

2. Questionnaire - datamatrix and corresponding graphs

RESP	Q_1	Q_2	Q_3	Q_4	Q_5	Q_6	Q_7	Q_8	Q_9	Q_10	Q_11	Q_12	Q_13	Q_14
1	1	1	4	3	2	2	4	2	0	0	4		4	4
2	1	1	3	1	4	1	1	1	2	4	5 Important company		5	5
3	2	2	2	5	2	2	4	2	0	0	2		3	1
4	2	2	1	1	1	2	4	2	0	0	4	0	2	2
5	2	1	4	2	2	1	3	2	0	0	2 Center of Excellence		3	1
6	1	2	2	2	1	2	3	1	1	3	3 No clear image		2	1
7	2	1	10	2	2	2	1	2	0	0	3 No clear image		2	2
8	1	3	5	3	2	4	2	2	0	0	4 Diversity		4	4
9	2	3	1	3	2	2	1	2	0	0	5 Diversity		3	1
10	1	1	10	2	1	3	2	2	0	0	4 A central place for international business		3	2
11	1	1	10	2	1	1	2	2	0	0	3 Different from IBM Germany		3	5
12	2	1	10	2	2	2	2	2	0	0	3 No clear image		3	2
13	2	2	10	2	1	2	2	2	0	0	4 Young business		3	2
14	2	2	3	3	2	2	2	2	0	0	3 A central place for international business		1	4
15	2	3	1	2	2	0	2	2	0	0	2	0	2	2
16	2	2	5	2	1	4	2	2	0	0	4 Young business		3	4
17	1	2	1	4	2	1	2	2	0	0	3 Diversity		2	2
18	2	1	10	2	2	1	2	2	0	0	2 Center of Excellence		3	1
19	1	3	3	3	3	4	1	1	1	3	2 No clear image		2	2
20	1	2	1	2	2	4	1	1	2	2	2	0	2	1
21	1	3	10	3	3	1	2	2	0	0	3 No clear image		3	1
22	2	4	10	3	4	1	2	2	0	0	3 Diversity		2	2
23	2	3	10	1	3	4	2	2	0	0	3 No clear image		3	1
24	2	1	10	2	2	3	1	3	2	2	1 Young business		3	1
25	1	2	2	1	3	3	1	1	3	3	2 Diversity		3	2
26	1	4	1	3	4	1	1	3	2	2	2 Diversity		2	2
27	2	2	1	2	2	2	2	1	1	3	2 Diversity		2	1
28	2	2	4	2	2	3	1	3	2	2	2 International atmosphere		4	
29	1	4	4	3	1	1	2	2	0	0	3 International atmosphere		3	2
30	2	1	8	2	1	4	2	2	0	0	4	0	3	3
31	2	3	2	2	2	4	2	2	0	0	1 No clear image		2	3
32	2	1	7	3	2	4	2	2	0	0	2 Diversity		4	3
33	1	3	2	1	3	3	1	3	2	2	1	0	3	3
34	2	1	6	3	2	4	1	2	2	2	2 International atmosphere		2	1
35	2	1	2	2	2	2	2	1	1	3	2 No clear image		3	1
36	1	3	1	4	1	3	2	2	0	0	3 Challenging environment		3	1
37	1	2	3	2	3	4	2	2	0	0	4	0	3	2
38	2	4	1	3	4	1	2	2	0	0	2 Diversity		4	3
39	2	1	2	2	2	2	1	1	2	2	3 Diversity		3	2
40	2	3	4	3	2	3	2	2	0	0	2 Still working on identity		2	4
41	2	4	1	3	3	3	1	1	1	4	3 It's my company		4	3
42	2	3	9	3	3	3	4	1	1	3	3 Still working on identity		3	2
43	1	2	6	1	2	4	1	2	2	2	3 International atmosphere		4	3
44	1	3	10	3	3	1	1	2	3	3	3 Important company		4	3
45	2	1	10	3	2	3	1	1	3	3	4 International atmosphere		4	2
46	1	1	1	4	2	3	2	2	0	0	2 Young business		4	1
47	2	2	8	2	3	4	1	1	3	3	3 Low cost center		2	4
48	2	3	1	3	3	0	1	5	4	4	4 Important company		5	3
49	2	2	6	3	1	3	1	4	0	0	2 Service orientated company		3	2
50	2	2	9	3	1	1	2	2	0	0	3 International atmosphere		4	2

RESP	Q_15	Q_16a	Q_16b	Q_16c	Q_16d	Q_16e	Q_17a	Q_17b	Q_17c	Q_17d	Q_18a	Q_18b	Q_18c	Q_18d	
1 No		0	0	0	0	1	1	1	2	2		2	2	2	1
2 No		2	2	2	2	1	1	2	2	2		1	2	2	2
3 No		2	1	1	2	1	2	1	1	1		2	1	1	2
4 No		2	2	1	2	2	2	1	1	2		2	2	1	2
5 Profession		1	2	1	2	2	1	1	2	2		1	1	2	2
6 Profession		1	1	2	2	2	1	1	2	1		1	1	2	2
7 Improving		2	1	2	2	1	1	2	1	2		1	1	1	2
8 Profession		2	2	1	1	2	1	1	1	1		2	2	2	1
9 No		1	2	2	1	2	1	1	1	2		1	2	2	2
10 Exchange		1	2	2	2	2	2	1	2	1		2	1	2	2
11 No		2	2	2	1	2	2	2	2	1		2	1	2	2
12 No		2	2	2	1	2	2	2	2	1		2	1	2	2
13 Exchange		2	1	2	2	1	2	2	1	2		2	2	1	2
14 Exchange		2	2	2	1	1	1	1	2	2		1	2	2	2
15 Profession		2	1	2	2	2	2	2	1	1		2	1	2	2
16 No		2	2	2	2	1	1	1	2	2		1	1	2	2
17 Cooperatio		2	1	2	2	1	2	2	2	1		1	2	1	2
18 No		1	1	2	2	1	1	2	2	1		2	2	1	2
19 Cooperatio		2	2	1	2	1	2	2	2	1		2	1	2	2
20 No		1	2	1	2	1	1	1	2	1		1	1	2	2
21 No		1	2	1	2	1	2	1	2	1		1	2	1	2
22 Profession		2	2	1	2	1	1	2	2	2		1	2	2	2
23 Cooperatio		1	2	2	2	1	2	2	2	1		1	1	2	2
24 No		1	2	2	2	1	1	2	2	1		1	2	1	2
25 Exchange		2	1	2	2	1	1	1	2	1		2	2	1	2
26 Cooperatio		2	2	1	1	1	1	1	1	2		1	2	1	2
27 No		2	2	1	2	1	1	2	2	1		1	1	2	2
28 No		2	1	2	2	2	1	2	2	2		1	2	2	2
29 Improving		2	1	2	2	1	2	2	2	1		1	2	1	1
30 No		2	2	1	1	1	1	2	2	2		1	1	2	2
31 Improving		2	2	1	2	1	2	1	2	1		2	2	1	2
32 No		2	1	1	2	1	1	2	2	1		1	2	2	2
33 Attracting c		2	2	2	2	1	1	1	2	2		1	2	2	2
34 No		2	2	1	2	1	1	1	2	1		1	2	2	1
35 No		1	2	1	2	2	2	2	2	1		2	2	1	2
36 No		1	2	2	2	1	1	2	2	2		1	2	2	2
37 No		2	1	2	2	1	2	2	2	1		2	2	1	2
38 Being more		1	1	1	1	1	1	1	2	2		0			
39 Developm		2	1	1	2	2	2	2	1	1		1	2	2	2
40 No		2	2	2	2	1	2	2	1	2		1	2	2	2
41 How to sell		1	2	1	2	1	1	1	2	2		1	1	2	2
42 Exchange		2	2	1	2	1	2	1	1	2		1	1	2	2
43 Being more		2	2	1	2	2	1	2	2	2		1	2	2	2
44 No		2	2	1	2	1	2	1	2	1		2	2	1	1
45 Cooperatio		2	2	1	2	2	1	2	2	2		1	2	1	2
46 Build up br		1	2	1	2	2	2	2	2	1		2	1	2	2
47 Exchange		2	2	1	2	2	2	1	2	2		0	0	0	0
48 Build up br		1	2	2	1	1	1	2	2	1		2	2	1	1
49 No		2	2	2	1	1	2	2	1	2		2	1	2	1
50 Exchange		2	2	1	2	1	1	1	2	2		2	2	1	2

RESP	Q_19
	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
	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 IBM ISC 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?

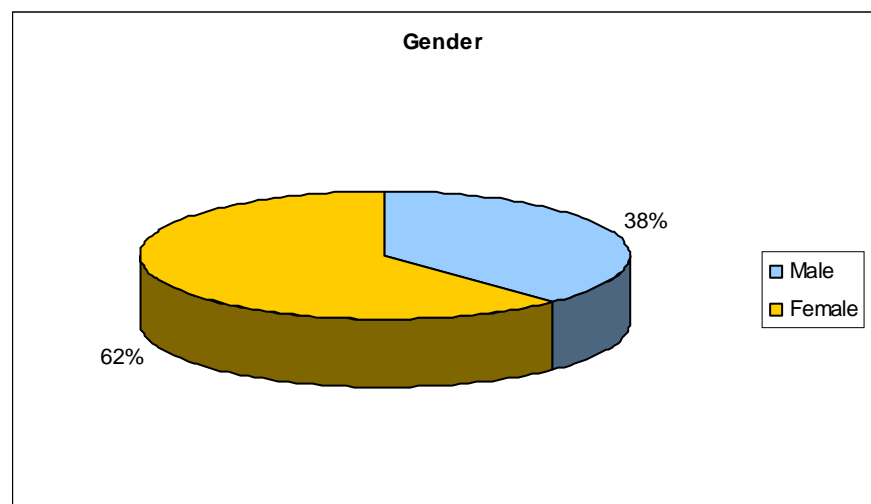
?	Diversity	1
?	Innovation	2
?	Development	3
?	Excellence	4

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

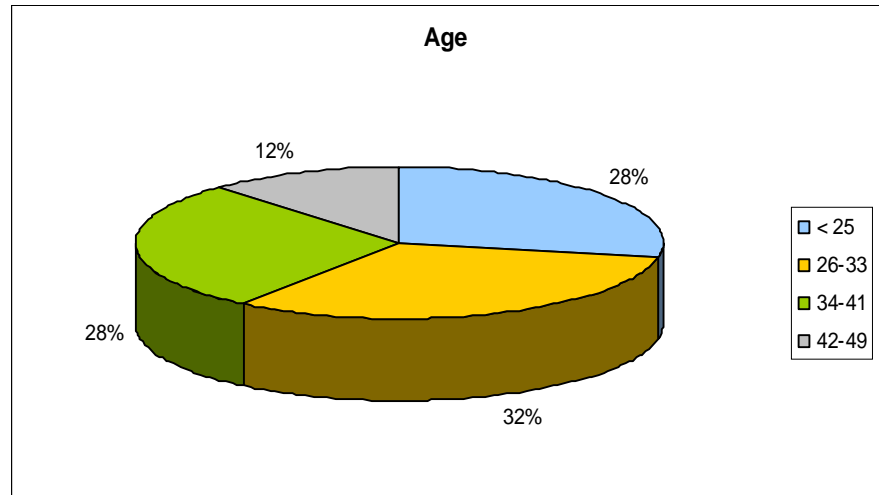
?	Organize more informative meetings	1
?	Intensify cooperation with the centres in Bratislava	2
	Hortolandia, Shenzhen and Kuala Lumpur to take advantage and share knowledge	
?	More updates on business results	3
?	Other namely, ...	4

19. Do you have any other suggestions for improving the centres brand identity?

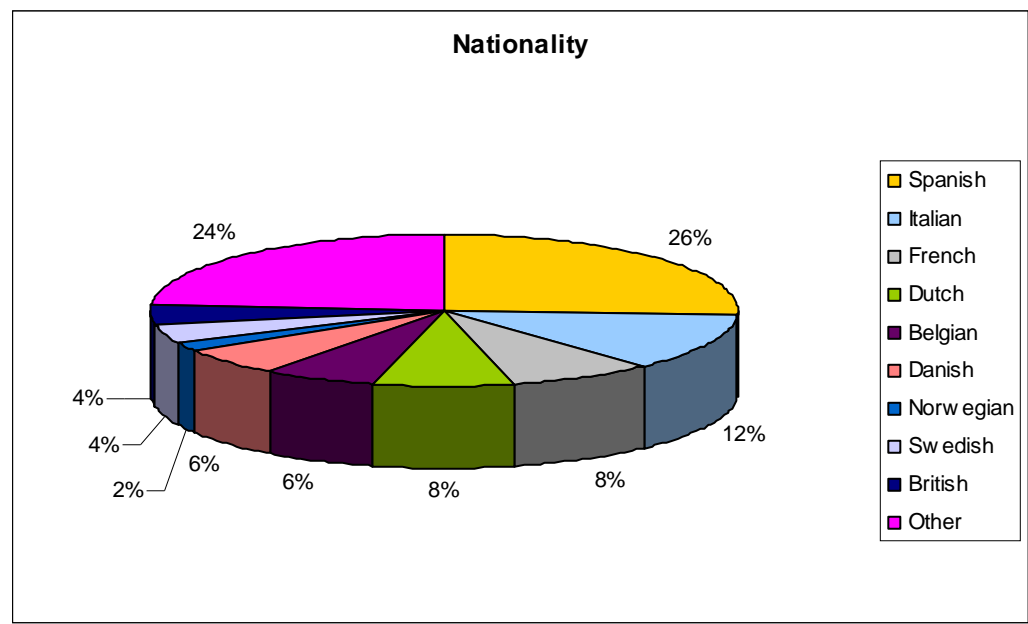
Open question



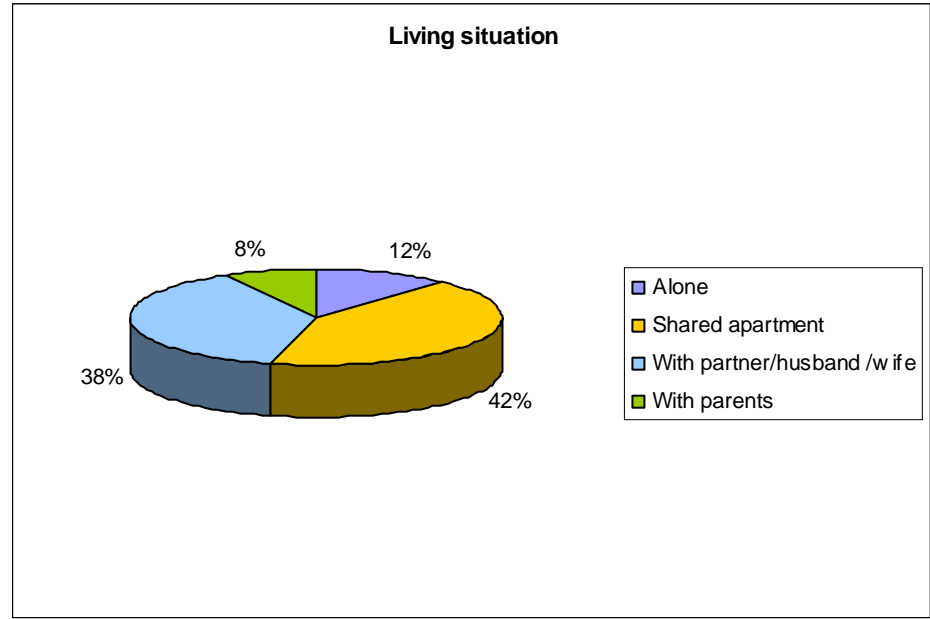
Question 1



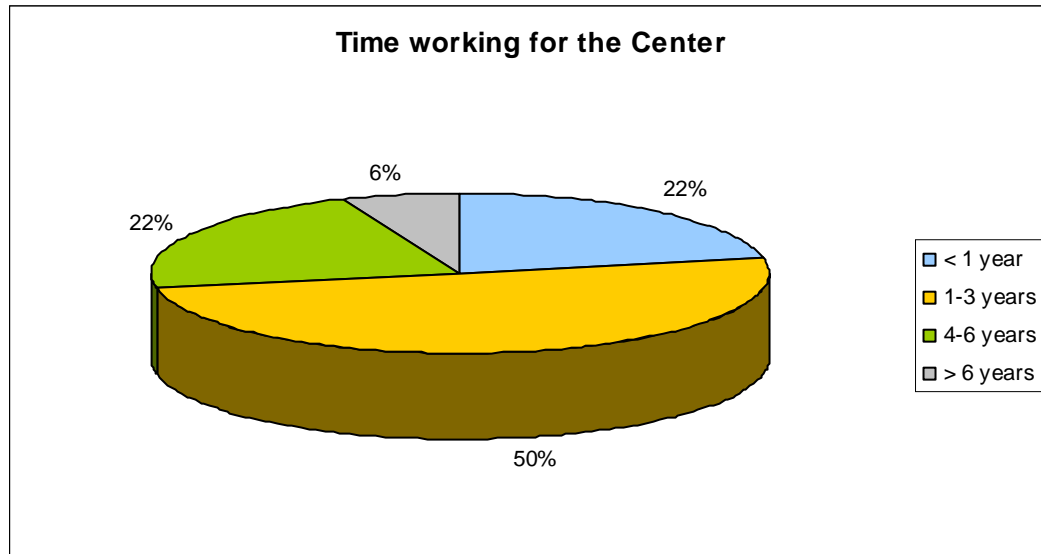
Question 2



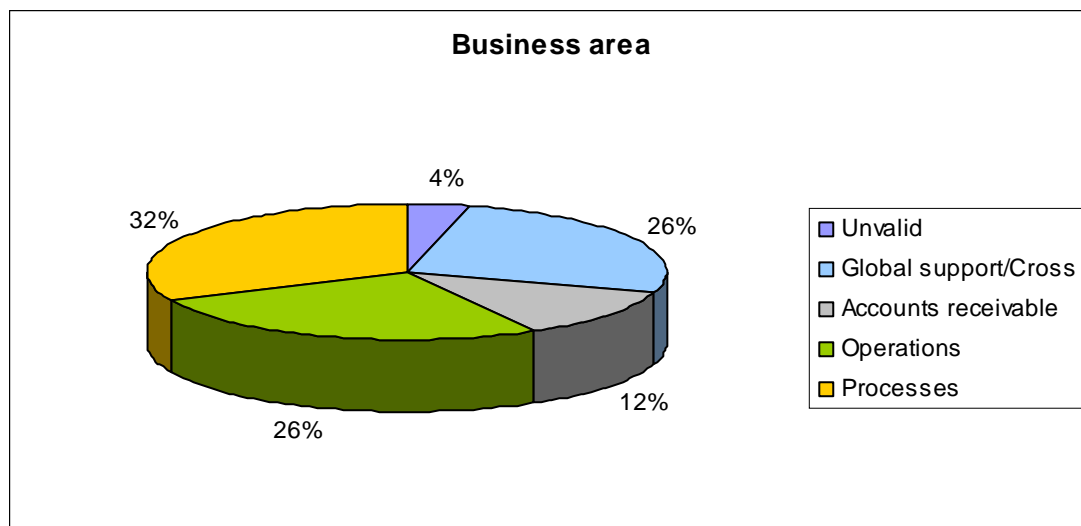
Question 3



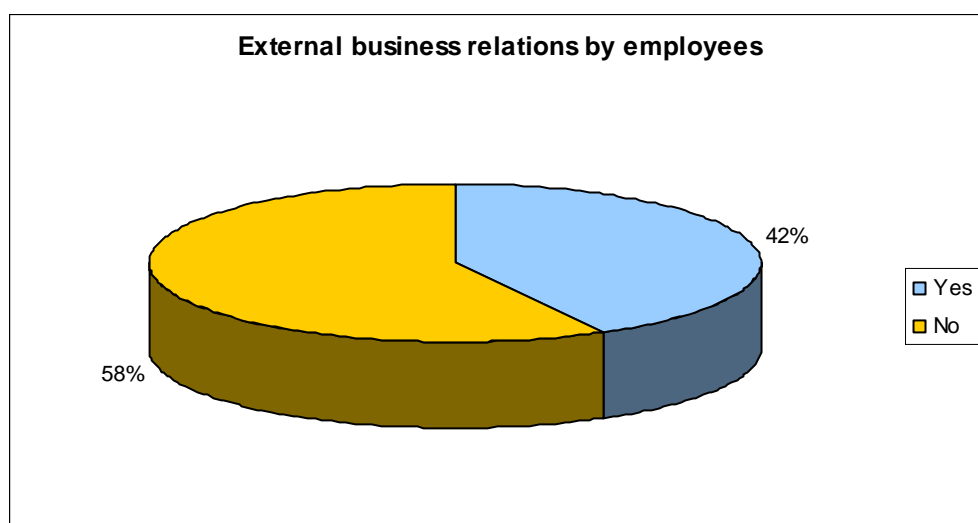
Question 4



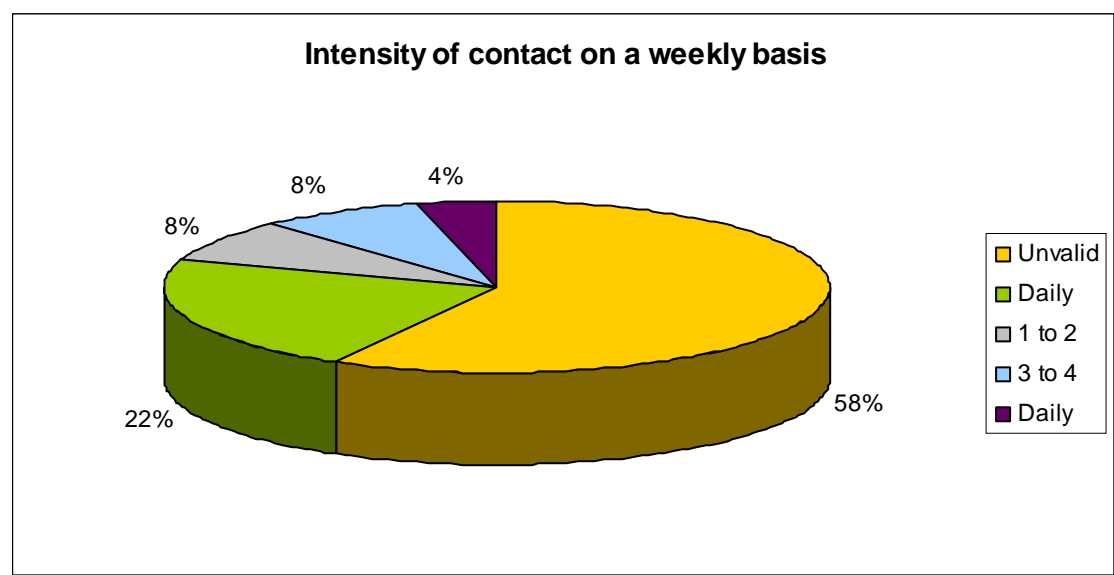
Question 5



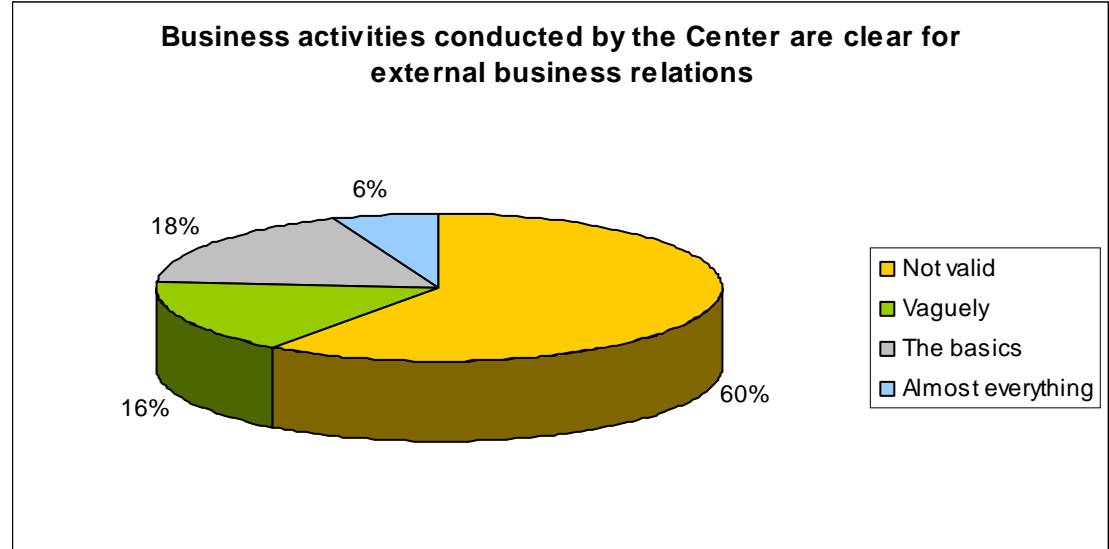
Question 6



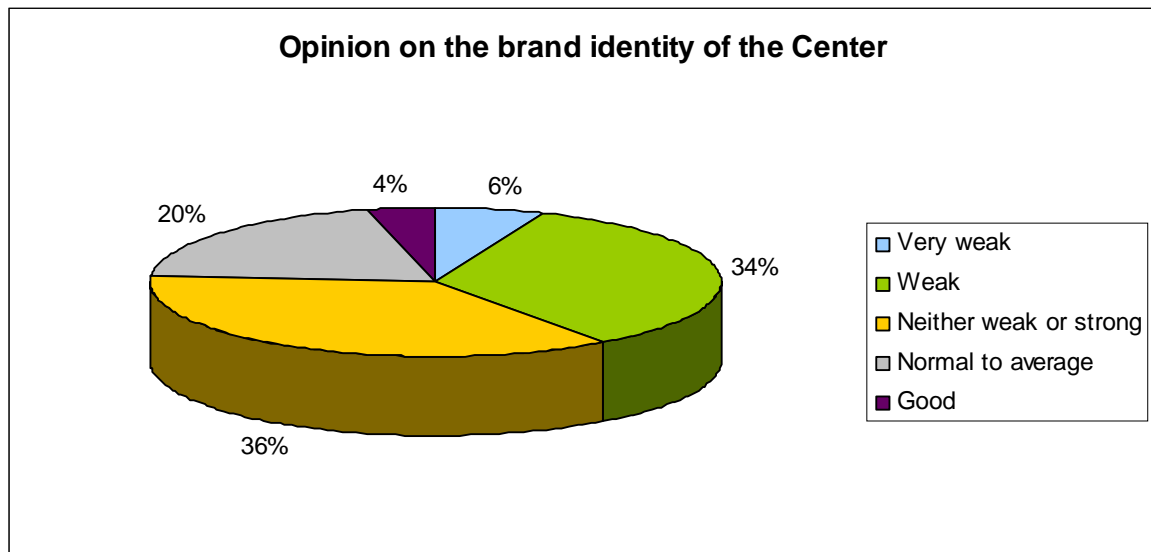
Question 7



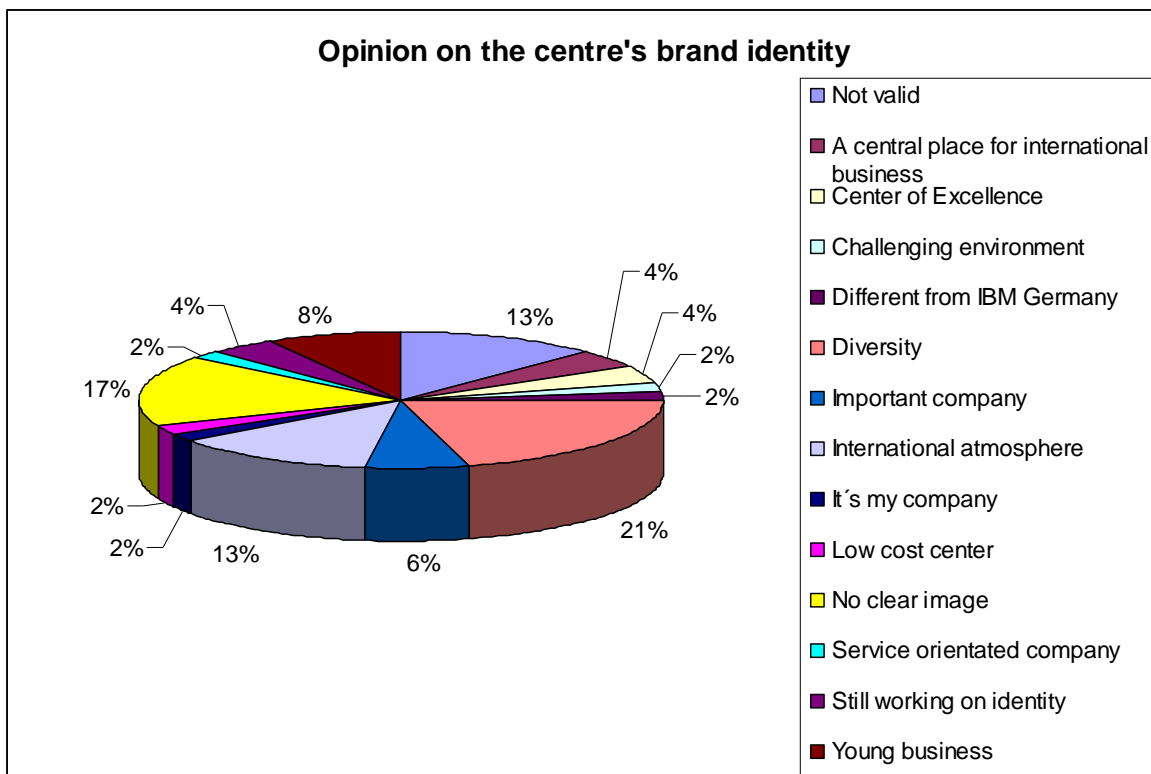
Question 8



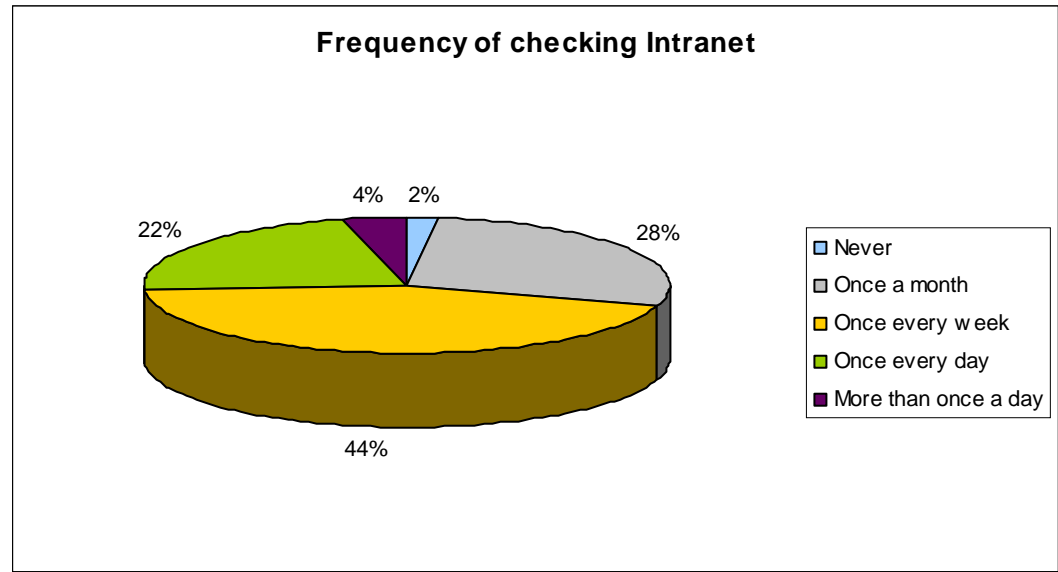
Question 9



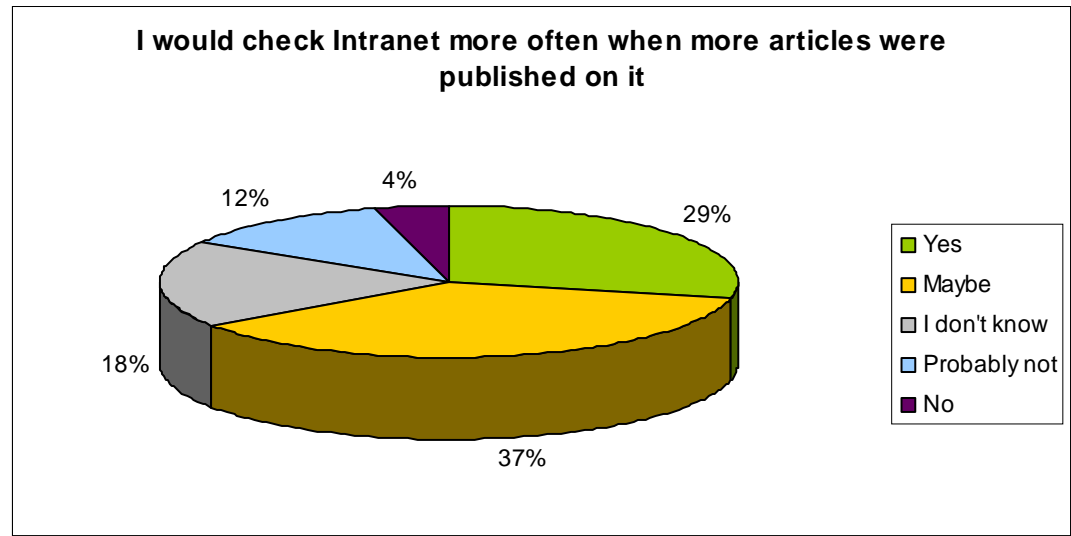
Question 10



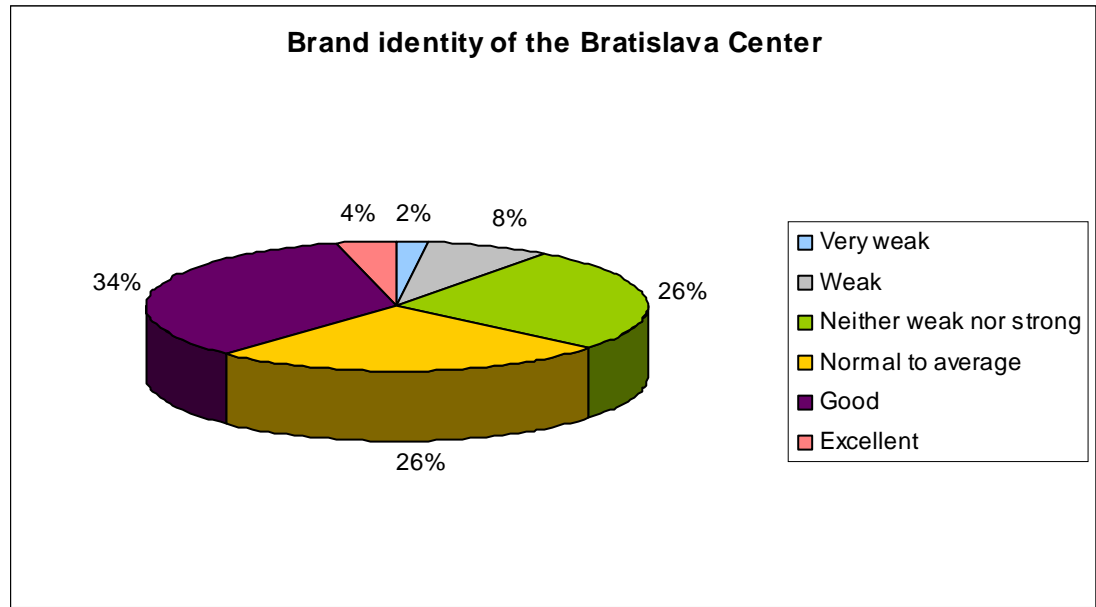
Question 11



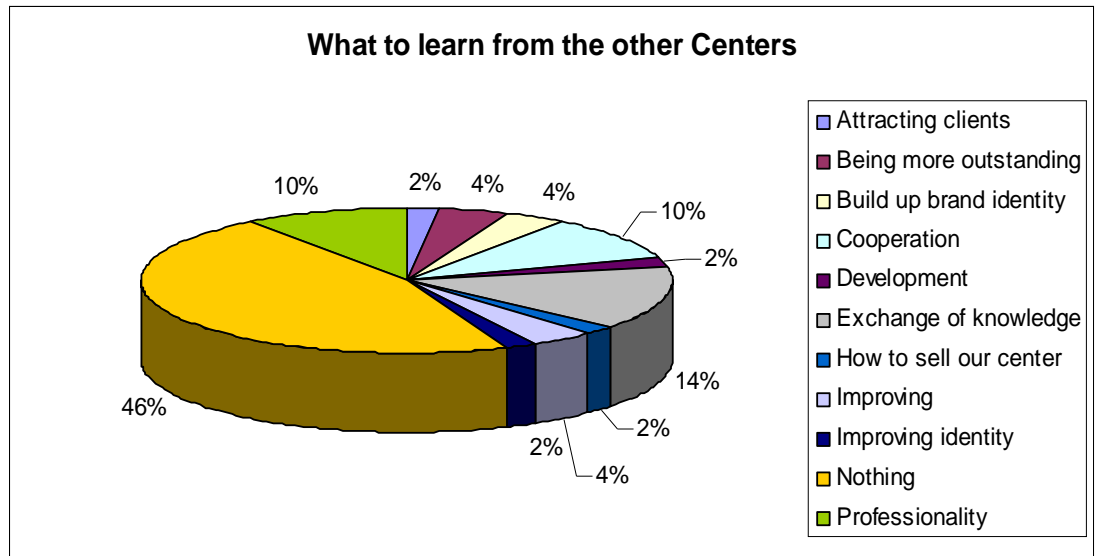
Question 12



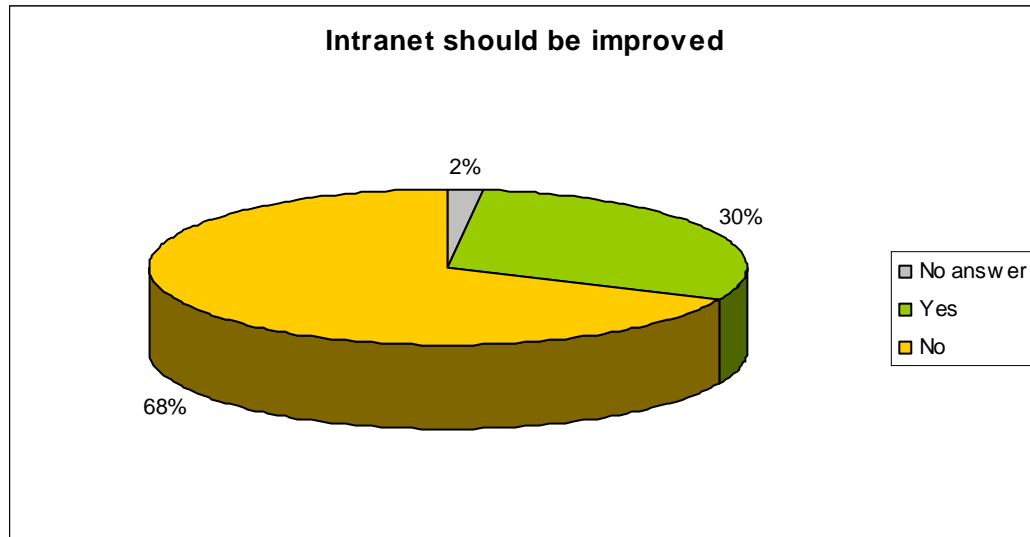
Question 13



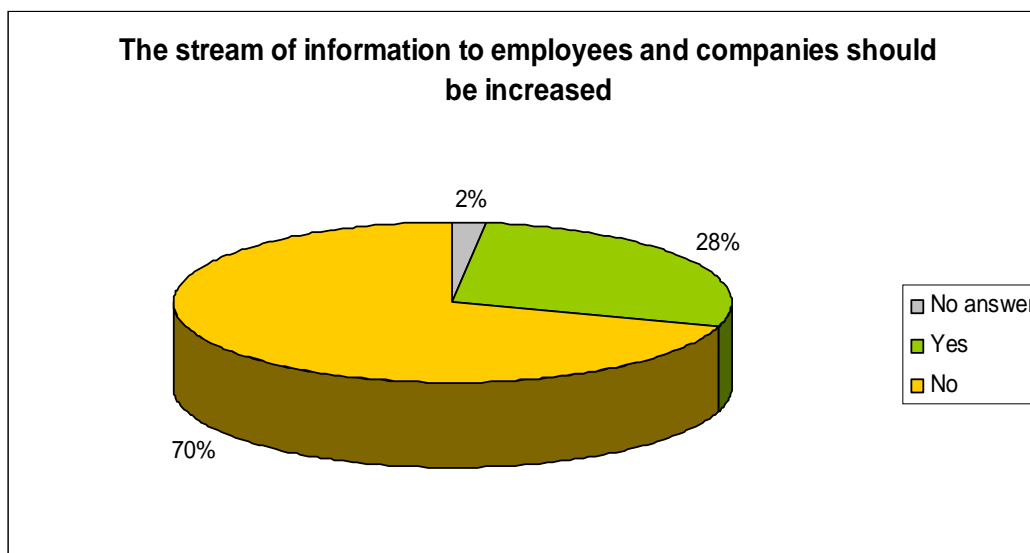
Question 14



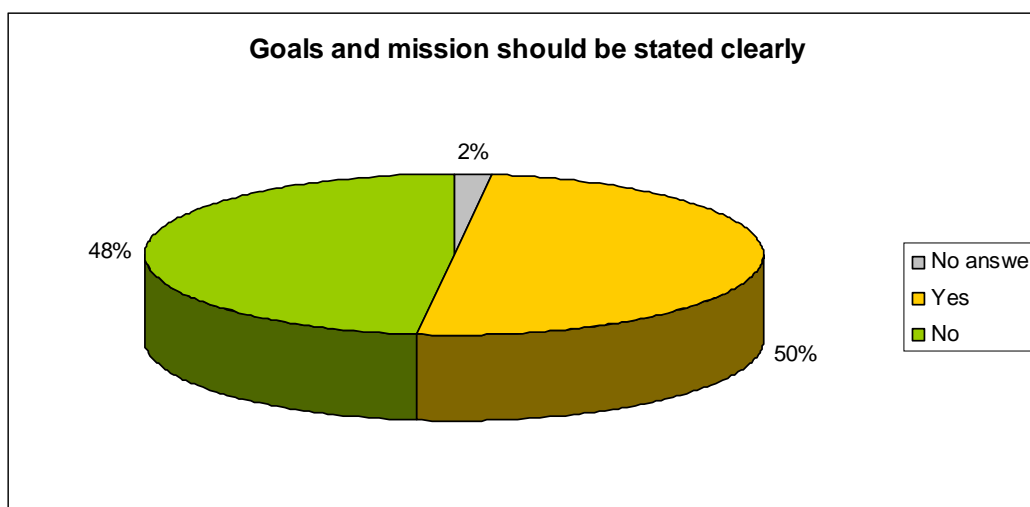
Question 15



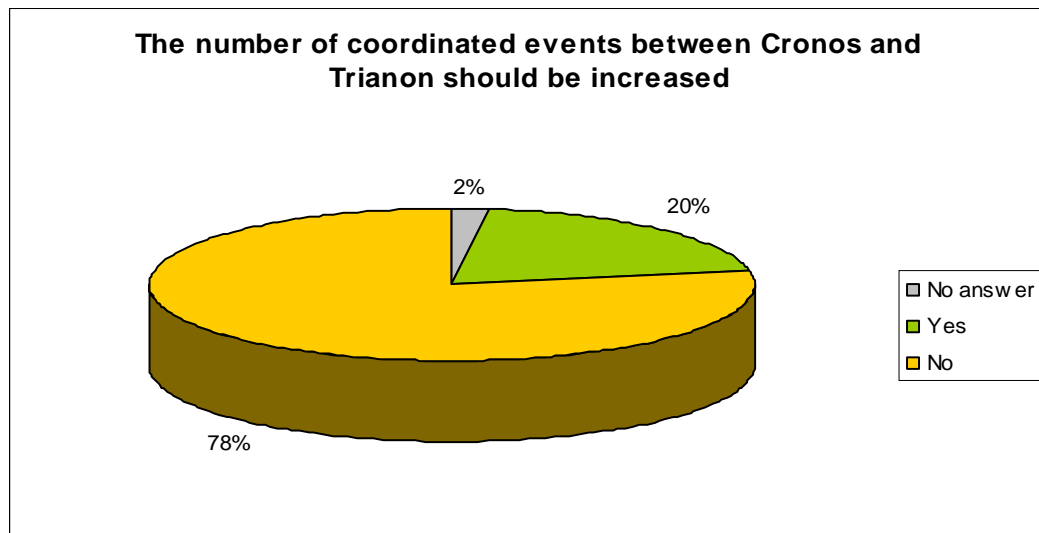
Question 16 a



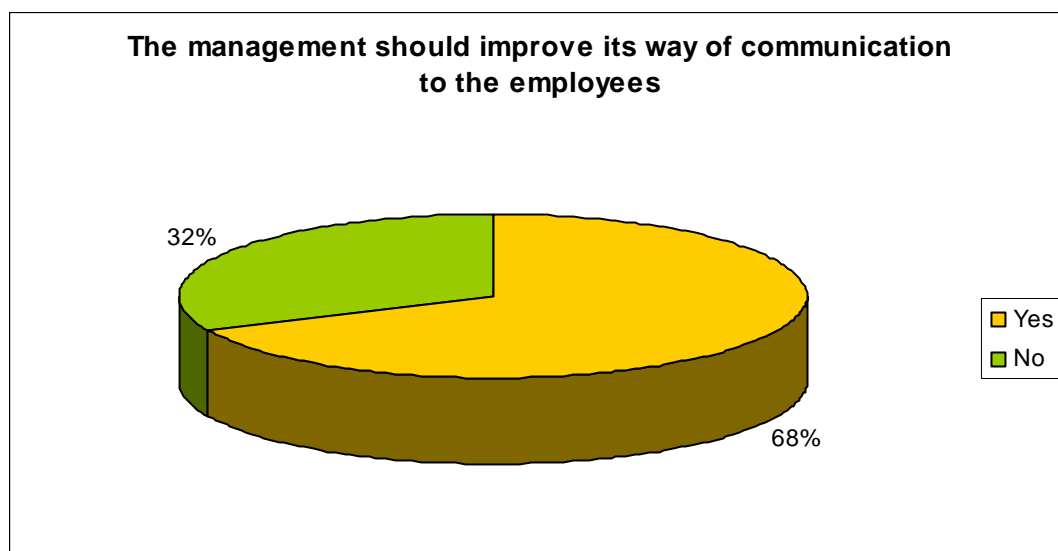
Question 16 b



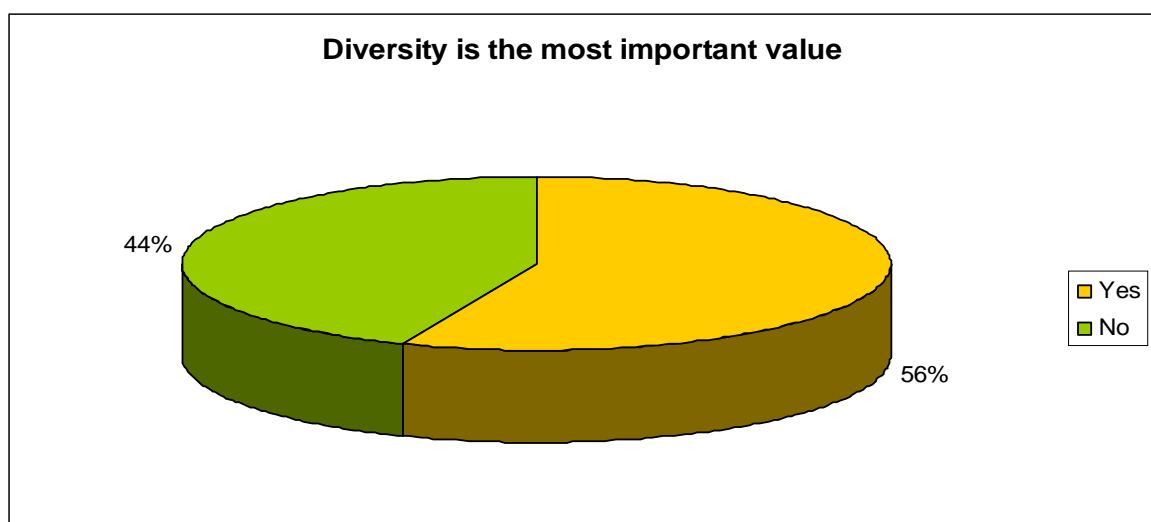
Question 16 c



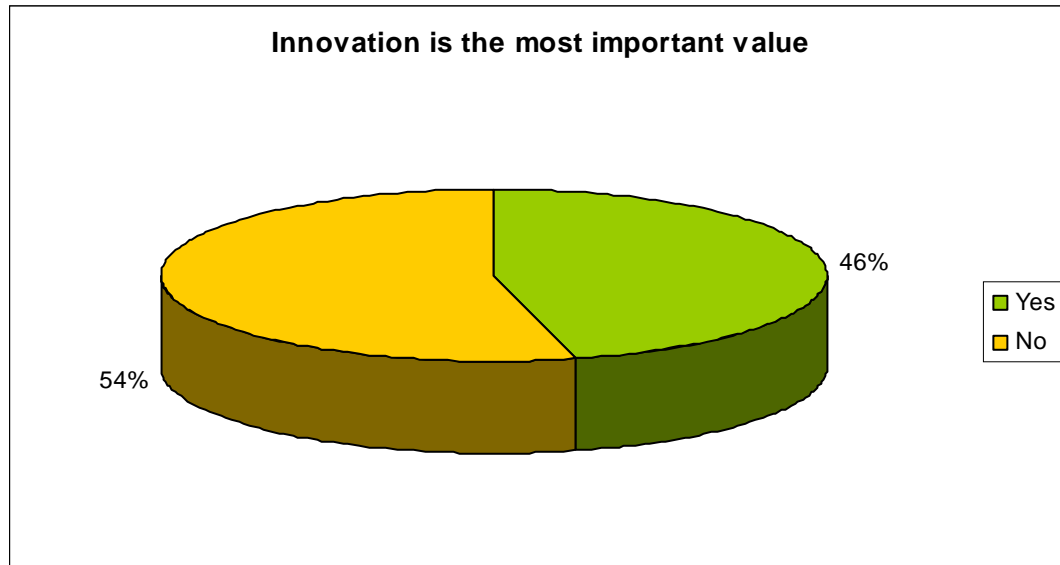
Question 16 d



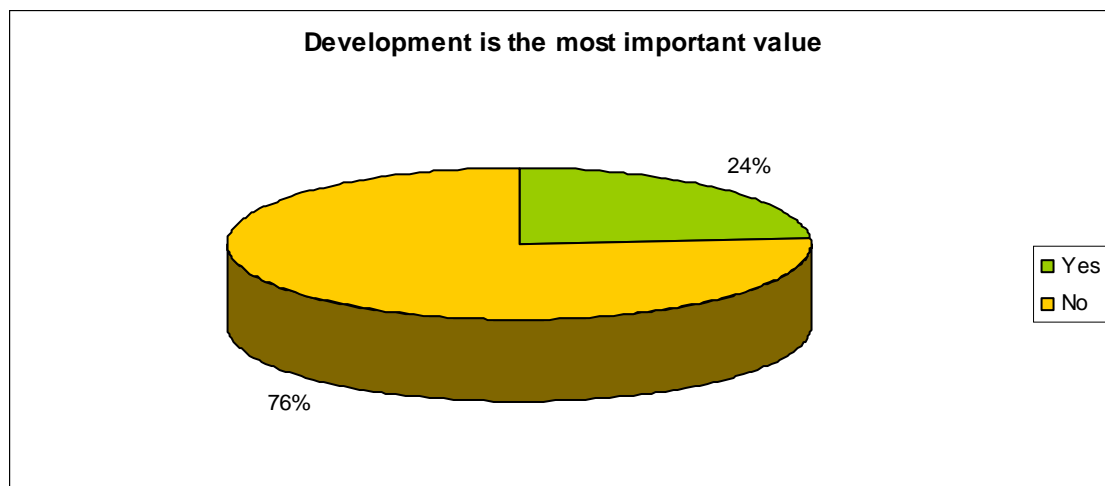
Question 16 e



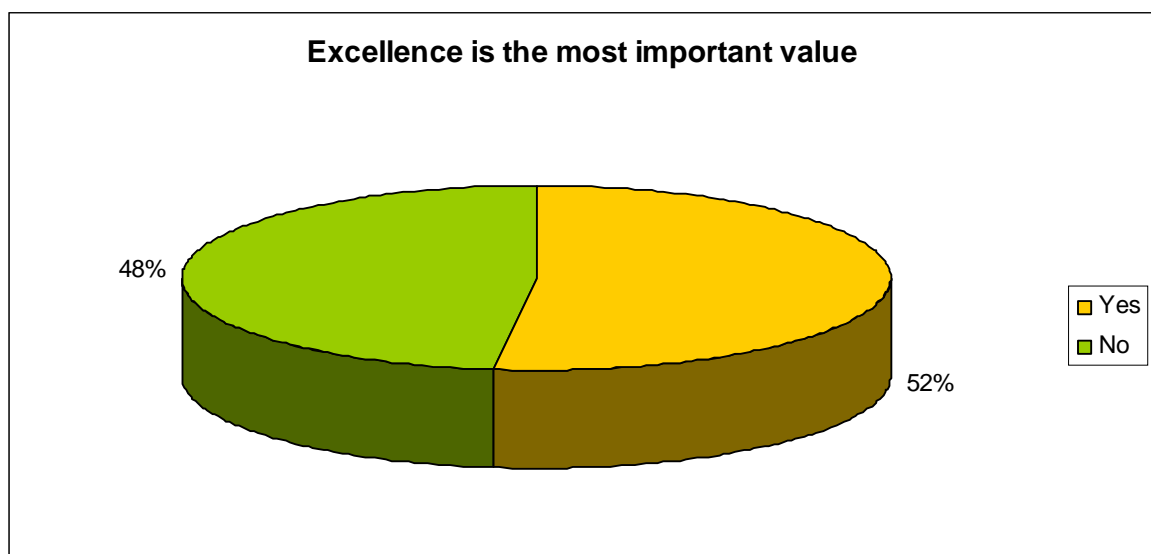
Question 17 a



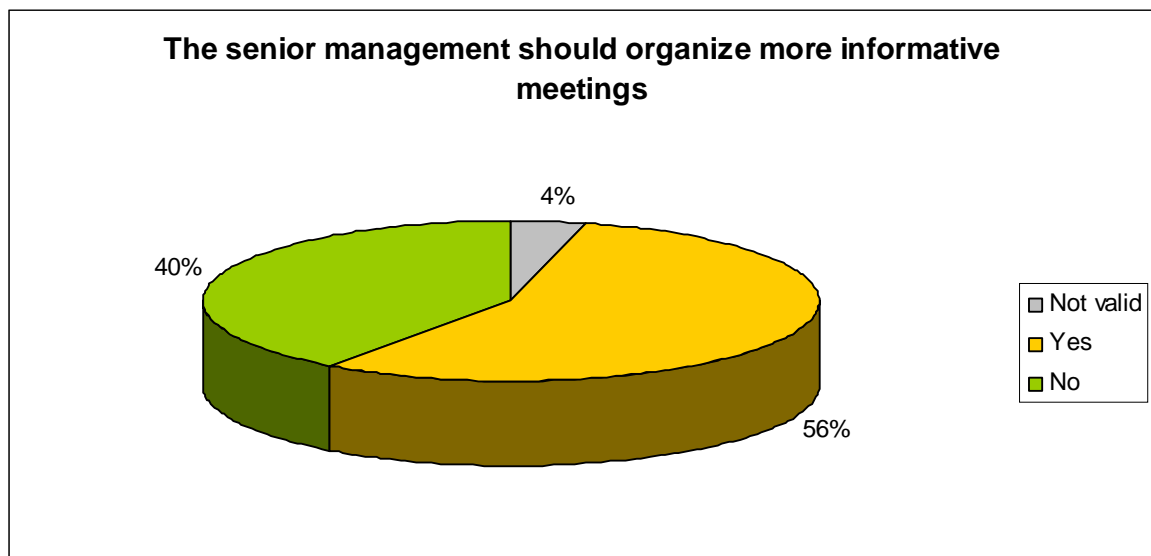
Question 17 b



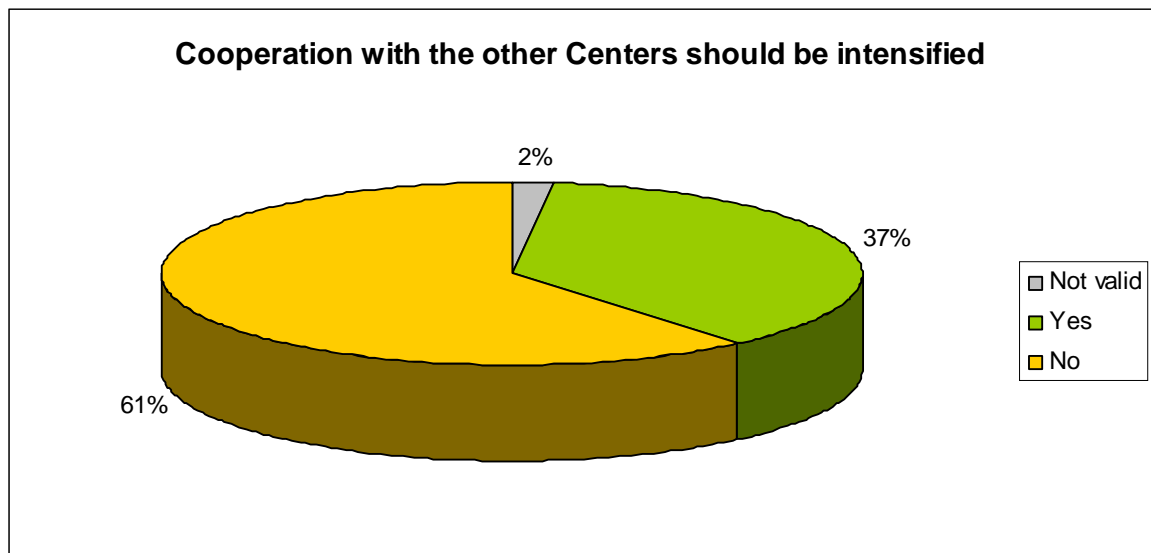
Question 17 c



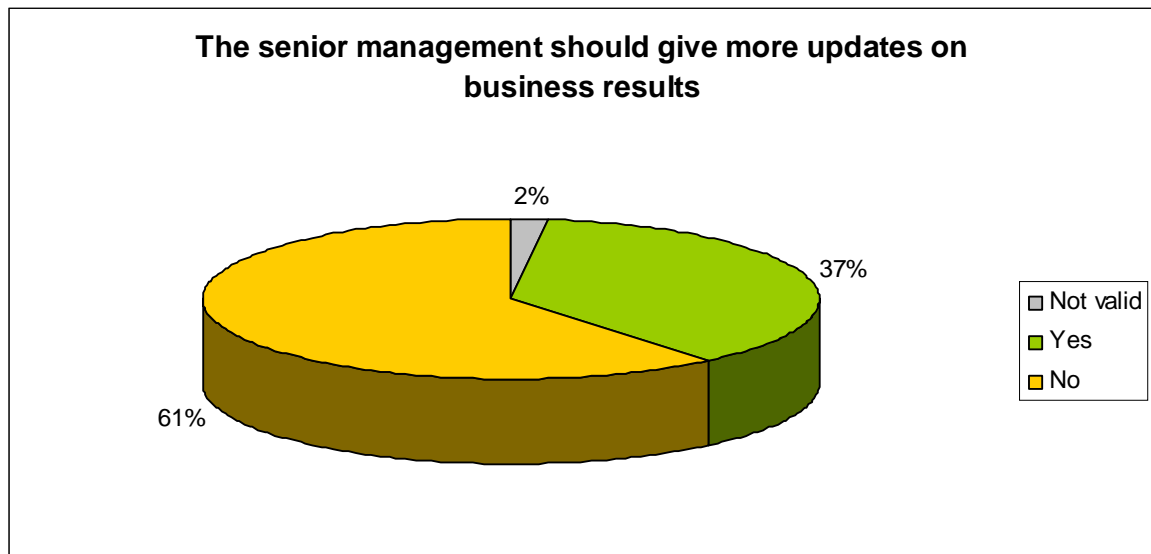
Question 17 d



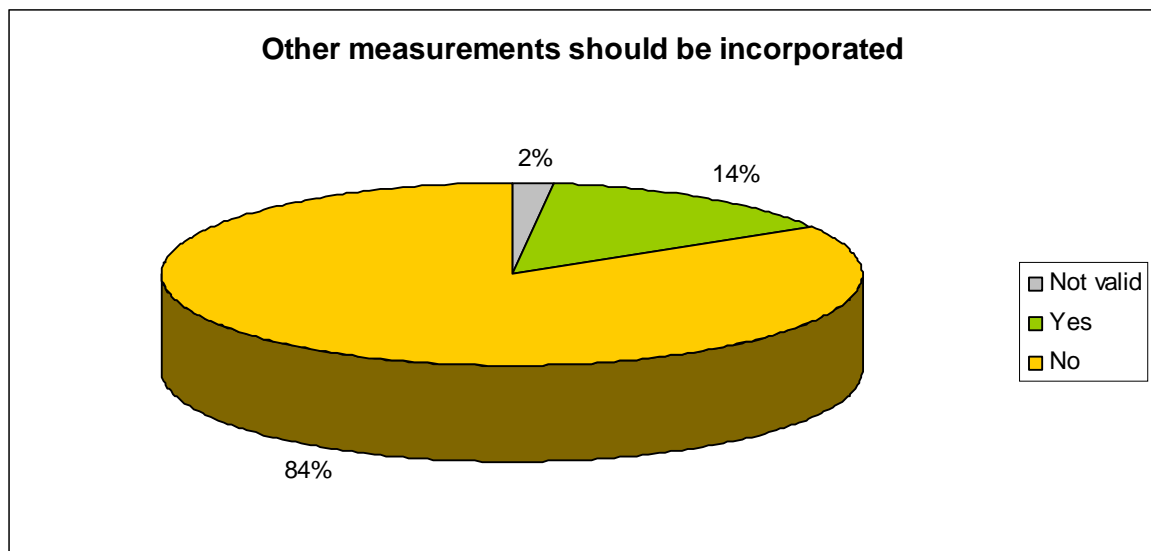
Question 18 a



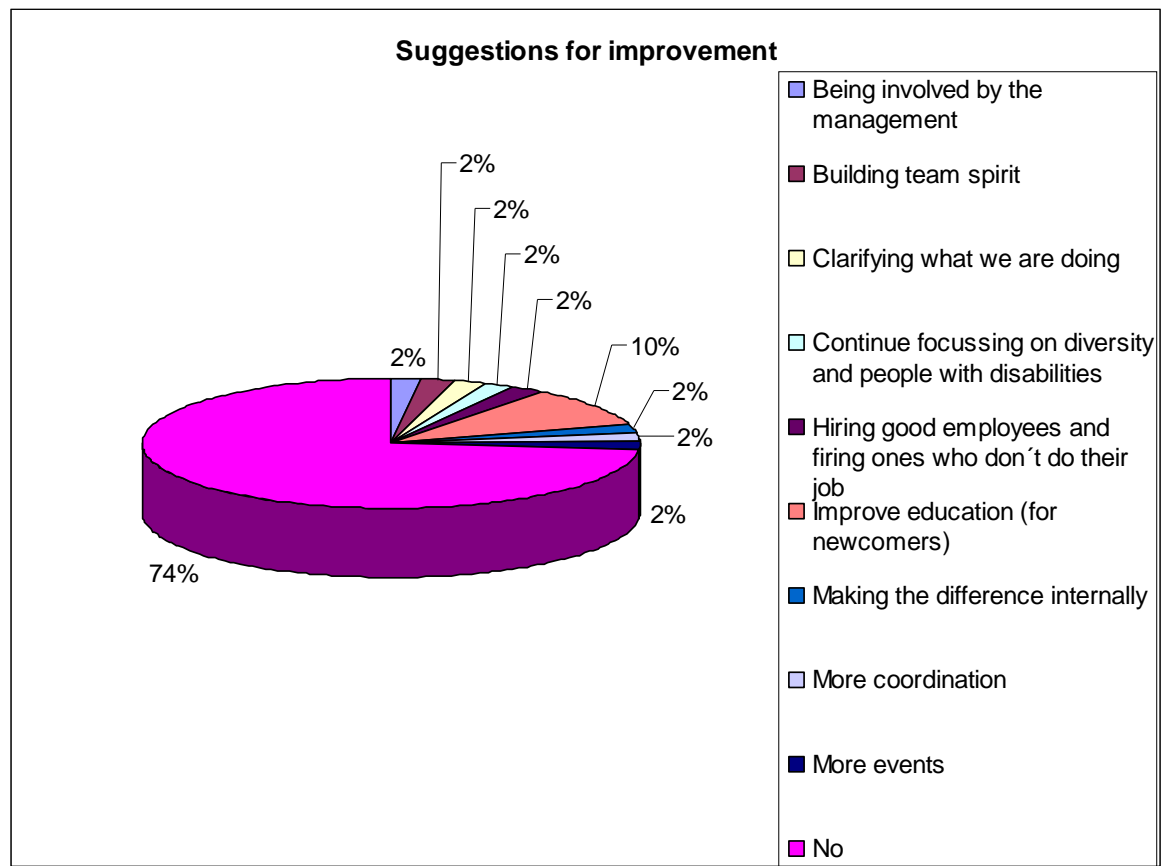
Question 18 b



Question 18 c



Question 18 d



Question 19