

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

SUPPLEMENTARY APPENDICES

of the Work Project

DESIGNING A BALANCED SCORECARD FOR A HYBRID ORGANIZATION: THE CASE
THE OF CALOUSTE GULBENKIAN FOUNDATION

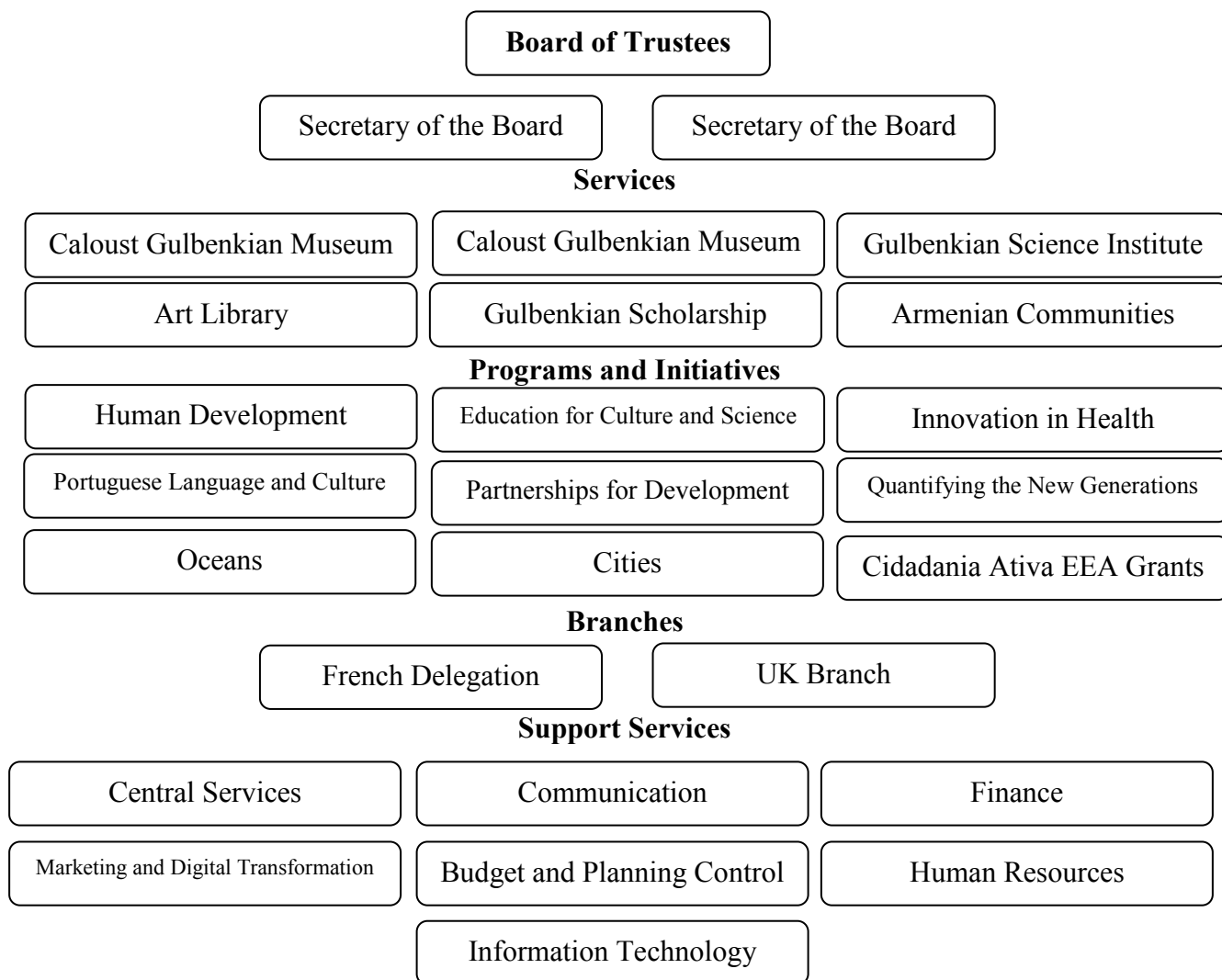
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A Project carried out on the Master in Management Program, under the supervision of:

Professor Maria João Major

6th of January, 2017

APPENDIX II – Foundation Organization Chart

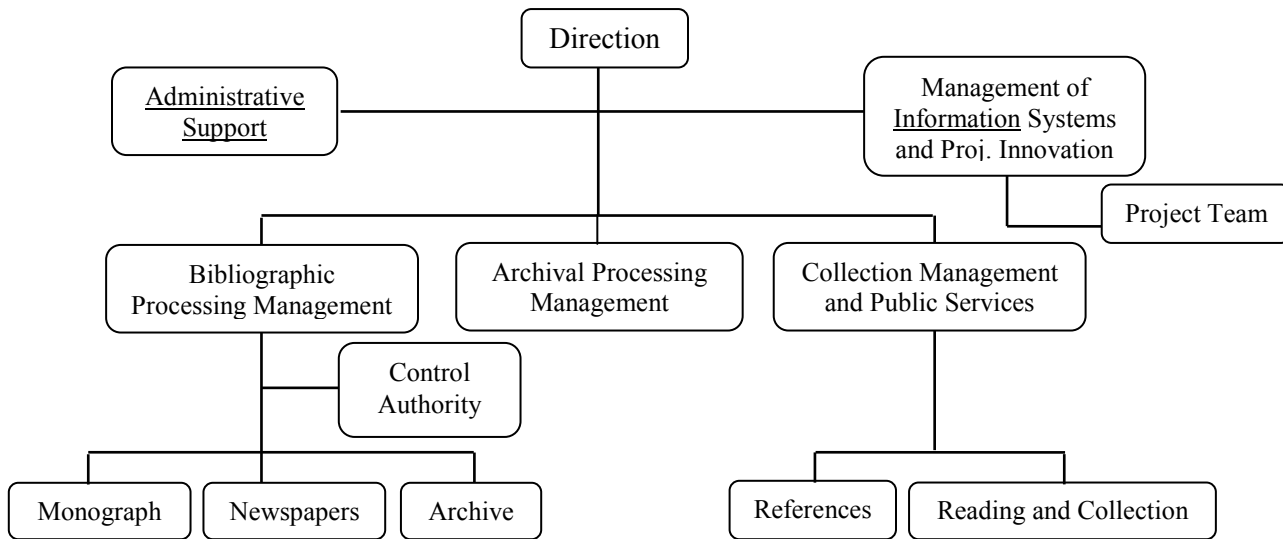


Source: Gulbenkian Website [<https://gulbenkian.pt/en/the-foundation/our-team/>] (2016)

APPENDIX I - List of Interviews carried out

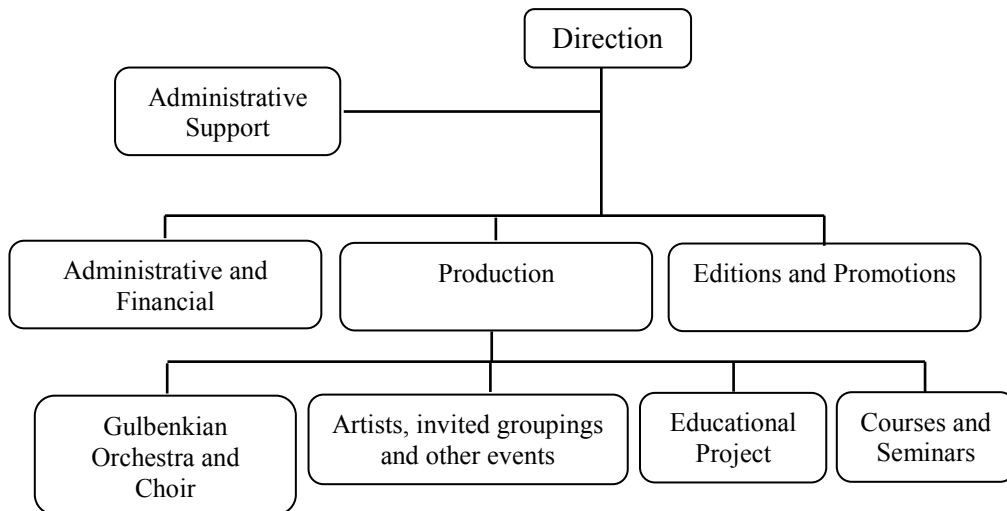
Date	Function of the interviewee
22/07/2016	Secretary of the Board and Head of Finance & Investments
29/07/2016	Curatorship Responsible (Museum Service)
25/10/2016	Art Library Director
16/11/2016	Music Service Assistant Director
29/11/2016	Curatorship Responsible
02/12/2016	QMS controller
12/12/2016	Art Library Director
13/12/2016	Music Service Advisor

APPENDIX III – Art Library Organization Chart



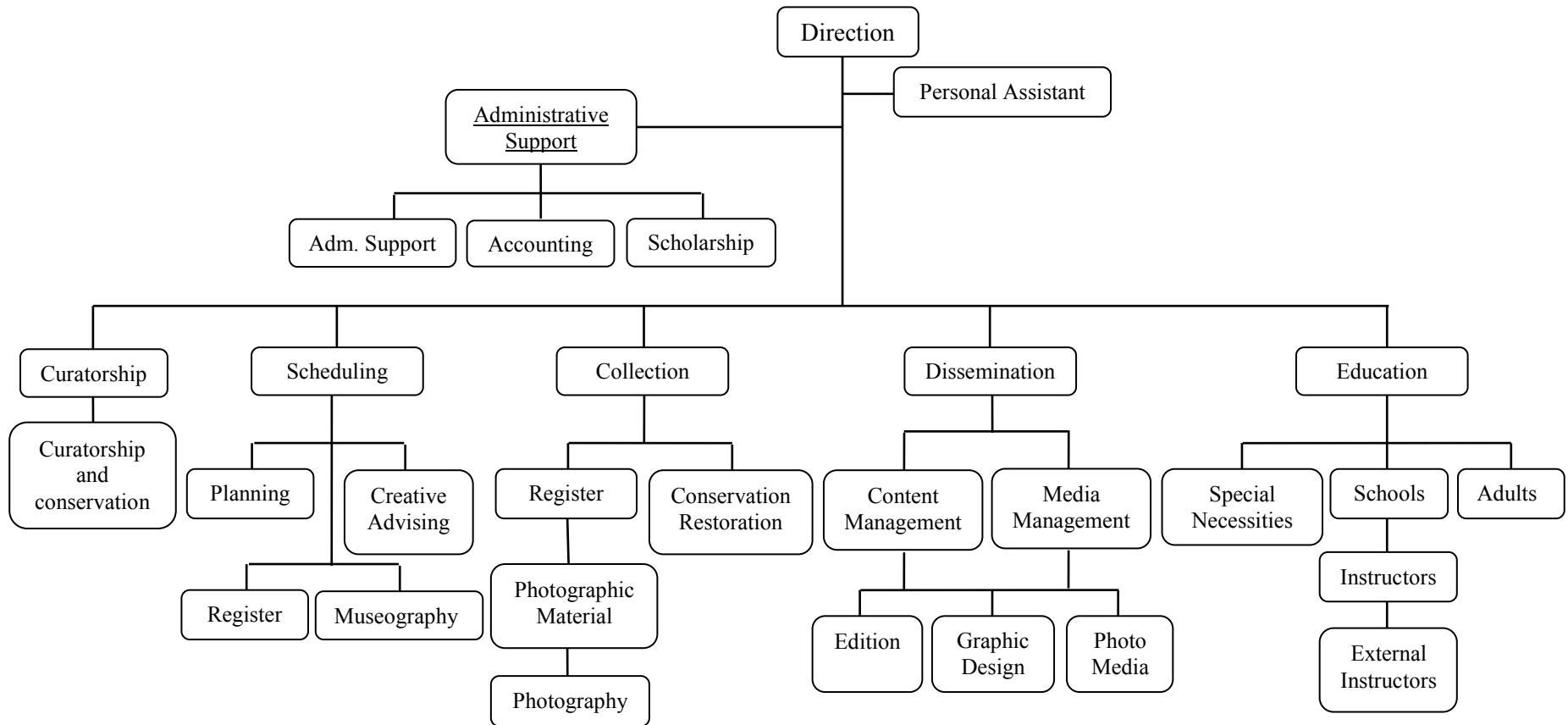
Source: Gulbenkian (2016)

APPENDIX IV – Music Service Organization Chart



Source: Gulbenkian (2016)

APPENDIX V – Calouste Gulbenkian Museum Organization Chart



Source: Gulbenkian (2016)

APPENDIX VI – Art Library BSC

Strategic Objective	KPI	Frequency	Target	Iniciatives /Observations
Customer				
Increase Public Satisfaction Level	Satisfaction rate on QMS survey	Annual	85% -87%	Obs: Public mainly composed by: students; researchers and Art History specialists.
Attract New Public	Nº of users on Flickr, Scribd, Digititle, catalog and website	Annual	74.807	Obs: Flickr (platform for publishing photographic collections), Scribd (platform for publishing textual collections) and Slideshare (platform for publishing presentations about services and collections).
	Nº of participation in International Organizations	Annual	5	Obs: Participation on: IFLA - International Federation of Libraries Associations; Art Discovery Group Catalogue; Europeana - European Digital Library; EBLIDA - The European Bureau of Library, Information and Documentation Associations; Docomomo International.
Ensures Collections Availability	Nº of room attendances	Annual	35.150	* Ensure the response to all public requests for the use AL and GA services.
	Nº lending Material	Annual	51.500	* Analyze according to defined access policies, requests for consultation, reproduction or disclosure of documents with reserved access for legal reasons.
Promote Collaborations with External Entities	Nº of documentation loaned	Annual	1.500	* Accession to the International Council on Archives, more specifically on: SBA - Section on Business Archives; SLA - Section on Literary and Artistic Archives.
	Nº of images loaned	Annual	1.750	-
	Nº of partnerships with external entities	Annual	6	Obs: Partnerships with: Fundação Serralves; CCA- Canadian Centre for Architecture; Art Discovery Group Catalogue; Faculdade de Ciências Sociais e Humanas da Universidade Nova de Lisboa (ROSSIO project); IUL - ISCTE (Coast to Coast project).

Promote Collaboration with other Foudation Services Projects	N° of Internal partnerships	Annual	3	Obs: Collaboration with Calouste Gulbenkian Museum, Central Services (Shops) and with the CGF Delegation in France.
Internal Business Processes				
Update documentation and enrich collections and archives.	N° of documents acquisitions	Annual	1200	<ul style="list-style-type: none"> * Ensure the selection process for the general fund, new collections and archives, according to the defined integration criteria. * Search other Foundation's units or external entities for original documents to be integrated in the documental collection. * Improve the control system and organization of the Foundation's and Founder's archives.
	N° of acquisitions, offers and exchange agreements processed	Annual	All arrived before November 30 th	
Increase IT Systems Integration	N° of digitalizations	Annual	4.020 running metres (12.000 documents)	* Definition of a development strategic for Digitile.
	N° of descriptions and indexations included	Annual	120 m + 12.000	Obs. 120 running meters of textual documents; 12.000 pictures, drawings and audiovisual or audio recordings
Improve Conservation/Preservation conditions	N° of conservations/restorations	Annual	600 bibliografic documents; 9.000 photographi c documents	<ul style="list-style-type: none"> * Continuation of preliminary inventory, physical organization and preparation for digitalization of special collections (not processed yet). * Ensure conservation basic conditions and movement control of documents.
Increase Art Library and G. Archives Visibility Online	N° of online pictures (to publish)	Annual	8.500	Obs: 2017 target for total n° of pictures published online = 441.350
	N° of online content views	Annual	6.000.000	<ul style="list-style-type: none"> * Maintain and update the AL presence on the web, through its own website, catalog and presence on the Fickr and Scribd platforms. * Analyze according to defined access policies, requests for consultation, reproduction or disclosure of documents with reserved access for legal reasons. *Creation of a new Website

Learning and Growth				
Develop employees competences	N° of employees having training course	Annual	16	Obs. Gulbenkian incentivizes specialized training for all employees (Art History and Information Science) and the development of transversal competences such as the English language which are distributed by the HR service.
Continue with Personal Evaluation System	N° of employees with PE	Annual	33 (All)	Obs. PEM is already implemented on this service and is reviewed after 6 month.
To keep AL certification	N° of processes used	Annual	15	Obs. The AL has been audited without relevant negative points to emphasize.
Align Library Mission and Strategy with Foundation's Plan	Implementation of a BSC software	Annual	1	Obs. This WP is focus on BSC design and not in its implementation. This KPI ensures that, in a short period of time, most KPIs will be entered into the BSC software.
Financial				
Costs Reduction	% of cost reduction	Annual	5%	Obs. The Art Library and Gulbenkian Archive budget were reduced in 5%. The idea is to keep funding acquisitions and digitalization and reduce the frequency of conservations/restorations.
Research Financial Contributions	FCT acceptance of AL proposal	Annual	800.000€	Obs. AL submitted a funding proposal of 1.200.000€ to the Portuguese Science and Technology Foundation. The project has 3 years duration and the funds will be used to process and digitalizes documents that are not available to the public.
Increase other internal sources of revenues	N° of patronage projects	Annual	1	Obs. AL already had some patronage projects in the past.
	% of Library revenue increase	Annual	5%	Obs. Those revenues (printings, digitalizations, high-quality sold pictures...) have a small significance in AL annual budgeting. *Find new sources of revenues (ex. library card)
Build a Multi-Year Support	Creation of the 5 years strategic plan	Annual	1	*Creation of a 5 years strategic plan including long term investment strategy.

APPENDIX VII – Music Service BSC

Strategic Objective	KPI	Frequency	Target	Iniciatives /Observations
Customer				
Reach more People: Attract disadvantaged and young public	Nº of "Music at School" events	Annual	11	Obs. 5.300 attendances
	Nº of attendances on "Sunday Concerts"	Annual	23.400	Obs. “Sunday Concerts” are concerts with more affordable prices. 13 events / 28 editions * Present more concerts outside Gulbenkian Foundation: Terreiro do Paço, Vale do Silência, 9 recitals at D. Maria Theater,concerts at S. Roque church; Fatima (closing of the Centenary of the Apparitions), among others.
Retain Loyal Contributors/Public	% of increased session tickets sold	Annual	7%	Obs. Is expected 180.900 attendances on concerts with 124.600 tickets sold
Launch Unique and Diverse Repertory	Nº of Gulbenkian Choir and Orchestra concerts	Annual	18+29	* Inclusion of Portuguese composers works in the program.
	Nº of other concerts	Annual	72	Obs. Gulbenkian Season Music is structured in several cycles: Gulbenkian Choir and Orchestra (18+29), Sunday Concerts (13), Tematic Concerts (2), Piano(7), Great Performers(6+9), Old Music (4), Chamber Music (10), Gulbenkian Orchestra Soloists (2), Rising Stars(12), World Music(2), Jazz festival in August (1) and Met Opera Live in HD (4).
Promote Collaborations with Prestigious Partners	Nº of invited artists	Annual	50	-
	Nº of international partnerships	Annual	3	Obs. Partnerships with prestigious institutions such as: ECHO - European Concert Hall Organization; ENOA - European Network of Opera Academies; EBU - European Broadcast Union; OSESP - Orquestra Sinfónica do Estado de São Paulo.

Promote Collaboration with other Foundation Services	N° of internal partnerships	Annual	4	Obs. Partnerships with: Gulbenkian Grant Service; Gulbenkian Education Program for Culture and Science - "Discover" project; Gulbenkian Human Development Program; Calouste Gulbenkian Museum: Artistic Consultancy and promotion of the Calouste Gulbenkian Foundation's art collection in the concert programs. Obs. The promotion and dissemination of the Gulbenkian Music Season is carried out in close coordination with the Digital Marketing team, Transformation Service and Communication Service.
Internal Business Processes				
Accessibility to new musical work	N° of musical works acquisitions	Annualy	2	Request of two musical works for the Portuguese composers Vasco Mendonça and Andreia Pinto Correia; Partnership with OSESP for the acquisition of musical work of portuguese and brasilian composers.
Contract/Retain Musical Talents	N° Gulbenkian Orchestra Internships	Annualy	1	Holding a soloist audition (Clarinet, Soloist A).
	N° of trainees	Annualy	90	Obs. Some of the grants are co-financed by the European Union (ENOA)
Develop Web-based Services (Launch Promotion Campaign)	% online tickets sold	Annualy	30%	* Creation of a Review Section online (suggestion) Obs. % online tickets in 2016 was 26,03%
	N° of e-news releases	Fortnightly	1	Obs. E-news with Music Session program
Ensure the offering of Musical Services	N° of events held	Annualy	171	Obs. Including: Concerts, Opera transmissions, workshops, conferences and guided visits.
Learning and Growth				
Develop employees competences	N° of employees in training courses	Annual	25%	Obs. Gulbenkian incentivizes specialized training for all employees and the development of transversal competences such as the English language which are distributed by the HR service.

Align Music Service Mission and Strategy with Foundation's Plan	Implementation of a BSC software	Annual	1	Obs. This WP is focus on BSC design and not in its implementation. This KPI ensures that, in a short period of time, most KPIs will be entered into the BSC software.
Develop a strategic communication plan	N° of brochure printed	Annual	15.000	* Investment in online marketing: website and Facebook * Realization of a Press Conference + Public Presentation Session * Investment in new marketing areas: tourism and tickets for companies.
	N° of media partners	Annual	3	Obs. Partnership with RTP/Antena 2, Radar and TSF for the divulgation of Gulbenkian initiatives.
Implementation of a Personal Evaluation System	N° of employees with PE	Annual	28 (staff)	Obs. PEM is already implemented on Gulbenkian Library service. It can be used as example on Music Service implementation.
Financial				
Research Financial Contributions	N° of financial partners	Annual	8	Obs. The financial Partners are: BPI, Santa Casa da Misericórdia de Lisboa, PricewaterhouseCoopers (PWC), BMW, Anselmo Joalheiros and Vieira de Almeida e Associados (+2 not confirmed yet)
Costs reduction	N° of employees exits	Annual	1	Obs. Will have a bigger impact in coming years
	% of promotion costs reduction	Annual	5%	*Investment in social media platforms *Disinvestment in more traditional divulgation
Increase revenues	% of sold tickets increase (qt)	Annual	19,6%	*Reorganization of the plant room (lowering the price of areas with less attendances and increasing the prices of more desired areas) *Development of a strategy to increase the n° of tickets sold to companies/entities.
	% of other revenues increase (€)	Annual	2%	*Keep selling products on Gulbenkian Shops *Improve the knowledge about the public in order to dupe people into buying more/different products, especially online.
Build a Multi-Year Support	Actualization of the 5 years strategic plan	Annual	1	Actualization of the long term investment strategy created to 2015-2020.

APPENDIX VIII – Calouste Gulbenkian Museum BSC

Strategic Objective	KPI	Frequency	Target	Initiatives /Observations
Customer				
Increase visitors satisfaction	Level of visitors satisfaction (public survey)	Annual	86%	* Bring more and more diverse national citizens, of all ages, to the Calouste Gulbenkian Museum and more foreigners to the temporary exhibitions.
Build Reputation for High Standards	Nº of visitors	Annual	540.000	Obs. 325.000 in 2016
	Nº of invited researchers	Annual	6	Obs. Invited artists: Helmut Federle, Marie José Burki, Tamás Kaszás, Emily Wardill and 2 guest curators
Present a diverse collection	Nº of temporary exhibitions	Annual	12	Obs. 12 TE with 276.550 attendances
	Nº of conferences	Annual	10	Obs. 10 conferences with 850 attendances
Internationalization of Portuguese Art	Nº of international partnerships	Annual	6	Obs. Partnerships with: Versalhes Palace, Bergen Kunsthall, Centre Pasquart, Doclisboa, BoCa, MuCEM;
	Nº foreigners visitors	Annual	204.000	Obs. 60% of museum visitors are foreigners and they represents 80% of revenues.
Promote Collaboration with other Foundation Services	Nº of Internal partnerships	Annual	5	Obs: Collaboration with Art Library/Gulbenkian Archive, Music Service, Human Development Project, Portuguese Culture and Language project and with the CGF Delegation in France. Obs. The promotion and dissemination of Museum activities is carried out in close coordination with the Digital Marketing team, Transformation Service and Communication Service.
Internal Business Processes				
Develop a divulgation strategy	Nº of content creations (Website dinamization)	Annual	15	* Definition of promotion area role in written information (website, social networks, table texts, wall texts), alongside with Curatorship and Education, in order to guarantee the accessibility of information to different types of public.
	Nº of promotion material	Annual	34	Obs. 5.300 of exhibition booklets copies, 9800 of catalogues copies and 53,000 of flyers copies

Increase collection quality	N° of assigned/donated pieces	Annual	557+76	Obs. Short term: 21+352 Long term:1+210 (Founder and Modern collection, respectively)
	N° of acquired pieces	Annual	53	* App or audio-guide development * Collaborate with the Collection Management Team to find the best practices for preventive conservation: identification and risk analysis for collections and buildings and their implementation. *Elaboration of a "preventive conservation plan"
To educate people	N° of guided tours attendances	Annual	24.930	Obs. 1.214 editions in 91 guided tours
	N° of workshops attendances	Annual	2.670	Obs. 238 editions in 48 workshops
	-	-	-	* Consolidation of programmatic lines with the pedagogical line adopted by the educational service.
Expose pieces of the collection that are in reserve.	N° of reserve pieces used on temporary exhibitions	Annual	5	-
Learning and Growth				
Develop employees competences	N° of employees attending training courses	Annual	7	* The coordinators will keep the regular attendance to leadership workshops, among others.
	-	-	-	Obs. Collaborators can suggest specific formation or attend to the ones available for all Foundation´s employees which are distributed by the HR service.
Implementation of a Personal Evaluation System	N° of employees with PE	Annual	57	Obs. PEM is already implemented on Gulbenkian Library service. It can be used as example on Museum Service implementation.
Align Museum Mission and Strategic with Foundation Plan	Implementation of a BSC software	Annual	1	Obs. This WP is focused on BSC design and not in its implementation. This KPI ensures that, in a short period of time, most KPIs will be entered into the BSC software.
Develop management system	In-arte actualization/uniformization	Annual	1	* Improve the INARTE database by reviewing, updating content and promoting inventory updates.

Financial				
Reach Financial Contributions	N° of sponsors	Annual	2	Obs. The museum budget reduction (from 7.808.619 in 2016 to 7.071.495 in 2017) leads to the need for other sources of revenues.
Costs reductions	N° of employees exits	Annual	1	Obs. In 2016 all museum employees left for retirement or were reallocated in other services
	% of promotion costs reduction	Annual	12%	Obs. promotion cost represents the major % reduction
Increase ticket revenues	% ticket price increasing	Annual	150%	* Increase tickets' price from 4€ to 10€. Free visits on Sundays *Start selling tickets online
Increase other internal sources of revenues	% of museum shop revenues	Annual	5%	* Opening of a new shore
Build a Multi-Year Support	Creation of the 5 years strategic plan	Annual	1	*Creation of a 5 years strategic plan including long term investment strategy.