# INTERVIEW 12

## Interview Transcription

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| Line Number | Person | Dialogue |
| 1 | Researcher | Good day, how are you doing today? |
| 2 | Participant | Good, thanks. How are you ? |
| 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 | That is correct, I would like to proceed with this interview. |
| 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, I do. |
| 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 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 | Understood. |
| 9 | Researcher | Okay, I am going to record this interview for record keeping and transcription purposes. Is this still okay with you? |
| 10 | Participant | Absolutely. |
| 11 | Researcher | Okay, so that’s just admin we had to get through. Thank you for carving the time to speak with me today. So 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 eliminate all feelings of anxiety or nervousness, this is just two people talking and interrupt me where you feel it is necessary. |
| 12 | Participant | Understood. |
| 13 | Researcher | I see that your family business is placed in the appliance industry. Can you please provide us with some context in which your family business operates? |
| 14 | Participant | So we’re basically on the board of South Africa and Zimbabwe. So we’re basically … tap into the international market of appliances and you can say that we export uhm.. appliances from South Africa to Zimbabwe and Northern Africa. |
| 15 | Researcher | Okay so that’s interesting. I understand that you have a main warehouse or office? |
| 16 | Participant | Yeah, we have a couple |
| 17 | Researcher | Okay so how many branches are there? |
| 18 | Participant | So there’s one branch, one main branch yeah. |
| 19 | Researcher | Okay and I see you have been working in the business for two to three years while the family business has been established longer than that. I want to delve into your experiences in your family business? What are some pros , what are come cons? |
| 20 | Participant | Honestly speaking – it’s only pros. I don’t see any cons. Uhm…I think running a family business, you learn a lot, there’s a lot of people around, the environment is…it’s not as exhausting as you’d say a corporate company. Cons, I would say cons of a family business is it’s not self-sufficient like if I’m not here then nothing will happen. |
| 21 | Researcher | Mmm… it’s dependant on your physical presence? |
| 22 | Participant | Well ya sales... obviously my dad and my mom are here and stuff but like one of us have to be here all the time. |
| 23 | Researcher | Okay I understand so it’s not as draining as other organisations – in what sense isn’t it draining? What within the family business do you feel is different to what you would have experienced in another organisation ? |
| 24 | Participant | Uhm… independence, the ability to make your own decisions at any given time and just having that freedom of making decisions, establishing my own way of working…it makes it easier, theres no processes and procedures, it’s what I feel is right, what I would like to do then I implement it. |
| 25 | Researcher | Okay and since the family business has been established much longer than what you have been placed there, in the sense that you are now able to adjust things how you deem fit. Does that not introduce conflict? In some instances this may be changing previously adopted processes so does that cause conflict at all? |
| 26 | Participant | I wouldn’t necessarily say conflict but obviously within the family business because there was a certain way of doing things with my parents then I come in and I see things from a different perspective so in that way things had to be adjusted slightly. But ya everything is…it’s not as…stressful or draining as one would think. |
| 27 | Researcher | So it was welcomed in a sense ? |
| 28 | Participant | Ya it’s easier to communicate because it’s your mom and dad, it’s not a boss. So you can communicate things at home, at the workplace etcetera. |
| 29 | Researcher | So it makes it easier just having that open lines of communication and autonomy? |
| 30 | Participant | Mmmm absolutely. |
| 31 | Researcher | Okay and I just want to talk a little bit about your establishment into the business. I understand that you completed your honours degree, what exactly did you study? |
| 32 | Participant | Uhh I did my undergrad in business management then I did my honours in marketing management |
| 33 | Researcher | Okay did you enter the family business immediately after this ? |
| 34 | Participant | Ya directly. |
| 35 | Researcher | Let’s talk a little bit about that time, when you entered the family business – what position did you assume and how did that transition take place? |
| 36 | Participant | SO initially I was at the warehouse..I was a…how do you say it…almost like a cashier at the warehouse because there’s a different store at the warehouse obviously selling the same thing. Started there then just as a general warehouse making sure everything is in order you know, the correct stock is given and things like that. So that is where I started. Then uhm…end of Jan, I had to take over fully due to a family emergency in India so…ya then everything basically turned around. I became the chief operating officer. |
| 37 | Researcher | Okay so this kind of fell onto your plate very abruptly |
| 38 | Participant | I wouldn’t say abruptly or unexpectedly but I would say uh…I guess it happened faster than what I expected. |
| 39 | Researcher | So I guess taking over to that extent was always something you wanted to do ? |
| 40 | Participant | Ya |
| 41 | Researcher | I think like most of us |
| 42 | Participant | Ya. |
| 43 | Researcher | Okay and I want to get a sense , did the family business have any influence on your career choice ? I understand that you studies business management then marketing |
| 44 | Participant | Ya I guess growing up seeing your parents run a business you know… from the ground up I got inspired. It’s a legacy that you want to build on so that’s a motivating factor. |
| 45 | Researcher | So basically …I understand why you chose business management because that would help with daily management and things like that but why specifically marketing? |
| 46 | Participant | It was something different , something out of the ordinary. It was never something I thought I would take an interest in so you know…I said…I saw it as a challenge initially because I said it could help…from my experiences with business before going into marketing, they told me that marketing is a key element of the business – it’s one of the key functions so I decided to pursue that and to my amusement, I enjoyed it quite a bit. |
| 47 | Researcher | So it wasn’t planned but in in observing, you realised it was essential |
| 48 | Participant | Ya because it was between business management and marketing and then you know… as the saying goes “jack of all trades” so rather be a master of one than none so that’s that’s what I decided. I spoke to people and that’s the advise they gave me because obviously I did my undergrad in business management so marketing was the way. |
| 49 | Researcher | Kind of a new context? |
| 50 | Participant | Absolutely, it was eye opening. |
| 51 | Researcher | I am getting a sense that you are very stable in your position. I just want to share from my experience and get your take on it but in terms of business management, no textbook can teach us what our parents will and the depth of experience, decision making they have – it cant be encapsulated in a book and just having them there as mentors and guiders – it kind of fosters you or makes you ready to take the role of taking over. Do you believe that their training is priceless in that sense? |
| 52 | Participant | No I completely agree. It’s their different experiences and expertise in their lives that moulds their decision and your decisions. So it’s a unique way of decision making. |
| 53 | Researcher | Yeah and I want to poke you a little – if you look at the exposure that you received from your degree compared to the practical exposure you have been receiving – did you notice anything different, contradictory or similar? |
| 54 | Participant | I think …studying, it’s very theoretical but you can…you do witness things while you’re in the business which you can relate to the textbook you know..say for example conflict management, we know how to deal with conflict management but there was a specific term used in the textbook. So I guess. It’s relatable to a certain extent but obviously, in a family business, you make all of the decisions uhm…it’s a bit challenging in that way because a textbook makes you think..more…more in a corporate sense than running your business. |
| 55 | Researcher | Yeah so you believe that being in a corporate is different to family businesses, in what sense do you feel it is different? |
| 56 | Participant | I would say in a family business, you have to be present, you have to make the decisions yourself. In a corporate entity, decisions are sort of made for you. Sales, you could say that the name sells itself however in a family, you have to physically go out and sell things. |
| 57 | Researcher | Yeah, you kind of have to pay extra attention to customer service |
| 58 | Participant | Ya ya you know customer retention, service …all that plays a big part. Understanding each customer individually…not…it’s not a demographic of ‘Pretoria, okay this is what they enjoy’. Here you’re dealing with people on a daily basis. Singular people on a daily basis. I think…you cant generalise what you do in a family business. |
| 59 | Researcher | Also that essence of care and fostering good relationships with each and every client |
| 60 | Participant | Ya obviously because it’s yours… you know, you care more about it. It’s not just an eight to six. It’s your business, if you don’t be there eight to six then you’re not going to pay the supplier, this is not going to happen. In a corporate, it’s eight to five and the rest of it takes care of itself. |
| 61 | Researcher | Yeah and then you still get your salary the end of the month |
| 62 | Participant | Mmm hmm exactly. You know family business (laughs) it’s not that easy. |
| 63 | Researcher | Okay so I get a sense that there is an associated risk because your name is on the door, there is that added pressure that comes in |
| 64 | Participant | Absolutely |
| 65 | Researcher | Okay and how do you go about managing that? I know you are in the appliance industry so you could give me an example in that context where you feel necessary. Could you give me an example of when you’re faced with a challenge and your name is on the door, how do you manage that and is it more of an emotional attachment or reputation? |
| 66 | Participant | It depends on how you see your family business right…what do you…what do I see the future of this family business – do I see it staying a family business or…do I see…do I want to grow it, you know so based on that you make the decisions on how you manage the challenges. So say for an example; a customer walks in the shop with a fridge that is not working, the warranty and guarantee has expired on the fridge. I cant simply say buy a new fridge because the guarantee is up you know, we’ve been ehre for 20 plus years so obviously we’re well known within the community and society so the service they receive needs to be..of what they expect. I guess through service is how you maintain your reputation…with the customers |
| 67 | Researcher | Yeah and even if you look at the service industry throughout the country, I think service has declined significantly. Even with our shop, we get so many customers that come in and want to stay there because the service you receive at a family business is very different to going to a store like Woolworths or wherever |
| 68 | Participant | Ya it’s about care at the end of the day. You and I both know that if I am not going to care about this customer…mmm we’re not going to get the sale and the thing is when you’re in a family business, you don’t judge a book by it’s cover you know. |
| 69 | Researcher | 100% |
| 70 | Participant | So..so…that’s the most important thing that I have learnt. Anyone can come in at any given point and he can either buy for 10 rand or ten million rand. You have to treat them the same way. |
| 71 | Researcher | Ya so there’s also that respect? |
| 72 | Participant | Mmm.. |
| 73 | Researcher | Okay so there is also an aspect of how you perceive the family business – if you see it continuing as a family business or something else. What do you think about your family business? |
| 74 | Participant | I think currently it’s difficult to pinpoint but we all obviously have our own goals in relation to that. Obviously before covid, it was a different goal. My parents might have had a different idea in mind. The business has now gone from retail to wholesale so based on that you take the steps to achieving your goal but achieving your goal you know..is obviously always to expand. |
| 75 | Researcher | Expand okay and do you see it staying in the family? Or it becoming more corporate or as franchise |
| 76 | Participant | No initially to maintain control, family run. In the sense that it is not a franchise is the best way to go about it as then you can control the narrative, control the service. Ya sometimes it better not to bite off more than what you can chew |
| 77 | Researcher | Ya and in doing that, it takes a toll on you |
| 78 | Participant | Mmmhmmm. |
| 79 | Researcher | But we’ll get to that in a bit, from what I understand you are running things now but you do see the company expanding with family always involved? |
| 80 | Participant | Ya |
| 81 | Researcher | Okay and I also want to get a sense of the workforce, so I know you work with three other family members which I assume is your dad, your mom and the other person is ? |
| 82 | Participant | No no so two family members, my mom and my dad. The rest are external workers. |
| 83 | Researcher | Okay and just to get a sense of the workforce, how many external employees are within your company? |
| 84 | Participant | Employees uhm…roughly about 20. |
| 85 | Researcher | Okay so quite a big amount and obviously when you entered the business, I am sure that there were employees that has been there for a significantly longer time than you. |
| 86 | Participant | Mmm |
| 87 | Researcher | Did you experience any challenges in them taking instructions from you just because you’re the bosses son. Let’s talk about how you experienced working with them from entry up until this point. |
| 88 | Participant | No no…so you see because form a young age , I’ve been coming to the shop. From the age of 15 so I’ve always been around the shop, around the business. Then it was an unsaid thing that I was going to come back eventually. So as I said, due to the family emergency, the way things changed, there was no challenge. People around me understood because it’s been the same people that have been working for the past ten years so there is no high employee turnover rate. We take care of our employees, they take care of us. In that sense there was no challenge. Uhm… you know understanding where I am coming from. Obviously my perspective coming in is different so…change is always necessary and I told them this and they understand it and ya… I think they enjoy it more because young blood and I think people enjoy change. |
| 89 | Researcher | (laughs) change is necessary and it is painful |
| 90 | Participant | No no no absolutely, change is always necessary. |
| 91 | Researcher | Yeah and it creates something beautiful. I am getting a sense that there was a sense of understanding among you and the employees. |
| 92 | Participant | Ya you see you come in and they were ready to help me, it was never a thing of ‘the bosses son’. What we…what we’re trying to cultivate here is a family in a family business and rightfully so. I mean some of them have been here since the very first day so they are family, we have to take care of them, they’ve taken care of us. I mean they took care of me when I…when things were thrown onto me all of a sudden and you know.. that’s how we grow and improve it. |
| 93 | Researcher | That’s amazing to hear that you didn’t experience any you know..I mean I am sure it was stressful but you received that support from them. |
| 94 | Participant | Ya. |
| 95 | Researcher | And I am getting a sense that and when I talk about instrumental support, I speak to people that you turn to for work related assistance and advice and things like that. So I am getting a sense that a lot of your instrumental support came from members external to the family? |
| 96 | Participant | Uhm… yes…uh…I mean look obviously, my parents played a big part. Uhm… theres, we’ve got what one uncle basically, Indian. He was instrumental in that part. We make decisions based on the information brought by him and ya, it moulds your decisions, cultivates it because I mean he’s got way more experience than I do, the trends, times its busy, when to order, what to order. So ya, we’re always in harmony with eachother in regards to that. |
| 97 | Researcher | Okay and just to establish, this uncle is not a part of the family ? |
| 98 | Participant | No no. |
| 99 | Researcher | Okay so it seems that there is more of a partnership there? |
| 100 | Participant | In what sense? |
| 101 | Researcher | In the sense that you make decisions together? |
| 102 | Participant | No the final decision stays with me, lies with me. I make the decision but the information leading up to the decision – say for example, theres a rise in demand for a specific fridge right or a specific model right and obviously, he’s got control of the warehouse so he says we’re moving faster than expected uhh…maybe you should order 30 then obviously, I look at everything as a whole and maybe I order 30 or 5t0 or 20 depending on how I am selling |
| 103 | Researcher | Okay so the final decision always lies with you but it’s based on the advice he gives. |
| 104 | Participant | Ya ya, I would say advice and information are the right words. |
| 105 | Researcher | Okay and can we talk about the role that your parents had to play? |
| 106 | Participant | From now or …starting up? |
| 107 | Researcher | Uh, both. |
| 108 | Participant | The role obviously, they started this entire business. SO they’re the founding fathers. |
| 109 | Researcher | In terms of support to you? |
| 110 | Participant | Oh support to me – no no instrumental. Massive you know |
| 111 | Researcher | Let’s talk about how they supported you when you first came in? |
| 112 | Participant | I would say that the biggest support was that they allowed me thr freedom to make my own decisions. Usually in family businesses, maybe you can relate maybe not, say for example with your dad – he’s started this business from scratch, he’s been around for 20 years – it’s difficult for them to let go of certain aspects you know…decisions, the way the business must go forward. With my parents, fortunately I can say that it wasn’t the struggle at all, they gave me all the freedom that I needed or wanted and they were always behind me as pillars, pillars of support. Obviously, you make mistakes or before you make a certain decision, I can confide in them when necessary and they help me whenever I need to make decisions or whenever I’m stuck you know. They’ve been through it already so they can guide me but at the end of the day as I said – they leave the final decision in my hands. |
| 113 | Researcher | Shew that’s amazing. They kind of showed you the ropes then gave you a playground to go around and do whatever you had to and put full trust in you. |
| 114 | Participant | Yeah |
| 115 | Researcher | That’s really something, it’s commendable. I relate to you, it’s very difficult to get parents to let go. In terms of their support now, I recall that you mentioned that they are semi-retired, what support do they currently provide you with? |
| 116 | Participant | So obviously before with my dad, he would come in at 8 to open the shop. Now he takes it a bit easier, he’s got his own thing, properties and things that he handles. So obviously they come in because…you know how family businesses are, they’ll go mad if they sit at home. They can’t sit at home for longer than two days. So they come in you know just to see what’s happening etcetera. Obviously, say for example if I’m gone out then my mom’s at the counter to handle things so ya, support in that way. |
| 117 | Researcher | That’s good to hear. Even though they have taken a step back to let you flourish, they are still very much active in the support they provide. |
| 118 | Participant | Yeah they come in when they desire, like my mom will come in for three or four hours max then she’ll go home. Then my dad will come in and he’ll go. Then basically in the afternoon, they’re at home relaxing or whatever it is. |
| 119 | Researcher | That’s nice. It’s nice to hear that you put yourself out there, worked hard enough and are actually able to provide that opportunity to your parents where they can sit at home, in peace and take life easy cause they worked hard all their lives. That’s commendable. Well done on that |
| 120 | Participant | Thank you! |
| 121 | Researcher | Okay so I am getting a sense that there is a lot of instrumental support from this uncle and you parents. In terms of processes and procedures, there is support in the sense that if you need to go out then somebody will be there to hold the front. |
| 122 | Participant | Yay a absolutely. |
| 123 | Researcher | In terms of processes and procedures, in terms of assistance then there are the other employees who have been readily available to help you were needed. |
| 124 | Participant | Mmmhmmm instrumental ! we have Steph working for us that works in the office uhhh…she’s been instrumental and she is here sitting across me. |
| 125 | Researcher | That’s nice to hear so now that we have discussed the instrumental support, I want to talk a little about emotional support. You did mention that the family business cant run without someone being there. I mean while it is a good thing that it is associated to the family, it also takes a significant toll because it demands sacrifices. Let’s just talk about your typical day ? What is the schedule ? |
| 126 | Participant | Schedule is get to the shop at eight right. Then uhm… the business ,we start at 8 everything. Normal business day then we close for lunch strictly everyday 1 o clock, one to two. Every day we close. Go home, have lunch come back from about two till half four. Then we close at half four and then obviously I stay behind, we do all the stock etcetera. By the time everything is done, what’s been sold, what needs ordering uhm…accounts of customers and all of that stuff, it’s about six, half six. Then obviously back home. |
| 127 | Researcher | Okay what do you do when you’re at home ? |
| 128 | Participant | I get home. First thing I do is eat, I eat. Then I take like a power…like I relax for about half an hour, get ready, off to the gym. |
| 129 | Researcher | Okay so I am getting a sense that you do look after yourself, you do have an outlet and that is gymming? |
| 130 | Participant | Ya, ya no absolutely. |
| 131 | Researcher | I also want to get a sense and I’m going to draw you back to the emotional support aspect, obviously having this schedule is nto easy, full days, always s on your feet. Do you ever feel overwhelmed or that there is too much of pressure on you? |
| 132 | Participant | Never |
| 133 | Researcher | Never, okay. But when you do experience difficult times at work because sometimes conflict may come up. |
| 134 | Participant | Ya no obviously, there is pressure, there is stress. In the term of things need to get done – suppliers to pay, staff, expenses so in that sense obviously, there is that stress, that pressure but I wouldn’t say it’s taken a toll on my. |
| 135 | Researcher | Okay but when you do experience difficult times at work, who do you turn to for emotional support, just to vent, open up to ? |
| 136 | Participant | The gym. |
| 137 | Researcher | Okay so the gym is your emotional support. |
| 138 | Participant | Yes, point blank, full stop. That’s why I go to the gym. |
| 139 | Researcher | Okay so that is your primary emotional support. That’s good. |
| 140 | Participant | I guess…more like a stress reliever. |
| 141 | Researcher | Ya just to get everything out, all that feeling |
| 142 | Participant | Ya a lot fo frustration at times, full temperedness goes in to it (laughs) |
| 143 | Researcher | Okay that’s good. Then I want to talk about your overall well-being, I am getting a sense that nothing… your wellbeing is fine. |
| 144 | Participant | Ya absolutely |
| 145 | Researcher | So there has been no instance where your well-being has decreased or declined? |
| 146 | Participant | I think if anything, it’s more of a dopamine waking up in the morning knowing that I’ve got a business to run. Exciting so if anything, it’s gotten better. |
| 147 | Researcher | That’s very nice to hear, it’s very different to what I have been hearing. So it’s like that drive to have something to look forward to ? |
| 148 | Participant | Yay a, you’ve got to get up and look forward to something. You cant just get up and sit. It’s exciting, it’s exciting. |
| 149 | Researcher | Yeah and do you think you would have had the same drive if you were working at another company, what do you think? |
| 150 | Participant | No absolutely not, I think anyone who says that would align. If it’s not yours, you obviously, you know, you don’t take care of it as if it was yours. Like you know what I am saying. If I were to gift you a car and if you were to buy a car with your own money, obviously there is sentimental value attached to the one you bought – you value it more. |
| 151 | Researcher | Yeah because of all the hard work associated with it. I think that also links back to when you spoke about your parents legacy so there is also that emotional attachment in the sense that ‘my parents have worked so hard to build this’ , it can’t go to the ground. |
| 152 | Participant | Ya no absolutely. It’s been here for about 25 years. You don’t want to just end everything |
| 153 | Researcher | 100% that’s a long time. So are you second generation right ? |
| 154 | Participant | In SA or the business? |
| 155 | Researcher | In the business |
| 156 | Participant | I am second gen ya. |
| 157 | Researcher | oKay so it’s essentially your parents hard work |
| 158 | Participant | Ya it is |
| 159 | Researcher | It wasn’t something handed down by the grandparents or anything of that sort |
| 160 | Participant | No…obviously, there was support from my grandparents. Massive support uhm…but the store itself was uhm…everything built has been my parents. |
| 161 | Researcher | No it’s nice to see companies thrive like this. It’s heart-warming. I also want to get a sense of how you experience work-family boundaries? Working with family then going back home with family, that overlap between work and personal life may come up. SO how do you experience that in your family business |
| 162 | Participant | Uhh…I cherish it every single day. How many people are fortunate enough to …wake up see their parents, go to work see their parents, come back home see their parents, be with their parents all the time. You know I cherish it, wouldn’t have it any other way. |
| 163 | Researcher | So there is a high value on family ? |
| 164 | Participant | Ya massive. |
| 165 | Researcher | Does work conversations generally come home? Is that something that happens often? |
| 166 | Participant | Not often but I would …from time to time. |
| 167 | Researcher | Okay and is that…something that frustrates you or something you welcome? |
| 168 | Participant | No it’s a good thing because obviously when. You’re at work, there is a lot of pressure so you cant have conversations that are controlled almost. When you’re at home, hm, things are a bit more relaxed. You don’t have to scream because there are customers, you can have a normal conversation…uh… you can talk about things. |
| 169 | Researcher | Okay can you give me an example of a conversation that came up at home ? |
| 170 | Participant | I cant think of one now hey…. |
| 171 | Researcher | Okay then in terms of work-family boundaries, there isn’t anything set. What came up in other interviews is that there is set times. |
| 172 | Participant | Ya whatever stays at work and home is home and all that sort of things, yeah no. |
| 173 | Researcher | So that’s not what happens in your case? |
| 174 | Participant | No now imagine you have something stuck in your mind, at like half past four when you close the shop and you want to go home and tell your dad now you stop yourself because work is work and home is home. You know what I am saying? |
| 175 | Researcher | Yeah so in some sense not having a set boundary, helped operations and your well-being ? |
| 176 | Participant | Yes definitely. Say there…remember family businesses or in the appliance industry, it’s ongoing…it doesn’t sleep…when you’re in a. Family business, customers don’t sleep – there is no , not work hours are from nine to five. Shop hours are open from nine to five but work hours are 24 hours Monday to Sunday, customers can message you at twelve o clock, message me at one o clock – if I am awake, I’ll respond. It’s my business, I need to take care of it. You know so say for example after work, I’m at home and a customer wants ten fridges and asks to work on a price, obviously I consult my parents. I cant wait till the next day you know |
| 177 | Researcher | So you think that having that closeness or exposure to your family at all points in time, improves customer service, improve your wellbeing and improve operations? |
| 178 | Participant | Ya, absolutely. |
| 179 | Researcher | Okay that’s one good way of seeing it, I must say everyone else seems doom and gloom about it. |
| 180 | Participant | Ya but you understand like…it…at the end of the day, it’s a family business, the family are running it, the family are haing conversations about it on the road you know. You could message me at nine at night and tell me you need a quote on fridges right, obviously, we sit down. Now remember resources are plenty like with my dad, he knows suppliers, my mom knows suppliers, I know suppliers, we’ve all got our own ways of speaking to them. We all come together as one and come to the best solution for the business |
| 181 | Researcher | Ya and a quote that big, you can’t let it…you can’t tell the customer that you’ll get back to him tomorrow, it’s a lot of money |
| 182 | Participant | Ya no. He’s not gonna message me at nine o clock if it’s not urgent |
| 183 | Researcher | No that’s great to hear. It’s refreshing to see that your experience is different to the rest and to see hwo you have fostered this mindset of it’s an enabler and not a draining factor. |
| 184 | Participant | Ya no no… |
| 185 | Researcher | That’s good and in terms of career progression from this point forward, what is your current role and where do you want to see yourself go from this point forward? |
| 186 | Participant | Can I say that it’s personal ? |
| 187 | Researcher | Ya? |
| 188 | Participant | No like I am the type of person that I don’t want to talk about what I want to achieve until it’s achieved. |
| 189 | Researcher | No that’s fine. |
| 190 | Participant | Ya. |
| 191 | Researcher | Okay we have covered everything pretty well. From the beginning we’ve established that working in the business is mostly pros and the cons is that is can’t function without somebody being present but there is that autonomy, freedom, ability to adjust things rapidly as you need it to. |
| 192 | Participant | Mmhmmm |
| 193 | Researcher | The family business has influenced your career decisions, this was always the intention for you to join. Even though you entered on more of an operative role, it quickly turned into a top management role due to a family emergency that came up. While you were prepared for it, it happened unexpectedly. |
| 194 | Participant | Mmmhmm. |
| 195 | Researcher | In terms of support, you have your uncle that works with you and gives you information. There is your parfents that showed you the ropes and sort of gave you the ropes. You’re given that support in the sense of trust? |
| 196 | Participant | Ya |
| 197 | Researcher | Okay and emotional support is mainly gym. |
| 198 | Participant | (laughs) not mainly, it is ! No but obviously, friends are always there because obviously my friends are also uhm…they’ve got family businesses that they’re running. So obviously we relate to … to what each other says so in that sense, that could be emotional support in a way. |
| 199 | Researcher | Ya and it’s also like minds coming together because, you can go to somebody and say that this is the problem I am facing, I don’t know what to do but they wouldn’t understand it |
| 200 | Participant | Ya |
| 201 | Researcher | So also friends as support |
| 202 | Participant | Ya. |
| 203 | Researcher | Okay and I’m going to pick your brain now, if you compare gym to your friends – who do you lean on in more ? |
| 204 | Participant | The gym. I see the gym every day. Parents are there for support but now frustration, I can’t go to my mom and now…like start swearing and stuff (laughs) at the gym, I’m zoned in and staff so you know..like…it’s a stress reliever. |
| 205 | Researcher | And you can’t do that because of the level of respect |
| 206 | Participant | Exactly and like I said, they’re partially retired so …don’t want to stress them out too much also. |
| 207 | Researcher | Ya no but that’s good so there’s gym and friends. Then in terms of work family boundaries there Is no specific boundary set in place but you don’t perceive this as negative instead positive in terms of increasing productivity, sales, cohesion |
| 208 | Participant | It should only be a positive. But you see it depends, you know people are different. Some people don’t want to bring work home, you know…uhm…for whatever reason it might be but with me it’s different. |
| 209 | Researcher | Ya like your experience is different. |
| 210 | Participant | Ya we don’t come home then the only thing we talk about is business…depending, it’s not an everyday thing |
| 211 | Researcher | It’s as the need arises? |
| 212 | Participant | Mmhmm |
| 213 | Researcher | Okay then in terms of your overall wellbeing, you seem fine ? |
| 214 | Participant | Oh no ! healthier than a horse, I can tell you that. |
| 215 | Researcher | (laughs) oaky that’s good. We have come to the end of our session, I just want to check if there is anything else you would like to discuss before I let you go ? |
| 216 | Participant | No nothing, do I get a lollipop for attending this session? |
| 217 | Researcher | There is no incentive provided, sorry. |
| 218 | Participant | (laughs) I just need to check if you would be willing to have a follow up should I require more information regarding certain issues discussed ? |
| 219 | Researcher | No absolutely. |
| 220 | Participant | Perfect, thank you for taking the time to participate. Your time is highly values and your input has been insightful. |
| 221 | Researcher | It’s been only but a pleasure! |

## Demographic & Questionnaire Responses:

A screenshot of a computer

Description automatically generated

## Notes

### Observation:

The candidate has a very confident presence. In terms of support he receives instrumental support from his parent sin terms of showing how to conduct operations and trusting him to give him additional responsibility. There is also an elderly employee employed within the business who the participant relies on for information and advice. However, he is awarded with an immense amount of autonomy to proceed with decision making as he may deem fit. He has friends with similar backgrounds that provide him with support every now and then however, he is religious in going to the gym and perceives that to be his emotional outlet. He received a good amount of support from external employees. He pursued his studies up until honours level. The family business influenced his decisions to a moderate extent, the concept of upholding and furthering the family legacy played a larger role in his decisions. He had made an active decision to enter the family business however being promoted to a higher position with more responsibilities was something that happened unexpectedly due to a family emergency, although he was prepared to it in some way. There is not much information relating to his future career aspirations as he did not want to talk about it. In terms of his well-being, he appears to be invested in having a good balanced life and takes active steps in maintaining a good mental, and physical state.

### Reflection:

The candidate has a very different outlook towards his family business. He almost perceives the mere existence of the close family association with business as a blessing since he gets to spend a good amount of time with his parents. He does not perceive the lack of boundaries to be a negative thing as other participants have.