

APPENDIX A – AFFIRMATIVE AND INVESTIGATION CODES STATEMENTS

Affirmative Statements	Code
The search for relevant information from our sector is part of the organizational daily routine.	ACAP 01
Our managers encourage employees to seek information from our industry.	ACAP 02
Our managers expect employees to use information from other industries.	ACAP 03
In our organizational, ideas and concepts are communicated between different areas.	ACAP 04
Our managers encourage support among different organizational areas to solve problems.	ACAP 05
In our organizational there is a fast flow of information between the departments.	ACAP 06
Our managers hold regular department meetings to exchange new developments, problems and achievements.	ACAP 07
Our employees have the ability to structure and use the knowledge acquired externally.	ACAP 08
Our employees prepare new knowledge acquired externally for other purposes and to make it available	ACAP 09
Our employees are successful in articulating existing knowledge with new ideas.	ACAP 10
Our employees are able to apply new knowledge to their work.	ACAP 11
Our managers support the development of projects	ACAP 12
Our organizational regularly reconsiders the technologies used and adapts them according to new knowledge.	ACAP 13
Our organizational has the ability to work better when it adopts new technologies.	ACAP 14
Organizational uses data from the cash flow in a managerial way	Fin 01
Organizational uses data from the balance sheet in a managerial way	Fin 02
Organizational uses data from the income statement in a managerial way	Fin 03
Organizational uses data from its budget in a managerial way	Fin 04
Organizational uses data from its financial planning in a managerial way	Fin 05
Organizational knows how much resources it has raised from third parties	Fin 06
Organizational knows the cost of third parties	Fin 07
Organizational knows how much of its own resources have been invested in the business	Fin 08
Organizational knows the cost of equity	Fin 09
Organizational calculates product cost based on costs	Fin 10
Organizational calculates the need for working capital	Fin 11
Organizational calculates inventory cost	Fin 12
Organizational has a credit policy in place for credit sales	Fin 13
Compared to the average results of our competitors, we grew faster.	FP 01
In general, today our organizational performs better than it did 12 months ago.	FP 02
In general, today our organizational performs better than it did 5 years ago.	FP 03
In the past 12 months, our organizational has achieved its performance goals	FP 04
For the past 5 years, our organizational has achieved its performance goals.	FP 05
Compared to the average of our competitors, we are more profitable	FP 06
Compared to the average of our competitors, we have a larger market share.	FP 07

Source: Authors (2022).