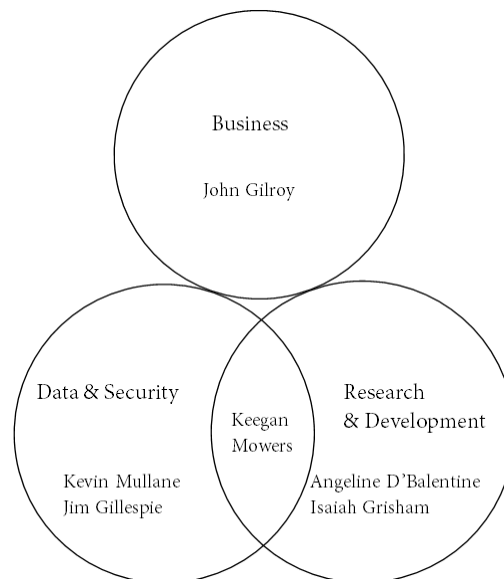


## SI 501 ADMI Interview Protocol

Team Avalanche

This interview protocol was developed for six 60-90 minutes interviews with a company named ADMI in regards to their transition to hybrid cloud with colocation stance. The six interviews will mainly focus on three different areas, so we've drafted three corresponding question sets. These areas are business, data and security, and research and development.



### Introduction

Hi, my name is XXX, and this is XXX – we're from the team Avalanche. We are all master's students at the University of Michigan School of Information. As you hopefully have heard, my class is doing a consulting project with your company. **I'm here to understand better how your company feels about your "Digital Transition to Hybrid Infrastructure"**. This interview will take about **60-90 minutes**, during which time we'll go through some questions, and I might ask you to show me how you actually conduct your work.

A couple of things before we start. To the extent possible, we will take your comments to be **confidential**. If we quote you in our final report, we will do so without identifying your name or specific role. If there's anything you really don't want on the record, even if it's anonymous, please let me know that, too. Also, this interview is entirely **voluntary** on your part. We can end the interview at that point with no repercussions for you of any kind.

Are you comfortable if we record this interview, so we can reference it in the future?

## Common Warm-Up Questions

- How long have you been working in this company?
- Could you introduce a little bit about your job content and your team?
- Where do you usually work?
- How many hours do you work per day?

## Protocol 1– Business Interview Protocol

### [Interviewees]

- John Gilroy: President/CEO

### [Overarching Questions]

- What does the business management team view as the risks and opportunities associated with the cloud shift?
- Why haven't formal steps been taken to move the servers to the cloud?

### [Business Model]

- **I would like to understand how the current “Lift and Shift” process is affecting your day-to-day work. For example, how did it affect you this week?**
  - How do you and your team complete your business operations during the transition?
  - How has the cloud transition affected your business duties?
  - How has work-from-home affected your team's communication?
  - Who have you communicated with the most this week? Is that usual?
  - How do you communicate with other departments, the IT team for example?
  - How do you communicate with your clients? Does it differ between dealers, OEMs, larger companies like the Ford Corporation, etc.?
  - Has it changed during the “Lift and Shift” process?
  - How much do you think cloud shifting impacts your communication with clients?

### [Challenge in Business]

- **Thinking back on the entire digital transition process, what is the biggest challenge you have encountered?**
  - Can you explain what happened?
  - What was the source of the challenge?
  - How did you handle it?
  - Have similar challenges happened before?
  - Did it affect your relationships with clients or work partners?
  - Looking back on it, could the situation have been prevented?
  - Did the experience change how you approached similar situations?

- **Has there been a more recent difficulty you have encountered in business situations surrounding the online digital transition? Can you talk about it in detail, please?**

- Would you describe what made it difficult?
- OK, so the difficulty is (repeated and confirmed), am I understanding this?
- In what part of your work did this problem arise?
  - How did it happen? How were things going at first?
  - How was the problem resolved?
  - Who helped you in this process?
  - OK, so on what platform did you collaborate with xx to solve the problem?
  - Looking back, how do you feel about it?

**[Observation]**

- Imagine you have a new lead on a dealer, and you really want to work with them. What initial steps would you take to make a deal with them?
- Imagine you're going to start a new research project with your team. Please walk me through the process.

**[Further Improvement]**

- **In an ideal world without constraint, what do you see as the solution to the current cloud shift hurdle?**
  - Do you see a practical first step you can take towards this solution?
  - Do you feel that this solution cannot be currently implemented due to a certain reason?
  - Do you think that you need to wait in order to get the timing?
  - In the past have you considered a different solution?
  - Are there other ways of addressing the issue that you've considered?
  - What do you think it will take to move forward with the cloud transition?

**[Potential problems in the transition]**

- **Based on interviews, it sounds like \_\_\_\_ could be an issue holding back the cloud shift. How do you feel about that?**
  - Have you considered solutions to this problem?
  - Have you discussed this problem with the rest of the company?
  - Have others suggested solutions to it?
  - You mentioned a potential solution could be \_\_\_\_\_. What do you think is its biggest limitation?
  - Have you discussed this idea with the rest of the company?

## Protocol 2– Data and Security Interview Protocol

### [Interviewees]

- Kevin Mullane: Data and security manager
- Jim Gillespie: Director of Data and Research

### [Overarching Question]

How are ADMI's data and security systems affected by the transition for up to now, and what can be done to make them more reliable through further transition?

### [Data Flow]

- **We would like to know about the data flow in ADMI. I'd like you to think about the last time you got data from dealers and OEMs. Could you walk us through the process?**
  - **Background**
    - What's the scale of the data team?
    - How does the data flow between your company and the customers?
    - Why did you design that flow in this way?
    - What's the scale of the data?
    - What operations are performed on each side?
    - How do you use this data in your company and business?
    - Why do you use them in this way?
  - **Importance Analysis**
    - Could you break down the data into several parts and list the importance of each part?
    - How would you like to rank them based on importance?
    - What's the difference between the management of important data and others for now?

### [Data storage and cloud transfer]

- **We would like you to think about the last time you imported or exported data into the company system. Could you walk us through the process?**
  - **Database and Storage**
    - How was the data organized for storage?
    - Why did you store them in this way?
    - What databases were used for storage?
    - Why did you choose to use them for such data?
  - **Cloud Transfer**
    - What part of the data has been transferred to the cloud already?

- Why did you only transfer these parts?
- What's your concern if you transform the data to the cloud fully?
- What's the difference between the previous local management and the current hybrid one of the data?
- How is the efficiency of a local or hybrid model for data management?

### [Security]

- **We are curious about security protocols in ADMI. Could you walk us through the security protocols when the cloud transition started?**
  - **Background**
    - What differences are there in current security protocols?
    - Why did you set it up in this way?
    - Who has access to the protocols?
    - How often do you update and modify the protocols?
    - What actions have you taken to ensure the protocols are executed well?
    - When was the last time you had a data breach and you had to use the security protocols?
    - How did you feel about the protocols in the last data breach?
  - **Code and Data Security**
    - What's your concern about code and data security?
    - What tools do you use to store your code and data?
    - Why do you use these tools?
    - [If the interviewee used different tools before the cloud transition] Why did you change them?
  - **Cloud Transition**
    - What's the difference between the local and cloud management of the security issue?
    - What are the causes for these differences?

### [Observation]

- Imagine the OEM just updated information on their products, would you please show me how you deal with the update?
- Imagine there is a security breach on the database running on your server, would you please show me how to solve it?

### [Recent Difficulty]

- **I'd like to know how you deal with recent security and data issues during the hybrid model. Would you please talk about the most recent security issue encountered?**
  - **Background**

- What's the most recent security issue encountered?
- Under what context, the issue happened?
- How often does this happen?
- **Consequence**
  - How did it affect your company and the data system?
  - If the company is operating fully local or remote, how will the consequence change?
- **Causes**
  - From your perspective, what potential factors may cause the issue?
  - What's the relationship between the causes and the cloud model?
  - What other problems may be caused by these reasons?
- **Solution**
  - What did you do to solve the issue?
  - [If the interviewee solved the problem by coming to the company] How would you solve it if the company is fully operating on the cloud?
  - What precautions would you take to prevent it?

#### [Co-location]

- **We want to know how the future cloud transition will affect your day-to-day data and security system management. Could you walk us through how you will perform colocation if there is no technique constraint?**
  - **Background**
    - Which part do you want to colocate?
    - Why do you want to colocate them?
    - What partners do you want to work with to co-locate your servers?
    - How would you like to collaborate with your partners?
    - What concerns do you have during the collaboration with your partners?
  - **Data and Security**
    - How will your data and security system be affected from the transition?
    - How will you ensure data security when your servers are co-located?
    - How will you redeploy all your databases?
    - How will you modify your current security measures?

#### [Lift and Shifting in Data and Security]

- **We would like to know your thoughts over how lifting and shifting will impact your day-to-day data and security system management. Would you please tell us which part in the system you want to perform lifting and shifting?**
  - **Background**

- We understand that there are many functions that can be lifted or shifted, how do you evaluate the importance of them?
- Why do you want to perform lifting and shifting now?
- What similar process or improvement have you made for now?
- **Execution**
  - If the lifting and shifting is stuck or the results turn out to be worse, how do we recover it?
  - What are the guidelines for the lifting and shifting process?
  - The process may affect the current business, how will you handle it?

## **Protocol 3 – Research & Development Interview Protocol**

### **[Interviewees]**

- Angeline D’Balentine: Innovation & Creative Director
- Keegan Mowers: Web Development Manager
- Isaiah Grisham: Junior Developer

### **[Overarching Question]**

How do developers feel about the impact of cloud shifting on their current work content and experience?

### **[Daily Work & Collaboration]**

- **I’d like you to think back to the most recent day you worked, and the work you did that day. Can you walk me through the day from start to finish?**
  - You mentioned you did [task]. Who did you work with?
  - What platform did you use for this collaboration?
  - How did you feel about the efficiency of collaboration?
  - Where did you do your work?
  - [If mentioned work-from-home] How did you feel about the impact of work-from-home on your work?

### **[Cloud Shifting Experience]**

- **I’d like you to think back to the beginning of cloud transition, under what context your company decided to start it?**
  - Who participated in the decision process?
  - How was the decision introduced to people in other departments?
  - How much do you think you understand how the company will implement cloud transition?
    - [If positive] Could you walk us through your understanding of the cloud transition journey (Talk about some milestones)?

- [If negative] What parts in the journey do you find confusing or need more explanation?
- [You mentioned you are now doing... through... platforms] How does the transition influence your work content?
- [You mentioned you are now doing... through... platforms] How does the transition influence your working platforms?
- What are the benefits and shortcomings brought by cloud transition to your current work?
- How confident are you with the company's future transition process?
  - [If confident] From your perspective, what difficulties can you see in the process?
  - [If not confident] What aspects of the transition do you find worrying?

### [Developing management]

- **Think of the last time you had a technical question which you could not handle by yourself, could you walk us through how you solved the problem?**
  - Who did you turn to for advice?
  - Through what platform did the person provide assistance?
  - What difficulties did you meet in the communication process?
  - Thinking about the most recent time,
    - [For director] you distributed tasks to your team,
    - [For junior developer] you were assigned with a task,
    - How did the team decide which member would take the task?
  - [If mentions some rules]
    - How often does this process happen in your current project?
    - [For director] How did you feel about the task assigning process?  
[For junior developer] How did you feel about the task you were assigned with?
    - In what way do you feel the management process can be improved?
  - [If no obvious rules]
    - How sustainable do you think the assigning process is?
    - In what way do you feel the management process can be improved?

### [Observation]

- You mentioned you were doing xxx yesterday through xxx platform, would you please show me how you worked and communicated with others through it?



## Common final questions

- Any questions from the notetaker?
- Do you have any questions for us?
- Anything else you want us to know?

## Conclusion

Those are all the questions we have for you. If anything else occurs to you after I leave, please don't hesitate to let me know by email at [avalanche@umich.edu](mailto:avalanche@umich.edu). We may be in touch with you again to ask a few follow-up questions. And, in about 6-8 weeks, after we've concluded all the interviews and our analysis, we will send you our final report, which will also be provided to your organization. We're also scheduled to do a presentation, and I believe you will be invited to that. Thanks again!