

Table A1. Results for the cluster analysis.

Subcriteria	Cluster	Subcriteria	Cluster	Subcriteria	Cluster
The development of a strong target image	1	Community support for special events	1	Innovation projects are usually met on time and on budget	1
The selection of appropriate target markets (groups of tourists)	1	Nightlife (bars, discos ...)	1	Employees work well together and also across departmental boundaries	1
The development of strong links with wholesalers and tourist retailers	1	Local transport efficiency and quality	1	The company spends time reviewing our projects to improve them and performance in the following actions	1
Go beyond the seasonality (low season and high season) in the visits of the tourists	1	Diversity of shopping experience	1	The company understands very well the needs of its consumers / end users	1
Increase the duration of the tourist's stay	1	Thematic parks	1	Employees recognize that it is important for the organization to be competitive. distinguishing competence (s)	1
Use of modern advanced information systems and technology (eg Internet)	1	Hospital and health infrastructures	1	The company has mechanisms that verify that all consumer needs are really understood (not just at the marketing level)	1
Promotion and operation of tourism to attract tourists and international visitors	1	Financial institutions and easy exchange	1	Employees are involved in suggesting ideas to improve products or processes	1
Increase tourist spending	1	Animation	1	The organization works with universities and other research centers that can help you develop your knowledge	1
Setting standards for tourist facilities	1	Quality of tourist services	1	The company analyzes its errors in order to improve its activities and processes	1
Education and training programs for present / future industry personnel	1	Telecommunications	1	The company looks to the future in order to anticipate threats and opportunities (using tools and forecasting techniques)	1
Establishing the cost to provide different levels of quality for various types of tourism experiences	1	Destination Accessibility	1	The company has process management mechanisms that allow it to tailor procedures to ensure its ultimate success	1
The role / function of local government and agencies as facilitators of tourism development	1	Communication and trust between tourists and residents	1	The structure of the company helps to make quick decisions	1

The leading roles of local government and agencies in the region's Marketing as a tourist destination	1	Efficiency of Customs and Emigration Services	1	The company works very close to its consumers in order to develop new concepts	1
The development of security programs and systems for tourists and the tourist community	1	Attitude of Customs and Emigration Services	1	The company systematically compares its products and processes with those of its competitors	1
Collect information to survey the products and services of a destination	1	Hospitality of residents with tourists	1	The employees (/ professionals?) Who occupy top positions have a come innovation as a determining factor for the development of the company	1
An inventory of information to monitor the attitudes of the local population towards the tourism sector	1	Visitor Security	1	The company searches for new ideas for new products in a systematic way	1
Research that assists in the development of new tourist services	1	Political stability	1	Communication between the various levels of hierarchy works effectively	1
Protect and further improve the habitat of wildlife	1	Value for Money in tourist experiences	1	The company collaborates with other companies in the development of new products or processes	1
Promote ethical responsibility towards the natural environment	1	Value for Money accommodation	1	The company shares experiences with other companies that help them understand them	1
Expand educational opportunities for the visiting public in terms of quality and protection of the natural environment	1	Management skills	1	Those in top positions show a commitment to support innovation	1
Encourage citizen participation in tourism development decision-making	1	Existence of tourist programs	1	The company has mechanisms that ensure the involvement of all departments in the development of new products or processes	1
Sensitive use of natural resources	1	Recognition by the public sector of the importance of sustainable tourism development	1	The company has a system of support and reward for innovation initiatives	1
Environmental considerations in tourism marketing	1	Recognition by the private sector of the importance of sustainable tourism development	1	The company tries to develop external networks with individuals who can assist it (for example with experts in specific knowledge)	1

Environmental training of the tourism team	1	Use of e-commerce	1	The company records its developmental evolution so that other people in the organization can take advantage of such learning	1
Cleaning	1	Use of Information Technology by Companies	1	The organization has mechanisms to analyze the new technological and market developments and what their impact on the organization's strategy	1
Attractiveness of the tourism climate	1	Cooperation between public and private sector companies	1	The organization has a clear system of choosing innovation projects	1
Preserved nature	1	Quality of entrepreneurship in local tourism businesses	1	The organization has a favorable climate for the creation of new ideas, which encourages employees to make their proposals	1
Flora and fauna	1	Efficiency of tourism and hotel companies	1	The organization learns from other organizations	1
Traditional Arts	1	Existence and adequacy of teaching in Tourism	1	There is a clear link between innovation projects and the entire business strategy	1
Architectural and Artistic Resources	1	Adequacy of training in tourism and hospitality related to the needs of visitors	1	The organization's system is flexible and helps the quick realization of small projects	1
Historic Sites	1	Destination vision regarding tourism values	1	The organization works well as a team (or teams)	1
Patrimony	1	Destination view of resident values	1	The organization works closely with users of its new products or services	1
National Parks	1	Destination vision regarding stakeholder values	1	The organization uses measures that help you identify where and when you can improve your innovation	1
Water Activities	1	Destination vision regarding community values	1	The organization shares its needs and competencies with education agencies	2
Activities in Nature	1	Development and promotion of new tourism products	1	Financing	2
Facilities / Infrastructure	1	Specific policies on social tourism (reduced mobility, elderly ...)	1	Insufficient equity	2
Sports facilities (Golf, Tennis, football ...)	1	Quality of research for tourism, planning and development policies	1	Insufficient external capital	2
Adventure activities	1	Development of integrated tourism with the general development of the industrial	1	High wage costs	2

Gastronomic service facilities	1	General image of the destination	1	Difficult forecast of demand	2
Gourmet Variety	1	International knowledge of destination products	1	Lack of qualified staff	2
Accessibility of visitors to natural areas	1	Framing between destination products and visitor preferences	1	Investigation and development	2
Congress tourism	1	International knowledge of destiny	1	Production	2
rural tourism	1	Structure / profile of tourism professionals	1	Marketing and Sales	2
Spa and health resorts	1	Effective development of destination brand	1	Innovations difficult to organize	2
Accommodation (quality and diversity)	1	The company's employees recognize the importance of innovation for competitiveness	1	Cooperation possibilities Insufficient	2
Quality and efficiency of Airports	1	The company has mechanisms that assist it in the management of new products from the idea of its launch	1	With other companies	2
Tourist information and referral	1	The structure of the company does not compromise innovation, but helps its development	1	With research organizations	2
Special events and festivals	1	There is a great commitment to the training of employees	1	Insufficient access to knowledge produced in universities and research centers	2
Entertainment (Theaters, galleries, cinemas ...)	1	The company has a good relationship (win-win) with suppliers	1	Insufficient access to external information	2
Casino	1	The company's innovation strategy is shared clearly with all employees so that they know the goals to be fulfilled	1	Other obstacles	2

Table A2. Results for sub-criteria weights and information entropy.

Criteria	Subcriteria	Final Weights										Criteria Information Entropy	Subcriteria Information Entropy
		Fuzzy IRT	Fuzzy AHP	AHP linear	AHP Power	AHP Root Square	AHP Geometric	AHP Inverse Linear	AHP Asymptotical	AHP Balanced	AHP Logarithmic		
Criteria 7 = Please indicate how favorable or unfavorable each of the following actions and competitiveness strategies of the Tourist Destination RAM	The development of a strong target image	0.0094	0.0053	0.0118	0.0177	0.0091	0.0114	0.0075	0.0003	0.0080	0.0100	0.9459	0.9388
	The selection of appropriate target markets (groups of tourists)	0.0083	0.0053	0.0121	0.0185	0.0092	0.0119	0.0075	0.0004	0.0081	0.0100		0.9364
	The development of strong links with wholesalers and tourist retailers	0.0076	0.0052	0.0128	0.0219	0.0094	0.0165	0.0078	0.0004	0.0085	0.0103		0.9232
	Go beyond the seasonality (low season and high season) in the visits of the tourists	0.0091	0.0053	0.0118	0.0177	0.0091	0.0116	0.0075	0.0004	0.0080	0.0099		0.9397
	Increase the duration of the tourist's stay	0.0085	0.0053	0.0118	0.0179	0.0091	0.0122	0.0075	0.0004	0.0080	0.0099		0.9385
	Use of modern advanced information systems and technology (eg Internet)	0.0100	0.0054	0.0113	0.0162	0.0089	0.0110	0.0074	0.0004	0.0078	0.0096		0.9440
	Promotion and operation of tourism to attract tourists and international visitors	0.0095	0.0054	0.0113	0.0161	0.0089	0.0110	0.0074	0.0004	0.0078	0.0096		0.9444
	Increase tourist spending	0.0087	0.0054	0.0115	0.0171	0.0089	0.0120	0.0075	0.0004	0.0080	0.0097		0.9417
	Setting standards for tourist facilities	0.0072	0.0053	0.0115	0.0171	0.0090	0.0121	0.0075	0.0005	0.0081	0.0097		0.9404
	Education and training programs for present / future industry personnel	0.0076	0.0054	0.0120	0.0191	0.0091	0.0148	0.0078	0.0005	0.0084	0.0099		0.9349
	Establishing the cost to provide different levels of quality for various types of tourism experiences	0.0062	0.0054	0.0121	0.0198	0.0091	0.0167	0.0080	0.0006	0.0086	0.0099		0.9277
	The role / function of local government and agencies as facilitators of tourism development	0.0089	0.0055	0.0112	0.0167	0.0088	0.0131	0.0076	0.0005	0.0080	0.0095		0.9439
	The leading roles of local government and agencies in the region's Marketing as a tourist destination	0.0087	0.0055	0.0111	0.0162	0.0088	0.0123	0.0075	0.0005	0.0080	0.0095		0.9456

	The development of security programs and systems for tourists and the tourist community	0.0078	0.0055	0.0110	0.0157	0.0087	0.0117	0.0075	0.0005	0.0079	0.0094		0.9465
	Collect information to survey the products and services of a destination	0.0081	0.0055	0.0108	0.0149	0.0086	0.0114	0.0075	0.0006	0.0079	0.0093		0.9494
	An inventory of information to monitor the attitudes of the local population towards the tourism sector	0.0070	0.0055	0.0107	0.0146	0.0086	0.0106	0.0074	0.0005	0.0078	0.0093		0.9492
	Research that assists in the development of new tourist services	0.0077	0.0055	0.0104	0.0136	0.0085	0.0101	0.0073	0.0005	0.0077	0.0091		0.9527
	Protect and further improve the habitat of wildlife	0.0094	0.0057	0.0104	0.0141	0.0085	0.0107	0.0073	0.0006	0.0077	0.0091		0.9526
	Promote ethical responsibility towards the natural environment	0.0094	0.0057	0.0103	0.0135	0.0084	0.0102	0.0073	0.0006	0.0076	0.0090		0.9543
	Expand educational opportunities for the visiting public in terms of quality and protection of the natural environment	0.0089	0.0057	0.0101	0.0129	0.0084	0.0098	0.0072	0.0006	0.0076	0.0089		0.9559
	Encourage citizen participation in tourism development decision-making	0.0071	0.0056	0.0104	0.0139	0.0085	0.0110	0.0074	0.0007	0.0078	0.0090		0.9528
	Sensitive use of natural resources	0.0088	0.0057	0.0101	0.0130	0.0084	0.0100	0.0073	0.0006	0.0076	0.0089		0.9566
	Environmental considerations in tourism marketing	0.0091	0.0057	0.0099	0.0126	0.0083	0.0099	0.0072	0.0006	0.0076	0.0088		0.9576
	Environmental training of the tourism team	0.0088	0.0058	0.0100	0.0129	0.0083	0.0106	0.0074	0.0007	0.0077	0.0088		0.9578
	Cleaning	0.0096	0.0058	0.0096	0.0122	0.0081	0.0111	0.0073	0.0007	0.0076	0.0086		0.9581
Criteria 8 = According to the following factors, how does the RAM destination position compare to the competition?	Attractiveness of the tourism climate	0.0105	0.0058	0.0091	0.0105	0.0080	0.0086	0.0071	0.0006	0.0073	0.0084	0.9743	0.9604
	Preserved nature	0.0088	0.0058	0.0093	0.0109	0.0080	0.0089	0.0071	0.0007	0.0074	0.0085		0.9620
	Flora and fauna	0.0097	0.0058	0.0090	0.0102	0.0079	0.0085	0.0071	0.0007	0.0073	0.0083		0.9624
	Traditional Arts	0.0063	0.0057	0.0096	0.0120	0.0082	0.0099	0.0072	0.0008	0.0076	0.0086		0.9597
	Architectural and Artistic Resources	0.0054	0.0056	0.0094	0.0114	0.0081	0.0093	0.0072	0.0008	0.0076	0.0085		0.9596
	Historic Sites	0.0059	0.0057	0.0094	0.0115	0.0081	0.0096	0.0072	0.0009	0.0076	0.0085		0.9610
	Patrimony	0.0066	0.0057	0.0092	0.0109	0.0080	0.0092	0.0072	0.0009	0.0075	0.0084		0.9637
	National Parks	0.0070	0.0057	0.0092	0.0109	0.0080	0.0093	0.0072	0.0009	0.0075	0.0084		0.9647

Water Activities	0.0070	0.0058	0.0089	0.0103	0.0079	0.0091	0.0071	0.0009	0.0074	0.0082	0.9658
Activities in Nature	0.0099	0.0060	0.0084	0.0090	0.0077	0.0079	0.0070	0.0008	0.0072	0.0080	0.9662
Facilities / Infrastructure	0.0056	0.0057	0.0092	0.0109	0.0080	0.0092	0.0072	0.0010	0.0075	0.0084	0.9646
Sports facilities (Golf, Tennis, football ...)	0.0061	0.0058	0.0088	0.0098	0.0078	0.0086	0.0071	0.0010	0.0074	0.0081	0.9675
Adventure activities	0.0078	0.0059	0.0083	0.0089	0.0076	0.0080	0.0070	0.0009	0.0072	0.0079	0.9696
Gastronomic service facilities	0.0076	0.0059	0.0084	0.0089	0.0076	0.0080	0.0070	0.0010	0.0072	0.0079	0.9704
Gourmet Variety	0.0074	0.0059	0.0084	0.0091	0.0077	0.0082	0.0070	0.0011	0.0072	0.0079	0.9710
Accessibility of visitors to natural areas	0.0080	0.0060	0.0081	0.0084	0.0075	0.0077	0.0069	0.0010	0.0071	0.0078	0.9715
Congress tourism	0.0046	0.0057	0.0090	0.0107	0.0079	0.0099	0.0073	0.0013	0.0076	0.0082	0.9647
rural tourism	0.0071	0.0060	0.0080	0.0082	0.0075	0.0076	0.0069	0.0011	0.0071	0.0077	0.9729
Spa and health resorts	0.0048	0.0059	0.0086	0.0096	0.0077	0.0087	0.0071	0.0013	0.0074	0.0080	0.9694
Accommodation (quality and diversity)	0.0083	0.0061	0.0077	0.0076	0.0074	0.0073	0.0069	0.0011	0.0070	0.0075	0.9734
Quality and efficiency of Airports	0.0054	0.0059	0.0086	0.0097	0.0077	0.0088	0.0071	0.0015	0.0074	0.0080	0.9728
Tourist information and referral	0.0059	0.0060	0.0081	0.0084	0.0075	0.0082	0.0071	0.0014	0.0073	0.0077	0.9755
Special events and festivals	0.0076	0.0062	0.0077	0.0076	0.0073	0.0076	0.0070	0.0013	0.0071	0.0075	0.9765
Entertainment (Theaters, galleries, cinemas ...)	0.0043	0.0060	0.0082	0.0088	0.0076	0.0084	0.0071	0.0016	0.0073	0.0078	0.9728
Casino	0.0046	0.0060	0.0085	0.0096	0.0077	0.0091	0.0071	0.0018	0.0074	0.0079	0.9738
Community support for special events	0.0054	0.0061	0.0076	0.0074	0.0073	0.0074	0.0069	0.0014	0.0071	0.0074	0.9771
Nightlife (bars, discos ...)	0.0047	0.0060	0.0081	0.0086	0.0075	0.0084	0.0071	0.0018	0.0073	0.0077	0.9761
Local transport efficiency and quality	0.0053	0.0061	0.0079	0.0081	0.0074	0.0081	0.0071	0.0019	0.0073	0.0076	0.9797
Diversity of shopping experience	0.0039	0.0061	0.0079	0.0081	0.0074	0.0080	0.0070	0.0019	0.0072	0.0076	0.9758
Thematic parks	0.0040	0.0060	0.0087	0.0102	0.0077	0.0103	0.0073	0.0026	0.0076	0.0080	0.9746
Hospital and health infrastructures	0.0047	0.0062	0.0083	0.0094	0.0075	0.0104	0.0073	0.0026	0.0076	0.0077	0.9781
Financial institutions and easy exchange	0.0058	0.0062	0.0075	0.0074	0.0072	0.0081	0.0070	0.0020	0.0071	0.0073	0.9827
Animation	0.0052	0.0063	0.0073	0.0068	0.0071	0.0072	0.0069	0.0019	0.0070	0.0072	0.9825
Quality of tourist services	0.0072	0.0064	0.0068	0.0059	0.0069	0.0065	0.0067	0.0017	0.0068	0.0069	0.9817
Telecommunications	0.0078	0.0064	0.0067	0.0058	0.0069	0.0063	0.0067	0.0017	0.0067	0.0069	0.9813
Destination Accessibility	0.0059	0.0063	0.0072	0.0068	0.0071	0.0072	0.0068	0.0022	0.0070	0.0071	0.9861
Communication and trust between tourists and residents	0.0090	0.0065	0.0065	0.0054	0.0067	0.0061	0.0067	0.0017	0.0066	0.0067	0.9795
Efficiency of Customs and Emigration Services	0.0060	0.0064	0.0069	0.0062	0.0069	0.0071	0.0068	0.0021	0.0069	0.0069	0.9857

Criteria 9 = In view of the statements, what is your perception about the attitude of the destination RAM in relation to the competition / other destinations.	Attitude of Customs and Emigration Services	0.0052	0.0063	0.0069	0.0061	0.0069	0.0067	0.0068	0.0021	0.0069	0.0069	0.9924	0.9853
	Hospitality of residents with tourists	0.0099	0.0066	0.0063	0.0050	0.0066	0.0058	0.0066	0.0018	0.0065	0.0066		0.9770
	Visitor Security	0.0110	0.0067	0.0062	0.0049	0.0066	0.0057	0.0066	0.0019	0.0065	0.0065		0.9734
	Political stability	0.0085	0.0066	0.0065	0.0057	0.0067	0.0068	0.0067	0.0024	0.0067	0.0067		0.9858
	Value for Money in tourist experiences	0.0082	0.0066	0.0062	0.0049	0.0066	0.0058	0.0066	0.0021	0.0066	0.0065		0.9832
	Value for Money accommodation	0.0082	0.0066	0.0062	0.0048	0.0066	0.0057	0.0066	0.0021	0.0065	0.0065		0.9832
	Management skills	0.0063	0.0066	0.0063	0.0050	0.0066	0.0059	0.0066	0.0023	0.0066	0.0065		0.9873
	Existence of tourist programs	0.0071	0.0067	0.0061	0.0048	0.0065	0.0058	0.0066	0.0024	0.0066	0.0065		0.9870
	Recognition by the public sector of the importance of sustainable tourism development	0.0062	0.0066	0.0064	0.0054	0.0066	0.0064	0.0067	0.0028	0.0067	0.0066		0.9907
	Recognition by the private sector of the importance of sustainable tourism development	0.0062	0.0067	0.0061	0.0048	0.0065	0.0059	0.0066	0.0026	0.0066	0.0064		0.9891
	Use of e-commerce	0.0054	0.0066	0.0063	0.0052	0.0066	0.0064	0.0067	0.0030	0.0067	0.0065		0.9915
	Use of Information Technology by Companies	0.0066	0.0067	0.0060	0.0045	0.0064	0.0056	0.0066	0.0027	0.0065	0.0063		0.9888
	Cooperation between public and private sector companies	0.0054	0.0066	0.0063	0.0052	0.0066	0.0062	0.0067	0.0033	0.0067	0.0065		0.9928
	Quality of entrepreneurship in local tourism businesses	0.0065	0.0067	0.0059	0.0044	0.0064	0.0055	0.0066	0.0028	0.0065	0.0063		0.9893
	Efficiency of tourism and hotel companies	0.0066	0.0068	0.0057	0.0042	0.0063	0.0054	0.0065	0.0028	0.0065	0.0062		0.9888
	Existence and adequacy of teaching in Tourism	0.0052	0.0067	0.0061	0.0049	0.0065	0.0061	0.0067	0.0037	0.0067	0.0064		0.9939
	Adequacy of training in tourism and hospitality related to the needs of visitors	0.0050	0.0067	0.0061	0.0048	0.0065	0.0060	0.0066	0.0038	0.0066	0.0064		0.9942
	Destination vision regarding tourism values	0.0061	0.0068	0.0057	0.0042	0.0063	0.0054	0.0065	0.0033	0.0065	0.0061		0.9915
	Destination view of resident values	0.0057	0.0068	0.0057	0.0042	0.0063	0.0054	0.0065	0.0034	0.0065	0.0061		0.9921
	Destination vision regarding stakeholder values	0.0050	0.0068	0.0058	0.0043	0.0063	0.0058	0.0066	0.0038	0.0066	0.0062		0.9933
	Destination vision regarding community values	0.0054	0.0069	0.0056	0.0039	0.0062	0.0053	0.0065	0.0035	0.0064	0.0060		0.9918

	Development and promotion of new tourism products	0.0049	0.0068	0.0057	0.0042	0.0063	0.0055	0.0066	0.0043	0.0065	0.0061		0.9944
	Specific policies on social tourism (reduced mobility, elderly ...)	0.0048	0.0068	0.0058	0.0044	0.0063	0.0059	0.0066	0.0048	0.0066	0.0062		0.9956
	Quality of research for tourism, planning and development policies	0.0041	0.0067	0.0058	0.0044	0.0063	0.0058	0.0066	0.0047	0.0066	0.0062		0.9941
	Development of integrated tourism with the general development of the industrial	0.0040	0.0068	0.0056	0.0040	0.0062	0.0054	0.0065	0.0043	0.0065	0.0060		0.9921
	General image of the destination	0.0082	0.0072	0.0050	0.0032	0.0059	0.0047	0.0064	0.0037	0.0062	0.0057		0.9855
	International knowledge of destination products	0.0065	0.0071	0.0053	0.0036	0.0061	0.0050	0.0064	0.0045	0.0063	0.0058		0.9927
	Framing between destination products and visitor preferences	0.0060	0.0071	0.0051	0.0034	0.0060	0.0048	0.0064	0.0043	0.0063	0.0057		0.9916
	International knowledge of destiny	0.0065	0.0072	0.0051	0.0034	0.0060	0.0048	0.0064	0.0047	0.0062	0.0057		0.9918
	Structure / profile of tourism professionals	0.0057	0.0072	0.0051	0.0033	0.0059	0.0048	0.0064	0.0045	0.0062	0.0057		0.9914
	Effective development of destination brand	0.0060	0.0072	0.0052	0.0035	0.0060	0.0051	0.0065	0.0055	0.0063	0.0057		0.9935
Criteria 10 = How important is the undertaking that it attributes to the following aspects	The company's employees recognize the importance of innovation for competitiveness	0.0073	0.0072	0.0049	0.0031	0.0058	0.0045	0.0063	0.0045	0.0061	0.0055	0.9875	0.9883
	The company has mechanisms that assist it in the management of new products from the idea of its launch	0.0062	0.0071	0.0051	0.0034	0.0059	0.0049	0.0064	0.0056	0.0062	0.0057		0.9933
	The structure of the company does not compromise innovation, but helps its development	0.0068	0.0073	0.0048	0.0030	0.0058	0.0045	0.0063	0.0048	0.0061	0.0055		0.9889
	There is a great commitment to the training of employees	0.0062	0.0070	0.0050	0.0034	0.0059	0.0051	0.0065	0.0065	0.0063	0.0056		0.9933
	The company has a good relationship (win-win) with suppliers	0.0073	0.0073	0.0048	0.0030	0.0057	0.0045	0.0063	0.0054	0.0061	0.0055		0.9885
	The company's innovation strategy is shared clearly with all employees so that they know the goals to be fulfilled	0.0071	0.0073	0.0046	0.0028	0.0057	0.0043	0.0063	0.0052	0.0060	0.0054		0.9872

Innovation projects are usually met on time and on budget	0.0058	0.0072	0.0048	0.0031	0.0058	0.0046	0.0064	0.0060	0.0062	0.0055	0.9910
Employees work well together and also across departmental boundaries	0.0070	0.0073	0.0047	0.0029	0.0057	0.0045	0.0063	0.0060	0.0061	0.0054	0.9885
The company spends time reviewing our projects to improve them and performance in the following actions	0.0063	0.0074	0.0045	0.0027	0.0056	0.0042	0.0062	0.0057	0.0060	0.0053	0.9873
The company understands very well the needs of its consumers / end users	0.0079	0.0075	0.0044	0.0024	0.0055	0.0040	0.0062	0.0055	0.0059	0.0052	0.9817
Employees recognize that it is important for the organization to be competitive. distinguishing competence (s)	0.0074	0.0075	0.0044	0.0025	0.0055	0.0041	0.0062	0.0058	0.0059	0.0052	0.9837
The company has mechanisms that verify that all consumer needs are really understood (not just at the marketing level)	0.0067	0.0074	0.0045	0.0026	0.0056	0.0042	0.0062	0.0066	0.0060	0.0052	0.9859
Employees are involved in suggesting ideas to improve products or processes	0.0077	0.0076	0.0043	0.0024	0.0055	0.0040	0.0062	0.0064	0.0059	0.0051	0.9815
The organization works with universities and other research centers that can help you develop your knowledge	0.0040	0.0063	0.0060	0.0051	0.0064	0.0069	0.0069	0.0197	0.0069	0.0062	0.9484
The company analyzes its errors in order to improve its activities and processes	0.0071	0.0076	0.0043	0.0025	0.0055	0.0041	0.0062	0.0073	0.0059	0.0051	0.9821
The company looks to the future in order to anticipate threats and opportunities (using tools and forecasting techniques)	0.0064	0.0075	0.0044	0.0026	0.0055	0.0042	0.0062	0.0080	0.0059	0.0052	0.9829
The company has process management mechanisms that allow it to tailor procedures to ensure its ultimate success	0.0059	0.0075	0.0044	0.0025	0.0055	0.0041	0.0062	0.0080	0.0059	0.0051	0.9821
The structure of the company helps to make quick decisions	0.0081	0.0077	0.0041	0.0022	0.0053	0.0038	0.0061	0.0074	0.0058	0.0050	0.9760
The company works very close to its consumers in order to develop new concepts	0.0076	0.0077	0.0041	0.0022	0.0053	0.0038	0.0061	0.0077	0.0058	0.0050	0.9765

Criteria 11 = What degree of importance do you attach to the following aspects in relation to the company	The company systematically compares its products and processes with those of its competitors	0.0081	0.0077	0.0041	0.0022	0.0053	0.0038	0.0061	0.0085	0.0058	0.0049	0.9550	0.9739
	The employees (/ professionals?) Who occupy top positions have a come innovation as a determining factor for the development of the company	0.0072	0.0076	0.0042	0.0023	0.0054	0.0039	0.0061	0.0087	0.0058	0.0050		0.9764
	The company searches for new ideas for new products in a systematic way	0.0075	0.0077	0.0040	0.0021	0.0053	0.0037	0.0061	0.0085	0.0057	0.0049		0.9735
	Communication between the various levels of hierarchy works effectively	0.0076	0.0077	0.0040	0.0021	0.0053	0.0037	0.0061	0.0088	0.0058	0.0049		0.9721
	The company collaborates with other companies in the development of new products or processes	0.0051	0.0071	0.0045	0.0029	0.0056	0.0045	0.0063	0.0137	0.0061	0.0052		0.9624
	The company shares experiences with other companies that help them understand them	0.0053	0.0073	0.0044	0.0026	0.0055	0.0043	0.0063	0.0127	0.0060	0.0051		0.9643
	Those in top positions show a commitment to support innovation	0.0077	0.0079	0.0038	0.0019	0.0052	0.0035	0.0060	0.0093	0.0057	0.0047		0.9671
	The company has mechanisms that ensure the involvement of all departments in the development of new products or processes	0.0068	0.0076	0.0040	0.0022	0.0053	0.0038	0.0061	0.0116	0.0058	0.0049		0.9637
	The company has a system of support and reward for innovation initiatives	0.0053	0.0071	0.0045	0.0028	0.0055	0.0045	0.0063	0.0186	0.0061	0.0052		0.9347
	The company tries to develop external networks with individuals who can assist it (for example with experts in specific knowledge)	0.0059	0.0074	0.0041	0.0024	0.0053	0.0040	0.0062	0.0137	0.0059	0.0049		0.9558
	The company records its developmental evolution so that other people in the organization can take advantage of such learning	0.0054	0.0074	0.0042	0.0024	0.0054	0.0041	0.0062	0.0152	0.0059	0.0050		0.9482

	The organization has mechanisms to analyze the new technological and market developments and what their impact on the organization's strategy	0.0049	0.0076	0.0040	0.0022	0.0053	0.0038	0.0061	0.0141	0.0058	0.0049		0.9498
	The organization has a clear system of choosing innovation projects	0.0050	0.0076	0.0040	0.0022	0.0053	0.0038	0.0061	0.0151	0.0058	0.0048		0.9433
	The organization has a favorable climate for the creation of new ideas, which encourages employees to make their proposals	0.0065	0.0079	0.0037	0.0019	0.0051	0.0034	0.0060	0.0125	0.0056	0.0046		0.9526
	The organization shares its needs and competencies with education agencies	0.0045	0.0074	0.0042	0.0024	0.0054	0.0041	0.0062	0.0209	0.0059	0.0050		0.9113
	The organization learns from other organizations	0.0071	0.0080	0.0036	0.0016	0.0050	0.0032	0.0059	0.0121	0.0055	0.0045		0.9496
	There is a clear link between innovation projects and the entire business strategy	0.0057	0.0078	0.0037	0.0019	0.0051	0.0035	0.0060	0.0144	0.0056	0.0046		0.9419
	The organization's system is flexible and helps the quick realization of small projects	0.0066	0.0081	0.0035	0.0016	0.0049	0.0032	0.0059	0.0134	0.0055	0.0045		0.9423
	The organization works well as a team (or teams)	0.0081	0.0081	0.0035	0.0016	0.0049	0.0031	0.0059	0.0136	0.0054	0.0044		0.9384
	The organization works closely with users of its new products or services	0.0076	0.0082	0.0035	0.0016	0.0049	0.0031	0.0059	0.0135	0.0055	0.0044		0.9391
	The organization uses measures that help you identify where and when you can improve your innovation	0.0068	0.0080	0.0035	0.0017	0.0049	0.0033	0.0059	0.0164	0.0055	0.0045		0.9267
Criteria 12 = How much importance do you attach to the following innovation-related aspects?	Financing	0.0072	0.0078	0.0037	0.0018	0.0050	0.0034	0.0060	0.0195	0.0056	0.0046	0.8573	0.9111
	Insufficient equity	0.0062	0.0077	0.0036	0.0018	0.0050	0.0033	0.0060	0.0199	0.0056	0.0045		0.9062
	Insufficient external capital	0.0051	0.0072	0.0039	0.0021	0.0052	0.0037	0.0061	0.0285	0.0057	0.0047		0.8577
	High wage costs	0.0050	0.0074	0.0038	0.0020	0.0051	0.0035	0.0060	0.0264	0.0057	0.0046		0.8662
	Difficult forecast of demand	0.0052	0.0079	0.0035	0.0016	0.0049	0.0032	0.0059	0.0207	0.0055	0.0044		0.8944
	Lack of qualified staff	0.0061	0.0077	0.0035	0.0016	0.0049	0.0032	0.0059	0.0221	0.0055	0.0044		0.8877
	Investigation and development	0.0058	0.0075	0.0036	0.0018	0.0050	0.0034	0.0060	0.0296	0.0056	0.0045		0.8452
	Production	0.0053	0.0079	0.0035	0.0016	0.0049	0.0032	0.0059	0.0267	0.0055	0.0044		0.8554
	Marketing and Sales	0.0072	0.0084	0.0031	0.0013	0.0047	0.0028	0.0058	0.0190	0.0053	0.0041		0.8972

Innovations difficult to organize	0.0046	0.0079	0.0035	0.0016	0.0049	0.0032	0.0059	0.0272	0.0055	0.0044	0.8497
Cooperation possibilities											
Insufficient	0.0042	0.0078	0.0034	0.0016	0.0049	0.0032	0.0059	0.0266	0.0055	0.0044	0.8505
With other companies	0.0037	0.0077	0.0035	0.0016	0.0049	0.0032	0.0059	0.0308	0.0056	0.0044	0.8206
With research organizations	0.0041	0.0079	0.0033	0.0015	0.0048	0.0030	0.0059	0.0271	0.0055	0.0043	0.8428
Insufficient access to knowledge											
produced in universities and											
research centers	0.0039	0.0075	0.0035	0.0017	0.0049	0.0032	0.0059	0.0342	0.0056	0.0044	0.8017
Insufficient access to external											
information	0.0044	0.0079	0.0033	0.0015	0.0047	0.0030	0.0059	0.0296	0.0054	0.0042	0.8266
Other obstacles	0.0038	0.0077	0.0033	0.0015	0.0048	0.0031	0.0059	0.0359	0.0055	0.0043	0.7851

Table A3. Results for the Chronbach's alpha for each criterion/construct.

Criteria	Normalized Cronbach's Alpha	Confidence Interval
Criteria 7	0.972	0.958, 0.980
Criteria 8	0.970	0.958, 0.978
Criteria 9	0.974	0.964, 0.982
Criteria 10	0.957	0.943, 0.968
Criteria 11	0.964	0.953, 0.973
Criteria 12	0.945	0.921, 0.961
Confidence Interval of 95% under 1000 times bootstrap replications		

Table A4. Results for the cluster validity tests

Methods	Number of clusters	Value Index
KL	11	10.78
CH	7	511.03
Hartigan	3	75.39
CCC	2	73.79
Scott	15	259.47
Marriot	3	0.00
TrCovW	3	0.00
TraceW	3	0.03
Friedman	11	649479.63
Rubin	7	-1080.41
Cindex	14	0.07
DB	2	0.51
Silhouette	2	0.75
Duda	2	0.96
PseudoT2	2	4.41
Beale	2	0.32
Ratkowsky	2	0.36
Ball	3	0.03
PtBiserial	2	0.84
Gap	2	0.55
Frey	2	5.30
McClain	2	0.06
Gamma	2	0.97
Gplus	2	23.44
Tau	4	2400.62
Dunn	2	0.13
Hubert	0	0.00
SDindex	4	191.33

Dindex	0	0.00
SDBw	13	0.09
The Hubert index and D index are graphical parameters		

Table A5. Cluster Validity Summary

Number of clusters	Number of Methods
2	14
3	5
4	2
7	2
11	2
13	1
14	1
15	1