



Pérez Almansi, Bruno

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

TESIS DOCTORAL

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Resumen

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

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

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

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

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



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

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"

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AGRADECIMIENTOS

Gp'r tko gt'hwí ct."guc'vuku"{'gn'vcdclq'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"vtx²u'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 tguvpv'vuku0"

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Ci tcf gl'eq'gur gekcm gpvg'c"o k'f kgevqt."Cnglcpftq'I ci i gtq."s wg'xctkqu'c° qu'cvt^au" eqphk»gp'o ¶r ctc'c' wf ctmq'c'tgcrk' ct'vctgcu'f g'kpxguki cek»p"{'o g'r gto kks'eqo gpl ct'c'eqpqegt" guc'r tqhguk»p0P q'uqm'uw'rgewtc"{'eqttgeek»p'hwgtqp'ko r qtvcpvu'r ctc'guc'vuku."ukpq'vco dk² p" gn'vcdclq"eqvfkcpq'lwvq'c'²nj c'ukf q."{"uki wg'ukgp'f q.'hwf co gpvcn'gp'o khqto cek»p0"

Ng'f q'{'rcu'i tceku'c'ob'keqf kgevqt'f g'dgec.'O ctvfp'Uej qtt."ew'qu'eqpqeko kgpvqu"{'cvgpvc" rgewtc" j cp" ukf q' kpf kur gpucdrgu' r ctc" rc" r tqf week»p' f g' gvg" vcdclq0' Uwu" eqttgeekqpgu" {" eqo gpvctkqu'ug'j cp"eqo r ngo gpvcf q'c"rc'uw' gtxkuk»p'f g'rc'kpxguki cek»p"{'o g'j cp'r gto kfk q' grcdqct" {"r tqhwf k' ct'r ctvgu'gugpekrngu'f g'guc'vuku0"

Qtc'o gpe»p'gur gekcn'gu³ f kki kf c'c'mqu'r tqhguqtgu'f gn'vcmgt'f g'vuku."s wkgpu'vco dk² p" ewo r rgtqp" {"ewo r rnp'hwpekqpgu'glgewkxcu'gp'gn'f qevqtcf q."Lwcp'Ucpvte^a pi gmq" {"Hgtpcpf q" Rqtv0'Nc"vctgc" gp'gvg"ugo kpc'kq'hwg"etwecn'r ctc"rc"o cf wtcek»p'f g'rc'kpxguki cek»p" {"uw' ceqo r c° co kgpvq'ug"eqo dkp»"eqp'uw'i tcp"eqpqeko kgpvq'gp"rc'vgo^a vkc" {"uw'ecrkf gl' j wo cpc" r ctc"eqpf wek'gn'vcdclq0"

S wgtq'vco dk² p'f ctngu'rcu'i tceku'c'f kgtgpvu'r tqhguqtgu" {"eqrgi cu'eqp's wkgpu'j g" r qf kf q'f kwek'f kwpvcu'r ctvgu'f g'gvg"vcdclq"eqo q'I gto^a p"Rkpc' q."Tqf tki q'R² tgl "Ctvkc." Cpc"Ecuvmpk"Guvdcp"Ugttcpk"O cpwgn'I qpl cmq."Nqtgpl c"O »pceq."Lqj p"Vj qdwtq."Mctqw" P cvwf c."O ctvfp'Uej tqgf gt."F cplgn'Uej vglpi ctv."Erwf kq"Dgrkpk"Hgf gtkeq"F wrelej ."Xgt»plec" Tqdgvt."Lko gpc'Twdkq."O cv'cu'I wo cp."I cdtkgn'Rqtekrq."Nwku'D² tvqr."O ctvfp'Dwti qu."Cpcj ¶ Tco r kpkk' {"Gtpguvq'O cvqu0'Gur gekcm gpvg'gpvt'g'gmqu's wgtq'f guvcect'rc'ko r qtvcpek'f g'rcu' f kweukqpgu" {"gn'vcdclq"eqp"o k'co ki q" {"eqrgi c" Lcxkgt'R² tgl " K^ao gl."s wg'j cp'tguwncf q" hwf co gpvcn'gu'r ctc'rc'grdqctcek»p'f g'guc'vuku0"

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'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 qevqtf 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 qñ'kecu'r Àdñecu"r ctc"gn'f gucttqm'f g'pwgustq'r c'ñu' Ci tcf gl eq'cn'E gptq'E wwtcn'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 'f'Rqñ'kec0'Guc'kpukwk»p" { "uw'kpxguki cf qtgu'uqp"wp'c'tghgtgpek" gp'gn'eco r q'f g'rc'u'ekgpekcu'uqekrgu'et'kecu" { "eqo r tqo gkf cu'eqp'rc'tgcnf 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."Rvtlekq." 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"gupekrgu0I tceku'vco dk²p'c'vqf qu'o ku' co ki qu'f g'rc'c'gust'f'gp'Uqekrñi 'f'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 gekcmo 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'c'o g'j c' c { wf cf q'cecf²o leco gpvg'c'r ctv'k'f g'uwu'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'c'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 'ñ'r ctc'mgxct'c'ecdq'guc" kpxguki cek»p0'Eqp'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'ñu'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'ñ"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"

INTRODUCCIÓN 16

3/"Rt gupwæp'f gn'r tqdrgo c"{'gucf q'f g'rc'ewguk»p.....B8"

4/"O cteq"vg»tleq.....44"

5/"O gxf qmji ¶.....48"

6/"Eqp»tdwæp'f g'rc'vguku.....4: "

7/"Rt gupwæp'f g'rc'ecr ¶wru.....4; "

CAPÍTULO 133

Estudios sobre empresas en la cadena de valor automotriz: perspectivas teóricas y analíticas33

K»tqf weæp'f gn'ecr ¶wru.....55"

306"ó'Nqu'guwf kqu'qekrgu'f g'rc'geqppq ¶c"{'gn'f gucttqm'geqpp»o leq'.....55"

304"ó'Gdlwiti ko kgrv'f g'rc'u'Ec'f gpcu'I r qdrgu'f g'Xcrt'{'uw'o cteq"vg»tleq.....5; "

305"ó'Nc'gutcvgi kc"go r t guctkcn'f g'uwduk'f kctku'f g'Go r t gucu'O wnkpcæqpcrgu.....58"

306"ó'K»xgtuk»p'Gz»t»cplgtc'F kt gev<»ru'ghgev'f g'rc'u'Go r t gucu'O wnkpcæqpcrgu'gp'r c'¶gu' r gt k?»tleq.....75"

307/"Cp»gegf gp»gu'f g'guwf kqu'f g'GO u'lcr qpgucu'cwqo q»tleq.....82"

Eqpenwæqpgu'r ctekrqu'.....85"

CAPÍTULO 266

La industria automotriz argentina luego de la crisis de la convertibilidad: la excepcionalidad de Toyota Argentina (2002-2019).....66

K»tqf weæp'f gn'ecr ¶wru.....88"

406/"Dt gxg't gug° c'j ku»tlec'f g'rc'»tc{ gevqk'cwqo q»tk' »cti gp»pc'f guf g'uwu'kpekqu'j cu»rc' »etkku'f g'rc'eqpxgt »dkrkf cf89"

406/"Kpekq"{'et geko kgrv'f g'rc'r tqf weæp'cwqo q»tk' »cti gp»pc'»3; 42/3; 97+.....89"

404/"Hk'f g'rc'K»f wutk»k cel»p'r qt'Uwukwæp'f g'K r qt wæqpgu"{'gucpeco kgrv' r tqf wækq'gp'gn'ugevq'cwqo q»qt' »cti gp»pc'»3; 98/3; ; 2+.....8; "

405/"Nc'teqphki wtceæp'f g'rc'k»f wutk'cwqo q»tk' »gp'gn'o cteq'f g'rc'u'tghqto cu' gut wewtcrqu"{'rc'et gceæp'f gn'o gtecf q'tgi kpcn'»3; ; 2/4223+.....94"

404/"Nc'k»f wutk'cwqo q»tk' »wgi q'f g'rc'etkku'f g'rc'eqpxgt »dkrkf cf99"

404"ó'Nc'gvr c'f g'rc'r queqpxgt »dkrkf cf »*4224/4237+.....99"

404/"Nc'gvr 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 gpvkc'.....; 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'rqecrgu'.....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 gpvkc'.....442"
 707B4"/"Upgrading'f g'cwqr ct vku'gp'rc'ecf gpc'f g'xcmt'f g'Vq{ qv'Cti gpvkc'.....445"
 Eqpenwukqpgu'r ctekrqu'.....448"

CONCLUSIONES.....229

3"/"Nc"gutcvgi ke'go r tguetkn'f g'Vq{ qv'Cti gpvkc'f 'lww'cr qt vgu'gp'rc'f kuewukp'vgtlec"
 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'ghevqu'gp'gpvco cf q'r tqf wevqxq'rqecr455"
 5"/"Rtqr wgu'cu'r cte'gn'guvq'f g'rc'kpf wutke'cwqo qvkt 'cti gpvkc'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 qvlequ'.....464"
 5"/"Eqpvkpf q'ko r qtvcf q'f g'ru'xgj 'fawqu'pcekqpcrgu'.....464"
 6"/"Tgf 'uqekn'gi qe² pvtlec'f g'ru'pwxg'r tlpekr crgu'ceekqpkuc'f g'Vq{ qv'O qvqt"
 Eqtr qtcv'kqp'.....469"
 7"/"Cp³ nkuku'f g'eqtg'rc'ekp'gpvtg'xctkeekqpgu'RD'Cti gpvkc'f 'xgpvcu'gp'gn'o gtecf q'kpvgtppq"
 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^a hleq" K3" / " Rtqf week" p" { " xgpvcu" gp" gn" o gtecf q" kpvgtpq" f g" xgj " f wqu" * wpkf 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^a hleq" K4" / " Rtqf week" p" f g" xgj " f wqu" * wpkf 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^a hleq" K5" / " Xgpvcu" gp" gn" o gtecf q" kpvgtpq" * ko r qtvcf qu" { " pcekpcrgu" { " gzr qtvcckppgu" f g" xgj " f wqu" * wpkf cf gu" + * 3 ; ; 9 / 423 ; + 7

I t^a hleq" K6" ó" Rtqf week" p" f g" xgj " f wqu" gp" Cti gpvkpc" r qt" vkr q" * r qtegpvcigu" + * 3 ; ; 9 / 423 ; + 9

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

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

I t^a hleq" K9" / " Xcmq" f g" xgj " f wqu" r tqf wekf qu" r qt" vgt o kpcn" cwqo qvtk" * o kmppgu" f g" f » rctgu" eqttkpgvgu" + * 4224 / 423 ; + 3

I t^a hleq" K: " / " Rqtegpvc" f g" xgpvcu" f g" r u" vgt o kpcrgu" cwqo qvtk" gu" uqdtg" r u" xgpvcu" f g" r u" 422" go r tgucu" o^a u" i tcpf gu" f g" Cti gpvkpc" * r qtegpvcigu" + * 3 ; ; 9 / 423 ; + 4

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

I t^a hleq" K; " / " Gzr qtvcckppgu" f g" vgt o kpcrgu" cwqo qvtk" gu" * 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" cwqo qvtk" * 4224 / 423 ; + 6

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

I t^a hleq" K33" / " Eqpvkpf 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 qtegpvcigu" + * 4224 / 423 ; + 9

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

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

Vcdre" K44" / " H dtlecu" f g" Vq { qvc" f gptq" f g" Lcr » p 35

Vcdre" K45" / " 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 wpf q 3:

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

I t^a hleq" K44" / " Rtqf week" p" f g" xgj " f wqu" hwgtc" f g" Lcr » p" r qt" tgi k" p" * r qtegpvcigu" + * 3 ; ; 8 ; / 423 ; + 45

Hli wtc "KX/3"/"F kci tco c" f g" nqu" r tlpekr crgu" hcevqt gu" f g" r" guntcvi 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^a 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^a 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^a hēq "X/5"/"Rtqxggf qtcu' cwqr ctvku' f gn' r tko gt' c' pkmq' f g" Vq{ qvc" Cti gpvkpc" ugi Àp' uw' r c' f' u' f g' qtki gp' *p? 73+ *4242+(6

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

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

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

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

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

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

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

I t^a hēq "2/7"/"K r 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' gp' vgu." xlegr' t' gu' f' gp' vgu" { " r' t' gu' f' gp' vgu" f' gn' f' k' t' g' ev' q' t' k' q' f' g' Vq{ qvc" O' q' v' t' Eqtr' q' t' c' vk' p' (478

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

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

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

Vcdre "2/8"/"Ceek' p' k' u' f' g' n' u' r' tlpekr' crgu' ceek' p' k' u' f' g' Vq{ qvc" O' q' v' t' Eqtr' q' t' c' vk' p' " *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' q' f' grq' *wplf' cf' gu+ *c' o' q' 423; +(488

LISTADO DE SIGLAS

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

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

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

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

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

CGE"ó"Ctxpegn"Gz vtpq"Eqo Àp"

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

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

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

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

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

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

CUGCP/"Cuqekcvkq"qh"Uqwj gcuv"Cukcp"P cvkpu"

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

ECP/"Eqo wplcf"Cpflpc"

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

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

EI X"ó"Ecfcpcu"l mdcrgu"fg"Xcmt "

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

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

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

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

EN"ó"Eqpvplq"Nqecn"

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

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

GE"ó"Guvcf qu"Egpvtcrgu"

GO"ó"Go r tgu"O wmpcelqpcn"

GO Kó"Guvo cf qt"O gpuwcn"Kpf wutkcn"

GR"ó"Guvcf q"Rgtkftleq"

HQD/"Hgg"qp"Dqctf "

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

I CVV/"I gpgtcn"Ci tggogpvqp"Vctkhu"cpf"Vtcf g"

I O "I wgttc'O wpf kcn'
 KCO G/"Kpf wwtkcu'Cgtqp^a wlecu"{'O ge^a plecu'f gn'Gucf q"
 K "Kpf wwtkcu'I wkf k'
 KMC/"Kpf wwtkcu'Mckugt'Cti gpvkpc"
 KØ/"Kpgtpevkqpcn'Dwukpguu"
 K F "ó"Kpxgukl celøp"{'F gucttqmj"
 KFGC/"Kpukwwq'r ctc'gn'F gucttqmj'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 wwtkcu'Mckugt'Cti gpvkpc"
 KO G/"Kpf wwtkcu'O ge^a 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^a wlecu"
 O GTEQUWT"ó'O gtecf q'Eqo Àp'f gn'Uwt"
 PUF"ó'P wxc'Uqekqmi ꞑ'f gn'F gucttqmj"
 PUG"ó'P wxc'Uqekqmi ꞑ'Geqp»o lec"
 QEFG/"Qti cpk celøp'r ctc'rc'Eqqr gtceløp"{'gn'F gucttqmj'Geqp»o leq"
 QÆC/"Qti cpkucvq'Kpgtpevkqpcn'f gu'Eqputwegwtu'f)Cwqo qdkgu"
 QOE"ó'Qti cpk celøp'O wpf kcn'f gn'Ego gtekq"
 RCE"ó'Rqñkec'Cwqo qvtk'Ego Àp"
 RÆG"-Rtqi tco c'f g'Kvgi tceløp"{'Eqqr gtceløp'Geqp»o lec"
 TCH"ó'T² i ko gp'f g'Cf wpc'gp'Hcevtꞑ"
 UG"ó'Uqekqmi ꞑ'Geqp»o lec"
 UO CVC/"Ukpf lecv'f g'O ge^a plequ"{'Chkpgu'f gn'Vtcpur qtvg'Cwqo qvt"
 UWX/"Ur qt v'Wkkv'Xgj kerg"
 VCUC/"Vq{qc'Cti gpvkpc'Uqekgf cf' Cp»plo c"
 VF/"Vgqtꞑ'f g'rc'F gr gpf gpek"
 VFO/"Vgqtꞑ'f g'rc'F gr gpf gpek'O ctzkuc"
 VÆ/"Vgepqmi ꞑ'f g'Kphto celøp"{'Eqo wpleceløp"
 VNE/"Vtcwf q'f g'Nkdtg'Ego gtekq"
 VNECP/"Vtcwf q'f g'Nkdtg'Ego gtekq'f g'Co² tlec'f gn'P qtvg"

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

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

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

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

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

WIC"ó"Wpkp"Kpf wvtkcnCti gpvkc"

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

WQO "ó"Wpkp"Qdtgvc"O gvcnÀi kcc"

XDR"ó"Xcmq"Dtwwq"fg"Rtqf weevqap"

INTRODUCCIÓN

1 - Presentación del problema y estado de la cuestión

C'r ctvkt "f g"rc" f²ecf c" f g"3; ; 2"rcu" go r t gucu" f g" f kxkpvqu" r c" f ugu" vgp f lgt qp" 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" kpugetekp" f g" mqu" r c" f ugu" { "rcu" go r t gucu" gp" guvcu" ecf gpcu" i gpgtc" wpc" ugtkg" f g" gz vgtpcrkf cf gu" geqp» o kccu" { "uqekrgu" dgpghlekqucu" r etc" gmqu'0'Cu" f" guvqu" cwqtgu" r wgf gp" ci twr ctug" eqp" qvtqu" s wg" uquvkpgp" s wg" mqu" ghgevu" f g" rc" tcf kecekp" f g" Go r t gucu" O wmkpcekqpcrgu" *GO u+ "gp" r c" f ugu" perifericos" tgegr vqt gu" *host country" + vkgp" eqpugewgpcku" r qukkxqu" r etc" mqu" Ànko qu" *Dcnf y kp. "4238=" F wppkpi " { " Nwpcf cp. "422: =I j cwtk' { "[co kp. "422; =O g{ gt. "4226=" Twi o cp. "422; +0Rqt" qvtq" rcf q. "gzkxvgp" cwqtgu" s wg" f guvecp" mqu" ghgevu" pqekxqu" f g" guvcu" kpxgtukppgu. r t kpek cm gpvg" f guf g" rcu" vgt f cu" o ctzkxvcu" f gnko r gtkerkuo q. ukungo c/o wpf q" f" rc" f gr gpf gpek" *Co kp' gv'cni" 3; ; 4=" Cttk j k" 3; ; 2=" F qu" Ucpvqu. "4233=" Hqwi pgt. "4228=" O ct kpk" 3; 95=" Y cmgtuvgkp. "3; ; : +0"

Rqt "hwgtc" f g" guvcu" xkukppgu" o a u" r qrtk' cf cu" pwo gtququ" vtdclqu" go r f lequ" cttkdcp" c" tguwncf qu' j gyvtqi 2 pgqu' uqdtg' gnko r cevu" f g" rc" kpxgtukp" Gz vtcplgtc" F ktgevc" *KGF +. "uquvpgkpf q" s wg" 2 uvg" f gr gpf g' f g' o Ànkr ngu' hcevqt gu. vcrnu' eqo q-rc" ecrkf cf " { "gn'pkxgnf gn'ecr kcnj wo cpq' f gn' r c" f u' tgegr vqt *Dgpi qc" { "Ucpej gl / Tqdrqu. "4225=" Nk" { "Nkw. "4227=" Uqmqo qp. "4233+." gn'f gucttqm" f gn' o gtecf q" hpcpekgtq" *Cnrtq" gv'cni" 4226=" F wj co . "4226+." rc" gz kxvgpek" f g" vtcvf qu" f g" rndt g" eqo gtekq" * j cpi . "4223+." gn' vo c° q' f gn' o gtecf q" *Hcttgn' gv'cni" 4226=" Mw o ctk' { "Uj cto c. "4239+." rc" eqo r ngo gpvtkgf cf "gpvtg" rc" kpxgtukp" mceci" { "gz vtcplgtc" *Cm htclt" { "Cm uchkt. "4236+." rc" ecrkf cf " f g" rcu" kpukwelkppgu" 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" kpltecutwewtc" *Dkuy cu. "4224=" Xkic { cmwo ct" gv'cni" 4232+." gn' eqvuq" f g" rc" o cpq' f g" qdte" *Dkri k' gv'cni" 4234+." rcu" rgf gu' ko r qukkxqu" *Dkuy cu. "4224+." gn' lugevt" geqp» o leq' f g" rc" go r t guc' lwdulk kctk" *Cnrtq. "4225+." gpvtg" qvtcu" 0"

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

f gn' r c[¶]u" *Mwo ctcuy co {" gv'cñ0" 4234+." r" r qñflec" kpf wutkcn' {" gn' r qf gt" f g" pgi qekcek»p" *bergaining power+f gn'Guxcf q'tgegr vqt *Dctpgu'gv'cñ0"4243=Drcem'gv'cñ0"4242=P cuwf c."422; =P cuwf c" {" Vj qdwt p."4236+."rc"qdvgpek»p" f g"geqpqo ¶cu'f g"guecr" *F qo c unk' {" I y quf | ."422; =J cuurt."4233="Uwi k{ co c" {" Hmlko qvq."4222+ {" "rcu" gutcvgi kcu'f g"rcu" vto kpcrgu" cwqo qvtegu." r tlpekr cm gpyg"rcu" xlpewrf cu" c" mqu" egpvt qu' f g' f lug° q" {" mcecrk cek»p" f g" r ctvgu" *J wo r j tg {" (" Ucrtpq."4222="Mwo ctcuy co {" gv'cñ0"4234="Rctf k"423; ="Ur kpf gpf tglgt" gv'cñ0"4237+0"

Rqt"qvtq"rcf q."uk'dlgp"gn'ugevqt"cwqo qvqt"vco dl² p"ug"lpvgi t»"i mdcro gpyg"gp"rc" f² ecf c" f g"3; : 2." guvg"m" j k q" eqp" hwtvgu" tci qu' f g" guecr" tgi kpcn' *Twi o cp" {" Eqñkpuqp." 4226=" Uwi gqp" gv'cñ0"422; +0Gp"Co ² tlec" f gn'Uwt" guv" hqto c" ug" xkq" gzt gucf c." r tlpekr cm gpyg." gp"rc" Rqñflec" Cwqo qvtk' "Eqo Àp" *RCE+"gpvt g' Cti gpvkpc" {" "Dtcukñ'gp" gn' b cteq' f gn' O gtequw' f wtcpvg" rc" f² ecf c' f g"3; ; 2 *Xkur q."3; ; ; +0Gp" Cti gpvkpc." guvg" r tqeguq' f g' tgi kpcn' k 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" kó r qtvekpqgu" *KUK" {" i gpgt»" wpc" f gukpvgi tcek»p" f g" rc" kpf wutkcn' mcecr' s wg" chge»" r tqhwf co gpyg" c" elgtvcu" r tqf weekpqu" *cwqr ctvgu. f gvto kpcf cu'cevxxkf cf gu' b gcn' Àti kcu. 'gve0" {" c' f gvto kpcf cu' hto cu" *gp" gur gekn' c' rcu' mcecr' gu' f g' r gs wg° q" {" o gf kcpq' r qtvg+ *C| r k| w' gv'cñ0"4223="Uej xct| gt" gv'cñ0" 4225+0P q" qduwcpvg." gn' gur d»p" vto kpcn' f gn'ugevqt" cwqo qvqt" pq" ug" xkq" r gtlwf kecf q" r qt" rcu" tghqto cu' gutwewtcr' gu' f g' f lej c" f² ecf c. {" c' s wg" ug" dgpghlek»" eqp" gn' òT² i ko gp" Cwqo qvtk' ò" f g" r tlpekr kqu' f gn' f gegpkq' s wg" h' dt kpf »" wpc" ucrc' c" gzt qt vcf qtc' h' gpvg" c"rc" etkuku' f gn'ugevqt" gp"3; : 2" *Gvej go gpf {" .4223="Xkrncrp."3; ; ; +0Rqt" qvtq"rcf q." guvqu" eco dkqu" vco dl² p" ko r rlectqp" wpc" o qf gtpk' cek»p" f g" mqu" r tqeguqu" r tqf wekxqu" gp" gn'ugevqt" {" rc" mgi cf c" f g" pwxcu" vto kpcrgu" cwqo qvtegu." eqo q' gn'ecuq' f g" Vq { qc" *Dcuqu" Vki tg" gv'cñ0"3; ; ; =O qtgtq."4235="P qxlcm'gv'cñ0" 4224d+0"

C" eqo kgp| qu' f gn' r tguvg" uki m" Cti gpvkpc" cwtcxgu»" wpc" f g" rcu" etkuku" geqp»o kcu" {" uqekrgu" o^a u' ko r qtvepvgu' f g" uw' j kwtk. f cpf q' eqo kgp| q" cñr' gt ¶¶f q' f g' rc" *posconvertibilidad* 0 Gp' guv" Ànko c' gvcrc. gn'ugevqt" cwqo qvqt' wxq' wp' tqñr' tgr qpf gtcpg" {" c' s wg' h' f gt»" gn' let geko kgpvq" kpf wutkcn' f g' Cti gpvkpc. "o quwcpf q' wp' hwtvgt' tko q' f g' kpetgo gpyg" gp" gn' go r r gq. "rc" r tqf week»p" kpytpe. "rcu" gzt qtvekpqgu" {" rc" r tqf wekxkf cf *Dctrgwc" gv'cñ0"4235+. "c"rc" xgl' s wg' f kwpqu" cevqtgu" kpxqmetcf qu' gp' guv" ecf gpc' hqto ctqp' r ctvg' f gn' i twr q' f g' go r tgucu' *ganadoras*³ f g' f lej q' r gt ¶¶f q" *I ci i gtq" {" "Uej qtt."4238="Ucpvcte^a pi gm" {" "Rgttqpg."4234+0P q" qduwcpvg." c" r guct" f g" guvg"

³" Gp' gpf kf cu' eqo q' uw' cxcpeg" gp"rc" r ctvekr cek»p" gp"rc" grkvg" geqp»o lec. "gu" f gek. "rcu" 422" go r tgucu' f g" o c { qt" hewtcek»p" gp" gn' b gtecf q' mcecr' gzege wcpf q' rcu' h' kpcpeltcu+0Gp' f lej q' tgeqtkf q' ug' r wgf gp' gpepvtct' c' f kwpvcu" vto kpcrgu" cwqo qvtegu" *Vq { qc." Xqmuy ci gp." Hqt f. " Hcv' Cwq." I gpgtci' O qvtu. " Tgpcwv." O gtegf gu" Dgp|. " Rgw gqv Ektqgp. " J qpf c+." kpf wutkcu" o g' ñecu' d' a ulecu" *Ukf gtct. "Ukf gtec. "Celpf ct. "Cmct+*I ci i gtq" gv'cñ0"4236=" I ci i gtq" {" "Uej qtt."4238+ {" .gp" cñi wpqu" c° qu. "wp" r w° cf q' f g' cwqr ctveku" *Uecpk. "O ki qt. "F epc. "Hco ct+." cwps vg" gp" b gpytgu' p' kxrgu' s wg' mqu' i twr qu' cpvgtkqtgu" *Ucpvcte^a pi gm" {" "Rgttqpg."4234-3: +0"

cwur lekquq" f gugo r g° q. " ug" f gpqvtcp" ugxgtcu" f kkwncf gu" r ctc" kpf wek" r" tgcevkxcekp" f g" gurcdqpc kpvqu" r tqf wekxqu. " gxf gpekcf q" gp" rnu" o ctecf cu" f khtgpeku" gp" rnu" vcucu" f g" etgelo kpvq" f g" rnu" f kwpqu" uwdugevtgu" *Ecuvgm" { "O cp| cpgrk" 4236+ "eqo q" gp" rnu" cnqu" plxgru" f g" f² hlek'eqo gtekn'c' r ctvk' f g' r'c' etgekpv' ko r qtvcelp' f g' cwqr ctvgu" *Ecpvtgnc' gv'crl" 4239+0F lej c" vgpf gpek" t gur p q f g. " gp" r ctvg. " c" r tqeguq" f g" tcpuhtto cekp" i mdcrgu. " gpvtg" rnu" swg" ug" gpewgptcp" r' h'ci o gpvcekp" kpvtpcekqpcn' f g' rnu" r tqeguq" f g' r tqf wekxqu. " r' vgpf gpek" j cek" r" f gulvgi tcekp" xgtvlecn' f g' rnu" i tcpf gu" hto cu" kpf wutkrqu. " r" pwxgc" f kxkukp" kpvtpcekqpcn' f gn' tcdclq" q" r' kvtqf wekxqu" f g' pwxcu" | qpcu" cn' eqo gtekq" o wpf kn' *Hki cpv" { " \ wo r g. "4239=Rkpc| q. "4237+0"

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

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

⁴"Gp" Cti gpvkp" guvc" j c" ukf q" wpc" rko kcekp" j ku>tkec" cn' f gucttqm" gp" vcpvq" gn' plxgn' f g" cevkxkf cf " { " rnu" vcucu" f g" etgelo kpvq" geqqo leq" ug" j cp" xkuv" t guntkpi kf cu" r qt" r" f kur qpkdkkf cf " f g" f kxkucu" *Uej qtt" { " Y clpgt. "4236+0Gu" f gek. " s wg" gp" gvr cu" f g" etgelo kpvq" kpf wutkn' ug" i gpvtcp" öewgmqu" f g" dqvgrcö" gp" r' f kur qpkdkkf cf " f g" f kxkucu" s wg" f h'ewncp' c' xcp| ct' j cek' r tqeguq" f g" tcpuhtto cekp" | 'eqo r rglk' cekp' r tqf wekx' c' f gn' ugevq' t0Nqu' r tko gtqu' öewgmqu" f g' dqvgrcö" gp" gn' ugevq' gz vtpq' s wg' xkx' gn' r c[¶] u' tgo kvg' c' r' f² ecf c' f g' 3; 52' { 'ug' j keltqp' b' cpkkguq' gp' f khtgpvgu" o qo gpvqu" f gn' o qf gm' f g" uwvkwel' p' f g" lo r qtvcelp' gu' Gn' etgelo kpvq" gz vtpukxq" { . " uqdtg' vqf q. " kpvtpukxq" f g" r" kpf wutlc" f gr gp' f c' f g' r' ko r qtvcelp' f g' dlqpgu" f g' ecr kn' g' lpuwo qu' kpvto gf lqu. " r gtq' rnu" f kxkucu' p' g' guct' kcu' r ctc" h'pcekt' f lej qu' t' gs wgtlo kpvqu' r tqxgp' ¶p' h'wpf co gpvcro gpv' f g' rnu" gzi r qtvcelp' gu' f gn' ugevq' 'ci tqr gewctkq. " ew' c" qhtvc. " gur gekro gpv' r" ci t' ¶qir. " ug" gpeqvtcdc" xk' wcm gpv' guvpecf c0' C" plxgn' vgtkeq. " rnu" r tqdrgo cu" f g" t guntkeekp" gz vtpc' h'wgtqp' cdqf cf qu' gp" Co² tlec' Ncvpc' r qt' rnu' eqtt' kpvgu' gut wewtcrku" { " f gr gp' gpvkucu" j cek" o gf kcf qu' f gn' uki r' t' cucf q. " gpvtg' rnu" r tko gtqu' guwf lqu' s wg' t' g' r' c' k' p' ct' q' guvc" r tqdrgo^a v' ecp' gn' eqo r qt' wö kpvq" gt^a v' ecp' f g' r' c' geqqo ¶c' cti gpvkp' ug' gpewgptcp' rnu' tcdclqu' h'wpf cekqpcrgu' Dtcwp" | "Lq { "3; 8: + | 'F kco cpf "3; 95+0 Nwgi q. " Vj ktry cni" 3; 9; + h'qto cik' » " guvg" r tqeguq" r' r' p' v' cp' q' s wg' r' c' u' c' f g' etgelo kpvq" t' gs wgtk' c' r' ctc' crecp| ct' gn' r r' qp' go r r' q' ug' gpewgptc' r' qt' gpeko c' f g' c' s' w' g' m' eqo r c' v' d' r' g' eqp' gn' gs w' k' d' t' k' q' gz vtpq0' Guvg" r tqdrgo c" j c" ukf q" egpvtcr' h' r' t' i' q' f g' r' j' kvrtk' geqqo lec' cti gpvkp. ' tgr t' g' u' g' v' p' f q' wpc' f g' rnu' r' t' k' p' e' k' r' g' u' t' c' d' cu' r' ctc' r' e' q' p' e' t' g' e' k' p' f g' r' tqeguq" f g' f' gucttqm" geqqo leq0'

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

C'uw'xgl .'ug'j c'ug° crnf q's wg'rcu'ectcevt'vkecu'f gn'ugevqt'gp'gn'r c'u'gu'p't'grecqpcf cu' eqp"rc'hwgtv'f gr gpf gpek' { "uwdqtf kpeekp"f g'rcu'cwqr ctvkuo c'rcu'go r tgucu'vgtō kpcrgu.'rcu' ewcrgu'ug'eqpukw' { gp'eqo q'rcu'fff gtgu'f g'rc'ecf gpc'f g'r tqf weekp'cwqo qvkt' *Ecpvctgmc'gv'crf0" 422: =P qxlen'gv'crf0"4224=Rcpki q.'Ncxctgmj.'gv'crf0"4239+0Qvtq'eqplwpv'f g'v'cdclqu'f gucec'rc' hqto c'f g'kpugtekp'f g'Cti gpv'kpc'gp'gn'O gtequw' { 'rcu'f kur ctkf cf gu'eqp'Dtcukl'eqo q'v'c'f g'rcu' ecwacu's wg'eqphk' wtcp'nqu'r tqdrgo cu'f gn'eqo r nglq'gp'uw'eqplwpv' { 'f'g'rc'tco c'cwqr ctvkuo'gp' gur gekn'*F'K'O ct| q'Dtqi i k' { "O qrf qxcp."4239=I^a ttk' "gv'crf0"4236=I qpl^a rgl' { "O cp| cpgrnk" 4234+0C'uw'xgl .'f'kukpvqu'c'wqtgu'r rcpvgtqp'rc'gucuc'xqnpvcf'q'kphgevxkf cf 'f'g'rcu'f qdktppqu' nktej pgtkucur'qt'tgxgtv'rc'j gtgpek'f'g'rc'f²ecf c'f'g'3; ; 2*Ecpvctgmc'gv'crf0"4239=Ecpvctgmc' gv'crf0"422: =Ecuvgm' { "O cp| cpgrnk"4236=I^a ttk' "gv'crf0"4236=I qpl^a rgl' { "O cp| cpgrnk"4234=R²tgl' Ct'lec.'423; =Uej qtt' { "Ecuvgm.'4237+0"

C'r ctvkt'f'g'rc'xlevqtk'f'g'O cetk'gp'Cti gpv'kpc' { 'f'g'Dqmqpctq'gp'Dtcukn'rcu'r c'f'gu' r tqf vevtgu'f'g'xgj' f'wrcu'f gn'O gtequw'cvtcxguctqp'wpc'ugt'k'f'g'eco dkqu's wg'ko r rkectqp'wp' i kq'j cek'rc'cr gtwtc' { "rc'rdgtcrk' cekp'f'g'uwu'geppqo' f'cu' { "rc'eqvtceekp'f'g'uwu'o gtecf qu' kpvtpqu"*Y klpgt' { "Dgmppk"4239+0Gp'^vto kpu'i gpgtcrgu.'rc'pwgxc'gZR gtkepek'pgqrkdgtcr'gp' Cti gpv'kpc'uki p'k'le»'wp'ko r qtvcpg'tgtqeguq'c'pkxgn'lpf wutkcn'*Ucpvct^a pi gmj'gv'crf0"423; +0Gp' ewcpv'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'vkecu'xkt wqucu'f gn'elemj'cpvgtkqt.'eqo q'gn'pkxgn'f'g'r tqf weekp' f'g'xgj' f'wrcu'nqecrgu' { "gn'go r ngl'ugevqt'kcn'*Rgt gl' C'm cpuk'4244+0"

P q'qduvcpv.'c'r guct'f'g'gucv'v'gpf gpekcu'gutvewwcrnu' { "eq { wvwtcrnu.'rc'hktō c'Vq { qvc' Cti gpv'kpc'rcu' t»'wp'f' tcp'f'gugo r g° q'geqp»o leq. { c's wg'gucrc'f'gn'f²r vko q'nwi ct'gp'gn'c'p'ncpi' f'g'hktō cu'ugi' Ap' p'kxrgu'f'g'r tqf weekp'gp'uwu'kpekqu'gp'3; ; 9'cn'r tko gt'nwi ct'gp'423; ." eqmcepf q'uw'r t'pekrc'nr tqf vevq.'rc'eco kqpgv'rc'len'w' "Vq { qvc'J' kwz.'eqo q'gn'fff gt'f'gnb gtecf q' nqecn' { "o glqtcpf q'uw'r qukekp't'g'rc'v'xc'f'g'pvtq'f'g'rc'e'Ar wrc'go r tguctkcn'cti gpv'kpc'0"C'uw'xgl .' cf go^a u'f'g'guvqu'pqvqt'kqu'tguw'vcf qu'r quk'kxqu."gp'mqu'o gf'kqu'f'g'eqo wplecekp' { "a o dkqu' go r tguctkrcu'ug'v'cpuo kg's wg'guv'go r tguc'gu'rc'Ap'lec'eqo gtekrm gpv'uw'gtcxkctk'*gp'wp"

⁵Gp'423; .Vq { qvc'ug'v'kle»'vgtgtq'gp'gn'c'p'ncpi' f'g'rcu'go r tgucu'o^a u'i tcpf gu'f gn'r c'f'f'g'Tgxkrc'O gtecf q.'w'm' f'gdclq'f'g'rcu'guv'crnu' [cekō kpvqu'Rgtq'f'gtqu'Huecrgu'f' RH' { 'Dcpeq'P cekp'f'g'Cti gpv'kpc'*DP C+0'

ugevqt" uwo co gpvg" f ghekctkq+."rc"s wg" gZr qtvc" c" o c {qt" ecpvkf cf " f g" f gukpqu."rc"s wg" o^a u" r tqxggf qtgu" hqecngu" l'pvgi tc." { "rc"s wg" eqpuw w{ g' b^a u"rc| qu" eqqr gtcvXqu" eqp" f lej qu" r tqxggf qtgu" *Erct" p." 3 B 1423; =GriEtqpkurc." 36 B 2 14243 =Krt qhgukqpcn" 38 B 1423: =Lwcp" Ecpvctgmc." gptgxkuc" r gtuqpcn" 5 I 7 1423; +0Gucuc" ectcevgt" f ukecu" hg" eqphkgt gp" wpc" r ct vkwctkf cf "gp" grlugevqt" cwqo qvqt" cti gpvlpq." hqi tcpf q" t' guwncf qu" s wg" uwr gtep" f hkwncf gu" gut wewtcrgu" f g"rc" kpf wutk" cwqo qvkt" gp" grl c" uOC" r guct" f g" gmq." uqp" guecuqu" hqu" guwf kqu" f g' ecuc" cecf² o lequ" uqdt g" f lej c" gZr gtkgpek" wcpvq" gp" Cti gpvlpc" eqo q" gp" Co² tlec" Ncvkpc⁰"

C"pkxgrfi mdcn" grl' ecuc" f g" Vq { qvc" hmg" gZr vgpuc" gpvg" guwf kcf q" gp" rcu" f² ecf cu" f g" 3; 92" { " 3; ; 2" gp" grl cteq" f g"rc" k' pvtqf week" p" f g"rc" hqto c" f g" r tqf week" p" flexible, wco dk' p" eqpkek" c" eqo q" toyotismo, q just-in-time, s wg" uwukw { » crl' b² vqf q" hqt f kuc" cpvgtkqt " *Dq { gt" { " Hg { uugpgv." 4224 = Eqtkv." 4222 = F qj ug" gv' crl" 3; ; 7 = Nkngt." 4225 = Nkngt" { " J qugwu." 422: = Qj pq." 3; ; : = Uj ko k' w." 3; ; ; = Ur gct" { " Dqy gp." 3; ; ; +0' Qvtqu" vtdclqu" j cp" f gucecf q" rc" r ct vkwctkf cf " f g"rc" gutcvgi kc" go r t guctkncf g" Vq { qvc" gp" t' gnek" p" c" uwu" qdlgkqu" f g"rc" ti q' r rc| q" f g"rc" go r t guc" *Nkngt" { " O gkgt." 4228 = O eO kncp." 423; = Uqupqxunknj . 4238 = Vcngwej k" 422; +0F gpvtq" f g" guc" xkuk" p" eqtr qtcvxc" ug" f gucecp" rcu" t' gnek" ppgu" f g"rc" ti q' r rc| q" { " eqqr gtcck" p" eqp" uwu" t' gf gu" f g" r tqxggf qtgu" { " uw" r t ghgtgpek" r qt" rc" ecrl' cf " uqdt g"rc" t' gf week" p" f g" r t gkqu" *F { gt" { " P qdgqm." 4222 = J glo . 4235 = J gr gt" { " J gp f gtuqp." 4236 = K' gt" gv' crl" 4233 = O ci gg." 4229 = O eO kncp." 423; = Vcngwej K' J 0" 422; +0' Qvtqu" guwf kqu" ug" gphqectqp" gp" rc" gutcvgi kc" i mdcn" f g"rc" go r t guc" gp" grl' uki m" ZZ K' *Ej qy f j w { . 4236 = J glo . 4242 = Rctf k" 423; = Uj ko k' w" 422; c+0'

Uqdt g" rcu" vtc { gevqt kcu" f g" rcu" h' krcgu" f g" Vq { qvc" hmg" c" f g" Lcr » p" gZkug" w" eqplwvq" f g" vtdclqu" s wg" cpcrl' c" uw" tqn" gp" mqu" r c' ugu" f g"rc" cuqekcek" p" f g" pcekppgu" f gn' uwf guv" cuk^a vkeq" *Association of Southeast Asian Nations," CUGCP +0' Crn' t gur gevq." mqu" cwqt gu" f gucecp" w" f gucttqm" xk' wquq" f g" uwu" t' co cu" cwqo qvtegu" c" r ct vkt" f g"rc" lo r ngo gpvcek" p" f g" f gvto kpcf cu" r qn' ukecu" kpf wutkrgu" { "rc" ct vkwctkek" p" eqp" GO u" lcr qpgucu" *F qpgt." 3; ; 3 = F qpgt" { " Y cf." 4236 = P cwuf c" { " Vj qdwt p." 4242 = Vj qdwt p" { " P cwuf c." 423: +0' Gp" gur gekn" guv" ug" j c" ug^o crcf q" eqp" ² phuku" r etc" gn' ecuc" f g" Vckrcpf kc." f qpf g" Vq { qvc" r qugg" wpc" r t gugpek" r t gr qpf gtecpvg" *Ctpqf . " 4228 = Kqj " gv' crl" 423: = Mcy cdg." 4235 = Rgvkqpp" { " Laj tk" 4228 +0' Qvtqu" cwqt gu" ug" j cp" gphqecf q" gp" rc" ewguk" p" rcdqtcnlf g" Vq { qvc" gp" mqu" r c' ugu" f g" CUGCP *Hwo kq." 4228 = J ctwej k" 4228 +0'

Qvtq" ecuc" a priori" t' grgxcpg" r etc" Cti gpvlpc." f cf cu" rcu" uko k' kwf gu" gp" rc" gur gekrl' cek" p" r tqf vewxc.⁶ gu" grl' f g" Vq { qvc" Uwf^a h' l' ec' 0' Gp" gug" ugpvkf q." gZkugp" vtdclqu" s wg" cpcrl' cp" mqu" f gugo r g^o qu" { " gutcvgi kc" u" f g" rcu" f k' k' p' cu" vto kpcrgu" gp" Uwf^a h' l' ec" c" k' pekqu" f g" uki m" { " mqu" t' guwncf qu" r etc" Vq { qvc" gp" eqo gtekq" gZvgtkqt" uqp" pqwdrgo gpvg" f k' k' p' qu" c" mqu" f g" Cti gpvlpc"

⁶Vq { qvc" Uwf^a h' l' ec" r tqf weg" rc" r leniwr " J k' wZ" f guf g"rc" f² ecf c" f g" 3; 920'

*Drcem'422; +0C wps wg'qvtqu'ctv⁷ewqu'uquv⁷gp's wg'guc'f kp^a o lec'ug'tgxk⁷ { 'hc'tc { gevqtk'f g' r'ht o c'hwg'o w { 'gzkquc'gp'iqu'c° qu'uki w⁷gpv⁷*Drcem'4233=Nco r tgej v.'422; =Rj gm⁷gv'crl' 4239+0'

Gp'Co² tlec'Nc⁷kp'pq'cdw⁷cp'mu'tcdclqu'uqdtg'Vq { qvc0Gp'O² zleq. 'wp'rdtq'tgekp⁷vg' f g'I^a o gu' { 'Qrkgtc'Ci w⁷kt '*4242+'tgeqputw { g'rc'tc { gevqtk'f g'Vq { qf c'gp'O² zleq'f wcpv⁷rc' f²ecf c'f g'3; 72'ewcpf q'rc'go r tgue'ug'f gf le»'c'rc'r tqf week⁷p'f g'dl⁷gp'f g'ecr kcn'r ctc'rc' r tqf week⁷p'vz⁷kr0Gp'Dtcukn'cni w⁷qu'cwqt gu'guwf kcp'gn'ecuq'f g'Vq { qvc'eqp'gur gekn'cv⁷pek⁷p' gp'uwu'hw⁷pek⁷gp'f g'f kug° q' { 't⁷cpuhgt gpek'v⁷gepqn>i lec'*Ectxcnj q.'4227=E⁷qpuqpk' { 'S wcf tqu.' 4226=E⁷quvc.'422: =K⁷wuwk'gv'crl'4237+0Gp'Cti gp⁷kp.'rc'o c { qt⁷lc'f g'iqu'ctv⁷ewqu'uqdtg'f lej c' go r tgue'tghgt gp'cni² vqf q'f g'r tqf week⁷p'vq { q⁷kw' { .r t⁷pek⁷cmo gp⁷v.'c'iqu'r tqeguqu'f g'tcdclq' gp'gu⁷cu'r r⁷pcu'*f r⁷ctgl 'P gy o cp.'4239=f r⁷ctgl 'P gy o cp.'4234=D⁷cv⁷kp'4223=F q⁷gpum⁷. ' 4234=O gf kpc'Hg { gt.'423: =Ucpq' { 'F KO ct⁷kpq.'4225+0'Wp'tcdclq'tgekp⁷vg'zco kpc'rc'tg⁷mek⁷p' f g'Vq { qvc'Cti gp⁷kp'Uqekgf cf 'Cp»pko c'*VCUC+'eqp'gn'Ukp'lec⁷vq'f g'O ge^a plequ' { 'Ch⁷kgu'f gn' Vt⁷cpur qt⁷v'CWqo qvt '*UO CVC+'gp'iqu'Anko qu'c° qu'*Vco c { q.'4243+0'Nwgi q.'qvtq'ctv⁷ewqu' cpcrk⁷ c'rc'r tqf w⁷kkf cf 'f g'Vq { qvc'Cti gp⁷kp'f wcpv⁷rc'r tlo gtc'f²ecf c'f gn'uki m⁷uquv⁷pl⁷gp'f q' s wg'gz⁷kug'wpc'f hgt gpek'eqp'rc'f g'iqu'r c⁷fu⁷gep⁷v⁷cgur' gtq's wg'rc'o kuo c'gu'ecf c'xg⁷ 'o gpqt' *O c⁷kq.'4239+0'Nwgi q.'gz⁷kug'p'qtqu'o^a u'gur ge⁷hequ'uqdtg'gn'r rcp'f g'p⁷gi qekqu'f g'rc'f k⁷kk⁷p'f g' cwq⁷g⁷xc⁷q⁷qt gu'f g'Vq { qvc'Cti gp⁷kp'*P q⁷x⁷g⁷kpq.'423; +.gn'ugt⁷x⁷lek⁷ 'f g'*car-sharing* *Dcn' cpq.' 423; +. rc'tgur qpucdk⁷cf 'uqekn'go r tgu⁷ctk'*T qf cu'I qp^a r⁷gl.'4242+' { 'rc'f k⁷kk⁷p' h⁷kp⁷cel⁷g⁷c' *Ct⁷pcw⁷f q.'4234+0'

Rqt'qvtq'rcf q.'cp⁷v⁷egf gp⁷v⁷u'f g'lo r qt⁷v⁷pek⁷r ctc'guc'v⁷guku'iq'tgcn⁷ cp'Hg { uug⁷gv⁷*3; ; : +' cni'gzco k⁷pct' gn'r tqeguq'f g'k⁷pu⁷rc⁷ek⁷p'f g'Vq { qvc'gp'Cti gp⁷kp.'Tco c' *4226+'cni'cpcrk⁷ct' gzj cw⁷kk⁷co gp⁷v'iqu'o gec⁷pluo qu'f g'ug⁷geek⁷p.'eqqt⁷ k⁷pek⁷p' { 'f gu⁷ctt⁷qm⁷ 'f g'r tqx⁷ggf qt⁷gu'f g' Vq { qvc'Cti gp⁷kp' { 'Twdk⁷gv'crl'*4244+'cni'guwf kct'gn'f gu⁷ctt⁷qm⁷ 'f g'wpc'r tqx⁷ggf qtc'f g'VCUC.' K⁷pf wut⁷kcu'I w⁷k'k' { 'uw'gur gekn'x⁷pe⁷wu'eqp'rc'v⁷gto k⁷pcn'lcr qp⁷guc0Cf go^a u.'gn'tcdclq'f g'Ct⁷ c' { ' Nqr gl' *422: +. 'uk' dl⁷gp' pq' gu^a " g⁷ph⁷ecf q' gp' gn' ecuq'f g' Vq { qvc.' w⁷gp⁷ wp" i tcp' p⁷k⁷gn'f g' f gu⁷ci t⁷gi cel⁷p.'r qt' m⁷ewcn'tgcn⁷ c'cr qt⁷v⁷u' k⁷v⁷gt⁷guc⁷p⁷v⁷ur ctc'gzco k⁷pct'rc'tc { gevqtk'f g'rc' go r tgue'iqu'r tlo gtqu'c° qu'f gn'uki m⁷0"

C'r ct⁷kt'f g'm⁷g⁷zr w⁷guv.'ug'r r⁷cp⁷vc'gn'qdl⁷g⁷xxq'i gp⁷gtcni'f g'guc'v⁷guku's wg'eq⁷pu⁷kv⁷gp' cpcrk⁷ct'rcu'ect⁷cevt⁷fu⁷kecu' { 'iqu'hcevt⁷gu's wg'g⁷zr r⁷kecp'rc'qti c⁷pk⁷ cel⁷p' { 'rc'i gu⁷kp'f g'rc'ecf gpc"

⁷Gri⁷ctv⁷ewqu'f g'P q⁷x⁷kn'gv'crl'*4224+'co dl⁷p'ug'eg⁷vtc'gp'gn'cur gev⁷rd⁷q⁷cnf g'Vq { qvc'Cti gp⁷kp'rc'gtq'cd⁷tec'qvtqu' vgo cu'eqo q'rc'gu⁷tc⁷vi k'f g'rc'go r tgue'gp'gn'o qo gp⁷v'f g'uw'k⁷pu⁷rc⁷ek⁷p' { 'gn'cp' r⁷uku'f g'uw'x⁷pe⁷wu'eqp'iqu' r tqx⁷ggf qt⁷gu'eqo r ctef q'eqp'rc'ht o c'X⁷qmuy ci gp'Cti gp⁷kp'c'r ct⁷kt'f g'rc'et⁷gcel⁷p'f g'wp'p⁷l⁷eg'f g'gzco gp'f g' vco cu'r tqf w⁷kk⁷cu0"

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

Gp'ugi wpf q'hw'ct.'ug'r rcpvc's wg'rc'gustcvgi kc'r kqpgtc'f g'Vq{ qvc'gp'gr'0' gtequw'f g'v'p'gt' r r'vchqto cu'r tqf wexxcu'gzenukxcu'r etc'Dtcuki'{'Cti gpvpc.'rg'eqphk'c'cn'ugi wpf q'wp'tqn'f g' r tqf wvqt'f g'eco kqpgvcu'r keni'w'u'o gf kpcu'{'xgj 'f'w'qu'w'k'ct'kqu'f gr qt'vku'q' *Sport Utility Vehicles.'UWXu+r ctc'Co ² tlec'Ncvkpc'0'Guq.'c'uw'xgl.'rg'r gto klc'cwo gpvt'rc'r tqf weekp'f g' wp'dkcp'f go cpf cf q'r qt'gr'ugevt'r tko ctq'gp'rc'tgi kcp' *r keni'w' J knw+.s wg'ug'gpeqvt'cdc'gp' r rppq'cu'egpuq'c'kpekqu'f g'uki nq.'{'f g'xgj 'f'w'qu'f g'r cuclgtqu'r ctc'ugevt'gu'uqekrcgu'f g'cnu' kpi tguqu' *UWX'UY 6+.'ew{c'f go cpf c'wxq'wpc'o gpqt'eqttg'rc'ekp'eqp'rc'cnc'xqr'vkl'cf' geqp»o kec'f g'Cti gpvpc'{'hw'r c'f'gu'f g'rc'tgi kcp'0'

2 - Marco teórico

Gr' t'gugpv'guwf kq'cf qr vct^a 'wp'o cteq'cpcr'f'keq's wg'eqo dlpc'f qu'cdqtf clgu'v»tlequ'gr' gphqs wg'f g'*cadena globales de valor*' *EI X+'{'rc'r gtr ge'vxc'f g'rc'*estrategia empresarial* f g' rc' uqekmqi 'f' geqp»o kec'0' Gr'r tko gtq'f g'² uqu'f ghkg'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 gtghk'{'Hgtpcpf gl /Uctm'4233<6^s'{'qhtgeg'wpc'f guetkr ekp'gukkl' cf c'f g'guc'u'

⁸'Nqu'cwqtgu'I gtghk'{'Mqt' gplgy lel' *3; ; 6+.'tgvqo cpf q'rw'cr qt'vqu'f g'rc'vgt'f'f gr'ukvgo c/o wpf q' *VUO + 'J qr nku'{'Y cmgtuglp.'3; ; 8+.'gr'dqctq'p'gr'eqp'v'f g'*cadena global de commodity*' *EI E+'s wg'rwgi q' o qf klectq'p'gp'*cadena global de valor*' *EI X+'I gtghk'g'v'c'ri'4227=J wo r j tgl'{'Uej o k'j .4224+0'Guqu'eco dkqu' gp'rc'eqp'gr'w'rc'p'ko r r'lectq'p's wgd'gu'eqp'gr'o cteq'v»tleq'f gr'ukvgo c/o wpf q.'r tkp'ek'cm gp'v'gp'v'qt'p'q'c' rc'ewv'k'p'f gr' *desarrollo*. Nqu'cwqtgu'f g'rc' VUO "uqu'kgpp's wg' gr' gphqs wg'f g'EI X' r qugg' wpc' ðk'w'k'p' f gucltq'nc'ö'{'c's wg'r rcpvc'p's wg'rc'lpugt'ek'p'f g'go r t'guc'u'{'rc'f'gu'gp'rc'u'EI X'ko r r'ec'wpc'o glqt'c'r ctc'² uqu.' o k'p'vcu's wg'rc' VUO "r qugg'wpc'xkuk'p'o a u'guv'v'ec'gp'rc'ewcn'rc'o c{ qt'rc'v'f gr'xcmqt'f g'guc'u'ecf gpcu'gu' v'cp'v'gt'f q'c'hw'r c'f'gu'egp'v'c'rgu.'uki w'gp'f q'rc'xkuk'p'f g'rc'Vgqt'f'f g'rc'F gr'gp'g'p'ek'{'rc'*cadena imperial*'f g'Ngp'k' *3; 39+*Ct'ki j k'3; ; 2=Dck.'4227=Y cmgtuglp.'3; ; : +0Rct'c'eqpuw'nc't'v'q'dt'g'hw'èco dkqu'gp'hw'f k'gt'gp'v'g'eqp'v'q' f g'ecf gpcu'f g'xcmqt'xgt'Uw'wi gqp' *4232+'q'Dck' *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'pqekp'f g'upgrading'ug'cr q{ c'gp'wpc'eqpegr ekp'bottom-up. "cn'hecrk ctug'gp'e»o q" rcu'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" uidqtf kpcf cu' uidgp" gucncpgu" gp" rc" gucnc" kpvtpcekqpcn'f g' cevxxkf cf gu'f g'xcmt "ci tgi cf q."o qxl² pf qug'f guf g'cevxxkf cf gu'f g'dclq"xcmt" c'cevxxkf cf gu'f g' cniq'xcmt' r ctc'cwo gpvt'hqu'dgpg'hekqu'f g'r ct vkr ct'gp'EI X *Dck" {"I gt ghk'4225+0Gri'gphqs wg' f g'rcu'EI X'gs vkr ctc'upgrading" c' "desarrollo económico *O krdgti" {"Y kpmgt."4235+."

Rqt"uw'r ctvg."rc" f g' gobernanza" lo r nec" wpc" xkukp" top-down. "cn'cpcrk ct" e»o q" rcu' go r tgucu' rff gt gu'f g'rc'ecf gpc"eqvtqrcp" {"vqo cp"rcu'f gekukqpgu' rki cf cu'c'rc" qti cpl' cekp'f gn' r tqeguq' r tqf wevxxq" *I gt ghk'gv'cr0'4223. "4227+0Nqu'r tko gt qu'kpvqqu'f g'ukugo cvk' cekp' {" eruk'hecekelp'f g'rcu'hqto cu'f g'i qdgtpcpl' c"hwgtqp"tgcrk' cf qu'r qt "I gt ghk' *3; ; 6+."s wkp" r qt" gpvqpegu'kf gp'vke» f qu'vkr qu'r t'kpek' crgu'f g'ecf gpcu'rcu'f kki kf cu'r qt" gn'eqo r tcf qt *buyer-driven+" {"rcu'f kki kf cu'r qt" gn'r tqf wevt *producer-driven+0Nwgi q. f lej q'eqpegr vq'hwg'vkr kkecf q" gp" ekpeq' f kxgtucu' ecygi qt'cu' c+ f g" o gtecf q=" d+" o qf wrc=" e+" tgrcekqpcn=" f + ecwxxc" {" g+ lgt^a ts wlec. 's wg'lwti gp'f g'rc'eqo d'kpekelp'gpvt'g'tgu'xctkcdngu'c+rc'eqo r nglkf cf 'f gn'kpvgteco dlq' f g'kphqto cekp'gpvt'g'r tqxggf qt" {"eqo r tcf qt. "d+rc'eqf kkecdk'kf cf "f g'rcu'kphqto cekp' {"e+rc" gz kugpek' *q'pq+f g'ecr cekf cf gu'gp'hqu'r tqxggf qt gu' *I gt ghk'gv'cr0'4227+0"

Gp'ewcpvq" c'rc'ecf gpc'f g'xcmt'cwqo qvkt' "guc'rkgtcwtc"j c'ecvnci cf q" c'mqu'f k'kpvqu' gur cekqu'pcekqpcrgu'r tqf wevt gu'f g'xgj' f'wqu'gp'vtgu'i tcpf gu'i twr qu'centro. "semi-periferia" {" periferia integrada f gr gpf kppf q'f g'uwu'ecr cekf cf gu. "hwpekqpgu" {"r tqr kgf cf "f g'rcu'go r tgucu' *O qtf wg" {"Uy gpgg{ .4242="Rcxn'pgm"423: "Uwti gqp" {"Hrktk c."4222+0Guq'r gto kw'gpvqpf gt" gn'wi ct's wg'vkgp' Cti gp'vpc'gp'rc'EI X'cwqo qvkt' 0"

F g' guv" o qf q." mqu' cr qt vgu" o ^a u" tgrxcpvqu' f g' guv" gphqs wg" r ctc" rc" kpxguki cekp" r tqr wguv'ug'dcucp'gp'rc'f guetkr ekp'vqcnf g'rc'ecf gpc'f g'xcmt'cwqo qvkt' . "vplkppf q'gp'ewgpc" f guf g'gn'f kug^o q"j cuvc'gn'wuq' hpcn'f gn'r tqf wevq. 's wg'gp'guv'ecuq'uq'mqu'xgj' f'wqu'r tqf wekf qu' r qt "Vq{ qvc' Cti gp'vpc'0Gn'ugi wpf q'grgo gpvq'f g'ko r qt vpekc"gu'gn'tqn'f g'rcu'ht o cu' rff gt gu's wg" o qf gcp'guc'ecf gpcu.'s wg'gp'guv'ecuq'iq'glteg'Vq{ qvc' Cti gp'vpc'eqp'iqu'r tqxggf qt gu'mecrgu' {"gz vcp'ltgtqu. {"eqp'rc'tgf "f g'eqpegukqpc'kqu" {"en'gpvqu'mecrgu" {"hqt^a pgqu0"

Ukp" go dcti q. " guv" o cteq" v»tleq" hwg" wkrk' cf q" o c{ qto gpv" c" plxgrgu' f g' ugevqt gu' geqp»o lequ" {" pq' f g'ht o cu' kpf kxkf wcrnu'0 Rqt" guv" o qvxxq. "cn' wpqu'cwqtgu'eqo gpl' ctqp" c" r rcpvgt"rc'ko r qt vpekc'f g'rcu'f gekukqpgu'f g'cevqtgu'gur ge'hequ. "tgo ctecpf q'rc'p'pegukf cf "f g' npxct'guv'cp^a rku'cn'plxgn'f g'rc'go r tguc" *Qrxgk'c'gv'cr0'423; "Rqpv" {"Uwti gqp."4236="Ucnu"

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

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

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

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

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

Cj qtc" dkgp." rku"Go r t gucu"O wnpcekqpcrgu"uqp"wp"vr q" f g" qti cpk cel»p" r ct vkwrt" s wg." r qt" f ghpkel»p." vkgpg" r" ectcegt" luec" f g" qr gtct" gp" f kwpvu" r c" lugu" {"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" l." {"o wpf kn" cn" ewo r rkt" wp" r cr gnf gvgto kpcf q" gp" r" gutwewtc" o wnpcekqpcn" f g" wpc" eqtr qtcel»p" {"hqt o cpf q" r ct v" f g" wpc" gutcvgi k" qr gtcvxc" i mdcn" }

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

F g" guvg" o qf q." r" r t gupvg" kpxguvi cel»p" r tqr qpg" eqpvkwct" r" f k geek»p" r tqr wguv" r qt" Ucnq" {" \ { rdgtdgti " *4237+ " cn" cpcnk ct" wpc" ecf gpc" f g" xcmqt" c" r ct vkt" f g" wpc" hko c" kpf kxkf wcn" cvgpf kpgf q" r" hqt o c" f g" r tqf week»p" f g" r" ecf gpc" {" r" *gobernanza* " f g" r" go r t guc" rff gt" Ukp" go dcti q." gmj" ug" mxxct" a" c" ecdq" cf qr vcpf q" et" lueco gpvg" gn" gzco gp" f g" rku" *estrategias empresariales* O' Guv" r tqr wguv" f guf g" r" uqekqmqi "c" geqp»o lec" r qugg" cpvgegf gpvgu" gp" rku" guwf kqu" f g" rku" ecf gpcu" i mdcrgu" f g" r tqf week»p" f gn" ugevqt" cwqo qvqt" *Rctf k" 423; +. "f g" rku" go r t gucu" cwqo qvlegu" lcr qpgucu" {" f g" Vq { qvc" gp" r ct vkwrt" *J glo . "4238. "4239. "4242+ {" f gn" guwf kq" f g" ecuc" f g" P kuucp" gp" Dtcukl" *Y cmv tcvj {" Ucnqu" Rgtgk" f qu" Ucpvu. "4242+0Cu" c" vtcx² u" f g" guvg" gphqs wg" v»tkeq" ug" dwuecp" pwgxcu" xctkcdrgu" f g" cp" ruku" s wg" pq" gu" p" r t gupvgu" gp" rku" guwf kqu" f gn" *management* " {" ugt" a" p" f g" ko r qt wpekc" r ct c" gpvqpf gt" r" gzege kqpcrkf cf "f g" Vq { qvc" {" uw" ecf gpc" f g" xcmqt" gp" gn" o gtecf q" cti gpvkwq" }

3 - Metodología

Nc" gutcvgi kc" f g" kpxguki cek»p" ug" eqphki wtc" eqo q" wp" õguwf kq" f g" ecuqö" f gdlf q" c" r" r tqr wguv" f g" cp^a ruku" f g" r" go r tguv" Vq { qvc" Cti gpvkpc0Gn'guwf kq" f g" ecuq" gu" wpc" kpxguki cek»p" go r ¶lec" s wg" guwf kc" wp" hgp»o gpq" eqpvo r qt^a pgq" f gpvt" f g" uw'eqpvz" vq" f g" r" xkf c" tgnl" ¶l kp." 422; +0'I gpgtcm gpvg" ug" cf qr v" guv" o gvqf qmji ¶c" ewepf q" r" u" r tgi wpcu" f g" kpxguki cek»p" ug" dcucp" gp" gn' õe»o qö" { " gp" gn' õr qt" s w² ö." gu" f gekl." uqp" f g" vkr q" õgZR nqtcvqtkuö" cr rlecpf q" wp" eqplwpvq" f g" r tgeguu" r tgxkco gpvg" gur gekhkecf qu" { " cewf kgpf q" c" kphqto cek»p" f qewo gpvni" { " gpvtgxkrcu0Gu'ertq" s wg" rnu" guwf kqu" f g" ecuq" pq" tgr tguvpvc" c" wpc" o wguvc" f g" wpc" r qdrckek»p" q" f g" wp" wpxgtuq" eqpetgvq." r qt" rj" s wg" pq" r wgf gp" ugt" i gpgtcrk cdrgu" guvc ¶lveco gpvg." ukpq" c" r tqr qulekqpgu" vgtlecu." { c" s wg" gn' qdlgvkxq" f gn' kpxguki cf qt" gu" co r rct" { " i gpgtcrk ct" vgt¶cu" ¶i gpgtcrk cek»p" cpc¶lec+" { " pq" gpwo gtct ¶tgewepcku" ¶i gpgtcrk cek»p" guvc ¶lvec+" ¶l kp." 3; ; : +0'

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

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

⁹"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" gZR qt vcekqpgu" 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 qt vcekqpgu" f g" r" ct vku" { " r kgl" cu" f g" ecf c" vgt o kpcn' ugi Àp" r" erukhkecek»p" f g" r" qulekqpgu" ctcpegrtkcu" j gej c" r qt" I^a ttk" gv'cn" 4236+" uqdtg" gn' xcmq" gp" r" guqu" f g" ecf c" o qf gnu" 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" qhkecnf g" r" tgekqu" f g" CECTC" ¶eqpuwncf c" c" r ct vkt" f g" y gd0tej kxg0ti +clwvuf q" r qt" gn' r tqo gf kq" cpwcnf gn' vkr q" f g" èco dlq" f gn' »rct" guvc qwpkfp gpug" f gn' DETC" uwo cf q" c" r" u" gZR qt vcekqpgu" f g" cwqr ct vku" f g" ecf c" vgt o kpcn' cwqo qvtk" cti gpvkpc0'

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

Nwgi q. "ug" tgeqputw'f g'rc' *incrustación nacional* "f g'Vq{ qvc"Cti gpvpc0Rctc" gm. "ug" cpcrk ct^a "rc'j kvqtk'f g'rc'go r tguv'gp'gn'rc'¶u. "uw'gutwewtc" qti cplk cvxc" { "rcu'ectcevt¶vkecu'f g' uw'ecf gpc'f g'xcmt0Rqt "wp'rc'f q. "ug" cpcrk cp"uwu'r tq{ gevqu'f g'lpvgtuk»p. "r rcpgu'f g'pgi qekqu. " cr q{ qu'f gn'Guv'f q. 'tgrck»p'eqp'gn'lpf kcvq. " { 'rc'gxqvwk»p'f g'rc'r tqf week»p" { 'rcu'gzr qtckqpgu' f g'rc'eqo r c^o ¶c0Cu'ug'gzco kpc'gn'vr q'f g'kpugtek»p'gp'mu'f kvkvqu'o gtecf qu'cwqo qvlegu'f g' Co² tlec'Ncvpc. "f vgo kpcpf q'rc" gur gekrk cf "f g'uw'ugi o gpvq. "rc'o gpt'kphwpekc's wq'vkgp" rc'xqrcvkr cf "geq»o kcf'f g'rc'tgi k»p'gp'rc'f go cpf c'f g'uwu'xg ¶vqu" { "rc'gxqvwk»p'f g'rcu' xgpvcu" gp"mu'r tlpokr crgu'o gtecf qu'f g'rc'tgi k»p'0Rqt "qvt q'rc'f q. "ug" kf gpvkec"rc'hqto c'f g' *gobernanza* "f g'Vq{ qvc"gp'rc'ecf gpc'f g'xcmt. "f guetkkgpf q" { "emvkec'f q'c'uwu'r tqxggf qtgu. " ectcevtk' cpf q'gn'vr q'f g'tgrck»p'guv'cdgek' c'eqp² uvqu" { "tgeqputw'f gpf q'gn'vr q'f g'cwqr ctvqu' ko r qv'cf cu" { "uwu' qt¶ gpgu' C" uw' xgl. "ug" cpcrk cp" gp" r tqhw'f kf cf "mu'r tlpokr crgu" qpeg" r tqxggf qtgu'cwqr ctvqu'f g'rc'vgo kpcn'lpf ci cpf q'gp'mu'r tqeguqu'f g'*upgrading*'s wq² uvqu' j c{ cp'ngxcf q'c'ecdq0"

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

³² "Nc'ugrgeek»p'f g'mu'r tqxggf qtgu'ug'j ct^a "gp'hwpekc'f g'rc'r qudkrk cf "f g'rc'tgcrk cel»p'f g'rc'gptgxkrc. "dwecpf q' rc'tgr tguv'ck»p'f g'mu'v'gu'i t'pf gu'i tw'qu'f g'cwqr ctvqu'ugi Àp" uw'qtki gp<lcr qpgugu. "o wvpcckqpcrgu'pq' lcr qpgugu" { "mccrgu'0"
³² "Ceegf kf qu'c'r ctvt'f g'rc'kpur geek»p'I gpgt'f g'Lvkele *K L:0

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

4 - Contribución de la tesis

Ncu"eqpvtkdwekqpgu" f g"rc"vguku"ug" f kƙf gp"gp" f ƙvƙpvqu" pƙxgrgu'Gp"uw" f ko gpukp"o^a u" vgtlec" { "i gpgtcrn'ug" gpo ctec"gp"gn'f gdcvgr" t gugpvg"gp"rcu"ekgpeku"uqekrgu"uqdtg"rc"ceekp" geqp»o lec" f g"rcu"go r tgucu'Gp"r ctvewrct."rc"lpxguki cekp"cdqpc^a "rc"kf gc" f g"s wg"rcu"htto cu" uqp"cevqtgu"uqekrgu"s wg"guv⁹ p"lphwƙf qu'r qt"o Ànkrgu" hcevtgu."crgl^a pf qug" f g"rc"lpgvtr tgvcekp" f g"rc"geqpqo ¶c"pgqerñ ulec"/tgvo cf c"gp"mqu"guwf ƙqu'f gn'*management*"g'*international business*/" s wg" rcu" gpvƙpf gp" eqo q" ci gpvcu" wƙctƙqu" o czko ƙ cf qtgu" f g" ƙphqto cekp" eqo r rēvc" { " tcekqpcrk cf "r gthgevc'0 Rqt" gn'eqpvtctƙq."gp" guvc" vƙuku"ug" gzco ƙpct^a "c"rc" hƙcrn' f g" wpc" GO " ƙpvtr tgv⁹ pf qrc"eqo q" wpc"qti cpƙ cekp"eqo r rēlc's wg"guv⁹ 'f qdrgo gpv'*incrustada*"c'r ctvƙ' f g'uw" tgf "lpgvtpcekqpcrn" { "mēcn'0F g"guvg"o qf q."uk'dlgp"ug"tgvo ct^a "rc"tgekpvgr" tqr wguvc'tgcrƙ cf c'r qt" cwqtgu" f g"rcu"EI X's wg"uwi ƙgtg"gn'cp^a rƙuku" f g"guvc'ecf gpcu'c"pƙxgn'f g"go r tguc."guv⁹ug"mēxct^a " c"ecdq"eqp"wp"gpqhs wg" f ƙvƙpvq" f g"rc"guvcvgi ƙc"go r tguctƙcrn"

Gp"ugi wpf q"mwi ct."rc"lpxguki cekp"r tgvpgf g"cr qtvt"pwgxc"gxƙf gpeƙc"gp"rc" f ƙuewƙep" uqdtg"mqu"ghgevu" f g"rc"KGF " f g"GO u"gp"r c¶lgu"gp" f gucttqmj."f cƙf q"uwvpgvq" c"rc"xlƙep"s wg" uqvƙpgp"s wg"pq"ug"r wgf g"guvcdrēgt" wpc'tgi rc"i gpgtcrn'uqdtg" f ƙej qu"o qxƙo ƙgpvqu" { c"s wg"guvqu" ko r cevu" f gr gpf gp" f g"pwo gtqucu'xctƙdrgu'0Gp"m'eqpegtƙgpv'c"rc"KGF "gp"EI X"cwqo qvtēgu" ug"uquvpgf t^a "rc"ko r qtvepēc" f g"mqu"cp^a rƙuku" c"pƙxgn'f g'htto c."gpvpgf ƙgpf q"s wg"rcu"o ƙuo cu"pq"uqp" j qo qi² pgcu'0"

Gp" wpc" f ko gpukp"o^a u"gur ge¶lec."rc"vguku'dwec"eqpvtkdvƙ'c"mqu"guvcuqu"guwf ƙqu' f g"guvc" o wvƙpcekqpcrn'gp"r c¶lgu" f g"Co 2 tlec"Ncvƙpc'0Cf go^a u."gp"gn'ecuc"cti gpvƙpq"pq"cdwƙf cp"mqu" vƙcdclqu"s wg"cpckēgp"rcu"guvcvgi ƙcu' f g"rcu" hƙcrn'gu"mēcn'gu"gp"gn'r c¶l³³"uƙpq"s wg"rc"o c { qt¶c" f g" 2 uqu"uwrgp"guwf ƙct"cn'ugevt"cwqo qvt"gp"uw"vcrƙf cf 0F g"guvg"o qf q."rc"lpxguki cekp"dwec" cr qtvt" f ƙej c" gur gēƙƙēcf" f gn' cp^a rƙuku" f gn' ugevt." gpvpgf ƙgpf q" s wg" gzƙvpg" guvcvgi ƙcu" f ƙgtgpeƙcf cu" gpvtg"rcu"o wvƙpcekqpcrgu" cwqo qvtēgu'0 Culo ƙuo q."ug" tgerƙ ct^a p"pqxgf qucu" o gf ƙekqpgu" uqdtg"rcu" gzt r qtcekqpgu." ko r qtcekqpgu" { " eqvpgpf q" mēcn' f g" mqu" xgj ¶ewqu"

³³Cri wpcu'gzegr ekqpgu'gp"guv⁹ugvƙf q"uqp"Ct| c" { 'Nqr gl' *422: +q"Uej xct| gt *3; ; 7+0

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

C"uw'xgl. 'ug'eqpukf gtc's wg'gug'vr q'f g'guwf kq'cf s wkgg'gur gekn'tgrgxcpek"gp'gn'ecuq" f g"Vq{ qvc"Cti gpvkc." { c's wg'r wgf g'dtkpf ct"cn' wpcu'tgur wgu"cu" c"nu'pwf qu'r tqdrgo a veku'f g" guc"tco c"lpf wutkcn'gp'gn'r c"ju."vrgu"eqo q"uw'f² hkek'eqo gtekn" f gr gpf gpek"eqo gtekn'eqp" Dtcukn" gucuc"eqo r ngo gpvctkfcf " r tqf wekxc" gp" gn'O gtequw." dclq" eqpvpkf q"necn'f g"nu" xgj ¶ewnu"q'rc'hqto c'f g'xkpewrek»p"gpv'g'vgo kpcrgu" { " r tqxggf qtgu'qecnguf g'gug'o qf q."guc" vgu"r tgv'p'f g"kf gpv'lect"nu'hcevqtgu"gz v'cr qncdrgu'f gn'ecuq"Vq{ qvc."s wg'r qf t"¶p"o glqtct"rc" v{ gevtkc" f gn'tguv'f g'rc'lpf wutk"cwqo qvkt "gp"Cti gpvkc" *{ "xkukdkk ct'rcu'iko kcekpgu's wg" tgr t gupvcp"nu'hcevqtgu"pq"gz v'cr qncdrgu"gp" f lej q" r tqeguq+."cu"¶"eqo q" gudq| ct" gn'tqn'f g"rc" r qn¶lec"r Àdrlec"gp" f lej q" f gucttqm0'

Nc"lpf wutk"cwqo qvkt "i nqdcn'gu^a "cvtcxgucpf q"wp"i tcp"eco dkq"vgepq/r tqf wekxq" c" r ctvt" f g"rc"o c { qt"eqpgevklcf."cwqppqo ¶c."eqo r ctvek»p" { "grgetkhecek»p" f g"nu"xgj ¶ewnu" *EUCG." r qt'uwu'uki rcu'gp'kpi r²u"gp'wp"eqpvz vq'f g't^a r kf qu'cxcpogu'vgepqn'i lequ" { "ci wf c'etkuku" erko a vce0' Gp" gug" o cteq." gn'ugevqt" cwqo qvkt "cti gpvqp" / { " r tkpekrcm gpv" gn'gpvco cf q" cwqr ctvku"necn"ug"xgt^a "gph'gpvcf q" c"o Ànr ngu'f gucl¶qu0Rqt"m"vcpvq."f guf g"gn^a o dkq" f g"rc" r qn¶lec"r Àdrlec" { "rc"r rcpkhecek»p"gu"ko r tguekpf kdng"gpv'p'f g"rcu'f kulpvcu"gutcvgi kcu" f g"rcu" vgo kpcrgu'o wkpcekpgu's wg'f qo kpc'rc"ecf gpc"cwqo qvkt "r ctc'dwæct"rcu"o glqtgu'hqto cu" f g'ctvewrek»p"eqp"gm0"

"

5 - Presentación de los capítulos

" Gn'Ecr ¶wru" 3" vkgp" gn'qdlgkxq" f g"kpvtqf vekt" gn'cdqtf clg" vgtleq."rcu"j gttco kpvcu" eqpegr wrcng" { "nu'r tkpekrcngucpvgegf gpv'g'f g'rc'kpxguki cek»p0Cu"¶"gp'r tko gtc'kpuvpek" *1.1+." ug'g'zr qp'gp'nu'cpvgegf gpv'g'f g'nu'guwf kqu'vqeknguf g'rc'geqpqo ¶c" { " f gn'f gucttqm"geqp»o leq." eco r qu'f g'guwf kq"gp'nu'ewrcngug"kpugtvc"guv"vuku0Nwgi q."ug'r t gupv"wpq'f g'nu'cdqtf clgu" vgtleq/cpcn¶lequ"eqp"nu'ewrcngug"tcdclct^a "gp"rc" kpxguki cek»p."gn'gphqs wg'f g"rcu"Ecf gpcu" I nqdcnguf g"Xcmq" *1.2+0'Gp" r ctvewrct."ug"ug^o crct^a "s wg'ug"cf qr vct^a "gug"o cteq" r ctc"gn'cp^a rkuku" f g'wpc'ecf gpc'f g'xcmq"gp" r ctvewrct."rc'rkf gtef c'r qt"Vq{ qvc"Cti gpvkc0Gn'guwf kq'f g'guc'hkcn" f g"rc"GO"Vq{ qvc"O qvkt "Eqtr qtcvkq"ug"ngxct^a "c"ecdq" c" r ctvt" f gn'gphqs wg'f g"estrategias empresariales" f g'rc'vqekqmi ¶c"geqp»o lec."f gucttqmcf q"gp'gn'uki vkgp'v'cr ctvcf q" *1.3+0"

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

" Gp'gn'Ecr'¶wru'4'ug't'g'cr'k' c'wpc'dt'g'x'g't'gug'o c'j' k'u>t'lec'u'qdt'g'gn'f'guctt'q'm'f g'rc'k'p'f w'v'k'c" cwqo qvt'k' "gp'Cti'gp'v'p'c'k'f'gp'v'k'ec'p'f q'uw'r t'lp'kr'crgu'r t'q'd'rgo 'a' v'ecu'c'm'q'rc'ti q'f g'rc'o kuo c'0Ug" eqo k'g'p' c'g'v'c't'geq'p'ut'week>p'f g'f'g'rcu'k'p'ek'q'u'f g'rc'h'c'd't'le'ce'k'p'f g'x'g'i ¶'ewru'gp'gn'r c'¶'u'gp" 3; 42.'r'cuc'p'f q'r'qt'uw'f'k'v'p'cu'g'v'c'cu'w'ew'qo k'g'p' q'{"g'z'r'c'p'uk'p'*3; 42/3; 97+*2.1.1+:'gn'h'k'p'f g'rc'g'v'c'c'r'qt'uw'v'k'w'ek'p'f g'rc'k'o r'q't'v'ek'q'p'g'u'{"gn'g'v'c'p'eco k'g'p'v'q'f'gn'g'v'c'v'q't'*3; 98/3; ; +*2.1.2+{"rc"t'geq'p'h'i w'c'ek'p'f g'rc'k'p'f w'v'k'c" c'r ct'v'k'f g'rcu't'g'h'q't'o cu'g'v'c'w'ew't'crgu'{"rc'hqto c'ek'p'f'gn' o g't'ec'f q't'g'i k'q'p'c'n'*3; ; 2/4223+*2.1.3+0Ug'c'j'q'p'f c'gp'rc'Ànko c'f g'g'v'c'v'c'g'v'c'cu'{'c's'w'g'c'm'¶'u'g" f'g'ur'k'g'i'c'p'eco d'k'q'u'g'v'c'w'ew't'crgu'gp'gn'g'v'c'v'q't's'w'g'x'c'p'c"o c't'ec't'uw'f'g'v'c'v'c'q'm'gp'gn'r'g't'¶'q'f q' u'k'i w'k'g'p'v'g'{"ug'k'p'v'c'rc'V'q'q'v'c'gp'Cti'gp'v'p'c'0"

" Nwgi q.'ug'c'p'c'k' c'gn't'geq'tt'k'f q'f'gn'g'v'c'v'q't'c'rc'uc'k'f c'f g'rc'rc'et'k'k'u'f g'rc'eq'p'x'g't'v'k'k'f'cf "c" r ct'v'k'f " f g' uw' f g'ugo r g'o q" gp' v'z't'o k'p'q'u' f g' r tqf week>p." x'g'p'v'c'u." go r r'g'q." g'z'r q't'v'ek'q'p'g'u." k'o r q't'v'ek'q'p'g'u'{"uc'f'q'u'eqo g't'ek'crgu."f'k'g't'g'p'ek'p'f q'rc'g'v'c'c'f'g'rc'r'q'ue'q'p'x'g't'v'k'k'f'cf "*2.2.1+{" gn'i q'd'k'g't'p'q'f g'Eco d'k'g'o qu'*2.2.2+0Gp'd'c'ug'c'g'v'c'v'c'q'u't'g'v'c'w'nc'f'q'u'ug't'g'v'c'c'rc'r'g't'uk'v'g'p'ek'f'g'rc'q'u' r t'q'd'rgo cu'j' k'u>t'le'q'u'f'gn'g'v'c'v'q't'gp'gn'k'k'i'q'ZZK0"

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

Gn'Ecr'¶wru'5'w'k'g'p'g'r'qt'q'd'lg'v'k'q't'geq'p'ut'w'k'rc'incrustación internacional'f'g'rc'h'k'rc'n' c'ti'gp'v'p'c'f'g'VOEORct'c'gu'q.'ug't'g'x'k'uc'e>>o q'g'v'c'c'go r t'guc'ug'k'p'ek'{"f'g'v'c'v'c'q'm'v'c'p'v'q'gp'uw'r c'¶'u' f'g'q't'k'i'gp.'l'cr'»p.'eqo q'gp'gn't'g'v'c'v'q'f'gn'o w'p'f'q.'r'g'v'c'p'f'q'g'ur'g'ek'n'c'v'g'p'ek'p'c'rcu'ect'c'ev'g't'¶'w'ecu' f'g'uw'g'v'c'v'c'v'c'k'c'go r t'guct'k'c'n'i'q'd'c'n'{"c'n'w'i'c't's'w'g'q'ew'r'c'rc'h'k'rc'n'c'ti'gp'v'p'c'gp'uw'g'v'c'w'ew't'c"

o wmpcekqpcr0'F g'gug'o qf q."ug'eqo kgp| c'nc'ugeek»p'cpcrk| cpf q"gn'qtli gp'f g'nc'go r t guc"gp" Lcr »p"gp'gn'o cteq'f gn'et geko kgpvq'geqp»o leq'g'kpf wutkcn'f gn'r c¶µ*3.1+0'Nwgi q."ug'f g'nc'p'f qu' eqo r qpgp'v'u'gugpekrgu'f g'nc'guitcvgi kc'go r t guctkcn'f g'Vq{ qvc}*3.2+."hqu'ewcrgu'uqp'uw'ukungo c' f g'r tqf week»p"*Toyota Production System+ *3.2.1+ {"gn'o 2 vqf q"Vq{ qvc}*The Toyota Way+ *3.2.2+0'Guqu'grgo gpvqu'uqp'egpvtcrgu'r ctc"gpvpgf gt'rcu'r ct vkwctkf cf gu'f g'nc'hko c'f guf g'uw' qtli gp"{"f lgtqp'nwi ct"nc'r'rtqr ci cek»p'f g'uw'ukungo c'c'r ct vkt'f gn'nc'o cf 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 kcn' gp"nc'f 2 ecf c'f g'3; 920' Cuko kuo q." gucu'ectcevgt¶µkcu"uqp"etwckrgu'r ctc"eqo r t gpf gt'nc' guitcvgi kc'f g'Vq{ qvc"Cti gpvkpc'f wcpvg'rcu'Ànko cu'f 2 ecf cu'r t kpek'cm gpvg'uw'r rcpkhecek»p" c' ncti q'r nc| q'{"uw'tgncck»p"eqp'r tqxggf qtgu'hqecrgu0'

" Gp'gn'uki wkpvg'cr ctvcf q"ug'tgeqpust w'f g'nc'gvr c'f g'et geko kgpvq'cn'kpwgtkqt'f g"Lcr »p" nwg i q'f g'nc' KKI wgttc" O wpf kcn'nc'g zr cpuk»p'f gn'I twr q"Vq{ qvc" {"gn'kpetgo gpvq'f g'uwu' g zr qtcekqpgu" c'f kwpvqu" o gtecf qu'f gn'o wpf q" *3.3+0' Nwgi q." ug'uki wg" eqp"nc'hcug'f g' kpwtpcekqpcrk| cek»p'f g'nc'hko c'c'r ct vkt'f g'nc'kpuvncck»p'f g'hkrcrgu'gp'f hgt gpvqu'r c¶µgu*3.4+0' Gp'guc'gvr c'f g'g zr cpuk»p'gp'o gtecf qu'go gti gpvqu'gu'ewcpf q"Vq{ qvc'ug'kpuvnc'gp'Cti gpvkpc0' C"tc¶¶ "f g'gmq."ug'tgcrk| c'wpc'ectcevgtk| cek»p'f gn'tqn'f g'ecf c"uwdukf kctk" c'r ct vkt'f gn'c° q'f g' tcf kecek»p."gn'ect^a evgt'lw¶¶ leq."gn'vr q'f g'dkcp'r tqf wekf q."rcu'tc| qpgu'f g'nc'kpuvncck»p'{"gn'pkxgn' f g'r tqf week»p"gpvtg'422; {"423; 0'Ugi wkf q" c"guvq."ug'f guetkdg'nc'gvr c'f g'eqpuqrkf cek»p'f g' Vq{ qvc'eqo q'wpc'hko c'o wmpcekqpcn*3.5+c'r ct vkt'f gn'cp^a nkuku'f g'nc'r tqf week»p'gp'rcu'f kwpvcu' tgi kppgu'f gn'o wpf q'{"nc'tgeqpust week»p'f g'nc'tgf "f g'ceekqpkvcu'r t kpek'crgu'f g'nc'hko c'nc'wgi q' f g'uw'kpenwuk»p'gp'rcu'dqncu'f g'P wgx c'¶¶ qtni{"Nqpf tgu0'

" Rquvgtkqto gpvg." ug" cpcrk| c" gn' r tq{ gevq" Kppqxcck»p" Kpwtpcekqpcn' f g" Xgj ¶ewrqu" O wnr tqr »ukq**KO X+nc'p| cf q'r qt'nc'go r t guc" c'pkxgn'i mqdcn'gp'4224*3.6+."gp'gn'ewcn'nc'hkcn' cti gpvkpc'vkgpg'wp'tqn'r tgr qpf gtcpvg0'Rqt'Ànko q."ug'cpcrk| c'gn'f gugo r g° q'f g'nc'go r t guc'nc'wgi q' f g'nc'etkuku'f g'422: /422; *3.7+."eqo r ct^a pf qnc'eqp'gn'tguvq'f g'rcu'hko cu'ugi Àp'uwu'kpi tguqu"{" r tqf week»p'i mqdcrgu0' Cf go^a u."ug'gzco kpc's w² 'tqn'wvkgtp'rcu'f kwpvcu'tgi kppgu'f gn'o wpf q'cn' kpwgtkqt'f g'nc'qti cpk| cek»p'gp'ewcpvq" c'xgpvcu'{" r tqf week»p'nc'wgi q'f g'nc'etkuku'i mqdcn'0' "

Gn' Ecr ¶wru" 6" vkgpg" eqo q" qdlgvkxq" f gucttqmr t" e»o q" ug" eqphki wt»" nc' *incrustación nacional* f g'nc'hkcn'f g'Vq{ qvc" gp"Cti gpvkpc"r ctc" gpvpgf gt" e»o q" ug" eqphqto »"nc' gzkquc" guitcvgi kc'f g'guc'go r t guc'gp'rcu'Ànko cu'f 2 ecf cu'0'F g'gug'o qf q."gp'guc'ugeek»p'ug'f gucttqmc." gp'r tko gt'nwi ct."nc'guitcvgi kc'f g'VO E'f g'tcf kecek»p'gp'Co 2 tlec'f gn'Uw*4.1+."f guvce^a pf qug'hqu' tqrgu's wg'Dtcukn'{"Cti gpvkpc'vkgpg'gp'nc'tgi k»p'{"e»o q"guq'lo r cev»gp'gn'f gugo r g° q'f g'nc' hkn'nc'nc'nc'0'Nwgi q."ug'tgxkuc'gn'r tqeguq'f g'kpuvncck»p'f g'Vq{ qvc"gp"Cti gpvkpc"{"hqu'r tko gtqu' c° qu'f g'r tqf week»p'gp'gn'r c¶µ*4.2+0'Gp'gn'uki wkpvg'cr ctvcf q"ug'f gucttqmc" e»o q'nc'hkcn'nc'nc'

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

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

Rqt'Ànko q."gp'gn'Ecr 'f'wru'7'ug'ngxc'c'ecdq'gn'cp' ruku'f g'rc'xkpwrcel»p'f g'guvc'vgt'o kpcn'
cwqo qvkt' {"uwu'r tqxggf qtgu'0Gp'r tko gt'nwi ct.'ug'gzt rlect'a "ew' ngu'uqp'rcu'r tkpek'crgu'r ctvgt'{"
r kgl cu'ko r qtvcf cu'{"r tqf wekf cu'gp'gn'r c'f'u'{"e»o q'guvq'j c'xctkcf q'gp'iqu'f qu'r tko gtqu'f gegpkqu"
f gn'uki nq"*5.1+0'Nwgi q."ug'gzt rlec"gn'ukvgo c'f g'f gucttqm'f g'r tqxggf qtgu'f g"VCUC"*5.2+0'C"
eqvpwcel»p."ug'tgcrk' c"wp'cp' ruku'ci tgi cf q'uqdtg'iqu'r tqxggf qtgu'f g'cwqr ctvgt'f g"Vq{ qvc"
tcf lecf qu'gp'Cti gpv'pc."ercukhe'a pf qm'qu'gp'v'gu'i tcpf gu'i twr qu'c+O wnk'pcelqpcrgu'lcr qpgucu."
d+O wnk'pcelqpcrgu'pq'lcr qpgucu'{"e+Nqecrgu"*5.3+0'Nwgi q."ug'tgcrk' c"wp'gzco gp'kpf kxk' wcn'f g"
iqu'r tkpek'crgu'qpeg'r tqxggf qtgu'f g"Vq{ qvc"tcf lecf qu'gp"Cti gpv'pc'0'Guvcu'go r tgucu'uqp'c'
F gpuq.'Vq{ qvc'Dquj qmw.'l c| cnk'F cpc.'O gvcnuc.'kpf wutku'I wkf k'Guvgdcp'Eqtg'gtq.'Xgpcvno ."
Rqiko gvcn"ETCO HUC" {"O ki qt" *5.4+0' Rqt' Ànko q."ug'j ct' a "wp" cp' ruku'i gpgten'uqdtg" rc"
gobernanza" f g"VCUC" {"iqu'r tqeguqu'f g'upgrading" f g'uwu'r tqxggf qtgu'gp'dcug'c"m'gzt wguvq"
gp'gn'ecr 'f'wru"*5.5+0'

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CAPÍTULO 1

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

Introducción del capítulo

" Gnr t gugpvgecr ¶wru'vkpg'gn'qdlgkxq'f g'kvtqf wek'gn'cdqtf clg'vg>tkeq.'ru'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'gZR qpgp'qu'cpvgegf gpvuf g'qu'guwf kqu'ulekrgu'f g'rc'geqpqo ¶c'f' f'gnf gucttqm'geqp»o keq." eco r qu'f g'guwf kq'gp'qu'ewcrnu'ug'kpuqt'c'guc'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'Xcmq'¶EI X+*1.2+0Gp'r ct vewrt.'ug'ug° crct' s wg'ug'cf qr vct' s "gug'o cteq'r ctc'gn' cp' ruku'f g'wpc'ecf gpc'f g'xcmt'gp'r ct vewrt.'rc'rkf gtc'f c'r qt'Vq{ qvc'cti gp'kpc0Gn'guwf kq'f g' guc' "hkrn'f g'rc'GO "Vq{ qvc'O qvt'Eqtr qtcvkp"ug'ngxt' c"ecdq" c"r ct vt' f'gn'gphqs wg'f g' *estrategias empresariales*"f g'rc"uqekrmi ¶c'geqp»o kec."f gucttqm'f q'gp'gn'uki vkpgv'cr ct vcf q' *1.3+0"

Rquvgtkqto gpvg.'ug'tgeqputw'f gp'qu'r t kpek crgu'cpvgegf gpvuf gp'gn'guwf kq'f gn'ko r cevq' f g'rc'kpxgtuk»p'Gz vcp'lgc'F kgevc'gp'r c¶lgu'r gk'k' tkequ'*1.4+."{ 'ru'r ct vewrt'kf cf gu'f g'gug'vr q' f g'kpxgtuk»p'gp'rc'ecf gpc'cwqo qvt'k'ORqt'Anko q.'ug'tgrxcp'qu'guwf kqu'r tgegf gpvuf uqdt'g'rc' gur gek'kecf cf " f g'rcu' hkrnu' f g' vto kpcrgu' cwqo qvt'kegu' f g'GO "lcr qpgucu' gp'gn'o wpf q." f k'kpi w'k'pf qru'f g'rcu'f g'GGWW'f'Gwtqr c'r t kpek cm gpvg'*1.5+0F g'gug'o qf q.'m'r t gugpv'f q' gp'gug'ecr ¶wru'ugpvct' s "ru'dcugu'vg>tkeq/cpcn¶kecu'r ctc'gn'gzco gp'f g'wpc'ecf gpc'f g'xcmt'c' r ct vt'f g'wpc'hko c'kpf k'k'f wcn'cvp'f 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'¶¶gt."{ "cf qr vcp'f q'gn'gzco gp'f g'rcu'gust'v'gi kcu'go r t guct'krgu'f g'rc'uqekrmi ¶c' geqp»o kec0'

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

Gp'qu'cwqt'gu'en' ulequ'f g'rcu'Ekp'eku'Uqekrgu'ug'gpewpvt'cp'cpvgegf gpvuf g'wp' r tqhw'f q'k'vgt'2'ur qt'rcu'ewguk'p'gu'geqp»o kec0'Guc'r t gqewr cek»p."gp'r ct vg.'ug'kpuet'kd¶c'gp' wpc'eqpegr ek»p'k'v'gi tcf c'f g'rc'ekp'eku'ulekcn's wg'ug'f gucttqm'rc'vewrt'cto gpv'gp'rc'v'cf k'ek»p' crgo cpc0' "Guc' xkuk»p' gpeqvt»" pwo gtququ' f g'rc'v'q'gu' cni' k'vgt'k'q' f g'rc' Uqekrmi ¶c."

³⁴Nq'ewcn'f qf go qu'gpeqvt'ct.'r t kpek cm gpv'gp'Y gdgt.'Uko o gn'f'Uej wo r gvt'0C'uw'x'gl.'ug'r wgf gp'j crct'ek'gt'v'qu' r w'p'qu'gp'eqo'Ap'eqp'qu'vcdcl'qu's wg'ug'guc'dcp'r tqf wek'p'f q'gp'H'rc'pek.'f q'p'f g'F w'nj glo "F w'nj glo."3; : 7+

eqpukf gtcpf q's wg'rc'Geappo ꞑ'c'ug'qewr cdc'f g'rcu'ceekppgu"lógicas"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"wpc"tcf kecn' htqpvgtc" gr kungo qn>i kec" gpvtg" mqu" f qu" eco r qu" *Rctgvq." 3; 67-0' Gp" gug" o kuo q" qtf gp" ug" eqo r tgpfg'rc' f kxkuk>p" s wg' ug" r tqf wq" gp" Guvcf qu" Wpkl qu" gpvtg" guvcu" f kuekr rkpcu."rc" ewcn' vgtō kꞑctꞑ'c' r qt' kꞑukwewkꞑpcrk' ctug'c' r ct wkt' f' grntqnf gur ngi cf q' r qt' f' kxgtuqu'cecf² o lequ."gpvtg'mqu" s wg'ug'f guwcec'gnlꞑqt vgtō gtleꞑcpq'Vcraeqw'Rctuqpu."hki wtc'egpvctnf g'rc'"Uqekmqi ꞑ'c' f' grntki mq'ZZ³⁵" *R² tgl."422; +0

F g'gug'o qf q."ewcpf q'rcu'vgtꞑ'ꞑ'cu'f g'Rctuqpu'eqo kgp| cp'c'gpvtct'gp'f gecf gpek'f g'pvq' f gr'no wꞑf q'cecf² o leq'c'hꞑpcrgu'f g'rcu'c' oꞑ'-'92"ug'r tqf weg'gn'ōt gꞑceko kgpvq' "f g'rc'"Uqekmqi ꞑ'c' Geapp>o kec" *UG+0'Cu'ꞑ'gp'rc' f² ecf c' f g'3; : 2" wꞑ' i twr q' f g'kꞑxguk' cf qtgu'f g'Guvcf qu'Wpkl qu' kꞑlek>"wꞑ"o qxko kgpvq'r ctc'f g' hꞑk'rc'"Uqekmqi ꞑ'c'Geapp>o kec"eqo q'wꞑc'tco c'gur geꞑ'kec'f g'rc'" Uqekmqi ꞑ'c' *Rq| cu."4226+0'Gur geꞑ'keco gꞑvg."c' r ct wkt' f' gr'vz vq' f g'I tꞑꞑxgwt" *3; : 7+ "Acción económica y estructura social: el problema de la incrustación" "ug'eqo kgp| c'c' kꞑukwewkꞑpcrk' ct' wꞑc'eqttkꞑpv'g>tkec." f gꞑꞑo kꞑcf c'P wꞑxc'Uqekmqi ꞑ'c'Geapp>o kec" *P UG+0'F lej q'cwqt' r rꞑꞑvc." tgvqo cꞑf q'c' Mctn'Rqꞑꞑ { k' *3; 66+. "wꞑc' f g'rcu'vꞑku"o^a u'ekcf cu' { "f kuewkw' cu' f g'pvq' f' gr'eco r q' < rc'geappo ꞑ'c' guv' *incrustada* gp'rc' uqekgf cf. 'mq' ewcn' uwr qꞑg' s wg' gu' kꞑgꞑekꝼf kdr' f g'rcu' t' g' rꞑekꝼꝼꝼ gu' uqekrgu' gp'rcu' ewcrgu' guv' 'kꝼo g' tuc'0"

Rctc' guvqu' hꝼꝼꝼ cf qtgu' f g'rc' P UG. "rc' ekꝼpek' geapp>o kec' glgte'ꝼ' gp' Guvcf qu' Wpkl qu' wꝼ" o qꝼꝼꝼ rꝼk' uqdtg' guv' eco r q' f g' kꝼxguk' cek>p. 'r qt' mq' s wg' gr' r tko gt' r cuq' eqꝼuk' >" gp' t' g' rꝼk' ct' wꝼc' hꝼgt' v' et' ꝼ' kec' f g' mqu' r quwꝼꝼꝼ qu' guꝼpek' rꝼgu' f g' rc' geappo ꝼ'c' ꝼꝼꝼꝼ uꝼec' t' gur geꝼv' cni' eqo r qt wco kgpvq' geapp>o leq' f g'rcu' kꝼꝼꝼ wꝼu. { "guvdrgeg' t' cu' hꝼqu' hꝼꝼ kꝼu' f g'rc' f' kuekr rkꝼc'0 Guvqu' kꝼxguk' cf qtgu' cti wo gꝼvctꝼꝼ' s wg' g' t' c' et wꝼek' n' c' dtk' "gr' f' gdc' v' cecf² o leq' cegtec' f g'rc' geappo ꝼ'c' r ctc' kꝼꝼek' wꝼc' i' gꝼwꝼꝼꝼ r' g' t' ur geꝼxc' uqekri' s wg' wꝼx' g' t' c' eqo q' egꝼv' t' rc' kꝼꝼv' t' ceek' p' f' g' r' g' t' uꝼꝼꝼ t' g' rꝼgu. "gp' xgl' f' gr' eqꝼl' wꝼv' q' f g' uwr wꝼu' v' q' hꝼto c' rꝼgu' f' guꝼtt' qꝼꝼꝼ qu' r' qt' mqu' geappo kꝼꝼcu' eqo q' hꝼꝼꝼ co gꝼv' f' g' u' w' f' kuekr rkꝼc' *Rq| cu."4226+0"

Guvcu' r quwꝼꝼꝼ qu' ug' q' t' kꝼꝼꝼꝼ. " r t' kꝼek' c' m' gꝼvg. " j cek' ekgt' v' u' a' t' gcu' v' go^a wꝼcu' hꝼꝼꝼ co gꝼꝼꝼꝼ' gp'rcu' s wg'ug' f' guꝼtt' qꝼꝼꝼ rc' UG0Nc' r' t' k' g' t' c' f' g' g' m' cu' t' g' hꝼꝼꝼ g' c' rc' *teoría de la acción*0' Gp'rc' geappo ꝼ'c' *mainstream* rc' k' f' g' c' f' g'rc' t' c' ekꝼꝼꝼꝼ cf' kꝼꝼꝼ kꝼꝼꝼ wcn' guv' 'eqo r t' gꝼꝼꝼ k' c' f' g'pvq' f' g'

eqꝼꝼꝼꝼꝼꝼ' hꝼgt' v' go gꝼv' gr'no qꝼꝼꝼꝼ rꝼk' kꝼꝼꝼꝼꝼꝼ wcn' s wg' vꝼꝼꝼꝼꝼ' mqu' geappo kꝼꝼcu' uqdtg'rcu' ewꝼu' kꝼꝼꝼꝼ geapp>o kecu' *Rgt gl."422; +0'F wꝼnꝼ g'lo "eqpukf gtcde' s wg'rc' qdtc' f g'rcu' geappo kꝼꝼcu' eif' uꝼek' u' vꝼꝼꝼꝼꝼ' gr' f' g' hꝼꝼꝼꝼ kꝼu' w' g' t' c' d' r' f' g' u' w' qt' kꝼꝼꝼꝼꝼꝼꝼ' kꝼꝼꝼ kꝼꝼꝼ wꝼk' u' c'." { c' s wg' kꝼꝼꝼꝼꝼꝼꝼ' f' g' f' wꝼk' " r' c' t' c' ewc' r' s' wꝼk' t' uꝼev' q' t' f' g' mqu' hꝼꝼꝼꝼꝼꝼꝼ' gꝼꝼꝼꝼꝼꝼ' gꝼꝼꝼꝼꝼꝼꝼ' q' f' q' r' cu' f' g' hꝼu' r' quwꝼꝼꝼꝼ qu' uqdtg'rc' p' c' w' t' c' r' g' c' j' wo cꝼꝼ' g' t' c' wꝼ' c' d' u' q' n' w' q' g' t' t' q' t'." { c' s wg' gr' j' qo dtg' gu' wꝼ' c' p' k' c' r' u' uqekri' { "gu'rc' uqekgf cf' rc' s' wg' et' g' u' w' p' c' w' t' c' r' g' c' " *Dgti gukq."4229+0'
³⁵ "Eqo q' u' g' q' d' u' g' t' x' c' " gp' u' w' r' h' d' t' q' u' d' t' g' " " *La estructura de la acción social* ". " Rctuqpu" *3; 59+ r' t' q' r' q' p' ꝼ' c' r' q' { c' t' rc' u' w' t' go ce' ꝼ' c' f' g' rc' Geappo ꝼ' c' u' q' d' t' g' gr' eco r q' f' gr' i' o' x' c' m' t' o' o' kꝼꝼꝼꝼꝼꝼ cu' s wg'rc' u' w' t' go ce' ꝼ' c' f' g' rc' Uqekmqi ꝼ' c' t' guk' ꝼ' c' u' q' d' t' g' c' s' w' r' f' g' hꝼu' o' x' c' m' t' g' u' o' " *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"cwqrgu" eni ulequ" f g" rru"ekgpeku"geqp»o lecu" *Tlectf q. "3: 39=Uo kj . '3998+ 's wg"eqpukf gtc"cnlgt" 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 qtcrgu³⁶" Cn' gko kpc" rru" tgrckqpgu" uqekrgu" f gni" cp" ruku. "ug" eqpenw" g" s wg" r" eqo r gvgpek" f gvgto kpc" rru" v to kqqu" f g" kvgtco dkq" f g" o cpgtc" wni" s wg" pq" r wgf gp" ugt" o cplr wrcf qu" r qt" rru" kpf kxf wqu³⁷" 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" pgeguctko gpvg" cnkpgcf qu" { . "gp" ghgevg. "o wej qu" f g" rru" eqo r qtwo kqpvu" pq" uqp" pk' kvgtgucf qu. " pk'qr qt wplwcu0Gp" guvg" ugpvkf q. "ugi Ap" Dqwf kgw" *4224+ "guvc" ceek»p" pq" gu" tcekqpcn" ukpq" s wg" gu" *razonable*. "gu" f gek. "s wg" f gr gpf g" f g" uw" eqpvz vq" uqekr0F g" gmq" ug" f gur tgpf g" s wg" rru" i wuqu" pq" uqp" hlkqu" pk' wplwcturgu. " ukpq" s wg" f gr gpf gp" f gni" eqpvz vq" j ku»tleq" { " uqekr0³⁸" Ego q" eqpvtcr ct vkf c" cnl kpf kxf wruo q" b gvf qn»i leq. "I tcpqrgwt" *3; : 7+ "uqukpg" <""

"

Nqu"cevqtgu"pq"ug"eqo r qtwp"q"vqo cp" f gekkqpgu"eqo q" vqo qu"chwgtc" f g" wp" eqpvz vq" uqekn" pk" vco r qeq" cf j lgtgp" eqo q" guercxu" c" wp" i wkp" guetkq" r ctc" gmq" r qt" rru" kvgtugeek»p" eqpetgv" f g" rru" ecvgi qt" fcu" uqekrgu" s wg" qewr cp0Gp" hwi ct" f g" gmq. "uwu" guhwgt| qu" r qt" rru" tct" vpc" ceek»p" kvpgekqpcn" gu" p" kpetwrcf cu" *embedded+ gp" rru" ukngo cu" eqpetgvu" f g" tgrckqpgu" uqekrgu" gzkuvgpvu" *I tcpqrgwt. "3; : 7<6: 9+0"

"

Rqt" qvtq" rcf q. "r" tcf lek»p" eni ulec" { "pgqen" ulec" f g" r" Geqpqo "c" uqukpg" s wg" rru" cevqtgu" f kur qpgp" f g" kphqto cek»p" r gthgevc" { "s wg" r" o kuo c" gu" rkdgt" *Mpi j v. "3; 43+0Ukp" go dcti q. "r ctc" rru" UG" rru" kpf kxf wqu" pq" uqp" ecr cegu" f g" r" tngxg" vqf qu" rru" tguwrcf qu" f g" uwu" ceekqpgu. "eqo q" vco r qeq" f kur qpgp" f g" kphqto cek»p" r gthgevc" cpvgu" f g" cewct" *I tcpqrgwt. "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" cevqtgu" r tqewt cp" o czko k ct" uw" dgpghlekq. "cpvg" rru" kpecr cekf cf " f g" kf gp" wlect" rru" tgrck»p" »r vko 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" qdlgvkxqu. "gp" hwpek»p" f g" rru" kvpgr t gceek»p" s wg" j cegp" f gni" eqpvz vq0"

³⁶"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" kpeqr qtcpf q" qvtcu" xctkdrgu" eqo q" cekwvf 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" ekgpeku" uqekrgu0"

³⁷"Guv" xkuk»p" s wg" uw" qpg" c" rru" tgrckqpgu" uqekrgu" wp" lo r gf ko gpvq" r ctc" gni" f gucttqm" f g" rru" o gtecf qu" j c" ukf q" hwgt vgo gpvg" ewgukqpcf c" f guf g" rru" r tqr k" Geqpqo "c" 0Gri" gphjs wg" kpukswekqpcrkuc. "r qt" glgo r rru. "dwue»" uw" gtct" guqu" rrp" kgu" c" txc² u" f gni" eqpegr vq" f g" rru" *costos de transacción* ew" c" tgf week»p" ugt" f" gni" qdlgvkxq" f g" rru" kpukswekqpgu" f gni" ecr kcrkuo q" *P qt vj . "3; ; 2+0"

³⁸"C" uw" xgl . "I tcpqrgwt" *3; : 7+ pq" eqpukf gtc" s wg" j c{ c" s wg" f guectvt" gni" eqpegr vq" f g" ceek»p" tcekqpcn" r gtu. "ugi Ap" ² uvg. "pq" gu" gzenwukco gpvg" geqp»o lec0Ug" r wgf gp" dwuct" o czko k ct" f kwpvqu" ecr krgu" *uqekdkkf cf . "guvc wru. " cr tqdcel»p" { " r qf gt+0"

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

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

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

Lxwco gpvg.'rc'r qukdktf cf'f g'kpi tguet'gp'wp^a tgc's wg'ug'r t gugpvcde'j qukric'rc'Uqekmqi "fc" {" qvtcu'elgpeku"uqekrgu" {" f kur wctrg"wp" nwi ct" gp"rc"kpvt r t gcekc»p" {" cp^a rkuku" f g"qdlgqu" {" r tqeguqu'geqp»o kequ'uki pkle»"wp'i tcp'cxcepg'gp'rc'equuqkf cek»p'f g'rc'uwdf kuekr nkpc0Cf go^a u." nwi q" f g" rc" h"fc" f kucpekc" s wg"o cpwxkgtq" Geqpqo "fc" {" Uqekmqi "fc" gpvt g" gn' r gt"qf q" f g" gpvt gi wttcu" {" mu" c^o qu"ugvpc."rc" P UG"tgcxk»"gn'f k^a mji q" f kuekr nkpc."gp"r ct vewrt."eqp"rc" geqpqo "fc" *heterodoxa*"Ecuvgmpk"{" Utcwu."4234+0"

Uk"go dci q."c'r guct'f gn' b gpekppcf q'f kxqtela'gpvt g'guv'f kuekr nkpcu'f wcpvg'i tcp'r ctvg" f gn'Uki m'Z.Z.'gp'Co² tlec'Nc'kpc'r tqur gt»"wpc'r tqn'kec'gwegm'f g'ekpvkuc'uqekrgu'f gf kecf qu"

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

c"guwf lct "mqu'go cu"geqp»o lequ'xkpewrf qu'cn*desarrollo*³: "gp"mqu'r c"lgu'f g"r"tgi k»p0Ug"tvc" f gn'Gutwewtcrkuo q"Ncvkqco gtlecpq"s wg"pceg"r ctvkt "f g"mqu'r tqr wguwu'tgcrk cf cu'r qt "TcÀr Rtgdkuej "f guf g"gn'uwti ko kgpvq" f g"r"Eqo kuk»p"Geqp»o kec"r ctc"Co ²tlec"Ncvkpc" { "gn'Ectkdg" *EGRCN+"gp"3; 6: 0: "Gp"guwg"pqxgf quq"eqtr wu"v»tleq"ug"gpewgpvtcp"mqu'enf ulequ"eqpegr vqu" gutwewtcrkuwu" f g"centro-periferia."heterogeneidad productiva" f g"mqu'r c"lgu'r gtkt²tlequ"q"r" vgu'f gn'deterioro secular"de los términos de intercambio"*Dkneuj qy un{ . '422; =Ugttcpk'4234-0' C"uw'xgl . "f lej c"guewgr"ukt xk" f g"kpur ktcekp"r ctc"qwtc"eqttkpv" f g"tgngxcpekc"gp"r"2 r qec. "r" Vgqt" f g"r" F gr gpf gpekc. "r"ewcn'guwf k» c"mqu'r c"lgu'f g"Co ²tlec"Ncvkpc"eqpekd² pf qmqu'eqo q" gutwewtcu" 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; 92-0²"

F lej c"vctf kelp"ug"o cpwxq"gp"r"EGRCN"j cuvc"r" f²ecf c" f g"3; : 2. "ewcpf q. "cpvg" gn' cxcpeg" f g" mqu'r qm'lecu"pgqrkdgtcrqu" gp" r" tgi k»p" { "mqu'etkuku" geqp»o lecu"tgewtgpvqu. "r" kpurkwek»p"eqo gp| »"c"tgcrk ct"o ^a u'guwf kqu'udtg"guvcdkcf cf "o cetqgeqp»o kec."uwdtc { cpf q"r" vctuegpf gpekc" f gn'qtf gp" hkuccu'Cu"l"ug"tgxku»"r"kpvtxgpekc»p" f gn'Guvf q"gp"r"geqpqo " f { "ug" f ghgpf k»"wpc"o c { qt "cr gtwtc"eqo gtekn"gpvtg"qvtqu"eco dkqu"gp"uwu"ghqqs wgu"*Dkneuj qy un{ . " 422; +0³"

Gp"guwg"eqpvzq. "gp"mqu'f²ecf cu" f g"3; : 2" { "3; ; 2. "wp"pwgxq"eco r q" f g"guwf kq" f g"r" 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. " gpvtg" qvtqu. " tgewr gtcp"r" hwe"gtc"m"pgc" f g"kpvgurki cek»p"cdkgtc"gp"mqu'go r tcpqu"-82"r qt "mqu'ulek»mi qu" { " geqpqo kucuf gn'f gucttqm"r"vqco gtlecpqu. "i" gpgtcpf q"wp"pwgxq"gur cekq" f g"gpewgpvtq"r ctc"

³: "Guv'v to kq"r tgugv" f kxgtuqu'crapegu" { "uki pklecf qu'ugi Àp"r"eqttkpv"v»tlec" { "gn'r gt"qf q"j" k»vtleq" f gn's wg" ug"tvcg0'Gp"guwg"tcdclq"ug"eqpukf gtc"r" f ghkpekp"o ^a u'co r rke" f g"desarrollo económico."vqo cf c"r qt "Ecuvgrpk" *4229+. "gu'f gek. "cs wgr" s wg"m' f ghkg"eqo q"gn'r tqeguq"r qt "gn'ewcn'g' i" gpgtc"gn'etgelo kgpvq"uquvqpf q" f g"mqu'hwgt| cu" r tqf wvxcu. "co r rkpq" q"r"ecr cekf cf "vgepqr»i kec" { "r tqf wvxc"kpucrf c"gp"wp"geqpqo " f "pcekqpcn"gp"uw'eqplwpvq" { . "r qt "vcpv. "o glqtcpf q"mqu'pkxgru" f g"xf c" f g"r" r qdrck»p0

³: "Guv"eqttkpv"uwti g"eqo q"wp"eqtr wu"v»tleq" gp"Co ²tlec"Ncvkpc. "tghqto wrcpf q"o wej qu'f g"mqu'r quwrcf qu'f g"r" geqpqo " f "gn'f gucttqm"qt ki kpcf c" c" hkgu" f g"mqu'0620Lwpvq" 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" *Dkneuj qy un{ . '422; +0"

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

⁴³"Culo kuo q. "c"r ctvkt " f gn'kpi tguq" f g" Hclp| { ndgt"gp"r"EGRCN"gp"3; : 5. "ug"tgcrk c"wp"tgxkuk»p" f gn'gutwewtcrkuo q" { "ug" f c"lplekq" c"m" s wg"ug"eqpgeg"eqo q"r" gvr c" f gn'pqqgutwewtcrkuo q" *Dkneuj qy un{ . '422; +0'Gp"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'udtg"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"r"u"ecr cekf cf gu'f g" eqpkelo kpvq"gp"wp" b" c { qt " f kxgtu' hcekel»p" t qf wvxc0F lej q"pwgxq"ghqqs wg"mqu' gto k»c" c"guqu'cwqtgu"o cpvgpt" wp" f k' m' q"eqp"mqu' i qdkgtpqu" s wg"guvcdcp"ngxcpf q" c"ecdq" tghqto cu"gutwewtcrku"kpur kcf cu"gp"gn'0E qpugpuq" f g" Y cuj kpi vqo" *Dkneuj qy un{ . '422; +0"

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

Gp'r tko gt'hw ct. 'guqu'cwqt gu'r rcpvgtqp'eco dkt'rc'hqto c'f g'tc| qpco kpvq'f g'nu'wdf kq" f g'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" vgtq'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'g'gdgrf g. 'wp'cm c'f g'ugf lek»p" { " wpc'tgxqwek»p'gp'gn'tc| qpco kpvq'udtg'gn'f gucttqmj"geqp»o leq0⁵"

""

Cf go ^a u. "f lej qu" vgtlequ'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"gp'ur gekn'cvpck»p"gp'rcu'gur ge'pkcu' hqto cu's wg'cf s wkgg"rc"tgrck»p"gp'v'g'Guvcf q" { "go r t'guctkqu'r ctc"gp'v'p'f gt'nu'ugp'f gtqu'f g'nu' *wd'f gucttqmj"geqp»o leq" *Ugttcpk"4234+0Uw'o c { qt'r t'gqewr ck»p"guwv'q'gp'c'p'ck' ct'f k'k'p'vcu' g'zr g'lkpcku'f g'f gucttqmj"geqp»o leq"gp'v'g'r c'f'gu'f g'lpf wvxcu'ck»p"v'ct'f'c'f g'rc"r g'k'g'k'c. " r ctc" g'p'epvt'ct" r ct'v'wvwt'cf cf gu' s wg" r gto k'kg'cp" g'zr r'lect" r qt" s w² " r c'f'gu' eqp" öuko k'rt'guö" ect'cevt'f'pkcu'g'v'wvwt'crku'f gur ngi ctqp"r t'qegu'qu'f g'f gucttqmj"v'p'f k'f'p' k'gu" { "eqp't'guwv'cf qu' v'p'f k'g'g'p'v'g'0⁶""

Rqt "Anko q. 'qvtqu'guwv'kqu'f g'rc'P UG'c'hp'crqu'f g'uki nq'r cu'cf q'ug'g'pecti ctqp'f g't'gu'cnct" rc"ko r qt'v'p'ek" f g'rc"qti cpk'ck»p"ulekcn'gp'r t'qegu'qu'f g'f gucttqmj"geqp»o leq0'Guqu'cwqt gu' f gu'cecp"rc"t'g'ng'x'p'ek" f g'nu'gzco gp'f g'rcu'ect'cevt'f'pkcu'r ct'v'wvwt'gu'f g'ecf c"o gtecf q" r ctc" gp'v'p'f gt'nu'r t'qegu'qu'f g'²z'kq"geqp»o leq. "et'k'lecp'f q'rc"kf gc" f g"o gtecf qu'w'p'k'g'uc'rc'gu'f g'rc" geqpqo 'c' pgqen'ulec" *Dki i ctv." 4223< 33+0' Gp" r ct'v'wvwt." guqu' v'cdclqu' j cp" t'gcn'cf q" eqp'v'kd'w'ek'p'gu'gp"e»o q'rcu'ect'cevt'f'pkcu'r ct'v'wvwt'gu'f g'cni w'p'cu'ulek'gf cf gu'j cp"o q'f g'cf q" u'w'qti cpk'ck'p'gu. 'gp'v'g'rcu's wg'ug'f gu'cecp"u'w'go r t'guc'u'r t'k'cf cu. { "e»o q'²u'cu'j cp'lp'hw'kf q" gp"u'w'v'c { gev'qt'ku'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'x'g|. "guqu'cwqt gu'j cp'et'k'lecf q'c'qvt'cu'v'g'gt'cu"

⁴⁴G'nl'p'leq'f g'gu'v'eq'tt'lp'v'g'vgt'lec'r w'f g'uk'w'ct'ug'gp'gn'r t'g'ew'ut'ct'f'p'w'q'f g'Co uf gp" *3; 9; +u'qdt'g'gn'f gucttqmj" geqp»o leq'f g'V'c'k' cp's w'g'hw'gi q'lp'ur k't"crn'v'cdclq'f g'L'q'j puqp" *3; : 4+u'qdt'g'gn'lecu' l'cr qp²u'c'v'cx²u'f g'uw'Estado desarrollista0'

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

⁴⁶C'uf' "guqu'cwqt gu'r w'kg'g'gp'ur gekn'cvpck»p"gp'rcu'r ct'v'wvwt'gu'hqto cu's wg'cf s wkgg'rc" *acción económica*" eqo q" t'gu'w'v'cf q'f g'rcu't'g'rc'el'q'p'gu'gp'v'g'Guvcf q'ecr k'cn'gp'v'g'ngi t'ct'cw'p'p'qo 'c' "guvcni' *versus* u'w'ewo dkt'c"rc"r gp'v'g'ck»p" f g'nu'lp'v'gt'g'ug'go r t'guctkqu'gp'gn'hw'p'ek'p'co k'pv'q'f g'rc'dw'q'et'ce'k'guvcni" *Ugttcpk"4234+0R'ct'c'gmj. t'g'ew'gt'cp'rcu' p'q'ek'p'gu'p'g'qo ct'z'k'cu'f g'rc" *autonomía relativa*" f g'nu'Guvcf q" { "rcu'y g'dgt'k'p'cu't'gur gev'q'c"rc"ko r qt'v'p'ek" 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"gr'kg'f qo k'p'cp'v'g. " t'g'v'qo cp'f q'gn'f'uleq'f g'd'cv'g'o ct'z'k'cu'f g'nu'c'o qu"-82/02'gp'v'g'O k'kd'cp'f { "R'q'w'v'p'v' cu0"

f grñf gucttqm̄"geqp»o leq"j gvgtqf qz cu'cnluquvpgt's wg'guc'u'ug'dcucp"gp'cni Àp"òhcevtq'tet"leqö⁴⁷"
{."r qt"gr'eqpvtctkq."r rcpvgcp"s wg"uqp"wpc"o wnk r kcf cf "f g"hevtq'gu'ngu"s wg"kpvtxkpgp"{"nqu"
r tqeguqu"geqp»o lequ" o "a u"gzkququ" f gr gpf gp" f gr'o qf q" gp" s wg" 2 uqu" ug" ct vkwrcp" gp" r"
r ct vkwrc kcf cf "f g"wpc"uqekgf cf {"wp"o qo gpvq"j kw»tleq" f cf q" *Dki i ctv" { "I wkn? p."3; ; ; <946+0'

F g" guv" o qf q. "gp" r" r t gupvg" kpxguki cek»p" ug" tgvqo c" gn'cdqtf clg" f g" r u" Ekgpeku"
Uqekrgu"uqdtg'r tqdngo cu'eqpukf gtcf qu"ògeqp»o lequö" {."r qt"n"vcpvq."ektewpuetkr vqu'cn'eco r q"
f kæk r kpc't" f g"r"Geqpqo ¶c0Gur ge¶heco gpvg."ug"cpcrik ct" e»o q" r u" go r tgucu."nglqu" f g"ugt" wpc"
òeclc" pgi tcö." uqp" qti cpk cekqpgu" uqekrgu" eqo r nglcu" chgevcf cu" r qt" f kwpvqu" hevtq'gu' Gp"
r ct vkwrc." guv" gphqs wg" r gto kw" gpvpgf gt" f g" hqto c" o "a u" ecdcn" r" ceek»p" geqp»o kec" f g" r u"
Go r tgucu" O wnkpcckqpcrgu" gp" r c¶ugu" r gth? tlequ" tgegr vqtgu." eqo q" vco dk? p." uwu" ko r cevu" gp" uw"
f gucttqm̄" geqp»o leq' Cu¶" gp" nqu" r t»zko qu" ecr ¶wru" ug" o quxtct" e»o q" r u" vgtò kpcrgu"
cwqo qvtegu" f g" Cti gpwpc." nglqu" f g" ugt" cevtq'gu" wphqto gu." wwkgtqp" f kxgtuqu" f gugo r g° qu"
f wcpvg" r u" r tko gtcu" f 2 ecf cu" f gn'uki nq." f guce" pf qug" gn'ecuq" f g" Vq{ qvc." { "e»o q" guq" r wgf g"
g zr r kectug" c" r ct vkt" f gn'cp" ruku" gp" r tqhwf kcf cf "f g" guv" qti cpk cek»p" o wnkpcckqpcn" { "uw" hknkn"
cti gpwpc'0

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

Gp'ru'f 2 ecf cu'f g'3; 92" { "3; : 2'ug'f kgtqp" gp" gnò wpf q'wpc'ugtkg'f g'eco dkqu's wg'wxkgtqp"
ko r cevu" gp" r" qti cpk cek»p" o cpwhewtgtc" i nqdcn' Ugi Àp" Rgtgl" *4232+." guv" qrc" f g"
vcpuhqto cekqpgu" gu" r ctvg' f g" r" s wpc" t g x q n w e k » p " v g e p q n » i k e c . " d c u c f c " g p " r " k p h q t o " a w e c . " r u "
vgrgeqo wplecekqpgu" { "ru" hqto cu' f g" r tqf week»p" hgzkdrg0" Gm" ko r r k e » " g n ' f g u c t t q m " f g " r u "
Vgepqm̄i ¶cu' f g" kphqto cek»p" { "Eqo wplecek»p" *VUEu+." ru" ewcrgu" hcekkctqp" gpqto go gpvg" r"
eqqt f k p c e k » p " c " f k u c p e k " f g " r u " f k h g t g p v g u " g v c u " f g " r " r t q f w e e k » p . " r g t o k k ? p f q r g u " c " r u "
go r tgucu" cewct" f g" hqto c" o wnkqecrk cf c0'Qvtq" eco dkq" f g" ko r qt vpcck" gp" guv" 2 r qec" hwg" r"
hwgtvg' tgf week»p" f g" hqu" eququ" f g" vcpur qtvg. "gp" r ctvg. "r tqf wevq" f gn'cwi g' f g" r " c o n t a i n e r i z a c i ó n
*Rqtvc" gv'cn" 4236+0' Rqt" qvtq" rcf q. "wpc" ugtkg" f g" hevtq'gu" r qn¶lequ" vco dk? p" chgevtqp" c" r"

⁴⁷" Gpvtg" gnu." ug" r wgf gp" f gucect<" vgt¶" f g" r" o qf gtpk cek»p" *eco dkq" i tcf veni" gp" r" etgceek»p" f g" xcmqt+."
gutvewtcrkuo q" ¶pf wutckrk cek»p+." uqek»m̄i qu' f grñf gucttqm̄ lpgqkpwkewekqpcnkuc" *Guvf q'cw»pqo q" { "ghkelpvg+."
Vgqt¶" f g' r " F g r g p f g p e k I V g q t ¶ " f g n U l a n g o c / O w p f q " t g x q n w e k » p " r q n ¶ k e c " { " u q e k n 0 U k d k e p " h u ' c w q t g u ' p q ' h q ' t c v c p . "
c" guv" vgt¶cu" r qf t¶p" uwo ctug" nqu" vgtlequ" f g" r u" E I X " ¶pugtek»p" gp" r u" ecf gpcu+ " { " gn'
pgqgutvewtcrkuo q lpgqj wo r gvtkcpqu" ¶ppqxcek»p lecr kcf cf gu'vgepq»i lecu+0'

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

qti cpk celap f g'ir' r tqf weekap' b' wpf kcn'gp' gucu' f² ecf cu0Gpvt g' gmq. 'ug' gpe wgpvtcp' r' ec' f' c' f' gn' dms wg' uqxl² vek. 'gn' i ktq' f' g' Ej kpc' j' cek' w' ecr kcn'uo q' f' g' Guvcf q' { "r' rkdgtckl celap' f' g' r' geqpqo' f' kpf k. 'i' gpgtcpf q' w' cwo gpv' f' g' r' ecr cek' cf' r' tqf wekxc' f' gn' rcpvc' { "gn' kpetgo gpv' f' gn' eqo gtek' l' k' wgt pcek p' cn' r' kpxgtuk' p' gz v' t' p' l' g' t' c' { "r' uwdeqpv' t' c' vek' ap' k' wgt pcek p' cn' *Rqt v' gv' cr' 0' 4236+0"

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

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

⁴⁹ Guv' u' eco dkqu' gp' r' eqpegr wcrk celap' ko r rlectqp' s' wgdgtgu' eqp' gn' o' cteq' vgtlek' f' gn' ukugo c/o wpf q' r' tlpekr' cm' gpv' gp' v' t' p' q' c' r' e' w' g' u' s' p' f' g' n' i' d' e' s' a' r' r' o' l' l' o' . Nqu' c' w' a' t' g' u' f' g' r' 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' s' p' f' g' u' c' t' t' q' n' k' u' c' o' { c' s' w' g' r' e' p' v' g' c' p' s' w' g' r' e' l' p' u' g' t' e' l' a' p' f' g' g' o' r' t' g' u' c' u' { r' c' f' l' u' g' u' g' p' r' e' u' EI X' k' o' r' r' e' c' w' p' c' o' g' l' q' t' c' r' c' t' e' 2' u' q' u' . b' o' k' e' p' v' t' c' u' s' w' g' r' e' VUO' r' q' u' g' g' w' p' c' x' k' u' s' p' b' o' a' u' g' u' v' v' e' c' g' p' r' e' w' e' n' i' r' e' b' o' c' { q' t' r' c' t' v' g' f' g' n' i' x' c' r' i' t' f' g' g' u' c' u' e' c' f' g' p' c' u' g' u' v' t' c' p' u' h' t' k' f' q' c' r' u' r' c' f' l' u' g' u' e' g' p' v' t' c' r' i' g' u' . u' k' i' w' k' p' p' q' r' e' x' k' u' s' p' f' g' r' e' V' g' q' t' c' f' 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' e' e' q' p' u' w' n' c' t' u' q' d' t' g' r' u' e' c' o' d' k' u' g' p' r' u' f' h' g' t' g' p' v' g' u' e' q' p' e' g' r' v' q' u' f' g' e' c' f' g' p' c' u' f' g' x' c' r' i' t' x' g' t' U' w' i' t' g' q' p' * 4232 + q' D' c' k' * 4227 + 0'

F g'gug'o qf q. 'rc'rkgtcwtc'f g'EI X'qhtgeg'wpc'f guetkr ekp'gukrk cf c'f g'guc'u'tgf gu'f g' r tqf weekp'i r mdcn'c'r ctvk'f g'f qu'eqpegr vqu'erxg<gobermanza'f' "upgrading" *Uwti ggp. '4232+0' Nc'pkek'f g'gobermanza ko r rlec'wpc'xluk'p"top-down." cn'cpcrk ct'e>o q'rcu'go r tgucu'f'f'gtgu' f g'rc'ecf gpc'eqpvtqncp'f' "qo cp'rcu'f gekukqpgu'rk cf cu'c'rc'qti cpk cek'p'f gnr tqeguq'r tqf wvxxq" *gu'f gek. 'i qdktppc+0'Nqu'r tko gtqu'vcdclqu'f g'ukugo cvk cek'p'f' "ercukhecek'p'f g'rcu'hqto cu'f g' gobermanza" hwgtqp'tgcrk cf qu'r qt "I gtghk" *3; ; 6+." s wkgp'r qt "gpvqegu" kf gpvkk>" f qu'vr qu' r tlpekrcgu'f g'ecf gpcu'rcu'f kki kf cu'r qt "gn'eqo r tcf qt" *buyer-driven+ "rcu'f kki kf cu'r qt" gn' r tqf wvqt *producer-driven+0'Nwgi q. "I gtghk" J wo r j tg{ " "Uwti ggp" *4227+ "eqo r rglk ctqp" f lej q'eqpegr vq'etgcpf q'ekpek'vr qu'kf gcrqu'f g'i qdgtppc| c'f g'rcu'EI X's wg'ug'eqo r ngo gpvcp' cn' r tko gt' f gucttqm' v>tleq. 4: " qo cpf q' eqo q' wpk cf " f g' cp' ruku" rqu' x'pewqu" gptg' rqu' gurcdqpgu." c+f g'o gtecf q=d+'o qf wrc=e+'tgrckpcn=f +'ecwxc" { "g+lgt' ts wlec0'Guc'pwgxc" vr qmi 'c'witi k>'f gnr'etweg'gptg'v'gu'xctkcdrgu'c+" rc" eqo r rglk cf " f gnr' kpvteco dkq" f g' kphqto cek'p' gptg' r tqxggf qt " { "eqo r tcf qt." d+"rc" eqf kkecdk'cf " f g'vnr'kphqto cek'p' { "e+"rc" gzkwgpek" *q' pq+' f g' ecr cek' cf gu' gp" rqu' r tqxggf qt gu'0' Gp" tguwo gp. " rcu' i qdgtppc| cu' f g' ño gtecf qö" { "rc'ölg'ts wlecö"uq'p'tcf lecn gpv'qr wguvcu'gp'gn'r tko gt'ecuq. "rqu'x'pewqu" gptg' r tqxggf qt " { "eqo r tcf qt"uq'p'f g'o w' "dcl'cf gpuk'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'v'guku'rc'i qdgtppc| c'f g'rc'ecf gpc'gu'egpvtcn'r ctc'gpvqpf gt'rcu' ectcevt'f'wlec'gur ge'f'hecu'f g'rc'go r tguc'f'f'gt *Vq{ qvc. "rc'v'gto kpcn'cwqo qvkk +{ "rcu'go r tgucu' uwdqtf kpcf cu' *r tqxggf qt gu'cwqr ct'wrcu+0'Gp'gug'ugp'kf q. "rc'rkgtcwtc'f g'EI X'j c'ercukhecf q' c'rc'kpf wutk'cwqo qvkk "eqo q'wpc'ecf gpc'f kki kf c'r qt'gn'r tqf wvqt *producer-driven+ f gdlf q' c's wg'hqu'ce'v'xqu'gur ge'f'hequ's wg'gu'p'r qt'f g'v' u'f g'gug'vr q'f g'i qdgtppc| c'uq'p'r tlpekrcn gpv' rcu'ecr cek' cf gu'r tqf wvxxc. "rqu'cnqu'tgs wgtko kpgvqu'f g'ecr kcn'f' "rc'kpxguki cek'p'f' { "f gucttqm' *K F +0'Ncu'go r tgucu's wg'i qdktppc'rcu'producer-driven"uwngp'uwdeqvtcvt'cn' wpcu'rcugu'f g' rc'r tqf weekp.'r gtq'tg'v'gp'r ctc'f'rc'K F " { "rc' b cpwrcwt'cek'p' *eqo r rglc+f' gridk'p'kpcn' *Rqt'vc" gv'cn0'4236+0'

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

4: "Rqt'wp'rcf q. 'ug'f kq's wg'guc'vr qmi 'c'g'tc'hwgtvgo gpv'gu'v'lec'f' { "f'leq>o lec. " { "s wg'gucdc'hwpc'co gpvc'c'gp'wpc' xkuk'p'ulo r rkuc'f g'rc'v'gepqrqi 'c'f' { "f g'rcu'dcttgc'f g'gpvc'c's wg'gp'o wej qu'ecuqu'pq'ug'clwuxcdcp'c'rc'tgcrk'cf 0' Gm'gp"r ct'v'qewt'f'rc'qts wg'rcu'r tqr kcu'ecf gpcu'gucdcp'uo gvk'cu'c'eqpuv'p'v'g'u'r tqeguqu'f g'v'c'p'uhqto cek'p." eco dkq'v'gepqr'i leq'f' { "cr tgp'f k'clg0'C'r ct'vk'f g'gmq."ug'r tghk'k' i gpgtct'wpc'vr qmi 'c' *eqo r ngo gpvtk'c'o a u's wg' uwr ngo gpvtk'c' s wg'hwgug'o a u'p'gwrcn'gp'v' to k'pqu'ugev'q'lc'rgu' *gu'f gek's wg.'r qt'glgo r rqi."cuwo lgt'c's wg'pq'v'q'c' ecf gpc'f g'rc'grgevt'p'ek'v'k'p'g'p'geuctkco gpv'gn' b kuo q'r c'v'p'f g'i qdgtppc| c+.s wg'r tgucug' b c { qt'c'v'pek'p'c' rqu' x'pewqu'gptg' rqu'gurcdqpgu'f' { "s wg'hwgtc'ecr c| "f g'f ct'ewpvc'f g'rcu'eco dkqu'gp'gn'v'go 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" guv" o qf q. "rcu" gur gekhecekqpgu" ug" r wgf gp" f gucttqmc" eqplwvco gpv. "gp" wp" r tqegu" f g" eq/ f lug° q. "q" rqu" r tqxggf qtgu" r wgf gp" tgeklk " kputweekqpgu" eqo r rvcu" uqdtg" s w² " r tqf vekt0' 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 klj cu" s wg" hvpekqpc" p" gp" gn' eqpvz vq' f grif lug° q' i' gpgtcrif grlxgj " f wv0' Gp" lgi wpc' kpuvpek. "hqu" kpi gpkgtqu" f g" ruc" go r tguc" hff gt" f gucttqmc" vq' cu" ruc" r klj cu" f g" xgj " f wvqu" kpvtpco gpv" { " r wgi q" rckcp" ruc" r klj c. "etgcpf q" wp" x" f wvqu" f g" o gtecf q" eif uleq" eqp" rqu" r tqxggf qtgu" q. "ewcpf q" ug" tgs wktgp" 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" rj" uqp. " gpncegu" ecwvku0' Nqu" x" f wvqu" f g" o gtecf q" r gto kwp" gn' eco dlq' f' eki' f g" r tqxggf qtgu. "o kpvrcu" s wg" hqu" gpncegu" tgrckqpcr" { " ecwvku" f hckwncp" gn' eco dlq' f g" r tqxggf qt " *Uwti gqp" gv' cr0' 422; < 42-0'

Rqt" qvtq" rcf q. "rc" pkek" 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 tqegu" f g" cf s wvlekp" q" hqtvcrgelo kpvq" f g" ecr cekf cf gu" s wg" r gto kwp" c" ruc" go r tgucu" j cegt" equcu" f g" o cpgtc" f hktgpv" { lq" o glqt" { " j cegt" f kwpvcu" equcu" gp" eqo r ctcekp" eqp" gn' eqpvz vq" r tgxkq" *j qtwm" 423; +0' Gn' tqr »ukq" f gn' eqpegr vq" f g" *upgrading*" gu" gzc"o kpc" rqu" r tqegu" { " ruc" hto cu" gp" s wg" ruc" go r tgucu" s wg" pq" i' qdktpcp" ruc" ecf gpc" *{ " r qt" rj" vpvq" gu" 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" dggphkqu" f g" r ctvkr 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 wvncpcekqpcr" { " rqu" r tqxggf qtgu" f g" rqu" r c" f ugu" f qpf g" ug" ruc" cp" uqp" wp" hcevt" ko r qtvcpv" r etc" gn' r qvpekcn' gucnc"o kpvq" kpf wvrcn' f g" ruc" hto cu" f qo ² wvlecu" { " rqu" vkr qu" f g" ghgevu" f gttco g" s wg" i' gpgtc" ruc" r tgupekc" f g" ruc" o wvncpcekqpcr" gp" r c" f ugu" gp" f gucttqmq" *Rcxn" f pgm" 423: -0' Eqo q" ug° crp" O krdgti " { " Y kpmgt" " *4235+ " gn' gphqs wg" f g" ruc" EI X" r tª evleco gpv" gs vkr etc" *upgrading*" c" *desarrollo económico*.

J wo r j tg { " { " Uej o kl " *4224+ " j cp" f kwpki 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 rlec" r tqf vekt" oª u" ghckgpvgo gpv" *o c{ qt" r tqf wevklf cf + " { c" ugc" wvklj cpf q" vgepqmji " f " uwr gkqt" *r qt" glgo r m. " pwxcu" o cs wvpc" kcu" q" o gf kcpv" ruc" t gti cplj 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 wpc q. " *de producto*. "ko r rlec" o c{ qtgu" ecr cekf cf gu" s wg" gn' f g" r tqegu" { " eqpukv" g" egpvtcmo gpv" gp" j cegt" hff gcu" f g" r tqf wevq" oª u' uqhkvlecf cu. " f g" o c{ qt' ecrkf cf " { " eqp" o c{ qt' xcmq" "

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

Cf go^a u. " f g' p' v' t' q' " f' g' n' i' e' w' g' t' r' q' " f' g' " v' c' d' c' l' q' u' " f' g' " E' I' X' " u' g' " e' c' v' i' q' t' k' c' p' " c' " r' e' u' " p' c' e' k' q' p' g' u' r' t' q' f' w' e' v' t' c' u' " f' g' " x' g' j' ¶ 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' ¶ 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' 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' g' 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' ¶ w' w' q' u' s' w' g' " m' g' i' c' t' q' p' " c' " u' g' t' " e' q' p' q' e' k' f' c' u' " e' q' o' q' " r' e' " p' e' r' i' f' e' r' i' a i' n' t' e' g' r' a' d' a . " f' k' u' k' p' i' w' k' d' r' g' " r' q' t' " u' w' u' " e' q' u' v' u' " f' g' " r' t' q' f' w' e' e' k' p' " t' g' r' e' v' x' c' o' g' p' v' g' " d' c' l' q' u' " *' E' j' c' p' c' t' q' p' . " 4226 = " L' c' e' q' d' u' . " 4238 + 0' G' u' q' u' r' c' ¶ u' g' u' . " u' k' " d' l' g' p' " g' p' " m' u' " A' n' k' o' q' u' " c' o' q' u' r' q' u' g' g' p' " i' f' d' t' l' e' c' u' " { " v' g' e' p' q' m' i' ¶ c' u' " f' g' " x' c' p' i' w' c' t' f' k' c' . " 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' p' " f' g' " e' c' r' k' c' n' " v' g' e' p' q' m' i' ¶ c' 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' "

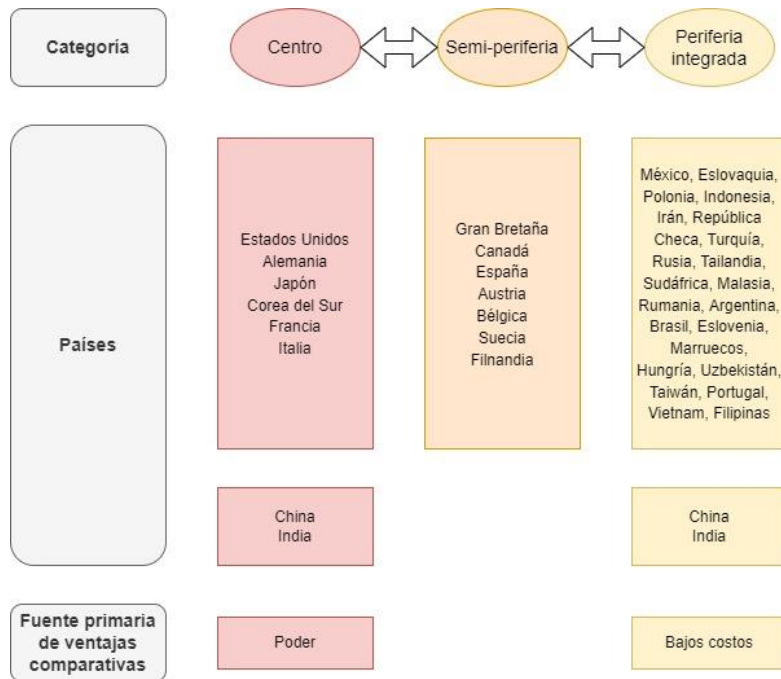
Nwgi q. " R' e' x' i' f' p' g' n' i' " * 423: + " k' p' v' t' q' f' w' l' q' " r' e' " e' c' v' i' q' t' ¶ c' " f' g' " s' e' m' i' - p' e' r' i' f' e' r' i' a " c' w' q' o' q' t' k' k' . " s' w' g' " u' g' " c' r' r' e' c' " c' " m' u' r' c' ¶ u' g' u' r' t' q' f' w' e' v' t' g' u' " f' g' " x' g' j'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

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

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

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

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



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

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

Rqt" uw" r ctvg. " gp" rnu" r gt h g t k u " k p v i t c f c u " r t g f q o k p c p " 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 " v 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." uuu" gultcvgi kcu" go r tguclkrqu" { "uuu" ko r cevqu"gp"grf gucttqm"geqp»o leq"gp"r c"lugu'r gtlk? tlequ0'

1.3 – La estrategia empresarial de subsidiarias de Empresas Multinacionales

Nc" ceekp" go r 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." r' vgt" c" geqp»o kec" pgqer' ulec" r tguw" r qec" cvpkek" p" c" r' u" ewgukppgu" f g" i qdgt pcp| c" { " gultcvgi kc" 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 wvqu" eqo r gvkxqu. r' qt" hq" ewcn' hqu" go r tguclku" ug" xgt" c" p" qdrki cf qu" c" f gur rgi ct" uw' ecr kcnf g" o cpgtc" ghlekpv" q" c" egttct" uuu" pgi qekqu" *Hki uvkp" { " Hggrcpf .3; ; 7-0' Gp" guvcu" vgt" c" u" r tko cp" uwr wguqu" s wg" f gvgto kpcp" ceekppgu" wp" kqecu" { " f kgevcu" gp" hqu" go r tguclku"0' Cuko kuo q." guqu" guwf kqu" eqpukf gtctqp" c" r' u" qti cpl kekppgu" go r tguclkrqu" eqo q" gpvqu" wpxgtucrgu" { " j qo qi 2 pgu" *J co kxqp" { " Dki i ctv." 3; ; : 40' C" tc" f g" guvcu" eqpegr wcrk cekppgu. "guqu" vgt" tlequ" hwgtqp" et kkecf qu" f guf g' f kxkpcu" a pi wqu0' Rqt" glgo r mq. "wpq" f g" gmqu" tgo ctec" s wg" r tko c" wp" gphqs wg" dgyvqe2 pvtleqö" { c" s wg" guv" ducuf q" gp" uwr qulekppgu" uqdtg" eqpf kekppgu" kpuwkewkpcrgu" { " uqekrgu" r tqr kcu" f g" r' u" uqekgf cf gu" cxcpl cf cu" f g" Qeekf gpvg" *Dki i ctv." 3; ; 9<3: 40'

Rqt" uw' r ctvg. "hqu" guwf kqu" f g" r' c" f o kpxkcek" p" ug" ducutqp" 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" eqpvtkdwkppgu" f guf g" qvtqu" eco r qu" f g" guwf kqu. "vrgu" eqo q" r' u" r uleqmi c" . " r' u" uqekqmi c" { " r' u" ekpcku" r qm" kcu" *F qddlp" { " Dcwo .4236-0' Wpq" f g" hqu" r tko gtqu" cr qt vgu" c" r' f ghlek" p" f g" *estrategia empresarial* f g" hqu" guwf kqu" f g" r' c" f o kpxkcek" p" hwg" gudq| cf q" r' qt" Cpf tgy u" *3; ; 9+cnf ghktr" eqo q<

Gnr ct»p" f g" f gekkppgu" gp" wpc" eqo r c" c" s wg" f gvgto kpc" { " t gxr" uuu" qdlgvkqu" q" o gvcu. r tqf weg" r' u" r tlekr cgu" r qm" kcu" { " r' r' pgu" 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. "gn' vr q" f g" qti cpl kek" p" j wo cpc" { " geqp»o kec" s wg" gu" q" kpvgrv" ugt. " { " r' pcwtrcg| c" f g" r' u" eqpvtkdwk" p" geqp»o kec" q" pq" geqp»o kec" s wg" kpvgrv" dtkpf ct" c" uuu" r tqr kvctkqu. "go r rgef qu. "ekpvgu" { " eqo wpl cf gu" *Cpf tgy u." 3; ; 9<74-0'

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

s wgr wgf gp'ecrwrc' hqu'equvqu' { 'dgpghlekqu' f' 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' tgf k'gp' hqu'eco dkqu'gp' dcug' c' hqu'equvqu' { 'ru'eqpf lekqpgu' f' g' b' gtecf q⁵⁵
*O qti cp. '4223<7+0''

Ukp'go d'cti q. 'f' guf' g' q' t' cu' ekp'eku' u' ek' r' gu' ug' j' cp' et' k' k' e' c' f' q' gu' v' u' g' p' h' q' s' w' gu' 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' q' u' k' g' p' g' s' w' g' g' p' g' u' x' c' u' 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' q' p' p' u'
x' k' p' e' w' r' c' f' c' u' c' n' r' q' f' g' t' . " r' c' t' g' r' e' k' e' p' e' q' p' g' n' G' u' x' c' f' q' { " q' t' q' u' c' e' v' t' g' u' g' e' q' p' >> o' l' 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' l' e' c' q' t' i' c' p' k' c' e' k' q' p' c' n' i' * I' c' i' i' g' t' q' . " 4234+0' C' f' g' o' a' u' . " u' k' d' k' g' p' u' g'
e' q' p' u' k' f' g' t' c' s' w' g' r' u' r' t' g' u' k' q' p' u' e' q' o' r' g' v' k' x' c' u' { " r' c' d' A' u' s' w' g' f' c' f' g' g' h' e' k' g' p' e' k' u' q' p' k' o' r' q' t' v' c' p' v' u' . " f' l' e' j' c' }
e' q' o' r' g' v' g' 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' > t' l' 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' q' p' u' e' q' o' r' g' v' k' x' c' u' r' w' g' f' g' p' n' g' x' c' t' c' r' u' 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' 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' > t' l' 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' p' { " f' g' r' u' p' g' i' q' e' k' u' k' p' v' t' p' c' e' k' q' p' c' r' u' g' u' s' w' g' g' z' c' o' k' p' c' p' r' u' e' c' o' d' k' u'
q' t' i' c' p' k' c' v' k' x' q' u' f' g' r' 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' t' c' p' u' h' q' t' o' c' e' k' q' 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' r' u' 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' q' e' k' q' m' i' f' c' e' g' e' q' p' >> o' l' 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' l' e' k' u' c' f' g' r' u'
g' o' r' t' g' u' c' u' . " g' p' g' n' e' w' c' n' u' g' r' 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' p'
e' q' o' r' n' g' w' { " t' c' e' k' q' 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' h' k' o' c' u' 0' R' c' t' c'
H' k' i' u' v' g' l' p' { " H' t' 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'
2 p' h' c' u' k' i' g' p' e' >> o' q' r' c' j' k' u' v' t' k' c' { " r' u' t' g' r' e' k' q' p' p' u' u' e' k' r' e' g' u' k' p' e' k' f' g' p' g' p' r' u' t' g' r' e' k' q' p' p' u' g' e' q' p' >> o' l' e' c' u' g'
k' p' u' k' w' e' k' q' p' c' r' u' 0' N' c' u' h' k' o' c' u' . " e' q' o' q' q' t' c' u' q' t' i' c' p' k' c' e' k' q' p' p' u' u' e' k' r' e' g' u' . " u' q' p' g' z' r' t' g' u' k' q' 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' q' p' p' u' r' g' i' f' l' o' c' u' * H' k' i' u' v' g' l' p' { " H' t' g' g' n' c' p' f' . " 3 ; ; 7 + 0' U' k'
d' k' g' p' g' z' k' u' g' p' t' c' e' k' q' p' c' r' k' f' c' f' g' u' g' e' q' p' >> o' l' e' c' u' . " g' u' c' u' p' q' u' q' 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' c' . " e' w' r' w' t' c' g' k' p' u' k' w' e' k' q' 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' c' e' k' q' p' p' u' g' e' q' p' >> o' l' e' c' u' g' u' v' p' k' p' u' g' t' v' c' u' g' p' r' 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' k' i' u' v' g' l' p' . "

⁵⁵ N'c' u' v' g' q' t' f' c' u' f' g' r' u' 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' 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'
e' t' g' e' l' o' k' e' p' v' q' f' g' r' u' G' O' u' g' p' r' c' u' g' i' w' p' f' c' o' k' c' f' g' n' i' u' k' i' m' 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' l' e' t' q' g' e' q' p' >> o' l' e' q' g' p' v' g' p' f' c' c' r' 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' p' f' g' r' t' q' f' w' e' e' k' p' * M' 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' v' g' q' t' f' c' u' f' g' r' u' c' o' s' t' o' s' d' e' t' r' a' n' s' a' c' c' i' o' n' s' w' . " e' c' o' d' e' c' p' f' q' c' n' i' w' p' q' u' u' w' w' e' u' q' u'
r' t' q' r' q' p' f' s' w' g' r' c' k' p' v' t' p' c' r' k' c' e' k' p' f' g' r' u' t' c' p' u' c' e' e' k' q' p' p' u' f' g' p' v' t' q' f' g' r' u' l' g' t' c' t' s' w' f' c' u' f' g' r' u' g' o' r' t' g' u' c' u' u' w' i' k' o' e' q' o' q' w' p' c'
t' g' u' r' w' e' u' c' g' e' q' p' >> o' l' e' c' t' c' e' k' q' p' c' n' i' h' t' c' e' c' u' q' f' g' q' t' c' u' h' q' t' o' c' u' f' g' g' t' i' c' p' k' c' t' r' u' t' c' p' u' c' e' e' k' q' p' p' u' c' t' c' x' 2 u' f' g' r' u' h' t' q' p' v' t' c' u'
p' c' e' k' q' 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' e' 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' g' n' i' g' p' h' q' s' w' g' f' g' r' i' e' q' u' q' f' g' t' c' p' u' c' e' e' k' p' { " r' c' v' g' t' f' c' f' g' r' c' k' p' v' t' p' c' r' k' c' e' k' 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' q' p' c' r' u' 0' F' g' g' u' c' u' f' k' u' e' w' u' k' q' 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' n' i' u' q' u' k' g' p' s' w' g' r' 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' q' p' t' g' h' g' l' c' f' q' u' g' p' u' w'
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' q' 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 ku"j ku»tlecu" f g" f kuvpcu"uqekf cf gu" {"cn"lpvgtkqt" f g" gmcu"O qti cp."4223<: +0'

C"uw'xgl."Hki uvglp"*3; ; 2+'uquvkgpg's wg"mqu"cevqt gu's wg"eqpvqncp"qti cpk cekqpgu" f gdgp" lpvgr tgvct"uwu"eco r qu"qti cpk cekqpcrgu" {"nwi q"mgxct" c"ecdq"ru"r qn"lecu" f g"rc"qti cpk cekp." dcuf cu"gp"uwu"ngewtcu" f gn'eco r q0Guv"r qn"lec" guvct" a f grko kcf c"r qt"rc"n>i lec"lpvgtc" f g"rc" qti cpk cekp."m"s wg"guvqu"cevqt gu"eqpgegp."e»o q"guvqu"cevqt gu"r gtekdgp"gn'o wpf q" {"m"s wg" f ghkpcp"eqo q"wp"cevkwf" qti cpk cekqpcn'cr tqr kcf c"*Hki uvglp."3; ; 2."4223+0Cu"ru"r t^a evlecu" qti cpk cekqpcrgu"tgr tguvpcp"guvctvgi ku" f g"eqpvqncs wg"ukt xgp"r ctc"ngi kko ct"ru"guv wewtcu" f g" o cpf q" {"c"o gpwf q."go r ncp" gpvpgf ko kpvqu" ewwvctrgu"cn'j cegt m0'Vcrgu"r t^a evlecu"pq"ug" f guvctqncp"cn'ct."ukpq"s wg"ug"hqto cp" c'r ct vt" f g"r cvtqpgu" f g"lpvgtceekp"r tggz kuvpvqu"0Rqt"m" vcpvq."rc"go r tguv"lpf wvctkn'gu"wp"cf cr vcekp"o qf gtpc"eqo r nglc" f g"r cvtqpgu"r tggz kuvpvqu" f g" f qo kpekp" c" ukwcekqpgu" geqp»o lecu" gp" ru" s wg" rc" i cpcpek." rc" ghkekpek" {"gn' eqpvqnc' 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 ku"grdqctf cu"r qt"ru"go r tguv"r qt"wp"rcf q."cs wmcu"geqp»o lecu." f guvpcf cu" c" eqqr gtct" eqp"uwu"eqo r gkf qtgu" guvdrgekpgf q" eqpvqncu" f g" r tgekqu." etgcpf q" dcttgtcu"r ctc"rc"gpvctf c" f g"vctcu"ht o cu."ko kcpf q"rc"r tqf weekp."q"ngxcpf q"cf grpvgr" tgeguqu" f g"lpvgtceekp" q" f kxgtuklecekp=" r qt" qvtq"rcf q."ru" guvctvgi ku"r qn"lecu." s wg" eqpmgxcp"rc" lpvgtxgpek"p"guvctn' {"gn'guvdrgeklo kpvq" f g" f gvto kpcf cu"tgi wcekqpgu"s wg"tghnglcp" c"o gpwf q" nqu"lpvgtgugu" qti cpk cf qu" f g" wp" eqplwpvq" f g" go r tguv0'Gu"r qt" guv" s wg." r ctc" epcrk ct"ru" guvctvgi ku"go r tguvctkrgu." f gdgo qu"eqpukf gtct"vcpvq"gn'vr q" f g"lpvgtceekp"ugevqtkn'f gur nglc" cf q" r qt"ru"go r tguv"eqo q"rc"tgrcekp"guvdrgekf c"gpvtg"ru"guvctvgi ku" f g"lpvgtceekp." f g"ect^a evgt" o letqgeqp»o leq." {"rc"lpvgtxgpek"p"gp"gn'ukvgo c"r qn"leq."q" guvctvgi ku"r qn"lecu"0Guv"uwr qpg" eqpukf gtct" s wg"rc"ko r ngo gpvcekp" f g"wp"guvctvgi kc"go r tguvctkn'gu"wp"r tgeguq"eqo r nglc" s wg" eqpmgxc"wp"r ct vewrt"ngewtc" 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 gni tq" f g"cevgtf q" c"mqu"tgewtuqu"eqp"mqu" s wg" ewgvpc"*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 kuvpvqu"r c"lgu" {"guq"i gpgtc" wp"pkxgn'o^a u" f g"cp^a ruku" s wg"ru" go r tguv" pcekqpcrgu"6" Ugi Àp" rc" Eqphgt gpek" f g"ru" P cekqpgu" Wplf cu" uqdtg" Eqo gtekl" {"

⁵⁶"Nqu"guwf kqu"uqdtg"ru"GO u'o qf gtpcu"vkgpg" f kuvpvqu"qt"l' gpgu" f gr gpf kpgf q" f g"uw"guvctn' f g"r gpucn' kpvq0' F guf g"rc"vctf leekp"o ctzkrv." f kuvpvqu"cevqt gu"eqpvqncp"rc"vku" f g"O ctz"*3; 8: <747/757+uqdtg"rc" *concentración* {" *centralización*" f gn'ecr kn'"Dwctlp."3; 49=J khtgf 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 gulkf gpvg" gp" qvtc" geqpqo "c" r qugg" wpc" r ct vlek r cek" p" s wg" r gto kg" wp" kpxgt² u' f vtcf gtq" gp" r c" i guk" p" f g" guc" go r t guc" 0"

Nc" gzc r cpuk" p" f g" rcu'GO u" guv^a " rki cf c" c" rcu'ectcevt " f ulecu" f g" r c" kpxgtuk" p" Gz vtcplgtc" F kt gev c" *KGF +0Nc" KGF " gu" wp" r t qeguq" hpcpektq" cuqekcf q" c" r c" r q r gtecek" p" f g" eqo r c" o " fcu" gp" cni" o gpqu" wp" r c" f u' r qt' hwtg' c' f g' lwr' c' f u' f g' qtki gp0Guv' vkr q' f g' kpxgtuk" p" ug' f kuki w' f g' r c' kpxgtuk" p" f g' r qt' vchqkq. "gp" r c" ewcn' kpf kxkf wqu" q" kpuvkwekppgu" hpcpektcu" eqo r tcp" wp" r qtegpvclg" o gpqt" f g' rcu' ceekppgu" f g' r c" go r t guc" gp" qvtq" r c" f u' 0Guv' ug' j' ceg" eqp" r c" gzc r gev vlcx" c' f g' s wg" gn' r t gekq" f g" f lej cu" ceekppgu" cwo gpvg" gp" gn' hwwtq" r ctc" r qf gt" i gpgtct" wpc" i cpcpek. " r gtq" guxu" pwxqu" 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^a u' f g" wp" 32" f gn' ecr kcn' xqvcpg" 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. "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" gp" r c" ewcn' ug" j' c" wkrk cf q" pwxq" ecr kcn'

ko r gtlcrkuo q" { " r c" etgcel" p" f g" o qpqr qrkqu" *Ngpklp. "3; 39=Nwz go dwti q. "3; ; +{ " o^a u' vctf g" gp" rcu' 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 gpvqu" f g" guwf kqu' ukngo^a veku' uqdt g" guvcvki 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 gcnk cdc" guwf kqu' go r f u' lequ' c' i t cp' guccn' f g' rcu' GO u' 0Qt q' qtki gp' f g' vtdclqu' r kppgtqu' uqdt g' GO u' r tqxkppg' f gn' guwf kq' f g" kD. "gp" gn' ewcn' ug" f guccn' gn' r c' 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' gpvqu' gp' guv' eco r q. " c' rgu' eqo q' F wppkpi " { " C' rkdgt " *3; 93+ . F wppkpi " { " Nwpf cp" *422: +q' Ecpv gni' { " P ctwrc" *4223+0"

⁵⁷ Grib c { qt' o cti gp' f g' ceek" p" f g' rcu'GO u' eqo q' uw' egpvtcrkf cf "gp" r c" qti cpk cel" p" geqp" o lec' kpxgtuk" p" cni" gpgt" " f gdcvgu" gp" vqtpq" c' uw' kpf gr gpf gpek" q' pq' f g' uwu' Guvcf qu' pcekppcrgu' f g' qtki gp" *home country+0Gp' f lej q' f gdcv" gz kung' v' tgu' i tcpf gu' t' gur wguvu' 0Nc" r tlo gtc' uquvpgg" s wg' guvcu' hkt o cu' uqp" cevt gu' i mdcrqu" { " guv' p' eqphqto cpf q" wpc" pwxc" erug" ecr kcn' ruc" o wpf kcn' *J ctf v' { " P gi tk "4222= 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' cpupcekppcni" ug' wlec" gp" r c" e' Ar kf g' f gn' r qf gt" o wpf kcn' r qt' gpeko c' f g' rqu' Guvcf qu' { " r c" i gqr q' r hlec. " ukp" go dci q. " pq' r q' ectcevt k' c' eqo q' wp' ecr kcn' i mdcn' ukpq" s wg' f c' ewgpv' f g' wp' cperclg' vgttkqtkcn' *Co kp' gv' cr' 0"3; ; 4= F qu' Ucpvqu. "4233= J qr nkpu" { " Y cmgt uvgk. "3; 99. "3; ; 8+0 Rqt' Anko q. " wp' vtegt' i twr q' guvcdrgeg' s wg' guvqu' i tcpf gu' ecr kcn' ruc' p' q' ug' j' cp' eqphqto cf q' eqo q' wpc' erug' ecr kcn' ruc" i mdcn' eqo q' vco r qeq' eqpvtqmp' b' hqu' Guvcf qu' 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' guvqu' guwf kqu' ug' j' cp' egpvtcf q" gp" gpv' p' f gt" e" o q" rcu' hkr' rgu' f g" GO u' ug" xkpwrcp" eqp" rqu' f kuki vqu" gpv' t' pqu' kpuvkwekppcrgu' pcekppcrgu' r gtq' ukp' kpxgt r gvt' c' guvqu' eqo q' r ctvg' f g' wp' ukngo c' lgt^a ts wleq" o wpf kcn' gp' gn' eco r q' f g' r c" i gqr q' r 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' rct" T gengpf tggv' gv' cr' 0" *4244+0"

⁵⁸ Uk' r vpgpek' lwr gtc' gn' 72' 'ug' j' cdrc' f g' eqpvtqr' 0"

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

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

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

Gp' dcug' c' g'ug'q. " O qti cp' °4233. " 4239+." uki wkgpf q' gn' eqpegr vq' f g' incrustación'
 *embeddedness+ f g' I tcpqxgwt. " uqukpgg" swg" rc" vgpukp" gpvtg" rc" doble" incrustación'
 *internacional" {"nacional+"gu'eq'p'uk'w'kxc'r'ctc'eqo'rc't'gp'f'gt'c'rcu'g'ut'c'v'gi'k'f'g'rcu'hrk'c'rgu'f'g'
 GO'u'0'Cu'f'ug'f'k'k'f'g'g'uc'p'q'ek'p'gp'f'qu'f'ko'g'p'uk'p'p'gu'r'ctc't'gh'ng'l'ct'rc'uko'w'nc'p'g'k'f'cf'f'g'wpc'

⁵⁹J'cdk'w'cn'gp'v'g.'g'uc'x'gp'v'lc'v'kpg's'wg'x'gt'eqp'iqu'r't'g'ek'qu'q'rcu'r't'q'f'we'k'k'f'cf'gu'f'g'iqu'rc'eq't'gu'f'g'r't'q'f'wek'p'
 eqo'q'gn'è'cr'k'cn'gn'v'c'd'cl'q'{'rc'v'g't'c'0'
⁵'R't'c'gn'f'g'uctt'q'm'f'gn't'g'ug'f'g'iqu'vr'qu'f'g'g'ut'c'v'gi'k'eq'p'uw'nc't'F'w'p'k'pi'{"N'w'p'f'cp'°'422: +0'

geqppo "i" i mdcn "nu" »tf gpgu"r qn"lequ" g"lpukwekqpcrgu" hci o gpvcf qu" c" plxgr" pcekqpcn" { "nu" tgrcekqpgu" uqekrgu" { "r tqf wekxcu" eqpegvctf cu" mdcn" { "tgi kqpcn gpvg" *J gkf gptglej . "4234-0" Gu" r qt" guvcu" tcl qpgu" s wg" guvcu" qti cpk cekqpgu" j cp" ukf q" f ghkpf cu" eqo q" *espacios sociales trasnacionales* f gdlf q" c" r" kpvgtf gr gpf gpek" gptg" gr" gur cekq" kpvgt pcekqpcn" { "nu" pcekqpcrgu" *O qti cp. "4233- 639+ Guvcu" gptgetw| co kpvqu" pq" uqm" gu³ p" kpvgi tcf qu" r qt" pqtu cu" { " r tqegf ko kpvqu" hqto crgu. "ukpq" wco dl² p" r qt" tgf gu" kpvgr gtupcrgu" gptg" cnqu" f kt gevku" s wg" vkgpg" s wg" j cegt "ht gpvg" c" nu" f gucl" qu" f g" gpvtpqu" pcekqpcrgu" j gvtqi ² pgqu. "cn" vgo r q" s wg" ug" t g² p" { " eqqr gtcp" gp" pwo gtqucu" tgwpkqpgu. "gxgpqu" uqekrgu" { " r tq { gevqu" vcupcekqpcrgu. " f guctqmpf q" cu" tgrcekqpgu" kpvgt pcekqpcrgu" { " o qf grqu" c" ugi vkt'0

Gn'ldlgkxq" f g" guvc" r tqr wguvc" gu" cdtk" r" eclc" pgi tc" f g" r" ðo wnk pcekqpcn" s wg" ug" o cpvkgpg" egttcf c" vcpvq" r qt" r" geqppo "i" pggqen ulec" cn" r gteklk" c" r" go r tguc" eqo q" wp" cevqt" tcekqpcn" wpkctkq" eqo q" r qt" nu" kpvtr tgcekqpgu" f g" r" go r tguc" eqo q" *Ápleco* gpvg" wp" kputwo gpvq" f g" i mdcn k cek»p" { " gzr mqcek»p'0" Gp" eco dlq. "r" o wnk pcekqpcn" cs w" ug" r tgugpv" eqo q" wp" *espacio social trasnacional*" ectcevgtk cf q" r qt" o gecpkuo qu" f g" lgtcts w" c" { " f qo kpek»p" r gtq" wco dl² p" f ghkpf q" r qt" nu" guhwgt| qu" eqpvkpwqu" f g" f kgt gpvqu" i twr qu" uqekrgu" r ctc" f kur wct" guc" 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" gpewgvtcp" uwa" qhlekpcu" egpvtcrgu" { " f qpf g" ug" uk² cp" nu" glgewkxqu" o ^a u" cnqu" f g" r" gutwewtc" f g" r" eqo r c° "c'0" Wpc" eqo r c° "c' r wgf g" f guki pct" wp" r c" ju" r ctc" ju" hkuen" *tax-haven+ eqo q" uw" qhlekpc" egpvtcn" ukp" go deti q. "gp" r" o c { qt" "c' f g" nu" ecuqu. "guvc" ecuc" o cvtk" ug" wdlec" gp" gn" 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^a " o ^a u" cf grcpvg. "guvg" gu" gn" ecuq" f g" Vq { qvc" { " f g" r" o c { qt" "c' f g" nu" go r tguc" f g" r" kpf wutk" cwqo qvtk" b" wpf kcnf: "Nc" ecuc" o cvtk" b" cpvkgpg" gn" eqpvtqn" gutcv² i kek" uqdtg" nu" hklcrgu" f g" vtu" o cpgtcu" r tkpek crgu" <cekqpgu. "qti cpk cek»p" { " eqpqeko kpvq'0" Gn" eqpvtqn" qti cpk cvkxq" { " gn" eqpvtqn" f gn" eqpqeko kpvq' i gpgtcn gpvg" ug" dcucp" gp" gn" cr cncpeco kpvq' f g" xcmtgu" { " cekqpgu'0" Nc" hqto c" gp" s wg" r" o cvtk" glgtcg" gn" eqpvtqn" r cvtko qpkn" uqdtg" r" hklcn" eqo q" r" gutwewtc" f g" r tqr kgf cf "vqcn" q" r ctekn" q" r" go r tguc" eqplwpc. "f gvto kpc" r" ecvkl cf "f g" kphwgpck" s wg" r" go r tguc" o cvtk" r wgf g" glgtcg'0" F g" guvg" o qf q. "wpc" o wnk pcekqpcn" s wg" r qugg" wpc" o c { qt" "c' f gn" 73' "q" o ^a u" f gn" ecr kcnf g" wpc" uwdukf kctk" r wgf g" cf s vktk" gn" eqpvtqn" cduqnmwq" * j cq" gv" cn'0" 4234-0

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

⁵: "Wpc" gzegele»p" gp" guvg" ugpwlf q" gu" r" hto c" Ugmpvku" etgfc" gp" 4243" c" r ctvt f g" r" hwlk»p" f g" r" u" o wnk pcekqpcrgu" cwqo qvtkegu" HkcV E j t { urgt " *kcnlpc" { " guvcf qwpkf gpug+ { " RUC" Rgwi gqv" *Rgwi gqv" Ektqgp+ " *tcepegucu+ " s wg" guvc dgekgtp" uw'ugf g" egpvtcn" gp" J qncpfc. "Iwuxco gpvg" wp" r c" ju" eqpukf gtcf q" eqo q" wp" r ctc" ju" hkuen'0

gu'tgur qpucdng'f g"go r ctglct"mqu'tgewtuqu"kpvtppqu{"gz vgtppqu'f gpvtq'f g"guvg"ukuvgo c{"glgtegt"
 hwpkqpgu"gur ge"lecu"ckpgcf cu"eqp"guvqu'tgewtuqu0Gri'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"lplekn{"rc"eqphki wtcekop"vgo r tpc0C"r ctvt" f gricp^a 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'⁶²
 * j cq'gv'cr0'4234+0F g'guvg'o qf q.'f lej cu'f kwpkqpgu'vco dk p'ko r rlec'p's wg'pq'vqf cu'rcu"hnkn"gu"
 uqp"ki wcrnu"ukpq's wg'gu"pgeguctkq"eqpukf gtct"uw'ect^a evgt'f kwpkxxq"r ctc"eqo r tgpf gt"s w² "tqn'
 ewo r rnp"gp"rc"guvwewtc"o wnkpcckqpcn'{"r qt"qvtq"rcf q."j cuvc"s w² "r wpvq"ug"kvgi tcp"gp"rc"
 eqo wpkf cf "mecn'f hwpf kpf q'j cdnkf cf gu."vgepqmi "cu{"cr tgpf k'clg'hwgtc'f g'rcu'f kgu'f g"rc"
 hnkn*O qti cp.'4239<6+0C'lw'xgl.'gucuf kwpvcu'hnkn"gu'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^a u."mqu'f kgu'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'etwelnr ctc'eqo r tgpf gt"
 e»o q"guvg"gur cekq"tcpupcekqpcn'lg^a ts wleq"gu"uwdxgt wq q."f guclcf q'{"tgeqput wq 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"uqekn'tcpupcekqpcn'uw'f kxgtukf cf 'kpvtppq'{"uw'r gto gcdnkf cf 'f g'rcu'f kgu'
 r ctc'eqo r tgpf gt'rc" f k^a o kec'f g'rcu'o wnkpcckqpcn'{"uwu'ghgevu'gp'rcu'geqpqo "cu'mecrgu0

Op" guvg"ugpvf q."uki wgpvq" c" O qti cp" *4239<38" rc" eqtr qtcekop"o wnkpcckqpcn' gu"
 pgeguctkco gpvg'wp"gur cekq"lg^a ts wleq'f qo kpcf q'r qt"kpvtgugu'hpckelgtqu"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 kxgtuq'{"gu^a "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"cu'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 kecvqu.'e^a o ctcu'go r tguctku.'gve0Gu"
 f gekl."rc"ugf g'egpvtcn'r wgf g'ugt"o w' "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" v² to kpu'f g"i wuvqu'f gr' eqpuwo kf qt."tgi wrekqpgu."
 eqpf kekqpgu'rdqtcrgu.'gve0Guvg'eqpkelo kpvq'r wgf g'guvct"o^a u'entq'gp'uwdukf kctku"*O qti cp."
 4239<5+0"

F g'guvc'hqto c."rc"r tguvpg'vuku'ug'cnglct^a "f gr'gpvpgf ko kpvq'f g"rc"go r tguv'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"

⁶²Xctkqu'guwf kqu'f g'rcu'pqi qekqu'kpvtppcekqpcn'gu'j cp'lxgwki cf q'rc'tgrcekop'gpvtg'rcu'hnkn"gu'o wnkpcckqpcn'gp"
 gn'gzvcp'lgq'{"uwu'go r tguv'cu'o cvlegu'vcp'q'f g'o qf grt'rc'cekop'f g'guvc'go r tguv'cu' * j quj cn'{"Dctvrgw."3; ; 2"
 O ctvpg' {"lctkm."3; ; 3=Rtcj cnf {"F q'."3; ; 9+0

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

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

Vnleqo q'ug'fgucttqm>"gp'hqu'cr ctvcf qu'r tgegf gpvqu."n'kvgt r tgvcekp"fg'ru'GO u'r wgf g" xctkct"fg'gr gpf kppf q"fg'gn'gphqs wg"eqp"gn's wg'ug'ru'cpcnleg."{."fg'hqto c'uko krt."guv"uwegf g"eqp" nqu"ko r cevqu"s wg"guvcu"vkgp"gp"uwu"r c¶ugu"tgegr vqtgu"*host country+0'Guvcu"fkuewukppgu"ug" gpo ctecp"gp"gn'fgdcvg"uqdtg"mu"ghgevqu"geqp>>o lequ"{"uqekrgu'fg'ru"KGF"fg'f lej cu'ht^o cu"gp" guvcu"pcekqpcn'Guvcu"xlukppgu"fkhtgp"fg'gr gpf kppf q"fg'gn'gphqs wg"vgtkq"fg'guf g"gn'ewcn'ug" gzc^o 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"uqukppg"s wg'pq'r wgf g"guvdmegtug"vpc'tgi n"i gpgtcnr ctc"guv"ko r cevq0'

Cu¶'r ctc'wp'r tko gt'i twr q's wg'o cpvkgp"vpc"xlukp"r qukkxc"r qf t¶'ukwctug'uw'qt ki gp"gp" nqu'cwqtgu'en' ulequ'fg'ru'Geppqo ¶c0UKdlgp"guvqu'tcdclqu'pq'ug'gphqecdep"gp"GO u."¶¶uquv¶¶p" s wg'ru'kvgt pcekqpcn' celap"fg'ru'cevkxf cf"geqp>>o kec"vtc¶'r tqi tguq'r ctc"vqf cu'ru'uqekgf cf gu" lpxqmetcf cu"o r ctvt"fg'ru"gur gekcn' celap"fg'ru"m"r c¶ugu"o r ctvt"fg"uwu"ventajas absolutas" *Uo kj . '3998+q"relativas"*Tlectf q.'3: 39+."fguchkpf q'ru'kf gc'fg'grleqo gtekq'kvgt pcekqpcn'leqo q" juego de suma cero"fg'gn'o gtecpvkuo q0Nc"vgqt¶"geqp>>o kec"pgqen' ulec."uk'dlgp"vco r qeq'ug"j c" f gvpgf q"gp"gn'cp^a nkuku"fg'ru'GO u."eqo r ctv¶"n"kf gc'fg"s wg"ru"cr gtwtc"eqo gtekn' {"n" kvgt pcekqpcn' celap"fg'ru"geppqo ¶c"vpg¶"ghgevqu"fg'eqo r ngo gpvctkgf cf"r qukkxqu"r ctc"mu" r c¶ugu'kvgt xkpvkv"¶J gemuej gt.'3: 3; =Qj nq.'3: 55+0"

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

s wg"guvcu"lpxgtukppgu"vkgppg"ghgevqu"lpf kt gevqu'r qukkxqu" { "f g"cr tgpf k clg"s wg" c { wf cp" c" cwtcgt " nwi ctgu" c" r" geqqo "c" o wpf kcn' { " c" ucect" i tcf wcm gpvg" c" r" u" r qdrcekppgu" f g" r" r qdtg| c" *Eqmkuqp. '422; =Eqmkuqp'gv'cn'0'4228=F wppkpi " { 'Nwpcp. '422; +0³'C' r ctvk' f g'guvcu'gphqs wgu" ug" j cp'tgerk cf q'wpc'i tcp'ecp'vk cf "f g'lpxguki cekppgu's wg'f guwcep" iqu" ghgevqu'r qukkxqu" f g" r" KGF "gp'r c" iqu" tgegr vqtgu" *I j cwtk' { 'I co kp. '422; =O g| gt. '4226=P cxctgwk' { 'Xgpcdrgu. '4235+0⁴"

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

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

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

⁶⁴ "Gp' u' w' f' k' o' g' p' u' k' p' o' l' e' t' q' e' q' p' » o' l' e' c' " g' u' v' c' i' k' g' t' c' w' t' c' j' c' f' k' h' g' t' g' p' e' k' f' q' r' u' " g' z' v' g' t' p' c' r' k' f' c' f' g' u' r' q' u' k' k' x' c' u' gp' o' f' g' t' t' c' o' g' u' o' " *spillovers+ j' q' t' k' q' p' v' e' r' g' u' { " x' g' t' v' e' c' r' g' u' O' N' q' u' r' t' k' o' g' t' q' u' l' o' r' i' e' c' p' s' w' g' gn' l' p' i' t' g' u' q' f' g' p' w' g' x' c' u' GO u' q' gn' c' w' o' g' p' v' q' gp' r' u' e' q' o' r' g' v' k' x' k' f' c' f' f' g' r' u' h' k' i' c' r' g' u' { c' l' p' u' e' r' c' f' c' u' r' w' g' f' g' g' r' e' x' c' t' gn' i' p' k' x' g' n' i' f' g' e' q' o' r' g' v' g' p' e' k' gp' gn' b' g' t' e' c' f' q' f' q' o' ² u' w' e' q' g' l' p' f' w' e' k' " c' r' u' h' k' o' c' u' h' e' c' r' g' u' s' w' g' e' q' o' r' k' g' p' e' q' p' r' u' g' z' v' t' e' p' l' g' t' u' c' " g' r' e' x' c' t' u' w' r' t' q' f' w' e' v' k' x' k' c' f' " { l' q' c' o' g' l' q' t' c' t' r' e' c' r' k' f' c' f' " f' g' u' w' u' r' t' q' f' w' e' v' u' *x' c' l' o' k' e' c' k' p' . " p' p' q' x' c' e' k' p' . " p' w' g' x' c' u' l' p' x' g' t' u' k' p' p' u' . " g' v' e' 0' O' N' q' u' l' u' g' i' w' p' f' q' u' f' g' x' l' e' g' p' p' f' g' s' w' g' r' u' h' k' o' c' u' h' e' c' r' g' u' r' w' g' f' g' p' d' g' p' g' h' e' k' t' u' g' f' g' r' u' v' e' p' q' m' i' i' c' u' { " r' t' a' e' v' e' c' u' q' t' i' c' p' k' c' e' k' p' c' r' g' u' f' g' r' u' GO u. " c' " v' t' c' x' ² u' f' g' r' u' o' c' { q' t' g' u' t' g' s' w' g' t' o' k' e' p' v' u' f' g' e' c' r' k' f' c' f' . " e' q' u' v' u' { l' q' r' r' c' l' q' f' g' g' p' v' t' g' i' c' s' w' g' r' u' h' k' i' c' r' g' u' u' w' g' r' e' p' g' z' k' i' k' t' c' u' w' u' r' t' q' x' g' g' f' q' t' g' u' { " f' g' r' u' g' x' g' p' w' c' r' i' c' u' k' u' g' p' e' k' " v' e' p' l' e' c' s' w' g' r' u' d' t' l' p' f' g' p' r' c' t' c' u' c' w' u' h' e' g' t' g' u' q' u' t' g' s' w' g' t' o' k' e' p' v' u' O' V' c' o' d' l' e' p' i' q' u' e' r' k' e' p' v' g' u' f' g' r' u' GO u' r' q' f' t' c' p' t' g' e' k' d' k' " k' o' r' c' e' v' q' u' r' q' u' k' k' x' q' u' x' c' l' f' k' u' r' q' p' k' l' k' f' c' f' " f' g' p' w' g' x' c' u' q' o' g' l' q' t' g' u' o' c' s' w' i' p' t' c' k' u' . " l' p' u' w' o' q' u' q' u' g' t' x' l' e' k' q' u' *I' c' t' e' i' c' l' " N' » r' g' l' . '4242+0' "

⁶⁵ "Gn' v' g' o' c' f' gn' E' c' r' k' c' n' i' O' q' p' q' r' » r' e' q' " { " u' w' t' q' n' i' gp' i' qu' r' c' iqu' r' g' t' k' f' t' l' e' q' u' f' g' u' r' g' t' w' » w' p' r' c' t' i' q' f' g' d' c' v' g' gp' r' u' i' k' s' t' c' w' t' c' o' c' t' z' k' u' c' O' Q' v' t' q' u' c' w' q' t' g' u' o' c' t' z' k' u' c' u' e' t' k' l' e' c' p' gn' g' p' h' s' w' g' f' g' e' q' o' r' g' v' g' p' e' k' o' q' p' q' r' » r' e' c' " u' q' u' v' g' p' l' g' p' f' q' s' w' g' r' u' i' g' l' g' u' f' g' e' q' o' r' g' v' g' p' e' k' e' c' r' k' c' n' i' v' c' s' w' g' g' u' e' t' k' d' i' c' O' c' t' z' u' k' i' w' g' p' x' k' i' g' p' v' u' gp' r' u' c' e' w' c' r' k' f' c' f' " { " s' w' g' p' q' g' u' gp' r' u' c' e' v' k' x' k' c' f' f' gn' e' c' r' k' c' n' i' t' c' u' p' c' e' k' p' c' r' i' f' q' p' f' g' u' g' p' e' w' g' p' t' c' p' r' u' f' k' h' g' t' g' p' e' k' u' gp' v' t' g' r' c' iqu' *M' q' t' p' d' i' n' j' w' . '4235=U' j' c' k' n' j' . '4238+0' "

gtcp"kpwtwo gpvqu"ko r qtvcvqu"fn'ko r gtlcrkuo q"geqp»o leq"r etc"cuji wtct"gn'owo kpkmtq"f g" o cvgtkcu'r tko cu'dctvcu"{ 'o gtecf qu'r etc'rc'r tqf week»p'f g'rcu'pcekqpgu'kpf wxtkrcgu"»Ectf quq"{ " Hcrvq."3; 8; =I wpf gt"Htcpm"3; 96+0F g'hqto c'uko kct."rc"Vgqt"«f gn'Ukugo c/O wpf q'uquvq"«f" s wg'mqu'ecr krcgu'«tucpcekqpcrgu'f g'mqu'egpvtqu'f g'cewo wrcck»p'f gvgto kpcp"Guxcf qu'hwgtvqu"gp" f lej qu'egpvtqu'r etc'i ctepvk ct'r tkxkrgi kqu'f g'ecr krcgu'o qpqr »rlequ"{ 'rko kct'c'rc'ercug'qdtgtc." c'rc'xgl 's wg'r kf gp'r qt"Guxcf qu'f²dkrgu"gp'mqu'r c«jgu'r gthk?tlequ'r etc'r qf gt"i ctepvk ct'rc'rdtg" ektewrcck»p'f g'uwu'dkrgu"i cpcpeku"i cwo gpvct"gn'hwuq"fhgtgpekcn'f g'gzegf gpvg"c"rc"i 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 «lequ's wg"cvtx²u'fg"fkgtucu"o gvqf qmji «cu"uquvqpgp's wg'mqu'ghgevqu'fg"rc"KGF "gp'mqu" r c«jgu'o gpqu'f gucttqmf qu'f gr gpf gp'f g'pwo gtqucu'xctkcdrgu."vrcgu'eqo q<rc'ecrk cf "{ 'gn'pkxgn' f gn'ecr kcn'j wo cpq"fgn'r c«ju"tgegr vqt" »Dgpi qc" { "Ucpej gl /Tqdrgu."4225=NK" { "Nkw"4227= Uqmo qp."4233+."gn'f gucttqmq"fgn'o gtecf q"hpckektq"»Cnctq"gv'cn'4226=F wtj co ."4226+."rc" gzkrvgpek'fg'vctcf qu'fg'rdtg"eqo gteq"« j cpi ."4223+."gn'vco c° q'fgn'o gtecf q"»Hctgm'gv'cn'4226=Mwo ctk" { "Uj cto c."4239+."rc"eqo r ngo gpvctkfcf "gpvg"rc"lpxgtuk»p"necni" { "gzvcpkgtc" »Cm htcl'k' { "Cm uchkt."4236+."rc'ecrk cf "fg'rcu'kpuvkwkqpgu'f gn'r c«ju"tgegr vqt" »Dgxcp'gv'cn'4226= Gtf qi cp" { "Wpxgt."4237+."rc'ecrk cf "fg'rc"lphctgustwewtc"»Dkuy cu."4224=Xkic { cmwo ct"gv'cn'4232+."gn'equvq"fg'rc"o cpq"fg'qdtc"»Dki k'k'gv'cn'4234+."rcu'rg { gu'ko r qukkxcu"»Dkuy cu."4224+." gn'lugevqt"geqp»o leq'fg'rc'go r tguc'uwdukf kctk"»Cnctq."4225+."gpvg"qvtcu'0'

Gp'f ghpkkxc."rc'hwgtcwtc"go r «lecc"cttqlc's wg'mqu'ko r cevqu'fg'rc"KGF "uqp"xctkcf qu." { " uw'o ci pkwf" { "uki pq'f gr gpf g'f g'wp'co r riq'eqplwpvq'fg'ektewpucpeku"»Cnctq" { "Ej ctnmqp."4229= Drcnqem' { "I gtvgt."422; =Dmipi gp" { "Y cpi ."4226=Eaj gp."4229=Hctqrg" { "Y kpmgt."4237= J cxtcpgm' { "Kuqxc."4233=Nkr ug" { "Ulqj qm ."4227= 0Nkw"422; +0P q"uqtr tgpfg'gpvqpegu's wg" mqu"pwo gtququ"guwf kqu"go r «lequ"s wg"fguf g'j ceg"cn' wpcu"fg²ecf cu"lpvqpcp"cdqtf ct" guvqu" hgp»o gpqu'o wguvgt'g'guwncf qu'j gvtqi²pgqu'0Nc"o gvqf qmji «c"go r rncf c'r etc'tgcrk ct'f lej qu" guwf kqu."c'uw'xgl . "j c'kf q'xctkcpf q"cm'rti q'fgn'vgo r q0Nc'xctkcdk'cf "gpeqpvtcf c'vco dk'p" r wgf g'tghglct'tgcrgu'f kxgti gpeku"gp'mqu'ko r cevqu'fg'rc"KGF ."eqpf lekqpcrgu'c'rcu'ectcevt«juvku" f g'mqu'r c«jgu"tgegr vqtgu" { "rcu"gutcvgi kcu" { "cevkkf cf gu'mgxcf cu"cf gncpvg"r qt"mqu'lpxgtuqtgu" gzvcpkgtqu"»I cte«c" { "N»r gl ."4242+0'

Gp"ewcpvq"cmqu'ko r cevqu'fg'rc"KGF "gp'gn'o cteq"fg'rcu'EI X."ug"gpvqpgf g's wg."gp'rc" o g'kf c"gp"s wg'rcu'GO u'ko r ngo gpvcp"gutcvgi kcu'oeqo r rglcu'o"fg'kpvgi tcek»p"»r qt"glgo r m." f guegpvtcrk cp"hwpekqpgu"gutcv'i kcu" { "tcf lecp"gp"uwu'hkrcrgu"cevkkf cf gu'fg"KF ."f kug° q." mji «juvku."gve0."mqu'r c«jgu"tgegr vqtgu'r qf t«c"p'dgpghekctug'fg'o c { qtgu'f gttco gu'r qukkxcu"s wg" mqu's wg'tgek«c"p'dclq'rcu'cpvgtkqtgu'o qf cirk cf gu'fg'ko r rcpvcek»p'fg'gug'vkr q'fg'ht'o cu"»I cte«c"

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

Nqu'cpcrkuc'u'o ^a u'qr vko kuc'u'uwgrgp'f gucect'hqu'ko r cevu'r qukkxqu'eqo q'tguwncf q'f g'
rc''htci o gpvce»p'i mqdcn'f g'rc''r tqf week»p" gp"EI X0'Rqt" glgo r mq." Dcrf y kp"*4238+" uquvkgpg"
r gtur gevxcu'r tqo kuqtku'r r ctc" rqu" r c'fjugu' gp" f gucttqmj" { "uw" kpugtek»p" gp" ecf gpcu." { "j c"
r tqerco cf q'gn'eqo kgp| q'f g'wpc'öi tcp'eqpxgti gpekö0Ugi Àp'guv'xkuk»p. 'hqu'r c'fjugu' { c'pq'vkgpgp"
s wg" f gucttqmt" kpf wutku" gpvgtcu" q" wpc" dcug" kpf wutku'r tqhwpc" cpvqu' f g" r ctvlekr ct" gp" gn'
eqo gtekq" o wpf ken" r qts wg" rcu'EI X" rgu'f cp" rc" qr qtwpkf cf "f g" xlpewctug" c" rc" r tqf week»p"
o wpf kcn'cn'gur gekrk| ctug'gp'cevxkf cf gu'f g'plej q0Cu'f'ug'uquvkgpg's wg'rcu'r c'fjugu'cj qtc'r wgf gp"
r ctvlekr ct'gp'gZR qtvekpqgu'cxcp| cf cu'f g'o cpwcewcu'eqp'wp'ecr kcn'kpekcn'ko kcf q' { "qdvgpgt"
ceeguq" c" vgepqmji '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" rqu" r c'fjugu' 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"
rcu'r c'fjugu' gp" f gucttqmj" r wgf cp' xlpewctug" c" rcu'EI X" gur gekrk| ^a pf qug'gp'cevxkf cf gu'f g'plej q"
s wg'guv' p" gp" r'fjgc'eqp'uw'xgpvcl'e'eqo r ctcvxk'tgrvxc0'

" Cni wpcu' qvtcu' eqpvtkvekpqgu' uqp" o ^a u' ecwgrqucu" ewcpf q" ug" vtcw" f g" gxcnct" rcu"
qr qtwpkf cf gu'f g' catch-up" gp" wp" o wpf q' f g' EI X0'Mcr rkpun { "*4227+" { "Ngg"*423; +tgeqpqegp"
s wg'rc'ewguk»p'pq'gu'uk'rcu'r c'fjugu' gp" f gucttqmj" f gdgp' xlpewctug" c" rc" r tqf week»p" o wpf kcn'ukpq"
e»o q" r'j' cegp0Mcr rkpun { "qdugtxc'wp" gzequq' f g' ecr cekf cf "i mqdcn'gp' ecr cekf cf gu' r tqf wevxcu"
{ "o cpq' f g' qdte" dtevc" { . 'r qt' r'q' vcpvq. 'cf xkgtv' eqo q' wpc'öhc'nekcö'uk'ö wej qu' r c'fjugu. 'cn'ö kuo q"
vgo r q. " kpvpgvp" f gucttqmtug" c" vtcx²u" f g" wpc" gutcvgi kc" f g" etgelo kgpvq" qtkgpvcf c" c" rc"
gZR qtvekp»p" *Mcr rkpun { . "4237<44; /453+0E qpenw { g' s wg'rcu'r c'fjugu'pq' uqmq' f gdgp' kpugtvtug" gp"
rcu'EI X. 'ukpq' s wg' f gdgp' j cegtmj' f g' o cpgtc' gutcv² i kec" { "ugrgevxc' r ctc' ecr wtct' rcu' tgpvcu' f g"
rc" gZR qtvekp»p" *Mcr rkpun { . "4237<464/46; +0Ngg"*423; +r qugg'wp'cti wo gpvq' uko krc" { "ceqpuglc"
vcpvq" c" rcu'go r tgucu' eqo q" c" rqu" r c'fjugu' s wg'ug' kpugtvgp" { "f gukpugtvgp" gutcv² i keco gpvq" gp" rcu"
EI X' r ctc' r'qi tct' upgrading0"

" Cf go ^a u. " guv' f kuewuk»p" r wgf g' xctkct" uki pkkvxcvco gpvq" f gr gpf kgpq" f gn' vkr q" f g"
ecf gpc0Ncu'EI X' f kkgtp' eqp' t gur gevq" c" e»o q" rcu'go r tgucu' r'fjgtgu' i qdkgtpcp" rc" ecf gpc" f g"
xcmt" { "e»o q" ug' f kwtkw { g' gn' r qf gt" gp" gmc. "cu'f'vco dl²p" c" e»o q" rcu'cevxkf cf gu'f g' r tqf week»p"
ug' f kur gtucp' gp' vqf q' gn'ö wpf q. 'e»o q" ug' vqo cp' rcu'f gekukppgu' f g' wdecekp. " { "e»o q" guvq' chgevc"
rcu' r gtur gevxcu' f g' kpvgtxgpek»p' r q'f'kec' r'qecn' rcu'qr qtwpkf cf gu' r ctc' s wg'rcu'go r tgucu' r'qecrgu"
r ctvlekr gp. " { "rc" r qudkrkf cf "f g" s wg'rcu' r c'fjugu' ecr vgp" tgpvcu' f g" rc" gZR qtvekp»p. "cu'f' eqo q" rc"
r qudkrkf cf "f g" etgct" x'f'pewqu" j cekc" cv^a u' *backward linkages+" { "j cekc" cf gnrpvq" *forward
linkages+" gp" uwu'geqpqo 'f'cu'pcekqpcrgu" *Y j kkgf "gv'cn0"4243+0Cn't gur gevq. "Cpf tgqpk"*423; <

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

" Cu'f'gp'gr'uge~~v~~qt'cwqo q~~vt~~k' 'gz~~k~~ug'o c{qt'eq~~p~~ug~~p~~uq'ceg~~t~~ec'f g'm~~u~~'ko r ce~~v~~u'r qu~~k~~ku'qu'f g' r'KG'gp'v~~to~~ k~~p~~qu'f g'etgcel~~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~~ue~~w~~uk~~ep" ceg~~t~~ec'f g'r'v~~t~~cp~~uh~~tgp~~ek~~'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~~g~~ cu'{'r~~u~~' gh~~g~~ev~~u~~'gp'gr'eqo g~~t~~ek~~q~~'gz~~v~~gt~~k~~qt'f g'm~~u~~'r c'f'gu't~~g~~egr v~~t~~gu'*Rct~~f~~ k'423; =Rcx~~r~~ff~~p~~gm'4226=Rcx~~r~~ff~~p~~gn' { 'fi'f'ic~~m~~x^a .4238=Y w~~w~~ng.'4243+0E~~q~~o q'r ct~~v~~g'f g'm~~u~~'h~~ce~~v~~q~~t~~g~~u'f g'm~~q~~ec~~r~~k' cel~~ep~~'{'f g~~u~~go r g^o q'f g' gu~~v~~ 'k~~p~~f w~~u~~tk'ug'gpew~~g~~ptc'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~~ue~~cr:0G~~u~~q'ug' f g~~d~~g'c's w~~g~~'r' tco c'cwqo q~~vt~~k' "gu'w~~p~~c' k~~p~~f w~~u~~tk' k~~p~~v~~p~~uk~~c~~" gp'ecr k~~c~~r'n's w~~g~~' gu^o "ko r w~~u~~ic'c' r t~~g~~f q~~o~~ k~~p~~cp~~v~~go gp~~v~~g'r qt'ge~~q~~pp~~o~~ 'f'cu'f g'g~~ue~~cr:0R~~q~~t'gl~~g~~o r m.'g~~u~~cu'lu~~p~~'g~~n~~h~~ce~~v~~q~~t'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'gt~~g~~u'gp'v~~q~~tp~~q~~'c'r'm~~q~~ec~~r~~k' cel~~ep~~'f g~~n~~if k~~u~~g^o q'{'r'm~~q~~ec~~r~~k' cel~~ep~~' f g~~n~~ic~~d~~cu~~v~~g~~e~~ko k~~p~~v~~q~~0E w~~cp~~f q'j c{ 'w~~p~~'o g~~t~~ec~~f~~ q'm~~q~~ec~~n~~'r~~u~~'u~~w~~h~~e~~k~~g~~p~~v~~go gp~~v~~g'i t~~cp~~f g'r c~~t~~c'o q~~f~~ g~~u~~qu'f g' x~~g~~j 'f'w~~u~~qu'f k~~u~~g^o cf qu'm~~q~~ec~~m~~ gp~~v~~g'q'cf cr w~~f~~ qu'm~~q~~ec~~m~~ gp~~v~~g.'r~~u~~'v~~g~~to k~~p~~cr~~g~~u'gu~~v~~ct^a p'f k~~u~~r w~~g~~u~~cu~~'c' go r t~~g~~pf gt'r~~u~~'k~~p~~x~~g~~t~~u~~k~~q~~p~~g~~u'uki p~~h~~h~~e~~c~~v~~ku'{'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 g~~n~~if k~~u~~g^o q'*F q~~o~~ c un~~k~~'{'I y qu~~f~~ | .422; +0

" Ncu'ge~~q~~pp~~o~~ 'f'cu'f g'g~~ue~~cr'v~~o~~ d~~k~~ p'lu~~p~~'g~~n~~r' t~~k~~pe~~r~~ c~~n~~lo r w~~u~~qt'f g'r'lw~~u~~h~~e~~ke~~ce~~l~~ep~~'c'h~~x~~qt'q" gp'eq~~p~~vtc'f g'r' r tqf weel~~ep~~' m~~q~~ec~~n~~'f g'eqo r q~~p~~gp~~v~~gu'N~~q~~u'h~~d~~t~~l~~ec~~p~~v~~g~~u'f g'eqo r q~~p~~gp~~v~~gu' u~~q~~m' k~~p~~x~~g~~t~~u~~k^a p'gp'r' o cs w~~k~~p~~ct~~k'{'j g~~t~~tc~~o~~ k~~p~~v~~cu~~'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' u~~w~~h~~e~~k~~g~~p~~v~~g'u'r c~~t~~c'r'ci c~~t~~m'*J cu~~u~~rgt.'4233-<654+0G~~u~~q'cr'k~~e~~c'v~~cp~~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~~ce~~k~~q~~pc~~r~~g~~u~~'eqo q'c'r~~u~~'go r t~~g~~uc~~u~~'m~~q~~ec~~r~~g~~u~~'N~~q~~u'r t~~q~~x~~g~~gf q~~t~~g~~u~~'f g'o w~~k~~p~~ce~~k~~q~~pc~~r~~g~~u~~' v~~k~~gp~~g~~' o w~~e~~j cu'k~~p~~u~~v~~cr~~e~~k~~q~~p~~g~~u'gp'v~~q~~f q'g~~n~~ib w~~p~~f q.'r'qt'iq'v~~cp~~v.'w~~p~~c'p~~w~~g~~x~~c'k~~p~~u~~v~~cr~~e~~k~~ep~~'gp'q~~v~~q'r c'f'u'uk~~g~~o r t~~g~~' u~~k~~i p~~h~~h~~e~~c' k~~p~~x~~g~~t~~u~~k~~ep~~' gp' p~~w~~g~~cu~~'j g~~t~~tc~~o~~ k~~p~~v~~cu~~' *U~~w~~i k~~f~~ co c' {"H~~w~~ko q~~v~~q.'4222-< 3: 2+0' UK' gu^o p' f k~~u~~r w~~g~~u~~qu~~'c'go r t~~g~~pf gt'g~~u~~v'k~~p~~x~~g~~t~~u~~k~~ep~~'f g~~r~~ g~~p~~f g'r t~~k~~pe~~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~~'g~~u~~r g~~t~~cf qu'N~~q~~u'h~~d~~t~~l~~ec~~p~~v~~g~~u'f g'eqo r q~~p~~gp~~v~~gu'f g'r t~~q~~r k~~g~~f cf 'm~~q~~ec~~n~~'u~~w~~g~~r~~gp'gu~~v~~ct'eq~~h~~k~~pc~~f qu' p~~ce~~k~~q~~pc~~m~~ gp~~v~~g.'m~~q~~'s w~~g~~'u~~k~~i p~~h~~h~~e~~c's w~~g~~'ug'f k~~i~~ gp'À~~p~~leco gp~~v~~g'c'r'k~~p~~f w~~u~~tk'p~~ce~~k~~q~~pc~~n~~'c~~n~~'o gp~~q~~u'c~~n~~' r t~~k~~pe~~r~~ k~~q~~0V~~k~~gp~~g~~'s w~~g~~'eqo r g~~v~~kt'eq~~p~~vtc'r~~u~~'b w~~k~~p~~ce~~k~~q~~pc~~r~~g~~u~~'s w~~g~~'u~~q~~p'eqo r g~~v~~ku'cu'c'p~~k~~x~~g~~n~~o~~ w~~p~~f k~~c~~n' {'r w~~g~~f gp'i g~~p~~gt~~ct~~'ge~~q~~pp~~o~~ 'f'cu'f g'g~~ue~~cr:c'v~~tc~~x² u'f g'r'r tqf weel~~ep~~'r c~~t~~c'f k~~ht~~gp~~v~~g~~u~~'o g~~t~~ec~~f~~ qu'0N~~c~~' À~~p~~le'hw~~g~~p~~v~~g'f g'ge~~q~~pp~~o~~ 'f'cu'f g'g~~ue~~cr'f g'r~~u~~'go r t~~g~~uc~~u~~'m~~q~~ec~~r~~g~~u~~'u~~w~~g~~r~~'ug~~t~~'r'r tqf weel~~ep~~'p~~ce~~k~~q~~pc~~n~~' f g'x~~g~~j 'f'w~~u~~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'gp'v~~g~~ep~~q~~mi 'f'{"g~~s~~ w~~k~~r q'f g~~r~~ g~~p~~f g'f g'

⁶⁶F g'v~~q~~f qu'o q~~f~~ qu.'gp'r'ecf g~~pc~~'cwqo q~~vt~~k' .p~~q~~"lo r q~~t~~v'v~~cp~~v'f »p~~f~~ g'ug'r tqf w~~e~~ e~~cp~~'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' b'c~~p~~h~~g~~u~~ce~~l~~ep~~'o^a u'lo r q~~t~~v~~cp~~v'f g'r'p~~ce~~k~~q~~pc~~r~~k~~f~~ cf "go r t~~g~~uct~~kn~~'u~~k~~i w~~g~~'u~~g~~ep~~f~~ q'r'm~~q~~ec~~r~~k' cel~~ep~~' f g'w~~u~~'ug~~f~~ g'eg~~p~~vt~~cr~~0N~~c~~'o w~~k~~p~~q~~ec~~r~~k' cel~~ep~~'f g'r~~u~~'v~~t~~cp~~ce~~k~~q~~pc~~r~~g~~u~~'u~~k~~i w~~g~~'lo r w~~u~~cp~~f~~ q'w~~u~~'u~~q~~rk~~f~~ g~~l~~' {"f k~~x~~g~~t~~u~~k~~h~~e~~cel~~ep~~' .eq~~p~~' o g~~p~~qt'g~~z~~r'qu~~le~~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~~cp~~f q' g~~n~~'gh~~g~~ev~~q~~'o~~v~~t~~ce~~v~~q~~t^o's w~~g~~'t~~g~~cr~~k~~ cp'ud~~t~~g'q~~v~~tcu'go r t~~g~~uc~~u~~'f g'o g~~p~~qt'v~~o~~ c^o q'gp'w~~u~~'ge~~q~~pp~~o~~ 'f'cu'f g'q~~k~~i gp'*CPHCE'{" UGTPCWWQ.'4239+0

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

" Cf go ^a u."qtc'tcl »p'f'g'lo r qvcpk's wgr'hwgtcwtc'f gucec'r ctc'eqo r tgpf gt'grko r cevq" s wgr"r"lpxgtuk»p"gz vcp lgtc"cwqo qvkl "r wgf g"vpgt"gp"mqu"r c¶gu"r gth'lequ"gu"uw'r qm¶ec" kpf wutkcn'Nc"kp wutk"cwqo qvkl "gu"wpq'f'g"mqu"glgo r mqu"o ^a u'f gucecf qu'f'g'r"pgeuk cf "f'g" wpc'r qm¶ec"kp wutkcn' { c's wgr'nfi qdktpq"mecn'vkgp's wgr'pgi qekt"eqp"rcu'vgo kpcrgu"gpvcpgu" { "mqu"kvgtgugu"pq"ukgo r tg"guv⁸ p'r gthgevo gpv"cnkpgcf qu⁶⁸"Eqo q'r ctvg'f'g"rcu'ectcevt¶mecu" o ^a u'ko r qvcpv'f'g"guv"r qm¶ec"kp wutkcn'ug"gpewpvc"gn'r qf gt'f'g"pgi qekce»p" **bergaining power+*"f'gn'Guvf q"r ctc"r qf gt'pgi qekt lf luek r pct" c"rcu"go r tgucu"o wnkpcckpvcrgu" **Dctpgu" gv'cn0"4243="Drcem'gv'cn0"4242="P cwuf c."422; =P cwuf c" { "Vj qdwt p."4236-0' Cni wpqu"fg"mqu" hcevtgu"guv⁸ veku"o ^a u'ko r qvcpv's wgr'uq'hwgpv'f'gn'r qf gt'f'g'pgi qekce»p" f'gn'Guvf q"eqp"rcu" vgo kpcrgu"cwqo qvlegu"uq'gn'vo c^o q'f'gn'o gtecf q'kvgtpq'f'gn'r c¶u" { "rcu"geppqo ¶cu"fg"guenr" s wgr' wgf cp"crecp| ctug"gp"gn'o kuo q" **Nkw' { "F lengp."4228="Y wwnng."4243-0⁹*"*

" F gptq'f'g"rcu"xctkcf cu"qr ekppgu"fg"r qm¶ec"kp wutkcn'ug"gpewpvc"mqu"m¶o kgu"fg" r tqr kgf cf " { "mqu"tgs wukqu"fg"rcu"go r tgucu"cuqekvxcu" **joint-ventures.* "LX+." gucu"uq'wpc" j gttco kpv"ko r qvcpv"r ctc"qdri ct" c"mqu"lpxgtuqtgu"o wnkpcckpvcrgu" c"eqo r tqo gvtug"eqp" r tqxggf qtgu"fg"r tqr kgf cf "mecn" **Mwo* ctcuy co { "gv'cn0"4234<598+0' "Rqt"qvtq'rcf q."rcu'r qm¶ecu" f'g"r tqveek»p" f'g"rcu"ko r qvckppgu" { "mqu"tgs wtko kpvqu"fg"eqpvk q"mecn" **EN+*"j cp"ukf q" r tgf qo kpcv'gp" vqf qu"mqu"r c¶gu"gp"gn'r cuvf q0' Qvtc" ^a tgc"erxg"r ctc"rc"kvgtxgpe»p" f'gn' i qdktpq'gu'rc'ewguk»p'f'g'r'cckppcrk' cek»p'f'gn'o qf gmq0Ncu'vgo kpcrgu'vkgp'gur gekhceckppgu" f'kukpvu"r ctc"uwu"eqo r qppgvu."m" s wgr'gxkc" s wgr'mu"hcdtkecpv'f'g"eqo r qppgvu"i gpgtgp"

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

⁶⁸Gp'cwugpele'f'g' qm¶ec."rcu'vgo kpcrgu'r tghgtk¶cp'rcu"ko r qvckppgu" { *follow-sourcing* "gp"mwi ct'f'g'rc'¶ecrk' cek»p" **Mwo* ctcuy co { "gv'cn0"4234<598+0'

⁶⁹"Nkw" { "F lengp" **4228<3453+* "gphv'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¶c"ecf c"xgl" o ^a u'eqo q'wp'f'g'vukp'f'g" õlpxgtuk»p"qdri cf cõ"r ctc"rcu'vgo kpcrgu'0'Gri' qdktpq"ej kq'r wf q"j cegt"ewo r rkt"rcu'tgutleekppgu"fg"gpvcf c."rc" tcekppcrk' cek»p'f'gn'o qf gmq."mqu"tgs wukqu"fg'eqpvk q"mecn" **EN+*" { "rc"vcpuhgt gpek"fg"vgepqm¶i ¶c'f'gdq'c"guv" r qf gt'f'g"pgi qekce»p0'Nkw" { "F lengp"qdugtxcp" s wgr."gp"i gpgtcn'gn'Guvf q'vkgp"o ^a u'r qf gt'f'g"pgi qekce»p"ewcwf q" rc"KGF"vkgp'guitvci kcu"market-seeking"gp"mwi ct'f'g"efficient-seeking0'

⁶"Gz kngp"f'kgtgpv'go qf qu'f'g"eqo r tqo kuq"gpv'g"mqu"r tqxggf qtgu"o wnkpcckpvcrgu" { "rcu"go r tgucu"mecn'0'Ncu" o wnkpcckpvcrgu'r wgf gp"eqpvt vk"uwduk'kctcu'mecn'f'g'r tqr kgf cf "vqcn"r wgf gp"lpi tguet"go r tgucu"eqplwv'f'g" ecr kcn'eqp" go r tgucu"mecn." r wgf gp" xgpf gt"uw"vgepqm¶i ¶c" c"r tqxggf qtgu"mecn' { lq" r wgf gp"r ctvlek ct" gp" eqrdtcekppgu"eqp" go r tgucu"pcekppvcrgu"gp"gs wkr qu"q" f'kg^o q0'Rctc"mqu"eqo r qppgvu"et¶vequ"eqp"vgepqm¶i ¶c" r cvgvcf c."rcu" o wnkpcckpvcrgu" ugt^a p" gz vgo cf co gpv" ecwgrmqu." r gtq" gp" qvtqu"eqo r qppgvu"rc" r qm¶ec" i vdgtpco gpv'itqo gpv"gp"o c { qt"o gf kf c"rc"eqqr gtce»p"vgepqm¶i lec"gpvtg"rcu"o wnkpcckpvcrgu" { "rcu"go r tgucu" mecn' **Y wwnng."4243<4: +0'*

geqppo "cu" f g" guerc" ewcpf q" vkggp" s wg" uwo kpkmtct" c" o wej cu" vgtō kpcngu" f kgt gpvgu" eqp" gur gekhecekppgu" f kpkvcu" O'Guq" ug' r wgf g" nqi tct" c" vtcx² u' f g' r" go kukp" tgvtkpi kf c" f g' rkegpeku" f g" kpxgtukp" { lq" tgs wkukqu" o "pko qu" f g" kpxgtukp" 0' "C" uw' xgl . "gz kvgp" qvtc" i tcp" ecpkf cf " f g" r qf kkecu" kpf wvktcngu" o gpqu" ōci tgvkxcu" eqo q" gz gpekppgu" ko r qukkxcu. " guvbo wvqu" c" rēu" gZR qt vcekppgu. " hfgcu" f g' et² f kq' r tghgt gpekcngu. " tgf weekppgu" ct cpegmtkcu' r ctc' h' ko r qt vcekp" f g" dlkppgu" f g' ecr kcn' g' kpuwo qu' kpvgtō gf kqu. " kpegpvkqu" hkecngu. " eqqr gtcekp" gp" K F . " gpvgt" qvtcu' " C" uw' xgl . " cf go ^a u' f g" guvcu" ectcevtg" kkecu" f g" plxgn' o guq/ geqp» o kek. " qvtqu" hcevtg" u" f gr gpf gp" f g" r" f kgt gpekekp" gvtc² i kek" gpvgt" go r tgucu" f gn' o kuo q" ugevqt' O' Cu" cri wvqu" vtdclqu" f kpkpi wgp" go r " kkecu" { " cpcnkkeco gpvv' wpc" xctkfg cf " f g' b' qf gnu' r tqf wvkvqu. " gvtcvgi kcu" f g' i cpcpeku. " hqto cu" f g' xcmj tcekp" f g' r tqf wvqu. " o qf qu" f g' qti cpk cekp" f g' r" r tqf weekp" { " r ct vkekr cekp" f gn' vtdclq" *Dq { gt { " Htg { uugpgv. " 4224 = Ucrku" { " Uqtr gt. " 3; ; 5 + 0F kpkvqu" guwf kqu" kpur ktcf qu" gp" guvqu" gphqs wgu" j cp' r gto kkk' q' cxcpl ct " gp" r" ectcevtgk cekp" f g' rēu" gvtcvgi kcu" f g' rēu" GO u' cnb' qvtct' s wg' xctkcu" cts wkgewtcu" f g' r tqf wvqu" { " qti cpk cekppgu" r tqf wvkvcu' r qf t' " cp" eqgz kukt" *Dq { gt " gv' crl" 3; ; : = Rctf k" 423; + 0'

Gp" guvg" ugpvkf q. " qvtq" hcevtg" f g" ko r qt vpekc" r ctc" gpvgtf gt" gn' ko r cevq" f g" r" kpxgtukp" cwqo qvtk " gu' h' grgeekp" f g' rēu" GO u' f g' f kug° q' hqecnf g' b' qf gnu' f g' xgj " f wvqu" O' Guq" gu' tgrxcpvg" { c' s wg' ug' j" c' f qewo gpvcf q' s wg' rqu" f kug° qu' hqecngu" r quggp" o c { qt " eqpvvpkf q' hqecnf" *Kctuuq" { " Ckxuco . " 4227 + 0E wcpf q' rēu" vgtō kpcngu" eqpuxw { gp" egpvqu" hqecngu" f g' f kug° q' g' kpi gpkgt " r ctc" f kug° ct " u' u' xgj " f wvqu" hqecm gpvv. " hqu' hcdtkecpvqu" f g' eqo r qpgpvu" vco dlē p' ugt^a p' b' ^a u' r tqr gvuqu" c" t gcrk ct " f kug° qu' hqecngu. " { " uwti k^a p" i twr qu" f g' f kug° q' hqecngu" *Dtcpf v' { " Xcp" Dkugdtqgem" 4228 + 0²"

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

6: "Up" gug" vr q' f g' kpvtxgpekppgu. " gn' tguwncf q' ugt^a " vp" o gtecf q' h' ci o gpvcf q' " ukp" u' h' kelpvgu" geqppo " cu" f g' guerc" r ctc" cr q' { ct " gn' cwo gpvq' f gn' eqpvvpkf q' hqecnf" *Dctpgu. " 4239 - 47 + 0'

72: C" uw' xgl . " gp" v' to kpvu' f g' hqecik cekp" f g' rēu" r tqf weekp" f g' r ct vgu" { " r kgl cu' hqu' hcevtg" u' cpvgt kgt qu' ug' xgp' chgevcf qu" r qt " gn' vr q' f g' r ct vq" q' eqo r qpgpv" gp" f kuevukp" 0' Rqt' glgo r nq. " vp" xgj " f wvq" f g" o qvt " eqpuvc" f g" 32022" r kgl cu" f kgt gpvqu" s wg' r gtvpggp" c" a tgcuf g' xgj " f wvqu" b' w' f kgt gpvqu" *xgt " Vcdm" 2/3' f gn' Cpgz q' Guvcf " kkecu" - 0' Wp' o c | q' f g' ecdngu" vkgp" r qeq' gp' eqo Ap' eqp' vp' hktq' f g' b' qvt' O' Gp' i gpgtcn' rēu' hcdtkecekp" egtepc" c' wpc' r rpv' f g' gpucō dnl' g" f g' cwqo » xkrgu" gu' gur gekm gpvv' xgpvclqu" r ctc" r tqf wvqu" eqo q' kpvtkgt gu. " r ct vgu" gvt wewtcrnu" { " f g' ecttqegt " c. " vtcpuo kkkppgu. " glgu" f g' vtcpuo kkp. " ukvgo cu' f g' ecrhceekp. " xgpvkeekp" { " cktg" ceqpf kekpcf q' 0' Nc' r tqzko kf cf " gu" o gpqu" ko r qt vpvv' r ctc" rēu' grvgt » plec. " hqu' ukvgo cu' f g' eqpvqnf gn' o qvt { " hqu' ukvgo cu' f g' cwf kq' { " vrgo ^a veku. " s wg' uqp' tgrvxcō gpvv' o gpqu' equvqu" f g' vcur' cf ct " *Ur kpf gpf t gkgt " gv' crl" 4237 + 0F g' guvg' o qf q. " cri wvqu" eqo r qpgpvu" j cp' f go qvtcf q' ugt' o ^a u' h' ekrgu" f g' u' wvkvk' r ctc" go r tgucu" f g' r tqr kfg cf " hqecnf" O' Gp' i gpgtcn' guvqu" eqo r qpgpvu" j cp' ukf q' e' j cr c. " hwpf kekppgu. " hqtlcu. " cu" f eqo q' eqo r qpgpvu" rēu' ukequ" 0' Nqu' glgo r rqu' kpenw' gp' cps wgu' f g' i cuqkpc. " hvegu" vtdclqu. " cmo kpkq" { " qvtqu" vr qu' f g' twgf cu. " vr cu' f g' tcf kcf q' tgu. " uwl' gvcf q' tgu. " gur glqu. " ekpwtqppgu" f g' ugi wtk cf " f g' rctvgtqu" { " vcuqtu. " co q' vki wcf q' tgu" { " xkf tkq' 0' Rqt' q' t' q' rēu" eqo r qpgpvu" et " kkecu" r ctc" rēu" ugi wtk cf " { " vepq" i leco gpvv' uq' h' kkecf qu" s wg' tgs wgt gp" r tqr kfg cf " kpvvgewcn' i gpgtcn' gpvv' r gto cpeggp" gp" o cpqu" f g' rqu" uqekqu" f g' rēu" ecf gpc" f g' uwo kpkmtq" i mdcn' f g' rēu" vgtō kpcngu. " rqu" o gi c' r tqxggf q' tgu" f g' rēu" geqppo " cu" cxcpl cf cu' O' Guvqu' kpenw' gp. " r qt' glgo r nq. " eqo r qpgpvu" f g' b' qvt' gu. " vtcpuo kkkppgu" { " ukvgo cu' f g' h' gpcf q' *J wo r j tg { " { " Ucrtpq. " 4222 = Mwo ctcuy co { " gv' crl" 4234 + 0'

eqpugpuq"uqdtg"uwu"lo r cevu'r qukxqu"gp"o cvgtk"geqp»o lec" { "uqekc"cwps wg'eqp't guwncf qu" j gvtqi 2pggu" gp" r" ddkkqi tclfc" go r f"lec." nq" s wg" f kkwnc" rnu" i gpgtck cekqpgu" f g" guvqu" hgp»o gpqu0Gp" gug'ugpvk q."ug"j c'ug° cmf q"r"r ct vkwrtkf cf "f g"r"KGF "gp"gn'o cteq" f g"rnu"EI X" { ."cÀp"o "a u"gur ge f"leco gpvg." rnu"ectcevt f"rnu"ecu's wg"2 uvc"vkgp"gp"r"ecf gpc"cwqo qvtk 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 qvtk 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"lec" kpf wwtkn" f gn'r c" f"u" tgegr vqt" { "rnu"r tqr kcu" gmtcvgi kcu" f g" rnu" vto kpcrgu" cwqo qvtlegu" 0'Gp" guv" vgu"ug" cdqpc" a " s wg" o kpvtcu" r ctc" r" gzr rkecek»p" f g" r" kpf wwtk" cwqo qvtk "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 gevcwrt" f gugo r g° q" gp" guv" r gt" qf q0'Guvc" r gewlct "vtc{ gevtkc" f kq" nvi ct" c" gzr rkecekqpgu" paxgf qucu" uqdtg" gn'f gucttqm" geqp»o leq" ecr kcrkuv. "r tkpek cm gpvg" dcuf cu" gp" r" gz kvgpek" f g" wp" Guvcf q" f gucttqmkuv" { "uw" r qn"lec" kpf wwtkn" *Lqj puqp." 3; : 4= Y j kg" { "Y cf g." 3; : : + { "f g" rnu" cuqekcekqpgu" Guvcf q/ go r tguctkqu" *Gxcpu." 3; ; 8." 3; ; 9c+0' C" uw" xgl. " f kq" uwvpgv" c" r" rkgtcwtc" uqdtg" *variedades de capitalismo* s wg" ug" gph gpvdc" c" rnu" eqpegr ekqpgu" f g" j qo qi gpgkf cf " { "eqpxgti gpek" f g" r" rkgtcwtc" pgqer" ulec" *Dgti gt" { "F qtg." 3; ; 8=F qtg." 3; ; ; =J cm' { "Uqumkg." 4223+0'

Gp" ewcpvq" c" rnu" guwf kqu" uqdtg" rnu" GO u" lcr qp gucu." uwu" r tlo gtqu" tgi kmtqu" hwtgp" r wdrlecq" gp" 3; 98" *Vuwtwo k" 3; 98= [quj kpq." 3; 98+0' Gp" guvqu" vtdclqu." eqo q" rnu" go r tguv" lcr qp gucu" tgek2 p" eqo gpl cdc" c" kpvtpcekpcrk ctug. "uwu" vgu" r tkpek crgu" uquvpg" cp" s wg" guvcu" hto cu" ug" r ctgegt" cp" c" rnu" qeekf gpvcrgu" nvgi q" f g" rni wpqu" c° qu0'Ukp" go deti q. "t" a r kf co gpvg" guv" xkuk»p" 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" gz kum" cp" gp" gug" o qo gpvq. "rnu" ewcrgu" gtcp" f g" GGWW" { "Gwtqr c0' Guv" f guchk» gn'eqpqeko kgpv" f kur qpklrg" uqdtg" rnu" o qf grnu" f g" cf o kpwtkcek»p" f g" i tcpf gu" qti cpk cekqpgu" *Q| cy c." 3; 9; = Y guvpg{ ." 3; ; ; =Y guvpg{ ." 4223+03" ""

⁷³Rctc" r tqhwpf k ct' cegtec" f g" rnu" eco dkqu" gp" r" hqto c" f g" qti cpk cek»p" f g" rnu" GO u" lcr qp gucu" 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 qp²u'{'gn'ko r wnu'g'wg"
 ²ug'ngu'f kq'F kO ci i kq.'4223=Lqj puqp.'3; : 4=Y guvg{.'4223+0Cf go ^a u.'ug'tgo cte»'gn'f 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'rcdqtn'o ^a u'ngzkdng'{'eco dkcpg'»Dki i ctv.'4223=
 F qtg.'4235=Y guvg{.'4223+0Qvtq'vgo c's wg'ug'f guce»'uqdtg'r'gur gekkelf cf 'f g'gucu'htc cu"
 hw'rc'htc cek»p'f g'oe'f'ewqu'f g'ecrk cf ö."gp'mu'ewcngu'mu'go r ngcf qu'awi gt'f'p'o glqtu'f g"
 ecrk cf 'f g'mu'r tqf wequ'f vtcpvg'uw'vtdclq"gp'rc'r rcpv" *Y guvg{.'4223+0Vco dk²p'ug'j c"
 tgo ctecf q'rc'f kkwncf 'f g'mu'glgewkxqu'f g'r'u'GO u'lcr qpgucu'r ctc'qr gtct'gp'GGWW'f gdlf q'c"
 ru'f kgt gpeku'gpvtg'pqt vgo gtecpqu'{'lcr qpgugu'gp'rc'eqpegr ek»p'f g'rc'cf o kpkwcek»p'»Vqnej"
 gv'cn'3; ; ; +0⁴'''

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

Wp'vgo c'v'v'f q'gzvpuco gpvg'uqdtg'gucu'eqo r c^o f'cu'gu'rc'tgrcek»p'gpvtg'go r tgucu"
 enkpvg/r tqxggf qt' lcr qpgucu'Gp' i gpcten' guv' rkytcwvc' j c' tgucncf q' guv' ectcevt f'wkec"
 f kwpkxc'f g'r'u'GO u'lcr qpgucu'gp'eqpvtcr qukek»p'c'ru'qekf gpvcngu'f gdlf q'c'rc'kpvgi tcek»p"
 xgt vkcni'f g'r'u'go r tgucu'pkr qpcu's wg'f gucttqm'p'x'pewnu'o ^a u'hwgtvgo'gp'rc'ecf gpc'»I gtrcej."
 3; ; 4=J cengw'{'Utkkxucp.'3; ; ; +0F qtg'»3; ; 5+f ghp'»gug'x'pewnu'eqo q'wp'oeqpv'cvq"
 tgrcekppcn'gp'eqpvtcr qukek»p'eqp'rc'tgrcek»p'f g'r'ngpc'eqo r gvgepk'»arm's length+f gn'ukugo c"
 f g'GGWW'Ugi Ap'gug'cwqt.'gp'Lcr »p'gzkug'wp'ugpvf q'r ct vkwrt'f g'qdrki cek»p'eqp'gn'uqekq"
 eqo gtekn'{'rc'eqo r gvgepk'o ^a u'r ngpc'ug'xg'gp'gn'o gtecf q'f g'mu'dkpgu'hpvcngu.'o kpvvtcu's wg"
 cni'kpvgtkq'f g'ru'ecf gpcu'f g'r tqf wek»p'ru'kpvgtco dkqu'f g'dkpgu'kpvgo gf kqu'uwngp"
 tgrk'ctug'gp'o ctequ'f g'eqo r gvgepk'no kcf c'{'tgrcekppu'f v'v'cf gtcu'Cu'ru'go r tgucu"
 lcr qpgucu'r tghgtgp'eqo r tct'c'htc cu's wg'eqpgeg'{'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"

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

f guetkr vqu"eqo q"tgnekqpgu" c"rti q"r n| q" { "guvdrngu"eqp"qdrki cekqpgu"tge¶ tqecu"*Qttw"gv'cn0"
3; ; ; <78; +0

Ugi Ap'Qttw'gv'cn0*3; ; ; <772+'uqdtg're'dcug'f g'hmpf co gpvqu'uqekqewwtcrgu'f kirkp'kxqu."
rcu'tgnekqpgu'lpvgteqtr qtcv'kxcu'gp'f khtg'pvgu'uqekgf cf gu'ug'eqpukf gtcp'gnit guwncf q'f g'f kirkp'vqu"
r t'kpek'kqu'kpu'kwekqpcrgu' { "r qt"nq'vcpvq. "gzj kdg'p'ectcevgt¶'u'k'ecu'f khtg'pvgu'0Cu¶' "guvqu"cwq'gu"
f guvecp"rcu'ectcevgt¶'u'k'ecu'f kirkp'v'kxcu'f g"rcu'tgnekqpgu'lpvgtgo r t'guct'k'crgu'gp"rc"geq'p'qo ¶c"
lcr q'pguc." wpc" geq'p'qo ¶c" eqp" ectcevgt¶'u'k'ecu' g'ut'wewt'crgu' f k'xgtucu" c" rcu' qee'kf gp'v'crgu' { "
gur gekm gp'v'g'c'rc'f g'nq'Guv'cf qu'Wpk' qu'0

Gp"ewcpvq" c"rc"lpf wut'k"cwqo q'v'k. "rc"o c { qt'¶c" f g"rcu'hcdt'k'ecp'v'gu'f g"cwqo »x'krgu"
lcr q'pgugu' w'o d'k'p" i gp'gtct'q'p" r t'qegu'qu" f g"gz'v'g't'p'c'ri'k'k' cel'p" f g"ce'v'k'k'f cf gu' c" r t'q'x'g'g'f q't'gu"
f k'x'g't'u'qu'c'rcu'qee'kf gp'v'crgu." r gt'q'w'o d'k'p'c'r n'ec'p'f q'w'p'h'w'g't'v'g'eq'p'v'q'n'q'ud't'g'gm'qu'*J g'ko . '4238+0'
Uwti g'qp" { "q'v'q'qu"*422; <'43+'u'q'v'k'g'p'p's w'g"rcu'go r t'g'uc'u"lcr q'p'g'uc'u"r'f'f' g't'gu"gp"rc"lpf wut'k"
cwqo q'v'k" i gp'gt'cm gp'v'g'r g't'uki w'p"wp"gp'h'q's w'g'f k'ht'g'p'v'g'c"rc"ci t'g'uk'k'f cf " { "r req"eq'q'r g't'c'v'k'c"
t'g'nek'p"eqo g't'ek'n's w'g'gu'v'd'r'g'eg'p"rcu'h'k't'o cu'f g"GGWW'N'qu'cwq'gu'u'q'v'k'g'p'p's w'g."uk'd'k'g'p'g'n'
eq/f k'ug° q'eq'p"rcu'r t'q'x'g'g'f q't'gu'j" c"uk'f q'f'ko k'cf q'gp'uw'c'r'ec'p'eg."rcu'go r t'g'uc'u"r'f'f' g't'gu"lcr q'p'g'uc'u"
j cp"v'g'p'f k'f q" c"hc'to ct"t'g'nek'q'p'gu'ec'w'k'xcu'r'c'v'g't'p'c'ri'k'uc'u" c"rc'ti q' r n| q"eq'p"rcu'r t'q'x'g'g'f q't'gu'0Gp"
o w'ej cu'q'ec'uk'q'p'gu'gu'q'j" c'lp'x'q'n'w'et'cf q'rc' qu'f g'gs w'k'f cf "gp'v'g'rcu'hcdt'k'ecp'v'gu'f g"cwqo »x'krgu' { "
rcu'r t'q'x'g'g'f q't'gu."rcu'ew'c'rgu't'g'ur q'p'f gp'f g'f k'e° p'f q'ug" c"ug't'x'k't" c"uw'o c { qt'erc'p'v'g'0Cu¶' g'n'eco d'k'q"
f g'r t'q'x'g'g'f q't'uk'p'r t'g'x'k'q'c'x'k'q."g'z'ew'uk'x'co gp'v'g'r c'tc'q'd'v'g'p'g't'w'p'c'i c'p'c'p'ek'c"eq't'v'q'r n| q."gu'ec'uk'
k'p'g'z'k'v'g'p'v'g'eq'p'v'g'to k'p'c'rgu'lcr q'p'g'uc'u." { "ug'r g'to k'g's w'g'ug'f g'uct't'q'm'g'p't'g'nek'q'p'gu'd'c'uc'f cu'gp"rc"
eq'p'h'k'p| c'c'rc'ti q' r n| q"*C'uc'p'w'o c.'3; ; ; =J g'r g't" { "J g'p'f g'tu'q'p.'4236=V'0'1'0'Uwti g'qp'gv'cn0'422; ='
V'0'1'0'Uwti g'qp" { "D'k'g'ug'd't'q'gem"4233+0'6"C"uw'x'g| ."w'o d'k'p"ug"j" c"ug° c'r'cf q"s w'g"rcu'v'g'to k'p'c'rgu"
lcr q'p'g'uc'u" f g'uct't'q'm'ct'q'p" g'ut'c'v'g'i k'cu" f g" f g'ur'q'ec'ri'k' cel'p" c"rc" c'¶'u'g'u" f g"o gp'q't'gu"eq'v'qu"o gp'qu"
ci t'g'uk'x'cu's w'g'rcu'f g'GGWW' { "G'w't'q'r c"*J g'r g't" { "J g'p'f g'tu'q'p.'4236=V'0'1'0'Uwti g'qp" { "D'k'g'ug'd't'q'gem"
4233+0'7"

Cuko kuo q." rcu" r t'q'x'g'g'f q't'gu" f g" rcu" hcdt'k'ecp'v'gu" f g" cwqo »x'krgu" lcr q'p'gugu" g't'cp"
uki p'h'ec'v'k'x'co gp'v'g'o ° u'r t'q'r gp'v'qu" c"lp'x'g't'v'k' "gp'ec'r cel'f cf gu'q'ti c'p'k' c'v'k'xcu'eqo q'rc"hc'to cel'p"
f g'ec'r'k'f cf " { "g'n'o c'p'v'g'p'k'o k'g'p'v'q" f g"wp'r t'q'f w'ev'q'0'N'cu'go r t'g'uc'u"lcr q'p'g'uc'u" { "uwu'r t'q'x'g'g'f q't'gu"

76" Cf go ° u."Uwti g'qp" { "q'v'q'qu"*422; +c'p'c'ri'k' cp'rcu'o c { qt'gu's w'k'g'd't'cu'f g'rcu'cw'q'r c't'v'k'uc'u'o ° u'i t'c'p'f gu'f g'n'o w'p'f q'gp"
rc"r t'ko g't'c'f'² e'cf c'f g'n'uki nq" { "f guvecp"s w'g'v'q'f cu'g'm'cu'r t'q'x'k'g'p'p'f g"GGWW' { "G'w't'q'r c."o k'g'p'v'cu's w'g'p'k'p'i w'p'c'f g"
g'uc'u'gu'lcr q'p'g'uc'0

77" Q'v'q'qu'gu'w'f k'qu'f guvecp"e»o q"rcu't'g'nek'q'p'gu'v'g'to k'p'c'ri'lcr q'p'g'uc/r t'q'x'g'g'f q't"gz'v'c'p'l'g't'q'u'q'p't'g'r n'ec'f cu'r qt"gu'cu"
o w'nk'p'cel'q'p'c'rgu'gp'GGWW"*H'q't'k'f c" { "M'g'p'p'g'f { . '3; ; 3+0'N'qu'cwq'gu'j" c'm'p's w'g'rcu'v'g'to k'p'c'rgu'lcr q'p'g'uc'u't'g'r n'ec't'q'p"
gp'i t'cp'o g'f k'f c"uwu't'g'nek'q'p'gu'eq'p'r t'q'x'g'g'f q't'gu'lcr q'p'g'uc'u" { "g'uc'f q'w'p'k'f gp'v'g'u't'c'f k'ec'f qu'gp'GGWW'eq'p'x'¶'p'ew'qu'f g"
rc'ti q' r n| q."c'n'qu'p'k'x'g'rgu" f g"lp'v'g't'ceek'p" { "t'g'uc'q'w'el'p" f g'r t'q'd'r'g'o cu'gp'eq'p'l'w'p'v'q" f g"hc'to c"u'ko k'rc't" c"eqo q"rcu"
t'g'c'ri'k' c'd'c'p'gp'lcr »p"*H'q't'k'f c" { "M'g'p'p'g'f { . '3; ; 3<5; 6+0

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

Cf go a u. "qvtq" vgo c" f g" ko r qt vpekc" r tqr kq" f g" r" kpf wutk" cwqo qvtk "lcr qpguc" hwg" gr' *Lean Manufacturing System* *NO U+. Guvg" ukuvgo c" guv" d'cucf q" gp" gr' *Toyota Production System* *VRU+ { 'ug" gphqec" gp" b kpk k ct" grif gur gtf lekq" f gpvtq" f g" hqu" ukuvgo cu" f g' h' d' t' k' e' c' e' k' p' { . ' c' n' o' k' u' o' q' v' k' o' r' q' . ' o' c' z' k' o' k' t' ' r' t' q' f' w' e' v' k' k' f' c' f' 0' 8' ' C' ' o' g' f' k' f' c' ' s' w' g' ' n' u' r' t' q' f' w' e' v' q' t' g' u' f' g' ' c' w' a' q' o' » x' k' g' u' l' c' r' q' p' g' u' g' u' g' u' c' d' i' g' e' k' t' q' p' ' q' r' g' t' c' e' k' q' p' g' u' f' g' ' o' c' p' w' l' c' e' w' t' c' ' g' p' ' n' u' ' G' u' v' c' q' u' ' W' p' k' f' q' u' ' f' w' t' c' p' v' g' ' r' ' f' 2' e' c' f' c' ' f' g' ' 3 ; ; 2 . ' q' v' t' q' u' ' h' e' d' t' k' e' c' p' v' u' f' g' ' c' w' a' q' o' » x' k' g' u' ' g' o' w' r' c' t' q' p' { ' c' f' q' r' v' t' q' p' ' t' a' r' k' f' c' o' g' p' v' g' ' r' e' u' r' t' a' e' v' l' e' c' u' f' g' ' r' e' u' ' h' k' t' o' c' u' p' k' r' q' p' c' u' * ' U' j' k' o' q' n' e' y' c' . ' 422 ; + 0 ' N' w' g' i' q' . ' g' u' v' g' ' u' k' u' v' g' o' c' ' u' g' ' g' z' r' c' p' f' k' » ' c' ' q' v' t' q' u' ' u' g' e' v' t' g' u' r' t' q' f' w' e' v' k' u' { ' c' ' n' i' r' t' i' q' ' f' g' r' i' b' 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' l' p' e' k' r' k' u' t' g' e' v' t' g' u' f' g' r' i' N' O' U' { ' n' u' p' w' g' x' q' u' r' t' q' e' g' u' q' u' f' g' i' g' u' k' » p' f' g' t' k' x' c' f' q' u' f' g' 2' n' u' q' p' r' c' t' v' g' ' k' p' v' g' i' t' c' n' i' f' g' ' r' e' 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 kugp" cdwfp cpvgu" cpvgegf gpvgu" s wg" ug° cncp" rcu" r ct vewrctkf cf gu" f g" rcu" GO u" lcr qpgucu" gp" r' kpf wutk" cwqo qvtk . "nq" ewcnf c" ewgpvc" s wg" pq" gu" r qukdrg" j qo qi gp gk ct" c" rcu" go r tgucu" f g" wp" ugevt 0" Gp" r ct vewrct . "Vq { qvc" Cti gp vpc" hwg" r' r tko gtc" kpxgtuk » p" lcr qpguc" gp" r' kpf wutk" cwqo qvtk " f gr' r c" ju . "nq" ewcn' vgpf t" a " r guq" gp" r' ct vewrct " g' u' t' c' v' g' i' k' c' " g' o' r' t' g' u' c' t' k' e' n' f' g' u' r' n' g' i' c' f' c' . ' r' t' l' p' e' k' r' c' m' g' p' v' g' ' e' q' p' ' h' u' r' t' q' x' g' g' f' q' t' g' u' c' w' a' q' r' c' t' v' l' u' x' 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' l' w' n' u' ' u' g' ' x' g' t' a' " e » o' q' ' g' u' c' ' e' c' t' c' e' v' t' f' l' 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' q' ' c' ' p' l' x' g' r' i' k' p' v' g' t' p' c' e' k' q' p' c' r' i' e' q' o' q' ' i' q' e' c' r' i' o' "

Conclusiones parciales

Gp" guvg" ecr fllwq" ug" j c" f gucttqmf q" gr' eco r q" f g" guwf kqu. " gr' o cteq" vgtkeq" { " nqu" r tpekr cngu" cpvgegf gpvgu" s wg" gpo ctecp" r' r tguvg" kpxguki cekp 0" Cu" f " ug" j c" f ghkpf q" s wg" gr' guwf kq" cf qr v" w" b cteq" cpcr' fkeq" s wg" eqo dkpc" f qu" cdqtf clgu" vgtkequ" < gr' gphqs wg" f g" *cadena globales de valor* " *EI X+ { " r" r gtur gevxc" f g" r" *estrategia empresarial* f g" r" uqekmqi " f" geqp » o kec 0" Nqu" cr qt vgu" o a u" t' gr' xcpvgu" f gr' gphqs wg" f g" EI X" r ctc" r' kpxguki cekp" r tqr wguv" ug"

⁷⁸ Gni vgo c" f gr' VRU" ugt" a " cdqtf cf q" gp" r tqhwpf kf cf " gp" gr' Ecr fllwq" 50'

dcucp"gp"rc"fcuetkr ek»p"vqcn'f g"rc"ecf gpc"fg"xcnqt"cwqo qvtk . "vpgkpf q"gp"ewgpc"fguf g"gn' f kug° q'j cuvc"gn'wau'kpcnif gn'r tqf wevq. 's wg"gp"guvg'ecuq'buq'hqu'xgj ¶ewnu'r tqf wekf qu'r qt "Vq{ qvc" Cti gpvkpc0Gnlugi wpf q'grgo gpvq'f g'ko r qtvcpek'gu'gnitqnf g'rcu'ht'o cu'ff'gtgu's wg'o qrf gcp'guvcu' ecf gpcu.'s wg"gp"guvg'ecuq'iq'glgteg"Vq{ qvc"Cti gpvkpc"eqp'hqu'r tqxggf qtgu'hqecngu{"gzvcp'ltqu." {"'eqp'rc'tgf'f'g'eqpegukqpc'ktqu{"'erkgpvgu'hqecngu{"'gzvcp'ltqu0Rqt "Ànko q.'guvg'cdqtf clg'r gto kg" cpcrk'ct'è»o q'hqu'r tqxggf qtgu'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 ctvt'f'g'hqu'ecuq'f'g'rcu'r t'kpek'cngu'cwqr ct'wau'f'g"Vq{ qvc"Cti gpvkpc0

Ukp"go d'cti q.'vco dk²p'ugtª c'k'pvtqf wekf q's wg'gn'o cteq'vg»tleq'f'g'rcu'EI X'hwg'wkn'cf q" o c{qto gpvg"cp'kxgrgu'f'g'ugevqtgu'geqp»o lequ{"'pq'f'g'ht'o cu'kpf kxf wcn'0Rqt"guvg'o q'vq." cni wpu'cwqtgu'eqo gp|ctqp"c'r n'pvgct'rc'ko r qtvcpek'f'g'rcu'f'gekukppgu'f'g'cevqtgu'gur ge¶lequ." tgo ctecp'f'q'rc'p'geguk'cf'f'g'h'g'xct'guvg'cpª r'kuku'c'n'p'k'gn'f'g'rc'go r t'guc'0Nc'r t'gugpv'g'k'p'x'g'uk'i cel»p" r tqr qpg'eqp'v'p'wct'rc'f'k'geek»p'r tqr wguvc'r qt "Ucnu{" \ { n'gtdgti "ª4237+'c'n'c'p'c'rk'ct'w'pc'ecf gpc" f'g"xcnqt"c"r ctvt'f'g"wp"ht'o c"k'p'f'k'xf wcn"ukp"go d'cti q."gn'ug"mgxctª "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'gc'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'cek»p" f'g" rc" geqpqo ¶c" p'gqen' ulec" /tgvo cf c" gp" nu" guwf kqu" f'gn' management" g' international business/" s wg" rcu" gpvkpf gp" eqo q" ci gpvgu" w'pk'ct'kqu" o czko k'cf qtgu" f'g" k'p'ht'o cel»p"eqo r ngc{"'t'cek'p'c'rk'cf' r'g'ht'g'vc'0Rqt"gn'eqp'vt'ct'kq."gp"guvc'v'guku'ug'gzco k'p'ctª "c"rc" ht'c'n'f'g" wp" GO " k'p'vtr tgª pf qrc" eqo q" wp" qti c'p'k' cel»p" eqo r n'glc" s wg' guª " doblemente incrustada c'r ctvt'f'g'uw'gf' k'p'vtr'p'cek'q'pc'n{"'h'qec'n'0F'g'guvg'o qf q.'uk'd'k'ep'ug't'gvo ctª "rc't'gek'p'v'g" r tqr wguvc't'g'c'rk'cf'c'r qt'cwqtgu'f'g'rcu'EI X's wg'uw' k'g't'g'gn'cpª r'kuku'f'g'guvcu'ecf gpcu'c'p'k'gn'f'g" go r t'guc."guvq"ug"mgxctª "c"ecdq"eqp"wp" g'p'q's wg'f'k'uk'p'v'q'f'g"rc" g'ut'c'v'g'i k'c"go r t'guct'k'c'n'0Cu¶'c" v'cx²'u'f'g'guvg'g'p'q's wg'vg»tleq'ug'd'wuecp'p'w'g'xcu'x'ct'k'cd'ng'u'f'g'cpª r'kuku's wg'p'q'guª p'r t'gugpv'gu'gp" nu" guwf kqu" f'gn' management" {"'ugtª p'f'g"ko r qtvcpek" r ctc" gpv'p'f'gt"rc" g'zegr ek'q'pc'rk'cf'f'g" Vq{ qvc{"'uw'ecf gpc'f'g'xcnqt"gp'gn'o gtecf q'cti gpvkpc0"

Rqt "Ànko q.'rc'k'p'x'g'uk'i cel»p"cr qtvtª "p'w'g'xc'g'x'k'f'g'p'ek"gp'rc'f'k'ue'w'uk»p'uqdt'g'nu'gh'g'evqu" f'g'rc"KGF'f'g"GO u'gp"r c'¶'u'gu'gp"f'guctt'q'nuq."f'c'p'f'q'uw'w'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'guvc'd'ng'egt'w'pc't'g'i rc'f' g'p'g't'c'n'luqdt'g'f'lej qu'bo q'x'ko k'g'p'v'qu{"c's wg'guv'qu'ko r cev'qu'f'gr'g'p'f'gp" f'g'p'wo g't'qucu"x'ct'k'cd'ng'u'0Gp"n'q'eq'p'eg't'p'k'g'p'v'g"c"rc"KGF"gp"EI X"cwqo q'vt'legu"ug"u'q'v'g'p'f'tª "rc" ko r qtvcpek'f'g'nu'cpª r'kuku'c'p'k'gn'f'g'ht'o c."gp'v'p'f'k'g'p'f'q's wg'rcu'o kuo cu'p'q'u'q'p'j'qo q'i² p'g'cu'0 Eqo q'ug'kª "f'guctt'q'nc'f'q"c'q'nc'ti q'f'g'rc'v'guku."r ctc"gn'ecuq'f'g"Vq{ qvc"Cti gpvkpc."nu'h'cevqtgu" f'g'v'g'to k'p'c'p'v'gu'r ctc"gp'v'p'f'gt'uw'v'c{ gev'q'k'c't'gek'p'v'g'u'q'p'«uw't'q'n'gp'rc" g'ut'w'ew't'c'o w'w'k'p'cek'q'pc'n" gn'v'k'q'f'g'x'g'j ¶ewnu'r tqf wekf q.'rc'g'ut'c'v'g'i k'c'eq't'r q't'c'v'k'c'f'g"Vq{ qvc.'h'w'g't'v'go gp'v'g'k'p'h'w'g'p'ek'f'c'r qt" rc'ew'w't'c'l'cr q'p'guc{"'rc"j'k'v'q't'k'c'f'g"rc"go r t'guc{"'nu'eco dk'qu'gp'rc"i'g'uk»p'¶'h'qec'n'c'r ctvt'f'g'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 ku»tkc"uqdtg"gn'f gucttqm q" f g"rc" kpf wutk"cwqo qvkl "gp"Cti gpvpc"kf gpvkecpf q"uwu"r tkpek crgu"r tqdrgo ° vkecu0Ug"eqo kgp| c" guc"t geqput week»p" f guf g"ru"lpekqu" f g"rc"hdtkceke»p" f g"xgj ¶ewru"gp"gn'r c¶u"gp"3; 42. 'r cucpf q" r qt"uwu" f kuvpcu"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"rc"u'tghqto cu'gutwewtcrgu" { "rc" hqto ceke»p" f gn'o gtecf q" tgi kqpcn" *3; ; 2/4223+"*2.1.3+0Ug"cj qpf c"gp"rc"Àmo c" f g"guvcu"hcugu" { c"s wg"cm¶ug" f gur rkgi cp" eco dkqu"gutwewtcrgu"gp"gn'ugevqt"s wg"xcp" c"o ctect"uw" f gucttqm q"gp"gn'r gt¶qf q"uki wkgpvg" { "gu" ewcpf q"ug"kpucrc"Vq { qc"gp"Cti gpvpc. "eqo gpl cpf q"eqp"uw'r tqf week»p"gp"3; ; 90"

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

Rqt"Àmo q. "gp"gn'uki wkgpvg"cr ctvcf q"ug"cpck c"gn'f gugo r g° q" f g"rc"u" f kuvpcu"vgtó kpcrgu" cwqo qvkegu" f wcpvg"gn'r gt¶qf q" dclq"guwf kq" c"t cx² u" f g"uwu"pkxrgu" f g"r tqf week»p. "hewtceke»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"ru"xgj ¶ewru" *2.3+0C"r ctvt " f g"guv" gzco gp"ug" f gucec"gn'ecuq" f g"Vq { qc"r qt"uwu"t guwncf qu"uwr gkqtgu"gp"rc"o c { qt"r ctvg" f g"ru" cur gevqu"cpck cf qu"cn'eqo r ctctug"eqp"gn'tguvq" f g"rcu"vgtó kpcrgu"cwqo qvkegu"0Gm"o ctec"rc" gzege ekqpcrk cf " f gn'ecuq" f g"guwf kq" { "rc"pgegukf cf " f g"gpvpgf gt"ru" hcevqtgu"s wg" gzc"rñcep"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"fg"xgj ¶ewru"gp"Cti gpvkpc" *Dgnkpk"4228<332+."eqp"gn'qdlgkxq"fg"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"cevkxkf 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'kpvgvq"fg"uwukwkt"fej cu"ko r qtvcexppgu"fg"o cpwkewtcu"r qt" dlkpgu"r tqf wekf 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."r tqxg¶cp"eqp"r ctvuc"rcu"r rpvu" gpuc drcf qtcu"fg"xgj ¶ewru"¶P qhcn"3; ; -0"

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

Gp"gnlc° q"3; 7: "ug"fg"levctqp"rcu"ng{"gu"fg"lpxgtukppgu"gzvtcplgtcu"fg"ktgevcu"¶Ng{"360: 2+"{" f g"r tqo qek"p"¶kf wutkn"¶Ng{"360: 3+"eqp"gn'qdlgkxq"fg"eqqt¶kpt"re"lplek"vxc"r ¶dneq/r tkxcf c" {"qvqti ct"xgpvclcu"ce"rcu"go r tgucu"tcf kecf cu"gp"gn'vgttkqtkq"pcekqpcn"¶Mquceqhh"gv'cn"3; ; 3+0 Guv"ug"hx»"ce"cdq"gp"r ngpc"eqkpekf gpek"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 kpcdcp"gn'b gtecf q"o wpf knif g"cwqo »xkru"⁷: "¶Uqwtqwkng."3; ; 2+0 Eqo q" tguwncf q." ug" r tqf wq" wp" fg" gugo dteq" o cukxq" fg" go r tgucu" vtcpupcekqpcn" gp" gn' gpvtco cf q" r tqf wekxq0 Cu¶" c"rcu" ht"o cu" {"c" kpuvrcf cu" ¶Hqtf." I gpqtcn" O qvqtu." Ejt { urgt."

⁷⁹KCO G"ug"guvcdngel"gp"E»tfgdc"r cte"wkkt ct"rcu"ecr cekf cf gu"v"epkecu"¶kf wutkrgu"fg" gur nqi cf cu"r qt"gn'kpuwkwq" f g"¶kpxguki cekqpcn"¶Cgtqpª wkecu"{"Gur cekrgu"¶KCG+."gn'ewcn'hwg"wp"qti cpluo q"fg"cgtpª wkec"cti gpvkpc."etgcf q" eqo q"¶kpuwkwq"¶Cgtqª epkeq"¶K+"gp"3; 650

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

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

Gp'3; 93"ug"ucpekqp»"wp"pwgxc" t² i ko gp"cwqo qvtk "s wg" tghqt | »"gn'eqvvpkf q" pcekqpcn" f g" iqu'xgj "f wru" g" kpvtf wq" rc" r t gqewr cekp" r qt" rc" cr gt wtc" gzr qt vcf qtc. "guvcdngekpf q" wp'72' " f g" tglpvi tq" uqdtg" ru" xgpvcu" gzvgtpcu' Eqp" wpc" kpvpguc" r tqo qekp" i wdgtpcu gpvcn" guvg" kpegpvkxq" i gpgt»" wpc" ko r qt vcpvg" gzr cpukp" f g" ru' gzr qt vekppgu. hwpf co gpvcu gpvg" qtkgpvcf cu" crl'o gtecf q" rc" kpcqo gtecpq⁷: " *Dctdgtq" { "O qwc. "4229-0F g" guvg" o qf q. "gn'eqo r rglq" cwqo qvqt" r cu»" c" vpgt" wpc" r qulekp" f g" rnf gtc | i q" f gptq" f g" rc" cevxxkf cf " kpf wutkc" n" o cpk hucpf q. " gptg" 3; 82" { "3; 96. "crtgf gf qt" f g"; ' " f gn' vcnf gn' xcrqt" ci tgi cf q" r qt" rc" r tqf weekp" o cpwxcwgtc" { " wpc" r tqr qtekp" c" Ap" o c { qt" f gn' go r r gq⁸²: " *Dctdgtq" { "O qwc. "4229-3; 2+0Cu" f wcpvg" ru" f² ecf cu" f g'3; 82" { "3; 92. " iqu'gpuc" drcf qt gu" gz vcpvg" tqu" ug" eqpxk vktqp" gp" wpc" r kg | c" et wekcnf gn' gus wgo c" f g" kpf wutkc" r kcekp. " uktxkpf q" eqo q" o gtecf q" hpcn" r etc" wpc" i tcp" r tqr qtekp" f g" kpf wutku" ci wcu" cttkdc" *Rkpc | q. "4237-0'

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

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

7: "Gpvtg"3; 93" { "3; 98" ug" gzr qt vcpvg" crtgf gf qt" f g"7; 022" wplf cf gu. "n" s wg" lwpvq" c" et gekpvgu" gzr qt vekppgu" f g" cwqr ctvui gpgtctqp. "gp" guqu" c^o qu. "wp" drcpeg" eqo gteknf tgf qo kpcvgo gpvg" uwr gtcxkctkq" *Mquceqhh" gv'crl" 3; ; 3<7-0"

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

eqpkek q'eqo q'õTqf tki c| qö. 's wg'kpenw{ »'wpc'hwgtv'f gxcnwcek»p'f gn'r guq'cti gpvkp{ "ci wf cu' uwdcu"gp"mqu'r tgekqu"fg"mqu'ugt xlekqu'r Àdrlequ0'Cu'f' "ru"pcekpgu"gzr qtvekqpgu"pq"mji tctqp" eqpvpgt" r" ec'f'c' f'g' r" r t q f week»p" s wg" ko r rke»" r" t g f week»p" f gn' o gtecf q" kpvtpq." f gugpecf gpcpf q'wpc'etkuku'ugevqtken*F wrelej "gv'cu0'4242-03"

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" Ànko c" f'kevcf wtc" o kkkct" cti gpvkp" o qf kke»" uwucpekcno gpvg" gn' ugpf gtq'f'g'guc'tco c"kp'f wutkcn'f gdlk q" c"ru'tghqto cu'gut wewtcrqu'kpuvcwcf cu'gp'gn'eqplwpvq" f'g'rc'geqpqo "c"Uej qtt. "4234-0Nc'eqplwpek»p'f'g'rc'tgr tgu'p'ucm'kcn'f'g'3; 98'eqp'rc'tghqto c" hpcpektc'f'g'3; 99.'rc'ctcpegrctk" { "gn'gp'f'gw'f'co kpvq'gzvtpq.'f'gtk'cf'qu'f'g'rc'cr'gt'wte'f'g'3; 9; ." kpvttwo r k»'gn'o qf gm'uwukwkkxq'cpvgtkq0'c'p'kx'gn'ugevqtken'ug'r' t q f w l q'w p'k o r q t v p v g' i k t q'g p' r c' q t k p v e k » p' f' g' r u' r q' f' k e c u' r' À d r e c u' 0' G p' 3; 9; ." gn'i qdktpq"o kkkct"ucpekq»"rc'Ng{ "430 54.⁸⁴" c" r ctvt" f'g' r" ewcn' ug" co r rktqp" mqu" eqpvpgk'qu" ko r qtvcf'qu" r gto kkk'qu." ug" cwqtk »" r" ko r qtvek»p'f'g'xgj'f'wru'v'gto kpcf'qu." { "ug'grko k»"v'q'f'c't'g'ut'keek»p'c"rc'k'p'v'g'i't'cek»p'x'gt'w'ec'n'f'g' r u' g o r t g u c u' v g t o k p c r g u' 0' G n' t g u w n c f' q' o' a' u' x k u k d r g' f' g' f' l e j' c u' o' g f' k f' c u' . s' w g' g u w x k g t q p' c e q o' r' c' o' c f' c u' r' q t' g n' g u c d r g e k o k p v q' f' g' w p' w r' q' f' g' e c o' d k q' h k q' c v t c u c f' q' . h w g' w p' h w g t v g' e t g e k o k p v q' f' g' r u' k o r q t v e k q p g u' * D c t d g t q' { " O' q w c . " 4 2 2 9 - 0 U k' d l g p' r c' r' g t' w t c' u g' o' c p w x q' u » m' j' c u w c' 3; ; 3 . ' r c' c f' c r' v e k » p' f' g' r u' v g t o k p c r g u' c' g u g' p w g x q' g u s' w g o' c' f' g' t' g i' r u' f' g' l w g i' q' k o' r' r k e » l w' x k t' w c n' t' c p u h q t o' c e k » p' g p' c i' g p v g u' k o r q t v c f' q t g u . h c x q t g e k f' q' t' q t' g n' i' c n q' p' k x' g n' i' f' g' t' g e k q u' k p v t p q u . " c n g l c f' q u' f' g' m u' p k x' g n u' k p v t p c e k q p c r g u' * O' q t g t q . " 4 2 3 5 - 0'

Qvtq'f'g'hqu'cur gequ'ucnkpgvu'f'g'rc'tcpuhqto cek»p'f'g'gug'r'gt'q'f'q'hwg'gn'hwgtv'cwo gpvq" f'g' r" r t q r q t e k » p' f' g' r' c t v g u' { " e q o' r' q p g p v g u' k o r q t v c f' q u' g p' m q u' x g j' f' e w r u' r' r' t q f' w e k f' q u' p c e k q p c n o' g p v g 0' G n' p k x' g n' i' t q o' g f' k q' f' g' e q p v p k f' q' k o r q t v c f' q' u g' t' k r' r k e » g p v t' g' 3; 9 5' { " 3; ; 2 . f' g u f' g' c r t g f' g f' q t' f' g' w & u 7 2 2' r' q t' w p k f' c f' c' o' a' u' f' g' w & u 3 0 7 2 2' r' q t' w p k f' c f' " * O' q t g t q . " 4 2 3 5 - 2 4 2 + . " v g p k g p f' q' u g x g t q u' g h g e v q u' g p' g n' g u r c d » p' c w q r' c t v k u c 0'

⁸³"Uk'dlgp"gzkug'wp'eqpugpuq'gp'gug'f'kci p»uleq'uqdtg'ru'eqpf'lekqpgu'f'g'rc'kp'f'wutk'c'wqo'qvtk'cti'gpvkp'c" o'gf'kcf'qu'f'g'rc'f'2'ecf'c'f'g'3; 92.'co'dk'p'ug'gr'edqtc'q'p'q'vt'qu's'wg'o'c'k'f'cp'guc'hgewtc'0'Rqt'gl'go'r'mj.'Mc'v' "422; +c" r'ctvt'f'gn'guwf'k'f'g'ecua'f'g'rc'r' t q f' week»p'f'gn'Hq'f' "Vc'wp'wu' 'u'q'uk'p'g's'wg'2'ug'hw'gn'gh'g'q'f'gn'r' t q e g u q' g x q n w k x q' f'g'rc'kp'f'wutk'f'g'r'qui'wgtc" { 'hw'gn'ör'wp'q'e'Am'kp'g'f'g'rc'g'v'c'f'g'kp'f'wutk'k'cek»p'gp'q/f'k'k'k'f'c'k'p'ek'c'f'x'g'p'v'g' c'°'qu'c'v'a' u'c'n'j'cdgtug'f'guct'qmf'q'w'p'p'k'x'gn'v'cn'f'g'ecr'cek'f'g'u'v'ep'lec'u'iq'ec'ru's'wg'p'q'x'q'k'gt'f'c' t'g'r'g'v'k'ug'gp'gn' o'qf'gm'r' t q f' w e k x q' s' w g' h' u w e g f' g t' 0' G n' c w q t' u'q'uk'p'g's'wg'2'ug'p'q'gu'w'p'ecua'c'k'ur'f'q.'uk'p'q's'wg't'gh'g'ldc'g'n'ico'dl'gp'v'g' kp'f'wutk'cn'f'g'rc'2'r'qec" { "gn'r' t q e g u q' g x q n w k x q' f' g' w p' i' t c p' p' A o' g t q' f' g' g o' r' t g u c u . r' q t' i' n' q' e w c n' t' g r' v k k' c' i' n u' g p h s' w g u' s' w g' u g' o' c r p' g n' i' c t c u q' v e p q n' i' l e q' g p' g n' i' g e v t' f' w c p v g' f' l e j' q' r' g t' q' f' q 0'

⁸⁴"Ew'q'k'hp"gtc'gn'f'g' "insertar al sector productor dentro del orden económico general, posibilitar su mejoramiento tecnológico, permitir la apertura de mercados de exportación, e inducir una creciente competitividad interna y externa" "Rt'guk'f'g'p'ek'f'g'rc'P'cek»p.'3; 9; +0'

Cuko kuo q." r" ecff c" f gn' ucrtkq" tgcn" s wg" ug" ci tcx»" eqp" gn' eqrur uq" f gn' r tqi tco c" geqp»o leq" f g" O ctvfpjg| "f g" J q| . "f qpf g' r gtf k»" o " a u" f g" 62' " f g" uw' xcmq" gpv g" gn' r leq" f g" 3; 96" { " 3; : 5" *Dkn" 4239c: ; ; + " vco dk² p" i gpgt»" wpc" hwgtv g" ecff c" gp" rnu" xgpvcu" f g" cwqo »xkrgu." r tlpckr 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 cdff c" gzr gtko gpvcf q" gn' etgelo kgpv q" o " a u" cegrntcf q" gp" r" f² ecf c" r t gxlk. "ug" t gf wq" f g" hqto c" f tª uwecO' Nc" xgpvc" ug" eqpegpv t»" gp" o gf kcpqu" { " f g" i co c" cnc. "eqttgur qpf kgpvcu" c" ugevqt gu" f g" o glqt gu" kpi tguqu" *Dkn" 4239d < 523 + 0F guf g" 3; 98" c" 3; : 4. "r" r tqf week» p" f g" xgj ffwqu" ec { » 58' . "m" s wg" tgr t gugpv»" gp" 3; : 4" *3450422" wplf cf gu" ecuk" r" o kcf " f g" r" r tqf week» p" f g" 3; 97" *462022" wplf cf gu" *O qtgtq. "4235 < 3: + 0

O kpv tcu" r" kpf wutk" cwqo qv k { " cwqr ctv kuc" f g" Cti gpv kpc" uwtr ff c" guvcu" tgi tgukppgu" r tqf wv kxcu. "r" hwpek» p" f g" r tqf week» p" cwqo qv k " guvdc" o wcpf q" uki pkkccv kco gpv g" gp" nqu" r tlpckr crgu' egpv qu' f g' r tqf week» p" i mdcr O' Gp' dwuec' f g' p' wgxqu' uqr qt vgu' r ctc' gn' c' j qttq' f g' vko r q" { " r" i cpcpek" f g" r tqf wv kxf cf " ug" r cu»" f g" r f p gcu" wplf ko gpukqpcrgu" f g" tko q" tff kf q" c" qti cpk cekppgu" o wnk ko gpukqpcrgu. "gp" tgf " { " c" tko qu' hgz kdrgu' O' Gu' f gek. "eco dk» r" hqto c" f g" r tqf week» p" gp" b cuc' f g' d kpgu' kpf k hgt gpekcf qu' r qt' wpc' f g' etgelo kgpv q" b " a u" hgpv q" { " f hgt gpekcf q. " eqo gp| cpf q" r" gtc" f g" r" eqo r gvppek" r qt' r" ecikf cf. " f g" rnu" r tqf wv qu" gur gekkccf qu" { " f g" r" hcdtcekek» p" r qt' rnu' vgu' O' F g' gmq' t guwnc" r" pgegukf cf " f g" r f p gcu' hgz kdrgu' f g' o cpw hcewtc. "m" i tcpf q" hcdtlect' ulp' wpc' b c { qt' t gqti cpk cek» p" r tqf wv qu' f hgt gpvcu' c' r ctv k' f g' wpc' b kuo c" qti cpk cek» p" dª ulec' f g' rnu' gs wkr qu" { " eqp' wpc' tgf wv k' c' f go qtc' f g' clwug" *Eqt kcv. "4222 + 0"

C" guvcu" o qf k hcekekppgu" ug" uwo ctqp" rnu" kppqxcekppgu" vgepq» i lecu" c" r ctv k" f g" r" cr ctkek» p" f gn' o ketqej kr " gp" 3; 93" { " nwg i q" f g" r" eqo r wcf qtc" { " rnu" VKE u' O' Gu' qu" cxcpegu" ekp vff hqu" { " v eplequ" r qv gpekctqp" cAp" o " a u" rnu" eco dkqu" f guetkr vqu" r tgeg f gpv go gpv g. " r gto k kppf q" cnqu" plxgru" f g" eqpv tqn' kpo gf kcv q" f g" r" r tqf week» p" { " o c { qtgu" i tcf qu" f g" cwqo cv k cek» p' kpf wutk cr O' Guv' ugt kg' f g' eco dkqu' b ctectqp' gn' tª pukq' f gn' fordismo" ciltoyotismo. " vco dk² p" f gpqo kpcf q" *producción flexible* { " gp" rnu' t ghgt gpv g" c" r" kpf wutk" cwqo qv k { " o wplf kcn' eqpuqrk » " c" Lcr » p" eqo q" wv q" f g" rnu' i tcpf gu' r tqf wv qt gu" cwqo qv k legu" *Dq { gt { " Ht g { uugpgv. " 4224 = Eqt kcv. "4222 = J glo . "4238 = Dkn" 4239c + 0ª " Gn' tqn' s wg" wxq" Vq { qv " O qvq" Eqtr qtcv kpp" gp" guvqu" eco dkqu" f gn' ecr kcrkuo q" o wplf kcn' ugtª p' t gxlkcf qu" gp" o c { qt' r tqhwpf kf cf " gp" gn' r t» zko q"

⁸⁵Gu' qu' eco dkqu' ug' f cp" gp" gn' o cteq' f g' wv' r tqegu" o " a u' r tqhwpf q" f g' vcpuhqto cek» p" f gn' o qf q" f g' cewo wv k» p" ecr kcrkuc' i mdcr O' Gu' f gek. " f g' r" f kuqvwel» p" f gn' o qf gm' hqt f kuc' / mg { pgukcpq' s wg' r gto k k» r" kpv i tcek» p" f g' r" ercug" vcdclcf qtc" { " gn' o qf q" f g' tgi wv k» p" r qv kcc" gp" vqtpq' cil' Gu' cf q" f g' d kpgu' wct' r ctc' m gxt " c" ecdq' r tqi tguqu" gp" r" r tqf week» p. " eqp" cncu' vcucu' f g' i cpcpek" { " wv' etgelo kgpv g" geqp»o leq' t gcv kco gpv g' eqpuvcpv g" *J ktuej . " 3; ; 9 + 0 Ukp" go dcti q. " c" hpgu' f g' r" f² ecf c' f g" 3; 82" guv" o qf q" f g' cewo wv k» p" eqo kpl c" c" gpv tct" gp" etkuku' c' r ctv k' f g' r" ecff c" gp" rnu' vcucu' f g' i cpcpek" { " r" t gcpko cek» p" f gn' eqp hteq' f knt d wlxq' gpv g' ecr kcr i { " vcdclq. " m' ewenlug' gzr tgu»" gp" r" etkuku' f gn' r gvt» r gq" f g" 3; 95" *J ct xg { . " 4229 + 0 Gu' q" wxq' f kxtucu' eqpugewv gpekcu" gp" rnu' r tqeguqu' r tqf wv kxqu' eqo q" gn' cwo gpv q" f g' r" r tqf wv kxf cf " r qt' vcdclcf qt" q" r" kpv t pcekqpcrk cek» p" { " hpcpekck k cek» p" f gn' ecr kcr i *J ct xg { . " 4229 + 0

ecr ¶wraq0'

Gp" gn' r rcpq" mēcn" cpvg" rēu" eqpugewpeku" pgi cwxcu" swg" wxkgtqp" rqu" eco dkqu" o cetqgeqp»o lequ" g" kpuwkewkpcrgu" gp" gn'ugevqt" lpf wutkcn" { "uw'tco c"cwqo qvkt . "uwo cf q" c"rc" tggut wewtcelep" kpwgt pcekppcn'f gn'ugevqt. "rcu" hko cu'f gn'eqo r nglq" cwqo qvqt" tgf kug° ctqp" uwu" gutcvgi kcu" go r tguclcrnu0Gpvt g'gmcu. "ecdg" o gpekqpct" gn'eco dkq" f g'gphqs wg" f g"rc" r tqf week»p" f g"cwqo »xkrgu" ej lequ" r qt" i tcpf gu. "gn'tgf ko gpukppco kgpvq" { "tgqtkgpvelep" f g"rc" qhgtvc. "rc" tcekppcnk ceklep" f g"rc" o cpq" f g"qdtc. "rc" r t gugpvelep" f g'pwxqu" o qf grqu" q" gn'gvt q" f g"rc" o c { qt" ¶c" f g" rqu" cpvki wqu⁸⁶"

C"uw'xgl . "gp"3; : 2"gn'f qdkgtpq" o kxct" egtt»" f ghpkkxco gpvg" KO G0Gp" gn' o qo gpvq" f g"uw" ekgttg. "rc" go r tguclcrnu" eqpvcde" eqp" o " u" f g" 92" r tqxggf qtgu. "322" eqpegukppctkqu" gp" vqf q" gn' r c¶u" { " o " u" f g" 5222" go r rēcf qu0' Uw' xgi ¶ewraq" o " u" r qr wct. " gn' Tcutqlgtq" F kgugn" f qo kpcdc" e»o qf co gpvg" gn' o gtecf q" f g" r keniwr u'f kgugn' eqp" gn'9: ' " f g" r ct vkr ceklep" *Rlecdgc. "4239+0Cu¶" eqp" gn' ekgttg" f g" KO G" vto kp»" rc" r tqf week»p" f gn' Tcutqlgtq0' C" r ct vkt" f g" guvq. "Hqtf "ug" xkq" hwgt vgo gpvg" dgpghkckf c" { c" s wg" ug" t gvt ctqp" uwu" f qu' eqo r gvk" qtcu" eqppcekppcrgu" { "gn' ekgttg" f g" KO G" rē" f gl»" r t^a evleco gpvg" wp" o qpqr qrkq" f gn' ugi o gpvq" wkrkctkqu" r kxkcpqu" { "ugo k r kxkcpqu0' C" rc" xgl " s wg" gn' Tcutqlgtq" f glcdc" f g" r tqf wektug. "rc" go r tguclcrnu" pqtvgco gtekcpc" tgerk cdc" wpc" gzr cpuk»p" uki p hkecvxc" f g" rēu" wpkf cf gu" r tqf wekf cu' f g" rqu" f kgtgpvqu" o qf grqu" f g" uw' r keniwr "H/ 322" *Rlecdgc. "4239+0'

Gp" tguwo gp. " guvqu" eco dkqu" f lgtqp" nvi ct" c" wp" r tqeguq" f g" eqpegpvtcelep" { " tcekppcnk ceklep" r tqf wekxc" f wtcpvg" rc" f² ecf c" f g"3; : 20Gp" v² to kpqu' eqo gtekrnu. "o kgpvtcu" s wg" r ctc" rc" lpf wutkcn" vto kpcn' guvg" r gt¶qf q" hwg" f g" wpc" pwrē" kpugeteklep" gzvgtpc. "f wtcpvg" rqu" Anko qu" c° qu' f gn'f gegpkq" rc" tco c" cwqr ct vkrē" hqi t»" eqpvgpgt" gn'cxcpeg" f g" rēu" ko r qtvekkppgu" f g" rqu" c° qu" cpvgtkqtgu" ug" guvdkrk »" g" kpenwq" f kuo kpw { »" uw" f² hlek" eqo gtekn" j cekppf q" f gueppf gt" rēxgo gpvg" gn' xcmqt" f g" rēu" ko r qtvekkppgu" f g" cwqr ct vgu" r tqo gf kq" r qt" xgi ¶ewraq" r tqf wekf q" *F wrelej "gv'cn0" 4242<329+0Guvq" ug" f gdg" c" s wg" rē" etkuku" f g" hpcrgu" f g" rē" f² ecf c" f g"3; : 2' f gr tko k»" rc" r tqf week»p" rēcn' { " chge»" pgi cwxco gpvg" rēu" ko r qtvekkppgu. "cu¶" eqo q" r qukekpp»" c" rc" ucirk c" gzr qtvcf qtc" eqo q" wpc" cmgtpcvxc" cpvg" rc" hwgt vgt gvtceeklep" f gn' o gtecf q" kpwgtppq0'

"

⁸⁶"Rqt" qtc" r ctvg. "cni wpcu" go r tguclcrnu" f gn'ugevqt" vto ctqp" eco kpu" o " u" tcf lecrnu" 3+ " tgvk^a pf qug" f gn' r c¶u. "eqo q" I gpgcn' O qvqtu" gp"3; 9: "q" Ekt³ gp" gp"3; 9; =4+ " tcpuht kppf q" r gtekkppgu. "eqo q" Ej t { ungt" c" Xqmuy ci gp" gp"3; : 2= 5+ " hwkqpcpf q" uwu" hko cu. "eqo q" Hlc v' { " Rgwi gqv' s wg" etgctqp" Ugxgn' { " rc" xgpf lgtqp" cn' t wq" rēcn' O cetk' gp"3; : 4. "q" 6+ " wplgpf q" rēu" hkecrnu" f g" Cti gpvpc" { " Dtcuka" eqo q" Hqtf " { " Xqmuy ci gp" s wg" hqto ctqp" rc" hko c" Cwqrē vpc" gp"3; : 8. " rc" r tko gtc" gzr gtekkpek" f g" eqqtf kpcelēp" tgi kppcn' f r tqf week»p" cwqo qvkt " *Dkn "4239c=I ci i gtq" { " Rgtgl " Cm cpuk" 4242+0'

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

"Eqo q'r ctvg'f g'mu'eco dkqu'gp'rc'tggutwewtcek»p'f gn'ecr kcrkuo q'o wpf kn'f g'kpcrgu' f gn'uki m"ZZ"ug'r tqf wltqp"qvcu"o qf hkecekppgu'gp'rc'qti cpk cek»p'f g'rc'r tqf wek»p's wg' wco dk»p' wxkgtqp" eqo q' qd'lgv»q' r tkpek cn' i cpct" eqo r gv»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'tgpvdrnu'f' lq'hnkecf cuó'f gn'r tqeguq'r tqf wek»q'j cek'qvcu'go r tgucu' *out-source+" { 'qvcu'rc'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 gpvcu" s wg" o a u" xcmt" ci tgi cp." hqto cpf q'rcu'EI Xu"»Rqtvc'gv'cn0"4239+0"

Eqo q'tguwncf q'f g'f lej qu'eco dkqu.'gp'rc'ecf gpc'f g'xcmt'cwqo qvtk' 'o wpf kn'bg'f kgtqp" qvcu'v'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 c⁸⁷'c'gucm'i m'cni' r ctc'rc'hc'dtkecek»p'f g'f kgtgpv'gu"o qf grnu."gu'f gek."rc'r ctvg'kphgtkqt'f g'mu'xgj 'f'wru'»ej cuku." v'cpuo k»p." uwur gpuk»p+." kpenk'f c" c" xgegu" rc" o qvqtk cek»p." cu'f' eqo q" mu' eqo r qpgpvgu" o ge^a plequ'bo a u'ko r qtvc'pvgu." { 'eqpegpvtct'v'f cu'rcu'ce»kxf cf gu'f g'f kug° q'f g'r tqf weq'gp'wpcu' r qecu'm'ecrkl 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 gejq. "cuki pct'o c { qtgu'tgur qpucdk'f cf gu'c'mu'r tqxggf qtgu'f g'uwdukvgo cu' » *mega-suppliers* q' *sistemistas*+. "eqp's w'k'p'gu'rcu'v'go kpcrgu'k'p'gp'wpc'tgrcek»p'ecf c" xgl "o a u" uko dk»wec."cni' w'p'q's wg'tgcrkl cp'ce»kxf cf gu'f g'kpi g'p'kgt'f'ulo wn³ pgc0Rqt'guvg'bo qv»q."gp'hw' ct" f g'crgpvt'rc'eqo r gv'p'ek'gpvtg'w'p'p'Ào gtq'grg'xf q'f g'r tqxggf qtgu'r ctc'tgf wek'mu'eququ.'rcu' v'go kpcrgu'j cp'dwuecf q' guv'c'ng'egt"tgrcekppgu'f g"o a u'rc'ti q'r rc| q'eqp"wp"o gpqt'p'Ào gtq'f g" r tqxggf qtgu's wg'gp'gn'r cu'f q'»Ct| c" { "Nqr gl . '422: =Dctngwc'gv'cn0"4235+0"

Cu'f'rcu'v'go kpcrgu'go r gl ctqp" c'cdcu'v'gegtug'f g'mu'bo kuo qu'r tqxggf qtgu'gp'ewcns w'k'ec" f g'rcu'm'ecrkl cekppgu'gp'f q'p'f g'f gek' cp'r tqf wek."ko r rde'cp'f q'wpc'v'cpupcekppc'k' cek»p'f g'rcu'

⁸⁷Ug'gp'v'p'f g'r qt'r rvc'qto c'c'w'p'gpuc' d'rg'r tlo ct'k'g'utwewt'cni' q'v'f qt'f g'ecti c'f g'w'p'xgj 'f'wru'cwqo qv'q.'s wg' f g'v'go kpc'gn'co c° q'd' uleq'f g'gug'xgj 'f'wru' { 'eqphqto c'rc'dcug'utwewt'cni's wg'uqr qt'v'gn'v'gp'bo qvtk'." { 'ukt'xg'f g' w'p'k»p'f gn'xgj 'f'wru'cwqo qv'q'gp'f k'xgtuqu'v'kr qu'f g'dcu'k'f qt'gu.'v'rgu'eqo q'r ctc"o qpvc'lg'f g'ecttqegt'f'."dcu'k'f qt' f lo gpuk'p'cni'q'ecttqegt'f'w'p'k'ctk'0'

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

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

⁸⁸ Nq'paxgf quq'f g'guc'pwgxc'eqphki wtcekp'gu's wg. f'gnlo kuo q'o qf q's wg'hu'ukugo kucuf gygpcp'wp'o gpat'vco c° q' tgn'vxxq' s'wg'gn'f g'uwu'f go cpf cpvgu' *ru'vgt o kpcrgu: "ru'cwqr ct vku'f g'ugi wpf q' { "vtegt'pkxgn'/o wej q"o ° u' cvqo k cf cu' { "eqp'o gpatgu'pkxrgu'f g'eqpegpvtcekp'f g'ecr kcn' { "f gucttqm'vgepqn>i leq/'f gdgp'gph'gpvt'vco dk'p' wp'qiki qr uqpk'eqp'ecr cekf cf 'f g'lo r qpgt'eqpf lekppgu.'r gtq' { c'pq'eqphqto cf q'r qt'iqu'hdtkcepv'u'f g'xgi 'f'wqu." ukpq'r qt'iqu'ukugo kuc'u' *f'ej cwrg' { "I cte'f."4239+0"

⁸⁹ F g'vqf cu'hqto cu.'gnlo c { qt'xqmo gp' { 'iqu'r tq { gevqu'o ° u'lo r qt'vcpvu'f g'K F 'f g'ru'lpf wwt'lc'ug'o cp'vkgpp'gp'iqu' r c'f'gu'f g'qtki gp'f g'f'kej cu'hto cu' *Uwti gqp'gv'crl'422: -0"

⁸ 'Cu'f'ug'eqphqto ctqp'f kwp'qu'o gtecf qu'tgi kpcrgu'gpvt'g'iqu's wg'ug'r wgf gp'f kht'gpekt'gpvt'g'ru'lpvgi tcekp'gpvt'g' r c'f'gu'f gucttqm'f qu' *P CHVC. 't qt'glgo r m+q'gpvt'g' c'f'gu'gp'f gucttqm' *O gtequw'q' CUGCP +0Rqt'uw't ctvg.'Ej lpc' g'kpf'lc'ug'xgp'gzegr wcf qu'f g'guc'eqphqto cekp' { 'uki wgp'r tqf welpf q'c'pkxgn'pcekpcn' *Dctwl'gv'crl'4239+0"

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

Eqpeqo kcpvgo gpvg. " f wtcpvg" r" f² ecf c" f g" 3; ; 2" gp" Cti gpvkc" ug" f gur rgi » "wp" r tqeguq" f g" r tqhwf k cek»p" f g" rcu' r qf" kcu' ko r ngo gpvcf cu' c" b gf kcf qu' f g" r" f² ecf c" f g" 3; 92. ⁹⁴ " rcu' ewcrgu" ug" xkgtq" eqo r ngo gpvcf cu" { " tghqt| cf cu" eqp" r" eqpxgtuk»p" hkc" gpvtg" gn' r guq" { " gn' f » rct" guvcf qwpk gpug" r qt" o gf kq" f gn' r rcp" f g" r" eqpxgtvdkrf cf " *Dcuwrf q. " 4228=P qej vgh " 3; ; ; -0" F wtcpvg" guvg" r gt" qf q" gn' ugevq" kpf wutkn' tguwn» " uwo co gpvg" chgevcf q. " eqpuqrk^a pf qug" wpc" vpf gpek" c" r" " *desindustrialización* " s wg" ug" j cd" f" kpekcf q" c" o gf kcf qu' f g" qu' c" o qu" ugvpvc" *C| r k| w'gv'crf" 4223=Uej xct| gt. " 3; ; ; -0"

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

⁸: "Ugi Àp" eqpuvc" gp" gn' Rtqvqeqm' s wg" r' f c" qtki gp. " o gf kcpvg" uw' kpuvcwtkcek»p" qu' r c" lgu" r tgvvpf " fcp<ða) expandir y diversificar, de forma dinamicamente 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. " Cpgzq" XKK' Ct v03 À' 3; ; 2+0"

⁹² " CNCF K' gu" wp" qti cpkuo q" kpvgti wdgtppo gpvci' s wg. " eqpvkpwcpf q" gn' r tqeguq" kpekcf q" r qt" r" Cuqekcek»p" Ncvkqco gtlepc" f g" Nkdtg" Eqo gtekq" *CNCNE-+ " gp" gn' c" o q" 3; 82. " r tqo wvgxg" r" gZR cpuk»p" f g" r" kvgi tcek»p" f g" r" tgi k»p. " c" h" p" f g" cugi wct" uw' f gucttqm' geqp»o leq" { " uqekcrf" Uw' qd' lgvkxq" hpcn' gu' gn' guvcn' gelo kgpvq" f g" wp" o gtecf q" eqo Ap" r" v' kqco gtlepcq" 0' Uu" cpvgegf gpvgu" f cvp" f g" 3; 82" ewepf q" ug" rji t» " wp" cewgtf q" kpekcn' gpvtg" ukvg" r c" lgu<" Cti gpvkc. " Dtcukn" " Ej krg. " O² zleq. " Retci w{ . " Rgt À" { " Wtwi w{ . " s wg" r gtugi w" f" crecp| ct" wpc" o c{ qt" kvgi tcek»p" geqp»o lec. " c" v' cx² u' f g" r" co r rkecek»p" f gn' co c" o q' f g" u' u' o gtecf qu" { " r" gZR cpuk»p" f g" u' w' eqo gtekq" tge" f" tqeq" 0' Eqp" r quvgtkqtkf cf " ug" v' kgtq" rcu" pcekqpgu" f g" Eqmqo dlc. " Gewcf qt. " Dqrxk" { " Xgpgj wgrc' 0' Gp" 3; ; 2. " rqu" I qd' lgtqu" f g" guvqu" ppeg" r c" lgu" o qf kkecp" gn' xkq' lq" v' cvcf q" { " f gekf gp" t' gchto ct" r" xqnvpcf " r qf" kcu' f g" hqt' v' rgegt" gn' r tqeguq" f g" kvgi tcek»p. " j cegtm" o " u" hrgzklrg" gp" uw' cr rkecek»p. " { " uw' etklgp" gn' pwgxq" V' cvcf q" f g" O qpvgxk' gq" *VO /: 2+0" Rquvgtkqto gpvg. " ug" cf j k' lgtq" cni' o kuo q" Ewdc" { " Rcpco " 0' Uw' h' wpek»p" d' a ulec" gu" r" r tqo qek»p" { " tgi wrek»p" f gn' eqo gtekq" tge" f" tqeq" f g" qu' r c" lgu" f g" r" tgi k»p" 0"

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

⁹⁴ " Gpvtg" rcu' o kuo cu' ug' r wgf gp" o gpekqpcr' r' h' d' g' crk' cek»p" eqo gtekn' { " h' k' p' e' l' g' t' c. " of gutgi wrek»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' gucu' r À' r' kcu. " tgi " b gpgu" gur gekrgu" f g" r tkxk' k' q" r ctc" ekgt' vqu" ugevq' gu" f gn' r qf gt" geqp»o leq. " gv' 0" *Dcuwrf q. " 4228=P qej vgh " 3; ; ; -0"

ko r qtvf q "f g" mu" xgj f wru" r tqf wekf qu" dclq " mu" dpgghekqu" f gn' t² i ko gp" cwqo qvtk . " { " wp" gus wgo c" cp^a ni q" r ctc" gn' ecuq" f g" ru" cwqr ctvgu" r ctc" s wg" hwgtcp" eqpukf gtcf cu" pcekqpcrgu" *F wrelej 'gv'crl0'4242-0C' p'kxgn'dkrvgtcn'eqp'Dtcukn'eqp'rc'ko r ngo gpwcekp'f gn'Rtqvdeqmq'4: 'f gn' CEG'36'gp'gn'c° 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 rncpf q'gn'ceeguq"cti gpvppq"gp'gn' o gtecf q'f g'Dtcukn' r ctc'kpvgtct" gpo gpf ct "uw'etgekpgv'f² hek'dkrvgtcn'cwqo qvtk " *I^a ttk {" " Rcpki q."4237-0⁵"

F g" guv" o qf q." gn'ugi o gpvq" cwqr ctvku" uwtk" wpc" gpqto g'eqo r gvppek" ko r qtvf qtc. " r tqf weq'f g'rc'cr gtwtc'eqo gtekn'f g'rc'tco c. 'uwu'p'kxgrgu'f g'r tqvgeekp'ghgexxc'p'gi c'vxc⁹⁶" {" 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 qtvcekppgu'f g" cwqr ctvgu" {" ceeguqt'kqu'ug" o wkr rlectqp" r t^a 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^a u' s wg'ug'f w rle »' r ctc'gug' r gt'qf q. 'gn'xqno gp'f g'ko r qtvcekppgu'f g' r ctvgu" {" ceeguqt'kqu' 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."4235-0⁷"

Cuko luo q." qtc" f g" ru" r ctvkwrtkf cf gu'f gn' r gt'qf q" hwg" rc' hwgtv" tgi kqpcrk cekp'f gn' eqo gtekq'f gn'ugevt. " eqp" ² phuku'gp'rc'tgncekp'eqo gtekn'f g'Cti gpvpc'eqp'Dtcukn' s wg'etgek » eqo q'qtki gp'f g'ko r qtvcekppgu" {" gur gekcm gpv'eqo q'f gukpp'f g'ru'g'zr qtvcekppgu'f g'xgj f wru' *F wrelej 'gv'crl0'4242-0F' g" guv" o qf q." gn'cwo gpvq'f g'ru'g'zr qtvcekppgu'f g'xgj f wru'cti gpvppu"

⁹⁵"Nqu" cur gevqu" o^a u" tgrgxcv'gu'f gn'cewgtf q" hwgtqp" eqpf kekqpcr" rc' r tghgtgpek" ctcpegn'k" f gn'322' " gp" ru' ko r qtvcekppgu'f g'xgj f wru" {" cwqr ctvgu" c' s wg'g'ru'hwgtcp'eqo r gpucf cu'eqp'g'zr qtvcekppgu" c'ewens wgt'f gukppq." cur gevq' tgi wrf q' r qt' hqu' tgi f b' p'p'gu'cwqo qvt'egu'f g'ecf c' r c'f'p'eqpukf gtct'ru'cwqr ctvgu'f g'qtki gp'f g'rc'eqp'cr ctv" eqo q'pcekqpcrgu' r ctc'gn'le^a rwnq'f gn'eqp'v'p'k' q' o' f'p'ko q' hqecni'g'z'ki kf q' r qt'ru' tgi wcekppgu'f g'ecf c' r c'f'p'v'g'vto k'pct" wpc'ewq'c'f g'ko r qtvcekp' rktg'f g'ctcpegn'uw' ngo gpvctk' {" ukp'eqo r gpuccekp' r ctc'rc' Cti gpvpc'gp'gn'o gtecf q'f g' Dtcukn'f g": 7022'xgj f wru' r ctc'uwducpcr'gn'f² hek'dkrvgtcn'cwqo qvtk "cti gpvppq=" {" guwdrgegt'ewq'cu' rktg'f g' ctcpegn'cf kekqpcrgu'gp'co dqu'o gtecf qu'f g'ko r qtvcekp. 'f gukpp'cf cu'c'ru'go r t'gucu'v'gto k'p'crgu' tcf k'ecf cu'gp'wpq" uqmq'f g'ru'v'qekqu" *I^a ttk {" " Rcpki q."4237-0'

⁹⁶"Ecpvctg'rc'gv'crl0'422: +gu'ko cp' s wg'qu'ek'cdc'gpv'g'wp'4' " r ctc'eqp'v'p'v'qu" {" ukngo cu." j'cuc'wp'p'kxgn'f g'/45.72' " r ctc'eqp'p'v'gu."/43.52' " r ctc'v'p'v'cu" {" /39.72' " r ctc'cp'k'm'qu'uk'pet'p'k' cf qu." o' cp'v'p'k'p'f q' p'k'xgrgu'gp'v'q'p'q'c'rl'; " " r ctc'f'kuequ'f g'ht'gpq. 'ukngo cu'f g'gu'ecr g.'eco r cp'cu'f g'ht'gpq' {" gn'v'w'ekqu" {" p'k'xgrgu'gp'v'q'p'q'c'rl'/6' " r ctc'p'g'wo^a v'ekqu" {" r ctc'i q' r gu' "

⁹⁷"Gu'ko r qtvcpv'f guv'ect' s wg'f w'cp'v'q'f c'rc'f² ecf c. {" gur gekcm gpv'c' r ctv'k'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'crl0' 4225-0' C" uw' xgl. " ru' cwqr ctv'ku'cu" uqdtg'x'k'p'v'gu" c' gu'c' l'p'x'cu'p" ko r qtvf qtc'f g'dlgtqp'c'v'cx'guct' wp'hwgtv" r t'qegu'f g't'geq'p'x'g'x'g'p" r tqf wekxc" {" cacthing up" v'epq'ni' leq" s wg'ko r rle »" wp" f kur ct' r t'qegu'f f g'f gu'ctt'qmq" f g'eqo r gvp'p'ecu. " h'wp' co gp'v'cm gpv' ko r w'w'cf q' r qt'ru'g'z'ki g'pekcu'f g'ru'v'gto k'p'crgu'0Cu'f' ug'z'v'p'f k' »'gn' r tqf wek' eqp'gu'v' p'f ct'gu'egt'v'k'ecf qu'f g'ecrk' cf. " {" rc' k'p'v'q'f weekp'f g'eco d'ku' gp" o' cv'g'k' qti cp'k' cekqpcn' {" f g' i gu'k'p. " rc' r t'q'g'uk'p'c'rk' cekp'f g' n'qu' p'k'xgrgu' uw' g't'q'v'gu. " rc' t'g'k'p' g'p'k'g'f' f g' r t'qegu'cu' cf o' k'p'k'v'x'qu. " {" rc' f'k'w'ul'p' f g' rc' r r'p'k'k'ec'cekp" gu'c'v' i lec0' Ug' cd'cp' q'p'ctqp" r t'q' i t'g'uk'co gpv'g' ru' g'uh'wgt' qu'f g'f gu'ctt'qmq" f g' r tqf wevqu. " r t'g'f qo k'p'c'p'f q" rc' gur gek'k'ec'cekp'f g' ect'evgt'f'ru'ecu" {" r r'p'qu'f'k'g'eco gpv'g'f g'uf g'ru'v'gto k'p'crgu'0Cu'f' gu' s wg. " gp" o' cv'g'k'f f g'f k'ug' q'f g' r tqf wevqu. " ru' cwqr ctv'ku'cu'v'cp'k'x'ct'qp'wp'ug'p'f g' r² t'f'k' c'f' g'ru'ecr c'ekf cf gu'v'ep'q'ni' lecu' s wg'j' cd'f'p'f gu'ctt'qmq'f f² ecf cu' ct' u0'Uk'p' go d'cti q. " gp" o' cv'g'k'f f g' r t'qegu'cu. " qti cp'k' cekp" {" i gu'k'p'f g'rc' r tqf weekp. " rc' ko r qtv'p'ek'f g'rc' ru' ecr c'ekf cf gu'v'ep'q'ni' lecu' o' cp'w'x'q'uw'ko r qtv'p'ek. " uqdtg'v'q'f q' r qt'rc' p'g'eg'uk'f cf' f'g' t'g'f wek' eq'qu' r ctc' c'ht'q'p'ct'rc' eqo r gvp'p'ek'g'z'v'g'p'c' *O qtgtq."4235-0'

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

C"uw"xgl . "f wcpvg"rc" f² ecf c" f g"3; ; 2"rc" kpf wutkc" cwqo qvtk "cvtcxgu»" wp" r tqeguq" f g" hwgtv" tgeqpxgtuk»p" r tqf wevx" { "vgepqn» i kec0' C" r ctvt" f g"rc" ko r qt vcpvq" qrc" f g" kpxgtukqpgu" gztcp lgtcu" s wg" ko r rlectqp" gn' tgvqtpq" { "rc" mgi cf c" f g" vto kpcrgu" cwqo qvtkegu. "ug" mrx»" c" ecdq" wpc" o qf gtpk cex»p" vgepqn» i kec" f gn'ugevqt. "m" ewcn' j cd" f" tgr tguvpcf q" wp" r tqdrgo c" gwt wewt cn' f g"rc" tco c" gp" rcu" gvr cu" r tgxkcu0' Cn' t gur gevq. "ug" o qf gtpk ctqp" rqu" f kug" qu" f g" r tqf wevq. "ug" ko r ngo gp»" r ctekm 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" cn0" 4242+0' Guvqu" r tqeguqu" ug" ductqp" gugpekno 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 ctvt" f g"rc" etluku" f gn' uwf guv" cul² vlek" f g"3; ; : { "rc" f gxcn» cex»p" f g"3; ; ; " f g" Dtcukn" Cti gpvpc" go r gl »" c" gpeqvtct" f hlewncf gu" gp" rc" qdvgep»p" f g" hpcpek cex»p" gzvtpc" { . "eqp" gn' tgewtuq" f g" rcu" r tkxvk cex»p" gu" ci qvcf q. "gn' t" f k' q" t² i ko gp" f g"rc" eqpxgtvdkkcf 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 rle»" wpc" ec" f c" f gn' RKD" f gn' qtf gp" f gn' 47' "gp" vgu" c" qu" { "pkxgrgu" f g" f gugo r rqq" { "r qdtgl c" s wg" tqpf cdcp" gn' 47' " { '72' . t gur gevxc co gpvg. hpcnk cpf q" eqp" rc" ec" f c" f gn' qdkgtpq" f g" Nc' Crcp| c⁹⁸" { "f cpf q" eqo kgp| q" c" wpc" pwx" c" gvr c" gp" rc" j kuvtkc" geqp»o kec" cti gpvpc0"

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" guc" ukwcel»p. "gp" rc" Ewo dtg" f g" Hqt kcp» r qrku" f g" f lekgo dtg" f gn' 4222. "rqu" r c" f" gu" o lgo dtqu" f gn' O gtequw" uwetkdkgtqp" rc" F geku»p" P Å 92 122. "cr tqdcpf q" gn' Cewgtf q" uqdtg"

⁹⁸" Gn' hgpvg" r qu" meq/ r ctvf ctkq" òNc" Crcp| c" r ctc" gn' Vtcdclq. "rc" Lwvlek" { "rc" Gf wecel»pö. "eqpkelc" c" uko r ngo gpvg" eqo q" òNc" Crcp| cö. "hwg" wpc" eqcile»p" r qu" mec" gpvtg" rc" Wpk»p" E" klec" Tcf lecn' *WET+ { "rc" crkcp| c" Ht gpvg" Rc" f" Uqrf ctkq" Ht gr cuq+ "eqphqto cf c" gp"3; ; 9" gp" rc" Cti gpvpc. "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^a o ctcu" go r tguclkrngu' Uwu" qdlgkxqu" gtcp" guvdrgegt" rnu" dcugu" r ctc" r" kpuvwtcek>p" f g"wp'hkdtg'eqo gtekq'r ctc"nqu'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 welf qu"hwgtc" f gn' O gtequwt0Cf go ^a u."r ctc"ugt"eqpukf gtecf qu'eqo q'xgj f'wqu'tgi kqpcrgu'ug"guvdrge" s wg"gn'82' " f g"2 uvqu'ugcp" f g"eqpvpkf q"tgi kqpcn"eqpvgo r rcpf q"wp"52' "gp"Cti gpvkc" { "gn'vttq"52' "gp" Dtcukn" F getgvq"8824222+0C"uw'xgj . 'r ctc"rnu'cwqr ctvqu'pq"r tqf welf 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'kpvteco dk'ugevqtkn'leqp'Dtcukn'f gpqo kpcf q'ohngzö." s wg'ko r rkecdc"s wg'r qt'ecf c" f »rct" f g'dlpggu'cwqo qvtegu"s wg'gzr qtvtc"Cti gpvkc" c"Dtcukn'gp" 4223'r qf t'f'ko r qtvt'f guf g'2 uv'wp'o ^a zko q'f g'w&u.327'hkdtg'f g'ctcpegrnu'0Guvu'f kur qulekppgu" hwgtq'f g'i tcp'ko r qtvpelc'r ctc"r" kpf wutk" { "o ctect^a p"r" f k^a o lec" f gn'eqo gtekq"gzvgtkqt" f gn' ugevq'cwqo qvtt'eqp'Dtcukn'f wtcpvg'nqu" c^o qu'uki wkpvgu0"

F g" guvg" o qf q. "nvgi q" f g"xctkqu" c^o 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"⁹⁹" j cuvc" eqpuqrf ctug'Gf wctf q'F vj crf g. f gn'Rctvkf q'Lvulekcnkuc."cn'ht gpvg'f gn'Rqf gt'Glgewkxq'P cekqpcn' *RGP +0Guv'Anko q'ngx>>"c'ecdq'wpc'ugt'g'f g'r qfllkccu's wg'ug'guvcdcp'ctvewrpf q'gpvtg'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" eqpxgtvdkkcf cf { "rnu'hqto cu'f g'tgevcxct"r"geqpqo f⁹: *Qtvkl " { "Uej qtt."4229+0"

Gp" guvg" o cteq"ug" guvdrgekl>"gn'53'ÄRtqvqeqm" Cf lekqpcn'f gn'CEG" gpvtg"Cti gpvkc" { " Dtcukn' Gp" ² n' ug" eqphqto »" wp" pvgxq" xcrqt" r tqvqeqrct" f gn' hngz." gp" gn' ewcn' ug" gzvvpf k>" ci tguclxco gpvg'gn'o cti gp'f g'ko r qtvekppgu'r gto kkk cu.'r cucpf q'gp"4224"cn'4=4225"cn'4.4=4226" cn'4.6=4227"cn'4.8."eqp"r"uwr wguv"nvgi cf c"gp"4228" f gn'kdtg'eqo gtekq'0Guvq's wkgg'f gek" s wg"

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

⁹: "Gp"guvg'ci twr co kpvq'ug'f guvcecdc"r"r ctvklc'cek>p" f g"r" Wplop'kpf wutkcn' Cti gpvkc" *WC+ "r" ewcn'gpctdqre" r" r tqr wguv" f g'wp"do qf gmq'f gn'f »rct"cn'qö'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'vq'f g'r tqhwf k' cek>p" f gn'2 i ko gp'eqpxgtvdkg'j celc" r" f qnctk' cek>p" f g"r" geqpqo f⁹"ko r wncf q" r qt" gn'ugevq't" hpcpektq" n'ecn' g" kpvgt'pcekqpcn' { "r qt" rnu" go r tgucl' r tkxckf cf cu'gzvcp'ltgu" *F quuk"423; =Qtvkl " { "Uej qtt."4229+0"

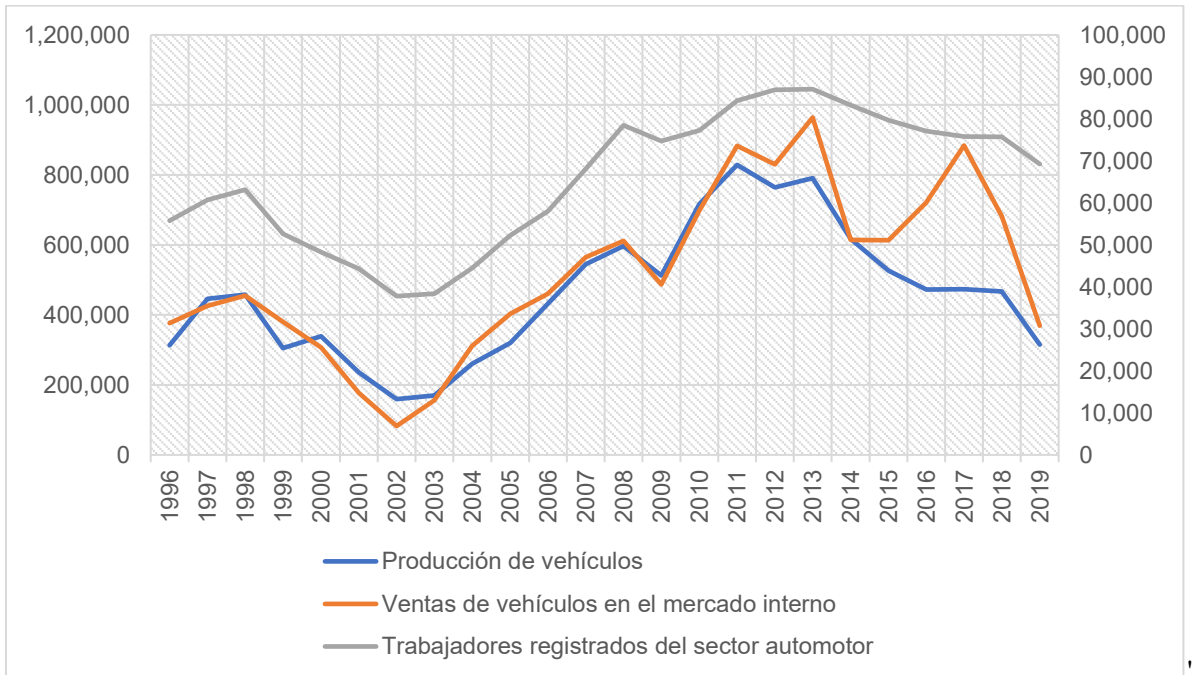
gp"4224"r qt"ecf c" f » nct" f g" g z r q t v e k » p" s w g" t g c r k l c d c" w p q" f g" g u v q u" f q u" r c" f l u g u" c" u w" x g e k p q. " u g" r g t o k" f c" g n f q d r g" f g" k o r q t v e k » p" f g u f g" g n l q v t q 0' : " C" u w" x g l . " u g" k o r w u q" s w g" g n e q p v g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

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

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

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

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



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

Gp"4227"ug'tgcrk ctqp"cewgtf qu'f g'eqo r ngo gpwck»p'f gr'O gtequw"eqp"RgtÀ*CCRÆG" 7: +{"eqp"rc"Eqo wpkf cf "Cpf kpc"*ECP +s wg'eqo r tgpf "c"Gewcf qt."Eqmo dlc"{"Xgpgl wgr" *CCRÆG7; +0Gp"4228"ug'mgx»"c'ecdq'wp'pwxq'cewgtf q'dkrvgtcn'gptg'Cti gpwpc'{"Dtcukl'gp' gr'ewcn'ug'tgf wq'gr'o a zko q'f gr'ngz"fg"4.82"c"3.; 7."xcmr"s wg'ug'o cpwxq"j cuvc"gr'42360" Cf go a u.'f wcpvg'f lej qu'c° qu'ug'mgxctqp"c'ecdq'qvcu'r q'f'lecu'ko r qtvcpgu'r ctc'gr'lugevqt0Cu" gr' ugetgvctkq' f g" kpf wutk" f lug° »" wp" r rcp" f g" kpxgtukppgu.5" ko r wucpf q" rc" uwukwck»p' f g" cwqr ctvgu'ko r qtvcf cu'r qt'qvcu'f g'r tqf week»p'pcekqpcn'qvati cpf q'c'rcu'vgo kpcrgu'wp'tgkpgi tq' f g': 6"uqdtg'hu'eqo r rppgvu'ko r qtvcf qu's wg'eco dkgp'r qt'pcekqpcrgu.7" F getgvq'9964227-0"

Cuko luo q."ug'f kur wuq"s wg'gr'hueq'tgkpgi tg"gp'ewqvcu"cu'cwqo qv'legu'rcu'f gw'cu' cewo wrcf cu'r qt'gr'Rrcp'Ecp'lg'rcp' cf q'f wcpvg'gr'i qdkgtpq'f g'Nc'Crkcp' c0C'uw'xg' .gr'Dcpeq" P cek»p'{'CF GHC'ugmctqp'wp'eqpxgpkq'f g'eqqr gtcek»p'go r tguctkcn'ò gf kcpvg'gr'ewcn'rc'gpw'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'cu'f g'

4" Gp'gug'pwxq'cewgtf q'pq'j wq'k'p'vq'cni wq'r'qt'vcct'f g'tgewr gtct'gr'gs wkuq'f g'eqp'v'k'q'hcen'r'qt'hu'ewcn' gwg'vgo c'pq'xq'k'c'c'vcctug'gp'gr'lugevqt'cwqo qv'q'{"s wgf »"xki gpvg'gr'o a zko q'ko r qtvcf q'f gr'87' .cwps wg'uw' eqp'q'gr'g'c'p'wq'{"gr'vgo c's wgf »"r'f ev'eco gpvg'gz'wp'q'Ecpcvtgmc'gv'cn'4239-0

5" F gpqo kpcf q'T2i ko gp'f g'p'egp'v'xq'c'rc'Eqo r g'k'k'cf'f g'rcu'cwqr ctvgu'Nqecrgu" F getgvq'9964227-0'

6" Nwgi q'f g'uegpf gp'v'gp'gr'v'go r q0

7" Ugi Àp'Ecp'ctgmc'{"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)".

et² f kq'f gukpcf cu'cnf gucttqm'f g'rc'r tqf week»p0Rqt'qtq'rc'f q.'rc'tgcevxcel»p'f g'rc'r tqf week»p" i gpgt»'rc'r wguv'gp'o ctej c'f g'wpc'qrc'f g'lpaxgtukppgu'f g'r ctvg'f g'rc'u'vgt o kpcrgu.'s wg'cugpf'fcp" c'w&u30422"o kmppgu."c'glgewct'j cuvc"422; "25 127 14228."Gn'Etqpkuc+0'Gp"422: "hwg'cr tqdcf c" wpc'pwgxc'rg'f'f g'kpegpvxq'cnlugevt'cwqr ct'kuc'pcelqpcn*Ng{ '480; 5+'s wg.'o gf kcpvg'gu'f'p wru" ko r qukkxqu.'ko r wuudc'c'rc'u'vgt o kpcrgu'c'wkk' ct'r ctvgtu'f' "eqo r qppgvu'r tqf welf qu'gp'gnr' c'f'u0⁸" Ukp'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 gnif² hlek'ugevtkcn'R² tgl 'Ct'kcc."423; +0'

Gp"422; . 'c'tc'f' 'f g'rc'etkuku'geqp»o kec'kpvtpcelqpcn'f g'rc'etgekpgv'hwic'f g'ecr kcrqu'f' " f gn'eqo kgp| q'f gn'f gvtkqtq'f g'qu't guwncf qu'f g'rc'ewgpc'eqttkpgv'f g'rc'dcncp| c'f g'r ci qu.'ug" i gpgtctqp" f kmpcu"twr wtcu"gp"gn'r rcpq"geqp»o leq" { " r qn'leq" cti gpv'p" *Dcuwrcf q." 4233= Dcuwrcf q'f' "O cp| cpgnk'4238=I ci i gtq'gv'cr0'4237=Mwrcu."4238+0'Gp'gnlugevt'cwqo qvqt.'guv" ko r rlc»"ec'f' cu'gp'rc'r tqf week»p" { "xgpvcu'kpvtpcu" { "gzvtpcu"*xgt" I t^a hlequ'KK3" { "KK4+"ukp" go dcti q.'c'kpgu'f g'gug'c° q'qu'ghgevqu'f g'rc'etkuku'eqo gp| ctqp'c'f glctug'cv^a u0C'r ct'k'f' g'gug" o qo gpvq.'gp'dcug'c'rc'u'r qn'lecu'f g'gu'f'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 wutlc's wg'f wt»" wpu'r qequ'c° qu0""

Nwgi q'f g'rc'tgggeek»p'f g'Etukupc'Hgtp^a pf gl' "f g'Mktej pgt" gp"4233. "qu'r tqdrgo cu" f gtxcf qu'f g'rc'gucugl' "f g'f kxkucu." gpo ctecf qu'gp"gn'j ku»tleq"r tqdrgo c'f g'rc'*restricción externa*"cti gpv'p.'ug'ci wf k' ctqp'c'tc'f' "f gn'cwo gpvq'f g'rc'hwic'f g'ecr kcrqu'f g'4233."gnif² hlek' gpgti² vlc'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 kcel»p"geqp»o kec'f'cvc'f' guf g'rc'gver c'f g'uwukwec»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 r tgu»p"gp'rc'f go cpf c'f g'f kxkucu's wg'ug" i gpgtc" gp" wpc" geqpqo 'f'c" eqp" wpc" *estructura productiva desequilibrada*" gp" r gt'qf qu'f g' etgelo kpvq'geqp»o leq'g'kpf wutlc'n'f gdlf q'cn'cwo gpvq'f g'rc'ko r qt'cel»p'f g'dkpgu'f g'ecr kcrn'g' kpuwo qu'kpvgt o gf kqu'tgs wgtk' qu'r ctc'crko gpvct'gn'r tqeguq'f g'etgelo kpvq0⁹""

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

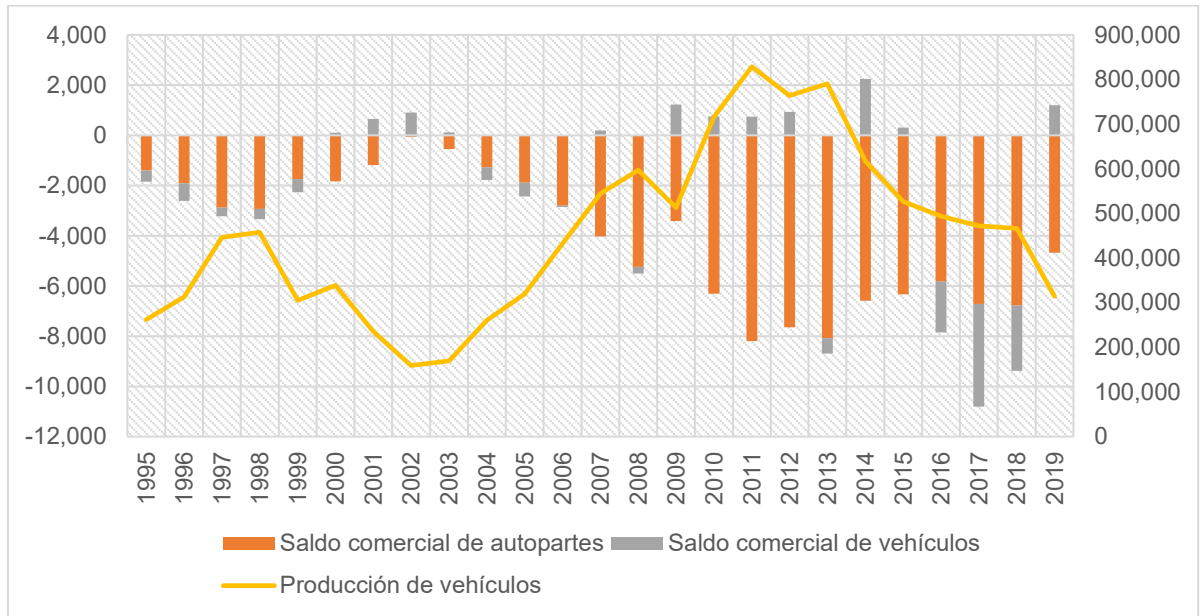
:⁹Gp"Cti gpv'p'guc'j c'uk'f' q'wpc' rko kcel»p'j ku»tlec'cn'f' gucttqm'gp'v'p'vq'gn'pk'gn'f' g'ce'v'k'f' c'f' "f'rc'u'vcucu'f' g' etgelo kpvq'geqp»o leq'ug'j' cp'xkuv't'gunt'p'f' k' cu'r qt'rc'f' kur q'p'k'k'f' c'f' "f g'f kxkucu"Uej qtt" { "Y clpgt."4236+0'Gu' f gek.'s wg'gp'gver cu'f g'etgelo kpvq'kpf wutlc'n'ug'i' gpgt'c'p'öevgrnu'f' g'dq'v'ncö'gp'rc'f' kur q'p'k'k'f' c'f' "f g'f kxkucu's wg' f' hlewncp'bxcp| ct'j' celc'r' tqeguqu'f' g'v'cp'uhqto cel»p'f' "eqo r rglk' cel»p'r' tqf w'v'x'c'f' gn'lugevt0N'qu'r' tko gt'qu'öevgrnu'

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

"

f'gdqymc'o'gp'gn'ugevqt'gzvgt'p'q's wg'xkx'gn'r c'f'u'tgo kgp'c'rc'f²ecf c'f g'3; 52'{' 'ug'j keltqp'b' c'pk'kgu'qu'gp'f'kgt'gpv'gu' o qo gpvqu'f gn'o qf gmq'f g'uwv'w'w'ek'p'f g'ko r qtvekp'gp'Gn'et'eko kgpvq'gz'v'puk'q'{' 'uqdt'g'v'q'f q. 'k'p'v'puk'q'f g'rc'ko r qtvekp'f g'gp'f 'f'f g'rc'ko r qtvekp'f g'd'kg'p'gu'f g'ecr kcn'g'k'p'uw'o qu'k'p'v'g'to gf kqu.'r g'tq'rcu'f k'k'ku'p'gegu'ct'kcu'r ctc' h'k'p'cekt'f'f'kej qu't'gs wgtko kgpv'qu'r tqx'gp'f'p'hw'p'f'co gpv'cm gpv'g'f g'rcu'g'zr qtvekp'gp'f gn'ugevqt'ci tq'g'ew'ct'kq.'ew'f'c' q'ht'v'c.'gur gek'm' gpyg'rc'ci t'f'eq'rc.'ug'g'p'eq'p't'cdc'x'k't'w'cm gpyg'g'uc'p'ecf c'0' C'plx'gn'i'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'Co²t'k'ec'N'c'v'p'c'r'qt'rcu'eq'tt'k'gp'v'gu'g'ut'w'ew't'c'k'ku'cu'{' 'f'gr'gp'f'gp'v'ku'cu'j'cek' o gf kcf qu'f gn'iki m'r cu'f q.'gp'v'g'mqu'r tko g'tqu'gu'w'f'kqu's w'g't'g'rc'ek'p'ct'q'p'g'uc'r tqdrgo^a v'ek'eq'p'gn'eq'o r qt'v'o kgpv'q' g'tt^a v'ek'f'g'rc'geq'p'qo 'f'c'ti'gp'v'p'c'ug'gp'ew'p't'cp'rcu'v'cd'cl'qu'hw'p'f'cek'p'c'rgu'Dt'c'w'p'{' 'Lq'{' *3; 8: +'f'F'k'co'c'p'f' *3; 95+0' N'w'gi'q.'Vj'k'ny'c'ni' *3; 9; +'h'q'to'c'ik'»'g'uv'g'r'q'eg'eq'rc'rc'p'v'g'c'p'f'q's w'g'rc'v'c'uc'f'g'et'eko kgpv'q't'gs wgtkf'c'r'ctc'crecp| ct'gn' r'ng'p'q'go r'ng'q'ug'gp'ew'p't'c'r'qt'g'p'eko'c'f'g'c's'w'gm'eq'o r'c'v'd'ng'eq'p'gn'gs'w'k'k'd't'k'q'gz'v'g't'p'q'0'G'uv'g'r' tqdrgo c'j'c'uk'q' e'gp'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'rc'gu'v't'cd'cu't'ctc'rc'eq'p'et'gek'p' f'g'r'q'eg'qu'f'g'f'g'uctt'q'm'geq'p'»o'k'eq'0' :''Gp'rc't'v'ew'ct.'rcu'r tqdrgo^a v'eku'gp'v'q't'p'q'c'n'f²hlek'eq'o g'tek'n's'w'i'g'p'g'tc'rc'lp'f'wutk'cwqo qvtk'hw'g't'p' gu'w'f'k'f'cu'co r'nc'o'gpyg'c'plx'gn'i'nd'cn'{' 'nq'ecn'0'c'n'f'g'ur'ge'v'q.'c'plx'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'q'eg'qu'f'g'f'g'ur'ge'c'ik'cek'p'{' 'h'c'i'o'gp'v'ek'p'i'nd'cn'f'g'rc'r'q'f'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'k'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'eq'o'g'tek'q'v'p'f'k'cn'rc'eq'p'q'to'cek'p'gp'o'g'tec'f'qu't'gi'k'q'p'c'rgu'f'g'rc'ko r qtvekp'cwqo qvtk.'rc'eg'p't'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't'cek'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'»Ct|c'{' 'Nqr'gl.'422: ='H'k'i'c'p'v'{' '\ wo r g.' 4239=I'g't'g'h'h'g'v'c'n'0'4223=V'0'U'w'i'g'q'p'g'v'c'n'0'422: ='U'w'i'g'q'p'g'v'c'n'0'422: ='U'w'i'g'q'p'{' 'D'k'g'g'd't'q'gem'4233+0'c'plx'gn' nq'ecn'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'»t'k'ec'u'f'g'rc'lp'f'wutk'cwqo qvtk.'rc'v'g'i'o'gp'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'»i'k'eq'f'g'rc'nc'o'c'cw'q'r'ct'v'k'uc.'rc'k'p'ug't'ek'p'c'uko²v'k'ec'gp'gn'o'g'tec'f'q' t'gi'k'q'p'c'n'{' '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'»Ct|c'{' 'Nqr'gl.'422: ='D'c't'ng'v'c'g'v'c'n'0'4235=D'k'n'4237= E'c'p'v'c't'g'm'g'v'c'n'0'4239=R'ep'k'i'q.'I^att'k'.g'v'c'n'0'4239=R'lp'c'q.'4237+0'

Gráfico II-2 - Producción de vehículos (unidades) (eje derecho) y saldo comercial de vehículos y autopartes (millones de dólares) (eje izquierdo) (1995-2019)



Hwpgv<gndqtcek>p'r tqr kc'gp'dcug'c'CF GHC.'CHCE'{'EQO VTCF G0'

C'hkpgu'f'g'4235'c'r ct'kt'f'g'rc'tgt'ceek>p'geqp>>o kec'f'g'Dtcukn'{'rc'ec'f'c'f'g'uw'f'go c'p'f'c' f'g'x'gj'f'w'qu'gn'lekm'c'uegpf'gp'v'eqo'gp|cdc'c'ci'q'ctug'0C'uw'x'gj'. 'gn'r'c'f'u'x'g'ek'p'q'ko'r'ng'o'gp'v'cdc' gn'R'p'k'p'x'ct'c'w'q.'eqp'gn'ew'cn'ug'd'w'ue>'ew'd't'k'gn'c'x'c'peg'f'g'h'u'x'gj'f'w'qu'c'uk'v'eku.'o'gz'k'ec'p'qu' {'g'w'qr'g'qu'v'c'v'p'f'q'f'g'k'p'eg'v'x'ct'rc'u'k'p'x'gt'uk'p'p'gu'gp'gn'o'g'tec'f'q'k'p'v'gt'p'q.'f'g'o'c'p'g'tc'v'n's'w'g' C'ti'g'p'v'p'c' r'g't'f'k'k'p'x'gt'uk'p'p'gu'c'v't'c'f'cu'r'q't'Dtcukn' *J'q't'cek'q'E'gr'g'f'c.'g'p't'g'x'k'uc'v'g'ng'h'p'k'ec.' 2: 124423; +0C'g'm'q'ug'u'wo>'rc'eqp'v'ceek>p'f'gn'o'g'tec'f'q'q'ec'ri'c't'c'f'f'g'c'wo'gp'v'qu'f'g'h'u'r't'g'ek'qu' k'p'v'gt'p'qu.'rc'f'g'x'c'm'ceek>p'f'g'k'p'lek'qu'f'g'4236'{'rc'g'ng'x'ceek>p'f'g'rc'u'v'c'uc'u'f'g'k'p'v'gt'2'u'0'

H'g'p'v'g'c'g'u'v'g'eq'p'v'z'v'q.'gp'4236'gn'i'q'd'k'g't'p'q'c'ti'g'p'v'k'p'q't'g'p'q'x>'uw'c'ew'g't'f'q'd'k'rc'v'g't'c'i'eq'p' Dtcukn'{'ug't'g'f'w'q'gn'x'c'm'q't'r't'q'v'eq'm'et'f'gn'ng'z'f'g'3.; 7/'s'w'g'ug'j'cd'f'c'o'c'p'v'g'p'k'q'f'g'uf'g'gn'4228' j'c'uc'f'k'ej'c'h'g'ej'c/'c'3.72.'d'cl'c'p'f'q'rc'ec'p'k'f'c'f'f'g'x'gj'f'w'qu'{'c'w'qr'c't'v'g'u's'w'g'r'q'f'f'p'ko'r'q't'v'ct'ug' f'g'uf'g'gn'r'c'f'u'x'g'ek'p'q'0C'uko'kuo'q.'ug'g'u'v'c'd'ng'ek>'gn'r'nc'p'R't'q'E't'g'c'w'q.'gn'ew'cn'eq'p'uk'f'c'gp'q'v'q't'i'c't' et'2'f'k'qu'f'g'82'ew'q'v'c'c'v'c'uc'u'w'd'uk'k'f'c'f'cu'v'rc't'c'rc'eq'o'r't'c'f'g'c's'w'g'm'qu'o'q'f'g'm'qu'f'g'd'cl'c'q'o'g'f'k'c' i'c'o'c'h'cd't'k'ec'f'qu'gp'gn'r'c'f'u's'w'g'rc'u'v'g't'o'k'p'c'm'g'u'j'c'c'p't'g'x'k'uc'f'q'uw'u'r't'g'ek'qu'0'

G'p't'g'uw'o'gp.'f'w't'c'p'v'g'g'u'v'c'g'v'c'r'c'ug'ng'x>'c'ecd'q'w'p'c'h'w'g't'v'g'z'r'c'p'uk>p'f'g'rc'k'p'f'w'ut'k'c' cw'q'o'q'v'k'k'c'ti'g'p'v'k'p'c'ko'r'w'uc'f'c'r'q't'rc'f'g'o'c'p'f'c'f'g'Dtcukn'{'w'p'o'g'tec'f'q'k'p'v'gt'p'q'gp'c'ue'g'p'qu'q' n'w'g'i'q'f'g'rc'et'k'uk'f'g'rc'eq'p'x'gt'v'd'k'k'f'c'f'0G'u'v'q'ug'x'k'q'g'x'k'f'g'p'ek'f'q'gp'gn'c'wo'gp'v'q'f'g'rc'r't'q'f'w'ee'k>p.' x'g'p'v'c'u.'g'z'r'q't'v'ek'p'p'gu'{'g'o'r'ng'qu'gp'gn'ug'ev'qt'0U'k'p'go'd'c'ti'q.'gn'uc'rf'q'eq'o'g't'ek'c'ri'f'gn'eq'o'r'ng'l'q'h'w'g'

...; u'cu'k'd'c'p'f'gn'39'cn'3; .4' gp'w'p'c'o'q'gp'gn's'w'g'ug't'g'i'k'ut>'w'p'5; " f'g'k'p'h'ceek>p'c'p'w'cn'45'1284236.'Nc'P'cek>p'40'

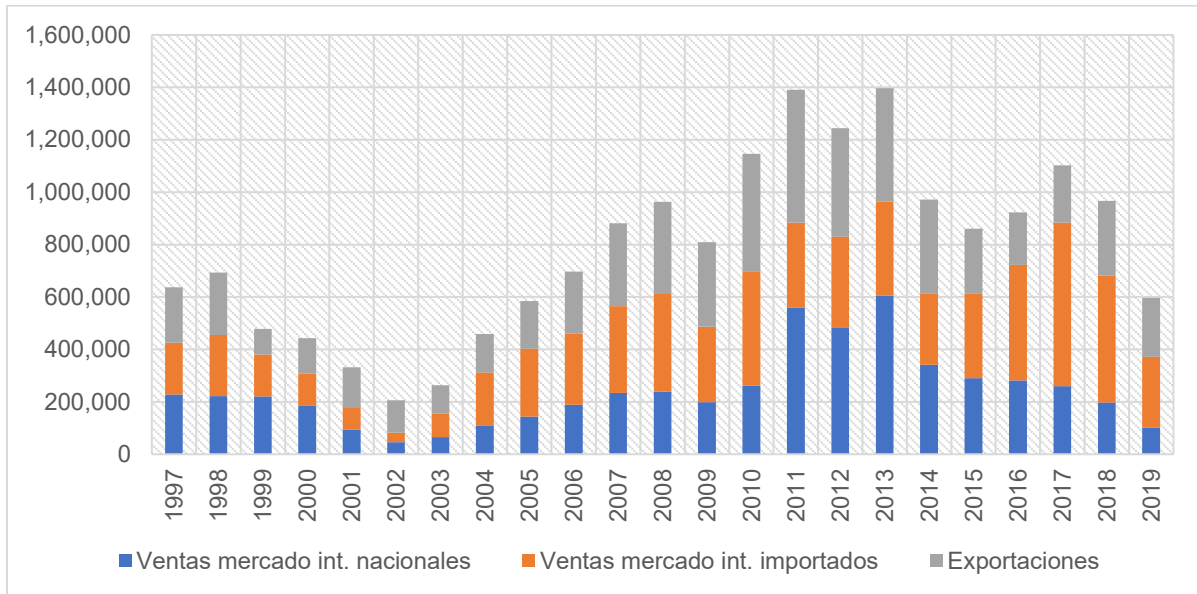
r gtukuvpvg g'p'f'ghlekctkq. 'ci t'c'x' p'f' q'ug' h'g'p'v'g'c' h'u'p'k'x'g'ru'g' t'g' i' k'ut'c'f' q'u'g'p' h'e'f'2' e'c'f' c'f' g'3' ; 20
Guv'q'g'u'z'r' n'ec'f' q'r' t'k'p'k'r' c'm' g'p'v'g'r' q't' g'n'c'w'o' g'p'v'f' g'r'u'k'o' r' q't'v'c'k'q'p'g'u'f' g'c'w'q'r' c't'v'g'u' .h'u'è'w'c'g'u'
e't'g'e'f'c'p'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

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

" N'c'c'u'w'p'ek'p'f' g'O' c'w't'k'ek'q' O' c'e't'k'è'q'o' q'r' t'g'u'k'f' g'p'v'g'f' g'r'c't'i' g'p'v'k'p'c' u'k'i' p'k'h'e' »w'p'r' w'p'v'q'f' g'
s'w'k'd't'g'g'p'r'q't'k'g'p'v'c'ek'p'f' g'r'c'r' q'n'f'k'ec'o' c'e't'q'g'e'q'p' »o' l'ec'f' { 'r' t'q'f' w'e'k'x'c'0'c' r' c't'v'k'f' g'f' l'ek'g'o' d't'g'f' g'
4237'r'c'p'w'g'x'c'f' o' k'p'k'ut'c'ek'p'k'o' r' g'o' g'p'v' »w'p'c'r' q'n'f'k'ec'è'w'f' q'u't'c'u'i' q'u' u'c'n'g'p'v'g'u' h'w'g't'q'p' g'n'c'x'c'p'eg'
g'p'r'c'r' g't'w't'c'è'q'o' g't'ek'n'f' { 'r' f' g'ut'g'i' w'è'k'è'p' h'k'p'c'p'ek'g't'c' { 'e'c'o' d'k't'k'c' .o' c't'ec'p'f' q'w'p'p'q'v'c'd'r'g' i' k'q'
e'q'p' t'g'ur'g'e'v'q' c' r'c' g'v'c'r' c' c'p'v'g't'k'q't' *D'w'i' q'u' . 4239= Y' c'k'p'g't' { " D'g'm'q'p'k' 4239-0' C' " p'k'x'g'n'
o' c'e't'q'g'e'q'p' »o' l'eq' .f' w't'c'p'v'g'4238'r'c'f' g'x'c'n'w'c'ek'p' i' g'p'g't'c'f' c'r' q't' r'c'w'p'h'k'è'c'ek'p'f' g'n'o' g't'ec'f' q'f' g'
e'c'o' d'k'q'u' .u'w'o' c'f' c' c'n' c'l'w'w'g'f' g' w't'k'h'c'u' .k'p'et'g'o' g'p'v' »g'n' r' t'q'eg'u'q' k'p'h'è'k'q'p'c't'k'q' .s'w'g' p'q' h'w'g'
c'eq'o' r' c'° c'f' q'r' q't' r'q'u' u'c'n'c't'k'q'u' .t'g'w't'c' { g'p'f' q' g'n' u'c'n'c't'k'q' t'g'n'f' { 'g'n'è'q'p'u'w'o' q' k'p'v'g't'p'q' *P' g'h'c' .4239-0'
E'q'o' r' g'o' g'p'v'c't'k'o' g'p'v'g' .r'c'u' g'r'g'x'c'f' c'u'v'c'u'c'u'f' g'k'p'v'g't'2' u't'g'c'g'u' u'g'f' g'o' q'u't'c't'q'p' k'p'g'h'g'e'v'k'x'c'u' r' c't'c'
f' g'u'c'e'g'r'g't'c't' r'c' k'p'h'è'k'è'p' { " c'h'g'e'v'c't'q'p' p'g'i' c'v'k'x'c'o' g'p'v'g' g'n'x'q'n'w'o' g'p'f' g'k'p'x'g't'u'k'è'p'0'c' u'w'x'g'l' .r'c'u'
p'w'g'x'c'u'r' q'n'f'k'ec'u' w'x'k'g't'q'p' w'p' h'w'g't'v'g'k'o' r' c'e'v'q'g'p' g'n't'g'v't'q'eg'u'q'f' g'n' l'ug'e'v'q't' k'p'f' w'w't'k'n'i' g'p'g't'c'n' *R'g't'g'l' "
C'm' c'p'uk' { 'I' t'c'u'q' .4239=U'c'p'v'c't'e'³ p'i' g'm'g'v'c'n'0'423; +0"

G'p' h'q' s'w'g't'g'ur' g'e'v'c'c' r'c'k'p'f' w'w't'k'c'w'w'q'o' q'v't'k' .u'g'g'l'g'e'w'c't'q'p' w'p'c' u'g't'k'g'f' g'r' q'n'f'k'ec'u'r' À'd'r'è'c'u'
s'w'g'c'h'g'e'v'c't'q'p' c'n' l'ug'e'v'q't'0'G'p'v't'g'2' u'c'u' .u'g'g'p'e'w'g'p'v't'c'p' r'c'u't'g'h'g't'k'f' c'u'c' r'c'c'r' g't'w't'c'è'q'o' g't'ek'n'è'q'o' q'
g'n't'g'g'o' r' r'c' | q'f' g'r'c'u't'g'w't'k'è'v'k'x'c'u'F' L'c'K'u' .s'w'g'j' c'd'f'c'p' t'g'e'k'd'k'f' q'w'p' h'c'm'q'c'f' x'g't'u'q'c' r'c'c't'i' g'p'v'k'p'c'g'p'
r'c'Q't'i' c'p'k'è'k'è'p' O' w'p'f' k'n'f' g'n' E'q'o' g't'ek'q' *Q'0' E+ .r' q't' g'n' U'k'w'g'o' c' " k'p'v'g'i' t'c'n'f' g'O' q'p'k'q't'g'q'f' g'
k'o' r' q't'v'c'k'q'p'g'u' *U'k'o' K'è' g'n'è'w'c'n't'k'i' k'è' r' c't'c'w'p'p'À'o' g't'q' o' g'p'q't' f' g'r'u'r' q'u'k'è'k'q'p'g'u'c't'c'p'eg'r'c't'k'c'u'0'c' u'w'
x'g'l' .r'q'u' o' g'p'ek'q'p'c'f' q'u' e'c'o' d'k'q'u' o' c'e't'q'g'e'q'p' »o' l'eq'u' { 'f' g't'g'i' w'è'k'è'p' u'g'e'v'q't'k'c'n' g'p' g'n'è'q'p'v'g'z'v'q'f' g'
t'g'e'g'u'k'è'p'f' g'n'o' g't'ec'f' q' d't'c'uk'g'p' q' .f' k'g't'q'p'è'q'o' q' t'g'u'w'w'c'f' q'w'p' h'w'g't'v'g'c'w'o' g'p'v'q'f' g'r'c'r' g'p'g't'c'ek'è'p'
k'o' r' q't'v'c'f' q't'c'g'p' g'n'ò' g't'ec'f' q' k'p'v'g't'p'q'f' g'x'g'j' f'è'w'q'u' *x'g't' I' t'ª h'è'q'u'KK4' { 'KK5+ .c'u'f'è'q'o' q'w'p'c'w'o' g'p'v'q'
f' g'r'c'u'k'o' r' q't'v'c'k'q'p'g'u'f' g'c'w'q'r' c't'v'g'u'r' q't' x'g'j' f'è'w'q'u' r' t'q'f' w'e'k'f' q'c' p'k'x'g'n'p'c'ek'q'p'c'n'è'v'q'f' q'g'm'q' g'p'w'p'
e'q'p'v'g'z'v'q'f' g'h'w'g't'v'g'è'c'f' c'f' g'r'q'u'p'k'x'g'ru'f' g'r' t'q'f' w'è'k'è'p'f' g'x'g'j' f'è'w'q'u' *x'g't' I' t'ª h'è'q'u'KK3' { '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" r" 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'r'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." Apleq" c° q' f g' etgelo kgpvq' geqp»o leq' f g' r" 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 cuv'64022'wpkf cf gu'CEG'94+0'

GP'423: . 'hwgi q' f g'rc'uwdc' f g'ru'vcucu' f g'lpvt2' u'lpvtpcekqpcrgu'{" r' r' tqhwf k' cek>p' f g' ru' lpeqpukvgeku'lpvtpcu."Cti gpvlp'c'eqo gp| »"c"s wgf ctug'ukp'hwpgvu' f g' hpcpeko kgpvq' gz vtpq. 'r qt' m'ewcn' tgewtk>'cn'Hqpf q'O qpgvktq' kpvtpcekqpcn'HO K'gn'ewcn'ug'qvvti »'wpq' f g' r' r' t2' uco qu'o a u'cnqu' f g'rc'j kvqtk' f gn'qti cpluo q'OGuc'etkuku'geqp»o leq/hpcpektc'ngx>"c' r' f g'xcnwcek>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." rqu'ewrgu'chgevtqp'cvpq'c'ru'vgt'o lpcrgu'cwqo qvlegu'eqo q'c'ru'cwqr ctvkuo'g'zr qt'v'f qt'cu0'

: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; . lpenw' f' g'p' q' t'gvt'lv'xqu'eqpvtqrgu'eco dkt'ku0'

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

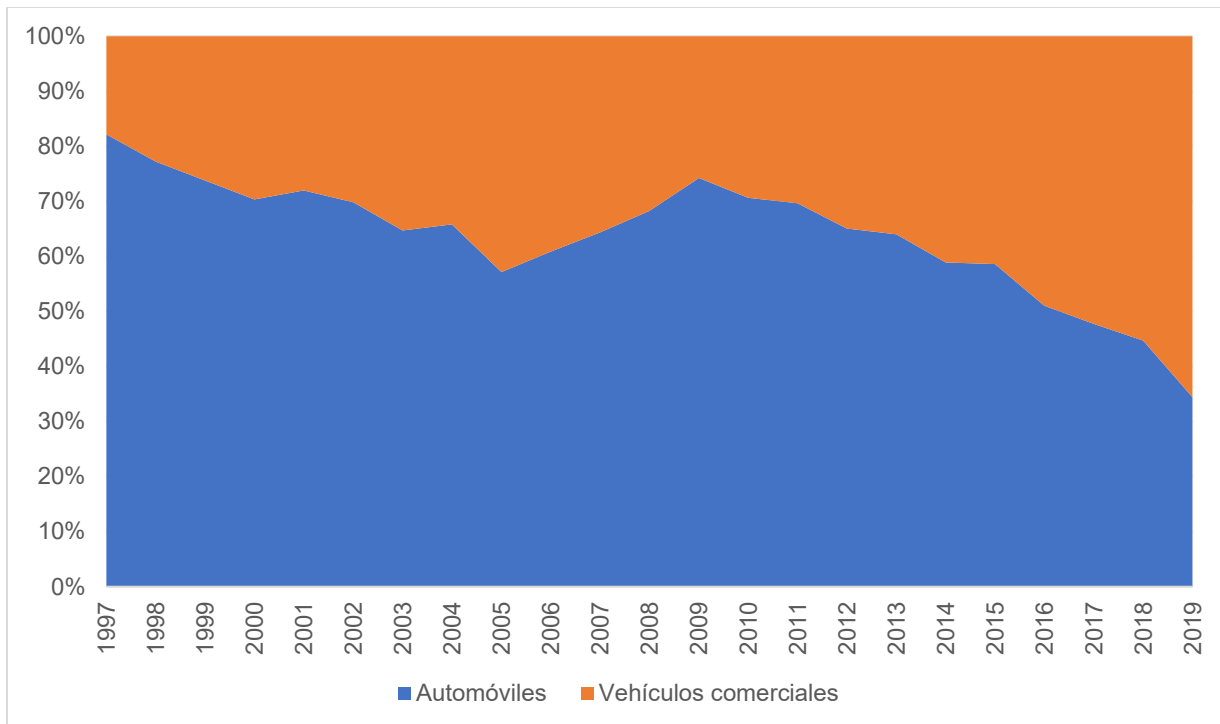
Cpv'gn'etgekpvg'f²hek'eqo gteknf gn'ugevt'tgi kntcf q'gp'hqu'Ànko qu'c' qu'f g'rc'i guk»p" *xgt" I t^a hleq"KK4+."gn' qdktpp'f g'O cetk'guvdrgek»'wp'pwxq'cewgtf q'cwqo qvqt'eqp'gn'gptcpvg" i qdktpp'f g"Dqnuqctq" gp"Dtcuk'0'Gp" gn'pwxq'v'cvcf q"ug"o qf kke»" gn'eqghlekpvg" hgz" f g' eqo gteq'ugevqtkn'gptg'mu'r c'f'ugu."s wg'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'k'cf gu'f g'ko r qtvekp»p'r gto k'kf cu'f guf g' gn'r c'ff'xgek»j cek" Cti gp'kpc'0'Uk" go dci q."m'p'q'x'g'f'qu'f g'g'ug'v'cvcf q."c'f' hgt'gpek" f g'mu' cpv'gt'kt'gu."gu's wg'f lej q" hgz"ug'guvdrgek»"eqp'ect^a evgt'tgvtqcev'xq."eqp'xki gpek" f guf g'42370' F'g'g'ug'o qf q."ug'ngu'r gtf qp»"c'rcu'go r tgucu'k'p'uet'k'vcu'gp'gn'²i ko gp'cwqo qvtk'rcu'o wncu'r qt" r²tf'kf c" f g' r tghgt'gpek" ctepegrtk" s wg' 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'k'cf q"gp"4238"eqp'xki gpek"j cuw'4242"Rgt'g' " Cm cpuk'4244+0⁴"

Cuko kuo q."gp'gug'eqpvz'v'f g'f gr'guk»p'f gn'o gtecf q'k'p'v'gt'p'q{"tgi kqpcn'rc'k'pf wutk" cwqo qvtk'cti gp'kpc'j c"kf q"eco dkpf q"uw'gur gek'rk' cek»p'r tqf wek'xc"*xgt" I t^a hleq"KK6+0'Nc" ec'ff c" f g'rc"r tqf week»p" tgec{ »"r t'pek' cm gpvg" gp" mu' cwqo »xk'ngu." r gtq" r t^a ev'eco gpvg" pq" ko r cew»" gp" mu' xgj f'ewqu' eqo gtekn'gu' /eco kqpgu." eco kqpgcu." gve'0' ugi o gpvq" f qo k'pcf q" r t'pek' cm gpvg'r qt'rcu'r k'ent'w' u/. 's wg'i cpctqp'r ct'v'ek'r cek»p'gp'gn'v'cn'r tqf wekf q'f g'rc'k'pf wutk" cwqo qvtk' *xgt" I t^a hleq"KK7"{" I t^a hleq"u'2/3'f gn'Cpgzq'Gucf'ff'v'leq+0'Guv'eco dkq'hwg'c'Àp'o ^a u' ko r qtvepvg" gp" rc' gZR qtvekp»p'f g' xgj f'ewqu." f qpf g" c" h'k'p'gu' f g'rc" f²ecf c" f g'3; ; 2" gn'42' " eqttgur qpf'c" xgj f'ewqu' eqo gtekn'gu'{"gn't'guv'pvg": 2' "c"cwqo »xk'ngu."o k'gp'v'cu's wg'r ctc'rc" ugi w'pf c'f²ecf c'f gn'4222'f lej c'gewcek»p'ug'k'p'x'k'v'k» *xgt" I t^a hleq"2/4'f gn'Cpgzq'Gucf'ff'v'leq+0'

"

⁴"Cf go ^a u."gp"423; "Cti gp'kpc' h'ko »"gn'4'ÀRt'q'v'eqm'f gn'CEG'35"eqp'Rctci w{."c"tcx² u'f gn'ewcn'r t^a ev'eco gpvg" v'qf qu'hqu'cwqo »xk'ngu'r qf t^a p'k'pi' t'guct'f g'o cpgtc'k'p'o gf k'vc{" h'k'dt'g'f g'ct'cepgnu'c'Rctci w{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>"mqu'r tqdrgo cu'r t gugpvu'gp'rc'hcug'r t gxc0'Cu'cf go^a u'f g'rcu' ci wf cu'ec'f cu'gp'rc'r tqf week>p'f g'xgj 'fwrqu' { 'rc'r² tf kf c'f g'r wguvuf g'tcdclq'gp'gn'ugevt. 'ug' r tqhwf k' >>gn'f² 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'f'rc'r tqf week>p'f g'xgj 'fwrqu.'r gtq.' cf go^a u.' ug' uwo ctqp' etgekpvu' f² hcku' gp' rcu' ko r qtcekppu' f g' xgj 'fwrqu' vgo kpcf qu.' ci txcpf q'gn'ewcf tq'f g'rc'kpf wutkc'0'Uk'go dci q.'gug'tgeqtkf q'i gpgt'cn'f gn'ugevt'pq'hwg' j qo qi² pgq' gvt'g'rcu' 34' vgo kpcrgu' f gn'eqo r rglq' cwqo qvt. :⁵ gvt'g'rcu' ewcrgu' t gucnc' gp' r ctvewt'rc'vc { gevtk'f guctqmf c'r qt'Vq { qc' Cti gp'vpc'0'

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

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

:⁵ C'rcu'vgo kpcrgu'cwqo qvt'egu' { c'kpu'rcf cu'cpvu'f g'rc'etkuf g'rc'eqpxgt vdkkf cf "k'geq.'Hcv'Hqtf.'I gpgt'cn' O qvtu.'Rgw' gqvEktqgp.'Tgpcw'0'gtegf gu/Dgp|. 'Xqmuy ci gp' { 'Vq { qc'ug'wo cp'f qu'ht'o cu'lc' r ppguc'J qpf c' gp'4233' { 'Pku'cp'gp'423: 0'Vco dR'p'ug'gpewpvc'rc'uwec'Uecpk'eqp'wpc'r r pvc'gp'Vvewo^a p.'r gtq'ug'rc'gzenw'f g'rcu'cp' r kku' { c's wg'gp' Cti gp'vpc'rc'hk'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'

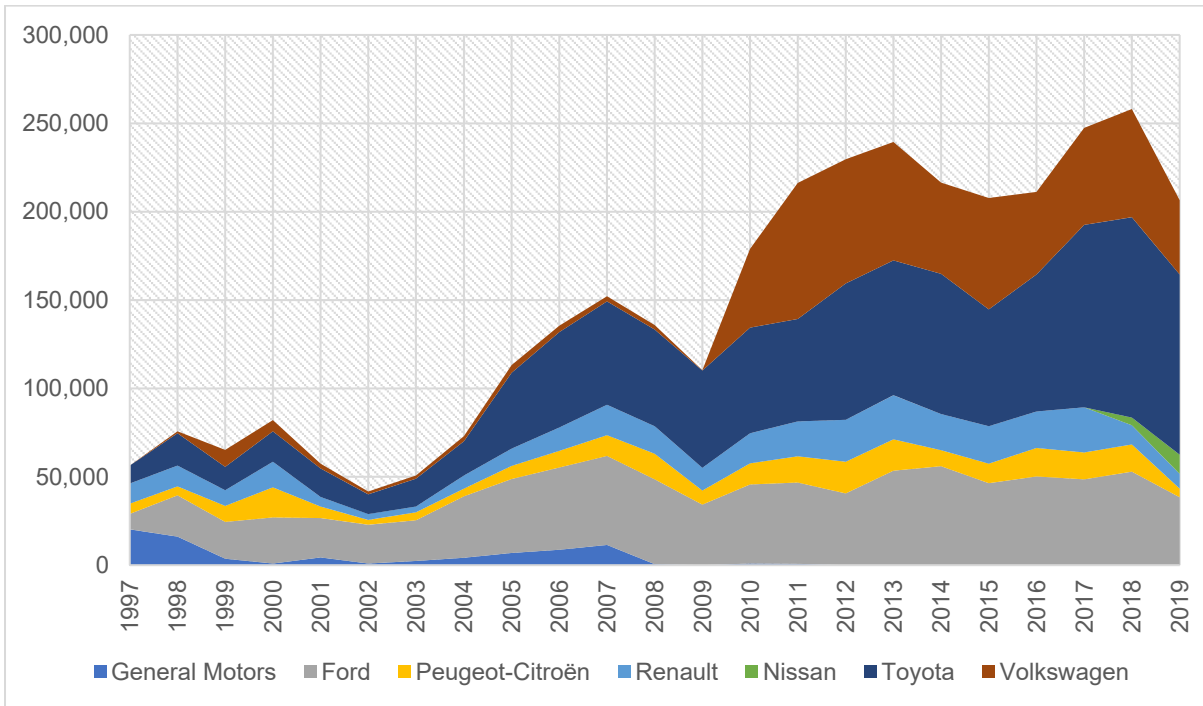
f g" guvg" eqo r qtwco kpvq" j gvtqi 2 pgg." ug" f guvcec" r" cwur lekquc" performance" f g" Vq{ qvc" Cti gpvkpc0Rqt" wp" rcf q." gp" v to kpqu" f g" r tqf weekp" f g" xgj f wqu." o kpvctu" rnu" vgtto kpcrgu" cwqo qvtegu'etgekgtqp" c'wp'tko q'f gn'8' . 'r' hto c' lcr qpguc' m' j k q' cn'3; ' "gpvtg"4224" { "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" vr q" f g' xgj f wqu" { c" s wg" f guf g' uw' kplekqu" Vq{ qvc" eqpegpvt" » uwu" qr gtcekqpgu" gp" r' r tqf weekp" f g' r' r' len' w' J kwz0' F g" guvg" o qf q." o kpvctu" r" r tqf weekp" f g" xgj f wqu" f g" r cuclgtqu" gp" Cti gpvkpc" ec{ »" eqpuvcpvgo gpv" nagi q" f g" r" eqpvtceekp" geqp» o kec" f g" Dtcukri" gp"4235" *xgt" I t^a hleq" 2/3" f gn' Cpgzq" Guvcf f uveq+." r" f g' xgj f wqu" eqo gteknru" r kxkpqu" ug" o cpwxq" *xgt" I t^a hleq" KK7+0' Gp" r ctvewrt. 'r' r tqf weekp" f g' xgj f wqu" wknkctkqu" etgek" gp" i tcp" o gf kf c' hagi q" f g'4232" c' r ctvt" f g' r' hcdtkecekp" f g' r' Xqmuy ci gp" Co ctqm" s wg" ug" uwo » "c" rqu" qvtqu" o qf grqu" f g' r' len' w' u' f g" o c{ qt" 2 zkk. "r" o gpekqpcf c" J kwz" { "r" Hqtf "Tcpi gt0⁶" F g" guvg" o qf q." gpvtg"4239" { "423; "rqu" xgj f wqu" eqo gteknru" gzi rlectqp" r" o c{ qt" r ctv' f g' r' r tqf weekp" gp" gn' r c' u0Gp" guvg" o cteq. "gn' f gugo r g° q" f g' Vq{ qvc" ug" f guvcec" vqf cx' c' o a u." { c' s wg' r cu» f g' gzi rlect" gn'45' ' f g' r' hcdtkecekp" f g' xgj f wqu" eqo gteknru" gp"4224" j cuvc" gn'6; ' "gp"423; *xgt" I t^a hleq" KK7+0'

"
"

:⁶C" o gf kf qu" f g'423: 'P kuucp" eqo gp| » "c' hcdtlect' uw' r len' w' Htqpvtg" gp" E» tf qdc. 'nagi q' f g' lpxgt' wt" gp" co r rict' r" ecr cekf cf "kpuvrcf c" f g" r" r rpv" f g" Tgpcwv. "uqekq" i mdcn' f g" P kuucp0' C" uw" xgl . "Tgpcwv" uwo » "r" qvc" r' len' w' " o gf kpc" f gpqo kpcf c' Crcunep" gp"4242" *xgt" Vcdrc" KK/5+0'

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

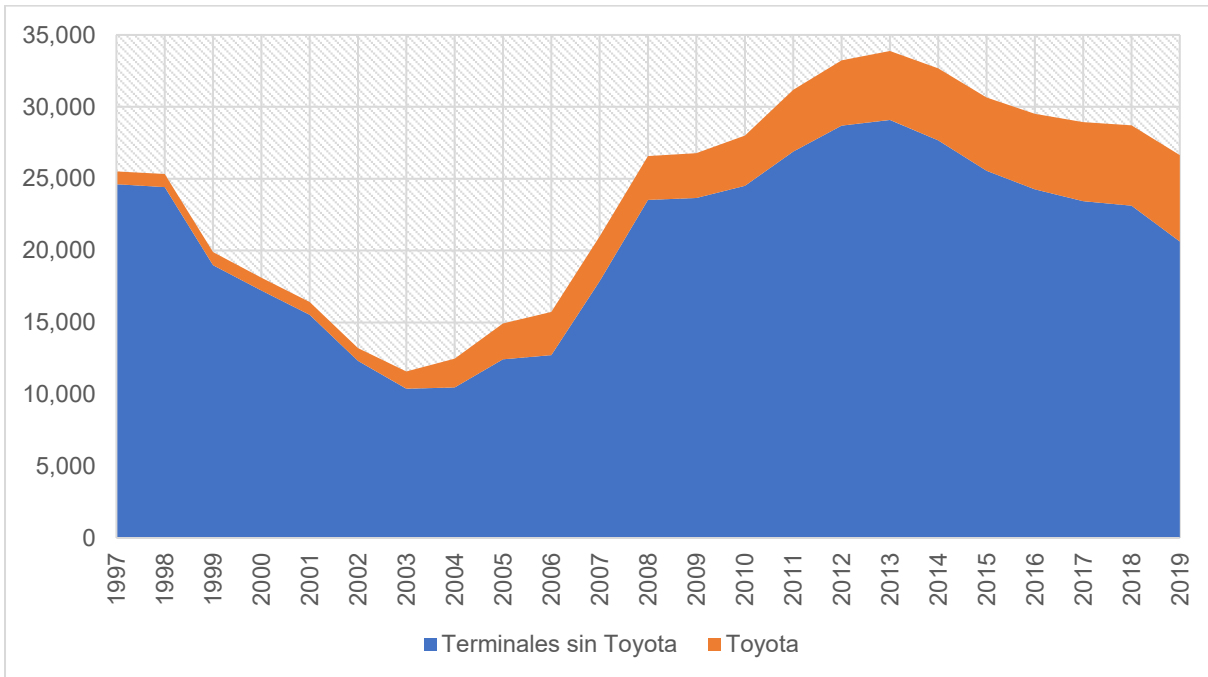


Hwpgv<grdqtcck>p'r tqr kc"gp"dcug'c"CF GHC'

Ceqo r c° cpf q" gn' plxgn' f g" r tqf week>p." gn' go r ngq" gp" Vq{qvc" wo dk&p" etgek>" uquvplf co gpv'f guf g"gn'kplek'f g"uwu'qr gtcekkpqu"*xgt'I tª hleq"KK8-0Nc"go r tgu'eqo gp| >>" gzr rkecpf q"gn'6' "f gn'go r ngq'vqcn'gp'rc'tco c.'r cucpf q'cn'32' "gp"4225."36' "gp"4235."39' "gp" 4237"{ "hpcrk' cpf q"gp"423; "eqp"gn'45' "f gn'tcdclq"gp"gn'ugevqt"vgtto kpcn'0Rct'kewrto gpv."gn' etgeko kgpv'f gn'go r ngq"gp"Vq{qvc"ug'f k'f g'hqto c"eqpvce'f'ekc"eqp"gn'o qxko kgpv'f gn'ugevqt" gp"uw"vqcrkf 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"cw gp>>"uw'p'Ào gtq'f g'tcdclcf qtgu'f wcpv'f lej q'r gt'f'q'q"xgt'I tª hleq'2/ 5'f gn' Cpgezq'Gucf'f'urkeq-0'

⁹⁵ J cux"423: "CF GHC"eqpukf gt>"c"rc"Vq{qvc"UY 6"eqo q"wp'xgj'f'wv'w'w'kctkq'0Gp'v' to kpu'f g'j' go qm'j' cel>p"g" ko r qukkxqu'rc"UY 6"u'go r tg'hw'wp'xgj'f'wv'f'g'r'cuclgtqu'{"CF GHC"eqttki k>"gung'gttqt"gp"423: 0Gp'nu'I tª hlequ' KK7"{ '2/3'f gn' Cpgezq.'gn'cwqt'eqttki k>"gung'f'cvq'r ctc'vq'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

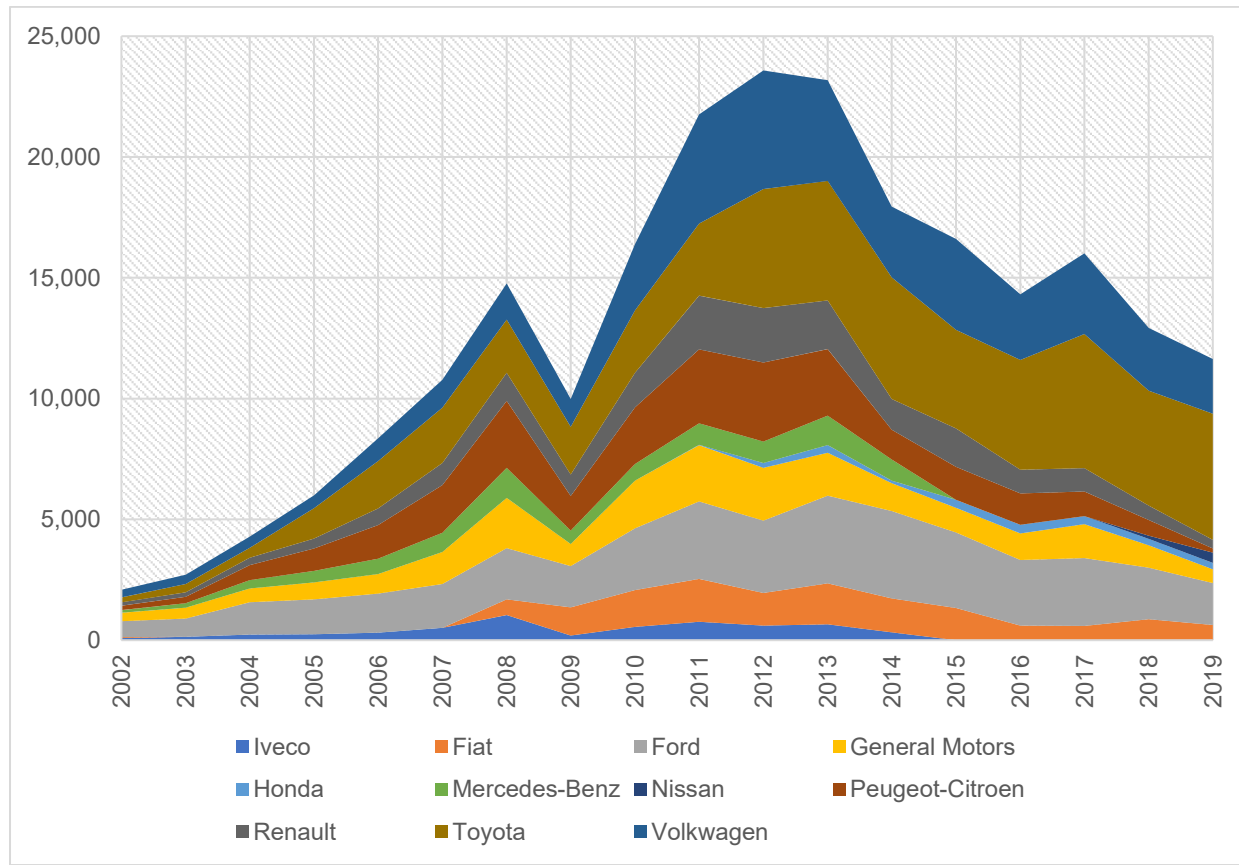
F g'hqto c'uko krc't'ug'r wgf g'uwdtc{ ct'nc'vc{ gevqtk'f'g'nc'hko c'lcr qpuc'qdugtxcpf q'gn' xcmqt'f'g'm'rtqf wekf q'gp'gn'r gt'qf q.'gu'f gekl.'vpgkpf q'gp'ewgpc'gn'pAo gtq'f'g'xgj 'ewqu' r tqf wekf qu'{"m'u'r tgekqu'f'g'2 uqu0'Gpvt'g'4224'{"423; "Vq{ qvc'cewo w»'wpc'r tqf wek»p'f'g' w&u770485'o kmppgu.'wp'xcmqt'eqpuk'gtcdngo gpvg'uwr gkqt'cn'crecp| cf q'r qt'nc'hko c'wdkefc'gp' gn'ugi wpf q'w'i ct.'Xqmuy ci gp.'8's w'iq'j k'q'r qt'w&u620623'o kmppgu'9'*xgt'I t'a hkeq'KK9+0"

C"uw'xgl.'guw'gteqtkf q'ug'f gpvc'gp'gn'r tqpwpekf q'cuegpuq'gp'nc'eAr wrc'geqp»o kec' cti gpvpc'c'r ct'vt'f'g'wp'cwo gpvq'etgekpgv'f'g'nc'r'rtqr qtelc'p'f'g'nc'u'xgpvcu'f'g'Vq{ qvc'uqdtg'nc'u' xgpvcu'f'g'nc'u'422"go r tguco'o a u'i tcpf gu'f'g'Cti gpvpc'*xgt'I t'a hkeq'KK: +0'Gp'guw'cur gevq.' Vq{ qvc'rkf gtc'c'nc'u'vgtc'kpcgu'cwqo qv'legu'c'r ct'vt'f'g'42390'C"uw'xgl.'gmq'ug'tghgcl'gp'gn' xgt'vi kpquq'cuegpuq'f'g'nc'hko c'gp'f'kej q'tcpnkpi .: "gp'gn'ewcn'eqo gp| »'gp'gn'r wguv'326'eqp'gn'

:8'Ug'wpg'gp'ewgpc'nc'r'rtqf wek»p'f'g'eclcu'f'g'eco dlq'f'g'Xqmuy ci gp'gp'dcug'c'nc'uw'o c'f'g'nc'u'g'zr qt'wekppgu'f'g' 2 ucu'c'iq'r tqf wekf q'gp'xgj 'ewqu0"
 :9'Gn'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'vgtc'kpc'gn'lw'k'f'g'ecf c'c'o q'ugi Ap'nc'i w'p'q'hkecl'f'g'r tgekqu'f'g'CECTC" *eqpuwncf c'c'r ct'vt'f'g' y gd0tej kxg0ti +clwv'f'q'r qt'gn'r tqo g'f'k'cpwcn'f'gn'vr q'f'g'eco dlq'f'gn'f'»rc't'guvcf q'w'pk'gpug'f'gn'DETC'uw'o cf q' c'nc'u' g'zr qt'wekppgu' f'g' cwqr ct'vgt' f'g' ecf c'vgtc'kpc'gn'cwqo qv'k' cti gpvpc'0' Rctc' co r rict' eqpuwnc' P qvc' O g'xf q'nc'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 tguco'o a u'i tcpf gu'f'gn'r c'f'f'g' cewgt'f'q'eqp'uw'gur gev'x'cu'xgpvcu'cpwcn'p'q'ug'kpcnw' gp'hko cu'f'gn'ugevt'ci tqr gev'ct'kq.'lcrxq'nc'u'edqecf cu'c'nc' eqo gtecl'k' 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^a pf qug'f gdclq'f'g'rc'gucvrgu[celo 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'gzn'lect"gn'53' "
 f'g'rc'xgpvcu'f'g'vq'cu'rc'vgtolpcrgu'cwqo qv'legu'{"gn'4.6' "f'gn'vqcnf'g'rc'422"go r t guc'o a u"
 i tcpf gu'f'g'Cti gpvpc"»xgt'I t^a h'eq"K: +0'

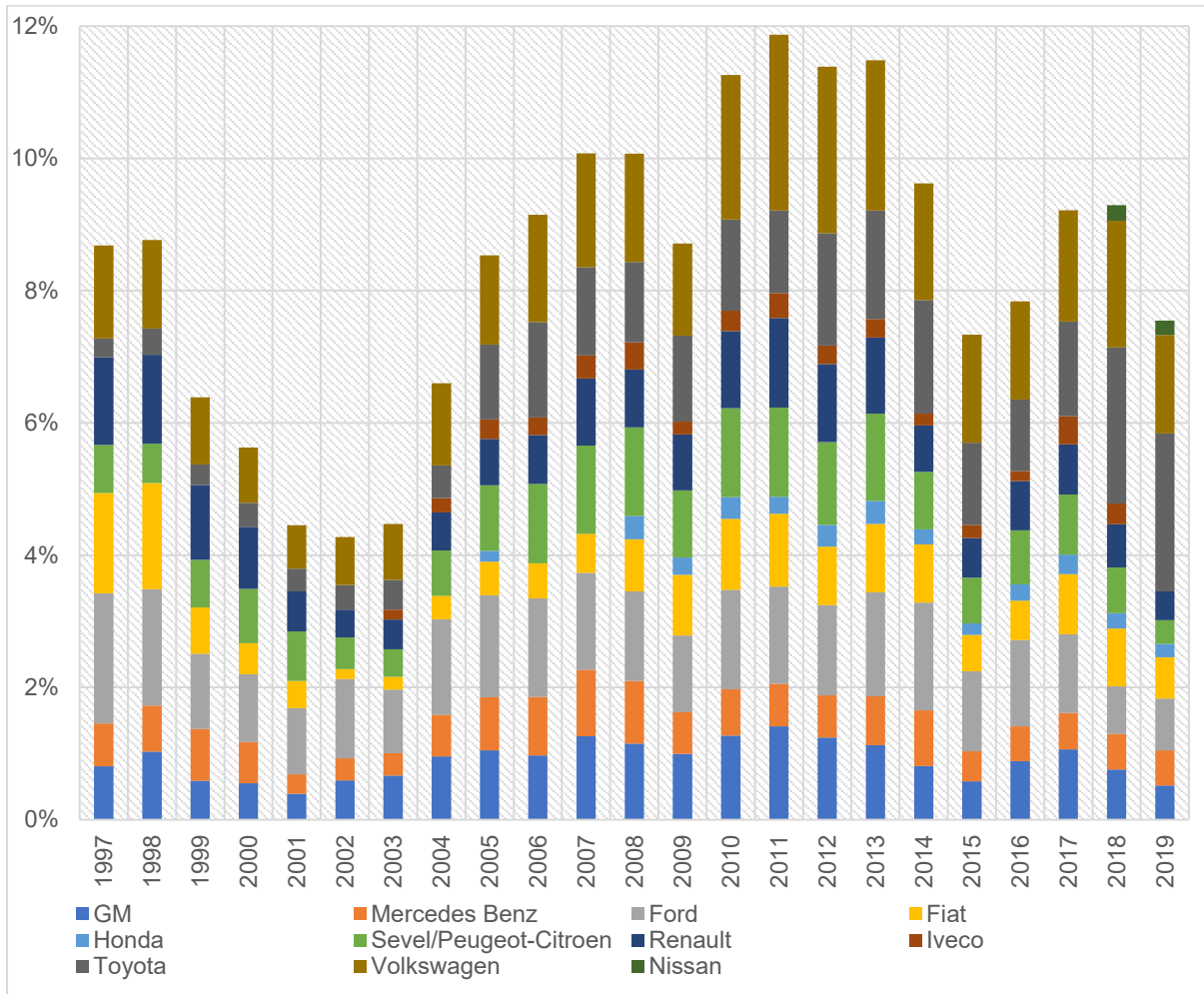
Gráfico II-7 - Valor de vehículos producidos por terminal automotriz⁹⁹ (millones de dólares corrientes) (2002-2019)



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

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

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



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

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

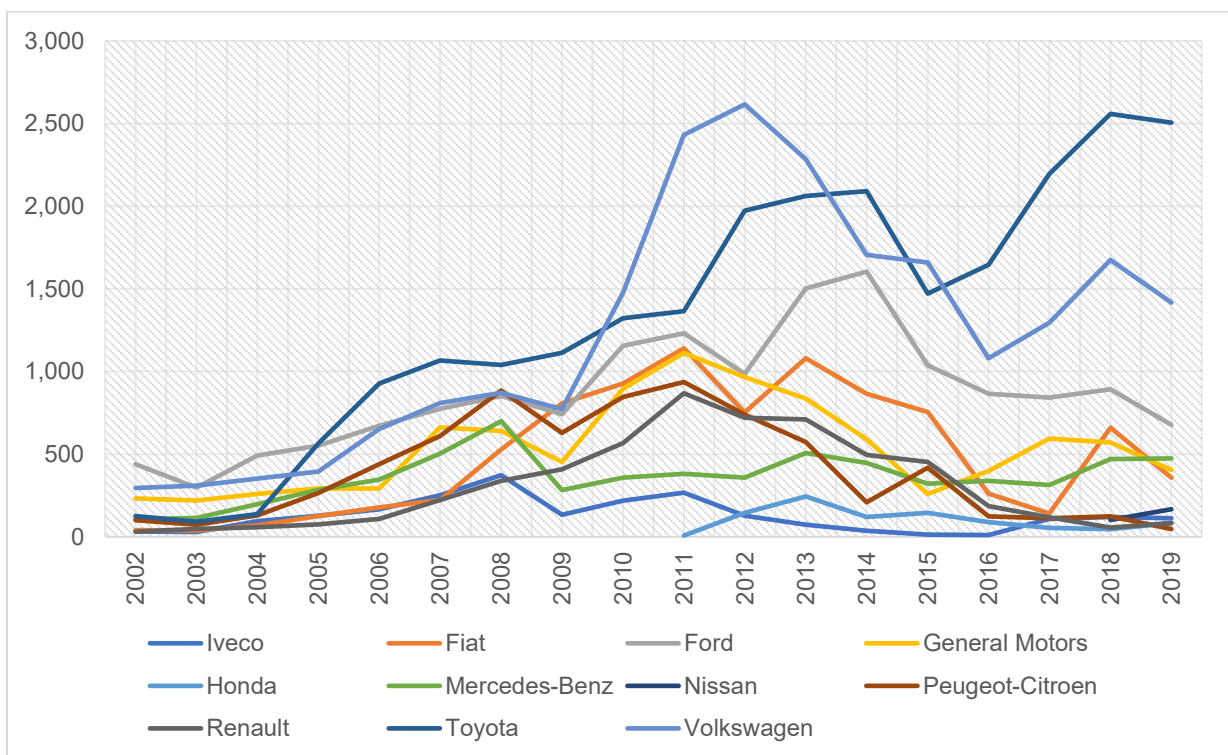
Año	Posición en el ranking
1997	104
2000	81
2005	16
2010	17
2015	17
2019	3

Hwpgv<Tgxkuc'O gtecf q0'

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

Qxtq "f g" rqu" cur gevqu" ucl k p v g u" f g" r" v t c { gev t k c" f g" V q { q v c" g u" g n' t g h t k f q" c n' e q o g t e k q" g z v g t k q t 0' C n' t g u r g e v q. " r c" g o r t g u c" h w g" r c" s w g" o a u" g z r q t v e k q p g u" r t q f w l q" g p v t g" 4224" { " 423; " n g i c p f q" c" e q m e c t" r t q f w e v u" g p" g n' g z v t c p l g t q" r q t" w & u 46 0 4 7 4" o k m p p g u" * x g t" I t a h e q" K K; + 0' G p" u g i w p f q" h w i c t. " u g" g p e w g p v t c" X q m m y c i g p" s w g" c r e c p | » w & u 44 0 2; 6' b' k m p p g u" { " g p" v g t e g t" h w i c t" H q t f" e q p" w & u 37 0 8; 2" o k m p p g u" 0' G n' t g u v q" f g" r c u" v g t o k p c r g u" c w q o q v t k e g u" g z r n e c p" o q p v u" u k i p h e c v k x c o g p v g" o g p q t g u" g p" g z r q t v e k q p g u" 0' G p" e w c p v q" c" r c" f k x g t u k h e c e k p" f g" u w u" o g t e c f q u" g z r q t v e d r g u" c' r c t v k' f g n' p f l e g' f g' J g t h k p f c j n' g' J k t u e j o c p" * K J + " g p" g n' e w c f t q" K K 3. 323" V q { q v c" p q" c r c t g e g" e q o q" r c" g o r t g u c" e q p" o c { q t" f k x g t u k h e c e k p" f g' f g u k p q u" { c" s w g" g p v t g" r m u" c o q u" 422; " { " 4237" u w u" g z r q t v e k q p g u" g u w x k g t q p" h w g t v g o g p v g" e q p e g p v t c f c u" g p" D t c u k t 0' U k p" g o d c t i q. " g p" r m u" A n k o q u" c o q u" i g p g t » " p w g x q u" f g u k p q u" f g" g z r q t v e k p" h w g t c" f g n' O g t e q u w t" v c r g u" e q o q" R g t A" E q m q o d l c" { " E j k g. " t g u r g e v k x c o g p v g. " f k x g t u k h e c p f q" g p" i t c p" o g f k f c" u w u" o g t e c f q u 0" " " "

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



Hw g p v g < g n' d q t c e k p' r t q r k c' g p' d c u g' c' C f w c p c' { " U q h t c f g 0' "

323" G n' K J " g u" w p c" o g f k f c" s w g" v e p p g" r c" r t q r k g f c f" f g" r q p f g t c t" g n' r g u q" f g" e c f c" r t q f w e v q" { " r c" f i" g p" g n' v q c i' f g n' e q o g t e k q. " f g" o q f q" s w g" k p h t o c" u q d t g" r c" e q p e g p v t c e k p" g e q p » o l e c" f g" w p" o g t e c f q" * J k t u e j o c p. " 3; 86-0' G u v q" u g" k f g p w h e c" c n' v o c t" g n' e w c f t c f q" f g" r c u' r c t v e k r c e k q p g u" f g" e c f c" r c" u 0' W p" p f l e g" g n g x c f q" g z r t g u c" w p" o g t e c f q" o w l" e q p e g p v t c f q" { " w p q' d e l q' w p q' f k x g t u k h e c f q 0' R c t c" c o r n c t' f k e j c' b' g v q f q m i' c' x g t' r c' P q v c' O g v q f q n' i k e c' 3' f g n' C p g z q 0' "

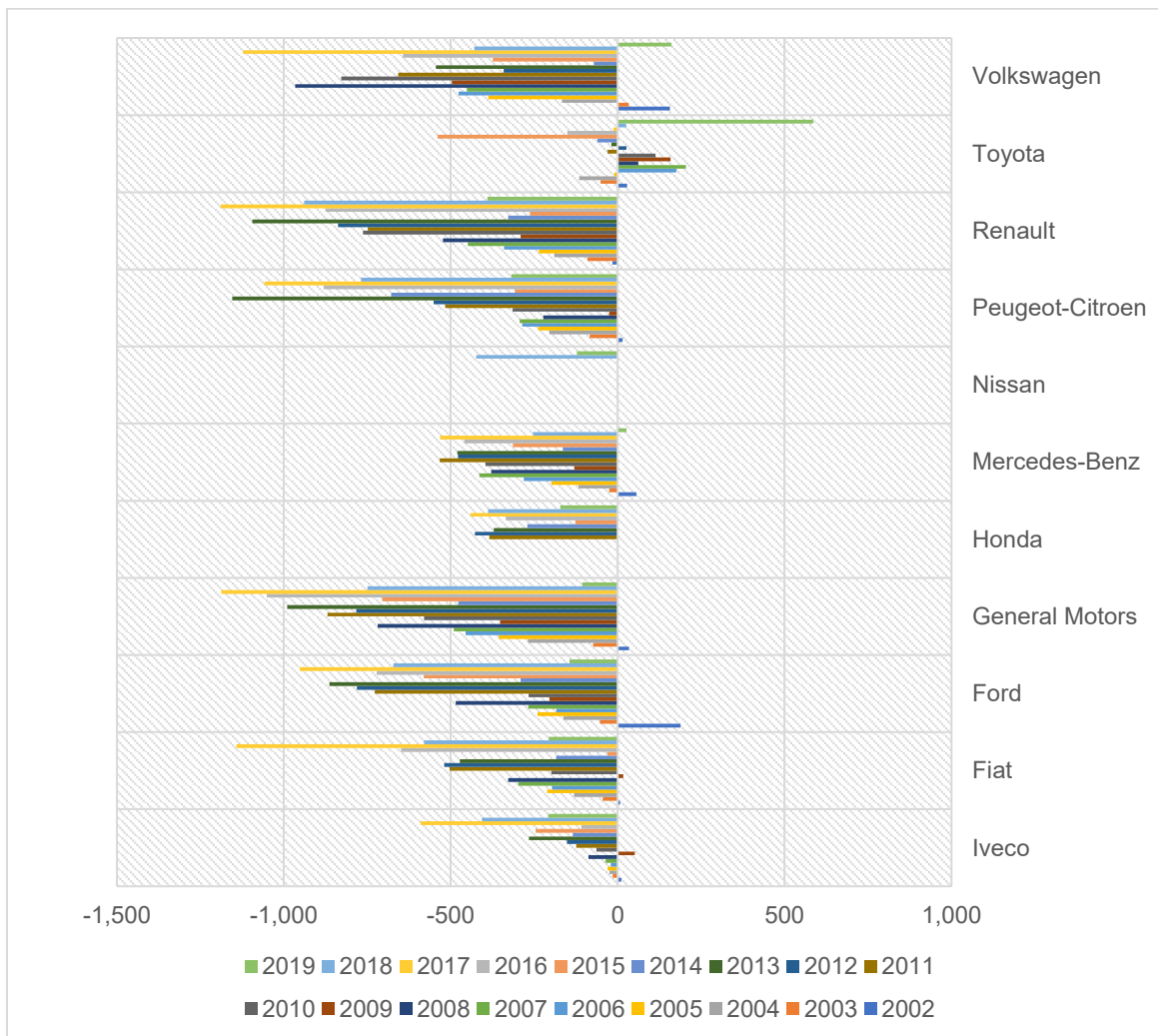
Cuadro II-1 - Índice IHH de concentración de destinos de exportación por terminal automotriz (2002-2019)

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

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

" Ulp'go deti q.'gnitcui q'b^a u'lo r qtvcpg'gp'gn'ewcnlug'f guceec"Vq{ qvc'gu'lw'ucrf q'eqo gtekn' gp"eqo r ctce»p"eqp'gn'tguvq'f g'rcu'vgo kpcrgu"cwqo qvlegu"*xgt"l t^a hleq"K32+0Gp"ghgevq."rc" hto c'gu'rc"Àplec's wg'qdwvq'wp't guwncf q'uw'gtcxkctkq'gp'rc'f hgt gpek'gpvt'g'uwu'gZR qt vcekppgu" g'ko r qt vcekppgu"gpvt'g"4224"{"423; "gn'ewcn'cncp| »"w&u5; 2"o kmpgu'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 hlectqp" w&u7; (8; 2"o kmpgu."crt gf gf qt "f gn'92" "f gn'vqcn'f gn'f² hlek'f gn'ugevqt "f wtcpvg"rc"gvcr c"dclq" guwf kq0Gug'cur gevq'ucrkpgv'ug'f guceec"çÀp"o^a u'f gdlf q'c'rc'ko r qt vcekc"o cetqgeqp»o kec's wg" vepg'r ctc"Cti gp'vpc"rc" f kur qpklkcf cf "f g'f kxkcu'f cf qu"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)



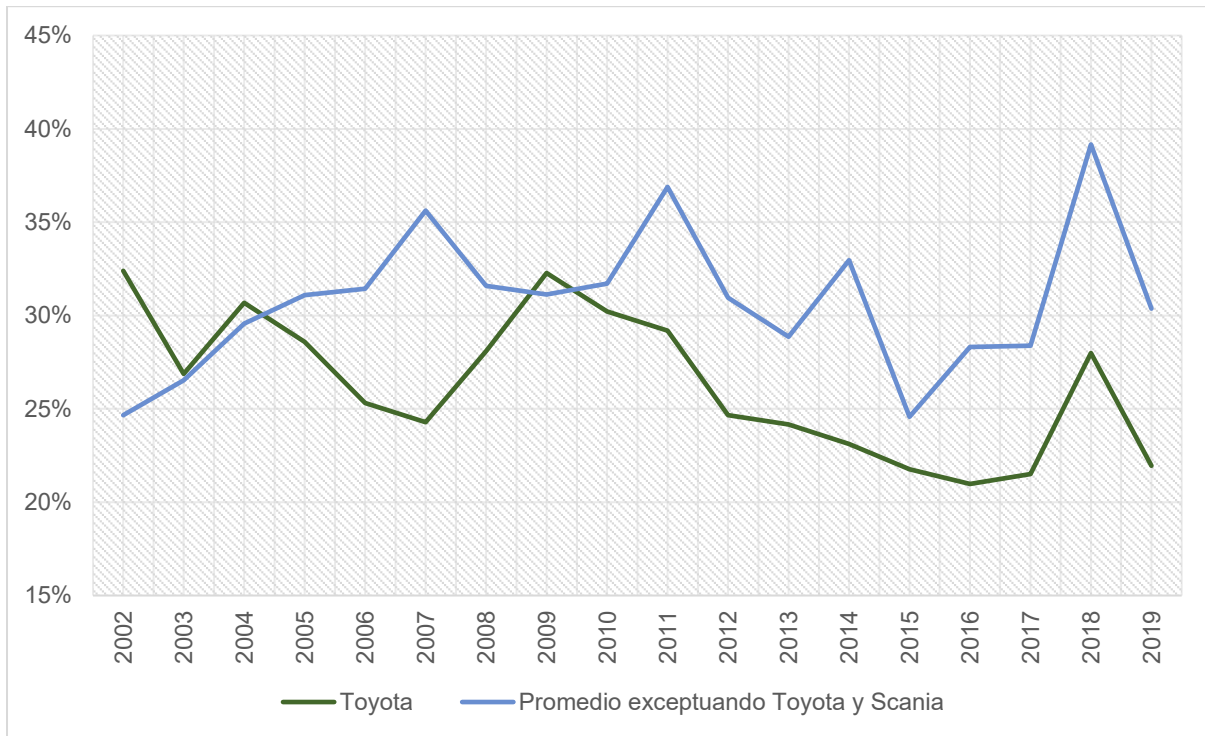
Hwpgv<gndqtcel»p'r tqr kc'gp'dcug'c'c'f wpc"{"Uqhtcf g0' , F »rtgu'HQD'r ctc'gZR qt vcekppgu"{"f »rtgu'EKH'r ctc'ko r qt vcekppgu0'

Guxu't guwncf qu'ug'g zr dcep. "gp'r ctvg. "r qt "gn'cng" eqpvpkf q' mecn'f g'mu'xgj "f wncu" f g' Vq{ qvc0C'r ctvt "f g'nc' o gf lek>p' f g'rcu'ko r qt vckppgu' f g'cwqr ctvug'gp'f » rctgu' uqdtg' gn'xcmr' f g' mu'xgj "f wncu" r tqf wekf qu'ug' f gpqc' s wg' Vq{ qvc' wncu » "gp'r tqo gf kq' wp' 48' "f g'ko r qt vckppgu' f g'cwqr ctvug'gp' uwu'xgj "f wncu" o kcpvcu' s wg' gn't guv' f g'rcu' vgo kpcrgu' m' j' lekgtq' gp' 53' " *xgt " I t^a hleq' 33+0²⁴ "Ncu' f qu' vgo kpcrgu' s wg' ug' eqmectq' r qt "f gdclq' f g' Vq{ qvc' hwtq' "Hqtf "eqp" wp' r tqo gf kq' f g' 45' "f g'ko r qt vckppgu' uqdtg' gn'xcmr' f g'rc' r tqf wek>p' { "Xqmuy ci gp' eqp' 47' " *xgt " I t^a hleq' 2/6' f gn' Cp gzq' Guxf "f wncu+0²⁵ "Rqt' qvtq' rcf q. 'gung' uqdtg' ucn' kcpv' t guwncf q' eqo gtekn' f g' Vq{ qvc' ug' g zr dcep' co dle' p' r qt' o gpqtgu' ko r qt vckppgu' f g' xgj "f wncu" f g' r cuclgtqu' cn' b' gtecf q' cti gp' vpk' gp' eqo r cteke>p' eqp' m' o c { qt' f' f gn't guv' f g'rcu' vgo kpcrgu' eqo q' "Xqmuy ci gp. "Hqtf . " I gpgtcn' O qvqu. "Tgpcwnc' "Hlc' v' { "Rgwi gqv' Ektqgp. "t gur gev' xco gpv' *xgt " I t^a hleq' 2/7' f gn' Cp gzq' Guxf "f wncu+0

³²⁴"Ecdg't go ctect' s wg' gung' o² vqf q' gu' f kucpv' q' cn' s wg' wncu' cp' rcu' vgo kpcrgu. "o kf kcpf q' r kgl' c' r qt' r kgl' c' Ugi' Ap' gung' Anko q. "Vq{ qvc' vgp' f' gp' 4242' wp' 62' "f g' eqpvpkf q' mecn' gp' uwu' xgj "f wncu" *F cpl' gn' J' gtt' gq. "gp' v' gxkuc' r' gtuqpcn' 39 4244+0'

³²⁵"C' r ctvt "f g' ncu' etvegu' f g'rcu' xctkcdrgu' ko r qt vckppgukcmr' f g'rc' r tqf wek>p' { "g zr qt vckppgukcmr' f g'rc' r tqf wek>p' gp' v' g' 4224' { "423; "ug' r wgf gp' xgt' o^a u' erctco gpv' rcu' f kgt' gpeku' gp' v' g' rcu' vgo kpcrgu' *xgt " I t^a hleq' 2/6' f gn' Cp gzq' Guxf "f wncu+0Cp' r ctvewct. "Vq{ qvc. "Hqtf " { "Xqmuy ci gp. "rcu' r tkpck' rcgu' r tqf weqtcu' f g' r keni' w' u' gp' gn' r c' f' u' uq' p' g' zr qt vcf q' cu' eqp' cng' eqpvpkf q' mecn' uk' go dcti q. "ncu' t guwncf qu' f g' ucn' q' eqo gtekn' gp' v' g' gncu' *w&u5; 2" o kmppgu' Vq{ qvc. "w&u9062: "o kmqo gu' Hqtf " { "o w&u90827" o kmppgu' Xqmuy ci gp+ tgo ctec' n' ukpi' wctk' cf' f' gn' ecuq' f g' Vq{ qvc. "kpen' uq' h' gpv' c' g' ucu' vgo kpcrgu' gp' Cti gp' v' kpc0'

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



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

"

F g'gung'o qf q.'c'r ctvt'f g'rc'eqo r ctcekp'f g'nf 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 z kq" uqdtgucrg.'c'uw'xgl . "vpgpf q'gp'ewgpc'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 wvwxqu'f g'rc" hto c.'uwu'xgpvcu.'uw'r qulekp'gp'rc'eÀr wr'geqp»o kec'cti gpvpc'{".'uqdtg'vqf q.'uwu'tguwncf qu" eqo gtekrnu" c' r ctvt' f g' uwu' gsr qtceklqpgu." cmq' eqpvpgk q' mecn' f g' uwu' xgj fawnu" {" uwu' ur gtcxkctkqu'ucnf qu'eqo gtekrnu0Gp'rc'Àplec'f ko gpukp's wg'pq'ug'j cmc'wp'tguwncf q'ur gkqt" cn'tguv" gu'gp" rc'f kxgtukh'ceekp'f g'uwu'o gtecf qu'f g' gsr qtcekp." cwps wg'ug' qdugtxc" wpc" co r rceekp'f g'guvqu'f guvqu'gp'iqu'Ànko qu'c° qu'f gn'r gt'qf q'dclq'guwf kq0'

Conclusiones parciales

C" m' rti q' f g' gung' ecr fawnu' ug' tgeqput w' »' rc' vc{ gevqtk' j kw'tlec' f g' rc' kpf wutlc"

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

cwqo qvkl "cti gpvpc" j cekgpf q"2 phcuku" gp" uuu" ectcevgt "uuecu" i gpgtcrqu" {" uuu" r tqdngo cu" gwtwewtcrqu"r ctc" f guvcect"rc"gzegr ekqpcrkf cf "f g"Vq{ qvc" Cti gpvpc0Cu" "ug" f gucttqmtqp"rcu" f kwpvcu" gvr cu" f g"rc" kpf wwtlc" f guf g"uuu" kplekqu"gp"3; 42" j cuvc"rc" etkuku" f g"rc" eqpxgtvdkrkf cf " ug° cncpf q"s wg"rcu"r tqdngo ° vkecu" f gn'cncpeg" f g"uuu" gztvcekqpgu" {" uuu" ucif qu"eqo gtekrqu" {" c" ug" gpeqpvtdcp" r tguvgyu" gp" guvg" tgeqttkf q. "cf go ° u" f g" qvctcu. "eqo q"rc" b" qf gtpk cekp" f gn'ugevqt0 Cp" r ctvewct. "gp"rc" f² ecf c" f g"3; ; 2" ug" ngx»" c" ecdq" wpc" r tqhwpc" tgeqpxgtukp" f gn'eqo r nglq" s wg" r gto kkl" wpc" b" glqtc" r tqf wvxc" {" "vgepqn" i kec" {" i gpgt»" wpc" ucirkf c" gztvctcf qtc" r ctc"rc" tco c" vto kpcn'c" r ctvkl" f g"rc" etgcekp" f gn' b" gtecf q" tgi kqpcn'0Ukp" go dcti q. "f wcpvg" guv" gvr c" vco dl² 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 epukp" gp" v² to kpu" f g" r tqf weekp. "xgpvcu. "gztv cekqpgu" {" go r ngq0Ukp" go dcti q. " nqu" r tqdngo cu" f g"tkcf qu" f g" uw" dcrp| c" eqo gtekn' {" f gn' cnq" wuq" f g" kpuwo qu" ko r qvctf qu" ug" uquwxkgtqp0C" r ctvkl" f g"rc" cuwpekp" f gn' i qdkgtpq" f g" Eco dlgo qu" c" hkp" f g" 4237. "gn' eqo r nglq" cwqo qvkt "uwtk" w" hwgtvg" tgvteguq" f cf q" r qt"rc" tgvtecekp" f g" uw" r tqf weekp. "rc" eqpvkpwkf cf "f g" nqu" cnqu" plxgrgu" f g" ko r qvcekqpgu" f g" cwqr ctvqu" {" "rc" cr ctkekp" f g" grgxcf qu" f² hek" u" gp"rcu" r ctvkl cu" f g" xgj "fwrqu" vto kpcf qu. "m" ewcn' ci tex»" nqu" pgi cvkxqu" ucif qu" eqo gtekrqu" f g"rc" kpf wwtlc0

Gp" dcug" c" f lej q" o" cteq" ug" cpcrkf ctqp" nqu" f gugo r g° qu" f g"rcu" f kwpvcu" vto kpcrgu" cwqo qvtegu" f gpqvcpf q" wp" eqo r qvco kpvq" f hgtgpekcf q" gpvtg" gmcu. "gp" gn' ewcn' ug" f guvcec"rc" vtc { gevqtk" f g" Vq{ qvc" Cti gpvpc0Nqu" t guwncf qu" f g" guvg" Ànko q" cp" rkuku" cttqlctqp" wp" rkf gtc| i q" f g"rc" hko c" lcr qpguc" gp" nqu" plxgrgu" r tqf wvxcqu. "rcu" xgpvcu. "rc" r qukekp" gp"rc" eÀ wrc" geqp» o" kec" cti gpvpc" {" . "uqdtg" vqf q. "nqu" t guwncf qu" eqo gtekrqu" c" r ctvkl" f g"uuu" gztvcekqpgu. "cnq" eqpvcpkf q" nqecnf g"uuu" xgj "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 dl² p. "r qt" gn' eqpvz vq" f g" tgvtecekp" f g"rc" kpf wwtlc" gpvtg" 423: {" "423; 0F g" guvg" o" qf q. "gn' ecuc" f g" Vq{ qvc" eqo r tgpf g" wpq" f g" gur gekn' kpvgt² u" gp" gn' f gucttqm" f g"rc" kpf wwtlc" cwqo qvkl "cti gpvpc" guvcdngekpf q"rc" pgegukf cf "f g" gzc"o kpc"t" nqu" hcvqtgu" s wg" gztv 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 " i n k e c u " f g " u w " g u t c v g i k c " g o r t g u c t k n i m d c n i { " c n i h w i c t ' s w g " q e w r c " r " h k r c n ' c t i g p v k p c " g p " u w " g u t w e w t c " o w n k p c e k q p c n i " F g " g u v g " o q f q . " u g " e q o k p p | c " r c " u g e e k » p " c p c n k i c p f q " g n ' q t k i g p " f g " r c " g o r t g u c " g p " L c r » p " g p " g n ' o c t e q " f g n i e t g e k o k p v q " g e q p » o k e q " g " k p f w u t k n i f g n r c " u * 3 . 1 + 0 " N w g i q . " u g " f g v c m p " f q u " e q o r q p p g v g u " g u g p e k r g u " f g " r c " g u t c v g i k c " g o r t g u c t k n i f g " V q { q v c " * 3 . 2 + " r q u " e w c r g u " u q p " u w " u k u g o c " f g " r t q f w e e k » p " * T o y o t a P r o d u c t i o n S y s t e m + * 3 . 2 . 1 + { " g n ' o 2 v q f q " V q { q v c " * T h e T o y o t a W a y + * 3 . 2 . 2 + 0 " G u v q u " g r g o g p v q u " u q p " e g p v t c r g u " r c t c " g p v g p f g t " r c u " e c t c e v g t " i n k e c u " f g " r c " h k t o c " f g u f g " u w " q t k i g p " s w g " f g t q p " h w i c t " c " r c " r t q r c i c e k » p " f g " u w " u k u g o c " c " r c t v k " f g n i h c o c f q " t o y o t i s m o , g n i e w c n i e q p f g p u » " i t c p " r c t v g " f g " m u " e c o d k u " s w g " u g " g u v c d c p " m g x c p f q " c " e c d q " g p " g n 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 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 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 n i c e k » p " f g " r c " h k t o c " c " r c t v k " f g " r c " k p u v c r e k » p " f g " h k r c r g u " g p " f g h g t g p v g u " r c " f u g u " * 3 . 4 + 0 " G p " g u v c " g v c r c " f g " g z r c p u k » p " g p " o g t e c f q u " g o g t i g p v g u " g u " e w c p f q " V q { q v c " u g " k p u v c r e " g p " C t i g p v k p c 0 " C " t c " f " f g " g m q . " u g " t g c r i 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 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 i k f c e k » p " f g " V q { q v c " e q o q " w p c " h k t o c " o w n k p c e k q p c n i " * 3 . 5 + " g p " d c u g " c n i c p a r k u k u " f g " r c " r t q f w e e k » p " g p " r c u " f k u k p v c u " t g i k q p p g u " f g n i o w p f q { " r c " t g e q p u s t w e e k » p " f g " r c " t g f " f g " c e e k q p k u c u " r t k p e k r c r g u " f g " r c " h k t o c " n w g i q " f g " u w " k p e n u k » p " g p " r c u " d q n u c u " f g " P w g x c " l q t n i { " N q p f t g u 0 "

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

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

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

Nc"j kvqtkc" f g" Vq{ qvc" O qvqt" Eqtr qtcvqp" eqo kgp| c" eqp" gn' guvdrgek kgpvq" f g" wpc" r gswg° c" go r tguc" hco krc"t "vgz vk' r qt" r ctvg" f g" uw" hwpf cf qt. " Ucnkej k' Vq{ qf c0³²⁷³²⁸ " Gñ² zkvq" f gn' go r tgp f 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 wgr" gto k'c" eqphgeekqpc" r tqf wevqu" vgz vkgu" eqp" wpc" uqrc" o cpq0Nwgi q. " gp" 3: ; 8" o glqt» " f lej c" kpxgpek»p" cn' f gucttqnc"t" gn' vgrt" o geª pleq" Vq{ qf c" *Toyota power loom+ , gn' r tko gt" vgrt" o geª pleq" f g" Lcr » p0C" r ctvk" f g" gmq. " rc" go r tguc" hwi" etgekpf q" c" wp" tko q" cegrctf q. " cuqekª pf qug" eqp" qv'cu" hto cu" lcr qpguc" { " co r rcpf q" uwu" r rcpvcu" o cpw'cewtgtcu0' Rquvgtkqto gpvg. " lwpvq" c" uw" j klq. " Mkej kq" Vq{ qf c. ³²⁹ " f gucttqnc"tq" eqplwpc" gpvg" gn' vgrt" cwqoª vkeq" Vq{ qf c" *Toyota automatic loom+ , m'j tcpf q" cwqo c'v' ct" rc" r tqf week»p" f gn' vgrt0Gp" dcug" c" guvqu" cxcpegu. " rc" go r tguc" hwi" eqpuki vkepf q" o c { qtgu"² zkvq" { " gp" 3; 48" guvdrgekgtqp" rc" hto c" Vq{ qf c" Cwqo c'v' Nqgo " Y qtmu. " Nf 0²: " *Vq{ qvc. " 4234+0'

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

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

³²⁸ " Guvqu" ug" eqp' tcr qpg" cn' kplekq" f g"rc" r tko gtc" go r tguc" cwqo qv'k' lcr qpguc. " O kuw' dñ' k' rc" ewen' r tqxgp' c' f g" m'ju" i tcpf gu" i twr qu" go r tgu'ctkrcu" lcr qpgugu" eqp' qek' qu" eqo q" zaibatsu, m'ju" ewergu" gtc" eqp' tcr q' r qt" r qf gtqcu" hco krcu" s w" f qo kpcdcp" rc" geppqo c' lcr qpguc" { " hwtq" egp' tcr qu" gp" uw" r tqeguq" f g" k' pf wutkrc' cek»p" *Eqttgc" Tgustgr q. " 4238= Rgtgl " C'm cpuk" 4242c+0' Nqu" f gpqo kpcf qu" ðewvtq" i tcpf gu" i twr qu" gtc" O kuw' dñ' k' O kuw' k" Uwo kqo q" { " l' cuw' c" *Igpucpc. " 4226+0'

³²⁹ " Rctc" co r rict" uqdtg" rcu" r t' lpek' rcgu" cwqtkf cf gu" f g" VO E" eqpuw' nct" gn' rkucf q" etqpqñi leq" gp" rc" " Vcdrc" 2/5" f gn' Cpgzq" Guvcf q' vkeq0'

^{32:} " S w" hwi q" ug" eqp' xgtvk' c' gp" Vq{ qvc" k' pf wutkrc' Eqtr qtcvqp0'

^{32:} " Ej cm gtu" Laj uqp" *3; : 4+ " guw' f kvq" f gn' milagro económico" lcr qp² u" eqo q" gn' r tko gt" ecua" f g" k' pf wutkrc' cek»p" vctf c' { " r kppgtq" f g"rc" rkg' tcvtc" uqdtg" gn' Estado desarrollista. " uqu' kpgg" s w" rc" ko r ngo gpvcck»p" f g"rc" r qm'lec" k' pf wutkrc' lcr qpguc" o qf gtpc" eqo gp| » " gp" rc" f² ecf c" f g" 3; 42" eqp" rc" k' pv' tqf week»p" gp" lcr » p" f gn' eqpegr vq" f g" racionalización industrial. " gn' ewen' ug" dcu» " gp" rc" t' cek' qpcrk' cek»p" k' pf wutkrc' rigo cpc0Guc' r qm'lec" ug" eqp' tcr q' gp" rc" kppqxcck»p" vgepqn' i lec. " rc" k' pu' c' cek»p" f g" oª s w' k' pcu" { " gs w' r qu" oª u" o qf gtpqu" { " o g' f k' cu" i gp' tcr qu" r ctc" cwo gpvct"

dgpghlekfcu"r qt" guvcu" o gf kfcu" gtcp" rcu" r gtvgpgekpvgu" c" rqu" eqpi njo 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" f² 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 kpvq" f gn' wuq" f g" cwqo »xkrqu" { "eco kppgu0Gug" 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^a u" eqo r gvkxcu" s wg" rcu" gwtqr gcu. "r qt" rqu" vcpvq. "c" o gf kfcu" f g" r" f² ecf c" f g" 3; 42" Hqtf" { " I gpgtgn' O qvqu' kpuvcrtqp" uwu' r rcpvcu" f g" gpucio drcf q" gp" Lcr »p" *J qny gi. "4229-0"

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

Gp" 3; 52" gn' f gucecf q" O kpkvgtkq" f g" Ego gtekq" kpvtpcekqpcn' g" kpf wutk" *Ministry of International Trade and Industry. 'O KVK' f gn' qdkgtpq" lcr qp² u' r t gupv»" wp" r rcp' r ctc" f gucttqmq" r" kpf wutk" cwqo qvtk" "necn' s wg" ug" f kki ¶c" c" rko kct" gn' eqpvtqn' gz vcp lgtq" gp" gn' ugevq" { " tgf wekt" gn' f² hek' eqo gtekn' { " eqpukv¶c" gp" gn' qvqi co kpvq" f g" r' kgepekcu" gur ge¶kecu" r ctc" r" hcdtkecek»p" f g" xgj ¶ewru" { 'eco kppgu0³² Cu¶" gn' Guvcf q" hg' eqpegf k»" f lej qu' r gto kuqu' Apleco gpvg' c" f qu' hto cu" f g" ecr kcrqu" lcr qpugu. 'P kuucp³³³ { " Vq{ qvc³³⁴. { " 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 qtvcckppgu0³⁵ Guvcu" hwgtqp" 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^a t vrgu. "gpvqpf kpf q" s wg" gptg" rcu" i tcpf gu" go r t gucu" f gd¶cp" eqpukvwt" oligopolios cordiales *cordial oligopolies+¶Lqj puqp. '3; : 4-0'
³³² "Gp" 3; 56" gn' Ego k² " f g" Rtqo qek»p" c" r" Rtqf week»p" F qo² ulec. "wp" »ti cpq" f gn' O KVK" rcp| »" r" Eqplgtgpek" O kpkvgtkcn' r ctc" gn' Guvcngelo kpvq" f g" r" kpf wutk" Cwqo qvtk" gp" r" ewcn' r ctvkr ctqp"; "o kpkvgtkqu" pcekqpcngu" { " f g" f »pf g" uwi k»" r" r' g" { " f g" O cpwhcewct" kpf wutkcn' f g" Cwqo »xkrqu" s wg" ug" vgtto kp»" f levcpf q" gp" 3; 580"
³³³ "Gri' i twr q" P kuucp" gtc" r ctvg" f gn' ugi wpf q" i twr q" f g" zaibatsu. "r quvgtkt" cn' etgeko kpvq" f g" rcu" ewcvq" r t lpek' rgu" hco krcu' Uwu" pgi qekqu" kplekrqu" i kctqp" gp" vqtpq" c" r" eqo gtekn' cek»p" kpo qdkrctk. "f g" ugi wtqu" r" r" gucc" { " r" o kpgt¶c" ¶Lgpucpc. "4226-0"
³³⁴ "Cwps wg" gn' r gn' kq" f g" r' hco krc' hwpf cf qtc" gu" Vq{ qf c" *豊田+ug" f gek k»" o qf klect" gn' pqo dtg" f g" r" go r t guc" c" Vq{ qvc" { " c" s wg" uw' r tqpwekcekp" gu" o^a u' ugpckm" { " uw' guetkwct" uko dqrk' c" wp" eqo kgp| q" hgrk' <" Vq{ qvc" *トヨ+gp" Lcr »p" gu^a " eqpukf gtcf q" o^a u' chqtwpfcf q" s wg" Vq{ qf c" *豊田+ { " c" s wg" ug" eqpukf gtc" cn' qej q" eqo q" wp" pAo gtq" f g" r" uwgtvg" { " qej q" gu' gn' pAo gtq" f g" t' c| qu' pgeguctkqu' r ctc" guetkdt" Vq{ qvc" gp" Mcvnrpc0'
³³⁵ "C" uw" xgl. "ug" rgu' qdrki »" c" guvcu" go r t gucu" c" wkrk' ct" cwqr ctvqu" pcekqpcngu0"

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

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

"

3.2 – El sistema de producción y el método de Toyota

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

F guf g'uwu'kplekqu.'rc'go r tguc'ko r ngo gp»'hcto cu'f g'vcdclq'gpo ctecf cu'gp'wp'ukuvgo c" kpgi tcn'f g'r tqf week»p" r tqr kq."ew{ q'qdlgkxq"gtc'tgf wek"equvqu" c"vtx² u'f g'rc' g'ko kpeck»p'f g" rcu'kpeqpukvgepku."gn'i cuvq" {"rc"uqdtgecti c"gp"rqu" r tqeguqu³³⁸"Guv'ukuvgo c'hwg'wp"j kq"gp"rc" j kvqtk'f gn'ecr kcrkuo q'f g'o qf q'vni's wg'cu'¶eqo q"rqu" r tkpek'ku" f gn'hqtf ku q'lwi ctqp"wp'tqn' tgrgxcpv" gp" gn' f gucttqm" geqp»o leq" f g" GGWW" c" r tkpek'ku" f gn'uki r" ZZ." gn' VRU" hwg" f gvto kpcpv'gp'gn'f gucttqm" f g'r qui vgttc'f g'rc'geqpqo ¶c'lcr qpguc" *xqp"Vwpl grm cpp."3; ; 9-0'

Guv'ukuvgo c'kpg'uwu'kplekqu'c'r ctvt'rc'r tqf week»p'vgz vkleq'gn'wuq'f gn'vgrt'o ge^a pleq." ewcpf q"Vq{ qvc'ko r ngo gp»'wpq'f g'rcu'eqo r qpgpvu'f g'uw'VRU."f gpqo kpcf q'jidoka, qtkpvcf q" c'rc'automatización con estilo humano0Eqp² uvg."ug'cr wvdc" c"s wg'rcu'o^a s vkpcu'r wgf cp"guvct" gp'hwpkqpc kpvq'ukp"s wg'rcu'vcdclcf qtgu'rcu'gu² p'eqpuvpygo gpvg'qdugtxcpf q."qti cpk cpf q" gn'ektevksq" f g" vcdclq" f g" hcto c" vni' s wg" rc" o cs vkpctk" ug" f gvpi c" uqng" ewcpf q" cni wpc"

³³⁶Eqo q'eqpugevgep'f g'guvq' {"f gn'kplekq'f g'rc'KKI O.'Hqtf {"I O'uwur gpf kgtq'uw'r tqf week»p'gp'Lcr »p'gp"3; 5; 0'
³³⁷F gdf q'c'rc'dcl'f go cpf c'f g'r ctvq' {"r kgl cu'r ctc'rc'r tqf week»p'f g'xgj ¶ewu'gp"3; 52'gzkv¶p'r qecu'go r tgucu" r tqxggt qtcu'gp'Lcr »p.'gur gekm gpvg'f g'rcu'r ctvq'f g'cegtq0Rqt'gug'o qvxxq."gp"3; 56'Vq{ qvc'et»'wp'f gr ctvco gpvq" f g'r tqf week»p'f g'cegtq's wg'ug'gpecti cdc'f g'rc'r tqf week»p" {"tghkpc kpvq'f gn'cegtq'r ctc'rc'hdtlecek»p'f g'r ctvq' {"r kgl cu'f g'rcu'r tko gtqu'r tqvkr qu'f g'cwqo »xkrgu's wg'ug'gucvdc'f gucttqmcpf q0F g'guvq'o qf q."ug'eqo gp| ctqp'c" hdtlect'in-house'r kgl cu'hwpf kf cu'eqo q'ecdgl cu'f g'ekrpf tq.'dnjs wgu'f g'ekrpf tq' {"r kvqpgu.'o kpvrcu'ug'ko r qvdc'p" r ctvq'f g'Ej gxtqrgv'eqo q'eki Ag° cngu."tdqrgu'f g'ngxcu.'x^a r wrcu."gpej whgu' {"eqo r qpgpvu'gr'vteku0'

³³⁸Cu'¶iq'tgchto c'grletgcf qt'f gn'VRU."gn'kpi gplgtq'Vekej KQJ pq" *3; : : <: +""en Toyota, como en todo el resto de las industrias, las ganancias sólo pueden ser obtenidas reduciendo costos". Ugi Àp"Uj ko k w" *3; ; ; + "gn'VRU" eqplki w'c'wp'eqplwvq'f g'o² vqf qu'r ctc'tgf wek'rcu'equvqu'r qt'xgj ¶ewu'r tqf wek'q0'

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'xctkdkrk cf 'f g'nc" vcu'f g'r tqf weekp"gp'nc"gvcr c'hpcn'f g'ncu'qr gtcekppgu'f g'hcdtkecelep"r ctc'etget"wp'hwlq'f g" f go cpf c'gucdng'r ctc'ncu'qvcu'qr gtcekppgu'f g'hcdtkecelep"gp'ncu'gvcr cu'cpvgtkqtgu."cu'eqo q' tgf 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" f²ecf c'f g"3; 92."f gn'ci qvco kpvq'f gn'o qf gmq" hqtf kuc/ng{pgukcpq" {" f g" nc" o^a u' tgf wekf cu' vcucu' f g" etgelo kpvq" geqp»o keq" o wpf krcgu" r quvgtkqtgu."gp"Vq{ qvc'ug'vgo kpctqp'f g'eqpxgpegt's wg'pq'gtc'r qukdng'ugi vk'eqp'gn'ukngo c'f g" r tqf weekp"gp"o cuc"*Qj pq."3; ; : +0'F g"guv"hqto c."ug'r tqhwpf k »"gn'VRU."gucdngelkpf q"wp" o² vqf q'f g'hcdtkecelep"s wg'hvpekppcdc'gzenukxco gpvg"gp'dcug"nc'ncu'f go cpf cu'f gn'o gtecf q"{" gko kpcdc'nc'uqdtgr tqf weekp'0'Guc'eqo r ngv'ko r ngo gpvcelep"gp'gn'o cteq'f g'ncu'eco dkqu's wg" ug" guvdcpp" mgxcpf q" c" ecdq" gp" gn'ecr kcrkuo q" o wpf kn'ng" r gto kks" c" nc" go r t guc" qdvpgt" tguwncf qu'uwo co 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" f²ecf c'f g"3; 92."ukgp q'nc"xcpv wctf kc" f g'ncu" r t^a vkecu'f g'producción flexible"*lean production+"*Eqtkcv."4222=Eqxcttdkcu"X0("Tco ¶g| " R²tg| ." 4242=F qj ug" gv'cn0" 3; ; 7+0'Guv"pwgxq" ukngo c" ko r rle»" gn'eco dkq'f g'nc" hqto c'f g" r tqf weekp"gp"o cuc'f g'dkppgu'kpf khtgpekcf qu'r qt'wpc'f g'etgelo kpvq"o^a u'ngvq"{" 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'p'gcu'ngzkdngu'f g'r tqf weekp."nc'i tcpf q' hcdtlect" ukp" wpc" o c{qt" tgqti cpk'celep" r tqf wevqu' f khtgpygu." c" r ctvk" f g" wpc" o kuo c" eqphki wtcelep"d^a ulec'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^a u'guwf kcf qu'gp" nc" rkgtewte."ug"j c"ug^o cmf q"s wg" Vq{ qvc"pq"eqpekdk" c"ncu'vcdclcf qtgu'eqo q" gpi tpcplgu" tggo r nc| cdngu'gp'wpc'i tcp"o^a s wpc'f g'r tqf weekp."ukpq's wg'ecf c'vcdclcf qt'hwg'hqto cf q'r ctc" wpc'xctkcf cf 'f g'vcdclqu"{" j cdkrk cf gu."pq'uqng'gp'nc'nc'p'g'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 gngi ct'nc'vctgc'f g" guvcpf ctk'ct'gn'vcdclq" c"wp'kpi gplgtq'kpf wvtn'eqp'etqp»o gvtq."nc"i gtgpek'ecr cels" c"ncu" r tqr kqu" vcdclcf qtgu' f gn' vcmgt" gp" guc" vctgc" {" 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'ukuvgo c"f g"
r tqf weekp'ug'j c'bo cpvpgkf q'bo gf kcpvg'vctgcu'gzegukxco gpvg'kpvpuksu'{'rci cu'j qtcu'f g'vcdclq"
s wg'mgxc'c'uwu"go r ngcf qu'j cuvc'uwu'nf'bo kgu'f'f'lequ"*Hwo kq."4228<3: 4+0'C'uw'xgl."Dq{gt{"
Htg{uugpgv" *4224+" f guvecp" s wg" Vq{qvc" r wf q" guvdrgegt" cewgtf qu" eqp" uwu" go r ngcf qu"
i ctcpxk cpf q'guvdkkf cf {"ecttgcuf'g'rci q'r rc| 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'v'f g' equvqu" vqvcgu" s wg'f gd'f'j cegt" rc" go r tguc0'
Cf go ^a u.'ugi Àp'guvqu'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'pkxgrgu'pgeguctkqu' {"vgtectk >>"o wej cu'f g'rcu'pgegukf cf gu'f g'rc'eqo r c° f'c0"³⁴²
Ugi Àp' f r'ctgl "P gy o cp" *4239+." gn'r wpvq" egpvtcn' gp' rc" tgrcekp' f g'rc" go r tguc" eqp" uwu"
vcdclcf qtgu'gu'rc'cegr wek'p'f g'rcu'Ànko qu'c'ko r r'lectug'eqp'rc'r qn'f'lec'f g'tgf weekp'f g'equvqu"
{c's wg'cu'f'ug'eqpgevc'p'rcu'kpvgtgugu'f g'rc" go r tguc" eqp'rcu'f g'rcu'vcdclcf qtgu'Uki vkp'f q'cn'
cwqt."ug'eqpukw'f'cu'f'wp" ðeqo r tqo kuq'vq{qvucö" f qpf g'rcu'vcdclcf qtgu'c" vtcx²u'f g'rc"
tgr t'gug'p'cek'p'ukp'f k'c'nt'guki pcp'uw'xq'wpvc'f'f g't'guk'rk'q'eqo dc'vt'c'rcu'r qn'f'lecu'f g'tgf weekp'
f g'equvqu'c'eco dkq'f g'rc'guvdkkf cf 'rcdqtcn0'

Rqt"Ànko q."gn'ukuvgo c"f g'r tqf weekp'f g'Vq{qvc"ug'f gur rgi >>"gp'eqo dkp'cek'p'eqp'wp"
f gucttqm'qt'ki k'cn'gp'gn'ukuvgo c"f g'r tqxggf qtgu'c"r ct'vt'f g't'grcekp'gu'eqo gtekr'gu'f g'rci q"
r rc| q." h'w'kf qu" ecpc'rgu' f g' kphqto cek'p." tgf weekp' eqplw'pvc' f g' equvqu' f g' vtc'puceek'p' {"
r tqf 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"
kpvgt'eco dkq."Vq{qvc"i ctcpxk cdc"c'uwu'r tqxggf qtgu'xqn'Ào gp'gu'f g'eqo r tc'c'rcu'r qt'rci qu"
r gt'f'f'f'qu'f g'v'go r q'{"rc"r qu'k'k'kf cf "f g'eqo r ct'vt'rcu'dgp'gh'ek'qu'f g'rc"t'gf weekp'f g'equvqu"
qv'qi cf cu'r qt'gn'VRU"*Dq{gt{"Htg{uugpgv."4224+ Gp'dcug"c'guvc'ct'v'ew'cek'p'ug'cr wp'vdc"c"
i gp'gt'ct't'grcekp'gu'f g'u'ek'qu'gp'vt'g'gn'er'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'²z'kq' {"vco d'k'p'co dcu'ug'r gtl'w'f'ks wgp' gp'rcu'ukw'cek'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'cek'p'gu'c"
rci q'r rc| q'cn'h'qo gp'vt"s wg'rcu'gz'k'v'p'v'gu'ug'gz'r cpf cp'{"et'g'ecp'eqp'rc'h'k't'o c'gp'n'vi ct'f g"
cwo gp'vt'uw'p'Ào gtq'r ctc'k'p'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'geek'p'gu'f g'r tqxggf qtgu'r qt'rcu'o gp'qt'gu'r t'gek'qu'q'ht'gek'f qu.'ukp'q"
s wg'x'g'rc'et'g'cek'p'f g'x'c'nt'eqo q'wp'guh'wgt| q'eqpl'w'p'v'f g'cwo gp'vt'rcu'ecr c'ekf cf gu'f g'guvqu'c"

³⁴²C'uw'xgl."guw'f'k'qu'f g'ecu'f'f g'rc'ce'v'k'kf cf 'f g'Vq{qvc'gp'r c'f'gu'gp'f gucttqm'eqo q'H'k'r k'p'cu"*J ct'wej k'4228+'g"
k'p'f'k'c"*Uj g'nj ct'N'cn'F cu'f'U'q'd'p."4228+'t'gx'g'm'p'rcu'bo c'rcu'eqp'f'lek'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'tghlcf 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'tgmkqpgu'c'rcu' q'r rc| q'
tguwactqp" kpf kxkf wcn' {" eqngevko gpvg" dpgghlekucu" wcpvq" r ctc" gn' erkgpv" eqo q" r ctc" gn'
cwqr ctvku." {"hqtvngelqtq'c'Ap'o a u'gn'ukugo c'cwqo qwt'lc'qp2 u'*K gt'gv'cu'4233-043'Nwgi q."
guc'hqto c'f g'xkpwcekp'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 kctgu'*F {gt {"P qdgqmc."4222-0Kqj "gv'cu'423: c=Nepi hgrf Uo kj {" "
I tggpy qqf."3; ; : -0"

Ugi Ap'J glo *4235+."gp'guc'tgrecp'f g'eqqr gcekp'gpvtg'Vq{ qvc' {"uwu'r tqxggf qtgu.'rc"
r tlo gtc'vco dk'p'ug'gpecti c'f g'bo cpvgpgt'wp'cng'eqpvtqnl'udt g'hqu'ugi wpf qu'0E qp'gn'qdl'gkx'f g'
o cpvgpgt'wpc'hwtg'f kxk'p'f gn'tcdclq'gpvtg'uwu'cwqr ctvku."wp'gum'gej q'ugi wko kgpvq'f g'uwu'
cevkxkf cf gu." {" j cekgpf q" ewo r rkt" uwu' r qn'lecu' f g" tgf weekp" f g" equu." Vq{ qvc" c'vkdw{ >>
ukugo a veko gpvg'rc'r tqf weekp" f g'wp'o kuo q'r tqf wevq" c'v'gu"q"o a u'r tqxggf qtgu."i gpgtcpf q"
ukwcekqpgu'f g'eqo r gvgpek'ho kcf c'gp'ewcpvq'cn'p'Ào gtq'f g'lwi cf qtgu'r gtq'ci wf cu'gp'v'to kpu"
f g'uw'ecr cekf cf 'r ctc'o cpvgpgt'cnu'gum' pf ctgu'f g'ecrkf cf {" tgf weekp" f g'equu"*J glo ."4235."
4238-0Cuko kuo q."gn'cwqt"uqukpgg's wg."gp"qecukqpgu."qu"x'pewu"gu'cdgu' {" f g'rcu' q'r rc| q"
eqp"wp"i twr q'egpvtcn'f g'r gs w'o qu {" o gf kcpqu'cwqr ctvku'f g'Vq{ qvc'gu'eqpvtctt'gu'cf q'eqp"
o c {qt'eqo r gvgpek' {" hgzkdkkf cf "eqp'qvtqu'r tqxggf qtgu'r gth' tlequ'f g'rc'ht'o c'*J glo ."4235-0'

Rctc'P qxken'gv'cu'4224+'qu'r t'pek' kqu'tgevtgu'f gn'hwpekqpc' kgpvq'f gn'VRU'v'kpgf gp'c"
etgct'wp"pwgxc'v'k'q'f g'tgrecp"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'tgrecp'p'dcucf c'gp'r t'pek' kqu'geqp>>o leq/r tqf wev'qu"
ug'v'c'c'f g'rc" eqpvt weekp" f g'wp" x'pewu" u'ekcn'f hgtgpvg" s wg"ko r nec"rc" gncdqtcekp" f g"
eqpugpuqu'udt g'wpc'ugt'g'f g'r t'pek' kqu's wg."gp'rc'bo gf kf c'gp's wg'ugcp'i gpw'pco gpvg'cr rkecf qu."
i gpgtcp" wpc"pwgxc"eww'w'c" gp"o cvgtk'f g'tgrecqpgu'ncdqt'c'gu." kpf wut'k'ngu' {" eqo gtekr'gu'
k'p'p'w'rc"eqpvt weekp" f g'eqpugpuqu'dcucf qu'gp'rc'k'p'v'gi t'kf cf {" x'gtcekf cf "f gn'r tqegf gt'f g'rc"
q'vc'r ctvg.'c'r guct'f g'rc'gz'k'ngpek'f g'k'p'v't'gugu'f k'x'gti gpv'gu."eqo r ngo gpvt'kqu'q't'ge'f' t'gequ'0Gp"
guc"eqpvt weekp" f g'eqpugpuqu"ug'dcuc" gn'eqo r tqo kuq"eqp"rcu"go r t'guc'u'r tqxggf qtgu." gn'
eqo r tqo kuq'f g'r tqf wev'xkf cf "eqo q'r t'pek' kq'f g'f k'ut'k'w'ekp'f g'k'petgo gpv'qu'f g'qu'uc'nt'kqu' {" "

³⁴³"Gp"Vq{ qvc."ngi k'wp'r tqxggf qt'gu'wp'r tqegu'rcu' q' {" r tqm'pi cf q" s wg"ko r nec"xgt'k'lect'uk'gn'r tqxggf qt'ug"
cf cr v'c'a "c'rc'tgf'f g'wo k'p'ut'q'0Gp'cni w'p'qu'ecuqu.'qu'r tqxggf qt'gu'ug'geek'p'cp'r qts wg'v'k'p'p'p'p'q'x'cek'p'p'gu's wg"
o glqtcp'qu'r tqegu'q'f kuo k'p'w'f gp'qu'equu'0Ug'gur gtc's wg'v'cpvq'qu'r tqxggf qt'gu'pwg'x'qu'eqo q'qu'gz'k'ng'p'v'gu'
eqo r ct'v'p'uwu' k'p'p'q'x'cek'p'p'gu'eqp' qvt'qu'r tqxggf qt'gu' s wg' uwo k'p'ut'cp' r tqf wev'qu' uko k'ct'gu'0 Rqt' nq' v'cpvq."ugt"
r tqxggf qt'v'cg'eqp'ki q'rc'qr qt'w'p'kf cf "f g't'gek'k'f'g'cu'i gpgt'cf cu'c'v'cx'2 u'f g'rc'tgf'f g'wo k'p'ut'q'0'

f g'rcu'i cpcpeku."{ f g'tgf week»p'f gn'itcdclq'pgeguclq."{ f g'cpqo cñ'cu'f g'r tqf wevq' f g'r tqeguq0' Guv'f ct vewrct 'ukungo c'f g'r tqxggf qtgu'ug'cr rlect'a 'co dlē p'gp'cti gp'vpc' f'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' clwuxf c'gp' xqn'Ào gp'gu' { "vko r qu' f gyvto kpcf qu' r qt'rc' f go cpf c' f gn'o gtecf q. "g'xkcpf q'rc' uqdtgr tqf week»p0'Rqt"wp'rcf q. "guv"ko r rē» r tqeguqu' f g' vcdclq"uwo co gp'v'kp'vpu'xqu'r ctc'uwu'go r rēcf qu0'Rqt"q'vq. "gn'ukungo c'ug'eqo dlp»"eqp"wp'c' ct vewrctek»p'eqp'uwu'r tqxggf qtgu'guvdrēgēkf q't'grēkqpgu'f g'eqqr gtce'k»p'c'rc'iti q'r rē| q'gp'rcu' ewrcgu'ug'eqo r ct vgp'iqu'dgpg'ēkēku. "r gtq'co dlē p'rcu'r 2 tf kf cu."{ "ug'tgrēk' cp'hwgt'v'ug'eqpvt'q'ru' f g'ecrk'cf "{ 'tgf week»p'f g'equu'q0'Guv'eqpl'wp'v'f g'ko r rēo gp'v'ek'q'p'gu'eqp'uk'w'f »"wp'o 2 vqf q' o cp'w'c'ewt'gtq't'gxq'w'ek'q'p'ct'k'q'gp'rc'k'p'f wut'k'c'w'w'qo q'v'k' "s w'g'ug'eqo r rēo gp'v'» r gth'g'v'co gp'v' eqp'rc't'ggut'v'ewt'ce'k»p'f gn'ecr kērc'uo q'o w'p'f kērc'c' r ct vkt' f g'rcu'et'kuku'f gn'r'gt'»r'g'q'f g'3; 92." r gto k'k'g'p'f q'c'rc'ht'o c'lcr'q'p'guc'et'gēgt'c'eg'g'ct'f co gp'v'f w'cp'v'g'rc'ugi w'p'f c'o kcf'f gn'uki r'q'ZZ0"

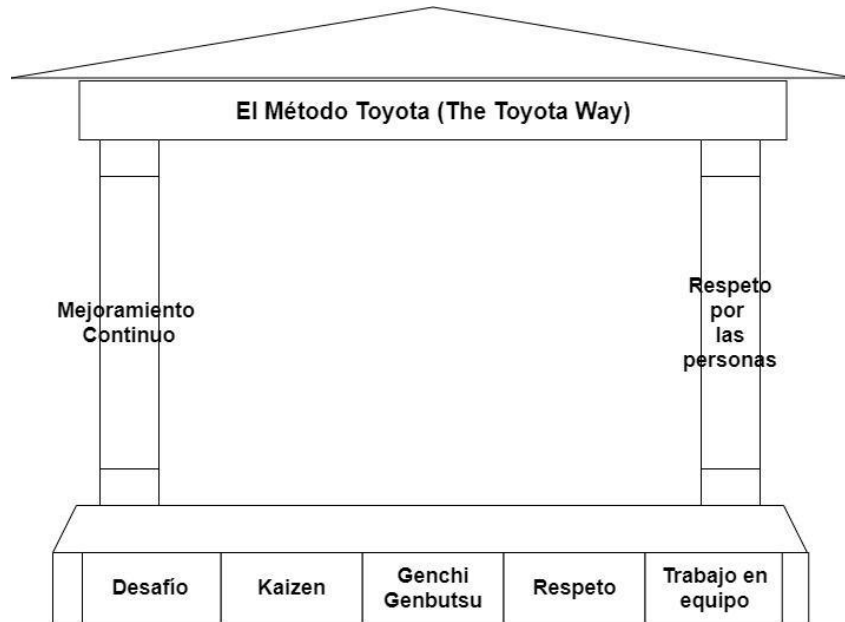
3.2.2 - El método de Toyota (*The Toyota Way*)

Ncu'ect'cevgt'f'ukēcu'f gn'VRU'gu'p'hwgt'v'go gp'v't'grēk'q'p'cf cu'eqp'wp'c'r ct vewrct'xkuk»p' go r t'guct'kēn's w'g'c'r ct vkt' f gn'4224'rc'eqo r c'o 'f'gp'qo k»»'el método Toyota'«The Toyota Way»⁴⁴⁴ Guc'uk'f gcu'hwgt'q'p't'guwo kf cu'gp'wp'f q'ewo gp'v'kp'v'g'p'q'f g'rc'eqo r c'o 'f'gp'4223's w'g'ug'hqto w»" eqp'qdl'g'v'x'q'f g'o cp'v'g'p'g't'rc'gug'p'ek'f g'rc'eqo r c'o 'f'f'w'cp'v'g'uw'r tqeguq'f g'i r'q'c'rk' c'ek»p'«K'gt' g'v'c'f0'4233=L0'N'ngt'.4225+0'R'ct'c'gm'q.'ug'f'guct'q'm»gn'r tqi tco c'Toyota Way's w'g't'gēqi 'f'rc'iqu' r t'k'p'ek'k'qu't'g'v'q't'gu'j k'w'»t'k'equ'f g'Vq{ qvc' "{ 'iqu'v'c'puo k'f'c'c'iqu'go r rēcf qu'f g'v'qf q'gn'o w'p'f q0' Guv'f q'ewo gp'v'g'zr rēc'dc'g'w'c'hw'qu'q'f'f'c'r ct vkt' f gn'f kērc' tco 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' Hki wtc' KKK3+0' Gn'r t'ko gtq' f g'iqu'r k'ct'gu' f g'uecpuc' uqdt'g'v'gu'dc'ug'c'«desafio.'s w'g't'gh'gt'g'c'n'r'gp'uc' k'g'p'v'c'rc'iti q'r rē| q=d'«kaizen.'s w'g'

³⁴⁴ "Nqu' r t'ko gtqu' 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'drēgēk'g'p' r'qu' E'k'p'eq' R't'k'p'ek' k'qu' H'w'p'f co gp'v'rc'gu'f g'Vq{ qf c.'iqu'ēw'rc'gu'g't'ep'c'«ulgo r t'g'ug't' h'gn'c'iqu'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'c'n' d'k'g'p'i g'p'g't'c'n'd'«ulgo r t'g'ug't' guw'f k'qu' "{ 'et'g'v'x'q.'g'uh'q't' | a'p'f'q'ug' r'qt'c'f'g'rc'p'v'ct'ug'c'rc'iqu'v'ko r qu'«e'«ulgo r t'g'ug't' r t'a'ev'eq' "{ 'g'x'k'ct'rc' h'k'x'q'rk'f'c'f'«ulgo r t'g'g'uh'q't' ct'ug'r'qt'et'g'ct'wp'co d'k'g'p'v'g'h'co k'rk'ct'gp'gn'it'cdclq's w'g'ug'c'e'a r'k'f'q' "{ co k'i c'd'rg'«{ "g'«ulgo r t'g't'g'ur'g'v'ct' r'qu'cu'w'p'v'qu'g'ur'k'k'w'rc'gu' "{ 't'g'eq't'f'ct'g'v'ct'c'i'c'f'g'ek'f'q'gp'v'q'f'q'o q'o gp'v'«Vq{ qvc.' 4234+0'Guv'qu'r t'k'p'ek'k'qu'hwgt'q'p'o q'f'k'k'ē'p'f'q'ug'c'o' g'f'k'c's w'g'ug'r' t'g'ug'p'v'cd'p'p'w'g'x'qu'f'g'uc'f'f'qu'gp'rc'j'k'v'q't'k'f'g'rc' h'k'o c'r'gt'q'ulgo r t'g'o cp'v'g'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'ngt'«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'v'q'gp'uw'o q'f'g'q'r'k'co k'f'c'n'f'g'6'R't'qt'uwu'k'i'rcu' gp'k'p'i r'f'«h'k'qu'q'f'f'«philosophy+ r t'q'eguq'«process+ r g'tu'q'p'cu' "{ 'eqo r c'o g'tqu'«people and partner+ "{ 't'g'uc'w'el'p'f'g' r t'q'd'rgo cu'«problem solving+«xgt' h'k'i wtc'2/3'f'gn'c'p'g'z'q'G'uc'f'f'k'w'q'«0'Gp'rc'«dc'ug'f'gn'o q'f'g'q'ug'gp'ew'g'p'v'c'c'«u'w' h'k'qu'q'f'f'c'f'g'rc'iti q'r rē| q.'s w'g'ug'eq'p'eg'p'v'c'gp'g'z'eg'f'g't'rcu'p'g'eg'uk'f'c'f'g'u' "{ 'g'z'r'g'v'c'v'x'cu'f'g'rc'iqu'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'uc'p'v'go gp'v'r' t'q'eguqu'o' a' u'g'h'k'ē'k'p'v'g'«e+r' g'tu'q'p'cu' "{ 'eqo r c'o g'tqu.'s w'g'g'v'c'd'r'g'eg' rc'ko r q't'v'p'ek'f'gn'it'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'iqu' go r rēcf qu'gu'p'eq'p'uc'p'v'go gp'v'k'p'v'g'p'f'q't'g'uc'k'g't'iqu'r' t'q'd'rgo cu'f'g'rc'go r t'g'uc'0'

tgo kg'c'rc'o glqtc"eqp'kpw³⁴⁵"{ "e+genchi genbutsu."s wg"uki p'k'c'rc'nc'hwpg'r ctc"gpqvtct " nqu"j gejj qu0[" gn'ugi wpf q"fg"nqu"r kctgu."fg"respeto por las personas."ug"r quc"uqdtg"fg qu" eqpegr vqu<f "+respeto="{"g+"trabajo en equipo0"

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



Hwpgv<gndqtcels>p'r tqr k'gp'dcug'c'Nkngt{"J qugwu."422: +0

Gug'f qewo gpvq'ug'f kwtkdw{ >c'vqf cu'rcu'k'rc'gu'f g'rc'go r tgu'c'gp'gnib wpf q'r ctc'k'p'v'p'v'ct " tgr r'k'ct'g'u'cu'k'f g'cu'f g'Vq{ qvc'Lcr >p"gp'nqu'f k'v'p'v'qu'r c'p'gu'f q'p'f g'f g'ugo d'ct'ec'dc'rc'k'to c'f'g' F lgi q'g'v'c'ri0"422; =Uq'p'q'x'um'knj ."4238+0³⁴⁶"Ugi Àp"Hwo kq'4228<3: 3+. "Vq{ qvc'pq'gu'gn'v'k' q'fg" GO "s wg'o q'x'k'k' c'uw'uk'k'q'f g'r tqf week>p'f g'wp'w'i ct'c'q'v'q'r ctc'c'ugi wtct'gn'ceegu'c'o cpq'fg" qdte" d'ct'c'c."gp"eco dkq."gu'gn'v'k' q'fg"eqtr qtcel>p"s wg"qd'v'k'p'g"i c'p'c'p'ek'cu'cn'k'p'f v'ek't" c"uwu" v'ed'cl'cf qtgu'c'v'ed'cl'ct'f g'o c'p'g'tc'g'h'k'c'g'p'v'g'cn'g'u'c'd'ng'eg't'uw'uk'v'go c'gp'nqu'uk'k'qu'f g'r tqf week>p" g'u'c'd'ng'ek'f qu0³⁴⁷"

³⁴⁵Gp'r ct'v'ew'ct."rc'r'a'ew'ec'f g'kaizen j c'uk'f q'o w'k'o r qt'v'p'v'g'gp'gn'z'k'q'f g'hu'r tq'egu'qu'r tqf we'k'x'qu'f g'Vq{ qvc' *V'eng'we'j k"422; +0'Uw'ko r r'go gp'v'cel>p'ko r r'k'ec'dc's wg'v'q'f qu'qu'go r r'g'c'f qu'f g'rc'k'to c.'f g'uf g'gn'o a u'd'cl'q'gp'rc' g'u'ec'rc'lg't'a' ts w'ec."j cu'c'gn'o a u'c'n'q'p'k'x'gn'r q'f'p'p'w'i g't'k'r'g's w'g'o qu'eco dk'qu's wg'o gl'qt'gp'gn'r tq'egu'qu'r tqf we'k'x'q'0' Gu'q'w'o d'k'p'ug'ng'x'c'c'ec'dq'gp'rc'u'h'k'c'rc'gu'c't'g'f'g'f'q't'f'gn'o w'p'f q'0'Gp'rc'k'rc'c'ti'g'p'v'p'c'ug'j'cp'ko r r'go gp'v'c'f q' f'k'v'p'v'qu'r'g's w'g'o qu'eco dk'qu'd'cl'q'gn'o 2'v'q'f q'kaizen"s wg'hw'g't'q'p'ug'o c'rc'f qu'r q't'rc'u'gl'g'ew'k'x'qu'eqo q'h'c'v'q't'gu's wg'o gl'qt'ct'q'p'p'q'v'd'r'go gp'v'g'gn'uk'v'go c'f g'r tqf week>p0"

³⁴⁶E'w'c'p'f q'rc'eqo r c'o'f'c'g'u'c'd'ng'eg'w'p'c'u'w'd'uk'f'k't'k'c'gp'wp'p'w'g'x'q'r c'p'u't'g'c'rk' c'w'p'c'k'p'x'g'unk' c'el>p'uqdtg'p'ge'g'ul'cf'g'u' p'c'ek'p'c'rg'u'{"hu't'g's w'k'k'qu'co d'k'g'p'v'c'rg'u'f g'2'ug'f' "ug'd'w'ec'rc'u'o gl'qt'gu'q'to cu'f g'ko r r'go gp'v'ct'rc'ew'w'w'c'Vq{ qvc'gp' rc't'g'c'rk'cf "p'c'ek'p'c'rn'f'g'v'g'to k'p'c'f c'Nkngt{"J qugwu."422: +0'R'ct'c'nc'i' t'c't'q'."Vq{ qvc'gp'x'f'k'p'ut'w'v'q't'gu'l'c'r'q'p'g'ug'u' n'co cf qu'kaizen'c'rc'u'go r t'g'u'c'u'w'd'uk'f'k't'k'c'u'r c'tc'gp'ug'ct'c'rc'u'i'g't'g'p'v'g'u'h'q'ec'rg'u'f'hu'go r r'g'c'f qu'rc'ew'w'w'c'Vq{ qvc." v'c'p'uh'g't'k'v'g'ep'q'ni' f'cu."j'c'd'k'rk'cf'g'u'g'k'p'v'g't'eco d'k't'g'z'r'g't'k'p'ek'cu'Gug{"H'w'ly c'tc."4222+0

³⁴⁷F'g'g'ug'o q'f q."c'p'v'g'nqu'f g'uc'h'qu'f g'rc'k'p'v'g't'p'c'ek'p'c'rk' c'el>p."nqu'r t'k'p'ek'k'qu't'g'v'q't'gu'f g'rc'go r t'g'u'c'hw'g't'q'p' o q'f'k'k'ec'f'qu'r'rc'p'v'g'a'p'f'q'ug'<c'+l'g't'w'p'c'eqo r c'o'f'c'f'gn'o w'p'f q=d+l'g't'x'k'c'w'p'b'c'q't'd'k'g'p'g'u'c't'f'g'rc'u'r'g't'u'q'p'c'u'gp'v'q'f'cu'

" Nc'i guk»p"guvcv i kec'f g'rc'r tqf week»p"guv^a f ghkpk c'r qt"gnf gkpgco kpvq'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'guvcdrgegt" tguwncf qu'o gf kdrgu"gp"vqf cu'rcu'gver cu'f g'i guk»p"»f rktctgl 'P gy o cp.'4239+0Rctc'rc'f ghkpk»p" f g' guvqu"qdlgvk»qu"ug" wkrk c" wpc"j gttco kpvv" f g"i guk»p" rco cf c" *Hoshin*" cpwcn" f qpf g"ug" r quwrcp"rcu'cevkk cf gu"eqpetgvcu" c" f gucttqmt" f wcpvg" gn'c° q. "eqpxk v² pf qug"2 uvcu" gp" gn' *Hoshin*" f g'rc'eqo r c° ¶c⁴⁸"C"uw'xgl . "gn'*Hoshin Kanri*"uwvpgv'rc'xkuk»p" f g'rc'eqo r c° ¶c. "{ "j ceg" tghgtgpek" c" wv"qdlgvk»q" kf gcn'f g'r tqf wek" cwqu"cn'o^a u'dclq"equv. "gp"gn'o qo gpvq"lwuv"{"eqp" rc"o glqt"ecrk cf 0'Uqdtg" guv" xkuk»p"ug" guvcdrgegp" rqu"qdlgvk»qu" eqpetgvqu0' Gn' *Kanri*" gu" gn' guvcdrgeko kpvq'f g'ekemqu'r ctc'crecp| ct"rqu"qdlgvk»qu" f gugcf qu0K r rlec"rqu"uki vkepvu'r cuqu<c+" rc"grdqtcek»p" f g"guvcvgi kcu"{" r rpgu" f g"ceek»p"=d+"rc"ko r ngo gpvcek»p" f g"rqu" r rpgu"=e+"rc" gxcn»cek»p" f g'tguwncf qu"={" f "rc"vqo c" f g'o gf kf cu'cr tqr kcf cu0

C"r ctvk" f g"rqu"*Hoshin*"ug"guvcdrgegp"rqu"qdlgvk»qu"cpwrcgu" f g'rc'eqo r c° ¶c"s wg"ugt^a p" o qvqtk cf qu'r qt"rc"grdqtcek»p" f g"guvcvgi kcu"{" r rpgu"eqpetgvqu" f g"ceek»p0'Guvqu."c"uw'xgl . " ugt^a p" ko r ngo gpvcf qu" gp" gn' r tqegu" f g" r tqf week»p" cttqlc pf q" tguwncf qu" s wg" r qf t^a p" ugt" eqpvcucf qu" {" gxcn»cf qu" f g"cewgtf q" eqp" rqu" qdlgvk»qu" r tgxkco gpv" r rpkhccf qu0' Uk" rqu" tguwncf qu" gur gtcf qu"pq"ug"crecp| ctqp. "ug"vqo cp"rcu"o gf kf cu"pgeguctkcu" r ctc"pq"xqrgt" c"uw" tgewtgpck0'Uk"ug"crecp| cp"rqu"tguwncf qu" gur gtcf qu. "ug"r tqegf g" c"rc"guvcpf ct k ccek»p" f g"guvqu0' Cn'eqo dlpctug" gn' *Hoshin Kanri*" eqp" gn' *Kaizen*" *o glqtc" eqpvkpw+." rc" guvcpf ct k ccek»p" pq" eqpukwv{ g'wpc'tki kf gl . "ukpq's wg"lwr qpg'wpc"eqpucpv'ko r ngo gpvcek»p" f g'tghqto cu0Gn'ekem" f g" guvcpf ct k ccek»p" gu"vcr'j cuv"s wg"gu"kvqf wek" c" wpc"pwxc"o glqtc"{"ug"xwrg" c"guvcpf ct k ct0' Guc" hqto c" f g" f ghkpk" rqu" qdlgvk»qu" guvcv i lequ"ug" gpewgpvc" tgi wrcf c" vcpv" r qt"rc"o cvk" " gr kv² o kec'f g'rc"o glqtc"eqpvkpw"gp"gn'pkxgn'f g'rc"õhkrquqf¶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»" wv" kppqxc f qt" ukvgo c" f g" r tqf week»p. "co dl² p" guvcdrgek»" f guf g'uw'lpk»qu" wpc"guvcvgi k" eqtr qtcvxc" r ctvewrt. "rc"ewcn' guwvq"dcucf c"gp"gn'r gpucv kpvq'c'rc'ti q'r rc| q" {"rc"o glqtc"eqpvkpw0C"o gf kf c's wg"ug" f gucttqm»" rc"j kvqtk" f g"rc'eqo r c° ¶c"guvqu" r tkpek rqu"hwgtqp"eco dlcpf q" {"cf cr v² pf qug" c" rqu" f guclhqu" eq{ vpwrcrgu0'Gur ge¶hcco gpv. "c'r ctvk" f g'rc"kvqtpcekqpcrk ccek»p" f g'rc'htc o c. "Vq{ qvc"gpht gp»" rqu" f khewncf gu" f g'tgr rlect. "pq"u»rqu"uw'ukvgo c" f g'r tqf week»p. "ukpq"uw'ewwrc"go r tguctkcn'gp"

r ctvgu" c" vcx² u'f gn'ewk cf q' f g'rc'ugi wtk cf "{ "f gn'o gf kqco dlkpv»e+ugt" rff gtgu"gp"vgepqm¶c{"gp"uc'vukceek»p"cn' erkpvg»f +ugt"wp"o kgo dtq"eqpvtkdw{ gpv" c"rc'eqo wpl cf "gp"ecf c"pcek»p»g+htlct" wpc"ewwrc" eqtr qtcvxc" s wg" j qptg"rc"lpf kxk wcrk cf "c"rc"xgl "s wg"r tqo wxc"gn'tcdclq"gp"gs vkr q»h"ngxct" c"ecdq"wp"eqpvkpw"etgelo kpvq" c" r ctvk" f g'wpc'cf o kpvkcek»p"ghkpv" {" i rmdcn" {" i +etgct" tgrcekqpgu" f wrcf gtcu"eqp"uqekqu"go r tguctkrgu" c" h'rc'ti q" f gn'o vpf q0

³⁴⁸"C"r ctvk" f g'gug"r rpg'egpvcn'ug'eqphk wrc'wp" f gr ctvco gpvq' f g"*Hoshin*" q'Wpk cf "*Hoshin* s wg'xc" c" guvcdrgegt" hqu" r rpgu. "qdlgvk»qu" {"cevkk cf gu'r ctc"rqu" f go^a u'ugevt gu'c' hkp" f g"qdvpgt" rqu"tguwncf qu" f gugcf qu0

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" guctvqi k" go r tguetkcn" f g" Vq { qv" vcpvq" gp" uwu" kpekqu" gp" Lcr » p" eqo q" gp" uw' g' zr g' t' k' pek" o wnkpcckqpcn" r qt" r¶ vcpvq. "uqp" wp" hcevqt" f g' vto kpcpv" r ctc" gpv' pf gt" r" vtc { gevqtk" gzege' ekqpcn" f g" r" hto c" lcr qp' guc" gp" Cti gp' kpc' 0

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

C" r guct" f g" r" f gttqv" f g" Lcr » p" gp" r" KKI O. " gn' pwxq" eqpvz vq" k' vgt' p' cekqpcn" hwg" hcxqtcdrg" r ctc" gn' r c¶u" gp" f kxgtuqu" cur gevqu' 0Rqt" wp" rcf q. " gn' kpekq" f g" r" I wgttc" H¶ c" eqpf wq" c" s wg' Guvcf qu' Wpkf qu' wkrk ctc" gn' r qvpekcn' kpf wutkcn' f g' Lcr » p" eqp" gn' h' k' f g' hqt' v' r' ege' t' uw' r' qu' ek» p" o k' kct" h' gp' v" c" r" Wpk» p" Uqxk' v' k" c" gp" wpc" t' gi k» p" gp" f' kur' w" c" *Eqmcpvqu. "422: +. " Cf go^a u. " r" r' qv' pek" pqt' v' go g' t' k' cpc" cdtk" u" o gtecf qu" c" r" u" g' zr qt' vekqpgu" k' pf wutk' r' u" f g" Lcr » p. " hcxqtgek' p' f q" c" wpc" ugt' k' f g" go r t' guc" gp' v' g' r' u" s' wg' u" g' p' eqp' v' t' cdc" Vq { qv' 0⁴⁹ C" uw' xgl. " c" r' guct" f' gn' l' pi t' guq" f g" Lcr » p" cn' HO K { " cn' Cewgtf q" I gp' gtcn' uqdtg" Ctcpegru" Cf wcp' gtqu" { " Eqo g' tekq" *I CVV+. ³⁴: " r' u' r' t' pek' r' u' r' qv' pek' u' f' gn' o' w' pf q' ecr' k' cr' k' u' c' h' g' r' gto k' k' gt' qp" cn' r' c¶u' t' g' u' t' k' pi k' t' r' u" k' o r' qt' vekqpgu" { " eqp' v' t' r' ct" gn' v' k' q' f' g' eco d' k' f' gn' { gp" eqp' t' gur' gevq' cn' t' guv' f' g' r' u' f' k' k' u' c" *Vq { qv. " 4234-0'

Cf go^a u. " Lcr » p" eqphqto » gn' Egpvtq" f g" Rtqf wv' x' k' f' cf " Lcr qp² u" *LRE. " r' qt' uwu' uki r' u" gp" k' pi r' f' u" gp" gn' c' o q" 3; 77" eqo q" wpc" gp' v' k' f' cf " v' k' r' ct' v' k" c" f g" r" s' wg" r' ct' v' k' r' cdc' p" r' u" go r t' guc. " gn' i qd' k' t' p' q" { " r' u" uk' pf k' ecv' u" eqp" gn' qd' l' g' v' x' q" f g" cwo gp' v' t" h' wgt' v' go gp' v" r" r' tqf wv' x' k' f' cf " r' ctc" t' g' eqp' u' t' w' t' h' c' p' c' ek» p' 0Nqu' eqp' u' g' pu' qu' s' wg' u" g' u' v' c' d' r' e' k' t' q' p" gp" gn' u' g' p' q' f' gn' LRE" f' k' g' t' q' p' h' w' i' ct' c" v' pc" ugt' k' f' g" eq' p' e' g' u' k' q' p' gu" c" r' u" uk' pf k' ecv' u" eqo q" r" u" gi w' k' f' cf " { " r" g' u' v' c' d' k' k' f' cf " gp" gn' go r r' g' q" f' g" r' u" v' t' c' d' c' l' f' q' t' gu' 0 C" eco d' k' q. " r' u" uk' pf k' ecv' u" u" g" eqo r t' qo g' v' ¶' p" c" eq' r' d' q' t' c' t" eqp" gn' r' t' q' e' g' u' q" f' g" t' c' ek' q' p' c' k' c' ek» p' s' wg' u" g' r' q' p' ¶' c" gp" b' c' t' e' j. c. r' g' t' q' " eqp" r' r' ct' v' k' w' r' t' k' f' cf " s' wg' u' v' c" eq' r' d' q' t' c' ek» p' f' g' d' ¶' c" t' g' c' k' ct' u" g" o^a u' c' m' f' f' g' h' q' u' c' r' t' k' c' n' 0Gu' v' f' k' q' r' u" eq' p' f' k' ek' q' p' gu" r' ctc" r" c' r' h' e' c' ek» p' f' gn' VRU" *f' r' k' c' t' g' l' " P' gy' o' cp. " 4239-0Rct' v' k' w' r' t' o' gp' v" gp" Vq { qv. " Eq' t' k' v" *4228<4: /4; +r' r' p' v' g' c' r' " g' z' k' u' g' p' e' k' f' g' v' t' gu" c' eq' p' v' g' e' k' o' k' p' v' u" gp' v' t' g' 3; 6; { " 3; 72" s' wg' f' k' g' t' q' p' h' w' i' ct' c" v' pc" h' wgt' v' t' c' ek' q' p' c' k' c' ek» p" { " s' wg' w' d' l' e' c' t' q' p" cn' VRU" f' gp' v' t' q' f' g' h' q' r' gp' u' c' d' r' g' < w' pc" e' t' k' u' l' h' k' p' c' e' k' g' t' c" s' wg' e' c' u' k' h' g' x' c" c" r" s' w' g' d' t' c" c" r" go r t' g' u' c' = w' pc" j' w' g' n' i' c" gp" t' g' u' r' w' g' u' c" c" r" t' g' g' u' t' w' e' w' t' c' ek» p" k' o' r' w' g' u' c" r' qt' r' c" e' t' k' u' l' s' wg' v' g' t' o' k' p' » " eqp" gn' f' g' u' r' k' f' q' f' g" 3022" q' d' t' g' t' q' u" = { " gn' g' u' v' c' n' k' f' q' f' g' r' e" i' w' g' t' t' c' " eqp" E' q' t' g' c" s' wg' f' g' u' c' » " w' pc" q' r' g' c' f' c' f' g' f' g' u' r' k' f' q' u' o' c' u' k' x' q' u"

³⁴⁹" C" uw' xgl. " Vq { qv" h' w' g' c' e' g' r' v' f' c" c" r' ct' v' k' r' ct" gp" gn' r' t' q' i' t' c' o' c" f' g" gp' v' t' g' p' c' o' k' p' v' q' k' p' f' w' u' t' k' c' n' f' gn' F' g' r' c' t' w' o' gp' v' q' f' g" I wgttc" f' g' Guvcf qu' Wpkf qu' s' wg' u" g' p' h' q' e' c' f' c" gp" gn' r' t' q' e' g' u' q' f' g' f' g' u' c' t' q' m' q' f' g' r' t' q' e' g' u' q' u" { " go r r' g' c' f' qu" *O' c' i' g' g. " 4229-0'

³⁴: " Qti c' p' k' c' ek» p' s' wg' h' w' g' i' q' u' g' v' t' c' p' u' h' q' t' o' » " gp" r' e" QO' 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 gtuqpcr³⁴:"

Gp"guvg"pwgxq"eqpvzq"gn'r c"ju"cul³⁵²»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 f²ecf c"fg"3; 72."ceqo r c° cpf q"gnlcwo gpvq"f g"r"r f g"pukf cf "fg"r xgj "fawru" r gt"e^a r kc"gp"gn'r c"ju³⁵²»*xgt" I t^a hleq"KKK3+0" Nwgi q"fg"wp"r tqeguq"f g"etgeko kgpvq"kpvtgq" 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 qp²u"eqp"gnldlgkxq"fg"dclct"mru"r tgekqu"fg"mru"xgj "fawru"lcr qpgugu" { "s wg"uwu"go r tgu"i cpvg"eqo r gkxkcf cf "kpvtgpcckpccr³⁵³"H"gpvg"c"guvg"eqpvzq"fg"lpo kpgpv" cr gt wtc"eqo gtekn"mru"qdlgkxqu"fg"Vq{ qvc"ug"egpvtctqp"gp"fg"ktgukhlect"uwu"o qf grmru"r ctc" eqo r ngvct"gn'line up { "co r nct"uwu"ecr cekf cf gu"r tqf wexkcu"r ctc"mri tct"r"r tqf week»p"fg"fg"qu" o kmppgu"fg"xgj "fawru"r qt"r"o q."s wg"gu"m"q"sg"mru"mff gtgu."Hqtf .I gpgtcr/O qvtu"{"Xqmuy ci gp." guwcdp"r tqf wexkpf q"c"lpcrgu"fg"3; 82⁵⁴""

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

³⁴: "F wcpvg"mru"r tko gtqu"co qu"fg"r"r f²ecf c"fg"3; 72"Vq{ qvc"mgx"cf grpv"guvcgi kcu"fg"fg" gucevxkcel»p"ukp f kcr/O Ugi Ap"Uj ko k w"3; ; + "gpvg"guvcu"guvcgi kcu"ecdg"o gpekqpc<r"ru"r tqf wguvcu"fg"r tqo 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"lpxkqtp"gp"lwr gtxkqutgu" ewcf tuq"o gf kqu"r"r f kxkcp»p"fg"mru"ghgevxqu"gp"fg"mru"vqu"dewgr qu"o."r qt"glgo r m."gn'fg"mru"r k m"o cf qu"gp"r"guewgr" fg"Vq{ qvc"r"r f guchkxcel»p"fg"gn'ukp f kcvq"fg"mru"dewgr"mru"drpequ"o"r tqo qekpccf qu"{"r qt"Anko q."mru"ghgevu"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"hwgcp"fg"gn'ukp f kcrkuo q"r ctc" tgr mri ctug"gp"gn'vcdclq"{"r tggewr ctug"fg"uw'xkf c'r gtuqpcr"{"ho kxkct"o"

³⁵²"C"r ctvk"fg"r"i tcp"gzr cpuk»p"fg"r"r tqf week»p"fg"Vq{ qvc"gp"r"r f²ecf c"fg"3; 72"eqo gp| ctqp"r"cr ctgegt" r tqdrgo cu"v²epkequ"gur ge"lvequ"gp"mru"xgj "fawru"Ugi Ap"gn'xlegr tgukf gpvg"glgewkxq"{"uqdtkq"fg"Ucnkej k"Vq{ qf c." Gkk"Vq{ qf c."s wgp"cuwo k"r"r tgukf gpek"fg"VO E"gp"3; 89."gnlcwo gpvq"fg"r"r ecrk cf "pq"guwcd"ceqo r c° cpf q"gn' etgeko kgpvq"gp"r"r tqf wexkcf cf O'Eqo q"eqpugewpkek"fg"grm."gp"3; 85"Vq{ qvc"r"cp| »"r"Rqf"llec"Eqr qt vxc"fg" Vq{ qvc"s wg"eqpuk"l"gp"wp"eqo dpcel»p"fg"qdlgkxqu"i gpgtcr"u"ceqtq"{"rcti q"r m} q."s wg"r"wpwcdp"c"guwcdrgegt" c"Vq{ qvc"eqo q"wp"mff gt"i mrcn"fg"guctqmc"r"r tgr wcel»p"fg"r"go r tgu"dcucf c"gp"uw"ecrk cf " {"eqpvdw"r"c"r" geqpqo "lcr qpguc"r ctvk"fg"r"r tqf week»p"gp"o cuc'0"

³⁵³"C"uw'xgl ."c"r ctvk"fg"r"gpvtcf c"fg"lcr »p"gp"r"Qti cpk cel»p"r ctc"r"Eqqr gtcel»p"{"gn'F gucttqmq"Geqp»o leq" *QEF G+ "gp"3; 86."gn'r c"ju"mri t»"o c { qtgu"lcekf cf gu"r ctc"lpxgt" {"mgxct"qr gtcekpgu"c"Eqgc"fg"gn'Uw."Vcky^a p" {" gn'guvq"fg"mru"r guf g"cul³⁵⁴»veq'0"

³⁵⁴"Cf go^a u." f wcpvg" f lej q" r gt"qf q." mru" go r tgu"cwqo qvtlegu" guvcf qwpk gpugu" os wg" { c" vgp"ep" dcmpegu" eqo gtekr"p"gi c'xkqu"eqp"lcr »p"fg"gdkf q"r"mru"cnuc"vctkru" {"c"r"mru"r hlewncf gu"r qt"eqmect"uwu"r tqf wvqu"gp"gn' o gtecf q"lcr qp²u"eqo gp| ctqp"r"kpvtguctug"gp"vpgt"uqekqu"mrcrgu"O"gn' twr q"O kuwldkj k"hwpcf q"gp"3: 92"r qt"wp" f gucgp"lpgvg"fg"wp"r"ho kxk" samurái."hwg"wpq"fg"mru"zaibatsu"o^a u"r qf gtququ"fg"lcr »p"ug"eqpxk"»"gp"gn'luqek" f qo kpcpv"87" +gp"wp"r"go r tgu"eqplwpc"eqp"Ej t { urgt"Eqtr qt vckp."r qt"m"s wg"mru"eqpegukpctku"fg"Ej t { urgt" eqo gp| ctqp"r"r xgpf gt"gn' r gs wg" q"cwqo »xkif g"O kuwldkj k"gp"gn' o gtecf q"guvcf qwpk gpugu" Nwgi q."Kw' w'cegr »" hqto ct"qtvc"go r tgu"eqplwpc"eqp"l gpgtcr/O qvtu"laj puqp."3; : 4+0" Nq"ewtkqu"fg"guvg"r tqeguq"gu"s wg"gn'o kuo q" pq"hwg"r rcpk"cf q"pk'cxrcf q"r qt"gn'O K/Kgp"wp"r tpekr kq."c"s wg"mru"r rpgu"fg"2"ug"r ctc"r"kp f wutk"cwqo qvtk" gtecp"gu"o wct"r"uq"m"fg"qu"mff gtgu"pcekpccr"p"kuuc" {"Vq{ qvc+0"Ukp"go dcti q."mru"o kuo qu"i twr qu"go r tgu"ktqu"s wg" j cd"l"p"ukf q"r tqvgi kf qu"i" hqo gpvcf qu"r qt"gn'O K/K'eqo q"O kuwldkj k'g"Kw' w"ug'xkqtp"hwgtc"fg"gn'p"i qekq"cwqo qvtk" {"fg"uchkctqp"r"dw"qetcekl" hqto cpf q" f lej qu"joint-ventures"laj puqp."3; : 4+0"

r ctc'eqo r gk'c'pkxgnlpvgtpeklqpcnl'eqp'rcu'r tpekr crgu'cwqo qv'legu'gp'gn'w pf q'*J glo . '4242-0'
 Gnr tko gtq'f'g'gmqu'hwg'eqp'J kq'Q qvqtu. f'gf'kefc'r tpekr cm g'p'g'c'rc'r tqf weel'p'f'g'xgj 'f'w'w'qu'
 eqo gtekr'gu'i t'cpf'gu. "{'m'gi q'eqp'F'clj'cvuw'O qvqt. "gur'gek'rk'cf'c'gp'rc'r tqf weel'p'f'g'o k'p'k'
 xgj 'f'w'w'qu'*kei cars+'*xgt'Vcd'rc'KK3-0'F'g'g'ug'o qf'q. "c'r'ct'vt'f'g'f'lej'cu'cr'k'cp| cu'eqqr'gtc'v'x'cu'
 rcu'go r'tgucu'r'gt'v'p'g'el'g'p'v'gu'cn'I tw'q'Vq{qvc'qht'ge'f'ep'v'qf'q'gn'cd'c'p'leq'f'g'v'kr'qu'f'g'xgj 'f'w'w'qu'
 *Vq{qvc.'4234-'Vj'g'P'gy 'I'qtm'Vko'gu.'43'42'13; ; 7-0"

Tabla III-1 – Empresas del Grupo Toyota*

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

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

Hæpvg<Vq{ qv'I rjdcif'

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

Tabla III-2 - Fábricas de Toyota dentro de Japón

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

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

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

"

Gp"guvg"eqpvzq"gzr cpukxq"Vq{qvc"cdtk»"pwgxcu"lft dtkecu"gp"lcr »p"ngi cpf q"j cuvc"; " r rcpvcu" gp" 3; : 2" *xgt" Vcdr» "44-0" Cf go "a u." eqo gp| »" c" cwo gpvct" eqpukf gtcdrgo gpvg" uwu" gzr qtvekpqgu" c" pwgxcu" o gtecf qu" eqo q" Vcky "a p." Vckrpf kc. "Dtcukl" { "r c"lgu" f gr" O gf kq" Qtkgpv0" Nc" o c { qt" r ctvg" f g" rcu" gzr qtvekpqgu" c" lplcku" f g" r" f² 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" gpucd 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 "lwrqu" vto kpcf qu" { "rcu" r r" lkecu" f g" r tqo qek» p" c" r" r tqf week» p" f qo "2 uvek" f g" r c"lgu" ko r qtvcf qtgu" eqo q" Dtcukl" O "2 zlek. ³⁵⁵ Uwf "a htkc. "Cwutcrk. "gpvtg" qtqu" *xgt" Vcdr» "45-0"

Gp"3; 7: "rc" ko r qtvekp» p" f g" nku" r ctc" grl" gpucd drclg" f g" xgj "lwrqu" EMF "hwgtqp" r tqj kdkf qu" r qt" grl" qdkgtpq" f gucttqnkuc" f g" Lwuegrkq" 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" wp" r gs wg" q" vcmgt" gp" Ej kpc. ³⁵⁶ r ctc" r" hcdtkceek» p" f g" uw" o qf grq" Ncpf "Etwlugt" s wg" nwg" q" eco dl» "uw" pqo dtg" c" Dcpf gkcpvg" *xgt" Vcdr» "45-0"

Gp" rqu" r t» zko qu" c" o qu" ug" uwo ctqp" rcu" lft dtkecu" f g" Uwf "a htkc" { " Cwutcrk. " tgur gevxco gpvg0" Gp" grl" Anko q" f g" guqu" r c"lgu. "f qpf g" j cd" c" cevxcu" r r" lkecu" f g" r tqo qek» p" f g" r tqf week» p" r qecn" f g" rqu" xgj "lwrqu. " Vq{ qvc" ngi »" c" cewgtf qu" f g" gpucd drct" grl" 82' " f g" uwu" xgj "lwrqu" 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 "lwrqu" vto kpcf qu" hwgtc" f g" Cwutcrk0" Grl" gpucd drcf q" f g" rqu" xgj "lwrqu" rqu" tgrk" cdc" r" go r tguc" r qecn" Cwutcrkcp" O qvt" kpf wutkgu" f g" r" ewcn" Vq{ qvc" r ctvekr cdc" eqp"

³⁵⁵ "C" uw" xgj . "gp" O "2 zlek" ug" lgi kwtc" wpc" eqtw" gzr gtlgpek" f g" Vq{ qvc" r tqf wekpq" q" o cs wlpctk" r ctc" r" lpf wutkc" vgz vki" gp" cuqekcel» p" eqp" grl" Gucf q" o gzlecpq" f wcpvg" r" f² ecf c" f g" 3; 72" *f " a o gu" { " Qrkgtc" Ci wkrct. "4242+

³⁵⁶ "Gp" 3; 58. "uqru" wpu" o gugu" f gur w" u" s wg" ug" eqo gp| ctc" c" hcdtkect" grl" eco k» p" I 3" f g" Vq{ qvc. "rc" go r tguc" { c" eqo gp| cdc" c" gzr qtvc" wpcu" r qecu" wplf cf gu" c" Ej kpc0" Nwg" q. "gp" 3; 59. "wpc" r gs wg" c" r rcpvc" f g" r ctcekpqgu" ug" lpuvcr» " gp" Uj cpi ck" s wg" hwgi q" ug" vcpuhqto »" gp" wpc" r rcpvc" f g" gpucd drcf q" f g" xgj "lwrqu0" Nwg" q. "gp" 3; 5: . "qvc" r rcpvc" f g" Vq{ qvc" hwg" lpuvcrf c" gp" r" ekwf cf "Vlcpk" l" co 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'hdrcgu'f g'rc'o wmkpcekqpcn'Vq{ qvc.'4234-0'

Gp'gn'o gtecf q'cul' vck'f wtcpvg'rc'f²ecf c'f g'3; 72'ug'j lekgtp'cni wpcu'gZR qtveekp'p'c' f kwpvqu'r c'f'gu's wg'gtep'qvqi cf cu'eqo q'tgr ctcekqpgu'r qt'mqu'f c' qu'qecukqpcf qu'f wtcpvg'rc' i wgttc.'m'ewer'r gto kks'cdtk'f lej qu'o gtecf qu'r etc'rc'r quvgtkt'gZR qtveek'p'eqp'xqn'ao gpgu' o c{qtgu'0'C"uw'xgl.'c'r ctvt'f g'mqu'r tqi tco cu'f g'kpegp'kxq" c'rc'tcf kecek'p'f g'go r tgu'cu' o wmkpcekqpcrgu'kpf wutkrgu'gp'Vckrcpf k.'Vq{ qvc'guvcdngck'wpc'r rcpw'f g'r tqf week'p'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'gZR qtvt'{"xgpf gt'xgj f'ewqu'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 wevqtgu'f g'xgj f'ewqu'eqo q' D²ni kec'{"Uwk'c'eqo q'dcugu'f g'xgpw'u'r etc'Gwtqr c0'Gp'3; 8: "eqo gpl »rc'gZR qtveek'p'f g' wpkf cf gu'f g'EMF'gp'Rqtwi cn'eqp'wp'cewgtf q'eqp'rc'go r tgu'c'Ucrkcf qt'Ecgcpcq'KO OX00'r etc' gn'gpuc o drc'lg0'Rqt'qvtq'rcf q.'gp'Guvf qu'Wpkf qu'rc'f go c'p'f g'xgj f'ewqu'f g'Vq{ qvc'etge'f' cegrgtcf co g'p'gp'rc'f²ecf c'f g'3; 82'r cucpf q'f g'6022'wpkf cf gu'gp'3; 86'c'626022'gp'3; 93' eqpxk'v² pf qug'gp'gn'r tkpkr cn'f guk'p'q'f g'gZR qtveek'p'f g'rc'ht o c.'r gtq'vqf cx'f'uk'p'kpi wpc' wpkf cf 'r tqf wekxc'gp'gn'r c'f'u'pqtvgco g'kcepq0"

" Gp'3; 92'ug'uwo ctqp'o a u'pcekqpgu'f g'pvtq'f g'rcu'ewcrgu'Vq{ qvc'tgcrk' cdc'cevk'kf 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'f²ecf c' o wej qu'r c'f'gu'gp'f wtgekgtp'uwu'r q'f'kecu'f g'r tqo qek'p'f g'r tqf week'p'pcekqpcn0'Rqt'glgo r m.' Uw' a h'kec'guvcdngck'gp'3; 92'wp'r rcp'f g'cwo g'p'v'f g'r tqf week'p'f g'xgj f'ewqu'jqecrgu's w'f gd'f' c'rc'cp| ct'gn'88' "gp'3; 980'Rqt'qvtq'rcf q.'C wutcrk'gzki k'gp'3; 97's w'g'r etc'3; 9; "gn': 7' "f g'rc' r tqf week'p'f g'xgj f'ewqu'f gd'f'ugt'jqecrk' cf c'gp'gn'r c'f'u0'Rctc'r qf gt'imgi ct'c'guvqu'r qtegpvclgu'f g' r tqf week'p' pcekqpcn' Vq{ qvc' f gd'f' k'peqtr qtct' o a u' r kgl cu' pcekqpcrgu' gp' uwu' xgj f'ewqu' cwutcrkcpqu'eqo q'o qvtgu'q'ukvgo cu'f g'v'cpuo k'k'p0'Cu'f'co r rk'uwu'r rcpw'gp'C wutcrk' hcdtkcpf q' guvqu' ukvgo cu' gp'3; 9; 0' Cf go a u.'eqo r t»'wpc' o c{qt' r tqr qtek'p'f gn'r cs wvg' ceekpctkq'f g'uw'joint-venture" LX+"C wutcrkcp'O qvt'k'f wutkgu.'eqpxk'v² pf qug'gp'gn'uqekq' o c{qt'kctkq0⁵⁷"

" Gp'u'p'v'gu'k'u'f wtcpvg'gn'r gt'f'q'f g'r qui wgttc'Vq{ qvc'c'v'cx'gu»'wpc'g'v'c'f g'etgeko k'p'v'q' gZR qpgp'ekn'gp'gn'o cteq'f gn'f gucttqmq'geq»o leq'g'k'p'f wutkcn'lcr qp²u0'Gp'guc'h'cug'rc'go r tgu'c' co r rk'uw'i co c'f g'r tqf wevqu.'o wmk'rk»'uw'ecr cekf cf "r tqf wekxc'f g'pvtq'f gn'r c'f'u'cdtkgpf q'

³⁵⁷"Gp'Hkr k'p'cu'ug'cxcp| »'gp'rc'r tqf week'p'jqecn'eqp'uw'uqekq'jqecn'F gnc'O qvt'Eqr qt'v'k'p'{"gp'k'f q'p'guk'ug' j k'q'dclq'gn'LX'RV0'Vq{ qvc'Cu'c'O qvt0'

eqo gpl »"wp"lX"eqp"l O "r ctc"r"r tqf week»p"gp"gn'r c"u" f gn'pqtvg³⁵: "F g"vqf qu"o qf qu."gp"3; : 8"
Vq{qvc" f gekf k»"cdtk"uwu"r tqr kcu"r rcpvcu"gp"GGWW" {"Ecpcf^a 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 gpvg⁶²"
" "

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

³⁵: "Ug"eqo gpl »"eqp"eqpxgtucekppgu"eqp"Hqtf "r ctc"tgcrlk 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'

³⁶²"C'uw'xgl . 'lco dlk'p'ug'kpucn»"wpc'r rcpvc'f g"Vq{qvc'r ctc"r'hcdrkecel»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 qwplf gpugu'f g"hqto c'vni's wg"gn'
eqpvgpkf q'necnlf gn'Eco t{ 'ngi »"cn97' "gp"3; ; 30'

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

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

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

Hvgpv<grcdqtccl>p'r tqr lc"gp'dcug'c'lphto cel>p'f'g'Vq{qc'4234+; 'Hqo kq'4228+; 'Mwo qp'*3; ; 4+'{ 'Vq{qc'I mdcn'4234+0'
 k'Vkr q'f'g'gpvtcf c'<LX<Lqlpv'Xgpwtg.'RE<Rtqr lqf cf 'Eqo r ngv'{'N<Nlegpek'lk'<Rtqr wevq<E<xgj 'ewqu'eqo gtelcrgu.'R<xgj 'ewqu'f'g'r cuclgtqu=E- R<xgj 'ewqu'eqo gtelcrgu'{'
 f'g'r cuclgtqu=C<Cwqr ctvgtu'{'O V<O cs wptkc'Vgz w'lk'P kxgnf'g'ko r qt vpekc'r tqf wevxc'f cf c'r qt 'rc'r tqf wek'p'cewo wrcf c'gpvtg'422; '{ '423; <Dclq<3'c'922022=O gf kq<
 922022'c'50722022=}'Cnq<50722022'gp'cf grcpv0

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

Gp'V'c'k'y^a p. 'h'w'g'i' q' 'f' g'w'p' 'h't'c'c'u'c'f' q' 'k'p'v'g'p'v'q' 'f' g' 'k'p'u'c'r'c'ek'p' 'g'p' 'g'n'r' c' 'f' 'u'³⁶³ 'u'g' 'h'g'x' » c' 'e'c'd'q' 'w'p'c' c'u'q'ek'c'ek'p' 'e'q'p' 'rc' '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'ek'p' 'f' g' 'e'c'r' k'c'g'u'g' h'q't'^a p'g'q'u' 'g'p' 'rc' 'k'p'f' w'w't'k'c' 'c'w'q'o' q'v't'k' '0' 'M'w'q'l' w'k' 'u'g' 'g'p'c't'i' c'd'c' 'f' g'n' 'g'p'u'c'o' d'r'c'f' q' 'f' g' 'm'u'x'g'j' 'f'w'q'u' 'f' g' 'V'q' { q'v'c' 'e'q'o' q' 'g'n' \ c'eg. 'E'q't'q'p'c' '{ 'F' { p'c'0C' 'u'w'x'g'l' . 'r' c't'c' 'g'n'f' g'u'c't't'q'm'q' 'f' g' 'c'w'q'r' c't'v'g'u' 'h'q'ec'g'u' 't'g'c'r'k' » 'w'p' 'L'X' 'e'q'p' 'rc' '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'ek'p' "v'z'ep'k'c' "e'q'p' "U'j' g'p' { c'p'i' "L'k'p'd'g'k' 'C'w'q'o' q'v'x'g' "E'q't'r' q't'c'v'k'p' "g'p'3; ; 2' 'r' c't'c' "rc' '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' » 'rc' 'c'r' t'q'd'c'ek'p' 'r' c't'c' "h'c'd't'k'c't' "x'g'j' 'f'w'q'u' 'f' g' 'r' c'u'c'l'g't'q'u' '{ 'u' » 'm' 'f' 'w'f' q' 'c'c'ee'g'f' g't' 'c' 'rc' 'c'r' t'q'd'c'ek'p' 'f' g'n'i' q'd'k'g't'p'q' 'r' c't'c' 'h'c'd't'k'c't' 'e'c'o' k'q'p'g'u. "g'u'c'd'r'g'ek'g'p'f' q' 'g'n' 'L'X' 'F' 'E'0' / 'V'q' { q'v'c' 'N'k'o' k'g'f' "r' c't'c' 'r' t'q'f w'ek' 'm'u' 'e'c'o' k'q'p'g'u' 'F' { p'c' "g'p'3; ; : 70'F' k'ej' q' 'p'g'i' q'ek'q' 'p'q' 'h'w'g' 'g'z'k'q'u'q' '{ "g'p'3; ; 9' "g'u'c'd'r'g'ek' » w'p' 'p'w'g'x'q' 'L'X' 'V'q' { q'v'c' 'M'k't'm'u'c't' 'O' q'v'q't' 'R't'k'x'c'v'g' 'N'f'0' 'e'q'p' 'rc' 'k'p'f' k'c' 'M'k't'm'u'c't' 'I' t'q'w' . 'r' c't'c' 'r' t'q'f w'ek' 'rc' 'o' k'p'k'c'p' 'o' w'n'k'r' t'q'r' » u'k'x'q' 'S' w'c'r'k'u' *V'q' { q'v'c' . '4234+0' "

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

³⁶³Gp'V'c'k'y^a p'c'r' t'k'p'ek' k'q'u'f' g'rc'f²ecf c'ug'rc'p' c'rc' 'N'g'f' 'f' g'R't'q'o' q'ek'p' '{ 'F' g'u'c't't'q'm'q' 'f' g'rc' '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' 'rc' 'k'p'f' w'w't'k'c' 'c'w'q'o' q'v't'k' 'h'q'ec'n'g'p' 'c'r'k'c'p'l' c' 'e'q'p' 'e'c'r' k'c'g'u'g'z'v'c'p'l'g't'q'u'0'C'f' go^a u'rc' 'k'o' r' q't'v'c'ek'p' c' 'V'c'k'y^a p' 'f' g'x'g'j' 'f'w'q'u' 'f' g' 'r' c'u'c'l'g't'q'u' 'g'u'c'd'c' 'r' t'q'j' k'l'k' c' 'f' g'd'k'f' q'c' 'h'q'u' 'r' t'q'd'g'o' c'u' 's' w'g'i' g'p'g't'c'd'c' 'g'p' 'rc' 'd'c'r'c'p'l' c' 'e'q'o' g't'ek'r'0' 'R'q't' 'g'u'v'q'u' 'b' q'v'x'q'u' 'V'q' { q'v'c' 'r' t'q'r' w'w'q' 'c'f'j' g't'k'ug'c' 'f' k'ej' q' 'r' 'm'p' 'g'u'c'd'r'g'ek'g'p'f' q' 'w'p'c' 'r' r'c'p'v'c' 'f' g' 'r' t'q'f w'ee'k'p' 'e'q'p' 'g'z'r' g'ev'c'v'x'c'u' 'f' g' 'r' t'q'f w'ek' '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' 'm'p' 'u'g't' 'f'c' 'h'g'x'c'f' q'c' 'e'c'd'q' 'g'p' 'c'u'q'ek'c'ek'p' 'e'q'p' 'rc' 'E'q't'r' q't'c'ek'p' 'f' g' 'C'eg't'q'u' 'E'j' k'p'c' *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' 'rc' 'e'w'c'n'g'n'i' q'd'k'g't'p'q' 'f' g' 'V'c'k'y^a p' 'r' q'ug'f'c' "w'p' 'r' q't'eg'p'v'c'l'g' 'f' g' 'u'w'f' 'c'c'ek'q'p'g'u'0'U'p' "g'o' d'c't'i' q. 'g'u'g' 'r' t'q'f' g'ev'q' 'h't'c'c'c'u'0' "

³⁶⁴G'n'r' t'k'o' g't' 'r' t'q'v'q'eq'm'q' 'f' g'n'f' t'g'c' 'f' g' 'N'k'd't'g' 'E'q'o' g't'ek'q' 'f' g'rc' 'CUGCP *CHVC + 'e'q'o' g'p'l' » c' 'k'p'u't'w'o' g'p'v't'ug' 'g'p'3; ; 5. '{ "e'q'p'uk'w'k' » 'g'ug'p'ek'c'm' g'p'v'g' 'g'p' 'rc' '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'ec'p'l' c't' 'g'n'f'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' 'rc' | 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(MCwqr 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 0⁶⁵"

" F g'gung'o qf q. 'gp'3; ; 2" Vq{ qvc" vgp'f 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 vtcp' lgtq" '{ r ctc' kpeqtr qtct' r u'ectcevgt' jukecu' tgi kqpcngu' gp" rqu'xgj 'fwmqu. 'Vq{ qvc" gucdrgek»' egpvtqu' f g' kpxguki cel»p" '{ 'F gucttqm' *K F -hwgtc' f gn' c'f'u' *xgt" Vcdrc" 2/7" f gn' Cp'gzq" Guvcf 'jukeq +0' Cu' f' 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 gtecpq⁶⁶ C f go^a u. 'gp'3; ; 5" Vq{ qvc" cdtk»" uw' egpvtq' f g' vugvq" f g' eco kqpgu' gp" Ctk' qpc. " GGWW0Gp" D² ni kec. 'ug'etg»" Vq{ qvc" Gwtqr g" Qh' h'eg' qh' Etgcvkap" eqo q" wp" egpvtq' f g' f kug^o q' r ctc" Gwtqr c0C" f kgt gpek' f g' o' wej qu' o' qf gmq' f g' f kug^o q' eqtr qtcvxxq" f g' o' wmkpcekqpcngu. 'f qpf g' r u' hkr rqu' gz vtcp' lgtcu' 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 rqu" r wgf gp" wkr' ct" rqu" udukf kqu" gz vtcp' lgtqu" r ctc" f gucttqm' pwxcu" vepqmi 'f u. ³⁶⁷ hqto^a 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' f² ecf cu' Vq{ qvc" etgek»' cegrntcf co gpv' gp' dcug' uw' b' ² vqf q" f g' r tqf week»p" hgz kdr. " gn' ewcn' ug" eqpxk' k»" gp" wp" r ctcf ki o' c' r tqf wevxxq" gp" r' pwxgc' gxc' c' f gn' ecr kcrkuo q0' Guvc' hko c' h' k' gt»" wp" r tqeguq' f g' f gucttqm' f g' r' kpf wutk' cwqo qvtk' " lcr qpguc" gp" i' gpgtci' s' wg' f gur r' »" c' GGWW' f gn' r' qf kq' f g' r tqf week»p" f g' xgj 'fwmqu' 0C" uw' xgl. " f wtcpv' gucu' f² ecf cu' r' o' wmkpcekqpcn' ug" g' zr cpf 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' wg' eqph' i' wtdcp" u' u' o' c { qt' gu' egpvtqu' f g' xgpvcu' 0' wej qu' f g' guvqu' f gur r' kgi wgu' guvwx' kgtq' p' ko r wncf qu' r' qt' t' g' ut' k' eekqpgu' eqo gtekrngu' f g' hqu' r' c' f ugu"

o^a zko q' f g' 37" c^o qu. " s' wg' nwi q' hmg" ceqtvcf q' c" 32" c^o qu' 0' Eqphqto g" c" gung" v' c' v' f q. " 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' cn' s' wg' f' lej qu' r' tqf wevqu' r' wgf cp' ugt' cdcvgekf qu' cn' t' guvq' f g' r' r' c' f ugu' f g' r' t' gi k»p' 0' Rqt' glgo r' nq. " o' qvqtgu' f' k' g' ugn' gp" Vckr' p' f' k. " o' qvqtgu' c' i' cuq' r' p' c' gp" k' p' q' p' g' u' k. " 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' c' t' i' q. " r u' cwqr ctvqu' f g' o' c { qt' p' k' gn' v' e' p' q' n' i' leq' u' ki' wgtq' p' r' tqf wek' p' f' qug' gp' Lcr »p" '{ ' k' ut' k' d' w' 2' p' f' qug' c' r' qu' r' c' f ugu' f g' CUGCP " *K' qj' g' v' cn' 0' 423: < 74/75 +0"

³⁶⁵ Guvqu' b' gecpluo qu' hwtg' qp' t' gur c' f' cf' qu' t' q' t' gn' icewgt' f' q' f' g' k' p' v' t' e' co' d' k' q' eqo r' ngo' gp' v' t' k' f' g' c' w' q' r' ct' v' qu' gp' v' t' g' t' c' f' ugu' f g' CUGCP " gp' gn' ewcn' ug" gucdrge' f' r' h' k' d' g' t' v' f' f' g' g' z' r' q' t' v' c' e' k' p' '{ ' r' c' t' g' d' c' l' c' f' g' c' t' c' p' e' g' r' u' r' c' t' c' r' u' cwqr ctvqu' g' r' i' k' f' cu' r' q' t' h' qu' i' q' d' l' g' t' p' qu' '{ ' h' c' d' t' k' e' c' f' cu' r' q' t' r' u' v' g' t' o' k' p' c' n' u' gp' gn' t' g' c' f' g' CUGCP 0'

³⁶⁶ Gp' 3; ; 3' f' lej q' egpvtq' hwt' g' t' g' m' e' c' r' k' cf' q' gp' O' lej ki' cp' '{ ' ug' eqp' u' t' w' »" wp' p' w' x' q' egpvtq' f g' r' t' q' v' k' r' qu' f' g' xgj 'fwmqu' '{ ' v' g' v' q' 0'

³⁶⁷ Rqt' glgo r' nq. Vq{ qvc' Ecp' c' h' w' g' r' k' p' g' t' c' gp' gn' f' gucttqm' f g' v' e' p' q' m' i' ' f' u' f' g' v' go r' g' t' c' w' t' c' u' h' ' f' u' r' c' t' c' r' u' i' r' t' q' e' g' u' q' u' f' g' g' p' e' g' p' f' k' f' q' f' g' o' q' v' q' t' u' 0'

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

3.5 - Etapa de globalización (1990-2008)

" C" r ctvt' f gn' Cewgtf q" Rrc| c" f g' 3; ; 7." tgerk| cf q" gptg" rcu" r tkpekrcgu" r qvpeku" geqp»o lecu'eqp"gzegr ek»p'f g'rc'WTUU."ug'f gekf k»rc'f gr tgekeke»p'f gnif »rc't'gucf qwplf gpug'gp" tgrceke»p'eqp'gnit'guv'f g'rcu'f kxkcu0F g'gung'o qf q."rc'vcuc'f g'eco dkq'f g'{"gp'r qt'f »rc't'r cu»'f g' 0462'r qt'w&u3" c"0882'r qt'w&u30Guq'mgx»" c'rc'r'2 tf kf c'f g'eqo r gvkxkf cf 'lpvgtpekeqpcnif g'rcu' gZR qtvekpqgu'lcr ppguc."eqo q'rcu'cwqo qvkegu."rcu'ewrcgu'ec{ gtqp"7.5" "gp"3; ; 8"*Vq{ qvc." 4234+0Rqt'gmq."Vq{ qvc'mgx»" c'ecdq'wpc'r qn'lec'f g'hwgtvgt'gf weekppgu'f g'eququ'cn'lpvgtkqt'f g' rc'hko c."ceqtvcpf q'vgo r qu'r tqf wevxxqu.'f ki kcrk| cpf q'r tqeguqu'{'tqdqvk| cpf q'r ctvg'f gn'vcclq" o cpwcn'gpvtg'qtcu'lpvgtxgpekppgu068"C'uw'xgl ."ug'tgerk| »"wpc'tgati cpk| cek»p'f g'rc'gutwewtc" lpvgtpc'f g'rc'go r tguc'lpvgtvcpf q'cej cvct'rc'hqto c'r kco kf cnf g'o cpgtc'f g'ceqtvt'mu'ecpcrgu' f g'o cpf q069"

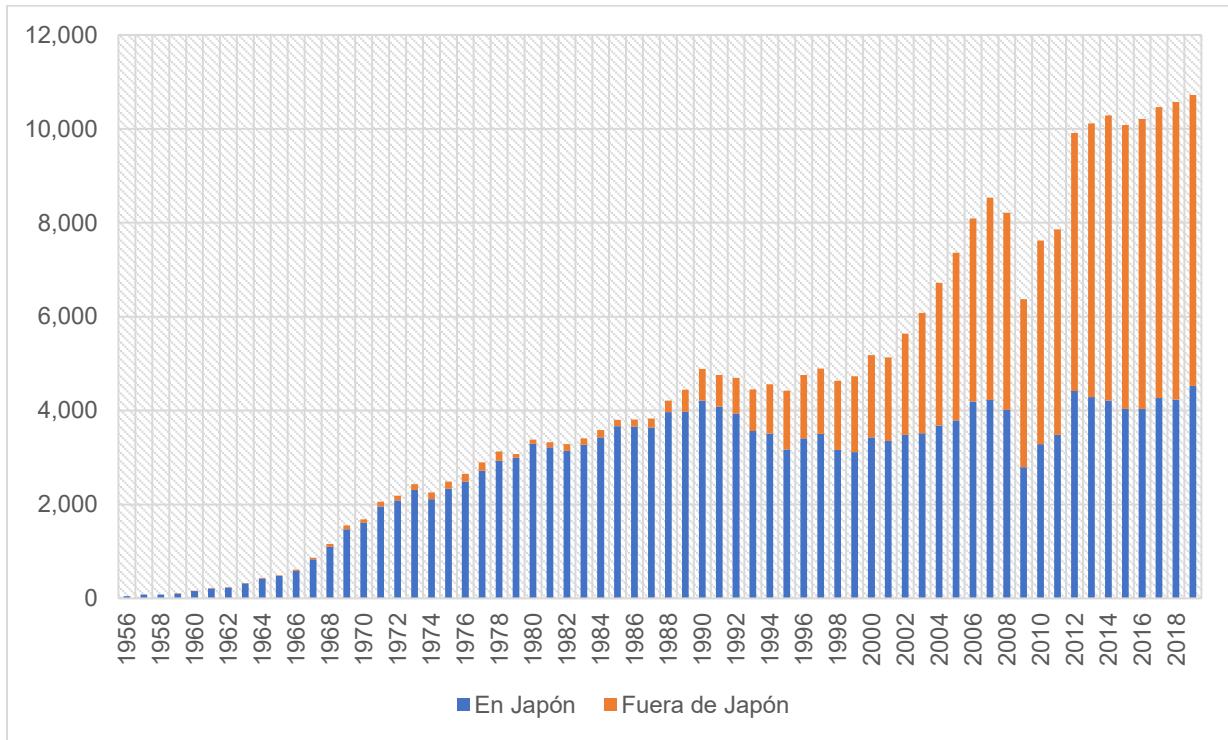
Rqt'qvtq'rcf q."gn'gucnkf q'f g'rc'dwdwlc'geqp»o lec'gp'Lcr »p'gp"3; ; 3.'s wg'lo r rke»'ec'f cu' gp'gnir tqf wev'lpvgtpp'{"gn'eqpuwo q'gp'gnir c'ju'{' .lwpv'eqp'rc'o' gpekqpcf c'cr tgekeke»p'f gnif{ gp." ko r cevtqp'gp'rc'hko c'{"uw'r' tgupeke"gp'gnir c'ju'*xgt' I t'a hkeq"003+0Gp'gung'eqpvzq."Vq{ qvc" f gekf k»"wpc'r qn'lec'f g' gZr cpuk»p" c"pwgqu" pgi qekqu'0 Gpvtg" mu"o kuo qu"ug" gpeqvtcdcp<' cwqo cvk| cek»p." dkq'gepqm| 'c." ugtxkekqu" hpcpekgtqu." vgr'hapqu" r ctc" cwqo »xkrgu" {" ugo keqpf wevtgu0C'r ctvt'f g'gmq."etg»"53"go r tgucu'f guvkpcf cu'c"gzr m'vt'guvqu'pwgqu'plej qu" *Vq{ qvc."4234+0C'uw'xgl ."rc'hko c'lcr ppguc"vqo »"wp'tqn'o "a u'r tqwi »pleq'gp'rc'eqpf week»p" geqp»o lec'f g'Lcr »p."eqp'lpvgtpeke»p'f g'eqm'dqtct'gp'rc'tgewr gtceke»p."r qt'm'vcpw."ug'lpvgtmet»" o "a u'gp'rcu'cuqekcekppgu'go r tguctku'lcr ppguc'{"gp'rcu'cuwpvqu'i wdgtpco gpvrcgu06:"

368"Up'go dcti q.'mu'vcclq'qtgu'f g'Vq{ qvc'o ctectqp'f'p kgu'c'rc'gutvcgi kc'eqp'wpc'f g'tgf week»p'f g'eququ'f g'rc' eqo r c'0'f'{"hko c'tqp'wpc'pwgxc'ugt'f g'cewgtf qu'gp'rcu'ewrcgu'ug'f gd'f' tgi wct'o "a u'gutwewtc' gpv'gn'udt'gvcclq" svg"tgerk| cdc0F g'gung'o qf q."rcu'j qtcu'vcclq'cu'cpwcn' gpvg'gp"Vq{ qvc'Lcr »p"ec{ gtqp'{"rc'gutvcgi kc'f g' tgf week»p'f g'eququ'pq'r wf q'ugi wkt'dcu' pf qug'gp'uw'go r rrcf qu'0Dq{ gt'{"Ht'g{ uwpgv."4224+.

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

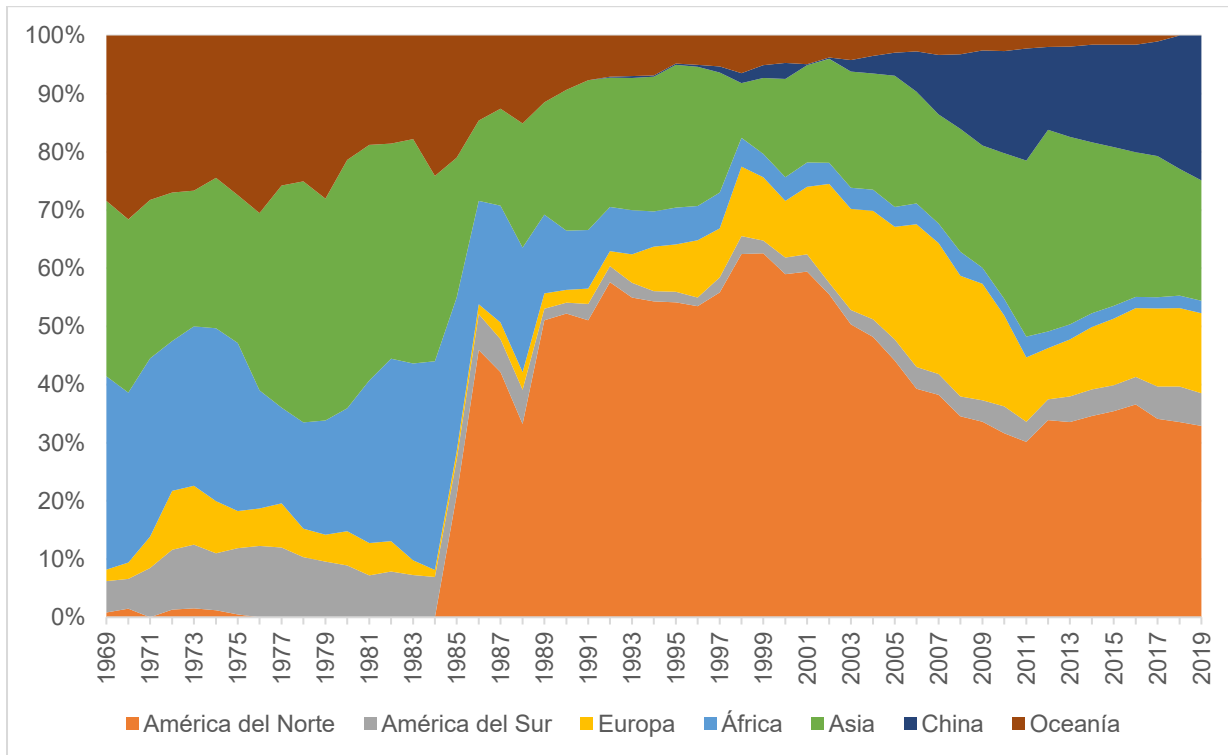
36:"Cu'f'gp"3; ; 6'gnir tgu'f gpvg'f g'rc'lwpvc'f k'gevkx."Gdk'Vq{ qf c.'hw'f guki pcf q'xlegr tgu'f gpvg'f g'rc'Hgf gtceke»p'f g' Cuqekcekppgu'f g'Go r rrcf qtgu'f g'Lcr »p"*P kmgkt gp."nwi q'Mgk cptgp+0Gp"3; ; 4"gn'xlegr tgu'f gpvg'glgewkxq'f g' VO E."Vcwwtq'Vq{ qf c.'hw'p'qo dtcf q'r tgu'f gpvg'f g'rc'Cuqekcek»p'f g'Glgewkxqu'Eqr qtc'vxxqu'f g'Lcr »p0Nwi q." gp"3; ; 6'gnir tgu'f gpvg'f g'rc'lwpvc'f k'gevkx'f g'Vq{ qvc.'Uj qlej ktq'Vq{ qf c.'hw'p'qo dtcf q'r tgu'f gpvg'f g'rc'Mgk cptgp." ukp'f q'gnir tko gt'go r tguctkq'f gn'ugevqt'cwqo qvkt| gp'f k ki k'rc'cuqekcek»p'go r tguctk0F wcpvg'uw'i guk»p'lpvgt'»" gp'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'rcnif g'o cpvpgt'p'k'rgu" uko k'rtgu'c'hu'f g'GGWW'f' qf gt'luvpgt'rc'eqo r gvkxkf cf 'lpvgtpekeqpcn0Gp"3; ; ; 'gnir tgu'f gpvg'f g'Vq{ qvc'J ktqj k' Qmwf c'cuwo k»'cn'lt'gpvg'f g'rc'cuqekcek»p'P kmgkt gp."{"gp"4224"s wgf »"cn'lt'gpvg'f g'rc'lpvgt'ceke»p'f g'co dcu' cuqekcekppgu'go r guctku'2P kmgkt gp'{"Mgk cptgp."dclq'gn'p'qo dtg'f g'rc'ugi wpc'0Dclq'uw'i guk»p'f guctq'm»'uwu' kf gcu'dclq'gnir rcp'0Xkuk»p'Qmwf c0"Vq{ qvc."4234+0

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



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

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



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

Cf go ^a u. "c'r ctvkt "f g"rc"ecff c" f g"rc" WUU. "ug'r tqhwf k » "rc" kpvgtpcckqpcrk cckp" f g"rc" hto c0' Guc" eqo gp| » "c" r rpklect" rc" co r rckekp" f g" uwu" qr gtcekqpgu" gp" pwxqu" o gtecf qu" go gti gpvgu. 'r tkpek cm gpvg"gp" Cuk. 'r gtq' wco d2 p"gp" Co ² tlec" Ncvkpc0' F g' guc' hqto c. 'f wcpvg" mqr' tko gtqu' c° qu' f g'3; ; 2' ug' eqo gp| » 'c' f g' rkp gct' h' hgi cf c' c' Cti gpvkpc" { 'rcu' pwxcu' kpxgtukqpgu" gp' Dtcuk' eqo q' r ctvg' f g' uw' g' zr cpukp" gp' Uw' co ² tlec. 's w' ug' c' pcrk ct^a p' eqp' b c { qt' f g' vpkp kgpvq" gp' gnr' t » zko q' ecr "fwq0"

Cuko luo q. "guvg" f gucttqm q" o wpf kcn' cegrnt » gnr' tqr' f g' rc" go r t guc" eqo q' lwi cf qtc" i mdcir0' Cnrtgur gevq. "gp"3; ; 3' Gkk' Vq { qf c. "uqdtkpq" f g' nhw' f cf qt' Ucnkej k' Vq { qf c" { 'r t gulf gpvg' f g' rc" lwpvc" f k' gevxc" f g' VO E. "uquvgp" 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" guvg" o cteq. "gp"3; ; 7" cuwo g' eqo q' r t gulf gpvg' f g' VO E" r qt' r tko gtc" xgl "wp" glgewkxq" s w' pq" r gtvgpge" c" rc" hco krc" Vq { qf c. 'J ktquj k' Qmw' c. 's w' k' r' gto cpgek » gp' gnr' wguvq' j cuw'3; ; ; . 'ewcpf q' gu' t' ggo r rc| cf q' r qt" Hwlkq" E' j q. "gn' ugi wpf q" go r t guctkq" gz vgt' p q" c" rc" hco krc" gp' mgi ct" cn' hwi ct" f g' r t gulf gpvg" ⁶: "F g" guvg" o qf q. "rc" eqo r c° "c" eco dk » uw' r qukek » eqp" t' gur gevq" c" rcu' f ² ecf cu' r t g' xkcu. "gp" rcu' ewcrgu" pq' s wgt' c' ugt' xkuc' eqo q' wpc' hto c' ci t g' uxc. 'ukp' q" o ^a u' d' k' p' eqpugt' xcf qtc" *Uj ko k' w' 422; <: 5-0"

" Qvtq" r w' p' q' f g' ceek » p' h' w' g' gnr' f gucttqm q' f g' mqr' t' g' w' tuqu" j wo cpqu" { c" s w' gnr' p' A' o gtq" f g" go r r' gcf qu' f g' Vq { qvc" gp" vq' q' gnr' o wpf q' etgek » 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' etg » gnr' k' p' ukw' w' Vq { qvc" r ctc" f ct" uqr qt' v" c" rc" i mdcir0' cckp" f g" mqr' go r r' gcf qu' f g" rc" eqo r c° "c" Cf go ^a u. "ug" etg » gnr' o gpekqpcf q' f qewo gpvq "Toyota Way" { "ug' t' gr ct' k » c" vq' cu' rcu' h' k' r' gu' f g' rc" go r t guc" gp' gnr' o wpf q" eqp" gnr' h' p' f g' k' p' w' r' ct' rc" x' k' u' k » p" go r t guctk' cn' f g' rc" hto c0' C" uw' xgl . "gn' Toyota Way" tgo cte » rc" eqp' v' p' w' k' cf " f g" rc" t' g' r' ek » p" eqqr gt' c' v' x' c" f g" r' cti q" r rc| 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" ³⁷² *Kqj "gv' cn0" 423: d+0"

³⁶: "C" uw' xgl . "Vq { qvc" r' p | » "gp" gnr' 4222" uw' r' qnr' f' g' "Eqput week » p" f g' "Eququ" Eqo r g' v' k' x' q' u' r' ctc" gnr' uki m "ZZK *EEE43+0C u" ug' f' gh' p' k » gnr' r' p "ōC dtk "Rcuq" c" Vq { qvc" *Break Through Toyota" s w' eqpuk' u' c' gp" c+ eqput w' k' "wp" uk' ngo c' r' ctc' et' gct' r' t' qf' w' v' qu' c' v' t' c' v' x' q' u' = d+ t' gh' qto ct' gnr' t' q' eguq' f' g' v' qo c' f' g' f' gek' u' k' p' p' gu' u' q' dt' g' r' t' qf' 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' qf' week » p' k' p' v' g' t' p' c= { 'f' + t' gh' qto c' f' g' mqr' t' q' eguq' u' h' k' qu' 0' C" uw' xgl . 'eqo q' r' ct' v' g' f' g' guvg' r' t' q' { gevq" ug' r' t' q' r' w' u' q' w' p' c" o c { qt' f' k' k' r' k' c' k' c' k' p' f' g' mqr' t' q' eguq' u' f' g' v' t' c' d' c' l' q' "cn' k' p' v' g' t' k' q' t' f' g' rc" hto c0' R' q' t' q' t' q' r' c' f' q. "gp"3; ; 9" Vq { qvc" r' p | » uw' b' qf' gnr' j "d' t' k' f' q. "R' t' k' u. "eqp' x' k' v' k' p' f' q' u' g' gp' w' p' i' f' g' t' i' mdcir' f' g' mqr' t' q' eguq' u' f' g' v' t' c' d' c' l' q' k' i' c' d' r' gu' eqp" gnr' o gf' k' q" co d' k' p' v' g' *Uj ko k' w' 422; d+0"

³⁷² "F g" guvg" o qf q. "r qt' g' l' go r m. "r w' g' f' g' x' g' t' u' g" e » o q' mqr' t' q' x' g' g' f' q' t' gu' f' g' "GGWW" tgo ctecp" rc" t' g' r' ek » p" eqp" Vq { qvc" eqo q" rc" o g' l' q' t' "gp' v' 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' f' u' *x' g' t' i' t' h' l' e' q" 2/9" f' gnr' C' p' g' z' q" G' u' c' f' f' u' r' e' q' -0' G' u' c' r' qnr' f' g' "f' g' eqqr gt' c' k' p" eqp" r' t' q' x' g' g' f' q' t' gu' u' g' r' t' q' h' w' p' f' k' » "gp" 4234" ewcpf q' f' g' u' f' g' rc" ecuc" o c' v' t' k' " Vq { qvc" etg » gnr' g' r' c' t' w' o' gpvq "ōm' j' e' c' r' k' c' k' p" f' g' x' g' "f' w' u' q" { 'r' ct' v' g' u' o. "gn' ewc' r' d' t' g' i' c' d' c' r' q' t' gnr' o c { qt' eqp' v' p' k' f' q' m' e' c' n' f' g' h' q' u' x' g' j' "f' w' u' q' u' f' g' Vq { qvc" gp' h' q' u' r' c' f' u' g' u' f' q' p' f' g' u' v' p' t' c' f' k' e' c' f' cu' uwu' 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' x' c" { "v' e' p' l' e' c' c' rcu' c' w' q' r' c' t' v' u' c' u' f' g' e' c' f' c' r' c' f' u' *Kqj "gv' cn0" 423: +0"

F g'guv'hqto c.'ði mdcnō'ug'eqpxk'k'gp'hc'r crdtdc'emxg'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"pqo dtgu'f g'uwu'qti cpl' cekppgu' *Vq{ qvc."4234+0C"uw'xgl . 'ug'mgx»"c'ecdq'wpc'hmgtvg'tggutwewtcek»p" f g'rc'eÀr wr'f kti gpekcn" tgf wckgpf q" c"rc"o kcf "gn'p'Ào gtq" f g'f k'gevqtgu" { "r tqo qekqpcpf q" c" f qu'glgewkxqu" f g'Vq{ qvc" GGWW" { "wpq" f g'Vq{ qvc" I tcp" Dtgv° c" eqo q" f k'gevqtgu" f g'Vq{ qvc" O qvt "Eqtr qtcvkqp." ukgpf q" nqu" r tko gtqu" glgewkxqu" pq" lcr qpgugu" gp" rc" r qukek»p" f g'f k'geek»p" { "o ctecpf q" gn'two dq" f g" i mdcnk' cek»p" f g" nqu" tgewtuqu" j wo cpqu" f g" rc" hto c0' Cf go a u." rc" go r tguv" eqo gp| »" c" f guegpvtck' ct"uwu'f gekukppgu'etgcpf q"uwu'ugf gu'tgi kqpcrgu"gp"GGWW" { "Gwtqr c."uwu'o gtecf qu" r t'kpek'crgu"gp" gug'o qo gpvq" *Uj ko k' w."422; d+0

" Cf lekqpcm gpvg. "gp"3; ; ; "Vq{ qvc'hmg'hkucf c"gp'rc"dqnc" f g'xcmqtgu' f g'P wxc" [qtm{ ' f g" Nqpf tgu'eqp" gn'qdlgkxq" f g' r qukekqpc" uw"o ctec" c"pkxgn'o wpf kcn" *Vq{ qvc."4234+0C"uw'xgl . " go r gl »" c"ko r ngo gpvt" rc" r q'f'lec" f g" tgf k'utkdwek»p" f g' f k'kf gpf qu"gpvtg"uwu'ceekqpkuc" { "ug" etg»"gn'r tqi tco c" f g" Cf o k'p'kutcek»p" f g'rcu" I cpcpeku" I mdcrgu'eqp" r r'p'gu' f g' hpetgo gpvqu"gp" rcu" i cpcpeku" f g'rc" go r tguv" { "rc" f k'utkdwek»p" f g' f k'kf gpf qu" C" r ct'vt" f g' guq. "rc" eqo r c° 'c" eqo gp| »" c" cwo gpvt" uwu'ceekqpkuc" k'p'f k'kf wcrqu" s wg" gp"4242" mgi ctqp" cn'34' " f gn'l'vqcn' s wg" eqv'k' cdc" gp"rc"dqnc. "gn'ewcn'gtc" gn'96' " f gn'r cs wvg" ceekqpc" k' f g'rc" eqo r c° 'c"073" Ukp" go dci q." c" r guct" f g" guvqu'eco dkqu. "gmq" pq" uki p'k'he»" wp" eco dkq" gp"rc" cf o k'p'kutcek»p" f g'rc" go r tguv" gp" hwpek»p" f g'rc" xcmqt'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" gutcvgi kcu" f g" i cpcpeku" t' a r k' cu" c" eqt vq" r rc| q. "ukpq" s wg" uki w'k" r tko cpf q" wpc" o k'cf c" gp" gn' etgelo k'gpvq" c" rcti q' r rc| q" *O ci gg."4229+0

Gp"4242" gn'r t'kpek' cn'ceekqpkuc" f g'rc" hto c" gtc" gn' Ewuvf { "Dcpn'qh' Lcr cp" *33' + "dcpeq" lcr qp² u'eqp" ugf g" gp" Vqm{ q' s wg' r tqeguc" f k'w'p'vqu' v'k' qu' f g' h'qpf qu' f g' k'p'xgtuk»p" 0Guv. "c" uw'xgl . " gu'eqpvtqmf q' r qt' w'p' i twr q' f g' eqo r c° 'c" h'k'p'cekg' t' cu' lcr qpgucu" 0Gp" ugi w'p' f q' hwi ct. "ug" gpewgpvtc" Vq{ qvc" k'p'f wut'ku' Eqtr qtcvkqp" *9' + "go r tguv" f gn' l' twr q' Vq{ qvc" s wg' qtki k'pcm gpvg' hmg'rc" hto c" f g' v'grtgu' b geª plequ' f g'rc" hco k'k'c" Vq{ qf c" { "rc" ewcn'gu' r qug' f c. "c" uw'xgl . 'r qt" VO E" gp" w'p"45.7' 0' Nwgi q. "qvtq" ceekqpkuc" o c { qtkctk' q" gu" Vj g" O cuvt "Vt wuv" Dcpn'qh' Lcr cp" *9' + "dcpeq" h'k'f wekctk' q" lcr qp² u" f g' f k'ecf q" gzenwukxco gpvg" c" rc" cf o k'p'kutcek»p" f g" ecr k'crgu" { " eqpvtqmf q" o c { qtkctk' co gpvg" r qt" O kuwdkuj k' WHL" Vt wuv" cpf "Dcpn'kpi " Eqtr qtcvkqp" *68' + { "P k' r qp" N'k'g" k'p'w'cpeg" *55' +0' Cn' ci twr ct" c" nqu" ceekqpkuc" o c { qtkctk' q" f g" cewgtf q" eqp" uw' cev'k'k' cf . " r tqr k'g' cf { "r c' u' f g' t'cf k'cek»p" ug' r wgf g' cf xgt' v'k' s wg' w'p"48' " f gn'r cs wvg" ceekqpc" k' q' gu' r qug' f q" r qt" w'p' i twr q' f g" go r tguv" h'k'p'cekg' t' cu" { "h'qpf qu' f g' k'p'xgtuk»p" lcr qpgugu" 0Gp" guv" eqplw'p'vq" ug"

³⁷³ "Gn'38' "t'guv'p'v' u'q'p' ceekqpgu' f g' cwqectv' gtc" *shares of treasury stock+ f g' VO E0C" uw'xgl . "gp"4228" eqo r t»" r ct' v'k' c'ek»p' ceekqpc" k' gp"rcu" hto cu' lcr qpgucu" cwqo q' t'egu' H'w'k'J g'cx { "k'p'f wut { "Uwdctw' eqp" w'p": .9' "g" k'w' w' O qvt" eqp"70' " *Uj ko k' w."422; <: 8+0

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

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

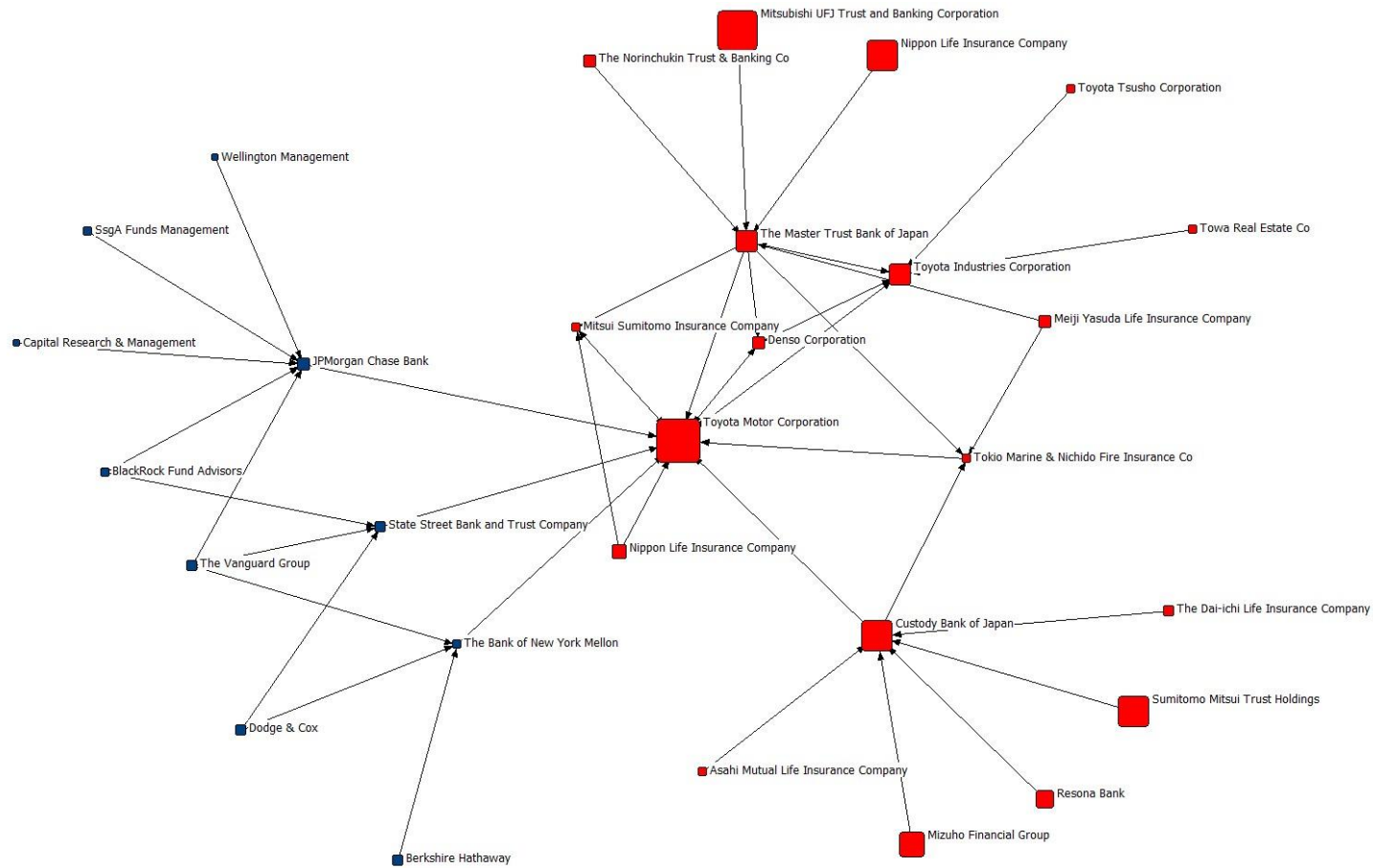
Tabla III-4 - Principales accionistas de Toyota Motor Corporation (2020)

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

Hwpgv'g'g'ndq'ctcekp'r tqr k'gp'dcug'c'Vq{ qvc'I m'cd'f'

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

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



Hwgpvg-2gndqtcekp'r tqr kc"gp"dcug'c'lphto cekp'f g'ecf c'go r t guc'{"ukku'f g'eqk cekp'f g'o gtecf q<O ctngv'Uetggpgt.'T gwgtu'{"O qpg{ 'EP P 0"
 , "Gn'f kci tco c"gu"grdqtcf q"eqp"gn'uqhy ctg"WEKP GV0Nc"nhej c"gpvtg"nqu'pqf qu'cr wpc'f guf g'nqu'r tqr lgvtkqu'c"ru'eqo r c° 'cu'r qugf' cu'Gn'vco c° q'f g'nqu'pqf qu'kpf kec"r"
 r ctvek' cekp'gp't g'ekp'eqp'gn'pqf q'eqp'gn's wg'ug't g'ekqpc0Gn'f twr q'f g'ceekqpkxcu'f kt gevuf'f g'VO E'r quggp'wpc'guc'rc'° c {qt'gp'gn'vco c° q'f g'nqu'pqf qu'Nqu'eqmt gu'kpf kec"
 r"pcekqpcif cf "f g'nqu'ceekqpkxcu'ukp'f q'tqlqu'iqu's wg'vkgp'uw'ecuc"o cxtk' "gp"lcr »p'{"c| w'iqu's wg'r"vkgp'gp"GGW0Rct c"co r rct'r"lphto cekp'eqpwnct"r"p qc"
 O gvqf qm>i kec'6'{"iqu'Vcdm'2/8'f grlCpgzq'Gucf 'lueq0"

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

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

Gp'gu'g'o'cte'q'f'g'o'c'q't'k'p'v'g'te'q'p'g'z'k'p'i'n'd'c'n'gp'4224'V'q{q'vc'nc'p|»'w'p'p'w'g'x'q'r't'q'f'g'e'v'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'w'c'h'q'to'cu'f'g'f'g'v'g'to'k'p'c'f'q'u'x'g'j'f'ew'w'q'u' x'g'p'f'k'f'q'u'g'z'e'n'w'k'x'c'o'g'p'v'g'gp'w'q'u'o'g'te'c'f'q'u'hw'g'tc'f'g'g'L'cr'»p.'m'o'c'f'q'R't'q'f'g'e'v'q'f'g'k'p'p'q'x'c'ek'p' k'p'v'g't'p'c'ek'q'p'c'n'f'g'X'g'j'f'ew'w'q'u'O'w'w'k't'q'r'»uk'q'*"Innovative"International Multi-Purpose Vehicle." IO X'40'N'qu'o'g'te'c'f'q'u'c'h'g'e'v'f'q'u'r'q't'gn'r't'q'f'g'e'v'q'g't'c'p'362'r'c'f'ug'g'gp'f'q'p'f'g'g'u'q'u'o'q'f'g'm'u'g't'c'p' x'g'p'f'k'f'q'u.'f'c'p'f'q'ew'g'p'v'f'g'n'gp'x'g't'i'c'f'w't'c'f'gn'r'nc'p'x'g't'V'c'd'nc'kkk7'40"

Nc'k'f'g'c'g't'c's'w'g'n'r't'q'f'week'p'f'g'm'u'x'g'j'f'ew'w'q'u'ug'f'g'u'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'c'te'c'V'q{q'vc'r'q't'g'p'ek'o'c'f'g'n'ru'f'hw'g't'g'p'ek'cu'f'g'r't'q'f'week'p'p'c'ek'q'p'c'rg'u'³⁷⁵'k'q'j'g'v'c'n'0'423: d'40'c' uw'x'g'l'.gn'r'nc'p'cr'w'p'c'd'c'c'“*“aumentar fuertemente la competitividad optimizando el proceso mundial de desarrollo, abastecimiento y producción de vehículos a través del ordenado y eficiente enlace de los centros de producción ubicados fuera de Japón”*”’D'c'r'p'eg'V'c'U'c' 39'9'4'225'40'R'q't'q't'q'nc'f'q.'gn'r't'q'f'g'e'v'q'cr'w'p'»'c'd'c'l'c't'w'q'u'equ'q'u'gp'n'hw'c'd't'k'ec'ek'p'f'g'g'u'q'u' x'g'j'f'ew'w'q'u'{"uw'u'r'c't'v'g'u'f'g'd'k'f'q'c's'w'g'ug'f'g'u'nc'ec'k'k'»'n'r't'q'f'week'p'f'g'g'u'q'u'hw'g'tc'f'g'L'cr'»p'gp' r'c'f'ug'g'eq'p'o'g'p'q't'g'u'equ'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'U't'g'g'v'L'q'w't'p'c'n' 34'17'4'227'40"

³⁷⁵F'g'v'q'f'q'u'o'q'f'q'u'hw'p'w'g'x'q'u'x'g'j'f'ew'w'q'u'IO X'g't'c'p'f'k'ug'o'c'f'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 kppgvcu'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 "vgpgt "ukugo cu" f g "r tqxkuk" p "f g" r ctvgu" { "eqo r qppvgu" tgefr tgequ" gptg" guqu" r wvqu³⁷⁶ "Gn' r rcp" ug "tgcik » "eqpeqo kcpvgo gpv" eqp" gn' rcp| co kpvq "f g" r "pwgxc" J kwz "9A" I gpgtcek» p. "gn' r tko gt" o qf gm "f g" r "eco kppgv" s wg "f gl» "f g" ugt "hdtkecf q" gp "Lcr » p0 "Gn' dldgkxq" i gpgtcr "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 wcdkrf cf "f g" rqu' r tqf wvqu" { "o c { qt "eqphqt" v *Vq { qvc. "471: 4226+0"

Gucu" dcugu" o cpwxcwgtcu" gucdcp" f gukpcf cu" c "r tqxgg" f g" xgj fawqu" c "i tcpf gu" tgi kppgu" f gn' o wpf q "eqo q" Cuk. "Gwtqr c. "f hkec. "Qegcp" c. "Co 2 tlec "Ncvkpc" { "O gf kq" Qtkpvgo Cti gpvpc. "ew' c" r rcpv" f g" r tqf week» p" j cd "kuk q" kpcwi wcf c "wpqu' r qequ" c° qu' cpvgu. "gp" 3; ; 9. "hwg" wpc "f g" r cu" cf lwf kecf cu" gp" guv" r tq { geq "lwpv" eqp "Vckrpf kc. "kpf qpguk" { "Uw' a hkec" *xgt" Vcdre "7+0" Gn' tqn' r gpucf q' r etc "Cti gpvpc" hwg' r "hdtkecelep" f gn' o qf gm "UWX" UY 6" { "f g" r "r len'wr "J kwz. "gp" r "ewcn' gn' 97' "f g" r "r tqf week» p" gtc "f gukpcf c" c "r "gzr qt wek» p" gp "Uw' co 2 tlec. " Egpvtqco 2 tlec" { "gn' Ectkdg³⁷⁷ "Cuko kuo q. "dclq" guv" r rcp "ug" r tqi tco cdc "s wg" r "r tqf week» p" f g" xgj fawqu "KO X" gp "gucu" dcugu" ur gtcug' rcu "722022" wpk 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 "qu" 7" o kppgu" gp "vq q" gn' o wpf q *Vq { qvc. "4234+0" ""

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

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

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

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

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

" "

Gur ge"heco gpvg."rc"r tqf week>p"fg"rc"r leniwr "J knwz"ug"fkf k>"gp"tgu"dcugu<Vckrpf kc." Uwf^a hlec"{"Cti gpvpc"{"guwxq"o qkxcfc"r qt"rc"ec"ff"cf"gr"fg"cpfc"fg"fej q"xgj "pwm"gp"lcr >p" *Kqj "gv"cn0"423: <74+0F"g"guvg"o qf q."cn"eqo r ctvk"rc"gur gekrkj cek>p"r tqf wekxc"fg"hdtklecpvu" fg"r leniwr u"J knwz"{"ugt"r ctvg"fg"gr"tq{ gev"KO X."Uwf^a hlec"{"Vckrpf kc"tgr tgugpvc"ecuqu"fg" eqo r ctcek>p"ko r qtvcpgu"r cte"eqpvtcuct"gnf gucttqm"fg"Vq{ qvc"Cti gpvpc."cf go^a u"fg"gpuct" uw"tgrcek>p"cn"lpvgtkt"fg"rc"gutvewtc"o wnkpcelqpcn0Cn"tgur gevq."gu"ko r qtvcpg"fg"vucect"swg" gucu"tgu" hkkngu"pq" eqo r kvgp"fkgevc gpvg"gpvtg"u"fgdkf q"cs"wg"Uwf^a hlec"ug"fg"lec" r tlpekr cm gpvg"cn"r tqf week>p"{"gztvcek>p"fg"J knwz"eqp"gn"xqrcpv"wdkecf q"cn"fgtgej c" *Rj m"gv"cn0"4239+0Cti gpvpc."uqm"ug"fg"lec"cn"r tqf week>p"fg"r leniwr u"eqp"xqrcpv"j cek"rc" k s wgtf c"{"rc"gzrtvcek>p"guv^a "fkikf c"r tlpekr cm gpvg"j cek"Uwf co² tlec."Egpvtqco² tlec"{"gn" Ectkdg0Vckrpf kc."r qt"uw"r ctvg."r tqf weg"xgj "pwm"eqp"gn"xqrcpv"cc"co dqu"rcf qu."r qt"rq"vcpvq." eqo r kg"gp"rc"r tqf week>p"{"gztvcek>p"fg"J knwz"vcpv"eqp"Uwf^a hlec"eqo q"eqp"Cti gpvpc³⁷⁸" *I gtgpvg"Vq{ qvc."gpvtgxkuc"r gtuqpcn"35 I: 4243+0"

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

³⁷⁸"Gp"grlecuc"fg"Co² tlec"fg"gnP qtvg"rc"r leniwr "r tqf wekf c"r qt"Vq{ qvc"gp"O² zleq"{"GGWW"pq"gu"rc"J knwz."ukpq"swg" gu"rc"Vq{ qvc"Vceqo c0 Guc"Anko c" vkgpg"cn"wpcu"fkgtgpeku"eqp"rc"r tko gtc"fgdkf q"cs"wg"pq"gu"wkikf c" r tlpekr cm gpvg"r cte"r tqeguqu"fg"tcdclq"eqo q"rc"J knwz0C"uw"xgj ."rc"fkhwncf "gp"rc"r gpgtcek>p"fg"guvg"r tqf weq" gp"gn"o gtecf q"pqtvgco gtlecpq"guv^a "fcfc"fgdkf q"cn"rc"r tghgtgpeku"r qt"xgj "pwm"ca"p"o^a u"i tcfp gu"r qt"ru" eqpuwo kf qtgu"fg"GGWW*I gtgpvg"Vq{ qvc."gpvtgxkuc"r gtuqpcn"35 I: 4243+0"

re'ho klc'Y guugru. 's wg'vgr'c'rc'hegpek'r ctc'rc'r tqf week»p"{'eqo gtekrk cek»p'f g'xgj 'fawqu'f g'
re'o ctec'lcr ppguc'OF guf g'gn'eqo kgl q'f g'rc'eqo gtekrk cek»p'f g'rc'r len'w'r 'J kwz'gp'rc'f²ecf c"
f g'3; 92'guv'g'r tqf wev'rkf gt»'uw'ugi o gpv'f gn'o gtecf q.'o w'w'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 'fawqu'
f g'r cuclgtqu'Eqtqmc"{'S wcpwo 0"

C"r ct'vt'f gn'hk'f gn't²i ko gp'tcekn'f gn'apartheid gp"3; ; 3"gn'i qdkgtpq"uwf ch'kecpq"
ko r w»'rc'kpf wutk'c'wqo qvtk'eqp'r qn'kecu'f g'cvtceek»p"{'h'qo gpv'c"GO u.'m'ewcn'i gpgt»'gn'
etgeko kpv'q'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'f'gp'o cpqu'f g'go r t'guctkqu'mecrgu."pq'rkf g'cdc'rc'r tqf week»p'pk'rc'u'g'zr qt'cekpgu."
ukp'q's wg'g'w'cdc'r qt'f g't^a u'f g'Xqmuy ci gp."O gtegf gu'Dgp| "{'Ej t { urgt³⁷⁹»Drcem"422; <6; 8+0'
Gp'4224"VO E'r cu»'c'eqpvt'q'nt'gn'97' ³⁷: 'f gn'r cs w'vg'c'cekp'ctk'f g'rc'h'ko c"{'c'r ct'vt'f g'gu'f/
{ 'f g'rc'ko r ngo gp'cek»p'f gn'KO X/"Vq{ qvc'eqo gp| »'c'rkf g'ctc'rc'r tqf week»p"{'rc'u'g'zr qt'cekpgu"
gp'gn'r c'ju'»Nco r t'gej v."422; <32+0C'f go ^a u.'c'te'f'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'f qu'mu'r tqxggf qt'gu'f gn'r c'ju'ug'ug^o c'rc's wg'Vq{ qvc'g'tc'rc'v'to k'pcn'
s wg'o ^a u'cr q'q'f dt'kpf cdc'r ctc'uw'f g'ucttqmq'³⁷: "P q'qdu'v'p'v'v'co dlē p'ug'u'qu'kpg'g's wg'mu'o ^a u'
d'gpg'h'ekf qu'gp'guv'g'r t'q'egu'q'hw'gt'qp'rc'u'r tqxggf qt'cu'o w'k'p'cek'p'crgu"{'pq'mu'cw'qr ct'w'cu'
m'ecrgu's wg'w'x'k'gt'qp'f k'x'gt'cu'f h'k'ew'ncf gu'r ctc'm'j t'ct'rc'ec'rk cf "{'g'uec'rc'f go cp'f cf cu'r qt'
Vq{ qvc'»Drcem"4233+0"

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

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

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

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

uwr gtcfc"gp"gzr qtvcckpqu"r qt"uw'eqo r gkf qtc"rc"r kenl'wr "o gf kpcp"Hqtf "Tcpi gt"{"r qt"mqu" xgj fēwqu"fg"nāq"DO Y "Z5"{"O gtegf gu"Dgpl "E"Encuu"xgt"Vcdrc"2/9"fgn" Cpgezq"Gucf fūnkeq+0 Rqt"qvtq"ncf q."gu"kpvtgucpvg"fgucect"s wg"r ctc"423; "gn'eqo gtekq"gzvgtkqt"cwqo qvtk "fg" Uwf^a hlec"gtc"uwr gtcxkctkq."cn'eqpvtctkq"fg"m"swg"uwegf fē"eqp"mqu"rc fūgu"r tqf wevqtgu"fgn" O gtequw.³⁸²cwps wg'vco dkēp'eqpxk fēp'eqp'r tqdngo cu'fg'kpghekgpek'r qt'dclqu'xqnÀo gpgu'fg" r tqf weekp"{"wp"f² dkl'gpvtco cf q'cwqr ctvkuc"Y wwnq."4243<6: /6; +0"

Gp"ewcpvq"cvckrpf kc."gn'qvtq"rc fū"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"hwgtvgr"tgugpek"fguf g"rc"2r qec"fg"rc"KUK vckrpf guc0' Vckrpf kc"eqo gpl »"ukgpf q"wp" gurcd»p"fg"fgurqecrk cekp"fg"rcu"cwqo qvtlegu" lcr qpgucu'ewcpf q'eqo gpl ctqp'c'kpvtgucpckp'ctug.'wp'r tqeguq's wghwg'ko r wucf q'pq'uqmq'r qt" rcu'go r tgucu."ukpq's wgvco dkēp'r qt'gn'Gucf q'lcr qp²u"O eP co ctc."4233<342/348+0C"tc fū"fgn' f gur ngi wg'fgn'r rcp"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 wgeqpegpvt»"rc"r tqf weekp"o c{ qtkctkc"fgn'o qf grq"J kww"{"ug" eqpxk vck"gp"wp'egpvtq"qr gtcvkxq"fg"gzr qtvcckp"co Ànk rgu'fgurkpu"Rgvkuqp"{"Lqj tk"4228+0' Gwg'r rcp'r qvpek"rc"r tgugpek"fg"Vq{ qvc"gp"Vckrpf kc."gp"fpf g'ug"gp'eqpvtcdc"fguf g"3; 86."{" gvcdc"gp"cuegquq"cr ctvt"fg"rcu'r qm'lecu"fg"r tqo qekp"fgn'i qdktpq"{"fg"rc"fgxcnwcekp"fgn' dcj ."rc"o qpgfc"vckrpf guc."nwi q'fg"rc"etkuku'hkpcpekgtc"cu^k vlec"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'vckrpf²u."gp"rc"f²ecf c"fg" 3; ; 2"gwg"o qf grq"ug"wdle»"tgu"co qu'eqo q'gn'xgj fēwqu"fg"vqf q'vr q"o^a u'xgpf kf q."{"mqu" tgucpvgu'ukvg"co qu'eqo q'gn'ugi wpf q"o^a u'xgpf kf q0"

"Ven'hwg"gn'f gucttqm"fg"Vq{ qvc"Vckrpf kc"s wgc"r tlpek rku"fg"rc"f²ecf c"fgn'4222"ug" cdtk'wpc'ugi wpf c'r rcpvc"fg'r tqf weekp"gp"fkj q'r c fū."fg'hqto c'cn's wgvpc'fg'gmcu'ug'fg'lec dc" c"mqu"xgj fēwqu"fg"r cuclgtqu"{"rc"qvc"cmqu"xgj fēwqu"eqo gtekrqu"Vq{ qvc."4234+0'Nwi q."gp" 4229"ug" cdtk"wp"vtegtc"r rcpvc"fg'flecfc" gzenwuxco gpvg"co"rc"r tqf weekp"fg"J kww.³⁸³ o ctecpf q'gn'vtcurf q'eqo r rnvq"fg"rc"r tqf weekp"fg'r kenl'wr u'Vq{ qvc'hwgtc"fg'Lcr »p³⁸⁴"Hwo kq." 4228+0' Cf go^a u."gp"rc"tgi kēp"cu^k vlec"ug"guvcdngel"wp"kpvtgeqpgzēp"fg"fgurkpcu'cwqr ctvqu"

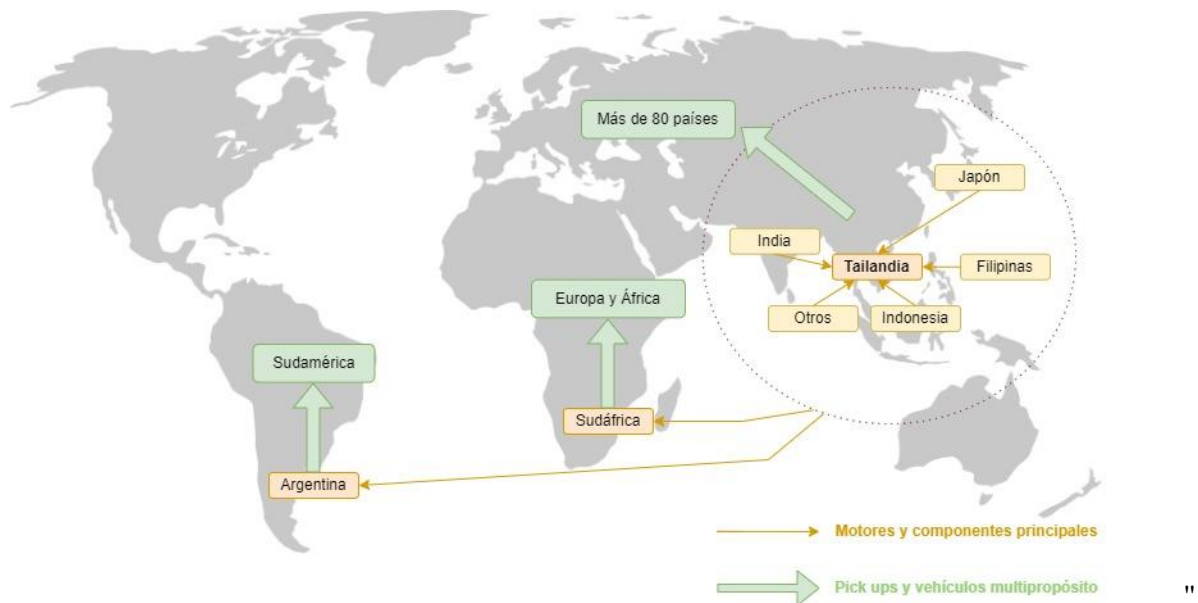
³⁸²"Guc"eqo r cteckp"fg"rc"kp'wutkc"cwqo qvtk "uwf chlekc"eqp"rc"cti gpvpc"gu'vqf ex fē"o^a u'nco cvkx"uk'ug'vkgp" gp'ewgpc"s wgv Uwf^a hlec"gzr qvc"gn'72' "fg"mqu"xgj fēwqu"r tqf wekf qu'iqecm gpvg"{"ug"gpewgpc"gp"wp'r qulekēp" i gqi t^a hlec"o w'fg'guxgpvccluc"/r tlpek cm gpvg'r qt"rc"fg'kucpek"eqp"mqu"o gtecf qu'gwtqr gqu"cmqu"s wgv'gu'gzr qvc" o c{ qto gpvg'."o kgpvcu"s wgv Cti gpvpc"gzr qvc"cti gf gf qt"fgn'97' "fg"mqu"xgj fēwqu"r tqf wekf qu"ug"j cm"o^a u' egtecpq"i gqi t^a hlec"o gpvg"cmqu"fg'gukpqu"cmqu"s wgv'gzr qvc"{"fg"vqf qu"o qf qu."tgi kntc"grgxcf qu'pkxgrgu"fg"f²hek' eqo gtekrncwqo qvtk "eqo q'ug'xkq"gp"gn'Ecr fēwqu"40Guc"fg'kgtgpek"gp'vpegu'ug'duc"r tlpek cm gpvg"gp"rc"o gpqt" ko r qtvcckp"fg"xgj fēwqu"fg"r cuclgtqu"gn'r c fū'uwf chlekcq0"

³⁸³"C"uw'xgl ."gn'pkxgn'fg"kpvgi tcekp"nqecf"fg"gwg"o qf grq"crecp| »"pkxgrgu"o w'cnqu'egtecpqu"cn'; 7' "eqp"wp" tgucpvq"fg'cwqr ctvqu'fg'cxcp| cf c'vgepqrqi fē"cs wgv'ug"r tqf wegp"gzewuxco gpvg"gp'Lcr »p"Kqj "gv'cn0'423: <75+

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

enxg."eqo q"o qvqtgu"{"ukungo cu"fg"vcpuo kuk»p."gpvtg"hu"r c"lugu"fg"UGCP . "kpf kc"{"Lcr »p."eqp" gr k»gpvtq"gp"Vckrpf kc"0Guvqu"ukungo cu"{"eqo r qp"gpv"uqp"gp"ckf qu"e"Uwf^a h"lec"{"Cti gp"vkc" r ctc"ugt"wk"cf qu"gp"gn"cto cf q"fg"rcu"r ken"vr u"{"xgi "ewqu"o wk"r tqr »ukq"gp"uw"tqn"fg"dcugu" o cpw"cewtgtcu"tgi kqpcrgu"Vq{ qvc."38 164225-0"

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



Hvpgv-g"mrdqtc"e»p"r tqr kc"gp"dcug"e"Vq{ qvc"38 164225-0"

Cf go^a u."gp"Vckrpf kc"ug"guvdrge"»wpc"hrkcn"fg"gn"egpvtq"fg"Rtqf week»p"O wpf kn"fg" Vq{ qvc."f kki kf q"fguf g"Lcr »p.³⁸⁵"gn"ewcn"guvdc"fg"kecf q"cn"gpvtgpc"o k»pvq"fg"gn"r gtuqpcn"gp" Vckrpf kc"{"c"r ct"kt"fg"4228"ug"eqpxkt v»"gp"gn"egpvtq"fg"ecr cekce"»p"r ctc"vqf q"Cuk"0Guvcu" fg"gp"gf gpeku"hwgtqp"hwgi q"eqpvtq"rcf cu"r qt"rc"egpvtc"n"tgi kqpcn"fg"Vq{ qvc"r ctc"Cuk"e"wg"vco d"l»p" hwg"guvdrge"kf c"gp"Vckrpf kc."eqqt"f k»pc"pf q"vqf c"rc"r tqf week»p"{"xgpvcu"fg"gn"eqp"v"gp"v"oC"uw"xgl . " gp"4225"ug"guvdrge"»gp"guv"r c"l"u"gn"vgt"egt"egpvtq"fg"K F "hwgtc"fg"Lcr »p.³⁸⁶"f kki kf q"e"wdtkt"rc" tgi k»p"fg"Cuk"Rce"l"eq."gp"gn"ewcn"ug"fg"guvdrge"»p"ecttq"eg"t"l"cu"{"vqf cu"rcu"gur gek"lece"l"q"p"gu" gur gek"rcu"r ctc"gn"o gtecf q"cul"e"v"eq"0Nc"l"p"uvc"rc"e"»p"fg"guv"»Anko q"gu"fg"gur gek"cn"t"gr"xc"p"ek"{"c" s"wg"gn"o kuo q"gu"gn"»Apleq"v"dl"ecf q"gp"wp"r c"l"u"gp"fg"guvdrge"»p"»gze"gr w"ep"q"e"J k»c"»xgt"Vcd"r"2/ 7"fg"gn"CPgzq"Guvc"l"»eq"0G"n"egpvtq"t"gi kqpcn"{"gn"fg"K F "ug"hwk"q"p"ct"q"gp"4229"ht"o cp"q"Vq{ qvc" O qvqt"Cuk"Rce"l"eq"l"»i g"p"l"gt"l"cu"{"Rtqf week»p"»Toyota Motor Asia Pacific Engineering and

³⁸⁵"Q"vcu"hrkcn"u"fg"gn"egpvtq"fg"Rtqf week»p"O wpf kn"l"hwgtqp"v"dl"ecf cu"gp"4228"gp"l" t"cp"D"t"gv"o c"r ctc"rc"l" q"p"e"gt"qr gc" {"gp"GGWW"r ctc"Co² t"lec"fg"gn"p"qt"vg"0"

³⁸⁶"F"gp"qo k»pc"q"egpvtq"V² e"ple"q"fg"Vq{ qvc"r ctc"Cuk"Rce"l"eq"»Vq{ qvc"V"gej"ple"cn"egpvtq"Cuk"Rce"l"e"Eq"0"Nf"0" VVECR/VJ "0N"qu"cp"v"t"kt"gu"hwgtqp"gp"GGWW"r ctc"Co² t"lec"fg"gn"p"qt"vg"{"H"l"c"p"ek"r ctc"G"wt"qr c"0R"ct"e"»xgt"rc"r"l"uvc" eqo r"ngv"fg"egpvtq"fg"K F "fg"Vq{ qvc"gp"gn"o w"pf q"eq"pu"v"m"ct"gn"Vcd"r"2/7"fg"gn"CPgzq"Guvc"l"»eq"0"

Manufacturing Co., Ltd+{"ug"etg»"rc"fkxkuk»p"fg"õf gucttqmq"mecn'f g'r tqxggf qtguõ. "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"wpc"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 "fawqu"gp"rcu"Ànko cu"fg"ecf cu"c"r ctvt"fg"rcu"r qn"lccu"fg"gn'i qdkgtpq"r ctc" eqpxgt vtug"gp"õgn'F gvtqk'fg"Cuclö"ko r wncpf q"wp"lppqxcf qtc"r qn"lcc"lcpf wutkcn'gp"gn'ugevqt" cwqo qvt' r ctc"r tqo qekqpc't"wp"õr tqf wevq"eco r g»p"pcekqpcrö.³⁸⁷s wg'gtc"rc"eco kppgv' r kenlwr . " {"gp"gn'ecuq"fg"Vq{qvc."rc"eco kppgv"J knwz"R² tgl "Ct lcc"gv'cn0"4244+0Ego q"r ctvg"fg"guvcu" r qn"lccu" fg"gn' Guvcf q" vckrcpf² u" ug" gpewgpvcp" gz gpekppgu" ko r qukkxcu." gu'fö wqu" c" rcu" gzt qvcekppgu. "fpgcu"fg"et² f kq"r tghgt gpekrgu. 'tgf weekppgu'ctcpegrtkcu' r ctc"rc"ko r qtvcek»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"uquvkgp"sg"gn'o kuo q"r tq{ gevq"KO X"gp"Vckrcpf kc"guwxq"lpegpvkxcf q"r qt"gn'3 Å Rrcp"O cgutq"Cwqo qvtk' f gn'i qdkgtpq"vckrcpf² u0"

C"uw'xgl . "gn'f gur rkgi wg"fg"Vq{qvc"gp"l'ej q"r c"u"ug"fg"gd"»'co dl² p'c"wp"lgtkg'fg"hcvcqtgu" cf kekqpcrgu0Gnr tko gtq"fg"gmqu"hwg'rc"cnkpl 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 ctvckr 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'co dl² p."fg"rc"r ctvckr cel»p"fg"gn'Dceq"fg"Dcpi nqm"»Ctpqrf . "4228<43: +0Gnlugi 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" \ gncpf c" g" kpf kc." s wg" r gto kkgtpq"co r rkt"mqu"xnÀo gpgu"kpvtcoco dlcf qu"rktgu"fg"ctcpegrgu."eqo q"co dl² p."mqu" o gtecf qu"fg"gzr qtvcek»p"»Ej gp."4236=Hwo kq."4228+0"

Gung'r tqeguq"v'cpukl»c"rc"hkcn'f g"Vq{qvc"Vckrcpf kc"rc"t'gur qpucdk'cf "fg"wp"ecf gpc" f g'xcnqt"fg"gu'f kug° q"{"rc"r tqf week»p"j" cuvc"rcu"xgpvcu"{"gzr qtvcekppgu"ukp"rc"l'f dtlcc"o cf tg" gp"lcr »p."fg"go qv'cpf q"wp"o c{qt"i tcf q"fg"lcp'gr gpf gpek" g"ko r qtvcpck" gp"rc" gu'wewtc" o wpf ken'fg"VO E"»Mcy cdg."4235+0Uk"dlgp"Vq{qvc"Vckrcpf kc"r tqf weg"wp"co r rkt"i co c"fg" o qf gmqu"gpvtg"mqu"s wg"ug"gpewgpvcp"»Eco t{."E/J T."Eqtqmc"»Cnku."Eqtqmc"»Etquu."Hqtwpgt." J kceg."J knwz."Xkqu."[ctku."rc"ko r qtvcpck"fg"rc"J knwz"gu"eqpuk'gtcdng0Gpvtg"mqu"o qf gmqu"fg"

³⁸⁷F knkpi wk'pf qug'fg"rcu'f qn"lccu"fg"õeco r g»p"pcekqpcrö's wg'f gur rgi ctqp"lcr »p"{"Eqtg"fg"gn'Uw' r ctc"fg"gu'cttqmq' i tcpf gu"go r tguc"pcekqpcrgu"lcpf wutkrgu"»Rgtgl "Cm cpuk"4242c+0

vqf 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 wpf q'o a u'xgpf kf q'0Eqp"
 guc"i tcp'r ct'v'ekr c'ek»p'f'g"Vq{ qvc."Vckrpf kc"ug"eqpxk'v»"gp"wpq'f'g'mu'33'r c'f'ugu'f'g'o c{qt"
 r tqf week»p'f'g'xgj f'ewqu'f'gn'o wpf q."f'qpf g'Vq{ qvc"gzr r'ec"gn'52' "f'g'uw'r tqf week»p'v'qcn'gp"
 423; 0Cf go a u."eqp"uw'gult'v'gi kc"gzr qt'v'f'qtc"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'f'u'cuk' v'eq'0Cu'f'f'Vckrpf kc'r cu»'f'g'v'p'gt'wp'uw'r gt'a xk'eqo gtekn'c'wqo q'v'k' "
 f'g'482'o kmppgu'f'g'f »rct'gu'gp'gn'4222'c'38'222'o kmppgu'gp'423; .eqpxk'v'k' pf'q'ug'gp'wpq'f'g'mu"
 r c'f'ugu'eqp'o c{qt'2'z'kq'gp'gn'eqo gtekn'gz'v'gt'kqt'c'wqo q'v'k' "gp'gn'uki m'ZZK'R'2'tgl 'Ct'v'ec'g'v'c'f'o"
 4244'0'

Gp'tguwo gp."c'r ct'v'k'f'gn'r tq{ ge'v'q"JO X"ug"guv'cd'ng'ek'gt'qp"ru'r r'v'ch'q'to cu'r tqf w'v'x'cu"
 hw'gt'c'f'g'Lcr »p'r c'tc'ek'gt'v'qu'o qf'gn'u'gur ge'f'he'qu'gp'f'q'pf'g'C'ti gp'v'k'p'c'w'x'q'wp'hw' ct'r tko q'tf'k'cn'
 cn'eq'peg'p't'ct'rc'r tqf week»p'f'g'r'k'cn'w'r u{"UWXu'r c'tc'r'o"o c{qt'r ct'v'g'f'g'Co 2'tlec'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'gt'o k'p'c'p'f'q'uw'gur g'ek'cn'k' c'ek»p'r tqf w'v'x'c."t'q'n'f'gn'o g'tec'f'q'k'p'v'gt'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'cti q."f'k'ej qu"o g'tec'f'qu"f'g'gzr qt'v'ek»p"pq"u'q'p"gu'v' v'ek'qu"pk'gu'v'p"
 v'q'v'mo 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'j .rc'cuki p'c'ek»p'f'g'gu'qu't'q'ngu'r r'nc'p'v'g'c'gn'r w'p'v'q'f'g'eqo r ct'c'ek»p"{'eqo r g'v'g'p'ek"
 f'g'nc' "h'k'cn'c'ti gp'v'k'p'c'eqp"rc'v'ck'p'f'guc'ó{"gp"o gp'qt"o g'f'k'c'rc'uw'f'c'h'k'ec'p'c/"cn'k'p'v'gt'k'qt'f'g'nc"
 gu't'w'ew't'c'o w'v'k'p'c'ek'q'p'cn'f'g"Vq{ qvc'0'G'm'q"o c'te»'m'u'cn'qu'p'k'x'g'ng'u'f'g'g'z'k'i g'p'ek"gp'm'u'r t'q'egu'qu"
 r tqf w'v'x'qu's w'g'rc'r r'nc'p'v'c'ti gp'v'k'p'c'f'g'd'k'»'ewo r'nt'gp'hw'q'r t»z'ko qu'c° qu'r c'tc'p'q'c'ng'l'ct'ug'f'g'mu"
 gu'v' p'f'c't'gu'm'i t'c'f'qu"gp"Vckrpf kc."w'p'c'f'g'nc'u'w'p'k'c'f'gu"o c'p'w'k'ew't'gt'cu"o a u'ko r qt'v'c'p'v'gu'f'g"
 Vq{ qvc"hw'gt'c'Lcr »p'0'C"uw'x'g'j ."gu'q'i gp'gt»"wp'r t'q'egu'qu'f'g'c'nc"eqo r g'v'g'p'ek"gp'v'g'nc'rc' "h'k'cn'
 c'ti gp'v'k'p'c"{'v'ck'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'gt'o k'p'c'f'cu'ek't'ew'p'w'c'p'ek'cu"
 gu'k'p'enu'q"o c{qt's w'g'rc's w'g'ug'f'c'eqp"v'gt'o k'p'c'ng'u'f'g'q'v'c'u"go r t'g'uc'u'0'Nc'f'k'p'a o k'ec'f'g'g'w'c"
 eqo r g'v'g'p'ek"o c'te»"rc'r r'qu'k'k'k'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'ec'p'qu"
 c'd'cu'g'ek'f'qu'r qt'Vckrpf kc'0'

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

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

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

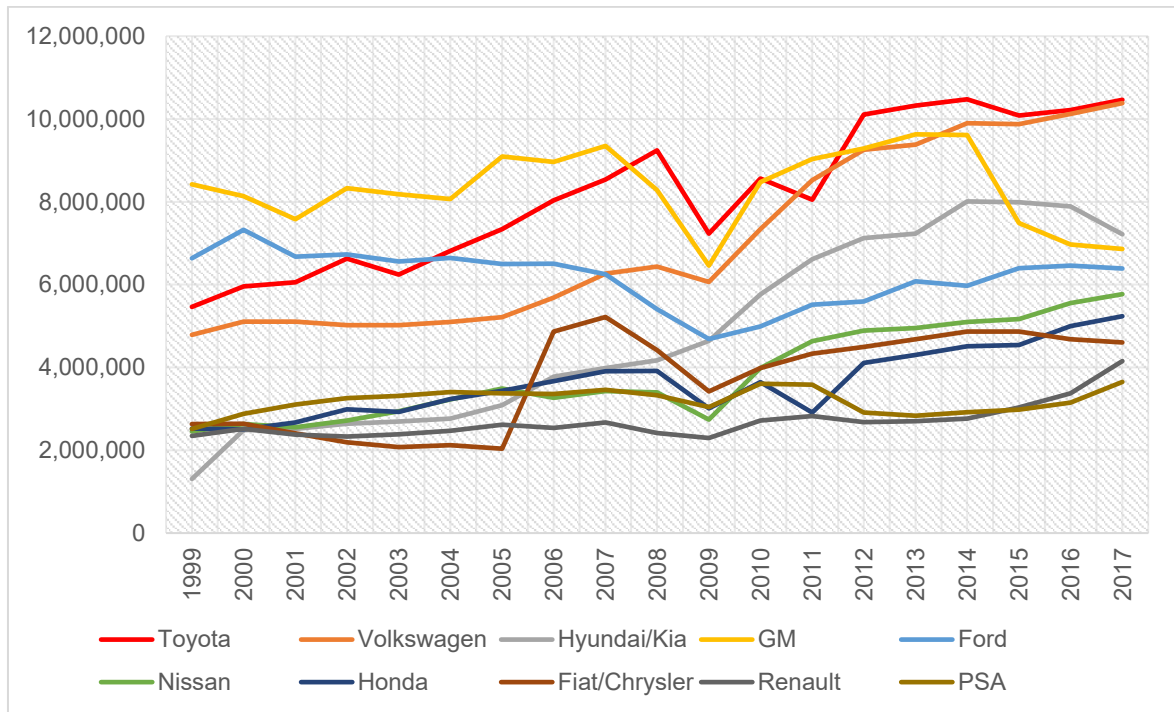
C'r'ct'v't'f'g'gu'qu'uw'egu'qu.'ic'.'h'k't'o'c'c'v'c'x'gu'>'f'k'v'k'p'v'qu'eco'd'k'qu'0'Gp'.'r'tko'gt'.'n'w'i'ct.'ic' r'tg'uk'f'g'p'ek'f'g'ic'eqo'r'c'o'f'c'.'eco'd'k'.'cu'wo'k'p'f'q'.'C'nk'q'Vq{q'f'c'gn'bo'cpf'q'f'g'g'nc'gp'422; 0'Eqp' g'ug'eco'd'k'f'g'f'k'ge'k'p.'ic'eqo'r'c'o'f'c'.'v'g'to'k'p'>'eqp'ic'r'q'f'k'ec'f'g'bo'cpf'q'gp'bo'cp'qu'f'g'g'lg'ew'k'x'qu'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

C'r'g'uct'f'g'ic'.'qu'.'ko'r'ce'v'qu'f'g'ic'.'et'kuku'f'g'ic'.'u'ec'f'g'ic'.'k'r'q'v'ge'cu'uw'd'r'tko'g'f'g'GG'WW'{'f'g'ic'.'u'ec'v' ut'q'h'gu'p'c'w't'c'rg'u'gp'.'L'c'r'>'p'{'V'ck'p'f'k'.'ic'.'h'k't'o'c'.'l'c'r'q'p'g'uc'ug't'g'ew'r'gt'>'x'g'ri'q'l'o'gp'v'g'gp'ic'.'qu' c'o'qu'.'u'ki'w'k'p'v'gu'0'F'g'g'ug'v'g'o'q'f'q.'f'g'ic'.'qu'9'o'k'm'p'p'gu'f'g'ic'.'x'gj'f'ew'qu'.'r'tqf'we'k'f'qu'gp'4229'hw'g' c'wo'gp'v'cp'f'q'ic'.'r'tqf'we'k'p'bo'wp'f'k'cn'j'cu'c'gn'4232'{'bo'cp'w'x'q'f'k'ej'q'r'ku'q'gp'ic'.'qu'c'o'qu'.'r'qu'v'gt'k'q't'gu'0' N'c'.'A'p'k'ec'c'w'q'o'q'v'k'k'.'s'wg'.'v'co'd'k'p'c'ic'ec'p'>'ic'.'r'tqf'we'k'p'f'g'32'o'k'm'p'p'gu'f'g'ic'.'w'p'k'f'cf'gu'c'.'p'k'g'ic' i'ic'q'd'cn'gu'X'q'm'y'ci'gp'.'c'r'ct'v't'f'g'4238'x'gt'I't^a'h'eq'KK'6+0F'g'.'h'q'to'c'.'u'ko'k'ic'.'gp'.'v'2'to'k'p'qu'f'g'ic'.'qu'

³⁸⁸'F'g'.'q'f'qu'bo'q'f'qu.'c'r'g'uct'f'g'ic'.'hw'gt'v'g'z'r'cp'uk'p'f'g'Vq{qvc'c'.'p'k'g'ic'bo'wp'f'k'cn'ic'.'h'k't'o'c'.'u'ki'w'k'.'v'g'p'k'g'p'f'q'.'w'p'c'.'hw'gt'v'g' r't'g'ug'p'ek'.'k'p'f'w'ut'k'cn'gp'.'L'c'r'>'p'.'eqo'q'r'ct'v'g'.'u'w'g'ut'c'v'gi'k'.'f'g'lo'. '4242+0'
³⁸⁹'C'n't'g'ur'ge'v'.'E'j'qy'f'j'w'f'{'4236+'u'q'v'k'p'g's'wg'f'w'c'p'v'g'g'ug'r'gt'f'q'f'q'f'g'r'tg'uk'f'g'p'ek'cu'f'g'g'z'v'c'h'co'k'ic'k'ct'gu'Vq{qvc' et'g'ek'.'ceg'grt'cf'co'gp'v'g'r'gt'q'f'g'le'p'f'q'f'g'ic'.'f'c'ic'.'w'p'qu'f'g'ic'.'qu'.'x'c'ic'q't'gu'.'h'w'p'f'c'ek'p'c'rg'u'f'g'ic'.'go'rt'g'uc'.'r'ctc'.'eco'd'k'ct'ic'qu' r'qt'w'p'.'r'g'p'uc'o'k'p'v'q'f'g'.'eq't'v'q'ic'.'q'f'g'.'et'g'elo'k'p'v'q'c'bo'c'{'q't'gu'.'eq'v'q'0'

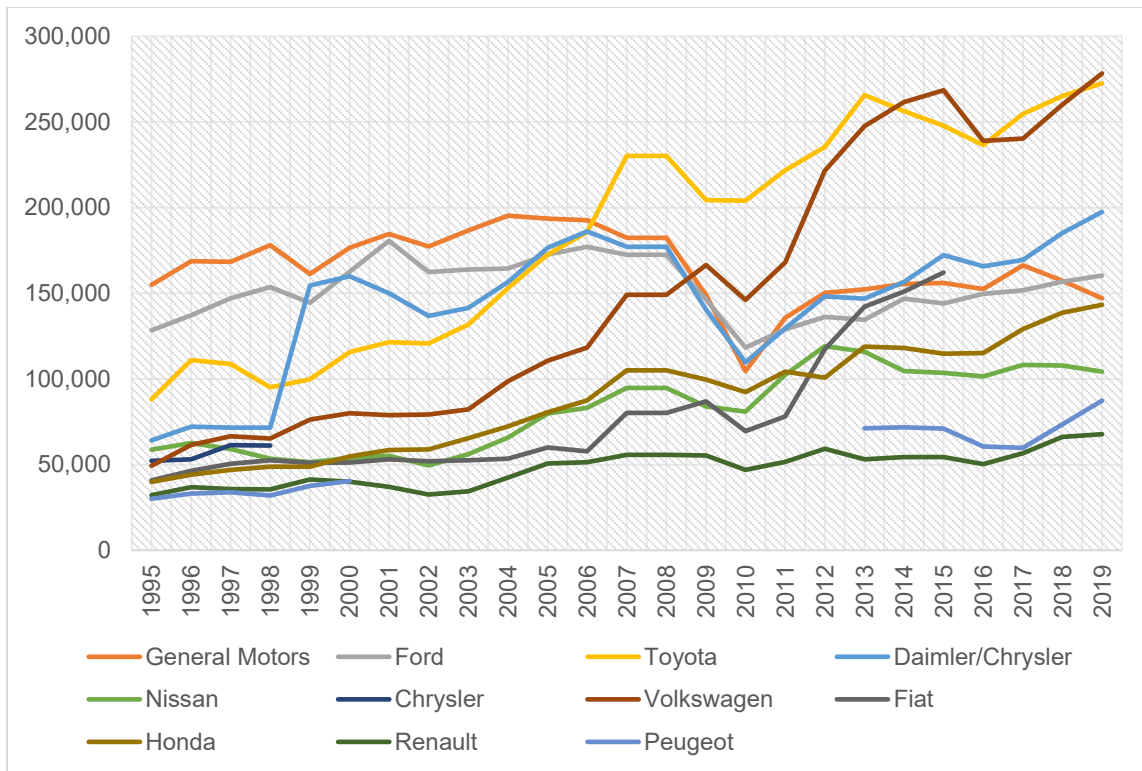
kpi tguqu'i mdcngu'f g'rc' hto c'eqo r ctf qu'eqp'gnitguv'f g'rcu'vto kpcngu'o wmpckqpcngu. "Vq{ qvc"
 hwg'wpc'f g'rcu'swg'o glqt'ug'f gugo r g° »"gp'mqu'c° qu'uki wkpvgu'c'rc'etkuku."ceqo r c° cf c"gp"guvc"
 vpf gpek" vo dk² p" r qt" Xqmuy ci gp0' Cn' t gur gevq." rc' hto c" lcr qpguc" hwg" rc" Àplec" f g" rcu"
 cwqo qvlegu'swg"qdwqxq" kpi tguqu'r qt" gpek c'f g'rcu'422"o kgu'f g'o kmpgu'f g'f »nctgu'r qt" c° q"
 f guf g'gn'4229. "ukpf q'cncp| cf c'r qt" Xqmuy ci gp'tgek² p"gp"4234"°xgt" I tª hlcq"kk7-0"

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



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

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

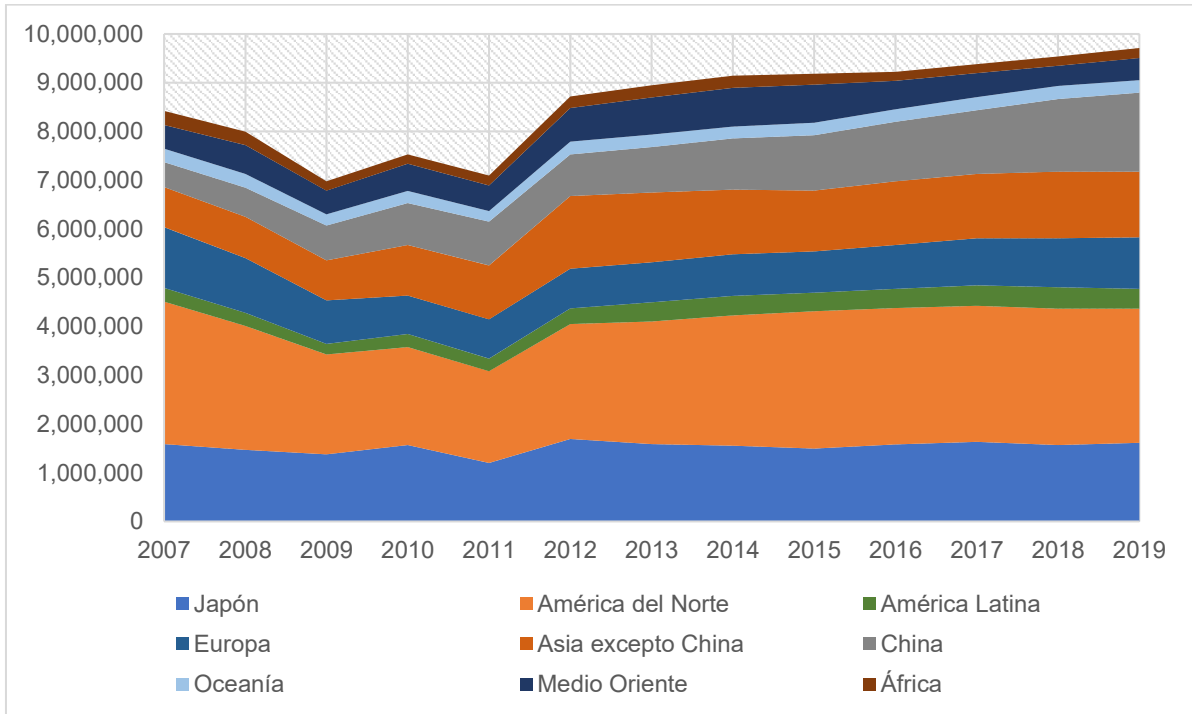


Hwpgv<grdqtc&p'r tqr k'gp'dcug'crltcpnki 'I mdcni722'f g'Hqt wpg0

Rqt"qvtq"rcf q. "gn'r guq'f g"mqu'r tlpekr crgu'egvtqu'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'f²ecf c'f g'3; ; 2"{'r tlpekr kqu' f gn'4222'GGWW"{'Gwtqr c'hwtq'p'qu'r tlpekr crgu'o gtecf qu'f g'f guk&pq'gp'rc'guitcvgi k'f mdcnif g" Vq{qvc" *Hwo kq."4228+."gp'rcu'Anko cu'f²ecf cu."mqu'r tlpekr crgu'o gtecf qu'f g'xgpvcu'f g'Vq{qvc" hwtq'p'eco dlcpf q'rgxgo gpvg'c'pwgxqu'r wvqu0Gp'r ct&ewrct."ug'f gur ngi »"wp'gucpeco kgpvq'f g" mqu'o gtecf qu'o a u'f go cpf cpvqu'f g'xgi ¶ewqu'Vq{qvc"eqo q'GGWW."Lcr »p"{'Gwtqr c"{'f g'qvtqu" o gtecf qu's wg."cAp'ukp'ugt"vcp"ko r qtvcvqu'r ctc'rc"go r tguc."vco dk² p'tgtqegf k&tq'p'rgxgo gpvg" eqo q'rcu'tgi kppgu'f g'Qegcp'¶c."O gf kq'Qt&gpvg"{'f h&lec0Eqo q'eqp&tr ctvg'f g'gug'r tqeguq."ug" gxkf gpe&»"wp'etgelo kgpvq'cegntcf q'f g'Ej kpc."s wg'kpetgo gpw»'rcu'xgpvcu'wp'439' "gpvtg'4229" {"423; "{'mgi »"c'eqo r tct'o a u'xgi ¶ewqu'Vq{qvc"s wg"Lcr »p'gp'423; 0'Rqt"qvtq"rcf q."ug'tgi kmt»" wp'cwo gpvq'f g'rc'tgi k&p'f g'CUGCP"eqo q'f guk&pq'f g'xgpvcu'f g'wplf cf gu'Vq{qvc."s wg'etgelo"wp" 8: ' "gpvtg'4229"{'423; *xgt'I tª h&eq'KKK8+0C'uw'xgl .o kgpvtcu'GGWWj cd¶c'ukf q'j kwt&tleco gpvg" gn'o c{qt'egvtq'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&ekpvg'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^{38: 38:} "xgt" I t^a hequ"4. "8" { "9+0"

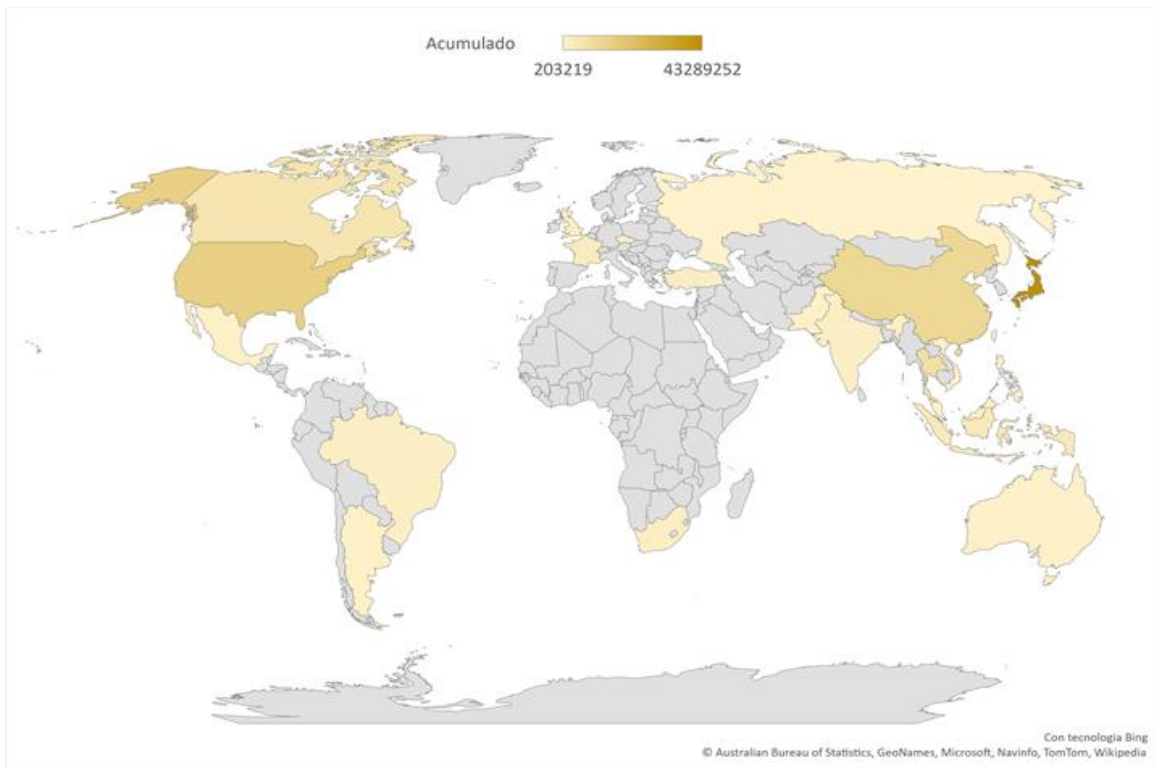
Gráfico III-6 - Ventas de vehículos de Toyota en principales regiones y países (unidades) (2007-2019)



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

^{38:} "C"uw" xgl . "gp" Ej lpc"ug"j cp" lpuvncf q" tgu" egpvq" u" f g" K F " f g" Vq{ qvc" xgt" Vcdrc" 2/7" f grl" Cpgzq" Guvcf ¶u" neq+0'
^{38:} "F g" vqf qu" o qf qu" Vq{ qvc" uki vg" o cpvplpfp q" vpc" hwgtvg" r tgugpek" 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 cvtk ¶*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 weekp0'
 "

" Gp" guvg" eqpvz vq" ecdg" f guxect" s wg" gn" tqn' f g" Co 2 tlec" Ncvkpc³⁹²" gp" rc" gunt wewtc"
 o wkpcekqpcn' f g" Vq{qc" pq" gu" f g" i tcp" ko r qt vpekc0' Gp" tgræk&p" eqp" rcu" xgpvcu" f g" rc"
 o wkpcekqpcn'rc'tgi k&p"u»m'g'zr rle»'gn'6' "f g'mqu'xgi p'wru'f gur cej cf qu'r qt "Vq{qc" c'pkxgn'
 i mdcn'gpvtg"4229"{'423; . 'f g'm'ewcn'rc"o kcf "f g'mqu'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'etgekgtp'wp'68' "gpvtg"4229"{'423; . "
 m' s wg'f gpqc'wp'o gtecf q'gp'g'zr cpuk&p0'Gp'v2 to kpqu'r tqf wekxqu.'Cti gpvkc"{' 'Dtcukn'g'zr rlecp"
 gn'4.7' "f g'rc'r tqf weekp'o wpf knif g'Vq{qc"gpvtg"4229"{'423; . 'f g'rc'ewcn'3.7' "eqttgur qpf g" c"
 Dtcukn'{'3' "c'Cti gpvkc0'F g'o qf q'uko krc't s wg'rcu'xgpvcu."rc'r tqf weekp'vco dk2 p'etgek&"gpvtg"
 4229"{'423; . 'ukgpf q'rc'f g'Dtcukn'wp'422' "{'rc'f g'Cti gpvkc': 3' 'o c{qt'gp'423; 0'F g'guvc'hqto c."
 ug'r wgf g'xgt' s wg'uk'dkcp"gu'wpc'tgi k&p" s wg'g'zr rlec'r r qtegpvc'lg'u'o w' 'dclqu'f g'rc'r tqf weekp"{' "
 rcu'xgpvcu'f g'Vq{qc" c'pkxgn'i mdcn'vco dk2 p'tgr tgugp»'wpq'f g'mqu'r qequ'o gtecf qu'f kp^a o kequ"
 gp'g'zr cpuk&p"gp'g'wcu'f 2 ecf cu0"
 "

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

Conclusiones parciales

F wtpwv"gn'r tguvpg"ecr ¶w¶u"ug"tgxk»"wpc"r ctv"fg"r"incrustación"internacional"fg" Vq{qvc"Cti gpvpc"gp"rc"gutwewtc"o wmpcekpqpcn"fg"VO E0Rctc"gmq"ug"cpckk »"gn'uwti ko kgpvq." kf gpvk cf "{ "f gucttqm"fg"rc"vcupcekpqpcn0Cu¶"ug"eqo gp| »"rc"ugeek»p"tgeqputw{ gpf q"uw"qt ki gp" gp"Lcr »p"r ctvk"fg"mqu"cf grcpvqu"vgepqn»i lequ"ko r ngo gpvcf qu"gp"rc"r tqf week»p"vgz vki{ "gp"gn' o cteq"fg"gn'etgelo kgpvq"geqp»o leq"fg"gn'r c¶u" { "fg"uw"lpf wwtk"cwqo qvtk 0'C"uw" xgl ."ug"j c" gZR rkecf q"gn'ukvgo c"fg"r tqf week»p"Vq{qvc."gn'ewcn'ko r rke»."gpvtg"qvtcu"equcu."gn'o 2 vqf q"fg" r tqf week»p"hgzkdrq"just in time" { "wpc"eqqr gtcvxc"tgncck»p"fg"rcti q'r r| q'eqp"uwu'r tqxggf qtgu0' F lej q'ukvgo c"hwg'wp'hqeq"fg"cvpck»p"r ctvk"fg"rc"r f 2 ecf c"fg"3; 92."{ c's wg"ug"ctvkw»"eqp"mqu" eco dkqu"o wpf krgu"fg"gn'ecr kcrkuo q" { "eqpf gp»"gn'r cug"fg"rc"r tqf week»p"gp"o cuc"fordista c"rc" r tqf week»p"hgzkdrq"toyotista { "ng"r gto kck»"c"rc"go r tguv"eqpuqkf ctug"gp"m"o a u"cnq"fg"rc" eqo r gvpck"cwqo qvtk "o wpf kcr0'

Rqt"qvtq"rcf q."ug"cpckk »"vco dkp"rc"xxk»p"eqtr qtcvxc"fg"rc"go r tguv."s wg"ug"qt ki k»" f guf g'uw'pceko kgpvq"gp"rc"cevkxkf cf "vgz vki0Guv"Ànko c"guwxq"fg"guv"uwu"lpckqu"r tqo qxkf c'eqp" dcugu"gp"gn'r gpuc kgpvq"rcti q'r r| q" { "rc"o glqtc"eqpvpw0'C"o gf kf c"s wg"rc"eqo r c° ¶c"ug" f gucttqm»."guvqu'r tkpek kqu"hwgtqp"eco dkcpf q" { "cf cr v pf qug"c"mqu"fg"guv"qu"eq { wvwtcrgu."gpvtg" mqu"ewcrgu"ug"tguvctqp"mqu"xpewrcf qu"cn'r tqeguq"fg"lpvgtpekpckk cel»p"fg"rc"hto c0Co dqu" grgo gpvqu"cs w¶"f guetk vqu."vcpvq"uw"ukvgo c"fg"r tqf week»p."eqo q"uw"xxk»p"go r tguvctkn"uqp" cur gevqu"emxg"fg"rc"gutcvgi k"go r tguvctkn"fg"Vq{qvc."vcpvq"gp"uwu"lpckqu"gp"Lcr »p."eqo q"gp" uw"gzr gtpck"o wmpcekpqpcn"r qt"m"vcpvq."uqp"vco dkp"wp"hevq"fg"vgt0 kpcpvgr"ctc"gpvcpf gt"rc" vtc { gevqtk"gzegr ekpckn"fg"rc"hto c"lcr qpguc"gp"Cti gpvpc0'

Cf go a u."ug"gzco k»"fg"gvpkf co gpv"gn'r tqeguq"fg"gzr cpuk»p" { "i mqckk cel»p"fg"rc" ht0 c0'Gp"r tko gt"ni ct."ug"fg"guetkdkgtqp"mqu"r tkpek crgu"ectcevt¶u"vku"fg"i qdgtpcp| c"fg"rc" eqo r c° ¶c"m"rcti q'fg"gn'vgo r q" { "ug"tgeqputw{ »"rc"tgf "fg"ceekqpkvku"r tkpek crgu"fg"gpvtq"fg"mqu" ewcrgu"ug"gpvctctqp"vgtu"i twr qu"o c { qtkctkqu<ht0 cu"hpckpckgtcu"lcr qpguc."go r tguv"fg"gn' I twr q"Vq{qvc" { "go r tguv"hpckpckgtcu"fg"GGWW."t gur gevxc0 gpv0C"uw" xgl ."ug"r tguv"gur gekn" cvpck»p"rc"m"qto c"s wg"cf s vktk»"ecf c"hrkn"gp"rc"gutwewtc"i mqckn"fg"rc"ht0 c0"

Nqu"egpvtqu"fg"o cpwcewte" { "fg"gur cej q"o a u"ko r qvcpvqu"j celk"hpckrgu"fg"uki m"r cucf q" guwxkgtqp"r qucf qu"gp"GGWW" { "Gwtqr c."r qt"j cdgt"ukf q"mqu"egpvtqu"fg"o c { qt"fg"go cpf c"lwpvq" eqp"Lcr »p0Ukp"go deti q."eqp"gn'eqo kgp| q'fg"gn'pwxq"uki m" { "gn'guvceco kgpvq"fg"guvqu"o gtecf qu" f gucttqmcf qu."qvtcu"hrkrgu"vqo ctqp"wp"tqn"o a u"r tqvci »pleq."r tkpek cno gpv"gp"rc"tgi k»p" cuk vdec0Cu¶"tguvnc"gn'r cr gn'fg"Ej kpc."gn'ewcn'hwg"i cpcpf q'r tqvci qpkuo q'vcpvq"eqo q'egpvtq"fg" xgpvcu"eqo q"fg"r tqf week»p"fg"Vq{qvc0'Ugi vkf q" c" guv"ecuq"ug"gpvctctqp"mqu"r c¶u"fg"fg"

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'w' "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' plxgni mdcn' r gtq' s wg'co dk2 p' tgr tgu'gp» w' p' q' f g' hqu' r qequ" o gtecf qu' f kp^a o lequ" gp" gZR cpuk»p" gp" rcu' Ànko cu' f² ecf cu' 0Gp' r ct vewrt. "c" r ct v' k' f gnr tq{ gevq" KO X. 'Cti gpvpc' wxq' w' hwi ct' r tko qtf kn'cn' eqpepvtct' rc' r tqf week»p" f g' r keni'w' u' { "UWXu' r ctc" Co² tlec' Ncvpc' gp' w' eqpvz v' q' f g' gZR cpuk»p" f g'rc" go r tguc" gp" o gtecf qu' go gti gpvcu' 0Gug' r rcp" ug' eqpvpc' Àc' eqp' rc' f gekuk»p" f g' Vq{ qvc' f g' kpuvcr tug' gp' Cti gpvpc' gp" 3; ; 6" { "gu' gn' s wg. " f guf g"rc" ecuc" o cvtk. " o ctec' gn' ugp' f gtq' f g'rc' hkn'cn' f g' vto kpcpf q' uw' gur geknk' cek»p' r tqf wekxc. " tqn' f gn' o gtecf q' k' p' v' t' p' q' cti gpvpc' { " f guk' p' qu' f g' gZR qtveek»p" 0"

Ukp" go deti q. " c" r guct" f g" guc" r qulek»p. " rc" v' c' { gevqtk" f g" VCUC" pq" gu³ " o ctecf c" Àpleco gpv' r qt' rc' ecuc" o cvtk { "gnr rcp" KO X. " vqo c' p' f q' w' p' t' qn' r tqwi »pleq' rc' c' f o k' p' k' ut' cek»p" f g" rc' hkn'cn' h' q' ecn" eqo q' ug' xgt^a " gp" gn' r t»zko q' ecr f w' w' 0Nc' cuki pcek»p" f g' t' q' r' u' r rcpvc' gn' r wpvq' f g" eqo r ctecek»p" { "eqo r gvgpek" f g'rc" hkn'cn' cti gpvpc' eqp" rc' vckrcpf guc" ó { "gp" o gpqt" o gf kf c" rc" uwf ch' k' epc/ "cn' k' p' v' t' k' q' t' f g'rc" gutwewtc" o wmkpcekqpcn' f g" Vq{ qvc' f g' d' k' f' q' c' rc' gur geknk' cek»p" gp" rc' r tqf week»p" f g' J kwz0Gm' o cte» "qu' cn' qu' plxgru' f g' g' zki gpek" gp' hqu' r tqeguqu' r tqf wekxqu" s wg'rc' r rcpvc' cti gpvpc' f g' d' k' » "ewo r rkt' r ctc' pq" cnglctug' f g' hqu' gu³ p' f ctgu' h' q' tcf qu' gp" Vckrcpf kc. " n' q' ewcn' ugt^a " f g' xkn'cn' ko r qtvcpek" r ctc" gpvpc' f g' gn' f gucttqm' f g'rc" hkn'cn' gp" Cti gpvpc" { "rc" tkcrkf cf " r qt' u' w' f guk' p' qu' f g' gZR qtveek»p" 0"

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CAPÍTULO 4

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

Introducción del capítulo

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

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

U'k'p'go'd'c't'i'q.'v'c'n'eqo'q'ug'r'nc'p'v'g'c't'ª'gp'gn'c'r'c't'w'f'q'u'w'd'uk'i'w'k'g'p'v'g.'c'r'g'uc't'c'g'ug'v'k'o'r'w'uc'q'k'p'k'ek'n'r'go'r't'g'uc'gp't'»'gp'w'p'c'h'c'ug'f'g'g'uc'p'eco'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'j's'w'g'eco'd'k'w'ng'i'q'f'g'4'2'3'2'c'r'c't'v't'f'g'r'eq'p'ut'w'ee'k'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'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'uw'nc'f'q'u'f'g'g'ug'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'uw'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'ee'k'p'{'g'z'r'q't'w'ec'k'p'p'g'u.'eqo'q'ug't'g'x'k'c'u'gp'gn'E'c'r'¶'w'ru'ª'4.'c'r'g'uc't'f'g'r'hw'g't'v'g'eq'p't'c'ek'p'f'g'n'b'g't'ec'f'q'c'w'q'o'q'v'q't'c't'i'g'p'v'k'p'q'gp'm'u'c'o'q'u'4'2'3:'{'4'2'3;'ª'4.6+0"

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4.1 - La estrategia de radicación de Toyota en el Mercosur

Vcr'eqo q'ug'xlq"gp"gr'ecr "wrrq"cpvgtkqt. Co² tlec"Ncvkpc"vkpgg'wpq"fg"rqu'tgi kutqu'o^a u' cpwki wqu"gp"r"j kvqtke"fg"Vq{qvc"gp"o gtecf qu"ht^a pguo'Nc"htc o c"lcr qpqvc"fgugo dte»"gp" Dtcukl"gp"3; 7: "eqp"uw'r tko gt"rnp| co kpvq"fg'r tqf week»p"gp"gr'gz vtcp|gtq"*Vq{qvc."4234+0'Gp" gug"co q'ug'eqo gp| »"c"hdtkect"gr'l'ggr "Ncpf"Et wktgt."gr'r tko gt"xgj "pwrq"eqo gtekr'nf g"Vq{qvc" rnp| cf q"gp"gr'no gtecf q"dtcukg^o q³⁹³"Cu"r"go r tguv"guwxq"hdtkecpf q"wkktctkqu'r qt"f² ecf cu" gp"ug'r c"u. r'gtq"uw'gpvtcf c'cn'ob gtecf q"eqp"xgj "pwrqu'f g'r cuclgtqu'hwg'o^a u'dl'gp"vctf "p"Eqpuqpk" {"S wcf tqv."4226+0'Gur ge"heco gpvg."gp"3; ; ; . "ewcpf q"eqo gp| »"r"r tqf week»p"fg"gr'Eqtqmc'0' F guf g"3; 7; "j cuvc"3; ; ; : "r"r tqf week»p"fg"xgj "pwrqu'f g"Vq{qvc"Dtcukl"hwg'o w{"dclc."o ctecpf q" wp'r tqo gf kq'fg'40'22'xgj "pwrqu'cn'co q"xgt'I t^a hleq'2/32'fg'gr'Ncpgzq'Guvf "wleq-0'Rqt"qvq'rcf q." gp"3; : 3"Vq{qvc"vo dl'p"kpke»"r"hdtkecel»p"fg'gr'no qf gr'Ncpf"Et wktgt"gp"Xgpg| wgr"cdclc" guecr"*Vq{qvc."4234+0'

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

"

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

"

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

³⁹³ "Ewcpf q'rc'f' dtkec'ug'o w' »"c"U'q'Dgtptcf q'f q'Eco r q. 'Ucp'Rcdm."gp'p'qxkgo dtg'fg'3; 84. "Vq{qvc'tggo r r' »"r" r'p'gc"Ncpf "Et wktgt"r qt"gr'l'ggr "Dcpf gktcpvg."gs wkr cf q'eqp"wp"o q'qt'f l'gugn"v'ceel»p"gp"ru'ewvq"twgf cu"{" f kur qp'kdr'gp'l'ggr"{"eco k'p'gvc'fg'ecti c"{"xgtukppgu'fg'w'qu'o 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 cek»p."49 B4 B; ; : +0' C" uw' xgl . " gn' r t gulf gpvg" f g" rc" lwpvc" f k gevxc" f g" VO E. "Uj qlej ktq" Vq{ qf c. "uquvgp" f c" s wg" "Argentina es una pieza clave en nuestra estrategia de globalización. Es nuestra firme intención contribuir al desarrollo de la industria automotriz en el Mercosur y a la economía argentina a través de nuestra radicación” *Nc" P cek»p."44 B3 ; ; 9+0⁹⁴"

Gu'f gek. 'rc'gz kvgpek' f gn' T² i ko gp' Cwqo qtk' "gp' Cti gpvpc" { 'Dtcuk' d'cuf q' gp' gn' CEG" P A' 36" s wg" r gto k' f c" gn' k' vgteco dkq" eqo gtekn' f g" dkpgu" cwqo qvtegu" eqp" ctcpegru" r tghgtpekrgu" gpvtg' m' u' r c' f' u' g' h' w' g' w' p' h' c' v' q' t' f' g' v' g' t' o' k' p' c' v' g' r' c' t' c' r' c' t' f' k' e' c' e' k' p' f' g' r' c' o' r' t' g' u' c' g' p' gn' r c' f' u' " *Nc" P cek»p." 5144228+0' C" uw' xgl . " Vq{ qvc" Cti gpvpc" cr tqxgej »" qvc" ugtkg" f g" f kur qulekqpgu" k' p' u' k' w' e' k' q' p' c' r' g' u' p' c' e' k' q' p' c' r' g' u' f' w' t' c' p' v' g' m' u' r' t' k' o' g' t' q' u' c' o' q' u' f' g' u' w' t' c' f' k' e' c' e' k' p' s' w' g' eqo r tgp' f' f' c' p' r' tghgtpekcu" ctcpegrt' k' u' r' c' t' c' r' c' o' r' q' t' w' e' k' p' f' g' f' k' u' k' p' v' u' dkpgu. " dgpghlekqu" h' u' e' c' r' g' u' . k' p' v' g' t' e' c' o' d' k' u' e' q' o' r' g' p' u' c' f' q' u' f' g' e' q' o' g' t' e' k' q' g' z' v' g' t' k' q' t' . h' e' c' k' r' f' c' f' g' u' g' p' m' u' r' t' q' e' g' f' k' o' k' e' p' v' u' f' g' C' f' w' e' p' c' . " g' p' v' t' g' q' t' q' u' " *x' g' t' " V' e' d' r' c' " 2/ ; " { " I' t' a' h' e' q' " 2/ 33" f' gn' C' p' g' z' q' " G' u' v' c' f' f' u' l' e' q' - 0' G' u' v' u' h' c' e' v' t' g' u' eqo r qpgp' m' u' k' e' p' g' v' x' q' u' g' u' v' c' r' g' u' f' g' r' c' t' f' k' e' c' e' k' p' f' g' r' c' h' t' o' c' l' c' r' q' p' g' u' c' g' p' g' n' r' c' f' u' 0'

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

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

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

³⁹⁶ "Ecdg" t' g' u' c' n' e' t' s' w' g' p' l' p' i' w' p' q' f' g' g' u' v' u' x' g' i' f' e' w' r' u' t' g' t' c' g' e' q' p' » o' l' e' q' . " r' q' t' m' i' w' c' p' v' q' . " g' p' u' w' u' k' p' l' e' k' i' u' " Vq{ qvc" c' r' q' u' » " g' p' " C' o' 2' t' l' e' c' " N' e' v' p' c' " c' w' p' r' A' d' i' l' e' q' f' g' l' p' i' t' g' u' q' u' o' g' f' k' q' u' c' c' n' q' u' 0' G' p' 3 ; ; : " Vq{ qvc" c' o' d' k' e' p' r' g' p' u' » " g' p' r' c' " k' p' u' v' c' r' e' k' p' f' g' g' u' t' c' r' r' e' p' v' c' " g' p' C' t' i' g' p' v' p' c' r' c' t' c' r' t' q' f' w' e' k' t' w' p' x' g' i' f' e' w' r' u' r' g' s' w' g' o' q' . " r' g' t' q' w' g' i' q' u' g' f' g' u' k' u' k' o' f' g' r' c' h' t' o' " f' g' r' c' h' t' o' " *Nc" P cek»p."44 B3 ; ; : -0' T' g' e' k' e' p' e' q' o' g' p' l' c' t' a' " c' " g' p' v' t' c' t' g' p' r' c' i' c' p' c' f' g' x' g' i' f' e' w' r' u' r' g' s' w' g' o' q' u' g' p' 4234' e' q' p' r' c' " h' e' d' t' l' e' c' e' k' p' f' g' n' i' G' u' k' u' g' p' " D' t' c' u' k' i' 0' R' q' t' " q' t' q' r' e' f' q' . " j' c' u' v' c' 4223' Vq{ qvc" h' e' d' t' l' e' c' » " g' p' " D' t' c' u' k' i' w' p' c' d' e' l' c' e' c' p' w' k' f' c' f' f' g' D' e' p' f' g' k' t' c' p' v' g' 0' "

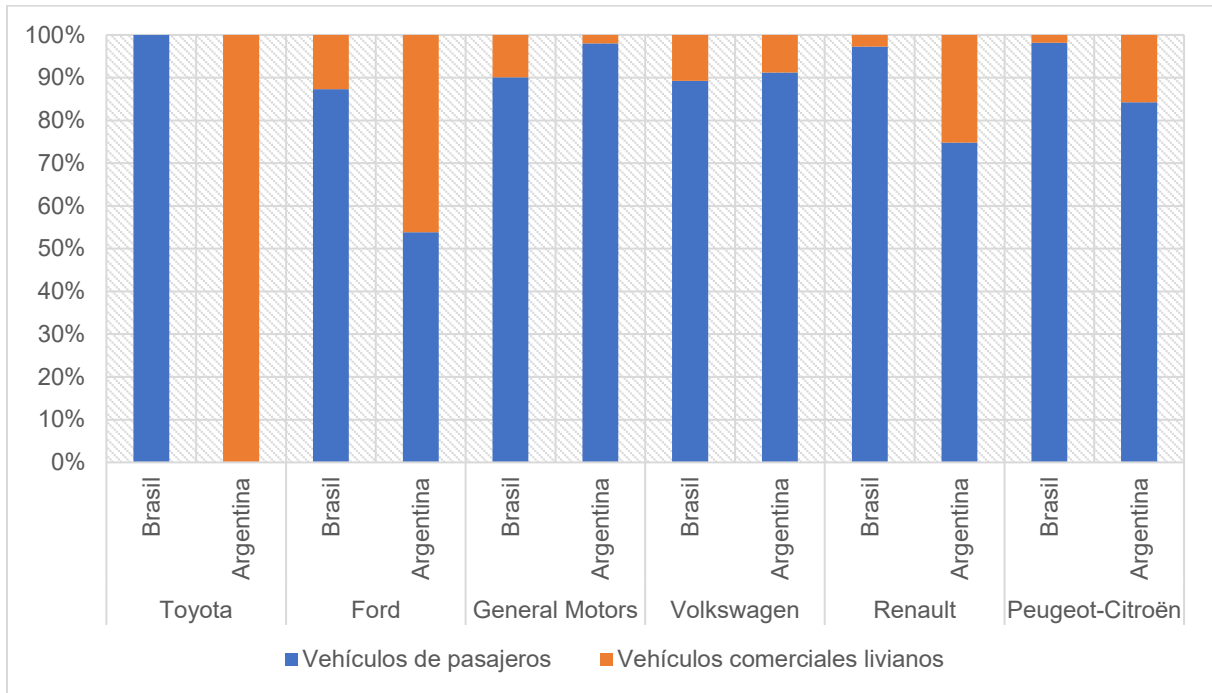
ecuwerkf cf . 'ukpq's wg'hwg'r ctvg'f g'rc'r r pphlecek»p'f g'eqo r ngo gpvctkgf cf "gp'gn'O gtequw'f g'rc" hto c"lcr ppguc." r tqr qplgpq'f wp'pwgqx'o qf gmq'f g'pgi qekqu'r ctc"gn'ugevqt"gp'm'tgi k»p"*Nc" P cek»p. "5 14 14228+0⁹⁷"

Uk'dkqp'gp'rc'f²ecf c'f g'3; ; 2'cni wpcu'cwqo qvtlegu'f kxf kgtqp'uwu'o qf gmq'f g'xgj 'f»wqu' f g'r cuclgtqu'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 tlpekr crgu' r c'f»gu'o cpwhewtgtqu'f g'Co²tlec'f gn'Uwt."wpc"vgpf gpek's wg'wgi q"ka'p'f gur ngi cpf q'i tcp" r ctvg'f g'rcu'hto cu"cwqo qvtlegu' *xgt' I t^a hleq" K6." Vcdrc" K/5" {" Vcdrc" 2/32'f gn' Cpgzq" Gucf 'f»wleq+0Gp'3; ; 9.'gn'c° q'f g'lpkek'f g'r tqf week»p'f g'rcu'r tko gtcu'J knw.'rcu'ectcevt'f»wlecu' f g'rcu'r tlpekr crgu'vgtu' kpcrgu'cwqo qvtlegu'gp'gn'O gtequw'gtcp'f kgtucu'Wp'i twr q'eqphqto cf q" r qt'I gpgtcn'O qvqtu.'Hk'v{"Xqmuy ci gp'r qug'f'wpc'co r rlc'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 nlecpf 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'eqwcdc'eqp'o c{ qt'r tgu'gpek'gp'Cti gpvpc.'o kgtv'cu's wg' gp'Dtcukn'ug'ug'gpeqvtcdc'f wr nlecpf q'gn'o qf gmq'O gi cpg'0Ej t { urgt.'r qt'uw'r ctvg.'r qug'f'wpc" dclc'r tqf week»p'f g'eqo gtekrnu'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^a u.'qvtq'eqplwpv'eqphqto cf q'r qt'Uecpk.'O gtegf gu'Dgpl .'Ci tcrng" {"Xqrxq.'gucdcp'f gf lecf qu'c'rc'r tqf week»p'f g'eco kppgu'{"»o pldwa'gp'co dqu'r c'f»gu'gp'nu' r tko gtu'f qu'ecuqu.' {"uq'nu'gp'Dtcukn'gp'nu'qvtqu'f qu'*xgt'Vcdrc"2/32'f gn' Cpgzq'Gucf 'f»wleq+0"

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

³⁹⁷"C'uw'xgl . 'gp'3; ; : "Vq{ qvc'eqo gpl »"c"gpuc' drc't'gn'o qf gmq'Eqqtqrc'gp'Xgpgl wgrc'0
³⁹⁸" Rtlpekr cm gpvg." rcu' cwqo qvtlegu' ug' kpu'credcp" r ctc" cr tqxgej ct" gn' T²i ko gp" Cwqo qvtk' " s wg" r gto k'f'c" eqo gtekrk ct'eqp'ctcpegru'r tghgtgpekrgu'gpvtg'Cti gpvpc+{"Dtcukn'vcpv'xgj 'f»wqu'eqo q'cwqr ctvqu.'r gtu'rcu' gzi qt'vckppgu'gz'vc/dnq's wg'gtcp'dclcu'0F g'gung'o qf q.'rcu'gzr qt'vckppgu'cti gpvpcu'gucdcp'o c{ qto gpvg'rc'wpvc'cu' j cek'gn'i tcp'o gtecf q'lpvgtpp'f gn'r c'f'u'xgelpq'0

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



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

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

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

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

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

"

Nc'r t guppek'f g'rc'r keni'wr "J knwz gp"Cti gpvpc"j cd"p"eqo gpl cf q'c'ugt'uki pkkckvc"gp"
rc" f²ecf c'f g'3; 92."ewcpf q'rc'cr gtwtc"ko r qtwcf qtc"ko r ngo gpwcf c'r qt"gn'o kpkutq'f g'rc"Anko c"
f kvcf wtc"o kkkct."Lqu² "Crtg'f q"O ctv"ppl "f g'J qj ."r gto kkk"rc"o c{qt"ko r qtwek"p'f g'guvqu"
xgj "fwaru'Gpvtg"3; 9; {"3; : 4"rc'r keni'wr "J knwz {"rc"ewr² "Egrkcc"ug"j cd"p"eqpvtkf q"gp"mqu"
o qf gmq'u^a u'gzkququ'f g'rc'b ctecOC'r guct'f grnkgtt'g'b cukxq'f g'rc'ko r qtwek"p'gp"3; : 4."cri wpcu"
J knwz'ug'uki wktqp"ko r qtwcpf q'j cuvc"b gf kcf qu'f g'mqu"co qu": 2" *Cwqj kvqtkc."4242+0'Gug'vkr q"
f g'xgj "fwaru"vkgp"wp"rc'ti c"j kvqtkc"gp"gn'r c"u."f gpvtq'f g'mqu"ewcrgu"uqdtgucrk"gn'o qf gmq"
Tcutqlgtq."hdtklecf q'r qt"KO GIKO G'f guf g'3; 74"j cuvc"3; : 2³⁹: " *Rkcdgc" {"Vj qo cu."4233=
Rkcdgc."4239+0⁹; "Ukp"go dci q."rc"o c{qt"p"fg'mqu"o qf gmq'f g'r keni'wr u'ug'f kveqpvkpwctq"p"c"
kpkcku'f g'3; : 2"eqp"rc"gzegr ekp"fg'rc"Hqtf "H/322³: 2"s wg."uwo cf q'cn'ekgtt'f g'KO G."uki pkkc"
s wg'rc"go r t guc'pqtvgco gtekcpc"eqpugt'xctc"gn'o qpqr qrkq'f g'rc'r tqf weekp'f g'xgj "fwaru'r keni'wr "
j cuvc"b gf kcf qu'f g'rc" f²ecf c'f g'3; ; 2" *Rkcdgc."4239+0"

F g'gug'o qf q."rc"kpugtel"p'f g'Vq{ qvc"gp"gn'ugi o gpvq'f g'mqu'xgj "fwaru"eqo gtekrnu"
rkkcpqu'hwg'f g'gur gekn'tgrxcpek'r ctc"rc"go r t guc'Ugi Ap"gn'EGQ'f g'Vq{ qvc"Co²tkc"Ncvkpc"
f guf g'423; ."O cucj ktq"Kpqwg." *“la pick up tamaño mediano no existía en Latinoamérica. Solamente se producían las grandes y Toyota comenzó a exportar de Japón para Latinoamérica la Hilux. El volumen era muy pequeño, pero comenzaron a tener éxito en Chile, Perú, Argentina y Brasil. Ahí decidimos invertir dinero y producir en Argentina”* *Dmqo dgti "
N"pbc."45 15 14244+0'C"uw" xgj ."mqu'f kgevkxu"ug' cmcdcp"s wg"rc"ugrgek"p'f g'f lej q'r tqf wevq"
wco dkp'ug'f gd"p"c"uw'wug'gzvppf kf q'gp'rcu'f kulpvcu'cevkxf cf gu'r tko ctku."vrgu'eqo q'gn'ugevqt"
ci tqr gewctkq."gn'gpgti² vkeq" *oil & gas+" {"rc"b kpgt"p."r tgr qpf gtc'pvgu'gp'rc'gut wewtc'geqp»o kec"
f g' Cti gpvpc" {"Co²tkc"Ncvkpc'Gug'hcevt"hwg"wp"fg'rcu'ecwcu"fgvgt'o kpcpvgu"gp"gn'
etgelo kppvq'f g'rc'ht'o c'gp'rcu'r t»zko cu'f²ecf cu'OC'f go^a u."ug'uwo cdcpc"guvcu'tc| qpgu rc"o crc"

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

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

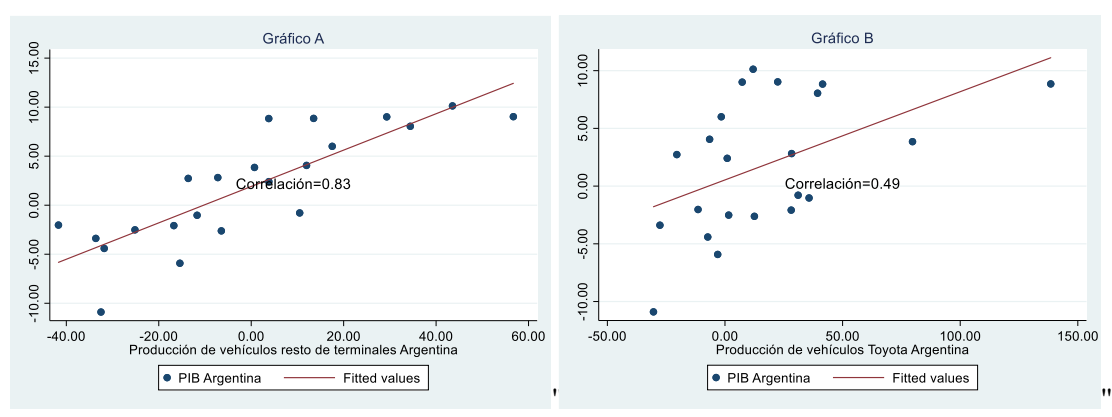
³: 2" *Gug'xgj "fwaru'wxq'cewcrk'cekppgu'gp"3; 94" {"3; : 3"gp'Cti gpvpc."j cuvc"s wg'gp"3; ; : "eqo gpl »"c'ugt'r tqf wek'c"
gp'Dtcukl'

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

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

Ghgevxco gpvg."cpcrk cpf q"rc"eqttgrcekp"gpvtg"rc"r tqf weekp"fg"xgj fawqu"fg"Vq{ qvc" Cti gpvpq"{"gn'tguvq"fg"rcu"vgt o kpcrgu"tcf kecf cu"gp"gn'rc"u"eqp"rcu"xctkekpqpgu"fg"RKD"gp" Cti gpvpq"{"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 kecu"ug"r wfg g'xgt"gp"rcu'xgpvcu"fg"xgj fawqu" fg"Vq{ qvc"gp"gn'o gtecf q"cti gpvpq" *xgt" I tª hequ"2/35."2/36"{"2/37"fg"nc'pgzq"Guvcf fkeq+0

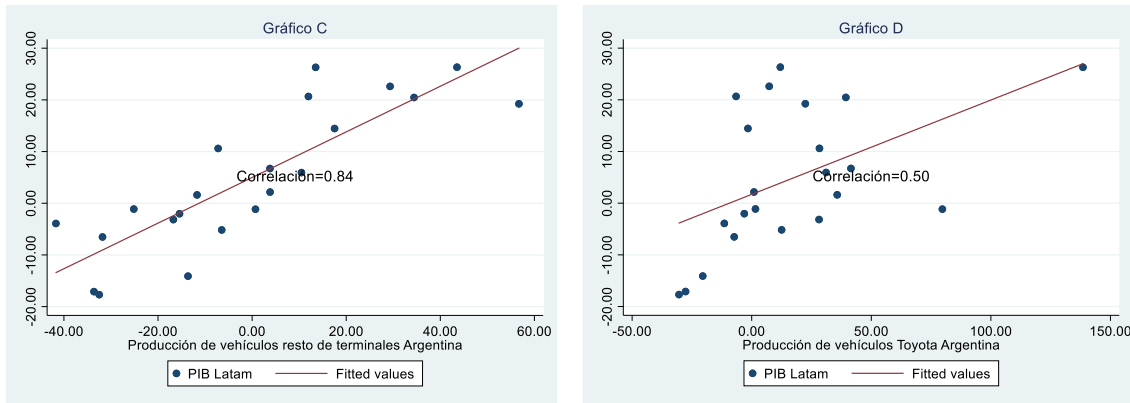
Gráfico IV-2 - Correlaciones entre la variación del PIB de Argentina y la producción de vehículos de todas las empresas excepto Toyota (A) y sólo Toyota (B) (1998-2019)*



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

"

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



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

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

F g" guvg" o qf q. "gp" r" o kuo c" tcf kecel>p" f g" Vq{ qvc" gp" gn' O gtequwt" { c" ug" gpewgptcp" cni wpcu' f g' hu' encxgu' s wg" o ctect" a p' r ctvg' f g' uw' t{ gevtk' r quvgtkqt0Gp' r tko gt" hwi ct. "ug" f guxec" wpc" r kqpgtc" gutcvgi kc" f g" gur gekrñk{ cel>p" r tqf wevxc" gp" ecf c" wpq" f g" mqu' r c" fugu' r tqf wevtgu' f g" xgj " fwaqu" f g" r" tgi k>p." c" r ct vt" f g" r" ewcn' Cti gpvpc" ewo r r k>" gn'tqnf g' hcdtlecpvg" f g" xgj " fwaqu" eqo gtekcrgu" r kxkcpqu0Guq" r gto kkt" a s wg" r" h'kcn' cti gpvpc" pq" hwpkqpg" Apkeco gpvg" eqo q" wp" cr? p' leg" f g' r u' dtcu' r go cu0Gp' r ct vewct. " r" r tqf week>p" f g" r" r keni'wr " J knwz" hwg" gngi kf c" r qt" r" j kvrtk' f g' guvg" vkr q' f g" xgj " fwaqu" gp" gn'r c" f u. { " r" cr wguv" c" uw' wkrñk{ cel>p" gp" r" cevxcf c' f r tko ct k"

f g'rc'tgi k»p."qtc'f g'rc'u'ercxgu's wg'b ctect^a "gnf gucttqm'f g'hqu'r t»zko qu'c° qu0Gnif guceqr ng'f g'rc' r tqf week»p'f g'VCUC'f g'hqu'xckxgpgu'geq»o lequ'f g'Cti gpvkpc" { "f g'rc'tgi k»p'gu'qvtq'f g'hqu' hcevtgu'f gvto kpcpvgu'f g'uw'f gugo r g° q'r quvgtkt. "cuqekcf qu'cni'tqnlkplekcn'f g'rc'uwdukf kctk'gp' gn'r c¶u" { "rc'tgi k»p0"

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

Gn'r tqegf ko kgpvq'f g'kpuvrcck»p'f g'rc'go r tguc'tgur qpf k»c"v° epkecu" { c'cr rkecf cu'r qt'rc" o ctkk' "f g'rc' hto c" gp"o gtecf qu'gp"mu'ewcngu"pq"vkgpg"eqpqeko kgpvqu'f g'qr gtcek»p0'Guc" o gvxf qmji ¶c"eqpukv¶c"gp'rc'cuqekck»p"x¶c joint venture eqp"vpc'hto c'hqecni"xgt"Vcdm"KKK5+0' Gp'Cti gpvkpc"guvgr tqeguq'ug'tgcrk » c'v'cx²u'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 kcf c" c"rc" hcdtkeck»p'f g'ej cuku'r ctc"o letqu'f g'rti c'f kuvpekc0'Nc"ectcevt¶vkec" f g'guc'hto c'gtc"s wg" r qf ¶c" v'cpuo kktng"mu"e»f ki qu" { "ug° cngu" f gn'o gtecf q" hqecni" { "eqv'kdwk" c"s wg"²uc" mu" f geqf khs wg" *P qxlem'gv'cni0'4224+0Cf go ^a u."guc'go r tguc'r qug¶c'wp'cevxq"o w { "lo r qtvcpg'r ctc" Vq { qv"gp"vug"o qo gpvq."rc'hqepk'r ctc'hvpekpct'eqo q'vto kpcn'cwqo qv'k 0'Vcni'eqo q'ug° cnc" gn'r tgu'f gpv'f g'CHCE" "el socio local fabricaba chasis para micros de larga distancia. Y acá era difícilísimo que la Secretaría de Industria te de una licencia para fabricar vehículos. Y Toyota se asocia con ellos por eso" *r tgu'f gpv'f g'CHCE."gpv'gxkuc'r gtuqpcn'32 18 14244+0Cu¶" co dcu'go r tguc'eqv'cdcp'eqp'gn'72' "f gn'r cs wvg'ceekqpc'kq'f g'Vq { qv"Cti gpvkpc"Uqekgf cf " Cp»plo c's wg'cncp| cdc'mu'w&u322"o kmppgu0F g'gug"o qf q."mu'lcr qpgugu'cr qtvc'cdp'gn'know-how" { "rc"v'epqmi ¶c."o kgpv'cu's wg'rc'go r tguc"cti gpvkpc"r tqr qtekqpcdc"gn'eqpqeko kgpv'f gn' o gtecf q'hqecni"*Dcwkupk"4223+0³"

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

^{3:3} "F g'gug"o qf q."Cnigtv'Hgt^a pf gl ."tgr tgu'pvc'p'v'f g'F gectqrk'r tgu'f g'Vq { qv"j cuvc"3; ; 8."ewcpf q'gn'lcr qp²u' Vuwpqg"Ctlo c'cuwo g'rc'r tgu'f g'pck0'Nwgi q."Cnigtv'Hgt^a pf gl "o cpvkpg'gn'ecti q'f g'f k'gevq't'vkwrt'f g'VCUC" ulgp'f 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'Nwgi q."gp"4227'qu'cti gpvkqu'f g'VCUC"v'p'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'Gucf ¶vkeq+0"

Eqtr qtcvqpp."{ "F gnuq"O cpwlcwtkpi "Cti gpwpc."uwduf kctk"fg"F gnuq"Eqtr qtcvqpp"*xgt"Vcdrc"
 KX/3"{"Vcdrc"KX3-0:4"

"

Tabla IV-1 - Empresas del Grupo Toyota en Argentina

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

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

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

^{3:4} "Gp"3; ; : "ug"co cf g"wo dkp"qvc"hto c"fgn"i twq."Vq{qvc"Etgfk"fgf kecf c" c"ugt xlekqu"fg"hpckekckp"{"
 cevkxf cf gu"hpckekgtcu0Nwgi q."gp"3; ; : "Vq{qvc"chcp} »"uw"rtq{gevg"gp"Cti gpwpc"cn"lpcwi wtct"nc"FKkkk»p"fg"
 Gs wkr qu" kpf wutkrqu."kpgtv pf qug"gp"gn"o gtecf q"fg"cwqrgxcft qtu0"Guvc"fkklk»p"crecp} »"gn"rkf gtc| i q"fgn"
 o gtecf q"{"gp"4226"rcu»"c"ugt"vpc"go r tgu"lpg gr gpf kpvvg"fgpgo kpcf c"Vq{qvc"O cvgtkcn"J cpf rkp"O gtequw0Gp"
 mu"co"qu"r quvgtkqtgu"ug"lwo ctª p"qvcu"eqo r cª "cu"cn"i twq"*xgt"Vcdrc"KX/3-0

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

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

"

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

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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'p'vc'ug'k'p'ek'wp' r' t'q'eguq'f'g' eqv'v'c'cekp' { "gp'v'g'p'co k'p'v'q'f'g'iqu'v'cdclcf qt'gu's wg'ug'f'gugo r g'°'c't'f'p'gp'r w'v'qu'erc'x'gu'f'g'rc' qti'cp'k'cel'p'r tqf wekxc'0: 6' C'p'f'd'cn'D'q't'f'gt'gu. 'gn'g'p'ecti'cf'q'f'g'f'kej'q't'gen'w'co k'p'v'q'u'qu'k'p'g's wg'<'''

"

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

^{3: 6} Rctc'gn'gen'w'co k'p'v'q'f'g'r'gtu'q'p'cn'rc'i'gt'g'pek'h'q'ec'ri'f'gh'p'k'p'iqu't'gs'w'k'v'qu'f'gn'f'g'h'k'ic'eq'v'v'c'v'c't'cp'v'rc'k'p'uc'rc'ek'p' f'g'w'p'c' r'rc'p'vc'f'g'g'p'uc'o'd'rc'l'g'<'l'»x'g'p'gu. "gp'uw'o'c' { q't'f'c'f'g'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'c'k'c' "uk'p' g'z'r'gt'k'p'ek'gp'gn'uge'v'q't' *gu'f'g'ek. 'uk'p'g'z'r'gt'k'p'ek' { "uk'p'ö'x'lek'qu'ö-". "gp'wp'c'ni'q' r'q't'eg'p'c'lg' *c'ni'g'f'g'f'q't'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'w'p'k'g't'uk'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'w'p'k'g't'uk'f'cf'gu' h'q'ec'ri'f'cf'cu'gp'rc'ni' { "q'p'c'f'g'f'k'p'hw'g'pek'f'g'rc' r'rc'p'vc'0'Nc'q'r'ek'p'r'qt'iqu' l'»x'g'p'gu' t'gr' t'g'v'p'v'c'd'k'p'uc'rc'k'p'w'p' i' t'w'q'f'k'p'p'g't'q. 'ew'f'qu'k'p'v'g't'g'ugu. 'o'q'v'x'c'ek'q'p'gu' { "x'c'ni'q'c'ek'q'p'gu' t'g'v'p'v'p'hw'g'v'gu'f'k'g't'g'p'ek'cu' eqp'iqu'k'p'v'g't'g'ugu. 'x'c'ni'q'c'ek'q'p'gu'iki'p'h'k'ec'p'v'gu'j'ku'v'k'le'qu. 'r'gt'v'p'g'p'ek'cu' { "eq'p'eg'r'v'qu'c'eg't'ec'f'gn'v'cdclq'f'g'iqu'q'd't'g't'qu' k'p'f'w'nt'k'rc'gu'o'c' { q't'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 "nqu"lcr qpgugu"hwg"öpq"o g"tcki cu"c"pcf kg"fg"r"kp f wutk"cwqo qv k k . "pquvtqu"ngu" xco qu"cgpuq° ct"vq f q"fg"egtqö0Ewcpf q"go r ge² "j cd"42"r gtuqpcu"gp"gn'cto cf q"fg"r"lf dtlec0Vgp"r"r" qr qt wplf cf "fg"tctgo g"fg"r ct wco gpvqu"gpvtqu"fg"qvtcu"cwqo qv k legu."s wg'uki plklec dc"o gugu"fg"cj qttq"fg" vko r q."ukp"go dcti q."pq"vgr"r gto klf q"guq0Nq"s wg"Vq{ qvc"s wgt"r"gtc"cr rlect"gr"VRU"gp"Cti gpvpc0Wpc" xcnqtcel»p"fg"r"ecrf cf "uqdtg"vq f q0Gmju"pq"s wgt"r"gtc"xlkqu"fg"r"u"qvtcu"go r t gucu"cwqo qv k legu" cti gpvpcu"s wg"pq"r'u"xg"r"dlgp0Ug'tgenwcdc'i gpv's wg"guvdc"r qt "hwgtc"fg"r"kp f wutk"cwqo qv k k "r qts wg" r qf "r"cp"cdudt dg"o "u"t"r kf q"r'u"r t lpek r kqu"fg"i guk»p"fg"Vq{ qvc"CP"lcn"Dqtf gt gu."gpv gxlk"r gtuqpcn" 39164243-0⁷""

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Nc'eqpwt wek»p"fg"r"r rcpvc"gp"gn'r tgf kq"fg" \ " a tcvg"fg"wt»"fg"gf g"3; ; 6'j cuw"3; ; 9.'ewcpf q" ug"lpekctq"r'u"qr gtcekqpgu."eqphqto " pf qug"eqo q"r"p"Ào gt q"4; Åhwgtc"fg"lcr »p0⁸"Ecf c"egpvt q" o cpwlcwgt q"fg"Vq{ qvc"hwgtc"fg"lcr »p"vkgpg"wp"lf dtlec"öo cf t kpcö"gp"gn'r c"u"fg"gtki gp0Gu" f gek. "wp"o qf grq"gp"gn'ewcn'ductug" { "uqdtg"gn'ewcn'ug"guvcdng"gp"r'u"r"p"p"gu"fg"eqo r ctcek»p0C" uw"xgl . "f lej c"r rcpvc"ug"eqpukw" { "g"gp"r"t gur qpucdng"fg"r"u"grgeek»p."eqo r tc" { "gp"x"q"fg"r'u" r t lpek r crgu"uwo kpkntqu"gp"lpuwo qu. " { "gp"r"uwr gtxkuk»p"fg"lctk"c"fg"kwpekc"fg"r"o ctej c"fg"uw" r tqeguq" r tqf wevxxq" { " f g" o gtecf q" *P qxlcm' gv'cnf" 4224-0' Gri' ukvgo c" vgepq»i kek" xgp"r" f k gevo gpv" r tqr wguv" r qt" r" lf dtlec" o cf t kpc" fg" lcr »p0⁹" Cu" gn' egpvt q" kp f wutk" fg" tghgt gpek"r ctc"gn'fg" \ " a tcvg"gtc"gn'fg"Vcj etc."fg"qpf g"ug"r tqf we"r"p"r'u"J kwz" { "UY 6." { "nwi q" eqo gp| »"c'hdlect"gn'ob qf grq"Ngz wu."fg"r"i co c"fg"hwq"fg"Vq{ qvc0Gp"uwu"lpekqu."r"r rcpvc"fg" \ " a tcvg"gtc"wp"lf dtlec"fg"ecttqegt"r/kpwtc/o qpvlg."ukp"vcmgt"fg"guvco r cf q" { "u»r"eqpvc dc" eqp"ugku"tqdqu" *Hg { uugpgv"3; ; : +0'

Gri' r tko gt" o qf grq" s wg" ug" r tqf vlq" gp" Cti gpvpc" hwg" r" r keni' wr " Vq{ qvc" J kwz 8à" I gpgtcek»p."hdlectc"gp"uwu"xtgukqpgu"fg"ecdpc"uko r ng" { "f qdng" { "tceek»p"6z4" { "6z6"s wg."c" r ctvk"fg"r'u"eqo dkpcekqpgu"eqp"fg"lgt gpvqu"vr qu"fg"o qvqtgu."ngi cdc"c"vpgt"r"r qukd klf cf "fg" eqpwt vk" xglpv" xctkcpvqu" f kwpvcu" *xt" Vcdn" KX/4+0' Gp" r'u" r tko gtqu" c° qu" r" guecn" fg" r tqf wek»p"hwg"o "pko c."gn'xqno gp"r qvpeknif g"r"r rcpvc"fg" \ " a tcvg"cr"cp| cdc"42022"wpkf cf gu"

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

3: 8"Ugi Àp"Gf wctf q"Mtqpdgti . "glgewkxq"fg"VCUC"fg"gf g"3; ; 8."r"vdlceek»p"fg"r"lf dtlec"hwg"gur gekm gpv"grgi kf c" r qt "uw"lpgvtugeek»p"gpvtg"r"Twc"p celqpcn"34."s wg"eqpgevc"eqp"r"tgi k»p"o guqr qv° o lec"fg"lcr"gpvpc" { "hwgi q"eqp" Dtcukl"r gpucpf q"gp"r"zr qt wek»p"fg"r"u"gpvqu"fg"r"u"gpvqu" { "r"Twc"p celqpcn; . "s wg"xlpewr"cn'pqtvg"fg"r"u"eqp"Dwgpqu" Cktgu"r rpklec"p"fg"r'u"gpvcu"fg"r"u"gpvqu" { "r"u"eqo r tcu"fg"r"tqxggf qtgu"cwqr ct wucu"rcegru." { "uw"egtecp"r"cn'r wgtq"Vgto kpcn" \ " a tcvg."r qt "gn'ewcn'ngi cp"r'u"cwqr ct vgu"ko r qt wcf cu"r ctc"lpeqr qtct"gp"r'u" xgi "r"u"u" *Gf wctf q"Mtqpdgti . "gpv gxlk"r gtuqpcn"4: B 4244+0'Ugi Àp"qvtq"glgewkxq"fg"Vq{ qvc."la operación logística desde este lugar es muy beneficiosa desde la cercanía y la facilidad de accesos. Todos los días acá entran un montón de camiones trayendo partes para la producción de proveedores. Por otro lado, hacemos toda la operación de salida de vehículos. Operamos Brasil sur por camión""glgewkxq"fg"Vq{ qvc."gpv gxlk"r gtuqpcn" 461: 4243+*xt"Kó ci gp"2/4"fg"r"lcr"p"zq"Guvc"r"u"eq"0'

3: 9"Grlo kuo q"gtc"lpeqr qtcf q"ukp"p"gi qekel»p"r qt "r"i gtgpek"r"necl" { "hqu"clwugu"s wg"ug"t gcnk cdc"p"r"ecm gpv"gtcp" u»r"fg"dcn"pegq"fg"r'u"r"p"p"gu"0'

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

4.3 - Argentina en el Proyecto IMV

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

Rctcf »lkeco gpvg."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"kp' wutkn' f g"r tqf week»p" { "gztvcelp"r ctc" Egpvtq" { "Uwf co 2 tlec."m" s wg" uki pke»" r ctc" rc" go r tguv" "*una clara demostración de confianza en su capacidad industrial, contribuyendo a promover mayor actividad productiva entre los proveedores*" *Dcrpeg"VCUC"39194225+0'Uw'r tguvf gpvg"gp" gug"gpvqegu."Vqo kq"Mcuvwc"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" kpuvkwekppcrgu"gp" gug"o qo gpvq." F cplgn'CHqpg."tgo ctecdc" s wg" "*Toyota hace planes con anticipación y los cumple (...)* Las compañías japonesas no toman decisiones de un día para el otro" *Nc" P celp."39194224+0'Rctc" TcÀn'Co kn" r tguvf gpvg" f g"rc" r tqxggf qtc" f g" Vq { qc."Xgpvcnw . "rc" kpxgtuk»p"rg"mco »"r qf gtquco gpvg"rc"cvpekp»p" { "rg" f go quv»"wpc"o kcf c" f g"rc"ti q"r rc| q" f g"rc" go r tguv"o w| " f hgtgpvg" c"rcu"vgtgto 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" q' tlepvcf c"cn'rc"ti q" r rc| q" j cd¶c" cpcrk cf q" mqu" guvcf qu' e¶erlequ" f g"rc" geqpqo ¶c" cti gpvpc" { "rc"wpqco gtlecpc"gp"i gpgtci" { "ucd¶c" s wg" guvq" gtc" wpc" ec¶c" { "s wg" f gur w' u" kdc" c" j cdgt" wpc" tgevr gtecel»p0'Gpvqegu."gp"gn' b gf kq" f g"rc" etkuku."gp"gn' c° q"4224'cpwpek"rc"gzr cpuk»p" f g"rc" r r'pvc" f g"42022" c'67022'wpl' cf gu" { 'ug'guklo cdc"rc"eqpvtecel»p" f g'rc" r tqzko cf co gpvg"4022'r gtuqpcu' b a u00 kpvvcu'gn' tguvq"

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

"

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

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

" Ugi Àp'Gf wctf q'Mtqpdgti ."

"

Gnr' tpek' r'c' q'v'xq'r qt'gn'ewr'lug'gn' g'c'Cti gpvpc'gp'gn'r tq{ gevq'JO X'gu'r qt'rc'r tqf weekp'f g'r tqf wevqu' r tko ctkqu'f g'rc'tgi k'p0'Grl'xg'j 'f'wrt's wg'pquvt'qu'fcdtleco qu'rc' r'ec'c'vq'f q'm's wg'gu'r tqf weekp'r tko ctkc' ci tlewmtc.'i cpcf gt'c.'r guc.'o kpgt'c.'r gv»rgq.'gve0'Nc'tgi k'p'eqo r r'gv'f guf g'Egptqco ²tlec'r ctc'cdclq' r tqf weg'r tqf wevqu'r tko ctkqu.' { 'r qt'bo vej qu'c° qu'bo ^a u'xc'c'ugi wkt'cu'f'gpvqpegu'gmqu'xkgtqp's wg'gn'r qv'pckn' s wg'v'gp'c'Co ²tlec'Nc'vpc'g'c'o w' 'cnc' *i -'Gtc'o w' 'kppqxc'f qt'r ctc'pwgwtc'tgi k'p'r qts wg'g'c'gn'Àpleq' r tq{ gevq'eqp'dcug'gp'Cti gpvpc.'r gtq'r gpucpf q'gp'rc'gzc'rt'vcekp'*Gf wctf q'Mtqpdgti .'gpvt'gxknc'r gtuqpcn' 4: B 4244+0"

"

F g' guvg'o qf q.'ug'ghgew»'wpc'kpxgtukp'f g'w&u422'o kmppgu.'r tgxkqpf q'vkr r'ect'rc' ecr cef'cf 'f g'r tqf weekp'gp'rc'r rcpvc'kpf wut'kn'f g' \ ^a tcvg'c'æcp| c'pf q'rcu'82022'w'pk'cf gu'r qt' c° q.'f g'rcu'ewcrgu'ug'gzc'rt'vct'c'p'67022'c'Egptq' { 'Uwf co ²tlec'*Dcmpeg'VCUC.'39194225+0'

^{3:} 'Nq'ewr'ghge'v'xco gpvg'uwegf k'eqp'rc'tgewr g'c'cekp'f g'hqu'c° qu'uki w'k'p'v'gu0'

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

Gñr tqi tco c"ug" hcp| » "gp" eqplwpvq" eqp" gnif kug° q" f g" rñ "pwgxc" r leniwr "J knwz" 9àI gpgtcek»p" s wg" ug" r tqf wq" f g" guf g" 4226" *xgt" Vcdrc" KX/4-0Nc" pwgxc" J knwz" lo r rñ » "kppqxcekqpgu" lo r qtvcpgu" gp" gnìb" wpf q" f g" rñ u" r leniwr u0Gñxgj "pwnq" kpeqtr qt»" b qvqt k cekqpgu" f g" cxcpl" cf c" vgepqmì "c" s wg" crncpl" cdc" b o a zko qu" plxgrgu" f g" r qvgepk" c" dclcu" t g x q n e k q p g u" { "qvqti cdc" i t c p f g u" b g l q t c u. "c p v q" r c t c" g n" t a p u k q" g p" r u" e c m g u" { "t w c u" e q o q" h w g t c" f g" g m c u" C" u w" x g l . " g n" e q p h q t v" k p v g t p q" h w g" t g p q x c f q" e q p" p w g x c" g t i q p q o "c. " e q p h i w t c e k » p" f g" 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" Mì q p d g t i " " " e l 2 0 0 2 e s e l p u n t o d e q u i e b r e d e n u e s t r a f á b r i c a (. . .) e l p r o y e c t o I M V y l a n u e v a H i l u x q u e l a n z a m o s e n e l 2 0 0 5 r e a l m e n t e r e v o l u c i o n a e l m e r c a d o d e l a s p i c k u p s . E r a u n v e h í c u l o s u p e r i n n o v a d o r . E l c a m b i o f u e u n s a l t o i n n o v a d o r a l t í s i m o , d e c a l i d a d . L a t e r m i n a c i ó n , e l i n t e r i o r , e l c o n f o r t " " *Gf wctf q" Mì q p d g t i . " g p v g x k u c" r g t u q p c n" 4: B 14244-0"

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

Tabla IV-2 - Modelos de Toyota Hilux

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

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

"

Cf go^a u.'gnrl tq { gevq'KO X'lpemw{ »'rc'r tqf week»p'f gnrl tko gt'xgj f»wru'f gr qt vlxq'wrlkctkq' »UWX+f gn'O gtequwt. f gpqo kpcf q'UY 6^{3:}: *F qrgpumf . '4234+0' uv'gu'wp'f gtlxq'f'g'rc'r lenlwr " J knw's wg'eqo r ctvg'uwr' r vchqto c'r tqf wekxc" { "gucdc'f gukpcf q'c"cdcugegt'cn'o gtecf q'mecrl' { "cn't guq'f'g'Co² tlec'Nc'kpc0'Nc'guc'vci kc'f'g'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^a plequ'eqo r ctvk'qu'r qt'f kht gpvgu' o qf grqu.'m's wg'r gto kg's wg'rc'r tqf week»p'qdvpgi c'geppqo f'cu'f'g'gucrc'eqp'gmqu0'Guc'r ctvg' kphgtkqt'f'g'ru'xgj f»wru'gu'o gpqu'f gvgto kpcpv'f'g'u'w'gux² vlec." { "gu'gp'rc'r ctvg'uwr gtlkt'f'qpf'g' ug'f'gucttqnc'rc'f'kht gpekck»p'f'gnrl tqf weq. 'f'g'f'qpf'g'wui gp'rc'u'geppqo f'cu'f'g'craepg0"

Gn'wug'f'g'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 gp'kpc.'gur gekcm gpvg'f'gpvtq'f'gnlgi o gpvq'f'g'r lenlwr u0C'f'kht gpek'f'g'Hqtf'q'Xqmuy ci gp." Vq{ qvc'hwg'rc'Àplec's wg'cr tqxgej »'rc'r vchqto c'f'g'rc'r lenlwr "J knw'r ct c'r tqf wek'wp'UWX0:² Guc'rg'r gto kx' i cpct'geppqo f'cu'f'g'gucrc'gp'rc'r tqf week»p'f'g'guc'r vchqto c.'m's wg'tgf wpc' 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"

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

^{3:2} "Guc'pq'hwg'rc'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 gtq's wg'pq'eqo r ct'f'p'p'r vchqto cu'r qt'm's wg'rc'u'gucrc'u'r tqf wekcu'r qt'r vchqto c' gtcp' uwucpekm gpvg' o gpqtgu0' Gu' ko r qtvpv'f'gucct' s wg' o kpv'cu' Xqmuy ci gp' c' plxgri' i mdcrl' pq' vkgpg' f'gucttqmf'c'wpc'UWX'gp'dcug'c'rc'r vchqto c'f'g'rc'r lenlwr "Co ctqnc'Hqtf' r tqf wq'rc'UWX'Gxgtguc's wg'eqo r ctvg' r vchqto c'eqp'rc'r lenlwr "Tcpi gt.'gp'uwr' rcpvcu'f'g'Uw^a hlec.'Vckrpf'kc.'Ej kpc'g'kpf'kc.'f'gtq'pq'cu'f'gp'rc' Cti gp'kpc' *F wrelej . 'gp'r tgpuc+0"

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

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

Rctc'rc'hcdtkecek'p'f g'gug'pwgxc'q'o qf gm.'gp'4226"Vq{ qvc'r kf g'ugt'kpenw'f c'gp'gn' T2i ko gp' f g' K r qtvcek'p' f g' Dkpgu' K'v'gi tcv'gu' f g' òI tcv'f gu' Rtq{ gevqu' f g' K'pxgtuk'p'ò' *T guqmw'ek'p'P à'478 4222+'r ctc'rc'ko r qtvcek'p'f g'dkpgu'uk'p'f gt gej qu'f g'ko r qtvcek'p's wg' hqto cp'r ctvg.'gzenw'k'co gpvg.'f g'wpc'pwgxc'f'p'gc'f g'r tqf week'p'r ctc'rc'hcdtkecek'p'f g'rc'UWX" UY 6'r qt'wp'o qp'v'f g'86'o km'p'gu'f g'f »rc'gu'HQD"*T guqmw'ek'p'33; 4226+0Cu'f'gp'4227'ug' rc'p' »" rc' UY 6." wp'q' f g' rcu' x'gj 'f'w'rcu' p'cek'p'rc'gu' f g' o c{qt' r tgek'q' gp' gn' o gtecf q' r'ec'ri' *42 32 4227." Nc' P cec'p+' {" ug' eqo k'gp' cp' c' r tqf wekt' rcu' r tko gtcu' J k'wz' 9'À' I p'gt'cek'p.'" eqpxk'v' pf qu'g'gp'rc'ugi w'p'f c'h'k'cn'gp'gn'o w'p'f q'gp'r t'gug'p'ct'gn'r tko gt'x'gj 'f'w'rcu'ò'i m'dc'ri'f g' Vq{ qvc' *D'c'rc'peg'VCUC.'49 19 4227+0

F g'gug'o qf q.'rc'r g'geek'p'f g'Cti gp'v'pc'eqo q'r ctvg'f gn'r tq{ gev'q'KO X'o w'g'ut'c'e»o q'gn' r c'f'u'hqto cdc'r ctvg'f g'wpc'g'ut'cv'gi k'f g'o a u'rc'ri q'r rc' q'f g'rc'eqo r c'o 'f'c'o w'k'p'cek'p'rc'ri'eqp'gl'g' gp'rc'g'zr qtvcek'p'r ctc'rc't'gi k'p'0'Guv'ug'g'p'o ctecdc'gp'wp'r gt'f'q'f'f g'g'zr cp'uk'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'hqto ct'wpc'go r t'guc'ò'i m'dc'ri'c'k'p'lek'qu'f g'uki m'0' Guv'r tq{ gev'q'ko r r'ke»'pwgxc'u'k'pxgtuk'p'p'gu.'co r r'ck'ek'p'p'gu'r tqf wek'x'cu.'gn'pwgxc'q'o qf gm'f g'rc' J k'wz'{"gn'eqo k'gp' q'f g'rc'hcdtkecek'p'f g'rc'UY 60Gp'r ct'v'ew'rc't.'g'ug'À'nc'ko 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 r'rvchqto c'r tqf wek'x'c'r ctc' rc'hcdtkecek'p'f g'f qu'x'gj 'f'w'rcu'f kulpvqu.'h'q'è'w'cn'lg'r gto k'k'»'c'j q'tt'ct'è'qu'qu'gp'eqo r ct'cek'p'è'qp' u'u'eqo r g'w'f q't'gu'r tqf weq't'gu'f g'r kem'wr u'0'Guv'qu'up'q'v'qu'f g'rcu'h'ce'v'q't'gu'f g'v'gto k'p'cp'v'gu'f g'rc' v'c{ gev'q'k'f g'Vq{ qvc'Cti gp'v'pc'c'rc'ri q'f gn'r t'gug'p'v'g'uki m'0'

"

4.4 - Ejecución del IMV e inserción regional

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

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

Ugi Àp" glgewkxqu" fg" r" eqo r c° "fc." r" r wguv" gp" o ctej c" fg" guvg" r tq{ gevq" wxq" wp"
qdu³ ewr" gur ge"heq<" r" eqo r gvpekc" kpvgtpeckpcn" eqp" Vq{ qvc" Vckrpf kc0 Vcn' eqo q" ug"
f gucttqm»"gp"gr'ecr "wrr"cpvgtkqt."Vckrpf kc"ug"guvcdrgk»"eqo q"gn'hub"o wpf kn'fg"r tqf week»p"
fg"Vq{ qvc"J kwz."eqp"i tcpf gu"xqnÀo gpgu"fg"r tqf week»p"{"cnqu"pkxgrgu"fg"eqo r gvkkxkf cf 0Nc"
f ktgevqtc"tgi kpcn'fg" Hkpcp| cu"uqukpg"swg" *“al momento de querer expandirse a nuevos
mercados, la pregunta de Japón era de esperar: ¿por qué invertirían para aumentar la
capacidad de producción en Argentina teniendo Tailandia, con capacidad ociosa y lista para
hacerlo?”* *K tqhgukqpcn" 43 B 4244+ Cpvg" guvg" fg" gucl"fq." fguf g" r" hkn'cn' rjecn' wxkgtqp" swg"
rtqr qpgtug" *“ser competitivos genuinos”* *K tqhgukqpcn" 43 B 4244+0' Uki wkpqf q" c" F cplgn'
J gttgtq."oel 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"3 194244+0'

Gp"ewcpvq" c"rcu"xgpvclcu"fg"equvqu"fg" Cti gpvkpc"eqp"Vckrpf kc."hqu"glgewkxqu"fg"VCUC"
tgo ctecp"hu"vtevf qu"eqo gtekrqu"fg" Cti gpvkpc"eqp"hu"r c"jugu"fg"Co ² tlec" Ncvpc" *xgt" Ecr "wrr"
4+{"gn'equvq"fg"gn'hrvg."swg"gu"uwucpvkxco gpgv"o gpqt"fg" c" r" r tqzko kf cf"i gqi tª hlec0Rqt"qvtq"
rcf q."r" r tlpckr cn'fg" guxgpvcl"ug° cncf c" r ctc" Cti gpvkpc"gu"r" ecti c" lo r qukkxc0'Gp"ewcpvq" c" r"
ewguk»p"rdqtcn"cn' wpqu"glgewkxqu"ug° cncp"gn'bo gpqt"equvq"fg" r" o cpq"fg" qdtc"vckrpf guc"{"uw"
cnc" f kckr rkp."ukp"go dcti q." r" ecti c" fg" rqu"ucnrtkqu"gp" r" u" xgpvcu" vqvcrgu"fg" r" kpf wutkc"
cwqo qvtk" pq"gu"vcp"uki p hlec vxc"gp"eqo r cteck»p"eqp"qvtqu"ugevqtgu" kpf wutkrcgu."eqo q" gn'
vgz vkr0Rctc"VCUC."gn'r guq"fg" rqu"ucnrtkqu"uqdtg"rcu"xgpvcu"pvcu"fg" wcpvg"gn'r gt"qf q" dclq"guwf kq"
xctk»"gpvtg"gn'5' {"gn': " *xgt" I tª heq"2/38"fg" gn' Cpvgz q" Guvcf "hlecq+0'

Uk"go dcti q." r" tgrck»p"eqp" rqu"vtdclcf qtgu"u" gtc"uwucpeckm gpgv"fg" hgtgpgv"gpvtg"
Vckrpf kc"{" Cti gpvkpc0'Gp"r ct vewrct."gp"gn'eco r q"rdqtcn'ug"tgi kumctqp"hwgtvqu"vcpukppgu"gpvtg"
VCUC"{"gn'UO CVC"gpvtg"4225"{"42290'Ugi Àp" F kgi q" Rtcf q." r" eqo r c° "fc"uwhtk»"wp"eco dlq"
f tcoª vck"gp"r" ewguk»p"ukpf lecn"r qts wg"r cu»"fg"vpgt"vpc"r ct vckr cek»p"dclc"fg" gn'ukpf lecvq."r qt"
ugt"vpc"go r tguv"ej kec"gp"r"swg"gn'UO CVC pq"ug"j cd"fc" kpxqmwetcf q."c"ugt"wp"qdlgkxq"vpgvct qt"

3; 3" C" r ctvk"fg"4228."uqmq"cti gpvkpq"fg" kki kgtqp"r"eqo r c° "fc."cwps vg"cr tqzko cf co gpgv"r"o kcf"fg" rqu"fg"ktgevqtgu"
eqpvkpwctqp"ukgpf q"lcr qpvgu" *xgt" Vcdrc"2/34"fg" gn' Cpvgz q" Guvcf "hlecq+0'

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

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

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

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

3: 4"Rqt"wp"rcf q."guvq"gu"o qpkqtgcf q"r qt"gn"O kpkngtkq"fg"Rtqf weekp" c"r ctvt" f gn"pvgteco dlq"eqo gtekrleqp"Dtcukn" f g"ecf c"go r tguv"lpuetk"v"gp"gn"t2 i ko gp"Cwqo qvtk" f g"o qf q"cn" s wg"rcu"go r tgucu"s wg"pq"ewo r npp"eqp"gn"xcmt" r tqveqrc" f gn"hz"r cewf q" f gdt"p"ugt"r gpcf cu"eqp"o wncu"ceqt f gu"rc"r2 tf kf c" f g"rcu"r tghg"pkecu"ctcegrctkcu" *xgt" Ecr "wru"4-0Rgtq."r qt"qvtq"rcf q."gzkngp"o gecpkuo qu"lphqto cgu"rc"r ctvt" f g"hu"ewcrgu"rcu"cwqt kf cf gu"guvcrgu" r gto ksp"o c{ qt" hgzkdkkf cf "r ctc"rc"ko r qtcekp" f g"r ctvgu" { "xgj "ewru" c"rcu"ht"o cu"eqp"o glqtgu"tguwncf qu"gp"uwu" drcp| cu"eqo gtekrig0" Gp" guvq"ugpvk q."I wuxq" Ucn"pku." f ktgevq" f g" VCUC" f guf g"3; ; 8" { " r tguv gpvg" f g" rc" eqo r c° "p" f guf g"4244"uqukpg" s wg"guv" gwtcvgi kc"ug"r rcpvg" f guf g"gn"r tkpek kq" { "s wg" "por supuesto, en los últimos años, donde la Argentina ha tenido restricciones de divisas, ese modelo compensado y superavitario ha sido claramente un modelo exitoso" *O qvt3."42 14 4244-0"

hmg" wp" r tqdrigo c" j kx»tleq" gp" gn" ugevqt" cwqo qvqt" f qo 2 uleq" { " f c" ewgpw" f gn" r rcp" f g" uwvwpvdkrkf cf " mecn' s wg" Vq{ qvc" r rcpvg»" f guf g" gn' kplekq" f g" uwu" qr gtcekqpgu" gp" gn' r c¶u." f gpqvcpf q" uw' r rpklecek»p" c" rcti q' r rcl q. "wpc" r ctvg" gut wewtcnf g' r c" *estrategia empresarial* f g" r c" hto c" lcr qp guc" gp" vqf q" gn' o wpf q. " r r cuo cf c" gp" r c" tgcirkf cf " cti gpvkc0"

F g" guvg" o qf q. " ugi Àp" rqu" glgewkxqu" f g" r c" go r tguc. " Vq{ qvc" Cti gpvkc" 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" uwvwpvc" f c" gp" wp" pgi qekq" r rcpvgcf q" gp" dcug" c" r c" gztvcek»p<" r tko gtq" c" Dtcukn" { " nvgi q" ceegf kqpf q" c" pwxqu" o gtecf qu0Hcdkqr\ cpf cnc| kpk' i gtgpvg' i gpgtcnf g' Hkpcp| cu' f guf g' 4239. " uqukpg' s wg" " *Toyota define una estrategia global y vino a apostar por el crecimiento del país, no importa el Gobierno que sea, lo que significa aportar exportaciones para mantener la planta de Brasil y poder completar el line up de productos con los que produce el país vecino en base a una balanza comercial positiva* " " K tqhgukqpcn" 43 15 14244-0"

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

"

Nc" gutcvgi kc" gp" gn' O gtequw" hmg" guvdrgegt' r tqf wvqu" eqo r rgo gpvctkqu0Dtcukn' j ceg" gn' Eqtqmc=" pquqvtqu" j cego qu' r c" j kmz0F gpvtq' f g' hqu' cp' r kuku' s wg' j leko qu' f g' r cu' f kxkpcu' r tqr wvqu' s wg' ug' b cpglctqp" vgp¶co qu" egtq" lo r cevq" pgi cvkxq0Qdxkco gpvg. " c" plxgn' o wpf kcn' Vq{ qvc" guv" gp" hcxqt" f gn' eqo gteq" r rdtg" 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 tpek kq. " guvco qu" gp" hcxqt" f gn' rdtg" eqo gteq" { " j cego qu" wpc" gutcvgi kc" f g' tcf lecek»p" f g' kpf wutkc" r ctc" s wg" ugc" rdtg" eqo gteq. " r gtq" wco dlk' p" drcrpegcf q. " gp" f qpf g" co dcu' r ctvqu' r wgf cp" xgt" rqu' dgpghlekqu" " Nc" P cek»p. " 5 14 14228-0"

"

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

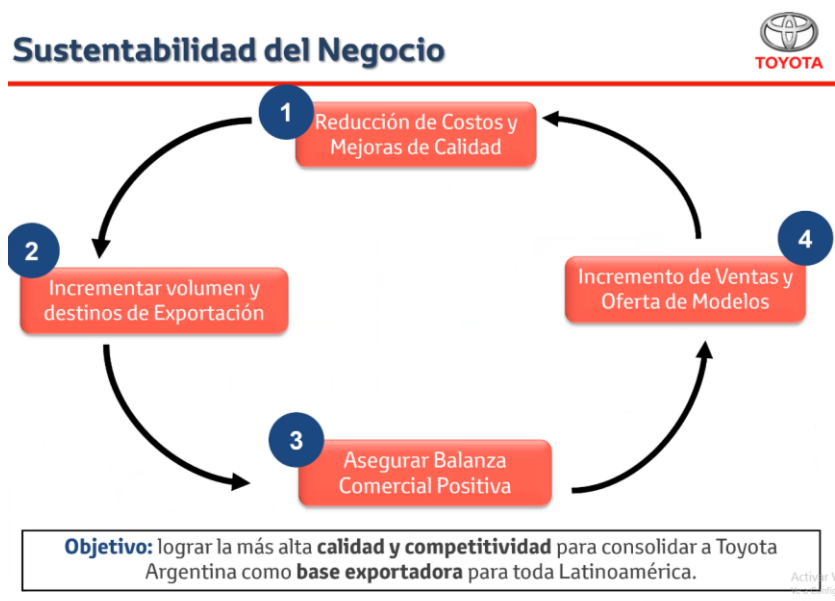
"

P wvutq" uwg° q" ukgo r tg" hmg" etgegt" { " eqpxgt vktqu" gp" gztvctf 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 gpvkc" pq" cncrp| cdc" r ctc" j cegtpqu" uwvwpvdrigo. " vgp¶cu' s wg" kt" c" wp" xqno gp" o c{ qt. " { " r ctc" guq" vgp¶cu" s wg" gztvct" " " " Nc" kf gc" ukgo r tg" hmg" gpeqvct" wp" drcrpeg" s wg" vg" j kkgug" kpf gr gpf kqvg" f gn' f » rct0Guq" wco dlk' p" lo r rlecdc" c" w' ecf gpc" f g" xcrt0Rctc" ugt" kpf gr gpf kqvg" f gn' vkr q" f g" eco dlq" pgegukdcu" vgpvt" wp" eqvvpkf q" mecn' lo r qtvcpg" s wg" pq" f gr gpf kqtc" f gn' vkr q" f g" eco dlq. " { " wp" xqno gp" f g" gztvcek»p" i tcpf g0 Gpvqpegu. " uk' gn' f » rct" ug' f g' xcncdc" gp" Cti gpvkc. " kdcu' c' i cpct' b wej q' b a u' eqp' r c" gztvcek»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" gztvcek»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'dwgp'c'tgrcek'p' eqp'rc'ecuc'o cxtk'gu''mantenerlos informados, los ciclos siempre se repiten, tanto en manejo de divisas como en restricción a las importaciones, siempre nos adelantamos. Les avisamos qué está pasando y al mismo tiempo le damos la solución. Esta forma de actuar genera una relación de confianza, además de estar siempre supervisados por un expatriado que trabaja cerca de la Argentina y Brasil para hacer de "puente"''''K tqhgukqpcn'43 15 14244-0'

Imagen IV-1 - Modelo de negocio de TASA

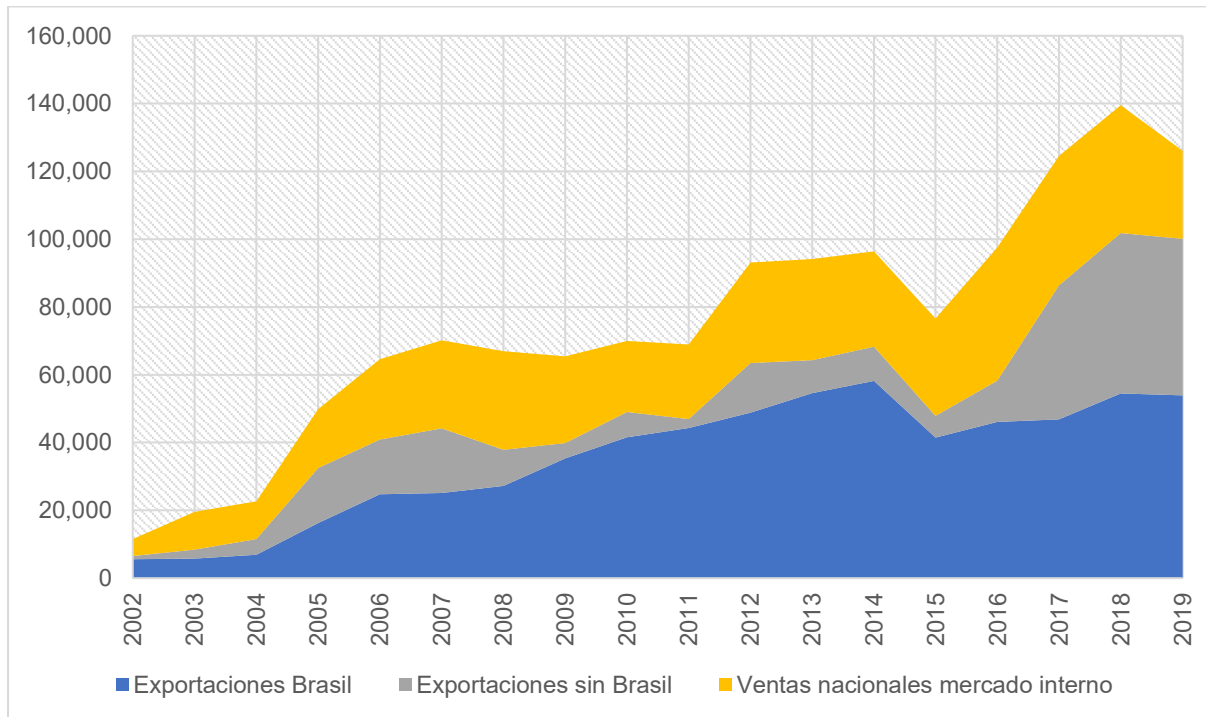


Hwpgv<f qewo gpv'kpvtpq'f g'VCUC'ceegf kf q'gp'42420'

F g'gug'o qf q.'gp'dcug'c'f lej c'guxtvgi kc'c'c'r ctvt'f g'rcu'kpxgtukqpgu'f gnr tq{ gevq'IO X.' Vq{ qvc'r cu'f g'r tqf wkt'3; 677'wplf cf gu'gp'4226'c'68884'gp'4227'c'87022'gp'4228.'f g'rcu' ewcrgu'gn'84' 'hwg'r ctc'gzt qtcek'p'xgt'I t'a hq'KX/6+0F gpvtq'f g'guqu'f gukqqu'f g'gzt qtcek'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 gpvtqp'eqpukf gtdrno gpv'hu'gpx'qu'c'
Ej kg.'O²zleq.'Gn'Ucxcf qt' {"I wcvgo cnc0'Ukp" go dci q.'gn'i twguq'f g'ncu" gzr qtvcckppgu"ug"
eqpegpvt»"gp"Dtcuk0"

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



Hwpgv<grndqtckep'r tqr kc'gp'dcug'c'CF GHC'{"dncrpegu0'

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

" Guv'gvr c'f g'gucpeco kpvq'r tqf wekxq."eqo gtekn'g'kpxgtuqt'ewro kp»'c'hkpgu'f g'4232." ewcpf q'gn'r t gulf gpvg"Cp'f'icn'Dqtf gtgu'hwg'f gur gf kf q" c"r ct vk "f g'f gpwpeku'f g'ktgi wrctkf cf gu" gp'gn'o cpqlq'f g'rcu'hkpcp| cu'cn'kpvgtkqt'f g'VCUC0Guq'i gpgt»'rc'kpvgtxgpek»p'f g'rc'ecuc'o cvtk " f g'VO E"gp'rc'hkcn'mqeci0'Guvg'gr kuqf kq'ug'o cpql»"gp'ugetgvq"{"rc'kphqto cel»p'ecuk'pq'ektewn»" gp'rc"r tgpuc0'Gp" guvg"o cteq." VO E" eqo gp| »" c" tgcnk ct" r tqeguqu" f g" eqpvtqni" {" cwf kqt'cu" f ktgewo 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 ktgewkx'cu'f g'rc'ecuc'o cvtk 'pq'uqp" f ktgewo gpvg'cr rkecf cu'gp'rcu'r c'f'ugu'tgegr vqtgu'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 ktgevq'f g'Eqpvcdkf cf {"Hkpcp| cu."kphqto cvkqp'Vgej pqm'i kgu' *K+{"Tgewtuqu'J wo cpqu" f g'VCUC."cuwo g'rc"r t gulf gpek0'Gn'glgewkxq"eqo gpw's wg'cpvg"rc'kpvgtxgpek»p'f g'rc'hkcn' cti gpvpc'j keltq'p'wp" "*plan que se llamó 90+90. En 90 días revisamos todos los esquemas de control con un auditor independiente, reportándole a Japón. Y después otros 90 días para implementar sistemas de control super estrictos. Y ahí recuperamos la confianza*" *F cplgn' J gttgtq."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 celf cf "f g'r tqf wek»p."s wg"ug"j cd'c'o cpvgpkf q"gp'crtgf 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'urkxct'rcu'pwgxcu'kpxgtukqpgu"{"cwo gpvt" rc'ecr celf 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'qhlekpcu'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'wpkf cf gu'r tqf wekf cu'eqp"wpc"t gkpxgtukp"fg"
tgewtuqu'r tqr kqu'i gpgtcf qu'gp"Cti gpvpc"{"hwpf co gpvcn gpvg."eqp"wp"i tcp"cwog pvaq"fg"o cpq"fg"qdtc0UK"
mgi q"c"nu"; 2'o kn"fkuewko qu"n"lpxgtukp"pgeguclc"r ctc"kc"wpc"r tqf weksp"fg"352"o kl'wpkf cf gu"{"
vepkllect"n"r rpxvc0Chqt wpcf co gpvg."pqu"fglctqp"go r tgpfgt"gucl"gzr cpukp"c"; 2'o kl'wpkf cf gu"{"ewcpf q"
mji tco qu'gug"qdlgkxq"hwko qu"r gf k"n"lpxgtukp"i tcpf g"O kulp"Rtqf wekxc."3: 194244+0

"
F g"guvg"o qf q."gp"4234"n"htc c"mji t>"hcdtlect"; 2022"wpkf cf gu"gp"Cti gpvpc0'Guvg"
kpetgo gpvq"ug"fkq"vco dlk p"eqp"n"ucrlc"fg"wp"o qf gm"eqp"cnl wpu"eco dlqu"fg"n"J knwz."
ecvni cf qu"eqo q"oDki "O clqt"Ej cpi go"*xgt"Vcdn"KX/4+0'C"uw"xgl."c"r ctvt"fg"guvg"co q"n"
go r tgucl"mgi »"c"pwgqu"o gtecf qu"ko r qvcpvu."mgi q"fg"ewctq"co qu'fg"cnl"eqpepvtcekp"fg"
nu"gzr qtcekppgu"gp"Dtcukl"xgt I t^a 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"xqm"lc"gzr qtvt"
mgi q"fg"ewctq"co qu'ukp"j cegtm"xgt I t^a hleq"KX/: +0"

Cuko kuo q."eqo q"eqpugewpekc"fg'nko r wnuq"r kpgtq"fg"Vq{qvc"{"uw"eco kppgc"J knwz."
f wcpvg"guqu"co qu"Cti gpvpc"eqo kgl| 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 ctvt"fg"gn'4232"ug"eqo gp| »"c"
r tqf wek"n"Xqmuy ci gp"Co ctqm"eqphqto cpf q"c"Cti gpvpc"eqo q"Apkq"egpvt"o cpwcewtgtq"
c"plxgn'o wpf knl'fg"fej q"r tqf weq"{"eqp"wpc"qtkgpcekp"gzr qtvcf qtc."r tlpekr cm gpvg"j cek"
Co² tlec'Ncvpc"GrO wpf 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.^{3: 6'}cf go^a u'fg"nu'eclcu"fg"tcpuo kulp"gp"E»tf qdc0"

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

^{3: 5'}Nwgi q"guvg"o qf gm"hwg"r tqf wekf q"vco dlk p"gp"Crno cplc"j cuvc"4242"{"gp"Gewcf qt"fg"guvg"423: "j cuvc"42420'Guv"
hwg"n"r tko gtc"r knl'wru"fg"kuo"cf c"r qt"Xqmuy ci gp0Ukp"go dclt q."c"r guct"fg"gn²zklq"fg"n"Xqmuy ci gp"Co ctqm"gp"gn"
o gtecf q"cti gpvpc"{"fg"uwu"lo r qtvcpvu"gzr qtcekppgu."guv"uqrgf cf"cnl'pvtlqt"fg"Xqmuy ci gp"i mden'ig"lwi »"gp"
eqpvt'cnl qf gm"{"c"n"gur gekrlk cekp"fg"n"htclncti gpvpc"fg"Xqmuy ci gp"gp"Light Commercial Vehicles"NEXu0'
Rtc"eqo r ctvt"eququ"fg"gucltqm"fg"r tqf weq"{"r tqxgej ct'geppqo "cu"fg"guvcl"{"cncpeg."Xqmuy ci gp"ig"egf k"
n"r tqf weksp"fg"n"pwgxc"xgtukp"fg"n"Co ctqm"b"Hqtf."s w"n"l'gcrk ct^a "gp"dcug"n"r rvcqto c"fg"n"pwgxc"Tcpj gt=
egulp"s w"ug"fg"lq"gp"gnl'c"teq"fg"wp"eqp'gplq"i mden'fg"cncepeg"o^a u'fg"pvt'gn'pvt'g'co dcu'cwqo qvt'legu'cpwpekcf q"
c"o gfkcf qu'fg"gn'4242"b"Hqtf."32184242+0C"uw"xgl."gu"l'pvt'gucpvg"fg"guvcl't's w"n"guvg"pwgxc"xgj "wru"gu"fg"kuo"cf q"gp"
Cwvcl'c."fg"p'fg"Hqtf"p'q"vkgp'wpc"r rpxvc"o cpwcewtgtc"fg"dlk q"l'uwelgtt'gp"4238"r gtq"l'w"l'pvt'q"fg"l'pi gplgt"lc"
*Ectu"l wkf g."461614244+0

^{3: 6'}Gp"423: "ug"hpckl c"n"r tqf weksp"fg"Uwcp"{"gp"4242"ug"eqo kgl| c"eqp"n"htclcekekp"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"cu"uwu"o qf grqu"Tcpig"t{" "Hqewu":⁷"Guv" eco kq"eqo gp| cf q"r qt "Vq{qc"{"'ugi wkf q"r qt "Xqmuy ci gp"{" Hqtf "xc"b"o ctect"rc"gur gekrk k cel»p" cti gpvpc"gp"r leni"wr u"o gf kpcu"s wg."eqp"rc"r quvgtkq"kpvtqf week»p"fg"rqu"o qf grqu"Pkucp" Hqpvgt"{" "Tgpcwn"Crcunp"ug"xc"r"r tqhwpfk ct0F g"guv"o qf q."rc"r tqf week»p"fg"xgj "ewrqu" eqo gtelegru"hxkcpqu"gp"Co²tlec"Ncvpc"eqo gp| »"c"fk kxf ktug"gp"hwpek»p"fg"uwu"ugi o gpvqu"xgt" Vcdrc"K/5+0Cn'tgur geq."F cplgn"J gttgtq"quvgt"p"«a veces me siento un poco solo (...) Pero ahora están todos viniendo a producir pick ups, de modo que algo bueno habremos hecho. En pocos años la Argentina va a producir 400.000 camionetas. Y cuando un país produce 400.000 pick ups, olvidate de ir a producirla a otro país de la región” *Entp."38154239+0

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

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

Hqpvgt"grndqtc"p"r tqr k"gp"dcug"c"CF GHC."CP HCXGC."CO IC"{" "dkrkqi tchfc"gur gekrk cf c0'

^{3, 7}"Gp"423; "ug"hpck c"rc"r tqf week»p"fg"rqu"o qf grqu"Tcpig"t{" "Hqewu"{" "u"rqu"ug"eqpegpvc"gp"rc"r tqf week»p"fg"rqu"o qf grqu"Pkucp" Hqpvgt"{" "Tgpcwn"Crcunp"ug"xc"r"r tqhwpfk ct0F g"guv"o qf q."rc"r tqf week»p"fg"xgj "ewrqu" eqo gtelegru"hxkcpqu"gp"Co²tlec"Ncvpc"eqo gp| »"c"fk kxf ktug"gp"hwpek»p"fg"uwu"ugi o gpvqu"xgt" Vcdrc"K/5+0Cn'tgur geq."F cplgn"J gttgtq"quvgt"p"«a veces me siento un poco solo (...) Pero ahora están todos viniendo a producir pick ups, de modo que algo bueno habremos hecho. En pocos años la Argentina va a producir 400.000 camionetas. Y cuando un país produce 400.000 pick ups, olvidate de ir a producirla a otro país de la región” *Entp."38154239+0

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

"

Eqp' r' qu' c' o qu. "Vq{ qvc" ug' qt' kgp > "c' r' qu' r' c' f' u' f' gu' f' gu' ct' t' qm' f' qu. {"gp' r' qu' Anko' qu' v' go r' qu' f' gunc' eqpxgt' v' t' ug' gp' wpc' eqo r' c' o' f' c' i' mdcn' 0' Cj' qtc' ug' gu' ⁹ "h' ecrk' c' pf' q' gp' o gtecf qu' gp' f' gu' ct' t' qm' eqo q' r' "Cti' gpvpc' {"Dtcukn' 0' Rctc' o' qm' ct' p' w' gut' eqo r' tqo' kuq. "Cn' k' Vq{ qf' c. "p' w' gut' q' r' t' gu' k' gpv' . o' g' f' gu' k' p > "eqo q' EGQ' f' g' Co ² tlec' Ncvpc' {"gn' Ectkdg' 0' Gp' v' p' egu. "r' qf' go qu' v' qo' ct' o' ^a u' f' gekukqpgu' c' p' k' x' gn' m' e' c' n' {"j' c' eg' t' m' f' g' o' qf' q' o' ^a u' t' ^a r' k' f' q' " Nc' P' celp. "441; 14235-0'

"

F g' gung' o qf q. "gp" Cti gpvpc. "n' wgi q' f' gn' cwo gpvq "gp" r' r tqf weekp "craep' | cpf q' r' cu'; 2' o' k' l' wplf' cf' gu. "r' qu' g' u' h' wgt' | qu' l' u' g' eqpegpv' ct' qp' gp' eqpugi' w' k' w' pc' p' w' g' x' c' l' p' x' g' t' u' k' p' t' ² eqtf' r' ctc' cwo gpvct' c' Ap' o' ^a u' r' ecr' c' e' k' f' 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' f' | "r' qu' gl' g' e' w' 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' e' 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' e' qo' g' p' v' c' s' w' g' <

"

^{3;8} Cf go ^a u. "k' p' u' c' n' " c' u' w' c' r' t' g' f' g' f' q' t' c' 34' r' t' q' x' g' g' f' q' t' g' u' e' g' p' v' t' c' i' g' u' f' g' r' u' e' w' c' r' u' 8' f' g' g' m' u' g' t' c' p' l' e' r' q' p' g' u' c' u' follow-sourcing " Vq{ qvc" Vuwj q' U' g' g' n' c' p' f' " U' e' t' e' r' . " Vq{ qvc" D' q' u' j' q' m' w' " R' k' m' p' i' v' q' p' / P' k' r' r' q' p' " U' g' g' n' I' r' e' u' . " M' e' p' l' k' n' q' . " U' c' p' j' + " k' l' w' u' w' n' k' g' v' c' r' n' 0' 4237- < 93+ 0' U' g' i' A' p' 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' e' h' c' d' t' k' e' c' e' l' p' f' g' n' i' G' v' k' u' g' p' D' t' c' u' k' n' u' g' " l' p' v' g' p' w' " j' c' e' g' t' " gp' r' " C' t' i' g' p' v' p' c' r' g' t' q' p' q' r' t' q' u' r' g' t' > " {" h' p' c' m' g' p' v' g' u' g' j' k' q' gp' " U' q' t' q' e' c' d' c' . " U' c' p' " R' e' d' m' . " r' q' t' r' " 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' U' g' i' A' p' " gn' gl' g' e' w' k' x' q' . " o' c' 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' e' 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' n' o' s' l' e' h' a' b' i' 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' e' c' o' n' e' l' , l' e' l' l' e' v' e' l' a' l' i' s' t' i' t' a' c' o' m' p' l' e' t' a' . E' l' s' o' l' a' m' e' n' t' e' m' e' p' r' e' g' u' n' t' o' c' u' a' n' t' a' g' e' n' t' e' i' b' a' m' o' s' a' c' o' n' t' r' a' t' a' r' . L' e' c' o' n' t' e' s' t' e' q' u' e' u' n' a' s' d' o' s' m' i' l' p' e' r' s' o' n' a' s' . M' e' d' i' j' o' : " P' e' r' f' e' c' t' o' , t' e' o' t' o' r' g' o' t' o' d' o' s' l' o' s' b' e' n' e' f' i' c' i' o' s' d' e' l' a' l' i' s' t' a' q' u' e' t' r' a' j' i' s' t' a' 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' i' a' q' u' e' e' s' t' e' 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' i' 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' o' 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' o' n' " " " O' k' u' l' p' R' t' q' f' e' w' k' x' c' . " 3: 19 14244-0' G' u' v' q' o' c' t' e' > " w' p' h' w' g' t' w' l' o' r' w' u' q' f' g' r' e' h' k' i' c' n' i' d' t' c' u' k' g' t' c' " x' g' t' I' t' ^a h' e' q' 2/32' f' g' n' i' C' p' g' z' q' G' u' v' c' f' f' u' n' e' q' - " u' l' p' g' o' d' e' c' t' i' q' . " r' c' t' v' e' k' c' e' l' p' f' g' Vq{ qvc" gp' gn' v' c' n' f' g' r' e' k' p' f' w' u' t' l' c' c' w' a' q' o' q' v' k' i' " d' t' c' u' k' g' c' c' e' q' p' v' p' w' " u' l' g' p' f' q' o' g' p' q' t' . " w' d' l' e' ^a p' f' q' u' g' f' g' u' ^a u' f' g' H' l' e' v' I' O . " X' q' m' u' y' c' i' g' p' . " T' g' p' c' w' n' " { " J' { w' p' f' c' k' t' g' u' r' g' e' v' k' x' c' o' g' p' v' g' " x' g' t' I' t' ^a h' e' q' 2/39' f' g' n' i' C' p' g' z' q' G' u' v' c' f' f' u' n' e' q' + 0' R' q' t' q' v' t' q' r' e' f' q' . " r' e' 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' ^a u' w' r' t' q' f' w' e' e' k' p' h' w' g' i' 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' gej q'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 cpf cpf q.'{ 's w'v'p'f'p's w'j' cegt'wpc'i tcp'kpxgtukp'f'g'w&u3022'o kmppgu0Nq"
r qp'f'c'eqpukf gtcekp'f'gnif kt gevqt kq'0' "tguvdc'f'ghkpk's w'k'p'i ctepvk'cdc'guvq0' "ukp'r qpgtqu'f'g'cewgtf q."
ngxcpvq'rc'o cpq"q"{"ngxcpvq'rc'o cpq"J gttgtq0' "gnir tguif gpvg'f'g'VO E'f'keg's w'g.'uk'rc'go r tguv'cti gpvpc"
m"i ctepvk'c" {"m"i ctepvk'c" gn'ukpf kecq."uqmq'v'pgo qu's w'g'cr tqdct'rc" kpxgtukp"*Tlectf q"Rki pcpngk"
gpvtgxkrc'r gtuqpcn': 194244+0'

"

Ugi Àp" F cpkgn' J gttgtq. " guv" f go qutcekp" f g" xqmpvcf" vcpvq" f g" VCUC" eqo q" f gn'
UO CVC"gp'Lcr »p'hwg'f'gvto kpcpvg" {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 kuxp'Rtqf wekxc."
3: 194244+0F g'guvg'o qf q."gp'ugr v'go dtg'f'g'4235."Vq{ qvc'Cti gpvpc'cpwpek'wpc'kpxgtukp'f'g"
w&u: 22"o kmppgu'f'guvpc'c"rc"co r rcekp" f g"uw'r rcpvc" f g" \ ^ tcvg0'Nc" kpxgtukp"/rc"o ^ u"
ko r qtvcpvg" j cuvc" gpvpegu" tgerk' cf c" r qt" wpc" cwqo qvtk' "gp" gn'r c'w'v'v'gp'f'c' eqo q" qdlgvkxq"
kpetgo gpvt'rc"r tqf weekp" f g"; 4022" c"362022" xgj 'f'wqu'cpwrgu" { "r qulekqpc't" c"rc" h'kcn'
cti gpvpc'eqo q'dcug'f'g'r tqf weekp" { "gZR qtvekp" f g'mu'o qf gnu'J kwz" { "UY 6'r ctc'Co ^ tlec"
Ncvpc.'i cpcpf q'pwgqu'o gtecf qu"*Cwqj kvqtkc."4242+0Cf go ^ u."guvg'f'gugo dquq"gtc'gn'o ^ u"
i tcpf g'f'g'VO E'wgi q'f'g'rc'etkuk'hkpcpektc'bo wpf knrf g'422: "Vq{ qvc'I mdcn": 15 14238+0'

Guv'kpxgtukp'hwg'hkpcpek'c'c'v'cx^u'f'g'f'kukpvqu'o gf kqu0'Gp'r tko gt'ni ct.'r t^2 uco qu'
r tqf wekxqu'f'g'gp'v'cf gu'hkpcpektcu'pcekqpcngu'r qt"&4095"o kmppgu"*w&u477"o kmppgu'cn'vr q"
f'g'eco dlq'f'g'hkpgu'f'g'4236+0'Gp'ugi wpf q'ni ct."v'gu'et^2 f kqu'f'gn'Hqpf q'r ctc'gn'F gucttqmj"
Geqp»o leq"Cti gpvpc"*HQP F GCT+'f'gn'Guv'f'q'pcekqpcn'*F getgvq"828 14236+0:'9'F qu'f'g'gmqu"
f'g'&822"o kmppgu'ecf c'wpq'gp'4236" { "4237"cr tqzko cf co gpv'w&u92"o kmppgu'ecf c'wpq'cn'vr q"
f'g'eco dlq"qh'ekcn'f'g'ecf c'f'gugo dquq+:" { "qvtq'f'g'&662"o kmppgu'gp"4238"*w&u53"o kmppgu'cn'
vr q" f'g'eco dlq'f'gn'o gu'f'g'f'gugo dquq+*"Dcnp'egu"VCUC."718 14237=: 18 14238+0: "Gp"vtegt"
ni ct."VCUC"ug'gp'f'gw'f' »"eqp"dcpequ'gz v'cplgtqu'r qt" w&u3; 2"o kmppgu0'Rqt'Ànko q."rc"htc'o"

3: 9" Guv'hqpf q'v'p'f'c'nu'qdlgvkxqu'f'g'gn'qdlgvkxq'f'g'<"k'r gto kkt'wp'o c { qt'cee guq'cn'hkpcpekco kpvq="k'r tqo qxgt"
rc" kpxgtukp" { lq'gn'eqpuwo q="k'k'e'eqpvtkdvt'cn'f' gucttqmj'f'g'rcu'ecf gpcu'f'g'xcmt'gp'ugevqtgu'gutc^2 i lequ'r ctc'gn'
f' gucttqmj'geqp»o leq" { "uqekcn'f'gn'r c'f'j="kx'+eqpvtkdvt'c'rc"r wguv'gp'o ctej c" { lq'gn'luquvgplo kpvq'f'g'cev'k'f'cf'gu'
{ lq'go r tguv'eqp'grx'cf q'eqv'p'kf q'v'epq»i leq."gutc^2 i lecu'r ctc'gn'f' gucttqmj'pcekqpcn'q"ko r qtvcpvu'r ctc'rc"
i gpvtcekp'f'g'bo c { qt'xcmt'ci tgi cf q'gp'rcu'geqpqo 'f'u'tgi kqpcngu" *F getgvq"828 14236+0'

3: "Nu'r t^2 uco qu'hwgtqp'lpf gr gpf kpv'gu'c'wp'r rc' | q'f'g'7"co qu'eqp"5"co qu'f'g'i tcekc'iqdtg'gn'ecr kcn'eqp'wpc'v'cuc"
h'k'c'f'gn'3; ' r ctc'nu'r tko gtqu"4"co qu" { "wgi q'xctkcdng'eqp'wp'v'qr g'o 'p'ko q'f'g'36' { "wp'o ^ zko q'f'g'47' 0'Guqu"
et^2 f kqu'hwgtqp'ecpegr'cf qu'gp'uw'v'q'v'k'f'cf "gp"423: 0'C"uw'xgl ."cwq'rc'v'k'rcu'r tqxggf'qtcu'f'g'Vq{ qvc'co dl'p"
tgekldgtqp'et^2 f kqu'HQP F GCT."eqo q'ug'xgt^a'gp'gn'r t>zk q'ecr 'f'wqu0"

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

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

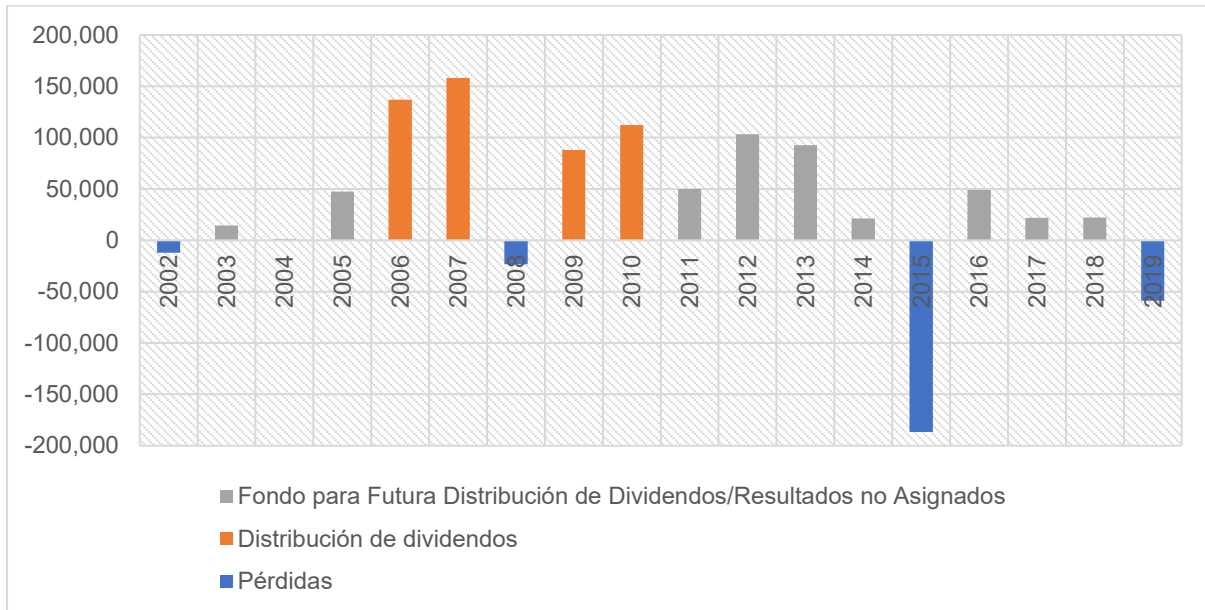
Tabla IV-4 - Inversiones de TASA (dólares corrientes) (1997-2019)

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

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

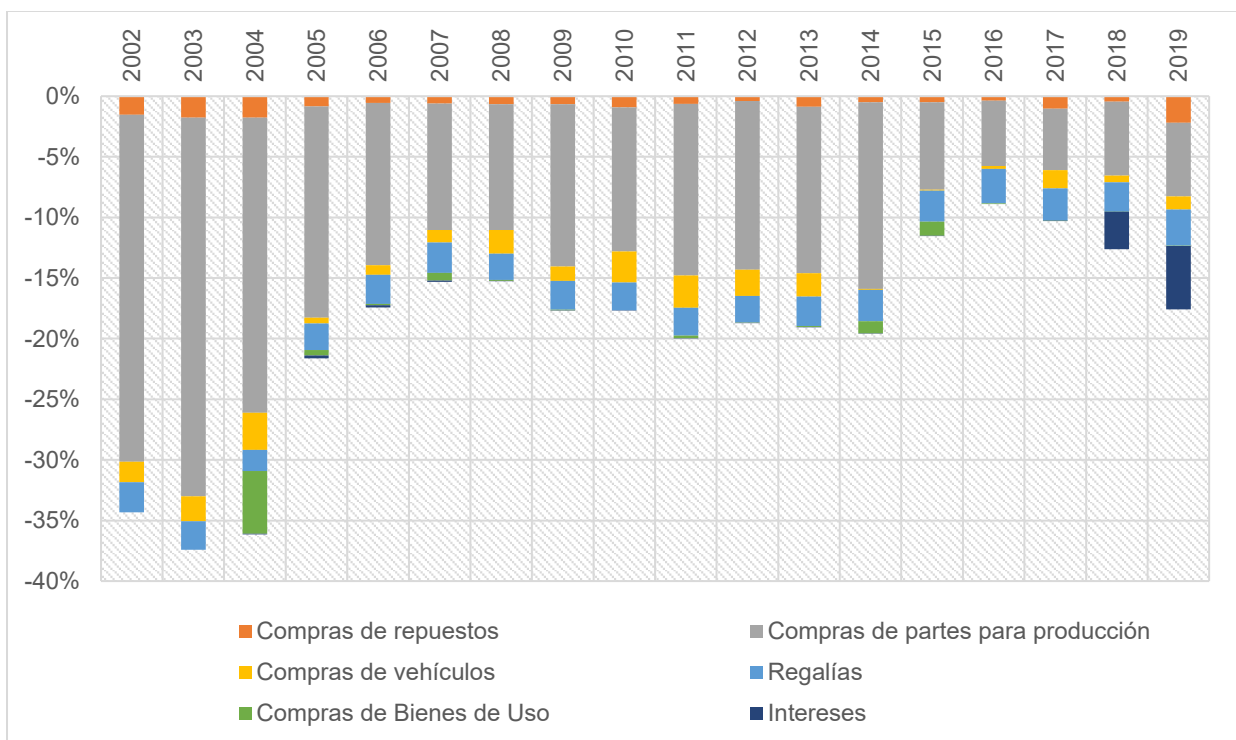
³: "Gp"4238"VCUC" eqpvtclq" vpc" f gwf c" eqp" r" ecuc" o cvkk " f g" &40 63" o knppgu" »v&u3: 2" o knppgu" cn" vkr q" f g" eco dlq" f gn" lo qo gpvq" f g" f gugo dqmqu" »Dcrrpeg"VCUC."48 18 4239+0

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' glgtelekq0'

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



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

Cf go ^a u. "guc"co r rkele»p"r tqf wekxc"ug"fkq"gp"grlo cteq"fg"wp"et gekgpvg"eqphkexkcf " 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"Etukwpc"Hgt^a pf gl "fg"Mtkej pgt."cvtcr cf q"gp"wp"ukwcele»p"fg" et gekgpvg"tguwkele»p"gzvgtpc"{"cwo gpvq"fg"rc"lphkele»p."ewr cdc"rc"rcu"vgo kpcrgu"cwqo qvtegu" r qt"i tcp"r ctvg"fg"guqu"r tqdrgo cu"gp"gr"ugevqt" *Rgtgl "Cm cpuk"4242d+0"Uk"go dcti q."r qt"ugt" uwr gtcxkctk."Vq{qv"ug"xlq"gp"o c{qt"o gf kf c"gzemkf c"fg"guvg"gpht gpwco kgpvq0Rqt"glgo r nq." gp"4235"ug"ngu"gzki k»c"rcu"cwqo qvtegu"tgf wek"wp"42' "uwu"ko r qtvekpqgu."r gtq"rc"hto c" lcr qpqguc"pq"hwg"lpenkf c"gp"fg"fej c"o gf kf c" *Dcrpeg"VCUC."43 19 4236+0"Rqt"qvq"rcf q."ug" cwo gpvctqp"ngu"ko r wguvu"fg"dlgpgu"fg"nwlq"r ctc"htgpct"rcu"ko r qtvekpqgu"fg"xgj "fwmq"fg"cn" i co c."m"ewcn"i gpgt»"hwgtvu"etwegu"gpvtg"rcu"vgo kpcrgu"{"grni qdkgtpq0"Uk"go dcti q."gp"guvg" cur gevq"VCUC"vco dlk"p"ug"xlq"o c{qto gpvg"gzemkf c"{"c"swg"rc"Vq{qv"J knw"pq"hwg"crcep| cf c" r qt"fg"fej cu"o gf kf cu"r qt"ugt"ecvni cf c"eqo q"wp"xgj "fwmq"fg"vcdclq."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 qtvepvg"gp"rc" vtc{ gevqtk"fg"rc"uwduf kctk"gp"gr"rc"u0"Uk"dlgp"{"c"gzku"p"dcugu"guwewwcrngu"uqdtg"rcu"ewcrgu" rc"go r tguc"ug"fg"gur ngi cdc" *gr"tqn"fg"rc"htkcn"cti gpvpc"gp"rc"qti cpk"cele»p"o wkpcekpqn"rc" r tqf weke»p"fg"r kem"wr u"o gf kpcu"eqp"wp"fg"go cpf c"tgi kqpcn"gp"gzr cpule»p."rc"r r vchqto c" r tqf wekxc" gp"eqo "Ap"eqp"rc" UWX"UY 6."rc"eqo r ngo gpwcele»p" r tqf wekxc" eqp" Dtcukn"rc" r rcpk"kele»p" c"rc"ti q"r rc| q"eqp"uwr gt^a xk"eqo gtekn"{"gr"etgeko kgpvq"fg"VO E"gp"o gtecf qu" go gti gpvqu"nwi q"fg"rc"etkku"fg"422: /422; +."rc"pwgxc"cf o kpkwcele»p"fg"rc"go r tguc"hwg"ercxg" gp"rc" qdvpeke»p"fg"pwgxcu"kpvgtukppgu" {"uwu"eqpugewgpvqu" cwo gpvqu"gp"rc" r tqf weke»p" {" gzr qtveke»p"fg"xgj "fwmq."i gpgtcpf q"wp"pwgxc"ko r wuq"gp"uw"vtc{ gevqtk"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 gtcele»p"fg"gr" ukpf lecvq."rcu"r qn"kecu"r Adrkecu"fg"r tqo qele»p"ugevqtkn"{"rc"tgkpxgtuk»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 qtvekpqgu"nwi q"fg"4232."s wg"ug"ka"p" co r rncpf q"gp"ngu"co qu"r quvgtkqtgu0'

"

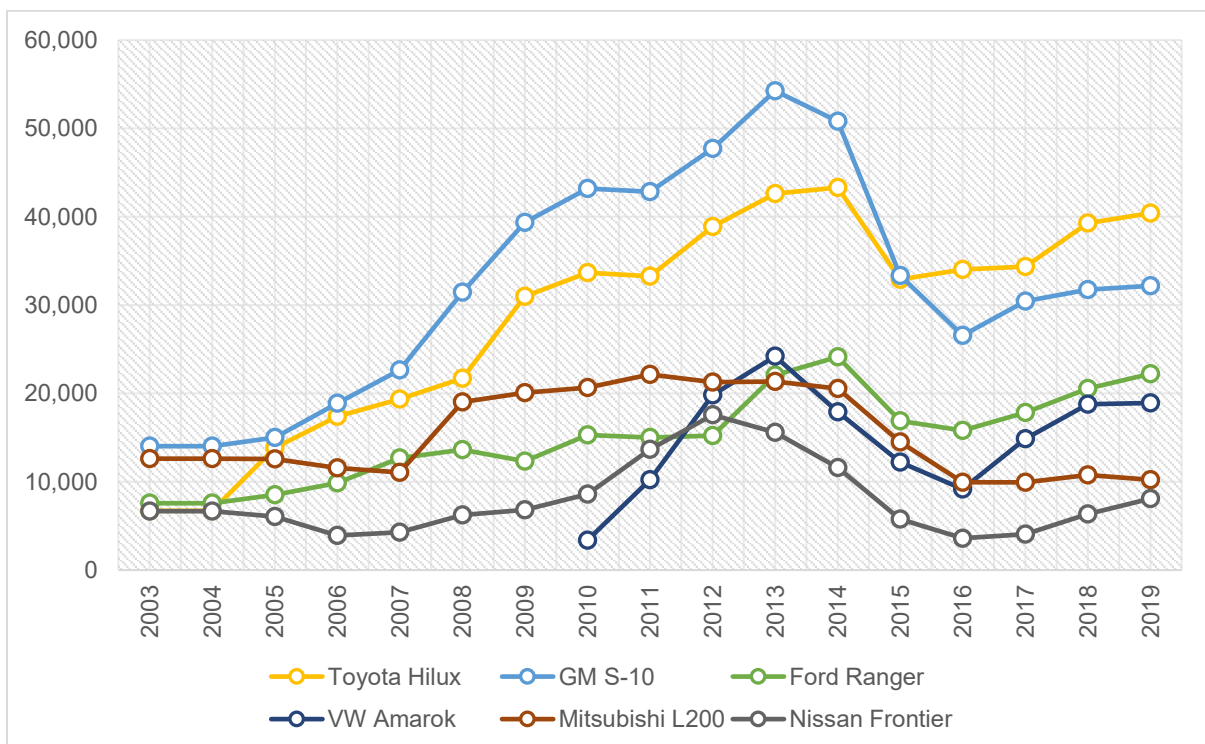
4.6 - El lanzamiento de la nueva Hilux y la superación de los récords previos

Ncu"pwgxcu"qdtcu"fg"co r rkele»p"hwgtqp"lpcwi wtcf cu"gp"o ct| q"fg"4238" {"eqpvg"o r rctqp" rc"eqputweke»p"fg"wp"pwgxc"r rcpw"fg"glgu"vtcugtqu."ej cuku."r kpwtc"r qt"grgevtqf gr quleke»p."wp" pwgxc"r"p"gc"fg"guwco r cf q"fg"Anko c"i gpgtcele»p" {"rc"eqputweke»p"fg"pwgxcu"r rc{cu"nqi "lkecu0'

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

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

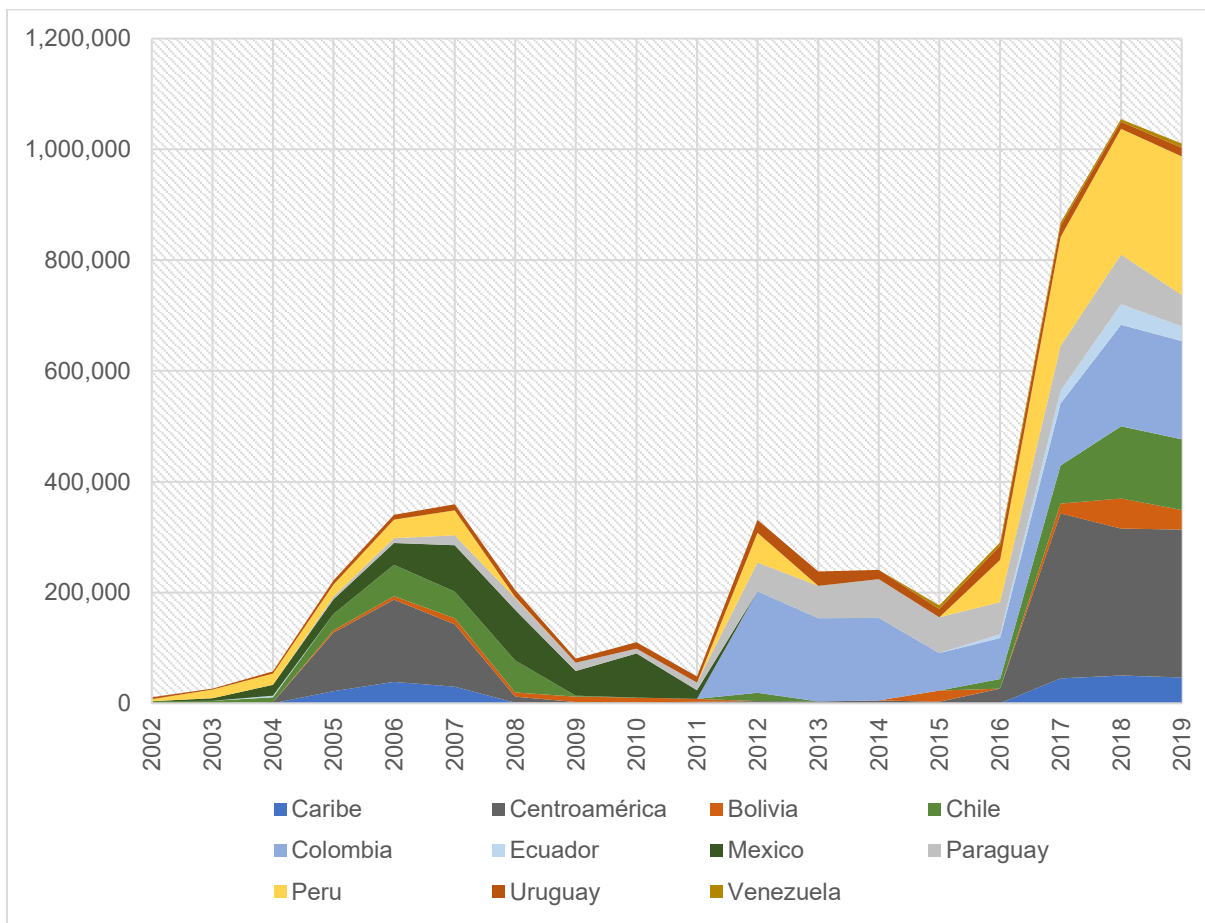
Gráfico IV-7 - Ventas de las principales pick ups medianas en Brasil (unidades) (2003-2019)



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 gpvt" rc"ecr celf cf "f g"r tqf week»p."crecp| cpf q"rc"hdtkceke»p"fg"3460755"xgj "ewmqu"gp"rc"r npxv"fg" \ ^ tcvg."m"ewcn'uwrgt»"co r nco gpv"cn'tguvq"fg"rcu'vgt o kpcrgu"*xgt"i tª hkeq"KK/6+0Cf goª u."gp" flej q"cº q"rcu"gzr qtvekpogu"q"vqf qu"mqu"fgvkvqu"r qt"hwgtc"fg"Dtcukn'ug"kpctgo gpvtqp"{"ug" uwo ctqp"pwgxqu"r c"pugu"fgn'Ectkdg."vrgu"eqo q"Ctwdc."Cpvkrcu"J qmpf gucu."Dej co cu."J ckm" Rvgtvq"tleq"{"Tgr Àdrec"fgo kpcpc"*xgt"i tª hkeq"KK/: +0Cu"rc"eqo r cº "c"eqpuki wk»"gzr qtvt" c"45"r c"pugu0Culo luo q."rcu"gzr qtvekpogu"q"Dtcukn"s vgtgr t gupvcdcp"gn9; "gp"4238"r cuctqp" c"gzr nect"uqmq"gn'76' "fgn'vqcn"gp"4239."f kxgtukhkecpf q"gp"i tcp"o gfkfc"mqu"fgvkvqu"fg" gzr qtvekp»p"*xgt"i tª hkeq"KK/6+0"

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



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

"

" Guvqu'mji tqv'eqo gtekrnu'ko r nectqp'r tpekr cmo gpv'fgur m| ct'c"Vq { qv"Vckrcpf k"eqo q" r tqxggf qtc"fg" xgj "ewmqu"fg" guvqu"fgvkvqu' Rctc" G| gs wkn' Xcmglqu."i gtgpv"fg" Cuwpvqu" I wdgtpcv gpvrgu"{"Eqo gteq'Gzvtkqt'fg"VCUC'fguf g'gn'4225."eqp"cri wpqu'fg"guvqu"r c"pugu'ug"

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

"

Gnf gucl'f'q's wg'pquqtqu'wxko qu'gpvtg'4235'{"4237'gu's wg'f'dco qu'c'r qpgt'gn'xgj'f'wq'gp'guqu'f guvqqu'cn'
o kuo q'r tgekl's wg'Vckrcpf kc'0Gtc'wp'r tqdrgo c'pwwgt'ngi ct'c'gug'equv0Gn's wg'tgek'f'gp'gug'r c'f'u'pq'v'gp'f'
s wg'xgt'p'kpi wpc'f'kgt'gpekc'r qt'j' cdgtug'r tqxkuv'f guf g'Vckrcpf kc'q'CTi gpvpc0Guq'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'
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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'kur ct0"

"

" Rctc'hji tct'gug'qdlgkxq.'pq'uqmq'ug'f gdl>'eqpvt'eqp'gn'xkuv'dwvq'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'k'gpvq'{" "
eqpxgpeko k'gpvq'eqp'hqu'f kwtkdwkf qt gu'f g'Vq { qvc'f'g'ecf c'wpq'f'g'guvqu'r c'f'ug'0Gp'gug'ugv'kf q."
gn'glgewkxq'f'g'VCUC'luv'kpgg.'"

"

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'erkpvg'hkpc'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'eqpxgpekp'{"ug'j' ceg'gp'CTi gpvpc'0Ug'nu'kpxk>"c'rc'r rcpvc'0P wguvc'r rcpvc'f'guf g'gn'4237'guv' "
c'wp'pkxgn'ki wcn'q'uw'gtkqt's wg'rcu'f'g'Lcr >p'0'Gp'vqpegu'nu'r tko gtq'hwg'uqtr'gpf'gt'nu'eqp'rc'r rcpvc'0'Nqu'
f kwtkdwkf qt gu'pq'ug'lo ci kpcdcp'gpeqvtctug'eqp'wpc'r rcpvc'f'gn'pkxgn's wg'j' c { "j' q { "gp'CTi gpvpc'0' "
"ecf c" i gtgpvg'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'xgpvcl'gu's wg'eqp'rc'
o c { qt'f'j' cdno qu'gur c° qn'equc's wg'pq'r cuc'eqp'Vckrcpf kc."gpvqpegu'pqu'r wuko qu'c'f'kur qulek>p'f'g'ecf c"
wpq'{"ug'i' gpgt>"wp'i twr q'f'g'cvgpekp'c'f'kwtkdwkf qt gu'0' "hgu'qht'geko qu'cni q's wg'pq'v'gp'f'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'cvk'p'f'g'gp'gn'o qo gpvq'rc'nc'o cf c.'{"gp"
wpq'q'f'qu'f'f'cu'v'g'r wgf'g'r qpgt'wpc'r gt'upc'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 wcl>p'cni'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'vg'gzksqu'0'Vco dl2 p'nu'c { wf co qu'c'r gf'k'xgtukqpgu'
pwxcu's wg'pq'v'gp'f'c'p'0'Guq'ug'j' ceg'c'v'cx2'uf'g'Lcr >p.'s wg'c'xgegu'nu'j' kelt'qp'r gtq'pq'guv'cd'cl'gp'lw'w'k'ecf q"
{ "f'gn'rcf q'f'g'Lcr >p'pq'gp'v'p'f'c'p'r qt's w2'r gf'f'c'p'gug'r tqf wevq'0' "pq'ug'nu'f'cdcp'r qt'wp'r tqdrgo c'f'g"
eqo wplecel>p'0'["pq'v'qtqu'eqo q'k'p'v'gt'qewqt'gu." {"j' cdn'p'f'q'gur c° qn' nu'c { wf co qu'eqp'guq'co dl2 p'
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"

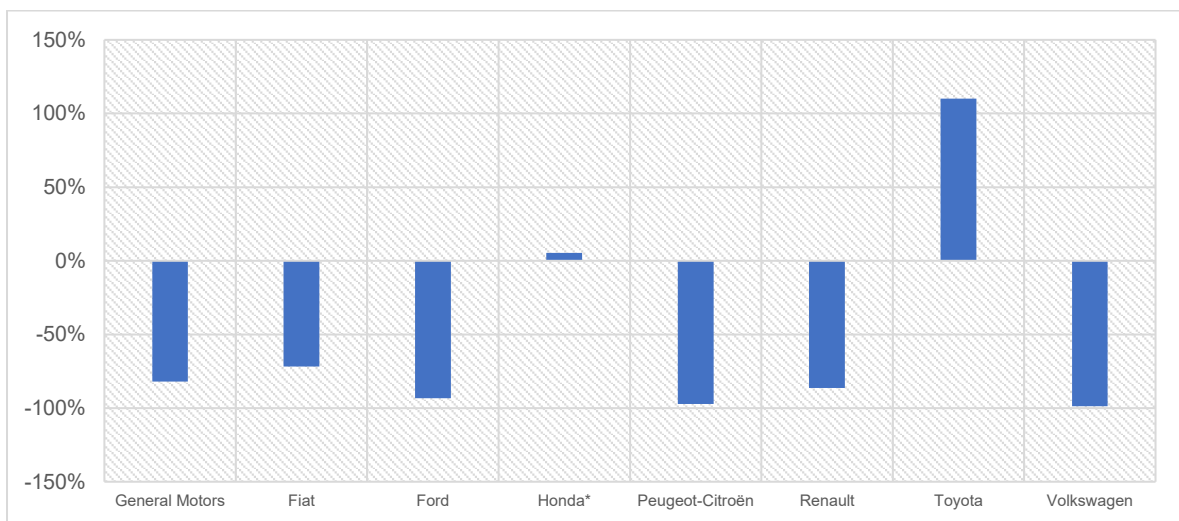
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r tqf week>p.'rc'tgf week>p'f'g'equvqu." {"gn'pkxgn'f'g'ecrkf cf "r ctc"uq'rk'kct'rc'kpxgtuk>p'f'g'rc'"

⁴²²Eqp'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 kumkdwk qt gu" f g" Vq { qvc" f g"mqu"pwxqu" f gukpvqu" f g" g"zr qt ccelep" c" mqu" s wg" ug" s wgt" f" mgi ct 0Rctc" guvc" f kr mo cec" eqo gtekn" r" egtecp" f" i gqi t^a hlec" {" "gn" kf kqo c" gp" eqo Ap" hwgtqp" cevkxqu" o w" lo r qt vcpvu" r ctc" i cpctng" mqu" o gtecf qu" c" Vckrcpf k0

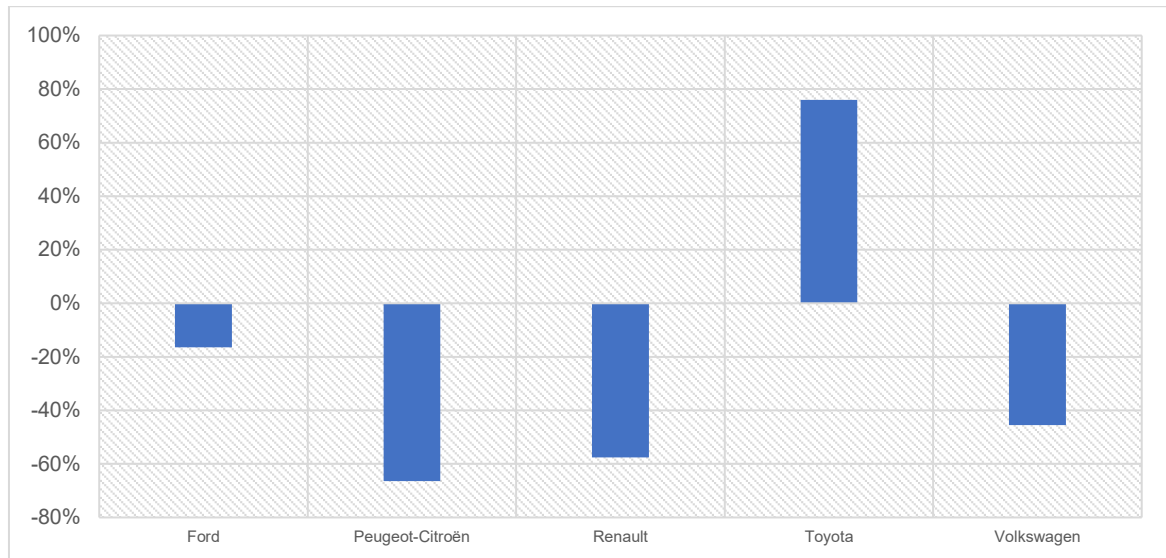
" Gp" mqu" c° qu" uki vkepvu. " gpt g" 423: {" "423; " Cti gp vkpc" gpt »" gp" wpc" etkuku" geqp » o kcc" {" " hpcpektc" f g" i tcp" o ci pkwf 0Guq" chge»" cnlugevt" cwqo qvqt" mrecn" eqo q" ug" xkq" gp" gn" Ecr "wru" 40Rt kpek rmo gpyv. "mqu" o^a u" r gt lwf kccf qu" hwgtqp" mqu" r tqf wevt gu" f g" cwqo » xkqu" o^a u" qt kpvcf qu" cn" o gtecf q" kpvtpq 0" Cu" | " vqf cu" rru" vgo kpcru. " c" gzegelep" f g" Vq { qvc" {" " J qpf c. " ug" xkgtqp" hwgtvgo gpyv" chgevcf cu" gp" gn" o gtecf q" f g" cwqo » xkqu" *xgt" I t^a hlec" KK/; +0" Ukp" go dcti q. " r" r tqf welep" f g" eqo gtekrqu" r kcpqu" ug" xkq" lo r cecf c" gp" o gpqt" o gf kf c" r qt" r" etkuku. " cwps wg" vo dle p" t gucnc" gnlf gugo r g° q" uw r gkqt" f g" Vq { qvc" gp" guvg" ugi o gpvq" *xgt" I t^a hlec" KK/32+0" "

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



Hwpgv<gmdqtcelep" r tqr k" gp" dcug" c" CF GHC 0" , Rctc" J qpf c" ug" wkk c" 4234" f g" c° q" dcug" f gdl q" cn" eqo kgp| q" f g" uw" r tqf welep" gp" 4233" {" " gn" dclq" pAo gt q" f g" wplf cf gu" hcdt kccf cu" gp" f lej q" c° q0 "

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



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

Gug'ko r cev'f khtgpekf q'f g'hc'etkuku'i gpgt»'wp'gph gpwo kpvq'gpg'Vq{ qvc'{"gnlt guvq" f'g'rcu'vgo kpcrgu"cn'kpvtkqt" f'g'CF GHC." f'qpf g'ug'cewucdc" c"rc" go r tguclcr qpguc" f'g'pq" tgr tguvvt"cn'ugevqt'Gn'tguvq" f'g'rcu'ht o cu'r rcpvgedcp" s wg"Vq{ qvc"pq" gtc"eqphkcdng" r ctc" f'ghppf 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"pwgxc'f'ktgeek>p' f'g'rc"cuqekck>p"go r tguclkc."ug'f'gekf k>" f'glct'chwgtc" c"Vq{ qvc' f'g'rc"eqpf week>p' f'g'rc"e^a o ctc"go r tguclcn'{"c" s wg"uwf' gugo r g^o q"guvdc" qr cecpf q"cn'tguvq" f'g'rcu'vgo kpcrgu." s wg"dclcdcp"hwgtvgo gpv'rc" r tqf week>p'{" "uwur gpf'cp" r gtuqpcn' *f o dkq." 48 B423: +0 H'gpg' c" guvq." VCUC" r wdrc>" wp" eqo wplecf q" etklecpf q" f'wco gpv'c"rc"e^a o ctc'f'g'rcu'vgo kpcrgu'f'qpf g'ug'uquv'p'c" s wg<

Vq{ qvc"vppg'wpc'kquq'f'f'g'j' cegt'pgi qekqu'f'khtgpv'c"rc"o c{qt'c'f'g'rcu'cwqo qvlegu'gp'rc" Cti gpvpc' Rqt'guv'tc| »p."gpv'p'go qu's w'p'q'uo qu'qu'bo^a u'kpf'kecf qu'r ctc'tgr tguvvt'iqu'kpvgt gugu'f'g'guv'c' c{qt'c' O cpv'p'f' tgo qu'pwg'utq' h'eq" gp"pwg'utc" g'utvc'gi k" f'g'rc"ti q" r r| q." eqpegv'p'c'f" gp<'kpetgo gpv' f'g'rc" r tqf week>p'{" "m'ecrk' cck>p' f'g'rc'tv'gu." cwo gpv' f'g'rcu'gzr qtvc'ekppgu'{" d'As w'f'c' f'g'pwg'xqu"o gtecf qu' Etgck>p' f'g'o^a u'{" o glqt'gu"go r ngqu'f'g'ecrk' cf." q'ht'g'ek'p'f' q"rc"o glqt"qr ck>p' f'g'rc' r tqf w'v'qu'{" "ugt'x'lekqu" c" pwg'utqu'erk'p'v'gu'{" "eqpuwo k'qt'gu'{" "i' gpgt'cp'f' q"xc'mt" g'eqp>o leq."uqekn'{" "co d'k'p'v'cn' r ctc"gn'f' guctt'qm' uwv'p'v'cdng'f'gn'r c'f'f' o dkq."3: B2 423: +0

Rqt'q'rt'q'rc'f' q."cf go^a u'f'g'rcu'qu' tqu'r tqf w'v'xqu'{" "eqo gtekr'gu'f'g'VCUC"gp'guv'qu" c^o qu' wco d'k'p' uwo ctqp'pwg'xcu'ce'v'k'f' cf' gu'f'g'f' kug^o q."kpp'x'ck>p'{" "ugt'x'lekqu"cuqekcf qu'OCu'f'c" h'p'gu"

f g"423: "Vq{ qvc" I c| qq" Tcekpi . "n" f kxlukp" f gr qt vxc" f g" VCUC. "ncp| » "cn'o gtecf q" gn'r tko gt" xgj ¶ewuq" i mqdcn' f kug° cf q" r qt" kpi gplgtqu" cti gpvkpu" { "r tqf wekf q" gp" \ a tcvg. "n" J kwz" I c| qq" Tcekpi "Ur qt' UGuv' b' qf grq' wxq' b' glqtcu' gp' f gvcngu' guv' veku" { "wpc" qr vko k' cf c' b' cplqdtcdkcf cf " {" eqphqt v" gp" n" uwur gpukp" f gn' xgj ¶ewuq²³ " Cf go a u. " kpi gplgtqu" cti gpvkpu" vcdclctqp" gp" eqplwpvq' eqp' egpvtqu' f g" Vckrpf kc. "Lcr » p" { "Cwutcrk" r ctc" gn' f gucttqmq' f g" n' pwxgc" J kwz" I T" Ur qt' v' c" ncp| ctug" gp" gn' 4245" *Nc' P cekp. "48 B 14245-0"

Rqt' qvtq' rcf q. "gp" 423: "ug" ncp| » "wpc" r ncvhcto c" f g" o qxkrf cf " f g" Vq{ qvc" gp" Cti gpvkpc" { " Dtcukn' mco cf c" Mkpqv" *Vq{ qvc" O qdkrkv" "Ugtxklegu+²⁴ " Cti gpvkpc" ug" eqpxkt vko" gp" gn' hub" f g" eqo wpecekppgu" f g" Mkpqv" f g" vqf c" Ncvkqco ² tkec' F g" guvg" o qf q. " guv" r ncvhcto c" ug" o cpglc" f guf g" gn' r c¶u. " xgpf k² pf qrg" gn' r cs wvg" llave en mano" f g" Mkpqv" c" vqf c" Ncvkqco ² tkec" *O kulop" Rtqf wevxc. " 3: 19 14244+0' Cf go a u. " gp" 423; " n" r ncpw" f g" \ a tcvg" eqpegpvt » "rcu" qr gtcekppgu' tgi kqpcngu' f g" Vq{ qvc" *F kxlukp" r ctc" Ncvkqco ² tkec" { "gn' Ectkdg+ 's wg" j cuw" gug" o qo gpvq' ug" o cpglcdp" f guf g" Lcr » p. " eqp" gn' qdlgvxq" f g" hqtvcngegt" uw' r tguvpek" gp" Co ² tkec" Egpvtcn' { " f gn' Uwt²⁵ " F g" guv" o cpgtc. " n" pwxgc" qhlekpc" eqo gp| » " c" eqqtf kpc" rcu" qr gtcekppgu" f g" 59" f kvtkdwf qtgu" kpf gr gpf kgpvgu" s wg" vkgpg" n" eqo r c° ¶c" gp" 58" r c¶igu" f g" n" tgi kpp²⁶"

" F g" guvg" o qf q. " gn' ugi wpf q" ekem" cuegpf gpvq' f g" n" hto c" ug" gzc' r pfc" gp" guvqu" Anko qu" c° qu' Gp' r ct vewct. "rcu" kpxgtukppgu' s wg" n" hkn' mqi t » " ecr vct" gp" rqu" c° qu' r tgvkqu" c" 4238" f kgtqp" uuu" htwqu" gp" rqu" c° qu' r quvgtkqtgu. " c" r guct" f g" n" hwgtvq" eqpvtceekp" f gn' o gtecf q" cwqo qvqt" cti gpvkp⁰ F g" guvg" o qf q. " c" guv" t gkpxgtukp" f g" i cpcpekcu" s wg" j cd¶c" hqto cf q" r ctvg" f g" rcu" ecr cekf cf gu' i gtgpekrgu' f g" n" hto c" lwpvq" cn' pwxq" r kf gtc| i q" go r tguctkcn" n" eqqr gtcekp" eqp" gn' ukpf kecq" { "rcu" 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" rqu' r c¶igu" f g" n" tgi kpp⁰ Cu¶' i tceku" c" guvg" vcdclctq' f g' r tqo qekp" f g" rqu" xgj ¶ewuq" cti gpvkpu" gp' pwxqu" o gtecf qu" { "cn' ² zkq" eqo gtekn' f g" n' pwxgc" J kwz. " n" eqo r c° ¶c" cwo gpv » " hwgtvgo gpvq' uuu" gzc' r qtcekppgu. 'i cp³ pf qrg" f lej qu' f guvkpu" c" Vq{ qvc" Vckrpf kc' Gp' guvg"

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

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

⁴²⁵"C" uw' xgl. " gp" 423; " Uvgxg" U⁰ Cpi grq' hvg' tgggo r n| cf q" r qt" O 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 wek" gn' o qf grq' [ctlu. " wpc" i co c' o gf kc" gpvtg' gn' Gvku" { " gn' Eqtqnc" s wg" { c' ug' r tqf we¶p" gp" gn' r c¶u' xgekpp⁰

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

tgeqtkf q. 'gn'cevxq f g'eqo r ctvt 'gnkf kqo c' { 'j wuq'j qtctkq'eqp'gnit guvq f g'iqu'r c'fuguf g'ic' tgi k»p"
hwg'emxg'gp'gnit tgeguq f g'tgnekqpc kgpvq'eqp'iqu'erkpvguOCf go^a u'f g'guvqu'iqi tqur' tqf wevxqu"
{ 'eqo gtekrngu. 'ic' f kgeek»p' f g'VCUC'ngx»'c'ecdq'pwgxcu'cevxkf cf gu'f g'f kug^o 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^a p'emxgu'gp'gn'ugevqt'gp'iqu'r t»zko qu'c^o qu0"

Conclusiones parciales

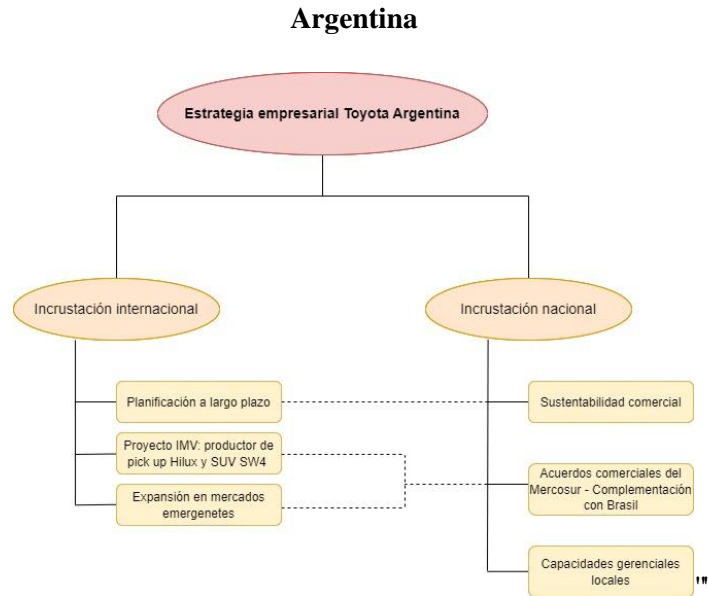
C"m'iciti q'f g'guvq'ecr 'fwwq'ug'j c'f gucttqmf q'e»o q'ug'j c'eqphqto cf q'ic' gutcvgi kc"
go r tguctkcn'f g'Vq{ qvc' Cti gpvpc's wg'ig'f kq'uwvqpvq'c'uw'gzkquq'f gugo r g^o q0Rctvg'f g'guvqu"
hcevtgu'f gxlkpp'f g'uw'incrustación internacional"gp'ic' gutvewtc'o wmpcekqpcn'f g'Vq{ qvc"
O qvqt' Eqtr qtcvqp." s wg' hwgtqp' kvqf wekf qu' gp' gn' ecr 'fwwq' cpvgtkqt' *xgt' Hki wtc' KX/3+0'
Rtkpek' cm gpyg. 'ic' f geku»p' f g'ic' ecuc'o cvtk' f g'cuki pctng'c' Cti gpvpc'gn'itqnf g'r tqf wevqc'f g'
ic' r' keni'w' J kwz'ig'r gto k»' 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^a u." icu"
ectcevt'fwecu'f g'ic' xgtuk»p' f g'ic' J kwz' f gn'r tq{ gevq'KO X'hwgtqp'f gvgto kpcpvgu'r ctc'f gur ic' ct"
c'iqu'xgj 'fwwq'eqo gtekrngu'ixkcpqu'f g'ic' eqo r gvpekc." { "ic' kpeqtr qtcek»p' f g'ic' UWX'UY 6"
eqo r ctvqpf q'ic' o kuo c'r ic'vchqto c'r tqf wevxk'ig'r gto k»' c'ic'ep' ct'r Àdrieku'f kwpvqu'iqi tcvp q'
geppqo 'fuf g'gucic'0'

C'uw'xgl. 'eqo q'hwg'tgxkucf q'gp'gn'ecr 'fwwq'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' ewcni'ic' hto c'o wmpcekqpcn'ug'gpeqvtcdc"
gp' r ngpc' gzr cpuk»p' gp' o gtecf qu' go gti gpvqu' vcu' gn' guvpeco kgpvq' f g' icu' r c'fuguf o^a u"
f gucttqmf qu. "s wg' nwi q'ug'r tqhwvq k»' »'c'r ctvt' f g'ic' etkuku'f g'422: /422; 0' Cf go^a u." Vq{ qvc"
guvdc'f gur ngi cvp q'wp'r tgeguq'f g'i mqdck' cek»p'c'r ctvt' f gn'ewcni'kpvpcdc'dqttct'ic'uf kgtgpekcu"
pcekqpcngu'f g'uw'r tgeguq' { 'r tqf wevqu0Cu'f' icu' h'ic'ngu'uw' co gtekcpcu. 'uk'dk'p'p'gtcp'egpvcngu"
gp'v² to kpu'r tqf wevxqu' { 'eqo gtekrngu'r ctc'ic' o wmpcekqpcn'u'f'hwgtqp'o gtecf qu'f k^a o lequ' { "
gp'etgelo kgpvq'f wcpvg'ic'u'r tko gtcu'f² ecf cu'f gn'uki mq0Cuko kuo q. "gp'guvqu'Ànko qu'f gegpkqu"
VO E'ic'ep' ». 'Iwpvq'c'Xqmuy ci gp. 'gn'rk' gtc' i q'cwqo qvtk' "gp'vq' q'gn'io wvf q0"

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

xgj ¶ewrqu'r tqf wekf qu'gp'gnr c¶u0Gm¶'g'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'2 hkek'eqo gtekrnf grtugevqt." eqo q'ug'r wf q'xgt'gp'gn'Ecr ¶w¶¶'40'Guqu'cur gevqu'tghnglcp'r ctvg'f'gn'r cr gn's wg'rc'uwdukf kctkc" cti gpvpc'ewo r rkb'gp'rc'gustwewtc'o w¶kpeckppcn'{' e»o q'rc'gustcvgi kc'f'g'VO E'ug'r ræuo »"gp'rc" go r t guc'hqecr0'

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



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

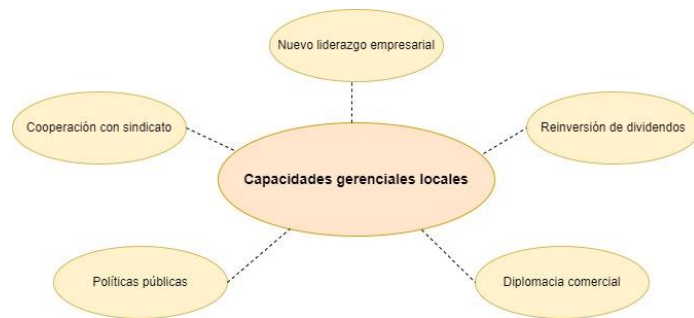
Ukp'go dcti q.'gpvopf kpf q'c'rc'GO "eqo q'wp"espacio social trasnacional eqp'f k¶k¶qu" i twr qu'f kur wcpf q'rcu'lgctcs w¶cu'{' gustcvgi kcu'gp'uw'kpvgtkqt.'rcu'f k'gevkcu'f'g'rc'ecuc'o ctk'pq" r wgf gp'xgtug'f k'gevcu' gpv'ko r rgo gpvcf cu'gp'rcu'uwdukf kctkc." { c's wg'mqu'glgewkxqu'mqecrgu" r quggp'wpc'k¶lgtgpek'tgrxcpvg'gp'rc'ceek»p'f'g'rc'hkr0'Cu'¶'r wf q'xgtug'e»o q'rc'r tqf week»p" f'g' VCUC" ug' guvpe»" gpvtg" 4228" { " 4232" c" r guct" f'g' rcu" r gtur gevkcuc" uqdtg" wpc" o c{qt" r qvpekrnf cf " f'g" etgeko kpvq0' Cf go a.u." rcu" gzr qtveckppgu" f'g' rc' hto c" ug" eqpegvctcp" hwgtvgo gpv'gp'Dtcukn" cr tqxgej cpf q'gn'dgpghkek'f'gn'kpvgteco dkq'rdtg'f'g'ctcpegru." { "ug" r gtf kgtpp'f'g'guzr 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 ctvwewct." guvg'cdqtf clg'f'g'rc'hkr0'w¶kpeckppcn'eqo q'ctvg'f'g" wpc'qti cpl'cek»p'uqekn'eqo r rglc'eqp'eqphrkvqu'gp'uw'kpvgtkqt'r gto kq'gpvopf gt'guc'eqpuvcpvg" eqo r gvpek" s wg' Vq{qvc" Cti gpvpc" go r t gpf'g" eqp" Vckrpf kc" gp" v'to kpvu" r tqf wekxqu." eqo gtekrnu'{' v'gepq»i kqu0'

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

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

Gucu" pwxcu" ecr cekf cf gu" kpenw{ gtqp < " gn" pwxcq" r kf gtc| i q" go r tguetkcn" f g" F cplgn" J gttgtq. "rc" eqqr gtcekp "{ "cr q { q "eqp" gn" UO CVC. "rcu" r qn' hkecu" r Àdkecu" f g" r tqo qekp "ugevgtkcn" rc "tglpxgtuk" p "f g" rcu" i cpcpekcu" "{ "rc" f k r mo cek "eqo gtekn" r ctc "eqps wkuvt "pwxcu" o gtecf qu" f g" gzr qtvcpek p0Cu" f "rc" pwxc "cf o kpkvtcek" p "mi t » "t² eqt f u" s wg" uwr gtctqp "tgi kvtqu" j ku» tkequ" f g" rc "kpf wntk" 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" pwxcq" ko r wuq "f cf q "gp" mu" c° qu" uki wkpvgu. "f cpf q" ewgpc "f g" rc "ko r qtvcpek" f g" rc "incrustación nacional f g" rc "guitcvgi k" f g" rc "hko c0"

Figura IV-2 - Elementos de las capacidades gerenciales de TASA a partir del 2010



Hwpgv < "gn" dqtcek "p" r tqr k "gp" dcug "c" if g "f" gucttqm "f g" mu" r tko gtqu" ewctq "ecr "wqu" f g" rc "vguk0"

Gp" r ct vewrt. "gn" eqo r tqo kuq "{ "eqqr gtcek" p "eqp" gn" UO CVC "ug" hqt l » "eqp" rc "eqpf week" p " f g" Tlectf q "Rki pcpgrk" "wgi q "f g" hwgtvgu" 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 hkecek "p" f g" mu" eqpxgpkqu" eqrgevxcqu" f g" tcdclq "{ "rc" r ct veker cek "p" 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" hwpgvqu" 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 ² f k q u " g u v c r g u " c " v c u c u " u w d u k f k c f c u O " G u r q u " A n k o q u " u g " u w o c p " c " w p c " u g t k g " f g " r q r " m e c u " r A d r e c u " { " f k u r q u k e k q p g u " l p u k w e k q p c r g u " s w g " V q { q v c " C t i g p v k p c " w k r k } » " g p " g u v c u " f ² e c f c u . " g p v t g " r e u " s w g " u g " f g u v c e p " g n i c e w g t f q " e q o g t e k r n e q p " D t c u k i " { " q v t q u " r c " u g u " f g " r e " t g i k o p . " r e " k o r q t v c e k o p " f g " o c s w k p c t k c " g z g p v c " f g " c t c p e g r g u . " q v t q u " h k p c p e k o k g p v q u " r A d r e q u . " g n i t ² i k o g p " f g " C f w p c " g p " H e v q t " c . " g z g p e k q p g u " k o r q u k k x c u . " t g l p v g i t q u " r q t " e q o r t c u " f g " c w q r c t v g u " p c e k q p c r g u " { " r e " h k p c p e k e k o p " c " v c u c u " u w d u k f k c f c u " r c t c " r e " x g p v c " f g " u w u " x g j " p e w r q u " e q p " g n i r t q i t c o c " R t q E t g C w q o " }

Gurqu"j emx| i qu"uqdtg"gn'cr q{q"guv'cn'c"re"htto c"lcr qpguc"uqp"tgrgxcpvgu"r etc"guv" kpxguvki cek»p" { c's w'g'o c'v'k cp'cri w'pqu'f g'hu'gpwpekcf qu'f g're"j kr »vguku'kplekcn'f g'guv'vguku."gp" re'ewcn'ug'uquv'p'c's w'gn'f gucttqmq" f g"VCUC"ug'f kq'f g'hqto c"kp'f gr gpf k'p'v'f g'rcu'r qn'm'ecu" r A d r e c u O " F g " g u v g " o q f q . " u k ' d k g p " g n i G u v c f q " c t i g p v k p q " p q " f k k i k o " g u v g " r t q e g u q " f g " f g u c t t q m q " { " g u r g e k r k k c e k o p " g p " r e " r t q f w e e k o p " f g " r k e n i w r u " / p k e q p " V q { q v c " p k e q p " g n i t g u v q " f g " r e u " c w q o q v t l e g u " c t i g p v k p c u " u " d t k p f } » p w o g t q u q u " b g e c p k u o q u " f g " c r q { q ' s w g " r g t o k k g t q p " g n i f g u r r k g i w g " f g u e t k r v q O " G u v q " e q p v t c u v " e q p " g n i e c u q " v c k r p f ² u " f q p f g " g n i G u v c f q " f g " g u g " r c " u " r e p | » " w p c " r q n i m e c " f g " o r t q f w e v q " e c o r g » p " p c e k q p c r i o " e q p " w p c " u g t k g " f g " l p e g p v k x q u " h k u e c r g u " { " e q o g t e k r g u " r c t c " s w g " r e u " g o r t g u c u " c w q o q v t l e g u " u g " g u r g e k r i e g p " g p " r e " h c d t k e c e k o p " f g " r k e n i w r u . " e q o q " u g " x k q " g p " g n i e c r " p w r q " c p v g t k q t O " R q t " g n i e q p v t c t k q . " g p " C t i g p v k p c . " g u v g " r t q e g u q " g u w x q " b c { q t o g p v g " e q p f w e k f q " r q t " g n i o g t e c f q . " e q p " g n i r t q v c i q p k u o q " r k q p g t q " f g " V q { q v c " C t i g p v k p c . " { " g n i G u v c f q " c e q o r c o » " g n i e t g e k o k g p v q " f g " g u v c " g o r t g u c " { " f g n i u g e v q t " g p " u w " e q p l w p v q " e q p " r e u " f k u k p v c u " b o g f k f c u " b o g p e k q p c f c u O " }

Rqt" Anko q." ug" f guv'ec" gn' hwgtv'g" v'cdclq" f g" f kr mqo cek" eqo gtekn' gp" nqu" r c'p'gu" re'v'p'qco gtecpqu'hwgi q'f g're"qdv'p'ek»p'f g're"l'p'x'gtuk»p."s w'g'eqp»"eqp"gn'ce'v'x'q"cf lek'q'p'cn'f gn' kf kqo c" { "j wuq"j qtctkq"eqo r ctvkf q."m" s w'g"ng"r gto k k o " c " r e " h k r c n i " c p c t r g " f l e j q u " o g t e c f q u " c " V q { q v c " V c k r p f k c " { " e q p e t g v c t " m u " c w o g p v q u " g p " h q u " p k x g r g u " r t q f w e v k x q u " { " e q o g t e k r g u " f g " r e " h k t o c " m e c r i O " }

Gp" v²to k'p'qu"o a u"i g'p'gt'c'rgu" { " v g » t l e q u . " m " f g u c t t q m c f q " j c u v c " g u v g " e c r " p w r q " r g t o k g " t g h g z k q p c t " c e g t e c " f g " r e " c e e k o p " g e q p » o l e c " f g " u w d u k f k c t k c u " f g " G O " g p " r c " u g u " r g t k f t l e q u O " R q t " w p " r c f q . " r e " g x k f g p e k " t g r g x c f c " r g t o k g " x g t " r e u " f k h g t g p e k u " s w g " g z k u v g p " g p v t g " r e u " f k u k p v c u " h k t o c u . " k p e n w u q " g p " w p " b o k u o q " u g e v q t " g e q p » o l e q O " F g " g u v g " b o q f q . " h q " x k u v q " g p " g u v g " c r c t v c f q " t g c h k t o c " r e " k f g c " f g " s w g " p q " r w g f g " r g p u c t u g " c " g u v c u " e q o r c o " p c u " e q o q " c i g p v g u " j q o q i ² p g q u . " w p k c t k q u . " o c z k o k k c f q t g u . " e q p " k p h q t o c e k o p " e q o r r 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 r g l c u " s w g . " u k ' d k g p " r w g f g p " v g p g t " q d l g v k x q u " f g " o c z k o k k c e k o p " g e q p » o l e c . " ² u v q u " p q " u g " f c p " f g " k f ² p v l e c " h q t o c . " { " s w g . " u k ' d k g p " r w g f g p " v g p g t " e k g t v c " t c e k q p c r k f c f " g p " r e " d A u s w g f c " f g " f l e j q u " h k p g u . " r e " o k u o c " g u v ³ " f g r i k o k c f c " r q t " u w " e q p v g z v q O " G p " r c t v e w r c t . " r e " g u v t c v g i k c " f g " r e u " u w d u k f k c t k c u " f g " G O " u g " r w g f g " g p v g p f g t " c " r c t v k " f g " u w " *doble incrustación* ,

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

CAPÍTULO 5

Gobernanza y upgrading en la cadena de valor de Toyota Argentina

Introducción del capítulo

Gp"mqu"ecr ¶wawu"r tgegf gpvqu"ug"j c" f gucttqmcf q"ew³ n"hwg"gn'tgeqtkf q" f g" Vq{ qvc"gp" Cti gpvpc"gp"rcu"Ànko cu" f² ecf cu" { "mqu" hcevtgu" s wg" m" ko r wuctqp0'Cu¶"ug"j c"o ctecf q"rc" gzege ekqpcrkf cf "f g" guc" hto c" gp" wpc" ugtkg" f g" f ko gpukppgu" { "ug"j c" gzi rkecf q" uw" *estrategia empresarial* c" r ctvk" f g" uw" *incrustación internacional* { "nacional. Eqo q" r ctvg" f g" guc" r ctvkwctkf cf . "gp" gn'Ecr ¶wawu"4"ug"j c" xkux" s wg" guc" hto c" j c" kf q" kpeqr qtcpf q" b c { qt' eqpvpkf q" mceñc'uwu" xgj ¶wawu" s wg" gn'r tqo gf kq" f gn'ugevt0Cf go³ a. "ug"j c" eqttqdtcf q" s wg" guc" eqo r cº ¶c" hwg"rc" Àplec" uwr gtcxkctk" f g" rc" tco c" vto kpcñf wcpvg" gn'r gt¶qf q" dclq" guwf kq" { "ug"j c" o quctcf q" e»o q" mgi »" c" guqu" tguwncf qu" gp" gn'Ecr ¶wawu"60' C" uw" xgl . " 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 "hcto 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" hcto 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 kxf q" mgi ct" c" vqcu" vto kpcñgu" gp" gn'r c¶u" q" gzi qtvt" uwu" r tqf wevqu" A"

F g" guc" hcto 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" xkpwrc" f g" guc" vto kpcñcwqo qvkk" { "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 kgpvq" { "uwu" r tqi tco cu" f g" cr q { q" *5.2+0'

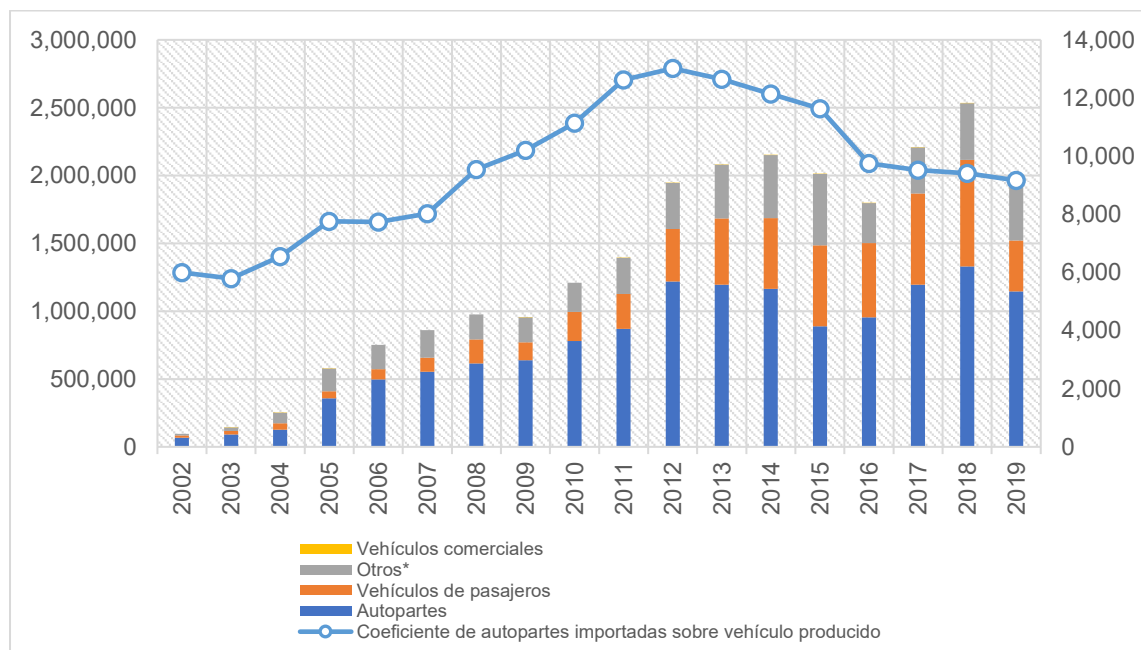
C" eqpvkpc" p. "ug" j ct³ "wp" cp³ ruku" ci tgi cf q" uqdtg" mqu" r tqxggf qtgu" f g" cwqr ctvqu" f g" Vq{ qvc" tcf kecf qu" gp" Cti gpvpc. "ercukh³ pf qmqu" gp" vtu" i tcpf gu" i twr qu" c+ "O wkpckepcrgu" lcr qpgucu. "d+ "O wkpckepcrgu" p" lcr qpgucu" { "e+ "Nqecrgu" *5.3+0' Nwgi q. "ug" tgnck ct³ "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 u c . " K p f w u t k u " I w k f k " G u v g d c p " E q t f g t q . " X g p v c n w o . " R q r k o g v c n " E T C O H U C " { " O k i q t " * 5 . 4 + 0 " R q t " A n k o q . " u g " j c t a " w p " c p a r k u k u " i g p g t c n l u q d t g " r c " g o b e r n a n z a " f g " V C U C " { " m u " r t q e g u q u " f g " u p g r a d i n g " f g " u w u " r t q x g g f q t g u " g p " d c u g " c " n 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 K 3 2 " { " K K 3 3 + 0 " C " r c t w k " f g " g u q u " j c m c l i q u . " g u " k o r q t v c p v g " r c t c " g u c " v g u k u " c p c n k c t " e q p " o c { q t " f g v c m g < 3 + e > > o q " u g " e q p h q t o > > " r c " g u t w e w t c " f g " u w u " k o r q t v c e k q p g u " c " m q " n c t i q " f g " g u v q u " c o q u . " { " 4 + " f g " s w " h q t o c " g u v c u " k o r q t v c e k q p g u " h w g t q p " w k k c f c u " r q t " r c " g o r t g u c 0 " G p " g u g " u g p w f q . " g n l e c r " I t a h e q u " X / 3 " r t q r q t e k q p c " c n i w p c u " t g u r w g u c u 0 " "

Gráfico V-1 - Principales grupos de productos importados (miles de dólares) (eje izquierdo) y coeficiente de autopartes importadas por vehículo producido de Toyota Argentina (dólares) (eje derecho) (2002-2019)



H w g p v g < " g n d q t c e k > p " r t q r k c " g p " d c u g " c " C F G H C . " U q h m c f g . " C f w e p c " { " d c r p e g u " f g " V C U C 0 " , Q t q u " g z e n w f g " x g j " f e w r q u " { " c w q r c t v g u " g l p e n w f g " d l g p g u " x c t k q u . " v c r g u " e q o q " e q o d w u k d r g u 0 " " "

" Cu¶ "gp'r tko gt'nwi ct."ug'r wgf g'xgt's wg'gn'r tkepr cni' twr q'f g'r tqf wevqu'ko r qtvcf qu'gp" vqf qu" nqu" c° qu" hwgtqp" cwqr ctvqu. " f cpf q" ewgpvc" s wg" ug" r tkxkxi k»" r" ko r 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'gnr c¶u'r ctc'xgpf gt" gp'gn'o gtecf q'kwgtpq⁴²⁷"

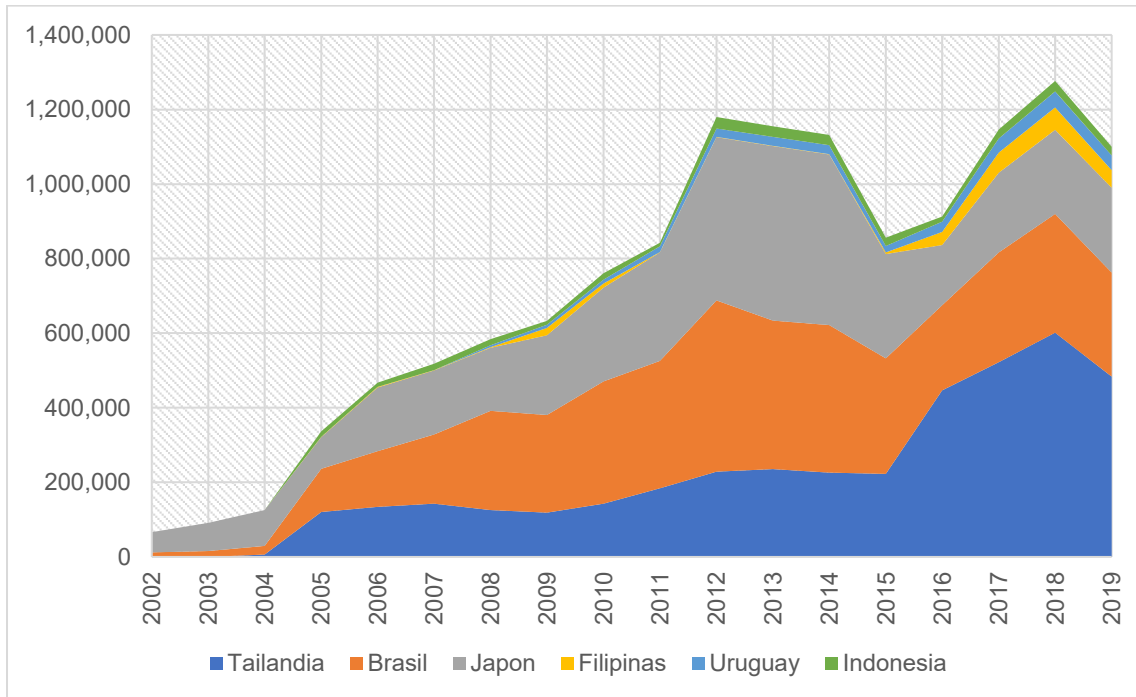
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Rqt" qvtq" rcf q." cpcrk cpf q" eqp" o c { qt" f gvplk kpvq" gn' f gvcmg" f g" guvcu' cwqr ctvqu" ko r qtvcf cu'ug'r wgf gp'xgt' qvtqu'tcui qu'ucnkpvqu'0'Gp'uwu'kpekqu. "rcu'ko r qtvcckppgu'f g" VCUC" r tqxgp¶cp'o c { qtkctkco gpvc'f guf g'gnr c¶u'f g'qtki gp. 'Lcr »p. 'ukp'go dcti q.'c' r ctvt' f gn'4227. 'eqp" r" 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+0Guv" Ànko 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. 'cnleqo q'ug'f gucttqm» gp'gn'Ecr ¶wru'50Uw'o c { qt' etgeko kpvq" eqo q' r tqxggf qt' f g' cwqr ctvqu' r ctc" Cti gpvpc'ug' f c" hwgi q' f g'4237. 'eqp'gn'rcp| co kpvq'f g'rc" J kwz": AI gpgtcekp0'

"

⁴²⁷"Guvqu'f cvqu'tghwt| cp'rc'kf gc'f g'e»o q'rc'go r tguc'cncp| »gn'rkf gtc| i q'gp' r tqf weekp" { "dncp| c'eqo gtekn'gp" Cti gpvpc'0'Rqt" glgo r nq." eqo r ctcpf q' eqp" r" vc { gevq'kc' f g' Xqmuy ci gp" Cti gpvpc. "uk' dlgp" r" hto c' cigo cpc" cncp| »" plxgrgu' f g" r tqf weekp" { "gzt qvcekppgu" 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 gpvc'f ghekctk. "qvcrk cpf q'gp" ów&u90827" o kmppgu'uw'dncp| c'eqo gtekn' r ctc'gn'r gt¶jf q'4224/423; 0'

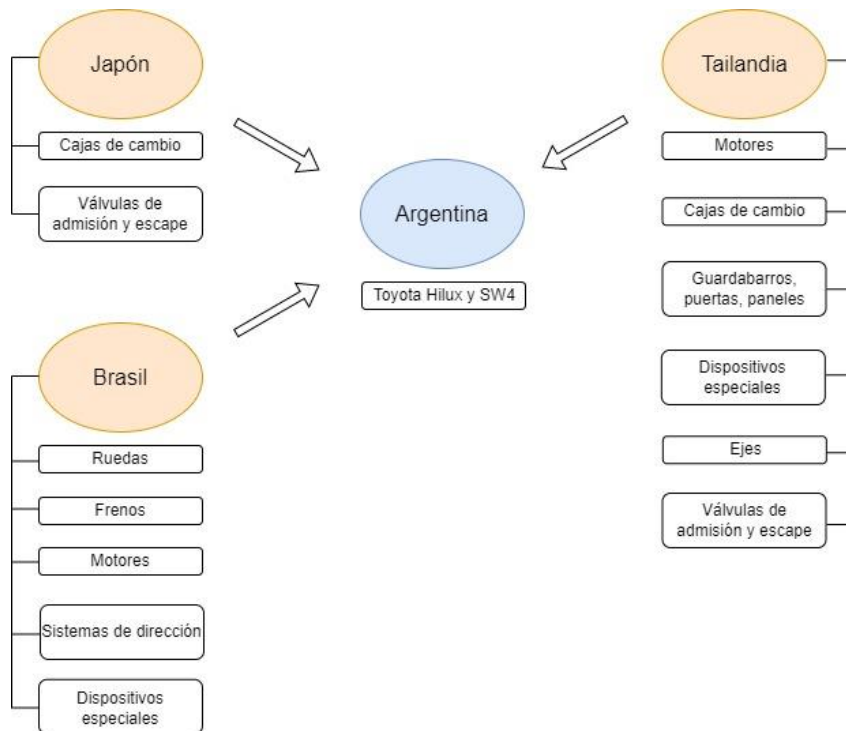
Gráfico V-2 - Importaciones de autopartes de Toyota Argentina por principales orígenes (miles de dólares) (2002-2019)



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

"

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



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

Gzco kpcpf q'nc" gutwewtc'f g'ko r qtvekpqgu'f g'cwqr ctvqu'eqp'o c { qt'f gvcmg'ug'r wgf g' tgeppqegt's w' r tqf wevqu'ug'eqo r tctqp'f g' guvqu'r c'uguo'Gp' guvg'ugpvkf q.'ug'pqvc's wg'ekgtvqu' ukvgo cu' { 'r ctvqu'etwekrgu's wg'pq'uqp'r tqf wekf qu'mqecm gpvg'hwtqp'tc'f qu'f g'guvqu'qt'f g'p'guo' Gp'r tko gt'hw' ct.'ecdg'o gpekqpc't's wg'iqu'o qvqtgu'c'p'chc'uqp'r tkpek' cm gpvg'ko r qtvcf qu'f guf g' Vckrpf kc.' { 'hw'gi q'f g'Dtcukl'Gp'nc'r'nc'p'f g'\ ^ tcv'ug'r tqf wegp'o qvqtgu'f k' ugn'r gtq'2 uvqu' uqp' gugpekm gpvg'gpuc'o drcf qu'c'r ctvt'f g'nc'ko r qtvekp'f g'r ctvqu' { 'r kgl cu'*O kul'p'Rtqf wekxc.' 3: 194244-0²⁸" Cf go ^ u.'gp'nc'f' dtlec'mqecn'vco dk'p'ug'gpuc'o drcp'iqu'ukvgo cu'f g'uwur gpuk'p.' r gtq'guv'ug'j ceg'c'r ctvt'f g'eqo r tcu'f g'cwqr ctvqu'p'cekqpcrgu'*Nwku'N>r gl . 'gpvtgxkuc'r gtuqpcn' 38B44244-0"

Rqt'qvtq'ncf q.'ug'gpewgpvtcp'ncu'eclcu'f g'eco dlq.'s wg'uqp'o c { qtkctkco gpvg'ko r qtvcf cu' f guf g'Vckrpf kc'0Nwgi q.'ug'r wgf g'o gpekqpc't'gn'ukvgo c'f g'htgpqu' { 'f g'f k'geek'p's wg'r tqxkpg' f g'Dtcukl'0Rqt'Awko q.'c'wps wg'gp'o gpqt'o gf kf c.'f guf g'Lcr »p'mgi cp'x^ nk'wru'f g'cf o kul'p' { " guerc g' *Nwku' N>r gl . " gpvtgxkuc' r gtuqpcn' 38B44244-0' Nc' ko r qtvekp'f g' guvqu' ukvgo cu' *r tkpek' cm gpvg'iqu'o qvqtgu' { 'ncu'eclcu'f g'eco dlq'+ug'f guvecc'r qts wg'uqp'gng'o gpvqu'egpvtcrgu' f gn'xgj 'f'wru.'f g'cnc'eqo r nglkf cf "v'eplec" { . "r qt'iq'vc'p'q.' r quggp'o c { qt'xcnqt'ci tgi cf q's wg' qvtcu.'eqo q'ug'xgt^ 'gp'iqu'uki wkp'vqu'cr ctvcf qu'0'

Gp'tguwo gp.'f wcpvg'gucuf'f²ecf cu'Vq { qc'j' c'ko r qtvcf q'r tkpek' cm gpvg'cwqr ctvqu'cn' r c'p'0C'uw'xgl . 'c'r ctvt'f g'4234'gn'eqgh'ek'gpvg'f g'r ctvqu'ko r qtvcf cu'uqdtg'xgj 'f'wru'r tqf wekf qu' j c'kf q'dclcpf q'uquv'p'kf co gpvg.'f c'p'f q'ewgpvc'f g'wp'r tqeguq'f g'o c { qt'eqpv'p'kf q'mqecn'gp'uwu' xgj 'f'wru'0' Guvc' v'p'f g'pek' v'k'p'g' eqttgr'v'q' eqp' gn' o c { qt' etgeko k'p'v'q' gp' r tqf week'p' { " g'zr qtvekpqgu'f g'nc' h'ko c'gp'nc'ugi w'p'f c'f²ecf c'f gn'uki m'0Ukp'go d'cti q.'wpc'i' tcp'r ctv'f g'ncu' cwqr ctvqu'ko r qtvcf cu'uqp'f g'cnc'eqo r nglkf cf "v'eplec" { "o c { qt'xcnqt'ci tgi cf q.'r tqxk'p'k'p'f q'f g' Vckrpf kc' *hub'o w'p'f kn'f g'nc'J knw+.'f g'Dtcukl' *O gtequw+ { . 'ecf c'xgl 'o gpqu.'f g'Lcr »p' *ecuc' o c'v'k' +0C'r ctvt'f g'guvq.'c'eqpv'p'w'cek'p.'ug'gzco k'p'e»o q'ug'mgxctqp'c'ecdq'ncu'r tqeguqu'f g' nqecrk' cek'p'f g'r ctvqu.'ew' ngu'uqp'ncu'r tqxggf qtgu'f g'Vq { qc'tcf k'ecf qu'gp'Cti gp'v'p'c' { "e»o q' gxq'w'ek'q'p'ctqp'f wcpvg'gn'r gt'f'q'f q'dclq'guw'f k'q'0'"

⁴²⁸"Gp'tgr'ek'p'eqp'ncu'o qvqtgu.'ncu'f k'ge'v'ku'f g'VCUC'ug' c'nc'p's wg'guvqu' uqp'wp'eqpl'v'p'q'f g'r kgl cu'hw'p'f k'cu' { " o gecp'k' cf cu.'r qt'gn'q.'ncu'f'p' k'gu'c'nc'nc'qecrk' cek'p'f g'gucuf'r ctvqu'gp'Cti gp'v'p'c'gu'p'x'k'p'ew'cf qu'c'ncu'g'uecucu' ecr c'ek'f cf gu'mqecrgu'gp'hw'p'f k'ek'p'0Nc'eqo r g'v'k'k'f cf 'f g'ncu'r kgl cu'hw'p'f k'cu'ko r qtvcf cu'gu'o w'f "cnc'gp'tgr'ek'p' eqp'ncu's wg'ug'r tqf w' ecp'q'ug'r wgf cp'r tqf wek'gp'gn'r c'p'0C'uf'ncu'gl'gew'k'qu'uqu'v'k'p'p's wg'ncu'ecr c'ek'f cf gu'gp' r tqf week'p'f g'o qvqtgu'ug'r g'f l'gt'qp'f²ecf cu'c'v^ u'gp'Cti gp'v'p'c' { "c'r ctvt'f g'cnc'f'v'q'f cu'ncu'v'gt'o k'p'crgu'ko r qt'v'p'q' gpuc'o drcu'ncu'r kgl cu'ko r qtvcf cu'f g'ncu'o qvqtgu'*Nwku'N>r gl . 'gpvtgxkuc'r gtuqpcn'38B44244-0'

5.2 - Desarrollo de proveedores

" Gp'mqu'r tlo gtqu'c° qu'f g'qr gtceke»p'f g'VCUC"gr'ukngo c'f g'r tqf week»p'ug'dcu»"gp"wp" r rnpvc'f g'b qpvcig'f' 'pq'f g'hdteceke»p0Nc'ecuc'o cxtk' 'ug'tgugtxcdc'rc'r tqxkuk»p'f guf g'Lcr »p'f gr' 72' 'f g'hqu'eqo r 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 qxlent'gv'cn0"4224+0' Ugi Àp" Gf wctf q'Mtqpdgti . 'rc'kpeqtr qtceke»p'f g'r tqxggf qtgu'hqecrgu'hwg'wp'r tqeguq'bo w'f'k'f'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 ." g'pvtgxkuc" 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." g'pvtgxkuc" 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"tgrcekqpgu"eqp"qu'r tqxggf qtgu'hqecrgu"/o gf kcpv"rc" cukuvpek'° eplec'gp'hqto c'f k'gevc'f guf g'rc'ecuc"o cxtk' "{ 'f gr'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 kc'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'ug'v'k'f' q.'r'qt'glgo r m.'h'cdt'lect'wp'r c'tci q'r'gu'gp'Dt'cukl'f' " v'c'gt'm'gp'eco k»p'0P q'xc'0Gp'gug'ug'v'k'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'f'f g'gmqu'wp'target'f g'o gl'qtc'f g'equvqu'f' "ecrk'cf' "r'ctc"ngi'ct'c' "qu'gu'v'p'f'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'k' qu'f g'v'cdclq'eqp'ecf'c' r tqxggf qt' "wp"gu'v'go c'f g'k'p'eg'v'k'x'qu'o w'f' " uko r ng'0'Ngu'f'ge'f'co qu's'wg.'uk'g'p'eq'v'cd'c'p' gr'no q'f'q'f g'c'j' q'tt'ct'f'k'g' "r'gu'qu'gp"rc" gr'v'cd'q'ceke»p'f g'wp" eqo r qp'p'v'g.'ek'p'eq'r'gu'qu'ug'qu's'wg'f'cd'c'p'gmqu'f' "qu'q'v'qu'ek'p'eq'r'gu'qu'k'c'p'c'wp'c't'g'f'week»p'f'gr'r't'g'ek'q'cni' s'wg'p'qu'x'g'p'f'f'p'gug'l'puwo q'°O'k'k'p'Rt'q'f'we'v'k'c."3: B 4244+0'

"

Wpc" xgl "s wg" guvqu'r tqdrgo cu" k'p'ek'c'rgu'f g'r tqxkuk»p'f g'cwqr ctv'gu' d'° u'lecu"hwgtqp" uqmwkqpa' p'f'q'ug.'gu'v'cd'ng'ek'p'f'q'wp'c't'g'f'gu'v'cd'ng'f'g'r tqxggf qtgu.'qu'k'p'eg'v'k'x'qu'r c'tc'rc'r qu'v'gt'k'q't' hqecrk' ceke»p'f g'r ctv'gu'f' "r'k'g' cu'ug'eg'p'v'ct'q'p'gp'f'k'uk'p'v'qu'gr'go gp'v'qu'0'Gp'r'ct'v'ew'ct.'u'q'd't'g'mu' d'g'p'g'h'ek'qu'f'g'hqecrk'ct' "r'k'g' 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 g'to k'g'<3+'gr'c'j' q'tt'q'f'g'equvqu'mi' f'uk'ek'qu'f' "f'g'd'c't't'g't'cu'c'f'w'c'p'g't'cu."4+ "

o c { qt "hgzkdtkf cf "cn'o qo gpvq "f g" tgerk ct "eco dlqu. " { "5+"o gpqt "xwpgtcdtkf cf "ht gpvg" c "mqu" r tqdrgo cu'f g'vcpur qtvg's wg'r wgf cp'lwti kt0"

Cf go ^a u. "mqu" f kt gevwxqu uquvkgpgp "s wg" gn' dgpghlekq "f g" tglpvgi tq "f g" et² f kq "hkecn'r qt" eqo r tc "c" cwqr ct vgu' pcekqpcrgu' f g' r "Ng { "490485" gu' qvt q" grgo gpvq "ko r qt vcpvg's wg' ug' vkgpg" gp" ewgpvc " r ctc" r " mcecrk cels p" f g' cwqr ct vgu⁰²⁹ " Rqt " Anko q. " mqu" glgewwxqu" ug^o crcp" s wg" gu" kpf kur gpucdrg' r qf gt "vpgt" wp" i tcp "xqno gp" f g' r tqf week p "f g" xgj "f wru" r ctc " r qf gt "mcecrk ct" wpc" r kgl c. " { c" s wg. " uk' gz kvg " cri wpc " f hgt gpek " f g " equvq " eqp " r " ko r qt vcf c. " r " o c { qt " guecr " co qt vq c " gug' ghgevq " f g dlf q " c " s wg " mqu' r tqxggf qt gu' r wgf gp " dclct " gn' r tgekq " f g' r " r kgl c " cn' f kxf kt " uu' equvq " hklqu' r qt " wpc " r tqf week p " o c { qt " Nwku " N » r gl . " gpvt gxkuc " 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' Aus wgf c " f g " cnvgt pcvkcu' f g " r tqxggf qt gu' s wg' r wgf cp " uwo kpkut ct " r cu' r kgl cu' q " eqo r qp gp vgu' I gp gtc m gpvg. " guvq " ug " f c " gp " hqto c " co r rlc " ewcpf q " ug' f gekf gp " tgerk ct " pwxcu' kpxgt ukppgu' { lq " eco dclt " gn' b qf grq' f gn' xgj " f wru " r tqf wekf q " Tco c. " 4226 +0 Rctc " r " ugrgeek p " f g' r tqxggf qt gu. " Vq { qvc " Cti gpvkc " tgerk c " wp " cp^a rkuku " 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 " { " xqn' o gpgu. " f g dlf 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 vcek p " ghlec | 0Nc " cvgpek p " r wguv " gp " r cu' ecr cekf cf gu' f g " mqu' r tqxggf qt gu' ug " f gdg. " r t lpek r cm gpvg. " cnj gej q " f g' s wg " r " go r t guc " hgu' qht geg' b ² vqf qu " { " v² eplecu' gur ge " hkecu' r ctc " gn' f guclt qm " f g' f gvto kpcf qu' r tqf wevqu. " ukgo r tg " dclq " r " f kt geek p " f g " VCUC 0Uki wkgpf q " c " mqu " glgewwxqu. " gn' qdlgvkxq " f gn' cp^a rkuku " f g' r cu' 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 " kpxguki c " r " vtc { gevqtkc " f gn' r tqxggf qt " gp " gn' b gtecf q. " cpcrk cpf q " uk' gu' ecr c | " f g " cht qpvct " gn' vcdclq. " 4 + " ug " tgerk c " wpc " t gwpk p " f qpf g " r " cwqr ct vkuv " r t gupvc " r " r tqr wguv " { " o gpekqpc " uwu' 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 " gvr c " f g " gzco gp " f g " eqo r gvkkxf cf " gp " r " ewcn' lug' r kf g " wpc " eqvkl cels p " f g " wpc " r kgl c " { " ug " eqo r ctc " gn' plx gn' 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' plx gn' f g " r tgekqu "

⁴²⁹ "Eqo q " ug " xkq " gp " gn' Ecr " f wru " 4 " guv " r " g { " hmg " 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' f g' tglpvgi tq " f g' et² f kq " hkecn' r wgf g' xctlct " f guf g " gn' 6 " " cn' 37 " " f gn' xcmq " gz " h' dtlec " f g " r cu' cwqr ct vgu' pcekqpcrgu' c " r cu' s wg " j ceg " tghgt gpek " r " r " g { . " f gr gpf kpgf q " f gn' eqpvkpf q " mcecn' f gn' xgj " f wru. " c " r ct vq " f g " wp " o " plq q " f g " 52 " 0Gp " 4244. " VCUC " gtc " wpc " f g " r cu' qecu' 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 " kphqto cels p " p " q " gu' r Aditec. " ugi Ap " mqu' glgewwxqu. " Vq { qvc " gu^a " wpu' r cuqu' cf grcpvg " t gur gevq " cn' t guvq " gp " guv " f ko gpuk p " " Nwku " N » r gl . " gpvt gxkuc " r gt uqpcn " 38 B4 4244 +0 " Guvq " gu^a " gp " r " f " pgc " eqp " gn' kpf kecf qt " eqpvt wkl q " r ctc " guv " vgu. " r t gupvcf q " gp " gn' Ecr " f wru " 40

guv^a "gp" rfp gc. "ug" eqp v p À c "wpc" gvr c "f g" f guctt qm q "f g" r tqxggf qt gu. "wpc" r ct v g" o^a u^v eplec" { " o gpqu'eqo gtekr0"

Rctc "guv" À nko q "gz kug" wpc" i gt gpek "gp" gn'f gr ct vco gpvq "f g" Eqo r tcu' mco cf c "Supplier Production Tracking Team" *URVV+ "rc" ewcn'ug" f gf kec" c "mqu" pwxqu" r tq { gevqu0 Gp" guc" pwxgc" gvr c "ug" kpxqmetcp "hqu" f gr ct vco gpvqu" f g" kpi gplgt c "f g" Rtqf wevq" { "Ecrkf cf 0l . "f gr gpf kqpf q "f g" rc" eqo r nglk cf . " vco dk² p" r wgf g" r ct vlek² ct" gn' f g" Nqi "f vlek0" Nwgi q. " gn' f gr ct vco gpvq" f g" Rtqf wek² p "gu" gn'ekgpv² hpcn'f g" guv² r tqeguq *Nwku" N> r gl . "gpvt gxluc" r gtuqpcn "38 134 14244+0"

" Gp" ewcpvq "c" rc" pgi qekcek² p. "ug" r wgf g" j cegt "wpc" f kxkpek² p "gpvt g" cs wgmqu" r tqxggf qt gu" f g" Vq { qvc "hwgtc" f gn' r c "u" { "mqu" s w² m² uqp" uqm" gp" Cti gpvkc0 Gp" gn' r tko gt "ecuq. "rcu" eqpf kekqpgu" eqo gtekrngu' i gpgtcm gpv² uqp "wpc" gz vepuk² p "f g" rcu' eqpf kekqpgu" guvdrgek² cu' r qt "rc" ecuc" o cxtk . " m² s w² " hcek² k² c" rc" pgi qekcek² p "gp" Vq { qvc "Cti gpvkc" { "pq" eqpukw² { g" w² " hcevqt" et "f vlek0" Nqu" cur gevqu" c" eqpuk² gtct" gp" gn' cewgtf q" eqo gtekrn' eqpukv² gp" ucdgt" uk' gn' r tqxggf qt" r wgf g" f guctt qmct "wpc" r kgl c" { "uk² r wgf g" ewo r rkt "eqp" mqu' tgs wgtko kpvqu" f g" ecpvk² cf { " r rc| q "f g" gpvt gi c0 Gp" gn' ugi wpf q" ecuq. "rcu" eqpf kekqpgu" eqo gtekrngu" { "rc" hqto c" s w² cf qr vep" mqu" cewgtf qu" uqp" tgur qpucdk² cf "f g" Vq { qvc "Cti gpvkc" cwps w² eqp" hpgco kpvqu" i gpgtcngu" f g" rc" ecuc" o cxtk " *Tco c. "4226+0"

" Wpc" xgl "f gek² kf q" r qt "VCUC" gn' eqo kgl q "f g" wpc" t greek² p "eqo gtekrn' eqp" w² r tqxggf qt. " ug" hto c" w² cewgtf q" i gpgtcn' f g" eqo r tcu' gp" gn' ewcn' ug" guvdrgeg² mqu' hpgco kpvqu" d² ulequ" f g" rc" t greek² p0 Gp" guv² cewgtf q" ug" r qp² f g" b cph² guv² s w² rc" t greek² p "gu" c" rcti q" r rc| q { "f g" dgpghlek² q" o www0 Vco dk² p "ug" guvdrgeg" gn' r rc| q. "rc" ecpvk² cf "f g" r kgl cu" f g" tgr qulek² p" r ctc" tgr wgvqu" wpc" xgl "vgt² kpcf c" rc" ugtk² f g" w² o qf gm. "rc" gpvt gi c" gp" vko r q { "hqto c" { "guv² pf ctgu" f g" ecrkf cf 0 Cf go^a u. "ug" f vgt² kpc" rc" xqmw² vcf { "gn' eqo r tqo kuq" r qt" r ct v g" f gn' r tqxggf qt "f g" r gto kkt "rc" kpvtxgpek² p "gp" uwu" r tqeguqu" f gn' r gtuqpcn' f g" VCUC" r ctc" mqi tct" mqu" guv² pf ctgu" f g" ecrkf cf " guvdrgek² qu" { "t gcrk² ct "rcu" o glqt cu' eqtt gur qpf kpvqu" gp" gn' ecuq "f g" hcrcu0"

" Ncu" cev² xkf cf gu" eqplwpvcu" { "f g" eqqr gtcek² p "eqo kgl cp" c" vpgt" r tqvci qpkuo q" gp" rcu" hcugu' kpek² rcu" f gn' f guctt qm q "f g" r tqxggf qt gu0 Guv² f guctt qm q "r wgf g" m² xct "f g" f qu" c" vtu" c² qu" { " guc" xctkcek² p "ug" f gdg" cn' p² kxgn' f g" vcpuh² gt gpek" vepqni kec" s w² ug" t gcrk² c" f g" Vq { qvc "c" mqu" r tqxggf qt gu0 Gn' vcdclq" eqplwpvq" eqo kgl c" eqp" gn' cp^a ruku" f g" mqu" r tqeguqu" r tqf wev² xqu" f gn' r tqxggf qt { "f g" rcu' pgeguk² cf gu" gur ge "hccu" f g" Vq { qvc "eqp" t gur gevq" cn' cwqr ct v² kuc0 Guv² gu" cu" f r qts w² r ctc" s w² gn' r tqxggf qt "ugc" gn' t gur qpucdr² f g" hcdtlect "wpc" r kgl c" f gdg" kpeqtr qtct "w² r tqeguq" r tqf wev² xq. "cf cr vct" q" eco dkct "wpc" o^a s w² kpc" q" et gct "wpc" pwxgc" rfp gc" f g" r tqf wek² p0 Rt kpek² cm gpv². "gn' cwqr ct v² kuc" f gdg" eqo r tgp² f g" kpeqtr qtct "mqu" r tpek² kqu" t gevqt gu" f gn' VRU0 Nc" v² p² f gpek² "gu" s w² gn' r tqxggf qt "cf s w² gtc" rc" o gvqf qm² i c { "gp" w² " hwwt q" ug" o cpglg" eqp" cwqpqo c { " *Tco c. "4226-343+0"

" Ukp" go dcti q. "vo dl2p" gz kug"wp" nfb kg" c" f lej q" guxf q" f g" cwqppqo "c0'Rqt" glgo r nq." o kprvcu'qvtcu'vgo kpcrgu'gpecti cp" c"uwu'r tqxggf qtgu'rc'etgcek»p" f g'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" { "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." tgvplkpf 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' hcf 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"gn' c"u" vo dl2p" vkgpg" i twr qu" f g" cwqr ctvkvu. "vrgu" eqo q" Hqtf " { "Xqmuy ci gp." guvqu" gu³ p" o a u" qtkpvcf qu" c" ewgukqpgu" eqo gtelekrgu." r tkpek cm gpvg." pgi qekcekqpgu" f g'r tgekqu'0Gn'gphqs wg' f g" CRVC" gu'f kkvqv " { c" s wg" gu³ " 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. "gu³ "bo a u'xkpewrcf q'cn'VRU" f kgevt" f g'go r tguc"cwqr ctvkvu"bo kgo dtq" f g'CRVC." gpvtgxkvu" r gtuqpcn"4213414244+0"

C"uw'xgl. "VCUC" qti cpk c"vqf qu"mqu" c° qu"vpc" eqpxgpek»p" cpwcn'f g'r tqxggf qtgu gp"gn' o cteq" f g" CRVC'0Gp" gm" r ctvlekr cp" cwqtkf cf gu" f g" Vq{ qvc" O qvt" Eqtr qtcvkvq. " f g" Vq{ qvc" Cti gpvkc. " f g" Vq{ qvc'Dtcukn' { " f g'ru'r tkpek crgu" go r tgucu'r tqxggf qtcu'0Cn'f"ug'qvqi cp" r tgo kqu" gp"tgu'ecvqi qt"cu'«ecrkf cf. "mji "vkec" { "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" tgcrc k" eqpuvcpygo gpvg"cevxxkf cf gu'f g" ecr cekcek»p" eqp" r tqxggf qtgu. " eqp" gn'qdlgvq" f g'hqtvrgegt"rc"i guk»p" f g'vgo cu'ercxg"gp"uw'ecf gpc" f g'xcmt0C"vtx² u'f g" guvcu" cevxxkf cf gu'rgu'dtkpf cp" c"uwu'cwqr ctvkvu" kputwo gpvqu'r ctc" hqtvrgegt" { "o glqtct"rc"ugi wtkf cf " { "rc'ecrkf cf 0Gpvtg'cni wpcu'f g" guvcu'ug"gpewgpvtcp<3+"Jishuken" d³ uleq<cevxxkf cf "f kki kf c" c"vqf qu" mqu" r tqxggf qtgu"cwqr ctvkvu" eqp" o kcu" c"rc" o glqtc" gp" mqu" r tqeguqu. "4+"Jishuken" cxcpl cf q< cevxxkf cf " s wg" dwuec" o glqtct" r tqeguqu" gp" v² to kpqu" f g" ecrkf cf. " r tqf wvxxkf cf. " ghkekpgk" q" gur cekq" eqp" wpc" o gvqf qmji "c" et"vkec. "5+"Ji-kotei Kanketsu<guc"cevxxkf cf " r tqr qpg" eqpvt wtk"rc"

42: "F g'vqf qu'bo qf qu" gn'tgeco 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+ Cevkxkf cf " f g' r' tqxggf qt" f g' r' ppgc" o qf gmq" / *Problem Solving* ó E f ewtqu" f g' ecrkf cf < c" vtcx² u" f g' guvc" ug" lpeqtr qtc" gn' Ukuvgo c" f g' Rtqf weekp" Vq{ qvc" c" ecf c' r' tqxggf qt" c" hkp" f g' hqtvrgegt" { " o glqtct" uw" ugi wtkf cf . " ecrkf cf " { " ukuvgo cu" f g' equvqu0"

Gp" tguwo gp. " VCUC" co r rñs" hwtvgo gpvg" uw' dcug" f g" r' tqxggf qtgu" hqecrgu" f guf g" uw' kpuvcrekx" p" gp" gn' r c" f u0Guvq" ug" j k q" eqp" wpc" r ct vlek cekp" cevkc" f g' r' vgo kpcn' gp" hqu' r' tqeguqu" f g" o glqtc" f g' r' cu" cwqr ct vkuvcu. "qvqti 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 dk² p" b" cpvplkpf q" cñqu" p kxgrgu" f g' gzki gpek" { " eqpvtqnludtg" guvcu" hto cu0Gpvtg" hqu" f kulpvqu" epcrgu" f g' eqqr gtcekp" f g' VCUC" eqp" uwu' r' tqxggf qtgu" ug" gpewgpvtcp" gn' *Supplier Production Tracking Team* *URVV+ " r ctc" rñ" kpenwukx" p" f g" wp" pwxq" r' tqxggf qt. " rñ" Cuqekcekx" p" f g" Rtqxggf qtgu" f g" Vq{ qvc" Cti gpvkpc" *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" pewtqu" gpvtg" rñ" vgo kpcn' { " hqu' r' tqxggf qtgu" hqecrgu" grgi kf qu0"

5.3 - Proveedores de Toyota en Argentina

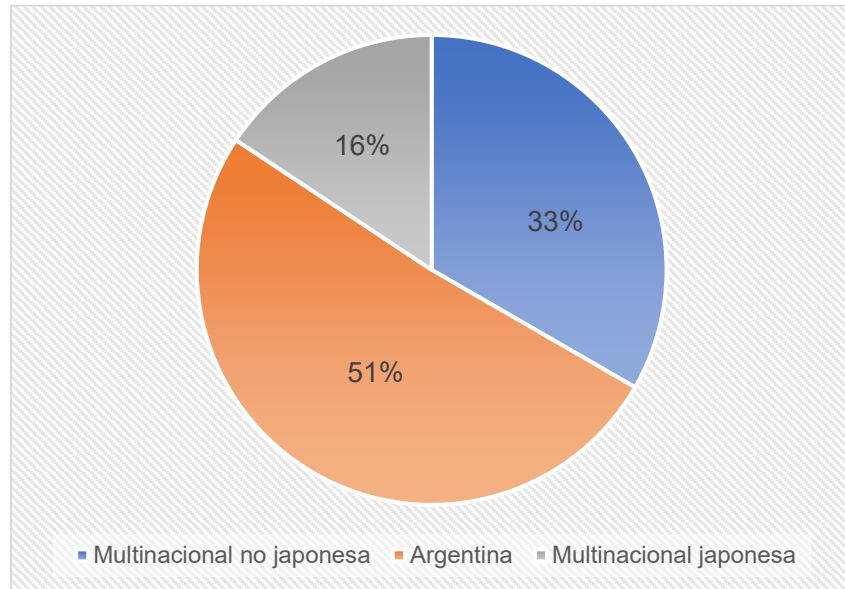
Nqu' r' tqxggf qtgu" f g' Vq{ qvc" Cti gpvkpc" ug" r' wgf gp" emukhlect" gp" tgu' i twr qu' f kulpvqu" ugi Ap" uwu' qt" f g' pgu< c+ O wñkpcckqpcrgu" lcr qpgucu. " d+ O wñkpcckqpcrgu" p q' lcr qpgucu" { " e+ Nqecrgu0²: " Gp" gn' c° q" 4242. " VCUC" hq" eqo r tcdc" f k gevo gpvg" c" 84" cwqr ct vkuvcu" 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" gñcu0³² ""

Cu" f " emukhlect" p q" c" rñu" hto cu" f g" guvg" i twr q. " ug" r' wgf g" o gpekqpc" s wg" hqu' r' tqxggf qtgu" o wñkpcckqpcrgu" f g" qtki gp" lcr qp² u" gtcp" gn' 38" " f gn' vcn' f g' r' cu" cwqr ct vkuvcu" f gn' r' tko gt" cplmq" f g" VCUC" *xgt" I t^a 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" uwdulf kctkcu" gp" gn' o wpf q0Guv" 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 ^a u. " rñ" o c { qt' r' ctvg" f g" guvcu" eqo r c° f cu' ug" kpuvcrekx" p" gp" Cti gpvkpc" c' r' ct vkt" f gn' *follow sourcing*. " gu" f gek. " uki wlgpf q" c" rñ" uwdulf 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" p kxgn' i mdcn' *F gpuq. " Lgnm' Cwqo qvkg. " Vq{ qvc" Dquj qmw" { " Vq{ qvc" Vuwuj q+0"

⁴²: "Rctc" xgt" gn' f gvcng" f g" guvqu" k' c" rñ" Vcdñ" 2/35" f gn' Cpgzq" Guvcf f uñkrcrgu"

⁴³²: "Rctc" eqpuwñct" lqdtg" guvc" tgeqput weekp" xgt" rñ" P qvc" O gvqf qñ" i kec" 80"

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



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

Gp"ugi wpf q"mi ct. "ug"gpewpvtcp"mu'r tqxggf qtgu"o wmpcekqpcrgu"eqp"r t gugpek"gp" Cti gpv'pc"*55' +. 'mu'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"mu" 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'k'pwawcn'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'qt'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 A'p'lw'qtki gp'pq'v'gpg'i t'cp'f gu'f k'gt'gpekcu"*gl'gew'kxq'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'cect's wg'rc"i t'cp"o c { qt'f'f g' gu'qu'ug'f gf k'ecp" c"ce'v'k'f cf gu"o' a u'uko r ngu. 'v'rgu" eqo q"rc" h'cdt'lecel&p" '{ "r tqx'k'p'f g'r ct'v'gu"o g'v' r'ecu" '{ "r r' u'w'ecu'0' O w'ej cu'f g' gu'cu'cwqr ct'v'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, mu'ewcrgu'uqp'f k'f'ek'rgu" '{ " equ'qucu'f g'v'cpur qt'v'ct'0"

⁴³³"Gu"ko r q't'v'p'v'f g' gu'cect's wg'gn' r'k'v'f 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'gpg'p's wg'gp'4242'gn'v'q'v'cn'f g'r tqxggf qtgu'f k'g'v'cu' uqp'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'gpg'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'k'ct' u'q'd't'g'g'ug'v'g'ng'x'co k'gp'v'q'eq'p'w'v'ct'rc'P' qvc'0' g'v'f 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'hdtklecp"gp"gnr c"ju' ug" gpewgpcp<' ckt gu" ceqpf lekqpcf qu" *F gpuq+." culgpvqu" *Vq { qvc" Dquj qmw+." ukungo cu' f g' kphqto cek>p" {" gpvtgvpko lgpvq" *infotainment+ " *O ki qt+." ecdrgu." vcdrgtqu" {" r cpgrgu" f g' kpuvwo gpvqu"*[c| cnk+*Nwku"N»r gl ."gpvtgxkuc'r gtuqpcn"38B44244+0'Gu'f gekl."s wg."uk'dkcp"rc" o c {qt'c" f g'mqu'r tqxggf qtgu'tcf kecf qu"gp"gnr c"ju' f g"Vq { qvc"uqp'f g'ecr kcrngu'pcekqpcrgu."uqmq' wpq'f g'gmqu."O ki qt."hdtklecp'r ctvgu'eqo r nglcu'0Nqu'qvtqu'tgu'r tqxggf qtgu'f g'r ctvgu'f g'o c {qt' xcmqt'ci tgi cf q'uqp'cwqr ctvku'ci' i nqdcrgu'lcr qpgucu."f qu'f g'gmru'f gn'I t w r q"Vq { qvc" *F gpuq" {" Vq { qvc'Dquj qmw+0Cj qtc'dkcp."c'r ctvkt'f g'guxqu'f cvqu'ci tgi cf qu'cn'4242'gu'ko r qt vcpvg'eqp qegt" e»> q'ug'hngi »>'c'gux'ukwcek>p'gpvtg'rcu'r tkpekr 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'0Guq"ug"vcdclc" c"eqpvkpwcek>p"gp"dcug" c"rc"vtc { gevqtk" f g'rcu'r tkpekr crgu'qpeg' cwqr ctvku'f g'VCUC'tcf kecf cu'gp"gnr c"ju'0

5.4 - La trayectoria de las principales proveedoras autopartistas de TASA radicadas en Argentina

5.4.1 - Proveedores multinacionales japoneses

5.4.1.1 - Denso

" F gpuq" Cti gpvkc" gu" rc" hkrcl' mrcn' f g" rc" ukungo kuc" o wnkpcckqpcn' lcr qpguc" F gpuq" Eqtr qtcvqp."wpc'f g'rcu'o a u'i tcpf gu'f gn'o wpf q" {" r ctvg'f gn'I t w r q"Vq { qvc'³⁴"I nqdcrgu' gpvg." F gpuq" r tqf weg" wpc"i tcp" xctkcf cf "f g' ukungo cu' eqo r nglqu" r ctc" xgj' f wru" gpvtg" mqu" s wg" ug" gpewgpcp<' ukungo cu' v'to lequ." powertrain" *ukungo cu' f g" eqvtqn+." ukungo cu' grgext>plequ." ukungo cu' gr'extlequ." o qvtgu" gr'extlequ." gpvtg" qvtqu'0'Gp" Cti gpvkc."rc" hko c"ug'f gf kec" c"rc" r tqf wek>p" f g' vqf q' gn' ukungo c" f g' erko cvk' cek>p." kpnw { gpf q" eclcu' f g' cktg' ceqpf lekqpcf q." o cpi wgtcu' f g'ci wc."tcf kcf qtgu' f g'ecng'ceek>p." eqpf gpu'cf qtgu." wdg' f cu." hktqu' f g' cktg." gpvtg" qvtcu'r ctvgu'0

" Nc'cwqr ctvku' lcr qpguc' mgi »>'cn'r c"ju'gp'3; ; 8. f g'rc' o cpq' f g'VCUC." cwps wg'ug' kpuvcr>" gp"E>tf qdc'r ctc'r tqxggtr' vco dk' p" c" Hkv' Cti gpvkc'³⁵" Gr'cewgtf q' eqp'rc' eqo r c' o' f g' qtki gp" kcrkcpq'ug' f g' tkxc' f g' wp' joint-venture s wg' F gpuq' vgp' f c' eqp'rc' cwqr ctvku' kcrkcp' s wg' gtc' r ctvg'

³⁴"Gp"v'to lppu'i gpgtcrgu."gp"gn'uki m'ZZ K'gn'rkf gtc| i q' f gn'cwqr ctvkuo q' i nqdcn'ug' f kur wc'gpvtg'F gpuq" *Lcr »p+." Dquej "Crgo cplc+ {" O ci pc" *Ecp'cf a -0

³⁵"F gpuq" Eqtr qtcvqp'rgu'r tqxgg'ukungo cu'c'vqf cu'rcu'vgo kpcrgu'f gn'o wpf q" {" guv' r t gupvg'gp'rc' o c {qt'c' f g'mqu' r c"ju'eqp' kpf wvkc'cwqo qvtk' ."ukp" go dcti q."uuw'r tkpekr crgu'erlcpvqu' i nqdcrgu'uqp'rcu'vgo kpcrgu'cwqo qvtlegu' lcr qpgucu'0Ugi Ap'gn'f k'gevqx' f g'F gpuq' Cti gpvkc'gpvtgxkucf q."gux'vkr q' f g'r lgi cu'eqo r nglcu.'cnleqo q'rc'ecle'f gn' cktg' ceqpf lekqpcf q."uqp'eqo r tcf cu'c' ukungo kuc'u' i nqdcrgu'r qts wg' qhtgegp'wpc'cnc' eqphcdk'cf 'r ctc'rc'vgo kpcn'0 Gr'tlgu' q' f g' vpgt' r tqdrgo cu'gp'gux'vkr q' f g' ukungo cu'gu'cnq" {" rcu'vgo kpcrgu'pgegu'kcp" i ctc'p' f cu' f g'uw' dwgp' hwpekqpc' kgpvq" *Lwcp' P qxgm'gpvtgxkuc'r gtuqpcn'49174244+0

f gnl twr q'Hlcv'O ci pgwkO ctgnk'gp'Gwtqr cOC'r ctvt'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 qtc'kqp'eqo r t>"
rc'f kxkuk>p'f g'ukugo cu'v'to lequ'f g'rc'cwqr ct'kuc'kcrkpc"{'f g'f g'gug'o qo gpvq'eqo gp| ctqp'c"
mco ctug'F gnuq'Cti gp'kpc0"

" Gnl'ekgtt'f g'Hlcv'Cti gp'kpc'c'kpgu'f g'3; ; 2"ko r cew>'pgi c'kxco gpv'gp'F gnuq.'s wg.'uk"
dkp'r tqxg'f'c'Vq{qvc'f wcpvg'iqu'r tko gtqu'c° qu'f gnl'4222'°cr tqzko cf co gpvg'42022'wplf cf gu"
cpwrcgu+:'guv'pq'rg'i gpgtcdc'rc'gucrc'uw'k'k'p'v'g'r ctc'ugt'tgpvcdng0F g'gug'o qf q.'c'r ctvt'f g"
pgi qekckppgu'k'p'v't'p'ck'p'c'ng'u'gp't'g'rc'u'ecucu'o c'v'k'gu'f g'F gnuq"{'Hlcv.'rc'cwqr ct'kuc'lc'r qp'guc"
eqo gp| >'c'g'zr qt'v'ct'ng'c'Hlcv'Dtcuk'r ctc'eqo r gpuct'rc'ec'f'c'f g'rc'r ct'v'g'cti gp'kpc0Lwcp'P q'x'gm"
i gt'gp'v'f g'F gnuq'Cti gp'kpc'f g'f g'4227.'uqu'k'p'g'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 q'x'gm'gp't'g'x'k'uc"
r gtuq'pcn'49 I7 I4244+0³⁶"

" Nwgi q.'gn'et'gelo k'p'v'q'f g'VCUC'ngu'f kq'gn'xq'no gp'uw'k'k'p'v'g'r ctc'i ctc'p'k'ct'rc"
t'gp'v'cd'k'k'f cf.'c'w'p's wg'rc'v'g'to k'pcn'lc'r qp'guc'et'gelo'v'cp'v'q's wg'iqu'r tq'd'ng'o cu'uw'i k'gt'qp'r qt'q'vt'q"
rc'f q'<'rc'u'k'p'x'gt'uk'p'p'g'u's wg'ug'v'p'f'c'p's wg'j'cegt'r ctc'i ctc'p'k'ct'rc'u'r ct'v'g'u'r ctc'guqu'p'k'x'gr'gu'f g"
r tqf week>p0'c'n't'gur ge'vq.'iqu'f k'g'v'k'x'qu'eqo gp'v'p's wg'w'x'k'gt'qp's wg'v'cd'cl'ct'hw'gt'v'go gp'v'g'cn"
k'p'v't'k'q't'f g'rc'q'ti c'p'k'c'ek>p' k'p'v't'p'c'ek'p'c'n'r ctc'eq'p'ugi w'k't'rc'u' k'p'x'gt'uk'p'p'g'u' p'g'g'uct'k'cu'r ctc"
cwo gp'v'ct'rc'ecr c'ek'f cf'f g'r tqf week>p0'P q'x'gm'uqu'k'p'g's wg'F gnuq'pq'v'k'p'g'i t'cp'k'p'v't'g'u'gp"
k'p'x'gt'v'k'gp'Cti gp'kpc'f g'd'k'f q'c'uw'x'c'k'x'g'p'g'u'ge'q'p>>o lequ'f'rc'ko r qu'k'k'k'f cf'gp'f'k'k'p'v'qu'c° qu'f g"
i k'ct'w'k'k'f cf'gu'{'f k'k'f g'p'f qu'0'Q'v'c'r ct'v'g'f g'guc'k'p'x'gt'uk'p'rc'r w'f k'gt'qp'ew'd't'k'eq'p'et'f k'k'qu"
HQP'F'GCT'f gnl'q'd'k'gt'p'q'p'c'ek'p'c'n'cti gp'k'p'q'gp't'g'4236"{'4238.'f g'rc'bo kuo c'hq'to c's wg'iq'j'k'q"
Vq{qvc³⁷'F g'gug'o qf q.'cwo gp'v'ct'qp'rc'ecr c'ek'f cf'f g'r tqf week>p"{'r w'f k'gt'qp'r tq'x'g'gt"
uc'v'k'uc'v'q't'k'co gp'v'g'c'rc'v'g'to k'pcn'lc'r qp'guc0'c'n'4243.'F gnuq'h'cd't'k'c'd'c'c'it'g'f'gf'qt'f g'36'r k'g'cu'f g"
iqu'x'g'j'f'ew'qu'f g'VCUC.'gp't'g'iqu's wg'ug'g'p'eq'p'v'cd'c'p'<'e'cl'cu'f g'c'k'g.'eq'p'f'g'p'uc'f'q't'g'u.'t'c'f'k'c'f'q't'g'u."
r k'g'cu'r r'f'uw'k'cu.'o c'p'i v'g't'cu.'w'd'qu.'gp't'g'q'v'cu'0"

" Nc't'g'rc'ek>p'f g'F gnuq'eq'p'Vq{qvc'gp'Cti gp'kpc'gu'r ct'v'ew'rc'to gp'v'f'k'gt'gp'v'g'c'n'f'g'n'f'g'u'v'q"
f g'rc'u'cw'qr ct'k'uc'u's wg'p'q'u'q'p'r ct'v'g'f gnl' twr q'Vq{qvc'0R't'k'p'ek'c'm'gp'v'g.'f g'd'k'f q'c's wg'F gnuq"{'c"
v'k'p'g'k'p'eq't'r q't'c'f q'gn'r tq'eg'qu'r tq'f w'v'k'x'q'f gnl'VRU"{'rc'h'k'qu'q'f'f'c'f g'Vq{qvc'0R'q't'iq'v'cp'v'q.'p'q'ug"
ng'x'c'p'c'ec'd'q'v'cp'v'cu'ce'v'k'k'f cf'gu'f g'f'g'uct't'q'm'q'f g'r tq'x'g'g'f'q't'g'u'q'bo g'l'q't'cu'f g'ec'k'f cf'0C'uk'o kuo q."

⁴³⁶"Gu'q'eq'p'v'c'uc'eq'p'uk'f'g't'cd'ng'o gp'v'g'eq'p'gn'ec'uc'f'g'G'ug'd'c'p'E'q't'f'g't'q.'c'w'qr ct'k'uc'iq'ec'n's wg'ug'f'g'uct't'q'm'c'a"o a u"
cf'g'p'v'g.'gp'gn'ew'cn'c'p'v'g'w'p'c'uk'w'c'ek>p'r ct'g'ek'f c.'p'q'ng'f'k'gt'qp'p'k'p'i w'p'c'uw'w'ek>p'f'g'f'g'Hlcv"{'gu'w'x'q'c'n'd'q't'f'g'f'g'rc"
s w'k'g'd't'c'0'
⁴³⁷"G'nl'et'f k'q'HQP'F'GCT'ew'd't'k'&62'o k'm'p'g'u'f g'iqu'&74.7'bo k'm'p'g'u's wg'equ>'rc'k'p'x'gt'uk'p'°HQP'F'GCT.'4237+0"

reucevklcf 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 qekcekqpgu'mecrgu'r ctc'cdcugegt'f g' r kgl cu'cn'Rgwi gqv'428."j cuw's wg'eco dl»'uw'r rxcqto 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' vto lequ'c'Xqmuy ci gp."Hqtf."{ 'I gpctcn'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"E»tf qdc." f qpf g'r qugg"xgpvcl'r qt'rc'egtecp'f'i gqi t' hlec0'Rqt"qvtq'rcf q."F gpuq"wo dl'p'eqo r kvg"eqp" O kti qt'gp'ukugo cu'grgevt»plequ."cwps wg'rc'cwqr ctvkw' lcr qpguc'pq'vkgp'g'tcf kecf c'uw'f kxkuk»p" f g'grgevt»plec'gp'Cti gpvpc.'ukpq'gp'Dtcuk0"

P q"qducpvg."cni wpu'r tqf wevqu'grgevt»plequ'cnco gpvg'uqhwkecf qu's wg'hcdtlec'F gpuq" gp"Dtcuk⁴³⁸"{ "Lcr »p"pq"uqp"r tqf wekf qu'r qt"O kti qt0'Rqt"glgo 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"vplf q'kpvpekqpgu'f g'vcdclct"gp'eqplwpvq"eqp'F gpuq"r ctc' f gucttqmt" guvg" vkr q'f g'r tqf wevqu."r gtq"f guf g'rc'ecuc"o cvtk' f g'F gpuq"Eqtr qtcvqp"j cp" uquvplf q's wg'gug'know-how"pq'ug'r wgf g'vcpuo kkt'c'qvtq'r tqxggf qt0'Ugi Àp'P qxgm""tenemos un know-how de 40 años de producir. No cualquiera lo puede localizar. Necesitamos años de capacitación para poder llegar a ese nivel de calidad" *Lwcp'P qxgm"gpvtxkuc"r gtuqpcn" 49 17 14244-0)

F g'gug'o qf q."ug'r wgf g'f gucect's wg'guc'cwqr ctvkw'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'kpvtpcekqpcngu'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'kpvtpcekqpcn"{'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' i mdcn'gp" eqo Àp0'Gp"r ctvkwrt."ug" f gucec"rc" ko r qvpekf'f g'mu'et² f kqu'r Àdtequ"HQP F GCT"r ctc"co r rkt'uw'ecr cekf cf "f g'r tqf week»p" c"

⁴³⁸"Nqu'f kgevkqu'f g'F gpuq'eqo gpvc'p's wg'c'o gf kcf qu'f g'3; ; 2'F gpuq'gpxk»wpc'r ctvg'f g'uw'f kxkuk»p'grgevt»plec' f g'Lcr »p" c'O cpcqu."Dtcukn"gp'f qpf g'ug'hcdtlecp"guvg' vkr q'f g'r kgl cu'grgevt»plecu0'Gp'guc'f'f dtlec" vcdclcp" o c{qto gpvg'go r ncf qu'lcr qpgugu"{'ng'r tqxggp'gucv'r kgl cu'et'f'kecu'uqm'c'erkpvgu'lcr qpgugu'crgu'eqo q'Vq{qvc." J qpf c."I co cj c"{'J qpf c0'Rqt"qvtq'rcf q."rc'f kxkuk»p'vto kec'f g'F gpuq"wo dl'p'vkgp'wpc'r t'gugpeke'o w'uw'gtkqt" gp'Dtcukn'f qpf g'vkgp'ugku'f dtlecu"{'wp'egpvt'f g'f kug' q0'Ukp'go dcti q."rc'cnc'r t'gugpeke'kpf wutkn'f g'F gpuq'gp' Dtcukn'pq'ug'f gdg'r tlpekr cm gpvg'c'Vq{qvc'ukpq'c'Ugmrpvku.'r ctvkwrtco gpvg'c'Hkcv'uw'r tlpekr cn'erkpvg."{c's wg' guc'hko c'vkgp'pkxgru'f g'r tqf week»p'b w' c'cnqu'gp'gn'r c'fu'xgekq0

o gf kcf qu'f g"re" f² ecf c" f gn'4232" cpvg" r" f hkwncf " r ctc" r" qdvpekp" f g" hkpceko kgpv" r ctc" kpxgtukppgu" cn' kpvtkqt " f g" r" qti cpl ceko" kpvtpcekppcn" f g" hqto c" uko kct " 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" r" hkn' n' m' ecf" f g" r" eqo r c" o" f" c" o" wnkpcckppcn' lcr qpguc" f gn' o kuo q" pqo dtg. " r ctvg" f gn' l' twr q" Vq{ qvc. " f gf kcf c" c" r" hcdtkceko" p" f g" r" u" r ctvgu" kpvtkqt gu" f g" r" qu" xgj f" ewqu⁴³⁹ " Nngi » " c" r" Cti gpvkc" dclq" gn' pqo dtg" f g" O cuvt " Vtko " Cti gpvkc" gp" 4225. " kpuvni pf qug" gp" Eco r cpc. " r tqxlpeko" f g" Dwgpqu" Ckt gu. " r ctc" r tqf wek " rqu" cukgpvu. " kpvtkqt gu" { " grgo gpvu" hkn' cpvgu" f g" r" pwgxc" i gpgtceko" p" f g" J knw' O' Eqp" uw' mgi cf c" f gur rcl » " cn' cpvtkqt " r tqxggf qt" f g" guvu" r tqf wevu" r ctc" VCUC. " r" hkn' n' m' ecf" f g" r" eqo r c" o" f" c" 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" n' mgi q" f gn' o qvt0Rqt" glgo r m. " wp'ugv' f g' ewctq" cukgpvu" f g' wpc" J knw' ". Ål gpgtceko" p" vkgp' 822' r kgl cu' f qu" ckt dci u. " vqf q" gn' ukvgo c" gr' extkeq" r ctc" o" qxgtm. " ukvgo c" f g" xgpvkeko" p" cf gpvtq" f gn' cukgpv. " hwpf cu" f g' ewgtq. " gpvtg" qvtcu0Cf go a u. " guvu" f gdgp" ewo r rkt" eqp" tgs wgtko kgpvu" f g" ugi wtkf cf " gur ge" hlequ" { " wpc" hkn' n' m' ecf" 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" r" Cti gpvkc" eqp" r" kf gc" f g" gpuco dret" cukgpvu0Cu" f" f wcpvg" o" a" u" f g" 32" c" o" qu" ko r qt » " f kxkpvu" r tqf wevu" vgz vkgu" f guf g" Dtcukn' { " Rctci wc { " O kuko" p" Rtqf wekxc. " 3: 19 4244-0' Rgtq. " gp" 4236. " VCUC" mgi » " c" wp" cewgtf q" eqp" gn' UO CVC" c" vtcx² u" f gn' ewcn' ug' pgi qeko" s wg" ug' m' ecf" ct" f" cp" gucu" r ctvgu" gp" Cti gpvkc. " r gtq" uk' ug" mgi tcdcp" eqpxgpku" ucmtkrgu" ceqtf gu" cn' ugevq" vgz vkn' { " pq" cn' cwqo qvtk. " { c" s wg" f g" m" eqpvtctkq" pq" r qf t" f" cp" eqo r gvt" eqp" gn' lequq" f g" rqu" r tqf wevu" ko r qtvcf qu" *T guqmweko" p" O VG{ UU" 34; 5 4237-0' Gur ge" hleco gpvg. " ug" r rcpg » " guvc" m' ecf" ceko" p" gp" gn' Rcts wg" kpf wutken' f g" Xknc" Hrcpftk. " gp" gn' r ctvkf q" f g" Nw^a p. " r tqxlpeko" f g" Dwgpqu" Ckt gu. " { c" s wg" cn' f" ug" j cd" f" cp" wlecf q" f kxgtucu" go r t gucu" vgz vkgu" { " j cd" f" c" o" cpq" f g" qdte" gur geknk cf c" s wg" r qf t" f" go r ngctug" *F cplgn' J gttgtq. " gpvtgxkuc" r gtuqpcn" 3 19 4244-0' F g" guvg" o" qf q. " ug" tcf k » " wpc" pwgxc" r rcpvc" f g" r" cwqr ctvkuc" lcr qpguc" gp" Nw^a p" go r ngcpf q" c" citgf gf qt" f g" 622" r gtuqpcu" { " m' ecf" 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" r" i gtgpeko" f g" VCUC" r ctc" cwo gpvt" gn' lequq" p" q" m' ecf" f g" rqu" xgj f" ewqu" g" ko r rke » " gn' cewgtf q" eqp" r" cwqr ctvkuc" { " gn' ukpf kecvq" r ctc" r qf gt" m' gxcrtm" c" ecdq0'

⁴³⁹ Vco dk' p' hcdtkcpl' n' f' 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 knw"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 gtcwctcu."r qt"m"ewcn"uwi k"gn' r tqdrgo c" f g" s wg" gn'ewgtq" f g"mqu" culgpvqu" vco dl2p"crecp|cdc" vgo r gtcwctcu"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"ukgpvc."gn'ukvgo c"ug" gpekpfc" cwqo a vkeco gpvg0Cu" gn'i gtgpvg"r rcpvgc" s wg" "*nosotros no diseñamos el ventilador en sí mismo, lo compramos, pero todo el cableado, toda la posición, cómo se usa, el diseño de eso lo hicimos nosotros. Y eso después se replicó en otros lugares*". Gu'f gekl."c"r guct" f g"pq"r qugg" gn'f lug° q" f gn'ukvgo c" eqo r rvgq."rc" hkrkn'iqecn' f g" guvc"o vnkpcckppcn'u" mrgxc" 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 qpguc" tgerk »"wp"r tqeguq" f g" *upgrading funcional* gn'ewcn'ko r rlec"r cuct" f g"rc" hcdtkcelep" f g"wp"r tqf wevq" cn'f lug° q" f gn'o ku q."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 knw" I c| qq" Tceklpi 0Gp" guvq" ecuq."rc" cwqr ctvkr"ug"xg" dgpghelc" f c"r qt" gn'j gej q" f g" s wg" gn'f lug° q" guvq"o qf gmj" f g"rc" J knw"ug" tgerk c" gp" Cti gpvpc."r qt" m"ewcn"rg"r gto kg"o c{qt"r ctvlekr cel»p"gp"2 r0C" uw"xgl."guq"rgu"j c" r gto klf q"gzr qtvt" guvcu" hwpf cu" c" Uwf a hlec."{c" s wg" iqu'xqno gpgu"uqp" tgrvko gpvg" dclqu."{." r ctc" pq" vpgt" vqf q" gn'i cuvq" f g" f gucttqmj" gp" Uwf a hlec."ug"m" gpv'f guf g" Cti gpvpc0

" Gp" tguwo gp." Vq{ qvc" Dquj qmw." pq" xlpq" 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" mcekl cel»p" f g" wpc" r ctvq" f g" rcu" r kgl cu" { "eqo r qpgpvu" s wg"ug" ko r qtvcdp" ug" tgerk »"c" r ctvq" f g"rc" f g"rc" cf o kputcel»p" f g" VCUC" r ctc" cwo gpvt" gn'eqpvkpf q" mcecn' f g" iqu'xgj "fwmqu" g'ko r rle» gn'cewgtf q" eqp"rc" cwqr ctvkr" { "gn'ukpf kecq" r ctc" r qf gt" mrgxctm" c" ecdq0Rqt "Anko q." uk'dlcp" guvc" hkrkn'pq" mrgxc" c" ecdq" r tqeguq" f g" kppqxccl»p" f g" r tqf wevq." u" m"j ceg" eqp" 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 weekp's wg'crecp| ctqp'gp'dcug'cnf g'VCUC '{ 'rc'wdecekp'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'hto c'gu'rc'uwdukf kctk'f g'rc'bo wmkpcekqpcnllcr qpguc'[c| cnk'Eqr qtcvkqp.'r tqxggf qt' o wpf kni' f g' tgr wguqu" r ctc" xgj 'fewqu" gphqecf q" gp" rc" r tqf weekp" f g" o c| qu" f g" ecdngu." kputwo gpvu'{"eqo r qppgvu'eqo q'eqpgevtgu'{"vgt° kpcrgu0| c| cnk'gu'rc'r tqxggf qtc'i mdcnif g' ecdngu'f g'Vq{ qvc'{"ug'fcf kec'gp'vqf qu'mu'r c'fugu'f qpf g'rc'vgt° kpcnif gekf g'kpuvrcrtug0³: 'Cnki wcn' s wg'mu'ecuqu'cpvgtkqtgu." guc'hto c'gu'wpc'ukvgo kuc"o wmkpcekqpcn'f g'qtki gp'lcr qp²u." ukp' go dcti q."c'f hgt gpek'c'F gpuq'{"Dquj qmw'guc'pq'r gtvgpeg'cn'l 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.'ukgpf q'rc'r tko gtc'r rcpvc'f g'[c| cnk'O gtequw0'Gp'uwu'kpekqu.'rc" hto c'hcdtkedc'vqf qu'mu'ecdngu'f g'rc'Vq{ qvc'J kwz0³: 'Gp'gn'4227'eqp'gnr tq{ gevq'KO X.'| c| cnk' eqo gp| »c'r tqf wekt'rc'r ctvg'grgext»plec'f g'mu'r cpgru'f g'kputwo gpvu'r ctc'mu'xgj 'fewqu'f g' Vq{ qvc" Cti gpvkpc." cwps wg" guvq" gu" d° uleco gpvg" wp" gpuc° drcf q" f g" f kpkvcu" r kg| cu" {" eqo r qppgvu'ko r qtwcf qu0' "

Cf go^a u.'gp'4227.'| c| cnk'Cti gpvkpc'f gekf g'ngxct'wpc'r ctvg'f g'uw'r tqf weekp'f g'ecdngu' c'Wwi wc{.'cdtkgpf q'wpc'r rcpvc'cn'0'Guc'f gekuk»p'guwxq'xkpewrcf c'c'f kpkvcu'hcvtqtgu'ugi 'Ap' Etknkcp'Equc.'i gtgpvg'f g'Xgpvcu'{"Rtq{ gevqu'f g'rc'eqo r c° 'fc'f guf g'422; 0'Gp'r tko gt'hw ct.'rc" r tqf weekp'etgek»r qt'gn'cwo gpvq'f g'Vq{ qvc'{"r qt'rc" kpeqtr qtcekp'f g'I gpgtcn'O qvqtu'{" Ej t{ ungt'eqo q'enkpvu.'hq'ewcn'ngx»c'rc'pgegukf cf 'f g'cwo gpvt'rc'ecr cekf cf 'f g'r tqf weekp0⁴²" Rqt'qvtq'rcf q.'rc'hcdtkcekp'f g'ecdngu'kpg'rc'ectcevt'f'wkec'f g'ugt'o cpq'f g'qdtc'kpvgpukc.⁴⁴³" r qt'm'wcpvq."gn'r qtegpvc'g'f gn'equv'ncdqtcn'gu'o^a u'cng's wg'gp'rc"o c| qt'fc'f gn'tguv'f g'rc'u" cwqr ctvkuc0' Cf go^a u." gn' glgewkxq" o gpekqpc" s wg" gpvtg" 4225" {" 4227" gzkw'fc" wpc" cnc" eqphkexkf cf 'eqp'gn'UO CVC.'gp'h'pge'eqp'hq's wg'uwegf 'fc'gp'gn't guv'f g'rc'kpf wutk'cwqo qvtk' " gp'gug'r gt'qf q0'Gucu'tc| qpgu'ngxctqp'c'rc'f gekuk»p'f g'cdtk'wpc'r rcpvc'gp'Wwi wc{.'f qpf g.'gp' "

43: 'Cf go^a u.'| c| cnk'wkk' c'o² vqf qu'ulo krtgu'cn'VRU.'r gtq'mco cf qu'New Yazaki System'°P [U0'
43: "Uwu'r tlpekrcrgu'eqo r gw'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'cdcugekf qu'r qt'r tqxggf qtgu' i mdcngu's wg'ceqo r c° cp'c'rc'u'vgt° kpcrgu'f guf g'uw'r c'f'u'f g'qtki gp.'"c's wg'eqo r ctvg'rc'pcekqpcn'cf . 'j cuvc'mu' r c'fugu'f qpf g'hwgi q'ug'fcf kecp0'
442: 'Rctc'| c| cnk'rc'u'xgpvcu'c'qvtqu'enkpvu'r qt'hwgtc'f g'Vq{ qvc'upp'pgi qekqu'r wpcwrgu.'r qt'cni wpcu'r tqf wevqu' gur ge'f'hequ.'"r qt'r gt'qf qu'f g'vgo r q'tgrvko gpvg'eqtqu0'"
443: 'Rqt'glgo r nq.'cn'4242'| c| cnk'Cti gpvkpc'go r rgedc'30522'vcdclcf qtgu.'wp'p'Ào gtq'eqpukf gtdcrgo gpvg'o^a u'cng' s wg'gn't guv'f g'rc'u'cwqr ctvkuc0' Cf go^a u'f g'guq.'ug'f gdg'vpgt'gp'ewgpc's wg'guc'hto 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'owo cp'5022' vcdclcf qtgu'°Etknkcp'Equc.'gpvtgxkuc'r gtuqpcn'46B4245'0'

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

Nwgi q."gp"gn'4232"eqo gpl ctqp'c'r tqf wekt'r ctc'nc"Xqumy 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'c'v'x'c' f'g'[c] cnk'Dtcukn'ug'cdt'g'q'v'c'f'f' dtlec'gp'Rctci wc{.'ko r wnc'f'c'vo d'k'p'r'qt'gn'o gpqt'equvq'f'g'nc' o cpq'f'g'qdtc'0⁴⁵"Gp"4237."eqp"gn'eco dlq'f'g'o qf'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'w'wo gpvq.'s'wg'j'c'w'c'gug'o qo gpvq'ug'ko r qt'v'cd'f'guf'g'q'v'c' go r t'guc't'cf'kecf'c'gp"Dtcukn'Ukp"go deti q."nc'r tqf week'p'f'g'guqu'ecdrgu'hmg'v'c'um'f'c'f'c'nc' h'f' dtlec'f'g'Rctci wc{"ug'eqo gpl »'c'r tqf wekt'g'ko r qt'v'ct'f'guf'g'c'nf'0'

Gp"r ct'v'ewrt." gn' gl'gewkxq" eqo gpv'c' s'wg' nc' r'ncpw' f'g' Cti gpvpc' v'kpg" o wej cu' f'k'hw'nc'f'gu'Gri'cwo gpvq"eqp'w'c'p'v'g'f'gn'x'q'nc'w'gp'f'g'h'cdt'kecek'p'f'g'Vq{q'v'c'nc'u'q'drki »'c'k" k'p'et'go gpv'c'p'f'q'uw'r tqf week'p.'c'w'p's'w'g'p'q'ug't'g'c'rk' ctqp'nc'u'k'p'x'g't'uk'p'p'gu'c'f'g'ew'c'f'cu'r'ctc'c'wo gpv'c't' nc'ecr'cek'f'c'f'k'p'w'c'nc'f'c'0'C'f'go ^au."cn'ugt'o cpq'f'g'qdtc'k'p'v'g'p'uk'c."ew'c'p'f'q'nc'h'cdt'kecek'p'et'geg'ug' f'gd'gp"eqp'v'c'v'c't'p'w'g'x'q'u'v'c'd'cl'c'f'q't'gu{"nc'ecr'cek'cek'p'f'g'gu'v'qu'gu'nc'ti'c'{"equ'v'c'0'C'uw'x'g'j'."gn' f'k'g'ew'k'x'q'u'v'c'k'p'g's'w'g'nc'h'k'o'c'gp'Cti gpvpc'r'k'g't'f'g'f'k'p'g't'f'guf'g'4236."{'s'wg.'uk'p'q'h'w'g't'c'r'q't's'w'g' Vq{q'v'c'nc'nc'r'k'f'g'c"[c] cnk'gu'v'c't'gp'gn'r'c'f'u."f'guf'g'nc"ecuc"egp'v'c'nc'f'g'nc'r'q'x'g'g'f'q'tc'{"c'j'cdt'f'c'p" f'gek'f'k'f'q't'g'v'c't'ug'0'

Cn'ki'w'c'n's'w'g'nc'u'h'k'o'cu'cp'v'g't'k'q't'gu."[c] cnk'v'k'p'g'w'p'egp'v'q'f'g'K'F'gp"V'c'k'c'p'f'k'c."f'q'p'f'g' ug't'g'c'rk' cp'nc'u'f'k'ug'o'qu'g'k'p'i'g'p'k'g't'f'c'f'g'nc'u'r'ct'v'g'u'r'ctc'nc"J kwz'0'D^a u'leco gpv'g.'nc'u'r'q'f'w'v'qu'f'g' [c] cnk'k'p'eq't'r'q't'ef'q'u'c'gu'v'qu'x'g'j'f'ew'nc'u'q'p'f'k'ug'o'c'f'qu'{"f'g'uct'q'm'c'f'qu'gp"V'c'k'c'p'f'k'c."{"nc'w'gi'q' t'g'r'q'f'w'ek'q'u'gp"Cti gpvpc'{"Uw'^ah'k'ec'0'Gp'q'ec'uk'p'p'gu."ug'r'w'g'f'g'j'ceg't'c'nc'À'p'eco'dlq'r'g's'w'g'o'q' gur'g'e'f'heq'f'c'f'cu'nc'u'p'q'to'c'v'x'cu'{"gur'gek'h'ek'f'c'f'gu'f'g'ec'f'c'o'g't'ec'f'q'0'

Rqt'q'v'q'nc'f'q.'f'guf'g'gn'4237'[c] cnk'O'g't'equ'w't'c'f'k'ek'»'f'qu'f'g'r'ct'v'co'gpv'qu'f'g'K'F'gp"U'c'p" R'cd'rq'{"E'w't'k'k'd'c."f'q'p'f'g'ug'nc'g'x'c'p'c"ecdq'r'tq{g'v'qu'p'w'g'x'q'u'U'k'p"go'deti'q."gu'v'g'v'k'r'q'f'g' f'g'uct'q'm'q'u'g'z'ew'f'g'c'Vq{q'v'c'nc'f'q'p'f'g'gu'v'cu'c'v'k'k'f'c'f'gu'ug'f'gur'nc'gi'cp'gp'nc'u'egp'v'q'u'nc'nc'q'd'c'rg'u'f'gn' f'k'ug'o'q'f'g'nc'u'x'g'j'f'ew'nc'u'0'Gp'r'ct'v'ewrt."nc'u'egp'v'q'u't'c'f'kecf'qu'gp"Dtcukn'ug'f'g'f'kecf'c'nc'f'g'uct'q'm'q'

⁴⁴⁴"Ugi À'p'gn'gl'gewkxq."gp"gug'o qo gpvq'nc'o cpq'f'g'qdtc'f'g'Wwi wc{"equ'v'c'nc'nc'o'k'c'f's'w'g'nc'cti'gpvpc'."c'w'p's'w'g' f'gur'w'nc'w'c'nc'w'g'c'w'p'c'p'f'q'nc'nc'k'o'q'f'g'nc'k'p'nc'w'w'c'c'nc'uk'p'nc'g'x'c't'c'ecdq'f'g'x'c'nc'w'c'ek'p'p'gu'f'g'uw'o'q'p'g'f'c'." eqo'q'eqp'v'c'c'c'c'f'g'nc'nc'w'g'nc'w'eg'f'k'»'gp"Cti gpvpc'."r'q't'nc'u'c'p'v'q'."nc'4243."gn'equvq'nc'd'q't'c'nc'g't'c'r't^aev'eco'gpv'g'k'w'c'n' gpv'g'co'dqu'r'c'f'ug'0'

⁴⁴⁵"Gug'o'q'x'k'o'k'p'v'q'k'p'x'q'nc'w'c'c'x'c't'k'cu'go'r't'g'uc'u'f'g'nc'cdt'kecek'p'f'g'ecdrgcf'q'."v'c'rg'u'eqo'q'U'wo'k'f'g'p'q'."H'w'k'w'c'{"N'g'q'p'k'nc'o'q'v'k'c'f'cu'r'q't'gn'o'gpqt'equvq'nc'd'q't'c'nc'f'g'Rctci'wc'{"Et'k'uk'c'p'E'quc."gpv'g'x'k'w'c'r'gtuqpcn'46B4245-0'

f g'r tq { gevqu'r ctc "qvtqu'endgpgu0Gpvtg"2 uvqu. "mqu'r t kpek crgu"uqp "T gpcwm/P kuucp" { "O gtegf gu" Dgp| "Etkukcp"Equc. "gptgxkuc'r gtuqpcn"46 B 4245-0"

Gp"tguwo gp. "guc"gu"qvtc"ukugo kuc"o wnkpcckqpcn'lcr ppguc"s wg"uki wg"c"Vq { qvc"gp"uw" r tqeguq"fg"kpvtgpcckqpcrk cckp. "cwps wg"c"fgt gpek"fg"rcu"cpvtgkqtgu"guw"pq"gu"fgn"l twr q" Vq { qvc0F g"htqo c'uko krt"s wg"rcu"htqo cu"cpvtgkqtgu. "rcu"cevxkf cf gu"fg"K F "s wg"tgerk cp"gp"gn" r c"u"uqp"guccucu" { "gn"i twguq"fg"gu"fgucttqm"ug"ngxc"c"ecdq"gp"Vckrpf kc"eqp"gn'egpvtq"fg" kpxgukc cckp"fg"rc"Vq { qvc"J kwz0Rqt"qvtq"rcf q. "guc"cwqr ctvkuc"gu"rc"Àpek"s wg"pq"ug"xkq" gur gekm gpvg"dgpghekefc'r qt"gn'x"pewu"eqp"Vq { qvc"Cti gpvkpc" { . "o" a u'dkcp. "ug"xg'r gtlwf kefc" r qt" guvt" gp" gn"r c"u. "ugi Àp" mqu" glgewkxqu0" Ncu" ectcevtg"luc" r ctvkewrtgu" fg" uw" r tqeguq" o cpwkewtgtq'j cegp"s wg"ugc"b cpq'fg"qdtc"kpvgukxc. { "guq'lwi » "wp'r cr gn'egpvtc'n'gp"lw'f gekukp" fg"fgunqecrk ct"r tqf weekp"gp"mqu"rc"u"gu"xgekpu"fgn"O gtequwt0Gp"r ctvkewrt. "mqu"cw gpvqu" i tcf wrgu"gp"rc"r tqf weekp"fg"VCUC"pq"uqp"eqpxgkpgvqu"r ctc"guw"htqo c. "cn'eqpvtckq"s wg" vqf qu"mqu"qvtqu'r tqxggf qtgu"gpvtgxkucf qu. "eqo q"ug"ka "xkpf q"gp"mqu"uki wkpvgu"cr ctvcf qu0Guq" ug"eqplwi » "co dk'p"eqp"wpc"dlc"lpxgtukp"fg"rc"eqo r c° "c"fg"wtcpvg"gn'r gt"qf q"dlc"guwf kq0"

5.4.2 - Proveedores multinacionales no japoneses

5.4.2.1 - Dana

F cpc"Cti gpvkpc"gu"rc"htkn'mecn'fg"rc"eqo r c° "c"o wnkpcckqpcn'guwcf qwpl'gpug"Fcpc" kpeqr qtcvgf. "fgf kefc"c"rc"r tqf weekp"fg"glu. "glu"o qvtlegu. "vcpuo kukppgu" { "gs wkr qu" grgevqf kpa"o lequ. "vto lequ. "fg"ugmcf q" { "fki kcrqu'r ctc"xgj "pewu0Guw"go r tguw"gu" r tguvg" gp"Cti gpvkpc"fguf g"3; 82"dlc"gn'pqo dtg'fg"Ur keg"Glgu"Rgucf qu0Rqugg"fg"l'f dtkecu"wpc"fg" gmcu"gp"p cuej gn'r tqxkpek"fg"Ucp"Nwku. "rc"ewcn'fguf g"gn'4222"gu"fgf kefc"c"rc"htdteckep"fg" eqo r qpgpvu"fg"uwur gpukp" { "fktgeekp".⁴⁴⁶ { "qvtc"gp"l tcpf "Dqwti. "r tqxkpek"fg"Dwgpqu"Clkgu. " f qpf g"ug"r tqf wegp"glu"fgt gpekrcgu" { "uwu"t gur gevku"eqo r qpgpvu0Gp"4243. "gptg"co dcu" r rpxcu. "Fcpc"go r rgedc"ctf gf gf qt"fg"622"r gtuqpcu0

Nc'r rpxc"dqpcgtgpug'r cu» c"guvt"dlc"l'qugukp"fg"Fcpc"gp"3; ; : "c'r ctvk"fg"rc"eqo r tc" c"rc"htqo c"Gcvp. { "gu"rc"Àpek"htdteckep"fg"glu" { "ectf cpgu"gp"Cti gpvkpc0⁴⁴⁷"F guf g"uwu"lpekqu" j cuw"4237. "guc"l'f dtkec"r tqf we"glu" { "ectf cpgu"r ctc"xgj "pewu"r gucf qu0Ugi Àp"lqu² "Cndgtvq" O cif qpcf q. "Eqwvt { "O cpci gt"fg"Fcpc"fguf g"4236. "gug'pgi qek"ug"cdcpf qp»"r qts wg"gtc" "muy variable la demanda de estos clientes y eran elementos que requerían gran cantidad de partes

⁴⁴⁶ "Gur ge"heco gpvg"gp" guc"l'f dtkec"ug"r tqf wegp"t»wru. "gzvto qu"fg"fg"ktgeekp" { "r ctkrcu"r ctc"vqf q"vkr q"fg" xgj "pewu0Cn'l'ug'htdteckep"ctf gf gf qt"fg"82022"r tqf wequ"b gpuwrgu"g"bo r qtvcp"52022"o gpuwrgu"fg"qvtcu'r rpxcu" r ctc"j cegrgu"wpc'r gtuqpcrk cckp"fg"cvu"fg"4244+⁴⁴⁷"lqu² "O cif qpcf q. "gptgxkuc'r gtuqpcn"3; B3 4244-0"

⁴⁴⁷ "Gn'ectf"p"gu"wp"ukugo c"o ge"pleq"s wg"r gto kg"wpk"fg"glu"pq"eqczkrqu0Uw"qdlgkxq"gu"vcpuo kkt"gn" o qxko kpvq"fg"tqvckep"fguf g"wp"glg'eqpf wevt"c"qvtq"eqpf wekf q0"

importadas y acá implicaba importar para tenerlo 6-8 meses sin uso porque la demanda local no lo requería. Era un negocio no muy rentable” *Lqu² "O cif qpcf q." gpvtxkuc" r gtuqpcn" 3; B34244+0F guf g"gu"gpvqegu"r"l" dtlec" f gekf k» "cdqectug"eqo r rgvco gpvg" c"cdcugegt" r ctvgu" r ctc" r leni"wr u0'

Nc" f gekul» p" f g" r" go r t guc" gucf qwpkf gpug" f g" f gukpcct" gn'vqcn' f g" r" r tqf week» p" f g" r" r tqxkpek" f g" Dwgpqu" Ckt gu" c" r leni"wr u" guwxq" cuqekf 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 gpekni" { "rqu" ectf cpgu" f gn'pwxq" o qf gm" f g" J knw0C" plxgni" r qecn" VCUC" gu" gn' r tkpek" cni" r kpv" f g" F cpc. "ukp" go dcti q. "c" plxgni" r qden" Vq{ qvc" tgr t gupvc" wpc" r ctv" o kqtkctk" f g" rqu" erkepvu" f g" r" c" wqr ctvkc. " { c" s wg" uwu" o c{ qtgu" erkepvu" uqp" rcu" vto kpcrgu" gucf qwpkf gpugu" Hqtf. "I" gpgtcn" O qvtu" { "Ej t { urgt0'

Gp" r ctvkwrt. " f guf g" r" go r t guc" uqukpgp" s wg" r" r tqf week» p" f g" gucu" r kgl cu" pgeguke" wpc" kpxgtul» p" vpc" cnc" s wg. "ukp" xqno gp" { "gucnc. "pq" gu" tgpvcdng" gn' pgi qekq0" Vq{ qvc" Cti gpvpc" rgu" dtkpf c" guq. "wp" i tcp" xqno gp" f g" eqo r tcu0C" uw'xgl. "rqu" f kt gevku" uqukpgp" s wg" gn' hkf gtc| i q" f g" F cpc" gp" gn' o gtecf q" rgu" r gto kg" kpxgtul" gp" vgepqmi "c" { "cwo gpvt" r" r tqf wevklf cf 0' Gp" r ctvkwrt. "rcu" r tkpek" rgu" kpxgtulqpgu" f g" rqu" Anko qu" c° qu" hwtgp" r ctc" cwqo cvk ct" r tqeguqu" r tqf wevku0C" uw'xgl. "O cif qpcf q" vco dl² p" r rpvgc" rcu" f hkwncf gu" gp" gn' i ktq" f g" wklf cf gu" { " f klf gpf quf guf g" 4233/34" r ctc" hgxct" c" ecdq" kpxgtulqpgu. " { c" s wg" r" ecuc" b cvk| "pq" gu" f kur wguv" c" pq" qdvpgt" t gvtppu0" Rqt" glgo r m. "gn' f kt gevku" uqukpgp" s wg" "en el predio tenemos una máquina para fundir acero y la tuvimos que cerrar en el 2013-14 por ese tipo de problemas. Es la única fundición de ese tamaño y envergadura en el país que abastecía a las terminales. Los bloqueos hicieron que dejara de ser rentable el negocio. Toyota buscó la forma de que la reabriéramos, pero no se pudo, no era rentable” *Crdgtv" O cif qpcf q." gpvtxkuc" r gtuqpcn" 3; B34244+0'

C" uw'xgl. "j cuc" 4232. "F cpc" wxq" vco dl² p" wpc" r rpv" 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 ctv" f g" f lej q" c° q. "guc" l" dtlec" gu" eqo r tcf c" r qt" r" o wnkpekqpcn" o gzkepc" O gvcnc. "c" tc" f g" wpc" eqo r tc" kpvtpcekqpcn" f g" r" f kxk» p" f g" r tqf wevku" gutwewt rgu. "F cpc" J qrf kpi "Eqtr qtcv" qp. " { "r" hcdtlect" p" f g" ej cuku" r ctc" r" J knw" s wgf » "c" ecti q" f g" guc" eqo r c° "c" *O gtecf q. "39B4422; +0'

Rqt" qvtq" rcf q. "F cpc" Cti gpvpc" 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 cvk| " r ctc" gucu" 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" gucu" r kgl cu" r ctc" r" Xqmny ci gp" Co ctqm" ukp" go dcti q. "

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

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

5.4.2.2 - Metalsa

O gvcnc'gu'rc'hkcn'iqecnf g'rc'cwqr ct vkuo' b wkpcekqpcn' b gzkcp'f gn' b kuo q'pgo dtg.⁴⁴ " wpc'f g'rcu'o ^a u'i tcpf gu'f g'Co ² tlec'Ncvkc⁰⁴: 'O gvcnc'mgi »"c'Cti gpvkc"gp'4232" c'r ct vkt'f g'rc" eqo r tc" c" pkxgn' i nqden' f g" rc" f kxkuk»p" f g" r tqf wevqu" gutwewtcrqu" f g" F cpc." F cpc" J qif kpi " Eqtr qtcvkvq0C'tc'f' f g'gmq."rc'go r t guc'o gzkcp'ug's wgf »"eqp"rc'r rcpw'f g'Rcej geq." r tqxkpek" f g'Dwgpqu'Cktgu."c'ecti q'f g'rc'hdtlecek»p" f g'ej cuku'r ctc'rc"J kww'0Gp'4243'O gvcnc'hdtlecdc" rc'o kcf'f g'mu'ej cuku'f g'Vq{ qvc." { "rc'qvc"o kcf'rcu'j ce'f'kpvgtpcp gpvg'VCUC0"

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

⁴⁴⁸ Guc'vgo kpcn'lg'qhtgek»c'F cpc'r tqf wek'rcu'ectf cpgu'r ctc'rcu'Co ct qmif gn' b gtecf q'iqecnf { c's wg'gp'guvqu'ecuqu' ug'rcu'gpectge'f'rc'lo r qt vcel»p'f gdlf q'c'rcu'ctepcggu."o kpvtcu's wg'rcu'xgi 'f'wqu'r ctc'rc'gzc'rtvcel»p'pq'r ci cp' ctcepgnu'f gdlf q'cni'TCHORgtq'gn'xqno gp'f g'r tqf week»p'f g'rc'eco kppgc'r ctc'gn' b gtecf q'iqecnf'gtc'dclq" { "F cpc" pq'cegr w'rc'r tqr wguo'

⁴⁴⁹ C'uw'xgl . 'gn'f kgevkxq'eqo gpv's wg'c'kpvgu'f g'4244'ug'gpeqvtcdcp'gp'p'gi qekcep'eqp'Ugmpvku'r ctc'r tqf wekrq' r kgl cu'r ctc'rc'r len'w 'Rgwi gqv'Ncpf vtgm'gpuc' drcf c'gp'Ww w c'." { 'r ctc'gn'guwf kq'f gn'kpekq'f g'rc'r tqf week»p'f g' rc'TCO "gp'Cti gpvkc0'

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

⁴⁴: "Qvcu'f g'gm'u'up<P go cm'xco dk p'f g'ecr krcgu"o gzkcpqu." f gf lecf c" c"rc'hdtlecek»p'f g'r kgl cu' { "ukngo cu' cwqo qvtegu'f g'cno kpkq." g" Kfej r g'o czkqp."o wkpcekqpcn' dtcukrg^o c." hdtlecpvg" f g" twgf cu' { "eqo r qpgpvgu' gutwewtcrqu0"

cwqr ct wncu'bo wmpcekqpcrgu'guv³ p'r t guggvgu'gp'Uwf co² tlec'r qts wg'ug'iq'r kf gp'rcu'vgo kpcrgu' { 'pq'r qt'wpc'f gekul»p'r tqr kc⁵²'''

Rqt'qvtq'rcf q. "gn'glgewkxq"ug^o crc's wg'gzkug'wpc"eqo r ngo gpvctkgf cf "f g'rcu'hkrcrgu'f g" O gvcnc'f g'Cti gpvkc" { "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'Guv' i gpgtc's wg'O gvcnc'Cti gpvkc'vpi c" wpc"eqo r gvpekc'dcucpvgrko kcf c"gp'rc'tgi k»p⁵³'''

Gp'tgrck»p"eqp"gn'x'pewru"eqp"VCUC. "gn'f kt gevksq"uqukpgg's wg."c'f khtgpekc'f g'qvtcu' vgo kpcrgu's wg'cf o kpkutcp'c'uwu'r tqxggf qtgu'c'tcx² u'f gn'eqphkew. "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 gtuqpcn'47 19 14243+0Cf go^a u.'gn'glgewkxq" uqukpgg's wg'wp'cur gevq'egpvtcn' { 'r qukksq's wg'kpgg'uw'x'pewru"eqp"VCUC' uqp'iqu'eqo r tqo kuqu' f g'o cpvpgt'g'kpetgo gpvct'iqu'xqn'Ào gpgu'f g'eqo r tc'c^o q'c^o q. " { c's wg'iq's wg'o^a u'chgevc'uw' pgi qek' uqp'rcu'quekckepgu'f g'xqn'Ào gpgu'0"

Gu'f gekl.'s wg'guvc'eqo r c^o 'c' hgi »'cn'r c'ju'c'r ct w'f g'wp'cewgtf q'kpvtgpcqpcn'ukp'guvct' egpvtcm gpv'f gf kec'f q'c'guv'bo gtecf q'Ukp'go dcti q. 'gn'x'pewru"eqp"VCUC'ig'r gto kks' uquvpgt' xqn'Ào gpgu'f g'eqo r tc'guvdrnu'g'kpetgo gpvrcgu' { "cu'f'co dk² p'r tqxggf'f g'ej cuku'cn't guv'f g'rcu' r tqf wvqtcul'f g'r len'wr u'gp'Cti gpvkc'0Guv. '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'cevkskf cf gu'f g'K F 'mgxcf cu'c'ecdq'gp'gn'r c'ju' uqp'o 'pko cu.'f gf kec'f q'gucu'vctgcu'c'iqu'egpvtqu'kpf wutkrcgu'o^a u'ko r qt'wpc'v'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 gpvkc'qu'hwpc'f c'gp'3; 82" s wg'ug'f gf kec'cn' guco r cf q'f g'r ct vgu'f g'ecttqegt'c'gp'cegtq' { "cn'gpuc'o drcf q'f g'eqplwvqu'

⁴⁵²" 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'uwvpgvcdk'cf "geqp»o kec'eqp'cn'f g'ceqo r c^o ct" c'guvqu'entpvgu'0C'uw'xgl. 'uki wkgpf q'cn'f kt gevksq. "cni wpcu'f g'guvcu'vgo kpcrgu'co r qeq' uqp't'gpvdrnu'gp'rc'tgi k»p" f gdlf q'c'uwu'dclqu'pkxgrgu'f g'r tqf week»p. 'ukp'go dcti q. 'r qt'vgo qt'c's wg'rc'eqo r gvpekc'rgu'i cpg'uw'r qtel»p'f gn' o gtecf q' { '.cu'f' i cpgp'guccr. 'r gto cpgegp'gp'Co² tlec'f gn'Uwt'0'

⁴⁵³" Cf go^a u. "Tgkmf'f guvcc' s wg'gn'pq'r qugg'wp'lghg'eqp'wpc'f kt geek»p'tgi kqpcn'gp'Dtcukn'eqo q'uf'kpgg'qvtcu' cwqr ct wncu' { 'vgo kpcrgu. " { 'r wgf g'i gpgtc' s wg'iqu'kpvtgugu'f g'rc'hkrcn'cti gpvkc's wgf gp'gp'ugi wpc'f q'r ncpq'gp' tgrck»p'eqp'rcu'r ncpvcu'ectkqecu'0'

uqf cf qu'r etc'rc'lpf wutlc'cwqo qvtk OGp'uwu'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 tcv" f g"rc"r tqxkpek" f g"
Dwgpqu' Ck gu0Gp'r ct'kwrt."rc'ugi wpf c'hwg'eqpwt wlf c"gp"4234"*eqo gpl cpf q"rc"r tqf week»p"gp"
4237+'c'tc' f gnix'pewm"eqp"Vq{ qvc0Gp"4244."rcu'xgpwuc'rc'cwqo qvtk 'lcr qpguc'tgr t gupvcdcp"
gn'; 7' "f gn'pgi qekq'f g'K . 'xgpf k' pf qng' uqr qt vgu.' tcf kcf qt gu.' r kret gu'f g'r wgtc.' r cpgrgu' t'cugtqu."'
r kuqu'f g"rc"eclc" { "r ctei qrr gu' t'cugtqu0'Gu'f gekc." guvc"cwqr ct'vuc" guv' "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 qpgpvgu0' Cf go a u."gn'vkr q" f g'r kgl cu's wg"
hcdtlec'K "uqp'f g'vco c° q'o gf kcpq/i t'cpf g.' r qt'm'ewcn'mqu'eququ'hqi 'v'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'c'i gqi t'a hlec'eqp'rc'vgo kpcn'ht gpvg"
c'rcu'ko r qt'vckppgu0'Gn'7' "t'guvcpvg'gu'xgpf kf q" c'I gpgtcn'O qvqtu" { "O gtegf gu'Dgp| "Cti gpv'pc"
c" v'cx² u' f g' qvtq" r tqxggf qt" *Ectmqu" Rcp." gpvtgxkuc" r gtuqpcn" 37 44 4244+0' Gp" 4243" I wlf k'
go r ngcdc'cntgf gf qt' f g'722"r gtuqpcu0'

Gur ge'heco gpvg."rc'cwqr ct'vuc"eqo gpl »'uw'tgrck»p"eqo gtekn'eqp"VCUC" f guf g"s wg"
² uvc" mgi c" cn' r c'ju0' Gp" f lej q" o qo gpvq." I wlf k' eqpvcde" eqp" v'gu' xgpvclcu" ko r qt'vcpvgu" gp"
eqo r ctcek»p"eqp"qvtcu'r qv'p'ekrgu"go r t'gucu'eqo r g'v'f qt'cu0'Gp'r tko gt' nwi ct."v'p'c'wpc"xcvuc"
g'zr g'lgpek"gp"rc'lpf wutlc'o gvc'm ge'a p'lec" { "gr'xcf cu'kpxgtukppgu"gp"cev'xqu'hkqu"*42" r t'gpucu"
f g'guvco r cf q" { "wpc"r r'cpv'w'cl'ecf c"gp"Dwt| ceq+."m" s wg'tgr t'gugpvcde" wpc" xgpvcl'c"ht gpvg" c"rc"
f h'ewncf "f g" g'peqvtct" qvtqu'r tqxggf qt'gu's wg" guwx'k'g'cp'f kur wguvqu" c" t'gcnk' ct' kpxgtukppgu" f g"
guc"o ci pkwf "gp"rc" Cti gpv'pc0'Gp'ugi wpf q' nwi ct."c'tc' f g'rc'et'kuku's wg'v'c'x'gucdc"rc'lpf wutlc"
cwqr ct'vuc"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 c'ekf cf "qekquc."m'ewcn'h'cek'k»"s wg'r w'f'k'g'c'f' guv'pct'rc"o c{ qt' r ct'vg"
f g"uw'r tqf week»p" c" Vq{ qvc" Cti gpv'pc0' H'p'cm gpvg." { "f g"o cp'gtc" h'wpf co gpvcn"rc"go r t'guc"
cti gpv'pc"o quvt»"wpc"co r rlc'f kur qulek»p"r etc"eqo gpl ct'c"ko r ngo gpv'ct'gn'VRU"gp"uw'r r'cpv' f g"
Dwt| ceq" { "eqpuqrk'ctug"gp"gn'rc'ti q"r r'q" eqo q"wp"r tqxggf qt" guv'c² i keq" f g"rc" h'k'cn' f g"rc"
v'go kpcn'lcr qpguc0'Gp"qvtcu'r c'ncdtcu."rc"r tqxggf qtc'f gekf k»"uw'lgvctug" c"mqu'r t'qeguqu'f g'eqpvtqn'
ko r ngo gpv'cf qu"r qt"VCUC."v'pvq"uqdtg"uw'r tqf week»p."eqo q"uqdtg"uw' guv'wewtc" f g'eququ"

*Twdkq"gv'crf)4244+0⁵⁴"C"r ctvk"fg"guv"r tqeguq. "i cp»"rc"nekcek»p"fg"58"r ctvgr"ctc"VCUC"gp" 3; ; 90'

" C"tc" "fg"guv"x"pewq. "rc"htoc"i gpgt»"wp"r tqeguq"fg" *escalamiento gerencial*, swg" ko r rle»"rc"cf s wulek»p"fg"pwgxcu"hqto cu"qti cpk cekqpcngu" { "v eplecu"cxcp| cf cu"fg"i guk»p"gp" rc"htoc" *Twdkq"gv'crf)4244+0Guv"f ko gpuk»p"gu"fkfeko gpvg"tcpuo kldng"r qt"r ctvg"fg"rcu"htoc" cu" rff gtgu"fg"rcu"EI X. "r qt"rq"ewcn"rc"fgelk»p"fg"r tqhgukqpcrk cek»p"r qt"r ctvg"fg"rc"hco krc"fg" c" fg"i wkf k"hwg"wp"r tko gt"r cuq"ercxg"gp"cs wgm"fg" kgeek»p"0Cu"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 gtlgpek"gp"rc"i guk»p"fg"r { o gu."r ctc"mq"r wguqu"fg"fg" kgevq"lpf wutkc"n" { "fg" kgevq" eqo gtekrf⁵⁵" Guqu"cr qtvtqp"r t^a evlecu"fg" *management*"r tqhgukqpcn"fg" guf g"eqo r c^o "cu"gp"rc" htqpgtc" lpgtpcekqpcn" { " rktgtctqp" eco dkqu" s wg" r gto kktqp" eqpuqrf ct" ecr cekf cf gu" r ctc" i gukqpc" { "mgxct"cedq"tcpuhqto cekqpgu"r tqf wvxcu"ko r qtvcpgu" { "cu"ugpvt"wp"dcug"o^a u" u»rkf c"r ctc"gnr quvgtkt" *upgrading de procesos*"gp"dcug"c"rc"ko r ngo gpvcek»p"fg"gn"VRU"

" Nc"eqputweek»p"fg"rc"ugi wpc"r rcpv"eqo gp| »"gp"4234. "cpvgr"fg" s wg"rc"cwqr ctvkrc" i cpg"rc"nekcek»p"fg"pwgxcu"r kgl cu"r ctc"rc"pwgxc"J kww"gp"42370"Ugi Àp" Hgtpcpf q"Ecvtq. " fg" kgevq"fg" Rrcpkhecek»p" Gvtc^v i kec"fg" guf g"4228" { "r ctvg"fg"rc" hco krc"r tqr kvgtk. ""no sabemos que Toyota iba a darnos una orden de compra por el nuevo modelo, pero sí sabemos que para conseguirla teníamos que apostar por el desarrollo de la empresa. Y esa apuesta fue construir la fábrica de Zárate"" Kpf wutkc" I 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 dtkec"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 kww" { " qdri »"c"rc"htoc" c"ct"j cek"wp"hwgtvgr" tqeguq"fg"cwqo cvk cek»p. "kpetgo gpvcpf q"gnp"Ào gtq"vqcn" fg"tqdqu"0" Guv" Ànko c" lpeqtr qtcek»p"fg" vgepqmji "fc"hwg"r ctvg"fg" wpc"fg" gekuk»p"fg"rc" hkrkn" lcr qpguc. "s wg" eqo r t»" vqf qu"mq"tqdqu" Mcy cucnk⁴⁵⁶" { "mq"egf k»"gp"eqo qf cvq" c"uw"htoc" r tqxggf qtc0C"uw"xgl. "c"r ctvk"fg" guv"nekcek»p. "I wkf k"cf s wtk»"r tgpucu"tcpuht. "o^a 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. "lpxgtukqpgu" tgcnk cf cu" eqp" hpcpeko kgpv" r tqr kq0' Cf go^a u. "rc" r tqxggf qtc" hwg" dgpghelctk"fg" wp"et² f kq" HQP F GCT"fg" gn"i qdktqp"pcekqpcn"gp"4237"r qt"wp"vqcn"fg" &39"

⁴⁵⁴"Gp"r ctvewrt. "fg" 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'

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

⁴⁵⁶" Mcy cucnk" J gcx { " Kpf wutku" gu" wpc" eqtr qtcek»p" o wmkpcekqpcn" lcr qpguc" fg" gfkcf c" c" rc" hcdtkecek»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"qhkekcn'f g"4237+ "f g'rc"o kuo c" hqto c's wg'hq'j lektqp"Vq{ qvc" { 'F gpuq"R" i kpc"34."34I; 4236+0Gu'kpvtgucpvg'f guvect's wg'gucuu' kpxgtukppgu'hwgtqp"cr wguvcu'r tqf wevxcu'f g'I wkf k'gp'gn'eqpvz vq'f gn'r t>zko q'eco dlq'eqo r ngvq" f gn'o qf gmq'f g'rc'r keniwr "J kmz"4237" { "rc"gzr gevxcu'c'r qt"gn'cwo gpvq'f g'uw'r tqf weekp0⁵⁷"

Gu'f gekl. "rc"cwqr ctvku'c'f gekf k"tgcrlk ct" kpxgtukppgu"qpqtqucu"eqp"rc"gzr gevxcu'c'f g' r tgr ctct" c"rc"htc" c'r ctc"wp"gxgpwcn'cwo gpvq'f g'rc'r tqf weekp"ukp"rc"egtvg| c'f g's wg"rc"hkrcn' lcr qpguc'rg'qvqi ct"rc"gn'pqi qekq0P q"qduwcpvg."rc'tgrckep'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 q0Gp"guv"ugpvk'q. "Ectmqu'Rcp."f k'gevqt" kpf wutkcn'f g'I wkf k'f guf g"422: . "uqukpgp's wg" "el crecimiento de Toyota y los planes a largo plazo permitieron planificar y arriesgar para esta planta. Si uno no tiene un cliente confiable es más difícil" *Ectmqu'Rcp."gpvtgxkuc'r gtuqpcn"37 4 4244+0Cf go^a u."Hgtpcpf q'Ecutq'r rcpvgc" swg" "la decisión de Toyota de exportar a Latinoamérica nos dio un horizonte, un largo plazo. Eso te permite decidir una inversión con menos temor a los vaivenes de la macroeconomía argentina" "kpf wutkcu'I wkf k"4242<4: +0'

" Gp" gn' ecuq" f gn' x'pewm' f g" I wkf k' eqp" Vq{ qvc" Cti gpvkc." mqu" ghgevqu" f gttco g" f g' r tqf wevxcu'c'f " { "vgepqn'i lequ"hwgtqp"vceekqpcf qu"r qt" f qu"vr qu" f k'kp'qu" f g"o gecpluo qu'cs wgmqu'dcuf qu'gp'gn'eqpvtqnl'f g'guv³ pf ctgu"benchmarking."tgs wgtko kgpvqu'f g'ecrk'cf ."o gvcu' f g'r tqf weekp+" { "cs wgmqu'dcuf qu'gp'rc'r tqo qekp'f g'ecr cekl'cf gu" f go quvtcekp" g'ko kcekp." ecr cekcekp."cf s'wkulek'p'f g'vgepqn'i "c-00 kgpvtcu's wg'hqu'r tko gtqu'guv³ p'cuqekcf qu'c'x'pewm' f g'ect^a evgt"lgt^a ts wleq" { "f gr gpf k'pvg."mqu"ugi wpf qu'ug'ectcevtk' cp"r qt"rc"j qtk' qpvrk'cf " { "rc" eqqr gtcekp0Gp'gug'ugpvk'q. "uqp'hwpf co gpvcgu'r ctc'cr q { ct'r tqeguqu'f g'cr tgp'f k' clg'f gpvtq'f g' rcu'htc" cu' { 's wg'rcu'gzki gpekcu' { "guv³ pf ctgu'ko r wguvcu'r wgf cp'ugt"ewo r rkf qu0'

" Gnlupgrading de procesos's wg'tgcrlk »'I wkf k'c'r ctvkt'f g'uw'x'pewm'eqp"Vq{ qvc"Cti gpvkc" wxq'f qu'j kqu'ercxg<rc'ko r ngo gpvcekp'f gn'VRU" { "rc'cf s'wkulek'p'f g'o cs wkpctk'gp'rc'ht'qpvtc" vgepqn'i kec."m" s'wg'ko r rle»"gn'htvcngeko kgpv'f g'rcu'ecr cekl'cf gu'qr gtcekqpcngu" { "f wr rkecvxcu' f gpvtq'f g'rc'htc" c00 kgpvtcu's wg'rcu'r tko gtcu'ug'tgrckqpcp'eqp'rcu'j cdkk'cf gu'o cpw'cewgtcu' d^a ulecu."rcu'ugi wpf cu'ug'tghktgp'c'rc'cf s'wkulek'p' { "wuq'f g'vgepqn'i "cu'gzvgtpcu."eqo q'gp'gn'ecuq" f g"rc" kpuvcekp" f g" mqu" tqdqm' Mcy cucnk' { "rcu" r tgpucu" vcpuhgt0' Gn' f gucttqm' f g" guvcu' ecr cekl'cf gu'hwg'm" 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 wevxcu'c'f 0Ukp"go dcti q. "guv"cwo gpvq'gp'rc'r tqf wevxcu'c'f "pq'ug'xkq'ceqo r c^o cf q'f g'wp" kpetgo gpvq'f g'rc'eqo r nglk'cf . "kppqxcckp"q'f khtgpekcekp'f g'mqu'r tqf wevqu0'

⁴⁵⁷"Gp"guv"o qo gpvq"Vq{ qvc"Cti gpvkc"r rpk'k'edc'r cuct'f g'rcu"; 2022"wpkf cf gu'f g'rc'i gpgtcekp"cpvgtkqt" c"wpcu' 3620220'

" Gp"tguwo gp."kpf wutkcu"l wkf k'ctcxgu»"wp"hwgtvg"r tqeguq"f g"fgucttqm" c"r ctvt" f g"uw" x"pewm" eqp" VCUC0' Gp" r tkpek kq." ug" f guvcec" gn' guernco kgpvq" i gtgpekn" c" r ctvt" f g" n" r tqhgukpck cek»p" f g"uwu" f ktgevxqu." {"gn'upgrading de procesos c'tc" f g"n"ko r ngo gpcek»p" f gn'VRU" {"n"cf qre k»p" f g"pwgxc"o cs wkpctk0Nc"go r tguc"etgek»"gp"i tcp"o gf kfc"cdtkgpf q"wp" ugi wpc" r rnpw." f guvpcf c" c" cdcugegt" gpvgtco gpvg" c" VCUC0' Guvq" ng" r gto k»" cwo gpvt" hwgtvg" gpvg" uw" ecr cekf cf" f g" r tqf week»p0' Cf go "u." gp" guv" kpuvpek" ug" mgx»" c" ecdq" wpc" cwqo cvk cek»p" f g" r ctvg" f g" uwu" r tqeguqu." gp" n" ewen' VCUC" wxq" wp" tqn' r tgr qpf gtcpg" hcekk» pf qng"n"o cs wkpctk0C"uw'xgl . "ug" f guvcec"n"ko r qtvppek" f g'mu"et² f kqu" HQP F GCT" gp" f lej c" gwr c." f g" hqto c" ulo krt" c" VCUC" {"F gpu0' F g" vqf qu" o qf qu." gn' guernco kgpvq" f g" n" cwqr ctvuc" pq" ug" xkq" ceqo r c° cf q" f g" wp" kpetgo gpvq" f g" n" eqo r nglk cf." kppqxcek»p" q" f kgtgpekck»p" f g"mu" r tqf wvqu." eqo q" vco r qeq. "f g" wpc" o c {qt" ngi cf c" c" qvtcu" vgt"o kpcrgu" f g" Cti gpvpc" q" gn'gzvgtkqt0

5.4.3.2 - Esteban Cordero

Guvdcp"Eqtf gtq"gu"wp" go r tguc"o gcm ge^a plec" hco kkt" f g" ecr kergu" nqecrgu" hwpf cf c" gp"3; 76" s wg" eqo gp" »" hdtlcpf q" dluici tcu." r gf crgtcu" {"r crpccu" f g" eco dkq" r ctc" Hk v0' Gp"4243" n" hto c" vgp" f qu" r rnpvcu" gp" n" r tqxkpek" f g" Dwgpqu" Ck gu" f guvpcf cu" c" n" hdtlecek»p" f g" f kwpvcu" r kgl cu" f g" ecttqegt" c" guvco r cf cu" gp" h" q" {"ecrkpgv" {"go r nqcdc" c"557" r gtuqpcu0"

Gp" r tko gt" nmi ct." guv" go r tguc" vggp" wpc" r ctvewrtkf cf" gp" eqo r ctcek»p" eqp" gn' tguvq< f guf g" n" r tko gtc" f² ecf c" f gn'4222" f gekf k»" vtdclct" u»m" r ctc" enkgpvu" lcr qpugugu." mu" ewergu" uqp" Vq {qvc" *xgi "pewm" {" J qpf c" {" [co cj c" *o qvqekergvco'0' Guvq" ug" f gdg" r tkpek cm gpvg" c" gztgkpekcu" pgi cvkcu" eqp" qvtqu" enkgpvu0' Gur ge" hcco gpvg. "Lwkq" Eqtf gtq. "j kq" f gn' hwpf cf qt" f g" n" hto c." Guvdcp" Eqtf gtq. "tgo ctec" f qu" f g" gmu0' Nc" r tko gtc." ewcpf q" Hk v' f gekf g" tgeqo r tet" r ctvg" f g" Uxgn' gp" Cti gpvpc" c" o gf kfc qu" f g"3; ; 20' Rctc" gug" r tq {gevq. "Guvdcp" Eqtf gtq" tgrk »" wpc" i tcp" kpxgtu»p" eqput w' gpf q" wpc" pwgxc" r rnpw" r ctc" cdcugegt" gzenwukxco gpvg" c" n" vgt"o kpcn' kcrkpc0' Ukp" go dcti q. "gp"3; ; ; "Hk v' f gekf k»" hkpck ct" n" r tqf week»p" gp" gn' r c" u" {"vcurf ctr" c" Dtcuk0' Guv' b qxko kgpvq" lki pkhe»" i tcpf gu' r² tf kf cu' r ctc" n" cwqr ctvuc. "f g" hqto c" vcn' s wg" guwxq" cn' dqt f g" f g" gpvtct" gp" eqpxqecvqtk" f g" cetggf qtgu" *Lwkq" Eqtf gtq. " gptgxkuc" r gtuqpcn" 3344244-0"

Nc" ugi wpc" f hwg" wpc" gztgkpek" hcmk c" eqp" qvtq" enkgpvu0' Gp" guv" ecuq" Guvdcp" Eqtf gtq" ng" r tqxg" r kgl cu" f guf g" gn' ugi wpc" q" cpkm" c" wpc" cwqr ctvuc" f gn' tko gtq. "Xkuvqp. "wpc" eqo r c° "c" o wkpcekqpcn' guvcf qwpk gpug. "n" ewen' hdtlecdc" nqecm gpvg" mu" vcdngtqu" f gn' Hqt f "Hqewu0' Rgtq." c" r ctvt" f g"4229. "n" hto c" pqt vco gtlepc" wxq" wp" eco dkq" i nqdcn' {"f gl»" f g" cdcugegt" gucu' r ctvqu."

rcu'ewcrgu'r cuctqp" c"qvtqu'r tqxggf qt gu'kpvtgpcckpccngu. "r qt 'mq'vcpvq. 'Guvgdcp'Eqtf gtq'pq' r wf q" ugi wkt'vtcdclcf q"eqp"guvg'enkgpvg" *Lwtk'Eqtf gtq. "gpvtgxkuc"r gtuqpcn"33 44244-0'

C" r ctvk" f g" gmj. "rc" 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" enkgpvg"lcr qp² u'hwg"eqp"VCUC" f guf g'uw'mgi cf c"cn'r c"u0Cn'r tkpek kq. "eqo gp| »'r tqf wek² pf qrg" cni wpcu'r kgl cu" c" wpc" r tqxggf qtc" f gn'r tko gt" cplm" s wg" ng" xgpf "c" Vq{ qvc0'Nwgi q. "cpvg"rc" ko r quklrkf cf 'f g'guc"cwqr ctvkuc"Vlgt'3'f g'f gucttqmc't'cni wpcu'r kgl cu'b gvcno geª plecu. 'Eqtf gtq' eqo gp| »'c'xgpf gtrg'f kgevcu gpvg" c"VCUC0"

Ukp"go dci q. "gn'i tcp'ucnq"gp"gn'xqno gp" f g"eqo r tcu'f g'rc"vgtu kpcn'lcr qpvcu"ug'f kq" c" r ctvk" f gn'4223. "ewcpf q"Vq{ qvc"grki g" c'Guvgdcp'Eqtf gtq'eqo q'rc' hcdtkcpcvg'f g'62"eqplwpvu'f g" r kgl cu'r ctc"rc"pwgxc"xgtuk»p'f g'J kwz" f gn'r tq{ gevq"KO X0Rctc'r qf gt' i cpct'f kej c'hekckek»p. "rc" cwqr ctvkuc" f gdlk" ko r ngo gpvct" gn' VRU" gp" uuu" r ncpvcu" eqp" rc" c{ wf" c" f g" VCUC0' Nc" ko r ngo gpvcck»p'f g'guvg'ukvgo c'hg" c{ wf »" c" cwo gpvct'uwu'pkxgru'f g'ghkckpck'uwucpckno gpvg0"

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

Rqt"qtq'rcf q. "gn'x'pewu"eqp"Vq{ qvc'rgu'r gto kkl"eqpvcvctug"eqp" [co cj c. "r tqf wevqtc" f g'o qvqu"gp" Cti gpvc0'Gur ge'heco 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"rc" cwqr ctvkuc0'Uw" qtq' enkgpvg"lcr qp² u" gu" J qpf c. "cn'ewcn'rgu" xgpf kgtq" r kgl cu" r ctc" o qvqelengcu0' F guf g"rc" go r tgu" r tqxggf qtc" o ctecp" s wg" guvcu" f qu" eqo r cº "cu'co dk² p'wxkgtq" r tqdrgo cu'f g'r tqf week»p. "ukp" go dci q. "gn'vcvq"eqp"rc"cwqr ctvkuc" hwg"o w{ "f kwpvq"cn'f g'mqu'enkgpvu"qeekf gpvcrgu0'Rqt" glgo r mq. " [co cj c" dcl »" uw'r tqf week»p" f g" 32022" wplf cf gu" c"3022" { "J qpf c" f gl »" f g'r tqf wek² xgj "pewu"gp"gn'r c"u"gp"423; 0P q"quvcpvg. " c'r guct'f g'guvqu'eco dkqu. 'Eqtf gtq' uqukpgg' s wg'uki wgtq" vplkpgf q' t gur gvq' r qt'uwu'r tqxggf qtgu. " vtcvcpf q' f g' t gur gvct' mqu'cewgtf qu'eqo gteknqu" { "eqo r tctrgu'm" oª zko q' s wg' r qf "cp0"

F g'guvg"o qf q. "f guf g'rc" r tqhwf k cck»p' f g'guvg"x'pewu. "c" kplekqu'f g'mqu'4222. 'Eqtf gtq' u»m" dwæc"enkgpvu"lcr qpvgu. " { c"ugcp"cwqr ctvkuc. "vgtu kpcnqu"q' r tqf wevqtcu'f g'o qvqelengcu0' Gp" r ctvkewrt. "uqdtg"guvg"vr q' f g'go r tgu" Eqtf gtq' uqukpgg' s wg" "te exigen, la eficiencia, pero la visión a largo plazo ayuda mucho a poder invertir, poder seguirlos. Esa es la diferencia

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

Cufl'Guvgep'Eqtf gtq'gu'qtc'f g'rcu'go r tgu'c's wg'ngx»'c'ecdq'wp'r tqeguq'f g'upgrading
de procesos c'r ctvt'f g'rc'ko r ngo gpvcekp'f gn'VRU'Gp'r ctvewrt."gn'i tcp'ucnq'f g'guc'hko c'
hwg'eqp'gn'eco dlq'f g'o qf gm'f g'rc'J kwz'KO X0F g'hqto c'uko krc't'c'I wfk'k'uk'dkqp'r wf'q'o glqct'
uw'plxgrgu'f g'r tqf wevxf cf ."guq'pq'tgf wpf »"gp'qvtq'vr q'f g'guc'nc'o kgpvq."eqp'kpwcpf q'eqp'rc'
hcdtkecekp'f g'r kgl'cu'o gvcn'Àti kecu'tgrv'xco gpvg"uko r ngu'Ukp"go dcti q."gug'x'pewuq"u'fl'ng'
r gto kl»"ceegf gt" c" gZR qtvekp'p'gu" *Vq{ qvc" Dtcukn" { "qvtqu'r tqf wevqtgu" *fl' co cj c" { "J qpf c+ "
vqo cpf q'rc'r ctvewrt'f gekuk'p'f g'tcdclct'uqmq'eqp'enk'p'v'gu'lcr qpgugu'f gdlf q'c'rcu'gZR g'k'p'ekcu'
hcnk'cu'eqp'uekqu'qee'f gpvcrgu" { "rc'r qukd'k'cf "s wg" guvcu'tgrv'k'p'p'gu'ng'dtk'p'f c'r ctc'tgcrk' ct'
k'p'x'gtuk'p'p'gu" { "r n'p'k'lect'cwo gpvqu'f g'uw'r tqf wevcekp'0'

5.4.3.3 - Ventalum

" Guc'cwqr ctv'kuc'gu'wpc'go r tgu'c'ho k'k'ct'f g'ecr k'crgu'p'ce'k'p'crgu'w'dke'f c'gp'rc'hqecrk' cf "
f g'Ucp'O ctv'p.'r tqx'k'pek'f g'Dwgpqu'Ck'gu'0Nc'eqo r c°'f'c'ug'hwpf »"gp'3; 88.'hcdtkecpf q'x'gpvcpcu'
r ctc'dwugu'w'dcpqu" { "f g'rc'ti c'f kuc'pek'c'r ctvt'f g'r gth'k'gu'gz'v'w'k'qu'f g'c'nc'o k'p'k' { "x'k' tkq'0'

Uw'r tko gt'eqp'ce'v'eqp'wpc'v'gto k'pcn'cwqo qvtk' f g'x'gj 'pewuq'p'q'r gucf qu'hwg'gp'3; ; 8"
eqp" Vq{ qvc."ewcpf q"² uvc" dwuecdc" r tqx'ggf qtgu'0'Gn' x'pewuq"ug" tgc'rk' »"c" v'cx² u'f g' Cndgtvq"
Hgt'p' pf gl ."gn'uekq'm'ec'n'f g"VCUC"cn'o qo gpvq'f g'uw'tcf kecekp."s wg'eqp'q'c'c"X'gpvcnwo "c"
r ctvt'f g'uw'v'ev'x'k'cf "gp'rc'eqo gte'k'rk' ce'kp'f g'dwugu'0Tc'ÀriCo kn'j k'q'f g'w'p'q'f g'rcu'hwpf cf qtgu'
f g'rc"go r tgu'c" { "r t'g'k'f gpvg'f g'g'm'c'f guf g"4227."u'q'k'p'g'g's wg"rc" qti c'p'k' ce'kp'p'v'p'f'c'g'uecuc"
gZR g'k'p'ek' { "ecr'cek'cf "gp"rc" k'p'f w'w'k'c"cwqo qvtk' "j c'uc" h'k'p'gu'f g'rcu"; 2a"o "a"u'c'm' "f g'rc"
hcdtkecekp'f g'x'gpvcpcu'r ctc'dwugu" *Tc'ÀriCo kn'gpvtgxkuc'r gtuqpcn"3; 18 44244+0"

" Cn'l'p'lekq."VCUC"ng'r k'f k»"c"X'gpvcnwo "tgc'rk' ct" wpc"x'gpvcpc"v'cugtc'r ctc"rc"J kwz.'r gtq"
n'wgi q'ug'f g'uk'k'»'f g'k'p'eqtr qtct'gug'grgo gpv'cn'x'gj 'pewuq'0Ukp'go dcti q."gug'r tko gt'eqp'ce'v'rcu'
r gto kl»"s wg" n'wgi q'ng"r tqr qpi cp" c"rc"cwqr ctv'kuc"tgc'rk' ct"rcu"gu'w'kdqu'f g'c'ue'gp'qu"r ctc"rc"
eco k'p'p'gvc'0Gu'f gek'."gp'gug'r tqeguq'r ctc"ugt'r tqx'ggf qt'f g"VCUC."X'gpvcnwo "ngx»"c'ecdq'wp"
upgrading de producto.'hcdtkecpf q'wpc'p'w'gxc'r ctv'g's wg'p'q'j ce'f'c'r t'g'x'k'co gpvg."cwps wg'guc'p'q"
gtc"v² epleco gpvg"o "a"u'eqo r r'glc"s wg"rcu'cp'v'g'k'q'gu'0C"uw'x'gl ."VCUC"rcu'eqpu'w»"uk'guc'dcp"
f kur w'gu'qu" c" j cegt' f k'w'p'v'qu" eco dlqu" qti c'p'k' ce'k'p'crgu" gp"rc" r n'pvc." uk'p' go dcti q."rcu'
o qf k'ke'ce'k'p'p'gu"o "a"u'r tqh'w'p'f cu'f gn'r tqeguq'k'p'f w'w'k'cn'x'g'p'f t'f'p'w'p'qu"c° qu'f gur w² u'0'

" Gur ge'f'keco gpvg." eqp" gn' n'p| co k'p'vq' f gn' KO X" Vq{ qvc" rcu' cf l'w'f k»" vco dk² p"rc"
r tqf wevcekp'f gn'r qtvcgs w'k'clgu'r ctc"rc"J kwz" { "rc"UY 60Gp'r ctvewrt."p'k'pi wpc'q'vc'r tqx'ggf qtc"
hcdtkecdc'r qtvcgs w'k'clgu'gp"Cti gp'k'p'c'gp'gug'o qo gpvq" { "c'r ctvt'f g'gmq."X'gpvcnwo "ug"j k'q"

gur gekrku "gp'rc'r tqf wek p'f g'f lej cu'r kgl cu'0Rctc'gn'qvti co kpvq'f g'gug'p'gi qekq. "VCUC'ngu' r kf k'eco dku'o a u'r tqhw'p'f qu'gp'rc'r r'p'w'f g'Ucp'O ct'p'0D' uleco gp'v. "gucu'o qf k'kecek'p'gu'ug' g'p'qect'p'gp'go r r'gct'gn'VRU." "trabajar en el proceso. Hacer fluir las piezas de a una. No hacer stocks intermedios. Eso tapa los problemas de calidad" *Tc'ÀriCo kn'gp'v'g'x'ku'c'r' gtuqpcn' 3; 184244-0'Cu'f' "qu'f k'ge'v'x'qu'eqo gp'v'p's w'g'hw'g'wp'r tqegu'f g'ctf w'q'v'cdclq'eqp'kpi g'p'k'gt'qu' f g'VCUC'gp'rc'r r'p'w'j cu'c's w'g'r w'f k'gt'q'p'ngi ct'c'p'k'g'ngu'f g'ko r ngo gp'v'ek'p' {"gh'ek'g'pek' cegr v'cd'ngu'0"}

" Nwgi q'f g'gug'ucnq. "Xgp'v'c'w'o "eqo gp' | » "c'r tqx'g'g't'ng" c'q'v'cu'v'g'to k'p'c'ngu'0'c'n't'gur gevq. " Tc'ÀriCo kn'lu'q'v'k'p'g's w'g' "ser el proveedor de Toyota nos dio el grado de confiabilidad para los demás clientes ". "Gp'r t'ko g't'hw' ct. 'k'p'ek't'q'p'c'r tqf wek'x'gp'v'p'cu'f g'c'w'o k'p'k'q'r c'tc'rc' 'O g'teg'f gu' D'gp' | "Ur t'k'p'v'g't' F gu'f g'rc' cw'qr ct'v'ku'c' u'q'v'k'p'g'p' s w'g' j cd'f'p' k'p'v'p'w'f q' ugt'r tqx'g'g'f q't'gu' f g' O g'teg'f gu'gp'rc'r' f'2 ecf c'f g'3; ; 2'r g't'q'rc'v'g'to k'p'c'n'c'ng'o c'p'c'p'q'eq'p'h'k' »gp'g'm'qu'r q't' u'g't'w'p'c'go r t'guc' ej k'ec' {"p'q'ugt'r tqx'g'g'f q'tc'f g'rc'k'p'f w'w't'k'c'cw'q'o q't'k' 0'Cu'f' "f gur w'2 u'f g'k'p'ek't'c'v'cdclct'eqp' Vq' { q'w. "r w'f k'gt'q'p'ceeg'f g't'c'gug'er'k'p'v'g'0'Nwgi q. "Xgp'v'c'w'o "eq'p'v'p'w' »r tqx'g' { gp'f q'q'v'cu'r k'gl cu' dcuf cu'gp'c'w'o k'p'k'q'r c'tc'hw'uki w'k'p'v'gu'o qf g'ngu'f g'Ur t'k'p'v'g't'0"

Rqu'v't'k'q'to gp'v. "v'o d'k'p'go r g' l ct'q'p'c'r tqx'g'g't'ng'r k'gl cu'c'X'q'm'y ci gp. "H'q't'f .R'gwi g'q'v' Ekt'q'up' {"P'k'uc'p'/T'g'p'c'w'o'0'c'X'q'm'y ci gp. "gn'r q't'v'c'g' w'k'r cl'g'f g'rc'U'w't'ep'f' w't'ep'v'g'qu'34'c'o qu's w'g' ug'r tqf w'q'0'F gur w'2 u. "c'n'R'gwi g'q'v' 62: . "gn'52: " {"gn'Ekt'q'up'E6"ng'j k'ek'gt'q'p' gn't'gh'w'g't' q'f gn' r c'tci q'r gu'f g'nc'p'v'g't'q. "w'p'c' r k'gl c' gut'w'ew't'c'n'f g'c'w'o k'p'k'q'0'Nwgi q. "c' "H'q't'f "ng'r tqx'g' { g't'q'p' gn' r q't'v'c'g' w'k'r cl'g'f g'rc'T'c'p'i g't' {"gn'w'd'q'f g'ng'p'c'f q'f g'eqo d'w'w'k'd'ng'f g'c'eg't'q'k'p'q'z'k'f c'd'ng. "w'p'c' r k'gl c' f k'w'k'p'v'c' "uw'gur gek'r'k'f c'f *Tc'ÀriCo kn'gp'v'g'x'ku'c'r' gtuqpcn'3; 184244-0"}

Gp't'gu'wo gp.'cf go a u'f gn'up'grading de procesos s w'g'ug'i gp'gt' »gp'X'gp'v'c'w'o "c'r ct'v't'f g'rc' ko r ngo gp'v'ek'p'f gn' VRU." eqo q' gn't'gu'q'f g'rc'u' r tqx'g'g'f q't'cu' n'q'ec'ngu. "guc' cw'qr ct'v'ku'c' go r t'g'p'f k' »w'p'up'grading de producto, h'cd't'k'ec'p'f q'p'w'g'x'cu'r k'gl cu's w'g'p'q't'g'c'r'k' c'd'c'r t'g'x'k'co gp'v'g'0' Uk' d'k'p' "guc'u' p'w'g'x'cu' r ct'v'gu' p'q' g't'c'p' "o a u' eqo r ng'lcu' s w'g'rc'u' c'p'v'g't'k'q't'gu. "u'f' ng'u' r g'to k'k' »gur gek'r'k' ct'ug'gp'p'lej qu'f g'r tqf w'ev'qu's w'g'p'q' »gp'f'p'eqo r g'v'g'pek'gp'gn'r c'f'0'Gn'o q'o gp'v'q' d'k'ci tc'gp'guc'h'k'to c'hw'g'eqp'gn'eco d'k'q'f g'o qf g'ng'f g'rc'J k'w'z'KO X. "ew'c'p'f q'ug't'g'c'r'k' ct'q'p'qu' eco d'ku'r tqf w'ev'x'qu'o a u'ko r q't'v'p'v'gu'0'c'uw'x'gl. "rc't'g'r'ek' »p'eqp'VCUC'ng'c'd't'k' »rc'u'r w'g't'cu'eqp' q'v'cu'v'g'to k'p'c'ngu'cw'q'o q't'k'egu'f gn'r c'f'0'

5.4.3.4 - Polimetal

" Rq'iko g'v'c'n' gu'w'p'c'go r t'guc' n'q'ec'n' s w'g'h'cd't'k'ec' "tw'g'f cu'r c'tc'x'g'j f'ew'qu'f g'r cu'cl'g't'qu' {" eqo g't'ek'ngu'ix'k'c'p'qu'w'd'k'ec'f c'gp'rc'r' r tq'x'k'pek'f g'Ucp'N'w'ku'0'Guc'eqo r c'o'f'c'ug'et'g' »gp'3; : 8' {"uw'

cevkxf cf 'kplekn'gtc'grleqt v'g' { 'tgevkhecf q'f g'cegtqu'r ctc'gr' unkequ' { 'tguqtvgr' ctc'cwqo »xkrqu⁴⁵⁸"
Gp"3; ; 4"ug"hwukpctqp"eqp"rc"go r t guc"Hggtcpqc."s wg'qhtge'c'ugt xlekqu'f g'eqt v'g'f g'ej cr c." { "gp"
4227"go r g' ctqp" c'kpwukpct"gp"rc"hcdtkecek»p" f g'mcpvcu'f g'cngcek»p.⁴⁵⁹"wp"r tqf wevq" s wg'gtc"
vqcro gpvg" ko r qtvf q" f guf g" Dtcukf' Nwgi q." en' ecdq" f g" wpqu" c° qu." rc" hto c" ug" f gf ke»"
eqo r ngvo gpvg" c'rc"hcdtkecek»p" f g" gug"r tqf wevq" { "ug"eqpxk v»"gp"rc"Àplec"go r t guc"cti gpvkp"
r tqf wevqtc" f g" twgf cu" f g" cno kpkq" r ctc" rc" kpf wutlc" cwqo qv k' 0⁵: "Cn'4243" ug" gpeqptcdcp"
vcdclcpf q"632'r gtuqpcu"gp"rc"eqo r c° c'0""

Gp"uwu'kplekqu."gr'eqo kgp| q'f g'rc"hcdtkecek»p" f g" twgf cu" f g" cno kpkq" gp"rc"go r t guc"ug"
tgcrlk »"c'r ctvk" f g'wpc'kf gc'f grif wg° q."gr'go r t guctkq"cti gpvkp" Dceecpgrnk" c'r ctvk" f g'uw'xkuk»p"
f gn' cwo gpvq" f g" rc" 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'egu'r qt" guqu'dkpgu" *O c'cu' O cf ci rlc." 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'rc" r tlo gtc"
{ "rc"ugi wpc' f c'² ecf c' f gr'4222."ug"o qf gtpk »" { "co r rk»"rc" r rcpvc."mgi cpf q" c"rc" ecr celf cf "f g"
r tqf wek»p" f g'3022022' f g'mcpvcu'cpwrgu'gp"42350Nc' b c { qt' r ctv' f g'guc'kpxgtuk»p" ug'tgcrlk »"
gp"gr'422; 'c'r ctvk" f gn'r tlo gt' i tcp'eqpvcvq' f g'rc"go r t guc" r ctc" r tqxgg' mcpvcu'c'rc" Xqmuy ci gp"
Co ctqm' { "Uwcp0⁵: "

Nc" eqpgz»p" eqp" Vq { qc" gp" guvg" ecuq" ug" f kq" r quvgtkqto gpvg" cn' x'pewu" eqp" qv'cu"
vgo kpcrgu'Gp" r ctvewrt." O c'cu' O cf ci rlc." Eqpvtqr' O cpci gt' f g'rc" hto c' f guf g'4233" uqukpgg"
s wg'gpt'g'4233" { "4235" c'v'cxguctqp" wp"rc"i q' r gt'qf q' f g' f gucttqm' f g'rc" twgf c' r ctc" VCUC'Gp"
i gpgtcn'rc" gu² vlc" { "gn'r guq' f g'rc" twgf c' gu'dtkp' cf q' r qt'rc" vgo kpcn' { "rc" cwqr ctvkuc' f gucttqm"
o gecpluo qu" kpvtpqu" f gn'r tqf wevq" s wg" pq" uqp" xkukdrgu'Gp" r ctvewrt." Rqrko gvcn' r qugg" wp"
f gr ctvco gpvq" f g' kpi gpkgt'c' f g" Rtqf wevq." f qpf g" ug" f gucttqmcp" o qf gu" { "r kgl cu'Guvq" gu³ "
r t kpek' cm gpvg' xkpwrc' f q' c' s wg'rc" cwqr ctvkuc' tgcrlk' c'cevkxf cf gu' f g'hwf' lek»p."rcu'ewcrgu'gu³ p"
hwgt vgo gpvg' f vgo kpcf cu' r qt' nqu'erko cu' { "rcu'vgo r gtcw'cu'ncrgu." r qt' nqu'ewcn' ug' f gdgp' et gct"
r tqeguq" { "r tqf wevqu" gur ge'hequ" s wg'ug" cf cr vgp" c' gucu' eqpf kekppgu' F g' guvg" o qf q." Rqrko gvcn'
f gucttqm»" nqu" o qf gu' r ctc" rcu' twgf cu" { "eqo gp| »" c" r tqf wek'rcu' C u' " gp"4236"rc" r tqxggf qtc"

⁴⁵⁸"Rqrko gvcn'gu' r ctv' f gn'I twr q" TD." r tqr k'f cf "f gn'go r t guctkq" nqecn' T qdgt vq" Dceecpgrnk' F gpt' q' f g' guvg" i twr q"
go r t guctk'rc" hto c' o " u" ko r qtvcpvg" { "cpvk' wc" gu' Hggtquk' gt' O' Guc' Anko c' ug' etg»" gp"3; 8; . "ug" gur gekrlk' c" gp" gn'
r tqeguqo kpvq' f g' cegtqu' r rcpqu' no kpcf qu" gp" h'q. "no kpcf qu" gp" ecrlk' vq." { "cegtqu' t g' xkuk' qu." { "cdcuvgeg" c" rc"
kpf wutlc" cwqo qv k' f guf g'uwu'kplekqu'0'

⁴⁵⁹"Uw'r t kpek' cil' tqxggf qt' f g' cno kpkq" gu' Cnwct'0'

⁴⁵: "J cunc'4239"rc'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'cmt' { "ecrlk' cf "s wg'rcu"
f g' cno kpkq+ "rc" ewcn'rc" j cd'p'p" eqo r tcf q' cn' I twr q" TD" cpv'gu' f g' s wg' guvg" ug" gur gekrlk' ctc" gp"rcu' f g' cno kpkq."
wlecf c' cn' uw' f g' T quctkq' O Gp"4239" guc' f' dtlec' ekgtc' f gdlf q' c' rc' eqo r gvp'ek' lo r qtvf qtc" { "Rqrko gvcn'ug' eqpxk v»"
gp"rc" Àplec' r tqf wevqtc' f g' twgf cu' gp" gn'r c' f u' *Erc' p." 36 44239-0'

⁴⁵: "Gp" nqu' c' o qu" cpv'gtkq' gu' wxkgtqp' cni wpqu' eqpvcvqu" eqp" qv'cu" vgo kpcrgu." r g' t q' eqp" xqna' gpgu' dclqu" *O c'cu' O cf ci rlc." gptgxkuc' r gtuqpcn"33 44245-0'

lplek»c"xgpf gtrg"guqu"r tqf wequ"VCUC."cwps wg"gp"xqnAo gpgu"delqu."{"Vq{ qvc"eqo gpl »"c" mceck ct"mrcu's wg"gtcp"cpvgr" tqf wekf cu"r qt"rc"crgo cpc"O ghtq"Y j ggm"gp"Dtcukn"GnEtqpluc." 4 15 14233-0"

Gp"r ct vkwct."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 vkuv."{ c"s wg"gp"gm"ug"guvdrgeg"s wg."cf go ^a u" f gn'tgkpgi tq"r qt" eqo r tculf g"cwqr ct vgu"mcegru."ug"lwo c"wp"9' f gn'xcrqt f g"rc"r ct vglukr"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 14 14245-0"

Nvqi q."Rrko gcn'cwo gp»"rc"r tqxkuk»p" f g"twgf cu"Vq{ qvc."cwps wg"pwpcc"ewdtkpgf q"rc" vcrkf cf f g"uw"xgj "fwmqu"0Cn"4244."rc"r tqxggf qtc"hdtkedc"r tqf wequ"r ctc"cr tqzko cf co gpvg" 62022"xgj "fwmqu" 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"62"Gn'tguv" f g"rcu"twgf cu"uki wgp"ukpgf q"ko r qtvcf cu" f guf g"Dtcukn"63"Rqt"qvq"rcf q." Rrko gcn'lug"zr cpf k»"c'i tcp"r ct vgf g'nbo gtecf q"cwqo qvkl "mecn'luwo 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"64"

F g"guv"o qf q."guv"ecuq"gu" f kgtuq"cn'f gn'tguv" f g"rcu"cwqr ct vkuv"mcegru"gzco kpcf cu" Rqt"wp"rcf q."pq"lptqf wlq"gn'VRU"eqo q"rcu"cpvgtkqt gu"0Cf go ^a u."uw"x"pewm"eqp"Vq{ qvc"mgi »" r quvgtkqto gpvg"cn'f gucttqm{" "gur gekn'k cel»p"gp"twgf cu" f g"cnwo lplq" {" "mqu"eqpvcqu"eqp"qv"cu" vto kpcrgu." ukpgf q" o gpqu" f gr gpf kpgv" f g" rc" vto kpcn' lcr qpguc" gp" eqo r ctcel»p" eqp" mqu" cpvgtkqt gu" r tqxggf qt gu" mcegru" Nc" f gekuk»p" f g" Vq{ qvc" f g" uwvkwk" ko r qtvcckpgu" r qt" rc" r tqf wek»p" f g"Rrko gcn'leqp"rc"mgi cf c" f g"rc"pwx"J kwz"guwxq"hwgtvgo gpvg"cuqekf c"cn'bo c{ qt" tglpvgi tq"r qt"rc"rg{ "cwqr ct vkuv"s wg"guv"qhtge"r qt"tgcnk ct"cevklcf cf gu" f g"hwf lek»p"0C"uw"xgj ." guv"Anko c"ectcevt"luec"ko r nec"s wg" guv"r tqxggf qt" tgcnek" kpxguki cel»p" {" f gucttqm" f g" r tqf wequ."c" f kgtgpek" f gn'tguv" f g"rcu"cwqr ct vkuv"mcegru"cpck cf cu"0"

5.4.3.5 – Compañía Regional de Aceros Forjados Mercedes (CRAFMSA)

Guc"go r tguc"gu"wpc"r tqxggf qtc" f g"r kgl cu"htlcf cu" f g"ecr kcrgu"mcegru"wdkecf c"gp"rc" r tqxlpek" f g"Ucp" Nwku"0Gu"wpc" f g"rcu"o ^a u"ko r qtvcpgu"r tqxggf qtcu" f g"r ct vgu"htlcf cu"r ctc"rc" lpf wvkl"o gvm ge^a plec" *r kgl cu"r ctc"gn'o qvqt."uwur gpuk»p." f kgtgpekn' {" "vcpuo kukpgu"0Cn" 4242"go r rgedc" crtgf gf qt" f g"822"r gtuqpcu"0"

⁴⁶²"Nqu"o qf gnu"o ^a u" d^a ulequ" f g"hu"xgj "fwmqu."crtgf gf qt" f g"wp"42' f g"hu"xgj "fwmqu" f g"Vq{ qvc."ngxcp"twgf cu" f g" ej cr c" {" "pq" f g"cnwo lplq"0"

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

⁴⁶⁴"Gn'glgewkxq"o gpekpc"s wg"co dlk"p"rg"r tqxgf gtqp"twgf cu" c" Tgpcwv"r gtq" f guf g"rc"r tqxggf qtc" f gekf lgtqp" f glct" f g"r tqf wekr"r qt"wpc"r qm"lec" f g"cewcnk cel»p" f g"r tgeku" f g"rc"vto kpcn'bo wq" r gtlwf lekcn'r ctc"rc"cwqr ct vkuv"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"qtq."gn'cegtq"s wg"wkkl cp"pq"ug"r tqf weg"gp"gnr c"ju"{"f gdg"ko r qtvtug" f guf g"Dtcukf⁶⁵"Cf go ^a u."gn'xqmw gp"fg"ri'o gtecf q"cti gpvkpc"gu"dclq"r ctc"guv"cevkxf cf " {"mqu" o ^a ti gpgu"fg"i cpepek"vco dlē p"uqp"dclqu0Cn'4242"ETCHO UC"gtc"wpc"fg"rcu"r qecu"go r t guc" f g"r kl cu"htlcf cu"r ctc"re"lpf wutk"cwqo qvtk " {"c"s wg"gu"re"Àplec"s wg"ewgpc"eqp"wpc"r t gpuc"fg" 6222"vpgmfcu⁶⁶"Ukp"go dcti q."mqu"glgewkxqu"uqukpggp"s wg"gn'pkxgn'f g"lpxgtuk"p"fgo ² ukeq" pq"hwg"gn'uwhekgpv"gp"rcu"Ànko cu"f² ecf cu" {"r qt"gpfg."rcu"ecr cekf cf gu"vgepqn"i kecu"fg"rcu" cevkxf cf gu"fg"htlcf q"gp"qvtqu"r c"ju"uwr gtcp"co r riko gpyg"cn'iqecni"fk gevqxqu"fg"ETCHO UC." gpyt gxkuc"r gtuqpcn"3: B4245-0

Nc"vc{ gevqtk"fg"ETCHO UC"lplek"eqo q"r ctvg"fg"re"cwqo qvtk "KMC"gp"3; 79"ewcpf q" f kej c"eqo r c° "c"fg gekf g"lpxgtvk"gp"o cs wkpctk"fg"htlc"gp"E»tf qdc0Nwgi q."gp"3; ; 2"cdtgp"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.⁴⁶⁷ f g" Gur c° c." ng" eqo r t»" c" T gpcwn" *cpvgu" KMC+" re" 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° c⁶⁸"Cu"gp"4225"xgpfgp"ETCHO UC" c" wpc"cnkcp| c"fg"fk gevqxqu" f g"re"go r t guc"eqp"gn'I twr q"Vcwu."wpc"eqo r c° "c"fg"ecr kcrgu"pcekppcngu"fg"lecf c" c" re" r tqf wekpp"fg"o cs wkpctk"xkcn' {"r ctc"re"lpf wutk"fg"re"o cf gtc0"

Gp"guv"2 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 ctvwrt."ETCHO UC"fg"ug° »"gn'r mppq"fg"htlc" {"fgucttmq»"gn'uqr qtvg"fg"ri'tgp"fg"mrvgtq"r ctc" VCUC" c"r gflf q"fg"re"vgtō kpcr0Nqu"glgewkxqu"uqukpggp"s wg"gu"wpc"r kl c"fg"enc"eqo r nglf cf " {"hwg"uwo co gpyg"fg"kl'gn'f kug° q" {"fgucttmq"fg"re"o kuo c0Rqt"glgo r nq."gn'tguv"fg"rcu"r ken' wu"mxcpr"r kl cu"hwf kf cu" {"pq"htlcf cu."rcu"ewcngu"uqp"o ^a u"ugpekrcu" {"fg"o gpqt"ecrk cf 0Gug" r tqf wevq"gu"Àpleq"gu"Uwf co ² tlec" {"ug"iq"eqpvpw»"r tqxg{ gpfg" c"Vq{ qvc"gp"mqu" c° qu'r quvgtkqtgu." uwhtkpgf q"uqm"eco dkqu"o gpqtgu0Cf go ^a u."gp"guv"gvrc"re"r tqxggf qtc"hdtkedc" gpi tpcplgu" htclcf qu'r ctc"rcu"eclcu"fg"eco dkq"fg"Xqmuy ci gp" {"gtc"r tqxggf qtc"fg" T gpcwn" {"Hkx0

⁴⁶⁵"Gp"r ctvwrt."guv"go r t guc"tcdcl"eqp"cegtq"o letqrcfcq."ew{c"Àplec"r tqf wevtc"gp"Uwf co ² tlec"gu"re"dtcukgtc" I gtf cw0

⁴⁶⁶"Qvc"cwqr ctvkuc"fg"r kl cu"htlcf cu."s wg"vco dlē p"gu"r tqxggf qtc"fg"Vq{ qvc."gu" Twdqn"cwps wg"guv"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 t gpuc"fg"6222"vpgmfcu0

⁴⁶⁷"Gn'I twr q" I co guc"gtc"wpc"go r t guc"fg"qtki gp"gur c° qn'xcueq"eqpvtmfc"r qt"fg"qu'i twr qu"go r t 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."re" Eqtr qteckp"O qpf tci qp"Eqqr gtcvxc."hqtō cpf q"Rtqo qcwq" c"plxgn'lpvgt pcekppc0C"o gflf qu"fg"3; ; 2"re"htō c" kpgtpcekppcn'ug"hectk »"gp"gn'twdtq"fg"rcu"gpgti "cu"tgpqxcdngu0F guf g"4239"re"go r t guc"ug"cuqek"eqp"re"crigo cpc" Ugo gpu."hqtō cpf q"Ugo gpu" I co guc0

⁴⁶⁸"Gp"Cti gpvkpc"r qug"vco dlē p"rcu"go r t guc"0Cvtegt" "Cwutcn" I kecu."Eqekuc" {"uw"ucrk c" guwxq"vco dlē p" o qkxcfc"r qt"re"etkukuf gn'ugevt"cwqo qvtq"cti gpvkpc" *Nc" P cekp."42 B44224-0

P q"qduwcpvg."gp"4235."cpvg"xctkqu"co qu"fg"fgukpxgtuk»p."uwo cf q"c"re"ec"cf"gn'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"kp" wmtk"fg"gu"o qo gpvq."F²dqtc"l kqti k"ug"gpqvt»"wp"pwgxq"i twr q" kpxgtuqt"s wg"eqo r tg"{"tghqto wg"re"eqo r c°"p0Cu"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^a 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°"p."{"guc"ug"xkq"qdri cf c"cegr vct."f cf q"s wg"i tcp"r ctvg" fg"uw"pgi qekq"r tqxgp"p"fg"re"qdtc"r Àdrk"{"f gr gpf"p"fg"gn'i qdkgtpq"»f kt gevqxq"fg"ETCHO UC." gpvtgxkuc"r gtuqpcn"3: B 4245-0⁶⁹""

" Nqu"fg"kt gevqxq"fg"ETCHO UC"uqukpgp"s wg."gp"gn'4236."Xqmuy ci gp"{"Vq{qvc."nqu" Àplequ"erkgpvu"s wg"re"j cd"p"s wgf cf q."ngu"o cpkhuvtqp"s wg"re"fg"gu"kpewct"p"uk"pq"o glqtc dcp" re"r tqf wevkt cf"{"'ewo r n"p"eqp"re"gpvtgi c"fg"r kg| cu0C"r ctvkt"fg"gmj."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"kp"i gplgt"p"fg"Rtqeguq"fg"VCUC"wxq"wp" tqnlhwpf co gpvcn"{"c"s wg"gpv"re"r gtuqpcn"re"r tqxggf qtc"r qt"o^a u"fg"wp"co q"r ctc"mgxct"cecdq" ecr cekcekqpgu" {"o glqtc"re" ghlekpeke"fg"re"r rcpv" »f kt gevqxq"fg" ETCHO UC." gpvtgxkuc" r gtuqpcn"3: B 4245-0'

" C"tc"p"fg"guv"vtdclq"eqplwpvq"re"htc"r wf q"tgewr gtctug."o glqtc p f q"nqu"r tqeguq"{" cwo gpvc p f q"re"r tqf week»p0C"lw'xgl."j c"nqi tcf q"tgeqo r qppt"gs wkr qu"fg"kp"i gplgt"p"eqpvtcvp f q" kp"i gplgtqu"junior"{"r qp"p"pf qmuc"vtdclct"eqp"nqu"senior"s wg"xp"p"p"fg"re"u"fg"2 ecf cu"cpvgtkqt gu" gp"re"htc" c06:"Culo kuo q."j c"uwo cf q"pwgxqu"erkgpvu"eqo q"Uecpkc."Tgpeww"{"Hqtf."cf go^a u"fg" go r t guc"fg"o cs wkpctk"ci t"p"eqr06:"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 wkr dtk"{"nqu"o^a ti gpv"fg"i cpcpek"uki wgp"ukp f q" gucuqu"q"pwnqu." f gr gpf kpf 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 ctvktcu"mqecrgu0Uw'x"peww"kp"lekn"eqp"Vq{qvc"re"r gto k»"go r ngct"ecr celf cf gu"v² eplecu" eqo r nglcu"r ctc"fg"lug° ct"{"f gucttqmt"vpc"r kg| c"gur ge"p"re"re"wg"vqf cx"p"ug"wk"k" c"gp"re"J knw0Ukp" go dcti q."guc"tgrcek»p"pq"re"cdt»"r wgt vcu"q"vtqu"pgi qekq"eqp"vgo kpcrgu"mqecrgu"q"fg"gn'gz vgtkqt0'

⁴⁶⁹"Gn'f kt gevqxq"ug° cnc"s wg"hw"vpc"qr gtcek»p"uko krt"re"s wg"kp"vpcvq"j cegt"eqp"re"cwqr ctvkt"Rctcp^a "O gvcn"{" re"eqo r t c"fg"nqu"r tqf wevkt"cwps wg"re"o kuo c'egt»"gp"42370'

⁴⁶"Nc"go r t guc"vkgp"wp"fg"gr ctvco gpvq"fg"kp"i gplgt"p"fg"Rtqeguq"{"qvtq"fg"o cxtlegtp"r gtq"pq"kp"i gplgt"p"fg" Rtqf wevq0'

⁴⁶"Nqu"fg"kt gevqxq"ug° cncp"s wg"re"u"eqo r t cu"fg"Xqmuy ci gp" dclctqp"uki p"re"vktco gpvg"gp"nqu" Ànko qu"co qu." r tkpkr cm gpvg"fg"gd f q"c"s wg"re"r tqf week»p"fg"eclcu"fg"eco dlq"fg"getgek»"hwgt vgo gpvg"fg"gd f q"c"re"vcpulek»p"ecf c" xgl"o c{qt"re"u"xtgukp"gp"cwqo^a vku0'

Gu'o ^a u. 're'cwqr ctvkw'cvtcxgu»'o Ànr ngu'r tqdngo cu'f wcpvg'ru'r tlo gtcu'f²ecf cu'f gn'uki nq." eco dlcpf q'f g'r tqr kvctku'gp'f kwpvcu'qecukapgu'f 'mgi cpf q'cnrdqtf g'f g're's wgdteOP q'qduwcpvg." nwi q'f g'nc'mgi cf c'f gn'pwgqxq"i twr q"go r tguetkq. "c"vtx²u'f gn'lpqxwmetco kgpvq'f gn'i qdkgtpq" pcekqpcnlf g'gug'o qo gpvq. 're'tgrcek»p"eqp"VCUC"u'f'hwg'f gvgto kpcpvg'r ctc're'tgeqputwek»p'f g' re'eqo r c° 'p0'Gp"r ctvkw'wrt. "gn'vcdclq"gp"eqplwpvq"gp"gn'o glqtco kgpvq'f g'mu'r tqeguqu'ng" r gto kx" c're'cwqr ctvkw'gpeqvtct'plxgrgu'f g'r tqf wvwxkf cf "uwr gkqtgu0C'tc" "f g'guwq. 'r wf q" xqrxgt'c'xgpf gtrg'c'pwgqxu'erkgpvu. "cwps wg'mu'glgewkxqu'uki wgp'ug° cncpf q'ru'eqo r nglkf cf gu' f g'uw'qr gtcek»p0'

5.4.3.6 - Mirgor

O kti qt" gu" wpc" go r tgu' f g" ecr kcrgu" mcegru" s wg" kplek»" uwu" qr gtcekqpgu" gp" 3; : 5" r tqf welpf q'ukwgo cu'f g'ckg'ceqpf lekqpcf q'r ctc'xgj 'fawqu'gp're'r tqxkpek'f g'Vggttc'f gn'Hwgi q' c'r ctvt'f gnt²i ko gp'f g'r tqo qek»p'lpf wutkri0Gp'4243'eqpvcde'eqp'50722'go r ngcf qu.'wpc'f'p'g'c' f g'o qpvc'g'f g'twgf cu'gp'Tquctkq'r ctc'I gpgtcnO qvqtu'f 'ekpek'r rwpvcu'lpf wutkri'gp'Vggttc'f gn' Hwgi q." f qpf g" ug" hcdtkecdcp" gs wkr qu" f g" erko cvk'cek»p" { " ukwgo cu" f g" kphqto cek»p" { " gpv'gvgplo kgpvq" *infotainment+" r ctc" re'lpf wutk'cwqo qvtk' . " r rcs wvcu" grgext»plecu" r ctc" gn' ugevq't'cwqo qvt. "grgext»plec'f g'eqpuwo q. "grgextqf qo ²u'lequ" { "o »f wqu'grgext»plequ" *Hqtdgu. " : B34243-072" Guw'hto c" gu" wpc" gzegelek»p" gvtg" ru'cwqr ctvkw'cu'f g'ecr kcrgu" mcegru" r qt" hcdtlect'r tqf wvqu'f g'cnc'eqo r nglkf cf "f'vpgt'f ko gpukqpgu'o c { qtgu'cnit guw'f g'hu'r tqxggf qtgu' f qo ²u'lequ0'

" Nqu'r tlo gtcu'erkgpvu'f g'O kti qt'hwgtq' Hkv'f 'Rgwi gqv'ewcpf q'guqu'eqphqto cdc'p'Ugxgn' { "guwcdp" dclq'gn'eqvtqn'f gn'I twr q"O cetk0'F wcpvg'ru'f²ecf cu'f g'3; : 2" { "3; ; 2"O kti qt"ng" xgpf k»"ukwgo cu'f g'ckg'ceqpf lekqpcf q'c"Rgwi gqv."Hkv."Tgpcwv."I gpgtcn'O qvqtu."O gtegf gu' Dgp| { "Xqmuy ci gp0C'uw'xgl . 'tgcrlk' »"cuqekcekqpgu'eqp're'cwqr ctvkw'i mdcn'htcpeguc'Xcrgq0' Cf go ^a u."eqo r t»"re'hto c"kv'gterko c."uw'r tlpek'cn'r tqxggf qtc'f g'kv'gterko dckf qtgu'f g'ecmqt. " wco dk2p'wdekf c"gp'Vggttc'f gn'Hwgi q0"

" Gp"ru'r tlo gtcu'f²ecf cu'f gn'4222"O kti qt"eqo gp| »"c"fkxgtukhctug"j cek'f kwpvqu" r tqf wvqu'grgext»plequ" { "grgextqf qo ²u'lequ0'Gp"4223" kplek»"re' hcdtkecek»p'f g'vcdngtqu'r ctc" xgj 'fawqu'Xqmuy ci gp" { "gp"4226"eqo gp| »"c"r tqf wvqu'gs wkr qu'f g'ckg'ceqpf lekqpcf q'r ctc"

⁴⁷²"C"uw'xgl . "ug"gpwgpvtc"eqputw'gp'f q'wpc'pwgxc'r rwpvc"gp'Dctcf gtc. "r tqxkpek'f g'Dwgpqu'Clkgu."r ctc"re' r tqf wek»p'f g'r lgl cu'gur gekrgu'f g'cr ctkepek'r ctc"re'lpf wutk'cwqo qvtk' 0Cf go ^a u."re'hto c'ug'j c'f kxgtukhctef q' j cek'qvtqu'ugevqtgu-Tgvckl'f gucttqm'f g'ecpvcu'o kqtkwcu+ 'kppqxcek»p"r tq { gevu'f g'K F'g'kpi gplgt'f'gr'evtlec." uqhy ctg" { " o ge^aplec+." Ci tqr gewctkq' *gzr qtwek»p" f g' r tqf wvqu' ci tqr gewctkq+." Nqi 'f'wec." F kwtldwek»p" *eqo gteckl'cek»p" f g' r tqf wvqu' grgext»plequ+ { " Ugtxlekqu' *ugt'xlekqu" r quv' xgpc" kpenw'gp'f q' ugi wtu'f g' f kur qukxqu+0'

j qi ctgu'f g'ncu'o ctecu'NI " { "Y j ktr qqr0'Gp"4228"kpucn»"wpc"r rcpvc" f g'cto cf q' f g'twgf cu" { " 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 "f" KC VGE+. 'eqp'rc'ewcneqo gp| ctqp'c'r tqf wek' egmwt gu'P qnk0Gp'rc'ugi wpc' f'2 ecf c" f gn'4222"O ki qt" kpek»"wco dk'p"rc' hcdtkceek»p' f g'vgrxkuqtgu'NI " { "Uco uwpi . 'eqo r wcf qtcu" F gm' egmwt gu'Uco uwpi . 'ukugo cu' f g' cwf kq" { "wplf cf 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 ctvkwrt. " 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' wmpcekqpcn' lcr qpguc" Rkqpggt" gp" O cpcqu. " Dtcukn" { " f guf g' cni" gtc" ko r qtvcf c" cni' r c"ju" *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" mcecn' s wg' vgp" c" gzr gkpek" { " ecr cef cf. " vpvq" gp"rc" kpf wutk" cwqo qvk' " eqo q" gp"rc" r tqf week»p' f g' grgev»plec0"

" F g'gug'o qf q. 'O ki qt' r tguqp»" wpc' r tqr wguv" c" VCUC" { "2 uc'rc' grgx»" c" uw'ecuc" o ctk' " gp" Lcr »p. " rc" ewcn' mwi q" eqpxgpek" c" Rkqpggt" f g" gptct" gp" wp" r tqeguq" f g' vcpuhgtgpek" vgepqni' lec0C" r ctvk' f g'gug' cewgtf q. " Rkqpggt" eqpvp Àc' tgeklkpf q' wp" royalty" r qt' gn'wuq' f g'uw' vgepqmi "f" { " eqo r ctg' gn' r tqeguq' r tqf wekxq' s wg' vgp" c" p' gp' Lcr »p" { " O cpcqu' r ctc' s wg' O ki qt' m" ko r ngo gpv' gp" Vkgttc' f gn' hwi q0Cu" ug" o qp»"rc" r tko gtc' r rcpvc' f g' ukugo c" f g' gptgvpk kpvq" c" dqt f q0Nwgi q. " Rkqpggt" j k' q' wpc' t'gxkuk»p' v' eplec. " wpc' cuguqt" c" { " wpc' egt v' hceek»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' hwi' f gvto kpcpv' gn' xqno gp' f g' r tqf week»p' s wg' crecp | »" VCUC. " { c" s wg" c" r ctvk' f g' guq" òse puede atraer a cualquier proveedor de afuera en un joint-venture o un acuerdo de tecnología "" *F cplgn' J gttgtq. " gptgxkuc" r gtuqpcn" 3 19 4244-0'

" Rctc" Cnglcpf tq" Lcxkt" Xk | ctk" I gtgpv" Glgewkxq" f g' Kpxguki cel»p. " F gucttqm" g" Kppqxcel»p' f gn' I twr q" O ki qt" f guf g"4232. " gn' c° q"4237" hwi" wp" " año bisagra "" r ctc" O ki qt" f gdlf q" cni' kpekq" f gn' cewgtf q" eqp" Vq { qvc'0' Cu" gn' glgewkxq" uqukpgg" s wg' gm" rgu" " permitió cumplir el sueño de fabricar el infotainment y transformarse hacia una compañía innovadora que hizo crecer exponencialmente la variedad de negocios y el tamaño " *O ki qt. "45 l: 4243-0'

" Nwgi q' f gn' kpekq' f g' guvcu' cevxxk' 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 a u'uki phkecvkxqu" gp" nqu' r tqeguqu" f g' kppqxcel»p' f g'rc" eqo r c° "f. " gn' f gucttqm" r tqr kq' f g'rc' tcf kq' HCO ROUg' t'cwc' f g' wp' f kur qukxq' etgcf q' r qt'rc' go r tguv' s wg' v' t'cxgu»' f kmpvcu" gvr cu' j cuv" mgi ct" c" kpeqtr qtctm" gp"rc" Hkv' Vqtq. " xgi "f wru" r tqf wek' q" gp" Dtcuk'0' Guv" hwi"rc" r tko gtc' tcf kq' dcuf c" gp' gn' ukugo c' qr gtc' v' kxq' Cpf tqk' f gucttqm' c' f gp' Co ² tlec' f gn' Uw' *O ki qt. "

451: 14243+0'Gu'f gekl. "O ki qt'ngx»"c"ecdq'r tqeguqu'f g"upgrading intersectorial."eqo gp| cpf q" eqp"rc"r tqf week»p" f g"wp"r ctv"eqo r nglc"r ctv" f g"wp"cewgtf q" f g"vcpuhgtgpek"vgepqn»i kec" eqp"wp"o wmpcekqpcn'nf gt"eqo q"Rkqpggt. {"funcional,"tgcrl 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"gpvtgvgpk kpvq" c" dqt f q" r ctc"qt cu"vgo 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 gpvpc" {"Xqmq'Dtcuk0'

" Gp'r ctvewrt. 'rc' f kxkuk»p' f g'kppqxcex»p' f g'O ki qt'ug'htto 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 qvte 0Cu"ug'etg»"gn'ugevt' f g'kppqxcex»p'eqo q'vpl cf " f g'pgi qekq. 'kvgi tcpf q"gn' tgc" f g'kpi gplgt' f g"Rtqf wevq"eqp"rc" f g" f gucttqm" g'kppqxcex»p" *O ki qt."451: 14243+0' Cf go a u' f g'hu'ukvgo cu' f g"gpvtgvgpk kpvq" c" dqt f 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. "gpvtgxkuc"r gtuqpcn'321914244+0'

" Gu'f gekl. "O ki qt" gu"wp"ecuq" gur gekn' gpvtg"rcu" cwqr ctvku" nqecrgu" f g" Vq { qvc0' Gp" r ctvewrt. "rc" hto c" vkgp" o c { qt" gpxgti cf vtc" s wg" gn' tguvq" f g"rcu" f qo ² ukvku" * { c" ugc" r qt" go r nglc qu." r nvcu" q" plxgrgu" f g" r tqf week»p+0' Cf go a u." O ki qt" { c" hdtkecdc" r tqf wevqu" eqo r nglcu" *ukvgo cu' f g'ck'gu'ceqpf kekqpcf qu."grgev»plec" f g'eqpuwo q. "grgevqf qo ² ukvku" {" c" r qug'c" g'zr g'kpek"gp"rc'kpf wvkc"cwqo qvte "cpv' f g'uw'x'pewq"eqp"Vq { qvc0'Uk" go dcti q. "c" r guct' f g'gmq. 'rc' tgrcek»p'eqp'VCUC'uki pkle»"wp'ucnq'ko r qtvcpg'gp'rc'vte { gevte' f g'guv' hto c." r gto kx' pf qng'rc" r tqf week»p' f g'wp'pwxq"dlgp"eqo r nglc"r ctv" f g'wp"cewgtf q"vgepqn»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'hu'r tqxggf qtgu' f g'VCUC" s wg'ngx»" c"ecdq"wp"r tqeguq" f g"upgrading funcional e intersectorial, pq"u»nq" c"r ctv" f gn'gucrc»o kpvq" c" rc" r tqf week»p" f g"pwxqu"dlgp" o a u"eqo r nglcu."ukpq" s wg" vco dl² p" tgcrl 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" Vlgte" f gn' Hwgi q. "rc" guv' qvpl' gpug" Dtki j vuct. "f gf kecf c" c"rc' hdtkecdc»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'gug'kr q'f g'gobernanza uqp'r tpekr cm gpv'ru'ecr cekf cf gu'r tqf wevku." rqu'cnqu'tgs wgtko kpvqu'f g'ecr kcn'{"r"K F 0'Ncu"go r t gucu'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"fg" VCUC"wo dk² p"ug"j c"f gucecf q"r qt"wp"ugtkg"fg"grgo gpvqu'r ctvewrtgu"s wg"ug"f gvcmp" c" eqpvkpwcekp0'

" Gp"r tko gt"nwi ct."ug"r wfg g"o gpekqpcr"r"r ctvlek cekp"cevx"gp"gn'f gucttqm"fg"rqu" r tqxggf qtgu"mecngu0'Guq"ug"j c"xluq" c"vtx² u'f g"wp"ugtkg"fg"r tqi tco cu'{"cevxkf cf gu."vrgu" eqo q"gn'Supplier Production Tracking Team"¶URVV+r ctc"r"knwukp"fg"pwxqu'r tqxggf qtgu." r"Cuqekcekp"fg"Rtqxggf qtgu'f g'Vq{ qv"Cti gpvpc"¶CRVC+r ctc"htvregt"r"eqqr gtcekp"gp" r"ecf gpc"fg"xcmq."{"f kgtucu"cevxkf cf gu'f g'ecr cekcekp"r ctc"eqrdqtct"gp"ru'o glqtcu'f g"ru" cwqr ctvku0'Guq"lpqxnetco kpvq"j c"ukf q"fgucecf q"r tpekr cm gpv'r qt"ru'r tqxggf qtgu'f g" ecr krgu"pcekpcrgu"ew{ q"r tpekr cn'enkpv"gu"Vq{ qv"¶lpf wutlcu"l wk k"Guvgdcp"Eqtfgtq." Xgpvcno {"ETCHO UC+0'

" Cu¶" gucu"cevxkf cf gu"fg"ecr cekcekp." tqcekp"fg"r gtuqpcn"e¶ewru"fg"ecrkf cf." eqpxgtucekppgu" hqto crgu" g" kphqto crgu" {"f kgtucu"tgwkpqpgu"i gpgtcp"wp" kpvteco dkq"fg" kphqto cekp"fgdlf q"c"s wg"cdtgp"gur cekqu"s wg"heckkcp"r"etgcekp"fg"tgf gu'fg"eqpvcequ"fg" kpvtecekppgu'r gtuqpcngu0'Guq'ug'f gu'r cucp'hwi q."o gf kcpv'f hgtgpv'j gttco kpvu."c"r"guhgc" qti cpk cekpcn'cwo gpvcp q"r"ektewcekp"fg"kphqto cekp"fg"vgo cu'eqo q"r tqegu'r tqf wevku." qti cpk cekp"{"i guk0'Nc"tgreekp"fg"Vq{ qv"Cti gpvpc"eqp"uwu"r tpekr crgu"r tqxggf qtgu" dtkpf c" eqo r tqo kuq" {" eqphcp| c" dkf kgeekpcn" r gto kkgpf q" wp" o c{qt" kpvteco dkq" fg" kphqto cekp"fgdlf q"r"ru'ectcevt¶wecu'fg'f wtcekp"{"eqpvkpwkf cf "s wg'kppg"r"tgreekp0'

" F g"guv"o qf q."qvc"ectcevt¶wec"fkvkvkxc"fg"guv"gobernanza"gu"r"i gpgtcekp"fg" x¶ewru" c" rcti q" r r q." gp" r¶pgc" eqp" gn' kr q" fg" x¶ewru" s wg" gucdnggp" ru" vgo kpcrgu" cwqo qvlegu"lcr qpgucu"eqp"uwu"r tqxggf qtgu"gp"vqf q"gn'o wpf q0 Gp" guv"ugpvk q."vqf cu"ru" cwqr ctvku" gpv'gxlucf cu" eqpvkpwctqp" uw" tgreekp" eqp" VCUC" f guf g" s wg" eqo gp| ctqp" c" r tqxggtgu'r ctvgo0'Nc"¶pkek"gzegr ekp"gp"guv"cur gevq'hwg'gn'ecu'fg'ETCHO UC0'Guq'hwg'wpc" ukwcekp"r ctvewrt"gp"r"ewcn"r"cwqr ctvku" guwxq"cn'dqtf g"fg"r"s wgdte" c"r ctv"fg"r" f gukpxgtukp"{"r"o cn'cf o kpvtecekp"fg"r"go r t guc0"

Cuñ "rcu'tgrecqpgu'f g'rci q'r rc| q'ug'o cpwxkgtqp"gp"vqf qu'mu'ecuqu"{' 'mu'r tqxggf qtgu' p'q'whtkgtqp"co gpc| cu'f g'ugt'f gur rc| cf qu'r qt"qvtqu'Ugi Ap"gn'r tgu'k' gpv'f g'Xgpcnw . "guv'ug' f gdg'c'swg" "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" 'OGñecuq'bo 'a u'gzvgo q'f g'guv'vr q' f g'x'pewu'iq' r' tgu'p»'Guv'gcp'Eqt'f gtq. "{' c's wg'rc'cwqr ct'vuc'f gek' k' 'tcdclct' 'uq'eq' 'erkgp'v'gu' lcr qpgugu'f gdl'f q'c'uw'g'zr g'kgpe'k'gz'k'uc'eqp'Vq{ qvc"{' 'hcm'k' c'eqp'qvtqu'erkp'v'gu'qee'k'f gpvc'gu'0

Cf go 'a u."rc" k'peqtr qtcek'p" q' gn' cwo gpv'q'f g" r tqf wek'p" f g" rc" o c{qt" r ctv'g'f g" mu' r tqxggf qtgu'gpvt'g'x'k'uc'f qu'f gur rc| ctqp"r ctv'gu'ko r qtvc'f cu"*Xgpcnw . "F cpc."I wk'k" Dquj qmw." Rq'ko gvcn"{' "O ki qt+0⁷⁴"Nc"o c{qt'p'f g'guc'u'k'peqtr qtcek'qpgu'ug'f k'q'gpvt'g"4236"{' "4237."{' "ug' r tqf w'gtqp"gp'f'p'g'c'eqp'gn'ek'eq'c'ue'g'p'f gpv'f g'VCUC"gzr'nc'ef q'gp'gn'ecr'f'w'w'q'cpv'gt'k'qt'0Gu'f gek'." c'r ct'vt'f gn'r'nc'p'f g'g'zr'cp'uk'p."{' 'h'ek'k'cf q'r qt'gn'eco d'k'f'g'o qf'gn'c'rc"J k'wz": AI' g'p'gt'cek'p." gn'uc'nc'q'cn'p'k'gn'f'g'hc'd't'k'ec'ek'p'f g"322022"wp'k'cf gu'gp"4238"{' "mu't'g'k'p'v'gi t'qu'q'ht'gek'f qu'r qt'rc" r'g{ 'cwqr ct'vuc'0"

" Wp"ewct'v'g'rgo gpv'q'f g"t'g'nc'p'ek'gp"gn'vr q'f g"gobernanza"iq'eq'p'uk'w'f'g'gn'f'z'tt'gq' eqpvt'q'nf'g'VCUC'iq'dt'g'lu'w'f' tqxggf qtgu'0Nc'bo c{qt'f'ctv'g'f'g'rcu'go r t'guc'u'gpvt'g'x'k'uc'f cu'f gu'ncep" gu'g'r'wp'v'q"{' "cni'w'pcu't'go ctecp"rc'eqo r'ng'k'f'cf "f g"t'cdclct'gp"guc'u'eqp'f'lek'q'p'gu'0Rq't'gl'go r'iq'." ETCHOUC"r'nc'p'v'g'c"rc" f'k'h'ew'nc'f" f g" cwo gpvt" r t'gek'qu'eqp"VCUC."iq'ew'cn'rgu'f'glc" dcl'qu' o 'a ti'gp'gu'f'g'i'c'p'c'p'ek'0C'uw'x'g|. 'f'guf'g'I'wk'f'k'u'qu'k'p'p'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'guf'g"O'gvc'nc"t'go ctecp"s'wg'rc"gz'ki'g'pek"r'qt"r tqf w'v'k'k'f'cf "{' "ec'rk'f'cf"r'qt"o qo'gp'v'qu"gu' g'zeg'uk'co'gp'v'g"cn'c'0'Cu'ko'kuo'q."gu'v'g'eqpvt'qn'r'w'gf'g'x'gt'ug"gp"rc"r'q'r'k'f'cf" f'g"mu"o'q'f'gu"{' " o'c't'k'egu's'wg'q'v'q'ti'c"c'rcu'cwqr ct'vuc'u."c'f'k'gt'g'pek'f'g'q'vt'cu'v'g'to'k'p'c'rgu'cw'qo'q't'k'egu'0"

" Gp"ewcp'v'q"c"rc"ugi'wp'f'c"en'uk'h'ec'ek'p'f'g"gobernanza."t'g'c'rk'cf'c"r'qt"i'gt'gh'k"{' "qvt'qu' *4227+."mu'vr'qu'f'g'2'uc"gp"rc"kp'f'w'v't'k'c'cw'qo'q'vt'k' r'w'gf'gp"x'ct'k'ct'f'g'r'gp'f'k'p'f'q'f'g'rc"t'g'rc'ek'p" v'g'to'k'p'cn'r' tqxggf qt'0Cuñ"{' c'r ct'vt'f'gn'cp'a'rk'ku'f'g'rcu'q'peg'c'w'qr'ct'vuc'u'gpvt'g'x'k'uc'f'cu'ug'erc'uk'h'ec' gu'v'vr'q'f'f'g'x'p'ewu'eqp"VCUC'0Gp'd'c'ug'c'rcu'g'ng'o'gp'v'qu'f'gu'nce'f'qu."{' "uki'w'k'p'f'q'g'uc'vr'q'm'j'p'c" f'g"gobernanza,"ug'r'w'gf'g'u'qu'v'p'gt's'wg'Vq{ qvc'wx'q't'gu'vr'qu'f'g'x'p'ewu'eqp'rcu'cwqr ct'vuc'u' gpvt'g'x'k'uc'f'cu."s'wg'ug'r'w'gf'gp'enc'uk'h'ect'f'gn'uki'w'k'p'v'g'o'q'f'q'0"

"

⁴⁷⁴"Gp"gn'ecuq'f'g"[' c| cnk'w'o d'k'p'ug'f'gur rc| ctqp"ko r qt'v'ek'p'p'gu."r'gt'q"rc"go r t'guc'f'gek'f'k'p'uc'nc't'r'nc'p'vcu'gp" W'wi'w'c"{' "R'ct'ei'w'c"{' .r'qt'iq'v'cp'v'q.'ug'uki'w'k'p'v'g'o'ko r qt'v'p'f'q'i'tcp'r'ct'v'g'f'g'rc'p'w'g'xc'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 CRAFMSA

Hwgpvg<gndqtce>p'r tqr kc"gp"dcug"e"gpvtgxkrcu"e'r tqxggf qtgu"{'I gtghk"{'qvtqu"*4227+0'

"

Gp"r tko gt"nwi ct."Vq{qvc"Cti gpvpc"guvcdngek"wp"gobernanza"modular eqp"cs wgrcu" r tqxggf qtgu"o a u'i tcpf gu'pq'lcr ppgucu."wrgu"eqo q'O ki qt."F cpc."O gvcnc"{'Rqiko gvcrl'Guq"ug" fgdg" c" s wg" r" eqo r rglkf cf " f g" r" kphqto cek>p" kpvgtco dlcf c." uw" eqf kkecdkrf cf " {" rcu" ecr cekf cf gu" f g" mqu" r tqxggf qtgu"uqp"cnco"gp"guvqu"ecuqu0Cf go a u."gp"guvg"vkr q" f g"gobernanza ug"ppecti cp"r tqf wevqu"gur gekkecf qu"e"r tqxggf qtgu"cnco gpvg"eqo r gvpgvu."eqp"xgtucvkrkf cf " r ctchdtlect'f kwpqu'r tqf wevqu"{'eqp"wp"ectvgtc'f g'enkpvgu"b gf kpcpo gpvg'f kxgtukkecf c0Guv" xctkgf cf 'f g'enkpvgu"{'r tqf wevqu'dtkpf c'e'mqu'r tqxggf qtgu"vpc"cwqppqo 'c'tgrvkc'tgur gevq'c'mqu" eqo r tcf qtgu"{'r qt'gpf g.'rcu'cuko gv'cu'f g'r qf gt'gpvtg'co dqu"uqp'tgrvkc'co gpvg'tgf wekf cu0Guv" hwg"gr'ecuq'f g'O ki qt."F cpc."O gvcnc"{'Rqiko gvcrl'

"

Gp"ugi wpf q'hwi ct."VCUC"b cpwxq'wp"x'pewm'relacional eqp'rcu'ukvgo krcu'lcr ppgucu" F gpuq." Vq{qvc"Dquj qmw" {" [c| cnk0' Gp" guvg" vkr q" mqu" r tqxggf qtgu" vco dlk'p"uqp"cnco gpvg" eqo r gvpgvu" {" gz kvg" wpc"cnco" eqo r rglkf cf " f g" rcu" vcpuceekppgu." r gtq." c" f hgt gpek" f g" r" modular."rc"eqf kkecdkrf cf " f g"2 ucu"gu"dclc."r qt"m" s wg"gr'eqpqeko kpvq"v'ekq"vkgp"wp"tqr' etwekrl0D'aleco gpvg.'gvcu'go r tgucl'r quggp'uwu'egpvtqu'f g'K F'gp'grhwi ct'f qpf g'Vq{qvc'tcf lec" grlf kug'o q"{'f gucttqm'f g'wp"b qf gr'f g'xgj 'pewm'gur ge'heq0Gp'gr'ecuq'f g'rc"Vq{qvc'J kwz."guvg" r c'u"gu"Vckrpf c."{'rcu'ukvgo krcu'lcr ppgucu"vco dlk'p"kpucrp'uwu'egpvtqu'f g'kpxguki cek>p"gp" gug'r c'u0F g'guvg"b qf q."gr'f twguq'f gr'kpvgtco dlq'f g'kphqto cek>p'ug'f gur rgi c'cnf"{'hwgi q'guqu" r tqf wevqu"{'r tqeguqu"uqp'tgr'kecf qu"gp"qvtqu'egpvtqu'kpf wutkr'gu."gp"guvg"ecuq."Cti gpvpc"{' Uwf^a hkec0'

Gp"guvcu'ecf gpcu'ug'xgtkhe"wp"o wwc'f gr gpf gpek"gpvtg'r tqxggf qt"{'eqo r tcf qt."{'rc" eqphkcp| c'gpvtg'rcu'r ctvqu'ug'xwgr'g'uwo co gpvg'ko r qvcpv0Nc'pgegukf cf 'f g's wg'rc'kphqto cek>p" v'ekc'hw'c'gpvtg'r tqxggf qt"{'eqo r tcf qt"j ceg'f g'rc"r tqzko kf cf "uqekn"{'gur cekn'gpvtg'co dqu" ugc'wp'tgs wukq'f g'guvg"vkr q" f g"vcpuceekppgu0F cf c'cn'eqphkcp| c"{'rc"o wwc'f gr gpf gpek."gr'

Rqt'grleqvtctkq.'gritguvq'f'g'rcu'htkto cu'pq'ug'j cp'kpxqmetcf q'gp'guvqu'r tqeguqu'f'g'o glqtc" c"vtcx2'u'f'gn'VRU'Gp"gr'ecuq'f'g'rcu'o wmkpcekqpcngu'ler qpgucu"*F gpuq."Vq{ qvc"Dquj qmw" { "[c| cnk±.'r qts wg" { c'm'vpp'cp'kpeqr qtcf q. ". 'gp'gritguvq'f'g'rcu'eqo r c° 'cu.'r qts wg'vkgpgp'pkxgrgu" f'g'ghelgpek"cnqu."tcdclcp"eqp"qtqu'enkgpvgu" { "uw'xkpewrelep"eqp"VCUC"gu'o gpqu'gumgej c" swg"rc'f'g'rcu'rqecrgu"*F cpc."O gvcnc."O ki qt" { "Rqiko gvcnθ'Gp"guvcu'Ànko cu'wco dlē p'ug'j cp" ngxcf 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."m'ewcn'rgu" r gto kkl»'cwo gpvt'uw'r tqf wevkkf cf 0'

" C'uw'xgl. 'r ctc'cni wpcu'cwqr ct wku'rqecrgu.'grlx'pewm'eqp"VCUC'rgu'r gto kkl»'xgpf gtrgu" c'qvtcu'vgo kpcrgu'0Cu'hwg'gr'ecuq'f'g'Xgpvcnw. 'kpf wutku'I wfk k' { 'Gugdcp'Eqtg'gtq'0Cf go ° a u." guc"Ànko c'wco dlē p'r wf q'ceegf gt'c'rc'gzt wcl»p'c"Vq{ qvc"Dtcukn"cwps wg"u»m'r qt'cni wpcu" c° qu0'

Wpq'f'g'mu'grgo gpvqu'egpvtcrgu's wg'j c'r gto kkl q'tgerk ct'o glqtcu'c'rcu'cwqr ct wku'gp" uw'tgrlek»p'eqp"VCUC"gu'rc'r tgxkukdkf cf "f'g'rcu'eqo r tcu'f'g'uw'enkgpv."f'gtkxcf 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 tpek'kqu'f'g'production smoothing'f'gn'VRU." { "f'g'uw'x'pewm'c'rcu' q'r m| q'0Cn't gur gevq.'rc'i tcp" o c { qt'c'f'g'rcu'go r tgucu'f'guvcep"guv'hcvtq."gr'ewcn'gu'c'Àp'o ° a u'xcmtcf q'gp'wp'o gtecf q'vcp" xqñ wleqo q'gr'cti gp'kq'0Gp'gr'ecuq'o ° a u'gzvgo q.'Gugdcp'Eqtg'gtq'f'g'ekf k»'tcdclct'w»m'eqp" enkgpvu'ler qpgugu'f'gdkf q'c'guv'vgo c'0Gp'r ct wewrt.'rcu'cwqr ct wku'ug° cnp's wg.'r qt'wp'rc'f'q." rc' guvdkf cf " { "r tgxkukdkf cf "f'g'mu'eqpvtcvqu"rgu"r gto kvg"r rpkhlect." { ".r qt"qtq"rc'f'q."gr' kpetgo gpvq'i tcf wcn'mu'hcxqtgeg"cn'r qf gt"uwdk"uw'ecr cekf cf "f'g'r tqf week»p."r gtq'f'g'hqto c" gucnp'cf c." { c's wg.'uk'gr'cwo gpvq'f'g'rcu'eqo r tcu'ug'f'kgtc't° r kf co gpvq.'rc'o c { qt'r ctv'f'g'rcu" cwqr ct wku'pq'r qf t'c'tgerk ct'rcu'kpxgtukqpgu'pgeguetkcu" { "m'i tct'rc'ecr cekf cf "f'g'r tqf week»p" f'g'rcu'pwgxcu»tf gpgu'0Cf go ° a u.'grlxqno gp" { "r tgxkukdkf cf "f'g'eqo r tcu'f'g'Vq{ qvc'rg'r gto kkl»" wco dlē p'c"Fcpc'gur geknk ctug'gp'gr'o gtecf q'f'g'rcu'r keni'w'u."f'glcpf q'f'g'rc'f'q'qtq'vkr q'f'g" enkgpvu'eqp'mu'ewcn'gu'gucdc'gpeqvtcpf q'f'kxgtucu'f'khwncf gu0'

Nc" Àplec" gzegelep" uqdtg" guv" grgo gpvq' hcxqtcdrng" m'r r tguvpc" [c| cnk0' Rctc" guv" cwqr ct wku."f'lej q'kpetgo gpvq'i tcf wcn'f'g'r tqf week»p'f'khwnc"uw'hwpekqpc kpvq'r qt'rcu" ectcevt'p'rcu'f'g'o cpq'f'g'qdtc'kpv'pukxc'f'g'rc"r tqf week»p'f'g'ecdrgu'0Guv"qdrki c'go r tgp'gt" r tqeguqu'f'g'eqpvtcelep'f'g'r gtuqpcn's wg'uqp"equququ'r ctc'rc'htkto c'0' Cf go ° a u."f'guf'g'rc" r tqxggf qtc'tgucncp's wg'rc'dclc'i cpcpek'f'g'rc'r rcpvc'rqecr { "rc'hcnc'f'g'kpxgtukp"gp'rc'htkto c" go r gqtc'f'lej c'ukwcek»p0'

Ukp" go dcti q." gp" rc" i tcp" o c { qt'c'f'g'rcu" r tqxggf qtcu" gr'cwo gpvq'i tcf wcn'f'g'rc" r tqf week»p'f'g'VCUC"j c'r gto kkl q's wg'rcu'cwqr ct wku'tgerk'gp'rcu'kpxgtukqpgu'r ctc'o glqtc'

re'r tqf wevklf cf " lq'kpetgo gpvct're'r tqf week»p0Gri'ecuq'o a u'tgr tgugpvcvklxq'f g"guvg'r tqeguq'mq" r tgugpvc"Kpf wutku'I wkl k's wg'tgcrk »"wpc"i tcp"kp'xgtul»p'r ctc"eqpwt'kt'uw'ugi wpf c'r ncpvc"gp" \ ^ tcvg.'r t»zlo c'c'rc'lf dtlec'f g"VCUC."{ 'cwo gp»'rc'ecp'kf cf 'f g'r ct vgu'f 'r kg| cu'gp'iqu'xgj ¶ewqu" Vq{ qvc0' Gp" gn' ecuq" f g" Kpf wutku'I wkl k' {" F gpuq." cf go a u." guvcu" kp'xgtukppgu" ug" xkgtqp" r quklk'kf cu'eqp'rc'qdv'gpe»p'f g'et² f kqu'HQP F GCT"gp"4236{" 4237."cnli wcn's wg"Vq{ qvc0'

Rqt "Anko q."gp"cn' wpqu'ecuq'u'ug"tgi kwtctqp"qtvtu'r tqeguq'u'f g"upgrading."cwps wg" f g" hqto c'o a u'ckurcf c'{"r wpcu'0'Rqt"glgo r mq."r ctc"Xgpvcnw "gn'x'¶ewm"eqp"Vq{ qvc"mg"r gto kkl»" tgcrl ct'wp'upgrade de producto"{'c's wg'r cu»'f g'r tqf wekl'»mq'xgpvcpcu'c'r qf gt'hdctlect'guktdu' {"r qtvcgs wkr clgu0'Gp'r ct'kwrtt."guq'j cdkk»"s wg'ug'gur gekrleg"gp'guvg"Anko q'r tqf wevq"{'r wgf c' r qulekq'pctug"eqo q"mf gt'f gn'o gtecf q"mecn0'Rqt"qtvt"mf q."ETCHO UC"tgcrl »"wp'upgrading funcional' cn'f gucttqmt'gn'uqr qtvg'f gn'v'gp'f g'ncpvtq'r ctc"VCUC"eqp'gn'rcp| co kpvq'f gn'IO X." cwps wg"rcu'eqo r rkecekppgu'f g"rc'hko c"gp"mq'u'c° qu'r quvgtkqtgu'f hkwntqp"uw'ecr celf cf "f g' f kug° q"g'kppqxcel»p0Cf go a u."Vq{ qvc"Dquj qmw'r wf q"mgxct"cedq'wp'mgx'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"kppqxcel»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'kwrtt" f g" cktgu' ceqpf lekq'pcf qu'r ctc"culgp'qu."f cf cu'rcu'gur gekh'ekf cf gu'f g'mq'u'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'mgxc'f q"cedq'wp'upgrade intersectorial." {c's wg'eqp"Vq{ qvc'eqo gp| »'c'hdctlect'ukvgo cu'f g'gpvt'gvpko kpvq'c'dqtf q.'c'r ct'vt'f gn'cewgtf q" f g'v'cpuhgt'gpek'v'gepq»i kec'eqp'rc'hko c'lcr qpguc'Rkqpggt0Nwgi q."O ki qt'eqp'v'p»'f kug° cpf q" {"r tqf wek'p'f q"gu'qu'ukvgo cu'r qt'uw'ewgpvc."go r t'gpf k'p'f q"wp'upgrade funcional0'Guvg'ecuq" eqo dlpc'mq'u'r tqeguq'u'f g'upgrade o a u'cxcp| cf qu'gpvt'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'crgu'm'ecrgu's wg'hdctlec'ukvgo cu'eqo r nglqu'gp'gn' r c'¶u0"

Uqdtg' guvg" Anko q" r wpvq" mq'u" r tqxggf qtgu' uquk'p'gp" s wg" rc' cwugpek' f g' hwpekppgu' cxcp| cf cu'f g'K F'f g"Vq{ qvc'gp'Cti gp'v'pc"{'f g'wp'egpvtq'f g'K F'gur gekr'kf cf q'v'cpvq'gp'gn'r c'¶u" eqo q"c'pk'gn'tgi kqpcn'uq'p'iko kcekppgu'ko r qt'v'p'v'cu'c"rc"j qtc'f g'mgxct"cedq'ce'vklf cf gu'f g' kppqxcel»p0'Eqo q"eqpvt'cectc'f g'guvg"cur gevq"ug"r wgf g"xt"e»o q"rcu'ukvgo kvcu'lcr qpgucu' r ct'v'kr cp'eqp"Vq{ qvc'f gn'f kug° q"{'f gucttqm'f g'rc"J knw"{'rc"UY 6"{'uwu'r ct'v'gu'gp"Vck'p'f kc." {"nwgi q"gu'qu'r tqf wevqu'uq'p'tgr n'ecf qu'gp"Cti gp'v'pc."f gl'cp'f q"wp'o cti gp'guc'cu"r ctc'guvcu' ce'vklf cf gu'gp"gn'r c'¶u0'Rqt"wp"mf q."guvq'f c"ewgpvc'f gn'tqn'egpvt'cn's wg'v'k'p'gp"guvg'v'kr q'f g' r tqxggf qtgu'i mq'dcrgu'lcr qpgugu'gp'rc'et'g'ce»p"{'f gucttqm'f g'iqu'xgj ¶ewqu"Vq{ qvc."{'rcu'dclcu' ecr celf cf gu's wg's wgf cp'r ctc'rcu'h'k'crgu'm'ecrgu'f g'guvqu'ukvgo kvcu0'Rgtq."cf go a u."guvq'o ctec" wp'¶p' kg'r ctc'rcu'cwqr ct'v'ku'cu'm'ecrgu"{'uwu'qr qt'w'p'kf cf gu'f g'guc'rc'co kpvq'gp'guvc'ecf g'p'c'f g'

xcmt. " { c " s w g " r u " r c t v g u " o " a u " e q o r n g l c u " { " e q u q u c u " f g " m u " x g j " f e w m u " u q p " f g v g t o k p c f c u " g p " c e w g t f q u " i m d c r g u " g p v t g " o w n k p c e k q p c r g u . " n g l q u " f g " e g p v t q u " u g o k k p f w u t k r g u " e q o q " C t i g p v k p c 0 G u v " g x k f g p e k " u g " e q p f l e g " e q p " q v t q u " t c d c l q u " s w g " f g u c e c p " s w g " r u " c e v k x k f c f g u " f g " K F " v k g p g p " w p " d c l q " i t c f q " f g " k p v g t p c e k q p c r k k c e k p . " { " u g " e q p e g p v t c p " r t k p e k r c m o g p v g " g p " m u " r c " f u g u " f g " q t k i g p " f g " r u " c w q o q v t l e g u " i m d c r g u " q " g p " q v t q u " r c " f u g u " f g u c t t q m f q u " * E c t t k p e c l g e w z " g v " c r f 0 " 4 2 2 3 = O k m g t . " 3 ; ; 6 + " { " s w g " r u " c e v k x k f c f g u " k p v g t p c e k q p c r k k c f c u " o " a u " c n f " f g " g u q u " f g u k p q u " u w g r g p " u g t " c s w g n c u " x k p e w r f c u " c n f g u c t t q m f " f g " r t q f w e x q u " { " r c " c f c r v e k e p " c " r u " e q p f l e k q p g u " t g i k a p c r g u " { " p c e k q p c r g u " * R c x i f f p g m " 4 2 3 4 + 0 ' }

P q " q d u x c p v g . " c n i w p q u " r t q x g g f q t g u " u g o c r c p " r c " r q u k d k r k f c f " f g " f g u c t t q m f " f g " r t q f w e x q u " r c t c " r c " J k n w " I c l q q " T c e k p i . " s w g . " c w p s w g " u w " x q n w o g p " g u " d c l q . " u w " f k u g o q " g u v " w d k e c f q " g p " C t i g p v k p c 0 R g t q . " j c u v c " g n " r g t " q f q " f g " g u w f k q " f g " g u v c " v g u k u . " g u q " p q " j c " k o r w u c f q " p w g x q u " r t q e g u q u " f g " u p g r a d i n g " f g " r t q x g g f q t g u " m e c r g u . " u c n k q " c n i w p c u " c e v k x k f c f g u " f g " r c " h k r c n f g " V q { q v c " D q u j q m w 0 " }

G p " t g u w o g p . " r c " o c { q t " r c t v g " f g " r u " c w q r c t v k u c u " f g " e c r k c r g u " m e c r g u " u g " j c p " x k u v q " d g p g h e k f c u " r q t " r t q e g u q u " f g " u p g r a d i n g d e p r o c e s o s , r t k p e k r c m o g p v g " c " r c t v k " f g " r c " k p v t q f w e e k p " f g n " V R U " { " g p " o g p q t " o g f k f c " r q t " r c " c f q r e k e p " f g " p w g x c " o c s w k p c t k c 0 C f g o " a u . " c n i w p q u " f g " g m q u " r w f k g t q p " c e e g f g t " c " q v t q u " e n k p v g u " m e c r g u " c " r c t v k " f g " u w " x " f e w m u " e q p " V C U C 0 R g t q " g n " g r g o g p v q " s w g " r c " i t e p " o c { q t " f c " f g " m u " r t q x g g f q t g u " f g u c e c " e q o q " r t k p e k r c n " d g p g h e k q " g u " r c " r t g x k u d k r k f c f " s w g " d t k p f c p " m u " c w o g p v q u " i t c f w c r g u " { " u q u v g p k f q u " g p " r c " r t q f w e e k p " f g " x g j " f e w m u " f g " V q { q v c 0 G u q " r u " r g t o k g " r r c p g c t " r c " q t i c p k k c e k e p " f g " r c " r t q f w e e k p . " r u " l p x g t u k q p g u " { " c p k o c t u g " c " c o r r k c t " u w u " e c r c e k f c f g u " r t q f w e v x c u " c p v g " r c " k p e g t v k f w o d t g " s w g " r c " o c e t q e q e p q o " f c " c t i g p v k p c " r g u " r t g u g p v c " e q p v k p w c o g p v g 0 U k p " g o d c t i q . " g p " t g r e k e p " e q p " q v t q u " r t q e g u q u " f g " u p g r a d i n g f g " m u " r t q x g g f q t g u . " r u " o g l q t c u " u q p " r w p w c r g u " { " g u e c u c u 0 G p " r c t v e w r c t . " r c " w d k e c e k e p " f g n l e g p v t q " f g " K F " f g " r c " V q { q v c " J k n w " g p " V e k r p f k c " { " m u " e q p v t c v u " i m d c r g u " e q p " m u " u k u n g o k u c u " l c r q p g u g u . " s w g " v c o d k e p " t c f l e c p " u w u " e g p v t q u " g p " g u g " r c " f u . " o c t e c p " i f f o k g u " t " f k f q u " r c t c " r u " c w q r c t v k u c u " m e c r g u " { " u w u " q r q t w p k f c f g u " f g " g u e c r c o k e p v q " g p " g u v c " e c f g p c " f g " x c m t 0 ' }

Conclusiones parciales

" G p " m u " e c r " f e w m u " r t g e g f g p v g u " u g " j c " f g u c t t q m f q " e w " n " h w g " g n " t g e q t t k f q " f g " V q { q v c " g p " C t i g p v k p c " g p " r u " A n k o c u " f 2 e c f c u " { " r u " e c w u c u " f g " 2 u v g 0 C u f l " u g " j c " o c t e c f q " r c " g z e g r e k q p c r k f c f " f g " g u v c " h k t o c " g p " w p c " u g t l g " f g " f k o g p u k q p g u " { " u g " j c " g z r i k e c f q " u w " e s t r a t e g i a e m p r e s a r i a l " c " r c t v k " f g " u w " i n c r u s t a c i o n i n t e r n a c i o n a l " { " n a c i o n a l . C u f l " c " r c t v k " f g " m " g z r w g u v " j c u v c " g u v c " u g e e k e p " f g " r c " v g u k u . " s w g f c d c p " r q t " t g u r q p f g t " c n i w p c u " r t g i w p c u " r c t c " r q f g t " c p c r k k c t " g z j c w u k x c o g p v g " s w 2 " }

hqtoc"vqo »'r'tgrcek»p'f g"VCUC"eqp"rcu"gor t gucu'wlecf cu"öci wcu'cttkdcö"gp'uw'ecf gpc"fg" xcmqt0"

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

Cf go ^a u."ug"j c"xkruq"s wg"VCUC"co r nk»"hwgtvgo gpvg"uw'dcug"fg'r tqxggf qtgu'mqecrgu' f guf g'uw'kwrccek»p"gp"gn'r c¶u0Gp"guvg"ugpvkf q."vo dlk p"ug"eqttqdt»"s wg"rc"o c{qt¶c"fg"mq" r tqxggf qtgu'f g"Vq{qv"tcf lecf qu"gp"Cti gpvkc"uqp'f g'ecr krcgu'pcekqpcrgu'0Ukp"go dcti q."c" r guct'f g"gmq."vo dlk p"ug"qdugtx»"s wg"rc"i tcp"o c{qt¶c"fg"guvu"ug'f gf lecp"cevxkf cf gu'o ^a u" uko r ngu."vrgu'eqo q'rc'hdtlecek»p"{'r tqxkuk»p'f g'r ctvgu'bo gv'rcu"{'r n'urku0Cf go ^a u."o wej cu' f g'guvu'cwqr ctvgu'r quggp"xgpvlecu'ht gpvg"rcu'ko r qtvcf cu'r qt'ugt'r kgl cu'bulky."rcu'ewrgu'uqp" f k¶ekrgu"{"equvucu'f g'tcpur qtvt0'Nc"gzegr ek»p"gp"guvg"eqplwpvq"mq"r t gupvc"O ki qt."{c"s wg" hdtlec'r ctvgu'f g"o c{qt"eqo r nglkcf "v'epkcc0Rqt"Ämko q."mq'qvtqu'v'gu'r tqxggf qtgu'f g'ukugo cu' f g"o c{qt"xcmqt"uqp"cwqr ctvku'u'i mqdcrgu'lcr qpgucu."f qu'f g'gmcu'f gn'I twr q"Vq{qv0"}}

C"uw"xgl ."c"mq"rci q'f g"guvg"ecr ¶wru"ug"j c"xkruq"s wg"rc"gobernanza"fg"VCUC"ug"j c" ectcevgtk cf q'r qt'uw'r ctvlekr cek»p'cevxk'gp"gnf gucttqm'f g'r tqxggf qtgu'mqecrgu.'uw'kwrgteco dkq" hmkf q'f g'kphqto cek»p'eqp'gmqu.'uwu'x¶ewru'f g'rci q'r n| q.'r gtq'eqp'hwgtv'gzki gpek"{"eqpvqn' f g'mq"o kuo qu0'0Cf go ^a u."mq'vr qu'f g"gobernanza"s wg"j c"guvdrgek q'eqp"mq'f kwpvqu'i twr qu' f g'cwqr ctvku'u'ug'f kxkf kgtq"gp"relacional"eqp"ukugo krcu'i mqdcrgu'lcr qpgugu."modular eqp" cwqr ctvku'u'i tcpf gu'pq"lcr qpgucu"{"cautiva"eqp"rc"o c{qt¶c"fg"mq"r tqxggf qtgu'f g'ecr krcgu' pcekqpcrgu'}

Ukp"go dcti q.'wpc'f g'rcu'r tgi wpcu'hwpc co gpvrgu'f g'guc'vguku'ug'egpvc"gp'ucdgt'f g's w² " hqtoc"gn'cwo gpvq'f g"rc"r tqf week»p."rcu"gzr qtcekpgu"{"gn'eqpvpgkf q"mqecnf'g'mq"xgj ¶ewru'f g" VCUC"tgf wpf »"gp"o glqtgu'ecr cekf cf gu'v'epkccu'f g'rcu'cwqr ctvku'u'xlpewrcf cu'eqp"gm0'0Cn' t gur gevq."rc"rkgtcwtc"o ctec"s wg"mq"x¶ewru'f g'f gucttqm' gpv'g"vgo kpcrgu"{"r tqxggf qtgu' mqecrgu'ug'dcu'p"gp"rc"eqndqtcek»p"c"rci q'r n| q"gpv'g'rcu'hrkrcgu'gzv'cplgtcu"{"rcu'go r t gucu' pcekqpcrgu" s wg" hcxqtgegp" rc" v'cpuhgtgpek" f g" v'epqmqi ¶c" {"eqpqeko kpgvqu' f g"rcu'hrkrcgu' gzv'cplgtcu."hqo gpvcpf q'rc"o glqtc'f g'rcu'go r t gucu'pcekqpcrgu'0C"rc"lpxgtuc."rc"tgf week»p'f g"

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

Cu'f"gp"guv'g'ecuq'ug"j c'r qf kf q'xgt's wg'rc'o c {qt'r ctvg'f g'rcu'cwqr ct vku'cu'f g'ecr kcrngu'
mcegru'ug"j cp"xkuv"dgpghekef cu'r qt'r tqeguqu'f g"*upgrading de procesos*, r tkpekr cm gpyg"c"
r ctvt" f g'rc"kpvtqf weekp" f gn'VRU" {"gp"ugi wpf q"nwi ct'r qt'rc"kpqtr qtcekp" f g'o cs vkcptk"
o qf gtpc0' Cf go^a u."cri wpu'f g'gmqu'r wf kgtqp"ceegf gt" c"qvtqu'enkcpvqu'mcegru'c"r ctvt" f g"uw"
x'pewu"eqp"VCUC0'Rgtq"gn'grgo gpvq's wg'rc"i tcp"o c {qt'f' f g'mu'r tqxggf qtgu'f guvcec"eqo q"
r tkpekr cridgpghekeq'gu'rc'r tgxkukdkkf cf' f g'mu'cwo gpvqu'i tcf wcrngu' {"uquvqpf 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"uw"ecr cekf cf gu'r tqf wekx'cu"cpvg"rc" kpegt wf wo dtg" f g'rc"
o cetqgeqppqo 'f'cti gpvkc0'Ukp"go dci q."gp'tgncckp"eqp"qvtqu'r tqeguqu'f g"*upgrading* f g'mu'
r tqxggf qtgu.'rcu'o glqtcu'up'r wpcwcrngu' {"gucucu0'Gp'r ctvkwrt.'rc'wdecekp' f gn'egpvtq' f g'KF "
f g'rc"Vq { qvc"J kwz"gp"Vckrpf kc" {"mu'eqpvtcqu'i mdcrgu'eqp"mu'ukwgo krcu"lcr qpgugu."s wg"
wco dkp'tcf lecp'uwu'egpvtqu"gp"guv'rc'f'u."o ctecp'f'p kgu't'f' kf qu'r ctc"cwqr ct vku'cu'mcegru' {"uwu'
qr qt wvqf cf gu'f g'gucrc'o kcpvq"gp"guv'ecf gpc'f g'xcmt0'F g'guv'go qf q."ug'r wgf g'eqpenvt's wg."
c"r guct" f gn'cwo gpvq's wg"VCUC" gzer gtko gpw»"gp"uw'r tqf weekp."gzr qt vcekppgu."go r rgg" {"
eqpvqpf q'mecn'gn'ghgev"spillover"uqdtg'rcu'ecr cekf cf gu'v? epkecu'f g'rcu'go r t gucu'f qo² wkecu'
j c'ukf q'o^a u'dkcp'gucucu0"

CONCLUSIONES

Guc"vguku"r ctv" f g"n"o qvxcclp" f g"o gfk" { "gpvpgf gt" gr' uqdtgucrkpgv" f gugo r g° q" r tqf wevq" { "eqo gteknf g"Vq{ qvc" Cti gpvpc" gp"wp"ugevt" eqp"i tcpf gu"r tqdrgo cu'gutwewtcrgu." gpvtg"mqu'ewcrgu"tgucncp"uw" f h"ek'eqo gtekn"n" f gr gpf gpek"eqo gtekn"eqp" Dtcukn"n" g"uecuc" 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"hevqt gu"s wg"gzr rkecp"n" qti cpk celap" { "n" i guk"p" f g" n" ecf gpc" f g" xcmq" f g" n" h"kn" cti gpvpc" f g" Vq{ qvc" O qvt" Eqtr qtcvqp" { "uw"o glqt" f gugo r g° q"gp"eqo r ctceklp"eqp"gn'g"vq" f g"ru"vgo kpcrgu"cwqo qvkegu" 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 tkpek crgu"eqpenmukppgu" hpcrgu" cr qt vcp" tghngz kppgu"gp" vgu" f kgeekppgu" / + uqdtg"n" gutcvgi k"go r tguclknf g"Vq{ qvc" Cti gpvpc" { "ru"eqvtdwckppgu"gp"n" f k"ewuk"p"vgo" tlec" uqdtg"n" ceek"p"geqp"»o k" f g" h"kn" f g"GO u=2+ "uqdtg"gn'f gugo r g° q"geqp"»o keq" f g"n" go r tgucl" { "uwu" ghgevqu"gp" gpvtco cf q"r tqf wevq" mecn" { "3+ "r tqr wvucu" r etc" gn'tguvq" f g" n" kpf wvuk" cwqo qvke" cti gpvpc" c" r ctv" f gn' guwf kq" f g" ecuq" Cu" c" eqvkwccclp. "ug" f gur rgi cp" gucu" eqpenmukppgu" gp" mqu" f k"vqu" p"kg"rgu. "c° cf kpf q" pwxcu" r tgi wvucu" f g" kpxguki celap" s wg"ug" r rcpvcp" c" r ctv" f g"m" f gucttqm" f q"gp"guc"vguku"

1 - La estrategia empresarial de Toyota Argentina y sus aportes en la discusión teórica sobre la acción económica de filiales de EMs

Gp"n" r tguvpg"vguku"ug"j c" f gucttqm" f q"e»o q"ug"j c" eqphqto cf q"n" gutcvgi k"go r tguclkn" f g" Vq{ qvc" Cti gpvpc" s wg" n" f kq" uwvpgvq" c" uw" gzkquq" f gugo r g° q" Rctv" f g" guvqu" hevqtgu" f g" xkpgp" f g" uw" *incrustación internacional* "gp"n" gutwewtc" o wvpcclp"cn" f g" Vq{ qvc" O qvt" Eqtr qtcvqp" Rtkpek cm gpv. "n" f gekl"p" f g" n" ecuc" o cvk" f g" cuki pctrg" c" Cti gpvpc" gn'tqn" f g" r tqf wevq" f g" n" r kn'w" J knw" n" r gto k" k" k" pugtvtug" gp"wp" plej q" f g" o gtecf q"gp"gzr cpuk"p"gp" vqf c" n" tgi k"p" { "o gpqu"ugpukdrg" c" mqu"xcxgpgu"geqp"»o kequ" f g" guvqu" r c" ugu" Cuko kuo q. "n" gur geknk celap" r tqf wevxc" f g" Vq{ qvc" gp" Cti gpvpc" { "Dtcukihwg" wpc" p"q"gf cf "gp"gn' b" qo gpvq" f g" uw" ko r ngo gpvccclp" { " f ghk"p" wp" hevqt" r tkpek cn" gp" gn' f gucttqm" r quvgtkqt" Cf go " a u. "ru" ectcevt "mecu" f g" n" xgtuk"p" f g" n" J knw" f gn' r tq{ gevq" KO X' hwgtqp" f vgt"o kpcvgu" r etc" f gur n" | ct" c" mqu"xgj "pwmqu" eqo gtekn"gu" r k"cpqu" f g" n" eqo r gvpck. " { "n" kpeqtr qtcclp" f g" n" UWX"UY 6" eqo r ctvpgf q" n" o kuo c" r n" vchqto c" r tqf wevxc" n" r gto k" k" c" rcp" | ct" r Àdrkequ" f k"vqu" n" i tcpf q" geqpqo "cu" f g" g"uecnc"

C'uw'xgl . 'r' tcf kecekp'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'pukp' 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' celap'c' r ctvt' f gn'ewcn' kpvvcdc' dqtct' r'cu' f hgtgpekcu' pcekqpcrgu' f g' uuu' r tqeguqu' { " r tqf wevqu." dgpghlekpf q'rcu'lxgtukqpgu'gp'rcu'r rpvcu'hwgtc'f g'Lcr >p0"

Cu'f' r'cu' hkr'rgu'uwf co gtekcpcu."uk'dkcp'pq'gtcp'egpvtcrgu'gp'v'to kqu'r tqf wevqu' { " eqo gtekr' r ctc'r' o wnpcekqpcn' eqo q' m'hwgtq' qvtqu'r c'f'ugu'cu'k' veku. u'f'hwgtq' o gtecf qu' f k' a o lequ' { "gp'etgelo kgpvq'f wcpv'rcu'r tko gtcu'f'2 ecf cu'f gn'uki m. 'm'ewcn'vco dk' p'kpek k' gp' r'lxgtukp'f g'rc'hto c'gp'rc'tgi k'p0Cuko kuo q.'gp'guvqu'Anko qu'f gegpkqu'VO E'crecp| >. 'lwpvq' c'Xqmuy ci gp.'gn'rkf gtc| i q'cwqo qvtk' "gp'vq' q'gn'o wpf q.'f gpqcp'f q'wp'etgelo kgpvq'f g'rc' eqo r c' ° f'c'c'pk'gn'i mdcn0"

Cf go a u.'gn'r tq{ gevq' kpekcn'f g'Vq{ qvc' Cti gpvpc' eqo r tgp'f k' f guf g'gn'eqo kgp| q'wp' r rcp'c'rc' ti q' r' m| q. 'r ctvg'ectcevt'f' m'ec'f g'rc'gutcvgi k'eqtr qtcvkc' i mdcn'f g'Vq{ qvc'0Gp'gn'ecua' cti gpvpc'."guvq'uki pk'k' > " r tpek' cno gpv' r rpvgt' r' uuv'gpvcdk'cf "eqo gtekn'f g'rc' r rpv'c'gp' dcug'c'rc' gzc'qtcekp' { "rc'k'eqtr qtcekp'f g'eqpv'p'f q'mecn'gp'mqu'xgj 'f'wqu'r tqf wek' qu'gp'gn' r c'f'0Gm'rg'r gto k'k'c' VCUC'eqvct'eqp'mu'f >rc'gu'p'geguctku'r ctc'r'ko r qtcekp'f g'r ctvgu' { 'r k' cu.'f cf qu'mu'j k'v'tlequ'r tqdgo cu'f g'f'2 hek'eqo gtekn'f gn'ugevt0Gu'qu'cur gevq'tgh'g'cp' r ctvg'f gn'r cr gn's w'rc'uwduf kctk'cti gpvpc'ewo r r'k' "gp'rc'gutwewtc'o wnpcekqpcn' { "e>> o q'rc' gutcvgi k'f g'VO E'ug'r r'uo >"gp'rc'go r tgu'c'mecn0"

Ukp'go deti q.'vco dk' p'ecdg'o gpekqpc't's w'g.'c'r guct'f g'guv'eqpvz'v'k'p'v'p'cekqpcn'qvtq' f g'mqu'r c'f'ugu'r tqf wevq'gu'f g'r keni'w u'J k'wz'f gn'r tq{ gevq' KO X.'Uw' a h'lec.'gn'ewcn'wxq'wp'r cr gn' ecuk'k'f'2 p'v'ek'cn'cti gpvpc'gp'gn'r rcp'f g'rc'ecuc'o c'v'k' . 'pq't'guw'v'v'p'gz'k'qu'eqo q' u'f' m'hw'gp' Cti gpvpc'0Gu'f gek'. 'rc' r rpv'c'uwf ch'lecpc'ug'gucdngel' eqo q'wpc'f g'r tqf wevq'c'f g'r keni'w u' J k'wz' { "UY '6'uki v'k'p'f q'mu'r'k'p'gco k'p'v'qu'o ctecf qu'r qt'gn'hub'f g'r tqf week'p'gp'Vck'p'f k' { " eqp' wp' r rcp' dcuc'f q' gp' r' gzc'qtcekp' c' wpc' tgi k'p' eqp' wpc' gutwewtc' geqp>>o lec' o c' { qtkctkco gpv' r tko ctk'0P q'qduv'p'g.'guc'hto c'pq'crecp| >"mu'uqdt guc'k'p'v'gu't'guwnc'f qu' r tqf wevqu.'eqo gtekr'gu'p'k'f g'eqpv'p'f q'mecn's w'g'u'f' m' t > VCUC0"

F g'guv'o qf q.'gpv'p'f k'p'f q'c'rc'GO'eqo q'wp'espacio social trasnacional eqp'f k'v'p'v'qu' i tw' qu'f kur wcp'f q'rcu'lgt'cts w'f'cu' { "gutcvgi kcu'gp'uw'k'p'v'k'qt. 'rcu'f k'g'v'k'cu'f g'rc'ecuc'o c'v'k' 'pq' r wgf gp'xgtug'f k'g'v'co gpv'ko r rgo gpv'f cu'gp'rcu'uwduf kctkcu. { c's w'g'mu'g'lgew'k'qu'mecn'gu' r quggp'wpc'k'p'gt'pek't'g'x'cp'v'gp'rc'ceek'p'f g'rc'hkr'cn'0Cu'f' r w'f q'xgtug'e>> o q'rc' r tqf week'p' f g' VCUC' ug' guv'p'e>> gpv'g' 4228' { "4232' c' r guct' f g'rcu' r gtu'g'v'k'cu' uqdt'g' wpc' o c' { qt' r qv'pek'cn'f cf " f g' etgelo kgpv'0 Cf go a u.'rcu' gzc'qtcekqpgu' f g'rc' hto c' ug' eqpegv'tctqp"

hwgtvgo gpvg" gp"Dtcukn" cr tqxgej cpf q" gn' dgpghlekq" f gn' kpvgteco dlq" nkdgt" f g" ctcpegrgu." { "rc" go r tgu" r gtf k" f gukpu" f g" g"zr qt vcel" p" f g" nqu" r tko gtqu" c" o qu" f gn' 4222" s wg" eqo gp| ctqp" c" ugt" cdcuvekf qu" r qt "Vckrpf kc0"

Gn' eco dlq" gp" rc" f kgeek" p" f g" rc" go r tgu" gp" 4232" i gpgt" >" rcu" eqpf lekqpgu" r ctc" rc" eqputweek" p" f g" pwxcu" ecr celf cf gu" i gtgpekrgu" mecrgu" s wg" ng" ko r tko kgtqp" wp" pwxq" ko r wnuq" gp" uw" t{ gevqtk" cuegp" f gpv0UKdlgp" guvg" eqo r qp" gpvg" mecn' guwxq" cr q{ cf q" gp" rc" *incrustación internacional*" { "rcu" eqpf lekqpgu" geqp" >> o lecu" o gpekqpcf cu" r tgxkco gpvg. "vco dk2 p" ecdg" f guvect" s wg" gucu" kpek" vxcu" hwgtqp" hqto wrcf cu" f guf g" rc" hkrkn' mecn' 0Gu" f gek. "rc" ecuc" o cxtk' 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" iki pklcvkx" { "ng" j cd" f" r gto kfk q" c" Vckrpf kc" cdcuvegt" c" i tcp" r ctvg" f g" nqu" o gtecf qu" rc" kqco gtecpqu" c" nqu" s wg" Cti gpvkc" ng" j cd" f" g"zr qt vcf q" r tgxkco gpvg' F g" guvg" o qf q. "rc" t{ gevqtk" r quvgtkt" pq" r wfg" g" ugt" Apleco gpvg" g"zr rdefc" c" eqo q" r ctvg" f g" rc" *incrustación internacional*" f g" rc" hkrkn' cti gpvkc. "f glcpf q" xgt" e" >> o q" grgo gpvu" f g" rc" *incrustación nacional*" lwi ctqp" wp" tqnl" ko r qt vcpvg" gp" rc" eqphqto cek" p" f g" rc" gutcvgi kc" { "rc" qdvpekc" p" f g" nqu" t guwncf qu" r quvgtkt" gu' 0Guvg" eqo r qp" gpvg" mecn' hwg" wp" j cmc| i q" f g" rc" r tgu" gpvg" vgu" { "pq" hqto cdc" r ctvg" f g" rcu" j kr > vgu" f g" tcdclq" eqp" rcu" ewcrgu" ug" kpekctqp" guvc" kpxgu" ki cek" p. "s wg" ug" epgvtcdcp" gp" gn' tqn' f g" rc" uwdukf kctk" gp" rc" qti cpk' cek" p" o wnkpekcqpcn" rc" gutwewtc" { "rc" gxqwek" p" f g" rc" geqpqo " f" rc" kqco gtecp" { "nqu" vkr qu" f g" xgi " f" wnu" r tqf wekf qu" r qt "VCUC0"

Cu" f" gucu" ecr celf cf gu" i gtgpekrgu" mecrgu" kpenw{ gtqp" < gn' pwxq" rnk' gtc| i q" go r tgu" tken' f g' F cpkn' J gttgtq. "rc" eqqr gtcek" p" { "cr q{ q" eqp" gn' UO CVC. "rcu" r qn' kcu" r Àdrkecu" f g' r tqo qek" p" ugevqtkcn" rc" tglpxgtuk" p" f g" rcu" i cpcpeku" { "rc" f kr nqo cek" eqo gtekn' r ctc" eqps wkrct" pwxqu" o gtecf qu" f g" g"zr qt vcel" p' 0F g" guvc" hqto c. "rc" pwx" c" cf o kpkwtcek" p" nqi t> t2 eqtf u" s wg" uw" gtctqp" tgi kwtqu" j kw" tlequ" f g" rc" kpf wwtk" cwqo qvtk' "cti gpvkc0"

Gp" r ctvkrct. "gn' eqo r tqo ku" { "eqqr gtcek" 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 kkecek" p" f g" nqu" eqpxgpkqu" eqrgevkwqu" f g" tcdclq" { "rc" r ctvkr cek" p" f gn' ukpf kec" vq" gp" rcu" pgi qekcekqpgu" eqp" rc" ecuc" o cxtk' r ctc" rc" qdvpekc" p" f g" rcu" kpxgtukqpgu" f g" 4235/42370"

C" uw" xgl. "gp" guvg" Ànko q" tgeqtkf q" ug" f guvectqp" rcu" f kwp" cu" hwgpvgu" f g" hpcpekc" o kpvq" r ctc" rc" b" c{ qt kpxgtuk" p" cwqo qvtk' f g" rc" j kwqtk. "gpvt" g" rcu" ewcrgu" guvcdep" rcu" o kuo cu" i cpcpeku" f g" rc" go r tgu. "dcpequ" mecrgu" g" kpvgtpekcqpcrgu" { "et2 f kqu" guvcrgu" c" vcucu" uwdukf kcf cu' 0Gpvt" g" guqu" Ànko qu" ug" f guvecp" nqu" et2 f kqu" HQP F GCT" s wg" hwgtqp" etwekrgu. "pq" uqm" r ctc" VCUC. " ukpq" vco dk2 p" r ctc" f qu" f g" uwu" r tlpek" crgu" cwqr ctvku. "F gpu" q" g" kpf wwtkcu" I wk' k0"

Guqu" et2 f kqu" r Àdrkecu" ug" uwo cp" c" vpc" ugtk" g" f g' r qn' kcu" { "f kur qulekqpgu" kpwkwekqpcrgu"

s wg"Vq{ qvc" Cti gpvpc'wkkk »"gp'gucuf² ecf cu0Guvqu'j cmc| i qu'uqdtg'gn'cr q{ q'gucvnc'c'rc'hkto c"
lcr qpuc"uqp"tgrxcpvqu'r ctc"guvc"lpxguki cek»p" { c"s wg"o c'kk cp"cri wpqu'f g"nu'gpwpekf qu'f g"
rc"j kr »vguku'kpeken'f g"guvc"vguku. "gp"rc"ewcn'ug"uquvpg" c"s wg"gn'f gucttqm'f g"VCUC"ug"f kq"f g"
hqto c"lpf gr gpf kpvw"f g"rcu'r qn'kccu'r Àdrkecu0F g"guvg"o qf q. "uk'dkpg"gn'Guvcf q"cti gpvpc"pq"
f kki k»"guvg'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 gux'f g'rcu'cwqo qv'legu'cti gpvpcu'/'u'f' dtkpf »"pwo gtququ'o gecpkuo qu'f g'cr q{ q"s wg"
r gto kkgtp"gn'f gur rkgi wg'f guetkr vq0Guvq"eqpvcuvc'eqp"gn'ecuq'vc'krcpf² u'f qpf g'gn'Guvcf q'f g"guv"
r c'f'u'rcp| »"wpc'r qn'kcc'f g'õr tqf wev'eco r g»p"pcekqpcr'»eqp"wpc'ugt'k'f g'kpegp'v'xqu'hkuecrgu" { "
eqo gtekrngu'r ctc"s wg"rcu'go r tgucu'cwqo qv'legu'ug"gur gekrkegp"gp'rc'rc'dt'kecek»p'f g'r keni'w u0'
Rqt"gn'eqpvc'ctkq. "gp" Cti gpvpc. "guvg'r tqeguq'guwxq"b c{ qto gpv'eqpf wekf q'r qt'gn'bo gtecf q. "eqp"
gn'r tqvc' qpkuo q'r kqpgtq'f g"Vq{ qvc" Cti gpvpc. " { "gn'Guvcf q"ceqo r c° »"gn'et geko kpvq'f g"guvc"
go r t'guc" { "f gn'ugevt'gp'uw'eqplwpv'eqp'rcu'f k'k'pvcu'bo gf kf cu'bo gpekqpcf cu0"

Rqt"Ànko q. 'ug'f gucec'gn'tcdclq'f g'f kr mqo cek'e'eqo gtekn'gp'hqu'r c'f'ug'u'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'kf kqo c" { "gn'j wuq"
j qtctkq"eqo r ct'kf q. "m"s wg"rg'r gto kkk" c"rc'hkto c"i cpctng'f lej qu'bo gtecf qu'c"Vq{ qvc"Vckrcpf k"
{ "eqpetgvt'mu'cwo gpvqu'gp'hqu'pl'x'gru'r tqf we'v'xqu" { "eqo gtekrngu0'

C"uw'xgl. "gp" guvc"pwgxc" gvr c" f g" g'zr cpuk»p" vco dk² p"ug'f gpq»"s wg"gn'eqgh'ek'gpv'f g"
r ct'v'u'ko r qt'vcf cu'uqdtg'x'gj 'f'w'nu'r tqf wekf qu'j c'kf q'dclcpf q'uquv'pk'co gpv. "f c'pf q'ewgpw'f g"
wp'r tqeguq'f g"o c{ qt'eqp'v'pk'q'm'ecr'gp"uwu'x'gj 'f'w'nu'0'Guv"v'p'f g'pek"v'k'p'g"eqtt'gr'v'q"eqp"gn"
o c{ qt'et geko kpvq'gp'rc'r tqf wek»p" { "rcu'g'zr qt'v'ek'q'p'g'f g'rc'hkto c"gp'rc'ugi w'p'f c'f² ecf c'f'gn'
uki mq0Cu'f' "guvc"l'peqtr qt'cek»p"q'cwo gpv'f g'r tqf wek»p'f g'rc"o c{ qt'r ct'v'f g'hqu'r tqx'ggf qt'gu"
gpvt'g'x'k'vcf qu'f gur rc| ctqp'r ct'v'u'ko r qt'vcf cu"*X'gpvcnw . "F cpc. "I w'k'k" "D'quj q'nx. "R'q'ko g'v'n" { "
O kti qt-0Nc"o c{ qt'r ct'v'f g'g'guc'u'l'peqtr qt'cek'q'p'g'ug'f kq'gpvt'g"4236" { "4237. " { "ug'r tqf w'gt'q'p'gp"
f'p'g'c"eqp"gn'ugi w'p'f q'ek'q'c'ueg'p'f gpv'f g"VCUC0'

Gp"v² to k'pqu'o ^a u'i gp'gt'crgu" { "v»t'kequ. "m" f gucttqm'f q"gp"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'ug'u'r g'k'f' t'kequ0'Rqt"wp"rc'f q. "rc"
g'x'k'f g'pek"t'gr'x'c'f c'r gto kg'x'gt'rcu'f k'gt'g'pek'u's wg"gz'k'v'gp"gpvt'g'rcu'f k'k'pvcu'hkto cu. "k'p'ewuq"gp"
wp'o kuo q'ugevt'geqp»o leq0F g"guvg"o qf q. "m"x'k'v'q"gp"guvc"l'pxguki cek»p"t'g'ch'kto c"rc'kf gc'f g"
s wg" pq" r w'g'f g" r gpuctug" c" guvcu" eqo r c° 'f'cu" eqo q" ci gpv'gu" j qo qⁱ 2 pgqu. " w'pk'ct'kqu. "
o czko k'cf qt'gu. "eqp"l'ph'qto cek»p"eqo r r'gvc" { "t'cek'q'pcr'kf cf 'r g'th'g'ev0'

Gu'f gek. "s wg'g'uvqu'cev'qt'gu'up'gp't'g'cr'kf cf "qti c'pk' cek'q'p'g'ueqo r r'glcu's wg.'uk'dkpg'r w'g'gp"
v'p'gt"q'dl'g'v'x'qu'f g"o czko k'cek»p"geqp»o kec. ² u'qu'pq'ug'f cp'f g'k'f² p'v'ec'hqto c. " { "s wg.'uk'dkpg"
r w'g'gp"v'p'gt'ek'gt'v't'cek'q'pcr'kf cf "gp"rc"d'À'us w'g'f c'f g'f lej qu'h'p'gu. "rc"o kuo c"gu^a 'f g'riko k'cf c'r qt"
uw'eqpv'gz'vq0Gp"r ct'v'ew'rc't. "rc"gu't'cv'gi k'c'f g'rcu'uw'duk'f kct'ku'f g"GO u'ug'r w'g'f g'gp'v'p'f gt'c'r ct'v'k"

f g"uw" *doble incrustación*, tghmgzkpcpf q"uqdtg"e»o q"guvcu"ht o cu"ug"kpugtvcp"gp"rcu"tgf gu"kpvt pcekqpcrgu" { "pcekqpcrgu"s wg"rcu"o qrf gcp0

Nc"eqtr qtckep"o wmkpcekqpcn'gu'pgeguctkco gpvg"wp"gur cekq"lgt^a ts wleq"f qo kpcf q"r qt"kpvt gugu"hpckepktqu"gp"rc"ugf g"egpvcn"r gtq"gn'gur cekq"kpvt pq"gp"u"gu"o w { "f kxgtuq" { "gu^a "uwlqv" c" f kucwukqpgu."eqphkcvu" { "mej cu0'Nqu"npo kgu" f gn'gur cekq"kpvt pq"uqp"r gto gcdrgu="rcu"eqpgzkppgu"*q"rc"hcnc" f g"gmru+"gpvt g"nqu"cevqt gu"kpvt pq" { "nqu"cevqt gu" g"kpukwckppgu"gzvtpqu"gu"etwcknr ctc'eqo r tgpf gt"e»o q"guvg"gur cekq"tccupcekqpcn'igt^a ts wleq"gu"uwdxgtvkf q." f guchkf q" { "tgeqput vkf q0"

Gp"r ct wkwrt." f wcpvg"guvc"vguku"ug"j c"xkuv" s wg." r qt"nq"o gpqu"r ctc"gn'ecuq" f g"Vq { qvc"O qvt "Eqtr qtckqp."gzkuv"wp"hwgtv"eqo r gvpck"gpvt g"rcu"hkckrgu" f g"rc"go r tguc."eqo q"r wf q"xgtug"emtco gpvg"gpvt g"Cti gpvkpc" { "Vckrpf k"gp"guvg"ecuq0'Rgtq."cf go^a u."gzkuvp" wco dk² p"ekgtqu"o^a ti gpgu" f g"ceek»p" f g"rcu"go r tgucu"uwlukf kctku"r ctc"r tqr qpvt"guvcgi kcu"cnvtpcvkcu" s wg."emtco gpvg." f gdgp"ugt"pgi qekf cu'eq"rc"ecuc"o cvtk' r ctc"uwko r ngo gpvck»p0'Guq"r gto kg"eqo r nglk' ct'rc"ko ci gp"o qpq"n"ec" f g"rc"Go r tguc"O wmkpcekqpcn'eqo q"wp"cevqt"j qo qi² pgq"ew { q"Àpleq"egpvt q" f g" f geku»p"ug"wdlec"gp"rcu"qhckpcu"egpvt crgu0'F g"guvg"o qf q."ugt" c"kpvt gucpvg"eqpvkvt"guvg"vr q" f g"cp^a rkuku"gp"r tqhwf kcf f g"GO u"gp"rc"kp wutk"cwqo qvtk' { "gp"qvtqu"ugevtgu"geqp»o lequ"r ctc"j emt"rc" r ct wkwrtkcf cf " q"pq" f gn'ecuq" Vq { qvc"gp" guvg"vr q" f g"qti cpk' cekqpgu0

2 - El desempeño económico de la empresa y sus efectos en el entramado productivo local

Eqo q"ug"j c"o gpekqpcf q."guvc"vguku"ug"cnl" f g"nqu"ghqs wgu"vg»tlequ"s wg"r ncvp"u»nq"nqu"ghgevu"r qukkxqu"q"pgi cvkxqu" f g"rcu"GO u"gp"r c"u"gu"r gth?tlequ" { "cf qr vc"gn'uw" wguv" f g"s wg"gnko r cev"geqp»o leq" { "uqeknif g"guvcu"go r tgucu" f gr gpf f g"rc"nqto c"gp"s wg'²ucv"ug"tcf ks wgp" { "e»o q"ug"ct wkwgp"eqp"nqu"cevqt gu"necrgu."gpvt g"nqu"ewcrgu"ug" f guvcc"gn'r cr gn'f gn'Guvcf q0⁴⁷⁵"F g"guvg"o qf q."wp"r c"u"integrado periféricamente gp"rc"EI X" f g"rc"kp wutk"cwqo qvtk' r wgf g"guvcc"uw'r quk»p"gp"rc"ecf gpc"gp"rc"o gf kf c"s wg"mgxg" c"ecdq"cevkkf cf gu"o^a u'eqo r nglcu"gp"gn' r tqeguq" r tqf wvkvq" { " s wg" r wgf c" f gucttqmt" hto cu" r tqr kcu" s wg" ugcp" eqo r gvkkcu"kpvt pcekqpcm gpvg."cn'eqo q"nq"o wguvcp"nqu"ecuq" f g"Guvc" c."Ecpcf^a . "kpf k" { "Ej kpc0

Gp"gn'Ecrc"u"4" f g"guvc"kpvguki cek»p"ug"cpck' ctqp"eqo r ctcvckco gpvg"nqu" f gugo r g^o qu" f g"rcu" f kwpvcu"vgo kpcrgu"cwqo qvtlegu" f gpvcpf q"wp"eqo r qt wco kgpvq" f hgt gpekcf q"gpvt g"gmru."gp"gn'ewcn'ug" f guvcc"rc"vt { gevtk" f g"Vq { qvc" Cti gpvkpc0'Nqu"t guwvcf qu" f g"guvg"cp^a rkuku"

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

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

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

Gp" ewcpvq" c" uw' xlpewrc ek»p" eqp" mqu" r tqxggf qtgu. "ug" j c" r qf kf q" f kwekf ct' s wg" c" r ctvt "f gn' 4234" gn' eqghkekpgv" f g" r ctvgu" ko r qtvcf cu" uqdtg" xgj "fawqu" r tqf wekf qu" j c" kf q" dclcpf q" uquvqpkf co gpvg. "f cpf q" ewgpvc" f g" wp" r tqeguq" f g" o c { qt" eqpvqpkf q" mceci' gp" uwu" xgj "fawqu0Ukp" go deti q. "wpc" i' t' cp' r ctvg" f g' rcu" cwqr ctvgu" ko r qtvcf cu" uqp" f g" cnc" eqo r nglk cf. "r tqxkpkppf q" f g" Vckrcpf kc" *hub" o wpf kci' f g' rc" J knvz+ "f g" Dtcukl" *O gtequwt+ { . "ecf c" xgl" o gpqu. "f g" Lcr »p" *ecuc" o cvtk| +0Nc" ko r qtveek»p" f g" guvqu" ukvgo cu" *r t' kpcr 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 "v² eplec" { . "r qt" m' vcpvq. "r quggp" b c { qt" xcrqt" ci tgi cf q" s wg" qvctcu0

Cf go^a u. "ug" j c" xkuvq" s wg" VCUC" co r nk» hwtvgo gpvg" uw' dcug" f g" r tqxggf qtgu" mceci' gn' f guf g" uw' kpuwrc ek»p" gp" gn' r c' u0Gp" guvg" ugpvkf q. "vco dk² p" ug" eqttqdt»" s wg" rc" o c { qt" "c" f g" mqu" r tqxggf qtgu" tcf kecf qu" gp" gn' r c' u' f g" Vq { qvc" uqp" f g" ecr kcrngu' pcekqpcrgu0Ukp" go deti q. "c" r guct" f g" gmj. "vco dk² p" ug" qdugt x»" s wg" rc" i' t' cp' b c { qt" "c" f g" guvqu" ug" f gf kcp" c" cevkkf cf gu' b^a u' uko r ngu. " wrgu" eqo q" rc" hcdtkecek»p" { "r tqxkuk»p" f g' r ctvgu" b g² nrecu" { "r n' ukecu0Cf go^a u. "b wej cu" f g" guvcu" cwqr ctvgu" r quggp" xgpvclcu" ht gpvg" c" rcu" ko r qtvcf cu" r qt" ugt" r kgl cu" bulky. "rcu" ewcrngu" uqp" f k' f' krgu" { "equvqucu" f g" vcpur qtvt0Nc" gzege ek»p" gp" guvg" eqplwpvq" m" r t' gupvc" O ki qt. " { c" s wg" hcdtlec"

r ctvqu'eqo r rglcu."eqo q"mqu'ukugo cu"f g"gpvtgvgpko kgpvq" c"dqtf q0'Cf go ^a 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'vgepqni kec'eqp'wpc'o wmpcekpqcn' rff gt"eqo q"Rkqpggt."{ "nwi q"mgxcpf q" c"ecdq'r tqeguqu'f g'f kug^o 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'o ^a u'f kfkkgu'f g'ngi tct.'r qt" m" vcpvq." guvg" r ctvewrt" ecua" tgxlug" gur gekn' kpvgt²u" { " 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 mdcrgu'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" xluq" 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" mdecrgu." uw' kpvteco dkq" hmkf q" f g" kphqto cel»p"eqp'gmqu."uw'x'pewqu'f g'rci q'r rc| q." r gtq'eqp'hwgtv'gzki gpek" { "eqpvtqnf g'mqu" o kuo qu0'Cf go ^a 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 mdcrgu'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 krcgu" pcekpcrgu0'

Cu'f'wpc'f g'rcu'r tgi wpcu'hmpf co gpvcrgu'f g'guvc'vguku'ug'egpvtcdc'gp'ucdgt'f g's w² 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'mdecrgu"ug" dcucp'gp'rc'eqrdqtcelp" c'rci q'r rc| q"gpvtg'rcu'hkrcrgu'gz vcpigtcu" { "rcu'go r tgucu'pcekpcrgu" s wg" hcxqtgegp" rc" vcpuhgtgpek" f g" vgepqni 'c" { "eqpqeko kgpvqu" f g'rcu' hkrkrgu' 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 tgekqu'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'ecua'ug"j c'r qf kf q'xgt's wg"rc"o c { qt'r ctv'f g'rcu'cwqr ctvku'f g'ecr krcgu" mdecrgu"ug"j cp"xluq"dgpghekfcu'r qt"r tqeguqu'f g"*upgrading de procesos*, r tkpekrcno gpvg" c" r ctv'f g'rc"kvqf 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 ^a u."cni wpcu'f g'gmqu'r wf kgtq"ceegf gt" c"qvtqu'enkpvgu'mdecrgu'c"r ctv'f g"uw' x'pewqu'eqp"VCUC0'Rgtq'gn'rgo 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'i tcf wrcgu" { "uquvpkf qu'gp'rc'r tqf week»p" f g" xgj 'pewqu' f g" Vq { qvc0' Guq" rgu" 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"uw'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" gzeqf g" mqu" rñb kgu" f g" guvc" kpxguki cekp. "ug" eqpukf gtc" s wg" cni wpqu" f g" mqu" j cmc| i qu" f g" guvc" vgu" r wgf gp" eqpvtkdwt" eqo q" kpuwo qu" gp" r" r rpkhcecep" { "r" gndqtccep" f g" r qnñkecu" r Àdrkecu" ugevtkcrngu0Gp" r tko gt" hwi ct. "gu" pgeguetkq" tgeqtf ct" s wg" Cti gpvkpc" gu" wp" r cñu" *integrado periféricamente* " c" r" EI X" cwqo qvtk " { "guq" eqpmgxc" wpc" ugtkg" f g" r tqdrgo cu" { " rko kcekppgu" ko r qtvcpygu. "eqo q" ug" j c" r qf kf q" xgt" c" m" rcti q" f g" r" vgu" 0Gpvtg" guqu" pwf qu" ug" gpewgpvtcp<" r" gzvtcplgtk cekp" f g" r" tco c" vgo kpcn" { "f g" r" r tqf weekp" f g" mqu" r tkpekr crgu" ukvgo cu" f gn'xgj ñewñ" of qo kpcf c" r qt" wp" r w" cf q" f g" go r tgucu" o wnkpekpccrgu" c" plxgn'ò wpf kn' . "r" gur gekrñk cekp" gp" r" u" cevkxf cf gu" eqp" o gpqt" xcmt" ci tgi cf q" f g" r" ecf gpc. "r" f gr gpf gpek" f g" vgepqmñ ñc" gzvtcplgtc" { "r" u" f hlewncf gu" f g" r" u" go r tgucu" cwqr ct" vku" cu" mñecrgu" r ctc" eqo r gvt" kpgtpekpccm gpv0Guv" tqn" gp" gn'guegpctkq" kpgtpekpccn' pq" ng" r gto kg" cn' r cñu" eqpegpvtct" r" u" hwpekpccgu" s wg" o " u" xcmt" ci tgi cp" gp" r" ecf gpc. " { . "uk' dkgp" gu" r qukdrg" r cuct" f g" wpc" ukwcekp" *periférica* " c" qvtc" *semi-periférica* eqo q" m" f go wguvc" r" gxkf gpek" j ku»tlec" kpgtpekpccn" vco dl2 p" gu" ko r qtvcpy" ug" cmt" s wg" guqu" ecuqu" uqp" o kptkctkqu. " { "mqu" o " ti gpgu" f g" ceekp" r ctc" i gpgtct" gug" f gucttqmñ" uqp" gvtgej qu" gp" wp" o wpf q" eqp" hwgtvgu" cuko gvtñu" f g" r qf gt" { "cncu" dtgej cu" vgepqñi kecu" gpvtg" mqu" r cñu" f gn' Uwt" { " gn' P qtvg" I mñcni' Guv" o cteq" j ku»tleq" { " eqpegp wcn'pq" r wgf g" f guvc" pftug" 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" tgeqpvtw { »" r" vtc { gevqtk" j ku»tlec" f g" uw" kpf wutk" cwqo qvtk . " j cekppf q" 2 phcuki" gp" uwa" ectcevtñu" i gpgtcrnu" { " uwa" r tqdrgo cu" gutwewtcrnu" r ctc" f guvect" r" gzeqf ekpccnf cf " f g" Vq { qvc" Cti gpvkpc0Cuñ" u" f gucttqmñtqp" r" u" f kpkvcu" gvr cu" f g" r" kpf wutk" f guf g" uwa" kpekqu" gp" 3; 42" j cuvc" r" etkuku" f g" r" eqpxgtvdkkf cf " ug" cncpf q" s wg" r" u" r tqdrgo " vkecu" f gn' cncpeg" f g" uwa" gzt vcekppgu" { " uwa" ucrf qu" eqo gtekrnu" { " c" ug" gpeqpvtcdcp" 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" ucrf c" gzt vcf qtc" r ctc" r" tco c" vgo kpcn" c" r ctvt" f g" r" etgcekp" f gn' o gtecf q" tgi kpcni' Ukp" go dcti q. " f wtvcpy" guvc" gvr c" vco dl2 p" ug" ci wf k »" gn' f 2 hlek' eqo gtekn' f g" r" kpf wutk. " xkpewrcf q" gp" i tcp" o gf kf c" cn' cwo gpvq" f g" r" u" ko r qtvekpccgu" f g" cwqr ctvgu" r ctc" r" r tqf weekp" f g" xgj ñewñu. " { " r" u" gzt vcekppgu" ug" eqpegpvtctqp" hwgtvgo gpv" gp" Dtcukf0

Nvgi q" f g" r" etkuku" f gn' hkp" f g" r" eqpxgtvdkkf cf " r" kpf wutk" cwqo qvtk " gzt gto gp»" wpc" hcug" f g" gzt cpukp" cwps wg" mqu" r tqdrgo cu" f gtxcf qu" f g" uw" dcncp| c" eqo gtekn' { " f gn' cnq" wuq" f g" kpuwo qu" ko r qtvcf qu" ug" o cpwxkgtqp0C" r ctvt" f g" r" cuwpek" p" f gn' i qdkgtpq" f g" Eco dlgo qu" c" hkgu" f g" 4237. " gn' eqo r nglq" cwqo qvtq" uwtk»" wp" hwgtv" t gvtqeguq" f cf q" r qt" r" t gvtceekp" f g" uw"

r tqf weekp. 're'eqpwpkf cf 'f g'mqu'cnqu'pkxgrgu'f g'ko r qtcekppgu'f g'cwqr ctvgu'{'re'cr ctkekp' f g'grxcf qu'f² hleku'gp'rcu'r ctvk cu'f g'xgj 'fwmqu'vgo kpcf qu. 'm'ewnci tcx>'mqu'p'gi c'v'xqu'ucrf qu' eqo gtekrqu'f g're'kpf wutkc0'Uk'dkcp'gn'f² hlek'eqo gtekn'f g'guv'tco c'guv³ r t'gugpv'g'gp'qvtqu' r c'f'gu. 'rcu'r ctvewctkf cf gu'f gn'eqo r rglq'cwqo qvt'cti gpv'kp'gp'guv'cur gev'tgucncp'r qt'uw' wco c^o q't'grv'xq'{'gn'r tqdrgo c'j kw>t'leq'f g're' restricción externa'cti gpv'kpc0'

" F g'guv'o qf q. 'gp'dcug'cn'ecuq'f g'Vq{qvc'g'zr wguv'gp'guv'v'guku. "{'gp're'd'Àus wfc'f g' r tqr kekt'wp'eqo r qt'wco k'p'v'q'f g'o c{qt'r tqf weekp. 'g'zr qtcekppgu'{'o gpqt'f gr gpf gpek'f gn' o gtecf q'f g'Dtcukn'gp'gn't'guv'f g'rcu'cwqo qvt'legu'eqp'ecr cekf cf 'kpuv'ncf c'gp're'Cti gpv'kpc. 're' r q'f'lec'r Àdrec'r wfc'g'k'p'eg'v'x'ct'mqu'h'cev't'gu'g'zr r'lec'v'x'qu'f gn'f gugo r g^o q'f g'Vq{qvc'eqp'o c{qt' r tqdcdk'kf cf 'f g'ugt'gz'v'cr q'rc'drgo0'

" Cu'f' wpq'f g'mqu'h'cev't'gu'r t'k'p'ek'c'rgu'f g're' vtc{gevt'k'f g'Vq{qvc's w'g'r wfc'gp'ugt' tgr r'ec'd'rgu'gp'qvt'qu'ecuqu'ug'gph'qec'gp're'gz'k'uv'pek'f g'r r'v'ch'qto cu't'gi k'p'p'c'rgu'gz'ew'v'x'cu. 'm' ewnc'r gto kg'rko kct're'eqo r g'v'pek'{'r tqo q'x'gt're'eqo r rgo gpv'ct'k'f cf 'eqp'Dtcukn0'Eqo q'ug'j c' x'k'uv'gp're'k'p'x'g'uki cel>p. 're'g'ut'cv'gi k'f'f'g'f'w'r'ec'ek'p'f g'b' qf g'mqu'gp'co d'qu'r c'f'gu'f gn'O gtequw' j c'uk'q'r g't'lw'f'k'ek'n'r ctc'Cti gpv'kpc0'Gp'gug'ug'v'k'f q. 'ug'x'c'rt'c'r q'uk'x'co gpv'g's w'g're'ng{'f gn' T²i ko gp' f g' F guctt'qm' {" Hqt'v'rg'eko k'p'v'q' f gn' Cwqr ct'v'kuo q' Cti gpv'k'p'q' *Ng{' 490485+' uc'pek'q'pcf c'gp'4238'guv'cd'rg'eg're'p'ge'g'uk'f cf 'f g'eqp'v'ct'eqp'o qf g'mqu'gz'ew'v'x'qu'gp'gn'O gtequw' r ctc'r qf'gt'cf'j g't'k'ug'cn't²i ko gp0'c'f go^a u. 're'ng{'f g'Rt'qo q'ek'p'f g're'k'p'f wutkc'Cwqo qvt'k' / Cwqr ct'v'kuc'{'uw'Ecf gpc'f g'X'c'rt' *Ng{' 4908: 8+'uc'pek'q'pcf c'gp'ug'r v'go dt'g'f g'4244'uki w'g'guv' f'k'g'ek'p'{'c's w'g're'cr tqd'cel'p'f g'mqu'r tq{gevt'f g'k'p'x'g'uk'p'r t'gug'v'cf qu'gp'gn'o cteq'f g'f'lej c' ng{'t'gs w'gt'g're'cf'j g'uk'p'r t'g'x'k'cn't²i ko gp'k'p'uk'w'k'f q'r qt're'4904850"

" Uqdt'g'guv'dcug'ug'eqp'uk'f gtc's w'g.'cp'v'g're'k'p'ecr cekf cf 'f gn'r c'f'u'f g'm'q'i tct'cncu'geq'p'qo 'f'cu' f g'g'uec're'c'p'k'x'gn'ugevt'k'cn'eqo q'u'f'r wfc'gp'j c'eg't'p'cek'pp'gu'i t'c'p'f'gu'eqo q'Ej k'p'c. 'k'p'f'k'{'Dtcukn' re'gur g'ek'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'À'mko qu'c^o qu. 'v'k'p'g' ko r qt'v'p'v'gu' g'h'gev'qu'r q'uk'x'qu'gp're' g'ut'v'ew't'c'k'p'f wut'k'cn'f qo² u'lec0'Gp'v'g'mqu'o k'uo qu'ug' gp'ew'gp'v'c'<'gn' c'r'ec'p'eg'f g'o c{qt'gu' g'uec're'u' c' r ct'v'k'f g'g' w'p' r tqf w'ev'q' gur g'ek'n' o c{qt' eqo r rgo gpv'ct'k'f cf 'eqp'Dtcukn' *r leni'w'r u'ej k'ecu'{'eqp'O²z'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'p'c' o c{qt' gur g'ek'n'k' cel>p'f gn'gp'v'co cf q'cwqr ct'v'kuc'f qo² u'lec0'Rqt'm'ewnc'ug'r r'p'v'g'c're'r q'uk'd'k'kf cf 'f g' uwo ct'k'p'eg'v'x'qu'gur g'e'f'le'qu'c'rcu'k'p'x'g'uk'p'p'gu'gp'guv'v'k' q'f g'x'gj 'fwmqu'r ctc'r tqh'w'p'f k' ct'guv'g' r g't'h'k'f g're'k'p'f wutkc'cwqo qvt'k' cti gpv'kpc'gp'gn'o w'p'f q0"

" C'uw'x'g|. 'c'guv'g'rgo gpv'ug'r wfc'g'uwo ct're'r tqo q'ek'p'f g're'w'k'k' cel>p'f g'r r'v'ch'qto 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're.'eqo q' j k'q'Vq{qvc0'Rctc're'go w'r'ek'p'f g'guv'qu'o qf g'mqu'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 kx>tlequ'r tqdrgo cu'fg'hcnc'fg'fkxkucu'gp"gn'r c¶u."s wg"ug"ci wf k ctqp"gp"nqu"Ànko qu'c° qu."{ " gnlect° evgt'f ghlekctkq'f gn'ugevqt."gn'r gthkn'gZR qtvcf qt"fg"rc"kp wutlc'cwqo qvk' f gdg'eqpugt xctug" { "r tqhwpf k ctugONcu'o gpqtgu'gZR qtvcf qpgu'fg'xgi ¶wru" 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 tghgtpekn'eqpepvtcf c"gp"gn'ugi o gpvq"fg"cwqo »xkru."pq"ug"eqpf keg" eqp"gn'cewcn'r gthkn'r tqf wvxq" { "gzr qtvcf qt"fg"rc"kp wutlc'cwqo qvk' "gp"rc"Cti gpvpc."r qt"nq" ewcn"r qf t¶c"clwvctug"guv"tvcf q"gp"dcug" c"rc"gur gekrk cekp"r tqf wvxq"fg"gn'r c¶u"gp"r kem'w u" o gfkpcuOC"uw'xgl . "gn'tgclwv"fg"rc"tgi wrcokp"fg"neqo gteq"dkvgtcn'eqp"Dtcukn'ug"r wgf g" tgecrkdtct"r ctc"r tqr lekt"guvcvgi kcu'fg"o c { qt"gur gekrk cekp"kpvtctgi kpcrORqt"qvtq"rcf q."ug" r wgf gp"r gpuct"pwxqu"cewgtf qu"eqo gtekrngu" c"o gtecf qu"gp"nqu"ewcrgu"ug"r wgf c"eqo r gvk"eqp" Uw" 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"rcvq" 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"hxqtcdrngu" gp"i gpgtcrn'r ctc" gn' gpvtco cf q" cwqr ctvuc" xkpewrcf q" eqp" Vq{ qvc." gn' ewcn' ug" j c" dgpghekcf q" vco dkp" fg" rc" gur gekrk cekp" fg" uwu" r tqf wvqu" r ctc" guvqu" xgi ¶wru." nqu" xqnÀo gpgu" fg" eqo r tcu" { " rc" guvcdkkf cf OGuvq."c"uw'xgl . "j c'r gto kkf q's wg"guvcu'r tqxggf qtcu'eqpuki cp"b c { qt"guecr" { "r wgf cp" cu"¶dclct"uwu'equvqu."nq"ewcn'j c"tgf wpf cf q"gp"ghgevu'r qukxqu'r ctc"vqf q"gn'eqo r rglqOGp"guv" ugpvkf q."r qn¶kecu"s wg"r tqo wxcp"guv" gur gekrk cekp"cwqr ctvuc" { "tgi wvpp" guv"tgmeckp" vgo kpcn'r tqxggf qt."r tkkngi kcpf q" gn'uquvplk kpvq"fg"eqpvtcvqu" guvcdrngu" 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" c"r ctvk"fg"rc"ng{ "fg"rtqo qekp"eqphqto ct¶c"wp"eqpuglq"fkgevxq" eqp'tgr tguvpcpvu'fg"nqu'f kvkpvu"cevtgu'kpvtxkpvvqu'fg"rc"ecf gpcOUk'dkpp"j cuvc"o gfkcf qu"

f g"4245"ru"ectcevt f ulecu" f gn'lpukwwq"pq"hwgtqp"guvcdngkf cu."ugt f c" f gugcdng"s wg" c" r ct vt" f gn' o kuo q"ug"eqpvtqngp"qu"x f pewqu"gpvt g"ru"vgo kpcrgu" { "ru"cwqr ct vku"cu" { "gn'o qf gmq" f g"Vq { qvc" { "uwu'r tqxggf qt gu'r wgf g'ugt"wp"glgo r mq'xkt wquq'ht gpvg" c" qvt qu'ecuqu' hcnkf qu'gp" gucu' t gmekqpgu" gp"gnr c" uOF g" hqto c" uko krt. "rc" t gnek p" f g" eqqr gt cek p" gpvt g" gn' lkp f kcvq" { "rc" go r t guc" hmg" qvt q" r wpvq" egpvt cnr ctc" gn' f gugo r g° q" f g" Vq { qvc. "r qt" mq" vcpvq. "go wrct" guv" hqto c" f g" xkpewcekp" gp" gn' t guvq" f g" ru" eqo r c° f u" vco d k p" ugt f c" wpc" f kt geek p" f gugcdng0

C"lw'xgl. "cwps wg"pq"hwg" wpc" vgo a vlec" egpvt cnf g"rc" vgu. "rc" kpf wutk" cwqo qvt k" o wpf ken' guv" " ukp f q" qdlgvq" f g" wpc" vcpuhqto cek p" f g" i tcp" o ci pkwf " c" r ct vt" f g" rc" eqpgevkxf cf. " cwqpqo f c. "eqo r ct vlek p" { "grgevt k hlecek p" f g" qu" xgj f ewqu" gp" wp" eqpvz vq" f g" t a r kf qu" cxcpegu" vgepqn i kequ" { " ci wf c" et kuku" erko a vlec0 UK' dlgp" guqu" eco dkqu" guv" p" r tqf wek p f qug" cegrtcf co gpvg" gp" ru" t gi kqpgu" f gn' egpvt q" f g" rc" EI X" cwqo qvt k. "rc" f guectdqpk cek p" f gn' vcpur qt v'ug" gz vgp f gt a" b" a u'vgo r tcpq" s wg" vctf g' gp" qu' r c" ugu' r g tk f t lequ' f g d k f q" c" hqu' r tqdrgo cu" f g tkxf qu" f gn' eco dkq" erko a vlec0"

"Gp" guv" eqpvz vq. " gn' ugevq" cwqo qvt" cti gpvkp" / { " r tkpek r cm gpvg" gn' gpvtco cf q" cwqr ct vku" hqecn" ug" xgt a" gpl t gpvcf q" c" b" Ankr ngu' f guch" qu0Guv" vgo c" gu" gpectcf q" gp" rc" O k k p" 6" f gn' Rrcp" Cti gpvkp" Rtqf wevxc" 4252" f gn' gz" o kpvngtkq" f g" F gucttqm" Rtqf wevxc" f g" rc" pcek p. " qtkgpvcf q" c" ko r wuct" rc" o qxkxf cf " f gn' hwwt q" eqp" r tqf wevqu" { " vgepqn i f cu" pcek p crgu0Gp" f lej q" o cteq. "gp" 4243" ug" r t gupv" gn' r tq { gevq" f g" rg { " f g" Rtqo qek p" f g" rc" O qxkxf cf "Uwvgpvcdng" s wg" r tqr qpg" wp" t i ko gp" s wg" r tqo qxgt a" gn' f kug° q. "rc" kpxguki cek p. "rc" kppqxcek p. "gn' f gucttqm. "rc" r tqf week p. "rc" eqo gtekrk cek p. "rc" tgeqpxgtuk p" { lq" rc" wkrk cek p" f g" xgj f ewqu" r tqr wncf qu" r qt" hmgpvu" f g" gpgti f c" uwvgpvcdng" { " s wg" vco d k p" r tqo qxgt a" r ct vgu. "eqplwpvqu" { " gs wkr qu" cwzkrkt gu" gp" gn' vgttkqt kq" f gn' r c" u. "cwps wg" gn'o kuo q" guv" gp" r tqeguq" f g" t g xkuk p0

" Gp" guv" f kt geek p. "ugt f c" f gugcdng" s wg" qu" kpegpvxqu" hqecrgu" c" rc" o qxkxf cf "uwvgpvcdng" ug" f kt kcp" vco d k p" c" eqpukwkt" wp" r qnq" f g" r tqf week p" gur gekrk cf q" gp" ru" r tko gtcu" r ken' w u" j f dtk cu" { " gn' vteku" f gn' o wpf q. "wp" o gtecf q" vqf cx f c" o w f " kpek kpgv" gp" gn' ugi o gpvq" f g" qu" xgj f ewqu" gn' vteku" s wg" r qf t f c" r qukek p ct" cn' r c" u" eqo q" wp" egpvt q" o cpwvewt gt q" r kqpgt q" gp" guv" vkr q" f g" r tqf wevqu0"

Cf go a u. "guv" Anko q" r tq { gevq" f g" rg { " r tqr qpg" rc" etgcek p" f g" rc" Ci gpek" P cekqpcn' f g" O qxkxf cf "Uwvgpvcdng" eqp" wpc" kpukwel p" f g" K F "eqp" r tqi tco cu" r tqo qekqpcrgu" gur ge f hlequ0 Gp" guv" ugpvk f q. "c" hq" rcti q" f g" guv" vgu" ug" j cp" xlvuq" qu" r f b" kgu" t f i kf qu" s wg" ko r qpg" c" rc" hkrkn' cti gpvkp" f g" Vq { qvc" s wg" gn' egpvt q" f g" K F " f g" rc" J kwz" ug" j c { c" guvcdngkf q" gp" Vckrcpf kc0Rqt" hq" vcpvq. "rc" r qukd kxf cf " f g" s wg" guv" pwxq" kpukwq" vcdclg" gp" eqplwpvq" eqp" ru" go r t gucu" o wmkpcekqpcrgu" r ctc" tgcirk ct" cevkxf cf gu" f g" K F " s wg" nagi q" r wgf cp" t gf wpf ct" gp" o c { qt gu"

ecr cekf cf gu'r ctc'rcu'go r tgucu'qecrgu. 'ekgp'f'lequ'{''tcdclcf qt gu'cti gp'v'pqu. 'ugt'c'wpc'f'ktgeek'p'
ht wev'f'gtc'f'g'guc'r qn'f'lec0"

F g" guv"o qf q. "rcu"r tqr wguvcu"r tgugp'cf cu"r tgv'p'f gp" eqp'v'kd'wkt" cn'f guctt'qm'f g"rcu"
hwgt| cu"r tqf we'k'cu" qecrgu. "gp'v'p'f k'p'f q" guv" qd'lg'v'k'q" eqo q" wpc"o gvc" k'p'f kur gpuc'drg" r ctc"
o glqtct'gn'd'k'p'gu'ct'f'g'rc' r qd'rc'ek'p'cti gp'v'p'c0'Nc'hcug'cewcn'f gn'ecr kcr'kuo q'o w'p'f kcn'ko r q'p'g"
hwgt'v'u" t'g'ut'k'ek'q'p'gu" c" n'qu" r c'f'gu" r g'k'f' t'lequ" { "c" uwu" r tq { gev'qu" f'g" f' guctt'qm'f g'geq'p'o' k'eq."
t'gf' we'k'p'f q'ec'f'c'x'gl "o" a'u'rcu'ug'p'f g't'qu'q't'k'p'v'f qu'c'eco d'k'ct'rc' r qu'ek'p'f'g'g'uc'u'p'cek'q'p'gu'gp'gn'
g'ue'g'p'ct'k'q'k'p'v'g't'p'cek'q'p'c'f'0'Gp'rc'w'g't'g'ur gev'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'ec'p'v'q'q'n'
f'g'rc'ec'f'g'p'c"ugi w'k'a"gp"o cp'qu" f'g"wp"r gs w'g'o q"i t'w'r q'f'g"go r tgucu'gz'v'c'p'lg'tcu. "r qt"m'v'cp'v'q."
g'p'eq'p'v'ct'rc'b' glqt' h'q'to c'f'g'ct'v'ek'w'rc'ek'p' r ct'g'eg'ugt'w'pc'v'ct'g'c'k'p'g'x'k'c'drg' r ctc' C'ti gp'v'p'c0'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'qu" 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'c'rc'eq'p'ut'we'ek'p'f'g'w'pc'k'p'f'w'ut'k'c'cw'q'o q'v'k' "o" a'u'r't'ur'gtc' { 'uw'v'p'w'cd'rg'0

Rqt" A'nc'k'o q. "cw'ps'w'g" uw'r'gt'g'gn'c'rc'ep'eg" f'g'g'uc" v'g'uku" { "rcu" c'ew'w'rg'u" eq'p'f'k'ek'q'p'gu" f'g"
r qu'k'k'k'f'cf. "g'uv'g'cw'q't'eq'p'uk'f'g'tc's'w'g'p'q'f'gd'g'c'd'c'p'f'q'p'ct'ug'gn'u'w'g'o q'f'g'rc'v'g'et'g'cek'p'f'g'w'pc"
cw'q'o q'v'k' "p'cek'q'p'c'f'0'Eqo q" u'qu'w'x'q" w'p'q' f'g"rcu"o" a'z'ko qu" t'g'h'g't'g'p'v'g'u" f'g"rc" g'eq'p'q'o'c'f'gn'
f'g'uctt'qm'f. "J c/L'q'p'p"Ej'c'p'i. "gp"rc"W'K"gn'; "f'g"o c { q'f'g"4245" "un gran error de Brasil y
Argentina fue no desarrollar automotrices nacionales". "Gp"gu'v'g't'cd'cl'q'ug'j'c'f'go q'ut'cf'q's'w'g"
gn'q't'ki gp'f'g'rc' r t'qr'k'f'cf'f'g'rcu' h'k'to cu'v'f'g't'gu'f'g'g'uc'ec'f'g'p'c"gu'u'wo co gp'v'g'ko r q't'v'p'v'g' r ctc'gn'
f'g'uctt'qm'f'g'eq'p'o' k'eq'f'g'f'le'j'qu'r'c'f'gu'0'Er'ct'co gp'v'g. "eq'p'rcu'eq'p'f'k'ek'q'p'gu'g'eq'p'o' k'ecu. 'r qn'f'le'cu"
{ 'u'q'ek'rc'gu'f'g' C'ti gp'v'p'c'c'o' g'f'k'cf'qu'f'g'4245'w'p'rc'p'f'g'h'q'to c'ek'p'f'g'w'pc'go r t'g'uc'p'cek'q'p'c'n's'w'g"
eqo r k'c'eq'p'l'wi'cf'q't'gu'g'uc'f'q'w'p'k'f'g'p'ugu. 'ej'k'p'qu. 'l'cr'q'p'g'ugu. 'g'w't'qr'g'qu. 'eq't'g'c'p'qu'g'k'p'f'k'qu' r ct'g'eg"
f'g'ue'cd'g'm'cf'q'0'P'q"q'd'ux'c'p'v'g. "rcu"ecr'cekf'cf'gu'et'g'cf'cu"gp"v'q't'p'q" c"rc" h'cd't'k'ec'ek'p'f'g"r'k'cn'l'w'r'u"
o'g'f'k'c'p'cu. "rc"l'p'o'cf'v't'gl "f'g"rc" g'g'ev't'k'k'ec'ek'p'f'g"gu'v"o' g't'ec'f'q. "rc" f'kur'q'p'k'k'k'f'cf'f'g"i' t'c'p'f'gu"
t'g'ug't'x'cu'f'g'h'k'k'q'c'n'p'q't'q'g'uv'g'f'gn'r'c'f'u. 'n'qu'l'p'ek'r'k'p'v'g'u'k'p'v'p'v'qu'f'g'h'cd'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'qu't'g'ew't'u'qu'j'wo cp'qu'gp'gn'eqo r r'gl'q'cw'q'o q'v'k' { 'gn'l'uk'v'go c'ek'gp'v'f'le'q' r'w'g'f'gp' r'g'to'k'k't"
c'rc'u'q'ek'f'cf'cti gp'v'p'c' r'g'p'uct'gp'gn'uw'g'o q'f'g'rc'et'g'cek'p'f'g'w'pc'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'ext'k'ecu' r ctc'g'z'r'q't'v'ct" c"Co 2' t'lec'N'c'v'p'c' { "gn'o' w'p'f'q'0'Cu'f' "o" a'u'c'n'l' f'g"rcu" f'k'w'nc'f'gu"
q'ec'rgu" c'ew'w'rg'u" { "f'g"n'g'z'v't'go'cf'co'gp'v'g'eqo r r'gl'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'uv'g"v'r'q. "p'q"r'w'g'f'g'f'g'ue'ct'v'ct'ug" g'uc"l'f'g'c" { c"s'w'g'g'uc"q'r'q't'w'p'k'f'cf' "r'g" r'g'to'k'k't'c'c" C'ti gp'v'p'c"
k'p'ug't'v'ct'ug'gp"w'pc'ec'f'g'p'c'i' m'd'cn'f'g'x'cm'q't'go' g'ti'gp'v'g'eq'p'w'pc"o' c { q't' r'ct'v'ek'r'cek'p'gp'gn'o' cr'c"
r' t'q'f'w'ev'k'x'q'i' m'd'c'f'0"

ANEXO METODOLÓGICO

1 - Índice de Herfindahl e Hirschman

Gn'pf keg'f g'J gthkpf cj n'q' pf keg'f g'J gthkpf cj n'g'J ktuej o cp' "3; 86+0' Gn'pf keg'ug' ecnwrc'gnxcpf q'cn'ewcf tcf q'rc'ewqc'f g'o gtecf q's wg'ecf c'r c'fu'r qugg'*gp'guy'ecuq+'{ 'uwo cpf q' gucu'ecp'kf cf gu'Gn't guwncf q'o a zko q'gu'32022.'ewcpf q'wp'uqmq'r c'fu'qr gtc'gp'gr'o gtecf q'eqp' wpc'eqpegp'tcek»p'vqcn'f gr'o gtecf q'="r qt'qvtq'rcf q.'gn'xcmt'f gn'pf keg'ug'tgf weg'eqphqto g'rcu' ewqvcu' f g" o gtecf q" ug" f kwtkdw' gp" gp" hqto c" o a u" gs wkc'kxc" { " ewcpf q" j c { " o a u" r c'fu'gu" r ct'vkr cp'vgu'Gu'f gek'. "gn'pf keg'J "gu'rc' uwo c'f g'rcu'ewcf tcf qu'f gn'r qtegp'clg'f g'o gtecf q'f g' ecf c'wpc'f g'hqu'P' r c'fu'gu's wg'hq'eqo r qpgp'0Gn'e' a rewq'ug'r wgf g'gZR tguet'f g'rc'uki wkgp'v'o cp'gtc<"

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

2 - Valor de vehículos producidos por terminal automotrices

Gn'xcmt'f g'xgpc'f g'xgi 'f'wq'r tqf welf q'iqecm gp'v'r qt'ecf c'vgo kpcn'cwqo qvtk' "ug' ecnwrc'c'r ct'vt'f gn'xcmt'gp'r guqu'f g'ecf c'b qf grq'r tqf welf q'r qt'ecf c'vgo kpcn'gp'lwq'f g'ecf c' c° q'ugi Àp"rc'i w'c"qh'ekcn'f g'r tgekqu'f g'CECTC" *eqpuwncf c" c"r ct'vt'f g'y gd'ctej kxg'Qti + clwucf q'r qt'gn'r tqo gf kq'cpwcn'f gn'vkr q'f g'eco dk'f gn'f »rc't'gucf q'wplf gpug'f gn'DETC0C'guyg' tguwncf q'ug'uwo cp'rcu'gZR qt'vckq'pgu'f g'cwqr ct'vgu'f g'vqf cu'rcu'vgo kpcrgu'cwqo qvt'kgu'f c's wg' f qu'f g'grcu.'Hcv'f "Xqmuy ci gp.'r tqf wegp'ec'lcu'f g'eco dk'v'co dk'p'gp'uwu'r rcp'cu's wg'f guk'pcp" c'o gtecf qu'f g'gZR qt'vck»p0"

3 - Contenido importado de los vehículos nacionales

Nc'guko cek»p'f g'eqv'gpkf q'lo r qt'vcf q'ug'tgcrk' c'c'r ct'vt'f g'rcu'lo r qt'vckq'pgu'f g'r ct'vgu' { 'r kg' cu'gp'f »rc't'gu'f g'ecf c'vgo kpcn'ugi Àp'rc'encu'k'ceck»p'f g'r qulekq'pgu'ct'cpegr'ct'ku'tgcrk' cf c' r qt'I a tt'k' "{ "Rcpki q"*4236+0C"eqp'v'p'wck»p.'ug'f g'v'ncp'rcu'r qulekq'pgu'ct'cpegr'ct'ku'w'k' cf cu' uki wkgp'f q'c'hqu'cwqt'gu<"

Conjunto	Subconjunto	Producto	SH 2012
Cuerpo y partes	Cuerpo	Cuerpo	870790
		Cuerpo	870710
	Piezas interiores	Asientos	940120
	Partes del cuerpo	Cerraduras	830120
		Guardabarros; parrillas; puertas; paneles de instrumentos; otras partes del cuerpo	870829
		Guarniciones, accesorios y piezas	830230
		Parachoques y piezas	870810
	Sistema de seguridad	Airbags y piezas	870895
		Cinturones de seguridad	870821
	Vidrio	Espejos retrovisores	700910
		Vidrio de madera contrachapada	700721
		Vidrio templado	700711
	Chasis, sistema de transmisión y sus partes	Sistema de dirección	Dispositivos especiales para discapacitados y otros accesorios para piezas y cuerpos
Volante, columnas, cajas de dirección y piezas			870894
Sistema de escape		Silenciadores, tubos de escape y piezas	870892
Sistema de frenos		Revestimientos de amianto	681320
		Forros de freno; Frenos, frenos de potencia y piezas;	870830
		Pastillas y forros de freno	681381
Sistema de transmisión		Cajas de engranajes y piezas	870840
		Ejes (con diferencial o portadores) y piezas	870850
		Embragues y piezas	870893
		Embragues y sus fiestas; otras guarniciones	681389
		Piñones y otros cuerpos elementales de transmisión	848390
Suspensión y amortiguación		Ruedas, piezas y accesorios	870870
	Resorte foliar	732010	

		Muelles helicoidales	732020
		Sistemas de suspensión, amortiguadores	870880
Motores y piezas	Motores	Gasolina motores <1000 cm3	840733
		Gasolina Motores > 1000 cm3	840734
		Motores diésel o semidiésel	840820
		Otras partes del motor	Cigüeñales, árboles de levas; árboles flexibles; mangos; Otros ejes de transmisión
			848410
	Focas		848420
			848490
		Poleas y volantes	848350
	Piezas de motores diésel	Bloques y envolturas; válvulas de admisión o escape; válvulas de entrada o escape de tubos múltiples; Guías; Émbolos (pistones); varillas; colillas; Boquillas; anillo de pistón (pistón); camisas de cilindros	840999
	Piezas de motor de gasolina (gasolina)	Bielas; Bloques, culatas y carcasas; carburadores; válvulas de admisión o escape; entrada o escape de tubos múltiples; anillo de pistón (pistón); guías de válvulas; carburadores; Émbolos (pistones); camisas de cilindros; inyección electrónica	840991
	Piezas del motor - combustión	Bomba de gasolina (gasolina); inyección de combustible; bomba de aceite; otras bombas	841330
		Bujías	851110
		Filtro de aire	842131
Filtro/aceite de nafta		842123	
Otras partes	Otras partes	Sellos, juntas, anillos y otros	401693
	Rumbos	Radiadores y piezas	870891
		Piezas del rodamiento	848299
		Rodamientos de agujas	848240

		Rodamientos de bolas	848210
		Rodamientos de rodillos cónicos	848220
	Válvulas	Válvulas neumáticas u oleohidráulicas	848120
Remolques, semirremolques y piezas	-	Chasis de remolques y semirremolques	871690
		Tanques	871631
		Otros remolques y semirremolques	871640
		Otros remolques y semirremolques para el transporte de mercancías	871639
		Remolques	871610
Ruedas, neumáticos y piezas	Neumáticos	Neumáticos Neumáticos coches	401110
		Neumáticos para camiones	401120
	Piezas de neumáticos	Cámaras de goma	401310
		Guardias y bandas	401290
Sistemas eléctricos y electrónicos y piezas	Baterías y piezas	Baterías	850710
		Dinamos, alternadores y otros generadores	851150
	Calefacción/Refrigeración/ventilación	Climatización	841520
	Otros componentes eléctricos	Limpiaparabrisas y eliminadores de escarcha	851240
	Iluminación y señalización	Cuernos y sirenas	851230
		Faros; luces fijas; maniobra de luces; cajas combinadas; otra señalización visual e iluminación	851220
		Piezas ópticas	701400
		Otras piezas eléctricas de señalización	851290
	Instrumentación del panel	Partes de instrumentos de medición o control de nivel	902690
		Relojes de panel	910400
	Sistema de audio	Estéreos	852721
			852729
	Sistema de encendido	Distribuidores y bobinas de encendido	851130

		Cables de bujías	854430
		Imanes y el otro	851120
		Motores de arranque	851140
		Partes de aparatos y aparatos de encendido	851190
		Disyuntores reglamentarios; encendido de dispositivos electrónicos; otros aparatos y dispositivos	851180

F lej qu'xcmqtgu'ug'gukto ctqp'uqdtg'gn'xcmqt'gp'r guqu'f g'ecf c'b qf grq'r tqf wekf q'r qt'ecf c' vgtto kpcn'gp'lwkl'f g'ecf c'c° q'ugi Àp'rc'i w'c'q'hlckn'f g'r tgekqu'f g'CECTC" *equuwn'cf c'c'r ct'vt' f g'y 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 q'wpk' gpug' f gn'DETC' uwo cf q'c'rcu'g'zr qt'vckq'p'gu'f g'cwqr ct'vgu'f g'ecf c'vgtto kpcn'cwqo q'vt'k' "cti gp'vpc0"

Ecdg'f guxect's wg'gug'o 2 vqf q'gu'f k'v'v'q'cn't'gcn'k' cf q'r qt'ecf c'vgtto kpcn'cwqo q'vt'k' "{ " gn'O k'p'k'v'g't'k'q'f g'Rtqf week'p'k'f w'v'k'c'r ctc't'gcn'k' ct'm'q'u't'g'k'p'v'gi tq'u'f g'rcu'ng' { gu'cwqr ct'v'k'v'cu. " ugi Àp'gn'ewcn'Vq' { q'w'eq'v'cdc"gp"4243"eqp"wp"62' "f g'r ct'v'gu' { "r k'g' cu'm'q'ec'rgu" *N'w'ku"N»r g'j. " gp'v'g'x'k'v'c'r g'tu'q'p'cn"3813414244+0"

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

Gp'rc'rk'g't'c'w't'c'o g'v'q'f q'n»i k'ec'f g'cp'a r'k'u'f g't'gf gu'u'q'ek'rgu.'rcu't'gf gu'gi qe² p'v'k'ecu'u'q'p' rcu's wg'gu'v' p" g'p'h'q'ec'f cu'gp'gn'gz'co gp'f g'wp'p'q'f q'eg'p'v'cn' { "rc't'g'rc'ek'p'f g'g'v'g'eqp'gn't'g'v'q'f g' r'q'u'p'q'f qu'f g'r t'k'o g't. "ugi w'p'f q'q'o a u'p'k'x'rgu" *O ct'uf gp."4224+. "Gn'f k'ci t'co c"gu'g'v'g'd'q't'cf q'c" v'c'x² u'f gn'u'q'h'y ct'g'WE'K'GV0'R'ct'c"gu'g'ec'v'q'ug'w'k'k' c'eqo q'p'q'f q'eg'p'v'cn'c'rc'eqo r c° ¶c"VO E" { 'ug'f g'v'g'to k'p'c'lw'u'r t'k'p'ek' c'rgu', 'ceek'q'p'k'v'cu'b c' { q't'k'ct'k'q'u'c'r ct'vt'f g'rc'k'p'h'q'to c'ek'p'f g'uw'r a i k'p'c' q'hl'ek'n'cn'42420'Gn'p'q'f q'eg'p'v'cn'f g"VO E"r qu'gg'w'p'c"gu'ec'rc'f g'v'co c° q'o c' { q't'r c'tc'k'p'f'k'ect'uw' eg'p'v'c'rk'f cf 0N'q'u'p'q'f qu's w'g'h'q'to cp'r ct'v'g'f g'V'q' { q'w'eqo q'ceek'q'p'k'v'cu'f k't'g'v'q'u'r qu'gg'p'w'p'c'gu'ec'rc'f g'v'co c° qu'f gr g'p'f k'g'p'f q'uw'r ct'v'ek'r c'ek'p'gp'rc'eqo r c° ¶c'0'C"uw'x'g'j. "r qu'gg'p'w'p'c'gu'ec'rc'f g'v'co c° q'o c' { q't" c"rcu'p'q'f qu'f gn'ugi w'p'f q'p'k'x'gn'f g'ceek'q'p'k'v'cu" *gu'f g'ekt. "rcu'ceek'q'p'k'v'cu'f g'rcu' ceek'q'p'k'v'cu+0N'c'k'p'h'q'to c'ek'p'f g'v'c'm'f c'f g'ecf c'w'p'q'f g'g'v'q'u'ceek'q'p'k'v'cu'ug'g'p'ew'g'p'v'c'gp'rc'V'cd'rc" 2/8'f gn'C'p'g'z'q'G'ux'f ¶'v'k'eq'0"

Rq't'q'v'q'rc'f q'. 'rcu'f k't'g'ek'q'p'gu'f g'rcu'h'rg'ej cu'k'p'f k'ec'p's w² 'go r t'g'uc'r qu'gg'c'rc'q'v'c'f g'b q'f q' v'cn's wg'rc'ecd'g'j c'f g'rc'h'rg'ej c'ug'r qu'c'u'q'd't'g'rc'eqo r c° ¶c'r qu'g'¶'f c'r qt'uw'ceek'q'p'k'v'cu'0R'qt'À'nc'o q." gn'eq'm't'f g'rcu'p'q'f qu'k'p'f k'ec'rc'p'c'ek'q'p'c'rk'f cf 'f g'ecf c'h'k'to c'f gr g'p'f k'g'p'f q'f g'f »p'f g'gu'v² 'v'd'k'ec'f c' uw'ec'uc'o c'v'k' 0R'qt'rc'v'p'v'q. "ug'w'k'k' c'gn'le'q'm't'c' | w'lr c'tc'GG'WW" { "gn't'q'l'q'r c'tc'rc' »p. "uk'g'p'f q'rcu' À'p'k'eq'u'f qu'r c'¶'g'u'k'p'x'q'v'c't'cf qu'gp'rc't'gf 'u'q'ek'n'f g'rcu'p'w'g'x'g'r t'qr k'g'v'c't'k'q'u'f g'r t'k'o g't'q' { "ugi w'p'f q' p'k'x'gn'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"rc"xctkcek»p"cpwcnf gn'RKD" f g" vqf qu"mqu"r c"lgu" f g"rc"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"rc"xctkcek»p"cpwcnf gn'RKD" c"r tgekqu"eqpuvcpvgu"

Gp"gn'I tª hleq"KX/3"ug"tgr tgugpvc"rcu"eqttgnekqpgu"gpvtg"rc"xctkcek»p"r qtegpwcnf gn' RKD" c"xcmtgu"eqttkpgv" f g"Cti gpvkpc" { "rc"xctkcek»p"r qtegpwcn'gp"rc"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+" { "rc"xctkcek»p"r qtegpwcnf gn' RKD" c"xcmtgu"eqttkpgv" f g"Cti gpvkpc" { "rc"xctkcek»p"r qtegpwcn'gp"rc"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" f qu" c"vtx² u" f gn' r tqi tco c"Uvc0"

"

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

"

Gp"gn'I tª hleq"KX/4"ug"tgr tgugpvc"rcu"eqttgnekqpgu"gpvtg"rc"xctkcek»p"r qtegpwcnf gn' RKD" c"xcmtgu"eqttkpgv" f g'Co 2 tlec'Ncvkpc"gzemw{ gpf q" c"O 2 zleq" { "rc"xctkcek»p"r qtegpwcn'gp" rc"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+" { "rc" xctkcek»p"r qtegpwcnf gn'RKD" c"xcmtgu"eqttkpgv" f g'Co 2 tlec'Ncvkpc"gzemw{ gpf q" c"O 2 zleq" { "rc" xctkcek»p"r qtegpwcn'gp"rc"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" f qu" c"vtx² u" f gn' r tqi tco c"Uvc0"

"

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

"

Gp"gn'I tª hleq"2/35"ug"tgr tgugpvc"rcu"eqttgnekqpgu"gpvtg"rc"xctkcek»p"r qtegpwcnf gn' RKD" c"xcmtgu"eqttkpgv" f g"Cti gpvkpc" { "rc"xctkcek»p"r qtegpwcn'gp"rcu"xgpvcu" f g"cwqo »xkrgu" gp" gn' o gtecf q" kpvtpq" f g"vqf cu"rcu" go r tgucu" o gpqu"Vq{ qvc"ªI tª hleq"C+" { "rc" xctkcek»p" r qtegpwcnf gn'RKD" c"xcmtgu"eqttkpgv" f g"Cti gpvkpc" { "rc"xctkcek»p"r qtegpwcn'gp"rcu"xgpvcu" f g" cwqo »xkrgu" gp" gn' o gtecf q" kpvtpq" f g"Vq{ qvc"ªI tª hleq"D+" ugi Àp" mqu"uki wkgpvu"tguwncf qu" ec rewr" f qu" c"vtx² u" f gn' r tqi tco c"Uvc0"

"

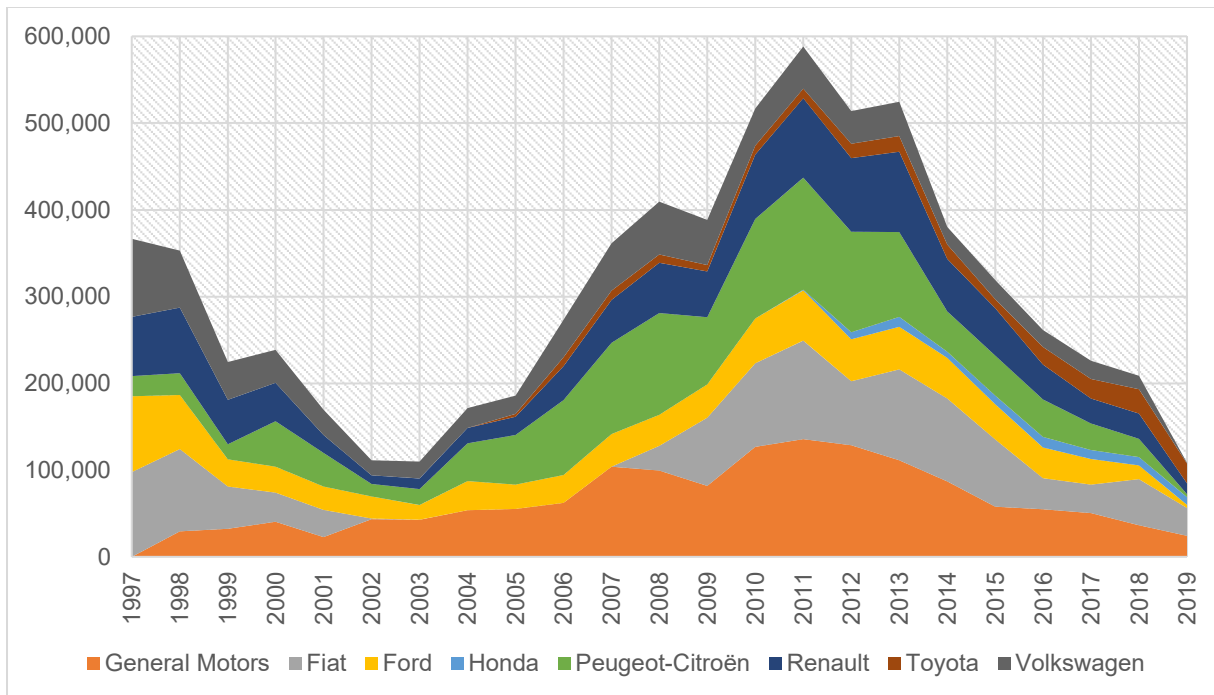
ANEXO ESTADÍSTICO

Tabla 0-1 – Clasificación de componentes según área de vehículo

Área del vehículo	Componentes principales
Chasis	Eje, piezas de freno, suspensión, neumáticos y ruedas
Conexión del vehículo	Telemática, acústica, altavoces, navegación
Ingeniería electrónica y semiconductores	Batería, alternadores, actuadores, cables, cableado, conectores, ECU, motores eléctricos, sensores, interruptores
Confort interior y seguridad pasiva	Cabina, piezas de puertas, asientos, molduras interiores, textiles
Iluminación	Iluminación interior y exterior
Materiales y peso ligero	Cuerpo, parachoques, marcos de puertas, sujetadores, juntas, sellos, adhesivos, piezas metálicas, chapa, piezas de vidrio, piezas prensadas/estampadas
Tren motriz (powertrain)	Piezas del motor, piezas de transmisión, eje de transmisión, diferencial, embrague, piezas de escape, filtros, tanque de combustible
Gestión térmica	HVAC, intercambiador de calor, refrigeración del motor, mangueras/tuberías
Interfaz de usuario y experiencia	Pantallas, cuadro de instrumentos, espejos exteriores
Movilidad autónoma	Control de crucero, cámaras, sistema de asistencia al estacionamiento, sensores
Movilidad eléctrica (e-mobility)	Sistema de batería, electrónica de potencia, motor electrónico

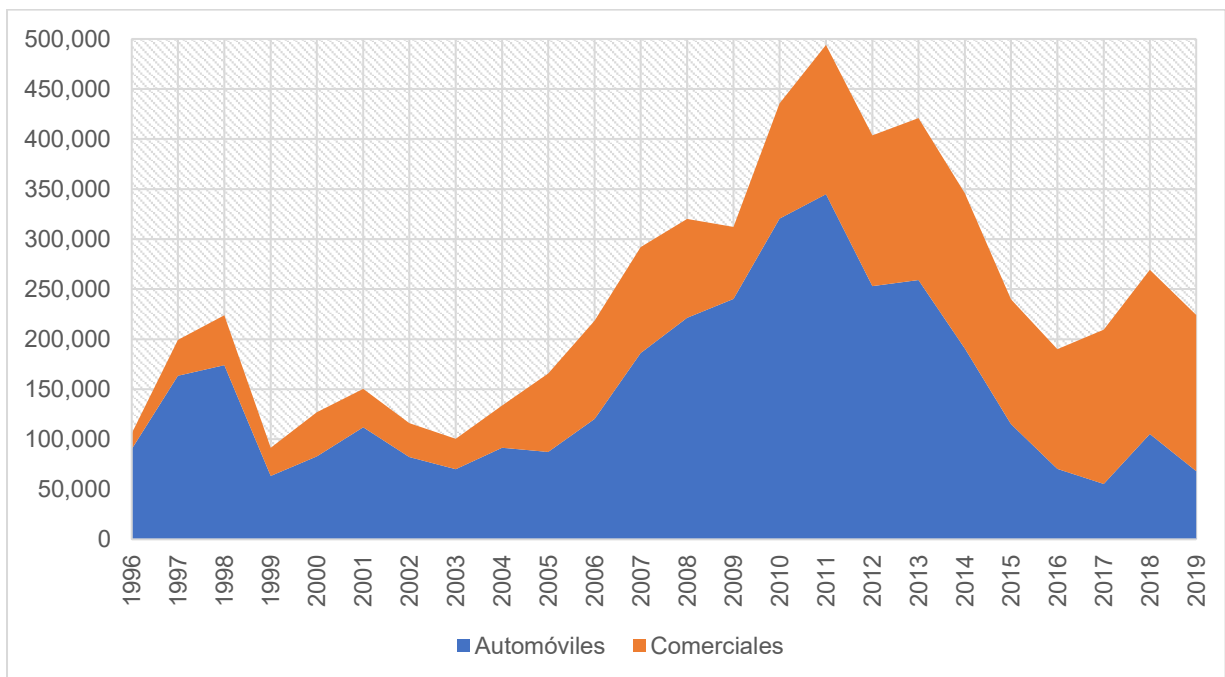
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Gráfico 0-1 - Producción de automóviles por empresas en Argentina (unidades) (1997-2019)



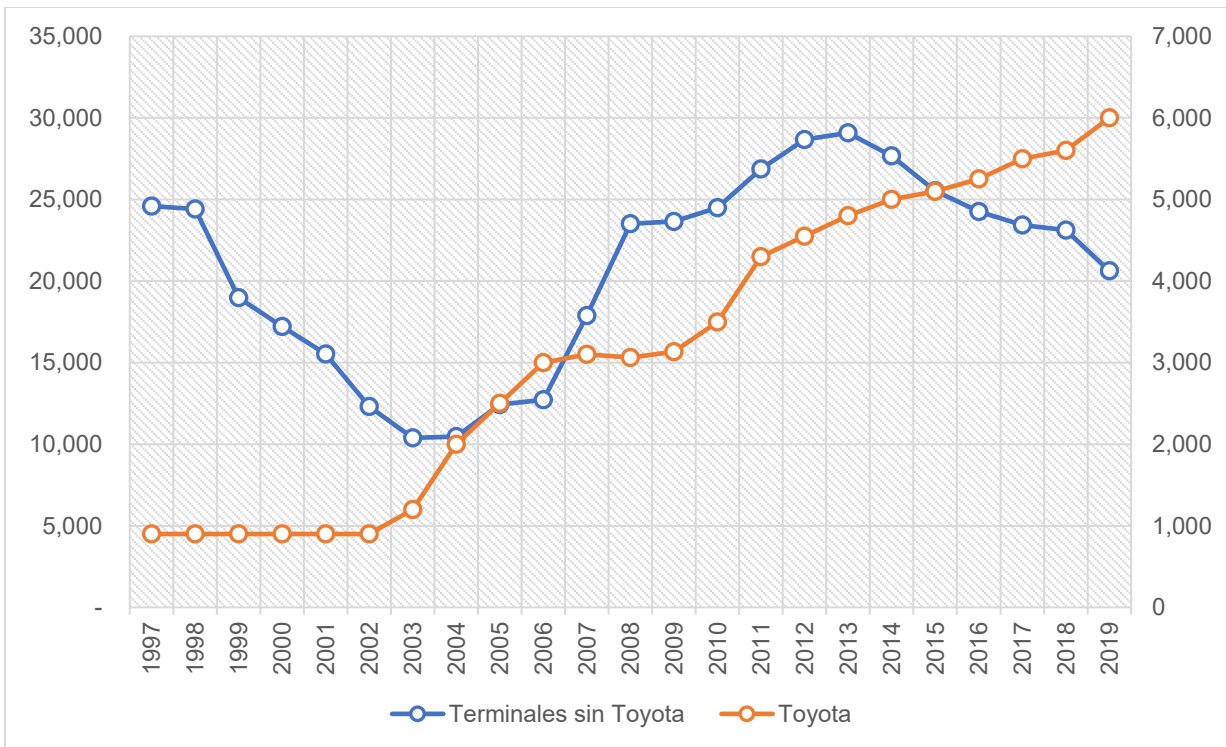
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Gráfico 0-2 – Exportaciones de vehículos de pasajeros y comerciales de Argentina (unidades) (1996-2019)



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



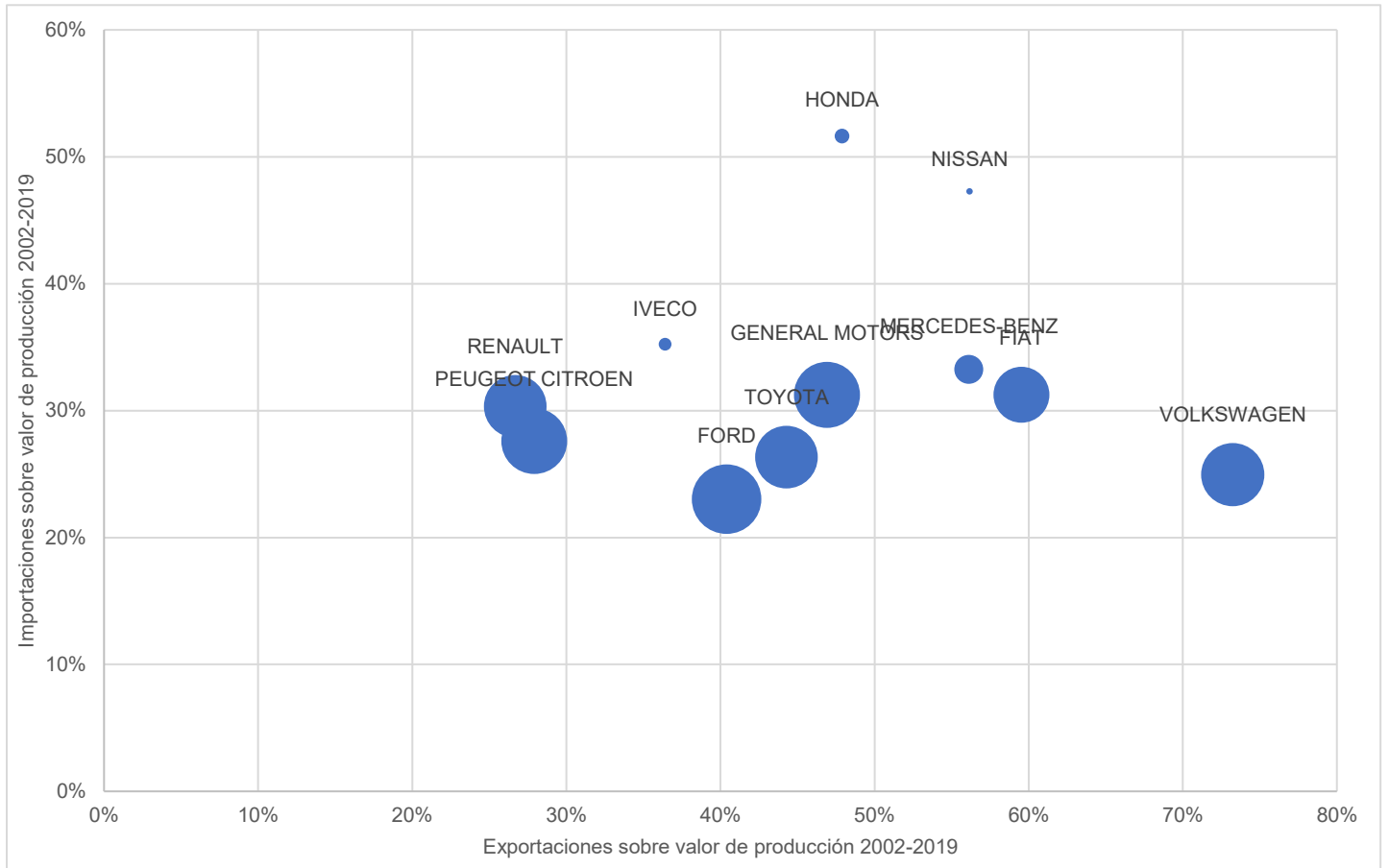
El gráfico muestra el empleo en el sector terminal de la industria automotriz de Argentina entre 1997 y 2019. El eje vertical izquierdo mide el empleo total (0 a 35,000) y el eje vertical derecho mide el empleo de Toyota (0 a 7,000). La línea azul representa 'Terminales sin Toyota' y la línea naranja representa 'Toyota'. El empleo total disminuyó de 24,500 en 1997 a 20,500 en 2019, con un punto bajo de 10,500 en 2003. El empleo de Toyota creció de 1,000 en 1997 a 6,500 en 2019, con un punto bajo de 1,000 entre 1997 y 2002.

Tabla 0-2 - Posición de Toyota en el ranking de las 200 empresas más grandes de Argentina

Año	Posición en el ranking
1997	104
1998	72
1999	92
2000	81
2001	81
2002	76
2003	57
2004	61
2005	16
2006	14
2007	19
2008	21
2009	17
2010	17
2011	20
2012	6
2013	7
2014	10
2015	17
2016	27
2017	11
2018	4
2019	3

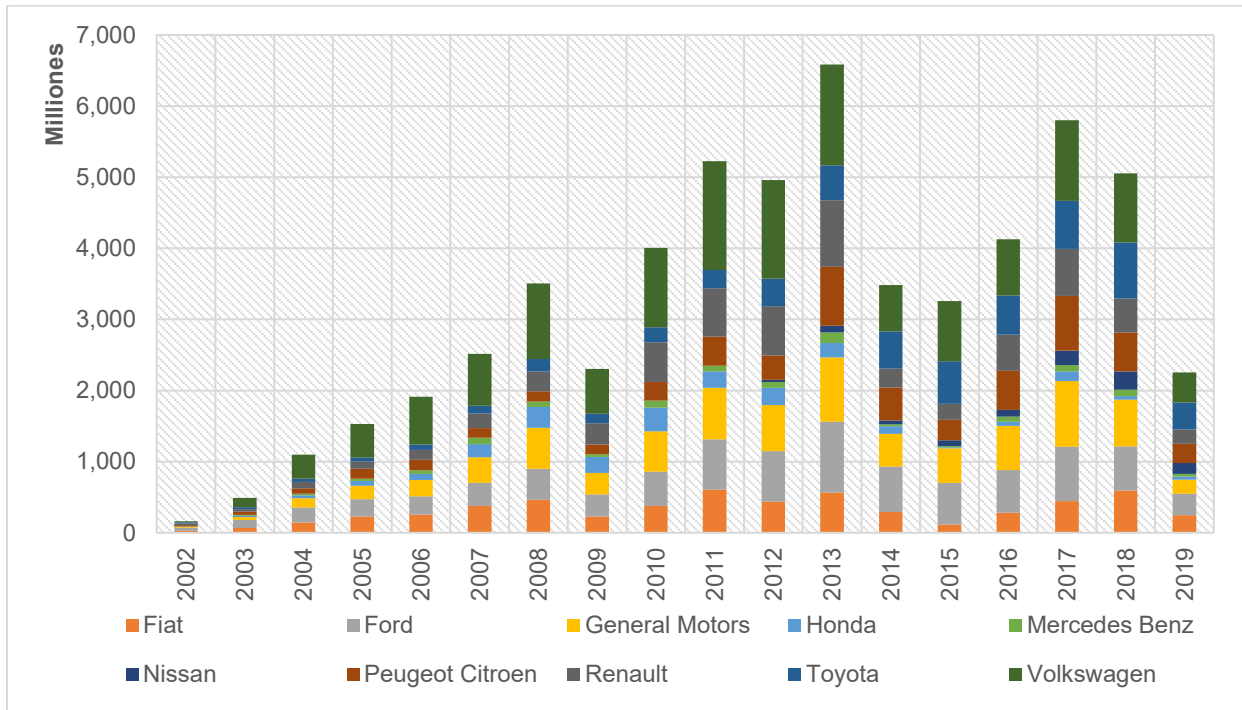
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Gráfico 0-4 - Promedios de las importaciones de autopartes sobre valor de producción entre 2002 y 2019 (eje Y), promedios de las exportaciones totales sobre el valor de la producción entre 2002 y 2019 (eje X) y cantidad de unidades producidas entre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



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Gráfico 0-5 - Importaciones de vehículos de pasajeros por terminal automotriz (millones de dólares CIF) (2002-2019)



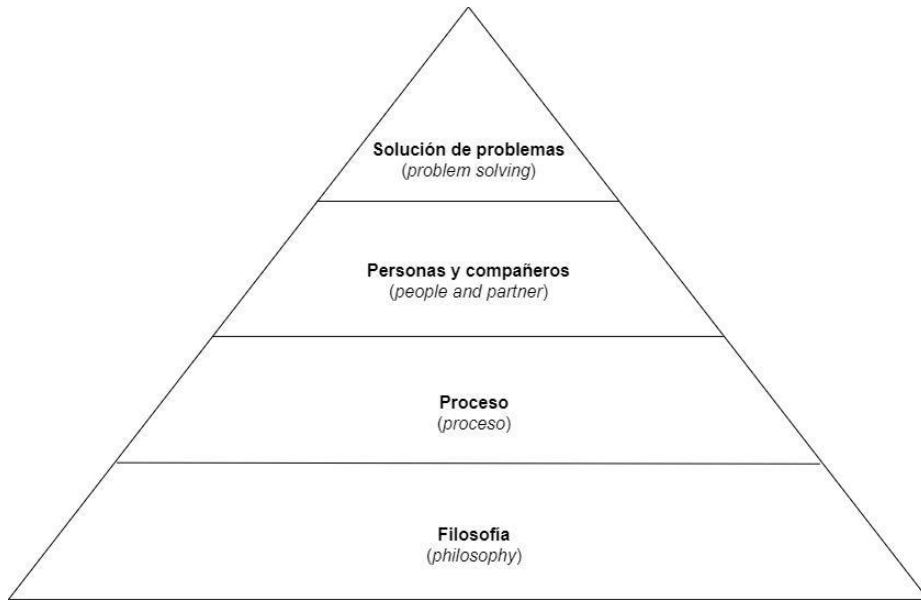
Importaciones de vehículos de pasajeros por terminal automotriz (millones de dólares CIF) (2002-2019)

Tabla 0-3 - Presidentes, vicepresidentes y presidentes del directorio de Toyota Motor Corporation

Nombre	Presidente del directorio	Vicepresidente	Presidente
Risaburo Toyoda	1° Presidente del directorio		1° Presidente
Kiichiro Toyoda			2° Presidente
Taizo Ishida	2° Presidente del directorio		3° Presidente
Fukio Nakagawa			4° Presidente
Eiji Toyoda	5° Presidente del directorio		5° Presidente
	Presidente del directorio honorario		
Shoichi Saito	3° Presidente del directorio		
Masaya Hanai	4° Presidente del directorio		
Shoichiro Toyoda	6° Presidente del directorio		6° Presidente
Shigenobu Yamamoto		ex Vicepresidente	
Gentaro Tsuji		ex Vicepresidente	
Tsutomu Oshima		ex Vicepresidente	
Tatsuro Toyoda		ex Vicepresidente	7° Presidente
Masami Iwasaki		ex Vicepresidente	
Hiroshi Okuda	7° Presidente del directorio		8° Presidente
Iwao Isomura		ex Vicepresidente	
Fujio Cho	8° Presidente del directorio	ex Vicepresidente	9° Presidente
Kosuke Ikebuchi		ex Vicepresidente	
Katsuaki Watanabe		ex Vicepresidente	10° Presidente
Katsuhiro Nakagawa		ex Vicepresidente	
Kazuo Okamoto		ex Vicepresidente	
Akio Toyoda			11° Presidente
Takeshi Uchiyamada		ex Vicepresidente	

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Figura 0-1 - Modelo de Toyota 4P de Liker (2003)



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Tabla 0-4 - Ventas de Toyota Corolla en el mundo (en unidades)

Año	Japón	EEUU	Can	México	Aus	Europa	Tailan	Filip	Pakistán	India	China Corolla EX	China Corolla	China Levin	Argentina	Colombia
1973		116,905													
1974		103,394													
1975		151,177													
1976		187,321													
1977		259,344													
1978		212,757													
1979		257,096													
1980		257,315													
...															
1983		178,572													
1984															
1985		168,378													
1986		159,458													
1987		164,3													
1988		216,677			23,586										
1989		199,975			22,13										
1990	300,008	228,211			29,981										
1991	275,019	199,083			26,227										
1992	260,777	196,118			23,825										
1993	237,537	193,749			23,777										
1994	228,66	210,926			21,915										
1995	235,626	213,64			23,372										
1996	223,244	209,048			23,212										
1997	238,098	218,461			22,319										
1998	196,498	250,501			25,079										

1999	160,677	249,128			28,387				8,268						
2000	162,87	230,156			30,576				8,778						
2001	236,507	245,023			30,813				8,116						
2002	226,222	254,36			34,948				6,151						
2003	198,904	325,477			36,128				12,867	8,175					
2004	173,301	333,161			39,053				20,321	10,195	45,476				
2005	149,81	341,29			46,415				23,002	8,974	67,392				
2006	143,176	387,388			46,256				30,527	7,168	78,973				
2007	147,069	371,39		10,284	47,792	85,407			35,762	6,463	63,999	65,844			
2008	144,051	351,007	57,736	9,37	47,901	119,12			33,64	8,102	52,247	165,271			
2009	90,178	296,874	53,933	7,58	39,013				26,76	8,604	57,109	157,457			
2010	111,265	266,082	38,68	9,085	41,632	51,189			43,51	10,041	82,743	172,053			
2011	70,758	240,259	36,663	10,306	36,087	69,889			41,111	9,283	120,962	170,467			
2012	80,459	290,947	40,906	12,767	38,799	63,481			46,207	6,912	124,531	151,887			
2013	101,664	302,18	44,449	10,956	43,498	67,987			32,608	4,106	147,921	146,48			
2014	114,331	339,498	48,881	13,553	43,735	36,595			29,087	6,748	85,835	171,487	49,112		
2015	109,027	363,332	47,199	13,215	42,073	69,194	20,966		51,398	7,574	46,34	254,301	125,699	15,829	
2016	84,77	378,21	45,626	13,228	40,33	67,876	18,052		57,452	4,86	17,091	307,36	159,071	15,786	
2017	77,466	329,196	50,332	10,135	37,353	60,936	19,179		52,676	4,242	2,829	336,763	172,626	17,23	
2018	89,91	303,732	48,796	6,351	35,23	55,686	21,914	1,801	51,412	3,286		374,4	192,697	15,582	
2019	104,406	304,85	47,596	11,594	30,468	133,597		1,261	56,72	1,422		357,798	213,905	9,045	1,592
2020	118,276	237,178	37,156	8,127	25,882	137,209		1,121	22,14			350,31	222,361	4,336	2,455

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Tabla 0-5 - Centros de I+D de Toyota en el mundo (2020)

País	Empresa	Centro de I+D	Ubicación	Actividades
Japón	Toyota Motor Corporation	Toyota Technical Center Headquarters	Aichi	Investigación básica de planificación de productos, ingeniería y evaluación de vehículos
		Toyota Technical Center Shimoyama	Aichi	Ingeniería de rendimiento de vehículos
		Toyota Technical Center Higashi-Fuji	Shizuoka	Ingeniería avanzada
		Tokyo Design Research & Laboratory	Tokyo	Diseño avanzado
		Toyota Technical Center Shibetsu	Hokkaido	Ingeniería de rendimiento de vehículos
		Otemachi Office	Tokyo	Investigación y desarrollo de inteligencia artificial
	Toyota Central Research & Development Laboratories, Inc.	Toyota Central Research & Development Laboratories	Aichi	Investigación básica
Toyota Research Institute - Advanced Development, Inc.	Toyota Research Institute - Advanced Development	Tokyo	Desarrollo de tecnología y software de conducción automatizada	
EEUU	Toyota Motor North America, Inc.	Toyota Technical Center Michigan	Michigan	Planificación de productos, ingeniería y evaluación de vehículos
		Toyota Technical Center TAPG	Arizona	Ingeniería de rendimiento de vehículos
		Toyota Technical Center Los Angeles	California	Evaluación del desempeño ambiental

Tabla 0-6 - Accionistas de los principales accionistas de Toyota Motor Corporation (2020)

Custody Bank of Japan					
Nombre	Acciones (miles)	Descripción del accionista	1° Accionista del accionista	2° Accionista del accionista	3° Accionista del accionista
Sumitomo Mitsui Trust Holdings	680.000 (33%)	Compañía financiera con sede en Tokio. Holding japonés de Mitsui Trust Group. Siguiendo la red de mayores accionistas forma un círculo entre las mismas empresas financieras japonesas que se poseen unas a otras	The Master Trust Bank of Japan (8%)	Custody Bank of Japan (10%)	The Bank of New York (2%)
Mizuho Financial Group	550.800 (27%)	Holding bancario japonés. Mismo circuito. Red de empresas financieras japonesas.	The Master Trust Bank of Japan (8%)	Custody Bank of Japan (5%)	State Street Bank West Client (2%)
Resona Bank	340.000 (17%)	Mismo circuito. Red de empresas financieras japonesas.	The Master Trust Bank of Japan (7%)	Custody Bank of Japan (5%)	The Dai-ichi Life Insurance Company (5%)
The Dai-ichi Life Insurance Company	163.200 shares (8.0%)	Compañía de seguros de vida japonesa. Parte del Dai-ichi Life Holdings.	The Master Trust Bank of Japan (8%)	Custody Bank of Japan (6%)	Mizuho Bank (3%)
Asahi Mutual Life Insurance Company	102.000 shares (5.0%)	Compañía de seguros japonesa. Parte de Asahi Group Holding.	The Master Trust Bank of Japan (11%)	Custody Bank of Japan (4%)	The Dai-ichi Life Insurance Company (3%)

Toyota Industries Corporation					
Nombre	Acciones (miles)	Descripción del accionista	1° Accionista del accionista	2° Accionista del accionista	3° Accionista del accionista
Toyota Motor Corporation	76600 (23.5%)	Grupo Toyota	Custody Bank of Japan. Ltd. (11%)	Toyota Industries Corporation (7%)	The Master Trust Bank of Japan (7%)
Denso Corporation	29647 (9,1%)	Fabricante de componentes para la automoción: sistemas térmicos, powertrain, sistemas electrónicos, sistemas eléctricos, etc.	Toyota Motor Corporation (24%)	Toyota Industries Corporation (9%)	The Master Trust Bank of Japan (8%)
The Master Trust Bank of Japan	16556 (5%)	Banco fiduciario japonés dedicado exclusivamente a la administración de capitales	Mitsubishi UFJ Trust and Banking Corporation (46%)	Nippon Life Insurance (33%)	Meiji Yasuda Life Insurance Company (10%)
Towa Real Estate Co	16291 (5%)	Compañía inmobiliaria japonesa. Inversiones inmobiliarias, hotelería, etc. Parte del Grupo Toyota.	Custody Bank of Japan (14 %)	The Master Trust Bank of Japan (9%)	K.B. Kousan Co (8%)
Toyota Tsusho Corporation	15294 (5%)	Compañía del Grupo Toyota que tiene como objetivo hacer de soporte a Toyota Motor en el mundo. Tiene actividades diversificadas desde materias primas, logística, electrónica, química, maquinaria, etc.	Toyota Motor Corporation (22%)	Toyota Industries Corporation (11%)	The Master Trust Bank of Japan (10%)

The Master Trust Bank of Japan, Ltd.					
Nombre	Acciones (miles)	Descripción del accionista	1° Accionista del accionista	2° Accionista del accionista	3° Accionista del accionista
Mitsubishi UFJ Trust and Banking Corporation	55,8 (46%)	Es la división de banca fiduciaria del Mitsubishi UFJ Financial Group, un grupo de servicios financieros japonés.	The Master Trust Bank of Japan (8%)	Custody Bank of Japan (7%)	SSBTC Client Omnibus Account (3%)
Nippon Life Insurance Company	40,2 (33%)	Compañía de seguros japonesa. Es una mutual. No tiene accionistas.			
Meiji Yasuda Life Insurance Company	12 (10%)	Compañía de seguros de vida japonesa. Es una mutual, no tiene accionistas.			
The Norinchukin Trust & Banking Co	12 (10%)	Parte del Norinchukin Bank. Banco cooperativo japonés.			

Nippon Life Insurance Company
Compañía de seguros japonesa. Es una mutual.

No tiene accionistas					
JPMorgan Chase Bank					
Nombre	Acciones (miles)	Descripción del accionista	1° Accionista del accionista	2° Accionista del accionista	3° Accionista del accionista
The Vanguard Group	250,600 (8%)	Fondo de inversión de EEUU. No tiene accionistas, los dueños son los clientes que invierten en el fondo.			
SsgA Funds Management	141,747 (5%)	Es la división de inversión de State Street Corporation, un banco de EEUU.	The Vanguard Group (9%)	Dodge & Cox (6%)	BlackRock Fund Advisors (5%)
BlackRock Fund Advisors	130,400 (4%)	Compañía de inversión de EEUU.	The Vanguard Group (8%)	Capital Research & Management (5%)	SSgA Funds Management (4%)
Capital Research & Management	71,57 (2%)	Empresa de servicios financieros de EEUU. Gestora de fondos de pensión.			
Wellington Management	51,554 (2%)	Empresa de inversión y administración privada de EEUU.			

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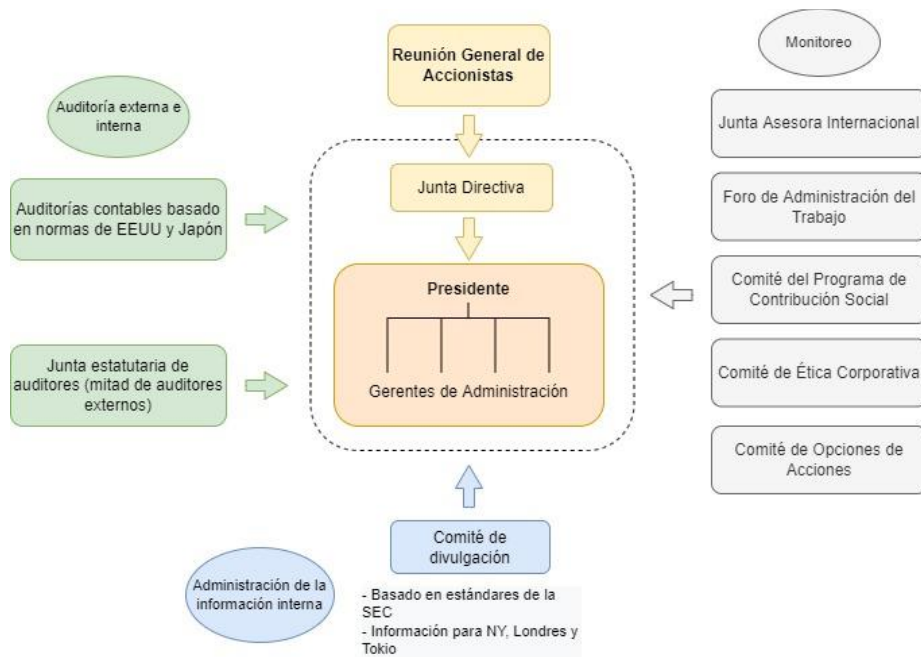
Tabla 0-7 – Producción, ventas, exportaciones e importaciones de vehículos en Sudáfrica por empresa y modelo (unidades) (año 2019)

Empresa	Modelo	Ventas Domésticas	Importados	Exportaciones	Re-exportado	Total
BMW	X3	2071	104	67523		69490
	3 Series	3528	3385	2		145
	BMW otro	7367	7367			
	Mini	2040	2040			
Bentley	Todos	69	69			
FiatChrysler	Todos	2240	2240		184	
Ford	Ranger/Everest	28585		66108		94693
	Ford otro	22242	22242			
Haval Motors (GWM)	Todos	10650	10650		220	
Honda	Todos	5557	5557		436	
Hyundai	Hyundai H100	2877	940			1937
	Hyundai otro	30534	30534			
Isuzu Motors SA	Isuzu KB/D Max	16156		3315		19471
	Isuzu otro	716	716		26	
Jaguar Land Rover	Todos	4041	4041			
JMC	Todos	435	435			
Kia	Todos	15774	15774			
Lamborghini		59	59			
Mahindra	Todos	7253	7253			
Maserati	Todos	81	81			
Mazda	Mazda BT-50	242				242
	Mazda otro	12218	12218			
Mercedes-Benz	C Class	4915	575	82507		86847
	Mercedes otro	10674	10674			
	Smart	85	85			

Mitsubishi	Todos	1911	1911	234
Nissan	Datsun	7744	7744	
	Hardbody/N P300	9067		6195 15262
	NP200	17955		188 18143
	Nissan otro	14768	14768	
Opel	Todos	2698	2698	
Peugeot Citroen	Todos	1358	1358	
Porsche	Todos	1496	1496	
Renault	Todos	27250	27250	
Scuderia SA	Todos	69	69	
Subaru	Todos	1050	1050	
Suzuki	Todos	15481	15481	11
Toyota	Corolla new	5752		1247 6999
	Corolla Quest	10043		3 10046
	Hilux/Fortuner	52578		51752 104330
	Quantum/Hi-Ace	17792	990	16802
	Toyota otro	39271	38067	1204
	Lexus	978	978	
VW	Polo Vivo	29618		1 29619
	Polo	21557		106328 127885
	VW otro	28895	28895	
	Audi	8495	8495	
Volvo	Todos	2335	2335	18

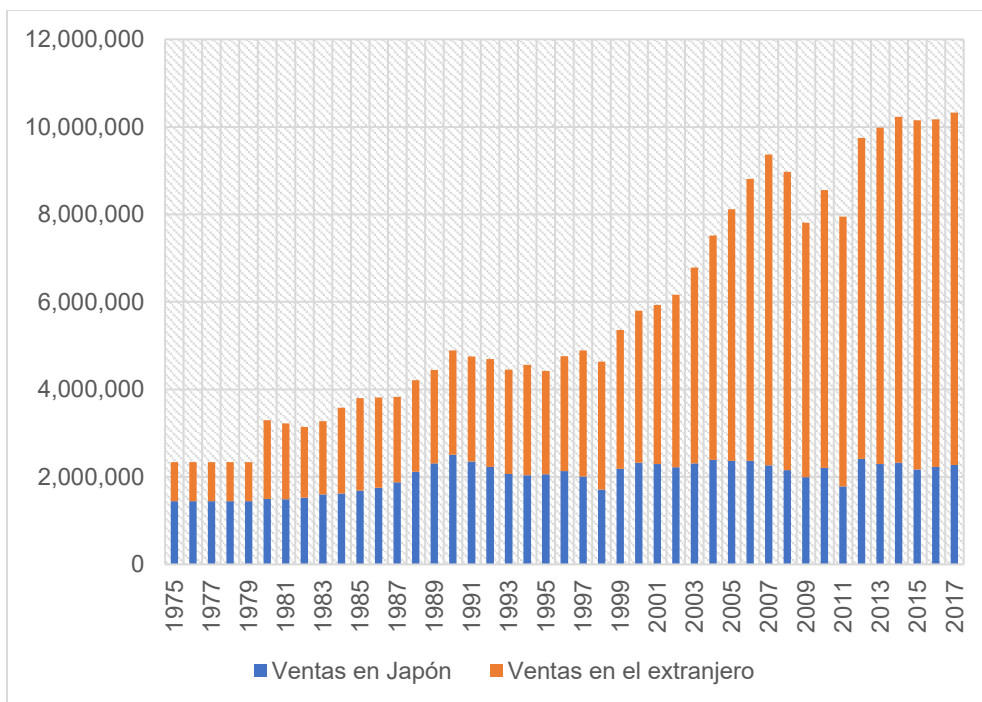
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Figura 0-2 – Estructura corporativa de Toyota Motor Corporation (año 2003)



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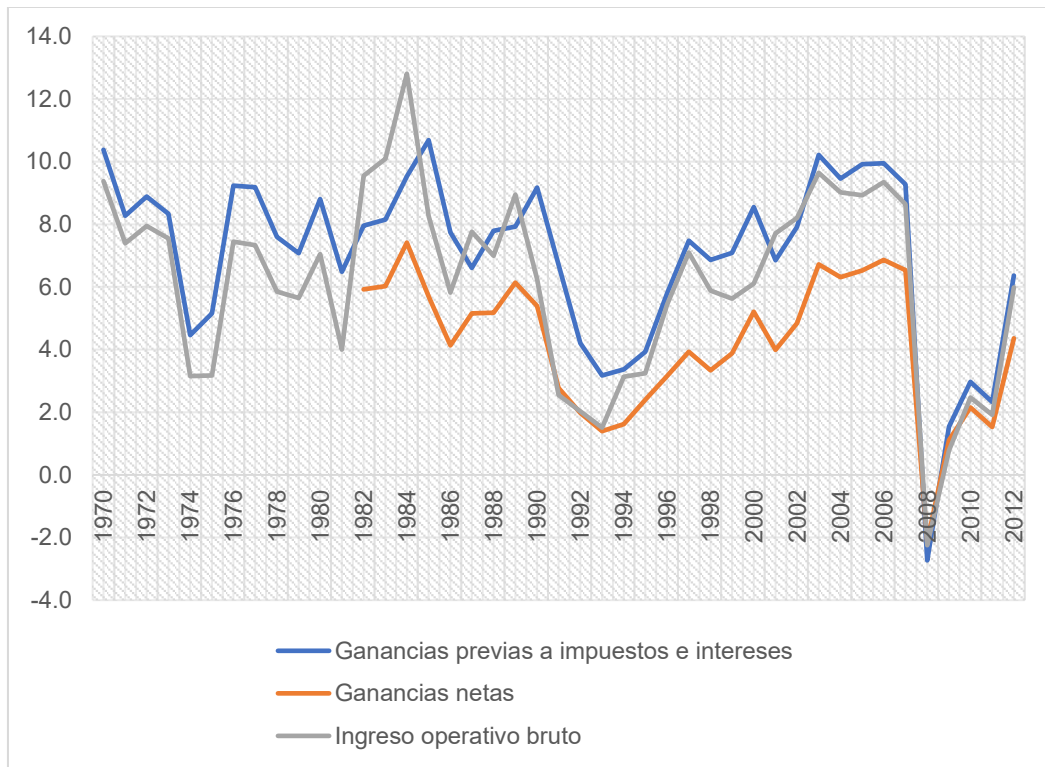
Gráfico 0-6 - Ventas anuales de Toyota en Japón y en el exterior (en unidades) (1975-2017)



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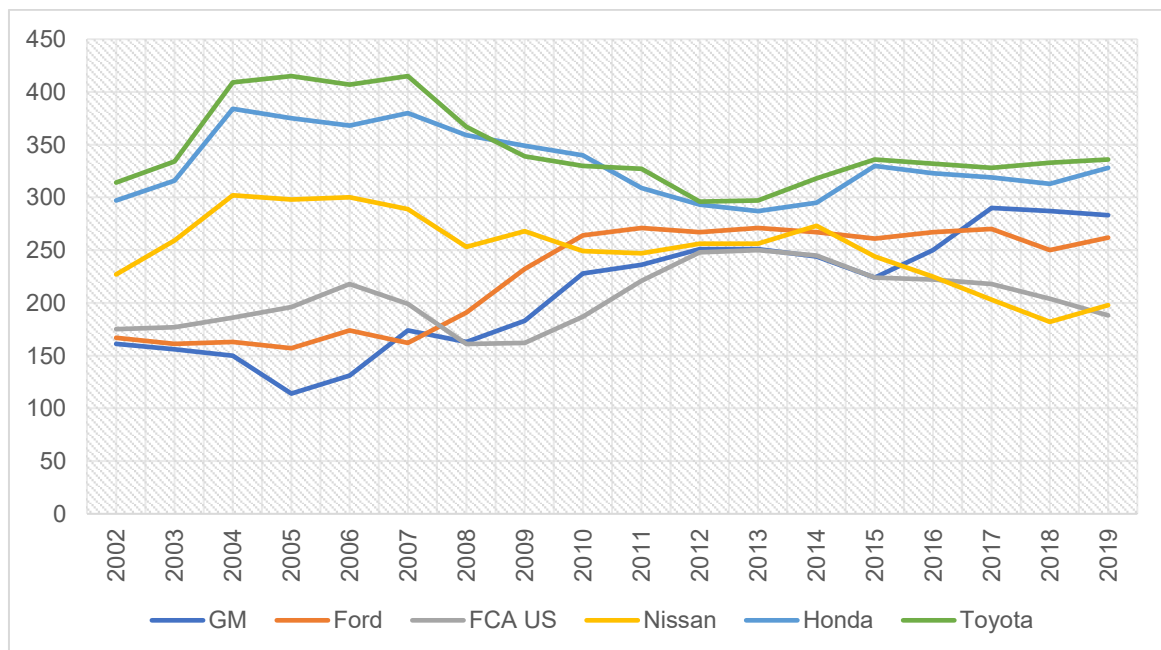
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Gráfico 0-7 - Rentabilidad del Grupo Toyota (porcentajes) (1970-2012)



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



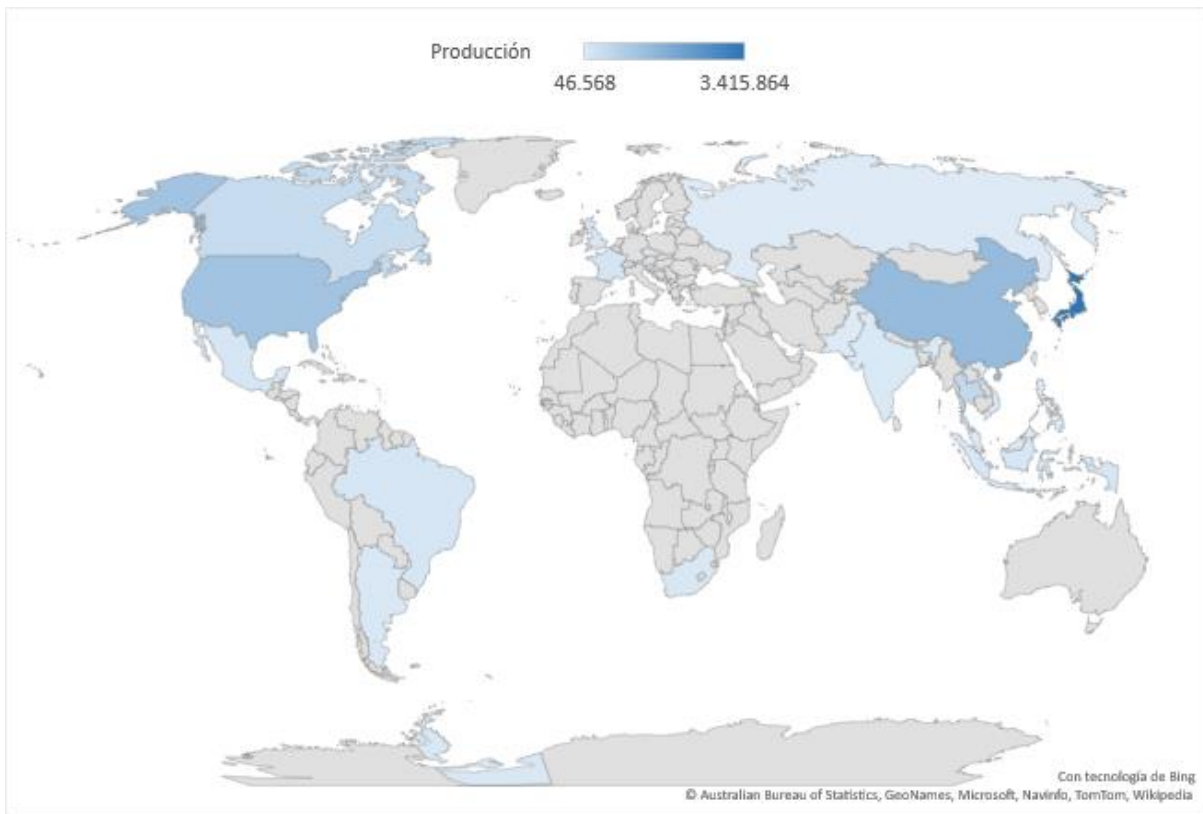
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 dwgpcu/o w' 'dwgpcu'tgrækqpgu0"

Tabla 0-8 - Ranking de Toyota en el ranking de las principales empresas multinacionales del mundo por ingresos (1995-2019)

Año	Posición Ranking
1995	11
1996	8
1997	10
1998	11
1999	10
2000	8
2001	10
2002	10
2003	8
2004	8
2005	7
2006	8
2007	5
2008	5
2009	10
2010	5
2011	8
2012	10
2013	8
2014	9
2015	9
2016	8
2017	5
2018	6
2019	10

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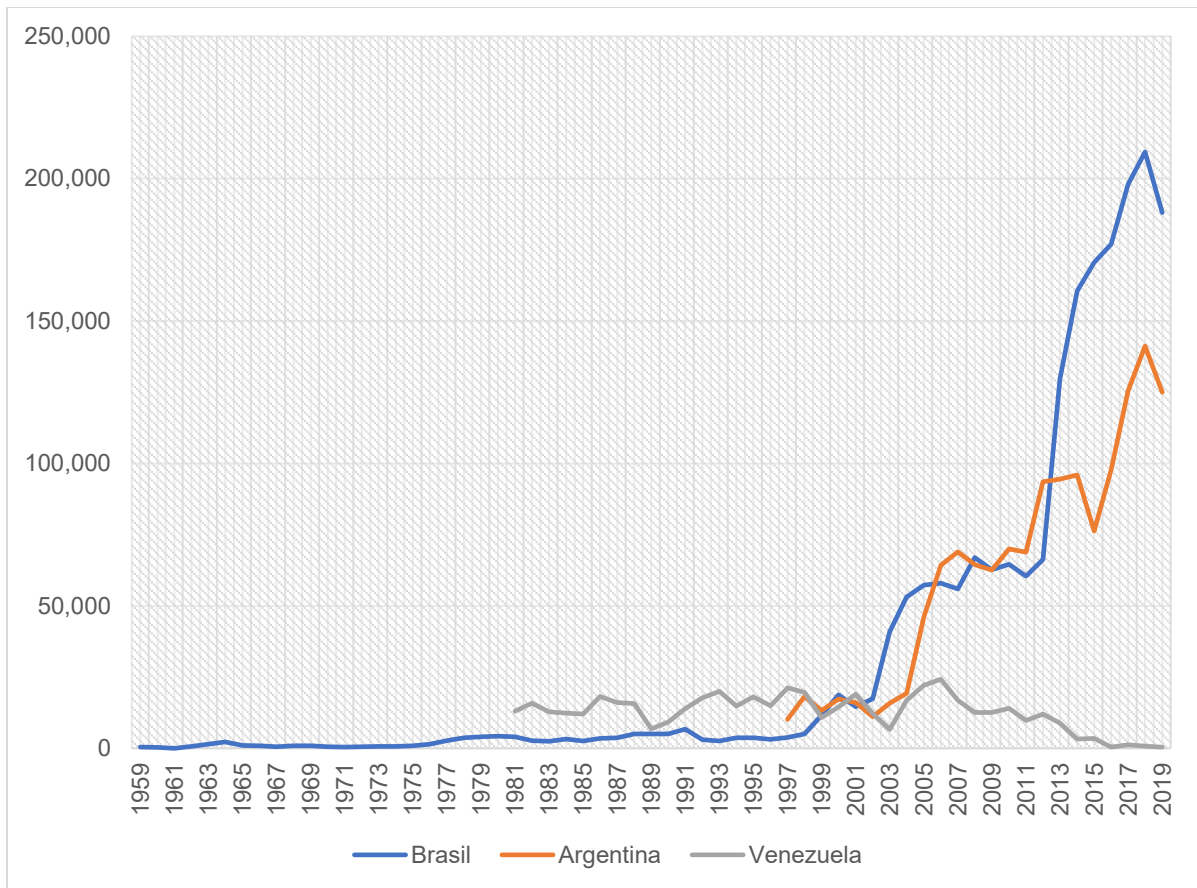
Gráfico 0-9 - Producción por país (2019) (en unidades)*



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f g'r tqf weekp0'

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



El gráfico muestra la producción de Toyota en Argentina, Brasil y Venezuela desde 1959 hasta 2019. El eje vertical representa el número de unidades producidas, con una escala de 0 a 250,000. El eje horizontal muestra los años. Brasil (línea azul) muestra un crecimiento exponencial a partir de 2003, alcanzando más de 200,000 unidades en 2019. Argentina (línea naranja) también muestra un crecimiento fuerte a partir de 2003, llegando a aproximadamente 140,000 unidades en 2019. Venezuela (línea gris) mantiene una producción muy baja y estable, por debajo de 20,000 unidades, hasta 2019.

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

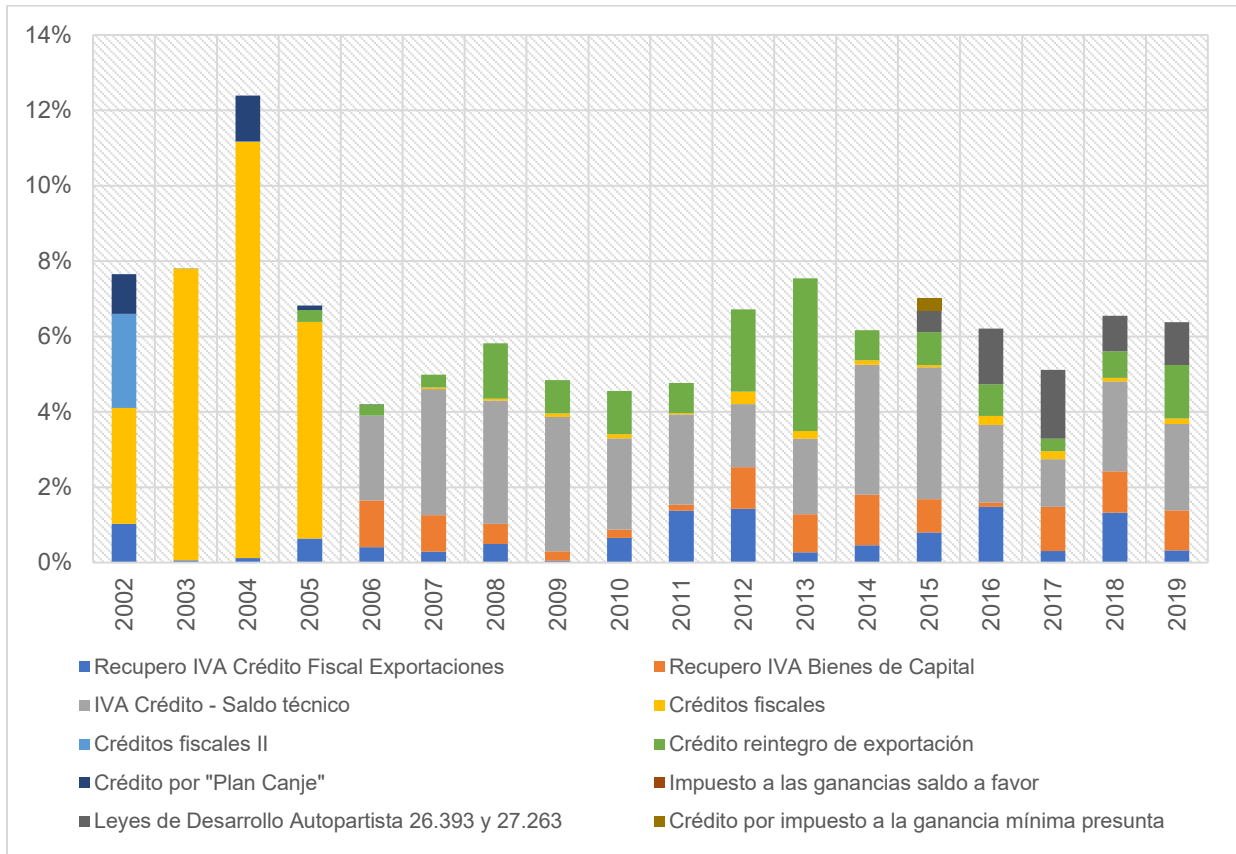
Año	Disposición	Descripción
1991	Acuerdo de Complementación Económica N° 14 entre Argentina y Brasil	Los productos amparados por este Régimen tendrán el tratamiento de "producto nacional" tanto en la República Argentina como en la República Federativa del Brasil y gozarán de: a) arancel de cero por ciento en sus importaciones las que quedarán eximidas, asimismo, de la aplicación de gravámenes adicionales de efectos equivalentes a los derechos aduaneros; y b) estarán eximidos de cualquier restricción o traba de naturaleza no arancelaria, excepto aquellas específicamente acordadas entre ambas Partes.
1991	Decreto Nacional 2677/91	Mecanismos de intercambios compensado, fijación de inversiones como exportaciones para el intercambio compensado, cupos de importación, entre otros.
1994	Decreto Nacional 895/94	Autorización pertinente para su radicación como productora de vehículos automotores conforme al régimen de la Industria Automotriz, establecido por la Ley N.21 932 y reglamentado por el Decreto N.2677 del 20 de diciembre de 1991 y su modificatorio el Decreto N.683 del 6 de mayo de 1994.
1996	Resolución 502/95 - Min. de Economía y Producción	"Régimen para la Instalación de Nuevas Plantas Industriales" para la importación de equipamiento de TMC y la empresa Tiaki-Sha de Japón para la utilización en su fábrica. A partir de esto se logró la importación de una gran cantidad de bienes con nulos cargos de Derechos de Importación (0%), Tasa Estadística (0%) y Comprobación de Destino (0,20%).
1998	Ley Nacional 24.402 / Resolución Nacional 422/98	Toyota solicita beneficios a partir del Régimen de Financiamiento del Impuesto al Valor Agregado (IVA) (Ley 24.402), a partir de lo cual logra una financiación de \$9.870.890.
1999	Resolución 65/99 - Min. de Economía y Producción	Entre 1997 y 1999 presenta distintos planes de intercambio compensado según el Decreto 2677/91 que obligaba a las terminales a mantener balances comerciales compensados. En 1999 presenta dicho plan para el período 1996-1999 en el cual se establecían exportaciones por u\$s477.000.000, inversiones por u\$s86.275.000 e importaciones por u\$s533.138.000 dando como resultado una balanza positiva por u\$s408.000.
1999	Resolución 27/99 - Min. de Economía y Producción	En 1999 además Toyota es incluida en el Régimen de Aduanas Domiciliarias establecido en la Resolución General AFIP 596/1999, a partir del cual Toyota estableció una oficina de Aduana en su planta en Zárate.
2000	Resolución 229/2000 - Min. de Economía y Producción	En el 2000 la empresa japonesa solicita la reducción del 3% de Derechos de Importación Extrazona.
2001	Decreto AFIP 730/2001	En el 2001 fue incluida en el Convenio para Mejorar la Competitividad y la Generación de Empleo de la AFIP a partir del Decreto AFIP 730/2001, con el cual se obtenían los beneficios de la exención del impuesto sobre los intereses pagados, el costo financiero del endeudamiento empresario y el impuesto a la Ganancia Mínima Presunta, y se conseguía un cómputo como crédito fiscal en Impuesto al Valor Agregado (IVA) de las

		contribuciones patronales (Boletín Oficial de la República Argentina, 30/7/2001).
2004	Resolución 119/2004 - Min. de Economía y Producción	En 2004 Toyota pide ser incluida en el Régimen de Importación de Bienes Integrantes de "Grandes Proyectos de Inversión" (Resolución N° 256/2000) para la importación de bienes sin derechos de importación que forman parte, exclusivamente, de una nueva línea de producción completa y autónoma para la fabricación de la SUV SW4 por un monto de 64 millones de dólares FOB.
2004	Resolución 30/2004 - Min. de Economía y Producción	Toyota es incluido en el Régimen de Aduana en Factoría (RAF).
2005	Resolución 238/2005 - Min. de Economía y Producción	Programa de Estímulo para las Inversiones del Sector Automotriz para las empresas que hubieran adherido al Régimen de Renovación del Parque Automotor, instituido por el Decreto N° 35/99. Toyota adhiere a este régimen y recupera \$13 millones por la inversión en el plan IMV al 31/3/2007 (Balance TASA, 12/9/2007).
2008	SICPME 147/2008	Reintegro de compras de autopartes nacionales por nuevas inversiones en el marco del Decreto DNU 774/2005.
2008	Resolución 38/2009 - Min. de Economía	Se excluye a Toyota Compañía Financiera de la aplicación del Decreto 616/2005 para la entrada de u\$s 15 millones provenientes de sus filiales norteamericanas Toyota Motor Credit Corporation y Toyota Financial Services America Corporation.
2011	Decreto Nacional 774/05	Gracias al régimen, Toyota Argentina recibió un reintegro monetario equivalente a \$10.214.573.
2012	Decreto Nacional 774/05	Toyota Argentina recibió un reintegro monetario equivalente a AR\$ 2.461.781.
2012	Ley Nacional 10.547	Toyota Argentina S.A. ha sido beneficiada con el Régimen de Promoción Industrial establecido por la Ley 10.547 por la ampliación de la planta fabril ubicada en la ciudad de Zárate. A raíz de ello, la empresa se encuentra eximida del pago del impuesto sobre los Ingresos Brutos, en un 100% por un plazo de 10 años, sobre el aumento de facturación a que diera lugar el total de la producción que se genere en la planta promocionada.
2014-2015-2016	Créditos FONDEAR	Es un Fondo Fiduciario Público de alcance nacional, creado con el objetivo de dar financiamiento flexible con tasas y plazos más ventajosos que los de mercado. Estaba destinado a sectores estratégicos de la economía. Toyota recibió en noviembre de 2014 \$600 millones y en mayo de 2015 otros \$600 (aproximadamente u\$s70 millones cada uno al tipo de cambio oficial de cada desembolso). Y otro de \$440 millones en abril de 2016 (u\$s31 millones al tipo de cambio del mes de desembolso). Los préstamos fueron independientes a un plazo de 5 años con 3 años de gracia sobre el capital, con una tasa fija del 19% para los primeros 2 años y luego variable con un tope mínimo de 14% y un máximo de 25%.
2014	Resolución N° 557/2014 - Min. del Interior	Lanzamiento de líneas de financiación con tasas subsidiadas para la compra de vehículos nacionales (PROCREAUTO).
2014	Resolución 328/2014 - Ente Nacional	Entrada de Toyota a Gran Usuario dentro del Mercado Eléctrico: Grandes Usuarios Mayores (GUMA).

	Regulador de la Electricidad	
2015	Resolución 649/2015 - Min. de Industria - Ley Nacional 26.393	Recupero de \$192.489.000 por compras de autopartes ejercicio 2015.
2016	Ley Nacional 27.263	Régimen de beneficios e incentivos para el desarrollo y fortalecimiento de la producción nacional de autopartes.
2017	Resolución Conjunta 7 - E/2017 - Sec. de Comercio y de Industria	Beneficios establecidos en el Régimen de Importación de Bienes Integrantes de "Grandes Proyectos de Inversión" conforme a la Resolución N° 256 de fecha 3 de abril de 2000 del ex Min. de Economía: importación de bienes nuevos destinados a la instalación de una línea de ensamblado de tapa de cilindro de motores.
2017-2019	Disposición 9-E/2017 - Resolución 20/2018, Disposición 670/2019 - Min. de Producción	Reducción arancelaria para la importación de vehículos con energías alternativas.
2019	Resolución Conjunta 93/2019 - Secretaría de Comercio Exterior e Industria	Beneficios establecidos en el Régimen de Importación de Bienes Integrantes de "Grandes Proyectos de Inversión" por ¥ 1.147.796.759.

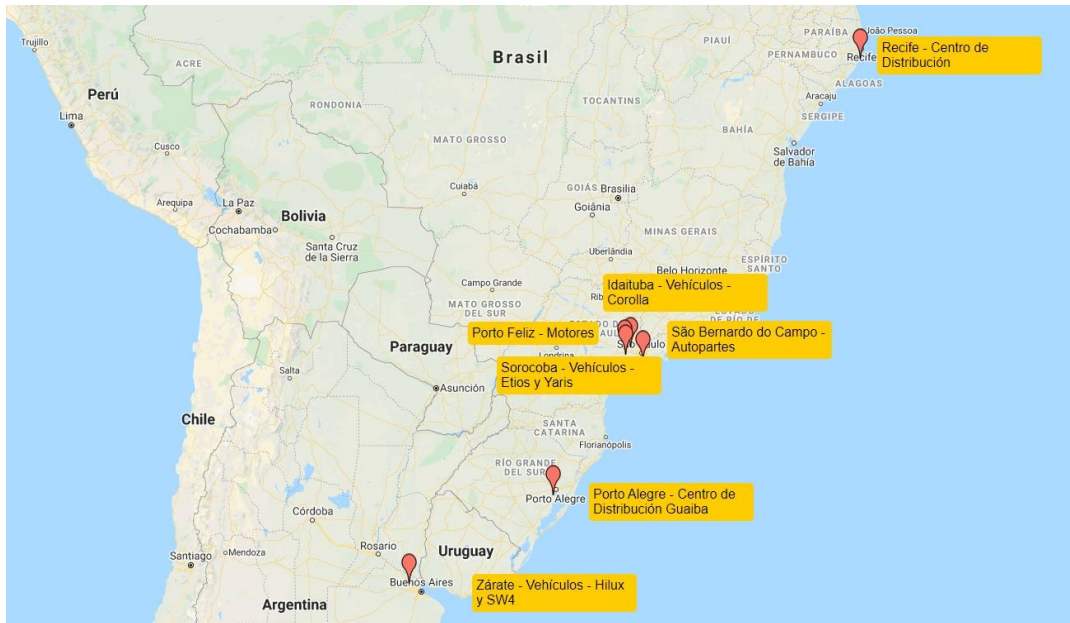
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Gráfico 0-11 – Incentivos del gobierno nacional (créditos corrientes) como porcentaje de ventas netas de TASA en cada año (porcentajes) (2002-2019)



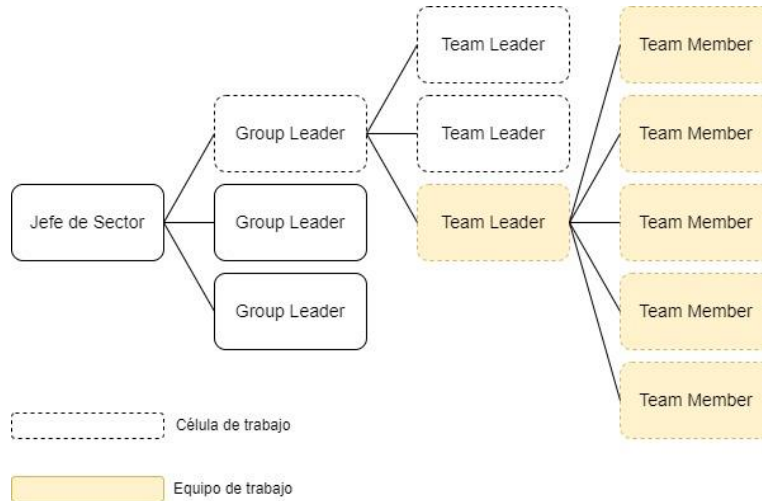
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Imagen 0-1 - Plantas de producción y centros de distribución de Toyota Argentina y Brasil (año 2019)



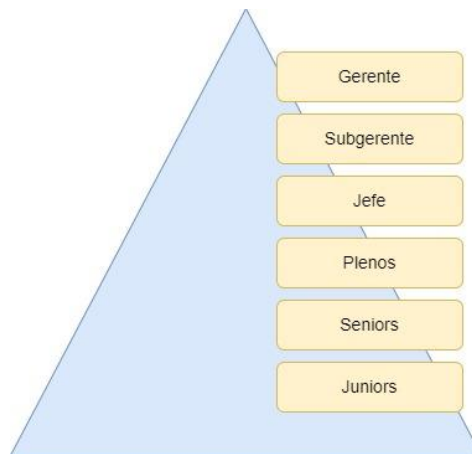
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Figura 0-3 – Escala jerárquica operarios TASA



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Figura 0-4 – Escala jerárquica profesionales TASA



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Tabla 0-10 – Modelos producidos por cada empresa en Argentina y Brasil en 1997

Empresa	País	Modelo producido	Tipo de vehículo
Agrale	Brasil	TX	Camión
		MA	Ómnibus
Chrysler	Argentina	Cherokee	Utilitario liviano
	Brasil	Dodge Dakota	Utilitario liviano
Fiat	Argentina	Uno	Vehículo de pasajeros
		Duna	Vehículo de pasajeros
		Palio	Vehículo de pasajeros
		Siena	Vehículo de pasajeros
	Brasil	Uno	Vehículo de pasajeros
		Duna	Vehículo de pasajeros
		Palio	Vehículo de pasajeros
		Siena	Vehículo de pasajeros
		Marea	Vehículo de pasajeros
		Tempra	Vehículo de pasajeros
		Fiorino	Utilitario liviano
		Strada	Utilitario liviano
		Uno Furgón	Utilitario liviano
Ford	Argentina	Escort	Vehículo de pasajeros
		Ranger	Utilitario liviano
	Brasil	Fiesta	Vehículo de pasajeros
		Ka	Vehículo de pasajeros
		Courier	Utilitario liviano
		F-1000	Utilitario liviano
		F-250	Utilitario liviano
		Cargo (distintos modelos)	Camión
		F-350	Camión
		F-4000	Camión
		F-12000	Camión
		F-14000	Camión
		F-16000	Camión
		B-1618	Ómnibus
B-1621	Ómnibus		
General Motors	Argentina	Corsa	Vehículo de pasajeros
		Silverado	Utilitario liviano
		Grand Blazer	Utilitario liviano
	Brasil	Corsa	Vehículo de pasajeros

		Ipanema	Vehículo de pasajeros
		Kadett	Vehículo de pasajeros
		Omega	Vehículo de pasajeros
		Blazer	Utilitario liviano
		Corsa pick up	Utilitario liviano
		D 20	Utilitario liviano
		S 10	Utilitario liviano
		Silverado	Utilitario liviano
		6-100	Camión
		6-150	Camión
		12-170	Camión
		14-190	Camión
		16-220	Camión
Honda	Brasil	Civic	Vehículo de pasajeros
Mercedes Benz	Argentina	Sprinter	Camión
		OH	Ómnibus
		O	Ómnibus
	Brasil	Distintos modelos	Camión
		LO (distintos modelos)	Ómnibus
		OH (distintos modelos)	Ómnibus
Navistar	Brasil	Distintos modelos	Camión
Peugeot	Argentina	306	Vehículo de pasajeros
		405	Vehículo de pasajeros
		504	Vehículo de pasajeros
		504 pick up	Utilitario liviano
		Partner	Utilitario liviano
Renault	Argentina	Clío	Vehículo de pasajeros
		9	Vehículo de pasajeros
		19	Vehículo de pasajeros
		Megane	Vehículo de pasajeros
		Trafic	Utilitario liviano
	Brasil	Megane	Vehículo de pasajeros
Scania	Argentina	Distintos modelos	Camión
	Brasil	Distintos modelos	Camión
		Distintos modelos	Ómnibus

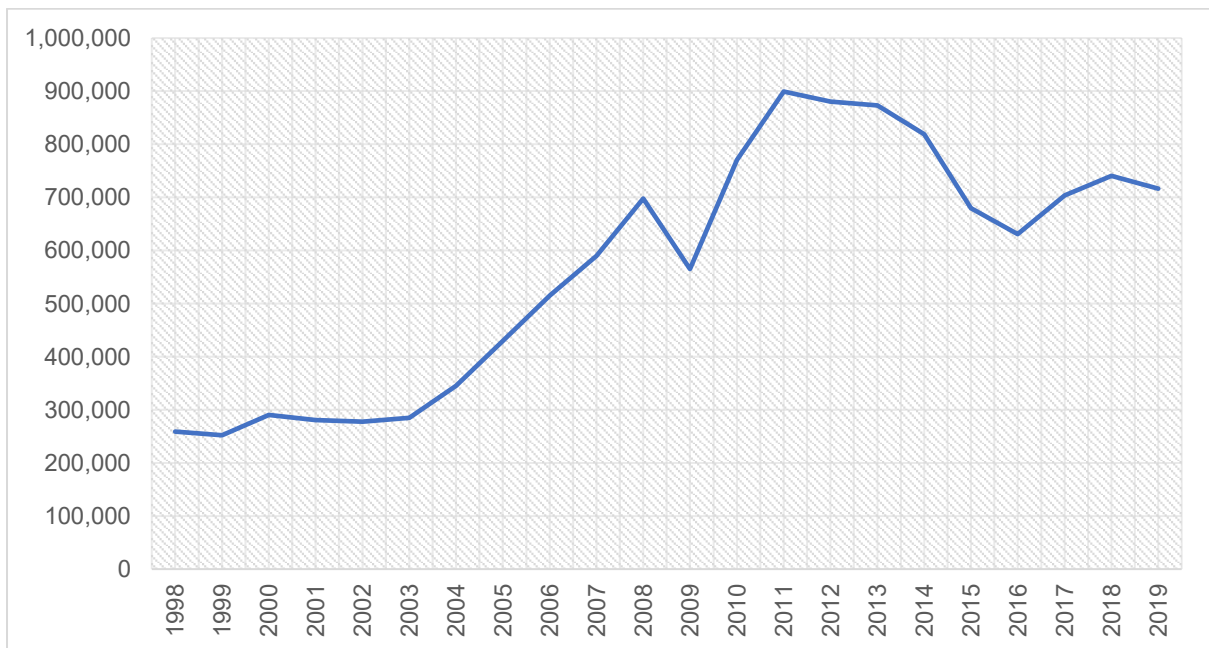
Toyota	Argentina	Hilux	Utilitario liviano
	Brasil	Corolla	Vehículo de pasajeros
		Bandeirante	Utilitario liviano
Volkswagen	Argentina	Gol	Vehículo de pasajeros
		Polo	Vehículo de pasajeros
		Gacel	Vehículo de pasajeros
		Voyage	Vehículo de pasajeros
	Brasil	Gol	Vehículo de pasajeros
		Parati	Vehículo de pasajeros
		Polo	Vehículo de pasajeros
		Quantum	Vehículo de pasajeros
		Santana	Vehículo de pasajeros
		Kombi	Utilitario liviano
		Saveiro	Utilitario liviano
		Distintos modelos	Camión
		Distintos modelos	Ómnibus
Volvo	Brasil	Distintos modelos	Camión
	"	Distintos modelos	Ómnibus

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Gráfico 0-12 - Valor agregado de las actividades de agricultura, caza, silvicultura, pesca, minería y energía en América Latina (millones de dólares corrientes) (1998-2019)



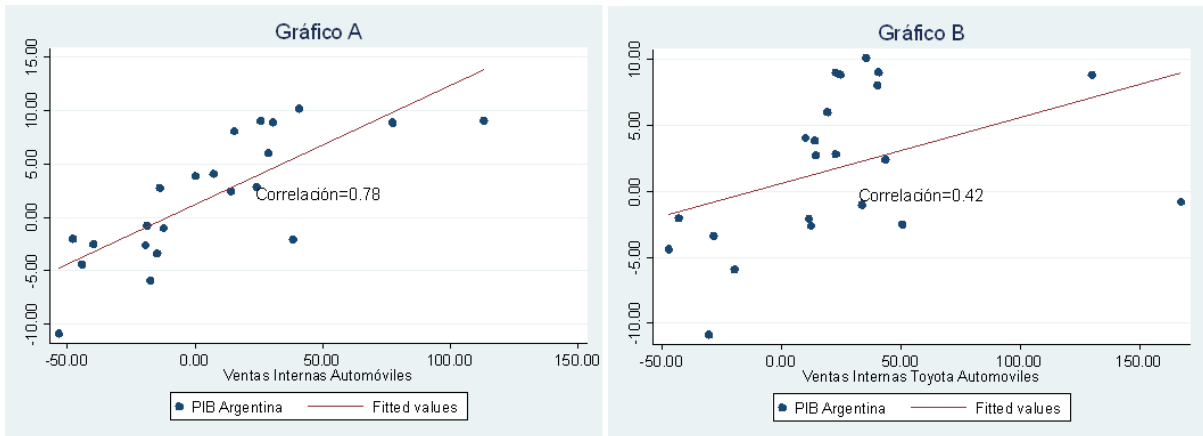
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Tabla 0-11 - Modelos nacionales y rangos de precios (miles de pesos) (año 2019)

Marca	Modelo	Rango de precio
Fiat	Cronos	886-1.061
Ford	Nuevo Focus	1.090-1.463
	Ranger	1.550-3.029
General Motors	Cruze	1.097-1.650
Honda	HRV EX CVT	1.472
	HRV EXL CVT	1.643
	HRV LX CVT	1.355
Nissan	Frontier	1.306-2.502
Peugeot	308	1.212-2.287
Citroen	408	1.372-1.429
	C4 Lounge	1.078-1.471
	Partner	836-1.200
	Berlingo	830-1.112
Renault	Kangoo	907-1.886
	Logan	738-876
	Sandero	746-990
Toyota	SW4	2.343-2.980
	Hilux	1.500-2.600
Volkswagen	Suran	900-1.000
	Amarok	1.420-3.203

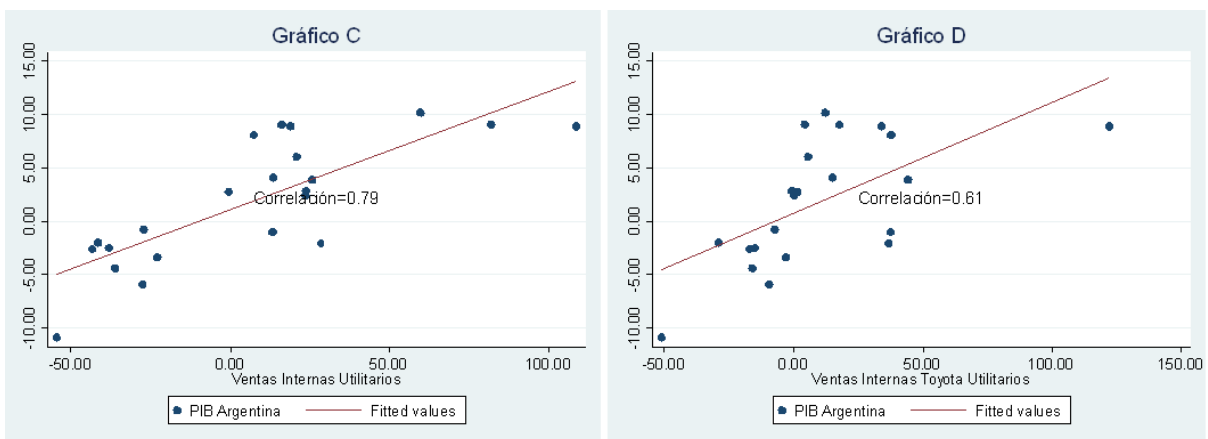
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Gráfico 0-13 - Correlaciones entre variación del PIB de Argentina y ventas de automóviles en el mercado interno de todas las empresas excepto Toyota (A) y sólo Toyota (B) (1998-2019)*



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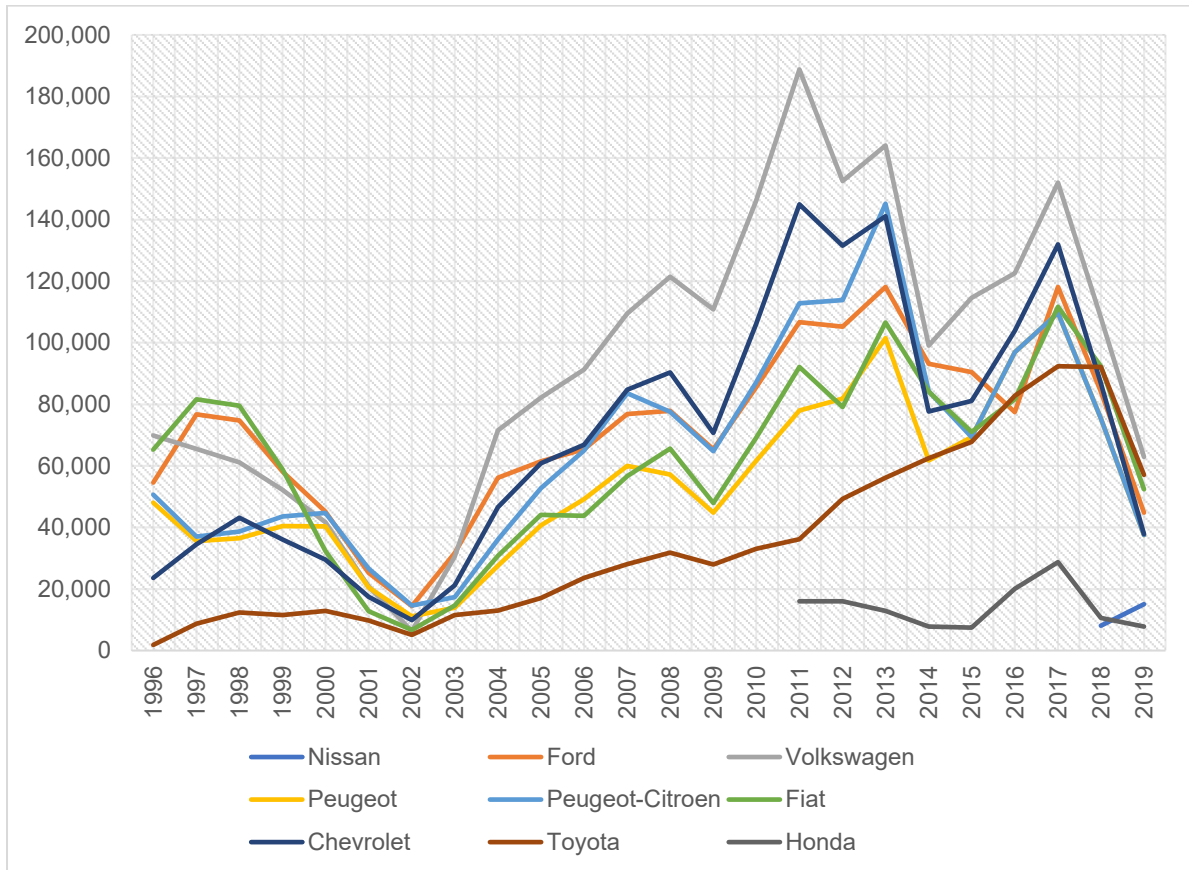
Gráfico 0-14 - Correlaciones entre variación del PIB de Argentina y ventas de utilitarios en el mercado interno de todas las empresas excepto Toyota (C) y sólo Toyota (D) (1998-2019)*



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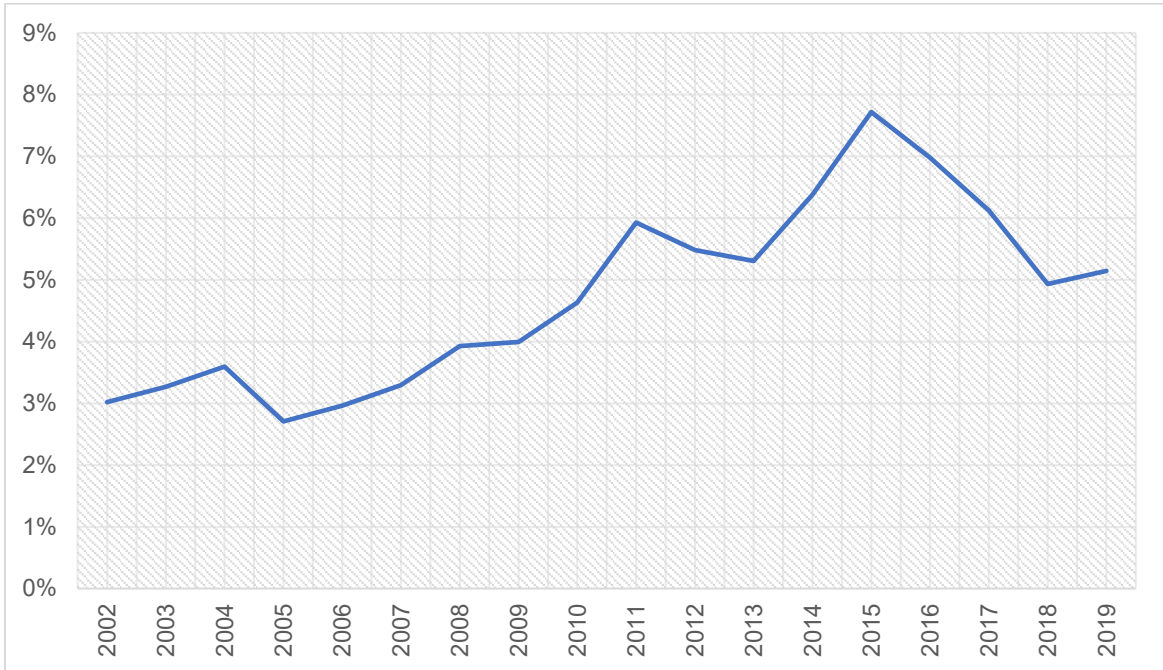
**Gráfico 0-15 - Ventas en el mercado interno argentino de vehículos por empresa (unidades)
(1996-2019)**



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Gráfico 0-16 – Participación de sueldos y jornales sobre ventas netas de TASA de cada año (porcentajes) (2002-2019)



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Tabla 0-12 - Directivos de TASA (1995-2019)

Directivos Toyota Argentina	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Presidente	Alberto A. Fernandez	Tsuneo Arima	Tsuneo Arima	Tsuneo Arima	Tsuneo Arima	Tomio Katsuta	Tomio Katsuta	Tomio Katsuta	Hiroyuki Okabe	Hiroyuki Okabe	Hiroyuki Okabe	Aníbal Ramón Borderes	Aníbal Ramón Borderes
Vicepresidente	Tsuneo Arima												
Director Gerente		Tomio Katsuta	Tomio Katsuta	Tomio Katsuta	Tomio Katsuta	Tetsuo Matsuda	Ichiyoshi Tsuchiya						
		Osamu Ishikawa	Osamu Ishikawa	Osamu Ishikawa	Tetsuo Matsuda	Kazuhiro Yahashi	Masashi Onizawa						
			Tetsuo Matsuda	Tetsuo Matsuda	Kazuhiro Yahashi		Kazuhiro Yahashi						
Directores Titulares	Oscar M. Salvi	Toshiaki Taguchi	Toshiaki Taguchi	Toshiaki Taguchi	Toshiaki Taguchi	Zenji Yasuda	Yukitoshi Funo	Mitsuo Kinoshita	Tomio Katsuta	Tonio Katsuta	Tonio Katsuta	Shozo Hasebe	Shozo Hasebe
	Alberto F. Ibáñez	Alberto A. Fernández	Alberto A. Fernández	Alberto A. Fernández	Alberto A. Fernández	Alberto A. Fernández		Yukitoshi Funo	Hiromi Ito	Hiromi Ito	Juan Nicolás Abuin	Shunichi Takahashi	Toshikazu Ishida
	Tomio Katsuta							Masashi Onizawa			Hiromi Ito	Juan Nicolás Abuin	Juan Nicolás Abuin
	Horacio E. Grudny							Hiromi Ito				Hiromi Ito	Takato Hijikata

	Osamu Ishikawa											Atsushi Niimi	Koichi Ina
	Motosuke Tominaga											Masanao Tomozoe	Masanao Tomozoe
CEO América Latina - Director Titular													
Directores Suplentes	Akira Takami	Akira Takami	Haruo Murase	Haruo Murase	Yasuteru Otani	Yasuteru Otani	Yasuteru Otani	Satoshi Yamamoto	Satoshi Yamamoto	Toshikazu Ishida	Anibal Ramón Borderes	Toshikazu Ishida	Harumi Iuchi
	Alberto A. Di Cío	Alberto A. Di Cío	Takashi Taguchi	Masuna o Matsunaga	Masuna o Matsunaga	Masuna o Matsunaga	Satoshi Yamamoto	Minoru Nakagawa	Minorou Nakagawa	Satoshi Yamamoto	Toshikazu Ishida		
	Alfredo P. Sastre	Alfredo P. Sastre									Toshiaki Tachibana		
	Luis E. Luceo	Luis E. Luceo											
	Enrique Magnasco												
	Ricardo Avellana												
	Horacio Merini												
	Raúl Pérez												

Directivos Toyota Argentina	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Presidente	Aníbal Ramón Borderes	Aníbal Ramón Borderes	Aníbal Ramón Borderes	Daniel Herrero	Daniel Herrero	Daniel Herrero	Daniel Herrero	Daniel Herrero	Daniel Herrero	Daniel Herrero	Daniel Herrero	Daniel Herrero
Vicepresidente												
Director Gerente												
Directores Titulares	Shozo Hasebe	Shozo Hasebe	Shozo Hasebe	Shunichi Nakanishi	Shunichi Nakanishi	Shunichi Nakanishi	Gustavo Salinas	Gustavo Salinas	Gustavo Salinas			
	Toshikazu Ishida	Susumu Kanada	Susumu Kanada	Susumu Kanada	Susumu Kanada	Susumu Kanada	Takeshi Yamakawa	Takeshi Yamakawa	Masahiro Inoue	Masahiro Inoue	Masahiro Inoue	Masahiro Inoue
	Juan Nicolás Abuin	Juan Nicolás Abuin	Juan Nicolás Abuin	Gustavo Salinas	Yukio Kuritani	Yukio Kuritani	Koji Kondo	Koji Kondo	Takeshi Yamakawa	Ichiro Ota	Ichiro Ota	Ichiro Ota
	Takato Hijikata	Daniel Herrero	Daniel Herrero	Yukio Kuritani	Hisayuki Inoue	Hisayuki Inoue	Toshiro Hidaka	Toshiro Hidaka		Mariano Barriola	Mariano Barriola	Mariano Barriola
	Koichi Ina	Osamu Nagata	Hisayuki Inoue	Hisayuki Inoue	Takeshi Numa	Masashi Asakura	Masashi Asakura	Masashi Asakura	Masashi Asakura	Masashi Asakura	Gustavo Salinas	Gustavo Salinas
	Masanao Tomozoe	Hisayuki Inoue	Hirofumi Muta	Takeshi Numa	Gustavo Salinas	Hitoshi Takahashi	Hitoshi Takahashi	Hitoshi Takahashi	Hitoshi Takahashi	Takeshi Yamakawa	Akira Nagata	Akira Nagata
						Gustavo Salinas						
CEO América Latina - Director Titular							Stephen St. Angelo Jr.	Stephen St. Angelo Jr.	Stephen St. Angelo Jr.	Stephen St. Angelo Jr.	Stephen St. Angelo Jr.	
Directores Suplentes	Harumi Iuchi	Harumi Iuchi	Yukio Kuritani	Yoshikatsu Kaneyashiki	Yoshikatsu Kaneyashiki	Kenji Mochida	Kenji Mochida	Kenji Mochida	Kenji Mochida	Tatsuya Shibata	Misa Sugiura	Rafael Chang Miyasaki

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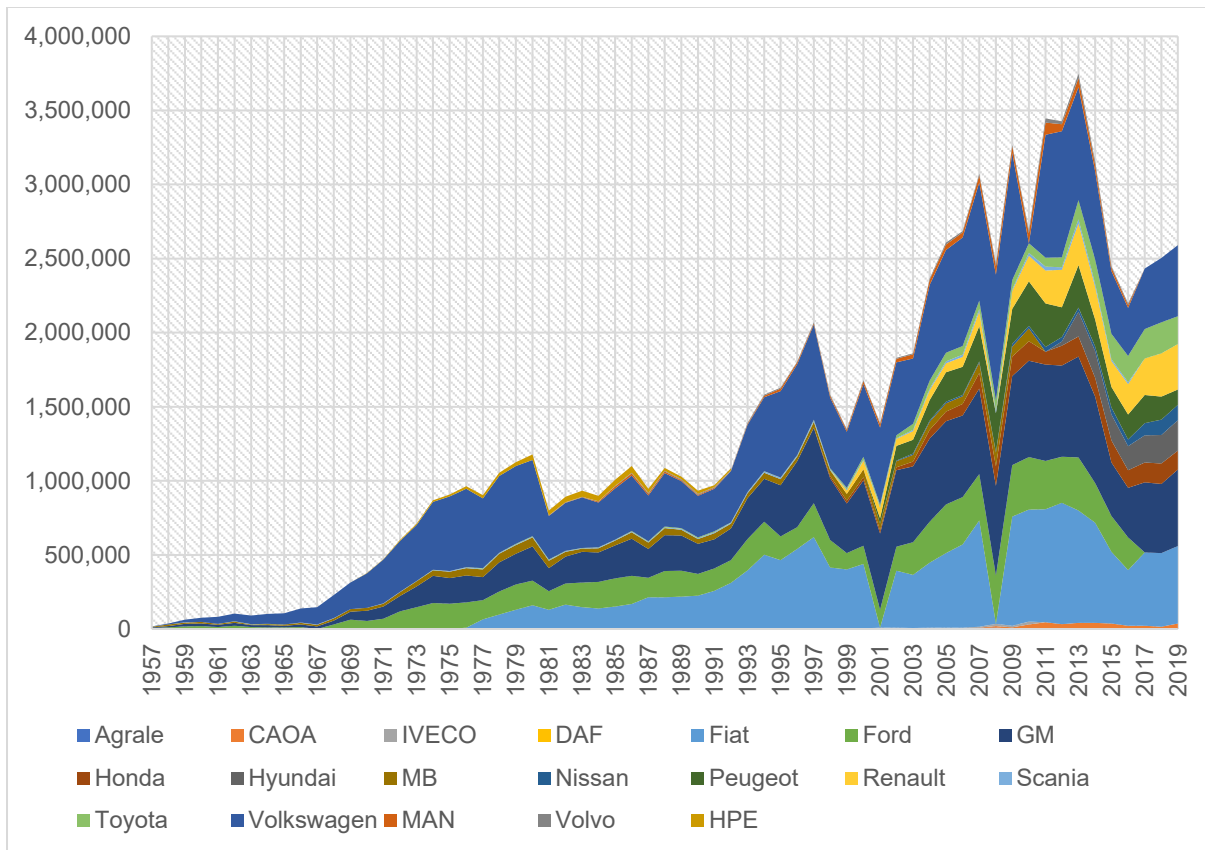
Fuente: elaboración propia en base a balances TASA y reportes de Sustentabilidad.

Imagen 0-2 - Ubicación de la planta de Toyota Argentina, puerto Terminal Zárate y la intersección de las Rutas Nacionales 9 y 12



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Gráfico 0-17 - Producción anual de vehículos por compañía en Brasil (unidades) (1957-2019)



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Tabla 0-13 - Principales autopartistas de Toyota Argentina (2020)

Empresa	Nacionalidad	Parte de Grupo Toyota	Tipo de producto	Localizado por Toyota	Produce para otras terminales	Cantidad de plantas	Provincia
AMIC	Argentina	No	Abrazaderas para elásticos, bulones y piezas para suspensión de automotores pesados y utilitarios.	-	-	1	PBA
Araco	Japón	No	Asientos y paneles de interior.	Sí	No	2	PBA
Compañía Regional de Aceros Forjados Mercedes	Argentina	No	Piezas forjadas y mecanizadas.	-	Sí (Fiat, Iveco, Peugeot, Renault, Scania, Volkswagen y autopartistas)	1	San Luis
Cozzuol	Argentina	No	Paragolpes, componentes de plástico.	-	Sí (Ford, General Motors Brasil y Argentina, Peugeot Citroën, Renault)	1	PBA
Dana	EEUU	No	Barras de dirección, brazos Pitman, brazos de suspensión, cardanes, componentes cardánicos, conjuntos cardánicos, crucetas, ejes motrices y directrices completos para ómnibus y camiones, ejes para tractores agrícolas, motoniveladoras, etc., y sus partes, ejes traseros, extremos de dirección, rótulas de suspensión.	No	Sí (Ford, Iveco, Mercedes Benz, Volkswagen, maquinaria agrícola)	2	PBA y San Luis
Dema	Argentina	No	Accesorios de fundición maleable para la conducción de agua y gas.	No	-	2	PBA

Denso	Japón	Sí	Calefactores, condensador de aire acondicionado, depósitos de líquido refrigerante, piezas plásticas, radiadores, radiadores de calefacción, sistemas de climatización y sus componentes, tubos de aluminio para alta presión.	Sí	Sí (Fiat, Nissan, Peugeot Citroën, Renault y autopartistas)	1	Córdoba
Die Tech	EEUU	No	Conjuntos y subconjuntos de chapa, conjuntos y subconjuntos soldados, estampados, estructuras de asientos, matrices, piezas estampadas, piezas estampadas para sistemas anti vibratorios, piezas estructurales de asientos, piezas estructurales de carrocería.	-	Sí (Fiat, Ford, Peugeot, Volkswagen, autopartistas y reposición)	1	PBA
ELHYMEC	Argentina	No	Bisagras de capot, bisagras de puertas, conjunto freno de estacionamiento, palanca de cambios, palanca de freno de estacionamiento, piezas estampadas, tubos de conducción de fluidos.	-	Sí (Fiat, Ford, General Motors, Peugeot y autopartistas)	1	PBA

Establecimientos Metalúrgicos Unidos (EMU)	Argentina	No	Bujes, campanas de freno, carcasas, ejes, maza de rueda delantera, maza de rueda trasera, mecanizado de Piezas, forja, aluminio, fundición de hierro, barras de acero, múltiples de escape, piñón y corona, poleas, puntas de eje, soporte de caja, soportes de alternador, soportes de motor, soportes de punta de eje, tuercas, volante de motor.	No	Sí (Ford, General Motors Argentina y Brasil, Mercedes Benz, Renault, Scania, Volkswagen y autopartistas)	1	CABA
Establecimientos Romet	Argentina	No	Alza cristales eléctricos, alza cristales manuales, cerraduras, columnas de dirección, deflector de calor, ganchos (traba cerradura), palanca de cambios, palanca de freno de estacionamiento, piezas estampadas.	No	Sí (Ford Argentina y Brasil, Peugeot y Volkswagen Brasil)	2	PBA
Esteban Cordero	Argentina	No	Piezas de carrocería estampadas en frío y caliente, soldadura y armado de conjuntos en acero, herramientas de mano y matricería.	No	No. A otras fabricantes de motos (Honda y Yamaha)	2	PBA
F2J Lighting Cordoba	Francia	No	Faros Auxiliares, faros antiniebla, faros indicadores de dirección, faros principales, faros traseros, luces de interior.	-	Sí (Fiat, Ford, General Motors, Peugeot, Renault, Volkswagen)	1	Córdoba
Faurecia Sistemas de Escape	Francia	No	Catalizadores, caños de escape, silenciadores.	-	Sí (Ford, General Motors, Honda, Peugeot Citroën, Renault, Volkswagen)	2	PBA y Córdoba

Felko	Argentina	No	Antenas.	-	Sí (Ford, Peugeot, Renault)	1	PBA
Ferrosider Parts	Argentina	No	Conjuntos mecánicos, conjuntos y subconjuntos soldados, piezas estampadas.	No	Sí (Ford, General Motors, Stellantis, Volkswagen)	1	PBA
Flex-N-Gate	EEUU	No	Bisagras de capot, bisagras de portón trasero y baúl, cierres de baúl, cierres de capot, criques, estructuras soldadas, gancho de puerta, gancho de remolque, ganchos (traba cerradura), herramientas para criques, llaves de ruedas, pedales, piezas estampadas, recubrimientos de superficies metálicas con poliamidas de alta performance físico-químicas.	-	Sí (Ford, Peugeot Argentina y Brasil, Renault, Volkswagen, autopartistas y maquinaria agrícola)	1	PBA
Fric Rot	EEUU	No	Amortiguadores de suspension.	No	Sí (Ford, General Motors, Peugeot, Renault, Volkswagen)	1	Santa Fe
Guidi	Argentina	No	Conjuntos y subconjuntos soldados, piezas estampadas.	No	Sí (General Motors)	2	PBA
Henkel	Alemania	No	Adhesivos, selladores.	No	Sí (Fiat, Ford, General Motors, Honda, Mercedes Benz, Peugeot, Renault, Scania, Volkswagen)	1	PBA
Irauto	España	No	Paneles de techo.	No	Sí (Chery Uruguay, Fiat, Ford, General Motors, Honda, Peugeot, Renault, Volkswagen)	1	PBA

Johnson Controls Automotive Systems	EEUU	No	Asientos.	No	Sí (Ford y General Motors)	1	PBA
Johnson Matthey	Reino Unido	No	Catalizadores.	-	Sí (Fiat Argentina y Brasil, Ford Argentina y Brasil, Peugeot Citroën Brasil, Renault Argentina y Brasil, Suzuki Venezuela)	1	PBA
Jtekt	Japón	Sí	Rulemanes y sistemas de dirección.	-	Sí (Nissan)	1	PBA
Juntas Ciccarelli	Argentina	No	Juntas para motores, juntas y juegos de juntas.	No	Sí (Fiat, Ford, Iveco, MWM Brasil, Mercedes Benz, Renault, Scania, Volkswagen)	1	PBA
Lear	EEUU	No	Asientos, mazos de cable.	No	Sí (Ford Argentina y Brasil, General Motors, Peugeot, Renault y autopartistas)	4	2 PBA y 2 Córdoba

Maro	Argentina	No	Armado de subconjuntos con piezas metálicas y plásticas, bisagras de capot, bisagras de portón trasero y baúl, bisagras de puertas, cataforesis, cierres de capot, conjuntos y subconjuntos soldados, correderas de asientos, criques, estructuras de asientos, matrices, palanca de freno de estacionamiento, piezas estampadas, pintado de piezas con pintura en polvo, refuerzos de paragolpes, soportes de batería, soportes de rueda de auxilio.	No	Sí (Mercedes Benz, Peugeot, Volkswagen y autopartistas)	1	PBA
Metagal	Brasil	No	Espejos retrovisores exteriores, espejos retrovisores interiores.	No	Sí (Fiat, Ford, General Motors, Mercedes Benz, Peugeot Argentina y Brasil, Renault, Volkswagen y autopartistas)	1	PBA
Metalsa	México	No	Chasis, conjuntos estructurales.	No	Sí (Ford y Volkswagen)	1	PBA
Metalúrgica Roma	Argentina	No	Productos mecanizados y piezas metálicas complejas como masas de rueda, soportes diferenciales, volantes de motor, brazos de suspensión, puntas de eje, etc.	No	Sí (Fiat, Ford, Iveco, Mercedes Benz, Nissan, Renault, Volkswagen, autopartistas y maquinaria agrícola)	2	Córdoba
Mirgor	Argentina	No	Sistemas de climatización y sus componentes, sistemas de información y entretenimiento.	No	Sí (Ford, General Motors, Mercedes Benz, Volkswagen)	1	Tierra del Fuego
Netso	Argentina	No	Fundas cobertura de robots, paños de limpieza.	No	Sí (Fiat, Ford, Honda, Peugeot,	1	PBA

					Volkswagen y autopartistas)		
Pariani	Argentina	No	Bridas, bujes, cristos, fittings de aire acondicionado, mazas de freno, paneles de frenos, regulador GNC, soportes de motor, tapa de alternador, tapa de caja de distribución, tubo admisión aire-agua.	No	Sí (CNH, Honda, Mercedes Benz, Peugeot, Scania y autopartistas)	1	PBA
Pilkinton	Japón	No	Lunetas, parabrisas, vidrios laterals.	No	Sí (Ford, Honda, Iveco, Mercedes Benz, Nissan, Peugeot y Volkswagen)	1	PBA
Pirelli	Italia-China	No	Neumáticos.	No	Sí (todas)	1	PBA
Plimer	Argentina	No	Productos metálicos.	No		1	PBA
Polimetal	Argentina	No	Ruedas de aluminio.	No	Sí (todas)	1	San Luis
PST Electronica	EEUU	No	Alarmas, sensores de estacionamiento.	No	Sí (Fiat, Ford, Genetal Motors, Peugeot, Renault, Volkswagen, mercado de reposición)	1	PBA
RAEI	Argentina	No	Piezas estampadas, soldadura robótica de partes.	No	Sí (Volkswagen y autopartistas)	1	PBA
Rubol	Argentina	No	Piezas forjadas de precision.	No	Sí (Volkswagen y Nissan)	1	Córdoba
Siderca (Tenaris)	Argentina	No	Barras de refuerzo de puertas, bujes, ejes de acoplado, piezas tubulares conformadas, tubos de acero con y sin costura, laminados en caliente y trefilados en frío. Largos o cortados a medida.	No	Sí (Peugeot y autopartistas)	1	PBA
Tenneco	EEUU	No	Catalizadores, caños de escape, silenciadores.	No	Sí (Ford, General Motors, Mercedes Benz,	1	PBA

					Peugeot, Renault, Volkswagen)		
Testori	Argentina	No	Conductos de admisión, de calefacción, consolas, depósitos de líquido refrigerante, lavaparabrisas, encauzador de aire a radiador, junta de puerta, aislante de aire y ruido, piezas plásticas bi-inyectadas e inyectadas, piezas plásticas sopladas, pisaderas de caja de carga, porta faros antiniebla, soporte airbag, tubos de llenado de combustible, zócalos (interior).	No	Sí (Fiat, Ford, General Motors, Iveco, Mercedes Benz, Peugeot, Renault, Volkswagen)	1	PBA
Toyota Boshoku (antes Master Trim)	Japón	Sí	Asientos, paneles de puertas.	Sí	No	2	PBA
Toyota Tsusho	Japón	Sí	Logística.	Sí	No	1	PBA
Treves	Francia	No	Alfombras, insonorizantes.	No	Sí (Ford, General Motors, Peugeot, Renault, Scania, Volkswagen)	1	PBA
UNE	Argentina	No	Cromado de piezas plásticas, grillas, insignias, manijas de baúl y de portón trasero, manijas exteriores de puertas, manijas interiores de puertas, paneles de instrumentos, piezas plásticas de exterior, piezas plásticas de interior, tanques de combustible, tapa de carga de combustible.	No	Sí (General Motors, Peugeot, Renault y autopartistas)	1	PBA
Union Bat	Argentina	No	Baterías de arranque, baterías estacionarias.	No	Sí (CNH, Ford, Iveco, Mercedes Benz, maquinaria agrícola, autopartistas y	2	PBA y Entre Ríos

						mercado de reposición)	
Ventalum	Argentina	No	Estribos, portaequipajes, ventanillas.	No	No	1	PBA
Vuteq	Japón	No	Paneles de instrumentos y puertas; protector tanque de combustible.	-	-	1	PBA
Yazaki	Japón	No	Mazos de cables, paneles de instrumentos.	Sí	No	1	PBA

Hwpg<grcdqtcek>p'r tqr lc"gp"dcug"c'CHCE."fcvqu"fg"CF IO TC."dncpegu"fg"VCUC"{"gptgxkuc0'

REFERENCIAS

Entrevistas

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Tlectf q'Rki pcpgnk'gpvtgxlkuc'r gtuqpcn': 'f g'lwkq'f g'42440'

Acuerdos internacionales

Cev'f g"Dwgpqu"Ckgu0'Rtqi 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 gniDtcukl'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 à7: "gpvtg'gni'O gtequw'{"Rgt'À0'
52" f g" pqxkgo dtg" f gni' 42270' Tgewr gtcf q" f g"
[j wr <ly y y 40rcf kQti lpuhrcf khgzvef qupuhl6f 7e3: g77844g326254796; 222978334I: 5h768f h53
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Eqo wpl'cf " 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.gpv)
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Rctci wc{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.gpv)
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8: ced; d25479: ch226def 6: AQR gpF qewo gpy"](http://www.ilo.org/public/db/condoc/222751545AQR.gpF.qewo.gpv)
Cewgtf q'f g'Eqo r ngo gpvcek»p"Geqp»o lec"*CEG+P à36'gpvtg'rc"Trg Àdrlec'f g'Cti gpvpc'{"rc"Trg Àdrlec"
Hgf gtcvxc" f g" Dtcukl' 42" f g" fkelgo 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.gpv)
Cewgtf q'f g'Eqo r ngo gpvcek»p"Geqp»o lec"*CEG+P à94'gpvtg'Eqmjo dlc'{"gni'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.gpv)

Cewgtf q'f g'Ego r ngo gpvcel»p'Geqp»o lec"CEG+P à'77"gpvtg'O²zleq"{'gr'O gtequwt'0'
 4: à'Rtqveqm"Cf lekqpcn"/"Cewgtf q'f g'Ego r ngo gpvcel»p'Geqp»o lec"CEG+P à'36"gpvtg'nc"Trgr Àdrlec"fg"
 Cti gpvpc" {" n:" Trgr Àdrlec" Hgf gtcvkc" f g" Dtcukf'0' 3; " f g" qewdtg" f g" 3; ; ; 0' Tgewr gtcf q" f g"
[j w <ly y y òlegòcuòti IVtcf g ICTI aDTC ICTI DT Ca kpf Rtqvèur ""](#)
 53à'Rtqveqm"Cf lekqpcn"/"Cewgtf q'f g'Ego r ngo gpvcel»p'Geqp»o lec"CEG+P à'36"gpvtg'nc"Trgr Àdrlec"fg"
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 O gtequwt'0' ; " f g" ugr vgo dtg" f g" 42240' Tgewr gtcf q" f g"
[j w <ly y y òlegòcuòti IVRF IEJ Na O GT IEJ Na O GT auèur %Rtqveqm""](#)
 F gekul»p'92422200 gtequwt'0'Rqif"lec"Cwqo qvkk' f gr'O gtequwt'RCO -037'f g'f lelgo dtg'f g'42220'

Leyes, Decretos, Resoluciones y publicaciones en el Boletín Oficial de la República

Argentina

Dqrgv'p'Qhlekcn'f g'nc"Trgr Àdrlec" Cti gpvpc'0'Rtgukf gpekc'f g'nc" P cel»p' Cti gpvpc. '52'f g'lwkl'f g'42230'
 F getgv'48991; 30'0' lpkvgtkq'f g'Lvulek" {" F gtgej qu'J wo cpqu'f g'nc" P cel»p. "Dwgpqu' Cktgu. "Cti gpvpc. "42"
 f g'f lelgo dtg'f g'3; ; 30'
 F getgv' : ; 71; 60'0' lpkvgtkq'f g'Lvulek" {" F gtgej qu'J wo cpqu'f g'nc" P cel»p. "Dwgpqu' Cktgu. "Cti gpvpc. "32'f g"
 lwpkq'f g'3; ; 60'
 F getgv'449: 1; 60'0' lpkvgtkq'f g'Lvulek" {" F gtgej qu'J wo cpqu'f g'nc" P cel»p. "Dwgpqu' Cktgu. "Cti gpvpc. "45"
 f g'f lelgo dtg'f g'3; ; 60'
 F getgv'551; 80'0' lpkvgtkq'f g'Lvulek" {" F gtgej qu'J wo cpqu'f g'nc" P cel»p. "Dwgpqu' Cktgu. "Cti gpvpc. "37'f g"
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 f g'ci quq'f g'42220'
 F getgv'8: : 42240'0' lpkvgtkq'f g'Lvulek" {" F gtgej qu'J wo cpqu'f g'nc" P cel»p. "Dwgpqu' Cktgu. "Cti gpvpc. "48"
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 F getgv'99642270'0' lpkvgtkq'f g'Lvulek" {" F gtgej qu'J wo cpqu'f g'nc" P cel»p. "Dwgpqu' Cktgu. "Cti gpvpc. "47"
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 ppxlgo dtg'f g'42230'
 Hqpf q'r ctc'gr'F gucttqm'Geqp»o leq' Cti gpvpc'»HQP F GCT+0'Dwgpqu' Cktgu. "Cti gpvpc. "ci quq'f g'42370'
 Ng {"320'690'Rtgukf gpekc'f g'nc" P cel»p" *3; ; 6+0'0' lpkvgtkq'f g'Lvulek" {" F gtgej qu'J wo cpqu'f g'nc" P cel»p."
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 Ng {"360: 20'Rtgukf gpekc'f g'nc" P cel»p" *3; ; 7: -0'0' lpkvgtkq'f g'Lvulek" {" F gtgej qu'J wo cpqu'f g'nc" P cel»p."
 Dwgpqu' Cktgu. "Cti gpvpc'0'
 Ng {"360: 30'Rtgukf gpekc'f g'nc" P cel»p" *3; ; 7: -0'0' lpkvgtkq'f g'Lvulek" {" F gtgej qu'J wo cpqu'f g'nc" P cel»p."
 Dwgpqu' Cktgu. "Cti gpvpc'0'
 Ng {"430: 40'Rtgukf gpekc'f g'nc" P cel»p" *3; ; 5+0'0' lpkvgtkq'f g'Lvulek" {" F gtgej qu'J wo cpqu'f g'nc" P cel»p."
 Dwgpqu' Cktgu. "Cti gpvpc'0'
 Ng {"430'540'Rtgukf gpekc'f g'nc" P cel»p" *3; ; 9: -0'0' lpkvgtkq'f g'Lvulek" {" F gtgej qu'J wo cpqu'f g'nc" P cel»p'0'
 Dwgpqu' Cktgu. "Cti gpvpc'0'
 Ng {"460'6240'Rtgukf gpekc'f g'nc" P cel»p" *3; ; 6+0'0' lpkvgtkq'f g'Lvulek" {" F gtgej qu'J wo cpqu'f g'nc" P cel»p."
 Dwgpqu' Cktgu. "Cti gpvpc'0'
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 Ng {"490'850'Rtgukf gpekc'f g'nc" P cel»p" *4238+0'0' lpkvgtkq'f g'Lvulek" {" F gtgej qu'J wo cpqu'f g'nc" P cel»p'0'
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 f g'ppxlgo dtg'f g'3; ; 70'

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 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 gpwpc.'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 gpwpc.'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 gpwpc."
 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 gpwpc.'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 gpwpc."
 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 gpwpc."
 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 gpwpc."
 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 gpwpc."
 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 gpwpc."
 9'f g'ugr vgo dtg'f g'42370'
 Tguqnwelp" I gpgtcl' CHR' 7; 8B; ; ; 0' Cfo kplwlcelp" Hgf gtcn' f g' Kpi tguqu' RÀdriecu." Dwgpqu' Cktgu."
 Cti gpwpc.'39'f g'o c{q'f g'3; ; ; 0'
 Tguqnwelp"Eqplwpc"; 5423; "/ Ugetgvt'f' 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 gpwpc.'35'f g'pqlgo dtg'f g'423; 0'

Documentos de empresas y de asociaciones empresarias

CFGHC" òVq{qvc< 42" c° qu" f g" r tqf weelap" gp" Cti gpwpcö" *43" f g" o ct| q" f g" 4239+0' Tgewr gtcf q" f g"
[j wr <ly y y Qf ghcQtI Qet lguir tgpuc/nggtAf ?328\(kf v?4"](#)
 Dcnpreg'Vq{qvc'Cti gpwpc'Uqelgf cf "Cp»plo c"*39'f g'lwkq'f g'4225+0Tgr Àdriec'Cti gpwpc0"
 Dcnpreg'Vq{qvc'Cti gpwpc'Uqelgf cf "Cp»plo c"*49'f g'lwkq'f g'4227+0Tgr Àdriec'Cti gpwpc0"
 Dcnpreg'Vq{qvc'Cti gpwpc'Uqelgf cf "Cp»plo c"*4; 'f g'ci quw'f g'4228+0Tgr Àdriec'Cti gpwpc0'
 Dcnpreg'Vq{qvc'Cti gpwpc'Uqelgf cf "Cp»plo c"*34'f g'ugr vgo dtg'f g'4229+0Tgr Àdriec'Cti gpwpc0'
 Dcnpreg'Vq{qvc'Cti gpwpc'Uqelgf cf "Cp»plo c"*43'f g'lwkq'f g'4236+0Tgr Àdriec'Cti gpwpc0'
 Dcnpreg'Vq{qvc'Cti gpwpc'Uqelgf cf "Cp»plo c"*7'f g'lwpkq'f g'4237+0Tgr Àdriec'Cti gpwpc0'
 Dcnpreg'Vq{qvc'Cti gpwpc'Uqelgf cf "Cp»plo c"*: 'f g'lwpkq'f g'4238+0Tgr Àdriec'Cti gpwpc0'
 Dcnpreg'Vq{qvc'Cti gpwpc'Uqelgf cf "Cp»plo c"*48'f g'lwpkq'f g'4239+0Tgr Àdriec'Cti gpwpc0'
 Fcpc"òF cpc'Eqtr qtcvqp"eqo lgp| c"rc'r tqf weelap"r ctc"rc"r rvcxqto c"o wpl knf f g"eco kppgcu" f g"Vq{qvcö"
 *4227+0' Tgewr gtcf q" f g" [j wr u<lf cpc@eqo Qet lpxwlelcuif cpc/eqtr qtcvqp/eqo lgp| c/rc/r tqf weelap/
 r ctc/rc/r rvcxqto c/o wpl knf f g/r lemwr /f g/vq{qvc!"](#)
 Hqtf ""*7'f g'cdtklf g'4238+0'òHqtf "lpxguru"&392"o knkqp"lp"Uqwj "Chtlec"vq"dwkf "yj g'cm/pgy "gxgtguv"UWX."
 etgcwpi " 3.422" pgy " lquü0' Tgewr gtcf q" f g"
[j wr u<lb gf k0qtf @eqo leqpvpgvhlqtf o gf k lpc kwleplpgy u4238126127 lqtf /lpxguru/392/o knkqp/
 lp/uqwj /chtlec/vq/dwkf /pgy /gxgtguv/uxxj vo n "](#)
 Kpf wutlcu" I wfk' 4232" /" 4242< 82" Cplxgtuctkq" *4242+0' Tgewr gtcf q" f g"
[j wr <lfp wutlcui wfk k@eqo Qet lpf wutlcu/i wfk k/82/cplxgtuctkq!"](#)
 O ki qt"òKppqxcelap."rc'f kxkulp"s wq'cegntc'gn'letgelo lgpvq'f g'O ki qtö"45'f g'ci quw'f g'4243+0Tgewr gtcf q"
 f g" [j wr u<lb ki qt@eqo Qet lpgy utqqo llppqxcelap/rc/f kxkulp/s wq/cegntc/gn'letgelo lgpvq/f g/
 o ki qt!"](#)
 Vq{qvc" ò97" {gctu" qh" Vq{qvcö" *4234+0' Tgewr gtcf q" f g" [j wr u<ly y y 0q{qvc/
 i mjdcf@eqo leqo r cp/ j knqt / aqhaq{qvc197} gctu"](#)
 Vq{qvc"òVq{qvcö" I mjden'Utcvgi {ö"*38'f g'cdtklf g'4225+0"

Vq{qvc"öVq{qvc"Vq"Dgi kp"Xgj kerg"O 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<"C"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 hq{ qvc vko gu0r lgp lkpulf gvq{ qvc B3860 vo n"](#)
Ci wkrt. "O 0öElgttc"rc"Änko c"lf dtlec"f g"mpvcu"fnr c"llo"36"f g"hgdtgtq"f g"4239+0Clarín0Tgewr gtcf q"f g"
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öCwqr ctvkuu"r tgx² p"pwgxc"qrc" f g" kpxgtukppguö" *5" f g" o c{ q" f g"4228+0 El Cronista0Tgewr gtcf q"f g"
[j wr u<ly gd0tj kx0qti ly gd42292: 2: 223; 7: lj wr <ly y y Ötce0ti Öt lpxxf Ö j r Af ?66"](#)
Dgtvgmq. "HöVq{qvc"lpxk vko. "r gtq"r kf g"r qm"lccu"gvcdnguö"42"f g"qewdtg" f g"4227+0La Nación0Tgewr gtcf q"
f g" [j wr u<ly y y Örtkp0eqo Öt lgeqpqo kc lq{ qvc/lpxk vq/r gtq/r kf g/r qrklec u/gvcdngu/
pkf96: 358!"](#)
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"
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Egtgl q. "HöXY "ug"tgcvkxc"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<ly y y Öm wpf q0ulgm wpf qo qvt 4232 l24 l37 lgo r tguv B48844375: Q vo n"](#)
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<ly y y Örtkp0eqo lgeqpqo kc lq{ qvc/gzr qtvc/r leniwr /j kwz/43/ r ckua2aJ { Nebewurj vo n"](#)
Etkuwbcmq. "E0öE»o q"r kcpuc"l wuxxq"Ucrkpcu."gnpwgxr" tgukf 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 ct0 qvt30eqo lpgy ul8496: : lq{ qvc/cti gpwpc/i wuxxq/
ucrkpcu!"](#)
öEt² f kqu" r tqf wvkuö" *34" f g" ugr vgo dtg" f g" 4236+0 Página 12. Tgewr gtcf q" f g"
[j wr u<ly y y Ö ci kpc340eqo Öt lf kctk lgeqpqo kc 4/477373/4236/2: /340 vo n"](#)
Etkuwbcmq. "E0öC"Vq{qvc"lpxkgtv" W&U: 22"o kmppgu"r etc" hcdtlect"rcu"pwgxcu"J kwz lUY 6"gp" \ " a tcvö"4" f g"
o c{ q" f g"4236+0Motor10Tgewr gtcf q"f g"[j wr u<li ct0 qvt30eqo lpgy ul6936: 4 lq{ qvc/lpxkgtv/r etc/
hcdtlect!"](#)
öF cplgnJ gttgtq. "f g"Vq{qvc<"\$Xco qu"r qt"gnl² eqtf" j kwvteq" f g"r tqf weekp" { "gzr qtvclo"pö"36" f g"qewdtg"
f g" 4243+0 El Cronista. Tgewr gtcf q" f g" [j wr u<ly y y Ötqpknc0eqo lgeqpqo kc/r qrklec lf cplgn/
j gttgtq/ f g/vq{ qvc/xco qu/r qt/gnl² eqtf/j kvqtq/ f g/r tqf weekp/ /gzr qtvclo!"](#)
öF gvtqkv"ko r tguugf <J qy "vj g"Cwvcrkcp" gpi lpggtkpi "cpf" f guli p"lpi gpwv" /dgj 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<ly y y Öctui wlf g0eqo Öwlect/pgy ulf gvtqkv/ko r tguugf /j qy /vj g/cwvcrkcp/
gpi lpggtkpi /cpf/ f guli p/ lpi gpwv/ dgj kpf /vj g/y qtrf "](#)
öF k mji q" r tqf wvku" eqp" F cplgnJ gttgtqö" *3: " f g"lwkq" f g"4244+0 Misión Productiva. Tgewr gtcf q" f g"
[j wr u<li kulkpr tqf wvku0eqo Öt lf kmji qu/r tqf wvku4244 l29 l3: lf kmji q/r tqf wvku/eqp/
f cplgnj gttgtq!"](#)
öGri" öo qf gmqö" Vq{qvc" r qpg" vgpukp" gp" rc" grgeekp" f g" CF GHCö0' Ámbito0' Tgewr gtcf q" f g"
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p625847: "](#)
öGriI qdltgp"mp| »"gnlRtqEtgCWWQ. "wpc"lfpge" f g"et² f kq"detcvq"r etc"eqo r tct" xgj lpuwu"pwgxcuö"45" f g"
lwpkq" f g"4236+0La Nación0Tgewr gtcf q" f g"[j wr u<ly y y Örtkp0eqo Öt lgeqpqo kc lgn i qdltgp/
rpl q/ gn r tqetgcwq/wpc/rkpgc/ f g/ etgf kq/dctcvq/r etc/eqo r tct/xgj lpuwu/pwgxcu/pkf 3925: 39"](#)
öGrgeekp" f g" CF GHC" vgo kp»" eqp" wp" r qtwc| q" f g" Vq{qvcö0' Ámbito0' Tgewr gtcf q" f g"
[j wr u<ly y y Öo dkk0eqo lgl lkkp/ko r tguv lgrgeekp/cf ghc/vgo kpq/wp/r qtwc| q/vq{ qvc/p6258: 7: "](#)

ðGp"o cvgtk"fg"lpxgtukppgu"ftgvecu."re"Cti gpvpc"ug"o cpwxq"cri'o cti gp"fg"re"etluku"49"fg"fg"lelgo dtg"fg"
 3; ; : -0' *La Nación*0' Tgewr gtcf q" fg" [j wr u-ly y y 0rcpckp0eqo 0t lgeqppo kc lgp/o cvgtk/f g/ lpxgtukppgu/ftgvecu/re/cti gpvpc/ug/o cpwxq/cri'o cti gp/fg/re/etluku/pkf 344943!](#)"

Gueqdet."D0"EGQ"fg"Vq{qvc"gp"ncvo <Tgi k0p"0pa"gu" r tgr ctcf c0"0p"r ctc"xgi "ewru"grf evt lequ0"45"fg"
 o ct| q" fg" 4244+0' *Bloomberg Línea.* Tgewr gtcf q" fg"
[j wr u-ly y y 0lmgqo dgti r0pge0eqo 4244 125 45 legq/f g/vq{qvc/gp/ncvo /tgi kq/pq/guvc/r tgr ctcf c/ cwp/r ctc/xgi lewru/grgevt lequ!"](#)

ðHqtf "tglpxgpc"re"r lem"wr"eqp"wp"pwgxc"TCpi gt"i nqdn'r tqf welf c"gp"re"Cti gpvpc"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 lem/ w/eqp/wpc/pwgxc/TCpi gt/i nqdn'r tqf welf c/gp/re/Cti gpvpc!"](#)

Hquck"i 00C"47"co qu"fg"Vq{qvc"Cti gpvpc"0qu"uget gvu"lco "u'tgxgrf qu"lqdtg"re"guvcygi kc"fg"r tqf week"p"
 r ctc" ugt" rff 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 rgi "Rtcf k"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/ gzvgtqf lf gugo dteq/re/pwgxc/j kwz/mgi ctk/c/re/tgi kq/gp/gn'r tko gt/ugo guvg/pkf 48234245!](#)"

ðKpxgtvko qu"r ctc" gn"fg"gucttqm" cti gpvpc"0" 6" fg" ugr vgo dtg"fg"3; ; : -0' *La Nación*0' Tgewr gtcf q" fg"
[j wr u-ly y y 0rcpckp0eqo 0t kwqulcn/xqrcpvlpxgtvko qu/r ctc/gn'fg"gucttqm/cti gpvpc/ pkf 423964!"](#)

Lwgi wgp."H0Ej kur cl qu"go r tguclku"t gpwpek"gn'kwrt"fg"Xqmuy ci gp"{"Cf ghc"08"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 gpvpc"0" 4" fg" o ct| q" fg" 4233+0' *El Cronista.* Tgewr gtcf q" fg"
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ðO gvnc"cf s wktg"gn'pgi qelq"fg"r tqf wexu"guvwewtcrgu"fg"fcpc"J qrf lpi "Eqtr qtcvq"039"fg"fg"lelgo dtg"
 fg" 422; +0' *Mercado.* Tgewr gtcf q" fg" [j wr u-ly y y 0tecf q0eqo 0t lr tqvc qpkuvclo 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: "co qu"ko r wucpf q"re"lpf wutlc"{"re"lppqxcels"p0"*. "fg"pqxlego dtg"fg"4243+0'*Forbes Argentina*0'
 Tgewr gtcf q" fg" [j wr u-ly y y 0htdguclt gpvpc0eqo lppqxcelpo ki qt/5: /cpqu/ko r wucpf q/ lpf wutlc/lppqxcelp/ p; 8; 8%0000? 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"0gu"go gti gpvpc"034"fg"o c{q"fg"4227+0'*The Wall Street Journal.*
 Tgewr gtcf q"fg" [j wr u-ly y y 0nkeo r q0eqo ktej kx lf gewo gpvq IO CO /385544: "](#)

Qxkfg q."l00Vq{qvc"r lgpuc"gp"cw0 gpvct"uw"lpxgtuk"p0"5"fg"lqdtgtq"fg"4228+0'*La Nación*0Tgewr gtcf q"fg"
[j wr u-ly y y 0rcpckp0eqo 0t lgeqppo kc lq{qvc/r lgpuc/gp/cw0 gpvct/uw"lpxgtukp/pkf 999787!"](#)

ðRgpuct" o "a" u" gp" etgegt" {"pq" w0p"q" gp" nu" t0xrgu0" 7" fg" ci quw" fg" 422: -0' *Cars.* Tgewr gtcf q" fg"
[j wr u-ly y y 0ctu0eqo 0t lpaqck B354 lf cplgn/j gttgtq/r tgukf gpvq/vq{qvc/cti gpvpc/w!"](#)

ðRkf gp" tghqvt" gn' cewgtf q" eqp" O 2zleq0" 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"0qwdrgu"ku"J qrf lpi u"lp"0clj cuw"0 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{v0 gu0eqo B; ; 7 D; 43 kwukp guu l0pvt pcvqpcn/dwukp guu/vq{qvc/f qwdrgu/ku/ j qrf lpi u/lf clj cuw/o qvt/qh/lcr cp0 vo r!"](#)

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*0Tgewr 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" uwu' ewcvt q" r npxcu" gp" gn' r c" juö" *42" f g" f kelgo dtg" f g" 4224-0' *La Nación* 0' Tgew gtcf q" f g" [j wr u-1ly y y ÖrpcekpÖeqo Öt lgeppqo kc lr/ gur cpqr/ r tqo qcwq/ xgpf g/ uwu' ewcvt q/ r npxcu/ gp/ gn' r cku/ plf 68238: 1"](#)

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

öVq{ qvc<S Cti gp vpc" vöpg' rcu' eqpf lekppgu' pcwrcgu' r ctc' r tqf wek" { "gzt vtct" j kf t> i gpq" eqo q" eqo dwukdr" c" i tcp" guerc" ö" *:" f g" ci quq" f g" 423; +0' *Motor* 10' Tgew gtcf q" f g" [j wr u-1ctÖ qvt3Öeqo lpgy ul69; 385 kq{ qvc/ cti gp vpc/ vöpg/ rcu/ eqpf lekppgu/ pcwrcgu' r tqf wek/ / / gzt vtct/ j kf tqi gpq/ eqo q/ eqo dwukdr/ c/ i tcp/ guerc!"](#)

öVq{ qvc" guwf lc" r" cr gtwtc" f g" qtc" r npxcö" *44" f g" lwpkq" f g" 3; ; : +0' *La Nación* 0' Tgew gtcf 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 gtcf 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!"](#)

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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 gtcf q" f g" [j wr u-1ly y y ÖrpcekpÖeqo Öt lgeppqo kc lq{ qvc/ kpxgtk/ c/ 422/ o kmppgu/ f g/ qmctgu/ gp/ r/ cti gp vpc/ plf 655363!"](#)

öVq{ qvc< f g dg" hckkctug" r" gzt vtcelöpö" *4" f g" o ct| q" f g" 4227-0' *La Nación* 0' Tgew gtcf q" f g" [j wr u-1ly y y ÖrpcekpÖeqo Öt lgeppqo kc lq{ qvc/ f g dg/ hckkctug/ r/ gzt vtcekp/ plf 8: 6252!"](#)

öVq{ qvc. "c" eqpvc" cpq< r qt" s w" gu' r" Aplec" cwqo qvtk" qr vö kuc' r ctc" 423; ö" *3" f g" gpqtq" f g" 423; +0' *Clarín*. Tgew gtcf q" f g" [j wr u-1ly y y ÖrtkpcÖeqo lgeppqo kc lq{ qvc/ eqpvc" cpq/ wplec/ cwqo qvtk/ qr vö kuc/ 423; a2aS y EO mj Urj vo r"](#)

öVq{ qvc" tqo r k" t² eqtf u' gp" 4239" { "cecr ct»" gr63" f g" rcu' gzt vtcekp gu' f g" r' kpf wutlc" cwqo qvtk" cti gp vpcö" *38" f g" gpqtq" f g" 423; +0' *Profesional* 0' Tgew gtcf q" f g" [j wr u-1ly y y ÖrtkpcÖeqo lgeppqo kc lq{ qvc/ tqo r kq/ tgeqtf u' gp/ 4239/ / / cecr ctq/ gr63/ f g/ rcu' gzt vtcekp gu' f g/ r/ kpf wutlc/ cwqo qvtk/ cti gp vpcÖe r "](#)

Tgdqukq. "C0'öF cplgn' J gttgtq. r tgu' kfpv" f g" Vq{ qvc" Cti gp vpc< öj leko qu" 37Ö22" 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 gtcf q" f g" [j wr u-1ly y y ÖrtkpcÖeqo lgeppqo kc lf cplgn' j gttgtq/ r tgu' kfpv/ 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 ÖöLaj puqp' Eqpvtqni" o wf c" wpc' r npxc" { "ug" cuqek" eqp' C tceqö" *9" f g" gpqtq" f g" 4226-0' *El Cronista* 0' Tgew gtcf q" f g" [j wr u-1ly y y Öt qpkrcÖeqo lko r tgu' i gp gtcn' Laj puqp/ Eqpvtqni/ o wf c/ wpc/ r npxc/ / / ug/ cuqek/ eqp/ C tceq/ 42262329/ 2247Q vo r"](#)

öVxg' UVCpi gm<S Ukpq' t qf go qu' qr gtct' f qpf g' j c' { kphrcöep. 'pq' t qf go qu' ugt' i nqdcrgu" ö" *44" f g" ugr vgo dtg" f g" 4235-0' *La Nación* 0' Tgew gtcf q" f g" [j wr u-1ly y y ÖrpcekpÖeqo Öt lgeppqo kc luvxg/ uv/ cpi gm/ uk/ pq/ r qf go qu/ qr gtct/ f qpf g/ j c' / kphrcöep/ pq/ r qf go qu/ ugt/ i nqdcrgu/ plf 3843; 32!"](#)

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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"

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kp" j g" I rdcnl' kpf wut{ " ulpeg" 3; ; 70' Growth and Change." 40*5+." 6: 5/7340'
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395/4240'

Drcem "C0" Tq{ . "R0" Gñ J cf f cf . "C0" (" [kro c| . "M0*4242+0Vj g' Rqrklectnl' Geqqo { "qh' Cwqo qvkg" kpf wut{ "
F gxgnr o gpvRqrle{ 'kp' O kf f rg' kpego g' Eqvwtkgu<C' Eqo r ctvkg' Cpcnl' uku' qh' Gi { r v. kpf kc. "Uqwj "
Chlec" cpf "Vwtng{ 0SSRN Electronic Journal0j wr u<1f qkQti B20435; lwt p0883775"

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Studies" *P0" y 3259: = " r0' y 3259: +0' P cvkpcrnl' Dwtgcw' qh' Geqqo le" Tgugctej 0'
j wr u<1f qkQti B2055: 8ly 3259: "

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o wnpckepcrnl' cu" c" pgq/ko r gtlcrnl' ur ceg0' Critical Perspectives on International Business." 10*34+ "
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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." "
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Dq{ gt. "T0" (" "Hg{ uugpgv. "O 0*4224+0The Productive Models: The Conditions of Profitability0'Rcni tcxg"
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gzr nqtg lhwf kur r{ Af qekf ? NKT KCUB: 45; 97(eqpvzv? N(xkf ? Nktku(ugctej aueqr g? Nktku(vcd
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The Economic Journal." 78*534+." 8: /: : 90'

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Dwti qu. 'O 0*4239+0El nuevo modelo económico y sus consecuencias0Gf kekppgu'f gn'EEE0
Eco r dgm. 'P 0'(' 'Dwt q. 'H0*3; ; 6+0Japanese Multinationals0Tqwwgf i g0
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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 'rjccrkuc'vqp'qh'eqr qtcvg'T(F "cevkxkku0 Research Policy."30*7+:"999/9; ; 0j wr u<lf qkQti B20238IU226: /9555*22+22343/; ; "
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Eqg. 'P 0' O 0'J guu. 'O 0' | gwpi . "J 0' Y 0' F lengp. "R0'(' "J gpf gtuq. "LO' *4226+0' eI rjdcn'k kpi i "tgi kpcn' f gxgnr o gpv<C"i rjdcn'r tqf wevkp"pgvy qtm'r gtr gevkg0'Transactions of the Institute of British Geographers."29*6+:"68: /6: 60j wr u<lf qkQti B208333 ll02242/497604226022640"
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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"Tkq'I tcpf g"
 F q"Uwn0j wr <1j frfj cpf rēp g v323: 5 B37853"

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F cmg. "F0" Hquwck"X0"("Ncxqr c. "H0*4235+0Rqrf"mec" kpf wut kcn"agn' gurcd»p"r gtf kf q"gp"gr'f gdcvg" f g"rcu"
 Ecf gpcu"l r qdrcgu" f g"Xcrtq" A*Revista Argentina de Economía Internacional.*"2."360"

f g" F lgi q. "C0'V0' Ugttc. "P0'O0"("I cte"fc. "U0'L0*422; +0'ēNcu"erxgu" f gr2 zksq" f g"Vq{ qvcì 0NGCP. "o a u" s wg"
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F k' O ct| q" Dtqi i k" G0"("O qrf qxcp. "R0*4239+0'Nc" r qrf"mec" cwqo qvtk " eqo Àp" f g" Cti gpvpc" {"Dtcukf"
 Kō r kēpccku" r ctc" gr'ugevqt" cwqr ct vkc0' Gp" *La encrucijada del autpartismo en América Latina*"
 *r 03: : /437+0'WP F CX" Gf lekpgu0"

F kco cpf. "O0*3; 95+0*Doctrinas económicas, desarrollo e independencia*0Rckf »u0"

F kō ci i lq. "R0*4223+0'kptqf wvqap<O cnkpi "Ugpug"qh'vj g"Eqpvgo r qtct{ "Hkto "cpf "Rtghkī wtłpi "Ku" Hwwt g0Gp"
The Twenty-First-Century Firm: Changing Economic Organization in International Perspective"
 *r 05/53+0Rtlpegvq" Wpkxgtukf "Rt gu0"

F qddlp. "H0"("Dcwo. "L0C0E0*4236+0'kptqf wvqap<Gepqo leu"O ggu"Uqekmqi { "lp"Uctvgi le"O cpci go gpv0
*SSRN Electronic Journal*0j wr u<1f qkQti B20435; lntp04634292"

F qj ug. "M0' Lāri gpu. "W0"("P kncj. "V0*3; : 7+0Hqo "ē Hqt f kuo i "vq"ē Vq{ qvkuo i A'Vj g"Uqekri"Qti cpk vqap"qh"
 vj g" Ncdqt" Rtqegu" kp" vj g" Lcr cpug" Cwqo qdlrg" kpf wut {0' *Politics & Society.*"14*4+."337/3680"
 j wr u<1f qkQti B2B3991225454; 4: 723622423"

F qrgpunf. "L0*4234+0*Toyota: Un análisis de la implementación de «lean production» en la empresa y una comparación con las prácticas japonesas*" JNlegpekwtc. " Wpkxgtukf cf " f g" Ucp" Cpf t2 u0
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F qo c unk" D0"("I y quf|. "M0*422; +0'Vqy ctf "c"O qt g"Go dgf f gf "Rtqf wvqap"U{ ugo A' Cwqo qvkg"Uwr r n" "
 P gy qtmu" cpf " Nqecrk" gf " Ecr cdkkku" kp" Rqrcpf0' *Growth and Change.*"40*5+."674/6: 40"
 j wr u<1f qkQti B2B33311B68: /44790422; 026; 20"

F qpqt. "T0*3; ; 3+0*Driving a bargain: Automobile industrialization and Japanese firms in Southeast Asia*0
 Wpkxgtukf "qh" Ecrkhtpke" Rt gu0"

F qpqt. "T0'H0*422; +0*The politics of uneven development: Thailand's economic growth in comparative perspective*0Eco dtkf i g" Wpkxgtukf "Rt gu0"

F qpqt. "T0'H0"("Y cf. "R0*4236+0HpcpekriEt kgu" cpf "Cwqo qvkg" kpf wut { "F gxgnr o gpvlp" Uqwj gcuv" Cuk0"
Journal of Contemporary Asia."44*6+."886/8: 90j wr u<1f qkQti B2B2: 2122694558042360 45857"

F qtg. "T0*3; : 5+0I qqf y kn'cpf "vj g"Ur kkv"qh"O ctngv" Ecr kckkuo 0*The British Journal of Sociology.*"34*6+."
 67; 0j wr u<1f qkQti B20452917; 2; 54"

F qtg. "T0*3; ; ; +0Xctkvgu"qh'ēcr kckkuo "kp"vj g'y gpvkgj "ēgpwt {0*Oxford Review of Economic Policy.*"15*6+."
 324/3420j wr u<1f qkQti B2B2; 5 lqztr B706B24"

F qtg. "T0*4235+0*British factory, Japanese factory: The origins of national diversity in industrial relations*0

F qu" Ucpvqu. "V0*3; 95+0*Imperialismo y corporaciones multinacionales*0I crgtpc0

F qu" Ucpvqu. "V0' *4233+0' *Imperialismo y dependencia.*" ENCEUQ0
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F quk" O0' *423; +0*Los industriales en su laberinto: Las estrategias políticas de la Unión Industrial Argentina durante el auge y la crisis neoliberal (1989-2003)*0Cwqt gu" f g" Cti gpvpc0

F wrelej. " H0' *Gp" r tgpuc+0' kppqxcckppgu" i r qdrcgu. " gur gekrk" cckp" r tqf wvkc" {" eqo gtekn" Ncu"
 r ct vewrtkf cf gu" f grēcuq" Vq{ qvc" gp" Cti gpvpc0*H-industri*@0"

F wrelej. "H0" Qvgtq. "F0"("Ecp| kcp. "C0*4242+0'Vtc{ gevqtk" {"ukwckēp" cewcnf g"rc" ecf gpc" cwqo qvtk " gp"
 Cti gpvpc" {"O gtequwt0*Ciclos.*"27*76+"; 5/3520"

F wppkpi. "L0'J 0*3; 99+0' Vtcf g. "Nqecvqap"qh' Geqpqo le" Cevkxk" {"cpf "vj g" O P G<C" Ugtej " hqt" cp" Gergele"
 Crr tqej 0Gp" D0Qj rkp. "R0' Q0J gugnrdqtp. (" R00' OY kmo cp" *Gf u0: " *The International Allocation of Economic Activity*" *r 05; 7/63: +0O ceo kmp0"

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 "y g"ghgew"qh'hqtgki p"fk gev'kpxguo gpv'cpf "gs vkw' 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 pqmji { "tcpuhtg"kpwtvewqtu"cu"y qtmcdugf "ngctkpi "
hceklscvqtu"lp"qxgtugcu"tcpuw rcpw<C"ecug"uwf { 0*Journal of Workplace Learning.*"12*+."555/5640
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Gtf qi cp. "O 0" ("Wpxgt. "O 0' *4237+0'F gyto kpcpw"qh'Hqtgki p"F k gev'kpxguo gpw<F {pco le"Rcpgr'F cw"
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Eco kpq" Cti gpv'kpq"J cek"rc" Nkdgtcrk cel0p"Geqp»o lec0*Desarrollo Económico.*"40*38+."897/9290
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Gxcpu. "R0' *3; ; 8+0' Kvtqf vewkp< F gxgnr o gpv' utcvgi kgu" cetquu" vj g" r wdrle/r tkxcvg" f kxkf g0' *World
Development.*"24*8+."R 3/32590j wr u-1f qkQti B20238I2527/972Z*.; 8+22236/; "

Gxcpu. "R0*3; ; 9c+0Ucvg"utvewwgu. i qxgtpo gpv'dwukpqu"tgrv'kpu. "cpf "geqpqo le"tcpuhtgto cvkq0Gp'D0T0'
Uej pgkf gt" ("UO'0 czhgrf "Gf u0:." *Business and the state in developing countries*" r r 0'85/: 9+0
Eqtpgn'Wpkxgtuks{ 'Rt guu0

Gxcpu. "R0*3; ; 9d+0'Vj g"Gerkr ug"qh'v'j g"UcvgA" T ghgevkpu"qp"Ucvyppgu"lp"cp" Gtc"qh'I mdcnk cvkq0' *World
Politics.*"50*3.+."84/: 90

Gxcpu. "R0*4243+0'C rleg"Co uf gp<C" T gcuqkpi "Tgxqmwkqpt { "lp" F gxgnr o gpv'Geqpqo leu0' *Development
and Change.*"52*6+." : : /322: 0j wr u-1f qkQti B20333I f gej 084877"

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vj g" kpxkwwkqpcn" Hico gy qtni" hqt" HF K'Ur kmxgtu0' *Journal of Banking and Financial Economics.*"
1*5+."99/3340j wr u-1f qkQti B20394I4575/8: 670dhg04237006"

Hcttgm. "T0" I cuqp. "P 0" ("Uwto . "LO'G0' *4226+0'F gyto kpcpw"qh' Lcr cpw' hqtgki p"fk gev'kpxguo gpv<Cp"
kpf wux { " cpf " eqwpt { " r cpgr' uwf { . " 3; : 663; ; : 0' *Journal of the Japanese and International
Economies.*"18*4+."383/3: 40j wr u-1f qkQti B20238I101kg042250; 027"

Hgt p^a pf gl . "X0'T0' *4237+0'I mdcn'Xcnwg" Ej kpu"lp" I mdcn'Rqrklecni" P gy qtmu<Vqqn' hqt" F gxgnr o gpv'qt"
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 wuxlc" cwqo qtk { "cti gpv'kpc" { "uwu"hwgpvgu" f g" i cpcpek<Wp"
cp^a rkuku" f g" rcti q" rrc\ q" *3; 82/4235+0' *América Latina en la Historia Económica*0
j wr u-1f qkQti B203: 454 kcj g0 7; "

Hrki uvglp. "P 0*3; ; 9+0'Vj g' kvtcqi cpk cvkqpcn' Rqy gt' Utwi i rg<T lug"qh' Hkpcpeg' Rgtuqppgn' v' Vqr 'Ngcf gtuj k"
lp" Ncti g" Eqtr qtcv'kpu. " 3; 3; /3; 9; 0' *American Sociological Review.*" 52*3+." 660
j wr u-1f qkQti B204529I42; 75; 3"

Hrki uvglp. "P 0*3; ; 2+0The transformation of corporate control0J ctxctf 'Wpkxgtuks{ 'Rt guu0

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

Hrki uvglp. "P 0*4223+0The architecture of markets0Rtlpegvq' Wpkx0Rt guu0

Hrki uvglp. "P 0*4232+0; 0'Vj g" Rqrklecni" cpf "Geqpqo le" Uqekmqi { "qh' kpxgtv'kqpcn' 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 r 03: 5/426+0' Rtlpegvq' Wpkxgtuks{ 'Rt guu0j wr u-1f qkQti B20737I; 9: 3622: 577: 603: 5"

Hki uvglp."P0" ("F cwdgt."M0*3; ; +0Utwewtcrn'Ej cpi g"lp"Eqtr qtcvg"Qti cpk cvkqp0'Annual Review of Sociology."15*3+'95/; 80j wr u-1lf qkQti B20368 kppwtgx0q070: 23; ; 022667"

Hki uvglp."P0" ("F cwgt."N0*4234+0' C" uqekqrj k" f qu" o gtecf qu0' Caderno CRH." 25*88+' 6: 3/7260 j wr u-1lf qkQti B2087; 2IU2325/6; 9; 4234222522229"

Hki uvglp."P0" ("Hggxpcp."T0*3; ; 7+0Vj ggt gvecl'cpf"eqo r ctecvxg'r gtur gevkgu'qp"eqtr qtcvg"qti cpk cvkqp0'Annual review of sociology."21."43/650"

Hki uvglp."P0" ("O eCf co ."F0*4233+0Vqy ctf "c" I gpptcrn'Vj ggt {"qh'Utevgi ke"Cevkqp" Hlgrf u0'Sociological Theory."29*3+'3/480j wr u-1lf qkQti B20333 I08689/; 77: 04232035: 70"

Hqtkf c."T0" ("Mggpgf {"O0*3; ; 3+0Vtcur rcpvgf "Qti cpk cvkqp" Vj g"Vtcurpugt"qh' Lcr cpvg" kpf wutkcrn' Qti cpk cvkqp"v'j g" WU0 f h0'American Sociological Review."56*5+'5: 3/5; ; 0"

Hqwi pgt."V0*4228+0Vj g'ucvg."lpvgtpcv'kpcr'eqo r gvkkxgppu'cpf "pgqrkdgtcrn' rjdcricukv'k'K'v'j g'c"hwwtg" dg{cpf" v'j g" eqo r gvkkqp" ucvg0' Review of International Studies." 32*3+' 387/3: 70 j wr u-1lf qkQti B208239IU2482432728228; 9: "

Hg{uvgpgv."O0*3; ; +0Nwukpg"Vq{qvc'f'g' ctecvxg" Cti gpv'k'p'0'La Lettre du GERPISA."119."37/3: 0"

Hg{uvgpgv."O0*4232+0'La rentabilidad du Groupe Toyota: 1970-20120"

Hki cpv."X0" (" \ wo r g."O0*4239+0' Tgf gu" I rjdcrcgu" f g" Rtqf week'p' äecf c" xgl " o a u" i rjdcrcgu' Wpc" eqo r ctecv'p'f'g'hu'r tqeguqu'f'gpv'j tcecv'p' i rjdcrcn' {"tgi kpcr'ldcuf c'gp'f'cvqu'udtg'g'rik'p'v'g'ec' d'k' eqo gtecl'f'g" cwqr ctecv'0' Gp"La encrucijada del autoperismo en América Latina" *WPF CX" Gf kelpgu0'

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

I ci i gtq."C0*4234+0' Guvcf q." o gtecf q" {" f lp' a lecu" qti cpk celqpcr'gu' Wp' cdqtf clg" f g" ru' g'utcvgi kcu" go r tgucl'ku'c'vcx'2 u'f'g'rc' uqekqrj q'c'geqp»o lec0'Papeles de Trabajo."6* ; +59/790"

I ci i gtq."C0" I ci i gtq."L0" ("TÀc."O0*4237+0'Rl'p'ek' r'gu'ectcevt' f'ru'kcu" g" lo r cevg" o cetqgeqp»o leq' f'g'rc" hwi c" f g" ecr kcr'gu" gp" Cti gpv'k'p'0' Problemas del Desarrollo." 46*3: 4+; 89/; 20 j wr u-1lf qkQti B208238 I0r f 0423708024"

I ci i gtq."C0" ("Uej qtt."O0*4238+0'Nc" eÀ wr" go r tgucl'k' f wtecv'g" ru" i qdkgtpqu" ntej pgt'ku'cu'0'Realidad Económica."297."83/; 40'

I a o gu."O0" ("Qr'k'g'c'Ci wkrct."L0*4242+0'En medio del fracaso y la transformación empresarial. Toyoda en México. Laboratorio de la industria de bienes de capital, 1953-19610'Gri'Eqrj k'f'g'Ucp'Nwku'0'

I cte'p."R000" ("N'r g'j."C0*4242+0'La inversión extranjera directa: Definiciones, determinantes, impactos y políticas públicas0'k'p'gt/Co gtecv'p'F g'xgr' o gpv'Dcpn0'j wr u-1lf qkQti B208: 457 I2224823"

I a tt'k."C0" ("Rcpk q."F0*4238+0'Gn' lo r cevg" f'g'rc" Rq'f'lec" Cwqo qv'k' "Eqo Àp" *RCE+" uqdtg"rc" kpf wutk'c" cwqr ctecv'k' f'g' Cti gpv'k'p' {"Dtcuk0'Fundación Friedrich Ebert."470'

I a tt'k."C0'Rcpk q."F0" ("I cmq."R0*4236+0'Common Automotive Policy of Argentina and Brazil: Its impact on local and regional auto part industries0'44p'f' k'p'v'gt'pcv'k'p'cn'Eqmqs vkw0 "qh' I GTRKUC."M{ qvq." Lcr »p0'

I gtghk" I 0" ("Hgt'pcp'f'g' /Uctm'M0*4233+0'Global Value Chain Analysis: A Primer0'

I gtghk" I 0" J wo r j tg {"L0" Mcr r'p'ur {"T0" ("Uwti gqp."V0' L0*4223+0' k'p'v'gt'f' wek'p' I rjdcricukv'k'p' "Xcnwg" Ej clpu" cpf" F g'xgr' o gpv'0' IDS Bulletin." 32*5+" 3/: 0' j wr u-1lf qkQti B208333 I0897/; 7658042230 r 542252230"

I gtghk" I 0" J wo r j tg {"L0" ("Uwti gqp."V0*4227+0'Vj g" i qxgt'p'peg"qh' i rjdcrcn'xcnwg"ej clpu'0' Review of International Political Economy."12*3+'9: /3260j wr u-1lf qkQti B2082: 2I2; 8; 44; 272226; ; 27"

I gtghk" I 0" ("Mqt' p'k'g'j k'j."O0*Gf u00*3; ; 6+0'Commodity chains and global capitalism0'Rt'c'g'j gt0'

I gtr'ej."O0'N0*3; ; 4+0'Alliance Capitalism: The Social Organization of Japanese Business0'Wp'k'g'k'f' {"qh' Ecr'k'q'p'k' Rtg'uu'0'j wr u-1lf qkQti B2087471; 9: 2742; 3; 327"

I j cwtk" R0'P0" (" [co lp."O0*422; +0' Tgx'k'k'p' "v'j g" lo r cevg"qh' o w'k'p'cv'k'p'cn' gpv'g'r' t'kgu" qp" geqp'qo le" f'g'xgr' o gpv'0' Journal of World Business." 44*4+" 327/3290 j wr u-1lf qkQti B208238 I0y d0422: 027032"

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I qp' a' r'g'j."O0" ("O cp' cp'gnk" R0*4234+0'La industria en la posconvertibilidad. El caso del complejo automotor0'f' tgc'f'g' Geqp'qo q'c' {"Vgep'qr'j q'c'f'g'rc"HNCEUQ0'

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- I wkn? p. 'O 0'H0*3; ; 6+0'Models of Management: Work, Authority, and Organization in a Comparative Perspective'Wpłxgtuk\ 'qh'Ej keci q'Rtguu'
- I wkn? p. 'O 0'H0*4225+0Vj g'geppqo le'Uqekqni { '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' ("Utłkxcucp.'M0*3; ; : +0'F q'uw r rłgt'uy kej kpi "equu'f kłgt'cetquu' Lcr cpug' cpf "WU' o włkpcvqpcrk' Hto uA'Japan and the World Economy.'10*3+; '35/540j wr u<lf qkQti B2B238 IU2; 44/3647*; 8+22436/; "
- J cm" R0' C0" (" Uquneg." F0' *4223+0' Varieties of Capitalism' Qzhqtf " Wpłxgtuk\ " 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 ctevxg' 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 "Wpłxgtuk\ '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' Tguqwtg' Egptg0'
- J ctxg\ . 'F 0*4227+0'The New Imperialism'Qzhqtf "Wpłxgtuk\ 'Rtguu'
- J ctxg\ . 'F 0*4237+0'Seventeen contradictions and the end of capitalism'*Htu'kuuwgf 'cu'cp'Qzhqtf "Wpłxgtuk\ " Rtguu' r cr gtdcem'Qzhqtf "Wpłxgtuk\ 'Rtguu'
- J cuurgt. 'O 0*422; +0'Xct'kcvkpu'qh'Xcnwg'Etgevkq'<Cwqo qdłrg'O cpwłcewtłpi 'lp'Vj ckrpf 0'Environment and Planning A: Economy and Space.'41*; +; '4454/44690j wr u<lf qkQti B2B28: k6245: "
- J cuurgt. 'O 0*4233+0'Nqecrk'cvkq' Rtqeguugu'y kj kpi 'I nqdcn'Rtqf vevkq'P gvy qtm<Cwqo qdłrg'Eqo r qpgpv' Uqwtłpi 'lp'Vj ckrpf 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'vkcni'ur kmqxtu'ltqo 'HF K'Y j { 'tguwu'xct { 'cpf 'y j cv'vj g' vwg' ghgev' ku' Journal of International Economics." 85*4+; 456/4660 j wr u<lf qkQti B2B238 I10'kpveq0'4233Q29Q26"
- J gemej gt. 'G0*3; 3; +0'Vj g'ghgev'qh'htqtki p'tcf g'qp'vj g'f'kwt'kdwkq'qh'łpego g0'Ekonomisk.'21.'6; 9/7340'
- J gkf gptglej . 'O 0*4234+0'Vj g'Uqekcn'go dg f gf pguu'qh'o włkpcvqpcrk'leqo r cplgu<C'rksgtcwt'g'tgłky 0'Socio-Economic Review.'10*5+; '76; /79; 0j wr u<lf qkQti B2B2; 5 łgt lo y u232"
- J glo . 'U0*4235+0'Ecr cdkk\ 'dwrk'łpi 'cpf 'h'pvc'kpu'qh'UO Gu'lp'dwłk'guu'i tqwr u<C'ecug'uwf { 'qh'Vq { qvcu' uw r n\ "ej clp'0'International Journal of Automotive Technology and Management.'13*6+; '55: 0 j wr u<lf qkQti B2B276 IIC VO 0'4235Q278: 82"
- J glo . 'U0*4238+0'Economic Sociology and the Theory of the Firm: Lessons from the "Toyota Momentum" in the History of Capitalism'0M\ qv\ "Wpłxgtuk\ 0'
- J glo . 'U0*4239+0'Vq { qvc.'Xłevko "qh'ku'Rtqf vevkq'U\ ıngo <Y j { "f q'Uqekcn'Uelgpegu'Ukm'J cxg'O wej "vq' Ngctp'ltqo 'vj ku'Hto A'Monthly Paper of the French Network for Asian Studies,' j wr <ly y y 0 ku' tguvcw'cukQti I'o qp'vj n\ /ct'v'erguhq { qvc/xłevko g/vq { qv'kuo g/j glo /vgr j cpq0'
- J glo . 'U0*4242+0'Vj g'Lcr cpug' Cwqo qkxg'lpf wut { 'Ułpeg'4222<Ecvugu'cpf 'K' r cew'qh' I tqy vj 'F kur ctkk'gu' Gp' New Frontiers of the Automobile Industry: Exploring Geographies, Technology, and Institutional Challenges"*Ur tłpi gt'P cwtg+0'
- J gr gt. 'U0' ("J gpf gtuq.'T0*4236+0'Opcpi go gpv'Rtcev'egu.'Tgr'v'kpcn'Eqpvt'cew.'cpf "vj g'F gen'kg'qh' I gpgcni' O qqtu' Journal of Economic Perspectives." 28*3+; 6; /940 j wr u<lf qkQti B2B2479 Iłgr 0: B06; "

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J khtgf lpi. 'T0*3; 2; +0Finance Capital: A Study of the latest phase of capitalist development0

J kuej o cp. 'C0Q0*3; 86+0Vj g'Rcvgtplk' "qh'cp' kpf gz0The American Economic Review. "54*7+. '9830

J qny gi. 'O 0*4229+0Vj g'i gpgcmi { "qh'rgcp"r tqf wevkqp0Journal of Operations Management. "25*4+. "642/ 6590j wr u-1lf qkQti B208238 110qo 0422806023"

J qr nkpu. 'V0M0'(' "Y cmgtugkp. 'K0*3; 99+0Rcvgtpu'qh'F gxmqr o gpv'qh'vj g'O qf gtp "Y qtrf /U{ uqgo 0'Review (Fernand Braudel Center). "I*4+. '333/3670

J qr nkpu. 'V0M0'(' "Y cmgtugkp. 'K0*3; : 8+0Eqo o qf k' 'Ej ckpu'lp'vj g'Y qtrf /Geppqo { 'Rtkqt'vq'3: 220Review (Fernand Braudel Center). "I0*3. +. '379/3920

J wo rj tgf. 'L0'(' "Ucrgtpq. 'O 0U0*4222+0I rdcnkucvkqp'cpf 'Cuugo drgt/Uwr r rkt 'Tgrvkvpu'<Dtc| krlcpf "kpf kc0 Gp'LOJ wo rj tgf. " [0Ngergt. " ("O 0U0Ucrgtpq "Gf u0. "Global Strategies and Local Realities" *r 0 36; /397+0Rcn txcg'O ceo kncp'VM0j wr u-1lf qkQti B2082791; 9: 2555; 99934a9"

J wo rj tgf. 'L0'(' "Uej o k' . "J 0*4224+0J qy "f qgu" kpu'gtvkqp" k' "i rdcn'xcnw" ej ckpu' chgev" wr i tcf lpi " k' kpf wutkcn' enwngtuA' Regional Studies. " 36*; +. " 3239/32490 j wr u-1lf qkQti B2082: 2122565622442222443; : "

J { o gt. 'U0J 0*3; 82+0The international operations of national firms, a study of direct foreign investment"]Rj F. 'O cucej wugwu' kpu'kwg'qh'Vgej pqm { _0j wr -1lj f rj cpf rgt'p'gvB394308 149597"

Klwuwk. 'W0' Dgt pctf gu. 'T0'E0' ("Eqpuqpk' H0'N0' *4237+0'P gy "Dtc| krcp" cwqo qvkg" kpf wutkcn' r qite { < Cpcn'uku'qh'vj g'eqpugs wpegu" hqt" mecn' T(F "dcugf "qp" pgy "eqo gtu" utcvgi kgu'0 International Journal of Automotive Technology and Management. " 15*3+. " 850 j wr u-1lf qkQti B208726 11C VO 042370892; 4"

Kpej cwur g. 'G0' ("I cte'f. 'P 0*4239+0'Gr'eqo r rglq' cwqo qvkl /cwqr ct'kuc" gp'Co 2tlec'Ncvkpc0Gutcvgi kcu' i rdcrgu. tgi kqpcrgu' f' f' gugo r g' q' t'gekp'vg0Gp'La encrucijada del autopartismo en América Latina" *r 0349/3: : +0WP F CX'Gf lekqpgu0

Kpf wutkcu' I wfk'0' *4242+0' Industrias Guidi 2010—2020. 60 Aniversario0 j wr -1lpf wutkcu' wfk'0'eqo 0et l'lpf wutkcu' i wfk'0'82/cpl'xgtuctkq l"

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

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

Kctuuq. 'K0' ("C'ruuco. 'E0'I 0*4227+0'Vgej pqm { { "t'cpuh'gt' hqo "VP Eu"vq" mecn' uwr r rktu'lp' f' gxmqr lpi " eqwpt' lgu'<C' uwwf { "qh'CD'Xq'k'q'at'wem'lpf "d'wu'r r'p'u'lp' Dtc| kn' Ej kpc. "Kpf kc. 'cpf 'O gzleq0World Development. "33*+. "3547/35660j wr u-1lf qkQti B208238 110y qtrf f gx04227060233"

Kgt. 'C0X0'Uguj cf tk'U0' ("Xcuj gt. 'T0*4233+0'Toyota supply chain management: A strategic approach to the principles of Toyota's renowned system00 I J 0

Lceqdu. 'C0L0*4238+0C wqo qvkg' HF Kcpf 'F gr gpf gpv'F gxmqr o gpv'Vj g' Ecug'qh' U'q'xcn'k'au' Ekv' /Tgi kpu' lp' "vj g' Dtc'k'urxc/\ k'kpc" Eqtt'kf qt0' Open Urban Studies and Demography Journal. "2*3+. "3/3; 0 j wr u-1lf qkQti B204396 14574853; 23824232223"

Lc { ctco. 'L0'F cu. 'C0' ("P leq'rcg. 'O 0*4232+0Nq'nkpi "dg { qpf "vj g' q'dx'k'wu'<Wpt'cx'g'kpi "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"

Lgpucpc. 'C0*4226+0'Empresa y negocios en Asia oriental0WQE0

Lqj puqp. 'E0*3; : 4+0MITI and the Japanese Miracle: The Growth of Industrial Policy, 1925-19750Ucphqtf " Wp'kx'gtuk' 'Rt'gu0

Mcr r'p'unt'. 'T0*4227+0'Globalization, poverty and inequality: Between a rock and a hard place0Rq'rk' { 0

Mcy cdg. 'P 0' *4235+0' Tqrgu'qh' o w'k'p'cv'k'p'cn' eqo r cplgu'lp' "vj g' u'gh' u'w'ug'p'c'p'eg'qh' "vj g' Vj ck' cwqo qd'krg' kpf wut { <Vj g' ecug'qh'Vq { qvc' O qqt' "Vj ck' r'p' 0'Waseda Shogaku. "438. '637/66: 0

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

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

Mqtpdrkj w.'L0*4235-0'Gt' o ctzkuo q"cti gpvkpq" {"r" ewgukp" f gr'ecr kcn' o qpqr qrkuc'0 N6madas. Revista Crítica de Ciencias Sociales y Jurídicas."93/; 50j wr u-1lf qkQti B20742; ItgxaP QO C04235064565"

Mquceqlh'D0' ('Rqtvc.'HO*3; ; 9-0La inversión extranjera directa en la industria manufacturera argentina: Tendencias y estrategias recientes0EGRCNO'

Mquceqlh'D0'Vqf gvec.'L0' ('Xkur q.'C0*3; ; 3-0La transformacion de la industria automotriz argentina: Su integracion con Brasil0EGRCNO'

Micupgt.'UOF 0*3; 98-0Uvcg'Rqy gt"cpf "yj g'Ut wewt g'qh'kpvt pcvkpcn'Vtcf g0'World Politics."28, No. 30

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

Mwrtcu.'O 0*4238-0Los tres kirchnerismos. Una historia de la economía argentina 2003-20150Uki nq'ZZ K0

Mwo ctcuy co {"C0"O wf co dk'T0"Uctepi c."J 0"("Vtkr cyj {"C0*4234-0'Ecvej /wr "utcvgi lgu"lp"yj g'kp'f 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-1lf qkQti B208279 ltku0423406"

Mwo ctk'T0' ('Uj cto c.'C0M0*4239-0F gvgto kpcpw'qh'hqtgki p'f kt gev'kpxguwo gpv'kp'f g'xgnr kpi "eqwpt lgu'<"C" r cpgn' f cvc" uwf {"0' International Journal of Emerging Markets." 12*6+." 87: /8; 40 j wr u-1lf qkQti B20832: lKqGO /32/4236/238; "

Mwo qp.'J 0*3; ; 4-0O wmkp'cvkpcr'k' cvkq'qh'Vq {qvc'O qvqt'Eqr qtcv'kp'0'Journal of International Economic Studies."6." 2/; ; 0'

Nco r tgej v.'P 0*422; 4-0The impact of the Motor Industry Development Programme (MIDP) on the export strategies of the South African light motor vehicle manufacturers (1995–2008)"Rj F.'Wpksgtuks' " qh'Uqwj 'C'htec.0j wr u-1lvk'0'wpluc'0'e0' c ldkw'gco lj cpf rg B2722 15484 kj gukamo r tgej vap'0' f h"

Ncpi hkrf Ub kj." M0' (" I tggpy qqf." O 0' T0' *3; ; ; 4-0' F g'xgnr kpi " Eq qr gtcv'xg" Dw'gt'0'Uwr r rgt" Tgrcv'kp'uj kr u'<"C" Ecug"Uwf {" qh' Vq {qvc'0' Journal of Management Studies." 35*5+." 553/5750 j wr u-1lf qkQti B208333 B689/86: 8022; 8"

Ngg.'D0J 0' ("Iq."J 0L0*4229-0'Vj g"o wcv'kp'qh'vj g"Vq {qvc'"Rtqf wcv'kp'"U{ ugo <"Cf cr v'kpi "yj g"VRU"cv' J {wpf ck'O qvqt"Eqo r cp{0'International Journal of Production Research."45*38+."5887/589; 0' j wr u-1lf qkQti B2082: 2 1224297629234456; 5"

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

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

Nk'Z0' ('Nkw'Z0*4227-0'Hqtgki p'f kt gev'kpxguwo gpv'cpf'Geappo ke'I tqy vj <"Cp'k'p'etgculpi n' (Gp'qi gpqwu' Tgrcv'kp'uj kr 0' World Development." 33*5+." 5; 5/6290 j wr u-1lf qkQti B208238 lly qtrf f gx04226083023"

Nkdgt o cp.'O 0D0' ('F go gguvt.'N0*3; ; ; 4-0'kpxgpvt {"Tgf wcv'kp'cpf' Rtqf wcv'kx'k' 'I tqy vj <"Nk'p'nci gu'lp'vj g" Lcr cpgug" Cwqo q'xg" kp'f wut {"0' Management Science." 45*6+." 688/6: 70 j wr u-1lf 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 Way0'Rtkpv'O cwgtu' kpe0'

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

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

Nkr ug {"T0'G0' ("Uqj qm ."HO*4227-0'Vj g'k' r cev'qh'k'py ctf'HF Kq'p'J quv'E'q'w'p't'lg'u'<"Y j {"Uwej "F l'htg'gpv' C'puy gtu'A' Gp'"Does foreign direct investment promote development?" *0'45-0' k'p'ur'k'w'g" hqt" k'p'v't'p'cv'k'p'cn'Geappo leu0'

Nkw.'Y 0' ('F lengp.'R0*4228-0'Vt'cpup'cv'k'p'cn'E'q'r'q't'c'v'k'p'u'cpf "-Qdri'k' cvgf "Go dgf f gf p'guu'<"Hqtgki p'f kt gev' k'pxguwo gpv'kp'Ej k'p'cau' C'wqo qd'k'g'kp'f wut {"0'Environment and Planning A: Economy and Space." 38*9+."344; /34690j wr u-1lf qkQti B20828: k59428"

Nkw.'\ 0' *422; 4-0'Hqtgki p'f kt gev'k'pxguwo gpv'cpf"v'gej pqmji {"ur k'nx'gtu'<"Vj gqt {"cpf "gx'kf g'peg'0' Journal of Development Economics."85*3/4+."398/3; 50j wr u-1lf qkQti B208238 lly f gx'geq'0422809023"

Nwzgo dwi q. "T0*3; ; : #0La cuestión nacional y la autonomía0GriXlglq"Vqr q0

O ci gg. "F0*4229+0How Toyota Became #1: Leadership Lessons from the World's Greatest Car Company0
Rgpi wkp0

O cksq. "G0'G0*4239+0Diferencias internacionales de productividad en la industria terminal automotriz:
Evidencia a partir de las plantas de ensamblado de Renault y Toyota0
j wr u1ly y y 0ecf go kcQf w1548: 23; IO ckqaGuvdcpaGj gs wkgmF kgtgpekua kpvt pcekqpcrguaf ga
r tqf wevxf cf agparca kpf wutkca vto kpcmcwqo qtk k agxk gpekacar ct waf garuar rpvuaf gagpu
co drf qaf ga T gpcwma {a Vq{ qv"

O cpp. "O0*3; ; 9+0J cu'I mdck k vckp"Gpf gf "y j g'Tkug"cpf "Tkug"qh'y g"P cvkp/UcvgA"Review of International
Political Economy."4*5.+ "694/6; 80

O ct kpk "T00 0*3; 95+0Dialéctica de la Dependencia03: 0

O ct vpgl. "L0'K0" ("Lctkmq."L0'E0*3; ; 3+0Eqqt kpcvkp"F go cpf u"qh' kpvtpcvkpcn' Utcvgi kgu0 Journal of
International Business Studies."22*5+ "64; /6660j wr u1lf qkQti B20279 lr cni txxg0kdu0 6; 252; "

O ctz. "M0*3; 8: #0El Capital0Hqpf q" f g'E wwtc"Geqp»o lec0

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

O eO kmp. "E0*423; +0Qti cpk cvkpcn'k gpvxf. "Eqtr qtcvg"Utcvgi { . "cpf "J cdku'qh'C wgpvkp<C"Ecug"Uwf { "
qh' Vq{ qv0 Gp" Q0' Ncy tpeg" Go gci y ctk "Gf 0: " Strategic Management—A Dynamic View0
Kvgej Qr gp0j wr u1lf qkQti B207994 kvgej 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"Eqpi tguq "Kvtpcekqpcn'f g" Tgrcekqpgu'f gn'Vtcdclq0

O g{gt. "M0'G0" *4226+0Rgtur gevkgu" qp" O wkpvcvkpcn' 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 'pgy qtmu'cpf 'rti g/uecg'kppqxcvkpu<Vj g'ecug'qh'y g'cwqo qdkrg'kpf wut {0
Research Policy."23*3+ "49/680j wr u1lf qkQti B20238 B26: /9555*; 6+; 2247/8"

O qtf wg. "I 0" ("Uy gpg{. "D0*4242+0P gkj gt"eqtg"pqt"r gtr j gt {<Vj g'ugctej "hqt"eqo r gvkkxg"cf xcpvci g"kp"
y j" cwqo qvkg" ugo kr gtr j gt {0 Growth and Change." 51*3+ " 56/790
j wr u1lf qkQti B20333 li tqy 04576"

O qtgtq. "J 0*4235+0Gn'r tqeguq" f g" kvtpcekqpcn' cel»p" f g" re" vto c" cwqo qtk k "cti gpvkpc0 H-industri@
Revista De Historia De La Industria, Los Servicios Y Las Empresas En América Latina."1*34+0
j wr u1lf qkQti B20238 B26: /9555*; 6+; 2247/8"

O qti cp. "I 0*4223+0Vj g'O wkpvcvkpcn' Hto <Qti cpk kpi "Cetquu"Kvukwvkpcn'cpf "P cvkpcn'F kxk gu0Gp" The
Multinational Firm: Organizing Across Institutional and National Divides" *r 0'3/49+0 Qzhtqf "
Wpkxgtukv" Rtguu0

O qti cp. "I 0*4233+0Tghrevkpu" qp" y j g" O cetq/r qrkku'qh'O letq/r qrkku0Gp" Politics and Power in the
Multinational Corporation: The Role of Institutions, Interests and Identities" *r 0' 637/658+0
Eco dtk i g" Wpkxgtukv" Rtguu0

O qti cp. "I 0*4239+0Vj g'O wkpvcvkpcn' cu" c" Eqtr qtcvg" Hqto <C" Et kkecn' Eqpvtkdwkq" Itqo "Qti cpk cvkq"
Uwf kgu0Gp" I 0'Dcctu" ("C0'Ur legt" *Gf u0: "The Corporation" *r 0'46: /478+0 Eco dtk i g" Wpkxgtukv "
Rtguu0j wr u1lf qkQti B20239; 9: 335; 8: 32470236"

O qwc. "L0' Tqkwgt. "U0' F gihpk" O 0' [qi wgn" I 0" ("O kgu" F ct *q0*4229+0 Ct vkwrcel»p" { "f guctqmj" gp" re" vto c"
cwqo qtk k "cti gpvkpc<O qthqri "f. "kppqxcel»p" { "go r rgg0Gp" Innovación y empleo en tramas
productivas de Argentina" *r 0'453/497+0 Rtqo gvgq/ WP I U0

P cwwf c. "M0' *422; +0 Ucvgu. "O wkpvcvkpcn' Eqtr qtcvg" kpu" cpf " kvukwvkpcn' Ctcepi go gpw< Geqpgo le"
Kvgtf gr gpf gpeg" Dgy ggp" Icr cp" cpf " Uqwj geu' Cuk0 Japanese Economy." 36*5+ " ; 8/3490
j wr u1lf qkQti B204975 ILGUB2; 9/425Z582526"

P cwwf c. "M0" ("Vj qdwt. "L0*4236+0J qy "o vej "r qike { "ur ceg" ukm'gzkku" wpf gt "y j" Y VQA' C" eqo r ctevkxg"
uwf { "qh' y j g" cwqo qvkg" kpf wut { "kp" Vj ckrcpf "cpf " O cr { uk0 Review of International Political
Economy." 21*8+ "3568/35990j wr u1lf qkQti B202: 212; 8; 44; 2042350 9: 963"

Pcwufc."M0"("Vj 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"

Pcxctgwk'I 0D0("Xgpcdngu."C0L0*4235+00 wnlpcvqpcni'c'pf 'lpf wutkcnf qnle { 00xford Review of Economic Policy."29*4+."583/5: 40j wr u-1lf qk0ti B2082; 5 lqztr li t0238"

Pcxcttq."N0*4242+0Especialización energética y financiarización: Estrategias, desempeño y trayectoria de Pampa Energía (2004-2015)"J0 cguw'c_0Wp UCO 0'

Pghc."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'

Pqej vgh."J 0*3; ; ; +0Nc'r qf'f'ec'geqp»o lec'gp'rc"cti gpvpc'f'g'hu'p'qx'g'p'w'p'c'b' kcf c'f'g'eqplw'p'q'0Revista Época."I*3+."38/540'

Pqlcn"O'0'D0 *3; ; ; +0Absentee entrepreneurship and the dynamics of the motor vehicle industry in Argentina0Rt'c'gi gt'0'

Pqtjy."F'0*3; ; 2+0Institutions, Institutional Change and Economic Performance0'Eco dt'f' i g"Wpkxgtukf" Rt'guu'0'

Pqxgikp."N0I 0*423; +0Plan de negocio para la creación de un centro de formación de operadores de autoelevadores en Toyota Argentina"J0 cguw'c_0'k'p'k'w'w'q'V'ge'p'q'»'i' leq'f'g'Dw'g'p'q'u'C'k'g'u'0'

Pqxlem"O'0"["qi wgn"i 0"Ecv'c'p'q."C0"("Cnd'q't'p'qj ."H0"*4224c+0P'v'g'x'c'u'eq'p'h'i'w'c'el'q'p'g'u'gp'gn'ugev'q't' cw'q'o'q'q't'c'ti'g'p'v'p'q'0'Nc"v'p'p'p'g'p't'g"gu'w'c'v'g'i'k'u'r't'q'f'w'e'x'c'u"{"eq'o'g't'el'c'g'u'0' Cuadernos del Cendes."19."349/3750'

Pqxlem"O'0"["qi wgn"i 0"Ecv'c'p'q."C0'0'0"("Cnd'q't'p'qj ."H0"*4224d+0P'v'g'x'c'u'eq'p'h'i'w'c'el'q'p'g'u'gp'gn'ugev'q't' cw'q'o'q'q't'c'ti'g'p'v'p'q'0'Nc"v'p'p'p'g'p't'g"gu'w'c'v'g'i'k'u'r't'q'f'w'e'x'c'u"{"eq'o'g't'el'c'g'u'0' Cuadernos del Cendes."19*6; +."349/3750'

Qj nlp."D0*3; 55+0Interregional and International Trade0J c't'x'c't'f' "Wpkxgtukf" Rt'guu'0'

Qj pq."V0*3; ; : +0Toyota Production System-Beyond Large-Scale Production0Rt'q'f' w'e'x'k'f' Rt'guu'0'

Qnkxgk.c."N0'H'g'w't'{"C0"("H'g'w't'{"O 0*423; +0E'q'p'k'p'i'v'j'g'i'c'r' "d'g'y'g'g'p'D'w'p'g'g'u'P'g'y'q't'm'i'c'p'f' "X'c'w'g'E'j'c'k'p' C'p'c'n'k'u'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 p0x431606243"

Qttw."O'0'J' co k'w'p."I 0I 0"("U'w'w'k"O 0*3; ; ; +0R'c'w'g't'p'u'q'h'k'p'v'g't/H'k't'o "E'q'p't'q'n'k'p"l'c'r'c'p'g'g' "D'w'p'g'g'u' 0' Organization Studies."10*6+."76; /7960j wr u-1lf qk0ti B208399 12392: 628; ; 23222627"

Qt'v'k'."T0"("U'ej'q'tt."O 0*4229+0Nc't'g'c't'v'e'w'r'e'l'e'p'f'g'r'i'd'm'q's'w'g'f'g'r'q'f'g't'gp'rc'r' que'q'p'x'g't'k'd'k'f'c'f'0Papeles de Trabajo." 1*4+0 j wr u-1lr g't'k'g't'k'c'e'v'x'c'0'k'g'u'0'y' q't'f'r't'g'u'u'0'eq'o' 4238 B2 lq't'v'k' /{/uej'q'tt/rc/ t'g'c't'v'e'w'r'e'l'e'5d5p/f'g'r'i'd'm'q's'w'g'f'f'h'

Ql'cy.c."V0 *3; 9; +0Multinationalism Japanese style: The political economy of outward dependency0 Rt'k'p'eg'v'p' "Wpkxgtukf" Rt'guu'0'

Rcpl'q."F'0'I' a' t't'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'e'c'w'q'r'c't'v'k'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'u'f'g'u'w'u'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 autoperismo en América Latina"r 0647/687+0W'p'F'c'x'G'f'le'k'p'g'u'0'

Rcpl'q."F'0'N'c'x'c't'g'm'q'."R0'I' a' t't'k'."C0"("E'c'u'k'q'."M0*4239+0G'f'c'w'q'r'c't'v'k'o'q'rc'v'p'q'c'o'g't'el'c'p'q'gp'v'p'eq'p'v'z'v'q' f'g'r't'q'v'g'el'q'p'k'u'o'q'i' n'q'd'c'n't'g'u'j'q't'k'p'i'{"f'g'd'k'k'c'o'k'g'p'v'q'f'g'c'e'w'g't'f'q'u't'g'i'k'p'c'g'u'f'g'eq'o'g't'el'q'0'G'p"La encrucijada del autoperismo en América Latina"r 03: /96+0W'p'F'c'x'G'f'le'k'p'g'u'0'

Rct'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'

Rct'g'q'."X0*3; 67+0Manual de Economía Política"v'c'v'c'c'c'0'

Rct'u'q'p'u."V0*3; 59+0The Structure of Social Action0'O'e'l' t'c'y' /J' k'f'0'

Rcx'f'p'g'm."R0*4226+0T'g'i'k'p'c'n'f'g'x'g'n'r' o'g'p'v'k'o' r'ic'k'v'q'p'u'q'h'H'q't'g'k'i'p'F'k't'g'ev'k'p'x'g'u'o'g'p'v'p'k'p'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"

Rcx'f'p'g'm."R0*4234+0V'j'g'k'p'v'g't'p'c'v'q'p'c'n'k'c'v'q'p'q'h'E'q'r'q't'c'v'g'("F'c'p'f'v'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'< GEQP QO K" I QOI TCRJ [0' Economic Geography." 88*5+." 49; /5320 j wr u-1lf qk0ti B208333 110; 66/: 4: 9042340233770z"

Rcx'f'p'g'm."R0*423; +0I' n'q'd'c'n'Rt'q'f'w'e'x'k'p'P'g'y'q't'm'i'."H'q't'g'k'i'p'F'k'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'v'j'g' "k'p'v'g'i'c'v'g'f' "R'g't'k'j'g't'k'u'q'h'v'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 vewqp"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-1lf 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-1lf kxpuco Qf w0t lj cpf ng B456789; ; B: 44"

Rgt gl "Cm cpuk "D0" *4243-0'Nc'tgeqphi vtelc»p"culo 2 vlec'f g'rc"lpf wutlc"cwqo qvtk' "cti gpvpc" *3; 98/4223-0' Anuario Centro De Estudios Económicos De La Empresa Y El Desarrollo."15*35+; 3/33; 0'

Rgt gl "Cm cpuk "D0" *4244-0'Nc'ecf gpc"cwqo qvtk' "cti gpvpc" c'r ctvt' f g'rc"etkuku'f g'rc"eqpxgt vdkrf cf <Wp" cp' rikulu'f g'lw'gxqmvcl»p" {" wu'r 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-1lf qkQti B2087526 lti g04: 007; 2; "

R2 tgl "Ct vlec. "T0' R2 tgl "Kl" a° gl . "L0'K0" ("Rgt gl "Cm cpuk "D0" *4244-0'T geqpukf gt lpi "cwqo qvkg'f g'xgnr o gpv' utcvgi lgu'lp" Cti gpvpc"lp"vj g'ri j v'qh'yj g" CUGCP "gzt gkpeg0'Revista de Historia Industrial — Industrial History Review."31* 8+; 9; /3350j wr u-1lf qkQti B208566 lti lli t06: 264"

Rgt gl ."E0' *4232-0' Vgej pqmqi kcn' tgxqmvkppu" cpf " vgej pq/geppqo le" r ctcf ki o u0' Cambridge Journal of Economics."34*3+."3: 7/4240j wr u-1lf qkQti B2082; 5 lli lli dgr 273"

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

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

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

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

Rlecdgc. "L0' H0' *4239-0'F gukpf wutlc'rik' cel»p" {" f guv weel»p" vgepp/r tqf vewkx" f vtcpvg"rc" Anko c" f levcf vtc" e'k'leq/o k'kci' cti gpvpc <Gn'r tqeguq' f g' ekgtg' f g' kpf wutlcu" O ge' plecu' f gn' Guvc' q" *3; 98/3; ; 2-0' Realidad Económica."5*529+; 5/3450'

Rkpc| q. "I 0" *4237-0'El desarrollismo argentino: Una mirada crítica desde la industria automotriz. "3" gtc-0' Wpkxgtukf cf "I gpgtcl'Ucto kpvq0'

Rkpc| q. "I 0' F kpgtugk'p. "P 0" ("E»tf qdc. "H0" *423; +0' Uqdtg'rc"lpf wutlc"cwqo qvtk' . "rc" r tqf vewkx' cf "rcdqtcn' {" gn'r gpuc' kpvq' et' k'leq0' 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 ckpu <C" b qf wnt 'vj gqt { /d'w'kf lpi " ghqt v0' Review of International Political Economy." 21*3+." 3; 7/4450' j wr u-1lf qkQti B2082: 212; 8; 44; 2042350 2; 7; 8"

Rqtvc. "H0' Ucpvcte' pi gnu. "L0" ("Uej vglpi ctv. "F 0' *4236-0' Gzegf gpvq" {" f guettqm'lpf wutlc'ri' gp" Cti gpvpc" ukwcel»p" {" f gucl'f qu0' CEFIDAR Documento de Trabajo."59."3320'

Rq| cu. "O 0' f g" nqu" C0' *4226-0' Cr qt vgu" {" r'lo kcekppgu' f g"rc" uqekmqi "c" geqp»o lec0' Gp" La sociología económica: Una lectura desde América Latina 0' HNCEUQ0'

Rtcj c'rcf. "E0' M0" ("F q| . "I 0' N0" *3; ; 9-0' The Multinational Mission: Balancing Local Demands and Global Vision 0' Hgg' Rt guu0'

Tco c."XO*4226+0Transferencia de tecnología de corporaciones multinacionales y los procesos de aprendizaje subyacentes. El caso de Toyota Argentina"]O cguw'f'c_0'Wp'kxgtukf cf "P celqpcn'f g' I gpgtcr'Ucto kpgvq0'

Tgengpf tggg."C0'I gj rgp."D0"("O ctz."E0*4244+0'Kp'vgtpcv'kpcn'dw'kpguu."o w'k'p'c'v'k'p'c'n'g'p'v'g't'r'k'g'u"cpf " p'c'v'k'p'c'r'k'v'q'h'y'j'g'eqo r cp{<'C"eqp'ut'w'v'x'g't'g'x'k'g'y'q'h'r'k'g't'c'w't'g'0'Business History."64*, +."3789/37; ; 0j wr u-1f q'k'q'ti B202: 21222989; 3042440433: 93: "

Tlectf q."F 0*3: 39+0On the Principles of Political Economy and Taxation0Lqj p'O wtc{ 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'kxgtukf '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'T'quct'k'q_0j wr u-1f q'k'q'ti B206: 935 B2558a476; 3"

Twdkq."L0'F'kcu'N'qwt'g'p'eq."O 0D0'R'gl | ct'k'p'k'N0"("D't'k'l'O'c'ue'ct'g'p'j'cu."V0*4244+0Mejorar la productividad argentina: El caso Guidi y la industria automotriz0Hwpf ct0j wr u-1f hwpf 0ct Ir wdr'ke'ce'k'q'p'le'cu'q/i w'k'k' k'p'f w'ut'k'c/w'q'o q'v'k'k' l'

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

Twi o cp."C00 0'('Eqm'kpuqp."U0*4226+0Vj g'T'gi k'p'c'n'P'c'w't'g'q'h'y'j'g'Y'q't'r'f'c'w'q'o q'v'x'g'U'g'e'v't'0European Management Journal."22*7+."693/6: 40j wr u-1f q'k'q'ti B20238 11Qo 1042260; 028"

Ucnq."O 0"(" \ { r'ld'g't'd'g'ti."G0*4237+0Ht'qo "I q'x'g't'p'c'p'eg"v'q"U't'c'v'g'i {<'K'p'l'g'e'v'k'p'i "O'c'p'c'i'g'o'g'p'v'U'w'f'k'g'u"l'p'v'q" I m'd'c'n'X'c'n'w'g'E'j'c'k'p'u'0SSRN Electronic Journal0j wr u-1f q'k'q'ti B20435; l'ut'p'04852288"

Ucnq."O 0"(" \ { r'ld'g't'd'g'ti."G0*423; +0U'w'r'r'rd'g't'ut'c'v'g'i { "k'p"i m'd'c'n'x'c'n'w'g'e'j'c'k'p'u'<'U'j'c'r'k'p'i "i q'x'g't'p'c'p'eg"cpf " r't'q'h'k'k'p'i " l't'q'o " w'r'i't'c'f'k'p'i'0' Socio-Economic Review." 17*5+, " 8: 9/9290 j wr u-1f q'k'q'ti B202; 5 l'ug't'lo y z26; "

Uc'rc'ku."T0"("U'q't'r'g't."O 0*3; ; 5+0Les mondes de production: Enquête sur l'identité économique de la France0G'f'k'k'p'u'f'g'w'G'eq'g'f'g'u'j'c'w'g'u'2 w'f'g'u'g'p'w'el'g'p'eg'u'q'el'c'rg'u'0'

Ucpq."O 0'('F'K'O'c't'v'k'p'q."N0*4225+0V't'g'u'ec'u'q'u'f'g'l'c'r'q'p'k'c'el'p'f'g'r'e't'g'r'c'el'p'f'g'g'o'r'ng'q'g'p'C'ti'g'p'v'k'p'c'0'f'f'0' Revista de la CEPAL0'

Ucpv'c't'e'pi'g'm."L0"("R'g't't'q'p'g."I 0*4234+0V't'c'p'u'h'q'to'c'el'q'p'g'u."t'g'p'c'd'k'k'f'c'f"{"g'o'r'ng'q'g'p'r'e'è'À'r'w'r'k'p'f'w'ut'k'r'0' C'p'è'k'u'k'u'f'g'r'e'è'À'r'w'r'c'w'q'o'q'v'k'k'g'p'r'e'r'q'u'v'Eq'p'x'g't'v'k'k'f'c'f'0'Revista De Historia De La Industria, Los Servicios Y Las Empresas En América Latina."6*32+, "560'

Ucpv'c't'e'pi'g'm."L0"Y {f'rg't."C0"("R'c'f'p."L00 0*423; +0R'q'r'f'k'ec"ge'q'p'>o'k'ec"{"f'g'u'g'o'r'g'o'q'k'p'f'w'ut'k'r'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'q't'v'q'p"('Eqo r cp{ 0'

Uej'q'tt."O 0*4234+0Nc"f'g'ul'p'f'w'ut'k'r'k'k'c'el'p"eqo q"gl'g"f'g'n'r't'q{g'e'v'q"t'g'h'w'p'f'c'el'q'p'c'n'f'g'r'e"ge'q'p'q'o'f'c'{"r'e" u'q'el'g'f'c'f"gp"C'ti'g'p'v'k'p'c."3; 98/3; : 50'América Latina en la Historia Económica."19*5+, "53/780 j wr u-1f q'k'q'ti B202: 454 k'nj'g'0x3; k5074: "

Uej'q'tt."O 0"('Ec'ug'm."O 0L0*4237+0E'w'c'p'f'q'g'n'et'g'eko'k'p'v'q"p'q"gu'f'g'uct't'q'm'q'0C'n'i'w'p'q'u'j'g'ej'qu'g'v'k'k'k'c'f'qu' f'g'r'e'f'k'p'è'o'k'ec'k'p'f'w'ut'k'r'g'p'r'e'r'q'ue'q'p'x'g't'v'k'k'f'c'f'0Cuadernos de Economía Crítica."2."6; /990'

Uej'q'tt."O 0"("Y'c'k'p'g't."C0*4236+0Nc"ge'q'p'q'o'f'c'ti'g'p'v'k'p'c'g'p'r'e'r'q'ue'q'p'x'g't'v'k'k'f'c'f'<'R't'q'd'ng'o'c'u'g'ut'w'ew't'c'rg'u' {"t'g'ut'le'ek'p"gz'v'g't'p'c'0Realidad Económica."286."359/3960'

Uej'x'c't|g't."L0*3; ; 7+0Nc"t'g'eq'p'x'g't'uk'p"f'g'r'e"l'p'f'w'ut'k'c"cw'q'o'q'v'k'k'g'c'ti'g'p'v'k'p'c'0'Ciclos en la Historia, la Economía y la Sociedad."5*, +."7/490'

Uej'x'c't|g't."L0*3; ; 8+0La Industria Que Supimos Conseguir"R'c'p'g'v'c-0'

Uej'x'c't|g't."L0*3; ; : +0Implantación de un modelo económico: La experiencia argentina entre 1975 y el 20000C/\ 'G'f'k'q't'c'0'

Uej'x'c't|g't."L0"t'q'lcu'D't'g'w."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 actual0EGURCO'

Ugt't'c'p'k'G0*4234+0G'n'f'g'uct't'q'm'q'ge'q'p'>o'k'eq"{"r'q'u'g'u'w'f'k'q'u'q'd't'g'g'n'G'w'c'f'q"{"r'q'u'g'o'r'g'g'uct't'k'q'u'0W'p'eq'p'w'c'p'v'g" f'g'uc'h'f'q'r'c't'c'rc'u'El'k'p'ek'u'U'q'el'c'rg'u'0Papeles de Trabajo."9*C° q'8+, "349/3760'

Uj'c'k'nj."C0*4238+0Capitalism: Competition, Conflict and Crisis0Qzhqtf 'Wp'kxgtukf 'Rt guo0'

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