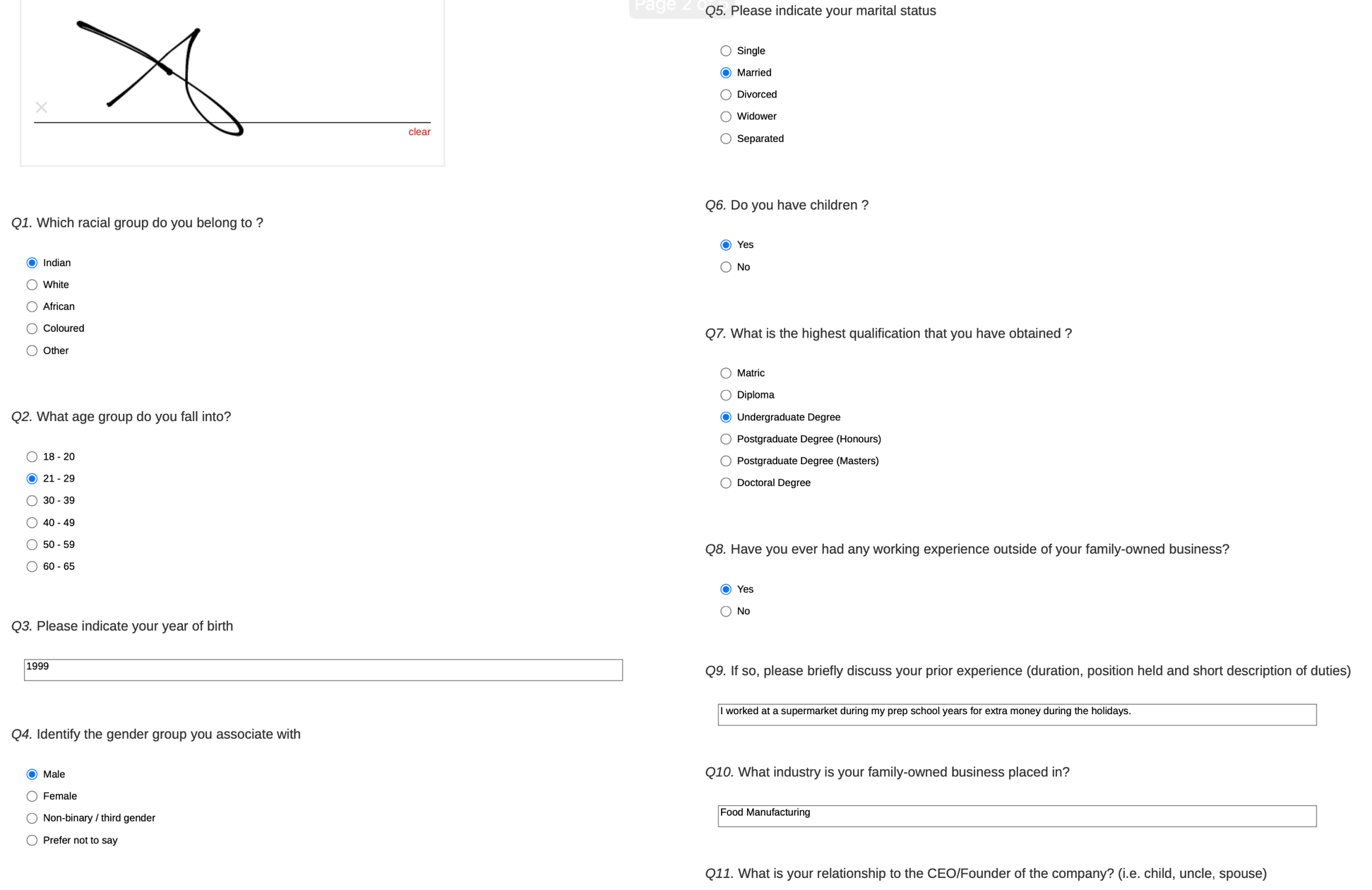
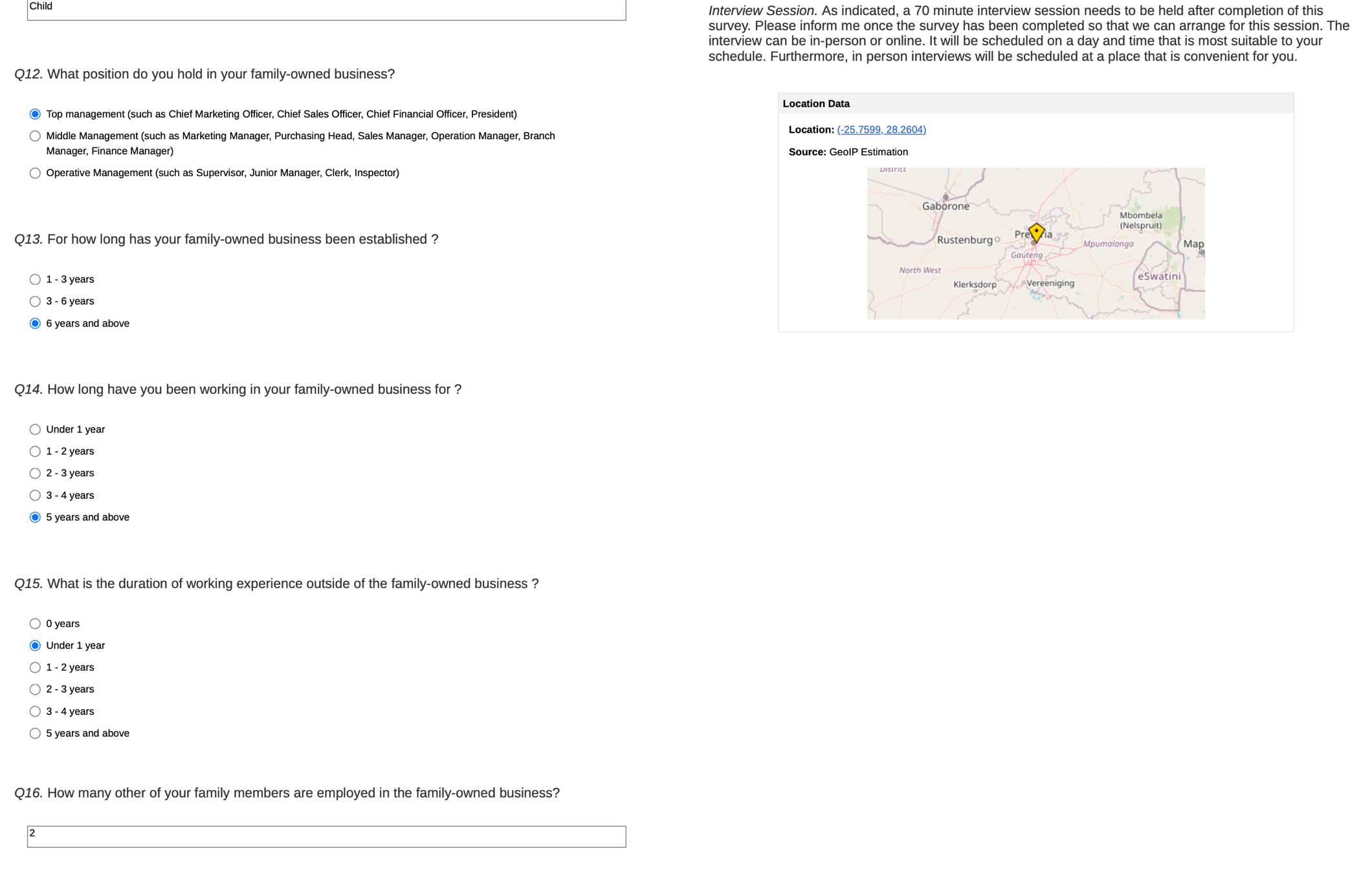
# INTERVIEW 5

## Interview Transcription

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| --- | --- | --- |
| Line Number | Person | Dialogue |
| 1 | Researcher | Good day, how are you feeling today? |
| 2 | Participant | I’m good, thanks. Yourself? |
| 3 | Researcher | I’m good thanks. Before proceeding, I want to confirm that you have completed the consent form and if you would still like to proceed with this interview? |
| 4 | Participant | Yes |
| 5 | Researcher | Okay perfect. 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 | Okay. 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 implying 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? |
| 10 | Participant | Yes. |
| 11 | Researcher | Okay perfect. Now that all that admin is done, I want to thank you 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. |
| 12 | Participant | Sure |
| 13 | Researcher | I see that you have been working at your family-owned business for about 5 years now. I just want to get a sense of what your position is in the company? |
| 14 | Participant | Uhhh.. at the moment? |
| 15 | Researcher | Yes, currently. |
| 16 | Participant | Okay so at the moment, my title in the company is as a CFO with that my tasks are that I look after the entire sales division and finance division and marketing. Uhmm… when I say overlook I mean that I have people that work under me that report to me and I overlook each aspect of the business. |
| 17 | Researcher | Okay so you mainly facilitate the line managers in some sense? |
| 18 | Participant | Yes. |
| 19 | Researcher | Okay and what does a typical day look like for you? |
| 20 | Participant | Okay so I get into the office at about 6AM. Uhh…I.. first thing… so my office staff only get in at about 7:15. So at 6AM generally I go through my mails because I have uninterrupted time. Uhmm… there’s nobody coming to me asking questions or what not. Then at about …7AM when my factory staff all come in, uhmm, my admin staff come in. I go down, just sit with my dad and production manager to see what’s happening for the day. Generally we have a weekly production meeting but we touch base everyday. Then I check with my drivers, my dispatch team that are picking stock, see what is going out. Now and then, I would randomly load a truck in the sense that I would call out the products, just to make sure that nobody is taking any extra stock you know. |
| 21 | Researcher | Yes that theft. |
| 22 | Participant | Exactly theft. And then by round about 8 o clock, I would come in and my debtors clerk would come into my office, I would open up my banking and we would run the payments thar come through from the debtors. Uhm… she’d take them out and receipt those invoices. Then we would see which customers we need to call up for payment, we see which customers are overdue then call them for payment. Uhm….and so ya… generally an hour or hour and a half of my morning goes towards banking, handling finances. Then my creditors clerk will come sit with me, bring over whatever invoices she has reconciled, and statement from suppliers that she has and I would see what invoices we need to pay to suppliers either month end, COD creditors that we need to pay upfront so…I would say from about 8 till about 10AM goes in just handling the finance aspect of my business – debtors and creditors. Uhhh… thereafter from 10AM onwards, I go onto the sales. So I’ve got sales reps and a sales manager so generally, I chat to all of them. My sales reps will be on the road while my sales manager works for my Cape Town DC (distribution centre). We then chat regarding our chain store accounts cause we have key accounts with all chain stores nationally, see what’s happening, see what products we are developing, what we could do with chain stores, just liase a bit with our chain store business. Uhmm.. so that generally takes up quite a bit of my time in the day because I for example, today I have to sit and do new ranging for the PicknPay group. We had too many returns last year from the stores so we’re going through the full store list and taking out certain products from certain stores that didn’t do well. So I am hands-on with this. I would say for example ‘okay we can take out products from PicknPay Centurion Mall, it’s not doing well’. Uhmm… but like that I got to go into detail, go to every store, review returns. So it’s a lot of data that I need to analyse. Uhmm.. obviously you don’t want to step out of too many stores because you’re losing a store, loosing business |
| 23 | Researcher | You’re losing presence |
| 24 | Participant | Ya losing market share. Uhmm… so that takes up quite a bit of my time. Uhh… then I also got personal things that I do in the sense that I uhm… we’ve got a property portfolio that I look after with my dad. So attending to municipal queries, tenant issues what not. Uhm yeah. |
| 25 | Researcher | Okay so the property portfolio is separate to your role at your current company right? |
| 26 | Participant | Uhm – yes but because being a family business and because it belongs to my dad, the work gets done in one office you know? |
| 27 | Researcher | Yeah the lines are blurred. I completely understand. |
| 28 | Participant | Ya |
| 29 | Researcher | So you sound like you have a jam-packed day, I just want to get a sense of how you experience working in a family-owned business. Do you think it’s pleasant – let’s delve a bit into the pros and cons |
| 30 | Participant | Okay so the pros is that first of all, you’ve got that sort of job security knowing that it’s my family business, tomorrow if a new manager comes in then they can’t just fire me. Uhm… another pro is that we’re working and building something that only improves the lives and ourselves every member of our family. So when we get up in the morning and we work hard and sign a new contract with chain store, we reaping the rewards of it as a family. |
| 31 | Researcher | Mmm |
| 32 | Participant | Uhm… I get to spend a lot of time with my dad which I appreciate. Uhm… I am a bit more flexible with my days. As much as I have a lot of work -in the year, I travel quite a bit so I can take my wife with me you know. Uhm…uhh. That is another pro and also having that work environment. It’s a work environment that we create, we create the atmosphere how we want it to be. That’s definitely a big pro for me. Uhm…the cons.. I would say is that you’ve got to make it happen cause uh… at the end of the day, before you pay your own check – you’ve got ot make sure that all of our employees are paid. There’s a lot of pressure because there’s a lot of families that live off this business. We employ over 100 staff and majority are ladies with kids. So theres a lot of mouths that need to be fed from this business. Not saying that we buy them food but frim the salaries that they earn, they live a life. |
| 33 | Researcher | Like creating that employment to earn a living |
| 34 | Participant | Yes yes yes. The other con is that you need to be able to separate the emotions from the business because so… with my dad and I being in the business, things can get heated. They can be frustrations that build up. But you need to have the ability to separate this when you go home. Uhm… it’s … we must still be able to sit as a family and eat together. |
| 35 | Researcher | Yes. |
| 36 | Participant | It does get difficult. |
| 37 | Researcher | 100% and I just want to quickly touch on the pro’s . You made mention that there is a degree of flexibility and obviously, you can create the environment that you want it to be, you are able to do a lot of things during the day while still completing your job tasks. Uhm.. I see that you do have children, you are married. Considering the fact that you have such a busy with work in itself, I just want to get a sense of the kind of support available to you in terms of having someone present to do school rounds or having people around you that you can rely on to take on the reigns where you have an emergency to deal with. |
| 38 | Participant | Okay so… uhh.. in that sense.. for example, something like school rounds and that. The advantage of being in a family business… because my business employs drivers, I make use of the same drivers for school rounds. So I don’t go and create an extra expense… uhm… cause again, because it’s one pot and we’re paying them … we’ve got our own vehicles, we make use of the same… so we use our resources to our advantage which can make our lives more easier and comfortable. So I think that’s also an advantage of being in a family business you know. |
| 39 | Researcher | Yeah. |
| 40 | Participant | Uhmm… that sense of living a comfortable life. So we’ve got a full-time cook at the office. Because we are here so long, my dad and I are here from 6AM till 5. We need to eat a full breakfast, a nutritional breakfast… we’ve got a full time cook who makes us breakfast, coffee during the day, snacks, you know. Uhm… and when it comes to that flexibility, I’ll give you an example – this happened on Monday. My wife is expecting again so she needed to go to the doctor. I had no pressure, I left the office at 10 , took her to the doctor, when we were done then she needed to go to DIschem to get some stuff , I had that flexibility. At the same time while I was out, I had this pressure because I have so many people reporting to me and you know you employ people but you’ve still got to look after them otherwise the work never gets done. |
| 41 | Researcher | Yeah, you still have to point them in the right direction and |
| 42 | Participant | Ya so you’re still effectively doing the jobs of everybody that you’re paying. The only difference is that I am not sitting there and invoicing every customer myself. But at the end of the day, I’m still there checking if this customer got invoiced, that customer got invoiced. |
| 43 | Researcher | Ya so before we proceed, congratulations on the new expectation. |
| 44 | Participant | Thank you, thank you. So it’ll be two now, got my hands full |
| 45 | Researcher | Ya that’s going to be quite a job hey (laughs) |
| 46 | Participant | (laughs) ya. |
| 47 | Researcher | No but that’s good and its always lovely to hear your family is expanding. I am really happy for you… and you know obviously even when you’re not there, you have to continuously have that communication and be on top of everything. Uhm.. then you spoke about the cons where things get…you have this added responsibility because you are aware of the fact that so many people rely on you and the business. You also spoke about the conflict aspect of it. I just want to get an idea, I see that it is you and your dad working in the business. What are the family dynamics like there? |
| 48 | Participant | So I think a lot of it can be communication. We have picked it up that sometimes our communication can be poor. At the same time, sometimes in the day when you’re under pressure, you get frustrated and you tend to take It out on the people around you. You know when you’re under tremendous business in business uhmm..it can get quite frustrating at times and stressful. |
| 49 | Researcher | Ya and because the stakes are so high for you, you have this added responsibility. It’s obviously you name on the door so there’s that reputation also at stake creating that pressure. |
| 50 | Participant | Exactly. At the end of the day, it’s not like you have something else to fall back on. This is my … my dad has spent his whole life building this business and the truth of the matter is that my family lives off this business. Our schooling was paid for by this business, our food that we eat everyday, our holidays, everything is paid for by this business. Uhm.. so it’s..if you sometimes put your head on the pillow and think about it – you actually get scared, our whole lives is dependent on this business. But then comes the spiritual part of to where my dad and I have a form belief where we come to work, we work honestly, and God is the provider, he will provide. Yes, we have to make the effort, in the sense that we can’t come to work at 11 o clock then complain that things are tight, things are bad. So I think also that spiritual belief is important for us in the business, that God is there, he provides, we do need to go out and make the effort and he will do the rest. |
| 51 | Researcher | Yeah |
| 52 | Participant | The most important thing is to do business clean. Don’t do anybody down, pay you suppliers on time, pay your staff properly. If your business is growing and doing well, make sure your staff also get paid properly and can live a decent life. Because at the end of the day, I think the more you give them, the more you do for others, the more God gives you. That’s a very important philosophy in our business. |
| 53 | Researcher | Ya and that’s honestly beautiful. It’s commendable to see how you know … you’re not… you’re so in touch with your spirituality and how you live that through every day. I was laughing a bit there because you actually reminded me of my dad where he says ‘you cant come to the business at 11 o clock and expect things to run, the World is going to fall’ |
| 54 | Participant | Of course it will. Another really important thing is that if your managers and your staff were so good then they wouldn’t be working for you. I don’t say this out of arrogance or pride. At the end of the day, the owner of the business is the owner because he can do things that others cant do. That’s the truth of the matter. |
| 55 | Researcher | Yes and you also speaking about the added risk. In doing things better, you are being aware of the fact that things can go sideways and you’re doing everything in your power to prevent that. |
| 56 | Participant | Absolutely. |
| 57 | Researcher | Let’s talk about the i influence on your well-being. You have a many people reporting to you, you have jam-packed days, there’s a personal aspect of it, there’s added responsibility. I want to get a sense of your overall well-being, and how the business has influenced your well being ? |
| 58 | Participant | Yes. A lot of times. It’s taken a lot of me to realise how to keep separate. I’ll give you an example – up to today when I’m brushing my teeth in the morning I’ll start thinking about certain things that my staff have messed up or clients who have messed us around and I get frustrated and then… I’m as a person trying to separate the two because I realise, it’s not healthy for me. First thing in the morning, I’m brushing my teeth at five in the morning and I am starting the day on a negative mode with frustration. Uh… it does have a very uh….a negative impact on your well-being at times. But… I think, I have learnt that I’ve got to be able to just say when I get to the office it’s at 6AM then my ladies come in at 7, that’s the only time I can address it. I can’t do anything about it at 5:30 in the morning. There is no use getting frustrated and worked up about it. |
| 59 | Researcher | Ya cause it’s only affecting you at the end of the day and |
| 60 | Participant | It’s only affecting me |
| 61 | Researcher | Also even though it is something that is inevitable, these thoughts will always come in. What are some of the things you do to outlet that? Who do you turn to when you experience difficult times ? |
| 62 | Participant | So…uhh…what I found helps me a lot and I try to do it as much as possible is…uhm…so I try and either go for a run or walk every evening…uhm… I feel that it just helps me clear my mind. You know just so that it refreshes me. For me, I have a weekly reset. On a Sunday morning, I go and play golf. I think that’s a weekly reset – being in nature, smelling fresh grass, waking up early also the good company, the social aspect of it. It’s nice. That’s why you will never find me playing golf in the week. |
| 63 | Researcher | Ya I’ve noticed that. |
| 64 | Participant | Ya on the weekend, I would play. For me, it’s the social, being in nature – it’s a resent you know. |
| 65 | Researcher | Ya it’s a different environment. |
| 66 | Participant | A lot of things, your spiritual side, praying. I find that helps a lot. It calms you down and takes away some pressure. |
| 67 | Researcher | Ya like recompose |
| 68 | Participant | Ya. I think most important and I’ve realised this now is just time management and planning. This year, my biggest goal is to be a bit more organised and … have a better system in my business which takes away pressure from me. I’m… busy training people and implementing processes and systems whereby if tomorrow if I decide I need to be in Durban for a week, my business will still run. |
| 69 | Researcher | Ya like the roof won’t fall down |
| 70 | Participant | The roof wont fall down, ya. So uhm… that is what I am currently trying to do. From a mental viewpoint, the family business does take a lot more pressure because like there are so many things you need to worry about, look after. Uhh…. People don’t see every side of it. People only see one side of you joined your father in the business. They don’t realise that it’s not so simple. |
| 71 | Researcher | Mmm… and how do you feel about that, if you wouldn’t mind sharing what some of the challenges you have had to face personally ? |
| 72 | Participant | Uhm…. I would say the biggest challenge is the ability to separate the emotions in the business. If I’ve stuffed up and get sworn about it, I need to separate it. When I go home, I can’t have it playing on my mind. Uhm… it’s only going to affect my relationship with my father. The other aspect is that when you’re in a family-owned business and you part of the ownership, at 5 o clock when everybody goes home, you work doesn’t stop. You’re sitting at home and there’s a lot of times where we think of new ideas, or thinking of ways to solve problems when you’re home. Your work also doesn’t stop on a Friday afternoon at 5 o clock, you know. Every sort of even your holidays, when you are on holiday you work, you go into supermarkets, you look for new products. My wife actually laughs at me because wherever we go for holiday, the first thing is I go to supermarkets and I go see the type of products. Being in the food business, I see what is out there in the market. |
| 73 | Researcher | Ya see the new trends |
| 74 | Participant | Yeah and to the point where it’s part of my nature, part of my habit. Uhmm…I’ve grown into it you know. I think when you in a family-owned business from a psychological point of view – your whole personality gets mirrored around that business – the way you do things, everything is based on your business. I think it becomes a natural thing after a while because you here every day, building it up. So your whole personality, everything sort of evolves around your business you know. |
| 75 | Researcher | Yeah and also that change in mindset right. I mean I have noticed this with myself as well. When I entered the workforce and I started working for a company, uhm.. you know people around me couldn’t understand why I wouldn’t switch off. I think it’s just the fact that we have been exposed to what it takes to run a business, we’re kind of in that overdrive all the time as opposed to somebody else |
| 76 | Participant | Ya |
| 77 | Researcher | You’re not going to say ‘oh it’s 5 o clock, I switch my laptop off, bye’. There’s that mindset of I am going to put everything I have and make this work. |
| 78 | Participant | No it.. it is that.. I think personally if I had to go back, I wouldn’t change anything. I love working in a family business. At the same time I wasn’t given it on a golden spoon, I didn’t come here and my dad said sit in the office. When I first started working, I started in the factory itself. |
| 79 | Researcher | Oh |
| 80 | Participant | You know packing boxes, going on deliveries with the drivers, learning the foundations of the business. For the first four years, my office was on the production floor. I would do whatever work I would need to but on the production floor. My desk, my printer, everything …so I would still be hands on, look at what was happening. It was only in the last two years that I moved upstairs because I have got a lot more work that has come. |
| 81 | Researcher | So I just want to talk about your career progression at the company. So before we delve into that, I want to establish that I know you made mention that you completed an undergraduate degree so I just want to get a sense of what that degree was. |
| 82 | Participant | I did my finance degree. |
| 83 | Researcher | Okay so it’s relevant to what you are currently doing. |
| 84 | Participant | Correct. |
| 85 | Researcher | Okay and did the family business have any influence on your decision to study finance? |
| 86 | Participant | Uh… it did but at the same time from a personal point of view, it was to say that when I was in school, my dad told me to go and study and do whatever I wanted to in the World. He didn’t say study finance it will help the business. He had no … in fact, he had no idea that I would want to join the business. The only reason how I got involved in the business is..in my matric year, my grandad was diagnosed with cancer and he lived in Durban. So my dad would be travelling a lot between Pretoria and Durban to be with him. So I was forced in the business, someone needed to be here. My mom would be here but obviously, being a lady alone – she needed somebody with her. So I was there with her. Then I got into it and then to me, I sat back one day and realised that if I am going to study… I always wanted to – I am sure you know this from school – I was always involved in the finance aspects. Even the subjects we did in school, I was never involved in physics and bio and all that, I was always involved in the business. I always enjoyed finance, accounting, business, economics…It’s just my passion. One day I sat down and thought to myself, I know I want to get my degree but I am going to go and work, break my head for somebody else. I can use the same energy, same knowledge, same energy and do it for my own – my own family and reap the rewards. |
| 87 | Researcher | Mmmm |
| 88 | Participant | So that is when I made the decision and uh…even to my first year of campus, my grandad still was sick and my dad was still travelling so we now were in first year varsity at tuks. I would be in my lectures then a lot of the times, I’d be in the office. Or a lot of the times, in the mornings I would be at the office then do the afternoon lectures. |
| 89 | Researcher | Mmmm |
| 90 | Participant | So it’s just something that came about to me naturally. Also I think being the only son, that sort of psychological impact had a great impact on this decision. It’s not like my dad has any other sons to take over his business or to help him. |
| 91 | Researcher | Yeah. |
| 92 | Participant | So that all played a part, there were many factors that played an influence on my decision. |
| 93 | Researcher | Yeah…so it wasn’t really an expectation imposed upon you, you were encouraged to do anything you wanted to but it was more a self-realization of I can go into the business, make it proper and we can build together. Ot was a decision combined with interest, and current state. Considering all these things. |
| 94 | Participant | Yes, definitely. Uhm… cause when I was in school in fact, my dad always told me that you’re not joining the family business, you are going to go and work and make something of yourself and I never … I always understood what he meant. He wants me to make … build something and I think it went well you know. |
| 95 | Researcher | Ya and it’s also… it’s interesting to see, I think considering all the interviews I have done and in my personal experience as well, so far, I have observed that a lot of fathers say ‘go do something else’ but you can still come back. So it’s also that thing of the outside perceiving it in a way of he/she got this easily and when I look at your situation now, when you started you were actually on the factory floor… uhm…so it’s interesting to see the amount of hard work and there’s still that element of having to prove yourself to get a higher position. |
| 96 | Participant | Oh yes. I mean I was put into a delivery truck and sent to Durban. Uhm… my dad made me go with a driver; it took 12 hours, but I did it. Uhm… so I’ve learnt the core of my business, and I can say this very confidently, but nobody knows my business better than I do or better than my dad does. Yeah, and I think that’s the only way you’re going to succeed, you’ve got to know your business better than everybody else. |
| 97 | Researcher | Mmmm that’s really wonderful to see. I just want to talk a bit more about your career progression. How did you get from a factory floor to a chief financial officer? I am sure that as the work responsibility was increased, there were steps in which you were given that responsibility. |
| 98 | Participant | So… what had happened is that when I joined the business, I was still finding my feet. I didn’t and you know with my dad making me start at the bottom, this is all that I was involved in and while working there everyday, I saw the opportunity and the need for somebody to take over the sales division and the finance. The business was growing and there was opportunity in sales with the chain stores, exporting products out of the country. So I started off in sales, so instead of coming to the factory everyday on the factory floor, I started jumping in the cars with my sales reps, going and seeing what was happening in the market, understanding what was happening in the market, understanding the environment that we work in. Uhm… I started flying to our Cape Town branch because we’ve got a branch in Cape Town as well so I realized that there is an opportunity and need for somebody to take this forward. So I communicated this with my dad and he was happy provided that before I do anything, I discuss with him. So before I go into a meeting with a customer, whatever happens in the meeting, I come back and discuss with him. I tell him that this is what the customer said. So all key decisions were approved by him. I was just there as a front, he didn’t have the time to go out and rep, he did that already you know. I had to obviously learn, that is where another difficulty came about with the communication, you’re young and you have energy, you want to do everything and your dad is like no you need to communicate first. Sometimes there were instances where I think I will tell him later but then I don’t end up telling him. That’s where a lot of conflict comes about where there is no communication. Uhm…I think I found my footing quite well in the sales division. Then when…I realized that sales and marketing goes hand in hand because you need the marketing to push your sales and you need your sales volume to justify spending on marketing. So I realized that I need to start a marketing division in the business so I started the marketing division. Again, it’s not one of those corporates that’s got a marketing office and whatever – it’s … I employed a third party company to handle the social media and interacting with bloggers on social media uhh… and I hired a promotion company to do demos where they fry our products and give it to customers in stores. Uhh… then when I completed my degree, I then got involved in the finance aspect of the business. Uhm… with handling the debtors – again, sales and debtors go hand in hand… uhm… and when credit sparked, I took on because there was a need to have a proper structure of payments in the business and remittances and cash flow projections. So I think it all sort of tied up you know and it was as you go along. |
| 99 | Researcher | Ya so it sounds like you were thrown in the deep end, you saw opportunity and self-initiated your current position. This was driven by your ability to identify the weak areas, strengths and tying all of that together. |
| 100 | Participant | Yes, definitely. Obviously coming to the business, I could have said ‘oh it’s my fathers business’ to everyone in the factory then sit in the office, mess around. Uhmm… carry on with your life but I was uhm… I wanted to progress in life, I wanted to improve my family’s life and I am in control of that in the sense that if I go and make the effort and push the business then we will get that. |
| 101 | Researcher | Ya and I’m sure it also influenced how your employees perceived you. I am sure in seeing you work bottom up and make such a success, they probably have so much of respect for you. You aren’t just seen as the boss’s son. They see you as a vital part of the business now. |
| 102 | Participant | Definitely. They’ve seen that I also know what I am talking about, I don’t pull on straws and assume things. They have also seen that I know more than they do about my business. |
| 103 | Researcher | That’s really nice to see. We’ve actually covered everything so well. The only thing we are left to talk about is uhm…the work-family boundaries. So you did mention that it is difficult to manage emotions where something at work does come back home. You have already spoken to it in some sense when you wake up at 5:30 in the morning and all of these things come to mind, what are some of the mechanisms that you and your father have put in place so that a conflict at work does not affect the family dynamic at home ? |
| 104 | Participant | Okay so I think we have learnt to work around the causes that cause the conflict, the issues, the main reason why there is conflict. |
| 105 | Researcher | Ya, like the communication? |
| 106 | Participant | Communication was a big thing. I think training people to do the job properly was another important aspect. Uhm… so I think it’s implementing the correct systems and procedures in your company which will enable you to run It efficiently and remove any conflict or issues that arise. Yes there will be times where there will be spilt decisions, where I have a way of doing things whereas my dad does it a different way. There is a lot of times where I overlook things, because you’ve got to pick your battles and I know there are a lot of times where he overlooks things because he also does not want to get into everything. So there is a lot of … also you’ve got to overlook a lot. You’re also got to be careful what you overlook, you can’t overlook pertinent decisions where there is a long term negative effect on the business. |
| 107 | Researcher | Yeah. |
| 108 | Participant | Uhmm.. and I think we have come past that now and we have learnt to work together, we’ve got quite a good relationship. So it’s nice and we’ve learnt to work our business to our advantage so that we can live a good life as well. You have to work hard but at the same time you’ve got to live a good quality of life. |
| 109 | Researcher | Yeah you still need to live at some point. |
| 110 | Participant | Yeah. It’s no use you work from 6Am till 5 and you get home, you’re miserable and tired. What’s the point of working so damn hard? What’s the point of running your own business? So we’ve learnt how to enjoy our lives within our means uh, and better than what we can handle. |
| 111 | Researcher | Okay and has this ever influenced the family dynamic with members that are outside of the family business? |
| 112 | Participant | Uhm… just elaborate on that a bit more, what do you mean influence members outside of the business like? |
| 113 | Researcher | You mentioned that you are the only son and there are some conflicts so in the instance that this does come home then how has it influenced the manner in which members outside of the business have interacted with you ? I’m trying to get a sense of the dynamic with members outside of the business. |
| 114 | Participant | Uhm… so I wouldn’t necessarily say it influences them. The other members outside the business are my mom, my wife, my two sisters but they’re here everyday for lunch. So they sort of know what’s happening in the business, they don’t know the day to day and every detail but they know what is happening and there are some nights where instead of sitting and talking and laughing, we all just go to our rooms. You get those days I think it happens in evey business where you just go switch the tv on and just sit by yourself, pr with your wife or partner you know. Uhm… it does to a certain extent affect members outside because they pick up that there’s a situation and the stress. Sicne we have supper every night, you can feel it sometimes you know? |
| 115 | Researcher | Yeah and that does take an emotional toll so when you feel this emotional stress or just want to vent about your feelings, who do you turn to then? |
| 116 | Participant | So that’s probably a…I think my wife would probably agree with me on this but I don’t communicate my feelings, I don’t know how to – I deal with it in my own way. For me, I deal with it in the sense that I try to … sort the issue out so it doesn’t happen again and at the same time, I’ll go for a long walk in the estate or for a long drive just to clear my head. |
| 117 | Researcher | Okay |
| 118 | Participant | So for me that is sort of how I handle it, I am not a person that talks about emotions and feelings. It’s not the way I am. Uhm… I just deal with it in a different manner, everyone has their own mechanisms of coping with stress and emotion. Mine is not verbal. |
| 119 | Researcher | Okay and it’s good that you are aware of that, at least, you’re owning it. |
| 120 | Participant | Ya, my wife will … knock her head against the wall about this. |
| 121 | Researcher | (laughs) shame. Are you taking steps to work on that or do you think the way you deal with it is already working? |
| 122 | Participant | I… uhm… I think it’s working. I meant heres times at night where my wife will see that I am under pressure or something isn’t right and she’ll ask me uhm… and I’ll tell her what it is and tell her that I don’t want to talk about it and we sit together, relax, watch tv, I’ll play with my son. For me that’s getting my mind off things. |
| 123 | Researcher | Yeah, that’s the only thing you need at the end of a long day. Just having the people that you care about around you and spending time with them. |
| 124 | Participant | Correct. |
| 125 | Researcher | Well we’ve covered everything wonderfully. I just want to check if you would like to discuss something else before we end the session? |
| 126 | Participant | Uhm… no I’m good with that, nothing else I need to discuss from my side. Is there anything else you need to know or ask, please feel free. |
| 127 | Researcher | Thank you. |
| 128 | Participant | Only a pleasure. |
| 129 | Researcher | If I do need to follow up, I will send you a message and we can figure out how to do that. I’ll try not to drag you into an interview session, I’ll just send you the question then we can discuss via message or voice note. |
| 130 | Participant | Yeah no problem/ |
| 131 | Researcher | Thank you for taking the time to participate in this process. Your time is highly valued and your input has been extremely insightful. |

## Demographic & Questionnaire Responses:





## Notes

### Observation:

Participant is well placed in the business. He appears to have a heightened sense of awareness in the business and in his personal life. He acknowledges where the weak points are and indicates what he feel works and what doesn’t while explaining the thought process and decision that ensued. He appears to be content with his current state. He also discusses the spiritual element which could be a part of many family-owned businesses within the selected demographic.

### Reflection:

It was a humbling interview. It was wonderful to see that my classmate has excelled to this level. His hard work, reasoning and drive is a true inspiration. This gives me hope of a more positive interaction with other participants to come. Many points were relatable where fathers of family-owned businesses push for children to try something apart from the business. In addition, the emotional attachment to the business in the sense that you owe it back to the business to work and almost “pay off” the financial aid it provided throughout childhood and young adulthood. The family appears to take steps to create support systems for themselves through making the business work for them (drivers to do school rounds, personal chef throughout the day, training people to do the work properly allowing for increased flexibility.