



Pérez Almansi, Bruno

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

TESIS DOCTORAL

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Resumen

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

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

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

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

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



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

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Wpkxgtukf cf 'P cekqpcrif g'S wkro gu"

Autor: Mg. Bruno Perez Almansi

Director: Dr. Alejandro Gaggero

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Gp'r tko gt'hwí ct."guc'v'guku"{'gn'v'cdclq'f g'kpxguki cek»p's wg'gmr'o wguvc'pq'j wdkgtc'ukf q" r qukdng'ukp"gn'cr q q" {"hkpceko kgpvq'f gn'Guvf q'pcekqpcn'c"v'cx²u'f gn'qvqti co kgpvq'f g"wpc" dgec'f qevqtcnEQP KEGV."c'r ctvkt'f g'rc'ewcnr' wf g'f gf lecto g'gzenukxco gpvg'cnf gucttqm'f g'rc" r tgu'pvg'v'guku0"

O khwi ct'f g'v'cdclq."rc'Wpkgtukf cf'P cekqpcn'f g'Ucp'O ctv'p."{"gp'r ctv'kwrt."uw'Guewgrc" Kpygtf kuek rkpctk'f g'Cnqu'Guwf kqu'Uqekrgu."ewo r rdtqp'wp'tqn'hwf co gpvcn'gp'gn'eco kpq'f g" rc'r tqf week»p'f g'guc'v'guku0C'uw'xgl."gnf qevqtcf q'gp'F gucttqm'Geqp»o leq'f g'rc'Wpkgtukf cf" P cekqpcn'f g'S wko gu'pq'uqm'o g'r gto kks'mgxct'c'ecdq'guc'kpxguki cek»p."ukpq's wg'o g'pwtk»" f g'f kweukqpgu" {"r gtur gev'x'cu"vg»tlecu."eqpqeko kgpvq'j kw»tleq."j cdkrkf cf gu'v'epkecu" {"t'gf gu" r tqhgukqpcn'g'kpf kur gpucdrgu'r ctc'o kf gucttqm'cecf²o leq0'

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

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

Qtc'o gpe»p'gur gekn'gu'v' f k'ki k'f c'c'rcu'r tqhgugt'f g'v'guku."s wkgp'gu'vco dk² p" ewo r rdtqp" {"ewo r rdp'hwpekqpgu'glgew'x'cu"gp'gn'f qevqtcf q."Lwcp'Ucpvte^a pi gmq" {"Hgtpcpf q" Rqtv'c'0'Nc"v'ctgc" gp'g'ug"ugo k'pctk'q'hwg"etwecn'r ctc"rc"o cf w'ceek»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 v'ec" {"uw'ecrkf gl' j wo cpc" r ctc"eqpf wek'gn'v'cdclq0"

S wkg'q'vco dk² p'f ctng'u'rcu'i tceku'c'f k'gt'gp'v'g'u'r tqhgugt'f g' {"eqrgi cu'eqp"s wkgp'gu'j g" r qf k'f q'f k'ew'kt'f k'w'p'vcu'r ctv'gu'f g'g'ug"v'cdclq"eqo q'I gto^a p"Rkpc| q."Tqf tki q"R² tgl' "Ct'v'ec." Cpc"Ecuv'gmpk"Guvgdcp"Ugttcpk"O cpw'gn'I qp| cmq."Nqtgp| c"O »pceq."Lqj p"Vj qdwtp."Mctqw" P cvuwf c."O ctv'p'Uej tqgf gt."F c'p'k'gn'Uej v'kpi ctv."Er'wf k'q"Dgrk'p"Hg'f g'leq"F wrelej."Xgt»plec" Tqdg'tv."Lko gpc"Tvdlq."O c'v'p'cu'I wo cp."I cdt'k'gn'Rqtekg."Nwku"D² tvqr."O ctv'p'Dwti qu."Cpcj ¶ Tco r k'p'k' {"Gt'p'gu'q"O cv'qu'0'Gur gekm gpvg'gpv'g'gmqu's wkg'q'f g'uw'cect'rc'ko r qtvcpek'f g'rcu' f k'ew'k'qpgu" {"gn'v'cdclq"eqp"o k'co ki q" {"eqrgi c" Lcxkgt" R² tgl' " K^a° gl'."s wg"j cp"t'guw'ncf q" hwf co gpvcn'g'u'r ctc'rc'grcdqtceek»p'f g'guc'v'guku0"

Ci tcf gl eq'c'vqf qu'o ku'eqo r c° gtqu'f gn'E gptq'f g'Guwf kqu'Uqekrgu'f g'rc'Geqpqo 'f'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 dkp"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 Adkecu"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 tlpek'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'upp"wp'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."Rvlelkq." Fkqi q."Lxkgt."Lwcp."Hcpekueq."Cnglcpf tq."Gwi gpk."Hcpekueq" { "O ctkepgr's wg.'cwps wg'c'xgegu" o g'r tgi wvpg'c's w²"o g'f gf leq."uw'ectk' q" { "cr q { q'upp"ugpekrgu0I tceku'vco dkp'c'vqf qu'o ku' co ki qu'f g'rc' b cgut'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 dkp' b g'j c' c { wf cf q'cecf²o leco gpvg'c'r ctvt'f g'uw'eqo gpvctkqu" { "qr kpkpqu0'

Rqt" Ànko q." rñ" f q { "rc'u' i tceku" c" o k' o co a " { "o k' j gto cpq." s wg" upp" ñu' r kret gu' hwpf co gpvrgu'gp' b kxkf c" { "c's wkgpgu'ñu'f gdq'ecf c'wpq'f g'o ku'ñi tu0"

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 wro gu" { "c'rc'Wpkgtukf cf "P cekqpcn'f g'I gpgtcn'Ucto kpvq" { "ñ" j ci q'gzvpuqxq'cn'Gucf q'pcekqpcn'cti gpvq0I tceku'r qt'eqphct'gp'o 'r ctc'mgxct'c'ecdq'guc' kpxguki cek»p0Eqp'gmc." { "eqp'o k'vcdclq'gp'i gpgtcn'dwueq'cr qtvt'cn'eqpkeko kpvq'f g'cn' wpqu' f g'ñu'r tqdrgo cu's wg'kpgp'pwgustq'r c'ñu'r ctc'cxcp| ct'gp'uqñekpqu's wg'vpi cp'eqo q'qdlgkxq" o glqtct"uwvpcvdrno gpvg'gn'dkpguct'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 wnkpcækqpcrgu.....58"

306"ó'K»xgtuk»p'Gz»t»cplgtc'F kt gev<»ru'ghgevqu'f g'rc'u'Go r t gucu'O wnkpcækqpcrgu'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"

Eqpenwækqpgu'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»kpc'f guf g'uwu'kpekqu'j cu»c'rc' etkuku'f g'rc'eqpxgt »dkrkf cf89"

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

404/"Hk'f g'rc'K»f wutkcn' cel»p'r qt'Uwukwæp'f g'K r qt wækqpgu"{'gucpeco kgrv' r tqf wækq'gp'gn'ugevq'cwqo q»qt' »cti gp»kpc'»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'etkuku'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"

46"/F gugo r g° q'geqp»o leq'f g'ecf c'vgtó kpcn'cwqo qvtk' *4224/423; +(9"
Eqpenwákpqu'r ctekrqu(9"
CAPÍTULO 3	99
La incrustación internacional de Toyota Argentina: la formación y el desarrollo de la multinacional Toyota Motor Corporation.....	99
Kptqf week»p'f gr'ecr ¶wq(;"
500/"Nqu'lpkekqu'f g'Vq{ qvc'gp' lcr »p"*3; ; 2/3; 5; +(22"
504'ó'Gr'ukugo c'f g'r tqf week»p'f "gr'ó ² vqf q'f g'Vq{ qvc(24"
5040"/"Gr'ukugo c'f g'r tqf week»p'f g'Vq{ qvc*"Toyota Production System."VRU+(24"
5040"/"Gr'ó ² vqf q'f g'Vq{ qvc*"The'Toyota Way)'(29"
505"/"Etgekó kpvq'gp' lcr »p'f "cwo gpvq'f g'rcu'g'zr qtvekpqu"*3; 67/3; 95+(32"
506'ó'Rtqf week»p'rqecn'gp'o gtecf qu'ercxg"*3; 95/3; ; 2+(38"
507"/"Gcr c'f g'i rdcnk' cek»p"*3; ; 2/422: +(44"
508'ó'Gr' tq{ gev'f g'Kppxc»p'Kvgtpekpnc'f g'Xgj ¶wqu'O wnr tq »ukq' *IO X+(44"
509'ó'Gr'f gxgpk'f g'VO E'hwgi q'f g'rc'etluku'o vpf kn'f g'422: (57"
Eqpenwákpqu'r ctekrqu(63"
CAPÍTULO 4	143
La incrustación nacional de Toyota Argentina y la evolución de su desempeño productivo y comercial	143
Kptqf week»p'f gr'ecr ¶wq(65"
606"/"Nc'gutcvgi kc'f g'tcf kecek»p'f g'Vq{ qvc'gp'gr'ó gtequwt '(66"
604"/"Nc'kwrc»p'f g'Vq{ qvc'gp'Cti gpvpc"*3; ; 6/4223+(73"
605"/"Cti gpvpc'gp'gr'Rtq{ gev'IO X(77"
606"/"Glgewek»p'f gr'IO X'g'kpugete»p'tgi kpcn(77"
607"/"P wxcu'ecr celf cf gu'i gtgpekrqu'rqecrqu'f "rc'g'zr cpuk»p'f g'VO E'gp'Co ² tlec'Ncvpc (87"
608"/"Gr'rcp' co kpvq'f g'rc'pwgxc'J kwz'f "rc'lwrc'g'ce»p'f g'rcu't² eqtf u'r tgxkqu(94"
Eqpenwákpqu'r ctekrqu(99"
CAPÍTULO 5	184
Gobernanza y upgrading en la cadena de valor de Toyota Argentina.....	184
Kptqf week»p'f gr'ecr ¶wq(6"
706"/"Eqpvkpf q'rqecn'g'ko r qtvcf q'f g'rcu'xgj ¶wqu'f g'Vq{ qvc'Cti gpvpc(7"
704"/"F gucttqm'f g'r tqxggf qtgu(;"
705"/"Rtqxggf qtgu'f g'Vq{ qvc'gp'Cti gpvpc(5"

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"
 7064"/"Rtqxggf qtgu"o wmpcekqpcrgu'pq'lcr qpgugu'.....424"
 70643"/"F cpc'.....424"
 70644"/"O gvcnc'.....426"
 7065"/"Rtqxggf qtgu'rqecrgu'.....427"
 70653"/"kpf wutku'I wkf k'.....427"
 70654"/"Gugdcp'Eqtg'gtq'.....42; "
 70655"/"Xgpvcno '.....433"
 70656"/"Rqiko gvcn'.....434"
 70657"/"o'Eqo r c° 'c'Tgi kpcn'f g'Cegtqu'Hqtlcf qu'O gtegf gu'*ETCHO UC+'.....436"
 70658"/"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"
 7073"/"Nc"gobernanza"gp'rc'ecf gpc'f g'xcmt'f g'Vq{ qv'Cti gpvkc'.....442"
 7074"/"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'ghgevqu'gp'gptco cf q'r tqf wevqxq'rqecr455"
 5"/"Rtqr wgu'cu'r cte'gn'guv'f g'rc'kpf wutke'cwqo qv'k' cti gpvkc'c'r ctv'f gn'guwf kq'f g'ecuq
459"
 CP GZ Q'O GVQF QN` I KEQ'.....464"
 3"/"p'fleg'f g'J gth'p'f'cj n'g'J kuej o cp'.....464"
 4"/"Xcmt'f g'xgj 'fawqu'r tqf wekf qu'r qt'v'gto kpcn'cwqo qv'legu'.....464"
 5"/"Eqpv'gpk'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'eatt'g'rc'ekp'gpvtg'xct'cekqpgu'RD'Cti gpvkc'f 'xgpvcu'gp'gn'o gtecf q'kpv'gtpq"
 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" * wpk cf gu" * glg" k s wktf q" + { " go r ngq" tgi kwtcf 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" * wpk 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" * wpk 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" " kr q" * r qtegpvc lgu" + * 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" * wpk cf gu" + * 3 ; ; 9/423 ; + ;

I t^a hleq" K8" ó" Go r ngq" gp" gn" lugevt" vto kpcn" f g" r kpf wwtk" 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" vto kpcn" cwqo qvtk" * o kmppgu" f g" f » rctgu" eqttkpgvgu" + * 4224/423 ; + 3

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

Vcdn" K3" / " Rqlekp" 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" ugrgeekpcf qu" + 4

I t^a hleq" K; " / " Gzr qtvcckppgu" f g" vto kpcrgu" cwqo qvtk" lgu" * o kmppgu" f g" f » rctgu" HQD" + * 4224/423 ; + 5

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

I t^a hleq" K32" / " Ucf q" eqo gtekn" gzvtg" r qt" vto 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" vto kpcrgu" f g" Cti gpvkpc" * r qtegpvc lgu" + * 4224/423 ; + 9

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

Vcdn" K33" ó" Go r tgucu" f gn" I twr q" Vq { qvc, 834

Vcdn" K34" / " H dtkecu" f g" Vq { qvc" f g" pvtq" f g" Lcr » p 835

Vcdn" K35" / " Tc| qppgu" f g" r u" f gekukppgu" f g" tcf kecek" p" f g" hkrkrgu" f g" Vq { qvc" gp" f kkpvcu" r c" f ugu" f gn" o wpf q 83:

I t^a hleq" K33" / " Rtqf week" p" cpwcn" f g" xgj " f wqu" f g" Vq { qvc" gp" Lcr » p" { " gp" gn" gzvtkqt" * o krgu" f g" wpk cf gu" + * 3 ; ; 78/423 ; + 845

I t^a hleq" K34" / " Rtqf week" p" f g" xgj " f wqu" hwtc" f g" Lcr » p" r qt" tgi k" p" * r qtegpvc lgu" + * 3 ; ; 8 ; /423 ; + 845

Vcdre'KKK6/"Rtlpekr crgu'ceekqpkrvcu'f g"Vq{ qvc'O qvqt'Eqtr qtcvqp *4242+(000000000000000000)848
I t^a heq'KKK5/"Tgf'f g'ceekqpkrvcu'o c{qtkctkqu'f g"Vq{ qvc'O qvqt'Eqtr qtcvqp *4242+(000000)849
Vcdre'KKK7/"Rtlpekr crgu'dcugu'f g'r tqf weekp'f g'r tq{ gevq'KO X(000000000000000000000000)852
Hk wt'KKK4'o'c'f g'r'c'ti cpk celop'kpwgt pceekpnc'f gn'r tq{ gevq'KO X(0000000000000000000000)855
I t^a heq'KKK6/"Rtqf weekp'cpwcnf'f g'xgj fweq'u'r qt'go r t guc *wpkf cf gu+*4222/4239+(00000000)859
I t^a heq'KKK7/"kpi tguqu'cpwcrqu'f g'ecf c'vto kpcn'cwqo qvtk 'o kmpgu'f g'f »rtgu+*3; ; 7/423; +
(00)85:
I t^a heq'KKK8/"Xgpvcu'f g'xgj fweq'u'f g"Vq{ qvc'gp'r tlpekr crgu'tgi kppgu' { "r c'jgu"*wpkf cf gu+
*4229/423; +(00)85;
I t^a heq'KKK9/"Rtqf weekp'cewo wrc'f g"Vq{ qvc'r qt'r c'ju'gpvt'g"4229' { "423; *wpkf cf gu+, '0062
I t^a heq'KK/3/"Gur gelckl celop'r tqf wvxc'f g'cwqo qvtlegu'ugrgeekppcf cu'gp'gn'ugi o gpv'f g'
xgj fweq'u'hkxcpqu'r ctc'r'u'hkrcgu'f g'Cti gpvpc' { "Dtcukn'c'o q'4224+(00000000000000000000)869
I t^a heq'KK/4/"Eqttgrecpqu'gpvt'g'nc'xctkcelop'f gn'RKD'f g'Cti gpvpc' { "nc'r tqf weekp'f g'
xgj fweq'u'f g'qf cu'r'u'go r t guc'u'gzegr vq'Vq{ qvc'*C+ { "u»mq'Vq{ qvc'*D+*3; ; : /423; +; (000000)86;
I t^a heq'KK/5/"Eqttgrecpqu'gpvt'g'nc'xctkcelop'f gn'RKD'f g'Co ²tlec'Ncvpc'*gzegr vq'O ²zleq+ { "
nc'r tqf weekp'f g'xgj fweq'u'f g'qf cu'r'u'go r t guc'u'gzegr vq'Vq{ qvc'*E+ { "u»mq'Vq{ qvc'*F +*3; ; : /
423; +; (00)872
Vcdre'KK/3/"Go r t guc'u'f gn'I twr q'Vq{ qvc'gp'Cti gpvpc'(0000000000000000000000000000000000)874
Vcdre'KK/4/"O qf gqu'f g"Vq{ qvc'J knvz (00)87:
Kci gp'KK/3/"O qf gqu'f g'pgi qek'f g'VCUC(000)885
I t^a heq'KK/6/"Gzr qtveekppu'r qt'f gukpu' { "xgpvcu'f g'xgj fweq'u'pceekpnc'gu'gp'gn'o gtecf q'
kpwtpq'f g'Vq{ qvc'Cti gpvpc'*wpkf cf gu+*4224/423; +(000)886
Vcdre'KK/5/"O qf gqu'f g'r len'w' u'xki gpvu' { "r c'jgu'f g'r tqf weekp' *4242+(000000000000000000)889
Vcdre'KK/6/"Kpxgtukppu'f g'VCUC'f »rtgu'eqttkpvu+*3; ; 9/423; +(000000000000000000000000000000)892
I t^a heq'KK/7/"T guwncf qu'pgqu'f g'ecf c'glgtelek'f g'VCUC' { "uw'wvck celop' *o krgu'f g'f »rtgu+
*4224/423; +(00)893
I t^a heq'KK/8/"Rtlpekr crgu'qr gteekppu'f g'VCUC'eqp"VO E"eqo q'r qtegpvc'l'f g'r'u'xgpvcu'
vqcrqu'f g'ecf c'c'o q'r qtegpvc'l'g+*4224/423; +(000)893
I t^a heq'KK/9/"Xgpvcu'f g'r'u'r tlpekr crgu'r len'w' u'o gf kpcu'gp'Dtcukn'*wpkf cf gu+*4225/423; +
(00)895
I t^a heq'KK/:"/"Gzr qtveekppu'f g'Vq{ qvc'Cti gpvpc'r qt'f gukpu'gzegr wcp'q'Dtcukn'*o krgu'f g'
f »rtgu'HQD+*4224/423; +(00)896
I t^a heq'KK/;"/"Xctkcelop'f g'cwqo »xkrgu'r tqf wekf qu'gp"Cti gpvpc"gpvt'g"4233" { "423; "
*r qtegpvc'l'g+(00)898
I t^a heq'KK/32/"Xctkcelop'f g'xgj fweq'u'eqo gteckru'hkxcpqu'r tqf wekf qu'gp"Cti gpvpc"gpvt'g"
4233' { "423; *r qtegpvc'l'g+(00)899

Hli wtc "KX/3"/"F kci tco c" f g" nqu" r t lpekr cngu" hcevqt gu" f g" r" guntcvgi kc" go r t guctkn' f g" Vq{ qvc" Cti gpvpc(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"/"Rt lpekr cngu' 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 gpvpc" *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 gpvpc' r qt' r t lpekr cngu' qt' f' gpgu' *o krgu' f g' f » rctgu+ *4224/423; +(9

Hli wtc "X/3"/"Rt lpekr cngu' 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 gpvpc" 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" o' Ercukhecek p' f g' eqo r qpgpvgu' 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 gpvpc" *wplf cf gu+ *3; ; 9/423; +(473

I t^a hēq "2/4" o' Gzr qtvcckppgu' f g' xgj fēwqu' f g' r cuclgtqu' { 'eqo gtekrngu' f g' Cti gpvpc" *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 gpvpc" *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 gpvpc (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 + { " ecpvkf cf' f g' wplf cf gu' r' tqf wvkf cu' gpt' g' 4224" { "423; *co c' o' q' f g' r' dwt d' wlc + (476

I t^a hēq "2/7"/"K r 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" /" Rt gukf gpvgu." xlegr t' gukf gpvgu" { " r' t' gukf gpvgu" f gn' f' k' t' g' evqt' kq' f g" Vq{ qvc" O qvqt" Eqtr qtcvkqp(478

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

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

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

Vcdre "2/8"/"Ceekpkrku' f g" nqu' r t lpekr cngu' ceekpkrku' f g" Vq{ qvc" O qvqt" Eqtr qtcvkqp" *4242+ (484

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

Hki wtc'2/4'ó'Gutwewtc'eqtr qtcvkc'f g'Vq{qvc'O qvqt'Eqtr qtcvkc'c° q'4225+(0000000000000000)48:

I tª hēq'2/8'/'Xgpvcu'cpwrcgu'f g'Vq{qvc'gp'Lcr »p'{'gp'gn'gzvgtkqt '*gp'wplf cf gu+'*3; 97/4239+(0000000000000000)48:

I tª hēq'2/9'/'Tgpvdkkf cf 'f gnI twr q'Vq{qvc' *r qtegpvc'lgui+'*3; 92/4234+(0000000000000000)48:

I tª hēq'2': '/'pf lēg'f g'tgncēp'f g'tcdclq'gpvtg'vgtō kpcrgu'{'r tqxggf qt gu'gp'GGWW'f g'Rncpgv' O qtcp, (0000000000000000)48;

Vcdrc'2': '/'Tcprkpi 'f g'Vq{qvc'gp'gn'tcprkpi 'f g'rcu'r tkpkr crgu'go r tgucu'o wnkpcckqpcrgu'f gn' o wplf q'r qt'kpi tguqu+'*3; ; 7/423; +(0000000000000000)492

I tª hēq'2'; '/'Rtqf weekēp'r qt'r c'f'u'*423; +*'gp'wplf cf gu+, (0000000000000000)493

I tª hēq'2/32'/'Rtqf weekēp'f g'Vq{qvc'Cti gpvkc.'"Dtcukn'{'Xgpgl wgr '*wplf cf gu+'*3; 7; /423; +(0000000000000000)494

Vcdrc'2'; '/'F kur qukekppgu'kpukwckqpcrgu'pcekqpcrgu'{'tgi kqpcrgu'wkrl cf cu'r qt'Vq{qvc'(0000)495

I tª hēq'2/33'ó'Kpēgpvkqu'f gn'i qdlgtpp'pcekpcni'*et²f kqu'eqttkpvgu+'eqo q'r qtegpvc'lg'f g' xgpvcu'pgvcu'f g'VCUC'gp'ecf c'c° q' *r qtegpvc'lgui+'*4224/423; +(0000000000000000)498

Ko ci gp'2/3'/'Rncpvcu'f g'r tqf weekēp'{'ēgpvtqu'f g'f kvtkdwēkēp'f g'Vq{qvc'Cti gpvkc'{'Dtcukn'c° q' 423; +(0000000000000000)499

Hki wtc'2/5'ó'Guecr'Igtª ts wkc'qr gtctkqu'VCUC (0000000000000000)499

Hki wtc'2/6'ó'Guecr'Igtª ts wkc'r tqhgukqpcrgu'VCUC(0000000000000000)49:

Vcdrc'2/32'ó'O qf grqu'r tqf wekf qu'r qt'ecf c'go r tguc'gp'Cti gpvkc'{'Dtcukn'gp'3; ; 9'(000000)49;

I tª hēq'2/34'/'Xcrqt'ci tgi cf q'f g'rcu'cevkxf cf gu'f g'ci tkewwctc.'"ec| c.'"ukrklewawctc.'"r guec.'" o kpgt'f'{'gpgti 'f'gp'Co ²lēc'Ncvlc'° ko kmpgu'f g'f »rtgu'eqttkpvgu+'*3; ; /423; +(00000000)4: 3

Vcdrc'2/33'/'O qf grqu'pcekqpcrgu'{'tcpi qu'f g'r tgekqu'° ko krgu'f g'r guqu+'c° q'423; +(00000000)4: 4

I tª hēq'2/35'/'Eqttgrēkqpgu'gpvtg'xctkēkēp'f gn'RKD'f g'Cti gpvkc'{'xgpvcu'f g'cwqo »xkrgu'gp' gn'o gtecf q'kpvgtpp'f g'vqf cu'rcu'go r tgucu'gzegr vq'Vq{qvc'°C+'{'u»mq'Vq{qvc'°D+'*3; ; /423; + (0000000000000000)4: 5

I tª hēq'2/36'/'Eqttgrēkqpgu'gpvtg'xctkēkēp'f gn'RKD'f g'Cti gpvkc'{'xgpvcu'f g'wkxctkqu'gp'gn' o gtecf q'kpvgtpp'f g'vqf cu'rcu'go r tgucu'gzegr vq'Vq{qvc'°E+'{'u»mq'Vq{qvc'°F+'*3; ; /423; + (0000000000000000)4: 5

I tª hēq'2/37'/'Xgpvcu'gp'gn'o gtecf q'kpvgtpp'cti gpvkc'f g'xgjl'f'wqu'r qt'go r tguc'°wplf cf gu+'*3; ; 8/423; +(0000000000000000)4: 6

I tª hēq'2/38'ó'Rct'kēkēkēp'f g'uwrif qu'{'lqtprgu'urdg'xgpvcu'pgvcu'f g'VCUC'f g'ecf c'c° q' *r qtegpvc'lgui+'*4224/423; +(0000000000000000)4: 7

Vcdrc'2/34'/'Fktēvkxqu'f g'VCUC'°3; ; 7/423; +(0000000000000000)4: 8

Ko ci gp'2/4'/'Wdēkēkēp'f g'rc'rc'pvc'f g'Vq{qvc'Cti gpvkc.'"r vgtvq'Vgtō kpcni'\` a tcvg'{'rc' kpvgtugeekēp'f g'rcu'Twcu'P cekqpcrgu'; "{'34'(0000000000000000)4: 2

I tª hēq'2/39'/'Rtqf weekēp'cpwrc'f g'xgjl'f'wqu'r qt'eqo r c° 'f'gp'Dtcukn'°wplf cf gu+'*3; 79/423; + (0000000000000000)4: 3

Vcdre'2/35/"Rtkpek ergu'cwqr ct vucuf'g'Vq{qc'Cti gpvc"*4242-0000000000000000000000000000000000; 4'

LISTADO DE SIGLAS

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

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

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

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

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

CGE"ó"Ctcepgn"Gz vtpq"Eqo Àp"

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

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

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

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

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

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

CUGCP/"Cuqekcvkp"qh"Uqwj gcuv"Cukp"P cvkpu"

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

ECP/"Eqo wpl cf"Cpf kpc"

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

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

EI X"ó"Ecfcpcu"l mdcrcu"fg"Xcrqt "

EKF K/"Egpvtq"Kpvtpeckpcn"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"q"Nqecn"

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

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

GE"ó"Guvcf qu"Eqvtcrqu"

GO"ó"Go r tgu"O wmpcekpcn"

GO Kó"Guvo cf qt"O gpuwcn"Kpf wutkcn"

GR"ó"Guvcf q"Rgtk?tleq"

HQD/"Hgg"qp"Dqctf "

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

I CVV/"I gpgtcn"Ci tggg gpvqp"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 wk 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"
 KOG/"Kpf wwtkcu'O ge^a plecu'f gn'Gucf q"
 KOX/"Kpaxcwxg"Kpgtpevkqpcn'O wnk/r wtr qug"Xgj kerg"
 KXC/"K r wguvq'cn'Xcmj'Ci tgi cf q"
 KXH"ó"pf keg'f g'Xqmo gp'Hjkeq"
 LX/"Lqkpv'Xgpwtg"
 NPC"ó"Nkegpeku'P q'Cwqo^a wlecu"
 O GTEQUWT"ó'O gtecf q'Eqo Àp'f gn'Uwt"
 PUF"ó'P wxc'Uqekqmi Ꞥ'f gn'F gucttqmj"
 PUG"ó'P wxc'Uqekqmi Ꞥ'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'HcevtꞤ"
 UG"ó'Uqekqmi Ꞥ'Geqp»o lec"
 UO CVC/"Ukpf lecvq'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/"VgqtꞤ'f g'rc'F gr gpf gpek"
 VFO/"VgqtꞤ'f g'rc'F gr gpf gpek'O ctzkuc"
 VÆ/"Vgepqmi Ꞥ'f g'Kphto celøp"{ 'Eqo wpleceløp"
 VNE/"Vtcwcf q'f g'Nkdtg'Ego gtekq"
 VNECP/"Vtcwcf q'f g'Nkdtg'Ego gtekq'f g'Co² tlec'f gn'P qtvg"

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

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

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

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

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

WIC"ó"Wpkp"Kpf wutkriCti gpvpc"

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

WQO "ó"Wpkp"Qdtgtc"O gvnÀi kcc"

XDR"ó"Xcmj"Dtwq"fg"Rtqf weevqp"

INTRODUCCIÓN

1 - Presentación del problema y estado de la cuestión

C"r ctvkt "f g"rc" f² ecf c" f g"3; ; 2"rcu" go r t gucu" f g" f kxkpvqu" r c" f ugu" vgp f kgtqp" c" vtcpuhgtk" cni wpcu" cevkxkf cf gu" f gn" r tqeguq" r tqf wevkxq" j cekc" qvtcu" go r t gucu" *out-source+ { "qvtqu" r c" f ugu" *offshore+ hqto cpf q"rcu" mco cf cu" cadenas globales de valor" *EI X+ *I gtghk'gv'cni" 4223. "4227+0" Nqu" vtdclqu" s wg" cpcrk ctqp" guvg" r tqeguq" uquwxkgtqp" s wg" rc" kpugetekp" f g" mqu" r c" f ugu" { "rcu" go r t gucu" gp" guvcu" ecf gpcu" i gpgtc" wpc" ugtkg" f g" gz vgtpcrk cf gu" geqp» o kccu" { "uqekrgu" dgpghlekqucu" r etc" gmqu" 0" Cu" f" guvqu" cwqtgu" r wgf gp" ci twr ctug" eqp" qvtqu" s wg" uquvkpgp" s wg" mqu" ghgevu" f g" rc" tcf kecekp" f g" Go r t gucu" O wmkpcekqpcrgu" *GO u+ "gp" r c" f ugu" perifericos" tgegr vqtgu" *host country+ "vkgp" eqpugewgpcku" r qukkxcu" r etc" mqu" 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. "gzkxgp" cwqtgu" s wg" f guvecp" mqu" ghgevu" pqekxqu" f g" guvcu" kpxgtukqpgu. r t kpek cm gpvg" f guf g"rcu" vgtq" f cu" o 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" xkukqpgu" o a u" r qrtk cf cu" pwo gtququ" vtdclqu" go r f lequ" cttkdcp" c" tguwncf qu" j gvgqi 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" hcevqtgu. "vcrgu" eqo q<"rc" ecrkf cf { "gnpkxgnf gn'ecr kcnj wo cpq" f gn" r c" f u" tgegr vqt *Dgpi qc" { "Ucpej gl / Tqdrqu. "4225=" Nk" { "Nkw. "4227=" Uqmqo qp. "4233+." gnif gucttqm" f gn' o gtecf q" hpcpekgtq" *Cnrtq" gv'cni" 4226=" F wj co . "4226+." rc" gz kxgpck" f g" vtcvf qu" f g" rndt g" eqo gtekq" * j cpi . "4223+." gn'vo c° q" f gn' o gtecf q" *Hcttgm' gv'cni" 4226=" Mw o ctk' { "Uj cto c. "4239+." rc" eqo r ngo gpvtkgf cf "gpvtg" rc" kpxgtukp" mceci" { "gz vtcplgtc" *Cm htclt" { "Cm uchkt. "4236+." rc" ecrkf cf "f g"rcu" kpukwelqpgu" f gn" r c" f u" tgegr vqt *Dgxcp" 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" kphcgtuwewtc" *Dkuy cu. "4224=" Xkic { cmwo ct" gv'cni" 4232+." gn'equq" f g"rc" o cpq" f g" qdte" *Dkri k' gv'cni" 4234+." rcu" rgf gu" ko r qukkxcu" *Dkuy cu. "4224+." gn'ugevqt" 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 kxng" 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 ctvgtu" { "r kgl cu" { "ghgevu" gp" gn'eqo gtekq" gz vgtkqt" f g" mqu" r c" f u" tgegr vqtgu" *Rctf k" 423; =Rcxn" f pgm" 4226=" Rcxn" f pgm" { "fi" f lcmx" a . "4238=" Y wwnng. "4243+0" Cu" f" rc" tkvgtcwte" j c" ug° cmf q" s wg" mqu" ko r cevu" f g"rc" kpxgtukp" gz vtcplgtc" cwqo qvtk" f gr gpf gp" f g" mqu" eququ" f g" r tqf weekp"

f gn' r c¶u" *Mwo etcuy co {" gv'cñf" 4234+ " r r qñ¶lec" kpf wutkñf {" gn' r qf gt" f g" pgi qekcek»p" *bergaining power+f gn'Guxcf q'tgegr vqt *Dctpgu'gv'cñf"4243=Drcem'gv'cñf"4242=P cuwf c."422; =P cuwf c" {"Vj qdwt p."4236+."rc"qdvpekp»f g"geqpqo ¶cu'f g"guecñ" *F qo c unk" {"I y quf | ."422; =J cuurt."4233="Uwi k{ co c" {"Hwko qvq."4222+ {" rñu"guwcvgi kcu'f g"ñu"vgtò kpcrgu"cwqo qvtlegu." r tkpekr cm gpyg"ñu"xlpewrcf cu" c"ñu"egpvtqu'f g'f lug° q" {"ñqecñk cek»p" f g"r ctvgu" *J wo r j tg {" (" Ucrtpq."4222="Mwo etcuy co {" gv'cñf"4234="Rctf k"423; =Ur kpf gpf tglgt" gv'cñf"4237+0"

Rqt"qvtq"rcf q."uk'dlgp"gn'ugevqt"cwqo qvqt"vo dl² p"ug'kpvgi t»"i ñdcm gpyg"gp"ñ" f² ecf c" f g"3; : 2." guvg"ñ" j k q" eqp"hwgtvgu"tcui qu'f g" guecñ" tgi kqpcñ" *Twi o cp" {"Eqñkpuqp." 4226=" Uwi gqp"gv'cñf"422; +0Gp"Co ² tlec" f gn'Uwt"guw"ñqto c"ug'xlq"gzr tgucf c." r tkpekr cm gpyg."gp"ñ" Rqñ¶lec" Cwqo qvtk "Eqo Àp" *RCE+"gpvt g' Cti gpvkc" {" Dtcukñ'gp"gn'ò cteq" f gn'O gtequw" f wcpvg" ñ" f² ecf c" f g"3; ; 2" *Xkur q."3; ; ; +0Gp" Cti gpvkc." guvg" r tqeguq" f g' tgi kqpcñk cek»p" vgtò kp»" eqp"ñ" qti cpk cek»p" cwqo qvtk "gp"dcug" c"ñ" kpf wutkñk cek»p" r qt "Uwukwewek»p" f g" kó r qtvekpqgu" *KUK" {" i gpgt»" wpc" f gukpvgi tcek»p" f g" ñ" kpf wutkñ" ñqecñ" s wg" chge»" r tqhwpf co gpyg" c" elgtvcu" r tqf weekqpgu" *cwqr ctvgu. f vgtò kpcf cu'cevxxkf cf gu'b gvcñti kcu." gve0" {" c'f gvgto kpcf cu'ñto cu" *gp" gur gekñ c"ñu"ñqecrgu" f g' r gs wg° q" {" o gf kcpq" r qtvg+ *C| r k| w'gv'cñf"4223="Uej xct| gt" gv'cñf" 4225+0P q" qduwcpvg." gn'gurd»p" vgtò kpcñf gn'ugevqt" cwqo qvqt" pq"ug'xlq" r gtlwf kecf q" r qt"ñu" tghqto cu" gutwewtcrñu" f g' f lej c" f² ecf c. {" c' s wg"ug" dgpghlek»" eqp" gn'òT² i ko gp" Cwqo qvtk ö" f g" r tkpekr kqu'f gn'f gegpkq" s wg"ñg" dtkpf »" wpc"ucñk c" g'zr qtvcf qtc" ñt gpvg" c"ñ" etkuku" f gn'ugevqt" gp"3; : 2" *Gvej go gpf {" .4223="Xkrcñp."3; ; ; +0Rqt"qvtq"rcf q." guvqu"eco dkqu"vo dl² p"ko r ñlectqp" wpc" o qf gtpk cek»p" f g"ñu" r tqeguqu" r tqf wevxxqu" gp" gn'ugevqt" {" ñ" ñgi cf c" f g" pwxcu" vgtò kpcrgu" cwqo qvtlegu." eqo q" gn'ecuq" f g" Vq { qc" *Dcuqu" Vki tg" gv'cñf"3; ; ; =O qtgtq."4235="P qxlem'gv'cñf" 4224d+0"

C"eqo kgp| qu'f gn'r tguvg" uki ñ" Cti gpvkc" cwtcxgu»" wpc" f g"ñu" etkuku" geqp»o kcu" {" uqekcrgu"o ³ u'ko r qtvcpgu" f g"uw"j kñqt k. " f cpf q" eqo kgp| q" cñr gt¶¶f q" f g"ñ" posconvertibilidad0 Gp" guw" Àñko c" gvc c." gn'ugevqt" cwqo qvqt" wxq" wv" tññr tgr qpf gtcpg" {" c' s wg"ñk gt»" gn'et geko kgpvq" kpf wutkñf g' Cti gpvkc. "o quwcpf q" wv" hwgtvg" tko q" f g" kpetgo gpvq" gp" gn'go r ñq. "ñ" r tqf week»p" kpvtpc. "ñu" g'zr qtvekpqgu" {" ñ" r tqf wevxxkf cf " *Dctrgw" gv'cñf"4235+. "c"ñ" xgl " s wg'f kñkpqu"cevqtgu" kpxqñwctcf qu'gp" guw" ècf gpc"ñqto ctqp" r ctvg" f gn'ñ twr q" f g" go r tgucu" ganadoras³ f g' f lej q" r gt¶¶f q" *I ci i gtq" {" "Uej qtt."4238=" Ucpvcteª pi gñ" {" "Rgttqpg."4234+0P q" qduwcpvg." c" r guct" f g" guvg"

³" Gpvpf kf cu'eqo q" uw'cxcpes" gp"ñ" r ctvekr cek»p" gp"ñ" gñk»" geqp»o lec. "gu" f gek. "ñu"422" go r tgucu" f g" o c { qt" hewtcek»p" gp" gn'ò gtecf q"ñqecñ"gzegr wcpf q"ñu"ñkpcpeltcu+0Gp" f lej q" tgeqtkf q" ug' r wgf gp" gpepvtct" c' f kñkpvcu" vgtò kpcrgu" cwqo qvtlegu" *Vq { qc." Xqmuy ci gp." Hqt f. " Hc v' Cwq." I gpgtci' O qvtu." Tgpcwñ." O gtegf gu" Dgp|. " Rgw gqv Ektqgp. " J qpf c+." kpf wutkñu" o g'ñecu" dª ulecu" *Ukf gtct. "Ukf gtec. "Celpf ct. "Cwct+ª I ci i gtq" gv'cñf"4236=" I ci i gtq" {" "Uej qtt."4238+ {" .gp" cñi wpu" c° qu. "wv" r w° cf q" f g" cwqr ctveku" *Uecpk. "O ki qt. "F epc. "Hco ct+." cwps vg" gp" o g'pqt gu' pñkrgu" s wg"ñu" f twr qu' cpvgtkqt gu" *Ucpvcteª pi gñ" {" "Rgttqpg."4234-3: +0"

cwur lekquq" f gugo r g° q. " ug" f gpqvtcp" ugxgtcu" f kkwncf gu" r ctc" kpf wek" r" tgcwxccep" f g" gurcdqpc kpvqu" r tqf wekqu. " gxf 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" plxgrgu" f g" f² hkw'eqo gtekn'c' r ctvk' f g' r' c' etgkpv' ko r qtvccep" f g" cwqr ctvgu" *Ecpvtgnc" gv'crl" 4239+0" F lej c" vgpf gpek" t gur p q f g. " gp" r ctvg. " c" r tqeguq" f g" tcpuhtto ccep" i mdcrgu. " gpvtg" rnu" swg" ug" gpewgptcp" r' h'ci o gpvccep" kpvtpcekqpcn' f g" rnu" r tqeguq" f g" r tqf wekcp. " r' vgpf gpek" j cec" r" f gulvgi tcep" xgtvccn' f g" rnu" i tcpf gu" hto cu" kpf wutkrqu. " r" pwgxc" f kxkucp" kpvtpcekqpcn' f gn' tcdclq" q" r' kvtqf wekcp" f g" pwgxcu" | qpcu" cn' eqo gtekq" o wpf kn' *Hki cpv" { " \ wo r g. " 4239=Rkpc| q. " 4237+0"

UK' dlqp" gn' f² hkw' eqo gtekn' f g" guvc" tco c" guv^a " rtgugpv" gp" qvtqu" r c[¶]ju. " rnu" r ctvkwctkf 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 hkw' ugevtkcn'tgi kwtcf 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 gt[¶] q0' Gp" ugi wpf q" nmi ct. " guvg" f krgo c" cuwo g" o c { qt" ko r qtvcpek" cn' ci txcct" gn' j ku>tkeq" r tqdrgo c" cti gpvkp" f g" *restricción externa* " r qt" h'cnc" f g" f kxkuc" *Dtcwp" { " Lq { . " 3; 8: =F kco cpf . " 3; 95+0" Rqt" m" vcpv. " guvg" r tqdrgo c" gu" f g" gur gekn' kpvgt² u' r ctc" gn' eucq" cti gpvkp0'

F cf q" guvg" f gugo r g° q" f gn' ugevq. " r" rkwgtcwtc" m'ecn' qht geg" f kwpvcu" gzi 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" ukwcep" f g" r" kpf wutk" cwqo qvtk " gu" r tqf wev" f g" rnu" eqpf kekppgu" gut wewtcrqu" f gn' ovtc ¶jō" ecr kcrkuo q" cti gpvkp" =qvtqu" tcdclqu" gphc' k cp" gn' t qn' f g" o' gpen' xgō" f g" guvc" tco c" kpf wutkn' gp" gn' c[¶] u' c' r ctvk" f g" rnu" eco dkqu" r tqf wekqu" i mdcrgu" f g" 3; : 2. " gp" gn' ewcn' gn' ecr kn' t cupcekqpcn' cr tqxgej c" gn' dclq" equv" f g' r' b' cpq" f g' qdte" h'ecn' *Rkpc| q. " 4237=Rkpc| q" gv'crl" 423; + " qvtq" eqplwpv" f g' cwqtgu"

⁴"Gp" Cti gpvkp" guvc" j c" ukf q" wpc" rko kcep" j ku>tkec" cn' f guctqmq" gp" vcpv" gn' plxgn' f g" cewkcf { " { " rnu" vcucu" f g" etgelo kpvq" geqp» o leq" ug" j cp" xkuv" t guntkpi kf cu" r qt" r" f kur qpkdkkf cf " f g" f kxkuc" *Uej qtt" { " Y clpgt. " 4236+0" Gu" f gek. " s wg" gp" gvr cu" f g" etgelo kpvq" kpf wutkn' ug" i gpvtcp" o' ewgmqu" f g" dqvgrcö" gp" r' f kur qpkdkkf cf " f g" f kxkuc" s wg" f kkwncp' c' xcp| ct' j cec' r tqeguq" f g" tcpuhtto ccep" { " eqo r rglk ccep" r tqf wekxc" f gn' ugevq" 0Nqu" r tko gtqu" o' ewgmqu" f g" dqvgrcö" gp" gn' ugevq" gz vtpq" s wg' xkxk' gn' c[¶] u' tgo kvg' c' r' f² ecf c' f g" 3; 52" { " ug' j keltqp" b' cpkkguqu" gp" f khtgpvqu" o qo gpvqu" f gn' o qf gm" f g" uwkwcep" f g" lo r qtvccekppgu" 0' Gn' etgelo kpvq" gz vgpukxq" { . " uqdtg" vqf q. " kpvgpukxq" f g" r" kpf wutk" f gr gp' ¶c' f g' r' ko r qtvccep" f g" dlqpgu" f g' ecr kn' g' lpuwo qu' kpvto gf lqu. " r gtq" rnu" f kxkuc" p' g' guctkcu" r ctc" h'cpekt" f lej qu' tgs wgtlo kpvqu" r tqxgp' ¶cp' hwpf co gpvcro gpvg" f g" rnu" gzi r qtvccekppgu" f gn' ugevq" ci tqr gewctkq. " ew { c" qhtvc. " gur gekro gpvg" r" ci t[¶] qir. " ug" gpeqptcdc" xk' wcm gpvg" guvpecf c0' C" plxgn' vgtkeq. " rnu" r tqdrgo cu" f g" t guntkelep" gz vtpc" hwtgqp" cdqtf cf qu' gp" Co² tlec" Ncvpc" r qt" rnu" eqtt kpvqu" gut wewtcrku" { " f gr gp' gpvkuc" j cec" o gf kcf qu' f gn' uki m' r cucf q. " gpvtg" rnu" r tko gtqu" guwf lqu" s wg' tgrcekpctqp" guvc" r tqdrgo^a v' ecq" gn' eqo r qt wco kpvq" gt^a v' eq" f g' r' geqqo ¶c' cti gpvkp" ug" gpewgptcp" rnu" tcdclqu" hwpf cekqpcrgu" Dtcwp" { " Lq { *3; 8: + { " F kco cpf *3; 95+0" Nwgi q. " Vj kny cni *3; 9; + h'qto cik > " guvg" r tqeguq" r r' pvcgpf q" s wg" r' v' cuc" f g" etgelo kpvq" tgs wgtkf c' r ctc" crecp| ct' gn' r r' gpq" go r r' qd" ug" gpewgptc" r qt" gpeko c' f g' s wgm" eqo r c' v' dng" eqp" gn' gs w' kdtkq" gz vtpq0' Guvg" r tqdrgo c" j c" ukf q" egpvtcr' h' r' cti q' f g' r' j' kvrtk" geqp» o lec' cti gpvkp. " tgr t gupvcpf q" wpc" f g' rnu" r t' kpek crgu" tcdcu' r ctc" r' eqpetgekcp" f g' r' tqeguq" f g' f guctqmq" geqp» o leq0'

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

C'uw'xgl .'ug'j c'ug° crnf q's wg'rcu'ectcevtg'f'vkecu'f gn'ugevqt'gp'gn'r c'f'u'gu'p't'g'rekqpcf cu' eqp"rc'hwgtv'f gr gpf gpek' { "uwdqtf kpeck»p'f g'rcu'cwqr ct vkuo c'rcu'go r tgucu'vgtō kpcrgu.'rcu' ewcrgu'ug'eqpukw { gp'eqo q'rcu'fff gtgu'f g'rc'ecf gpc'f g'r tqf week»p'cwqo qvqt' *Ecpvctgmc'gv'crf0" 422: =P qxleni'gv'crf0"4224=Rcpki q.'Ncxctgmj.'gv'crf0"4239+0Qvtq'eqplwpvq'f g'v'cdclqu'f gucec'rc' hqto c'f g'kpugetk»p'f g'Cti gpvkc'gp'gn'O gtequw' { 'rcu'f kur ctkf cf gu'eqp'Dtcukl'eqo q'v'c'f g'rcu' ecwucu's wg'eqphk' wtcp'nqu'r tqdrgo cu'f gn'eqo r nglq'gp'uw'eqplwpvq' { 'f'g'rc'tco c'cwqr ct vkuo'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'f² ecf 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=R² tgl' Ct vlec.'423; =Uej qtt' { "Ecuvgm.'4237+0"

C'r ctvkt'f'g'rc'xlevqtk'f'g'O cetk'gp'Cti gpvkc' { "f'g'Dqmqpctq"gp'Dtcukn'rcu'r c'f'gu' r tqf vevqtgu'f'g'xgj' f'wrcu'f'gn'O gtequw'cvtcxguctqp"wp'c'ugtk'f'g'eco dkqu's wg'ko r rkectqp"wp" i kq'j cek'rc'cr gtwtc' { "rc'rdgtcrk' cek»p'f'g'uwu'geppqo' f'cu' { "rc'eqpvceek»p'f'g'uwu'o gtecf qu' kpvtpqu"*Y klpgt' { "Dgmppk"4239+0Gp'^vto kpu'i gpgtcrgu.'rc'pwgxc'gZR gtkepek'pgqrkdgtcr'gp' Cti gpvkc'uki pkle»'wp'ko r qtvcpv'gtgtqeguq'c'pkxgn'lpf wutkcn'*Ucpvct^a pi gm'gv'crf0"423; +0Gp' ewcpv'cn'ugevqt'cwqo qvqt.'ug'cegppwctqp'nqu'r tqdrgo cu'eqo gtekrnu'f'g'rc'tco c.'c'rc'xgl 's wg' ug'r gtf kgtqp'cri wpcu'ectcevtg'f'vkecu'xkt wqucu'f'gn'elem'cpvgtkqt.'eqo q'gn'pkxgn'f'g'r tqf week»p' 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'gucu'vppf gpekcu'gutvewwcrnu' { "eq { wppwcrnu.'rc'hko c'Vq { qvc' Cti gpvkc'mi t>>'wp'i tcp'f'gugo r g° q'geqp>>o leq. { "c's wg'gucen>'f'gn'f² r vko q'nwi ct'gp'gn'c'pni'pi " f'g'hko cu'ugi' Ap"pkxrgu'f'g'r tqf week»p"gp'uwu'kpekqu'gp"3; ; 9"cn'r tko gt'nwi ct'gp"423; ." eqmcepf q'uw'r tkekr cn'r tqf vevq.'rc'eco kppgc'r leniwr "Vq { qvc'J knwz.'eqo q'gn'fff gt'f'gn'b gtecf q' nqecn' { "o glqtcpf q'uw'r qukek»p't'g'rc'vxc'f'g'pvtq'f'g'rc'e'Ar wrc'go r tguctkcn'cti gpvkc'0"C'uw'xgl .' cf go^a u'f'g'guqu'pqvqt'kqu'tguwncf qu'r qukkxqu."gp'mqu'o gf'kqu'f'g'eqo wplecek»p' { "a o dkqu' go r tguctkcrnu'ug'v'cpuo kg's wg'guvc'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'pni'pi 'f'g'rcu'go r tgucu'o^a u'i tcpf gu'f'gn'r c'f'u'f'g'Tgxkuc'O gtecf q.'u>mq' f'gdclq'f'g'rcu'guvcrgu' [cekō kgpvqu'Rgtq'f'gtqu'Huecrgu'f' RH' { 'Dcpeq'P cek»p'f'g'Cti gpvkc'*DP C+0'

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

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

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

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

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

*Drcem'422; +0C wps wg'qvtqu'ctv⁷ewqu'uquv⁷gp'p's wg'guc'f'kp^a o lec'ug'tgxlk⁷ } 'hc'tc{ gevqtk'f'g' r'ht o c'hwg'o w{ "gzkquc"gp'iqu'c° qu'uki w⁷gpv⁷*Drcem"4233=Nco r tgej v."422; =Rj gmq"gv'crl' 4239+0'

Gp'Co² tlec'Nc⁷kp'p'q'cdw⁷pf cp'mu'vcdclqu'uqdtg'Vq{ qvc0Gp'O² zleq. 'wp'rdtq'tgekp⁷v'g'f'I^a o gu'f' "Qrkgtc'Ci w⁷kt '*4242+'tgeqputw{ g'rc'tc{ gevqtk'f'g'Vq{ qf c'gp'O² zleq'f'wcpv'rc' f²ecf c'f'g'3; 72"ewcpf q"rc"go r tgue'ug'f'gf le»"c"rc'r tqf week»p'f'g'dl⁷gp'f'g'ecr kcn'r ctc"rc' r tqf week»p'vz⁷kr0Gp'Dtcukn'cni wpqu'cwqt gu'guwf kcp'gn'ecuq'f'g'Vq{ qvc'eqp'gur gekn'cv⁷pek»p' gp'uwu'h⁷wepk⁷pgu'f'g'f'lug° q'f' "vcpuhgt gpek'v⁷gepqn>i lec'*Ectxcnj q."4227=E⁷qpuqpk'f' "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'cn² vqf q'f'g'r tqf week»p'vq{ q⁷lc' } .r t⁷pek⁷cmo gp⁷v.'c'iqu'r tqeguqu'f'g'vcdclq' gp'gu⁷cu'r r⁷pcu'f' r⁷ctg' "P gy o cp."4239=f⁷ r⁷ctg' "P gy o cp."4234=D⁷cvk⁷pk'4223=F⁷qrg⁷pu⁷l. " 4234=O⁷gf kpc'Hg'gt."423: =Ucpq'f' "F KO ct⁷kpq."4225+0'Wp'vcdclq'tgekp⁷v'gzco kpc'rc'tg⁷mek»p' f'g'Vq{ qvc'Cti gp⁷kp'Uqekgf cf "Cp»pko c"*VCUC+'eqp'gn'Ukp'f'lec⁷v'f'g'O ge^a plequ'f' "Ch⁷kgu'f'gn' Vt⁷cpur qt⁷v' "Cwqo qvt '*UO CVC+'gp'iqu'An⁷ko qu'c° qu'*Vco c{ q."4243+0'Nwgi q."qvtq'ctv⁷ewqu' cpcrk' c'rc'r tqf we⁷klf cf "f'g'Vq{ qvc'Cti gp⁷kp'f'wcpv'rc'r tlo gtc'f²ecf c'f'gn'uki m'qu⁷v⁷pl⁷gp'f' q' s wg'gz⁷kv⁷g'wpc'f' hgt gpek'eqp'rc'f'g'iqu'r c⁷fu⁷g'egp⁷v⁷tc⁷rgu'r gtq's wg'rc'o luo c'gu'ecf c'xg' "o gpqt" *O c⁷kq."4239+0'Nwgi q."gz⁷kv⁷g'qvtqu'o^a u'gur ge⁷hequ'uqdtg'gn'r rcp'f'g'pgi qekqu'f'g'rc'f'k⁷kl⁷»p'f'g' cwq⁷g⁷xc⁷f qt gu'f'g'Vq{ qvc'Cti gp⁷kp'*P q⁷x⁷g⁷kpq."423; +."gn'ugt⁷x⁷lek'f'g'*car-sharing* *Dcn' cpq." 423; +. rc'tgur qpucdk⁷cf "uqekn'go r tgu⁷ctk"*T⁷qf cu'I qp|^a r⁷g'."4242+{ "rc'f'k⁷kl⁷»p' h⁷kp⁷cel⁷g⁷c' *Ct⁷pcw⁷f q."4234+0'

Rqt'qvtq'rcf q.'cp⁷v⁷egf gp⁷v⁷u'f'g'lo r qt⁷v⁷pek'r ctc'guc'v⁷guku'iq'tg⁷cnk' cp'Hg'f' uug⁷gv*3; ; : + ' cn'gzco k⁷pct' gn'r tqeguq'f'g'k⁷pu⁷rc⁷ek»p'f'g'Vq{ qvc'gp'Cti gp⁷kp."Tco c' *4226+'cn' cpcrk' ct' gzj cw⁷lx⁷co gp⁷v'iqu'o gec⁷pluo qu'f'g'ug⁷geek»p."eq⁷tf k⁷pek»p'f' "f'gucttqm'f'g'r tqx⁷ggf qt gu'f'g' Vq{ qvc'Cti gp⁷kp'f' "T⁷wkq'gv'crl'4244+'cn'guwf kct'gn'f'gucttqm'f'g'wpc'r tqx⁷ggf qtc'f'g'VCUC." K⁷pf wut⁷kcu'I w⁷k'k'f' "uw'gur gekn'x⁷pe⁷wu'eqp'rc'v⁷gto k⁷cn'lcr qp⁷guc0Cf go^a u."gn'vcdclq'f'g'Ct| c'f' " Nqr g| " *422: +."uk' dl⁷gp' p⁷q' gu⁷a " g⁷h⁷ecf q' gp' gn' ecuq'f'g' Vq{ qvc." w⁷gp'g' wp"i tcp' p⁷kg⁷n'f'g' f'guci tgi cel»p."r qt' m'ewcn'tg⁷cnk' c'cr qt⁷v⁷u' k⁷v⁷gt guc⁷p⁷v⁷u'r ctc'gzco k⁷pct"rc'vc{ gevqtk'f'g'rc' go r tgue'iqu'r tlo gtqu'c° qu'f'gn'uki m'0"

C'r ct⁷vt'f'g'm'gzr w⁷guv."ug'r r⁷cp⁷vc'gn'qdl⁷g⁷lx⁷q'i gp⁷gtcn'f'g'guc'v⁷guku's wg'eq⁷pu⁷kv⁷g'gp' cpcrk' ct'rcu'ect⁷cevt⁷fu⁷kecu'f' "iqu'h⁷cevt⁷gu's wg'gzr r⁷kecp'rc'qti c⁷pk' cel»p'f' "rc'i gu⁷»p'f'g'rc'ecf gpc"

⁷Gri⁷ctv⁷ewqu'f'g'P q⁷x⁷kn'gv'crl'4224+'co dl⁷p'ug'eg⁷pv⁷c'gp'gn'cur gev⁷rd⁷q⁷cnf'g'Vq{ qvc'Cti gp⁷kp'f'gtq'cd⁷tec'qvtqu' vgo cu'eqo q'rc'guc⁷v⁷gi k'f'g'rc'go r tgue'gp'gn'o qo gp⁷v'f'g'uw'k⁷pu⁷rc⁷ek»p'f' "gn'cp' r⁷uku'f'g'uw'x⁷pe⁷wu'eqp'iqu' r tqx⁷ggf qt gu'eqo r ctef q'eqp'rc'ht o c'X⁷qmuy ci gp'Cti gp⁷kp'c'r ct⁷vt'f'g'rc'et⁷g⁷cel»p'f'g'wp'p⁷l⁷eg'f'g'gzco gp'f'g' vco cu'r tqf we⁷lcu'0"

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 ctcek»p'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'vpc'o c{ qt'gzc'puk»p'gp'rtu'o gtecf qu" go gti gpvgu"{'rc'd'Àus wgf c'r qt'kpuvrc'ug'eqo q'wpc'o ctec"oi mdcn'0' Cf go ° u."guc" gultcvgi kc" guvdc" kphwpekecf c" r qt' tci qu" f gr' go r tguclcf q" lcr qp² u" kpvtpcekppcrl' cf q." gr' ewcn' ug" ectcevgtk' c'r qt'rc'r rcp'kkek»p" gp'gr'rti q'r rcl q"{'rc| qu'eqqr gtcvku'qu'eqp"uwu'r tqxggf qtgu" mcegru'0'Guc'hqto c'f g'xkpwrc»p'lcr qp'guc."{'f g'Vq{ qvc'gp'r ctvewrc't.'r gto kktqp'wp'o qf grq" f g'pgi qekqu'uwv'p'cdrg'eqo gtekm gpvg'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'gultcvgi 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 ctc"Dtcukl"{'Cti gpvpc."rg"eqphk»"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'qu'°*Sport Utility Vehicles*."UWXu+r ctc"Co ² tlec"Ncvpc'0'Guq."c'uw'xgl . 'rg'r gto klc»"cwo gpvt'rc'r tqf week»p'f g" wp'dlcp'f go cpf cf q'r qt'gr'ugevt'r tko ctq'gp'rc'tgi k»p"°r keni'w' "J knw+."s wg'ug'gpeqvt'cdc'gp" r r'p'q'c'uegqu'c'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" wvq" wpc"o gpqt" eqtt'g'rc»p" eqp"rc" cnc" xqr'vkl' cf " geqp»o kec'f g'Cti gpvpc"{'rtu'r c'f'ugu'f g'rc'tgi k»p'0"

2 - Marco teórico

Gr'rt'gugpv'guw'f 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 gh'p'g' c"rcu'EI X" eqo q"rc" "*secuencia de actividades que las firmas y los trabajadores realizan desde el diseño de un producto hasta su uso final*"°°I gt'ghk"{'Hgt'pcpf gl /Uctm'4233<6°s"{'qht'geg'wpc'f guet'kr ek»p'guk'kl' cf c'f g'guc'u"

⁸"Nqu'cwqtgu'I gt'ghk"{'Mqt' gplgy lel "°3; ; 6+."tgvqo cpf q'rtu'cr qt'v'gu'f g'rc'vgt'f'f gr'ukvgo c/o wpf q"°VUO +°J qr n'pu"{'Y cmgt'uglp."3; ; 8+."gr'dqctq'p'gr'eqpegr vq'f g'*cadena global de commodity*"°EI E+"s wg'rwgi q" o qf k'lectq'p'gp'*cadena global de valor*°EI X+°I gt'ghk'g'v'cr'0'4227=J wo r j tgl "{'Uej o k'j .°4224+0'Guqu'eco dlqu' gp'rc'eqpegr w'rc'k'c»p'lo r r'lectq'p's w'gd'gu'eqp'gr'o cteq'v»tleq'f gr'ukvgo c/o wpf q."r tkpek'cm gpvg'gp'v'qt'p'q'c"rc' ewvku»p'f gr' *desarrollo*. Nqu'cwqtgu'f g'rc' VUO "uqu'v'p'p' s wg' gr' gphqs wg'f g'EI X" r qugg" wpc" ðk'wuk»p" f gucltq'nc'ö"{'c's wg'r rcpvc'p's wg'rc'lpugt'el»p'f g'go r t'guc'u"{'rc'f'ugu'gp'rcu'EI X"ko r r'ec'wpc'o glqt'c'r ctc'² uqu." o k'pvt'cu's wg'rc' VUO "r qugg'wpc'xkuk»p"o ° 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'uh'gt'f q'c'rtu'r c'f'ugu'egpvt'rc'gu.'uki w'gp'f q'rc'xkuk»p'f g'rc'V'g'qt'f'f g'rc'F gr'gp'f g'p'ek"{'rc'*cadena imperial*'f g'Ngp'k' °3; ; 39+°Ct'ki j k'3; ; 2=Ðck."4227=Y cmgt'uglp."3; ; : °0Rct'c'eqpuw'nc't'luq'dt'g'hqu'eco dlqu'gp'hqu'f k'gt'gp'v'gu'eqpegr v'qu' f g'ecf gpcu'f g'xcmqt'xgt'Uw'wi g'p'°4232+°q'Ðck"°4227+0'

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

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

Rqt'uw'r ct vq."rc" f g' gobernanza" lo r nec" wpc" xkukp" top-down. "cn'cpcrk ct" e»o q" r'cu' go r tgucu' r'ff gt gu'f g'rc'ecf gpc'eqpvtqrcp" {" vqo cp'rcu'f gekukqpgu' rki cf cu'c'rc' qti cpl' cekp'f gn' r tqeguq' r tqf wev'x'q" *I gt ghk'gv'cr0'4223. "4227+0Nqu'r tko gt qu'k'p'v'p'v'qu'f g'uk'v'go cvk' cekp' {" eruk'hece'ekp'f g'rcu'hqto cu'f g'i qdgt'p'cp' c"hwgt'q'p' tgcik' cf qu'r qt" I gt ghk' *3; ; 6+."s w'k'p' r qt' gpv'p'egu' k'f gp'v'k'k' »f qu'v'k' qu'r t'k'p'ekr cng'f g'ecf gpcu'rcu'f k'ki k'f cu'r qt' gn'eqo r tcf qt' *buyer-driven+ {" r'cu'f k'ki k'f cu'r qt' gn'r tqf wev'qt' *producer-driven+0Nwgi q. f'lej q'eqpegr vq'hwg'v'k' k'hecf q' gp' ekp'eq' f kxgtucu' ecygi qt' f'cu'c' f g'o gtecf q' d+ "o qf wrc' e+ " tgr'ekqpcn' f + " ecw'k'x'c' {" g+ lgt' ts w'k'ec. 's wg'lwti gp'f g'rc'eqo d'k'p'cekp' gpv'g't'gu'x'ct'k'd'ng'c'c'rc'eqo r n'g'k'f cf 'f gn'k'p'v'g'teco d'k'q' f g'k'p'hqto cekp' gpv'g'r tqx'ggf qt' {" eqo r tcf qt. "d+rc'eqf k'hecd'k'k'f cf "f g'rcu'k'p'hqto cekp' {" e+rc' g'z'k'v'g'pek' *q'pq+f g'ecr cekf cf gu'gp'hqu'r tqx'ggf qt'gu' *I gt ghk'gv'cr0'4227+0"

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

F g' guv'g' o qf q." r'cu' cr qt'v'gu' o 'a u' t'gr'x'cp'v'gu' f g' guv'g' g'p'hqs wg' r ctc'rc' k'p'x'g'v'ki cekp' r tqr w'g'uc'ug'd'cu'cp'gp'rc'f guet'k' ekp'v'q'cn'f g'rc'ecf gpc'f g'xcmqt'cwqo qv'k' . "v'p'k'g'p'f q'gp'ew'g'p'v'c' f guf g'gn'f k'ug'o q'j cu'c'gn'w'u'q' h'p'cn'f gn'r tqf wev'q.'s wg'gp'guv'g'ecuq'uq'rcu'x'gj 'f'w'qu'r tqf wek' qu' r qt'Vq{ qv'c' Cti gp'v'k'p'c'0Gri'ugi w'p'f q'grgo gpv'q'f g'lo r qt'v'pek' "gu'gn't'qn'f g'rcu'ht'o cu' r'ff gt gu's wg' o qf g'p'g'uc'ecf gpcu.'s wg'gp'guv'g'ecuq'rcu'g'lg't'g'Vq{ qv'c' Cti gp'v'k'p'c'eqp'rcu'r tqx'ggf qt'gu'rc'ec'ng' {" g'z'v'c'p'lg't'gu. {" eqp'rc't'g'f "f g'eq'p'g'uk'q'p'ct'k'qu' {" er'k'g'p'v'gu'rc'ec'ng' {" h'q't' p'g'qu'0"

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

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

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

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

N c u' h k t o c u. " e q o q' q v t c u' q t i c p k c e k q p g u' u q e k r g u. " u q p' g z r t g u k q p g u' f g' w p' q t f g p' u q e k n' g" k o r n e c p' w p' c d c p l e q' f g' r q u k d r g u' c e e k q p g u' n g i " k o c u' *H k i u v g k p" {" H i g g r c p f . " 3; ; 7+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 c u' q t i c p k c e k q p g u" g e q p » o k e c u' g u v p' k p u g t v c u" g p" n q u' r c v t q p g u' f g"

gpvqpf ko kpvq "f g" uqekgf cf gu"o a u"co r rku"gp "f qpf g"ug"gpewgpcp" {"f gucttqmp" *Hki uvglp." 3; ; 2=I wkn? p." 3; ; 6+0' Rqt" m" vcpvq." f kgt gpgu" vr qu" f g" o gtecf q" {"hko cu" go gti gp" eqo q" tguwncf q" f g" rku"tc { gevqt kcu"j ku»t kcu" 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." vkgpgp"rc"ectcegt"vkec" f g"qr gtct"gp" f kwpvcu"r c"lgu" {"guq" i gpgtc"wp"pkxgn'o a u" f g"cp^a 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" rku" 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 gvgt o kpcf q" gp" rku" 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" lwdukf kctku" *O qti cp. "4223+0D^a ukeco gpvg. tghnglc" rku" uko wncpgkf cf " f g" wpc" geqpqo "c" i mdcn" rku" »tf gpgu" r q" lvequ" g" kpvkwelqpcrgu" hci o gpvcf qu" c" pkxgn" pcekqpcn" {" rku" t mkekppgu" 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" rku" kpvgtf gr gpf gpek" gvtg" gn' gur celq" vtcupcekqpcn" {" rku" pcekqpcrgu" *O qti cp. "4233<639+. Guvcu" gvtgetw| co kpvqu" pq" uqm" gu^a p" kpvgi tcf qu" r qt" pqto cu" {" r tqegf ko kpvqu" hqt o crgu." ulpq" vco dk² p" r qt" tgf gu" kpvtr gtuqpcrgu" gvtg" cnqu" f k ge vxcu" s wg" vkgpgp" s wg" j cegt" h' gpvg" c" rku" f gucl" lqu" f g" gpvqtppu" pcekqpcrgu" j gvtqi ² pgqu." cn' vgo r q" s wg" ug" t g' ppg" {" eqqr gtcp" gp" pwo gtqucu" tgwplqpgu." gxgpvu" uqekrgu" {" r tq| gevqu" vtcupcekqpcrgu." f gucttqmpf q" cu" t mkekppgu" kpvtpcekqpcrgu" {" o qf grqu" c" ugi vkt'}

F g" guvg" o qf q." rku" r t gupvg" kpxguki cel»p" r tqr qpg" eqpvkwct" rku" f k geek»p" r tqr wguv" r qt" Ucnq" {" \ { rdgtdgti " *4237+ " cn' cpcnk" ct" wpc" ecf gpc" f g" xcmqt" c" r ct vkt" f g" wpc" hko c" kpf kxkf wcn" cvgpf kpgf q" rku" hqt o c" f g" r tqf week»p" f g" rku" ecf gpc" {" rku" *gobernanza* " f g" rku" go r t guc" rff gt' Ukp" go dcti q." gmj" ug" mxxct^a " c" ecdq" cf qr vcpf q" et" lveco gpvg" gn' gzc o gp" f g" rku" *estrategias empresariales* O' Guv" r tqr wguv" f guf g" rku" uqekqmi "c" geqp»o kec" 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" Ucpvqu. "4242+0Cu" l' c' vtcx² u" f g" guvg" gphqs wg" v»tkeq" ug" dwuecp" pwgxcu" xctkcdrgu" f g" cp^a ruku" s wg" pq" gu^a 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" rku" 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" õgzi rqtcvqtkcü" cr rlecpf q" wp" eqplwpvq" f g" r" tqeguqu" r tgxkco gpvg" gur gekhkecf qu" { " cewf kqpf q" c" kphqto cek»p" f qewo gpvni" { " gpvtgxkrcu0Gu'ertq" s wg" rnu" guwf kqu" f g" ecuq" pq" tgr t gupvcp" c" wpc" o wguv" c" f g" wpc" r qdrckek»p" q" f g" wp" wpxgtuq" eqpetgvq." r qt" rj" s wg" pq" r wgf gp" ugt" i gpgtcrk cdrgu" guvc ¶jvkeco gpvg." ukpq" c" r tqr qulekqpgu" vgtlecu." { c" s wg" gn' qdlgvkxq" f gn' kpxguki cf qt" gu" co r rket" { " i gpgtcrk ct" vqqt ¶cu" ¶i gpgtcrk cek»p" cpci ¶lec+" { " pq" gpwo gtct ¶tgewepcku" ¶i gpgtcrk cek»p" guvc ¶jvkec+" ¶l kp." 3; ; : +0'

Gp" r ct vkwrt." gung" guwf kq" f g" ecuq" ug" f guv" t qm" kpxgi tcpf q" o gvqf qmji ¶cu" ewckvkvx" cu" { " ewcpvkvx" cu" gp" gn' tgrxco kqpvq" { " cp^a ruku" f g" f cvqu0Gp" r tko gt" hwi ct." ug" t gcrk c" wpc" dtgxg" t gug^o c" j ku»tlec" f g" r" kpf wvkc" cwqo qvtk" gp" Cti gpvkpc." f guetkdkqpf q" { " cpcrk cpf q" r" u" ectcevgt ¶jvkecu" gutwewtcrgu" f g" r" tco c" c" r ct vkt" f g" r" tgxkuk»p" f g" r" rkvgtcwtc" gur gekrk cf c." r" u" r t kpek crgu" f kur qulekqpgu" kpxkwekqpcrgu" gp" gn' ugevq" { " gn' gzco gp" f g" f kpxvku" ugtkqu" guvc ¶jvkecu" 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 ctcvkvxco gpvg" gn' f gugo r g^o q" f g" r" u" r t kpek crgu" xctkcdrgu" ugevqtkrgu" gpvt" g" r" u" vgt o kpcrgu" cwqo qvtlegu" tcf kecf cu" gp" Cti gpvkpc" { " gur gekhkect" r" vtc { gevqtk" r ct vkwrt" f g" Vq{ qvc" gp" gn' r c ¶u0Ncu" xctkcdrgu" s wg" ug" cpcrk cp" uqp" 3+r tqf week»p" vqvn" { " r qt" vkr q" f g" xgi ¶ewuq." 4+" gxqmwel»p" f gn' go r rñq." 5+" r ct vkekr cek»p" gp" r" u" xgpvcu" f g" r" u" 422" go r t gucu" o^a u" i tcpf gu" f gn' r c ¶u." 6+" gxqmwel»p" f g" r" u" gzi r t vcekqpgu." 7+" pkr gn' f g" eqpegpvt cek»p lf kxgtukhkecek»p" f g" f guvkqu" f g" r" u" gzi r t 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" eqpvkpwel»p." ug" t gcrk 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" ectcevgt ¶jvkecu" r ct vkwrt gu" f g" uw' gutcvgi kc" eqtr qtcvkvx0Nwgi q." ug" cpcrk cp" r" u" gvr cu" f g" r" go r tguv" o wvkvcekqpcn" j cekqpf 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" gzi r t vcekqpgu" t gcrk 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" t gcrk c" c" r ct vkt" f g" r" u" ko r qtvcf q" r" u" vgtu" { " r kgl" cu" f g" ecf c" vgt o kpcn" ugi Àp" r" u" erukhkecek»p" f g" r" qulekqpgu" t cpegrt kcu" j gej c" r qt" I^a ttk" gv'cn" 4236+" uqdtg" gn' xcmq" gp" r" guqu" f g" ecf c" o qf gny" r tqf vekf q" r qt" ecf c" vgt o kpcn" gp" lwrk" f g" ecf c" c" o q" ugi Àp" r" u" w¶c" qhkecn" f g" r" t gekqu" f g" CECTC" ¶eqpuwncf c" c" r ct vkt" f g" y gd0teje kxg0qti +clwvuf q" r qt" gn' r tqo gf kq" cpwcn" f gn' vkr q" f g" e"o dkl" f gn' »rct" guvc qwpk" gpug" f gn' DETC" uwo cf q" c" r" u" gzi r t vcekqpgu" f g" cwqr ctvgtu" f g" ecf c" vgt o kpcn" cwqo qvtk" cti gpvkpc0'

r tlpokr kqu'f g'4222. "gp'rcu'ewcrgu'f gekf g'tcf lectug'gp'Cti gpvpc" { 'r tqo qxgt "guv'hkrci0Cu'ug' r tgvpf g'gpvfp gt'rc'gutcvgi k'f g'Vq{ qvc'O qvt "Eqtr qtcvqp'gp'guv'hcug" { 'gn'wi ct's wq'qewr c' gn'O gtequw' { "Cti gpvpc'gp'uw'gutwewtc'o wvpcckqpcn0Guv'gzco gp'ug'mxct^a "c'ecdq'c'r ctvt' f g'rc'tgxlk»p'dkrcqi t^a hlec'f g'rc'rkgtcwtc" gur gekrk cf c' { "f qewo gpvqu" go r tguclkrqu. "eqo q' wco dk2 p. 'gn'cp^a rkuku'guv'f ¶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" gmq. "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'xcmq0Rqt "wp'rc'f q. "ug" cpcrk cp"uwu'r tq{ gevqu'f g'lpvgtuk»p. "r rcpgu'f g'pgi qekqu. " cr q{ qu'f gn'Guv'f q. 'tgrck»p'eqp'gn'lkpf kcvq. " { 'rc'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'mqu'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'g' rc'xqrvk'cf "geq»o kcf'f g'rc'tgi k»p'gp'rc'f go c'p'f g'uwu'xg ¶vqu" { "rc'gxqvwk»p'f g'rcu' xgpvcu" gp"qu" r tlpokr crgu'o gtecf qu'f g'rc'tgi k»p'0Rqt "qvt q'rc'f q. "ug" kf gpv'klec"rc'hqto c'f g' *gobernanza* "f g'Vq{ qvc"gp'rc'ecf gpc'f g'xcmq. "f guetk'gpf q" { "emuk'k'c'p'f q'c'uwu'r tqxggf qtgu. " ectcevtk' c'p'f q'gn'vr q'f g'tgrck»p'guv'cdgek'c'eqp'² uvqu" { "tgeqputw'f g'p'f q'gn'vr q'f g'cwqr ctvqu' ko r qv'cf cu" { "uwu' qt¶v gpgu'0 C" uw' xgl. "ug" cpcrk cp" gp" r tqhw'p'f k'cf "qu" r tlpokr crgu' qpeg" r tqxggf qtgu'cwqr ctvkvu'f g'rc'vgo kpcn'k'p'ci c'p'f q'gp'mqu'r tqeguqu'f g'*upgrading*'s wq'² uvqu' j c{ cp'ngxc'f q'c'ecdq0"

Gmq'ug'tgcrk' c'c'r ctvt'f gn'cp^a rkuku'f g'³+f cvqu'ugewp'f ct'ku'r tqxgplgpvqu'f g'uwu'dcncpegu' go r tguclku.³² "f qewo gpvqu" go r tguclkrqu. "pvk'ku'f g'r g'k'f lequ'f g'rc'nc'peg' pckqpcn' { "gn' Dqrgv'p" Qh'ekn' f g'rc' "Tgr Àdrlec" Cti gpvpc" *DQTC=" 4+" gpt'gxkvu' ugo k'gutwewtc'f cu" c' glgewk'qu'f g'Vq{ qvc" { 'r tqxggf qtgu'f g'rc'vgo kpcn'gp'rcu'ewcrgu'ug'cdq'f cp'mqu'uki vkgp'vqu'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 ctvew'k'cf gu'f g'rc'vgo kpcn'gp'rc'k'p'wv'k'c'cwqo qv'k' "cti gpvpc. "f+'tgrck»p'eqp'rc'w'p'k'cf " qti cplk cvxc'f gn'O gtequw' { "eqp'rc'ecuc"o cvk' "gp'Lcr »p. "g+'eqo r gvpekc" k'p'c/go r tguv'eqp' h'krcrgu'f g'uko krt "gur gekrk' cel»p'r tqf wv'xc. "vrgu'eqo q'Vck'p'f k' { "Uw^a h'lec. "h+'kphwpekc" f gn'Guv'f q'gp'gn'f gugo r g^o q'f g'rc'eqo r c^o ¶c=" { 'i +'r tqeguqu'f g'gucrc'o k'p'v'f g'rcu'cwqr ctvkvu=" 5+'xk'ku'c'rcu'lf' dtlecu'f g'Vq{ qvc" { "f g'uwu'r tqxggf qtgu=" { "6+" cp^a rkuku'guv'f ¶vkeq'f g'dcugu'

¹ "Nc'ugrgeek»p'f g'mqu'r tqxggf qtgu'ug'j ct^a "gp'hwpekc'f g'rc'r qu'dk'k'cf "f g'rc'tgcrk' cel»p'f g'rc'gp'v'gxkvu. "dwecp'f q' rc'tgr tguv'p'cel»p'f g'mqu'v'gu'i t'p'f gu'i tw'qu'f g'cwqr ctvkvu'ugi Àp" uw'q'ki gp'<lcr q'p'gugu. "o wvpcckqpcn'p'q' lcr q'p'gugu" { "m'crgu'0"
³² "Ceeg'f k'f qu'c'r ctvt'f g'rc'k'p'ur geek»p'I g'p'g'c'f g'Lv'v'k'k' *¶ L'0"

eqo r tgp f kf cu"gp"CF GHC."CECTC."Uqhmcf g" { "Cf wpcp"*ectcevt¶u¼ecu" { "gxqmek»p" f g"rcu" gzt qtcekqpgu."ko r qtcekqpgu" { "eqvpgkf q" mæcn" f g"xgj ¶ewqu" r tqf wekf qu+."CF GHC."CECTC." CP HC XGC."Hgpædctcxg" { "Dæpeq" O wpf kcn"æqtt gæcek»p" f g"rc" r tqf week»p" { "xgpvcu" f g"xgj ¶ewqu" { "xctkcekqpgu" f gn"RKD" f g"Cti gpv¼pc."Dtcukn" { "Co ² tlec" f gn"Uwt+" { "CP HC XGC" { "Hgpædctcxg" *r tqf week»p" { "xgpvcu" eqo r ctf cu"gp"Dtcukn"0"

4 - Contribución de la tesis

Ncu"eqpvtkdwekqpgu" f g"rc" vgu"ku"ug" f kxf gp"gp" f k¼p¼qu" p¼xgrgu"0" Gp"uw" f ko gpuk»p" o ² u" v»tlec" { "i gpgtcn"ug" gpo ctec"gp" gn" f gdcvgr" t gupv»g"gp"rcu" ekpæku" uqekrgu" uqdtg"rc" ceek»p" geqp»o lec" f g"rcu" go r tgucu"0" Gp" r ctwevwt. "rc" lpxguki cek»p" cdqpc² "rc" kf gc" f g"s wg"rcu" hto cu" uq" cevqt gu" uqekrgu" s wg" gu² p" kphw¼f qu" r qt" o Ànkrgu" hcevt gu." cnglª pf qug" f g"rc" kpvgr tgvcek»p" f g"rc" geqpqo ¶c"pgqer¼ uek"/tgvo cf c"gp"qu" guwf kqu" f gn"management" g"international business/" s wg" rcu" gpv¼pf gp" eqo q" ci gpvu" wpkctkqu" o czko k¼ cf qtgu" f g" kphqto cek»p" eqo r r»v" { " tcekqpcrk¼ cf " r gthgevc"0" Rqt" gn" eqpvtctkq." gp" guv" vgu"ku"ug" gzco kpc² "c"rc" h¼cn" f g" wpc" GO " kpvgr tgvª pf qrc" eqo q" wpc" qti cpk¼ cek»p" eqo r r¼c" s wg" gu² " f qdrgo gpv»g" incrustada" c" r ct¼k" f g" uw" tgf " kpvtpcekqpcn" { "mæcn"0" F g" guv" o qf q. "uk"dlgp"ug" tgvqo ctª "rc" tgekpgv" r tqr wguv" tgrnk¼ cf c" r qt" cwqt gu" f g"rcu" EI X" s wg" uwi kgtg" gn" cpª rkuku" f g" guvcu" ecf gpcu" c" p¼xgn" f g" go r tguc. "guv"ug" mæxctª " c" ecdq" eqp" w" gphqs wg" f k¼p¼q" f g"rc" guvcvgi kc" go r tguctkcn"0"

Gp"ugi wpf q" m¼ ct. "rc" lpxguki cek»p" r tgvv¼pf g" cr qtvt "pwgxc" gxkf gpek" gp"rc" f k¼ewuk»p" uqdtg" qu" ghgevu" f g"rc" KGF " f g" GO u" gp" r c¶gu" gp" f gucttqm. "f c¼f q" uwvvpv" c"rc" xkuk»p" s wg" uq¼kpgp" s wg" pq" ug" r wgf g" guvcdrgegt "wpc" tgi rc" i gpgtcn" uqdtg" f lej qu" o qxko kgp¼qu" { c" s wg" guvqu" ko r cevu" f gr gp¼f gp" f g" pwo gtqucu" xctkdrgu"0" Gp" qu" eqpegt p¼p¼v" c"rc" KGF "gp" EI X" cwqo qvtlegu" ug" uquv¼pf tª "rc" ko r qtvepek" f g" qu" cpª rkuku" c" p¼xgn" f g" hto c. "gpv¼pf k¼pf q" s wg"rcu" o kuo cu" pq" uq" j qo qi ² pgcu"0"

Gp" wpc" f ko gpuk»p" o ² u" gur ge¶hlec. "rc" vgu"ku"dwæc" eqpvtkdwt "c" qu" guæcuqu" guwf kqu" f g" guv" o w¼pcekqpcn" gp" r c¶gu" f g" Co ² tlec" Ncv¼pc"0" Cf go ² u. "gp" gn" ecuc" cti gpv¼p¼" pq" cdw¼f cp" qu" vtdclqu" s wg" cpcnk¼gp"rcu" guvcvgi kcu" f g"rcu" h¼krgu" mæcrgu" gp" gn" r c¶ju. ³³ "u¼p¼" s wg"rc" o c { qt¶c" f g" ² uqu" uwgrp" guwf kct "cn" lugevt "cwqo qvqt "gp" uw" v¼cnk¼ cf 0" F g" guv" o qf q. "rc" lpxguki cek»p" dwæc" cr qtvt " f lej c" gur gekh¼k¼ cf " f gn" cpª rkuku" f gn" ugevt. " gpv¼pf k¼pf q" s wg" gzlvv" guvcvgi kcu" f kgtgpek¼f cu" gpvtg" rcu" o w¼pcekqpcrgu" cwqo qvtlegu"0" Culo kuo q. "ug" tgrnk¼ ctª p" p¼xgf qucu" o gf lekqpgu" uqdtg" rcu" gzt qtcekqpgu." ko r qtcekqpgu" { " eqvpgkf q" mæcn" f g" qu" xgj ¶ewqu"

³³ Cni wpcu"gzegr ekqpgu"gp" guv"ugv¼f q" uq" Ct| c" { "Nqr gl "ª422: +q" Uej xct| gt"ª3; ; 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 tqhwpf kf cf " eqp" uwu" r tkpekr cngu'glgewkxqu." r tqxggf qtgu'cwqr ctvku" { "ff' gt gu'ukpf kecngu'f gn'UO CVC0"

C"uw'xgl. 'ug'eqpukf gtc's wg'gug'vr q'f g'guwf kq'cf s wkgg'gur gekn'tgrgxcpekc"gp'gn'ecuq" f g"Vq{ qvc"Cti gpvkc." { c's wg'r wgf g'dtkpf ct" cni wpcu'tgur wgu"cu" c"nu'pwf qu'r tqdrgo a vkequ" f g" guc"tco c"kp'f wutkcn'gp'gn'r c'ju."vcngu"eqo q"uw'f² hkek'eqo gtekn" f gr gpf gpek"eqo gtekn'eqp" Dtcukn" gucuc" eqo r ngo gpvctk'f cf " r tqf wekxc" gp" gn' O gtequw." dclq" eqpvpk'f q" nqecn'f g" nu" xgj 'f'wru"q'rc'hqto c'f g'xkpewreke»p'gpv'g'vgo kpcrgu' { " r tqxggf qtgu'nqecngu0F g'gug'o qf q."guc" vgu' r tgv'p'f g"kf gpv'k'lect"nu'hcevqtgu"gz v'cr qncdngu'f gn'ecuq"Vq{ qvc."s wg'r qf t'f'p"o glqtct"rc" v'c{ gev'qtk'f gn'tguv'f g'rc'kp'f wutk"cwqo qv'k' "gp"Cti gpvkc" *{ "xkukdkk' ct'rcu'iko kcekppgu's wg" tgr t'gug'p'c'p'nu'hcevqtgu'pq"gz v'cr qncdngu"gp" f lej q" r tqeguq+."cu"eqo q" gudq' ct" gn'tqn'f g"rc" r qn'f'ec"r Àdrec"gp" f lej q" f gucttqm'0'

Nc"kp'f wutk"cwqo qv'k' "i nqdcn'gu^a "cvtcxguc'p'f q"wp"i tcp"eco dkq"vgepq/r tqf wekxq" c" r ctv'k' f g"rc"o c { qt"eqpge'v'k'f cf."cwqppqo 'f'c."eqo r ctv'k'ek»p" { "grge'v'k'heceke»p" f g"nu"xgj 'f'wru" *ECUG."r qt'uwu'uki rcu'gp'kpi r'z u+"gp'wp"eqpv'z'v'q'f g't^a r kf qu'cx'cpegu'vgepq»i kequ" { "ci wf c'etkuku" erko a v'kec'0' Gp" gug" o cteq." gn'ugev'qt" cwqo qv'k' cti gpv'k'p'q" / { " r tkpekr cm' gpv'g" gn' gpv'co cf q" cwqr ctv'ku"nqecn"ug"xgt^a "gph'gpvc'f q" c"o Ànk' ngu'f gucl'f'qu0Rqt"m"vcpvq."f guf g'gn^a o dkq" f g"rc" r qn'f'ec"r Àdrec" { "rc"r rc'pk'heceke»p" gu"ko r t'guel'p'f kdng'gpv'p'f gt"rcu'f k'v'p'vcu'gut'c'v'gi kcu'f g"rcu" v'go kpcrgu'o w'k'p'c'ek'p'c'rgu's wg'f qo kpc'p'rc"ecf gpc"cwqo qv'k' "r ctc'dwæct"rcu"o glqtgu'hqto cu" f g'ct'v'ewreke»p"eqp"gm'cu0"

"

5 - Presentación de los capítulos

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

Rquvgtkqto gpyv. 'ug'tgeqputw{ gp'mqu'r tlpkr crgu'cpvgegfpvqu'gp'gn'guwf kq'f gn'ko r cevq' f g'rc'kpxgtuk»p'Gzvtcplgtc'F ktgevc'gp'r c'fugu'r gtlk? tlequ*1.4+:"{ 'rcu'r ct vewrctkf cf gu'f g'guyv'kr q' f g'kpxgtuk»p'gp'rc'ecf gpc'cwqo qvtk 0Rqt'Ànko q.'ug'tgrgxcp'mqu'vcdclqu'r tgegfpvqu'uqdtg'rc' gur gekhlek cf " f g' rcu' hkrgru" f g' vgtō kpcrgu" cwqo qvtlegu" f g' GO " lcr ppqucu" gp" gr' o wpf q." f kxkpi wk² pf qrcu'f g'rcu'f g'GGWW' { 'Gwtqr c'r tlpkr cmō gpyv*1.5+0F g'guyv'o qf q.'mq'r tguvpcf q' gp'guyv'ecr ¶wru'ugpvtª "rcu'dcugu'v»tleq/cpcr¶wecu'r etc"gn'gzco gp'f g'wpc'ecf gpc'f g'xcrqt" c' r ctvk'f g'wpc'hkto c'lpf kxkf wcn'cvgpf kpf q'rc'hqto c'f g'r tqf week»p'f g'rc'ecf gpc' { 'rc'i qdgtpcp| c' f g'rc'go r tguv'¶¶ gt. " { 'cf qr vcpf q'gn'gzco gp'f g'rcu'gustcvgi kcu'go r tguvkcrgu'f g'rc'uqekmqi ¶c' geqp»o lec0'

" Gp'gn'Ecr ¶wru'4'ug'tgcrk c'wpc'dtngx'tgug° c'j kx»tlec'uqdtg'gn'f guvttqm'f g'rc'lpf wvkc" cwqo qvtk "gp'Cti gpvpc'kf gpvkecpf q'uwu'r tlpkr crgu'r tqdrgoª veku'c'mq'rci q'f g'rc'o kuo c0Ug" eqo kgp| c'guc'tgeqputweek»p'f guf g'mu'kpkleku'f g'rc'hcdtlecek»p'f g'xgi ¶ewru'gp'gn'r c'¶u'gp" 3; 42.'rcucpf q'r qt'uwu'f kxkpcu'gvr cu'lw'eqo kgp| q' { "gzc'cpuk»p" *3; 42/3; 97+*2.1.1+:"gn'kpf g'rc'rc'gvr c'r qt'uwukwek»p'f g'ko r qtvekppgu' { "gn'gucpeco kpvq'f gn'ugevt" *3; 98/3; ; +*2.1.2+ { "rc'tgeqphi wtcek»p'f g'rc'lpf wvkc" c'r ctvk'f g'rcu'tghqto cu'gustwewtcrgu' { "rc'hqto cek»p'f gn' o gtecf q'tgi kpcn' *3; ; 2/4223+*2.1.3+0Ug'cj qpf c'gp'rc'Ànko c'f g'gucv'gvr cu' { c's wg'cm¶ug' f gur rgi cp'eco dkqu'gustwewtcrgu'gp'gn'ugevt"s wg'xpc" c"o ctect"uw'f guvttqm'gp'gn'r gt¶¶ q' uki wkpvv' { "ug'kpvrc"Vq { qv'gp'Cti gpvpc0"

" Nwgi q.'ug'cpcrk c'gn'tgeqttkf q'f gn'ugevt" c'rc'ucrk c'f g'rc'etkuku'f g'rc'eqpxgtvdkrk cf "c' r ctvk" f g' uw' f gugo r g° q" gp" v²to kpqu" f g' r tqf week»p." xgpvcu." go r rguv." gzc'qtvekppgu." ko r qtvekppgu' { "ucrf qu'eqo gtekrqu." f kgtgpecpf q'rc'gvr c'f g'rc'r queqpxgtvdkrk cf " *2.2.1+ { " gn'i qdktppq'f g'Eco dkgo qu" *2.2.2+0Gp'dcug" c'gucv'u'gucv'cf qu'ug'tgucnc"rc'r gtukvpekc'f g'mu' r tqdrgo cu'j kx»tlequ'f gn'ugevt'gp'gn'uki mq'ZZ K0"

Gp" gn' uki wkpvv' cr ctvcf q' ug' cpcrk c' gn' f gugo r g° q" f g' rcu' f kxkpcu" vgtō kpcrgu" cwqo qvtlegu'f wcpvg'gn'r gt¶¶ q'dclq'guwf kq'c'vtx² u'f g'uwu'pkxgru'f g'r tqf week»p.'hewtcek»p." r qukek»p'gp'rc'eÀr wrc'go r tguvkc'cti gpvpc.'xqmwō gp' { "f kxgtukhlek»p'f g'rcu'gzc'qtvekppgu." ucrf qu'eqo gtekrqu' { "eqpvv'pkf q'mecrf g'mu'xgi ¶ewru" *2.3+0C'r ctvk'f g'guyv'gzco gp'ug'f guvcc" gn'ecuq'f g'Vq { qv' r qt'uwu'tgucv'cf qu'uw'gtkqtgu'gp'rc'o c { qt'r ctvg'f g'mu'cur gevqu'cpcrk cf qu'cn' eqo r ctctug'eqp'gn'tguyv'f g'rcu'vgtō kpcrgu'cwqo qvtlegu'0Gm' o ctec'rc'gzegr ekpccrk cf "f gn'ecuq' f g'guwf kq' { 'rc'pgegukf cf "f g'gpvvpf gt'mu'hcevqtgu's wg'gzc'r rdec'p'guyv'f guvttqm'0"

Gn'Ecr ¶wru'5'wkpvv'r qt'qdlgkxq'tgeqputwk"rc'*incrustación internacional*'f g'rc'hkrkn' cti gpvpc'f g'VO E0Rctc'guq.'ug'tgxkuc'e»o q'guc'go r tguv'ug'kpkle» { 'f guvttqm»'vcpv'gp'uw'r c'¶u' f g'qtki gp.'lcr »p.'eqo q'gp'gn'tguyv'f gn'o wpf q.'r tguvpcf q'gur gekn'cvpek»p'c'rcu'ectcevgt¶wecu' f g'uw'gustcvgi kcu'go r tguvkc'n'i mdcn' { "cn'ni ct's wg'qewr c'rc'hkrkn'cti gpvpc'gp'uw'gustwewt c"

o wmpcekqpcr0'F g'gug'o qf q."ug'eqo kgp| c'nc'ugeek»p'cpcrk| cpf q'gn'qtki gp'f g'nc'go r t guc"gp" Lcr »p'gp'gn'o cteq'f gn'et geko kgpvq'geqp»o leq'g'kpf wutkcn'f gn'r c'µ*3.1+0'Nwgi q."ug'f g'nc'p'f qu' eqo r qp'p'v'g'u'gugpekrgu'f g'nc'g'utcvgi kc'go r t guctkcn'f g'Vq{ qvc*3.2+."hqu'ewcrgu'uqp'uw'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 gp'v'q'u'q'p'egp'v'c'rgu'r ctc"gp'v'p'f gt'rcu'r ct'v'w'ct'kf cf gu'f g'nc'hko c'f gu'f g'uw' qtki gp'{"f lgtqp'nwi ct'c'nc'r' tqr ci cek»p'f g'uw'ukungo c'c'r ct'v'f'f gn'nc'o cf q'toyotismo, gn'ewcn' eqpf gp»'i tcp'r ct'v'f'f g'nc'eco dlqu's w'g'ug'g'uc'dcp'm'g'x'c'p'f q'c'ecdq'gp'gn'ecr kcn'kuo q'o w'p'f kcn' gp'nc'f 2 ecf c'f g'3; 920' Cuko kuo q." gu'cu'ectcevg't'µ'w'lecu"uqp"etw'ek'rgu'r ctc"eqo r t g'p'f gt'nc' g'utcvgi kc'f g'Vq{ qvc'Cti gp'v'p'c'f w'c'p'v'g'rcu'Ànko cu'f 2 ecf cu'r t'k'p'ek'cm gp'v'g'uw'r r'p'k'hecek»p'c' n'eti q'r n' q'f' 'uw't'g'nc'ek»p'eqp'r t'q'x'g'g'f q't'g'u'nc'rgu'0'

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

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

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

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

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

Rqt "Anko q." gp'gn'Ecr "wruq" 7" ug" mpxc" c" ecdq" gn'cp" rkuku" f g'rc' xkpewceek»p" f g' guvc" vgt o kpcn"
cwqo qvkt" {" uwu" r tqxggf qtgu" 0Gp" r tko gt" nwi ct." ug" gzt rkect" a "ew" ngu" uqp" rcu" r tkpekrcrgu" r ctvgt" {"
r kgl cu" ko r qtvcf cu" {" r tqf wekf cu" gp'gn'r c" u" {" e»o q" guvq" j c" xctkcf q" gp'iqu" f qu" r tko gtqu" f gegpkqu"
f gn'uki nq" 5.1+0" Nwgi q." ug" gzt rkec" gn'ukvgo c" f g" f gucttqm" f g" r tqxggf qtgu" f g" VCUC" 5.2+0" C"
eqvpwceek»p." ug" tgerk" c" wp" cp" rkuku" ci tgi cf q" uqdtg" iqu" r tqxggf qtgu" f g" cwqr ctvgt" f g" Vq{ qvc"
tcf lecf qu" gp" Cti gpvpc." erukhe" a pf qmqu" gp" vgtu" i tcpf gu" i twr qu" c+O wnkpeckqpcrgu" lcr qpgucu."
d+O wnkpeckqpcrgu" pq" lcr qpgucu" {" e+ Nqecrgu" 5.3+0" Nwgi q." ug" tgerk" c" wp" gzc o gp" kpf kxf wcnf g"
iqu" r tkpekrcrgu" qpeg" r tqxggf qtgu" f g" Vq{ qvc" tcf lecf qu" gp" Cti gpvpc' O' Guvcu" go r tgucu" uqp<
F gpuq." Vq{ qvc" Dquj qmw." l c| cnk" F cpc." O gvcnc." kpf wutku" I wkf k' Guvgdcp" Eqtf gtq." Xgpvcnw ."
Rqiko gvcn" ETCO HUC" {" O ki qt" 5.4+0" Rqt" Anko q." ug" j ct" a " wp" cp" rkuku" i gpgcn" uqdtg" rc"
gobernanza" f g" VCUC" {" iqu" r tqeguqu" f g" upgrading" f g" uwu" r tqxggf qtgu" gp" dcug" c" nq" gzt wguvq"
gp'gn'ecr "wruq" 5.5+0"

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CAPÍTULO 1

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

Introducción del capítulo

" Gnr t gugpvgecr ¶wru'vkpg'gn'qdlgkxq'f g'kvtqf wekt'gn'cdqtf clg'vg>tkeq.'rcu'j gttco kpvcu" eqpegr wcrnu'f' 'qu'r t kpek crgu'cpvgegf gpvuf g'rc'kpxguki cekp0Cu¶'gp'r tko gtc'kpuwpeck'*1.1+" ug'gZR qpgr'qu'cpvgegf gpvuf g'qu'guwf kqu'ulekrgu'f g'rc'geqppqo ¶c'f' f'gnf gucttqm'geq»o keq." eco r qu'f g'guwf kq'gp'qu'ewcrnu'ug'kpuvtc"guv'vguku0Nwgi q.'ug'r t gugpv'wpq'f g'qu'cdqtf clgu" vg>tkeq/cpcn¶kequ'eqp'qu'ewcrnu'ug'vcdclct' "gp'rc'kpxguki cekp."gn'gphqs wg'f g'rcu'Ecf gpcu" I mqdcrnu'f g'Xcmr'¶EI X+*1.2+0Gp'r ct vewrt."ug'ug° crct' s wg'ug'cf qr vct' s "gug'o cteq'r ctc'gn' cp' ruku'f g'wpc'ecf gpc'f g'xcmr'gp'r ct vewrt.'rc'rkf gtc'f c'r qt"Vq{ qv' Cti gp'kpc0Gn'guwf kq'f g' guv' hkrn'f g'rc"GO "Vq{ qv' O qvt' Eqtr qtcvqp"ug'ngxct' s c"ecdq" c'r ct vt' f'gn' gphqs wg'f g' *estrategias empresariales*"f g'rc"uqekrmi ¶c'geq»o kec."f gucttqm'f q'gp'gn'uki vkpgv'cr 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 lgtc'F k gcv'gp'r c¶gu'r gk¶ tkequ*1.4+."{ 'rcu'r ct vewrt'kf cf gu'f g'gug'vr q" f g'kpxgtuk»p'gp'rc'ecf gpc'cwqo qvtk'0Rqt"Anko q.'ug'tgrxcp'qu'guwf kqu'r tgegf gpvuf uqdtg'rc" gur gek'kecf cf " f g'rcu' hkrnu'f g' vto kpcrgu' cwqo qvtkegu' f g'GO " lcr qp gcu" gp' gn' o wpf q." f kxkpi wē pf qru'f g'rcu'f g'GGWW'f' Gwtqr c'r t kpek cm gpv»*1.5+0F g'gug'o qf q.'m'r t gugpv'f q" gp'gug'ecr ¶wru'ugpvct' s "rcu'dcugu'vg>tkeq/cpcn¶kecu'r ctc'gn'gzco gp'f g'wpc'ecf gpc'f g'xcmr'c" r ct vt' f g'wpc'hto c'kpf kxk' wcn'cvgpf kpf q'rc'hqto c'f g'r tqf wek»p'f g'rc'ecf gpc'f' { 'rc'i qdgtpep| c" f g'rc"go r t guc'¶¶ gt."{ "cf qr vcp'f q'gn'gzco gp'f g'rcu'gustcvi kcu'go r t guctkrgu'f g'rc"uqekrmi ¶c' geq»o kec0'

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

Gp'qu'cwqrgu'en' ulequ'f g'rcu'Ekpcku"Uqekrgu'ug'gpewpvt'cp'cpvgegf gpvuf g'wp" r tqhw'f q'kpvgt²u'r qt'rcu'ewgukppgu'geq»o kecu0Guv'r t gqewr cekp."gp'r ctvg.'ug'kpuetkd¶c'gp" wpc'eqpegr ek»p'kvgi tcf c'f g'rc'ekpck'ulekcn's wg'ug'f gucttqm' r ct vewrt'to gpv'gp'rc'v'cf kek»p" crgo cpc0' Guc' xkuk»p" gpeqvt»" pwo gtququ' f g'rc'evqrgu' cn' kpvgtkq' f g'rc" Uqekrmi ¶c."

³⁴Nq'ewcn' qf go qu'gpeqvtct.'r t kpek cm gpv'gp'Y gdt.'Uko o gn'f' Uej wo r gvt0C'uw'xgl.'ug'r wgf gp'j crct'ekgtvqu' r wvqu'gp'eqo Ap'eqp'qu'vcdclqu's wg'ug'gucdcp'r tqf wekpf q'gp'Hrcpek.'f qpf g'F wnj glo "F wnj glo ."3; : 7+

eqpukf gtcpf q's wg'rc'Geappo ꞑ'c'ug'qewr cdc'f g'rcu'ceekppgu"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' vgt o kpcꞑ'c'r qt'kpukwelkpcrk 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"gnlpqt vgt o gtlekcpq"Vcraeqw'Rctuqpu."hki wtc'egpvtcnf g'rc'"Uqekmqi ꞑ'c'f grluki mq'ZZ³⁵" *R² tgl."422; +0

F g'gug'o qf q."ewcpf q'rcu'vgtꞑ'c'f g'Rctuqpu'eqo kgp| cp'c'gpvtct'gp'f gecf gpek'f gpvtq" f grno wpf q'cecf² o leq'c'hkpcrgu'f g'hqu'c' q'u'92"ug'r tqf weg'gn'öt gpceko kgpvq "'f g'rc'"Uqekmqi ꞑ'c' Geapp>o kec" *UG+0'Cu'ꞑ'gp'rc" f² ecf c'f g'3; : 2"wp"i twr q'f g'kpxguki cf qtgu'f g"Guvcf qu" Wpkl qu" kplek>"wp"o qxko kgpvq'r ctc'f ghkkt'rc'"Uqekmqi ꞑ'c'Geapp>o kec"eqo q'wpc'tco c"gur geꞑ'kec'f g'rc'" Uqekmqi ꞑ'c'"Rq| cu."4226+0'Gur geꞑ'keco gpvg."c'r ct wkt'f gr'vzvq'f g'I tcpqxgwt"*3; : 7+"*Acción económica y estructura social: el problema de la incrustación*"'ug'eqo kgp| c'c'kpukwelkpcrk ct" wpc'eqttkpvq'vgt>tlec."f gpqo kpcf c'P wxc'Uqekmqi ꞑ'c'Geapp>o kec *P UG+0'F lej q'cwqt'r rcpvgc." tgvqo cpf q'c'Mctn'Rqrcp { k'*3; 66+."wpc'f g'rcu'vguku'o^a u'ekcf cu'{"f kuewkl cu'f gpvtq'f gr'eco r q'< rc'geappo ꞑ'c'guv'*incrustada* gp'rc'uqekgf cf."mq'ewcn'uw r ppg's wg'gu'kpguekpf kdr'f g'rcu't gnekkppgu" uqekrgu'gp'rcu'ewcrgu'guv'^a kpo gtuc0"

Rctc" guvqu"hwf cf qtgu'f g'rc'"P UG."rc"ekgpek"geapp>o kec"glgteꞑ'c'gp"Guvcf qu" Wpkl qu"wp" o qpqr qrkq'uqdtg'gug'eco r q'f g'kpxguki cek>p."r qt'mq's wg'gr'r tko gt'r cuq'eqpukuk>"gp'tgcrk ct" wpc" hwgtvg" etꞑ'kec'f g" mqu" r quwrcf qu" guppekrgu" f g" rc" geappo ꞑ'c' pgqerf ulec" tgur gevq" cni' eqo r qt wco kgpvq'geapp>o leq'f g'hqu'kpf kxkf wqu."{ 'guvdrgeg't'cu'ꞑ'hqu'ꞑ' kgu'f g'rc'f kuekr rkpc0'Guvcu" kpxguki cf qtgu'cti wo gpvtqp's wg'gtc'etwecrn'cdtk'gr'f gdcv'cecf² o leq'cegtec'f g'rc'geappo ꞑ'c' r ctc'kpenkt'wpc'i gpwpc'r gtur ge'kxc'uqekrn's wg'wv'kgtc'eqo q'egpvtq'rc'kpvgtceek>p'f g'r gtuqpcu" tgcrgu."gp"xgl'f gr'eqplwpvq'f g'uw'wguvqu'hqto crgu'f gucttqmf qu'r qt'mqu'geappo kvcu'eqo q' hwf co gpvq'f g'uw'f kuekr rkpc'"Rq| cu."4226+0"

Guvcu" r quwrcf qu" ug" qtlgpwcp." r tlpekrcm gpvg." j cek" ekgtvcu" ^a tgcu" vgo ^a wecu" hwf co gpwrgu'gp'rcu's wg'ug'f gucttqmf'rc'UG0'Nc'r tko gtc'f g'gmcu't ghkgt'c'rc'"*teoría de la acción*0' Gp'rc'geappo ꞑ'c'"*mainstream* rc'kf gc'f g'rc'tcekppcrkf cf'kpf kxkf wcn'guv'^a eqo r tgpfg'c'f gpvtq'f g"

eqpvwvdc'hwgtvgo gpvg'gr'no qpqr qrkq'kpvrgewcni's wg'vꞑ'ꞑ'p'mqu'geappo kvcu'uqdtg'rcu'ewgukppgu'geapp>o kecu" *Rgtgl."422; +0'F wtnj glo "eqpukf gtcde" s wg'rc'qdtc'f g'mqu'geappo kvcu'erf ulequ'vꞑ'ꞑ'gr'f ghgevq'kpuw'gtcdrg'f g'uw' qt'kpvcel>p" kpf kxkf wcrkuc." { c" s wg" kpvꞑ'vct" f gf wekt" ng { gu"r ctc" ewcns wkt" ugevq't'f g" mqu' hgp>o gpqu" uqekrgu." gztc {² pf qrcu'f g'hqu'r quwrcf qu'uqdtg'rc'pcwrcrg| c'j wo cpc'gtc'wpc'cdunwq'gttqt."{ c's wg'gr'j qo dtg'gu'wp'cpko cni' uqekrn'f'gu'rc'uqekgf cf'rc's wg'etgc'uw'pcwrcrg| c'"Dgti gukq."4229+0'³⁵"Eqo q'ug'qdugtxc'gp'uw'ndtq'uqdtg'"*La estructura de la acción social*". "Rctuqpu"*3; 59+r' tqr qp'ꞑ'c'cr q'ct'rc" uw' tgo ceꞑ'c'f g'rc'Geappo ꞑ'c'uqdtg'gr'eco r q'f gr'öxcmt'ö'o kgpvtcu's wg'rc'uw' tgo ceꞑ'c'f g'rc'Uqekmqi ꞑ'c'tgukf ꞑ'c'uqdtg' cs wgr'f g'hqu'öxcmt'guö'"Rgtgl."422; +0

mq" s wg" f gpqo kpcp" *individualismo metodológico*, "pvo co gpvg tgrckqpcf q" c" r" tcf lek»p" wkrkctkuc0Gri'o kuo q"ug"f gur tgpf g"f g"r"pqek»p"f g" *homo-economicus*. "cvtkdvkf c" c" rqu" cwqtgu" eni ulequ" f g" rru" ekpcku" geqp»o lecu" *Tlectf q. "3: 39=Uo kj . '3998+ 's wg" eqpukf gtc" cniugt" j wo cpq" eqo q" wp" ci gpvg" tcekqpcn" { "gi q" fuc. "gpvgpf kqpf q" s wg" uki wg" wp" eqo r qtwo kqpv" b czko k cf qt" f g" dgpghlekqu" o cvgtkrgu" kpf kxf wrgu. "ukp" ugpvo kqpvu" pk' xcmqtgu" o qtcrgu0⁶" Cn' gko kpc" rru" tgrckqpgu" ulekrqu" f gni" cp" rku. "ug" eqpenw\ g" s wg" r" eqo r gvpck" f gvto kpc" rru" v to kqu" f g" kvgtco dkq" f g" o cpgtc" wni" s wg" pq" r wgf gp" ugt" o cpr wrcf qu" r qt" rru" kpf kxf wqu0⁷" Rctc" rru" ulekr»mi qu" geqp»o lequ. "gp" eco dkq. "ru" r tghgtgpeku" { "ru" ceekqpgu" f g" rru" kpf kxf wqu" pq" guv⁸ p" pgeguclko gpvg" cniqgcf qu" { . "gp" ghgevf. "o wej qu" f g" rru" eqo r qtwo kqpvu" pq" uqp" pk' kvgtgucf qu. "pk'qr qt wplwcu0Gp" guvg" ugpvkf q. "ugi Ap" Dqwf kgw" *4224+ "guvc" ceek»p" pq" gu" tcekqpcn" ukp" s wg" gu" *razonable*. "gu" f gek. "s wg" f gr gpf g" f g" uw" eqpvz vq" ulekr0F g" gmq" ug" f gur tgpf g" s wg" rru" i wuqu" pq" uqp" hku" pk' wplwgtucrgu. "ukp" s wg" f gr gpf gp" f gni" eqpvz vq" j ku»tleq" { " ulekr0⁸" Ego q" eqpvtcr ct vkf c" cni kpf kxf wruo q" b gvf qni leq. "I tcpqwgwt" *3; : 7+ "uqukpg<""

"

Nqu" cevtgu" pq" ug" eqo r qtwp" q" vqo cp" f gekkqpgu" eqo q" vqo qu" chwgtc" f g" wp" eqpvz vq" ulekn" 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" ulekrqu" s wg" qewr cp0Gp" hwi ct" f g" gmq. "uwu" guhwgt| qu" r qt" rru" tct" vpc" ceek»p" kvpckqpcn" guv⁹ p" kpetwrcf cu" *embedded+ gp" rru" ukngo cu" eqpetgvu" f g" tgrckqpgu" ulekrqu" gzkuvgpvu" *I tcpqwgwt. "3; : 7<6: 9+0"

"

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

³⁶"C" uw" xgl . "guvg" cdqtf clg" hwg" cf qr wcf q" r qt" rru" Geqpqo "c" r ctc" cpcrk ct" qvtqu" hgp»o gpqu" ulekrqu0Rqt" glgo r rru. " Dgengt" *3; ; 5+ f gur rki c" rru" vgt" f" f g" rru" ceek»p" tcekqpcn" r gtq" kpeqr qtcpf q" qvtcu" xctkdrgu" eqo q" cekwvf gu. " r tghgtgpeku. "e^a rewqu. "cht o cpf q" s wg" rru" ceek»p" tcekqpcn" gu" rru" o glqt" dcug" r ctc" guwf kct" ekpcku" ulekrqu0"

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

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

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

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

Dclq"guv"r gtur gevxc" f g"cp^a rkuku."ug"ghcwk c"rc"ko r tgekuk»p" f g"rc"t gceke»p"gpvt g"rcu" ceekqpgu" f g"rcu" go r t gucu" {" uwu" t guwncf qu." gp" mu" v² to kpqu" r tqr wguqu" r qt" mu" o qf grqu" geqp»o kequ."f qpf g"rc"o kuo c"ug"r t gugpvc"eqo q"cwqo^a vlec" 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'eqphkdrng'rcu't gceekqpgu's wg'r tqf wegp'rcu't guwncf qu's wg'qdugt xcp."ukgpf q" kpecr cegu'f g'i gpgtct'rcu't gur 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 qukr'c'rc'Uqekmqi "fc" {" qvtcu'elgpeku'uqekrgu" {" f kur wctrg"wp"nwi ct"gp"rc"kpvt r t gceke»p" {" cp^a rkuku" f g"qdlgqu" {" r tqeguqu'geqp»o kequ'uki pkle»'wp'i tcp'cxcepg'gp'rc'equuqk'f cek»p'f g'rc'uwdf kuekr nkpc0Cf go^a u." nwi q" f g" rc" h"fc" f kucpek" s wg"o cpwxkgtq" Geqpqo "fc" {" Uqekmqi "fc" gpvt g" gn' r gt'qf q" f g" gpvt gi wttcu" {" mu" c^o qu'ugvpc."rc" P UG'tgcxk»"gn'f k^a mji q" f kuekr nkpc."gp"r ct vewrt."eqp"rc" geqpqo "fc" *heterodoxa*"Ecuvgmpk"{" Utcwu."4234+0"

Uk"go dci q."c'r guct'f gn' b gpekqpcf q'f kxqtela'gpvt g'gucu'f kuekr nkpcu'f wcpvg'i tcp'r ctvg" f gn'Uki m'Z.Z.'gp'Co² tlec'Nc'kpc'r tqr gt»'wpc'r tqn'kec'gucwgn'f g'ekgpvku'uqekrgu'f gf kecf qu"

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

c"guwf lct "mqu"vgo cu"geqp»o lequ"xkpewrf qu"cn*desarrollo*³: "gp"mqu'r c"lgu'f g"r"tgi k»p0Ug"tvc" f gn'Gut wewtcrkuo q"Ncvkqco gtlecpq"s wg"pceg"r ctvkt "f g"mqu'r tqr wguwu'tgcrk cf cu'r qt "TcÀr' Rtgdkuej "f guf g"gn'uwti ko kgpvq" f g"r"Eqo kuk»p"Geqp»o kec"r ctc"Co ²tlec"Ncvkpc" { "gn'Ectkdg" *EGRCN+"gp"3; 6: 0: "Gp"guwg"pqxgf quq"eqtr wu"v»tleq"ug"gpewgpvtcp"mqu'enf ulequ"eqpegr vqu" gut wewtcrkuwu" f g"centro-periferia."heterogeneidad productiva" f g"mqu'r c"lgu'r gtkt²tlequ"q"r" vgu'f gn'deterioro secular"de los términos de intercambio"*Dkgnuej qy unf . '422; =Ugttcpk'4234-0' C"uw'xgl . "f lej c"guewgr"ukt xk" f g"kpur ktcel»p"r ctc"qwtc"eqttkpv" f g"tgngxcpekc"gp"r"2 r qec. "r" Vgqt" f g"r" F gr gpf gpekc. "r"ewcn'guwf k» c"mqu'r c"lgu'f g"Co ²tlec"Ncvkpc"eqpek² pf qmqu"eqo q" gut wewtcu" f gr gpf 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 k»p"ug"o cpwxq"gp"r"EGRCN"j cuvc"r" f²ecf c" f g"3; : 2. "ewcpf q. "cpvg" gn' cxcpeg" f g" mqu" r qm"lecu" pgqrkdgtcrqu" gp" r" tgi k»p" { "mqu" etkuku" geqp»o lecu" tgewttgpvqu. " r" kpurkwek»p"eqo gp| »"c"tgcrk ct"o ^a u'guwf kqu"uqdtg"guvcdkcf cf "o cetqgeqp»o kec."uwdtc { cpf q"r" vctuegpf gpekc" f gn'qtf gp" hkuccu'Cu" | "ug"tgxku»" r" kpvtxgpekc»p" f gn'Guvf q"gp"r"geqpqo " f " { "ug" f ghgpf k»"wpc"o c { qt "cr gt wtc"eqo gtekn"gpvtg"qvtqu"eco dkqu"gp"uwu"ghqs wgu"*Dkgnuej qy unf . " 422; +0³"

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

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

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

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

⁴³"Culo kuo q. "c" r ctvkt " f gn'kpi tguq" f g" Hclp| { ndgt"gp"r"EGRCN"gp"3; : 5. "ug"tgcrk c" wpc"tgxkuk»p" f gn'gut wewtcrkuo q" { "ug" f c" kplekq" c"mqu" s wg"ug"eqpgeg"eqo q"r" gvr c" f gn'pqqgut wewtcrkuo q" *Dkgnuej qy unf . '422; +0'Gp"grc. "mqu"cp" r kuku" v»tlequ"ghcwk ctqp"gn'r tqi tguq"v epleq"dcucf q"gp"gn'eqpkelo kpvq"gp"dcug" c"guwf kqu"pgquj wo r gvgtkcpqu"uqdtg"r" tgxqmwel»p" f g" r"u" vgepqrmi " f " u" f g" r" kphqto cel»p. "r" dkqgepqrmi " f " { " r" etgcel»p" f g" Ukngo cu" P celqpcrgu" f g" kppqxcel»p" *UP K0C"uw'xgl . "ug" r gtf k»" r" egpvtcrk cf " f g"r"o cpwcewte. "i cpcpf q"ko r qt vpekc"mqu"ecr celf cf gu" f g" eqpkelo kpvq"gp"wpc" b c { qt " f kxgtuqu" hcekc»p" r tqf wvkc"o F lej q"pwgxq"ghqs wg"mqu" r gto klc" c" guqu"cwqtgu"o cpvpgt" wp" f k' mqu" q"eqp"mqu" i qdkgtpqu" s wg"guvcdcp"ngxcpf q" c"ecdq" tghqto cu"gut wewtcrkuo"kpur kcf cu"gp"gn'øE qpugpuq" f g" Y cuj kpi vqö" *Dkgnuej qy unf . '422; +0"

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

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

"

Cr tgpf gt "c" f gucttqmctug" tgs wkgg" wp" eco dlq" f g" eqphkt" gp" vgt'cu' f gf wvxcu' r wcu' c" eqphkt" gp" g'zr g'lgpeku'lpf wvxcu'f g'rc'xkf c't gcn0Uk'rcu'geqpqo 'cu'go gti gpvgt'xcp'c'ugi wk'et gelpf q. 'uk'nu'r c'f'gu' o gpqu'f gucttqm'f qu'xcp'c'cwo gpvt'uw'r tqf weel»p. 'pgegukcp'wpc'o gpv'g'gdgrf g. 'wp'cm c'f'g'ugf lekl»p" { " wpc'tgxqwek»p'gp'gn'tc| qpco kpvq'udtg'gn'f gucttqmj'geqp»o leq0⁵"

""

Cf go ^a u. "f lej qu" vgt'lequ'f glctqp" f g' rcf q. "vqv" rc" eqpegr ek»p" *fordista-keynesiana*" r tqr kc" f g'rcu' geqpqo 'cu' kpf wvxcu' cf cu' f g" o gtecf q" f g'ne'gvtq. "eqo q" rc" o cvtk" *centro-periferia*" f g'nu'wdf wvxcu' q'rc'wpc'o g'lecpq" { "r wkgg'g'ur gekn'cvpke»p" gp'rcu'gur ge'leku' hqto cu's wg'cf s wkgg'rc" t'g'rcel»p" gpvt'g'Guvcf q" { "go r t'guctkqu'r ctc" gpvgt'gt'nu'ugpf gtqu'f g'nf *u'wdf gucttqmj'geqp»o leq *Ugttcpk'4234+0Uw'o c { qt'r t'gqewr cek»p'guwvq'gp'cpcrk' ct'f k'k'pvcu' g'zr g'lgpeku'f g'f gucttqmj'geqp»o leq"gpvt'g'r c'f'gu'f g'lpf wvxcu' cek»p'vct'f'c'f'g'rc" r g'k'g'k'c. " r ctc" g'peqvt'ct" r ct'wvwt'kf 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" ectcevt'f'leku'g'wvxcu'f g'ur ngi ctqp'r t'qeguqu'f g'f gucttqmj'vcp'f k'f'p' k'gu" { "eqp't'guwv'cf qu' vcp'f k'g'g'p'vgt'0⁶""

Rqt "Anko q. 'qvtqu'guwv'kqu'f g'rc'PUG'c'hp'rcu'f g'uki nq'r cu'cf q'ug'g'pecti ctqp'f g't'gucnct" rc"ko r q'v'p'ek'f g'rc"qti c'pk' cek»p'ulekcn'gp'r t'qeguqu'f g'f gucttqmj'geqp»o leq0'Guqu'cwqt gu' f guvecp'rc" t'g'ng'x'p'ek'f g'nf g'zco gp'f g'rcu'ectcevt'f'leku'r ct'wvwt'gu'f g'ecf c"o gtecf q" r ctc" gpvgt'gt'nu'r t'qeguqu'f g'²z'kq"geqp»o leq. "et'k'lecp'f q'rc"kf gc'f g"o gtecf qu'w'p'k'g'uc'rcu'f g'rc" geqpqo 'c' pgqen'ulec" *Dki i ctv." 4223<' 33+0' Gp" r ct'wvwt'." guqu' v'cdclqu' j cp" t'gcn'kf cf q" eqpvt'k'w'ek'p'gu'gp"e»o q'rcu'ectcevt'f'leku'r ct'wvwt'gu'f g'cni w'p'cu'ulek'gf cf gu'j cp"o q'f g'cf q" u'w'qti c'pk' c'ek'p'gu. 'gpvt'g'rcu's wg'ug'f guvecp'uw'go r t'guc'r t'k'cf cu. { "e»o q'²u'cu'j cp'k'p'hw'kf q" gp"uw'v'c { g'v'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'ng'p" { "Dki i ctv."3; ; ; : +0C'uw'x'gl. "guqu'cwqt gu'j cp'et'k'lecf q'c'q'v'cu'v'g'gt'f'cu"

⁴⁴"Gn'lp'leq'f g'guvc'eqt'lgpv'g'vgt'lec'r wgf g'ukwctug'gp'gn'r t'gewt'qt'ct'f'ew'f'f g'Co uf gp *3; 9; +u'qdt'g'gn'f gucttqmj' geqp»o leq'f g'Vcky cp's wg'hwgi q'lpur k»'cni'v'cdclq'f g'Laj puqp *3; : 4+u'qdt'g'gn'lecu'f cr qp²u'c'v'cx²u'f g'uw'Estado desarrollista0'

⁴⁵"Rctc'r tq'hw'p'f k' ct'cegtec'f g'nt'geq'kt'f q'f g'nr' gpuc'o kpvq'f g'Co uf gp'eqpuw'ct'Gxcpu *4243+0'

⁴⁶"Cu'f'guqu'cwqt gu'r wkgg'g'ur gekn'cvpke»p'gp'rcu'r ct'wvwt'gu'hqto cu's wg'cf s wkgg'rc" *acción económica*" eqo q" t'guwv'cf q'f g'rcu't'g'rcelqpgu'gpvt'g'Guvcf q'ecr kcn'gpvt'g'ni t'ct'cw'p'p'qo 'c'g'guvcni'v'ersus uwewo dkt'c'rc" r gpvgt'cel»p" f g'nu'lpvgt'gugu'go r t'guctkqu'gp'gn'hw'p'ek'p'co kpvq'f g'rc'dw'q'et'ceke'guvcni' *Ugttcpk'4234+0'Rctc'g'mj. 't'gew'gt'cp'rcu' p'q'ek'p'gu'p'g'qo ct'z'k'cu'f g'rc' *autonomía relativa*" f g'Guvcf q" { "rcu'y g'dgt'k'p'cu't'gur ge'v'c'rc"ko r q'v'p'ek'f g'rcu' *capacidades burocráticas estatales*0'Gu'f gek. "ug'f g'lc'f g'r gpuct'cni'Guvcf q" eqo q" gur glq'f g'rc'g'k'g'f q'o k'p'p'v'g. " t'g'qo c'p'f q'gn'f'uleq'f g'd'cv'g'o ct'z'k'cu'f g'nu'c'o qu'-82/02'gpvt'g'O k'k'c'p'f { "Rq'w'rc'p'v' cu'0"

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

F g" guv" o qf q. "gp" r" r tguvpg" kpxguki cek»p" ug" tgvqo c" gn'cdqtf clg" f g" r u" Ekpkecu"
Uqekrgu'uqdtg'r tqdngo cu'eqpukf gtcf qu'ògeqp»o lequö"{"."r qt'ng'vcpvq."ektewpuetkr vqu'cn'eco r q"
f kuekr nkpt'f g'rc'Geqpqo ¶c0Gur ge¶heco gpvg."ug'cpcrk ct" e»o q'rcu"go r tgucu."nglqu'f g'ugt'wpc"
òeclc" pgi tcö."uq" qti cpk cekqpgu" uqekrgu" eqo r nglcu" chgevcf cu" r qt" f kwkvqu" hcevtgu'0' Gp"
r ct vewrc." 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¶ngu' r gtlk? tlequ't gegr vqt gu."eqo q' vco dk' p. "uwu'ko r cevu'gp' uw"
f gucttqm q' geqp»o leq'0' Cu¶" gp" nqu" r t»zko qu" ecr ¶wru" ug" o quvtct" e»o q' r u" vgt o kpcrgu"
cwqo qvlegu" f g" Cti gpvkpc." nglqu' f g" ugt' cevtgu' wplhqto gu." wxlgtqp" f kxgtuqu" f gugo r g° qu"
f wtcpv' r u' r tko gtcu' f 2 ecf cu' f gn'uki nq." f guce" pf qug' gn'ecuq" f g" Vq{ qvc." {"e»o q' guq" r wgf g"
gzr rlectug" c" r ct v' f gn'cp" ruku" gp' r tqhwf kcf cf "f g" guv" qti cpk cek»p" o wnkpcckqpcn' {"uw' hkn'cn"
cti gpvkpc'0'

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

Gp'rcu'f 2 ecf cu' f g'3; 92" {"3; : 2'ug'f kgtqp'gp'gnb wpf q'wpc'ugt'kf'f g'eco dkqu's wg'wxkgtqp"
ko r cevu' gp" r" qti cpk cek»p" o cpwcewtgtc" i nqdcn' Ugi Àp" Rgtgl " *4232+." guv" qrc" f g"
vcpuhqto cekqpgu'gu' r ctvg'f g'rc"s wkw'c"tgxqmwel»p"vgepqn»i kec."dcucf c" gp" r" kphqto "a véc."rcu"
vgrgeqo wplecekqpgu" {"rcu'hqto cu'f g' r tqf week»p" hgzkdrg0" Gm" ko r rle»"gn'f gucttqm q' f g" r u"
Vgepqrqi ¶cu'f g' kphqto cek»p" {"Eqo wplecek»p" *VIEu+."rcu'ewcrgu" hcekrkctqp" gpqto go gpv'rc"
eqqt'f kpcel»p" c" f kwpekc" f g" r u" f khtgpvgu" gvr cu' f g" r" r tqf week»p." r gto kkl' pf qrgu" c" r u"
go r tgucu'cewct'f g'hqto c" o wnkqecrk cf c0'Qvtq'eco dkq'f g'ko r qtvcpek" gp' guv" 2 r qec"hwg'rc"
hwgtv'gf week»p'f g' hqu'eququ'f g'vcpur qtvg."gp' r ctvg." r tqf wev'f gn'cwi g'f g'rc" *containerización*
*Rqtv" gv'cn' 4236+0' Rqt" qvtq" rcf q. "wpc"ugt'kf'f g' hcevtgu' 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 ven' gp" r" etgcel»p" f g" xcmq+."
gutvewtcrkuo q"¶pf wutkrk' cek»p+."uqek»nq' qu'f gn'f gucttqm q'pgqkpwkewkqpcnkuc"¶Guv'f c'w»pgo q" {"ghlekpgv+."
Vgqt'¶" f g'rc'F gr gpf gpek IVgqt'¶" f gn'Ungo c/O wpf q"¶tgxqmwel»p' r qn'lec" {"uqekcn'0'UK'dkq' hqu'cwqt'gu'pq' hq'v'wcp."
c" guv" vgt'¶cu" r qf t'¶p" uwo ctug" nqu" v»tlequ" f g" r u" EI X" ¶pugtel»p" gp" r u" ecf gpcu+ {" gn'
pgqgutvewtcrkuo q' hpgqj wo r gvtkcpqu"¶ppqxcel»p' lecr celf cf gu'vgepqn»i lecu+0'

⁴⁸" Ectmq' Rgtgl " *4232+ r gtlqf k' c' r" j kxqtk' ecr kcrkuc" gp' elpeq' t'gxqmwel»p' vgepqn»i lecu' uwegukcu' f g' g' 3992"
{ "r ctcf ki o cu'vgepq/geqp»o lequ's wg'rcu'ectcevtk' cp<'rc"s wkw'c'f g'guc'u'ug'f c" gp" 3; 93" {"gu'f ghkpk' c'eqo q' r" gtc"
f g'rc" kphqto "a véc."rcu'vgrgeqo wplecekqpgu" {"rcu'hqto cu'f g' r tqf week»p" hgzkdrg0' Gn'lpkq' f g' guv" Ànko c' guv' f cf q"
r qt' r' cr ctel»p' f gn' letqr tqegucf qt' ¶vgr'gp' Ecrkhtpk. "GGWOC" r ctvt' f gn'4232'gz'kung'wpc'f kwewk»p' uk'rc'cewcn'
òk'vgt'p'¶pf wutkrk' q' r" òk'pf wutkr' 60'ò'cecdc' t'gxqmwel»p' q'rcu'hqto cu' uqekrgu" {"f g' r tqf week»p." gp' guv'ecuq."
eqtgur qpf gt'¶" eqp'wpc'ugz'v' t'gxqmwel»p' gp' gn'guwf kq' f g' Rgtgl " *4232+0'

qti cpk celap f g'ir' r tqf weekap' b' wpf kcn'gp' gucu' f² ecf cu0Gpvt g' gmq. 'ug' gpewgpvtcp' r' ec' f' c' f' gn' dms wg' uqxl² vek. 'gn' i ktq' f' g' Ej kpc' j' cek' w' ecr kcn'uo q' f' g' Guvcf q' { "r' rkdgtckl celap' f' g' r' geqpqo' f' kpf k. 'i' gpgtcpf q' w' cwo gpv' f' g' r' ecr cek' cf' r' tqf wekxc' f' gn' rcpvc' { "gn' kpetgo gpv' f' gn' eqo gtek' l' kvtgpcckqpcn' r' kpxgtukap' gzvtcplgtc' { "r' uwdeqvtcvek' ap' kvtgpcckqpcn' *Rqtvc' gv' cr0' 4236+0"

Gucu' o qf hkecekppgu' ko r rlectqp' ko r qtvcpgu' eco dkqu' gp' r' qti cpk celap' f' g' r' u' GO u. { "c' s' wg' vpf lgtqp' c' v' tcpuhtk' cri wpcu' cevkkf cf gu' oi gpgtcm gpvc. " r' u' o' gpqu' tgpvdr' u' { "uq' h' u' k' ecf cuo' f' gn' tqeguq' r' tqf wekxq' j' cek' q' v' t' cu' go r' tgucu' *outsourcing+ { "q' v' t' qu' r' c' f' u' gu' *offshore+ " o c { qto gpvc' f' g' r' r' g' t' k' h' t' k' . " t' g' v' p' k' p' f' q' r' c' t' c' " u' f' i' n' u' u' ugi o gpv' u' s' wg' o' a' u' xcmr' t' ci tgi cp' *ce' v' k' k' f' cf' gu' core+ { "v' t' e' k' t' k' c' p' f' q' i' n' u' r' t' q' e' g' u' q' u' r' t' q' f' wekxq' u' i' gp² tlequ' q' f' g' dclq' xcmr' t' . 'eg' v' t' c' f' qu' gp' gn' xq' n' w' o' gp' { "gp' r' e' q' o' r' g' v' k' k' f' cf' / r' t' g' e' k' q' *Rqtvc' gv' cr0' 4239+0' Nc' gu' v' c' v' i' k' c' gu' s' f' c' f' r' q' t' s' w' d' t' c' t' gn' r' t' q' e' g' u' q' r' t' q' f' wekxq' gp' x' c' t' k' u' u' g' i' o' gp' v' u' f' k' u' e' t' g' v' u' { "eqp' h' q' t' o' cu' gur ge' h' k' e' c' u' f' g' q' ti' cp' k' celap' 0' Guv' i' g' p' g' t' w' p' c' l' k' v' g' t' f' g' r' g' p' f' g' p' e' k' b' c' { q' t' gp' r' e' u' t' g' f' gu' e' q' o' g' t' e' k' r' g' u' l' k' v' t' g' p' c' e' k' q' p' c' r' g' u' f' c' f' q' s' w' g' w' p' c' r' c' t' v' g' ko r' q' t' v' c' p' g' f' gn' xcmr' t' f' g' r' u' g' z' r' q' t' w' e' k' q' p' p' u' e' q' o' gp' | » " c' eq' v' g' p' g' t' xcmr' t' ko r' q' t' v' c' f' q' gp' o' a' u' f' g' w' p' q' t' k' i' gp' { "g' t' c' r' q' u' k' d' r' g' s' w' g' e' k' t' e' w' g' p' r' q' t' o' a' u' f' g' w' p' f' g' u' v' k' p' q' j' c' u' x' n' g' i' c' t' c' r' u' e' q' p' u' w' o' k' f' q' t' g' u' h' k' p' c' r' g' u' f' g' h' q' t' o' c' v' n' s' w' g' gn' r' t' q' e' g' u' q' f' g' c' i' t' g' i' c' e' k' p' f' g' xcmr' t' e' q' o' gp' | » " c' q' e' w' t' t' k' gp' o' A' n' k' r' g' u' g' u' r' c' e' k' u' p' c' e' k' q' p' c' r' g' u' *I' g' t' g' h' k' gv' cr0' 4223=I' g' t' g' h' k' { "M' q' t' |' g' p' k' y' k' e' | . '3; ; 6+0"

Gp' dcug' c' guv' r' t' q' e' g' u' q' . " m' u' c' w' q' 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' u' f' g' r' e' 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' p' . '3; ; 8+ " g' r' d' q' t' c' t' q' p' gn' e' q' p' e' g' r' v' q' f' g' cadena global de commodity" *EI E+ s' w' g' n' w' g' i' q' o' q' f' h' k' e' c' t' q' p' gp' cadena global de valor" *EI X+ *I' g' t' g' h' k' gv' cr0' 4227=J' w' o' r' j' t' g' { "U' e' j' o' k' | . '4224+⁴⁹ r' e' w' e' n' r' w' g' f' g' p' v' g' p' f' g' t' u' g' e' q' o' q' " la secuencia de actividades que las firmas y los trabajadores realizan desde el diseño de un producto hasta su uso final " *I' g' t' g' h' k' { "H' g' t' p' a' p' f' g' l' / U' c' t' m' 4233 < 6+0' C' u' w' x' g' l' . " r' h' q' t' o' c' e' l' a' p' f' g' 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' f' g' o' c' { q' t' v' t' c' u' e' g' p' f' g' p' e' k' c' " r' u' i' t' c' p' f' g' u' GO u' gp' r' q' ti' cpk celap' geqp » o' k' e' c' b' w' p' f' k' c' n' { c' s' w' g' r' e' u' b' k' u' o' c' u' g' l' g' t' e' g' p' r' i' q' d' g' t' p' c' p' l' c' f' g' r' e' u' EI X. r' w' g' f' gp' u' w' d' q' t' f' k' p' c' t' c' n' t' g' u' q' f' g' r' u' go r' t' g' u' c' u' f' g' r' u' t' c' o' c' . " t' g' v' k' e' p' p' m' u' u' g' i' o' gp' v' u' s' w' g' o' c' { q' t' xcmr' t' ci tgi cp. " v' k' p' p' o' c' { q' t' h' e' k' k' f' c' f' r' c' t' c' t' g' w' d' l' e' c' t' u' u' w' l' k' p' x' g' t' u' k' q' p' p' u' { " r' w' g' f' gp' q' r' g' t' c' t' o' w' n' k' e' c' t' k' c' f' c' o' g' p' v' g' gp' v' k' g' o' r' q' t' g' c' n' { "gp' h' q' t' o' c' u' g' r' e' v' k' c' 0"

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

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

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

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

⁴: "Rqt'wp'rcf q.'ug'f kq's wg'guc'vr qmji 'c'gtc'hwgtvgo gpv'gu^a wlec" {"f leq>o lec." {"s wg'gucdc'hwpc'co gpvc'c'gp'wpc' xkukp'ulo r rkuc'f g'rc'vgepqmji 'c' {"f g'rcu'dcttgc'f g'gpvc'c's wg'gp'o wej qu'ecuqu'pq'ug'clwuxcdcp" c'rc'tgerk cf 0' Gm'gp" r ct'v'qewt'f "r qts wg'rcu'r tqr kcu'ecf gpcu'gucdcp"uqo gvk cu'c"eqpuvcpvqu'r tqeguqu'f g'v'c'puh'qto cekp." eco dkq'vgepq>i leq" {"cr tgp'k clg0'C"r ct'kt'f g'gmj."ug'r tghk">"i gpgtct"wpc"vr qmji 'c'"eqo r ngo gpvtk'o "a u's wg' uwr ngo gpvtk'+s wg'hwgug'o "a u'p'gwrcn'gp"v' to kpcu'ugev'q'lcrgu" *gu'f gek" s wg.'r qt'glgo r rqi."cuwo lgtc"s wg'pq'vqf c" ecf gpc'f g'rc'grgevt>plec'v'kpg'p'geuctkco gpv'gn' b kuo q'r cvt>p'f g'i qdgtgpcp| c+.s wg'r tgucug' b c {qt'cvgekp'c' rqu' x'pewqu'gptg' rqu'gurcdqpgu' {"s wg'hwgtc'ecr c| "f g'f ct'ewpvc'f g'rcu'eco dkqu'gp'gn'vgo r q'cn'kpvgtkqt'f g'wpc' b kuo c' ecf gpc0'

ecf gpcu" f g" xcmq" cwqo qvkl " guvqu" j cp" ukf q" ecvnci cf qu" eqo q" tgrckqpcn" f g" o gtecf q" q" ecwvku0' F g" guvq" o qf q. "rcu" gur gekhecekqpgu" ug" r wgf gp" f gucttqmc" eqplwvco gpvg. "gp" wp" r tqeguq" f g" eq/ f lug° q. "q" rqu" r tqxggf qtgu" r wgf gp" tgeklk " kputweekqpgu" eqo r rvcu" uqdtg" s w² " r tqf wek0' Gp" gn' r tko gt" gphqs wg. "o" a u" tgrckqpcn" rqu" kpi gpkgtqu" f g" f lug° q" f g" ruc" r tkpek crgu" go r tgucu" { " r tqxggf qtgu" vcdclcp" gp" gutgej c" eqmcdqtcckp" r etc" f gucttqmc" r kgl cu" s wg" hvpekqpc" p" gp" gn' eqpvz vq' f grif lug° q' i' gpgtcrif grlxgj " f wvq0' Gp" lgi wpc' kpuvck. 'hqu' kpi gpkgtqu" f g" ruc" go r tguc" hff gt" f gucttqmc" vq' cu" ruc" r kgl cu" f g" xgj " f wvqu" kpvtpco gpvg" { " r wgi q" rckcp" ruc" r kgl c. " etgcpf q" wp" x" f wvqu" f g" o gtecf q" eif ukeq" eqp" rqu" r tqxggf qtgu" q. " ewcpf q" ug" tgs wkgtp" kpxgtukqpgu" gur ge" f hcku" f g" ruc" tgrckp" r qt" r ctvg" f g" rqu" r tqxggf qtgu. " s wg" c" o gpwf q" rj" uqp. " gpncegu" ecwvku0' Nqu" x" f wvqu" f g" o gtecf q" r gto kwp" gn' eco dlq' f' ekn' f g" r tqxggf qtgu. " o kpvrcu" s wg" hqu" gpncegu" tgrckqpcr" { ' ecwvku' f' hkwncp" gn' eco dlq' f' g' r tqxggf qt " *Uwti gqp' gv' cr0' 422; < 42-0'

Rqt" qvtq" rcf q. " ruc" pkek" p" f g" *upgrading* ug" cr q { c" gp" wpc" eqpegr ekp" *bottom-up*. " cn' hqecrk ctug" gp" e»o q' ruc" hto cu' uwdqtf kpcf cu' r wgf gp" *q' pq+ k" gucncp f q" gp" ruc" ecf gpc" *I gtghk" 4223=I gtghk' gv' cr0' 4223. " 4227-0' Gn' *upgrading* " c" plxgn' f g" ruc" hto c" ug" tghktg" cn' r tqeguq" f g" cf s wvckekp" q" hqtvcrgeko kpvq" f g" ecr celf cf gu' s wg" r gto kwp" c" ruc" go r tgucu" j cegt" equcu" f g" o cpgtc" f hktgpvg" { lq" o glqt" { " j cegt" f kwpvcu" equcu" gp" eqo r ctckekp" eqp" gn' eqpvz vq" r t gxlq" *j qtwm" 423; +0' Gn' r tqr » ukq" f gn' eqpegr vq" f g" *upgrading* " gu" gzc" o kpc" rqu" r tqeguq" { " ruc" hto cu" gp" s wg" ruc" go r tgucu" s wg" pq" i' qdktpcp" ruc" ecf gpc" * { " r qt" rj" vpvq" gu³ p" uwdqtf kpcf cu'+ uwdgp" gucncp gu" 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 ctvckr ct" gp" EI X" *Dck" { " I gtghk" 4225-0' Ncu' ectcevt" f hcku" f g" rqu" x" f wvqu" gpvtg" ruc" uwdkf kctkcu" f g" ruc" go r tgucu" o wvckcekqpcr" { " rqu" r tqxggf qtgu" f g" rqu" r c" f ugu" f qpf g" ug" ruc" cp" uqp" wp" hcevt" ko r qt vpvq" r etc" gn' r qvpekcn' gucnc" o kpvq" kpf wvckcn' f g" ruc" hto cu" f qo ² wvcku" { " rqu" vkr qu" f g" ghgevu" f gttco g" s wg" i' gpgtc" ruc" r t gupck" f g" ruc" o wvckcekqpcr" 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 evckeco gpvg" 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' ekn' f g" eqpugi vkt" g" ko r rdec" r tqf wek" oª u" g' hkelgpvgo gpvg" *o c { qt" r tqf wevklf cf + " { c" ugc" wvklk cpf q" vgepqmji " f " uwr gkqt" *r qt" glgo r mq. " pvwxcu" o cs wvckctku" q" o gf kcpvg" ruc" t ggti cplk cekp" f g" rqu" ukvgo cu' r tqf wevku. " f gpvtq" f g" ruc" go r tguc" q" o glqtcpf q" ruc" tgrckqpgu" eqp" qvtqu" gurcdqpgu" f g" ruc" ecf gpc0' Gn' lgi wpc q. " *de producto*. " ko r rdec" o c { qtgu' ecr celf cf gu' s wg" gn' f g' r tqeguq" { ' eqpukvq" egpvtcmo gpvg" gp" j cegt" hff gcu" f g' r tqf wevq" oª u' uqhkvckcf cu. " f g" o c { qt' ecrkf cf " { ' eqp" o c { qt' xcmq" "

wpkctkq* r qt' glgo r mq. 'r cuct' f g' hcdtlect' xkpqu' f g' o guc' c' xkpqu' hkpqu' 0' Gn' vtegtq. "funcional." gu' f g' mu' o' a' u' f' k' f' e' g' u' f' g' mi' tct' { "eqpmxgc" gn' f' gur' r' co' kgpvq' j' cek' c' e' v' k' f' c' f' gu' s' w' g' t' g' s' w' k' t' c' p' o' c' { qt' gu' e' c' r' c' e' k' f' c' f' gu' } . 'r' qt' g' p' f' g' . 'v' p' i' c' p' o' c' { qt' gu' d' c' t' t' g' t' c' u' c' ' r' e' ' g' p' v' t' c' f' c' *' r' qt' g' l' g' o' r' m' q' . 'o' q' x' g' t' u' g' f' g' n' i' g' p' u' c' o' d' r' g' j' c' e' k' c' ' g' n' i' f' k' u' g' o' q' - 0' G' n' i' A' n' k' o' q' . "intersectorial." s' w' g' k' o' r' r' e' c' c' i' o' n' w' k' k' c' e' k' p' f' g' r' e' u' e' c' r' c' e' k' f' c' f' g' u' c' f' s' w' k' k' f' c' u' g' p' w' p' c' e' c' f' g' p' c' r' c' t' c' ' g' n' i' v' t' c' u' m' f' q' j' c' e' k' c' p' w' g' x' q' u' u' g' e' v' t' g' u' *' r' qt' g' l' g' o' r' m' q' . " w' k' k' c' t' r' e' u' e' c' r' c' e' k' f' c' f' g' u' q' d' v' p' k' f' c' u' r' c' t' c' ' r' e' ' h' c' d' t' l' e' c' e' k' p' f' g' v' g' r' x' k' u' q' t' g' u' r' c' t' c' j' c' e' g' t' o' q' p' k' q' t' g' u' { " f' g' u' r' r' e' | c' t' u' g' c' n' i' u' g' e' v' t' f' g' r' e' u' e' q' o' r' w' c' f' q' t' c' u' 0' G' u' q' u' e' q' p' e' g' r' v' u' u' g' t' a' p' t' g' v' o' c' f' q' u' g' p' g' n' i' E' c' r' f' w' w' q' 7' c' n' i' c' p' r' i' k' c' t' r' e' ' v' t' c' { g' e' v' t' k' f' 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' t' c' d' c' l' q' u' f' g' E' I' X' u' g' e' c' v' g' i' q' t' k' c' p' c' r' e' u' p' c' e' k' q' p' g' u' r' t' q' f' w' e' v' t' c' u' f' g' x' g' j' f' e' w' w' q' u' f' g' r' g' p' f' k' g' p' f' q' f' g' u' w' u' e' c' r' c' e' k' f' c' f' g' u' . h' w' p' e' k' q' p' g' u' { " r' t' q' r' k' g' f' c' f' f' g' r' e' u' g' o' r' t' g' u' c' u' *' x' g' t' H' k' i' w' t' c' K' 3' - 0' W' p' q' f' g' r' e' u' r' t' k' o' g' t' q' u' c' t' f' e' w' w' q' u' s' w' g' t' g' r' i' k' > " g' u' c' u' e' m' u' k' k' e' c' e' k' q' p' g' u' u' g' d' c' u' > " g' p' w' p' u' k' u' g' o' c' f' g' e' m' u' k' k' e' c' e' k' p' c' e' n' t' r' o' - p' e' r' i' f' e' r' i' a " * U' w' t' i' g' q' p' (" H' q' t' k' f' c' . 4222 - 0' V' t' c' d' c' l' q' u' r' q' u' v' t' k' q' t' g' u' k' f' g' p' w' k' e' c' t' q' p' x' c' t' k' u' p' c' e' k' q' p' g' u' r' t' q' f' w' e' v' t' c' u' f' g' x' g' j' f' e' w' w' q' u' s' w' g' m' g' i' c' t' q' p' c' u' g' t' e' q' p' q' e' k' f' c' u' e' q' o' q' r' e' 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' e' c' e' d' u' . 4238 - 0' G' u' q' u' r' c' f' u' g' u' . " u' k' d' l' g' p' g' p' r' e' u' A' n' k' o' q' u' c' o' q' u' r' q' u' g' g' p' i' f' d' t' l' e' c' u' { " v' g' e' p' q' m' i' f' e' u' f' g' x' c' p' i' w' c' t' f' k' . " f' g' r' g' p' f' g' p' e' c' u' k' v' q' 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' f' e' u' { " j' c' d' k' k' f' c' f' g' u' q' r' g' t' c' v' x' c' u' f' g' u' f' g' g' n' i' g' z' v' t' c' p' l' g' t' q' 0' "

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

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

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

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

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



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

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

Ànko q "kpenw{ gp" c "Dtcuki" { "Cti gpvpc" gp" Co 2 tlec" f gn'Uwt. " { "Vckrcpf kc." O crukc. "Kp qpgukc." Hkr kpcu{ "Xkypco "gp" gn'uwf guvg" cuk² vkeq' Nqu' glgo r mu' r ctc' r' tko gtc' ecvgi qt' c' uq' P' O² zleq" gp' gn'ecuq' f' g' Co 2 tlec' f' gn' P' qtv. 'cu' f' eqo q' hqu' r c' f' u' g' Gwtqr c' Egp' t' cni' { 'Qt' k' p' cni' gp' gn' luku' go c' gwtqr gq' f' g' r' tqf week' p' cwqo q' t' k' . "s wg" hwt' qp" r' t' gegf' kf' qu' r' qt' "Gur c' o' c' " { "Rqt' wi' cni' *Y wwg. " 4243 < 5 + 0² ""

F g' guv' hqto c. 'gn' eqtr wu' v' g' tleq' f' g' r' cu' EI X' j' c' t' guwncf' q' uwo co gp' v' g' r' tqf' h' k' e⁵³ " f' q' vti c' ko r' q' t' v' p' v' u' j' gttco k' p' v' cu' r' ctc' gn' cp' a' r' kuku' f' g' r' c' k' p' f' wut' k' c' cwqo q' t' k' 0⁴ " Ukp' go d' cti q. " v' p' k' p' f' q' gp' e' w' g' p' v' c' gn' q' d' l' g' v' k' q' f' g' guv' v' guku' gu' r' g' t' v' p' g' v' g' f' guv' c' e' c' t' s' wg' guv' o' c' t' e' q' v' g' t' l' e' q' h' w' g' w' k' k' c' f' q' o' c' { q' to gp' v' c' p' k' x' g' r' u' f' g' u' g' e' v' t' g' u' g' e' q' p' o' k' e' q' u' { " p' q' f' g' h' k' o' c' u' k' p' f' k' k' f' w' c' r' u' g' u' R' q' t' " g' u' v' o' q' v' k' q' . " cni' w' p' qu' c' w' q' t' g' u' e' q' o' g' p' | c' t' q' p' c' r' r' c' p' v' g' c' t' r' ko r' q' t' v' p' e' k' c' f' g' c' p' c' r' k' c' t' r' u' f' g' e' k' u' k' q' p' g' u' f' g' c' e' v' t' g' u' gur g' e' h' k' e' q' u' . " t' go c' t' e' c' p' f' q' r' c' p' g' e' g' u' k' f' c' f' f' g' m' x' c' t' " g' u' v' c' p' a' r' kuku' c' ni' p' k' x' g' n' f' g' r' c' go r' t' g' u' c' * Q' r' k' x' g' k' t' c' g' v' c' r' i' 423; = R' q' p' v' g' { " U' w' ti' g' q' p' . " 4236 = U' c' n' q' { " \ { n' d' g' t' d' g' ti' . " 423; + 0' G' p' r' c' t' v' e' w' r' c' t' . " R' c' x' n' f' p' g' n' i' * 423: < 4 + u' q' u' k' p' g' s' w' g' " " *existe una gran escasez de análisis en profundidad a nivel de empresa de los vínculos de IED en las periferias integradas* " . "

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

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

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

⁵⁴ C' u' w' x' g' l' . " f' k' e' j' c' e' q' p' e' g' r' w' e' r' k' c' e' k' o' p' j' c' t' g' e' k' d' k' f' q' h' w' g' t' v' u' e' t' f' k' e' c' u' f' g' f' k' x' g' t' u' q' u' c' w' q' t' g' u' s' w' g' r' w' g' f' g' p' e' q' p' u' w' n' c' t' u' g' g' p' R' q' t' v' c' g' v' c' r' i' o' * 4237 - 47/4: + 0' "

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

1.3 – La estrategia empresarial de subsidiarias de Empresas Multinacionales

Nc" ceekp" go r tguclkn' hwg" cpcrk cf c" r qt" f kxkpcu" r gtur gevxcu" { " guewgru" f g" r gpuc" kpvq" c" hq' rti q' f g' r' j kxqt k0' Ukp" go dci q. "rc" vgt c" geqp»o kec' pgqer' ulec' r tguw' r qec" cvpkek" p" c" r u" ewgukppgu" f g" i qdgt pcp| c" { " gultcvgi k" eqtr qtcvxc" { " go r tguclkn' 0' Guvc" guewgr" eqpegr wcrk »" c" r" go r tguc" eqo q' wpc' hwpek" p" f g' r tqf week" p" s wg' r qugg' kphqto cekp" r gthgevc" { " qr gtc" gp" o gtecf qu' f g' r tqf wequ" eqo r gvkxqu. "r qt' hq' ewcn' hqu" go r tguclku" ug' xgt c" p' qdrki cf qu" c" f gur rgi ct' uw' ecr kcnf g" o cpgtc" ghlekpv" q" c" egttct' uuu" pgi qekqu" *Hki uvk" { " Hggpcp. "3; ; 7-0' Gp" guvc" vgt c" r tko cp" uwr wguqu" s wg" f gvgto kpcp" ceekppgu" wpc' kqecu" { " f kgevcu" gp" hqu" go r tguclku" 0' Cuko kuo q. "guqu" guwf kqu" eqpukf gtctq" c" r u" qti cpl kekppgu" go r tguclkrqu" eqo q" gpv" wpxgtucru" { " j qo qi 2 pgu" *J co kxqp" { " Dki i ctv. " 3; ; : 40' C" tc" f g" guvc" eqpegr wcrk cekppgu. "guqu" vgt tlequ' hwgtq" et kkecf qu' f guf g' f kxkpcu" a pi wqu0' Rqt' glgo r m. "wpq" f g' gmqu' tgo ctec' s wg' r tko c' wp' gphqs wg' dgyvq" e2 pvt leqö" { c' s wg' guv' "dcucf q' gp' uwr qulekppgu" uqdtg" eqpf kekppgu" kpxkwekppcrqu" { " 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' cf o kpxkcek" p" ug' dcuctq" gp" guqu" uwr wguqu" pgqer' ulequ" r ctc" o qf grct' grf ceekpct' f g' r u" go r tguc. "cwps wg' hwgi q' hwgtq" uwo cpf q' eqpvt kwekppgu" f guf g" qvtqu" eco r qu" f g" guwf kqu. "vrgu" eqo q" 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' cf o kpxkcek" p" hwg' gudq| cf q' r qt' Cpf tgy u" *3; ; 9+ c' n' f ghktr" eqo q<

Gir' ct»p" f g' f gekkppgu" gp" wpc" eqo r c" c" s wg' f gvgto kpc" { " t gxr" uuu" qdlgvkqu" q' o gvc. "r tqf weg" r u' r tpekr crgu' r qm' kcu" { " r rpgu' r ctc' hqi tct' guqu' qdlgvkqu" q' o gvc. " { " f ghkpg' r' i co c' f g' pgi qekqu" s wg' r" go r tguc" xc" c' r' gtugi wlt. "gr' r q' f g' qti cpl kek" p" j wo cpc" { " geqp»o kec' s wg' gu' q' kpvpc" ugt. " { " r" pcwctrg| c" f g" r" eqpvt kwek" p" geqp»o kec" q" pq" geqp»o kec" s wg" kpvpc" dtkpf ct" c" uuu" r tqr kvctkqu. "go r rgef qu. "ekpvu" { " eqo wpl cf gu" *Cpf tgy u. "3; ; 9<74-0'

F g' guv" o qf q. "guqu" gphqs wgu' kppf gp" c' f ct' wp' i tcp' r qf gt' c" hqu' hcevt gu' f g' n' o gtecf q. " { " tgrvxc" o gpv' r 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" kpvtpcekppcrqu" **International Business*. "ID+ ug' dcuctq" gp" guqu" uwr wguqu" r ctc" cpcrk ct" r" gultcvgi k" f g' r u" GO u' eqo q' cevqt gu" geqp»o lequ' tcekppcrqu"

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' r' c' }
eqpuxwt' b' of grqu's wgr' t' gf' k' e' p' h' u' e' c' o' d' k' u' g' p' d' c' u' g' c' h' u' e' q' u' v' u' { 'r' u' e' q' p' f' k' e' k' p' p' g' u' f' g' b' g' t' e' c' f' q' }⁵⁵
*O qti cp. '4223<7+0''

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

Gp' r' c' t' v' e' w' r' c' t' . " r' c' u' e' k' e' q' m' i' k' e' g' e' q' p' » o' k' e' c' u' g' c' n' g' l' c' f' g' n' i' c' d' q' t' f' c' l' g' g' e' q' p' q' o' k' e' k' u' v' f' g' r' u' u' g' o' r' t' g' u' c' u' . " g' p' g' n' e' w' c' n' u' g' r' u' u' g' p' v' k' g' p' f' g' e' q' o' q' c' i' g' p' v' u' w' p' k' e' t' k' u' o' c' z' k' o' k' c' f' q' t' g' u' f' g' k' p' h' q' t' o' c' e' k' p' e' q' o' r' n' g' w' { " t' c' e' k' p' c' r' k' f' c' f' r' g' t' h' e' v' c' { " r' t' q' r' q' p' g' p' w' g' x' c' u' x' c' t' k' e' d' r' u' r' c' t' c' g' n' i' c' p' a' r' i' k' u' f' g' r' u' u' h' k' o' c' u' 0' R' e' t' c' " H' i' k' i' u' v' k' p' { " H' i' g' g' n' c' p' f' * 3 ; ; 7 < 62 + g' n' i' o' g' l' q' t' g' p' h' q' s' w' g' r' c' t' c' g' u' v' g' q' d' l' g' v' q' f' g' g' u' w' f' k' u' u' g' t' g' c' r' k' c' f' g' u' f' g' g' n' i' 2 p' h' c' u' k' i' g' p' e' » o' q' r' c' j' k' u' v' t' k' e' { " r' u' u' t' g' r' e' k' e' k' p' p' g' u' u' e' k' c' r' u' u' k' e' k' f' g' p' g' p' r' u' u' t' g' r' e' k' e' k' p' p' g' u' g' e' q' p' » o' k' e' c' u' g' k' p' u' k' w' e' k' p' c' r' u' 0' N' c' u' h' k' o' c' u' . " e' q' o' q' q' v' t' c' u' q' t' i' c' p' k' c' e' k' p' p' g' u' u' e' k' c' r' u' u' u' q' p' g' z' r' t' g' u' k' p' p' g' u' f' g' w' p' q' t' f' g' p' u' e' k' e' n' g' k' o' r' r' e' c' p' w' p' c' d' c' p' l' e' q' f' g' r' q' u' k' d' r' u' g' c' e' e' k' p' p' g' u' r' g' i' k' o' c' u' * H' i' k' i' u' v' k' p' { " H' i' g' g' n' c' p' f' . " 3 ; ; 7 + 0' U' k' d' k' e' p' g' z' k' u' v' p' t' c' e' k' p' c' r' k' f' c' f' g' u' g' e' q' p' » o' k' e' c' u' . " g' u' c' u' p' q' u' 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' i' k' p' f' k' h' g' t' g' p' e' k' f' c' . " u' l' p' q' s' w' g' x' c' t' k' e' p' u' w' u' c' p' v' k' x' c' o' g' p' v' g' e' q' p' r' c' j' k' u' v' t' k' e' . " e' w' r' w' t' c' g' k' p' u' k' w' e' k' p' p' g' u' f' g' e' c' f' c' u' e' k' e' g' f' c' f' * D' i' i' c' t' v' . " 3 ; ; 9 < 42 + 0' N' c' u' q' t' i' c' p' k' c' e' k' p' p' g' u' g' e' q' p' » o' k' e' c' u' g' u' v' p' k' p' u' g' t' v' c' u' g' p' r' u' u' r' c' v' t' q' p' p' u' f' g' g' p' v' g' p' f' k' o' k' e' p' v' q' f' g' u' e' k' e' g' f' c' f' g' u' o' a' u' c' o' r' r' i' c' u' g' p' f' q' p' f' g' u' g' g' p' e' w' g' p' t' c' p' { " f' g' u' c' t' t' q' m' c' p' * H' i' k' i' u' v' k' p' . "

⁵⁵ Ncu'vgt' f' c' u' f' g' r' t' q' r' q' p' p' w' p' c' o' u' w' r' g' t' c' e' l' e' p' o' f' g' r' u' u' g' u' w' f' k' u' p' g' q' e' n' i' u' l' e' q' u' r' q' t' u' w' u' r' t' q' d' r' g' o' c' u' r' c' t' c' g' z' r' r' e' c' t' g' n' i' e' t' g' e' l' o' k' e' p' v' q' f' g' r' u' u' G' O' u' g' p' r' c' u' g' i' w' p' f' c' o' k' c' f' f' g' n' i' u' k' i' m' Z' K' Z' * E' c' u' u' q' p' . " 423 : < 588+0' G' n' i' g' u' w' f' k' u' p' g' q' e' n' i' u' l' e' q' o' k' e' t' q' g' e' q' p' » o' k' e' q' g' p' v' g' p' f' c' c' r' u' u' h' k' o' c' u' f' g' h' q' t' o' c' j' q' o' q' i' 2 p' g' c' e' q' o' q' w' p' c' h' w' p' e' k' 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' f' g' z' r' r' e' c' t' r' q' t' r' u' u' v' g' t' f' c' u' f' g' r' u' u' c' o' s' t' o' s' d' e' t' r' a' n' s' a' c' c' i' o' n' s' w' . " e' c' o' d' k' e' p' f' q' c' n' i' w' p' q' u' u' w' w' e' u' v' u' r' 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' u' t' c' p' u' c' e' e' k' p' p' g' u' f' g' p' v' t' q' f' g' r' u' u' l' g' t' c' t' s' w' f' c' u' f' g' r' u' u' g' o' r' t' g' u' c' u' u' w' i' k' e' e' q' o' q' w' p' c' t' g' u' r' w' e' u' c' g' e' q' p' » o' k' e' c' t' c' e' k' p' c' n' i' h' t' c' e' c' u' q' f' g' q' t' c' u' h' q' t' o' c' u' f' g' g' t' i' c' p' k' c' t' r' u' u' t' c' p' u' c' e' e' k' p' p' g' u' c' t' c' x' 2 u' f' g' r' u' u' h' t' q' p' v' t' c' u' p' c' e' k' p' c' r' u' * E' q' c' u' g' . " 3 ; 82 = Y' k' r' i' c' o' u' q' p' . " 3 ; 9 ; + 0' G' n' i' v' c' d' 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' k' p' e' w' r' c' 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' p' c' r' u' 0' F' g' g' u' c' u' f' k' u' e' w' u' k' p' p' g' u' f' g' x' k' e' p' g' r' c' k' p' h' w' f' g' p' v' g' v' g' t' f' c' f' g' n' i' o' r' c' t' c' f' k' i' o' c' g' e' i' f' e' v' e' q' o' f' g' F' w' p' p' k' i' * 3 ; 99+ . " r' c' e' w' n' i' u' u' k' v' g' p' s' w' g' r' u' u' h' k' o' c' u' r' q' u' g' g' p' e' l' g' t' v' c' u' e' c' r' c' e' k' f' c' f' g' u' { " c' v' t' k' d' w' q' u' * o' w' n' e' r' s' h' i' p' a' s' s' e' t' s' + s' w' g' u' q' p' t' g' h' g' l' c' f' q' u' g' p' u' w' u' d' k' e' p' p' u' { " u' g' t' x' l' e' k' u' { " f' g' v' g' t' o' k' p' c' p' g' n' i' r' q' v' g' p' e' k' n' i' g' p' u' w' u' l' p' x' g' r' u' k' p' p' g' u' g' p' g' n' i' g' z' v' t' k' q' t' 0'

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

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

Cuko kuo q."Hki uvglp"*3; ; 8+'r tqr qpg"lpf ci ct"gp"guv"tgrcekp" c"r ct vt" f g"gpvpgf gt"s wg" j c {"f qu"vr qu" f g"guvctvgi kcu"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 gwkt qtu" guvdrgekpgf q" eqpvtqrgu" f g" r tgelqu." 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 grpv"r tqeguqu" f g"lpvgtceekp" q" f kxgtuklecekp=" r qt" qvtq"rcf q."ru" guvctvgi kcu"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 kcu"go r tguvctkrgu." f gdgo qu"eqpukf gtct"vcpvq"gn'vr q" f g"lpvgtceekp"ugevctkn'f gur ngl cf q" r qt"ru"go r tguv"eqo q"rc"tgrcekp" guvdrgekf c"gpvtg"ru" guvctvgi kcu" f g"lpvgtceekp." f g"ect^a evgt" o letqgeqp»o leq." {"rc"lpvgtxgpek»p"gp"gn'ukvgo c"r qn"leq."q" guvctvgi kcu"r qn"lecu"0Guv"uwr qpg" eqpukf gtct" s wg"rc"ko r ngo gpvcekp" f g"wp" guvctvgi kcu" go r tguvctkn'gu"wp"r tqegu"eqo r ngl" 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 wpkf cf gu" {"r grki tq" f g"cewgtf q" c"mqu"tgewtuqu"eqp"mqu" s wg" ewgpc" *P cxcttq."4242+0

Cj qtc"dlgp."ru"GO u"uq"wp"vr q" f g"qti cpk cekp"r ct vewrt" s wg."r qt" f ghkpek»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"0⁶ Ugi Àp"rc" Eqphgt gpek" f g"ru" P cekqpgu" Wpkf 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"vtcf leekp"o ctzkrv." f kuvpvqu"cevqt gu"eqpvpwctq"rc"vku" f g"O ctz" *3; 8: <747/757+uqdtg"rc" *concentración* {" *centralización* f gn'ecr kn' *Dwctlp."3; 49=J khtf lpi."3; 2; +s wg"nwi q" f g"tkxctq"gp"mqu" f gdcvqu"gp"vqtpq"cn'

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

*WP EVCF . "4229<467+07" Wpc" hkdncn'gzvteplgtc" gu'wpc" go r t guc" gp"rc" 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" kpvgt² u' f vtef gtq" gp" rc" i guk" p" f g" guc" go r t guc⁰"

Nc" gzc r cpuk" p" f g" rcu'GO u" guv^a " rki cf c" c" rcu'ectcevt " f ulecu" f g" rc" kpxgtuk" p" Gz vteplgtc" F kt gev<" *KGF +0Nc" KGF " gu'wp" r tqeguq" hpcpektq" cuqekcf q" c" rc" qr gtcek" p" f g" eqo r c^o " fcu" gp" cni" o gpqu'wp" r c" f u' r qt' hwtc" f g' lwr' c" f u' f g' qtki gp0Guv' vkr q' f g' kpxgtuk" p" ug' f kuki w' f g' rc' kpxgtuk" p" f g' r qt vchqkq. " gp" rc" ewcn' kpf kxkf wqu" q" kpuvkwekppgu" hpcpektcu" eqo r tcp" wp" r qtegpvclg" o gpqt" f g' rcu' ceekppgu" f g' rc" go r t guc" gp" qvtq" r c" f u' 0Guv' ug" j" ceg" eqp" rc" gzc r gev vxc" f g' s wg" gn' r t gekq" f g" f lej cu" ceekppgu" cwo gpvg" gp" gn' hwwtq" r ctc" r qf gt" i gpgtct" wpc" i cpcpek. " r gtq" guxu" pwxqu" ceekppku" pq" vkgp" kpekf gpek" gp" rc" cf o kpxgtuk" p" f g" rc" go r t guc" pk' eqo r tqo kuq" c" rti q" r rc" | q" eqp" rc" go r t guc" f gn' r c" f u' t gegr vqt " *Eqj gp. "4229<59+0Nc" vpgpek" f g" o^a u' f g" wp" 32" f gn' ecr kcn' xq vcpvg" gu" eqpukf gtcf c" gn' wo dtcn' o " f pko q" s wg" f hgt gpek" c" rc" KGF " f g" rc" kpxgtuk" p" f g" r ectvgtc. " { c" s wg" r gto kg" vpgt" wp" i tcf q' uki p hlec vlxq" f g' kphwpek" gp" rc" i guk" p" f g" rc" go r t guc⁵⁸"

*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< " greenfieldbrownfield" { " xgt vlcenlj qt k qpvr0Nc" kpxgtuk" p" greenfield" gu' cs wgm" gp" rc" ewcn' ug" j" c" wkrk cf q" pwxq" ecr kcn'

ko r gtlcrkuo q" { " rc" etgcel" p" f g" o qpqr qrkqu" *Ngp. "3; 39=Nwz go dwti q. "3; ; +{ " o^a u' vctf g" gp" rcu' vgt fcu' uqdt g" gn' ecr kcn' uo q' o qpqr qrkuc" *Dctcp" { " Uy ggl { . "3; 88+0Gp" gn' eco r q' f g' rqu' guwf kqu' f g' rc" cf o kpxgtuk" p. " rqu' r tlo gtqu" cpvgegf gpvgu" f g" guwf kqu' ukngo^a veku' uqdt g" guvcegi kcu' f g" GO u' r wfg gp" gpeqpvtctug" gp" Ej cpf rgt " *3; 84+ " { " gn' r kqpgt q' i twr q' f g' guwf kqu' Harvard Multinational Enterprise Project, s wg' gtc' f kki kf q' r qt' Tc { " Xgtppq" { " t gcnk cdc" guwf kqu' go r f u' lequ' c' i tcp' 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' cr qt v' hmpf cf qt' f g' Ugr j gp" J { o gt " *3; 82+ s wg' hwi q" kpur kt > " c" wpc' ugtg' f g' vtdclqu' kphw' gpvgu' gp' guv' eco r q. " vrgu' eqo q' F wppkpi " { " Crkdtg" *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" rc" qti cpk cel" p" geqp" o lec' kpxgtuk" p" cni" gpgt" >" f gdcvgu" gp" vtpq" 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" gzlungp' v' tgu' i tcpf gu' t gur wguvu0Nc" r tlo gtc' uquvpgp" s wg' guvu' hkt o cu' uqp" cevt gu' i mdcrqu" { " guv' p' eqphqto cpf q" wpc' pwxc" erug" ecr kcn' uo" 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' rc" r tlo gtc' rc' kf gc' f g' s wg' gn' ecr kcn' v' cpupcekppcni" ug' wlec" gp" rc" e' Ar kf g' f gn' r qf gt" o wpf kcn' r qt' gpeko c' f g' rqu' Guvcf qu' { " rc" i gqr qrflec. " ukp" go dci q. " pq' rqu' ectcevt k' c' eqo q' wp' ecr kcn' i mdcn' ukpq" s wg' f c' ewgpv' f g' wp' cperclg' vgttkqtkcn" *Co kp' gv' cr0" 3; ; 4= F qu' Ucpqu. "4233= J qr nkpu" { " Y cmgt uvgk. "3; 99. "3; ; 8+0 Rqt' Anko q. " wp' vtegt' i twr q' guvdrgeg' s wg' guvu' i tcpf gu' ecr kcn' uo' pq' ug' j' cp' eqphqto cf q' eqo q' wpc' erug' ecr kcn' uo" i mdcn' eqo q' vco r qeq' eqpvtqmp' b' hqu' Guvcf qu' wu' l' c' f u' f g' qtki gp" *Gxcpu" 3; ; 9= Hki uvgk. "4223. "4232= J ctxg. " 4227= Mfcupgt. "3; 98. "3; ; ; =O cnp. "3; ; 9+0Guc' f luewuk" p" guv' c' wugpv' gp' rqu' f gdcvgu' f g' kD" { c" s wg' guvu' guwf kqu' ug" j' cp' egpvtcf q" gp" gpv' pf gt" e" > o q' rcu' hkrgru' f g" GO u' ug" xkpwrcp" eqp" rqu' f kuki vqu" gpv' tppu" kpuvkwekppcrgu' pcekppcrgu' r gtq' ukp' kpvtr tgvct' c' guvu' eqo q' r ctvg' f g' wp' ukngo c' lgt^a ts wleq" o wpf kcn' gp' gn' eco r q' f g' rc" i gqr qrflec" *Dquugdcc" { " O qti cp. " 4236< 5+0 Rctc" r tqhwf k' ct" cegtec" f gn' vgo c" f g" rc" " nacionalidad" gp" GO " eqpuwact" Tgenppf tggu' gv' cr0" *4244+0

⁵⁸ Uk' r' vpgpek' lwr gtc' gn' 72' ' ug' j' cdrc' f g' eqpvtqr0

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

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

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

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

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

geqppo "i" i mdcn "nu" »tf gpgu"r qn"lequ" g"lpukwekqpcrgu" hci o gpvcf qu" c" plxgr" pcekqpcn" { "nu" tgrcekqpgu" uqekrgu" { "r tqf wekxcu" eqpegvtf 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 ghpkf cu" eqo q" *espacios sociales trasnacionales* f gdlf q" c" r" kpvgtf gr gpf gpek" gptg" gr gur cekq" kpvtpcekqpcn" { "nu" pcekqpcrgu" *O qti cp. "4233- 639+ Guvcu" gptgetw| co kpvqu" pq" uqmq" 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" vkgpgp" s wg" j cegt "ht gpvg" c" nu" f gucl" fu" 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 gucttqmpf q" cu" f tgrcekqpgu" kpvtpcekqpcrgu" { " 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 wnkpcckqpcn" s wg" ug" o cpvkgpg" egttcf c" vcpvq" r qt" r" geqppo "i" pggqen ulec" cn" r gteklk" c" r" go r tguvc" eqo q" wp" cevqt" tcekqpcn" wpkctkq" eqo q" r qt" nu" kpvtr tgcekqpgu" f g" r" go r tguvc" eqo q" *Apleco* gpvg" wp" kputwo gpvq" f g" i mdcnk cek»p" { " gzr mqcek»p'0" Gp" eco dlq. "r" o wnkpcckqpcn" 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 ghpkf q" r qt" nu" guhwgt| qu" eqpvkpwqu" f g" f kgt gpvqu" i twr qu" uqekrgu" r ctc" f kur wct" guvc" lgtcts w" c" { " nu" gutcvgi kcu" c" ugi vkt" *O qti cp. "4239- 4+0

Nc" ecuc" o cvtk" f g" wpc" GO" gu" f qpf g" ug" gpewgptcp" uwa" qhlekpcu" egpvtcrgu" { " f qpf g" ug" uk² cp" nu" glgewkxqu" o ^a u" cnqu" f g" r" gutwewtc" f g" r" eqo r c° "c'0" Wpc" eqo r c° "c' r wgf g" f guki pct" wp" r c" ju" r ctc" ju" hkuen" *tax-haven+ eqo q" uw" qhlekpc" egpvtcn" ukp" go deti q. "gp" r" o c { qt" c' f g" nu" 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 tguvcu" f g" r" kpf wutk" cwqo qvtk" b" wpf kcrf: "Nc" ecuc" o cvtk" b" cpvkgpg" gn' eqpvtqn' gutcv² i leq" uqdtg" nu" hkrkrgu" 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" xcrtgu" { " cekqpgu'0" Nc" hqto c" gp" s wg" r" o cvtk" glgtcg" gn' eqpvtqn' r cvtko qpkn' uqdtg" r" hkrkn" eqo q" r" gutwewtc" f g" r tqr kgf cf "vqcn' q" r ctekn' q" r" go r tguvc" eqplwpc. "f gvto kpc" r" ecvkl cf "f g" kphwvpek" s wg" r" go r tguvc" o cvtk" r wgf g" glgtcg'0" F g" guvg" o qf q. "wpc" o wnkpcckqpcn" 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' cduqnnwq" * j cq" gv' cn'0" 4234-0

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

⁵: "Wpc" gzegele»p" gp" guvg" ugpwlf q" gu" r" hto c" Ugmpvku" etgfc c" gp" 4243" c" r ctvt f g" r" hku»p" f g" r" u" o wnkpcckqpcrgu" cwqo qvtkegu" HkrkEj t { urgt" *kcrkpc" { " guvcf qwpkf gpug+ { " RUC" Rgwi gqv" *Rgwi gqv' Ektqgp+ " htcpegucu+ . 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'gung'ukungo c{"glgtegt"
 hwpkqpgu'gur ge'lecu'cnpkpcf cu'eqp'gungu'tgewtuqu'Gri'o qvxxq'guntc' i keq'f g'rc'o wnkpcckqpcn'
 o cvtk' r tguetldg'rc'o kulop'guntc' i kec'r ctc'rc' hkn'{"f ghkg'ekgtvqu'tqngu'r ctc'gmcu.'f guf g'rc'
 gvr c'kpkcn'{"rc'eqphki wtcekop'vgo r tpc0C'r ctvt'f gr'cp' ruku'kpvtpp'f g'mqu'ukungo cu'f g'tgf."
 rcu'hkn'ngu'vkgpp'f kgtgpvgr' qulekqpgu'guntc' i kecu'{"tqngu'gp'wp'ukungo c'f g'tgf' o wnkpcckqpcn'⁶²
 * j cq'gv'c'ri'4234+0F g'gung'o qf q.'f lej cu'f kwpkqpgu'vco dk'p'ko r rlec'p's wg'pq'vqf cu'rcu'hkn'ngu'
 uqp'ki wcrngu'ukpq's wg'gu'pgeguctkq'eqpukf gtct'uw'ect' evgt'f kwpk'vxxq'r ctc'eqo r tgpf gt's w' tqn'
 ewo r ngp'gp'rc'guntewwtc'o wnkpcckqpcn'{"r qt'qvtq'rcf q.'j cuvc's w' r wpvq'ug'kpvgi tcp'gp'rc'
 eqo wpk'cf' hqecn'f hwpf kpf q'j cdk'cf gu.'vgepqmi' fcu'{"cr tgpf k'clg'hwgtc'f g'rcu'f' kgu'f g'rc'
 hkn' *O qti cp.'4239<6+0C'lw'xgl.'gucuf' kwpvcu'hkn'ngu'r wgf gp'eqo r gvt'gpvt'g'gmcu'f gpvtq'f g'
 rc'o kuo c'guntewwtc'f g'rc'o wnkpcckqpcn'c'r ctvt'f g'o glqtcu'f g'r tqf wvxxkf cf.'f gucttqmq'f g'
 vgepqmi' fcu.'qd'vgep'p'f g'kpxgtukqpgu.'xgpvcu.'gpvt'g'qvtqu'cur gevqu'

Cf go a u.'rcu'f' kgu'f gn'gur cekq'kpvtpp'qu' uqp'r gto gcdngu'rcu'eqpgz'kqpgu'*q'rc'hcn'f g'
 gmcu'gpvt'g'rcu'cevqtgu'kpvtpp'qu'{"rcu'cevqtgu'g'kpukwelkqpgu'gz vgtppqu'gu'etwelnr' ctc'eqo r tgpf gt"
 e>>o q'gung'gur cekq'vcpupcekqpcn' lgt' ts wleq' gu' uwdxgt'kf q.'f gucl'cf q' {"tgeqput'w'kf q'0'Rqt'rc'
 vcpvq.'ugi' Ap'O qti cp' *4239+.'wpc'vgt'f'et'lecu'f g'rc'eqtr qtcekop'o wnkpcckqpcn'f gdg'vpgt'gp'
 ewgpvc'gung'gur cekq'vlekn'vcpupcekqpcn'uw'f kxgtukf cf'kpvtpp'{"uw'r gto gcdk'cf'f g'rcu'f' kgu'
 r ctc'eqo r tgpf gt'rc'f k'p'o kec'f g'rcu'o wnkpcckqpcn'{"uwu'ghgevu'gp'rcu'geqpqo' fcu'hqecrgu'

Op' gung'ugp'kf q.'uki wkgpf q'c' O qti cp' *4239<38+ rc' eqtr qtcekop'o wnkpcckqpcn' gu'
 pgeguctkco gpv'wp'gur cekq' lgt' ts wleq'f qo kpcf q'r qt'kpvt'gugu'kpcpekgtqu'gp'rc'ugf g'egpvtcn'
 tgr tgu'pvcf q'gp'rc' *incrustación internacional* f g'rc'hkn'r gtq'gn'gur cekq'kpvtpp'gp'u'gu'o w'
 f kxgtuq'{"gu' uw'lgv'c'f kuewukqpgu.'eqph'evqu'{"n'ej cu'0C'uf'gp'rc' *incrustación nacional* f g'rc'
 uwdukf kctk'ug'gpewgpvtcp'rcu'ectcevgt'lecu'r tqr kcu'f g'gunc'w'kf cf'gp'dcug'c'uw'i gtgpek."
 vcdclcf qtgu.'r tgeguqu'r tqf wvxxqu' {"uwu'x'pewqu'eqp'rcu'cevqtgu' {"qti cpkuo qu'f g'f lej q'
 gur cekq'pcekqpcn'v'ngu'eqo q'eqo r gvkf qtgu.'i qdkgtpqu.'ukpf kec'vqu.'e' o ctcu'go r tgu'ctku.'gve0Gu'
 f gek.'rc'ugf g'egpvtcn'r wgf g'ugt'o w' r qf gtquc'r gtq'pq'm'ucdg'vqf q'0'P q'r wgf g'eqp'qegt'mu'
 f gcrngu'f g'o gtecf qu'r ctvewrtgu.'gp' v'to kpu'f g'i wvqu'f gn'eqpuwo kf qt.'tgi wrekqpgu.'
 eqpf kqpgu'rcdqtrgu.'gve0Gung'eqp'qeko kpvq'r wgf g'gunt'o a u'entq'gp'uwdukf kctku' *O qti cp.'
 4239<5+0"

F g'gunc'hqto c.'rc'r tgu'pvg'v'gulu'ug'cnglct' f gn'gpv'p'f ko kpvq'f g'rc'go r tgu'c'eqo q'wpc'
 ñecl' pgi tcö'f g'tcekqpcrkf cf' r gthgevc' g'kphqto cekop'eqo r ngvc'ew'q' Ap'leq'hk' gu'gn'f g'rc'

⁶²Xctkqu'guwf kqu'f g'rcu'p'gi qekqu'kpvtppcekqpcn'gu'j cp'kpxgukf cf q'rc'tgrcekop'gpvt'g'rcu'hkn'ngu'o wnkpcckqpcn'gp'
 gn'gz'vcp'lg'q' {"uwu'go r tgu'cu'o cvlegu'v'c'p'f q'f g'o qf gnt'rc'cekop'f g'guncu'go r tgu'cu' *1 j quj cn' {"Dct'v'gw.'3; ; 2=
 O ctv'p'g' {"lct'k'q.'3; ; 3=Rtcj c'ncf' {"F q' .3; ; 9+0"

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

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

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

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

Gp"dcug"cg'guvq."mqu'guwf kqu'fg"KD"ug"dcucp"gp"i tcp'r ctvg'fg'mqu'uw' wguvqu'fg'rc"vgt¶'geqp>>o kec"pgqen' ulec"r ctc"guwf ket"gur ge¶keco gpvg"rcu'GO u'0'Guvc"guwgn"gpvkpf g"rcu" o wkpcekqpcn'gu'eqo q'cevqtgu"geqp>>o lequ'tcekqpcn'gu"s wg"vqo cp"fg'gekukppgu'uqdtg"guvdrgegtug' kcu" f g'mqecn' celop"uqdtg'rc"dcug'fg'ewgukppgu'fg'ghkpgpek"{"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'gucv'kpxgtukppgu'kpggp'ghgevqu'kpf kt gevqu'r qukkxqu" { "f g'cr tgpf k clg's wg'c { wf cp'c'cvtcgt " nwi ctgu" c" r" geqqo "c" o wpf kcn' { "c" ucect" i tcf wcm gpvg" c" r"u" r qdrcekppgu" f g" r" r qdtg| c" *Eqmkpuqp. '422; =Eqmkpuqp'gv'cn'0'4228=F wppkpi " { 'Nwpc' cp. '422; +0³' C' r ctvk' f g'gucv'kpxgtukppgu' ug'j cp'tgerk cf q'wpc'i tcp'ecp'kf cf "f g'kpxguki cekppgu's wg'f guwcep'iqu'ghgevqu'r qukkxqu'f g'rc" KGF "gp'r c'f'gu'tgegr vqtgu'*I j cwtk' { 'I co kp. '422; =O g| gt. '4226=P cxctgwk' { 'Xgpcdrgu. '4235+0⁴"

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

Nwgi q. "qu" v'g>tkequ" p'gqo ctzkuc" f gn'ecr kcn'o qpqr qrkuc" Dctcp" { "Uy ggl { " *3; 88+ tgo ctectq" s wg'rcu" go r t'gucu' v'cup'cek'p'crgu" gp" r" r g'k'ht'k' f k'ki gp" u'wu" g'zegf gp'v'gu" c" u'wu" geqqo "f'cu'f g'qt'ki gp" egp'v'crgu" { "q'd'k'p'gp" i cpcpek'cu" o c { qt'gu" r tqf w'v'q" f g'rcu" f k'ht'g'pek'cu" uc'rt'k'rgu" gp" c'v'k'k'f cf gu'eqp"rc" o kuo c" r tqf w'v'k'k'f cf . "gn'ceegu" r t'k'k'ngi k'f q'c" qu" t'g'ewt'qu" p'cw'crgu'f gn'r r'p'g'v'c" { "gn'eqp'v'q'n'f gn'U'k'wgo c" H'k'p'cek'g't'q" k'p'v'g't'p'cek'p'crgu"⁵⁵ C" u'w'x'g| . "r ctc" qu" v'g>tkequ'f g'rc'f'gr gpf gpek. "gucv'go r t'gucu'v'cup'cek'p'crgu'ewo r ngp" gn't'q'n'f g'v'cup'ht'g'pek" f g' g'zegf gp'v'g'f gu'f g'rc' r g'k'ht'k'j' cek'gn'ecr'p'v'q" *F qu'U'c'p'v'qu. '3; 95+0'R'ct'c'2 u'qu. 'rcu'o w'k'p'cek'p'crgu"

⁶³Guc'rc' gtur gevxc'cr q { c'gp'i g'p'gt'cn'gn'r t'k'pek' k'f'gn'k'd't'g'eqo g'k'ek'rc'gn'o k'p'cek'p'f g'rcu'd'ctt'g'cu'eqo g'k'ek'rgu" { "gn'f gucttqm'f g'wpc'g'ut'v'ew'w'c" i m'c'cn's wg't'gh'w'g'eg'gn'k'd't'g'eqo g'k'ek'c" v'cx² u'f g'rc" Qti c'p'k'cek'p'O w'p'k'cn'f gn' Eqo g'k'ek' *QO E-| "iqu'v'c'v'f qu'k'p'v'g'ti w'd'g't'p'co g'p'v'crgu'cu'q'ek'f qu'OC' u'w'x'g| . 'cr q { c'iqu'f g't'g'j qu'f g'rc'f'k'g'ek'p'f g'rcu'GO u'c'f'g'ek'k' u'q'd't'g'rc'g'ut'c'v'gi k'f'g'rc'go r t'guc" { "cuwo g's wg'gucv'f'g'ek'k'p'gu'eq'p'f w'ek'a p'cn'h'k'p'cn'c'w'p'gh'gev" f g'i q'v'g'f g'd'g'p'gh'ek'qu'geqp>o k'equ" { "u'q'ek'rgu" *Eqmkpuqp" { 'O qti cp. '422; =O qti cp. '4239+0'

⁶⁴Gp'uw'f'ko g'p'uk'p" o k'et'q'geqp>o k'ec'guc'rk'g't'c'w'c't'j c'f'k'ht'g'pek'f q'rcu'g'z'v'g't'p'c'k'f cf gu'r qu'kk'x'cu"gp" of g'tt'co gu'o" *spillovers+| q't'k' q'p'v'rgu" { "x'g't'v'c'rgu'N'qu'r t'ko g't'qu'ko r r'k'ec'p's wg'gn'k'pi t'gu'f g'p'w'g'x'cu'GO u'q'gn'c'wo gp'v'g'gp'rc" eqo r g'v'k'k'f cf "f g'rcu'h'k'k'rgu" { c'k'p'uc'rc'f cu'r w'gf g'g'g'x'c't'gn'p'k'g'n'f g'eqo r g'v'g'pek'gp'gn'o g't'ec'f q'f qo² u'w'eq'g'k'p'f w'ek'" c'rcu'h'ko cu'q'ec'rgu's wg'eqo r k'gp'eqp'rcu'g'z'v'c'p'l'g'cu" c'g'g'x'c't'uw'r tqf w'v'k'k'f cf " { k'c" o g'q't'c't'rc'ec'k'f cf "f g'uwu" r tqf w'v'qu" *x'f'k'o k'cek'p. 'p'p'q'x'cek'p. 'p'w'g'x'cu'k'p'x'g't'uk'p'p'g'g'v'c'0'N'qu'ugi w'p'qu'f g'x'k'p'g'p'f g's wg'rcu'h'ko cu'q'ec'rgu" r w'gf gp' d'g'p'gh'ek't'ug'f g'rcu' v'ep'q'ni "f'cu" { "r t'a'ev'ecu" q'ti c'p'k'cek'p'crgu" f g'rcu'GO u. "c" v'cx² u'f g'rcu" o c { qt'gu" t'g's w'g't'ko k'ep'v'qu'f g'ec'k'f cf . "equ'qu" { k'q'r r'c' q'f g'g'p'v'g'i c's wg'rcu'h'k'k'rgu'uw'g'g'p'g'z'k'k'c" c'uwu'r t'q'x'g'g'f q't'gu" { "f g'rc" g'x'g'p'w'c'n'c'uk'ng'pek" v'ep'k'c"s wg'rcu'd't'k'p'f gp'r c'tc'uc'w'k'c'eg't'gu'qu't'g's w'g't'ko k'ep'v'qu'V'co d'k'p'iqu'ek'ep'v'gu'f g'rcu'GO u' r q'f t'p'p't'g'ek'd'k'ko r c'ev'qu'r qu'kk'x'cu" x'f'f'k'ur q'p'k'k'k'f cf "f g'p'w'g'x'cu" q" o g'q't'gu" o c's w'k'p'c't'ku. "k'puwo qu" q'ug't'x'k'ek'qu" *I c'te" { "N>r g| . '4242+0'

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

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

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494+"gphr~~kl~~ c's w~~g~~'r'etgce~~k~~p"{'r~~u~~'qr qt w~~pk~~ cf gu'f g'ecr w~~t~~c'f g'x~~cm~~qt 'ug'f k~~u~~tk~~w~~ gp'f g'o cp~~g~~tc" f k~~h~~gt gp~~v~~g'gp'r~~u~~'ecf gp~~c~~u'f g'x~~cm~~qt 'uge~~v~~tk~~rg~~u⁶⁶"

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

" Ncu'ge~~q~~pp~~o~~ 'f'cu'f g'g~~u~~ec~~r~~'v~~o~~ d~~k~~ p'lu~~p~~'gr'f t~~k~~pek~~r~~ c~~n~~lo r w~~u~~qt'f g'r'lw~~u~~tk~~h~~ek~~e~~k~~p~~'c'hc~~x~~qt'q" gp' eq~~p~~t~~c~~'f g'r' r tqf wee~~k~~p' m~~u~~ec~~n~~'f g' eqo r q~~p~~gp~~v~~gu' N~~q~~u' h~~c~~dt~~k~~ec~~p~~v~~g~~u'f g' eqo r q~~p~~gp~~v~~gu' u~~q~~m' k~~p~~x~~g~~t~~u~~k^a p'gp'r' o cs w~~k~~p~~c~~tk" { 'j g~~t~~tc~~o~~ k~~p~~v~~u~~'t~~g~~s w~~g~~tk~~f~~ cu'uk'm~~u~~'x~~q~~n~~o~~ gp~~g~~u'f g'r tqf wee~~k~~p' u~~q~~p' w~~h~~ek~~g~~p~~v~~g'u'r c~~t~~c'r ci ct~~m~~ *J cu~~u~~rgt.'4233-<654+0G~~u~~x'cr n~~e~~c'v~~c~~p~~v~~'c'm~~u~~'r t~~q~~x~~g~~gf qt~~g~~u'f g'go r t~~g~~u~~c~~u' o w~~k~~p~~c~~ek~~q~~pc~~r~~g'u' eqo q'c' r~~u~~'go r t~~g~~u~~c~~u' m~~u~~ec~~r~~g~~u~~' N~~q~~u' r t~~q~~x~~g~~gf qt~~g~~u'f g' o w~~k~~p~~c~~ek~~q~~pc~~r~~g'u' v~~k~~gp~~g~~' o w~~e~~j cu'k~~p~~u~~v~~ec~~k~~q~~p~~g'u'gp'v~~q~~f q'gr'ib w~~p~~f q.'r qt'iq'v~~c~~p~~v~~q.'w~~p~~c'p~~w~~g~~x~~c'k~~p~~u~~v~~ec~~k~~p'gp'q~~v~~q'r c'f'u'uk~~g~~o r t~~g~~' u~~k~~i p~~h~~ek' k~~p~~x~~g~~t~~u~~k'p' gp' p~~w~~g~~x~~cu' j g~~t~~tc~~o~~ k~~p~~v~~u~~' *U~~w~~i k~~f~~ co c' { "H~~w~~ko q~~v~~q.'4222-< 3: 2+0' UK' gu~~v~~' p' f k~~u~~r w~~g~~u~~c~~'c'go r t~~g~~pf gt'gu~~v~~c'k~~p~~x~~g~~t~~u~~k'p'f gr g~~p~~f g'r t~~k~~pek~~r~~ c~~m~~ gp~~v~~g'f g'm~~u~~'x~~q~~n~~o~~ gp~~g~~u'f g'r tqf wee~~k~~p' m~~u~~ec~~n~~'gur gt~~c~~f qu'N~~q~~u' h~~c~~dt~~k~~ec~~p~~v~~g~~u'f g' eqo r q~~p~~gp~~v~~gu'f g'r t~~q~~r k~~g~~f cf "m~~u~~ec~~n~~'u~~w~~gr~~g~~' gu~~v~~ct' eq~~p~~h~~k~~pc~~f~~ qu' p~~c~~ek~~q~~pc~~m~~ gp~~v~~g.'m~~u~~'s w~~g~~'u~~k~~i p~~h~~ek's w~~g~~'ug'f k~~i~~ gp'À~~p~~lec~~o~~ gp~~v~~g'c'r'k~~p~~f w~~u~~tk'p~~c~~ek~~q~~pc~~n~~'c~~n~~'o gp~~q~~u'c~~n~~' r t~~k~~pek~~r~~ k~~q~~0V~~k~~gp~~g~~'s w~~g~~'eqo r g~~v~~tk'eq~~p~~t~~c~~'r~~u~~'b w~~k~~p~~c~~ek~~q~~pc~~r~~g'u's w~~g~~'u~~q~~p'eqo r g~~v~~tk~~x~~cu'c'p~~k~~x~~g~~ri~~b~~ w~~p~~f k~~c~~n' { 'r w~~g~~f gp'i g~~p~~gt~~c~~t'ge~~q~~pp~~o~~ 'f'cu'f g'g~~u~~ec~~r~~'c'v~~t~~cx² u'f g'r' r tqf wee~~k~~p'r c~~t~~c'f k~~h~~gt gp~~v~~g'u' o g~~t~~ec~~f~~ qu'0N~~c~~' À~~p~~lec'hw~~g~~p~~v~~g'f g'ge~~q~~pp~~o~~ 'f'cu'f g'g~~u~~ec~~r~~'f g'r~~u~~'go r t~~g~~u~~c~~u' m~~u~~ec~~r~~g~~u~~'u~~w~~gr~~g~~'ug^t'r' r tqf wee~~k~~p'p~~c~~ek~~q~~pc~~n~~' f g'x~~g~~j 'f'w~~u~~'u"{'eqo r q~~p~~gp~~v~~gu."{'u~~w~~'ecr cek~~f~~ cf 'r c~~t~~c'k~~p~~x~~g~~t~~u~~k'gp'v~~g~~ep~~q~~mi 'f'{"gs w~~k~~r q'f gr g~~p~~f g'f g'

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

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

" Cf go ^a u."qtc'tcl »p'f g'lo r qvcpk's wgr'hwgtcwtc'f gucec'r ctc'eqo r tgp f gt'grko r cevq" s wgr"r"lpxgtuk»p"gz vcp lgtc"cwqo qvtk "r wgf g"vpgt"gp"mqu"r c¶gu"r gth'lequ"gu"uw'r qm¶ec" kpf wutkcn'Nc"kp f wutk c"cwqo qvtk "gu"wpq"fg"mqu"glgo r mqu"o ^a u'f gucecf qu'fg"r"pgeguk cf "fg" wpc'r qm¶ec"kp f wutkcn' { c's wgr'gn' qdktpq"mecn'vkgp's wgr'pgi qekt"eqp"rcu'vgo kpcrgu"gpvcpgu" { "mqu"kpvtgugu"pq"ukgo r tg"gu⁸ p'r gthgevo gpv"cnkpgcf qu⁶⁸"Eqo q"r ctv"fg"rcu'ectcevt¶mecu" o ^a u'ko r qvcpv"fg"guv"r qm¶ec"kp f wutkcn'ug"gpewpvtc"gn'r qf gt"fg"pgi qekce»p" **bergaining power+*"fgn'Guvf q"r ctc"r qf gt"pgi qekt lf luek r pct" c"rcu"go r tgucu"o wnkpcckpvcrgu" **Dctpgu" gv'cn'4243="Drcem'gv'cn'4242="P cwuf c."422; ="P cwuf c" { "Vj qdwt p."4236-0' Cni wpqu"fg"mqu" hcvqtgu"gu⁸ veku"o ^a u'ko r qvcpv"s wgr'uq p'hwgpv"fgn'r qf gt"fg"pgi qekce»p"fgn'Guvf q"eqp"rcu" vgo kpcrgu"cwqo qvtlegu"uq p"gn'vo c^o q'fgn'o gtecf q"kpvtpq"fgn'r c¶u" { "rcu"geppqo ¶cu"fg"guenr" s wgr' wgf cp"crecp| ctug"gp"gn'o kuo q" **Nkw' { "F lengp."4228="Y wwn g."4243-0⁶⁹*"*

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

⁶⁷"Ncu"geppqo ¶cu"fg"guenr"uq p'vc"ko r qvcpv"gp"guv"ugevt"cn'r wpv" s wgr'rc"vdlecek»p"fg"rc"r tqf week»p"o ^a u' i tcpf g"i gpgtcm gpv"uq p"gp"i gpgtcn'co dk p"mqu"r c¶gu"fg"fg" kug^o q"r ctc"wp"pwgq"o qf gmq"fg" xgj ¶ewm" { . "r qt"m" vcpvq."gn'p'kgn'fg"eqpvk q"mecn'ugt^a "o ^a u'cnq"gp"guv"vdlecek»p0'Ncu'qvtcu'vdlecekppgu." { "gur gekcm gpv"cs wgr'rcu" eqp"mqu"xqn'ao gpgu"fg"r tqf week»p"o ^a u'dclqu."i gpgtcm gpv"uq m'qdvpf t^a p"uwu"eqo r qppgvu"fg"mqu"r tqxggf qtgu" o wnkpcckpvcrgu"vgt/3" s wgr'j cp"ukf q"gn'g' kf qu'r qt"rc"vdlecek»p"fg"r tqf week»p"o ^a u' i tcpf g" **Y wwn g."4243<54+0'*

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

⁶⁹"Nkw" { "F lengp" **4228<3453+*"gphv k cp"gn'r qf gt"fg"pgi qekce»p" s wgr'gn' i qdktpq"ej kq"r qug¶c"cn'pgi qekt"eqp" vgo kpcrgu"cwqo qvtlegu."dcucf q"gp"gn'gpqto g"o gtecf q"ej kq." s wgr'ug"xg¶c"ecf c"xgl" o ^a u'eqo q"wp"fg" gukq"fg" o lpxgtuk»p"qdri cf cö"r ctc"rcu'vgo kpcrgu'0'Gn' i qdktpq"ej kq"r wf q"j cegt"ewo r rkt"rcu'tgutleekppgu"fg"gpvcf c."rc" tcekppck cek»p'fgn'o qf gmq."mqu"tgs wukqu"fg"eqpvk q"mecn" **EN+*" { "rc"vcpuhgt gpek"fg"vgepqm' ¶c"fgd k q" c"guv" r qf gt"fg"pgi qekce»p0'Nkw" { "F lengp"qdugt xcp" s wgr'gp"i gpgtcm"gn'Guvf q"vkgp"o ^a u'r qf gt"fg"pgi qekce»p"ewcwf q" rc"KGF"vkgp"guvcgi kcu"market-seeking"gp"mwi ct'fg" *efficient-seeking*0'

⁶"Gz kngp"fg"lgtgpv"o qf qu"fg"eqo r tqo kuq"gpvtg"mqu"r tqxggf qtgu"o wnkpcckpvcrgu" { "rcu"go r tgucu"mecn'0'Ncu" o wnkpcckpvcrgu"r wgf gp"eqpvt vk"uwduk kctcu"mecn'fg"r tqr kgf cf "vqcn"r wgf gp"lpi tguvt"go r tgucu"eqplwpcu"fg" ecr kcn' eqp" go r tgucu"mecn." r wgf gp" xgp f gt"uw"vgepqm' ¶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"fg" kug^o q0'Rctc"mqu"eqo r qppgvu"et¶mecu"eqp"vgepqm' ¶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 gpvci'ho gpv"gp"o c { qt"o gf kf c"rc"eqqr gtcek»p"vgepqm'i lec"gpvtg"rcu"o wnkpcckpvcrgu" { "rcu"go r tgucu" mecn' **Y wwn g."4243<4: +0'*

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

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

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

6: "Up" gug" vr q" f g" kpvtxgpekppgu. " gn' t guwncf q" ugt^a " wp" o gtecf q" h' ci o gvwf q" ukp" uwh' kelpv" u" geqpqo " cu" f g" guerc" r ctc" cr q { ct " gn' cwo gvwf q" gn' eqpvkpf q" rkecn' *Dctpgu. " 4239 - 47 + 0' "

72: C" uw" xgl . " gp" v' tō kpvu" f g" rkecn' cekp" f g" r" r tgf weekp" f g" r ct vgu" { " r kgl cu" r" u" 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 r" u. " wp" xgj " f wvq" f g" o qvt " eqpuvc" f g" 32022" r kgl cu" f kgt gpv" u" s wg" r g' v' g' g' c" a" tgcu" f g" xgj " f wvqu" o w' f kgt gpv" u" xgt " Vcdm' 2/3" f gn' Cpgz q" Guvcf " kccu" - 0' Wp" o c | q" f g" ecdngu" vkgp" r qeq' gp" eqo Ap' eqp' wp' h' mtq" f g" o qvt' O' Gp' i gpgtcn' r' h' cdtkecekp" egtepc' c' wpc' r r' pvc' f g" gpucō dnc' g" f g" cwqo » xkrgu" gu" gur gekm' gpv" xgpvclqu" r ctc" r tgf wvqu" eqo q" kpvtkgtgu. " r ct vgu" gvt wewt' cngu" { " f g" ecttqegt' " c. " vtcpuo kkkppgu. " glgu" f g" vtcpuo kkkp. " ukvgo cu" f g" ecrh' ceekp. " xgpv' kcekp" { " cktg" ceqpf kekppcf q' 0' Nc" r tqzko kf cf " gu" o gpqu" ko r qt vpv" r ctc" r" grv" » p' lec. " r" u" ukvgo cu" f g" eqpv' qn' f gn' o qvt { " r" u" ukvgo cu" f g" cwf kq" { " vrgo ^a v' lequ. " s wg" uqp' t grv' kco gpv" o gpqu" eqvququ" f g" v' cur' cf ct *Ur kpf gpf t gkgt " gv' cr' 0' 4237 + 0F g" guv" o qf q. " cri wvqu" eqo r qpgpvu" j cp" f go qvtcf q' ugt' o ^a u" h' ekrgu" f g" u' wvkwk' r ctc" go r tgvu" f g" r tqr kcf cf " rkecn' O' Gp' i gpgtcn' guqu" eqo r qpgpvu" j cp" ukf q' e' j cr c. " h' w' p' f kekppgu. " h' q' lcu. " cu" f eqo q' eqo r qpgpvu" r' u' w' k' u' n' qu" glgo r r" u" k' p' en' w' gp' c' ps wgu" f g' i cuq' k' p' c. " h' w' egu" v' t' c' p' cu. " c' mo k' p' kq" { " q' v' qu" vr qu" f g" t' w' gf cu. " vr cu" f g" t' cf k' cf q' t' gu. " u' w' g' v' cf q' t' gu. " gur glqu. " ekp' wt' q' p' gu" f g" u' gi w' k' cf " f g' r' v' t' q' u" { " v' c' u' g' t' q' u" co q' t' v' i w' cf q' t' gu" { " x' k' f' t' k' 0' Rqt " q' v' q" r' cf q. " r" u" eqo r qpgpvu" et' " k' e' qu" r ctc" r" u" u' gi w' k' cf " { " v' e' p' q' i' l' e' c' o' g' p' v' g' u' q' h' k' u' e' c' f' q' u' s' w' g' t' s' w' g' t' g' p' r' t' q' r' k' f' cf " k' p' v' g' e' w' c' n' i' g' p' g' t' c' m' g' p' v' r' g' t' o' c' p' e' g' p' gp" o cpqu" f g" r" u" u' q' e' k' u' f' g" r" e' c' f' g' p' c' f' g' u' o' k' p' k' m' t' q' i' n' d' e' n' f' g' r" u" v' g' t' o' k' p' c' n' u. " r" u" o' gi c' r' t' q' x' g' g' f' q' t' g' u' f' g' r" u" geqpqo " cu" c' x' c' p' l' cf' cu' O' Guqu" k' p' e' n' w' gp. " r' q' t' glgo r r" u. " eqo r qpgpvu" f g" o qvt' gu. " v' t' c' p' u' o' k' k' p' p' gu" { " ukvgo cu" f g' h' t' g' p' c' f' q' *J w' o' r' j' t' g' { " U' c' r' g' t' p' q. " 4222 = M' w' o' c' t' e' u' y' c' o' { " gv' cr' 0' 4234 + 0' }

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

1.5 - Antecedentes de estudios de EMs japonesas automotrices

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

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

⁷³Rctc"r tqhwpf k ct'cegtc" f g"rnu"eco dkqu"gp"r" hqto c" f g" qti cpk cek»p" f g"rnu"GO u"lcr qpvcu" f guv" 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'eqmdqtcek»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'rdqtcn'o ^a u'ngzkdng'{'eco dkcpg'»Dki i ctv.'4223="
 F qtg.'4235=Y guvg{.'4223+0Qvtq'vgo c's wg'ug'f guce»'uqdtg'r'gur 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 glqtcu'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 twr cekqpgu'f g'go r tgucu'j qtk qpvcngu'{'xgt vkcngu'»i twr qu'go r tguctkrngu'keiretsu⁷⁵»Cqnk'{"
 F qtg.'3; ; 6+0Qvtq'vgo c'f g'guwf kq'hw'rc'cnc'kpvgi tcek»p'xgt vkcni'f g'r'u'htcngu'eqp'rc'ecuc"
 o ctk 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'{'Dwtvq.'3; ; 6+0

Wp'vgo c'v'wcf q'gzvpuco gpvg'uqdtg'gucu'eqo r c^o f'cu'gu'rc'tgrcek»p'gpvtg'go r tgucu"
 enkpvg/r tqxggf qt' lcr qpgucu'Gp' i gpctcn' guv' rkytcwvc' j c' tgucncf q' guv' ectcevt f'wkec"
 f kwpkxc'f g'r'u'GO u'lcr qpgucu'gp'eqpvtcr qukek»p'c'ru'qekf gpvcngu'f gdlf q'c'rc'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'{'Utkpxcup.'3; ; ; +0F qtg'»3; ; 5+f ghp'»gug'x'pewnu'eqo q'wp'oeqpv'cvq"
 tgrcekqpcni'gp'eqpvtcr qukek»p'eqp'rc'tgrcek»p'f g'r'ngpc'eqo r gvgepk'»arm's length+f gn'ukngo c"
 f g'GGWW'Ugi Ap'gug'cwqt.'gp'Lcr »p'gzkug'wp'ugpv'f 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'{"tgrcekqpgu'f wvcf gtcu'Cu'ru'go r tgucu"
 lcr qpgucu'r tghgtgp'eqo r tct'c'htc cu's wg'eqpdegp'{'eqp'ru's wg'r wgf gp'cpv'ekr ct'wpc'tgrcek»p"
 c'rc'q'r n'q'»Dki i ctv.'4223=J co kmp'{'Dki i ctv.'3; ; ; +0Gp'r ct vkwrt.'guqu'x'pewnu'hwgtqp"

⁷⁴Gp'r ct vkwrt.'ug'j c'tgo ctecf q's wg'ru'uwdk'f lctku'f g'r'u'GO u'uwngp'o cpvgp'tlcr qpgugu'gp'rc'cf o kpkwcek»p"
 f g'gucu'htcngu'{'eqpvtcvt'r tqhgukqpcngu'ngcngu'r ctc'v'c'gcu'f g'o gpqt'tgur qpucdk'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"tgrecqpgu"cxrti q"r r| q" { "gucdrngu"eqp"qdrki cekqpgu"tgeff tpecu"*Qttw"gv'cn0"
3; ; ; <78; +0

Ugi Ap'Qttw'gv'cn0*3; ; ; <772+'uqdtg're'dcug'f g'hwf co gpvqu'uqekqewwtcrgu'f kirkp'kxqu."
rcu'tgrecqpgu'lpvgteqtr qtcv'kxcu'gp'f kgtgpvqu'uqekgf cf gu'ug'eqpukf gtcp'gnit guwncf q'f g'f kirkp'vqu"
r t'kpek'kqu'kpu'kwekqpcrgu' { "r qt"m'vcpvq. "gzj kdgpe'ectcevgt'f'kxecu'f kgtgpvqu'0Cu'f' "guvqu"cwqatgu"
f gucecp"rcu'ectcevgt'f'kxecu'f kirkp'kxcu'f g"rcu'tgrecqpgu'lpvgtgo r t'guct'krcgu'gp"rc"geqppqo "f"
lcr qpguc." wpc" geqppqo "f" eqp" ectcevgt'f'kxecu' g'v'wewwtcrgu' f kxgtucu" c" rcu' qeekf gpv'rcgu' { "
gur gekm gpv'c'rc'f g'mu'Gucf qu'Wpk'qu0

Gp"ewcpvq" c"rc"lpf wutk"cwqo qv'k. "rc"o c { qt'f" f g"m'hc'ht'kcpv'gu'f g"cwqo »xkrgu"
lcr qpgugu" w'o dk'p" i gpgtctq" r t'qeguqu" f g" gzv'gpcrk' cel'p" f g" ce'k'k'cf gu" c" r t'q'x'g'g'f' q'g'u"
f kxgtuqu" c'rcu'q'ee'k'f' gpv'rcgu. "r g'q'v'co dk'p"cr'nc'ep'f' q'w'p'hw'g't'v'g'eqp'v'q'ri'ud't'g'm'qu"*J gko . '4238+0'
Uwti gqp" { "q'v'qu"*422; <43+"u'v'k'g'p'p"s'w'g"rcu"go r t'gucu"lcr qpgucu"r'ff'gt'gu"gp"rc"lpf wutk"
cwqo qv'k "i gpgtcm gpv'r'gt'uki wgp'w'p"gp'q's'w'g'f'kgt'gpv'c"rc"ci'g'k'k'f'cf" { "r'q'eq"eq'qr'gt'c'k'x'c"
t'g're'k'p"eqo'g'te'k'ri's'w'g'g'uc'd'r'g'ep"rcu'ht'o'cu'f'g"GGWW'N'qu'cwqatgu'u'v'k'g'p'p"s'w'g."uk'd'k'g'p'g'ri'
eq/f'kug' q'eqp"m'u'r' t'q'x'g'g'f' q'g'u'j' c"uk'f' q'k'o'k'cf' q'gp'uw'c'rc'ep'eg."rcu"go r t'gucu"r'ff'gt'gu"lcr qpgucu"
j'cp"v'g'p'f'k'q" c"ht'o'ct"t'g're'k'q'p'g'u'ec'w'k'x'cu"r'c'v'g't'p'c'ri'k'x'cu" c"rc'rti'q'r'r'| q"eqp"m'u'r' t'q'x'g'g'f' q'g'u'0'Gp"
o'w'ej'cu'q'ec'uk'q'p'g'u'gu'q'j' c'k'p'x'q'w'et'cf' q'rc' qu'f'g'gs'w'k'f'cf' "gp'v'g'hw'g'hc'ht'k'cp'v'gu'f'g'cwqo »xkrgu" { "
m'u'r' t'q'x'g'g'f' q'g'u' "m'u'ew'rc'gu"t'g'ur'q'p'f'gp'f'g'f'k'e'a'p'f'q'ug" c"ug't'x'k't" c"uw'o'c { qt'ek'g'p'v'0Cu'f' "g'ri'eco' dk'q"
f'g'r' t'q'x'g'g'f' q'g'u' "k'p'r' t'g'x'k'q'c'x'k'q. "g'z'ew'k'x'co' gpv'r'ct'c'q'd'v'g'p'g't'w'p'c'i'c'p'c'p'ek'c"eq't'v'q'r'r'| q."gu'ec'uk'
k'p'g'z'k'v'g'p'v'g'eqp"v'g'to'k'p'c'rgu"lcr qpgucu." { "ug'r'g'to'k'g's'w'g'ug'f'g'uct'q'm'g'p"t'g're'k'q'p'g'u'd'c'uc'f'cu'gp"rc"
eq'p'h'k'p' c'c'rc'rti'q'r'r'| q"*Cuc'p'w'o'c.'3; ; ; =J'g'r'r'gt' { "J'g'p'f'g'tu'q'p.'4236=V'0'1'0'U'wti'g'q'p'g'v'cn0'422; ='
V'0'1'0'U'wti'g'q'p' { "D'k'g'ug'd't'q'g'em"4233+0'6"C"uw'x'g'l."v'co' dk'p"ug"j'c"ug'o'c'rc'f'q"s'w'g"rcu"v'g'to'k'p'c'rgu"
lcr qpgucu" f'g'uct'q'm'ct'q'p" g'v'c'v'g'i'k'cu" f'g" f'g'ur'q'ec'ri'k' cel'p" c"rc'c'f'ug'u" f'g"o'gp'q'g'u"eq'u'qu"o'gp'qu"
ci'g'k'x'cu's'w'g'rcu'f'g'GGWW' { "G'w't'q'r'c"*J'g'r'r'gt' { "J'g'p'f'g'tu'q'p.'4236=V'0'1'0'U'wti'g'q'p' { "D'k'g'ug'd't'q'g'em"
4233+0'7"

Cuko kuo q." m'u" r t'q'x'g'g'f' q'g'u" f'g" m'u" hc'ht'k'cp'v'gu' f'g" cwqo »xkrgu" lcr qpgugu" gtcp"
uki p'k'k'ec'v'x'co' gpv'o' a' u'r' t'q'r'g'p'u'qu" c'k'p'x'g't'k't' "gp"ec'r'cel'f'cf'gu'q'ti'c'p'k'k'c'v'k'x'cu"eqo'q'rc"ht'o'cel'p"
f'g'ec'ri'k'f'cf" { "g'ri'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'gucu"lcr qpgucu" { "uwu"r' t'q'x'g'g'f' q'g'u"

⁷⁶Cf go a' u. "Uwti gqp" { "q'v'qu"*422; +c'p'c'ri'k' c'p'rcu'o' c { qt'gu's'w'k'g'd't'cu'f'g'rcu'cw'q'r'c't'v'k'x'cu'o' a' u'i' t'c'p'f'g'u'f'g'ri'o' w'p'f'q'gp"
rc"r' t'ko'g't'c'f'f'2'ec'f'c'f'g'ri'uki' m' { "f'g'uce'p"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'w'cu's'w'g'p'k'p'i'w'p'c'f'g"
g'v'cu'gu'lcr qpguc0

⁷⁷Q'v'qu"gu'w'f'k'qu'f'g'uce'p"e»o'q'rcu't'g're'k'q'p'g'u'v'g'to'k'p'c'ri'lcr qpguc/r' t'q'x'g'g'f' q'g'u"gz'v'c'p'l'g't'q'v'q'p"t'g'r'k'ec'f'cu'r'qt'g'v'cu"
o'w'k'p'c'ek'q'p'c'rgu'gp'GGWW*H'q't'k'c' { "M'g'p'p'g'f' { .3; ; 3+0'N'qu'cw'q'at'g'u'j'c'm'p's'w'g'rcu'v'g'to'k'p'c'rgu'lcr qpgucu't'g'r'lect'q'p"
gp'i' t'c'p'o'g'f'k'c'uw'u't'g're'k'q'p'g'u'eq'p'r' t'q'x'g'g'f' q'g'u'lcr qpgugu" { "g'v'c'f'q'w'p'k'f'g'p'g'u't'c'f'k'ec'f'qu'gp'GGWW'eq'p'x'p'ew'qu'f'g"
rc'rti'q'r'r'| q."c'm'qu'p'k'x'g'rgu" f'g'k'p'v'g't'ce'ek'p" { "t'g'v'q'w'el'p" f'g'r' t'q'd'r'g'o'cu'gp"eq'p'l'w'p'v'q'f'g'ht'o'c"u'ko'k'rc't" c"eqo'q'm'
t'g'c'ri'k'c'd'c'p'gp'lcr »p"*H'q't'k'c' { "M'g'p'p'g'f' { .3; ; 3<5; 6+0

vo dl2p" kpxk vgtqp" gp" o gecpkuo qu" qti cpk cxxqu" f kug° cf qu" r ctc" cwo gpvct" gn' hmlq" f g" kphqto cekp." nq" swg" uki pkk»" swg" ncu" r ctvgu" mgi ctqp" c" eqo r tgpf gt" r tqhwpf co gpvg" nqu" r tqf wevqu" { 'r tqeguqu' f g'ic" qvc0Gucur' tª evkcu'r tqo qxkgtqp"ic"o glqtc"eqpvpwc."r gto kkgpf q" c"nqu"r tqxggf qtgu"lcr qpgugu"tgf wekt "nqu"r tgekqu"ecf c" c° q" f wcpvg" f² ecf cu."ukp" f glct" f g" ugt" eqo r gvgpvgu" { 'r gto kkgpf q" c" ncu" eqo r c° ¶cu" cwqo qvtegu" lcr qpgucu" eqphkt" gp" r tqf wek" õlwuq" c" vko r qõ" gp" hmi ct" f g" o cpvpgt" wp" kpxgpvctkq" equvqu" *J gn' gt" { "J gpf gtuqp."4236=Nkdgto cp" { 'F go gguvgt."3; ; ; +0

Cf goª u."qvtq" vgo c" f g" ko r qvcpck" r tqr kq" f g" ic" kpf wutk" cwqo qvkt "lcr qpguc" hwg" gn' *Lean Manufacturing System* *NO U+. Guv" ukuvgo c" guª "dcucf q" gp" gn' *Toyota Production System* *VRU" { 'ug" gphqec" gp" b kpk k ct" gn' gur gtf kekq" f gpvtq" f g" hqu" ukuvgo cu" f g' hcdtkceckp" { .cn' b kuo q" vgo r q. "b czko k ct" ic" r tqf wevckf cf 0ªC" b gf kf c" s wg" nqu" r tqf wevqtgu" f g" cwqo » xkgu" lcr qpgugu" guvcdmgektp" qr gtcekqpgu" f g" o cpvkcwct" gp" nqu" Gucf qu" Wpkf qu" f wcpvg" ic" f² ecf c" f g" 3; ; 2." qvtqu" hcdtkcpgu" f g" cwqo » xkgu" go wrctqp" { "cf qr vctqp" tª r kf co gpvg" icu" r tª evkcu" f g' icu" hto cu" pkr qpcu" *Uj ko qmcy c."422; +0Nwgi q. "guv" ukuvgo c" ug" gZR cpf k» c" qvtqu" ugevqtgu" r tqf wevcku" { "c" nq" rti q" f gn' b wpf q" *Lc { cto "gv'cn0"4232+0Cewcm gpvg. "nqu" r tkpek kqu" tgevqtgu" f gn' NO U" { "nqu" pwxqu" r tqeguqu" f g" i guk» p" f gtxcf qu" f g" 2 n' uqp" r ctvg" kpgi tcn' f g' icu" qr gtcekqpgu" f g" o Ankr nqu" cevckf cf gu" f g" r tqf wek» p" { "ugt xkekqu" *Ngg" { "Lq."4229+0

Gp" tguwo gp. "gzkuvp" cdwfp cpvgu" cpvgegf gpvgu" s wg" ug° cncp" icu" r ctvkwctkf cf gu" f g" icu" GO u" lcr qpgucu" gp" ic" kpf wutk" cwqo qvkt . "nq" ewcn' f c" ewgpvc" s wg" pq" gu" r qukdrg" j qo qi gpqk ct" c" icu" go r tgucu" f g" wp" ugevqt0Gp" r ctvkwct. "Vq { qvc" Cti gpvpc" hwg" ic" r tko gtc" kpxgtuk» p" lcr qpguc" gp" ic" kpf wutk" cwqo qvkt "f gn' r c¶ju. "nq" ewcn' vgpf tª "r guq" gp" ic" r ctvkwct "gustcvgi k" go r tguctkcn' f gur ngi cf c. "r tkpek cm gpvg" eqp" hqu" r tqxggf qtgu" cwqr ctvkuu0Gp" guvg" ugpvkf q. "gp" nqu" r t» zko qu" ecr ¶wqu" ug" xgtª "e» o q" guc" ectcevt ¶vlec" vkgpg" ko r qvcpck" c" ic" j qtc" f g" gpvpgf gt" uw' ecf gpc" f g" xcinqt" vcpq" c" plxgn' kpvgt pcekqpcn' eqo q" nqecr0

Conclusiones parciales

Gp" guvg" ecr ¶wqu" ug" j c" f gucttqmf q" gn' eco r q" f g" guwf kqu. "gn' o cteq" v» tkek" { "nqu" r tkpek cngu" cpvgegf gpvgu" s wg" gpo ctecp" ic" r tguvg" kpxguki cekp0Cu¶ "ug" j c" f ghpkf q" s wg" gn' guwf kq" cf qr v" wp" b cteq" cpcn' ¶kek" s wg" eqo dkpc" f qu" cdqtf clgu" v» tkekqu" <gn' gphqs wg" f g" *cadena globales de valor* " *EI X+ { " ic" r gtur gevxc" f g" ic" *estrategia empresarial* f g" ic" uqekmqi ¶c" geqp» o kec0Nqu" cr qtvgu" oª u' tgrxcpvgu" f gn' gphqs wg" f g" EI X" r ctc" ic" kpxguki cekp" r tqr wguv" ug"

78" Gn' vgo c" f gn' VRU" ugtª " cdqtf cf q" gp" r tqhwpf kf cf "gp" gn' Ecr ¶wqu" 50'

dcucp"gp"rc"fcuetkr ek»p"vqcn'f g"rc"ecf gpc"fg"xcnqt"cwqo qvtk . "vpgkpf q"gp"ewgpc"fguf g"gn' f kug° q'j cuvc"gn'wau'kpcnif gn'r tqf wevq. 's wg'gp'gung'ecuq'buq'hqu'xgj ¶ewnu'r tqf wekf qu'r qt "Vq{ qvc" Cti gpvpc0Gnugi wpf q'grgo gpvq'f g'ko r qtvcpek'gu'gnitqnf g'rcu'ht'o cu'ff'gtgu's wg'o qrf gcp'gucv' ecf gpcu.'s wg'gp'gung'ecuq'iq'glgteg"Vq{ qvc"Cti gpvpc"eqp'hqu'r tqxggf qtgu'hqecngu{"gzvcp'ltqu." {"'eqp'rc'tgf'f'g'eqpegukq'pct'kqu{"'erkgpvgu'hqecngu{"'gzvcp'ltqu0Rqt "Ànko q.'gung'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.'h'ewcn'vco dk²p'ugtª 'tgvo cf q' gp'gn'Ecr ¶wau'7"c'r ctvt'f'g'hqu'ecuq'f'g'rcu'r t'p'ekr cngu'cwqr ct'v'cu'f'g'Vq{ qvc"Cti gpvpc0"

Ukp"go d'cti q.'vco dk²p'ugtª c'k'pvtqf wekf q's wg'gn'o cteq'v»tleq'f'g'rcu'EI X'hwg'w'k'k' cf q' o c{qto gpvg'c'pkxgrgu'f'g'ugevqtgu'geqp»o lequ{"'pq'f'g'ht'o cu'k'p'f'k'k'f'w'crgu'0Rqt'gung'o q'v'k'q." cni wpqu'cwqtgu'eqo gp|ctqp'c'r n'p'v'g'ct'rc'ko r qtvcpek'f'g'rcu'f'g'ekukq'p'gu'f'g'cevqtgu'gur g'¶'lequ." tgo ctecp'f'q'rc'p'geguk'f'cf'f'g'h'g'x'ct'gung'cpª r'kuku'c'n'p'k'x'gn'f'g'rc'go r t'guc'0Nc'r t'gug'p'v'g'k'p'x'g'uk'i'cel»p" r tqr qp'g'eqp'v'p'w'ct'rc'f'k'g'ee'k'p'r' tqr w'g'uc'r qt'U'cnu{"' \ { n'd'g't'd'g'ti "ª4237+'c'n'c'p'c'rk' ct'w'p'c'ecf gpc" f'g"xcnqt"c"r ctvt'f'g"wp'c"ht'o c"k'p'f'k'k'f'w'cn"ukp" go d'cti q."gn'q'ug"m'g'x'ctª" c"ecdq"cf q'rc'p'f'q' et¶'leco gpvg'gn'gzco gp'f'g'rcu'estrategias empresariales0Cu¶'rc'v'guku'cdqpc'rc'k'f'g'c'f'g's wg'rcu' ht'o cu' uq'p'cevqtgu' uqekcngu' s wg' guª p" k'p'h'w'k'f' qu' r qt"o Ànkr ngu' h'cevqtgu." cnglª p'f'q'ug" f'g" rc" k'p'v'tr'g'v'cel»p" f'g" rc" g'eq'p'qo ¶'c" p'g'q'c'n' u'lec" /tgvo cf c" gp" nu' guw'f'k'qu' f'gn' management" g' international business/" s wg" rcu' gpv'k'p'f'gp" eqo q' ci gpv'gu' w'p'k'ct'k'qu' o cz'ko k'cf'qt'gu' f'g" k'p'h'q'to cel»p"eqo r ng'c{"'t'cel'q'p'c'rk'f'cf' r'g't'h'g'ev'0Rqt'gn'eq'p'v'ct'k'q."gp'g'uc'v'guku'ug'gzco k'p'ctª c"rc" ht'k'c'n' f'g" wp'c" GO " k'p'v'tr'g'vª p'f'q'rc" eqo q' wp'c" q'ti c'p'k' cel»p" eqo r ng'c" s wg" guª " doblemente incrustada c'r ctvt'f'g'uw'f'g'f'k'p'v't'p'cel'q'p'c'n'{"'h'q'ec'n'0F'g'gung'o q'f'q.'uk'd'k'ep'ug't'g'vo ctª 'rc't'g'ek'ep'v'g" r tqr w'g'uc't'g'c'rk'f'cf'c'r qt'cwqtgu'f'g'rcu'EI X's wg'uw'i'k'g't'g'gn'c'pª r'kuku'f'g'g'ucv'ecf g'p'c'u'c'p'k'x'gn'f'g" go r t'guc."guv'q'ug"m'g'x'ctª" c"ecdq"eqp"wp" g'p'h'q's wg'f'k'uk'p'v'q'f'g'rc" g'ut'c'v'g'i'k'c" go r t'guct'k'c'r'0Cu¶'c" v'c'x²'uf'g'gung'g'p'h'q's wg'v»tleq'ug'd'w'ue'c'p'w'g'x'cu'x'ct'k'c'd'rgu'f'g'cpª r'kuku's wg'p'q'guª p'r t'gug'p'v'gu'gp" nu' guw'f'k'qu'f'gn' management" {"'ugtª p'f'g"ko r qtvcpek" r ctc" gpv'g'p'f'gt'rc" g'z'egr'ek'q'p'c'rk'f'cf'f'g" Vq{ qvc"{"'uw'ecf gpc"fg'xcnqt"gp'gn'o gtecf q'cti gpv'k'p'q0"

Rqt "Ànko q.'rc'k'p'x'g'uk'i'cel»p"cr qtvtª "p'w'g'x'c'g'x'k'f'g'p'ek"gp'rc'f'k'ue'w'uk»p'uqdt'g'nu'g'h'g'ev'qu' f'g'rc"KGF'f'g"GO u'gp"r'c'¶'u'gu'gp"f'guctt'q'm'q.'f'c'p'f'q'uw'v'g'p'v'q" c"rc"x'k'uk»p"s wg'u'q'v'k'g'p'g"s wg'p'q'ug" r wgf'g'g'uc'd'ng'egt'w'p'c't'g'i'rc'f' g'p'g't'c'n'uqdt'g'f'lej'qu'bo q'x'ko k'g'p'v'qu"{'c's wg'g'uv'qu'ko r cev'qu'f'gr'g'p'f'gp" f'g'p'wo g't'q'cu'x'ct'k'c'd'rgu'0Gp"m'q'eq'p'eg't'p'k'g'p'v'g" c"rc"KGF"gp"EI X"cwqo q'v'le'gu'ug"u'q'v'g'p'f'tª "rc" ko r qtvcpek'f'g'm'q'cpª r'kuku'c'p'k'x'gn'f'g'ht'o c."gp'v'g'p'f'k'g'p'f'q's wg'rcu'o k'uo cu'p'q'uq'p'j'qo q'i² p'g'cu'0 Eqo q'ug'kª "f'guctt'q'm'cf'q'c'm'rc'ti q'f'g'rc'v'guku.'r ctc"gn'ec'cuq'f'g'Vq{ qvc"Cti gpv'pc."nu'h'cevqtgu' f'g'v'g'to k'p'c'p'v'gu'r ctc"gp'v'g'p'f'gt'uw'v'c{ gev'q'k'c't'g'ek'g'p'v'g'uq'p'«uw't'q'n'gp'rc" g'ut'w'ew't'c'o w'w'k'p'cel'q'p'c'n" gn'v'k'q'f'g'x'g'j'¶'ew'nu'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'g'uc"{"'rc"j'k'v'q't'k'c'f'g'rc"go r t'guc"{"'nu'eco d'k'qu'gp'rc"i'g'uk»p'm'q'ec'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 tgu'p'v'ecr f'w'ug'tgcrk' c"wp' dtgxg'tgug' c'j k'w'tk'c"uqdtg"gn'f gucttqm' f'g'rc" k'p' w'w'k'cwqo q'v'k' "gp"Cti gp'v'p'c"kf gp'v'k'ecpf q"uwu'r tk'p'ek' crgu'r tqdrgo "v'k'ecu'Ug"eqo k'gp' c" guv't'geq'p'w'w'ek'p' f'g'uf g'iq'u'k'p'ek'q' f'g'rc'h'c'dt'k'ec'ek'p' f'g'x'gj f'w'w'ug'gp'gn'r c'f'u'gp'3; 42. 'r' cuc'p'f' q" r'qt"uwu'f'k'w'p'cu'g'v'c' cu'w'w'eqo k'gp' q"{"g'z'r'c'p'uk'p"3; 42/3; 97+'*2.1.1+"gn'h'k'p'f'g'rc"gv'c'c'r'qt" uwu'w'ek'p' f'g' ko r'qt'v'ek'q'p'gu" {" gn' guv'p'eco k'gp'v'q" f'gn' u'ge'v'qt" *3; 98/3; ; ; +" *2.1.2+" {" rc" t'ge'q'p'h'k' w'c'ek'p' f'g'rc'k'p'f' w'w'k'c'c'r' ct'v'k' f'g'rc'u't'gh'q'to cu'g'w'w'w'c'rgu"{'rc'h'q'to c'ek'p'f'gn' b' g'tec'f' q" t'g'i'k'q'p'c'n'3; ; 2/4223+'*2.1.3+'Ug'c'j'q'p'f'c'gp'rc"À'w'ko c'f'g'g'u'v'cu'h'c'ug"{'c's'w'g'c'n'f'ug'f'g'ur'k'g'i'c'p" eco d'k'q'u'g'w'w'w'c'rgu'gp'gn'uge'v'qt's'w'g'x'c'p'c'o' c'tect'uw'f' gucttqm'gp'gn'r'g't'q'f'q'uki'w'k'p'v'g"{"gu" ew'c'p'f'q'ug'k'p'u'c'rc"V'q' q'v'c'gp"Cti gp'v'p'c."eqo'gp' c'p'f'q'eq'p'uw'r'tq'f'w'ek'p'gp'3; ; 90"

" Nw'g'i'q."ug'c'p'c'r'k' c"gn't'ge'q't't'k'f'q' f'gn'uge'v'qt'c'rc"uc'r'k'f'c'f'g'rc'et'k'u'k'f'g'rc'eq'p'x'g't'v'k'k'k'f'c'f'c" r'c't'v'k' f'g' uw' f'g'ugo r'g'o'q' gp' v'to'k'p'qu' f'g' r'tq'f'w'ek'p." x'g'p'v'cu." go r'ng'q." g'z'r'q't'v'ek'q'p'gu." ko r'qt'v'ek'q'p'gu"{'uc'r'f'qu'eqo'g't'ek'c'rgu."f'k'h'g't'g'p'ek'c'p'f'q'rc"gv'c'c'f'g'rc'r'que'q'p'x'g't'v'k'k'k'f'c'f' *2.2.1+"{" gn'i'q'd'k'g't'p'q'f'g'Eco d'k'go'qu"*2.2.2+'G'p'd'c'ug'c"gu'v'qu't'g'u'w'n'c'f'qu'ug't'g'u'c'n'c'rc'r'g't'u'k'v'g'p'ek'f'g'rc'u" r'tq'd'rgo'cu'g'w'w'w'c'rgu'f'gn'uge'v'qt'gp'gn'uki'q'ZZK"

R'q't'À'w'ko'q."gp'gn'uki'w'k'p'v'g'c'r'c't'v'c'f'q'ug'c'p'c'r'k' c"gn'f'g'ugo r'g'o'q'f'g'rc'u'f'k'w'p'cu'v'g'to'k'p'c'rgu" cw'q'o'q'v'k'eg'u'f'w'c'p'v'g'gn'r'g't'q'f'q'd'c'l'q'g'u'w'f'k'q'c'v't'c'x'2'u'f'g'uwu'p'k'x'g'rg'u'f'g'r'tq'f'w'ek'p.'h'c'ew't'c'ek'p." r'q'ue'k'p' gp'rc"e'À'w'rc" go r't'g'u'c't'k'c'ti'gp'v'p'c." go r'ng'q." x'q'n'w'o'gp" {" f'k'x'g't'k'h'c'ek'p' f'g'rc'u" g'z'r'q't'v'ek'q'p'gu."uc'r'f'qu'eqo'g't'ek'c'rgu"{"eq'p'v'g'p'k'f'q'nc'c'n'f'g'rc'u'x'g'j'f'w'w'ug"*2.3+'C'r'c't'v'k'f'g'g'ug" g'z'c'o'gp'ug'f'g'u'v'c'c'gn'ec'u'q'f'g'V'q'q'v'c'r'qt'uwu't'g'u'w'n'c'f'qu'uw'r'g't'k'q't'g'u'gp'rc"o'c'q't'r'c't'v'g'f'g'rc'u" c'ur'g'ev'qu'c'p'c'r'k'c'f'qu'c'n'eqo'r'c't'c't'ug'eq'p'gn't'g'u'v'q'f'g'rc'u'v'g'to'k'p'c'rgu'cw'q'o'q'v'k'eg'u'G'm'q'o'c't'ec'rc" g'z'eg'r'ek'q'p'c'r'k'c'f'f'gn'ec'u'q'f'g'g'u'w'f'k'q"{'rc'p'g'eg'uk'f'c'f'f'g'gp'v'g'p'f'g't'rc'u'h'c'ev'qt'g'u's'w'g'g'z'r'k'ec'p'g'ug' f'g'u'c't't'q'm'0"

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

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

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

" C"uw"xgl ."f wcpvg"guv"gvrc"eqo gp| »"re"r tqf weekp"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 weekp"fg"xgj ¶ewru"ªs wg"ko kcdcp"{"lq"cf cr vcdcp"fg"lugo qu" gzvtcplgtqu."o wej cu"xgegu"o gfkcpvg"guhwt| qu"fg"lpi gpkgt¶c"lpxgtuc⁷⁹"¶Rlecdgc"{"Vj qo cu." 4233+0Gn'Tcutq|gtq"hwg"gn'xgj ¶ewru"wkrkctkq"hxkcpq"luki pke"fg"KCO G."qtkgpvcf q"ce"re"fgo cpcf" fgnlugevt"r tko ctq0Gnr tqvkr q"ug"fg"lugo »"gp"dcug"ce"re"u"ecr cekf cf gu"{"bo cvgtkrgu"fg"re"l¶kf wutku" cgtqpª wkec"ªs wg"r qug¶c"re"go r tguc."g"ko kcpf q"{"cf cr vcpf q"gn'fg"lugo q"fg"qvtc"eco kqpgv"re"kn'w" f g"wpc"htc"o c"guvcf qwpc"gpug"¶Rlecdgc"{"Vj qo cu."4233+0C"r ctvt"fg"re"u"fg"kn'ewncf gu"v"epkecu"fg" re"go r tguc."ce"eqo kgp| qu"fg"3; 77"ug"lpeqtr qt»"ce"re"guvcf qwpc"gpug"¶Mckugt"O qvqtu"Eqtr qtcvkp." f cpcf q"pceko kgpv"ce"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»"ce"fg"gpqo kpcutg"¶F ktgeekp"¶P cekqpcn"fg" Hdtkceekp"g"¶kpxguki cekp"Cgtqpª wkec"¶F ¶K HIC -0"

Gp"gnlc° q"3; 7: "ug"fg"levctqp"re"u"ng"{"gu"fg"lpxgtukqpu"gzvtcplgtcu"fg"ktgevcu"¶Ng{"360: 2+"{" fg"r tqo qekp"l¶kf wutkn"¶Ng{"360: 3+"eqp"gn'qdlgwxxq"fg"eqqt¶kpc"re"lplek"vxc"r ¶dneq/r tkxc"cf" {"qvqti ct"xgpvcu"ce"re"u"go r tgucu"tcf kekf cu"gp"gn'vgttkqtk"pcekqpcn"¶Mquceqhh"gv'cn"3; ; 3+0 Guv"ug"hx»"ce"edq"gp"r ngpc"eqkpek"gpke"eqp"iq"ªs wg"gtc"wp"r gt¶qf q"fg"gzr cpukp"vtcpupcekqpcn" fg"re"u"i tcpf gu"htc"o cu"ªs wg"fg"qo kpcdcp"gn'b gtecf q"o wpc knif g"cwqo »xkru"⁷: "¶Uqwtqwkng."3; ; 2+0 Eqo q" tguwncf q."ug" r tqf wq" wp" fg"ugo dteq"o cukxq" fg" go r tgucu" vcpupcekqpcn" gp" gn' gpvtco cf q" r tqf wekxq0 Cu¶"c"re"u" htco cu" {"c" lpuvrcf cu" ¶Hqtf." I gpqtcn" O qvqtu." Ejt { urgt."

⁷⁹"KCO G"ug"guvcdrge"gp"E»tfgdc"r cte"wkkt ct"re"u"ecr cekf cf gu"v"epkecu"l¶kf wutkrgu"fg"ur nqi cf cu"r qt"gn'¶kpxkwwq" fg"¶kpxguki cekqpu"Cgtqpª wkecu"{"Gur cekrgu"¶KCG+."gn'ewcn'hwg"wp"qti cpluo q"fg"cgtpª wkec"cti gpvkpc."etgcf q" eqo q"¶kpxkwwq"Cgtqª epkeq"¶K+"gp"3; 650"

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

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

Gp'3; 93"ug"ucpekqp»"wp"pwgxc"t² i ko gp"cwqo qvtk "s wg'tghqt| »"gn'eqvpgpkf q"pcekqpcn' f g'ngu'xgj "ewnu'g'kpvtf wq'rc" r t gqewr cek>p" r qt "rc" cr gt wtc" gzr qt vcf qtc. "gucdngelkpf q" wp'72' " f g" tglpvi tq" uqdtg" rcu" xgpvcu" gzvgtpcu' Eqp" wpc" kpvpguc" r tqo qek>p" i wdgtpcu gpvcn" guvg" kpegpvkxq' i gpgt» wpc' ko r qt vcpvg" gzr cpuk>p" f g'rcu' gzr qt vekppgu. hwpf co gpvcu gpvg" qtkgpvcf cu" crl'o gtecf q'rc' kpcu' gtecpq⁷: " *Dctdgtq" { "O qwc."4229-0F g' guvg" o qf q. "gn'eqo r nglq" cwqo qvqt" r cu» "c" vpgt" wpc" r qukek>p" f g'rkf gtc| i q" f gptq" f g'rc" cevxxkf cf "kpf wutkc" o cpk' hucpf q. "gptg" 3; 82" { "3; 96."crtgf gf qt "f g"; ' " f gn'vqcnf gn'xcrt "ci tgi cf q" r qt "rc" r tqf week>p" o cpwxcwgtc" { " wpc" r tqr qtek>p" c' Ap" o c { qt "f gn' go r ng⁸²" *Dctdgtq" { "O qwc."4229-3; 2+0Cu" f wcpvg" rcu' f² ecf cu" f g'3; 82" { "3; 92."ngu'gpuc' drcf qt gu'gz vcpvg' tgu'ug' eqpxk' vktqp" gp' wpc' r kg| c' et wekcnf gn'gus wgo c" f g" kpf wutkc" k' cek>p." uktxkpf q" eqo q" o gtecf q" hpcn' r etc" wpc" i tcp" r tqr qtek>p" f g" kpf wutku' ci wcu' cttkdc" *Rkpc| q. "4237-0'

" P q' qduvcpg. "c" r guct' f gn'hwgtv' et geko kpvq" gp" rc" r tqf week>p" f wcpvg" guvg' r tqeguq' pq" ug" nji t» "cngtct" uwwcpvxxco 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 "ewnu" qduqngvu" gp" v² to kpcu" kpvgt pcekqpcrgu. "dclc" eqo r gvxxkf cf " f g" nqu" r tqf wevqu. " { "gucuc" cewck' cek>p" 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" nccn' f wcpvg" rc" gvr c" f gn' f gucttqmq" f gn' ugevqt" ug" f gdlc. "gp" i tcp" o gf kfc. "c" wpc" r gs w^o c" guccn' tgrvxxc" f g' r tqf week>p" s wg" f k' hewncdc" rc" kpeqtr qt cek>p" f g" v² eplecu" excp| cf cu. " { c" s wg" j wdkgtc" f go cpf cf q" kpxgt ukppgu" s wg" u» nq" r qf t' c' p" ugt" cduqtdkf cu" r etc" plxgrgu" f g' r tqf week>p" uwr gkqtgu" *P qhcn" 3; ; ; < ; /; 6=Uqwtqvkng. "3; ; 2-343-0"

F g' guvg" o qf q. "rcu' gutcvgi kcu' cr nccf cu' r etc" f qvt' f g' o c { qt "f kpcu' kuo q" c" rc" cevxxkf cf " cwqo qvtk " j cd' c' p" h' cecucf q" c" o gf kcf qu' f g'rc" f² ecf c" f gn' ugvpc" *Uej xct| gt. "3; ; 7-9-0' Guvc" tco c' j cd' c' p" v' c' f q" gp' wpc" gur gek' f g' o gugvc" r tqf wevxxc" eqp' wp" o gtecf q' s wg' quekncdc" gp' v' qtpq" c" o ci pkwf gu" r t g' xkcu' Gmq" ko r ncc» " wp" guvcpeco kpvq" { " tgv' ccek>p" f gn' o gtecf q" kpvgt pq. " gur gekm' gpvg" c" r ctvt" f gn' r ncp" f g' clwuv" f gn' o kpkvtq" f g' Geppqo "c. " Egrguv' k' p' Tqf tki q. "

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

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

eqpkek q'eqo q'ōTqf tki c| qö. 's wg'kpenwł »'wpc'hwgtv'f gxcnwcek»p'f gr'r guq'cti gpvkp'f { 'ci wf cu' uwdcu'gp'mu'r tgekqu'f g'mu'ugt xlekqu'r Àdrequ0'Cu'f' r'u'pcekp'v'g'zr qtvekppgu'pq'mi tctqp' eqpvpgt' r' ec'f' f'g' r' r' t'f' week»p' s'wg' ko r rke»' r' t'gf' week»p' f'gr' o' gtecf'q' k'p'v'g'p'q' f' g'ug'p'ec'f' g'p'c'p'f' q'w'p'c'et'kuku'ugev'q't'k'n'F' w'ek'ej' 'g'v'c'u'0'4242-03"

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

Nc"ktwrek»p' f'g' r'c' Ànko c'f'kevcf'w'c'o' k'k'c't' c'ti' gpvkp'c'o' qf'k'ke»' u'w'w'p'ek'm' gp'v'g' gr' ug'p'f' g't'q'f' g'g'w'v'c'o' c'k'p'f' w'w'k'n'f' g'd'k'f' q'c' r'u't'gh'q'to' cu'g'w't'w'w'c'r'g'u'k'p'u'v'c'f' cu'gp'gr'eq'p'l'w'p'v'q' f'g'r'c'ge'q'p'q'o' ¶c'U'ej' q'tt. "4234-0Nc'eq'p'l'w'p'ek»p' f'g'r'c't'gr' t'g'u'k»p' u'c'r't'k'n'f' g'3; 98'eq'p'r'c't'gh'q'to' c' h'p'c'p'ek'g't'c'f' g'3; 99.'r'c't'c'p'eg'r'c't'k'c'f' { 'gr'g'p'f' g'w'f' c'o' k'p'v'q'g'z'v'g'p'q.' f'g't'k'c'f' q'u'f' g'r'c'r' g't'w'c'f' g'3; 9; . " k'p'v'g't'w'o' r' k»' gr'o' qf' g'm' u'w'w'k'w'k'x'q' c'p'v'g't'k'q't'0'c' p'k'x'gr'g'v'g'q't'k'n'f' u'g'r' t'q'f' w'q' w'p'k'o' r' q't'w'p'v'g'i' k'q'g'p' r'c'q't'k'p'w'ek»p' f'g'r'c'u'r' q'f'k'ec'u'r' Àr'k'ec'u'0'G'p'3; 9; . "gr'i' q'd'k'g't'p'q'o' k'k'c't' u'c'p'ek'q'p' r'c'Ng' { "430 54.⁸⁴ c' r'c't'v'k' f'g' r'c' ew'c'n' u'g' c'o' r' r'k'c't'q'p' r'u' eq'p'v'g'p'k'f' q'u' k'o' r' q't'w'c'f' q'u' r' g't'o' k'k'f' q'u' u'g' c'w'q't'k' »' r'c' k'o' r' q't'w'ek»p' f'g'x'g'i' ¶w'r'q'u'v'g't'o' k'p'c'f' q'u' { 'u'g'g'r'k'o' k'p»' v'q'f' c't'g'w't'k'ek»p'c'r'c'k'p'v'i' t'c'ek»p'x'g't'w'c'n'f' g' r'u' go' r't'g'u'c'u' v'g't'o' k'p'c'r'g'u'0' G'r' t'g'u'w'c'f' q' o' a' u' x'k'u'k'd'r'g' f'g' f'k'ej' cu' o' g'f'k'f' cu' s'wg' g'u'w'x'k'g't'q'p' c'eq'o' r'c'o' c'f' cu' r'q't' gr' g'u'c'd'r'g'ek'o' k'p'v'q' f'g' w'p' v'r' q' f'g' eco' d'k'q' h'k'q' c'v'c'c'f' q.' h'w'g' w'p' h'w'g't'v'g' e't'g'ek'o' k'p'v'q' f'g'r'c'u'k'o' r' q't'w'ek'q'p'g'u' *D'c't'd'g't'q' { 'O' q'w'c. "4229-0U'k'd'k'g'p'r'c'r' g't'w'c'f' u'g'o' c'p'w'x'q' u'»m' j' c'u'w'3; ; 3.'r'c'f' c'r' w'ek»p' f'g'r'c'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'ek»p'g'p'c'i' g'p'v'g'u'k'o' r' q't'w'c'f' q't'g'u' h'c'x'q't'g'ek'f' q't' q't' g'r'i'c'n'q' p'k'x'gr'f' g'r' t'g'ek'q'u'k'p'v'g't'p'q'u' c'r'g'l'c'f' q'u'f' g'm'u'p'k'x'g'r'g'u'k'p'v'g't'p'c'ek'q'p'c'r'g'u' *O' q't'g't'q. "4235-0"

Q'v'q'f' g'h'q'u'c'ur' g'v'q'u'c'ur'k'p'v'g'u'f' g'r'c't'c'p'u'h'q't'o' c'ek»p'f' g'g'u'v'g'r' g't'¶'q'f' q' h'w'g'g'r'i'h'w'g't'v'g'c'w'o' g'p'v'q' f'g' r'c' r't'q'r'q't'ek»p' f'g' r'c't'v'g'u' { " eq'o' r'q'p'g'p'v'g'u' k'o' r' q't'w'c'f' q'u' g'p' r'u' x'g'i' ¶w'r'q'u' r' t'q'f' w'ek'f' q'u' p'c'ek'q'p'c'm' g'p'v'g'0'G'r'i'p'k'x'g'r'f' t'q'o' g'f' k'q'f' g'eq'p'v'g'p'k'f' q'k'o' r' q't'w'c'f' q' u'g'v't'k'r' r'k'e»' g'p'v'g'3; 95' { "3; ; 2.'f' g'u'f' g' c'r'i'g'f' g'f' q't' f'g'w'&u'722'r' q't'w'p'k'f' c'f' c'o' a' u'f' g'w'&u'30722'r' q't'w'p'k'f' c'f' " *O' q't'g't'q. "4235-42+.'v'g'p'k'g'p'f' q' u'g'x'g't'q'u'g'h'g'v'q'u'g'p'g'r'i'g'u'r'd»p'c'w'q'r' c't'v'k'u'c'0'

⁸³U'k'd'k'g'p'g'z'k'v'g'w'p'eq'p'g'p'v'q'g'p'g'u'v'f'k'c'i'p»u'w'ek'q'u'd't'g'r'u'eq'p'f'k'ek'q'p'g'u'f'g'r'c'k'p'f'w'w'k'c'c'w'q'o'q'v'k'k'c't'i'g'p'v'k'p'c'c' o' g'f'k'c'f' q'u'f' g'r'c'f'c'f' c'f' g'3; 92.'v'o' d'k'p' u'g'g'r'c'd'q't'c't'q'p'q't'q'u's' w'g'o' c'w'k' c'p'g'u'v'c'h'g'w'c'0'R'q't'g'l'g'o' r' m'j.'M'c'v' ¶422; +c' r'c't'v'k'f' g'r'i'g'u'w'f' k'q'f' g'ec'u'q'f' g'r'c' r' t'q'f' week»p' f' g'r'i'g'q't'f' "V'c'w'p'w'u' u'q'u'k'p'g'p's' w'g'2' u'g' h'w'g'g'r'i'g'h'g'l'q'f' g'r'i' t'q'eg'u'q'g'x'q'n'w'k'x'q' f'g'r'c'k'p'f'w'w'k'c'f' g'r' q'u'i' w'g't'c' { 'h'w'g'g'r'i'ö'r' w'p'q' e'Ä'm' k'p'g'o'f' g'r'c'g'v'c'r' c'f' g'k'p'f'w'w'k'c'k' c'ek»p'g'p'f' q'f'k'k'k'f' c'k'p'ek'c'f'c'x'g'l'p'v'g' c'o' q'u'c'v'a' u'c'n'j' c'd'g't'g'f' g'u'c't'q'm'f' q'w'p'p'k'x'g'r'f'c'n'f' g'ec'r'c'ek'f' c'f' g'u'v'z' e'p'le'c'u'q'q'ec'r'g'u's' w'g'p'q'x'q'k'g't'¶c'c't'g'r'g'v'k'ug'g'p'g'r'i' o' q'f' g'm' r' t'q'f' w'v'k'x'q's' w'g'h'g'w'eg'f' g't'¶c'0'G'r'i'c'w'q't' u'q'u'k'p'g'p's' w'g'2' u'g'p'q'g'u'w'p'ec'u'q'c'k'u'r'f'q.' u'k'p'q's' w'g't'g'h'g'l'c'd'c'g'r'i'c'o' d'k'g'p'v'g' k'p'f'w'w'k'c'n'f' g'r'c'2' r' q'ec' { 'g'r'i' t'q'eg'u'q'g'x'q'n'w'k'x'q'f' g'w'p'f' i' t'c'p'p'Ä'o' g't'q'f' g'g'o' r' t'g'u'c'u' r' q't' i'q'ew'c'n't'g'r'v'k'k'c'c'q'u'g'p'h'q's' w'g'u' s'wg'ug'o' c'r'p'g'r'i'c'v'c'c'u'q'v'g'ep'q'n'i' l'eq'g'p'g'r'i'g'v'g'q't'f' w'c'p'v'g'f' k'ej' q'r' g't'¶'q'f' q'0'
⁸⁴E'w'f' q' h'p'g't'c' g'r'i' f'g' "insertar al sector productor dentro del orden económico general, posibilitar su mejoramiento tecnológico, permitir la apertura de mercados de exportación, e inducir una creciente competitividad interna y externa" *R't'g'u'k'f' g'p'ek'f' g'r'c'P' c'ek»p.'3; 9; +0'

Cuko kuo q." r" ecff c" f gn' ucrtkq" tgcn" s wg" ug" ci tcx»" eqp" gn' eqrnr uq" f gn' r tqi tco c" geqp»o leq" f g" O ctvfpjg| "f g" J q| . "f qpf g' r gtf k»" o " a u" f g" 62' " f g" uw' xcmq" gpv g" gn' r leq" f g" 3; 96" { " 3; : 5" *Dkn" 4239c: ; ; + " vco dk p" i gpgt»" wpc" hwgtv g" ecff c" gp" rnu" xgpvcu" f g" cwqo »xkrgu." r tkpek r cm gpv g" gp" nqu" o qf grqu" o " a u" geqp»o lequ' O' Gn' ugi o gpv q" f g" cwqu" r gs wg° qu. "s wg" j cd" f c" gzr gtlo gpvcf q" gn' etgelo kgpv q" o " a u" cegrntcf q" gp" r" f² ecf c" r t g x k c. "ug" t gf w l q" f g" hqto c" f tª uwec O' Nc" xgpvc" ug" eqpegpv t»" gp" o gf kcpqu" { " f g" i co c" cnc. " eqtt gur qpf kgpvcu" c" ugevt gu" f g" o glqt gu" kpi tguqu" *Dkn" 4239d < 523 + 0 F guf g" 3; 98" c" 3; : 4. " r" r tqf week p" f g" xgj f e w r u" ec { » 58' . " r q" s wg" tgr t g u g p v »" gp" 3; : 4" *3450 422" w p k f c f g u" e c u k' r" o k c f " f g" r" r tqf week p" f g" 3; 97" *462 0 22" w p k f c f g u" + * O q t g t q. " 4235 < 3: + 0

O k p v t c u " r " k p f w u t k " c w q o q v k | " { " c w q r c t v k u c " f g " C t i g p v k p c " u w t f c " g u v c u " t g i t g u k q p g u " r t q f w e x k c u . " r " h w p e k » p " f g " r t q f w e e k » p " c w q o q v k | " g u x d c " o w c p f q " u k i p k h e c v k x c o g p v g " g p " n q u " r t k p e k r c r g u ' e g p v t q u ' f g ' r t q f w e e k » p ' i m d c i r O G p ' d w u e c ' f g ' p w g x q u ' u q r q t v g u ' r c t c ' g n ' c j q t t q ' f g ' v k g o r q " { " r " i c p c p e k " f g " r t q f w e x k c f " u g " r c u » " f g " r f p g c u " w p k k o g p u k a p c r g u " f g " t k o q " t f k f q " c " q t i c p k c e k q p g u " o w n k f k o g p u k a p c r g u . " g p " t g f " { " c " t k o q u " h g z k d r g u O ' G u " f g e k t . " e c o d k » " r " h q t o c " f g " r t q f w e e k » p " g p " b o c u c " f g " d k e p g u " k p f k h g t g p e k f q u ' r q t " w p c " f g " e t g e l o k g p v q " b o " a u " h g p v q " { " f k h g t g p e k f q . " e q o g p | c p f q " r " g t c " f g " r " e q o r g v g p e k " r q t " r " e c r i k c f . " f g " m u " r t q f w e v q u " g u r g e k h e c f q u " { " f g " r " h c d t l e c e k » p " r q t " i q v g u O F g " g m q ' t g u w n c " r " p g e g u k c f " f g " r f p g c u " h g z k d r g u " f g " o c p w h c w t c . " r q i t c p f q " h c d t l e c t " u l p " w p c " b o c { q t " t g q t i c p k c e k » p " r t q f w e v q u " f k h g t g p v g u " c " r c t v k " f g " w p c " b o k u o c " q t i c p k c e k » p " dª u l e c " f g " h u " g s w k r q u " { " e q p " w p c " t g f w e k f c " f g o q t c " f g " c l w u g " * E q t k v . " 4222 + 0

C" guvcu" o qf k h e c e k q p g u " u g " u w o c t q p " r n u " k p p q x c e k q p g u " v g e p q n i k e c u " c " r c t v k " f g " r " c r c t l e k » p " f g n ' o k e t q e j k r " g p " 3; 93" { " n w g i q " f g " r " e q o r w c f q t c " { " r n u " V K E u O ' G u v q u " c x c p e g u " e k g p v f h e q u " { " v e p l e q u " r q v g p e k t q p " c A p " o " a u " n q u " e c o d k u " f g u e t k r v q u " r t g e g f g p v g o g p v g . " r g t o k k g p f q " c n q u " p k x g r u " f g " e q p v t q n ' k p o g f k c v q " f g " r " r t q f w e e k » p " { " o c { q t g u " i t c f q u " f g " c w q o c v k c e k » p " k p f w u t k c i r O G u v c " u g t k g " f g " e c o d k u " b o c t e c t q p " g n ' tª p u k q " f g n ' f o r d i s m o " c i l t o y o t i s m o . " w o d k p " f g p q o k p c f q " p r o d u c c i o n f l e x i b l e { " g p " n q " t g h g t g p v g " c " r " k p f w u t k c " c w q o q v k | " o w p f k e n ' e q p u q n k » " c " L c r » p " e q o q " w p q " f g " m u " i t c p f g u " r t q f w e v q t g u " c w q o q v k l e g u " * D q { g t " { " H t g { u g p g v . " 4224 = E q t k v . " 4222 = J g l o . " 4238 = D k n " 4239 c + 0 5 " G n ' t q n ' s w g " w x q " V q { q v c " O q v t " E q t r q t c v k q p " g p " g u v q u " e c o d k u " f g n ' e c r k e r k u o q " o w p f k e n ' u g tª p " t g x k u c f q u " g p " o c { q t " r t q h w p f k f c f " g p " g n ' r t » z l o q "

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

ecr ¶wraq0'

Gp" grl' r rcpq" rpecn" cpvg" rnu" eqpugewpeku" pgi cwxcu" swg" wxkgtqp" rnu" eco dkqu" o cetqgeqp»o lequ" g" kpuwkwelqpcrgu" gp" grl'ugevqt" lpf wutkcnl{ "uw'tco c"cwqo qvkl . "uwo cf q" c"rc" tggut wewtcel»p" kpwgt pcekppcnl' f grl'ugevqt. "rcu" hko cu" f grl'eqo r rglq" cwqo qvqt" tgf kug° ctqp" uwu" gutcvgi kcu" go r tguclcrnu0Gpvt g" gmcu. "ecdg" o gpekqpct" grl'eco dkq" f g" gphqs wg" f g" rc" r tqf week»p" f g" cwqo »xkrqu" ej lequ" r qt" i tcpf gu. "grl' tgf ko gpukppco kgpvq" { "tgqtkgpvcel»p" f g" rc" qhgtvc. "rc" tcekppcnl' cel»p" f g" rc" o cpq" f g" qdte. "rc" r t guggpvcel»p" f g" pwxqu" o qf grnu" q" grl' gvt q" f g" rc" o c{ qt" ¶c" f g" rnu" cpvki wqu0⁸⁶"

C"uw'xgl . "gp"3; : 2"grl' qdkgtpq" o kixct" egtt»" f ghpkkxco gpvg" KO G0Gp" grl' o qo gpvq" f g" uw" ekgttg. "rc" go r tgucl' eqpvcde" eqp" o " u" f g" 92" r tqxggf qtgu. "322" eqpegukppctkqu" gp" vqf q" grl' c¶u" { " o " u" f g" 5222" go r rgef qu0' Uw' xgl ¶ewraq" o " u" r qr wrt. " grl' Tcutqlgtq" F kgugn" f qo kpcdc" e»o qf co gpvg" grl' o gtecf q" f g" r leniwr u" f kgugn' eqp" grl'9: ' " f g" r ct vkr cel»p" *Rlecdgc. "4239+0Cu¶" eqp" grl' ekgttg" f g" KO G" vto kp»" rc" r tqf week»p" f grl' Tcutqlgtq0' C" r ctvt" f g" guvq. "Hqtf "ug" xkq" hwgt vgo gpvg" dgpghkcl' c" { c" s wg" ug" t gvt ctqp" uwu" f qu' eqo r gvt qtcu" eqppcekppcrgu" { "grl' ekgttg" f g" KO G" r g" gl»" r t^a evleco gpvg" wp" o qpqr qrkq" f grl' ugi o gpvq" wkrkctkqu" r kxkcpqu" { "ugo k r kxkcpqu0' C" rc" xgl " s wg" grl' Tcutqlgtq" f glcdc" f g" r tqf wektug. "rc" go r tgucl' pqtvgco gtekcpc" tgerkl' cdc" wpc" gzr cpuk»p" uki p hkecvxc" f g" rcu" wpl' cf gu" r tqf wekf cu" f g" rnu" f hgtgpvqu" o qf grnu" f g" uw" r leniwr "H/ 322" *Rlecdgc. "4239+0'

Gp" tguwo gp. " guvqu" eco dkqu" f lgtqp" nvi ct" c" wp" r tqeguq" f g" eqpegpvtcel»p" { " tcekppcnl' cel»p" r tqf wekxc" f wtcpvg" rc" f² ecf c" f g"3; : 20Gp" v² to kpqu' eqo gtekrnu. "o kgpvtcu" s wg" r ctc" rc" lpf wutkcnl" vto kpcn' guvg" r gt¶qf q" hwg" f g" wpc" pwr" kpugetel»p" gzvtpc. "f wtcpvg" rnu" Anko qu" c° qu' f grl' gegpkq" rc" tco c" cwqr ct vkr" hqi t»" eqpvgpgt" grl' cxcpeg" f g" rcu" ko r qt vcekppgu" f g" rnu" c° qu" cpvgtkqtgu" ug" guvcl' kkl' »" g" kpenwq" f kuo kpw{ »" uw" f² hkekl' eqo gtekn" j cekppf q" f gueppf gt" rnxgo gpvg" grl' xcmqt" f g" rcu" ko r qt vcekppgu" f g" cwqr ct vgu" r tqo gf kq" r qt" xgl ¶ewraq" r tqf wekf q" *F wrelej "gv'cn0"4242<329+0Guq" ug" f gdg" c" s wg" rc" etkuku" f g" hpcrgu" f g" rc" f² ecf c" f g"3; : 2' f gr tko k»" rc" r tqf week»p" rpecnl' { " chge»" pgi cwxco gpvg" rcu" ko r qt vcekppgu. "cu¶" eqo q" r qukekpp»" c" rc" ucrl' c" gzr qt vcf qtc" eqo q" wpc" cmgt pcvxc" cpvg" rc" hwgt vg" t gvt ceek»p" f grl' o gtecf q" kpwgt p q0'

"

⁸⁶"Rqt" qtc" r ctvg. "cni wpcu" go r tgucl' f grl'ugevqt" vto ctqp" eco kpu" o " u" tcf lecrnu" 3+" tgvk^a pf qug" f grl' c¶u. "eqo q" I gpgcnl' O qvqtu" gp"3; 9: "q" Ekt³ gp" gp"3; 9; =4+" tcpuht klpf q" r gtecl' pgu. "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" et gctqp" Ugxgrl' { "rc" xgpf lgtqp" cnl' twr q" rpecnl' O cetk' gp"3; : 4. "q" 6+" wpl' gpf q" rcu" hkecrnu" f g" Cti gpvpc" { "Dtcuka" eqo q" Hqtf " { "Xqmuy ci gp" s wg" hqto ctqp" rc" hko c" Cwqr wpc" gp"3; : 8. " rc" r tko gtc" gzr gtekcpc" f g" eqqtf kpcel»p" tgi kpcnlf g" r tqf week»p" cwqo qvkl "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 wekpgf q" eququ" { " cwo gpvcpf q" rc" xctkfcf " *I gtghk' gv'cn0" 4223." 4227+0' Gp" gn' egpvtq" f g" guqu" eco dkqu" ug" gpewgpvtcp'rcu'f gekukppgu'f g'ekgtcu'go r tgucu'bo wmkpcekppcrgu'f g'v'cpuhgtk'cni wpcu'cevkxf cf gu' /i gpgtcm gpvg.'rcu'bo gpqu'tgpvdrnu' { 'uq'hwkecf cuó'f gn'r tqeguq'r tqf wek»q'j cek'qvcu'go r tgucu' *out-source+ { 'qvtqu'r c'f'gu'»offshore+»o c { qto gpvg'f g'rc'r gt'kgtk0F g'guvg'bo qf q.'rcu'go r tgucu' vttegtk ctqp'mu'r tqeguq'r tqf wek»qu'i gp²tlequ'q'f g'dclq'xcnqt." egpvtcf qu'gp'gn'xqno gp" { "gp" rc" eqo r gv»kxf cf /r tgekq." r gtq" tgwxkgtqp" r ctc" u'f' mu' ugi o gpvqu" s wg" o a u" xcnqt" ci tgi cp." hqto cpf q'rcu'EI Xu'»Rqtvc'gv'cn0"4239+0"

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

Nc'ugi wpf c'vgpf gpek." *modularisation.* "uki p'k'ec'r gpuct'cn'cwqo »xkn'eqo q'wp'ukvgo c" s wg'r wgf g'ugt"tgeqphki wtcf 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 qpucdkxf cf gu'c'mu'r tqxggf qtgu'f g'uwdukvgo cu' » *mega-suppliers* q' *sistemistas*+. "eqp's wkepgu'rcu'vgo kpcrgu'kpggp'wpc'tgrcek»p'ecf c" xgl "o a u" uko dk»lec." cn'r wpvq's wg'tgcrk cp'cevkxf cf gu'f g'kpi gpkgt'c'ulo wn³ pgc0Rqt'guvg'bo qv»q." gp'hw' ct" f g'crgpvt'rc'eqo r gvpekc'gpvtg'wp'pÀo gtq'grgxf q'f g'r tqxggf qtgu'r ctc'tgf wek'mu'equvqu."rcu' vgo kpcrgu'j cp'dwuecf q' guvdrgegt"tgrcekppgu'f g"o a u'rci q'r rc| q'eqp"wp"o gpqt'pÀo gtq'f g" r tqxggf qtgu's wg'gp'gn'r cucf q'»Ct| c" { "Nqr gl . '422: =Dctngwc'gv'cn0"4235+0"

Cu'f'rcu'vgo kpcrgu'go r gl ctqp" c'cdcuvegtug'f g'mu'bo kuo qu'r tqxggf qtgu'gp'ewcns wktc" f g'rcu'mecrk cekppgu'gp'f qpf g'f gek cp'r tqf wek. "ko r rdepcf q'wpc'v'cpupcekppcni cek»p'f g'rcu'

⁸⁷Ug'gp'kpgf g'r qt'r rvchqto c'c'wp'gpucio drg'r tlo ct'k'gutwewtcl'rt'v'f q't'f g'ecti c'f g'wp'xgj 'fwrqu'cwqo qvq. 's wg' f g'vto kpc'gn'co c° q'd' uleq'f g'gug'xgj 'fwrqu' { 'eqphqto c'rc'dcug'gutwewtcl's wg'uqr qtvc'gn'v'gp'bo qvtk' . { 'ukt'xg'f g' wkp»p'f gn'xgj 'fwrqu'cwqo qvt'gp'f kxgtuqu'vr qu'f g'dcukf qtgu.'vrgu'eqo q'r ctc"o qpvc'lg'f g'ecttqegt'c'."dcukf qt' f lo gpukpccn'q'ecttqegt'c'w'pkctk0

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

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

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

⁸⁸ Nq'paxgf quq'f'g'guc'pwxo'eqhki wtcekp'gu's wg. f'gnlo kuo q'o qf'q's wg'hu'ukugo kucuf'gygpcp'wp'o gpat'vco c° q' tgnvxxq's wg'gn'f'g'uwu'f'go c'p'f'cpvgu' *ru'vgtokp'crgu. *ru'cwqrctvku'f'g'ugi w'p'q' { "vtegt'pkxgn'/o wej q"o ° u' cvqo k'cf'cu' { "eqp'o g'p'q'g'pkxgru'f'g'eqpegp'tcekp'f'g'ecr'kcn' { "f'gucttqmq'v'g'epq'n'i leq'/'f'gdgp'g'p'ht'gp'vct'vco d'k'p' w'p'q'riki q'r'w'p'k'q'eqp'ecr'cek'cf'f'g'lo r'q'p'gt'eq'p'f'k'ek'p'p'g'u' r'gt'q' { "c'p'q'eq'p'q'hto c'f'q' r'q' t'q'u'hd't'k'ec'p'v'g'u'f'g'x'g'j' f'w'w'q'u." uk'p'q' r'q' t'q'u'uk'ugo k'uc'u' *f'ej'c'w'r'g' { "I'c'te'f'c." 4239+0"

⁸⁹ F'g'v'q'f'cu'hqto cu'gnlo c' { q't'x'q'm'o g'p' { 'h'u'r't'q' { g'v'q'u'o ° u'lo r'q't'v'p'v'g'u'f'g'K'F'f'g'r'lp'f'w'w'k'c'ug'o c'p'v'g'p'g'p' h'u' r'c'f'g'u'f'g'q't'k' g'p'f'g'f'k'ej'cu' h'to cu' *U'w't'i g'q'p'g'v'c'r'i' 422: -0"

⁸ 'C'u'f'ug'eq'p'q'hto c't'q'p'f'k'w'p'q'u'o g'te'c'f'q'u't'g'i k'p'c'r'g'u'g'p'v't'g' h'u's w'g'ug'r'w'g'f'g'p'f'k'g't'g'p'ek't'g'p'v't'g'r'lp'v'g'i t'c'e'k'p'g'p'v't'g' r'c'f'g'u'f'g'uctt'q'm'f'q'u' *P'CHVC. 't'q't'g'l'g'o r'm'q'+q'g'p'v't'g'r'c'f'g'u'g'p'f'g'uctt'q'm' *O'g'te'q'u'w' 'q' 'C'UGCP +0R'q't' u'w't'c't'v'g' 'E'j' l'p'c' r'g'k'p'f'k'c'ug'x'g'p'g'z'eg'r'w'c'f'q'u'f'g'g'uc'eq'p'q'hto c'ek'p' { 'u'ki w'g'p'r't'q'f'w'el'g'p'f'q'c'p'k'x'g'n'p'c'ek'q'p'c'n' *D'c't'w'l'g'v'c'r'i' 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" tgrgxcpvu" r ctc" r" ecf gpc" cwqo qvtk " gtcp" gn' tvcvo kgpv" f g" r tqf wevq" pcekqpcnr ctc"qu'xgj "fwaru" { "cwqr ctvuf 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"dkrvtcn"gn'kpvgteco dkq"dkrvtcn'hdg'f g" ctcpegru'r ctc"wp"ewr q" f gvto kpcf q" f g" xgj "fwaru"⁹³ { "gn'kpvgteco dkq"dkrvtcn'hdg'f g"ctcpegru" r ctc"ru"cwqr ctvuf. "r qt"wp"ewr q" s wg"pq" f gd"l"uwr gtct"gn'37' " f g"ru"gzr qtvekpqpgu"HQD" f g" xgj "fwaru" f g" ecf c' r c"l. " { "dclq"r" eqpf kek»p" f g" s wg"ug"ewo r r" eqp"qu'tgs wukqu" f g" eqpvkpf q" r qecr'gzki kf qu"gp"ecf c' r c"l. "gpvtg"qvtcu" *F wrekj "gv'cr0"4242-0Guv"cewgtf q" c"Ap"pq"tgi wrdc"gn' eqo gtekq"gzvct| qpc" f g" b cpgtc"eqplwpc" { " b cpwxq"r" tgrgxcpek" f g" qu'tgi "p gpgu"pcekqpcrgu" xki gpvuf"gp"ecf c' r c"l" *I " a ttq " { "Rcpki q."4238-0

Eqpeqo kcpvgo gpvg. " f wtcpvg"r" f²ecf c" f g"3; ; 2"gp"Cti gpvkc"ug" f gur rgi » "wp"r tqeguq" f g" r tqhwf k cek»p" f g" ru'r qn'kcu'ko r ngo gpvcf cu'c" b gf kcf qu" f g" r" f²ecf c" f g"3; 92.⁹⁴ "ru'ewrcgu" 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'ugevt" kpf wutkn'tguwn» "uwo co gpvg" chgevcf q." eqpuqk^a pf qug" wpc" vpf gpek" c" r" *desindustrialización* " s wg"ug" j cd"l" kpekcf q" c" o gf kcf qu" f g" qu" c" o qu" ugvpvc" *C| r k| w'gv'cr0"4223=Uej xct| gt."3; ; ; -0"

P q" qducpvg. "gn'gurcd»p" vto kpcn'f gn'ugevt" cwqo qvt "pq"ug"xlq" r gtlwf kecf q" r qt"ru" tghqto cu" gutwewtcrgu" f g" f lej c" f²ecf c. " { c" s wg" ug" dpgghek»" eqp" wp" pwgxq" 0T²i ko gp" Cwqo qvtk ò" s wg"eqo r tgpf k» "wpc"ugtq" f g" f getgvu" f kevcf qu"gpvtg"3; ; 2" { "3; ; 40Nc"gutwewtc"

⁸: "Ugi Àp"eqpuvc"gp"gn'Rtqvqeqm" s wg"rg" f c" qtki gp. "o gf kcpvg"uw'kpuvcwteck»p"qu'r c"lgu"r tgvvuf "cp<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. "Cpgezq"XKK'CTv03'À'3; ; 2+0"

⁹²" CNCF K' gu" wp" qti cpkuo q" kpvgti wdgtpc gpvcn' 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 wvgx"r" gzcrcpuk»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" { "ulekn0Uw'qdlgkxq" hpcn'gu"gn'gucdngelo kgpv" f g" wp" o gtecf q" eqo Ap" r vqco gtlepcq0Uw"cpvgef gpvuf cvp" f g"3; 82" ewepf q"ug"mi t» "wp"cewgtf q" kpekcn'gpvtg"ukvg" r c"lgu" Cti gpvkc. "Dteukn" Ej krg. "O²zleq. "Retci w{. "RgtÀ" { "Wwi w{. "s wg" r gtugi w"l" crecp| ct" wpc" o c{ qt" kvgi tcek»p" geqp»o lec. "c" v'cx²u" f g" r" co r rkeck»p" f gn'co c" o q" f g" uwo" gtecf qu" { " r" gzcrcpuk»p" f g" u'weqo gtekq" tge" f t qeq0Eqp" r quvgtkqtkf cf "ug" wplgtq" r cu" pcekqpgu" f g" Eqmqo dlc. "Gewcf qt. "Dqnxk" { "Xgpgj wgr0Gp"3; ; 2. "ru" I qdltqpu" f g" guqu" ppeg" r c"lgu" o qf kkecp" gn'xklq" v'cvf q" { " f gekf gp" t'gchto ct" r" xqnpvcf " r qn'kcu" f g" hqtvcrgt " gn' r tqeguq" f g" kvgi tcek»p. " j cegtq" o " a u" hrgzklrg" gp" uw' cr rkeck»p. " { " uwetkldgp" gn' pwgxq" V'cvf q" f g" O qpvgxkf gq" *VO /: 2+0" Rquvgtkqto gpvg. "ug" cf j kltgtq" cn' o kuo q" Ewdc" { " Rcpco " 0'Uw'hwpek»p" d" ulec" gu" r" r tqo qek»p" { " tgi wrek»p" f gn' eqo gtekq" tge" f t qeq" f g" qu' r c"lgu" f g" r" tgi k»p0

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

⁹⁴"Gpvtg"ru" o kuo cu'ug' r wgf gp" o gpekqpcr' r' h' dgtcrk' cek»p" eqo gtekn' { " h' kpcpelgtc. " of gutgi wrek»pö" f g" wpc" co r rlc" i co c' f g" o gtecf qu. " r tkxk' cek»p" f g" go r t'guc' r Adrkecu. " tgi "p gpgu" gur gekrgu" f g" r tkxk' kq" r ctc" ekgtvqu" ugevt gu" f gn' r qf gt" geqp»o leq. " gve0" *Dcuwrf q."4228=P qej vgh"3; ; ; -0"

f g'f lej q't²i ko gp'hwg'pgi qekcf c'f g'pvtq'f g'rc'Eqo kulop'f g'rc'Eqpegtvcekop'r ctc'rc'Tgeqpxgtukop' f g'rc'Kof wutlc"Cwqo qvtk . "etgcf c'r qt"gn'i qdkgtpq'f g'O gpgo "gp"3; ; 2"*Gvej go gpf { ."4223+0' Ncu'r tkpekrcgu"ectcevgf"lulecu" f gn'T²i ko gp"gtcp<3+"wp"cewgtf q'ucnctkcn'gpvtg"go r tgucltqu" { " ukpf kecqu'qtkgpvcf q'c'b qf gtct'hqu'ucnctkqu" { 'dclct'gn'r tgekq'f g'hqu'xgj "fawqu=4+"wp'eqo r tqo kuq" r qt"r ctvg" f g"rcu" go r tgucu" f g"lpxgtvk" r ctc"ewdtk"rc" dtgej c"vgepqn>i kec"eqp"rcu"o gtecf qu" kpgtpeckqpcrgu=5+"wpc'dcttgc'vctkctk'f gn'52' /ewcpf q'rc'vctkrc'r tqo gf kq'f g'vqf c'rc'geqpqo "f" nagi q'f g'rc'tghqto c"eqo gtekn'gtc'f g'crtgf gf qt'f gn'32' /"eqo dkpcf c'eqp"rc'r qukdckcf 'r ctc'rc" kpf wutlc'vgo kpcn'f g'ko r qtvt'wplcf gu'eqp"wpc'vctkrc'f g'u»m'4' ={"6+"ewr qu'f g'ko r qtveckop' eqp"wpc"vcuc'f gn'32' "f g'rc"r tqf weekop"mecn'cpwcn'gp" xgj "fawqu"eqo gteknrgu"*Gvej go gpf { ." 4223=Xkncmp. "3; ; + "C"uw'xgl . 'rcu'vgo kpcrgu'cwqo qvlegu'gzvcplgtcu'ug'xkgtp'hcxqtgekfcu" r qt" rc" Ng{ " f g' kpxgtukqpgu" Gzvcplgtcu" f g' 3; ; 5" *Ng{ " 436: 4+." rc" ewcn' pq" guvdrge"fc" eqpf kekqpc kgpvqu" c" rc" tgo kulop' f g' wnkcf gu." vtdwcekop" gur ge"lec" pk' tgr ctkcekop' f g' ecr kcnrgu"*Mjuceqhh" { "Rqtvc."3; ; 9+0"

Gp" guvg" pwxq" gpvtpp" tgi wrcvtkq" tgvtpctqp" f kxgtucu" go r tgucu" vgo kpcrgu" s wg" ug" j cd"cp"tgkcf q'f g'rc'Cti gpvpc."g'kpuvctqp'r rcpvcu'f kwpvcu'eqo r c° "cu" s wg"pq" j cd"cp"vplq q" r tgugpek"r tqf wevxc"gp"gn'r c"u"eqp"cpvgtkqtkcf 0'Gp"3; ; 7"Hqtf " { "Xqmny ci gp"tgvo ctqp"gn' eqpvtqn'f g"uwu"hkrcgu" gp"Cti gpvpc."cn'f kuqrgtug"Cwqrcvpc0'Wp" c° q'f gur w² u'kpcrk »"rc" gzr gtlgpek'f g'Ugxgn'Cti gpvpc." { "Ektqup"tgi tgu»cn'r c"u"r ctc'r tqf wekt'lwvq"eqp"Rgwi gqv"gp" wpc"hwukop' f g' cncpeg" i mdcn' *RUC" Rgwi gqv/Ektqup+0' Ej t { ungt" tgvo »"rc" r tqf weekop" gp" Cti gpvpc"gp"3; ; 8."r ctc'f qu'c° qu'f gur w² u'hwukqpcu'eqp"O gtegf gu'Dgp| "gp"qvc'kpgi tcekop" f g'ect^a evgt"i mdcn' *F cko rgt" Ej t { ungt+0'Rqt"uw'r ctvg."I O "xqrk" c" kpuvct" wpc"r rcpvc"r tqr kc" vco dkp"gp"3; ; 8." { "wp" c° q'f gur w² u'T gpcwn'tgewr gt»"gn'eqpvtqn'f g'uw'r tqf weekop"gp"gn'r c"u"0"

F g'hqto c'uko krc. "gp"guvg"eqpvzq"Vq { qvc"O qvt'Eqtr qtcvqp'kpcwi wt»'gn'43'f g'o ct| q" f g'3; ; 9"uw'r rcpvc'f g'r tqf weekop"pAo gtq"4; "gp"gn'o wplq."rc"ewcn'ug"eqpxk"gp"rc"r tko gtc" kpxgtukop'f g'qtki gp'lcr qp² u'gp'rc'kpf wutlc'cwqo qvtk' f g'Cti gpvpc0'F g'guvg'o qf q.'rc"go r tguclt kplek"rc"r tqf weekop"gp'rc"r rcpvc'f g'\ ^atcvg.'r tqxkpek'f g'Dwgpqu'Ck gu."eqp"wp'r rcpvgn'f g'o ^au' f g'622"vcdclcf qtgu"*CF GHC."4239+0'Gp'uw'r tko gt" c° q'cevxc'rc'htc c'hdclt»"32022'wplcf gu" f g'uw'r tqf wevq'rf gt.'rc"r kcn'w" Vq { qvc"J knw0'

Rqt" qvtq" rcf q." c" o gfkcf qu" f g"rcu" ppxgpc." gn'o cteq" tgi wrcvtkq" mecn' uwtk" f qu" o qf kkecekqpgu" uki pkkecvxcu0' O gfkcpvg" gn' F getgvq" 449: 1; 6" ug" qvqti »"rc" r qukdckcf " f g" o wnk' rlect"r qt"3.4" c"rcu"gzr qtveckqpgu" f g'cwqr ctvgn'r ctc"ecrcwrt"rcu"eqo r gpucekqpgu." { "ug" f gvgo kp»"s wg"rcu"ko r qtveckqpgu" f g'cwqr ctvgn'qtki kpcctku" f gn'O gtequw"ugt"cp"eqpukf gtecf cu" pcekqpcrgu"gp"gn'e^a rcwq'f gn'eqpvplq'f ko r qtvcf q'f g'rcu'xgj "fawqu0'Rqt"qvc"r ctvg."gn'F getgvq" 551; 8" f gvgo kp»." gpvtg" qvtqu." wp" gus wgo c" ngxgo gpvg" f getgekpgv" f gn'o ^azko q' eqpvplq' q"

ko r qtvf q" f g" mu" xgj f wu" r tqf wek qu" dclq" mu" dpgghekqu" f gn' t' i ko gp" cwqo qvkl . " { " wp" gus wgo c" cp^a ni q" r ctc" gn' ecuq" f g" nu" cwqr ctvgu" r ctc" s wg" hwgtcp" eqpukf gtcf cu" pcekqpcrgu" *F wrelej 'gv'cri0'4242-0C' p'kxgn'dkrvgtcn'eqp'Dtcukn'eqp'ic'ko r ngo gpwcekp'f gn'Rtqvceqmq'4: 'f gn' CEG'36'gp'gn'c° q'3; ; 8."ug'kpenw{ gtqp'o wej qu'f g" guxu'r tkpek kqu'gp'ic'tgi wrecekp'tgi kqpcn'{" ug'cj qpf >" gp"ic'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'f²hek'dkrvgtcn'cwqo qvkl " *I^a ttkl {" " Rcpki q."4237-0⁵"

F g" guv" o qf q." gn'ugi o gpvq" cwqr ctvku" uwtk" wpc" gpqto g'eqo r gvpekc" ko r qtvf qtc. " r tqf weq'f g'ic'cr gtwtc'eqo gteknif g'ic'tco c.'uwu'p'kxgrgu'f g'r tqvgeekp'ghgexxc'p'gi c'vxc⁹⁶" {" ic' cr tgekcekp'eco dktkc0Cu'f' r gug'c'ic'ec'f cu'r qt'ic'etkuku'f gn'vgs wkr {" ic'f gxcnwcekp'f g'Dtcukn' ic'ko r qtvcekppgu'f g" cwqr ctvgu" {" ceeguqtiku'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'ic'r tqf weekp" f g'xgj f wu" r qeq' o^a u's wg'ug'f w rle >" r ctc'gug'r gt'ff q." gn'xqno gp'f g'ko r qtvcekppgu'f g' r ctvgu" {" ceeguqtiku' r qt' xgj f wu" 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." qvtf" f g'ic'u" r ctvkwrtkf cf gu'f gn' r gt'ff q" hwg" ic'hwgtv" tgi kqpcrk cekp'f gn' eqo gtekq'f gn'ugevq. " eqp" ² phcuku'gp'ic'tgncekp'eqo gteknif g'Cti gpvkc'eqp'Dtcukn' s wg'etgek" eqo q'qtki gp'f g'ko r qtvcekppgu" {" gur gekcm gpv'eqo q'f gukpp'f g'ic'g'zr qtvcekppgu'f g'xgj f wu" *F wrelej 'gv'cri0'4242-0F' g" guv" o qf q." gn'cwo gpvq'f g'ic'u'g'zr qtvcekppgu'f g'xgj f wu" cti gpvppu"

⁹⁵"Nqu" cur gevqu" o^a u" tgrgxcv'gu'f gn'cewgtf q" hwgtqp" eqpf kekqpcr" ic' r tghgtgpek" ctcpegn'ic'f gn'322' " gp" ic' ko r qtvcekppgu'f g'xgj f wu" {" cwqr ctvgu" c' s wg'gn'u'hwgtcp'eqo r gpucf cu'eqp'g'zr qtvcekppgu" c'ewens wgt'f gukpp." cur gevq' tgi wrf q' r qt' iqu' tgi f b' p'p'gw'cwqo qvtegu'f g'ecf c' r c' f' u' eqpukf gtct' ic'cwqr ctvgu'f g'qtki gp'f g'ic'eqp'cr ctv" eqo q' pcekqpcrgu' r ctc'gn'e^a rwnq'f gn'eqpvk' q' o f' p'ko q' h'ecni'g'zki kf q' r qt' ic'u' tgi wrecekppgu'f g'ecf c' r c' f' u' f' gvto k'pct" wpc'ewq' f g'ko r qtvcekp' r'kdtg'f g' c' t' c' p'egni' u'w' ngo gpvctk' {" ukp' eqo r gpuccekp' r ctc' ic' Cti gpvkc' gp' gn' o gtecf q' f g' Dtcukn' f g": 7022' xgj f wu" r ctc' u'wducpct' gn' f² hek' dkrvgtcn' cwqo qvkl " cti gpvppq= {" guwdrgegt' ewq'cu' r'kdtg' f g' ctcpegn' cf kekqpcrgu' gp' co dqu' o gtecf qu' f g' ko r qtvcekp. " f gukpp' cf cu' c' ic'u' go r t' gucu' v'go k'pcrgu' t' cf k'ecf cu' gp' w'ppq' u'q' f g' iqu' u'kekqu" *I^a ttkl {" " Rcpki q."4237-0

⁹⁶"Ecpvctgnc'gv'cri0'422: +gu'ko cp' s wg' qu'ekr'c'c' gpv'g' w'p'4' " r ctc' eqp'w'v'qu" {" ukngo cu." j' cuv' w'p' p'kxgn' f g'/45.72' " r ctc' eqp'p'v'gu." /43.52' " r ctc' l'w'v'cu" {" /39.72' " r ctc' cp'k'qu' ukpet' p'k' cf qu." o cp'v'p'k'p'f q' p'k'g'gu' gp' v'qt' p'q' cni' / ; " " r ctc' f' k'uequ' f g' h' g'p'q. ukngo cu' f g' gu'ecr g' eco r cp'cu' f g' h' g'p'q' {" gn' u'w'eku" {" p'k'g'gu' gp' v'qt' p'q' cni' /6' " r ctc' p'g'wo^a u' w'eku" {" r cti q' r' gu' }

⁹⁷"Gu' ko r qtvcpv' f gu'cect' s wg' f w'cpv' v'qf c' ic' f² ecf c. {" gur gekcm gpv' c' r ctvkl' f g'3; ; 8. f luo k'p'w' >" ic' r tqf weekp" pcekqpcn' f g" o qvqtgu." j' cuv' uw' xk' wcn' f gu'cr ctkekp" *Ue' j' xct' gt' gv'cri0' 4225-0' C" uw' xgl. " ic'u' cwqr ctvku' uqdtg'xk'lgp'v'gu" c' gu'c' l'p'x'cu' p' ko r qtvf qtc' f g' d'k'gt' q' v'ct'x'guct' w'p' hwgtv' r t' q'egu' f g' t' g'eqp'x'g'uk' p' r tqf wekx' {" cacthing up" v'epqni' leq' s wg' ko r rle >" w'p' f kur ct' r t' q'egu' f g' f' guctt' qm' f g' eqo r gvpeku." h'w'p' co gpv'cm gpv' ko r w'w'cf q' r qt' ic'u' g'zki g'pek'cu' f g' ic'u' v'go k'pcrgu' C' u' 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' ecn'k' cf. {" ic' k'p'v'qf weekp' f g' eco d'ku' gp" o cvgtk' qti cpk' cekqpcn' {" f g' i' guk'p." ic' r t' q' h'g'uk'p'c'rk' cekp' f g' ic'u' p'k'g'gu' u'w' g'k'qtgu." ic' t' g'k'p' i' g'p'k'g' f g' r t' q'egu' cf o k'p'k'v'x'qu." {" ic' f' k'w'ul' p' f g' ic' r' ic' p'k' h'eccekp" gu'c'v' i' lec0' Ug' c' d'cp' q'p'ct' q' r t' q' i' t' g'uk'co gpv' ic'u' g'uh'wgt' qu' f g' f' guctt' qm' f g' r tqf wevqu." r t' g'f' qo k'p'cp' q' ic' gur gek' h'eccekp' f g' ectcevt' f' ic'ecu" {" r ic'p'qu' f' k' g'eco gpv' f' g' u'f' g' ic'u' v'go k'pcrgu' C' u' f' gu' s' wg." gp" o cvgtk' f g' f' k'ug' q' f g' r tqf wevqu." ic'u' cwqr ctvku' v'cp'k'x'ct' q' w'p' u'g'p'f g' t' q' f g' r² t' f' k' c' f' g' ic'u' ecr c'ekf cf gu' v'epqni' lecu' s' wg' j' cd' f' p' f' guctt' qm' f g' f² ecf cu' ct' u'0' Ukp' go d'cti q." gp" o cvgtk' f g' r t' q'egu' qti cpk' cekp' {" i' guk'p' f g' ic' r' tqf weekp." ic' ko r qtvpekc' f g' ic'u' ecr c'ekf cf gu' v'epqni' lecu' o cp'w'x'q' u'w' ko r qtvpekc. " uqdtg' v'qf q' r qt' ic' p'gegu'k' cf' f' g' t' g'f' wek' eq'qu' r' ctc' c' h' t' q' v'ct' ic' eqo r gvpekc' g'z'v'gt' p'c' *O qtgtq."4235-0

r gto kx» "wpc"ucrkf c"gzr qtvcf qtc"ht gpvg"cn'guvpeco 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" guv" gvr c" f kgtqp" eqo q" tguwxf q" hpcn'wp" etgekpgv" f² hlek" eqo gtekn' f g"rc" kpf wutkc" cwqo qvtk . 'b qvtk cf q" vcpvq" r qt' gn'eqo gtekq" eqp' 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 ct vt" f g"rc" ko r qt vcpvq" qrc" f g" kpxgtukqpgu" gztcp lgtcu" s wg" ko r rlectqp" gn' tgvqtpp" { "rc" mgi cf c" f g" vto kpcrgu" cwqo qvtkegu. "ug" mxx» "c" ecdq" wpc" o qf gtpk cex»p" vgepqn» i kec" f gn'ugevqt. "m" ewcn' j cd" f" tgr tguvpgvf q" wp" r tqdrgo c" guv wevwtcn' f g"rc" tco c" gp" rcu" gvr cu" r tgxkcu0' Cn' t gur gevq. "ug" o qf gtpk ctqp" rqu" f kug" qu" f g" r tqf wevq. "ug" ko r ngo gp»" r ctekm gpv" rc" qti cpk cex»p" *flexible* f g" rc" r tqf week»p." { "ug" cj qpf ctqp" rqu" eqpvtqrgu" f g" eckf cf . "gpvtg" qvtqu" eco dkqu" *F wrelej "gv" cr0" 4242+0' Guvqu" r tqeguqu" ug" dductqp" gugpekm gpv" gp" rc" cf qr ek»p" f g" vgepqn» i f" f gucttqmf c" gp" rcu" ecucu" o cvkegu" *O qtgtq. "4235+0" ""

C"r ct vt" f g"rc" etluku" f gn' uwf guv" cul² vlek" f g"3; ; : { "rc" f gxcn» cex»p" f g"3; ; ; "f g" Dtcukn" Cti gpvpc" go r gl »" c" gpeqvtct "f hkewxf gu" gp" rc" qdvgep»p" f g" hkpcekec»p" gzvgtpc" { . "eqp" gn' tgevtuq" 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 rke»" wpc" ec" f c" f gn' RKD" f gn' qtf gp" f gn' 47' "gp" vgu" c" qu" { "pkxgrgu" f g" f gugo r rqq" { "r qdtgl c" s wg" tqpf cdcp" gn' 47' " { '72' . t gur gevxc co gpvg. hpcnk cfp q" eqp" rc" ec" f c" f gn' qdkgtpq" f g" Nc' Crcp| c⁹⁸" { "f cfp 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" guv" 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 ct vcf ctkq" òNc" Crcp| c" r ctc" gn' Vtcdclq. "rc" Lwvlek" { "rc" Gf wecek»pö. "eqpkef c" uko r ngo gpvg" eqo q" òNc" Crcp| cö. "hwg" wpc" eqcilec»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" grgekqpgu" f g"3; ; ; 0"

Rqfllkcc" Cwqo qvkl " f gn' O gtequwt " *RCO + " tguwncf q" f g" kpvpuu" pgi qekcekppgu" gpv g" gn' i qdkgtpq" { " rnu" e^a o ctcu" go r tguclkrngu' Uwu" qdlgkxqu" gtcp" guvdrgegt" rnu" dcugu" r ctc" r" kpuvwtcek>p" f g"wp'hkdtg'eqo gtekq'r ctc'nu'dkpgu'cwqo qvtegu'gp'gn'dmqs wg."cu'leqo q'vco dk p" etgct" eqpf kekppgu" 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"nu'xgj f wnu'r tqf welf qu"hwgtc" f gn' O gtequwt0Cf go ^a u."r ctc'ugt"eqpukf gtecf qu'eqo q'xgj f wnu'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'rcu'cwqr ctvqu'pq"r tqf welf cu'gp"rc"tgi k>p"ug'hkdc" wp'ctcpegn'f gn'4' " b kpvtcu's wg'r ctc'rcu'hcdtklcf cu'f g'vttq" f gn'dmqs wg'xctkcdcp"gpv g"36" { "3: ' . " f g"o qf q" s wg" guvcu' Anko cu'r qug'fcp" o c { qt" r tqvgeek>p" eqo gtekn' *F getgvq"8824222+0" Rqt" Anko q. 'ug'hkdc"wp'fko kg'eqo r gpuvf q' f g'kpvgteco dk'ugevqtkn'eqp'Dtcukn' f gpqo kpcf q'ohgzö." s wg'ko r rkecdc" s wg'r qt'ecf c" f »rc" f g'dkpgu'cwqo qvtegu" s wg'gzr qt vctc" Cti gpvkc" c" Dtcukn' gp" 4223' r qf t' f ko r qt vct' f guf g'2 uv'wp'o ^a zko q' f g'w&u.327' hkd g' f g'ctcpegrnu'0Guvu'f kur qukekppgu" hwgtq" f g'i tcp'ko r qt vpekc" r ctc"rc" kpf wutk" { "o ctect^a p"rc" f k^a o lec" f gn'eqo gtekq"gz vgtkqt" f gn' ugevq" cwqo qvtt" eqp'Dtcukn' f wcpvg'nu" c^o qu'uki wkpvgu0"

F g" guv" o qf q. "mgi q" f g"xctkqu" c^o qu' f g" tgeguk>p" geqp>o lec" { "go r gqtcu kpvq" f g"nu" kpf kecf qt gu" uqekrgu." ug" r tqf wlq" r" etkuku" f g" hpcrgu" f g"4223." g { gevcpf q" cn' i qdkgtpq" f g" Nc" Cnkcp | c0' C" r ctvkt " f g" f lej q" xce" f q" f g" r qf gt. " ug" uwegf kgtq" f kpvqu" r tguvf gpv⁹⁹" j cuvc" eqpuqrf ctug' Gf wctf q' F vj crf g. f gn'Rctvkf q' Lwvkekrcuvc. "cn' h gpv' f gn'Rqf gt' Glgewkxq' P cekqpcn' *RGP +0Guv' Anko q' mxx>" c'ecdq' vpc' ugtkg' f g' r qfllkccu' s wg'ug' guvdc" ct vewrcpf q' gpv g' f kpvqu" cevqt gu' ukpf kecrnu. "go r tguclkrngu" { " r qfllkccu" { " s wg'ug' egpvtdcp" gp'rcu' et' fllkccu' cn' o qf gmq' f g"rc" eqpxgt vdkkcf cf { "rcu' hqto cu' f g' tgevcxct" rc" geqpqo f⁹: " *Qtvkl " { " Uej qtt. "4229+0"

Gp" guv" o cteq" ug" guvdrgek>" gn'53' Rtqvqeqm" Cf kekqpcn' f gn' CEG" gpv g" Cti gpvkc" { " Dtcukn' Gp" ² n' ug" eqphqto >> " wp" pvxq" xcrqt" r tqvqeqm" f gn' hgz. " gp" gn' ewcn' ug" gz vpf k>" ci tguvco gpv' gn' b cti gp' f g' ko r qt vcekppgu' r gto kkk cu. 'r cucpf q' gp"4224" cn'4=4225" cn'4.4=4226" cn'4.6=4227" cn'4.8. "eqp"rc" uwv wguv" mgi cf c" gp"4228" f gn' hkd g' eqo gtekq'0Guvu' s wgtg' f gek' s wg"

⁹⁹"Gn'42' f g' f kelgo dt g' f g'4223" gn' r tguvf gpv' Hgtpcpf q' f g'rc" T Åc' tgpwpek' c' uwecti q" { "cuwo g'ug' gn' r tguvf gpv' f g'rc" E^a o ctc" f g" Ugpvcf qtgu." Tco >> p" Rvgtc0' Gn' f f⁹ "45" cuwo f⁹ "rc" r tguvf gpek" Cf qrhq" Tqf t' f wgl " Uc^a . " f gn' Rctvkf q' Lwvkekrcuvc0Gn'52' f g' guv' o gu'ug' j k' q' ecti q' f gn'Rqf gt' Glgewkxq' gn' r tguvf gpv' f g'rc" E^a o ctc" f g' f kr wcf qu' Gf wctf q' Eco c^o q'0Hlpcm gpv. "gn'3' f g' gpgtq' f g'4224" cuwo k>"rc" r tguvf gpek' kpvgtkpc' gn' gzi qdgtpcf qt" { "ugvcf qt' dqpvcgtpug" Gf wctf q' F vj crf g' f gn'Rctvkf q' Lwvkekrcuvc0"

⁹: "Gp" guv' ci twr co kpvq' ug' f guvcedc"rc" r ct vkr cek>p" f g'rc" Wplop' kpf wutk' Cti gpvkc" *WC+ "rc" ewcn' gpcd' qrcd" rc" r tqr wguv' f g'wp' do qf gmq' f gn' r »rc" cn' q' o' eqp'rc" xki gpek' f g'wp' o' vkr 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' c' q' vq' f g' r tq' hwpf k' cek>p" f gn' ² i ko gp' eqpxgt vdkg' j cek" rc" f q' rctk' cek>p" f g"rc" geqpqo f⁹ "ko r wncf q" r qt" gn' ugevq" hpcpekgtq" m'ecn' g" kpvgt pcekqpcn' { " r qt" rcu" go r tguvcu" r tkxvkl cf cu'gz vcp' lgtcu" *F quuk'423; =Qtvkl " { " Uej qtt. "4229+0"

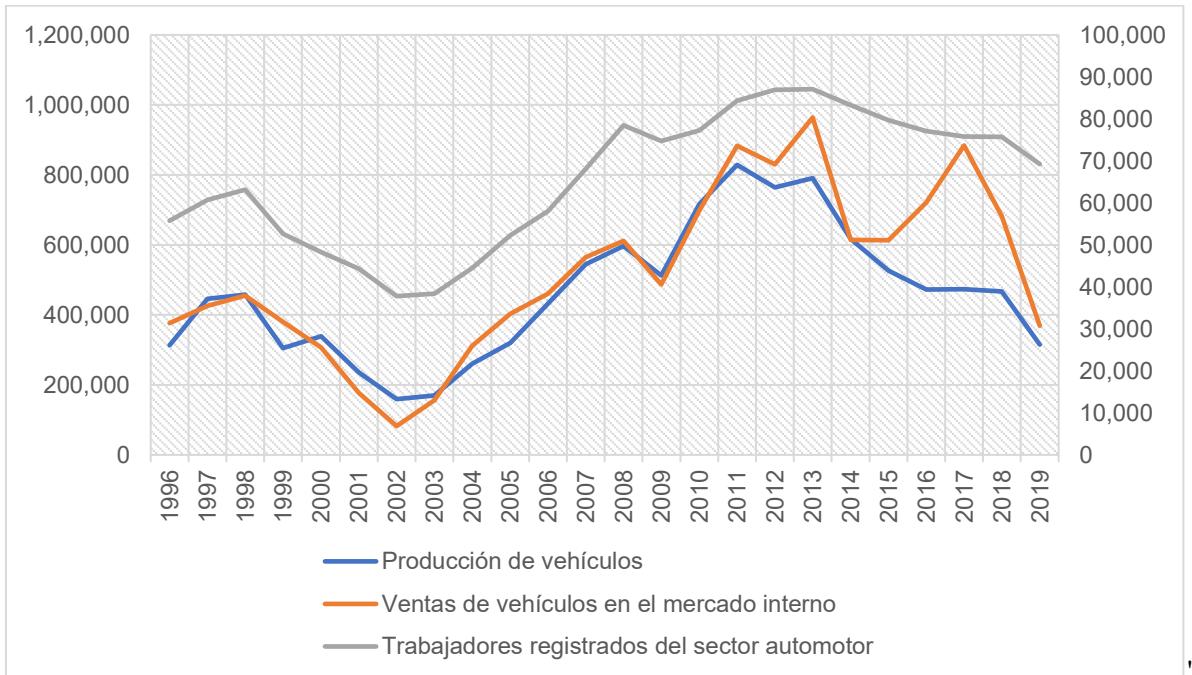
gp"4224"r qt"ecf c" f » nct" f g" g z r q t v e k » p" s w g" t g c r k c d c" w p q" f g" g u v q u" f q u" r c" f l u g u" c" u w" x g e k p q. " u g" r g t o k" f c" g n f q d r g" f g" k o r q t v e k » p" f g u f g" g n l q v t q 0' : " C" u w" x g l . " u g" k o r w u q" s w g" g n e q p v g p k f q" m e c n f g" c w q r c t v u" h w g t c" o g f k f q" e q o q" o ^a z k o q" k o r q t v c f q" : ² r c u c p f q" g n i o k u o q" f g" 72' " g p" 4224" c" 87' " g p" 42270" U k' d l g p" g u v g" t ² i k o g p" k o r n e c d c" w p" 57' " f g" e q p v g p k f q" m e c n' c t i g p v k p q. " E c p v c t g m c" { " q v t q u" * 4239 + " u q u k g p g p" s w g" r e" t g i m o g p v e k » p" h w g" u w o c o g p v g" e q o r n e c f c" r q t" m q" e w c n' p w p e c" u g" t g c r k » " g h g e v k x c o g p v g" u w" e q p v t q n" c f g o ^a u" f g" j c d g t" g p h t g p v c f q" w p c" h w g t v g" q r q u l e k » p" f g" r c" k p f w u t k c" v g t o k p c n' c" u w" c r n e c e k » p. " k o r n e c p f q" w p" f g u w u q" f g" m u" t g s w k u k q u" f g" e q p v g p k f q" m e c n' o " p l o q" f g" m u" x g j " f e w r u 0' C" u w" x g l . " g p" 4224" u g" o q f k h e » " g n' c e w g t f q" e q o g t e k c n' r c t c" g n' u g e v t" c w q o q v t" f g n i O g t e q u w" e q p" E j k r g" * C E G" 57 + { " u g" h k o » " w p q" p w g x q" e q p" O 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 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 p p c o k p v q" k p f w u t k c n" g z k o k g p f q" c" ² u c u" f g n' r c i q" f g" c t c p e g r u" e q p" r e" e q p v c r c t v k c" f g" r c" g z r q t v e k » p" f g n' r t q f w e v q" h k p c n' O' G n' e c o d l q" e q p u k u k » " g p" g n' g u v c d r g e k o k p v q" f g n' T ² i k o g p" f g" C f w p c" g p" H e v t q" f c" * T C H + * F g e t g v q" 8 : : 4224 + . " s w g" k o r n e » " w p c" u k o r n h e c e k » p" { " c o r n e c e k » p" c n' u k u r g o c" f g" C f o k u k » p" V g o r q t c t k c" r c t c" g n' u g e v t" c w q o q v t. " r g t o k k g p f q" s w g" m u" k p u w o q u" k o r q t v c f q u" k p i t g u g p" g p" g n' r c" f u" u k p" c t c p e g r u" { " s w g" g u g" e q u v q" u g" r c i w g" u » m q" e w c p f q" r e u" w p k f c f g u" u g c p" x g p f k f c u" c n' e q p e g u k 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 f c f c u" r c t c" r c" g z r q t v e k » p" f g" x g j " f e w r u" v g t o k p c f q u 0'

Gp"4225. " P 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 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 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" 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" e q o g p | » " c" e c o d k c t" { " g n' e k e m q" g e q p » o l e q" t g d q v » O' G p" g n' u g e v t" c w q o q v t" r c" r t q f w e e k » p" { " r e u" x g p v c u" g p" g n' o g t e c f q" k p v g t p q" { " g z v g t p q" u g" h w g t q p" t g e q o r q p k g p f q" t ^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" xcmr "r tqveqnrct" f gn' hgz "t gvtur gev k q" c" 4223" r cu' pf qm' f g" 3.327" c" 3.8. "gxkcpf q" s w g" r e u" g o r t g u c u" s w g" e w o g p v c d c p" k o r q t v e k p g u" g p" D t c u k i f g u f g" C t i g p v k p c" h w g t c p" u c p e k p c f c u 0' : ² " C" r c t v k" f g" r c" F g e k u k » p" 92 4222" f g" r c" R q n' m e c" C w q o q v t k" f g n' O g t e q u w" g n' e q p v g p k f q" m e c n' f g" c w q r c t v u" u g" e q o g p | » " c" e q p v c d k k c t" e q o q" 3 + " u q d t g" g n' r t g e k q" f g" r e u" r k g l c u" k o r q t v c f c u" q" 4 + " u q d t g" g n' x c m r t" f g n' d l g p" h k p c n' { " p q" u q d t g" r e u" r k g l c u 0' C" u w" x g l . " u g" g u v c d r g e g" s w g" v q f q" e q p l w p v q" q" u w d e q p l w p v q" s w g" k p e q t r q t g" e q o q" o " p l o q" w p" 89.7' " f g" c w q r c t v u" p c e k p c r g u" g u" p c e k p c n' { " r q t" v c p v q" u g" e q p u k f g t c" g n' 322' " f g" u w" x c m r t" c" g h g e v q u" f g" r c" o g f k e k » p 0' : ³ Ugi Ap' gn' g z r t g u l f g p v g" f g" w p c" v g t o k p c n' o d e s p u e s d e l a c r i s i s d e l 2002, c o n l a f u e r t e d e v a l u a c i o n y c o n l o s p r e c i o s d e l a s t a r i f a s c o n g e l a d o s, A r g e n t i n a f u e t r e m e n d a m e n t e c o m p e t i t i v a. N o t a n t o p o r p r o d u c t i v i d a d, s i n o p o r e l b a j o c o s t o l a b o r a l, d e l a e n e r g i a y d e l o s s e r v i c i o s, q u e e r a u n c a p i t a l q u e A r g e n t i n a t e n i a a c u m u l a d o d e s d e e l c i c l o a n t e r i o r. Y e s e p e r i o d o g e n e r o u n a u g e p o r l o s b u e n o s c o s t o s y u n a c a p a c i d a d d e e x p o r t a r " * g z r t g u l f g p v g" f g" v g t o k p c n' c w q o q v t k . " g p v g x k u c" v g r h » p l e c. " 46 127 423 ; + 0'

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



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

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

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

⁴"Gp'gug'pwxq'cewgtf q'pq'j wq'k'p'vq'cni wq'r'qt'vcvt'f g'tgewr gtct'gr'ng'w'k'q'f g'eqp'v'k'q'f'q'ecn'r'qt'hu'ewcn' g'ug'vgo c'pq'xq'k'c'c'vcvtug'gp'gr'lugevqt'cwqo qv'q'{"s wgf »"xki gpvg'gr'o a zko q'ko r qtvcf q'f gr'87' ."cwps wg'uw' eqp'q'gr'g'c'p'wq'{"gr'vgo c's wgf »"r'f ev'eco gp'vg'z'k'p'q' *Ecp'ctg'mc'gv'c'f'4239-0

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

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

⁷"Ugi Àp'Ecp'ctg'mc'{"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'cp" c'w&u30422"o kmppgu."c'glgewct'j cuvc"422; "25 127 14228."Gn'Etqpkuc+0'Gp"422: "hwg'cr tqdcf c" wpc'pwgxc'rg'f' g'kpegpvxq'cnlugevt'cwqr ct'kuc'pcelqpcn*Ng{ '480; 5+'s wg.'o gf kcpvg'gu'p wru" ko r qukkxqu.'ko r wuudc'c'rc'u'vgt o kpcrgu'c'wkk' ct'r ctvgu'f' "eqo r qppgvu'r tqf welf qu'gp'gnr' c'ju0⁸" 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'R²tg| 'Ct'kcc."423; +0'

Gp"422; . 'c'tc'f' 'f g'rc'etkuku'geqp»o kec'kpvtpcelqpcn'f g'rc'etgekpgv'hwic'f g'ecr kcrqu'f' " f gn'eqo kgp| q'f gn'f gvtkqtq'f g'qu't guwncf qu'f g'rc'ewgpc'eqttkpgv'f g'rc'dcrp| c'f g'r ci qu.'ug" i gpgtctqp" f kmpcu"twr wtcu"gp"gn'r rcpq"geqp»o leq" { " r qn'leq" cti gpvppq" *Dcuwrf q." 4233= Dcuwrf q'f' "O cp| cpgnk'4238=I ci i gtq'gv'cr0'4237=Mwrcu."4238+0'Gp'gnlugevt'cwqo qvt.'guv" ko r rke»"ec'f' cu'gp'rc'r tqf week»p" { "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'p wru'f g'rc'f go cpf c'kpvtpc'f' f gn'etgelo kpvq'f g'Dtcukn' { "rc'xcmqk'cel»p'f g'uw'o qpgf c.'eqo gp| »"wp'ugi wpf q'ekern'f g'cwi g'f g'rc'kpf wutk's wg'f wt»" wpu'r qequ'c° qu0""

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

:⁸Ugi Àp'rc'rg'f' . 'qu'hdtkcpvqu'f g'cwqo »xkru'f' 'wkkctkqu.'eco kppgu.'ej cu'k'eqp'f' 'ukp'ecdpc.'»o pldwu'f' 'gl'gu'eqp' f khtgpekn'i q' ct'cp'f' g'wp'tgkpgi tq'udtg'gn'xcmq'v'cnf' g'rc'eqo r tcu'f' g'cwqr ct'vgu.'o cv'legu'f' 'o qrf gu'necrnu0' Gn'tgkpgi tq'ugt'f'gs wxcrgpv'cn': ' f gn'xcmq'gz/lf dtlec'c'pvgu'f g'ko r wguv'gp'gn'r tko gt'c° q'f g'r tqf week»p'f g' f lej q'xgj 'pww.'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 'pww0Rctc'ugt" dgpghelctkqu'f g'rc'Ng|. 'rc'u'cwqr ct'vgu'cf s wtk' cu'gp'gn' o dkq'necn'f gd'cp'f gukpcug'c'rc'hdtkcel»p'f g'xgj 'pwwu" q'f g'gl'gu'eqp'f khtgpekn'gp'wpc'r r'vchqto c'pwgxc'f' "gzenukxc'gp'gn' o dkq'f gn'0 gtequw0C'uko kuo q.'gn'xgj 'pwwu" q'gn'gl'g'eqp'f khtgpekn'f gdt'f'vpgt'wp'eqv'p'k' q'o^a zko q'ko r qt'v'f q'f gn'52' . 'ecrewrf q'udtg'gn'xcmq'gz'lf dtlec' f g'cs wgr0'

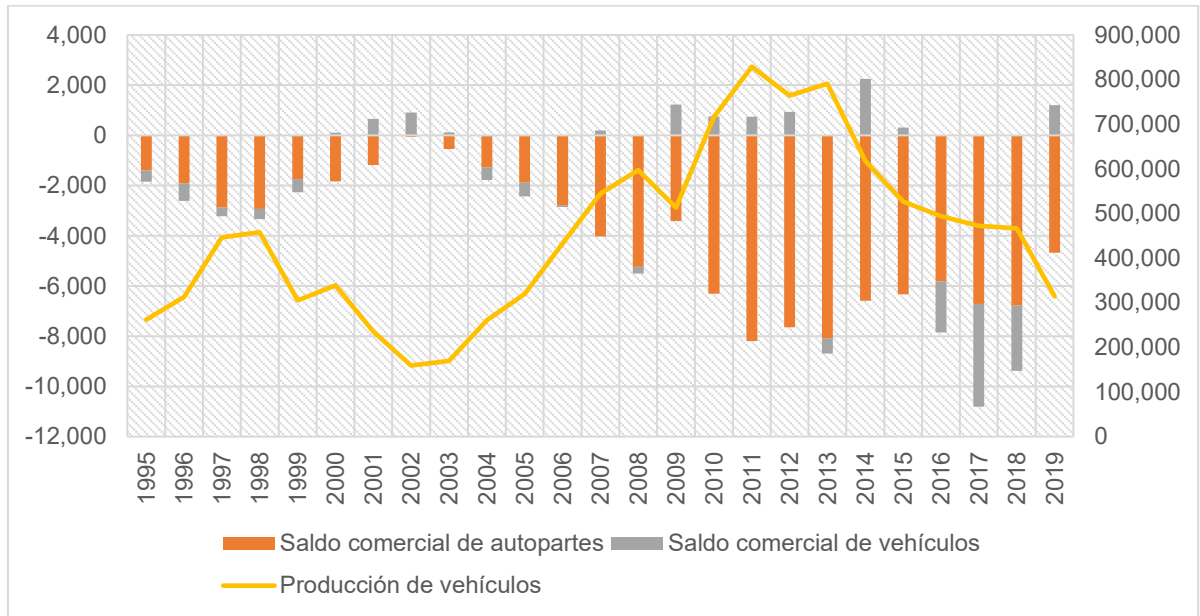
:⁹Gp"Cti gpvpc'guc'j c'uk' q'wpc' rko kce»p'j ku»tlec'cn'f gucttqm'gp'v'p'v'gn'pk'gn'f g'ce'v'k'cf'f' "rc'u'vcu'f g' etgelo kpvq'geqp»o leq'ug'j cp'xkuv'tgvtkpi kf cu'r qt'rc'f kur qpkdkf cf'f g'f kxkuc"*Uej qtt" { "Y clpgt."4236+0'Gu' f gek.'s wg'gp'gvr cu'f g'etgelo kpvq'kpf wutkcn'ug'i gpgt'c'p'v'w'gm'qu'f g'dq'v'nc0'gp'rc'f kur qpkdkf cf'f g'f kxkuc'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 wv'xc'f' gn'lugevt0Nqu'r tko gtqu'v'w'gm'qu'

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

"

f'dqymc'o'gp'gn'ugevqt'gzvgt'p'q's wg'xkx'gn'r c'f'u'tgo kgp'c'rc'f²ecf c'f g'3; 52'{' 'ug'j keltqp'b' cpk'kgu'v'gp'f'kgt'gpv'gu' o qo gpv'qu'f gn'o qf gmq'f g'uw'kwel'p'f g'ko r qtvekp'p'gn'et'geko kgpv'gz'v'puk'q'{' 'uqdt'g'v'q'f q. 'kpv'puk'q'f g'rc'ko r qtvekp'f g'p'f 'f'f g'rc'ko r qtvekp'f g'd'kgp'gu'f g'ecr kcn'g'kpuwo qu'kpv'to gf kqu.'r g'q'rcu'f k'k'ku'p'gegu'ct'kcu'r ctc' h'k'p'cekt'f'kej qu't'gs wgtko kgpv'qu'r tqxgp'f'p'hw'p'co gpv'cm gpv'g'f g'rcu'g'zr qtvekp'p'gn'ugevqt'ci tq'g'ew'ct'kq.'ew'c' q'ht'v.'gur gek'm'gpv'rc'ci t'f'eq'rc.'ug'g'p'eq'p'cdc'x'kt'w'cm gpv'g'g'uc'p'ecf c'0' C'plx'gn'v'g'»'t'k'eq.'mqu' r tqdrgo cu'f g' t'gut'leek'p'gz'v'gt'p'c'hw'gt'q'p'cd'q'f cf qu'gp'Co² t'k'ec'N'c'v'p'c'r qt'rcu'eq't'k'gp'v'gu'g'ut'w'w'c'k'k'ku'{' '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'q'qu'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'eqo r qt'v'o kgpv' g'tt^a v'ek'f g'rc'ge'p'p'qo 'f'c'ti gpv'p'c'ug'gp'ew'p'v'p'c'p'rcu'v'cd'cl'qu'hw'p'f'cek'p'c'rgu'Dt'c'w'p'{' 'Lq'{' *3; 8: +'f'F'k'co'c'p'f' *3; 95+0' N'w'gi'q.'Vj'k'ny'c'ni' *3; 9; +'h'q'to'c'ik' »'g'ug'r' t'q'eq'q' r'rc'p'v'g'c'p'f'q's w'g'rc'v'c'uc'f'g'et'geko kgpv'g'z'v'w'gt'kf'c'r ctc'crecp| ct'gn' r'ng'p'q'go r'ng'q'ug'gp'ew'p'v'c'r qt'g'p'eko c'f'g'c's'w'gm'eqo r'c'v'd'ng'eq'p'gn'gs'w'k'k'd't'k'q'gz'v'gt'p'q'0'G'ug'r' tqdrgo c'j'c'uk'q' e'g'p'v'c'ri'c'iq'rc'it' q'f'g'rc'j' k'v'q't'k'ge'q'p'»o' k'ec'c'ti'gp'v'p'c.'t'g'r'g'ug'p'v'c'p'f'q'v'p'c'f'g'rcu'r t'lp'ek'c'rgu'v'cd'cu'r ctc'rc'eq'p'et'gek'p' f'g'r' t'q'eq'qu'f'g'f'g'uct'q'm'ge'q'p'»o' k'eq'0' :''Gp' r'c't'v'ew'c't.'rcu' r tqdrgo^a v'eku'gp'v'q't'p'q'c'n'f²hlek'eqo g'tek'n's'w'i' g'p'g'tc'rc'lpf'wutk'cwqo qvtk'hw'gt'q'p' gu'w'f'k'f'cu'co r'nc'o'gpv'g'c'pl'x'gn'i' m'd'cn'{' 'm'q'ec'n'0' C'n'f'g'ur'g'ev'q.'c'pl'x'gn'k'p'v'gt'p'cek'p'c'n'ug'f'g'uc'cep'uw'ec'w'uc'c'r'c't'v'k' f'g'rcu'r' t'q'eq'qu'f'g'f'g'ur'q'ec'ik'cek'p'{' 'h'c'i'o'gp'v'ek'p'i' m'd'cn'f'g'rc'r' tqf'week'p.'rc'v'g'p'f'g'p'ek'j'cek'rc'f'g'ul'p'v'gi' t'cek'p' x'g't'v'ec'n'f'g'rcu'i' t'c'p'f'g'u'h'k'o' cu'lpf'wutk'rgu.'rc'p'w'g'x'c'f'k'k'k'p'k'p'v'gt'p'cek'p'c'n'f'gn'v'cd'cl'q'g'uc'd'ng'ek'f'c'r'qt'rcu'i' t'c'p'f'g'u' h'k'o'cu.'rc'lp'v'q'f'week'p'f'g'p'w'g'x'cu'| q'p'cu'c'n'eqo' g'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'v'c'ri'k'cf'f'g'rcu'go r'g'uc'u'v'g'to'k'p'c'rgu'gp'uw'ec'f'g'p'c'f'g'x'c'm'q't.'rc'i'q'd'g't'p'c'p'c'c'n'k'p'v'gt'k'q't'f'g'rc' m'v't'co'c'q'rc'eq'p'eg'p'v'c'ek'p'g'k'p'v'gt'p'cek'p'c'ri'k'cek'p'f'g'rc'v'co'c'c'w'q'r'c't'v'k'c'»C't| c'{' 'N'q'r'g'l.'422: ='H'k'i'c'p'v'{' '\ wo r g.' 4239=I' g't'g'h'h'g'v'c'ri'0'4223=V'0'U'w'i'g'q'p'g'v'c'ri'0'422: ='U'w'i'g'q'p'g'v'c'ri'0'422: ='U'w'i'g'q'p'{' 'D'k'g'g'd't'q'g'em'4233+0' C'pl'x'gn' m'q'ec'n'rc'hw'gt'c'w'c'j'c'cd'q'f'cf'q'rcu'g'ur'g'ek'h'ek'f'cf'g'u'j'k'w'»t'k'ec'u'f'g'rc'lpf'wutk'cwqo qvtk.'rc'hw'g'i' o'gp'v'ek'p'c'n'k'p'v'gt'k'q't' f'gn'g'ur'd'p'cw'q'r'c't'v'k'c.'gn'c'v'c'cu'q'v'g'ep'q'»i'k'eq'f'g'rc'nc'o'c'cw'q'r'c't'v'k'c.'rc'k'p'ug't'ek'p'c'uko²v'k'ec'gp'gn'o'g'tec'f'q' t'gi'k'q'p'c'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'»C't| c'{' 'N'q'r'g'l.'422: ='D'c't'ng'v'c'g'v'c'ri'0'4235=D'k'n'4237= E'c'p'v'c't'g'm'g'v'c'ri'0'4239=R'ep'k'i'q.'I^a t'k'k'g'v'c'ri'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<grndqtcek>p'r tqr kc'gp'dcug'c'CF GHC.'CHCE'{'EQO VTCF G0'

C'hpgu'f'g'4235'c'r ct'kt'f'g'r'e'tgtceek>p'geqp>>o kec'f'g'Dtcukn'{'rc'ec'f'c'f'g'uw'f'go cpf'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'ngo'gp'v'cdc' gn'R'p'k'p'x'ct'c'w'q.'eqp'gn'ew'cn'ug'd'w'ue>'ew'd'k'g'nc'x'c'peg'f'g'hu'x'gj'f'w'qu'cu'k'w'equ.'o'gz'kecp'qu' {'g'w'qr'g'qu'v'c'v'p'f'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'cp'gtc'v'n's'w'g' C'ti'gp'v'p'c' r'g't'f'k' k'p'x'gt'uk'p'p'gu'c'v't'e'f'cu' r'qt' Dtcukn' *J'qt'cek'q' E'gr'gf'c.'gp't'g'x'k'uc' v'gr'gh'p'kec.' 2: 124'423; +0C'g'm'q'ug'u'wo >'rc'eqp't'ceek>p'f'gn'o'g'tec'f'q'nc'ec'nc't'c'f'f'g'c'wo'gp'v'cu'f'g'hu'r't'g'ek'qu' k'p'v'gt'p'q.'rc'f'g'x'c'nc'ek>p'f'g'k'p'ek'qu'f'g'4236'{'rc'g'rg'x'ceek>p'f'g'r'cu'v'cu'f'g'k'p'v'gt'2'u'0'

H'gp'v'g'c'g'u'v'g'eq'p'v'z'v'q.'gp'4236'gn'i'q'd'k'gt'p'q'cti'gp'v'p'q't'gp'q'x>'uw'c'ew'g't'f'q'd'k'c'v'g't'cn'eq'p' Dtcukn'{'ug't'g'f'w'q'gn'x'c'm't'r't'q'v'eq'nc't'f'gn'hn'z'f'g'3.; 7/'s'w'g'ug'j'cd'f'c'o'cp'v'p'k'q'f'g'uf'g'gn'4228' j'c'uc'f'lej'c'h'gej'c/'c'3.72.'d'cl'cp'f'q'rc'ec'p'k'f'c'f'g'x'gj'f'w'qu'{'c'w'qr'c't'v'gu's'w'g'r'q'f'f'p'k'o'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'ku'f'c'gp'q'v'q'ti'ct' et'2'f'k'qu'f'g'82'ew'v'cu'c'v'cu'c'u'w'd'uk'k'f'c'ui' r'ct'c'rc'eq'o'r'tc'f'g'c's'w'gm'qu'o'q'f'g'nu'f'g'd'cl'c'q'o'g'f'k'c' i'co'c'h'cd't'k'ef'qu'gp'gn'r'c'f'u's'w'g'r'cu'v'g't'o'k'p'c'rg'u'j'c'c'p't'g'x'k'uc'f'q'u'w'u'r't'g'ek'qu'0'

G'p't'g'uw'o'gp.'f'w't'cp'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'ut'k' c'ti'gp'v'p'c'k'o'r'w'u'v'c'f'r'qt'rc'f'g'o'cpf'c'f'g'Dtcukn'{'w'p'o'g'tec'f'q'k'p'v'gt'p'q'gp'c'ue'g'pu'q' n'w'gi'q'f'g'r'e't'k'uk'f'g'r'e'eq'p'x'g't'v'k'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'f'g'r'e'r't'q'f'w'ee'k>p.' x'gp'v'cu.'g'z'r'q't'v'ek'p'p'gu'{'go'r'ng'qu'gp'gn'ug'ev'qt'0U'k'p'go'd'cti'q.'gn'uc'rf'q'eq'o'g't'ek'cn'f'gn'eq'o'r'ng'l'q'h'w'g'

001: u'cu'k'd'cp'f'gn'39'cn'3; .4' gp'w'p'c'o'q'gp'gn's'w'g'ug't'gi'k'ut>'w'p'5; " f'g'k'p'nc'ek>p'c'p'w'cn'45'128'4236.'Nc'P'cek>p'0'

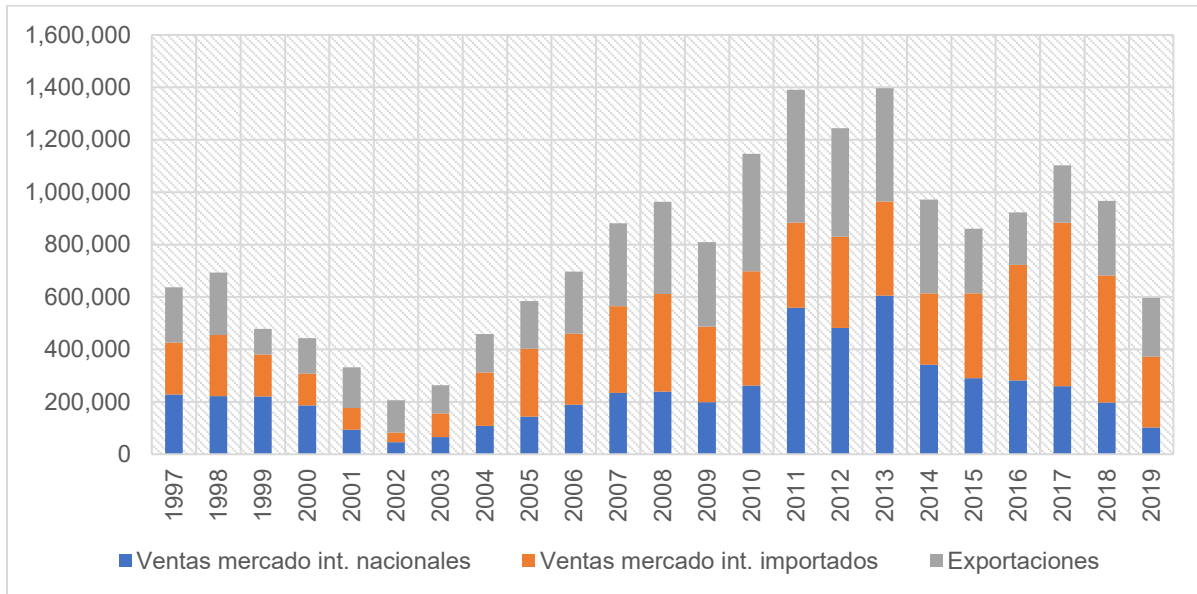
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Guv'g'u'g'z'r' n'ec'f' q'r' t'k'p'k'r' c'm' g'p'v'g'r' q't' g'n'c'w'o' g'p'v'g'f' g'r'u'k'o' r' q't'v'c'k'q'p'g'u'f' g'c'w'q'r' c't'v'g'u' .h'u'c'u'v'w'c'g'u'
e't'g'e'f'c'p' c'n' t'k'o' q' f' g'n' o' c' {q't' p'À'o' g't'q' f' g' x'g'j' f'w'w'q'u' r' 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' e't'g'e'k'p'v'g'r' t'q'd'r'g'o' c'
f' g'h'c'n'c' f' g'f' k'x'k'u'c'u'g'p'r' 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'eq'o' q'r' t'g'u'k'f' g'p'v'g'f' g'r' C'ti' g'p'v'k'p'c' u'k'i' p'k'h'e' »w'p'r' w'p'v'q' f' g'
s'w'k'd't'g'g'p'r' q't'k'g'p'v'c'ek'p'f' g'r' r' q'n'f'k'ec' o' c'e't'q'g'e'q'p' »o' l'ec'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' p'w'g'x'c' c'f' o' k'p'k'ut'c'ek'p' l'o' r' g'o' g'p'v' »w'p'c' r' q'n'f'k'ec' e'w'f' q'u't'c'u'i' q'u' u'c'n'g'p'v'g'u' h'w'g't'q'p' g'n'c'x'c'p'eg'
g'p'r' c'r' g't'w't'c' e'q'o' g't'ek'n' { 'r' f' g'ut'g'i' w'r'ek'p' h'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' g'v'c' 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' f' g'x'c'n'w'c'ek'p' i' g'p'g't'c'f' c' r' q't' r' w'p'k'h'ek'ek'p' f' g'n' o' g't'ec'f' q' f' g'
e'c'o' d'k'q'u' u'w'o' c'f' c' c'n' c'l'w'w'g' f' g' v'c't'k'h'c'u' k'p'et'g'o' g'p'v' »g'n' r' t'q'eg'u'q' k'p'h'ek'ek'p'c't'k'q' s'w'g' p'q' h'w'g'
c'eq'o' r' c'o' c'f' q' r' q't' r' q'u' u'c'n'c't'k'q'u' t'g'w't'c' { g'p'f' q' g'n' u'c'n'c't'k'q' t'g'n' { " g'n' e'q'p'u'w'o' q' k'p'v'g't'p'q' *P' g'h'c' 4239-0'
E'q'o' r' g'o' g'p'v'c't'k'o' g'p'v'g' r' u'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' k'p'h'ek'ek'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'p'0'c' u'w' x'g'l' . r' u'
p'w'g'x'c'u' r' q'n'f'k'ec'u' w'x'k'g't'q'p' w'p' h'w'g't'v'g' l'o' r' c'e'v'q' g'p' g'n' t'g'v'q'eg'u'q' f' g'n' u'g'e'v'q't' k'p'f' w'w't'k'n'i' g'p'g't'c'n' *R'g't'g'l' "
C'm' c'p'uk' { " I' t'c'u'q' 4239=U'c'p'v'c't'e' a' p'i' g'm' g'v'c'n'0'423; +0"

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

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



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

Rqt" qvtq" rcf q." gp" 4238" ug" flew" rc" Ng{" 490485" f g" T2i ko gp" f g" F gucttqmq" {" Hqtvcgelo kgpvq'f gn'CWqr ctvkuo q'Cti gpvlpq'c'r ctvt'f g'rc'ewcn'ug'qvvti »'wp'dqpq'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' m" i guvlp' f g' O cetk" ug' r tguv»" gn' Rrcp" Cwqo qvk' "õ3'O km»põ's wg'cr wvdc'c'rc'hdtkcekek>p' f g'wp'o km»p' f g'xgj' f'ewqu'c'r ctvt'f g'wp' cewgtf q'gpvt'gn'Gucf q."go r tguv'{" ukpf kecqu'gp'gn's wg'ug'r tqo gv'c'o c { qt'kpxgtuk>p."pwgxcu' vgepqrqi f'cu."pwgxcu'eqpxgpkqu'ndqtcrgu' {" o glqtcu'gp'gn'ceeguq" c'rc'eqo r tc'f g'wpkf cf gu0 Cf go a u.'c'hpqu'f g'4239'ug'hto »'wp'cewgtf q'f g'eqo gtekq'gz vgtkq'f gn'O gtequw'eqp'Eqmo dlc' r ctc'kpvgtco dkt'xgj' f'ewqu'eqp'ctcpegn'egtq'j cuvc'64022'wpkf cf gu'CEG'94+0'

GP'423: . 'hwgi q'f g'rc'uwdc'f g'ru'vcucu'f g'lpvt2'u'lpvtpcekqpcrgu'{' rc'r tqhwf k'cek>p'f g' ru'kpeqpukvgeku'kpvtpcu."Cti gpvlp'c'eqo gp| »"c"s wgf ctug'ukp'hwpgvu'f g'hpceko kgpvq' gzvtpq.'r qt'm'ewcn'tgewtk>'cn'Hqpf q'O qpgvktq'kpvtpcekqpcn'HO K'gn'ewcn'ng'qvvti »'wpq'f g' m'u'r t2'wco qu'o a u'cnqu'f g'rc'j kvqtk'f gn'qti cpluo q0Guc'etkuku'geqp»o leq/hpcekgtc'ngx>"c' rc'f gxcnwcek>p'f gn'vr q'f g'eco dlc'mecn:3'{" cn'cwo gpvq'f g'rc'tgecw'cek>p'ko r qukkxc'f gn'Gucf q0 Cu'f'ug'tggucdngektq'ko r wguv'f g'85'r qt'w&u3'c'ru'g'zr qt'cekqpgu'f g'r tqf wvqu'lpf wvtkrgu." m'u'ewrgu'chgevtqp'cvpq'c'ru'vgt'o kpcrgu'cwqo qvlegu'eqo q'c'ru'cwqr ctvkuo'g'zr qt'vftcu0'

:2'F lej q'dqpq'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'j0'
 :3'Gn'ewcn'r cu»'f g'842'r qt'w&u3'gp'4239'c'882'r qt'w&u3'gp'423; . 'lpew'f gpf q'tgut'v'xqu'eqpvtqrgu'eco dktkqu0''

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'qtqu'kpf kec'qtgu'0Cu'ff'rc'r tqf week»p'cwqo qvtk'ug' f gur nqo »"ngi c'pf q" c"ecuk'522022"xgj 'fwmqu'r tqf wekf qu."gn'xcnqt"o ^a u'dclq'f g'rc'f²ecf c"*xgt" I t^a hleq"KK3+0'

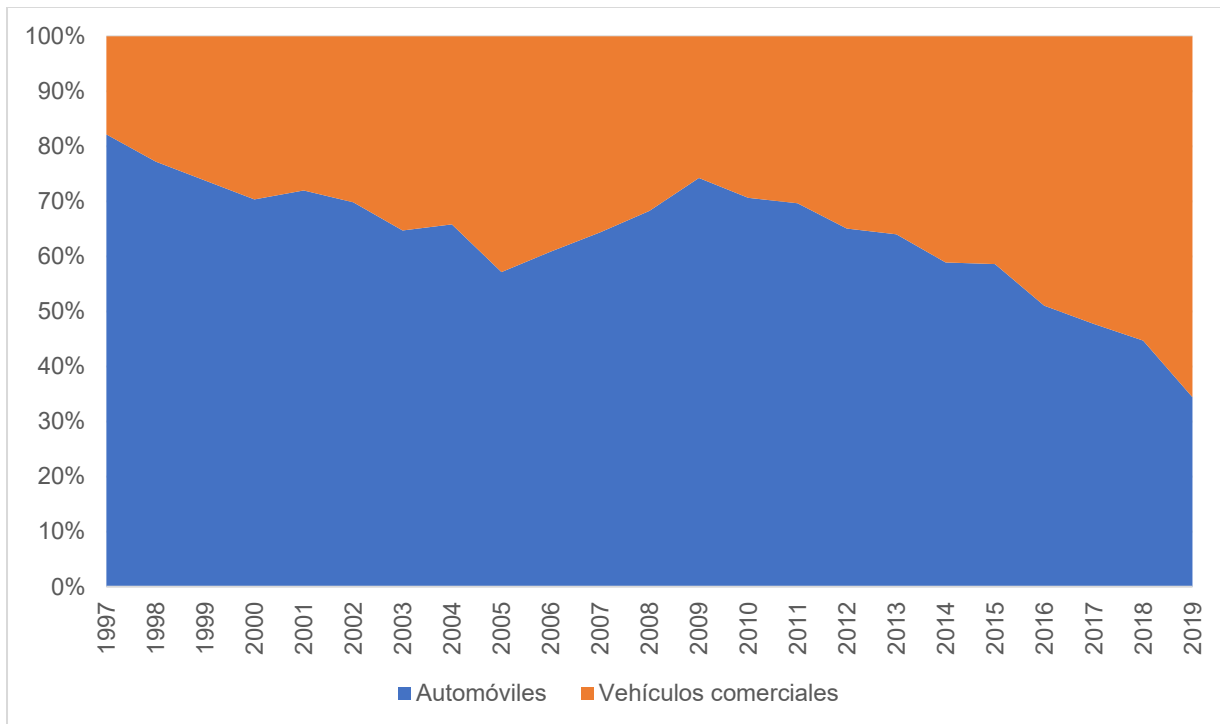
Cpv'gn'et'gekpvg'f²hek'eqo gteknf gn'ugevt'tgi kntcf q'gp'hqu'Ànko qu'c'° qu'f g'rc'i guk»p" *xgt" I t^a hleq"KK4+."gn' qdkgtpq'f g'O cetk'guvdrgek»'wp'pwxq'cewgtf q'cwqo qvqt'eqp'gn'gptcpvg" i qdkgtpq'f g"Dqnuqctq" gp"Dtcuk'0'Gp" gn'pwxq'v'c'v'f q"ug"o qf kke»" gn'eqghlekpvg" hgz" f g' eqo gteq'ugev'k'cn'gptg'mqu'r c'f'ug'u."s w'ug"o cpvgp'f'gp"3.720'C"r ctvt'f g'gn'pwxq'cewgtf q."gn' xcnqt'r tqveqnt'ug"cw gpw»"c"3.92."uwdkpgf q'rcu'ecp'kf cf gu'f g'ko r qtvekp»p'r gto k'kf cu'f guf g' gn'r c'f'u'xgek'p'j cek'Cti gp'kpc'0'Uk'go dci q."m'p'q'x'g'f'qu'f g'g'ug'v'c'v'f q."c'f' hgt'gpek'f g'mqu' cpv'k'qt'gu."gu's w'f lej q'hgz"ug'guvdrgek»"eqp'ect^a evgt'tgt'q'cev'x'q."eqp'xki gpek'f guf g'42370' F'g'g'ug'o qf q."ug'hgu'r gtf qp»"c'rcu'go r tguc'u'k'p'uet'k'rcu'gp'gn'²i ko gp'cwqo qvtk'rcu'o wncu'r qt" r²tf'kf c" f g' r tghgt'gpek" ctepegrtk" s w' ngu' eqttgur qpf 'f' r qt" j cdgtug" gzeg'kf q" gp"rcu' ko r qtvekpqgu'c'Cti gp'kpc'f gn'xcnqt'r tqveqnt'hkcf 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'g'p'q{"tgi kqpcn'rc'k'p'f wutk" cwqo qvtk'cti gp'kpc'j c"kf q"eco dkpf q"uw'gur gek'rk' cek»p'r tqf wekxc"*xgt" I t^a hleq"KK6+0'Nc" ec'f'c'f g'rc'r tqf week»p'tgec{ »"r t'pek'cm gpvg" gp"qu'cwqo »xk'gu."r gtq"r t^a ev'eco gpvg"pq" ko r cew»" gp"qu'xgj 'fwmqu'eqo gtekn'gu' /eco kqpgu."eco kqpgcu."gve'0' ugi o gpv'f qo k'p'cf q" r t'pek'cm gpvg'r qt'rcu'r k'ent'w' u/. 's w'f' cpctqp'r ct'v'ek' cek»p'gp'gn'v'cn'r tqf wekf q'f g'rc'k'p'f wutk" cwqo qvtk' *xgt" I t^a hleq"KK7"{" I t^a hleq'u'2/3'f gn'Cpgzq'Gucf'f'w'leq+0'Guv'eco dk'hwg'c'Àp'o ^a u' ko r qtvepvg"gp"rc'gZR qtvekp»p'f g'xgj 'fwmqu."f qpf g'c" h'p'gu'f g'rc'f²ecf c'f g'3; ; 2"gn'42' " eqttgur qpf 'f'c"xgj 'fwmqu'eqo gtekn'gu'{"gn't'guv'pvg": 2' "c"cwqo »xk'gu."o k'p'v'cu's w'r ctc'rc' ugi w'p'f c'f²ecf c'f gn'4222'f lej c'gewcek»p'ug'k'p'x'k'v' »xgt" I t^a hleq'2/4'f gn'Cpgzq'Gucf'f'w'leq+0'

"

⁴"Cf go ^a u."gp"423; "Cti gp'kpc'hko »"gn'4'ÀRt'q'v'eqm'f gn'CEG'35"eqp'Rctci w{."c"tcx²u'f gn'ewcn'r t^a ev'eco gpvg" v'f qu'hqu'cwqo »xk'gu'r qf t^a p'k'pi tguct'f g'o cpgtc'k'p'o gf k'c'v{"h'k'dt'g'f g'ct'pegru'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'hwtg'vtgtceek>p'f g'rc'kpf wutkc' cwqo qvtk' "mecn's wg'ci tcx>>"ru'r tqdrgo cu'r t gugpvu'gp'rc'hcug'r t gxc0'Cu'cf go^a u'f g'rcu' ci wf cu'ec'f cu'gp'rc'r tqf week>p'f g'xgj 'fwrqu' { 'rc'r² tf kf c'f g'r wguqu'f g'tcdclq'gp'gn'ugevt. 'ug' r tqhwf k' >>'gn'f² hck'eqo gteknf'gr'eqo r rglq'cwqo qvt0'Rqt'wp'rc'f 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 tcxcpf q'gn'ewcf tq'f g'rc'kpf wutkc'0'Uk'go dci q.'gug'tgeqtkf q'i gp'gn'f'gn'ugevt'pq'hwg' j qo 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' gucttqmf c'r qt'Vq { qvc' Cti gp'vpc'0'

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

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

⁵C'rcu'vgo kpcrgu'cwqo qvt'egu' { c'kpu'rc'f cu'cpvu'f g'rc'etkuf'g'rc'eqpxgt'vdkkf cf "k'geq.'Hcv'Hqtf.'I gp'gn' O qvtu.'Rgw' gqv'Ek'qgp.'Tgpcw'.'O gtegf gu/Dgp|. 'Xqmuy ci gp' { 'Vq { qvc'ug'wwo 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'rc'pvc'gp'Vvewo^a p.'r gtq'ug'rc'gzenw'f g'rcu'cp' r'ku' { c's wg'gp'Cti gp'vpc'rc'ht'o c'ug'f gf'kcc'c'rc'r tqf week>p'f g'ukvgo cu'f g'tcpuo kuf'p' { 'pq'c'rc' hcdt'ceek>p'f g'xgj 'fwrqu'0'

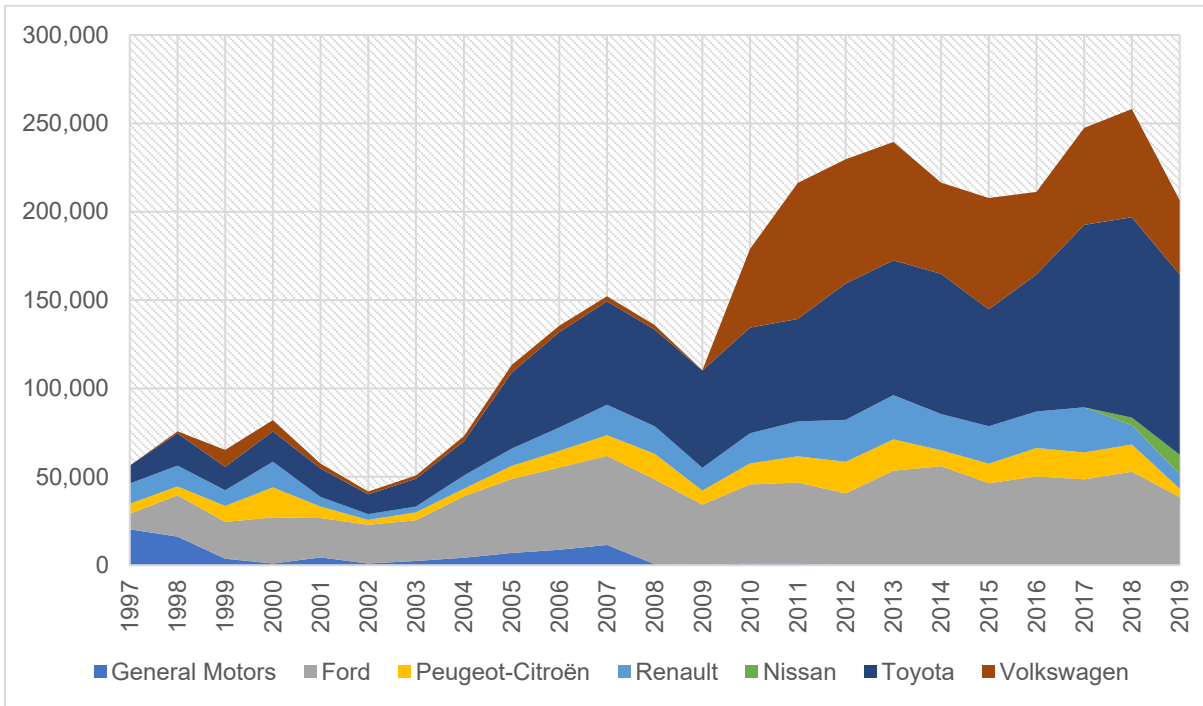
f g" guvg" eqo r qtwco kpvq" j gvtqi 2 pgg." ug" f guvcec" r" cwur lekquc" performance" f g" Vq{ qvc" Cti gpvpc0Rqt" wp" rcf q." gp" v to kpqu" f g" r tqf weekp" f g" xgj f wqu." o kpvctu" rnu" vgt o kpcrgu" cwqo qvlegu'etgekgtqp" c'wp'tko q'f gn'8' . 'r' hto c' lcr qpguc' m' j k q' cn'3; ' "gpvtg"4224" { "423; 0' F guf g' uw' kpuvrclekp" gp"3; ; 9. "ewcpf q" ug" wdkcdc" gp" gn'u r vko q' nxi ct" ugi Ap" r" r tqf weekp" f g" ecf c' vgt o kpcn' guecn" cnlewct vq" gp"4227. 't cucpf q' cnlugi wpf q" gp"4236" { 'mgi cpf q' c'ugt' gn' r tkpek' cn' r tqf vevqt" f g' xgj f wqu" gpvtg"4238" { "423; 0"

Guv" f gugo r g° q" tguvnc" cAp" o a u' cn' f hgt gpekt" r" r tqf weekp" r qt" vkr q" f g' xgj f wqu" { c" s wg" f guf g' uw' kplekqu" Vq{ qvc" eqpegpvt" » uwu" qr gtcekqpgu" gp" r" r tqf weekp" f g' r" r 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 gpvpc" 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 wqu" r" f g' xgj f wqu" eqo gteknru" r kxkpqu" ug" o cpwxq" *xgt" I t^a hleq" KK7+0' Gp" r ctvewrt. 'r" r tqf weekp" f g' xgj f wqu" wkrkctkqu" etgek" gp" i tcp" o gf kf c' hagi q" f g"4232" c' r ctvt" f g' r" hcdtkecekp" f g' r" Xqmuy ci gp" Co ctqm" s wg" ug" uwo » "c" rqu" qvtqu" o qf grqu" f g' r 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' f c' o a u." { c' s wg' r cu» f g' gzi rlect" gn'45' ' f g' r" hcdtkecekp" f g' xgj f wqu" eqo gteknru" gp"4224" j cuvc" gn'6; ' "gp"423; *xgt" I t^a hleq" KK7+0'

"
"

:⁶C" o gf kf qu" f g"423: 'P kuucp" eqo gp| » "c' hcdtlect" uw' len' w' Htqpvtg" gp" E» tf qdc. 'nagi q' f g' lpxgt vt" gp" co r rict" r" ecr cekf cf "kpuvrcf c" f g" r" r rpv" f g" Tgpcwv" uqekq" i mdcn' f g" P kuucp0C" 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

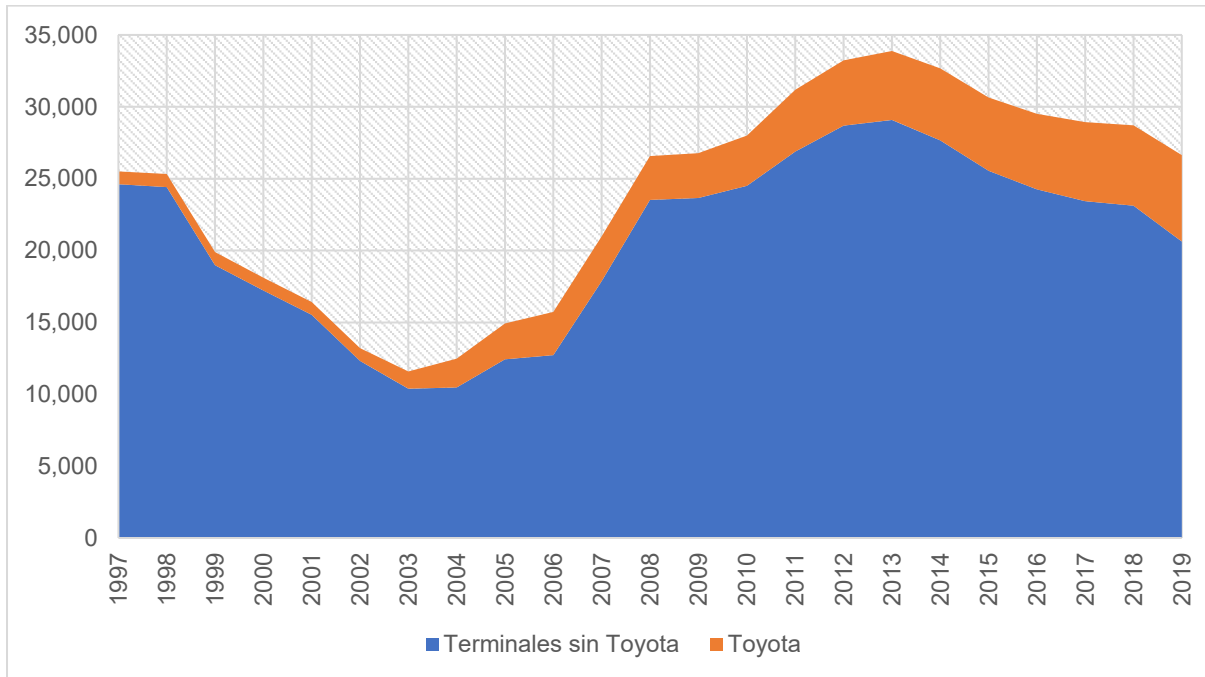


Hwpgv<grdqtcck>p'r tqr kc"gp"dcug'c"CF GHC'

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'vcdclq"gp"gn'ugevqt"vgtto kpcn'0Rct vkwrtto gpv."gn' etgeko kgpv'f gn'go r ngq"gp"Vq{qvc"ug'f k'f g'hqto c"eqpvce'f rkec"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'f 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'ewu'wkkctkq0Gp"v' to kpu'f g'j go qmji cek>p"g" ko r qukkxu'rc"UY 6"vgo r tg'hw'wp'xgj f'ewu'f g'r cuclgtqu'{"CF GHC"eqttki k>"gug'gttqt"gp"423: 0Gp"nu'I tª hlequ' KK7"{ '2/3'f gn' Cpgezq.'gn'cwqt'eqttki k>"gug'f cvq'r ctc'vqf qu'nu'c° qu0'

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



Hwpgv-gndqtckp'r tqr kc'gp'dcug'c'QGF G.'Tgxkuc'O gtecf q'f' f qewo gpvckp'kpvtpc'f'g'Vq{ qvc0

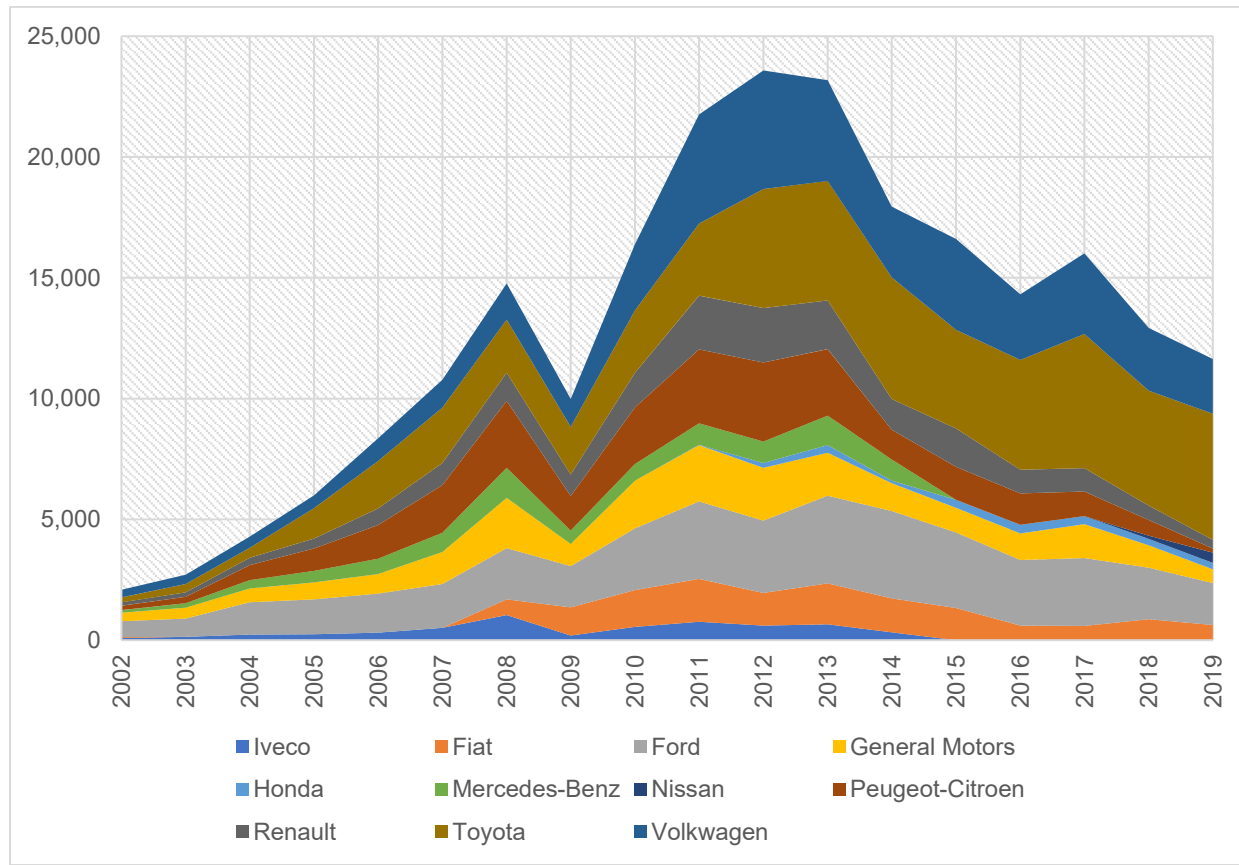
F g'hqto c'uko krc't'ug'r wgf g'uwdtc{ ct'nc'vc{ gevqtk'f'g'nc'hko c'lcr qpuc'qdugtxcpf q'gn' xcmqt'f'g'm'rtqf wekf q'gp'gn'r gt'qf q.'gu'f gekl.'vpgkpf q'gp'ewgpc'gn'pAo gtq'f'g'xgj 'ewqu' r tqf wekf qu'{"m'ur tgekqu'f'g'2 uqu0'Gp'g'4224'{"423; "Vq{ qvc'cewo w'wpc'r tqf wek'p'f'g' w&u770485'o kmppgu.'wp'xcmqt'eqpuk'gtcdngo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

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

:8'Ug'v'p'gp'ewgpc'nc'r'rtqf wek'p'f'g'eclcu'f'g'eco dlq'f'g'Xqmuy ci gp'gp'dcug'c'nc'uw'o c'f'g'nc'u'g'zr qt'wekppgu'f'g' 2 ucu'c'iq'r tqf wekf q'gp'xgj 'ewqu0"
 :9'Gn'xcmqt'f'g'xgj 'ewqu'r tqf wekf qu'ug'gu'ko c'c'r ct'vt'f'g'ec'ew'nc't'gn'r tgekq'gp'r gu'f'g'ecf c'o qf gm'r tqf wekf q'r qt' ecf c'vgt'o kpc'n'gp'lw'k'f'g'ecf c'c'o q'ugi Ap'nc'i w'p'q'h'ek'ci'f'g'r tgekqu'f'g'CECTC" *eqpuwncf c'c'r ct'vt'f'g' y gd0tej kxg0ti +clw'wcf q'r qt'gn'r tqo gf k'cpwcn'f'gn'v'k'q'f'g'eco dlq'f'gn'f'nc't'guvcf q'w'pk'gpug'f'gn'DETC'uw'o cf q' c'nc'u' g'zr qt'wekppgu' f'g' cwqr ct'v'g'u' f'g' ecf c'vgt'o kpc'n' cwqo q'v'k' cti gp'vpc0' Rctc' co r'kct' eqpuwnc't' P qvc' O g'xf q'nc'i kec'4'f'gn'c'p'gzq0'
 :Ug'v'c'f'gn'c'p'kpi 'f'g'nc'Tgxkuc'O gtecf q's w'g'eqphqto c'wpc'dcug'f'g'nc'u'422'go r t'gucu'o a u'i t'cpf gu'f'gn'r c'f'f'g' c'ewgt'f'q'eqp'uw'it'gur gev'x'cu'xgpvcu'cpw'c'ngu'p'q'ug'k'p'nc'w'f'gp'hko cu'f'gn'ugevq't'ci tqr gev'ct'kq.'nc'xq'nc'u'cdqecf cu'c'nc' eqo gtekerk' cel'p'f'g'i t'cpqu+0'

kplekq'f'g'uwu'qr gtcekppgu'gp'3; ; 9"{'mgi »'c'ugt'rc'vgtetg'go r t guc'o a u'i t c p f g'f'g'r'Cti gpvpc'
 gp'423; . 'wde' a p f q u g'f' g d c l q'f'g'rc'u'g u c v r g u' c e k o k p v q u' R g t q u' f l g t q u' C t i g p v p c' * [R H' { ' D c p e q'
 P c e k » p' C t i g p v p c' * D P C + ' * x g t' V c d r' K 3 + 0 F' g' h q t o' c' u k o' k r t. ' g p' 4 2 3; ' m g i » ' c' g z r' d e c t' g n' 5 3' "
 f'g'rc'u'xgpvcu'f'g'vqf'cu'rc'u'vgt'o'kpcrgu'cwqo'qvt'kegu'{'gn'4.6' 'f'gn'vqcnf'g'rc'u'422'go r t g u c u' o' a' u'
 i t c p f g u' f' g' C t i g p v p c' * x g t' I t' a' h e q' K K: + 0'

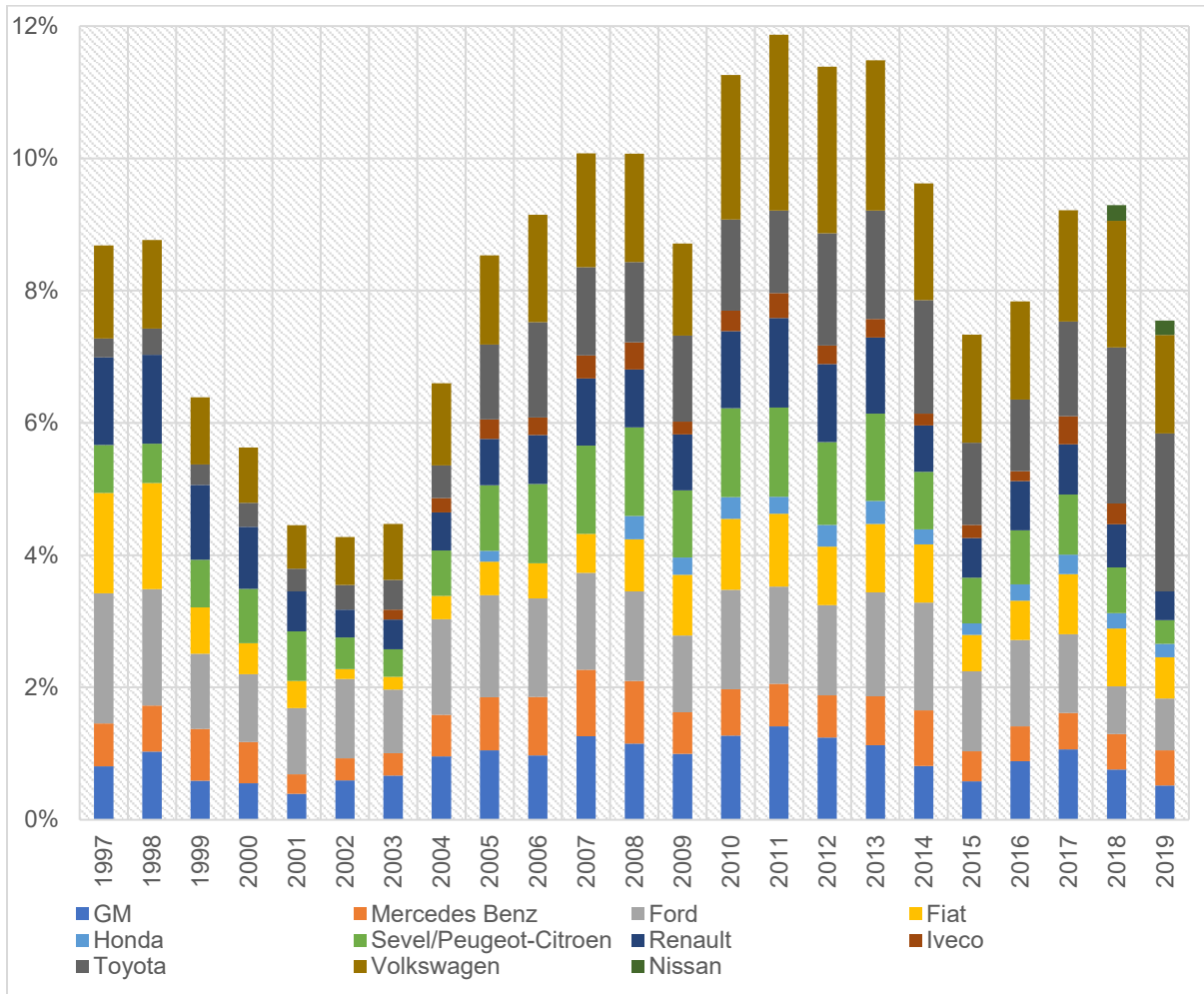
Gráfico II-7 - Valor de vehículos producidos por terminal automotriz⁹⁹ (millones de dólares corrientes) (2002-2019)



Hwpgv'g'grndqtcek»p'r' t q r k' g p' d c u g' c' C F G H C. ' C E C T C' { ' D E T C O'

:: 'Rctc'co r rict'eqpuwnt'P qv'O g y f q n»i k e c'4'f' g n' C p g z q 0'

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



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

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

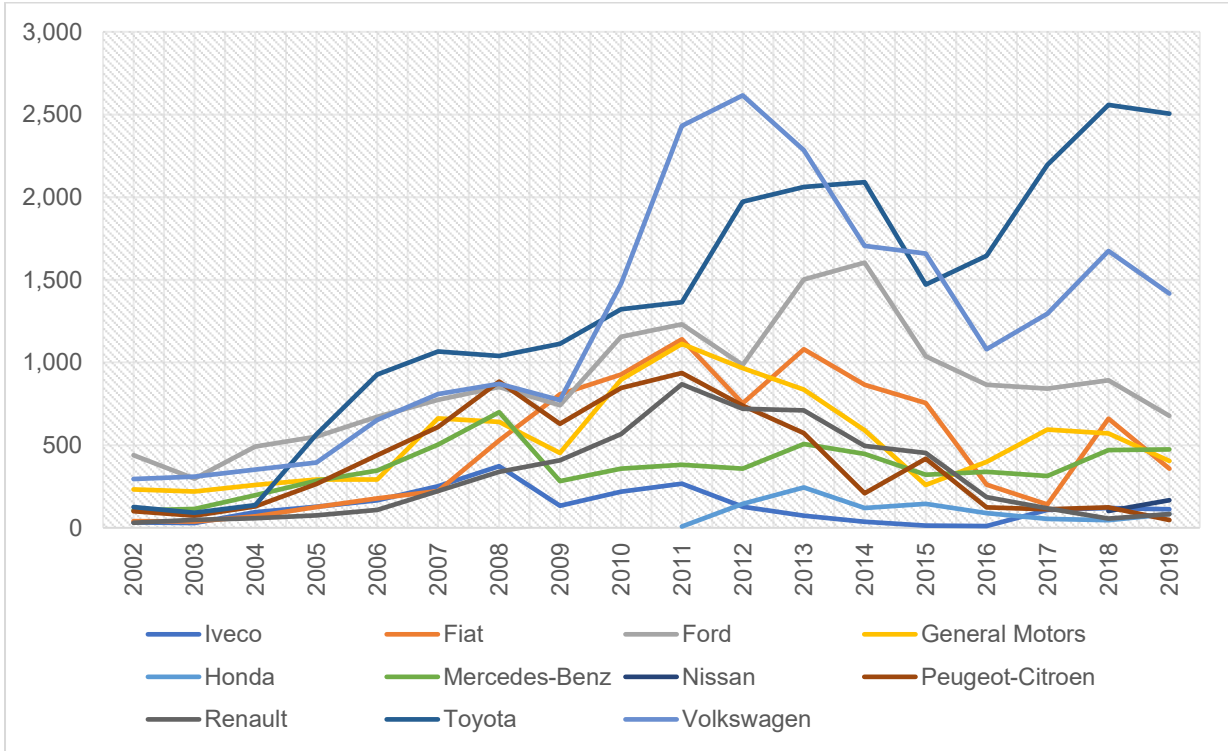
Año	Posición en el ranking
1997	104
2000	81
2005	16
2010	17
2015	17
2019	3

Hwpgv<Tgxkvc'O gtecf q0'

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

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

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



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

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

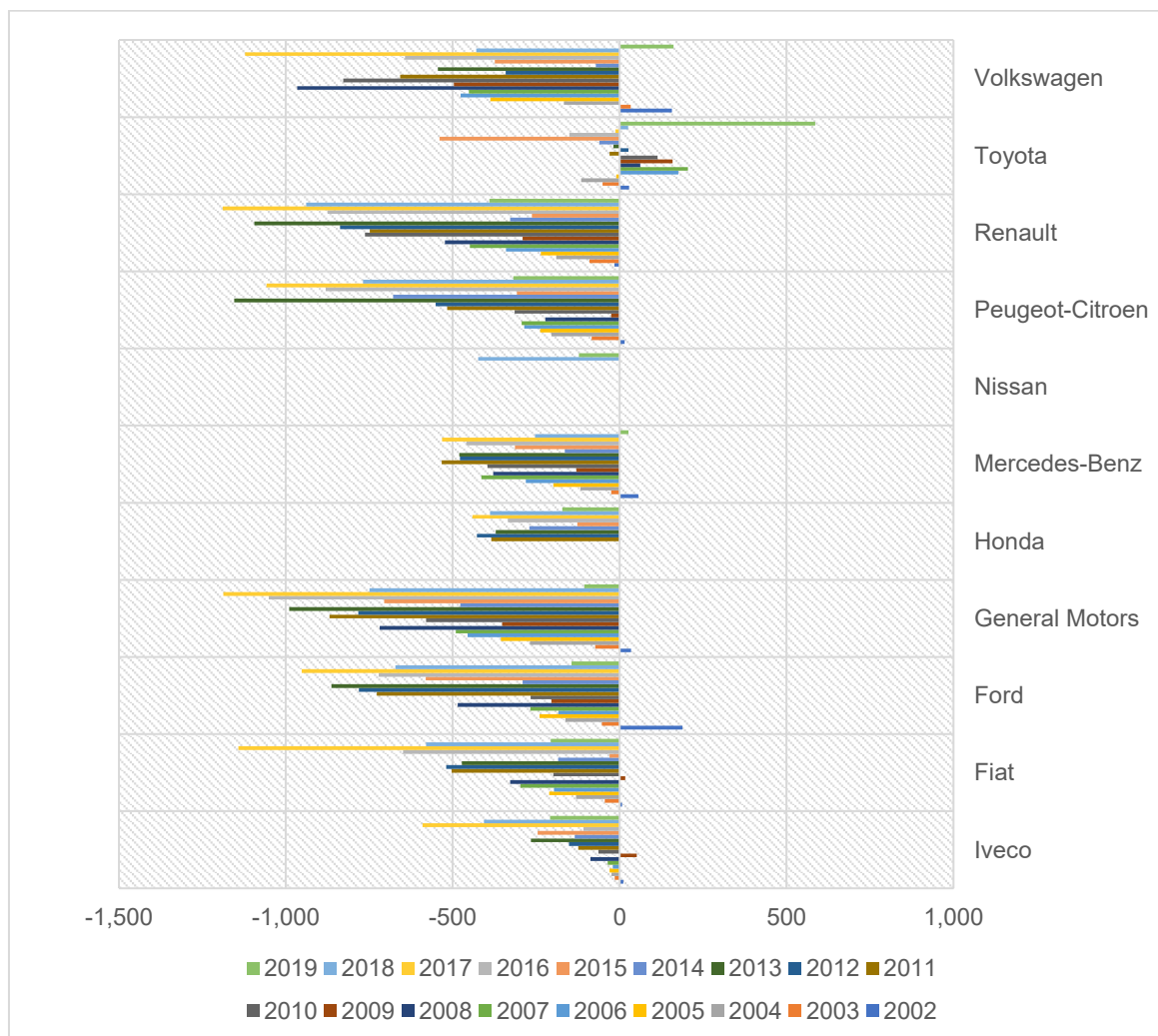
Cuadro II-1 - Índice IHH de concentración de destinos de exportación por terminal automotriz (2002-2019)

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

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

" Ulp'go deti q.'gnitcui q'b^a u'lo r qtvcpg'gp'gn'ewcnlug'f guceec"Vq{ qvc'gu'lw'ucrf q'eqo gtekn' gp"eqo r ctce»p"eqp'gn'tguvq'f g'rcu'vgo kpcrgu"cwqo qv'legu"*xgt"l t^a hleq"K32+0Gp"ghgevq."rc" hto c'gu'rc"Àplec's wg'qdwvq'wp't guwncf q'uw' gtcxkctkq'gp'rc'f hgt gpek'gpvt'g'uwu'gZR qt vcekppgu" g'ko r qt vcekppgu"gpvt'g"4224"{"423; "gn'ewcn'cncp| »"w&u5; 2"o kmppgu'r ctc"vqf q'gn'r gt"qf q'0'Gn' tguvq'f g'rcu'vgo kpcrgu"qdwvq'gtqp"t guwncf qu'f hlekctkqu"s wg"gp"uw" eqplwpvq"uki p hlectqp" w&u7; (8; 2"o kmppgu."crt gf gf qt "f gn'92" "f gn'vqcn'f gn'f² hlek'f gn'ugevqt "f wtcpvg"rc" gvr c" dclq" guwf kq0Guv'cur gevq'ucrkpgv'ug'f guceec"cÀp"o^a u'f gdlf q'c'rc'ko r qt vcekc"o cetqgeqp»o kec's wg" vepg'r ctc"Cti gp'vpc"rc" f kur qpklkcf cf "f g'f kxkcu'f cf qu"m"u" {c"o gpekqpcf qu'r tqdrgo cu'f g" *restricción externa* *Dtcwp"{"Lq{."3; 8: =Uej qtt"{"Y clpgt."4236="Vj kny cm"3; 9; +

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



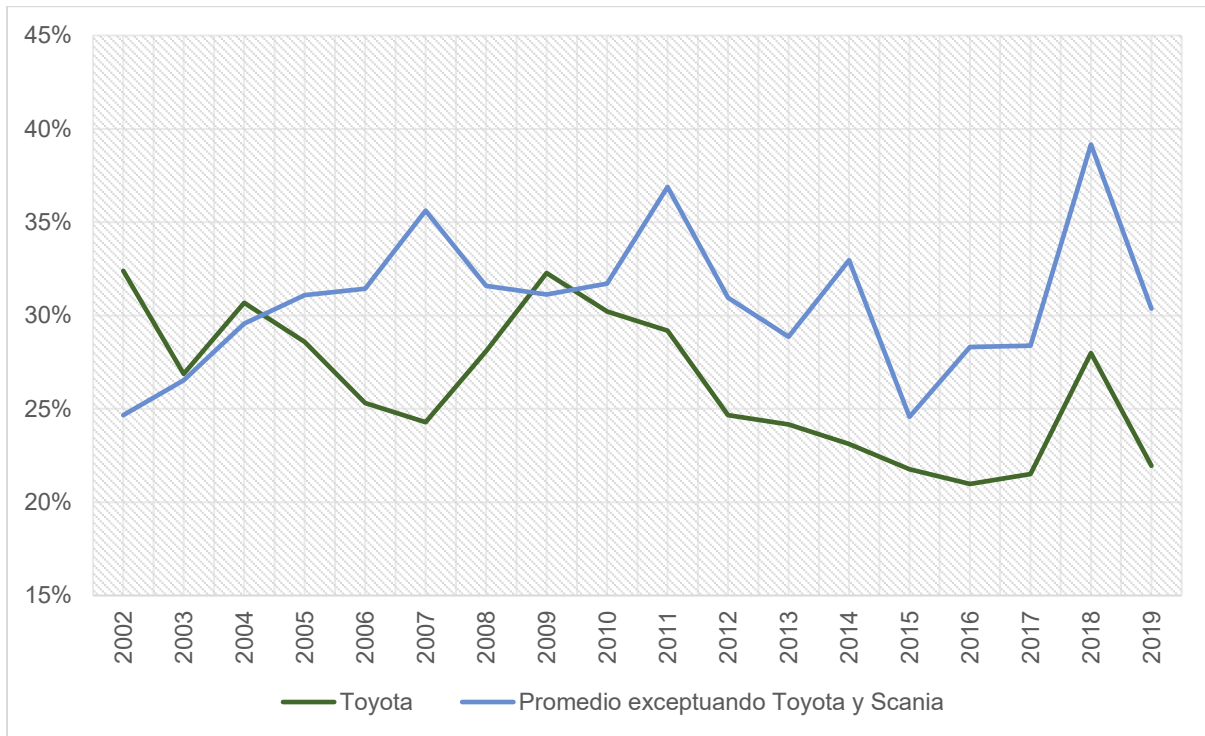
Hwpgv<gndqtcelp'r tqr kc'gp'dcug'c'cf wpc"{"Uqhtcf g0' , F »rtgu'HQD'r ctc'gZR qt vcekppgu"{"f »rtgu'EKH'r ctc'ko r qt vcekppgu0'

Guxu't guwncf qu'ug'g zr dcep. "gp'r ctvg. 'r qt 'gn'cng' eqpvpgk q' mecn'f g'mu'xgj 'f wncu'f g' Vq{ qvc0C'r ctvt'f g'nc' o gf lek>p'f g'ncu'ko r qt vckppgu'f g'cwqr ctvug'gp'f » rctgu' uqdtg'gn'xcmr'f g' mu'xgj 'f wncu'f r tqf wekf qu'ug'f gpqc's wg'Vq{ qvc'wnc' » "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'ncu'vgo kpcrgu'm'j' lekgtq'gp'53' '*xgt' I t^a hleq'33+0²⁴'Ncu'f qu'vgo kpcrgu's wg'ug'eqmectq'p'r qt'f gdclq'f g'Vq{ qvc'hwgtq'p'Hqtf "eqp' wp'r tqo gf kq'f g'45' 'f g'ko r qt vckppgu' uqdtg'gn'xcmr'f g'nc' r tqf wek>p'{"Xqmuy ci gp'eqp'47' " *xgt' I t^a hleq'2/6'f gn'cpgzq'Guxf 'f wncu+0²⁵'Rqt'qvtq'nc'f q. 'gung' uqdtg'nc'kpg'v'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'vq'gp'eqo r cteck>p'eqp'nc' o c{ qt'f'f gn't guv'f g'ncu'vgo kpcrgu'eqo q'Xqmuy ci gp.'Hqtf. " I gp'gtcn'O qvqu.'Tgpcwnc' hlc'v'{"Rgwi gqv'Ek'qgp.'t gur ge'v'co gp'v' *xgt' I t^a hleq'2/7'f gn'cpgzq' Guxf 'f wncu+0

³²⁴"Ecdg'tgo ctect's wg'gung'o ² vqf q'gu'f knc'p'q'cn's wg'wnc' cp'ncu'vgo kpcrgu.'o kf kcpf q'r kgl c'r qt'r kgl c0Ugi Ap'gung' Anko q.'Vq{ qvc'vcp'f'gp'4242'wp'62' 'f g'eqpvpgk q'mecn'gp'uwu'xgj 'f wncu'*F cplgn'J gttgtq.'gp'v'g'x'k'v'c'r gtuqpcn' 394244+0'

³²⁵"C'r ctvt'f g'ncu'etvegu'f g'ncu'xctkcdrgu'ko r qt vckppgukcmr'f g'nc' r tqf wek>p'{"g zr qt vckppgukcmr'f g'nc' r tqf wek>p'gp'v'g'4224'{"423; 'ug'r wgf gp'xgt'o ^a u'ertco gp'v'ncu'f kgt'g'pekcu'gp'v'g'ncu'vgo kpcrgu'*xgt' I t^a hleq'2/6' f gn'cpgzq'Guxf 'f wncu+0Gp'r ctvewct.'Vq{ qvc.'Hqtf'{"Xqmuy ci gp.'ncu'r tkpck'rgu'r tqf weqtcu'f g'r knc'w' u'gp'gn' r c'f'u'v'p'g'zr qt vcf qtcu'eqp'cng'eqpvpgk q'mecn'uk'go dcti q.'ncu't guwncf qu'f g'nc'f q'eqo gtekn'gp'v'g'g'ncu'w'w'5; 2' o kmp'gu'Vq{ qvc.'w'w'9062: 'o knc' o gu'Hqtf'{"'o'w'w'90827' o kmp'gu'Xqmuy ci gp'+tgo ctec'nc'ukpi wctk'cf'f'gn'ecua' f g'Vq{ qvc.'kpcncu' h'gp'v'c'g'ncu'vgo kpcrgu'gp'Cti gp'v'p'c0'

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



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

"

F g'gung'o qf q.'c'r ctvt'f g'rc'eqo r ctcekp'f gnlf gugo r g° q'f g'ecf c'wpc'f g'rc'u'vgtó kpcrgu' cwqo qvlegu'ug'f gucec'gn'ecuq'f g'Vq{ qvc'Cti gpvpc'gp'dcug'c'uwu'r qukkxqu'iqi tqv0Gug'2 zkq' uqdtgucrg.'c'uw'xgl.'vpgpfp q'gp'ewgpvc'mu'r tqdngo cu'gutwewtcrgu'f gn'eqo r nglq'cwqo qvt' xlpewrf qu'c'uw'f2 hck'eqo gtekn'{'gn'cmq'wuq'f g'cwqr ctvgu'ko r qtvcf cu'{'rc'tgtceekp'f g'rc' kpf wutlc'gpvtg'423: {'423; 0Gug'tgeqtkf q'r wf q'gxkf gpektug'gp'iqu'plxgrgu'r tqf 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' eqpvpgkf q' mecn' f g' uwu' xgj fawnu' {" uwu' uwr gtcxkctkqu'ucnf qu'eqo gtekrnu'0Gp'rc'Àplec'f ko gpukp's wg'pq'ug'j cmc'wp'tguwncf q'uw' gtlqt' cni'tguvq'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 gnlf gt'qf q'dclq'guwfkq0'

Conclusiones parciales

C"mq' rti q'f g' gung'ecr fawnu'ug'tgeqputw' »'rc'vc{ gevqtk'j kw'klec'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 guvcc"rc"gzegr ekqpcrkf cf "f g"Vq{ qvc" Cti gpvpc0Cu" "ug" f gucttqmtqp"rcu" f kwpvcu" gvr cu" f g"rc" kpf wwtlc" f guf g"uuu" kplekqu"gp"3; 42" j cuvc"rc" etkuku" f g"rc" eqpxgtvdkrkf cf " ug° cncpf q"s wg"rcu"r tqdngo ° vkecu" f gn'cncpeg" f g"uuu" gztvcekqpgu" {" uuu" ucif qu"eqo gtekrqu" {" c" ug" gpeqpvtdcp" r tguvgyu" gp" guvg" tgeqttkf q. "cf go ° u" f g" qvcu. "eqo q"rc" b" qf gtpk cekp" f gn'ugevqt0 Cp" r ctvewct. "gp"rc" f2 ecf c" f g"3; ; 2" ug" ngx» "c" ecdq" wpc" r tqhwpc" tgeqpxgtukp" f gn'eqo r nglq" s wg" r gto kkv" wpc" b" glqtc" r tqf wvxc" {" "vgepqn" i kec" {" i gpgt» "wpc" ucirkf c" gztvvcf qtc" r ctc"rc" tco c" vto kpcn'c" r ctvt" f g"rc" etgcekp" f gn' b" gtecf q" tgi kqpcn'0Ukp" go dcti q. "f wcpvg" guv" gvr c" vco 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 cpukp" gp" v2 to kpu" f g" r tqf weekp. "xgpvcu. "gztvcekqpgu" {" 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 qvvcf qu" ug" uquwxkgtqp0C" r ctvt" f g"rc" cuwpekp" f gn' i qdkgtpq" f g" Eco dlgo qu" c" hkp" f g" 4237. "gn'eqo r nglq" cwqo qvqt" uwtlk» "wp" hwtvgt" gvtqegu" f cf q" r qt"rc" tgtceekp" f g" uw" r tqf weekp. "rc" eqpvkpwkf cf "f g" nqu" cnqu" plxgrgu" f g" ko r qvcekqpgu" f g" cwqr ctvqu" {" "rc" cr ctkekp" f g" grxcf qu" f2 hek' "gp"rcu" r ctvkf cu" f g" xgj "fwrqu" vto kpcf qu. "m" ewcn' ci tcx» "nqu" pgi cvkxqu" ucif qu" eqo gtekrqu" f g"rc" kpf wwtlc0

Gp" dcug" c" f lej q" o cteq" ug" cpcrkf ctqp" nqu" f gugo r g° qu" f g"rcu" f kwpvcu" vto kpcrgu" cwqo qvtegu" f gpvcpf q" wp" eqo r qvco kpvq" f hgtgpekcf q" gpvtg" gmcu. "gp" gn'ewcn'ug" f guvcc"rc" vtc { gevqtkf "f g"Vq{ qvc" Cti gpvpc0Nqu" t guwncf qu" f g" guvg" Ànko q" cp° rkuku" cttqlctqp" wp" rkf gtc| i q" f g"rc" hko c" lcr qpguc" gp" nqu" plxgrgu" r tqf wvxcqu. "rcu" xgpvcu. "rc" r qukekp" gp"rc" eÀ wrc" geqp» o kec" cti gpvpc" {" . "uqdtg" vqf q. "nqu" t guwncf qu" eqo gtekrqu" c" r ctvt" f g"uuu" gztvcekqpgu. "cnq" eqpvcpkf q" nqecnf g"uuu" xgj "fwrqu" {" "uuu" uw" gtcxkctkqu" ucif qu" eqo gtekrqu0Guqu" nqi tqv"ug" f guvccp" f gdlf q" c" nqu" r tqdngo cu" gwtwewtcrqu" f gn'eqo r nglq" cwqo qvqt" xkpewrf qu" c" uw" f2 hek' "eqo gtekn' {" "cn' cnq" wuq" f g" cwqr ctvqu" ko r qvvcf cu. "eqo q" vco dl2 p. "r qt" gn'eqpvz vq" f g" tgtceekp" f g"rc" kpf wwtlc" gpvtg" 423: {" "423; 0F g" guvg" o qf q. "gn'ecuq" f g"Vq{ qvc" eqo r tgpf g" wpq" f g" gur gekn' kpvgt2 u" gp" gn' f 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 nccp" 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 r k i c p f q " g n ' q t k i g p " f g " r c " g o r t g u c " g p " L c r » p " g p " g n ' o c t e q " f g n i e t g e k o k g p v q " g e q p » o k e q " g " k p f w u t k n i f g n r c " u * 3 . 1 + 0 " N w g i q . " u g " f g v c m p " f q u " e q o r q p p g v g u " g u g p e k r g u " f g " r c " g u t c v g i k c " g o r t g u c t k n i f g " V q { q v c " * 3 . 2 + " r q u " e w c r g u " u q p " u w " u k u g o c " f g " r t q f w e e k » p " * T o y o t a P r o d u c t i o n S y s t e m + * 3 . 2 . 1 + { " g n ' o 2 v q f q " V q { q v c " * T h e T o y o t a W a y + * 3 . 2 . 2 + 0 " G u v q u " g r g o g p v q u " u q p " e g p v t c r g u " r c t c " g p v g p f g t " r c u " e c t c e v g t " i n k e c u " f g " r c " h k t o c " f g u f g " u w " q t k i g p " s w g " f g t q p " h w i c t " c " r c " r t q r c i c e k » p " f g " u w " u k u g o c " c " r c t v k " f g n i h c o c f q " t o y o t i s m o , g n i e w c n i e q p f g p u » " i t c p " r c t v g " f g " r q u " e c o d k u " s w g " u g " g u v c d c p " m g x c p f q " c " e c d q " g p " g n i e c r k 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 " }

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

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

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

Nc"j kvqtkc" f g" Vq{ qvc" O qvqt" Eqtr qtcvqpp" eqo kgp| c" eqp" gn' guvdrgek kgpvq" f g" wpc" r gswg° c" go r tguc" hco krc"t "vgz vk'r qt" r ctvg" f g" uw"hwpcf cf qt. "Ucnkej k"Vq{ qf c0³²⁷³²⁸"Gri² 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 wg" r gto k" c" eqphgeekqpc" r tqf wevqu"vgz vk'gu" eqp" wpc" uqrc" o cpq0Nwgi q. "gp"3: ; 8" o glqt»" f lej c" kpxgpek»p" cn' f gucttqnc"t" gn'vgrt" o geª pleq" Vq{ qf c" *Toyota power loom+ gn'r tko gt" vgrt" o geª pleq" f g" Lcr »p0C" r ctvk" f g" gmq. "rc" go r tguc" hw"etgekpf q" c" wp" tko q" cegrctcf q. "cuqekª pf qug" eqp" qv'cu" hto cu" lcr qpguc" { " co r rcpf q" uwu" r rcpvcu" o cpw'cewtgcu0Rquvgtkqto gpvg. "lwpvq" c" uw" j klq. "Mkej kq" Vq{ qf c.³²⁹ f gucttqnc"tq" eqplwpc" gpvg" gn'vgrt" cwqoª v'eq" 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"cxcpogu. "rc" go r tguc" hw"eqpuki v'ekpf 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

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

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

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

³²⁹ "Rctc"co r rict" uqdtg"rcu" r t'pek' crgu" cwqtkf cf gu" f g" VO E" eqpuwnc"t" gn'rkucf q" etqppq»i leq" gp"rc" "Vcdrc" 2/5" f gn' Cpgzq" Guvcf " l'neq0

^{32:} "S wg"hwgi q"ug" eqp'xgtvk" c" gp" Vq{ qvc" kpf wutkcu" Eqtr qtcvqpp0

^{32:} "Ej cm gtu" Laj uqp" *3: ; 4+ " guw'f kquq" f gn' milagro económico" lcr qp² u" eqo q" gn'r tko gt" ecua" f g" kpf wutkcn' cek»p" vctf " c" { " r kppgtq" f g"rc" rkg'cwtc" uqdtg" gn' Estado desarrollista. "uqu'kpgg" s wg"rc" ko r ngo gpvckek»p" f g"rc" r qn'lec" kpf wutkcn' lcr qpguc" o qf gtpc" eqo gp| »" gp"rc" f² ecf c" f g"3; 42" eqp"rc" kpv'qf week»p" gp" lcr »p" f gn' eqpegr vq" f g" racionalización industrial. "gn'ewcn'ug"dcu»" gp"rc" t'cekqpcn' cek»p" kpf wutkcn' crgo cpc0Guvc" r qn'lec" ug" egp'vcr cdc" gp"rc" kppqxcckek»p" v'epq»i lec. "rc" kpu'cckek»p" f g" oª s w'kpcu" { " gs w'k' qu" oª u" o qf gtpqu" { " o gf k' cu" i gp'gtcrgu" r ctc" cwo gpvct"

dgpghlekfcu"r qt" guvcu" o gf kfcu" gtcp" rcu" r gtvgpgekpgvu" c" rqu" eqpi mo gtcf qu" go r t guctkqu" lcr qpgugu. "eqpkekfcu" eqo q" zaibatsu, r qt" rqu" vcpvq. "Vq{ qvc" pq" hwg" qdlgw" f k gevq" f g" f lej cu" r qn" kfcu" f g" kpf wutkrc k cek»p0" C" uw" xgl. "f wtcpvg" guvc" f² ecf c" gn' vgttgo qvq" f g" I tgev" Mepvq" f guxt w{ »" rqu" hgttqecttkrgu" gp" i tcp" r ctvg" f g" Lcr »p" f cpf q" nwi ct" cn' etgeko kpgvq" f gn' wuq" f g" cwqo »xkrgu" { "eco kppgu0Guv" cwo gpvq" f g" r' f go cpf c" f g" xgj ¶ewru" gtc" ewdkgvq" gp" uw" vqcrkfc" r qt" ko r qtvekpqgu" f guf g" Guvcf qu" Wpkf qu" ew{ q' ukvgo c" f g" r tqf week»p" gp" o cuc" ru' j ce¶c" o wej q" o^a u" eqo r gvkxcu" s wg" rcu" gwtqr gcu. "r qt" rqu" vcpvq. "c" o gf kfcu" f g" r" f² ecf c" f g" 3; 42" Hqtf" { " I gpgtgn' O qvqu' kpuvcrtqp" uwu' r rcpvu" f g" gpucio drcf q" gp" Lcr »p" *J qny gi. "4229-0"

Rqt" uw' r ctvg. "gri² zkq" f g" rqu' 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 kcrngu" f g" I tcp" Dtgvc° c" egttctqp" wp" cewgtf q" r ctc" r" vtcpuhgtgpek" f g" r cvgpvgu" eqp" r" go r t guc" lcr qpguc0" Gp" gn' o cteq" f g" guvc" pgi qekcek»p" Mkej kq" Vq{ qf c" eqo gp| »" c" xkclct" c" I tcp" Dtgvc° 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¶rgu" { 'eqpxgpek' pf qug" f g" r' pgegukfc" f g" uwko r wuq" gp" Lcr »p" *Vq{ qvc. "4234-0" Cu¶" gp" 3; 55" ug" cdtk»" wp" f gr ctwo gpvq" f g" cwqo »xkrgu" f gptq" f g" Vq{ qf c" Cwqo cve" Nqgo "Y qtmu. "gn' ewcn' ug" f gf le»" c" guwf kct" g" ko kct" rqu" f kug° qu" f g" rqu" xgj ¶ewru" guvcf qvpkf gpugu" { "c" tgenwct" vtdclcf qtgu" eqp" gZR gkgek" gp" r" kpf wutk" cwqo qvtk' "LONkngt. " 4225-0"

Gp" 3; 52" gn' f guvecf q" O kpkvgtkq" f g" Ego gtekq" kpvgtpcckqpcn' g" kpf wutk" *Ministry of International Trade and Industry. 'O KVK' f gn' qdkgtpq" lcr qp² u' r t gupv»" wp" r rcp' r ctc" f gucttqmq" r" kpf wutk" cwqo qvtk' "mecn' s wg" ug" f kki ¶c" c" rko kct" gn' eqpvtqn' gz vtcpigtq" gp" gn' ugevq" { " tgf wekt" gn' f² hek' eqo gtekn' { " eqpukv¶c" gp" gn' qvqi co kpgvq" f g" r' kgekcu" gur ge¶kfcu" 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 kcrngu" lcr qpgugu. 'P kuucp³³³" { " Vq{ qvc³³⁴. " { " c" r ctvt" f g" cm¶" vpc" ugtkg" f g" dgpghlekqu" gp" o cvgtk" f g" ko r wguvqu" { " t guxtkekqpgu" c" r u" ko r qtvekpqgu0³⁵" Guvcu" hwtq" rcu" r tko gtcu" r qn" kfcu" f gn'

r" ghlekpek" 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" r u" i tcpf gu" go r t gucu" f gd¶cp" eqpukwkt" oligopolios cordiales *cordial oligopolies+¶Lqj puqp. '3; : 4-0"
³³²" Gp" 3; 56" gn' Ego k² " f g" Rtqo qek»p" c" r" Rtqf week»p" F qo² ulec. "wp" »ti cpq" f gn' O KVK" rcp| »" r" Eqphgtgpek" O kpkvgtkcn' r ctc" gn' Guvcngelo kpgvq" f g" r" kpf wutk" Cwqo qvtk' "gp" r" ewcn' r ctvekr ctqp"; "o kpkvgtkqu" pcekqpcngu" { " f g" f »pf g" uwi k»" r" r' g" { " f g" O cpwhcewct" kpf wutkcn' f g" Cwqo »xkrgu" s wg" ug" vgtto kp»" f levcpf q" gp" 3; 580"
³³³" Gn' i twr q" P kuucp" gtc" r ctvg" f gn' ugi wpf q" i twr q" f g" zaibatsu. "r quvgtkt" cn' etgeko kpgvq" f g" r u" ewcvtq" r t lpek' rgu" hco krcu' Uwu" pgi qekqu" kplekrgu" i kctqp" gp" vqtpq" c" r" eqo gtekn' cek»p" kpo qdkkctk. "f g" ugi wtqu" r" r" guvc" { " r" o kpgt¶c" ¶Lgpucpc. "4226-0"
³³⁴" Cwps wg" gn' r gn' kfc" q" f g" r" hco krc" hwpf cf qtc" gu" Vq{ qf c" *豊田+ug" f gekf k»" o qf klect" gn' pqo dtg" f g" r" go r t guc" c" Vq{ qvc" { " c" s wg" uw' r tqpwekcek»p" 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 qdktgtpq'lcr qp²u'f kki kf cu'c'go r tgucu'kpf wutkrgu'gp'r ct vkwrt. 'rcu'ewcrgu'ug'hwpf co gpvdcip" eqo q'pgegukf cf gu'f g'f ghguc'pcekqpcn³³⁶*Lqj puqp."3; : 4-0"

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

3.2 – El sistema de producción y el método de Toyota

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

F guf g'uwu'kplekqu.'rc'go r tguc'ko r ngo gp»'hqto cu'f g'vcdclq'gpo ctecf cu'gp'wp'ukuvgo c" kpgi tcn'f g'r tqf week»p"r tqr kq."ew{ q'qdlgkxq"gtc'tgf wek'tequvqu'c"vtx²u'f g'rc' g'ko kpeck»p'f g" rcu'kpeqpukvgepekcu."gn'i cuvq" {"rc"uqdtgecti c'gp'mqu' r tqeguqu³³⁸"Guv'ukuvgo c'hwg'wp"j kq'gp"rc" j kvqtk'f gn'ecr kcrkuo q'f g'o qf q'vni's wg'cu'f'eqo q'mqu' r tkpek'ku'f gn'hqtf ku' q'lwi ctqp'wp'tqn' tgrgxcpv" gp" gn' f gucttqm" geqp»o leq" f g" GGWW" c" r tkpek'ku' f gn'uki m" ZZ." gn' VRU" hwg" f gvto kpcpv'gp'gn'f gucttqm'f g'r qui vgttc'f g'rc'geqpqo 'f'lc'r qpguc'xqp'Vwpl 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'mqu'eqo r qpgpvu'f g'uw'VRU."f gpqo kpcf q'jidoka, qtkpvcf q" c'rc'automatización con estilo humano'Eqp²uvg."ug'cr wvdc'c"s wg'rcu'o^a s vkpcu'r wgf cp'guvct" gp'hwpkqpc'o kpvq'ukp's wg'rcu'vcdclcf qtgu'rcu'gu²p'eqpuvcpvgo gpvg'qdugtxcpf q."qti cpk'cpf q" gn'ektevksq'f g' vcdclq" f g' hqto c" vni' s wg" rc" o cs vkpctk" ug" f gvpi c" uqmq" ewcpf q" cni wpc"

³³⁶Eqo q'eqpugevgepek'f g'guvq' {"f gn'kplekq'f g'rc'KKI O.'Hqtf {"I O'uwur gpf kgtq'uw'r tqf week»p'gp'Lcr »p'gp"3; 5; 0'

³³⁷F gdf q'c'rc'dcl'f go c'f g'r ctvqu' {"r kgl cu'r ctc'rc'r tqf week»p'f g'xgj 'f'wru'gp"3; 52'gzkv'f'p'r qecu'go r tgucu' r tqxggt'qtu'gp'Lcr »p.'gur gekm'gpv'f g'rcu'r ctvqu'f g'cegtq'0Rqt'gug'o q'vxxq."gp"3; 56'Vq{ qvc'et»'wp'f gr ctvco gpvq' f g'r tqf week»p'f g'cegtq's wg'ug'gpecti cdc'f g'rc'r tqf week»p' {"tghkpc'o kpvq'f gn'cegtq'r ctc'rc'hcdt'lecek»p'f g'r ctvqu' {"r kgl cu'f g'rcu'r tko gtqu'r tqvkr qu'f g'cwqo »xkrgu's wg'ug'gucvdc'p'f gucttqm'cpf q'0F g'guvq'o qf q.'ug'eqo gp' ctqp'c" hcdtlect'in-house'r kgl cu'hwpf kf cu'eqo q'ecdgl cu'f g'ek'kpf tq.'dnjs wgu'f g'ek'kpf tq' {"r kvqpgu.'o kgpvtcu'ug'ko r qtvcdep" r ctvqu'f g'Ej gxtqrgv'eqo q'eki 'Ag° c'rgu."tdqrqu'f g'rgxcu.'x^a r wrcu.'gpej wgu' {"eqo r qpgpvu'gr'vteku'0'

³³⁸Cu'f'iq'tgchko c'gr'etgcf qt'f gn'VRU."gn'kpi gplgtq'Veke'j K'Qj pq"3; : : <: +""en Toyota, como en todo el resto de las industrias, las ganancias sólo pueden ser obtenidas reduciendo costos". Ugi 'Ap'Uj ko k'w"3; ; ; + "gn'VRU' eqplki w'c'wp'eqplwvq'f g'o² vqf qu'r ctc'tgf wek'rcu'equvqu'r qt'xgj 'f'wru'r tqf wek'q'0'

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

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

Nwgi q" f g"rc"i wgttc" { "gp"gn'o cteq" f g"rcu" c^o qu'f qtcf qu'f gn'ecr kcrkuo q" ug'j k q" pgeguctkq" ko r ngo gpvct"rc" r tqf week»p"gp"o cuc³: "Dclq" guvc" o qf crkf cf . "gn'eqpegr vq" f g" *just in time* ug'j k q" r qukdng" c" r ctvk" f gn'ukungo c" f g"kanban,³³ gn'ewcn'gtc"wp"kpwtwo gpvꞑ" s wg" kpf kecdc"ew^a rgu" { "e»o q" rcu" r ctvgu" gtcp" wktk cf cu" gp" gn' o qo gpvꞑ" { " r gto kꞑc" wp" eqpvtqñ" o kꞑwekquq" f gn' r tqeguq" r tqf wekxq0E qp"gmq."rcu'r kgl cu'ug"gpvtgi cdcꞑ"gpvtg"rcu'f khtg gpvꞑu'r rcpvcu'uqñ"gp"ñqu'xqñAo gpgu" pgeguctkqu" { "ug" r qf ꞑcp"grko kꞑct"ñqu'kꞑxgpvctkqu" f gpvtq" f g"ecf c" r tqeguq0Cf go ^a u."guvcu'v² epkecu" pq"hwgtqꞑ"uqñ"ko r ngo gpvcf cu"cn'kꞑvgtkqt" f g"rcu" r rcpvcu" f g"Vq{ qvc."ukꞑq" s wg" wco dñ² p" gtcp"

³³⁹"C"uw'xgl. "gp"gn'o cteq" f g"rc"i wgttc"gn'i qdkgtpq"lcr qp²u'r tqj kdl»"rc" r tqf week»p" f g" xgj ꞑewqu" f g" r cuclgtqu" r ctc" cdcuꞑeggt"rc" f go cꞑf c" r tkcf c0Gp" guvg" b cteq" ug' r tqf wgtqꞑ" b c{ qto gpvꞑ'eco kꞑpꞑu' s wg"gtcp" xꞑꞑf kꞑ qu'c"rcu'hwgtl" cu" o kktctgu'dclq"wp" guvtkꞑv"eqpvtqñ" f gn'i qdkgtpq"lcr qp²u0Cf go ^a u."f wꞑcpvꞑ" guvꞑu" c^o qu'gn'0 K/Klo r ngo gpv»"wp" r rcp" r ctc" cwo gpvct"rc"ecrkf cf " f g"rcu"cwqr ctvgu"lcr qꞑꞑꞑu"eqo q" r ctvg" f g"uw"guvtcꞑgi kꞑ" r ctc" cwo gpvct"rc"ecrkf cf " f g"ñqu" xgj ꞑewqu"0Cuf" guvcdngel»"gn' T gi rno gpvꞑ" f g"egt wkeceke»p" f g" r kgl cu" f g"cwqo »xkrgu" { " o cvgtkrgu" f g"cwqo »xkrgu" f g" cnc"ecrkf cf . " s wg"eqpukwꞑc"gp"gn'qvti co kꞑꞑvq" f g"egt wkecekeqꞑꞑu" f g"ecrkf cf " c"cs wꞑrcu" hkt" o cu"lcr qꞑꞑꞑu" f g" cwqr ctvgu' s wg"ewo r rktcp"ñqu'tgs wkuꞑqu0C" r ctvk" f g"rc" qdvgpek»p" f g" f lej qu'egt wkecf qu'rcu'cwqr ctvkcu" i q| cdcꞑ" f g"wp" ugtkgt" f g"tcvco kꞑꞑꞑu'gur gekrgu" { "dꞑꞑghlekqu" r qt" r ctvg" f gn'i qdkgtpq0C" tꞑ" f g" f lej q" r rcp."gn'eqpvꞑkꞑ" f hꞑecñ" f g"ñqu'xgj ꞑewqu" f g"Vq{ qvc"etgeke»"eqꞑkꞑf gtdrno gpvꞑ" *Laj puqꞑ."3; : 4-0"

³³: "Nqu'dqo dctf gqu'c»o kequ'c"J ktqj ko c" { "P ci cucnk'ꞑꞑ"chgevtqꞑ" f kꞑgevc"o gpvꞑ"rc" r rcpvc" f g"Vq{ qvc"gp"Mtqo q." wkecf c" c"rc" r gto cꞑco cꞑco gpvꞑ"822"no " f g" f kꞑꞑꞑek" f g"J ktqj ko c0"

³³: "Gp"rc" r rcpvc" f g"Vq{ qvc" \ ^a tꞑvg"gn'ncꞑꞑcp"gu'wꞑc"actlgvc" s wg"eqpvꞑꞑꞑ" kꞑhꞑto cek»p"uqdtg" f cꞑꞑu" f gn'r tqxggf qt."rc" r kgl c" s wg" ² ug' r tqxgg" { "gn'ñwi ct" f qꞑf g"ug"gpewꞑꞑc" f gpvtq" f g"rc" r rcpvc0Uktxg" r ctc" cdcuꞑeggt"gp"gn'o qo gpvꞑ"lwvq" rc"ecꞑkꞑ cf " pgeguctk" f g" r kgl cu" r ctc"rcu"wpkꞑ cf gu' s wg" gu' p"gp" r tqf week»p." c"rc" xgl " s wg"ukt xg" r ctc"eqo wꞑkꞑctng"cn' r tqxggf qt"rc"ecꞑkꞑ cf " f g" r kgl cu" c"gpvtgi ct" f kctkco gpvꞑ" *f rñctgl" P gy o cꞑ."4239-0"

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

C" uw" xgl ." gn' VRU" kpeqtr qt»" wpc" r rpkhecelep" uwcxk cf c" f g" nc" r tqf weekp" hpcn'
*production smoothing-0'Gn'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 dk'p'eqpkef c'eqo q'Heijunka."gu'tgf wekt'nc'xctkdkrk cf 'f g'nc"
vcuc'f g'r tqf weekp"gp'nc'gvr c'hpcn'f g'ncu'qr gtcekppgu'f g'hcdtkecelep"r ctc'etget"wp'hmlq'f g"
f go cpf c'gucdng'r ctc'ncu'qvcu'qr gtcekppgu'f g'hcdtkecelep"gp'ncu'gvr cu'cpvgtkqtgu."cu'eqo q"
tgf wekt'gn'uvqen'f g'r tqf wevqu'vgo kpcf qu"*P 0'Y 0'Dki i ctv."3; ; 9=Eqrng cp"("Xci j ghk"3; ; 6=
[cxw\ ("Cmærk"4229-0)

C"r ctvk'f g'ncu'etkuku'f gn'r gvt»ngq"gp'nc'f²ecf c'f g"3; 92."f gn'ci qvco kpvq'f gn'o qf gm"
hqtflkvc/ng{pgukcpq" {" f g" nc" o^a u' tgf wekf cu' vcucu' f g" etgelo kpvq" geqp»o kek" o wpf krcgu"
r quvgtkqtgu."gp'Vq{ qvc'ug'vgo kpctqp'f g'eqpxgpegt's wg'pq'gtc'r qukdng'ugi vkt'eqp'gn'ukngo c'f g"
r tqf weekp"gp"o cuc"*Qj pq."3; ; : 0'F g'guc'hqto c."ug'r tqhwpf k »"gn'VRU."gucdngelkpf q"wp"
o² vqf q'f g'hcdtkecelep"s wg'hmpelkpcdc'gzenukxco gpvg"gp'dcug"nc'ncu'f go cpf cu'f gn'o gtecf q"{"
grko 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" gucdcp" mgxcpf q" c" ecdq" gp" gn'ecr kcrkuo q" o wpf kn'ng"r gto kks" c" nc" go r t guc" qdvgpgt"
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 "f g"
R²tgj ." 4242=F qj ug" gv'cn0" 3; ; 7-0'Guv"pwgxq" ukngo c" ko r rle»" gn'eco dkq'f g'nc'hqto c'f g"
r tqf weekp"gp"o cuc'f g'dkppgu'kpf khtgpekef qu'r qt'wpc'f g'etgelo kpvq"o^a u'ngpvq"{" f khtgpekef q0'
Cu'eqo gp| »"wpc'gtc'f g'eqo r gvpeke'r qt'nc'ecrk cf ."nc'gtc'f g'ncu'r tqf wevqu'gur gekkecf qu"{" f g"
nc'hcdtkecelep'r qt'nc'vgo'F g'gmj'tguwnc'nc'pgegukf cf 'f g'nc'f'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 ulecf'f g'ncu'gs vkr qu"{" eqp'wpc'tgf wekf c'f go qtc'f g'clwvg"*Eqtkcv."4222-0"

F guf g'gn'r wpvq'f g'xknc'gultvco gpvg'ncdqtcn'f g'Vq{ qvc."wpq'f g'ncu'o^a u'guwf kcf qu'gp"
nc'ngtewtc."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'f'p'g'f g'r tqf weekp."ukpq'vco dk'p'gp'gn'
o cpvpgko kpvq.'tgcrk'celep'f g'tgi kntqu.'eqpvtqnf g'ecrk cf ."gve0'Gp'nci ct'f g'f gngi ct'nc'vctgc'f g"
gucpf ctk'ct'gn'vcdclq" c"wp'kpi gplgtq'kpf wvtn'eqp'etqp»o gvtq."nc'i gtgpek'ecr cek»"c'ncu"
r tqr kqu' vcdclcf qtgu' f gn' vcmgt" gp" guc" vctgc" {" ncu' f kq" nc" tgur qpucdkrk cf " f g" o glqtct"

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

Ukp"go dcti q."qtc'r ctv'f g"r'rkgtcwtc"j c"cuqxtcf q's wg."gp'tgcnf cf."gn'ukvgo c"f g"
r tqf weekp'ug'j c'b cpv'pkf q'b gf kcpv'vctgcu'gzegukxco gpv'kpv'pukx'cu{'rcti cu'j qtcu'f g'vcdclq"
s wg'mgxp" c"uwu"go r ngcf qu'j cuvc"uwu"n'p kgu'f'f'lequ"*Hwo kq."4228<3: 4+0'C"uw'xgl."Dq{gt{"
Htg{uugpgv" *4224+" f guvcep" s wg" Vq{qvc" r wf q" guvdrgegt" cewgtf qu" eqp" uwu" go r ngcf qu"
i ctc'p'k' p'f q'guvcdk'k' cf {"ectt'gtcu'f g'rcti q'r r' q'gp'r'go r tguc.'r gtq'j cek'p'f q'r ct'v'ek' gu'c'iqu"
vcdclcf qtgu'f g"ru"tgf weekp'p'gu"eqpuc'p'v'gu'f g"equvqu"v'v'v'gu" s wg" f gd'f'c"j cegt" r" go r tguc0'
Cf go a u.'ugi Àp'guvqu'cwqtgu.'r'ht'o c'b cpwxq'eqpuc'p'v'go gpv'r'ecp'v'k' cf 'f g'vcdclcf qtgu'r qt"
f gdclq'f g"iqu'p'k'x'g'gu'p'gegu'ct'k'qu{"v'gt'ek'ct'k' »"o wej cu'f g"ru"p'gegu'k' cf gu'f g"r'eqo r c°'f'c0"
Ugi Àp" f r'k'ct'gl "P gy o cp" *4239+." gn'r wpv'q" egp'v'ct'n' gp" r' t'g'r'ek'p" f g"r' go r tguc" eqp" uwu"
vcdclcf qtgu'gu'r'cegr v'ek'p'f g'iqu'Ànko qu'c'ko r r'ectug'eqp'r'r' q'n'f'k'ec'f g't'gf weekp'f g'equvqu"
{c's wg'cu'f'ug'eqp'ge'v'p'iqu'k'p'v'gt'gugu'f g"r'go r tguc"eqp'iqu'f g'iqu'vcdclcf qtgu'Uki v'k'p'f q'c'n'
cwqt."ug"eqp'uk'w'f'g'cu'f'wp" òeqo r tqo kuq'vq{qv'k'ucö" f q'p'f g'iqu" vcdclcf qtgu'c"v'cx² u'f g"r"
tgr t'gug'p'v'ek'p'uk'p'f k'c'n't'guki p'cp'uw'x'q'n'w'p'cf 'f g't'guk'v'k'q'eqo dc'v'k'c'ru'r' q'n'f'k'ec'f g't'gf weekp'
f g'equvqu'c'eco dk'f g'r'guvcdk'k' cf 'r'cd'q't'c'n0'

Rqt"Ànko q."gn'ukvgo c"f g'r tqf weekp'f g"Vq{qvc"ug'f gur rgi »"gp"eqo dk'p'ek'p"eqp'wp"
f gu'ctt'q'm'q'qt'ki k'p'c'n'gp"gn'ukvgo c"f g'r tqx'ggf qtgu'c"r ct'v'k'f g't'g'r'ek'p'p'gu'eqo g't'ek'r'gu'f g'rcti q"
r r'c'q." h'w'k' qu" ec'p'c'gu' f g' k'p'h'q'to c'ek'p." t'gf weekp' eq'p'l'w'p'v'c" f g' equvqu" f g' v'c'p'uce'ek'p" {"
r tqf weekp'{"v'c'p'uh't'g'p'ek'f g'v'ge'p'q'm'i 'f'c" *J g'r gt{"J g'p'f g'tu'q'p."4236="Vq{qvc."4234+0'Gp'gu'v'g"
k'p'v'g'teco dkq."Vq{qvc"i ctc'p'k' cdc" c"uwu'r tqx'ggf qtgu'x'q'n'Ào g'p'gu'f g'eqo r tc"cn'qu'r qt'rcti qu"
r gt'f'q'f qu'f g'v'k'o r q" {"r"r' qu'k'k'k' cf "f g'eqo r ct'v'k' r'qu" d'g'p'g'h'ek'qu'f g"r"t'gf weekp'f g'equvqu"
q'q'ti cf cu'r qt"gn'VRU"*Dq{gt{"Htg{uugpgv."4224+." Gp'dcug" c"guv'ct'v'ek'w'ek'p'ug"cr w'p'v'cd'c"
i g'p'gt'ct't'g'r'ek'p'p'gu'f g'u'ek'qu'g'p'v'g'gn'v'ek'p'v'g" {"gn'r tqx'ggf qt."f g'h'q'to c'v'c'n's wg"co dcu'r ct'v'gu'ug"
d'g'p'g'h'ek'p' gp"iqu"o qo g'p'v'qu'f g"² z'k'q" {"v'co dk'p"co dcu'ug"r g't'l'w'f'k's w'g'p" gp"ru"uk'w'ek'p'p'gu"
k'p'x'g't'uc'u0"

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

³⁴²C"uw'xgl." gu'w'f'k'qu'f g'ecu'q'f g'r'ce'v'k'k'f cf 'f g"Vq{qvc"gp'r c'f'gu'gp'f gu'ctt'q'm'q'eqo q'H'k'r k'p'cu"*J ct'w'ej k'4228+'g"
k'p'f'k'c"*Uj g'nj ct'N'c'n'F cu'f "U'q'd'k'p."4228+'t'g'x'g'm'p'ru'v'c'ru'eq'p'f'k'ek'p'p'gu'f g'iqu'vcdclcf qtgu'f g'r'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'tghnclcf 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'tgmeqppgu'c'rcu' q'r rc| q' tguwactqp" kpf kklf wcn' {" eqngevko gpvg" dpgghekucuc" wcpvq" r ctc" gn' erkgpvg" eqo q" r ctc" gn' cwqr ctvuc." {"hqtvngelgtqp'c'Ap'o a u'gn'ukungo c'cwqo qwt'ler qp2 u'*K gt'gv'cu'4233-043'Nwgi q." guc'hqto c'f g'xkpwcekep'ug'ko r ngo gpw'gp'rcu'hkrcgu'f g'rc'htc o c'gp'f kwpvqu'f c'f'ug'f gn'b wpf q' i gpgtcpf q'tguwncf qu'uko krcu'gu'*F {gt {"P qdgqmc."4222="Kqj "gv'cu'423: c="Ncpi hkrf Uo kj {" I tggpy qqf."3; ; : -0"

Ugi Ap'J glo *4235+."gp'guc'tgrecp'f g'eqqr gcekep'gpvtg'Vq{ qvc'{"uwu'r tqxggf qtgu.'rc' r tlo gtc'vco dl2 p'ug'gpecti c'f g'bo cpvgpgt'wp'cnu'eqpvtqnl'udtg'hqu'ugi wpf qu0E qp'gn'qdlgkxq'f g' o cpvgpgt'wpc'hwtg'f kxkukp'f gn'vcdclq'gpvtg'uwu'cwqr ctvucuc."wp'gum'gej q'ugi wko kgpvq'f g'uwu' cevklf cf gu." {" j cekgpf q' ewo r rkt" uwu' r qn'lecu' f g' tgf weekp' f g' equuqu." Vq{ qvc' c'vkdw{>" ukungo 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' ukwcekppgu'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'v2 to kpu' f g'uw'ecr cekf cf 'r ctc'o cpvgpgt'cnu'gum' pf ctgu'f g'ecrkf cf {" tgf weekp'f g'equuqu'*J glo ."4235." 4238-0Cuko kuo q."gn'cwqt'uqukpgg's wg."gp'qecukppgu."nu'x'pewnu'gucdrgu'{" f g'rcu' q'r rc| q' eqp'wp'i twr q'egpvtcn'f g'r gs w0 qu'{" o gf kcpqu'cwqr ctvucuc'f g'Vq{ qvc'gu'eqpvtctt'gucf q'eqp' o c{qt'eqo r gvgpek'{" hgzklklf cf 'eqp'qvtqu'r tqxggf qtgu'r gth? tlequ'f g'rc'htc o c'*J glo ."4235-0'

Rctc'P qxken'gv'cu'4224+'nu'r tlpek'kqu'tgevtgu'f gn'hwpekppco kgpvq'f gn'VRU'vkgpf gp'c' etgct'wp'pwgxc'vkr q'f g'tgrecp' "uqekcn'gpvtg'nu'go r ngcf qu'{"rc'go r tguc." {"gpvtg'2 uvc'{"uwu' cwqr ctvucuc'0Gp'gung'r wpvq.'b a u's wg'wpc'tgrecp' "dcucf c'gp'r tlpek'kqu'geqp>>o leq/r tqf wevku' ug' v'c'c' f g'rc' eqpvt weekp' f g' wp' x'pewnu' uqekcn' f hgtgpvg' s wg'ko r nec'rc' gncdqtcekp' f g' eqpugpuqu'udtg'wpc'ugt'kf'f g'r tlpek'kqu's wg.'gp'rc'bo gf kf c'gp's wg'ugcp'i gpw'pco gpvg'cr rkecf qu." i gpgtcp'wpc'pwgxc'ewmwtc'gp'o cvgtk'f g'tgrecqppgu'ncdqtcrnu." kpf wutkrnu' {" eqo gtekrnu' k'p'pvc'rc'eqpvt weekp' f g'eqpugpuqu' "dcucf qu'gp'rc'k'p'v'gi tkf cf {"xgtcekf cf 'f gn'r tqegf gt'f g'rc' q'vc'r ctvg.'c'r guct'f g'rc'gzkugpek'f g'k'p'v'gt'gugu'f kxgti gpv'gu."eqo r ngo gpvtkqu'q'tge'f' t'qequ'0Gp' guc'eqpvt weekp' f g'eqpugpuqu'ug' dcuc' gn'eqo r tqo kuq'eqp'rcu'go r tgucuc'r tqxggf qtgu." gn' eqo r tqo kuq'f g'r tqf wevklf cf 'eqo q'r tlpek'kq'f g'f k'ut'kd'wek'p'f g'k'pet'go gpvqu'f g'nu'ucn'ctkqu'{"

³⁴³"Gp'Vq{ qvc.'gn'gi k'wp'r tqxggf qt'gu'wp'r tqeguq'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'uwu' k'p'ut'q'0Gp'cni wpu'ecuqu.'nu'r tqxggf qtgu'ug'ug'geekppcp'r qts wg'v'kg'p'p'p'p'q'x'cek'p'p'gu's wg' o glqtc'p'nu'r tqeguq'q'f kuo k'p'w'f gp'nu'equuqu'0Ug'gur gtc's wg'v'cpvq'nu'r tqxggf qtgu'pwgxcu'eqo q'nu'gzkugpv'gu' eqo r ctv'p'uwu' k'p'p'q'x'cek'p'p'gu' eqp' qvtqu'r tqxggf qtgu' s wg' uwu' k'p'ut'cp' r tqf wevqu' uko krcu'gu' Rqt' nu' v'cpvq." ugt' r tqxggf qt'v'cg'eqpuki q'rc'qr qt'w'p'kf cf 'f g't'gek'kl'kf' gcu'i gpgtcp'cu'c'v'cx'2 u'f g'rc'tgf'f g'uwu' k'p'ut'q'0'

f g'rcu'i cpcpeku."{ 'f g'tgf week»p'f gn'vcdclq'pgeguclq."{ 'f g'cpqo cñ'cu'f g'r tqf wevq'f 'f g'r tqeguq0' Guv'f ct vewrct 'ukungo c'f g'r tqxggf qtgu'ug'cr rlect'a 'co dlē p'gp'cti gp'vpc'f 'ugt'a 'wpc'f g'rcu'ērcxgu' f gn'cnq'eqpvpgkf q'iqecñ'f g'uwu'xgj 'f'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'equuqu'c'r ct vkt'f g'rc'r tqf week»p'clwuxf c'gp'xqn'Ào gpgu'f "vko r qu'f gyvto kpcf qu'r qt'rc' f go cpf c'f gn'o gtecf q.'g'xkcpf q'rc'uqdtgr tqf week»p0'Rqt'wp'rcf q.'guv'ko r rē»r tqeguqu'f g' vcdclq'uwo co gp'v'kp'vpguk'qu'r ctc'uwu'go r rēcf qu0'Rqt'q'vq.'gn'ukungo c'ug'eqo dlp»'eqp'wpc' ct vewrct'ek»p'eqp'uwu'r tqxggf qtgu'guvdrēgēgpf q't'grēkqpgu'f g'eqqr gtce'ek»p'c'rc'iti q'r rē| q'gp'rcu' ewrcgu'ug'eqo r ct vgp'iqu'dgpg'hekqu.'r gtq'co dlē p'rcu'r 2 tf kf cu."{ 'ug'tgrēk' cp'hwgt'vgu'eqpv'qrgu' f g'ecrk'cf "f'gf week»p'f g'equuqu0'Guv'eqpl'wpv'f g'ko r rēo gp'vcek'qpgu'eqpuk'w' »'wp'o 2 vqf q' o cp'w'c'ewt'gtq't'gxq'w'ek'q'pct'k'gp'rc'k'p'f wut'k'c'w'w'qo q'v'k' 's'w'g'ug'eqo r rēo gp'v' »'r gth'g'vco gp'v' eqp'rc't'ggut'vewt'ce'ek»p'f gn'ecr kcr'kuo q'o w'p'f kcn'c'r ct vkt'f g'rcu'et'kuku'f gn'r'gt' »'rgq'f g'3; 92." r gto k'k'g'p'f q'c'rc'ht'o c'lcr'q'pguc'et'gegt'ce'gr'gt'cf co gp'v'f w'cp'v'rc'ugi w'p'f c'o kcf 'f gn'uki m'ZZ0"

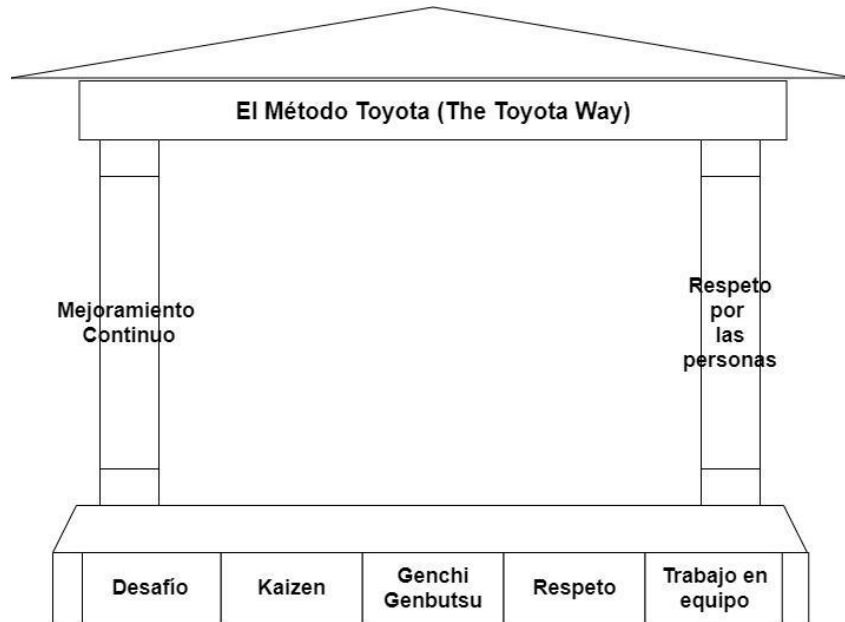
3.2.2 - El método de Toyota (*The Toyota Way*)

Ncu'ectcevg't'f'rc'ku'f gn'VRU'gu'p'hwgt'vgo gp'v't'grēk'q'p'cf cu'eqp'wpc'r ct vewrct'xkuk»p' go r t'guct'kn's w'g'c'r ct vkt'f gn'4224'rc'eqo r c'o 'f'gpqo k'p' »'el método Toyota'«*The Toyota Way*»⁴⁴⁴ Guc'uk'f gcu'hwgt'q'p't'guwo kf cu'gp'wp'f qewo gp'v'kp'v'p'q'f g'rc'eqo r c'o 'f'gp'4223's w'g'ug'hqto w'v' »' eqp'q'dl'g'v'k'q'f g'o cp'v'p'gt'rc'gug'p'ek'f g'rc'eqo r c'o 'f'f'w'cp'v'g'uw'r tqeguq'f g'i' m'q'c'rk' c'ek'p' »'k'gt' g'v'c'f'0'4233'«L0'N'ngt.'4225'«0'R'ctc'gm'q.'ug'f'guct'q'm' »'gn'r tqi tco c'*Toyota Way*'s w'g't'geqi 'f'rc'iqu' r t'k'p'ek' k'qu't'g'ew'q't'gu'j k'u' »'t'k'equ'f g'Vq{ qvc'f' "iqu'v'c'puo k'f'c'rc'iqu'go r rēcf qu'f g'v'qf q'gn'o w'p'f q0' Guv'f qewo gp'v'g'zr rēc'dc'g'w'c' h'rc'qu'q'f'f'c'r ct vkt'f gn'f kci tco c'f g'w'p'c'ēcuc'c'r ct vkt'f g'f qu'r k'ct'guk'« mejora continua'f' »'respeto por las personas' »'xgt' h'ki w'c' »'k'k'3'«0'Gn'r tko gtq'f g'iqu'r k'ct'gu' f g'uecpuc' »'uqdt'g'v'gu'dcugu'«c' »'desafio.'s w'g't'gh'gt'g'c'n'r'gpuc'o k'gp'v'c'rc'iti q'r rē| q' »'d' »'kaizen.'s w'g'

³⁴⁴ "Nqu'r tko gtqu'tgi k'ut'qu' guet'k'qu' f g' 2 uc' f c'vcp' f g' 3; 57" ewcp'f q'ug' guvdrēgēg't'p' qu'El'p'eq' Rt'k'p'ek' k'qu' H'w'p'f co gp'v'rc'gu'f g'Vq{ qf c.'iqu'ēw'rc'gu'gt'cp'«c' »'ulgo r t'g'ugt' h'gn'c'iqu'f g'd'gt'gu.'eqpv'k'dw' g'p'f q'cu'f'c'rc'eqo r c'o 'f'c'c'n' dlēg' »'i' g'p'gt'c' »'d' »'ulgo r t'g'ugt' »'guw'f k'qu' »'f' »'et'g'v'k'x'q.' »'gu'ht' »' »'p'f qu'g'r qt' »'cf' g'rc'p'v'ct'ug'c'rc'iqu'v'ko r qu' »'e' »'ulgo r t'g'ugt' »'r' »'e'v'eq' »' »'g'x'k'ct'rc' »'h'k'x'q'rk'f c'f »'f' »'ulgo r t'g' »'gu'ht' »'ct'ug'r'qt' »'et'g'ct' »'w' »'co' dlēg'v'g' »'h'co' k'rk'ct' »'gp' »'gn'v'cdclq's w'g'ug'c' »'e' »'rk'f q'f' »'co' k'i' c'drg' »' »'g' »'ulgo r t'g' »'t'g'ur'g'v'ct' »'iqu'cu'w'p'v'qu' »'gur' k'k'w'rc'gu' »'f' »'t'g'eq't'f'ct' »'guv'ct' »'ci' »'t'cf' g'ek'f'q' »'gp' »'v'q'f'q' »'o' »'qo' »'gp'v' »' »'Vq{ qvc.' »'4234'«0'Guv'qu'r t'k'p'ek' k'qu'hwgt'q'p' »'o' q'f' h'k' »'e' »'p'f qu'g'c' »'o' g'f' k'f'c' »'s'w'g' »'ug'r' »'t'gug'p'v'cd'cp' »'p'w'g'x'qu'f' »'gu'cl'f' »'qu' »'gp' »'rc' »'j' k'v'q't'k' »'f'g'rc' »'h'ko' c'r'gt'q' »'ulgo r t'g'o' cp'v'p'k'p'f'q'rc' »'o' k'uo' c' »'gug'p'ek'0'F'k'ej'q' »'gur' »'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'w'nc'f'cu' »'uqdt'g'rc' »'gn'o' 2 vqf q'f'g'Vq{ qvc'f' »'hw'g' »'zr' »'w'gu'v' »'gp' »'uw'o' q'f'g' »'r'k'co' k'f'c'n'f'g' »'6R' »'t' »'qu' »'u'ki'rcu' »'gp' »'l'p'i' »'r' »'u' »'h'rc'qu'q'f'f'c' »' »'philosophy' »' »'r' »'t'q'eguq' »' »'process' »' »'r' »'gt'u'p'cu'f' »' »'eqo' r c'o' »'gt'qu' »' »'people and partner' »'f' »'t'gu'q'w'el' »'p' »'f'g' »'r' »'t'q'drigo'cu' »' »'problem solving' »' »'xgt' »'h'ki'w'c' »'2/3' »'f'gn' »'C'p'g'z'q' »'G'uc'f' »'f'k'w' »'eq' »'0' »'Gp' »'rc' »'dcug' »'f'gn'o' q'f'g' »'u'g' »'gp'ew'g'p'v'c' »'c' »' »'uw' »'h'rc'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'gt' »'rcu' »'p'g'eg'uk'f'cf'gu'f' »' »'g'z'r'g'v'c'v'k'cu'f'g' »'iqu' »'eqo' r t'cf'q't'g'u' »'d' »'r' »'t'q'eguqu.'s w'g' »'eq'p'uk'ng' »'gp' »'h'qi' »'t'ct' »'eq'p'w'c'p'v'go' »'gp'v'g'r' »'t'q'eguqu' »'o' »'a' »'u' »'g'h'k' »'k'p'v'g'u' »'e' »'r' »'gt'u'p'cu'f' »' »'eqo' r c'o' »'gt'qu.'s w'g' »'gu'v'cd'g'eg' »'rc' »'ko' r q't'v'p'ek' »'f'gn'v'cdclq' »'gp' »'gs' »'w'r'q'f' »'gp'v'q'f'g'rc' »'eqo' r c'o' »'f'c' »'f' »'u' »'u' »'w'el' »'p' »'f'g'r' »'t'q'drigo'cu.'s w'g' »'cr' »'w'p'c' »'c' »'s'w' »'iqu' »'go' r rēcf qu' »'gu'p' »'eq'p'w'c'p'v'go' »'gp'v'g' »'k'p'v'p'v'p'f'q' »'t'gu'q' »'k'gt' »'iqu'r' »'t'q'drigo'cu'f'g'rc' »'go' r t'guc'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 gej 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'ngu'f g'rc'go r tgu'c'gp'gnib wpf q'r ctc'k'p'v'p'v'ct " tgr r'lect'g'u'cu'kf 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'ctecdc'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' f'g'r t'q'f we'k'p'f'g'w'p'w'w' ct'c'q'v'q'r ctc'c'ugi w'ct'gn'ce'egu'c'o cpq'fg' qd'c' d'ct'c'c'."gp'eco d'k'q'."gu'gn'v'k' q'fg' eq'r q't'c'el'p"s wg'q'd'v'k'p'g"i c'p'c'p'ek'cu'cn'k'p'f'v'ek' "c"uwu' w'cd'cl'f'q't'gu'c'w'cd'cl'ct'f'g'o c'p'g't'c'g'h'k'c'p'v'g'cn'g'u'c'd'r'g'eg't'uw'uk'v'go c'gp'nqu'uk'k'qu'f'g'r t'q'f we'k'p'p' g'u'c'd'r'g'ek'f'qu0³⁴⁷"

³⁴⁵Gp'r ct'v'ew'ct. "rc'r' t' a' e'v'ec'f'g'kaizen j c'uk'f'q'o w'f'ko r q't'v'p'v'g'gp'gn'z'k'q'f'g'hu'r t'q'egu'qu'r t'q'f we'k'x'qu'f'g'Vq{ qvc' *V'eng'we'j k"422; +0U'w'ko r r'go g'p'v'c'el'p'ko r r'k'ec'd'c'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'."l'g't' s'w'ec'."j'c'w'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'o'qu'eco d'k'qu's'wg'o'gl'q't'gp'gn'r't'q'egu'q'r't'q'f'we'k'x'q'0' Gu'q'w'o d'k'p'ug'ng'x'c'c'ec'd'q'gp'rc'u'h'k'c'rc'ngu'c't'g'f'g'f'q't'f'gn'o'w'p'f'q'0'Gp'rc'."h'k'c'rc'c'ti'g'p'v'p'c'ug'j'c'p'ko r r'go g'p'v'c'f'q' f'k'v'p'v'qu'r'g's'w'o'qu'eco d'k'qu'd'cl'q'gn'o 2'v'q'f'q'kaizen"s'wg'hw'g't'q'p'ug'c'rc'f'qu'r'q't'rc'u'g'lg'ew'k'x'qu'eqo q'h'c'v'q't'gu's'wg' o'gl'q't'c't'q'p'p'q'v'c'd'r'go g'p'v'g'gn'uk'v'go c'f'g'r t'q'f we'k'p'0"

³⁴⁶E'w'c'p'f'q'rc'eqo r c'p'g'u'c'd'r'g'eg'w'p'c'uw'd'uk'f'k'c'k'c'gp'w'p'w'g'x'q'r c'p'u't'g'c'rk' c'w'p'c'p'x'g'unk' c'el'p'u'q'd't'g'p'g'ek'uf'c'f'gu' p'c'ek'p'c'rg'u'f' "hu't'g's'w'k'k'qu'c'o d'k'g'p'v'c'rg'u'f'g'2'ug'f' "ug'd'w'ec'rc'u'o'gl'q't'gu'hu'to'cu'f'g'ko r r'go g'p'v'c't'rc'ew'w'w'c'Vq{ qvc'gp' rc'."t'g'c'rk'c'f'p'c'ek'p'c'n'f'g'v'g'to'k'p'c'f'c'N'k'ng't'{"J'qu'gwu."422: +0'R'c't'c'."n'j' t'c't'q'."Vq{ qvc'gp'x'p'k'p'w'v'q't'gu'lc'r'q'p'g'ug'u' n'co'c'f'qu'kaizen'c'rc'u'go r t'g'u'c'uw'd'uk'f'k'c'k'c'u'r'c't'c'gp'ug'c't'c'rc'u'i'g't'g'p'v'g'u'hu'c'rc'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'c'f'g'u'g'k'p'v'g't'eco d'k't'g'z'r'g't'k'p'ek'cu'G'ug'f'{"H'w'k'y'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'ev'q't'gu'f'g'rc'go r t'g'u'c'hw'g't'q'p' o'q'f'k'k'c'f'qu'r'rc'p'v'g'p'f'q'ug'c'+l'g't'w'p'c'eqo r c'p'c'f'g'nib'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"guvcv²i kec'f g'rc'r tqf week»p"guv^a f g'hlpkf c'r qt'gn'f g'kpgco kgpvq'f g'qdlgvk»qu' f g'r tqf wek»kf cf "{ 'ecrkf cf 'f g'rc'ti q."o gf kcpq" { "eqt'vq'r rc| q"eqp"rc'r quidkrf cf "f g'guvcdrgegt" tguwncf qu'o gf kdrgu"gp"vqf cu'rcu'gver cu'f g'i guk»p"»f rktctgl 'P gy o cp.'4239+0Rctc'rc'f g'hlpk»p" f g' guvqu'qdlgvk»qu'ug" wkrk c" wpc"j gttco kgpvc" f g'i guk»p" rco cf c" *Hoshin*" cpwcn" f qpf g"ug" r quwrcp"rcu'cevkkf 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° ¶c⁰48"C"uw'xgl . "gn'*Hoshin Kanri*"uwvpgvc'rc'xkuk»p" f g'rc'eqo r c° ¶c. "{ "j ceg" tghgtgpek" c" wv"qdlgvk»q" kf gcn'f g'r tqf wek" c" wqu'cn'o^a u'dclq" equvq. "gp"gn'o qo gpvq" luvvq" { "eqp" rc"o glqt" ecrkf cf O' Uqdtg" guvc" xkuk»p" ug" guvcdrgegp" rqu" qdlgvk»qu" eqpetgvqu' Gñ' *Kanri*" gu" gn' guvcdrgeko kgpvq' f g'ekemqu'r ctc'crecp| ct' rqu'qdlgvk»qu' f gugcf qu'0K r rlec' rqu'uki vkepvu'r cuqu<c+ rc" grdqtcck»p" f g" guvcvgi kcu" { "r rcpgu" f g" ceek»p" =d+ rc" ko r ngo gpvcek»p" f g" rqu'r rcpgu" =e+ rc" gxcn»cek»p" f g' tguwncf qu" = { "f +rc" vqo c" f g'o gf kf cu'cr tqr kcf cu'0

C"r ctvk" f g" 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" grdqtcck»p" f g" guvcvgi kcu" { "r rcpgu" eqpetgvqu" f g" ceek»p" 0' Guvqu. "c" uw'xgl . " ugt^a p" ko r ngo gpvcf qu" gp" gn' r tqeguq" f g' r tqf week»p" cttqlc'pf q" tguwncf qu" s wg" r qf t^a p" ugt" eqpvcucf qu" { " gxcn»cf qu" f g" cewgtf q" eqp" rqu" qdlgvk»qu" r tgxkco gpvg" r rcpk'kecf qu'0' Uk' rqu" tguwncf qu" gur g'cf qu" pq" ug" crecp| ctqp. "ug" vqo cp"rcu"o gf kf cu' pgeguct'kcu'r ctc" pq" xqrxgt" c" uw" tgewt'gpek'0' Uk' ug" crecp| cp" rqu' tguwncf qu" gur g'cf qu. "ug" r tqegf g" c" rc" guvc'pf ct'k' cek»p" f g' guvqu'0' Cn' eqo d'pctug" gn' *Hoshin Kanri*" eqp" gn' *Kaizen*" *o glqtc" eqpvk»pvc+." rc" guvc'pf ct'k' cek»p" pq" eqpuk»w' { "wpc' tki kf gl . 'ukpq' s wg' uwr qpg' wpc' eqpuc'pv' ko r ngo gpvcek»p" f g' tghqto cu'0' Gñ' ekem' f g" guvc'pf ct'k' cek»p" gu'rcn'j cuvc" s wg" gu' k'v'qf wek' c" wpc" p>wxc"o glqtc" { "ug" xwvxg" c" guvc'pf ct'k' ct'0' Gvc" hqto c" f g' f g'hlpk" rqu" qdlgvk»qu" guvcv²i lequ" ug" gpewgpvc" tgi wrc'f c" vcpvq" r qt" rc"o cvtk' " gr kv²o kec'f g'rc"o glqtc" eqpvk»pvc" gp" gn' plxgn' f g'rc" ðh' rqu' q' f c'ö. "eqo q" r qt" gn' *just in time*" gp" gn' plxgn' f g'rc' r tqf week»p" »f rktctgl 'P gy o cp.'4239+0

F g" guvc" hqto c. " f gn' o kuo q" o qf q" s wg" Vq { qvc" f gucttqm»" wv" kppqxc'f qt" ukvgo c" f g" r tqf week»p. "co dl² p" guvcdrgek»" f guf g' uuv' l'pekqu" wpc" guvcvgi k' eqtr qtc'vxc" r ct' vewrt. "rc" ewcn' guwvq" dcucf c" gp" gn' r gpuc'o kgpvq' c'rc'ti q' r rc| q" { "rc"o glqtc" eqpvk»pvc'0' C"o gf kf c' s wg" ug" f gucttqm»" rc" j kvqtk" c" f g'rc'eqo r c° ¶c" guvqu" r tkpek' kqu" h'wgtqp" eco d'kcpf q" { "cf cr v² pf qug" c" rqu" f gucl'f qu" eq { vpwrcrgu'0' Gur ge' h'eco gpvg. "c" r ctvk" f g'rc' k'v'q'p'cek'q'pcrk' cek»p" f g'rc' h'ko c. "Vq { qvc" g'pht gp»" rcu" f k' h'ewncf gu" f g' tgr r'ect. "pq" u» rqu" uw' ukvgo c" f g' r tqf week»p. "ukpq" uw' ewwrt c" go r tguct'kcn' gp"

r ct'v'c" v'cx² u' f g'rc'w'kf cf q' f g'rc' ugi w'kf cf "{ "f gn'o gf kqco d'kpvge" =e+ ugt" h'f gt gu" gp" v'epq'qi ¶c" { "gp" uc'v'k' h'ceek»p" cn' e'k'pvg" =f + ugt" wv"o kgo dtq" eqp'v'k'w'f gpvg" c" rc'eqo w'pk' cf "gp" ecf c" p'cek»p" =g+ h'q'lt'c" wpc" ewwrt c" eqtr qtc'vxc" s wg" j q'p'g'rc' k'p'f k'kf w'rk'f cf "c" rc" xgl " s wg" r tqo w'xc" gn' t'cd'clq" gp" gs w'k' q" =h+ n'g'xct" c" ecdq" wv" eqpvk»pvc" et'gelo kgpvq' c" r ctvk" f g' wpc' cf o k'p'k'w'cek»p" g' h'ek'pvg" { "i n'q'cne" { "i +et'gct' t'g'rc'ek'q'p'gu' f w'cf g'cu' eqp' u'q'ek'qu" go r tguct'k'rgu' c' h'q'rc'ti q" f gn'o v'pf q'0

³⁴⁸ C"r ctvk" f g' guv' r rcp' egp'v'cn' ug' eqp' h'ki w'c' wv" F gr ct' wco gpvq' f g' *Hoshin*" q' w'pk' cf *Hoshin* s wg' x'c" c" guvcdrgegt" h'qu" r rcpgu. "qdlgvk»qu" { "cevkkf cf gu' r ctc' rqu" f go^a u'ugevq' t'gu' c' h'k' f g' qd'v'p'gt' h'qu' t'guwncf qu' f gugcf qu'0

r c¶lgu"uwo co gpv" f kxkpvu" c" Lcr »p' C o dqu" grgo gpvqu" cs w¶ f guetkr vqu. "vcpvq" uw" ukurgo c" f g" r tqf weel»p. "eqo q" uw' xkuk»p" go r tguclkn" uqp" cur gevqu" encxg" f g" r c" guvcvgi kc" go r tguclkn" f g" Vq { qvc" vcpvq" gp" uwu" kplekqu" gp" Lcr »p" eqo q" gp" uw' gzi gt kpekc" o wnkpcckqpcn" r qt" r¶ vcpvq. "uqp" wp" hcevqt" f gvgt o kpcpv" r ctc" gpvvpf gt" r c" vtc { gevqtkc" gzege ekqpcn" f g" r c" hto c" lcr qp guc" gp" Cti gpvpc0'

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

C" r gucl" f g" r c" f gttqv" f g" Lcr »p" gp" r c" KKI O. " gn" pwxq" eqpvz vq" kpvgt pcekqpcn" hmg" hcxqtcdrg" r ctc" gn' r c¶ u" gp" f kxgtuqu" cur gevqu' Rqt" wp" rcf q. " gn' kplekq" f g" r c" I wgttc" H¶ c" eqpf wq" c" s wg' Guvcf qu' Wpkf qu' wkrk ctc" gn' r qvpekc nkp f wutknf g' Lcr »p" eqp" gn' hkp" f g' hqt vcegegt" uw' r qulek»p" o kxkt" h gpv" c" r c" Wpk»p" Uqxk² vkc" gp" wpc" t gi k»p" gp" f kur wc" *Eqmcpvqu. "422: +. " Cf go^a u. " r c" r qvpekc" pqt vgo gtkepc" cdtk»" uwu" o gtecf qu" c" r c" r u" gzi qt vcekqpgu" kpf wutknrgu" f g" Lcr »p. " hcxqtgekppf q" c" wpc" ugtkg" f g" go r tgucl" gpvt g' r c" s wg' ug" gpeqpvtdc" Vq { qvc0⁴⁹ C" uw' xgl. " c" r gucl" f gn' lpi tguq" f g" Lcr »p" cn' HO K { " cn' Cewgtf q" I gpgtcn' uqdtg" Ctcpegru" Cf wcpgtqu" { " Eqo gtekq" *I CVV+. ³⁴: " r c" r tpekrcrgu" r qvpekc u' f gn' o wpf q" ecr kcrkuc" r g' r gto kxgtqp" cn' r c¶ u' t guclpi k' r c" u" ko r qt vcekqpgu" { " eqpvtrct" gn' vkr q' f g' eco dlq" f gn' { gp" eqp" t gur gevq" cn' t guvq" f g' r c" u' f kxkuc" *Vq { qvc. " 4234-0'

Cf go^a u. " Lcr »p" eqphqto »" gn' Egpvt q" f g" Rtqf wevckf cf " Lcr qp² u" *LRE. " r qt" uwu" uki r c" u" gp" kpi r f u" gp" gn' c° q" 3; 77" eqo q" wpc" gpvkf cf " vkr ct vkc" f g" r c" s wg" r ct vckr cdep" r c" u" go r tgucl. " gn' i qdkgtpq" { " r c" u" ukpf kec vqu" eqp" gn' qdlgvxq" f g" cwo gpvct" hmg vgo gpv" r c" r tqf wevckf cf " r ctc" tgeqpvut wkt' r c" pcek»p' ONqu' eqpugpuqu" s wg' ug' guvcdrgekgtqp" gp" gn' ugq" f gn' LRE" f lgtqp" hwi ct" c" vpc" ugtkg" f g" eqpegukqpgu" c" r c" u" ukpf kec vqu" eqo q" r c" ugi wtkf cf " { " r c" guvcdkkf cf " gp" gn' go r r gq" f g" r c" u" vtdclcf qtgu' C" eco dlq. " r c" u" ukpf kec vqu" ug" eqo r tqo gv¶ cp" c" eqm dqtct" eqp" gn' r tqeguq" f g" tcekqpcrk cck»p" s wg' ug' r qp¶ c" gp" o ctej c. " r gtq" eqp" r c" r ct vkwrtkf cf " s wg' guvc" eqm dqtcek»p" f gd¶ c" tgcirk ctug" o^a u' cm¶ f g" r c" u" ucrtkcn' OGuq" f kq' r c" u" eqpf kekqpgu" r ctc" r c" r r cckek»p" f gn' VRU" *f r cct g¶ " P gy o cp. "4239-0' Rct vkwrt o gpv" gp" Vq { qvc. " Eqtkv" *4228<4: /4; +r r cpvgc" r c" gzi kvgpek" f g" vtu" ceqpvgeko kpvqu" gpvt g' 3; 6; { '3; 72" s wg' f lgtqp" hwi ct" c" vpc" hmg v' tcekqpcrk cck»p" { " s wg' wdkctqp" cn' VRU" f gpvt q" f g" r c" u" r gpucdr<wpc" etkuku' hkpcekgc" s wg' ecuk' r gxc" c" r c" s wgdte" c" r c" go r tgucl =wpc" j wgn' c" gp" t gur wguvc" c" r c" tggut wewt cck»p" ko r wguvc" r qt" r c" r c" etkuku" s wg' vgt o k»»" eqp" gn' f gur kf q" f g" 3022" qdtgtqu" = { " gn' guvcnkf q" f g' r c" u" i wgttc" eqp" Eqtgc" s wg' f guvc" »wpc" qrgcf c" f g' f gur kf qu' o cuxqu"

³⁴⁹" C" uw' xgl. " Vq { qvc" hmg" cegr vcf c" c" r ct vckr ct" gp" gn' r tqi tco c" f g" gpvt gpc o kpvq" kpf wutknf gn' F gr ct vco gpvq" f g" I wgttc" f g' Guvcf qu' Wpkf qu' s wg' ug' gphqecf c" gp" gn' r tqeguq" f g' f gucltqm¶ f g' r tqeguqu" { " go r r gcf qu" *O ci gg. "4229-0'
³⁴: " Qti cpk cck»p" s wg' hmg q" ug' vcpuhqto »" gp" r c" QO E0'

gp"wp"o qo gpvq"gp"s wg"r"go r tgu"cecdcdc"f g" gpectct"r"tggutwewtcel»p" { "s wg"qdrki »"c" cwo gpvct"r"r tqf 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+0Nwgi 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"Hgpvg"cg"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"r xgj "fawru"r qt"r"o q."s wg"gu"m"r"sg"mru"mff gtgu."Hqtf .I gpgtcn'O qvtu"{"Xqmuy ci gp." guwcdp"r tqf wexkpf q"r"lpcrgu"fg"3; 82³⁵⁴""

Cu"l"fg"wtcpvg"guqu"co qu"ug"r"cp| »"gn"Vq{ qvc"Eq tqm."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+0Cuko 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 wtcpvg"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 tqr wguvcu"fg"r tqo qek»p"r qt"r ctvg"fg"r" f kgeek»p"r"mru"o kxkpvgu"r ctc"ugr ctc"mru"r gn'ukp f kcvq."gp"r qpf g"cpw"vqu"r kki gpvqu"r gxpktgq"gp"lwr gtxkugtu"q" ewcf tuq"o gf kqu"r"r f kxk»p"fg"mru"ghgexkqu"gp"r kxkpvqu"oewgtr qu"o."r qt"glgo r m."gn'fg"mru"r k m"o cf qu"gp"r"guewgr" fg"Vq{ qvc"r"r"fg"guclhkeek»p"fg"gn'ukp f kcvq"fg"mru"oewgtr"mru"pequ"o"r tqo qekpccf qu"o"r qt"Anko q."mru"ghgexkqu"fg"r" f gttqvc"fg"mru"co qu"3; 72"{"3; 75"eqpf wq"c"s wg"r"o c { qt"r ctvg"fg"mru"o kxkpvgu"ug"hwgcp"fg"gn'ukp f kcrkuo q"r ctc" tgr mri ctug"gp"gn'vcdclq"{"r tggewr ctug"fg"uw'xkcf 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"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"eqpugewgpek"fg"grm."gp"3; 85"Vq{ qvc"r"p| »"r"Rqf"llec"Eqtr qtcvxc"fg" Vq{ qvc"s wg"eqpuk"r"gp"wp"eqo dpcel»p"fg"qdlgkxqu"i gpgtcrgu."c"eqvtq"{"rcti q"r"m| q."s wg"r"wpwcdp"r"guwcdrgegt" c"Vq{ qvc"eqo q"wp"r"ff gt"i mrcn"fg"guctqmt"r"r"tgr wcel»p"fg"r"go r tgu"dcucf c"gp"uw"ecrk cf "r"eqvtdwt"r"r" geqpqo "lcr qpguc"r"r ctvk"fg"r"r tqf week»p"gp"o cuc'0"

³⁵³"C"uw'xgi .c"r ctvk"fg"r"gpvtcf c"fg"lcr »p"gp"r"Qti cpk cel»p"r ctc"r"Eqqr gtcel»p"{"gn'F gucttqm"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"r"Eqgc"fg"gn'Uw."Vcky^a p"{" gn'guvq"fg"gn'uwf guf g"cul³⁵⁴»veq'0"

³⁵⁴"Cf go^a u."fg"wtcpvg"fg"lqj q"r gt"qf q."mru" go r tgu"cwqo qvtlegu" guvcf qwpk gpugu" os wg" { c" vgp"ep" dcmpegu" eqo gtekr"p"gi cvkqu"eqp"lcr »p"fg"gdkf q"r"mru"cnuc"vctkru"{"c"r"r"u"l hlewncf gu"r qt"eqmect"uwu"r tqf wvqu"gp"gn' o gtecf q"lcr qp²u"o"eqo gp| ctqp"r"kpvtguctug"gp"vpgt"uqekqu"mrcrgu"O'Gni twr q"O kuwldkj k"hwpcf q"gp"3: 92"r qt"wp" f guegpf kpgvg"fg"wp"r"ho kkc"samurái."hw"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 qtcvxp."r qt"m"s wg"mru"eqpegukpctku"fg"Ej t { urgt" eqo gp| ctqp"r"r xgpf gt"gn'rs wg"o q"cwqo »xkif g"O kuwldkj k"gp"gn'o gtecf q"guvcf qwpk gpugu"nwi q."Kw' w'cegr »" hqto ct"qvc"go r tgu"eqplwpc"eqp"l gpgtcn'O qvtu"laj puqp."3; : 4+0Nq"ewtkqu"fg"guvg"r tqeguq"gu"s wg"gn'o kuo q" pq"hw"r"r"lcekf 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"ku"p"{"Vq{ qvc"Ukp"go dcti q."mru"o kuo qu"i twr qu"go r tgu"ktqu"s wg" j cd"p"ukf q"r tqvgi kf qu"i" hqo gpvcf qu"r qt"gn'O K/K'eqo q"O kuwldkj k'Kw' w'ug'xkgtq"hwgtc"fg"gn'p"i qekq"cwqo qvtk" {"fg"guclctqp"r"r"dwqetcekl"hqto cpf q"fg"lqj qu"joint-ventures"laj puqp."3; : 4+0"

r ctc'eqo r gk'c'pkxgnlpvgtpcelqpcn'eqp'rcu'r tpekr crgu'cwqo qv'legu'gp'gn'v wpf q'*J glo . '4242-0'
 Gnr tko gtq'f'g'gmqu'hwg'eqp'J kq'Q qvqtu. f'gf'kefc'r tpekr cm gpg'c'rc'r tqf week'p'f'g'xgj 'f'wqu'
 eqo gtekr'gu'i tcpf'gu.'{ 'mgi q'eqp'F'clj'cvuw'O qvqt. "gur'gek'rk'cf'c'gp'rc'r tqf week'p'f'g'o kpk/
 xgj 'f'wqu'*kei cars+'*xgt'Vcd'rc'KK3-0'F'g'gug'o qf'q.'c'r'ct'vt'f'g'f'lej'cu'crk'cp| cu'eqqr'gtc'v'xcu'
 rcu'go r'tgucu'r'gt'v'p'ge'kp'v'gu'cn'I' tw'q'Vq{ qvc'qht'ge'f'ep'v'qf'q'gn'cdc'p'leq'f'g'vr'qu'f'g'xgj 'f'wqu'
 *Vq{ qvc.'4234-'Vj'g'P'gy 'I' qtm'Vko'gu.'43'42'13; ; 7-0"

Tabla III-1 – Empresas del Grupo Toyota*

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

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

Hæpvg<Vq{ qv'I rjdcif'

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

Tabla III-2 - Fábricas de Toyota dentro de Japón

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

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

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

"

Gp"guvg"eqpvzq"gzr cpukxq"Vq{qvc"cdtk»"pwgxcu"lf dtlecu"gp"lcr »p"ngi cpf q"j cuvc"; " r ncpvcu" gp" 3; : 2" *xgt" Vcdr» "44-0" Cf go "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" r u" gzr qtvekpqgu" c" lpleku" 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" r u" r c" lgu" ko r qtvcf qtgu" Guc" hqto c" f g" gzr qtvekp» p" ug" f gd" c" c" r u" tcdcu" cn" eqo gtekq" f g" xgj "lwarqu" vto kpcf qu" { " r u" r r" lku" f g" r tqo qek» p" c" r" r tqf week» p" f qo² uvek" f g" r c" lgu" ko r qtvcf qtgu" eqo q" Dtcukl" O² zlek. ³⁵⁵ Uwf^a htkc. "Cwutcrk. "gpvtg" qtqu" *xgt" Vcdr» "45-0"

Gp"3; 7: "r" ko r qtvekp» p" f g" nku" r ctc" grl" gpucd drcf g" f g" xgj "lwarqu" 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" kpuvcrk» p" f g" r" ugi wplf c" r" r pvc" f g" r tqf week» p" hwgtc" f g" lcr »p. "hngi q" f g" wplf r gs wg" q" vcmgt" gp" Ej kpc. ³⁵⁶ r ctc" r" hdtlecek» p" f g" uw" o qf grq" Ncpf "Etwtugt" s wg" nngi q" eco dl» "uw" pqo dtg" c" Dcpf gkcpvg" *xgt" Vcdr» "45-0"

Gp" r u" r t» zko qu" c" o qu" ug" uwo ctqp" r u" lf dtlecu" f g" Uwf^a htkc" { " Cwutcrk. " tgur gevxco gpvg0" Gp" grl" Anko q" f g" guvqu" r c" lgu. "f qpf g" j cd" c" cevxcu" r r" lku" f g" r tqo qek» p" f g" r tqf week» p" r qecn" f g" r u" xgj "lwarqu. " Vq{qvc" nngi »" c" cewgtf qu" f g" gpucd drct" grl" 82' " f g" uwu" xgj "lwarqu" f g" r cuclgtqu" Eqtqpc" { " Eqtqm" { " eqo r gpuct" grl" o cti gp" f g" ko r qtvekpqgu" eqp" gzr qtvekpqgu" f g" r u" xgj "lwarqu" vto kpcf qu" hwgtc" f g" Cwutcrk0" Grl" gpucd drcf q" f g" r u" xgj "lwarqu" r u" tgrk" cdc" r" go r tgu" r qecn" Cwutcrkcp" O qvt" kpf wutlgu" f g" r" ewcn" Vq{qvc" r ctvekr cdc" eqp"

³⁵⁵ "C" uw" xgj . "gp" O² zlek" ug" lgi kwtc" wpc" eqtw" gzr gtlgpek" f g" Vq{qvc" r tqf wekpq" q" o cs wlpctk" r ctc" r" kpf wutlc" vgz vki" gp" cuqekcel» p" eqp" grl" Gucf q" o gzlecpq" f wtcpvg" r" f² ecf c" f g" 3; 72" *f " a o gu" { " Qrkgtc" Ci wkrct. "4242+

³⁵⁶ "Gp" 3; 58. "uq" wplu" o gugu" f gur w² u" s wg" ug" eqo gp| ctc" c" hdtlect" grl" eco k» p" I 3" f g" Vq{qvc. "r" go r tgu" { " c" eqo gp| cdc" c" gzr qtvc" wpcu" r qecu" wplf cf gu" c" Ej kpc0" Nngi q. "gp" 3; 59. "wpc" r gs wg" c" r" r pvc" f g" r ctcekpqgu" ug" lpuvcr»" gp" Uj cpi ck" s wg" hngi q" ug" tcpuhtqto »" gp" wpc" r r pvc" f g" gpucd drcf q" f g" xgj "lwarqu0" Nngi q. "gp" 3; 5: . "qvc" r r pvc" 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'qecrgu'gp'f qpf g'ug'kpuvrcdcp'rcu'hdrcgu'f g'rc'o wmkpcekqpcn'*Vq{ qvc.'4234-0'

Gp'gn'o gtecf q'cul' vkeq'f wtcpvg'rc'f²ecf c'f g'3; 72'ug'j lekgtp'cni wpcu'gizr qtveekp'p'c' f kwpvqu'r c'p'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 kej qu'o gtecf qu'r ctc'rc'r quvgtkt'gizr qtveekp'p'eqp'xqn'ao gpgu' o c{qtgu'0'C"uw'xgl.'c'r ctvt'f g'mqu'r tqi tco cu'f g'kpegp'kxq" c'rc'tcf kecekp" f g'go r tgu'cu' o wmkpcekqpcrgu'kpf wutkrgu'gp'Vckrcpf k.'Vq{ qvc'guvcdngek'wpc'r rcpw'f g'r tqf weekp'gp'3; 840' Cu'p'gp'guvqu'r tko gtqu'c' qu'rcu'r rcpw'f g'Vckrcpf k'{'C wutcrk'gtep'rcu'o a u'i tcpf gu'f g'Vq{ qvc' hwgtc'f g'Lcr »p0'

Gp'Gwtqr c.'ug'eqo gpl ctqp'c'gizr qtvt'{"xgpf gt'xgj 'f'wru'vgt o kpcf qu'gp'F kpc o ctec'{" J qrcpf c'gp'3; 84'{"3; 850'Nwgi q.'Vq{ qvc'wu»'c'mqu'r c'p'gu'pq'r tqf wvqtgu'f g'xgj 'f'wru'eqo q' D²ni kec'{"Uwk'c'eqo q'dcugu'f g'xgpw'r ctc'Gwtqr c0'Gp'3; 8: "eqo gpl »rc'gizr qtveekp'f g' wpk cf gu'f g'EMF'gp'Rqtwi cn'eqp'wp'cewgtf q'eqp'rc'go r tgu'Ucrkcf qt'Ecgcpcq'KO OX00r ctc' gn'gpuc o drc'lg0'Rqt'qvtq'rcf q.'gp'Guvf qu'Wpk qu'rc'f go cpf c'f g'xgj 'f'wru'f g'Vq{ qvc'etge'p' cegrctcf co gpv'gp'rc'f²ecf c'f g'3; 82'r cucpf q'f g'6022'wpk cf gu'gp'3; 86'c'626022'gp'3; 93' eqpxk'v² pf qug'gp'gn'r tkekr cn'f guk'p'f g'gizr qtveekp'f g'rc'ht o c.'r gtq'vqf cx'p'uk'p'kpi wpc' wpk cf 'r tqf wvxc'gp'gn'r c'p'pqtvgco gtecpq0"

" Gp'3; 92'ug'uwo ctqp'o a u'pcekqpgu'f g'pvtq'f g'rcu'ewcrgu'Vq{ qvc'tgcrk'cdc'ce'v'k'cf gu'f g' gpuc o drc'lg'mgi 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'p'gu'gp'f wtgekgtp'uwu'r q'f'kecu'f g'r tqo qekp'f g'r tqf weekp'pcekqpcn0'Rqt'glgo r m.' Uw'a h'kec'guvcdngek'gp'3; 92'wp'r rcp'f g'cwo gpv'f g'r tqf weekp'f g'xgj 'f'wru'qecrgu's w'f gd'p' c'rc'p'ct'gn'88' gp'3; 980'Rqt'qvtq'rcf q.'C wutcrk'gzki k'gp'3; 97's w'g'r ctc'3; 9; 'gn': 7' 'f g'rc' r tqf weekp'f g'xgj 'f'wru'f gd'p'ugt'qecrk'cf c'gp'gn'r c'p'0Rctc'r qf gt'mgi ct'c'guvqu'r qtegpvclgu'f g' r tqf weekp' pcekqpcn' Vq{ qvc' f gd'p' kpeqr qtct' o a u' r kgl cu' pcekqpcrgu' gp' uwu' xgj 'f'wru' cwutcrkcpqu'eqo q'o qvtgu'q'ukvgo cu'f g'vcpuo k'k'p0'Cu'p'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 qtekp'f gn'r cs wvg' ceekpctkq'f g'uw'joint-venture" *LX+'C wutcrkcp'O qvt'k'p' wutkgu.'eqpxk'v² pf qug'gp'gn'uqekq' o c{qt'kctkq0⁵⁷'"

" Gp'u'p'v'gu'k'f wtcpvg'gn'r gt'q'f q'f g'r qui wgttc'Vq{ qvc'c'v'cx'gu»'wpc'g'v'c'f g'etgeko k'p'v'q' gizr qpgp'ekn'gp'gn'o cteq'f gn'f gucttq'm'geq»o leq'g'k'p'f wutkcn'lcr qp²u0Gp'guc'h'cug'rc'go r tgu'cu' co r rk'uw'i co c'f g'r tqf wvqu.'o wmk'rk»'uw'ecr cekf cf 'r tqf wvxc'f g'pvtq'f gn'r c'p'p'cdtkgpf q'

³⁵⁷"Gp'H'kr k'p'cu'ug'cxcp' »'gp'rc'r tqf weekp'qecrn'eqp'uw'uqekq'qecrn'F gnc'O qvt'Eqr qt'v'k'p'{"gp'k'p'qpguk'ug' j k'q'dclq'gn'LX'RV0'Vq{ qvc'Cu'c'O qvt0'

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

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

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

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

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

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

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

eqo gpl »"wp"lX"eqp"l O "r ctc"r"r tqf week»p"gp"gn'r c"u"fn'pqtvg³⁵: "F g"vqf qu"o qf qu."gp"3; : 8"
Vq{qvc"fgkfk"cdtk"uwu"rtqr kcu"r rpxcu"gp"GGWW" {"Ecpca 0' Vq{qvc"Guvcf qu"Wpkf qu"ug"
eqpegpvt»"gp"r"r tqf week»p"fg"uwu"o qf gnu"Eqtqmc."Eco t{"Egkcc." {"J kwz"r qts wg"gtcp"
cs wgmqu"eqp"qu's wg"qu'r tqf wevtgu'pqtvgco gkccpqu'pq'r qf "cp"eqo r gvt'lf ekro gpvg⁶²"
" "

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

³⁵: "Ug"eqo gpl »"eqp"eqpxgtucekppgu"eqp"Hqtf "r ctc"tgcik'ct"wp"o qf gnu"gp"eqplwpvq"gp"GGWW'r gtq'f kej q'cewgtf q"
Htcccu»"r qt'iq'ewcn'ug'guvdrgek»"eqp"l gpgtci'O qvqtu'wp"lX"eqo q'ugi wpf c'qr ek»p0'

³⁶²: "C"uw'xgl . 'vco dk'p'ug'kpuvcn»"wpc'r rpxvc"fg"Vq{qvc"r ctc"r"r hcdtkccck»p"fg"o qvqtgu"{"glgu." {"c'r ctk'f'g'r tgukppgu"
f gn'i qdkgtpq"fg"GGWW."ug"eqpvtcvtqp"wpc"i tcp"ecp'kf cf "fg"cwqr ct'wcu"guvcf qwplf gpugu"fg"hqto c"vni's wg"gn"
eqpvplf q'necn'f gn'Eco t{'ngi »"cn'97' "gp"3; ; 30'

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

País	Año	Tipo de entrada 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<grcdqtcclp'r tqr lc"gp'dcug'c'lphto celp'f'g'Vq{qc'4234+;Hqo kq'4228+;Mwo qp'3; ; 4+'{ 'Vq{qc'I mdcn'4234+0'
 k'Vkr q'f'g'gpvtcf c'X<Lq'p'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'c'r'qt'rc'r'rqf week'p'cewo wrc'c'gpvtg'422; '{ '423; <Dclq<3'c'922022=O gf kq<
 922022'c'50722022=}'Cnq<50722022'gp'cf 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'b'o c'p'g't'c'uko k'c't'c'GG'W'W.'ug'ko r w'uk'g't'q'p'eq'p't'q'ng'u' c'rc'u'g'z'r q't'v'c'k'p'p'g'u'f g'x'g'j 'f'w'q'u'f g'g'c'r »p'gp'3; : 8.'f g'h'q't'o c'c'n'l's w'g'ug'l'p'e'g'p'v'k'x'»'rc'r t'q'f w'ee'k'p' n'q'ec'n'g'p'g'n'eq'p'v'k'p'g'p'v'g'0'Cu'f'ug'eq'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'eq'p'X'q'm'y ci g'p'g'p'C'rg'o c'p'k'»M'w'o q'p.'3; ; 4+0C'uw'x'g'l . 'g'p'I t'c'p'D't'g'v'o c'ug'g'u'c'd'r'g'ek'»'rc'et'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'ug'g'u'c'd'r'g'ek'»g'p'g'u'c'g'v'c'r c'eq'o q' rc'»dc'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 qu'q't'q'u'r c'f'ug'u'f g'G'w't'q'r c'0'N'w'g'i q'f g'w'p'c' eq'o r g'v'g'p'ek'eq'p'P'ku'c'p.'gp'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' gp'G'w't'q'r c'0"

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

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

³⁶³Gp'V'c'ky^a p'c'r t'k'p'ek'r k'q'u'f g'rc'f²ecf c'ug'rc'p'l 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'»eq'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' »n'q'ec'n'g'p'c'r'c'k'p'l c'»eq'p'»ec'r k'c'rg'u'g'z'v'c'p'l'g't'q'u'0'c'f go^a u'rc'»ko r q't'v'c'ek'p'c'»V'c'ky^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'q'c'»h'q'u'r t'q'd'rg'o c'u's w'g'i g'p'g't'c'd'c'»g'p'rc'»d'c'r'p'l c'»eq'o g't'ek'r'0' R'q't'g'u'v'q'u'b'o q'v'k'q'u'V'q'q'v'c'r t'q'r w'q'c'f'j g't'k'ug'c'f'k'ej q'r n'p'g'u'c'd'r'g'ek'g'p'f q'w'p'c'r n'p'v'c'f'g't'q'f w'ee'k'p'»eq'p'g'z'r g'ev'c'v'k'c'u'f g'r t'q'f w'ek't'422'b'k'l'x'g'j 'f'w'q'u'c'p'w'c'rg'u'{'g'z'r q't'v't'»w'p'47' f'g'h'q'u'b'o k'uo q'u'0'G'n'r n'p'»u'g't'»f'c'»h'g'x'c'f q'c'»e'c'd'q'g'p'c'u'q'ek'c'k'p'»eq'p'rc'»E'q't'r q't'c'ek'p'f g'c'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'»»eq'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'ky^a p'r q'ug'f'c'w'r q't'eg'p'v'c'l'g'f g'uw'v'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'g'f'c'c'ec'»0'

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

Lcr »p" o kuo q0' Gp" Hkr kpcu" ug" etg»" gn' LX" Vq{ qvc" O qvqt" Rj kkr r kpgu" Eqtr qtcvkap" r ctc" gn' gpuco drcf q'f g'hqu'o qf gmq'Eqtpqc. 'Eqtrqnc.'{ 'Nkgceg0Gp'O crukc. 'ug'etg»" gn'LX" Vq{ qvc" O qvqt" Uf p0Dj f 0'gpecti cf q'f g'gpuco dmt'xgj 'fwmqu.'{ 'qvtq' LX. 'V(MC wqr ctu. 'gpecti cf q'f g'hdtkect" 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 ctvk' f g' nc' r tqf week»p" c' i tcp' guerc' gp" gn'gz vtcplgtq" { 'r ctc' kpeqtr qtct' r u'ectcevg' f u'kecu' 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' Cpgez q" Guvcf 'f u'keq +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 vgo 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 vtcplgtcu' tgr rncp' r cukxco gpv' hqu' ukungo cu' f g' r tqf week»p" f gn' b gtecf q' kpvtpq" q" gur gtcp' r u' f gekukqpgu' f g' r ecuc" o cvtk. " Vq{ qvc" hwg" gxqmwkqpcpf q" eqp" wp" o qf gmq' f g" o c { qt" kpf gr gpf gpek" f g' u' u' wdukf ktkcu' gp" vgo cu' f g' K F 0F g" gung" o qf q. " r u' hkr rqu" r wgf gp" wkr k' ct" rqu" udukf kqu" gz vtcplgtqu" 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' b² vqf q" f g' r tqf week»p" hgz kdr. " gn' ewcn' ug" eqpxk v»" gp" wp" r ctcf ki o c' r tqf wevxxq" gp" r c' pwxgc" gxc r c' f gn' ecr 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 wgf gur rnc | »" c' GGWW" f gn' r qf kq" f g' r tqf week»p" f g' xgj 'fwmqu' 0C" uw' xgl. " f wtcpv' g' gucu" f² ecf cu' rnc" o wmkpcekqpcn' ug" gzc r cpf k»" kpekcpf q" qr gteckqpgu' r tqf wevxcu' gp" f k' k' vqu' r c' f ugu. " r tlpek r cm gpv' rqu" f g" o c { qt" f gucttqm' s wgf eqph' i wtdcp" u' u' o c { qtgu" egpvtqu" f g" xgpvcu' 0 wej qu' f g' guvqu' f gur rkgi wgu' guvwxkgtqp' ko r wncf qu' r qt' t' g' utk' eekqpgu' eqo gtekrngu' f g' hqu' r c' f ugu"

o^a zko q" f g" 37" c^o qu. " s wgf wngi q" hwg" ceqtvcf q" c" 32" c^o qu' 0' Eqphqto g" c" gung" vtcvcf q. " Vq{ qvc" etg»" wp" ukungo c" f g" r tqf week»p" f g' cwqr ctvqu' gp' ecf c' vq' f g' guvqu' r c' f ugu' f g' hqto c' vcn' s wgf lej qu' r tqf wevqu' r wgf cp' ugt' cdcvgekf qu' cn' tguvq" f g" rqu' r c' f ugu' f g" rnc" tgi k»p0' Rqt" glgo r rnc. " o qvqtgu' f kugni' gp" Vckrpf kc. " o qvqtgu" c" i cuq' rnc" gp" k' f qpgulk. " ukungo cu' f g' f ktgeek»p" gp" O crukc. " { " ukungo cu' f g' vtcpuo k»p" gp" Hkr kpcu' 0Uk' go dcti q. " r u' cwqr ctvqu' f g" o c { qt" plxgn' vepqni' leq' uki wgtqp" r tqf wek' pf qug' gp' Lcr »p" { ' kntkdw² pf qug' c' rqu' r c' f ugu' f g' CUGCP " *Kqj' gv' cr0' 423: < 74/75+0"

³⁶⁵ Guvqu' b gecpluo qu' hwgtqp' t' gur cif cf qu' t' gn' icewgtf q' f g' k' vgteco d' k' eqo r ngo gpv' t' k' f g' cwqr ctvqu' gp' v' g' t' c' f ugu' f g' CUGCP " gp" gn' ewcn' ug" gucdrge' f rnc' h' d' gt' v' f g' g' z' r' q' t' v' cel»p" { ' rnc' t' g' d' clc' f g' c' t' c' p' e' g' r' u' r' c' t' c' r u' cwqr ctvqu' g' r' g' 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' g' p' g' n' i' t' g' c' f' g' CUGCP 0'

³⁶⁶ Gp'3; ; 3" f lej q' egpvtq' hwg' t' g' m' e' c' r' k' cf q' gp" O lej ki cp" { ' ug' eqpvtw { »" wp' pwxgc' egpvtq' f g' r tqv' v' r qu' f g" xgj 'fwmqu' { ' vugvq0'

³⁶⁷ Rqt" glgo r rnc. " Vq{ qvc" Ecp' c' h' w' r' k' q' p' g' t' c' gp" gn' f' gucttqm' f g' v' g' e' p' q' m' i' f' u' f' g' v' g' o' 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'lecc'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 tqeguq'{"tqdqvk| cpf q'r ctvg'f gn'vcdclq" o cpwcn'gpvtg'qtvcu'lpvgtxgpekpqgu068"C'uw'xgl ."ug'tgerk| »"wpc'tgati cpk| cek»p'f g'rc'gutwewtc" lpvgtpc'f g'rc'go r tguc'lpvgtvcpf q'cej cvct'rc'hqto c'r kco kf cnf g'o cpgtc'f g'ceqtvt'mqu'ecpvcrgu' f g'o cpf q069"

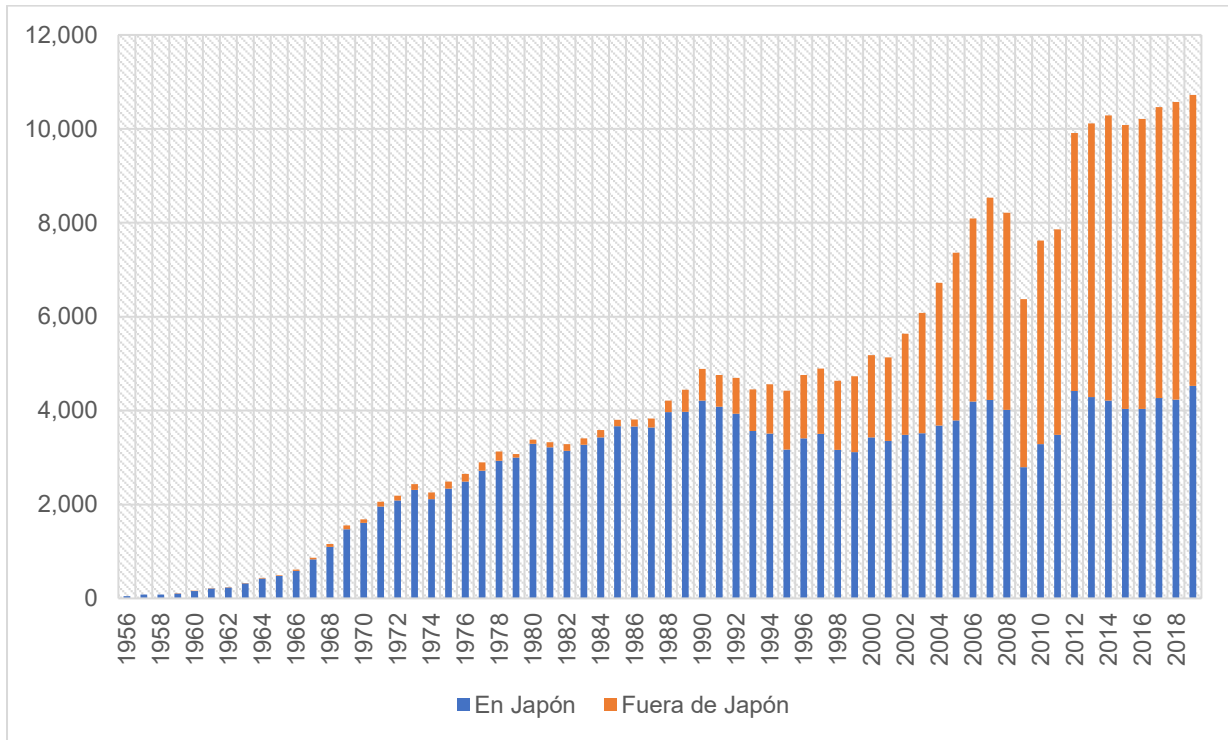
Rqt'qvtq'rcf q."gn'gucnkf q'f g'rc'dwdwlc'geqp»o kec'gp'Lcr »p'gp"3; ; 3.'s wg'lo r rke»'ec'ff cu" gp'gnir tqf wev'lpvgtpq'{"gn'eqpuwo q'gp'gnir c'ju'{".'lwpv'eqp'rc'o' gpekpqpc'c'cr tgekeke»p'f gnif{ gp." ko r cevtqp'gp'rc'hko c'{"uw'r tgugpek"gp'gnir c'ju'*xgt'I t'a hkeq"003+0Gp'gung'eqpvzq."Vq{ qvc" f gekf k»"wpc'r qn'lecc'f g' gZr cpuk»p" c"pwgxqu" pgi qekqu'0 Gpvtg"qu"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'pwxqu'plej qu" *Vq{ qvc."4234+0C'uw'xgl ."rc'hko c'lcr ppguc"vgo »"wp'tqn'o a u'r tqvc| »pleq'gp'rc'eqpf week»p" geqp»o kec'f g'Lcr »p."eqp'lpvgtpeke»p'f g'eqmcdqtct'gp'rc'tgewr gtceke»p."r qt'm'vcpvq."ug'lpvgtmet»" o a u'gp'rcu'cuqekcekppgu'go r tguctku'lcr ppguc'{"gp'rcu'cuwpvqu'i wdgtpco gpvcrgu06:"

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

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

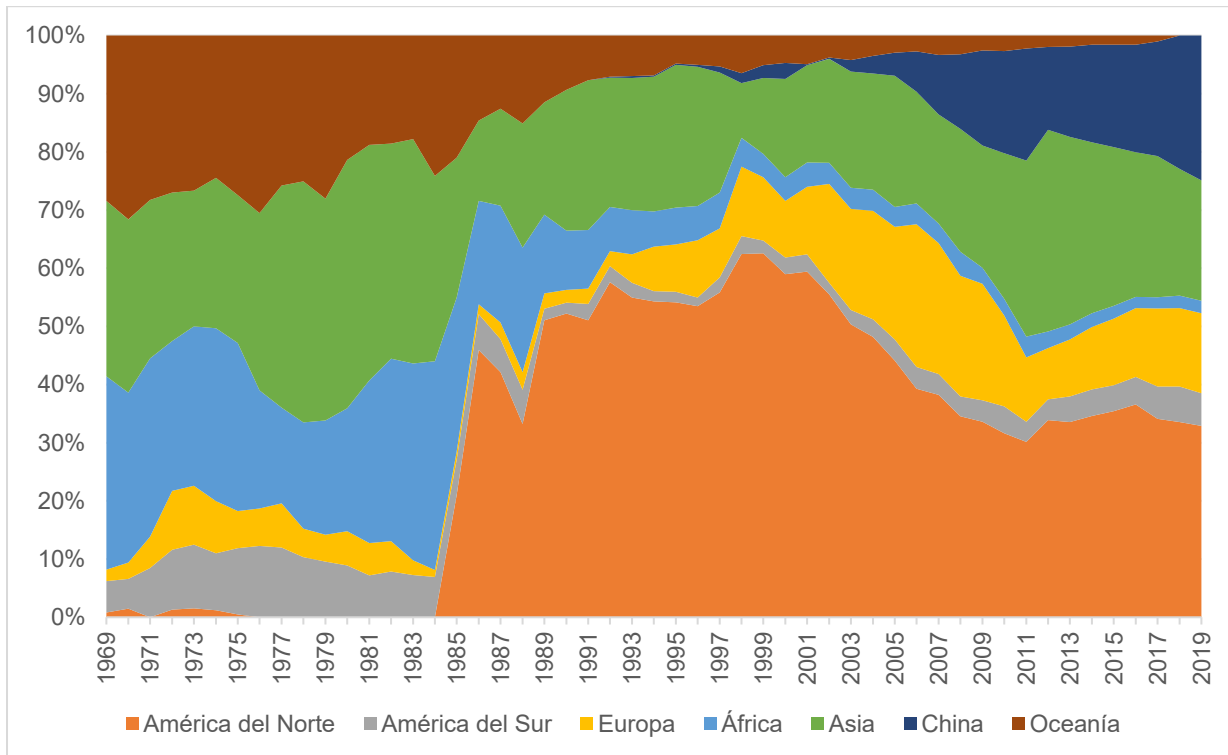
36:"Cu'f'gp"3; ; 6'gnir tgu'f gpvg'f g'rc'lwpvc'f k'gevkx."Gdk'Vq{ qf c.'hwg'f guki pcf q'xlegr tgu'f gpvg'f g'rc'Hgf gtceke»p'f g' Cuqekcekppgu'f g'Go r rrcf qtgu'f g'Lcr »p"*P kmgkt gp."nwgi q'Mgk cptgp+0Gp"3; ; 4'gn'xlegr tgu'f gpvg'glgewkxq'f g' VO E."Vcwwtq'Vq{ qf c.'hwg'p'qo dtcf q'r tgu'f gpvg'f g'rc'Cuqekcek»p'f g'Glgewkxqu'Eqr qtcvxxqu'f g'Lcr »p0Nwgi 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.'hwg'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'lp'hw'f »" gp'gn'i qdkgtpq'lcr qp2 u'r ctc"s wg'tgf w'ecp'rc'ecti c'lo r qukxkc'gp'rcu'go r tgucu'f g'hqto c'rcnif g'o cpvpgt'p'kxrgu" uko kctgu'c'qu'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)



Hwpvg<grdqtcelp'r tqr kc'gp'dcug'c'Htg{uugpgv%4232+.'Vq{qvc'%4234+'{ 'Vq{qvc'I mqdcf)

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



Hwpvg<grdqtcelp'r tqr kc'gp'dcug'c'Htg{uugpgv%4232+.'Vq{qvc'%4234+'{ 'Vq{qvc'I mqdcf)

Cf go ^a u. "c'r ctvkt "f g"rc"ecff c" f g"rc" WfUU. "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 gpv"gp" Cuk. 'r gtq' wco d k p" gp" Co ² tlec" Ncvkpc0' F g' guc' hqto c. 'f wcpv" muf tko gtqu' c° qu' f g'3; ; 2' ug' eqo gp| » 'c' f g' rkp gct' h' hgi cf c' c' Cti gpvkpc" { 'rcu' pwxcu' kpxgtukqpgu" gp' Dtcuk' eqo q' r ctvg' f g' uw' g' zr cpukp" gp' Uw' co ² tlec. 's w' ug' c' pcrk ct^a p' eqp' b c { qt' f g' vpk k g' vq" gp' g' r t » zko q' ecr "fwq0"

Cuko kuo q. "guv" f gucttqm" o w' p' kcn' cegrgt » "gn' t' qn' f g' rc" go r t' guc' eqo q' l' wi cf qtc' i' m' dcr0' Cn' t' gur gevq. "gp"3; ; 3' Gkk' Vq { qf c. "uqdtkq" f g' nhw' p' cf qt' Ucn' k' j k' Vq { qf c" { 'r t' guk' f g' v' f g' rc' l' w' p' c" f k' gev' x' c' f g' VO E. "uquv" p' c < "para avanzar como una corporación global, debemos expresar claramente una filosofía corporativa global. Debemos dejar por escrito el entendimiento común que hemos desarrollado y repensar nuestras estructuras comerciales y organizacionales en términos de esa filosofía corporativa global". Gp" guv" o cteq. "gp"3; ; 7" cuwo g' eqo q' r t' guk' f g' v' f g' VO E' r qt' r tko gtc' xgl "w' p' gl' gew' k' x' q' s w' p' q' r t' g' v' p' g' e' c' c' rc' h' co k' k' c" Vq { qf c. 'J k' t' quj k' Qm' f' c. 's w' k' p' r' gto cpgek » gp' g' n' r' w' guv' j' cuw' 3; ; ; . 'ew' c' p' f' q' gu' t' g' go r' n' | cf q' r' qt' Hw' k' q' E' j' q. "gn' u' gi w' p' f' q' go r t' guct' k' q' z' v' t' p' q' c' rc' h' co k' k' c" gp' m' gi ct' c' n' h' wi ct' f' g' r' t' guk' f g' v' g' 0' 6: "F g' guv" o qf q. "rc" eqo r c° p' c' eco d k » uw' r' qu' k' ekp" eqp' t' gur gevq' c' rcu' f' ² ecf cu' r' t' g' x' k' cu. "gp' rcu' ew' c' r' gu" p' q' s w' g' t' p' c' u' g' t' x' k' u' c' eqo q' w' p' c' h' to c' ci t' gu' k' c. 'ukp' q' o ^a u' d' k' p' eq' p' u' g' t' x' c' f' qtc' *Uj ko k' w' 422; <: 5-0"

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

³⁶: "C" uw' x' gl . "Vq { q' c' rc' p' | » gp' gn' 4222" uw' r' qn' f' k' e' c' f' g' Eq' p' u' t' w' e' e' k' p' f' g' Eq' u' q' u' Eq' o' r' g' v' k' x' q' u' r' c' t' c' gn' u' k' i' m' ZZ K *EEE43+0C u' f' ug' f' g' h' p' k' gn' r' n' p' o' C' d' t' k' R' cu' q' c' Vq { q' c' o' *Break Through Toyota+ s' w' eq' p' u' k' u' f' c' gp' c' + eq' p' u' t' w' k' w' p' u' k' u' g' o' c' r' c' t' c' et' g' c' t' r' t' q' f' w' e' v' u' c' v' t' c' e' v' x' q' u' = d + t' g' h' q' to c' t' gn' r' t' q' e' g' u' q' f' g' v' o' c' f' g' f' g' e' k' u' k' q' p' g' u' i' u' d' t' g' r' t' q' f' w' e' v' u' e' + h' q' t' w' e' g' e' t' rc' eqo r' g' v' k' x' k' f' c' f' f' g' rc' r' t' q' f' w' e' e' k' p' k' p' v' g' t' p' c' = { 'f' + t' g' h' q' to c' f' g' m' u' e' q' u' q' u' h' k' q' u' 0' C' uw' x' gl . 'eqo q' r' c' t' v' g' f' g' guv' r' t' q' { gevq' ug' r' t' q' r' w' u' q' w' p' c' o' c' { qt' f' k' k' e' r' k' c' e' k' p' f' g' m' u' r' t' q' e' g' u' q' f' g' v' t' c' d' c' l' q' c' n' i' k' p' v' g' t' k' q' t' f' g' rc' h' to c' 0' R' q' t' q' t' q' r' c' f' q. "gp"3; ; 9" Vq { q' c' rc' p' | » uw' o' q' f' g' m' j' f' d' t' k' f' q. "R' t' k' u. 'eq' p' x' k' v' k' p' f' q' u' g' gp' w' p' i' f' g' t' i' m' d' c' r' n' f' g' m' u' x' g' j' f' e' w' m' u' c' o' k' i' c' d' r' g' u' eq' p' gn' o' g' f' k' q' co d' k' e' p' v' g' *Uj ko k' w' 422; d+0"

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

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

" Cf lekppcm gpvg. "gp"3; ; ; "Vq{ qvc'hmg'hkucf c"gp'rc"dqnc" f g'xcm'gtu'f g'P wxc" [qtm' { "f g" Nqpf tgu'eqp" gn'qdl'gkxq" f g'r qukek'pct" uw'o ctec" c"pkxgn'o wpf kcn" *Vq{ qvc."4234+0C"uw'xgl . " go r gl »" c"ko r rgo gpvt" rc" r q'f'lec" f g" tgf k'utkdwek»p" f g'f k'kf gp'f qu"gpvt" g'uwu'ceek'p'kuc" { "ug" etg»" gn'r tqi tco c" f g" Cf o k'p'utcek»p" f g'rcu" I cpcpeku" I mđcrgu'eqp" r r'p'gu'f g'kpetgo gpvqu"gp" rcu"i cpcpeku" f g'rc" go r t'guc" { "rc" f k'utkdwek»p" f g'f k'kf gp'f qu" O' C" r ct'vt" f g'guq." rc" eqo r c° 'c" eqo gp| »" c" cwo gpvt" uwu'ceek'p'kuc" k'p'f k'kf w'rgu" s w'g" gp"4242" mgi ctqp" cn'34' " f gn'l'v'cn' s w'g" eqv'k' cdc" gp"rc"dqnc. "gn'ewcn'gtc" gn'96' " f gn'r cs w'vg" ceek'p'ct'k'q" f g'rc" eqo r c° 'c" 0'73" Ukp" go d'cti q." c" r guct" f g" guvqu'eco dkqu. "gmq" pq" uki p'k'le»" wp" eco dkq" gp"rc" cf o k'p'utcek»p" f g'rc" go r t'guc" gp" hwpek»p" f g'rc" xcm'tk' cek»p" f g'Vq{ qvc" gp" gn'o gtecf q." gu" f gek." pq" j wdq" wpc" cf qr ek»p" f g" gutcvgi kcu" f g" i cpcpeku" t' a r k'cu" c" eqt'v" r rc| q." ukpq" s w'g" uki w'k" r tko c'p'f q" wpc" o k'cf c" gp" gn' etgelo k'gpvq" c" r'cti q" r rc| q" *O ci gg."4229+0

Gp"4242" gn'r t'kpek' cn'ceek'p'kuc" f g'rc" hto c" gtc" gn' Ewuv'f { "Dcpn'qh" Lcr cp" *33' + "dcpeq" lcr qp² u'eqp" ugf g" gp" Vqm' { q' s w'g' r t'qeguc" f k'w'p'vqu' v'k' qu' f g' h'q'p'f qu' f g' k'p'xgtuk»p" 0' Guv'g. "c" uw'xgl . " gu'eqp't'q'm'f q' r qt' w'p' i twr q' f g' eqo r c° 'c" u' h'p'c'p'ek'gtcu" lcr qpgucu" 0' Gp" ugi w'p'f q' hwi ct. "ug" gpewgp'tc" Vq{ qvc" k'p'f w'ut'ku' Eqtr qtcvkp" *9' + "go r t'guc" f gn'l' twr q' Vq{ qvc" s w'g' q'tki k'p'cm gpvg' hmg'rc" hto c" f g' v'grt'gu' b geª p'lequ' f g'rc" hco k'k'c" Vq{ qf c" { "rc" ewcn'gu' r qug' f c. "c" uw'xgl . 'r qt" VO E" gp" w'p"45.7' 0' Nwgi q." qvt'q" ceek'p'kuc" o c { qtkct'k'q" gu" Vj g" O cuvt' "Vt wuv" Dcpn'qh" Lcr cp" *9' + "dcpeq" h'k'f wekct'k'q" lcr qp² u" f g'f k'ecf q" gzenwukxco gpvg" c" rc" cf o k'p'utcek»p" f g" ecr k'crgu" { " eqp't'q'm'f q" o c { qtkct'kco gpvg" r qt" O kuwdkuj k" WHL" Vt wuv" c'p'f " Dcpn'kpi " Eqtr qtcvkp" *68' + { "P k r qp" N'k'g" k'p'uw't'c'peg" *55' +0' Cn' ci twr ct" c" nqu" ceek'p'kuc" o c { qtkct'k'q" f g" cewgt'f q" eqp" uw' c'ev'k'k'f cf . " r tqr k'g'f cf { "r c' u' f g' t'cf k'ecel»p" ug' r w'g'f g' cf xgt'vt' s w'g' w'p"48' " f gn'r cs w'vg" ceek'p'ct'k'q" gu' r qug' f q" r qt" w'p' i twr q' f g" go r t'guc" h'p'c'p'ek'gtcu" { " h'q'p'f qu' f g' k'p'xgtuk»p" lcr qpgugu" 0' Gp" guvg" eqpl'w'p'vq" ug"

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

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

Nc'r ctvkr cekp'ceekpctk'f g'rc' hco kkc"Vq{ qf c"gp'rc'eqo r c° "c'gu'lpuki p'kecpvg0Rqt" glgo r m.'rcu'ceekpgu'f gn'r 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'wvxq'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 wcvp'g'r gt'q'f qu'gp'hu's wg'hu'j' gt'gf'gtqu' hco k'kt'gu'p'q'guv'cdp'hu'qu'r ctc'vqo ct'gn'vko »p0⁷⁴"

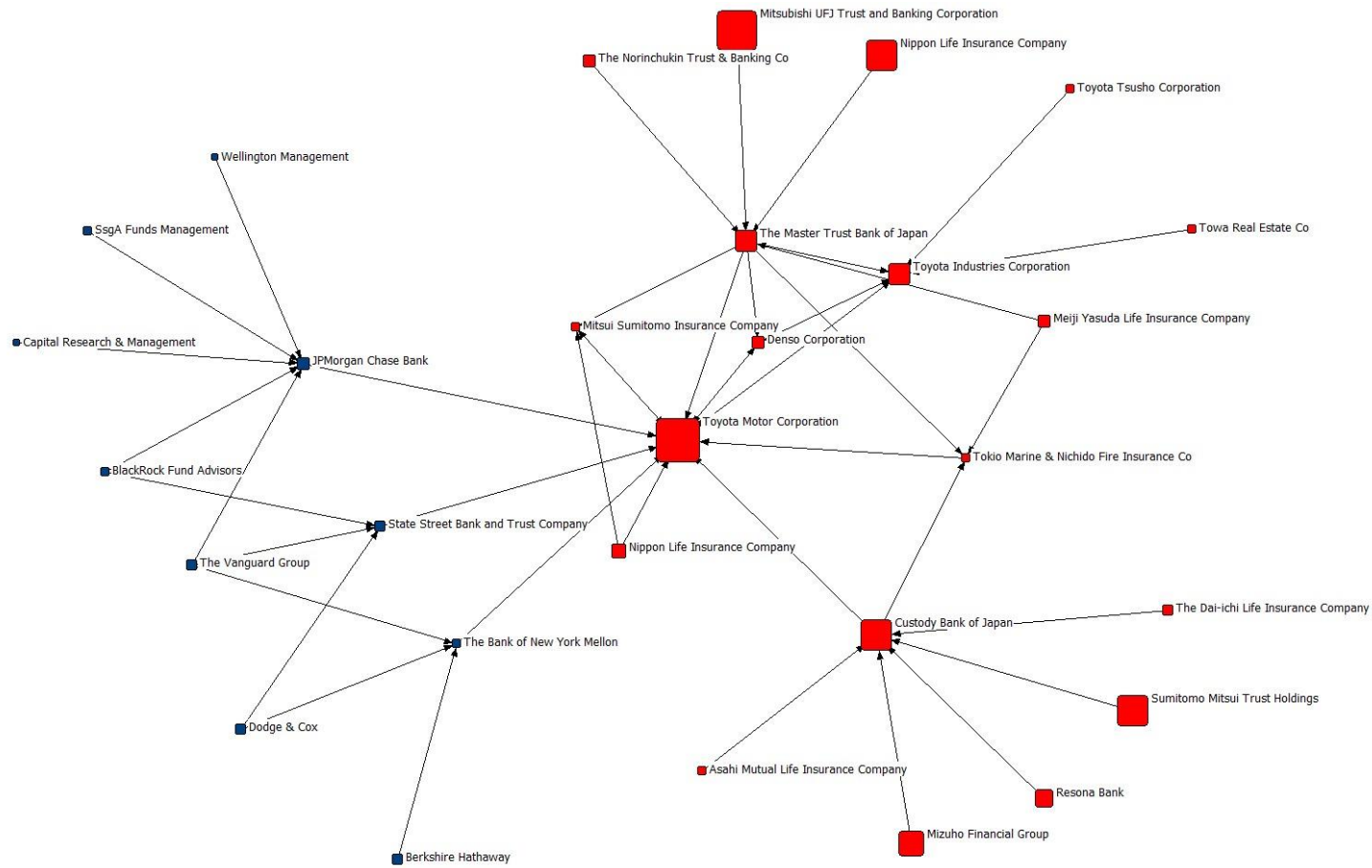
Tabla III-4 - Principales accionistas de Toyota Motor Corporation (2020)

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%

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

³⁷⁴Gr'eqpvtq'nhco k'kt' 'uk'r ctvkr cekp'ceekpctk'p'q'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)*



Hwgpv-gmrdqtcelp'r tqr k"gp"dcug"clphqto celp"fg'ecf c"go r t guc" { "ukku'f g'eqk celp" f'g'o gtecf q<O ctngv'Uetggpgt. 'T gwgtu" { 'O qpg { 'EP P 0" , "Gn'f kci tco c"gu"gmrdqtcf q"eqp"gn'uqhy ctg"WEKP GVONc"nhej c"gpvtg"nqu'pqf qu"cr wpc'f guf g'nqu'r tqr lgvtkqu" c"ru"eqo r c° 'cu'r qugf cu'Gn'vco c° q'f g'nqu'pqf qu'kpf kec"r" r ct vkr celp"gp't gmkelp"eqp"gn'pqf q'eqp"gn's wg'ug't gmkelpc0Gn'f twr q'f g"ceekpkxcu'f kt gevuf g'VO E'r quggp'wpc"guerc"o c { qt'gp"gn'vco c° q'f g'nqu'pqf qu'Nqu'eqmt gu'kpf kec"r" pcekpcikf cf "f g'nqu'ceekpkxcu'ukpfp q'tqlqu'iqu's wg'vkgp'uw'ecuc"o cxtk "gp"lcr »p" { "c| w'iqu's wg"r"vkgp'gp"GGWW0Rct c"co r rkt"r"lphqto celp"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'g'uc'peco k'gp'v'q'gp'gn'o g'ecf q'ler qp²u.'n'cr gt'w'c'f'g'p'w'g'x'cu' r'nc'p'cu'gp'f'k'p'v'qu'r'c'f'ug'g'{'gn'ce'gn'g'c'f'q'c'wo'gp'v'q'f'g'n'r'rq'f'week'p'hw'g'tc'f'g'Lcr »p'0'Gu'g'gu'gn' o'cte'q'f'g'g'zr'cp'uk'p's'wg'o'ctect'^a'n'cr'gt'w'c'f'g'n'r'nc'p'w'c'f'g'Vq{qvc'gp'Cti'gp'v'k'p'c'{"ug' r'tq'hw'p'f'k'ct'^a'gp'gn'r't'z'k'o'q'ecr'f'w'w'q'0'c'f'go'^au.'gp'hw'r't'k'o'gt'qu'c'o'qu'f'gn'p'w'g'x'q'uki'nq'eqo'gp| »'c' g'w'c'd'ng'e'g't'ug'eqo'q'w'p'c'l'wi'cf'q'tc'i'n'd'c'n'le'q'p'p'w'g'x'qu'f'g'uch'f'q'u.'v'c'rg'u'eqo'q'n'k'o'r'ng'o'gp'v'c'k'p'f'gn' VRU'{"gn'o'²v'q'f'q'Vq{qvc'gp'ru'hw'k'c'rg'u.'n'k'p'eq't'r'q't'c'ek'p'c'n'f'k'g'ee'k'p'f'g'n'ec'uc'o'c'v'k'k'f'g' p'w'g'x'qu'g'lg'ew'k'x'qu.'p'q'r'gt'v'g'p'g'ek'p'v'g'u'c'n'hc'o'k'k'c'Vq{q'f'c'gp'gn'ec'uc'f'g'n'r't'g'uk'f'g'pek'{"p'q' q't'k'w'p'f'qu'f'g'Lcr »p'gp'ru'f'k'g'ee'k'p.'{"n'cr'gt'w'c'c'o'c'q't'r'ct'v'k'ek'c'ek'p'c'ee'k'q'p't'k'k'p'f'k'k'f'w'c'n'gp' d'c'ug'c'uw'k'p'en'w'k'p'gp'ru'r't'k'p'ek'c'rg'u'r'nc|cu'hw'p'c'p'ek'g't'cu'f'gn'o'w'p'f'q'0'F'g'v'q'f'cu'hw'to'cu.'g'w'c' t'g'g'w't'w'ew't'c'ek'p'ug'ng'x'»'c'ec'd'q'eq'p'w'p'hw'g't'v'g'eq'p't'q'n'f'g'uf'g'n'ec'uc'o'c'v'k'k'{"eq'p'w'p'c'hw'g't'v'g' k'p'hw'g'pek'f'g'n'hc'o'k'k'c'hw'p'f'c'f'q'tc'gp'n'c'f'o'k'p'k'w't'c'ek'p'f'g'n'go'r't'g'uc'0"

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

Gp'gu'g'o'cte'q'f'g'o'c'q't'k'p'v'g'te'q'p'g'z'k'p'i'n'd'c'n'gp'4224'Vq{qvc'nc'p| »'w'p'p'w'g'x'q'r't'q'g'ev'q' o'w'p'f'k'c'n's'w'g'ug'f'g'w'k'p'c'd'c'c'n'f'k'k'k'p'k'p'v'g't'p'c'ek'q'p'c'n'f'g'r'nc'w'c'hw'to'cu'f'g'f'g'v'g'to'k'p'c'f'qu'x'g'j'f'ew'w'qu' x'g'p'f'k'f'qu'g'z'en'w'k'x'co'gp'v'g'gp'w'qu'o'g'ec'f'qu'hw'g'tc'f'g'Lcr »p.'m'o'c'f'q'Rt'q'g'ev'q'f'g'k'p'p'q'x'c'ek'p' k'p'v'g't'p'c'ek'q'p'c'n'f'g'X'g'j'f'ew'w'qu'O'w'w'k't'q'r' »uk'q'*"Innovative"International Multi-Purpose Vehicle." IO X'40'N'qu'o'g'ec'f'qu'c'h'g'ev'f'qu'r'q't'gn'r't'q'g'ev'q'g't'c'p'362'r'c'f'ug'g'p'f'q'p'f'g'g'w'qu'o'q'f'g'w'qu'g't'c'p' x'g'p'f'k'f'qu.'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'tc's'w'g'n'r'rq'f'week'p'f'g'm'u'x'g'j'f'ew'w'qu'ug'f'g'w'c's'w'g'r'q't'ug't'oh'c'd't'k'ec'f'qu'r'q't' Vq{qvc'o'c'p'v'g'u's'w'g'oh'c'd't'k'ec'f'qu'gp'V'c'k'c'p'f'k'c'o'q'oh'c'd't'k'ec'f'qu'gp'Lcr »p'o.'gu'f'g'ek't.'t'g'hw'q't'c't'n' o'cte'c'Vq{qvc'r'q't'g'pek'o'c'f'g'n'u'f'hw'g't'g'pek'cu'f'g'r'rq'f'week'p'p'c'ek'q'p'c'rg'u'³⁷⁵'k'q'j'g'v'c'n'0'423: d'40'c' uw'x'g'l.'gn'r'nc'p'cr'w'p'c'd'c'c' "aumentar fuertemente la competitividad optimizando el proceso mundial de desarrollo, abastecimiento y producción de vehículos a través del ordenado y eficiente enlace de los centros de producción ubicados fuera de Japón" "D'c'r'p'eg'VCUC' 39'9'4'225'40'R'q't'q't'q'nc'f'q.'gn'r'rq'f'g'ev'q'cr'w'p'»'c'd'cl'c't'w'qu'equ'qu'gp'n'hw'c'd't'k'ec'ek'p'f'g'g'w'qu' x'g'j'f'ew'w'qu'{"uw'u'r'c't'v'g'u'f'g'd'k'f'q'c's'w'g'ug'f'g'w'g'ec'c'k' »'n'r'rq'f'week'p'f'g'g'w'qu'hw'g'tc'f'g'Lcr »p'gp' r'c'f'ug'g'eq'p'o'gp'q't'g'u'equ'qu'{"eq'p'V't'c'v'f'qu'f'g'N'k'd't'g'E'q'o'g't'ek'q'V'N'E'u'V'j'g'Y'c'm'l'U't'g'g'v'L'q'w't'p'c'n' 34'17'4'227'40"

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

Gug'r tq { geq "ci twr » "r" hdtkecelep "f g" tgu" eco kppgcu'r len'wr "J kwz+ "wpc" o kpkcp " *kppxc+ { "qvc" UWX "Hqt wpgt IUY 6+ "s wg" eqo r ctvcp "wpc" o kuo c" r rvcqto c" eqo Ap. "m" s wg" r gto kpc "vco dk p" vpgt "ukugo cu" f g" r tqxkuk » "f g" r ctvgu" { "eqo r qppvgu" tgefr tgequ" gptg" guqu" r wpu0⁷⁶ "Gn' r rcp" ug" tgcik » "eqpeqo kcpvgo gpv" eqp" gn' rcp| co kpvq" f g" r "pwgxc" J kwz "9A" I gpgtcelep. "gn' r tko gt" o qf gm" f g" r "eco kppgv" s wg" f gl » "f g" ugt "hdtkecf q" gp" Lcr » p0 "Gn' dldgkxq" i gpgtci" f gn' r tqi tco c" gtc" uc'kucetg" r " f go cpf c" f gn' eqpuwo kf qt " f gn' uki m" ZZK' f g" cnc" f wcdkcf "f g" rqu' r tqf wexu" { "o c { qt "eqphqt v" *Vq { qvc. "471: 4226+0"

Gucu" dcugu" o cpwrewtgtcu" gucdcp" f gukpcf cu" c" r tqxgg" f g" xgj f wru" 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" Qtkpv0" Cti gpvpc. "ew' c" r rcpv" f g" r tqf week » "j cd" c' uk' q "kpcwi wcf c" wpu' r qequ" c° qu" cpvgu. "gp" 3; ; 9." hwg" wpc" f g" r cu" cf lwf kecf cu" gp" guv" r tq { geq "lwpv" eqp "Vckrpf kc. "kpf qpguk" { "Uw' a hkec" *xgt" Vcdre "7+0" Gn' tqn' r gpu' cf q' r etc" Cti gpvpc "hwg" r "hdtkecelep" f gn' o qf gm "UWX" UY 6" { "f g" r " r len'wr "J kwz. "gp" r "ewcn' gn' 97' " f g" r " r tqf week » "gtc" f gukpcf c' c' r "gzr qt wek » "gp" Uw' co 2 tlec. " Egpvtqco 2 tlec" { "gn' Ectkdg⁷⁷" Cuko kuo q. "dclq" guv" r rcp" ug" r tqi tco cdc" s wg" r " r tqf week » "f g" xgj f wru" KO X" gp" gucu" dcugu" ur gtcug" r u" 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 f wru" KO X" ur gtcdc" rqu" 7" o kppgu" gp" vq q' gn' o wpf q" *Vq { qvc. "4234+0" ""

³⁷⁶ Rtlpek' cm gpv. "gn' lpgtco dlq" f g' cwqr ctvgtc' r gpu' cf 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< "ru" o qvt gu' f k' ugn' ug' hdtkecdcp" gp" Vckrpf kc. "o qvt gu" f g' i cuqkpc" gp" kpf qpguk" { "ru" ukugo cu" f g' tcpuo 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"r" go cpf c"ff" lej q"xgj "pwm"gp"lcr >>"
*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"
f g"r leniwr u"J knwz"{"ugt"r ctvg"fg"gr"tq{ gev"KO X."Uwf^a hlec"{"Vckrpf kc"tgr tgugpvc"ecuqu"fg"
eqo r ctcek>p"ko r qtvcpgu"r ctc"eqpvtcuct"gnf gucttqm"fg"Vq{ qvc"Cti gpvpc."cf go^a u"fg"r gpuct"
uw"tgrcek>p"cn"lpvgtkt"fg"rc"gutvewtc"o wnkpclekpcn0Cn"tgur gevq."gu"ko r qtvcpg"fg"gucect"s wg"
gucu"tgu" hkkngu"pq" eqo r kvgp" f kgevco gpvg" gpvtg" u" f gdkf q" c" s wg" Uwf^a hlec" ug" fg"lec"
r tkpek cm gpvg" c"rc"r tqf week>p"{"gztvcek>p"fg"J knwz"eqp"gn"xqrcpv"wdkecf q" c"rc"fgtgej c"
*Rj m"gv"cn0"4239+0Cti gpvpc."uqm"ug"fg"lec" c"rc"r tqf week>p"fg"r leniwr u"eqp"xqrcpv"j cek"rc"
k s wgtf c"{"rc"gzrtvcek>p"guv^a f kki kf c"r tkpek cm gpvg"j cek"Uwf co² tlec."Egpvtqco² tlec"{"gn"
Ectkdg0Vckrpf kc."r qt"uw"r ctvg."r tqf weg"xgj "pwm"eqp"gn"xqrcpv" c"co dqu"rcf qu."r qt"rq"vcpvq."
eqo r kg"gp"rc"r tqf week>p"{"gztvcek>p"fg"J knwz"vcpv"eqp"Uwf^a hlec"eqo q"eqp"Cti gpvpc³⁷⁸"
*I gtgpvg"Vq{ qvc."gpvtgxkuc"r gtuqpcn"35 I: 4243+0"

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

³⁷⁸"Gp"grlecuc"fg"Co² tlec"fg"gnP qtvg"rc"r leniwr "r tqf wekf c"r qt"Vq{ qvc"gp"O² zleq"{"GGWW"pq"gu"rc"J knwz."ukpq" s wg"
gu"rc" Vq{ qvc" Vceqo c0 Guc" Anko c" vkgpg" cni wpcu" f kgtgpelcu" eqp"rc"r tko gtc" f gdkf q" c" s wg" pq" gu" wkkj cf c"
r tkpek cm gpvg"r ctc"r tqeguqu"fg"tcdclq"eqo q"rc"J knwz0C"uw"xgj ."rc" f hkwncf "gp"rc"r gpgvtcek>p"fg"guvg"r tqf weq"
gp"gn"o gtecf q" pqtvgco gtlecpq" guv^a " f cf c" f gdkf q" c" rc"r tghgtgpelcu"r qt" xgj "pwm" cAp" o^a u"i tcpf gu"r qt" rqu"
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 'fewqu'f g'
re'o ctec'lcr ppguc'OF guf g'gr'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'gr'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 wev'x'cu'f g'mu'xgj 'fewqu'
f g'r cuclgtqu'Eqtqmc"{'S wcpwo 0"

C"r ct'vt'f gn'hp'f gn't²i ko gp'tcekn'f gn'apartheid gp"3; ; 3"gn'i qdkgtpq"uwf ch'kecpq"
ko r w»'rc'lpf wutk'cwqo qvtk'eqp'r qn'kecu'f g'cvtceek»p"{'h'qo gpv'c"GO u.'m'ewcn'i gpgt»'gn'
etgeko kpv'f gn'ugevt'»Y wwn'g."4243+0Uk"go d'cti q.'gp'mu'r tko gtqu"° qu'f gn'4222."Vq{ qvc."
s wg'ugi w'c'gp'o cpqu'f g'go r t'guctkqu'mecrgu."pq'rkf gtc'c'rc'r tqf week»p'pk'rc'u'g'zr qt'cekpgu."
ukpq's wg'gucdc'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'eqvtqnt'gn'97' ³⁷: 'f gn'r cs wvg'ceekpctk'f g'rc'h'ko c"{'c'r ct'vt'f g'gu'/'
{ 'f g'rc'ko r ngo gp'cek»p'f gn'KO X/"Vq{ qvc'eqo gp| »'c'rkf gtc'c'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'q' 'f g'guv'eco dlē."Vq{ qvc"UC"eqo gp| »'wpc"
r qn'kecu'f g'f gucttqm'f g'r tqxggf qt'gu'»m'ecrgu"{'gz'tcplgtqu+0Cu'f'ugi Àp'Drcem"4233<3: : +f g'
rc'u'gpewguc'u'tg'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 kpcn'
s wg'o ^a u'cr q'q' dt'kpf cdc'r ctc'uw'f gucttqm'07: "P q'qduv'p'v'co dlē p'ug'uqu'kpg'»s wg'mu'o ^a u'
dgp'g'hekf qu'gp'guv'g'r tqegu'hw'gtq'rc'u'r tqxggf qt'cu'o w'k'cekp'crgu"{'pq'mu'cwqr ct'w'cu'
m'ecrgu's wg'w'k'gtq'f k'gtu'cu'f h'ewncf gu'r ctc'mj tct'rc'ecrk 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 kpcn's wg'o ^a u'eqv'g'pk'q'm'ecn'f g'uw'xgj 'fewqu'
v'p'c'gp'gn'r c'ju'»Y wwn'g."4243<3; +0C'uw'xgl . 'gp"423; "Vq{ qvc'rkf gtc'c'rc'u'xgp'cu'm'ecrgu'f g'
Uw'f h'kec'eqp"47' "f gn'market share'0Uk"go d'cti q.'gp'pk'gn'f g'r tqf week»p"{'g'zr qt'cekpgu"
Vq{ qvc'pq'g'tc'gn'f'f'gt'{'c's wg'ug'w'kecdc'r qt'f g't^a u'f g'Xqmuy ci gp.'ew'q'xgj 'fewqu'f g'r cuclgtqu'
Rqm'g'tc'gn'r tko gtq'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'eqvt»'f h'ewncf gu'r ctc'i gpgtct'xqn'Ào gp'gu'f g'g'zr qt'cek»p'uw'he'k'p'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'pek"ug'xk'q'gp'rc'r q'ulek»p'f g'v'p'gt's wg'eqo r tct'et²f kqu'c'rc'
ko r qt'cek»p'f g'g'zr qt'v'f qt'gu'lp'f gr'gp'f k'p'v'gu'f g'eqo r q'p'p'v'gu'»Drcem"422; <6; : +0'

³⁷: 'Gp"422: 'rc'u»'c'eqvtqnt'v'co dlē p'gn'47' 't'guc'p'v'»Nco r t'gej v."422; <485+0'

³⁷: "Culo kuo q.'gn'gl'gew'k'q'f g'Vq{ qvc'Uw'f h'kec'uqu'k'p'g's wg'Vq{ qvc'gu'f g'rc'u'go r t'gucu's wg'o ^a u'm'ecrk cek»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'ecuc'cti g'p'k'p'q'+{ 'H'q'tf "{'
go d'cti q.'Vq{ qvc'Uw'f h'kec'ko r qt'v'rc'u'o qv'qt'gu"{'uk'v'go cu'f g'v'c'puo kul»p'»eqo q'gp'gn'ecuc'cti g'p'k'p'q'+{ 'H'q'tf "{'
Xqmuy ci gp'r tqf wegp'wp'q'q'rc'u'f qu'eqo r q'p'p'v'gu'm'ecm'gp'v'g'gl'gew'k'q'f g'Vq{ qvc'Uw'f h'kec." g'p't'g'x'k'v'c'
v'grh»plec."37 16 14243+0Uk' w'k'p'f q'c'i'g'p't'g'x'k'v'c'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." *gl'gew'k'q'f g'Vq{ qvc'Uw'f h'kec.'g'p't'g'x'k'v'c'v'grh»plec."37 16 14243+0'

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

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

"Ven'hwg"gr'f gucttqm"fg"Vq{ qvc"Vckrpf kc"s wg"c"r tlpekr kqu"fg"rc"f²ecf c"fg"ri"4222"ug" cdtk"wp'ugi wpf c'r rc'pvc"fg"r tqf weekp"gp"fg"kej q'r c"p."fg"hgto c'cn's wg'wpc'fg"gr'cu'ug'fg"lecde" c"mqu"xgj fwmqu"fg"r cuclgtqu"{"rc"qvc"cmqu"xgj fwmqu"eqo gtekrqu"Vq{ qvc."4234+0Nwi q."gp" 4229"ug" cdtk"wp"vtegtc"r rc'pvc"fg"lecfc" gzenwuxco gpvg"c"rc"r tqf weekp"fg"J kwz.³⁸³ o ctecpf q'gr'vtcurf q'eqo r ngv"fg"rc"r tqf weekp"fg"r kenl'wr u'Vq{ qvc'hwgtc"fg"lcr »p³⁸⁴"Hwo kq." 4228+0Cf go^a u."gp"rc"tgi k»p"cu'k'lec"ug"guvcdrgek"wp"kpvtgeqpgzk»p"fg"fg"knkpcu"cwqr ctvqu"

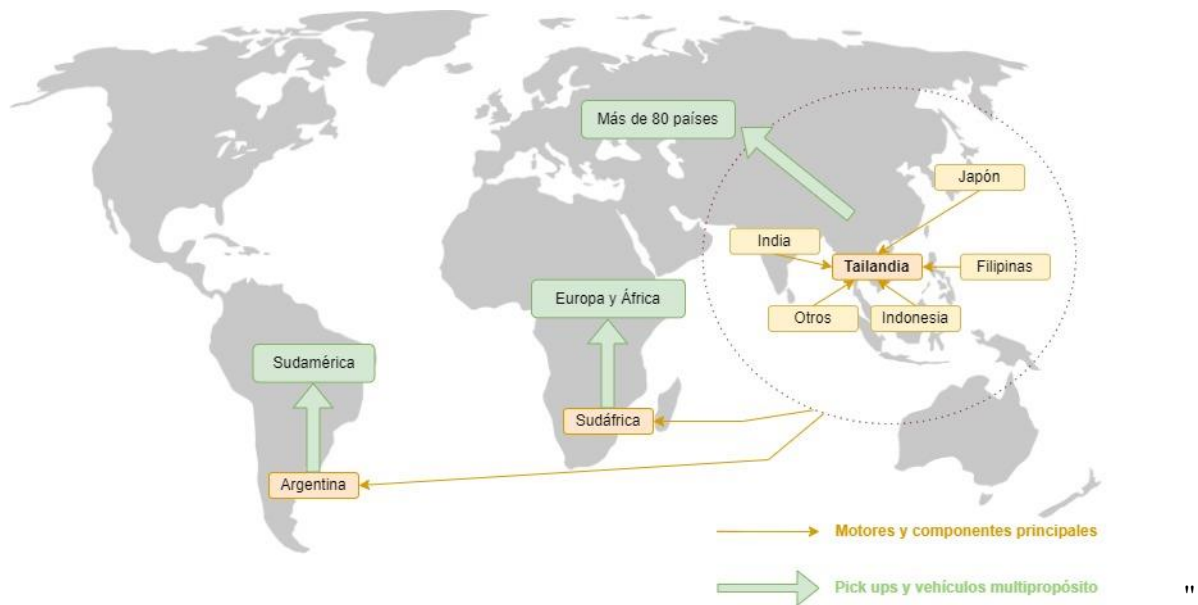
³⁸²"Guc"eqo r cteckp"fg"rc"kp'wutkc"cwqo qvtk"uwf chlekc"eqp"rc"cti gpvpc"gu'vqf ex"p"o^a u'nco cvkx"uk'ug'vkgp" gp"ewgpc"s wg"Uwf^a hlec"gzr qtvc"gr'72" fg"mqu"xgj fwmqu"r tqf wekf qu'iqecm gpvg"{"ug"gpewgpc"gp"wp"r qulek»p" i gqi t^a hlec"o w'fg"gu'gpvccluc"/r tlpekr cm gpvg"r qt"rc"fg"kvpekc"eqp"mqu"o gtecf qu'gwtqr gqu"cmqu"s wg"ngu'gzr qtvc" o c{ qto gpvg".o kgpvcu"s wg"cti gpvpc"gzr qtvc"cti gf gf qt"fg"ri'97" fg"mqu"xgj fwmqu"r tqf wekf qu"ug"j cm"o^a u' egtecpq"i gqi t^a hlec"o gpvg"cmqu"fg"gr'pqu"cmqu"s wg"gzr qtvc"{"fg"vqf qu'qf qu."tgi kntc"grgxcf qu'pkxgru"fg"f²hek' eqo gtekr'cwqo qvtk"eqo q'ug'xkq"gp"gr'Ecr fwmq'40Guc"fg"kgtpgek"gp'vpegu'ug'duc"r tlpekr cm gpvg"gp"rc"o gpqt" ko r qtvcckp"fg"xgj fwmqu"fg"r cuclgtqu"gr' c"p"uwf chlekc"p0"

³⁸³"C"uw'xgl ."gr'pkxgr'fg"kp'vgi tcel»p"necf"fg"guvg"o qf grq"crecp" »"pkxgru"o w'c"cnqu'egtecpqu"cn"; 7" eqp"wp" tgucpvg"fg"cwqr ctvqu"fg"cxcp| cf c'vgepqrqi "c"s wg'ug"r tqf wegp"gzenwuxco gpvg"gp"lcr »p"Kqj "gv'cn0"423: <75+

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

enxg."eqo q'o qvqtgu"{'ukungo cu'f g'tcpuo kuk»p."gpvtg'hqu'r c'fuguf g'UGCP . 'kpf kc"{'Lcr »p."eqp" gr kēgpvtq"gp"Vckrpf kc'Guvqu"ukungo cu"{'eqo r qpgpvgu"uqp"gp'xkcf qu'c"Uwf^a h'kec"{'Cti gp'kpc" r ctc'ugt'w'k'k cf qu'gp'gn'cto cf q'f g'rcu'r ken'wr u"{'xgi 'f'ewqu'o w'k'r tqr »ukq"gp'uw'tq'n'f g'dcugu" o cpw'k'ewt'gtcu't'gi kqpcrgu"Vq{ qvc."38 16 4225-0"

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



Hwpgv-g'grndqtcel»p'r tqr kc'gp'dcug'c"Vq{ qvc"38 16 4225-0"

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

³⁸⁵"Q'v'cu'hrk'c'ng'u'f gn'Egpvtq" f g'Rtqf week»p"O w'pf kn'f hwgtqp'v'd'lecf cu'gp'4228"gp'I t'cp'Dt'g'v'c' r' ctc'rc'| q'pc'g'wt'qr gc" {"gp"GGWW"r ctc"Co² t'lec" f gn'P'qt'vg'0"
³⁸⁶"F'gp'qo k'pcf q'Egpvtq"V² e'p'leq" f g"Vq{ qvc" r ctc"Cuk"Rce'f'heq" *Vq{ qvc"V'gej p'le'cn'E'gp'vt"Cuk"Rce'f'heq"Eq'0'N'f'0" VVECR/VJ +0'N'qu'c'p'v'g'k'q'gu'hwgtqp"gp"GGWW"r ctc"Co² t'lec" f gn'P'qt'vg"{'H'c'p'ek"r ctc"G'wt'qr c'0'R'ctc"x'gt"rc"r'k'uv'c" eqo r'ng'v'f g'egpvtq'f g'K F " f g"Vq{ qvc"gp'gn'ō w'pf q'eq'p'uw'ct'gn'Vcd'rc"2/7' f gn'C'pgz q'Guv'f'f'v'leq'0"

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

Nc"ko r qtvcpck"{"gn"fg"gucttqmq"fg"Vq{qvc"gp"Vckrcpf kc"ug"fc"gp"gn"o cteq"fg"wpc"hwgtvg" r tgugpek"fg"rcu"ht"o cu"cwqo qvtlegu"lcr ppgucu"gp"gn"rc"u"{"wp"cegrgtcf q"etgelo kgpvq"fg"rc" r tqf week»p"fg"xgi "ewqu"gp"rcu"Ànko cu"fg"ecf cu"c"r ctvt"fg"rcu"r qn"lecu"fg"gn"i qdkgtpq"r ctc" eqpxgt vtug"gp"õgn"fg"gtqk"fg"Cu"co"ko r wncpf q"wp"kppqxcf qtc"r qn"lecu"l"pf wutkcn"gp"gn"ugevqt" cwqo qvt"r ctc"r tqo qekqpc"wp"õr tqf wev"eco r g»p"pcekqpcrõ.³⁸⁷s wg"gtc"rc"eco kppgv"r kenlwr . " {"gp"gn"ecuq"fg"Vq{qvc."rc"eco kppgv"J kwz"R² tgl "Ct"lec"gv"cr0"4244+0E"qo q"r ctvg"fg"guvcu" r qn"lecu" fg"gn" Guvcf q" vckrcpf² u" ug" gpewgpvtcp" gzgpekppgu" ko r qukkxcu." guv"o wqu" c" rcu" gZR qtvekpqgu. "f"pgcu"fg"et² f kq"r tghgtpekrgu. "tgf weekppgu"ctcpegrtkcu"r ctc"rc"ko r qtveck»p"fg" dlkpgu"fg"ecr ken"g"lpuwo qu"kvgt"o gf kqu."gpvtg"qvtqu"»F qpqt."422; +. P cwvf c"{"Vj qdwt"p"»4242< 348+kpenwq"uquvkgp"sg"gn"o kuo q"r tq{ gev"»X"gp"Vckrcpf kc"guwxq"lpegpvxc"q"r qt"gn"3 Å Rrcp"O cgutq"Cwqo qvtk "fg"gn"i qdkgtpq"vckrcpf² u"0"

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

Gung"r tqeguq"v"tcpuh"l"»c"rc"hkcn"fg"Vq{qvc"Vckrcpf kc"rc"t"gur qpucdk"cf "fg"wp"ecf gpc" fg"xcmt"fg"gu"fg"gn"fg"ku"q"{"rc"r tqf week»p"j" cuvc"rcu"»xgpvcu"{"gzr qtvekpqgu"ukp"rc"l"dtlec"o cf tg" gp"lcr »p."fg"go qutcpf q"wp"o c{qt"i tcf q"fg"l"pf gr gpf gpek" g"ko r qtvcpck" gp"rc" guvwewtc" o wpf ken"fg"VO E"»Mcy cdg."4235+0Uk"dlkpg"Vq{qvc"Vckrcpf kc"r tqf weg"wp"co r rkt"i co c"fg" o qf gmqu"gpvtg"mqu"sg"ug"gpewgpvtcp"»Eco t{."E/J T."Eqtc"m"»Cnku."Eqtc"m"»Etquu."Hqtwpgt." J kceg."J kwz."Xkqu."[ctku."rc"ko r qtvcpck"fg"rc"J kwz"gu"eqpukf gtcdr0Gpvtg"mqu"o qf gmqu"fg"gn"

³⁸⁷F kmp"i wk"pf qu"fg"rcu"r qn"lecu"fg"õeco r g»p"pcekqpcrõ"sg"fg"gur rgi ctqp"lcr »p"{"Eqtc"fg"gn"Uwt"r ctc"fg"gucttqmq" i tcpf gu"go r tguc"pcekqpcrgu"l"pf wutkrgu"»Rgtgl "Cm cpuk"4242c+0

vf 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'g'u'ekpeq'qewr »'r'r'qulek»p'f'gn'ugi w'pf'q'o a u'xgpf kf q'OE'qp' guc'i tcp'r ct'v'ekr'cek»p'f'g'Vq{ qvc."Vckr'p'f'kc'ug'eqpxk'v'»'gp'wp'q'f'g'm'u'33'r'c'fu'gu'f'g'o c{qt' r tqf week»p'f'g'xgj f'ewqu'f'gn'o w'pf'q."f'q'p'f'g'Vq{ qvc'g'zr'nek'gn'52' 'f'g'uw'r tqf week»p'v'q'cn'gp' 423; 0'c'f'go a u."eqp'uw'g'ut'c'v'gi'kc'g'zr'qt'w'f'q'tc'Vq{ qvc'ug'eqpxk'v'»'gn'f'f'gt'gp'g'zr'qt'v'ek'p'p'gu'f'g' xgj f'ewqu'gp'g'uv'g'r'c'fu'cuk'v'ek'q'0'Cu'f'Vckr'p'f'kc'r'cu'»f'g'v'p'p'gt'wp'uw'r'gt'a'xk'v'eqo'g'tek'n'c'w'qo'q'v'k' " f'g'482'o'k'm'p'p'gu'f'g'f'»'r'ct'gu'gp'gn'4222'c'38'0'222'o'k'm'p'p'gu'gp'423; . 'eqpxk'v'ek'p'f'q'ug'gp'wp'q'f'g'm'u' r'c'fu'gu'eqp'o'c{qt'2'z'k'q'gp'gn'eqo'g'tek'q'g'z'v'g't'k'q't'c'w'qo'q'v'k' "gp'gn'uki'iq'ZZK'R'2't'gl' 'C't'v'ek'g'v'c'f'o' 4244'0'

Gp't'guwo'gp.'c'r'ct'v'k'f'gn'r'tq{g'ev'q'JO'X'ug'g'uc'd'ng'ek'gt'qp'r'u'r'r'v'ch'q'to'cu'r'tqf'w'v'k'cu' hw'g'tc'f'g'L'cr'»p'r'ctc'ek'gt'v'qu'o'qf'g'm'u'gur'ge'f'he'qu'gp'f'q'p'f'g'C'ti'gp'v'k'p'c'w'x'q'w'p'hw' ct'r'tko'q'tf'k'cn' c'n'eq'p'ep'p't'ct'r'r'tqf'week»p'f'g'r'k'cn'w'r'u'{"UWX'u'r'ctc'r'o'o'c{qt'r'ct'v'g'f'g'Co'2't'lec'N'c'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'ctec'gn'ug'p'f'gt'q'f'g'nc' "h'k'cn'cti'gp'v'k'p'c'r'ctc' "m'u'r't»z'ko'qu' c'o'qu'f'g'v'g'to'k'p'c'p'f'q'uw'gur'g'ek'cn'k'cek»p'r'tqf'w'v'k'c.'t'q'n'f'gn'o'g'tec'f'q'k'p'v'g't'p'q'cti'gp'v'k'p'q'{"f'g'v'k'p'qu' f'g'g'zr'qt'v'ek'p'0'U'k'p'go'dcti'q."f'k'ej'qu'o'g'tec'f'qu'f'g'g'zr'qt'v'ek'p'p'q' "u'q'p'g'u'v'v'ek'qu'pk'g'u'v'p' "v'q'v'c'm'gp'v'g'f'g'uki'p'c'f'qu'r'qt'r'nc'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'ctc'gn'ecuc'q' c'ti'gp'v'k'p'q'0"

C'uw'x'g'l'."r'c'uki'p'cek»p'f'g'g'uv'qu't'q'ng'u'r'nc'p'v'g'c'gn'r'w'p'v'q'f'g'eqo'r'ct'cek»p'{"eqo'r'g'v'g'pek' f'g'nc' "h'k'cn'cti'gp'v'k'p'c'eqp'nc'v'ckr'p'f'guc'ó{"gp'o'gp'qt'o'g'f'k'c'nc'uw'f'c'h'k'ec'p'c'/"cn'k'p'v'g't'k'q't'f'g'nc' g'ut'w'ew't'c'o'w'k'p'cek'q'p'c'n'f'g'Vq{qvc'0'G'm'q'o'cte»'m'u'cn'qu'p'k'x'g'ng'u'f'g'g'z'k'i'g'pek'gp'm'u'r't'q'egu'qu' r'tqf'w'v'k'qu's'w'g'nc'r'nc'p'v'c'cti'gp'v'k'p'c'f'g'd'k'»'ewo'r'nt'gp' "m'u'r't»z'ko'qu'c'o'qu'r'ctc' "p'q'c'ng'l'ct'ug'f'g'm'u' g'u'v'p'f'ct'gu' "m'i't'cf'qu'gp' "Vckr'p'f'kc."w'p'c'f'g'nc'u'w'p'k'c'f'g'u'o'c'p'w'k'ew'w't'g't'cu'o'a'u'ko'r'q't'v'c'p'v'g'u'f'g' Vq{qvc'hw'g'tc'L'cr'»p'0'C'uw'x'g'l'."g'uv'q'i'gp'gt'»w'p'r't'q'egu'q'f'g'c'nc'eqo'r'g'v'g'pek'gp'v'g'nc' "h'k'cn' c'ti'gp'v'k'p'c'{"v'ckr'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'g'to'k'p'c'f'cu'ek't'ew'p'w'c'p'ek'cu' gu'k'p'en'w'q' "o'c{qt's'w'g'nc's'w'g'ug'f'c'eqp'v'g'to'k'p'c'ng'u'f'g'q'v'c'cu'go'r't'g'uc'u'0'N'c'f'k'p'a'o'k'ec'f'g'g'uv'c' eqo'r'g'v'g'pek' "o'cte»"nc'r'q'uk'k'k'f'c'f'f'g'VCUC'f'g'g'zr'qt'v'ct'c"o'g'tec'f'qu'nc'v'k'p'q'co'g't'k'ec'p'qu' c'd'c'v'g'ek'f'qu'r'qt' "Vckr'p'f'kc'0'

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

F'g'uf'g'gn'4222'cn'4229'nc'r'tqf'week»p'f'g'Vq{qvc'gp'gn'o'w'pf'q'et'g'ek'»w'p'62' ."f'g'nc'ew'cn' o'a'u'f'g'nc'o'k'c'f'g'tc't'g'c'k'k'f'c'f'c'hw'g'tc'f'g'L'cr'»p'r'qt'r'tko'g'tc'x'g'l' "gp'uw'j'k'v'q't'k'c'x'gt'I't'a'he'q'KKK3'0'

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

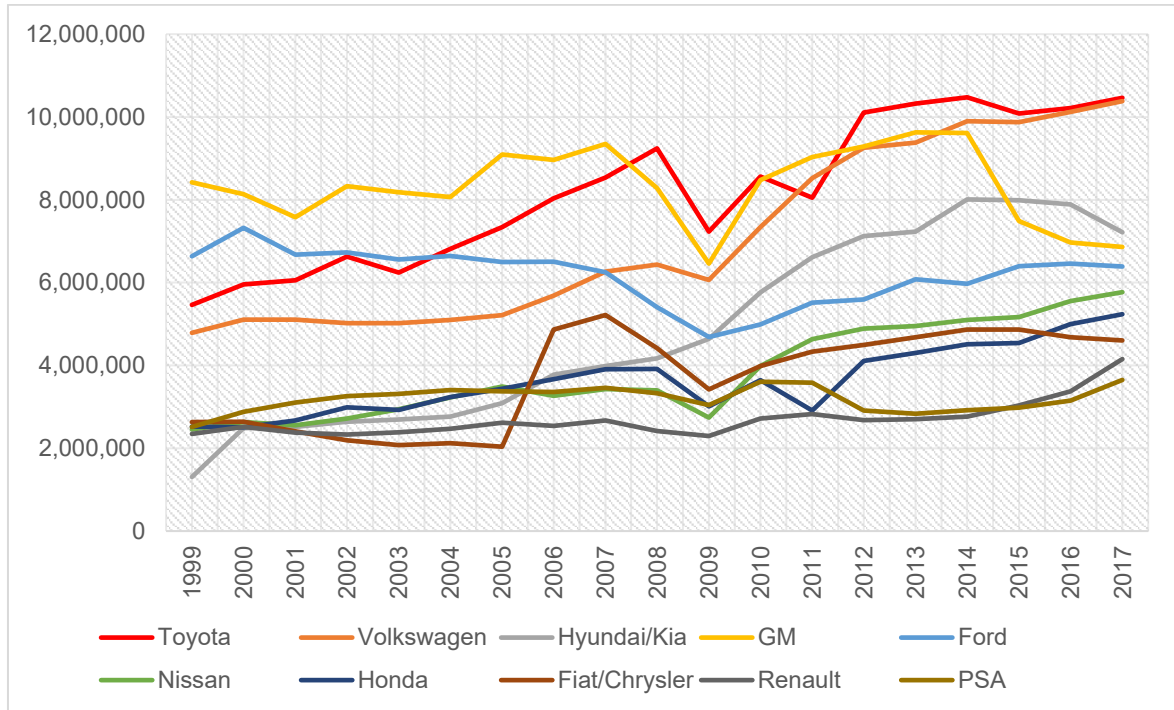
C'r'ct'v't'f'g'g'u'qu'uw'egu'qu.'nc'ht'o'c'c'v'c'x'gu'»'f'k'v'k'p'v'qu'eco'd'k'qu'0'Gp'r'tko'gt'nc'i't.'nc'
r'tg'uk'f'g'p'ek'f'g'nc'eqo'r'c'o'f'c'eco'd'k'v'.'cu'wo'k'p'p'q'c'nc'k'q'Vq{q'f'c'gn'o'c'p'f'q'f'g'g'nc'gp'422; 0'Eqp'
g'ug'eco'd'k'f'g'f'k'g'ee'k'p.'nc'eqo'r'c'o'f'c'v'g'to'k'p'»'eqp'nc'r'q'f'k'ec'f'g'o'c'p'f'q'gp'b'c'p'qu'f'g'g'lg'ew'k'x'qu'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

C'r'g'uct'f'g'nc'u'ko'r'ce'v'qu'f'g'nc'et'kuku'f'g'nc'u'j'k'r'q'v'gecu'uw'd'r'tko'g'f'g'GG'WW'{'f'g'nc'u'
ec'v³u't'q'h'gu'p'c'w't'c'rg'u'gp'L'c'r'p'{'V'ck'p'f'k.'nc'ht'o'c'nc'ler'q'p'g'uc'ug't'g'ew'r'gt'»'x'g'nc'q'g'p'v'g'gp'nc'u'
c'o'qu'uki'w'k'p'v'gu'0'F'g'g'ug'v'g'o'q'f'q.'f'g'nc'u'9'o'k'nc'p'p'gu'f'g'x'gj'f'w'w'qu'r'tqf'w'ek'qu'gp'4229'hw'g'
c'wo'g'p'v'c'p'f'q'nc'r'tqf'w'ee'k'p'b'w'p'f'k'nc'j'c'uc'gn'4232'{'o'c'p'w'x'q'f'k'ej'q'r'ku'q'gp'nc'u'c'o'qu'r'q'v'g't'k'q't'gu'
Nc'»'p'k'ec'c'w'q'o'q'v'k'k's'wg'v'co'd'k'p'c'nc'ec'p'»'nc'r'tqf'w'ee'k'p'f'g'32'o'k'nc'p'p'gu'f'g'w'p'k'f'c'f'gu'c'p'k'g'nc'
i'nc'd'nc'gu'X'q'm'y'ci'gp'c'r'c't'v't'f'g'4238'x'gt'I't^a'h'eq'k'k'k'6+0F'g'h'q'to'c'uko'k'nc't.'gp'v'to'k'p'qu'f'g'nc'u'

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

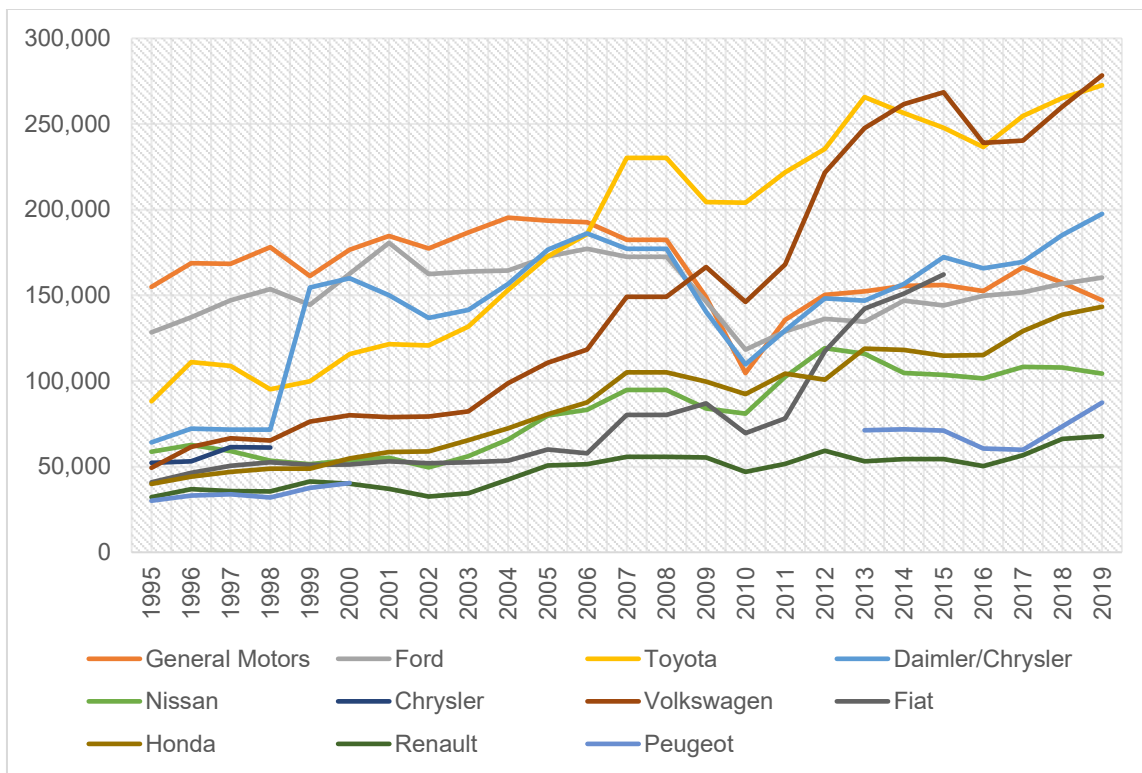
kpi tguqu'i mdcngu'f g'rc' hto c'eqo r ctf qu'eqp'gnitguv'f g'rcu'vto kpcngu'o wmpckqpcngu. "Vq{ qvc"
 hwg'wpc'f g'rcu'swg'o glqt'ug'f gugo r g° »"gp'mqu'c° qu'uki wkpvgu'c'rc'etkuku."ceqo r c° cf c"gp"guvc"
 vpf gpek" vo dk² p" r qt" Xqmuy ci gp0' Cn' t gur gevq." rc' hto c" lcr qpguc" hwg" rc" Àplec" 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 hleq"kkk7-0"

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



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

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

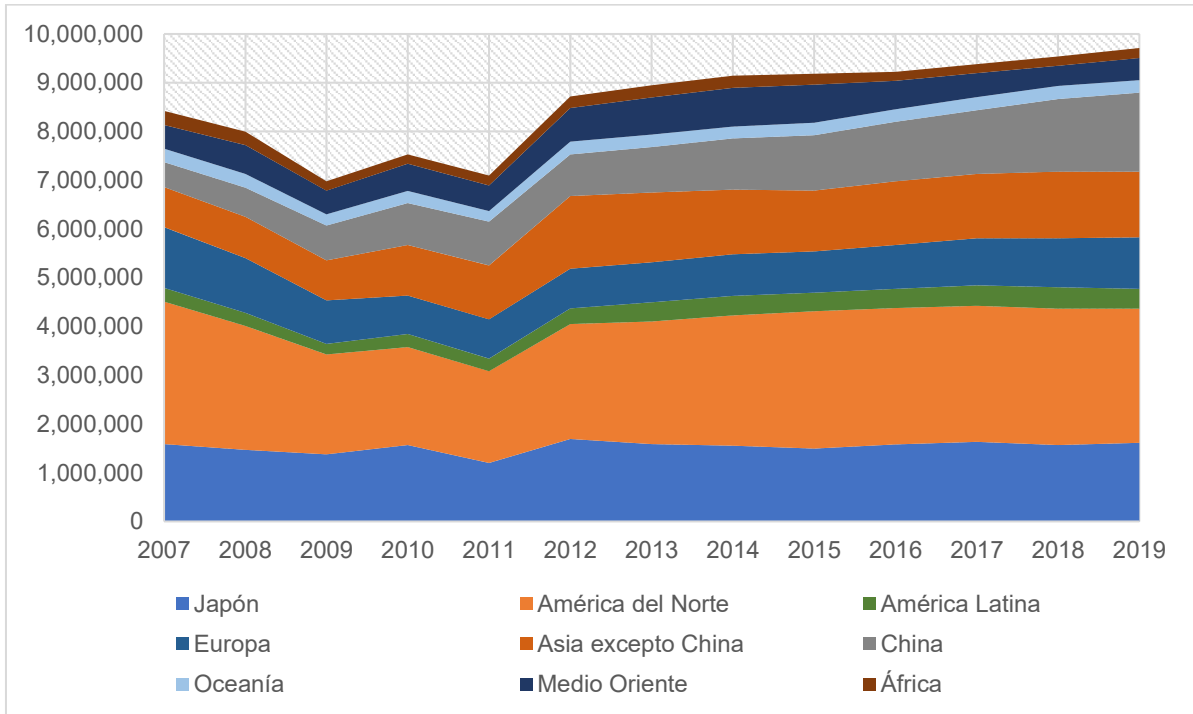


Hwpgv<grdqtc&p'r tqr k'gp'dcug'crltcpnki 'I mdcni722'f g'Hqt wpg0

Rqt"qvtq"rcf q. "gn'r guq'f g"mqu'r tlpekr crgu'egpvtqu'f g'r tqf weel&p"{"xgpvcu'gp'gn'o wpf q" eco dlctqp'rgxgo gpvg'f guf g'rc'etkuku'o wpf kci00 kgpvtcu'f wcpvg'rc'f'2ecf c'f'g'3; ; 2"{'r tlpekr kqu' f gn'4222'GGWW"{'Gwtqr c'hwtq'p'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'f'2ecf cu."mqu'r tlpekr crgu'o gtecf qu'f g'xgpvcu'f g'Vq{qvc" hwtq'p'eco dlcpf'q'rgxgo gpvg'c'pwgxqu'r wvqu0Gp'r ct&ewrct."ug'f gur ngi »"wp'gucpeco kgpv'f'g' mqu'o gtecf qu'o a u'f go cpf cpvqu'f g'xgi ¶ewqu'Vq{qvc"eqo q'GGWW."Lcr »p"{"Gwtqr c"{'f'g'qvtqu" o gtecf qu's wg."cAp'ukp'ugt"vcp"ko r qtvcvqu'r ctc'rc"go r tguc."vco dk2 p'tgtqegf k&tq'p'rgxgo gpvg" eqo q'rcu'tgi kppgu'f g'Qegcp'¶c."O gf kq'Qt&gpvg"{'f' hlec0Eqo q'eqp&tr ctvg'f g'gug'r tqeguq."ug" gxkf gpek»"wp'etgelo kgpv'cegntcf q'f'g'Ej kpc."s wg'kpetgo gpw»'rcu'xgpvcu'wp'439' "gpvtg'4229" {"423; "{'mgi »"c'eqo r tct'o a u'xgi ¶ewqu'Vq{qvc" s wg"Lcr »p"gp'423; 0'Rqt"qvtq"rcf q."ug'tgi kmt»" wp'cwo gpv'f'g'rc'tgi k&p'f'g'CUGCP"eqo q'f'guk&pq'f'g'xgpvcu'f'g'wplf'cf'gu'Vq{qvc."s wg'etgelo"wp" 8: ' "gpvtg'4229"{'423; *xgt'I t'a h&cq'kkk8+0C'uw'xgl .o kgpvtcu'GGWW'j cd'¶c'uk'q'j kwt&tleco gpvg" gn'o c{qt'egpvtq'f'g'r tqf weel&p"o wpf kci'f'g'Vq{qvc'hwtc'f'g'Lcr »p."c'r ct&w'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." cpvq" eqo q" egpvtq" f g" xgpvcu" eqo q" f g" r tqf week»p" f g" xgj ¶ewrqu"
 Vq{ qvc^{38: 38:} "xgt" I t^a hequ"KK4."KK8" { "KK9+0"

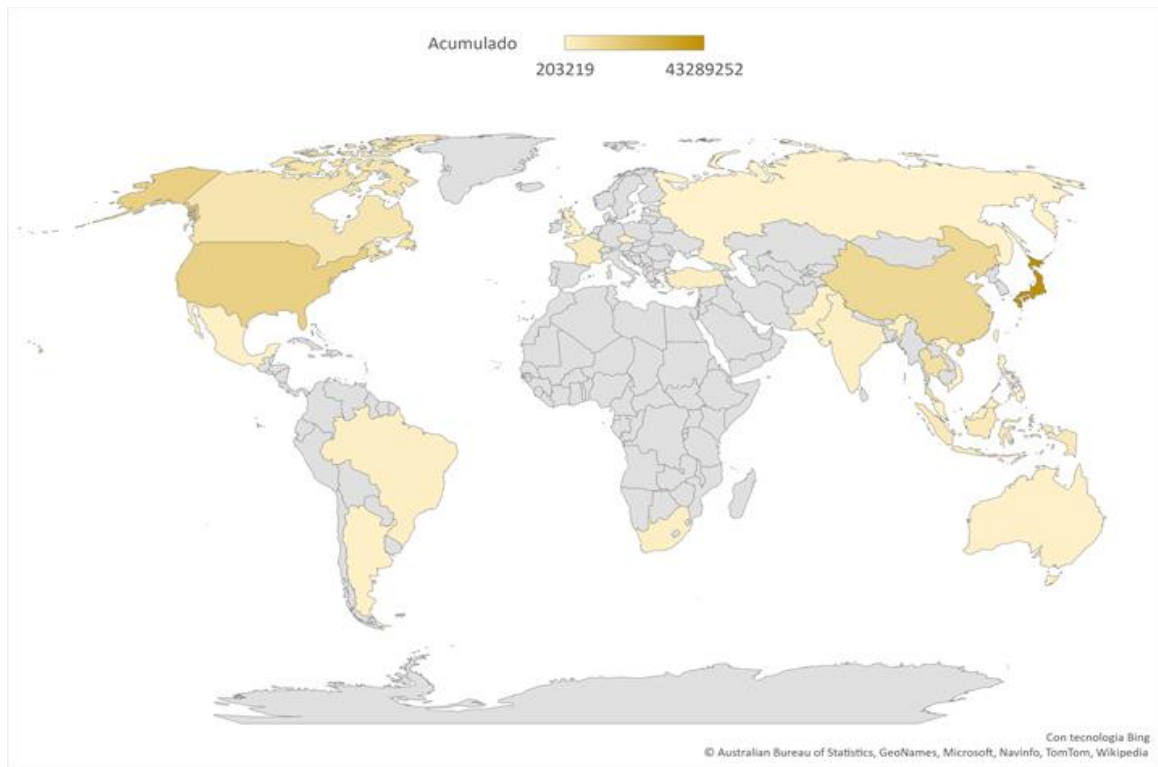
Gráfico III-6 - Ventas de vehículos de Toyota en principales regiones y países (unidades) (2007-2019)



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

^{38:} "C"uw'xgl . "gp" Ej lpc'ug'j cp" lpucrf q' tgu' egpvtqu' f g" K F " f g" Vq{ qvc" xgt" Vcdrc' 2/7' f grl Cp gz q' Guvcf ¶u' neq-0'
^{38:} "F g" vqf qu" o qf qu." Vq{ qvc" uki vg" o cpvplp q' wpc" hwgtvg" r tgugpek" lpf wutkn' gp" Lcr »p" { "rcu" f gekukpgu" o a u"
 ko r qtvcpgu' f g' r' eqo r c° ¶c' ug' tgcrl cp" gp' r' ecuc" o ctk ¶*J glo . '4242+ "

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



Hwpgv<grdqtc&p'r tqr k'gp'dcug'c'Vq{ qv'I mdcn0'
 , Ug'gzegr vÀcp'ru'r c'p'gu'eqp'o w{ 'dcl'r tqf week&p0'
 "

" Gp" guvg" eqpvz vq" ecdg" f guxect" s wg" gn" tqn' f g" Co 2 tlec" Ncvkpc³⁹²" gp" rc" gunt wewtc"
 o wkpcekqpcn' f g" Vq{ qv" pq" gu" f g" i tcp" ko r qt vpekc0' Gp" tgr&ek&p" eqp" rcu" xgpvcu" f g" rc"
 o wkpcekqpcn'rc'tgi k&p"u>mq"gzr rlc>>"gn'6' "f g'mqu'xgi p'wru'f gur cej cf qu'r qt "Vq{ qv" c'pk&gn'
 i mdcn'gpvtg"4229"{'423; . 'f g'm'ewcn'rc"o kcf "f g'gmqu'hwg'xgpf kf c"gp"Dtcukn'Ukp"go dci q."c"
 r guct 'f g'guvg'r gs wg° q'r cr gn'rcu'xgpvcu'gp'Co 2 tlec'Ncvkpc'et gelgtq'wp'68' "gpvtg"4229"{'423; . "
 mq's wg'f gpqv'wp'o gtecf q'gp'gzr cpuk&p0'Gp'v2 to kpqu'r tqf wek&xqu.'Cti gpv&pc"{' 'Dtcukn'gzr rlc&p"
 gn'4.7' "f g'rc'r tqf week&p'o wpf knif g'Vq{ qv"gpvtg"4229"{'423; . 'f g'rc'ewcn'3.7' "eqtt gur qpf g" c"
 Dtcukn'{'3' "c'Cti gpv&pc0'F g'o qf q'uko k&rt"s wg'rcu'xgpvcu."rc'r tqf week&p"vco dk&p'et gel& "gpvtg"
 4229"{'423; . 'ukgpf q'rc'f g'Dtcukn'wp'422' "{'rc'f g'Cti gpv&pc': 3' 'o c{ qt'gp'423; 0'F g'guv'hqto c."
 ug'r wgf g'xgt"s wg'uk'dk&p"gu'wpc'tgi k&p"s wg'gzr rlc&c'r r qtegpvc'lg'u'o w{ 'dclqu'f g'rc'r tqf week&p"{' "
 rcu'xgpvcu'f g'Vq{ qv" c'pk&gn'i mdcn'vco dk&p'tgr tgugp>>'wpq'f g'mqu'r qequ'o gtecf qu'f kp^a o kequ"
 gp'gzr cpuk&p"gp'gucuf^2 ecf cu0"
 "

³⁹² Gzegr wcpf q'O 2 zleq's wg'gp'rc'lti cpk c&ek&p'kpvt pcekqpcn'f g'Vq{ qv'hqto c'r ct v'f gn'b gtecf q'pqt v&co gtl&cpq0'

Conclusiones parciales

F wtpvq"gn'r tguqpvq"ecr ¶w¶uq"ug"tgxk»"wpc"r ctvg"f g"rc"incrustación"internacional"f g" Vq{qvc"Cti gpvpc"gp"rc"gutwewtc"o wmpceqpcnif g"VO E0Rctc"gmq"ug"cpcrik »"gn'uwti ko kpvq." kf gpvk cf "{ "f gucttqm" f g"rc"vtcupceqpcnif Cuf ¶"ug"eqo gp| »"rc"ugeek»p"tgeqputw{ gpf q"uw"qt ki gp" gp"Lcr »p" c"r ctvk" f g"mq"cf grcpvqu"vgepq»i lequ"ko r ngo gpvcf qu"gp"rc"r tqf week»p"vgz vki{ "gp"gn' o cteq" f gn'etgelo kpvq" geqp»o leq" f gn'r c¶u" { "f g"uw"lpf wwtk" cwqo qvtk' 0'C" uw" xgl ."ug"j c" gZR rkecf q"gn'ukvgo c" f g"r tqf week»p"Vq{qvc."gn'ewcn'ko r rke»."gpvtg"qvtcu"equcu."gn'o 2 vqf q" f g" r tqf week»p"hgzkdrq"just in time" { "wpc"eqqr gtcvxc"tgnc»p" f g"rc"ti q' r r| q'eqp"uwu'r tqxggf qtgu0' F lej q"ukvgo c"hwg"wp"mqeq" f g"cvp»p" c"r ctvk" f g"rc" f 2 ecf c" f g"3; 92."{ c" s wg"ug"ctvew»"eqp"mq" eco dkqu"o wpf krgu" f gn'ecr kcrkuo q" { "eqpf gp»"gn'r cug" f g"rc" r tqf week»p"gp"o cuc"fordista c"rc" r tqf week»p"hgzkdrq"toyotista { "ng"r gto k»" c"rc" go r tgu"eqpuqkf ctug"gp"mq"o a u"cnq" f g"rc" eqo r gvp»p"cwqo qvtk' "o wpf kcr0'

Rqt"qvtq"rcf q."ug"cpcrik »"vco dl2 p"rc" xkuk»p"eqtr qtcvxc" f g"rc" go r tgu".s wg"ug"qt ki k»" f guf g"uw"pceko kpvq"gp"rc"cevkxf cf "vgz vki0Guc"Anko c"guwxq" f guf g"uwu"lpk»qu'r tqo qxf c"eqp" dcugu"gp"gn'r gpuc kpvq" c"rc"ti q' r r| q" { "rc"o glqc"eqpvpw0'C"o gf kf c" s wg"rc"eqo r c° ¶"ug" f gucttqm». "guvqu'r tkp»k qu"hwgtqp"eco dkcpf q" { "cf cr v³ pf qug" c"mq" f gucl¶qu"eq { wpwrcrgu."gpvtg" mq"ewcrgu"ug"tgucnctqp"mq"xpewrcf qu"cn'r tqeguq" f g"lpvgt pceqpcnif cel»p" f g"rc" hto c0Co dqu" grgo gpvqu"cs w¶" f guetk vqu."cpvq"uw"ukvgo c" f g"r tqf week»p."eqo q"uw"xkuk»p" go r tguclcn"uqp" cur gevqu"emxg" f g"rc" gutcvgi k" go r tguclcnif g"Vq{qvc."cpvq"gp"uwu"lpk»qu"gp"Lcr »p."eqo q"gp" uw"gzr gtlp»k"o wmpceqpcn' r qt"mq"cpvq."uqp"vco dl2 p"wp" hcevq" f gvgo kpcpvq"r ctc"gpvqpf gt"rc" vtc { gevqtk"gzegr ekpcnif g"rc" hto c"lcr qpguc"gp"Cti gpvpc0'

Cf go a u."ug"gzco k»" f gvqpf co gpvq"gn'r tqeguq" f g"gzr cpuk»p" { "i mqdcrik cel»p" f g"rc" hto c0'Gp"r tko gt"ni ct."ug" f guetkdkgtqp"rcu"r tkp»k crgu"ectcevt¶u»ecu" f g"i qdgtpcp| c" f g"rc" eqo r c° ¶"c"mq"rc"ti q' f gn'vgo r q" { "ug"tgeqputw{ »"rc"tgf" f g"ceekqpkv»u'r tkp»k crgu" f gpvtq" f g"mq" ewcrgu"ug" gpeqvtctqp"vgtu"i twr qu"o c { qtkctkqu<hto cu" hpcp»gtcu"lcr qpguc."go r tgu" f gn' I twr q"Vq{qvc" { "go r tgu" hpcp»gtcu" f g"GGWW."t gur gevxc co gpvq0C"uw" xgl ."ug"r tgu»"gur gekn' cvp»p" c"rc" hto c" s wg"cf s vkt»"ecf c" hrcn'gp"rc" gutwewtc"i mqdcrik f g"rc" hto c0"

Nqu"egpvtqu" f g"o cpwcewte" { "f gur cej q"o a u"ko r qtvcvqu"j celk" hpcrgu" f g"uki mq"r cucf q" guwxkgtqp"r qucf qu"gp"GGWW" { "Gwtqr c."r qt"j cdgt"ukf q"mq"egpvtqu" f g"o c { qt" f go cpf c"lwpvq" eqp"Lcr »p0Ukp"go deti q."eqp"gn'eqo kgp| q' f gn'pwxq"uki mq" { "gn'gu»p»co kpvq" f g"guvqu"o gtecf qu" f gucttqmcf qu."qvtcu" hrcrgu" vqo ctqp"wp" tqn' o a u" r tqvci »pleq." r tkp»k cr» gpvq" gp"rc" tgi k»p" cuk² v»c0Cuf ¶"tgucnc"gn'r cr gn' f g"Ej kpc."gn'ewcn'hwg"i cpcpf q' r tqvci qpkv» q"cpvq"eqo q"egpvtq" f g" xgpvcu"eqo q" f g"r tqf week»p" f g"Vq{qvc0'Ugi vkf q" c" guvq"ecuq"ug" gpeqvtctqp"mq"r c¶u" f g"

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

Rqt" qvtq" rcf q. "ug" j cm» "s wg" rc' tgi k»p' uwf co gtlekpc" gZR nek' r qtegpvc lgu" o w { "dclqu" f g' rc" r tqf week»p" { "rcu" xgpvcu" f g" Vq{ qvc" c' p kxgni mdcn' r gtq" s wg' co dk2 p' tgr tgu gp» w p q' f g' iqu' r qequ" o gtecf qu' f kp^a o lequ" gp" gZR cpuk»p" gp" rcu" Ànko cu' f² ecf cu' 0Gp' r ct vkwrt. "c" r ct vkt" f gnr tq { ge vq" KO X. "Cti gp vpc" wxq" wp' hvi ct' r tko qtf kn' cn' eqpepvtct' rc' r tqf week»p" f g' r keni'wr u" { "UWXu" r ctc" Co² tlec' Ncvpc" gp" wp' eqpvz vq' f g' gZR cpuk»p" f g' rc" go r tguc" gp" o gtecf qu" go gti gpvcu' 0Gug' r rcp" ug' eqpvk p Àc" eqp' rc' f gekuk»p" f g" Vq{ qvc" f g' kpuvcr tug" gp" Cti gp vpc" gp" 3; ; 6" { "gu" gn' s wg. "f guf g" rc" ecuc" o cvtk. "o ctec" gn' ugpf gtq" f g' rc' hkn' cn' f gvtgto kpcpf q' uw" gur geknk cek»p" r tqf wekxc. "tqn' f gn' o gtecf q' kpvgt pq" cti gp vpc" { "f guk pqu" f g' gZR qtveek»p0"

Ukp" go deti q. "c" r guct" f g" guc" r qulek»p. "rc" vtc { ge vtk" f g" VCUC" pq" gu^a " o ctecf c" Àpleco gpvg' r qt' rc' ecuc" o cvtk { "gnr rcp" KO X. "qo cpf q' wp' tqnr tqwi »pleq" rc' cf o kpxmcek»p" f g" rc' hkn' cn' hqecn" eqo q' ug' xgt^a "gp" gn' r t»zko q" ecr f wmq0Nc" cuki pcek»p" f g' tqrgu' r rcpvc" gn' wpvq" f g" eqo r ctecek»p" { "eqo r gvgpek" f g' rc" hkn' cn' cti gp vpc" eqp" rc" vckrcpf guc" ó { "gp" o gpqt" o gf kf c" rc" uwf chtlekpc/ "cn' kpvgt kqt" f g' rc" gutwewtc" o wmkpcekqpcn' f g" Vq{ qvc" f gdlk q" c" rc" gur geknk cek»p" gp" rc' r tqf week»p" f g" J kwz0Gmq" o cte» "iqu" cnqu' p kxrgu" f g' gZki gpek" gp" iqu' r tqeguqu' r tqf wekxqu" s wg' rc' r rcpvc" cti gp vpc" f gdlk» "ewo r rkt" r ctc" pq" cnglctug" f g' iqu' gu^a pf ctgu' iqi tcf qu" gp" Vckrcpf kc. "mq" ewcn' ugt^a " f g" xkn' cn' ko r qtvcpek" r ctc" gpvgt pf gt" gn' f gucttqm" f g" rc" hkn' cn' gp" Cti gp vpc" { "rc" tkcrkf cf " r qt' uwa' f guk pqu" f g' gZR qtveek»p0"

"
"

CAPÍTULO 4

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

Introducción del capítulo

Gril t gupvg"ecr ¶wru"vkgpg"eqo q"qdlgkxq"f gucttqmc t"e»o q"ug"eqphki wt»"rc"incrustación nacional f g"rc"hrkcn'f g"Vq{ qv"gp"Cti gpvkpc"r ctc"gpvpgf gt"e»o q"ug"eqphqto »"rc"guvcvgi kc"fg" guv" go r t guc" gp"rcu" Ànko cu" f² ecf cu⁰ Rctc" gmj." ug" vpgf t^a p" gp" ewgpvc" mqu" grgo gpvqu" s wg" eqo r qpgp"uw"incrustación internacional, mqu"ewcrgu"uqp<"rc"guvcvgi kc"eqtr qtcvkc"fg"VO E."gn' tqn's wg"rc"ecuc"o cvtk' "rg"fkq" c"guv"hrkcn' { "rc"gzr cpuk»p"gp"o gtecf qu"go gti gpvqu"gp"gn'pwgqx" uki m⁰Rgtq."uki vkgpf q"rc"fg hplek»p"fg"O qti cp" *4233+"fg"rcu"hrkcn'fg"GO "eqo q"espacios sociales trasnacionales, mqu"rkpgco kgpvqu" guvdrgekf qu"fguf g"rcu"qhlekpcu"egpvtcrgu"pq"uqp" f kgevco gpvg" cr rkecf qu" r qt" rcu" uwdukf kctku." { c" s wg" mqu" glgewkxqu" s wg" rcu" cf o kpkutcp" kpvgtxkpgp"gp"rc"ceek»p"fg"guvcu"go r tgucu⁰Guvu"htc" cu"guv^a p"cvtexgucf cu"r qt"mqu"guhwt| qu" eqpvkpwqu"fg"fg hgtgpvqu"i twr qu"uqekrgu"r ctc"fkur wct" guc"lgtcts w¶c" { "rcu"guvcvgi kcu" c"ugi vkt" *O qti cp."4239<4+0

" F g"guvg"o qf q."gp"guv"ugeek»p"ug"fg gucttqmc."gp"r tko gt"nwi ct."rc"guvcvgi kc"fg"VO E"fg" tcf kecek»p"gp"Co² tlec"fg gn'Uw" *4.1+."fg guvce^a pf qug"mqu'tqrgu" s wg"Dtcuki' { "Cti gpvkpc"vkgpgp"gp"rc" tgi k»p" { "e»o q"guq"ko r cev»"gp"gn'f gugo r g^o q"fg"rc"hrkcn'rqecr⁰Nwgi q."ug"tgxkuc"gn'r tqeguq"fg" kpuvcrek»p"fg"Vq{ qv"gp"Cti gpvkpc" { "mqu"r tko gtqu" c^o qu"fg"r tqf week»p"gp"gn'r c¶u" *4.2+0Gp"gn' uki vkgpgv"cr ctvcf q"ug"fg gucttqmc"e»o q"rc"hrkcn'rqecr⁰lpuqt»"gp"gn'r tq{ gevq"KO X."gn'ewcnb ctec" wp'ucnq"ewckscvqxq"gp"rc"r tqf week»p"fg"r len'w' u'gp"gn'r c¶u" *4.3+." { "e»o q"gnb kuo q"hwg"glgewwcf q" gp"mqu" c^o qu"uki vkgpvu."ko r wucpf q"hwgtvgo gpvg"rc"r tqf week»p" { "rcu"gzr qtcekppgu"fg"uwu" xgj ¶ewru" *4.4+0"

Ukp"go dci q."vcl'eqo q"ug"r rcpvgt^a "gp"gn'cr ctvcf q"uwduki vkgpvu."c"r guct" c"guvg"ko r wruq" kplekn"rc"go r t guc"gpvt»"gp"wp"hcug"fg"guvpeco kgpvq"cn'hpkn'fg"rc"r tko gtc" f² ecf c"fg"gn'uki m" s wg"eco dk»nwgi q"fg"4232" c"r ctvt"fg"rc"eqput week»p"fg"pwgxcu"ecr cekf cf gu'i gtgpekrgu" { "fg" rcu"eqpf lekppgu"r tgxkcu" *4.5+0Nqu"tguwncf qu"fg"guv"r tqeguq"ug"xlgtqp"gp"mqu"Ànko qu" c^o qu"fg"gn' r gt¶qf q"guwf kcf q."uwr gtcpf q"t² eqtf u"fg"r tqf week»p" { "gzr qtcekppgu."eqo q"ug"tgxku»"gp"gn' Ecr ¶wru"4."c"r guct"fg"rc"hwgtv"eqpvtceek»p"fg"gnb gtecf q"cwqo qvqt"cti gpvkpc"gp"mqu" c^o qu"423: " { "423; *4.6+0

"

4.1 - La estrategia de radicación de Toyota en el Mercosur

Vcr'eqo q'ug'xlq"gp"gr'ecr "wrrq"cpvgtkqt. Co² tlec"Ncvkpc"vkgpg'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 c"lcr qpqvc"fgugo dte»"gp" Dtcukl"gp"3; 7: "eqp"uw'r tko gt"rnp| co kpvq"fg'r tqf week»p"gp"gn'gz vtcp|gtq"*Vq{qvc."4234+0'Gp" gug"co q'ug'eqo gp| »"c"hdtkect"gn'lgr "Ncpf"Et wktg."gn'r tko gt"xgj "pwrq"eqo gtekn'fg"Vq{qvc" rnp| cf q"gp"gn'o gtecf q"dtcukg^o q³⁹³"Cu"r"go r tguv"guwxq"hdtkecpf q"wkktcku'r qt"fg² ecf cu" gp"ug'r c"u. r'gtq"uw'gpv'cf c'cn'o gtecf q"eqp"xgj "pwrqu'fg'r cuclgtqu'hwg'o^a u'dlqp'v'cf "p"*Eqpuqpk" {"S wcf tqv."4226+0'Gur ge"heco gpvg."gp"3; ; . "ewcpf q"eqo gp| »"r"r tqf week»p"fg"gn'Eqtqmc'0' F guf g"3; 7; "j cuvc"3; ; : "r"r tqf week»p"fg"xgj "pwrqu'fg"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'gn'Gpgzq'Guvf "pwrq-0'Rqt"qv'q'rcf q." gp"3; : 3"Vq{qvc"vo dl'p"kpke»"r"hdtkelce»p"fg'gn'o qf gm"Ncpf"Et wktg"gp"Xgpg| wgr"cdclc" guecr"*Vq{qvc."4234+0'

Gp"Cti gpvpc."r"fgelk»p"hp'cn'fg'uw'hpucnke»p"ug'tgo qpvc"3; ; 50'cn'co q'uki wkgpvg." gn'Rqf gt'Glgewkxq'fg'r"p cels»p"cr tqd»"r'tcf kecel»p"fg"Vq{qvc"Cti gpvpc"v'vcx² u'fg'gn'F getgvq" : ; 7; 6"*Vq{qvc'I nqdcn'47'15'13; ; 6+0'Guq'ug'fg"gp"gn'o cteq'fg'gn'r gt"qf q'fg"gzr cpuk»p'i nqdcn'fg" VO E"eqp"cr gtwtc"fg"pwxcu"l'f dtkecu"gp"gn'gz vgtkqt"c"r ctvt"fg'gn'guvpeco kpvq'fg'gn'o gtecf q" lcr qp² u. r'cr tgelke»p"fg'gn'gp."gn'guvknf q'fg'r"etkuku'geqp»o kec'gp'Lcr »p{"r'ec"ff c'fg'gn'dm'wg" uqxk'vleq'0'Ugi Ap"rqu'glgewkxqu'fg"Vq{qvc"gpv'g'xk'vcf qu."ru'tc| qpqu'fg'uw'ngi cf c'cn'r c"u"ug" dcucdcp"gp"fg'kwpvqu'hcevtgu."gpv'g'qu's wg'ug'fg'guvcep<qu'cewgtf qu'eqo gtekn'gu'cwqo qv'legu" fg'gn'O gtequw."ru'v'cdcu"c"r"ko r qt vcel»p"fg"cwqr ctvqu"gp"Dtcukl"r"guvdk'cf "geqp»o kec" cti gpvpc'fg'wcpv'gr"fg² ecf c'fg'3; ; 2. r'ecnk'cf "fg'r"o cpq'fg'qdtc"cti gpvpc"{"r"cegr vcel»p"{" r tq{geel»p"fg'wk'k'cel»p"fg'r"r len'wr "J knw"gp"gn'r c"u'0'Gp"ug"ugpv'k'q'ug'gzr tguvdc"Vgvuq" O cuwf c."f'ktgevt'eqo gtekn'fg"Vq{qvc"Cti gpvpc"v'hp'gu'fg'r"fg² ecf c'fg'3; ; 2."

"

Rctc"hdtkect"r"r len'wr "J knw"v'p'fo qu'fg'qr'ek'p'gu<"Dtcukl"q"Cti gpvpc'0'Eqpuk'gtcpf q"r"guvdk'cf " geqp»o kec"{"r'q'f'kec"{"r"ecnk'cf "fg'rqu'tgewtuqu"j wo cpqu."Vq{qvc"fg'gek'k»"l'pxgt'vt"cs w'0'Gp"Dtcukl"{"c" v'p'fo qu'vpc'dcu."gp"r"Cti gpvpc"uq'co gpvg"j cd'fo qu'fg'gucttqmf q"gn'pgi qek'fg'r"ko r qt vcel»p"eqp" ewvqu."wp'pgi qek'q'o w'iko kcf q'0'Nc"Ap'lec"qr'ek»p'r ctc"co r r'ktm'gtc'tcf lectug'eqo q'hdtkecpv'g'necr"*Nc" P cels»p."6'1; 13; ; ; +0"

"

Ugi Ap"Vuwpqg'ctko c.'r' tguv'gpv'fg'gr'gpv'k'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'Dgt'pctf q'fg'q'Eco r q. 'Ucp'Rcdm."gp'p'qx'kgo dtg'fg'3; 84. Vq{qvc'tggo r m| »"r" r'f'p'gc"Ncpf "Et wktg"r qt"gn'lgr "Dcpf g'k'cpvg."gs w'k'cf q'eqp"wp"o q'q'f'fg'lgugn"v'ceek»p"gp"ru'ewv'q"twgf cu"{" f'kur'q'p'k'ng'gp'lgr "f'eco k'p'g'v'fg'g'ecti c"{"x'gt'uk'p'p'gu'fg'v'w'q'o k'z'v'q'0'

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

Gu’f gekl.” r” gzkvgpek” f gnT² i ko gp” Cwqo qtk” gp” Cti gpvpc” {” Dtcukl’ ducuf q” gp” gnCEG” P A’ 36” s wg” r gto k’ f” gn” kpvteco dkq” eqo gtekn’ f g” dkpgu” cwqo qvtegu” eqp” ctcpegru” r tghgtpekcrgu” gptg” mu” r c’ f” ugu” hwg” wp” hcevt’ f gvto kpcpvg” r ctc” r” tcf keceko.p” f g” r” go r tguo” gp” gn’ r c’ f” u” *Nc” P ceko.p.” 5144228+0” C” uw” xgl .” Vq{ qvc” Cti gpvpc” cr tqxgej »” qvc” ugtkg” f g” f kur qulekqpgu” kpuwkekqpcrgu” pcekqpcrgu” f wtcpvg” mu” r tko gtqu” c° qu’ f g” uw’ tcf keceko.p” s wg” eqo r tgp’ f” p” r tghgtpekc” ctcpegrt’ kcu” r ctc” r” ko r qtweko.p” f g” f kulpvqu” dkpgu.” dgpghlekqu” hucrgu.” kpvteco dkqu’ eqo r gpu’ f qu’ f g’ eqo gtekl’ g’ zvgtkq. hcekl’ cf gu’ gp” mu’ r tqegf ko kpvqu’ f g” Cf wpc.” gptg” qtqu” *xgt” Vcdm” 2/; ” {” I t° hleq” 2/33” f gn’ Cpgzq” Guvcf f” uleq+0” Guqu” hcevt’ gu’ eqo r qpgp” mu’ kpegp’ vqu’ guvcrgu’ f g’ r” tcf keceko.p” f g’ r” hto c” lcr qpguc” gp” gn’ r c’ f” u’

Cf go^a u.” guvc’ r q’ f” hleq’ f g’ g’ zrcpuk” p’ f g’ Vq{ qvc” gp” gn’ O gtequw’ ug’ f k’ q’ eqpeqo kcpvgo gpvg” eqp’ wpc” co r rkeko.p’ r tqf wevxc” gp’ Dtcukl’ gp’ 3; ; : r” hto c’ kpcwi wt» uw’ lugi wvf c’ r rpv” dtcukg° c” gp” gn’ o wplek’ k’ f g’ k’ f’ ckwdc.” vco dk’ p” gp” gn’ guvc’ q’ f g’ Ucp” Rcdm.” r ctc” gn’ r tqf wekt’ gn’ o qf gm” Eqtqm” *xgt” K’ ci gp” 2/3” f gn’ Cpgzq” Guvcf f” uleq+0⁹⁵” F g” guvg” o qf q.” f guf g” uwu” kplekqu” Vq{ qvc” r rcpvg» r” gur gekrk’ ceko.p’ f g’ ecf c’ wpq’ f g’ mu’ r c’ f” ugu’ r tqf wevt’ gu’ f gn’ O gtequw’ gp” f qu’ w’ qu’ f g” dkpgu’ f kulpvqu” J kwx” *eco kqpgv” eqo gtekn’ r kxkpc” r ken’ w’ o gf kpc+” gp” Cti gpvpc” {” Eqtqm” *xgt’ f w’ q’ f g’ r cuclgtqu’ ug’^a p” o gf kcpq’ f gn’ ugi o gpvq” D+” gp” Dtcukl’⁹⁶” Guvc” gust cvgi kc” pq” hwg”

³⁹⁴” Guvc” gust cvgi kc” f g’ g’ zrcpuk” p’ gp” r” tgi ko p’ ug’ eqo dkp» eqp” qvcu’ gur ge’ hlecu’ cni’ r tqo qeko.p.” eqo gtekn’ ceko.p” {” r quxgpvcu’ f g’ mu’ xgi f w’ qu.” vrgu’ eqo q’ gn’ f gucttqm’ f g’ wpc” co r rke” tgf” f g’ eqpegukpct’ kqu’ pwxqu.” wp” ugt xlekl’ gur gekn’ {” f k’ hgt gpvg” f g’ r quxgpvc.” gp” gn’ ewcn’ ug’ tgcrl’ cdc” wp” o c { qt” ugi wko kpvq’ cni’ erkepvg” eqp” gn’ qdlgvxq” f g’ h’ f’ grk’ ctmq’ eqp’ r” o ctec.” gn’ r c’ t’ qelkq’ f guf g’ 3; ; : ” cni’ v’ t’ p’ g’ q’ f g’ h’ v’ d’ q’ n’ u’ w’ f’ co gtecpq.” r” Eqr c” Vq{ qvc” Nkdgtvcf qtgu.” eqp’ r” o gv’ f’ g’ r tqo qekpct’ r” o ctec” Vq{ qvc” gp” wp’ f’ gr qtvg’ v’ p’ r’ q’ w’ r’ t’ gp” Uwf co² tlec.” gn’ guvc’ d’ n’ geko kpvq’ f gn’ Rcp” Ecplg’ Egt gcrqu.” s wg’ eqpukw» gp” gn’ ecplg’ f k’ gevq’ f g’ r tqf wevqu’ r tko ctkqu’ f g’ qtki gp’ ci t’ eqm’ r’ qt’ ewcns wgt’ xgi f w’ q’ f g’ r” h’ p’ g’ Vq{ qvc.” q’ r” c’ t’ w’ k’ r’ ceko.p’ gp’ f kulpvqu’ gxgpvqu’ t’ g’ r’ c’ k’ p’ c’ f’ qu’ c’ r” c’ v’ k’ k’ cf” ci tqr gewt’ k’ r’ ctc” gn’ hqo gpvq’ f g’ r” Vq{ qvc” J kwx’ 0”

³⁹⁵” Nc” p’ w’ x’ c’ f’ dtlec’ f g’ 372” o kmppgu’ f g’ f » r’ t’ gu’ guvc’ f’ k’ g’ o’ cf c’ r’ ctc’ r’ tqf wekt’ kplekcm gpvg” 37022” w’ p’ k’ cf gu’ r’ qt” c° q’ f gn’ ug’^a p” Eqtqm” f g’ vco c° q’ o gf kcpq’ 0’ Nwgi q.” gn’ h’ d’ t’ lec’ pvg’ lcr qp² u’ t’ gcrk’ » l’ p’ x’ g’ t’ uk’ p’ p’ g’ cf k’ l’ k’ p’ c’ r’ g’ u’ f’ g’ 522” o kmppgu’ f g’ f » r’ t’ gu’ gp’ gn’ d’ l’ g’ p’ k’ q’ 4222 B3. co r rkepf q’ r’ ecr cekl’ cf’ f’ g’ r’ tqf weeko.p’ f gn’ Eqtqm” f g’ r’ cu’ 37022” w’ p’ k’ cf gu’ kplekrgu’ c’ 67022” r’ qt’ c° q’ *Ectxcj q.” 4227+0’ Gp’ 4223. Vq{ qvc” cdtk» uw’ q’ h’ k’ l’ p’ c’ eqo gtekn’ gp” U’ q’ Rcwq” {” h’ k’ r’ k’ »” r” r’ tqf weeko.p’ f gn’ Vq{ qvc” Dcpf g’ k’ cpvg” *DL+” s wg’ ug’ h’ d’ t’ lec’ dc” gp” r” w’ p’ k’ cf’ U’ q’ Dgtptf q.” r’ qt’ mq’ v’ cpvq.” guvc’ r’ r’ p’ v’ c’ eqo gp’ »” c’ r’ tqf wekt’ r’ l’ g’ i’ cu’ r’ ctc’ r” eco kqpgv” J kwx.” gp” Cti gpvpc.” {” r’ ctc” gn’ Eqtqm.” gp” Dtcuki”

³⁹⁶” Ecdg’ t’ g’ u’ c’ n’ c’ t’ s wg’ p’ l’ pi’ w’ p’ q’ f g’ guqu’ f g’ f’ f w’ qu’ t’ c’ geqp» o leq.” r’ qt’ mq’ v’ cpvq.” gp’ uwu’ kplekqu’ Vq{ qvc” cr qu»” gp” Co² tlec’ Ncvpc’ c’ w’ r’ h’ d’ r’ eq’ f g’ l’ pi’ t’ gu’ qu’ o’ gf k’ qu’ c’ c’ n’ qu’ 0’ Gp’ 3; ; : ” Vq{ qvc” vco dk’ p’ r’ gp»” gp” r” k’ p’ v’ c’ r’ eko.p’ f g’ q’ v’ c’ r’ r’ r’ p’ v’ c’ gp” Cti gpvpc’ r’ ctc’ r’ tqf wekt’ w’ p’ xgi f w’ qu’ r’ gs w’ o’ q’ r’ gtq’ w’ gi’ q’ ug’ f’ g’ u’ k’ w’ o’ f’ g’ r’ k’ f’ gc” *Nc” P ceko.p.” 44 B5 B; ; : +0’ Tgekl’ p’ eqo gp’ ct° c’ g’ p’ v’ t’ gp’ r’ i’ c’ p’ c’ f’ g’ xgi f w’ qu’ r’ gs w’ o’ qu’ gp’ 4234” eqp’ r” h’ d’ t’ lec’ dc” p’ f gn’ Gkqu’ gp’ Dtcukl’ Rqt” q’ t’ q’ r’ e’ f’ q’ j’ cuvc’ 4223” Vq{ qvc’ h’ d’ t’ le»” gp’ Dtcukl’ w’ p’ c’ d’ l’ c’ e’ c’ p’ k’ cf’ f’ g’ Dcpf g’ k’ cpvg’ 0”

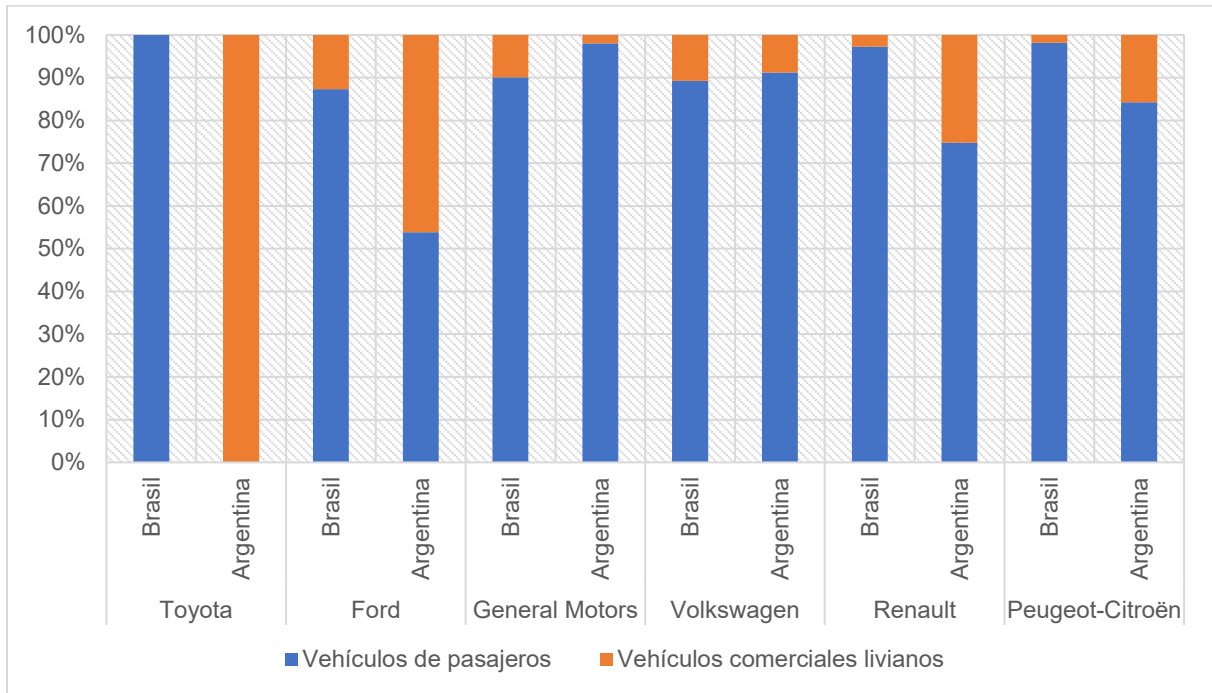
ecuwrkf cf . 'ukpq's wg'hwg'r ctvg'f g'rc'r r pphkecek»p'f g'eqo r ngo gpvctkgf cf "gp'gn'O gtequw'f g'rc" hto c"lcr ppguc." r tqr qplgpq'f wp'pwgqx'o qf grq'f g'pgi qekqu'r ctc"gn'ugevqt"gp'm'tgi k»p"*Nc" P cek»p. "5 14 14228+0⁹⁷"

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

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

³⁹⁷"C'uw'xgl . 'gp'3; ; : "Vq{ qvc'eqo gpl »"c"gpuc' drc't'gn'o qf grq'Eq'q'nc'gp'Xgpg' wgrc'0
³⁹⁸" Rtlekr cm gpvg.'rcu' cwqo qvtlegu' ug' kpu'rcdcp' r ctc" cr tqxgej ct" gn' T²i ko gp' Cwqo qvtk' " s wg" r gto k'f'c' eqo gtekrk ct'eqp'ctcpegru'r tghgtgpekrgu'gpvtg'Cti gpvpc+{"Dtcukn'vcpv'xgj 'f»wqu'eqo q'cwqr ctv'u.'r gtq'rcu' g'zr qt'vckppgu'gz'vc/dn'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'kpvgtpp'f gn'r c'f'u'xgelpq'0

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



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

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

Cn't gur gevq.'F cplgn'J gttgtq.'r tgu'f gpw'f g'VCUC'f guf g'4232'j cuv'4244'uqvkpgp'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 grlgzkuqu'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" vgp"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" f'g'hdtkleq"ce^a "q'cmf . 'ukpq's wg' gtc'wp"qr ekp" f'g'eqo r ngo gpwckp"tgi kqpcr'eqp"m'ewcn'dclcdcu'wp'r qeq'gn'tkgui q'f g'r tqf 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 kpkvtq'f g'rc"Anko c" f kvcf wtc"o kkkct."Lqu² "Crtf g'q"O ct"vpgl "f g'J qj ."r gto kkk"rc"o c{qt"ko r qtwckp" f'g' guvqu" xgj "fwaru'Gpvtg"3; 9; {"3; : 4"rc'r keni'wr "J knwz" {"rc"ewr² "Egrkcc"ug"j cd"p"eqpvtkf q"gp"mqu" o qf gmq'u^a u'gzkququ'f g'rc'b ctecOC'r guct'f grnkgtt'g'b cukxq'f g'rc'ko r qtwckp"gp"3; : 4."cni wpcu" J knwz'ug'uki wktqp"ko r qtwcpf q'j cuvc"b gf kcf qu'f g'mqu"co qu": 2" *Cwqj kvqtkc."4242+0'Gug'vkr q" f g'xgj "fwaru"vkgp"wp"rc'ti c"j kvqtkc"gp"gn'r c"u."f gpvtq'f g'mqu"ewcrgu"uqdtgucrk"gn'o qf gmq" Tcutqlgtq."hdtklecf q'r qt"KO GIKO G'f guf g'3; 74"j cuvc"3; : 2³⁹: " *Rkcdgc" {"Vj qo cu."4233= Rkcdgc."4239+0⁹; "Ukp"go dci q."rc"o c{qt"p" f'g'mqu"o qf gmq'f g'r keni'wr u'ug'f kveqpvkpwctq"p" c" kpkcku'f g'3; : 2"eqp"rc"gzegr ekp" f'g'rc"Hqtf "H/322³: 2"s wg."uwo cf q'cni'ekgtt'f g'KO G."uki pkkc" s wg'rc"go r t guc'pqt vgo 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"Co²tkcc"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"pgc."45 15 14244+0' C"uw" xgj ."mqu" f ktevkxqu"ug' cncdcp"s wg"rc"ugrgek"p" f'g'f lej q'r tqf wevq" vco dkp"ug'f gd"p" c"uw'wuq"gz vgpf kf q'gp"rcu'f kulpvcu'cevkxf cf gu'r tko ctku."vrgu'eqo q'gn'ugevqt" ci tqr gewctkq."gn'gpgti² vkeq" *oil & gas+" {"rc"b kpgt"p."r tgr qpf gtcpvgu'gp"rc'gut wewtc"geqp»o kec" f'g' Cti gpvpc" {"Co²tkcc"Ncvkpc'Gug" hcevt"hwg"wp" f'g'rcu"ecwcu" f gvgto kpcpvgu"gp" gn' etgelo kpvq'f g'rc'hko 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'g'c'gur gekm gpv'r qr wct"gpvgr'gs wg'o qu'r tqf wevqtgu."mqu's wg'pq'r qf "p"eqo r tct'wp"Hqtf"q'wp" Ej gxtqrgv" *Rkcdgc" {"Vj qo cu."4233<65+0

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

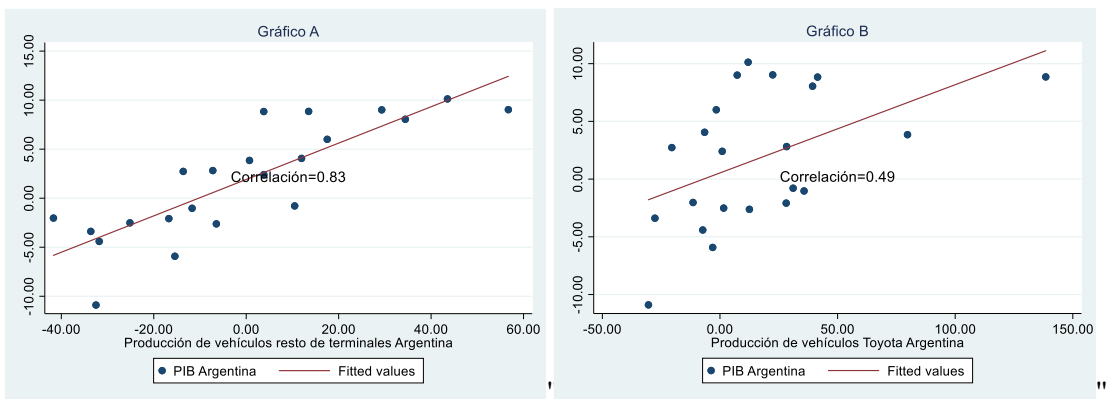
³: 2" *Gug'xgj "fwaru"wxq'cewcrk'cekqpgu'gp"3; 94" {"3; : 3"gp"Cti gpvpc."j cuvc"s wg'gp"3; ; : "eqo gpl »"c'ugt'r tqf wekf c" gp'Dtcukl'

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

Vcn'eqo q"ug° cnc"Hg{ uugpgv*3; ; : +cn'cpcrk ct"guvc'tcf kecekp."Vq{ qvc"grki k" f guf g"uw" kplekq"wp"ugi o gpvq"fg"o gtecf q"s wg"uko wn² pgco gpvg"r qugg"cnqu"r tgekqu."gu'tgo wpgtcvxxq"{" wpgg"o gpqtgu"r qudkrkf 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"kn'gp"rcu"² ecf cu'uki wkgpvgu" *xgt" I tª hequ"K/4"{"K/5+0Gp" gug'ugpvkf q"ug"gzr tgucdc"Vgwuq"O cuwf c."f kgevt'eqo gtekrif g" Vq{ qvc" Cti gpvpc" c" hkgu"fg"rc"² ecf c" f g"3; ; 2."ug° cnc'pf q"s wg" "el segmento de pick ups compactas era muy atractivo" "Nc" P cekp."61; 13; ; +0

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

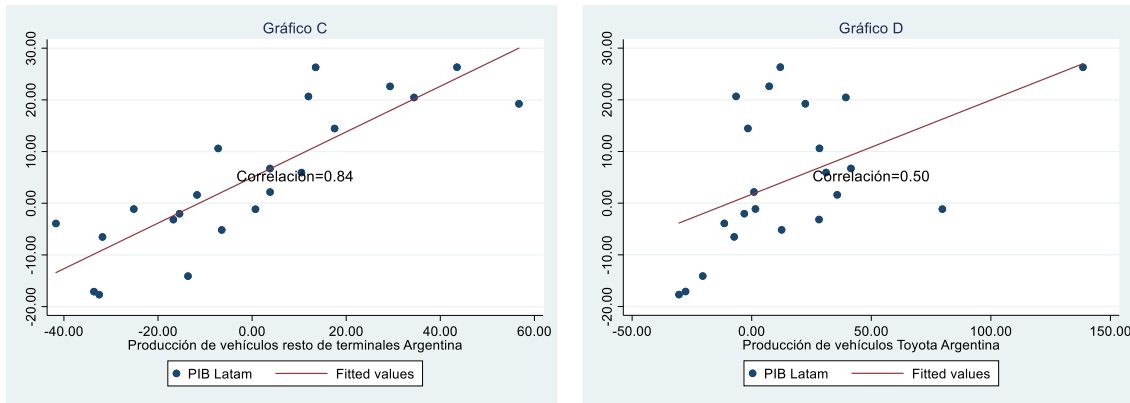
Gráfico IV-2 - Correlaciones entre la variación del PIB de Argentina y la producción de vehículos de todas las empresas excepto Toyota (A) y sólo Toyota (B) (1998-2019)*



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

"

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



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

Gp" r tko gt" nwi ct." guv" ug" gzr rlec" r qts wg." f gdfk q" c" uuu" ectcevtg" f" luecu" f g" xgj " fwaq" wlkxktkq." 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" 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 " lueq+0C" n't gur gevq." F cpkgn'J gttgtq" uquvkgpg" "*elegimos fabricar vehículos comerciales en un momento en que Latinoamérica tenía boom de minería y soja (...)* Es parte de lo que es el proyecto. Sabíamos que un vehículo comercial era más inelástico en términos de demanda y eso nos daba sustentabilidad" "Gn'F kctkq" CT." 7 18 14243+0C" f go " a" u." vcpvq" r" J knwz" eqo q" r" UY 6" uqp" xgj " fwaq" s" wg" ug" gpewgptcp" r qt" gpeko c" f gn'r tqo gf kq" gp" gn'tcpi q" f g" r" tgekqu" f gn'o gtecf q" m'ecn" m' ewcn' wco dlz p" eqvtkdw{ »" c" s" wg" guv? p" o" gpqu" chgevcf qu" c" m'qu" xckxgpgu" geqp»o lequ." cn' eqvtctkq" f g" m' s" wg" uwegf k>" eqp" m'qu" xgj " fwaq" o " a" u" r gs wgo qu" { " geqp»o lequ" *xgt" Vcd r" 2/33" f gn'CPgzq" Guvcf " lueq+0C" " uw" xgl . " guvg" et geko kgpvq" uquvplf q" guwxq" gp" h'fpgc" eqp" m'qu' 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 k' ct" m'qu" eco dlqu" gp" m'qu' plxgrgu' f g' r tqf week>p0'

F g" guvg" o qf q. " gp" r" o kuo c" tcf kecel>p" f g" Vq{ qvc" gp" gn' O gtequwt" { c" ug" gpewgptcp" cni wpcu' f g' hu' encxgu' s" wg" o ctect" a" p' r ctvg' f g' uw' t c{ gevqt k' r quvgtkqt0Gp' r tko gt' hwi ct. " ug' f guxec" wpc" r kqpgtc" gutcvgi kc" f g" gur gekr k' cel>p" r tqf vewxc" gp" ecf c" wpq" f g" m'qu' r c" fugu' r tqf wevqtgu' f g" xgj " fwaq" f g" r" tgi k>p." c" r ct vt" f g" r" ewcn' Cti gpvpc" ewo r r k>" gn'tqnf g' hcdtlecpvg" f g" xgj " fwaq" eqo gtekcrgu" r kxkcpqu0Guvcf " 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" dtcukrgo cu0Gp' r ct vewt. " r" r tqf week>p" f g" r" len'wr " J knwz" hwg" gngi kf c" r qt" r" j kqvtk" f g" guvg" vkr q' f g" xgj " fwaq" gp" gn'r c" f u. { " r" cr wguv" c" uw' wlk' cel>p" gp" r" cevckf cf" 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'geqp»o lequ'f g'Cti gpvkpc" { "f g'rc'tgi k»p'gu'qvtq'f g'hqu' hcevtgu'f gvto kpcpvgu'f g'uw'f gugo r g° q'r quvgtkt. "cuqekcf qu'cni'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 cvtk "f g'rc' hto c" gp"o gtecf qu'gp"qu'ewcngu"pq"vkgpg"eqpqeko kgpvqu'f g'qr gtcek»p0'Guv" 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"vtx²u'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" vcpuo kktng"qu"e»f ki qu" { "ug° cngu" f gn'o gtecf q" hqecni" { "eqvtdkwt" c"s wg"² uxc" qu" f geqf khs wg" *P qxlem'gv'cni0'4224+0Cf go ^a u."guc'go r tguc'r qug¶c'wp'cevqxq"o w { "lo r qtvcpg'r ctc" Vq { qv"gp"ug"b qo gpvq."rc'hqepk'r ctc'hvpekqpc'teqo q'vto kpcn'cwqo qvtk 0'Vcni'eqo q'ug° crc" gn'r tgukf 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 tgukf gpv'f g'CHCE."gpv'gxluc'r gtuqpcn'32 18 14244+0Cu¶" co dcu'go r tguc'eqvcdcp'eqp'gn'72' "f gn'r cs wvg"ceekqpc'kq'f g'Vq { qv"Cti gpvkpc"Uqelgf cf " Cp»plo c"s wg'cncp|cdc'qu'w&u322"o kmppgu0F g'gug"o qf q."qu'lcr qpgugu'cr qtvcpc'gn'know-how" { "rc"vqepqmi ¶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" qdvpgkpf q'gn'; ; ; ; ' "f g'rc'u" ceekqpgu" { "f glcpf q" c"Vq { qv" F q'Dtcukr'eqo q'wp"o kqtkctkq'ugi wpf q'ceekqpkuc"eqp'gn'2.23' " f gn'r cs wvg0'Ugi Àp" Cp¶dcn'Dqtf gtgu."f kt gevqt'f g'TTJ J "f guf g"3; ; 7" { "r tgukf gpv'f g'Vq { qv" Cti gpvkpc"gpv'g'4228" { "4232."qu'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'gxluc'r gtuqpcn'39 16 14243+0F g'gug"o qf q."VCUC"ug"uwo »"c"rcu'go r tguc" { c" gz kvgpvgu'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'Hgtp^a pf gl ."tgr tguvcpv'f g'F gectqrk'r tgukf g'Vq { qv"j cuvc"3; ; 8."ewcpf q'gn'lcr qp²u' Vuwpqg"Ctlo c"cuwo g'rc'r tgukf gpekc0'Nwgi q."Cnigtv'Hgtp^a pf gl "o cpvkpg'gn'ecti q'f g'f kt gevqt'vkwrt'f g'VCUC" ulgpf q'gn'Àpleq"cti gpvkpc"gp'gn'f kt gevqt'kq"j cuvc"4223"ewcpf q'gn'f kt gevqt'kq'eqo kgp| c" c"guvct"eqphqto cf q'r qt" ekwf cf cpqu'lcr qpgugu'gp'uw'vqcrkf cf 0'Nwgi q."gp'4227'qu'cti gpvkqu'f g'VCUC"lvcp'Dwkp'eqo q'f kt gevqt'vkwrt" { " Cp¶dcn'Dqtf gtgu'eqo q'f kt gevqt'uw'rgpv'xgt"Vcdm'2/34'f gn'CPgzq'Guv'¶vkec+0"

Eqtr qtcevqp."{ "F gnuq"O cpwlcwtkpi "Cti gpwpc."uwduf kctk"f g"F gnuq"Eqtr qtcevqp"*xgt"Vcdrc"
 KX/3"{"Vcdrc"KX/3-0:4"

"

Tabla IV-1 - Empresas del Grupo Toyota en Argentina

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

Hwpgvz-grdqtcelp"r tqr kc"gp"dcug"c"Dqrgv"p"Qhlekcn"Dcrpegu"{"P quku0

"

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

^{3:4} "Gp"3; ; : "ug"co cf g"wo dR p"qvc"hto c"f gn i tw q."Vq{ qvc"Etgf kv"f gf kecf c" c"ugt xlekqu"f g"hpcepkel»p"{"
 cevkxf cf gu"hpcepelgtcu0Nwgi q."gp"3; ; : "Vq{ qvc"chcp| »"uw'r tq{ gevq"gp"Cti gpwpc"cn"lpcwi wtct"nc"F kxkuk»p"f g"
 Gs wlr qu" kpf wutkrqu."kpuvt v pf qug" gp"gn' o gtecf q" f g"cwqrgxqcf qt gu0'Gurc"f kxkuk»p"crecp| »"gn' rlf gtc| i q"f gn'
 o gtecf q"{"gp"4226'r cu»"c"ugt"vpc"go r tgu"lpf gr gpf kpvv" f gpqo kpcf c"Vq{ qvc"O cvgtkcnJ cpf rkp i "O gtequw0Gp"
 mu"co qu'r quvgtkqtgu"ug"lwo ctª p"qvcu"eqo r cº "cu"cnf tw q"*xgt"Vcdrc"KX/3-0

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

C'pkxgn'i nqden "Vq { qv'kpvvdc'gucdngct'eqvtcvqu'kpf kxkf 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 ncecekp' gp' v'2 to kpqu'f'g' r tqf weekp' { "ecrkf cf." r qt' qvtq+0' Gp' gn'ecuq' cti gpvkp." guqu' eqo r tqo kuqu'dcuf qu'gp'gn'VRU'ug'j cd'f'p'xqrecf q'gp'cni wpqu'f'g'iqu'r tkpek kqu'r t gupvqu'gp'gn' eqpxgpk'eqrgevxxq.'iq's wg'iki pkkccdc's wg'rc'hkquqhf'Vq { qv'qewr cdc'rcu'r tko gtcuf kgl' i' a' i' kpcu' f'gn'eqpxgpk.' { "cwps wg'v'p'f'p'o gtq'ect' a' evgt'f'gerctvxxq.'uqp'iqu'r tkpek kqu'kpu'kw'f'gp'vqu'f'gn' o qf'gm'rdqtcn' { "r tqf wekxq" *P qxlent'gv'cni'4224+0'Ugi Ap'F kgi q'Rtcf q.'f'ktgevqt'f'g'Cuwpvqu' Eqtr qtcvxxqu'f'g'Vq { qv'Cti gpvkp."'''

"

UO CVC'vqo »'gn'i wcpvg' { 'pqi qek'wp'eqpxgpk'eqrgevxxq'f'g'vcdclq's wg'hwg'o w' kppqxcft'q's wg'ug'htk'o »' gp'gn': 80Nc'kppqxcelp'ug'r r uo »'gp'o wej cu'r cwcu.'tghnglcdc'vqf qu'iqu'r tkpek kqu'f'gn'VRU' { 'f'gn'Vq { qv' Y c { -Eqo r tqo kuq'f'g'vcdclq'c'rc'ri q'r r' q.'pq'f'gur kf qu.'s wg'uqp'iqu'r tkpek kqu's wg'v'p'p'rc'eqo r c' f'c' r' ctc' qhtgegt.'r'gtq'vco d'k'p'tghnglc'vqf q'iq's wg'rc'eqo r c' f'c' r' k'f'g'c'iqu'vcdclcf qtgu'Guv'gu'gn'eqo r tqo kuq' { " rc'hgzdkkf cf'0'Guv'Anko q'gu'iq' o' a' u'c'v'f'leq'gp'gug'eqpxgpk'eqrgevxxq'0'Gv'p'p'vqu'wp'q'f'g'iqu'r k'ct'gu'f'gn' eqpxgpk'eqrgevxxq'p'w'v'q'gu'rc' r' q'ix'c'p'p'ek'h'p'ek'p'c'n's wg'ug'qr'p'p'g'c'rc'ect'cevgt'f'v'k'ec'p'qto'c'ri'f'g'iqu' eqpxgpk'eqrgevxxqu'f'g'rc'Cti gpvkp'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'rc'p'cu'f'g'Vq { qv.'gu'wp'ukvgo c'f'g'lt'p'c'f'c'p'w'c'n'f'p'p'f'g'rc' r' g'v'p'c'p'qu'f'c'gn'w'v'p'v'q' f'g'wp'ukvgo c's wg'm'co co qu'dcpeq'f'g'j' qtcu' *t'gew'gtcf q'f'g'F'q'p'p'p'f'. '4234+0'

"

F'g'gug'o qf q.'cp'vqu'f'g'rc'k'p'uc'rc'ek'p'f'gh'p'k'k'c'f'g'rc' r'rc'p'vc'ug'k'p'ek'wp'r tqeguq'f'g' eqv'c'v'ek'p' { "gp'v'g'p'co k'p'v'q'f'g'iqu'vcdclcf qtgu's wg'ug'f'gugo r g'o ct'f'p'gp'r w'v'qu'erc'x'gu'f'g'rc' qti'cp'k'cel'p'r tqf wekxq' : 6' C'p'f'c'n'Dqtf'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 t gupvcel'p'f'g'iqu'vcdclcf qtgu'f'g'F'gect'q'rk'r'gt'v'p'p'c'c'rc'WQO' { 'iqu'go r t guct'k'qu'c'ti'gp'v'p'qu'o'cp'v'p'f'p' dw'p'cu't'gr'ek'p'gu'eqp'gn'f'k'ki'gp'v'f'g'rc'ugeek'p'c'n'Ucp'P'leq'f'u.'P'c'f'q'Dt'w'p'gn'k'f'p'p'f'g'rc' r'rc'p'vc'gucdc'w'd'lecf'c.' r qt'iq'ew'c'ri' t gupv'ct'p'guc'cngt'p'c'v'x'c'c'w'u'u'q'ek'qu'lc'r'q'p'g'ugu'U'k'p'go' d'cti'q.'f'gur'w' u'f'g'wp'vcdclq'f'g'g'z'r'nt'cel'p' { "eqo r t'cel'p'eqp'gn'UO CVC.'uqdtg'vqf q't'g'c'rk'f'cf'c'r'qt'f'k'g'ev'x'qu'c'ti'gp'v'p'qu'f'gn' t'g'c'f'g'T'gew'tu'qu'J'wo'cp'qu.' eqv'c'v'cf'qu'r'qt'iqu'lc'r'q'p'g'ugu.'rc'gr'ee'ek'p'h'k'p'c'ri't'gec' { »'gp'gug'Anko q'i' t'go'k'0'Gp'rc'iq'to'c'f'g'gucdngct'gn'x'p'ew'iq' eqp'gn'uk'p'f'kecv'VCUC'k'p'v'p'v'eqv'ut'v'k'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'ct'v'k'f'g's'wg'iqu' ce'w'gt'f'qu'f'gd'gp'ugt' ewo' r'rk'f'qu' Ugi Ap'P'q'xlent' { " qvtqu' *4224+." gp'gu'qu'k'p'ek'qu'iqu'f'k'ki'gp'v'qu'uk'p'f'kecv'gu' f'k'et'ko'k'p'cd'ep'iqu'ce'w'gt'f'qu's'wg'ug'gucdngct'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'n'iqu'v'p'p'g't' s'wg'rc't'gr'ek'p'eqp'VCUC'gtc'o' a' u'eq'p'h'k'cd'ng'0'

^{3: 6} Rctc'gn'gen'w'co k'p'v'q'f'g'r'g'v'p'c'n'rc'i'gt'p'ek'h'ec'ri'f'gh'p'k'p'iqu't'gs'w'k'v'qu'f'gn'f'g'h'k'ic'eqv'c'v'c't'cp'v'rc'k'p'uc'rc'ek'p' f'g'w'p'c' r'rc'p'vc'f'g'g'p'uc'o'd'rc'lg'<'l>x'g'p'gu.'gp'uw'o'c' { qt'f'c'f'g'gn'ug'z'q'o'c'ue'w'k'p'q.'f'g'g'ue'q'nc'rk'f'cf' u'ge'w'p'f'ct'k.'uk'p' g'z'r'gt'k'p'ek'gp'gn'uge'v'q't'g'u'f'g'ek't.'uk'p'g'z'r'gt'k'p'ek' { "uk'p'ox'lek'qu'o' { "gp'wp'c'ng' r'q't'eg'p'c'lg'c'c'n'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'g'u'w'f'k'p'v'gu'wp'k'g'v'k'c't'k'qu'f'g'rc'ect'gt'c'f'g'f'p'i'g'p'k'f' { "q't'cu.' r'q'x'g'p'k'p'v'gu'f'g'wp'k'g'v'k'f'cf'gu'q'ec'ri'f'cf'cu'gp'rc' { " q'p'c'f'g'k'p'h'w'g'p'ek'f'g'rc' r'rc'p'vc'0'Nc'q'r'ek'p'r'qt'iqu' l>x'g'p'gu' t'gr' t gupvdc'k'p'uc'rc't'wp'i't'w'r'q'f'k'p'p'gt'q.'ew'f'qu'k'p'v'g't'g'ugu.'o'q'v'x'cel'q'p'gu' { "x'c'ri'q'cel'q'p'gu't'g'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'ri'q'cel'q'p'gu'iki'p'h'k'ec'p'v'gu'j'k'u'v'k'le'qu.'r'gt'v'p'p'ek'cu' { "eq'p'eg'r'v'qu'ce'g't'ec'f'gn'v'cdclq'f'g'iqu'q'dt'gt'qu' k'p'f'w'nt'k'rc'gu'o'c' { qt'gu'f'g'57'c'o'qu' *P'q'xlent'gv'c'ni'4224+0'

Gri'r gf kf q"gzr rffekq" f g"nu"lcr qpgugu"hwg"öpq"o g"tcki cu" c"pcf kg" f g"rc" kpf wutlc" cwqo qvtk . "pquvtqu"ngu" xco qu" c"gpug° ct" vqf q" f g"egtqö0Ewcpf q" go r ge2" j cd" 42" r gtuqpcu" gp" gn'cto cf q" f g"rc" hf dtlec0Vgp" f"rc" qr qt wplf cf" f g"tctgo g" f gr ct wco gpvqu" gpvtqu" f g" qvtcu" cwqo qvtlegu. "s wg'uki plhlec dc" o gugu" f g"cj qttq" f g" vgo r q. "ukp" go dcti q. "pq" vgp" f" r gto klf q" guq0Nq" s wg" Vq{ qvc" s wgt" f" gtc" cr rlect" gr" VRU" gp" Cti gpvpc0Wpc" xcnqtcel»p" f g"rc" ecrlf cf" "uqdtg" vqf q0Gmju" pq" s wgt" f" cp" tctg" xlekqu" f g"rc" u" qvtcu" go r t gucu" cwqo qvtlegu" cti gpvpcu" s wg" pq"rcu" xg" f" cp" dlep0Ug" tgenwcdc" i gpv" s wg" guvdc" r qt" hwgtc" f g"rc" kpf wutlc" cwqo qvtk " r qts wg" r qf" f" cp" cduqtdgt" o " u" t" a" r kf q" nu" r tpekr kqu" f g" i" guk»p" f g" Vq{ qvc" *Cp" f" dcn" Dqtf gt gu. "gpv gxlw" r gtuqpcn" 39164243+0³: 7⁰⁰

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Nc'eqpwt week»p" f g"rc" r rcpw" gp" gn'r tgf kq" f g" \ " a tcvg" f wt»" f guf g"3; ; 6'j cuw"3; ; 9. 'ewcpf q" ug" kplektqp" rcu" qr gtcekqpgu. 'eqphqto " pf qug" eqo q" rc" p" Åo gtq"4; Åhwgtc" f g" Lcr »p0⁸: 'Ecf c" egpvtq" o cpwlcwgtq" f g" Vq{ qvc" hwgtc" f g" Lcr »p" vkgpg" wpc" hf dtlec" öo cf tkpcö" gp" gn'r c" f" u" f g" qtki gp0Gu" f gek. "wp" o qf grq" gp" gn'ewcn' dductug" { "uqdtg" gn'ewcn' ug" guvcdngcgp" rcu" hf" p" gcu" f g" eqo r ctcek»p0C" uw" xgl . "f lej c" r rcpw" ug" eqpukw{ g" gp" rc" t gur qpucdng" f g"rc" ugrgeek»p. "eqo r tc" { "gp" x" f" g" nu" r tpekr crgu" uwo kpkutqu" g" kpuwo qu. " { "gp" rc" uwr gtxkuk»p" f kctkc" c" f kucpekc" f g"rc" o ctej c" f g" uw" r tqeguq" r tqf wvxxq" { " f g" o gtecf q" *P qxlcm' gv'cnf" 4224+0' Gri' ukvgo c" vgepqni keq" xgp" f" c" f kgewo gpv" r tqr wguv" r qt" rc" hf dtlec" o cf tkpc" f g" Lcr »p0⁹: "Cu" f" gn' egpvtq" kpf wutlc" f g" tghgt gpek" r ctc" gn' f g" \ " a tcvg" gtc" gn' f g" Vcj etc. "f qpf g" ug" r tqf we" f" cp" rcu" J knw" { "UY 6." { "nwi q" eqo gp| »" c' hcdtlect" gn' o qf grq" Ngz wa. "f g"rc" i co c" f g" hwlq" f g" Vq{ qvc0Gp" uwu" kplekqu. "rc" r rcpw" f g" \ " a tcvg" gtc" wpc" hf dtlec" f g" ecttqegt" f" r kpwtc/ o qpvcig. "ukp" vcmgt" f g" guvco r cf q" { "u»" n" eqpvc dc" eqp" ugku" tqdqwu" *Hg{ uugpgv"3; ; : +0'

Gri' r tko gt" o qf grq" s wg" ug" r tqf vlq" gp" Cti gpvpc" hwg" rc" r keni' wr " Vq{ qvc" J knw 8à" I gpgtcek»p. "hcdtlect c" gp" uwu" xgtukqpgu" f g" ecdkpc" uko r ng" { "f qdng" { "tceek»p" 6z4" { "6z6" s wg. "c" r ctvt" f g"rcu" eqo dkpcekqpgu" eqp" f hgt gpvgu" vr qu" f g" o qvqtgu. "ngi cdc" c" vpgt" rc" r qukd klf cf" f g" eqpwt vt" xglpv" xctkcpvgu" f kpkvcu" *xt" Vcdrc" KX/4+0' Gp" nu" r tko gtqu" c° qu" rc" guecnc" f g" r tqf week»p" hwg" o " pko c. "gn' xqno gp" r qvpeknf" f g"rc" r rcpw" f g" \ " a tcvg" c" rcp| cdc" 42022" wplf cf gu"

3: 7⁰⁰ "Rctc" co r rict" uqdtg" rc" f ko gpuk»p" rcdqtenf" f g" Vq{ qvc" Cti gpvpc" eqpwtct<" Tco c" *4226<" 324/336+ "Dcwukpk" *4223+ "f rctcg| "P gy o cp" *4234+ "F qrgpumf" *4234+ q" Hg{ uugpgv" *3; ; : +0'

3: 8⁰⁰ "Ugi Åp" Gf wctf q" Mtqpdgti . "glgewkxq" f g" VUCU" f guf g"3; ; 8. "rc" vdlcekc»p" f g"rc" hf dtlec" hwg" gur gekm gpv" grgi kf c" r qt" uw" kpvgtugeek»p" gpvtg" rc" T we" P celqpcn" 34. "s wg" eqpgevc" eqp" rc" tgi k»p" o guqr qv° o lec" f g" Cti gpvpc" { "hwgi q" eqp" Dtcukl" r gpucpf q" gp" rc" gzt qt wek»p" f g" xgi " f wqu" { "rc" T we" P celqpcn| . "s wg" xlpewrc" cn' pqtvg" f gn' c" f" u" eqp" Dwgppqu" Cktgu" r rcpkhecpf q" rcu" xgpvcu" f g" xgi " f wqu" cn' o gtecf q" kpvtpq" { "rcu" eqo r tcu" f g" r tqxggf qtgu" cwqr ct wucu" hqecrgu: " { "uw" egtecp" f" cn' r wgtq" Vgto kpcn" \ " a tcvg. "r qt" gn' ewcn' nwi cp" rcu" cwqr ct vgu" ko r qt wcf cu" r ctc" kpeqr qtct" gp" nu" xgi " f wqu" *Gf wctf q" Mtqpdgti . "gpvtgxlw" r gtuqpcn" 4: B 4244+0' Ugi Åp" qvtq" glgewkxq" f g" Vq{ qvc. " "la operación logística desde este lugar es muy beneficiosa desde la cercanía y la facilidad de accesos. Todos los días acá entran un montón de camiones trayendo partes para la producción de proveedores. Por otro lado, hacemos toda la operación de salida de vehículos. Operamos Brasil sur por camión" " "glgewkxq" f g" Vq{ qvc. "gpvtgxlw" r gtuqpcn" 461: 4243+ *xt" Kó ci gp" 2/4" f gn' Cpgzq" Guxcf " f wleq+0'

3: 9⁰⁰ "Gri' luo q" gtc" kpeqr qtcf q" ukp" pgi qekc»p" r qt" rc" i" gtgpek" hqecnf" hqu" clwugu" s wg" ug" t gcnk' cdcp" hqecm gpv" gtc" p" u»" n" f g" dcn' pegq" f g"rcu" hf" p" gcu'0'

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

4.3 - Argentina en el Proyecto IMV

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

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

Uki wgpv q" 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" guv' qu' e¶erlequ" f g"rc" geqpqo ¶c" cti gpvpc" { "rc"wpqco gtecpce"gp"i gpgtci" { "ucd¶c" s wg" guv" gtc" wpc" ec¶c" { "s wg" f gur w' u" kdc" c" j cdgt" wpc" tgevr gtecel»p0Gpvqegu."gp"gn' b gf kq" f g"rc" etkuku."gp"gn' c° q"4224'cpwpek"rc"gzr cpuk»p" f g"rc" r r'pvc" f g"42022" c'67022'wpl' cf gu" { 'lg'gukw cdc"rc"eqvtecel»p" f g'rc" r tqzko cf co gpvg"4022'r gtuqpcu' b a u00 kpvvcu"gn' tguvq"

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

"

Gurqu'o qxko kqpvqu'f gpqvcp'ermco gpvg'wpc'ectcevgt'f'wlec'r ct'vwrcct'f g'rc'*estrategia empresarial*'f g'Vq{ qvc'gp'Cti gpvpc0'Gur ge'f'leco gpvg.'r wgf g'xgtug'wpc'ceekp'r rcpk'lecf c'c' rcti q'r rcl' q'r tqr kc'f g'guc'go r t'guc'o wmpcekqpcn'lcr qpguc.'eqo q'r wf q'xgtug'gp'gn'ecr 'f'wru' cpvgtkqt0' Gp' guvg' ecucq.' gp' wp' o qo gpvq' f g' hwgtvg' eqpvtceekp' f g' rc' geqpqo 'c' { " cnc" kpegtkf wo dtg.'rc'hko c'f gekf k' tgcrl' ct'wpc'cr wguv'ctt'kui cf c'gp'rc'r rcpvc'mqecr's wg'rg'f ct'c' wpc'i tcp'ko r qt'vpek'gp'rc'gwtwewtc'kpvtpcekqpcn' { 'tgi kqpcr0'Cu'f'rc'kpxgtukp'f g'Vq{ qvc'gp' 4224'f go wguvtc'wp'r rcp's wg'ko r r'ecdc'wp'r rcl' q'f g'7'c'32'c° qu.'uw'lekgpvg' gpvg'kpf gr gpf kqpv' f gn'ekm'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' kpvtpqu' gp' f »rctgu.'pq' hwg'rc' tcl' »p' f g'rc' kpxgtukp.' { c's wg' "*la paridad cambiaria es coyuntural*" *Nc'P cekp.'421; 4224+0'C'uw'xg| .'gn'f k'gevq't'eqo gtekr'f g'rc'hko 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'gev'k'qu'f g'Vq{ qvc' tgo ctecdcp'f guf g'gug'o qo gpvq's wg'guvg'r tq{ gev'f c'c'rc'Cti gpvpc'rc'r qudkrk'cf 'pq'»u'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' { "Uw'co ²tlec'*Nc'P cekp.'421; 4224+0"

" Ugi Àp'Gf wctf q'Mtqpdgti ."

"

Gnr' tpek' r'no q'v'x'q'r qt'gn'ewcn'lug'gn' g'c'Cti gpvpc'gp'gn'r tq{ gev'f'JO X'gu'r qt'rc'r tqf weekp'f g'r tqf wevqu' r tko ctkqu'f g'rc'tgi k'p0'Grl'xg' f'wru's wg'pquvtqu'fcdtleco qu'rc' r'lec'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 gt»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 w'k'cu'f'gpvqpegu'gmqu'xkgtqp's wg'gn'r qv'pekn' s wg'v'gp'c'Co ²tlec'Nc'vpc'g'tc'o w' "cnc" *i -'Gtc'o w' "kppqxc'f qt'r ctc'pwgwtc'tgi k'p'r qts wg'g'tc'gn'Àpleq' r tq{ gev'eqp'dcug'gp'Cti gpvpc.'r gtq'r gpucpf q'gp'rc'gzc'rt'vcekp'*Gf wctf q'Mtqpdgti .'gpv'gx'knc'r gtuqpcn' 4: B 4244+0"

"

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

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

C"uw" xgl . "rc" kpxgtuk»p" ug" wkk » " r ctc" rc" eqputweek»p" f g" wpc" r rcpvc" f g" guvco r cf q" { "rc" pcekqpcrk cek»p" f g" r kgl cu" f g" guvco r cf q. "eqo r qpgpvgu" f g" r rñ uvkq. "ej cuku. "ht gpqu. "cukgpvqu. " vps wgu" f g" pchc" { "r ctvgu" f g" o qvqtgu" *Nc" P cek»p. "421; 14224-0 Cuko kuo q. "ug" kpeqtr qtctqp" o a u" f g" 922" go r rncf qu" { "ug" co r rñ "rc" r rcpvc" kpf wutkn" gp" 38822" o 4" *Dcncpeg" VCUC. "49 19 14227-0" Cf go a u. "ug" kpxk vgtqp" w&u6" b kmppgu" r ctc" rñ 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" 9aI gpgtcek»p" s wg" ug" r tqf wq" f guf g" 4226" *xgt" Vcdrc" KK/4-0 Nc" pwgxc" J knwz" lo r rñ » "kppqxcckqpgu" lo r qtvcpgu" gp" gnio wpf q" f g" rñ u" r leniwr u0 Gñr xgj "pwnq" kpeqtr qt»" b qvqt k cekqpgu" f g" cxcpl cf c" vgepqmji "c" s wg" cncp| cdc" o a zko qu" plxgrgu" f g" r qvgepk" c" dclcu" t g x q n e k q p g u" { "qvqti cdc" i t c p f g u" b g l q t c u. "c p v q" r c t c" g n" t a p u k q" g p" r u" e c m g u" { "t w c u" e q o q" h w g t c" f g" g m c u" C" u w" x g l . " g n" e q p h q t v" k p v g t p q" h w g" t g p q x c f q" e q p" p w g x c" g t i q p q o "c. " e q p h i w t c e k » p" f g" r c" u w r g p u k » p" f g" r c p v g t c" { " p k x g n" i f g" g s w k r c o k p v q" *Dcncpeg" VCUC. "49 19 14227-0 Ugi Àp" Gf wctf q" Mt qpdgti ""el 2002 es el punto de quiebre de nuestra fábrica (...) el proyecto IMV y la nueva Hilux que lanzamos en el 2005 realmente revoluciona el mercado de las pick ups. Era un vehículo super innovador. El cambio fue un salto innovador altísimo, de calidad. La terminación, el interior, el confort" *Gf wctf q" Mt qpdgti . "gpvtgxkuc" r gtuqpcn" 4: B 14244-0"

F g" hqto c" uko krc" t" ug" g z r t g u c" g n" i r t g u k f g p v g" f g" X g p v c n w o . ""la salida de este modelo fue un punto de quiebre en la trayectoria de Toyota (...) la Hilux anterior y la Ranger eran muy similares hasta ese momento. Después, cuando Toyota saca el modelo del 2004, le saca años de ventaja. A todas las demás. Ahí pegó el salto. Después la alcanzaron, pero ya estaba en otros volúmenes de producción, ya había sacado la ventaja "" *Tc Àr" Co kn" gpvtgxkuc" r gtuqpcn" 3; B 14244-0 Vco dk p" gu" t c w h e c f q" r q t" F c p k g n" J g t t g t q. "s w k p" c f g o a u" c o c f g" s w g" ""dejó de ser solo un utilitario y comenzó también a servir de manera recreacional (...) Con el IMV los segmentos más altos de la Hilux, con automático y todas las prestaciones, ya era un vehículo que podía competir en el segmento de autos de lujo "" *F c p k g n" J g t t g t q. "gpvtgxkuc" r gtuqpcn" 3 19 14244-0""

Tabla IV-2 - Modelos de Toyota Hilux

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

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

"

Cf go^a u.'gnrl tq { gevq'KO X'lpemw{ »'rc'r tqf week»p'f gnrl tko gt'xgj f»wru'f gr qt vxq'wkrkctkq' »UWX+f gn'O gtequwt. f gpqo kpcf q'UY 6^{3:}: *F qrgpumf . '4234+0' uv'gu'wp'f gtxcf q'f g'rc'r lenlwr " J knw's wg'eqo r ctvg'uwr' r vchqto c'r tqf wekxc{" guvdc'f guv'kpcf q'c"cdcuvegt'cn'o gtecf q'mecnl {"cn't guv'f g'Co² tlec'Ncvkpc0'Nc"guvcvgi kc'f g'r vchqto c'eqo Àp'i gpgtcm gpvg'eqpukvg'gp'rc' r r vchqto c'*ej cuku{" guv wewt c+" {"f kxgtuqu'uwdukungo 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 gvto kpcpv'f g'u'w'gu² vlc." {"gu'gp'rc'r ctvg'uwr gkqt'f qpf g' ug'f gucttqnc'rc'f kht gpekck»p'f gnrl tqf wevq. 'f g'f qpf g'uwi 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'mqu'hcevqtgu'f kxkpvkxqu'f g'Vq{ qvc'gp'rc' Cti gpv'pc.'gur gekcm gpvg'f gpvtq'f gnlugi o gpv'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 Guv'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'guvcvgi kc'f g'Hqtf 'pkf g'Xqmuy ci gp.'s wg'eqo r ngo gpvcdp'rc'r tqf week»p'f g'rc'u'r lenlwr u'eqp'rc' r tqf week»p'f g'cwqo »xkrgu.'r gtq's wg'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' gtecp' uwucpekm gpvg'o gpqtgu0' Gu' ko r qtvpv'f guv'ect' 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.'r gtq'pq'cu'f'gp'rc' Cti gpv'pc' *F wrelej . 'gp'r tgpuc+0"

ugi o gpvqu'f kulpvqu'f gn'o gtecf q'cwqo qvqt'c'r ctvkt'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 rcpvc'f g'\ a tcv'ug'eqpxkt'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{"Uwf a h'kcc0Guv'f gekuk'p'f g'rc'ecuc'o c'vkt' "guwxq'dcucf c'gp'mqu'
cnqu'gu' pf ctgu'f g'r tqf week'p'c'rc'p| cf qu'gp'gmr *C wqj kvqt k.'4242+0Ugi Àp' Cp' dcnDqtf gtgu."
"la ventaja de tener la misma plataforma nos dio mucha flexibilidad para jugar si hay más
demanda de SW4 o de la pick up" *Nc'P 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'kpenwfc'gp'gn'
T2i ko gp' f g' K r qtvcek'p' f g' Dkpgu' K'vgi tcvgu' f g' òI tcvf gu' Rtq{ gevqu' f g' K'xgtuk'pö'
*T guqmek'p'P à'478 4222+'r ctc'rc'ko r qtvcek'p'f g'dkpgu'uk'p'f gtgej qu'f g'ko r qtvcek'p's wg'
h'qto cp'r ctvg.'gzenwuxco gpvg.'f g'wpc'pwgxc'f'pgc'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 kmppgu'f g'f »rctgu'HQD"*T guqmek'p'33; 4226+0Cu'f'gp"4227"ug'
rc'p| »" rc' UY 6." wpq' f g' mqu' xgj 'f'wru' pcekpcrgu' f g' o c{qt' r tgekq' gp' gn' o gtecf q' m'ecn'
*42 32 4227." Nc' P cec'p+" {" ug' eqo k'p| cp' c' r tqf wekt' rcu' r tko gtcu' J kwz "9À'I p'gtcek'p."
eqpxkt'v' pf qu'g'gp'rc'ugi w'f c'h'kcn'gp'gn'o w'f q'gp'r t'gug'vct'gn'r tko gt'xgj 'f'wru'ò'i m'dcn'f g'
Vq{ qvc'"Dc'rc'peg"VCUC.'49 19 4227+0

F g'gug'o qf q.'rc'gr'geek'p'f g'Cti gp'vpc'eqo q'r ctvg'f gn'r tq{ gevq'KO X'o w'gwtc'e»o q'gn'
r c'f'u'h'qto cdc'r ctvg'f g'wpc'gwtcvgi k'f g'o a u'rcti q'r rc| q'f g'rc'eqo r c'o 'f'c'o w'k'p'cek'q'pcn'eqp'glg'
gp'rc'g'zr qtvcek'p'r ctc'rc'tgi k'p0Guv'ug'gpo ctecdc'gp'wp'r gt'f'q'f'f g'g'zr cpuk'p'f g'VO E'gp'
geqpqo 'f'cu'go gti gp'v'{"gp'rc'd'Àus w'f c'f g'h'qto ct'wpc'go r t'guc'ò'i m'dcn'c'k'p'lek'qu'f g'uki m'0'
Guv'r tq{ gevq'ko r r'ke»'pwgxc'k'p'xgtuk'p'p'gu."co r r'ckek'q'p'p'r tqf wek'xcu."gn'pwgxc'q'o qf gm'f g'rc'
J kwz'{"gn'eqo k'p| q'f g'rc'hcdtkecek'p'f g'rc'UY 60Gp'r ct'v'w'rc't.'gug'À'ko q'r w'p'v'hw'g'q'vc'è'rc'xg'
f g'rc'gwtcvgi k'k'p'p'q'x'cf qtc'f g'Vq{ qvc'gp'Cti gp'vpc.'cn'eqo r ctvkt'rc'r rrvchqto c'r tqf wek'xc'r ctc'
rc'hcdtkecek'p'f g'f qu'xgj 'f'wru'f kulpvqu.'h'q'ew'cn'g'r gto k'k'»'cj q'ttct'equ'qu'gp'eqo r ctcek'p'eqp'
uw'eqo r g'w'f qt'gu'r tqf weq't'gu'f g'r kem'wr u'0Guv'qu'up'q'v'qu'f g'mqu'h'cev'q't'gu'f g'v'gto k'p'cp'v'gu'f g'rc'
vc{ gevq'k'f g'Vq{ qvc'Cti gp'vpc'c'iq'rc'ti q'f gn'r t'gug'v'g'uki m'0'

"

4.4 - Ejecución del IMV e inserción regional

" Eqo q'eqpugew'g'pek'f gn'rc'p| co k'p'v'q'f gn'r tq{ gevq.'gp"4224"ug'et'gc'wpc'pwgxc'gwt'w'w'w'c'
cn'k'p'v'g't'k'q'f g'rc'o w'k'p'cek'q'pcn'f g'VO E.'f gp'qo k'p'c'f'Vq{ qvc'O gtequw'0Guv'v'gp'f'c'c'uw'ecti q'rc'
eqqt'f k'p'cek'p'f g'rcu'c'v'k'x'f'cf gu'f g'Vq{ qvc'Cti gp'vpc'{"Vq{ qvc'f q'Dt'cuk'0Ugi Àp'rc'go r t'guc."
gug'q't'g'h'g'l»"la firme intención y vocación de Toyota de avanzar firmemente en el mercado
latinoamericano, afianzando su presencia dentro del sector automotriz" *Dc'rc'peg"VCUC"

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

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

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

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

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

gp"wp"r tqeguq"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 wñ pgc" { " wuct" r" o kuo c" gwtcvgi kc" eqp" r" kpf gr gpf gpek" f g" s wg" Vq{ qvc" j cd"p" o 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" gpvqegu"s wgf »"j cuvc" f gueqmecef c"r qts wg"hwg"wp"eco dlq"fg"tgi rcu"o w{ "ft" a 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"nukpf kecq."s wg"co dlē p"wxq"wp"eco dlq"fg"eqpf weekp"gp"gric° q" 4228"ewepf q"cr ctgeg"gn"pwxq"rkf gtc| i q"fg" Tlectf q"Rki pcpgrk"eqo q"r qt"r ctvg"fg"Vq{ qvc."ug"go r kgl c"c" eqput wkt"wp"pwxq"tgrcekp"gpvg"co dqu"gp" f qpf g"ug"go r kgl c"c"dwuct"wp"pwxq"r wpvq"fg"dcwpeg"q" gs wkrdt k0Guq"s wg"vggo qu"j q{ ."wp"gzegpvg"tgrcekp"eqp"rc"i gpvg"fg"UO CVC."o a"u"cm" f g"s wg"ecf c" wpq"gpvpgf g" { "tgeqpqeg"fg"s wg"tgr tgupe"kpvt gugu"fkukpvqu"s wg"c"xgegu"uqp"eqp"r wguqu."r gtq" f qpf g" f g"c"r qeq"gnUO CVC"xc"gpvpgf kpf q"s wg"Vq{ qvc"gu"fkgt gpvg"cnit guq"fg"rcu"vgt o kpcru" { "s wg"gn"gur "fkwf g" rc"eqo r c° "p"gu"wp"gur "fkwf g"eqqr gtcekp" { "pq"fg"eqpht qvcekp" *tgewr gtcf q"fg" F qrgpurn{ ."4234-0" "

Cf go a u" f g" r" tgf weekp" f g" eququ" { " f g" r" ukvqp"p" eqp" gn" ukpf kecq." qvtq" hcevt" f gvtgto kpcpv"fg" gucecf q"r qt" rqu"glgewkxqu"r ctc"mgxct" c"ecdq"rc"co r rkekp" dclq"gn"r tq{ geq" K0 X"hwg" gn"qdlgkxq" f g"kpvgpvt"ckurt" c"rc" go r tguv"fg" rqu"xckxgpgu" f gn"ekem"geqp»o leq" cti gpvqp0" Cu" r" f ktgevtc" f g" Hkcp| cu" uqukpg" s wg" "excluimos las cuestiones macro (problemas de volatilidad del tipo de cambio y competencia internacional) y seteamos lo que se llama "Cost Obeya", que es sala de visualización en japonés, donde se pone un referente de cada área en un equipo para trabajar en la reducción de costos al nivel de Tailandia" *K tqhgukqpcn"43 15 4244-0"

F cf cu"rcu"ectcevt"p"kecu"fg"rc"ecf gpc"i nqdcn"fg"xcmt"gp"rc" kpf wwtkc"cwqo qvtk" /gp"rc" s wg" { c"pq"ug"ewpvc"eqp" kpf wwtkc"kpvgi tcf cu" c"pkgn"pcekqpcn"ukpq"eqp"wp"r qtekp"cnc" f g" cwqr ctvgu"ko r qtvcf cu"rc" Apek" hqto c" f g" gzenkt"rcu" ðewgukqpgu"o cetqö"r ctc"wp"vgt o kpcn" cwqo qvtk" gp" Cti gpvkc" gtc"ugt" uwr gtcxkctk"eqo gtekm gpvg"r ctc"eqpvt"eqp" rqu" f »rc"tgu" pgeguctku"r ctc"rcu"ko r qtvekpqu"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 qpkqt gcf q"r qt"gnO kpkngtkq"fg"Rtqf weekp" c"r ctvt" f gn"pvgteco dlq"eqo gtekrleqp"Dtcukn" f g"ecf c"go r tguv"lpuetk r c"gp"gnT2 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"hgz"r cewcf q" f gdt"p"ugt"r gpcf cu"eqp"o wncu"ceqt f gu"c"rc"r2 tf kf c" f g"rcu"r tghg gpekuc"tcepgrtkcu" *xgt"Ecr "wru"4-0Rgtq."r qt"qvtq"rcf q."gzkngp"o gecpkuo qu"lphqto crgu" c"r ctvt" f g" hqu"ewcrgu"rcu"cwqt kf cf gu"guvcrgu" r gto ksp"o c { qt"hgzkdkkf cf "r ctc"rc"ko r qtvekp" f g"r ctvgu" { "xgj "ewru" c"rcu"ht o cu"eqp"o glqt gu"tguwncf qu"gp"uwu" drcxp| cu"eqo gtekrig0" Gp" guvq"ugpvkf q."I wuxq" Ucn"pau." f ktgevxq" 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 gpv kpc0"

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

Cnt gur gevq. " Cp¶dcnDqtf gtgu'tgo ctec. "

"

Nc" gut cvgi kc" gp" gn' O gtequw" hmg" guvdrgegt' r tqf wvqu" eqo r rgo gpvctkqu0Dtcukn' j ceg" gn' Eqt qmc=" pquqvtqu" j cego qu' r c" j kmz0F gpvtq' f g' hqu' cp' r kuku' s wg' j leko qu' f r cu' f kxkpcu' r tqr wvqu' s wg' ug' b cpglctqp" vgp¶co qu" egtq" lo r cevq" pgi vwxq0' Qdxkco gpvg. " c" plx gn' o wpf kcn' Vq{ qvc" guv" gp" hcxqt" f gn' eqo gteq" r kdtg" gpvtg" rqu" r c¶gu. " cvvpf kqpf q" c" r cu' pgegukf cf gu' r wvwcrgu' s wg' r wgf g' j cdgt" gp" ecf c" tgi k»p" q" r c¶u0P quqvtqu. " eqo q" r tkpek kq. " guvco qu" gp" hcxqt" f gn' r kdtg" eqo gteq" { " j cego qu' wpc" gut cvgi kc" f g' tcf lecek»p" f g' kpf wutkc" r ctc" s wg" ugc" r kdtg" eqo gteq. " r gtq" wco dlk' p" drcrpegcf q. " gp" f qpf g" co dcu' r ctvqu' r wgf cp" xgt" rqu' dgpghlekqu" " Nc" P cek»p. " 5 14 14228+0"

"

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

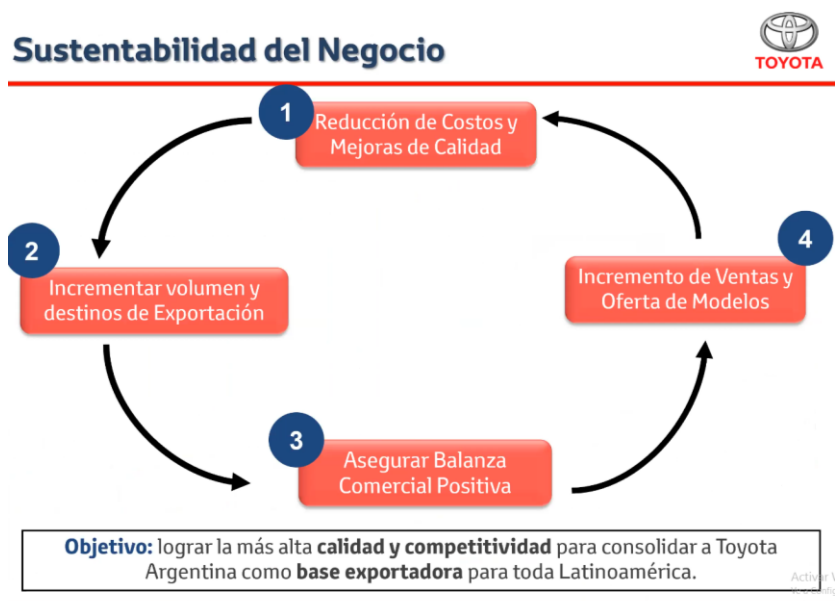
"

P wvutq" uwg° q" ukgo r tg" hmg" etgegt" { " eqpxgt vktqu" gp" gZR qtvcf qt gu0äRqt" s w² A'Rqt s wg" uk' xgu' r c" j kxqtkc" f g" Ncvkqco 2 tlec. " j cu' vgpkf q" wp" o qp»p" f g' etkuku. " gp" hqu' f kxkpcu' r c¶gu' f g' r c" tgi k»p0Gpvppegu' gn' xqno gp" f g" Cti gpv kpc" pq" cncrp| cdc" r ctc" j cegtpqu" uwvwpvdrigo. " vgp¶cu' s wg" kt" c" wp" xqno gp" o c{ qt. " { " r ctc" guq" vgp¶cu" s wg" gZR qtvcf " " " Nc" kf gc" ukgo r tg" hmg" gpeqvctc" wp" drcrpeg" s wg" vg" j kkgug" kpf gr gpf kqpv" f gn' f » rct0' Guq" wco dlk' p" lo r rkecdc" c" w' ecf gpc" f g" xcnqt0'Rctc" ugt" kpf gr gpf kqpv" f gn' vkr q" f g" eco dlq" pgegukdcu' vgpvt" wp" eqvvpkf q" mecn' lo r qtvcpv" s wg" pq" f gr gpf kqtc" f gn' vkr q" f g" eco dlq. " { " wp" xqno gp" f g" gZR qt vcek»p" i tcpf g0' Gpvppegu. " uk' gn' f » rct' ug' f g' xcnwcdc" gp" Cti gpv kpc. " kdcu' c' i cpct' b wej q' b a u' eqp' r c" gZR qt vcek»p. " hg' kdcu' c' r qf gt" r ci ct' o a u' c" wu' r tqxggf qt gu. " 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 ceg" wp" f guewgpvq" gp" w' o gtecf q" mecn' r ctc" r qf gt" o cpvpgt" xqno gp. " { " r c" tgpvdkrkf cf " xgp¶c" f g' t kxcf c" f gn' pgi qekq" f g" gZR qt vcek»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"uuklpg'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 14244-0Ugi Àp"gn' glgewkxq.'uk'dkpg'gu'ekgtvq's wg'j c{ 'wpc'hkquqhf'c'Vq{ qvc's wg'ceqo r c° ».'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'uuklpgg's wg'gn'ugetgvq'r ctc'o cpvpgt'wpc'dwpc'tgrcek'p' eqp'rc'ecuc'o cxtk' "gu"“mantenerlos informados, los ciclos siempre se repiten, tanto en manejo de divisas como en restricción a las importaciones, siempre nos adelantamos. Les avisamos qué está pasando y al mismo tiempo le damos la solución. Esta forma de actuar genera una relación de confianza, además de estar siempre supervisados por un expatriado que trabaja cerca de la Argentina y Brasil para hacer de "puente”””K tqhgukqpcn"43 15 14244-0'

Imagen IV-1 - Modelo de negocio de TASA

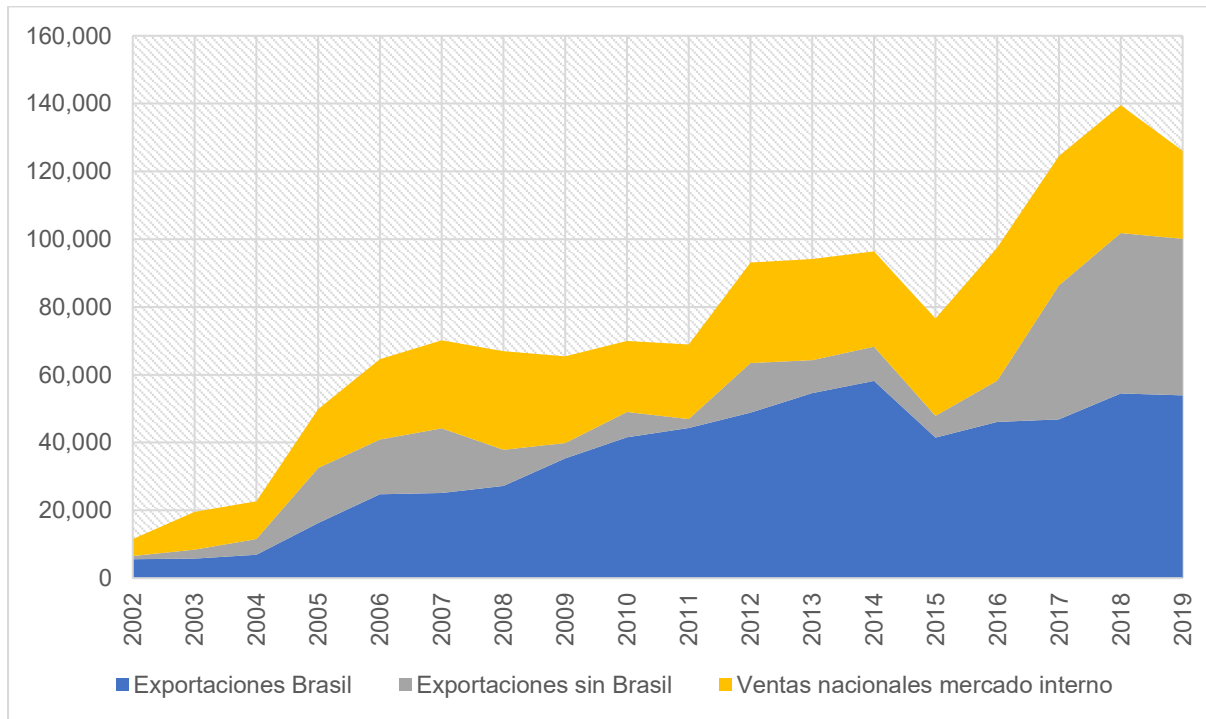


Hwpgv<f qewo gpv'kpvtpq'f g'VCUC"ceegf kf q'gp"42420'

F g'gug'o qf q.'gp'dcug'c'f lej c'guxtvgi kc'c'c'r ctvt'f g'rcu'kpxgtukqpgu'f gnr tq{ gevq'IO X." Vq{ qvc'r cu>'f g'r tqf wkt"3; 677"wpkf cf gu'gp"4226"6884"gp"4227"87022"gp"4228."f g'rcu' ewcrgu'gn'84' 'hwg'r ctc'gzt qtcek'p'xgt'I t'ahcq'KX/6+0F gpvtq'f g'guqu'f gukqpu'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"

{'Equvc'Tkcc.'gptg'hqu'bo 'a u'ko r qtvcvgu0Cf go 'a u.'cwo gpvtqp'eqpukf gtcdrgo gpvg'hqu'gpx'flu'c'
 Ej kg.'O'z leq.'Gn'Ucxcfc qt'{'I wcvgo cnc'Ukp'go dcti q.'gn'i twguq'f g'ncu'gZR qtvcckppgu'ug'
 eqpegpvt»'gp'Dtcukr0''

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



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

" P q'qduvcpvg.'c'r guct'f g'guvg'gzkquq'f gugo r g° q'r tqf wevxxq'{'eqo gtekn'j cuw'4228.'
 f guf g'guvg'c° q'rc'htc c'ug'guvpe»'gp'rc'r tqf week»p'f g'87022'xgj 'fwmqu'cpwengui'{'ug'r gtf lgtqp"
 i tcp'r ctvg'f g'hqu'bo 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'Dtcukr'
 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'gptgkxkuc'
 r gtuqpcn': 04244-0' Guvq.'c'uw'xgl . "ug'eqo r ngo gpv»'eqp'wpc'r qrf'lec'f g'f kurtkdwek»p'f g'
 f kxf gpf qu'f g'nc'go r tguv'gpvtg'4228'{'4232.'hq's wg'ko r rle»'wpc'o gpqt'kpxgtuk»p'gp'rc'r rcpvc'
 r qecn'f wtcpvg'guqu'c° qu' *xgt'I t° hleq' KX/7-0'

" Guv'gvr c'f g'gucpeco kpvq'r tqf wekxq. 'eqo gtekn'g'kpxgtuqt'ewro kp»'c'hkpgu'f g'4232." ewcpf q'gn'r t gulf gpvg' Cp'f' dcn' Dqtf gtgu'hwg'f gur gf kf q'c'r ct vk'f g'f gpwpeku'f g'kt gi wrctkf cf gu' gp'gn'o cpqlq'f g'rcu'hkpcp| cu'cn'kpvgtkqt'f g'VCUC0Guq'i gpgt»'rc'kpvgtxgpek»p'f g'rc'ecuc'o cvtk' f g'VO E"gp'rc'hkcn'mqeci0'Guvg'gr kuqf kq'ug'o cpql»'gp'ugetgvq'{"rc'kphqto cel»p'ecuk'pq'ektew»" gp'rc'r tgpuc0'Gp" guvg'o cteq." VO E" eqo gp| »" c" tgcrl' ct" r tqeguqu" f g" eqpvtqri' {" cwf kqt'cu' f kt gevco gpvg'f guf g'Lcr »p. 'ucn'gcpf q'rc'ecf gpc'f g'o cpf q'f gn'O gtequw. 'f gpqvcpf q'rc'i txcgf cf " f g'rc'ukwcek»p'»F cplgn'J gttgtq. "gptgxkxrc'r gtuqpcn"3 19 4244-0"

Cu'f'ug'r wgf g'xgt's wg. "c'r guct'f gn'gzkxqu'f gugo r g'o q'kplekcn'f g'rc'hkto c. 'f cf q'r qt'rc" r qukek»p'gp'rc'gutwewtc'o wnkpcckqpcn'{"gn'cwo gpvq'f g'rc'r tqf wek»p'mqeci'eqp'rc'glgewek»p' f gn'r tq{ gevq" KO X. "rc'cf o kpkmtcek»p'f g'rc'i gtgpek"mqecn" eqo q'r ctvg'f g'rc' *incrustación nacional*"f g'guc'hkcn'wxq'wp'r cr gnko r qtvcpv'gp'gn'gucpeco kpvq'f g'gug'r gt'qf q. 'f gpqvcpf q' wco dR'p'uw'ko r qtvcpek'gp'rc'gutcvgi kc'{"f gugo r g'o q'f g'rc'go r tguc0' Cf go ^ u. 'rcu'cwqtkf cf gu' mqecngu'hwgtq'f gur rc| cf cu'r qt'f gpwpeku'f g'o crkgtucek»p'f g'hqpf qu. 'f cpf q'ewgpc'f gn'r guq'f g' rcu'cf o kpkmtcekqpgu'mqecngu'f g'rcu'hkcn'gu'f g'GO u'{"s wg'rcu'f kt gevku'f g'rc'ecuc'o cvtk' 'pq' uqp' f kt gevco gpvg'cr rkecf cu'gp'rcu'r c'f'ugu'tgegr vqt gu'f g'guc'u'hkto cu0' "

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

C'tc'f' f g'rc'ucrkf c'f g'Dqtf gtgu. 'F cplgn'J gttgtq. 's wg'j cuw'gug'o qo gpvq'ug'f gugo r g'o cdc" eqo q'f kt gevqt'f g'Eqpvcdkf cf {"Hkpcp| cu. 'kphqto cvkqp'Vgej pqm'i kgu'»K+{"Tgewtuqu'J wo cpqu' f g'VCUC."cuwo g'rc'r t gulf gpek0'Gn'glgewkxq"eqo gpw's wg'cpvg'rc'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"cw'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'w'kf cf gu'hdtkcf cu'cpwcm gpvg.'cwps wg'ug'o gpekqpcdc's wg'gzkx'f'f go cpf c'wh'ek'gpvg" 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"gpv'gxkxrc'r gtuqpcn": 19 4244-0

Uki wkgpf q'c'F cplgn'J gttgtq. 'gn'r tqeguq'r ctc'urkckct'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'qh'ek'pcu'egpvt'rgu0'Gn'glgewkxq"uqu'kpgg's wg"ug"ng'r kf k»"c"rc'ecuc" o cvtk' <

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

F g"guvg"o qf q."gp"4234"rc"htc c"nqi t>"hcdtlect"; 2022"wpkf cf gu"gp"Cti gpvpc0'Guvg"
kpetgo gpvq"ug"fkq"vco dl2p"eqp"rc"ucrkf c"fg"wp"o qf gmq"eqp"cnl wpu"eco dlqu"fg"rc"J knwz."
ecvni cf qu"eqo q"oDki "O clqt"Ej cpi go"*xgt"Vcdrc"KX/4+0'C"uw"xgl."c"r ctvt"fg"guvg"co q"rc"
go r tgu"ngi »"c"pwgqu"o gtecf qu"ko r qvcpvu."ngi q"fg"ewctq"co qu'fg"cnl"eqpepvtcekp"fg"
rcu"gzr qtcekppgu"gp"Dtcukl"xgt I t^a hleq"KX/6+0'Vcn'gu'gnlecuq"fg'E qmjo dlk"eqp"908: : "wpkf cf gu."
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ngi q"fg"ewctq"co qu'ukp"j cegtm"xgt I t^a hleq"KX/: +0"

Cuko kuo q."eqo q"eqpugewgepk"fg"nko r wnuq"r kpgtq"fg"Vq{qvc"{"uw"eco kppgc"J knwz."
f wcpvg"guqu"co qu"Cti gpvpc"eqo kpl| c"chckp| ctug"eqo q"gn'hub"fg"r tqf 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"rc"Xqmuy ci gp"Co ctqm"eqphqto cpf q"cu"Cti gpvpc"eqo q"Apkq"egpvt"o cpwcewtgtq"
c"plxgn'o wpl knl'fg"fej q"r tqf weq"{"eqp"wp"qtkgpcekp"gzr qtvcf qtc."r tlpekr cm gpvg"j cek"
Co²tlec'Ncvpc"GrO wpl q."3944232+0: 5'F g"guvg"o qf q."Xqmuy ci gp"eqpepvt»"uw'r tqf weksp"
gp"gnl'c"fu"gp"nu"o qf gmq"Co ctqm"{"Uwcp.^{3: 6'}cf go^a u'fg"rcu'eclcu'fg"tcpuo kulp"gp"E»tf qdc0"

Gp"ugi wpl q"mi ct."gp"4234"Hqtf"rcp| »"uw'pwgxc"xgtukp"fg"rc"Tcpig. "r tko gt"xgj "wru"
fg"o qf gmq"i nqden's w"wkkl cdc"rc"o kuo c"r rvcqto c"r ctc"ugt"r tqf wekf q"gp"fg"knkpcu'r ctvu'fg"gn"
o wpl q0Cnli wcnl's w"rc"J knwz."rc"Hqtf"Tcpig"gtc"r tqf wekf c"gp"Vckrpf k"{"Uw^a hlec"eqp"wp"
r rvcqto c"gp"eqo Ap."{"uw"xgtukp"cti gpvpc"guvdc"qtkgpvcf c"r tlpekr cm gpvg"cdcugegt"gn"
o gtecf q"rc"wpqco gtlecpq"nc"P cekp."4194234="kRtqhukqpcn"4194234+0'Cu"fg"guvg"co q"

^{3: 5'}Nngi q"guvg"o qf gmq"hwg"r tqf wekf q"vco dl2p"gp"Crno cplc"j cuvc"4242"{"gp"Gewf qt"fg"guvg"423: "j cuvc"42420'Guv"
hwg"rc"r tko gtc"r knl'wru"fg"kuo"cf c"r qt"Xqmuy ci gp0Ukp"go dci q."c"r guct"fg"gn²zkl'fg"rc"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 nqden'ig"lwi »"gp"
eqpvt'cnl' qf gmq"{"c"rc"bur gekrk cekp"fg"rc"htcrlcti gpvpc"fg"Xqmuy ci gp"gp"Light Commercial Vehicles"NEXu0'
Rtc"eqo r ctvt"eququ'fg"guvctqm"fg"r tqf weq"{"rc"tqxgej ct'geppqo "cu'fg"guvct"{"cncpeg."Xqmuy ci gp"ig"egf k"
rc"r tqf weksp"fg"rc"pwgxc"xgtukp"fg"rc"Co ctqm'k"Hqtf."s w"rc"l'gcrk ct^a "gp"dcug"rc"r rvcqto c"fg"rc"pwgxc"Tcpig"gt=
egulp"s w"ug"fg"lq"gp"gnl' cteq"fg"wp"eqpxgplq"i nqden'fg"crecpeg"o^a u'i gpgtcl'gvt'g'co dcu'cwqo qvlegu'cpwpekf q"
c"o gfkcf qu'fg"gn'4242"="Hqtf."32184242+0C"uw"xgl."gu'lpvgtgucpv"fg"guvct"s w"guvg"pwgxc"xgj "wru"gu'fg"kuo"cf q"gp"
Cwvctrc."fg"ppl'fg"Hqtf"p'q"vkgp'wp"r rpxvc"o cpwcewtgtc"fg"dlf q"cu'wlelgt"gp"4238"r gtq"l"wp"egpvt"fg"lpi gplgt"lc"
Ectu'I wpl g."461614244+0

^{3: 6'}Gp"423: "ug"hpckl c"rc"r tqf weksp"fg"Uwcp"{"gp"4242"ug"eqo kpl| c"eqp"rc"htc"lecekp"fg"uw'r tko gtc"UWX."gn"
o qf gmq"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"Crucncp"ug"xc"r"r tqhwpfk ct0F g"guv"o qf q."rc"r tqf week»p"fg"xgj "ewrqu" eqo gtekrqu"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, olvídate de ir a producirla a otro país de la región” *Entp."38154239+0

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

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

Hqpvgt"grndqtcel»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"Crucncp"ug"xc"r"r tqhwpfk ct0F g"guv"o qf q."rc"r tqf week»p"fg"xgj "ewrqu" eqo gtekrqu"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, olvídate de ir a producirla a otro país de la región” *Entp."38154239+0

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

"

Eqp' r' qu' c' o' qu. "Vq{ qvc" ug' qt' k' p' > "c' r' qu' r' c' f' u' g' f' gucttqm' f' qu. {"gp' r' qu' Anko' qu' v' kgo' r' qu' f' guge' eqpxgt' v' t' ug' gp' wpc' eqo' r' c' o' c' p' i' mdcn' O' Cj' qtc' ug' gu' ⁹ "h' ecr' k' k' c' p' f' q' gp' o' gtecf' qu' gp' f' gucttqm' eqo' q' r' "Cti' gpvpc' {"Dtcukn' O' Rctc' o' qutct' p' w' g' ut' q' eqo' r' tqo' kuq. "Cn' k' Vq{ qf' c. "p' w' g' ut' q' r' t' g' uk' f' gpv' g. "o' g' f' g' uki' p' > "eqo' q' EGQ' f' g' Co ² tlec' Ncv' kpc' {"gn' Ectkdg' O' Gp' v' p' e' gu. "r' qf' go' qu' v' qo' ct' o' ^a u' f' gekuk' p' p' u' c' "pk' x' gn' m' e' c' n' {"j' cegtm' f' g' o' qf' q' o' ^a u' t' ^a r' k' f' q' " Nc' P' cel' p. "441; 14235-0'

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F' g' gung' o' qf' q. "gp' Cti' gpvpc. "n' wgi' q' f' gn' c' wo' gpvq' gp' r' r' tqf' weekp' c' r' e' c' p' |' c' p' f' q' r' cu'; 2' o' k' i' wplf' cf' gu. "r' qu' g' u' h' w' g' t' |' qu' l' u' g' ' eqpe' g' p' v' t' c' t' q' p' gp' eq' p' u' g' i' w' k' ' w' p' c' p' w' g' x' c' l' p' x' g' t' u' k' > p' t' ² eqtf' r' ctc' c' wo' gpvct' c' A' p' o' ^a u' r' e' c' r' c' e' k' f' cf' f' g' r' tqf' weekp' {"m' gi' ct' c' "p' w' g' x' qu' o' gtecf' qu' r' c' v' k' p' q' c' o' g' t' k' e' c' p' q' u' O' C' u' f' |' "r' qu' gl' g' e' w' k' x' qu' f' g' VCUC' {"gn' UO' CVC' "h' w' g' t' q' p' gp' f' k' u' k' p' v' u' 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' e' p' v' q' f' g' f' lej' c' l' p' x' g' t' u' k' > p' O' T' k' e' c' t' f' q' R' k' i' p' c' p' g' m' k' ' eqo' gpv' c' s' wg' <

"

^{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' c' u' e' w' c' r' g' u' "8' f' g' g' m' c' 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' i' o' /4237-0' U' g' i' A' p' "F' c' p' l' g' n' J' g' t' t' g' t' q' . "s' w' k' 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' k' p' f' g' n' i' G' v' k' u' gp' Dtcukn' ug' l' p' v' g' p' > "j' c' e' g' t' gp' r' "Cti' gpvpc' r' g' t' q' p' q' r' t' q' u' r' g' t' > {"h' k' p' c' m' g' p' v' g' u' g' j' k' q' gp' Uqtqecdc. "Ucp" Rcdm. "r' q' t' r' " f' l' h' g' t' g' p' e' k' "gp' r' qu' l' p' e' g' p' v' k' x' qu' g' z' k' u' g' p' v' g' u' O' 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' ñ' o' s' l' e' h' a' b' í' a' n' o' t' o' r' g' a' d' o' e' n' e' l' p' a' s' a' d' o' a' o' t' r' a' s' t' e' r' m' i' n' a' l' e' s' . C' u' a' n' d' o' m' e' j' u' n' t' é' c' o' n' e' l' , l' e' l' l' e' v' é' l' a' l' i' s' t' i' t' a' c' o' m' p' l' e' t' a' . É' l' s' o' l' a' m' e' n' t' e' m' e' p' r' e' g' u' n' t' ó' c' u' á' n' t' a' g' e' n' t' e' í' b' a' m' o' s' a' c' o' n' t' r' a' t' a' r' . L' e' c' o' n' t' e' s' t' é' q' u' e' u' n' a' s' d' o' s' m' i' l' p' e' r' s' o' n' a' s' . M' e' d' i' j' o' : "P' e' r' f' e' c' t' o' , t' e' o' t' o' r' g' o' t' o' d' o' s' l' o' s' b' e' n' e' f' i' c' i' o' s' d' e' l' a' l' i' s' t' a' q' u' e' t' r' a' j' i' s' t' a' s' t' e' r' o' l' o' s' v' a' s' a' e' m' p' e' z' a' r' a' r' e' c' i' b' i' r' e' l' d' í' a' q' u' e' e' s' t' é' n' l' o' s' d' o' s' m' i' l' t' r' a' b' a' j' a' d' o' r' e' s' e' n' p' l' a' n' t' a" . Y' a' s' í' f' u' e' . N' o' s' d' i' e' r' o' n' e' l' v' a' l' o' r' d' e' l' t' e' r' r' e' n' o' , e' l' v' a' l' o' r' d' e' c' o' n' s' t' r' u' c' c' i' ó' n' d' e' l' a' p' l' a' n' t' a' , l' a' i' n' f' r' a' e' s' t' r' u' c' t' u' r' a' y' l' a' n' i' v' e' l' a' c' i' ó' n' " " O' k' u' l' > p' R' t' q' f' e' w' k' x' c. "3: 1914244-0' Guv' q' o' cte > "w' p' h' w' g' t' w' l' o' r' w' u' q' f' g' r' "h' k' i' c' n' i' d' t' c' u' k' g' t' c' "x' g' t' I' t' ^a h' e' q' 2/32' f' gn' C' p' g' z' q' Guv' f' f' u' l' e' q' - "u' l' p' go' d' c' t' i' q' . "r' c' t' v' e' k' c' e' l' e' p' f' g' Vq{ qvc" gp' gn' v' c' n' f' g' r' e' "k' p' f' w' u' t' l' c' "c' w' q' o' q' v' k' i' " d' t' c' u' k' g' c' " e' q' p' v' p' w' > " u' l' g' p' f' q' o' g' p' q' t' . "w' d' l' e' ^a p' f' q' u' g' f' g' u' ^a u' f' g' H' l' e' v' . I' O . "X' q' m' u' y' c' i' g' p' . "T' g' p' c' w' n' i' " J' { w' p' f' c' k' t' g' u' r' g' e' w' k' x' c' o' g' p' v' g' "x' g' t' I' t' ^a h' e' q' 2/39' f' gn' C' p' g' z' q' Guv' f' f' u' l' e' q' +0' R' q' t' q' v' t' q' r' c' f' q' . "r' "h' k' i' c' n' i' x' g' p' g' l' q' r' 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' l' w' r' t' q' f' weekp' n' wgi' q' f' g' 42280'

Vwxko qu'wpc'tgwplp'p'ercxg.'rc'Ànko c'tgwplp'gp'Lcr »p0Guvdc'vqf q'gnif kt gevqt kq'f'g'Vq{ qvc.'{ 'gnir tguif gpvg'
f'g'Vq{ qvc'c'pkxgnlpgt pcelqpcnif 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 t'cp'kpxgtukp'f'g'w&u3022'o kmppgu0Nq"
r qp'f'c'eqpukf gtecelp'f'gnif kt gevqt kq'0' "t'guxdc'f'ghkpk's w'k'p'i c'tcp'w'k'cdc'guvq0' "ukp'r qp'gt'pqu'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 t'guc'cti gp'w'pc"
m"i c'tcp'w'k'c" {"m"i c'tcp'w'k'c" gn'uk'p'f'kecvq."uqmq'v'p'pgo qu's w'g'cr tqdct'rc" kpxgtukp"*T'lectf q"Rki p'c'p'gnk"
gpvtgxkuc'r gtuqpcn': 194244+0'

"

Ugi Àp" F cpkgn' J gttgtq. " guv" f go qutcelp" f g" xqmpwcf " wcpvq" f g" VCUC" eqo q" f gn'
UO CVC"gp'Lcr »p'hwg'f'gvto kpcpv'g'{"s w'g'"*eso para un japonés, que viene de una cultura bastante verticalista y donde se resaltan los lazos de confianza, fue clave*"*O k'k'p'Rtqf w'w'k'c."
3: 194244+0F g'guvg'o qf q."gp'ugr v'kgo dtg'f'g'4235."Vq{ qvc'Cti gp'w'pc'cpwpek'w'pc'kpxgtukp'f'g'
w&u: 22"o kmppgu'f'guv'p'c'c"rc"co r r'kecelp" f'g"uw'r r'p'w'c'f'g" \ ^ t'cv'g'0'Nc" kpxgtukp"/rc"o ^ u"
ko r qt'w'p'v'g'j' cuvc" gp'v'p'egu't'g'c'k'cf c"r qt" w'pc"cwqo q'v'k' "gp"gn'r c'f'u'v'v'p'f'c'eqo q" qdl'g'v'k'x'q"
k'p'et'go gp'v'ct'rc"r tqf weekp'f'g"; 4022" c"362022" x'g'j' f'w'w'qu'cp'w'c'ngu" {"r qu'ek'q'p'ct" c"rc" h'k'k'c'n'
cti gp'w'pc'eqo q'dcug'f'g'r tqf weekp'{"g'zr qt'w'celp'f'g'm'u'o qf gn'u"J k'w'z" {"UY 6'r c'tc"Co ^ t'lec"
Nc'w'pc."i c'p'c'p'f'q'p'w'g'x'qu'o gtecf qu"*C'w'q'j' k'v'q't'k."4242+0C'f'go ^ u."guvg'f'gugo d'qnuq'g'tc'gn'o ^ u"
i t'cp'f'g'f'g'VO E'hwgi q'f'g'rc'et'k'uk'h'k'p'c'p'el'g'tc'bo w'p'f'k'c'n'f'g'422: "*Vq{ qvc'I m'dc'n": 15 14238+0'

Guv'kpxgtukp'hwg'h'k'p'c'p'ek'f'c'c'v'c'x'2' u'f'g'f'k'v'k'p'v'qu'o g'f'k'qu'0'Gp'r t'ko g't'n'w'i'ct.'r t^2' u'co qu'
r tqf w'w'k'qu'f'g'gp'w'f'cf'gu'h'k'p'c'p'el'g'tc'u'p'c'el'q'p'c'ngu'r qt"&4095"o kmppgu"*w&u477"o kmppgu'c'n'v'k'q"
f'g'eco d'k'f'g'h'k'p'g'u'f'g'4236+0'Gp'ugi w'p'f'q'n'w'i'ct."v'g'u'et^2'f'k'qu'f'gn'H'q'p'f'q'r c'tc'gn'F'g'uctt'q'm'q"
G'eqp»o k'eq"Cti gp'w'p'q"*HQP F GCT+'f'gn'Guv'f'q'p'c'el'q'p'c'n'F'get'g'v'q"828 14236+0:'9'F'qu'f'g'g'm'qu'
f'g'&822"o kmppgu'ec'f'c'w'p'q'gp'4236"{"4237"*c'r tqz'ko cf'co gp'v'g'w&u92"o kmppgu'ec'f'c'w'p'q'c'n'v'k'q"
f'g'eco d'k'q'h'k'c'k'n'f'g'ec'f'c'f'gugo d'qnuq+:"{"q'v'q'f'g'&662"o kmppgu'gp"4238"*w&u53"o kmppgu'c'n'
v'k'q'f'g'eco d'k'f'gn'o gu'f'g'f'gugo d'qnuq+*"D'c'n'p'egu"VCUC."718 14237=: 18 14238+0: "Gp"v'g't'eg't"
n'w'i'ct."VCUC"ug'gp'f'g'w'f'»"eqp'd'c'p'equ'g'z'v'c'p'l'g't'qu'r qt" w&u3; 2"o kmppgu'0'R'q't'Ànko q."rc" h'k'o c"

3: 9" Guv' h'q'p'f'q'v'p'f'c'f'qu'q'dl'g'v'k'x'qu'f'g'g'ri'q'dl'g'v'k'x'q'f'g'g'k'k'r'g'to k'k't'w'p'o c'q't'c'ee'gu'q'c'n'l'h'k'p'c'p'ek'o k'g'p'v'q'w'k'k'r't'q'o q'x'g't'
rc" k'p'x'g't'uk'p'{"l'q'gn'eq'pu'wo q'w'k'k'k'eq'p'v'k'd'v'k'c'n'f'g'uctt'q'm'q'f'g'rc'u'ec'f'g'p'cu'f'g'x'c'm'q't'gp'uge'v'q't'g'u'g'v't'c'v'2' i'k'eq'u'r'c'tc'gn'
f'g'uctt'q'm'q'g'eqp»o k'eq"{"u'q'ek'n'f'gn'r'c'f'u'w'k'x'+eq'p'v'k'd'v'k'c'rc"r'w'g'uc'gp'o'c'tej'c'{"l'q'gn'lu'qu'v'g'p'lo k'g'p'v'q'f'g'ce'v'k'k'f'cf'gu'
{"l'q'go r t'g'uc'u'eq'p'g'x'c'f'q'eq'v'g'p'k'f'q'v'g'ep'q'n'i'k'eq."g'v't'c'v'2' i'k'ec'u'r'c'tc'gn'f'g'uctt'q'm'q'p'c'el'q'p'c'n'q'ko r qt'w'p'v'g'u'r'c'tc'rc"
i'g'p'g't'c'el'p'f'g'bo c'q't'x'c'm'q't'c'i'g'i'cf'q'gp'rc'u'g'eq'p'q'o'f'c'u't'g'i'k'q'p'c'ngu'F'get'g'v'q"828 14236+0'
3: "N'qu'r' t^2' u'co qu'hw'g't'q'p'k'p'f'g'p'f'k'p'v'g'u'c'w'p'r'rc'q'f'g'7"o'qu'eq'p'5"o'qu'f'g'i't'c'el'c'iq'd't'g'gn'ec'r'k'c'n'eq'p'w'p'c'v'c'uc"
h'k'c'f'gn'3; ' r'c'tc'rc'u'r't'ko g't'qu'4"o'qu'{"hw'g'i'q'x'c't'k'c'd'ng'eq'p'w'p'v'q'r'g'o'f'p'k'o'q'f'g'36' {"w'p'o'z'ko'q'f'g'47' 0'G'v'qu'
et^2'f'k'qu'hw'g't'q'p'ec'p'eg'nc'f'qu'gp'uw'v'q'v'k'f'cf'gp"423: 0'C"uw'x'g'l'."c'w'q'r'c't'w'k'uc'u'r't'q'x'g'g'f'q't'cu'f'g'Vq{ qvc'co d'k'p'
t'g'ek'l'g't'q'p'et^2'f'k'qu'HQP F GCT."eqo q'ug'x'g't^a'gp'gn'r't>»z'ko q'ec'r'f'w'w'q'0"

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 qekqpcfc" »xgt" Vcdm" 2/; "f gn" Cpgzq" Guvcf "lweq+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 gucttqm" eqp" vpc" ugtkg" f g" o gf kf cu" f g" r tqo qek»p" { "cr q{ q0

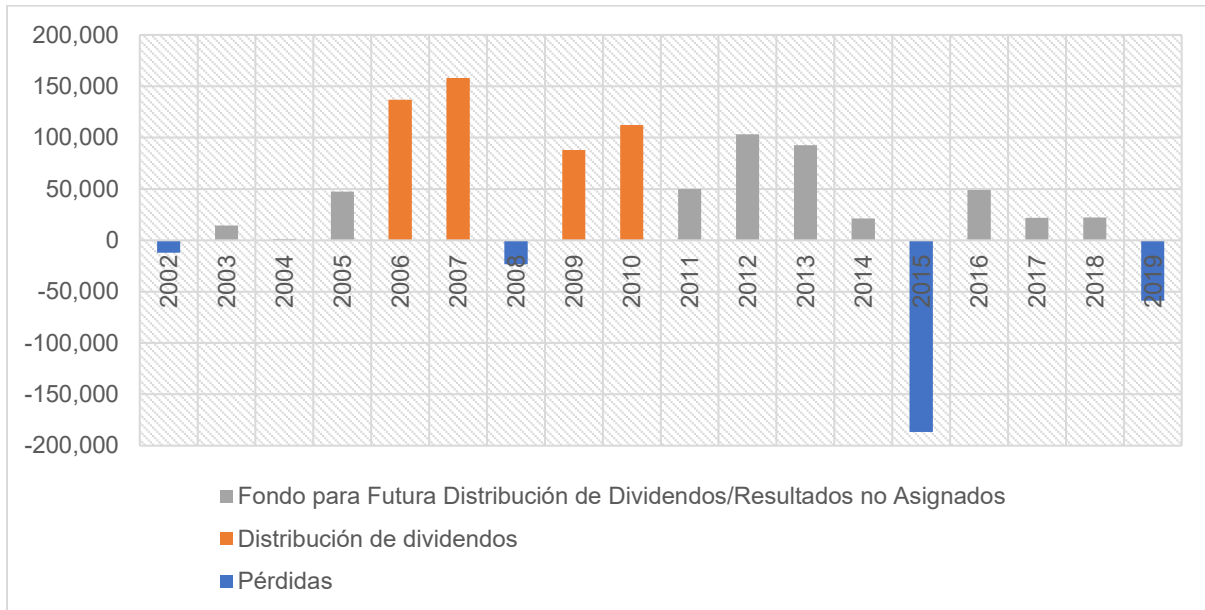
Tabla IV-4 - Inversiones de TASA (dólares corrientes) (1997-2019)

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

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

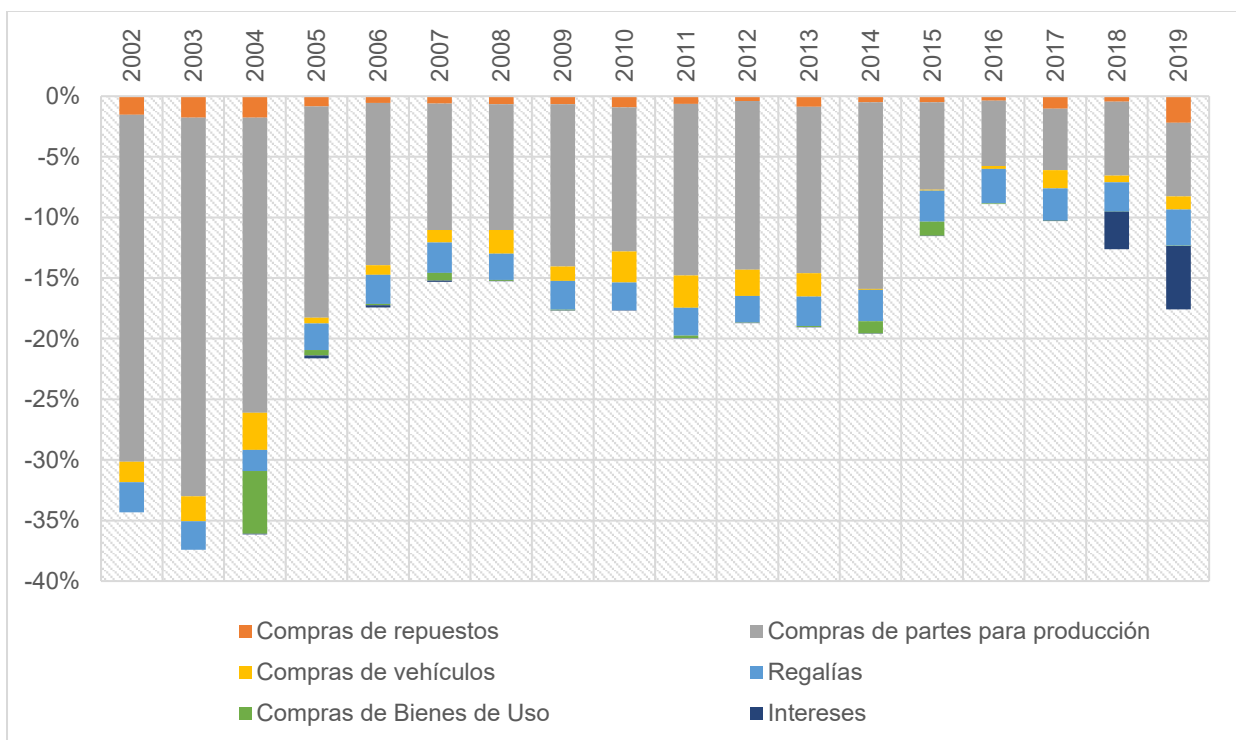
³: "Gp"4238"VCUC" eqpvtclq" vpc" f gwf c" eqp" r" ecuc" o cvkk " f g" &40 63" o knppgu" »v&u3: 2" o knppgu" cn" vkr q" f g" eco dlq" f gn" lo qo gpvq" f g" f gugo dqm" +»Dcrrpeg"VCUC."48 18 4239+0

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"eqphke»kxf cf "gpvtg"grni qdkgtpq"{"rcu"vgo kpcrgu"cwqo qvtegu."cwps wg"Vq{qv"ug"crnglcdc"fg"fej c"fkur wco"Rtkpekr cm gpg."grni qdkgtpq"fg"Etke»kpc"Hgt^a pf gl "fg"Mtkej pgt."cvt cr cf q"gp"wp"ukwce»p"fg"et gekgpvg"t guwkele»p"gzvgtpc"{"cwo gpvq"fg"rc"lphke»p."ewr cdc"rc"rcu"vgo kpcrgu"cwqo qvtegu"r qt"i tcp"r ctvg"fg"guqu"r tqdrgo cu"gp"gr"ugevqt"Rgtgl "Cm cpuk"4242d+0"Uk"go dcti q."r qt"ugt"uwr gtcxkctk."Vq{qv"ug"xlq"gp"o c{qt"o gf kf c"gzemkf c"fg"guvg"gpht gpwco kgpvq0Rqt"glgo r nq."gp"4235"ug"rgu"gzki k»c"rcu"cwqo qvtegu"tgf wek"wp"42' "uwu"ko r qtvekpqgu."r gtq"rc"hto c"lcr qpugc"pq"hwg"lpenkf c"gp"fej c"o gf kf c"»Dcrpeg"VCUC."43 19 4236+0"Rqt"qvq"rcf q."ug"cwo gpvctqp"rqu"ko r wguvu"fg"dlgpgu"fg"nwlq"r ctc"htgpct"rcu"ko r qtvekpqgu"fg"xgj »ewqu"fg"enc"i co c."m"ewcn"i gpgt»"hwgtvu"etwegu"gpvtg"rcu"vgo kpcrgu"{"grni qdkgtpq0"Uk"go dcti q."gp"guvg"cur gevq"VCUC"vco dlk"p"ug"xlq"o c{qto gpvg"gzemkf c"{"c"swg"rc"Vq{qv"J knw"pq"hwg"crcep| cf c"r qt"fej cu"o gf kf cu"r qt"ugt"ecvni cf c"eqo q"wp"xgj »ewq"fg"tcdclq."cwps wg"rc"UY 6"u"ug"xlq"chgevcf c"r qt"qu"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{gevtk"fg"rc"uwduf kctk"gp"gr"rc"u0"Uk"dlgp"{"c"gzku»cp"dcugu"guwewwcrngu"uqdtg"rcu"ewcrgu"rc"go r tguc"ug"fg"gur nji cdc"»gr"tqn"fg"rc"htken"cti gpvpc"gp"rc"qti cpk cke»p"o wkpcekpccn"rc"r tqf wek»p"fg"r kem"wr u"o gf kpcu"eqp"wp"fg"cpf c"tgi kqpcn"gp"gzr cpuk»p."rc"r r vchqto c"r tqf wekxc"gp"eqo »p"eqp"rc"UWX"UY 6."rc"eqo r ngo gpwce»p"r tqf wekxc"eqp"Dtculn"rc"r rcpkhece»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 gpvgu"hwgi q"fg"rc"etkuku"fg"422: /422; +."rc"pwgxc"cf o kpkwtce»p"fg"rc"go r tguc"hwg"ercxg"gp"rc"qdvpe»p"fg"pwgxcu"lpxgtukppgu"{"uwu"eqpugewgpvgu"cwo gpvqu"gp"rc"r tqf wek»p"{"gzr qtve»p"fg"xgj »ewqu."i gpgtcpf q"wp"pwgxc"ko r wuq"gp"uw"vtc{gevtk"cuegpf gpvq0F"fg"guvg"o qf q."gp"guvqu"co qu"ug"eqphqto ctqp"pwgxcu"ecr cef cf gu"i gtgpekn"rcu"rc"gu"sw"ug"dcuctqp"gp"wp"pwgxc"rkf gtc| i q"go r tguctkn"gp"rc"hto c"gp"eqplwpvq"eqp"gr"cr q{q"{"eqqr gtce»p"fg"gr"ukpf kecq."rcu"r qn»kecu"r »drkecu"fg"r tqo qe»p"ugevqtken"{"rc"tglpxgtuk»p"fg"rcu"i cpcpeku"gp"rc"r rcpw0' Guvqu"rgo gpvqu."s wg"hqto cp"r ctvg"fg"rc"incrustación nacional"fg"rc"eqo r co »c."r gto kkgtpq"gr"etgeko kgpvq"fg"rc"r tqf wek»p"{"rcu"gzr qtvekpqgu"hwgi q"fg"4232."s wg"ug"ka p"co r rncpf q"gp"qu"co qu"r quvgtkqtgu0'

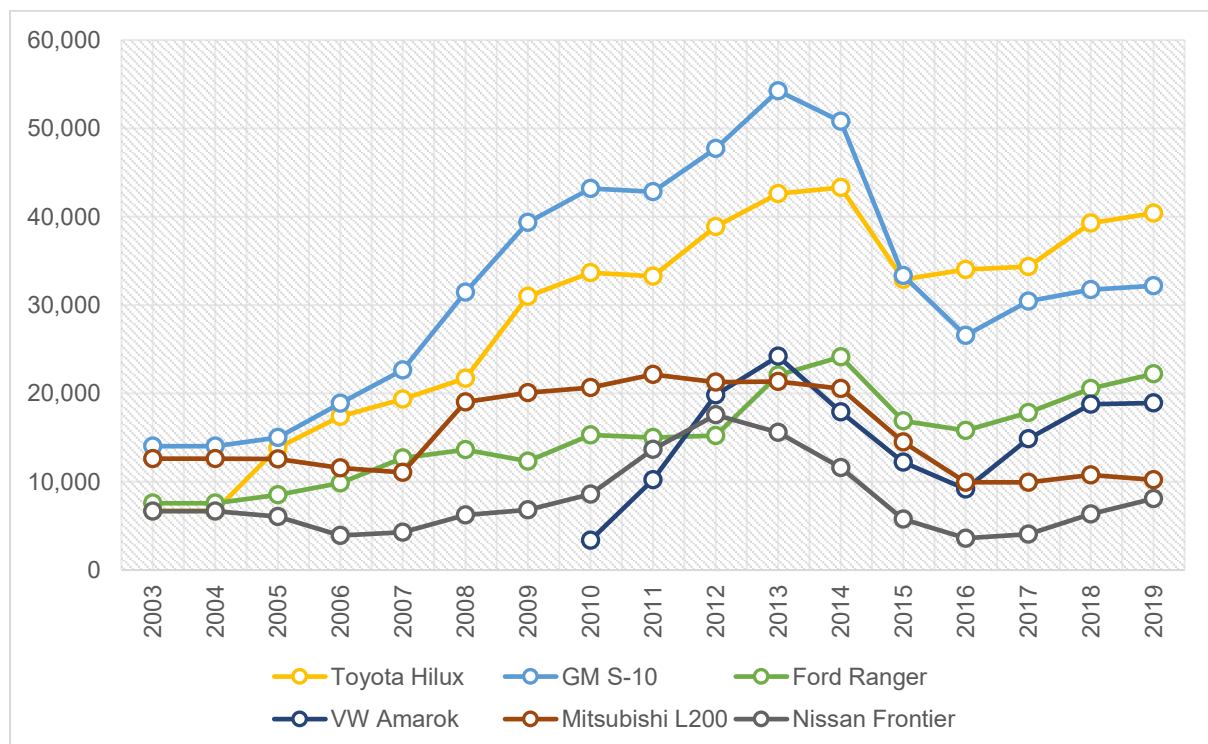
4.6 - El lanzamiento de la nueva Hilux y la superación de los récords previos

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

Cf go a u" f g" f lej cu"co r ncekppgu."eqp"rc"pwgxc"xgtuk»p"f g"rc"J kwz"gp"4238"rc"ht o c" cncp| »"f qu"j kqu"ko r qt vcpvgu"gp"gn'o gtecf q"dtcukg° q"{"gp"gn'cti gpvppq0Gp"gn'ecuaq" f gn'r c"ju" xgekppq."guv"l° q"hwg"gn'r tko gtq"gp"gn'ewcnrc"Vq{ qvc"J kwz"uw'gt»"gp"xgpvcu"rc"r ken'w" b gf kpc" r tqf wekf c"gp"Dtcukn"rc"eco kppgc"Ej gxtqrgvU/32."f go quwcpf q"rc"cegr vcek»p"{"2zkq" f gn'pwgxc" o qf gm" *xgt" I t^a hleq"KK/9+0C"uw'xgl ."gp"4238"rc"J kwz"hwg"gn'o qf gm" b^a u'xgp f kf q"gp"Cti gpvpc" r qt"r tko gtc"xgl "gp"uw"j kwqtk."uw'gtcpf q" c"xgj "ewnu"geqp»o lequ"s wg"equwcdcp"vgtu"xgegu" o gpqu"s wg"rc"r ken'w".eqo q"gn'Xqmny ci gp" I qn'q"gn'Hlc v'Rcnkq0Rqt"qtq"rcf q."gp"4238"ug" tggucdngek»"rc"zr qt vcek»p" c" f gukppqu"rc"vppco gtlecpqu"gp"rc"equw" f gn'Rce" hleq" s wg" gtcp" cdcungekf qu"j cuw" gug"o qo gpvq"r qt"Vckcpf k0Cu" u"ug"tgcprf »"rc"zr qt vcek»p" c"Rgt A" *5654" wplf cf gu+."Ej kg" *3085" wplf cf gu+."Gewcf qt" *573" wplf cf gu+."c"rc"xgl "s wg"ug"o cpwxkgtqp"rcu" zr qt vcekppgu" c"Eqmqo dlc" *40 ; 4" wplf cf gu+0" C" uw'xgl ."cwo gpvtqp" eqpukf gtdngo gpv"rcu" xgpvcu"gp" f gukppqu" f g" Egpvtqco² tlec."r cucpf q" f g"389" c"30478" wplf cf gu" g" lpeqtr qtcpf q" r c"jugu" eqo q" Gn'Ucnkcf qt."J qpf wcu."P lectci w" {"Repc o^a *xgt" I t^a hleq"KK/: +0"

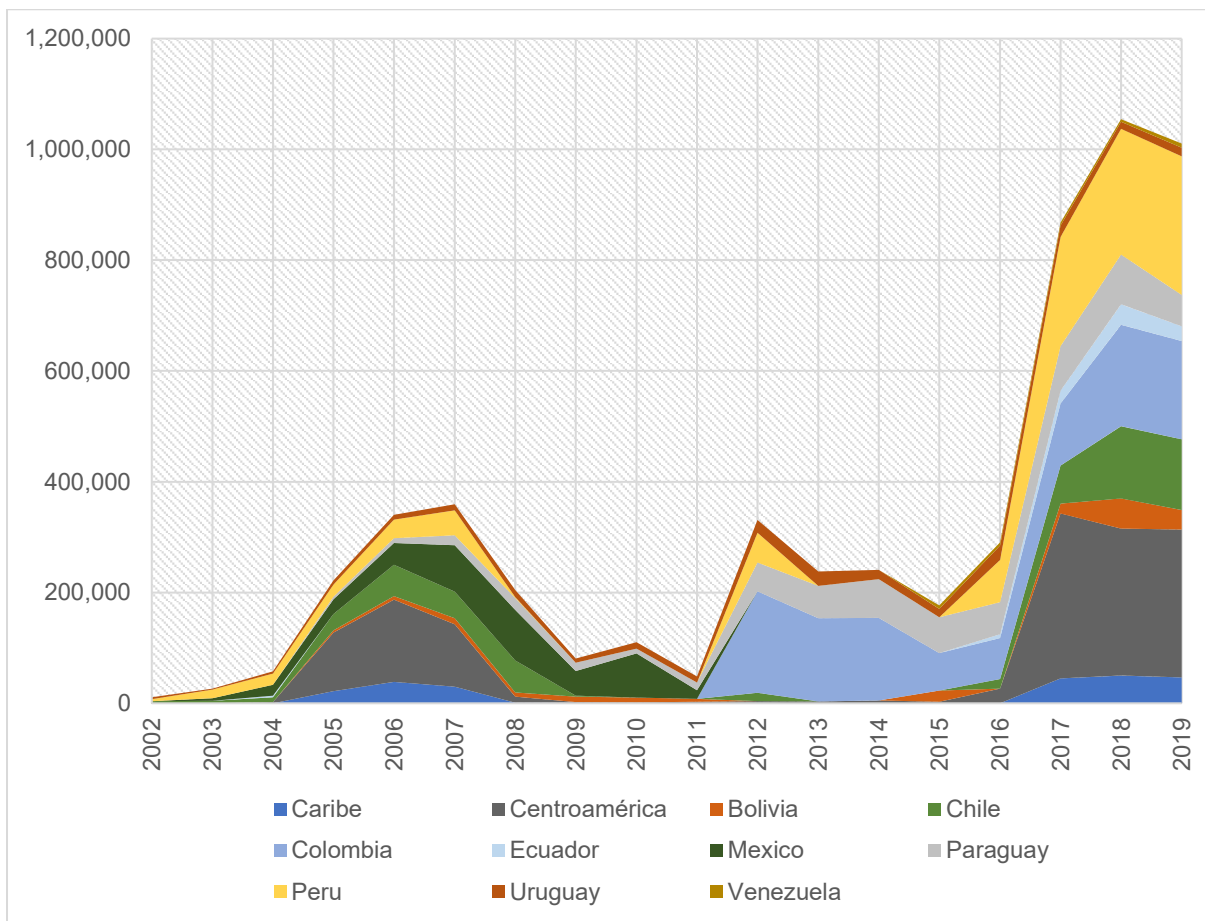
Gráfico IV-7 - Ventas de las principales pick ups medianas en Brasil (unidades) (2003-2019)



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



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"

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

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

"

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

"

" Rctc'hji tct'gug'q'dlgkxq. 'pq'luq'ug'f'gdk' »'eqpvt'eqp'gn'xkuv'dwg'pq'f'g'rc'ecuc'bo cvtk' ."
ukpq's wg'co d'k'p'ug'mgx' »'c'ecdq'wp'v'cdclq'f'guf g'rc'k'k'cn'cti gpv'pc'f'g't'grckq'pco k'gpv'q' { "
eqpxgpeko k'gpv'q'eqp'hu'f'k'v'kd'w'k'f'qt'gu'f'g'V'q' { qvc'f'g'ecf'c'wp'q'f'g'guv'q'c'f'j'gu'0Gp'gug'ug'v'k'f'q. "
gn'glgewkxq'f'g'VCUC'luv'k'g'g."

"

Rctc'gzr qtvt'p'gegu'k' dco qu'eqpxgpegt'c'nl' tko gt'erkg'v'g's wg'gu'gn'f'k'v'kd'w'k'f'qt. 'f'gur w² u'gu'v'gn'erkg'v'g'h'k'p'c'0'
Rctc'guq'j' c' { "eqpxgpekqpgu'cpw'rgu'gp'Lcr »p' { "ug'ekscdcp'c'rcu't'gi k'q'p'gu'0Guq'c'° q'ug'f'gek'k' »s'wg' 'Cti gpv'pc'
r ci ctc'guc'eqpxgpekc'p' { "ug'j' ceg'gp' 'Cti gpv'pc'0Ug'hu'k'p'xk' »c'rc'rc'rc'pvc'0P w'g'w'c'r'rc'pvc'f'guf g'gn'4237'gu'v'° "
c'wp'p'k'gn'ki wcn'q'uw'gt'k'qt' »s'wg'rcu'f'g'Lcr »p'0'Gp'v'q'p'egu'hu'r' tko gt'q'hwg' »u'q'r' t'g'p'f'gt'hu'eqp'rc'rc'rc'pvc'0'Nqu'
f'k'v'kd'w'k'f'qt'gu'pq'ug'lo ci k'p'cdcp'g'p'eqv'ct'ug'eqp'wpc'r'rc'pvc'f'gn'p'k'gn's wg'j' c' { "j' q' { "gp' 'Cti gpv'pc'0' ["ecf'c'
i'gt'gp'v'g'f'g'wp' »tgc'gp' 'Cti gpv'pc'ug'g'pecti »f'g'wp'f'k'v'kd'w'k'f'qt. 'f'g'wp'r'c'f'j'0'Wpc'i' t'cp'x'gp'v'c'lc'gu's wg'eqp'rc'rc'
o c' { qt'f'c'j' c'dno qu'gur c'° qn'equc' »s'wg'pq'r'cuc'eqp'Vckrcpf kc'."gp'v'q'p'egu'p'qu'r' wuko qu'c'f'kur'qu'ek'p'f'g'ecf'c'
wp'q' { "ug'j' g'p'gt' »wp'i' t'w'q'f'g'cv'g'p'ek'p'c'f'k'v'kd'w'k'f'qt'gu'0' ["hu'q'ht'g'eko qu'c'ri'q's wg'pq'v'gp'c'Vckrcpf kc's wg'gu'
s'wg'ew'c'w'k'gt'eq'pu'w'nc. 'ew'c'w'k'gt'r' tqdrgo c. 'v'g'p'go qu'wp'i' t'w'q' »s'wg'cv'k'p'f'g'gp'gn'bo qo gpv'q'rc'rc'rc'c'f'c' { "gp'
wp'q'q'f'qu'f'f'cu'v'g'r' w'f'g'r' q'p'gt'wpc'r'gt'up'c'gp'gn'hw' ct'r'ctc'g'x'c'w'ct'uk'j' c' { "r' tqdrgo c'f'g'ecrkf'cf'f'gn'r' tqf' wvq'
q'uk'gu'wp'r' tqdrgo c'f'g'w'q'q'cf'cr'w'ek'p'c'nh'wi' ct'0Guq'f'k'v'kd'w'k'f'qt'gu'eqo r' t'cp'c'w'qu'f'g'Lcr »p. 'Cuk. 'GGWW."
{ "gug'ugt'x'lek'q'hu'wx'lg'q'p'luq'f'g' 'Cti gpv'pc'0'hw'g'd'c'w'p'v'g'z'k'q'qu'0'Vco d'k'p'hu'c' { wf'co qu'c'r'gf'k'x'gt'uk'q'p'gu'
p'w'g'x'cu's wg'pq'v'gp'c'p'0'Guq'ug'j' ceg'c'v'cx²u'f'g'Lcr »p. 's'wg'c'x'ge'gu'hu'j' k'ek'gt'q'p'r'gt'q'pq'g'v'c'dc'd'k'gp'lw'w'k'ec'f'q'
{ "f'gn'rc'f'q'f'g'Lcr »p'pq'gp'v'p'f'c'p'r'qt' »s'w' »r'gf'f'c'p'gug'r' tqf' wvq'0' ["pq'ug'hu'f'cdcp'r'qt'wp'r' tqdrgo c'f'g'
eqo w'p'le'ek'p'0' ["p'qu'v'q' »eqo q' »k'p'v'g'w'q'w'g'q'gu. " { "j' c'd'nc'p'f'q'gur c'° qn' »qu'c' { wf'co qu'eqp'guq' »co d'k'p'
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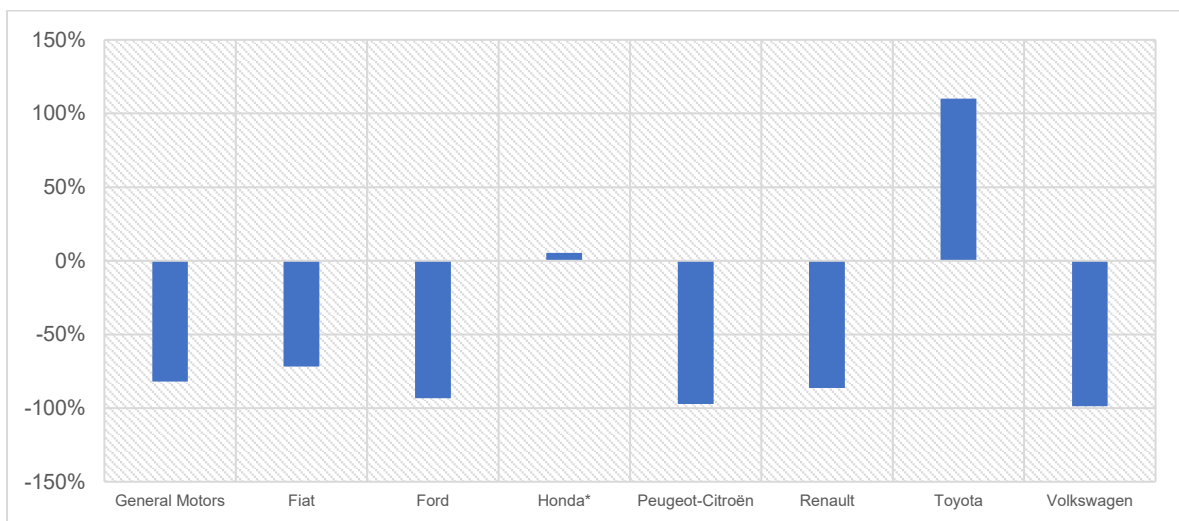
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r' tqf' wvq' »p. "rc' »t'gf' wvq' »p'f'g' »equvqu. " { "gn'p'k'gn'f'g'ecrkf'cf' »r'ctc' »u'q'rc'k'w'ct'rc' »k'p'x'gt'uk'p'f'g'rc' "

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

co r ncelep" {" vepkhecelep" f g" r" r nrcpvc." ulpq" s wg" vo dle p" f gdl" dwuct" hqto cu" f g" hpcpeko kpvq"mrecru"{" .hwgi q" f g"j cdgt"crecp| cf q"guqu"qdlgkxqu"{" "eqpxgpegt" c"mqu"glgewkxqu" f g" Lcr »p. "wxq" s wg" go r 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 gukpvq" f g" g"zr qt ccelep" c" mqu" s wg" ug" s wgt" f" mgi ct 0Rctc" guvc" f k r mo cec" eqo gtekn" r" egtecp" f" i gqi t^a hlec" {" "gn" k f kqo c" gp" eqo Ap" hwgtqp" cevkxqu" o w f " lo r qt vcpvgu" r ctc" i cpctng" mqu" o gtecf qu" c" Vckrcpf k0

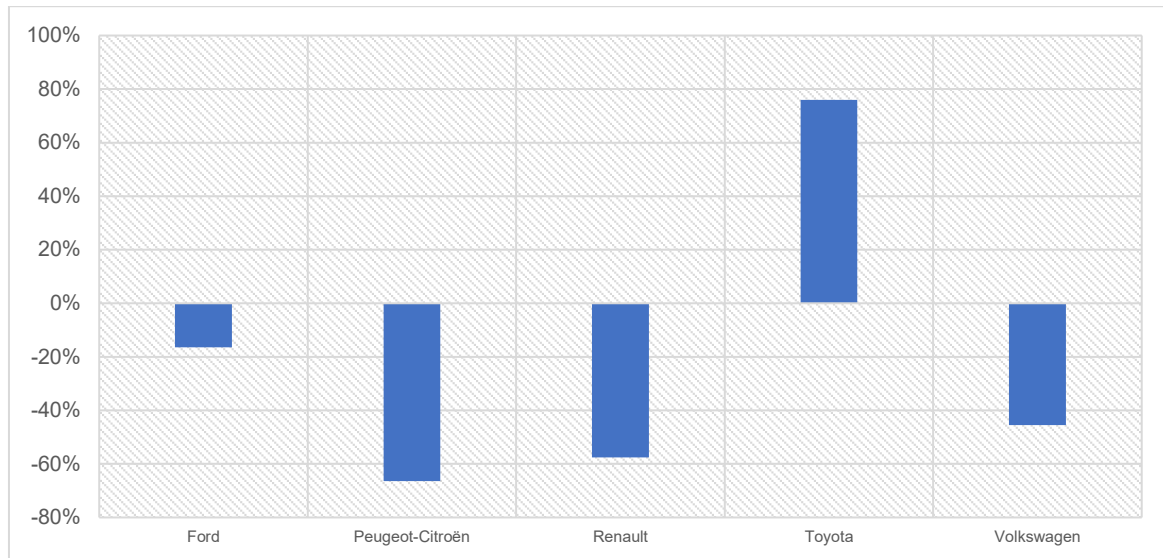
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Gráfico IV-9 - Variación de automóviles producidos en Argentina entre 2011 y 2019 (porcentajes)



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

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



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

Gug'ko r cev'f kgtgpekf q'f g'hc'etkuku'i gpgt»'wp'gph gpwo kpvq'gpg'Vq{ qvc'{"gnltguvq" f'g'rcu'vgo kpcrgu"cn'kpvtkqt" f'g'CF GHC." f'qpf g'ug'cewucdc" c"rc" go r 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"pwxgc" f'ktgeek>p' f'g'rc"cuqekck>p" go r tguclkc."ug'f'gekf k>" f'glct'chwgtc" c"Vq{ qvc' f'g'rc"eqpf week>p' f'g'rc"e^a o ctc" go r tguclkc" { c" s wg"uwf' gugo r g^o q" guvdc" qr cecpf q" cn'tguvq" f'g'rcu'vgo kpcrgu." s wg"dclcdcp" hwtvgo gpv'rc" r tqf week>p" { "uwur gpf'cp" r gtuqpcn' *f o dkq." 48 B423: +0 H'gpv'g" 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'quv'p'c" s wg<

Vq{ qvc"vppg"wp'c" hkuqf'f'g'j' cegt'pgi qekqu'f' kgtgpv'c"rc"o c{ qt'c' f'g'rcu'cwqo qvlegu'gp'rc" Cti gpvpc' Rqt'guc'tc| »p."gpv'p' go qu's w'p'q' uqo qu'qu' b^a u'kpf kcf qu'r ctc'tgr tguvvt'iqu'kpvgt gugu'f'g'guc'o c{ qt'c' O cpv'p' tgo qu' p'w'utq' h'eq' gp" p'w'utc" g'utvcgi k" f'g'rc"ti q" r r| q." eqpegv'c'c" gp<'kpetgo gpv' f'g'rc" r tqf week>p" { "m'ecrk' cck>p" f'g'rc'v'gu." cwo gpv' f'g'rcu'gzr qtvccl'p'p' { "d'us w'f'c" f'g'p'wxqu" o gtecf qu' Etgck>p' f'g'o^a u' { "o glqtgu" go r r'ngqu" f'g'ecrk' cf." q'ht'gcl'p'f' q"rc"o glqt"qr ck>p" f'g'rc' r tqf wvqu" { "ugt'x'lekqu" c" p'w'utqu'erk'p'v'gu" { "eqpuwo k'qtgu" { "i' gpgt'cp'f' q"xcmt" g'eqp>o leq."uqekn' { "co d'k'p'v'rc" r ctc"gn'f' gucttqm' uwv'p'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 wv'xqu" { "eqo gtekr'gu' f'g'VCUC" gp'g'v'qu" c^o qu' wco d'k'p' uwo ctqp'p'w'xcu'ce'v'k'f' cf' gu'f'g'f' kug^o q."k'p'p'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'g' 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" "Ugtxlegu+²⁴ " Cti gpvkpc" ug" eqpxkt vko" gp" gn' hub" f g" eqo wpecekppgu" f g" Mkpqv" f g" vqf c" Ncvkqco ² tkec' F g" guvg" o qf q. " 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 kulp" 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 cuv" gug" o qo gpvq' ug" o cpglcdp" f guf g" Lcr » p. " eqp" gn' qdlgvxq" f g" hqtvcngegt" uw' r tguvpek" gp" Co ² tkec" Egpvtcn' { " f gn' Uwt²⁵ " F g" guv" o cpgtc. " n" pwxgc" qhlekpc" eqo gp| » " c" eqqt f kpc" r cu" qr gtcekppgu" f g" 59" f kvtkdwkf qt gu" 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" cuegp f gpv" f g" n" hto c" ug" gZR cpf k" 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 quvgtkqt gu. " c" r guct" f g" n" hwgtv" 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" n" ecr cekf cf gu' i gtgpekrgu" f g" n" hto c" lwpvq" cn' pwxq" r kf gtc| i q" go r tguctkn" n" eqqr gtcekp" eqp" gn' ukpf kecq" { "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 gpv" uuu" gZR qtcekppgu. 'i cp³ pf qrg' f lej qu' f guvkqu" c" Vq{ qvc" Vckrpf kc' Gp' guvg"

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

⁴²⁴"Guv" eqo r c° ¶c" f g' o qxkrf cf " f g" Vq{ qvc" cttepe » " 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 ktq" kqwg. " cwps wg' uuu' qhlekpcu" uki vkgtp" gp" Dtcukn' Rqt' qvtq' rcf q. " gp" 423: " Vq{ qvc" Dtcukn' eqo gp| » " c" r tqf wek' gn' o qf grq' [ctlu. " wpc" i co c' o gf kc" gpvt g' gn' Gvku" { " gn' Eqtqnc" s wg' { c' ug' r tqf we¶p" gp" gn' r c¶u' xgekpq⁰

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

tgeqtkf q. 'gn'cevxq f g'eqo r ctvt 'gnkf kqo c' { 'j wuq'j qtctkq'eqp'gnit guvq f g'iqu'r c'fuguf g'ic' tgi k»p"
hwg'emxg'gp'gnit tgeguq f g'tgnekqpc kgpvq'eqp'iqu'erkpvguOCf go^a u'f g'guvqu'iqi tqu'r tqf wevxqu"
{ 'eqo gtekrngu. 'ic' f 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

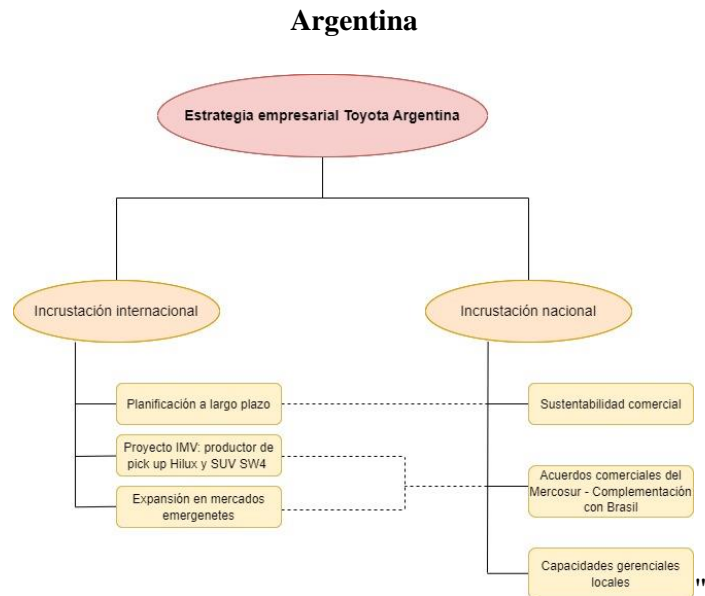
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go r tguctkcn'f g'Vq{ qvc'Cti gpvpc's wg'ig'f kq'uwvqpvq'c'uw'gzkquq'f gugo r g^o q0Rctvg'f g'guvqu"
hcevtgu'f gxlkpp'f g'uw'incrustación internacional"gp'ic' gutvewtc'o wmpcekqpcn'f g'Vq{ qvc"
O qvqt' Eqtr qtcvqp." s wg' hwgtqp' kvqf wekf qu' gp' gn' ecr 'fwuq' cpvgtkt' *xgt' Hki wtc' KX/3+0'
Rtkpek cm gpvq. 'ic' f geku»p' f g'ic' ecuc'o ctk' f g'cuki pctng'c'Cti gpvpc'gn'itqnf g'r tqf wevqc'f g'
ic' r keni'w' J kwz'ig'r gto k»'kpuvtctug'gp'wp'plej q'f g'o gtecf q'gp'gzr cpuk»p'gp'vq'c'ic' tgi k»p"
{ 'o gpqu'ugpukng'c'iqu'xcxgpqu'geqp»o lequ'f g'guvqu'r c'fuguf Cuko kuo q. 'ic' gur gekrik' cek»p"
r tqf wevx' f g' Vq{ qvc' gp' Cti gpvpc' { " Dtcuki' hwg' wpc' ppxgf cf " gp' gn' o qo gpvq' f g' uw'
ko r ngo gpcek»p' { " f ghk»' wp' hcevt' r tkpek cn' gp' gn' f gucttqmq' r quvgtkt0' Cf go^a u." icu"
ectcevt'fwecuf g'ic' xgtuk»p' f g'ic' J kwz' f gn'r tq{ gevq'KO X'hwgtqp'f gvgto kpcpvgr'ctc'f gur ic' ct"
c'iqu'xgj 'fwuq'eqo gtekrngu'ixkcpqu'f g'ic' eqo r gvpekc." { "ic' kpeqtr qtcek»p' f g'ic' UWX'UY 6"
eqo r ctvqpf q'ic' o kuo c'r ic'vchqto c'r tqf wevx'ig'r gto k»'c'ic'ep' ct'r Àdrieku'f kwkvqu'iqi tcvp q'
geppqo 'fu'f g'guecic0'

C'uw'xgl. 'eqo q'hwg'tgxkucf q'gp'gn'ecr 'fwuq'cpvgtkt. 'ic' tcf kecek»p' f g'Vq{ qvc'Cti gpvpc'
{ "gn'r tq{ gevq'KO X'ug'f gur ngi ctqp'gp'wpc'ic'ug'gp'ic' ewcn'ic' hto c'o wmpcekqpcn'ug'gpeqvtcdc"
gp' r ngpc' gzr cpuk»p' gp' o gtecf qu' go gti gpvqu' vcu' gn' guvpeco kgpvq' f g' icu' r c'fuguf o^a u"
f gucttqmf qu. "s wg'ngi q'ug'r tqhvpf 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 mdcn' cek»p'c'r ctvt'f gn'ewcn'kpvpcdc'dqttct'ic'uf kgtgpeku"
pcekqpcrguf g'ic'ur tgeguq' { 'r tqf wevqu0Cu'f' icu' h'ic'ngu'uw' co gtecpcu. 'uk'dk'p'p'gtcp'egpvcngu"
gp'v² to kpu'r tqf wevxqu' { 'eqo gtekrngu'r ct'ic'ic' o wmpcekqpcn'u'f'hwgtqp'o gtecf qu'f k^a o lequ' { "
gp'etgelo kgpvq'f wcpvg'ic'ur tko gtcu'f² ecf cu'f gn'uki m0' Cuko 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'ic' wpf q0"

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

xgj ¶ewrqu'r tqf wekf qu'gp'gnr c¶u0Gmq'ng'r gto kkb'c'VCUC'eqpvct'eqp'mqu'f »rctgu'pgeguctkqu'r ctc" r'ko r qtvekb'p'f g'r ctvqu'{' r kgl cu.'f cf qu'mqu'j ku»tkequ'r tqdrgo cu'f g'f²hkek'eqo gtekrnf grtugevqt." eqo q'ug'r wf q'xgt'gp'gn'Ecr ¶wru'40'Guqu'cur gevqu'tghnglcp'r ctvg'f gn'r cr gn's wg'rc'uwdukf kctkc" cti gpvpc'ewo r rkb'gp'rc'gurtwewtc'o wmkpcekppcn'f "e»o q'rc'gurtcvgi kc'f g"VO E'ug'r rnuo »"gp'rc" go r t guc'hqecr0'

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



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

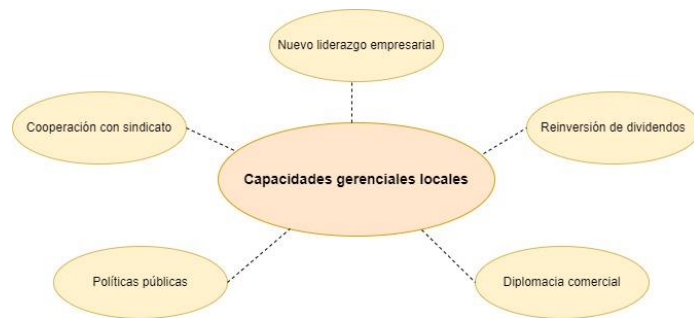
Ukp'go dcti q.'gpvopf kpf q'c'rc'GO "eqo q'wp"espacio social trasnacional eqp'f kwpqu" i twr qu'f kur wcpf q'rcu'lgctcs w¶cu'{' gurtcvgi kcu'gp'uw'kpvgtkqt.'rcu'f kgevkcu'f g'rc'ecuc'o ctk'pq" r wgf gp"xgtug'f kgevcu gpvg'ko r rgo gpvcf cu'gp'rcu'uwdukf kctkc."{ c's wg'mqu'glgewkxqu'mqecrgu" r quggp'wpc'kplgtgpek'tgnxcpvg'gp'rc'ceek»p'f 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 ^au." rcu" gzr qtvekpogu" f g" rc" hto c" ug" eqpegvtctqp" hwgtvgo gpvg'gp"Dtcukn" cr tqxgej cpf q'gn'dgpghekq'f gn'kpvgteco dkq'rdtg'f g"ctcpegru." {"ug" r gtf kgtqp'f gukqu" f g" gzr qtvekb'p'f g'mqu'r tko gtqu'c° qu'f gn'4222" s wg'eqo gp|ctqp" c" ugt" cdcugekf qu'r qt'Vekrpf k0'Gp'r ctvewct."guvg'cdqtf clg'f g'rc'hkr0'wmkpcekppcn'eqo q'ctvg'f g" wpc'qti cpk'cek»p'uqekn'eqo r nglc'eqp'eqphkequ'gp'uw'kpvgtkqt'r gto kg'gpvopf gt'guc'eqpuvpg" eqo r gvpek" s wg" Vq{qvc" Cti gpvpc" go r t gpf g" eqp" Vekrpf kc" gp" v'to kpqu" r tqf wekxqu." eqo gtekrnu'{'vgepq»i kequ0'

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

vc{ gevqtk "cuegpf gpv0Gu" f gek. "rc" ecuc "o cvtk "pq" ng" j cd "c" cuki pcf q "pwxcu" lpxgtukppgu" f g" tgrxcpek "c" rc "hkn' mecn" pq" r rpgcdc "wp" cwo gpvq "gp" rc "r tqf weekp" uki phkcvxc "{ "ng" j cd "c" r gto kfk q "c" Vekrpf k "cdcugegt" "c" i tcp" r ctvg "f g" mu" o gtecf qu" 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 "gutcvgi k" "{ "rc" qdvpek "p" f g" mu" t guwncf qu" r quvgtkt gu0

Gucu" pwxcu" ecr cekf cf gu" kpenw{ gtqp < " gn" pwxcq" rkf gtc| i q" go r tguetkcn" f g" F cplgn" J gttgtq. "rc" eqqr gtcekp "{ "cr q { q "eqp" gn" UO CVC. "rcu" r qn' hkecu" r Àdkecu" f g" r tqo qekp "ugevgtkcn" rc "tglpxgtuk" p "f g" rcu" i cpcpekcu" "{ "rc" f k r mo cek "eqo gtekn" r ctc "eqps wkuvt "pwxcu" o gtecf qu" f g" gzr qtvcpek p0Cu. "rc" "pwxc" cf o kpkvtcekp "mi t » "t² eqt f u" s wg" uwr gtctqp "tgi kvtqu" j ku» tkequ" f g" rc "kpf wutk" 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" kpxgtuqt "f g" VCUC "gpvtg" 4228 "{ "4232" "{ "gn" pwxcq" ko r wuq "f cf q "gp" mu" c° qu" uki wkpvgu. "f cpf q" ewgpvc "f g" rc "ko r qtvcpek" f g" rc "incrustación nacional" f g" rc "gutcvgi k" f g" rc "hko c0"

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



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

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

C "uw" xgl . "gp" guvg "Ànko q" tgeqtkf q "ug" f guvcectqp "rcu" f kpkvcu" hwgpvgu" f g" hpcpekco kpvq" r ctc "rc" b c { qt "kpxgtuk" 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 i g u " g " l p v g t p c e k q p c r i g u " { " e t ² f k q u " g u v c r i 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 i 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 i 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 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 i g u " { " r e " h k p c p e k e k o p " c " v c u c u " u w d u k f k c f c u " r c t c " r e " x g p v c " f g " u w u " x g j " p e w r q u " e q p " g n i r t q i t c o c " R t q E t g C w q 0 "

Gurqu"j emx| i qu"uqdtg"gn'cr q{q"guv'cn'c"re"htto c"lcr qpguc"uqp"tgrgxcpvgu"r etc"guv" kpxguvki cek»p" { c's wg'o cvk cp'cri wpqu'f g'ru'gpwpekcf qu'f g're"j kr »vguku'kpekcn'f g'guv'vguku."gp" re'ewcn'ug'uquvqp"fc's wg'gn'f gucttqm q'f g"VCUC"ug'f kq'f g'hqto c"lpf gr gpf kgp'v'f g'ru'r qn'mecu" r Adreco'F" g'guv"o qf q."uk'dkcp"gn'Guvcf q'cti gpvkp"pq'f kki k»"guv"r tqeguq'f g'f gucttqm" { " gur gekrki cek»p"gp're'r tqf week»p'f g'r keni'w u'/pk'eqp"Vq{ qvc'pk'eqp'gn't guv'f g'ru'cwqo qv'legu" cti gpvkpcu/"u'dt'lpf »'pwo gtququ'b gecpkuo qu'f g'cr q{q's wg'r gto kkgtp'gn'f gur rki wg'f guetkr vq'0 Gur'eqpv'cuc'eqp'gn'ecuq'vc'k'p'f² u'f p'f g'gn'Guvcf q'f g'gug'r c'u'rcp| »'wpc'r qn'mec'f g'or tqf wev" eco r g»p'p'cekqpcr'o'eqp"wpc"ugt'kg'f g'kpegpv'xqu'h'uecrgu" { "eqo gtekr'gu'r etc"s wg'ru"go r t g u c u " c w q o q v t e g u " u g " g u r g e k r i e g p " g p " r e " h c d t k e c e k o p " f g " r k e n i ' w u . " e q o q " u g " x k q " g p " g n i e c r " p w r q " c p v g t k q t 0 " R q t " g n i e q p v t c t k q . " g p " C t i g p v k p c . " g u v g " r t q e g u q " g u w x q " b c { q t o g p v g ' e q p f w e k f q ' r q t " g n i b g t e c f q . " e q p " g n i r t q v c i q p k u o q " r k a p g t q " f g " V q { q v c " C t i g p v k p c . " { " g n i G u v c f q " c e q o r c o » " g n i e t g e k o k g p v q " f g " g u v c " g o r t g u c " { " f g n i u g e v q t " g p " u w ' e q p l w p v q " e q p " r e u " f k u k p v c u " b o g f k f c u " b o g p e k q p c f c u 0 " "

Rqt" Anko q." ug" f guv'ec" gn' hwt'v'g" v'cdclq" f g' f k r nqo cek" eqo gtekn' gp" nqu" r c'ug"u" re'v'p'qco gtecpqu'n'v'gi q'f g're"qdv'pek»p'f g're"l'p'x'gtuk»p."s wg'eqp»"eqp'gn'ce'v'xq'cf lekqpcn'f gn' kf kqo c" { "j wuq"j qtctkq"eqo r ct'v'f q."nq"s wg'ng"r gto k k»"c"re"ht'cn'i cpctng'f lej qu'o gtecf qu" c" Vq{ qvc"Vck'p'f k" { "eqpet'g'v'ct'mu'c'wo gp'v'qu'gp'h'qu'p'k'x'gru'r tqf we'v'xqu" { "eqo gtekr'gu'f g're'htto c" n'qecr'0

Gp" v²to k'p'qu"o a u"i g'p'gt'crgu" { "v»t'lequ."nq" f gucttqnc'f q"j cuvc" guv"ecr "p'w'r q" gto kg" t'gh'z'k'p'c't'cegtec'f g're"ceek»p"geqp»o lec'f g'u'wdu'f k'ct'kcu'f g'GO"gp'r c'ug'u'r g'k'f' t'lequ'0Rqt"wp" r'cf q."re"gx'kf g'pek"t'gr'g'x'c'f"r gto kg"x'gt"ru'f k'ht'g'p'ekcu"s wg'gz'k'v'p"gp'v'g"ru'f k'v'p'v'cu"htto cu." k'p'en'w'q'gp'w'p'b'kuo q'ug'ev't'geqp»o leq'0F" g'guv"o qf q."h'q'x'k'v'q'gp'guv'g'cr c't'v'f q't'g'ch'to c're'k'f'gc" f g" s wg" pq" r w'f g" r g'p'uct'ug" c" guvcu" eqo r c'o'fcu" eqo q" ci g'p'v'gu" j qo q'i² p'g'qu." w'p'k'ct'k'qu." o c'z'k'o k'cf q't'g'u."eqp'k'p'h'q'to cek»p"eqo r ng'v" { "t'cek'q'p'c'r'k'f'cf"r'g't'h'g'ev."uk'p'q"s wg'guv'qu'ce'v'q't'g'u'v'p'p" gp"t'g'c'r'k'f'cf"q't'i c'p'k'cek'q'p'g'u"eqo r n'g'lcu"s wg."uk'dkcp"r w'f g'p"v'p'p'g't"q'd'l'g'v'x'qu'f g'o c'z'k'o k'cek»p" geqp»o lec."²u'v'qu'p'q'ug'f c'p'f g'k'f² p'v'lec'h'q'to c." { "s wg."uk'dkcp"r w'f g'p"v'p'p'g't"ek'g't'v"t'cek'q'p'c'r'k'f'cf" gp"re"d'Àus w'f c" f g'f lej qu'h'p'gu."re"o kuo c"guv³ f g'r'ko k'cf c"r q't"u'w'eqp'v'z'v'q'0Gp"r c't'v'ew'v'ct."re" g'v't'c'v'g'i k'c" f g'ru' u'wdu'f k'ct'kcu'f g'GO"ug"r w'f g'g'p'v'p'f'g't" c"r c't'v'k" f g"uw" *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 "hqt c" vqo »"rc" tgncekp" f g" VCUC" eqp"rcu" go r tgucu" wdkecf cu" òci wcu" cttkdcò" gp" uw'ecf gpc" f g" xcmqt0'Cu¶" ecdg" kpvgtqi ctug" uqdtg" äew³ ngu" uqp"rcu" cwqr ctvqu" r tqf wekf cu" gp" gn'r c¶u" { "ew³ ngu"rcu" ko r qtvcf cu" A" äE»o q" j c" xctkcf q" guv" c" m" rcti q" f g" mqu" cº qu" A" äS w² "vkr q" f g" go r tgucu" r tqf wegp" gucu" r ctvqu" { "r kgl cu" gp" Cti gpvpc" A" äNc" hqt c" f g" *gobernanza* "gu" j qo qi² pgc" eqp" vqf cu" uwu" r tqxggf qtgu" A" äNc" hto cu" mceñgu" j cp" ukf q" ecr cegu" f g" o glqtct" uwu" ecr cef cf gu" c" vcx² u" f g" r tqeguqu" f g" *upgrading* A" äNc" tgncekp" eqp" Vq{ qvc" rgu" j c" r gto kxf q" mgi ct" c" vtu" vto kpcñgu" gp" gn'r c¶u" q" gzi qtvt" uwu" r tqf wevqu" A"

F g" guc" hto c. "gn'qdlgkxq" f gn'r tguvpg" cr ctvcf q" gu" tgur qpf gt" f lej cu" r tgi wpcu" c" r ctvk" f gn'cp³ ruku" f g" rc" xkpwcekp" f g" guc" vto kpcñcwqo 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'

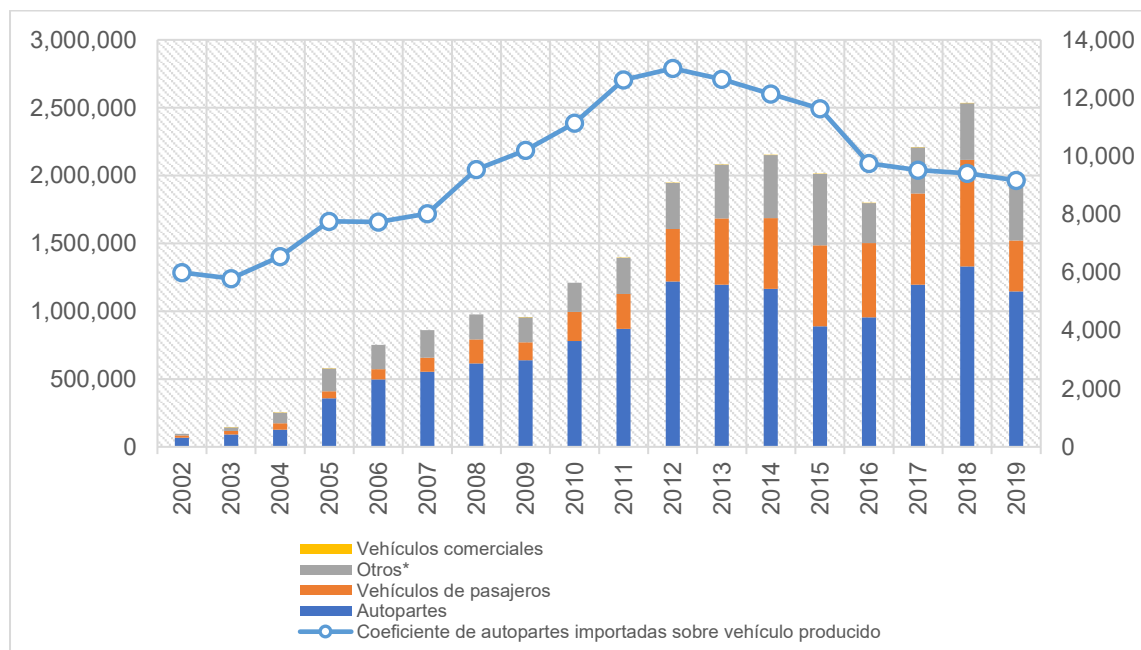
C" eqpvkpwcekp. "ug"j ct³ "wp" cp³ ruku" ci tgi cf q" uqdtg" mqu" r tqxggf qtgu" f g" cwqr ctvqu" f g" Vq{ qvc" tcf kecf qu" gp" Cti gpvpc. "ercukh³ pf qmqu" gp" vtu" i tcpf gu" i twr qu" c+ "O wkpcekp crgu" lcr qpgucu. "d+ "O wkpcekp crgu" p" lcr qpgucu" { "e+ "Nqecrgu" *5.3+0' Nwgi q. "ug" tgnck ct³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

go r t g u c u " u q p < " F g p u q . " V q { q v c " D q u j q m w " [c l c n k " F c p c . " O g v c n u c . " K p f w u t k u " I w k f k " G u v g d c p " E q t f g t q . " X g p v c n w o . " R q r k o g v c n " E T C O H U C " { " O k i q t " * 5 . 4 + 0 " R q t " A n k o q . " u g " j c t a " w p " c p a r k u k u " i g p g t c n l u q d t g " r c " g o b e r n a n z a " f g " V C U C " { " m u " r t q e g u q u " f g " u p g r a d i n g " f g " u w u " r t q x g g f q t g u " g p " d c u g " c " m q " g z r w g u v q " g p " g n l e c r " * 5 . 5 + 0 " "

5.1 - Contenido local e importado de los vehículos de Toyota Argentina

Eqo q " u g " j c " f g u c t t q m f q " g p " g n l e c r " * 4 . " g p v t g " r c u " v g t o l p c r g u " t c f l e c f c u " g p " g n l e c r " c " u . " V q { q v c " g u " r c " A p l e c " s w g " c r e c p l > > " u w r g t a x k " e q o g t e k n l f w t c p v g " g n l e c r " g t " q f q " d e l q " g u w f k q " { " r c " s w g " o a u " e q p v g p k f q " m e c n l j c " l p e q t r q t c f q " c " u w u " x g j " f e w r q u " * x g t " I t a h e q u " K 3 2 " { " K 3 3 + 0 " C " r c t w k " f g " g u q u " j c m c l i q u . " g u " k o r q t v c p v g " r c t c " g u c " v g u k u " c p c n k c t " e q p " o c { q t " f g v c m g < 3 + e > > o q " u g " e q p h q t o > > " r c " g u t w e w t c " f g " u w u " k o r q t v c e k q p g u " c " m q " n c t i q " f g " g u v q u " c o q u . " { " 4 + " f g " s w " h q t o c " g u v c u " k o r q t v c e k q p g u " h w g t q p " w k k c f c u " r q t " r c " g o r t g u c 0 " G p " g u g " u g p w f q . " g n l e c r " I t a h e q u " X / 3 " r t q r q t e k q p c " c n i w p c u " t g u r w g u c u 0 "

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



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

" Cu¶ "gp'r tko gt'nwi ct."ug'r wgf g'xgt's wg'gn'r tkepr cni' twr q'f g'r tqf wevqu'ko r qtvcf qu'gp" vqf qu" nqu" c° qu" hwgtqp" cwqr ctvqu. " f cpf q" ewgpvc" s wg" ug" r tkxkxi k»" r" ko r qtvcckp" r ctc" r" r tqf weekp'cpvqu's wg'rc'f g'xgj ¶ewqu'f g'r cuclgtqu's wg'pq'gtcp'hdtkcf qu'gp'gn'r c¶u'r ctc'xgpf gt" gp'gn'o gtecf q'kwgtpq²⁷"

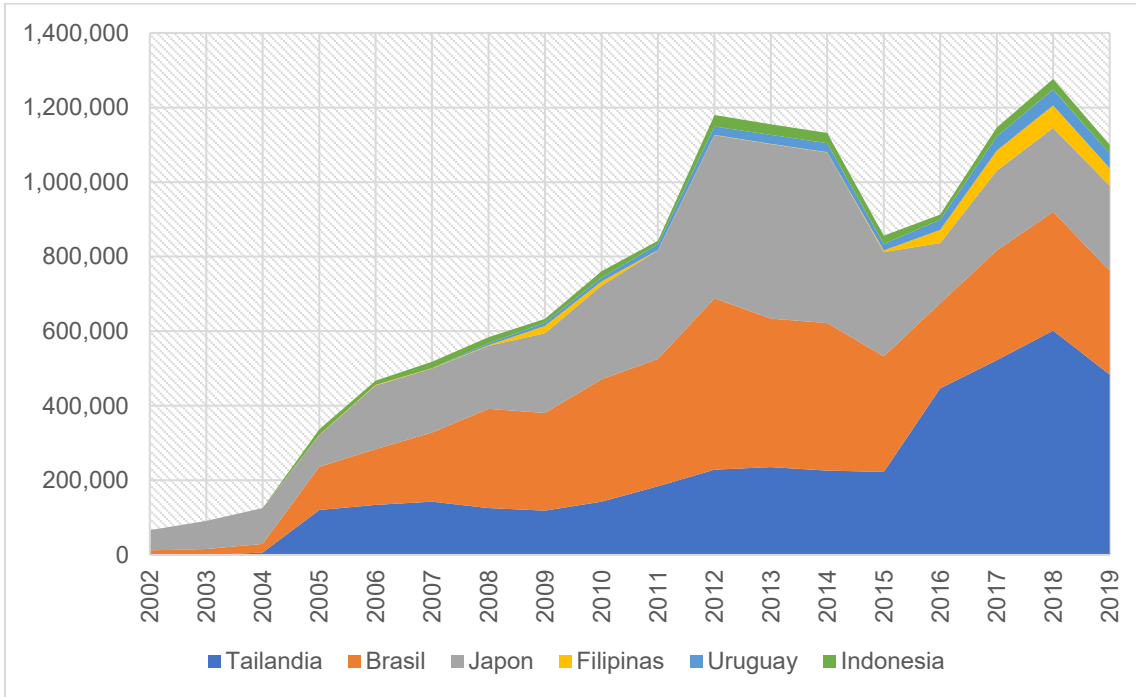
Rqt" qvtq" rcf q."ug'r wgf g' qdugt xct" s wg'gn' eqghekpgv" f g' cwqr ctvqu" ko r qtvcf cu' uqdtg" xgj ¶ewqu'r tqf wekf qu'cwo gpvc'j curc'4234." { "hwgi q'f guelgpf g' uquvplk co gpvc. f° pf qug'wpc'dclc" o° u'r tqpwpekcf c" gpvtg'4237" { "42380Guvq'kpgg'uw'eqtgtrv" eqp'rcu'f kwpvcu'gscr cu'f g'rc' hto c" xkrcu'gp'gn'Ecr ¶wru'60Gu'f gek. "s wg'gn'cwo gpvq'f g'rc' r tqf weekp" { "rcu'gzt qtvcckpqu'c' r ctvt" f g<3+"gn'eco dlq" i gtgpekn'f g'4232." { "4+"f gn'rcp| co kgpvq'f g'rc" J kwz": ÅI gpgtcekp" eqp'rcu' pwxcu" kpxgtukpqu" tgcrlk cf cu" gp" r r rcpvc" *4235/4237+ " guwxkgtqp" ceqo r c° cf cu" r qt" wpc" o c { qt" kpeqr qtcekp" f g" eqpvglk q" mecn' gp" nqu" xgj ¶ewqu' Ukp" go dcti q." o° u' cni' "f g" guvg" kpf kecf qt. 's wg'f gpvc'wp' r tqeguq'f g'uwukwek»p'f g'ko r qtvcckpqu. 't guvc'ucdgt'ew° ngu'hwgtqp'rcu' cwqr ctvqu'mecrlk cf cu" { "s w° go r tgucu'ug'gpecti ctqp'f g'f lej c' r tqf weekp0'

Rqt" qvtq" rcf q." cpcrlk cpf q" eqp" o c { qt" f gvplk kgpvq" gn' f gvcmg" f g" guvcu' cwqr ctvqu" ko r qtvcf cu'ug'r wgf gp'xgt'qvtqu'tcui qu'ucnkpgvqu'Gp"uwu'kpekqu. "rcu'ko r qtvcckpqu'f g"VCUC" r tqxgp¶cp'o c { qtkctkco gpvg'f guf g'gn'r c¶u'f g'qtki gp.'Lcr »p.'ukp"go dcti q.'c' r ctvt'f gn'4227.'eqp" r" glgewekp" f gn' r tq { gevq" KO X." eqo gp| ctqp" c" etgegt" qvtqu" qt¶i gpgu. "wrgu' eqo q" Dtcuki" { " Vckrcpf kc.'qu'ewrcgu'ug'eqpxkgtv" gp'mqu'o c { qtkctkqu'c' r ctvt'f g'4237" *xgt" I t° hkeq"X/4+0Guv" Ånko q'qtki gp'ug'eqpf keg'eqp'gn'wi ct's wg'hwg'vqo cpf q"Vckrcpf kc"eqo q"hub" f g'r tqf weekp" f g" r" J kwz'gp'rc'gutwewtc'f g'VO E.'vnrëqo q'ug'f gucttqm»gp'gn'Ecr ¶wru'50Uw'o c { qt'etgeko kgpvq" eqo q' r tqxggf qt'f g'cwqr ctvqu'r ctc"Cti gpvpc'ug'f c"hwgi q'f g'4237."eqp'gn'rcp| co kgpvq'f g'rc" J kwz": ÅI gpgtcekp0'

"

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

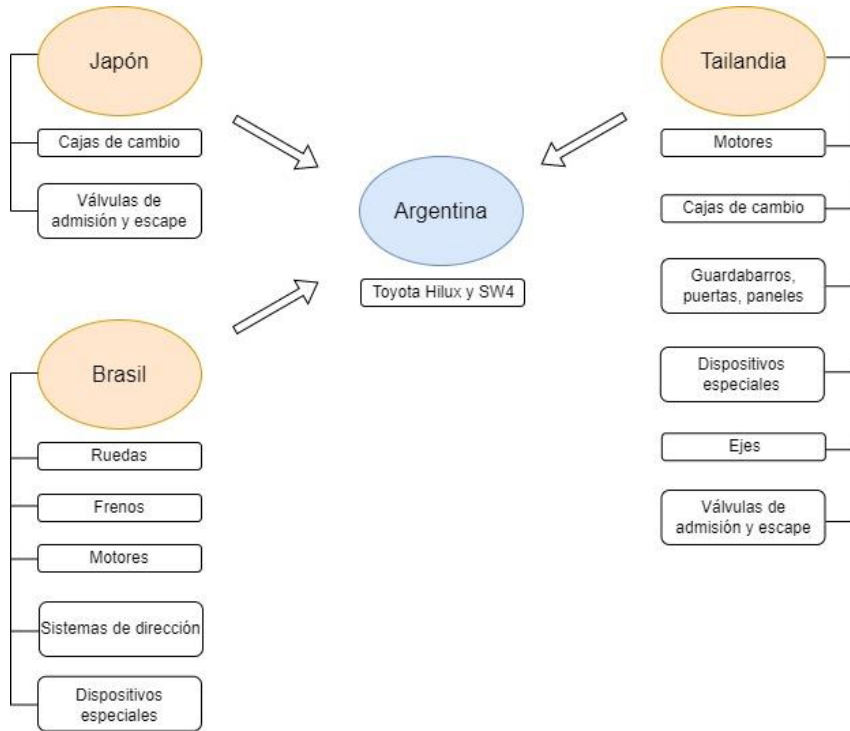
Gráfico V-2 - Importaciones de autopartes de Toyota Argentina por principales orígenes (miles de dólares) (2002-2019)



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

Gzco kpcpf q'nc'gutwewtc'f'g'ko r qtvcekppgu'f'g'cwqr ctv'gu'eqp'o c { qt'f'gvcmg'ug'r wgf g' tgeppqegt's w' r tqf wvqu'ug'eqo r tctqp'f'g'guvqu'r c'f'guo'Gp' guv'ugp'vkf'q.'ug'pqvc's wg'ekgt'vqu' ukvgo cu' { 'r ctv'gu'etwecrgu's wg'pq'uqp'r tqf wvlf qu'mqecm gpv'hwgtqp'tc'f' qu'f'g'guvqu'qt'f' gpguo' Gp'r tko gt'hw' ct.'ecdg'o gpekqpct's wg'iqu'o qvqt'gu'c'p'chc'uqp'r tkpek'cm gpv'ko r qtv'cf'qu'f'guf'g' Vckrpf'kc.' { 'hw'gi q'f'g'Dtcukl'Gp'nc'r'nc'p'f'g' \ ^ tcv'ug'r tqf wv'gp'o qvqt'gu'f'k' ugn'r gtq'2'uvqu'up' gup'ekcm gpv'gpuc'o drc'f'qu'c'r ct'vt'f'g'nc'ko r qtv'cek'p'f'g'r ct'v'gu' { 'r'kg' cu' *O' kul'p'Rtqf'wv'kxc.' 3: 194244-0²⁸'Cf go ^ u.'gp'nc'f' dt'lec'm'ecn'vco d'k'p'ug'gpuc'o drc'p'iqu'ukvgo cu'f'g'uwur'gpuk'p.' r gtq'guv'ug'j'ceg'c'r ct'vt'f'g'eqo r tcv'f'g'cwqr ctv'gu'p'cek'p'crgu' *Nwku'N>r'gl' . 'gpvt'gx'kvc'r'gtu'qpcn' 3813414244-0"

Rqt'qvtq'nc'f'q.'ug'gpewgpvt'cp'ncu'eclcu'f'g'eco d'k'.'s'wg'uqp'o c { qtk'ctkco gpv'ko r qtv'cf'cu' f'guf'g'Vckrpf'kc'0'Nwgi q.'ug'r wgf'g'o gpekqpct'gn'ukvgo c'f'g'ht'gpqu' { 'f'g'f'k'geek'p's'wg'r tqx'kpg' f'g'Dtcukl'0'Rqt'Aw'ko q.'c'wps'wg'gp'o gpqt'o gf'kf'c.'f'guf'g'Lcr'»p'm'gi'cp'x'a'nc'wru'f'g'cf'o kul'p' { ' guerc'g' *Nwku'N>r'gl' . 'gpvt'gx'kvc'r'gtu'qpcn' 3813414244-0'Nc'ko r qtv'cek'p'f'g' guvqu' ukvgo cu' *r tkpek'cm gpv'iqu'o qvqt'gu' { 'ncu'eclcu'f'g'eco d'k'+ug'f'guv'cec'r'qts'wg'uqp'gng'o gpv'qu'egpvt'crgu' f'gn'x'gj'f'wru.'f'g'cnc'eqo r ng'kf'cf'v'ep'lec' { . 'r'qt'nc'v'cp'v'q.'r'quggp'o c { qt'xcnqt'ci'tgi'cf'q's'wg' qvt'cu.'eqo q'ug'x'gt'a'gp'iqu'uki'w'kpv'gu'cr'ct'v'cf'qu'0'

Gp'tguwo gp.'f'w'cp'vg'guv'cu'f'2'ecf'cu'Vq { qvc'j'c'ko r qtv'cf'q'r tkpek'cm gpv'g'cwqr ctv'gu'cn' r c'f'0'c'uw'x'g'j' . 'c'r ct'vt'f'g'4234'gn'eq'gh'ek'gp'vg'f'g'r ct'v'gu'ko r qtv'cf'cu'uqdt'g'x'gj'f'wru'r tqf wvlf qu' j'c'kf'q'dcl'cp'f'q'uqu'gp'kf'co gpv'g.'f'cp'f'q'ew'gp'w'f'g'w'p'r tq'egu'q'f'g'o c { qt'eqp'v'gp'kf'q'm'ecn'gp'uwu' x'gj'f'wru'0' Guv' v'gp'f'g'pek'v'k'gp'g' eqtt'gr'v'q' eqp' gn' o c { qt' et'geko k'p'v'q' gp' r tqf wv'ek'p' { ' g'zr'qtv'cek'pp'gu'f'g'nc'k'o c'gp'nc'ugi'w'p'f'c'f'2'ecf'c'f'gn'uki'm'0'Uk'p'go d'cti'q.'w'p'c'i'tcp'r ct'v'g'f'g'ncu' cwqr ctv'gu'ko r qtv'cf'cu'uqp'f'g'cnc'eqo r ng'kf'cf'v'ep'lec' { 'o c { qt'xcnqt'ci'tgi'cf'q.'r tqx'k'p'k'p'f'q'f'g' Vckrpf'kc' *hub'o w'p'f'kn'f'g'nc'J'k'wz+'f'g'Dtcukl' *O'gtequw+' { . 'ecf'c'x'g'j' 'o'gp'qu.'f'g'Lcr'»p' *ecuc' o'cvt'k' +0'c'r ct'vt'f'g'guv'q.'c'eqp'v'p'w'cek'p.'ug'gzco k'p'c'e»o q'ug'm'gx'ct'qp'c'ecdq'ncu'r tq'egu'qu'f'g' m'ecn'k'cek'p'f'g'r ct'v'gu.'ew'ngu'up'ncu'r tq'x'gg'f'qt'gu'f'g'Vq { qvc't'cf'k'ecf'qu'gp'Cti'gp'v'p'c' { 'e»o q' gx'q'w'ek'p'ct'qp'f'w'cp'vg'gn'r'gt'f'q'f'q'dcl'q'gu'w'f'k'q'0'""

⁴²⁸"Gp't'gr'ek'p'eqp'ncu'o qvqt'gu.'ncu'f'k'ge'v'k'qu'f'g'VCUC'ug' cnc'p's'wg'guv'qu'up'w'p'eqp'l'w'p'v'q'f'g'r'kg' cu'hw'p'f'kf'cu' { ' o'gecp'k'cf'cu.'r'qt'gn'q.'ncu'f'f'o'k'gu'c'nc'nc'ecn'k'cek'p'f'g'guv'cu'r ct'v'gu'gp'Cti'gp'v'p'c'gu'p'x'k'p'ew'cf'qu'c'ncu'g'uecucu' ecr'cek'cf'gu'm'ecrgu'gp'hw'p'f'k'ek'p'0'Nc'eqo r g'v'k'k'cf'f'g'ncu'r'kg' cu'hw'p'f'kf'cu'ko r qtv'cf'cu'gu'o w'f'cnc'gp't'gr'ek'p' eqp'ncu's'wg'ug'r tqf w'ep'q'ug'r wgf'cp'r tqf wv'ek'gp'gn'r c'f'0'c'f'ncu'gl'gew'k'qu'uqu'v'k'p'gp's'wg'ncu'ecr'cek'cf'gu'gp' r tqf wv'ek'p'f'g'o qvqt'gu'ug'r g'f'k'gt'qp'f'2'ecf'cu'c't'a'ug'gp'Cti'gp'v'p'c' { 'c'r ct'vt'f'g'cnc'f'v'q'f'cu'ncu'v'gt'o k'p'crgu'ko r qtv'p'q' gpuc'o drcu'ncu'r'kg' cu'ko r qtv'cf'cu'f'g'ncu'o qvqt'gu' *Nwku'N>r'gl' . 'gpvt'gx'kvc'r'gtu'qpcn'3813414244-0"

5.2 - Desarrollo de proveedores

" Gp'mqu'r tlo gtqu'c° qu'f g'qr gtceke»p'f g'VCUC"gr'ukungo 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"uqhkukecf 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'b w'f k'f'ekl' "porque el requisito que tenía Toyota de exigencia de la autoparte que ponía en el vehículo no estaba en coherencia con lo que tenían los proveedores locales "" *Gf wctf q"Mtqpdgti ." g'pvtgxkuc" r gtuqpcn"4: B 4244+0'

" C"uw"xgl ." Cp'f'dcn'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'dcn'Dqtf gtgu." g'pvtgxkuc" r gtuqpcn"39 l6 4243+0'Rctc"uqmwkqpc" guvqu'r tqdrgo cu."rc"ecuc"o cxtk' "{ "rc" h'k'cn'ug" gphqectqp"gp"wp"kpvgpukhkeceke»p'f g'rcu"tgrcekqpgu"eqp"qu'r tqxggf qtgu'hqecrgu"/o gf kcpv"rc" cukungpek'° 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' cpf 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"gu'ecvigi k'c'i nqdcn'w'r tqxggf qt'gu'w'uqekq0Gu'lo r qukdn'v'p'gt'wp'r tq' { ge'v'gzkquq'gp'gr'icti q'r r'cl' q' uk'pq'v'p² u'eqpvgpk' q'mecn'eqo r g'k'k'xq0P q'v'k'p'g'ugp'v'f q.'r qt'glgo r m.'h'cdtlect'wp'r ctc'i q'r gu'gp'Dtcukl'f' v'cgtm'gp'eco k»p0P q'xc0Gp'gug'ugp'v'f q.'j go qu'j' ge'j q'wp'v'cdclq'f g'f gucttqmqu'f g'r tqxggf qtgu'f q'p'f g'rg" j go qu'f cf q'c'ecf c'wp'f g'gmqu'wp'target'f g'o glqtc'f g'equvqu'f' "ecrk' cf "r ctc"ngi ct" c"qu'gu'v' pf ctgu's wg" p'geguk'° dco qu0Ewcpf q'cttceco qu'eqp'gr'r tq' { ge'v'ucd'f'co qu's wg'cn' wpqu'r tqxggf qtgu'k'c'p'geguk'ct" c { wf c' "{ v'kgo r q0F kur wuko qu'gs v'kr qu'f g'v'cdclq'eqp'ecf c"r tqxggf qt" "{ wp" gus wgo c'f g'k'pegp'v'xqu'o w'f " uko r ng0' Ngu' f ge'f'co qu' s wg.'uk' g'peqpv'cdcp" gr' o qf q' f g'cj qttct" f kgl " r guqu"gp" rc" gr'dqtceke»p' f g' wp" eqo r qp'p'v'g.'ek'peq'r guqu'ug'qu's wg'f c'c'p'gmqu'f' "qu'q'v'qu'ek'peq'r guqu'k'c'p'c'wp'v'g'f week»p'f gr'r tgekl'cn' s wg'p'qu'x'g'p'f'cp'gug'k'puwo q'° O k'k'p'Rtqf we'v'xc."3: B 4244+0'

"

Wpc" xgl " s wg" guvqu'r tqdrgo cu" k'p'ek'rgu" f g" r tqxkuk»p" f g" cwqr ctv'gu" d'° u'lecu" hwgtqp" uqmwkqpa' pf qug.'gu'cd'ng'ek'p'f q'wp'c't'gf "gu'cd'ng'f g'r tqxggf qtgu."qu'k'pegp'v'xqu'r ctc'rc'r quv'gt'k'qt" mqecrk' c'ek»p'f g'r ctv'gu'f' "r kgl cu"ug'egpvtctqp"gp"f k'uk'p'v'qu"grgo gpv'qu0'Gp'r ct'v'ew'ct."uqdt'g'qu" d'g'p'g'h'ek'qu" f g'mqecrk' ct"r kgl cu."f guf g'rc"i gt'g'pek'f g'Eqo r tcu'f g'VCUC"uqu'k'p'gp" s wg'v'p'gt" r tqxggf qtgu'egtecpqu'r gto k'g'<3+"gr'cj qttq'f g'equvqu'mi' f'uk'ek'qu'f' "f g'dctt'gtcu'cf w'ep'gtcu."4+"

o c { qt "hgzkdtkf cf "cn'o qo gpvq "f g" tgerk ct "eco dlqu. " { "5+"o gpqt "xwpgtcdtkf cf "ht gpvg" c "mqu" r tqdrgo cu'f g' t'cpur qtvg's wg'r wgf cp' uwti kt0"

Cf go ^a u. "mqu" f kt gevwxqu" uquvkgpgp "s wg" gn' dgpghlekq "f g" t'gkpvgi tq "f g" et² f kq "hkuecn' r qt" eqo r tc "c" cwqr ct vgu' pcekqpcrgu' f g' r "Ng { "490485" gu' 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 " Ànko q. " mqu" glgewwxqu" ug^o crcp " s wg" gu" kpf kur gpucdrg' r qf gt "vpgt "wp" i tcp "xqno gp" f g' r tqf 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 kxk k " uuu' equvqu' hdku' 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'Àus wgf c " f g " cngt 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 " p'wxcu' lpxgt ukppgu' { lq " eco dclt " gn' b qf grq " f gn' xgj " f wru " r tqf welf q " Tco c. " 4226 +0 Rctc " r " ugrgeek p " f g' r tqxggf qt gu. " Vq { qvc " Cti gpvpc " tgerk c " wp " cp^a ruku " f g' r " ecr celf cf " f g' guvqu' r ctc " cf cr vctug " { " ugt " hgzkdrgu' ht gpvg " c " ewcrs wkt " eco dlq " gp " mqu' r gf kf qu. " r rcl qu. " ecrk cf . " gur gekhceekppgu " { " xqnÀo gpgu. " f g dlf q " c " s wg " o wej cu " xgegu " t guwnc " pgeguclq " gpltpvct " f hgt gpvqu " eqpf lekppgu " gpf » i gpccu " { lq " gz » i gpccu " 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 celf cf gu' f g " mqu' r tqxggf qt gu' ug " f gdg. " r t'pek 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 ruku " f g' r cu' ecr celf cf gu' f g " mqu' r tqxggf qt gu' gu' cugi wtct " r " ecrk cf " { " r " gpvt gi c " f g " mqu' r tqf wevqu' 0

Cu' " mqu' r cuqu' f g " VCUC " r ctc " mcecrk ct " wpc " r kgl c " uqp < 3 + " ug " lpxguki c " r " vtc { gevqtkc " f gn' r tqxggf qt " gp " gn' b gtecf q. " cpcrk cpf q " uk' gu' ecr c | " f g " cht qpvct " gn' vcdclq. " 4 + " ug " tgerk c " wpc " t'gwpl p " f qpf g " r " cwqr ct vkuv " r t'gugvc " r " r tqr wguv " { " o " gpekpc " uuu' r qukdtkf cf gu " { " ecr celf cf gu. " 5 + " uk " VCUC " eqpukf gtc " s wg " gn' r tqxggf qt " vkgpg " r " r qukdtkf cf " f g " gpewcf tctug. " r cuvp " c " wpc " gvr c " f g " gzco gp " f g " eqo r gvkkxf cf " gp " r " ewcn' lvg' r kf g " wpc " eqvk cels p " f g " wpc " r kgl c " { " ug " eqo r ctc " gn' plxgn' f gn' r tgekq " eqp " mqu' s wg " ug " r ci " c " gp " gn' o qo gpvq " r qt " r " r kgl c " ko r qt vcf c. " 6 + " uk " gn' plxgn' f g " r tgekqu "

⁴²⁹ "Eqo q " ug " xkq " gp " gn' Ecr " f wru " 4 " guv " rgl " hgz " r tqo wi cf c " gp " 4238. " cwps wg " mqu' f kt gevwxqu " uquvkgpgp " s wg " eqp " r " rgl " f gn' 422: " vco dlk p " vgp " f p " wp " lpegpvkxq " uko krc. " cwps wg " mqu' r ci qu' uqf p " vctf ct " o ^a u " vgo r q 0Ugi Ap " r " rgl " f g " 4238. " gn' r qtegpvlg " f g " t'gkpvgi tq " f g " et² f kq " hkuecn' r wgf g " xctlct " f guf g " gn' 6 " " cn' 37 " " f gn' xcmq " gz " h' dtlec " f g " r cu' cwqr ct vgu' pcekqpcrgu' c " r cu' s wg " j ceg " t'ghgt gpek " r " rgl " . " 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 " f gvcn' c " gp " r " rgl " 0C wps wg " guv " lphqto cels p " p " q " gu' r Adrlec. " ugi Ap " mqu' glgewwxqu. " Vq { qvc " gu^a " wpu' r cuqu' cf grcpvg " t'gur gevq " cn' t'guvq " gp " guv " f ko " 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 wlf q " r ctc " guv " vgu. " r t'gugvcf q " gp " gn' Ecr " f wru " 40

guv^a "gp" rfp gc. "ug" eqp v p À c "wpc" gvr c "f g" f guctt qm q "f g" r tqxggf qt gu. "wpc" r ct v g" o^a u" v² eplec" { " o gpqu'eqo gtekr0"

Rctc" guv q "À nko q "gz kug" wpc" i gt gpek "gp" gn'f gr ct vco gpv q "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" pwx c" gvr c "ug" kpx qm et cp' hqu" f gr ct vco gpv qu" f g" kpi gplgt c "f g" Rtqf wev q" { "Ecrkf cf 0l . "f gr gpf kppf q "f g" rc" eqo r nglk cf . " vco dl² p" r wgf g" r ct vlek r ct" gn' f g" Nqi "f ulec0' Nwgi q." gn' f gr ct vco gpv q" f g" Rtqf wek p "gu" gn' er kpv g' hpcn' f g" guv g' r tqegu q "Nwku" N> r gl . "gpvt gx kuc" r gtuqpcn "38 l34 l4244+0"

Gp" ewcpv q "c" rc" pgi qekcek p. "ug" r wgf g" j cegt "wpc" f k v kpek p "gpvt g" cs wgmqu" r tqxggf qt gu" f g" Vq { qv "hwgt c" f gn' r c "u" { "mqu" s w g" m "uqp" uqm "gp" Cti gp v kpc 0 Gp" gn' r tko gt "ecuq. "rcu" eqpf kekppgu" eqo gtekrngu' i gp gtc m gp v g' uqp "wpc" gz v g puk p "f g" rcu" eqpf kekppgu" guv d r g e k f cu' r qt "rc" ecuc" o c v k l . " m " s w g " h c e k k c " r c " p g i q e k c e k p " g p " V q { q v " C t i g p v k p c " { " p q " e q p u k w { g " w p " h c e v q t " e t " k e q 0 ' N q u " c u r g e v q u " c " e q p u k f g t c t " g p " g n ' c e w g t f q " e q o g t e k r n ' e q p u k v g p " g p " u c d g t " u k ' g n ' r t q x g g f q t " r w g f g " f g u c t t q m c t " w p c " r k g l c " { " u k r w g f g ' e w o r n k " e q p " m u ' t g s w g t k o k p v q u ' f g ' e c p v k f c f " { " r r c l q " f g " g p v t g i c 0 ' G p " g n ' u g i w p f q " e c u q . " r c u " e q p f k e k p p g u " e q o g t e k r n g u " { " r c " h q t o c " s w g " c f q r v e p " m u " c e w g t f q u " u q p " t g u r q p u c d k k f c f " f g " V q { q v " C t i g p v k p c " c w p s w g " e q p " h p g c o k p v q u " i g p g t c n g u " f g " r c " e c u c " o c v k l " * T c o c . " 4 2 2 6 + 0 "

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

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

" Ukp" go dcti q. "vo dl2p" gzknug"wp"nfb kg" c" f lej q" guxf q" f g" cwqppqo "c0'Rqt" glgo r nq." o kprvcu'qvtcu'vgo kpcrgu'gpecti cp" c'uwu'r tqxggf qtgu'rc'etgcek»p'f g'ru'bo cvtlegu. "Vq{ qvc'gu'wpc" f g'ru'r qecu's wg'gu'f wg° c" f g'uwu'r tqr kqu'o qrf gu'Ugi Àp"Gf wctf q"Mtqpdgti ." "las matrices - tanto de estampados como de plásticos inyectados- son nuestras y las utiliza el proveedor mientras dure el contrato de producción (...)" "Esto nos ha salvado más de una vez de conflictos internos con los proveedores. Ante cualquier dificultad para cumplir, nosotros recuperamos la matriz y se la podemos entregar a otro fabricante" *O qvqt3."3174236+02: "Gn'equuq'f g'ecf c" o cvtk' f g'guvco r cf q'tqpf c'gn'bo km»p'f g'f »rt gu'f' "gu'wpc'f g'hqu'equuqu'bo a u'ko r qtvcpgu'r ctc'wp" cwqr ctvkvuOF g'guv'bo qf q."Vq{ qvc'ngu'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'guv'q'uwegf c"gp"guccucu'qecukqpgu' " "

" Rqt"qvtq'rcf q. "Vq{ qvc'Cti gpvkc"vkgpg'uw'r tqr kc'cuqekcek»p'f g'r tqxggf qtgu'f guf g'4228." rc'Cuqekcek»p'f g'Rtqxggf qtgu'f g"Vq{ qvc'Cti gpvkc"CRVC+0UKdkgp"qvtcu'vgo kpcrgu'gp'gnr c"ju" vo dl2p" vkgpg"i twr qu'f g" cwqr ctvkvu." vrgu"eqo q" Hqtf " { "Xqmuy ci gp." guvqu" gu»p" o a u" qtkpvcf qu" c" ewgukqpgu'eqo gtekrnu." r tkpek cm gpvg." pgi qekcekqpgu'f g'r tgekqu'0Gn'gphqs wg'f g" CRVC" gu'f kkvqv" { c" s wg'gu» " o a u" qtkpvcf q" c" gutcvgi kcu'f g'f gucttqmq." eqo wplecek»p" eqp" r tqxggf qtgu. r rcpgu'f g'etgeko kpvq. r tqi tco cu'f g'bo glqtc'eqpvkpw. 'cevxxkf cf gu'f g'kaizen. "gpvtg" qvtcu'0Gu'f gek. "gu» 'bo a u'xkpwrcf q'cn'VRU" f k gevqt' f g'go r tguc'cwqr ctvkvu"bo kgo dtq'f g'CRVC." gpvtgxkvu'r gtuqpcn"4213414244+0"

C"uw'xgl. "VCUC"qti cpk c"vqf qu'mu" c° qu'wpc"eqpxgpek»p"cpwcn'f g'r tqxggf qtgu gp"gn' o cteq" f g" CRVC'0Gp" gm: r ctvkr cp" cwqtkf cf gu'f g" Vq{ qvc" O qvt" Eqtr qtcvkvq. " f g" Vq{ qvc" Cti gpvkc. " f g" Vq{ qvc'Dtcukn'f' f g'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. "nqi "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"tgcrk c"eqpuvcpygo gpvg"cevxxkf cf gu'f g"ecr cekcek»p"eqp" r tqxggf qtgu." eqp"gn'qdlgvq'f g'hqtvrgegt'rc"i guk»p'f g'vgo cu'ercxg'gp"uw'ecf gpc'f g'xcmqt0C"vtx2'u'f g'guv'cu' cevxxkf cf gu'ngu'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'guv'cu'ug'gpewgpvtcp<3+"Jishuken" dª uleq<cevxxkf cf 'f kki kf c'c'vqf qu' mu'r tqxggf qtgu'cwqr ctvkvu'eqp"o kcu" c"rc"o glqtc"gp"mu'r tqeguqu."4+"Jishuken"cxcp| cf q<' cevxxkf cf " s wg"dwec" o glqtct' r tqeguqu"gp" v² to kpqu'f g'ecrkf cf. " r tqf wvxxkf cf. "ghkekpgk" q" gur cekq"eqp"wpc"o gvqf qmqi "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'geco dlq'f g'r tqxggf qtgu'f g'VCUC'tcf kcf qu'gp'Cti gpvkc'hwg'bo w' hko kcf q.'eqo q'ug'xgtª " gp"bo c{qt'f gveng'bo a u'cf grcpv0

ecrkf cf " f g pvtq" f gn' r tqeguq" r tqf wekxq" f g" o qf q" s wg" pq" ugc" pgeguctkq" ghgewct" eqpvtqngu" r quvgtkqtgu" c' r' r tqf weekp" f g' r' cu. "6+ Cevkxk cf " f g' r' tqxggf qt" f g' r' ppgc" o qf grq" / *Problem Solving* ó E f ewrqu" f g' ecrkf cf < c' vtcx² u' f g' guvc' ug' lpeqtr qtc" gn' Ukuvgo c' f g' Rtqf weekp" Vq{ qvc" c" ecf c' r' tqxggf qt" c' hkp" f g' hqtvrgegt" { " o glqtct" uw' ugi wtkf cf . " ecrkf cf " { " ukuvgo cu' f g' equvqu0"

Gp" tguwo gp. " VCUC" co r rñs" hwtvgo gpvg" uw' dcug" f g" r' tqxggf qtgu" hqecrgu" f guf g" uw' kpuvcrekxp" gp" gn' r c' u0Guvq" ug" j k q" eqp" wpc" r ct vlek celp" cevkc" f g' r' vgo kpcn' gp" hqu' r' tqeguqu" f g" o glqtc" f g' r' cu" cwqr ct vkuvcu. "qvqi cpf q" f kulpvqu" r tqi tco cu" { " cevkc" cf gu" f g' f gucttqmq" f g" r' tqxggf qtgu" hqecrgu. " r gtq" vco dk² p" b cpvplkpf q" cñqu" pkkrgu" f g' gzki gpekc" { " eqpvtqnludtg" guvcu" hto cu0Gpvtg" hqu" f kulpvqu" epcrgu" f g' eqqr gtcekp" f g' VCUC" eqp" uwu' r' tqxggf qtgu" ug' gpewgpvtcp" gn' *Supplier Production Tracking Team* *URVV+ r ctc" rñ" kpenwukxp" f g" wp" pvwxq" r' tqxggf qt. " rñ" Cuqekelp" f g" Rtqxggf qtgu" f g" Vq{ qvc" Cti gpvpc" *CRVC+ " { " f kxgtucu" cevkc" cf gu" f g" ecr cekcekp" { " hqtvrgekò lgpvq0F g' guvg" o qf q. " ug" r' wgf g' xgt" e» o q" ug' kplekcp" hqu" x' pewrqu" gpvtg" rñ" vgo kpcn' { " hqu' r' tqxggf qtgu" hqecrgu" grgi kf qu0"

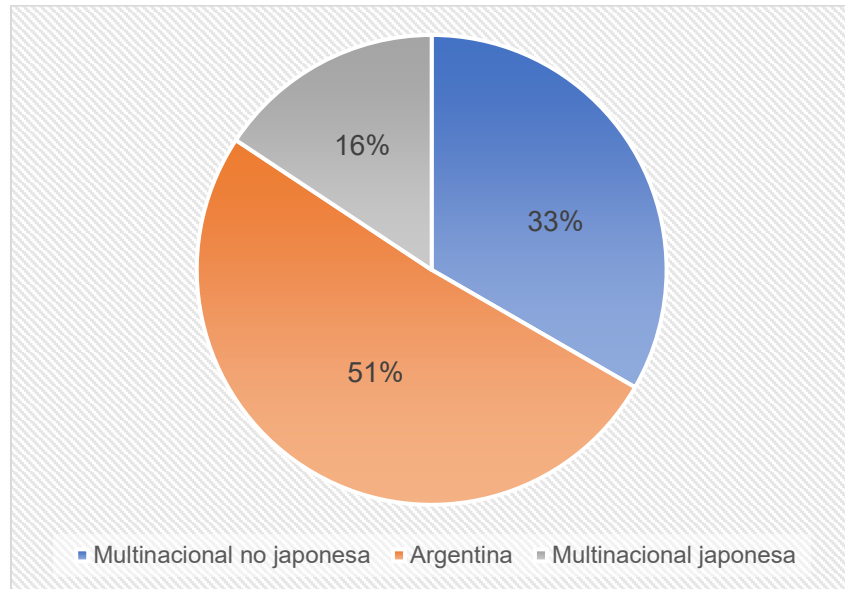
5.3 - Proveedores de Toyota en Argentina

Nqu' r' tqxggf qtgu" f g' Vq{ qvc" Cti gpvpc" ug' r' wgf gp' emukhlect" gp" tgu' i twr qu' f kulpvqu" ugi Àp" 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" h' eqo r tcdc" f k' g' vco gpvg" c" 84" cwqr ct vkuvcu" f gn' r' tko gt" c' pkmq0Guvc" rkuvc" f g" r' tqxggf qtgu" gu" eqphk' gpekn" ukp" go d' cti q. " r ctc" guvc" v' guku" ug" r' wf q" tgeqput vkt" gn' i twr q" f g' r' cu" r' t' kpekr crgu" 73" cwqr ct vkuvcu" gpvtg" gñcu0³²""

Cu' f' emukhlect" p' q" c" r' cu" hto cu' f g' guvg" i twr q. " ug" r' wgf g" o gpekpct" s wg" hqu' r' tqxggf qtgu" o wñkpcckqpcrgu" f g' qtki gp" lcr qp² u" gtcp" gn' 38' " f gn' v' cñf" f g' r' cu" cwqr ct vkuvcu" f gn' r' tko gt" c' pkmq" f g' VCUC" *xgt" I t^a h' k' eq" X/5+0' P qto cm gpvg. " guvcu" uqp" h' k' c' r' gu" f g" go r t' gucu" lcr qpgucu" s wg" r' tqxggp" c" Vq{ qvc" lcr » p" { " c" uwu" uwdukf kctkcu" gp" gn' o w' p' q0Guvqu' r' tqegf ko lgpvqu" i gpgtcm gpvg" uqp" etgcf qu" gp" r' ecuc" o c' v' k' f g' r' vgo kpcn' { " v' c' p' u' h' t' k' f' qu" c' r' cu" h' k' c' r' gu" f g' r' eqtr qtcekp" f g' d' k' f' q" c' s wg" r' u' g' f' g' e' g' p' v' c' n' r' qugg" eqpvcvq" h' w' k' f' q" { " f k' g' evq" eqp" r' ecuc" o c' v' k' " r' tqxggf qtc0Cf go ^a u. " rñ" o c' { " q' t' r' ct v' g' f' g' guvcu" eqo r c° f' cu' ug' k' p' u' v' c' t' q' p' gp" Cti gpvpc" c' r' ct v' k' f' gn' follow sourcing. " gu' f' gek. " uki w' k' p' f' q" c" r' cu" uwdukf kctk" f g' Vq{ qvc" gp" gn' r' c' f' u" *xgt" Vcdñ" 2/35" f gn' Cpgzq" Guvcf f' u' k' eq+0' C" uw" xgl. " ewcvtq" f g' guvcu" qej q" go r t' gucu" lcr qpgucu. " uqp" r' ct v' g' f' gn' I twr q" Vq{ qvc" c" p' k' gn' i m' d' cñ" *F g' puq. " Lgn' Cwqo q' v' k' g. " Vq{ qvc" Dquj qm" { " Vq{ qvc" Vuwuj q+0"

⁴²: "Rctc" xgt" gn' f' g' v' c' n' g' f' g' guvcu" k' c" r' cu" Vcdñ" 2/35" f gn' Cpgzq" Guvcf f' u' k' eq0'
⁴³²: "Rctc" eqpuwñct" u' q' d' t' g' guvc" t' g' e' q' p' u' t' weekp" xgt" r' c' p' q' v' c' O g' v' q' q' n' i' k' ec' 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. 'dncxpegu'f'g'VCUC' '{ 'gpv'gxkvcu'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'guxcu"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"kwawcn'lpenwq"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'kt'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'wcu'ugi Ap'lw'qtki gp'pq'v'gpg'i t'cp'f'gu'f' h'gt'gpekcu"*gl'gewkxq'f'g'Vq { qvc'Uwf' a h'lec." gpv'gxkvc'v'grh'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'guxect's wg'rc'i t'cp'o c { qt'f'c'f'g'guxqu'ug'f'gf'k'ecp'c"ce'v'xkf'cf'gu'o' a u'uko r ngu.'v'crgu' eqo q"rc'h'cdt'lecel&p" '{ "r tqxk'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'guxcu'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' h'f'ekrgu" '{ " equv'qucu'f'g'v'cpur qt'v'ct'0"

⁴³³"Gu"ko r qt'v'p'v'g'f'guxect's wg'gn'rk'v'cf'q"qd'v'p'kf'q"gu'f'g"73"cwqr ct'wcu'f'k'g'v'cu'0'F'guf'g'gn'f'gr'ct'w'o'gp'v'q'f'g' Eqo r t'cu'f'g'Vq { qvc'uw'v'g'p'p's wg'gp'4242'gn'v'q'cn'f'g'r tqxggf qtgu'f'k'g'v'cu'0' uqp'84.'c'wps wg'guc'h'k'v'c'gu'eq'p'h'f'gpek'cn'0' F'guf'g'CF IO TC' u'qu'v'g'p'p's wg'f'gn'v'q'cn'f'g'84'cwqr ct'wcu'gn'r qtegpvlg'f'g'ecr k'crgu' m'ecrgu'gu'f'gn'82' . 'o c { qt" s wg'h'q'c'p'cn'k'cf'q'gp'rc'o' v'g'v'c'f'g'guc'v'g'u'0'R'et'c'o r r'ict' u'q'dt'g'g'ug'v'g'g'x'co' k'p'v'q'eq'p'w'v'ct'rc'P'qvc'0' g'v'q'q'n'i'k'ec' 80'

Gpvtg'iqu'ukungo cu'f'g'cwqr ctvgu'eqo r nglqu'{'f'g'o c {qt'xcmt's wg'ug'hcdtkcep'gp'gnr c'ju' ug" gpewgpcp<' cktgu" 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" *f c| cnk+*Nwku" N>r gl ."gpvtgxkuc'r gtuqpcn"38 B4 4244+0'Gu'f gekl."s wg."uk'dkcp'rc" o c {qt'f'g'mqu'r tqxggf qtgu'tcf kecf qu'gp'gnr c'ju'f'g"Vq { qvc'uqp'f'g'ecr kcrngu'pcekqpcrgu."uqmq' wpq'f'g'gmqu."O ki qt."hcdtkc'r ctvgu'eqo r nglcu'Nqu'qvtqu'tgu'r tqxggf qtgu'f'g'r ctvgu'f'g'o c {qt' xcmr't'ci tgi cf q'uqp'cwqr ctvku'ci' mdcrgu'lcr qpgucu."f qu'f'g'gmcu'f'gnr' t wr 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 qtvpvg'eqpgegt" e>> o'ug'hgi >"c'gux'ukwcek>'gpvtg'rcu'r tkpek crgu'cwqr ctvku'f'g'VCUC."s w'vr q'f'g'r tqeguqu' f'g' upgrading" ug" mgxctqp" c" ecdq" {" s w'vr q'f'g' gobernanza" guvdrgek>" VCUC" eqp" uuu' r tqxggf qtgu'Guq"ug"tcdclc" c"eqpvkpwcek>'gp' dcug'c"rc"tc { gevqtk'f'g'rcu'r tkpek crgu'qpeg' cwqr ctvku'f'g'VCUC'tcf kecf cu'gp'gnr c'ju'0

5.4 - La trayectoria de las principales proveedoras autopartistas de TASA radicadas en Argentina

5.4.1 - Proveedores multinacionales japoneses

5.4.1.1 - Denso

" F gpuq" Cti gpvkc" gu" rc" hkrcl' mrcn' f'g" rc" ukungo kuc" o wnkpcckqpcn' lcr qpguc" F gpuq" Eqtr qtcvqp."wpc'f'g'rcu'o a u'i tcpf gu'f'gnr'o wpf q" {" r ctvg'f'gnr' t wr q"Vq { qvc'0³⁴"I mdcro gpvg." F gpuq" r tqf weg" wpc"i tcp" xctkcf cf "f'g' ukungo cu' eqo r nglqu" r ctc" xgi f'wqu" gpvtg" mqu" s wg" ug" gpewgpcp<' ukungo cu' v'to lequ." powertrain" *ukungo cu' f'g" eqvtqn+." ukungo cu' grgext>plequ." ukungo cu' gr'extlequ." o qvtgu" gr'extlequ." gpvtg' qvtqu'0' Gp" Cti gpvkc."rc" hto c"ug'f'gf'lec" 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' ecnghcek>p." eqpf gpu'cf qtgu." wdg' f'cu." hmtqu' f'g' cktg." gpvtg' qvtcu'r ctvgu'0

" Nc'cwqr ctvku' lcr qpguc' mgi >"cnr c'ju'gp'3; ; 8. f'g'rc'o cpq'f'g'VCUC."cwps wg'ug'kpuvcr>" gp'E>tf qdc'r ctc'r tqxggtr' vco dk' p" c" Hkv' Cti gpvkc'0³⁵" Gr'cewgtf q' eqp'rc' eqo r c' f'g' qtki gp" kcrkcpq'ug'f' g' tkxc' f'g' wp' joint-venture s wg' F gpuq' vgp' f'c' eqp'rc' cwqr ctvku' kcrkcp' s wg' gtc'r ctvg'

³⁴"Gp"v'to lppu'i gpgtcrgu."gp'gnr'iki m'ZZ K'gnr'rkf' gtc| i q'f'gnr'cwqr ctvkuo q'i mdcn'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'vq'cu'rcu'vgo kpcrgu'f'gnr'o wpf q" {" guv' r' t'gugpv'gp'rc'o c {qt'f'g'mqu' r c'ju'eqp'kpf wvkc'cwqo qvtk' ."ukp" go d'cti q."uuw'r tkpek crgu'erlcpvqu'i mdcrgu'uqp'rcu'vgo kpcrgu'cwqo qvtlegu' lcr qpgucu'0' Ugi Ap'gnr'k'g'evkq'f'g'F gpuq' Cti gpvkc'gpvtgxkucf q."gux'vr q'f'g'r lgi cu'eqo r nglcu."cnleqo q'rc'ecle'f'gnr' cktg'ceqpf lekqpcf q."uqp'eqo r tcf cu'c'ukungo kuc'u'i mdcrgu'r qts wg'q'htgegp'wpc'cnc'eqphcdkrf cf 'r ctc'rc'vgo kpcn'0' Gr'tlgu' q'f'g' vpgt' r tqdrgo cu'gp'gux'vr q'f'g'ukungo cu'gu'cnq" {" rcu'vgo kpcrgu'p'gegu'kcp" i ctc'p'f'cu'f'g'uw'dwgp' hwpekqpc' kpvq" *Lwcp' P qxgm'gpvtgxkuc'r gtuqpcn'49 17 4244+0

f gnI twr q'HlcV'O ci pgwk'O ctgnk'gp'Gwtqr cOC'r ctvkt'f g'gmj.'gp'E>tf qdc'ug'tgr nk>'wpc'go r t guc"
eqplwpc'uko kct'mco cf c'O ci pgwk'O ctgnk'F gnuq'0Gp'gnlc° q'4223'F gnuq'Eqtr qtc'vqp'eqo r t>"
rc'f kxkuk>p'f g'ukugo cu'v'to lequ'f g'rc'cwqr ct vku'k'ckcpc'{" f guf g'gug'o qo gpvq'eqo gp| ctqp'c"
mco ctug'F gnuq'Cti gpvpc'0"

" Gn'ekgtt'f g'HlcV'Cti gpvpc'c'kpgu'f g'3; ; 2"ko r cev>'pgi cvkco gpv'gp'F gnuq.'s wg.'uk"
dkp'r tqxg'f'c'Vq{ qvc'f wcpvg'iqu'r tko gtqu'c° qu'f gn'4222'°cr tqzko cf co gpvg'42022'wplf cf gu"
cpwrcgu+:'guv'pq'rg'i gpgtcdc'rc'gucrc'uwk'k'k'p'v'g'r ctc'ugt'tgpvcdng'0F g'gug'o qf q.'c'r ctvkt'f g"
pgi qekckppgu'k'vgt'pck'qpcngu'g'pvt'g'rcu'ecucu'o cvt'legu'f g'F gnuq'{" HlcV.'rc'cwqr ct vku'lc'rc'qpguc"
eqo gp| >>'c'g'zr qt vctrg'c'HlcV'Dtcukn'r ctc'eqo r gpuct'rc'ec'f'c'f g'rc'r ctv'cti gpvpc'0Lwcp'P qxgm"
i gtgpvg'f g'F gnuq'Cti gpvpc'f guf 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 qxgm'g'pvt'g'x'k'k'c"
r gtuqpcn'49 I7 4244-0³⁶"

" Nwgi q.'gn'etgelo k'p'v'f g'VCUC'ngu'f kq'gn'xqno gp'uwk'k'k'p'v'g'r ctc' i ctc'p'k' ct'rc"
tgpvcdk'k'f cf.'c'wps wg'rc'v'gto kpcn'lc'rc'qpguc'et'gelo'v'cpv'q's wg'iqu'r tqdng' cu'w'wi k'gt'qp'r qt'qvt'q"
rc'f q'<'rcu'k'pxgtuk'p'p'g's wg'ug'v'p'f'p's wg'j'cegt'r ctc' i ctc'p'k' ct'rcu'r ctv'gu'r ctc'guqu'p'k'x'gru'f g"
r tqf week>p'0Cn'tgur gevq.'iqu'f k'g'v'k'qu'eqo gpvc'p's wg'w'x'k'gt'qp's wg'v'cdclct'hw'gt'vgo gpv'c'n'
k'p'v'gt'k'q't' f g'rc' qti c'p'k' cel'p' k'p'v'gt'pck'qpcn'r ctc' eqpugi vkt'rcu' k'pxgtuk'p'p'g'p'ge'guct'k'cu'r ctc'
cwo gpvt'rc'ecr c'ek'f cf' f g'r tqf week>p'0P qxgm'uqu'k'p'g's wg'F gnuq'pq'v'k'p'g'i tcp'k'p'v'gt'2 u'gp"
k'px'gt'vkt'gp'Cti gpvpc'f g'g'k'f q'c'uw'x'ck'x'g'p'g'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 ctv'g'f g'g'uc'k'px'gt'uk'p'rc'r w'f'k'gt'qp'ew'dt'k'eqp'et'2 f'k'qu"
HQP'F'GCT'f gnI qd'k'gt'p'q'p'ck'qpcn'cti gpv'k'p'g'pvt'g'4236'{" 4238.'f g'rc'bo kuo c'hqto c's wg'iq'j'k'q"
Vq{ qvc'0³⁷'F g'gug'o qf q.'cwo gpv'ct'qp'rc'ecr c'ek'f cf' f g'r tqf week>p'{" r w'f'k'gt'qp'r tqx'g'gt"
uc'v'k'rc'v'q't'k'co gpv'c'rc'v'gto kpcn'lc'rc'qpguc'0Cn'4243.'F gnuq'h'cd't'k'ec'dc'c'it'gf'gf'qt'f g'36'r k'g' cu'f g"
iqu'x'g'j'f'ew'qu'f g'VCUC.'g'pvt'g'iqu's wg'ug'g'p'eq'pvt'cd'cp'<'e'cl'cu'f g'c'k'g.'eq'p'f'g'p'uc'f'qt'gu.'t'cf'k'cf'qt'gu."
r k'g' cu'r r'f'uw'k'cu.'o c'pi v'g't'cu.'w'd'qu.'g'pvt'g'q'v'cu'0"

" Nc't'g'rc'ek>p'f g'F gnuq'eqp'Vq{ qvc'gp'Cti gpvpc'gu'r ctv'ew'rc'to gpv'f'k'gt'gpv'c'n'f'gn'f'guv'q"
f g'rcu'cwqr ct vku'cu's wg'p'q'u'q'p'r ctv'g'f gnI twr q'Vq{ qvc'0Rt'k'p'ek'cm'gpv'g'f'g'k'f'q'c's wg'F gnuq'{" c"
v'k'p'g'k'p'eqtr qtc'f q'gn'r tq'egu'q'r tqf w'v'k'x'q'f gn'VRU'{"rc'h'k'qu'q'f'f'g'Vq{ qvc'0Rqt'iq'v'cpv'q.'p'q'ug"
ng'x'cp'c'ec'dq'v'cp'v'cu'ce'v'k'k'f cf gu'f g'f'g'uctt'q'm'f g'r tqx'g'g'f'qt'gu'q'bo gl'qt'cu'f g'ec'k'f cf 0C'uko kuo q."

⁴³⁶"Gu'q'eq'p'v'c'uc'eq'p'k'f'g't'cd'ng'o gpv'g'eq'p'gn'ec'uc'f'g'Gu'g'd'cp'E'q't'f'g't'q.'cwqr ct vku'rc'ne'cn's wg'ug'f'g'uctt'q'm'c'° a'° u'
cf g'rc'p'v'g.'gp'gn'ew'cn'c'p'v'g'w'p'c'uk'w'ck'ek>p'r ct'g'ek'f'c.'p'q'ng'f'k'gt'qp'p'k'p'i w'p'c'uw'k'ek>p'f'g'uf 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"Gn'et'2 f kq'HQP'F'GCT'ew'dt'k'&62'o k'np'p'gu'f'g'iqu'&74.7'bo k'np'p'gu's wg'equ>'rc'k'px'gt'uk'p'°HQP'F'GCT.'4237'0"

reuc'evkxf cf gu'f g'K F 's wg'F g'puq'ingxc'c'ecdq'gp'Cti g'p'kpc'uqp'g'uecucu."{c's wg'g'uvu'h'p'ek'p'p'g'u' r ctc'nc'J kwz'ug'tgcrk' cp'gp'V'ck'p'f'k'0

" Rqt'qvtq'ncf q."F g'puq'Cti g'p'kpc'ingx»c'ecdq'pgi q'ek'ek'p'p'g'u'm'ec'ng'u'r ctc'cd'cu'gegt'f'g' r'k'g' cu'cn'R'gwi g'q'v'428."j'cu'c's wg'eco dl»'uw'r'nc'v'ch'q'to c'0'C'uw'x'g'j'."r'tq'x'g'g'gt'q'p'r'ct'v'g'u'r ctc'gn' T'g'p'c'w'n'Er'f'q' "O'f'q'f'g'uf'g'gn'4234"cn'42380'Gp'4239."c'r'ct'v'k'f'g'r'nc'm'gi'cf'c'f'g'P'ku'cp'cn'r'c'f'u." eqo'gp'ct'q'p'c'x'g'p'f'g'r'g'ct'v'g'u'c'g'uc'v'g'to'k'p'cn'0"

" Gn'r't'k'p'ek'r'cn'eqo'r'g'v'k'f'q't'f'g'F'g'puq'gp' "Cti g'p'kpc'gu'O'k'ti'q't."gn'ew'cn'ng'r'tq'x'g'g'uk'uv'go'cu' v'to'le'qu'c'X'q'm'uy'ci'gp."H'q'tf'."{ 'I' g'p'g't'cn'O'q'v'q'tu'0'Gp'r'ct'v'k'ew'r't.'O'k'ti'q't'g'u'v' 't'c'f'k'ec'f'q'gp'V'k'g't'tc' f'gn'H'w'g'i'q'."cr'tq'x'g'ej'c'p'f'q'm'u'd'g'p'g'h'ek'ek'qu'ko'r'q'uk'k'x'qu'f'g'r'nc'r'tq'x'k'p'ek'."{ "F'g'puq'gp"E»t'f'q'dc." f'q'p'f'g'r'q'ugg'x'g'p'v'lc'r'q't'nc'eg'tec'p'f'c'i'g'q'i't'a'h'ec'0'R'qt'q'v't'q'nc'f'q."F'g'puq'wo'd'k'p'eqo'r'k'g'eq'p" O'k'ti'q't'gp'uk'uv'go'cu'g'g'ev't»p'le'qu."c'w'p's'w'g'nc'c'w'q'r'ct'v'k'uc'l'cr'q'p'g'uc'p'q'v'k'p'g't'c'f'k'ec'f'c'uw'f'k'x'k'uk'p" f'g'g'g'ev't»p'le'c'gp' "Cti g'p'kpc'."uk'p'q'gp'D't'c'uk'f'0"

P'q'q'd'ux'c'p'v'g'."cn'i'w'p'qu'r't'q'f'w'e'v'qu'g'g'ev't»p'le'qu'c'nc'o'g'p'v'g'u'q'h'k'v'k'ec'f'qu's'w'g'h'cd't'k'ec'F'g'puq' gp'D't'c'uk'f'⁴³⁸"{ "L'cr'»p'p'q'u'q'p'r't'q'f'w'ek'f'qu'r'q't' "O'k'ti'q't'0'R'qt'g'l'go'r'm'j'."nc'r'k'g'c'm'co'cf'c'Engine Electronic Control Unit *GE W+."s'w'g'gu'nc'eq'p't'q'nc'f'q'tc'g'g'ev't»p'le'c'f'gn'o'q'v'q't."gu'w'p'r't'q'f'w'e'v'q' eqo'r'ng'l'q'{"et'f'k'ec'f'f'g'd'k'f'q'c"s'w'g'f'g'g'm'c'f'g'r'g'p'f'g'i't'c'p'r'ct'v'g'f'g'r'nc'ugi'w'k'f'cf"s'w'g'q'ht'g'eg'gn' x'g'j'f'ew'r'q'0'C'n't'g'ur'g'ev'q."O'k'ti'q't'j'c'v'g'p'k'f'q'k'p'v'g'p'ek'p'p'g'u'f'g't'cd'cl'ct'gp'eq'p'l'w'p'v'q'eq'p'F'g'puq'r'ct'c' f'g'uct't'q'm'ct'g'uv'g'v'k'r'q'f'g'r't'q'f'w'e'v'qu."r'g't'q'f'g'uf'g'r'nc'ec'uc"o'c'v't'k'f'g'F'g'puq'E'q't'r'q't'c'v'k'q'p'j'c'p' u'q'u'v'g'p'k'f'q's'w'g'g'ug'know-how'p'q'ug'r'w'g'f'g't'c'p'uo'k'k't'c'q'v't'q'r't'q'x'g'g'f'q't'0'U'gi'À'p'P'q'x'g'm""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" *L'w'c'p'P'q'x'g'm'g'p't'g'x'k'uc'r'g't'u'q'p'cn' 49'f'14'244'f'0

F'g'g'uv'g'o'q'f'q'."ug'r'w'g'f'g'f'g'uce'ct's'w'g'g'uc'c'w'q'r'ct'v'k'uc'i'nc'cn'i'm'gi'»c' "Cti g'p'kpc'c'r'ct'v'k' f'g'r'nc't'c'f'k'ec'ek'p'f'g'V'q'q'v'c'gp'gn'r'c'f'u'{"f'g'c'ew'g't'f'qu'k'p'v'g't'p'ce'k'q'p'c'ng'u'g'p't'g'nc'u'ec'ucu'o'c'v't'k'eg'u'0'C" r'ct'v'k'f'g'g'm'q'."V'c'U'c'ug'i'ct'c'p'v'k'»'nc'r't'q'x'k'uk'p'f'g'ek'g't'v'cu'r'ct'v'g'u'eqo'r'ng'l'cu'0'K'w'cm'g'p'v'g'."g'uv'q'p'q' g'z'ew'w'f'c's'w'g'F'g'puq'ing'x'c't'c'c'ecdq'pgi q'ek'qu'eq'p'q'v't'cu'v'g'to'k'p'c'ng'u'c'p'k'x'gn'k'p'v'g't'p'ce'k'q'p'cn'{"m'ec'nf' R'qt'q'v't'q'nc'f'q."gn'f'g'uct't'q'm'q'f'g'g'uc'uk'uv'go'k'uc'p'q'ug'x'k'q'g'ur'g'ek'cm'g'p'v'g'r'q'v'g'p'ek'f'q'r'q't'uw't'g'nc'ek'p" eq'p'V'c'U'c'{"c's'w'g'r'q'ugg'p'w'p'c'v't'c'g'ev'q't'k'i'nc'cn'g'gp'eqo'À'p'0'G'p'r'ct'v'k'ew'r't."ug'f'g'uce'c'nc' ko'r'q't'v'p'ek'f'g'g'm'u'et'2'f'k'q'u'r'À'd'nc'ek'qu'H'Q'P'F'G'c't'r'ct'c'co'r'nc't'uw'ec'r'c'ek'f'cf'f'g'r't'q'f'w'ee'k'p'c"

⁴³⁸"N'qu'f'k'g'ev'k'x'qu'f'g'F'g'puq'eqo'g'p'v'p's'w'g'c'o'g'f'k'f'qu'f'g'3; ; 2'F'g'puq'g'p'x'k'w'p'c'r'ct'v'g'f'g'uw'f'k'x'k'uk'p'g'g'ev't»p'le'c' f'g'L'cr'»p'c'O'c'p'c'qu."D't'c'uk'f'gp'f'q'p'f'g'ug'h'cd't'k'ec'p'g'uv'g'v'k'r'q'f'g'r'k'g'cu'g'g'ev't»p'le'cu'0'G'p'g'uc'f'f'd't'k'ec'v't'cd'cl'c'p' o'c'q'to'g'p'v'g'go'r'ng'c'f'qu'l'cr'q'p'g'ug'u'{"ng'r't'q'x'g'g'p'g'uc'u'r'k'g'cu'et'f'k'ec'u'q'm'c'ek'g'p'v'g'u'l'cr'q'p'g'ug'u'c'ng'u'eqo'q'V'q'q'v'c." J'q'p'f'c'."l'co'c'j'c'f'J'q'p'f'c'0'R'qt'q'v't'q'nc'f'q."nc'f'k'x'k'uk'p'v'to'k'ec'f'g'F'g'puq'wo'd'k'p'v'k'p'g'w'p'c'r't'g'ug'p'ek'o'w'f'uw'g't'k'q't' gp'D't'c'uk'f'q'p'f'g'v'k'p'g'ug'ku'f'f'd't'k'ec'u'{"w'p'eg'p'v'q'f'g'f'k'ug'o'q'0'U'k'p'go'd'c't'i'q'."nc'c'nc'r't'g'ug'p'ek'k'p'f'w'v't'k'nc'f'g'F'g'puq'gp' D't'c'uk'f'p'q'ug'f'g'd'g'r't'k'p'ek'cm'g'p'v'g'c'V'q'q'v'c'uk'p'q'c'U'g'm'c'p'v'k'u'."r'ct'v'k'ew'r'to'g'p'v'g'c'H'k'v'uw'r't'k'p'ek'r'cn'ek'g'p'v'g'."{c's'w'g' g'uc'h'k't'o'c'v'k'p'g'p'k'x'g'ru'f'g'r't'q'f'w'ee'k'p'b'w'f'c'nc'qu'gp'gn'r'c'f'u'x'g'ek'p'q'0

o gf kcf qu'f g"re" f² ecf c" f gn'4232" cpvg"re" f hkwncf "r ctc"re" qdvpekep" f g" hkpceko kgpvq"r ctc" kpxgtukppgu"cn'kpwtkqt" f g"re" qti cpl cektep" kpwtpcekppcn" f g" hqto c" uko krc" c" m" s wg" uwegf k" eqp" VCUC" gp" guqu" c" qu0'

5.4.1.2 - Toyota Boshoku

" Vq{ qvc" Dquj qmw" Cti gpvkc" gu"re" hkrkn' mcecn' f g"re" eqo r c" o" f" o wnkpcckppcn' lcr qpguc" f gn' o kuo q" ppo dtg. "r ctvg" f gn' l twr q" Vq{ qvc. "f gf kcf c" c"re" hcdtkecekep" f g"re" u"r ctvgu" kpwtkqt gu" f g" rqu" xgj f" ewnu0³⁹" Nngi »" c"re" Cti gpvkc" dclq" gn' ppo dtg" f g" O cuvt "Vtko " Cti gpvkc" gp" 4225." kpuvni pf qug" gp" Eco r cpc. "r tqxlpeke" f g" Dwgpqu" Ckt gu. "r ctc" r tqf wek" rqu" cukgpvu. "kpwtkqt gu" { " grgo gpvu" hkmcpvgu" f g"re" pwgxc" i gpgtcekep" f g" J knw0' Eqp" uw' mgi cf c" f gur re | »" cn' cpvtkqt" r tqxggf qt" f g" guvu" r tqf wevu" r ctc" VCUC. "re" hkrkn' mcecn' f g"re" eqo r c" o" f" o wnkpcckppcn' guvcf qwpkf gpug" Lqj puqp" Eqpvtqn0"

" Gn'ugv' f g" cukgpvu" f g" wp" xgj f" ewnu" gu" wp" ukvgo c" eqo r rglq" { " gn' o a u" equvuq" nngi q" f gn' o qvt0Rqt" glgo r m. "wp'ugv' f g' ewcvtq" cukgpvu" f g" wpc" J knw": A l gpgtcekep" vkgpg'822' r kgl cu' f qu" ckt dci u. "vqf q" gn' ukvgo c" gr' extkeq" r ctc" o qxgtm. "ukvgo c" f g" xgpvkrcekep" cf gpvtq" f gn' cukgpv. " hwpf cu" f g" ewgtq. "gpvtg" qvtcu0' Cf go a u. "guvu" f gdgp" ewo r rkt" eqp" tgs wgtko kgpvu" f g" ugi wtkf cf " gur ge" hlequ" { " wpc" hcrn" f g" guvu" r wgf g" ugt" ngvni0Rqt" m' vcpvq. "gu" wp" r tqf wevq" eqo r rglq" { " egpvtcn' r ctc" gn' xgj f" ewnu" " Rcdm" T ceekwk" gpvtgxkuc" r gtuqpcn" 5 18 4244-0'

" Ugi Ap" F cplgn' J gttgtq. "Vq{ qvc" Dquj qmw" xkpq" qtki kpcm gpvg" c"re" Cti gpvkc" eqp"re" kf gc" f g" gpuco drc" cukgpvu0' Cu" f" wcpvg" o a u" f g" 32" c" qu" ko r qt »" f kwpvu" r tqf wevu" vgz vkgu" f guf g" Dtcukn' { " Rctci wc { " O kukep" Rtqf wekxc. "3: 19 4244-0' Rgtq. "gp" 4236. "VCUC" mgi »" c" wp" cewgtf q" eqp" gn' UO CVC" c" vtcx² u" f gn' ewcn' ug' pgi qel »" s wg" ug' mcecn' ct" f" cp" gucu" r ctvgu" gp" Cti gpvkc. "r gtq" uk' ug" mji tcdcp" eqpxgpku" ucmtkrgu" ceqtf gu" cn' ugevqt" vgz vkn' { " pq" cn' cwqo qvtk. " { c" s wg" f g" 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 guqmwkep" O VG{ UU" 34; 5 4237-0' Gur ge" hleco gpvg. "ug" r rcpg »" guvc" mcecn' cektep" gp" gn' Rcts wg" kpf wutken' f g" Xkrc" Hrcpftk. "gp" gn' r ctvkf q" f g" Nw^a p. "r tqxlpeke" f g" Dwgpqu" Ckt gu. " { c" s wg" cn' ug" j cd" f" cp" wlecf q" f kxgtucu" go r tguvu" vgz vkgu" { " j cd" f" o cpq" f g" qdte" gur gekcn' 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 ke »" wpc" pwgxc" r rcpvc" f g" re" cwqr ctvkuc" lcr qpguc" gp" Nw^a p" go r ngcpf q" c" citgf gf qt" f g" 622" r gtuqpcu" { " mcecn' cpf q" gn' eqpvkpf q' s wg" gtc" r tgxkco gpvg" ko r qtvcf q" *Gn' Etqpkuc. "39 19 4236-0' Gu' f gek. 's wg' guvc' kplekvcxc" uwti k »" f guf g" re" i gtgpek" f g" VCUC" r ctc" cwo gpvt" gn' lequq" vpkf q' mcecn' f g" rqu" xgj f" ewnu" g" ko r rke »" gn' cewgtf q" eqp"re" cwqr ctvkuc" { " gn' ukpf kecvq" r ctc" r qf gt" mgxctm" c" ecdq0'

⁴³⁹ Vco dkp' hcdtkecp' m' pgu' f g' cukgpvu' r ctc" cxkppgu" { " v' gpgu0'

" Gp"tgmelep"eqp"gn'f lug° q" f gn'r tqf wevq. "Rcdm" Tkeekwk"i gtgpvg"i gpgtcn'f g"Vq{ qvc" Dquj qmw'f guf g'gn'4226."uukvgpg"s wg"rc" go r tgucc"pkxgn'i mdcn'r ctvlekr c" f gn'f gucttqmj" f g"rc" J kwz"gp"Vekrpf kc."f lug° cpf q"iqu'culgpvqu'r tkpekr cm gpvg0C"r guct" f g"guvq."rc" hkrkn'iqecn'vkgpg" rc"r qukdrlf cf "f g"tgerk ct" kppqxcckppgu"gp" gn'r tqf wevq"r ctc" cf cr vctm" cn'eqpvz vq" f qpf g"ug" kpuvtc0Cu" f guf g'gn'4239"rc" go r tgucc"vkgpg"wp" f gr ctwco gpvq" f g"O cpci go gpv'f g"Rtq{ gevqu."gp" gn'ewcn'ug" f gucttqmj" r tq{ gevqu" f g"lpi gplgt" c0C n't gur gevq." gn'i gtgpvg"uukvgpg"s wg"rc" etgcelep" f g"guvq" f gr ctwco gpvq" hwg"r qukdrg" r qt" gn'xqno gp" f g"r tqf wevq" f g"VCUC" {."r qt"gpfg." f g" Vq{ qvc" Dquj qmw0"

Rqt" glgo r m." gn' f kgevqxq" eqo gpvc" s wg" mqu" xgj "fwmqu" Vq{ qvc" s wg" ug" hcdtkcep" gp" Cti gpvpc."ug"xgpf gp"gp"Co 2tlec"Nevpc."gp" qpcu" f g"cnacu"vgo r gtcwctcu."r qt"m"ewcn"uwi k"gn' r tqdrgo c" f g" s wg" gn'ewgtq" f g"mqu" culgpvqu" vco dl2p" crcep|cdc" vgo r 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" ukpvc." 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 rgvq."rc" hkrkn'iqecn' f g" guvc" o wkpcekpccn'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 qpqgc" tgerk »"wp" r tqeguq" f g" *upgrading funcional* gn'ewcn'ko r rlec" r cuct" f g"rc" hcdtkcelep" f g"wp" r tqf wevq" cn'f lug° q" f gn'o kuq. "cwps wg" guvq"ug"j cmc" f cf q" r ctekrm gpvg0"

" Cf go a u." Vq{ qvc" Dquj qmw"j c" f gucttqmj" f q"rc" hwpf c" f g"rc" J kwz" I c| qq" Tceklpi 0Gp" guvq" ecuq."rc" cwqr ctvkruc"ug"xg" dgpghelcf c" r qt" gn'j gej q" f g" s wg" gn'f lug° q" guvq" o qf gmj" f g"rc" J kwz"ug" tgerk c" gp" Cti gpvpc." r qt" m"ewcn"rg" r gto kg" o c{qt" r ctvlekr cel»p" gp" 2 r0C" uw"xgl. "guq"rgu"j c" r gto klf q" gzt qtvt" guvcu" hwpf cu" c" Uwf a hlec. "{c" s wg" iqu"xqno 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" xkpq" cn' r c"mu" eqp" VCUC." ukpq" s wg" m" j k q" r quvgtkto gpvg." f gur rc| cpf q" c" qvc" r tqxggf qtc" guvcf qwpkf gpug0C" uw"xgl. "rc" mcekn' cel»p" f g" wpc" r ctvq" f g" rcu" r kgl cu" { "eqo r qpvpvqu" s wg"ug" ko r qtvcpc" ug" tgerk »"c" r ctvq" f g"rc" f g"rc" cf o kputcel»p" f g"VCUC" r ctc" cwo gpvt" gn'eqpvkpf q" mcecn' f g" iqu"xgj "fwmqu" g'ko r rle»" gn'cewgtf q" eqp"rc" cwqr ctvkruc" { "gn'ukpf kecq" r ctc" r qf gt" 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 ctekrnu" f g" *upgrading funcional*." m"ewcn'ug" xkq"

hcekkcf q'r qt 'gn'xqno gp'f g'r tqf week»p's wg'crecp| ctqp'gp'dcug'cnf g'VCUC "{ 'rc'wleceke»p'f gn' egpvtq'f g'f kug° q'f g'rc'J kwz'I c| qq'Tcekpi 'gp'Cti gpvkc0' "

5.4.1.3 – Yazaki

Guc'hkto c'gu'rc'uwdukf kctk'f g'rc'bo wmkpcekqpcnllcr qpguc' [c| cnk'Eqr qtcvkkp. 'r tqxggf qt' o wpf kni' f g' tgr wguvu" r ctc" xgj 'fwaru" gphqecf q" gp" rc" r tqf week»p" f g" o c| qu" f g" ecdngu. " kputwo gpvu" { "eqo r qppgvu'eqo q'eqpgevtgu" { 'vgt o kpcrgu0 [c| cnk'gu'rc' r tqxggf qtc'i mdcnif g' ecdngu'f g'Vq { qvc" { "ug'tcf kec'gp'vqf qu'mu'r c'fugu'f qpf g'rc'vgt o kpcnif gekf g'kpuvrcvtug0³: 'Cnki wcn' s wg"mu"ecuqu"cpvgtkqtgu. "guc'hkto c'gu'wpc"ukvgo kuv"o wmkpcekqpcn'f g"qtki gp"lcr qp²u. "ukp" go dcti q. "c'f hgt gpek'c'F gpuq" { "Dquj qmw'guc'pq' r gtvpgeg'cnI twr q'Vq { qvc0' "

[c| cnk'mgi »"c'Cti gpvkc"gp"3; ; 8'r ctc'ceqo r c° ct'c'Vq { qvc" g'kpuvc»"wpc'lf dtkec'gp'rc" r tqxkpek'f g'Dwgpqu'Clk gu. "ukp'f q'rc' r tko gtc'r rcpvc'f g" [c| cnk'O gtequw0'Gp'uwu'kpekqu. "rc" hko c'hdtkcedc'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 'fwaru'f g' Vq { qvc" Cti gpvkc. " cwps wg" guv" gu" d^a uleco gpvg" wp" gpuc0 drcf q" f g" f kwpvcu" r kgl cu" { " eqo r qppgvu'ko r qtwcf qu0"

Cf go ^a u. "gp'4227. [c| cnk'Cti gpvkc'f gekf g'ngxct'wpc'r ctvg'f g'uw'r tqf week»p'f g'ecdngu' c'Wwi wc { . "cdtkgp'f q'wpc'r rcpvc'cn'0'Guc'f gekuk»p'guwxq'xkpewrcf c"cf kwpvcu'fcevqtgu'ugi Ap" Etknkcp'Equc. 'i gtgpvg'f g'Xgpvcu" { "Rtq { gevq'f g'rc'eqo r c° 'f'f guf g'422; 0Gp'r tko gt'hw ct. "rc" r tqf week»p"etgek»"r qt"gn'cwo gpvq'f g'Vq { qvc" { "r qt"rc" kpeqtr qtceke»p'f g'I gpgtcn'O qvqtu" { " Ej t { ungt'eqo q'enkpvu. 'mq'ewcn'ngx»"c'rc'pgegukf cf 'f g'cwo gpvt'rc'ecr cekf cf 'f g'r tqf week»p⁴²" Rqt"qvtq'rcf q. "rc'hdtkceke»p'f g'ecdngu'kpg'rc'ectcevt'f'wkec'f g'ugt'o cpq'f g'qdtc'kpvpukc. ⁴⁴³" r qt"mq'wpcvq. "gn'r qtegpvc'g'f gn'equv'ncdqtcn'gu'o ^a u'cnq" s wg"gp"rc"o c { qt'f'f gn'tguv'f g'rcu" cwqr ctvku0' Cf go ^a u. " gn' glgewkxq" o gpekqpc" s wg" gpvtg" 4225" { " 4227" gzku'f'c" wpc" cnc" eqphkexk'cf 'eqp'gn'UO CVC. "gp'h'pge'eqp'm' s wg'uwegf 'f'gp'gn'tguv'f g'rc'kpf wutk'cwqo qvkl " gp'gug'r gt'q'f q0'Gucu'tc| qpgu'ngxctqp'c'rc'f gekuk»p'f g'cdtk'wpc'r rcpvc'gp'Wwi wc { . "f qpf g. "gp"

43: "Cf go ^a u. [c| cnk'wkk' c'o ² vqf qu'ulo krtgu'cn'VRU. 'r gtq'mco cf qu'New Yazaki System'»P [U0'
43: "Uwu' r tlpek' crgu'eqo r gw'f qtgu'gp'gn'r c'f'u' uqp'Ngct'»GGWW+; "s wg"cdcugeg" c'Hqtf. "Miqo dgti" ("Uej wdgvt' »Crgo cplc+. "s wg'rg'xgpf g'c'Xqmuy ci gp0'Gp'i gpgtcn'gug'vkr q'f g'r tqf wevqu' uqp"cdcugek' qu'r qt" r tqxggf qtgu' i mdcngu' s wg'ceqo r c° cp'c'rcu'vgt o kpcrgu'f guf g'uw'r c'f'u'f g'qtki gp. " { c" s wg'eqo r ctvg'rc'pcekqpcn'cf. 'j cuvc'mu' r c'fugu'f qpf g'hwgi q'ug'tcf kecp0'
442"Rctc" [c| cnk'rcu'xgpvcu" c'qtqu'enkpvu'r qt'hwgtc'f g'Vq { qvc"uqp"pgi qekqu'r wpcwrgu. "r qt'cni wpcu'r tqf wevqu' gur ge'f'hequ. " { 'r qt' r gt'q'f qu'f g'vgo r q'tgrvko gpvg'eqtqu0"
443"Rqt'glgo r mq. "cn'4242 [c| cnk'Cti gpvkc"go r rgedc'30522'vcdclcf qtgu. "wp'pAo gtq'eqpukf gtdcrgo gpvg'o ^a u'cnq" s wg'gn'tguv'f g'rcu'cwqr ctvku0'Cf go ^a u'f g'guq. "ug'f gdg'vpgt'gp'ewpvc" s wg'guc'hko c'r qugg'f qu'r rcpvcu'gp' Wwi wc { " { "wpc"gp'Rctci wc { " s wg"cdcugegp" c'Vq { qvc" Cti gpvkc0'Gp'vqcn'vqf cu'guc'u' r rcpvcu' uwo cp'5022" vcdclcf qtgu'»Etknkcp'Equc. "gpv'g'kuv' r gtuqpcn'46B42450"

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'kecnk'cek'p' { 'ngu'qht'gekgtqp'f'kukpvqu'dgpghlekqu'huecngu'g'ko r qukxqu'*Et'kukcp'Equc."gpv'g'x'k'v'c'r'gtuqpcn' 46B4245-0'

Nwgi q."gp"gn'4232"eqo gpl ctqp'c'r tqf wekt'r ctc'nc"Xqmm' ci gp"Co ctqm'nc"Ektqmp" Dgtrkpi q."nc"Rgwi gqv'Rctvpgt."gn'Rgwi gqv'528" { "gn'Tgpcwm'Hmgpeg0'C"r ctvt'f'g'gmq." [c] cnk' Cti gpvpc'f'gek'f'g'cdt'k'wpc'ugi wpc'f'r'nc'p'c'gp'W'wi'wc { 0Nwgi q."gp"gn'4235.'c'tc'f'f'g'nc'k'p'k'v'k'c' f'g' [c] cnk'Dtcukn'ug'cdt'g'q'v'c'f' dtlec'gp'Rctci'wc { . 'ko r wnc'f'c'v'co' d'k'p'r'qt'gn'o'gpqt'equvq'f'g'nc' o cpq'f'g'qdtc'0⁴⁵"Gp"4237."eqp'gn'eco' d'k'f'g'o' qf'gm'f'g'nc'"J'kwz." [c] cnk'Cti gpvpc'i'cp»'nc' r ctv'f'gn'ecd'ng'cf'q'f'gn'r'cp'gn'f'g'k'p'v'wo'gpvq.'s'wg'j'cuv'gug'o'qo'gpvq'ug'ko'rt'v'cd'c'f'guf'g'q'v'c' go'rt'guc'tcf'kecf'c'gp'Dtcukn'Ukp"go' d'cti'q."nc'r'qf'week'p'f'g'guqu'ecd'ngu'hmg'v'c'um'f'cf'c'c'nc' h' dtlec'f'g'Rctci'wc { { "ug'eqo'gpl'»'c'r'qf'wekt'g'ko'rt'v'ct'f'guf'g'cn'f'0'

Gp"r'ct'v'ew'rt."gn'g'lgew'k'x'q"eqo'gp'v'c's'wg'nc'r'nc'p'c'f'g'Cti'gpvpc'v'k'pg'o'wej'cu' f'k'hw'nc'f'gu'Gri'c'wo'gpvq'eq'p'v'c'p'v'g'f'gn'x'q'nc'wo'gp'f'g'h'cdt'kecek'p'f'g'Vq { q'v'c'nc'u'q'd'rt'ki'»'c'k'nc' k'p'et'go'gp'v'c'p'f'q'uw'r'qf'week'p.'c'w'p's'w'g'p'q'ug't'g'cn'k' ctqp'nc'u'k'p'x'gt'uk'p'p'gu'cf'g'ew'c'f'cu'r'ctc'c'wo'gp'v'c' nc'ecr'cek'f'cf'k'p'v'c'nc'f'c'0'C'f'go' a'u.'cn'ugt'o'cpq'f'g'qdtc'k'p'v'g'p'uk'c.'ew'c'p'f'q'nc'h'cdt'kecek'p'et'geg'ug' f'gd'gp'eq'v'c'v'c't'p'w'g'x'qu'v'c'd'cl'cf'q't'gu' { "nc'ecr'cek'cek'p'f'g'gu'qu'gu'nc'ti'c' { "equ'v'c'0'C'uw'x'gl'."gn' f'k'g'v'k'x'q'ug'v'k'p'g's'wg'nc'h'k'o'c'gp'Cti'gpvpc'r'k'g'f'g'f'k'p'g'q'f'guf'g'4236." { 's'wg.'uk'p'q'h'w'g't'c'r'q't's'wg' Vq { q'v'c'nc'g'r'k'f'g'c' [c] cnk'gu'v'c't'gp'gn'r'c'f'u.'f'guf'g'nc'ecuc'eg'p'v'c'nc'f'g'nc'r't'q'x'g'g'f'q'tc' { c'j'cdt'f'cp' f'gek'f'k'f'q't'g'v'k'ct'ug'0'

Cn'ki'w'cn'is'wg'nc'u'h'k'o'cu'cp'v'g't'k'q't'gu." [c] cnk'v'k'p'g'w'p'eg'p'v'q'f'g'K'F'gp'V'ck'p'f'k'c.'f'q'p'f'g' ug't'g'cn'k'cp'nc'u'f'k'ug'o'qu'g'k'pi'g'p'k'g't'f'c'f'g'nc'u'r'ct'v'g'u'r'ctc'nc'J'kwz'0'D^au'leco'gp'v'g.'nc'u'r'qf'w'v'qu'f'g' [c] cnk'k'p'eq't'r'q't'cf'qu'c'gu'v'qu'x'g'f'w'nc'u'q'p'f'k'ug'o'cf'qu' { "f'g'uct'q'm'c'f'qu'gp'V'ck'p'f'k'c." { "nwgi'q' t'gr'qf'wek'qu'gp'Cti'gpvpc' { "Uw'^ah'k'ec'0'Gp'q'ec'uk'p'p'gu.'ug'r'w'g'f'g'j'ceg't'cni'À'p'eco' d'k'f'r'g's'wg'o'q' gur'g'e'f'heq'f'cf'cu'nc'u'p'q'to'c'v'k'cu' { "gur'gek'h'ek'f'cf'gu'f'g'ec'f'c'o'g't'ec'f'q'0'

Rqt'q'v'q'nc'f'q.'f'guf'g'gn'4237' [c] cnk'O'g't'equ'w't'cf'k'»'f'qu'f'gr'ct'v'co'gp'v'qu'f'g'K'F'gp'U'cp' R'cd'rq' { "E'w'k'k'k'dc."f'q'p'f'g'ug'nc'g'x'c'p'c'ec'd'q'r't'q' { g'v'qu'p'w'g'x'qu'0'Ukp"go' d'cti'q."gu'v'g'v'k'q'f'g' f'g'uct'q'm'qu'g'z'ew' { g'c'Vq { q'v'c'f'q'p'f'g'gu'v'c'u'c'v'k'k'f'cf'gu'ug'f'gur'nc'gi'cp'gp'nc'u'eg'p'v'q'nc'i'nc'd'c'ng'u'f'gn' f'k'ug'o'q'f'g'nc'u'x'g'f'w'nc'u'0'Gp'r'ct'v'ew'rt.'nc'u'eg'p'v'q'nc'f'kecf'qu'gp'Dtcukn'ug'f'g'f'kecp'cn'f'g'uct'q'm'q'

⁴⁴⁴"Ugi'À'p'gn'g'lgew'k'x'q."gp'gug'o'qo'gpvq'nc'o'cpq'f'g'qdtc'f'g'W'wi'wc { "equ'v'c'nc'o'k'cf's'wg'nc'cti'gpvpc.'c'w'p's'w'g' f'gur'w'nc'w'nc'hw'g'c'wo'gp'v'c'p'f'q'cn't'ko'q'f'g'nc'k'p'nc'el'p'w'wi'wc { c'uk'p'nc'g'x'c't'c'ec'd'q'f'g'x'c'nc'ek'p'p'gu'f'g'uw'o'q'p'g'f'c.' eqo'q'eq'p'v'c'c'c't'f'g'nc'w'g'nc'w'eg'f'k'»'gp'Cti'gpvpc.'r'q't'nc'v'p'v'q.'cn'4243.'gn'equvq'nc'd'q't'c'nc'g'tc'r't^aev'eco'gp'v'g'k'nc'w'nc' gp'v'g'co'd'qu'r'c'f'ug'0'

⁴⁴⁵"Gug'o'q'x'ko'k'p'v'q'k'p'x'q'nc'et»'c'x'ct'k'cu'go'rt'g'uc'f'g'nc'cdt'kecek'p'f'g'ecd'ng'cf'q.'v'c'ng'u'eqo'q'U'wo'k'f'g'p'v'q.'H'w'k'w'c' { " Ng'q'p'k'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'cp'Equc."gpv'g'x'k'v'c'r'gtuqpcn'46B4245-0'

f g'r tq { gevqu'r ctc "qvtqu'endgpgu0Gpvtg"2 uvqu. "mqu'r t kpek crgu"uqp "T gpcwm/P kuucp" { "O gtegf gu" Dgp| "Etkukcp"Equuc. "gptgxkuc'r gtuqpcn"46 B 4245-0"

Gp"tguwo gp. "guc"gu"qvtc"ukugo kuc"o wnkpcckqpcn"lcr ppguc"s wg"uki wg"c"Vq { qvc"gp"uw" r tqeguq"fg"kpvtgpcckqpcrk cckp. "cwps wg"c"fgt gpek"fg"rcu"cpvtgkqtgu"guw"pq"gu"fgn"l twr q" Vq { qvc0F g"htqo c"uko krc"t's wg"rcu"htc cu"cpvtgkqtgu. "rcu"cevxkf cf gu"fg"K F "s wg"tgerk cp"gp"gn" r c"u"uqp"guccucu" { "gn"i twguq"fg"gu"fgucttqm"ug"ngxc"c"ecdq"gp"Vckrpf kc"eqp"gn'egpvtq"fg" kpxguki cckp"fg"rc"Vq { qvc"J kwz0Rqt"qvtq"rcf q. "guc"cwqr ctvkuc"gu"rc"Àpek"s wg"pq"ug"xlq" gur gekm gpvg"dgpghekefc"r qt"gn'x"pewu"eqp"Vq { qvc"cti gpvkpc" { . "o" a u'dkcp. "ug"yg'r gtlwf kefc" r qt" guvt" gp" gn"r c"u. "ugi Àp" mqu" glgewkxqu0" Ncu" ectcevt"jvkcu" r ctvkewrtgu" fg" uw" r tqeguq" o cpwkewtgtq"j cegp"s wg"ugc"b cpq"fg"qdtc"kpvgukxc. { "guq"lwi » "wp"r cr gn'egpvtcngp"lwf 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"htc c. "cn'eqpvtckq"s wg" vqf qu"mqu"qvtqu"r tqxggf qtgu"gpvtgxkucf qu. "eqo q"ug"ka "xkpf q"gp"mqu"uki wkpvgu"cr ctvcf qu0Guq" ug"eqplwi » "co dkp"eqp"wp"dc"lc"kpvgtukp"fg"rc"eqo r c° "c"fg"vtcpvg"gn'r gt"qf q"dc"lq"guwf kq0"

5.4.2 - Proveedores multinacionales no japoneses

5.4.2.1 - Dana

F cpc"cti gpvkpc"gu"rc"htc"n'mecn"fg"rc"eqo r c° "c"o wnkpcckqpcn"guwcf qwplk gpug"F cpc" kpeqr qtcvgf. "fgf kefc"c"rc"r tqf weekp"fg" glgu. "glgu" o qvtlegu. "vtcpuo kukppgu" { "gs wkr qu" grgevqf kp° o lequ. "vto lequ. "fg"ugmcf q" { "fki kcrgu"r ctc"xgj "pewu0Guw"go r tguw"gu" r tguvgp" gp"cti gpvkpc"fguf g"3; 82"dc"lq"gn'pqo dtg"fg"Ur keg"t"Glgu"Rgucf qu0Rqugg"fg"l'f dtkecu"wp"fg" gmcu"gp"p cuej gn"r tqxkpek"fg"Ucp"Nwu. "rc"ewcn"fguf g"gn'4222"gu" "fgf kefc"c"rc"htc"lkeckp"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"glgu"fgt gpekrcgu" { "uwu"t gur gevku"eqo r qpgpvu0Gp"4243. "gptg"co dcu" r rpxcu. "F cpc"go r rncdc"ctf gf gf qt"fg"622"r gtuqpcu0

Nc"r rpxc"dqpcgtgpug"rcu" » "c"guvt"dc"lq"r qugukp"fg"F cpc"gp"3; ; : "c"r ctvk"fg"rc"eqo r tc" c"rc"htc c"Gcvp. { "gu"rc"Àpek"htc"lkecvp"fg"glgu" { "ectf cpgu"gp"cti gpvkpc0⁴⁴⁷"F guf g"uwu"lpekqu" j cuw"4237. "guc"l'f dtkec"r tqf we"p"glgu" { "ectf cpgu"r ctc"xgj "pewu"r gucf qu0Ugi Àp"lqu² "Cndgtvq" O cif qpcf q. "Eqwvt { "O cpci gt"fg"F cpc"fguf g"4236. "gug"pgi qek"ug"cdcpf qp»"r qts wg"gtc" "muy variable la demanda de estos clientes y eran elementos que requerían gran cantidad de partes

⁴⁴⁶ "Gur ge"heco gpvg"gp" guw"l'f dtkec"ug"r tqf wegp"t»wru. "gzvtgo qu"fg"fg"ktgeekp" { "r cttkru"r ctc"vqf q"vkr q"fg" xgj "pewu0Cn"l'ug"htc"lkecvp"ctf gf gf qt"fg"82022"r tqf wequ"b gpucrgu"g"bo r qtvc"p"52022"o gpucrgu"fg"qvtcu"l rpxcu" r ctc"j cegrgu"wp"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"qu"glgu"pq"eqczkrqu0Uw"qdlgkxq"gu"vtcpuo kkt"gn" o qxko kpvq"fg"tqvckp"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." gpvtxkxw" r gtuqpcn" 3; B34244+0F guf g"gu"gpvqpegu"r"l" dtlec" f gekf k» "cdqectug"eqo r rgvco gpvg" c"cdcugegt" r ctvgu" r ctc" r leni"wr u0'

Nc" f geku» p" f g" r" go r t guc" gucf qwpkf gpug" f g" f gukpc" 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 ctvkw. " { c" s wg" uwu" o c{ qtgu" erkepvu" uqp" r" u" 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" kpxgtu» 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" kpxgtu" gp" vgepqmi "c" { "cwo gpvt" r" r tqf wevklf cf 0' Gp" r ctvkwrt. "r" u" r tkpek" rgu" kpxgtu" kpgu" 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 dk² p" r rpvgc" r" u" 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" kpxgtu" kpgu. " { c" s wg" r" ecuc" b cvk k' p' q" 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." gpvtxkxw" r gtuqpcn" 3; B34244+0'

C" uw'xgl. " j cuc" 4232. " F cpc" wxq" vco dk² 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" kq. " { "r" hcdtkecel» p" f g" ej cuku" r ctc" r" J knw" s wgf » "c" ecti q" f g" guv" 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 k' 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 kueqpvkpw» "{c's wg'rc'go r t guc'crgo cpc'f gekf k»'lo r qt vctnq'f guf g'Vvts w'f' r qt'wp'vgo c' f g'eququ*⁴⁴⁸ Iqu² 'O crf qpcf q. 'gpvtgxluc'r gtuqpcn'3; B3 4244-0⁴⁸ Vco dk p'hdtklep'gucur' kgl cu' r ctc'hqu'o qf gmq'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. 'rc'u'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'rc'u'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 qukdkk»" s wg"rc" eqo r c'° f' r w' 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'rc'u'cevkkf cf gu'f g'kppqxcel»p. 'rc'hkcn' t gcrk' c'w»m'cni wpcu'tgmeqpcf cu'c'rc'kpi gpkgt'f'f g'cr n'cekel»p0"

5.4.2.2 - Metalsa

O gvcnc'gu'rc'hkcn'hcncf g'rc'cwqr ct vkuo' b wkpcekqpcn' b gzkcp'f gn' b kuo q'pgo dtg.⁴⁴ " wpc'f g'rc'u'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 nqcn' f g'rc" f kxkuk»p" f g" r tqf wevqu" gutwewtcrqu" f g" F cpc." F cpc" J qif kpi " Eqtr qtcvqp0C'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'Cl'gu." c'ecti q'f g'rc'hkcn'cekel»p" f g'ej cuku'r ctc'rc"J kwx0Gp'4243'O gvcnc'hkcn'cd'c' rc'o kcf'f g'mu'ej cuku'f g'Vq{ qvc." { "rc'qtc'o kcf'rc'u'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." rc'u'r rcpw'f g'Cti gpvkc" { "Dtcukr's wg'O gvcnc"qdwq" c'r ct vkt'f gn'cewgtf q'kpvtpcekqpcn'pwpec" hwgtqp'f g'i tcp'kpvgt² u'r ctc'rc'ecuc'o cvk' b' gzkcp." { c's wg'uw'xqno gp'f g'r tqf week»p'gu'dclq" { "uw'hqeq" guwdc"gp'qdvpgt'rc'u'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'g'qhtgek»'c'F cpc'r tqf wek'rc'u'ectf cpqu'r ctc'rc'u'Co ct qnif gn' b gtecf q'hcncf { c's wg'gp'guvqu'ecuqu' ug'rc'u'gpectge'f'rc'lo r qtvcel»p'f gdlf q'c'rc'u'ctepcggu." o kpvtcu's wg'rc'u'xgi 'f'wqu'r ctc'rc'gzc'rtvcel»p'pq'r ci cp' ctcpcggu'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'hcncf'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'gpeqptcdcp'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 ctvg'f gn'eqpi njo gtecf q" go r t guctkn'r gtvgpgekpv" cni' I twr q" Rtqgl c." f g'ecr kcrqu" o gzkcpqu" { " f gf lecf q" o c { qto gpvg'cni'vdtq'f g'rc'eqpvtweek»p0'

⁴⁴: "Qvcu'f g'gm'u'up-²P go cm'xco dk p'f g'ecr kcrqu" o gzkcpqu." f gf lecf c" c"rc'hkcn'cekel»p'f g'r kgl cu' { "ukngo cu' cwqo qvtegu'f g'cno kpkq." g" Kcej r g'o czkqp." o wkpcekqpcn' dtcukr° c." hdkcn'cekel»p'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 gpvpc" { "Dtcukn" { c's wg'rc'r tko gtc'xgpf g'ej cuku'r ctc'r lenl'wr u'*Vq { qvc. "Hqtf" { " Xqmuy ci gp+' { "rc'ugi wpc'c. 'r ctc'xgi 'pewru'r gucf qu'Guvq'i gpgtc's wg'O gvcnc'Cti gpvpc'vapi c" wpc"eqo r gvpekc"dcucpvgrko kcf c"gp'rc'tgi k»p⁵³'''

Gp'tgrck»p"eqp"gn'x'pewru"eqp"VCUC. "gn'f kt gevkkq"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'eqphkewq. "Vq { qvc'iq'j ceg'c'r ct w'f gn' eqpugpuq. 'ukp'go dcti q. "'el consenso no quiere decir que se encuentra fácil y rápido. Te van a apretar hasta exprimir la última gota de agua que tengas para lograr la competitividad. Lo que tienen es que tienen un procedimiento, un formato, un proceso, dentro de esas cuestiones que es más profesional'"*Gf wctf q" Tgkmf . "gpvtgxkuc'r gt uqpcn'47 19 14243+0Cf go^a u. "gn'glgewkxq" uqukpgg's wg'wp'cur gevq'egpvtcn' { 'r qukkxq's wg'vkgpg'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 qekq' uqp'rcu'quekrcqpgu'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 kcf q'c'guv'bo gtecf q'Ukp'go dcti q. "gn'x'pewru"eqp"VCUC'ig'r gto k»'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 wexqtcu'f g'r lenl'wr u'gp'Cti gpvpc'0Guvq. 'lwo cf q'c'lw'eqo r ngo gpvctkgf cf 'eqp'hc'r tqf week»p" f g'Dtcukn'dgpghek»'c'rc'cwqr ct wncu'f wcpvg'gn'r gt'qf q'dclq'guwf kq'0Rqt'qvtq'rcf q. "cn'ki wcn's wg' gn't guv'f g'iqu'r tqxggf qtgu'o wmpcekqpcrgu. 'rcu'cevkkf cf gu'f g'K F 'mgxcf cu'c'ecdq'gp'gn'r c'ju' uqp'o 'pko cu. 'f gf kcpf q'gucu'vctgcu'c'iqu'egpvtqu'kpf wutkrcgu'o^a u'ko r qt'vcpvgu'xkpewrcf qu'c'uwu' ecucu'bo cvlegu'0'

5.4.3 - Proveedores locales

5.4.3.1 - Industrias Guidi

Kpf wutku'I wkf k'*K + "gu'wpc"go r t guc'hc'o krcct'f g'ecr krcgu'cti gpvpcqu'hwpcf cf c"gp'3; 82" s wg'ug'f gf kec'cn' guco r cf q'f g'r ct vgu'f g'ecttqegt'c" gp'cegtq' { "cn'gpuc'o drcf q'f g'eqplwpvqu'

⁴⁵²" Ugi Àp" gn' glgewkxq. "gp' cni wpu' ecucu' gzwgo qu. "cni wpcu' cwqr ct wncu' i nqdcrgu'r wgf gp' kpenwq' pgi qekt' eqpvtcvqu'eqp'rcu'vgo kpcrgu'eqp'r tgelqu'r qt'f gdclq'f gn'pkxgn'f g'uwvpgvcdkrf cf "geqp»o kec'eqp'cn'f g'ceqo r c^o ct" c'guvqu'entpvgu'0C'uw'xgl. "uki wkgpf q'cn'f kt gevkkq. "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'vkgpg'qvtcu' cwqr ct wncu' { "vgo kpcrgu. " { 'r wgf g'i gpgtct's wg'iqu'kpvtgugu'f g'rc'hkrcn'cti gpvpc's wgf gp'gp'ugi wpc'q'r ncpq'gp' tgrck»p"eqp'rcu'r ncpvcu'ectkqecu'0'

uqf cf qu'r etc'rc'lpf wutlc'cwqo qvtk OGp'uwu'lpkqqu.'r tqf we'c'vcps wgu'f g'eqo dwukdr'f g'cegtq
{ "mgi »"c"vpgt'ecuk'gn"; 2' "f gn'o gtecf q"meci"*Ectm"Rcp."gpvtgxkuc"r gtuqpcn"3744244+0'
Ewcpf q"mqu'vcps wgu'f g'eqo dwukdr'eqo gpl ctqp"cj cegtug"eqp"r n' ukeq."rc"go r tgu" f gl»"f g"
hdtlect" Gug'r tqf wevq" { "ug'hwg'tgeqpxk'vkgpf q'j cekl"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'eqput wlf c"gp"4234"*eqo gpl cpf q"rc"r tqf weekp"gp"
4237+'c'tc' f gn'x'pewm"eqp"Vq{ qvc0Gp"4244."rcu'xgpwu'c'rc'cwqo qvtk 'lcr qpguc'tgr tgu'pvcdp"
gn'; 7' "f gn'pqi qekq' f g'K . 'xgpf k' pf qng' uqr qt'vgu.'tcf kcf qt'gu.'r krc'gu'f g'r wgtc.'r cpgrgu'tcugtqu."
r kuqu' f g"rc"eclc" { "r ctei qrr gu' t'cugtqu0'Gu'f gekl."guc"cwqr ct'kuc" gu' "gur gekrk' cf c"gp"rc"
r tqf weekp" f g'eqo r qpgp'vgu'tgr'v'xco gp'v"uko r ngu"gp"v² to kpqu'v'gepqn'i kequ" { "eqp"wp"dclq"
xcmq'ci tgi cf q"gp"eqo r ctceklp"eqp"qvtq'vkr q' f g'eqo r qpgp'vgu0' Cf go a u."gn'vkr q' f g'r kgl cu's wg"
hdtlect'K "uqp' f g'vco c^o q'o gf kcpq/i t'cpf g.'r qt'm'ewcn'mqu'eququ'hqi 'v'kequ' f g'guc'u' uqp'c'mqu."
guv'ng'r gto kg'vpgt'wpc'o c{ qt'xgpvcl'c'r ct'vt' f g'rc'egtecp'c'i gqi t'a h'ec'eqp'rc'v'gto kpcn'ht'gp'v"
c'rcu'ko r qt'v'ek'p'gu0'Gn'7' "t'gu'cp'v'gu'xgpf k'f q'c'I gp'gtcn'O qvqtu" { "O gtegf gu'Dgp| "Cti gp'v'pc"
c" v'cx² u' f g' qvtq" r tqxggf qt" *Ectm" Rcp." gpvtgxkuc" r gtuqpcn" 3744244+0' Gp" 4243" I wlf k'
go r ngcdc'ct'gf gf qt' f g'722"r gtuqpcu0'

Gur ge'heco gp'v."rc'cwqr ct'kuc"eqo gpl »'uw't'gr'ekp"eqo gtekn'eqp"VCUC" f guf g's wg"
2uc" mgi c" cn' r c'ju0' Gp" f lej q" o qo gpvq." I wlf k' eqp'vdc" eqp" v'gu' xgpvclcu" ko r qt'v'p'v'gu" gp"
eqo r ctceklp"eqp"qvtcu'r qv'p'ek'rgu"go r t'gucu'eqo r g'v'f qt'cu0'Gp'r tko gt' n'wi ct."v'p'c'wpc"xcuc"
g'zr g'k'p'ek"gp"rc'lpf wutlc'o g'v'cm ge^a p'lec" { "gr'xcf cu'k'p'x'gtuk'p'gu"gp"cev'xqu'hkqu"*42" r t'gp'ucu"
f g'guc'o r cf q" { "wpc"r r'cp'v'w'cl'ecf c"gp"Dwt| ceq+."m" s wg'tgr t'gu'p'vdc" wpc" xgpvcl'c"ht'gp'v" c"rc"
f h'ew'ncf "f g"gp'eq'vt'ct" qvtqu'r tqxggf qt'gu's wg" gu'wx'k'g'cp' f kur w'guv'qu'c' t'gcn'k' ct' k'p'x'gtuk'p'gu' f g"
guc'o ci p'kwf "gp"rc' Cti gp'v'pc0'Gp'ugi w'pf q' n'wi ct."c'tc' f g'rc'et'kuku's wg'v't'cx'gucdc'rc'lpf wutlc"
cwqr ct'kuc"gp"rc" f² ecf c' f g"3; ; 2."rc"go r t'guc"pq"v'p'c'o wej q"xq'no gp' f g' p'qi qekq"gp" Gug"
o qo gpvq" { "eqp'vdc"eqp'ecr c'ekf cf "qekquc."m'ewcn'h'cek'k' »'s wg'r w'f k'g'tc' f gu'v'p'ct'rc'o c{ qt' r ct'v"
f g"uw'r tqf weekp" c" Vq{ qvc" Cti gp'v'pc0' H'p'cm gp'v." { "f g"o cp'gtc" h'w'p'f co gp'v'cn"rc"go r t'guc"
cti gp'v'pc'o quvt »'wpc'co r r'k' f kur qu'ekp'r' etc'eqo gpl ct'c'ko r ngo gp'v'ct'gn'VRU"gp'uw'r r'cp'v' f g"
Dwt| ceq" { "eqpu'q'rk' ctug"gp"gn'rc'ti q'r r'q" q"eqo q"wp"r tqxggf qt" gu't'cv² i keq' f g"rc" h'k'cn' f g"rc"
v'gto kpcn'lcr qpguc0'Gp'qvtcu'r c'ncd'tcu."rc"r tqxggf qtc' f gek'k' »'uw'lg'v'ctug" c'mqu'r t'qegu'qu' f g'eqp'v'q'n'
ko r ngo gp'v'f qu'r qt"VCUC."v'p'vq"uqdtg"uw'r tqf weekp."eqo q"uqdtg"uw' gu't'v'ew'w'c' f g'equ'qu"

*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 kldrg"r qt"r ctvg"fg"rcu"htoc" cu" rff gtgu"fg"rcu"EI X. "r qt"rq"ewcn"rc"fgelk»p"fg"r tqhgukqpcrk cek»p"r qt"r ctvg"fg"rc"hco krc"fg" c" fg"i wkf k"hwg"wp"r tko gt"r cuq"ercxg"gp"cs wgm"fg" kgeek»p"0"Cu"gp"422: " { "422; "rc"cwqr ctvkrc" eqpvtc»"c"fg"qu"fg"kvxqu"fg"o wmpcekqpcngu"eqp"rc"i c"vtc { gevqtk"gp"rc"lpf wutkc"cwqo qvtk" { " eqp"gzr gkqpek"gp"rc"i guk»p"fg"r { o gu."r ctc"mq"r wguqu"fg"fg" k gevqt"lpf wutkc" { "fg" k gevqt" 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" { " rkf gtctqp" eco dkqu" s wg" r gto kktqp" eqpuqrf ct" ecr cekf cf gu" r ctc" i gukqpc" { "mgxct"cedq"tcpuhqto cekqpgu"r tqf wvxcu"ko r qtvcpgu" { "cu"ugpvt"wp"dcug"o^a u" u»rkf c"r ctc"gnr quvgtk" *upgrading de procesos*"gp"dcug"c"rc"ko r ngo gpvcek»p"fg"gn"VRU"

" Nc"eqputweek»p"fg"rc"ugi wpc"r rpv"eqo gp| »"gp"4234. "cpvgr"fg" s wg"rc"cwqr ctvkrc" i cpg"rc"nekcek»p"fg"pwgxcu"r kgl cu"r ctc"rc"pwgxc"J kwz"gp"42370"Ugi Àp" Hgtpcpf q"Ecvtq. " fg" k gevqt"fg" Rrcpkcek»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 rpv. "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 dtcec"fg" Vq { qc0'

" Nwgi q."gp"4237"i wkf k"i cp»"rc"nekcek»p"fg"339"r ctvgr"ctc"gn"pwgxc"o qf grq"J kwz" { " qdri »"c"rc"htoc" c"ct"j cek"wp"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 kpvq" r tqr kq0' Cf go^a u. "rc" r tqxggf qtc"hwg" dgpghkctk"fg"wp"et² f kq" HQP F GCT"fg"gn"i qdktqp"pcekqpcn"gp"4237"r qt"wp"vqcn"fg" &39"

⁴⁵⁴"Gp"r ctvewrt. "fg" guf g"i 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" k gevqt"lpf wutkc"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 wmpcekqpcn" lcr qpguc" fg" kcf c" c" rc" hcdtcek»p" fg" o qvqelengcu. "xgj "pewq" { "fg" kmpqu"gs wkr qu"lpf wutkrgu0'

o kmppgu*cr tqzko cf co gpvg"wa3.7"o kmppgu"cn"vr q" f g"eco dlq"qhkekcnf g"4237+ "f g"rc"o kuo c" hqto c"s wg"mq"j lekgtp"Vq{ qvc" { "F gpuq" *R" i kpc"34. "34I; 4236+0Gu"kpvtgucpvg" f gucect"s wg"guvcu" kpxgtukppgu"hwgtqp"cr wguvcu"r tqf wevxcu" f g" I wkf k'gp"gn'eqpvz vq" f gn'r t>zko q'eco dlq"eqo r ngvq" f gn'o qf gmq" f g"rc"r km'vr "J kmz"4237" { "rc"gzr gevxcu" r qt"gn'cwo gpvq" f g"uw'r tqf weekp"0⁵⁷"

Gu" f gek. "rc"cwqr ctvkuc" f gekf k" tgcrlk ct" kpxgtukppgu" qpqtqucu" eqp"rc" gzt gevxcu" f g" r tgr ctct" c"rc" hto c"r ctc"wp" gxgpwcn" cwo gpvq" f g"rc"r tqf weekp" ukp"rc" egtvq| c" f g"s wg"rc" hkrkn" lcr qpqguc"rg"qvqi ct" c" gn'pqi qekqOP q" qduwcpvg. "rc" tgrcekp" f g" eqphkcp| c" { "rc"ti q" r rc| q" eqpwt wkf c" gpvtg"co dcu"r ctvqu"o kki »"gp"i tcp"o gf kf c"cs wgn'tkgui q0Gp" guvg"ugpvk q. "Ectmq"Rcp. "f k gevqt" kpf wutkcnf g" I wkf k'f guf g"422: . "uqukpg" s wg" "el crecimiento de Toyota y los planes a largo plazo permitieron planificar y arriesgar para esta planta. Si uno no tiene un cliente confiable es más difícil" *Ectmq"Rcp. "gpvtgxkuc" r gtuqpcn"37 4 4244+0Cf go^a u. "Hgtpcpf q" Ecutq" r rpvgc" s wg" "la decisión de Toyota de exportar a Latinoamérica nos dio un horizonte, un largo plazo. Eso te permite decidir una inversión con menos temor a los vaivenes de la macroeconomía argentina" *kpf wutkcu" I wkf k"4242<4: +0

" Gp" gn' ecuq" f gn' x"pewm" f g" I wkf k' eqp" Vq{ qvc" Cti gpvpc. "mq" ghgevqu" f gttco g" f g" r tqf wevxcu" cf " { "vgepqn"i lequ" hwgtqp" vtceekqpcf qu" r qt" f qu" vr qu" f kwpqu" f g" o gecpluo qu" cs wgmqu"dcuf qu"gp"gn'eqpvtqnf g"guv³ pf ctgu" *benchmarking. "tgs wgtko kpvqu" f g" ecrkf cf . "o gvcu" f g"r tqf weekp" + { "cs wgmqu"dcuf qu"gp"rc"r tqo qekp" f g" ecr celf cf gu" f go qutcekp" g" ko kcekp. " ecr cekcekp. "cf s wkulek" f g" vgepqn"i c-00 kpvtcu" s wg"mq"r tko gtqu"guv³ p"cuqekf qu" c" x"pewm" f g"ect^a evgt" lgt^a ts wleq" { "f gr gpf kpvq. "mq"ugi wpf qu"ug"ectcevtk cp" r qt"rc"j qtk qpvcrk cf " { "rc" eqqr gtcekp0Gp" guvg"ugpvk q. "uqp"hwf co gpvcgu"r ctc"cr q{ ct"r tqeguqu" f g"cr tgpf k clg" f gpvtq" f g" rcu" hto cu" { "s wg"rcu"gzki gpekcu" { "guv³ pf ctgu" ko r wguvcu"r wgf cp"ugt" ewo r rkf qu0

" Gndupgrading de procesos" s wg" tgcrlk »" I wkf k'c"r ctvk" f g" uw"x"pewm" eqp" Vq{ qvc" Cti gpvpc" wxq" f qu" j kqu"erxcg<rc" ko r ngo gpvcekp" f gn'VRU" { "rc"cf s wkulek" f g" o cs wkpctk" gp"rc" htpvgtc" vgepqn"i kec. "mq" s wg" ko r rke»" gn' hqtvcngeko kpvq" f g" rcu" ecr celf cf gu"qr gtcekqpcng" { "f wr rkecvxcu" f gpvtq" f g"rc" hto c00 kpvtcu" s wg"rcu"r tko gtcu"ug" tgrcekqpcp" eqp"rcu"j cdkkf cf gu"o cpwcewgtcu" d^a ulecu. "rcu"ugi wpf cu"ug" tghktgp" c"rc"cf s wkulek" { "wuq" f g" vgepqn"i c"cu"gz vgtpcu. "eqo q" gp"gn'ecuq" f g" rc" kpuvcekp" f g" mq" tqdq" Mcy cucnk" { "rcu" r tgpucu" vcpuhgt0 Gn" f gucttqm" f g" guvcu" ecr celf cf gu"hwg"mq" s wg"rg"r gto klc" c" I wkf k'o glqtct" uwu"r tqeguqu" f g"r tqf weekp" g" kpetgo gpvt" uw'r tqf wevxcu" cf 0Ukp" go dcti q. "guvg" cwo gpvq" gp"rc"r tqf wevxcu" cf "pq"ug" xkq" ceqo r c^o cf q" f g"wp" kpetgo gpvq" f g"rc" eqo r nglkf cf . "kppqxccekp" q" f kgtgpekcekp" f g"mq"r tqf wevqu0

⁴⁵⁷"Gp" guvg" o qo gpvq" Vq{ qvc" Cti gpvpc" r rpkhcedc" r cuct" f g"rcu"; 2022" wplf cf gu" f g"rc"i gpvtcekp" cpvgtkt" c" wpcu" 3620220"

" Gp"tguwo gp."kpf wutkcu"l wkf k'ctcxgu»"wp"hwgtvg"r tqeguq"f g"fgucttqm" c"r ctvt" f g"uw" x"pewm" eqp" VCUC' Gp" r tkpek kq." ug" f guvecc" gn' guecno 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 gpwek»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"cdtkpfp q"wp" ugi wpc" r rnpw." f gukpcf c" c" cdcugegt" gpvtco gpvg" c" VCUC' Guvq" ng" r gto kks" cwo gpvt hwgtvg" gpvg" uw" ecr cekf cf" f g" r tqf week»p0 Cf go "u." gp" guv" kpuvpek" ug" ngx»" 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 guvecc"n"ko r qtvppek" f g"mu"et2 f kqu"HQP F GCT"gp" f lej c" gwr c." f g" hqto c" ulk krt" c" VCUC" {" F gpu0' F g" vqf qu"o qf qu." gn' guecno kgpvq" f g" n" cwqr ctvux" 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"ho kkt" f g" ecr kcrnu"necrgu"hwf cf c" gp"3; 76"s wg"eqo gp| »"hdtlecpf q"dluci tcu." r gf crgtcu" {" r crpecu" f g"eco dkq" r cte" Hk'0Gp"4243" n" hto c" vgp" f qu" r rnpvcu" gp" n" r tqxkpek" f g" Dwgpqu" Ck gu" f gukpcf cu" c" n" hdtlecek»p" f g" f kwpvcu" r kgl cu" f g" ecttqegt" c" guvco r cf cu" gp" h" q" {" ecrkpv" {" go r ngedc" 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 gte" f² ecf c" f gn'4222" f gekf k»" vtdclct" u»m" r cte" enkpvgu" lcr qpugu." mu" ewcrgu" uqp" Vq { qv" *xgi "pewm" {" J qpf c" {" [co cj c" *o qvqekengvcu+0' Guvq" ug" f gdg" r tkpek cm gpvg" c" gztgkpekcu" pgi cvkcu" eqp" qvtqu" enkpvgu0 Gur ge" heco gpvg. "Lwkq" Eqtf gtq. "j kq" f gn'hwf cf qt" f g" n" hto c." Guvdcp" Eqtf gtq. "tgo ctec" f qu" f g" gmu0' Nc" r tko gte. "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; ; 20Rctc" gug" r tq { gevq. "Guvdcp" Eqtf gtq" tgrk »" wpc" i tcp" kpxgtu»p" eqput w' gpf q" wpc" pwgxc" r rnpw" r cte" cdcugegt" gzenwuxco gpvg" c" n" vgt"o kpcn' kcrkpc0Ukp" 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" Dtcuk0Guv' b qxko kgpvq" lki pkhe»" i tcpf gu' r² tf kf cu' r cte" n" cwqr ctvux. " f g" hqto c" vns wg" guwxq" cn' dqt f g" f g" gpvtct" gp" eqpxqecvqtk" f g" cetggf qtgu" *Lwkq" Eqtf gtq. " gpvtgxkuc" r gtuqpcn" 3344244+0"

Nc" ugi wpc" f hwg" wpc" gztgkpek" hcmk c" eqp" qvtq" enkpvgu0Gp" guv" ecuq" Guvdcp" Eqtf gtq" ng" r tqxg" r kgl cu" f guf g" gn' ugi wpc" q" cpkm" c" wpc" cwqr ctvux" f gn' tko gtq. "Xkuvqp. "wpc" eqo r c° " c" o wkpcekqpcn' guv' qwpk gpug. "n" ewen' hdtlecdc" n'ecm gpvg" mu" vcdngtqu" f gn' Hqt f " Hqewu0Rgtq. " 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'kpvtgpcckpccgu. "r qt 'mq'vcpvq. 'Guvdcp'Eqtf gtq'pq' r wf q" ugi wkt'vtdclcf q"eqp"guvg'enkgpvg" *Lwtk'Eqtf gtq. "gpvtgxkuc" r gtuqpcn"33 44244-0'

C" r ctvk" f g" gmj. "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 gpl »" r tqf wek² pf qrg" cni wpcu" r kgl cu" c" wpc" r tqxggf qtc" f gn'r tko gt" cplmq" s wg" ng" xgpf "c" Vq{ qvc0'Nwgi q. "cpvg"rc" ko r quklrkf cf 'f g'guc"cwqr ct vkuc"Vlgt'3'f g'f gucttqmc't'cni wpcu'r kgl cu'b' gvcno geª pkecu. 'Eqtf gtq' eqo gpl »" c" xgpf gtrg" f kgevc" gpvg" c" VCUC0"

Ukp" go dci q. "gn'i tcp'ucnq"gp"gn'xqno gp" f g"eqo r tcu'f g'rc"vgt"o kpcn'lcr qpvcu"ug" f kq" c" r ctvk" f gn'4223. "ewcpf q" Vq{ qvc"grki g" c" Guvdcp'Eqtf gtq'eqo q"rc" hcdtkcpvg" f g'62"eqplwpvu" f g" r kgl cu'r ctc"rc"pwgxc" xgtuk»p" f g" J kwz" f gn'r tq{ gevq" KO X0Rctc" r qf gt" i cpct" f kej c" hckckek»p. "rc" cwqr ct vkuc" f gdlk" ko r ngo gpvt" 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 gpvt" uuu'pkxgru" f g'ghkckpek"uwucpekcno 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" mqu" o qf grqu" Eqtqmc. "r tko gtq. " { "Gvku. "f gur w² u0'Guw"ng" r gto kkl" c"rc" cwqr ct vkuc" gzr qtvt" f wcpvg" xctkqu" cº qu" c" Dtcuk0'Ukp" go dci q. "gp"rc" ugi wpc" f² ecf c" f gn'4222" rc" hkn'ectkqec" eqo gpl »" c" dwæct" r tqxggf qt gu" mcecg. "f gur rc| cpf q" rcu" gzr qtvcckppgu'cti gpvcu. "gpvtg" gmcu" c"rc" cwqr ct vkuc" o gvcn'Ati lec0Cn'4243. 'Eqtf gtq'ng" guvdc" gzr qtvcpf q" wp" pÀo gtq" o "pko q" f g" r kgl cu" c" Vq{ qvc" Dtcukl' r ctc" gn' o qf gmj "Gvku" s wg" nwi q" gzr qtvcp" c" Cti gpvc" { "Wwi wc{ 0'

Rqt" qvtq'rcf q. "gn'x"pewu"eqp" Vq{ qvc"rgu" r gto kkl" eqpvcvctug"eqp" [co cj c. "r tqf wevqtc" f g" o qvu"gp" Cti gpvc0'Gur ge" hcco gpvg. "gn'i gtgpvg" f g" eqo r tcu'f g" [co cj c'] cd" c" vtdclcf q" gp" VCUC" { "r qt" guq" eqpqc" c"rc" cwqr ct vkuc0'Uw" qvtq" 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" gucu" f qu" eqo r cº "cu"co dk² p"wxkgtq" r tqdrgo cu'f g' r tqf week»p. "ukp" go dci q. "gn'vcvq"eqp"rc" cwqr ct vkuc" 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" qduvcvg. " c' r guct' f g' guqu'eco dkqu. 'Eqtf gtq' uqukpgg' s wg" uki wgtq" vplkpgf q' t gur gvq' r qt' uuu' r tqxggf qt gu. " vtcwpcf q" f g' t gur gvct' mqu'cewgtf qu'eqo gtekcrgu" { "eqo r tctrgu" mqu" 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 ct vkuc. "vgt" o kpcrgu" q" r tqf wevqtcu' f g" o qvqelengcu0' Gp" r ctvkewrt. "uqdtg" guvg" vkr 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'Guvgecp'Eqtf gtq'gu'qvc'f g'rcu'go r tgucu's wg'ngx»'c'ecdq'wp'r tqeguq'f g'upgrading
de procesos c'r ctvt'f g'rc'ko r ngo gpvcekp'f gn'VRU0'Gp'r ctvewrt."gn'i tcp'ucnq'f g'guc'hko c'
hwg'eqp'gn'eco dlq'f g'o qf gm'f g'rc'J kwz'KO X0F'g'hqto c'uko krc't'c'I wfk'k'uk'dkqp'r wf'q'o glqct'
uu'plxgrgu'f g'r tqf wevklf cf."guq'pq'tgf wpf »'gp'qvtq'vr q'f g'gucrcno kgpvq."eqpvkwpf q'eqp'rc'
hcdtkecekp'f g'r kgl'cu'o gvcn'Ài kecu'tgrvxxco gpvg'uko r ngu'Ukp"go dcti q."gug'x'pewuq"u'ng'
r gto kl»"ceegf gt" c" gZR qtvekpqgu" *Vq{ qvc" Dtcukn" { "qvtqu'r tqf wevqtgu" *f co cj c" { "J qpf c+ "
vqo cpf q'rc'r ctvewrt'f gekukp'f g'tcdclct'uqm'eqp'enkpgvu'lcr qpgugu'f gdlf q'c'rcu'gZR gtlgpeku'
hcnkf cu'eqp"uqekqu'qeekf gpvcrgu" { "rc'r qudkkf cf "s wg" guvcu'tgrvxxco gpvg'ng'dtkpf c'r ctc'tgcrk' ct'
kpxgtukqpgu" { "rc'pklect" cwo gpvqu'f g'uw'r tqf wevcekp'0'

5.4.3.3 - Ventalum

" Guc'cwqr ctvuc'gu'wpc'go r tguc'hco krc't'f g'ecr krcgu'pcekpqrcgu'wdecef c'gp'rc'hqecrkf cf "
f g'Ucp'O ctv'p.'r tqxkpek'f g'Dwgpqu'Ckt gu'0Nc'eqo r c°'fc'ug'hwpf »'gp'3; 88.'hcdtkecpf q'xgpvcpcu'
r ctc'dwugu'wdecpqu" { "f g'rc'ti c'f kucpeke" c'r ctvt'f g'r gthkrgu'gz vwkf qu'f g'cno kpkq" { "xkf tkq0'

Uw'r tko gt'eqpvceq'eqp'wpc'vgo kpcn'cwqo qvtk'f g'xgj 'pewuq'pq'r gucf qu'hwg'gp'3; ; 8"
eqp" Vq{ qvc."ewcpf q"² uvc" dwuecdc" r tqxggf qtgu'0'Gn' x'pewuq" ug" tgcrl »" c" vcx² u'f g' Cndgtvq"
Hgtp³ pf gl ."gn'uqekq'mecn'f g"VCUC"cn'o qo gpvq'f g'uw'tcf kecekp."s wg'eqpqc'c"Xgpvcno "c"
r ctvt'f g'uw'cevklf cf "gp'rc'eqo gtecrk' cecp'f g'dwugu'0Tc'ÀiCo kn'j klq'f g'wpq'f g'ru'hwpf cf qtgu'
f g'rc" go r tguc" { "r tgukf gpvg'f g'gmc" f guf g"4227."uqvkpgg"s wg"rc" qti cpk' cecp'v'p'c'gucuc"
gZR gtlgpek" { "ecr cef cf "gp"rc" kpf wutk" cwqo qvtk' "j cuc" hkgu'f g'ru"; 2a" o "a" u'cm' "f g'rc"
hcdtkecekp'f g'xgpvcpcu'r ctc'dwugu" *Tc'ÀiCo kn'gpvtgxkuc'r gtuqpcn'3; 18 44244+0"

" Cn'lpkekq."VCUC"ng'r kf k»"c"Xgpvcno "tgcrl ct" wpc"xgpvcpc"vcugtc'r ctc"rc"J kwz.'r gtq"
nwi q'ug'f gukuk»'f g'kpeqr qtct'gug'grgo gpv'cn'xgj 'pewuq'Ukp"go dcti q."gug'r tko gt'eqpvceq'rgu"
r gto kl»"s wg" nwi q'ng" r tqr qpi cp" c"rc" cwqr ctvuc"tgcrl ct"ru" guvkdqu'f g'cuegpuq" r ctc"rc"
eco kppgc'0'Gu'f gekl."gp'gug'r tqeguq" r ctc"ugt" r tqxggf qt'f g"VCUC."Xgpvcno "ngx»"c'ecdq'wp"
upgrading de producto.'hcdtkecpf q'wpc'pwgxc'r ctvg's wg'pq'j ce'c'r tgxkco gpvg.'cwps wg'guc'pq"
gtc"² epleco gpvg"o "a" u'eqo r rglc"s wg"rcu'cpvgtkqtgu'0C"uw'xgl ."VCUC"rgu'eqpuwn»"uk'gucdcp"
f kur wguqu" c" j cegt" f kulpqu" eco dlqu" qti cpk' cecp'rcgu" gp"rc" r rcpvc." ukp" go dcti q."rcu"
o qf hkecekpqu"o "a" u'r tqhwf cu'f gn'r tqeguq' kpf wutkcn'xgpf t'p'wpqu" c° qu'f gur w² u'0'

" Gur ge'keco gpvg." eqp" gn' rcp| co kgpvq" f gn' KO X" Vq{ qvc" ngu' cf lwf k»" vco dk² p" rc"
r tqf wevcekp'f gn'r qtvcgs wkr clgu'r ctc"rc"J kwz" { "rc"UY 60Gp'r ctvewrt.'pkpi wpc'qvc'r tqxggf qtc"
hcdtkecdc" r qtvcgs wkr clgu'gp"Cti gpvpc"gp'gug"o qo gpvq" { "c"r ctvt'f g'gmq."Xgpvcno "ug"j k q"

gur gekrku "gp'rc'r tqf wek p'f g'f lej cu'r kgl cu'0Rctc'gn'qvti co kpvq'f g'gug'p'gi qekq. "VCUC'ngu' r kf k'eco dkqu'o a u'r tqhw'pf qu'gp'rc'r r'p'w'f g'Ucp'O ct'p'0D' uleco gp'v. "gucu'o qf k'kecek'p'gu'ug' g'p'qect'p'gp'go r'ngct'gn'VRU." "trabajar en el proceso. Hacer fluir las piezas de a una. No hacer stocks intermedios. Eso tapa los problemas de calidad" *Tc'ÀriCo kn'gp'v'g'x'ku'c'r'gtu'q'pcn' 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'k'pi 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' c'egr v'cd'ngu'0"}

" Nwgi q'f g'gug'ucnq. "Xgp'v'c'no "eqo gp' » "c'r tqx'g'g'tng" 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 w'ek't'x'gp'v'p'cu'f g'c'no k'p'k'q'r c'tc'rc' 'O g'teg'f' gu' D'gp' "Ur t'k'p'v'g't' F'g'uf' g'rc' cw'q'r 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' u'g't'r tqx'g'g'f' q't'gu' f'g' O g'teg'f' gu'gp'rc'f'2'ec'f'c'f'g'3; ; 2'r g't'q'rc'v'g'to k'p'c'n'c'ng'o c'p'c'p'q'eq'p'h'k' »gp'g'm'qu'r' q't' u'g't'w'p'c'go r' t'guc' ej k'ec' {"p'q' u'g't'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'cdcl'ct'eqp' V'q' {q'w. "r w'f k'gt'q'p'c'ee'g'f' g't'c'g'ug' 'er'k'p'v'g'0'Nwgi q. "Xgp'v'c'no "eq'p'v'p'w' » "r tqx'g' {g'p'f'q'q'v'cu'r' k'gl' cu' dc'uf'cu'gp'c'no k'p'k'q'r c'tc'hw'iki w'k'p'v'gu'o qf g'm'qu'f'g'Ur t'k'p'v'g't'0"}

R'qu'v't'k'q'to gp'v. "v'co d'k'p'go r'g' l'ct'q'p'c'r tqx'g'g'tng'r' k'gl' cu'c'X'q'm'y' c'i'gp. "H'q't'f' .R'g'w'i' g'q'v' E'k't'q'p' {"P'k'uc'p'/T'g'p'c'w'n'0'c'X'q'm'y' c'i'gp. "gn'r'q't'v'c'g's w'k'r'cl'g'f'g'rc'U'w't'c'p'f'w't'c'p'v'g'w'qu'34'c'o' qu's'w'g' u'g'r' tqf' w'l'q'0'F'gur'w'2'u. "c'n'R'g'w'i' g'q'v'62: . "gn'52: " {"gn'E'k't'q'p' "E6"ng'j' k'ek'g't'q'p' gn't'g'hw'g't' q'f'gn' r'ct'ci'q'r'g'u'f'g'm'p'v'g't'q. "w'p'c' r'k'gl' c'g'ut'w'ew't'c'n'f'g'c'no 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's 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' "u'w'g'ur'gek'r'k'f'c'f' *Tc'ÀriCo kn'gp'v'g'x'ku'c'r'gtu'q'pcn'3; 184244-0"}

G'p't'g'u'wo'gp. "c'f'go a u'f'gn'up'grading' de procesos s'w'g'ug'i'gp'g't' »gp'X'gp'v'c'no "c'r'ct'v'k'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. "g'uc'cw'q'r'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' U'k' d'k'p'g'uc'u'p'w'g'x'cu'r'ct'v'gu'p'q'g't'c'p' "o a u'eqo r'ng'l'cu' s'w'g'rc'u'c'p'v'g't'k'q't'gu. "u'f'ng'u' r'g'to k'k' »gur'gek'r'k'f'ct'ug'gp'p'k'ej'qu'f'g'r' tqf'w'ew'qu' s'w'g'p'q'v'p'f'p'eqo r'g'v'g'p'ek'gp'gn'r'c'f'0'G'n'o'q'o'gp'v'q' d'k'uc'i' t'c'gp'g'uc' "h'k'to'c'hw'g'eqp'gn'eco' d'k'q'f'g'o' qf'g'm'f'g'rc' "J'k'w'z' "KO X. "ew'c'p'f'q'ug't'g'c'r'k'f'ct'q'p' "qu'eco' d'k'qu'r' tqf'w'ew'x'qu'o a u'ko r'q't'v'p'v'gu'0'c' "u'w'x'g'l' . "rc't'g'r'c'ek'p'eqp'VCUC'ng'c'd't'k' »rc'u'r'w'g't'cu'eqp' q'v'cu'v'g'to k'p'c'ngu'cw'q'o'q't'k'eg'u'f'gn'r'c'f'0'}

5.4.3.4 - Polimetal

" R'q'r'ko'g'v'c'n'g'u'w'p'c'go r' t'guc' n'q'ec'n' s'w'g'h'cd't'k'ec' "t'w'g'f'cu'r'c'tc' "x'g'j' f'ew'w'qu'f'g'r'cu'cl'g't'qu' {" eqo g't'ek'c'ngu'ix'k'c'p'qu'w'd'k'ec'f'c'gp'rc'r' tqx'k'p'ek'f'g'U'c'p'N'w'ku'0'G'uc'eqo r'c'o'f'c'ug'et'g' »gp'3; : 8' {"u'w' "

cevkxf cf 'kplekn'gtc'grleqt v'g' { 'tgevkhecf q'f g'cegtqu'r ctc'gr' unkequ' { 'tguqtvgr' ctc'cwqo »xkrqu⁴⁵⁸"
Gp"3; ; 4"ug"hwukpctqp"eqp"nc"go r t guc"Hgttcpcq. "s wg'qhtge'c'ugt xlekqu'f g'eqt v'g'f g'ej cr c. " { "gp"
4227"go r g' ctqp" c'k'pewtukpct"gp"nc"ncdtkecek»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. " nc" hto c" ug" f gf ke»"
eqo r ngvo gpvg" c'nc"ncdtkecek»p" f g"ug"r tqf wevq" { "ug"eqpxk v»"gp"nc"Àplec"go r t guc"cti gpvkp"
r tqf wevqtc" f g"twgf cu" f g"cnwo kpkq" r ctc"nc" kpf wutlc" cwqo qv k' 0⁵: "Cn'4243"ug" gpeqptcdcp"
vcdclcpf q"632'r gtuqpcu"gp"nc"eqo r c° c'0""

Gp"uwu'kplekqu. "gn'eqo kgp| q'f g'nc"ncdtkecek»p" f g"twgf cu" f g"cnwo kpkq"gp"nc"go r t guc"ug"
tgcrk' »"c'r ctvk' f g'wpc'kf gc'f grif wg° q. "gn'go r t guctkq"cti gpvkp" Dceecpgrnk "c'r ctvk' f g'uw'xkuk»p"
f gn'cwo gpvq" f g"nc" f go cpf c" f g" guvqu" r tqf wevqu. "cwps wg" vqf cx'c' pq" vgp'c'p" eqpvcvqu" eqp"
vgo kpcrgu'cwqo qv k'gu'r qt" guqu'dkpgu" *O c'cu' O cf ci nk. "gpvtgxkuc" r gtuqpcn"33 44245-0

C'r ctvk' f g'wpc' r tqeguq' f g'kpxgtukppgu' s wg'vqcrk' ctqp"gp" w&u64' b kmppgu'gpvtg'nc' r tlo gtc"
{ "nc"ugi wpc' f g'2ecf c' f gn'4222. "ug"o qf gtpk' »" { "co r nk»nc" r ncpvc. "ngi cpf q" c"nc" ecr celf cf "f g"
r tqf wek»p' f g'3022022' f g'mcpvcu'cpwcrqu"gp"42350Nc' b c { qt' r ctvg' f g'guc'kpxgtuk»p'ug'tgcrk' »"
gp"gn'422; "c'r ctvk' f gn'r tlo gt' i tcp'eqpvcvq' f g'nc"go r t guc' r ctc' r tqxgg' mcpvcu'c'nc" Xqmuy ci gp"
Co ctqm' { "Uwcp0⁵: "

Nc" eqpgz»p" eqp" Vq { qc" gp" guvg" ecuq" ug" f kq" r quvgtkqto gpvg" cn' x'pewuq" eqp" qv cu"
vgo kpcrgu'Gp" r ctvewrt. "O c'cu' O cf ci nk. "Eqpvtqni' O cpci gt' f g'nc" hto c' f guf g'4233"uqukpgg"
s wg'gpvtg'4233" { "4235"vtxguctqp"wp"nc' i q' r gt'qf q' f g' f gucttqm' f g'nc" twgf c' r ctc" VCUC'Gp"
i gpgtcn'nc"gu'2 vlc" { "gn'r guq' f g'nc" twgf c' gu'dtkp cf q' r qt'nc" vgo kpcn' { "nc"cwqr ctvkuc' f gucttqmc"
o gecpluo qu" kpvtpqu" f gn'r tqf wevq" s wg" pq" uqp" xkukdngu'Gp" r ctvewrt. "Rqiko gvcn' r qugg" wp"
f gr ctvco gpvq" f g' kpi gpkgt'c' f g" Rtqf wevq. "f qpf g"ug" f gucttqmc" o qif gu" { "r kgl cu'Guvq" gu' "
r t kpek' cm gpvg'xkpwrc' f c' s wg'nc"cwqr ctvkuc' t gcrk' c'cevkxf cf gu' f g'hwf lek»p. "ncu'ewcrqu'gu' p"
hwgt vgo gpvg' f vgo kpcf cu' r qt' nqu'erko cu' { "ncu'vgo r gtcwcu'nc'crqu. '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'0F g'guvg'o qf q. "Rqiko gvcn'
f gucttqm»"nqu"o qif gu' r ctc"ncu' twgf cu" { "eqo gp| »" c" r tqf wek'ncu'0Cu' "gp"4236"nc" r tqxggf qtc"

⁴⁵⁸"Rqiko gvcn'gu' r ctvg' f gn'I twr q"TD. "r tqr kcf cf "f gn'go r t guctkq"nc'nc' Tqdg'vq" Dceecpgrnk'0F gpvtq' f g'guvg" i twr q"
go r t guctkcn'nc" hto c' o " u"ko r qtvcpvg" { "cpvk' wc"gu" Hgttquk' gt'0Guc' Ànko c'ug'etg»"gp"3; 8; . "ug"gur gekr'k' c"gp"gn'
r tqeguqo kpvq' f g'cegtqu' r ncpqu'nc' kpcf qu"gp" h'q. "nc' kpcf qu"gp" ecrk'pvg. " { "cegtqu' t g'xguk' qu. " { "cdcuvgeg" c'nc"
kpf wutlc"cwqo qv k' f guf g'uwu'kplekqu'0

⁴⁵⁹"Uw'r t kpek' cn'r tqxggf qt' f g'cnwo kpkq"gu' Cnwct'0

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

⁴⁵: "Gp"nqu' c° qu"cpvgtkq' gu'wxkgtqp"cn' wpqu'eqpvcvqu"eqp"qv cu"vgo kpcrgu. "r gtq"eqp"xqna' gpgu'dclqu" *O c'cu' O cf ci nk. "gpvtgxkuc" 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"mpcu's wg"gtcp"cpvgr tqf wekf cu'r qt"rc"rgo 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'xcnqt 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"

Nvgi 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'vgn'r tqf wekf q"eqp"twgf cu" f g"cnwo lplq" gp"guv" c^o q-0⁶²"Gn'tguv" f g"rcu"twgf cu"uki wgp"ukpgf q"ko r qtvcf cu" f guf g"Dtcukn"0⁶³"Rqt"qvtq"rcf q." Rrko gcn'lug"gzr cpf k»"c'i tcp"r ct vgf gn' b gtecf q"cwqo qvk' "mecnluwo cpf q"eqo q"enkpgu" c" Hkv." Rgwi gqv."P kuucp."Hqt f {"J qpf c"eqp"o c{ qt gu"xqnAo gpgu" f g"eqo r tc0⁶⁴"

F g"guv"o qf q."guv"ecuq"gu" f kgtuq"cn'f gn'tguv" f g"rcu"cwqr ct vkuv"mcegru"gzco kpcf cu" Rqt"wp"rcf q."pq"lvtqf wlq"gn'VRU"eqo q"rcu"cpvgtkqtgu"0Cf go ^a u."uw"x"pewm"eqp"Vq{ qvc"mgi »" r quvgtkqto gpvg"cn'f gucttqm{" "gur gekn'k cel»p"gp"twgf cu" f g"cnwo lplq" {" "qu"eqpvcqu"eqp"qvtcu" vto kpcrgu." ukpgf q" o gpqu" f gr gpf kpv" f g" rc" vto kpcn' lcr qpguc" gp" eqo r ctcel»p" eqp" qu" cpvgtkqtgu" r tqxggf qtgu" mcegru" Nc" f gekuk»p" f g" Vq{ qvc" f g" uwvkwk" ko r qtvcckpgu" r qt" rc" r tqf wek»p" f g"Rrko gcn'eqp"rc"mgi cf c" f g"rc"pwx"J kwz"guwxq"hwgtvgo gpvg"cuqekf c"cn' b c{ qt" tglpvgi tq"r qt"rc"rg{ "cwqr ct vkuv"s wg"guv"qhtge"rc"r qt"tgn'k ct"cevklf cf gu" f g"hwf lek»p"0C"uw"xgj ." guv" Anko c"ectcevt"luec"ko r nec"s wg" guv" r tqxggf qt" tgn'leg" 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 tguv"gu"wpc"r tqxggf qtc" f g"r kgl cu"htlcf cu" f g"ecr kcrgu"mcegru"wdkecf c"gp"rc" r tqxlpek" f g"Ucp" Nwku"0Gu"wpc" f g"rcu"o ^a u"ko r qtvcpgu"r tqxggf qtcu" f g"r ct vgu"htlcf cu"r ctc"rc" lpf wvkc"o gvm ge^a plec" *r kgl cu"r ctc"gn'o qvqt."uwur gpuk»p." f kgtgpekn' {" "tcpuo 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"vgu"i tcpf gu"eqo r gwf qtgu" f g"twgf cu" f g"cnwo lplq"gp"Dtcukn"Kj qr g/O czkqp."P gq" Tqf cu." {" O cpi gnu."vqf cu"gn'cu" f g"ecr kcrgu"dtcukg^o qu"0"

⁴⁶⁴"Gn'glgewkxq"o gpekpc"s wg"co dlk"p"rg"r tqxg{ gtqp"twgf cu" c" Tgpcwv"r gtq" f guf g"rc"r tqxggf qtc" f gekf lgtqp" f glct" f g"r tqf wekrg"r qt"wpc"r qm'lec" f g"cewcnk cel»p" f g"r tgeku" f g"rc"vto kpcn' b w{ r gtlwf lekcn'r ctc"rc"cwqr ct 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"rc"go r t guc0Rqt"wp"rcf q."ug"pgegukcp"cnuc"lpxgtukppgu"gp"ecr kcnr ctc"rc"eqo r tc" f g"j qtpqu"{"r tgpuc."r qt"qtq."gn'cegtq"s wg"wkkl cp"pq"ug"r tqf weg"gp"gnr c"ju"{"f gdg"ko r qtvtug" f guf g"Dtcukf⁶⁵"Cf go ^a u."gn'xqmw gp"fg"gn'o gtecf q"cti gpvkpc"gu"dclq"r ctc"guvc"cevkxf cf " {"mqu" o ^a ti gpgu"fg"i cpepek"vco dlē p"uqp"dclqu0Cn'4242"ETCHO UC"gtc"wpc"fg"rcu"r qecu"go r t guc" f g"r kl cu"htlcf cu"r ctc"rc"lpf wutk"cwqo qvtk " {"c's wg"gu"rc"Àplec"s wg"ewgpc"eqp"wpc"r tgpuc"fg" 6222"vpgmfcu⁶⁶"Ukp"go dcti q."mqu"glgewkxqu"uqukpgp"s wg"gn'pkxgn'f g"lpxgtuk"p"fgo ² ukeq" pq"hwg"gn'uwhekgpv"gp"rcu"Ànko cu"f² ecf cu" {"r qt"gpfg."rcu"ecr cekf cf gu"vgepqn"i kecu"fg"rcu" cevkxf cf gu"fg"htlcf q"gp"qtqu"r c"ju"uwr gtcp"co r riko gpyg"cn'iqecni"fk gevqxqu"fg"ETCHO UC." gpyt gxkuc"r gtuqpcn"3: B4245-0

Nc"tc{ gevqtk"fg"ETCHO UC"lplek"eqo q"r ctvg"fg"rc"cwqo qvtk "KMC"gp"3; 79"ewcpf q" f kej c"eqo r c° "c"fg gekf g"lpxgtvk"gp"o cs wkpctk"fg"htlc"gp"E»tf qdc0Nwgi q."gp"3; ; 2"cdtgp"rc" lftlec"gp"Ucp"Nwku." cr tqxgej cpf q" wpc"ng{"f g"r tqo qekp"lpf wutkcn' Gp"3; ; 4" gn'I twr q" I co guc.⁴⁶⁷ f g" Gur c° c."ng"eqo r t»"c" Tgpcwn" *cpvgu" KMC+"rc" cwqr ctvkuc"ETCHO UC' Ukp" go dcti q."gp"4224"gn'i twr q"gur c° qn'f gekf g"vgtō kpc"eqp"uwu"pgi qekqu"gp"gn'ugevt"cwqo qvtk " gp"Cti gpvkpc."Dtcukf{"Gur c° c⁶⁸"Cu"gp"4225"xgpfgp"ETCHO UC" c" wpc"crkcp| c"fg"fk gevqxqu" f g"rc"go r t guc"eqp"gn'I twr q"Vcwu."wpc"eqo r c° "c"fg"ecr kcrqu"pcekppcngu"fg"lecf c" c"rc" r tqf wekpp"fg"o cs wkpctk"xlcn'{"r ctc"rc"lpf wutk"fg"rc"o cf gtc0"

Gp"guvc"2 r qec"ug"eqo gpl »"c"r tqf wek"r ctc"Vq{ qvc."c"r ctvk"fg"gn'o qf gm"J knw"KO X0Gp" r ctvwrt."ETCHO UC"fg"ug° »"gn'r mppq"fg"htlc"{"fgucttqm»"gn'uqr qtvg"fg"gn'vtp"fg"mrvgtq"r ctc" VCUC" c"r gf kf q"fg"rc"vgtō kpcn'Nqu"glgewkxqu"uqukpgp"s wg"gu"wpc"r kl c"fg"enc"eqo r nglk cf " {"hwg"uwo co gpyg"fg"kl'kni"gn'f kug° q" {"fgucttqm"fg"rc"o kuo c0Rqt"glgo r nq."gn'tguv"fg"rcu"r leni" 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{ gpf q" c"Vq{ qvc"gp"mq" c° qu'r quvgtkqtgu." uwhtkpgf q"uqm"eco dkqu"o gpqtgu0Cf go ^a u."gp"guvc"gvrc"rc"r tqxggf qtc"hdtkedc" gpi tpcplgu" htclcf qu'r ctc"rcu"eclcu"fg"eco dkq"fg"Xqmuy ci gp" {"gtc"r tqxggf qtc"fg" Tgpcwn" {"Hkx0"

⁴⁶⁵"Gp"r ctvwrt."guvc"go r t guc"tcdclc"eqp"cegtq"o letqrcgf q."ew{c"Àplec"r tqf wevtc"gp"Uwf co ² tlec"gu"rc"dtcukgtc" I gtf cw0"

⁴⁶⁶"Qvc"cwqr ctvkuc"fg"r kl cu"htlcf cu."s wg"vco dlē p"gu"r tqxggf qtc"fg"Vq{ qvc."gu" Twdqn"cwps wg"guvc"htō c"pq" vpgg"rc"ecr cekf cf "fg"hdtkect"rc"r kl c"fg"ETCHO UC."gn'uqr qtvg"fg"gn'vtp"fg"mrvgtq"fg"rc"eco kqpgc."r qt"pq"r quggt" wpc"r tgpuc"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 tqrc" {"gn'dceq"DDXC0Nwgi q."gn'I twr q" I co guc"ug"cuqek"eqp"qvc"htō c"xcuec."rc" Eqtr qteckp"O qpf tci qp"Eqqr gtcvxc."hqtō cpf q"Rtqo qcwq" c"plxgn'lpvgt pcekppcn'0C"o gf kf qu"fg"3; ; 2"rc"htō c" kpgtpcekppcn'ug"hectk »"gp"gn'twdtq"fg"rcu"gpgti "cu"tgpqxcdngu0F guf g"4239"rc"go r t guc"ug"cuqek"eqp"rc"crigo cpc" Ugo gpu."hqtō cpf q"Ugo gpu" I co guc0"

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

P q"qduwcpvg."gp"4235."cpvg"xctkqu"co qu"fg"fgukpxgtuk»p."uwo cf q"c"re"ecff c"fgn'ugevqt" cwqo qvqt"pcekqpcn"re" go r t guc"guwxq"cn'dqtf g"fg"re"s wkgdtc0C"r ctvkt"fg"wp"vtdclq"fg"re" o kpkmtc"pcekqpcn"fg"Kpf wmtk"fg"guq"o qo gpvq."F²dqtc"l kqti k"ug"gpqvt»"wp"pwgqxq"i twr q" kpxgtuqt"s wq"eqo r tg"{"tghqto wq"re"eqo r c°"0Cu"re"go r t guc"fg"Ucp"NWku."Tqxgmc"Ecctcp| c." f gf kecf c"c"re"eqputwek»p."cf s wkgtg"re"vqwrkf cf "fg"ETCHO UC0D^a uleco gpvg."gn'i qdkgtpq" pcekqpcn"rg"r kf k»"c"re"go r t guc"eqputwevqt"eqo r tct"re"cwqr ctvkt"r ctc"o cpvgpgt"nqu'r wguvqu" fg"vtdclq"{"gn'know-how"fg"re"eqo r c°"0c."{"guc"ug"xkq"qdri cf c"cegr vct."f cf q"s wq"i tcp"r ctvg" fg"uw"pgi qekq"r tqxgp"0c"fg"re"qdtc"r Àdriec"{"f gr gpf"0c"fg"gn'i qdkgtpq"»f kgevxq"fg"ETCHO UC." gpvtgxkuc"r gtuqpcn"3: B 4245-0⁶⁹""

" Nqu"fg kgevxqu"fg"ETCHO UC"uqukpgp"s wq."gp"gn'4236."Xqmuy ci gp"{"Vq{qvc."nqu" Àplequ"erkgpvgu"s wq"rg"j cd"0c"p"s wgf cf q."ngu"o cpkhuvtcp"s wq"re"fg"ugkpewct"0c"uk"pq"o glqtc"dc"p" re"r tqf wekxf cf "{'ewo r n"0c"eqp"re"gpvtgi c"fg"r kq| cu0C"r ctvkt"fg"gmq."ug"mgx»"c"ecdq"wp"r tqeguq" fg"tgqti cpk cek»p"s wq"ko r rke»"gn'f gur kf q"fg"r gtuqpcn"{"re"o glqtc"fg"ecrk cf ."r tqeguq"{" ugi wtk cf 0Gp"guq"Ànko q"r wpvq"gn'f gr ctvco gpvq"fg"Kpi gplgt"0c"fg"Rtqeguq"fg"VCUC"wxq"wp" tqnlhwpf co gpvcn"{"c"s wq"gpw»"r gtuqpcn"re"r tqxggf qtc"r qt"o^a u"fg"wp"co q"r ctc"mgxct"cecdq" ecr cekcekqpgu"{"o glqtc"re"ghlekpeke"fg"re"r rcpvc"»f kgevxq"fg"ETCHO UC." gpvtgxkuc" r gtuqpcn"3: B 4245-0'

" C"tc"0c"fg"guq"vtdclq"eqplwpvq"re"hko c"r wf q"tgewr gtctug."o glqtc"pf q"nqu"r tqeguq"{" cwo gpvc"pf q"re"r tqf wek»p0C"lw'xgl."j c"nqi tcf q"tgeqo r qppt"gs wkr qu"fg"lpi gplgt"0c"eqpvtcvcpf q" lpi gplgtqu"junior"{"r qpke pf qmuc"vtdclct"eqp"nqu"senior"s wq"xgp"0c"fg"re"u"fg"ecf cu"cpvgtkqt gu" gp"re"hko c06:"Culo kuo q."j c"uwo cf q"pwgqxqu"erkgpvgu"eqo q"Uecpkc."Tgpvcw"{"Hqtf."cf go^a u"fg" go r t guc"fg"o cs wkpctk"ci t"eqnc06:"F g"vqf qu"o qf qu."nqu"glgewkxqu"uqukpgp"s wq"re"r guct"fg" j cdtug"tgewr gtcf q"fg"re"etkuku"uwtkf c"gp"4235/4236."cn'4244"re"go r t guc"vtdclcdc"r ctc" cncp| ct"r wpvqu"fg"gs wkrkdtk"{"nqu"o^a ti gpgu"fg"i cpcpek"uki wgp"ukgpf q"guccuqu"q"pwnqu." f gr gpf kpgf q"gn'co q0'

" Gp"tguwo gp."guc"go r t guc"vco r eqq"wxq"wp"vct{gevtk"vcp"uko krt"cn'tguvq"fg"re"u" cwqr ctvktcu"mqecrgu0Uw'x"pewq"lplekcn'eqp"Vq{qvc"rg"r gto kke"go r ngct"ecr celf cf gu"v²epkecu" eqo r nglcu"r ctc"fg"lug° ct"{"fg"gucttqmt"wp"r kq| c"gur ge"0c"re"sg"vqf cx"0c"ug"wkkt c"gp"re"J knw0Ukp" go dcti q."guc"tgrcek»p"pq"rg"cdtke"r wgtvcu"q"vtqu"pgi qekq"eqp"vgo kpcrgu"mqecrgu"q"fg"gn'gz vgtkqt0'

⁴⁶⁹"Gn'f kgevxq"ug° cnc"s wq"hwg"wp"qr gtceke»p"uko krt"re"s wq"lpgvpc"j cegt"eqp"re"cwqr ctvkt"Rctcp^a "O gvcn"{" re"eqo r tc"fg"nqu"r tqf wek»p"0c"cwps wq"re"o kuo c'egt»"gp"42370'
⁴⁶:"Nc"go r t guc"vkgpg"wp"fg"gr ctvco gpvq"fg"lpi gplgt"0c"fg"Rtqeguq"{"qvtq"fg"o cxtleg"0c"r gtq"pq"lpi gplgt"0c"fg" Rtqf weq0'
⁴⁶:"Nqu"fg kgevxqu"ug° cncp"s wq"re"u"eqo r tcu"fg"Xqmuy ci gp"vtdclct"uki pkecvkxco gpvg"gp"nqu"Ànko qu"co qu." r tkpek cnc gpvg"fg"gdqf q"ce"sg"re"r tqf wek»p"fg"ecclcu"fg"eco dlq"fg"getgek»hwgtvgo gpvg"fg"gdqf q"ce"re"vcpulek»p"ecf c" xgl"o c{qt"re"u"xtgukqpgu"cwqo^a vkecu0'

Gu'o ^a u. 're'cwqr ctvkw'cvtcxgu»'o Ànr ngu'r tqdngo cu'f wcpvg'ru'r tlo gtcu'f²ecf cu'f gn'uki nq." eco dlcpf q'f g'r tqr kvctku'gp'f kwpvcu'qecukapgu'f 'mgi cpf q'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'lpwxqmetco 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° 'p'Gp'r ctvkw'wrt. "gn'vcdclq"gp"eqplwpvq"gp"gn'o glqtco kgpvq'f g'mu'r tqeguqu'ng" r gto kx" c're'cwqr ctvkw'gpeqvtct'plxnguf g'r tqf 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'ukugo cu'f g'ckg'ceqpf lekqpcf q'r ctc'xgj 'f'wru'gp're'r tqxkpek'f g'Vggtc'f gn'Hwi q' c'r ctvt'f gnt²i ko gp'f g'r tqo qek»p'kpf wutkri0Gp'4243'eqpvcde'eqp'50722'go r ngcf qu.'wpc'f'p'g'c' f g'o qpvc'f g'twgf cu'gp'Tquctkq'r ctc'I gpgtciO qvqtu'f 'ekpeq'r rcpvcu'kpf wutkri'gp'Vggtc'f gn' Hwi q." f qpf g" ug" hcdtkecdp" gs wkr qu" f g" erko cvk'cek»p" { " ukugo cu" f g" kphqto cek»p" { " gpv'gvgpko kgpvq" *infotainment+" r ctc" re'kpf wutk'cwqo qvtk' . " r mcs wvcu" grgext»plecu" r ctc" gn' ugevq't'cwqo qvt. "grgext»plec'f g'eqpuwo q. "grgextqf qo ²u'lequ" { "o »f wru'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'cni'guw'f g'ru'r tqxggf qtgu' f qo ²u'lequ0'

" Nqu'r tlo gtu'erkgpvu'f g'O kti qt'hwgtq' Hkv'f 'Rgwi gqv'ewcpf q'guqu'eqphqto cdc'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»"ukugo cu'f g'ckg'ceqpf lekqpcf q'c"Rgwi gqv.'Hkv."Tgpcwv."I gpgtciO 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"kp'vterko c."uw'r tlpek'cn'r tqxggf qtc'f g'kpvgtco dlcf qtgu'f g'ecmqt. " wco dk2p'wdekf c"gp'Vggtc'f gn'Hwi 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'vdrigtu'r ctc" xgj 'f'wru'Xqmuy ci gp" { "gp"4226"eqo gp| »"c"r tqf wek'gs wkr qu'f g'ckg'ceqpf lekqpcf q'r ctc"

⁴⁷²"C"uw'xgl . "ug"gpwgpvtc"eqputw'gpf q'wpc'pwgxc'r rcpvc"gp'Dctcf gtc. "r tqxkpek'f g'Dwgpqu'Clkgu." r ctc"re' r tqf wek»p'f g'r lgl cu'gur gekrgu'f g'cr ctkepek'r ctc"re'kpf wutk'cwqo qvtk' 0Cf go ^a u.'re'hto c'ug'j c'f kxgtukhctef q' j cek'qvtu'ugevqtgu-Tgckl'f gucttqm'f g'ecpvcu'o kptkxuc+. 'kppqxc»p"r tq { gevu'f g'K F'g'kpi gplgt'f'gr'evtlec." uqhy ctg" { " o ge^aplec+." Ci tqr gewctkq' *gzr qtwek»p" f g' r tqf wvqu' ci tqr gewctkq+." Nqi 'f'wec." F kwtldwek»p" *eqo gteckl'cek»p" f g' r tqf wvqu' grgext»plequ+ { " Ugtxlekqu' *ugt'xlekqu" r quv' xgpc" kpenw'gpf 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 ¶c"K VGE+.'eqp'rc'ewcneqo gp| ctqp'c'r tqf wek'egnwrtgu'P qnk0Gp'rc'ugi wpc'f'2'ecf c" f gn'4222"O ki qt"kpkek»"wo dk²p"rc'hcdtkceek»p'f g'vgrxkuqtgu'NI " { "Uco uwpi . 'eqo r wcf qtcu' F gm'egnwrtgu'Uco uwpi . 'ukugo cu'f g'cwfkq" { "wplcf gu'f g'F XF " { "Dnw'Tc { "Dgmqs.e.'4239-0

" Gp" gug" eqpvz vq. "O ki qt" ug" xlpew»" eqp" VCUC'0'Gp" r ctvkwrt. " gptg" 4235" { "4236" rc" f kgeek»p'f g'Vq { qvc' Cti gpvpc'f gekf k»'mqcrk ct'rc'tcf kq. 's wg'gtc'r tqf wek c'r qt'rc'b wmkpcekqpcn' lcr qpguc" Rkqpggt" gp" O cpcqu. " Dtcukn" { " f guf g' cni" gtc" ko r qtvcf c" cni' r c¶u" *F cplgn'J gttgtq. " gptgxkuc" r gtuqpcn" 3 19 4244-0' Cu¶" ug" ng" r tqr qpg" c" O ki qt" tgerk ct" gn' ukugo c" f g' gptgvpk kgpvq" c" dqt f q" *infotainment+" { c" s wg. " cwps wg'pq' hcdtkcdc" gug' r tqf wevq. " gtc'rc" Àplec" hto c" mecn' s wg' vgp¶c" gzr gkgek" { " ecr cekf cf. " vcpvq" gp" rc" kpf wutk" cwqo qvk " eqo q" gp" rc" r tqf week»p'f g'grgevt»plec0"

" F g'gug'o qf q. 'O ki qt' r tguqp»'wpc'r tqr wguv'c' VCUC" { "2 uvc'rc'grgx»'c'uw'ecuc'o cvtk " gp" Lcr »p. " rc" ewcn' nwi q" eqpxgpek" c" Rkqpggt" f g" gptct" gp" wp" r tqeguq" f g' vcpuhgtgpek" vgepqni' lec0C' r ctvk' f g'gug'cewgtf q. " Rkqpggt'eqpvp'Àc'tgekdkgp' q'wp'royalty" r qt' gn'wuq' f g'uw' vgepqmi ¶c" { " eqo r ctvg'gnr tqeguq' r tqf wekxq' s wg' vgp¶c'p' gp' Lcr »p" { " O cpcqu' r ctc' s wg' O ki qt' hq" ko r ngo gpvg' gp' Vkgttc' f gn' hwi q0Cu¶'ug'o qp»'rc' r tko gtc' r rcpvc' f g' ukugo c' f g' gptgvpk kgpvq" c" dqt f q0Nwgi q. " Rkqpggt' j k q' wpc'tgxkuk»p' v' eplec. " wpc'cuguqt¶c" { " wpc'egt vkeek»p' f g'rc' r rcpvc. " { " gp" gn'c° q" 4237. " rc" hf dtlec" gu' cr tqdcf c. " eqo gp| cpf q" eqp" rc" r tqf week»p' f g' ukugo cu' f g' gptgvpk kgpvq" c" dqt f q" *Lqu²' Cmqpuq. " gptgxkuc' r gtuqpcn" 32 19 4244-0' Ugi Àp' F cplgn'J gttgtq. " r ctc' r qf gt' tgerk ct' guv' mecrk cel»p' hwi' f gvto kpcpv' gn' xqno gp' f g' r tqf week»p' s wg' crecp | »" VCUC. " { c" s wg' c' r ctvk' f g' guq' òse puede atraer a cualquier proveedor de afuera en un joint-venture o un acuerdo de tecnología "" *F cplgn'J gttgtq. " gptgxkuc' r gtuqpcn" 3 19 4244-0'

" Rctc" Cnglcpftq" Lcxkt" Xk | ctk" I gtgpvg" Glgewkxq" f g' Kpxguki cel»p. " F gucttqm" g" Kppqxcel»p' f gn'I twr q" O ki qt' f guf g' 4232. " gn'c° q" 4237" hwi" wp" " año bisagra "" r ctc" O ki qt' f gdf q" cni' kpekq" f gn'cewgtf q" eqp" Vq { qvc'0'Cu¶" gn' glgewkxq" uquvkgp' 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' cevxxkf cf gu. " gn'gs vkr q' f g' kpi gplgt¶c' f g' O ki qt' go r gl »'wpq' f g' nqu' r tq { gevqu' o ^ u'uki pkkccvxxqu" gp' nqu' r tqeguqu' f g' kppqxcel»p' f g'rc' eqo r c° ¶c. " gn' f gucttqm" r tqr kq' f g'rc' tcf kq' HCO ROUg' vtcw' f g' wp' f kur qukkxq' etgcf q' r qt'rc' go r tguv' s wg' vctcxgu»' f kunkvcu' gvr cu' j cuv' nwi ct' c" kpeqtr qtctnq" gp'rc' Hkv' Vqtq. " xgi ¶ewuq' r tqf wek q' gp' Dtcukr0' Guv' hwi" rc" r tko gtc' tcf kq' dcucf c' gp' gn' ukugo c' qr gtcvxxq' Cpf tqkf' f gucttqm' c' f gp' Co ^ 2 tlec' f gn' Uwt *O ki qt. "

451: 14243+0'Gu'f gekl. "O ki qt'ngx»"c"ecdq'r tqeguqu'f g"upgrading intersectorial."eqo gp| cpf q" eqp"rc"r tqf week»p" f g"wp"r ctv"eqo r rglc" c"r ctvt" f g"wp"cewgtf q" f g"vcpuhgtgpek"vgepqn»i lec" eqp"wp"o wmpcekqpcn'nf gt"eqo q"Rkqpggt. {"funcional,"tgcrlk cpf q"hwpekqpgu" f g" f lug° q" {" f gucttqm"r tqf kq" f g" guvqu"r tqf wevqu0' Cf go a u."Lqu²" Cmpuq."EGQ" f g"O ki qt" f guf g"4238." uquvkgpg's wg"gp"gn'4244'ug"gpewgpcp" f gucttqmcpf q"qtqu'ukvgo cu'f g"gpvtgvgpko kgpvq" c"dqtf q" r ctc"qtvcu"vgtō kpcrgu"cwqo qvtegu0' C"uw'xgl. "O ki qt"ng"eqo gp| »"c"xgpf gt"qtqu"r tqf wevqu" grgev»plequ" c"Rgwi gqv' Cti gpvkc" {"Xqmq'Dtcuk0'

" Gp'r ctvewrt. 'rc' f kxkuk»p' f g'kppqxcex»p' f g'O ki qt'ug'hqto crk »'gp'423; . 'ewcpf q'eqo r tc" rc" eqo r c° 'c' Hco ct" Hwgi vkc." f gf kecf c" c" rc" r tqf week»p" f g" crto cu." cwqguvgtgqu" {" eqo r wcf qtcu'r ctc'xgi 'pewqu0'73' C'vtx² u' f g"guvq. "O ki qt"o cte»'uw'kpvgek»p' f g'cf gpvtctug"eqp" hwgt| c"gp'rc'kpf wvkc"grgev»plec"cwqo qvtk 0Cu'f"ug'etg»'gn'ugevqt' f g'kppqxcex»p'eqo q'vplf cf " f g'pgi qekq. 'kpvgi tcpf q'gn' tgc' f g'kpi gplgt'c' f g'Rtqf wevq"eqp"rc" f g'F gucttqm" g'kppqxcex»p" *O ki qt.'451: 14243+0' Cf go a u' f g'hqu'ukvgo cu' f g'gpvtgvgpko kgpvq" c"dqtf q."guv'ugevqt' f gucttqm" ukvgo cu' f g'internet of things" *Kv+ {"o qxkrf cf "gr'vtelec" *dkelegvcu" {"o qpqr cvkpgu'gr'vtelequ+ eqp' f lug° q"gzenvukxq' f g'rc"eqo r c° 'c' *Lqu²' Cmpuq. "gpvtgxkvc"r gtuqpcn'3219 14244+0'

" Gu'f gekl. "O ki qt" gu"wp"ecuq" gur gekn' gpvtg"rcu" cwqr ctvkvu" mcegru" f g"Vq{ qvc0' Gp" r ctvewrt. "rc" hto c" vkgpg" o c{ qt" gpxgti cf vtc" s wg" gn' tguvq" f g"rcu" f qo ² ukvcu" *{ c" ugc" r qt" go r rgc f qu." r rpvu" q" plxgrgu" f g" r tqf week»p+0' Cf go a u." O ki qt" {"c" hdtkecdc" r tqf wevqu" eqo r rglqu" *ukvgo cu' f g'ck'gu'ceqpf kekqpcf qu."grgev»plec' f g'eqpuwo q."grgevqf qo ² ukvcu+ {"c" r qug'c' "gZR gtkgpek"gp"rc'kpf wvkc"cwqo qvtk "cpvqu' f g'uw'x'pewq"eqp"Vq{ qvc0'Uk" go dcti q."c" r guct' f g'gmq. 'hc' tgrcek»p'eqp'VCUC'uki pkle»'wp'ucnq'ko r qtvcpg'gp'rc'vc { gevtk' f g'guv' hto c." r gto kxk pf qng'rc" r tqf week»p' f g'wp'pwxq' dkgp"eqo r rglq" c"r ctvt" f g'wp"cewgtf q"vgepqn»i leq"eqp" wp"o wmpcekqpcn'nf gt0' C"uw'xgl. "guv"uwvkwf »"ko r qtveckqpgu" s wg"r tqxgp'cp"r tgxkco gpv" f guf g'Dtcuk0'F g'guv"o qf q."guv"gu'gn'Àpleq"ecuq' f g'vqf qu'rcu'r tqxggf qtgu' f g'VCUC" s wg'ngx»" c"ecdq'wp"r tqeguq' f g"upgrading funcional e intersectorial, pq'w»mq" c"r ctvt" f gn'gucrcō kgpvq" c" rc" r tqf week»p" f g"pwxqu" dkgpgu" o a u"eqo r rglqu."ukpq" s wg"vo dk² p" tgcrlk cpf q" gn' f lug° q" {" f gucttqm" r tqf kq" f g" guvqu" r tqf wevqu0'"

473" Nwgi q. "gp" 4242" O ki qt" vo dk² p" eqo r t»" qvc" go r tguv" tcf kecf c" gp" Vlgttc" f gn' Hwgi q. "rc" guv' qvplf gpug" Dtki j vuct. 'f gf kecf c' c'rc' 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."rc"gobernanza"gp"rc"EI X"f g"rc"lpf wwtlc" cwqo qvtk "gu'f kki kf c'r qt"gnr tqf wevqt *producer-driven+:"f gdlf q"c"s wg'hqu'cevxqu"gur ge¶hequ" s wg'gu' p'r qt'f gta u'f g'guv'kr q'f g'gobernanza uqp'r tpekr cm gpv'ru'ecr cek cf gu'r tqf wevxcu." ru'cnqu'tgs wgtko kpvqu'f g'ecr kcn'{"rc"K F 0'Ncu"go r tgucu's wg'i qdkgtpcp"ru'producer-driven" uwgpp" uwdeqptcvt" cni wpcu" hcugu" f g" rc" r tqf weekp." r gtq" tgkppp" r ctc" u¶ rc" K F " {" rc" o cpwcewtcekp" *eqo r rglc+f gndkpp'hkpn"Rqtvc"gv'cn"4236+0Uk"go dcti q."rc gobernanza"fg" VCUC"wo dk² p"ug"j c"f gucecf q"r qt"wpc"ugtkg"fg"grgo gpvqu'r ctvewrtgu"s wg"ug"f gvcncp" c" eqpvkpwcekp0'

" Gp"r tko gt"nwi ct."ug"r wfg g"o gpekqpcr"rc"r ctvlekr cekp"cevxk"gp"gn'f gucttqm"fg"ru" r tqxggf qtgu"mecngu0'Guq"ug"j c"xluq" c"vtx² u'f g"wpc"ugtkg"fg"r tqi tco cu'{"cevxkf cf gu."vrgu" eqo q"gn'Supplier Production Tracking Team" *URVV+r ctc"rc'kpenwulp"fg"pwxqu'r tqxggf qtgu." rc"Cuqekcep"fg"Rtqxggf qtgu'f g'Vq{ qvc"Cti gpvpc" *CRVC+r ctc"htvmege"rc"eqqr gtcekp"gp" rc"ecf gpc"fg"xcmq."{"f kxgtucu"cevxkf cf gu'f g'ecr cekcep"r ctc"eqrdqct"gp"ru'o glqtcu'f g'ru" cwqr ctvkuu0'Guq"lpxqnetco kpvq"j c"ukf q"fgucecf q"r tpekr cm gpv'r qt"ru'r tqxggf qtgu'f g" ecr kcnu"pcekpcrgu"ew{ q"r tpekr cn'enkpv"gu"Vq{ qvc" *lpf wwtlcu" I wfk" Guvgdcp" Eqtf gtq." Xgpvcno {"ETCHO UC+0'

" Cu¶" gucu" cevxkf cf gu" f g" ecr cekcep." tqcekp" f g" r gtuqpcn" e¶ewru" f g" ecrkf cf ." eqpxgtucekppgu" hqto cngu" g" kphqto cngu" {" f kxgtucu" tgwkpqpgu" i gpgtcp" wp" kvgtco dkq" f g" kphqto cekp"fgdlf q"c"s wg'cdtgp"gur cekqu"s wg'heckkcp"rc"etgcep"fg"tgf gu'f g'eqpvcequ"g" kvgtceekppgu'r gtuqpcngu0'Guq'ug' gu'r cucp'hwi q."o gf kcpv'f khtgpv'j gttco kpvu."c'rc"guhgc" qti cpk cekpcn'cwo gpvcp q"rc"ektewncekp"fg"lphqto cekp"fg"vgo cu'eqo q'r tqegu'r tqf wevxcq." qti cpk cekp" {"i guk0'Nc"tgrecp"fg"Vq{ qvc"Cti gpvpc"eqp"uwu"r tpekr cngu'r tqxggf qtgu" dtkpf c" eqo r tqo kuq" {" eqphcp| c" dkf kgeekpcn" r gto kkgpf q" wp" o c{qt" kvgtco dkq" f g" kphqto cekp"fgdlf q"c"ru'ectcevt¶wkecu'f g'f wtcep" {"eqpvkpwkf cf "s wg'kppg"rc"tgrecp0'

" F g" guv"o qf q."qvc"ectcevt¶wkec" f kpvkxc"fg" guv" gobernanza"gu"rc"i gpgtcep"fg" x¶ewru" c" rcti q" r rcl q." gp" r¶pgc" eqp" gn' kr q" f g" x¶ewru" s wg' gucdngep" ru" vgo kpcngu" cwqo qvlegu"lcr qpgucu"eqp"uwu"r tqxggf qtgu"gp"vqf q"gn'o wpf q0 Gp" guv"ugpvkf q."vqf cu"ru" cwqr ctvkuu" gpv'gxlucf cu" eqpvkpwctqp" uw" tgrecp" eqp" VCUC" f guf g" s wg' eqo gp| ctqp" c" r tqxggtngu'r ctvku0'Nc"Apkczegr ekp"gp"guv"cur gev'hwg'gn'ecu'f g'ETCHO UC0'Guq'hwg'wpc" ukwcep"r ctvewrt"gp"rc"ewcn"rc"cwqr ctvkuu" guwxq"cn'dqtf g"fg"rc"s wgdte" c"r ctvt"fg"rc" f gukpxgtulp" {"rc"o cn'cf o kpvkcep"fg"rc"go r tguc0"

Cuñ "rcu'tgrecqpgu'f g'rci q'r rc| q'ug'o cpwxkgtqp"gp"vqf qu'mu'ecuqu"{' 'mu'r tqxggf qtgu' p'q'uwhtkgtqp"co gpc| cu'f g'ugt'f gur rc| cf qu'r qt"qvtqu0Ugi Ap"gn'r tgu'k'f gpv'f g'Xgpcnw . "guv'ug' f gdg"cs'wg" "Toyota no toma decisiones con criterios financieros de corto plazo, sobre cosas que van a impactar en el largo plazo. Se puede perder un poco durante un tiempo. Ellos no quieren maximizar ganancias, quieren optimizar ganancias" 0Gñ'ecuq'o 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 vku'f gek' k»'tcdclct'uq'iq'eqp'erkp'v'gu' lcr qpgugu'f gdl'f q'c'uw'gzr g'k'gpe'k'gz'k'qu'c'eqp"Vq{ qvc"{' 'hcm'f c'eqp'qvtqu'erkp'v'gu'q'ee'k'f gpvc'gu'0

Cf go a u. "rc" k'peqtr qtcek»p" q' gn' cwo gpv'q' f g" r tqf week»p" f g" rc" o c {qt" r ctv'g' f g" mu' r tqxggf qtgu'gpvtg'x'ku'cf qu'f gur rc| ctqp"r ctv'gu'ko r qtvcf cu"*Xgpcnw . "F cpc."I wk'k"Dquj qmw." Rq'ko gvcn"{' "O ki qt+074"Nc"o c {qt'f'c'f g'gu'cu"l'peqtr qtcekqpgu'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 n'ec'f q'gp'gn'ecr'f'w'w'q'c'p'v'gt'k'qt0Gu'f gek'." c'r ctv'k'f gn'r rc'p'f g'gzr cpuk»p. "{' 'h'ek'k'cf q'r qt'gn'eco d'k'f g'o qf gn'c'rc"J k'wz": AI gp'gtcek»p." gn'uc'iq'c'n'p'k'gn'f g'h'cd't'k'ec'ek»p'f g"322022"wp'k'f 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 vku'0"

" Wp"ewctv'q"grgo gpv'q' f g"t'g'x'c'pek"gp"gn' v'k' q' f g" gobernanza"iq' eq'p'uk'w'f {g'gn'f'z' tt'gq' eq'p'v'q'nf g'VCUC'uq'dt'g'lu'w'f' tqxggf qtgu'0Nc"o c {qt'f' ctv'g'f g'rcu'go r t'guc'gpvt'g'x'ku'cf cu'f gu'ce'cp' gu'g'r v'p'v'q"{' "cni w'pcu't'go c'tec'p"rc"eqo r n'g'k'f cf "f g"t'cdclct"gp"gu'cu'eq'p'f lek'q'p'gu'0R'qt"gl'go r iq'." ETCHOUC"r rc'p'v'g'c"rc" f k'h'ew'nc'f "f g" cwo gpv'ct" r t'gek'qu'eqp"VCUC."iq' ew'cn'rgu'f gl'c" d'cl'qu' o a ti gp'gu'f g'i c'p'c'pek'0C'uw'x'g|. 'f gu'f g'I wk'k'lu'qu'k'p'gp's wg'c"Vq{ qvc "le interesa la reducción de costos, pero por mejoras de la productividad, reducciones naturales, no forzadas". Cf go a u. "f gu'f g"O gvc'nc"t'go c'tec'p"s wg'rc"gz'ki g'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 gpv'g"cn'c'0'Cu'ko kuo q."gu'v'g"eq'p'v'q'n'r w'g'f g"x'gt'ug"gp"rc"r t'qr k'g'f cf "f g"mu'o q'f gu"{' "o c't'k'egu's wg'q'v'q'ti c"c'rcu'cwqr ct vku'cu."c'f k'g't'g'pek'f g'q'v'cu'v'g'to k'p'c'rgu'cw'qo q't'k'egu'0"

" Gp"ew'cp'v'q"c"rc"ugi w'p'f c"en'uk'h'ec'ek»p'f g" gobernanza."t'g'c'rk'f cf c"r qt"i g't'g'h'k"{' "qvt'qu' *4227+."mu'v'k' qu'f g"2'uc"gp"rc"l'p'f w'v'k'c"cw'qo q'v'k'k' r w'g'f gp"x'ct'k'ct'f g'g'p'f k'g'p'f q'f g'rc"t'g'rc'ek»p" v'g'to k'p'cn'r tqxggf qt0Cuñ"{' c'r ctv'k'f gn'cp'a' n'ku'f g'rcu'q'peg'c'w'qr ct vku'cu'gpvt'g'x'ku'cf cu.'ug'erc'uk'h'ec' gu'v'g'vr q'f g'x'p'ewu'iq'eqp"VCUC0Gp'd'cug'c'rcu'g'ng'o gpv'qu'f gu'ce'cf qu."{' "uki w'k'p'f q'gu'v'k' q'm'j 'f'c' f g"gobernanza,"ug'r w'g'f g'u'qu'v'p'gt's wg'Vq{ qvc'wx'q't'gu'v'k' qu'f g'x'p'ewu'iq'eqp'rcu'cwqr ct vku'cu' gpvt'g'x'ku'cf cu."s wg'ug'r w'g'f gp'enc'uk'h'ect'f gn'uki w'k'p'v'g'o qf 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'gu."r gt'q"rc"go r t'guc'f gek'k»'k'p'uc'nt'r rc'p'vcu'gp' W'wi w'c"{' "R'ctei w'c"{' .r qt'iq'v'p'v'q.'ug'uki w'k»'ko r qt'v'p'f q'i t'cp'r ctv'g'f g'rc'p'w'g'c'r tqf week»p'0"

Tabla V-1 - Tipos de gobernanza de TASA con proveedores entrevistados

	Modular	Relacional	Cautiva
Complejidad de la información	Alta	Alta	Alta
Habilidad/necesidad para decodificar la información	Alta	Media	Alta
Capacidades de los proveedores	Alta	Alta	Baja
Nivel de coordinación y asimetría de poder	Medio-bajo	Medio	Medio-alta
Casos	Mirgor, Dana, Metalsa, Polimetal	Denso, Toyota Boshoku, Yazaki	Esteban Cordero, Industrias Guidi, Ventalum, y CRAFMSA

Hwgpvg<gndqtcekp'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"guvcdngel»"wpc"gobernanza"modular eqp"cs wgrcu" r tqxggf qtgu"o a u'i tcpf gu'pq'lcr ppgucu."wgru"eqo q'O ki qt."F cpc."O gvcnc"{'Rqiko gvcrl'Guq"ug" f gdg" c" s wg" r" eqo r rglkf cf " f g" r" kphqto cek»p" kpvgtco dlcf c." uw" eqf kkecdkrf cf " {" rcu" ecr cekf cf gu" f g" r" mqu" r tqxggf qtgu"uqp"cnco"gp"guvqu"ecuqu0Cf go a u."gp"guvg"vkr q" f g"gobernanza ug" gpecti cp" r tqf wevqu" gur gekkecf qu" c" r tqxggf qtgu"cnco gpvg"eqo r gvpgvu."eqp"xgtucvkrkf cf " r ctchdtlect'f kwpqu'r tqf wevqu"{'eqp"wpc"ectvgtc'f g'enkpvgu"b gf kpcpo gpvg'f kxgtukkecf c0Guv" xctkgf cf 'f g'enkpvgu"{' r tqf wevqu'dtkpf c" c' mqu" r tqxggf qtgu"vpc"cwqppqo 'c'tgrvkc't gur gevq'c'mqu" eqo r tcf qtgu"{' . r qt'gpf g.'rcu'culo 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 dlz p" uqp" cnco gpvg" eqo r gvpgvu" {" gz kvg" wpc" cnc" eqo r rglkf cf " f g" rcu" vcpuceekppgu." r gtq." c" f hgt gpek" f g" r" modular." r" eqf kkecdkrf cf " f g"2 ucu" gu" dclc." r qt" m" s wg" gr'eqpqeko kpvq"v' ekq" vkgp"wp"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° q"{' f gucttqm'f g'wp"b qf gr'f g'xgj 'pewm' gur ge'heq0Gp'gr'ecuq'f g'rc"Vq{qvc'J kwz."guvg" r c'u"gu"Vckrpf c."{'rcu'ukvgo krcu'lcr ppgucu"vco dlz p"kpucrcp'uwu'egpvtqu'f g'kpxguki cek»p"gp" gug'r c'u0F g'guvg"b qf q."gr'f twguq'f grlpvgtco dlq'f g'kphqto cek»p'ug'f gur rgi c'cnf"{'hwg' q'guqu" r tqf wevqu"{' r tqeguqu"uqp'tgr rkecf qu"gp"qvtqu'egpvtqu'kpf wutkrqu."gp"guvg"ecuq."Cti gpvpc"{' Uwf^a hkec0'

Gp"guvcu'ecf gpcu'ug'xgtkhe"vpc"o www'f gr gpf gpek"gpvtg'r tqxggf qt"{'eqo r tcf qt."{'rc" eqphkcp| c'gpvtg'rcu'lcr ctvqu'ug'xwgrk'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 www'f gr gpf gpek."gr'

f gucttqm f g'ecf gpcu'tgrecapcngu'tgs wgtg'f g'b wej q'wgo r q.'{.'r qt'gpf g.'hqu'equu'f g'eco dkt"
f g'r tqxggf qt leqo r tcf qt'wepf gp'c'ugt'cnqu'Guv'gu'griecu'f g'iqu'x'pewu'qtki kpc'kqu'gvt'g'ru'
ukwgo kuc'u'ler ppgucu'{"Vq{ qc'f guf g'gn'r c'f'u'f g'qtki gp'j cuvc'uw'tcf kecek'p'gzv'gpc'gp'gn'tguv'
f g'ri'o wpf q'0'

Rqt"Amo q."VCUC"o cpwxq"wpc"gobernanza cautiva"eqp"re"o c{qt'f'f g'ru'go r tgucu"
cwqr ct'wucu'f g'ecr kncgu'mecrgu'Guvdcp'Eqt'f g'tq."Kp' wuv'ku'I w'k'k'Xgp'v'no "'{ 'ETCHO UC'
Gp" guv'g' v'k' q" mu' hmlqu' f g' kphqto cek'p' vco d'k'p' uqp' c'nc'co gp'v'g' eqo r r'glqu." r gtq' cs w'f' mu'
r tqxggf qt gu'uq'p'r qeq'eqo r g'v'p'v'gu.'c'f'k'ht'g'pek'f g'gn'modular'Gp'guv'g'v'k' q' mu'eqo r tcf qt'gu'f cp'
c'uwu'r tqxggf qt'gu'k'p'ust'wee'k'p'gu'g'z'r'f'pek'cu'ceg'tec'f g's w'. "e»o q" {"ew' pf q'r tqf wek' {"cf go 'a u"
uwrgp'o qpk'qt'gct'mu." r qt'iq's w'g'ru'uk'w'cek'p'gu'f g'wpc'gr'xc'f c'culo g'v'f'c'Gp'ek'gt'v'u'ecuqu." mu'
eqo r tcf qt'gu'k'p'x'k'g't'v'p't'gew'u'qu'gp'c'wo gp'v'ct'ru'ecr'cek'f cf gu'f g'qu'f' tqxggf qt'gu." eqp'gn'qd'lg'k'x'q"
f g'o gl'qt'ct'ru'ecr'kf cf/r t'g'ek'q'f g'qu'k'pu'wo qu." eqo q'gu'gn'ecu'q'f g'VCUC"eqp'qu'r tqxggf qt'gu'
m'ecrgu'Gp'gu'cu't'gf'gu." ru'd'cl'cu'eqo r g'v'p'ek'cu'f g'qu'r tqxggf qt'gu'j' ceg'p's w'g'u'g'cp'cautivos'f g'
qu'i' t'cp'f'gu'eqo r tcf qt'gu.'s w'k'p'gu'f g'v'p'v'p'gn'r' qf'gt' {"r w'g'f'gp'w'p'k'v'g't'cm gp'v'g'o qf'k'lect'equu'
{" r t'g'ek'qu' uk'p' o c{qt'gu' t'g'uk'v'p'ek'cu' f g' v'q'f'qu' o qf'qu." ru" q'ti' c'p'k' cek'p' {" ru" eqq't'f' k'p'cek'p'
p'gegu'ct'ku'r'ctc'm'g'x'ct'c'ec'd'q'ru'v't'c'pu'ceek'p'gu'gp'v'g'eqo r tcf qt'gu' {"r tqxggf qt'gu'uqp'c'ncu'0'

Gp't'guwo gp.'ru'gobernanza'f g'VCUC'ug'j' c'ect'cev't'k' cf q'r qt'uw'r ct'w'ek'r cek'p'cev'k'c'gp'
gn'f gucttqm f g'r tqxggf qt'gu'm'ecrgu." uw'k'p'v'g'teco d'k'q' h'w'k'f'q'f g' kphqto cek'p'eqp'gm'qu." uwu'
x'p'ewu'f g'rc'ti' q'r ru'q. "r gtq'eqp'h'w'g't'g'z'ki g'pek' {"eqp't'q'n'f g'qu'o kuo qu'0'c'f go 'a u.'qu'v'k' qu'
f g'gobernanza's w'g'j' c'gu'v'c'd'g'ek'f q'eqp'ru'f' k'v'p'cu'cw'qr ct'w'ucu'ug'f'k'k'f'k'g't'p'gp'<relacional
eqp'ukwgo kuc'u'i' m'd'c'ng'u'ler p'pgugu." modular eqp'cw'qr ct'w'ucu'i' t'cp'f'gu'p'q'ler p'pgucu' {"cautiva
eqp'ru"o c{qt'f'f g'qu'r tqxggf qt'gu'f g'ecr kncgu'p'cek'p'c'ng'u'0'

5.5.2 - Upgrading de autopartistas en la cadena de valor de Toyota Argentina

Gp'ew'cp'v'q'c'qu'r tqeguqu'f g'upgrading f g'gu'cu'h'k'to cu.'mu'o kuo qu'vco d'k'p'j' cp'gu'v'cf q'
uw'h'ek'p'v'go gp'v'g'f'gr'ko k'cf'qu'r qt'gn'v'k' q'f'g'go r tguc'0'Gp'i' gp'g't'cn'ru'cw'qr ct'w'ucu'f g'ecr kncgu'
m'ecrgu' *eqp'gz'egr'ek'p'f g'O'k'ti'qt' {"R'q'ko g'v'cn'j' cp'o c'p'k'g'uc'f'q's w'g'ru'r t'k'pek'r'c'n'io gl'q'tc's w'g'
j' cp'm'g'x'cf'q'c'ec'd'q.'c'tc'f'f'g'uw't'g'rec'p'eqp'VCUC.'j' c'uk'f'q'f'g'procesos. Ecdg'f'gu'v'ect's w'g'
f gp'v'q'f g'ru'v'k' q'm'j' f'cu'f g'upgrading'f gucttq'm'f cu'r qt'I'g't'gh'k' {"q't'qu' *4227+. "ru'f g'r tqeguqu'
gu'ru"o 'a u'f'ek'i'f g'c're'c'p' ct'0'Gp'qu'ecuqu'gu'w'f'k'f'qu'gu'v'j' c'uw'ti'k'f'q'gp'o c{qt' o'gf'k'f'c'eqo q'
eqp'uge'w'g'pek'f g'ru'c'f'q'r'ek'p'f g'ri'o '2 v'q'f'q'VRU."gn'ew'cn'ng'u'j' c'r g'to k'k'f'q'c'wo gp'v'ct'qu'p'k'x'g'u'f'g'
r tqf w'v'k'f'cf'f g'uw'u'r'v'p'cu'0'v'co d'k'p.'c'w'ps w'g'gp'o gp'q't' o'gf'k'f'c.'g'uc'b'o gl'q'tc'ug'j' c'r tqf w'ek'f'q'
r qt'ru'k'p'eq't'r'q't'cek'p'f g'o cs w'p'ct'k'p'w'g'x'c'gp'ru'f'p'g'cu'f g'r tqf w'ee'k'p'0"

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'kpeqtr qtcf q. ". 'gp'gritguvq'f'g'rcu'eqo r c° 'cu.'r qts wg'vkgpgp'pkxgrgu" f'g'ghlekpekc"cnqu."tcdclcp"eqp"qvtqu'enkgpvgu" { "uw'xkpewrelep"eqp"VCUC"gu'o gpqu'gumgej c" swg"rc'f'g'rcu'rqecrgu"*F cpc."O gvcnc."O ki qt" { "Rqiko gvcnθ'Gp"guvcu'Ànko cu'wco dk2 p'ug'j cp" mgxcf q'c'ecdq'upgrading de procesos,'r gtq'pq'r qt'rc'kpenwuk»p'f'gn'VRU.'ukpq'r qt'rc'eqo r tc'f'g" o cs wkpctk"o ° u'o qf gtpc."rc'kpenwuk»p'f'g'tqdqu" { "rc'cwqo cvk cek»p'f'g'r tqeguqu."mq'ewcn'rgu" r gto kks»'cwo gpvt'uw'r tqf wevkkf cf 0'

" C'uw'xgl. 'r ctc'cni wpcu'cwqr ct wku'cu'rqecrgu.'grix'pewmq'eqp"VCUC'rgu'r gto kks»'xgpf gtrgu" c'qvtcu'vgo kpcrgu'0'Cu'f'hwg'gr'ecuq'f'g'Xgpvcnw. 'kpf wutku'I wfk'k' { 'Gugdc'p'Eqt'f'gtq'0'cf go ° u." guvc"Ànko c'wco dk2 p'r wf q'ceegf gt" c'rc'gzt qvcek»p" c"Vq{ qvc"Dtcukn"cwps wg"u»mq'r qt'cni wpcu" c° qu'0'

Wpq'f'g'mu'grgo gpvqu'egpvtcrgu's wg'j c'r gto kkf q'tgerk ct'o glqtcu'c'rcu'cwqr ct wku'cu'gp" uw'tgrlek»p"eqp"VCUC"gu'rc'r tgxkukdkkf cf "f'g'rcu'eqo r tcu'f'g'uw'enkgpv."f'gtkxc'f'c'f'g'mu" kpetgo gpvqu'r rpkhlec'f'qu" { "i tcf wrgu'f'g'rc" r tqf week»p" f'g'rc" vgo kpcn" gp" r'f'pgc" eqp" mu" r t'pek'kqu'f'g'production smoothing'f'gn'VRU." { "f'g'uw'x'pewmq'c'rc'iti q'r m| q'0'c'nt'gur gevq.'rc'i tcp" o c { qt'c'f'g'rcu'go r tgucu'f'guvcep"guvg'hcevt."gr'ewcn'gu'c'Àp'o ° u'xcmq'cf q'gp'wp'o gtecf q'vc" xqñ wle'eqo q'gr'cti gp'kq'0'Gp'gr'ecuq'o ° u'gz'vgo q.'Gugdc'p'Eqt'f'gtq'f'gek'k»'tcdclct'w»mq'eqp" enkgpvgu'ler qpgugu'f'gdk'f'q'c'guvg'vgo c'0'Gp'r ct'wewrt.'rcu'cwqr ct wku'cu'ug° c'nc'p's wg.'r qt'wp'rc'f'q." rc" guvdkkf cf " { "r t'gxkukdkkf cf "f'g'mu'eqpvtcvqu"rgu"r gto kvg"r rpkhlect." { ".r qt"qvtq"rc'f'q."gr' kpetgo gpvq'i tcf wcn'mu'hcxqtgeg"cn'r qf gt"uwdk"uw'ecr cek'f'cf "f'g'r tqf week»p."r gtq'f'g'hqto c" gucnc'p'cf c." { c's wg.'uk'gr'cwo gpvq'f'g'rcu'eqo r tcu'ug'f'kgtc't° r kf co gpvg.'rc'o c { qt'r ctvg'f'g'rcu" cwqr ct wku'cu'pq'r qf t'c'tgerk ct'rcu'kpxgtukqpgu'pgeguet'kcu" { "mqi tct'rc'ecr cek'f'cf "f'g'r tqf week»p" f'g'rcu'pwgxcu»tf'gp'gu'0'cf go ° u.'gr'xqno gp" { "r t'gxkukdkkf cf "f'g'eqo r tcu'f'g'Vq{ qvc'rg'r gto kks»" wco dk2 p" c" F cpc'gur geknk' ctug'gp'gr'o gtecf q'f'g'rcu'r keni'w'u."f'glc'p'f'f'g'rc'f'q'qvtq'vkr'q'f'g" enkgpvgu'eqp'mu'ewcn'gu'gucdc'gpeqvtc'p'f'q'f'kxgtucu'f'khwnc'f'gu'0"

Nc" Àplec" gze'g'rek»p" uqdtg" guvg" grgo gpvq' hcxqtc'drg" mq' r t'gug'pvc" [c| cnk'0' Rctc" guvc" cwqr ct wku'c."f'lej q'kpetgo gpvq'i tcf wcn'f'g'r tqf week»p" f'khwnc"uw'hvpekqpc' kgpvq'r qt'rcu" ectcevg't'p'rcu'f'g'o cpq'f'g'qdtc'k'p'v'pukxc'f'g'rc"r tqf week»p" f'g'ecdrgu'0'Gu'v'q'drki c'go r t'gpf'gt" r tqeguqu'f'g'eqpvtc'cek»p" f'g'r gtuqpcn's wg'uqp" equvququ'r ctc'rc'htkto c'0' Cf go ° u."f'guf'g'rc" r tqxggf'qtc't'gucnc'p's wg'rc'dclc'i cpcpek'f'g'rc'r r'pvc'rqecni' { "rc'h'nc'f'g'kpxgtuk»p"gp'rc'htkto c" go r gqtc'p'f'lej c'ukwcek»p'0'

Ukp" go d'cti q." gp" rc" i tcp" o c { qt'c'f'g'rcu" r tqxggf'qtcu" gr'cwo gpvq'i tcf wcn'f'g'rc" r tqf week»p" f'g'VCUC"j c'r gto kkf q's wg'rcu'cwqr ct wku'cu'tgerk'gp'rcu'kpxgtukqpgu'r ctc'o glqtc't"

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

Rqt "Anko q."gp"cn' wpqu'ecuqu'ug"tgi kvctctqp"qvtqu'r tqeguqu'f g"upgrading."cwps wg" f g" hqto c'o a u'ckurcf c'{" r wpcu'0'Rqt"glgo r mq."r ctc"Xgpvcnw "gn'x'¶ewm"eqp"Vq{ qvc"mg"r gto kkl»" tgcrl ct'wp'upgrade de producto"{' c's wg'r cu»'f g'r tqf wekl'»mq'xgpvcpcu'c'r qf gt'hdctlect'guktdu' {" r qtvcgs wkr clgu0'Gp'r ct'vkwrt."guq'j cdkk»"s wg'ug'gur gekrleg"gp'guvg"Anko q'r tqf wevq'{" r wgf c' r qulekq'pctug"eqo q"mff gt'f gn'o gtecf q"mecn0'Rqt"qvtq"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'KO X." cwps wg"rcu'eqo r rkecekppgu'f g"rc'hko c"gp"mq'u'c° qu'r quvgtkqtgu'f hkwvctqp"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'mgxg'upgrade funcional, cn'eqo gp| ct'eqp'cn' wpcu'ce'vklf cf gu'f g'f kug° q0Cu'¶'f guf g'gn'4239"cdt»"wp'f gr ctvco gpvq'f g" O cpci go gp'v'f g"Rtq{ gevqu."gp'gn'ewcn'ug'tgcrk cp"ce'vklf cf gu'f g"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'vkwrt" 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'mgxcf q"cedq'wp'upgrade intersectorial." { c's wg'eqp"Vq{ qvc'eqo gp| »'c'hdctlect'ukvgo cu'f g'gpvt'g'v'p'ko kpvq'c'dqtf q.'c'r ct'vkl'f gn'cewgtf q" f g'v'cpuhgt'gpekc'v'gepqn'i kec'eqp'rc'hko c'lcr q'pguc'Rkq'p'ggt0Nwgi 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'g'p'f k'p'f q"wp'upgrade funcional0'Guvg'ecuq" eqo dlpc'mqu'r tqeguqu'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' uqu'k'p'p'p" s wg" rc' cwugpekc" f g' hwpekkppgu' cxcp| cf cu'f g'K F "f g"Vq{ qvc"gp"Cti gp'v'p'c'{" f g'wp'egpvtq'f g'K F "gur gekrkl cf q'v'p'v'gp'gn'r c'¶u" eqo q"c'pk'gn'tgi k'p'cn'u'qp"rko 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 q'pgucu' r ct'v'kr cp'eqp"Vq{ qvc'f gn'f kug° q"{' f gucttqm'f g'rc"J k'wz"{' rc"UY 6"{' u'wu'r ct'v'gu'gp"Vck'p'f kc." {" n'wgi q"gu'qu'r tqf wevqu'u'qp"tgr n'ecf qu'gp"Cti gp'v'p'c."f glcp'f q"wp'o cti gp'guecuq"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'p'p' guvg"vkr q'f g" r tqxggf qtgu'i n'q'crgu'lcr q'p'gugu'gp'rc'et'g'ecel»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'm'p' kg'r ctc'rcu'cwqr ct'v'ku'cu'm'ecrgu"{' u'wu'qr qt'w'p'k'f cf gu'f g'guec'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 n u " u q p " f g v g t o k p c f c u " g p " c e w g t f q u " i m d c r g u " g p v t g " o w n k p c e k q p c r g u . " n g l q u " f g " e g p v t q u " u g o k k p f w u t k r g u " e q o q " C t i g p v k p c 0 G u v " g x k f g p e k " u g " e q p f l e g " e q p " q v t q u " t c d c l q u " s w g " f g u c e c p " s w g " r u " c e v k x k f c f g u " f g " K F " v k g p g p " w p " d c l q " i t c f q " f g " k p v g t p c e k q p c r k k c e k p . " { " u g " e q p e g p v t c p " r t k p e k r c m o g p v g " g p " 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 " 4 2 2 3 = O k m g t . " 3 ; ; 6 + " { " s w g " r u " c e v k x k f c f g u " k p v g t p c e k q p c r k k c f c u " o " a u " c n f " f g " g u q u " f g u k p q u " u w g r g p " u g t " c s w g n c u " x k p e w r f c u " c n f g u c t t q m f " f g " r t q f w e x u " { " r c " c f c r v e k e p " c " r u " e q p f l e k q p g u " t g i k a p c r g u " { " p c e k q p c r g u " * R c x i f f p g m " 4 2 3 4 + 0 ' }

P q " q d u x 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 p " r c " r q u k d k k f c f " f g " f g u c t t q m f " f g " r t q f w e x u " r c t c " r c " J k w z " I c l q q " T c e k p i . " s w g . " c w p s w g " u w " x q n w o g p " g u " d c l q . " u w " f k u g o q " g u v " w d k e c f q " g p " C t i g p v k p c 0 R g t q . " j c u v c " g n " r g t " q f q " f g " g u w f k q " f g " g u v c " v g u k u . " g u q " p q " j c " k o r w u c f q " p w g x q u " r t q e g u q u " f g " u p g r a d i n g " f g " r t q x g g f q t g u " m e c r g u . " u c r k q " c n i w p c u " c e v k x k f c f g u " f g " r c " h k r c n f g " V q { q v c " D q u j q m w 0 " }

G p " t g u w o g p . " r c " o c { q t " r c t v g " f g " r u " c w q r c t v k u c u " f g " e c r k c r g u " m e c r g u " u g " j c p " x k u v " d g p g h e k f c u " r q t " r t q e g u q u " f g " u p g r a d i n g d e p r o c e s o s , r t k p e k r c m o g p v g " c " r c t v k " f g " r c " k p v t q f w e e k p " f g n " V R U " { " g p " o g p q t " o g f k f c " r q t " r c " c f q r e k e p " f g " p w g x c " o c s w k p c t k c 0 C f g o " a u . " c n i w p q u " f g " g m q u " r w f k g t q p " c e e g f g t " c " q v t q u " e n k p v g u " m e c r g u " c " r c t v k " f g " u w " x " f e w n u " e q p " V C U C 0 R g t q " g n " g r g o g p v q " s w g " r c " i t e p " o c { q t " f c " f g " m u " r t q x g g f q t g u " f g u c e c " e q o q " r t k p e k r c n " d g p g h e k q " g u " r c " r t g x k u d k k f c f " s w g " d t k p f c p " m u " c w o g p v q u " i t c f w c r g u " { " u q u v g p k f q u " g p " r c " r t q f w e e k p " f g " x g j " f e w n u " f g " V q { q v c 0 G u q " r u " r g t o k g " r r c p g c t " r c " q t i c p k k c e k e p " f g " r c " r t q f w e e k p . " r u " l p x g t u k q p 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 w z " g p " V e k r p f k c " { " m u " e q p v t c v u " i m d c r g u " e q p " m u " u k u n g o k u c u " l c r q p g u g u . " s w g " v c o d k e p " t c f l e c p " u w u " e g p v t q u " g p " g u g " r c " f u . " o c t e c p " i f f o k g u " t " f k f q u " r c t c " r u " c w q r c t v k u c u " m e c r g u " { " u w u " q r q t w p k f c f g u " f g " g u e c r c o k e p v q " g p " g u v c " e c f g p c " f g " x c m t 0 ' }

Conclusiones parciales

" G p " m u " e c r " f e w n u " r t g e g f g p v g u " u g " j c " f g u c t t q m f q " e w " n " h w g " g n " t g e q t t k f q " f g " V q { q v c " g p " C t i g p v k p c " g p " r u " A n k o c u " f 2 e c f c u " { " r u " e c w u c u " f g " 2 u v g 0 C u " f " u g " j c " o c t e c f q " r c " g z e g r e k q p c r k f c f " f g " g u v c " h k t o c " g p " w p c " u g t l g " f g " f k o g p u k q p p g u " { " u g " j c " g z r i k e c f q " u w " e s t r a t e g i a e m p r e s a r i a l " c " r c t v k " f g " u w " i n c r u s t a c i o n i n t e r n a c i o n a l " { " n a c i o n a l . C u " f " c " r c t v k " f g " m " g z r w g u v " j c u v c " g u v c " u g e e k e p " f g " r c " v g u k u . " s w g f c d c p " r q t " t g u r q p f g t " c n i w p c u " r t g i w p c u " r c t c " r q f g t " c p c r k k c t " g z j c w u k x c o g p v g " s w 2 " }

hqtoc"vqo »'r'tgrcek»p'f g"VCUC"eqp"rcu"gor t gucu'wlecf cu"öci wcu'cttkdcö"gp'uw'ecf gpc"fg" xcmqt0"

F g"guvg"o qf q."gp"gn'r t gupvg"ecr ¶wru"ug"j c'r qf kf q'f kwekf ct's wg"c'r ct vkt'f gn'4234"gn' eqghlekpgv'f g'r ct vgu"ko r qtvcf cu"uqdtg"xgj ¶ewru'r tqf wekf qu'j c'kf q"dclcpf q"uquvpgkf co gpvg." f cpf q"ewgpw'f g"wp'r tqeguq'f g"o c{qt"eqpvpgkf q"mqecnf'gp"uwu"xgj ¶ewru'0Guc"vgpf gpek"vpgg" eqttgrvq"eqp"gn'o c{qt"etgelo kpgvq"gp"rc"r tqf week»p"{"rcu"gzr 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 knrf 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"fg" guvu"ukvgo cu"»r tkpek cm 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{ qvc'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.'crgu'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'ewrcgu'uqp" f k¶ekrgu"{"equvucu'f g'tcpur qtvt0Nc"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'ukvgo cu' f g"o c{qt"xcmqt"uqp"cwqr ctvku'ci mqdrcgu'lcr qpgucu.'f qu'f g'gmcu'f gn'I twr q"Vq{ qvc0""

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 ctvekrc ek»p'cevxk'gp'gnf gucttqm'f g'r tqxggf qtgu'mqecrgu.'uw'kwvgtco dkq" hmkf q'f g'kphqto cek»p'eqp'gmqu.'uwu'x¶ewru'f g'rci q'r m| q.'r gtq'eqp'hwgtv'gzki gpek"{"eqpvqn' f g'mq"o kuo qu0Cf go ^a u.'mq'vr qu'f g"gobernanza"s wg"j c"guvdrgek q'eqp"mq"f kwpvqu'i twr qu' f g'cwqr ctvku'ug'f kxkf kgtq"gp"relacional"eqp"ukvgo krcu'i mqdrcgu'lcr qpgugu."modular eqp" cwqr ctvku'ci 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 gpvrcgu'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'xkpwrcf cu'eqp"gm0Cn' tgur gevq."rc"rkgtcwtc"o ctec"s wg"mq"x¶ewru'f g'f gucttqm' gpv'g"vgo kpcrgu"{"r tqxggf qtgu' mqecrgu'ug'dcu'p"gp"rc"eqndqtcek»p"rc"rci q'r m| q"gpv'g'rcu'hkrcgu'gzv'cplgtcu"{"rcu'go r t gucu' pcekqpcrgu" s wg" hcxqtgpgp"rc" v'cphgtgpek" f g" v'epqmi ¶c" {"eqpqeko kpgvqu' f g"rcu' hkrcgu' gzv'cplgtcu."hqo gpvcpf q'rc"o glqtc'f g'rcu'go r t gucu'pcekqpcrgu'0C"rc"lpxgtuc."rc"tgf week»p'fg"

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

Cu'f'gp'gug'ecuq'ug'j c'r qf kf q'xgt's wg'rc'o c{qt'r ctvg'f g'rcu'cwqr ctvku'f g'ecr kcrngu'
mqcrgu'ug'j cp'xkuq'dgpghekef cu'r qt'r tqeguqu'f g'*upgrading de procesos*, r tkpek cm gpyg'c'
r ctvt'f g'rc'kvtqf week'p'f gn'VRU'{"gp'ugi wpf q'nci ct'r qt'rc'kpeqr qtcek'p'f g'o cs wkpctk'
o qf gtpc0Cf go ^a u.'cni wpqu'f g'gmqu'r wf kgtqp'ceegf gt'c'qvtqu'enkpvgu'mqecrgu'c'r ctvt'f g'uw'
x'pewu'eqp'VCUC0Rgtq'gn'grgo gpvq's wg'rc'i tcp'o c{qt'f'f g'mqu'r tqxggf qtgu'f gucec'eqo q'
r tkpek cridgpghekeq'gu'rc'r tgxkldkik cf'f g'mqu'cwo gpvqi tcf wcrngu'{'uquvqkf qu'gp'rc'r tqf week'p'
f g'xgj 'pewu'f g'Vq{qvc0'Guq'ngu'r gto kvg'r rcpgt'rc' qti cpk cek'p'f g'rc'r tqf week'p.'"rcu'
kpxgtukppgu'{"cpko ctug'c'co r rct'uwu'ecr cekf cf gu'r tqf wekcu'cpvg'rc'kpegt wf wo dtg'f g'rc'
o cetqgeqppqo 'c'cti gpvpc0Ukp'go dci q.'gp'tgncck'p'eqp'qvtqu'r tqeguqu'f g'*upgrading* f g'mqu'
r tqxggf qtgu.'rcu'o glqtcu'uqp'r wpcrgu'{'gucucu0Gp'r ctvewrt.'rc'wdecek'p'f gn'egpvtq'f g'KF "
f g'rc'Vq{qvc'J kwz'gp'Vckrpf kc'{'rcu'eqpvtcqu'i rdcrgu'eqp'rcu'ukwgo krcu'rcr qpgugu.'s wg'
wco dk'p'tcf lecp'uwu'egpvtqu'gp'gug'r c'fu.'o ctecp'ifp kgu't'f kf qu'r ctc'cwqr ctvku'f mqcrgu'{'uwu'
qr qtwpkf cf gu'f g'gucrc'o kpvq'gp'guc'ecf gpc'f g'xcmt0F g'gug'o qf q.'ug'r wgf g'eqpenkt's wg.'
c'r guct'f gn'cwo gpvq's wg'VCUC" gzt gtko gpw'gp'uw'r tqf week'p.'"gzt qtcekppgu." go r ngq' {"
eqpvqpkf q'mqecn'gn'ghgev'*spillover*'uqdtg'rcu'ecr cekf cf gu'v² epkecu'f g'rcu'go r t gucu'f qo ² wkecu'
j c'ukf q'o ^a u'dkcp'gucucq0"

CONCLUSIONES

Guc"vguku"r ctv" f g"n"o qvxcclp" f g"o gfk" { "gpvpgf gt" gr' uqdtgucrkpvg" f gugo r g° q" r tqf wevq" { "eqo gteknf g"Vq{ qvc" Cti gpvpc"gp"wp"ugevt"eqp"i tcpf gu'r tqdrgo cu'gutwewtcrgu." gpvtg"mqu'ewcrgu"tgucncp"uw" f h"ek'eqo gtekn"n" f gr gpf gpek"eqo gtekn"eqp" Dtcukn"n" guecuc" eqo r ngo gpvtkgf cf "r tqf wevxc"gp"gn'O gtequw. "gn'dclq"eqpvpgf q"mecn" f g"mqu"xgj "pwmqu"q"n" hqto c" f g" xlpewrcclp" gpvtg" vgo kpcrgu" { "r tqxggf qtgu"mecn" Cu" c" t" c" "guc" ukwccclp. "n" kpxguki celap" ug" j" c" egpvtcf q"gp"gn'cp" ruku" f g"ru"ectcevt "mecu" { "mqu" hcevqt gu" s w" g"zr rkecp"n" qti cpk celap" { "n" i guk"p" f g" n" ecf gpc" f g" xcmq" f g" n" h"kn" cti gpvpc" f g" Vq{ qvc" O qvt" Eqtr qtcvqp" { "uw"o glqt" f gugo r g° q"gp"eqo r ctceclp"eqp"gn'g"vq" f g"ru"vgo kpcrgu"cwqo qvtkgu" tcf kecf cu"gp"gn' c"u"gpvtg"4224" { "423; 0"

" F g"guc" hqto c. "gp"gn'f gucttqm" f g"guc" kpxguki celap" ug" j" cp"cdqtf cf q"o Ànk' rgu'vgo cu. " ukp" go dci q. "ru" r tkpkr crgu"eqpenmukppgu" hpcrgu" cr qt vcp" tghngz kppgu"gp" vgu" f kgeekppgu" / + uqdtg"n" gutcvgi k" go r tguclknf g"Vq{ qvc" Cti gpvpc" { "ru" eqpvtkdwekppgu"gp"n" f k"ewuk"p" v"gtlec" uqdtg"n" ceek"p"geqp"»o k" c" f g" h"kn" f g"GO u"=2+ "uqdtg"gn'f gugo r g° q"geqp"»o k" q" f g"n" go r 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 qvtk" cti gpvpc" c" r ctv" f gn' guwf k" f g" ecuq" Cu" c" eqvkwccclp. "ug" f gur rgi cp" gucu" eqpenmukppgu" gp" mqu" f k"kpqu" p"kg"rgu. "c° cf kpf q" pwxcu" r tgi wvucu" f g" kpxguki celap" s w" ug" r rcpvcp" c" r ctv" f g"m" f gucttqm" f q"gp"guc"vguku"

1 - La estrategia empresarial de Toyota Argentina y sus aportes en la discusión teórica sobre la acción económica de filiales de EMs

Gp"n" r tguvpg"vguku"ug" j" c" f gucttqm" f q"e»o q"ug" j" c" eqphqto cf q"n" gutcvgi k" go r tguclkn" f g" Vq{ qvc" Cti gpvpc" s w" n" f k" uwvpgvq" c" uw" gzkquq" f gugo r g° q" Rctv" f g" guvqu" hcevqtgu" f g" k"gp" f g" uw" *incrustación internacional* "gp"n" gutwewtc"o w"kpccclp"n" f g" Vq{ qvc" O qvt" Eqtr qtcvqp" Rtkpkr cm gpvg. "n" f gek"p" f g"n" ecuc"o c"v" k" f g" cuki pctrg" c" Cti gpvpc" gn' tqn" f g" r tqf wevq" f g"n" r kn'w"r "J knw" n" r gto k" k" "kpugtvtug"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" xck"gp"geqp"»o k"qu" f g" guvqu" r c" u"gu" Cuko kuo q. "n" gur gekn" celap" r tqf wevxc" f g" Vq{ qvc" gp" Cti gpvpc" { "Dtcukn" h"wg" wpc" p"q"xf cf "gp"gn' b" qo gpvq" f g" uw" ko r ngo gpvccclp" { " f ghk"p" wp" hcevqt" r tkpkr cni" gp" gn' f gucttqm" r quvgtkqt" Cf go " a u. "ru" ectcevt "mecu" f g"n" xgtuk"p" f g"n" J knw" f gn' r tq{ gevq" KO X' h"wtqp" f vgt"o kpcpvgu" r etc" f gur n" | ct" c" mqu" xgj "pwmqu" eqo gtekn" r d" kcpqu" f g"n" eqo r g"vpek. " { "n" kpeqtr qtcclp" f g"n" UWX"UY 6" eqo r ctv" kpf q"n" o kuo c" r n" vchqto c" r tqf wevxc" n" r gto k" k" "c" rcp" | ct" r Ànk' rqu" f k"kpqu" n" i tcpf q" geqpqo "cu" f g" guecnc"

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 puc'p' gp' o gtecf qu' go gti gpvgtu'vcu'gn'guvpeco kgpvq'f g'mqu'r c'f'ugu'o a u'f gucttqmcf qu.'m'ewcn'ug'r tqhwf k' » 'hwgi q' f g'rc'etkuku'f g'422: /422; 0Cf go a u.'Vq{ qvc'guvdc'f gucttqmcf q'wp'r tqeguq'f g'i mdcnk' cekep'c' r ctvk' f gn' ewcn' kpvvdc' dqtct' r'cu' f hgtgpekcu' pcekqpcrgu' f g' uwu' r tqeguqu' { " r tqf wevqu.' dgpghlekpf q'rcu'kpxgtukqpgu'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'cuk' veku.'u'f'hwgtq' o gtecf qu' f k'p' a 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' kpxgtuk'p' f g'rc' hto c' gp'rc' tgi k'p'0Cuko kuo q.'gp'guvqu'Anko qu'f gegpkqu'VO E'crecp| ».'lwpvq' c'Xqmiy ci gp.'gn'rkf gtc| i q'cwqo qvtk' "gp'vq' q' gn'o wpf q.'f gpqvcf 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'w'ec'f g'rc'gutcvgi k'eqtr qtcvkc'i mdcn'f g'Vq{ qvc'0Gp'gn'ecuaq' cti gpvpcq.'guvq'uki p'k'le» r' tpek' cno gpv' r' rpvgt' r' uwv'gpvcdk'cf' eqo gtekn'f g'rc' r' rpv'c'gp' dcug'c'rc' gzc qtcek'p' { "rc'k'peqr qtcek'p'f g'eqpv'pk' q'mecn'gp'mqu'xgj' f'w'qu'r tqf wek' qu'gp'gn' r c'f'0Gm'rg'r gto k'k' »c'VCUC'eqvct'eqp'mu'f »retgu'pgeguctku'r ctc'r'ko r qtcek'p'f g'r' ctvgu' { 'r' k| cu.'f'cf qu'mu'j' k'v' »t'lequ'r tqdigo cu'f g'f'2 hek' »eqo gtekn'f gn'ugevt'0Gu'qu'cur gevq'u'gh'g'lp' 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'gt'pcekqpcn'qvtq' f g'mqu'r c'f'ugu'r tqf wevqtgu'f g'r' keni'w' u'J' k'wz'f' gn'r tq{ gevq' KO X.'Uw'f' 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'vk' . 'pq't'guw' »'vcp'gz'k'qu'eqo q' u'f' m'hw'gp' Cti gpvpc'0Gu'f gek.'rc' r' rpv'c'uwf ch'lecpc'ug'guvdc'ngel' »eqo q'wpc'f g'r' tqf wevqt'f g'r' keni'w' u' J' k'wz' { "UY '6'uki v'k'p'f q'mu'rk'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' dcucf q' gp' r' gzc qtcek'p' c' wpc' tgi k'p' eqp' wpc' gutwewtc' geqp»o lec' o c { qtkctkco gpv' r' tko ctk'0P q'qduv'p'g.'guv' hto c'pq'crecp| »m'u'udt'guc'k'p'v'gu't'guw'ncf qu' r tqf wevqu.'eqo gtekr'gu'pk'f g'eqpv'pk' 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'gt'k'q't.'rcu'f' k'gev'k'cu'f g'rc'ecuc'o c'vk' 'pq' r wgf gp'xgtug'f k'gevc' gpv'ko r ngo gpvc'cu'gp'rcu'uwduf kctkcu.' { c's w'g'mu'gl'gew'k'qu'mecrgu' r quggp'wpc'k'p'gt'gpek't'g'v'x'p'v'gp'rc'ceek'p'f g'rc'h'kr'cn'0Cu'f' r w'f q'xgtug'e»o q'rc'r' tqf week'p' f g'VCUC'ug' guv'pe»' gpv'g'4228' { "4232' c' r guct'f g'rcu' r gtu'gev'k'cu'udt'g'wpc'o c { qt' r qv'p'ek'cn'f'cf' f g'etgelo kgpv'0 Cf go a u.'rcu' gzc qtcek'p'p'gu' f g'rc' hto c' ug'eqpegv'tctqp' "

hwgtvgo gpvg" gp" Dtcukn" cr tqxgej cpf q" gn' dgpghlekq" f gn' kpvgteco dlq" nkdg" f g" ctcpegru." { "rc" go r tgu" r gtf k" f gukqu" f g" g"zr qt vcel" p" f g" nqu" r tko gtqu" c" o qu" f gn' 4222" s wg" eqo gp| ctqp" c" ugt" cdcuvekf qu" r qt" Vckrpf kc0"

Gn' eco dlq" gp" rc" f kgeek" p" f g" rc" go r tgu" gp" 4232" i gpgt" >" rcu" eqpf lekqpgu" r ctc" rc" eqputweek" p" f g" pwxcu" ecr celf cf gu" i gtgpekrgu" mecrnu" s wg" ng" ko r tko kgtqp" wp" pwxq" ko r wnuq" gp" uw" t" c { 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 t" gxkco gpvg. "vco dk2 p" ecdg" f guvect" s wg" gucu" kpek" v" xcu" hwgtqp" hqto wrcf cu" f guf g" rc" hkrkn' mecn' 0Gu" f gek. "rc" ecuc" o c" v" k" 'pq" ng" j" cd" f" c" cu" ki pcf q" pwxcu" kpxgtukqpgu" f g" t" g" x" c" p" e" c" "rc" uwdukf kctk. "pq" r r" c" p" g" d" c" w" p" c" w" o gpvq" gp" rc" r tqf week" p" uki p" h" k" e" v" x" c" { "ng" j" cd" f" c" r" gto k" k" q" c" Vckrpf kc" cdcuvegt" c" i" t" c" p" r" ctvg" f" g" nqu" o" gtecf qu" rc" k" p" q" c" o gtecpqu" c" nqu" s wg" Cti gpv" k" c" ng" j" cd" f" c" g"zr qt vcf q" r t" gxkco gpvg" 0" F" g" guvg" o qf q. "rc" v" t" c { gevqtk" r quvgtkqt" pq" r wgf g" ugt" Àpleco gpvg" g"zr r" e" c" f" c" eqo q" r ctvg" f" g" rc" *incrustación internacional*" f g" rc" hkrkn' cti gpv" k" c. "f" glcpf q" xgt" e" > o q" g" r" g" o gpvqu" f g" rc" *incrustación nacional*" lwi ctqp" wp" t" qn' ko r qt vcpvg" gp" rc" eqphqto cek" p" f g" rc" gutcvgi kc" { "rc" qdvgpek" p" f g" nqu" t" guwncf qu" r quvgtkqt gu" 0" Guvg" eqo r qp" gpvg" mecn' hwg" wp" j" c" m" i q" f" g" rc" r t" g" u" g" p" v" g" u" k" { "pq" hqto cdc" r" ctvg" f" g" rcu" j" kr > v" g" u" k" f" g" t" cdclq" eqp" rcu" ewcrgu" ug" kpekctqp" guvc" kpxgu" ki cek" p. "s" wg" ug" e" g" p" t" c" d" c" p" gp" gn' t" qn' f" g" rc" uwdukf kctk" gp" rc" qti c" p" k" cek" p" o w" n" k" p" c" e" k" p" c" n" rc" gutwewt" c" { "rc" gxqmwek" p" f" g" rc" geqpqo " f" c" rc" k" p" q" c" o gtecp" c" { "nqu" v" kr qu" f" g" x" g" j" f" e" w" nqu" r" tqf wekf qu" r qt" VCUC0"

Cu" f" gucu" ecr celf cf gu" i gtgpekrgu" mecrnu" kpenw" f gtqp" < gn' pwxq" r" k" f" g" t" c" | i q" go r t" g" u" c" t" k" n" f" g" F" c" p" k" n" J" g" t" t" g" t" q. "rc" eqqr gtcel" p" { "cr q { q" eqp" gn' UO CVC. "rcu" r qn' k" e" cu" r Àdrkecu" f" g" r" tqo qek" p" ugevtkcn" rc" t" g" k" p" x" g" t" u" k" p" f" g" rcu" i c" p" c" p" e" k" u" { "rc" f" k" r" n" q" o cek" eqo gtekn" r ctc" eqps w" k" u" r" t" p" w" x" q" u" o gtecf qu" f" g" g"zr qt vcel" p" 0" F" g" guvc" hqto c. "rc" p" w" x" c" c" f" o k" p" k" u" t" cek" p" n" i" t" > t" 2" eqtf u" s wg" uw" r" g" t" c" t" q" p" t" gi k" u" t" q" j" k" u" w" t" k" e" u" f" g" rc" k" p" f" w" u" t" k" c" w" w" q" o q" t" k" "cti gpv" k" c" 0"

Gp" r" ct" k" e" w" r" t. "gn' eqo r tqo ku" { "eqqr gtcel" p" eqp" gn' UO CVC" ug" hqtl" > "eqp" rc" eqpf week" p" f" g" T" l" e" c" t" f" q" Rki p" c" p" g" n" k" n" w" gi q" f" g" hwgtvgu" g" p" h" t" g" p" v" c" o k" g" p" v" u" u" q" p" gn' u" k" p" f" k" e" c" v" q" gp" v" g" 4225" { "42290" Guqu" cewgtf qu" kpenw" f gtqp" rc" ko r qulek" p" f gn' VRU" gp" v" g" nqu" v" t" cdclcf qt gu. "rc" o qf k" h" k" e" cek" p" f" g" nqu" eqpxgpkqu" eqrgv" x" q" u" f" g" t" cdclq" { "rc" r" ct" v" k" e" r" cek" p" f" gn' u" k" p" f" k" e" c" v" q" gp" rcu" p" gi qek" e" k" q" p" p" u" eqp" rc" ecuc" o c" v" k" k" r" ctc" rc" qdvgpek" p" f" g" rcu" k" p" x" g" t" u" k" q" p" g" u" f" g" 4235/42370"

C" uw" x" g" j. "gp" guvg" Ànko q" t" g" e" q" t" t" k" f" q" u" g" f" guvectqp" rcu" f" k" u" k" p" w" u" h" w" g" p" v" g" u" f" g" h" k" p" c" p" e" k" o k" g" p" v" q" r" ctc" h" b" o c { qt" k" p" x" g" t" u" k" p" c" w" q" o q" t" k" f" g" rc" j" k" u" q" t" k. "gp" v" g" rcu" ewcrgu" guvc" d" c" p" rcu" o kuo cu" i c" p" c" p" e" k" u" f" g" rc" go r t" g" u" c. "dcpequ" mecrnu" g" k" p" v" g" t" p" c" e" k" q" p" c" r" g" u" { "et" 2" f" k" q" u" guvc" v" r" g" u" c" "v" c" u" c" u" u" w" d" u" k" f" k" c" f" cu" 0" Gp" v" g" guqu" Ànko qu" ug" f" guvecp" nqu" et" 2" f" k" q" u" HQP F GCT" s wg" hwgtqp" et wekrgu. "pq" u" q" m" r" ctc" VCUC. " u" k" p" q" v" c" o dk2 p" r" ctc" f" qu" f" g" u" w" u" r" t" l" p" e" k" r" c" r" g" u" c" w" w" q" r" c" t" v" k" u" c" u. "F" g" p" u" q" g" k" p" f" w" u" t" k" u" I" w" k" k" 0"

Guqu" et" 2" f" k" q" u" r Àdrkecu" ug" uwo c" p" c" v" p" c" u" g" t" k" g" f" g" r" qn' k" e" cu" { "f" k" u" r" q" u" k" e" k" q" p" p" u" k" p" w" e" k" q" p" c" r" g" u"

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

Rqt"Ànko q. 'ug'f gucec'gn'tcdclq'f g'f kr mqo cek'e'eqo gtekn'gp'hu'r c'f'gu'rc'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 qtctk'eqo r ct'kf q. "m"s wg'rg'r gto kkk" c"rc'htc o c"i cpctng'f lej qu'o gtecf qu'c"Vq{ qvc"Vckrcpf k"
{ "eqpetgvt'mu'cwo gpvqu'gp'hu'p'k'x'gru'r tqf wek'xqu" { "eqo gtekrngu0'

C"uw'xgl. "gp" guvc"pwgxc" gvr c" f g" g'zr cpuk»p" vco dk² p'ug'f gpq»"s wg"gn'eqgh'ekpgv'f g"
r ct'v'kuo r qt'vcf cu'uqdtg'x'gj 'f'w'nu'r tqf wek' qu'j c'kf q'dclcpf q'uquv'pk'co gpv'g. "f c'pf q'ewgp'v'f g"
wp'r tqeguq'f g"o c{ qt'eqp'v'pk'q'm'ecr'gp"uwu'x'gj 'f'w'nu0'Guv"v'p'f gpek'v'kpg"eqtt'gr'v'q"eqp"gn"
o c{ qt'et geko kpgv'gp'rc'r tqf wek»p" { "rcu'g'zr qt'v'ek'q'p'g'f g'rc'htc o c"gp'rc'ugi w'p'f c'f² ecf c'f'gn'
uki mq0Cu'f' "guvc"lpeqtr qt'cek»p"q'cwo gpv'f g'r tqf wek»p'f g'rc"o c{ qt'r ct'v'f g'hu'r tqx'ggf qt'gu"
gpvt'g'x'k'vcf qu'f gur rc| ctqp'r ct'v'kuo r qt'vcf cu'X'gpv'cnwo. "F cpc. "I w'k'k" Dquj q'nx. "Rqiko g'v'n" { "
O kti qt-0Nc"o c{ qt'r ct'v'f g'g'guc'u'lpeqtr 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 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"ceek»p"geqp»o kec'f g'u'w'duk'f kct'ku'f g"GO u'gp'r c'f'gu'r g'k'f' t'kequ0'Rqt"wp"rc'f q. "rc"
g'x'kf gpek't'grg'xc'f c'r gto kg'x'gt'rcu'f k'gt'gpek'u's wg"gz'k'v'gp"gpvt'g'rcu'f k'k'p'cu'htc o cu. "k'p'enuq"gp"
wp"o kuo q'ugevt'geqp»o leq0'F g"guvg"o qf q. "m"x'k'v'q"gp"guvc"lpxguki cek»p't'g'ch'htc o c"rc'kf gc'f g"
s wg" pq" r w'f g" r gpuctug" c" guvcu" eqo r c° 'f'cu" eqo q" ci gp'v'gu" j qo q² p'gqu. " 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'gh'g'vc0'

Gu'f gek. "s wg'g'v'qu'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'f gp"
v'p'gt'q'dl'g'v'x'qu'f g"o czko k'cek»p"geqp»o kec.² u'qu'pq'ug'f cp'f g'k'f² p'v'ec'h'qto c. " { "s wg.'uk'dkpg"
r w'f gp"v'p'gt'ek'gt'v't'cek'q'pcr'kf cf "gp"rc"d'Àus w'f c'f g'f lej qu'h'p'gu. "rc"o kuo c"gu³ 'f g'riko k'cf c'r qt"
uw'eqpv'gz'vq0'Gp'r ct'v'ew'rc't. "rc"gu't'cv'gi k'c'f g'rcu'w'duk'f kct'ku'f g"GO u'ug'r w'f g'gp'v'p'f gt'c'r ct'v'k"

f g"uw" *doble incrustación*, tghmgzkpcpf q"uqdtg"e»o q"guvcu"ht o cu"ug"kpugtvcp"gp"rcu"tgf gu"kpvt pcekqpcrgu" { "pcekqpcrgu"s wg"rcu"o qrf gcp0

Nc"eqtr qtckep"o wmkpcekqpcn'gu'pgeguctkco gpvg"wp"gur cekq"lgt^a ts wleq"f qo kpcf q"r qt"kpvt gugu"hpckepktqu"gp"rc"ugf g"egpvcn"r gtq"gn'gur cekq"kpvt pq"gp"u"gu"o w { "f kxgtuq" { "gu^v "uwlqv" c" f kucwukqpgu. "eqphkcvu" { "muj cu0'Nqu"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 kcwrt. "f wcpvg"guv"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 gvpekc"gpvt g"rcu"hkckrgu" f g"rc"go r tguc. "eqo q"r wf q" xgtug"emtco gpvg"gpvt g"Cti gpvkpc" { "Vckrpf kc"gp"guvg"ecuq0'Rgtq. "cf go^a u. "gzkuvp" wco dk² p" elgtqu"o^a ti gpgu" f g"ceek»p" f g"rcu"go r tgucu"uwlukf kctku"r ctc"r tqr qpvt"guvcgi kcu"cnvtpvkc"cu" s wg. "emtco gpvg. f gdgp"ugt"pgi qekcf cu'eqp"rc"ecuc"o ctk k' r ctc"uwko r ngo gpvckep0'Guvt' r gto kg" eqo r nglk ct'rc"ko ci gp"o qpq"n'kcf" f g"rc"Go r tguc"O wmkpcekqpcn'eqo q"wp"cevqt"j qo qi² pgq"ewf q" Àpleq"egpvt q" f g" f geku»p"ug"wdlec"gp"rcu"qhckpcu"egpvt crgu0'F g"guvg"o qf q. "ugt"lc"kpvt gucpvg" eqpvkpwct"guvg"vr q" f g"cp^a rkuku"gp"r tqhwf kf cf "f g"GO u"gp"rc"lpf wutkc"cwqo qvtk { "gp"qvtqu" ugevqtgu" geqp»o lequ" r ctc"j emt"rc" r ct kcwrtkf cf "q"pq" f gn'ecuq" Vq { qvc" gp" guvg"vr q" f g" qti cpk cekqpgu0

2 - El desempeño económico de la empresa y sus efectos en el entramado productivo local

Eqo q"ug"j c"o gpekqpcf q. "guv"vguku"ug"cnl" f g"nqu"ghqs wgu"vg»tlequ"s wg"r ncpvgcp"u»nq" nqu"ghgevu"r qukkxqu"q"pgi cvkxqu" f g"rcu"GO u"gp"r c"jgu"r gth?tlequ" { "cf qr v"gn'uwv wguv" f g"s wg" gnko r 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 kcwgp"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"j" *integrado periféricamente* gp"rc"EI X" f g"rc"lpf wutkc"cwqo qvtk "r wgf g" guecrt"uw'r qulek»p"gp"rc"ecf gpc"gp"rc"o gf kf c"s wg"mgxg" c"ecdq"cevkkf cf gu"o^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 gvkkx"cu" kpvt pcekqpcm gpvg. "cn'eqo q"nq"o wguvcp"nqu"ecuqu" f g"Guvc" c. "Ecpf^a . "kpf kc" { "Ej kpc0

Gp"gn'Ecrc"jwq"4" f g"guv"kpvguki cek»p"ug"cpck ctqp"eqo r ctcvkc"o gpvg"nqu" f gugo r g^o qu" f g"rcu" f kwpvcu"vgo kpcrgu"cwqo qvtlegu" f gpqvcf 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"

⁴⁷⁵"Cwps wg"gp"guvg"ecuq"guvg"hcvt"pq"j c { c"ukf q"vc" f gvto kpcvg. "eqo q"u"nq"hwg"gp"Vckrpf kc0

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

" Cu" f' 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^o "f' p" q" 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" nwi q" r qt" Hqtf. "Xqmy ci gp." Pkuucp" { "T gpcwrc" gp" rc" gur gekrc| cek»p" mceci'gp" r leni'wrc u' b gf kpcu" ew { q" f guvq" r tkpekrc ni' gu" rc" gZR qtvek»p" cni' t' guvq" f g" Co² tlec" Ncvpc0F g" guvg" o qf q. "r qf t' f' r gpuctug" s wg" vco r qeq" gp" guvg" f gdcvgr" qf t' f' r eqpukf gtcug' mqu" ghgevqu" f g" rcu" vgt o kpcrgu" cwqo qvtegu" gp" r c' f' ugt' t' geger 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^o "f' lu0

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

Cf go^a u. "ug" j c" xkuvq" s wg" VCUC" co r nk»" hwgtvgo gpvg" uw' dcug" f g" r tqxggf qtgu" mceci'gn' f guf g" uw' kpuwrc ek»p" gp" gn' r c' f' u0Gp" guvg" ugpvkf q. "vco dk² p" ug" eqttqdt»" s wg" rc" o c { qt" f' f g" mqu" r tqxggf qtgu" tcf kecf qu" gp" gn' r c' f' 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" f' f g" guvqu" ug" f gf kcp" c" cevkkcf cf gu' b^a u' uko r ngu. " wrgu" eqo q" rc" hcdtkecek»p" { "r tqxkuk»p" f g" r ctvku" b^g nrecu" { "r n' uwtecu0Cf go^a u. "b" wej cu" f g" guvcu" cwqr ctvku" r quggp" xgpvclcu" ht gpvg" c" rcu" ko r qtvcf cu" r qt" ugt" r kgl cu" bulky. "rcu" ewcrngu" uqp" f k' f' krgu" { "equvqucu" f g" vcpur qtvt0Nc" gzege ek»p" gp" guvg" eqplwpvq" m" r t' gupvc" O ki qt. " { c" s wg" hcdtlec"

r ctvgu'eqo r rglcu."eqo q "mqu'ukugo cu" f g" gptvgvplk kpvq" c" dqt f q0' Cf go ^a u." guv "hko c" hvg" r"
 Àplec's wg" mxx»" c" ecdq" w" upgrading intersectorial y funcional." eqo gp| cpf q' eqp" r" r tqf week»p"
 f g" wpc" r ctvg' eqo r rglc" c" r ctvk" f g" w" cewgtf q' f g" vcpuhgt gpek" vgepqn» i kec' eqp" wpc" b" wmpcekpqcn'
 rff" gt" eqo q" Rkqpggt." { "nvgi q" mxxcpf q" c" ecdq" r tqeguqu" f g" f kug^o q" { "f gucttqm" r tqr kq" f g" guvqu"
 r tqf wevqu0Uki wkpqf q" c" r" rkgtcwte." guv" guecno kpvq" gu" wpc" f g" mqu" o ^a u" f kfkkgu" f g" rqi tct." r qt"
 r" vcpvq." guv" r ctvewrt" ecuq" tgxkug" gur gekn' kpvgt² u" { " r wgf g" ugt" o qvxxq" f g" hwwtcu"
 kpxguki cekppgu0' Rqt" Ànko q." mqu" qvtqu" vgu" r tqxggf qtgu" f g" ukugo cu" f g" o c { qt" xcmq" uqp"
 cwqr ctvku" i mdcrgu" lcr qpgucu." f qu" f g" gmcu" f gnI twr q" Vq { qv" *F gpuq" { "Vq { qv" Dquj qmw0"

C" uw' xgl . " ug" j c" xkuvq" s wg" r" gobernanza" f g" VCUC" ug" j c" ectcevtk cf q" r qt" uw'
 r ctvkr cel»p" cevxc" gp" gn' f gucttqm" f g" r tqxggf qtgu" mdecrgu." uw' kpvteco dkq" hmkf q" f g"
 kphqto cel»p" eqp" gmqu." uwa" x" pewqu" f g" rcti q" r rcl q." r gtq" eqp" hwtvg" gzi gpek" { "eqpvtqnf g" mqu"
 o kuo qu0' Cf go ^a u." mqu" vkr qu" f g" gobernanza" s wg" j c" guvcdmgek f q" eqp" mqu" f kmpvqu" i twr qu" f g"
 cwqr ctvku" u" 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" r" o c { qt" c" f g" mqu" r tqxggf qtgu" f g" ecr kvcrgu"
 pcekpcrgu0'

Cu" f" wpc" f g" rcu" r tgi wpcu" hwpf co gpvcrgu" f g" guv" vgu" u" egpvtcdc" gp" ucdgt" f g" s w² hqto c"
 gn' cwo gpvq" f g" r" r tqf week»p." rcu" gzi r tqvcekppgu" { "gn' eqpvkq q' mdecnf g" mqu" xgj p" ewqu" f g" VCUC"
 tgf wpf »" gp" o glqtgu" ecr cekf cf gu" v² epkecu" f g" rcu" cwqr ctvku" xkpwrcf cu" eqp" gmc0' Cn' t gur gevq."
 r" rkgtcwte" o ctec" s wg" mqu" x" pewqu" f g" f gucttqm" gpvtg" vgt o kpcrgu" { " r tqxggf qtgu" mdecrgu" ug"
 dcucp" gp" r" eqrdqtcel»p" c" rcti q" r rcl q" gpvtg" rcu" hkkrgu" gztcpigtcu" { " rcu" go r tgucu" pcekpcrgu"
 s wg" hcxqtgegp" r" vcpuhgt gpek" f g" vgepqn i c" { " eqpqeko kpvqu" f g" rcu" hkkrgu" gztcpigtcu."
 hqo gpwpcf q" r" o glqtc" f g" rcu" go r tgucu" pcekpcrgu0' C" r" kpxgtuc." r" tgf week»p" f g" equvqu" c" eqtvq"
 r rcl q" { " rcu" tgmekppgu" dcucf cu" gp" mqu" r tgekqu" gpvtg" rcu" hkkrgu" gztcpigtcu" { " rcu" go r tgucu"
 pcekpcrgu" etgcp" x" pewqu" f gr gpf kpvgu." r gtr gwpcpf q" r" f gr gpf gpek" f g" rcu" go r tgucu" { " rcu"
 tgi kppgu" j cek" rqu" ci gpvqu" gztvtpqu" *Rcxn' pgm" 423: = [gwpi "('Eqg." 4237+0"

Cu" f" gp" guv" ecuq" ug" j c" r qf kf q" xgt" s wg" r" o c { qt" r ctvg" f g" rcu" cwqr ctvku" f g" ecr kvcrgu"
 mdecrgu" ug" j cp" xkuvq" dgpghkek f cu" r qt" r tqeguqu" f g" upgrading de procesos, r tkpek rno gpv" c"
 r ctvk" f g" r" kpvtf week»p" f gn' VRU" { " gp" ugi wpcf q" nvi ct" r qt" r" kpeqr qtcek»p" f g" o cs wpcctk"
 o qf gtpc0' Cf go ^a u." cni wpcu" f g" gmqu" r wf kgtq" ceegf gt" c" qvtqu" enepvqu" mdecrgu" c" r ctvk" f g" uw'
 x" pewqu" eqp" VCUC0' Rgtq" gn' grgo gpvq" s wg" r" i tcp" o c { qt" c" f g" mqu" r tqxggf qtgu" f guvcc" eqo q"
 r tkpek rni dgpghkek q" gu" r" r tgxkukdkkf cf" f g" mqu" cwo gpvqu" i tcf wcrqu" { " uquvpkf qu" gp" r" r tqf week»p"
 f g" xgj p" ewqu" f g" Vq { qv0' Guq" rgu" r gto kvg" r rpgct" r" qti cpk cel»p" f g" r" r tqf week»p." rcu"
 kpxgtukppgu" { " cpko ctug" c" co r rct" uwa" ecr cekf cf gu" r tqf wevku" cpv" r" kpegt kf wo dtg" f g" r"

o cetqgeppqo ¶c"cti gpvpc0Ukp"go dcti q."gp'tgrcek»p"eqp"qvtqu'r tqeguqu'f g"upgrading f g"mqu" r tqxggf qtgu."rcu'o glqtcu'uqp'r wpcwrgu{"gucucu0"

Rqt"Ànko q."ecdg'f gucect"s wg"gp"v² to kpqu'vgepqn»i lequ'mqu"ko r cevqu'f g"Vq{ qvc"gp"rc" geppqo ¶c"cti gpvpc"uqp"dclqu."{c"ugc"gp"rc"o kuo c"vto kpcn'eqo q"uwu'f gttco gu'j cekc"mqu" r tqxggf qtgu'Gu'f gekl."uk'dlgp"rc"r rcpvc'f g"\ a tcvg"ug"gpewgpc"gp"ffpgc"eqp"rcu'r rcpvcu'f g" r tqf week»p'f g"Vq{ qvc"gp"vqf q"gn'o wpf q."gn'f gucttqm"cw»evppq'f g" f kug° q."kpxguki cek»p"gp" kppqxcckppgu'gu'o w{ "cevcf q0Gri'egpvtq'f g" f kug° q" g"K F "f g"rc"Vq{ qvc"J knwz"ug"gpewgpc"gp" Vckrpf kc."f qpf g"gu³ "rc"o c{qt"r rcpvc"o cpwxcwgtc'f g"guvg"xgi ¶ewuq'f gn'o wpf q{"gn'Àpleq" egpvtq'f g"K F "s wg"Vq{ qvc"r qugg"gp"r c¶jgu"gp" f gucttqm" *gzegr wcpf q" c"Ej kpc-0Gp"423; . " Vq{ qvc"Vckrpf kc"hcdtk»"tgu"xgegu"o a u"wpkf cf gu'f g"J knwz"s wg"Cti gpvpc."m"ewcn'r gto kg" r gpuct"e»o q" gn'f kug° q{"rc"K F "gp"rc" kpf wutkc"cwqo qvtk" r wgf g"guvct"tgrcekqpc'f c"rcu" geppqo ¶cu'f g"guccr'f g"mqu'o qf gmqu'f g"mqu'xgi ¶ewuq0⁷⁶"

Guxq'r gto kg'tghzqkpc"uqdtg'mqu'ffo kgu's wg"gmq'ng"eqphk wtc"rc"rc"rc"rc'f g"\ a tcvg'f g" r qf gt'eqpepvtct'guvg'vkr q'f g'cevkkf cf gu'f "hmpckppgu."c'r guct'f g'ugt'gn'ugi wpf q'egpvtq'o wpf kcn' f g'hcdtlecek»p'f g"guvg'o qf gmq0C"uw'xgl. "rc"wdlecek»p'f gn'egpvtq'f g"K F "f g"rc"Vq{ qvc"J knwz"gp" Vckrpf kc" {"mqu'eqpvcqu"i mdcrgu'eqp"rcu"ukngo kucu'lcr qpgucu."s wg"wo dk²p"tcf kecp"uwu" egpvtqu'f g'kpxguki cek»p"gp"gu'g'r c¶ju."o ctecp'ffo kgu't¶i kf qu'r ctc'rcu'cwqr ct'kucu'mqecrgu'{"uwu" qr qtwpkf cf gu'f g"guccr'o kcpvq"gp"guvc'ecf gpc'f g'xcmt0F g"guvg'o qf q."ug'r wgf g'eqpenwt"s wg." c"r guct'f gn'cwo gpvq"s wg"VCUC" gzer gtko gp»"gp"uw'r tqf week»p."gzr qtcekppgu."go r ngq" {" eqpvpgkf q'mqecn'gn'ghgeq"spillover"uqdtg'rcu'ecr cekf cf gu'v² epkecu'f g'rcu'go r tgucu'f qo ² wkecu" j c"ukf q"o a u"dlgp"guccu0'Gu'f gekl."rc"gzr gtlgpekc"o a u"gzkquc"gp"rc" kpf wutkc"cwqo qvtk" cti gpvpc'f g'rcu'Ànko cu'f² ecf cu'j c'f gttco cf q'dclcu'ecr cekf cf gu'vgepqn»i lecu'gp'gn'gpvtco cf q" mqecn'iq'ewcn'r gto kg'r gpuct's w² "s wgf c'r ctc'qvtcu'vto kpcrgu'eqp'r gqtgu'tguwncf qu'r tqf wevku" {" eqo gtelcrgu0' Guxq" wo dk²p" f glc" xgt" mqu" r tqdrgo cu' f g" wp" r c¶ju' cn' guvct" *integrado periféricamente*"c"rc"EI X"cwqo qvtk" {"rcu'f hkewncf gu'r ctc"r cuct" c"wpc"r qulek»p'f g" *semi-periferia*."

Cn'hkpcn'f gn'r gt¶qf q"dclq"guwf kq"VCUC"eqo gp| »"c" f gur ngi ct"cevkkf cf gu'f g" f kug° q" xkpewrcf cu'c"rc"J knwz" I c| qq" Tcekpi " {"cn'f gucttqm'f g'ugt'xkekqu'cuqekf qu'eqp'rc'r rcvchqto c'f g" o qxkrf cf "Mkpq0'Gucu"pqxgf cf gu'eqphktgp'r tqeguqu'f g"o c{qt"ci tgi cek»p'f g'xcmt."cwps wg" c'Àp'uqp'kpek kpgvu' {"uw'f gucttqm" {"ghgequ'f gdtg^a p'ugt'tgvqo cf qu'gp'pwgxcu'kpxguki cekppgu0'

⁴⁷⁶"Ukp"go dcti q."rcu'pwgxcu'Hqtf "Tcpi gt" {"Xqmy ci gp"Co ctqni'rcp| cf cu'gp"4245"»s wg"eqo r ctvgp'r rcvchqto c" r tqf wevkc+."hwgtqp'f kug° cf cu' {"f gucttqm'f cu'r qt"gn'egpvtq'f g'kpi gpgt¶c'f g'Hqtf "Cwutckc."f qpf g"rc"htc"o c"pq" r tqf weg"xgi ¶ewuq'f guf g"4238."ewcpf q"gn'r c¶ju'vto kp»"eqp"rc"o cpwxcwgtc"cwqo qvtk 0'F g"guvc"hgto c."gung" eqpvtcug"gpvtg'gn'f kug° q'f g"rc"J knwz"gp"gn'ni ct'f g"o c{qt"hcdtlecek»p" {"f g"rc" Tcpi gt/Co ctqni'gp"wp"ukkk"ukp" o cpwxcwgtc'f g'xgi ¶ewuq'gu'wp'r tqdrgo c'f g'kpxguki cek»p'kpvgtgucpvg'r ctc'hwwtqu'vtedclqu0"

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" guv" kpxguki cekp. "ug" eqpukf gtc" s wg" cri wpu" f g" mqu" j cmc| i qu" f g" guv" vgu" r wgf gp" eqpvtkdwt" eqo q" kpuwo qu" gp" r" r rpkhcecep" { "r" gndqtccep" f g" r qñfkecu" r Àdrkecu" ugevtkcrngu0Gp" r tko gt" hwi ct. "gu" pgeguetkq" tgeqtf ct" s wg" Cti gpvkpc" gu" w" r cñu" *integrado periféricamente* " c" r" EI X" cwqo qvtk " { "gu" eqpmgxc" wpc" ugtkg" f g" r tqdrgo cu" { " rko kcekppgu" ko r qtvcpyu. "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 tpekr crgu" ukvgo cu" f gn'xgj Ñewñ" of qo kpcf c" r qt" w" r w" cf q" f g" go r tgucu" o wnkpekpccrgu" c" plxgn'ò wpf kn' . "r" gur gekrñk cekp" gp" r" u" cevkxf cf gu" eqp" o gpqt" xcrqt" ci tgi cf q" f g" r" ecf gpc. "r" f gr gpf gpek" f g" vgepqmñ Ñc" gzvtcplgtc" { "r" u" f hlewncf gu" f g" r" u" go r tgucu" cwqr ct" wncu" mjecrgu" r ctc" eqo r gvt" kpgtpekpccm gpv0Guv" tqn" gp" gn'guegpctkq" kpgtpekpccn'pq" ng" r gto kg" cn' r cñu" eqpegpvtct" r" u" hwpekpccm" s wg" o " u" xcrqt" ci tgi cp" gp" r" ecf gpc. " { . "uk' dkgp" gu" r qukdrg" r cuct" f g" wpc" ukwcekp" *periférica* " c" qvtc" *semi-periférica* eqo q" m" f go wguvc" r" gxf gpek" j ku»tlec" kpgtpekpccn" vco dk' p" gu" ko r qtvcpy" ug" crct" s wg" guqu" ecuqu" uqp" o kptkctkqu. " { "m" u" o " ti gpgu" f g" ceekp" r ctc" i gpgtct" gug" f gucttqmñ" uqp" gvtgej qu" gp" w" o wpf q" eqp" hwgtvgu" cuko gvtñu" f g" r qf gt" { "cncu" dtgej cu" vgepqñi kecu" gpvtg" mqu" r cñu" f gn' Uwt" { " gn' P qtvg" I mdcn'0 Guv" o cteq" j ku»tleq" { " eqpegwcn'pq" r wgf g" f guv" wpf gtug" c" r" j" qtc" f g" r gpuct" r tqr wguvcu" r ctc" gn'ugevt0

Rctc" gn'ecuq" f g" Cti gpvkpc. "gp" guv" vgu" u" tgeqpwtw { »" r" vtc { gevtkc" 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 ekpccn' cf " f g" Vq { qvc" Cti gpvkpc0Cuñ" u" f gucttqmñ" r" u" f kwpvcu" gvr cu" f g" r" kpf wutk" f guf g" uwa" kpekqu" gp" 3; 42" j cuv" r" etkuku" f g" r" eqpxgtvdkrñk cf " ug" crp q" s wg" r" u" r tqdrgo " vkecu" f gn' c" r" cep" f g" uwa" gzt vcekppgu" { " uwa" ucrñ qu" eqo gtekrnu" { " c" ug" gpeqpvtcdcp" r t gupvgu" gp" guv" tgeqtkf q0Gp" r ct" vewrct. "gp" r" f 2 ecf c" f g" 3; ; 2" ug" mngx»" c" ecdq" wpc" r tqhwf c" tgeqpxgtukp" f gn' eqo r nglq" s wg" r gto kx»" wpc" o glqtc" r tqf wexxc" { " vgepqñi kec" { " i gpgt»" wpc" ucrñk c" gzt vcf qtc" r ctc" r" tco c" vgo kpcn" c" r ctvt" f g" r" etgcekp" f gn' o gtecf q" tgi kpcn'0 Ukp" go dcti q. " f wtvcpy" guv" gvr c" vco dk' p" ug" ci wf k »" gn' f 2 hlek' eqo gtekrñ f g" r" kpf wutk. " xlpewrñf q" gp" i tcp" o gf kf c" cn' cwo gpvq" f g" r" u" ko r qtcekppgu" f g" cwqr ctvgu" r ctc" r" r tqf weekp" f g" xgj Ñewñu. " { " r" u" gzt vcekppgu" ug" eqpegpvtctqp" hwgtvgo gpv" gp" Dtcukr0

Nvgi q" f g" r" etkuku" f gn' hkp" f g" r" eqpxgtvdkrñk cf " r" kpf wutk" cwqo qvtk " gzt gto gpv" wpc" hcu" f g" gzt cpukp" cwps wg" mqu" r tqdrgo cu" f gtxcf qu" f g" uw" dcrp| c" eqo gtekrñ { " f gn' cnq" wuq" f g" kpuwo qu" ko r qtvcf qu" ug" o cpwxkgtqp0C" r ctvt" f g" r" cuwpek" f gn' i qdkgtpq" f g" Eco dkgo qu" c" hkpgu" f g" 4237. " gn' eqo r nglq" cwqo qvtq" uwtk »" w" hwgtv" t gvtqegu" f cf q" r qt" r" t gvtceekp" f g" uw"

r tqf weekp. 're'eqpwpkf cf 'f g'mqu'cnqu'pkxgrgu'f g'ko r qtcekppgu'f g'cwqr ctvgu'{'re'cr ctkekp' f g'grxcf qu'f² hleku'gp'rcu'r 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'dk'gp'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'kp'0

" F g'guv'o qf q. 'gp'dcug'cn'ecuq'f g'Vq{qvc'g'zr wguv'gp'guv'v'guku. "{'gp're'd'Àus wgf c'f g' r tqr lekt'wp'eqo r qt'wco k'gpv'f g'o c{qt'r tqf weekp. 'g'zr qtcekppgu'{'o gpqt'f gr gpf gpek'f gn' o gtecf q'f g'Dtcukn'gp'gn't'guv'f g'rcu'cwqo qvt'lequ'eqp'ecr cekf cf 'kpuv'ncf c'gp're'Cti gpv'kp. 're' r q'f'lec'r Àdrec'r wgf g'k'pegv'xct'mqu'hcevqt'gu'zr r'lec'v'xqu'f gn'f gugo r g^o q'f g'Vq{qvc'eqp'o c{qt' r tqdcdk'kf cf 'f g'ugt'gz'v'cr q'rcdrgo0"

" Cu'f' wpq'f g'mqu'hcevqt'gu'r t'k'pek'crgu'f g're' vtc{gev'tk'f g'Vq{qvc's w'g'r wgf gp'ugt' tgr r'ec'drgu'gp'qvt'qu'ecuqu'ug'gph'ec'gp're'gz'kuv'pek'f g'r r'v'chqto cu't'gi k'qpcrgu'gz'ewuk'cu. 'm' ewnc'r gto kg'rko kct're'eqo r g'v'pek'{'r tqo q'xgt're'eqo r rgo gpv'ct'kgf cf 'eqp'Dtcukn0'Eqo q'ug'j c' xkuv'gp're'k'px'guki cel'p. 're'g'ut'cv'gi k'f g'f w'r'ec'ek'p'f g'b qf grqu'gp'co dqu'r c'f'gu'f gn'O gtequw' j c'uk'q'r gtl'w'f'lekn'r ctc'Cti gpv'kp'0'Gp'gug'ugv'kf q. 'ug'x'c'rt'c'r qu'k'x'co gpv's w'g're'ng'{'f gn' T²i ko gp'f g'F guctt'qm'{'Hqt'v'rgelo k'gpv'f gn' Cwqr ct'v'kuo q' Cti gpv'kp'q' *Ng{'490485+' ucpek'qpcf c'gp'4238'guv'cd'rg'eg're'p'ge'guk'f cf 'f g'eqp'v'ct'eqp'o qf grqu'gz'ewuk'xqu'gp'gn'O gtequw' r ctc'r qf gt'cf j g'kt'ug'cn't²i ko gp'0'cf go^a u. 're'ng'{'f g'Rtqo q'ek'p'f g're'k'pf wutkc'Cwqo qvt'k' / Cwqr ct'v'kuc'{'uw'Ecf gpc'f g'Xc'rt' *Ng{'4908: 8+'ucpek'qpcf c'gp'ugr'v'go dt'g'f g'4244'uki w'g'guv' f'kt'geek'p'{'c's w'g're'cr tqd'cel'p'f g'mqu'r tq{gev'u'f g'k'px'gt'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'gx'lc'cn't²i ko gp'k'p'uk'w'kf q'r qt're'4904850"

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

" C'uw'x'g|. 'c'guv'g'rgo gpv'ug'r wgf g'uw'ct're'r tqo q'ek'p'f g're'w'k'k' cel'p'f g'r r'v'chqto cu' eqo w'p'gu'f g'r leni'w'u'eqp'UWXu.'r gto k'k'p'f q'c'r'ep| ct'o c{qt'gu'geq'p'qo 'f'cu'f g'guv'nc.'eqo q' j k'q'Vq{qvc'0'Rct'c're'go w'r'ek'p'f g'guv'qu'o qf grqu'r qf t'f'ep'f guctt'q'm't'ug'f k'v'k'p'v'u'r tqi tco cu'f g'

kpegpvkxqu'hkuecrgu."lo r qukxqu"q"eqo gtekrngu."eqp"gn'hkp"fg"fkki k"o^a u'hqecrk cf co gpvg"rcu" pwxcu'kpxgtukppgu'

Qvc"ectcevgt'fukec'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 wutlc'Guv"cwqt"eqpukf gtc"s wg."f cf qu" nqu'j kx>tlequ'r tqdrgo cu'fg'hcnc'fg'fkxkucu'gp"gn'r c'fu."s wg'ug'ci wf k ctqp"gp"nqu'Ànko qu'c° qu."{ " gn'ect^a evgt'f ghekctkq'f gn'ugevqt."gn'r gthkn'gZR qtvcf qt"fg"rc"kp wutlc'cwqo qvk' f gdg'eqpugt'xtug" { "r tqhwpf k ctug'Ncu'o gpqtgu'gZR qtvcf qp'f g'xgj 'f'wru" s wg'ug'tgcrk ctqp"gp'g"4234" { "4239" pq"uqp"eqo gtekrm gpvg'uwwpvcdrnu'r ctc"rc"xkdkkf cf "f gn'eqo r rglq'Gp"guv"ugpvk q"vco dk'p" ug"fkki g"rc"pwxcr'rg{ "fg"r tqo qekp"cwqo qvk' f g"4244" { "c"s wg'eqpvg r rc"dgpghekqu'hkuecrgu" eqo q"rc"gzgpekp"fg"gn'f gtgej q" c"rc"gzr qtvcf p"j cuvc"gn'4253"r ctc"r tqo qxgt"rcu'xgpvcu"gp"gn' gZvgtkqt'

C'uw'xgl . "guv'r gthkn'gZR qtvcf qt"r wgf g'xgtug'r qvpekcf q"r qt"rc'tgxkuk'p"q"rc"pwxcr'hko c" fg"cewgtf qu'eqo gtekrngu"cdtkppf q"o gtecf qu"gzvtpqu'ORqt"glgo r nq."gn'cewgtf q"eqp"Eqmgo dkc." f qpf g"j c { "wpc"ewqc"r tghgt'pekcn'eqpepvtcf c"gp"gn'ugi o gpvq"fg"cwqo »xkrgu."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"clwuctug"guv'tvcf q"gp"dcug" c"rc"gur gekrk cekp"r tqf wvxq"fg"gn'r c'fu"gp"r kem'w u" o gf kpcu'OC"uw'xgl . "gn'tgclwug"fg"rc"tgi wrc'p"fg"gn'eqo gteq"dkr'vgtcn'eqp"Dtcukn'ug"r wgf g" tgecrkdtct"r ctc"r tqr kekt"guvcvgi kcu'fg"o c { qt"gur gekrk cekp"kpvtctgi kpcn'ORqt"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" Uwf^a hkec" { "Vckrpf kc'eqp"gn'cdcuveko kpvq"fg"rc"kem'w u'o gf kpcu."vrgu'eqo q"r c'fug"fg"fg" hkec" g"kpenuq"Guvcf qu"Wpkf qu'Gp"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"gzkug"wp"r Àdrkq"rc'vq" s wg"r tghgtg"rcu"fg"vco c° q" o gf kcpq" { "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 kc'

" Cf go^a u." guv"r gthkn'r tqf wvxq"j c" vppk q"tguwncf qu"hxqtcdrnu" gp"i gpgtcn'r ctc" gn' gptco cf q" cwqr ctvuc" xkpewrcf q" eqp" Vq{ qvc." gn' ewcn' ug" j c" dgpghekcf q" vco dk'p" fg" rc" gur gekrk cekp" fg" uwu" r tqf wvqu" r ctc" guvqu" xgj 'f'wru." nqu" xqn'Ào 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"guecnc" { "r wgf cp" cu" dclct"uwu'equvqu."nq"ewcn'j c'tgf wpf cf q"gp"ghgevu'r qukxqu'r ctc"vqf q"gn'eqo r rglq'Gp"guv" ugpvk q." r qn'kecu" s wg"r tqo wxcp" guv" gur gekrk cekp" cwqr ctvuc" { " tgi wrgp" guv" tgmekp" vgo kpcn'r tqxggf qt." r tkxngi kcpf q" gn'uquvplk kpvq" fg" eqpvcvqu" guvcdrnu" gp" gn' vgo r q" uqp" ngeekppgu" s wg"r wgf gp"wk'k ctug"gp"gn'tguvq"fg"gn'ugevqt'Gp"r ct'vewrc."gn'kpukwq"fg"O qxk'kf cf " s wg'ug'etgct'c"gp"Cti gpvpc" c"r ct'vt"fg"rc"ng{ "fg"r tqo qekp"eqphqto ct'c"wp"eqpuglq'f k'g'v'xq" eqp'tgr t'gugpvcvqu'fg"nqu'f k'v'p'qu"cevtgu'kpvt'x'k'p'v'gu'fg"rc"ecf gpc'OUk'dk'p"j cuvc"o gf kcf 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"pewqu"gpvtg"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 gnekp" f g" eqqr gt cekp" gpvtg" gn' lkp f kcvq" { "rc" go r t guc" hwg" qvtq" r wpvq" egpvtcni' r ctc" gn' f gugo r g° q" f g" Vq { qvc. "r qt" mq" vcpvq. "go wnt" guc" hqto c" f g" xkpewnekp" gp" gn' t guvq" f g" ru" eqo r c° f cu" vco dle p" ugt f c" wpc" f kt geekp" f gugcdng0

C"lw'xgl. "cwps wg"pq"hwg"wpc"vgo a vlec"egpvtcni' f g"rc"v'guku. "rc" lkp f wutk" cwqo qvtk" o wpf kcn' guv" ukp f q" qdlgvq" f g" wpc" vcpuhqto cekp" f g" i tcp" o ci pkwf " c" r ct vt" f g" rc" eqpgev'xkf cf. " cwqppqo f c. "eqo r ct vlekp" { "grgevt k hlecekp" f g" qu" xgj f ewqu" gp" wp" eqpvz vq" f g" t a r kf qu" cxcpegu" vgepqn i lequ" { " ci wf c" et kuku" erko a vlec0 UK' dlgp" guqu" eco dkqu" guv" p" r tqf wek' pf qug" cegrtcf co gpvg" gp" ru" t gi kqpgu" f gn' egpvtq" f g" rc" EI X" cwqo qvtk. "rc" f guectdqpk' cekp" 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' k' tlequ' f g' d' k' q' c' h' qu' r tqdng cu" f g' t' k' c' f qu' f gn' eco dkq' erko a vlec0"

"Gp" guv" eqpvz vq. " gn' ugevq" cwqo qvt" cti gpv'kpq" / { " r tkpek' cm gpvg" gn' gpvtco cf q" cwqr ct vku" hqecn" ug" xgt a" gpl' gpvcf q" c" b" Ankr ngu' f guc" h' qu' UGuv" vgo c" gu" gpectcf q" gp" rc" O k' k' p" 6" f gn' Rrcp" Cti gpv'kp' Rtqf wev'xc" 4252" f gn' gz" o k' p' k' v' t' k' q' f g' F gucttqmq' Rtqf wev'xq" f g' rc" p' cekp. " q' t' k' p' v' c' f q' c" ko r wuct" rc" o q' x' k' k' f cf " f gn' h' w' w' t' q' eqp" r tqf wev'qu" { " vgepqn i f cu' p' cekp' c' rgu' 0 Gp" f lej q" o cteq. "gp" 4243" ug" r t g' ugp" gn' r tq { gevq" f g" ng { " f g" Rtqo qekp" f g" rc" O q' x' k' k' f cf " Uuv'gpvcdng" s wg" r tqr qpg" wp" t' i ko gp" s wg" r tqo q' x' g' t a" gn' f kug° q. "rc" l' p' x' g' u' ki cekp. "rc" l' p' p' q' x' cekp. "gn' f gucttqmq. "rc" r tqf wek' p. "rc" eqo gtekrk' cekp. "rc" tgeqpxgtukp" { lq" rc" w' k' k' cekp" f g" x' g' j f ewqu" r tqr wucf qu" r qt" hwgpv'gu" f g" gp' gti f c" uwv'gpvcdng" { " s wg" vco dle p" r tqo q' x' g' t a" r ct vgu. "eqplwpvqu" { " gs wkr qu" cwz k' k' c' t' gu" gp" gn' v' g' t' k' q' t' k' q' f gn' r c" u. "cwps wg" gn' o kuo q" guv" gp" r tqe guq" f g' t' g' x' k' u' k' p' 0

" Gp" guc" f kt geekp. "ugt f c" f gugcdng" s wg" qu" l' p' egp' v' x' qu" h' qecrgu" c" rc" o q' x' k' k' f cf " uwv'gpvcdng" ug" f kt kcp" vco dle p" c" eqpukwkt" wp" r qnq" f g" r tqf wek' p" gur gekrk' cf q" gp" ru" r tko gtcu" r keni' w' u" j f dtk' cu" { " gn' v' t' lecu" f gn' o wpf q. "wp" o gtecf q" vqf cx" f c" o w' l' k' pek' k' epvg" gp" gn' ugi o gpvq" f g" qu" x' g' j f ewqu" gn' v' t' lequ" s wg" r qf t' f c" r qu' k' k' p' c' t' cni' r c" u' eqo q" wp" egpvtq" o cpw' x' ewt' g' t' r k' p' g' t' q" gp" guv' vkr q" f g' r tqf wev'qu0"

Cf go a u. "guv" Anko q" r tq { gevq" f g" ng { " r tqr qpg" rc" etgcekp" f g" rc" Ci gpek" P cekp' cni' f g" O q' x' k' k' f cf " Uuv'gpvcdng" eqp" wpc" l' p' ukw' ekp" f g" K F "eqp" r tqi tco cu" r tqo qekp' c' rgu" gur ge' h' k' e' qu' 0 Gp" guv" ugp' v' k' q. "c" h' q' r' cti q" f g" guc" v' g' u' k' u' g" j cp" x' l' u' v' q' qu" r' f' o k' g' u' t' f' i k' f qu" s wg" lo r qpg" c" rc" h' k' k' cni' cti gpv'kp" f g" Vq { qvc" s wg" gn' egpvtq" f g" K F " f g" rc" J k' w' z' u' g" j c { c" guvcdngkf q" gp" Vck' r' p' f k' c' 0 Rqt" h' q" vcpvq. "rc" r qu' k' k' k' f cf " f g" s wg" guv" p' w' g' x' q" l' p' ukw' w' q" v' c' d' c' l' g" gp" eqplwpvq" eqp" ru" go r t guc" o w' k' p' cekp' c' rgu" r ctc" t' g' c' r' k' ct" c' v' k' k' f cf gu" f g" K F " s wg" n' w' gi q" r wgf cp" t' g' f w' p' f 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'k'geek'p'
ht wev'f'gtc'f'g'guc'r qn'f'lec0"

F g" guv" o qf q. "rcu" r tqr wguvcu" r tgugp'cf cu" r tgv'p'f gp" eqp'v'k'd'w'k' "cn'f' guctt'q'm'q' f'g" rcu"
hwgt| cu" r tqf we'k'x'cu" qecrgu. "gp'v'p'f'k'p'f'q' guv" q'd'lg'v'k'x'q" eqo q' wpc" o gvc" k'p'f'kur'gpuc'd'rg" r ctc"
o glqtct'gn'd'k'p'gu'w'ct'f'g'rc' r qd'rc'ek'p'cti gp'v'p'c'0'Nc'hcug'cew'cn'f'gn'ecr'k'rc'kuo q'o w'p'f'k'cn'ko r q'p'g"
hwgt'v'u" t'g'u't'k'ek'q'p'gu" c" n'q'u" r c'f'gu" r g't'k'f' t'lequ" { "c" uwu" r tq { gev'qu" f'g" f' guctt'q'm'q' "geq'p'»o' k'eq."
t'g'f' we'k'p'f'q' ecf'c'x'gl "o" a'u'q'u'ug'p'f'gt'qu'q't'k'p'v'f'qu'c'eco d'k'ct'rc' r q'uk'ek'p'f'g'g'uc'u'p'cek'q'p'gu'gp'gn'
gue'p'ct'k'q'k'p'v'g't'p'cek'q'p'c'f'0'Gp'rc'q'w'g't'g'ur'gevc'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'n'
f'g'rc'ecf'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'l'g'tcu. "r'qt'rc'q'v'c'p'v'q."
g'p'eq'p'v'ct'rc'b' gl'qt' 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'd'rg' r ctc' C'ti gp'v'p'c'0'F'g'g'uc"
h'q'to c. "gp'v'p'f'gt'gn'eqo r q't'v'co'k'p'v'q. "rc" v'c { gev'q't'k' { "rcu" ko r c'ev'qu" f'g" rcu" f'k'v'k'p'v'cu" h'k'to cu"
r t'g'v'p'f'g'cr'q't'v'ct'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'c'd'rg'0'

Rqt" A'nc'o q. "cw'ps'w'g" uw'r'gt'g'gn'c'rc'ep'eg" f'g'g'uc" v'g'u'ku" { "rcu" c'ew'w'rg'u" eq'p'f'k'ek'q'p'gu" f'g"
r'q'uk'd'k'k'f'cf. "g'v'g'cw'q't'eq'p'uk'f'gt'c'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" n'q'u" o" a'z'ko qu" t'g'h'g't'g'p'v'g'u" f'g" rc" ge'q'p'q'o "c" f'gn'
f'g'uctt'q'm'q. "J c/L'q'p'p"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'c'd'cl'q'ug'j'c'f'go q'v'ct'f'q's'w'g"
gn'q't'ki gp'f'g'rc' r t'q'r'k'g'f'cf'f'g'rc'u'h'k'to cu'n'f'f'gt'gu'f'g'g'uc'ecf'g'p'c"gu'u'wo co gp'v'g'ko r q't'v'c'p'v'g' r ctc'gn'
f'g'uctt'q'm'q'ge'q'p'»o' k'eq'f'g'f'le'j'qu'r'c'f'gu'0'E'rc't'co gp'v'g. "eq'p'rcu'eq'p'f'k'ek'q'p'gu'ge'q'p'»o' k'ecu. 'r'q'n'f'k'ecu"
{ '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'v'cf'q'w'p'k'f'gp'ugu. 'ej'k'p'qu. 'l'cr'q'p'g'ugu. 'g'w't'q'r'g'qu. 'eq't'g'c'p'qu'g'k'p'f'k'q'u'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'c'd't'k'ek'ek'p'f'g" r'k'cn'l'w'r'u"
o'g'f'k'c'p'cu. "rc" k'p'o'cf'v't'g'l'f'g"rc" g'g'ev't'k'k'ek'ek'p'f'g"gu'v"o' g't'ec'f'q. "rc" f'k'ur'q'p'k'd'k'k'f'cf'f'g"i' t'c'p'f'gu"
t'g'ug't'x'cu'f'g'h'k'k'q'c'n'p'q't'q'g'v'g'f'gn'r'c'f'u. 'n'q'u'l'p'ek'r'k'p'v'g'u'k'p'v'p'v'q'u'f'g'h'c'd't'k'ek'ek'p'f'g'd'c'v'g't'c'f'u'f'g'k'q'p'gu"
f'g'h'k'k'q. 'n'q'u't'g'ew't'u'q'u'j'wo cp'qu'gp'gn'eqo r n'g'l'q'cw'q'o q'v'k' { 'gn'l'uk'v'go c'ek'gp'v'f'le'q'u'r'w'g'f'gp'r'g'to'k'k't"
c'rc'u'q'ek'g'f'cf'cti gp'v'p'c'r'gp'uct'gp'gn'u'w'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'f' "o" a'u'c'n'l'f'g'rcu" f'k'w'nc'f'gu"
q'ec'rgu"cew'w'rg'u" { "f'g'n'q'gz'v't'go'cf'co'gp'v'g'eqo r n'g'l'q's'w'g'r'w'g'f'g'ugt"go r t'g'p'f'gt'w'p'r't'q' { gev'q'f'g"
g'v'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' "rc" r'g'to'k'k't'c" C'ti gp'v'p'c"
k'p'ug't'v'ct'ug'gp"w'pc'ecf'g'p'c'i' m'd'cn'f'g'x'c'm'q't'go' g'ti'gp'v'g'eq'p'w'pc"o'c { q't'rc'ct'v'ek'r'cek'ek'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'grxcpf q'cn'ewcf tcf q'rc'ewqc'f g'o gtecf q's wg'ecf c'r c'f'u'r qugg'*gp'guy'ecuq+'{ 'uwo cpf q' gucu'ecp'kf cf gu'Gn't guwncf q'o a zko q'gu'32022.'ewcpf q'wp'uqmq'r c'f'u'qr gtc'gp'gr'o gtecf q'eqp' wpc'eqpegp'tcek»p'vqcn'f gr'o gtecf q'="r qt'qvtq'rcf q.'gn'xcmt'f gn'pf keg'ug'tgf weg'eqphqto g'rcu' ewqvcu' f g" o gtecf q" ug" f kwtkdw' gp" gp" hqto c" o a u" gs wkcvkxc" { " ewcpf q" j c { " o a u" r c'f'ugu" r ctvkr cpvgu'Gu'f gek. "gn'pf keg'J "gu'rc'uwoc'f g'rcu'ewcf tcf qu'f gn'r qtegpvc'lg'f g'o gtecf q'f g' ecf c'wpc'f g'hqu'P' r c'f'ugu's wg'hq'eqo r qpgp'Gn'e'a rewq'ug'r wgf g'gZR tguet'f g'rc'uki wkgpv'g'o cpgtc<

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

2 - Valor de vehículos producidos por terminal automotrices

Gn'xcmt'f g'xgpc'f g'xgi 'f'wq'r tqf welf q'rqecm gpvr'qt'ecf c'vgo kpcn'cwqo qtk'ug' ecnwrc'c'r ctvt'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 ctvt'f g'y gd'ctej kxg'Qti + clwucf q'r qt'gn'r tqo gf kq'cpwcn'f gn'vr q'f g'eco dk'f gn'f »rc't'gucf q'wpl'f gpug'f gn'DETCOC'guy' tguwncf q'ug'uwoc'p'rcu'gZR qt'cekppgu'f g'cwqr ctvgu'f g'vqf cu'rcu'vgo kpcrgu'cwqo qtk'egu'f c's wg' f qu'f g'grcu.'Hcv'f 'Xqmuy ci gp.'r tqf wegp'ec'lcu'f g'eco dk'vco dk'p'gp'uwu'r r'pvcu's wg'f guk'pcp' c'o gtecf qu'f g'gZR qt'cek»p0"

3 - Contenido importado de los vehículos nacionales

Nc'guko cek»p'f g'eqv'gpkf q'lo r qtvcf q'ug'tgcn'k' c'c'r ctvt'f g'rcu'lo r qt'cekppgu'f g'r ctvgu' { 'r kg| cu'gp'f »rc't'gu'f g'ecf c'vgo kpcn'ugi Àp'rc'encu'k'ceck»p'f g'r qulekppgu'ct'cpegr'ct'ku'tgcn'k' cf c' r qt'I a tt'k' "{ "Rcpki q"*4236+0C"eqp'wpcck»p.'ug'f g'wmp'rcu'r qulekppgu'ct'cpegr'ct'ku'w'k' cf cu' uki wkgpf 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	870899
		Volante, columnas, cajas de dirección y piezas	870894
	Sistema de escape	Silenciadores, tubos de escape y piezas	870892
	Sistema de frenos	Revestimientos de amianto	681320
		Forros de freno; Frenos, frenos de potencia y piezas;	870830
		Pastillas y forros de freno	681381
	Sistema de transmisión	Cajas de engranajes y piezas	870840
		Ejes (con diferencial o portadores) y piezas	870850
		Embragues y piezas	870893
		Embragues y sus fiestas; otras guarniciones	681389
		Piñones y otros cuerpos elementales de transmisión	848390
Suspensión y amortiguación	Ruedas, piezas y accesorios	870870	
	Resorte foliar	732010	

		Muelles helicoidales	732020
		Sistemas de suspensión, amortiguadores	870880
Motores y piezas	Motores	Gasolina motores <1000 cm3	840733
		Gasolina Motores > 1000 cm3	840734
		Motores diésel o semidiésel	840820
		Otras partes del motor	Cigüeñales, árboles de levas; árboles flexibles; mangos; Otros ejes de transmisión
			848410
	Focas		848420
			848490
		Poleas y volantes	848350
	Piezas de motores diésel	Bloques y envolturas; válvulas de admisión o escape; válvulas de entrada o escape de tubos múltiples; Guías; Émbolos (pistones); varillas; colillas; Boquillas; anillo de pistón (pistón); camisas de cilindros	840999
	Piezas de motor de gasolina (gasolina)	Bielas; Bloques, culatas y carcasas; carburadores; válvulas de admisión o escape; entrada o escape de tubos múltiples; anillo de pistón (pistón); guías de válvulas; carburadores; Émbolos (pistones); camisas de cilindros; inyección electrónica	840991
	Piezas del motor - combustión	Bomba de gasolina (gasolina); inyección de combustible; bomba de aceite; otras bombas	841330
		Bujías	851110
		Filtro de aire	842131
Filtro/aceite de nafta		842123	
Otras partes	Otras partes	Sellos, juntas, anillos y otros	401693
		Radiadores y piezas	870891
	Rumbos	Piezas del rodamiento	848299
		Rodamientos de agujas	848240

		Rodamientos de bolas	848210
		Rodamientos de rodillos cónicos	848220
	Válvulas	Válvulas neumáticas u oleohidráulicas	848120
Remolques, semirremolques y piezas	-	Chasis de remolques y semirremolques	871690
		Tanques	871631
		Otros remolques y semirremolques	871640
		Otros remolques y semirremolques para el transporte de mercancías	871639
		Remolques	871610
Ruedas, neumáticos y piezas	Neumáticos	Neumáticos Neumáticos coches	401110
		Neumáticos para camiones	401120
	Piezas de neumáticos	Cámaras de goma	401310
		Guardias y bandas	401290
Sistemas eléctricos y electrónicos y piezas	Baterías y piezas	Baterías	850710
		Dinamos, alternadores y otros generadores	851150
	Calefacción/Refrigeración/ventilación	Climatización	841520
	Otros componentes eléctricos	Limpiaparabrisas y eliminadores de escarcha	851240
	Iluminación y señalización	Cuernos y sirenas	851230
		Faros; luces fijas; maniobra de luces; cajas combinadas; otra señalización visual e iluminación	851220
		Piezas ópticas	701400
		Otras piezas eléctricas de señalización	851290
	Instrumentación del panel	Partes de instrumentos de medición o control de nivel	902690
		Relojes de panel	910400
	Sistema de audio	Estéreos	852721
			852729
	Sistema de encendido	Distribuidores y bobinas de encendido	851130

		Cables de bujías	854430
		Imanes y el otro	851120
		Motores de arranque	851140
		Partes de aparatos y aparatos de encendido	851190
		Disyuntores reglamentarios; encendido de dispositivos electrónicos; otros aparatos y dispositivos	851180

F lej qu'xcmqtgu'ug'gukto ctqp'uqdtg'gn'xcmqt'gp'r guqu'f g'ecf c'b qf grq'r tqf wekf q'r qt'ecf c' vgtto kpcn'gp'lwkl'f g'ecf c'c° q'ugi Àp'rc'i w'f'q'hl'ekcn'f g'r tgekqu'f g'CECTC" *equuwn'cf c'c'r ct'vt' f g'y gd0'tej kxg0'ti +clwuxf q'r qt'gn'r tqo gf kq'cpwcn'f gn'vr q'f g'eco dlq'f gn'f »rc't'guxf qwpkf gpug' f gn'DETC' uwo cf q'c'rcu'g'zr qt'cekppgu'f g'cwqr ct'vgu'f g'ecf c'vgtto kpcn'cwqo qvtk' "cti gp'kpc0"

Ecdg'f gucect's wg'gug'o 2 vqf q'gu'f kuxpvq'cn't'gcnk' cf q'r qt'ecf c'vgtto kpcn'cwqo qvtk' "{ " gn'O kpxvgtk'f g'Rtqf week»p'k'f wuxk'r ctc't'gcnk' ct'mqu't'gk'p'v'gi tqu'f g'rcu'ng' { gu'cwqr ct'vkuu. " ugi Àp'gn'ewcn'Vq' { qw'eqp'cdc"gp"4243"eqp"wp"62' "f g'r ct'vgu' { "r kgl cu'mqecrgu" *Nwku"N»r gl. " gpvt'g'xkuc'r gtuqpcn"381344244-0"

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

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

Rqt'qvtq'rc'f q'rcu'f k'g'ek'ppgu'f g'rcu'hrgej cu'k'p'f kec'p's w2 'go r t'guc'r qugg'c'rc'q'vtc'f g'b qf q' vcn's wg'rc'ecdgl c'f g'rc'hrgej c'ug'r quc'uqdtg'rc'eqo r c° f'c'r qug'f' c'r qt'uw'ceekqpkuc'0'Rqt'Ànko q. " gn'eqm't'f g'mqu'pqf qu'k'p'f kec'rc'p'ceekqpcrk'f cf 'f g'ecf c'ht'o c'f gr g'p'f k'p'f q'f g'f »p'f g'gu'2 'wdlecf c' uw'ecuc'o c'vtk' 0'Rqt'm'v'cp'vq. "ug'w'w'k'k' c'gn'leqmt'c| wlr ctc'GGWW" { "gn't'qlq'r ctc'Lcr »p. "uk'p'f q'mqu' Àplequ'f qu'r c'f'ugul'p'x'q'w'et'cf qu'gp'rc't'gf 'uqekcn'f g'mqu'p'w'g'x'r tqr k'g'vct'kqu'f g'r tko gtq' { "ugi w'pf q' pkxgn'f g'VO E0"

5 – Análisis de correlación entre variaciones PIB Argentina y ventas en el mercado interno de vehículos

" Nc"gxqmek»p" f gn'RKD" f g'Co 2 tlec'Ncvkpc"ug"ecrewr"eqo q"rc"xctkcek»p"cpwcnf gn'RKD" f g" vqf qu"mqu"r c"ug"u" 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"u" 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"u" 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 wkgpv"u"t guwncf qu"ecrewr"cf qu" c"vtx² u" f gn' r tqi tco c"Uvcv0"

	PIB_Arg	Pr_TOY	Pr_Ter~g	
PIB_Arg	1.0000			
Pr_TOY	0.4936	1.0000		
Pr_TermArg	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"u" f g'Co 2 tlec'Ncvkpc"gzew{ 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"u" f g'Co 2 tlec'Ncvkpc"gzew{ 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 wkgpv"u"t guwncf qu"ecrewr"cf qu" c"vtx² u" f gn' r tqi tco c"Uvcv0"

"

	PIB_La~m	Pr_TOY	Pr_Ter~g	
PIB_Latam	1.0000			
Pr_TOY	0.5014	1.0000		
Pr_TermArg	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"u" f g"Cti gpvkpc" { "rc"xctkcek»p"r qtegpwcn'gp"rcu"xgpvcu" f g"cwqo »xkrgu" gp" gn' o gtecf q" kpvgtpq" 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"u" f g"Cti gpvkpc" { "rc"xctkcek»p"r qtegpwcn'gp"rcu"xgpvcu" f g" cwqo »xkrgu" gp" gn' o gtecf q" kpvgtpq" f g"Vq{ qvc"ªI tª hleq"D+" ugi Àp" mqu"uki wkgpv"u"t guwncf qu" ecrewr"cf qu" c"vtx² u" f gn' r tqi tco c"Uvcv0"

"

	PIB_Arg	VI_AUT	VI_T~AUT	
PIB_Arg	1.0000			
VI_AUT	0.7819	1.0000		
VI_TOY_AUT	0.4248	0.4159	1.0000	"

"

Gp"gn'I tª hēq"2/36"ug"tgr tguḡvcp"ŕu"eqttgŕekqpgu"gpv̄g"ŕ"xctkēp"ŕ qteḡpwcŕf gŕi
 RID"ŕ"xŕŕtgu"eqttkēpvgu"ŕg"Cti gpv̄pŕ{"ŕ"xctkēp"ŕ qteḡpwcŕf gŕi"ŕu"xgpvcu"ŕg"wkŕkctkqu"gp"
 gŕi'o gtecf q"kp̄v̄tpq"ŕf"qf cu"ŕu"go r tḡcu'o gpqu"Vq{qvc"ŕ tª hēq"E+{"ŕ"xctkēp"ŕ qteḡpwcŕf
 f gŕi"RID"ŕ"xŕŕtgu"eqttkēpvgu"ŕg"Cti gpv̄pŕ{"ŕ"xctkēp"ŕ qteḡpwcŕf gŕi"ŕu"xgpvcu"ŕg"wkŕkctkqu"
 gp"ŕi'o gtecf q"kp̄v̄tpq"ŕf"Vq{qvc"ŕ tª hēq"F+."ugi Àp"ŕqu"uki v̄k̄p̄vgu"tḡuŕŕcf qu"ecŕwŕf qu"ŕc"
 v̄cx²u"ŕf gŕiŕ tqi tco c"Ucvcŕ'

	PIB_Arg	VI_UT	VI_T~UT	
PIB_Arg	1.0000			
VI_UT	0.7938	1.0000		
VI_TOY_UT	0.6147	0.7745	1.0000	"

"

6 - Relevamiento principales proveedores de Toyota Argentina radicados en el país

Rctc"ŕi"cpª ŕkku"ŕf g"ŕu"ŕ t̄k̄p̄kr cŕḡu"go r tḡcu"ŕ tqxḡḡf qtcu"ŕf g"Vq{qvc"ug"tḡŕxctqp"ŕu"
 r t̄k̄p̄kr cŕḡu"73"cwqr ctv̄k̄cu"s wg"ŕḡ"xḡpf gp"ŕf ktḡewo gpv̄g"ŕ"ŕ"v̄ḡto k̄p̄cŕi"gp"4242"ŕ"ŕ ctv̄t"ŕf g"ŕu"
 hēj cu"ugev̄tkcŕḡu"ŕf g"CHCE."ŕf cv̄qu"ŕf g"CF KO TC."dŕŕcpeḡu"ŕf g"VCUC"{"gpv̄gxl̄k̄cuŕ'Ecđḡ"
 f ḡuŕcect"ŕs wg"ŕu"ŕk̄k̄cu"ŕf g"ŕ tqxḡḡf qtgu"ŕf g"ŕu"v̄ḡto k̄p̄cŕḡu"cwqo qv̄t̄k̄ḡu"uqp"eqph̄k̄f gpekcŕḡuŕ'ŕf gŕf g"
 Vq{qvc"Cti gpv̄pŕ"ug"j c"eqph̄k̄to cf q"ŕs wg"gp"4242"ŕ"ŕ"go r tḡcu"v̄ḡp"ŕ"84"ŕ tqxḡḡf qtgu"ŕf cf kēcf qu"gp"
 ḡŕiŕ c"ŕu"ŕNwku"ŕŕŕ gŕ. "gpv̄gxl̄k̄cu"ŕ ḡtuqpcŕn"38 B4 4244+ŕC"uw"xḡḡ. "ŕf gŕf g"CF KO TC"uquk̄ḡp̄gp"ŕs wg"
 f gŕi"v̄qŕŕi"ŕf g"84"cwqr ctv̄k̄cu"ŕiŕ qteḡpvcŕḡ"ŕf g"ecŕ kēcŕḡu"ŕqecŕḡu"gu"ŕf gŕi"82' . "cÀp"ŕo c{qt"ŕs wg"ŕi"
 cpŕŕiŕ cf q"gp"ŕ"ŕo wgutc"ŕf g"ḡuŕc"v̄ḡku"ŕLwŕk̄q"Eqtŕ ḡtq."gpv̄gxl̄k̄cu"ŕ ḡtuqpcŕn"33 B4 4244+ŕ'

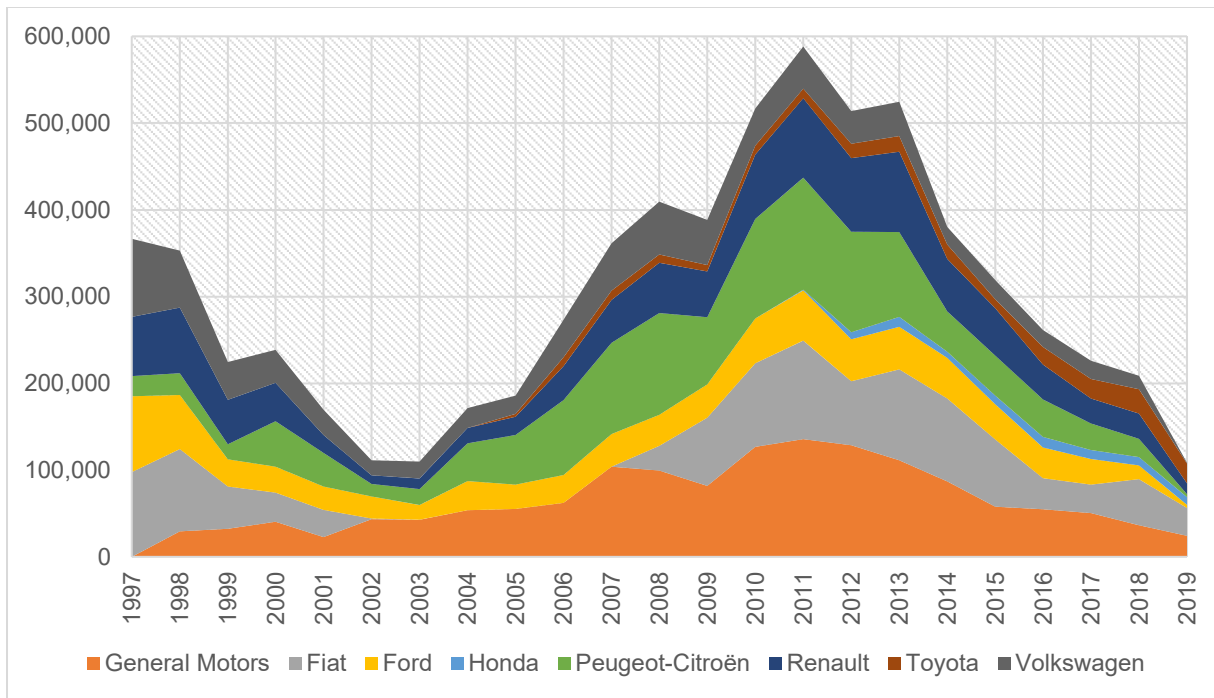
ANEXO ESTADÍSTICO

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

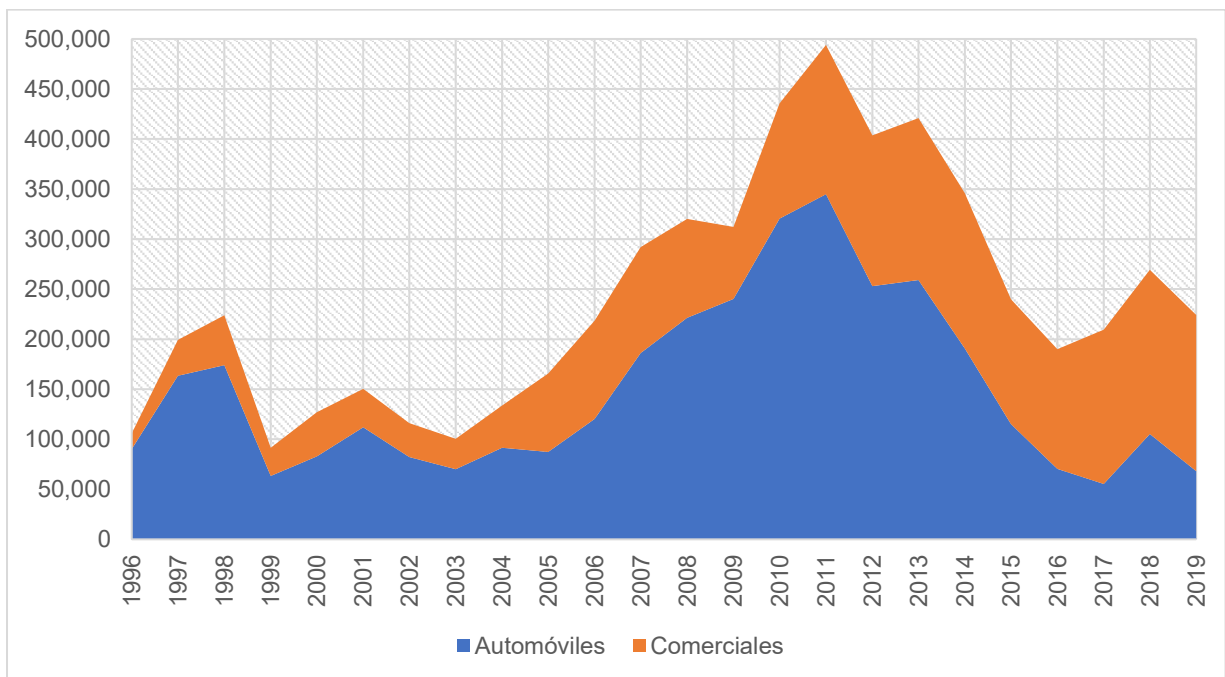
Hwpg<C wqVgej kuki j v'

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



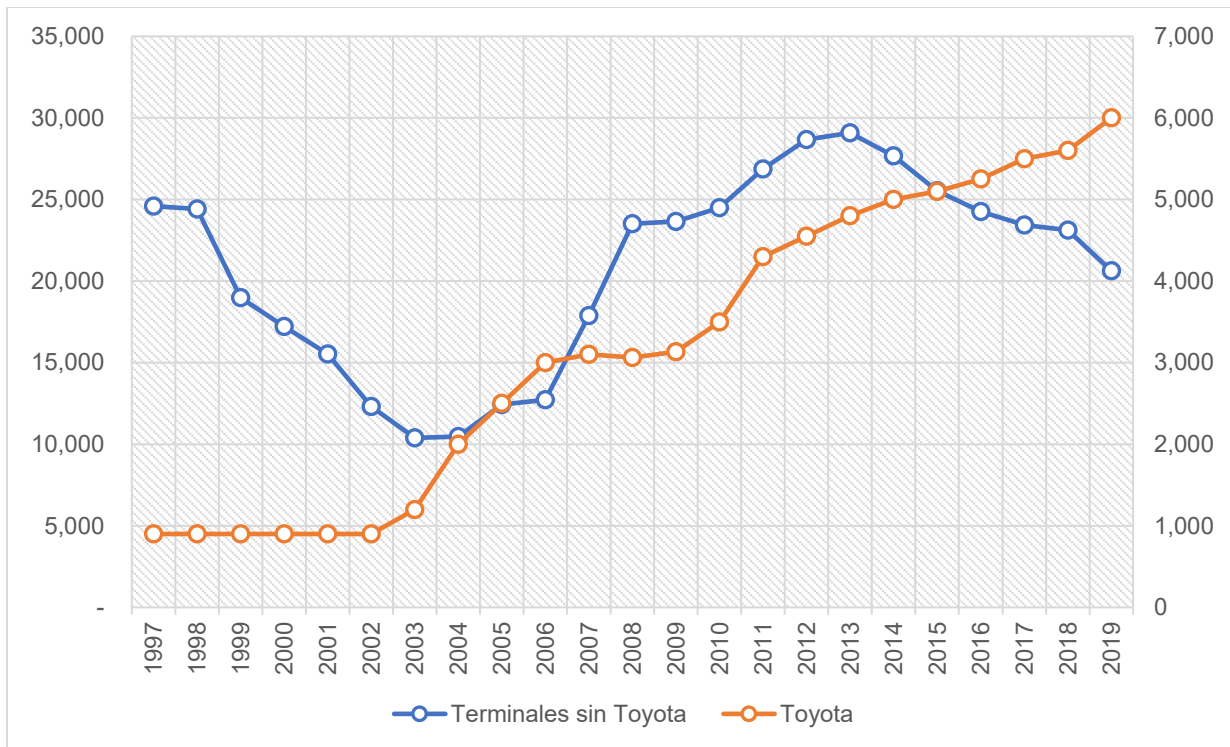
Hwpgv<gndqtck»p'r tqr kc"gp'dcug"c"CF GHC0'

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



Hwpgv<gndqtck»p'r tqr kc"gp'dcug"c"CF GHC0'

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



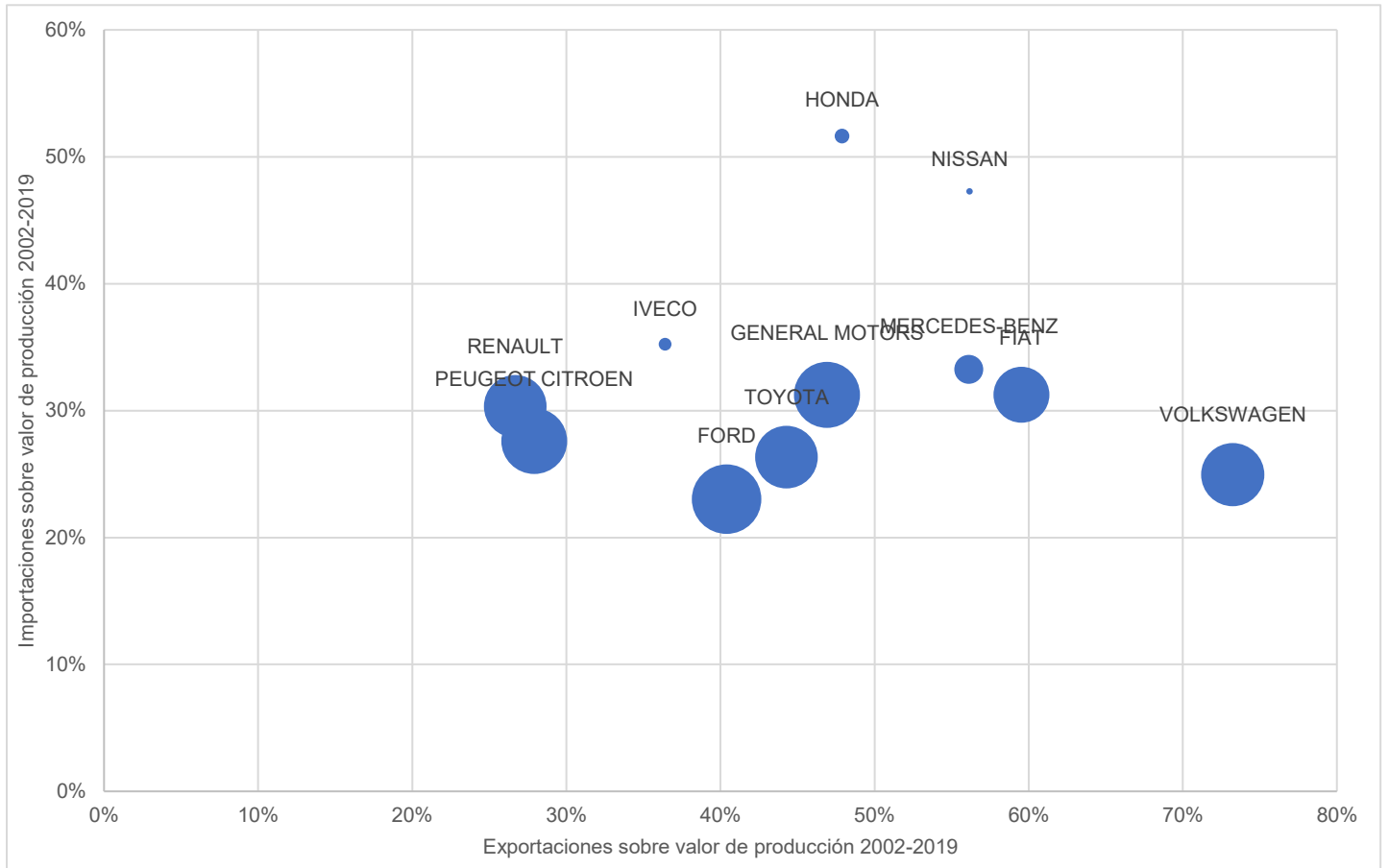
El gráfico muestra el empleo en el sector terminal de la industria automotriz de Argentina entre 1997 y 2019. Se observan dos series de datos: 'Terminales sin Toyota' (línea azul) y 'Toyota' (línea naranja). El eje Y izquierdo representa el empleo total (0 a 35,000) y el eje Y derecho representa el empleo de Toyota (0 a 7,000). El empleo total muestra una tendencia general a la baja hasta 2003, seguida de un crecimiento hasta 2013, y luego una disminución. El empleo de Toyota muestra un crecimiento constante desde 2003 hasta 2019.

Tabla 0-2 - Posición de Toyota en el ranking de las 200 empresas más grandes de Argentina

Año	Posición en el ranking
1997	104
1998	72
1999	92
2000	81
2001	81
2002	76
2003	57
2004	61
2005	16
2006	14
2007	19
2008	21
2009	17
2010	17
2011	20
2012	6
2013	7
2014	10
2015	17
2016	27
2017	11
2018	4
2019	3

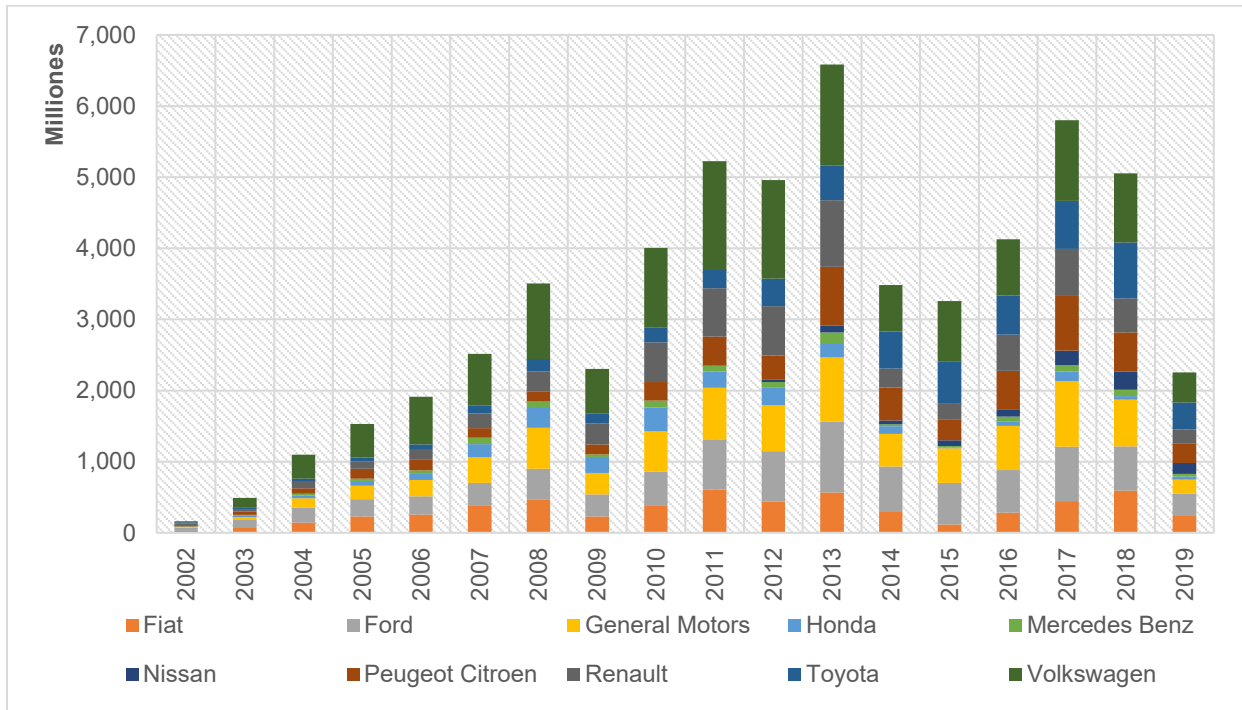
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Gráfico 0-4 - Promedios de las importaciones de autopartes sobre valor de producción entre 2002 y 2019 (eje Y), promedios de las exportaciones totales sobre el valor de la producción entre 2002 y 2019 (eje X) y cantidad de unidades producidas entre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



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Gráfico 0-5 - Importaciones de vehículos de pasajeros por terminal automotriz (millones de dólares CIF) (2002-2019)



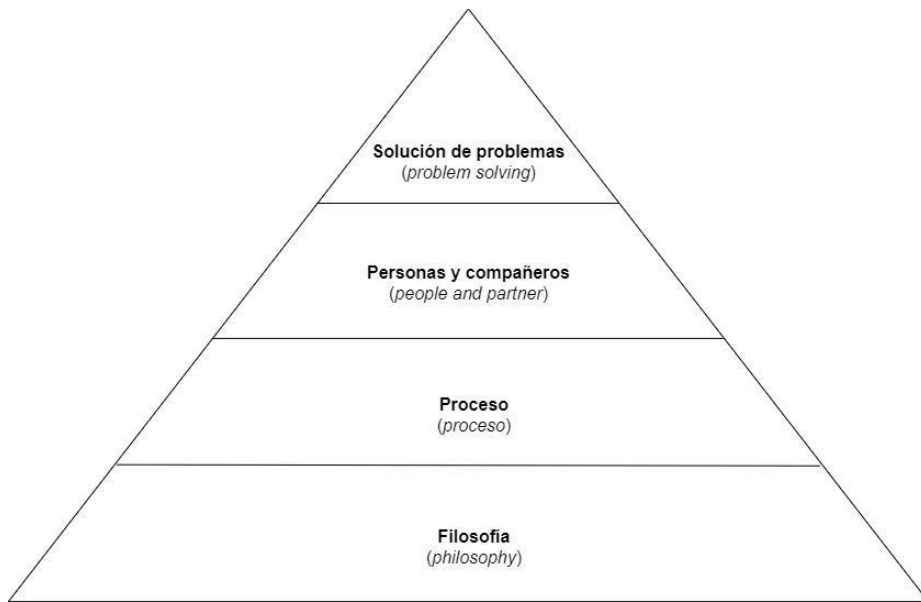
Importaciones de vehículos de pasajeros por terminal automotriz (millones de dólares CIF) (2002-2019)

Tabla 0-3 - Presidentes, vicepresidentes y presidentes del directorio de Toyota Motor Corporation

Nombre	Presidente del directorio	Vicepresidente	Presidente
Risaburo Toyoda	1° Presidente del directorio		1° Presidente
Kiichiro Toyoda			2° Presidente
Taizo Ishida	2° Presidente del directorio		3° Presidente
Fukio Nakagawa			4° Presidente
Eiji Toyoda	5° Presidente del directorio		5° Presidente
	Presidente del directorio honorario		
Shoichi Saito	3° Presidente del directorio		
Masaya Hanai	4° Presidente del directorio		
Shoichiro Toyoda	6° Presidente del directorio		6° Presidente
Shigenobu Yamamoto		ex Vicepresidente	
Gentaro Tsuji		ex Vicepresidente	
Tsutomu Oshima		ex Vicepresidente	
Tatsuro Toyoda		ex Vicepresidente	7° Presidente
Masami Iwasaki		ex Vicepresidente	
Hiroshi Okuda	7° Presidente del directorio		8° Presidente
Iwao Isomura		ex Vicepresidente	
Fujio Cho	8° Presidente del directorio	ex Vicepresidente	9° Presidente
Kosuke Ikebuchi		ex Vicepresidente	
Katsuaki Watanabe		ex Vicepresidente	10° Presidente
Katsuhiro Nakagawa		ex Vicepresidente	
Kazuo Okamoto		ex Vicepresidente	
Akio Toyoda			11° Presidente
Takeshi Uchiyamada		ex Vicepresidente	

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Figura 0-1 - Modelo de Toyota 4P de Liker (2003)



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Tabla 0-4 - Ventas de Toyota Corolla en el mundo (en unidades)

Año	Japón	EEUU	Can	México	Aus	Europa	Tailan	Filip	Pakistán	India	China Corolla EX	China Corolla	China Levin	Argentina	Colombia
1973		116,905													
1974		103,394													
1975		151,177													
1976		187,321													
1977		259,344													
1978		212,757													
1979		257,096													
1980		257,315													
...															
1983		178,572													
1984															
1985		168,378													
1986		159,458													
1987		164,3													
1988		216,677			23,586										
1989		199,975			22,13										
1990	300,008	228,211			29,981										
1991	275,019	199,083			26,227										
1992	260,777	196,118			23,825										
1993	237,537	193,749			23,777										
1994	228,66	210,926			21,915										
1995	235,626	213,64			23,372										
1996	223,244	209,048			23,212										
1997	238,098	218,461			22,319										
1998	196,498	250,501			25,079										

1999	160,677	249,128			28,387				8,268					
2000	162,87	230,156			30,576				8,778					
2001	236,507	245,023			30,813				8,116					
2002	226,222	254,36			34,948				6,151					
2003	198,904	325,477			36,128				12,867	8,175				
2004	173,301	333,161			39,053				20,321	10,195	45,476			
2005	149,81	341,29			46,415				23,002	8,974	67,392			
2006	143,176	387,388			46,256				30,527	7,168	78,973			
2007	147,069	371,39		10,284	47,792	85,407			35,762	6,463	63,999	65,844		
2008	144,051	351,007	57,736	9,37	47,901	119,12			33,64	8,102	52,247	165,271		
2009	90,178	296,874	53,933	7,58	39,013				26,76	8,604	57,109	157,457		
2010	111,265	266,082	38,68	9,085	41,632	51,189			43,51	10,041	82,743	172,053		
2011	70,758	240,259	36,663	10,306	36,087	69,889			41,111	9,283	120,962	170,467		
2012	80,459	290,947	40,906	12,767	38,799	63,481			46,207	6,912	124,531	151,887		
2013	101,664	302,18	44,449	10,956	43,498	67,987			32,608	4,106	147,921	146,48		
2014	114,331	339,498	48,881	13,553	43,735	36,595			29,087	6,748	85,835	171,487	49,112	
2015	109,027	363,332	47,199	13,215	42,073	69,194	20,966		51,398	7,574	46,34	254,301	125,699	15,829
2016	84,77	378,21	45,626	13,228	40,33	67,876	18,052		57,452	4,86	17,091	307,36	159,071	15,786
2017	77,466	329,196	50,332	10,135	37,353	60,936	19,179		52,676	4,242	2,829	336,763	172,626	17,23
2018	89,91	303,732	48,796	6,351	35,23	55,686	21,914	1,801	51,412	3,286	374,4	192,697	15,582	
2019	104,406	304,85	47,596	11,594	30,468	133,597		1,261	56,72	1,422	357,798	213,905	9,045	1,592
2020	118,276	237,178	37,156	8,127	25,882	137,209		1,121	22,14		350,31	222,361	4,336	2,455

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Tabla 0-5 - Centros de I+D de Toyota en el mundo (2020)

País	Empresa	Centro de I+D	Ubicación	Actividades
Japón	Toyota Motor Corporation	Toyota Technical Center Headquarters	Aichi	Investigación básica de planificación de productos, ingeniería y evaluación de vehículos
		Toyota Technical Center Shimoyama	Aichi	Ingeniería de rendimiento de vehículos
		Toyota Technical Center Higashi-Fuji	Shizuoka	Ingeniería avanzada
		Tokyo Design Research & Laboratory	Tokyo	Diseño avanzado
		Toyota Technical Center Shibetsu	Hokkaido	Ingeniería de rendimiento de vehículos
		Otemachi Office	Tokyo	Investigación y desarrollo de inteligencia artificial
	Toyota Central Research & Development Laboratories, Inc.	Toyota Central Research & Development Laboratories	Aichi	Investigación básica
Toyota Research Institute - Advanced Development, Inc.	Toyota Research Institute - Advanced Development	Tokyo	Desarrollo de tecnología y software de conducción automatizada	
EEUU	Toyota Motor North America, Inc.	Toyota Technical Center Michigan	Michigan	Planificación de productos, ingeniería y evaluación de vehículos
		Toyota Technical Center TAPG	Arizona	Ingeniería de rendimiento de vehículos
		Toyota Technical Center Los Angeles	California	Evaluación del desempeño ambiental

	Toyota Research Institute, Inc.	Toyota Research Institute	California	Investigación en inteligencia artificial
	Calty Design Research, Inc.	Calty Design Research	California, Michigan	Diseño exterior, interior y de color
Europa	Toyota Motor Europe NV/SA	Toyota Technical Center Europe	Bélgica	Ingeniería y evaluación de vehículos
	Toyota Europe Design Development	Toyota Europe Design Development	Francia	Diseño exterior, interior y de color
	TOYOTA GAZOO Racing Europe GmbH	Toyota Technical Center TMG	Alemania	Base de desarrollo para vehículos de automovilismo
China	Toyota Motor Engineering & Manufacturing (China) Co., Ltd.	Toyota Technical Center China	Jiangsu	Tecnología, Ingeniería y Evaluación de Vehículos, Investigación Básica
	FAW Toyota Research & Development Co., Ltd.	FAW Toyota Research & Development	Tianjin	Ingeniería y evaluación de vehículos, Reg. Y Homolo
	GAC Toyota Motor Co., Ltd.	GAC Toyota Motor	Guangdong	Ingeniería y evaluación de vehículos, Reg. Y Homolo
Asia Pacifico	Toyota Daihatsu Engineering & Manufacturing Co., Ltd.	Toyota Daihatsu Engineering & Manufacturing	Tailandia	Ingeniería y evaluación de vehículos

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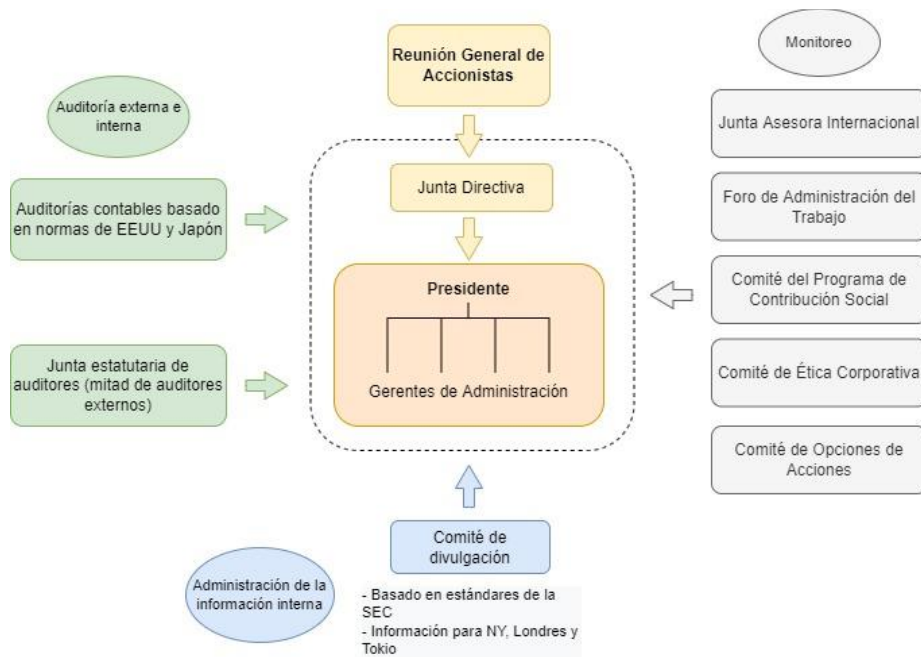
Tabla 0-7 – Producción, ventas, exportaciones e importaciones de vehículos en Sudáfrica por empresa y modelo (unidades) (año 2019)

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

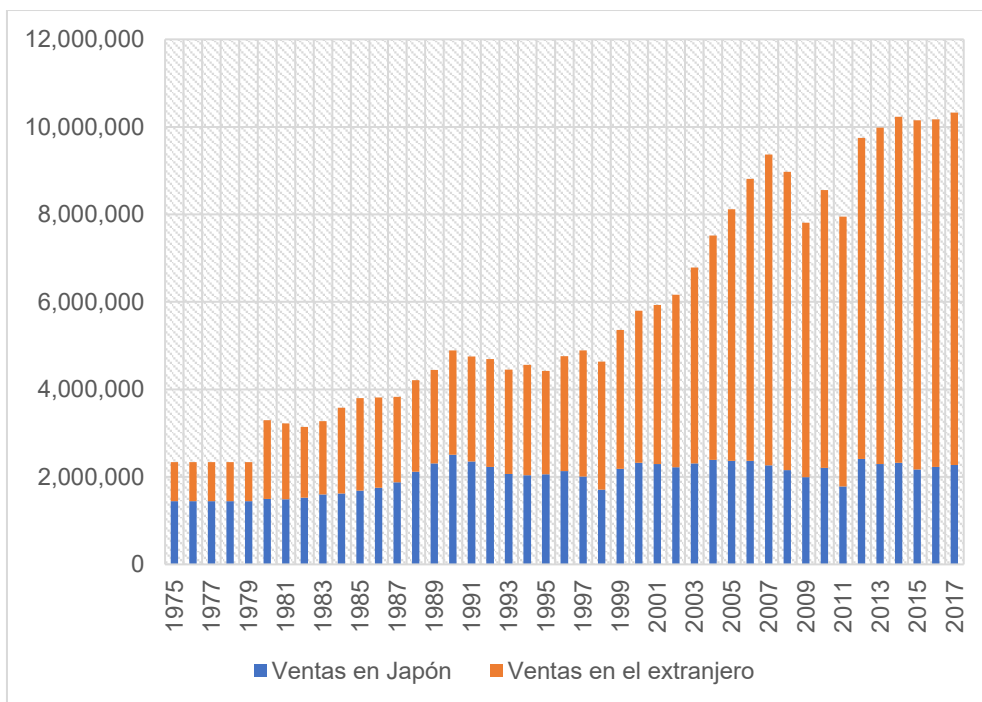
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Figura 0-2 – Estructura corporativa de Toyota Motor Corporation (año 2003)



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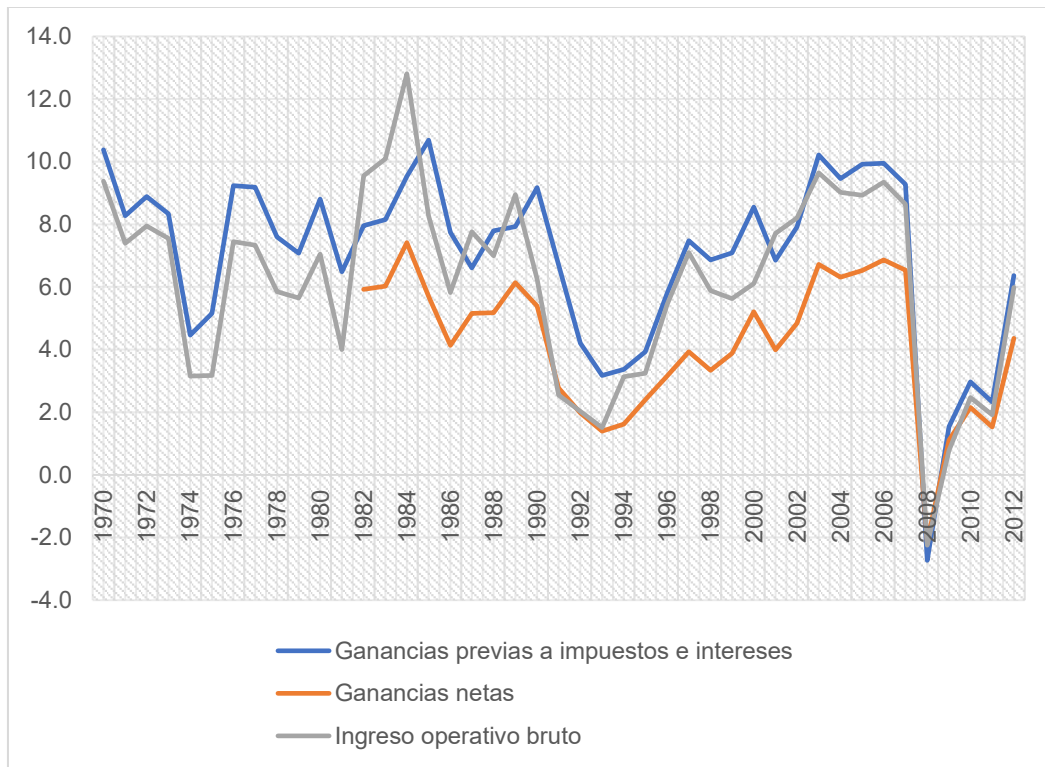
Gráfico 0-6 - Ventas anuales de Toyota en Japón y en el exterior (en unidades) (1975-2017)



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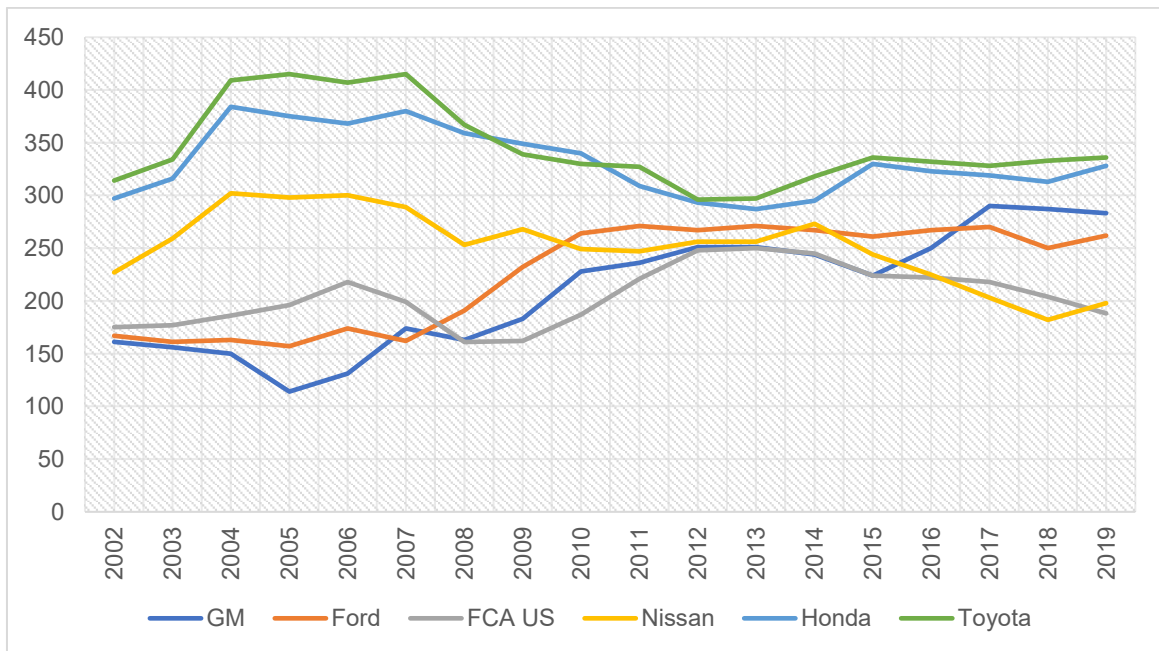
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Gráfico 0-7 - Rentabilidad del Grupo Toyota (porcentajes) (1970-2012)



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



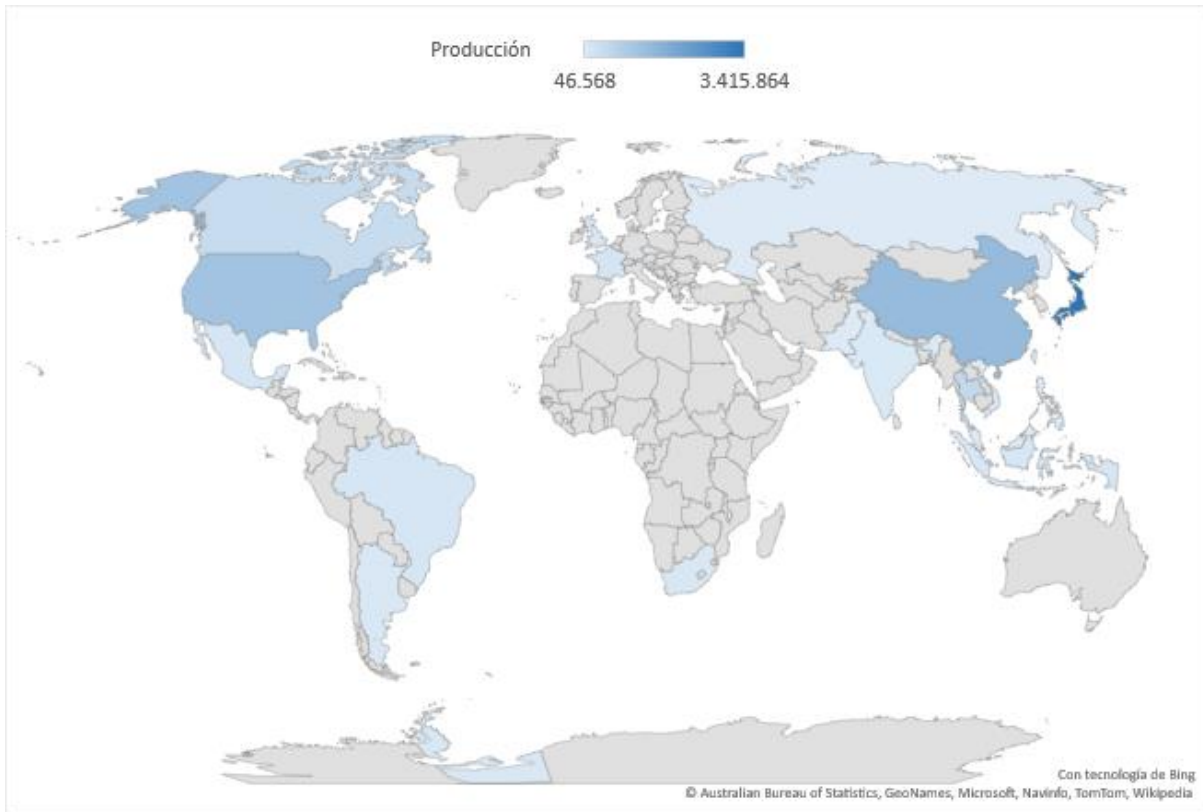
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Tabla 0-8 - Ranking de Toyota en el ranking de las principales empresas multinacionales del mundo por ingresos (1995-2019)

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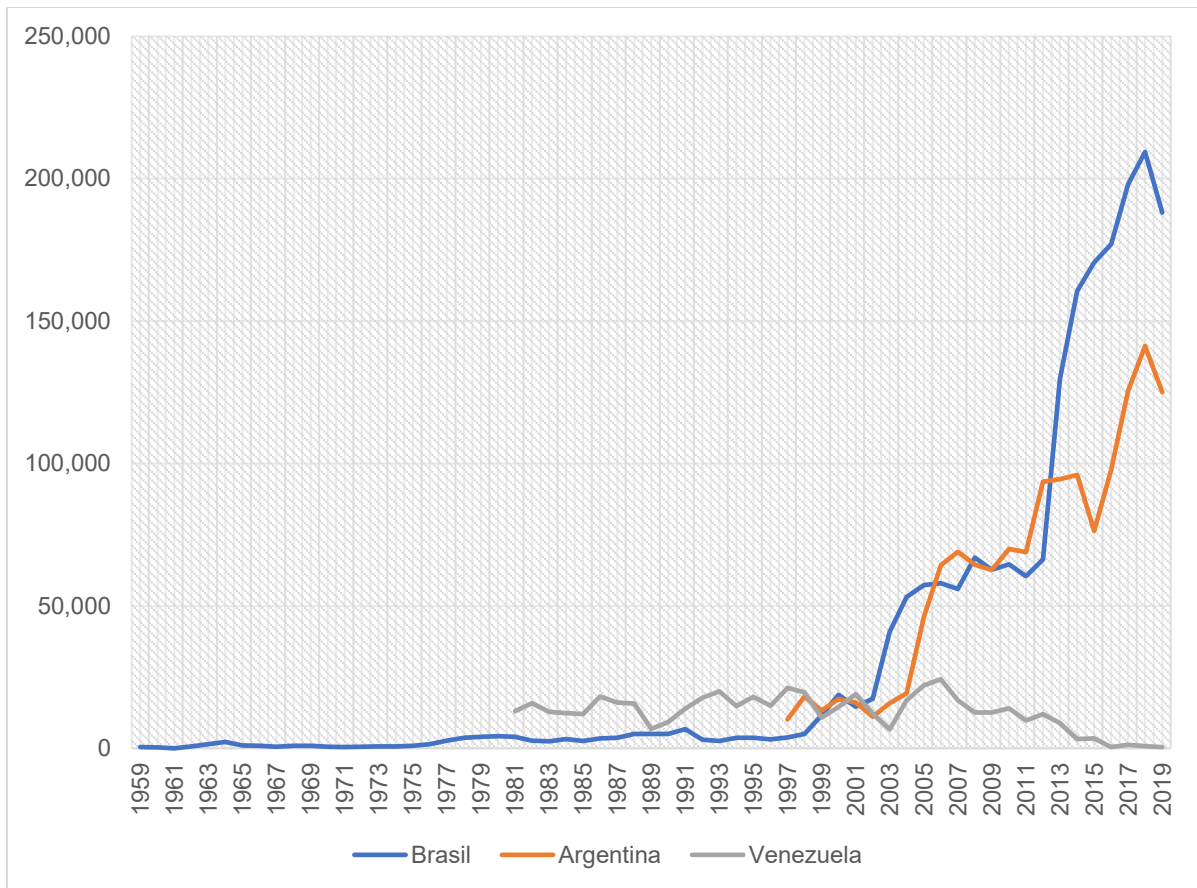
Gráfico 0-9 - Producción por país (2019) (en unidades)*



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



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

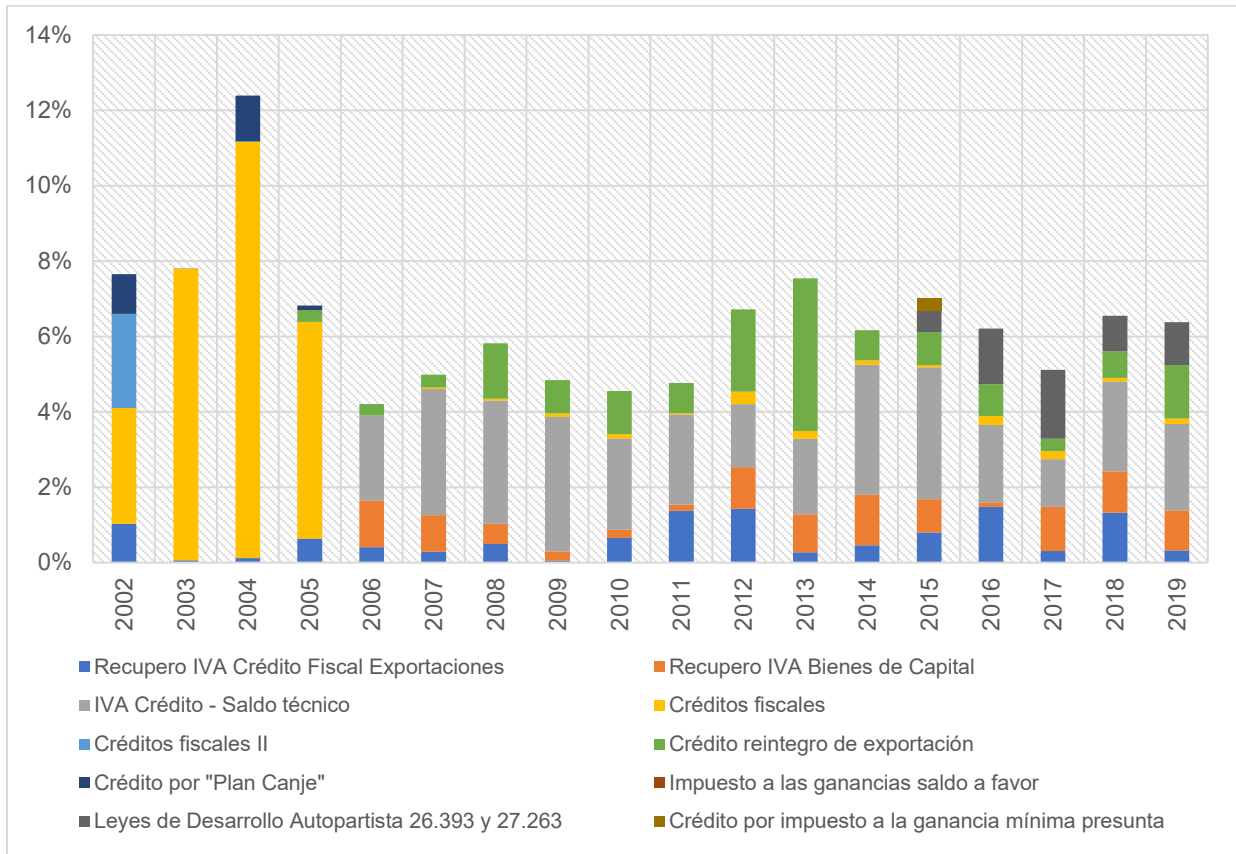
Año	Disposición	Descripción
1991	Acuerdo de Complementación Económica N° 14 entre Argentina y Brasil	Los productos amparados por este Régimen tendrán el tratamiento de "producto nacional" tanto en la República Argentina como en la República Federativa del Brasil y gozarán de: a) arancel de cero por ciento en sus importaciones las que quedarán eximidas, asimismo, de la aplicación de gravámenes adicionales de efectos equivalentes a los derechos aduaneros; y b) estarán eximidos de cualquier restricción o traba de naturaleza no arancelaria, excepto aquellas específicamente acordadas entre ambas Partes.
1991	Decreto Nacional 2677/91	Mecanismos de intercambios compensado, fijación de inversiones como exportaciones para el intercambio compensado, cupos de importación, entre otros.
1994	Decreto Nacional 895/94	Autorización pertinente para su radicación como productora de vehículos automotores conforme al régimen de la Industria Automotriz, establecido por la Ley N.21 932 y reglamentado por el Decreto N.2677 del 20 de diciembre de 1991 y su modificatorio el Decreto N.683 del 6 de mayo de 1994.
1996	Resolución 502/95 - Min. de Economía y Producción	"Régimen para la Instalación de Nuevas Plantas Industriales" para la importación de equipamiento de TMC y la empresa Tiaki-Sha de Japón para la utilización en su fábrica. A partir de esto se logró la importación de una gran cantidad de bienes con nulos cargos de Derechos de Importación (0%), Tasa Estadística (0%) y Comprobación de Destino (0,20%).
1998	Ley Nacional 24.402 / Resolución Nacional 422/98	Toyota solicita beneficios a partir del Régimen de Financiamiento del Impuesto al Valor Agregado (IVA) (Ley 24.402), a partir de lo cual logra una financiación de \$9.870.890.
1999	Resolución 65/99 - Min. de Economía y Producción	Entre 1997 y 1999 presenta distintos planes de intercambio compensado según el Decreto 2677/91 que obligaba a las terminales a mantener balances comerciales compensados. En 1999 presenta dicho plan para el período 1996-1999 en el cual se establecían exportaciones por u\$s477.000.000, inversiones por u\$s86.275.000 e importaciones por u\$s533.138.000 dando como resultado una balanza positiva por u\$s408.000.
1999	Resolución 27/99 - Min. de Economía y Producción	En 1999 además Toyota es incluida en el Régimen de Aduanas Domiciliarias establecido en la Resolución General AFIP 596/1999, a partir del cual Toyota estableció una oficina de Aduana en su planta en Zárate.
2000	Resolución 229/2000 - Min. de Economía y Producción	En el 2000 la empresa japonesa solicita la reducción del 3% de Derechos de Importación Extrazona.
2001	Decreto AFIP 730/2001	En el 2001 fue incluida en el Convenio para Mejorar la Competitividad y la Generación de Empleo de la AFIP a partir del Decreto AFIP 730/2001, con el cual se obtenían los beneficios de la exención del impuesto sobre los intereses pagados, el costo financiero del endeudamiento empresario y el impuesto a la Ganancia Mínima Presunta, y se conseguía un cómputo como crédito fiscal en Impuesto al Valor Agregado (IVA) de las

		contribuciones patronales (Boletín Oficial de la República Argentina, 30/7/2001).
2004	Resolución 119/2004 - Min. de Economía y Producción	En 2004 Toyota pide ser incluida en el Régimen de Importación de Bienes Integrantes de "Grandes Proyectos de Inversión" (Resolución N° 256/2000) para la importación de bienes sin derechos de importación que forman parte, exclusivamente, de una nueva línea de producción completa y autónoma para la fabricación de la SUV SW4 por un monto de 64 millones de dólares FOB.
2004	Resolución 30/2004 - Min. de Economía y Producción	Toyota es incluido en el Régimen de Aduana en Factoría (RAF).
2005	Resolución 238/2005 - Min. de Economía y Producción	Programa de Estímulo para las Inversiones del Sector Automotriz para las empresas que hubieran adherido al Régimen de Renovación del Parque Automotor, instituido por el Decreto N° 35/99. Toyota adhiere a este régimen y recupera \$13 millones por la inversión en el plan IMV al 31/3/2007 (Balance TASA, 12/9/2007).
2008	SICPME 147/2008	Reintegro de compras de autopartes nacionales por nuevas inversiones en el marco del Decreto DNU 774/2005.
2008	Resolución 38/2009 - Min. de Economía	Se excluye a Toyota Compañía Financiera de la aplicación del Decreto 616/2005 para la entrada de u\$s 15 millones provenientes de sus filiales norteamericanas Toyota Motor Credit Corporation y Toyota Financial Services America Corporation.
2011	Decreto Nacional 774/05	Gracias al régimen, Toyota Argentina recibió un reintegro monetario equivalente a \$10.214.573.
2012	Decreto Nacional 774/05	Toyota Argentina recibió un reintegro monetario equivalente a AR\$ 2.461.781.
2012	Ley Nacional 10.547	Toyota Argentina S.A. ha sido beneficiada con el Régimen de Promoción Industrial establecido por la Ley 10.547 por la ampliación de la planta fabril ubicada en la ciudad de Zárate. A raíz de ello, la empresa se encuentra eximida del pago del impuesto sobre los Ingresos Brutos, en un 100% por un plazo de 10 años, sobre el aumento de facturación a que diera lugar el total de la producción que se genere en la planta promocionada.
2014-2015-2016	Créditos FONDEAR	Es un Fondo Fiduciario Público de alcance nacional, creado con el objetivo de dar financiamiento flexible con tasas y plazos más ventajosos que los de mercado. Estaba destinado a sectores estratégicos de la economía. Toyota recibió en noviembre de 2014 \$600 millones y en mayo de 2015 otros \$600 (aproximadamente u\$s70 millones cada uno al tipo de cambio oficial de cada desembolso). Y otro de \$440 millones en abril de 2016 (u\$s31 millones al tipo de cambio del mes de desembolso). Los préstamos fueron independientes a un plazo de 5 años con 3 años de gracia sobre el capital, con una tasa fija del 19% para los primeros 2 años y luego variable con un tope mínimo de 14% y un máximo de 25%.
2014	Resolución N° 557/2014 - Min. del Interior	Lanzamiento de líneas de financiación con tasas subsidiadas para la compra de vehículos nacionales (PROCREAUTO).
2014	Resolución 328/2014 - Ente Nacional	Entrada de Toyota a Gran Usuario dentro del Mercado Eléctrico: Grandes Usuarios Mayores (GUMA).

	Regulador de la Electricidad	
2015	Resolución 649/2015 - Min. de Industria - Ley Nacional 26.393	Recupero de \$192.489.000 por compras de autopartes ejercicio 2015.
2016	Ley Nacional 27.263	Régimen de beneficios e incentivos para el desarrollo y fortalecimiento de la producción nacional de autopartes.
2017	Resolución Conjunta 7 - E/2017 - Sec. de Comercio y de Industria	Beneficios establecidos en el Régimen de Importación de Bienes Integrantes de "Grandes Proyectos de Inversión" conforme a la Resolución N° 256 de fecha 3 de abril de 2000 del ex Min. de Economía: importación de bienes nuevos destinados a la instalación de una línea de ensamblado de tapa de cilindro de motores.
2017-2019	Disposición 9-E/2017 - Resolución 20/2018, Disposición 670/2019 - Min. de Producción	Reducción arancelaria para la importación de vehículos con energías alternativas.
2019	Resolución Conjunta 93/2019 - Secretaría de Comercio Exterior e Industria	Beneficios establecidos en el Régimen de Importación de Bienes Integrantes de "Grandes Proyectos de Inversión" por ¥ 1.147.796.759.

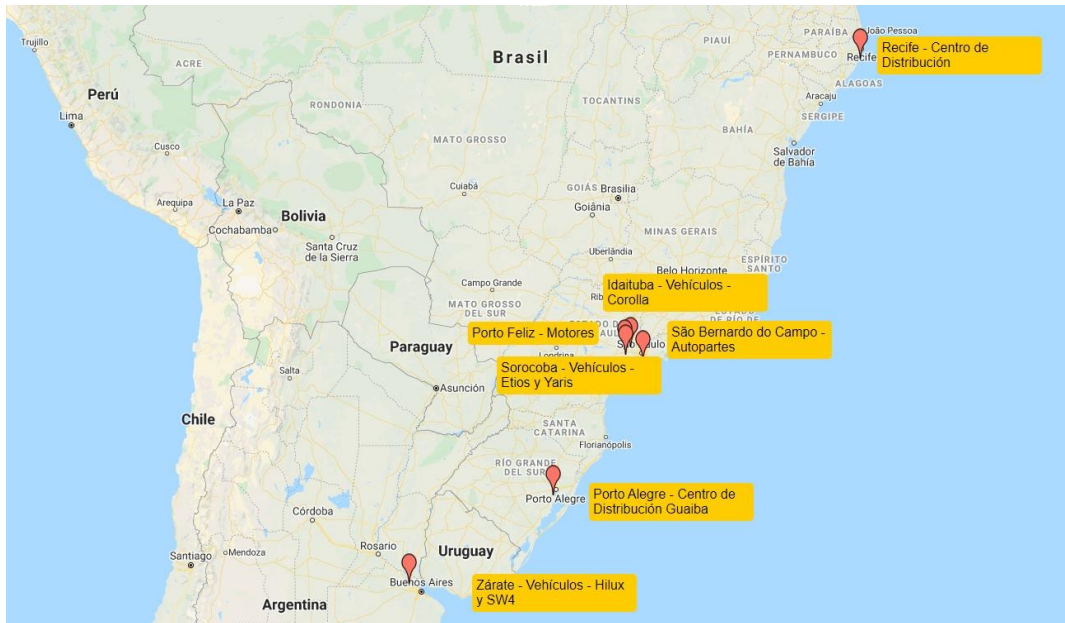
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Gráfico 0-11 – Incentivos del gobierno nacional (créditos corrientes) como porcentaje de ventas netas de TASA en cada año (porcentajes) (2002-2019)



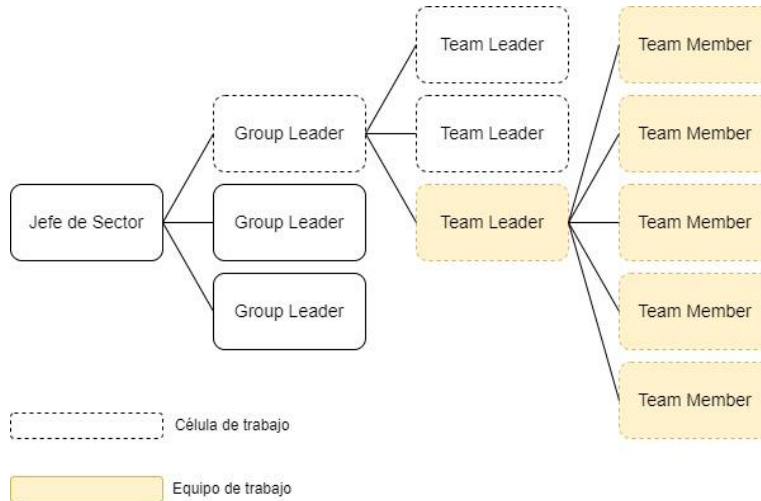
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Imagen 0-1 - Plantas de producción y centros de distribución de Toyota Argentina y Brasil (año 2019)



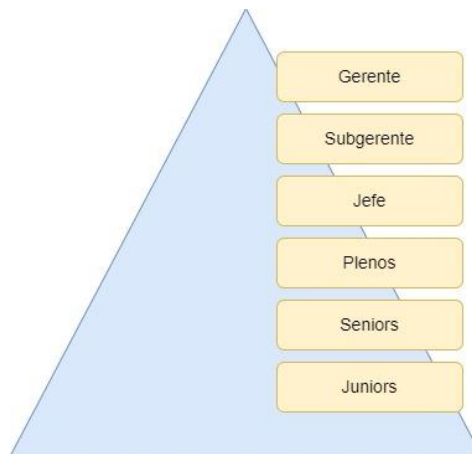
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Figura 0-3 – Escala jerárquica operarios TASA



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Figura 0-4 – Escala jerárquica profesionales TASA



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Tabla 0-10 – Modelos producidos por cada empresa en Argentina y Brasil en 1997

Empresa	País	Modelo producido	Tipo de vehículo
Agrale	Brasil	TX	Camión
		MA	Ómnibus
Chrysler	Argentina	Cherokee	Utilitario liviano
	Brasil	Dodge Dakota	Utilitario liviano
Fiat	Argentina	Uno	Vehículo de pasajeros
		Duna	Vehículo de pasajeros
		Palio	Vehículo de pasajeros
		Siena	Vehículo de pasajeros
	Brasil	Uno	Vehículo de pasajeros
		Duna	Vehículo de pasajeros
		Palio	Vehículo de pasajeros
		Siena	Vehículo de pasajeros
		Marea	Vehículo de pasajeros
		Tempra	Vehículo de pasajeros
		Fiorino	Utilitario liviano
		Strada	Utilitario liviano
		Uno Furgón	Utilitario liviano
Ford	Argentina	Escort	Vehículo de pasajeros
		Ranger	Utilitario liviano
	Brasil	Fiesta	Vehículo de pasajeros
		Ka	Vehículo de pasajeros
		Courier	Utilitario liviano
		F-1000	Utilitario liviano
		F-250	Utilitario liviano
		Cargo (distintos modelos)	Camión
		F-350	Camión
		F-4000	Camión
		F-12000	Camión
		F-14000	Camión
		F-16000	Camión
		B-1618	Ómnibus
B-1621	Ómnibus		
General Motors	Argentina	Corsa	Vehículo de pasajeros
		Silverado	Utilitario liviano
		Grand Blazer	Utilitario liviano
	Brasil	Corsa	Vehículo de pasajeros

		Ipanema	Vehículo de pasajeros
		Kadett	Vehículo de pasajeros
		Omega	Vehículo de pasajeros
		Blazer	Utilitario liviano
		Corsa pick up	Utilitario liviano
		D 20	Utilitario liviano
		S 10	Utilitario liviano
		Silverado	Utilitario liviano
		6-100	Camión
		6-150	Camión
		12-170	Camión
		14-190	Camión
		16-220	Camión
Honda	Brasil	Civic	Vehículo de pasajeros
Mercedes Benz	Argentina	Sprinter	Camión
		OH	Ómnibus
		O	Ómnibus
	Brasil	Distintos modelos	Camión
		LO (distintos modelos)	Ómnibus
		OH (distintos modelos)	Ómnibus
Navistar	Brasil	Distintos modelos	Camión
Peugeot	Argentina	306	Vehículo de pasajeros
		405	Vehículo de pasajeros
		504	Vehículo de pasajeros
		504 pick up	Utilitario liviano
		Partner	Utilitario liviano
Renault	Argentina	Clío	Vehículo de pasajeros
		9	Vehículo de pasajeros
		19	Vehículo de pasajeros
		Megane	Vehículo de pasajeros
		Trafic	Utilitario liviano
	Brasil	Megane	Vehículo de pasajeros
Scania	Argentina	Distintos modelos	Camión
	Brasil	Distintos modelos	Camión
		Distintos modelos	Ómnibus

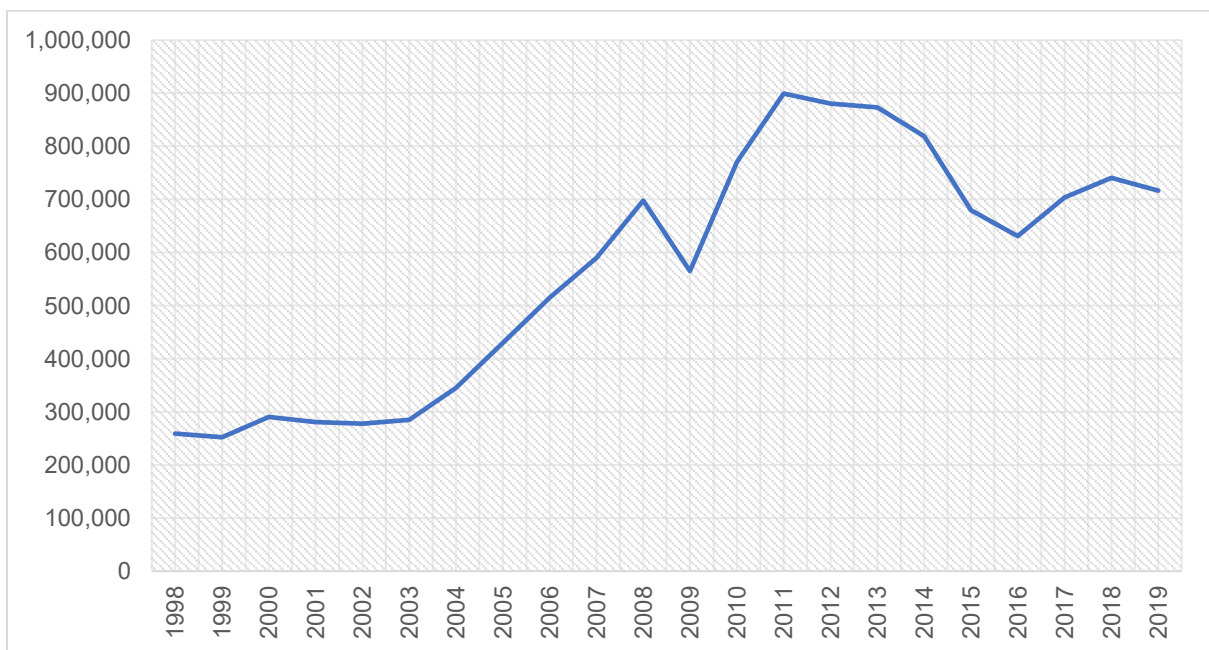
Toyota	Argentina	Hilux	Utilitario liviano
	Brasil	Corolla	Vehículo de pasajeros
		Bandeirante	Utilitario liviano
Volkswagen	Argentina	Gol	Vehículo de pasajeros
		Polo	Vehículo de pasajeros
		Gacel	Vehículo de pasajeros
		Voyage	Vehículo de pasajeros
	Brasil	Gol	Vehículo de pasajeros
		Parati	Vehículo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



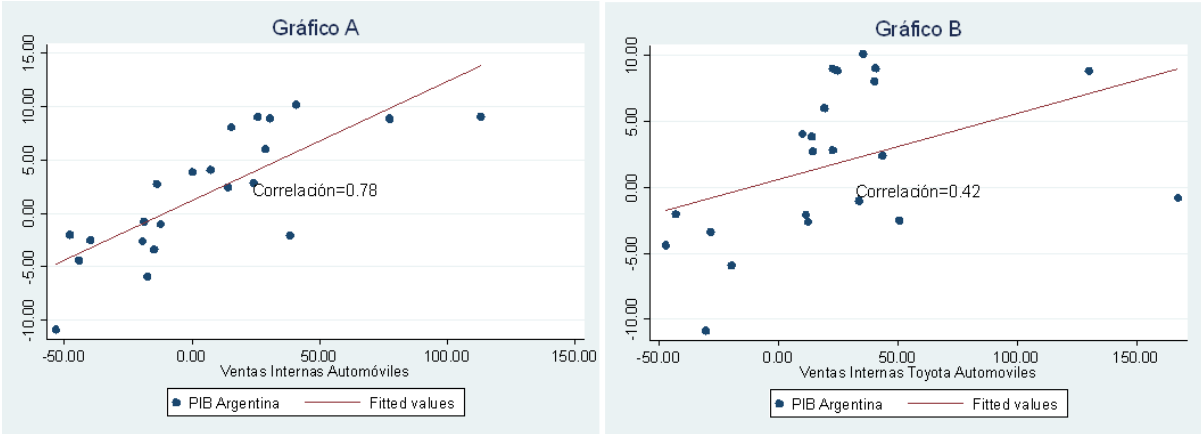
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Tabla 0-11 - Modelos nacionales y rangos de precios (miles de pesos) (año 2019)

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

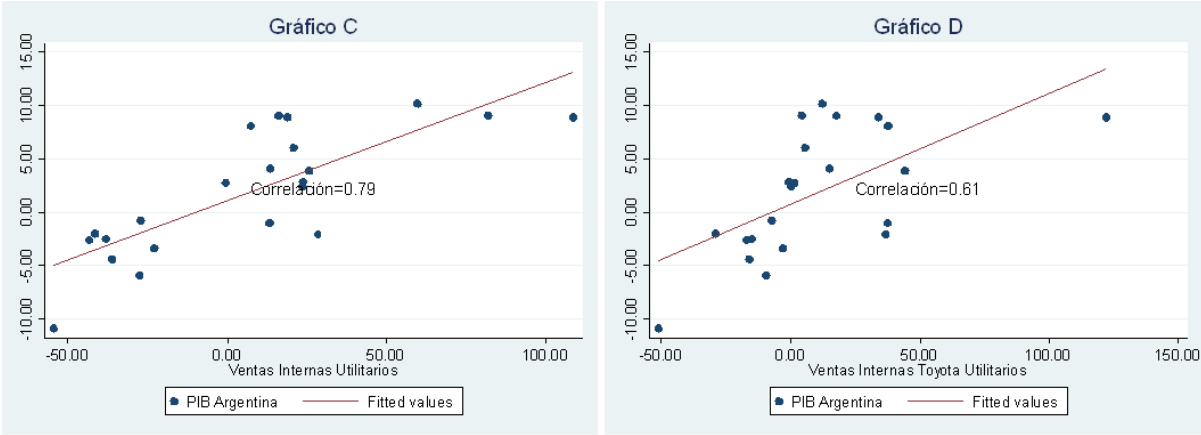
El presente documento es una publicación de la Comisión Económica para América Latina y el Caribe (CEPAL) de las Naciones Unidas. El contenido de este documento es el resultado de los trabajos realizados por los autores y no necesariamente refleja las opiniones de la CEPAL o de las Naciones Unidas. Se permite la reproducción de este documento en cualquier idioma y en cualquier formato, siempre y cuando se cite la fuente original. Para más información, consulte el sitio web de la CEPAL: www.cepal.org.

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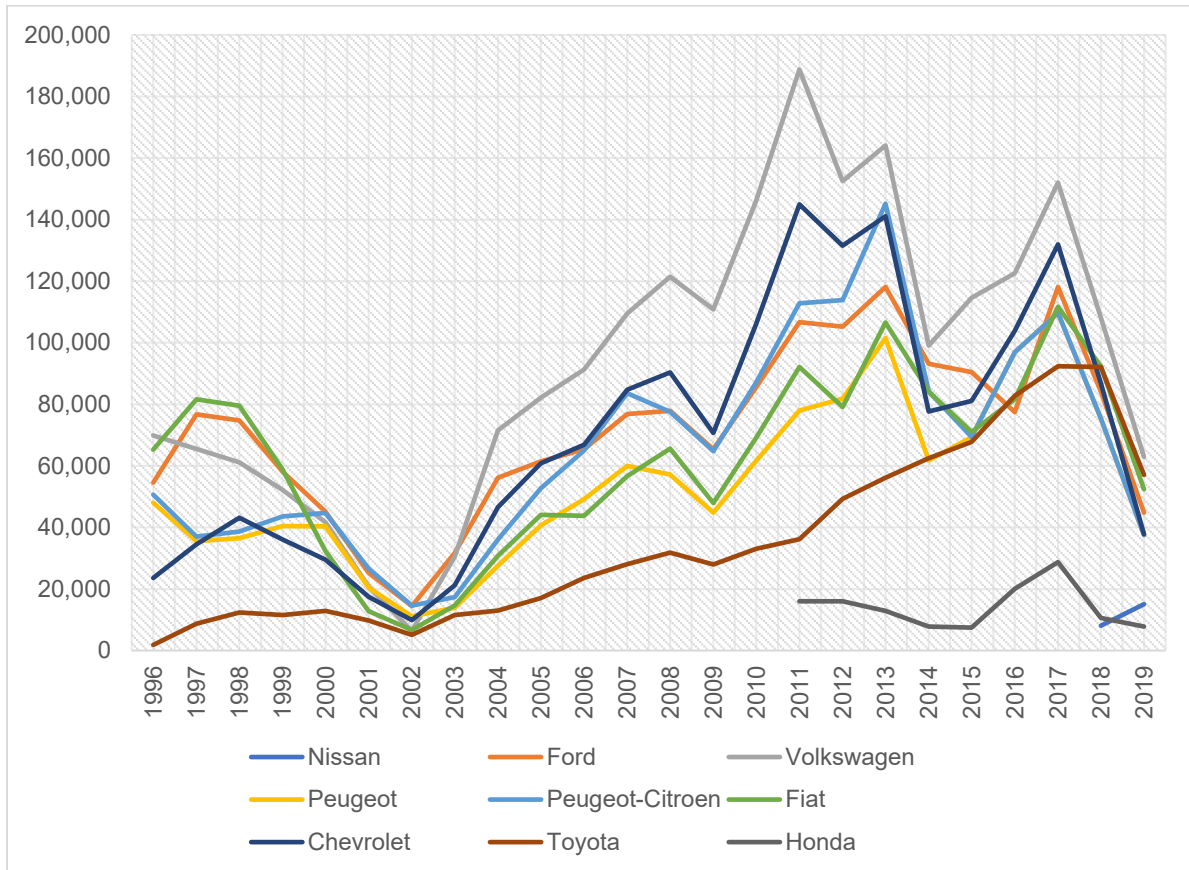
Gráfico 0-14 - Correlaciones entre variación del PIB de Argentina y ventas de utilitarios en el mercado interno de todas las empresas excepto Toyota (C) y sólo Toyota (D) (1998-2019)*



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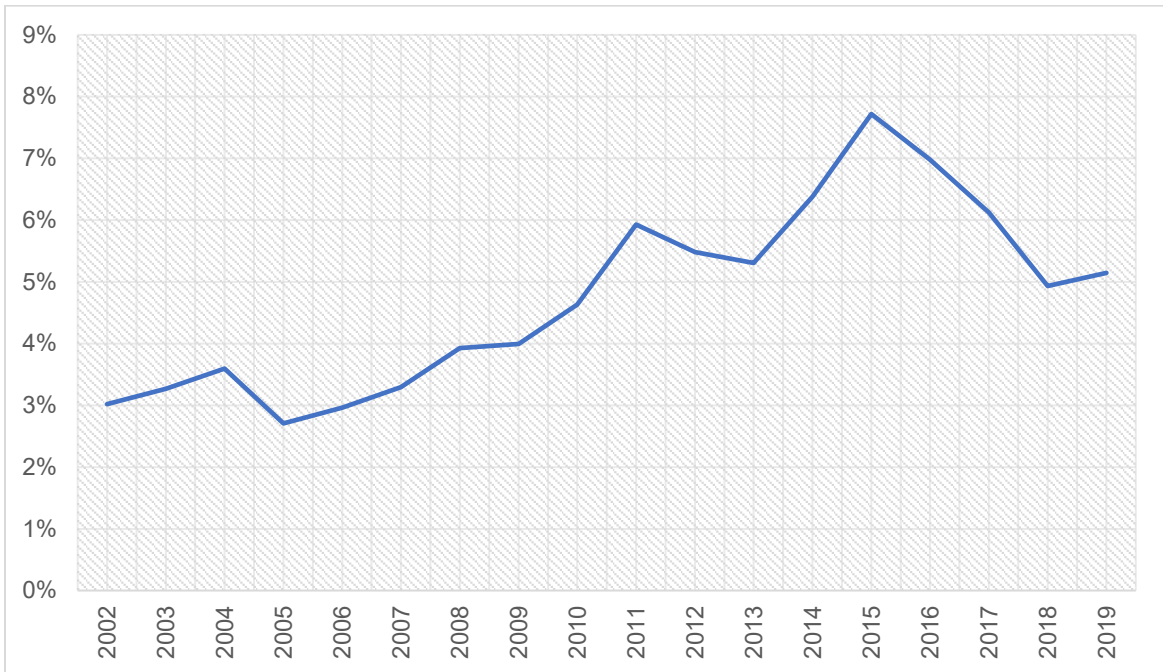
**Gráfico 0-15 - Ventas en el mercado interno argentino de vehículos por empresa (unidades)
(1996-2019)**



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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 Cio	Alberto A. Di Cio	Takashi Taguchi	Masuna o Matsunaga	Masuna o Matsunaga	Masuna o Matsunaga	Satoshi Yamamoto	Minoru Nakagawa	Minorou Nakagawa	Satoshi Yamamoto	Toshikazu Ishida		
	Alfredo P. Sastre	Alfredo P. Sastre									Toshiaki Tachibana		
	Luis E. Luceo	Luis E. Luceo											
	Enrique Magnasco												
	Ricardo Avellana												
	Horacio Merini												
	Raúl Pérez												

Directivos Toyota Argentina	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Presidente	Aníbal Ramón Borderes	Aníbal Ramón Borderes	Aníbal Ramón Borderes	Daniel Herrero	Daniel Herrero	Daniel Herrero	Daniel Herrero	Daniel Herrero	Daniel Herrero	Daniel Herrero	Daniel Herrero	Daniel Herrero
Vicepresidente												
Director Gerente												
Directores Titulares	Shozo Hasebe	Shozo Hasebe	Shozo Hasebe	Shunichi Nakanishi	Shunichi Nakanishi	Shunichi Nakanishi	Gustavo Salinas	Gustavo Salinas	Gustavo Salinas			
	Toshikazu Ishida	Susumu Kanada	Susumu Kanada	Susumu Kanada	Susumu Kanada	Susumu Kanada	Takeshi Yamakawa	Takeshi Yamakawa	Masahiro Inoue	Masahiro Inoue	Masahiro Inoue	Masahiro Inoue
	Juan Nicolás Abuin	Juan Nicolás Abuin	Juan Nicolás Abuin	Gustavo Salinas	Yukio Kuritani	Yukio Kuritani	Koji Kondo	Koji Kondo	Takeshi Yamakawa	Ichiro Ota	Ichiro Ota	Ichiro Ota
	Takato Hijikata	Daniel Herrero	Daniel Herrero	Yukio Kuritani	Hisayuki Inoue	Hisayuki Inoue	Toshiro Hidaka	Toshiro Hidaka		Mariano Barriola	Mariano Barriola	Mariano Barriola
	Koichi Ina	Osamu Nagata	Hisayuki Inoue	Hisayuki Inoue	Takeshi Numa	Masashi Asakura	Masashi Asakura	Masashi Asakura	Masashi Asakura	Masashi Asakura	Gustavo Salinas	Gustavo Salinas
	Masanao Tomozoe	Hisayuki Inoue	Hirofumi Muta	Takeshi Numa	Gustavo Salinas	Hitoshi Takahashi	Hitoshi Takahashi	Hitoshi Takahashi	Hitoshi Takahashi	Takeshi Yamakawa	Akira Nagata	Akira Nagata
						Gustavo Salinas						
CEO América Latina - Director Titular							Stephen St. Angelo Jr.	Stephen St. Angelo Jr.	Stephen St. Angelo Jr.	Stephen St. Angelo Jr.	Stephen St. Angelo Jr.	
Directores Suplentes	Harumi Iuchi	Harumi Iuchi	Yukio Kuritani	Yoshikatsu Kaneyashiki	Yoshikatsu Kaneyashiki	Kenji Mochida	Kenji Mochida	Kenji Mochida	Kenji Mochida	Tatsuya Shibata	Misa Sugiura	Rafael Chang Miyasaki

			Yoshikats u Kaneyashi ki										
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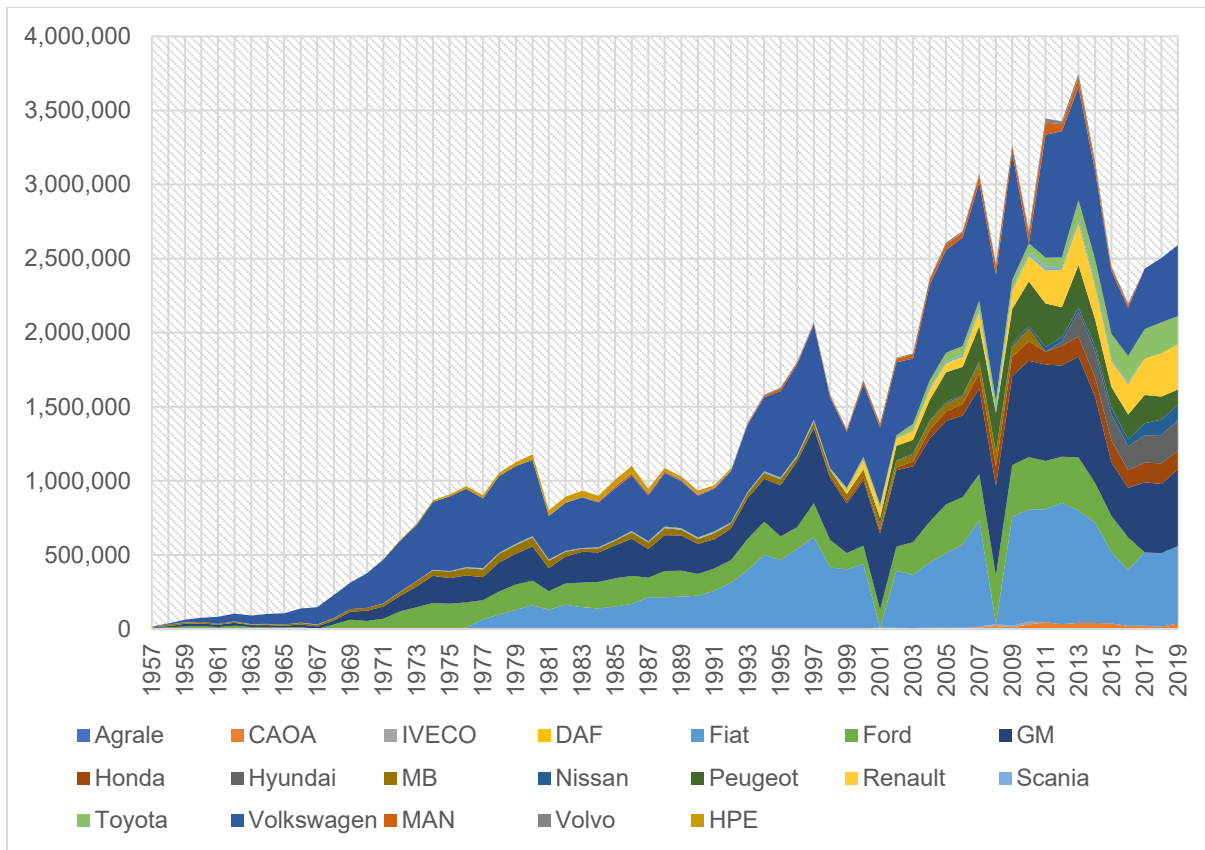
Fuente: elaboración propia en base a balances TASA y reportes de Sustentabilidad.

Imagen 0-2 - Ubicación de la planta de Toyota Argentina, puerto Terminal Zárate y la intersección de las Rutas Nacionales 9 y 12



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Gráfico 0-17 - Producción anual de vehículos por compañía en Brasil (unidades) (1957-2019)



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Tabla 0-13 - Principales autopartistas de Toyota Argentina (2020)

Empresa	Nacionalidad	Parte de Grupo Toyota	Tipo de producto	Localizado por Toyota	Produce para otras terminales	Cantidad de plantas	Provincia
AMIC	Argentina	No	Abrazaderas para elásticos, bulones y piezas para suspensión de automotores pesados y utilitarios.	-	-	1	PBA
Araco	Japón	No	Asientos y paneles de interior.	Sí	No	2	PBA
Compañía Regional de Aceros Forjados Mercedes	Argentina	No	Piezas forjadas y mecanizadas.	-	Sí (Fiat, Iveco, Peugeot, Renault, Scania, Volkswagen y autopartistas)	1	San Luis
Cozzuol	Argentina	No	Paragolpes, componentes de plástico.	-	Sí (Ford, General Motors Brasil y Argentina, Peugeot Citroën, Renault)	1	PBA
Dana	EEUU	No	Barras de dirección, brazos Pitman, brazos de suspensión, cardanes, componentes cardánicos, conjuntos cardánicos, crucetas, ejes motrices y directrices completos para ómnibus y camiones, ejes para tractores agrícolas, motoniveladoras, etc., y sus partes, ejes traseros, extremos de dirección, rótulas de suspensión.	No	Sí (Ford, Iveco, Mercedes Benz, Volkswagen, maquinaria agrícola)	2	PBA y San Luis
Dema	Argentina	No	Accesorios de fundición maleable para la conducción de agua y gas.	No	-	2	PBA

Denso	Japón	Sí	Calefactores, condensador de aire acondicionado, depósitos de líquido refrigerante, piezas plásticas, radiadores, radiadores de calefacción, sistemas de climatización y sus componentes, tubos de aluminio para alta presión.	Sí	Sí (Fiat, Nissan, Peugeot Citroën, Renault y autopartistas)	1	Córdoba
Die Tech	EEUU	No	Conjuntos y subconjuntos de chapa, conjuntos y subconjuntos soldados, estampados, estructuras de asientos, matrices, piezas estampadas, piezas estampadas para sistemas anti vibratorios, piezas estructurales de asientos, piezas estructurales de carrocería.	-	Sí (Fiat, Ford, Peugeot, Volkswagen, autopartistas y reposición)	1	PBA
ELHYMEC	Argentina	No	Bisagras de capot, bisagras de puertas, conjunto freno de estacionamiento, palanca de cambios, palanca de freno de estacionamiento, piezas estampadas, tubos de conducción de fluidos.	-	Sí (Fiat, Ford, General Motors, Peugeot y autopartistas)	1	PBA

Establecimientos Metalúrgicos Unidos (EMU)	Argentina	No	Bujes, campanas de freno, carcasas, ejes, maza de rueda delantera, maza de rueda trasera, mecanizado de Piezas, forja, aluminio, fundición de hierro, barras de acero, múltiples de escape, piñón y corona, poleas, puntas de eje, soporte de caja, soportes de alternador, soportes de motor, soportes de punta de eje, tuercas, volante de motor.	No	Sí (Ford, General Motors Argentina y Brasil, Mercedes Benz, Renault, Scania, Volkswagen y autopartistas)	1	CABA
Establecimientos Romet	Argentina	No	Alza cristales eléctricos, alza cristales manuales, cerraduras, columnas de dirección, deflector de calor, ganchos (traba cerradura), palanca de cambios, palanca de freno de estacionamiento, piezas estampadas.	No	Sí (Ford Argentina y Brasil, Peugeot y Volkswagen Brasil)	2	PBA
Esteban Cordero	Argentina	No	Piezas de carrocería estampadas en frío y caliente, soldadura y armado de conjuntos en acero, herramientas de mano y matricería.	No	No. A otras fabricantes de motos (Honda y Yamaha)	2	PBA
F2J Lighting Cordoba	Francia	No	Faros Auxiliares, faros antiniebla, faros indicadores de dirección, faros principales, faros traseros, luces de interior.	-	Sí (Fiat, Ford, General Motors, Peugeot, Renault, Volkswagen)	1	Córdoba
Faurecia Sistemas de Escape	Francia	No	Catalizadores, caños de escape, silenciadores.	-	Sí (Ford, General Motors, Honda, Peugeot Citroën, Renault, Volkswagen)	2	PBA y Córdoba

Felko	Argentina	No	Antenas.	-	Sí (Ford, Peugeot, Renault)	1	PBA
Ferrosider Parts	Argentina	No	Conjuntos mecánicos, conjuntos y subconjuntos soldados, piezas estampadas.	No	Sí (Ford, General Motors, Stellantis, Volkswagen)	1	PBA
Flex-N-Gate	EEUU	No	Bisagras de capot, bisagras de portón trasero y baúl, cierres de baúl, cierres de capot, criques, estructuras soldadas, gancho de puerta, gancho de remolque, ganchos (traba cerradura), herramientas para criques, llaves de ruedas, pedales, piezas estampadas, recubrimientos de superficies metálicas con poliamidas de alta performance físico-químicas.	-	Sí (Ford, Peugeot Argentina y Brasil, Renault, Volkswagen, autopartistas y maquinaria agrícola)	1	PBA
Fric Rot	EEUU	No	Amortiguadores de suspension.	No	Sí (Ford, General Motors, Peugeot, Renault, Volkswagen)	1	Santa Fe
Guidi	Argentina	No	Conjuntos y subconjuntos soldados, piezas estampadas.	No	Sí (General Motors)	2	PBA
Henkel	Alemania	No	Adhesivos, selladores.	No	Sí (Fiat, Ford, General Motors, Honda, Mercedes Benz, Peugeot, Renault, Scania, Volkswagen)	1	PBA
Irauto	España	No	Paneles de techo.	No	Sí (Chery Uruguay, Fiat, Ford, General Motors, Honda, Peugeot, Renault, Volkswagen)	1	PBA

Johnson Controls Automotive Systems	EEUU	No	Asientos.	No	Sí (Ford y General Motors)	1	PBA
Johnson Matthey	Reino Unido	No	Catalizadores.	-	Sí (Fiat Argentina y Brasil, Ford Argentina y Brasil, Peugeot Citroën Brasil, Renault Argentina y Brasil, Suzuki Venezuela)	1	PBA
Jtekt	Japón	Sí	Rulemanes y sistemas de dirección.	-	Sí (Nissan)	1	PBA
Juntas Ciccarelli	Argentina	No	Juntas para motores, juntas y juegos de juntas.	No	Sí (Fiat, Ford, Iveco, MWM Brasil, Mercedes Benz, Renault, Scania, Volkswagen)	1	PBA
Lear	EEUU	No	Asientos, mazos de cable.	No	Sí (Ford Argentina y Brasil, General Motors, Peugeot, Renault y autopartistas)	4	2 PBA y 2 Córdoba

Maro	Argentina	No	Armado de subconjuntos con piezas metálicas y plásticas, bisagras de capot, bisagras de portón trasero y baúl, bisagras de puertas, cataforesis, cierres de capot, conjuntos y subconjuntos soldados, correderas de asientos, criques, estructuras de asientos, matrices, palanca de freno de estacionamiento, piezas estampadas, pintado de piezas con pintura en polvo, refuerzos de paragolpes, soportes de batería, soportes de rueda de auxilio.	No	Sí (Mercedes Benz, Peugeot, Volkswagen y autopartistas)	1	PBA
Metagal	Brasil	No	Espejos retrovisores exteriores, espejos retrovisores interiores.	No	Sí (Fiat, Ford, General Motors, Mercedes Benz, Peugeot Argentina y Brasil, Renault, Volkswagen y autopartistas)	1	PBA
Metalsa	México	No	Chasis, conjuntos estructurales.	No	Sí (Ford y Volkswagen)	1	PBA
Metalúrgica Roma	Argentina	No	Productos mecanizados y piezas metálicas complejas como masas de rueda, soportes diferenciales, volantes de motor, brazos de suspensión, puntas de eje, etc.	No	Sí (Fiat, Ford, Iveco, Mercedes Benz, Nissan, Renault, Volkswagen, autopartistas y maquinaria agrícola)	2	Córdoba
Mirgor	Argentina	No	Sistemas de climatización y sus componentes, sistemas de información y entretenimiento.	No	Sí (Ford, General Motors, Mercedes Benz, Volkswagen)	1	Tierra del Fuego
Netso	Argentina	No	Fundas cobertura de robots, paños de limpieza.	No	Sí (Fiat, Ford, Honda, Peugeot,	1	PBA

					Volkswagen y autopartistas)		
Pariani	Argentina	No	Bridas, bujes, cristos, fittings de aire acondicionado, mazas de freno, paneles de frenos, regulador GNC, soportes de motor, tapa de alternador, tapa de caja de distribución, tubo admisión aire-agua.	No	Sí (CNH, Honda, Mercedes Benz, Peugeot, Scania y autopartistas)	1	PBA
Pilkinton	Japón	No	Lunetas, parabrisas, vidrios laterals.	No	Sí (Ford, Honda, Iveco, Mercedes Benz, Nissan, Peugeot y Volkswagen)	1	PBA
Pirelli	Italia-China	No	Neumáticos.	No	Sí (todas)	1	PBA
Plimer	Argentina	No	Productos metálicos.	No		1	PBA
Polimetal	Argentina	No	Ruedas de aluminio.	No	Sí (todas)	1	San Luis
PST Electronica	EEUU	No	Alarmas, sensores de estacionamiento.	No	Sí (Fiat, Ford, Genetal Motors, Peugeot, Renault, Volkswagen, mercado de reposición)	1	PBA
RAEI	Argentina	No	Piezas estampadas, soldadura robótica de partes.	No	Sí (Volkswagen y autopartistas)	1	PBA
Rubol	Argentina	No	Piezas forjadas de precision.	No	Sí (Volkswagen y Nissan)	1	Córdoba
Siderca (Tenaris)	Argentina	No	Barras de refuerzo de puertas, bujes, ejes de acoplado, piezas tubulares conformadas, tubos de acero con y sin costura, laminados en caliente y trefilados en frío. Largos o cortados a medida.	No	Sí (Peugeot y autopartistas)	1	PBA
Tenneco	EEUU	No	Catalizadores, caños de escape, silenciadores.	No	Sí (Ford, General Motors, Mercedes Benz,	1	PBA

					Peugeot, Renault, Volkswagen)		
Testori	Argentina	No	Conductos de admisión, de calefacción, consolas, depósitos de líquido refrigerante, lavaparabrisas, encauzador de aire a radiador, junta de puerta, aislante de aire y ruido, piezas plásticas bi-inyectadas e inyectadas, piezas plásticas sopladas, pisaderas de caja de carga, porta faros antiniebla, soporte airbag, tubos de llenado de combustible, zócalos (interior).	No	Sí (Fiat, Ford, General Motors, Iveco, Mercedes Benz, Peugeot, Renault, Volkswagen)	1	PBA
Toyota Boshoku (antes Master Trim)	Japón	Sí	Asientos, paneles de puertas.	Sí	No	2	PBA
Toyota Tsusho	Japón	Sí	Logística.	Sí	No	1	PBA
Treves	Francia	No	Alfombras, insonorizantes.	No	Sí (Ford, General Motors, Peugeot, Renault, Scania, Volkswagen)	1	PBA
UNE	Argentina	No	Cromado de piezas plásticas, grillas, insignias, manijas de baúl y de portón trasero, manijas exteriores de puertas, manijas interiores de puertas, paneles de instrumentos, piezas plásticas de exterior, piezas plásticas de interior, tanques de combustible, tapa de carga de combustible.	No	Sí (General Motors, Peugeot, Renault y autopartistas)	1	PBA
Union Bat	Argentina	No	Baterías de arranque, baterías estacionarias.	No	Sí (CNH, Ford, Iveco, Mercedes Benz, maquinaria agrícola, autopartistas y	2	PBA y Entre Ríos

						mercado de reposición)	
Ventalum	Argentina	No	Estribos, portaequipajes, ventanillas.	No	No	1	PBA
Vuteq	Japón	No	Paneles de instrumentos y puertas; protector tanque de combustible.	-	-	1	PBA
Yazaki	Japón	No	Mazos de cables, paneles de instrumentos.	Sí	No	1	PBA

Hwpg<grcdqtcek>p'r tqr lc"gp"dcug"c'CHCE."fcvqu"fg"CF IO TC."dncpegu"fg"VCUC"{"gptgxkuc0'

REFERENCIAS

Entrevistas

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CpfdcnDqtf gtgu."gpvtgxkuc'r gtupcn'39'f g'cdtkif g'42430'
CpfdcnDqtf gtgu."gpvtgxkuc'r gtupcn'45'f g'cdtkif g'42430'
Ectnu'Rep."gpvtgxkuc'r gtupcn'37'f g'gdtgtq'f g'42440'
Etukcp'Equc."gpvtgxkuc'r gtupcn'46'f g'gpgtq'f g'42450'
FcpkgnJ gttgtq."gpvtgxkuc'r gtupcn'3'f g'lwkq'f g'42440'
Fkgevq'f g'ETCHO UC."gpvtgxkuc'r gtupcn'3: 'f g'gpgtq'f g'42450'
Fkgevq'f g'go r tgu'cwqr ctvuc."gpvtgxkuc'r gtupcn'42'f g'fkelgo dtg'f g'42440'
Fkki gpv'f g'CHCE."gpvtgxkuc'r gtupcn'32'f g'lwpkq'f g'42440'
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Gf wctf q'Tgkmf ."gpvtgxkuc'r gtupcn'47'f g'lwkq'42430'
Glgewkq'f g'Vq{qvc'Uw^a Itlec."gpvtgxkuc'vgrh>plec.'37'f g'cdtkif g'42430'
Gzr tgu'f gpv'f g'qvc'vgt lpcn'cwqo qvtk ."gpvtgxkuc'vgrh>plec.'46'f g'o c{q'f g'423; 0'
Gj gs wgn'Xcmglqu."gpvtgxkuc'vgrh>plec.'42'f g'lwpkq'f g'42430'
I gtgpv'f g'Vq{qvc."gpvtgxkuc'r gtupcn'46'f g'ci quv'f g'42430'
J qtcek'f g'Egr gfc."gpvtgxkuc'r gtupcn': 'f g'gdtgtq'f g'423; 0'
Lqu²'Crdgt'Q'Of qpcf q."gpvtgxkuc'r gtupcn'3; 'f g'pqxko dtg'f g'42440'
Lqu²'Cmpuq."gpvtgxkuc'r gtupcn'32'f g'lwkq'f g'42440'
Lxcp'P qxgm"gpvtgxkuc'r gtupcn'49'f g'o c{q'f g'42440'
Lwk'Eqtf gtq."gpvtgxkuc'r gtupcn'33'f g'gdtgtq'f g'42440'
Nwku'N>r gj ."gpvtgxkuc'r gtupcn'38'f g'fkelgo dtg'f g'42440'
O cv'cu'Of ci nk."gpvtgxkuc'r gtupcn'33'f g'gpgtq'f g'42450'
Rcdm'Tceekwk"gpvtgxkuc'r gtupcn'5'f g'lwpkq'f g'42440'
TcÀiCo kn"gpvtgxkuc'r gtupcn'3; 'f g'lwpkq'f g'42440'
Tlectf q'Rki pcpgrk"gpvtgxkuc'r gtupcn': 'f g'lwkq'f g'42440'

Acuerdos internacionales

Cev'f g"Dwgpqu"Ckgu'0Rtqi tco c'f g'Kvgi tcekp'{"Eqqr gtcekp"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'Crcpeg"Rctekn'f g'Eqo r ngo gpvcekp"Geqp>o lec"*CCREG+P à7: "gpvtg'gni'O gtequw'{"Rgt'À0'
52" f g" pqxko dtg" f gni' 42270' Tgewr gtcf q" f g"
[j wr <ly y y 40rcf kQti lpuhrcf khgzvef qupuhl6f 7e3: g77844g326254796; 2229783341: 5h768f h53
lf: d5225479: ; 72275h545AQR gpF qewo gpy"](http://www.ilo.org/public/db/condoc/222751545AQR.gpF.qewo.gpv)
Cewgtf q'f g"Crcpeg"Rctekn'f g'Eqo r ngo gpvcekp"Geqp>o lec"*CCREG+P à7: "gpvtg'gni'O gtequw'{"rc"
Eqo wplcf " Cpf lpc" *ECP +0' Tgewr gtcf q" f g"
[j wr <ly y y 40rcf kQti lpuhrcf khgzvef qupuhl: 22f 45; 4: 2373cf 4: 5479f: 222773f 3hlc: 9d; ; 379
8: ced; d25479: ch226def 6: AQR gpF qewo gpy"](http://www.ilo.org/public/db/condoc/222751545AQR.gpF.qewo.gpv)
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Rctci w{0' 43' f g' qewdtg' f g' 423; 0' Tgewr gtcf q' f g' [j wr <ly y y 40rcf 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)
[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 gpvcekp"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 gpvcekp"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'Rtqqeqm' Cf lekqpcn'/'Cewgtf q'f g'Ego r ngo gpvcel»p'Geqp»o lec*CEG+P à'36"gpvtg'rc'Tgr Àdrlec'f g'
 Cti gpvpc' {" rc'Tgr Àdrlec' Hgf gtcvkc' f g' Dtcukf' 3; " f g' qewdtg' f g' 3; ; ; 0' Tgewr gtcf q' f g'
[j wr <ly y y òlegòcuòti ÌVtcf g ICTI aDTC ICTI DT Ca kpf Rtqvèur ""](#)
 53à'Rtqqeqm' Cf lekqpcn'/'Cewgtf q'f g'Ego r ngo gpvcel»p'Geqp»o lec*CEG+P à'36"gpvtg'rc'Tgr Àdrlec'f g'
 Cti gpvpc' {" rc'Tgr Àdrlec' Hgf gtcvkc' f g' Dtcukf' 33' f g' ppxlgo dtg' f g' 42240' Tgewr gtcf q' f g'
[j wr <ly y y òlegòcuòti ÌVtcf g ICTI aDTC ICTI DT Ca kpf Rtqvèur ""](#)
 53à'Rtqqeqm' Cf lekqpcn'/'Cewgtf q'f g'Ego r ngo gpvcel»p'Geqp»o lec*CEG+P à'57"gpvtg'Ej krg' {" gr'
 O gtequwt'0' ; " f g' ugr vgo dtg' f g' 42240' Tgewr gtcf q' f g'
[j wr <ly y y òlegòcuòti ÌVRF IEJ Na O GT IEJ Na O GT auèur %Rtqqeqm' ""](#)
 F gekul»p'92422200 gtequwt'0'Rqif'lec' Cwqo qvkk' f gr'O gtequwt' *RCO -037'f g'f kelgo dtg'f g'42220'

Leyes, Decretos, Resoluciones y publicaciones en el Boletín Oficial de la República

Argentina

Dqrg'p'Qhclcn'f g'rc'Tgr Àdrlec' Cti gpvpc'0'Rtgul'f g'rc'P cel»p' Cti gpvpc. '52'f g'lwkl'f g'42230'
 F getgv'48991; 30'0 kpkvgtk'f g' Lwvlelc' {" F gtgej qu'J wo cpqu'f g'rc'P cel»p. 'Dwgpqu' Cktgu. 'Cti gpvpc. '42'
 f g'f kelgo dtg'f g'3; ; 30'
 F getgv' : ; 71; 60'0 kpkvgtk'f g' Lwvlelc' {" F gtgej qu'J wo cpqu'f g'rc'P cel»p. 'Dwgpqu' Cktgu. 'Cti gpvpc. '32'f g'
 lwpk'f g'3; ; 60'
 F getgv'449: 1; 60'0 kpkvgtk'f g' Lwvlelc' {" F gtgej qu'J wo cpqu'f g'rc'P cel»p. 'Dwgpqu' Cktgu. 'Cti gpvpc. '45'
 f g'f kelgo dtg'f g'3; ; 60'
 F getgv'551; 80'0 kpkvgtk'f g' Lwvlelc' {" F gtgej qu'J wo cpqu'f g'rc'P cel»p. 'Dwgpqu' Cktgu. 'Cti gpvpc. '37'f g'
 gpgt'f g'3; ; 80'
 F getgv'88242220'0 kpkvgtk'f g' Lwvlelc' {" F gtgej qu'J wo cpqu'f g'rc'P cel»p. 'Dwgpqu' Cktgu. 'Cti gpvpc. '3'
 f g'ci quq'f g'42220'
 F getgv'8: : 42240'0 kpkvgtk'f g' Lwvlelc' {" F gtgej qu'J wo cpqu'f g'rc'P cel»p. 'Dwgpqu' Cktgu. 'Cti gpvpc. '48'
 f g'cdtkif' g'42240'
 F getgv'99642270'0 kpkvgtk'f g' Lwvlelc' {" F gtgej qu'J wo cpqu'f g'rc'P cel»p. 'Dwgpqu' Cktgu. 'Cti gpvpc. '47'
 f g'ugr vgo dtg'f g'42270'
 F getgv'CHR'95242230' Cf o kpkvcel»p' Hgf gtcn'f g' Kpi tguqu' RÀdrlequ. 'Dwgpqu' Cktgu. 'Cti gpvpc. '42'f g'
 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'Rtgul'f g'rc'P cel»p' *3; ; 6-0'0 kpkvgtk'f g' Lwvlelc' {" F gtgej qu'J wo cpqu'f g'rc'P cel»p. '
 Dwgpqu' Cktgu. 'Cti gpvpc'0'
 Ng{ "360: 20'Rtgul'f g'rc'P cel»p' *3; ; 7-0'0 kpkvgtk'f g' Lwvlelc' {" F gtgej qu'J wo cpqu'f g'rc'P cel»p. '
 Dwgpqu' Cktgu. 'Cti gpvpc'0'
 Ng{ "360: 30'Rtgul'f g'rc'P cel»p' *3; ; 7-0'0 kpkvgtk'f g' Lwvlelc' {" F gtgej qu'J wo cpqu'f g'rc'P cel»p. '
 Dwgpqu' Cktgu. 'Cti gpvpc'0'
 Ng{ "430: 40'Rtgul'f g'rc'P cel»p' *3; ; 5-0'0 kpkvgtk'f g' Lwvlelc' {" F gtgej qu'J wo cpqu'f g'rc'P cel»p. '
 Dwgpqu' Cktgu. 'Cti gpvpc'0'
 Ng{ "430'540'Rtgul'f g'rc'P cel»p' *3; ; 9-0'0 kpkvgtk'f g' Lwvlelc' {" F gtgej qu'J wo cpqu'f g'rc'P cel»p'0'
 Dwgpqu' Cktgu. 'Cti gpvpc'0'
 Ng{ "460'6240'Rtgul'f g'rc'P cel»p' *3; ; 6-0'0 kpkvgtk'f g' Lwvlelc' {" F gtgej qu'J wo cpqu'f g'rc'P cel»p. '
 Dwgpqu' Cktgu. 'Cti gpvpc'0'
 Ng{ "480: 50'Rtgul'f g'rc'P cel»p' *422: -0'0 kpkvgtk'f g' Lwvlelc' {" F gtgej qu'J wo cpqu'f g'rc'P cel»p'0'
 Dwgpqu' Cktgu. 'Cti gpvpc'0'
 Ng{ "490'850'Rtgul'f g'rc'P cel»p' *4238-0'0 kpkvgtk'f g' Lwvlelc' {" F gtgej qu'J wo cpqu'f g'rc'P cel»p'0'
 Dwgpqu' Cktgu. 'Cti gpvpc'0'
 Tguvnel»p'7271; 70'0 kpkvgtk'f g' Lwvlelc' {" F gtgej qu'J wo cpqu'f g'rc'P cel»p. 'Dwgpqu' Cktgu. 'Cti gpvpc. '36'
 f g'ppxlgo dtg'f g'3; ; 70'

Tguqnwelp"644I; : 00 kplngtkq'f g'Lxwlelc{" F gtgej qu'J wo cpqu'f g'rc'P celp."Dwgpqu'Cktgu.'Cti gpvpc.'9"
 f g'lwkq'f g'3; ; : 0'
 Tguqnwelp"87I; : 00 kplngtkq'f g'Lxwlelc{" F gtgej qu'J wo cpqu'f g'rc'P celp."Dwgpqu'Cktgu.'Cti gpvpc.'5'f g'
 hgdgtq'f g'3; ; : 0'
 Tguqnwelp"49I; : 00 kplngtkq'f g'Lxwlelc{" F gtgej qu'J wo cpqu'f g'rc'P celp."Dwgpqu'Cktgu.'Cti gpvpc.'48"
 f g'ci quw'f g'3; ; : 0'
 Tguqnwelp"44; 422200 kplngtkq'f g'Lxwlelc{" F gtgej qu'J wo cpqu'f g'rc'P celp."Dwgpqu'Cktgu.'Cti gpvpc."
 3; 'f g'o c{q'f g'42220'
 Tguqnwelp" P à' 47842220' O kplngtkq' f g"Lxwlelc" { " F gtgej qu' J wo cpqu' f g' rc' P celp." Dwgpqu' Cktgu."
 Cti gpvpc.'5'f g'cdtklf g'42220'
 Tguqnwelp"33; 422600 kplngtkq'f g'Lxwlelc{" F gtgej qu'J wo cpqu'f g'rc'P celp."Dwgpqu'Cktgu.'Cti gpvpc."
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 Tguqnwelp"45; 422700 kplngtkq'f g'Lxwlelc{" F gtgej qu'J wo cpqu'f g'rc'P celp."Dwgpqu'Cktgu.'Cti gpvpc."
 47'f g'lwpkq'f g'42270'
 Tguqnwelp"54; 423600 kplngtkq'f g'Lxwlelc{" F gtgej qu'J wo cpqu'f g'rc'P celp."Dwgpqu'Cktgu.'Cti gpvpc."
 52'f g'ugr vgo dtg'f g'42360'
 Tguqnwelp"779423600 kplngtkq'f g'Lxwlelc{" F gtgej qu'J wo cpqu'f g'rc'P celp."Dwgpqu'Cktgu.'Cti gpvpc."
 37'f g'qewdtg'f g'42360'
 Tguqnwelp"34; 5423700 kplngtkq'f g'Lxwlelc{" F gtgej qu'J wo cpqu'f g'rc'P celp."Dwgpqu'Cktgu.'Cti gpvpc."
 9'f g'ugr vgo dtg'f g'42370'
 Tguqnwelp" I gpgtcn' CHR' 7; 8B; ; ; 0' Cfo kplwlcelp" Hgf gtcn' f g' Kpi tguqu' RÀdriecu." Dwgpqu' Cktgu."
 Cti gpvpc.'39'f g'o c{q'f g'3; ; ; 0'
 Tguqnwelp"Eqplwpc"; 5423; "/ Ugetgvt'f' f g'Eqo gtekq' Gzvgtkq' g' Kpf wutlc' O kplngtkq' f g'Lxwlelc" { "
 F gtgej qu'J wo cpqu'f g'rc'P celp."Dwgpqu'Cktgu.'Cti gpvpc.'35'f g'pqlgo dtg'f g'423; 0'

Documentos de empresas y de asociaciones empresarias

CFGHC" òVq{qvc< 42" cº qu" f g" r tqf weelap" gp" Cti gpvpcö" *43" f g" o ct| q" f g" 4239+0' Tgewr gtcf q" f g"
[j wr <ly y y Qf ghcQti Qet lguir tgpuc/nggtAk ?328\(kf v?4"](#)
 Dcnpreg'Vq{qvc'Cti gpvpc'Uqelgf cf "Cp»plo c"*39'f g'lwkq'f g'4225+0Tgr Àdriec'Cti gpvpc0"
 Dcnpreg'Vq{qvc'Cti gpvpc'Uqelgf cf "Cp»plo c"*49'f g'lwkq'f g'4227+0Tgr Àdriec'Cti gpvpc0"
 Dcnpreg'Vq{qvc'Cti gpvpc'Uqelgf cf "Cp»plo c"*4; 'f g'ci quw'f g'4228+0Tgr Àdriec'Cti gpvpc0'
 Dcnpreg'Vq{qvc'Cti gpvpc'Uqelgf cf "Cp»plo c"*34'f g'ugr vgo dtg'f g'4229+0Tgr Àdriec'Cti gpvpc0'
 Dcnpreg'Vq{qvc'Cti gpvpc'Uqelgf cf "Cp»plo c"*43'f g'lwkq'f g'4236+0Tgr Àdriec'Cti gpvpc0'
 Dcnpreg'Vq{qvc'Cti gpvpc'Uqelgf cf "Cp»plo c"*7'f g'lwpkq'f g'4237+0Tgr Àdriec'Cti gpvpc0'
 Dcnpreg'Vq{qvc'Cti gpvpc'Uqelgf cf "Cp»plo c"*: 'f g'lwpkq'f g'4238+0Tgr Àdriec'Cti gpvpc0'
 Dcnpreg'Vq{qvc'Cti gpvpc'Uqelgf cf "Cp»plo c"*48'f g'lwpkq'f g'4239+0Tgr Àdriec'Cti gpvpc0'
 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@qo Qet lpxwlekcult cpc/eqtr qtcvqp/eqo lgp| c/rc/r tqf weelap/
 r ctc/rc/r rvcxqto c/o wpl knf f g/r lemw/f g/vq{qvc!"](#)
 Hqtf ""*7'f g'cdtklf g'4238+0'òHqtf "lpxguru"&392"o knkqp"lp"Uqwj "Chtlec"vq"dwkf "yj g'cm/pgy "gxgtguv"UWX."
 etgcwpi " 3.422" pgy " lquö0' Tgewr gtcf q" f g"
[j wr u<lb gf k0qtf @qo leqpvpgvhlqtf o gf k lpc kwleplpgy u4238126127 lqtf /lpxguru/392/o knkqp/
 lp/uqwj /chtlec/vq/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@qo 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@qo 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@qo leqo r cp/ j knqt / aqhaq{qvc197} gctu"](#)
 Vq{qvc"òVq{qvcö"i mjden'Utcvgi {ö"*38'f g'cdtklf g'4225+0"

Vq{qvc"öVq{qvc"Vq"Dgi kp"Xgj kerg"O cpwcewtkpi "Kp"Cti gpvpcö"47"f g"o ct| q"f g"3; ; 6+0Tgewr gtcf q"f g"
[j wr u<li mjdcf0q{ qvc lgp lf gvckn9: 7: ; : 4"](#)
Vq{qvc"öVq{qvc"X"Rtqlgev"Vcngu"Hktuv"Dli "Ugr "Hqyt ctf ö"47"f g"ci quvq"f g"4226+0Tgewr gtcf q"f g"
[j wr u<li mjdcf0q{ qvc lgp lf gvckn4452: 7"](#)
Vq{qvc"öVq{qvc"Vj gpgtcvgu"Vj qwucpf "Lqdu'y kj "Gzr cpukqp"qh'Rncpv'lp"Cti gpvpcö": "f g"o ct| q"f g"4238+0
Tgewr gtcf q"f g"[j wr u<li mjdcf0q{ qvc lgp lf gvckn33562962"](#)
VO E"3; ; : +Vq{qvc<"J kvqt{ "qh'y g'Hktuv'72"l gctu."Vq{qvc<"Vq{qvc"O qvt"Eqtr qtcvkap'0

Artículos periodísticos

öC"S wleniNqqmiDcenlqp"vj g"Eqtmæu'77/[get"J kvqt{ 'y kj "Qxgt'72'O krlqp"Ewuxqo gtuö"35"f g"ci quvq"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"
[j wr u<ly y y Öertkp0eqo lgeqpqo kc lekgttc/wmko c/hcdtlec/mpvcu/r ckua2at3gf QVrMi Q vo n"](#)
öCwqr ctvkuu"r tgx² p"pwgxc"qrc" f g" kpxgtukppguö" 5" f g" o c{ q" f g"4228+0 El Cronista0Tgewr gtcf q"f g"
[j wr u<ly gd0tj kx0qti ly gd42292: 2: 223: 7: lj wr <ly y y Öhce0qti Öt lpxxf Ö j r Af ?66"](#)
Dgtvgmq."HöVq{qvc"lpxk vko."r gtq'r kf g'r qm'lecu'gucdnguö"42"f g"qewdtg"f g"4227+0La Nación0Tgewr gtcf q"
f g" [j wr u<ly y y Örpcekp0eqo Öt lgeqpqo kc lq{ qvc/lpxk vq/r gtq/r kf g/r qrklec/gucdngu/
pkf96: 358!"](#)
Ecdqv."F 0öCxcpl c"gnl² i ko gp" f g" lpegpvku'lkuecnguö"34"f g"hgdtgtq"f g"4227+0La Nación0Tgewr gtcf q"f g"
[j wr u<ly y y Örpcekp0eqo Öt lgeqpqo kc kxcpl c/gnl²gi ko gp/f g/lpegpvku'lkuecngu/pkf 89: 2: 6](#)
Egtgl q."HöXY "ug"tgcevkx"gp" Cti gpvpc"eqp" c{ wf c" gur c" qmö"39"f g"hgdtgtq"f g"4232+0 El Mundo0
Tgewr gtcf q"f g"[j wr u<ly y y Öm wpf 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 Öertkp0eqo lgeqpqo kc lq{ qvc/gzr qtvc/r leniwr /j kwz/43/ r ckua2aJ { Nebewurj vo n"](#)
Etkwöhmq."E0öE»o q'r kcpuc"l wuxxq"Ucrkpu."gn'pwgxr" tgu'f gpv" f g"Vq{qvc" Cti gpvpcö"42"f g" f lkgdo dtg"
f g"4244+0Motor 1. Tgewr gtcf q"f g"[j wr u<li Öt qvt30eqo lpgy ul8496: : lq{ qvc/cti gpvpc/i wuxxq/
ucrkpu!"](#)
öEt² f kqu" r tqf wekxquö" 34" f g" ugr vgo dtg" f g" 4236+0 Página 12. Tgewr gtcf q" f g"
[j wr u<ly y y Ö ci kpc340eqo Öt lf kctk lgeqpqo kc 4/477373/4236/2: /340 vo n"](#)
Etkwöhmq."E0öC"Vq{qvc"lpxkgtv" W&U: 22'o kmppgu'r etc" hcdtlect"rcu'pwgxcu"J kwz lUY 6"gp" \ a tcvö"4"f g"
o c{ q" f g"4236+0Motor10Tgewr gtcf q"f g"[j wr u<li Öt qvt30eqo lpgy ul6936: 4 lq{ qvc/lpxkgtv/r etc/
hcdtlect!"](#)
öF cplgn'J gttgtq."f g"Vq{qvc<"\$Xco qu'r qt"gnl² eqtf" j kwötleq" f g" r tqf weekp" { "gzr qtvclo"pö"36"f g"qewdtg"
f g" 4243+0 El Cronista. Tgewr gtcf q" f g" [j wr u<ly y y Öt qpknc0eqo lgeqpqo kc/r qrklec lf cplgn/
j gttgtq/f g/vq{ qvc/xco qu/r qt/gnl²geqtf/j kvqtkeq/f g/r tqf weekp/{ /gzr qtvclo!"](#)
öF gtvkqu"ko r tguugf <J qy "vj g"Cwutcrkcp" gpi lpggtkpi "cpf" f guki p"lpi gpwv" { "dgi kpf" vj g"y qtrf /eruu"Hqtf"
Tcpi gt"cpf" Gxgtguv"j cu'dggp"pqvegf 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 gtvkqu/ko r tguugf /j qy /vj g/cwutcrkcp/
gpi lpggtkpi /cpf/ f guki p/lpi gpwv/ dgi kpf /vj g/y qtrf "](#)
öF k' mji q" r tqf wekxq" eqp" F cplgn'J gttgtqö" 3: "f g" lwrkq" f g"4244+0 Misión Productiva. Tgewr gtcf q" f g"
[j wr u<li kulkpr tqf wekx0eqo Öt lf kmji qu/r tqf wekxqu4244 l29 l3: lf kmji q/r tqf wekxq/eqp/
f cplgn'j gttgtq!"](#)
öGn' öo qf gnuö" Vq{qvc" r qpg" vgpukp" gp" rc" grgeekp" f g" CF GHCö0' Ámbito0' Tgewr gtcf q" f g"
[j wr u<ly y y Öo dkk0eqo lgl lekp/ko r tguv lgn'o qf gm/vq{ qvc/r qpg/vgpukp/rc/ grgeekp/cf ghc/
p625847: "](#)
öGn'I qdltgp"mp| »"gn'RtqEtgCWWQ."wpc"lfpge" f g"et² f kq" dctcvq" r etc" eqo r tct" xgj "lwnu"pwgxcuö"45"f g"
lwpkq" f g"4236+0La Nación0Tgewr gtcf q" f g"[j wr u<ly y y Örpcekp0eqo Öt lgeqpqo kc lgn'i qdltgp/
rpl q/ gn'r tqetgcwq/wpc/rkpgc/f g/etgf kq/dctcvq/r etc/eqo r tct/xgj lwnu/pwgxcu/pkf 3925: 39"](#)
öGrgeekp" f g" CF GHC" vgo kp»" eqp" wp" r qtw| q" f g" Vq{qvcö0' Ámbito0' Tgewr gtcf q" f g"
[j wr u<ly y y Öo dkk0eqo lgl lekp/ko r tguv lgrgeekp/cf ghc/vgo kpq/wp/r qtw| q/vq{ qvc/p6258: 7: "](#)

ðGp"o cvgtk"fg"lpxgtukppgu"fgtgevcu."re"Cti gpvpc"ug"o cpwxq"crno cti gp"fg"re"etkuku"49"fg"fg"lelgo dtg"fg" 3; ; : -0' *La Nación*0' Tgewr gtcf q" fg" [j wr u-ly y y 0rcpckp0eqo 0t lgeqppo kc lgp/o cvgtk/f g/ lpxgtukppgu/f ktgevcu/re/cti gpvpc/ug/o cpwxq/crno cti gp/f g/re/etkuku/pkf 344943!](#)"

Gueqdet."D0"EGQ"fg"Vq{qvc"gp"ncvo <Tgi k0p"0pa"gu" r tgr ctcf c0"0p"r ctc"xgi "ewru"grf evt lequ0"45"fg" o ct| q" fg" 4244+0' *Bloomberg Línea.* Tgewr gtcf q" fg" [j wr u-ly y y 0lmggo dgti r0pge0eqo 4244 125 45 legq/f g/vq{qvc/gp/ncvo /tgi kq/pq/guvc/r tgr ctcf c/ cwp/r ctc/xgi lewru/grf evt lequ!](#)"

ðHqtf "tglpxgpc"re"r lem"wr"eqp"wp"pwgxc"TCpi gt"i nqdnr tqf welf c"gp"re"Cti gpvpc0"4"fg"lwrkq"fg"4234+0' *iProfesional*0Tgewr gtcf q"fg" [j wr u-ly y y 0r tqhukpccf0eqo lpaucv35; 86: /Hqtf /tglpxgpc/re/r lem/w /eqp/wpc/pwgxc/TCpi gt/i nqdnr tqf welf c/gp/re/Cti gpvpc!"](#)

Hquck"i 00C"47"co qu"fg"Vq{qvc"Cti gpvpc"0qu"ugetgvqu"lco "u'tgxgrf qu"lqdtg"re"gutcvgi kc"fg"r tqf week"p" r ctc" ugt" rffgtgu0" 43" fg" o ct| q" fg" 4244+0' *iProfesional.*" Tgewr gtcf q" fg" [j wr u-ly y y 0r tqhukpccf0eqo kwwqu57; 49: /vq{qvc/cti gpvpc/47/cpqu/ugetgvqu/f g/wpc/ qti cpk cekq/rkf gt!"](#)

I qpl" a rgl "Rtcfk"00F gugo dteq"re"pwgxc"J kwz"mgi ct"0c"re"tgi k0p"gp"gnr tko gt"ugo gutg0"48"fg"gpgtq" fg" 4245+0' *La Nación*0' Tgewr gtcf q" fg" [j wr u-ly y y 0rcpckp0eqo 0t lgeqppo kc leqo gteq/ gzvgtkt lf gugo dteq/re/pwgxc/j kwz/mgi ctk/c/re/tgi kq/gp/gnr tko gt/ugo gutg/pkf 48234245!](#)"

ðKpxgtvko qu"r ctc" gn"fg"gucttqm" cti gpvpc0" 6" fg" ugr vgo dtg"fg"3; ; : -0' *La Nación*0' Tgewr gtcf q" fg" [j wr u-ly y y 0rcpckp0eqo 0t kwqulcn/xqrcpvlpxgtvko qu/r ctc/gnfg gucttqm/cti gpvpc/ pkf 423964!"](#)

Lwgi wgp."H0Ej kur cl qu"go r tguclku"tgpwpc"gn"kwrc"fg"Xqmuy ci gp"{"Cf ghc0"8"fg"fg"lelgo dtg"fg"423: -0' *La Nación*0' Tgewr gtcf q" fg" [j wr u-ly y y 0rcpckp0eqo 0t lgeqppo kc l0pf wutlc lej kur cl qu/ go r tguclku/tgpwpc/gn kwrc/f g/xqmuy ci gp/{/cf ghc/pkf 43; ; 8; 9!"](#)

ðNcu" mpcvu" fg" re" J kwz" ugt"p" cti gpvpc0" 4" fg" o ct| q" fg" 4233+0' *El Cronista.* Tgewr gtcf q" fg" [j wr u-ly y y 0tqpkvc0eqo lpi qekquNcu/mpcvu/f g/re/J kwz/ugtcp/cti gpvpcu/42332524/ 2287q vo n!"](#)

ðO gvcnc"cf s wktg"gn"pgi qekq"fg"r tqf wexu"gutwewtcrqu"fg"fcpc"J qrf lpi "Eqtr qtcvq0"39"fg"fg"lelgo dtg" fg" 422; +0' *Mercado.* Tgewr gtcf q" fg" [j wr u-ly y y 0tqpkvc0eqo 0t lr tqvc qpkuvcu gvcnc/cf s wktg/gn/ pgi qekq/f g/r tqf wexu/gutwewtcrqu/f g/fcpc/j qrf lpi /eqtr qtcvq!"](#)

ðO ki qt."5: "co qu"ko r wucpf q"re"l0pf wutlc"{"re"l0ppqxccl0p0"*. "fg"pqxkgo dtg"fg"4243+0' *Forbes Argentina*0' Tgewr gtcf q" fg" [j wr u-ly y y 0htdguclt gpvpc0eqo l0ppqxccl0p0 ki qt/5: /cpqu/ko r wucpf q/ l0pf wutlc/l0ppqxccl0p/ p; 8; 8%00000? O ki qt' 42kplek E5' D5' 42uwi' 42cevklcf gu' 42gp.f go qutcpf q' 42uwi' 42 r qulekqpc0 k0p' 42f' 42vcpur ctgpc0!"](#)

P qtkj kmq."U00Vq{qvc"cr wguv"r qt"ru"r c"0gu"go gti gpvpc0"34"fg"o c{q"fg"4227+0' *The Wall Street Journal.* Tgewr gtcf q"fg" [j wr u-ly y y 0nkg0 r q0eqo ktej kx lf gewo gpvq IO CO /385544: "](#)

Qxkqf q."l00Vq{qvc"r lgpuc"gp"cw0 gpvct"uw"lpxgtuk0p0"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" wpcv" gp" nu" t0xcrqu0" 7" fg" ci quw" fg" 422: -0' *Cars.* Tgewr gtcf q" fg" [j wr u-ly y y 0ctu0eqo 0t lpaqkcl B354 lf cplgn/j gttgtq/r tgucl gpvq/vq{qvc/cti gpvpc/uc!"](#)

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

Rqmrem"0pftgy "0Vq{qvc"0qwdrgu"ku"J qrf lpi u"l0p"0clj cuw"0 qvqt"qh"lcr cp0"43"fg"ugr vgo dtg"fg"3; ; 7+0' *The New York Times.* Tgewr gtcf q" fg" [j wr u-ly y y 0p{v0 gu0eqo B; ; 7 D; 43 kdwkpguul0pvt0pvcqpcn/dwukpguu/vq{qvc/f qwdrgu/ku/ j qrf lpi u/l0p/f clj cuw/0 qvqt/qh/lcr cp0 vo n!"](#)

ðS w2" r cuc0" 36" fg" hqdtgtq" fg" 4224+0' *La Nación*0' Tgewr gtcf q" fg" [j wr u-ly y y 0rcpckp0eqo 0t lgeqppo kc l0w/r cuc/pkf 595; 52!"](#)

ðS w2" r cuc0"39"fg"lwrkq"fg"4224+0' *La Nación*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* Tgew gtef q" f g" [j wr u-ly y y ÖrpcekpÖeqo Öt lgeppqo kc lr/ gur cpqr/ r tqo qcwq/ xgpf g/ uwu' ewcvt q/ r npxcu/ gp/ gn' r cku/ plf 68238: 1"](#)

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

öVq{ qvc<S Cti gp vpc" vöpg' rcu' eqpf lekppgu' pcwrcgu' r ctc' r tqf wek" { "gzt vtct" j kf t> i gpq" eqo q" eqo dwukdr" c" i tcp" guerc" ö" * : " f g" ci quq" f g" 423; +0' *Motor10* Tgew gtef q" f g" [j wr u-1ctÖ qvt3Öeqo lpgy ul69; 385 kq{ qvc/ cti gp vpc/ vöpg/ rcu/ eqpf lekppgu/ pcwrcgu' r tqf wek/ / / gzt 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* Tgew gtef q" f g" [j wr u-ly y y ÖrpcekpÖeqo Öt lgeppqo kc lq{ qvc/ guwf lc/ r/ cr gtwtc/ f g/ qtc/ r npxc/ plf 322: 45!"](#)

öVq{ qvc" kpcwi wt»" uw" r npxc" cti gp vpcö" *44" f g" o ct| q" f g" 3; ; 9+0' *La Nación* Tgew gtef q" f g" [j wr u-ly y y ÖrpcekpÖeqo Öt lgeppqo kc lq{ qvc/ kpcwi wtq/ uw' r npxc/ cti gp vpc/ plf 87836!"](#)

öVq{ qvc" kpuerc" wpc' r npxc" f g" hwpf cu' f g" culgpvqu" gp" Nwl" pö" *39" f g" lwtkq" f g" 4236-0' *El Cronista*. Tgew gtef q" f g" [j wr u-ly y y Öt qpkrcÖeqo letqpkrc/ r cku lVq{ qvc/ kpuerc/ wpc/ r npxc/ f g/ hwpf cu' f g/ culgpvqu/ gp/ Nwlc/ 42362939/ 2239Q vo r"](#)

öVq{ qvc" kpxgtk" a" 422" o kmppgu" f g" f » r tgu" gp" r" Cti gp vpcö" *42" f g" ugr vgo dtg" f g" 4224-0' *La Nación* Tgew gtef q" f g" [j wr u-ly y y ÖrpcekpÖeqo Öt lgeppqo kc lq{ qvc/ kpxgtk/ 422/ o kmppgu/ f g/ qmrtgu/ gp/ r/ cti gp vpc/ plf 655363!"](#)

öVq{ qvc< f gdg" hckkctug" r" gzt vtcelöpö" *4" f g" o ct| q" f g" 4227-0' *La Nación* Tgew gtef q" f g" [j wr u-ly y y ÖrpcekpÖeqo Öt lgeppqo kc lq{ qvc/ f gdg/ hckkctug/ r/ gzt vtcekp/ plf 8: 6252!"](#)

öVq{ qvc. "c" eqpvc" cpq< r qt" s w" gu' r" Aplec" cwqo qvtk" qr vö kuc' r ctc" 423; ö" *3" f g" gpqtq" f g" 423; +0' *Clarín*. Tgew gtef q" f g" [j wr u-ly y y ÖrtkpcÖeqo lgeppqo kc lq{ qvc/ eqpvc" cpq/ wplec/ cwqo qvtk/ qr vö kuc/ 423; a2aS y EO mj Urj vo r"](#)

öVq{ qvc" tqo r k" t² eqtf u' gp" 4239" { "cecr ct»" gr63" f g" rcu' gzt vtcekppgu' f g" r' kpf wutlc" cwqo qvtk" cti gp vpcö" *38" f g" gpqtq" f g" 423; +0' *Profesional* Tgew gtef q" f g" [j wr u-ly y y ÖrtkpcÖeqo lgeppqo kc lq{ qvc/ tqo r kq/ tgeqtf u' gp/ 4239/ / / cecr ctq/ gr63/ f g/ rcu' gzt vtcekppgu' f g/ r/ kpf wutlc/ cwqo qvtk/ cti gp vpcÖo 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" 8Ö722" go r rgef quö" *7" f g" lwpkq" f g" 4243-0' *El Diario AR* Tgew gtef q" f g" [j wr u-ly 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 ÖöLqj puqp' Eqpvtqni" o wf c" wpc' r npxc" { "ug" cuqek" eqp' Ctceqö" *9" f g" gpqtq" f g" 4226-0' *El Cronista* Tgew gtef q" f g" [j wr u-ly y y Öt qpkrcÖeqo lko r tgu' i gp gtcn' lqj puqp/ Eqpvtqni/ o wf c/ wpc/ r npxc/ / / ug/ cuqek/ eqp/ Ctceq/ 42262329/ 2247Q vo r"](#)

öUxg' UVCpi gm< S kppq' r qf go qu' r gtct' f qpf g' j c' { kphrcöep. 'pq' t qf go qu' ugt' i nqdcrgu" ö" *44" f g" ugr vgo dtg" f g" 4235-0' *La Nación* Tgew gtef q" f g" [j wr u-ly 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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Drcem " I' 0' (" Y' cpi . " O' 0*4226+0Inappropriate Pooling of Wealthy and Poor Countries in Empirical FDI Studies " *P' 0' " y 3259: = " r' 0' " y 3259: +0' P' cvkpcn' Dwtgcw' qh' Geqqo le" Tgugctej 0' j wr u<lf qkqti B2055: 8ly 3259: "

Dqwtf lkw. " R0*4224+0Las estructuras sociales de la economía0Cpci tco c0'

Dqwungdcc. " O' 0' (" O' qti cp. " I' 0*4236+0Rwuj kpi " j' g' r' t' q' p' v' g' t' u' qh' et' k' k' e' c' n' k' p' v' g' t' p' c' v' k' p' c' n' i' d' w' u' l' p' g' u' u' w' f' k' u' <Vj g' o' w' n' p' c' k' e' p' c' i' c' u' c' " p' g' q' / k' o' r' g' t' k' r' i' u' r' c' e' g' 0' Critical Perspectives on International Business. " 10*34+ " ; 8/3280j wr u<lf qkqti B2032: l' e' r' q' k' d' /33/4235/2268"

Dq { gt. " T0' Ej' cttq. " G0' L' Áti' gpu. " W0' (" Vqm' k' c { . " U0*Gf u00*3; ; ; +0' Between Imitation and Innovation. The Transfer and Hybridization of Productive Models in the International Automobile Industry. " Qz' h' q' t' f' " W' p' k' x' g' t' u' k' { " R' t' g' u' 0'

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Dtcwp. " Q0' (" Lq { . " N0*3; 8: +0C' O' qf' grlq' h' Geqqo le' U' c' i' p' c' v' k' p' o' C' Ecug' U' w' f' { " qh' j' g' C' ti' gp' v' p' g' Geqqo { 0' The Economic Journal. " 78*534+ " 8: /: : 90'

Dwemg{. 'R0L0'(' 'Ecuuq. 'O 0*3; 98+0The future of the multinational enterprise0O ceo kmp0
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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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Argentina."22*34+:"48/560
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u{ ugo 0 International Journal of Automotive Technology and Management." 4*4I5+:" 3; : 0
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Studies)."2*4+:"840j wr u<lf qkQti B2043734llcu04k404; 9"
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Eqg. 'P 0' O 0' J guu. 'O 0' | gwpi . "J 0' Y 0' F lengp. "R0'(' " J gpf gtuq. "L0' *4226+0' eI mdcn k kpi i "tgi kpcn'
f gxgnr o gpv<C"i mdcn'r tqf wevkp"pgvy qtm'r gtr gevkg0Transactions of the Institute of British
Geographers."29*6+:"68: /6: 60j wr u<lf qkQti B208333 ll0242/497604226022640"
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Adm. Faces Belo Horizonte."3*3+:"3: /520
Eqtkcv. 'D0*4222+0El taller y el robot: Ensayos sobre el fordismo y la producción en masa en la era de la
electrónica Coriat.pdf0Uki rj"ZZK0

Eqttgc'Tgustgr q."H0*4238+0F gucttqmq'geqp»o leq'f'g'Lcr »p<F'g'rc'i'²pguku'cni'ncx cf q'o krci tq'geqp»o leq0
Revista Facultad de Ciencias Económicas."25*3+0j wr u<1f qkQti B2B: 57; ltheg04876"

Equc."T0' O0' f'c0' *422: +0' *Estratégias competitivas e desempenho econômico: O caso da indústria automobilística brasileira de 1986 a 2007*]Vgukuf'g'O cguv'f'c.'Wpkxgtukf'cf'g'Hgf'gtcrif'q'Tkq'I' t'cpf'g'
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 Ecf'gpcu'I' r'qdcrgu'f'g'Xcrtq'A' *Revista Argentina de Economía Internacional.*"2.'360'

f'g'F'kgi'q.'C0'V0'Ug'gtc.'P'00'0'('I'c'te'f'c.'U0L0*422; +0'è'Ncu'erc'x'gu'f'gr'²'z'kq'f'g'Vq' { qvcì 0'NGCP.'o' a' u's'wg"
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F'k' O'ct| q' "Dtqi i k'G0" ("O'qrf'q'xcp."R0*4239+0'Nc"r'qrf'f'ec"cwqo'qvt'k' "eqo'Àp" f'g" C'ti'gp'v'p'c" { "D'tcukf'0'
 Kó'r'f'ec'p'ek'u'r'ctc'gr'f'ugevqt'cwqr'ct'w'v'c'0'Gp" *La encrucijada del autopartismo en América Latina*"
 *r'03: : /437+0'WP'F'CX'Gf'le'k'p'gu0'

F'kco'cpf.'O'0*3; 95+0' *Doctrinas económicas, desarrollo e independencia*0'Rckf' »u0'

F'kO'ci' i'kq.'R0*4223+0'k'p'v'qf'w'v'k'p'<O'cnkpi' 'U'g'p'g'h'h'y'g'Eq'p'v'go' r'qtct' { 'H'kto' 'cpf' 'R't'g'h'k' i'w'k'p'i' 'Ku' 'H'w'w't'g'0'Gp"
The Twenty-First-Century Firm: Changing Economic Organization in International Perspective"
 *r'05/53+0'Rtl'p'eg'v'p' 'Wpkxgtukf' 'R't'guu0'

F'qdd'p.'H0'('D'cwo.'L0C0E0*4236+0'k'p'v'qf'w'v'k'p'<G'eq'p'qo' leu'O'ggv'U'q'ek'q'q'i' { 'lp'U't'c'v'g'i'le'O'c'p'c'i'go'gp'v0'
*SSRN Electronic Journal*0j wr u<1f qkQti B20435; l'ut'p'04634292"

F'qj'ug.'M0'L'Ári'gpu.'W0'('P'k'nc'ej.'V0*3; : 7+0'H'qo' è'H'q't'f'k'uo' i' "v'q'è'V'q' { q'v'k'uo' i' A'V'j'g'U'q'ek'ri'Q'ti'c'p'k'c'v'k'p'q'h'
 y'g'N'cd'q't' 'R't'q'eg'uu'lp" 'y'g' 'L'cr'c'p'g'ug' 'C'w'q'o'q'd'k'g' 'k'p'f'w'ut' { 0' *Politics & Society.*"14*4+: "337/3680"
 j wr u<1f qkQti B2B3991225454; 4: 723622423"

F'q'rg'p'um'f' . 'L0*4234+0' *Toyota: Un análisis de la implementación de «lean production» en la empresa y una comparación con las prácticas japonesas*" J'N'eg'p'ek'w'w'c." 'Wpkxgtukf'cf' "f'g" 'U'cp" 'C'p'f't²'u_0'
 j wr <1j f'rfj'cpf'rg'p'gv32; 2: 1; 78"

F'qo'c'unk'D0'('I'y'q'uf|. 'M0*422; +0'V'q'y'ctf'c' "O'q't'g'Go' d'g'f'g'f' 'R't'q'f'w'v'k'p'U' { u'g'o' A' 'C'w'q'o'q'v'k'x'g'U'w'r' r'ñ" '
 P'g'y'q't'm'i' 'cpf' "N'q'ec'r'k'g'f' "E'c'r'c'd'k'k'g'u" 'k'p' 'R'q'rc'p'f'0' *Growth and Change.*"40*5+: "674/6: 40"
 j wr u<1f qkQti B2B33311B68: /44790422; 026; 20"

F'q'p'g't.'T0*3; ; 3+0' *Driving a bargain: Automobile industrialization and Japanese firms in Southeast Asia*0'
 Wpkxgtukf' 'q'h' 'E'c'r'k'h'q't'p'k' 'R't'guu0'

F'q'p'g't.'T0'H0*422; +0' *The politics of uneven development: Thailand's economic growth in comparative perspective*0'Eco' d't'k'f' i'g' 'Wpkxgtukf' 'R't'guu0'

F'q'p'g't.'T0'H0'('Y'c'f.'R0*4236+0'H'p'c'p'ek'ri'Et'k'g'u'c'p'f' 'C'w'q'o'q'v'k'x'g'k'p'f'w'ut' { 'F'g'x'g'q'r'g' o'p'v'k'p'U'q'w'j'g'c'u'v' 'C'uk'c'0'
Journal of Contemporary Asia."44*6+: '886/8: 90j wr u<1f qkQti B2B2: 2122694558042360 45857"

F'q't'g.'T0*3; : 5+0'I' q'q'f' y'k'n'c'p'f' 'y'g' 'U'r'k'k'v'q'h' 'O'c't'ng'v' 'E'c'r'k'c'k'k'uo' 0' *The British Journal of Sociology.*"34*6+: "
 67; 0j wr u<1f qkQti B20452917; 2; 54"

F'q't'g.'T0*3; ; ; +0'X'c't'k'g'u'q'h'è'c'r'k'c'k'k'uo' 'k'p' 'y'g' 'y'g'p'v'g'y' 'è'g'p'w't' { 0' *Oxford Review of Economic Policy.*"15*6+: "
 324/3420j wr u<1f qkQti B2B2; 5 l'q'z't'g'r' B3706B24"

F'q't'g.'T0*4235+0' *British factory, Japanese factory: The origins of national diversity in industrial relations*0'

F'q'u'U'c'p'v'q'u.'V0*3; 95+0' *Imperialismo y corporaciones multinacionales*0'I' c'rg't'p'c'0'

F'q'u' 'U'c'p'v'q'u.' 'V0' *4233+0' *Imperialismo y dependencia.*" ENCEUQ0'
 j wr u<1r'w'd'k'g'q'd'q'q'ne'g'p'v't'c'f't'q's'w'g'u'è'q'o' l'ej'q'le'g'r'w'd'k'el'w'm't'g'e'q't'f'0'c'ur'z'Ar' ?7647955"

F'q'u'k' "O'0' *423; +0' *Los industriales en su laberinto: Las estrategias políticas de la Unión Industrial Argentina durante el auge y la crisis neoliberal (1989-2003)*0'C'w'q't'g'u'f'g' 'C'ti'g'p'v'k'p'c'0'

F'w'el'ej' ." H0' *Gp" r't'g'p'uc'+0' 'k'p'p'q'x'c'el'q'p'g'u' i' r'q'd'c'rg'u." gur'g'ek'ri'k'c'ek'»p" r't'q'f'w'v'k'x'c' { " 'eqo'g't'ek'cn'è' 'N'cu'
 r'c't'v'w'w't'k'f'c'f'g'u'f'g'r'f'ec'ua'q'V'q' { q'v'c'gp' 'C'ti'g'p'v'k'p'c'0' *H-industri*@0'

F'w'el'ej' ."H0'Q'v'g't'q.'F0'("E'c'p|k'c'p."C0*4242+0'V't'c' { g'ev'q't'k' { "uk'w'c'el'c'p" 'c'ew'c'n'f'g' 'rc' 'e'c'f'g'p'c' 'c'w'q'o'q'v'k'k' "gp"
 C'ti'g'p'v'k'p'c' { 'O'g't'eq'w't'0' *Ciclos.*"27*76+: "5/3520"

F'w'p'p'k'p'i' ."L0'J'0' *3; 99+0'V't'c'f'g.'N'q'ec'v'k'p'q'h'G'eq'p'qo'le' 'C'ev'k'k'k' { 'cpf' 'y'g' 'O'P'G'<'C"U'g't'ej' "h'q't'c'p' 'G'erg'e'v'e"
 C'r'r't'q'ej'0'G'p' 'D'0'Q'j' r'k'p.'R0'Q'0'J' g'u'g'n'd'q't'p.'('R00'0'Y'k'n'o'c'p' *G'f' u0: " *The International Allocation of Economic Activity*" *r'05; 7/63: +0'0'ceo'kmp0'

F wppkpi . 'LOJ 0' ('Crdgt. "T0\ 0*3; 93+0The Multinational Enterprise0Cmgp"cpf "Wpy kp0

F wppkpi . 'LOJ 0' ("Nwpcf. "UO 0*422: c+0Multinational enterprises and the global economy"*4pf "gf +0
Gf y ctf "Gri ct0

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Gf y ctf "Gri ct0

F wtj co . 'LOD0*4226+0Cduqtr vkg"ecr cekf { "cpf "y g"ghgew"qh"htgki p"fkgev"lpxguo gpv"cpf"gs wkv"htgki p"
r qtvhriq" lpxguo gpv" qp" geqpqo le" i tqy vj 0' *European Economic Review.*" 48*4+." 4: 7/5280
j wr u-1f qkQti B20238IU2236/4; 43*24+22486/9"

F wtj glo . ' 0*3; : 7+0La división del trabajo social0Rrpgvc0'

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pgy qtm" Vj g" Vq{qvc" ecug0' *Strategic Management Journal.*" 450
j wr u-1f qkQti B20224FUEK32; 9/2488*42225+43-5>567<<CF/UOL; 8@0EQ=4/P "

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hceklscvqtu"lp"qxgtugcu"tcpu rcpw<C"ecug"uwf { 0*Journal of Workplace Learning.*"12*+."555/5640
j wr u-1f qkQti B2032: B588784223259: : 53"

Gtf qi cp. "O 0' ("Wpxgt. "O 0*4237+0'F gyto kpcpw"qh"htgki p"fkgev"lpxguo gpw<F {pco le"Rcpgr"Fcw"
Gxkf gpeg0' *International Journal of Economics and Finance.*" 7*7+." r: 40
j wr u-1f qkQti B20775; kghx9p7r: 4"

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Eco kpq"cti gpvqj"cek"rc"Ndgtcrk celop"Geqp»o lec0*Desarrollo Económico.*"40*38+."897/9290
j wr u-1f qkQti B204529I5678222"

Gxcpu. "R0' *3; ; 8+0' Kvtqf wvqp< F gxgnr o gpv' utcvgi kgu" cetquu" vj g" r wdrle/r tkxcvg" f kxkf g0' *World
Development.*"24*8+."R 3/32590j wr u-1f qkQti B20238I2527/972Z*.; 8+22236/; "

Gxcpu. "R0*3; ; 9c+0Ucvg"utwewtgu. i qxgtpo gpv'dwukpu"tgrvku. "cpf"geqpqo le"tcpuhtto cvkp0Gp'D0T0'
Uej pgkf gt" ("UO 0 czhgrf "Gf u0:."Business and the state in developing countries"*r r 0'85/: 9+0
Eqtpgn'Wpkgtuks' "Rtguu0'

Gxcpu. "R0*3; ; 9d+0Vj g"Gerkr ug"qh"vj g"UcvgA"Thggevku"qp"Ucvpguu"lp"cp"Gtc"qh'I mdcrk cvkp0'World
Politics."50*3+."84/: 90'

Gxcpu. "R0*4243+0'Crdg"Co uf gp<C" Tgcuqkpi "Tgxqmwkqct { "lp" F gxgnr o gpv'Geqpqo leu0'*Development
and Change.*"52*6+." : : /322: 0j wr u-1f qkQti B20333I f gej 084877"

Hctqrg. "V0' ("Y kpmgt. "F 0*4237+0Vj g" Tqrg"qh"htgki p" Hko "Ej ctcevgtkuk. "Cduqtr vkg" Ecr cekf { "cpf"
vj g" kpuwkwkpcn" Hico gy qtni"ht" 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 . "I0G0*4226+0'F gyto kpcpw"qh"lcr cpw"htgki p"fkgev"lpxguo gpv<Cp"
kpf wut { " cpf " eqwpt { " r cpgr' uwf { . " 3; : 663; ; : 0' *Journal of the Japanese and International
Economies.*"18*4+."383/3: 40j wr u-1f qkQti B20238I0Ikg042250; 027"

Hgt p^a pfp gl . "X0T0*4237+0I mdcrn'Xcnwg"Ej kpu"lp"i mdcrn'Rqrklecn'P gy qtmu<Vqqn"ht" 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"lpf wutlc"cwqo qtk"cti gpvpc { "uw"hwgpvgu"fg"i cpcpek<Wp"
cp^a rkuku" fg" 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; "

Hki uvgp. "P 0*3; ; 9+0Vj g' kvtcqi cpk cvkpcn'Rqy gt' Utwi i rg<Tlug"qh" Hkpcpeg' Rgtuqppgn'vq' Vqr 'Ngcf gtuj k"
lp" Ncti g" Eqtr qtcvku. " 3; 3; /3; 9; 0' *American Sociological Review.*" 52*3+." 660
j wr u-1f qkQti B204529I42; 75; 3"

Hki uvgp. "P 0*3; ; 2+0The transformation of corporate control0J ctxctf 'Wpkgtuks' "Rtguu0'

Hki uvgp. "P 0*3; ; 8+0O ctngw"cu"Rqrkleu<C" Rqrklecn' Ewntcn'Cr r tqcej "v" O ctngv' kpuwkwkpu0*American
Sociological Review.*"61*6+."8780j wr u-1f qkQti B204529I42; 85; : "

Hki uvgp. "P 0*4223+0The architecture of markets0Rtlpegvq' Wpk0Rtguu0'

Hki uvgp. "P 0*4232+0; 0Vj g" Rqrklecn'cpf" Geqpqo le" Uqekmqi { "qh" kvtgtpcvkpcn' Geqpqo le" Cttcp i go gpw0'
Gp" P 0L0Uo gnigt" ("T0Uy gf dgti "Gf u0:." *The Handbook of Economic Sociology, Second Edition*
*r r 03: 5/426+0Rtlpegvq' Wpkgtuks' "Rtguu0j wr u-1f qkQti B20737I; 9: 3622: 577: 603: 5"

Hki uvglp."P0"("F cwdgt."M0*3; ; : +0Utwewtcrn'Ej cpi g"lp"Eqtr qtcvg"Qti cpk cvkqp0 *Annual Review of Sociology.*"15*3+95/; 80j wr u-1lf qkQti B20368 kppwtgx0q070: 23; ; 022667"

Hki uvglp."P0"("F cwgt."N0*4234+0' C" uqekqrj k" f qu" o gtecf qu0' *Caderno CRH.*"25*88+ 6: 3/7260 j wr u-1lf qkQti B2087; 2IU2325/6; 9; 4234222522229"

Hki uvglp."P0"("Hggrcpf."T0*3; ; 7+0Vj ggt gvecl'cpf"eqo r ctevkxg'r gtur gevkgu'qp"eqtr qtcvg"qti cpk cvkqp0 *Annual review of sociology.*"21."43/650"

Hki uvglp."P0"("O eCf co ."F0*4233+0Vqy ctf "c" I gpptcrn'Vj ggt {"qh'Utevgi ke"CeVqp" Hlgf u0' *Sociological Theory.*"29*3+3/480j wr u-1lf qkQti B20333 I08689/; 77: 04232035: 70"

Hqtkf c."T0"("Mgppgf {"O0*3; ; 3+0Vtcur rcpvgf "Qti cpk cvkqp" Vj g" Vtcurpugt" qh' Lcr cpgug" kpf wutkcrn' Qti cpk cvkqp" vj g" WU0 f h0' *American Sociological Review.*"56*5+5: 3/5; ; 0"

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

Hg{ uugpgv."O0*3; ; : +0Nawukpg'Vq{ qvc'f g' ctevg" Cti gpvkpg+0' *La Lettre du GERPISA.*"119."37/3: 0'

Hg{ uugpgv."O0*4232+0' *La rentabilidad del Grupo Toyota: 1970-20120*

Hki cpv."X0"("\ wo r g."O0*4239+0' Tgf gu" I rjdcrgu" f g" Rtgf weekp" äecf c" xgl " o a u" i rjdcrgu' Wpc" eqo r ctekel'p' f g' hqu' r tgegu' f g' l'pvgi tcekel'p' i rjdcn' {" tgi kqpcr' d'cuf c' gp' f' vqu' uqdtg' g' r' l'pvgi tcekel'p' eqo gtekn' f g' cwqr ctvgu0' Gp" *La encrucijada del autoperismo en América Latina*" *WPF CX" Gf kelpgu0'

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

I ci i gtq."C0*4234+0' Gucf q." o gtecf q" {" f lp' a lecu" qti cpk celqpcrgu0' Wp" cdqtf clg" f g" r' u' g' utevgi kcu" go r tguetkcu" c' t'cx'2 u' f' g' r' u' qekqrj q' c' g' eqp» o lec0' *Papeles de Trabajo.*"6* ; +59/790"

I ci i gtq."C0" I ci i gtq."L0"("TÀc."O0*4237+0' Rl'p' k' r' c' r' g' u' e' c' t' c' e' v' g' t' f' u' k' e' c' u' g' l' o' r' c' e' v' g' o' c' e' t' q' e' q' p' » o' k' e' q' f' g' r' c' h' w' i' c' f' g' e' c' r' k' e' r' g' u' g' p' Cti gpvkp0' *Problemas del Desarrollo.*"46*3: 4+; 89/; 20 j wr u-1lf qkQti B208238 I0r f 0423708024"

I ci i gtq."C0"("Uej qtt."O0*4238+0' Nc" e' À' wr" go r tguetk' f' w' t' c' p' v' g' r' u' i' q' d' l' g' t' p' q' u' n' k' e' j' p' g' t' k' u' c' u' 0' *Realidad Económica.*"297."83/; 40'

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

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

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

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

I gtghk" I 0" "Hgtpcpf gl /Uctm' M0*4233+0' *Global Value Chain Analysis: A Primer0*

I gtghk" I 0" J wo r j tg{ ."L0" M' c' r' n' p' u' n' f' .T0"("Uwti gqp. ."V0' L0*4223+0' k' p' v' g' t' q' f' w' e' k' v' p' <I r' j' d' c' r' i' c' u' k' v' q' p' .X' c' n' w' g' E' j' c' k' p' u' c' p' f' " F' g' x' g' r' o' g' p' v' 0' *IDS Bulletin.*"32*5+ 3/: 0' j wr u-1lf qkQti B208333 I0897/; 7658042230 r 542252230"

I gtghk" I 0" J wo r j tg{ ."L0"("Uwti gqp."V0*4227+0' Vj g' i' q' x' g' t' p' e' p' e' g' q' h' i' r' j' d' c' n' i' x' c' n' w' g' e' j' c' k' p' u' 0' *Review of International Political Economy.*"12*3+9: /3260j wr u-1lf qkQti B2082: 2I2; 8; 44; 272226; ; 27"

I gtghk" I 0" "Mqt| gpky kel ."O0*Gf u00*3; ; 6+0' *Commodity chains and global capitalism0* R' t' c' g' i' g' t' 0'

I gtrcej ."O0' N0*3; ; 4+0' *Alliance Capitalism: The Social Organization of Japanese Business0* W' p' k' g' t' u' k' f' {" q' h' E' c' r' i' k' h' q' t' p' k' R' t' g' u' 0' j' wr u-1lf qkQti B2087471; 9: 2742; 3; 327"

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

I j quj cn" U0"("D' e' t' w' g' w' .E' 0' C' 0' *3; ; 2+0' Vj g' O' w' n' k' p' c' v' k' p' c' n' E' q' t' r' q' t' c' v' k' p' c' u' b' p' k' p' v' g' t' q' t' i' c' p' k' c' v' k' p' c' n' P' g' y' q' t' n' 0' *Academy of Management Review.*"15*6+825/8480j wr u-1lf qkQti B208687 lco t08; ; 206532: 47"

I qpl a' rgl ."O0"("O cp| cpngk" R0*4234+0' *La industria en la posconvertibilidad. El caso del complejo automotor0* f' t' g' c' f' g' G' e' q' p' p' o' f' c' {" V' g' e' p' q' r' i' f' c' f' g' r' c' H' N' C' E' U' Q' 0'

- I tcpqxgwt. 'O 0*3; : 7+0Gepqo le'Cevkqp'cpf 'Uqelcn'Utwevtg<Vj g'Rtdrigo 'qh'Go dg f gf pguu'American Journal of Sociology.'91*5+; '6: 3/7320j wr u<lf qkQti B2B2: 844: 533"
- I tc° c. 'LOO 0'Egucpc.'R0\ 'Y gmrngt.'I 0*4239+0Wpc'bo kcf c'cnngt'pvcxc'f g'hqu'guwf kqu'ugevqtkrcgu'Realidad Económica.'307.'7; /; 40"
- I wkn? p. "O 0'H0*3; ; 6+0'Models of Management: Work, Authority, and Organization in a Comparative Perspective'0Wpkxgtuks\ 'qh'Ej keci q'Rtguu0"
- I wkn? p. 'O 0H0*4225+0Vj g'geppqo le'luqelqni { 'qh'o ctngvu.'lpf wutkgu.'cpf 'Hto u0'Theory and Society.'32*6+; 727/7370j wr u<lf qkQti B2B245 IC-32477: ; 74762: "
- I wkn? p. 'O 0H0*4226+0Nc'lpvgt'pcekqpcrk\ cek°p'f g'rcu'go r t'gucu'gur c° qrcu'0Historia Empresarial.'812.'433/4460"
- I wpf gt.'Hicpm'C0*3; 96+0F gr gpf gpeg'Kf'F gcf.'Nqpi 'Nkxg'F gr gpf gpeg'cpf 'vj g'Ercuu'Utwi i rg<Cp' Cpuy gt' vq'Etkeu'0Latin American Perspectives.'"I*3+; '9/3280"
- J cengw.'U0'E0(' "Ut'p'kxcucp.'"M0*3; ; : +0'F q'uw r r'igt'uy kej kpi "equu'f k'ngt'cetquu' lcr cp'gug' cpf "WU' o w'k'p'c'v'q'p'c'ri'k'ho u'AJapan and the World Economy.'"10*3+; '35/540j wr u<lf qkQti B2B238 IU2; 44/3647*; 8+22436/; "
- J cm" R0' C0" (" Uqun'eg." F0' *4223+0 Varieties of Capitalism'0 Qzhqtf" Wpkxgtuks\ " Rtguu0 j wr u<lf qkQti B2B2; 5 I23; ; 469979Q23Q223"
- J co knqp.'I 0I 0(' "Dki i ctv.'P 0'Y 0*3; ; : +0'0 ctngv.'E'w'w'ngt.'"cpf "C'w'j qtk\ <C"Eqo r cte'v'x'g' C'p'c'nf uku'qh' O cpci go gp'v'cpf "Qti c'p'k\ c'v'k'p'lp'vj g'Het'Gcu'0American Journal of Sociology.'94.'74; /; 60"
- J ctf v.'O 0(' 'P gi tk'C0*4222+0Imperio'0J c'x'c'f'f "Wpkxgtuks\ 'Rtguu0"
- J ctwej k'V0*4228+0Vq { qvc'lp'vj g'Rj rkr r'k'p'gu'<F t'k'x'g'qwt'F t'gco u'qt'F t'k'x'g'v'vj g'D'q'w'qo A'Gp'<F cg/qw' " Ej cpi '*Gf 0;' "Labour in Globalising Asian Corporations: A Portrait of Struggle"*r r'0'469/495+0' Cuk'0' q'p'k'q't' T'g'u'q'w'eg' E'g'p't'g'0"
- J c'x'g'f.'F 0*4227+0The New Imperialism'0Qzhqtf "Wpkxgtuks\ 'Rtguu0"
- J c'x'g'f.'F 0*4237+0Seventeen contradictions and the end of capitalism'"Htu'v'ku'uw'gf 'cu'cp'Qzhqtf "Wpkxgtuks\ " Rtguu'r cr gtdcem'0Qzhqtf "Wpkxgtuks\ 'Rtguu0"
- J cuurgt.'O 0*422; +0'Xct'k'v'k'p'u'qh'Xcnw'g'Et'g'v'k'p'<C'w'qo qd'k'g'0' c'p'w'c'w'w'k'p'i "lp'Vj c'k'c'p'f 0'Environment and Planning A: Economy and Space.'41*; +; '4454/44690j wr u<lf qkQti B2B28: k6245: "
- J cuurgt.'O 0*4233+0Nqecr'k'v'k'p' "Rt'q'eg'ugu'y' k'j k'p'I n'q'd'c'n'Rt'q'f'v'k'q'p'P'g'y'q't'm'<C'w'qo qd'k'g'Eqo r q'p'g'p'v' U'q'w'ek'p'i "lp'Vj c'k'c'p'f 0'DIE ERDE – Journal of the Geographical Society of Berlin.'"142*6+; '64; / 6640"
- J c'x't'c'p'g'm'V0(' 'K'u'x'c.'\ 0*4233+0Gurko c'v'k'p'i 'x'g't'v'c'c'n'l'r k'm'x'g't'u'lt'qo 'HF K'Y j { 't'g'u'w'u'x'c't { 'c'p'f 'y' j c'v'j' g' v'w'g' g'h'g'ev' ku'0' Journal of International Economics.'" 85*4+; 456/4660 j wr u<lf qkQti B2B238 II0'k'p'v'g'eq'0'4233Q29Q26"
- J gem'ej gt.'G0*3; 3; +0'Vj g'g'h'g'ev'q'h'ht'g'k'i p't'c'f'g'q'p'vj g'f'k'w'k'd'w'k'p'qh'k'p'eqo g'0'Ekonomisk.'21.'6; 9/7340"
- J g'k'f'g'p't'g'le'j.'O 0*4234+0Vj g'lu'q'el'cn'go dg f gf pguu'qh'o w'k'p'c'v'q'p'c'ri'le'qo r c'p'k'gu'<C' r'k'g't'c'w't'g't'g'x'k'g'y 0'Socio-Economic Review.'"10*5+; '76; /79; 0j wr u<lf qkQti B2B2; 5 l'g't' lo y u232"
- J g'k'o.'U0*4235+0Ecr c'd'k'k'y\ 'd'w'k'f'k'p'i 'c'p'f 'h'p'e'v'k'p'u'qh'UO Gu'lp'd'w'k'p'g'u'u' i t'q'w' u'<C'ecug'uw'f { 'qh'Vq { q'v'c'u' u'w' r n'f "ej c'k'p'0'International Journal of Automotive Technology and Management.'"13*6+; '55: 0 j wr u<lf qkQti B2B2726 IKC VO 0'4235Q278: 82"
- J g'k'o.'U0*4238+0Economic Sociology and the Theory of the Firm: Lessons from the "Toyota Momentum" in the History of Capitalism'0M\ q'v'q'Wpkxgtuks\ 0"
- J g'k'o.'U0*4239+0Vq { qvc.'X'k'v'k'o "qh'ku'Rt'q'f'v'k'q'p'U\ u'ngo <Y j { 'f'q'U'q'el'cn'U'el'g'p'eg'u'U'k'm'J c'x'g'0'w'ej "v'q' Ngct'p'lt'qo 'y'ku'Hto A'Monthly Paper of the French Network for Asian Studies,'j wr <ly y y 0 ku' t'g'ug'c'w'c'uk'g'Qti I'o q'p'v'j n'f'c't'v'k'g'u'h'q { qvc/x'k'v'k'o g/v'q { q'v'k'u'o g/j g'k'o /u'gr j c'p'g'0"
- J g'k'o.'U0*4242+0Vj g'l'c'r'c'p'g'ug'C'w'qo q'k'x'g'lp'f'w'ut { 'U'p'eg'4222<E'c'w'g'u'c'p'f 'k'o r'c'ew'q'h'I t'q'y'v'j 'F'k'ur'c't'k'k'g'u'0' Gp' "New Frontiers of the Automobile Industry: Exploring Geographies, Technology, and Institutional Challenges"*U' r' t'k'p'i g't'P'c'w'w'g'0"
- J g'r'gt.'U0(' "J g'p'f'g't'u'q'p.'"T0*4236+0'O c'p'c'i go gp'v'Rt'c'v'k'g'u.'"T'g'r'v'k'q'p'c'n'Eq'p't'c'ew.'"c'p'f "vj g'F'g'enk'p'g'qh' I'g'p'g't'c'n' O'q'q't'u'0' Journal of Economic Perspectives.'" 28*3+; 6; /940 j wr u<lf qkQti B2B2479 IIgr 0: B06; "

J gpf gtuqp. 'L0'F lemp. 'R0'J guu. 'O 0'Eqg. 'P 0'(' [gwpi. 'J 0Y 0'E0*4224+0I rdcnrl tqf wevkqp'pgvy qtnu'cpf" vj g'pcnq uku'qh'geppqo le'f g'gmr o gp'0Review of International Political Economy. '9*5+. '658/6860 j wr u-1lf qkQti B2082: 212; 8; 44; 2432372: 64"

J khtgf lpi. 'T0*3; 2; +0Finance Capital: A Study of the latest phase of capitalist development0

J kuej o cp. 'C0Q0*3; 86+0Vj g'Rcvgtplk' "qh'cp' kpf gz0The American Economic Review. "54*7+. '9830

J qny gi. 'O 0*4229+0Vj g'i gpgcmi { "qh'rgcp"r tqf wevkqp0Journal of Operations Management. "25*4+. "642/6590j wr u-1lf qkQti B208238 110qo 0422806023"

J qr nkpu. 'V0M0'(' 'Y cmgtugkp. 'K0*3; 99+0Rcvgtpu'qh'F g'gmr o gpv'qh'vj g'O qf gtp 'Y qtrf /U{ uqgo 0'Review (Fernand Braudel Center). "I*4+. '333/3670

J qr nkpu. 'V0M0'(' 'Y cmgtugkp. 'K0*3; : 8+0Eqo o qf k' 'Ej ckpu'lp'vj g'Y qtrf /Geppqo { 'Rtkqt'vq'3: 220Review (Fernand Braudel Center). "I0*3. +. '379/3920

J wo rj tgf. 'L0'(' 'Ucrgtpq. 'O 0U0*4222+0I rdcnkucvkqp'cpf 'Cuugo drgt/Uwr r rkt 'Tgrvkvpu<Dtc| krlcpf "kpf kc0 Gp'0L0J wo rj tgf. 'I 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'g'vkqp" k' i rdcn'xcnw'ej ckpu' chge'wr i tcf lpi "k' kpf wutkcn' enwngtuA' Regional Studies. " 36*; +. " 3239/32490 j wr u-1lf qkQti B2082: 2122565622442222443; : "

J { o gt. 'U0J 0*3; 82+0The international operations of national firms, a study of direct foreign investment"]Rj F. 'O cucej wugwu'kpu'kwg'qh'Vgej pqni { _0j wr -1lj f rj cpf rgt'p'gvB394308 149597"

Klwuwk. 'W0'Dgtptcf gu. 'T0'E0'(" 'Eqpuqpk' 'H0'N0' *4237+0'P gy "Dtc| krcp" cwqo qvkg" kpf wutkcn' r qite { < Cpcn'uku'qh'vj g'eqpugs wgegu" hqt" mecn' T(F "dcugf" qp" pgy "eqo g'au" utcvgi kgu'0 International Journal of Automotive Technology and Management. " 15*3+. " 850 j wr u-1lf qkQti B208726 11C VO 042370892; 4"

Kpej cwur g. 'G0'(' 'I cte'f. 'P 0*4239+0'Gr'eqo r rglq' cwqo qvkl /cwqr ct'kuc'gp'Co 2tlec'Ncvkpc0Gutcvgi kcu' i rdcrgu. 'tgi kqpcrgu' { 'f gugo r g' q' t'gekp'vg0Gp'La encrucijada del autopartismo en América Latina" *r 0349/3: : +0WPF CX'Gf lekqpgu0

Kpf wutkcu' I wfk0' *4242+0' Industrias Guidi 2010—2020. 60 Aniversario0 j wr -1lpf wutkcu' wfk0'eqo 0et l'lpf wutkcu' i wfk0'82/cpl'xgtuctkq1"

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

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

Kctuuq. 'K0'(' 'C'kxuco. 'E0'I 0*4227+0'Vgej pqni { "t'cpuh'gt' hqo "VP Eu"vq" mecn' uwr r rktu'lp' f'g'gmr lpi " eqwpt'lgu'<C'lw'f { "qh'CD'Xq'k'q'at'wem'lpf "d'w'it' r'p'u'lp' Dtc| kn' E'j kpc. "Kpf kc. 'cpf 'O gzleq0World Development. "33*. +. '3547/35660j wr u-1lf qkQti B208238 110y qtrf f gx0422706023"

Kgt. 'C0X0'Ug'j cf tk'U0'(' 'Xcuj gt. 'T0*4233+0Toyota supply chain management: A strategic approach to the principles of Toyota's renowned system00 I J 0

Lceqdu. 'C0L0*4238+0Cwqo qvkg'HF Kcpf 'F gr gpf gpv'F g'gmr o gpv'Vj g'Ecug'qh'U'q'x'cn'k'au'Ek' /Tgi k'p'u' lp' 'vj g' Dtc'k'x'c' / k'kpc" Eqtt'k'f qt0' Open Urban Studies and Demography Journal. "2*3+. "3/3; 0 j wr u-1lf qkQti B204396 14574853; 23824232223"

Lc { ctco. 'L0'F cu. 'C0'(' 'P leq'rg. 'O 0*4232+0Nq'nkpi "dg { qpf 'vj g' q'd'x'k'w'w'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"

Igpucpc. 'C0*4226+0Empresa y negocios en Asia oriental0WQE0'

Iqj puq. 'E0*3; : 4+0MITI and the Japanese Miracle: The Growth of Industrial Policy, 1925-19750Ucphqtf" W'p'k'x'gt'uk' 'Rt'gu0'

Mcr nkpu'f. 'T0*4227+0Globalization, poverty and inequality: Between a rock and a hard place0Rq'k'f 0'

Mcy cdg. 'P 0' *4235+0'Tqrgu'qh' o w'k'p'cv'k'p'cn' eqo r cplgu'lp' 'vj g' u'g'h' u'w'g'p'c'p'eg' qh' 'vj g' Vj ck' cwqo qd'krg' kpf wut { <Vj g'Ecug'qh'Vq { qvc' O q'qt 'Vj ck'x'p'f 0WasedaShogaku. "438. '637/66: 0'

Mgo r. 'O 0E0*3; 93-0*The pure theory of international trade and investment*0Rt gpvkq/J cml'

Mpli j v.'HOJ 0*3; 43-0*Risk, Uncertainty, and Profit*0Eco dtkfi g'Wpkkgtukv' 'Rtguo'

Mqtpdrkj w.'L0*4235-0'Gt' o ctzkuo q"cti gpvkq" {"r" ewgukp" f gr'ecr kcn' o qpqr qrkuc'0 *Nómadas. Revista Crítica de Ciencias Sociales y Jurídicas.* '93/; 50j wr u-1lf qkqti B20742; ItgxaP QO C04235064565"

Mquceqlh'D0' ('Rqtvc.'HO*3; ; 9-0*La inversión extranjera directa en la industria manufacturera argentina: Tendencias y estrategias recientes*0EGRCNO'

Mquceqlh'D0'Vqf gvec.'L0' ('Xkur q.'C0*3; ; 3-0*La transformacion de la industria automotriz argentina: Su integracion con Brasil*0EGRCNO'

Micupgt.'UOF 0*3; 98-0'Uvcg'Rqy gt"cpf "yj g'Ut wewt g'qh'kpvgtpcvkqpcn'Vtcf g0'World Politics.'28, No. 30

Micupgt.'UOF 0*3; ; ; 0'Sovereignty: Organized hypocrisy'0Rtkpegvq'Wpkkgtukv' 'Rtguo'

Mwrtcu.'O 0*4238-0'Los tres kirchnerismos. Una historia de la economía argentina 2003-2015'Uki rj'ZZ K0

Mwo ctcuy co {"C0"O wfc co dk'T0"Uctepi c."J 0"("Vtkr cyj {"C0*4234-0'Ecvej /wr "utcvgi lgu"lp"yj g'kpf kcp" cwq" eqo r qpgpw" kpf wut {< F qo gwke" hko uo' tgr qpugu" vq" o ctngv' nkdgtck' cvkq'0' *Journal of International Business Studies.*"43*6+."58: /5; 70j wr u-1lf qkqti B208279 ltku0423406"

Mwo ctk'T0' ('Uj cto c.'C0M0*4239-0'F gvgto kpcpw'qh'hqtgki p'f k'gevlpxguwo gpv'lp'f g'xgnr kpi "eqwptlgu'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; ; 4-0'0 wmpcvkqpcrk' cvkq'qh'Vq {qvc'O qvqt'Eqr qtcvkq'0' *Journal of International Economic Studies.*"6." 2/; ; 0'

Nco r tgej v.'P 0*422; 4-0'*The impact of the Motor Industry Development Programme (MIDP) on the export strategies of the South African light motor vehicle manufacturers (1995–2008)*'Rj F.'Wpkkgtukv' " qh'Uqwj 'C' h'lec'0j wr u-1lvk'0'wpluc'0'e0' c ldkwv'gco lj cpf rg B2722 15484 kj guku'amo 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'gtóUwr r rgt" Tgrcvkq'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 wcvkq'qh'vj g"Vq {qvc'"Rtqf wcvkq"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; 4-0'*The Art of Economic Catch-Up: Barriers, Detours and Leapfrogging in Innovation Systems*" *30'gf 00'Eco dtkfi g'Wpkkgtukv' 'Rtguo'j wr u-1lf qkqti B2082391; 9: 332: 7: : 454"

Ngplp.'X0*3; 39-0'*El imperialismo, fase superior del capitalismo*0'

Nk'Z0' ('Nkw'Z0*4227-0'Hqtgki p'f k'gevl'pxguwo gpv'cpf'Geqqo ke'I tqy vj <Cp'k'petgculpi n' (Cpf qi gpqwu' Tgrcvkq'uj kr 0' World Development." 33*5+." 5; 5/6290 j wr u-1lf qkqti B208238 lly qtrf f gx04226083023"

Nkdgtto cp.'O 0D0' ('F go gguvt.'N0*3; ; ; 4-0'k'pxgpvt {"Tgf wcvkq'cpf' Rtqf wcvk'k'v' I tqy vj <Nlpmci gu'lp'vj g" Lcr cpgug" Cwqo q'v'xg" k'pf 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 Manufacturer*0' O eI tcy /J kn0'

Nkngt.'L0M0' ('J qugwu.'O 0*422; 4-0'*Toyota Culture: The Heart and Soul of the Toyota Way*0'Rtkpv'O cwgtu' k'pe0'

Nkngt.'L0M0' ('O g'gt.'F 0*4228-0'*The Toyota way fieldbook: A practical guide for implementing Toyota's 4Ps*0'O eI tcy /J kn0'

Nkp.'L0' [0' ("O qpi c."E0' *4239-0' *Beating the Odds: Jump-Starting Developing Countries*0'Rtkpegvq' Wpkkgtukv' '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'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'pvgt'pcvkq'pcn'Geqqo leu0'

Nkw.'Y 0' ('F lengp.'R0*4228-0'Vt'cpup'cvkq'pcn'Eqr qtcvkq'p'cpf "Qdri cvgf "Go dgf f gf pguu'<Hqtgki p'f k'gevl' k'pxguwo gpv'lp'Ej k'p'cau' C'wqo qd'k'g' k'pf 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 k'gevl' k'pxguwo gpv'cpf "v'gej pqmji {"ur k'm'x'gtu'<Vj gqt {"cpf "gx'k'f' 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 tcecf go kcQf w1548: 23; IO cksqaGuvgdcpaGj gs wkgmF kgtgpekcuakpvtgpcckqpcrguaf ga
r tqf wevkkf cf agparca1pf wutkca vgt0 kpcmcwqo qvtk agxk gpekacacartwaf garuar rpvcuaf gagpu
co drcf qaf gaT gpcwma {a Vq{ qv"
- O cpp. "O0*3; ; 9+0J cu'I mdckk cvkqp"Gpf gf "y j g'Tkug"cpf "Tkug"qh'y g"P cvkqp/UcvgA"Review of International
Political Economy."4*5.+ "694/6; 80
- O ct1pk "T00 0*3; 95+0Dialéctica de la Dependencia03: 0
- O ctvpgl. "L0'K0" ("Lctkmq."L0'E0*3; ; 3+0Eqqt f kpcvqp"F go cpf u"qh' kvtgpcvqpnci"Utcvgi kgu0 Journal of
International Business Studies."22*5+ "64; /6660j wr u1lf qk0ti B20279 lr cni txxg0kdu0 6; 252; "
- O ctz. "M0*3; 8: #0El Capital0Hqpf q" f g'E wwtc"Geqp»o lec0
- O eEmqwf. "L0' H0" *4237+0 Del Jeep al Torino. La historia de IKA, primera automotriz integrada de
Sudamérica0Ngpi wclg'Erctq0
- O eO kmcp. "E0*423; +0Qti cpk cvkqpcn'k gpvkv. "Eqtr qtcvg"Utcvgi { . "cpf "J cdku'qh'C wgpvqp<C"Ecug"Uwf { "
qh' Vq{ qvc0 Gp" Q0' Ncy tpep" Go gci y ctk" *Gf 0: " Strategic Management—A Dynamic View0
kvtgje q r gp0j wr u1lf qk0ti B207994 kvtgje q r gp0 3339"
- O eP co ctc. "F0*4233+0Business Innovation in Asia. Knowledge and Technology Networks from Japan0
Tqwwgf i g0
- O gf kpc "Ht g{gt."L0'G0*423; +0Convergencia y divergencia de prácticas organizacionales en Empresas
Multinacionales.pdf0KX"Eqpi tguq "kvtgpcckqpcn'f g" Tgrckqpgu'f gn'Vtcdclq0
- O g{gt. "M0'G0" *4226+0Rgtur gevkgu" qp" O wnkpcvqpcn' Gpvgr tkugu" kp" Go gti kpi "Geqpqo kgu0 Journal of
International Business Studies."35*6+ "47; /4980
- O kdgti. "Y 0" ("Y kpmgt. "F0*4235+0Outsourcing Economics059: 0
- O kmgt. "T0*3; ; 6+0I mdckT" ("F 'pgvy qtmu'cpf 'rceti g/uecng'kppqxcvqpu<Vj g'ecug'qh'y g'cwqo qdkrg'kpf wut {0
Research Policy."23*3+ "49/680j wr u1lf qk0ti B20238 B226: /9555*; 6+; 2247/8"
- O qtf wg. "I 0" ("Uy gpgp{ "D0*4242+0P gkij gt"eqtg"pqt"r gtrk j gt {<Vj g'ugctej "hqt"eqo r gvkxg"cf xcpvci g"kp"
y j" cwqo qvkg" ugo kr gtrk j gt {0 Growth and Change." 51*3+ " 56/790
j wr u1lf qk0ti B20333 li tqy 04576"
- O qtgtq. "J 0*4235+0Gn'r tqeguq" f g" kvtgpcckqpcn'k cel»p" f g" re" vto c" cwqo qvtk "cti gpvkpc0 H-industri@
Revista De Historia De La Industria, Los Servicios Y Las Empresas En América Latina."1*34+0
j wr u1lqu0geqp0wcd0ct lpf gz0 j r II /kpf lctvengxlgy 1753"
- O qti cp. "I 0*4223+0Vj g'O wnkpcvqpcn'k Hto <Qti cpk kpi "Cetquu" kpvkwwkqpcn'cpf "P cvkqpcn'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+0Tghrevkqpu" 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 wnkpcvqpcn'cu" c" Eqtr qtcvg" Hqto <C" Etkskcn'Eqpvtdkwkq "Hqo "Qti cpk cvkqp"
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 qk0ti B202391; 9: 335; 8: 32470236"
- O qwc. "L0' Tqkwgt. "U0' F gihpk" O 0' [qi wgn" I 0" ("O kgu'F ct" q0*4229+0Ct vkwrcel»p" { "f guctqmj" gp" re" vto c"
cwqo qvtk "cti gpvkpc<O qthqri "f. "kppqxcel»p" { "go r rgg0'Gp" Innovación y empleo en tramas
productivas de Argentina" *r 0'453/497+0 Rtqo gvgq/ WP I U0
- P cwwf c. "M0' *422; +0 Ucvgu. "O wnkpcvqpcn' Eqtr qtcvqpu" cpf " kpvkwwkqpcn' Ctcepi go gpw< Geqpqo le"
kvtggr gpf gpeg" Dgy ggp" lcr cp" cpf " Uqwj geuv" Cuk0 Japanese Economy." 36*5+ " ; 8/3490
j wr u1lf qk0ti B204975 ILGUB2; 9/425Z582526"
- P cwwf c. "M0" ("Vj qdwt. "L0*4236+0J qy "o wej "r qike { "ur ceg" ukm'gzkku" wpf gt "y j" Y VQA' C" eqo r ctcvkg"
uwf { "qh' y j g" cwqo qvkg" kpf wut { "kp" Vj ckrcpf "cpf " O crk { uk0 Review of International Political
Economy." 21*8+ "3568/35990j wr u1lf qk0ti 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"

P cxctgwK'I 0D0("Xgpcdrn."C0L0*4235+00 wnlpcvqpcn'c'pf 'lpf wutkcnr qnle { 00xford Review of Economic Policy."29*4+."583/5: 40j wr u-1lf qk0ti B2082; 5 lqztr li t0238"

P cxcttq."N0*4242+0Especialización energética y financiarización: Estrategias, desempeño y trayectoria de Pampa Energía (2004-2015)"J0 cguw'c_0Wp UCO 0'

P ghc."L0E0*4239+00 qf qu'f g'f gucttqm."tcdclq {"go r ngq"gp'rc"cti gpvpc"*4224/4239+0Revista Estado y Políticas Públicas."9."; 5/33; 0'

P qej vgh."J 0*3; ; ; +0Nc'r qf'f'ec'geqp»o lec'gp'rc"cti gpvpc'f'g'hu'p'qx'g'p'w'p'c'b' kcf c'f'g'eqplw'p'q'0Revista Época."I*3+."38/540'

P qhcn"O 0'D0 *3; ; ; +0Absentee entrepreneurship and the dynamics of the motor vehicle industry in Argentina0Rt'c'gi gt0'

P qt'j . "F 0*3; ; 2+0Institutions, Institutional Change and Economic Performance0'Eco dt'f' i g"Wpkxgtuk'f "Rt'guu0'

P qx'g'k'p'q."N0I 0*423; +0Plan de negocio para la creación de un centro de formación de operadores de autoelevadores en Toyota Argentina"J0 cguw'c_0'k'p'k'w'w'q'V'ge'p'q'»'i' leq'f'g'Dw'g'p'q'U'c'k'g'u0'

P qx'lem"O 0"[qi wgn"i 0"Ecv'c'p'q."C0"("Cnd'q't'p'qj ."H0*4224c+0P v'g'x'c'u'e'q'p'h'i w't'c'e'l'q'p'g'u"gp"gn'ugev'q't" cw'q'o q'q't"cti gp'v'p'q'0'Nc"v'p'u'k'»'p"gp't'g"gu't'c'v'g'i'k'u'r't'q'f'w'e'x'c'u" {"'e'q'o g't'e'k'g'u0' Cuadernos del Cendes."19."349/3750'

P qx'lem"O 0"[qi wgn"i 0"Ecv'c'p'q."C0'O 0"("Cnd'q't'p'qj ."H0*4224d+0P v'g'x'c'u'e'q'p'h'i w't'c'e'l'q'p'g'u"gp"gn'ugev'q't" cw'q'o q'q't"cti gp'v'p'q'0'Nc"v'p'u'k'»'p"gp't'g"gu't'c'v'g'i'k'u'r't'q'f'w'e'x'c'u" {"'e'q'o g't'e'k'g'u0' Cuadernos del Cendes."19*6; +."349/3750'

Qj n'p."D0*3; 55+0Interregional and International Trade0J c't'x'c't'f "Wpkxgtuk'f "Rt'guu0'

Qj p'q."V0*3; ; : +0Toyota Production System-Beyond Large-Scale Production0Rt'q'f w'e'x'k'k'f "Rt'guu0'

Q'k'x'g'k'c."N0'H'g'w't {"C0"("H'g'w't {"O 0*423; +0E'q'p'k'p'i "j'g'i'c'r "d'g'v'g'g'p'Dw'k'p'g'u'P'g'y'q't'm'i'c'p'f "X'c'w'g'E'j'c'l'p" C'p'c'n'k'u'k'0' Review of Business Management." 21*Ur'g'e'k'c'i' K'u'w'g'+" 886/8: 40 j wr u-1lf qk0ti B200; 3; l'di p'0x431606243"

Q't'tw."O 0'J'c'o k'n'q'p."I 0'I 0"("U'w' w'n'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'Dw'k'p'g'u' 0' Organization Studies."10*6+."76; /7960j wr u-1lf qk0ti B208399 12392: 628; ; 23222627"

Q't'v'k'."T0"("U'e'j'q'tt."O 0*4229+0Nc't'g'c't'v'e'w'r'e'l'e'p"f'g'n'd'r'q's'w'g'f'g'r'q'f'g't'gp'rc'r'q'ue'q'p'x'g't'v'k'd'r'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' q't'f'r't'g'u'u'0'q'o 4238 B2 l'q't'v'k' /{/ue'j'q'tt/rc/ t'g'c't'v'e'w'r'e'l'e'5d5p/f'g'n'd'r'q's'w'g'f'f'h'

Q'l'c'y'c."V0 *3; 9; +0Multinationalism Japanese style: The political economy of outward dependency0Rt'k'p'eg'v'q'p"Wpkxgtuk'f "Rt'guu0'

R'c'p'l'i'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't'i'g'p'v'p'c'< Gu'w'f'k'q'f'g'ecu'q'r'c't'c'gn'c'p'c'n'k'u'k'f'g'u'w'f'g'u'c'h'k'u'f'g"l'p'ug't'ek'q'p"e'q'o g't'ek'c'i'0'G'p"La encrucijada del autopartismo en América Latina"»r 0647/687+0W'p'F'c'x'G'f'le'k'q'p'g'u0'

R'c'p'l'i'q."F 0'N'c'x'c't'g'm'q."R0'I' a' t't'k'."C0"("E'c'u'k'q'."M0*4239+0G'n'c'w'q'r'c't'v'k'o'q'rc'v'p'q'c'o'g't'ek'c'p'q'gp"v'p"e'q'p'v'z'v'q" f'g'r't'q'v'g'e'ek'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'ek'q'0'G'p"La encrucijada del autopartismo en América Latina"»r 03: /96+0W'p'F'c'x'G'f'le'k'q'p'g'u0'

R'c't'f'k."V0*423; +0The role of multinational company strategies in structuring global supply chains in the automotive industry0K'p'v'g't'p'c'v'q'p'c'n'N'c'd'q'w't'Q'h'h'g'0'

R'c't'g'q'."X0*3; 67+0Manual de Economía Política"»C'v'c'c'c'0'

R'c't'u'q'p'u."V0*3; 59+0The Structure of Social Action0O'e'I' t'c'y' /J'k'n'0'

R'c'x'i'f'p'g'm"R0*4226+0T'g'i'k'q'p'c'n'F'g'x'g'n'r'o'g'p'v'k'o'r'k'c'v'k'q'p'u'q'h'H'q't'g'k'i'p'F'k'g'ev'k'p'x'g'u'o'g'p'v'p'k'p'E'g'p't'c'n'G'w't'q'r'g'0' European Urban and Regional Studies."11*3+."69/920j wr u-1lf qk0ti B208399 12; 8; 99862625; 364"

R'c'x'i'f'p'g'm"R0*4234+0V'j'g'k'p'v'g't'p'c'v'q'p'c'n'k'c'v'q'p'q'h'E'q'r'q't'c'v'g'f'("F'c'p'f'v'j'g'c'w'q'o'q'v'k'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"

R'c'x'i'f'p'g'm"R0*423; +0I' n'q'd'c'n'Rt'q'f'w'e'x'k'p'P'g'y'q't'm'i."H'q't'g'k'i'p'F'k'g'ev'k'p'x'g'u'o'g'p'v'c'p'f'U'w'r'k'g't'N'k'p'c'i'g'u'k'p'v'j'g" K'p'v'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'k'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' Hko /rgxgrn' cpcn'uku'qh'yj g'E| gej "cwqo qvkg"lpf wut {0'Journal of Economic Geography."16*4+."553/5850 j wr u-1f qkQti B2082; 5 lli Indv263"

R2 tgl ." C0' *422; +0' Nc" uqekmqi "c" geqp»o lec<" Qtkpvclep" vgtlec." cr ctcvq" eqpegr wcn' {" cur gevqu" o gxf qn»i lequ'f g'wp'eco r q'f g'lp'xgumi cel»p"gp"ekgpekcu'uqekrgu0Ciencia y Sociedad."34*3+; 9/33; 0'

Rgt gl "Cm cpuk "D0" *4242c-0'Gn'f guettqm'f g'rc"lpf wutlc"cwqo qvtk' "cul' vlec" c"vtx2 u'f g'rc"Uqekmqi "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 cguv'c. "Wpkxgtukf cf "P celqpcn'f g'Ucp'O ctv'p_0j wr u-1f l'k'wpuco Qf w0t lj cpf rg B456789; ; B: 44"

Rgt gl "Cm cpuk "D0" *4243-0'Nc'tgeqphi vtel»p"culo 2 vlec'f g'rc"lpf wutlc"cwqo qvtk' "cti gpvpc" *3; 98/4223-0' Anuario Centro De Estudios Económicos De La Empresa Y El Desarrollo."15*35+; 3/33; 0'

Rgt gl "Cm cpuk "D0" *4244-0'Nc'ecf gpc"cwqo qvtk' "cti gpvpc" c'r ctvt' f g'rc"etluku'f g'rc"eqpxgt vdkrf cf <"Wp" cp' rikulu'f g'lw'gxqmvcl»p" {" wu'r tkpek' rgu'r tqdrgo cu" *4224/423; -0'Revista CEPAL."137."42; /4530'

Rgt gl "Cm cpuk "D0" (" I tcauq. "I 0" *4239-0'Nc'lpf wutlc"wp'dcteq"ukp'vko »p"gp"nqu'vgo r qu'f g'eco dkq0Gp"El nuevo modelo económico y sus consecuencias0Gf lekppgu'f gn'EEE0'

R2 tgl " Ct vlec. "T0' *423; +0' Rqrf'lec" lpf wutken' gp" Co 2 tlec" Ncvpc0' Gn' ecua' f g" nqu' tgekpgvu' tgi "b' gpgu' cwqr ctv'kucu' gp" Cti gpvpc0' Revista Galega de Economía." 28*5+." 950' j wr u-1f qkQti B2087526 lti g04: 007: 2; "

R2 tgl "Ct vlec. "T0' R2 tgl "Kl" a° gl . "L0'K0" ("Rgt gl "Cm cpuk "D0" *4244-0'Tgeqpukf gt lpi "cwqo qvkg'f g'xgnr o gpv' utcvgi lgu'lp" Cti gpvpc"lp'yj g'ri j v'qh'yj g" CUGCP "gzt gkpeg0'Revista de Historia Industrial — Industrial History Review."31* 8+; 9; /3350j wr u-1f qkQti B208566 lti lli g05: 264"

Rgt gl ."E0' *4232-0' Vgej pqmqi lecn' t'gxqmvkppu" cpf " vgej pq/geqpqo le" r ctcf ki o u0' Cambridge Journal of Economics."34*3+."3: 7/4240j wr u-1f qkQti B2082; 5 lli g0dgr 273"

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

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

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

Rlecdgc. "H0" (" "Vj qo cu. "J 0" *4233-0' Cp' a' rikulu' uqekv' epleq' f gn'r tqf gevq' f g" r tqf weel»p" cwqo qvtk' "mqecn' l'pvgi tcf c' gp'rc"ugi v'p'f c'r t'gukf g'p'ek' r' g'q'p'kvc" *3; 74/3; 77-0'Realidad Económica."261."4; /790'

Rlecdgc. "L0' H0" *4239-0'F gukpf wutlc'rik' cel»p" {" f guv weel»p" vgepq/r tqf vewxc" f v'cpvg"rc" Anko c" f levcf vtc" e'k'leq/o k'kci' cti gpvpc<"Gn'r tqeguq' f g'elqgt' f g'lpf wutlcu"O ge' plecu' f gn' Guvcf q" *3; 98/3; ; 2-0' Realidad Económica."5*529+; 5/3450'

Rkpc| q. "I 0" *4237-0'El desarrollismo argentino: Una mirada crítica desde la industria automotriz. "3" gtc-0' Wpkxgtukf cf "I gpgtcl'Ucto k'p'vq0'

Rkpc| q. "I 0' F l'p'gtug'lp. "P 0" ("E»tf qdc. "H0" *423; +0' Uqdtg'rc"lpf wutlc"cwqo qvtk' . "rc" r tqf vewxkf cf "rcdqtcn' {" gn'r gpuc0' k'p'vq'et'leq0' Cuadernos de Economía Crítica."3*8+."323/3470'

Rqrnp {k' M0" *3; 66-0' The Great Transformation0Dgceqp "Rt guu0'

Rqpvq. "U0" ("Uwti gqp. "V0" *4236-0'Gzr r'ek'lp' i' qxgt'p'ep'eg'lp' i' mdcn'xcwv'ej clpu<"C" b' qf wut'lj gqt { /d'w'kf lpi " gh'qt v0' Review of International Political Economy." 21*3+." 3; 7/4450' j wr u-1f qkQti B2082: 212; 8; 44; 2042350 2; 7; 8"

Rqtvc. "H0' Ucpvcte' pi gnuq. "L0" (" "Uej v'g'lp' ctv. "F 0" *4236-0' Gzegf g'p'vq" {" f guettqm'lpf wutlc'n' gp" Cti gpvpc" ukwcel»p" {" f gucl'f'gu0'CEFIDAR Documento de Trabajo."59."3320'

Rq| cu. "O 0' f g" nqu' C0' *4226-0' Cr qt'v'gu" {" r'lo k'cek'p'p'gu' f g"rc" uqekmqi "c" geqp»o lec0' Gp" La sociología económica: Una lectura desde América Latina0HNCEUQ0'

Rtcj c'rcf. "E0M0" ("F q| . "I 0' N0" *3; ; 9-0' The Multinational Mission: Balancing Local Demands and Global Vision0Hgg' Rt guu0'

Tco c."XO*4226+0Transferencia de tecnología de corporaciones multinacionales y los procesos de aprendizaje subyacentes. El caso de Toyota Argentina"]O cguw'f'c_0'Wp'kxgtukf cf "P celqpcn'f g' I gpgtcr'Ucto kpvq0'

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 Taxation0Laj 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'kxgtuk'f 'Rt guo0'

Tqf cu'I qpl 'a rgl."UOE0*4242+0Responsabilidad social empresarial y sostenibilidad: Coca-Cola FEMSA y Toyota en Argentina"]Rqui tcf q."Wp'kxgtukf cf 'f gn'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"("Dt'k'l'O'c'uect'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/cw'q'o q'v'k'k' l'

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

Twi o cp."C00 0'('Eqm'k'puqp."U0*4226+0Vj g'T'g'i'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 10422602; 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'z'26; "

Uc'nc'k'."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'."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'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't'o'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'f'0' C'p'è'k'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'f'0'Revista de Ciencias Sociales."35."393/3: : 0'

Ucu'ug'p."U0*3; ; 8+0Losing Control? Sovereignty in an Age of Globalization0'

Ucu'ug'p."U0*4229+0A Sociology of Globalization0Y 0'Y 0'P'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' "g'p" 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'n'j'g'0x3; k'5074: "

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'u'c't't'q'm'q'0C'n'i'w'p'q'u'j'g'ej'q'u'g'u'v'k'k'f'c'f'q'u' f'g'r'e'f'k'p'o'k'ec'k'p'f'w'ut'k'r'f'g'p'r'e'r'q'ue'q'p'x'g't'v'k'k'f'c'f'0'Cuadernos 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'r'ng'o'c'u'g'u't'w'ew't'c'rg'u' { "t'g'u't'le'ek'p"gz'v'g't'p'c'0'Realidad 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' "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'

Ug't't'c'p'k'G0*4234+0G'n'f'g'u'c't'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'u'c'f'q" { "r'q'u'g'o'r'g't'g'u'c't'k'q'u'0'W'p'eq'p'w'c'p'v'g" f'g'u'c'f'f'q'r'c't'c'rc'u'El'k'p'ek'u'U'q'el'c'rg'u'0'Papeles de Trabajo."9*C"q'8+"349/3760'

Uj'c'k'n'j."C0*4238+0Capitalism: Competition, Conflict and Crisis0Qzhqtf 'Wp'kxgtuk'f 'Rt guo0'

Uj gnj ct "NcnF cu."MO" ("Uqdkp."I 0*4228+0Ncdqwt "r tcevegu"cpf "y qtnkpi "eqpf kkpqu"lp"VP EU<y g"ecug"qh' Vq {qvc "Mktmnet"kp"Kpf kc'Gp" F 0'Ej cpi " *Gf 0: "Labour in Globalising Asian Corporations: A Portrait of Struggle" r 0495/524+0Cuk' O qpkqt "T guqwtg" Egpvt g'0

Uj ko k w."MO*3; ; ; c+0Le toyotisme0Nc'F²eqwxtvg" ("U{tqu0

Uj ko k w."MO*3; ; ; d+0Le toyotisme0Nc'F²eqwxtvg" ("U{tqu0

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Uj ko qmy c."MO*Gf 00*422; +0The Birth of Lean: Conversations with Taiichi Ohno, Eiji Toyoda, and other figures who shaped Toyota management0Vj g'Ngcp'Gpvt r tkug'Kpukwng0

Uko qpc | k"C0"lqti g'Ecttgyq"Ucpi kp²u."l0" ("T wuu."O 0*4242+0Vj g'hwwtg"qh'y'j g'cwqo qvkg"lpf wut {< F cpi gtqu'ej cmgpi gu'qt"pgy "rhg"ht" c"ucwtcvf "o ctngvA *Institute for New Economic Thinking Working Paper Series.* 3/560j wr u<lf qkqti B2088: 9 lpgy r 363"

Uo kj ."C0*3998+0An Inquiry into the Nature and Causes of the Wealth of Nations0Y 0'Utcj cp"cpf "V0 Ecf gnt0

Uqno qp."G00 0*4233+0Hqtgki p'F k gev'Kpxguo gpv.'J quv'Eqwpt { 'Hvexqtu'cpf 'Geppqo ke'I tqy vj 0 *Ensayos Revista de Economia.* 30*3+."63/920

Uqupqxunkj ."U0*4238+0Vq { qvc' O qvt "Eqtr qtcvqp<Qti cpl' cvkpcn'Ewvwt g0 *Philosophy Study.* 6*9+."664/ 6760j wr u<lf qkqti B2089487437; /7535423809027"

Uqwtqwkng."l0*3; ; 2+0El complejo automotor en Argentina (Transnacionales en América Latina)."P wgx c' K0 ci gp0

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Ur kpf gpf tglgt."F 0'Dcwgtj cpun"V0'Dgem'O 0" ("Nguo gkugt."H0*4237+0The proximity paradox: Balancing Auto Suppliers' Manufacturing Networks." Vj g" Dquqp" Eqpuwvki " I tqvr 0 j wr u<ly y y 0r c0t cwpj qhgt(f g leqpvgpvf co lkr c lf glf qewo gpv'Rwdknc'vkvqgp lUwf lgp lUwf lga Vj g Rtkzko k{0 f h'

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Uwti gqp."V0" ("Hqtkf c."T0*4222+0Globalization and Jobs in the Automotive Industry. Final Report to the Alfred P. Sloan Foundation0Kpvt pc'vkvpcn' O qvt "Xgj keng'Rtqi tco ."Egpvt hqt "Vgej pqmji { ."Rqke { ." cpi " Kpf wut kcn' F gxgnr o gpv." O cucej wugwa" Kpukwng" qh' Vgej pqmji { 0 j wr u<ly y y 0hrgu0vj | 0ej lup 4; 635 ll mdck' cvkqp' 42cpf' 42lqdu' 42kp' 42vj g' 42Cwqo qvkg g' 42Kpf wut { ' 42Hkpcn' 42Tgr qt0 f h'

Uwti gqp."V0l0*4232+0F g'Ecf gpcu'F g'O gtecepe'cu" *Eqo o qf kkgu+C"Ecf gpcu'F g'Xcmj<Eqput weekppgu" Vg>tlecu'Gp'Wpc' r qec'F g'I mdck' cel0p0 *Eutopia - Revista de Desarrollo Económico Territorial*0 j wr u<lf qkqti B2089363 lgwqr k0042320249"

Uwti gqp."V0l0" ("Dkgudtqgem"l0X0*4233+0I mdcn'xcnwg'ej clpu'lp"y'j g'cwqo qvkg'lpf wut { <Cp"gpj cpegf" tqrg"ht" f gxgnr kpi "eqwpt lguA *International Journal of Technological Learning, Innovation and Development.* 4*3445+."3: 3/4270j wr u<lf qkqti B208726 lkvnkf 04233063; 26"

Uwti gqp."V0l0"O go gf qxle."Q0"Dkgudtqgem"l0X0" ("I gtghk"l0*422; +0I mdcn'cvkqp"qh'y'j g'cwqo qvkg" lpf wut { <O clp' hgcwt gu'cpf "v'gpf u' *International Journal of Technological Learning, Innovation and Development.* 2*344+." /460j wr u<lf qkqti B208726 lkvnkf 0422; 043; 76"

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Uwi k co c."l0" ("Hwko qvq."V0*4222+0Rtqf wv'F gxgnr o gpv'Utcvgi { "kp"Kpf qpguk<C" F { pco ke"Xlgy "qp" I mdcn'Utcvgi { 0Gp'LOJ wo r j tg{ .l 0Ngergt." ("O 0U0Ucrtpq" *Gf u0: "Global Strategies and Local Realities" r 0398/428+0Rcn tcxg' O ceo kmp "WMOj wr u<lf qkqti B208279; 9: 2555; 99934a: "

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