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Apêndice I: lista de entrevistados para o estudo de caso

Tabela 30: lista de entrevistados para estudo de caso na empresa XPTO (elaborado pelo autor)

Entrevistado	Posição	Função no departamento de Compras da XPTO	Tempo na XPTO	Observações adicionais
A	Equipe	Analista Pleno de Compras	4 anos	Engenheiro com 4 anos de experiência em Compras, atuou em projetos internos para aprimoramento de negociações e análises comerciais, além de ocupar posições de negociação relacionadas a Frete Marítimo, Frete Aéreo e Frete Rodoviário em quatro continentes.
B	Equipe	Analista Pleno de Compras	4 anos	Engenheira responsável pela contratação de fornecedores para prestação de serviços logísticos internos em operações para todo o Brasil.
C	Equipe	Analista Sênior de Compras	4 anos	Profissional com 6 anos de carreira em consultoria ligada a Compras e Suprimentos e 4 anos na área de Compras da XPTO, responsável pela gestão comercial de contratos de fornecimento de materiais para ferrovias da XPTO em operações no sudeste do Brasil.
D	Equipe	Analista Sênior de Compras	5 anos	Economista com 3 anos de experiência como compradora/ gestora de categoria na XPTO e 1 ano de experiência na área Controles e <i>Compliance</i> da XPTO, dentro da estrutura de Suprimentos, responsável pela análise e revisão de documentos e normas, bem como interface entre Compras e áreas de auditoria.
E	Liderança	Supervisor de Compras de Serviços	2 anos	Engenheira com 7 anos de experiência no setor de lubrificantes e petroquímico (áreas de fabricação, logística e planejamento). Possui 2 anos de experiência em Compras na XPTO, liderando projetos ligados ao aperfeiçoamento dos processos internos, além de apoio analítico a negociações.
F	Liderança	Gerente de Compras de Serviços	6 anos	Engenheiro com 10 anos de experiência na área de transportes rodoviário e aéreo. Com 6 anos na XPTO, atuou nas áreas de Planejamento Logístico, Estoque e Compras, liderando a equipe de compradores focada nos contratos de transporte para todo o Brasil
G	Liderança	Gerente Geral de Compras de Serviços (Brasil)	5 anos	Engenheiro com 12 anos de experiência em consultorias voltadas para Compras, Suprimentos e Gestão de Estoques. Na XPTO há 5 anos, atua como Gerente Geral da área de compradores focada nos contratos de serviços logísticos internos para operações (movimentação interna, terraplanagem e limpeza industrial) e transporte.
H	Liderança	Diretor de Compras para Operações	7 anos	Engenheiro 14 anos de carreira, 7 deles na XPTO. Possui experiência em diversas áreas de Compras, como Materiais, Equipamentos, Logística Interna e Transporte Rodoviário.

Apêndice II: Associação de capacidades e interfaces

Tabela 31: Associação de Práticas, capacidades e interfaces (elaborado pelo autor)

Capabilidade	Prática	Produção/ Operação	Jurídico	Tecnologia da Informação	Marketing/ Vendas	Contabilidade/ Finanças	Qualidade	Engenharia de Produtos	Fornecedores	Governo	Competidores	ONGs
Gestão do Relacionamento com Fornecedores	Gestão da base de fornecedores e avaliação de desempenho			X					X			
	Desenvolvimento de fornecedores	X	X			X	X	X	X			
	Tipo de relacionamento com fornecedores		X	X		X			X			
	Gestão de contratos e conhecimento do mercado fornecedor		X	X					X			
Gestão do Relacionamento com Clientes Internos	Antecipação de demanda e envolvimento na área cliente	X		X			X	X				
	Integração com o desenvolvimento de novos produtos	X			X		X	X	X			
	Integração com marketing e atividades comerciais				X				X			
	Classificação de clientes	X			X		X	X				
Compras Estratégicas	Compra Estratégica por categorias	X	X			X						
	Execução da estratégia de compra	X	X			X		X	X			
	Identificação de competências centrais e nível de integração vertical	X	X					X				
	Metodologia de avaliação de propostas	X	X			X		X	X			
Análise de Gastos	Visibilidade de Gastos	X		X		X						
	Identificação de oportunidades de redução de custos	X		X		X			X			
	Adoção de contratos formais para aquisição de bens e contratação de serviços								X			
	Uso de fornecedores preferenciais	X				X			X			
Monitoramento de Gestão de Informação	Modelagem de custos	X		X				X	X	X	X	
	Garantia de suprimento de produtos e materiais e obtenção de alternativas de fornecimento	X		X	X	X		X	X			
	Suporte ao S&OP da companhia	X		X		X			X			
	Identificação de inovações em fornecedores	X		X			X	X	X		X	
Gestão do Custo Total de Propriedade	Orientação estratégica das análises comerciais	X		X		X						
	Mapeamento de Custos	X		X		X	X	X	X			X
	Metodologia de aplicação do TCO	X				X		X	X			
Gestão de Risco	Integração das informações de custos com o mercado fornecedor			X			X		X			
	Direcionamento gerencial da gestão de risco	X		X				X	X			
	Mapeamento de riscos	X	X		X		X		X			X
	Avaliação de riscos	X				X						
Gestão de Desempenho	Execução da gestão de risco	X	X	X		X			X			
	Adequação do papel de Compras com seus indicadores de desempenho	X		X		X	X	X	X			
	Metodologia de definição de metas	X		X		X						
	Cálculo e reporte de desempenho	X		X		X						
Gestão da Sustentabilidade em Compras	Abrangência da avaliação de desempenho	X				X	X		X			
	Sustentabilidade em Compras	X							X			
	Abrangência da sustentabilidade em Compras	X	X					X	X	X	X	X
	Envolvimento de interfaces	X	X			X		X	X	X	X	X
	Mitigação de Impactos Econômicos		X			X			X	X		X