SUPPLEMENTARY APPENDICES

of the Work Project

Key Performance Indicators and The Balanced Scorecard at the

Pestana Group Luxury Brand Hotels

Beatriz Gomes Marques, 1485

A Project carried out under the supervision of:

Prof. Inês Cruz

January 7th, 2015
# APPENDIX I – List of interviews done

<table>
<thead>
<tr>
<th>Date</th>
<th>Function of the interviewee</th>
<th>Contact</th>
<th>Location</th>
<th>Length of the interview</th>
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</thead>
<tbody>
<tr>
<td>28-08-2014</td>
<td>Board Member of Pestana Group</td>
<td>In person</td>
<td>Madeira</td>
<td>60 minutes</td>
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<tr>
<td>01-10-2014</td>
<td>Board Member and Managing Director for Portugal and Africa Hotels and Pousadas de Portugal</td>
<td>In person</td>
<td>Lisbon</td>
<td>45 minutes</td>
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<tr>
<td>09-10-2014</td>
<td>Head of IT of Pestana Group Hotels and Pousadas de Portugal</td>
<td>In person</td>
<td>Lisbon</td>
<td>45 minutes</td>
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<tr>
<td>09-10-2014</td>
<td>Financial Controller of Pestana Group Hotels and Pousadas de Portugal</td>
<td>In person</td>
<td>Lisbon</td>
<td>90 minutes</td>
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<tr>
<td>09-10-2014</td>
<td>Director of Human Resources of Pestana Group Hotels and Pousadas de Portugal</td>
<td>In person</td>
<td>Lisbon</td>
<td>30 minutes</td>
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<td>19-11-2014</td>
<td>Director of Operations of Pestana Luxury Brand Hotels</td>
<td>In person</td>
<td>Lisbon</td>
<td>30 minutes</td>
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<tr>
<td>22-12-2014</td>
<td>Director of Operations of Pestana Luxury Brand Hotels</td>
<td>Phone</td>
<td>Lisbon</td>
<td>30 minutes</td>
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<tr>
<td>22-12-2014</td>
<td>Hotel Manager of Pousada de Cascais, Citadela Historic Hotel &amp; Art District</td>
<td>Phone</td>
<td>Lisbon</td>
<td>30 minutes</td>
</tr>
</tbody>
</table>
APPENDIX II – Semi-structured interviews’ questions

1. What is the vision, mission and strategy of Pestana Group?
2. Which are the main internal processes?
3. In which way are those processes guaranteed by computerized systems? Importance?
4. Which indicators are utilized to control the quality of the processes?
5. Main objectives in relation with the internal processes to the hospitality business?
6. How are they connected to the strategy?
7. How is the BI department organized?
8. Which are the key financial performance indicators and why?
9. Which are the main financial objectives and how are they aligned with the vision and strategy of Pestana Group?
10. How does the analysis of the indicators change the developed plan for decision making? Example?
11. How are the financial objectives aligned with bonuses?
12. Is there a career module?
13. How is performance evaluation being made and does it have any impact on the career module?
14. How is the developed the performance plan and in which way is it connected with performance evaluation?
15. How does the incentive system work?
16. Do you have high personal rotation?
17. How do you measure employee’s satisfaction?
18. How does the hotel work? How is it divided by departments and which connection is there between them?

19. Examples of KPIs in use in each department? Are they the same across the Luxury Brand hotels?

20. Which is the importance that is given to the BSC in hospitality?

21. What is number of collaborators at Pestana Group?

22. Which is the main competition?

23. What is the average of people working at each hotel?

**APPENDIX III** – Organizational Chart of Pestana Group
APPENDIX IV – Organizational Chart of Pestana Luxury Hotels