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Apêndice I:

A tradução do convite genérico por e-mail em treze idiomas para o primeiro turno da pesquisa via Internet (SCM e SM)

Email invitation translation - Basque email

Jaun-andre agurgarria:

Nire Ingenieritzaren dokotgeroa egiten ari naiz, Rio de Janeiro-ko Universidad Católica Pontificia-n (Brasil) eta Minnesota-ko Unibertsitateko Carlson School of Management-en. Horniketa Katea Gestioaren eta Zerbitzuen Gestioaren jende garrantzitsuekin bi ikerketa egiten ari gara, bata Horniketa Katearen Gestioaren fundamentuei buruz, eta bestea Zerbitzuen Gestioaren fundamentuei buruz. Hiru bueltako bi Delphi ikerketak egiten gari gara. Bai akademikoak, bai institutu eta konpainietako profesionalak parte hartzera gonbidatuta daude.

Nire Zerbitzu Gestioaren ikerketaren egilekideak pertsona garrantzitsu hauek dira:

-Arthur V. Hill, Carlson School of Management, Minnesota-ko unibertsitatea

-James A. Fitzsimmons, Red McCombs School of Business, Texas-eko

Unibertsitatea

-Susan Meyer Goldstein, Olin School of Business, Washington-eko

Unibertsitatea

-Julie M. Hays, Graduate School of Business, St. Thomas-eko Unibertsitatea

-Ron Zemke, President, Performance Research Associates, Inc.

-Arthur V. Hill, Carlson School of Management, Minnesota-ko Unibertsitatea

-Ram Narasimham, The Eli Broad School of Business, Michigan State

Unibertsitatea

-Kingshuk K. Sinha, Carlson School of Management, Minnesota-ko

Unibertsitatea

-Sum Chee Chuong, Faculty of Business Administration, Singapore National

Unibertsitatea

-Thomas E. Vollman, IMD International

E-mailak bidaltzen hasi naiz, ikerketen web orrien sarbidearekin, pertsona batzuk parte hartzera gonbidatzen. Zuk e-mailen lista bat bidali ahal izango bazenit oso eskertuta egongo nintzateke; edo, nahiago baduzu, hau zure adituen sareari bidali ahal izango bazenit, gure Delphi ikerketetan parte hartzera gonbidatzeko.

Nola parte hartzeari buruzko eta web orriei nola sartzeari buruzko informazio gehiago emango dizut:

Zure laguntzarekin ere kontaktatzen dut!

Agurtzen da,

Annibal José Scavarda

AScavarda@csom.umn.edu

Email invitation translation - English email

Dear management expert:

I am a Ph.D. student at the Department of Industrial Engineering, Pontifical Catholic University of Rio de Janeiro currently studying in the Carlson School of Management at the University of Minnesota.

I could use your help with my research on service management and on supply chain management

While we have many descriptive frameworks for both service management and supply chain management, we have few research-based normative frameworks to give guidance to managers. We have framed this research as finding the core principles that should be taught to a new service manager or a new supply chain manager. This research will provide guidance for those who teach service and supply chain management, form a foundation for future research, and provide useful mental models for practitioners.

We are trying to obtain a global vision of these two areas.

My service management co-authors include the following distinguished experts:

- Professor Arthur V. Hill, Carlson School of Management, University of Minnesota
- Professor James A. Fitzsimmons, Red McCombs School of Business, University of Texas
- Professor Susan Meyer Goldstein, Olin School of Business, Washington University
- Professor Julie M. Hays, Graduate School of Business, University of St. Thomas
- Mr. Ron Zemke, President, Performance Research Associates, Inc.

My supply chain management co-authors include the following distinguished experts:

- Professor Arthur V. Hill, Carlson School of Management, University of Minnesota
- Professor Ram Narasimhan, The Eli Broad School of Business, Michigan State University
- Professor Kingshuk K. Sinha, Carlson School of Management, University of Minnesota
- Professor Sum Chee Chuong, Faculty of Business Administration, National University of Singapore
- Professor Thomas E. Vollmann, IMD International

We invite you to participate in one or both, depending upon your areas of expertise. We would also really appreciate it if you would email the message below to your network of management experts to invite them to participate in our two Delphi studies.

Thanks in advance for your help,

Annibal José Scavarda

AScavarda@csom.umn.edu

Email invitation translation - Finnish email

Hyvä <person's name>:

Pyytäisin apuamme sekä palvelujen johtamista että toimitusketjujen johtamista käsitteleviin tutkimuksiimme. Näillä molemmilla alueilla on runsaasti kuvailevia viitekehyksiä, mutta niiden normatiivisten viitekehysten, jotka antavat suuntaviivoja yritysjohdolle, määrä on rajattu. Tästä syystä pyrimme tutkimuksessamme tunnistamaan ne periaatteet, jotka tulisi opettaa kaikille uusille palvelu- tai toimitusketjujohtajille. Tutkimuksemme ohjeistaa palvelujen johtamista ja toimitusketjun hallintaa opettaville, luo perustaa tulevaisuuden tutkimukselle ja tuottaa hyödyllisiä ajatusmalleja yritysmaailman edustajille.

Pyrimme luomaan globaalin vision molemmista tutkimusalueista. Olemme jo saaneet vastauksia muutamista Euroopan maista, mutta kaipaamme vielä aineistoa Pohjoismaista.

Palvelujen johtamisen osalta työskentelen yhdessä seuraavien asiantuntijoiden kanssa:

- Professori Arthur V. Hill, Carlson School of Management, University of Minnesota
- Professori James A. Fitzsimmons, Red McCombs School of Business, University of Texas
- Professori Susan Meyer Goldstein, Olin School of Business, Washington University
- Professori Julie M. Hays, Graduate School of Business, University of St. Thomas
- Toimitusjohtaja Ron Zemke, President, Performance Research Associates, Inc.

Toimitusketjun hallinnan osalta yhteistyökumppanini ovat seuraavat asiantuntijat:

- Professori Arthur V. Hill, Carlson School of Management, University of Minnesota
- Professori Ram Narasimhan, The Eli Broad School of Business, Michigan State University
- Professori Kingshuk K. Sinha, Carlson School of Management, University of Minnesota
- Professori Sum Chee Chuong, Faculty of Business Administration, National University of Singapore
- Professori Thomas E. Vollmann, IMD International

Voisitko ystävällisesti lähettää alla olevan viestin omalle verkostollesi ja pyytää heitä osallistumaan kahteen Delphi-tutkimukseemme.

Kiitos avustasi!

Annibal José Scavarda

AScavarda@csom.umn.edu

Tutkija, Carlson School of Management, University of Minnesota.

Jatko-opiskelija, Department of Industrial Engineering, Pontifical Catholic University of Rio de Janeiro

Email invitation translation - French email

Cher <person's name>:

Je suis étudiant en PhD (doctorat) au département d'ingénierie industrielle, à l'Université Pontificale Catholique de Rio de Janeiro et j'étudie actuellement à CSOM à l'Université du Minnesota.

Votre aide me serait très utile dans mes recherches sur la gestion de service et de la chaîne d'approvisionnement.

Bien qu'il y ait de nombreux articles tant sur la gestion de service que sur la gestion de la chaîne d'approvisionnement, il n'existe que très peu de travaux de recherches basés sur les structures normatives qui puissent guider les responsables. L'objectif de notre recherche est de trouver les principes de bases qui doivent être enseignés au nouveau responsable de service ou chaîne d'approvisionnement. Nous essayons d'obtenir une vision globale dans ces deux domaines. Nous aimerions plus de réponses de Canada.

Sont inclus parmi mes co-auteurs sur la gestion des services, les distingués experts suivants:

- Arthur Hill, Carlson School de Gestion, Université de Minnesota
- James A. Fitzsimmons, McCombs School Rouge d'Affaire, Université de Texas
- Susan Meyer Goldstein, Olin School of Business, Université de Washington
- Julie M. Hays, Graduate School of Business, Université de St.. Thomas
- Ron Zemke, Président, Membres correspondants de la Recherche de la Performance, Inc.

Sont inclus parmi mes co-auteurs sur la gestion de la chaîne d'approvisionnement, les distingués experts suivants:

- Arthur Hill, Carlson School of Management, Université de Minnesota
- Ram Narasimhan, The Eli Broad School of Business, Université de Michigan State
- Kingshuk Sinha, Carlson School of Management, Université de Minnesota
- Sum Chee Chuong, Faculty of Business Administration, National Université de Singapour
- Thomas E. Vollmann, IMD International

Nous apprécierions beaucoup que vous envoyiez le courrier électronique suivant à votre réseau d'experts afin de les inviter à participer à nos deux études Delphi.

Vous êtes également invité pour participer aux études Delphi, selon vos domaines de compétences. Nous partagerons les résultats de chaque rond avec vous.

Nous vous remercions d'avances pour votre aide,

Annibal José Scavarda
AScavarda@csom.umn.edu

Email invitation translation - German email

Lieber <person's name>:

Ich promoviere in Ingenieurwissenschaften an den Katholischen Universitaet in Rio de Janeiro und an der Carlson School of Management (University of Minnesota).

Koennten Sie mir bitte bei meiner Vorschung behilflich sein in "service management" und "supply chain management"?

Wir haben Heute viele Darstellungen von Systemen für "service management" und "supply chain management", aber wir haben sehr wenig "research-based normative" Systeme für Führungs Manager. Unser Ziel ist, die Erforschung der Principien für den Unterricht von neuen "service managers" und "supply chain managers". Diese Forchung soll Material bereitstellen, wie "service"-und "supply chain management" unterrichtet werden sollen, aber auch eine Basis für zukünftige Forschung und interresanten Modelle für Industriepraktiker liefern.

Wir versuchen eine globale Vision über diese zwei Temen zu finden. Wir haben schon viele Antworten von einigen Europäischen Ländern bekommen, aber wir hätten auch gern eine Antwort aus Deustchland.

Meine "service management" co-Autoren sind folgende Personen:

- Arthur V. Hill, Carlson School of Management, University of Minnesota
- James A. Fitzsimmons, Red McCombs School of Business, University of Texas
- Susan Meyer Goldstein, Olin School of Business, Washington University
- Julie M. Hays, Graduate School of Business, University of St. Thomas
- Ron Zemke, President, Performance Research Associates, Inc.

Meine "supply chain management" co-Autoren sind folgende Personen:

- Arthur V. Hill, Carlson School of Management, University of Minnesota
- Ram Narasimhan, The Eli Broad School of Business, Michigan State University
- Kingshuk K. Sinha, Carlson School of Management, University of Minnesota
- Sum Chee Chuong, Faculty of Business Administration, National University of Singapore
- Thomas E. Vollmann, IMD International

Wir würden uns wirklich freuen, wenn Sie dieses E-mails beantworten würden und es auch zwecks Beteiligung an andere Institutionen weiter geben würden.

Vielen Dank für Ihre Hilfe,

Annibal José Scavarda
AScavarda@csom.umn.edu

Email invitation translation - Hebrew email

<person's name> הנכבד,

שלום רב,

אני דוקטורנט בפקולטה לתעשייה וניהול, באוניברסיטה הקתולית פונטיפיקאל, ריו דה ז'נרו, שכעת לומד בקרלסון, בית ספר לניהול באוניברסיטת מינסוטה.

אודה לך, אם תוכל לעזור לי במחקר, שאני עורך על ניהול התפעול והשירות.

קיימות מסגרות תיאוריות רבות, לניהול התפעול וניהול השירות, אך מסגרות נורמטיביות מעטות בלבד המבוססות על מחקרים. מסגרות אלה נחוצות כדי להנחות את ההנהלה ולכן הגדרנו מחקר זה, כמוצא את עקרונות הבסיס, שמנהל השירות או התפעול החדשים יצטרכו ללמוד בעתיד. מחקר זה יספק הנחייה לאלה המלמדים ניהול התפעול והשירות, ייצור יסודות למחקר עתידני ויספק מודלים תיאורטיים יעילים למתמחים.

אנו מנסים להשיג נקודת מבט עולמית לשני תחומים אלה. נשמח לקבל תגובות נוספות מאזורך בעולם.

המומחים מתחום ניהול השיווק אשר השתתפו איתי בכתיבה היו: ארתור היל, קרלסון בית ספר לניהול, אוניברסיטת מינסוטה. ג'יימס א. פיצסימונס, רד מק'ומבס בית ספר לעסקים, אוניברסיטת טקסס. רון זמקה, נשיא, אגודת המחקר הבינלאומית. ג'ולי האייס, אוניברסיטת סנט תומס. סוזן מייאר, אוניברסיטת וושינגטון.

המומחים מתחום ניהול התפעול אשר השתתפו איתי בכתיבה היו: ארתור היל, קרלסון בית ספר לניהול, אוניברסיטת מינסוטה. קינגשוק סינהא, קרלסון בית ספר לניהול, אוניברסיטת מינסוטה. רם נראשימאהן, בית ספר לעסקים ע"ש אילי ברוד, אוניברסיטת מישגן. תומס א. וולמן, IMD בינלאומי.

נעריך ונודה לך אם תסכים לשלוח את ההודעה המצורפת, לתשתית מומחי הניהול שלך כדי להזמין אותם להשתתף בלימודי "שני הדלפי" שלנו.

תודה מראש על עזרתך,

אניבל חוסה סקאווארדה
Ascavarda@csom.umn.edu

Email invitation translation - Italian email

Caro <person's name>:

Le discipline del Service Management e del Supply Chain Management sono tradizionalmente fondate su modelli descrittivi che sviluppano tassonomie e tipologie utili ai fini dell'apprendimento dei contenuti della disciplina, ma difficilmente applicabili alla gestione operativa dell'attività.

Questa ricerca viene sviluppata al fine di colmare questo gap, e mira ad individuare i principi fondamentali che ispirano l'attività di gestione dei servizi e di gestione della supply chain, e che dovrebbero essere utilizzati nell'ambito della formazione professionale del management che viene assegnato a posizioni quali direttore di imprese di servizi o direttore della supply chain.

I risultati di questa ricerca condurranno all'identificazione dei criteri guida nella formazione del service management e della supply chain, e allo sviluppo di modelli teorici applicabili alla realtà professionale.

I miei co-autori di gestione di servizio includono gli seguenti esperti distinti:

- Arthur V. Hill, Carlson School of Management, Università di Minnesota
- James A. Fitzsimmons, Red McCombs School of Business, Università di Texas
- Susan Meyer Goldstein, Olin School of Business, Università di Washington
- Julie M. Hays, Graduate School of Business, Università di St. Thomas
- Ron Zemke, Presidente, Performance Research Associates, Inc.

I miei co-autori di supply chain management includono gli seguenti esperti distinti:

- Arthur V. Hill, Carlson School of Management, Università di Minnesota
- Ram Narasimhan, The Eli Broad School of Business, Michigan l'Università Statale
- Kingshuk K. Sinha, Carlson School of Management, Università di Minnesota
- Sum Chee Chuong, Faculty of Business Administration, Singapore l'Università Nazionale
- Thomas E. Vollmann, IMD International

, il Suo aiuto è di grande importanza ai fini della significatività dei risultati della nostra ricerca. Confidiamo pertanto nella Sua disponibilità a partecipare a questo studio, sottolineando che I risultati della ricerca verranno condivisi con i partecipanti. La ricerca si svolge su un campione di osservazioni raccolte a livello internazionale. Abbiamo già ottenuto significativi riscontri in diversi paesi europei, e sarebbe pertanto estremamente utile poter approfondire la ricerca con riferimento all'Italia, ai fini di ottenere un quadro globale.

Le chiederemmo gentilmente di inoltrare la seguente mail alla Sua rete di esperti, al fine di invitarli a partecipare al nostro studio.

Ringraziamo in anticipo per la cortese attenzione e confidando nella Sua disponibilità alla partecipazione allo studio cogliamo l'occasione per inviare distinti saluti.

Annibal José Scavarda
AScavarda@csom.umn.edu

Email invitation translation - Portuguese email

Prezados acadêmicos e profissionais de empresas e institutos,
Estou fazendo o meu programa de doutorado no Departamento de Engenharia Industrial da Pontifícia Universidade Católica do Rio de Janeiro. Como parte deste programa faço um estágio “sanduíche” aqui nos E.U.A. na Carlson School of Management da Universidade de Minnesota. Juntamente com renomados nomes do Gerenciamento da Cadeia de Suprimentos e da Gestão de Serviços estou fazendo duas pesquisas em paralelo, uma sobre os fundamentos do Gerenciamento da Cadeia de Suprimentos e uma outra sobre os fundamentos da Gestão de Serviços. Estamos fazendo dois estudos de Delphi de três turnos cada. Tanto os acadêmicos quanto os profissionais de empresas e institutos envolvidos nestas áreas estão fortemente convidados a participar.

Os meus co-autores de Gestão de Serviços incluem os distintos especialistas:

- Professor Arthur V. Hill, Carlson School of Management, University of Minnesota
- Professor James A. Fitzsimmons, Red McCombs School of Business, University of Texas
- Professor Susan Meyer Goldstein, Olin School of Business, Washington University
- Professor Julie M. Hays, Graduate School of Business, University of St. Thomas
- Mr. Ron Zemke, President, Performance Research Associates, Inc.

Os meus co-autores de Gerenciamento da Cadeia de Suprimentos incluem os distintos especialistas:

- Professor Arthur V. Hill, Carlson School of Management, University of Minnesota
- Professor Ram Narasimhan, The Eli Broad School of Business, Michigan State University
- Professor Kingshuk K. Sinha, Carlson School of Management, University of Minnesota
- Professor Sum Chee Chuong, Faculty of Business Administration, National University of Singapore
- Professor Thomas E. Vollmann, IMD International

Estamos querendo obter uma visão global dos dois temas. Nós já possuímos significativos dados do Continente Norte-Americano, Europa, Ásia e Oceânia. Eu acho essencial que o Brasil e a América Latina em geral também influenciem significativamente estas pesquisas. O(a) senhor(a) é fortemente convidado(a) a participar em um ou ambos, dependendo de suas áreas de especialidade. Nós compartilharemos os resultados de cada turno com o(a) senhor(a).

Mais detalhes de como participar e acessar as WebPages seguem abaixo.

Conto com a sua participação!

Atenciosamente,

Annibal

AScavarda@csom.umn.edu

Email invitation translation - Russian email

Уважаемый <person's name>:

Я аспирант на Отделении Промышленной Инженерии (Pontifícia Universidade Católica do Rio de Janeiro). В настоящее время я учусь на Школе Манаджмента (управления) имени Карлсон в Университет Миннесоты.

Я заинтересован на получении Вашей помощи в моей работе в областях манаджмента обслуживания и манаджмента цепи подставки (supply chain management).

У нас есть многие описательные “frameworks” как для манаджмента обслуживания так и для манаджмента цепи поставки, но лишь некоторые нормативные “frameworks” со экспериментальным основанием чтобы руководит манаджеры. Мы определили это исследование как поиск основных принципов которые нужно преподавать новому манаджеру обслуживания или цепи поставки.

Это исследование будет служить руководством для тех кто преподают манаджмент обслуживания или манаджмент цепи подставки. Оно тоже будет служит основанием для будущих исследований и обеспечит полезные умственные модели для практикующих.

Мы стараемся получать глобальный взгляд (видение) из этих двух областей. У нас уже есть мног ответчиков от многих стран, но мы бы хотели иметь больше ответов от России также как от их европейских и азиатских соседей.

Среди моих со-авторов в области манаджмента обслуживания находятся следующие видные специалист как:

- Arthur Hill, Carlson School of Management, University of Minnesota
- James A. Fitzsimmons, Red McCombs School of Business, University of Texas
- Ron Zemke, President, Performance Research Associates, Inc.
- Julie Hays, University of St. Thomas
- Susan Meyer, Washington University

Среди моих со-авторов в области манаджмента цепях обслуживания:

- Arthur Hill, Carlson School of Management, University of Minnesota
- Kingshuk Sinha, Carlson School of Management, University of Minnesota
- Ram Narasimhan, The Eli Broad School of Business, Michigan State University
- Thomas E. Vollmann, IMD International

Мы глубоко благодарим если Вы послали этот з-майл.

Спасибо заранее за Вашу помощь,

Annibal José Scavarda

AScavarda@csom.umn.edu

Email invitation translation - Spanish email

Estimado <person's name>:

Estoy haciendo mi doctorado en el Departamento de Ingeniería Industrial de la Universidad Católica Pontificia de Rio de Janeiro/ Brasil y en el Carlson School of Management de la Universidad de Minnesota/ EE.UU. Junto con los ilustres nombres de la Gestión de la Cadena de Suministro y de la Gestión de Servicios estoy haciendo dos investigaciones en paralelo, una sobre los fundamentos de la Gestión de la Cadena de Suministro y otra sobre los fundamentos de la Gestión de Servicios. Estamos haciendo dos estudios Delphi de tres rondas cada uno. Tanto los académicos como los profesionales de compañías e institutos están fuertemente invitados a participar.

Agradeceríamos que pudiera ayudarnos con nuestra investigación sobre la Gestión de la Cadena de Suministro y la Gestión de Servicios.

Mis coautores de la Gestión de Servicios incluyen los siguientes expertos distinguidos nombres:

- Arthur V. Hill, Carlson School of Management, Universidad de Minnesota
- James A. Fitzsimmons, Red McCombs School of Business, Universidad de Texas
- Susan Meyer Goldstein, Olin School of Business, Universidad de Washington
- Julie M. Hays, Olin School of Business, Universidad de St. Thomas
- Ron Zemke, President, Performance Research Associates, Inc.

Mis coautores de la Gestión de la Cadena de Suministro incluyen los siguientes expertos distinguidos nombres:

- Arthur V. Hill, Carlson School of Management, Universidad de Minnesota
- Ram Narasimhan, The Eli Broad School of Business, Universidad de Michigan State
- Kingshuk K. Sinha, Carlson School of Management, Universidad de Minnesota
- Sum Chee Chuong, Faculty of Business Administration, Universidad Nacional de Singapur
- Thomas E. Vollmann, IMD International

Queremos obtener una visión global de los dos temas. Ya tenemos datos significativos del Continente Norteamericano, Europa, Asia y Oceanía. Creo que es esencial que Peru/ América Latina también influya significativamente en estas investigaciones.

, ya estoy enviando electrónicamente los e-mails con el acceso a las páginas web de las investigaciones respectivas invitando a algunas personas a participar. Apreciaría mucho si usted fuera capaz de enviarme una lista de e-mails, o si usted prefiere, si usted fuera capaz de mandar electrónicamente el mensaje debajo a su red de expertos para invitarlos a participar en nuestros dos estudios Delphi.

A continuación, doy más detalles de cómo participar y acceder a las páginas web.
¡Cuento también con su participación!

Un saludo cordial,

Annibal José Scavarda

AScavarda@csom.umn.edu

Email invitation translation - Swedish email

Kära <person's name>:

Jag är en Filosofie doktor (Ph.D.) student och jag arbetar med min doktorsavhandling vid the Department of Industrial Engineering, Pontifical Catholic University, Rio de Janeiro och the Carlson School of Management, University of Minnesota, Minneapolis.

Medan vi har mängder av beskrivningar av ramar, taxonomier, och typologier för såväl service management som supply chain management, så har vi få forskningsbaserade normgivande ramar som kan vägleda våra chefer. Vi har begränsat vår forskning till att finna de principer vi anser nya service- eller supply chain chefer ska utbildas i. Forskningen ska dels fungera som vägledning för de som redan utbildar i service- och supply chain management, dels som en grund för fortsatt forskning, och dels som sinnesbilder för utövare.

Skulle ni vänligen vilja hjälpa oss med vår forskning kring service-och supply chain management.

Mina service management medförfattare inkluderar följande framstående experter:

- Professor Arthur V. Hill, Carlson School of Management, University of Minnesota
- Professor James A. Fitzsimmons, Red McCombs School of Business, University of Texas
- Professor Susan Meyer Goldstein, Olin School of Business, Washington University
- Professor Julie M. Hays, Graduate School of Business, University of St. Thomas
- Mr. Ron Zemke, President, Performance Research Associates, Inc.

Mina supply chain management medförfattare inkluderar följande framstående experter:

- Professor Arthur V. Hill, Carlson School of Management, University of Minnesota
- Professor Ram Narasimhan, The Eli Broad School of Business, Michigan State University
- Professor Kingshuk K. Sinha, Carlson School of Management, University of Minnesota
- Professor Sum Chee Chuong, Faculty of Business Administration, National University of Singapore
- Professor Thomas E. Vollmann, IMD International

Vi skulle verkligen uppskatta om du kunde maila texten nedan till ditt nätverk av management expertis och därmed bjuda in dem till att delta i våra två Delphi studier.

Du är också välkommen att delta i en eller båda dessa studier, beroende av dina expertis områden. Vi kommer också att dela med oss av våra resultat till dig efter varje omgång. Vi försöker uppnå en global syn inom dessa områden och medan vi redan har betydande data från några europeiska länder, så skulle vi väldigt gärna vilja ha fler respondenter från Sverige.

Tack på förhand för all hjälp. Vänligen,
Annibal José Scavarda

AScavarda@csom.umn.edu

Email invitation translation - Traditional Chinese email

親愛的Yoly Leung:

我是一名Pontifical Catholic University of Rio de Janeiro 大學工業工程系的博士生，
現就讀于明尼蘇達大學卡爾森管理學院。

我可以在您的幫助下做服務管理和供應連鎖管理方面的研究。雖然我們有許多關於服務管理
和供應連鎖管理的描述性架構，
但是我們幾乎沒有基於研究的規範性架構給管理人員以指導。
我們把這項研究設計為發現可以用於教育服務經理新手或者供應連鎖經理新手的核心原則。
此項研究將會為那些教授服務和供應連鎖管理的人員提供指導方針，
為未來的研究打下基礎，以及為執行人員提供有用的心智思考模型。

我們試圖在這兩個領域獲得全球視野。我們將會從您的領域裡得到更多的回應者。

我的服務管理研究合作者包括以下傑出的專家：

Arthur Hill, 明尼蘇達大學卡爾森管理學院

- James A. Fitzsimmons, 德克薩斯大學Red McCombs商學院
- Ron Zemke, President, 勤效研究會, 公司總裁
- Julie Hays, 聖·托馬斯大學
- Susan Meyer, 華盛頓大學

我的供應連鎖管理研究合作者有以下傑出的專家：

- Arthur Hill, 明尼蘇達大學卡爾森管理學院
- Kingshuk Sinha, 明尼蘇達大學卡爾森管理學院
- Ram Narasimhan, 密支安州立大學Eli Broad商學院
- Thomas E. Vollmann, IMD International

**如果您能把下面的信息用電子郵件發給你的管理專家網絡，
邀請他們參加我們的兩個Delphi研究，我們對您表示衷心的感謝。**

預先對您的惠助表示感謝！

Annibal José Scavarda
A.Scavarda@csom.umn.edu

Email invitation translation - Ukrainian email

Шановний Експерт по Менеджементу,
Я - студент по Професорській Степені в Департаменті Промислового Інженерінга, Понтифічного Католицького Університету в Ріо-Де-Жанейро. В даний момент я вчусь в Карлосонській Школі Менеджементу Університету Мінесоти.

Я міг би використати твою допомогу в моїх розробках по сервіс-менеджементу та по забезпеченні сітєвого менеджменту.

Доки в нас є описаний каркас по сервіс-менеджементу і по забезпеченні сітєвого менеджменту, мы маємо декілька розроблених базових основних робіт для представлення менеджерам. Ми відформатуємо цю розробку відповідно до головних принципів, щоб його можна було подати для нових сервіс-менеджерів або нових менеджерів сітєвого забезпечення. Це дослідження буде провідником для тих, хто надає менеджмент послуги та сітєвого забезпечення, формуючи фонд для майбутніх дослідників, і надавати корисні поради для практикуючих.

Ми пробуємо досягнути глобального погляду в цих двох областях. Ми завжди маємо респондентів з декількох Європейських країн, але ми бажали мати більше респондентів з вашого регіону. Мої спів-автори по сервіс-менеджементу включають слідуючих відомих експертів:

Артур Хілл, Карлосонська Школа Менеджементу, Університет Мінесоти
Джаймес А. Фітзімонс, Школа Бізнесу "Red McCombs", Університет Техасу
Рон Земке, Президент, Асоціації Представників Досліджень
Джуді Хаус, Університет Св"ятого Томаса
Сьюзан Мзіер, Вашингтонський Університет

Моє спів-автори по забезпеченні сітєвого менеджменту включають в себе слідуючих відомих експертів:

Артур Хілл, Карлосонська Школа Менеджементу, Університет Мінесоти
Кінгшук Синга, Карлосонская Школа Менеджмента, Університет Мінесоти
Рам Нарасимхан, Школа Бізнесу "Eli Broad", Університет Штату Мічіган
Томас Е. Вольман, IMD International

Ми будемо це дуже цінити, якщо Ви направите електронною поштою дане повідомлення по сітці своїх експертів по менеджменту для запрошення їх прийняти участь в наших двох навчаннях **Delphi**.

Дякую наперед за вашу допомогу.

Аннібал Хосе Скаварда

Apêndice II:

O convite por e-mail para o primeiro turno da pesquisa via Internet (SCM)

Dear Management expert:

Please help us with our research about service management and supply chain management.

We are building normative frameworks for (1) supply chain management and (2) service management using Delphi surveys. These web-based surveys involve three rounds, each requiring less than five minutes. We invite you to participate in one or both, depending upon your areas of expertise. We will share the results of each round with you. Thanks in advance for your help.

The Ten Commandments of Supply Chain Management

Please go to this Web Page for Round 1: <http://legacy.csom.umn.edu/AHill/Scmten/>

Professor Arthur V. Hill, Carlson School of Management, University of Minnesota
 Professor Ram Narasimhan, The Eli Broad School of Business, Michigan State University
 Professor Kingshuk K. Sinha, Carlson School of Management, University of Minnesota
 Professor Sum Chee Chuong, Faculty of Business Administration, National University of Singapore
 Professor Thomas E. Vollmann, IMD International
 Annibal José Scavarda, Department of Industrial Engineering, Pontifical Catholic University of Rio de Janeiro

The Ten Commandments of Service Management

Please go to this Web Page for Round 1: <http://legacy.csom.umn.edu/AHill/Smten/>

Professor Arthur V. Hill, Carlson School of Management, University of Minnesota
 Professor James A. Fitzsimmons, Red McCombs School of Business, University of Texas
 Professor Susan Meyer Goldstein, Olin School of Business, Washington University
 Professor Julie M. Hays, Graduate School of Business, University of St. Thomas
 Mr. Ron Zemke, President, Performance Research Associates, Inc.
 Annibal José Scavarda, Department of Industrial Engineering, Pontifical Catholic University of Rio de Janeiro

It would be great if you could forward these links to other academics and practitioner management experts.

Cordially,

Arthur V. Hill
 The John and Nancy Lindahl Professor
 Professor of Operations and Management Science
 Curtis L. Carlson School of Management
 University of Minnesota
 Operations & Management Science Department
 321 19-th Avenue South -- Room 3-140
 Minneapolis, Minnesota 55455-0413 USA

U. of M. office: 612-624-4015 (CSOM 3-229)

Cellular: 612-232-2542

Fax: 612-624-8804

e-mail: ahill@umn.edu

Web Page:

umn.edu/home/ahill

Apêndice III:

O convite por e-mail para o segundo turno da pesquisa via Internet (SCM)

Dear <Name>:

Thank you for participating in our "Ten Commandments" Research Study to build a normative framework for supply chain management. We have framed this research study as finding the core principles that should be taught to a new supply chain manager. This study will provide useful mental models for practitioners/consultants, form a foundation for future research, and provide guidance for those who teach supply chain management.

We are pleased to report that in Round 1, more than 800 respondents from more than 85 countries, 100 companies/departments, and 400 universities/schools provided more than 2000 supply chain management principles. Go to the link below to see the Round 1 results and begin Round 2.

<http://legacy.csom.umn.edu/AHill/ScmtenR2/>

Thanks for your help.

Professor Arthur V. Hill, Carlson School of Management, University of Minnesota

Professor Ram Narasimhan, The Eli Broad School of Business, Michigan State University

Professor Kingshuk K. Sinha, Carlson School of Management, University of Minnesota

Professor Sum Chee Chuong, Faculty of Business Administration, National University of Singapore

Professor Thomas E. Vollmann, IMD International

Annibal José Scavarda, Department of Industrial Engineering, Pontifical Catholic University of Rio de Janeiro

Go to the link below if you want to see the parallel service management survey.

<http://legacy.csom.umn.edu/AHill/SmtenR2/>

If you have any questions or comments, contact Annibal José Scavarda at annibal@rdc.puc-rio.br or AScavarda@csom.umn.edu.

Apêndice IV:

O primeiro turno da pesquisa via Internet (SCM)

The Ten Commandments of Supply Chain Management

Research Study - Round 1

Please help us identify "The Ten Commandments of Supply Chain Management." This Delphi study involves three rounds, each requiring less than five minutes. We will share the results of each round with you. Thanks in advance for your help.

Professor Arthur V. Hill, Carlson School of Management, University of Minnesota
 Professor Ram Narasimhan, The Eli Broad School of Business, Michigan State University
 Professor Kingshuk K. Sinha, Carlson School of Management, University of Minnesota
 Professor Sum Chee Chuong, Faculty of Business Administration, National University of Singapore
 Professor Thomas E. Vollmann, IMD International
 Annibal José Scavarda, Department of Industrial Engineering, Pontifical Catholic University of Rio de Janeiro

Write three principles that should be taught to all new supply chain managers. Please write principles as if/then statements such as "if you exercise daily, then you will likely live a long life." All principles should be important and obvious.

Identify your areas of expertise by checking one or more below.

☐ Customer relationship management

☐ Demand management

☐ Finance/accounting/economics

☐ Global/strategic management

☐ Inventory management

☐ Logistics/transportation

☐ Manufacturing/operations management

☐ Marketing management

- ☐ New product development
- ☐ Human resource management
- ☐ Process design
- ☐ Purchasing/procurement/supplier development
- ☐ Quality management
- ☐ Service management
- ☐ Supply chain management
- ☐ Technology management
- ☐ Warranty/returns/customer service management

(s)

address

n/Organization

Click to Submit Your Answers

Clear All

Please help us out by forwarding this survey link to knowledgeable academics and practitioners. You are also invited to participate in our parallel service management survey at <http://legacy.csom.umn.edu/AHill/Smten>. For help contact Professor Art Hill at ahill@umn.edu or 612-232-2542.

The Institutional Review Board: Human Subjects Committee of the University of Minnesota has approved this research study.

July 18, 2003

Apêndice V:

O segundo turno da pesquisa via Internet (SCM)

The Ten Commandments of Supply Chain Management

Research Study - Round 2

Thanks for helping us identify "The Ten Commandments of Supply Chain Management" in Round 1 of this Delphi study. Click [here](#) if you want to see the Round 1 results. The Round 2 survey is below.

Professor Arthur V. Hill, Carlson School of Management, University of Minnesota

Professor Ram Narasimhan, The Eli Broad School of Business, Michigan State University

Professor Kingshuk K. Sinha, Carlson School of Management, University of Minnesota

Professor Sum Chee Chuong, Faculty of Business Administration, National University of Singapore

Professor Thomas E. Vollmann, IMD International

Annibal José Scavarda, Department of Industrial Engineering, Pontifical Catholic University of Rio de Janeiro

How many years have you worked in the supply chain management area?

Do you consider yourself an expert in supply chain management?

Do you consider yourself primarily a ☐ professor/academic or a ☐ practitioner/consultant?

[Click here to start the survey](#)

[Clear](#)

Please evaluate the strength of the relationship between the "A" variable and each "B" variable below by using either the dropdown boxes or just typing the number. You can tab to the next row. Leave a row blank if you have difficulty making an evaluation. Click on a variable name to see its definition.		
	Variable A: Information quality - The accuracy and timeliness of data in the supply chain.	Relationship between A and B
Variable B:	Supply chain design	
Variable B:	Demand and capacity management skill	
Variable B:	Agility and leadtime	
Variable B:	Supply chain information technology skill	
Variable B:	Supply chain view	
Variable B:	Variability and bullwhip management skill	
Variable B:	Supply chain performance	
Variable B:	Information sharing and coordination	
Variable B:	Sourcing skill	
Variable B:	Supply chain and industry understanding	
Variable B:	Supply chain trust and integrity	
Variable B:	Efficiency	
Variable B:	Understanding of the supplier	
Variable B:	Inventory management skill	
Variable B:	Quality	
Variable B:	Risk management skill	
Variable B:	Planning process	

Variable B:	<u>Service level</u>	
Variable B:	<u>Understanding of the customer</u>	
Variable B:	<u>Organizational management skill</u>	
Variable B:	<u>Customer focus</u>	
Variable B:	<u>Cost understanding</u>	
Variable B:	<u>Integration</u>	
Variable B:	<u>Strategic fit</u>	
Variable B:	<u>Metrics application skill</u>	
Variable B:	<u>Collaborative skill</u>	

Your email address for the Round 2 results

o submit this data

Clear All

this data and analyze another "A" variable

If you would like to analyze more "A" variables, please feel free to access this web page as many times as you would like.

You are encouraged to forward this survey link to other knowledgeable practitioners and academics. Thank you for your help with this important research.

For help on this survey, contact Annibal José Scavarda at AScavarda@csom.umn.edu.

The Institutional Review Board: Human Subjects Committee of the University of Minnesota has approved this research study. Click [here](#) to access the consent form.

October 28, 2003

Page 2 of 2

Apêndice VI:

O agradecimento via Internet do primeiro turno da pesquisa (SCM)

SCM Round 1

Ten Commandments of Supply Chain Management Survey, Round 1, Completed

Thank you very much for your help.

<Time and Date>.

Carlson School of Management

Apêndice VII:

O agradecimento via Internet do segundo turno da pesquisa (SCM)

SCM Round 2

The Ten Commandments of Supply Chain Management

Research Study - Round 2

Thank you very much for helping us with Round 2 of "The Ten Commandments of Supply Chain Management."

Your submission was received at GMT <Time and Date>. We will send a summary of the Round 2 results to your email address, <the respondent's email>, when we begin Round 3.

Professor Arthur V. Hill, Carlson School of Management, University of Minnesota

Professor Ram Narasimhan, The Eli Broad School of Business, Michigan State University

Professor Kingshuk K. Sinha, Carlson School of Management, University of Minnesota

Professor Sum Chee Chuong, Faculty of Business Administration, National University of Singapore

Professor Thomas E. Vollmann, IMD International

Annibal José Scavarda, Department of Industrial Engineering, Pontifical Catholic University of Rio de Janeiro

For help on this survey, contact Annibal José Scavarda at AScavarda@csom.umn.edu.

Apêndice VIII:

As frequências das 27 variáveis (SCM)

Variable name	Count X	Count Y	Sum
Agility and leadtime	100	61	161
Collaborative skill	234	69	303
Cost understanding	52	26	78
Customer focus	59	5	64
Demand and capacity management skill	77	26	103
Efficiency	26	77	103
Information quality	31	4	35
Information sharing and coordination	164	26	190
Integration	51	17	68
Inventory management skill	52	75	127
Metrics application skill	89	17	106
Organizational management skill	67	4	71
Planning process	66	12	78
Quality	25	14	39
Risk management skill	33	5	38
Service level	14	42	56
Sourcing skill	47	11	58
Strategic fit	140	17	157
Supply chain and industry understanding	144	18	162
Supply chain design	84	18	102
Supply chain information technology skill	66	15	81
Supply chain performance	5	1331	1336
Supply chain trust and integrity	41	10	51
Supply chain view	157	8	165
Understanding of the Customer	60	3	63
Understanding of the Supplier	57	7	64
Variability and bullwhip management skill	35	58	93

Apêndice IX:
As frequências dos respondentes por país/território (SCM)

Country	Number of responses	Total number of responses
Argentina		2
Australia		23
Austria		2
Belgium		4
Brazil		67
Bulgaria		2
Canada		29
China	1	
China - Hong Kong	8	
China - Macau	4	
China total		13
Colombia		9
Croatia		7
Cyprus		1
Czech Republic		14
Denmark		3
Dominican Republic		1
Egypt		2
El Salvador		1
Estonia		4
Fiji		2
Finland		8
France		9
French Polynesia		1
Germany		21
Greece		3
Guatemala		1
Hungary		3
Iceland		1
India		8
Indonesia		3
Ireland		1
Israel		5
Italy		15
Iran		2
Japan		4
Jordan		1
Kuwait		3
Latvia		1

Lebanon		5
Malaysia		6
Malta		2
Mexico		5
Netherlands		3
New Zealand		10
Nicaragua		1
Norway		2
Pakistan		2
Palestine		2
Paraguay		1
Peru		1
Philippines		2
Poland		2
Portugal	7	
Portugal - Açores	1	
Portugal total		8
Republic of Ireland		4
Romania		1
Russia		5
Singapore		8
Slovenia		10
South Africa		11
South Korea		2
Spain		13
Sri Lanka		3
Sweden		14
Switzerland		4
Taiwan		8
Thailand		4
Turkey		3
UK	1	
UK - England	39	
UK - Northern Ireland	1	
UK - Scotland	8	
UK - Wales	1	
UK total		50
United Arab Emirates		4
USA		235
West Indies - Jamaica		1
West Indies - Barbados		1
Yugoslavia		2
Zimbabwe		1

Apêndice X:
A contagem de frequência por universidade/escola (SCM)

Universities	Schools	Respondents
Academy of National Economy under RF Government	Graduate School of Financial Management	1
Air Force Institute of Technology	Graduate School of Engineering and Management	1
Air Force Institute of Technology		1
AL Akhawayn		1
Alcorn State University		1
American University in Cairo		1
American University of Beirut		2
American University of Beirut	Olayan School of Business	1
Arizona State University	W.P. Carey School of Business	7
ARNES - Akademska in raziskovalna mreža Slovenije		1
Asian Institute of Management		1
Asian Institute of Technology	School of Management	2
Aston University		1
Auburn University		1
Babson College		1
Bilkent University	Faculty of Business Administration	1
Birzeit University		1
Bordeaux Business School		1
Bowling Green State University		1
Brawijaya University		1
Brigham Young University	Marriott School of Management	1
Brno University of Technology	Business and Management	3
Budapest University of Technology and Economics	Department of Industrial Management	1
Butler University		1
Calcutta University		1
Cardiff University	Logistics Systems Dynamics Group	1
Carlos III University		1
Carnegie Mellon University		1
Case Western Reserve University	Weatherhead School of Management	1
Catholic University of Goiás		1
Central European University	Ops. Mgmt	1
Central Queensland University		1
Centro Federal de Educação Tecnológica - Campos		2
Ceram Business School		2
CERGE-EI Prague		1
Chalmers University of Technology	Department for Logistics and Transportation	1
Chalmers University of Technology		1

China Europe International Business School, Shanghai		1
Chinese University of Hong Kong		2
Chung Yuan Christian University		1
City University	Cass Business School	1
City University of Hong Kong	Deptment of Accounting	1
City University of Hong Kong		1
Clark University		1
Clemson University		3
Concordia University	John Molson School of Business	2
Copenhagen Business School	Dept. of Operations Management	1
Cornell School of Hotel Administration	School of Hotel Administration & Cornell Hotel and Restaurant Administration Quarterly	1
Council on Foreign Relations		1
Cranfield University	Cranfield School of Management	7
Curtin University	Graduate School of Business	2
Czech Technical University of Prague		1
Czech Technical University of Prague	Faculty of Transportation Sciences	2
Dalhousie University		1
Darmstadt Technical University		1
De Montfort University		1
Deemed University	Narsee Monjee Institute of Management	1
DeGroote School of Business		1
DePaul University		1
Domino UK Limited		1
Dresden Technical University		1
Dubai University College		1
E.M.LYON		1
Eastern Mediterranean University		1
Eastern Mediterranean University	Department of Industrial Engineering	1
Ekonomski Fakultet Rijeka		1
Ekonomski Fakultet Zagreb		1
Elmhurst College		1
Emory University	The Goizueta Business School	1
Emory University		2
Engineering School of Sevilla		1
ESADE University	ESADE Business School - Operations and Innovation Management Department	1
ESADE University, Barcelona	ESADE Business School	1
ESCP-EAP European School of Management		1
Evcoplastics	EVCO Plastics	1
Faculdade Santa Giulia		1
Facultes Universitaires Catholiques de Mons	CREGI	1
Facultes Universitaires Notre-Dame De La Paix		1
Federal University of Itajubá		1
Federal University of Minas Gerais	Adminstration	1
Federal University of Minas Gerais		1
Federal University of Ouro Preto		2

Federal University of Rio de Janeiro		2
Federal University of Rio Grande do Norte		1
Federal University of Rio Grande do Sul	Industrial Eng. Graduate Program	1
Federal University of Santa Catarina		3
Federal University of São Carlos		3
Fernando Pessoa University	Faculdade de Ciências Humanas e Sociais	1
Fluminense Federal University		2
Fordham University		1
Fundação Getulio Vargas	Escola de Administração de Empresas de São Paulo	2
George Mason University		1
George Washington University	School of Business	2
Georgetown University		1
Georgia Institute of Technology	DuPree College of Management	1
Georgia State University		2
Harvard University	Harvard Business School	3
HEC Montreal	Case Centre	1
HEC Paris	School of Management	2
Helsinki University of Technology	Industrial Management	2
Heriot-Watt University		1
Hiroshima University		1
Ilmenau Technical University		1
IMD International		2
Imperial College London	Centre for Food Chain Research	1
Indian Institute of Management Bangalore		2
Indian Institute of Science	Dept. of Management Studies	1
Indian Institute of Technology	Department of Management Studies	1
Indian Institute of Technology Delhi		1
Indiana University		1
Indiana University of Pennsylvania	Department of Management	1
Indiana University, Bloomington		1
INSEAD		2
Institute for Service Industry Research (IRAT) - National Research Council (CNR)		1
Institute of Economics, Zagreb		1
Institute of Information Theory and Automation of the Academy of Sciences of the Czech Republic		1
Institute of Logistics and Transport		1
Instituto de Educação Superior da Paraíba		1
Instituto Tecnológico Autónomo de México	Department of Industrial & Operations Engineering	1
Iowa State University	College of Business	2
IPMI Business School		1
Irkutsk State University	Siberian-American School of Management	1
John Carroll University		1
Jönköping University	Jönköping International Business School	1
K.U.Leuven	Business School	1
Kansas State University		1

Keio University	Marketing	1
Kennesaw State University		1
Korea Advanced Institute of Science and Technology	Graduate School of Management	2
Kuwait University	Chemical Engineering Dept	1
Kuwait University		2
Lahore University of Management Sciences		2
Lancaster University		2
Lappeenranta University of Technology		1
Linköpings University	Linköping Institute of Technology	2
Linköpings University		2
London Metropolitan University		1
Louisiana State University	ISDS Dept	2
Luleå University of Technology	Industrial logistics	1
Luleå University of Technology		1
Macquarie Graduate School of Management		1
Massachusetts Institute of Technology	Sloan School of Management	2
Methodist University of Piracicaba (UNIMEP) & University of São Paulo	Núcleo de Manufatura Avançada da Universidade de São Paulo NUMA	1
Miami University		1
Michigan State University	The Eli Broad School of Business	5
Monash University		1
Multimedia University, Malaysia	Centre for Borderless Markets and Economies	1
Multimedia University, Malaysia		2
National Central University		2
National Cheng Kung University		1
National Chiao Tung University		1
National Institute of Development Administration, Bangkok		1
National University of Science and Technology - Zimbabwe		1
National Dong-hwa University		1
National University of Singapore	Faculty of Business Administration	8
New Jersey Institute of Technology	Industrial Eng	1
New York University	Stern School of Business	1
North Carolina State University		1
North Fluminense State University		1
Northwestern University	Kellogg School of Management	1
Northwestern University		1
Norwegian School of Economics		1
Norwegian University of Science and Technology	Sintef Industrial Management	1
Notre Dame University, NDU, Lebanon		1
Novasoft	Development and SAP	1
Ohio State University	Fisher College of Business	6
Ohio State University		1
Okayama University		1
Open University	Business School	2
Open University of Sri Lanka		1
Pennsylvania State University		3
Petrozavodsk State University		1

Petru Maior University		1
Polytechnic of Bari		1
Polytechnic of Milan		4
Polytechnic University		1
Polytechnic University of Cartagena		1
Pontifical Catholic University of Paraná		1
Pontifical Catholic University of Rio de Janeiro	Department of Industrial Engineering	4
Potchefstroom University	School of Entrepreneurship, Marketing and Tourism Management	1
Providence University		1
Queen's University Belfast		1
Queen's University, Kingston	Queen's School of Business	2
Rand Afrikaans University	Business School	2
Reykjavik University	Schools of Business	1
Rice University	Jones Graduate School of Business	1
Rollins College		2
Royal Institute of Technology	Division of Transportation and Logistics	1
Rutgers University		2
Saarland University		1
Saint Cloud State University	BCIS department	2
Sam Houston State University		1
Samford University		1
Santa Clara University	Retail Management Institute	1
Santa Clara University		1
São Paulo State University		1
Shahid Beheshti University		1
Sheffield Hallam University		1
Shell		1
Simon Fraser University		1
South Bank University	Business School	3
Southern Illinois University Carbondale		1
Stanford University	Libraries	1
Strathclyde University		2
Swedish School of Economics and Business Administration, Hanken		1
Syracuse University	School of Management	1
Syracuse University		1
Taganrog State University of Radio Engineering	Faculty of Economics, Management and Law	1
Tallinn Technical University		2
Tallinn Technical University	Faculty of Economics	1
Tarbiat Modarres University		1
Technical University of Denmark		1
Technion - Israel Institute of Technology	IE&M	1
Technische Universiteit Eindhoven		1
Technology Management Lund University		1
Tel Aviv University		3
Temple University	Fox School of Business	1
Tennessee Technological University		1
Terry College University of Georgia		1
Texas A&M University	Corpus Christi	1

Texas A&M University		4
Texas Christian University		1
The American University in Cairo		1
The Arab American University		1
The Hong Kong Polytechnic University	Dept. of Industrial and Systems Engineering	1
The Hong Kong Polytechnic University		2
The Neil Jones Food Companies		1
The University of Jordan		1
The University of Liverpool		1
The University of Malta, Msida		2
The University of the South Pacific, Suva		1
TNO Building and Construction Research		1
Turku School of Economics and Business Administration		2
UniCon		1
United Arab Emirates University	college of business and economics	1
United Arab Emirates University		1
Universidad Americana		1
Universidad Austral	Business School	1
Universidad Autónoma de Ciudad Juárez	Marketing	1
Universidad CentroAmericana José Simeón Cañas (UCA)		1
Universidad Complutense de Madrid	DMR Consulting E-Business Research Center	1
Universidad Francisco Marroquín		1
<u>Universidad Nacional Agraria La Molina</u>		1
Universidad Nacional del Centro de la Provincia de Buenos Aires - UNCPBA	Facultad de Ciencias Exactas	1
Université du Québec à Montréal	École Des Sciences de la Gestion	1
Université du Québec à Montréal		3
Universiteit Nijenrode		1
University College Dublin		3
University of Açores	Law	1
University of Alabama		1
University of Arizona		1
University of Arkansas	Walton College of Business	1
University of Auckland		4
University of Bath	School of Management	3
University of Beira Interior	Manegement and Economic Department	1
University of Belgrade	Faculty of Civil Engineering	1
University of Birmingham		1
University of Bologna		1
University of Brasília		1
University of Bremen		1
University of Brescia		1
University of Calgary	Haskayne School of Business	3
University of California, Los Angeles	Anderson School of Management	1
University of Cambridge	Istitute for Manufacturing	1
University of Campinas		1

University of Cape Town	Graduate School of Business	1
University of Cape Town	Management Studies	1
University of Cape Town		1
University of Caxias do Sul	Industrial engineering and Administration	1
University of Chicago	Graduate School of Business	1
University of Cincinnati	College of Business	4
University of Cyprus		1
University of Dayton		1
University of Dublin	School of Business Studies, Trinity College	1
University of Duisburg		1
University of Economics	Department of Business Logistics	1
University of Edinburgh		4
University of Évora		1
University of Exeter		1
University of Florida		2
University of French Polynesia		1
University of Girona		1
University of Glasgow	Centre for Supply Chain Management	1
University of Haifa		1
University of Hannover	School of Business Lucerne - Institut für Fabrikanlagen und Logistik	1
University of Houston		1
University of Idaho		1
University of Illinois at Urbana Champaign		1
University of Kansas		1
University of La Sabana	Business Administration	1
University of La Sabana	Operation Management Area	1
University of Latvia		1
University of Ljubljana	Faculty of Economics	4
University of Ljubljana		2
University of London	Imperial College London	1
University of London	London Business School	3
University of Louisville		2
University of Macau	Faculty of Business Administration	4
University of Macedonia		1
University of Magdeburg		2
University of Málaga		1
University of Marburg		1
University of Maribor	Faculty of economics and business	3
University of Marketing and Distribution Sciences		1
University of Maryland	Robert H Smith School of Business	3
University of Melbourne	European Australian Coop. Centre for Continuous Improvement and Global Innovation Management	1
University of Melbourne		1
University of Memphis		2
University of Miami	School of Business	1
University of Michigan		1

University of Minho	Department of Production and Systems Engineering	1
University of Minnesota	Carlson School of Management	9
University of Minnesota		2
University of Missouri - Kansas City	Bloch School of Business	1
University of Natal, Pietermaritzburg	The School of Business	1
University of Navarra	IESE Business School	2
University of Navarra		1
University of North Carolina	Chapel Hill's Kenan-Flagler Business School	3
University of North Carolina at Greensboro	The Joseph M. Bryan School of Business and Economics	1
University of North Texas		1
University of Notre Dame		3
University of Nottingham		1
University of Novi Sad		1
University of Oldenburg	Department of Economics	1
University of Oldenburg		1
University of Otago	School of Business	1
University of Oviedo		1
University of Oxford	Department of Engineering Science	1
University of Patras, University Campus	Department of Economics	1
University of Pennsylvania	The Wharton School	2
University of Pittsburgh		1
University of Pittsburgh at Greensburg		1
University of Porto	Faculty of Economics of Porto	2
University of Quebec in Montreal		1
University of Queensland	Business School	3
University of Redlands	School of Business	1
University of Ribeirão Preto		1
University of Rijeka	Faculty of Economics	2
University of Rijeka	Faculty of Economics and Tourism "dr. Mijo Mirković" Pula	1
University of Rousse	Metrology & Quality	1
University of São Paulo	Escola Politécnica	3
University of São Paulo	FIA	1
University of São Paulo		3
University of Saskatchewan	Aboriginal Business Education Programs	1
University of Saskatchewan		1
University of Seville	School of Engineering - Industrial Management Department	1
University of Sheffield		1
University of South Africa	Graduate School of Business Leadership	2
University of South Australia	School of Marketing	2
University of South Australia		1
University of Sri Jayewardenepura		1
University of Sri Jayewardenepura	Department of Finance	1
University of St.Gallen	Logistics and Technology Management	1
University of Stuttgart		1

University of Sydney	The Institute of Transport Studies	1
University of Sydney and University of New South Wales	Australian Graduate School of Management	1
University of Technology, Sydney	EMBA	1
University of Technology, Sydney		2
University of Texas at Arlington		1
University of Texas at Austin	Red McCombs School of Business	1
University of the Philippines		1
University of the South Pacific		1
University of the West Indies - Barbados		1
University of the West Indies - Jamaica		1
University of the West of England	Bristol Business School	1
University of the Witwatersrand	Wits Law School	1
University of the Witwatersrand	School of Economics and Business Sciences	1
University of Toledo	Department of Management	1
University of Toledo		1
University of Tulsa		1
University of Udine		1
University of Utah	Business School	1
University of Vale do Rio dos Sinos	Industrial Engineering	1
University of Vale do Rio dos Sinos		1
University of Virginia	Darden Graduate School of Business	5
University of Warwick	Warwick Business School	1
University of Washington	Business School	1
University of Washington, Bothell		1
University of West Bohemia	Faculty of Economics	1
University of Western	Ivey School of Business	2
University of Western	Ivey School of Business, Ontario	1
University of Western, Sydney	School of Management	2
University of Windsor		2
University of Wisconsin, Madison	School of Business	1
University of Wollongong		1
University of Wyoming		1
University of Zagreb	Graduate School of Business and Economy - Dept.of Marketing	1
University Paris, Dauphine		1
University Science Malaysia	School of Management	1
Univerzita Tomáše Bati ve Zlíne	Departement of Production management - Industrial Engineering	1
Univerzita Tomáše Bati ve Zlíne	Department of finance and accounting	2
URI - Campus Santiago		1
Van Nung Institute of Technology		1
Vanderbilt University		1
Växjö University	Business Logistics	1
Victoria University of Wellington		1
Vienna University of Economics and Business Administration	Department of Production Management	1
Vienna University of Economics and Business Administration		1

Virginia Polytechnic Institute and State University	Center for Forest Products Marketing and Management	1
Virginia Polytechnic Institute and State University		1
Virginia Polytechnic Institute and State University		1
Vrije Universiteit Amsterdam		1
Vrije Universiteit Brussel		1
VTT Technical Research Centre of Finland		1
Waikato University		1
Wake Forest University		2
Walailak University		1
Washington State University		1
Western Illinois University	Quad Cities	1
Widener University		1
Widya Mandala Surabaya Catholic University		1
Wilfrid Laurier University		1
Winona State University		1
Wright State University		1
Wyeth Consumer Healthcare		1
Xavier Institute of Management, Bhubaneswar		1
Yale University		1
York University		1
York University	Schulich School of Business	1
Zayed University	College of Business Sciences	1

Apêndice XI:

A contagem de frequência por titulação acadêmica (SCM)

Title	Respondents
A/L PhD Student	1
Acting Professor	1
Adjunct Professor	1
Administration Course Coordinator	1
Affiliate Professor	1
Assistant Professor	58
Assistant Professor of Decision & Information Analysis	1
Assistant Professor of Info. Systems	1
Assistant Professor of Management	1
Assistant Professor of Management Science	1
Assistant Professor of MIS	1
Assistant Professor of Operations Management	4
Assistant Professor, Journalism and Mass Communication	1
Associate Dean	2
Associate Dean and Director	1
Associate Dean for MBA and MS Programs	1
Associate Dean, Faculty of Economics&Tourism, Pula, Croatia, Europe	1
Associate Professor	58
Associate Professor in Business Logistics, Director of a Master in Transportation and Logistics	1
Associate Professor of Industrial and Manufacturing Systems Engineering	1
Associate Professor of Logistics and Supply Chain Management	1
Associate Professor of Management	2
Associate Professor of Operations	1
Associate professor of Production and Operation Management	1
Associate Professor of Strategy	1
Associate Professor of Supply Chain Management	3
Associate Professor Simulation (TU Delft-Faculty TPM & Research prof SCM)	1
Associate Professor; Director, Evening MBA Program	1
Associate Professsor (former Logistics Mgr, Business Mgr- domestic and international, and Director of MIS)	1
Associate Professsor in iiswbm and incharge of centre for research in material management	1
Associate Professsor of Project Management	1
Auditor	1
Business Consultant	1
Central Director	1
Chair	1
Chair of logistics and real estate	1
Chairman	1
Chairman and Professor	2

Chairman and Professor of Operations Management	1
Chairman of Production and Supply Chain Management	1
CIM-ICM Docoral Fellow	1
Co-Director	1
College Lecturer	1
Collins Professor of Marketing and IB	1
Consultant Manager	1
Controller	1
Coordinator	1
Coordinator of Information Systems School	1
Coordinator of MBA course in Production Management	1
Course Coordinator	1
Course Director	1
Dean	5
Department Head	3
Director	9
Director and Professor	1
Distinguished Professor	1
Doctoral Canidate	3
Donaldson Chair in Operations Management	1
Douglas Drane Assistant Professor of Information Technology	1
Environmental Manager	1
Faculty	6
Faculty Professor	1
Full Professor	2
Full Professor of Supply Chain management	1
Full Time Researcher	1
General manager in university	1
Graduate Assistant	1
Head of department	3
Head of School and Professor of Retail Marketing	1
Junior Professor	1
Key Account Manager	1
Lecturer	35
Lecturer and acting head, IS.	1
Lecturer and PhD Candidate	1
Lecturer Course Coordinator	1
Lecturer in Business Studies,	1
Lecturer in International Logistics and Distribution	1
Lecturer in Marketing	1
Lecturer in Operations Management	1
Lecturer in Supply Management	1
Lecturer of Management	1
Logistics Analyst	1
M.Sc. Research Student	1
Maître de conférences	1
Manager	1
Manager of Logistics Programs / lecturer	1
Manufacturing Manager	1
Marketing (Retailing) Professor	1

Marketing and Sales director	1
Marketing Instructor	1
Master of Logistisc	1
Mastering Student	1
MFG Engineer	1
MSc Production Engineering graduate student	1
Order Librarian	1
Ph.D. Candidate	11
Ph.D. Candidate- ABD status	1
Ph.D. Candidate and Researcher	1
Ph.D. Candidate Marketing and Supply Chain Management	1
Ph.D. in Economic	1
Ph.D. Master Assistant	1
Planning Analyst	1
Post-Graduate	1
Principal and Director	1
Principal- Applied Resources, LLP	1
Principal Lecturer	1
Professor	114
Professor and Dean	1
Professor and Researcher	1
Professor Emeritus of Management Science	1
Professor in Operations Management	1
Professor of Management	1
Professor of Business Logistics	1
Professor of Economics	1
Professor of Finance	1
Professor of Logistics	1
Professor of Management	4
Professor of Management Systems	1
Professor of Marketing	1
Professor of Microeconomics	1
Professor of Operational Research and Operations Management	1
Professor of Operations Management	3
Professor of Production and Operations Management	1
Professor of SCM Executive Education	1
Professor of Supply Chain Management	3
Program Director, IT Management	1
Programme Manager	1
Purchasing Agent/Inventory Management	1
Rawlco Program Counsellor and Director	1
Research and teaching assistant, private lecturer at several institution	1
Research Assistant	2
Research Fellow	5
Research in innovation technology in transportation	1
Research Officer	1
Research Scholar	1
Research Student	1
Researcher	5
Researcher in Logistics and Transport	1

Robert O. Arnold Professor of Business	1
Senior Fellow	2
Senior Lecturer	24
Senior Lecturer and Academic Director (MSc in Procurement Management)	1
Senior Lecturer in Marketing	1
Senior Lecturer in Operation Management and Director of MBA Programmes	1
Senior Lecturer of Property Studies	1
Senior Research Fellow	2
Senior Researcher	1
Seniour Researcher	1
Staff Tutor Lecturer, faculty of technology	1
Stagiary Assistant	1
Student	1
Supply Chain Manager	1
Teacher	3
Teacher and Researcher	1
Teacher Assistant	2
Technician	1
Technical Director, CMP, LLC	1
Tenneco Professor	1
Tenured professor and scientific advisor, Faculty of Economics Rijeka, Croatia	1
University Professor	1
Vice Dean	2
Visiting Professor	2
W. E. Mayberry Professor of Management	1

Apêndice XII:
A contagem de frequência por empresa/departamento (SCM)

Company	School	Respondents
3M Company	Six Sigma Black Belt for 3M's Industrial Supply Chain	1
3M Company	Six Sigma Master Black Belt	1
3M Company		3
AISI		1
Alditec		1
APICS - CFPIM, CIRM		1
APICS Chapter Queretaro, Mexico		1
APICS El Paso		1
APICS Region 12		1
APICS Region 13		1
Aracruz Celulose S.A	Transport	1
Assist Consulting		3
Astra Consultants		1
Bavaria S.A.		1
Birkenstock	Supply Chain Management	1
Born Information Services		1
Bright Logistics		1
Carl Bro		1
Centro Federal de Educação Tecnológica - Campos		2
Coca-Cola Bevande Italia	Demand & Operations Planning	1
Combustion Products Management Inc.	Residential	1
Companhia de Desenvolvimento e Urbanização de Joinville	Technic department	1
Consulting and Audit Canada		1
Cooper Industries	Sourcing	1
Coors Brewing Company		1
Danfoss A/S	Internal Strategic Purchasing	1
Deborah Hopen Associates, Inc.		1
Deloitte & Touche-Middle East		1
Deloitte Consulting	SCM	1
Deloitte Consulting		4
Deluxe Corp.	Supply Chain department	1
Departamento Nacional de Planeación		1
DoctuS		1
DRK Research and Consulting LLC		2
Duke Corporate Education, Inc.		1
Entegris, Inc.	Global Logistics	1
Entegris, Inc.	Global Supply Chain	1
ESYNC		1
Federação das Indústrias do Estado do Rio grande do Sul		1

FedEx Custom Critical, Inc.	Supply Chain Management	1
FedEx Custom Critical, Inc.	Supply Chain Management	1
Forschungszentrum Informatik		1
Fraunhofer Institut	Supply Chain Management	1
Fraunhofer Institut - Reutlingen		1
Fraunhofer Institut Produktionstechnik und Automatisierung (IPA)	Fraunhofer Community in Stuttgart	1
Fraunhofer Institut Produktionstechnik und Automatisierung (IPA)		2
Freese & Associates, Inc.		1
GE Fleet Services	Six Sigma	1
General Mills	Sales	1
General Motors Corp.	Service Parts Operations - Processing Centers and Logistics	1
General Motors Corp.		2
General Motors do Brasil	Material Flow	1
Georgia State University & CSR Building Materials		1
Guidant Corporation		1
Handleman Company	Supply Chain Management	1
Hewlett-Packard	Supply Chain Project	1
Honeywell Intl. Inc.		1
Hospital Pablo Tobón Uribe	Quality Department	1
IBM Colombia		1
ICON - SCM		1
IDS Scheer		1
Inrets F		1
Insight Venture Partners,		1
Instituto Dominicano de las Telecomunucaciones		1
Intercim, Inc.	Operations and Strategy	1
IQR International		1
Kimberly Clark		2
Lancaster University		2
L-Consult OÜ		1
Management Action Programs, Inc.		1
MANGO BP Consulting Inc.		1
M-real	eCollaboration development	1
MSI magazine	Reed Business Information	1
Musicland Inc.	Inventory Management and Mdse Planning	1
Nockrax Distribution	Distribution	1
Ocensa		1
Onward Incorporated		1
Oracle Corporation UK Limited		1
Panasonic		1
Pathfinder Consulting Solutions	Operations Project / Control Techniques	1
Pathfinder Consulting Solutions	Operations Project / Control Techniques	1
Phillips & Temro Industries	Operations	1
Pittiglio Rabin Todd & McGrath		1

Praxair		1
Prodigy		1
Rosoboronexport		1
SAP	SCM	1
Seagate Technology	R&D	1
Shell	Planning & Information	1
Siegfried		1
Siemens	Logistic	1
Silvon Software		1
SMART-fm international project		1
Sociedade Paulista de Tubos Flexíveis LTDA		1
SOLEurope The International Society of Logistics		1
SUDOP PRAHA a.s		1
Sunstrum Hanel & Associates Inc.		1
Supply Chain Visions		1
Tactica Consulting Group, L.L.C		1
Tapemark		1
TechnoLogica Ltd.	Operations Supply Chain Management	1
TelstraClear Ltd.	Supply Group	1
The Lexington Group		1
Tools & Metals, Inc.		1
Uniform Code Council, Inc.		1
United Defense Inc		1
United States Department of Agriculture	Forest Service	1
Universiti Sains Malaysia		1
University of Dallas	Graduate School of Management	1
University of Ottawa & The NorVic Group		1
Varian Semiconductor Equipment Associates, Inc.		1
Wear-Management		1

Apêndice XIII: A contagem de frequência por titulação profissional (SCM)

Title	Respondents
Assistant Vice-President	1
Associate Professor and Consultant	1
Australian Coordinator	1
Business Specialist	1
CEO	2
CEO/Professor	1
Chairman	1
Chief of section	1
Consultant	7
Consultant in operations and financial management	1
Consultant, previously EVP Operations	1
Coordinator	1
Department Head	2
Director	17
Director and Independant Consultant	1
Distribution Analyst	1
Doctoral Student & Formely Busines Unit Manager	1
Editor	1
Engineering and project manager	1
Executive Consultant	1
Finance Manager	1
Former Director	1
Former Manager	1
Former Vice President and Consultant	1
Former Vice President of Marketing	1
General Manager	3
HR Coordinator	1
Independent	1
Lead Systems Analyst	1
Lecturer & consultant	1
Lecturer & ex-production section manager, ex-planning executive for oil & gas fabrication	1
Logistics Operations Manager	1
Manager	11
Manager Corporative Affairs	1
Managing Partner	1
Manufacturing Program Manager	1
Marketing Manager	1
Materials Manager	1
Mathematical Modeller	1
MD	1
National Program Manager	1

Operations Manager	1
Owner distribution company	1
Partner	1
Planning and Logistics Management	1
Planning Chief	1
Plant Manager	1
President	8
President Director	1
President of the board and Professor	1
Principal	4
Principal Consultant	1
Principal Research Scientist	1
Product Manager	1
Professor and Consultant	1
Professor and investment software business owner	1
Project Manager	1
Project Officer e-Business Unit DG INFSO	1
Quality Engineering Manager	1
Regional HR Manager	1
Reliability Engineering Manager/Six Sigma Coordinator	1
Research Assistant	1
Research Engineer	1
Researcher	1
Retired	1
SCM Senior Consultant	1
Senior Consultant	1
Senior Director	1
Senior Manager	1
Seniour Consultant	1
Seniour Manager Business Data Integration	1
Seniour Vice-President	1
Supply Chain Architect	1
Supply Chain Consultant	1
Supply Chain Manager	2
Supply Chain Supervisor	1
Technology Venture Partner	1
Transport designer	1
Vice-President	2
Vice-President Consulting/Research	1

Apêndice XIV:
A contagem de frequência por área de especialidade (SCM)

Areas of expertise	Respondents
Customer relationship management	123
Demand management	140
Finance/accounting/economics	88
Global/strategic management	179
Inventory management	227
Logistics/transportation	201
Manufacturing/operations management	363
Marketing management	117
New product development	103
Human resource management	75
Process design	147
Purchasing/procurement/supplier development	157
Quality management	167
Service management	107
Supply chain management	390
Technology management	114
Warranty/returns/customer service management	25
Others	167

Apêndice XV:
A contagem de frequência por área de especialidade contribuída (SCM)

Contributed areas of expertise	Respondents
Academia	1
Account management and negotiation skills for relationship management	1
Accounting and accounting information system	1
Accounting Systems	1
Alliance management	1
Banking and public finance	1
Business Logistics	1
Business strategy development	1
Cluster and Network Strategies	1
Collaboration	1
Collaboration management	1
Complex Evaluation of systems	1
Complexity in management	1
Complexity science	1
Complexity theory	1
Constraint Management; Performance Measurement Systems	1
Construction Project Management	1
Consultancy, Training	1
Controlling, Crisis management	1
Cost and Performance Management	1
Costs management	1
Crisis Management	1
Customer/consumer	1
Decision analysis	2
Distribution channels strategy	1
Dynamic system modelling	1
E-Business	1
E-Business and Project Management	1
Economics	1
Editor with expertise in ERP, SCM applications	1
Education	2
Education and research	1
Engineering and projects	1
Enterprise Resource Planning	1
Enterprise Transformation	1
entrepreneurial marketing	1
Entrepreneurship	1
Environmental management	4
E-procurement	1

E-procurement, SCM Training, BPO,	1
Ergonomics	1
ERP	1
espiritualidade	1
Ethics and social responsibility	2
Extended enterprise design	1
Faculty Member	1
Forecasting	1
game theory	1
General management	1
Human Resource Development	1
I checked technology management but would be more comfortable with MIS or IT.	1
I would be happy to be a part of this research network.	1
Implementing ERP Systems	1
industrial networks	1
Information and Communication Technology in Logistics and Transportation	1
Information Systems	2
Information systems for supply chain management	1
Innovation Management, Benchmarking	1
Instruction	1
Integrated Planning (S&OP)	1
Integrated product and process development	1
intelligent transport management	1
interfirm networks	1
International Business	1
International Business, Entrepreneurship and Small Business Management	1
Japanese Management(HRM)- Comparative Management	1
Knowledge Management	1
Knowledge Management, Virtual Team Management	1
Knowledge Mgt	1
labor markets	1
Law	1
learning curves	1
Lecturer	1
Legal, Global Affair	1
logistics knowledge management	1
logistics research	1
Maintenance and wear management	1
Maintenance Management	1
management controlling	1
Management Science	3
Manufacturing strategy	2
Marketing channels management	2
Marketing Communications	1
mass media management	1
Mathematical Modelling	1
Memory systems and Architecture	1
Methods of Operations Research	1
Military systems analysis	1
Modelling and optimization	1

Multimedia knowledge management	1
negotiation, conflict resolution	1
NOTE: I hope i could be considered an expert in areas i indicated...	1
Operations management in Logistics	1
Operations Planning	1
Operations research	1
Optimization	1
Optimization of logistics processes	1
Organisation development and change	1
Organisational Ergonomics	1
Organisational psychology, organisational behaviour	1
organisational structures of companies	1
Performance Measurement	1
performance measurement systems	1
performance metrics/management	1
Portfolio managment / strategy, alliances and joint ventures	1
price promotion	1
Process improvement	1
Process Planning	1
product assortment management (retailing)	1
product design	1
Production Management background	1
Productivity	2
Productivity Management	1
Professional Development	1
Project management	3
Public Policy	1
Quantitative techniques and Operations research	1
Quick response manufacturing/time based competition	1
R&D	1
real estate	1
Recruitment & Retention management	1
Regional Economics; Sports Economics	1
Research in Dynamic and stochastic analysis of Business and economic phenomena	1
Research	2
Retail logistics	1
Retailing	1
sales force management	1
service operations and workflow management	1
socio-technical systems design and management	1
Strategic management	1
Statistical Process Control	1
Stochastic Models for Design of Operations	1
Strategic alliances	1
Strategic decision support	1
Strategic Management	2
Supply Chain Informatics	1
Supply chain optimization with uncertainty	1
Supply chain simulation and modeling	1
Supply Contract	1

Supply relationship management; lean supply	1
System management, Stochastic systems	1
system thinking	1
systems optimization	1
Theory of Constraints	1
Third party logistics providers (industry analysis)	1
Training	1
Transport and regional economy	1
University Lecturer in Banking Regulation	1
University professor in logistics	1
Virtual enterprises, Agile enterprises, Intelligent manufacturing, Enterprise integration, Design theory, Process planning	1
Virtual relationships	1

Apêndice XVI: A carta de consentimento (SCM)

Consent Form for The Ten Commandments of Supply Chain Management

You are invited to participate in this three-round Delphi research study that was framed as finding the core principles that should be taught to a new supply chain manager. You were selected as a possible participant from a supply chain management public list. You are welcome to ask any questions before agreeing to be in the study.

This study is being conducted by Annibal José Scavarda (Department of Industrial Engineering, Pontifical Catholic University of Rio de Janeiro) under the supervision of Professor Arthur V. Hill (Carlson School of Management, University of Minnesota) with the collaboration of Professor Ram Narasimhan (The Eli Broad School of Business, Michigan State University), Professor Kingshuk K. Sinha (Carlson School of Management, University of Minnesota), Professor Sum Chee Chuong (Faculty of Business Administration, National University of Singapore), and Professor Thomas E. Vollmann (IMD International).

Background Information: The purpose of this study is to provide guidance for those who teach supply chain management, form a foundation for future research, and provide useful mental models for practitioners.

Procedures: If you agree to participate in this study, we will ask you to help us identify principles that should be taught to new supply chain managers and to refine these principles in a three-round Web-based Delphi study.

Risks and Benefits of Being in the Study: There is no risk involved in this study and we will share the summary results of each round with you.

Confidentiality: The records of this study will be kept private. Only the research team will have access to the records. In any sort of report we might publish, we will not include any information that will make it possible to identify a subject.

Voluntary Nature of the Study: Your decision whether or not to participate will not affect your current or future relations with the researchers and their universities or institutions. If you decide to participate, you are free to withdraw at anytime without affecting those relationships.

Contacts and Questions: For any questions or suggestions, please contact Annibal José Scavarda at ascavarda@csom.umn.edu. If you want, you can contact Professor Arthur V. Hill at ahill@csom.umn.edu. If you have any questions or concerns regarding the study and would like to talk to someone other than the researchers, contact Research Subjects' Advocate line, D528 Mayo, 420 Delaware Street S.E., Minneapolis, Minnesota 55455; telephone (612) 625-1650.

Apêndice XVII:

O convite por e-mail para o primeiro turno da pesquisa via Internet (SM)

Dear Management expert:

Please help us with our research about service management and supply chain management.

We are building normative frameworks for (1) supply chain management and (2) service management using Delphi surveys. These web-based surveys involve three rounds, each requiring less than five minutes. We invite you to participate in one or both, depending upon your areas of expertise. We will share the results of each round with you. Thanks in advance for your help.

The Ten Commandments of Supply Chain Management

Please go to this Web Page for Round 1: <http://legacy.csom.umn.edu/AHill/Scmten/>

Professor Arthur V. Hill, Carlson School of Management, University of Minnesota
 Professor Ram Narasimhan, The Eli Broad School of Business, Michigan State University
 Professor Kingshuk K. Sinha, Carlson School of Management, University of Minnesota
 Professor Sum Chee Chuong, Faculty of Business Administration, National University of Singapore
 Professor Thomas E. Vollmann, IMD International
 Annibal José Scavarda, Department of Industrial Engineering, Pontifical Catholic University of Rio de Janeiro

The Ten Commandments of Service Management

Please go to this Web Page for Round 1: <http://legacy.csom.umn.edu/AHill/Smten/>

Professor Arthur V. Hill, Carlson School of Management, University of Minnesota
 Professor James A. Fitzsimmons, Red McCombs School of Business, University of Texas
 Professor Susan Meyer Goldstein, Olin School of Business, Washington University
 Professor Julie M. Hays, Graduate School of Business, University of St. Thomas
 Mr. Ron Zemke, President, Performance Research Associates, Inc.
 Annibal José Scavarda, Department of Industrial Engineering, Pontifical Catholic University of Rio de Janeiro

It would be great if you could forward these links to other academics and practitioner management experts.

Cordially,

Arthur V. Hill
 The John and Nancy Lindahl Professor
 Professor of Operations and Management Science
 Curtis L. Carlson School of Management
 University of Minnesota
 Operations & Management Science Department
 321 19-th Avenue South -- Room 3-140
 Minneapolis, Minnesota 55455-0413 USA

U. of M. office: 612-624-4015 (CSOM 3-229)

Cellular: 612-232-2542
 Fax: 612-624-8804
 e-mail: ahill@umn.edu
 Web Page: umn.edu/home/ahill

Apêndice XVIII:

O convite por e-mail para o segundo turno da pesquisa via Internet (SM)

Dear <Name>:

Thank you for participating in our "Ten Commandments" Research Study to build a normative framework for service management. We have framed this research study as finding the core principles that should be taught to a new service manager. This study will provide useful mental models for practitioners/consultants, form a foundation for future research, and provide guidance for those who teach service management.

We are pleased to report that in Round 1, about 500 respondents from about 70 countries, 75 companies/departments, and 300 universities/schools provided more than 1200 service management principles. Go to the link below to see the Round 1 results and begin Round 2.

<http://legacy.csom.umn.edu/AHill/SmtenR2/>

Thanks for your help.

Professor Arthur V. Hill, Carlson School of Management, University of Minnesota
Professor James A. Fitzsimmons, Red McCombs School of Business, University of Texas

Professor Susan Meyer Goldstein, Olin School of Business, Washington University

Professor Julie M. Hays, Graduate School of Business, University of St. Thomas

Mr. Ron Zemke, President, Performance Research Associates, Inc.

Annibal José Scavarda, Department of Industrial Engineering, Pontifical Catholic University of Rio de Janeiro

Go to the link below if you want to see the parallel supply chain management survey.

<http://legacy.csom.umn.edu/AHill/ScmtenR2/>

If you have any questions or comments, contact Annibal José Scavarda at annibal@rdc.puc-rio.br or AScavarda@csom.umn.edu.

Apêndice XIX:

O primeiro turno da pesquisa via Internet (SM)

The Ten Commandments of Service Management

Research Study - Round 1

Please help us identify "The Ten Commandments of Service Management." This Delphi study involves three rounds, each requiring less than five minutes. We will share the results of each round with you. Thanks in advance for your help.

Professor Arthur V. Hill, Carlson School of Management, University of Minnesota
 Professor James A. Fitzsimmons, Red McCombs School of Business, University of Texas
 Professor Susan Meyer Goldstein, Olin School of Business, Washington University
 Professor Julie M. Hays, Graduate School of Business, University of St. Thomas
 Mr. Ron Zemke, President, Performance Research Associates, Inc.,
 Annibal José Scavarda, Department of Industrial Engineering, Pontifical Catholic University of Rio de Janeiro

Superior do formulário

three principles that should be taught to all new service managers. Please write principles as if/then statements such as "if you exercise daily, then you will likely live a long life." All principles should be important and not trivial.

PUC-Rio - Certificação Digital Nº 0016134/CA

Identify your areas of expertise by checking one or more below.

- ☐ Customer relationship management
- ☐ Demand management
- ☐ Finance/accounting/economics
- ☐ Global/strategic management
- ☐ Inventory management
- ☐ Logistics/transportation
- ☐ Manufacturing/operations management

☐	Marketing management
☐	New product development
☐	Human resource management
☐	Process design
☐	Purchasing/procurement/supplier development
☐	Quality management
☐	Service management
☐	Supply chain management
☐	Technology management
☐	Warranty/returns/customer service management
☐	(s)

Address	
Company/Organization	

Parte inferior do formulário

Please help us out by forwarding this survey link to knowledgeable academics and practitioners. You are also invited to participate in our parallel supply chain management survey at <http://legacy.csom.umn.edu/AHill/Scmten>. For help contact Professor Art Hill at ahill@umn.edu or 612-232-2542.

The Institutional Review Board: Human Subjects Committee of the University of Minnesota has approved this research study.

July 18, 2003

Apêndice XX:

O segundo turno da pesquisa via Internet (SM)

The Ten Commandments of Service Management

Research Study - Round 2

Thanks for helping us identify "The Ten Commandments of Service Management" in Round 1 of this Delphi study. Click [here](#) if you want to see the Round 1 results. The Round 2 survey is below.

Professor Arthur V. Hill, Carlson School of Management, University of Minnesota

Professor James A. Fitzsimmons, Red McCombs School of Business, University of Texas

Professor Susan Meyer Goldstein, Olin School of Business, Washington University

Professor Julie M. Hays, Graduate School of Business, University of St. Thomas

Mr. Ron Zemke, President, Performance Research Associates, Inc.

Annibal José Scavarda, Department of Industrial Engineering, Pontifical Catholic University of Rio de Janeiro

How many years have you worked in the service management area?

Do you consider yourself an expert in service management?

Do you consider yourself primarily a ☐ professor/academic or a ☐ practitioner/consultant?

[Click here to start the survey](#)

[Clear](#)

Parte inferior do formulário

Page 1 of 2

Please evaluate the strength of the relationship between the "A" variable and each "B" variable below by using either the dropdown boxes or just typing the number. You can tab to the next row. Leave a row blank if you have difficulty making an evaluation. Click on a variable name to see its definition.

Variable A: Employee effectiveness and

Relationship between

	productivity - The degree to which employees are capable of efficiently meeting or exceeding customer needs.	A and B
Variable B:	<u>Employee training and communications</u>	
Variable B:	<u>Customer loyalty</u>	
Variable B:	<u>Listening ability</u>	
Variable B:	<u>Demand and capacity management skill</u>	
Variable B:	<u>Employee empowerment and support</u>	
Variable B:	<u>Managerial decision making skill</u>	
Variable B:	<u>Employee satisfaction and motivation</u>	
Variable B:	<u>Sales and marketing skill</u>	
Variable B:	<u>Customer satisfaction</u>	
Variable B:	<u>The ability to lead effectively and to hire and retain good employees</u>	
Variable B:	<u>Service recovery skill</u>	
Variable B:	<u>Quality of customer communications</u>	
Variable B:	<u>Metrics application skill</u>	
Variable B:	<u>Service value</u>	
Variable B:	<u>Service failure prevention skill</u>	
Variable B:	<u>Overall performance</u>	
Variable B:	<u>Strategy-driven service</u>	
Variable B:	<u>Service management tools and technology skill</u>	
Variable B:	<u>System productivity</u>	

Variable B:	Service innovation and improvement	
Variable B:	Industry knowledge	
Variable B:	Service quality	
Variable B:	Systems view	
Variable B:	Understanding of the customer	
Variable B:	Service design quality	
Variable B:	Customer treatment	

Your email address for the Round 2 results

o submit this data

Clear All

this data and analyze another "A" variable

Parte inferior do formulário

If you would like to analyze more "A" variables, please feel free to access this web page as many times as you would like.

You are encouraged to forward this survey link to other knowledgeable practitioners and academics. Thank you for your help with this important research.

For help on this survey, contact Annibal José Scavarda at AScavarda@csom.umn.edu.

The Institutional Review Board: Human Subjects Committee of the University of Minnesota has approved this research study. Click [here](#) to access the consent form.

October 28, 2003

Page 2 of 2

Apêndice XXI:

O agradecimento via Internet do primeiro turno da pesquisa (SM)

SM Round 1

Ten Commandments of Service Management Survey, Round 1, Completed

Thank you very much for your help.

<Time and Date>.

Carlson School of Management

Apêndice XXII:

O agradecimento via Internet do segundo turno da pesquisa (SM)

SM Round 2

The Ten Commandments of Service Management

Research Study - Round 2

Thank you very much for helping us with Round 2 of "The Ten Commandments of Service Management."

Your submission was received at GMT <Time and Date>. We will send a summary of the Round 2 results to your email address, <the respondent's email>, when we begin Round 3.

Professor Arthur V. Hill, Carlson School of Management, University of Minnesota

Professor James A. Fitzsimmons, Red McCombs School of Business, University of Texas

Professor Susan Meyer Goldstein, Olin School of Business, Washington University

Professor Julie M. Hays, Graduate School of Business, University of St. Thomas

Mr. Ron Zemke, President, Performance Research Associates, Inc.

Annibal José Scavarda, Department of Industrial Engineering, Pontifical Catholic University of Rio de Janeiro

For help on this survey, contact Annibal José Scavarda at AScavarda@csom.umn.edu.

Apêndice XXIII:
As frequências das 27 variáveis (SM)

Variable name	Count X	Count Y	Sum
Customer loyalty	12	80	92
Customer satisfaction	27	118	145
Customer treatment	102	2	104
Demand and capacity management skill	24	3	27
Employee effectiveness and productivity	1	28	29
Employee empowerment and support	95	12	107
Employee satisfaction and motivation	62	49	111
Employee training and communications	49	6	55
Industry knowledge	61	14	75
Leadership and human resource management skill	61	3	64
Listening ability	60	0	60
Managerial decision making skill	27	11	38
Metrics application skill	25	4	29
Overall performance	1	431	432
Quality of customer communications	38	8	46
Sales and marketing skill	19	11	30
Service design quality	89	31	120
Service failure prevention skill	15	14	29
Service innovation and improvement	32	39	71
Service management tools and technology skill	37	6	43
Service quality	39	87	126
Service recovery skill	37	12	49
Service value	18	18	36
Strategy-driven service	49	12	61
System productivity	3	34	37
Systems view	52	2	54
Understanding of the Customer	38	35	73

Apêndice XXIV:
As frequências dos respondentes por país/território (SM)

Country	Number of responses	Total number of responses
Argentina		3
Australia		19
Austria		1
Belgium		3
Bulgaria		1
Brazil		36
Canada		24
Chile	3	
China	2	
China - Hong Kong	3	
China - Macau	4	
China total		9
Colombia		3
Croatia		6
Czech Republic		4
Denmark		2
Ecuador		1
El Salvador		1
Estonia		4
Fiji		2
Finland		2
France		6
Germany		4
Hungary		1
India		5
Indonesia		1
Iran		4
Israel		6
Italy		2
Japan		4
Jordan		1
Lebanon		2
Malaysia		4
Mexico		5
Netherlands		2
New Zealand		4
Nicaragua		1
Norway		1
Pakistan		1
Palestine		1

Peru		2
Philippines		1
Portugal		6
Republic of Ireland		4
Romania		1
Russia		2
Singapore		2
Slovakia		1
Slovenia		2
South Africa		8
South Korea		2
Spain		5
Sri Lanka		2
Sweden		4
Taiwan		7
Thailand		4
Turkey		4
UK	6	
UK - England	27	
UK - Northern Ireland	1	
UK - Scotland	2	
UK total		36
United Arab Emirates		3
Uruguay		1
USA	142	
USA - Puerto Rico	1	
USA total		143
West Indies - Barbados		1

Apêndice XXV:
A contagem de frequência por universidade/escola (SM)

Universities	Schools	Respondents
Adimark	Quality	1
Ajman University of Science & Technology		1
American University of Beirut		1
Amman Arab University for Graduate Studies - Jordan	Department of Business Administration	1
Arizona State University	W.P. Carey School of Business	1
Asian Institute of Management		1
Asian Institute of Technology	School of Management	3
Associação Cultural e Científica Nossa Senhora de Fátima		1
Babson College		1
Baruch College	Zicklin School of Business	2
Bournemouth University		1
Bowling Green State University		1
Brigham Young University	Marriott School of Management	2
Brno University of Technology	Business and Management	1
Brock University		1
Bryant College		1
Callifornia State University, Long Beach	MGMT/HRM Department	1
Cantabria University	Department of Business Administration	1
Carleton University	Sprott School of Business	1
Case Western Reserve University	Weatherhead School of Management	1
Catholic University of Valparaíso, Chile		1
Central Queensland University		1
Chalmers University of Technology		1
China Europe International Business School, Shanghai		1
City University of Hong Kong		1
Clark University		1
Clemson University		1
Comissão Nacional de Energia Nuclear, Brazil		1
Concordia University	John Molson School of Business	1
Cornell School of Hotel Administration	School of Hotel Administration & Cornell Hotel and Restaurant Administration Quarterly	6
Cranfield University	Cranfield School of Management	1
Curtin University	Graduate School of Business	1
Dakota State University		1

Eastern Mediterranean University	School of Tourism and Hospitality Management	1
Eastern Mediterranean University		1
Economics Institute, Zagreb		2
Edge Hill		1
Emory University		2
Emporia State University		1
Erasmus University Rotterdam	Rotterdam School of Management	1
ESADE University	ESADE Business School - Operations and Innovation Management Department	2
Escola de Engenharia Mauá		1
ESSEC Business School	IMHI	1
Estonian Business School		1
Facultés Universitaires Notre-Dame de la Paix (Namur)	CIM-ICM	1
Federal University of Itajubá		1
Federal University of Ouro Preto		1
Federal University of São Carlos		2
Florida Atlantic University		1
Fluminense Federal University		1
Fundação Getulio Vargas	Escola de Administração de Empresas de São Paulo	2
George Washington University	School of Business	1
George Washington University	Tourism Studies	1
Georgia Institute of Technology	DuPree College of Management	1
Georgia Southern University		1
Georgia State University		1
Ghent University		1
Ghent University and Katholieke Universiteit Leuven	Vlerick Leuven Gent Management School	1
Goa Institute of Management		1
Grenoble Graduate School of Business		1
Harvard University	Harvard Business School	1
HEC Montreal		1
HEC Paris	School of Management	1
Helsinki School of Economics	eCommerce Institute	1
Higher school of transport, Bulgaria		1
Humboldt Institute		1
Indian School of Business		1
Indiana University	Kelley School of Business	1
Indiana University, Bloomington		1
INSEAD		1
Institute for Defense Analyses		1
Institute of Technology Blanchardstown, Dublin		1
International College		1
International University Audentes		1
Concordia in Taliinn		
International University of Japan	Graduate School of International Management	1

IPMI Business School		1
Kagawa University in Japan	Faculty of Economics	1
Kagawa University in Japan		1
Kennesaw State University		1
Kingston University London		1
KN Toosi University of Technology.Tehran		1
Korea Advanced Institute of Science and Technology	Graduate School of Management	1
Lahore University of Management Sciences		1
Lancaster University		1
Leeds Metropolitan University		3
London Metropolitan University		1
Londrina State University		1
Long Island University		1
Lund University	Department of Design Science - Packaging Logistics	1
Maharshi Dayanand Saraswati University, Ajmer		1
Management Centre Turkiye		1
Matej Bell University		1
McGill University	Faculty of Management	1
Memorial University		1
Monash University	International Yield Management Research Site	1
Monash University		1
Montana State University		1
Mugla University		1
Multimedia University, Malaysia	Faculty of Management	1
Multimedia University, Malaysia		1
National Central University		1
National Cheng Kung University		1
National Chung-Hsing University		2
National Dong-hwa University		1
National Dong-hwa University	Department of Business Management	1
National University of Singapore	Faculty of Business Administration	2
New University of Lisbon - Universidade Nova de Lisboa		1
Northeastern University		1
Northern Alberta Institute of Technology		1
Norwegian School of Management		1
Notre Dame University, Lebanon		1
<u>Nottingham Trent University</u>		1
<u>Oakland University</u>		1
Ohio State University	Fisher College of Business	2
Ohio University		1
Omsk State University	CIBER	1
Open University of Sri Lanka		1
Oregon State University	College of Business	1
Oxford Brookes University		1
Pacific Lutheran University		1

Polytechnic University		2
Pontifical Catholic University of Minas Gerais		1
Pontifical Catholic University of Rio de Janeiro	Department of Industrial Engineering	3
Pontifical Catholic University of Rio de Janeiro		1
Providence University	Information Management Science Department	1
Queen's University Belfast		1
Queen's University, Kingston	Queen's School of Business	1
Rand Afrikaans University	Business School	1
Rennes International School of Business		1
RMIT University	School of Management	2
Rollins College		1
Roskilde University		1
Saint Mary's University, Halifax		1
School of Business Lucerne		1
Shahid Beheshti University		1
Sheffield Hallam University		3
Siddagangs Institute of Technology Tumkur	Industrial Engineering Management Department	1
South Bank University	Business School	2
Southeast Missouri State University		1
Southern Cross University		1
Southern Illinois University Carbondale		1
Srjudrj	Dryjdryi	1
State University, Moscow	Higher School of Economics, Moscow, Russia	1
Strathclyde University		1
TA Pai Management Institute		1
Tallinn Technical University	Faculty of Economics and Business Administration	1
Tallinn Technical University		1
TARP	Industry Research	1
Technical University of Denmark		1
Technion - Israel Institute of Technology	Quality Assurance & Reliability	1
Tel Aviv University	Faculty of Management	1
Tenaga Nasional University		1
Texas A&M University		1
The Arab American University		1
The Hong Kong Polytechnic University		2
The University of Liverpool		1
The University of the South Pacific	MBA Programme	1
Tomas Bata University in Zlin		1
Tomas Bata University in Zlin	Faculty of Management and Economics, Departement of Production Management - Industrial Engineering	1
Trinity College Dublin		1

Turku School of Economics and Business Administration		1
United Arab Emirates University	Skyline College	1
Universidad Andina Simón Bolívar sede Ecuador	Manegement Department	1
Universidad Argentina De La Empresa - UADE		1
Universidad Autónoma de Ciudad Juárez		4
Universidad CentroAmericana de Ciencias Empresariales -UCEM		1
Universidad de Flores	Carrera/ Subsede Comahue	1
Universidad de las Americas, Puebla		1
Universidad de Montevideo	Instituto de Estudios Empresariales de Montevideo Business School	1
Universidad Empresarial Siglo 21	Manegement Department	1
<u>Universidad Nacional Agraria La Molina</u>		1
Universidad Politécnica de El Salvador		1
Universidad Peruana de Ciencias Aplicadas		1
Universitatea "Babes-Bolyai" Cluj-Napoca	Marketing Department	1
Université Aix Marseille	IAE Aix en Provence	1
Université du Québec à Montréal		1
Universiteit van Stellenbosch Nuus		1
University at Buffalo - State University of New York		1
University College Dublin		2
University of Alberta		3
University of Auckland		2
University of Auckland		1
University of Aveiro		1
University of Bath	School of Management	1
University of Beira Interior	Manegement and Economic Department	1
University of Birmingham		1
University of Bocconi		1
University of Calgary	Haskayne School of Business	1
University of California, Irvine	School of Management	1
University of Caxias do Sul	Industrial Engineering and Administration	1
University of Cincinnati	College of Business	2
University of Edinburgh		1
University of Evansville		1
University of Évora		1
University of Granada	Business Management Department	1
University of Haifa		1
University of Idaho		1
University of Illinois at Urbana Champaign		1
University of Innsbruck	Center for Tourism and Service Management	1
University of Kent	Canterbury Business School	1
University of Lethbridge		1

University of Ljubljana	Faculty of Economics	1
University of London	London Business School	1
University of Macau	Faculty of Business Administration	4
University of Maribor	Faculty of Tourism	1
University of Memphis		1
University of Miami	School of Business	1
University of Minho	Department of Production and Systems Engineering	1
University of Minnesota	Carlson School of Management	2
University of Minnesota		1
University of Missouri - Kansas City	Bloch School of Business	1
University of Muenster		1
University of Navarra	IESE Business School	1
University of New Brunswick		1
University of New Mexico	School of Medicine & Anderson School of Management	1
University of New Mexico		1
University of New South Wales	School of Marketing	1
University of North Carolina	Chapel Hill's Kenan-Flagler Business School	1
University of North Carolina at Greensboro	The Joseph M. Bryan School of Business and Economics	1
University of North Carolina at Wilmington		1
University of Nottingham	Business School	1
University of Otago	School of Business	1
University of Ottawa	School of Management	1
University of Parma		1
University of Port Elizabeth		1
University of Porto	Faculty of Economics of Porto	1
University of Pretoria	School of Public Management and Administration	1
University of Puerto Rico	Graduate School of Business, Rio Piedras Campus	1
University of Queensland		1
University of Rijeka	Faculty of economics	1
University of Rijeka	Faculty of Tourism and Hospitality Management	3
University of Saint Thomas	Graduate School of Business	1
University of São Paulo	Escola Politécnica	3
University of São Paulo	School of Economics, Business Administration and Accounting	1
University of São Paulo		5
University of South Africa	Graduate School of Business Leadership	3
University of South Australia	School of Marketing	1
University of South Australia		1
University of South Carolina		1
University of Sri Jayewardenepura		1
University of Stuttgart		1
University of Surrey	IFCA	1
University of Surrey		3

University of Sydney		1
University of Sydney and University of New South Wales	Australian Graduate School of Management	1
University of Talca	Faculty of Business	1
University of Technology, Sydney		2
University of Texas at Austin	Red McCombs School of Business	1
University of Texas at El Paso		1
University of the South Pacific		1
University of the West Indies - Barbados		1
University of the Witwatersrand	Wits Law School	1
University of Toronto		1
University of Utah	Business School	2
University of Vale do Rio dos Sinos	Industrial Engineering	1
University of Vale do Rio dos Sinos		1
University of Virginia	Darden Graduate School of Business	2
University of Washington	University of Washington Business School - The Rice Group	1
University of Western	Ivey School of Business, London	1
University of Western Australia	Graduate School of Management	2
University of Wisconsin, Eau Claire		1
University of Wisconsin, Madison	School of Business	1
University of Wisconsin, Madison		1
University Of Wollongong - Dubai Campus		1
University Science Malaysia	School of Management	1
University Victoria	Hotel Management Program	1
Univesrity of Muenster	Marketing Department	1
Vanderbilt University		1
Vaxjo University		1
Virginia Commonwealth University		1
Virginia Polytechnic Institute and State University		2
Wageningen University	Wageningen School of Management for the Food Industry and Agribusiness	1
Wake Forest University		2
Walailak University		1
Washington State University	Pullman campus	1
Washington University in St. Louis	Olin School of Business	1
Widener University		1
Wilfrid Laurier University		1
Xavier University		1

Apêndice XXVI:
A contagem de frequência por titulação acadêmica (SM)

Title	Respondents
Academic	1
Accessor	1
Administrative/Finacial Vice President	1
Assistant Professor	28
Assistant Professor of Info Systems	1
Assistant Professor of Management	1
Assistant Professor of Marketing	3
Assistant Professor of Production and Operations Management	1
Associate Dean for Academic Affairs	1
Associate Professor	29
Associate Professor & Editor	1
Associate Professor of HRM/IR	1
Associate Professor of Management	2
Associate Professor of Marketing	2
Associate Professor of Operations Management	3
Chairman	2
Chairman and Professor	1
Chairman of Management and Professor	1
College Lecturer	1
Consultant of Batchelor Studies	1
Coordinator	1
Coordinator of the Master in Econmics Sciencs	1
Course Coordinator	1
DBA Director and Professor Emeritus	1
Dean	2
Department Head	2
Director	9
Director and Professor	3
Director and Senior Lecturer	1
Director of Marketing	1
Director Sinexi S.A. Proffesor	1
Doctoral Fellow	1
Doctoral Student	1
Donaldson Chair in Operations Management	1
Eiseeenhower Professor	1
Faculty	2
Faculty Advisor	1
Faculty Associate	1
Finance Manager	1
Full Professor	2
General Manager in University	1

Graduate assistant	1
Head of Departement	2
Information Technology Director	1
Instructor	1
Key Account Manager	1
Laboratory Manager	1
Lecturer	19
Lecturer in business	1
Lecturer in Operations Management	1
Manager Customer Services and Marketing	1
Master Degree Student	1
Master of Logistisc	1
MBA faculty / Director of Distance Education	1
Metallurgist	1
Partner	1
Ph.D. Candidate	7
Post doctoral, Research Fellow	1
Post-Graduate	1
President	1
Principal	1
Principal and Lecturer	2
Professor of Pediatrics	1
Professor	56
Professor and Coordinator of a Graduation Course	1
Professor and Researcher	1
Professor of Business Transformation & Business Research Leader	1
Professor of Decision Sciences	1
Professor of Hospitality Management	1
Professor of Management	4
Professor of Management and Decision Sciences	1
Professor of Marketing	4
Professor of Operations Management	2
Professor of Production and Operations Management	1
Professor of SCM Executive Education	1
Professor of Services Operations	1
Professor of Tourism	1
Project Analyst	1
Reader and Director of Teaching	1
Research Consultant / Project Manager	1
Researcher	7
Secretary - Master in Production Engineering and Quality	1
Senior Assistant	1
Senior Lecturer	17
Senior Lecturer and coordinator of International	1
Senior Lecturer and Teacher	1
Senior Lecturer in HRM	1
Senior Lecturer in Marketing	2
Senior Lecturer in Operation Management and Director of MBA Programmes	1
Senior Lecturer in Quality Management and Marketing	1
Student	4

Supervisor	1
Teacher	3
Teacher and Researcher	1
Teacher Assistant	1
Technician	1
Tenured professor and scientific advisor	1
Treasurer	1
Tutor	1
Undergraduation Coordinator of Mechanical Production	1
Value stream Leader / Delphi	1
Vice-President	1
Visiting Assistant Professor	1
Visiting Assistant Professor of Marketing	1

Apêndice XXVII:
A contagem de frequência por empresa/departamento (SM)

Company	Department	Respondents
3M Company		1
ABA Research Ltd		1
Abramsonassociates		1
Achieve Consulting		1
AchieveGlobal	Product Development and Management	1
Alditec		1
Bloomberg Marketing		1
Bonney & Company		1
Center for Services Marketing , Inc. / Services Revenue Magazine		1
Centrais Elétricas de Santa Catarina S. A.	Cost Management	1
Citibank	Building Asset Management	1
Cliff Bilyea Consultant Entrepreneur Facilitator		1
Computer Associates		1
Credit Deterministics		1
CSD/Wunderman		1
Data Cake Baker Corporation		1
Dee Hansford Consulting		1
Deloitte Consulting		1
Delta Designs of Woodbury, Inc		1
F S Insight Ltd		1
FedEx Custom Critical, Inc.		1
Four Putt LLC		1
GAEL Inc		1
Gene Kroupa & Associates		1
General Motors do Brasil	Material Flow	1
GTECH Corporation	Regional Marketing - Latin America	1
Green Garden Cafe		1
Halo Innovations Inc.		1
Health Net Life Insurance Company	Operations	1
Houghton Mifflin	Marketing/ Language Intelligence	1
HSBC	Diversity Group	1
Hudson Sawyer		1
IBM		2
Inflight Service Co.,Ltd.		1
Instituto Euvaldo Lodi de Santa Catarina		1
Intercim, Inc.	Operations and Strategy	1
Judith S. Corson Inc.		1
Kimberly Clark		1

Lancaster University		1
LIMRA International		1
MANGO BP Consulting Inc.		1
Microsoft	dot-com accounts	1
Moore Wallace Incorporated		1
North American Trainer		1
Ocensa		1
Ofek		1
Open University of Sri Lanka		1
Oracle Corporation UK Limited		1
Park Nicollet Health Services		1
Pathfinder Consulting Solutions		1
Performance Research Associates, Inc.		2
Polaris Industries		1
Press Ganey Associates, Inc.		2
Radiss		2
R.D. Ferrazzo "Services" Consulting		1
SAI Marketing Counsel Pty Ltd		1
Samsung Everland's Service Academy		1
Schmalensee Partners		1
Sedgwick Claims Managment		2
SEKER Consulting		1
Service Management Group		1
SOLEurope The International Society of Logistics		1
Strategic Response Technologies Inc. (SRT)		1
Sun-Rype Products Ltd	Marketing rep/	1
Sybil Stershic	Quality Service Marketing	1
Tapemark		1
Thales Telecom Services	Regional Service Manager East Anglia Region	1
The CBORD Group, Inc.		1
The Kent Wilson Jones Company		1
The Lexington Group		1
The Verdi Group, Inc.		1
Thunderbird		2
Toro	Services	1
UltraFeedback		1
Xerox Corporation		1

Apêndice XXVIII:
A contagem de frequência por titulação profissional (SM)

Title	Respondents
Account executive	1
Associate Professor	1
CEO	4
Chairman	1
Claims Supervisor	1
Client Relationship Manager	1
Client Support Manager	1
Consultant	5
Corporative Marketing Management	1
Customer Service Manager	1
Department Head	1
Director	6
Director and Independant Consultant	1
Editor/ Publisher	1
Environment Consultant	1
Food service manager	1
Founder and Director	1
HR Coordinator	1
Independant Consultant	1
Joint CEO	1
Manager	6
Manager Corporative Affairs	1
Marketing Analyst	1
Marketing strategy and communications researcher - unemployed	1
Materials Manager	1
Plant Manager	1
President	13
President and CEO	1
President and Chief Motivation Officer	1
Research Consultant	1
Sênior	1
Senior Account Director	1
Senior Marketing Manager	1
Solutions Specalist	1
Supply Chain Manager	1
Technical Support Manager	1
Training Manager	1
Vice-President	3

Apêndice XXIX:
A contagem de frequência por área de especialidade (SM)

Areas of expertise	Respondents
Customer relationship management	156
Demand management	48
Finance/accounting/economics	51
Global/strategic management	113
Inventory management	52
Logistics/transportation	51
Manufacturing/operations management	117
Marketing management	122
New product development	77
Human resource management	80
Process design	72
Purchasing/procurement/supplier development	34
Quality management	138
Service management	239
Supply chain management	90
Technology management	52
Warranty/returns/customer service management	28
Others	107

Apêndice XXX:
A contagem de frequência por área de especialidade contribuída (SM)

Contributed areas of expertise	Respondents
Ability to learn, understand and deliver high quality training	1
Advertising management	1
agriculture economics; consumer behavior	1
alliance management	1
back office service operations	1
Brand Management	1
Brand management & development, Strategic Marketing, Market Research, Advertising, Relationship Marketing	1
Branding and service organizations	1
British army officer	1
business cluster development	1
Business history	1
Capacity Management in services	1
Clinic supervisor	1
consulting	1
Consumer Behavior	4
cross-cultural management	1
customer satisfaction measurement	1
customer satisfaction measurement/management	1
customer satisfaction, complaints management	1
Customer service training	1
Customs	1
Diplomacy management	1
Distribution channels strategy	1
dynamic system modeling	1
e-Business	1
eBusiness and market networks	1
education	1
Education, Information systems	1
Entrepreneurship	1
entrepreneurship education	1
Environment Management	1
Environment/ISO 14000/Cleaner Production	1
Environmental management	1
Experienced CEO	1
Facility Management	1
Food service and Bakery Management	1
forecasting	1
General management	1

Human resource development	1
Information Systems Management	2
Insurance claims	1
Internal marketing	1
International Marketing	1
Just-In-Time/Lean systems	1
Key account management	1
Knowledge Management	2
Knowledge Management, Virtual Team Learning	1
Leadership	1
Leadership development, recognition/communication consulting	1
logistics research	1
management research	2
Management Succession	1
market research	2
mass customization	1
New service development	1
new venture creation	1
Operations Strategy	1
Operations-Marketing Interface	1
Organizational Behavior	1
Organizational learning, learning curves, operations strategy	1
Performance Management	2
performance measurement systems	1
price promotion	1
Pricing strategies	1
productivity	2
Productivity & Quality Relationships	1
Productivity management	2
professional services marketing management	1
Project Management	3
Public Sector Service management	1
Quantitative Methods	1
quantitative models in service management	2
Research	1
Restaurant Operations Design	1
scheduling in health care, queuing	1
Service Management of Mission Critical Systems and Services	1
Service Recovery	1
Service researcher	1
Service selling	1
services marketing	1
Services Marketing & Service Quality Management Lecturer and Consultant	1
Services Marketing and Consumer Behavior, Former Credit Union CFO	1
strategic level decision making supported by Group Support Systems	1
strategic/brand marketing	1
Strategy, Collective Bargaining (Negotiations)	1
Systems management; Stochastic management	1
Teaching service and hospitality.	1
Technical Support	1

tourism and hospitality management	1
tourism management	1
training	1
Transport and regional economics	1
Virtual enterprises, Agile enterprises, Enterprise integration, Intelligent manufacturing, Design theory	1
writing/consulting/training in customer loyalty	1

Apêndice XXXI: A carta de consentimento (SM)

Consent Form for The Ten Commandments of Service Management

You are invited to participate in this three-round Delphi research study that was framed as finding the core principles that should be taught to a new service manager. You were selected as a possible participant from a service management public list. You are welcome to ask any questions before agreeing to be in the study.

This study is being conducted by Annibal José Scavarda (Department of Industrial Engineering, Pontifical Catholic University of Rio de Janeiro) under the supervision of Professor Arthur V. Hill (Carlson School of Management, University of Minnesota) with the collaboration of Professor James A. Fitzsimmons (Red McCombs School of Business, University of Texas), Professor Susan Meyer Goldstein (Olin School of Business, Washington University), Professor Julie M. Hays (Graduate School of Business, University of St. Thomas), and Mr. Ron Zemke (President, Performance Research Associates, Inc.).

Background Information: The purpose of this study is to provide guidance for those who teach service management, form a foundation for future research, and provide useful mental models for practitioners.

Procedures: If you agree to participate in this study, we will ask you to help us identify principles that should be taught to new service managers and to refine these principles in a three-round Web-based Delphi study.

Risks and Benefits of Being in the Study: There is no risk involved in this study and we will share the summary results of each round with you.

Confidentiality: The records of this study will be kept private. Only the research team will have access to the records. In any sort of report we might publish, we will not include any information that will make it possible to identify a subject.

Voluntary Nature of the Study: Your decision whether or not to participate will not affect your current or future relations with the researchers and their universities or institutions. If you decide to participate, you are free to withdraw at anytime without affecting those relationships.

Contacts and Questions: For any questions or suggestions, please contact Annibal José Scavarda at ascavarda@csom.umn.edu. If you want, you can contact Professor Arthur V. Hill at ahill@csom.umn.edu. If you have any questions or concerns regarding the study and would like to talk to someone other than the researchers, contact Research Subjects' Advocate line, D528 Mayo, 420 Delaware Street S.E., Minneapolis, Minnesota 55455; telephone (612) 625-1650.

Apêndice XXXII: Matriz dos valores médios (SM)

	X1	X2	X3	X4	X5	X6	X7	X8	X9	X10	X11	X12	X13	X14
X1	0,000	6,500	6,167	6,500	5,000	5,000	5,333	5,333	5,833	4,667	5,333	6,167	4,167	2,500
X2	7,000	0,000	7,000	7,000	4,000	4,000	7,000	6,000	6,000	5,000	5,000	7,000	6,000	4,000
X3	6,083	6,667	0,000	6,417	4,917	4,833	5,000	5,667	5,917	4,500	5,667	6,417	4,750	3,833
X4	6,500	6,250	6,250	0,000	4,750	5,750	5,250	5,500	5,500	5,250	5,250	6,500	5,250	5,250
X5	5,444	4,778	5,556	5,889	0,000	5,444	5,556	4,889	4,778	5,111	5,556	5,222	5,778	3,778
X6	5,429	6,000	5,714	6,000	5,143	0,000	5,714	6,286	6,000	5,000	5,429	6,000	4,429	3,429
X7	4,250	5,750	5,000	5,250	3,250	5,000	0,000	5,750	5,250	4,000	4,750	5,500	4,750	3,500
X8	5,571	5,857	5,714	5,714	4,143	5,714	6,571	0,000	6,000	4,571	6,286	5,286	5,143	4,000
X9	5,000	5,000	6,000	5,000	2,500	6,000	5,500	6,000	0,000	4,000	6,500	5,500	5,000	4,000
X10	4,000	5,667	5,000	6,667	5,333	5,333	5,333	4,667	5,667	0,000	5,000	4,000	5,667	4,667
X11	5,714	6,286	6,429	6,143	4,714	5,429	6,143	6,286	6,000	5,143	0,000	6,000	5,429	4,571
X12	6,333	6,667	6,333	7,000	5,333	6,000	6,000	5,667	6,000	5,000	5,667	0,000	5,667	5,000
X13	4,333	4,833	5,333	5,333	4,667	4,167	5,333	4,667	4,833	4,000	5,167	5,000	0,000	4,000
X14	1,500	2,500	3,000	3,500	5,500	4,500	3,000	2,500	3,000	4,500	3,500	3,000	5,500	0,000
X15														
X16	5,286	5,857	6,000	5,857	3,857	4,571	5,643	5,643	5,643	3,857	5,357	5,786	4,286	3,929
X17	5,167	5,375	5,667	5,917	4,208	4,417	4,542	4,375	5,167	5,208	3,875	5,042	4,292	4,208
X18	5,423	6,346	6,038	6,115	4,769	4,962	5,269	5,654	5,308	4,962	5,154	5,423	4,923	4,385
X19	5,294	5,765	5,529	5,765	3,941	5,059	5,353	5,294	5,765	3,353	4,529	5,353	3,882	3,118
X20	5,667	6,222	5,111	5,889	4,000	4,556	5,556	4,778	4,333	4,889	5,222	5,222	4,667	4,333
X21	4,857	5,429	4,714	5,571	5,857	4,857	4,571	4,429	4,857	5,571	4,571	5,000	5,571	5,714
X22	6,000	5,750	6,375	6,125	4,625	4,625	5,750	5,375	5,125	5,000	5,625	5,875	4,750	4,125
X23	5,500	5,500	5,667	5,833	4,167	5,000	5,833	5,667	6,000	4,667	5,500	5,167	5,000	3,500
X24	6,125	6,875	6,000	6,125	4,500	4,750	5,500	5,000	5,250	5,125	5,625	5,500	4,750	4,250
X25	4,500	4,500	3,500	5,000	5,000	4,500	4,000	4,000	4,500	5,500	3,500	4,500	5,000	4,000
X26	5,500	6,000	5,500	6,500	6,000	7,000	7,000	6,000	7,000	7,000	6,500	6,500	7,000	6,000
X27	4,250	4,750	4,500	4,750	5,000	4,500	4,500	4,250	5,500	4,750	3,750	4,250	5,000	4,500

	X15	X16	X17	X18	X19	X20	X21	X22	X23	X24	X25	X26	X27
X1	6,167	5,500	4,833	5,500	5,667	5,167	4,500	6,500	5,667	6,167	5,167	4,500	3,833
X2	7,000	7,000	6,000	6,000	5,000	5,000	5,000	6,000	7,000	7,000	6,000	7,000	5,000
X3	5,917	6,083	4,833	5,917	5,583	5,167	4,917	6,417	5,250	5,750	5,500	4,750	4,583
X4	6,250	6,250	5,500	6,000	5,750	6,500	5,000	6,250	6,250	6,250	6,000	5,500	3,750
X5	4,444	4,556	5,222	4,889	3,778	5,222	4,333	5,222	4,556	3,778	5,444	4,667	5,000
X6	5,000	5,429	5,000	4,571	5,143	4,714	5,143	6,000	4,286	5,714	4,571	4,143	4,143
X7	4,750	5,250	4,500	4,250	5,500	5,250	4,500	5,250	6,250	5,250	4,250	5,250	4,500
X8	6,000	5,429	5,143	4,714	5,429	5,714	4,857	6,429	5,714	5,714	4,857	5,714	4,286
X9	6,000	6,000	4,500	4,500	5,500	5,000	4,500	6,500	5,500	5,000	6,000	5,000	5,000
X10	6,333	5,667	4,000	5,000	6,000	5,000	5,667	5,667	5,333	5,667	5,667	6,667	5,333
X11	6,143	5,714	4,857	4,714	5,286	5,143	5,143	6,000	5,429	6,000	5,286	5,286	4,000
X12	5,667	7,000	5,667	5,667	5,667	6,667	6,000	6,333	5,667	6,333	6,000	5,667	5,333
X13	5,000	4,500	4,167	4,667	4,833	5,000	4,667	5,167	4,833	5,167	5,000	4,667	4,500
X14	5,500	2,000	4,000	4,000	4,500	3,000	3,500	3,500	3,000	4,000	4,500	5,000	4,000
X15													
X16	4,571	0,000	5,071	5,000	5,071	4,786	4,786	5,857	5,286	4,786	4,786	4,214	4,143
X17	4,958	5,333	0,000	4,583	4,625	4,792	4,458	5,000	4,375	4,917	5,083	4,500	3,542
X18	5,308	5,577	4,615	0,000	5,385	5,115	4,731	6,115	5,192	5,808	5,385	4,808	5,038
X19	4,824	4,706	3,706	5,294	0,000	4,647	4,294	5,941	4,412	5,235	4,353	4,059	3,882
X20	5,222	5,889	4,667	6,000	5,000	0,000	5,000	5,778	6,000	6,000	5,556	4,667	4,556
X21	5,429	5,000	4,714	5,857	4,857	5,286	0,000	5,714	4,857	5,571	5,857	5,429	4,571
X22	5,125	5,875	4,375	5,500	5,125	5,125	4,250	0,000	5,500	5,750	4,875	4,750	3,875
X23	4,167	5,833	4,833	5,667	6,167	5,000	5,000	5,333	0,000	4,167	4,833	4,500	4,667
X24	5,500	5,375	4,750	6,000	6,250	5,750	4,875	6,000	4,000	0,000	5,625	5,000	4,625
X25	6,500	4,500	5,000	5,000	5,000	5,000	5,000	5,500	5,000	6,500	0,000	5,500	5,000
X26	7,000	6,500	6,000	6,500	7,000	6,000	3,000	5,500	6,000	6,500	7,000	0,000	7,000
X27	5,250	4,500	4,000	5,250	4,250	5,250	4,500	5,000	4,500	4,500	5,250	5,750	0,000

Apêndice XXXIII:
Matriz dos valores médios com pesos (SM)

	X1	X2	X3	X4	X5	X6	X7	X8	X9	X10	X11	X12	X13	X14
X1	0,000	0,954	0,901	0,931	0,742	0,748	0,780	0,805	0,859	0,613	0,794	0,914	0,726	0,443
X2	1,000	0,000	1,000	1,000	0,571	0,571	1,000	0,857	0,857	0,714	0,714	1,000	0,857	0,571
X3	0,851	0,941	0,000	0,909	0,700	0,687	0,646	0,813	0,836	0,590	0,822	0,919	0,623	0,540
X4	0,918	0,877	0,900	0,000	0,703	0,818	0,762	0,800	0,804	0,785	0,762	0,918	0,762	0,758
X5	0,748	0,658	0,789	0,838	0,000	0,790	0,799	0,712	0,648	0,711	0,802	0,753	0,772	0,497
X6	0,818	0,880	0,827	0,835	0,789	0,000	0,803	0,876	0,859	0,718	0,770	0,844	0,686	0,553
X7	0,577	0,776	0,714	0,714	0,484	0,655	0,000	0,776	0,736	0,522	0,600	0,764	0,631	0,457
X8	0,798	0,838	0,841	0,847	0,649	0,840	0,950	0,000	0,877	0,703	0,887	0,818	0,785	0,640
X9	0,714	0,714	0,857	0,714	0,384	0,839	0,777	0,875	0,000	0,553	0,938	0,795	0,696	0,535
X10	0,571	0,773	0,714	0,971	0,743	0,688	0,743	0,629	0,717	0,000	0,658	0,460	0,772	0,574
X11	0,851	0,929	0,931	0,902	0,687	0,764	0,848	0,924	0,895	0,713	0,000	0,876	0,786	0,687
X12	0,927	0,985	0,927	1,000	0,760	0,857	0,913	0,799	0,814	0,770	0,787	0,000	0,787	0,758
X13	0,665	0,638	0,745	0,682	0,595	0,532	0,744	0,640	0,728	0,582	0,704	0,715	0,000	0,500
X14	0,242	0,385	0,429	0,472	0,758	0,615	0,429	0,385	0,373	0,559	0,472	0,429	0,758	0,000
X15														
X16	0,758	0,842	0,861	0,806	0,573	0,696	0,842	0,799	0,789	0,543	0,786	0,827	0,564	0,595
X17	0,723	0,759	0,805	0,835	0,602	0,674	0,666	0,636	0,750	0,727	0,524	0,724	0,590	0,564
X18	0,802	0,937	0,875	0,875	0,688	0,694	0,779	0,833	0,777	0,687	0,757	0,747	0,723	0,627
X19	0,747	0,812	0,776	0,794	0,528	0,720	0,753	0,745	0,808	0,437	0,555	0,700	0,452	0,407
X20	0,847	0,886	0,794	0,841	0,612	0,692	0,777	0,687	0,626	0,690	0,742	0,707	0,702	0,674
X21	0,737	0,792	0,724	0,798	0,836	0,724	0,680	0,685	0,707	0,827	0,686	0,729	0,817	0,844
X22	0,894	0,661	0,891	0,827	0,658	0,646	0,852	0,779	0,704	0,728	0,794	0,793	0,628	0,557
X23	0,779	0,812	0,824	0,844	0,664	0,732	0,819	0,821	0,871	0,674	0,783	0,730	0,706	0,447
X24	0,902	0,997	0,822	0,876	0,722	0,739	0,854	0,772	0,805	0,757	0,778	0,797	0,702	0,564
X25	0,671	0,615	0,472	0,714	0,659	0,615	0,516	0,516	0,615	0,758	0,417	0,615	0,659	0,516
X26	0,896	0,930	0,896	0,965	0,930	1,000	1,000	0,930	1,000	1,000	0,965	0,965	1,000	0,930
X27	0,575	0,656	0,611	0,655	0,698	0,626	0,625	0,583	0,769	0,621	0,519	0,575	0,690	0,635

	X15	X16	X17	X18	X19	X20	X21	X22	X23	X24	X25	X26	X27
X1	0,890	0,818	0,748	0,775	0,765	0,731	0,674	0,926	0,815	0,923	0,740	0,644	0,637
X2	1,000	1,000	0,857	0,857	0,714	0,714	0,714	0,857	1,000	1,000	0,857	1,000	0,714
X3	0,830	0,876	0,650	0,818	0,779	0,681	0,660	0,910	0,686	0,814	0,740	0,639	0,687
X4	0,890	0,890	0,804	0,859	0,822	0,918	0,744	0,877	0,890	0,877	0,859	0,767	0,574
X5	0,589	0,684	0,720	0,656	0,493	0,738	0,516	0,719	0,673	0,461	0,784	0,613	0,676
X6	0,777	0,787	0,699	0,659	0,744	0,674	0,747	0,881	0,702	0,826	0,644	0,668	0,607
X7	0,621	0,715	0,609	0,571	0,742	0,708	0,593	0,711	0,869	0,721	0,593	0,699	0,615
X8	0,875	0,814	0,756	0,729	0,795	0,830	0,734	0,920	0,827	0,823	0,761	0,839	0,645
X9	0,839	0,857	0,616	0,616	0,758	0,696	0,616	0,919	0,758	0,714	0,857	0,678	0,696
X10	0,831	0,828	0,515	0,714	0,858	0,714	0,717	0,828	0,688	0,717	0,828	0,915	0,743
X11	0,893	0,851	0,732	0,636	0,749	0,727	0,769	0,887	0,784	0,887	0,688	0,719	0,582
X12	0,855	1,000	0,843	0,799	0,898	0,942	0,901	0,927	0,843	0,927	0,901	0,843	0,828
X13	0,653	0,626	0,551	0,622	0,656	0,606	0,594	0,668	0,682	0,668	0,679	0,612	0,635
X14	0,758	0,341	0,571	0,516	0,615	0,429	0,417	0,528	0,373	0,571	0,615	0,714	0,516
X15													
X16	0,666	0,000	0,666	0,721	0,737	0,688	0,691	0,818	0,728	0,628	0,688	0,589	0,568
X17	0,703	0,730	0,000	0,639	0,640	0,641	0,621	0,676	0,642	0,695	0,688	0,641	0,481
X18	0,753	0,809	0,621	0,000	0,731	0,719	0,664	0,887	0,756	0,810	0,751	0,691	0,711
X19	0,676	0,622	0,496	0,762	0,000	0,680	0,601	0,847	0,633	0,768	0,579	0,590	0,489
X20	0,765	0,850	0,696	0,877	0,729	0,000	0,733	0,853	0,858	0,869	0,798	0,694	0,698
X21	0,783	0,737	0,701	0,849	0,728	0,774	0,000	0,817	0,719	0,817	0,834	0,797	0,707
X22	0,718	0,818	0,572	0,794	0,727	0,694	0,550	0,000	0,741	0,868	0,697	0,667	0,421
X23	0,521	0,833	0,684	0,835	0,862	0,687	0,714	0,782	0,000	0,525	0,683	0,626	0,659
X24	0,799	0,826	0,585	0,897	0,886	0,845	0,740	0,853	0,545	0,000	0,807	0,797	0,714
X25	0,901	0,615	0,659	0,659	0,714	0,659	0,659	0,758	0,659	0,901	0,000	0,758	0,603
X26	1,000	0,965	0,930	0,965	1,000	0,930	0,722	0,896	0,930	0,965	1,000	0,000	1,000
X27	0,717	0,618	0,539	0,708	0,534	0,717	0,585	0,673	0,602	0,594	0,710	0,797	0,000

Apêndice XXXIV:
Matriz das distâncias de Minkovski (SM)

	X1	X2	X3	X4	X5	X6	X7	X8	X9	X10	X11	X12	X13	X14
X1	0,000	1,570	1,398	1,488	1,302	1,283	1,139	1,286	1,288	1,046	1,329	1,479	1,204	1,193
X2	1,570	0,000	1,570	1,510	1,190	1,257	1,496	1,368	1,310	1,324	1,360	1,594	1,346	1,485
X3	1,398	1,570	0,000	1,451	1,296	1,246	1,115	1,328	1,363	1,152	1,414	1,486	1,168	1,292
X4	1,488	1,510	1,451	0,000	1,337	1,352	1,235	1,328	1,247	1,478	1,365	1,549	1,244	1,478
X5	1,302	1,190	1,296	1,337	0,000	1,303	1,169	1,195	0,970	1,201	1,290	1,343	1,132	1,205
X6	1,283	1,257	1,246	1,352	1,303	0,000	1,216	1,376	1,377	1,167	1,228	1,391	1,025	1,266
X7	1,139	1,496	1,115	1,235	1,169	1,216	0,000	1,407	1,229	1,112	1,222	1,410	1,136	1,083
X8	1,286	1,368	1,328	1,328	1,195	1,376	1,407	0,000	1,401	1,136	1,443	1,295	1,211	1,301
X9	1,288	1,310	1,363	1,247	0,970	1,377	1,229	1,401	0,000	1,116	1,477	1,326	1,195	1,198
X10	1,046	1,324	1,152	1,478	1,201	1,167	1,112	1,136	1,116	0,000	1,176	1,131	1,133	1,121
X11	1,329	1,360	1,414	1,365	1,290	1,228	1,222	1,443	1,477	1,176	0,000	1,347	1,244	1,368
X12	1,479	1,594	1,486	1,549	1,343	1,391	1,410	1,295	1,326	1,131	1,347	0,000	1,315	1,515
X13	1,204	1,346	1,168	1,244	1,132	1,025	1,136	1,211	1,195	1,133	1,244	1,315	0,000	1,164
X14	1,193	1,485	1,292	1,478	1,205	1,266	1,083	1,301	1,198	1,121	1,368	1,515	1,164	0,000
X15	2,414	2,635	2,332	2,496	2,109	2,310	2,029	2,443	2,275	2,253	2,446	2,629	1,953	1,713
X16	1,271	1,516	1,387	1,371	1,121	1,218	1,256	1,299	1,322	1,201	1,325	1,498	1,006	1,194
X17	1,225	1,392	1,224	1,371	1,096	1,122	1,061	1,174	1,161	1,051	1,078	1,324	0,929	1,096
X18	1,267	1,460	1,362	1,396	1,126	1,094	1,128	1,267	1,151	1,151	1,140	1,260	1,119	1,271
X19	1,256	1,327	1,275	1,353	0,921	1,196	1,215	1,277	1,284	1,181	1,125	1,390	0,944	1,140
X20	1,280	1,325	1,204	1,419	1,148	1,103	1,216	1,234	1,084	1,146	1,195	1,359	1,091	1,239
X21	1,181	1,276	1,164	1,274	1,181	1,199	1,110	1,164	1,130	1,256	1,203	1,351	1,199	1,272
X22	1,464	1,268	1,445	1,372	1,208	1,264	1,280	1,376	1,332	1,322	1,368	1,426	1,095	1,288
X23	1,310	1,527	1,237	1,422	1,162	1,183	1,361	1,335	1,329	1,147	1,290	1,308	1,147	1,139
X24	1,470	1,619	1,335	1,423	1,101	1,291	1,325	1,303	1,263	1,233	1,380	1,405	1,168	1,351
X25	1,219	1,344	1,093	1,335	1,250	1,080	0,946	1,157	1,288	1,292	1,047	1,361	1,096	1,061
X26	1,362	1,598	1,362	1,444	1,427	1,451	1,541	1,463	1,489	1,601	1,437	1,485	1,491	1,743
X27	1,129	1,300	1,184	1,156	1,134	1,054	1,078	1,104	1,260	1,136	1,017	1,311	1,077	1,024

	X15	X16	X17	X18	X19	X20	X21	X22	X23	X24	X25	X26	X27
X1	2,414	1,271	1,225	1,267	1,256	1,280	1,181	1,464	1,310	1,470	1,219	1,362	1,129
X2	2,635	1,516	1,392	1,460	1,327	1,325	1,276	1,268	1,527	1,619	1,344	1,598	1,300
X3	2,332	1,387	1,224	1,362	1,275	1,204	1,164	1,445	1,237	1,335	1,093	1,362	1,184
X4	2,496	1,371	1,371	1,396	1,353	1,419	1,274	1,372	1,422	1,423	1,335	1,444	1,156
X5	2,109	1,121	1,096	1,126	0,921	1,148	1,181	1,208	1,162	1,101	1,250	1,427	1,134
X6	2,310	1,218	1,122	1,094	1,196	1,103	1,199	1,264	1,183	1,291	1,080	1,451	1,054
X7	2,029	1,256	1,061	1,128	1,215	1,216	1,110	1,280	1,361	1,325	0,946	1,541	1,078
X8	2,443	1,299	1,174	1,267	1,277	1,234	1,164	1,376	1,335	1,303	1,157	1,463	1,104
X9	2,275	1,322	1,161	1,151	1,284	1,084	1,130	1,332	1,329	1,263	1,288	1,489	1,260
X10	2,253	1,201	1,051	1,151	1,181	1,146	1,256	1,322	1,147	1,233	1,292	1,601	1,136
X11	2,446	1,325	1,078	1,140	1,125	1,195	1,203	1,368	1,290	1,380	1,047	1,437	1,017
X12	2,629	1,498	1,324	1,260	1,390	1,359	1,351	1,426	1,308	1,405	1,361	1,485	1,311
X13	1,953	1,006	0,929	1,119	0,944	1,091	1,199	1,095	1,147	1,168	1,096	1,491	1,077
X14	1,713	1,194	1,096	1,271	1,140	1,239	1,272	1,288	1,139	1,351	1,061	1,743	1,024
X15	0,000	2,173	2,044	2,303	2,036	2,304	2,313	2,208	2,218	2,392	2,044	2,869	1,969
X16	2,173	0,000	1,154	1,235	1,113	1,254	1,188	1,312	1,257	1,209	1,120	1,427	1,051
X17	2,044	1,154	0,000	1,048	0,970	1,097	1,090	1,073	1,090	1,097	1,111	1,445	0,849
X18	2,303	1,235	1,048	0,000	1,214	1,286	1,239	1,361	1,295	1,378	1,187	1,411	1,194
X19	2,036	1,113	0,970	1,214	0,000	1,162	1,154	1,281	1,254	1,361	1,094	1,533	0,894
X20	2,304	1,254	1,097	1,286	1,162	0,000	1,212	1,265	1,273	1,386	1,209	1,388	1,182
X21	2,313	1,188	1,090	1,239	1,154	1,212	0,000	1,179	1,192	1,279	1,243	1,281	1,074
X22	2,208	1,312	1,073	1,361	1,281	1,265	1,179	0,000	1,246	1,393	1,226	1,403	1,048
X23	2,218	1,257	1,090	1,295	1,254	1,273	1,192	1,246	0,000	0,891	1,166	1,401	1,093
X24	2,392	1,209	1,097	1,378	1,361	1,386	1,279	1,393	0,891	0,000	1,421	1,471	1,183
X25	2,044	1,120	1,111	1,187	1,094	1,209	1,243	1,226	1,166	1,421	0,000	1,575	1,087
X26	2,869	1,427	1,445	1,411	1,533	1,388	1,281	1,403	1,401	1,471	1,575	0,000	1,588
X27	1,969	1,051	0,849	1,194	0,894	1,182	1,074	1,048	1,093	1,183	1,087	1,588	0,000

Apêndice XXXV:
Matriz dos inversos das distâncias de Minkovski (SM)

	X1	X2	X3	X4	X5	X6	X7	X8	X9	X10	X11	X12	X13	X14
X1	0,000	0,637	0,715	0,672	0,768	0,779	0,878	0,778	0,776	0,956	0,752	0,676	0,831	0,838
X2	0,637	0,000	0,637	0,662	0,840	0,796	0,668	0,731	0,763	0,755	0,736	0,627	0,743	0,673
X3	0,715	0,637	0,000	0,689	0,772	0,803	0,897	0,753	0,734	0,868	0,707	0,673	0,856	0,774
X4	0,672	0,662	0,689	0,000	0,748	0,740	0,810	0,753	0,802	0,677	0,733	0,645	0,804	0,676
X5	0,768	0,840	0,772	0,748	0,000	0,767	0,855	0,837	1,031	0,832	0,775	0,744	0,883	0,830
X6	0,779	0,796	0,803	0,740	0,767	0,000	0,823	0,727	0,726	0,857	0,814	0,719	0,975	0,790
X7	0,878	0,668	0,897	0,810	0,855	0,823	0,000	0,711	0,814	0,899	0,818	0,709	0,880	0,923
X8	0,778	0,731	0,753	0,753	0,837	0,727	0,711	0,000	0,714	0,880	0,693	0,772	0,826	0,769
X9	0,776	0,763	0,734	0,802	1,031	0,726	0,814	0,714	0,000	0,896	0,677	0,754	0,837	0,834
X10	0,956	0,755	0,868	0,677	0,832	0,857	0,899	0,880	0,896	0,000	0,850	0,884	0,883	0,892
X11	0,752	0,736	0,707	0,733	0,775	0,814	0,818	0,693	0,677	0,850	0,000	0,742	0,804	0,731
X12	0,676	0,627	0,673	0,645	0,744	0,719	0,709	0,772	0,754	0,884	0,742	0,000	0,760	0,660
X13	0,831	0,743	0,856	0,804	0,883	0,975	0,880	0,826	0,837	0,883	0,804	0,760	0,000	0,859
X14	0,838	0,673	0,774	0,676	0,830	0,790	0,923	0,769	0,834	0,892	0,731	0,660	0,859	0,000
X15	0,414	0,380	0,429	0,401	0,474	0,433	0,493	0,409	0,440	0,444	0,409	0,380	0,512	0,584
X16	0,787	0,660	0,721	0,730	0,892	0,821	0,796	0,770	0,756	0,832	0,755	0,668	0,994	0,838
X17	0,816	0,718	0,817	0,729	0,912	0,891	0,942	0,852	0,861	0,951	0,927	0,755	1,076	0,912
X18	0,789	0,685	0,734	0,716	0,888	0,914	0,887	0,789	0,869	0,869	0,877	0,794	0,894	0,787
X19	0,796	0,753	0,785	0,739	1,086	0,836	0,823	0,783	0,779	0,847	0,889	0,720	1,059	0,877
X20	0,781	0,755	0,830	0,705	0,871	0,907	0,822	0,811	0,922	0,873	0,837	0,736	0,916	0,807
X21	0,847	0,784	0,859	0,785	0,847	0,834	0,901	0,859	0,885	0,796	0,831	0,740	0,834	0,786
X22	0,683	0,789	0,692	0,729	0,828	0,791	0,781	0,727	0,751	0,756	0,731	0,701	0,913	0,776
X23	0,764	0,655	0,808	0,703	0,860	0,845	0,735	0,749	0,753	0,872	0,775	0,764	0,872	0,878
X24	0,680	0,618	0,749	0,703	0,908	0,774	0,754	0,767	0,792	0,811	0,725	0,712	0,856	0,740
X25	0,820	0,744	0,915	0,749	0,800	0,926	1,058	0,865	0,777	0,774	0,956	0,735	0,912	0,943
X26	0,734	0,626	0,734	0,693	0,701	0,689	0,649	0,683	0,672	0,625	0,696	0,673	0,671	0,574
X27	0,886	0,769	0,845	0,865	0,882	0,949	0,928	0,906	0,794	0,881	0,983	0,763	0,928	0,977

	X15	X16	X17	X18	X19	X20	X21	X22	X23	X24	X25	X26	X27
X1	0,414	0,787	0,816	0,789	0,796	0,781	0,847	0,683	0,764	0,680	0,820	0,734	0,886
X2	0,380	0,660	0,718	0,685	0,753	0,755	0,784	0,789	0,655	0,618	0,744	0,626	0,769
X3	0,429	0,721	0,817	0,734	0,785	0,830	0,859	0,692	0,808	0,749	0,915	0,734	0,845
X4	0,401	0,730	0,729	0,716	0,739	0,705	0,785	0,729	0,703	0,703	0,749	0,693	0,865
X5	0,474	0,892	0,912	0,888	1,086	0,871	0,847	0,828	0,860	0,908	0,800	0,701	0,882
X6	0,433	0,821	0,891	0,914	0,836	0,907	0,834	0,791	0,845	0,774	0,926	0,689	0,949
X7	0,493	0,796	0,942	0,887	0,823	0,822	0,901	0,781	0,735	0,754	1,058	0,649	0,928
X8	0,409	0,770	0,852	0,789	0,783	0,811	0,859	0,727	0,749	0,767	0,865	0,683	0,906
X9	0,440	0,756	0,861	0,869	0,779	0,922	0,885	0,751	0,753	0,792	0,777	0,672	0,794
X10	0,444	0,832	0,951	0,869	0,847	0,873	0,796	0,756	0,872	0,811	0,774	0,625	0,881
X11	0,409	0,755	0,927	0,877	0,889	0,837	0,831	0,731	0,775	0,725	0,956	0,696	0,983
X12	0,380	0,668	0,755	0,794	0,720	0,736	0,740	0,701	0,764	0,712	0,735	0,673	0,763
X13	0,512	0,994	1,076	0,894	1,059	0,916	0,834	0,913	0,872	0,856	0,912	0,671	0,928
X14	0,584	0,838	0,912	0,787	0,877	0,807	0,786	0,776	0,878	0,740	0,943	0,574	0,977
X15	0,000	0,460	0,489	0,434	0,491	0,434	0,432	0,453	0,451	0,418	0,489	0,349	0,508
X16	0,460	0,000	0,867	0,810	0,898	0,797	0,842	0,762	0,795	0,827	0,893	0,701	0,951
X17	0,489	0,867	0,000	0,954	1,030	0,911	0,917	0,932	0,918	0,912	0,900	0,692	1,179
X18	0,434	0,810	0,954	0,000	0,824	0,778	0,807	0,735	0,772	0,726	0,843	0,708	0,837
X19	0,491	0,898	1,030	0,824	0,000	0,861	0,867	0,780	0,798	0,734	0,914	0,652	1,119
X20	0,434	0,797	0,911	0,778	0,861	0,000	0,825	0,791	0,786	0,721	0,827	0,721	0,846
X21	0,432	0,842	0,917	0,807	0,867	0,825	0,000	0,848	0,839	0,782	0,804	0,781	0,931
X22	0,453	0,762	0,932	0,735	0,780	0,791	0,848	0,000	0,802	0,718	0,816	0,713	0,954
X23	0,451	0,795	0,918	0,772	0,798	0,786	0,839	0,802	0,000	1,122	0,857	0,714	0,915
X24	0,418	0,827	0,912	0,726	0,734	0,721	0,782	0,718	1,122	0,000	0,704	0,680	0,845
X25	0,489	0,893	0,900	0,843	0,914	0,827	0,804	0,816	0,857	0,704	0,000	0,635	0,920
X26	0,349	0,701	0,692	0,708	0,652	0,721	0,781	0,713	0,714	0,680	0,635	0,000	0,630
X27	0,508	0,951	1,179	0,837	1,119	0,846	0,931	0,954	0,915	0,845	0,920	0,630	0,000