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# Apêndice A – Questionário da Pesquisa

## E-mail de apresentação

***Prezado Sr(a),***

Gostaria de contar com sua importante participação em uma pesquisa do IAG da PUC-RIO que trata da tomada de decisão estratégica em ambientes empresariais complexos. A pesquisa visa desenvolver no Brasil um tema pesquisado há mais de 200 anos no exterior e que possui grande relevância prática, **o valor** (ex: agregar valor, criar valor, valor percebido, etc.).

Para participar da pesquisa é necessário atuar em empresa ou grupo empresarial com **Receita Operacional Bruta Anual maior que R$ 10,5 milhões** em uma das seguintes posições:

⇒ **Grupo A:** Empresário, Controlador
⇒ **Grupo B:** CEO, Presidente, Vice-Presidente, Superintendente ou equivalentes.
⇒ **Grupo C:** Diretor ou equivalente.
⇒ **Grupo D:** Gerente ou equivalente que participe da formulação de estratégias.
⇒ **Caso não se enquadre nos grupos acima, favor encaminhar este e-mail para sua rede de contatos com o perfil da pesquisa.**

O questionário possui apenas questões de múltipla escolha e pode ser preenchido no site http://www.surveymonkey.com/s/gestaodevalor, por meio da senha: futurobrasil, até o dia **10/02/2010**. Para obter quaisquer esclarecimentos sobre o preenchimento do questionário, envie um e-mail para drarruda@iag.puc-rio.br ou pelo tel. (21) 9786-5167.

O autor da pesquisa, Prof. Marcos Cohen e o IAG PUC-Rio assumem o compromisso de proteger o anonimato das pessoas e das empresas participantes e de tratar e armazenar adequadamente as informações obtidas. Além disso, não é necessário revelar informações confidenciais da sua empresa, já que a pesquisa baseia-se na sua percepção de importância de vários aspectos independentes de serem utilizados ou não por sua empresa, não sendo necessário sequer considerar uma empresa ou setor específico.

**Atenciosamente,**
Danilo R. Arruda
55-21-9786-5167
drarruda@iag.puc-rio.br

**PARTE 1 – PERFIL DO RESPONDENTE**

Nome:

E-mail:

Nome da Empresa/Grupo:

Cargo/Posição:

( ) Empresário ou Controlador

( ) CEO ou Presidente, Vice-Presidente, Superintendente ou nível equivalente

( ) Diretor ou nível equivalente

( ) Gerente ou nível equivalente

Escopo decisório: (marque um X em quantas opções forem necessárias).

( ) Finanças

( ) Estratégia

( ) Marketing/Comunicação

( ) Internacional

( ) Comercial/Vendas

( ) Jurídico

( ) Gestão de pessoas

( ) Operações/Logística

( ) Sustentabilidade

( ) Relação c/ investidores

( ) Outros

A Receita Operacional Bruta Anual da sua empresa encontra-se na seguinte faixa: (considere a média dos últimos três anos).

( ) Superior a R$ 60,0 milhões anuais

( ) Entre R$ 10,5 milhões e R$ 60,0 milhões anuais

( ) Não desejo informar

## PARTE 2 - INSTRUÇÕES PARA RESPONDER A PESQUISA

**I** Suas respostas devem basear-se na sua percepção de importância dos vários aspectos na formulação de estratégias no **NOVO CONTEXTO COMPETITIVO**, independente de serem utilizados ou não por sua empresa, não sendo necessário considerar uma empresa ou setor especifico.

**II** NOVO CONTEXTO COMPETITIVO

"O contexto competitivo empresarial sofreu inúmeras mudanças resultantes de fatores como a globalização, alteração do papel do Estado na economia, rápidas inovações tecnológicas, fronteiras das indústrias pouco definidas e mais dinâmicas, intensificação da concorrência, advento do mundo virtual, mudanças climáticas, consumidores mais informados e exigentes, maior pressão de múltiplos atores (*stakeholders*) sobre as organizações, entre outros. Tais fatores criaram um cenário mais competitivo, turbulento, dinâmico e integrado, o que sugere que o processo decisório na formulação de estratégias deva ser adequado a essa nova realidade."

**III** Em caso de dúvida quanto ao enunciado ou ausência de opinião formada, favor marcar a opção "sem opinião/sem resposta".

## PARTE 3 - INSTRUÇÕES PARA RESPONDER A PESQUISA

Marque um **X** na opção mais adequada, escolhendo somente uma opção por questão.

| **Qual o grau de relevância estratégica para tomadas de decisões no NOVO CONTEXTO COMPETITIVO dos aspectos abaixo:** | Relevância **Muito Baixa** | Relevância **Baixa** | Relevância **Moderada** | Relevância **Alta** | Relevância **Muito Alta** | Sem Opinião/ Sem Resposta |
|---|---|---|---|---|---|---|
| **ESTRATÉGIAS DE CRIAÇÃO DE VALOR** | | | | | | |
| Inovações incrementais - pequenas melhorias mercadológicas, métodos e processos | | | | | | |
| Inovações de ruptura - grandes melhorias mercadológicas, métodos e processos | | | | | | |
| **ASPECTOS MONETÁRIOS** | | | | | | |
| Parcela (%) de recursos financeiros apropriada por cada membro da indústria - empresa, fornecedores, concorrentes, clientes, distribuidores, substitutos e novos entrantes - no longo-prazo | | | | | | |
| Parcela (%) de recursos financeiros apropriada por cada membro da indústria - empresa, fornecedores, concorren- | | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| tes, clientes, distribuidores, substitutos e novos entrantes - no curto-prazo | | | | | | |
| Entendimento do fluxo financeiro existente entre organização, acionistas, competidores e clientes para buscar satisfazer tanto os clientes quanto os acionistas melhor que os concorrentes o fazem | | | | | | |
| Margem financeira em cada etapa em uma cadeia de produtiva | | | | | | |
| Diferença em dinheiro entre o que consumidor está disposto a pagar e o preço de venda | | | | | | |
| Redução de custos a fim de aumentar os lucros distribuídos aos acionistas e o valor de mercado da empresa | | | | | | |
| Ampliação das receitas a fim de aumentar os lucros distribuídos aos acionistas e o valor de mercado da empresa | | | | | | |
| **ASPECTOS RELACIONADOS AO CLIENTE** | | | | | | |
| Qualidade do produto percebida pelo consumidor durante o consumo | | | | | | |
| Que o cliente atinja sua finalidade durante o consumo do produto | | | | | | |
| Valor é aqui entendido como a razão dos benefícios sobre sacrifícios (monetários e não monetários). | | | | | | |
| Processo momentâneo e subjetivo de avaliação de valor feito pelo cliente durante a experiência de consumo | | | | | | |
| Valor que o cliente deseja receber da empresa ao consumir produtos | | | | | | |
| Diferença entre o valor que o cliente espera (deseja) e o que é entregue (recebe e percebe) | | | | | | |
| **ASPECTOS RELACIONADOS A OFERTA** | | | | | | |
| Valor é aqui entendido como a razão dos benefícios sobre sacrifícios (monetários e não monetários). | | | | | | |
| Definição do que empresa vai ofertar baseado em como o cliente percebe a diferença de valor entre a oferta da própria empresa em relação a dos concorrentes | | | | | | |
| Definição do que empresa vai ofertar baseado no valor percebido pelos stakeholders além do cliente | | | | | | |
| Definição do que empresa vai ofertar de valor ao cliente baseado nos recursos internos | | | | | | |
| Como a empresa vai viabilizar a oferta de valor planejada | | | | | | |
| Oferta de um produto no mercado de atuação da empresa que possua um desempenho superior as produtos da concorrência | | | | | | |
| Oferta de um produto no mercado de atuação da empresa que possua um desempenho superior as demais produtos | | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| da própria empresa | | | | | | |
| Ofertar de um produto superior ao da concorrência em um novo mercado, considerando tanto os benefícios quanto os custos (sacrifícios) | | | | | | |
| **ASPECTOS RELACIONADOS AOS STAKEHOLDERS** | | | | | | |
| O termo "Stakeholders" é aqui entendido como os atores que afetam ou são afetados pela empresa ou dos quais a empresa depende para sobreviver. Exemplos: Clientes, Comunidade Acadêmica, Concorrentes, Distribuidores, Empregados, Financiadores, Fornecedores, Gestores, Governo, Grupos de influência, Investidores, Mídia, ONGs, Parceiras e Alianças, Acionistas Minoritários, Controladores e Sociedade. | | | | | | |
| Soma do montante financeiro que cada stakeholder absorve em transações com a empresa | | | | | | |
| Atendimento ao critério ganha-ganha no longo-prazo nas redes de relacionamento empresa-stakeholders | | | | | | |
| Desempenho de uma empresa além dos resultados financeiros, considerando os stakeholders sem grande influência direta nos lucros | | | | | | |
| Desempenho financeiro de uma empresa, considerando os stakeholders sem grande influência direta nos lucros | | | | | | |
| Configuração das atividades internas da empresa que consideram convergências e divergências de interesses dos stakeholders – também considerando os não vinculados com a obtenção de resultados financeiros | | | | | | |
| Configuração das atividades internas da empresa que consideram as necessidades dos stakeholders - também considerando os não vinculados com a obtenção de resultados financeiros | | | | | | |
| **ASPECTOS VINCULADOS AO RELACIONAMENTO** | | | | | | |
| As interações empresa-cliente que ampliam a percepção de valor em diferentes etapas da compra (pré-compra, compra e pós-compra) | | | | | | |
| As interações empresa-cliente que reduzem a percepção de valor em diferentes etapas da compra (pré-compra, compra e pós-compra) | | | | | | |
| Co-criação de valor envolvendo a participação do cliente para adequação da oferta | | | | | | |
| **ASPECTOS RELACIONADOS AOS RECURSOS E A CADEIA DE VALORES** | | | | | | |
| Configuração dos fluxos lineares (isto é considerando apenas o cliente e os fornecedores), atividades e recursos internos para ampliar os benefícios e/ou reduzir os sacrifícios do cliente | | | | | | |
| Configuração dos fluxos lineares de insumos, atividades e recursos internos para criar de benefícios para própria empresa, sem que o ganho de eficiência produtiva seja repassado para o cliente | | | | | | |
| Avaliação dos recursos financeiros, humanos, organizacionais e físicos da empresa | | | | | | |

**PARTE 4 – FIM**

## Muito obrigado por ter dedicado seu precioso tempo a esta pesquisa!

Deseja receber cópia por e-mail do relatório da pesquisa? RESPOSTA OPCIONAL ( )Sim ( )Não

Permite que seu nome conste no tópico agradecimentos por ter participado da pesquisa? RESPOSTA OPCIONAL ( )Sim ( )Não

# Apêndice B - Efeito da Indústria e Recurso no Desempenho

Tabela 10: Comparação influência da Indústria e Recursos no Desempenho Financeiro da Empresa.

| **Autor(es)** | **Efeito Indústria (variância)** | **Efeito Recursos (variância)** |
|---|---|---|
| Schmalensee (1985), | 19,46% de variância | 0,62% |
| Rumelt (1991), | 4% | 46% |
| Roquebert et. Al (1996) | 10% | 55% (sendo 18% corporativo e 37% unidades de negócio) |
| McGahan and Porter (1997) | 19% | 36% |
| Mauri & Michaels (1998) | 6 % (5 anos) e 6% ( 15 anos) | 37% (5 anos) e 25% (15anos) |
| Brush et. Al (1999) | 16 a 19¨% | 25 a 36% (unidades de negócio) e 12 a 19% (corporativos) |
| McGahan (1999) | 30% | 68% |
| Hawawini et AL. (2003) | 8% | 36% |
| Gonzales-Fidalgo & Ventura-Victoria (2002) | 28% | 31% |
| Claver et AL (2002) | 5% | 40% |

# Apêndice C – Teste de Kolmogorov-Smirnov

Tabela 11: Hypothesis Teste Summary Kolmogorov-Smirnov

| | Null Hypothesis | Test | Sig. | Decision |
|---|---|---|---|---|
| 1 | The distribution of INOVA01 is normal with mean 3.647 and standard deviation 0.849. | One-Sample Kolmogorov-Smirnov Test | .010 | Reject the null hypothesis. |
| 2 | The distribution of INOVA02 is normal with mean 4.235 and standard deviation 1.046. | One-Sample Kolmogorov-Smirnov Test | .006 | Reject the null hypothesis. |
| 3 | The distribution of MONET01 is normal with mean 4 and standard deviation 0.901. | One-Sample Kolmogorov-Smirnov Test | .066 | Retain the null hypothesis. |
| 4 | The distribution of MONET02 is normal with mean 3.697 and standard deviation 0.951. | One-Sample Kolmogorov-Smirnov Test | .059 | Retain the null hypothesis. |
| 5 | The distribution of MONET03 is normal with mean 4.118 and standard deviation 0.913. | One-Sample Kolmogorov-Smirnov Test | .012 | Reject the null hypothesis. |
| 6 | The distribution of MONET04 is normal with mean 4.121 and standard deviation 0.893. | One-Sample Kolmogorov-Smirnov Test | .054 | Retain the null hypothesis. |
| 7 | The distribution of MONET05 is normal with mean 4.353 and standard deviation 0.95. | One-Sample Kolmogorov-Smirnov Test | .003 | Reject the null hypothesis. |
| 8 | The distribution of MONET06 is normal with mean 4.382 and standard deviation 1.045. | One-Sample Kolmogorov-Smirnov Test | .000 | Reject the null hypothesis. |
| 9 | The distribution of MONET07 is normal with mean 4.471 and standard deviation 0.929. | One-Sample Kolmogorov-Smirnov Test | .000 | Reject the null hypothesis. |
| 10 | The distribution of CLIEN01 is normal with mean 4.273 and standard deviation 1.069. | One-Sample Kolmogorov-Smirnov Test | .006 | Reject the null hypothesis. |
| 11 | The distribution of CLIEN02 is normal with mean 4.303 and standard deviation 1.015. | One-Sample Kolmogorov-Smirnov Test | .002 | Reject the null hypothesis. |
| 12 | The distribution of CLIEN03 is normal with mean 3.844 and standard deviation 1.019. | One-Sample Kolmogorov-Smirnov Test | .013 | Reject the null hypothesis. |
| 13 | The distribution of CLIEN04 is normal with mean 4.088 and standard deviation 0.9. | One-Sample Kolmogorov-Smirnov Test | .002 | Reject the null hypothesis. |
| 14 | The distribution of CLIEN05 is normal with mean 4.176 and standard deviation 0.968. | One-Sample Kolmogorov-Smirnov Test | .027 | Reject the null hypothesis. |
| 15 | The distribution of OFERT01 is normal with mean 4.03 and standard deviation 0.918. | One-Sample Kolmogorov-Smirnov Test | .004 | Reject the null hypothesis. |
| 16 | The distribution of OFERT02 is normal with mean 3.531 and standard deviation 0.803. | One-Sample Kolmogorov-Smirnov Test | .035 | Reject the null hypothesis. |
| 17 | The distribution of OFERT03 is normal with mean 3.727 and standard deviation 0.761. | One-Sample Kolmogorov-Smirnov Test | .004 | Reject the null hypothesis. |

| | | | | |
|---|---|---|---|---|
| 18 | The distribution of OFERT04 is normal with mean 4.091 and standard deviation 0.678. | One-Sample Kolmogorov-Smirnov Test | .011 | Reject the null hypothesis. |
| 19 | The distribution of OFERT05 is normal with mean 4.333 and standard deviation 0.816. | One-Sample Kolmogorov-Smirnov Test | .004 | Reject the null hypothesis. |
| 20 | The distribution of OFERT06 is normal with mean 3.531 and standard deviation 1.077. | One-Sample Kolmogorov-Smirnov Test | .066 | Retain the null hypothesis. |
| 21 | The distribution of OFERT07 is normal with mean 4.125 and standard deviation 1.07. | One-Sample Kolmogorov-Smirnov Test | .025 | Reject the null hypothesis. |
| 22 | The distribution of STAKE01 is normal with mean 3.853 and standard deviation 0.892. | One-Sample Kolmogorov-Smirnov Test | .013 | Reject the null hypothesis. |
| 23 | The distribution of STAKE02 is normal with mean 4.206 and standard deviation 0.729. | One-Sample Kolmogorov-Smirnov Test | .013 | Reject the null hypothesis. |
| 24 | The distribution of STAKE03 is normal with mean 3.562 and standard deviation 0.84. | One-Sample Kolmogorov-Smirnov Test | .068 | Retain the null hypothesis. |
| 25 | The distribution of STAKE04 is normal with mean 3.452 and standard deviation 1.028. | One-Sample Kolmogorov-Smirnov Test | .101 | Retain the null hypothesis. |
| 26 | The distribution of STAKE05 is normal with mean 3.4 and standard deviation 0.932. | One-Sample Kolmogorov-Smirnov Test | .063 | Retain the null hypothesis. |
| 27 | The distribution of STAKE06 is normal with mean 3.367 and standard deviation 0.928. | One-Sample Kolmogorov-Smirnov Test | .112 | Retain the null hypothesis. |
| 28 | The distribution of RELAC01 is normal with mean 4.206 and standard deviation 1.095. | One-Sample Kolmogorov-Smirnov Test | .002 | Reject the null hypothesis. |
| 29 | The distribution of RELAC02 is normal with mean 3.853 and standard deviation 1.158. | One-Sample Kolmogorov-Smirnov Test | .071 | Retain the null hypothesis. |
| 30 | The distribution of RELAC03 is normal with mean 3.647 and standard deviation 1.07. | One-Sample Kolmogorov-Smirnov Test | .032 | Reject the null hypothesis. |
| 31 | The distribution of RECAD01 is normal with mean 3.636 and standard deviation 0.994. | One-Sample Kolmogorov-Smirnov Test | .034 | Reject the null hypothesis. |
| 32 | The distribution of RECAD02 is normal with mean 3.515 and standard deviation 0.972. | One-Sample Kolmogorov-Smirnov Test | .050 | Reject the null hypothesis. |
| 33 | The distribution of RECAD03 is normal with mean 4.588 and standard deviation 0.609. | One-Sample Kolmogorov-Smirnov Test | .000 | Reject the null hypothesis. |

Asymptotic significances are displayed. The significance level is .05.

## Apêndice D - Matriz Correlação

Tabela 12: Matriz de Correlação

| | INOVA01 | INOVA02 | MONET01 | MONET02 | MONET03 | MONET04 | MONET05 |
|---|---|---|---|---|---|---|---|
| INOVA01 | 1 | ,199 | ,487 | ,333 | ,290 | ,222 | ,422 |
| INOVA02 | ,199 | 1 | ,392 | ,508 | ,541 | ,370 | ,432 |
| MONET01 | ,487 | ,392 | 1 | ,547 | ,493 | ,286 | ,398 |
| MONET02 | ,333 | ,508 | ,547 | 1 | ,608 | ,484 | ,492 |
| MONET03 | ,290 | ,541 | ,493 | ,608 | 1 | ,286 | ,300 |
| MONET04 | ,222 | ,370 | ,286 | ,484 | ,286 | 1 | ,390 |
| MONET05 | ,422 | ,432 | ,398 | ,492 | ,300 | ,390 | 1 |
| MONET06 | ,225 | ,248 | ,263 | ,269 | ,301 | ,278 | ,562 |
| MONET07 | ,409 | ,350 | ,258 | ,449 | ,219 | ,529 | ,562 |
| CLIEN01 | ,308 | ,573 | ,158 | ,357 | ,533 | ,297 | ,387 |
| CLIEN02 | ,300 | ,452 | ,094 | ,134 | ,391 | ,030 | ,300 |
| CLIEN03 | ,412 | ,493 | ,082 | ,279 | ,405 | ,135 | ,331 |
| CLIEN04 | ,240 | ,492 | ,039 | ,351 | ,577 | ,380 | ,388 |
| CLIEN05 | ,262 | ,616 | ,178 | ,457 | ,558 | ,410 | ,457 |
| OFERT01 | ,332 | ,542 | ,193 | ,426 | ,509 | ,194 | ,376 |
| OFERT02 | -,079 | -,252 | -,044 | ,059 | ,165 | -,187 | -,081 |
| OFERT03 | ,096 | -,043 | ,048 | ,100 | ,181 | ,190 | ,310 |
| OFERT04 | ,162 | ,103 | ,153 | ,041 | ,131 | ,306 | ,187 |
| OFERT05 | ,299 | ,409 | ,129 | ,156 | ,440 | -,011 | ,355 |
| OFERT06 | ,085 | ,568 | -,018 | ,294 | ,561 | ,183 | ,370 |
| OFERT07 | ,184 | ,643 | ,168 | ,483 | ,572 | ,190 | ,368 |
| STAKE01 | ,490 | ,103 | ,535 | ,237 | ,319 | ,139 | ,421 |
| STAKE02 | ,415 | ,411 | ,328 | ,183 | ,417 | ,302 | ,461 |
| STAKE03 | ,403 | ,059 | ,574 | ,357 | ,261 | -,114 | ,230 |
| STAKE04 | ,401 | -,021 | ,387 | ,126 | ,183 | -,141 | ,413 |
| STAKE05 | ,496 | ,155 | ,618 | ,436 | ,489 | ,007 | ,445 |
| STAKE06 | ,439 | ,061 | ,267 | ,218 | ,259 | ,010 | ,307 |
| RELAC01 | ,374 | ,644 | ,440 | ,292 | ,520 | ,421 | ,598 |
| RELAC02 | ,285 | ,455 | ,329 | ,317 | ,532 | ,256 | ,572 |
| RELAC03 | ,159 | ,483 | ,160 | ,132 | ,447 | ,273 | ,365 |
| RECAD01 | ,184 | ,530 | ,219 | ,251 | ,354 | ,132 | ,328 |
| RECAD02 | ,213 | ,329 | ,143 | ,301 | ,379 | ,506 | ,389 |
| RECAD03 | ,121 | ,395 | ,169 | ,362 | ,471 | ,382 | ,416 |

| | MONET06 | MONET07 | CLIEN01 | CLIEN02 | CLIEN03 | CLIEN04 | CLIEN05 |
|---|---|---|---|---|---|---|---|
| INOVA01 | ,225 | ,409 | ,308 | ,300 | ,412 | ,240 | ,262 |
| INOVA02 | ,248 | ,350 | ,573 | ,452 | ,493 | ,492 | ,616 |
| MONET01 | ,263 | ,258 | ,158 | ,094 | ,082 | ,039 | ,178 |
| MONET02 | ,269 | ,449 | ,357 | ,134 | ,279 | ,351 | ,457 |
| MONET03 | ,301 | ,219 | ,533 | ,391 | ,405 | ,577 | ,558 |
| MONET04 | ,278 | ,529 | ,297 | ,030 | ,135 | ,380 | ,410 |
| MONET05 | ,562 | ,562 | ,387 | ,300 | ,331 | ,388 | ,457 |
| MONET06 | 1 | ,683 | ,325 | ,215 | ,170 | ,350 | ,261 |
| MONET07 | ,683 | 1 | ,362 | ,202 | ,278 | ,348 | ,309 |
| CLIEN01 | ,325 | ,362 | 1 | ,815 | ,654 | ,795 | ,794 |
| CLIEN02 | ,215 | ,202 | ,815 | 1 | ,724 | ,732 | ,701 |
| CLIEN03 | ,170 | ,278 | ,654 | ,724 | 1 | ,634 | ,641 |
| CLIEN04 | ,350 | ,348 | ,795 | ,732 | ,634 | 1 | ,747 |
| CLIEN05 | ,261 | ,309 | ,794 | ,701 | ,641 | ,747 | 1 |
| OFERT01 | ,343 | ,274 | ,686 | ,723 | ,657 | ,704 | ,652 |
| OFERT02 | ,064 | -,240 | -,153 | -,140 | -,232 | -,050 | -,153 |
| OFERT03 | ,244 | ,091 | ,142 | ,077 | -,069 | ,306 | ,027 |
| OFERT04 | ,389 | ,228 | ,272 | ,236 | ,157 | ,289 | ,303 |
| OFERT05 | ,276 | ,368 | ,698 | ,642 | ,598 | ,586 | ,545 |
| OFERT06 | ,200 | ,248 | ,464 | ,384 | ,363 | ,416 | ,553 |
| OFERT07 | ,008 | ,103 | ,562 | ,549 | ,590 | ,527 | ,757 |
| STAKE01 | ,355 | ,379 | ,167 | ,318 | ,267 | ,168 | ,171 |
| STAKE02 | ,490 | ,524 | ,557 | ,578 | ,598 | ,571 | ,462 |
| STAKE03 | ,245 | ,248 | -,102 | -,091 | ,172 | -,131 | -,148 |
| STAKE04 | ,346 | ,394 | ,094 | ,148 | ,222 | ,038 | ,006 |
| STAKE05 | ,413 | ,241 | ,187 | ,255 | ,240 | ,072 | ,225 |
| STAKE06 | ,356 | ,265 | ,093 | ,228 | ,219 | ,117 | ,157 |
| RELAC01 | ,432 | ,438 | ,691 | ,630 | ,478 | ,596 | ,651 |
| RELAC02 | ,449 | ,404 | ,643 | ,571 | ,410 | ,594 | ,672 |
| RELAC03 | ,151 | ,233 | ,672 | ,653 | ,474 | ,537 | ,647 |
| RECAD01 | ,306 | ,285 | ,601 | ,707 | ,608 | ,579 | ,541 |
| RECAD02 | ,307 | ,298 | ,408 | ,382 | ,504 | ,538 | ,482 |
| RECAD03 | ,398 | ,514 | ,563 | ,514 | ,410 | ,621 | ,538 |

| | CLIEN05 | OFERT01 | OFERT02 | OFERT03 | OFERT04 | OFERT05 | OFERT06 |
|---|---|---|---|---|---|---|---|
| INOVA01 | ,262 | ,332 | -,079 | ,096 | ,162 | ,299 | ,085 |
| INOVA02 | ,616 | ,542 | -,252 | -,043 | ,103 | ,409 | ,568 |
| MONET01 | ,178 | ,193 | -,044 | ,048 | ,153 | ,129 | -,018 |
| MONET02 | ,457 | ,426 | ,059 | ,100 | ,041 | ,156 | ,294 |
| MONET03 | ,558 | ,509 | ,165 | ,181 | ,131 | ,440 | ,561 |
| MONET04 | ,410 | ,194 | -,187 | ,190 | ,306 | -,011 | ,183 |
| MONET05 | ,457 | ,376 | -,081 | ,310 | ,187 | ,355 | ,370 |
| MONET06 | ,261 | ,343 | ,064 | ,244 | ,389 | ,276 | ,200 |
| MONET07 | ,309 | ,274 | -,240 | ,091 | ,228 | ,368 | ,248 |
| CLIEN01 | ,794 | ,686 | -,153 | ,142 | ,272 | ,698 | ,464 |
| CLIEN02 | ,701 | ,723 | -,140 | ,077 | ,236 | ,642 | ,384 |
| CLIEN03 | ,641 | ,657 | -,232 | -,069 | ,157 | ,598 | ,363 |
| CLIEN04 | ,747 | ,704 | -,050 | ,306 | ,289 | ,586 | ,416 |
| CLIEN05 | 1 | ,652 | -,153 | ,027 | ,303 | ,545 | ,553 |
| OFERT01 | ,652 | 1 | ,236 | ,325 | ,447 | ,366 | ,361 |
| OFERT02 | -,153 | ,236 | 1 | ,509 | ,257 | -,309 | -,047 |
| OFERT03 | ,027 | ,325 | ,509 | 1 | ,473 | ,092 | ,064 |
| OFERT04 | ,303 | ,447 | ,257 | ,473 | 1 | ,118 | -,068 |
| OFERT05 | ,545 | ,366 | -,309 | ,092 | ,118 | 1 | ,463 |
| OFERT06 | ,553 | ,361 | -,047 | ,064 | -,068 | ,463 | 1 |
| OFERT07 | ,757 | ,610 | -,007 | -,072 | ,114 | ,432 | ,635 |
| STAKE01 | ,171 | ,344 | ,203 | ,165 | ,176 | ,324 | ,006 |
| STAKE02 | ,462 | ,694 | -,065 | ,318 | ,409 | ,500 | ,358 |
| STAKE03 | -,148 | ,168 | ,180 | -,196 | ,017 | -,011 | -,083 |
| STAKE04 | ,006 | ,194 | ,081 | -,039 | -,091 | ,303 | ,033 |
| STAKE05 | ,225 | ,335 | ,135 | ,121 | ,278 | ,231 | ,214 |
| STAKE06 | ,157 | ,415 | ,431 | ,248 | ,498 | ,062 | ,061 |
| RELAC01 | ,651 | ,488 | -,294 | ,098 | ,270 | ,608 | ,459 |
| RELAC02 | ,672 | ,387 | -,280 | ,048 | ,141 | ,611 | ,486 |
| RELAC03 | ,647 | ,398 | -,191 | ,095 | ,225 | ,600 | ,555 |
| RECAD01 | ,541 | ,699 | ,055 | ,067 | ,470 | ,308 | ,279 |
| RECAD02 | ,482 | ,580 | ,184 | ,234 | ,452 | ,092 | ,222 |
| RECAD03 | ,538 | ,412 | -,071 | ,079 | ,171 | ,523 | ,483 |

| | OFERT07 | STAKE01 | STAKE02 | STAKE03 | STAKE04 | STAKE05 | STAKE06 |
|---|---|---|---|---|---|---|---|
| INOVA01 | ,184 | ,490 | ,415 | ,403 | ,401 | ,496 | ,439 |
| INOVA02 | ,643 | ,103 | ,411 | ,059 | -,021 | ,155 | ,061 |
| MONET01 | ,168 | ,535 | ,328 | ,574 | ,387 | ,618 | ,267 |
| MONET02 | ,483 | ,237 | ,183 | ,357 | ,126 | ,436 | ,218 |
| MONET03 | ,572 | ,319 | ,417 | ,261 | ,183 | ,489 | ,259 |
| MONET04 | ,190 | ,139 | ,302 | -,114 | -,141 | ,007 | ,010 |
| MONET05 | ,368 | ,421 | ,461 | ,230 | ,413 | ,445 | ,307 |
| MONET06 | ,008 | ,355 | ,490 | ,245 | ,346 | ,413 | ,356 |
| MONET07 | ,103 | ,379 | ,524 | ,248 | ,394 | ,241 | ,265 |
| CLIEN01 | ,562 | ,167 | ,557 | -,102 | ,094 | ,187 | ,093 |
| CLIEN02 | ,549 | ,318 | ,578 | -,091 | ,148 | ,255 | ,228 |
| CLIEN03 | ,590 | ,267 | ,598 | ,172 | ,222 | ,240 | ,219 |
| CLIEN04 | ,527 | ,168 | ,571 | -,131 | ,038 | ,072 | ,117 |
| CLIEN05 | ,757 | ,171 | ,462 | -,148 | ,006 | ,225 | ,157 |
| OFERT01 | ,610 | ,344 | ,694 | ,168 | ,194 | ,335 | ,415 |
| OFERT02 | -,007 | ,203 | -,065 | ,180 | ,081 | ,135 | ,431 |
| OFERT03 | -,072 | ,165 | ,318 | -,196 | -,039 | ,121 | ,248 |
| OFERT04 | ,114 | ,176 | ,409 | ,017 | -,091 | ,278 | ,498 |
| OFERT05 | ,432 | ,324 | ,500 | -,011 | ,303 | ,231 | ,062 |
| OFERT06 | ,635 | ,006 | ,358 | -,083 | ,033 | ,214 | ,061 |
| OFERT07 | 1 | ,217 | ,366 | ,044 | ,017 | ,195 | ,166 |
| STAKE01 | ,217 | 1 | ,514 | ,445 | ,703 | ,416 | ,490 |
| STAKE02 | ,366 | ,514 | 1 | ,222 | ,386 | ,297 | ,307 |
| STAKE03 | ,044 | ,445 | ,222 | 1 | ,607 | ,554 | ,409 |
| STAKE04 | ,017 | ,703 | ,386 | ,607 | 1 | ,476 | ,352 |
| STAKE05 | ,195 | ,416 | ,297 | ,554 | ,476 | 1 | ,662 |
| STAKE06 | ,166 | ,490 | ,307 | ,409 | ,352 | ,662 | 1 |
| RELAC01 | ,491 | ,466 | ,666 | ,056 | ,338 | ,387 | ,232 |
| RELAC02 | ,467 | ,330 | ,503 | -,020 | ,345 | ,304 | ,015 |
| RELAC03 | ,495 | ,293 | ,523 | -,239 | ,162 | ,195 | ,182 |
| RECAD01 | ,522 | ,249 | ,618 | ,153 | ,147 | ,207 | ,444 |
| RECAD02 | ,517 | ,233 | ,539 | ,159 | ,050 | ,127 | ,263 |
| RECAD03 | ,423 | ,331 | ,538 | ,178 | ,150 | ,107 | ,144 |

| | RELAC01 | RELAC02 | RELAC03 | RECAD01 | RECAD02 | RECAD03 |
|---|---|---|---|---|---|---|
| INOVA01 | ,374 | ,285 | ,159 | ,184 | ,213 | ,121 |
| INOVA02 | ,644 | ,455 | ,483 | ,530 | ,329 | ,395 |
| MONET01 | ,440 | ,329 | ,160 | ,219 | ,143 | ,169 |
| MONET02 | ,292 | ,317 | ,132 | ,251 | ,301 | ,362 |
| MONET03 | ,520 | ,532 | ,447 | ,354 | ,379 | ,471 |
| MONET04 | ,421 | ,256 | ,273 | ,132 | ,506 | ,382 |
| MONET05 | ,598 | ,572 | ,365 | ,328 | ,389 | ,416 |
| MONET06 | ,432 | ,449 | ,151 | ,306 | ,307 | ,398 |
| MONET07 | ,438 | ,404 | ,233 | ,285 | ,298 | ,514 |
| CLIEN01 | ,691 | ,643 | ,672 | ,601 | ,408 | ,563 |
| CLIEN02 | ,630 | ,571 | ,653 | ,707 | ,382 | ,514 |
| CLIEN03 | ,478 | ,410 | ,474 | ,608 | ,504 | ,410 |
| CLIEN04 | ,596 | ,594 | ,537 | ,579 | ,538 | ,621 |
| CLIEN05 | ,651 | ,672 | ,647 | ,541 | ,482 | ,538 |
| OFERT01 | ,488 | ,387 | ,398 | ,699 | ,580 | ,412 |
| OFERT02 | -,294 | -,280 | -,191 | ,055 | ,184 | -,071 |
| OFERT03 | ,098 | ,048 | ,095 | ,067 | ,234 | ,079 |
| OFERT04 | ,270 | ,141 | ,225 | ,470 | ,452 | ,171 |
| OFERT05 | ,608 | ,611 | ,600 | ,308 | ,092 | ,523 |
| OFERT06 | ,459 | ,486 | ,555 | ,279 | ,222 | ,483 |
| OFERT07 | ,491 | ,467 | ,495 | ,522 | ,517 | ,423 |
| STAKE01 | ,466 | ,330 | ,293 | ,249 | ,233 | ,331 |
| STAKE02 | ,666 | ,503 | ,523 | ,618 | ,539 | ,538 |
| STAKE03 | ,056 | -,020 | -,239 | ,153 | ,159 | ,178 |
| STAKE04 | ,338 | ,345 | ,162 | ,147 | ,050 | ,150 |
| STAKE05 | ,387 | ,304 | ,195 | ,207 | ,127 | ,107 |
| STAKE06 | ,232 | ,015 | ,182 | ,444 | ,263 | ,144 |
| RELAC01 | 1 | ,742 | ,762 | ,525 | ,359 | ,495 |
| RELAC02 | ,742 | 1 | ,740 | ,360 | ,215 | ,470 |
| RELAC03 | ,762 | ,740 | 1 | ,482 | ,213 | ,421 |
| RECAD01 | ,525 | ,360 | ,482 | 1 | ,620 | ,478 |
| RECAD02 | ,359 | ,215 | ,213 | ,620 | 1 | ,459 |
| RECAD03 | ,495 | ,470 | ,421 | ,478 | ,459 | 1 |