

APPENDIX A
STRUCTURED INTERVIEWS

Empirical study – Intellectual Capital Development in the Gaming and Leisure Industry

By answering the following questions, you agree that your input may be used in the study.

Organisation:

Designation within organisation and brief overview of responsibilities:

Years within organisation:

Years within industry:

1. Could you please describe your background in the industry as well as your current appointment?
2. Could you give an overview of your organisation's role in the national and global market?
3. How does the South African industry measure in the global market?
4. Who do you see as the most important role players in the industry?
5. Horseracing and gambling traditionally have a less than favourable reputation in the public eye. What does your organisation do to build your reputation? In other words, what social relationship and responsibility initiatives do you have in place?
6. Could you give a brief overview of how employee-management relationships are perceived in the organisation?
7. What do you ideally look for in an employee/organisational member?
8. What opportunities do you offer employees/organisational members to share ideas and develop?
9. How important do you rank knowledge and intangible assets to be in the organisation?
10. Are there currently any knowledge retention, development, and sharing policies or systems in place within your organisation?
11. What services do you offer customers?
12. Would you describe your balance more towards retaining existing customers or rather acquiring new customers? How do you do this?

13. Could you please give a brief overview of your organisation's joint ventures and partnerships?

14. As how important do you regard these external relationships?

15. Lastly, do you see your organisation as being well placed in an increasingly knowledge based market environment?

Thank you for your kind cooperation



Summary and description of interview

The structured interviews were conducted with a senior member of Phumelela and a senior member of Gold Circle. Phumelela's interviewee has 30 years' experience in the horseracing industry and Gold Circle's interviewee has 14. Both are in similar positions in their respective organisations and boast a significant background in the industry. These interviews were very helpful in many regards and various interesting answers were given. The results of the interviews are as follows.

Gold Circle mentions that it is not the biggest organisation, but is the most progressive. Phumelela states that it is the most important role player in South African racing. Both organisations mention that South African horseracing is still small internationally, but is improving consistently, especially in breeding and training areas.

On a human capital level (Questions 6, 7 and 8), both organisations value the importance of employees and have various employee development initiatives in place. Gold Circle boasts a relaxed, open environment with idea sharing in place. Idea, or knowledge, sharing in Gold Circle occurs through, for example, 'think tanks'. On a relational capital level, both organisations are similar, as they both work hard to maintain and develop existing external relationships, and gain new customers continuously (Question 12). Various community and social initiatives are also put in place by both organisations.

On a structural capital basis, both interviewees also replied similarly (Questions 9 and 10). Phumelela has many policies and systems in place for knowledge retention and development. Internal and external initiatives are used to develop these policies and systems. Gold Circle also has a variety of policies and systems.

Overall, by looking at the interview summary, Phumelela and Gold Circle are very similar on an intellectual capital basis.