# PILOT INTERVIEW 3

## Interview Transcription

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| Line Number | Person | Dialogue |
| 1 | Researcher | Good day, how are you feeling today? |
| 2 | Participant | I’m okay, thanks and you ? |
| 3 | Researcher | I’m good thanks. Before proceeding, I want to confirm that you have completed the consent form and you would still like to proceed with this interview? |
| 4 | Participant | Yes, I have. |
| 5 | Researcher | Thank you. I would like to highlight that this interview will be confidential and your identity will be kept anonymous through explicit and implicit methods. This implies that your name will not be used and further factors that could potentially lead to your identification will be eliminated. Do you understand this ? |
| 6 | Participant | Yes. |
| 7 | Researcher | I request that you stop me at any given point where you are uncomfortable with the interview or questions posed. On that note, I would like to remind you of your right to withdraw from participation with no negative consequences which implies that you can at any point in this interview or research process convey the intention to withdraw your contribution to this study and there will be no penalty or disadvantage presented to you. Do you understand this right? |
| 8 | Participant | Yes. |
| 9 | Researcher | Okay, I am going to record this interview for record keeping and transcription purposes. Is this still okay with you ? |
| 10 | Participant | Yes. |
| 11 | Researcher | Okay. Thank you h for carving the time to speak with me today. The intention of this is to have a free flowing discussion regarding your experience being placed in your family-owned business. I will now start posing the interview questions but please feel free to interrupt where you feel it is necessary. Please eliminate all feelings of nervousness, this is a normal conversation |
| 12 | Participant | Okay (smiles) |
| 13 | Researcher | So I see that you have been working for about over six years now? |
| 14 | Participant | Yes |
| 15 | Researcher | Okay and from what I understand from the survey results, it’s all been within your family-owned business? |
| 16 | Participant | Yes. |
| 17 | Researcher | Okay…how do you experience working in your family owned business? |
| 18 | Participant | (breathes in) it has it’s ups and downs hey. Sometimes when you know…family get involved and want to add their two cents, it becomes tricky for daily operations. But I think it’s nice because obviously it’s a more personal environment. It’s not corporate, you get to do as you see fit. |
| 19 | Researcher | Okay so what I understand is there is some conflict present at work? |
| 20 | Participant | Yes. |
| 21 | Researcher | When you talk about conflict, in what sense is there conflict? Is there personal disputes or work-related disputes? |
| 22 | Participant | No, it’s work related. You know…your minor (squints eyes) yes and no on purchasing , signing off on that or starting this… its more… not a conflict… it’s more… you know… a difference of opinion until we settle it. |
| 23 | Researcher | I know you work in the automotive industry so please feel free to give an example within that context If you feel more comfortable. So you say that there are a lot of differences in perceptions then? |
| 24 | Participant | Yes. Like if you’re purchasing a vehicle for example. Sometimes the price may be a little bit more and you push to get that vehicle because the speck is right, colour is right and obviously, my dad will be like ‘it’s pricey, do you really want to go ahead and purchase it?’ (face seems displeased) and then you know I do it anyway (points hand towards right) and maybe the car sits for six months or maybe it sells the next day. It’s just a gamble but small things like that… or like creating new gift bags maybe I went overboard on the pricing you know…designing of the logo… it’s little things but eventually we do sort it out |
| 25 | Researcher | So it’s minor things not so much to do with the way you manage the business and important aspects such as that ? |
| 26 | Participant | No |
| 27 | Researcher | Why do you think there is this difference in opinion? Obviously you want to go spend on something more expensive but your father is more hesitant so why do you think that comes up mostly? |
| 28 | Participant | I think it’s purely experience… I mean, he’s been in the business his whole life then you get the young one chasing the sports car (guilty smile) where it might not be everyone’s cup of tea to sell. |
| 29 | Researcher | I see so it’s more security not so much product quality? |
| 30 | Participant | No. |
| 31 | Researcher | And I mean in the automotive industry , quality is …. |
| 32 | Participant | Ya it’s cut throat… if the quality isn’t right then theres always a cheaper car or another car you know. |
| 33 | Researcher | Okay so you’ve been working there for six years. We’ve discussed that you do get to make these decisions. |
| 34 | Participant | Look the pros is the freedom of doing what you want when you want it. |
| 35 | Researcher | Ya and you mentioned there is that close knit feeling. Do delve into that? Let’s talk about why you love to go to work everyday ? |
| 36 | Participant | You know theres nothing to sign off by anybody. There’s no waiting time for this payment, that payment. If I don’t like a process, we can change it immediately. It’s not like, you need to submit a form (places both hands vertically on table) or if you want to take leave, you have to go to HR (bursts into laughter together)… I don’t have to submit the leave application. But also there are cons to that. We can talk about that when you are ready. |
| 37 | Researcher | Okay so the pros is autonomy, being able to make your own decisions. THeres a sense of freedom where you don’t need approval to do things like leave. But we also spoke about the fact that there are disagreements… |
| 38 | Participant | Yes |
| 39 | Researcher | So is that the only challenge that you experience in the business or is there more? |
| 40 | Participant | That is but theres more. There’s bigger cons like…you’re in the family… there’s no times. Unfortunately. Yes, the leave is fun, you don’t have to put it in but how often do you put it in? You can’t actually take the whole month off you know (smiles). The cons are just that everything is on you. Everything that hits the fan is on you. You cant blame game because evidently it comes back to you. |
| 41 | Researcher | So you feel there is this added responsibility? |
| 42 | Participant | Of course, ya. |
| 43 | Researcher | Okay and I know that you are in a middle management position. Can we clarify your position within the company directly ? |
| 44 | Participant | Ya so that’s your dealer principal. Day to day operations. Look with finances and the purchasing of the cars, I don’t manage that. My operations is groundwork for the showroom |
| 45 | Researcher | Okay and I assume this is where the difference in opinion is coming from. You are meeting the end user and see them fcome in with this expectation of ‘I want a flashy car’ where your father is dealing with it more from a calculated and… |
| 46 | Participant | Yes he doesn’t see the client |
| 47 | Researcher | …kind of more in terms of experience |
| 48 | Participant | Ya |
| 49 | Researcher | Okay and you mentioned the whole experience thing that we touched on now. Do you think this is a major contributor… do you see him undermining your decisions on the basis of his experience? |
| 50 | Participant | No… I don’t think it’s that. I think the older generation is more calculated. Look I don’t think it’s undermining, I still get my way (shrugs and laughs) but it’s like a little roadblock |
| 51 | Researcher | A temporary speedbump |
| 52 | Participant | Ya you know… it’s not like he’s not willing to… obviously the cars get new, you have to keep up with the times. But…I don’t think its that, it’s literally a difference in opinion that gets straightened out eventually. |
| 53 | Researcher | Mmm considering a challenge where you want something that he doesn’t and you have established that you get your way, how would you explain your family dynamics? How do you make sure you get what you want with him? |
| 54 | Participant | So I tell him about it and then…I tell him about it two days before the auction and then I buy it then I tell him I bought it. |
| 55 | Researcher | …. (processing) okay so it’s like a warning , action and then inform. |
| 56 | Participant | (laughs) ya ya (nods) exactly that (laughs) |
| 57 | Researcher | Okay and let’s delve deeper into the family dynamics… you said that your father has taken more of a backseat role and you’re on the ground mostly.. let’s talk about that, is there a lot of tension? |
| 58 | Participant | No look he’s hardly present at the showroom. He’s mostly overseas. He’s like an angel investor you know. He obviously looks at the books and purchases but the rest of it si up to me and my team that is behind it. |
| 59 | Researcher | Okay you say now he has the final say, how do you feel about this considering he is not physically present where he is an angel investor ? |
| 60 | Participant | I am happy about it because obviously I cant always do everything and think I am winning at it. I need someone to tell me ‘look do this a different way’, I need experience versus each other. He has experience. I mean a sales manager will obviously say ‘great job’ but he gets paid for it to support me. But obviously, I need someone to be there to support me in this way so I think it’s great, it’s good. |
| 61 | Researcher | So from what I understand, your father provides you with a lot of instrumental support so he gives you advice in terms of business sense? |
| 62 | Participant | Literally a mentor. |
| 63 | Researcher | Okay so when you say mentor , is he there for you emotionally as well ? Say if you’re experiencing a problem, feeling a little down, do you go to him to confide in him your personal aspects or only business ? |
| 64 | Participant | 99% business. `look obviously if there is a mess up with what I did at the office. I would go to him and say ‘this is what happened at the office’. Wash my hands clean (laughs). But I would say it’s mostly business |
| 65 | Researcher | Okay and you’re speaking about doing the groundwork and I’m not familiar with the motor industry but I am sure it does not come with easy work. |
| 66 | Participant | Oh no, it’s difficult. There is so much process. From buying the car to reconditioning the car, prepping it for delivery, doing the licence and registration. Then on the other hand, fighting with the banks about your interest rate, applications, approvals, declines and then the client themselves being the way that they are. Obviously, they want the best price but then they also want the best car. Then there is the market you know, the market is so cut throat, there’s 30-40 BMW 320 D’s available at the same price. What stands out is what yours can offer against the next guy, you know. |
| 67 | Researcher | So we’ve established that there’s all of these factors that come into play. Let’s talk about a typical day for you at work ? |
| 68 | Participant | Typical day, get to the office, have coffee, greet the staff, have my sales meetings, get on the auctions, sop a few cars, maybe there’s a delivery that day from the roadworthy, let them come fetch the car. I personally call the clients, I speak to them, get them ready for the whole experience. For some obviously buying a car is not a small thing, some people it’s there whole life to buy this car. SO making them feel assured with the banks, fighting with the banks on the rates, contracts should be ready when the clients come for appointment. Other days it’s more demos. Uhm… reconditioning of the cars, all outsources, we don’t do it in house. Cleaning of the vehicles, we have in house staff. Yes, we do the speciality ceramic coatings and stuff like that which is outsources. That is generally the day. Ya, sometimes mess ups which are unforeseen. Client comes back maybe something happened to the car.. whatever.. we help out where we can you know… |
| 69 | Researcher | Mmm |
| 70 | Participant | But ya, that’s how the day goes. |
| 71 | Researcher | In all of this, at what point do you notify your father of progress you’ve made ? Is it a daily interaction ? |
| 72 | Participant | Ya, when he’s overseas then ya at the end of the day…send him a note. I make a draft on my notes then I send it to him. But I give him bullet points of ‘this care went there, this car came from here, this car got delivered, this is what happened with this deal’, you know uhm things like that just to brief him (nods) |
| 73 | Researcher | Ya. So even though he has the final say on more important decisions at the end of the day, you have more of a say on whatever you encounter on a daily basis? |
| 74 | Participant | Yes, yes. |
| 75 | Researcher | Okay so there is a lot of autonomy and freedom. This obviously puts a lot of pressure on you and you have mentioned that even though your father is a mentor, it is still 99% business. So given the fact that you experience all of these issues on a daily basis and I mean it’s not like you are working with R5 bubble-gum. What types of support do you have ? Who do you turn to when you experience difficult times ? |
| 76 | Participant | My fiancée. Even though I normally bottle it up most of the time. She is the one that hears it. Well, I confide in her when I can. |
| 77 | Researcher | Okay she is fundamental in providing you with emotional support ? |
| 78 | Participant | Yes. |
| 79 | Researcher | Okay and is this working for you ? |
| 80 | Participant | Yeah (does not seem to want to talk about support) |
| 81 | Researcher | In terms of the support you have received in the work environment. Obviously there are only so many hours in the day and you have a jam-packed day… |
| 82 | Participant | (smiles) even after the day finishes |
| 83 | Researcher | What kind of support do you have in the work environment ? Say your sales meeting runs over and a client comes or say in an unforeseen event, you are unable to fulfil that job responsibility- who do you turn to for support since your father is not here… |
| 84 | Participant | Look I have my team – sales manager, sales people, admin, PA. So ya, I can always obviously push it over but in todays times, it’s better to do it yourself (laughs) it takes so much of more time if someone else does it |
| 85 | Researcher | So is your team very supportive? |
| 86 | Participant | Ya |
| 87 | Researcher | And obviously, you are your fathers son and now you’ve adopted this prestigious title of ‘dealer principal’. I note that you completed only up until matric |
| 88 | Participant | Ya. |
| 89 | Researcher | Uhm… so do you ever see them sort of undermining you or implying that you sort of only got the job because of your name? |
| 90 | Participant | No. Well… when I did get it, obviously, we have sales staff which has been with the company maybe 20 years. |
| 91 | Researcher | Oh so they’ve seen you grown up ? |
| 92 | Participant | Yay a..but I mean they were a bit wierded out taking orders from me but then they started realising that it’s the best thing that’s happened. I mean the sales is better and now they don’t even question it, the sales manager rather come straight to me with a deal and say ‘boss, you know what you know what to do here, we’re in a jam, this is what’s up’ so now they only come to be because they realised that what I can do is far better than what the sales manager can do. |
| 93 | Researcher | Mmmm…let’s talk a little about your well-being at the time that you got this position. You mentioned that they were wierded out. So what exactly unfolded, how did this…. |
| 94 | Participant | I was young – 20 something…21… But it was chilled. First day, meeting happened , ‘hello’ and this is what’s going to happen. They were like ‘okay,cool’ then the first few weeks ya you tell them something, they do it but not really you know… it’s like uhm…I don’t know, they weren’t fully there to listen if that makes sense. |
| 95 | Researcher | So before we delve into that I just want to establish, did you get this job immediately after matric or was there something else? |
| 96 | Participant | There was a break and then I went straight in. |
| 97 | Researcher | Okay and what did you do in that year? |
| 98 | Participant | I studied for a year, uhm… pc engineering. Then I got into the government, home affairs and stuff and it was just weird (uncomfortable smile) then I left and went straight in. |
| 99 | Researcher | So you did try other things before… |
| 100 | Participant | I did try but I didn’t do it… in the sense it was not a job, it was just an introduction to it, a month or two and ya. |
| 101 | Researcher | But then what pushed you into doing that because obviously you always had your father’s business |
| 102 | Participant | That’s what pushed me , I thought maybe I should do something else and not be the cliché but I didn’t end up working for them. It wasn’t… even…I think it was a month or not even… it was weird, just left it. |
| 103 | Researcher | Mmm… |
| 104 | Participant | Ya. |
| 105 | Researcher | So what made you want to try something else? |
| 106 | Participant | I mean I liked cars all my life (big smile) but I thought it was too cliche and too much |
| 107 | Researcher | But cliché in what sense? |
| 108 | Participant | Like ‘oh, it’s in the family, so that is where it’s going, he’s going to end up there anyway’ |
| 109 | Researcher | (laughs) but why do you think this would be…I’m getting a sense it may have been negative? |
| 110 | Participant | Ya people would have been like it was obvious. Or when they see you, they think ‘oh you didn’t study’, they automatically think ‘maybe hes a doctor maybe he’s not’ they just think ‘okay he does cars’ |
| 111 | Researcher | So you think it was more of a privilege? |
| 112 | Participant | Ya and I thought maybe let me try something different. Maybe I can just… do it. And then I realized the best is… family (smiles dryly) |
| 113 | Researcher | Just to get an understanding, was this something you needed to prove to yourself or something you needed to |
| 114 | Participant | To myself. |
| 115 | Researcher | Okay but a lot of it was driven by the fact that other people would take it for granted that you would end up thre eventually? |
| 116 | Participant | Ya but then I failed at it because I hated it (shirks) |
| 117 | Researcher | (laughs with participant) Before we move on, I want to talk a bit more about people taking it for granted that you would be there then your team not wanting to listen to you. How did you deal with this? It must be difficult having subordinates that don’t really |
| 118 | Participant | Incentivize. |
| 119 | Researcher | How did you do that ? |
| 120 | Participant | Cash bonuses, and ya… free fuel if they did this type of car deal, spotters, comms, it was a whole thing but they realized that if they actually do the work, they would be earning the same without that. Then they realized we need this guy to get us the cars.. I mean they don’t even ask… the high-end clients, they bring them straight to me to assist because the guy wants information and they don’t have the information. I mean a guy buys a Ferrari California , it’s not just ‘oh does it have a steering wheel and four wheels?’ no, it’s other things that make it move as a Ferrari. So ya. |
| 121 | Researcher | Okay so what I am understanding is the business is based on a commission basis ? The higher the car; the higher commission |
| 122 | Participant | Well… we used to have it that way then we changed the comm structure. So there is a percentage on all cars, it’s not the higher end car, the higher you earn but if you sell five cars in the month then you get a cash bonus, 10 grand. You know, whatever. It just…it depends on the month…how we feel… but they’re happy with the way it is – it’s actually beneficial… look the markets dropped since COVID, so our sales didn’t go as great after COVID, people cant afford cars. So we changed the comms structure so they can earn from the first car but uhm, there is always incentives every month. Still things going on. |
| 123 | Researcher | So incentives as in… cash bonuses, fuel increments, things like that |
| 124 | Participant | Ya. |
| 125 | Researcher | And it’s mostly on a merit basis so if they prove to be fully present and they can do it then that is what happens? |
| 126 | Participant | Ya. |
| 127 | Researcher | So when you say that you give them a bonus, they have their set job responsibilities and duties, then what basis is a bonus awarded? |
| 128 | Participant | You sell 3 cars, 5 cars a week |
| 129 | Researcher | So volumes? |
| 130 | Participant | Yes, it’s only volumes. |
| 131 | Researcher | Okay and you know… you mention that you gave them incentives to work harder and to accept your position within the company, wasn’t that difficult to do? how did you feel in that time? |
| 132 | Participant | I thought it was only fair. I would’ve done the same thing if I was a 50-year-old guy and now this little boy comes in and knows nothing. Then you are coming from Mercedes where you worked 10 years then you come to us, you have so much experience then I am telling you ‘hey you aren’t meeting targets, you must sell cars or you don’t know how to sell a car’, it’s embarrassing you know. Awkward. So, I would’ve done the exact same thing to be honest. |
| 133 | Researcher | Okay so is their experienced related conflict |
| 134 | Participant | I think experience and age |
| 135 | Researcher | I’m going to try to phrase this in the most diplomatic way possible |
| 136 | Participant | Mmmm |
| 137 | Researcher | But did you ever feel inferior to your colleagues because of the age and experience? |
| 138 | Participant | No (shakes head in affirmation) |
| 139 | Researcher | You were always confident of yourself (participant nods) … that’s good to hear I mean not many people are like that. Many would question themselves. |
| 140 | Participant | Look they’re my colleagues but there is a friend relationship in some way. Yes, when it comes to a mess up, things will be dealt with. But on a day to day, if we have an argument. I mean by lunchtime, we’re back to normal. Things need to move. They can talk to me about anything, we don’t just sell the cars, we do training, there’s also you know, jump in the car, sit, we test drive the car. We get to experience it as well firsthand. I mean obviously you can’t sell a product you don’t know yourself (laughs) |
| 141 | Researcher | So I’m getting a sense that even though your team are not people that are within the family, there is still a sense of famliness? |
| 142 | Participant | Of course. We have braais, if there’s a birthday then we buy takeout. It’s not like corporate-corporate. |
| 143 | Researcher | Ya I was just going to ask of that, do you think the fact that this is a family-owned business where you have taken from your dad, do you think that it has played a major role in employee culture? |
| 144 | Participant | Of course. I mean corporate has so much of red tape, we deal with corporate dealers on a daily basis, and I mean, there’s stuff that we cant get right because they have their formal rules that are just stupid (shakes head annoyed) with us, it’s flexible – anything is possible. You come to us and you want a car that looks like this, it’s possible. Nothing is going to be a ‘no’ you know? |
| 145 | Researcher | Ya and from what I understand, there’s a lot of reliability and trust placed upon you where they come to you with bigger clients or approach you for assistance. I just want to get a sense, is this a similar relationship as you and your dad where he plays a mentor? |
| 146 | Participant | Of course, yes. |
| 147 | Researcher | And is this purely 99% business |
| 148 | Participant | Business |
| 149 | Researcher | Okay and if there is a problem at home |
| 150 | Participant | Look maybe once in a while, something will happen, I tell them take the day, go sort it out. No problem. Or something happened, leave and then come back. |
| 151 | Researcher | Mmm |
| 152 | Participant | Not that bad. |
| 153 | Researcher | Just to get a sense, do you track their leave? (jokingly) do you follow the same approach where your leave is not tracked? |
| 154 | Participant | No it just depends. If the guy’s geysers burst in the day then I’m not gonna tell him put leave in. Shit happens in the day, go deal with it. You know. Someone passes away, go deal with it, we will talk when you’re back |
| 155 | Researcher | So there is a lot of freedom for employees? |
| 156 | Participant | Ya and I think that’s why in our industry people prefer private dealers versus corporate. Corporate is a different ball game. Corporate is target orientated and ya, cold. Just ‘howzit’ in the morning then go sit at your desk and send deals. There’s no time to play. |
| 157 | Researcher | I am getting the sense that you are very proactive in your management approach. You don’t leave them .. |
| 158 | Participant | I don’t delegate them, it’s not necessary. It’s just not worth it. |
| 159 | Researcher | So how do you plan? |
| 160 | Participant | I have different times so I plan my day like mornings will be for sales meetings, auctions, whatever, your recons, deliveries, training your sales team I plan around. If I need help then yes, someone will help. But the rest of it, it’s not bad once you get a system. |
| 161 | Researcher | I’ve just observed this but since there’s a lot of freedom, warmth towards employees – they aren’t worried about the degree of freedom you have either. |
| 162 | Participant | Yes, yes. Not at all. |
| 163 | Researcher | Okay and I just want to go into support a little more. Having people report and rely on you that comes with it’s own challenges. What are the common things or frustraters you experience? |
| 164 | Participant | Giving someone to buy a car on auction and missing the auction times or closing uhm… telling them to load payments and they don’t do it before the cut off times. The reconditioning of the car, sending it to the wrong dealer, or the drivers bumping the car (touches head in disbelief) salesguy writing the car off (laughs) ya.Insurance claims are different. Most of the time, it’s a time thing. They don’t do… it becomes an issue later on. |
| 165 | Researcher | Yeah. I mean this must be a frustrating experience. What are some of the emotions you feel? How has this influenced your well-being? |
| 166 | Participant | Anger. A lot of anger. |
| 167 | Researcher | How has this influenced your well-being overall. |
| 168 | Participant | It happens, you must deal with it. Move on. If a car is bumped, its bumped. Send it to the panel beater then put it back on the floor. You bumped it now, mistakes happen. You missed a payment; mail tell them you’re sorry – sort it out. |
| 169 | Researcher | You’re talking about acceptance now. |
| 170 | Participant | Yes, obviously if it happens more than once, you get a warning. Worst case, you get fired |
| 171 | Researcher | Okay and to come from anger to acceptance, there are steps to get there. So how do you |
| 172 | Participant | So we have a verbal warning, sit down with you, and tell you this is the repercussions of what happened. You bump a car that’s ready for delivery, customer is on the way, what happens? You are the sole cause of it. So there’s repercussions but we discuss it, come to a way of how to deal with it and move on. |
| 173 | Researcher | So there’s anger, then the tough conversations where you deal with disciplinary procedures, the way forward, the repercussions in terms of for you as a company and the end -user. |
| 174 | Participant | Cause at the end of the day, it doesn’t affect them. The sales staff or the staff in general I mean. They just go home and ‘it is what it is’ |
| 175 | Researcher | And it’s your name on the board |
| 176 | Participant | Yes |
| 177 | Researcher | There’s a high stake for you personally. |
| 178 | Participant | Yes. |
| 179 | Researcher | You obviously address this with them through process and procedure then reach a point of acceptance. But obviously within this there are feelings of being overwhelmed |
| 180 | Participant | Anger |
| 181 | Researcher | Mainly anger? |
| 182 | Participant | Ya. |
| 183 | Researcher | So I’m not sure, when you’re angry, it’s obviously difficult to have a conversation or look at this person, what are some steps you take to.. |
| 184 | Participant | I won’t necessarily show it to them obviously, you can’t really do a lot because there’s the motor industry embossment. Shit can go south, very very fast. |
| 185 | Researcher | In what sense? |
| 186 | Participant | They can take you to the motor industry and say this is what they’re doing, this is how they verbally talk and you can’t do that. So obviously, deal with it passive, sort it out and that’s it. |
| 187 | Researcher | And uhm so I’m getting a sense there is a high stake in terms of your personal reputation and family reputation. If something does not go right, there are serious repercussions for you as management. |
| 188 | Participant | Yes. |
| 189 | Researcher | Okay and not so much for the employees? It’s the normal I give you three warnings |
| 190 | Participant | Nothing happens to them, no. |
| 191 | Researcher | So what I am trying to get at is this is a lot to juggle and address, you spoke about your fiancé earlier giving the support you need. When do you reach out for support? |
| 192 | Participant | That’s the thing, I don’t…it’s difficult for me to come about and say ‘look, this is what’s up’ |
| 193 | Researcher | Why is it difficult? |
| 194 | Participant | I wasn’t brought up this way, I keep it in. It is what it is but sometimes I just come out with it and tell her, or she forces me to talk. Obviously, she can pick up something is wrong. Then yeah. |
| 195 | Researcher | Okay so I am just trying to get a sense, from what I understand, you very reluctantly accept support? |
| 196 | Participant | Yeah |
| 197 | Researcher | Do you not think this has had a significant impact on your overall well-being? There’s also only so much stress you can take. |
| 198 | Participant | Of course |
| 199 | Researcher | Let’s talk about your current state. |
| 200 | Participant | Current state, I am fine. |
| 201 | Researcher | Mmm |
| 202 | Participant | Ya….I think guys just deal with it differently. |
| 203 | Researcher | Okay and we talked about you not being grown up to shoe emotion, do you think to a large extent uhm… this was because of the family-owned business? You had to keep a strong suit. |
| 204 | Participant | Ya always. |
| 205 | Researcher | So you spoke about your fiancé giving you emotional support. Uhm..and is there any tangible thing? Any physical activity you do to alleviate that pressure? |
| 206 | Participant | Speeding. |
| 207 | Researcher | Okay (bursts out in laughter) I’ll make sure the TMPD doesn’t get a hold of this |
| 208 | Participant | (laughs) |
| 209 | Researcher | So driving really fast |
| 210 | Participant | Its not all the time… there isn’t much… past time, gym time – there’s no time for that anyway. |
| 211 | Researcher | Yeah you mentioned that you work over |
| 212 | Participant | Yeah 12-hour days. |
| 213 | Researcher | And you cant just go on leave |
| 214 | Participant | No |
| 215 | Researcher | Okay so from what I understand, most of the day is work. |
| 216 | Participant | Yeah even on the weekend |
| 217 | Researcher | Okay and how do you manage that if you’re working throughout the night and weekends, how do you |
| 218 | Participant | It’s in my nature. It just, its just there… through my phone… quick and easy. Just habit now. |
| 219 | Researcher | So you’re working all the time, it’s second nature but when is it family-time? |
| 220 | Participant | Sundays |
| 221 | Researcher | So you don’t work on Sundays? |
| 222 | Participant | No look you can’t put the phone off. If you put the phone off you’re either loosing something or you’re not gaining anything. The phone has to be on. |
| 223 | Researcher | Sp there is no work family boundary? |
| 224 | Participant | No No. We can be having supper and I need to sort something out. It is what it is. That’s one of the cons of a family business. I mean a normal corporate job 9 to 5, switch your phone off, switch your laptop off. It is what it is, deal with things tomorrow. |
| 225 | Researcher | And how has this influenced your family-dynamics? I note that you’re mainly involved in the business then your father is more passively involved. So how does it influence your relationship with other family members? If you’re working all the time, how does it influence your relationships? |
| 226 | Participant | I don’t think it’s that bad. Ya she gets mad at me now and again but I think she has realized that it’s just how it is. It is unfortunate but I also enjoy it. |
| 227 | Researcher | Even though there is no boundary, it’s seen as a sacrifice you have to make? |
| 228 | Participant | Yeah, the hustle never stops. |
| 229 | Researcher | Do you not feel tired? |
| 230 | Participant | Ya some days it gets to me. But no pain, no gain. |
| 231 | Researcher | Why do you feel driven? |
| 232 | Participant | Money. |
| 233 | Researcher | So money and passion. |
| 234 | Participant | So from what I understand, you’re working in the family business even though you dipped your feet in other things. I want to talk about development and progression. You knew you always had the family-business but there was this ideal that you would end up there. How has this influenced your perception towards your career? |
| 235 | Researcher | Like on my mind, I knew somehow, I was always going to end up there. Whether I was a doctor, I probably would have gone… I mean, why doesn’t like cars? |
| 236 | Participant | (laughs) every boys dream. |
| 237 | Researcher | Ya so I enjoy it, it’s not your normal set up where you go to work, sit in the office. It’s not an office job, it’s hands on going places. I think that’s what I enjoy. I am not one to sit in the office the whole day. I’d get irritated. |
| 238 | Participant | Ya so you obviously got the dealer principal role after you let go of those other jobs and studying a bit. Do you see any opportunity for career development? Do you see yourself reaching a top management position anytime soon |
| 239 | Researcher | Ya I guess once he reires fully. To be honest, I feel like the top management is boring. Theres no interaction and I love talking to clients about the car that they’re going to buy, that interaction. Top management isn’t that. There’s no connection |
| 240 | Participant | Okay is there any action being made for you to progress into this position? |
| 241 | Researcher | Ya I think the prepping is the whole thing. I need to completely grasp the finance part of it. Once that is done then I will branch into it. |
| 242 | Participant | Okayy you spoke about your father being a mentor, now you’re talking about slowly getting familiar with the finance and more important decisions. Is there any formal training/informal training? |
| 243 | Researcher | Informal training. There’s FICA and all of that to study. But I don’t need to do it, that’s if I want to |
| 244 | Participant | Okay so thers informal training? |
| 245 | Researcher | Yes, ya. So when you say informal training, let’s talk about an example |
| 246 | Participant | So when I invoice a car, obviously I do that. Then like when you send the invoice to SARS and claim your VAT back, I don’t know how to do that. Yes, you need to submit monthly statements, things like that. How to write those deals. Stuff like that, yeah. |
| 247 | Researcher | Is there a plan for this to happen? |
| 248 | Participant | It’s just happening. |
| 249 | Researcher | Well if a hiccup comes up then he shows me how to solve it and I learn from there. |
| 250 | Participant | It’s a more practical learning experience? |
| 251 | Researcher | Yes |
| 252 | Participant | It must have helped a lot with crisis management |
| 253 | Researcher | Definitely. |
| 254 | Participant | I am getting a sense that you are happy with where you are, do you feel you father is pushing you into this position? |
| 255 | Researcher | Maybe not pushing |
| 256 | Participant | But he’s expecting it |
| 257 | Researcher | How do you feel about that? |
| 258 | Participant | I think it’s cool |
| 259 | Researcher | Even though you’ll leave the ground? |
| 260 | Participant | I’ll do both. |
| 261 | Researcher | Okay then if you are going to take on so much, wouldn’t it be too much? |
| 262 | Participant | I am going to get a jockey, a sidekick. |
| 263 | Researcher | So you will train someone in the family? |
| 264 | Participant | Probably externally, no one else is willing to come in. |
| 265 | Researcher | So being a mentor to someone outside the business, since there is no one left. Do you think the line ends with you? |
| 266 | Participant | I don’t think my children will want to come in. Everyone is doing their own thing. If they want to then we’ll show them the ropes. |
| 267 | Researcher | The success of family businesses lies in seamless succession planning and the inherent presence of family. How does your father feel about this? |
| 268 | Participant | I think he will understand everyone wants to do their own thing. I think he will be at peace with it because I did the same thing. |
| 269 | Researcher | So from what I understand – you finished school, tried studying, other jobs. Even though you were there, you weren’t fully present. That passion and drive wasn’t there. So you landed up in the family business |
| 270 | Participant | Yes |
| 271 | Researcher | We spoke about the business. The pros being having autonomy to make decisions, freedom, not having to report your leave. Then there are cons of different opinions as a result of experience , then there is working long hours and not having someone to blame |
| 272 | Participant | This has played a significant influence on you. I get a sense that you keep your problems in and you do sometimes reach to your fiancé for support. Then excessive speeding |
| 273 | Researcher | (laughs) not all the time |
| 274 | Participant | So you receive emotional support from that. The instrumental support comes in the form of a mentor from your father where he fosters your mindset, skills and abilities in a more top management position. |
| 275 | Researcher | Yes |
| 276 | Participant | Your career progression, even though you have entered this position – you have earned the trust and respect of those around you. It hasn’t been an issue with your establishment |
| 277 | Researcher | Not at all. |
| 278 | Participant | There are career opportunities where you get a nudge in the right direction through informal training. Even though you are happy, there is the possibility of you taking on the reigns. As a result, the work-family boundaries is not happening |
| 279 | Researcher | Not at all. |
| 280 | Participant | Is there any plan on establishing that? |
| 281 | Researcher | No not at all and I think it works |
| 282 | Participant | So you think the people around you have to accept that? |
| 283 | Researcher | Yes |
| 284 | Participant | So it’s a packaged deal? |
| 285 | Researcher | Okay so overall you’re happy with where you are looking forward to the future because of passion and drive. You accept that the pattern of following the same footsteps of your father may not be the same case with you and your children. |
| 286 | Participant | Yes. |
| 287 | Researcher | Okay we’ve come to the end of our session. I just want to check if you would be willing to have a follow up interview should I require more information regarding certain issues discussed? |
| 288 | Participant | Yes. |
| 289 | Researcher | Is there anything else to add that you feel wasn’t discussed? |
| 290 | Participant | No, touched base on everything |
| 291 | Researcher | Okay I want to thank you for your time to participate. Your time is valuable, and input is extremely insightful |
| 292 | Participant | Thank you for having me |

## Demographic & Questionnaire Responses:

