# Performing Management: How Ten Jazz Musicians Approach Career Organisation

A research report submitted to the Faculty of Humanities in fulfillment of requirements for the degree of Master of Arts. University of the Witwatersrand,

Johannesburg. 2012

#### **ACKNOWLEDGEMENTS**

Without the generosity of the musicians interviewed here there would not have been an opportunity to claim all the thoughts that went into this report. It is due to these dazzling individuals that meaning manifest here. I am eternally grateful for the contributions of Valentia Ferlito, Mlungisi Gegana, Khumo Kganyago, Bongani Khezo, Luyanda Madope, Tlale Makhene, Siyavuya Makhuzeni, Linda Mtshali, Concord Nkabinde and Marcus Wyatt.

Thank you to Monica Newton and Professor Cynthia Kros for their guidance.

I am indebted to Gwen Ansell for her support and the illuminating discussions on this and other related subjects whenever we bumped into each other.

Professor David Coplan shared his time and thoughts on the now seemingly off-beat ideas I originally had about this subject matter. Thank you for the patience!

Thank you to Brett Pyper, Thembela Vokwana and Chats Devroop for their insight.

I am grateful to Sao Mendes for all the encouragement, as well as to Odwa Soga and Vusi Tshabalala for their help with multiple resources.

Lastly, this is for Kunjulwa Maxam and Refiloe Ndzuta.

#### **ABSTRACT**

This report investigates the experiences of a segment of jazz musicians in Johannesburg when administering their careers. The report gives a historical context to the relationship the ten musicians have with jazz performance management. This background provides a lens through which to view the paradigm shift in the socio-economic environment of local musicians in the post-1994 era. The performers detail how they engage with business management, financial management and self-management. Through this, they demonstrate how they balance their artistic and commercial ambitions in their quest for career longevity. The motivation of this research report was to encourage more debate around the social and economic imperatives of local music performance. It was to probe what hinders or sustains careers in this sector, and to question how musicians manage to make ends meet.

### DECLARATION

I hereby declare that this Research Report is my own unaided work. It is submitted for the degree of Master of Arts in the Faculty of Humanities at the University of the Witwatersrand. I also confirm that it has not been submitted before for any other degree or examination in any other university.

Signature:

Date:

## TABLE OF CONTENTS

ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
DECLARATION	iv
CHAPTER 1	
Introduction	1
Rationale	4
Research Focus	7
Methodology	8
Literature Review	14
Local jazz performance history	15
SA jazz and its politics	15
The management of music performance	16
Music in the creative industries	18
The consumption of popular and marginal music	19
Chapter Outline	19
CHAPTER 2	
Introduction	20
The Jazz Genre	20
Overview of Jazz in Johannesburg	23
History in Context	25
The Participants and their Role in Jazz	26
Music Training	26

Crossing genre boundaries	27
Conclusion	30
CHAPTER 3	
Introduction	31
Business Management	31
Business relationships	31
Informal exchange and the currency of favours	33
Complex relations with promoters	37
Contractual agreements	40
Keeping business records	43
Self-Management	45
Team Management	47
Allocative control	47
Staffing	47
Planning and organising	48
Efficiency within limited resources	49
Conclusion	51
CHAPTER 4	
Introduction	53
Financial Management	53
Bookkeeping	53
Attitudes towards tax and the benefits of Close Corporations	55
Cultural and Social Entrepreneurship	61
Publicity and Advertising	63 vi
	vi

Time for Administration versus Time for Creativity	66
The Role of Personal Managers	69
Doing what record labels used to do	69
Conclusion	72
CHAPTER 5	
Introduction	76
Study Aims and Related Findings	76
Recommendation on the Study	78
SELECTED BIBLIOGRAPHY	81