ j c' / kphrcöep/ pq/ r qf go qu/ ugt/ i nqdcrgu/ plf 3843; 32!"](#)

**Bibliografía**

Cñctq. "N0\*4225-0' HF Kcpf "Geppqo le" I tqy vj <F qgu' vj g' Ugevt' O cwgt' A' *Harvard Business School*. "3." 3/530

Cñctq. "N0" Ej cpc' c. "C0" Mrcgo rñ/ Q| ecp. "U0" ( "Uc' gm" U0\*4226-0' HF Kcpf "geppqo le" i tqy vj <Vj g' tqrg' qh' mrcn' hpcpekn' o ctngu0' *Journal of International Economics*. " 64\*3+" ; ; /3340 j wr u-1f qkQti B2Ö238IU2244/3; ; 8\*25+222: 3/5"

Cñctq. "N0" ( "Ej ctnqp. "C0\*4229+0' I tqy vj "cpc' vj g' S wrcw' { "qh' Hqtgki p' F kgev' kpxguo gpv< k' C' m' HF KGS wrc' *SSRN Electronic Journal* 0' j wr u-1f qkQti B2Ö435; luptQ : 3385"

Cm hclq "O ÖC0" ( "Cm uchkt. "O ÖM0\*4236+0' Hqtgki p' F kgev' kpxguo gpv' cpc' "Geppqo le" I tqy vj "Nkgtcwtg" Tgxly " htqo " 3; ; 6" vq" 42340' *Procedia - Social and Behavioral Sciences*. " 129." 428/4350 j wr u-1f qkQti B2Ö238IUÖdur tqÖ236Ö5Ö88: "

f rctgl "P gy o cp. "F 0\*4234-0' Gn' vq{ qvuo q" eqo q" ukvgo c" f g" hrgz kdkk' celöp" f g" r" hwtg| c" f g" vcdclq< Wpc" o kcf c' f guf g' r" eqpvt weelöp" f g" r tqf wevxlcf " gp" nqu' uwlvgu' vcdclcf qtu' f g" r" hf dtlec' lcr qpquc"

\*3; ; 6/4227+0' Si Somos Americanos." 12\*4+." 3: 3/4230' j wr u-1f qkQti B206289IU293; / 2; 6: 423422242222: "

f ractgl "P gy o cp."F0\*4239+0Gn'vq{ qvkuo q."re"i gukxp"fg"re"ko r rkecelep"gp"gn'pkxgn'f g"re"go r t guc0Gp"La hegemonía del capital" \*Hewncf" f g" Elkpeku" Uqekrgu" WDC+0' j wr u-1y y y 0gugqr tguu0eqo lj gi go qpk"

Co kp."U0"Cttki j k"l 0"I wpf gt"Hicpm"C0"( "Y cmgtugkp."R0\*3; ; 4+0'Dynamics of Global Crisis0O qpj n' " Tgxkgy "Rtguu0'

Co uf gp."C0\*4234+0The Rational Revolution: Developing from Role Models, Deserting Deductive Theory0' Wpr wdrkj gf "o cpwuetkr 0'

Co uf gp."C0J 0\*3; 9; +0'Vcky cpau'Geppqo le"J knqt { <"Ecug"qh'Gcvkuo g"cpf "c"Ej cmgpi g"vq"Fr gr gpf gpe{ " Vj gqt { 0Modern China."5\*5+."563/59; 0LUVQT0'

Cpftgqpk"C0\*423; +0; 0C"I gpgtckf gf "Nkpmei g"Cr r tqcej "vq"NqecniRtqf wevqap"U{ uvgu u'F gxgnr o gpv'lp" y j "Gtc"qh'I nqdcn'Xcmwg'Ej ckpu.'y kj "Ur gekn'Tghgtgpeg"vq"Chleco0Gp"C0P qo cp."L0G0Uki rks'."( " T0'Mcpdw" \*Gf 0."The Quality of Growth in Africa" \*r 0'486/4; 6+0'Eqrno dlc" Wpkxgtuks{ "Rtguu0' j wr u-1f qkQti B20534Incpd3; 698/233"

Cpftgy u."M0T0\*3; ; 9+0The concept of corporate strategy0KTY R0'

CPHCE." ( " UGTPCWQ0' \*4239+0' Agenda sectorial de la Industria de la Automoción0' j wr u-1kphce0eqo ly r/eqpgpvlr nqcf u423; I29ICI GPFC/UGEVQTKCN/F G/NC/RPFWUVTKC/ FG/CWQOQEIQP/RHQTOG/EQORNGVQ0f h'

Cqnk" O0" ( " Fqtg." T0' \*3; ; 6+0' The Japanese Firm0' Qzhqtf" Wpkxgtuks{ " Rtguu0' j wr u-1f qkQti B2082; 5ker tqhquq; 9: 23; : 4: : 3740230223"

Ctpcwq."L0\*4234+0'Etgcwxf cf "g"lppqxcelp"gp"r tqeguq<"Gri'ecuq"Vq{ qvc"Ego r c° "Hlpcpektc0'Revista UCEMA."190j wr u-1tgr qukqtkq0wec0gf w0t lj cpf rgB456789; ; 4578"

Ctpqf."F0\*4228+0'Vq{ qvc"lp"Vj ckcpf <"Ecr kcn'cpf "Ncdqwt"wp"èJ cto qpkwà "I nqdcn'kugf "Rtqf wevqap0'Gp" F0Ej cpi \*Gf 0."Labour in Globalising Asian Corporations: A Portrait of Struggle" \*r 0'437/469+0' Cule"O qpkqt "Tguqwtg'Egptg0'

Cttki j k" I 0' \*3; ; 2+0' F gxgnr o gpcrkuv' knukqp0' Gp" Semiperipheral States in the World Economy" \*I tggpy qqf "Rtguu0'

Cttki j k" I 0'( "F tci gn"l0\*3; ; 8+0'Utcwhecvq"cpf "Y qtrf "Geppqo { 0Review."X\*3+." /970'

Ct| c."X0'( "Nqr gl ."C0\*422: +0'La industria automotriz en el MERCOSUR0Tgf "O gtequw"fg"lpxguki cekppgu' Gepp>o lec0'

Ct| c."X0'( "Nqr gl ."C0\*422: +0'La industria automotriz en el MERCOSUR0Tgf "O gtequw"fg"lpxguki cekppgu' Gepp>o lecuc0'

Cucpwo c."D0\*3; ; ; +00 cpwlcwgt/ur r ngt'tgrvqpuj kr u'lp'Lcr cp"cpf "y g'èqpegr vqht'grvqpu/ur gekle'unkn0' Journal of the Japanese and International Economies."3\*3+."3/520j wr u-1f qkQti B20238I2: : ; / 37: 5\* ; ; 224; /6"

C| r lc| w" F0" Deuwrqf." G0" ( " Uej qtt." O0' \*4223+0' Ne" lpf wutlc" cti gpvpc" f wcpvg" nqu" c° qu" pqxgpvc< " Rtqhwf k' cekp" { "eqpuqkf' cekp" f g" nqu" t'cui qu'egp'tcrgu" f g" re" f lp° o lec" ugevqtkcn' r quv/uwukwkwxc0' FLACSO."850'

Dck."L0\*4227+0I nqdcn'Ecr kcrkuo "cpf "Ego o qf kv' "Ej ckpu<"Nqqnkpi "Dcem"l qkpi "Hqy ctf 0'Competition & Change."9\*4+."375/3: 20j wr u-1f qkQti B20839; B24674; 27Z675: 4"

Dck."L0"( "I gtghk" I 0\*4225+0'Wri tcf lpi ."wpgxgp" f gxgnr o gpv" cpf "lqdu"lp" y j g" Pqtj "Co gtlecp" cr r ctgn' lpf wut { 0Global Networks."3\*4+."365/38; 0j wr u-1f qkQti B20833 B693/259602276"

Dcrf y lp."T0'G0\*4238+0The great convergence: Information technology and the new globalization0Vj g' Dgmpcr "Rtguu"qh'J cxtctf "Wpkxgtuks{ "Rtguu0'

Dcrj cpq."L0R0\*423; +0Toyota Mobility Services Corporativo"]O cgut"lc\_0Wpkxgtukf cf "fg"Ucp"Cpf t2 u0'

Dctep."R0C0( "Uy ggj { ."R0\*3; 88+0'Monopoly Capital: An Essay on the American Economic and Social Order0O qpj n' "Tgxkgy "Rtguu0'

Dctcpuq."L0\*3; 8; +0Automotive industries in developing countries0Vj g' lqj pu"J qr nku" Wpkxgtuks{ "Rtguu0'

Dctdgtq."O 0K0( "O qwc."L0\*4229+0Vtc { gevqtk' f g" re" lpf wutlc" cwqo qvkv "gp" re" Cti gpvpc" f guf g' uwu' l'p'lekqu" j cuc' h'p'gu' f g" re" f2 ecf c' f g' 3; ; 20Gp "Innovación y empleo en tramas productivas de Argentina" \*r 0' 3: ; /44; +0Rtqo gvgq' Nldtqu0'

Dctrgwc."H0" Mcwuj k" T0" ( " [ qi wgn" I 0" \*4235+0 Nc" tco c" cwqo qvtk " cti gpvpc< F lp<sup>a</sup> o lec" tgekpvg." ecr celf cf gu" vgepqn" i lecu" { " eqpf wev" lppqxcvkc0" Gp" *La industria argentina frente a los nuevos desafíos y oportunidades del siglo XXI*" \*r 037; /3; 2+0EGRCN0

Dctpgu. "L0" Drcem" C0" ( " O qpceq. "N0" \*4243+0I qxgtpo gpv" Rqrle { "lp" O wvlpvcvqpcn/ F qo lpcvqf "I rjdcn" Xcwg" Ej clpu< Utwevcrn" Vtcpuhtqto cvkqp" y kj lp" yj g" Uqwj "Chlecp" Cwqo qvkg" lpf wut { O" Gp" "L0" Dctpgu." C0" Drcem" ( " N0" O qpceq. " *Structural Transformation in South Africa*" \*r 0 322/33; +0" Qzhtqf" Wpksgtuks { "Rtgu0j" wr u<lf qkQti B2082; 5 lquq1; 9: 23; 4: ; 65330250227"

Dctvl. "I 0" Qdc { c. "O 0" Rqtvc. "H0" Ucpvte<sup>a</sup> pi grq. "L0" Uguuc. "E0" ( " \ y gli . "K0" \*4239+0" *Complejo Automotriz Argentino: Situación tecnológica, restricciones y oportunidades* 0EKGEVK0

Dcuqu" Vki tg. "R0" Ncr rcpq. "O 0" Nwi qpqu. "I 0" Rqtvc. "H0" ( " Uctvk" H0" \*3; ; ; +0" K0 rcev" F grl" O gtequw" Gp" Nc" F lp<sup>a</sup> o lec" F grl" Ugevt" Cwqo qvt0" Gp" *Impacto sectorial de la integración en el Mercosur*" \*r 03/ 457+0" K VCNO

Dcuwrf q. "G0" \*4228+0" *La reestructuración de la economía argentina durante las últimas décadas de la sustitución de importaciones a la valorización financiera*" ENCEUQ+0

Dcuwrf q. "G0" \*4233+0" *Sistema político y modelo de acumulación. Tres ensayos sobre la Argentina actual* 0 Cwgr0

Dcuwrf q. " G0" ( " O cp| cpgrk" R0" \*4238+0" T<sup>2</sup> i ko gp" f g" cewo wrcvlp" f wtcpvg" grl" elemq" f g" i qdltgppu" nktej pgtkvcu0" *Realidad Económica*. "304." 8/620

Dcwkvkpk" Q0" \*4223+0" Vq { qvuo q" { " tgr tguvpcvlp" ukpf lecr0" F qu'ewwv'cu' f gpvtq' f g' r' c' o kuo c' eqpvtcf keevlp0" *Revista Venezolana De Gerencia*. "6" \*38+; 775/7940

Dgco kuj. " V0" F0" ( " Dki i ctv" P 0" Y 0" \*4228+0" Geqqo le" F gxgrq o gpv0" Gp" I 0" Tkj gt" \*Gf 0+; " *Blackwell Encyclopedia of Sociology*" \*r 0 34; 6/34; 9+0" Drceny grl" Rtgu0j j wr u<ly y y 0gugctej i cvg0" gvvr wdrlec vqpp 479; 67839a Geqqo lea F gxgrq o gpv"

Dgengt. "I 0" U0" \*3; ; 5+0" P qdgrl" Ngewtg< Vj g" Geqqo le" Y c { " qh" Nqnrkpi " cv" Dgj cvkqt0" *Journal of Political Economy*. "101" \*5+; 5: 7/62; 0

Dgengtv. "L0" \*4225+0" Geqqo le" Uqekrmi { " cpf" Go dgf f gf pguu< J qy " Uj cm' Y g" Eqpegr wcrk g" Geqqo le" Cevkq A" *Journal of Economic Issues*. "37" \*5+; 98; /9: 90

Dgej rgt. "U0" N0" ( " Dkf. " C0" \*3; ; ; +0" *Japanese Multinationals Abroad: Individual and Organizational Learning* 0 Qzhtqf " Wpksgtuks { " Rtgu0j

Dgrkpk" E0" \*4228+0" P gi qekqu. " r qf gt" { " r qf" lec" lpf wutkcrn' gp' rqu' qt" f' g' p' g' f' g' r' c' w' q' o' k' u' o' c' e' q' p' v' t' c' f' k' e' e' v' l' p' 3; 65/3; 7: 0" *Revista de Historia Industrial*. " 15" \*53+; " 32; /3570 j wr u<lf qkQti B208566 l j kx37k5308; 885"

Dgrms e. " O 0" \*4239+0" *Valuación de MIRGOR S.A.C.I.F.I.A.* " J Wpksgtukf cf" f g" Ucp" Cpf t<sup>2</sup> u. 0 j wr u<lf gr qukqt kq0w f guc0" f w0t llur wkdkvut gco B2; 2: B4369 B1 7dR' 7f' 7dY' 7f' 42O 0 42 Hkp0 42Dgrms. ' 42O ctv E5' CFp' 42L0r fh"

Dgpi qc. "O 0" ( " Ucpj gl / Tqdrqu. " D0" \*4225+0" Hqt gli p' f l' t' g' v' l' p' x' g' u' o' gpv. " geqqo le" l' t' g' g' f' qo " cpf" i' t' qy y j < P gy " gxkf gpeg" l' t' qo " Ncvlp" Co gtlcc0" *European Journal of Political Economy*. " 19" \*5+; 74; /7670 j wr u<lf qkQti B208238 l U2398/48: 2\*25+22233/; "

Dgppgf ugp. " O 0" O gj tqvc. " X0" Uj ko . " L0" ( " Y ky cwpcncpvcpi . " [ 0" \*4243+0" F { pcvle" eqpvtqr' y kj qw' qy pgtuj kr < Gxkf gpeg" l' t' qo " r quv y ct" Lcr cp0" *Journal of Financial Economics*. " 142" \*4+; " 53/: 650 j wr u<lf qkQti B208238 l l0hkpgeq0 4243028023: "

Dgti gt. "U0" ( " F qtg. " T0" \*Gf u0" \*3; ; 8+0" *National Diversity and Global Capitalism* 0 Eqtpgrm Wpksgtuks { " Rtgu0j j wr u<lf qkQti B2087; 3 l; 9: 372394437: "

Dgti guk. " N0" \*4229+0" Tc" f' gu' f' grl' gpuc0 lgpvq' uqekq/ geqqo" o leq0" Nc" f' kxkuk" p' f' grl' v' cdclq' gp' C' f' co " Uo kj . " Mctri" O ctz" { " ; o krg" F wnrj glo 0" *Trabajo y Sociedad*. " 90 j wr u<lf kcpv0" wplkqlc0" gulgtrngvlt vewr q Aeqf ki q? 4787: 35"

Dgxcp. " C0" Guntlp. " U0" ( " O g { gt. " M0" \*4226+0" Hqt gli p' l' p' x' g' u' o' gpv' n' q' e' v' l' p' cpf" l' p' u' k' w' k' q' p' c' n' f' g' x' g' r' o' gpv' l' p' " v' c' p' u' k' q' p' " geqqo lgu0" *International Business Review*. " 13" \*3+; " 65/860 j wr u<lf qkQti B208238 l l0kdwut gx0 42250270227"

Dlgrnej qy unf . " T0" \*422; +0" Uguvpc" c" qu" f g" r" EGRCN< gutwewtcrkuo q" { " pgqgutwewtcrkuo q0" *Revista CEPAL*. "97." 395/3; 60

Dki i ctv. " P 0" \*4223+0" Uqekrni Qti cpk cvkqp" cpf " Geqqo le" F gxgrq o gpv0" *Journal of Economic Sociology*. " 2" \*7+; " 6; /7: 0j wr u<lf qkQti B2089545 B948/5469/4223/7/6; /7: "



Dki i ctv." P O' Y O' \*3; ; 9+0' Gzr nclpki " Culcp" Geqqo le" Qti cpk ctkp<" Vqy ctf " c" Y gdgtlcp" Kpukwkpcri' Rgtur gevkg0Gp'O OQttw.P O'Y O'Dki i ctv:( 'I OI OJ co knqp"\*Gf u0:"The Economic Organization of East Asian Capitalism"\*Xqr03.'r r 05/55+0UCI G0'

Dki i ctv." P O'Y O'(" I wkr p." O 0H0\*3; ; ; +0F gxgnr kpi " F khtg ppeg<" Uqekri'Qti cpk ctkp" cpf "j g'Tkug'qh'j g" Cwq" kpf wutkgu'qh'Uqwj "Mqtgc." Vcly cp." Ur clp." cpf "Cti gpvpc0/American Sociological Review." 64\*7+.'944/9690j wr u<1f qkQti B2045294879595"

Dkn "F 0C0\*4237+0Wp" cp'a rkuu"gp'r gtur gevkc"j ku>tlec" f grleqo gtelq "gz vgtkq" f g'ru"cwqr ctvgti cti gpvpcu0' Tiempo y economía." 2\*3+.'333/3570j wr u<1f qkQti B20439; ; 46444926022: "

Dkn "F 0C0\*4239c+0Nc" etkku'o wpl krlf grlugevt "cwqo qvk k" \*3; 9: /3; : 4+{ "ru'ghgevu'uqdtg" grleqo r rglq"gp" Cti gpvpc0/Projeto História: Revista do Programa de Estudos Pós-Graduados de História." 60." 4: 3/53: 0j wr u<1f qkQti B2045; 474398/498904239x82r 4: 3/53: "

Dkn "F 0C0\*4239d+0Vtc{ gevqtk" f g'wpc" go r tguv" o wnpckepcri'gp'ru'etkku'cwqo qvk k" f g'ru'x 20Grlecuq" f g' Tgpcwv" Cti gpvpc0/Anuario de la Escuela de Historia Virtual." 8\*33+; 4/3380'

Dkn "F 0C0(" O wuk "G0C0\*4237+0Nc" tgr tqf weel>p" f g'ru'f p kgu'f g'ru' kpf wutke" cti gpvpc" \*4225/4234+0Gp" r gtur gevkc" j ku>tlec0/Revista de Economía Crítica." 19." 4; /730'

Dkn "F 0C0(" "Uctvgrk" J 0G0\*423: +0E qpvkpwk cf gu'gp'ru' kpf wutke" cti gpvpc" c' r ctvt" f grlecuq" cwqo qvk k <F g" ru" Mtej pgt" c" O cetk0' Estado & comunes, revista de políticas y problemas públicos." 2\*9+0' j wr u<1f qkQti B205944: lguvcf qaeqo wpgu0x4090423: 0 6"

Dki kk "H0" Vñ ãeg. "P 0U0J 0(" "F q cp." 0\*4234+0Vj g' f gvgo kpcpw'qh'HF Klp" Vwtng{ <C" O ctngx" Tgi ko g/ Uy kej kpi " cr r tqcej 0' Economic Modelling." 29\*6+." 3383/338; 0' j wr u<1f qkQti B20238110geqpo qf 04234026022; "

Dkuy cu. "T0\*4224+0F gvgo kpcpw'qh'Hqtgki p" F kgev' kpxguo gp0' Review of Development Economics." 6\*5+." 6; 4/7260j wr u<1f qkQti B2033313689/; 5830238; "

Drcem "C0\*422; +0Nqecvqp. "Cwqo qvkg" Rqrke {." cpf "O wnpckepcri'Utcvgi { <Vj g' Rqvkqp'qh'Uqwj "Chlec" k" j g" I mqdn' kpf wut { " ulpeg" 3; ; 70' Growth and Change." 40\*5+." 6: 5/7340' j wr u<1f qkQti B20333110368: /44790422; 026; 30z"

Drcem "C0\*4233+0Vtcf g" Nldgtcrk ctkp. "Vgej plecn' Ej cpi g" cpf "Hko " Ngxgn" Tgutwewtkpi " k" j g" Uqwj " Chlec" Cwqo qvkg' Eqo r qpgpvUgevq0/International Journal of Institutions and Economies." 3\*4+." 395/4240'

Drcem "C0" Tq {." R0" GnJ c f f cf. "C0(" [ krc |." M0\*4242+0Vj g' Rqrklecti' Geqqo { "qh' Cwqo qvkg" kpf wut { " F gxgnr o gpvRqrke { 'lp' O kf f rg' kpego g' Eqvwtkgu<C' Eqo r ctvkg' Cpcn' uku' qh' Gi { r v. kpf kc. "Uqwj " Chlec" cpf "Vwtng{ 0SSRN Electronic Journal0j wr u<1f qkQti B20435; lwt p05883775"

Drcnem "I 0(" "I gtvgt. "R0I0\*422; +0J qy "Hko " ecr cdkskgu" chgevy j q" dgpghsu" hqo " hqtgki p" vgej pqmji { 0' Journal of Development Economics." 90\*4+." 3; 4/3; ; 0' j wr u<1f qkQti B20238110f gxgeq0422: 030233"

Dmpki gp. "D0(" "Y cpi ." O 0\*4226+0Inappropriate Pooling of Wealthy and Poor Countries in Empirical FDI Studies" \*P 0" y 3259: = r 0' y 3259: +0' P cvkpcn' Dwtgcw' qh' Geqqo le" Tgugctej 0' j wr u<1f qkQti B2055: 8ly 3259: "

Dqwtf lkw. "R0\*4224+0Las estructuras sociales de la economía0Cpci tco c0'

Dqwungdcc. "O 0(" "O qti cp." I 0\*4236+0Rwuj kpi "j g' Itqpvktu'qh'etklecti' kpvgt cvkpcn' dwkpguu' uwf kgu<Vj g" o wnpckepcri'cu" c" pgq/ko r gtlcn' ur ceg0' Critical Perspectives on International Business." 10\*34+." ; 8/3280j wr u<1f qkQti B2032: ler qkd/33/4235/2268"

Dq {gt. "T0' Ej cttq. "G0' Lãti gpu. "W0(" "Vqmfc {." U0\*Gf u00\*3; ; ; +0' Between Imitation and Innovation. The Transfer and Hybridization of Productive Models in the International Automobile Industry." Qzhtf "Wpkxgtuk { " Rtgau0'

Dq {gt. "T0(" "Hg { uugpgv." O 0\*4224+0The Productive Models: The Conditions of Profitability0'Rcni tcxg" O ceo kmp0'

Dtcpf v. "N0(" "Xcp" Dkgudtgem" I0' \*4228+0Capability building in China's auto supply chains0' 6/620' j wr u<1fko q0Hkku0lgr tko q/ gzt rgtglwntf kur r: { Af qekf ? NKT KUB: 45; 97( eqpvz v? N( xkf ? Nktku( ugctej aueqr g? Nktku( vcd ? f gtrwvavcd( Itqo Ukgo cr ? 3"

Dtcwp. "Q0(" "Lq {." N0\*3; 8: +0C" O qf grlqh' Geqqo le" Uci cvkqpô C' Ecug' Uwf { "qh' j g' Cti gpvpg' Geqqo { 0' The Economic Journal." 78\*534+." 8: /: : 90'

Dwemg{. 'R0L0'(' 'Ecuuq. 'O 0\*3; 98+0The future of the multinational enterprise0O ceo kmp0  
Dwlctlp. 'P 0\*3; 49+0Imperialism and World Economy0  
Dwti qu. 'O 0\*4239+0El nuevo modelo económico y sus consecuencias0Gf kekppgu'f gn'EEE0  
Eco r dgm. 'P 0'(' 'Dwt qp. 'H0\*3; ; 6+0Japanese Multinationals0Tqwwgf i g0  
Ecpvctgmc. 'L0G0'Mc v. 'N0'(' 'f g'I wj o a p. 'I 0\*422: +0La Industria Automotriz Argentina: Limitantes a la  
Integración Local de Autocomponentes0650  
Ecpvctgmc. 'L0'Mc v. 'N0'(' 'O qpl »p. 'P 0\*4239+0Cti gpvkpc<Hcevtgu's wg'f gdlkxcp'hc'lpvgi tcek»p'f g'bwqr ctvgu'  
mqecrgu0 Gp" La encrucijada del autoperpartismo en América Latina" \*r 0' 465/4; 8+0 WP F CX"  
Gf kekppgu0  
Ecpwy gm'LO'(' 'P ctwrc. 'T0\*4223+0Vj g'Gergeve'Rctcf ki o 'lp'vj g'I mdcni'Geppqo { 0International Journal of  
the Economics of Business. "8\*4+; 377/3940j wr u<lf qkQti B202: 2B5793732332273726"  
Ectf quq. 'H0J 0' \*3; 92+0F guettqm { "f gr gpf gpek<Rgtur gevxcu"vg>tkecu"gp"gn'cp'a rkuku"uqekn»i leq0'Gp"  
Sociología del desarrollo. Aspectos teóricos y metodológicos0Uqret 'J cej gwg0  
Ectf quq. 'H0J 0'(' 'Hrgvq. 'G0\*3; 8; +0Dependencia y desarrollo en América Latina0  
Ecttkpec| gcwz. 'E0'Nwpi . 'I 0'(' 'Tcmgv. 'C0\*4223+0Rtqzko k{ 'cpf 'mqecrkuc'vqp'qh'eqtr qtcvg'T( F "cevkxkku0  
Research Policy. "30\*7+; 999/9; ; 0j wr u<lf qkQti B20238IU226: /9555\*22+22343/; "  
Ectxerj q. 'G0I 0'f g0\*4227+0I mdcni k c± q" g'gutcv i kcu'eqo r gvkkxcu"pc"lpf Autk"cwqo qdktf|ntec<Wo c"  
cdqtf ci go "c'r ctvk"fcu'r tlpckr cku'o qpvcf qtcu'kpucrf cu"pq"Dtcuk0'Gestão & Produção. "12\*3+ "  
343/3550j wr u<lf qkQti B2087; 2IU2326/752Z4227222322233"  
Ecuuq. 'O 0' \*423: +0 Vj g' Vj gqt { " qh" kpgtprcvkpcni' Dwukpgu< Vj g' Tqrg" qh" Geppqo le" O qf gnu0 MIR:  
Management International Review. "58\*5+; 585/5: 90"  
Ecuvgmpk 'C0'(' 'Utcwuu. 'N0\*4234+0F gdcvgu"vg>tkequ'eqpvgo r qt'a pgqu'gp"Uqekqmi ¶"Gepp»o lec0'Papeles  
de Trabajo. '90"  
Ecuvgmu. 'O 0L0'(' 'O cp| cpgnk 'R0\*4236+0F krgo cu'f gnlugevt'cwqo qvk k'gp'hc'cti gpvkpc'cewcr0Industrializar  
Argentina. "22\*34+; 48/560"  
Ej cpctqp. 'LOLO \*4226+0T grvkvpuj kr u'dgy ggp"vj g'eqt g'cpf "vj g'r gtr j gt { "qh"vj g'Gwtqr gcp"cwqo qvkg"  
u{ ugo 0' International Journal of Automotive Technology and Management. " 4\*4I5+; 3; : 0  
j wr u<lf qkQti B208726IKC VO 04226027548"  
Ej cpf rgt. 'C0F 0\*3; 84+0Strategy and Structure: Chapters in the History of American Enterprise0O K'Rtguu0  
Ej gp. 'U0\*4236+0Vj g'Rqiklceni'Geppqo { "qh'kpf wutkcn'F gxgnr o gpv'lp"Vj ckrpf 0JAS (Journal of ASEAN  
Studies). "2\*4+; 840j wr u<lf qkQti B2043734llcu0k4k0; 9"  
Ej qy f j wt { . 'U0F 0\*4236+0Utcvgi le'tqcf u'vj cv'f kxgti g"qt'eqpxgti g<I O "cpf "Vq{ qvc"lp"vj g'dcwrg'htq"vj g"  
vr 0Business Horizons. "57\*3+; 349/3580j wr u<lf qkQti B208238ll0lwj qt042350226"  
Eqcug. 'T0\*3; 82+0Vj g'Rtqdrgo "qh'Uqekni'Equu0The Journal of Law & Economics. "3. "3/660"  
Eqg. 'P 0' O 0' J guu. 'O 0' | gwpi . "J 0' Y 0' F lengp. "R0'(' " J gpf gtuqp. "LO' \*4226+0' eI mdcni kpi i "tgi kpcni'  
f gxgnr o gpv<C"i mdcni'r tqf wevkpp"pgvy qtm'r gtr gevkg0'Transactions of the Institute of British  
Geographers. "29\*6+; 68: /6: 60j wr u<lf qkQti B208333 ll02242/497604226022640"  
Eqj gp. 'U0F 0\*4229+0Multinational Corporations and FDI032082; 5 ker tqh-quq; 1; 9: 23; 739; 576023022230'  
Eqrgo cp. 'D0L0'(' 'Xci j gh' 'O 0T0\*3; ; 6+0J gkwpnc" \*A<C' hg{ 'vq'vj g'Vq{ qvc'r tqf wevkpp'u{ ugo 0'Production  
and inventory management journal. "35\*6+; 530"  
Eqmcpvgu. 'H0\*422: +0El milagro japonés y el desarrollo del Lejano Oriente0Wpkxtukf cf "f g" \ ctc i q| c0  
j wr u<lgppqo kacrc rncf c0wpk ctQulugulgeppqo kacrc rncf c0wpk ctQulhrgulctej kxquI77 llcr qpa/  
avz vq0 f h'  
Eqnkpuqp. 'U0\*422; +0Vj g'O wnkpcvkpcni'Hkto "cu'vj g'O clqt 'I mdcni'Rtqo qvt "qh'Geppqo le'F gxgnr o gpv0Gp"  
U0Eqnkpuqp"(' 'I 0O qti cp" \*Gf u0: "Images of the multinational firm" \*r 095/; 7+0Y krg{/dceny gnu0  
Eqnkpuqp. 'U0'Dwemg{. 'R0L0'F wppkpi . 'LOJ 0'(' 'I kr . 'I 0\*4228+0P gy 'F kt gevkvpu'lp'kpgtprcvkpcni'Dwukpgu0  
Gp'HO0 0Hck'(' 'G0L00 qti cp" \*Gf u0: "Managerial Issues in International Business0Reni tcxg0'  
Eqpuqpk 'H0'(' 'S wcf tq. 'T0\*4226+0Dgy ggp'Egpytrkuc'vqp'cpf 'F gegpytrkuc'vqp'qh'Rtqf wev'F gxgnr o gpv'  
lp"O wnkpcvkpcni'Eqtr qtcv'vqp<T gegp"Vtclgevqtkgu'lp"Dtcl krcp"Uwdukf kctkgu'qh'Ect "Cuugo drgtu0'  
Adm. Faces Belo Horizonte. "3\*3+; 3: /520"  
Eqtkcv. 'D0\*4222+0El taller y el robot: Ensayos sobre el fordismo y la producción en masa en la era de la  
electrónica Coriat.pdf0Uki rj"ZZK0'

Eqttgc" Tgustgr q. "H0\*4238+0F gucttqmq"geqp»o leq" f g" Lcr »p<F g"rc"i 2 pguku"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" T kq" I t c p f g"  
 F q"Uwn0j wr <1j f r f j c p f r g p g v i 3 2 3 : 5 B 3 7 8 5 3 "

Eqxcttwdkcu"X0'C0'( "Tco "f g| "R2"tg| . "U0"Gf u00\*4242+0*New frontiers of the automobile industry: Exploring geographies, technology, and institutional challenges*0' Rcn t c x g" O ceo kmp0'  
 j wr u<1f qkQti B2B2291; 9: /5/252/3: : : 3/ : "

F cmg. "F 0" Hquwck"X0"( "Ncxqr c. "H0\*4235+0Rqrf"mec" k p f w u t k c n " a g n ' g u r c d » p " r g t f k f q " g p " g r i f g d c v g " f g " r c u "  
 Ecf gpcu" I r q d c r g u " f g " X c r q t A " *Revista Argentina de Economía Internacional.*"2. '360'

f g" F l g i q. " C 0 ' V 0 ' U g t t c . " P 0 ' O 0 ' ( " I c t e " f c . " U 0 ' L 0 \* 4 2 2 ; + 0 ' e N c u " e r x g u " f g r i 2 z k q " f g " V q { q v c i 0 ' N G C P . " o " a " u " s w g "  
 w p " e q p l w p v q " f g " j g t t c o k g p v c u " { " V e p l e c u 0 ' C u a d e r n o s d e G e s t i ó n . " 9 \* 4 + : 3 3 3 / 3 4 4 4 0 "

F k ' O c t | q " D t q i i k " G 0 " ( " O q r f q x c p . " R 0 \* 4 2 3 9 + 0 ' N c " r q r f " m e c " c w q o q v t k " e q o " A p " f g " C t i g p v k p c " { " D t c u k f 0 '  
 K o r l e c p e k u " r c t c " g r i u g e v q t " c w q r c t w u c 0 ' G p " *La encrucijada del autoperitismo en América Latina* "  
 \* r 0 3 : : / 4 3 7 + 0 ' W P F C X " G f l e k p g u 0 "

F k o c p f . " O 0 \* 3 ; 9 5 + 0 ' *Doctrinas económicas, desarrollo e independencia* 0 R c k f » u 0 '

F k o c i i l q . " R 0 \* 4 2 2 3 + 0 ' k p t q f w e v k p < O c n k p i " U g p u g " q h ' j g " E q p v g o r q t c t { " H k t o " c p f " R t g h k i w t k p i " K u " H w w t g 0 G p "  
*The Twenty-First-Century Firm: Changing Economic Organization in International Perspective* "  
 \* r 0 5 / 5 3 + 0 ' R t l p e g v p " W p k x g t u k f { " R t g u u 0 "

F q d d l p . " H 0 " ( " D c w o . " L 0 C 0 E 0 \* 4 2 3 6 + 0 ' k p t q f w e v k p < G e q p q o k e u " O g g u " U q e k q r q i { " k p " U t c v g i k e " O c p c i g o g p v 0 '  
*SSRN Electronic Journal* 0 j wr u<1f qkQti B20435; l u t p 0 4 6 3 4 2 9 2 "

F q j u g . " M 0 ' L A r i g p u . " W 0 " ( " P k e n e j . " V 0 \* 3 ; : 7 + 0 ' H t q o " e " H q t f k u o i " v q " e " V q { q v k u o i A ' V j g " U q e k r i Q t i c p k c v k p " q h "  
 y j g " N c d q t " R t q e g u u " k p " y j g " L c r c p g u g " C w q o q d l r g " k p f w u t { 0 ' *Politics & Society.* " 1 4 \* 4 + : 3 3 7 / 3 6 8 0 "  
 j wr u<1f qkQti B2B3991225454; 4: 723622423"

F q r g p u n f . " L 0 \* 4 2 3 4 + 0 ' *Toyota: Un análisis de la implementación de «lean production» en la empresa y una comparación con las prácticas japonesas* ] N l e g p e k w t c . " W p k x g t u k f c f " f g " U c p " C p f t 2 u 0 '  
 j wr <1j f r f j c p f r g p g v i 3 2 ; 2 : 1 ; 7 8 "

F q o c u n k " D 0 " ( " I y q u f | . " M 0 \* 4 2 2 ; + 0 ' V q y c t f " c " O q t g " G o d g f f g f " R t q f w e v k p " U { u g o A ' C w q o q v k x g " U w r r n " "  
 P g y q t m i " c p f " N q e c r k g f " E c r c d k k l g u " k p " R q r c p f 0 ' *Growth and Change.* " 4 0 \* 5 + : 6 7 4 / 6 : 4 0 "  
 j wr u<1f qkQti B2B33311B68: /44790422; 026; 20"

F q p g t . " T 0 \* 3 ; : 3 + 0 ' *Driving a bargain: Automobile industrialization and Japanese firms in Southeast Asia* 0 '  
 W p k x g t u k f { " q h " E c r k h q t p k c " R t g u u 0 "

F q p g t . " T 0 ' H 0 \* 4 2 2 ; + 0 ' *The politics of uneven development: Thailand's economic growth in comparative perspective* 0 E c o d t k f i g " W p k x g t u k f { " R t g u u 0 "

F q p g t . " T 0 ' H 0 " ( " Y c f . " R 0 \* 4 2 3 6 + 0 ' H p c p e k r i E t k u g u " c p f " C w q o q v k x g " k p f w u t { " F g x g n r o g p v k p " U q w j g c u v C u k 0 '  
*Journal of Contemporary Asia.* " 4 4 \* 6 + : 8 8 6 / 8 : 9 0 j wr u<1f qkQti B2B2: 2122694558042360 45857 "

F q t g . " T 0 \* 3 ; : 5 + 0 ' I q q f y k n ' c p f " y j " U r k k v " q h " O c t n g v " E c r k c i k u o 0 ' *The British Journal of Sociology.* " 3 4 \* 6 + : "  
 6 7 ; 0 j wr u<1f qkQti B20452917; 2; 54 "

F q t g . " T 0 \* 3 ; ; ; + 0 ' X c t k e v g u " q h " e c r k c i k u o " k p " y j g " y g p v l e j " e g p w t { 0 ' *Oxford Review of Economic Policy.* " 1 5 \* 6 + : "  
 3 2 4 / 3 4 2 0 j wr u<1f qkQti B2B2; 5 l q z t g r B 7 0 6 B 2 4 "

F q t g . " T 0 \* 4 2 3 5 + 0 ' *British factory, Japanese factory: The origins of national diversity in industrial relations* 0 '  
 F q u " U c p v q u . " V 0 \* 3 ; 9 5 + 0 ' *Imperialismo y corporaciones multinacionales* 0 I c r g t p c 0 '  
 F q u " U c p v q u . " V 0 \* 4 2 3 3 + 0 ' *Imperialismo y dependencia.* " E N C E U Q 0 '  
 j wr u<1r w d r e Q d q q n e g p v t c r f t q s w g u e q o l e j q l e g l r w d r e h w m t g e q t f 0 e u r z A ? 7 6 4 7 9 5 5 "

F q u k " O 0 \* 4 2 3 ; + 0 ' *Los industriales en su laberinto: Las estrategias políticas de la Unión Industrial Argentina durante el auge y la crisis neoliberal (1989-2003)* 0 C w q t g u " f g " C t i g p v k p c 0 '  
 F w r e l e j . " H 0 " \* G p " r t g p u c + 0 ' k p p x c e k q p g u " i r q d c r g u . " g u r g e k e r k c e k » p " r t q f w e v k x c " { " e q o g t e k n c " N c u "  
 r c t v l e w r t k f c f g u " f g r i l e c u q " V q { q v c " g p " C t i g p v k p c 0 ' H - i n d u s t r i @ 0 '

F w r e l e j . " H 0 " Q v g t q . " F 0 " ( " E c p | k c p . " C 0 \* 4 2 4 2 + 0 ' V t c { g e v q t k c " { " u k w c e k » p " c e w c n f g " r c " e c f g p c " c w q o q v t k " g p "  
 C t i g p v k p c " { " O g t e q u w t 0 ' *Ciclos.* " 2 7 \* 7 6 + ; 5 / 3 5 2 0 "

F w p p k p i . " L 0 ' J 0 \* 3 ; 9 9 + 0 ' V t c f g . " N q e c v k p p " q h " G e q p q o k e " C e v k x k f { " c p f " y j g " O P G < C " U g t e j " h q t " c p " G e r g e v e "  
 C r r t q e j 0 G p " D 0 Q j r k p . " R 0 ' Q 0 j g u g n d q t p . ( " R 0 0 0 Y k n o c p " \* G f u 0 : " *The International Allocation of Economic Activity* \* r 0 5 ; 7 / 6 3 : + 0 ' O c e o k m p 0 '

F wppkpi . 'LOJ 0' ( 'Crdgt. 'T0\ 0\*3; 93+0The Multinational Enterprise0Cmgp'cpf 'Wpy kp0

F wppkpi . 'LOJ 0' ( 'Nwpcf cp. 'UO' 0\*422: c+0Multinational enterprises and the global economy"\*4pf "gf +0  
Gf y ctf "Gri ct0

F wppkpi . 'LOJ 0' ( 'Nwpcf cp. 'UO' 0\*422: d+0Multinational enterprises and the global economy"\*4pf "gf +0  
Gf y ctf "Gri ct0

F wtj co . 'LOD0\*4226+0Cduqtr vkg"ecr cekf { "cpf "yj g"ghgew"qh'hqtgki p"fk gev'kpxguo gpv'cpf "gs wkv' hqtgki p"  
r qt vhrkq" kpxguo gpv' qp" geqpqo le" i tqy vj 0' European Economic Review." 48\*4+." 4: 7/5280  
j wr u-1f qkQti B20238IU2236/4; 43\*24+22486/9"

F wtj glo . ' 0\*3; : 7+0La división del trabajo social0Rrcpgvc0

F {gt. 'LOJ 0' ( "P qdgnr. "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 "

Gng { . "D0" ( "Hwky etc. "C0" \*4222+0' Mck gp" cpf "vgej pqm { "tcpuht "kput wvqtu" cu" y qtm dcugf " rgtcpkpi "  
hceklscvqtu" kpxgtugcu" tcpu rcpw<C" ecug" uwf { 0' Journal of Workplace Learning. "12\* : + '555/5640  
j wr u-1f qkQti B2032: B588784223259: : 53"

Gtf qi cp. "O 0" ( "Wpxgt. "O 0" \*4237+0' F gyto kpcpw" qh' Hqtgki p" F k gev' kpxguo gpw<F { pco le" Rcp gn' F cw"  
Gxkf gpeg0' International Journal of Economics and Finance." 7\*7+." r: 40  
j wr u-1f qkQti B20775; kghx9p7r: 4"

Gvej go p { . "U0" \*4223+0' Eqputwk "Eqcrlckpqu" T ghqto kuvu<Nc" Rqf kcc" f g" ru" Eqo r gpucelkqpu" gp" gn'  
Eco kpq" Cti gpv kq" J cek" r" Nkdgtck k cel p" Geqp»o lec0' Desarrollo Económico. "40\*38+." 897/9290  
j wr u-1f qkQti B204529I5678222"

Gxcpu. "R0" \*3; ; 8+0' Kvtqf wvqp< F gxgnr o gpv' utcvgi kgu" cetquu" vj g" r wdrle/r tkxcvg" f kxkf g0' World  
Development. "24\*8+." 3/32590j wr u-1f qkQti B20238I2527/972Z\* ; 8+22236/; "

Gxcpu. "R0" \*3; ; 9c+0' Ucvg" utwewt gu. i qxgtpo gpv' d wkp gu" t g r v kpu. "cpf "geqpqo le" tcpuht to cvkp0 Gp' D0T0'  
Uej pgkf gt" ( "UO' 0 cz hgrf " "Gf u0: "Business and the state in developing countries" \*r 0' 85/: 9+0  
Eqtpgn' Wpkxgtuks { 'Rt guu0

Gxcpu. "R0" \*3; ; 9d+0' Vj g" Gerkr ug" qh' vj g" UcvgA' T ghgcvkpu" qp" Ucvygp gu" kp" cp" Gtc" qh' I mdcnk cvkp0 World  
Politics. "50\*3+." 84/: 90

Gxcpu. "R0" \*4243+0' C rleg" Co uf gp<C" T gcuqkpi "T gxqmwk pct { "kp" F gxgnr o gpv' Geqpqo leu0' Development  
and Change. "52\*6+." : : /322: 0j wr u-1f qkQti B20333I f gej 084877"

Hctqrg. "V0" ( "Y kpmgt. "F 0" \*4237+0' Vj g" T qrg" qh' Hqtgki p" Hkto "Ej ctcevgt kuvu. "Cduqtr vkg" Ecr cekf { "cpf "  
vj g" kpxkwwkpcn" Hico gy qtni" hqt" HF K'Ur kmxgtu0' Journal of Banking and Financial Economics."  
1\*5+." 99/3340j wr u-1f qkQti B20394I4575/8: 670dhg04237006"

Hcttgm "T0" I cuqp. "P 0" ( "Uwto . "LO' 0" \*4226+0' F gyto kpcpw" qh' Lcr cpw" hqtgki p" f k gev' kpxguo gpv<Cp"  
kpf wut { " cpf " eqwpt { " r cp gn' uwf { . " 3; : 663; ; : 0' Journal of the Japanese and International  
Economies. "18\*4+." 383/3: 40j wr u-1f qkQti B20238I101kg042250; 027"

Hgt p<sup>a</sup> pf gl . "X0' T0" \*4237+0' I mdcn' Xcnwg" Ej kpu" kp" I mdcn' Rqrk lccn' P gy qtmu<Vqqn' hqt" F gxgnr o gpv' qt"  
P gqrkdgtcn' F gxlegA' Review of Radical Political Economics." 47\*4+." 42; /4520  
j wr u-1f qkQti B20399I26: 883563675498; "

Hk\ uko qp. "C0" ( "I wgxctc. "U0" \*4239+0' Nc" kpf wut k" cwqo qtk { "cti gpv kpc" { "uwu" hwgpvgu" f g" i cpcpek<Wp"  
cp<sup>a</sup> rkuku" f g" rcti q" rrc\ q" \*3; 82/4235+0' América Latina en la Historia Económica0  
j wr u-1f qkQti B203: 454 kcj g0 7; "

Hki uvgk. "P 0" \*3; ; 9+0' Vj g' kvtcqi cpk cvkpcn' Rqy gt' Utwi i rg<T lug" qh' Hkpcpeg' Rgtuqppgn' vq' Vqr 'Ngcf gtuj k"  
kp" Ncti g" Eqtr qtcv kpu. " 3; 3; /3; 9; 0' American Sociological Review." 52\*3+." 660  
j wr u-1f qkQti B204529I42; 75; 3"

Hki uvgk. "P 0" \*3; ; 2+0' The transformation of corporate control0J ctxctf 'Wpkxgtuks { 'Rt guu0

Hki uvgk. "P 0" \*3; ; 8+0' O ctngv" cu" Rqrk lccn' C" Rqrk lccn' Ewntwcn' Cr r tqcej "vq" O ctngv' kpxkwwkpu0 American  
Sociological Review. "61\*6+." 8780j wr u-1f qkQti B204529I42; 85; : "

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

Hki uvgk. "P 0" \*4232+0; 0' Vj g" Rqrk lccn' cpf "Geqpqo le" Uqekqmj { "qh' kpxgt pcvkpcn' Geqpqo le" Cttcp i go gpw0  
Gp' P 0L0' Uo gnigt" ( "T0' Uy gf dgti " "Gf u0: "The Handbook of Economic Sociology, Second Edition"  
\*r 0' 3: 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 cwkq0' *Annual Review of Sociology.*"15\*3+ '95/; 80j wr u-1lf qkQti B20368 kppwtgx0q070: 23; ; 022667"

Hki uvglp."P0(" "F cwgt."N0\*4234+0' C" uqekqrj k" f qu" o gtecf qu0' *Caderno CRH.*" 25\*88+ " 6: 3/7260 j wr u-1lf qkQti B2087; 2IU2325/6; 9; 4234222522229"

Hki uvglp."P0(" "Hggrcpf."T0\*3; ; 7+0Vj ggt gvecl'cpf"eqo r ctcvkg'r gtur gevkgu'qp"eqtr qtcvg"qti cpk cwkq0' *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+0'Vtcur rcpvgf "Qti cpk cwkpu- Vj g"Vtcurpugt"qh' Lcr cpvg" kpf wutkcrn' Qti cpk cwkq"v'j g" WU0 f h0' *American Sociological Review.*"56\*5+ "5: 3/5; ; 0"

Hqwi pgt."V0\*4228+0Vj g'ucvg."lpvgtpcwkpcr'eqo r gvkkxgpguu'cpf "pgqrkdgtcrn' r qdcrkucwkq- K'v'j gtg" c" hwwt g" dg{ qpf " -j g" eqo r gvkkq" 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' ctcvg" Cti gpvkg-0' *La Lettre du GERPISA.*"119."37/3: 0'

Hg{ uugpgv."O0\*4232+0' *La rentabilidad del Grupo Toyota: 1970-20120*

Hki cpv."X0(" "\ wo r g." O0\*4239+0' Tgf gu" I r qdcrn' f g" Rtgf weekp- äecf c" xgl " o a u" i r qdcrn' Wpc" eqo r cteckp' f' g' h' u' r' t' q' e' g' u' f' g' l' p' v' i' t' c' e' k' p' i' r' q' d' c' r' n' { ' t' g' i' k' p' c' r' i' d' c' u' f' c' ' g' p' f' c' v' u' l' u' d' t' g' ' g' r' i' 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' Tguqvt eg' Egpvt0'

I ci i gtq."C0\*4234+0' Gucf q." o gtecf q" {" f lp' a' lecu" qti cpk celqpcrnu0' 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' 0' *Papeles de Trabajo.*" 6\* " +59/790"

I ci i gtq."C0' I ci i gtq."L0(" "TÀc."O0\*4237+0' Rlpek' rgu' ectcevt' f' i' k' u' 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" ecr kcrnu" gp" Cti gpvkg0' *Problemas del Desarrollo.*" 46\*3: 4+ " 89/; 20 j wr u-1lf qkQti B208238 I0r f 0423708024"

I ci i gtq."C0(" "Uej qtt."O0\*4238+0' Nc" eÀ wr" go r tguetk" f wtpvg" rqu" i qdktppu" nktej pgtkuc0' *Realidad Económica.*"297."83/; 40'

I a o gu."O0(" "Qrkgc" Ci wktct."L0\*4242+0' *En medio del fracaso y la transformación empresarial. Toyoda en México. Laboratorio de la industria de bienes de capital, 1953-19610* Grl' Eqrgi kq' f g' Ucp' Nwku0'

I cte' p."R000(" "N>r gl."C0\*4242+0' *La inversión extranjera directa: Definiciones, determinantes, impactos y políticas públicas0* k' p' v' g' t' / Co gtecp' F g' x' g' r' o' g' p' v' Dcpn0' j wr u-1lf qkQti B208: 457 I2224823"

I a ttk."C0(" "Rcpk q."F0\*4238+0' Grl' lo r cevg' f g' r' Rqf' Mec" Cwqo qtk' "Eqo Àp" \*RCE+ " uqdtg" r' k' p' f' wutk' c' cwqr ctvgu" f g' Cti gpvkg" {" Dtcuk0' *Fundación Friedrich Ebert.*"470'

I a ttk."C0' Rcpk q."F0(" "I cmq."R0\*4236+0' *Common Automotive Policy of Argentina and Brazil: Its impact on local and regional auto part industries0* 44pf " k' p' v' g' t' p' c' w' k' p' c' n' Eqmqs wkw " qh' I GTRKUC." M{ qvq." Lcr »p0'

I gtghk" I 0(" "Hgtpcpf gl / Uctm" M0\*4233+0' *Global Value Chain Analysis: A Primer0*

I gtghk" I 0' J wo r j tg{."L0" Mcr r' p' u' n' f' . "T0(" "Uwti ggp." V0' L0\*4223+0' k' p' v' g' t' q' f' w' e' k' p' - I r qdcrkucwkq." Xcnwg" Ej clpu" cpf " 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 ggp." V0\*4227+0' Vj g' i qxgtpcpeg" qh' i r qdcrn' xcnwg" ej clpu0' *Review of International Political Economy.*"12\*3+ '9: /3260j wr u-1lf qkQti B2082: 2I2; 8; 44; 272226; ; 27"

I gtghk" I 0(" "Mqt| gpky kel."O0\*Gf u00\*3; ; 6+0' *Commodity chains and global capitalism0* Rtcgi gt0'

I gtrcej."O0' N0\*3; ; 4+0' *Alliance Capitalism: The Social Organization of Japanese Business0* Wp' k' g' t' u' k' {" qh' Ecrk' h' q' t' p' k' Rtguu0' j wr u-1lf qkQti B2087471; 9: 2742; 3; 327"

I j cwtk" R0' P0(" "[ co lp." O0\*422; +0' Tgx' k' u' k' p' i " v' j g" l' o' r' c' e' v' qh' o' w' n' k' p' c' w' k' p' c' n' g' p' v' g' t' r' t' l' u' g' u' q' p' g' e' q' p' q' o' l' 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(" "Detwgv."E0C0\*3; ; 2+0' Vj g' O' w' n' k' p' c' w' k' p' c' n' Eqtr qtcvkg" cu' cp' k' p' v' g' t' q' i' c' p' k' c' w' k' p' c' n' 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 tgc' f g' Geqqo " f' {" Vgepqri " f' f' g' r' HNCUQ0'

- I tcpqxgwt. 'O 0\*3; : 7+0Gepqo le'Cevkqp'cpf 'Uqelcn'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 gmrngt.'I 0\*4239+0Wpc'b kcf c'cnngt'pvcxc'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'Wpłxgtuks\ 'qh'Ej keci q'Rtguu'
- I wkn? p.'O 0'H0\*4225+0Vj g'geppqo le'luqelqni { '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 0'H0\*4226+0Nc'lpvgt'pcekqpcrk\ cekp'f g'rcu'go r t'gucu'gur c° qrcu'Historia Empresarial.'812.'433/4460'
- I wpf gt.'Hicpm'C0\*3; 96+0F gr gpf gpeg'Kf'F gcf.'Nqpi 'Nkxg'F gr gpf gpeg'cpf 'vj g'Ercuu'Ut wi i rg<Cp' Cpuy gt' vq'Etkeu'Latin American Perspectives.'1\*3+; '9/3280'
- J cengw.'U0'E0' ( " Utłpkxcucp.'M0\*3; ; : +0'F q'uw r rłgt'uy kej kpi " equu'f kłngt'cetquu' Lcr cpug' cpf " WU' o włpkvcłqpcrłHto uA'Japan and the World Economy.'10\*3+; '35/540j wr u<lf qkQti B2B238 IU2; 44/3647\*; 8+22436/; "
- J cm" R0' C0" ( " Uqunleg." F0' \*4223+0 Varieties of Capitalism' Qzhqtf " Wpłxgtuks\ " Rtguu' j wr u<lf qkQti B2B2; 5 I23; ; 469979Q23Q223"
- J co kmp.'I 0I 0' ( " Dki i ctv.'P 0'Y 0\*3; ; : +0'0 ctngv.'Ewmtg.'cpf " Cwj qtk\ <C " Eqo r ctevcxg' Cpnc\ uku'qh' Opcpi go gpv'cpf " Qti cpl\ cvkq'lp'vj g'Hct'Gcu'American Journal of Sociology.'94.'74; /; 60"
- J ctf v.'O 0' ( " P gi tk'C0\*4222+0'Imperio'J ctxctf " Wpłxgtuks\ 'Rtguu'
- J ctwej k.'V0\*4228+0Vq { qvc'lp'vj g'Rj rkr r kpgu<F tkxg'qwt'F tgco u'qt'F tkxg'vq'vj g'Dqwqo A'Gp'<F cg/qw' Ej cpi " \*Gf 0; "Labour in Globalising Asian Corporations: A Portrait of Struggle" \*r r 0'469/495+0' Cuk' O qpkqt' T guqwt eg' E g p v t g 0'
- J ctxg\ . 'F 0\*4227+0'The New Imperialism'Qzhqtf " Wpłxgtuks\ 'Rtguu'
- J ctxg\ . 'F 0\*4237+0'Seventeen contradictions and the end of capitalism' \*Htu'vkuuwgf 'cu'cp'Qzhqtf " Wpłxgtuks\ " Rtguu' r cr gtdcem' Qzhqtf " Wpłxgtuks\ 'Rtguu'
- J cuurgt.'O 0\*422; +0'Xct'cvkqpu'qh'Xcnwg'Etgevkq'<Cwqo qdłrg' O cpwłcewtłpi 'lp'Vj cłrcpf 0'Environment and Planning A: Economy and Space.'41\*; +; '4454/44690j wr u<lf qkQti B2B28: k6245: "
- J cuurgt.'O 0\*4233+0'Nqecrkcvcłq' Rtqeguugu' y kj kpi " I nqdcn' Rtqf vevkq' P g y qtm <Cwqo qdłrg' Eqo r qpgpv' Uqwtłpi 'lp'Vj cłrcpf 0'DIE ERDE – Journal of the Geographical Society of Berlin.'142\*6+; '64; / 6640'
- J cxtcpgm'V0' ( " Kuqxc.\ 0\*4233+0'Gu'ko cvkpi 'xgt'vlecn'lr kmqxgtu'ltqo 'HF K'Y j { 't guwmu'xct { 'cpf 'y j cv'vj g' vwg' ghhev' ku' Journal of International Economics." 85\*4+; 456/4660 j wr u<lf qkQti B2B238 I10'lpvgeq0'4233Q29Q26"
- J gemej gt.'G0\*3; 3; +0'Vj g'ghhev'qh'htqtki p'v'cf g'qp'vj g'f kwt'kdwłq'qh'łpeqo g'0'Ekonomisk.'21.'6; 9/7340'
- J gkf gptglej . 'O 0\*4234+0'Vj g'luqelcn'go dg f gf pguu'qh'o włpkvcłqpcrłeqo r cplgu'<C' r ksgtcwt g' t g x l g y 0' Socio-Economic Review.'10\*5+; '76; /79; 0j wr u<lf qkQti B2B2; 5 lgt lo y u232"
- J glo . 'U0\*4235+0'Ecr cdkk\ 'dwrk' kpi 'cpf 'h'pvcłqpu'qh'UO Gu'lp'dwłk'guu'i tqwr u'<C' ecug'uwf { 'qh'Vq { qvcu' uw r n\ " ej cłp 0'International Journal of Automotive Technology and Management.'13\*6+; '55: 0 j wr u<lf qkQti B2B2726 I KC 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' M\ qv\ " Wpłxgtuks\ 0'
- J glo . 'U0\*4239+0'Vq { qvc. " Xlevo " qh'ku' Rtqf vevkq' U\ ugo <Y j { " f q' Uqelcn' Uelgpegu' Ukm' J c x g' O wej " vq' Ngctp' ltqo " y ku' Hto A' Monthly Paper of the French Network for Asian Studies, " j wr <ly y y 0 ku' tguvcw'cukg' Qti I'o qp'vj n\ / ct'v'erguhq { qvc/xlevo g/vq { qv'kuo g/j glo / ugr j cp g 0'
- J glo . 'U0\*4242+0'Vj g' Lcr cpug' Cwqo qv'xg' lpf wut { Ułpeg' 4222 < E cwugu' cpf ' K r cew' qh' I tqy vj ' F kur ct' kkgu' 0' Gp' New Frontiers of the Automobile Industry: Exploring Geographies, Technology, and Institutional Challenges' \*Ur tłpi gt' P cwt g 0'
- J gr gt. "U0' ( " J gpf gt' uq. " T0' \*4236+0' Opcpi go gpv' Rtcevlegu. " T gr v' kqpcn' Eqpvtcew. " cpf " vj g' F gen' kpg' qh' I gpgtcr' O qqtu' Journal of Economic Perspectives." 28\*3+; 6; /940 j wr u<lf qkQti B2B2479 I lgr 0: B06; "

J gpf gtuqp. 'L0'F lemp. 'R0'J guu. 'O 0'Eqg. 'P 0'(' [ gwpi. 'J 0Y 0'E0\*4224+0I rdcnrl tqf wevkqp'pgvy qtnu'cpf " vj g'pcnq uku'qh'geppqo le'f 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. 'O 0\*4229+0Vj g'i gpgcmi { "qh'rgcp"r tqf wevkqp0Journal of Operations Management. "25\*4+. "642/ 6590j wr u-1lf qkQti B208238 110qo 0422806023"

J qr nkpu. 'V0M0'(' 'Y cmgtugkp. 'K0\*3; 99+0Rcvgtpu'qh'F g'gmr o gpv'qh'vj g'O qf gtp 'Y qtrf /U{ uqgo 0'Review (Fernand Braudel Center). "I\*4+. '333/3670

J qr nkpu. 'V0M0'(' 'Y cmgtugkp. 'K0\*3; : 8+0Eqo o qf k' 'Ej ckpu'lp' 'vj g'Y qtrf /Geppqo { 'Rtkqt'vq'3: 220Review (Fernand Braudel Center). "I0\*3. +. '379/3920

J wo r j tgf. 'L0'(' 'Ucrgtpq. 'O 0U0\*4222+0I rdcnkucvkqp'cpf 'Cuugo drgt/Uwr r rkt 'Tgrvkvpu'<Dtc| k'icpf 'k'f kc0 Gp'0L0J wo r j tgf. ' [ 0Ngergt. " ( "O 0U0Ucrgtpq" \*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 r j tgf. 'L0'(' "Uej o k' . "J 0\*4224+0J qy "f qgu" k'pugt vkqp" k' "i rdcn'xcnw" ej ckpu' chgev" wr i tcf lpi " k' k'pf 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' k'pukwng'qh'Vgej pqm { \_0j wr -1lj f rj cpf rgt'p'gvB394308 149597"

Klwuwk. 'W0' 'Dgt pctf gu. 'T0'E0' ( "Eqpuqpk" H0'N0' \*4237+0'P gy "Dtc| k'icp" cwqo qvkg" k'pf 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 1K C VO 042370892; 4"

Kpej cwur g. 'G0' ( "I cte'f. 'P 0\*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: : +0WP F CX'Gf lekqpgu0

Kpf wutkcu' I wfk'0' \*4242+0' Industrias Guidi 2010—2020. 60 Aniversario0 j wr -1lpf wutkcu' wfk'0'eqo 0et l'lpf wutkcu' i wfk'0'82/cpl'xgtuctkq l"

Kqj. 'O 0'Mcv. 'C0'Uj ko qpp. [ 0'J ctcj wej k' [ 0' ( "Vcgj qpp. 'R0\*423: c+0Nqecik' cvkqp' Rtqeguu'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'0 0Kqj. 'C0Mcv. [ 0Uj ko qpp. [ 0J ctcj wej k' ( 'R0Vcgj qpp. "Automobile Industry Supply Chain in Thailand" \*r 069/84+0Ur t'kpi gt' U'kpi cr qt'g0j wr u-1lf qkQti B2082291; 9: /; : 3/35/4582/9a6"

Kqj. 'O 0'Mcv. 'C0'Uj ko qpp. [ 0'J ctcj wej k' [ 0' ( "Vcgj qpp. 'R0\*423: d+0Nqecik' cvkqp' Rtqeguu'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'0 0Kqj. 'C0Mcv. [ 0Uj ko qpp. [ 0J ctcj wej k' ( 'R0Vcgj qpp. "Automobile Industry Supply Chain in Thailand" \*r 069/84+0Ur t'kpi gt' U'kpi cr qt'g0j wr u-1lf qkQti B2082291; 9: /; : 3/35/4582/9a6"

Kctuuqp. 'K0' ( "C'ruuco. 'E0'I 0\*4227+0'Vgej pqm { { "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'icpf "d'w'it' r'p'u'lp' Dtc| kn' E'j k'p. "K'f k'c. 'cpf 'O gzleq0World Development. "33\*+. "3547/35660j wr u-1lf qkQti B208238 110y qtrf f gx0422706023"

K'gt. 'C0X0'Ug'j cf tk'U0' ( "Xcuj gt. 'T0\*4233+0Toyota supply chain management: A strategic approach to the principles of Toyota's renowned system00 I J 0

Lceqdu. 'C0L0\*4238+0Cwqo qvkg'HF Kcpf 'F gr gpf gpv'F g'gmr o gpv'Vj g'Ecug'qh'U'q'xcn'k'au'Ek' /Tgi k'p'u' lp' 'vj g' Dtc'k'urxc/\ k'icp" Eqtt'k'f qt'0' Open Urban Studies and Demography Journal. "2\*3+. "3/3; 0 j wr u-1lf qkQti B2043964574853; 23824232223"

Lc { ctco. 'L0'F cu. 'C0' ( 'P leqrcg. 'O 0\*4232+0Nq'nkpi "dg { qpf "vj g' q'dx'k'w'w'<W'p't'cx'g'k'pi "vj g'Vq { qvc'r tqf wevkqp" u { uqgo 0' International Journal of Production Economics. " 128\*3+. " 4: 2/4; 30 j wr u-1lf qkQti B208238 110kr g04232090246"

Igpucpc. 'C0\*4226+0Empresa y negocios en Asia oriental0WQE0'

Iqj puqp. 'E0\*3; : 4+0MITI and the Japanese Miracle: The Growth of Industrial Policy, 1925-19750Ucphqtf " W'p'k'x'gt'uk' { 'Rt'gu0'

Mcr nkpu'f. 'T0\*4227+0Globalization, poverty and inequality: Between a rock and a hard place0Rq'rk' { 0'

Mcy cdg. 'P 0' \*4235+0' Tqrgu'qh' o w'nk'p'cv'k'p'cn' eqo r cplgu'lp' "vj g' u'gh' u'w'ng'p'c'p'eg" qh' 'vj g' Vj ck' cwqo qdkrg' k'pf wut { <Vj g'Ecug'qh'Vq { qvc'O q'qt 'Vj ck'x'p'f 0WasedaShogaku. "438. '637/66: 0'

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

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

Mqtpdrkj w.'L0\*4235-0'Gn' o ctzkuo q"cti gpvkq" {"r" ewgukp" f gn'ecr kcn' o qpqr qrkuc'0 Nómadas. 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'kpvgtpcvkqpcn'Vtcf g0'World Politics."28, No. 30

Micupgt.'UOF 0\*3; ; ; 0'Sovereignty: Organized hypocrisy0Rtkpegvq'Wpkkgtukv' '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 uo' tgr qpugu" vq" o ctngv' nkdgtck' cvkq'0 Journal of International Business Studies."43\*6+."58: /5; 70j wr u-1f qkqti B208279 ltku0423406"

Mwo ctk'T0' ( 'Uj cto c.'C0M0\*4239-0F gvgto kpcpw'qh'hqtgki p'f kgevkpxguwo gpv'k'f gxgnr kpi "eqwptlgu'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 wmkpvkqpcrk' cvkq'qh'Vq {qvc'O qvqt'Eqr qtcvkq'0Journal 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.'Wpkkgtukv' " qh'Uqwj 'Chtlec.0j wr u-1f k'wpluc'0e0 c ldkwv gco lj cpf ng B2722 15484 kj gukamo r tgej vap'f h'

Ncpi hkrf Ub kj." M0' ( " I tggpy qqf." O 0' T0' \*3; ; ; 4-0' F gxgnr kpi " Eq qr gtcvkg" Dw'gtóUwr r rgt" Tgrcvkqpuj kr u'c" Ecug"Uwf {" qh' Vq {qvc'0 Journal of Management Studies." 35\*5+." 553/5750 j wr u-1f qkqti B208333 B689/86: 8022; 8"

Ngg.'D0J 0' ( "Iq."J 0L0\*4229-0'Vj g"o wcvkq'qh'vj g"Vq {qvc"Rtqf wevkq"U{ ugo <Cf cr vki "yj"VRU"cv' J {wpf ck'O qvqt"Eqo r cp{0'International Journal of Production Research."45\*38+."5887/589; 0' j wr u-1f qkqti B2082: 2 1224297629234456; 5"

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

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

Nk'Z0' ( 'Nkw'Z0\*4227-0'Hqtgki p'f kgevkpxguwo gpv'cpf'Geqqo ke'I tqy vj <Cp'k'p'etgculpi n' (Gp'qi gpqwu' Tgrcvkqpuj kr 0' World Development." 33\*5+." 5; 5/6290 j wr u-1f qkqti B208238 lly qtrf f gx04226083023"

Nkdgtto cp.'O 0D0' ( 'F go ggugt.'N0\*3; ; ; 4-0'kpxgpvt {"Tgf wevkq'cpf' Rtqf wevkv' 'I tqy vj <Nkpmci gu'lp'vj 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; 4-0Toyota Culture: The Heart and Soul of the Toyota Way0Rtkpv'O cwgtu' kpe0'

Nkngt.'L0M0' ( 'O gkg.'F 0\*4228-0The Toyota way fieldbook: A practical guide for implementing Toyota's 4Ps0O eI tcy /J kno'

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

Nkr ug {"T0G0' ( "Uqj qm ."HO\*4227-0'Vj g'k' r cev'qh'kpy ctf'HF Kq'J quv'Eqwptlgu'<Y j {"Uwej "F lhtg'gpv' Cpuy gtu'A' Gp" Does foreign direct investment promote development?" \*0'45-0' k'p'ukwng" hqt" kpvgtpcvkqpcn'Geqqo leu0'

Nkw.'Y 0' ( 'F lengp.'R0\*4228-0'Vt'cpupcvkqpcn'Eqr qtcvkq'p'cpf "-Qdri cvgf "Go dgf f gf pguu'<Hqtgki p'f kgevk' kpxguwo gpv'k'p'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; 4-0Hqtgki p'f kgevk'kpxguwo gpv'cpf"vgej pqmji {"ur kmxgtu'<Vj gqt {"cpf "gxkf gpeg'0 Journal of Development Economics."85\*3/4+."398/3; 50j wr u-1f qkqti B208238 ll0f gxgeq0422809023"



Nwzgo dwti 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 cksqaGuvdcpaGj gs wkgmF kgt gpekua kpgt pcekqpcrguaf ga  
r tqf wevxf cf agparca kpf wutka vgt0 kpcmcwqo qtk k agxk gpekacac ct wtaf garuar rpvua f gagpu  
co dmf qaf ga T gpcwma {a Vq{ qv"

O cpp. "O0\*3; ; 9+0J cu'I mdck k c vkp "Gpf gf "y j g'Tkug"cpf "Tkug"qh'y g"P c vkp/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 vkpgl. "L0'K0" ( "Lct kmq."L0'E0\*3; ; 3+0Eqqt f kpc vkp "F go cpf u"qh' kpgt pcvkpcn' Utcvgi kgu0 Journal of  
International Business Studies."22\*5+."64; /6660j wr u1lf qkQti B20279 lr cni t exg0kdu0 6; 252; "

O ctz. "M0\*3; 8: #0El Capital0Hqpf q" f g'E wwtc "Geqp»o lec0

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

O eO kmcp. "E0\*423; +0Qti cpk c vkpcn' k gpvxf. "Eqtr qtcvg"Utcvgi { . "cpf "J cdku'qh'C wgp vkp <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  
Tqwrfg i g0

O gf kpc "Ht g { gt."L0'G0\*423; +0Convergencia y divergencia de prácticas organizacionales en Empresas  
Multinacionales.pdf0KX'E qpi tguq "kpgt pcekqpcn' f g" T g r e k p g u' f g n' V t c d c l q 0

O g { gt. "M0'G0" \*4226+0Rgtur gev xgu" qp" O wnkpc vkpcn' Gpvgr tkugu" kp" Go gti kpi "Geqpgo 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 'pgvy qtmu'cpf 'rti g/uecng'kppqxcvkpu<Vj g'ecug'qh'y g'bwqo qdkrg'kpf wut {0  
Research Policy."23\*3+."49/680j wr u1lf qkQti B20238 B226: /9555\*; 6+; 2247/8"

O qtf wg. "I 0" ("Uy gpg { ."D0\*4242+0P gkx gt "eqt g"pqt "r gtr j gt { <Vj g'ugctej "hqt"eqo r gv kxg"cf xcpvci g"kp"  
y j" cwqo qv xg" 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 gp vkpc0 H-industri@  
Revista De Historia De La Industria, Los Servicios Y Las Empresas En América Latina."1\*34+0  
j wr u1lf l u Q e q p 0 w d c 0 t l p f g z 0 j r I / k p f l c t v e r g k l g y I 753"

O qti cp. "I 0\*4223+0Vj g'O wnkpc vkpcn' Hto <Qti cpk kpi "Cetquu" kpu k w k p c n' c p f "P c v k p c n' F k k f g u 0 G p "The  
Multinational Firm: Organizing Across Institutional and National Divides" \*r 0'3/49+0 Qz h q t f "  
Wpkxgtukv' "Rt guu0

O qti cp. "I 0\*4233+0T g h r e v k p u" qp" y j g" O cetq/r qrk leu' qh' O letq/r qrk leu0 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 wnkpc vkpcn' cu" c" Eqtr qtcvg" Hqto <C "Et k l e c n' Eq p v k d w k p " I t q o " Q t i c p k c v k p "  
Uwf kgu0 Gp" I 0' D c c t u" ("C0' U r l e g t " \* G f u 0: "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' T q k w g t. "U0' F g r h p k " O 0' [ q i w g n " I 0' (" O k g u " F c t \* q 0 \* 4 2 2 9 + 0 C t v l e w r c e l » p " { " f g u c t t q m q " g p " r e " v t o c "  
cwqo qtk k "cti gp vkpc<O qthqri "f." kppqxcel»p" { "go r r g q 0 Gp" Innovación y empleo en tramas  
productivas de Argentina" \*r 0'453/497+0 Rtqo gvgq/ WPI U0

P cwwf c. "M0' \*422; +0 Ucvgu. "O wnkpc vkpcn' Eqtr qtcvg" kpu. "cpf " kpu k w k p c n' C t t c p i g o g p w < Geqpgo k e "  
kpgt f g r g p f g p e g " D g y g g p " I c r c p " c p f " U q w j g e u v " C u k 0 " Japanese Economy." 36\*5+." ; 8/3490  
j wr u1lf qkQti B204975 I L G U 3 2 ; 9 / 4 2 5 Z 5 8 2 5 2 6 "

P cwwf c. "M0" ("Vj qdwt. "L0\*4236+0J qy "o wej "r qrk { "ur ceg" ukm'gz kuu" wpf gt "y j g" Y V Q A C "eqo r c t c v k x g "  
uwf { "qh' y j g" cwqo qv xg" kpf wut { "kp" Vj c k r p f " c p f " O c r { u k 0 " Review of International Political  
Economy." 21\*8+." 3568/35990j wr u1lf qkQti B202: 2 I 2 ; 8 ; 4 4 ; 2 0 4 2 3 5 0 9 : 9 6 3 "

Pcwufc."M0"("Vj qdwtP."I0\*4242+0Automotive Industrialisation: Industrial Policy and Development in Southeast Asia\*30"gf 00Tqwwrf i g0j wr u-1lf qk0ti B2065461; 9: 264; 667576"

P cxctgwk'I 0D0("Xgpcdngu."C0L0\*4235+00 wnlpcvqpcni'c'pf 'lpf wutkcnr qnle { 00xford Review of Economic Policy."29\*4+."583/5: 40j wr u-1lf qk0ti B2082; 5 lqztr li t0238"

P cxcttq."N0\*4242+0Especialización energética y financiarización: Estrategias, desempeño y trayectoria de Pampa Energía (2004-2015)"J0 cguw'c\_0Wp UCO 0'

P ghc."L0E0\*4239+00 qf qu'f g'f gucttqm."tcdclq {"go r ngq"gp'rc"cti gpvpc"\*4224/4239+0Revista Estado y Políticas Públicas."9."; 5/33; 0'

P qej vgh."J 0\*3; ; ; +0Nc'r qf'f'ec'geqp»o lec'gp'rc"cti gpvpc'f'g'hu'p'qx'g'p'w'p'c'b' kcf c'f'g'eqplw'p'q'0Revista Época."I\*3+."38/540'

P qhcn"O 0'D0 \*3; ; ; +0Absentee entrepreneurship and the dynamics of the motor vehicle industry in Argentina0Rt'c'gi gt0'

P qt'j . "F 0\*3; ; 2+0Institutions, Institutional Change and Economic Performance0'Eco dt'f' i g"Wpkxgtukf "Rt'guu0'

P qx'g'k'p'q."N0I 0\*423; +0Plan de negocio para la creación de un centro de formación de operadores de autoelevadores en Toyota Argentina"J0 cguw'c\_0'k'p'k'w'w'q'V'ge'p'q'»'i' leq'f'g'Dw'g'p'q'u'C'k't'gu0'

P qx'lem"O 0"[ qi wgn"i 0"Ecv'c'p'q."C0"("Cnd'q't'p'qj ."H0\*4224c+0P w'g'x'cu'eq'p'hi' w'c'el'q'p'g'u'gp'gn'uge'v'q't' cw'q'o'q'q't'c'ti'g'p'v'p'q'0'Nc"v'p'ul'»'p'g'p't'g"gu'w'c'v'g'i'k'cu'r't'q'f'w'e'x'cu" {"'eq'o'g't'el'c'g'u'0' Cuadernos del Cendes."19."349/3750'

P qx'lem"O 0"[ qi wgn"i 0"Ecv'c'p'q."C0'O 0"("Cnd'q't'p'qj ."H0\*4224d+0P w'g'x'cu'eq'p'hi' w'c'el'q'p'g'u'gp'gn'uge'v'q't' cw'q'o'q'q't'c'ti'g'p'v'p'q'0'Nc"v'p'ul'»'p'g'p't'g"gu'w'c'v'g'i'k'cu'r't'q'f'w'e'x'cu" {"'eq'o'g't'el'c'g'u'0' Cuadernos del Cendes."19\*6; +."349/3750'

Qj' n'p."D0\*3; 55+0Interregional and International Trade0J' c't'x'c't'f' "Wpkxgtukf "Rt'guu0'

Qj' p'q."V0\*3; ; ; +0Toyota Production System-Beyond Large-Scale Production0Rt'q'f' w'e'x'k'f' "Rt'guu0'

Q'k'x'g'k'c."N0'H'g'w't'{"C0"('H'g'w't'{"O 0\*423; +0E'q'p'k'p'i' "j'g'i'c'r' "d'g'y'g'g'p'D'w'ul'p'g'u'P'g'y'q't'm'i'c'p'f' "X'c'w'g'E'j'c'l'p' C'p'c'n'f' u'k'0' Review of Business Management." 21\*Ur'g'el'c'n' "K'u'w'g'+" 886/8: 40 j wr u-1lf qk0ti B200; 3; l'di'p'0x431606243"

Q't't'w."O 0'J' co'k'w'p."I 0'I 0"("U'w' w'k"O 0\*3; ; ; +0R'c'w'g't'p'u'q'h'k'p'v'g't/H'k't'o' "E'q'p't'q'n'k'p' "l'c'r'c'p'g'g' "D'w'ul'p'g'u' 0' Organization Studies."10\*6+."76; /7960j wr u-1lf qk0ti B208399 12392: 628; ; 23222627"

Q't'w'k'."T0"("U'ej'q'tt."O 0\*4229+0Nc't'g'c't'v'e'w'r'e'c'»'p'f'g'r'nd'q's'w'g'f'g'r'q'f'g't' "gp'rc"r'q'ue'q'p'x'g't'v'k'd'k'f'c'f'0'Papeles de Trabajo." 1\*4+0' j wr u-1lr'g't'k'g't'k'c'v'e'x'c'0'k'g'u'0'y'q't'f'r't'g'u'u'0'»'e'q'o' 4238 B2 lq't'w'k' /{/uej'q'tt'/rc'/t'g'c't'v'e'w'r'e'c'le5d5p/f'g'r'nd'q's'w'g'f'f'h'

Q'l'c'y'c."V0 \*3; 9; +0Multinationalism Japanese style: The political economy of outward dependency0Rt'k'p'eg'v'q'p' "Wpkxgtukf "Rt'guu0'

R'c'p'l'i'q."F 0'I' a'tt'k'."C0'N'c'x'c't'g'm'q."R0'O'q'p' | »p."P 0"('N'c'p'i'c't'f'."H0\*4239+0Nc'lp'f'w'ut'k'c'w'q'r'c't'v'k'w'c'c't'i'g'p'v'p'c'< Gu'w'f'k'q'f'g'ecu'q'r'c't'c'gn'c'p'c'n'k'u'k'f'g'u'w'f'g'u'c'h'k'u'f'g' "k'p'ug't'el'q'p' "eq'o'g't'el'c'f'0'G'p' "La encrucijada del autopartismo en América Latina"»r 0647/687+0W'p'F'c'x'G'f'le'k'q'p'g'u0'

R'c'p'l'i'q."F 0'N'c'x'c't'g'm'q."R0'I' a'tt'k'."C0"('E'c'u'k'q'."M0\*4239+0G'f'c'w'q'r'c't'v'k'w'q'q' "r'c'v'p'q'c'o'g't'el'c'p'q'gp' "w'p' "e'q'p'v'g'z'v'q' f'g'r't'q'v'g'el'q'p'k'u'o'q'f'i' n'q'd'c'n't'g'u'j'q't'k'p'i' {"'f'g'd'k'k'c'o'k'g'p'v'q'f'g' "c'e'w'g't'f'q'u't'g'i'k'p'c'g'u'f'g' "eq'o'g't'el'q'0'G'p' "La encrucijada del autopartismo en América Latina"»r 03: /96+0W'p'F'c'x'G'f'le'k'q'p'g'u0'

R'c't'f'k."V0\*423; +0The role of multinational company strategies in structuring global supply chains in the automotive industry0'k'p'v'g't'p'c'v'q'p'c'n'i'N'c'd'q'w't' "Q'h'h'g'0'

R'c't'g'q'."X0\*3; 67+0Manual de Economía Política"»C'v'c'c'c'c'0'

R'c't'u'q'p'u."V0\*3; 59+0The Structure of Social Action0'O'e'I' t'c'y' /J' k'f'0'

R'c'x'i'f'p'g'm"R0\*4226+0T'g'i'k'q'p'c'n'f'g'x'g'n'r' o'g'p'v'k'o' r'ic'k'v'q'p'u'q'h' "H'q't'g'k'i'p' "F'k't'g'ev'k'p'x'g'u'o'g'p'v'p'k' "E'g'p't'c'n'i'G'w't'q'r'g'0' European Urban and Regional Studies."11\*3+."69/920j wr u-1lf qk0ti B208399 12; 8; 99862625; 364"

R'c'x'i'f'p'g'm"R0\*4234+0V'j'g'k'p'v'g't'p'c'v'q'p'c'n'k'c'v'q'p'q'h' "E'q'r'q't'c'v'g' "T' ("F' "c'p'f' "j'g' "C'w'q'o'q'v'x'g' "k'p'f'w'ut' {"T' ("F' "q'h'G'c'u'w' "E'g'p't'c'n' "G'w't'q'r'g'< "G'EQ'P'Q'O'k' "I'G'Q'I' "T'c'r'j' ["0' Economic Geography." 88\*5+." 49; /5320 j wr u-1lf qk0ti B208333 110; 66/: 4: 9042340233770z"

R'c'x'i'f'p'g'm"R0\*423; +0I' n'q'd'c'n'Rt'q'f'w'e'x'k'p'P'g'y'q't'm'i'."H'q't'g'k'i'p' "F'k't'g'ev'k'p'x'g'u'o'g'p'v'c'p'f' "U'w'r' "i'k'g't' "N'k'p'c'n'i'g'u'k'p' "j'g' "k'p'v'g'i'c'v'g'f' "R'g't'k'j'g't'k'g'u'q'h' "j'g' "C'w'q'o'q'v'x'g' "k'p'f'w'ut' {"0' Economic Geography." 94\*4+." 363/3870 j wr u-1lf qk0ti B2082: 2 1223522; 704239085; 5535"

Rcxrfp gm "R0" ("fi flcqx". "R0" \*4238-0'Nlnci gu'cpf "ur kmxgtu"lp"i mdcn'r tqf vevqp"pgvy qtmu' Hkto /ngxgn' cpcn'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 "c" geqp»o lec- Qtkpvcelp" vgtlec." cr ctqv" eqpegr wcn' {" cur gevqu" o gxf qn»i lequ'f g'wp'eco r q'f g'lp'xgumi cel»p"gp"ekpcku'uqekrgu0Ciencia y Sociedad."34\*3+; 9/33; 0'

Rgt gl "Cm cpuk "D0" \*4242c-0'Gn'f guettqm'f g'rc"lpf wutlc"cwqo qvtk' "cul' vlec" c"vtx2 u'f g'rc"Uqekmqi "c" 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 cgu'f. "Wpkxgtukf cf "P celqpcn'f g'Ucp'O ctv'p\_0j wr u-1f kxpuco 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"etluku'f g'rc"eqpxgt vdkrf cf <Wp" cp' rikulu'f g'lw'gxqmvcl»p" {" wu'r tkpck rgu'r tqdrgo cu" \*4224/423; -0'Revista CEPAL."137."42; /4530'

Rgt gl "Cm cpuk "D0" (" I tcauq. "I 0" \*4239-0'Nc'lpf wutlc"wp'dcteq"ukp'vko »p"gp"nqu'vgo r qu'f g'eco dkq0Gp"El nuevo modelo económico y sus consecuencias0Gf lekppgu'f gn'EEE0'

R2 tgl " Ct vlec. "T0' \*423; +0' Rqrf vlec" lpf wutken' gp" Co 2 tlec" Ncvpc0' Gn' ecua' f g" nqu' tgekpvgu' 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 o 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 kcn' t g x q n w k p p u " c p f " v g e j p q / g e q p q o l e " r c t c f k i o u 0 ' C a m b r i d g e J o u r n a l o f Economics."34\*3+."3: 7/4240j wr u-1f qkQti B2082; 5 lli g dgr 273"

R2 tgl " Kl" a o gl . "L0' \*423; +0' Ecf gpcu"i mdcrgu'f g' xcm' t <Wp" t g x k u l » p " d k r k q i t a h l e c 0 ' S e m e s t r e E c o n ó m i c o . " 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 ckxpf 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 "Chtlecua'vqr 'r lemwr "dcwrgf "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' Cp' a rikulu' uqekv' epleq' f gn' r tqf gevq' f g" r tqf weel»p" cwqo qvtk' "mqcn' lpgi tcf c' gp'rc"ugi wpc' r' t g u k f g p e k c ' r g t q p k v c " \* 3 ; 74 / 3 ; 77 - 0 ' R e a l i d a d E c o n ó m i c a . " 2 6 1 . " 4 ; / 7 9 0 "

Rlecdgc. "L0' H0" \*4239-0' F gukpf wutlc' r k' cel»p" {" f guv weel»p" vgepq/r tqf vevkc" f vtcpvg"rc" Anko c" f levcf vtc" e' k l e q / o k k c i " c t i g p v p c < " G n ' r t q e g u q " f g " e l e g t g " f g " l p f w u t l c u " O g e a p l e c u " f g n ' G u v c f q " \* 3 ; 9 8 / 3 ; : 2 - 0 ' R e a l i d a d E c o n ó m i c a . " 5 \* 5 2 9 + ; 5 / 3 4 5 0 "

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 lpgtuglp. "P 0" ("E»tf qdc. "H0" \*423; +0' Uqdtg'rc"lpf wutlc"cwqo qvtk' . "rc" r tqf vevk' cf "rcdqtcn' {" gn'r gpuc0 kpvq' et' vlec0 Cuadernos de Economía Crítica."3\*8+."323/3470'

Rqmp { 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'xcwv'ej clpu <C" b qf wrc' yj gqt { /dwrk 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 gpvq" {" f guettqm' lpf wutken' 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" {" rlo kcekppgu' f g" rc" uqekmqi "c" geqp»o lec0' Gp" La sociología económica: Una lectura desde América Latina 0' HNCEU0'

Rtcj crcf. "E0M0" ("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'f'c\_0'Wp'kxgtukf cf "P celqpcn'f g' I ppgtcr'Ucto kpvq0'

Tgengpf tggg."C0'I gj rgp."D0"( "O ctz."E0\*4244+0'Kp'vgtpcvkqpcn'dwlp'gguu."o wnkpcvkqpcn'gpvgt t'kugu"cpf " pcvkqpcrk'q'h'y'g"eqo r cp{<"C"eqpwt wv'x'g'tgx'kgy "qh'rksgtcwt'g0'Business History."64\*,"+3789/37; ; 0j wr u-1f qk'Qt' B202: 21222989; 3042440433: 93: "

Tlectf q."F 0\*3: 39+0On the Principles of Political Economy and Taxation0Laj p'O wtte{ 0'

Tqdkpuqp."Y 0K0\*4235+0Una teoría sobre el capitalismo global: Producción, clase y Estado en un mundo transnacional0Uki m'Z'Z'K0'

Tqdkpuqp."Y 0K0\*4236+0Global capitalism and the crisis of humanity0Eco dtkf i g'Wp'kxgtuk'f '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."Wp'kxgtukf cf "f gn'Tquctk'q\_0j wr u-1f qk'Qt' B206: 935 B2558a476; 3"

Twdkq."L0'F kcu'Nqwt'gpeq."O 0D0'Rgl | ct'k'k'N0"( "Dt'k'0'cuet'gpj cu."V0\*4244+0Mejorar la productividad argentina: El caso Guidi y la industria automotriz0Hwpf ct'0j wr u-1f hwpf 0ct' r wdr'kecelqp'lecuq/i w'k'k' k'p'f wut'k'c/wqo q'v'k'k' l'

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

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

Ucnq."O 0"( " \ { rldgt'dgti."G0\*4237+0Ht'qo "I qxgt'p'cpeg"vq"U'c'v'gi {<"Kpl'ge'v'pi "O cpci go gp'v'Uw'f'k'gu"kp'vq" I m'dcn'Xc'w'g'Ej'k'p'u'0SSRN Electronic Journal0j wr u-1f qk'Qt' B20435; l'ut'p'04852288"

Ucnq."O 0"( " \ { rldgt'dgti."G0\*423; +0Uw'r r'rdgt"ut'c'v'gi { "kp"i m'dcn'x'c'w'g'ej'k'p'u'<Uj'cr'k'pi "i qxgt'p'cpeg"cpf " r'tq'h'k'k'pi " It'qo " wr i tcf'k'pi 0' Socio-Economic Review." 17\*5+" 8: 9/9290 j wr u-1f qk'Qt' B202; 5 l'ug't' lo y z26; "

Uc'rc'ku."T0"( "Uq'qr'gt."O 0\*3; ; 5+0Les mondes de production: Enquête sur l'identité économique de la France0Gf'k'k'p'u'f'g'w'Ge'q'g'f'gu'j'cw'gu'2 w'f'gu'gp'ue'k'p'eg'u'q'ek'rg'u0'

Ucpq."O 0'( "F'K'0'ct'v'k'p."N0\*4225+0Vt'gu'ecu'q'f'g'icr'q'p'k'cel'p'f'g'ic'g'ic'p'f'g'go r'ngq'gp'Cti'gp'v'k'p'c'f'f'0' Revista de la CEPAL0'

Ucpv'cte'pi'gm."L0"( "Rgt't'q'p'g."I 0\*4234+0Vt'c'p'u'h'q'to'cel'q'p'gu."t'g'p'v'cd'k'k'f'cf"{"go r'ngq'gp'ic'e'À'w'r'w'r'k'p'f'wut'k'ic'f'0' Cp' r'k'u'k'f'g'ic'e'À'w'r'w'r'c'w'qo q'v'k'k' "gp'ic'r'q'uv'Eq'p'x'g't'v'k'k'f'cf 0'Revista De Historia De La Industria, Los Servicios Y Las Empresas En América Latina."6\*32+"560'

Ucpv'cte'pi'gm."L0'Y {f'rgt."C0"( "Rcf'p."L00 0\*423; +0R'q'f'f'ec"ge'q'p'>o'k'ec"{"f'g'ugo r'g'o'q'k'p'f'wut'k'ic'f'0'Revista de Ciencias Sociales."35."393/3: : 0'

Ucu'ug'p."U0\*3; ; 8+0Losing Control? Sovereignty in an Age of Globalization0'

Ucu'ug'p."U0\*4229+0A Sociology of Globalization0Y 0'Y 0'P'qt'v'p"( "Eqo r'cp{ 0'

Uej'q'tt."O 0\*4234+0Nc"f'g'ul'p'f'wut'k'ic'k' cel'p"eqo q"gl'g'f'gn'r'tq{ge'vq"t'gh'w'p'f'cel'q'pcn'f'g'ic'w'ge'q'p'qo'f'c'{"ic'w'q'el'g'f'cf"gp"Cti'gp'v'k'p."3; 98/3; : 50'América Latina en la Historia Económica."19\*5+"53/780 j wr u-1f qk'Qt' B202: 454 k'nj'g'0x3; k5074: "

Uej'q'tt."O 0'( "Ec'ug'm."O 0L0\*4237+0E'w'c'p'f'q'gn'et'g'eko'k'p'v'q'p'q'gu'f'g'uct't'q'm'q'0C'ri'w'p'q'u'j'ge'j'qu'g'v'k'k'f'cf'qu'f'g'ic'w'f'k'p'o'k'ec'k'p'f'wut'k'ic'g'p'ic'r'que'q'p'x'g't'v'k'k'f'cf 0'Cuadernos de Economía Crítica."2."6; /990'

Uej'q'tt."O 0'( "Y'cl'p'gt."C0\*4236+0Nc"ge'q'p'qo'f'c'c'ti'gp'v'k'p'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'rg'u' {"t'g'ut'le'ek'p'g'z'v'g't'p'c'0'Realidad Económica."286."359/3960'

Uej'x'ct|gt."L0\*3; ; 7+0Nc"t'ge'q'p'x'g't'uk'p'f'g'ic'w'f'wut'k'c"cw'qo q'v'k'k' "cti'gp'v'k'p'0' Ciclos en la Historia, la Economía y la Sociedad."5\*,"+7/490'

Uej'x'ct|gt."L0\*3; ; 8+0La Industria Que Supimos Conseguir"R'c'p'g'v'c-0'

Uej'x'ct|gt."L0\*3; ; : +0Implantación de un modelo económico: La experiencia argentina entre 1975 y el 20000C/\ 'G'f'k'q't'c'0'

Uej'x'ct|gt."L0'T'q'lcu'Dtgw."O 0"( "R'c'r'c."L0\*4225+0La industria automotriz argentina en perspectiva: La reconversión de la década del noventa como prólogo a la crisis actual0EGURCO0'

Ugt't'c'p'k'G0\*4234+0C'ri'f'g'uct't'q'm'q'ge'q'p'>o'k'eq"{"ic'w'f'g'uw'f'k'q'u'ud't'g'gn'G'w'c'f'q"{"ic'w'f'g'o r't'g'uct'k'q'u'0'W'p'eq'p'w'c'p'v'g'f'g'uc'f'f'j'r'c'tc'ic'u'El'k'p'ek'u'U'q'ek'rg'u'0'Papeles de Trabajo."9\*C"q'8+"349/3760'

Uj'c'k'nj."C0\*4238+0Capitalism: Competition, Conflict and Crisis0Qzhqtf "Wp'kxgtuk'f 'Rt'guo0'



- Takeuchi H. (2009). The contradictions that drive Toyota's success. *Strategic Direction*, 25(1). <https://doi.org/10.1108/sd.2009.05625aad.009>
- Tamayo, J. (2021). *Toyota and Its Labor Union in Argentina*. Harvard Business School. <https://www.hbs.edu/faculty/Pages/item.aspx?num=59526>
- Thirlwall, A. (1979). The Balance of payments constraint as an explanation of international growth rate differences. *PSL Quarterly Review*.
- Thoburn, J., & Natsuda, K. (2018). How to conduct effective industrial policy: A comparison of automotive development in the Philippines and Indonesia. *Journal of the Asia Pacific Economy*, 23(4), 657-682. <https://doi.org/10.1080/13547860.2018.1503768>
- Tolich, M., Kennedy, M., & Biggart, N. (1999). Managing the Managers: Japanese Management Strategies in the USA. *Journal of Management Studies*, 36(5), 587-607. <https://doi.org/10.1111/1467-6486.00150>
- Tsurumi, Y. (1976). *The Japanese are coming: A multinational interaction of firms and politics*. Ballinger.
- Vijayakumar, N., Rao, K. C. S., & Sridharan, P. (2010). Determinants of FDI in BRICS Countries: A panel analysis. *Journal of Business Science and Applied Management*, 5(3), 1-15.
- Villalon, R. (1999). *Proteccionismo y política industrial en la Argentina de los '90: La economía política de la reconversión del sector automotriz* [Tesis Senior]. Universidad Torcuato Di Tella.
- Vispo, A. (1999). Reservas de mercado, cuasi rentas de privilegio y deficiencias regulatorias: El régimen automotriz argentino. En *La desregulación de los mercados. Paradigmas e inequidades de las políticas del neoliberalismo* (pp. 270-380). Norma.
- von Tunzelmann, G. N. (1997). Innovation and industrialization: A long-term comparison. *Technological Forecasting and Social Change*, 56(1), 1-23. [https://doi.org/10.1016/S0040-1625\(97\)00027-9](https://doi.org/10.1016/S0040-1625(97)00027-9)
- Wainer, A., & Belloni, P. (2017). La solución de Cambiemos al estrangulamiento externo El remedio, peor que la enfermedad. *Fundación Friedrich Ebert, DT Nro. 18*.
- Wallerstein, I. (1988). Development: Lodestar or Illusion? *Economic and Political Weekly*, 23(39), 7.
- Wallerstein, I. (2004). *Análisis de sistemas-mundo. Una introducción*. Siglo XXI.
- Walmrath, L. L., & Salles Pereira dos Santos, R. (2020). *Deciso Economica Investimento Estrangeiro Diretoe Localizao: O enraizamento político-institucional da Nissan no Rio de Janeiro*. 20º Congresso Brasileiro de Sociologia, Belem. [https://www.researchgate.net/publication/353317484\\_Decisao\\_Economica\\_Investimento\\_Estrangeiro\\_Direto\\_e\\_Localizacao\\_o\\_enraizamento\\_politico-institucional\\_da\\_Nissan\\_no\\_Rio\\_de\\_Janeiro](https://www.researchgate.net/publication/353317484_Decisao_Economica_Investimento_Estrangeiro_Direto_e_Localizacao_o_enraizamento_politico-institucional_da_Nissan_no_Rio_de_Janeiro)
- Westney, D. E. (1999). Changing perspectives on the organization of Japanese multinational companies. En *Japanese Multinationals Abroad: Individual and Organizational Learning* (pp. 11-29). Oxford University Press.
- Westney, E. (2001). Japanese Enterprise Faces the Twenty-First Century. En *The Twenty-First-Century Firm: Changing Economic Organization in International Perspective* (pp. 105-145). Princeton University Press.
- Westney, E. (2020). Reflecting on Japan's contributions to management theory. *Asian Business & Management*, 19(1), 8-24. <https://doi.org/10.1057/s41291-019-00079-x>
- White, G., & Wade, R. (1988). Developmental States and Markets in East Asia: An Introduction. En G. White (Ed.), *Developmental States in East Asia* (pp. 1-29). Palgrave Macmillan UK. [https://doi.org/10.1007/978-1-349-19195-6\\_1](https://doi.org/10.1007/978-1-349-19195-6_1)
- Whitfield, L., Marslev, K., & Staritz, C. (2021). *Can Apparel Export Industries Catalyse Industrialisation? Combining GVC Participation and Localisation* (N.º 1; SARChI Industrial Development Working Paper Series). <https://www.uj.ac.za/wp-content/uploads/2021/10/sarchi-wp-2021-01-whitfield-et-al-march2021-updated.pdf>
- Whitley, R., Morgan, G., Kelly, W., & Sharpe, D. (2003). The Changing Japanese Multinational: Application, Adaptation and Learning in Car Manufacturing and Financial Services\*. *Journal of Management Studies*, 40(3), 643-672. <https://doi.org/10.1111/1467-6486.00355>
- Williamson, O. E. (1979). Transaction-Cost Economics: The Governance of Contractual Relations. *The Journal of Law & Economics*, 22(2), 233-261.

- Wuttke, T. (2021). *The automotive industry in developing countries and its contribution to economic development* (N.º 2; CAE Working Paper). <https://ruc.dk/en/automotive-industry-developing-countries-and-its-potential-contribution-economic-development>
- Yavuz, M., & Akçali, E. (2007). Production smoothing in just-in-time manufacturing systems: A review of the models and solution approaches. *International Journal of Production Research*, 45(16), 3579-3597. <https://doi.org/10.1080/00207540701223410>
- Yeung, H. W., & Coe, N. M. (2015). Toward a Dynamic Theory of Global Production Networks: GPN Theory. *Economic Geography*, 91(1), 29-58. <https://doi.org/10.1111/ecge.12063>
- Yin, R. K. (1998). The abridged version of case study research. *Handbook of applied social research methods*, 2, 229-259.
- Yin, R. K. (2009). *Case study research: Design and methods* (4th ed). Sage Publications.
- Yoruk, D. E. (2019). Dynamics of firm-level upgrading and the role of learning in networks in emerging markets. *Technological Forecasting and Social Change*, 145, 341-369. <https://doi.org/10.1016/j.techfore.2018.06.042>
- Yoshino, M. (1976). *Japan's multinational enterprises*. Harvard University Press.
- Zhang, K. H. (2001). How does foreign direct investment affect economic growth in China? *The Economics of Transition*, 9(3), 679-693. <https://doi.org/10.1111/1468-0351.00095>
- Zhao, J., Wang, J., Gupta, V., & Hudson, T. (2012). Introduction. En *Multinational Corporation Subsidiaries in China* (pp. 3-9). Elsevier. <https://doi.org/10.1016/B978-1-84334-605-0.50001-3>