



## Using the Metaphor of the Sailship Success within a Functional Analysis of a Fintech Company: An Organisational Case Study in Bulgaria

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### Abstract

*The author describes the application of the transactional analysis model of Sailship Success (Hay, 2017) within a functional analysis case study in a Fintech company based in Bulgaria but with locations in several other countries. Details are given of the way in which the consultancy project was established, its objectives and the methods that were used. Although the design and results of a questionnaire are also described, the focus is on how the Sailship Success was introduced as a metaphor during interviews with managers, leading to identification of significantly different perspectives about whether the organisation was more like a peaceful ship or one going into battle. Other issues highlighted included there being no clear idea of the intended destination of the ship, a lack of awareness of potential threats such as competitors, and lack of any consciousness of being a part of a fleet of companies.*

### Key Words

Sailship Success, transactional analysis, functional analysis, Fintech, metaphor, questionnaire, organisational design, organisational strategy, organisational processes, organisational systems, organisational structure

### Introduction

At the beginning of the 21<sup>st</sup> century, technological hype as well as Internet technology development favoured the development of a new type of company – Fintech (Gimpel, Rau and Roeglinger, 2017; Philippon, 2016; Schueffel, 2016). These skilfully combine different technological innovations – Internet, mobile apps, social networks, social media, artificial intelligence, big data analysis, etc, with traditional approaches, which contribute to their rapid development. However, the environment in which they are working is rapidly evolving, which means that management's attention is mostly focused outside the company on competitors

and new technologies, rather than inside the organisation on organisational processes and people management. Because of this, Internet companies quickly accumulate significant problems, due to poorly designed organisational processes and systems, or quality of communication between employees, lack of cooperation, no clear roles and responsibilities, and so on. All of this leads to duplication of activities and efforts, multiple mistakes, unnecessary work, delays, poor quality service, misunderstandings, conflicts, confusion, chaos and fear.

The author acted as a consultant to such a company, established in Bulgaria but developing rapidly internationally, in order to conduct for them a comprehensive analysis of the company and to make recommendations for future actions. This was done as part of a PhD thesis so included developing an up-to-date diagnostic method(s) that would meet the needs of the rapidly evolving technological environment whilst providing a quick and up-to-date diagnosis of the current state of the company.

The study involved a combination of functional analysis (Worren, 2016) and the Sailship Success model (Hay, 1996, 2004, 2012, 2017) from within transactional analysis. The steps of functional analysis were used as the stages of the research, which included the design of a questionnaire and interview to cover the elements of the Sailship metaphor. Use was made of the metaphor to enable access to material that might otherwise not be available consciously to participants.

### Aims and Objectives

The aim of the study was to develop and demonstrate in practice a method for analysing an organisation, with particular reference to fintech companies, in a way that would apply in Bulgaria and abroad. It was noted that each organisation has its own characteristics, so the intention was to provide a starting point for

developing a future 'Organisational Development Strategy' for a particular organisation.

The main hypothesis was that there is a close connection between:

- the 'proper' Fintech structure (procedures, processes, practices, company culture, etc.),
- the 'right' attitude to the staff (need for specialists, their proper positioning, understanding of their personal needs, etc.)
- and achieving significant success in a rapidly evolving technological competitive environment.

Achieving a symbiosis between the proper organisational structure and the right attitude towards the staff should lead to significant success for the company.

The following tasks were identified as necessary:

- providing a theoretical overview of the basic concepts related to the management and improvement of processes in the organisation;
- identifying and systematising the good practices (methods) during conducting an organisational diagnostic;
- analytical review of the Fintech industry;
- summarizing and describing the main stages, goals and methods during conducting an organisational diagnostic;
- analysing the strength of the relationships between the structure of a Fintech company and the attitude towards its people;
- analysing of the key indicators for identifying discrepancies between the current structure and staff, including:
  - *Functional analysis* - evaluation and analysis of the organisational structure regarding departmental functionality;
  - *Analysis of Effectiveness* - evaluation, analysis and recommendations for strategic planning improvement;
  - *Analysis of Efficacy* - evaluation and analysis of the resources used and results achieved in the organisation;
- identifying areas for improvement;
- giving suggestions for organisational structure improvement according to established patterns.

## Methodology

### Organisation and Staff

At the time the study was commissioned by the Board of Directors in 2018, the company was a relatively new

and young organisation in the Fintech field, with locations in six countries. It had started as a product of a large, established Swiss financial institution that had used an inter-company hackathon in 2016 to find out the next promising product with big potential. The hackathon was won by a team of three people who received not only funding for their idea but also support from the parent-company in the form of know-how, financial and material resources. The product is an integrated financial solution for companies so the essence of the business is in the B2B2C (Business-to-Business-to-Consumer) format, allowing customers to use banking services without having traditional banking.

For a short time the new product revealed tremendous growth potential and at the end of 2017 senior management decided to make a spin-off from the parent-company. Before the spin-off, one of the founders left due to a disagreement with the future vision of the product. At the start of the project, the organisation was a separate entity, with two founders who were also executive directors. Even though the company was independent, some of its processes still depended on the parent company.

Quantitative information about the style was obtained as part of the project. There were 137 staff, of whom 105 had been reappointed from the parent-company, leaving 32 appointed from 'outside'. The male-female ratio was virtually balanced – 70 males and 67 females, 51% to 49%. In addition to the two managing directors, another 11 people held management positions; 10 of these had transferred from the parent-company and one had been recruited early in 2018. The average age was 31 years, ranging from 18 to 56 years. 35% (n 48) of the workforce were in the age range 26-30, with 23% (n 31) 21-25, 20% (n 27) 31-35, and 15% (n 20) 36-40. One person (1%) was 18-20 and the remaining 10 (7%) were 46-56.

No job descriptions were available. An organigram was provided that showed what appeared to be two separate organisations, each with a Board of Directors. One showed a Chief Commercial Officer leading functions named as Business Development & Products, Sales, Marketing, Operations (shown as vacant), and HR. The other showed a Chief Operating Officer, leading functions named as Technology, Development, Integration, Finance and Risk Assessment. Names were provided although it later transpired that they were not all accurate; the impression that HR served only one part of the structure was also inaccurate.

### Overview of Methods and Stages

As the purpose of this paper is to present the use of the transactional analysis-based model of Sailship Success rather than a detailed account of functional analysis, the overall approach is summarised through

several figures. More information is available within the thesis (in Bulgarian, Yordanov, 2019), or from the author.

Participants were all expected to take part in the stages that applied to each of them. They were advised that the external consultant would be working closely with them to record and identify the activities being performed, in order to conduct a functional analysis and identify the strengths and weaknesses of the organisation, and the areas for improvement, and so that an organisation chart and procedural manual could be produced. This was positioned as necessary because of the fast growth of the company and the improvement of products and services being provided. They were advised that there would be a Questionnaire survey (anonymous), Interviews with senior management, and Individual conversations with the staff.

Figure 1 shows the 3 stages of the organisational analysis and the results: much time was spent on setting up the project. Figures 2, 3 and 4 illustrate the main activities during the three stages. Methods used included examination and evaluation of documents and information, observation and evaluation of people, a questionnaire, and interviews. The three parts of the organisational analysis were:

- Analysis of the current state of the organisation;
- Identify areas for improvement based on findings and lessons learned from the analysis of the current situation;
- Formulating specific recommendations for improving the areas identified.

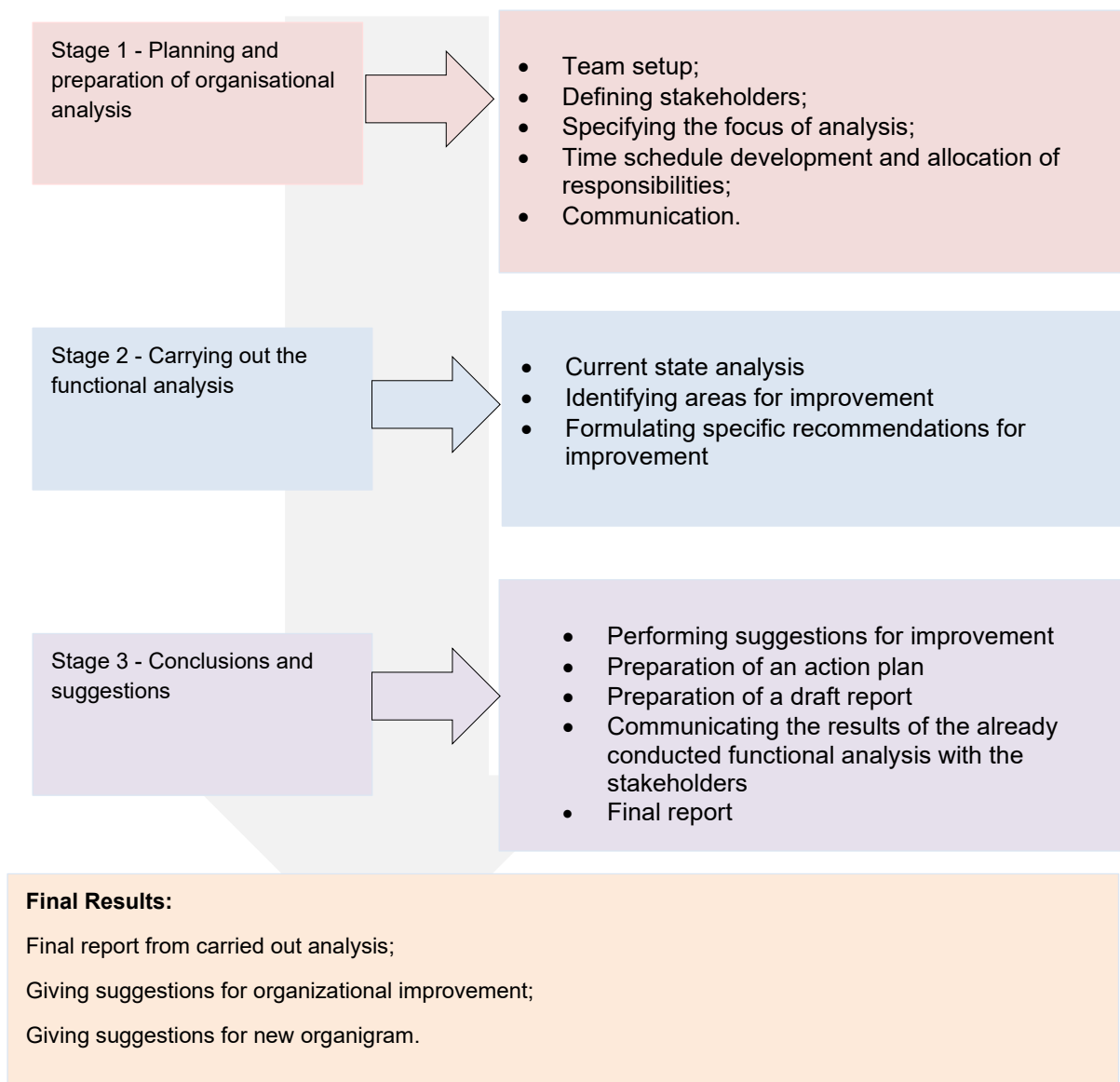


Figure 1: Planning and preparation of organisational analysis

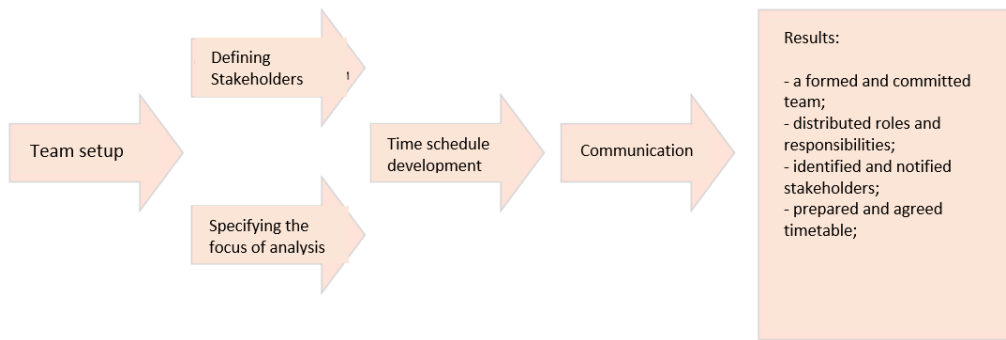


Figure 2: Stage 1 Activities

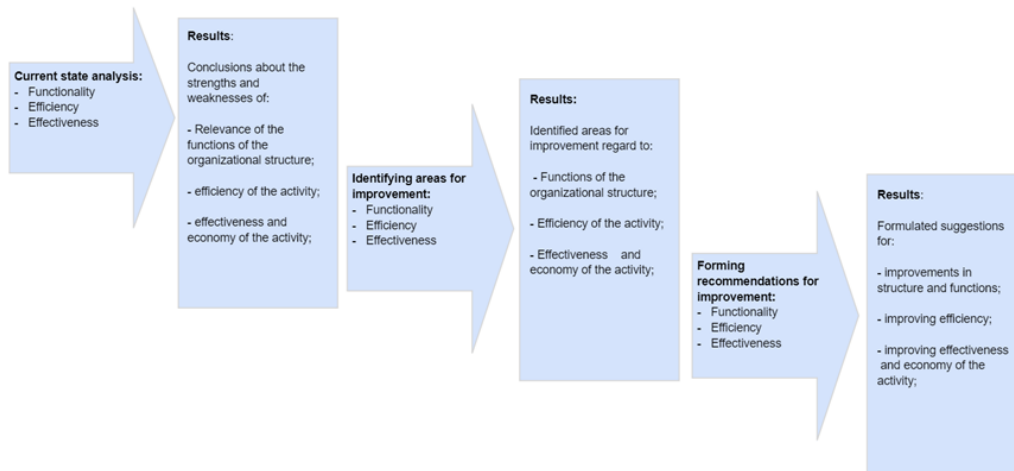


Figure 3: Stage 2 Activities

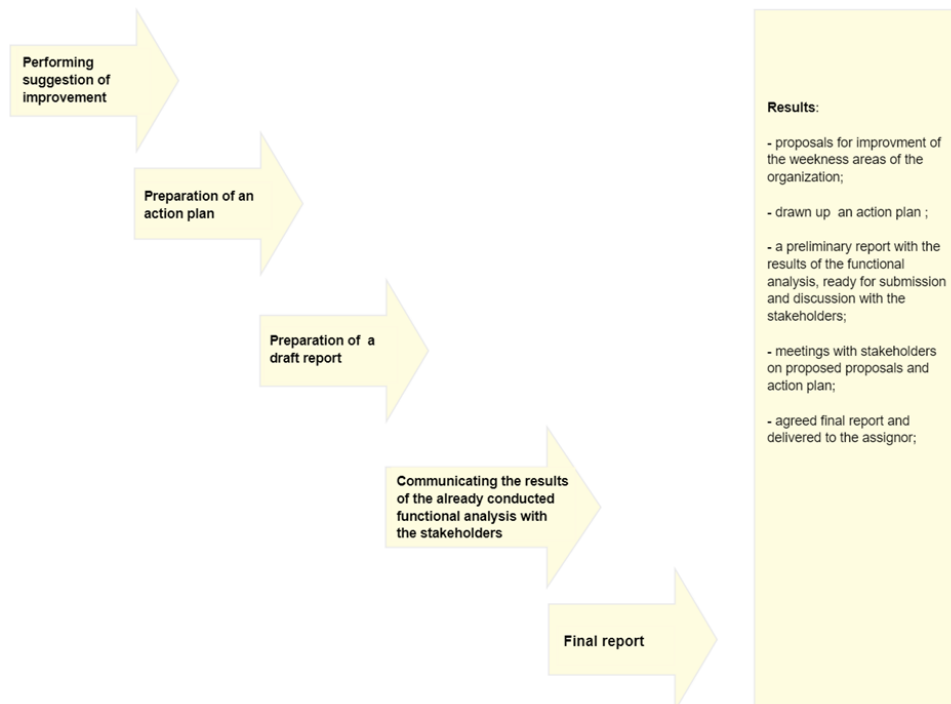


Figure 4: Stage 3 Activities

### Questionnaire and Interviews

Interviews and discussions allowed the author to obtain the most complete and comprehensive picture of the current state of the organisation. The subsequent analysis presented the importance of the relationship between the structure of the organisation with the positioning and attitude of staff, and whether this is a factor for the success of the company.

Initially, the author gained first impressions of the organisation thanks to monitoring methods and a questionnaire. The questionnaire (Appendix 1) was divided into 13 main sections with a total of 57 questions. It was completed by all managers and employees.

In the next stage, senior management and operational management were interviewed. The questions used for these semi-structured interviews are shown in Appendix 2. The creative analogy method was used by asking, "How would you describe the organisation as a ship?", which aims to collect data from the subconscious of the managers about the organisation. Other questions were about similar aspects to the questionnaire but this was alongside obtaining responses for the various elements of the Sailship Success model as shown in Figure 5. A matrix was then set up so the author could better see the big picture, and examples of managers' quotations are included below under Results.

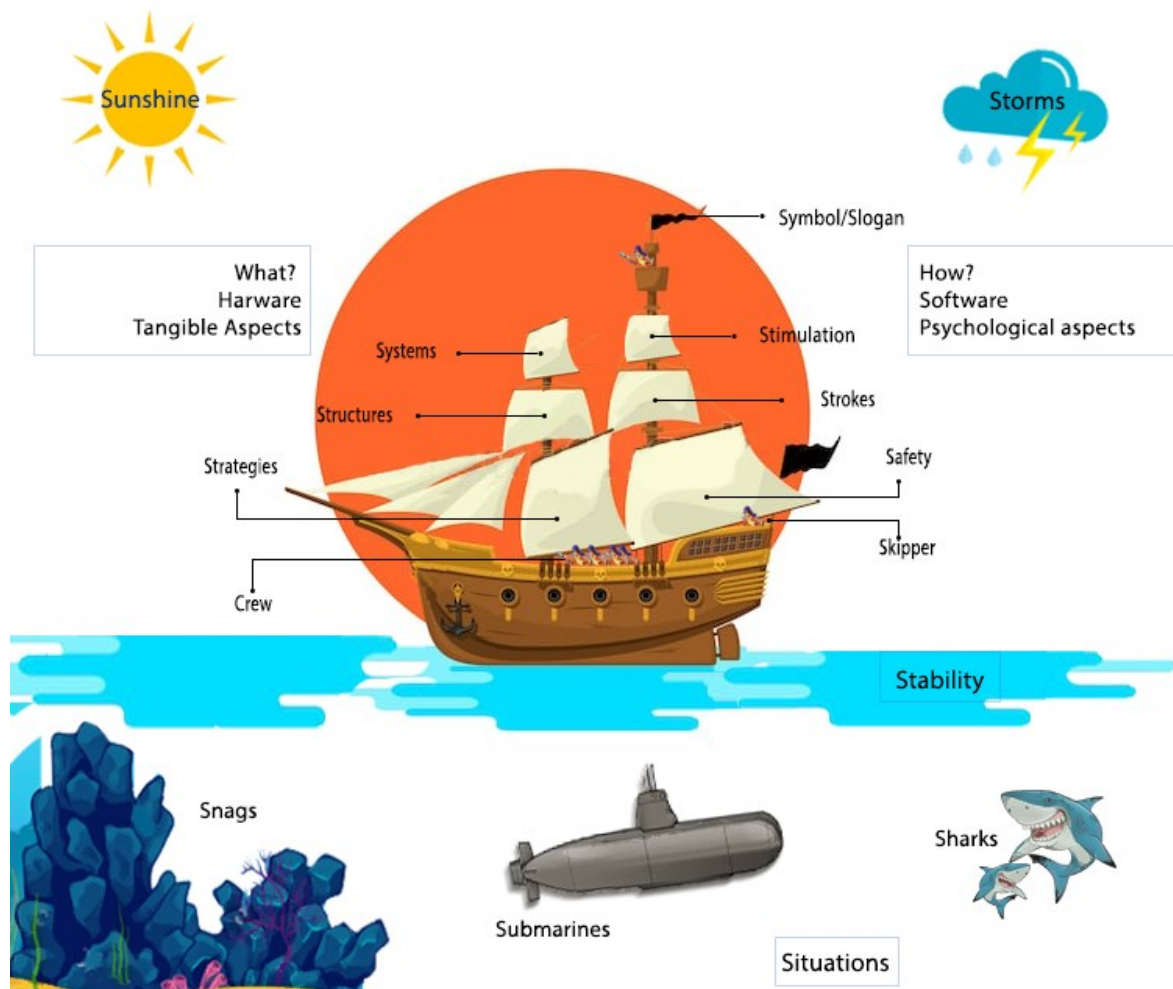


Figure 5: The Author's Visual Aid (amended from Hay, 2017, p.6)

Individual interviews were also conducted with the staff in the organisation, with the main questions being asked about what they were doing, how they were feeling in the organisation, what they would improve and what they liked. Again, the question "How would you describe the organisation as a ship?" was asked, although there was less emphasis on this than there had been with the managers. They were also asked to describe (outline) the process of their work, which was subsequently fundamental to charting processes in the organisation.

In addition to the individual interviews, two blue boxes were provided as an additional way of collecting information. In them, anyone who wished could anonymously share an opinion that should be taken into account in the analysis of the final results. Many comments were received and summarised although none were directly related to the Sailship Success.

## Results

### The Questionnaire

The following is a summary of the results from the completed questionnaires, under the headings shown in Appendix 1.

#### *Structure*

People in the organisation felt confused due to the lack of clarity in the structure. Just over 50% believed that the structure of the organisation is not clear and there are no clearly defined procedures and responsibilities of departments. The same proportion felt it was not clear who had what responsibility.

#### *Objectives*

Nearly half were of the opinion that there are goals in the organisation with an action plan, but at the same time half did not think these objectives were clearly defined and met. It seemed there was also a lack of unanimity on the question of whether the action plans of the departments are monitored by the management and whether adequate measures are taken if there is a deviation from the set goals.

#### *Results Orientation*

People believed there was a system for planning and follow-up control, but the indicators that take into account the goals were not clear. At the same time, the management appreciates the efforts of the staff by encouraging and supporting them, but there are still no clear rules and criteria for evaluating the staff for the results achieved.

#### *Systems/Procedures*

Nearly half believed there were clearly defined procedures that provided support, and changed according to the requirements of the organisation. At the same time, the other half believed that such

procedures either do not exist, or they are not useful and also do not support the activity work process. Many indicated there were no clearly defined rules and procedures for work.

#### *Working Conditions*

One of the strongest aspects of the organisation is the material base and social benefits that it provides to its staff. This contributes to a better working atmosphere and the comfort of its staff.

#### *Technology*

The quality of the hardware and software allows the smooth execution of activities; the software is licensed and updated; and the hardware allows the smooth use of the software. The technical means are modern and functional.

#### *Human Resources Management*

Regarding responsibilities, nearly 75% believed that everyone in the organisation was aware of what needs to be done, and also 91% indicated that people are given all the powers and resources to perform tasks. Only 62% believed that managers encouraged people to take responsibility for their work; only 61% believed that management provide constructive feedback (positive or negative).

55% said that training was provided; 58% believed it was not a problem for the staff to express their opinion freely without any consequences.

#### *Attitude and Morals*

80% said people are interested in their work, ask additional questions, and take part in groups or make suggestions. 69% indicated that conditions are provided so that people can self-organise and take the initiative. However, only 46% were happy with what they did, and the remaining 64% expressed the opinion that they are not or cannot judge.

#### *Communication*

On the issue of effective communication, responses were split approximately 50/50. 54% believed that effective communication took place, while 42% claimed the opposite. Only 45% saw such communication as effective, relevant and useful, with 39% saying it was not. Only 60% believed there was two-way effective communication between the organisation and customers; for this only 11% disagreed but 33% opted for Don't know.

#### *Meetings*

Less than half indicated that meetings held in the organisation were regarded as effective, with clear goals and an agenda to follow, and actions afterwards. 65% responded that staff could, however, express a free opinion about current operational problems.

### Problems and Crises

54% believed that they faced and dealt with difficult conflicts. However, almost as many - 41% - answered "Don't know". Only 39% agreed that the organisation took the initiative to identify and resolve external conflicts; 12% were of the opinion that this does not happen; and 52% answered with "Don't know". 75% said that the leaders encourage their people to solve problems quickly, insisting that they include solutions. However, around 50% said that problems are not solved immediately and remain afterwards.

### Quality

71% indicated the belief that the managers in the organisation care about the quality of the services offered, although only 26% indicated regular analysis took place, such as through specifically implemented systems related to the quality of the services offered.

### Attention/responsiveness to customer

Just under 60% indicated that the organisation was interested in its customers and their opinions, responds quickly and efficiently to customer inquiries and also listens to them. 64% responded that the organisation is flexible and responds quickly to customer needs. However, 32% and 34% respectively chose the "Don't know" responses.

### The Interviews

The following is a summary of the results of the 'sailship' section of the interviews with the managers.

#### The Ship

Bearing in mind that the organisation is located in Bulgaria but is rapidly developing in other European countries, it was interesting that all managers responded that they see the ship 'alone' in the sea. The organisation works in a group, together with a few other organisations, and part of the functions are taken over by external companies, or the parent-company, so it was noteworthy that the managers did not see it as part of a fleet.

There were differences in perceptions even amongst the three senior managers, with two imagining the ship as *a big business-oriented cruise, with the company's products as engines which gave strength and power to the ship*, and one of them describing it as a *warship, like a Greek Trier* (a ship with oars), *with everyone following the beat of a drum*. One of the operational managers also mentioned a Trier but in that case it was seen that *everyone was rowing for themselves*. The rest of the operational management suggested a *battleship in full combat readiness but which might never return or may return empty-handed, a pirate ship, the Titanic sinking on one side and ignoring the message about the iceberg, a big boat that might never arrive, something big but rusty and battered,*

*with punctures from which the ship may sink, a small discovery ship that will find India instead of America, and a ship that used to be small and manoeuvrable.*

#### The Weather

Most mentions of the weather were negative: *changeable but stormy, rainy, sunny, windy, stormy and unclear, cloudy but calm, a storm is coming, it's cold*. There were a couple of mixed comments: *sunny with showers and some storms, sometimes it's good and sometimes it's a storm*. Only one mention was not overtly negative: *There is a headwind. We need to take advantage of the headwind and step on the gas*.

#### The Sea

Although this part of the metaphor includes consideration of competitors and other threats to the organisation, it did not seem that these were recognised by any of the managers. Instead, they made general comments about the sea that were little different to the comments about the weather: *rough, sometimes stormy and sometimes calm, blue and deep, the Indian Ocean*; and one more extensive comment, from an operational manager who clearly had a very different perspective, that *Sometimes there are waves but together we manage them. When we dance, the sea dances with us to cheer us up, we haven't lost a crew member due to this enthusiasm and collaboration*.

#### The Skipper (Captain)

Most were clear that there was one captain, with two assistant captains. However, there were several comments indicating that the communication management channels were not clear: *the captain does not see the assistant captains; there is a huge distance between the captain and his assistants so that the captain's orders are not interpreted correctly; one assistant captain does not see properly and one does not hear*.

#### The Crew

One of the senior managers described the customers as being the crew, presumably due to a misinterpretation of the metaphor. One operational manager, who had described the organisation as a *passenger ship*, gave quite extensive comments about the crew: *they are united, collect resources, discuss excursions in a circle, dance different dances and do exercises for mental health*. However, most of the comments by others were much less positive: *the young sailors still have to learn and take more responsibility, they lack experience, while the ship is sinking they are smoking and drinking while others try to save the ship, they will not be able to board the passengers*. The manager who thought it was a pirate ship commented that *the crew is quite organised!*

## Discussion

The reporting back to management on the functional analysis was extensive; the results of the questionnaire are presented in Appendix 3. It can be seen that the same pattern emerged as did during the interviews. This was that the company is largely divided; the pattern of differences between top management and operational management is reinforced by the way in which there are few items in the questionnaire that have more than 60% in agreement.

### *Environment*

Hay refers to the environment, in terms of weather, sea, problems under the surface of the sea, and whether the ship is alone or within a fleet. The interviews with the management clearly signalled a focus on mainly stormy weather and stormy seas, and there were several mentions that the ship needed to fight, although there was no mention of hidden threats from competitors, government initiatives, or similar. It was particularly noteworthy that there was no apparent awareness of being part of a fleet, even though the organisation has establishments in several other countries. The overall impression is that the operational management is very involved in every detail within the processes inside the organisation, and that the senior management are not in touch with what is happening. The positive interpretation of this might be that they are busy with external circumstances but that was not evident during the interviews.

### *Hardware Sails*

Hay refers to these as *strategies, structures and systems*, and usually draws the sails to show that each level is somehow nested and therefore reliant on the previous level. There was little evidence of a clear strategic direction, and this was reinforced by the way in which the study itself was commissioned because they were aware that they had insufficient structure. Systems were clearly there but these tended to be technological systems because of the nature of the business rather than systems for how the ship was being run.

### *Software sails*

These are where the concepts of transactional analysis become highly relevant.

Hay explains *safety* as referring to psychological safety – do people feel safe to express their opinions. Although these elements were not asked about directly within the interviews, we can see little evidence of psychological safety in the responses to the questionnaire. Only 58% indicated they would tell their managers what they were thinking, even though 86% indicated that people are sharing their knowledge with others – presumably colleagues.

*Stroking*, which is a transactional analysis term that represents units of human recognition, can be indicated by Questions 12 and 28, where in each case only 62% believed that good results were appreciated by managers, or that regular constructive feedback was given. A somewhat higher percentage – 68% - believed that managers provided support and encouragement to meet goals.

*Stimulation* refers to opportunities for those on the ship to develop themselves and only 54% responded positively to Question 29 about training to improve employee performance.

### Limitations

This was largely a project that involved a functional analysis, to which was added the concept of Sailship Success. The idea of using a metaphor is that people will become aware of what they know unconsciously, so care must be taken about how much prompting is done by the consultant.

However, with hindsight, more might have been done to prompt responses within the questionnaire and within the interviews. More specific questions might have been included, and more emphasis placed on the picture of the sailship during the interviews, to prompt more attention to all elements.

## Conclusion

The Sailship Success model added much useful information to the report that was submitted to management. It was possible to present the findings within the metaphor itself, as an addition to the more factual results from the questionnaire and the other information obtained during the interviews.

In this particular case, it was useful to alert management to the way in which the dangers – underwater rocks (specific problems), sharks (competitors who steal employees), or submarines (direct competitors) - were not being noticed because of the inward focus of the organisation. The different perspectives of whether this was a peaceful ship or one going into battle, and the apparent lack of awareness of the rest of the fleet, were also significant.

This project was set up to span several weeks but organisations will often need to move more quickly, especially in our current world of fast sharing of information and new technologies. Sailship Success could then be used on its own, either by interviewing several managers and presenting them with a summary of the results, or by inviting a group of managers to discuss their organisation in line with the metaphor.

**Vladislav Yordanov** PhD is a consultant with particular interest in the role of people and the transformation of organisations within the new digital world.



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## Appendix 1: Translation of Questionnaire

For each question, participants were asked "Does it exist?" and could tick Yes, No, Don't know.

No	Question
<b>1. Structure of the organization (organization chart):</b>	
1.	The organization has a clearly structured structure
2.	The responsibilities of the departments are clearly defined and properly allocated
3.	The reporting procedure is clear and documented (everyone knows where and to whom to report, with whom to meet on a given issue, etc.)
<b>2. Objectives of the department (long-term 1-3 years):</b>	
4.	The organization has a mission, vision and goals with which everyone is familiar
5.	The goals of the organization are defined and documented
6.	The objectives are supported by action plans for each department
7.	The action plans are monitored and analysed at least once a year by the management
8.	Corrective action is taken by management to address implementation issues and lack of results
<b>3. Results orientation:</b>	
9.	The department in which you work has a system for work planning and subsequent control
10.	There are certain indicators to measure progress
11.	Regularly and systematically (at least monthly) the results are analysed according to each goal.
12.	Good results are appreciated by managers
13.	Managers support and encourage staff to meet their goals
14.	Performance reviews clearly reflect team and individual results against planned goals
<b>4. Systems / procedures:</b>	
15.	Systems and procedures have been created for all key processes/activities in the organization
16.	The systems / procedures are simple, supportive and flexible for everyone
17.	Systems / procedures are analysed and modified to ensure that they meet the current and future requirements of the organization.
18.	The systems and procedures for all key processes / activities are supported by appropriate tools (lists, methodologies, manuals, etc.)
<b>5. Working conditions (their quality):</b>	
19.	The material base is modern and in support of efficient work
20.	The atmosphere is pleasant, responsive, friendly, active, etc
21.	The organization provides additional social benefits for staff (e.g. people, fitness, etc.)
<b>6. Technology (IT equipment, software, equipment) document reproduction, etc.):</b>	
22.	The hardware and software in the organization allow the smooth execution of activities
23.	The quality of specialized software (e.g. internal document exchange system, chat, etc.) allows efficient and effective work
24.	The quality of other technologies (e.g. printers, telephones, etc.) allows efficient and effective work
25.	Technologies are systematically analysed to ensure that they meet the operational needs of the organization
<b>7. Human resources management:</b>	
26.	People are aware of their responsibilities and what they are expected to achieve

27.	People are given the power and resources they need to get the job done
28.	Managers provide regular constructive feedback on results (good and bad) to employees
29.	Managers provide training and support to improve employee performance
30.	Managers hold people accountable for their work
31.	Employees are not afraid to say what they think to their supervisor/manager
<b>8. Attitude and morals:</b>	
32.	People make extra efforts to ensure that they achieve their goals (they go beyond their duties)
33.	People are given enough freedom to take initiatives in their work
34.	People are interested in their work - they ask questions, give their contribution and suggestions, make improvements, etc
35.	People share their knowledge with others in the organization and are willing to help
<b>9. Communication (its quality):</b>	
36.	People are happy with their work
37.	Effective communication is available within and between departments
38.	The information that people need to do their job effectively is available, accurate, concise (compact), essential, and timely
39.	People are informed about the big picture, e.g. newsletters, e-mails, information boards, etc
40.	There is effective two-way communication between the organization and customers
<b>10. Meetings:</b>	
41.	Meetings have clear goals and follow a specific agenda
42.	Meetings are well managed (chaired and facilitated) and yield results
43.	Meetings are short and include only those people who can contribute (unless it is an informational meeting)
44.	Meetings end with certain actions (which are recorded and persistently pursued)
45.	During meetings, staff openly states what problems they face at the operational level
46.	The management take care about staff feedback.
<b>11. Problems and crises:</b>	
47.	Problems are solved quickly and efficiently
48.	Difficult and/or sensitive problems are solved (not ignored or left to other people / organizations to solve them)
49.	Managers take a calm and structured approach to dealing with problems and crises
50.	Managers encourage their people to solve problems, urging them to bring solutions along with the problem
51.	If there are external conflicts, the organization takes the initiative to identify and resolve them
52.	Managers face difficult conflicts and deal with them
<b>12. Quality:</b>	
53.	Management does not compromise on the quality of services or processes
54.	Quality standards are implemented and analysed systematically (at least every three months)
<b>13. Attention / responsiveness to customers:</b>	
55.	Attention is paid to the prompt and effective solution of customers' problems
56.	The organization systematically seeks the opinion of customers to improve the quality of its services
57.	The organization is flexible and responds quickly to customer needs

## Appendix 2: Interview Structure

Before beginning of the interview, the consultant mentions the following:

- what is the main goal of this interview;
  - how the interview will be guided - the steps which the interviewed person will go through;
  - emphasise confidentiality – it is very important that everything said will be confidential and kept in secret.
1. What is your name and could you describe what do you do?
  2. How do you feel in the organization?
  3. What could you improve?
  4. What do you like?

### Sailship Success Questions:

1. Could you describe the organization as a Ship?
2. How does the weather look like?
3. What is this ship doing?

### Additional questions for Management:

1. Do you know what is the mission, vision and goal of the organization?
2. Could you describe a typical day in the office?
3. Could you describe your duties in a chart?
4. If someone makes a mistake, what happen afterwards?
5. Do you ask people for anything? / Do you seek cooperation from others?
6. Do you have any welcome procedure for the new employees?

### Additional Questions for Staff:

1. Do you know the mission, vision and goals of the company?
2. Do you know what happen in the organization?
3. What are the internal processes?
4. Could you describe a typical days in the office?
5. Could you describe your duties in a chart?
6. How are tasks given from the manager?
7. How are deadlines followed?
8. Is there any way for initiatives?
9. If someone makes a mistake, what happen afterwards?
10. Is there any way for someone to suggest something?
11. Does the manager ask you about your opinions?
12. How you could improve your performance?
13. Did you have any welcome procedures as a new employee?
14. Did you find your way quickly in the organization?
15. Do you know well the management (senior and middle level)?
16. Does management greet you?

## Appendix 3: Questionnaire Analysis

n= 113

Question	Answer	Count	Percentage
1	Yes	78	69.6%
	No	25	22.3%
	I don't know	10	8.9%
2	Yes	55	51.4%
	No	41	38.3%
	I don't know	10	9.3%
3	Yes	57	50.4%
	No	34	30.1%
	I don't know	24	21.2%
4	Yes	68	60.2%
	No	27	23.9%
	I don't know	17	15.0%
5	Yes	45	40.2%
	No	36	32.1%
	I don't know	29	25.9%
6	Yes	49	44.1%
	No	34	30.6%
	I don't know	30	27.0%
7	Yes	38	33.9%
	No	18	16.1%
	I don't know	58	51.8%
8	Yes	58	51.8%
	No	18	16.1%
	I don't know	39	34.8%
9	Yes	85	76.6%
	No	18	16.2%
	I don't know	9	8.1%
10	Yes	60	53.6%
	No	25	22.3%
	I don't know	29	25.9%
11	Yes	46	40.7%
	No	28	24.8%
	I don't know	39	34.5%
12	Yes	69	61.6%
	No	22	19.6%
	I don't know	25	22.3%
13	Yes	75	67.6%
	No	15	13.5%
	I don't know	27	24.3%
14	Yes	41	37.6%
	No	17	15.6%
	I don't know	52	47.7%
15	Yes	46	41.1%
	No	25	22.3%
	I don't know	44	39.3%
16	Yes	49	43.4%
	No	39	34.5%
	I don't know	33	29.2%
17	Yes	49	44.1%

	No	21	18.9%
	I don't know	46	41.4%
18	Yes	44	39.6%
	No	37	33.3%
	I don't know	34	30.6%
19	Yes	94	84.7%
	No	13	11.7%
	I don't know	3	2.7%
20	Yes	94	83.9%
	No	16	14.3%
	I don't know	5	4.5%
21	Yes	108	96.4%
	No	2	1.8%
	I don't know	1	0.9%
22	Yes	88	77.9%
	No	21	18.6%
	I don't know	9	8.0%
23	Yes	80	70.8%
	No	26	23.0%
	I don't know	12	10.6%
24	Yes	92	81.4%
	No	10	8.8%
	I don't know	10	8.8%
25	Yes	52	47.3%
	No	11	10.0%
	I don't know	47	42.7%
26	Yes	82	74.5%
	No	14	12.7%
	I don't know	20	18.2%
27	Yes	91	81.3%
	No	16	14.3%
	I don't know	13	11.6%
28	Yes	69	61.1%
	No	27	23.9%
	I don't know	23	20.4%
29	Yes	61	54.5%
	No	36	32.1%
	I don't know	18	16.1%
30	Yes	69	62.2%
	No	14	12.6%
	I don't know	32	28.8%
31	Yes	65	57.5%
	No	32	28.3%
	I don't know	24	21.2%
32	Yes	68	60.7%
	No	15	13.4%
	I don't know	35	31.3%
33	Yes	78	69.0%
	No	16	14.2%
	I don't know	24	21.2%

Question	Answer	Count	Percentage
34	Yes	90	79.6%
	No	14	12.4%
	I don't know	20	17.7%
35	Yes	94	85.5%
	No	11	10.0%
	I don't know	8	7.3%
36	Yes	52	46.0%
	No	18	15.9%
	I don't know	51	45.1%
37	Yes	61	54.5%
	No	47	42.0%
	I don't know	15	13.4%
38	Yes	50	45.0%
	No	43	38.7%
	I don't know	21	18.9%
39	Yes	65	57.5%
	No	33	29.2%
	I don't know	18	15.9%
40	Yes	68	60.2%
	No	12	10.6%
	I don't know	37	32.7%
41	Yes	55	48.7%
	No	31	27.4%
	I don't know	29	25.7%
42	Yes	50	44.6%
	No	29	25.9%
	I don't know	41	36.6%
43	Yes	52	46.8%
	No	25	22.5%
	I don't know	36	32.4%
44	Yes	52	46.4%
	No	24	21.4%
	I don't know	44	39.3%
45	Yes	75	67.6%
	No	14	12.6%
	I don't know	29	26.1%

46	Yes	70	61.9%
	No	19	16.8%
	I don't know	33	29.2%
47	Yes	58	52.3%
	No	31	27.9%
	I don't know	32	28.8%
48	Yes	61	57.0%
	No	22	20.6%
	I don't know	31	29.0%
49	Yes	68	61.3%
	No	21	18.9%
	I don't know	26	23.4%
50	Yes	85	75.2%
	No	13	11.5%
	I don't know	19	16.8%
51	Yes	44	38.9%
	No	13	11.5%
	I don't know	59	52.2%
52	Yes	60	54.5%
	No	12	10.9%
	I don't know	45	40.9%
53	Yes	81	71.7%
	No	9	8.0%
	I don't know	26	23.0%
54	Yes	30	26.5%
	No	28	24.8%
	I don't know	58	51.3%
55	Yes	75	66.4%
	No	8	7.1%
	I don't know	32	28.3%
56	Yes	67	60.4%
	No	12	10.8%
	I don't know	36	32.4%
57	Yes	71	64.5%
	No	17	15.5%
	I don't know	27	24.5%