**Interview 2**

**Interviewer:** So, what were your motivations? This is my question. You might take turns if you want, or you might raise your hand here. Whoever wants to talk.

**Interviewee 1:** Hello. My first motivation was the social part of the course. I think most people actually chose the course because they are interested in the startups. But for me, I was really interested in social goods. Trying to see how the products are working in order to be productive. In order to be effective in the social aspect. The interesting part of the course was the social part.

**Interviewer:** Yeah. Do you see those two connected together, social and start up?

**Interviewee 1:** In most of the startups don’t see it, but in some startups, yes.

**Interviewer:** OK. That's interesting. Anybody else?

**Interviewee 1:** When I looked at this course my first impression was like, “OK, we will likely meet a few stakeholders”, and you guys, from startup, and that would probably generate some opportunities for us in the future, or probably some opportunity for a summer job, master thesis, or eventually some job. But unfortunately, I haven't seen that coming.

**Interviewer:** Wait, wait a little bit, sorry to interrupt you. I think it will be feasible to see also this happening. I'm just putting a bracket on this. The plan is that you should present your project to some relevant companies and to the CEO of some company from X, or from Y, or to other stakeholders. And what I hope is that they like your project and they invite you, either as a startup or as a summer job student, or whatever other opportunities. But this is up to you a little bit. So, this is going to happen is negativity at the very end of the course. This is what I plan at least.

**Interviewee 1:** My impression until now, the stakeholders or other bodies that have come into the Bootcamp. One lady came, who was from X, and I spoke to her not once, twice but 3 or 4 times. But my intention was to get some contacts and try to secure some summer job and stuff, but I think those were more of like they were coming just for formality, and she even said that the thing takes very, very long time. So, I'm not promising anything. I know you have skills this and that but, nothing for now. But my impression from the course was that, so you still saying it probably come at the latest stages of the course, probably at the end of the course. That was my expectation of this course.

**Interviewer:** My impression is that we are planning this, and X is one proxy. That's why they wanted you to create some CVS and share those CVS, and those CVS will be used as a pool for picking for summer jobs. But I think this is an opportunity we try to structure. We didn't have to ask them specifically one person at a time, because some of them are responsible for picking summer jobs. Some others are not. So, it's not a matter of finding out who it is by yourself. But it's a matter of us structuring that there is an opportunity in a more elaborate way. Like you provide to the X. Then X starts speaking out from those CVS. You present to X companies. They figure out if your project is relevant, If it's interesting to pursue, and so on. So, all these things come together by themselves. You don't have to ask people, to beg on people to say “OK, do you want to take me for summer job” or whatever. So, it's more like a formalized framework for this. This is what we've been trying to do. But, like you say, you might get an impression about this, hopefully at the end. Let's see what happens afterwards. Other than that, any other motivation for being in the course? Yes, X.

**Interviewee 1:** Hello. Alright. To be honest, the reason why I took this is because it is an obligatory for those who have less than three years after work experience. Otherwise, I could propose an exemption. However, it also hides to know something different. As these days it will be better to meet as a space in knowing more than one. Pending on the specials. I had an experience as a photograph in a small startup in my country, so I know one or two things about startup, and it would be nice to know someone, especially the general ideas. And besides that, nowadays there are a lot of startups, so perhaps in the future there will be more opportunities in this industry, especially in computer fields.

**Interviewer:** Yes. Yes, sounds cool. Does anybody have something to add, or should I move on to the next question? OK, maybe I can move on there. If we go very back in time, how did the presentations of the stakeholders influence your social innovation mindset? And you did some brainstorming at that time, if you remember. It was the very beginning of the course. Very early on. So, what do you think about their presentations? Did they influence you somehow? With respect to previous ideas you had, and so on. Yes, X.

**Interviewee 1:** Yes, I think they did motivate us towards the ideas that they have, and I think that's one of the ideas that we came up. I mean that's the solution for their problem. But one thing that probably I want to improve in that course, would be having the director, some representative from that stakeholder, because in that meeting it was two guys representing quite a few of the organization, and I think when the information reaches to you, whereas in some other channels the information is not correct. For example, when we spoke to them, when they came for the presentation, they said that we are looking for some ideas, to southwest as well. And we were proposing something, and just in the last meeting, they said “oh, no they have already implemented that”. So, I think the information coming from the stakeholder directly, that would be correct and there will be no lag in the information. If you want to include that in the future. Otherwise they have definitely motivated us and our product is a solution of X.

**Interviewer:** Yeah, that sounds fine. I think it's a good suggestion. I know there are these kind of flaws during the cooperation, so it might happen that somebody doesn't know quite well, even though the two representatives are consulting for 50 companies, so they should know well what each company is doing. When it comes to technical challenges, do you think you had some technical challenges? Do you think the stakeholders helped you in solving those challenges or did you solve them yourselves? Well, what's your perception about technical challenges? Yes, X.

**Interviewee 1:** By technical challenges you mean, for example, for implementation?

**Interviewer:** Yes.

**Interviewee 1:** For the implementation I actually think the scope of the course is a little bit small for having a product that works. And the fact that we were, in our case, I think we are like five different people, with different backgrounds that don't know each other. So, there are a lot of technical problems. There are a lot of difficulties and challenges when it comes to implementation and actually, what stakeholders told us was that you don't have to provide a real product, you just have to show us the concept. So yeah, I think it's quite challenging, with regards to implementation.

**Interviewer:** Yeah, but can you list any technical challenge that you had. Maybe not you particularly, but maybe the others.

**Interviewee 1:** Personally, I had one challenge to, for example, find a good technology to implement. It was the first one that I had to search for it. Don’t know if I’m answering the correct question.

**Interviewer:** OK. And did the stakeholders help you with this or maybe not?

**Interviewee 1:** As I said, they don't actually focus too much on this sort of implementation. Focus mostly on a concept. For example, the idea would be good enough and we shouldn't be super concerned with the implementation part of it, the details.

**Interviewer:** Anybody else? Did you have any technical challenges that you figured out yourself? Or maybe stakeholders helped you with figuring out.

**Interviewee 1:** I will make the same comment going back to what I said earlier, but it's not related to our, but we had one exercise where we were going into other groups, and they were explaining. So, we discussed the idea of like building a platform for the stakeholder, where they can communicate in real time. But I think one of the groups is doing that, and the kind of information they have from the stakeholder, and the kind of information we got from, the technical information actually. What that platform is going to solve is entirely different. What we got, the information, and what they have, the information, and when I actually shared with them. So, I think the stakeholders probably had a very, very abstract knowledge of what they are looking for. I think the information on both occasions was seen very big, and not correct.

**Interviewer:** But you have to consider that sometimes people don't know what they want. And it might be a job of a startup, or of a team, to figure out the need and to figure out how to solve it, to come up with a solution.

**Interviewee 1:** But if you want a real time communication system, and you have any information saying your aid departments already have some system, and you want to use their existing X on the new platform, that information should be going everywhere. If they're discussing with me or with you, anybody. That should be the base of the idea. But if they're coming to you saying “oh, we just need a new system”. If they are coming to and saying, “we need a new system where we want to use our existing information as well”, that would change the whole concept actually. That's what I'm saying, but it's relating to the technical information. But we didn't take that project anyway, so just a comment that information was incorrect.

**Interviewer:** OK, that's good. OK. How about soft skills. When I say soft skills, is the skills about communication, face to face, online, sending emails, talking on Teams, talking in person with the stakeholders, giving and receiving feedback. Everything that's related with communication with stakeholders. How do you feel about this soft skills? Did you learn something new? Did you acquire some new soft skills? Did you improve your previous soft skills? What's your perception?

**Interviewee 1:** The fact that we are kind of forced to reflect and to have a few minutes, and then tell the group about it, whatever way you figure out, has been very valuable for me. \*inaudible\* other courses, another situation. So, I think those terms and also the feedback.

**Interviewer:** But how about the ones that you discussed with stakeholders? You had some communication with stakeholders, right? Did you gather some information from them? You send out some emails. You had some chats. You had some discussions in the class. So, did this sort of help you out with your present skills or they didn't influence anything. I don't know. What's your perception?

**Interviewee 1:** For the communication stakeholders, it hasn’t been too much. There's been a few meetings, a few messages.

**Interviewer:** But why do you think Is that? Why do you think you have had little communication? What was the gap? The communication gap?

**Interviewee 1:** I think the lack initiative, general initiative.

**Interviewer:** But why do you think there is lack of initiative? Are you afraid to ask questions? Do you feel some questions are not good enough? I don't know you. You tell me.

**Interviewee 1:** I don't know, I just I feel like we should have communicated more earlier. It was kind of not eager, if that's the word.

**Interviewer:** X, since you wanted to talk, maybe you have to add something.

**Interviewee 2:**The first thing regarding the stakeholders, they did actually noticed in response, short notice. So, they tried to be helpful as much as they can, but we haven't talked much with them.

**Interviewee 1:** Yeah. So what do you feel? It is a soft skill problem? I mean, the team problem? It's a problem that's generating because you are shy. I don't know.

**Interviewee 2:**The reasons are different probably.,

**Interviewer:** X maybe you have some opinions.

**Interviewee 1:** Yeah, I think we have communicated with them a number of occasions on Teams, and we send e-mail as well. They’ve been very prompt in their response, and we got the information that we wanted to get. We had a few online meetings as well. So yes, we had some questions and some confusion. So, they did address those, and I think this section particularly, skills is the part I think I personally would take a lot out of this, and from this course. Especially the aspects of giving feedback, and then taking feedback. I think that is something that I haven't done in the past, so in that there's very good aspect of the course, very good.

**Interviewer:** But have you utilized the skills while communicating with the stakeholders. Because I know you do this between you, as a team, but have you done it with the stakeholders?

**Interviewee 1:** Yes, we have done that in a capacity where... I mean no, probably we wanted to. I mean, I personally want to go on few things, but yes, we have done that with the stakeholders as well. As I said we had a meeting with them on teams, and we did get the feedback of our project as a whole, and then feedback on some components of the project where X was not sure, and then we get the feedback on that and then we moved on that, and we were thinking little bit bigger, which was probably the scope was bit big for this course. And then they did mention we are only looking for the concept. So, I think that was a very helpful voice carried down, and then we know what we can achieve, and even in today's presentation, where you will say in the implementation, we can achieve. Is very good but not great, but I think we were pushing way too much before, and part of the group was focusing more on the interpretation and the rest were focusing on the other stuff. But that was agreed within the group. So, we have learn implemented in the discussion with the stakeholder within the group as well. So, giving feedback and then taking feedback: I think that that is something that I haven't done in the past. So that's a very good aspect of the collaboration with them.

**Interviewer:** Yeah. No, that's good. When it comes to project management, did you learn anything? Did you collaborate with the stakeholders to develop your project management? Attitudes and project management approaches. Or did you just do it yourself and you didn't have any input from the stakeholders?

**Interviewee 1:** I think we learned quite a lot, but we did not cooperate with stakeholders regarding the planning at all, I think. The communication with stakeholders was more to just gather info and get some feedback on the project itself, but nothing about the project timeline or schedule or whatever. So, we learned a lot but not really relating to stakeholders.

**Interviewee 1:** We have intensively used within the group, more than with the stakeholder. I agree that hadn't, but we had information gathering the part of the project planning. We did that with the stakeholder as well. We did send them emails. And there's some questions on Teams as well, but not as intensively as it could have been done. But we did gather some information in the planning phase of the project from the stakeholder, but we have intensively used within the group. Like the scrum, we always had to start of the village day. The use of Scrum Burndown Charts allowed us to follow the project properly even in between calendar time gaps during the Bootcamp days.

**Interviewer:** Do you feel you have learned something new from project management aspect? Something that you didn't know.

**Interviewee 1:** I think the checking thing is kind of, to me, it appears like the kind of scrum. We discuss how and what we are going to achieve on the particular day. I think it is quite common in the IT sector, particularly doing the scrum in the morning, and stand-up meetings kind of stuff. So, I think that is something we have intensively used within the group Scrum and daily meetings, together with other tools, such as Smartsheets.

**Interviewer**: The stakeholders, you think that they are not doing a lot of project management? You have the communication channel, which was Teams, right? This was created by you, or from the stakeholders?

**Interviewee 1:** I don't really remember, but I think it was a suggestion from one of us, or probably they added us, I can't really remember.

**Interviewer:** So, if they added you, and you have little control on Teams, I think there is a reason why they added you actually. It is because the discussions they want to make. Things you share and everything else.Things they share with you. They wanted to keep it sort of private. You don't share it with other people and so on. Uh, and they configurated the Teams. This is called configuration management, how to handle the data in the project. So, they're doing this at some level, even though this was not the internal project management that you did, but it was part of your project management anyways. You really don't perceive that you have might have learned something from them, because when I look at this from, my personal perspective, I've been working with other project managers from before and running a lot of projects, and my personal perspective is that you still learn from each other. And one thing you could have learned is that whenever you have to start a project with another entity, you might want to take some control of how you share the data, how you keep the data, what are the communication channels, how you collaborate, and so on. These are all project management stuff anyway. So, you really don't perceive this. Not you, your team in particular, but many other teams in general. They don't perceive this as being part of the project management. So, have you learned something at least? Well, what do you think?

**Interviewee 1:** They probably took a charge of it, and we were just there, and we just use it as a communication tool. But yes, coming from the product management background, I know these are part of the project management, and we definitely will learn something, even if we don't realize at this point.

**Interviewer:** But just to sort interrupt you, just to say something, I didn't do the project management for you. Because I might have created all these Teams, communications and everything. I might have taken control over a lot of stuff, but I didn't, because I wanted you to figure things out yourselves. Just to be honest. And I think this is a very crucial point to understand. I'm sorry, I'm making a point here. I I'm trying to bring this up because it's very important. At least for a lot of teams that are working in this village. So X do you have something to add?

**Interviewee 1:** I think I agree with your point, you learn from all these tools that we've been using. But as I said, we haven't configured those were created. Those groups. So, probably we did not actually realize we are doing this. Probably we were we being just added. So, probably that was where we did not realize it, but I think we have learned it and we know this is the too.

**Interviewer**: I would encourage students to take more action in the future, which means that they might want to take some control, and don't agree on everything the others tell them. Even the stakeholders, if they have more experience. But that's fine. A couple more questions about start up motivations. Would you rather be creating a startup in the future with this idea, if opportunity given. Like if Xwants to develop a start up with you or other companies. I don't know. Or if you want to develop a startup yourself. Would you do that? And what would be the motivations for doing or not doing this thing? Building a startup. Maybe somebody that hasn't talked much.

**Interviewee 2:**I don't have that ambition.

**Interviewer**: OK, why not?

**Interviewee 2:**Because I feel the interest is quite different. My field of interest. I don’t see myself building a startup in the future.

**Interviewer:** OK, that's good. And this is because of your X background? In the way I understand, when you say your field of interest.

**Interviewee 2:**Sure. Not only X, but I also just don’t see myself fit in that environment.

Yeah. Maybe I’m probably wrong.

**Interviewer:** No, you're not wrong.

**Interviewee 2:**I just don't have enough passion for that, and I think passion is very important for everything in life.

**Interviewer:** Yeah, I understand. I understand your answer. Anybody else?

**Interviewee 1:**  So, I actually applied for XYZ now. But I got very motivated about because they were doing things in a slightly way, exciting way, so I definitely see myself. Maybe I will pick X in Georgia. I think you'll get to learn lots of diverse stuff, and get through the hard work hard. So yeah, I think maybe. Maybe.

**Interviewer:** X do you have any opinion?

**Interviewee 1:** As for me, to be honest, I will, choose either startup or something which align with my background study. It doesn't matter. I can choose one of those. But if I need to choose one, I. Just a second, I have to answer something? Uh. Yes. Uh, yes, I am. And then we'll be meeting. Do you have a link to this soon? Guys, I have to stop for a moment because we have to be in a meeting, so I'll be back soon. Sorry for the interruption, but we discussed a little bit longer than I expected. So, I'll come back in a moment.

**Interviewer:** How do you feel about creating a startup idea? And would you involve everybody that you have, the team members that you are now, or would you involve other people in doing so? What are the motivations, first? If you want to create a startup? But you already said something about this.

**Interviewee 1:** Yes, I think Elaine and Harold.

**Interviewer:** Yeah, yeah. If somebody else wants to add something, it's OK. If you don't have anything to add, we move on to the involvement of other team members. So, if you want to create a startup, let's say, would you involve the same people that you have now? I know it's not very... it's a bit of an uncomfortable question, but you just answer it honestly. It's no not judging or no evaluation at all, on this. It's just for me to understand the dynamics.

**Interviewee 1:**  If I will be the part of the startup, I would probably add a guy or two from IT background, because at this point we lack the IT skills in our group. Sahid is the only one and he himself had to learn the technology personnel implement. So probably having two more guys from IT background would probably be very beneficial for the startup.

**Interviewer:** I think that's fair enough. How about the stakeholders? Would you involve them to be part of your startup, or do you see them just as customers?

**Interviewee 1:** I think, for any startup, would be looking to secure some round of funding at the initial phase of the startup. So, if the stakeholder have some question of funding the idea, then why not.

**Interviewer:** To be shareholders, perhaps, I don't know. OK. That sounds interesting. How about the rest of you? Do you have any feedback on this?

**Interviewee 1:** I also agree with X. For our own group, actually is only convenient, however it will be right if we had more people that have experience in IT and computer related stuff. It's really a problem for us, since we have X. I think we need to say, I agree with you.

**Interviewer:** If you don't have anything more to add, then I'll leave you to finalizing the team reflections, and please move on, keeping on the good work with the present process and project report. I might have not asked this question.