Appendix A

HUMAN CAPITAL

DESCRIPTOR 1: EXPERIENCES AND COMPETENCES OF THE DECISION-MAKING BODY

1. The experience of the management contributes to the adoption of innovative work processes.
2. The experience of the company management contributes to the selling of the products/services offered.
3. Management experience contributes to cost reduction.
4. The experience of the company management contributes to exploiting opportunities in the market.

DESCRIPTOR 2: SKILLS AND ABILITIES OF EMPLOYEES

1. The skills of our employees help them to adopt innovative work processes.
2. Our employees' skills help the company to market products and services with high added value for the organisation.
3. Our employees' skills help the company reduce costs.
4. The skills of our employees are instrumental in exploiting existing market opportunities.

DESCRIPTOR 3: GENDER DIVERSITY

1. The gender diversity of senior management contributes/could contribute to the adoption of innovative work processes.
2. Gender diversity of senior management contributes/could contribute to the commercialisation of the products/services offered.
3. Gender diversity of our employees helps/could help the company to reduce costs.
4. The gender diversity of our employees is instrumental in exploiting existing market opportunities.

DESCRIPTOR 4: CREATIVITY

1. The creativity of top management helps the company to market products and services that are completely new to our organisation.
2. The creativity of our employees helps the company to market products and services that are completely new to our organisation.

STRUCTURAL CAPITAL

DESCRIPTOR 1: INTELLECTUAL PROPERTY RIGHTS (IPRs)

1. IPRs in our company help us to adopt innovative work processes.
2. IPRs in our company help the company to market products and services that are completely new to our organisation.
3. IPRs in our company are key to reducing operating costs.
4. IPRs in our company are crucial to exploit existing market opportunities.

DESCRIPTOR 2: DATABASES

1. Our company's databases help us adopt innovative work processes.
2. Our company's databases help the company to market products and services that are completely new to our organisation.
3. Databases in our company are key to reducing operational costs.
4. Databases in our company are crucial to exploit existing market opportunities.

DESCRIPTOR 3: PROCEDURES

1. In our company, the organisational structure and procedures favour the adoption of innovative work processes.
2. In our company, organisational structures and procedures favour the selling of products and services.
3. In our company, the organisational structure and procedures favour the reduction of costs.
4. In our company, organisational structure and procedures are fundamental for existing market opportunities.

DESCRIPTOR 4: RESEARCH AND DEVELOPMENT

1. In our company, investment in research and development helps us to adopt innovative work processes.
2. In our company, investment in research and development helps us to market products and services with a high technological value.
3. In our company, customer portfolio management is essential in order to exploit existing market opportunities.
4. In our company, basic research in university laboratories is essential to exploit existing market opportunities.

RELATION CAPITAL

DESCRIPTOR 1: STAKEHOLDER RELATIONS

1. Stakeholder relations help us adopt innovative work processes.
2. Stakeholder relations help the company to market products and services that are completely new to our organisation.

DESCRIPTOR 2: STRATEGIC ALLIANCE WITH INCUBATORS OR COMPANIES

1. Strategic alliance helps us adopt innovative work processes.
2. The strategic alliance helps the company to market products and services that are completely new to our organisation.
3. The strategic alliance helps the company to reduce costs.
4. Strategic alliance in our company is essential to exploit existing market opportunities.

DESCRIPTOR 3: COLLABORATION WITH UNIVERSITIES

1. Collaboration with universities and research institutes helps us to adopt innovative work processes.
2. Collaboration with universities and research institutes helps the company to market products and services that are completely new to our organisation.

DESCRIPTOR 4: MANAGEMENT REPUTATION

1. Management reputation helps to adopt innovative work processes.
2. Management reputation helps the company to market products and services that are completely new to the organisation.
3. Management reputation is key to reducing operating costs.
4. Management reputation is critical to exploiting existing market opportunities.