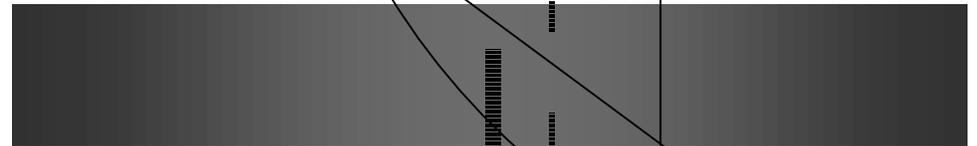
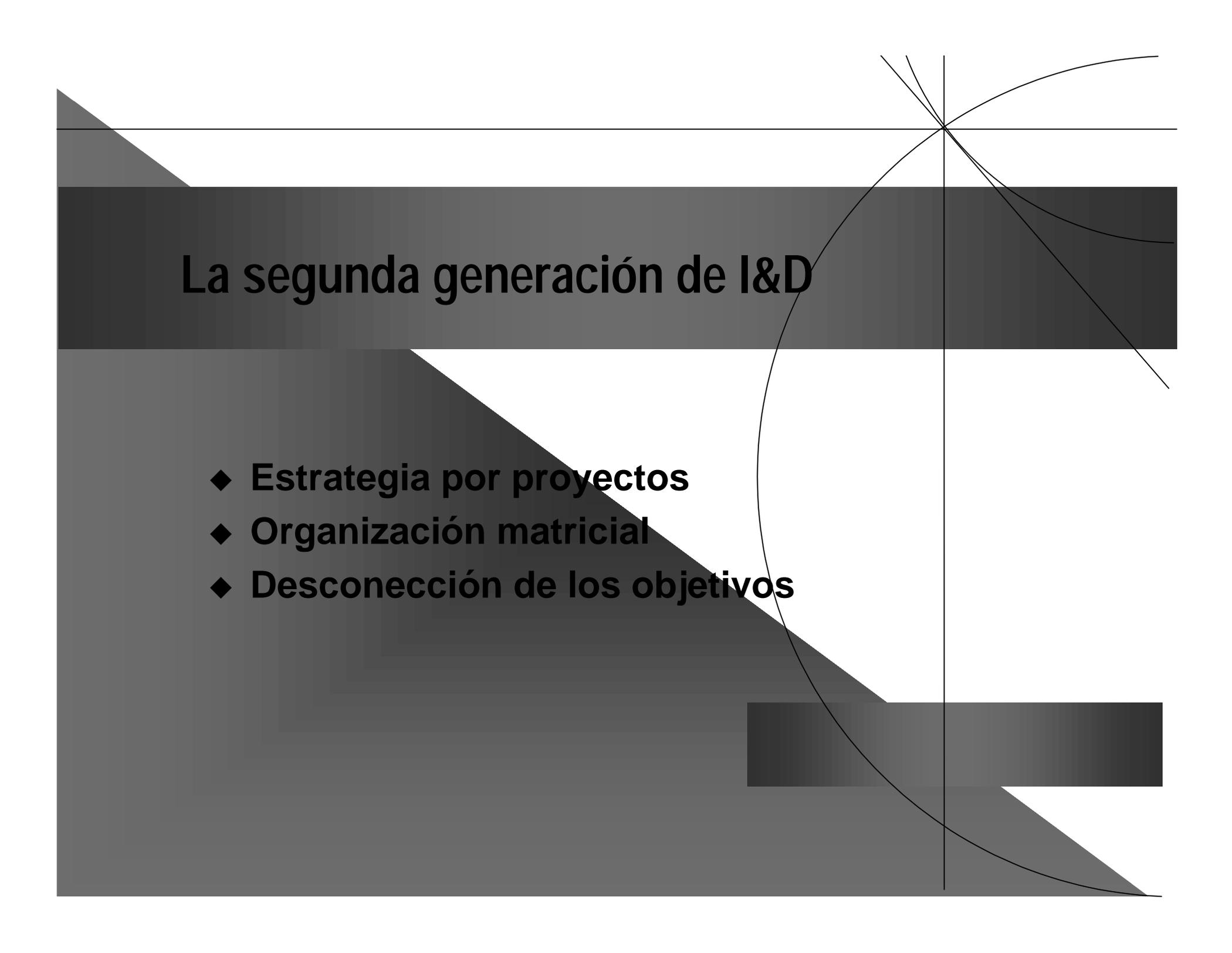


# Generaciones de management de I&D



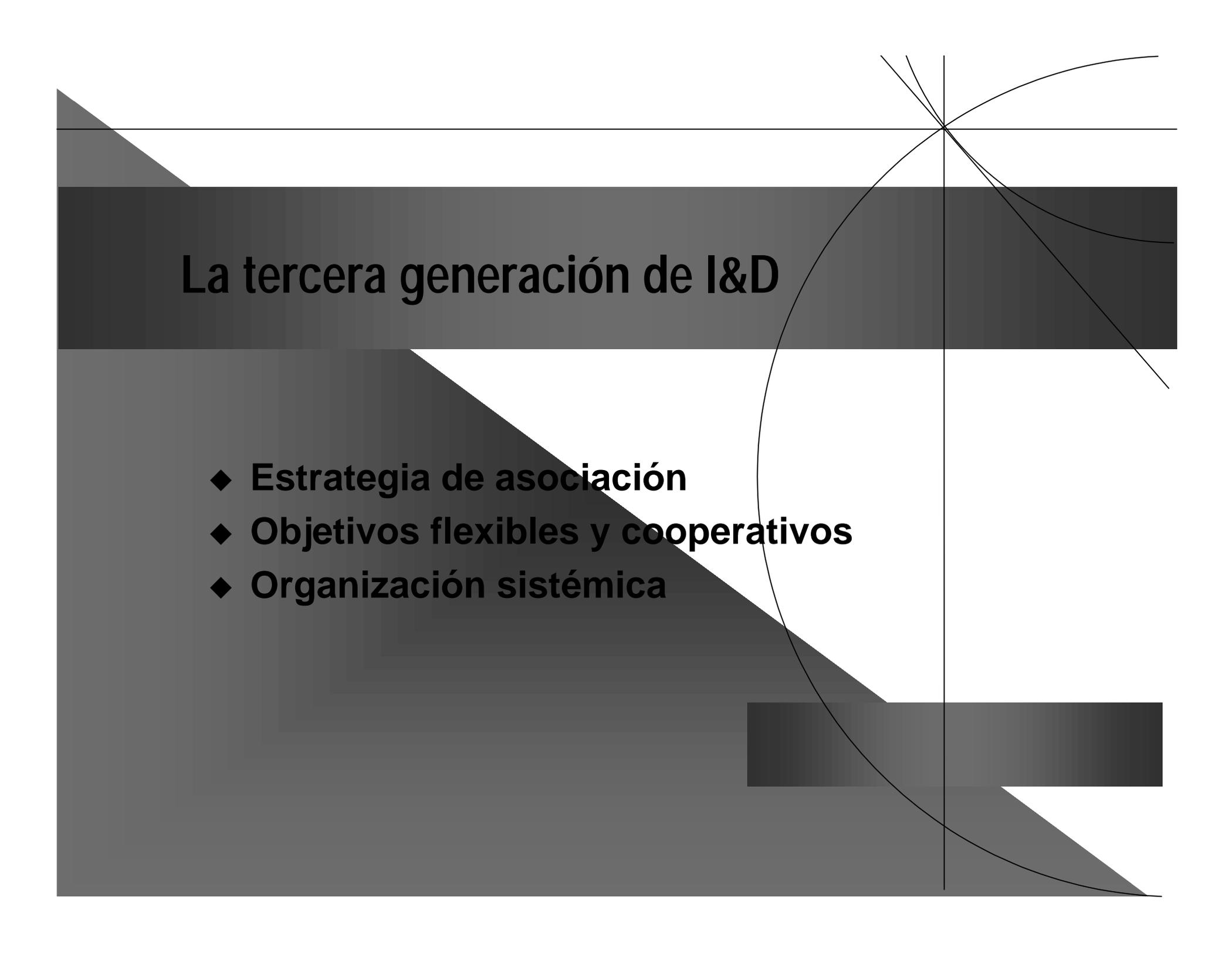
## La primera generación de I&D

- ◆ Estrategia de la esperanza
- ◆ Organización por centros de costo
- ◆ Poner objetivos es anatema

The background features a complex geometric design. A dark grey horizontal band is positioned in the upper third of the page. Below it, a large, light grey trapezoidal shape tapers from left to right. A vertical line and a curved line intersect in the upper right quadrant, creating a focal point. The overall aesthetic is modern and minimalist.

## La segunda generación de I&D

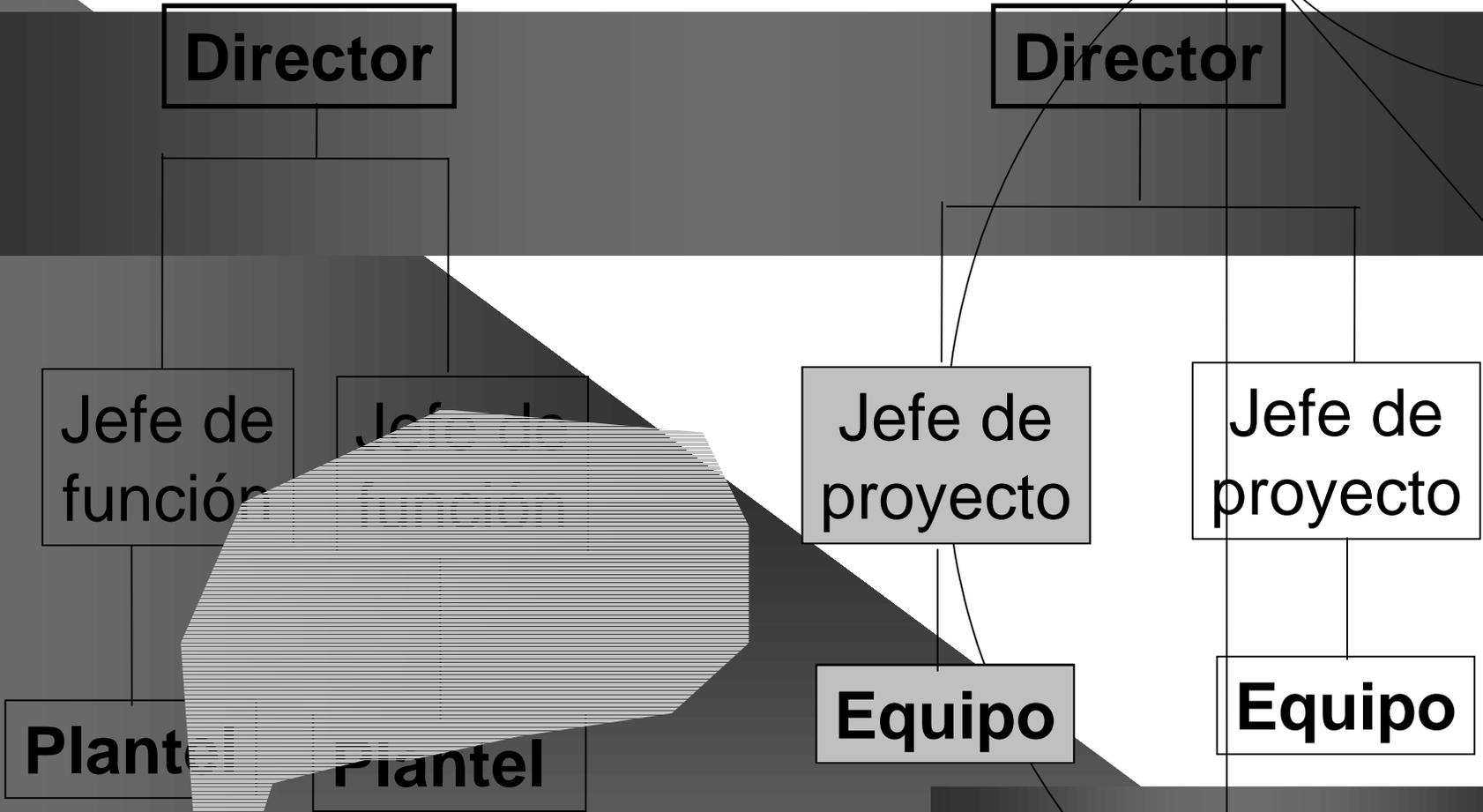
- ◆ **Estrategia por proyectos**
- ◆ **Organización matricial**
- ◆ **Desconexión de los objetivos**

The background features a complex geometric composition of overlapping gray shapes. A prominent dark gray horizontal band spans the width of the slide, containing the title. Below it, a large, lighter gray shape with a diagonal cutout is visible. On the right side, a dark gray rectangular block is positioned. A thin black coordinate system is overlaid on the right, consisting of a vertical line, a horizontal line, and a curved line that intersects them. The title 'La tercera generación de I&D' is centered within the dark gray band.

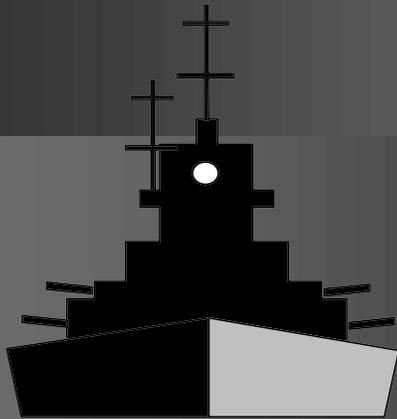
## La tercera generación de I&D

- ◆ **Estrategia de asociación**
- ◆ **Objetivos flexibles y cooperativos**
- ◆ **Organización sistémica**

# Estructura



# Analogía exploratoria

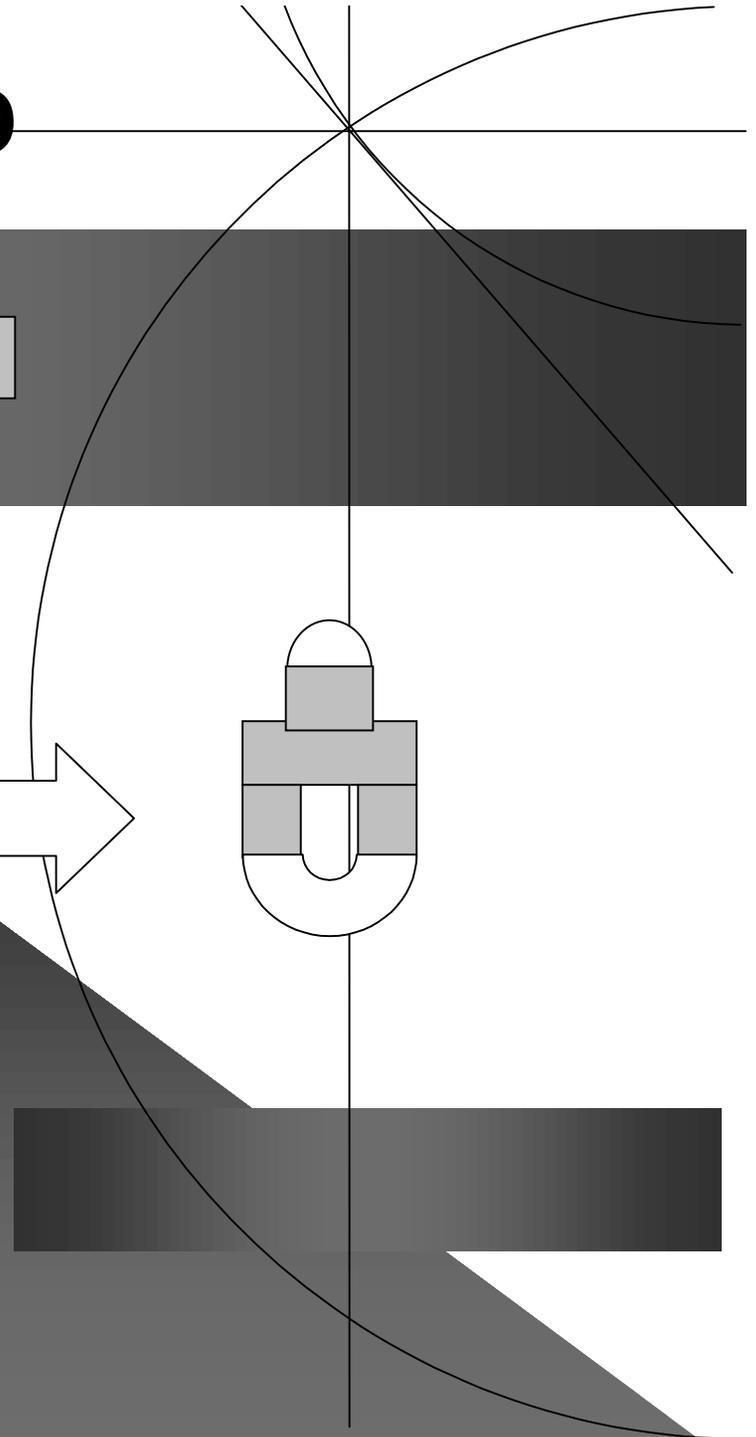
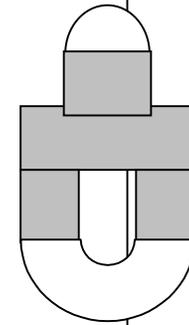
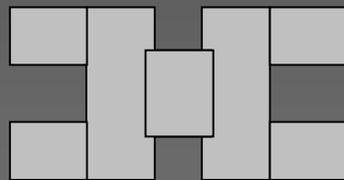
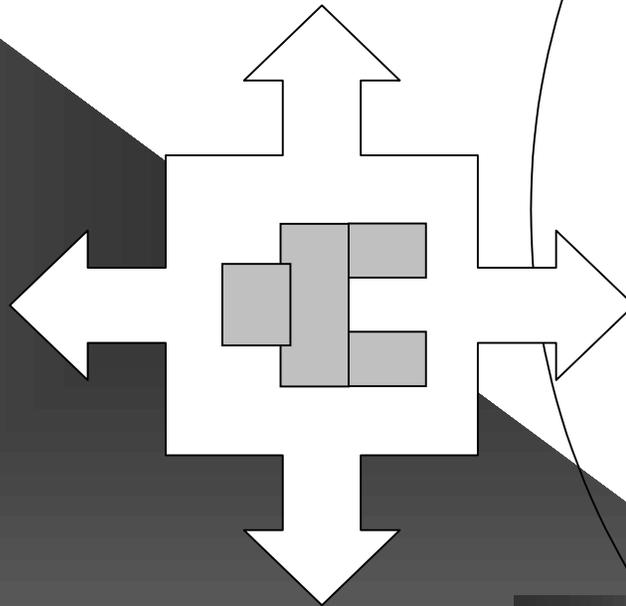
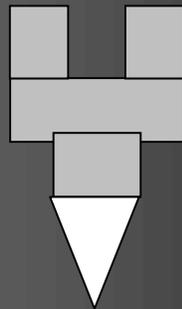
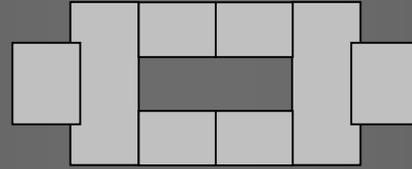


**Objetivo**  
**Mapa**  
**Plan**  
**Curso**

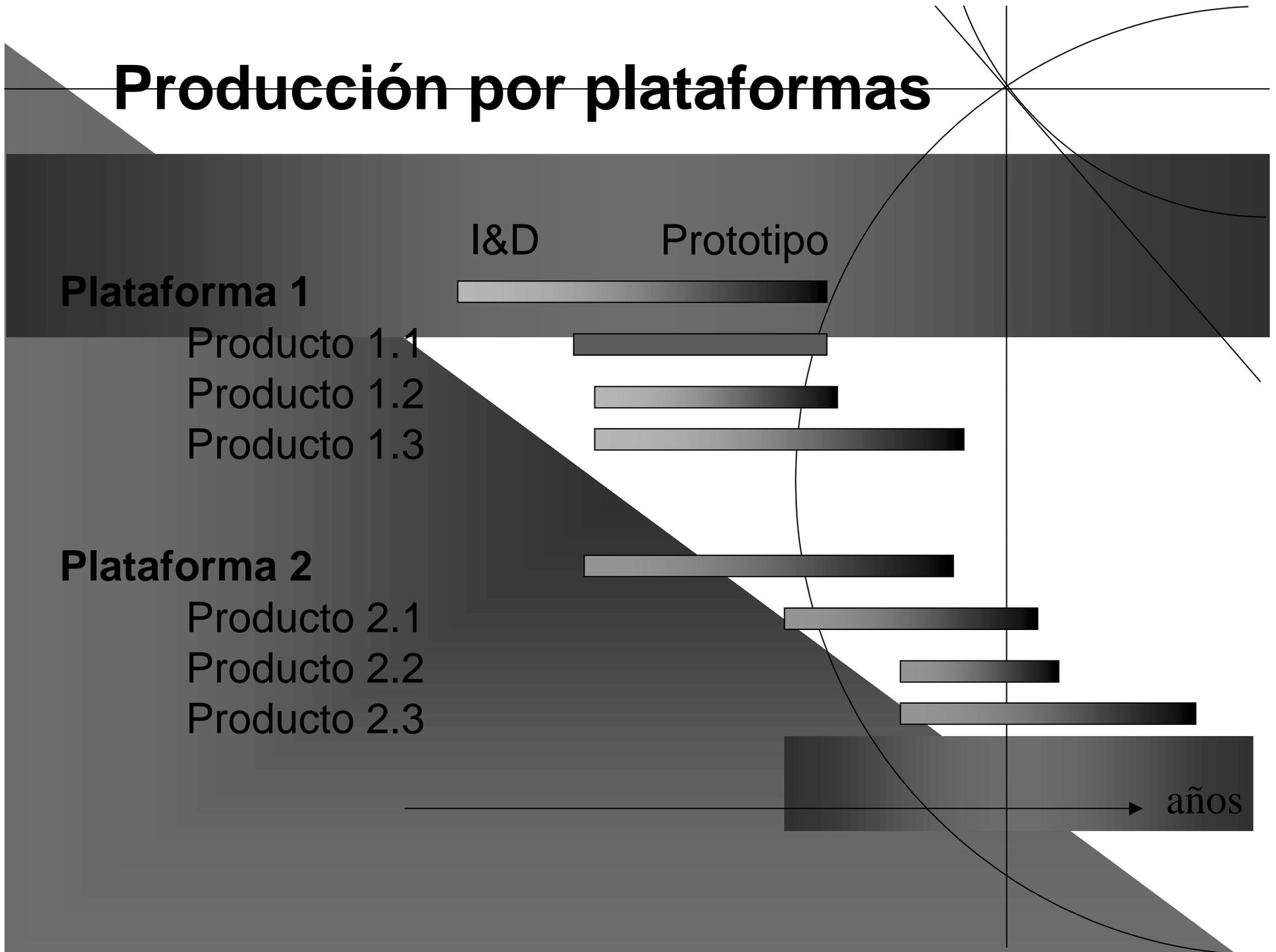


**Objetivo**  
**Corrientes**  
**Vientos**  
**Estrellas**

# Plataformas de I&D



# Producción por plataformas



# Estructura 4G

## OPERACIÓN

Corto plazo  
Producción  
I&D<sub>1</sub>

## INNOVACIÓN

Largo plazo  
Tecnología  
I&D<sub>2</sub>

## CONOCIMIENTO

Finanzas  
Recursos humanos  
Infraestructura  
IT

*Productos*

*Plataformas*

*Capacidad*