Appendix X: Extended version of employee interviews
1. Philipp Schmid

1. What is the identity of Friends of Design in your opinion?
   “An advanced and relaxed learning institution with a strong focus on all things digital and design.”

2. What do you think is the image of Friends of Design, more specifically what image do you think students have when they think of Friends of Design?
   “An opportunity to start a career in a creative niche or mainstream design agency.”

3. What do you see as the unique Selling Point of Friends of Design?
   “The fact that Friends of Design is located between strict academic curricula and the flexibility of an independent training center gives us the ability to act quickly to follow the fast changing digital design industry while offering academically accredited courses. Maintaining this on a very high quality level of training allows us to fill in the gaps in our niche market and to step in where our competitors are to slow to act because of too many processes where they have to follow before they can act.”

Career day

3. During a career day how many staff members are present for advice and to guide potential participants?
   “Usually two staff members based on their availability.”

4. What is organized for students when they come in at career day?
   “Our computers are available, you can do for example a Photoshop trial and they can just look in old student work so they get an idea of Friends of Design and the assignments you might get.”

5. Do the students know after a career day how the course will turn out when they enter one?
   “Roughly we suggest a meeting with the school director before enrolling for the course.”

6. Are there other opportunities to obtain additional information about the part-time courses besides the career day?
   “Yes, we have information on our website, Facebook page, Gumtree and bizcommunity.”

7. Do you think this is enough information for potential students to convince them?
   “I think the amount of info is alright the way how it is displayed needs to be improved. On Career Day they get they also get a brochure where additional information afterwards about the course can be found.”

8. What could be points of improvement for career day?
   “Things as a professional stand, sufficient up-to-date info material and well trained staff.”

9. Is there an opportunity for potential participant to follow a trial lesson?
   “Not at the moment.”

10. Before participation, are students tested whether they are suitable for that particular course they apply to?
    “In terms of fulltime yes. For some part-time courses Matric results and portfolio must be handed in before participation in the course.”

11. When they finished one course, are they stimulated to register for a follow up course?
    “Part-time discounts are in place to motivate students to book more than one course, other than that there is nothing.”

Own evaluation

12. What is your opinion about the way Friends of Design courses are promoted?
    “I believe we are at the forefront of offering courses online which might be a bit for ahead for a majority of our clients at the moment.”

13. Do you think the courses are diverse and attractive enough to potential students?
    “Yes, there is no other school in the country that has a bigger variety on design courses. The course offers a lot of freedom and is constantly changing.”
14. What do you think is the cause of the decrease in the number of part-time students?

“The after effects of the financial crisis and new competitors.”
2. Margarita Stoffberg

1. What is the identity of Friends of Design in your opinion?
   “A cutting edge, forward thinking academy.”
2. What do you think is the image of Friends of Design, more specifically what image do you think students have when they think of Friends of Design?
   “Start a career in a friendly, accessible, fun and modern way in the design industry.”
3. What do you see as the unique Selling Point of Friends of Design?
   “We are at the forefront with our courses especially when you compare it to competitors. Also our location in city center is a big bonus.”

Career day
3. During a career day how many staff members are present for advice and to guide potential participants?
   “It depends but usually three to four.”
4. What is organized for students when they come in at career day?
   “They are free to look around and look in some old work from previous students. They can try Photoshop or another program on our computers and we will walk around for questions.”
5. Do the students know after a career day how the course will turn out when they enter one?
   “No, each student is responsible for their own success, they know what is expected of them. The do receive a brochure after career with more extended information about each course.”
6. Are there other opportunities to obtain additional information about the part-time courses besides the career day?
   “Yes, we can be reached by phone, e-mail and students can visit our website and Facebook.”
7. Do you think this is enough information for potential students to convince them?
   “Yes, I do think we have enough, but perhaps it needs to be organized better and be kept up-to-date every week for example.”
8. What could be points of improvement for career day?
   “We should definitely arrange air-conditioning another nice thing would be refreshments and in my opinion the school director should always be present.”
9. Is there an opportunity for potential participant to follow a trial lesson?
   “No not officially. If students would ask for it we could make it possible.”
10. Before participation, are students tested whether they are suitable for that particular course they apply to?
    “Yes, they have to show a portfolio for a fulltime course. Part-timers do not have to hand in anything.”
11. When they finished one course, are hey stimulated to register for a follow up course?
    “Not formally.”

Own evaluation
12. What is your opinion about the way Friends of Design courses are promoted?
    “There is too much online marketing, we need other kinds too.”
13. Do you think the courses are diverse and attractive enough to potential students?
    “Yes, and we should make it more attractive for part-timers that they follow more than one course.”
14. Are there any points of improvement for the course?
    “Yes, we need better facilities and more professionalism.”
15. What do you think is the cause of the decrease in the number of part-time students?
    “The recession, I think.”
3. Lucy Kerr

1. What is the identity of Friends of Design in your opinion?
   “A friendly, forward thinking design academy.”

2. What do you think is the image of Friends of Design, more specifically what image do you think students have when they think of Friends of Design?
   “I think they see us as a very flexible and friendly school, but I do think that they see it also as a bit chaotic and unorganized because dates are not always up-to-date and our Facebook page and website are not always equal to each other concerning the information. I always get a lot of questions.”

3. What do you see as the unique Selling Point of Friends of Design?
   “The fact that we are a very flexible, small and friendly school. Our approach is always very personal and our lecturers know exactly how to bring out their best.”

Career day

3. During a career day how many staff members are present for advice and to guide potential participants?
   “Let me think, three or four employees.”

4. What is organized for students when they come in at career day?
   “Computers are free to use. Sometimes a lecture will give an 30 minutes workshop and they are free to look in a lot of old student work. That should make them enthusiastic and persuade them to choose for our academy.”

5. Do the students know after a career day how the course will turn out when they enter one?
   “They get an idea of what to expect. In the brochure they will find detailed information about courses.”

6. Are there other opportunities to obtain additional information about the part-time courses besides the career day?
   “Yes, there is but that information is not always up-to-date. We really need to do something about that, especially for a Design Academy information on a website should always be up-to-date. But our brochures and Gumtree ads are alright.”

7. Do you think this is enough information for potential students to convince them?
   “Yes, we have enough available, maybe even too much, we need to structure it a bit more.”

8. What could be points of improvement for career day?
   “I would like to see more workshops on a career day. The current attendance of a career day is too low, maybe with workshops this could be improved, people will talk about it to their friends.”

9. Is there an opportunity for potential participant to follow a trial lesson?
   “No, but it would be a nice thing.”

10. Before participation, are students tested whether they are suitable for that particular course they apply to?
    “No, part-timers have to decide by themselves whether they have enough knowledge for a particular course.”

11. When they finished one course, are they stimulated to register for a follow up course?
    “No, only if they come to us we offer them a follow up course. We should encourage this more.”

Own evaluation

12. What is your opinion about the way Friends of Design courses are promoted?
    “I think we can do so much better. We use a lot of tools to spread our name but none of them is really effective in my opinion. We should make a decision on what platform we want to stand out and keep that organized and detailed”

13. Do you think the courses are diverse and attractive enough to potential students?
    “Yes, we have a course for everyone.”
14. What do you think is the cause of the decrease in the number of part-time students?

“I think it is the lack of structure in the organization, sometimes potential students call and they never hear from us again, that is a shame.”