2. Questionnaire - datamatrix and corresponding graphs
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1 No
2 No
3 No
4 Clarifying what we are doing
5 No
6 No
7 No
8 Making the difference internally
9 No
10 No
11 No
12 More events
13 No
14 No
15 No
16 Improve education (for newcomers)
17 No
18 No
19 No
20 No
21 Improve education (for newcomers)
22 No
23 No
24 No
25 No
26 No
27 Building team spirit
28 Improve education (for newcomers)
29 Improve education (for newcomers)
30 No
31 No
32 No
33 No
34 No
35 No
36 Continue focussing on diversity and people with disabilities
37 No
38 No
39 Improve education (for newcomers)
40 Hiring good employees and firing ones who don’t do their job
41 No
42 No
43 No
44 No
45 No
46 No
47 No
48 More coordination
49 Being involved by the management
50 No
1. What is your gender?
   - Male 1
   - Female 2

2. What is your age?
   - < 25 1
   - 26-33 2
   - 34-41 3
   - 42-49 4
   - 50-57 5
   - 58 - > 6

3. What is your nationality?
   - Spanish 1
   - Italian 2
   - French 3
   - Dutch 4
   - Belgian 5
   - Danish 6
   - Norwegian 7
   - Swedish 8
   - British 9
   - Other 10

4. What is your living situation?
   - Alone 1
   - I share an apartment 2
   - I live with my partner, husband or wife 3
   - I live with my parents 4

5. For how long have you been working in this centre?
   - < - 1 year 1
   - 1 - 3 years 2
   - 4 - 6 years 3
   - > 6 years 4

6. In which area are you working?
   - Global support/cross 1
   - Accounts receivable 2
   - Operations 3
   - Processes 4

7. Do you have external business relations?
   - Yes 1
   - No, please continue with question 10 2

8. On what basis are you in contact with them?
   - Daily 1
   - 1-2 days a week 2
   - 3-4 days a week 3
   - Less than once a week 4

9. Do you have the feeling that your external business relations have a clear image about the types of business that the IBMSC conducts?
   - No, not at all 1
   - Vaguely 2
   - The basics are likely to be clear for them 3
   - Almost everything 4
   - Yes, perfectly 5

10. What is your view on the brand identity of the centre?
    - Very weak 1
    - Weak 2
    - Neither weak or strong 3
    - Normal to average 4
    - Good 5
    - Excellent 6
11. What do you think when you hear the name Madrid International Services Center?

Open question

12. How often do you take a look at our Intranet?

- Never          1
- Once a month   2
- Once every week 3
- Once every day  4
- More than once a day 5

13. Would you check Intranet more often if more articles and newsletters would be published?

- Yes             1
- Maybe           2
- I don't know    3
- Probably not    4
- No              5

14. How would you describe the brand identity of our partner in Bratislava?

- Very weak       1
- Weak            2
- Neither weak or strong 3
- Normal to average 4
- Good            5
- Excellent       6

15. Could you describe what we could learn from the other centres in Bratislava, Hortolandia, Shenzhen and Kuala Lumpur?

Open question

16. What would you like to change in order to improve our brand identity and image?

- Improve Intranet 1
- Enlarge the stream of information to both employees and companies 2
- Clearly mentioning our goals and what we stand for 3
- Increase the amount of coordinated events between both Cronos and Trianon 4
- Improve the way of communication from the management to employees 5

17. What values applying to the centre are the most important according to you?

- Diversity       1
- Innovation      2
- Development     3
- Excellence      4

18. What role could the senior management play according to you?

- Organize more informative meetings 1
- Intensify cooperation with the centres in Bratislava 2
- Hortolandia, Shenzhen and Kuala Lumpur to take advantage and share knowledge
- More updates on business results 3
- Other namely,… 4

19. Do you have any other suggestions for improving the centre's brand identity?

Open question
Question 1

Gender

- 38% Male
- 62% Female

Question 2

Age

- 32% < 25
- 28% 26-33
- 28% 34-41
- 12% 42-49
Madrid International Services Centre vs. brand identity

Maaike van Esch

The Hague School of European Studies

Nationality

- Spanish: 24%
- Italian: 6%
- French: 6%
- Dutch: 8%
- Belgian: 2%
- Danish: 4%
- Norwegian: 4%
- Swedish: 8%
- British: 12%
- Other: 6%

Question 3

Living situation

- Alone: 38%
- Shared apartment: 42%
- With partner/husband/wife: 8%
- With parents: 12%

Question 4
Question 5

Time working for the Center

- < 1 year: 22%
- 1-3 years: 50%
- 4-6 years: 22%
- > 6 years: 6%

Question 6

Business area

- Unvalid: 32%
- Global support/Cross: 4%
- Accounts receivable: 26%
- Operations: 12%
- Processes: 26%

Question 7

External business relations by employees

- Yes: 58%
- No: 42%
Question 8

Intensity of contact on a weekly basis

- Daily: 58%
- 1 to 2: 22%
- 3 to 4: 8%
- Vaguely: 8%
- Almost everything: 4%
- Unvalid: 0%

Question 9

Business activities conducted by the Center are clear for external business relations

- Not valid: 18%
- Vaguely: 6%
- The basics: 16%
- Almost everything: 60%
Question 10

Opinion on the brand identity of the Center

- Very weak: 20%
- Weak: 4%
- Neither weak or strong: 6%
- Normal to average: 36%
- Good: 34%

Question 11

Opinion on the centre's brand identity

- Not valid: 4%
- A central place for international business: 17%
- Center of Excellence: 4%
- Challenging environment: 13%
- Different from IBM Germany: 2%
- Diversity: 2%
- Important company: 6%
- International atmosphere: 2%
- It’s my company: 13%
- Low cost center: 2%
- No clear image: 2%
- Service orientated company: 2%
- Still working on identity: 4%
- Young business: 21%
Frequency of checking Intranet

- Never: 22%
- Once a month: 4%
- Once every week: 2%
- Once every day: 28%
- More than once a day: 44%

Question 12

I would check Intranet more often when more articles were published on it

- Yes: 29%
- Maybe: 12%
- I don't know: 4%
- Probably not: 18%
- No: 37%

Question 13
Brand identity of the Bratislava Center

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>34%</td>
<td>Very weak</td>
</tr>
<tr>
<td>26%</td>
<td>Weak</td>
</tr>
<tr>
<td>8%</td>
<td>Neither weak nor strong</td>
</tr>
<tr>
<td>26%</td>
<td>Normal to average</td>
</tr>
<tr>
<td>4%</td>
<td>Good</td>
</tr>
<tr>
<td>2%</td>
<td>Excellent</td>
</tr>
</tbody>
</table>

Question 14

What to learn from the other Centers

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>46%</td>
<td>Attracting clients</td>
</tr>
<tr>
<td>10%</td>
<td>Being more outstanding</td>
</tr>
<tr>
<td>2%</td>
<td>Build up brand identity</td>
</tr>
<tr>
<td>4%</td>
<td>Cooperation</td>
</tr>
<tr>
<td>4%</td>
<td>Development</td>
</tr>
<tr>
<td>2%</td>
<td>Exchange of knowledge</td>
</tr>
<tr>
<td>2%</td>
<td>How to sell our center</td>
</tr>
<tr>
<td>2%</td>
<td>Improving</td>
</tr>
<tr>
<td>4%</td>
<td>Improving identity</td>
</tr>
<tr>
<td>14%</td>
<td>Nothing</td>
</tr>
<tr>
<td>10%</td>
<td>Professionality</td>
</tr>
</tbody>
</table>

Question 15
Question 16 a

The stream of information to employees and companies should be increased

Question 16 b

Goals and mission should be stated clearly
Question 16 d

The number of coordinated events between Cronos and Trianon should be increased

- 2% No answer
- 20% Yes
- 78% No

Question 16 e

The management should improve its way of communication to the employees

- 32% Yes
- 68% No

Question 17 a

Diversity is the most important value

- 44% Yes
- 56% No
Question 17 b

Innovation is the most important value

- Yes: 46%
- No: 54%

Question 17 c

Development is the most important value

- Yes: 76%
- No: 24%

Question 17 d

Excellence is the most important value

- Yes: 48%
- No: 52%
Question 18 a

The senior management should organize more informative meetings

- 4% Not valid
- 40% Yes
- 56% No

Question 18 b

Cooperation with the other Centers should be intensified

- 2% Not valid
- 37% Yes
- 61% No
The senior management should give more updates on business results

- Yes: 2%
- No: 37%
- Not valid: 61%

Question 18 c

Other measurements should be incorporated

- Yes: 14%
- No: 2%
- Not valid: 84%

Question 18 d
Suggestions for improvement

- Being involved by the management
- Building team spirit
- Clarifying what we are doing
- Continue focusing on diversity and people with disabilities
- Hiring good employees and firing ones who don’t do their job
- Improve education (for newcomers)
- Making the difference internally
- More coordination
- More events
- No

Question 19