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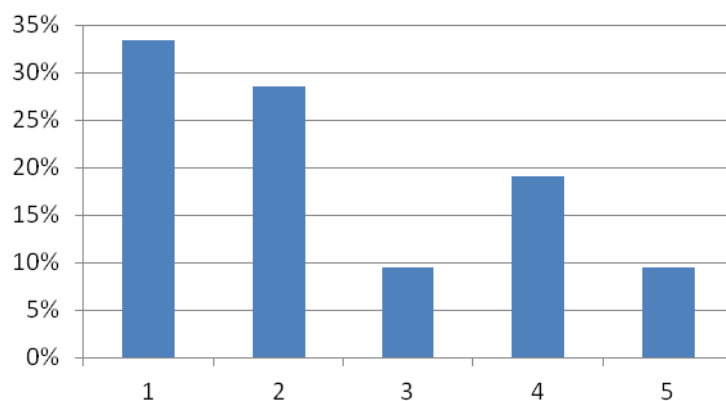
Apêndice I – Questionário

Important: All information answered in this questionnaire are treated anonymously and will be used for academic purposes only.

Q1. Demographic Dimension: In your business organization, what's your position?

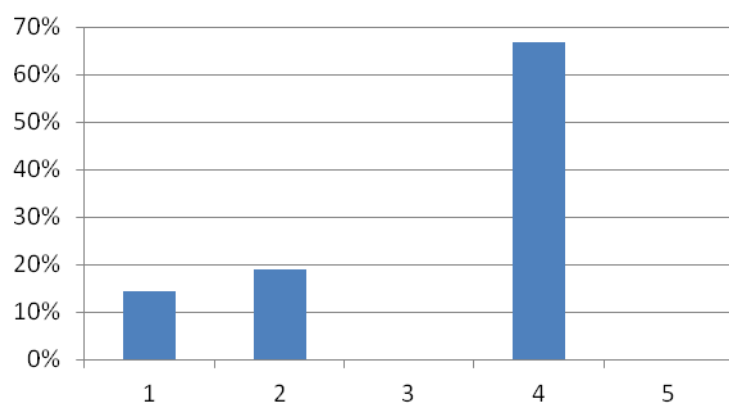
1. Director
2. Manager
3. Supervisor or Coordinator
4. Technician
5. Other

Resultados:

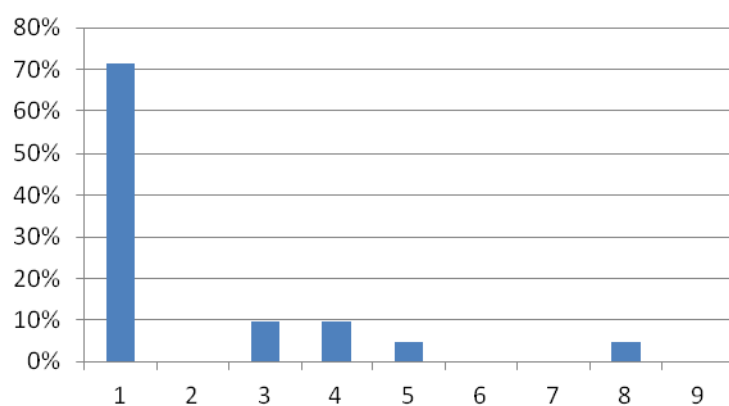


Q2. Demographic Dimension: Please inform how long you are working for ALU (Alcatel-Lucent):

1. Before June 2013
2. Between November 2006 and June 2013
3. Before October 2006
4. Above 10 years
5. Do not belong anymore to the organization
6. Belong to other companies in the same business group

Resultados:**Q3. Demographic Dimension: Please, inform your division:**

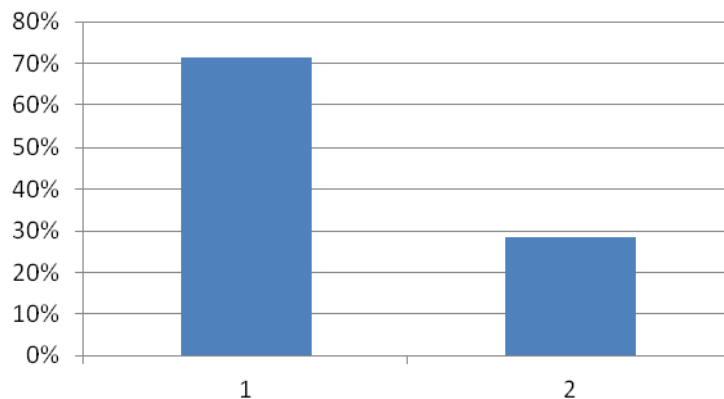
1. IP Routing & Transport Business Line
2. IP Platform Business Line
3. Wireless Business Line
4. Fixed Network Business Line
5. Sales
6. Operations
7. Strategy and Innovation
8. Human Resource
9. Finance and Legal
10. CEO

Resultados:

Q4. Demographic Dimension: Are you part of Regional Business Center (RBC)?

1. Yes
2. No

Resultados:



Q5. Strategy Characterization: In your opinion, what is the market strategy adopted by ALU? If you don't know, leave blank.

Before The Shift

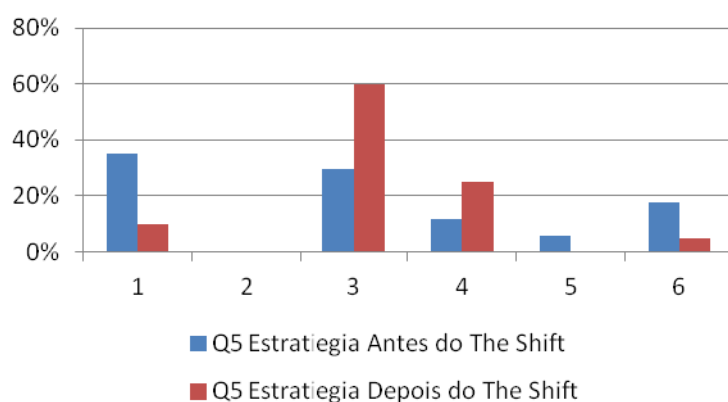
1. Differentiation based on image (brand image and company reputation as main differentiate)
2. Differentiation based on price (low price used to differentiate the final solution)
3. Differentiation based on quality (perceived by customer although presenting similar characteristics)
4. Differentiation based on design (distinctive characteristics, different but not necessarily better)
5. Differentiation based on support (something additional besides basic post sales support)
6. No differentiation (no clear strategy to be used as differentiator)

After The Shift

1. Differentiation based on image (brand image and company reputation as main differentiate)
2. Differentiation based on price (low price used to differentiate the final solution)
3. Differentiation based on quality (perceived by customer although presenting similar characteristics)

4. Differentiation based on design (distinctive characteristics, different but not necessarily better)
5. Differentiation based on support (something additional besides basic post sales support)
6. No differentiation (no clear strategy to be used as differentiator)

Resultados: Neste gráfico são mostradas as respostas comparando a percepção antes e após a adoção da estratégia The Shift Plan. Cada número no eixo horizontal representa uma resposta da pergunta acima seguindo a numeração.



Q6. Strategy Characterization: In your opinion, how would you classify the ALU international strategy? If you don't know, leave blank.

After The Shift

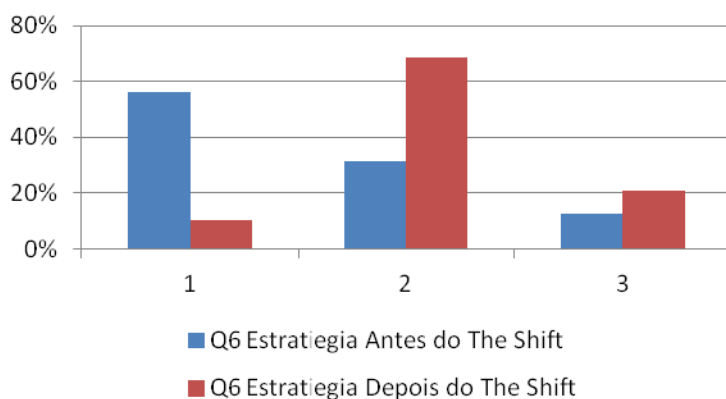
1. Multi domestic Strategy: International strategy where both strategic and operational decisions are decentralized and under responsibility of each business unit in the different countries where the company performs. This strategy allows the Local Business Unit to adapt its products to the local market.
2. 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.

3. 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.

After The Shift

1. 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.
2. 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.
3. 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

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Q7. Strategy Characterization: In your opinion, how would you classify the ALU (Alcatel-Lucent) strategic orientation? If you don't know, leave blank.

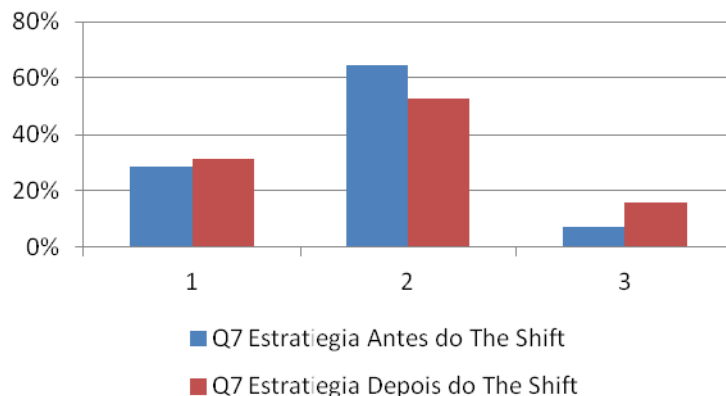
Before The Shift

1. Market Oriented (Market pull): A market oriented ALU focuses on long term relationship with Customers through development of solutions that complies with their wishes and needs.
2. Product Oriented (Market push): A product oriented ALU focuses on technological innovation based on product features developed by way of key ALU's capabilities (competences and resources).
3. 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.

After The Shift

1. Market Oriented (Market pull): A market oriented ALU focuses on long term relationship with Customers through development of solutions that complies with their wishes and needs.
2. Product Oriented (Market push): A product oriented ALU focuses on technological innovation based on product features developed by way of key ALU's capabilities (competences and resources).
3. 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.

Resultados: Neste gráfico são mostradas as respostas comparando a percepção antes e após a adoção da estratégia The Shift Plan. Cada número no eixo horizontal representa uma resposta da pergunta acima seguindo a numeração.



Q8. Strategy Characterization: In your opinion, how would you classify the ALU competitive orientation? If you don't know, leave blank.

Before The Shift

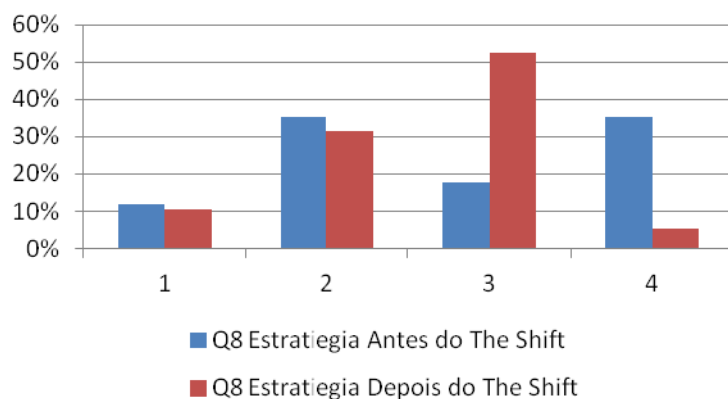
1. Defender: Stable and limited portfolio of products/ services. Company competes mainly on price and quality of services. Company tends to take a hierarchical and centralized organizational structure.
2. Prospector: Company is a pioneer in the market and possesses a vast portfolio of products/ solutions. It seeks continuously new markets in order to expand its presence. It tends to be innovative and flexible.
3. Analyzer: Company that combines both prospector and defender strategies. It tries to find an effective segmentation in the market. It seeks technological synergies. Its organizational structure is predominantly based on matrix configurations, in order to guarantee a better balance between innovation and market defense.
4. Reactor: Companies that don't have a clear strategy implemented in a systematic way. They also do not present a clear operational strategy. Company is based on inconsistent and unstable actions.

After The Shift

1. Defender: Stable and limited portfolio of products/ services. Company competes mainly on price and quality of services. Company tends to take a hierarchical and centralized organizational structure.
2. Prospector: Company is a pioneer in the market and possesses a vast portfolio of products/ solutions. It seeks continuously new markets in order to expand its presence. It tends to be innovative and flexible.

3. Analyzer: Company that combines both prospector and defender strategies. It tries to find an effective segmentation in the market. It seeks technological synergies. Its organizational structure is predominantly based on matrix configurations, in order to guarantee a better balance between innovation and market defense.
4. Reactor: Companies that don't have a clear strategy implemented in a systematic way. They also do not present a clear operational strategy. Company is based on inconsistent and unstable actions.

Resultados: Neste gráfico são mostradas as respostas comparando a percepção antes e após a adoção da estratégia The Shift Plan. Cada número no eixo horizontal representa uma resposta da pergunta acima seguindo a numeração.



Q9. Strategy Characterization: In your opinion, how would you classify the geographical scope of ALU's Strategy? If you don't know, leave blank.

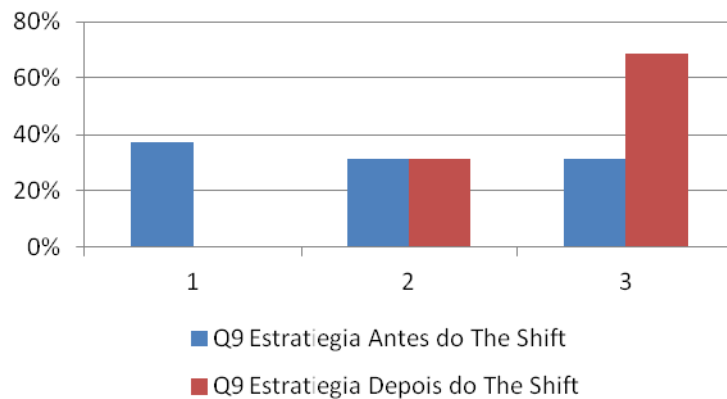
Before The Shift

1. Local
2. Regional
3. Global

After The Shift

1. Local
2. Regional
3. Global

Resultados: Neste gráfico são mostradas as respostas comparando a percepção antes e após a adoção da estratégia The Shift Plan. Cada número no eixo horizontal representa uma resposta da pergunta acima seguindo a numeração.



Q10. Strategy Characterization: In your opinion, what is the stakeholder that ALU gives most attention to? If you don't know, leave blank.

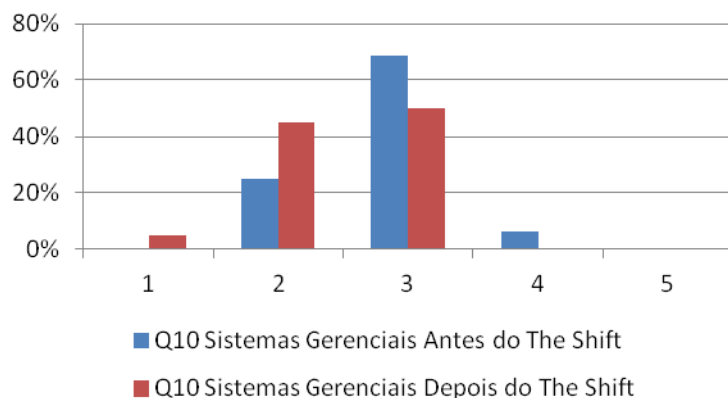
Before The Shift

1. Employees
2. Shareholders
3. Customers
4. Local Community
5. Regulatory

After The Shift

1. Employees
2. Shareholders
3. Customers
4. Local Community
5. Regulatory

Resultados: Neste gráfico são mostradas as respostas comparando a percepção antes e após a adoção da estratégia The Shift Plan. Cada número no eixo horizontal representa uma resposta da pergunta acima seguindo a numeração.



Q11. Organization Dimension: How would you classify the Decision Power in ALU? If you don't know, leave blank.

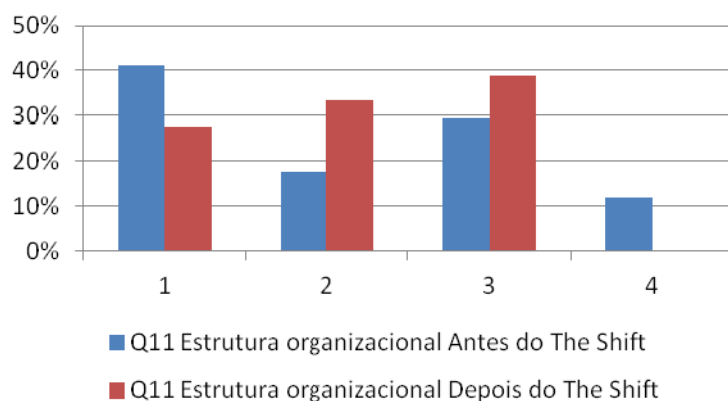
Before The Shift

1. Very Centralized (Decision power concentrated on few people)
2. Decentralized (Lower levels with autonomy to take business decisions)
3. Moderately centralized
4. Don't know

After The Shift

1. Very Centralized (Decision power concentrated on few people)
2. Decentralized (Lower levels with autonomy to take business decisions)
3. Moderately centralized
4. Don't know

Resultados: Neste gráfico são mostradas as respostas comparando a percepção antes e após a adoção da estratégia The Shift Plan. Cada número no eixo horizontal representa uma resposta da pergunta acima seguindo a numeração.



Q12. Organization Dimension: Does ALU's Organizational Structure have multifunctional teams?

Multifunctional teams are understood as members of the team performing different functions, however with complementary competences.

If you don't know, leave blank.

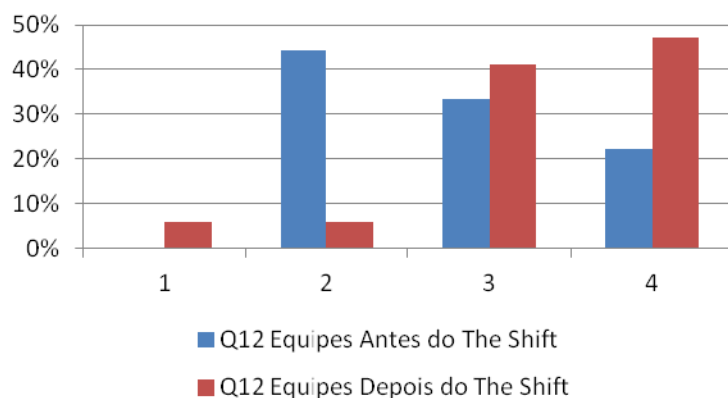
Before The Shift

1. They are multifunctional
2. They are not multifunctional
3. They are multifunctional to a certain extent

After The Shift

1. They are multifunctional
2. They are not multifunctional
3. They are multifunctional to a certain extent

Resultados: Neste gráfico são mostradas as respostas comparando a percepção antes e após a adoção da estratégia The Shift Plan. Cada número no eixo horizontal representa uma resposta da pergunta acima seguindo a numeração.



Q13. Organization Dimension: How would you classify ALU in terms of Organizational Flexibility?

Flexible company is organized in a way to provide timely products/solution in a dynamic market). If you don't know, leave blank.

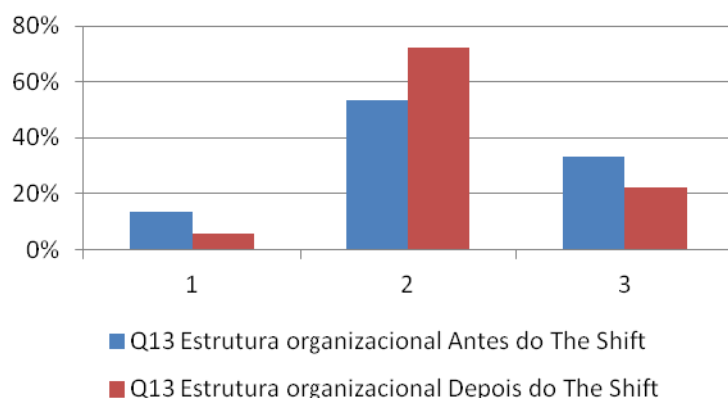
Before The Shift

1. Very Flexible
2. Flexible to a certain extent
3. Rigid Organizational Structure

After The Shift

1. Very Flexible
2. Flexible to a certain extent
3. Rigid Organizational Structure

Resultados: Neste gráfico são mostradas as respostas comparando a percepção antes e após a adoção da estratégia The Shift Plan. Cada número no eixo horizontal representa uma resposta da pergunta acima seguindo a numeração.



Q14. Organization Dimension: Does ALU's Organizational Structure have inter functional teams?

Inter functional teams are understood as members of the team comes from different areas but contribute to the same process or project.

If you don't know, leave blank.

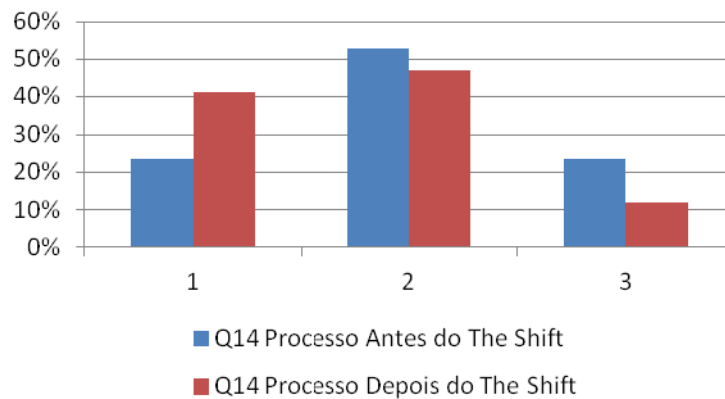
Before The Shift

1. They are not multifunctional
2. They are multifunctional to a certain extent
3. They are multifunctional

After The Shift

1. They are not multifunctional
2. They are multifunctional to a certain extent
3. They are multifunctional

Resultados: Neste gráfico são mostradas as respostas comparando a percepção antes e após a adoção da estratégia The Shift Plan. Cada número no eixo horizontal representa uma resposta da pergunta acima seguindo a numeração.



Q15. Organization Dimension: Please, answer the questions bellow about reward and recognition

Grading from: (1) Not at all, (2) Once a while, (3) Sometimes, (4) Fairly often or (5) Frequently.

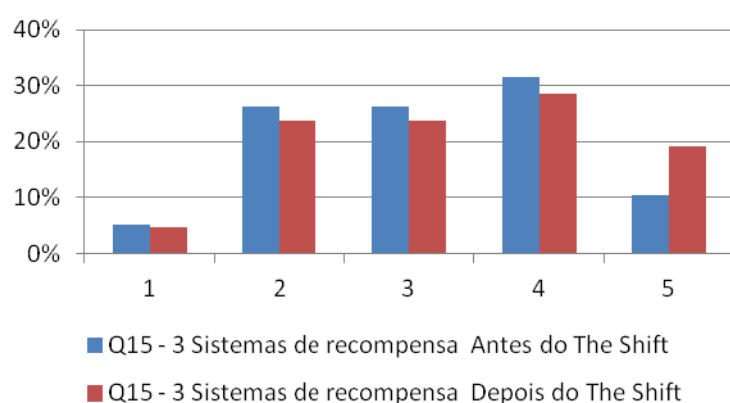
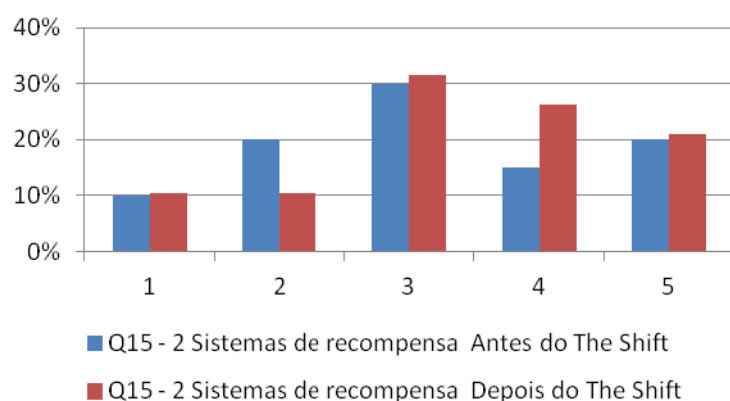
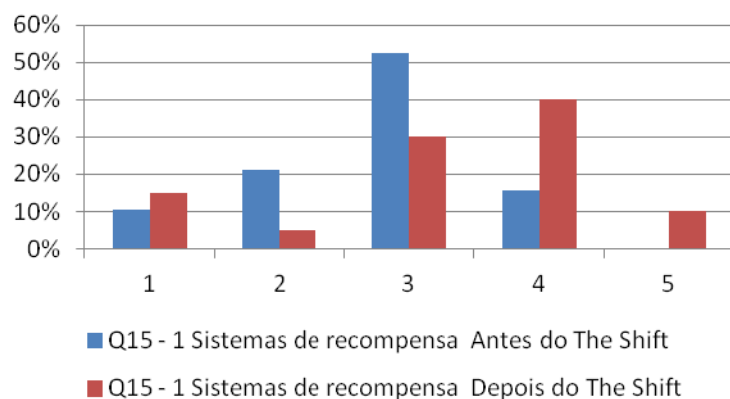
Before The Shift

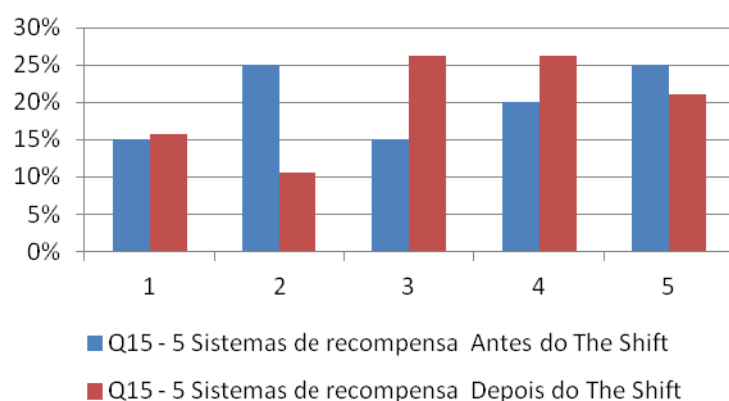
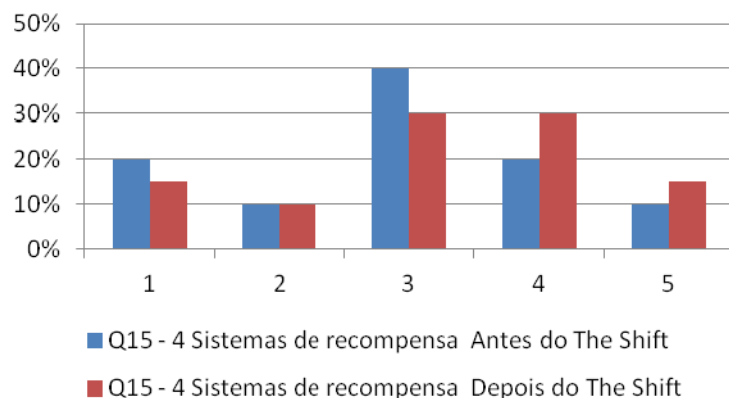
1. ALU's management stimulates employees to take decisions through a delegation process or incentivizes employees to exercise empowerment to assume risks on decision taking process.
2. There's a formal ALU's Performance Measurement System, based on employee level indicators.
3. ALU's performance indicators are all aligned with the main business objectives.
4. There are evidences about reward and recognition. in Individual Performance of Employees
5. The reward system is tied to the company's performance and objectives.

After The Shift

1. ALU's management stimulates employees to take decisions through a delegation process or incentivizes employees to exercise empowerment to assume risks on decision taking process.
2. There's a formal ALU's Performance Measurement System, based on employee level indicators.
3. ALU's performance indicators are all aligned with the main business objectives.
4. There are evidences about reward and recognition. in Individual Performance of Employees
5. The reward system is tied to the company's performance and objectives.

Resultados: Abaixo é apresentado um gráfico para cada item a ser avaliado na escala de 1 a 5 comparando a percepção antes e após a adoção da estratégia The Shift Plan. Cada número no eixo horizontal representa um grau seguindo (1) Not at all, (2) Once a while, (3) Sometimes, (4) Fairly often or (5) Frequently.





Q16. Organization Dimension: Please, answer the questions bellow about the training and education.

Grading from: (1) Not at all, (2) Once a while, (3) Sometimes, (4) Fairly often or (5) Frequently.

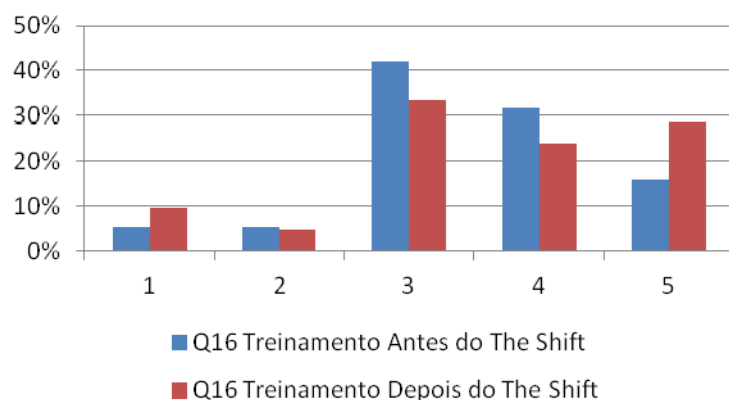
Before The Shift

1. ALU's management is committed to encourage employee to development, via internal and external training attendance, in the country or abroad.

After The Shift

1. ALU's management is committed to encourage employee to development, via internal and external training attendance, in the country or abroad.

Resultados: Abaixo é apresentado um gráfico para cada item a ser avaliado na escala de 1 a 5 comparando a percepção antes e após a adoção da estratégia The Shift Plan. Cada número no eixo horizontal representa um grau seguindo (1) Not at all, (2) Once a while, (3) Sometimes, (4) Fairly often or (5) Frequently.



Q17. Organization Dimension: Please, answer the questions bellow about performance measurement.

Grading from: (1) Not at all, (2) Once a while, (3) Sometimes, (4) Fairly often or (5) Frequently.

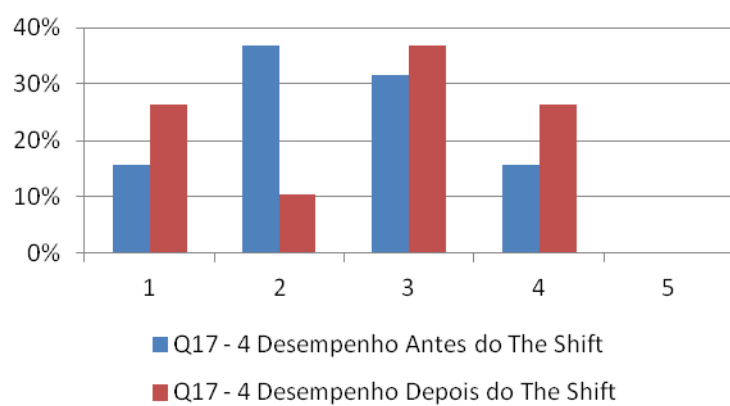
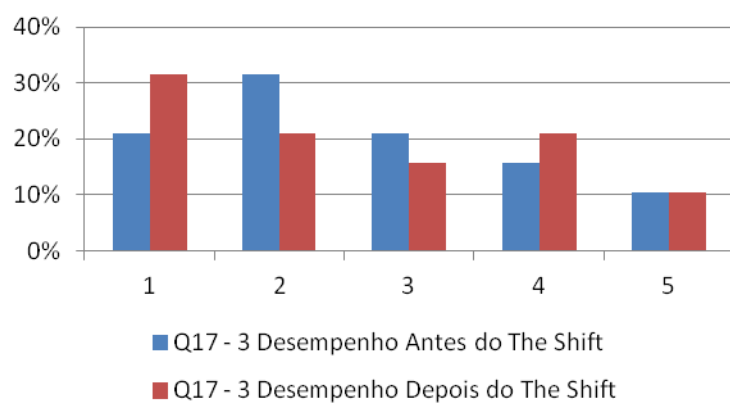
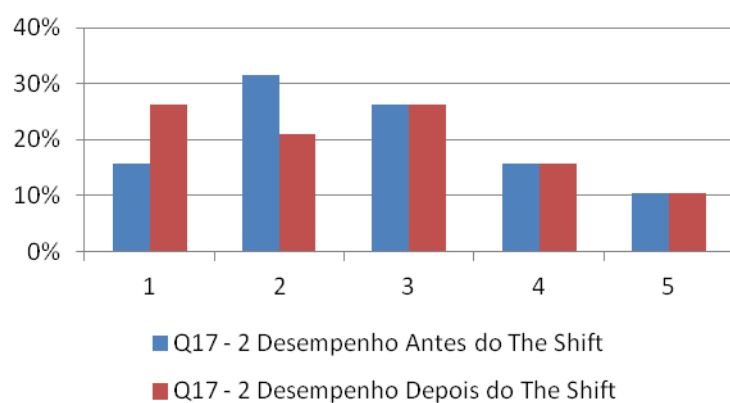
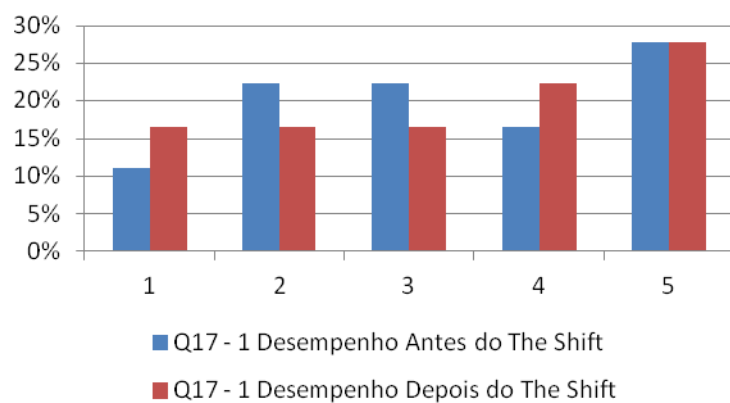
Before The Shift

1. ALU has a Performance Measurement System on a corporate level.
2. The performance indicators are well balanced including the financial perspective as well as other dimensions like Customer, Process, Learning, etc.
3. The performance indicators are all comprehensive, consistent and flexible to adapt to external factors (e.g. Economy, Competitors, etc).
4. The strategic goals and objectives are well known by the whole ALU.

After The Shift

1. ALU has a Performance Measurement System on a corporate level.
2. The performance indicators are well balanced including the financial perspective as well as other dimensions like Customer, Process, Learning, etc.
3. The performance indicators are all comprehensive, consistent and flexible to adapt to external factors (e.g. Economy, Competitors, etc).
4. The strategic goals and objectives are well known by the whole ALU

Resultados: Abaixo é apresentado um gráfico para cada item a ser avaliado na escala de 1 a 5 comparando a percepção antes e após a adoção da estratégia The Shift Plan. Cada número no eixo horizontal representa um grau seguindo (1) Not at all, (2) Once a while, (3) Sometimes, (4) Fairly often or (5) Frequently.



Q18. Organization Dimension: Please, answer the questions bellow about satisfaction survey

Grading from: (1) Not at all, (2) Once a while, (3) Sometimes, (4) Fairly often or (5) Frequently.

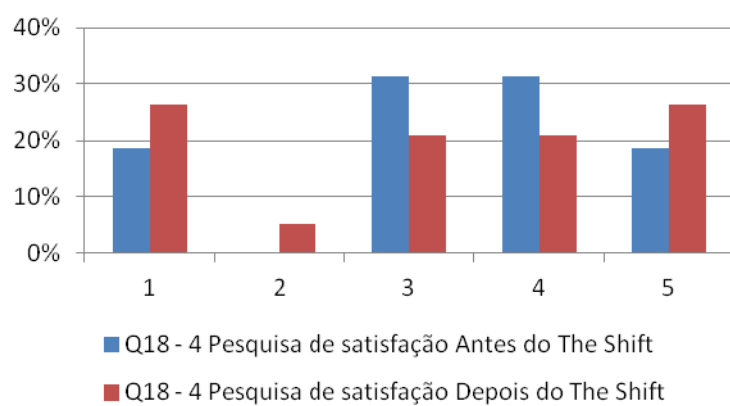
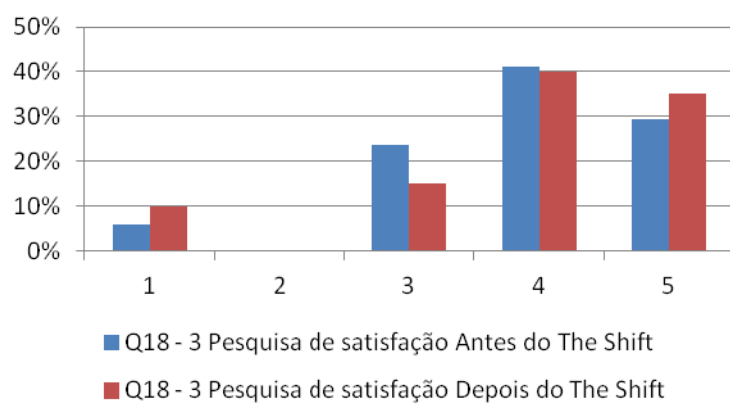
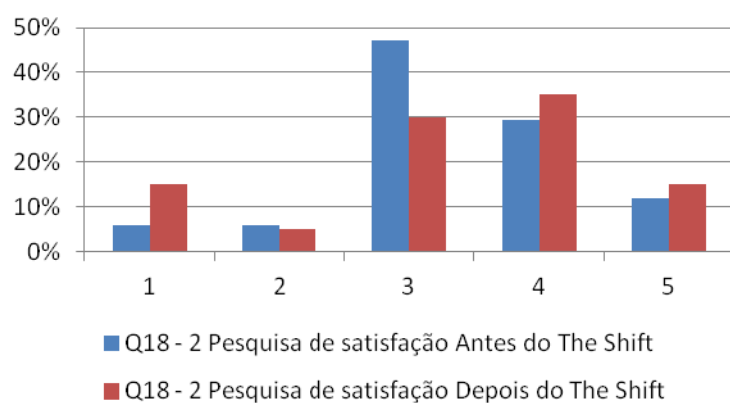
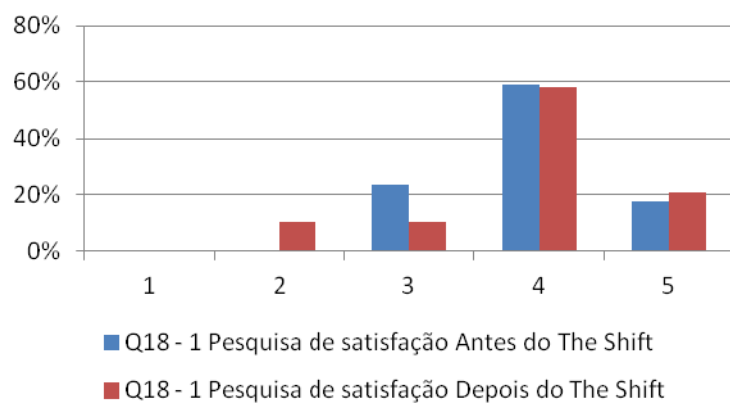
Before The Shift

1. ALU demonstrates and promotes permanent attention to its Customers without neglecting other stakeholders.
2. There are evidences, through internal Surveys, that employees respect and support the company's values.
3. There are evidences, through internal Survey, that employees respect and support the ALU's ethical standards.
4. ALU measure Customer satisfaction in order to capture intangible indicators that may express the different stakeholders' level of satisfaction.

After The Shift

1. ALU demonstrates and promotes permanent attention to its Customers without neglecting other stakeholders.
2. There are evidences, through internal Surveys, that employees respect and support the company's values.
3. There are evidences, through internal Survey, that employees respect and support the ALU's ethical standards.
4. ALU measure Customer satisfaction in order to capture intangible indicators that may express the different stakeholders' level of satisfaction.

Resultados: Abaixo é apresentado um gráfico para cada item a ser avaliado na escala de 1 a 5 comparando a percepção antes e após a adoção da estratégia The Shift Plan. Cada número no eixo horizontal representa um grau seguindo (1) Not at all, (2) Once a while, (3) Sometimes, (4) Fairly often or (5) Frequently.



Q19. Technology Dimension.

Grading from: (1) Not at all, (2) Once a while, (3) Sometimes, (4) Fairly often or (5) Frequently.

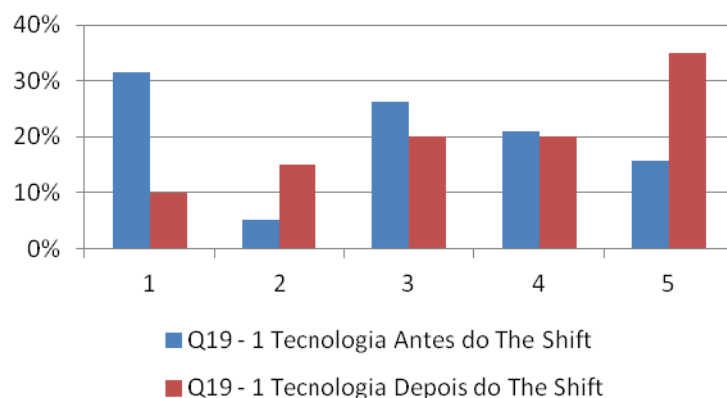
Before The Shift

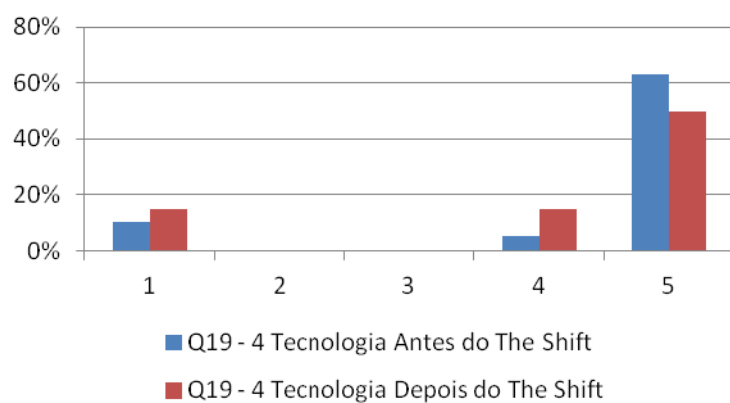
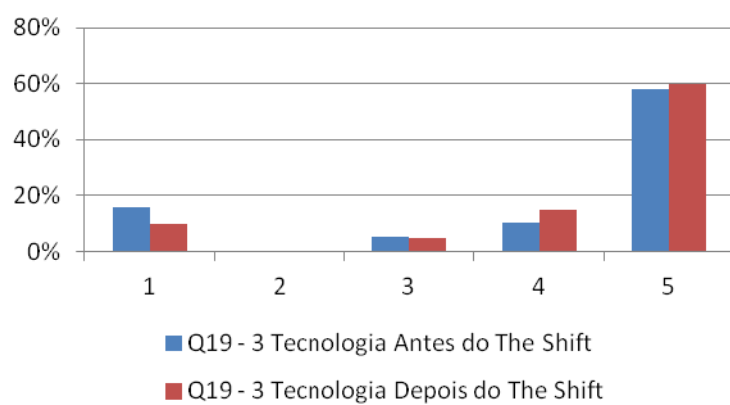
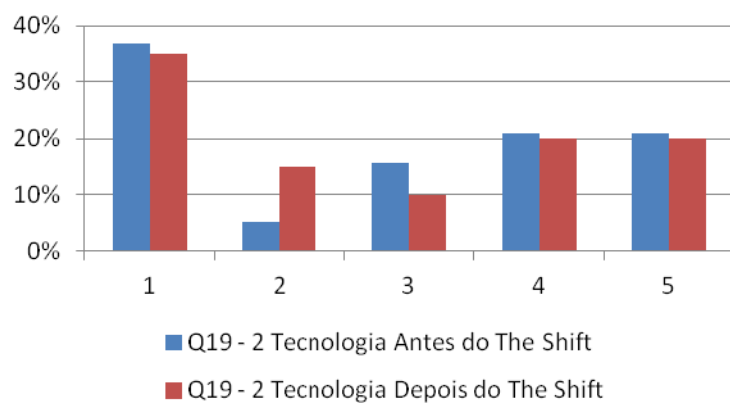
1. ALU possesses an integrated business management system, focusing on internal process monitoring and control and allows proper access to managerial information with the aim to better balance the stakeholders' own interests.
2. ALU utilizes a proper IT solution to collect, register and deal with Customer feedback and complaints.
3. ALU invests in security systems to protect internal knowledge
4. ALU invests in technology and is committed to Environmental Standards.

After The Shift

1. ALU possesses an integrated business management system, focusing on internal process monitoring and control and allows proper access to managerial information with the aim to better balance the stakeholders' own interests.
2. ALU utilizes a proper IT solution to collect, register and deal with Customer feedback and complaints.
3. ALU invests in security systems to protect internal knowledge
4. ALU invests in technology and is committed to Environmental Standards.

Resultados: Abaixo é apresentado um gráfico para cada item a ser avaliado na escala de 1 a 5 comparando a percepção antes e após a adoção da estratégia The Shift Plan. Cada número no eixo horizontal representa um grau seguindo (1) Not at all, (2) Once a while, (3) Sometimes, (4) Fairly often or (5) Frequently.





Q20. Leadership Dimension: Statements to be evaluated: Relevance on how below factors leverages ALU leadership.

Grading from: (1) Not at all, (2) Once a while, (3) Sometimes, (4) Fairly often or (5) Frequently.

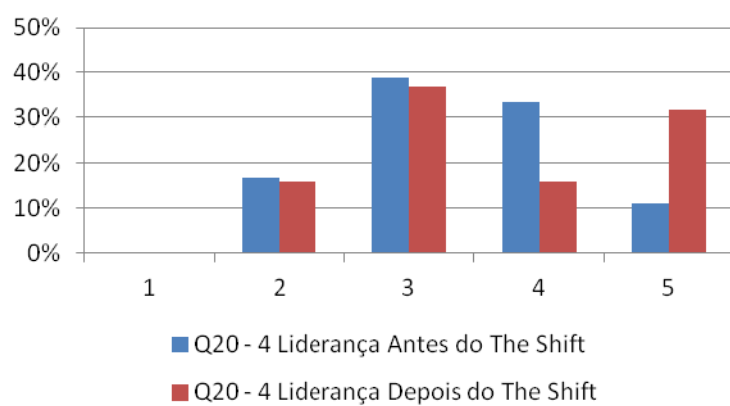
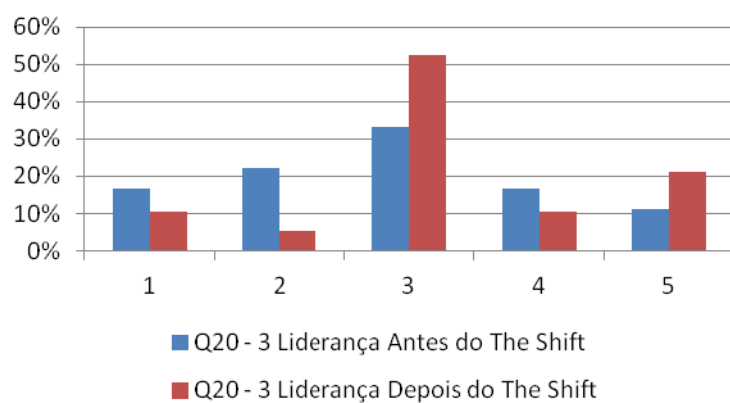
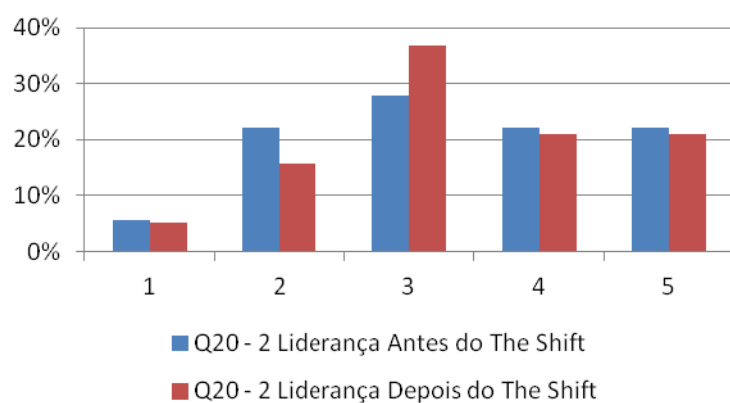
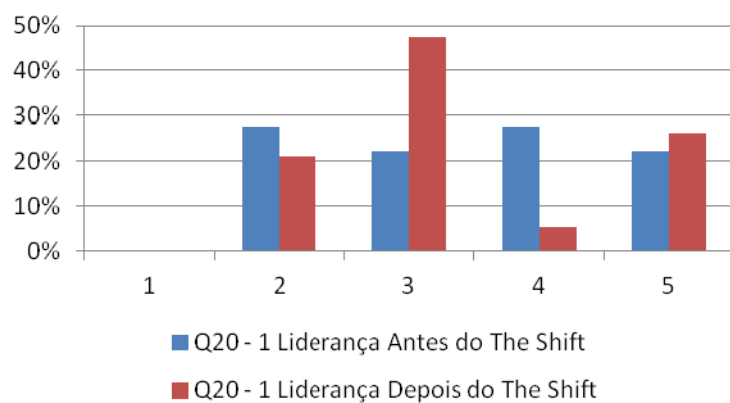
Before The Shift

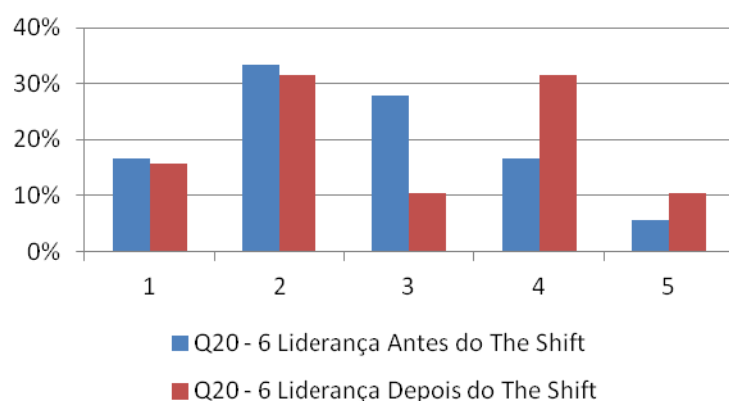
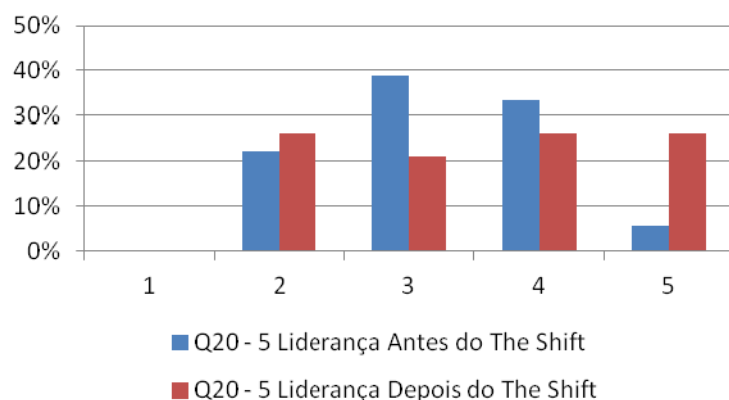
1. ...talks enthusiastically about what needs to be accomplished.
2. ...talks optimistically and articulates a compelling vision of the future.
3. ...gets others to look at problems from many different angles suggesting new ways of looking at how to complete assignments.
4. ...expresses confidence that goals will be achieved.
5. ...is committed to make the necessary investments to leverage ALU's competitive advantage.
6. ... communicate and align ALU' strategy with employees at least once a month

After The Shift

1. ...talks enthusiastically about what needs to be accomplished.
2. ...talks optimistically and articulates a compelling vision of the future.
3. ...gets others to look at problems from many different angles suggesting new ways of looking at how to complete assignments.
4. ...expresses confidence that goals will be achieved.
5. ...is committed to make the necessary investments to leverage ALU's competitive advantage.
6. ... communicate and align ALU' strategy with employees at least once a month

Resultados: Abaixo é apresentado um gráfico para cada item a ser avaliado na escala de 1 a 5 comparando a percepção antes e após a adoção da estratégia The Shift Plan. Cada número no eixo horizontal representa um grau seguindo (1) Not at all, (2) Once a while, (3) Sometimes, (4) Fairly often or (5) Frequently.





Q21. Innovation Dimension: Statements to be evaluated: Relevance on how below factors leverages ALU Innovation.

Grading from: (1) Not at all, (2) Once a while, (3) Sometimes, (4) Fairly often or (5) Frequently.

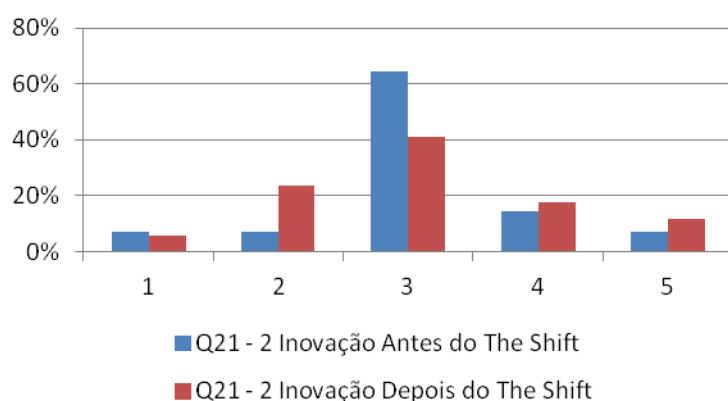
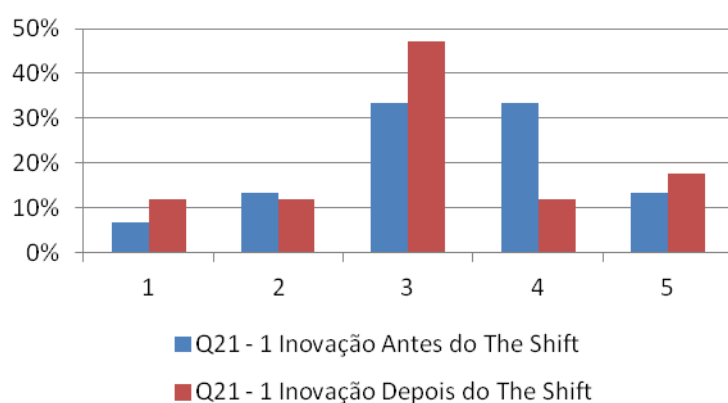
Before The Shift

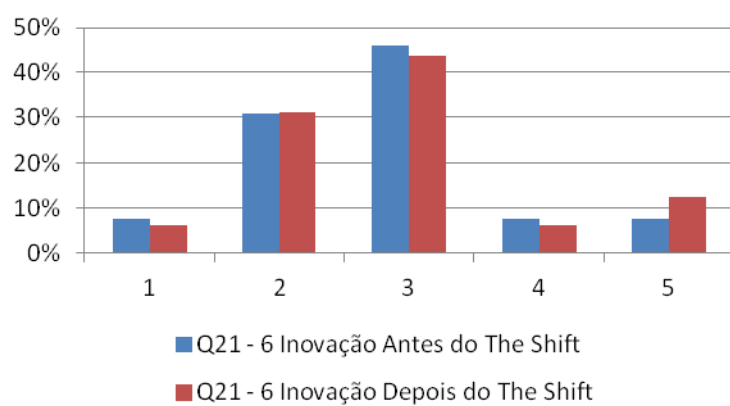
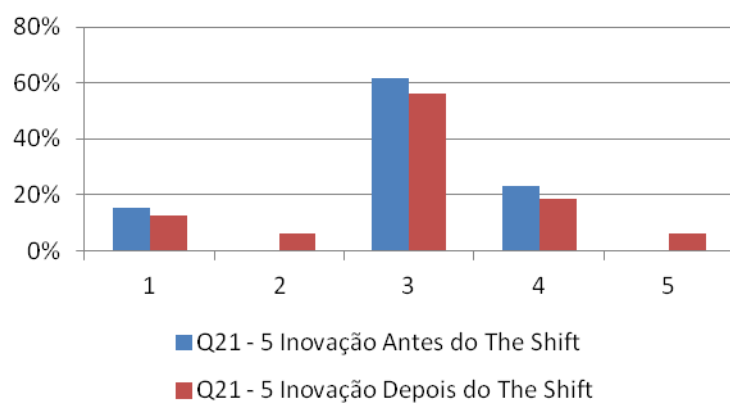
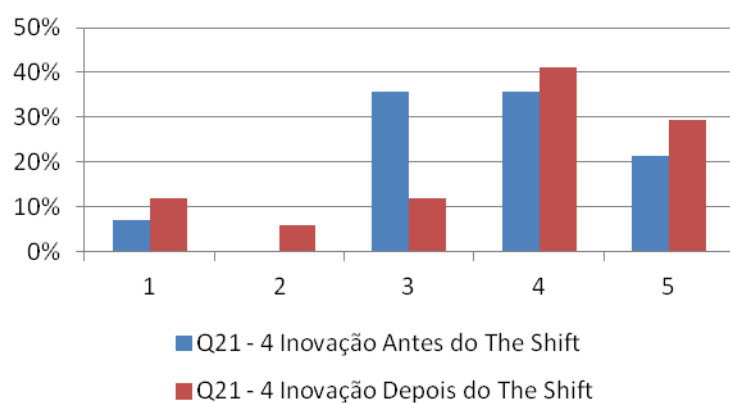
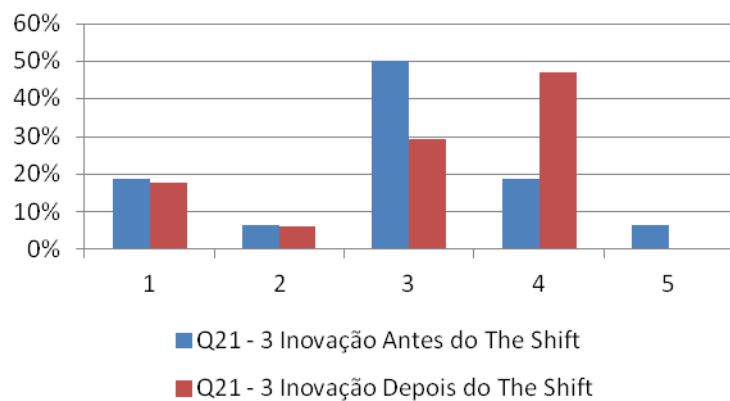
1. Number of employees' competence development R&D programs in partnership with universities.
2. Number of ideas proposed by employees that were implemented.
3. Total amount of investment dedicated to support employees' competence development (Facilities, Short term trainings, long-term trainings, etc).
4. Percentage of revenue invested in R&D activities.
5. Percentage of employee with high educational level (MSc, PHD, etc)
6. Percentage of R&D projects developed in partnership with external companies, institutes, universities, etc.
7. Number of products launched along the last 3 (three) years.
8. Percentage of granted patents.

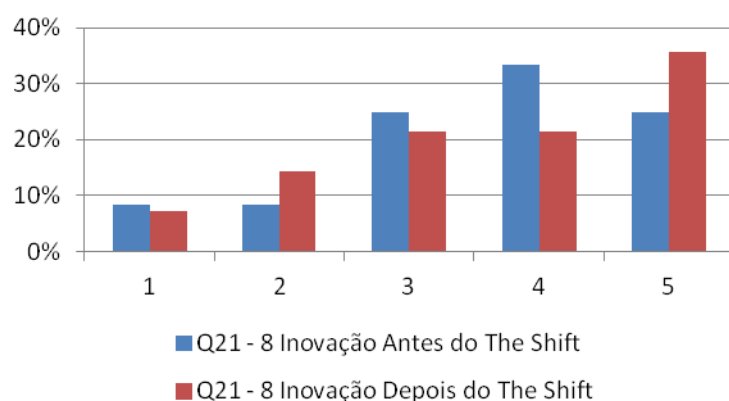
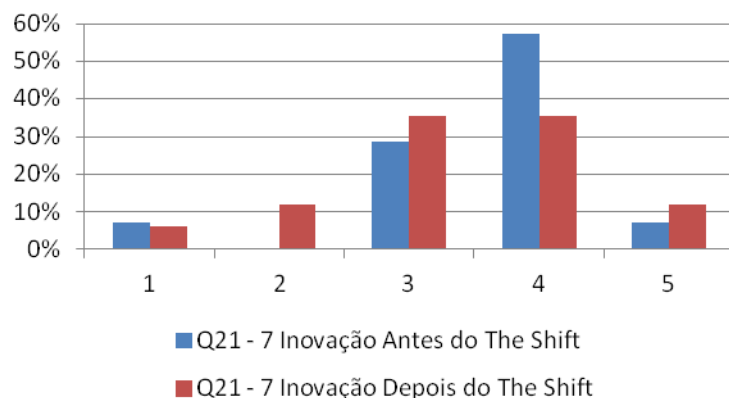
After The Shift

1. Number of employees' competence development R&D programs in partnership with universities.
2. Number of ideas proposed by employees that were implemented.
3. Total amount of investment dedicated to support employees' competence development (Facilities, Short term trainings, long-term trainings, etc).
4. Percentage of revenue invested in R&D activities.
5. Percentage of employee with high educational level (MSc, PHD, etc)
6. Percentage of R&D projects developed in partnership with external companies, institutes, universities, etc.
7. Number of products launched along the last 3 (three) years.
8. Percentage of granted patents.

Resultados: Abaixo é apresentado um gráfico para cada item a ser avaliado na escala de 1 a 5 comparando a percepção antes e após a adoção da estratégia The Shift Plan. Cada número no eixo horizontal representa um grau seguindo (1) Not at all, (2) Once a while, (3) Sometimes, (4) Fairly often or (5) Frequently.







Q22. Physical Dimension: Statements to be evaluated.

Grading from: (1) Not at all, (2) Once a while, (3) Sometimes, (4) Fairly often or (5) Frequently.

Before The Shift

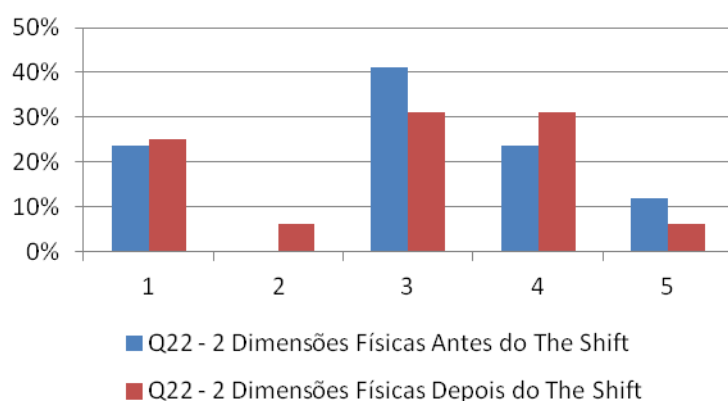
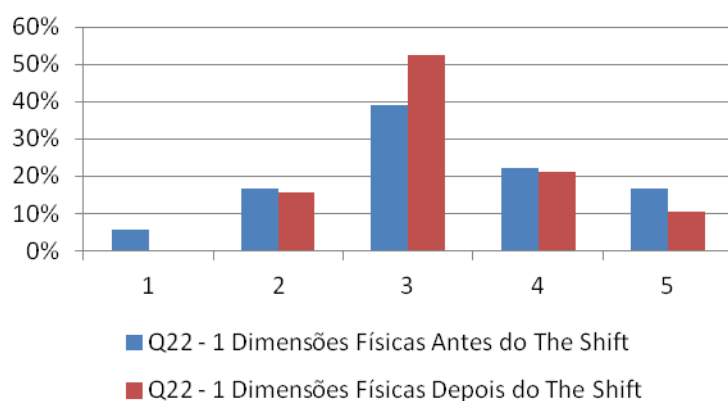
1. ALU has premises close to the main consumer centers in order to cope with local demands.
2. ALU's production plants have the necessary infrastructure to produce high technological solutions complying with local quality standards in the different markets.
3. Employee and ALU's performance indicators are all aligned with the main business objectives that support ALU's strategy.
4. ALU's premises are duly recognized by its task force as a positive business environment to perform activities.

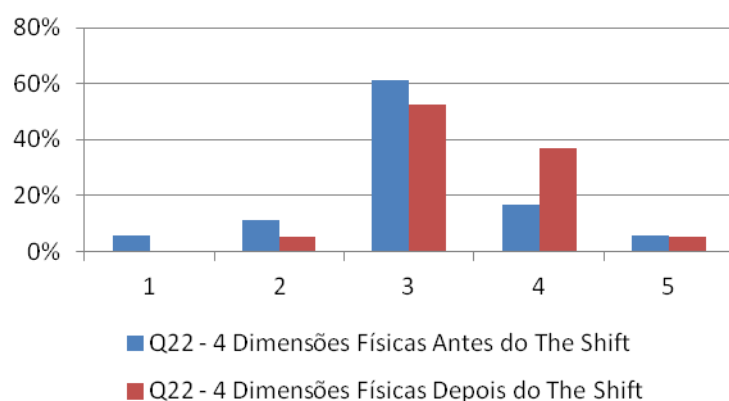
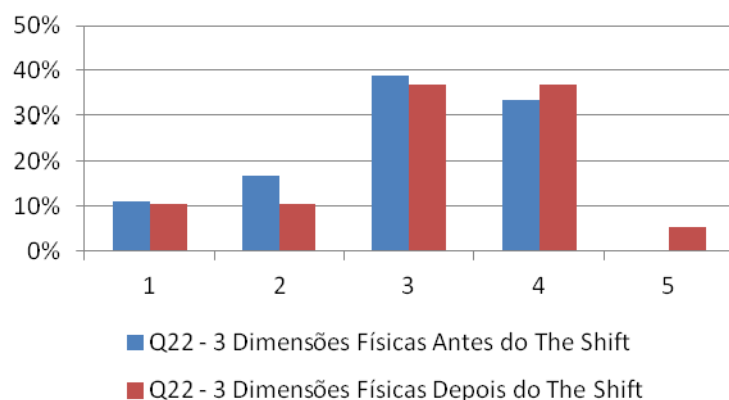
After The Shift

1. ALU has premises close to the main consumer centers in order to cope with local demands.

2. ALU's production plants have the necessary infrastructure to produce high technological solutions complying with local quality standards in the different markets.
3. Employee and ALU's performance indicators are all aligned with the main business objectives that support ALU's strategy.
4. ALU's premises are duly recognized by its task force as a positive business environment to perform activities.

Resultados: Abaixo é apresentado um gráfico para cada item a ser avaliado na escala de 1 a 5 comparando a percepção antes e após a adoção da estratégia The Shift Plan. Cada número no eixo horizontal representa um grau seguindo (1) Not at all, (2) Once a while, (3) Sometimes, (4) Fairly often or (5) Frequently.





Q23. People Dimension: Statements to be evaluated.

Grading from: (1) Not at all, (2) Once a while, (3) Sometimes, (4) Fairly often or (5) Frequently.

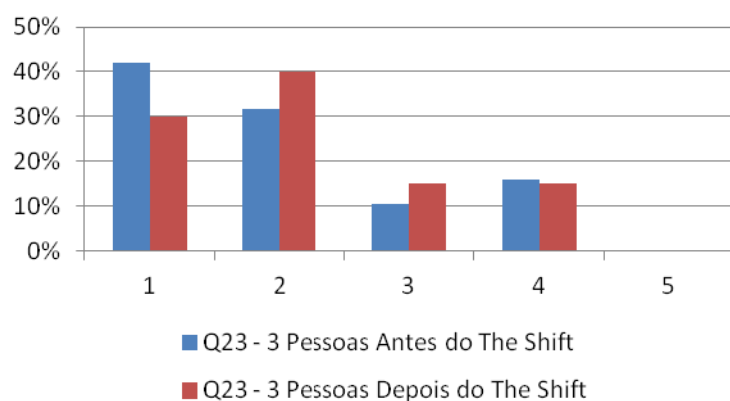
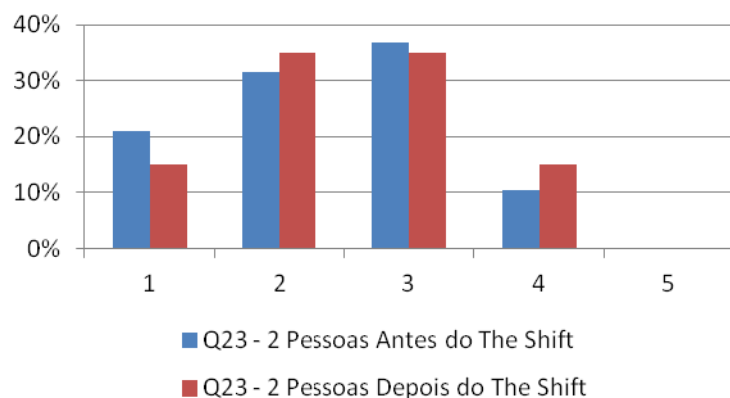
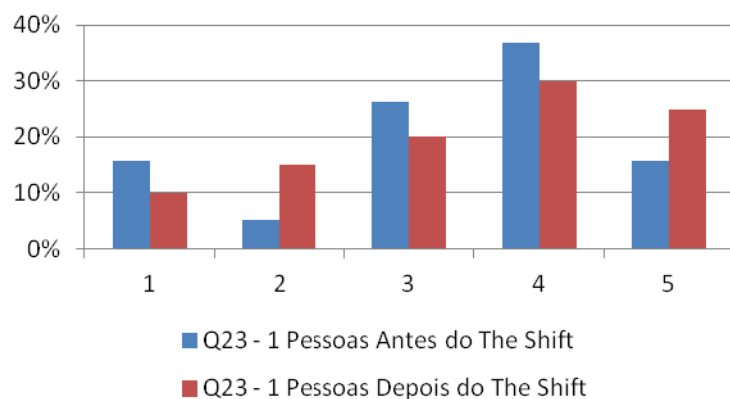
Before The Shift

1. There's evidence that ALU's employees have to comply with high competence and performance standards, based on Job Profile and individual performance metrics tied to ALU's goals and objectives.
2. ALU carries out regular Employee Satisfaction Survey.
3. The Employee Satisfaction Survey is duly recognized by employees as a trustworthy system to collect their feedback

After The Shift

1. There's evidence that ALU's employees have to comply with high competence and performance standards, based on Job Profile and individual performance metrics tied to ALU's goals and objectives.
2. ALU carries out regular Employee Satisfaction Survey.
3. The Employee Satisfaction Survey is duly recognized by employees as a trustworthy system to collect their feedback

Resultados: Abaixo é apresentado um gráfico para cada item a ser avaliado na escala de 1 a 5 comparando a percepção antes e após a adoção da estratégia The Shift Plan. Cada número no eixo horizontal representa um grau seguindo (1) Not at all, (2) Once a while, (3) Sometimes, (4) Fairly often or (5) Frequently.



Q24. Macro Environmental Opportunities. Choose the best answer to below statements about environmental Opportunities:

Grading from: (1) Extremely Important, (2) Very Important, (3) Very Unimportant or (4) Not relevant.

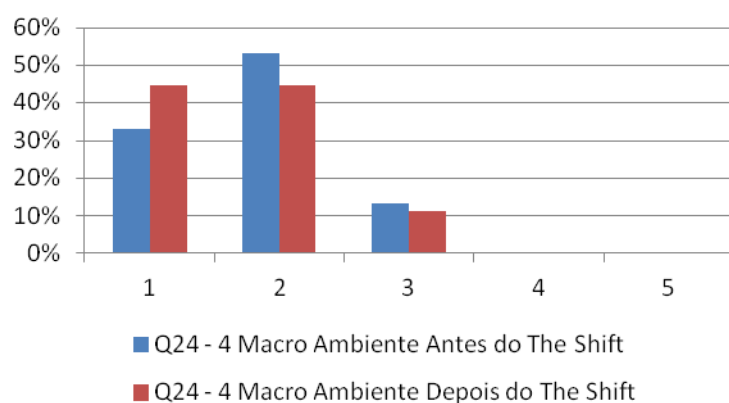
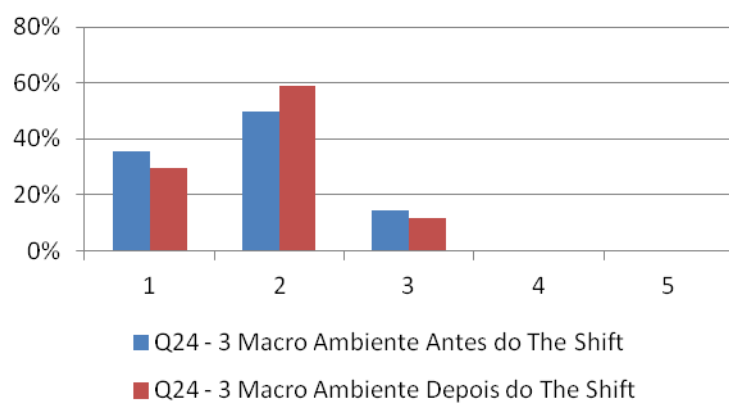
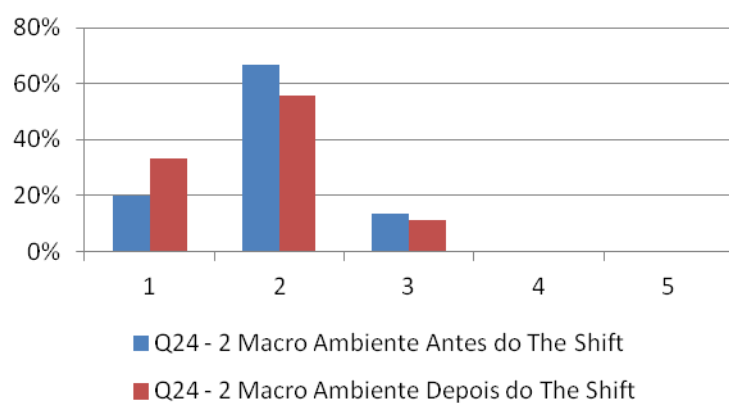
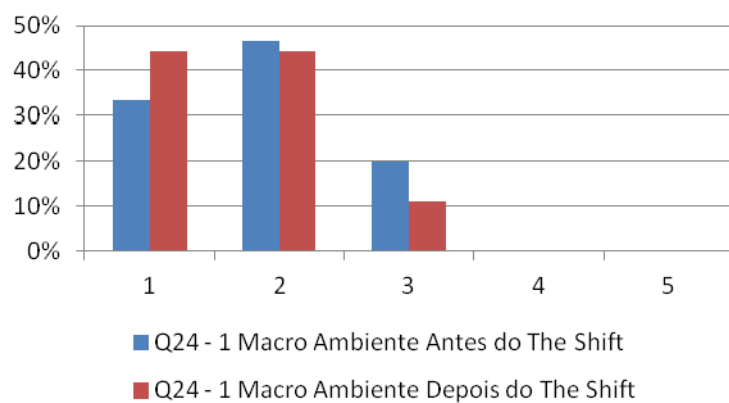
Before The Shift

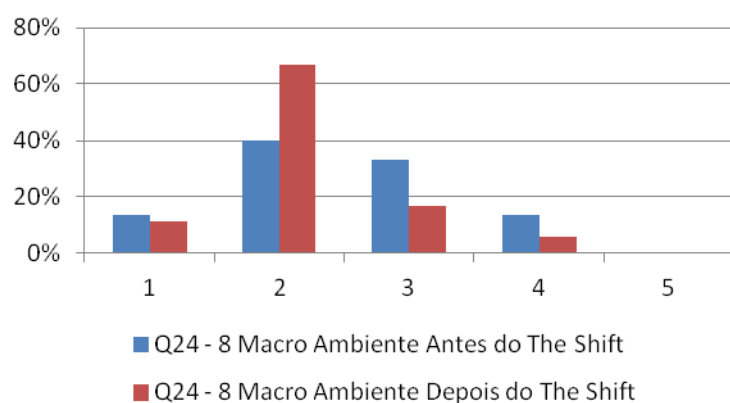
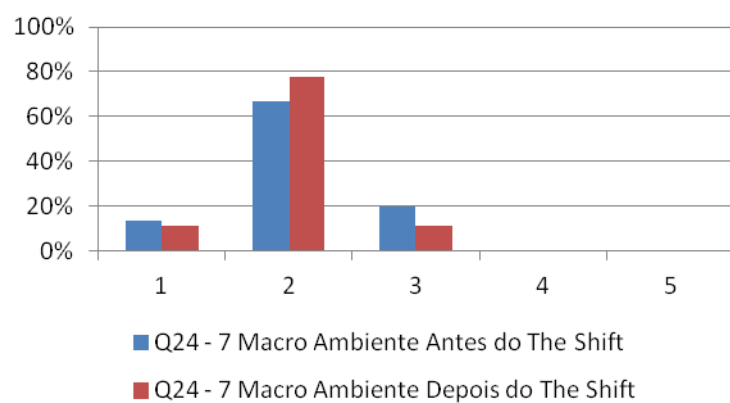
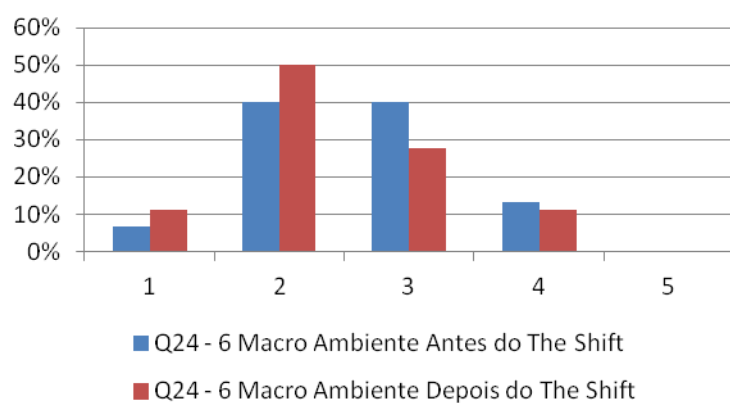
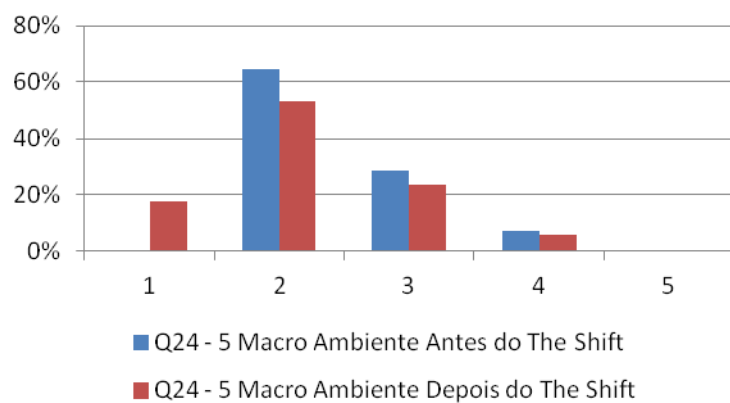
1. Access to state-of-the-art technologies (internationals).
2. Availability of necessary Technologies.
3. Environmental Legislation.
4. Labor legislation in force in the countries where ALU operates.
5. Resource competence availability in the Mobile Phone Market.
6. Labor force salary level in the market.
7. Technical competence of the members in the regulatory agencies.
8. Presence of foreign know-how in the ALU's operation.
9. Availability of Financial facilities (e.g. Bank) to support ALU's operation.

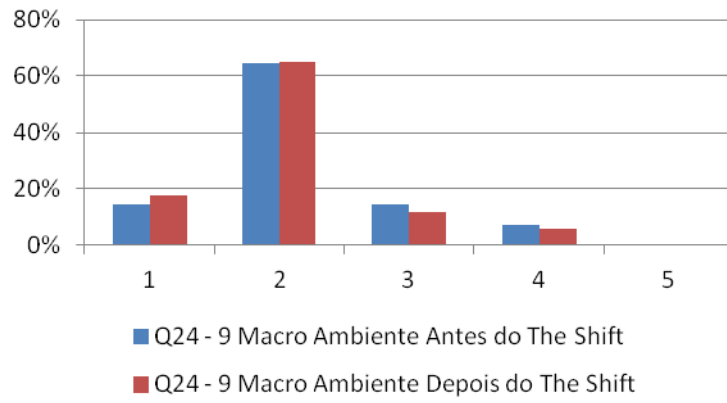
After The Shift

1. Access to state-of-the-art technologies (internationals).
2. Availability of necessary Technologies.
3. Environmental Legislation.
4. Labor legislation in force in the countries where ALU operates.
5. Resource competence availability in the Mobile Phone Market.
6. Labor force salary level in the market.
7. Technical competence of the members in the regulatory agencies.
8. Presence of foreign know-how in the ALU's operation.
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Resultados: Abaixo é apresentado um gráfico para cada item a ser avaliado na escala de 1 a 5 comparando a percepção antes e após a adoção da estratégia The Shift Plan. Cada número no eixo horizontal representa um grau seguindo (1) Extremely Important, (2) Very Important, (3) Very Unimportant or (4) Not relevant.







Apêndice II – Questionário de Entrevista complementar

Roteiro das entrevistas complementares.

Qualificação do respondente:

Nível hierárquico:

Anos de experiência na indústria de Telecomunicações móveis:

1. Utilizando-se as definições abaixo, como você qualificaria a estratégia da Alcatel-Lucent antes e depois do The Shift? Por que?

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

2. Em sua opinião, como é e como era antes do the Shift a orientação da Alcatel-Lucent para o mercado?

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

3. Utilizando-se as definições abaixo, como você qualificaria a estratégia internacional da Alcatel-Lucent pré e pós The Shift?

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

4. No The Shift, há direcionamento estratégico para alavancar forças e oportunidades e mitigar / reverter fraquezas e ameaças?
5. Como você compararia o desempenho da empresa antes do The Shift e após o The Shift?
6. Como você vê a questão de liderança na Alcatel-Lucent? É uma liderança que dá direcionamento, visão? É uma liderança capaz de impulsionar a empresa para uma posição de liderança?