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Anexo I



Survey of the Strategic Implications of Alliances & Networks of Companies Competing at a Global Level: The case of Nokia Smart Devices (NSD)*

*** Hereinafter, Nokia Smart Devices will be referred as NSD (Former Nokia Mobile Phones)**

The following survey is part of a wider business strategy research conducted by Dr. T. Diana L. v. A. de Macedo-Soares, Full Professor of the Administration Department at PUC-RIO (Pontifical Catholic University of Rio de Janeiro/ Business School).

The goal of this study is to capture the perceptions of the Nokia Smart Devices executives about the impact of Strategic Relationships, notably Alliances, on the company's performance. The survey is aimed at executives that take part in managerial decisions at Nokia Smart Devices.

This questionnaire is not a test (there's no wrong or right answer). We emphasize the importance of providing information for the study development and request your support to get questions answered properly.

No further obligations are tied to the voluntary participation in this survey. The data retrieved from this survey will be handled in strict confidentiality and used solely for academic purposes. It will be neither used for any kind of commercial activity nor will be shared with any third party without having been made completely anonymous.

In case you have questions regarding this survey, please contact:

- Moacyr Ferreira
- Telephone: +55 21 8155 4961
- Email: moacyr2ferreira@gmail.com

The due date to submit the answers is 15/10/2013.

Thank you for taking time to participate in this survey!

Questionnaire

Part 1 – Demographic Questions

Please select the area you are part of:

<input type="checkbox"/>	Board of Directors
<input type="checkbox"/>	Planning
<input type="checkbox"/>	Marketing
<input type="checkbox"/>	Commercial Area
<input type="checkbox"/>	Technical (Product/ Services)
<input type="checkbox"/>	Other

In your business organization, what's your position?

<input type="checkbox"/>	Director
<input type="checkbox"/>	Manager
<input type="checkbox"/>	Supervisor or Coordinator
<input type="checkbox"/>	Technician
<input type="checkbox"/>	Other

Please inform how many years you have worked for NSD (Nokia Smart Devices):

<input type="checkbox"/>	Less than 1 year
<input type="checkbox"/>	Between 1 and 5 years
<input type="checkbox"/>	Between 5 and 10 years
<input type="checkbox"/>	Above 10 years
<input type="checkbox"/>	Do not belong anymore to the organization
<input type="checkbox"/>	Belong to other companies in the same business group

Please feel free to describe your main responsibilities (optional):

Part 2 – Characterisation of the NSD Strategy

1. In your opinion, what is the market strategy adopted by NSD?

<input type="checkbox"/>	Differentiation based on quality (perceived by customer although presenting similar characteristics)
<input type="checkbox"/>	Differentiation based on design (distinctive characteristics, different but not necessarily better)
<input type="checkbox"/>	Differentiation based on support (something additional besides basic post sales support)
<input type="checkbox"/>	Differentiation based on image (brand image and company reputation as main differentiator)
<input type="checkbox"/>	Differentiation based on price (low price used to differentiate the final solution)
<input type="checkbox"/>	No differentiation (no clear strategy to be used as differentiator)

2. In your opinion, how would you classify the NSD international strategy?

Definitions to better support your answer:

The strategies related to the global context could be classified as:

Multi domestic Strategy: International strategy where both strategic and operational decisions are decentralized and under responsibility of each business unit in the different countries where the company performs. This strategy allows the Local Business Unit to adapt its products to the local market.

Global Strategy: International strategy with the main objective to compete in selected key markets in the world. Based on this strategy, company offers standardized products, services or solutions, through integrated activities that are globally coordinated. The competitive directives come directly from headquarters.

Transnational Strategy: International strategy presenting global characteristics. It involves customization to the local market (local responsiveness) in order to satisfy the wishes and needs from the local consumers. It counts on global efficiency, but balances the necessary flexibility for customization in a coordinated way with its partners, customers and suppliers.

<input type="checkbox"/>	<input type="checkbox"/> Global	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	---------------------------------	--------------------------	--------------------------

3. In your opinion, how would you classify the NSD strategic orientation?

Definitions to better support your answer:

Market Oriented (*Market pull*): A market oriented NSD focuses on long term relationship with Customers through development of solutions that complies with their wishes and needs.

Product Oriented (*Market push*): A product oriented NSD focuses on technological innovation based on product features developed by way of key NSD's capabilities (competences and resources).

<input type="checkbox"/>	<input type="checkbox"/> Market Push	<input type="checkbox"/>
--------------------------	--------------------------------------	--------------------------

4. In your opinion, how would you classify the NSD competitive orientation?

Definitions to better support your answer:

Defender: Stable and limited portfolio of products/ services. Company competes mainly on price and quality of services. Company tends to take a hierarchical and centralized organizational structure.

Prospector: Company is a pioneer in the market and possesses a vast portfolio of products/ solutions. It seeks continuously new markets in order to expand its presence. It tends to be innovative and flexible.

Analyzer: Company that combines both prospector and defender strategies. It tries to find an effective segmentation in the market. It seeks technological synergies. Its organizational structure is predominantly based on matrix configurations, in order to guarantee a better balance between innovation and market defence.

Reactor: Companies that don't have a clear strategy implemented in a systematic way. They also do not present a clear operational strategy. Company is based on inconsistent and unstable actions.

<input type="checkbox"/>	Defender
<input type="checkbox"/>	Prospector
<input type="checkbox"/>	Analysar
<input type="checkbox"/>	Reactor
<input type="checkbox"/>	Don't know

5. In your opinion, how would you classify the geographical scope of NSD's Strategy?

<input type="checkbox"/>	<input type="checkbox"/> Regional	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	-----------------------------------	--------------------------	--------------------------

6. In your opinion, what is the stakeholder that NSD gives most attention to?

Definitions to better support your answer:

Stakeholder: Any business actor (people, group, institution) that has an interest (direct or indirect) on the company. These actors may impact or be impacted by company's objectives and performance.

<input type="checkbox"/>	Employees
<input type="checkbox"/>	Shareholders
<input type="checkbox"/>	Customers
<input type="checkbox"/>	Local Community
<input type="checkbox"/>	Regulatory
<input type="checkbox"/>	Don't know

Part 3 – NSD Organizational Factors

Organizational Dimension:

7. Based on your best assumption, how many hierarchical levels does NSD's Organizational Structure have?

☐ ☐ 5 levels ☐ ☐

8. How would you classify the Decision Power in NSD?

<input type="checkbox"/>	Very Centralized (Decision power concentrated on few people)
<input type="checkbox"/>	Moderately centralized
<input type="checkbox"/>	Decentralized (Lower levels with autonomy to take business decisions)
<input type="checkbox"/>	Don't know

9. How would you classify NSD in terms of Organizational Flexibility? (Flexible company is organized in a way to provide timely products/ solution in a dynamic market)

<input type="checkbox"/>	Very Flexible
<input type="checkbox"/>	Flexible to a certain extent
<input type="checkbox"/>	Rigid Organizational Structure
<input type="checkbox"/>	Don't know

Statements to be evaluated	Not applicable	Totally disagree	Disagree	Neither disagree nor agree	Agree	Totally Agree
10. NSD is recognized by its employees as process oriented both on the technical and administrative areas.						
11. The processes are interfunctional, which means that processes are horizontal, aligning the different areas (cross department).						
12. The business processes involving the main and support activities are mapped and well documented and are available and with easy employee access.						
13. The business processes involving the main and support activities are consistent from an end to end perspective (From Sales, Delivery to Post Sales).						
14. The business processes involving the main and support activities are easy to adapt to the changes the company is exposed to in the market.						

15. Does NSD's Organizational Structure have multifunctional teams? Multifunctional teams are understood as members of the team performing different functions, however with complementary competences.

<input type="checkbox"/>	They are not multifunctional
<input type="checkbox"/>	They are multifunctional to a certain extent
<input type="checkbox"/>	They are multifunctional
<input type="checkbox"/>	Don't know

16. Does NSD's Organizational Structure have interfunctional teams? Interfunctional teams are understood as members of the team comes from different areas but contribute to the same process or project.

<input type="checkbox"/>	They are not multifunctional
<input type="checkbox"/>	They are multifunctional to a certain extent
<input type="checkbox"/>	They are multifunctional
<input type="checkbox"/>	Don't know

Statements to be evaluated	Not applicable	Totally disagree	Disagree	Neither disagree nor agree	Agree	Totally Agree
17. NSD's management stimulates employees to take decisions through a delegation process or incentivizes employees to exercise empowerment to assume risks on decision taking process.						
18. There's a formal NSD's Performance Measurement System, based on employee level indicators.						
19. Employee and NSD's performance indicators are all aligned with the main business objectives that support NSD's strategy.						
20. There are evidences that Individual Performance of Employees is based on reward and recognition.						
21. The reward system is tied to the company's performance and objectives.						
22. NSD's management is committed to the policies to incentivize employee competence development, via internal and external training attendance, in the country or abroad.						

Statements to be evaluated	Not applicable	Totally disagree	Disagree	Neither disagree nor agree	Agree	Totally Agree
23. NSD has a Performance Measurement System on a corporate level.						
24. The performance indicators are well balanced including the financial perspective as well as other dimensions like Customer, Process, Learning, etc.						
25. The performance indicators are all comprehensive, consistent and flexible to adapt to external factors (e.g. Economy, Competitors, etc).						
26. The strategic goals and objectives are explicit and well known by the whole organization.						
27. There is evidence that NSD is engaged in a continual process of finding new methodologies with a view to ensure problem solution and process improvement.						

Statements to be evaluated	Not applicable	Totally disagree	Disagree	Neither disagree nor agree	Agree	Totally Agree
28. NSD demonstrates and promotes permanent attention to its Customers without neglecting other stakeholders.						
29. There are evidences that employees are well trained under ethical standards governing NSD, through a formal process subject to external audits.						
30. There are evidences, through internal Surveys, that employees respect and support the company's values.						
31. There are evidences, through internal Survey, that employees respect and support the NSD's ethical standards.						
32. NSD utilizes to a great extent and in a systematic way practices to measure Customer satisfaction.						
33. NSD applies to a great extent practices related to register Customer complaints in order to act upon potential issues involving either process, or products, or services.						
34. NSD emphasizes qualitative indicators in order to capture intangible indicators that may express the different stakeholders' level of satisfaction.						

Technology Dimension:

Statements to be evaluated	Not applicable	Totally disagree	Disagree	Neither disagree nor agree	Agree	Totally Agree
35. NSD possesses an integrated business management system, focusing on internal process monitoring and control and allows proper access to managerial information with the aim to better balance the stakeholders' own interests (Shareholders, Customer, Suppliers, Regulatory Agencies, Government, Local Community).						
36. NSD utilizes a proper TI solution to collect, register and deal with Customer feedback and complaints.						
37. NSD invests in security systems to protect internal knowledge among areas and between company and partners.						
38. NSD invests in technology and is committed to Environmental Standards.						

Leadership Dimension: - Please, complete the sentence: The Nokia's CEO...

Statements to be evaluated	Not at all	Once a while	Sometimes	Fairly often	Frequently if not always
39. ...re-examines critical assumptions to question whether they are appropriate.					
40. ...seeks different perspectives when solving problems.					
41. ...talks optimistically about the future.					
42. ...talks enthusiastically about what needs to be accomplished.					
43. ...articulates a compelling vision of the future.					
44. ...gets others to look at problems from many different angles.					
45. ...suggests new ways of looking at how to complete assignments.					
46. ...expresses confidence that goals will be achieved.					
47. ...is committed to make the necessary investments (either in terms of resources or financial capital) to leverage NSD's competitive advantage.					
48. ...dedicates attention and time to frequently (at least once a month) communicate and align NSD's strategy with employees					

Innovation Dimension:

Statements to be evaluated: Relevance on how below factors leverages NSD's Innovation	No relevance	Low relevance	Medium relevance	Relevant	Very relevant
49. Number of employee external trainings programs (Either short or long term education)					
50. Number of employees' competence development R&D programs in partnership with universities.					
51. Number of ideas proposed by employees that were implemented.					
52. Total amount of investment dedicated to support employees' competence development (Facilities, Short term trainings, long-term trainings, etc).					
53. Availability of virtual systems to support knowledge sharing.					
54. Percentage of revenue invested in R&D activities.					
55. Percentage of employee task force with high educational level (Bachelor, Masters of Science, Doctors).					
56. Total number of partners involved in innovation projects.					
57. Percentage of R&D projects developed in partnership with external companies, institutes, universities, etc.					
58. Number of products launched along the last 3 (three) years.					
59. Percentage of granted patents.					
60. Average time dedicated by project managers to innovation projects.					

Physical Dimension:

Statements to be evaluated	Not applicable	Totally disagree	Disagree	Neither disagree nor agree	Agree	Totally Agree
61. NSD has premises close to the main consumer centers in order to cope with local demands.						
62. NSD's production plants have the necessary infrastructure to produce high technological solutions complying with local quality standards in the different markets.						
63. NSD's premises are all integrated through the adequate TI solution allowing the proper and timely exchange of business information.						
64. NSD's premises are duly recognized by its task force as a positive business environment to perform activities.						

People Dimension:

Statements to be evaluated	Not applicable	Totally disagree	Disagree	Neither disagree nor agree	Agree	Totally Agree
65. There's evidence that NSD's employees have to comply with high competence and performance standards, based on Job Profile and individual performance metrics tied to NSD's goals and objectives.						
66. NSD carries out regular Employee Satisfaction Survey.						
67. The Employee Satisfaction Survey is duly recognized by employees as a trustworthy system to collect their feedback (Evidences based on positive collected results from related questions that compose such Survey).						

Part 4 – NSD Macro Environmental Opportunities

Choose the best answer to below statements	Very important	Important	Low Importance	Not applicable/ Not relevant
68. Access to state-of-the-art technologies (internationals).				
69. Availability of necessary Technologies.				
70. Environmental Legislation.				
71. Labor legislation in force in the countries where NSD operates.				
72. Resource competence availability in the Mobile Phone Market.				
73. Labour force salary level in the market.				
74. Technical competence of the members in the regulatory agencies.				
75. Presence of foreign know-how in the NSD's operation.				
76. Availability of Financial facilities (e.g. Bank) to support NSD's operation.				

Part 5 – NSD Strategic Impact of Alliances and Networks

77. NSD establishes strategic alliances or takes part in strategic networks with.....

Definitions to better support your answer:

Complementors: Participant that supplies a product or service which constitutes a complement to main company's solution in such way that final product or service is perceived by Customer with higher value than a company operating individually and

Types of partnership	Yes	No	Don't know
Customers			
Suppliers			
Substitutes			
Competitors			
New entrants			
Complementors			
Governmental Bodies/ Regulatory Agencies			
Companies belonging to Nokia's group (e.g. NSN)			

78. What are the main factors NSD should take into account when establishing a strategic alliance? Please, choose the three (3) main factors:

<input type="checkbox"/>	Access to financial capital and information provided by the new relationship
<input type="checkbox"/>	Access to social capital provided by the new relationship
<input type="checkbox"/>	Access to political capital provided by the new relationship
<input type="checkbox"/>	Economy of scale
<input type="checkbox"/>	Knowledge sharing with new partners
<input type="checkbox"/>	Financial Risk management
<input type="checkbox"/>	Cost sharing
<input type="checkbox"/>	Cost reduction when considering new market entrance
<input type="checkbox"/>	Uncertainties/ risk management
<input type="checkbox"/>	Resource/ Talent/ Complementary competence sharing
<input type="checkbox"/>	Tighter commercial relationship
<input type="checkbox"/>	Better positioning in the face of political and institutional changes
<input type="checkbox"/>	Access to physical resources
<input type="checkbox"/>	Access to financial resources
<input type="checkbox"/>	Access to technological resources
<input type="checkbox"/>	Access to innovation
<input type="checkbox"/>	Don't know

Types of Alliances:

79. The strategic alliances that NSD takes part in are typically...

<input type="checkbox"/>	Bilateral (Alliances constituted between two entities, for example, between focal company and partner)
<input type="checkbox"/>	Multilateral (Alliances constituted by more than two entities, for example, a focal company and several suppliers)
<input type="checkbox"/>	Both
<input type="checkbox"/>	Don't know

80. In case your last answer was "Multilateral" what are the main participants in these alliances? Choose the three (3) most important ones:

<input type="checkbox"/>	Customer
<input type="checkbox"/>	Suppliers
<input type="checkbox"/>	Substitutes
<input type="checkbox"/>	Competitors
<input type="checkbox"/>	New entrants
<input type="checkbox"/>	Complementors
<input type="checkbox"/>	Governmental Bodies/ Regulatory Agencies
<input type="checkbox"/>	Companies in the same group

81. For each type of partner category presented in the columns, please select the main kinds of alliances or linkages (merger and acquisitions) that NSD considers most important (Start from the columns and then selected the lines).

Types of Linkages	Customers	Suppliers	Substitutes	Competitors	New Entrants	Complementors	Government/ Regulatory Agencies	Companies in the same group
Merger/ Acquisition								
Joint-venture								
Cross Shareholder participation								
Minority Shareholder Investment								
Joint R&D								
Development/ Co-production								
Commercialization/ Joint Marketing efforts								
Patent Licensing or know-how								
Transfer of technology								
R&D Deal/ Contract								
Raw material supply deal/ Contract								
Delivery deal/ contract								
Commercial deal/ contract								
Service delivery deal/ contract								
Material supply deal/ contract								
Spot or short term financial deal/ contract								

Strategic Network Alliances:

Please, select the most appropriate answer related to NSD:

Statements to be evaluated	Not applicable	Totally disagree	Disagree	Neither disagree nor agree	Agree	Totally Agree
82. NSD's participation in strategic alliances and networks impacts positively its strategy and global performance.						
83. NSD's participation in strategic alliances and networks may represent better real or potential business opportunities at industry level.						
84. NSD's participation in strategic alliances and networks may represent greater real or potential threats at industry level.						
85. NSD's participation in strategic alliances and networks may represent greater real or potential strengths at organizational level in terms of adding value to its resources/competencies.						
86. NSD's participation in strategic alliances and networks represents neither opportunities nor threats at industry level.						
87. NSD's participation in strategic alliances and networks represents neither strengths nor weaknesses at organizational level in terms of adding value to its resources/competencies.						

Please, select the most appropriate answer related to NSD:

Statements to be evaluated	Not applicable	Totally disagree	Disagree	Neither disagree nor agree	Agree	Totally Agree
88. As part of the strategy, NSD establishes strategic alliances with its key competitors with the objective to decrease the degree of competition in the Mobile Phone market.						
89. NSD seeks key Customers with whom it can establish a long term relationship.						
90. NSD seeks long term relationships with key suppliers.						
91. As part of its strategy, NSD establishes global strategic alliances with a view to increase its global competitiveness.						

Alliance and Network Structure:

92. For each category of partners (i.e. with customers or suppliers, etc) in which NSD is involved, specify whether they are numerous/ dense or limited/ few).

Category of Partners	Dense (Numerous alliances)	Limited (Few Alliances)	Not applicable
Customer			
Suppliers			
Substitutes			
Competitors			
New entrants			
Complementors			
Governmental Bodies/ Regulatory Agencies			
Companies in the same group			

93. For each category of partners with whom NSD establishes relationships (alliances), please specify what is their geographical scope (either global, i.e. key markets in world) or regional (e.g. E.U. or Mercosul) or local (One country):

Category of Partners	GLOBAL	REGIONAL	LOCAL
Customer			
Suppliers			
Substitutes			
Competitors			
New entrants			
Complementors			
Governmental Bodies/ Regulatory Agencies			
Companies in the same group			

94. Please, specify the position of NSD in Mobile Phone Market as compared to its rivals.

☐

Central

☐

Intermediate

☐

Peripheral

95. Please, evaluate the following statements: "NSD seeks to establish alliances or other linkages (mergers and acquisition) in order to occupy a more central position in the context of the..."

Statements to be evaluated	Not applicable	Totally disagree	Disagree	Neither disagree nor agree	Agree	Totally Agree
a) "...company's value network"						
b) "...mobile phone market company's value network"						

96. Is it possible to identify “structural holes” in the Mobile Phone industry's value network?

Definition to better support your answer:

Structural Holes: The Structural holes of an industry occur when two industries (or companies) are connected merely by means of a third industry (company) that acts as an intermediary in the former's relationship. E.g.: Insurance agent acting as a hole in the intermediary between the insurance company and final consumers, providing the necessary credibility to the insurance operations, either for the insurance companies or for the consumers.

☐ Yes

☐ No

☐ Don't know

In case of positive answer, please list the industries that would be connected.

97. In the context of strategic alliances and networks, companies or industries sharing the same customers are considered equivalent.

Please, evaluate the following statement regarding NSD customers:

Statements to be evaluated	Not applicable	Totally disagree	Disagree	Neither disagree nor agree	Agree	Totally Agree
"Companies that produce and commercialize mobile phones can be considered equivalents, since they supply products to the same group of customers"						

98. Is it possible to identify other cases of equivalence in this industry?

☐ Yes

☐ No

☐ Don't know

In case of a positive answer, please list the possible cases:

99. Please, evaluate the following statement: “Alliances/ networks with equivalent industries/ companies (sharing same customers in the mobile phone market) and that add value to the products offered by these companies, may have a positive impact...”

Statements to be evaluated	Not applicable	Totally disagree	Disagree	Neither disagree nor agree	Agree	Totally Agree
"...on the company/ industry's competitive advantage."						
"... on the company's image in the eyes of the customers."						
"... on the product/ service value perception by the customer."						
"... on the customer loyalty."						
"...on the global company's performance."						

100. According to the category of partners with whom NSD has established alliances, please specify the quantify (in terms of abundant, medium or limited) of resources that each one provides to the company:

Category of partners	Abundant	Medium	Limited	Not applicable
Customer				
Suppliers				
Substitutes				
Competitors				
New entrants				
Complementors				
Governmental Bodies/ Regulatory Agencies				
Companies in the same group				

101. Please, inform the volume of resources that the NSD gets from each partner:

Type of partners	Abundant	Medium	Limited	Not applicable
Customer				
Suppliers				
Substitutes				
Competitors				
New entrants				
Complementors				
Governmental Bodies/ Regulatory Agencies				
Companies in the same group				

102. Please, inform the ease or difficulty of the access to partner's resources in the case of the different types of partners:

Type of partners	Difficult	Easy	Not applicable
Customer			
Suppliers			
Substitutes			
Competitors			
New entrants			
Complementors			
Governmental Bodies/ Regulatory Agencies			
Companies in the same group			

Relational Content of Networks/ Alliances:

103. Please, evaluate the strengths of the relationships (or the degree of commitment and contractual formalization) between NSD and partners in the case of the main strategic alliances, according to the type of partners.

Definitions to better support answer:

Obs. The strengths of relationships (e.g. alliances) can be understood as the degree of difficulty sever the alliance, the degree of commitment between partners, the durability of the alliance or difficulty to replace partner for another one due to the contract in force between the parties involved

Type of partners	Weak	Medium	Strong	Not applicable
Customer				
Suppliers				
Substitutes				
Competitors				
New entrants				
Complementors				
Governmental Bodies/ Regulatory Agencies				
Companies in the same group				

104. Generally speaking the NSD's main strategic alliances can be considered opportunistic (win-lose) or collaborative (win-win) according to the type of partner. Please, specify the type of relationship:

Type of partners	Opportunistic	Collaborative	Not applicable
Customer			
Suppliers			
Substitutes			
Competitors			
New entrants			
Complementors			
Governmental Bodies/ Regulatory Agencies			
Companies in the same group			

105. How would you rate the impact of NSD's alliances with its complementors in the mobile phone sector, in terms of...?

Impact in the industry	High	low	No effect
Increasing Bargaining Power of suppliers			
Increasing Bargaining Power of customers			
Availability to avoid substitutes			
Availability to deal with political factors			
Availability to deal with demographic factors			
Availability to deal with cultural factors			
Availability to deal with economical factors			
Increasing Entry barriers in the distribution area			
Decreasing Degree of rivalry between competitors			

Networks/ Alliance Management:

106. Does NSD have performance indicators to evaluate to what extent alliances contribute to the company's global performance?

☐

Yes

☐

No

☐

Don't know

107. In your opinion, are these indicators adequate and sufficient?

☐

Yes

☐

No

☐

Don't know

In case of negative answer, why?

--

108. Does NSD have governance mechanisms for its strategic alliances (contracts, deals, committees, etc) to establish certain Standards when dealing with partners?

☐

Yes

☐

No

☐

Don't know

109. In your opinion, are these mechanisms adequate and sufficient?

☐

Yes

☐

No

☐

Don't know

In case of a negative answer, please explain.

--

110. When establishing alliances, what are the means used to ensure alignment between the company and its partner?

<input type="checkbox"/>	Operational strategy
<input type="checkbox"/>	Corporate culture
<input type="checkbox"/>	Managerial style
<input type="checkbox"/>	Resource complementarity
<input type="checkbox"/>	Product/ Service complementarity
<input type="checkbox"/>	Customer acceptance
<input type="checkbox"/>	Don't have pre-established means

111. How would you classify NSD's experience with multiple alliances?

<input type="checkbox"/>	Extensive
<input type="checkbox"/>	Not extensive, but significant
<input type="checkbox"/>	Insignificant
<input type="checkbox"/>	Doesn't have experience

112. How would you classify the information sharing with partners in the alliance?

<input type="checkbox"/>	Well advanced stage of development
<input type="checkbox"/>	Existing but not significant
<input type="checkbox"/>	Insignificant
<input type="checkbox"/>	Doesn't share information with partners
<input type="checkbox"/>	Don't know

113. How does NSD guarantee the strategic alignment between its alliance and its own business?

<input type="checkbox"/>	Through formally established processes
<input type="checkbox"/>	Through formal processes under development
<input type="checkbox"/>	Through informal initiatives
<input type="checkbox"/>	Doesn't possess processes or initiatives
<input type="checkbox"/>	Don't know

THE FOLLOWING SPACE IS RESERVED TO YOUR ADDITIONAL COMMENTS, IN CASE YOU WISH SO, LIKE: DIFFICULTIES WHEN APPLYING THE SURVEY, DOUBTS ABOUT CONCEPTS, SUGGESTIONS FOR FUTURE RESEARCHES AND DEEP DISCUSSIONS.

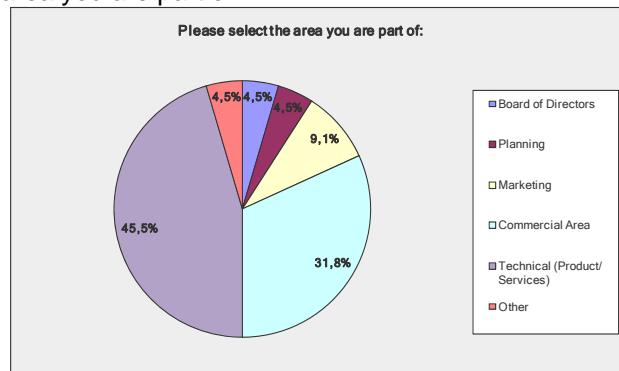
THANKS YOU VERY MUCH FOR YOUR TIME AND COLLABORATION!!!!

Anexo II

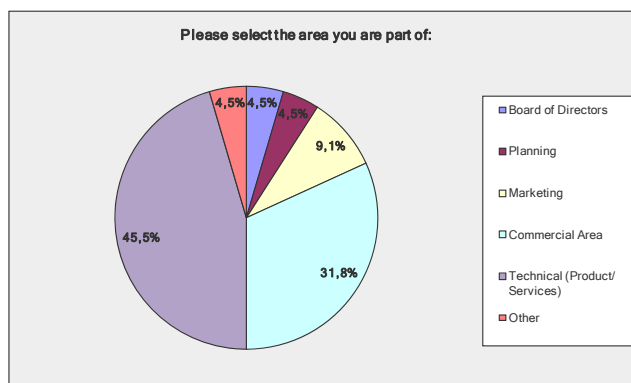
Resultados das respostas aos questionários.

Part 1 – Demographic Questions

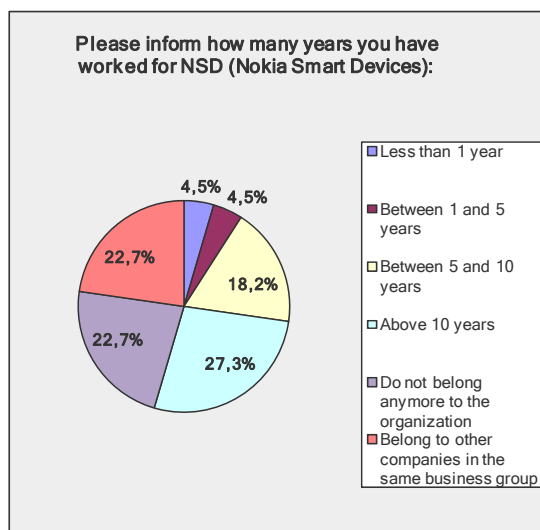
Please select the area you are part of:



In your business organization, what's your position?

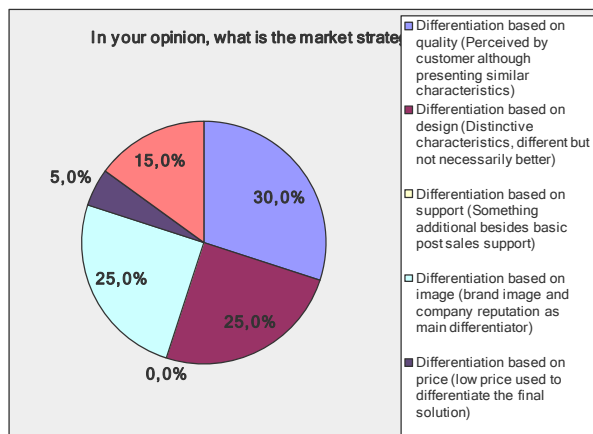


Please inform how many years you have worked for NSD (Nokia Smart Devices):

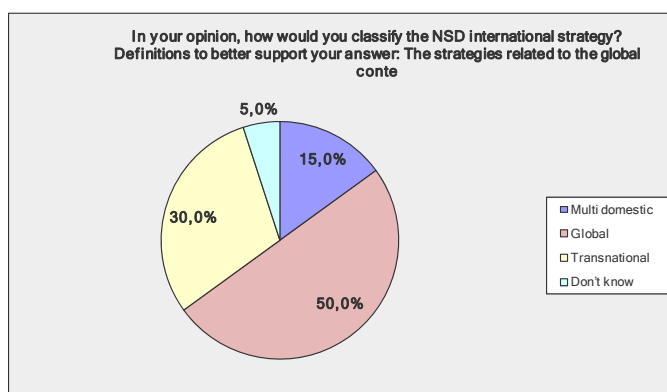


Part 2 – Characterisation of the NSD Strategy

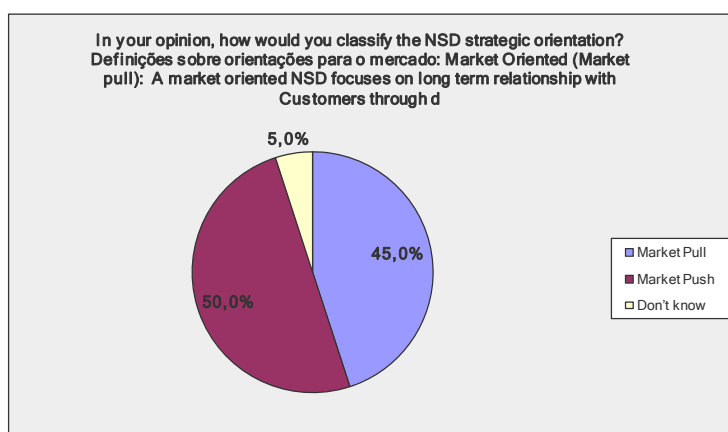
In your opinion, what is the market strategy adopted by NSD?



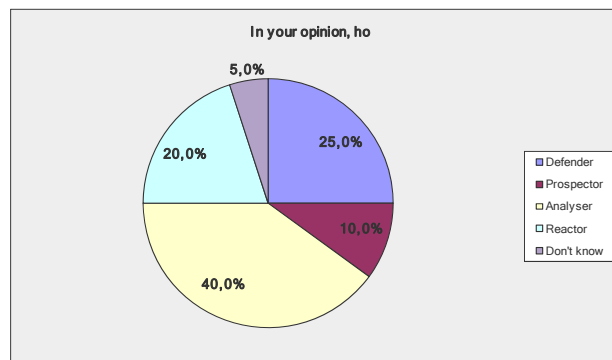
In your opinion, how would you classify the NSD international strategy?



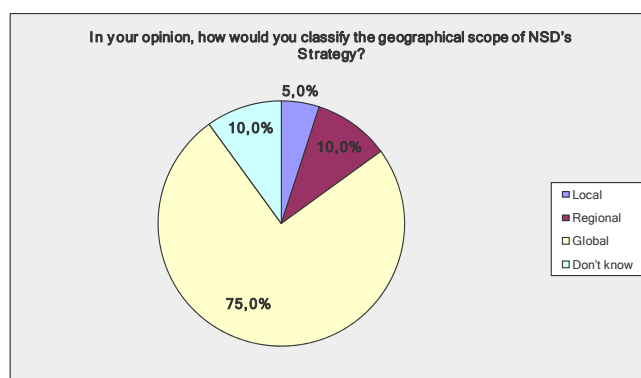
In your opinion, how would you classify the NSD strategic orientation?



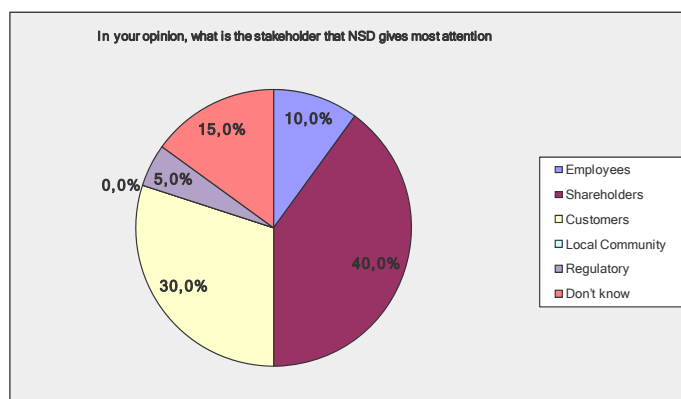
In your opinion, how would you classify the NSD competitive orientation?



In your opinion, how would you classify the geographical scope of NSD's Strategy?



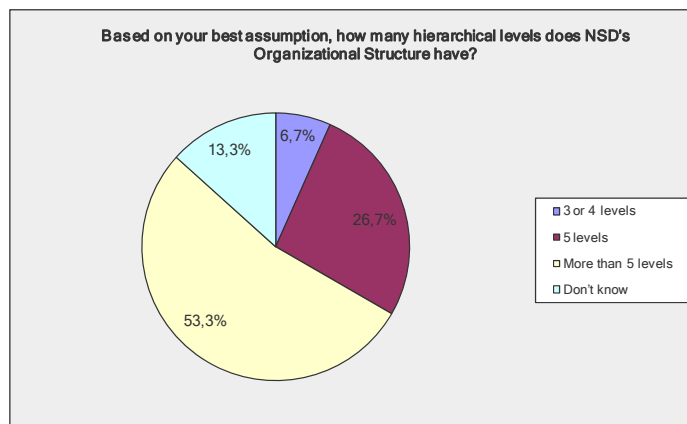
In your opinion, what is the stakeholder that NSD gives most attention to?



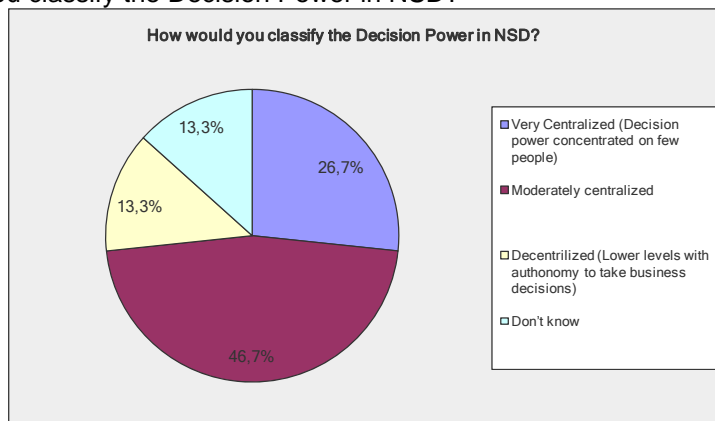
Part 3 – NSD Organizational Factors

Organizational Dimension:

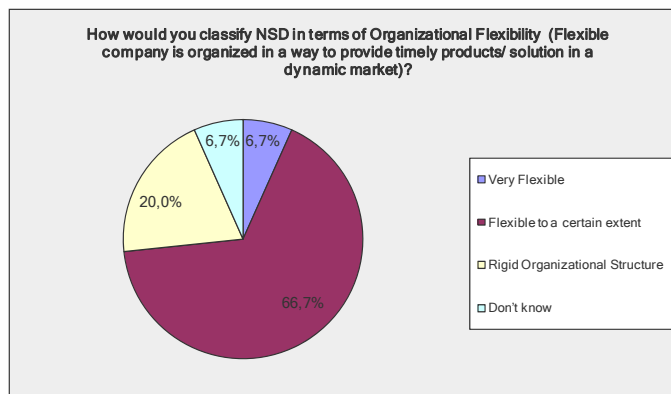
Based on your best assumption, how many hierarchical levels does NSD's Organizational Structure have?



How would you classify the Decision Power in NSD?



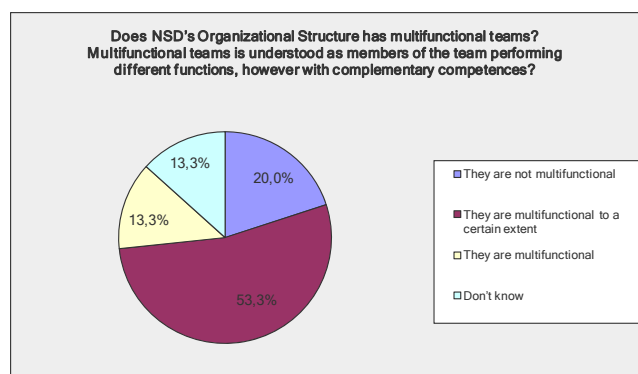
How would you classify NSD in terms of Organizational Flexibility? (Flexible company is organized in a way to provide timely products/ solution in a dynamic market)



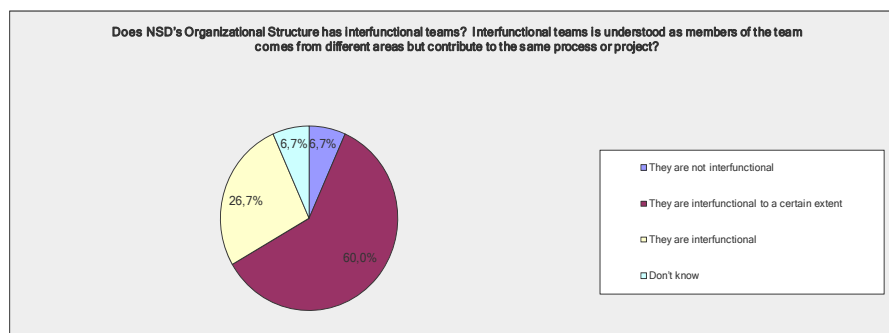
NSD establishes strategic alliances or takes part in strategic networks with..... Definitions to better support your answer: Complementors: Participant that supplies a product or service constitutes a complement to main company's solution in such way that final product or service is perceived by Customer with higher value than a company operating individually and separately.

Answer Options	Yes	No	Don't know	Response Count
Customers	45%	36%	18%	100%
Suppliers	100%	0%	0%	100%
Substitutes	27%	27%	45%	100%
Competitors	27%	55%	18%	100%
New entrants	18%	27%	55%	100%
Complementors	73%	0%	27%	100%
Governmental Bodies/ Regulatory Agencies	55%	18%	27%	100%
Companies belonging to Nokia's group (e.g. NSN)	64%	27%	9%	100%

Does NSD's Organizational Structure have multifunctional teams? Multifunctional teams are understood as members of the team performing different functions, however with complementary competences.



Does NSD's Organizational Structure have interfunctional teams? Interfunctional teams are understood as members of the team comes from different areas but contribute to the same process or project.



NSD establishes strategic alliances or takes part in strategic networks with..... Definitions to better support your answer: Complementors: Participant that supplies a product or service constitutes a complement to main company's solution in such way that final product or service is perceived by Customer with higher value than a company operating individually and separately.

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Companies belonging to Nokia's group (e.g. NSN)	64%	27%	9%	100%

Technology Dimension:

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Governmental Bodies/ Regulatory Agencies	55%	18%	27%	100%
Companies belonging to Nokia's group (e.g. NSN)	64%	27%	9%	100%

Leadership Dimension: - Please, complete the sentence: The Nokia's CEO...

NSD establishes strategic alliances or takes part in strategic networks with..... Definitions to better support your answer: Complementors: Participant that supplies a product or service constitutes a complement to main company's solution in such way that final product or service is perceived by Customer with higher value than a company operating individually and separately.

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Companies belonging to Nokia's group (e.g. NSN)	64%	27%	9%	100%

Innovation Dimension:

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New entrants	18%	27%	55%	100%
Complementors	73%	0%	27%	100%
Governmental Bodies/ Regulatory Agencies	55%	18%	27%	100%
Companies belonging to Nokia's group (e.g. NSN)	64%	27%	9%	100%

Physical Dimension:

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New entrants	18%	27%	55%	100%
Complementors	73%	0%	27%	100%
Governmental Bodies/ Regulatory Agencies	55%	18%	27%	100%
Companies belonging to Nokia's group (e.g. NSN)	64%	27%	9%	100%

People Dimension:

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Governmental Bodies/ Regulatory Agencies	55%	18%	27%	100%
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Part 4 – NSD Macro Environmental Opportunities

NSD establishes strategic alliances or takes part in strategic networks with..... Definitions to better support your answer: Complementors: Participant that supplies a product or service constitutes a complement to main company's solution in such way that final product or service is perceived by Customer with higher value than a company operating individually and separately.

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Governmental Bodies/ Regulatory Agencies	55%	18%	27%	100%
Companies belonging to Nokia's group (e.g. NSN)	64%	27%	9%	100%

Part 5 – NSD Strategic Impact of Alliances and Networks

NSD establishes strategic alliances or takes part in strategic networks with..... Definitions to better support your answer: Complementors: Participant that supplies a product or service constitutes a complement to main company's solution in such way that final product or service is perceived by Customer with higher value than a company operating individually and separately.

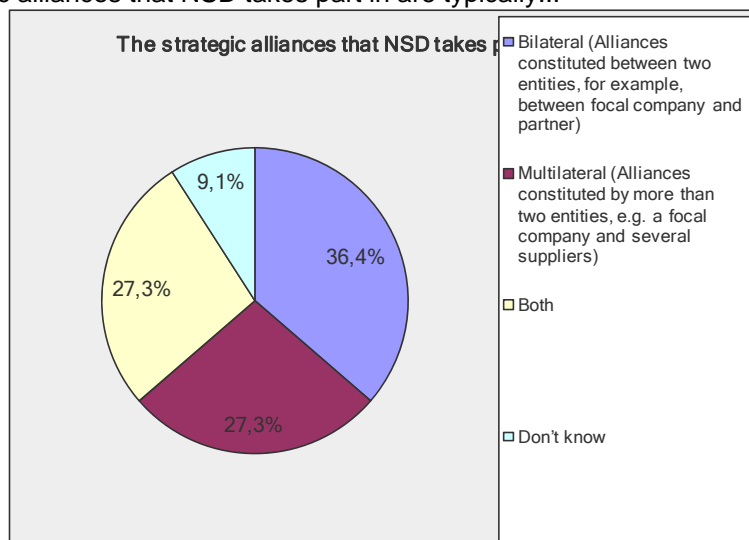
Answer Options	Yes	No	Don't know	Response Count
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Governmental Bodies/ Regulatory Agencies	55%	18%	27%	100%
Companies belonging to Nokia's group (e.g. NSN)	64%	27%	9%	100%

Types of Alliances:

The strategic alliances that NSD takes part in are typically...



NSD establishes strategic alliances or takes part in strategic networks with..... Definitions to better support your answer: Complementors: Participant that supplies a product or service constitutes a complement to main company's solution in such way that final product or service is perceived by Customer with higher value than a company operating individually and separately.

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Companies belonging to Nokia's group (e.g. NSN)	64%	27%	9%	100%

For each type of partner category presented in the columns, please select the main kinds of alliances or linkages (merger and acquisitions) that NSD considers most important (Start from the columns and then selected the lines).

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Companies belonging to Nokia's group (e.g. NSN)	64%	27%	9%	100%

Strategic Network Alliances:

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Companies belonging to Nokia's group (e.g. NSN)	64%	27%	9%	100%

Alliance and Network Structure:

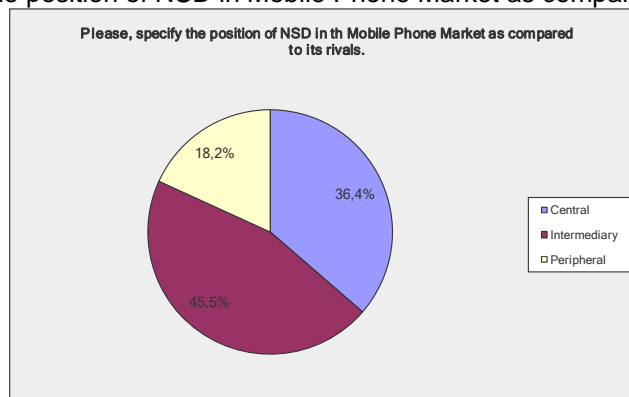
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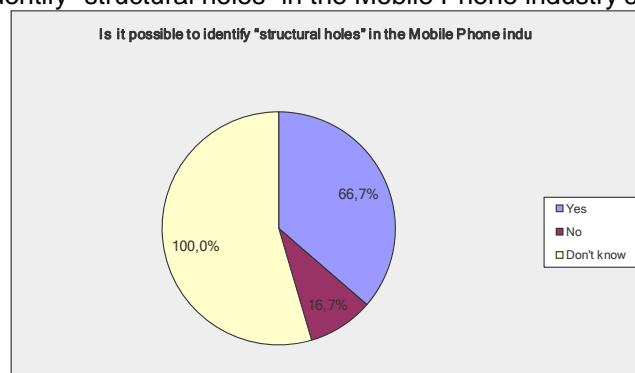
Please, specify the position of NSD in Mobile Phone Market as compared to its rivals.



NSD establishes strategic alliances or takes part in strategic networks with..... Definitions to better support your answer: Complementors: Participant that supplies a product or service constitutes a complement to main company's solution in such way that final product or service is perceived by Customer with higher value than a company operating individually and separately.

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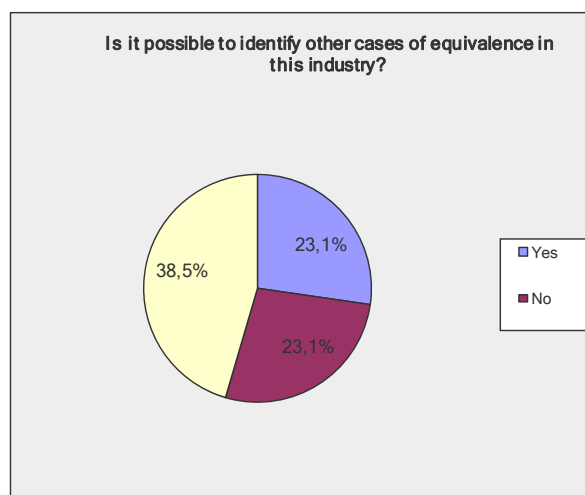
Is it possible to identify "structural holes" in the Mobile Phone industry's value network?



NSD establishes strategic alliances or takes part in strategic networks with..... Definitions to better support your answer: Complementors: Participant that supplies a product or service constitutes a complement to main company's solution in such way that final product or service is perceived by Customer with higher value than a company operating individually and separately.

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Is it possible to identify other cases of equivalence in this industry?



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Companies belonging to Nokia's group (e.g. NSN)	64%	27%	9%	100%

Relational Content of Networks/ Alliances:

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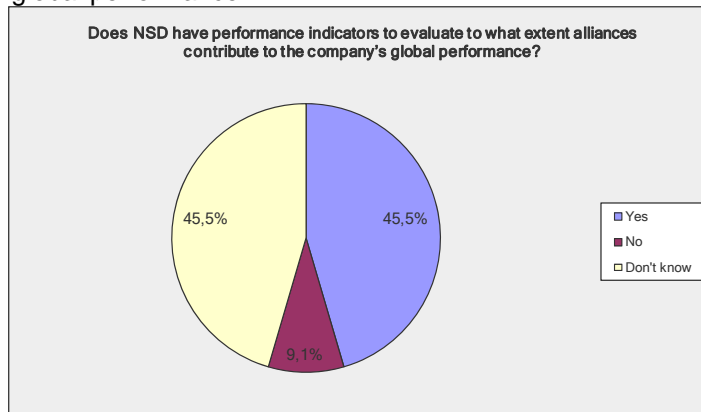
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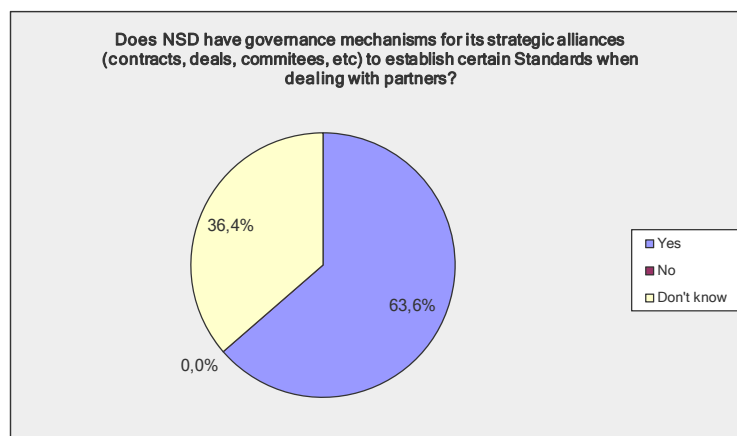
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Companies belonging to Nokia's group (e.g. NSN)	64%	27%	9%	100%

Networks/ Alliance Management:

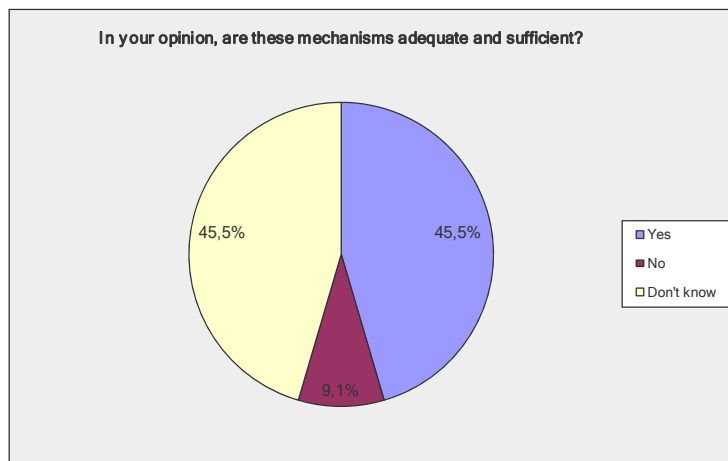
Does NSD have performance indicators to evaluate to what extent alliances contribute to the company's global performance?



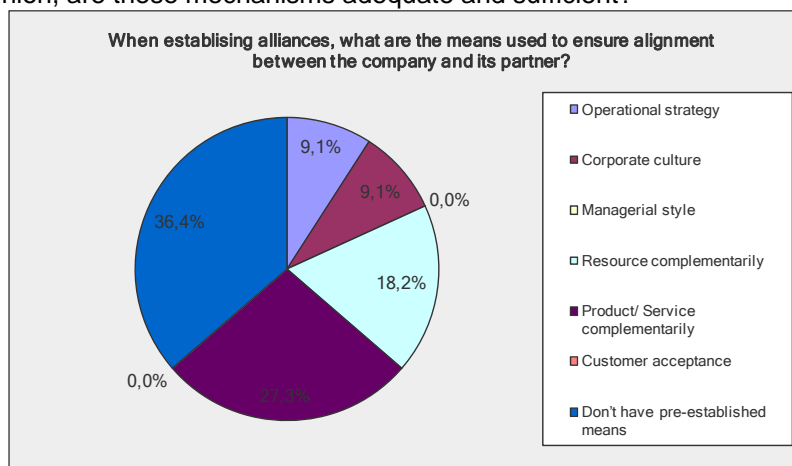
In your opinion, are these indicators adequate and sufficient?



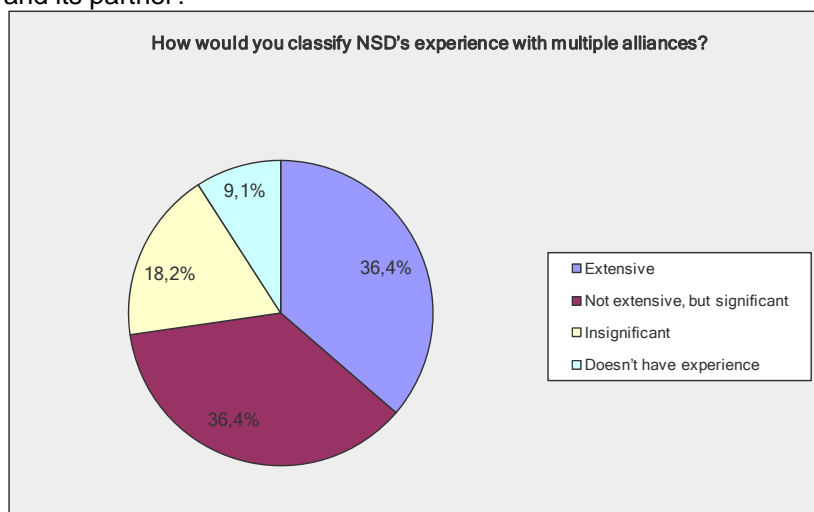
Does NSD have governance mechanisms for its strategic alliances (contracts, deals, committees, etc) to establish certain Standards when dealing with partners?



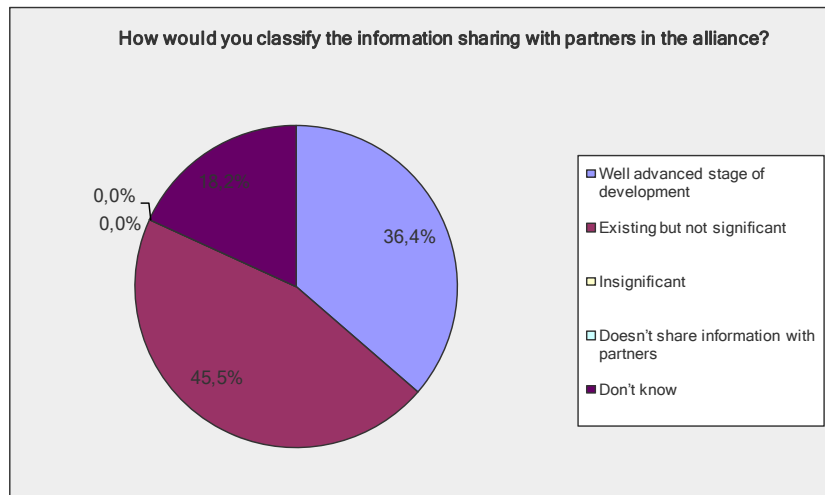
In your opinion, are these mechanisms adequate and sufficient?



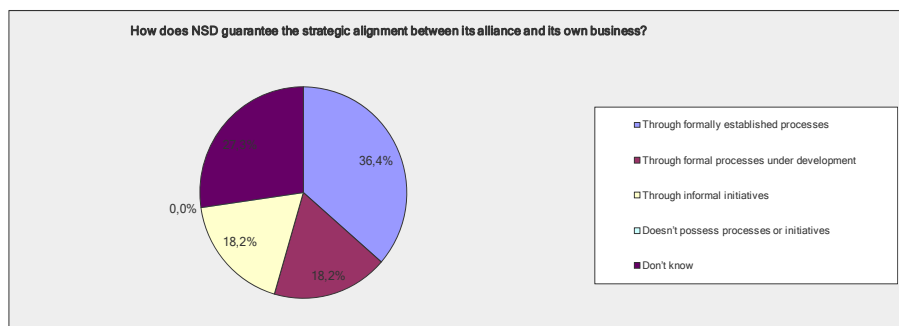
When establishing alliances, what are the means used to ensure alignment between the company and its partner?



How would you classify NSD's experience with multiple alliances?



How does NSD guarantee the strategic alignment between its alliance and its own business?



Anexo III

Roteiro das entrevistas complementares.

Qualificação do respondente:

Nível hierárquico

Anos de experiência na indústria de telecomunicações móveis

1. Utilizando-se as definições abaixo, como você qualificaria a estratégia da NSD?

Caracterização da Estratégia	Descrição
Diferenciação por qualidade	Oferecimento de uma solução (produto, serviço ou ambos) que, apesar de apresentar-se com características similares, que não o distingue de outras soluções, é considerado melhor quando comparado aos concorrentes ou substitutos. Pode ser diferenciado por critérios de confiabilidade, durabilidade ou desempenho.
Diferenciação por design	A solução (produto, serviço ou ambos) apresenta características distintas no seu projeto das soluções oferecidas pelo concorrente. Está intimamente relacionada com inovação.
Diferenciação por suporte	Oferecimento de algo além da solução básica pós-venda. Não altera os atributos do produto ou serviço, mas amplia o nível de serviços agregados (formas e prazos de entrega, formas e prazos de financiamento e assistência técnica, por exemplo) ou produtos complementares (equipamentos periféricos, por exemplo).
Diferenciação por imagem	A imagem da empresa está relacionada à marca e reputação. Utilização da aparência do produto como diferenciador comparado a produtos concorrentes ou substitutos. Normalmente, tal diferencial é estimulado pela propaganda e de técnicas de promoção para influenciar o comportamento de compra do consumidor.
Diferenciação por preço	Utilizada quando os atributos entre produtos ou serviços concorrentes ou substitutos forem similares. Serve para diferenciar a solução final entre os concorrentes. Geralmente, baixo preço implica baixo custo. A diferenciação pode ser também de alto preço.
Não diferenciação	Estratégia de não diferenciar, mas seguir o que o(s) concorrente(s) faz(em)

2. Em sua opinião, a NSD é uma empresa orientada para o mercado?

Estratégia	Descrição
Orientadas para o mercado	focaria no relacionamento de longo prazo com o consumidor, tentando entender suas necessidades e desenvolvendo soluções que satisfaçam seus desejos
Orientadas para o produto	focaria na inovação tecnológica baseada em suas características funcionais, com base nas competências chave da empresa

3. Utilizando-se as definições abaixo, como você qualificaria a estratégia internacional da NSD?

Estratégia	Descrição
Multidoméstica	Combina baixa integração e alta responsividade;
Global	Combina alta integração e baixa responsividade
Transnacional	Combina alta integração e alta responsividade

4. Há direcionamento estratégico para alavancar forças e oportunidades e mitigar / reverter fraquezas e ameaças?

5. Como vê as alianças? De fato são concebidas estrategicamente ou são aleatórias/ oportunísticas /irrelevantes? Cite exemplos principais.

6. Como vê o desempenho da empresa de 2000 para cá? Na sua opinião, foi um desempenho bem sucedido ou não?

7. Como você vê a liderança da NSD, focando na figura de seu CEO? É uma liderança que dá direcionamento, visão? É uma liderança capaz de impulsionar a empresa para uma posição de liderança?

8. Como você analisaria o processo de inovação da NSD frente a seus competidores? Quais os principais fatores que contríbuiem para o processo de inovação da empresa?

9. Como você vê o papel dos parceiros estratégicos da Nokia? Qual a importância dos complementors? Quem seriam eles?

Uma empresa pode ser denominada complementar para os casos onde o cliente atribui mais valor para o produto de uma empresa quando associado a produtos de outra empresa complementar do que isoladamente.

10. O que deveria ser levado em consideração para o estabelecimento de parcerias estratégicas no caso da NSD?