

Supplementary S1 – Questionnaire

Section I - Sociodemographic characterisation of the respondent

Average number of employees

- ☐ ≤5
- ☐ 5-9
- ☐ 10-49
- ☐ 50-249
- ☐ =>250

The organisation is publicly or privately managed?

- ☐ Public management
- ☐ Private Management

Legal form

- ☐ Public Limited Company
- ☐ Private limited company
- ☐ Sole proprietorship
- ☐ Other

Please indicate your age.

- ☐ ≤30
- ☐ 30-39
- ☐ 40-49
- ☐ 50-59
- ☐ >60

Please indicate your gender

- ☐ M
- ☐ F

What management level is it at?

- ☐ Top management
- ☐ Middle management
- ☐ Operational management

How many years of professional experience do you have in this area?

- ☐ ≤5 years
- ☐ 5-10 years
- ☐ > 10 years

Do you have an academic degree in Management?

- ☐ No
- ☐ Bachelor Degree
- ☐ Undergraduate
- ☐ Masters Degree
- ☐ Other

Indicate the average qualification level of the administrative staff:

- ☐ Primary School
- ☐ Secondary Education
- ☐ Baccalaureate
- ☐ Licenciatura
- ☐ Masters Degree
- ☐ Other

Section II - For the implementation of the short-term organisational strategy which critical factors do you consider to be the most relevant? Please distribute 100 points for each group, according to their relevance.

2.1 Regarding the financial area (Financial perspective), please distribute 100 points according to the importance of the following critical factors. There is the possibility to add 2 critical factors in addition to the pre-referred ones)

		- This organisation is concerned about its ability to manage its assets and results (Profitability)
		- This organisation seeks new products and services by reaching new customers and markets or increasing current ones (Growth)
		- This organisation aims to create shareholder value (Value Creation)

2.2 Regarding the customers' area (Customers' Perspective) distribute 100 points according to the importance of the following critical factors. There is a possibility to add 2 critical factors in addition to the pre-referred ones)

		- This organisation tries to secure a portfolio of customers that contributes to the value of the company (Profitability)
		- This organisation aims to achieve high levels of customer satisfaction (Satisfaction)
		- This organization has the capacity to captivate new customers or grow current customers (Retention)
		- This organization has the capacity to retain current customers (Loyalty)

2.3 Regarding the internal area (Internal Perspective) distribute 100 points according to the importance of the following critical factors. It is possible to add 2 critical factors in addition to the pre-referred ones)

		- It is recognised that this organisation exists to ensure processes and not to accumulate functions (Process Management)
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		- This organisation identifies non-value adding activities (Rationalisation)
		- This organisation ensures high levels of acceptance of its products (Quality)
		- This organisation manages to optimise the use of resources on which its results depend (Efficiency and Effectiveness)

2.4 Regarding the learning area (Learning and growth Perspective) assign 100 points according to the relevance of the following critical factors. There is the possibility of adding 2 critical factors in addition to the pre-referenced ones)

		- In this organisation, employees are able to come up with new ideas (Innovation)
		- In this organisation, high levels of motivation and commitment are ensured (Satisfaction)
		- In this organisation, levels of employee knowledge are ensured which boost their performance (Qualification)
		- In this organization, it is possible to take advantage of the technological potential (Technology)

Section III - Relative Weighting of each Perspective

3. Please indicate the relative weight that each perspective has for your organisation. Consider a total percentage of 100%.

		- Financial Perspective (financial factors)
		- Customer's Perspective (customer-related factors)
		- Internal Perspective (internal organisation factors)
		- Learning and Growth Perspective (learning factors)

Supplementary S2 – Request for Collaboration

Subject: Request for Collaboration

- Completion of questionnaire - scientific study

07 December 2016

Dear Sirs,

I am developing a doctoral thesis in Business Sciences at the University of Minho. In this scope, my project consists in: Analyse the effect of organisational culture on Balanced Scorecard and organisational performance.

The focus on this management tool, namely the Balanced Scorecard, is due to the fact that it is considered a pertinent aid in performance management, communication and organisational integration.

Knowing that culture has a significant impact on organisations, I intend to investigate, according to Cameron and Quinn's (1999) cultural typology, the organisations' perception of the BSC contribution to internal performance (integrated - non-financial).

This questionnaire was validated by senior managers, who assessed the solid and sustained form, content and clarity of the data collection method.

Your organisation was selected for this research as it is part of the largest exporting companies in Portugal, according to a list provided by AICEP (Source: INE).

I guarantee total confidentiality of the data and assure that they will be studied in aggregate form. Therefore, I would like to ask for your contribution by answering the attached questionnaire. Your completion is crucial to the development of this research.

I thank you in advance for your willingness to complete the questionnaire, knowing that you will

consequently allow us to advance our knowledge in this area of scientific research.

Reiterating my most sincere gratitude, I subscribe to you with my highest consideration and esteem.

I remain at your disposal for any eventual embarrassment or clarification.

Best regards,