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ANEXO I

Questionário Dissertação PUC-Rio

Introduction

Dear Participant,

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

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

This questionnaire is not a test (there's no wrong or right answer). If a question cannot be answered for any reason, it will be disregarded. However, we emphasize the importance of the provided information for the study development and request your support to get questions answered properly.

Please note that this survey is voluntary. No further obligations are tied to the participation in this survey. The data retrieved from this survey will be handled in strict confidentiality and used solely for academic purposes. Under no circumstances will be disclosed or transferred data or information provided by respondents, nor will they be used for any purpose other than the academic proposed here. The final results of this study may contain fragments of the respondents' opinions. However, we guarantee that identities of respondents will not be disclosed and will not consider any response or comment as the "official" position of the company.

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

Vitor Sandrini
Product Project Manager | Controls & Data Management
E: vitor.sandrini@fmcti.com | P: 55 21 3194-5768

The due date to submit the answers is 30/10/2013.

Thank you for taking time to participate in this survey!

Background Information:

For those who are not familiar with the latest FMC linkages (alliances and Mergers and Acquisitions - M&A), the following paragraphs disclose the most important FMC strategic linkages in the past five years. Please base your answers taking into account these alliances.

- Strategic alliance with customers to develop new technologies in subsea processing that make the development of newly discovered reservoir economically feasible and reduce the cost of extending the productive life of aging fields.
- Acquisition of Multi Phase Meters AS (MPM), a Norwegian supplier of fluid measurements equipment.
- Collaboration agreement with Sulzer Pumps to supply pumps for subsea applications and further development of pumping technology.
- Acquisition of Schilling Robotics a leading producer of ROV manipulator systems, control systems and other high-technology equipment and services for oil and gas subsea exploration and production.
- Acquisition of Control Systems International, Inc. (CSI) a leading supplier of innovative control and automation system solutions.
- Joint Venture with Edison Chouest Offshore LLC (Edison Chouest) a vessel, port logistics and ROV operation Company.

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- Acquisition of Pure Energy a leading provider of frac flowback services and wire line service.
- Alliance with universities to develop new technologies.
- Acquisition of Direct Drive Systems, Inc. (DDS) a world leader in the development and manufacture of high-performance permanent magnet motors and bearings for the oil and gas industry.

Part 1 – General Questions

1. Please select the area you are part of:

- ☐ Board of Directors
- ☐ Planning
- ☐ Marketing
- ☐ Commercial Area
- ☐ Technical (Product/ Services)
- ☐ Legal or Regulatory
- ☐ Human Resources
- ☐ Financial

Outro (especifique)

2. In your business organization, what's your position?

- ☐ Director
- ☐ Manager
- ☐ Supervisor or Coordinator
- ☐ Technician

Outro (especifique)

3. Please inform how many years you have worked for the company:

- ☐ Less than 1 year
- ☐ Between 1 and 5 years
- ☐ Between 5 and 10 years
- ☐ Above 10 years

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

Part 2 – Characterisation of the FMC Strategy

Definitions to better support your answer:

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

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

Transnational Strategy: International strategy presenting global characteristics. It involves customization to the local market (local responsiveness) in order to satisfy the wishes and needs from the local consumers. It counts on global efficiency, but balances the necessary flexibility for customization in a coordinated way with its partners, customers and suppliers. It requires interdependence and high communication flow between subsidiaries and headquarters. Subsidiaries can work as excellence centers to specific products and markets.

Multi Domestic Strategy: International strategy where both strategic and operational decisions are decentralized and under responsibility of each business unit in the different countries where the company performs. This strategy allows the Local Business Unit to adapt its products to the local market. It requires low interdependence and low communication flow between subsidiaries and headquarters.

Global Multibusiness Firms: Strategy is similar to transnational companies, but with the perception that certain companies incorporate different value-added activities separated into different businesses units. The individual units remain somewhat independent with loose administrative and close financial oversight.

4. In your opinion, what is the market strategy adopted by FMC Technologies?

- ☐ Differentiation based on quality (perceived by customer although presenting similar characteristics)
- ☐ Differentiation based on design (distinctive characteristics, different but not necessarily better)
- ☐ Differentiation based on support (something additional besides basic post sales support)
- ☐ Differentiation based on image (brand image and company reputation as main differentiator)
- ☐ Differentiation based on price (low price used to differentiate the final solution)
- ☐ Differentiation based on bundling (selling one or more products together)
- ☐ No differentiation (no clear strategy to be used as differentiator)

5. In your opinion, how would you classify the FMC international strategy?

- ☐ Multi domestic
- ☐ Global
- ☐ Transnational
- ☐ Global Multibusiness Firms
- ☐ Don't know

Part 3: FMC Strategic Impact of Alliances and Networks

Definitions to better support your answer:

Alliances are voluntary arrangements or partnerships between companies that involves exchange, sharing, or co-development of products, technologies or services. Alliances can be considered strategic when they contribute directly to the company's competitive advantage. Examples of alliances: joint ventures, partnerships for R&D (Research & Development), long term supplier contracts, etc.

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6. Please, evaluate the following statements: "FMC seeks to establish alliances or mergers and acquisitions as a fundamental part of the company's strategy."

- ☐ Totally Agree
☐ Agree
☐ Neither disagree nor agree
☐ Disagree
☐ Totally disagree
☐ Not applicable

7. What are the main factors that FMC takes into account when establishing a strategic alliance or merger and acquisition? Please choose the three (3) main factors

	STRATEGIC ALLIANCES	MERGERS & AQUISITIONS
Access to information provided by the new relationship	<input type="checkbox"/>	<input type="checkbox"/>
Access to financial capital provided by the new relationship	<input type="checkbox"/>	<input type="checkbox"/>
Access to social capital provided by the new relationship	<input type="checkbox"/>	<input type="checkbox"/>
Access to political capital provided by the new relationship	<input type="checkbox"/>	<input type="checkbox"/>
Economy of scale	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge sharing with new partners	<input type="checkbox"/>	<input type="checkbox"/>
Financial Risk management	<input type="checkbox"/>	<input type="checkbox"/>
Cost sharing	<input type="checkbox"/>	<input type="checkbox"/>
Cost reduction when considering new market entrance	<input type="checkbox"/>	<input type="checkbox"/>
Uncertainties / risk management	<input type="checkbox"/>	<input type="checkbox"/>
Complementary competence sharing	<input type="checkbox"/>	<input type="checkbox"/>
Tighter commercial relationship	<input type="checkbox"/>	<input type="checkbox"/>
Better positioning in the face of political and institutional changes	<input type="checkbox"/>	<input type="checkbox"/>
Not applicable	<input type="checkbox"/>	<input type="checkbox"/>

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8. The strategic alliances that FMC takes part in are typically...

- ☐ Bilateral (Alliances constituted between two entities, for example, between focal company and partner)
☐ Multilateral (Alliances constituted by more than two entities, for example, a focal company and several suppliers)
☐ Both
☐ FMC does not take part in alliances
☐ Don't know

9. In case your answer to Question #8 was "Multilateral" what are the main participants in these alliances? Choose the three (3) most important ones:

- ☐ Customer
☐ Suppliers
☐ Substitutes
☐ Competitors
☐ New entrants
☐ Complementors
☐ Governmental Bodies

Definitions to better support your answer:

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

10. FMC establishes STRATEGIC ALLIANCES or takes part in strategic networks with.....

	Yes	No	Don't know
Customers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Suppliers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Substitutes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competitors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New entrants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Complementors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Governmental Bodies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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11. FMC establishes MERGERS & AQUISITIONS with.....

	Yes	No	Don't know
Customers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Suppliers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Substitutes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competitors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New entrants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Complementors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Governmental Bodies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Please provide examples of companies / organizations with which FMC takes part in STRATEGIC ALLIANCES for each applicable sector.

Customers	<input type="text"/>
Suppliers	<input type="text"/>
Substitutes	<input type="text"/>
Competitors	<input type="text"/>
New entrants	<input type="text"/>
Complementors	<input type="text"/>
Governmental Bodies	<input type="text"/>

13. Please provide examples of companies / organizations with which FMC takes part in MERGERS & AQUISITIONS for each applicable sector.

Customers	<input type="text"/>
Suppliers	<input type="text"/>
Substitutes	<input type="text"/>
Competitors	<input type="text"/>
New entrants	<input type="text"/>
Complementors	<input type="text"/>
Governmental Bodies	<input type="text"/>

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14. Please, select the three (3) main kinds of alliances or mergers and acquisitions that FMC considers most important in the case of each partner category

	Customers	Suppliers	Substitutes	Competitors	New Entrants	Complementors	Government
Merger/ Acquisition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Joint-venture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cross Shareholder participation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Minority Shareholder Investment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Joint R&D	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Development/ Co-production	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Commercialization/Joint Marketing efforts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Patent Licensing or know-how	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transfer of technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Raw material supply deal/ Contract	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Service supply deal/ Contract	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Publicity and advertising deal/ Contract	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Definitions to better support your answer:

The Value Net is the network constituted by the focal company, its complementaries, competitors, suppliers and others. The Value Net works as a schematic map that represents all players in the business environment and the interdependencies that contribute to the focal company's competitive advantage.

A Strategic Network is formed by the set of business relationships, both horizontal and vertical, with other organizations - suppliers, customers, competitors and other entities - including relationships that cross boundaries of industries and countries. Strategic Networks are composed of strategic alliances and other linkages, i.e., Linkages that contribute directly to the company's competitive advantage.

Opportunities are defined as potential earnings provided by macro-environmental factors - political, economic and socio-environmental factors - or industry structural factors, external to the company.

Threats are defined as losses, risks and changes potentially unfavorable arising from the same factors above mentioned.

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15. Please, select the most appropriate answer related to FMC:

	Totally disagree	Disagree	Neither disagree nor agree	Agree	Totally Agree	Not applicable
FMC's participation in strategic alliances / mergers & acquisition impacts its strategy and global performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
FMC's participation in strategic alliances/ mergers & acquisition may represent better real or potential business opportunities for FMC.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
FMC's participation in strategic alliances / mergers & acquisition may represent greater real or potential threats for FMC.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
FMC's participation in strategic alliances / mergers & acquisition represents neither opportunities nor threats at industry level.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The large number of existing relationships between members of FMC's value network is a strong barrier to entry of new entrants in the market.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Please, evaluate the following statements: "Strategic alliances / mergers and acquisitions are changing the intensity (to greater or lesser degree) of competition in the energy industry." (Check the box that best reflects your view on this statement)

	Totally Agree	Agree	Neither disagree nor agree	Disagree	Totally disagree	Not applicable
STRATEGIC ALLIANCES	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MERGERS & ACQUISITIONS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. If you agree or fully agree with the statement of the previous question, explain in what sense you see these changes.

STRATEGIC ALLIANCES	<input type="text"/>
MERGERS & ACQUISITIONS	<input type="text"/>

Definitions to better support your answer:

Key customers are companies or groups that have leadership in the markets where they operate, competitive advantage over their competitors, and/or good prospects in the long term in terms of competitiveness.

Questionário Dissertação PUC-Rio

Key suppliers are companies that provide raw materials or services to FMC which represent a large portion of FMC cost and / or that are unique sourcing options.

Key competitors are companies that compete with FMC in the same markets with similar products, equivalent bargaining power or hold the same market share. Key competitors are those that exert the greatest competitive pressure on the competition.

18. Considering the statement above, please, select the most appropriate answer related to FMC:

	Totally disagree	Disagree	Neither disagree nor agree	Agree	Totally Agree	Not applicable
As part of its strategy, FMC establishes strategic alliances with its key competitors in order to mitigate competition growth.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As part of its strategy, FMC establishes mergers & acquisitions with its key competitors in order to mitigate competition growth.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
FMC seeks to identify key customers with whom it can have interests to establish long-term relationships.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
FMC seeks to establish and strengthen long-term relationships with key suppliers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As part of its strategy, FMC establishes global alliances to increase its competitiveness in the global context.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As part of its strategy, FMC establishes global mergers & acquisition to increase its competitiveness in the global context.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Part 4: Characteristics of Alliances

Definitions to better support your answer:

Network density refers to the proportion of global linkages identified in the company's relationship network related to the maximum possible number of global linkages.

Scope refers to the breadth/coverage of the alliance/network in terms of geographic market, customer group or market segment. The more focused and specific is the alliance, the narrower it's the scope.

Centrality characterizes the relative position of the focal firm (in this case FMC) in relation to other network players. The higher the relationship of the focal company with other players in the network, the greater its centrality.

Questionário Dissertação PUC-Rio

19. Considering the definitions above, the density (proportion of global connections) of FMC's network can be classified as:

	High Density	Low Density	Not Aplicable
Customer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Suppliers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Substitutes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competitors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New entrants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Complementors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Governmental Bodies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. Considering the definitions above, the scope (breadth/coverage of the strategic alliance / mergers & acquisition) of FMC's network can be classified as:

	Wide	Restrict	Not Aplicable
Customer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Suppliers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Substitutes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competitors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New entrants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Complementors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Governmental Bodies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21. Considering the definitions above, the Centrality (relative position of the focal firm in relation to other network players) of FMC's network can be classified as:

	Central	Intermediate	Peripheral	Don't know
Customer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Suppliers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Substitutes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competitors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New entrants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Complementors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Governmental Bodies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Questionário Dissertação PUC-Rio

22. Considering the statements below, please, select the most appropriate answer related to FMC in your point of view:

	Totally disagree	Disagree	Neither disagree nor agree	Agree	Totally Agree	Not applicable
FMC seeks to establish relationships or mergers & acquisition in order to occupy a central position in the value net of the Global Energy Market	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
FMC seeks to establish relationships or mergers & acquisition in order to occupy a central position in the value net of the Latin America Energy Market	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
FMC seeks to establish relationships or mergers & acquisition in order to occupy a central position in the value net of each country where it operates.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

23. Considering FMC's strategic alliances / mergers and acquisitions, please, select the most appropriate answer in your point of view:

"FMC seeks to establish alliances / mergers and acquisitions with...."

	Totally disagree	Disagree	Neither disagree nor agree	Agree	Totally Agree	Not applicable
Key customers"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"(...) Key Suppliers"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"(...)Competitors"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"(...)Complementors"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"(...)Substitutes"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"(...)New entrants"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"(...)New entrants"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"(...) Governmental Bodies"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Definitions to better support your answer:

Key Resources are resources including competencies both of the company and its partners/alliances networks that are complementary, valuable, inimitable, and without replacements, relevant to achieving the company's strategic goals.

Questionário Dissertação PUC-Rio

24. What kind of key resources FMC seeks from its partners by way of STRATEGIC ALLIANCES networks? (Check only the main key resources for each partner category).

	Customers	Suppliers	Substitutes	Competitors	Complementors	New entrants	Governmental Departments
Information capital	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social capital	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Political capital	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovation capability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

25. What kind of key resources FMC seeks from its partners by way of MERGERS & AQUISITIONS? (Check only the main key resources for each partner category).

	Customers	Suppliers	Substitutes	Competitors	Complementors	New entrants	Governmental Departments
Information capital	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social capital	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Political capital	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovation capability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

26. How would you evaluate each partner in relation to its contribution to FMC in terms of key resources?

	Rich in Key Resources	Poor in Key Resources	Not applicable
Customer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Suppliers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Substitutes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competitors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New entrants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Complementors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Governmental Bodies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Questionário Dissertação PUC-Rio

27. How would you evaluate resource complementarity in the case of FMC's global partners?

	High Complementarity	Low Complementarity	Not applicable
Customer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Suppliers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Substitutes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competitors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New entrants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Complementors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Governmental Bodies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

28. Classify the volume of key resources provided by each strategic partner with whom FMC establishes strategic alliances.

	Abundant	Satisfactory	Insufficient	Not applicable
Customer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Suppliers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Substitutes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competitors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New entrants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Complementors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Governmental Bodies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

29. Classify the key resources' access level for each strategic partner with whom FMC establishes strategic alliances.

	Easy	Difficult	Not applicable
Customer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Suppliers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Substitutes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competitors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New entrants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Complementors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Governmental Bodies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Questionário Dissertação PUC-Rio

30. How would you evaluate each type of FMC's partner regarding its operations: Global, Regional, or Local? (In case a variation of geographical scope exists for partners, please mark the option that indicates major representativeness for those partners).

	Global	Regional	Local	Not applicable
Customer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Suppliers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Substitutes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competitors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New entrants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Complementors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Governmental Bodies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Definitions to better support your answer:

Connection strength in an alliance can be understood as the difficulty of severance the alliance, as the commitment level between partners, as the alliance's durability or the difficulty in replacing the partner for another due to the type of contract or agreement between the parties involved.

31. Evaluate, in general terms, the strength of connections (commitment level and / or contractual formalization) between FMC and its partners in key strategic alliances

	Strong	Medium	Weak	Not Applicable
Customer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Suppliers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Substitutes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competitors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New entrants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Complementors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Governmental Bodies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Definitions to better support your answer:

The nature of alliances can be opportunistic (win-loose) when they present a disproportional advantage for one or more of the partners. In order to have collaborative alliance (win-win) it is necessary to have a power balance between partners.

Questionário Dissertação PUC-Rio

32. As to the nature of strategic alliances established by FMC with its partners, please mention if they are opportunistic (win-loose) or collaborative (win-win).

	Opportunistic	Collaborative	Not Applicable
Customer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Suppliers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Substitutes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competitors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New entrants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Complementors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Governmental Bodies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Definitions to better support your answer:

An alliance is explorative when it seeks to develop new resources/competencies together with its partners.

An alliance is exploitative when it seeks to use existing resources/competencies with its partners.

33. Classify the main strategic alliances established by FMC with each partner in terms of being explorative or exploitative.

	Explorative	Exploitative	Not Applicable
Customer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Suppliers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Substitutes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Competitors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
New entrants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Complementors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Governmental Bodies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

34. Evaluate the geographical scope of the alliances established by FMC with each partner in terms of being global, regional or local.

	Global	Regional	Local	Not applicable
Customer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Suppliers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Substitutes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Competitors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
New entrants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Complementors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Governmental Bodies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Part 4 - Alliances Management:

Questionário Dissertação PUC-Rio

35. Does FMC have performance indicators to evaluate to what extent strategic alliances / mergers and acquisitions contribute to the company's global performance?

	Yes	No	Don't know
STRATEGIC ALLIANCES	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MERGERS & AQUISITIONS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

	Yes	No	Don't know
STRATEGIC ALLIANCES	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MERGERS & AQUISITIONS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

37. In case of negative answer, please explain

STRATEGIC ALLIANCES	<input type="text"/>
MERGERS & AQUISITIONS	<input type="text"/>

38. What are the performance indicators used by FMC to measure how strategic alliances / mergers and acquisitions contribute to the company's global performance?

	STRATEGIC ALLIANCES	MERGERS & AQUISITIONS
Financial	<input type="checkbox"/>	<input type="checkbox"/>
Operational	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction	<input type="checkbox"/>	<input type="checkbox"/>
Innovation	<input type="checkbox"/>	<input type="checkbox"/>
Social capital	<input type="checkbox"/>	<input type="checkbox"/>
Informational capital	<input type="checkbox"/>	<input type="checkbox"/>
Don't have pre-established indicators	<input type="checkbox"/>	<input type="checkbox"/>

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

	Yes	No	Don't know
STRATEGIC ALLIANCES	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MERGERS & AQUISITIONS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

	Yes	No	Don't know
STRATEGIC ALLIANCES	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MERGERS & AQUISITIONS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

41. In case of a negative answer, please explain.

STRATEGIC ALLIANCES	<input type="text"/>
MERGERS & AQUISITIONS	<input type="text"/>

Questionário Dissertação PUC-Rio

42. When establishing alliances / mergers and acquisitions, what are the means used to ensure alignment between FMC and its partner?

	STRATEGIC ALLIANCES	MERGERS & AQUISITIONS
Operational strategy	<input type="radio"/>	<input type="radio"/>
Corporate culture	<input type="radio"/>	<input type="radio"/>
Managerial style	<input type="radio"/>	<input type="radio"/>
Resource complementarity	<input type="radio"/>	<input type="radio"/>
Product/ Service complementarity	<input type="radio"/>	<input type="radio"/>
Customer acceptance	<input type="radio"/>	<input type="radio"/>
Don't have pre-established means	<input type="radio"/>	<input type="radio"/>

43. How does the company guarantee the strategic alignment between its strategic alliance / mergers and acquisitions and its global business?

	STRATEGIC ALLIANCES	MERGERS & AQUISITIONS
Through formally established processes	<input type="radio"/>	<input type="radio"/>
Through formal processes under development	<input type="radio"/>	<input type="radio"/>
Through informal initiatives	<input type="radio"/>	<input type="radio"/>
Doesn't possess processes or initiatives	<input type="radio"/>	<input type="radio"/>
Don't know	<input type="radio"/>	<input type="radio"/>

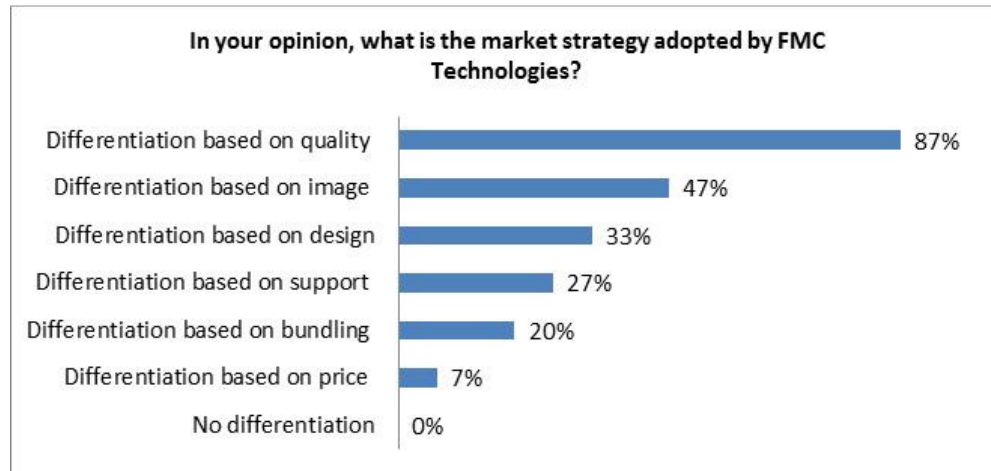
44. The following space is reserved for additional comments, if necessary:

Thank you for your attention and support!

PUC-Rio - Certificação Digital Nº 1212840/CA

**Análise das alianças estratégicas, fusões e aquisições de empresas que competem globalmente no setor de óleo e gás:
O Caso FMC Technologies.**

2 – A maioria das pessoas que responderam o questionário classificou a estratégia da FMC como diferenciação por qualidade. Você concorda com esta afirmação? Na sua opinião por que os produtos da FMC apresentam qualidade superior ao dos concorrentes?



3 – Na sua opinião o estabelecimento de alianças fusões e aquisições fazem parte da estratégia da FMC Technologies ou são ligações oportunistas sem visão de longo prazo? Quais as alianças fusões e aquisições realizadas pela empresa nos últimos 5 anos mais contribuíram para sustentar sua posição de liderança? Qual a sua percepção para as alianças, F&A com os parceiros abaixo:

- Multi Phase Meters AS (MPM)
- Direct Drive Systems, Inc. (DDS)
- Control System International (CSI)
- Schilling Robotics
- Pure Energy
- Edison Chouest Offshore,
- Sulzer Pumps
- Alianças com clientes, universidades, órgão governamentais, fornecedores, concorrentes, novos entrantes e complementares.

4 – Quais competências a FMC Technologies busca nos parceiros para realizar alianças estratégicas? E fusões e aquisições?

5 - Como a FMC procura crescer sua participação de mercado no longo prazo? Existe alguma outra aliança que possa ser feita para isso? Como a FMC defende sua posição de liderança frente às ameaças dos concorrentes.

6 – Na sua opinião as alianças estratégicas conseguem mitigar as ameaças e potencializar as oportunidades identificadas na indústria de óleo o gás? Cite exemplos.

Ameaças	Oportunidades
Ameaça Real - Carência de mão de obra técnica especializada.	Oportunidade Real - Aumento da demanda por combustíveis e derivados do petróleo.
Ameaça Potencial - Pressão dos ambientalistas por novas fontes energéticas.	Oportunidade Real - Realização de novas rodadas de licitação de blocos de bacias sedimentares.
Ameaça Real - Falta de tecnologia para exploração de petróleo em alguns poços do pré-sal.	
Ameaça Real – Elevado grau de concentração e poder de barganha dos clientes.	
Ameaça Real – Baixo poder de barganha com fornecedores.	

7 – Existem indicadores para analisar o desempenho das alianças estratégicas, fusões e aquisições da empresa? Em caso positivo, cite exemplos.

ANEXO III

Neste anexo são apresentadas as respostas aos questionários enviados para os executivos da FMC Technologies.

1. Please select the area you are part of:

Opções de resposta	Porcentagem de respostas
Board of Directors	13,3%
Planning	26,7%
Marketing	0,0%
Commercial Area	0,0%
Technical (Product/ Services)	26,7%
Legal or Regulatory	0,0%
Human Resources	0,0%
Financial	0,0%

2. In your business organization, what's your position?

Opções de resposta	Porcentagem de respostas
Director	13,3%
Manager	66,7%
Supervisor or Coordinator	13,3%
Technician	6,7%

3. Please inform how many years you have worked for the company:

Opções de resposta	Porcentagem de respostas
Less than 1 year	0,0%
Between 1 and 5 years	40,0%
Between 5 and 10 years	33,3%
Above 10 years	26,7%

4. In your opinion, what is the market strategy adopted by FMC Technologies?

Remark: More than one option can be chosen.

No differentiation	0%
Differentiation based on price	7%
Differentiation based on bundling	20%
Differentiation based on support	27%
Differentiation based on design	33%
Differentiation based on image	47%
Differentiation based on quality	87%

5. In your opinion, how would you classify the FMC international strategy?

Opções de resposta	Porcentagem de respostas
Don't know	0%
Global Multibusiness Firms	0%
Multi domestic	0%
Global	33%
Transnational	67%

6. Please, evaluate the following statements: "FMC seeks to establish alliances or mergers and acquisitions as a fundamental part of the company's strategy".

Opções de resposta	Porcentagem de respostas
Neither disagree nor agree	0%
Disagree	0%
Totally disagree	0%
Not applicable	0%
Totally Agree	33%
Agree	67%

7. What are the main factors that FMC takes into account when establishing a strategic alliance or merger and acquisition? Please choose the three (3) main factors.

Opções de resposta	STRATEGIC ALLIANCES	MERGERS & AQUISITIONS
Access to information provided by the new relationship	9	5
Access to financial capital provided by the new relationship	4	1
Access to social capital provided by the new relationship	2	2
Access to political capital provided by the new relationship	0	2
Economy of scale	4	4
Knowledge sharing with new partners	6	7
Financial Risk management	1	1
Cost sharing	1	2
Cost reduction when considering new market entrance	0	6
Uncertainties / risk management	2	1
Complementary competence sharing	5	11
Tighter commercial relationship	9	1
Better positioning in the face of political and institutional changes	1	1
Not applicable	0	0

8. The strategic alliances that FMC takes part in are typically...

Opções de resposta	Porcentagem de respostas
Don't know	0%
FMC does not take part in alliances	0%
Multilateral	13%
Both	20%
Bilateral	67%

9. In case your answer to Question #8 was “Multilateral” what are the main participants in these alliances? Choose the three (3) most important ones:

Opções de resposta	Porcentagem de respostas
Substitutes	0,0%
Competitors	0,0%
New entrants	0,0%
Governmental Bodies	33,3%
Complementors	40,0%
Suppliers	93,3%
Customer	100,0%

10. FMC establishes STRATEGIC ALLIANCES or takes part in strategic networks with.....

Opções de resposta	Yes	No	Don't know
Competitors	0	0	0
New entrants	0	0	0
Substitutes	0	4	10
Governmental Bodies	4	13	2
Complementors	8	7	8
Customers	15	2	5
Suppliers	15	8	3

11. FMC establishes MERGERS & AQUISITIONS with.....

Opções de resposta	Yes	No	Don't know
Customers	0	11	4
Suppliers	12	3	0
Substitutes	4	8	3
Competitors	3	9	3
New entrants	1	9	5
Complementors	11	0	4
Governmental Bodies	0	11	4

12. Please provide examples of companies / organizations with which FMC takes part in STRATEGIC ALLIANCES for each applicable sector.

Opções de resposta	Porcentagem de respostas
Customers	80,0%
Suppliers	80,0%
Substitutes	20,0%
Competitors	20,0%
New entrants	20,0%
Complementors	60,0%
Governmental Bodies	20,0%

13. Please provide examples of companies / organizations with which FMC takes part in MERGERS & AQUISITIONS for each applicable sector.

Opções de resposta	Porcentagem de respostas
Customers	11,1%
Suppliers	66,7%
Substitutes	22,2%
Competitors	11,1%
New entrants	11,1%
Complementors	77,8%
Governmental Bodies	11,1%

14. Please, select the three (3) main kinds of alliances or mergers and acquisitions that FMC considers most important in the case of each partner category

Opções de resposta	Merger/ Acquisition	Cross Shareholder participation	Minority Shareholder investment	Joint R&D	Development Co-production	Commercialization/Joint Marketing efforts	Patent Licensing or know-how	Transfer of technology	Raw material supply deal/ Contract	Service supply deal/ Contract	Publicity and advertising deal/ Contract	Not Applicable
Customers	0	0	0	5	5	0	0	2	1	3	0	1
Suppliers	8	0	0	2	4	1	1	1	5	4	0	1
Substitutes	2	0	1	2	0	0	0	0	1	0	0	2
Competitors	0	0	0	0	0	0	0	0	2	0	0	2
New Entrants	0	0	1	0	0	0	1	2	0	0	0	3
Complementors	4	0	0	1	1	3	0	1	0	0	0	0
Government	0	0	0	1	0	0	1	0	0	1	0	1

15. Please, select the most appropriate answer related to FMC:

Opções de resposta	Totally disagree	Disagree	Neither disagree nor agree	Agree	Totally Agree	Not applicable
FMC's participation in strategic alliances / mergers & acquisition impacts its strategy and global performance.	0	0	0	5	10	0

FMC's participation in strategic alliances/ mergers & acquisition may represent better real or potential business opportunities for FMC.	0	0	0	8	7	0
FMC's participation in strategic alliances / mergers & acquisition may represent greater real or potential threats for FMC.	0	3	4	8	0	0
FMC's participation in strategic alliances / mergers & acquisition represents neither opportunities nor threats at industry level.	4	8	1	1	0	1
The large number of existing relationships between members of FMC's value network is a strong barrier to entry of new entrants in the market.	0	1	4	10	0	0

16. Please, evaluate the following statements: "Strategic alliances / mergers and acquisitions are changing the intensity (to greater or lesser degree) of competition in the energy industry." (Check the box that best reflects your view on this statement)

Opções de resposta	Totally Agree	Agree	Neither disagree nor agree	Disagree	Totally disagree	Not applicable
STRATEGIC ALLIANCES	3	8	3	1	0	0
MERGERS & AQUISITIONS	4	9	2	0	0	0

17. If you agree or fully agree with the statement of the previous question, explain in what sense you see these changes.

Opções de resposta	Porcentagem de respostas
STRATEGIC ALLIANCES	75,0%
MERGERS & AQUISITIONS	100,0%

18. Considering the statement above, please, select the most appropriate answer related to FMC:

Opções de resposta	Totally disagree	Disagree	Neither disagree nor agree	Agree	Totally Agree
As part of its strategy, FMC establishes strategic alliances with its key competitors in order to mitigate competition growth.	5	9	1	0	0

As part of its strategy, FMC establishes mergers & acquisition with its key competitors in order to mitigate competition growth.	4	11	0	0	0
FMC seeks to identify key customers with whom it can have interests to establish long-term relationships.	0	0	0	4	11
FMC seeks to establish and strengthen long-term relationships with key suppliers.	0	0	2	9	4
As part of its strategy, FMC establishes global alliances to increase its competitiveness in the global context.	0	0	1	9	5
As part of its strategy, FMC establishes global mergers & acquisition to increase its competitiveness in the global context.	0	0	1	3	11

19. Considering the definitions above, the density (proportion of global connections) of FMC's network can be classified as:

Opções de resposta	High Density	Low Density	Not Aplicable
Customer	13	2	0
Suppliers	12	4	0
Substitutes	0	11	4
Competitors	0	5	10
New entrants	0	9	6
Complementors	8	5	2
Governmental Bodies	2	9	4

20. Considering the definitions above, the scope (breadth/coverage of the strategic alliance / mergers & acquisition) of FMC's network can be classified as:

Opções de resposta	Wide	Restrict	Not Aplicable
Customer	14	1	0
Suppliers	13	2	0
Substitutes	0	2	13
Competitors	0	2	13
New entrants	0	3	12
Complementors	2	12	1
Governmental Bodies	2	9	4

21. Considering the definitions above, the Centrality (relative position of the focal firm in relation to other network players) of FMC's network can be classified as:

Opções de resposta	Central	Intermediate	Peripheral	Don't know
Customer	9	4	2	0
Suppliers	8	4	3	0
Substitutes	0	2	6	7
Competitors	0	0	9	6
New entrants	0	0	6	9
Complementors	1	8	4	2
Governmental Bodies	1	2	9	3

22. Considering the statements below, please, select the most appropriate answer related to FMC in your point of view:

Opções de resposta	Porcentagem de respostas
FMC seeks to establish relationships or mergers & acquisition in order to occupy a central position in the value net of the Global Energy Market	87,5%
FMC seeks to establish relationships or mergers & acquisition in order to occupy a central position in the value net of the Latin America Energy Market	12,5%
FMC seeks to establish relationships or mergers & acquisition in order to occupy a central position in the value net of each country where it operates.	0,0%

23. Considering FMC's strategic alliances / mergers and acquisitions, please, select the most appropriate answer in your point of view: "FMC seeks to establish alliances / mergers and Acquisitions with...."

Opções de resposta	Totally disagree	Disagree	Neither disagree nor agree	Agree	Totally Agree	Not applicable
"(...) Key customers"	0	0	0	8	7	0
"(...) Key Suppliers"	0	0	1	8	6	0
"(...) Competitors"	4	11	0	0	0	0
"(...) Complementors"	0	2	3	8	2	0
"(...) Substitutes"	1	5	9	0	0	0
"(...) New entrants"	1	2	7	3	0	2
"(...) Governmental Bodies"	0	2	3	8	2	0

24. What kind of key resources FMC seeks from its partners by way of STRATEGIC ALLIANCES networks? (Check only the main key resources for each partner category).

Opções de resposta	Information capital	Financial resources	Social capital	Political capital	Technological resources	Human resources	Innovation capability	Not Applicable
Customers	2	8	0	0	2	0	3	0
Suppliers	1	0	0	0	9	2	2	1
Substitutes	1	1	0	0	1	1	2	9
Competitors	0	0	0	0	2	0	2	11
Complementors	2	0	0	0	4	3	2	4
New entrants	1	0	0	0	1	1	1	11
Governmental Departments	1	1	0	1	1	0	1	10

25. What kind of key resources FMC seeks from its partners by way of MERGERS & AQUISITIONS? (Check only the main key resources for each partner category).

Opções de resposta	Information capital	Financial resources	Social capital	Political capital	Technological resources	Human resources	Innovation capability	Not Applicable
Customers	0	0	2	0	0	0	3	10
Suppliers	3	2	0	0	4	0	4	2
Substitutes	0	2	0	0	3	0	2	8
Competitors	0	0	0	0	0	0	1	14
Complementors	2	0	0	0	3	1	7	2
New entrants	0	0	0	0	0	0	1	14
Governmental Departments	0	0	3	3	0	0	0	9

26. How would you evaluate each partner in relation to its contribution to FMC in terms of key resources?

Opções de resposta	Rich in Key Resources	Poor in Key Resources	Not applicable
Customer	14	1	0
Suppliers	11	3	1
Substitutes	0	2	13
Competitors	0	0	14
New entrants	0	2	13
Complementors	4	7	4
Governmental Bodies	2	2	11

27. How would you evaluate resource complementarity in the case of FMC's global partners?

Opções de resposta	High Complementarity	Low Complementarity	Not applicable
Customer	14	1	0
Suppliers	13	2	0
Substitutes	2	2	11
Competitors	1	1	14
New entrants	0	2	13
Complementors	11	3	1
Governmental Bodies	3	5	7

28. Classify the volume of key resources provided by each strategic partner with whom FMC establishes strategic alliances.

Opções de resposta	Abundant	Satisfactory	Insufficient	Not applicable
Customer	3	12	0	0
Suppliers	4	8	3	0
Substitutes	0	4	1	10
Competitors	0	1	0	14
New entrants	0	2	2	11
Complementors	1	8	4	2
Governmental Bodies	0	2	9	4

29. Classify the key resources' access level for each strategic partner with whom FMC establishes strategic alliances.

Opções de resposta	Easy	Difficult	Not applicable
Customer	8	7	0
Suppliers	6	9	0
Substitutes	0	4	11
Competitors	0	1	14
New entrants	2	2	11
Complementors	2	11	2
Governmental Bodies	1	11	3

30. How would you evaluate each type of FMC's partner regarding its operations: Global, Regional, or Local? (In case a variation of geographical scope exists for partners, please mark the option that indicates major representativeness for those partners).

Opções de resposta	Global	Regional	Local	Not applicable
Customer	15	0	0	0
Suppliers	12	3	0	0
Substitutes	1	1	0	13
Competitors	7	0	0	8
New entrants	1	0	1	13
Complementors	7	2	2	4
Governmental Bodies	0	2	8	5

31. Evaluate, in general terms, the strength of connections (commitment level and / or contractual formalization) between FMC and its partners in key strategic alliances

Opções de resposta	Strong	Medium	Weak	Not Applicable
Customer	15	0	0	0
Suppliers	10	4	0	1
Substitutes	0	0	3	12
Competitors	0	0	4	11
New entrants	0	0	1	14
Complementors	1	5	5	4
Governmental Bodies	0	4	7	4

32. As to the nature of strategic alliances established by FMC with its partners, please mention if they are opportunistic (win-loose) or collaborative (win-win).

Opções de resposta	Opportunistic	Collaborative	Not Applicable
Customer	0	15	0
Suppliers	2	13	0
Substitutes	7	0	8
Competitors	4	0	11
New entrants	7	0	8
Complementors	5	9	1
Governmental Bodies	1	7	7

33. Classify the main strategic alliances established by FMC with each partner in terms of being explorative or exploitative. Remark: More than one option per line can be chosen.

Opções de resposta	Explorative	Exploitative	Not Applicable
Customer	12	5	2
Suppliers	13	7	2
Substitutes	3	0	9
Competitors	2	0	12
New entrants	2	0	12
Complementors	4	8	4
Governmental Bodies	2	4	8

34. Evaluate the geographical scope of the alliances established by FMC with each partner in terms of being global, regional or local.

Opções de resposta	Global	Regional	Local	Not applicable
Customer	15	0	0	0
Suppliers	9	6	0	0
Substitutes	2	0	0	13
Competitors	2	0	0	13
New entrants	2	0	0	13
Complementors	10	4	0	1
Governmental Bodies	0	3	5	7

35. Does FMC have performance indicators to evaluate to what extent strategic alliances / mergers and acquisitions contribute to the company's global performance?

Opções de resposta	Yes	No	Don't know
STRATEGIC ALLIANCES	5	2	8
MERGERS & AQUISITIONS	6	0	9

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

Opções de resposta	Yes	No	Don't know
STRATEGIC ALLIANCES	4	2	9
MERGERS & AQUISITIONS	4	2	9

37. In case of negative answer, please explain

Nenhum comentário.

38. What are the performance indicators used by FMC to measure how strategic alliances / mergers and acquisitions contribute to the company's global performance?

Opções de resposta	Don't have pre-established indicators	Informational capital	Social capital	Innovation	Customer satisfaction	Operational	Financial
STRATEGIC ALLIANCES	3	0	0	3	3	3	5
MERGERS & AQUISITIONS	5	3	0	0	0	5	8

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

Opções de resposta	Yes	No	Don't know
STRATEGIC ALLIANCES	9	2	4
MERGERS & AQUISITIONS	8	2	5

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

Opções de resposta	Yes	No	Don't know
STRATEGIC ALLIANCES	8	2	5
MERGERS & AQUISITIONS	5	2	8

41. In case of a negative answer, please explain.

Nenhum comentário.

42. When establishing alliances / mergers and acquisitions, what are the means used to ensure alignment between FMC and its partner?

Opções de resposta	Don't have pre-established means	Product/ Service complementarity	Customer acceptance	Resource complementarity	Managerial style	Corporate culture	Operational strategy
STRATEGIC ALLIANCES	2	5	2	2	1	1	3
MERGERS & AQUISITIONS	2	4	2	3	0	1	3

43. How does the company guarantee the strategic alignment between its strategic alliance / mergers and acquisitions and its global business?

Opções de resposta	Through formally established processes	Through formal processes under development	Through informal initiatives	Doesn't possess processes or initiatives	Don't know
STRATEGIC ALLIANCES	3	3	0	0	2
MERGERS & AQUISITIONS	4	1	0	0	3

44. The following space is reserved for additional comments, if necessary:

Nenhum comentário.