

A Work Project, presented as part of the requirements for the Award of a Masters Degree in Management from the NOVA – School of Business and Economics.

SUPPLEMENTARY APPENDICES

of the Work Project

Key Performance Indicators and The Balanced Scorecard at the

Pestana Group Luxury Brand Hotels

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A Project carried out under the supervision of:

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January 7th, 2015

APPENDIX I – List of interviews done

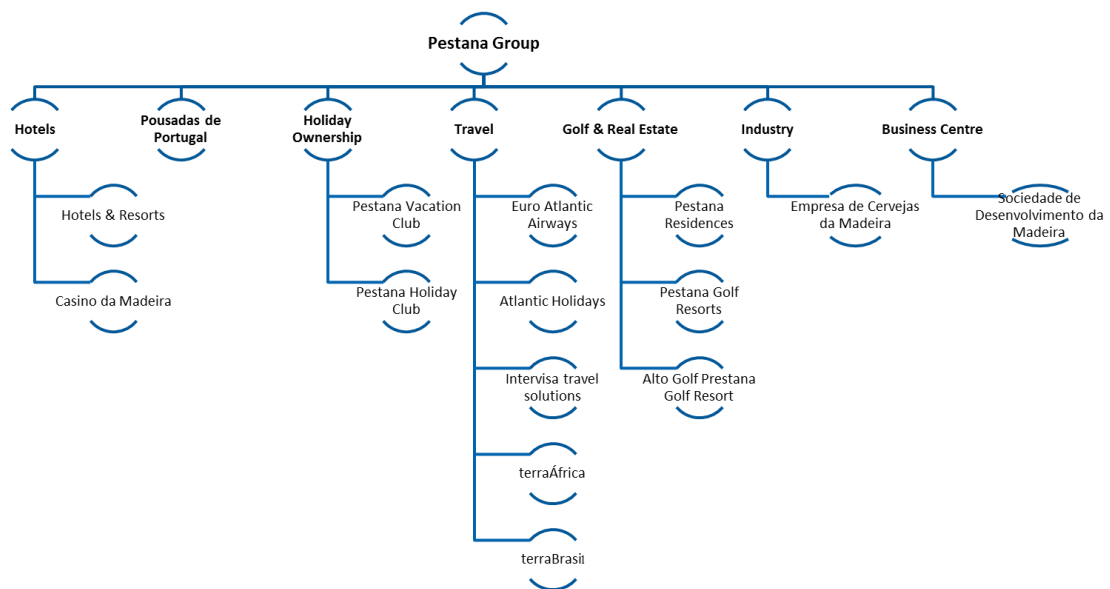
Date	Function of the interviewee	Contact	Location	Length of the interview
28-08-2014	Board Member of Pestana Group	In person	Madeira	60 minutes
01-10-2014	Board Member and Managing Director for Portugal and Africa Hotels and Pousadas de Portugal	In person	Lisbon	45 minutes
09-10-2014	Head of IT of Pestana Group Hotels and Pousadas de Portugal	In person	Lisbon	45 minutes
09-10-2014	Financial Controller of Pestana Group Hotels and Pousadas de Portugal	In person	Lisbon	90 minutes
09-10-2014	Director of Human Resources of Pestana Group Hotels and Pousadas de Portugal	In person	Lisbon	30 minutes
19-11-2014	Director of Operations of Pestana Luxury Brand Hotels	In person	Lisbon	30 minutes
22-12-2014	Director of Operations of Pestana Luxury Brand Hotels	Phone	Lisbon	30 minutes
22-12-2014	Hotel Manager of Pousada de Cascais, Citadela Historic Hotel & Art District	Phone	Lisbon	30 minutes

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

