

## Cluster on Corporate Management

### Questionnaire on Organizational Restructuring

#### A. Questions on restructuring process

1. Has your organization been through a restructuring process during the past 5-10 years?

No ; Yes

If yes, in which fields? Examples: institutional, financial, organizational structure, strategy, overstaffing, marketing and customer service.

If no, do you believe it should ? Why and which are the causes that it is not taking place yet ?

2. Which do you consider the main drivers, motives or pressures for restructuring? (Examples: new company strategy, budgetary cuts, competition, change in government policy, public pressure) Please explain

3. Which stakeholders (employees, unions, management, owner, politics, ...) were in favor of restructuring and why?

4. Which stakeholders were against restructuring and why?

5. What were the specific aims of the restructuring plan?

6. Was the outcome of the restructuring process successful? No, please explain ; Yes

If yes how was that measured?

## B. Questions on the implementation strategy

7. Could you please comment on the implementation strategy that was followed?
  
8. Which do you consider the critical success factors for the implementation?
  
9. Which were the main barriers that were encountered in the restructuring phase?
  
10. Was there a change in the organization's mission and goals statement before or after the restructuring process?    Before   ; After   ; No   ;
  
11. Was there a consultation process with all involved stakeholders prior to the implementation of the restructuring plan?
  
12. Has your organization received outside support (consultancy) for the preparation of the restructuring plan?
  
13. Was there an issue of overstaffing and if yes how was that dealt with?

## C. Questions about the present organizational structure of your organisation

14. What is the present legal form of your organization (Examples: private operator, municipal public transport operator, regional transport authority)

15. Does your organization operate under a competitive tendering scheme?
  
16. Does your organization have a contract for providing PT services?
  
17. Does your organization receive subsidy from the state and if yes what percentage of the operating costs are covered by the subsidy?
  
18. What is your community's attitude towards public transport and does your community believe that the transport company is managed well?

**Thank you very much for your collaboration!**

**Remarks:**

**Please attach any information, documents etc. relevant to your answers or bring it with you to our 2<sup>nd</sup> expert meeting in Croatia.**

**All information given will be kept strictly confidential !**