**Interview 3**

**Interviewer:**

Okay, can you just tell me very quickly? What is the project about? And what is the motivation for being participating in all these activities in this village?

**Interviewee 1:**

Like individually from each of us?

**Interviewer**:

Yeah, the project you can stay for team while the motivations that would be nice to hear individually.

**Interviewee** **1:**

Do you want to stop?

**Interviewee 2:**

alphabetically? It makes sense. Right. So, from that point that I think that we have chosen a situation that we are all involved with, like, each of us would like to aid in the situation specifically directed towards the SDGs that we have decided to try to improve upon. And for the sorry,

**Interviewer:**

yeah, okay. Just I just nodded.

**Interviewee 2:**

All right. Just agree ask for the motivation for my part, I think that this concerning the reason that it's an obligatory course, I just feel like if you're an individual who masters the situation of working within a team, then use very much broaden your horizon. Because if you're going to be working with other people, you need to be able to master this situation to sort of work in teams. If you want anything more specific towards the project,

**Interviewer 2:**

Yeah. I mean, the village theme as well, like, do you feel like the startup motivates you? The startup idea motivates you. Or?

**Interviewee 2:**

For my part, it's both the startup perspective and particularly the social innovation, the motivation behind doing something that you expect to be helping others.

**Interviewer 2:**

Okay. Makes sense. Anybody else?

**Interviewee 3:**

Yeah. So, my motivation for the course is I want to be better at working with you. I think that it is a very good course to learn your stats. Because there's not really another situation where it's, like, socially acceptable to sit and talk about the group dynamics, and what's going on with the team. why did why did I say that? And why did you react that? For me? This course is very valuable. Because of that, village?

**Interviewer 3:**

Yeah, for the village

**Interviewee 3:**

my motivation is that I want to learn to how to collaborate in a team to realise that idea, basically. That's why we wanted to join this finish. Track to make your startup. Good. Yeah.

**Interviewee 4:**

Yeah. I'm particularly engaged with a project I think is quite nice. I believe we can do something with it. Yeah. As phonetics says, I think this course gives you the opportunity to work in this environment and reflect on the group dynamics, which is something I mean, you're used to working in groups, that you never think about how submission works. And I think that's kind of interesting. And I think the solution we are working the project manager was also the workers to in their work environment, welfare. And Canada makes a difference.

**Interviewer:**

did you did you get any feedback from the NFR application? I need to follow up, then I'll just call them.

**Interviewee 2:**

I'm not really sure about the progress, like. I'm not sure if it's explicitly stated to the progress is it's just there.

**Interviewer:**

Okay. But I'll follow up with Alcoa responsible now, after we talk. Because it's strange that there is no feedback at all, that maybe the Coronavirus issue happened, and I don't know. Yeah, I don't know. Yeah.

**Interviewee 2:**

Remember the initial timeline?

**Interviewer:**

It was supposed to be 13th or 14th. of March. But that's the timing when I think this situation kind of went out of control a bit. And it was so I'm not sure now what happened? I'm not entirely sure. I cannot say for sure what situation. But the feedback, I think feedback, it's fair to get at least the feedback. Yes, no, or whatever. Just to know, it's important. And also, some review notes. I know. So maybe. Ruben says, we are doing this alphabetically.

**Interviewee 2:**

Yeah. So, can you repeat the question? Is it just my motivations in general, for course, or

**Interviewer:**

Yeah, motivation for participating in this course, in this village team, working with the stakeholders, and so on.

**Interviewer:**

Right. So, for the course, it's a lot of my motivation for the course comes from the fact that I'm working in a startup right now and to get more experience with, with the other aspects of a startup other than development, like software, this very, very, very nice. And for the village right now, it's, I think it's very motivating to work on something that I believe we're actually working towards a goal that it seems there's a need for that's very, that's something that's very cool. It's also very nice to reflect on many aspects of collaborating in a team. I don't really have thought about before.

**Interviewer:**

Okay, that's nice. I'll follow up on your aspects. You said just so Mita, what do you think? Are your motivations for being here with us? With four other people? For voice?

**Interviewee 1:**

Yeah, yeah. I mean, obviously, there was no choosing your group mates. And that's completely fine. And that's the purpose of a vapour and random group of pay within a random group of people and learn how to work with them, when you all have different skill sets, because I think one of the major motivations that I was for why I was looking forward to this course was that I've mostly always worked with people who are doing architectural things. And I've never really worked with anyone sort of beyond that feel like short, it will be interdisciplinary, like some of them would be like, engineers, somebody would be doing structures, or I don't know, working with water management or something. But it's always been about creating a physical product. So, for me, it was interesting that if we're going to be working on a startup, like how do we how do we, how do we work on something that's not really a physical product? And I did also want to do something for sanctions. Good. That was also my motivation. Yeah.

**Interviewer:**

Okay, when it comes to if we go back in time, a little bit, and you can raise your hands, I guess, when you want to answer you don't have to take turns. When it comes to the very early on, when you started, you heard the presentations from the stakeholders, and you did some brainstorming, how do you think those presentations affected your mindset towards social innovation and innovation in general? Or even choosing the project idea, whatever? Yes, I spent.

**Interviewee 2:**

My part I didn't actually have any expectations for the course I didn't know we were going to be sort of starting a startup and the prospect of being presented with different problems and then having to choose one of problems and sort of create a solution within our groups that was very enticing, because it's very, very hands on and very it's sort of emulating a real life situation, which I think is very motivating. That's it. Samito

**Interviewee 1:**

I thought it was interesting that We were presented with a problem and a bunch of problems that the stakeholders presented and all of them had very different problems that they wanted to tackle. And I think it's easier for you to focus. It's easier for you to find solutions if there's a very concrete problem that's given to you. So, I feel like it was a, it was a nice way to give people a platform to innovate, because otherwise, having a startup come together. When probably like, one person has a vision, and then he's trying to like gather people and like, make them see a common vision. I think it's harder to do that in real life. But over here, it was a very well-structured situation. So, we could focus more on finding a good solution. was easier to be innovative here.

**Interviewer:**

That's good. How about technical challenges? Did you have any technical challenges? Did the stakeholders help with those technical challenges? Or did you sort out things yourselves? Yes.

**Interviewee 1:**

I'm so lost with technology. Like I'm, like the most technologically handicapped person, and I feel I had technological challenges throughout, I still have them because I can never figure out how Blackboard works, or Google Drive works. So, I'm still struggling with that. And especially when I'm working with people who are very good at it, I feel like, even if I could be remotely good at it, I'm always like, feeling like I'm worse than I probably actually am. Okay.

**Interviewer:**

How about the two developers? We have two software developers at least? How did you feel about the technical challenges for developing the prototype? Yes, we will. You have to turn on your speaker,

**Interviewer:**

So, you're asking in relation with a development like software development? Yeah. So, we actually have a kind of an interesting challenge, because through developing our prototype as an MS teams app. So, there are many aspects of that, which are interesting and challenging, but I think we're going to solve them eventually.

**Interviewer:**

So, X has a very defined way of creating apps within its system. It's the main part is that it can embed web apps as iframes. But at the same time, you can within iframe get context from the team. Okay, so it's kind of like you're creating a standard web app, but with some exceptions. And when you are implementing it in MS teams, those exceptions are kind of activated, and you can get the context for the team and probably like the team’s name, and stuff like that.

**Interviewer:**

Okay. But did the stakeholders help you with anything? Or did you figure out things yourself? And why did you choose Ms. Teams? I'm not sure now, why did we?

**Interviewer:**

We chose MSDS. Because it's typically said that they were going to use MS teams for communication throughout their company. Okay. So that gave us the idea of using it as a just integrate our system with Ms. Teams.

**Interviewee 4:**

Yeah, but it didn't help us with figuring out how to do it.

**Interviewer:**

Okay. So, you figure it out yourselves? So you have to turn on, again, t? speaker.

**Interviewee 1:**

We sent them a pretty detailed questionnaire about what we needed from them to develop further, which was down there, like every software they use, what is the technical expertise of the people who work on site, whether they have access to smart phones, whether like, if they're really old, and are not able to operate, and just or if they've tried to implement any new kind of technology on site before, how it's gone and all of that, and they gave us a pretty detailed feedback. And I think that was really helpful. So, for, they literally gave us that, okay, we have a project timeline, and we use MS project for that and then we export it to Excel or, and then we use this kind of software. So, we had everything, and we could, I think pretty clearly identify where the gap was and where our products would be able to fit in to suit their needs in the best way. And Microsoft Teams is what I think we then identified with

**Interviewer:**

How about the soft skills, soft skills I use this one for communication online, face to face communication and teamwork with stakeholders, not just within yourselves. Do you think you have gained something from this collaboration? Do you think it has improved your soft skills on how to communicate on teams on sending emails, how to talk face to face, how to gather requirements, all these kinds of things. That's what he's laughing. So, I would like to hear about this.

**Interviewee 2:**

If I can elaborate my specific experience with the course, I have tended to being a person that's almost always put on myself a sort of team leader role. And for this course, I wanted to not do that to sort of gain a different perspective, which I think has been very interesting. And I feel like it has broadened my horizon some because I've had to confront myself with not being in charge of the situation. If that makes any sense.

**Interviewer:**

Yeah, it does. How about with the stakeholder communication? Did it impact your choice that you just said, why did you choose not to be team leader? Was it because you wanted to see what happens differently? Or maybe while communicating with stakeholders? It will change something for you. I don't know.

**Interviewee 2:**

I feel like it's most the former like to gain a different perspective than earlier. The communication with stakeholders, they may really impact my decision more that much.

**Interviewer:**

Okay. Did you have any challenge to talk to them to gather requirements online in or when you met? I don't know. What your what is your perception? Yeah. So, you have to turn on your

**Interviewee 1:**

sorry, I was saying it's funny what you were saying something? Go ahead. Okay. Okay. Um, I think at first, we were really shy about reaching out to them. And we weren't doing it often enough. But I think when we spoke to you, and you were like, just shoot them a message, it doesn't have to be like a formal email every time. And the fact that once we started just sending them messages, like when we had to ask them something on Microsoft Teams, and they would respond pretty, like promptly. But they didn't help us with figuring out how to do it. So once that dialogue open, I think we became more comfortable with it. That's my perspective. And that helped quite a bit.

**Interviewer:**

It happens every year. What is the reason for being shy on talking to the stakeholders? What do you think? It's not your individual team problem? It's a problem with almost every team.

**Interviewee 1:**

afraid to approach? I don't know, I was just like, I not very good at foreign education. Maybe?

**Interviewer:**

Yeah, Ruben, what do you think? You have to turn on your speaker otherwise,

**Interviewer:**

every time Jesus. All right. Yeah, some fires me about it is that it's that I have the perception that my time as a student is less valuable than their times as shareholders and seniors in the work field. That's basically it. So, I want to if I'm, if I'm sending you a message, I want it to be just perfect. I don't want to send them just a quick message. And of course, it's fine to do that. It's just the perception.

**Interviewer:**

Yeah, just so you think every day they get perfect messages, and you don't.

**Interviewee 4:**

Yeah, like in my mind, I think that but it's not true.

**Interviewer:**

No, it's not. I think the setting you have been working. It's perfect. Is there a realistic one? Yes. Good. I'd like to hear from you.

**Interviewee 4:**

I really agree with Ruben. I guess, at least from my perspective, it's something like you want to figure it out. All the all the possible items, you want to send them in an email or whatever, before sending it and you don't have this spontaneous reaction or okay, yeah, I'm just gonna ask them, you are first. I think the approach is like, Okay, first I want to have everything sorted. And then I will ask them, which is probably a very contrived methodology.

**Interviewer:**

is not very agile. If you ask me, the agile approach would be to ask questions early on, and to get answers early on. And even if you make questions that are not very good, it doesn't really matter, because they might bring up interesting facts that you didn't think of. So, I really feel asking and not being afraid it's good. And also consider something if you're doing a project in computer engineering or software engineering mainly, many times the people that you're going to talk to, might not even know what they want, or might not even be competent in the field. So, it is you who are the professionals, which should figure out their solution. And it is you should make the stupid questions. If I'm saying it right, it is you should make the questions that are that could bring out their needs. So, there are no stupid questions, actually, that's why I said, it's no, nothing wrong to ask them to do send out the messages and shine out. I don't think it's a good idea overall, you might have figured this out later on in the process. But I think every time you ask good questions, those questions can be answered. And if they are relevant to the project, our project may Yes, that's

**Interviewee 2:**

I just have a question regarding the subject like for you have been teaching this course for a couple of years now. Yes. Yes. Is there a point in letting the students sort of discover this transition for themselves? Which between, like, if you were to explicitly state early on in the course that there are no stupid questions. Anytime you have a single question that you feel like you need some alignment on, you should ask the stakeholders.

**Interviewer:**

But that's been I, it's a very good question, actually, the one that you make now, the course the purpose of the course is not for me to tell people what to do. I'm not. In other courses, I teach other things. And I say, Okay, this is the knowledge, I give you, my knowledge. This is all the knowledge from the books. Here, it's not about giving you the knowledge from the books. Here, it's about you are finding out how to collaborate, I can be there to guide, I don't have to make a lecture how you talk to the stakeholders, or how you approach them. But when I see difficulties I facilitate, this is the point when I see that you are not sending them emails, I start asking question neutral questions. Is there a reason for not sending an email and you start giving out the motivations? This is how the course works. It's not about me, not wanting to give you the push from the beginning, like, talk to them do this do that. It would feel like very bossy for my signer to feel like I'm doing the leading part, which I'm not supposed to do this case. I'm supposed to guide not to lead. So, it's, it's a thin line there. But yeah,

of course. Thank you for the answer.

**Interviewer:**

Yeah. So, my, my feeling is that it's very good to Yeah, it's very good to have a communication first to see how you react and then to see how we can improve that communication. And maybe Adrienne wants to add something on this.

**Interviewee 2:**

Yeah. Just regarding the comments regarding the stakeholder communication. Is this something you have discussed in the group? Or reflected on other communication as well?

**Interviewee 2:**

No, we haven't not reflected upon that. However, I feel like we have all felt the same transition where, at first what to do, like very explicitly state all of the things we're wondering, instead of just asking questions, comparatively, when it was an issue,

**Interviewer:**

what if I have to say, do you think it's a good idea? If I do this next year, to tell students, you have to ask all the possible questions you want? From the beginning? Do you feel that's a good idea?

**Interviewee 2:**

I don't think it's a good idea. I don't feel like you have to lower the bar all that much. Because I think it's very educational to sort of figure out those things by us. Yeah. That's also when I asked if there was a point in doing it. And I, I agree.

**Interviewer:**

Then if I move to project, I'll come back to this actually a bit in a moment. But if I go to project management, who did the project management, who was in charge was it you did the stakeholders How did you find any challenges in doing project management?

**Interviewee 1:**

I was supposed too Really. Okay. And I think I was reaching out to the stakeholders primarily, I think after the first one or two emails, after the application, or application, we sort of where they were like, Okay, you become the project manager, then it was sort of up to me to send them emails whenever we had questions. And whenever our progress was stagnating a little bit, and we needed a little more pushing guidance. So yeah,

**Interviewer:**

Did the stakeholders help with project management? Do you find? Do you learn something from them? What? This the stakeholders help you with project management? And did you feel like they were helping? Not helping, but like, sort of, you find that you learn something new from them. Did they happen? Did you learn management?

**Interviewee 1:**

The project management? Not? For me, at least I don't think

**Interviewer:**

This is because you didn't ask for it is because they didn't want to do something

**Interviewee 1:**

I didn't know I was supposed to ask about project management,

**Interviewer:**

okay? Or do you feel that the stakeholders are not part of the team or something that you see as external, and they don't have to deal with,

**Interviewee 1:**

I didn't see them as a part of the team. They were like, we saw them as clients who We were creating a product for ourselves, so asking them about becoming part of our team felt like a weird thing to do for me. At least, that's how I've seen them. I obviously wasn't aware that they're supposed to be a part of the team or something,

**Interviewer:**

Can I make a small note, I have been dealing myself with a lot of projects online, offline in person. And I've been doing project management a lot and also development. And there were times when I had to work with another project manager. And that's fine. And what happens is that you learn from each other, you might learn from each other, what kind of tools to use, what kind of things to do, and so on. But you have to ask, or you have to specify, like this team's perspective of development, this was given to you. And also, the communication online communication channel was given to you like you had to talk on teams, right? And the ones that set up the communication channel, were the stakeholders. Is that correct? These are this is also a project management step. Actually, it's how to have a communication channel and how to collect data. Do you know the reason why the teams were created by all perhaps and not from you? You have little control on that? On the team’s group, are you aware of this? You are just guests, all I is the owner, I think of the group, and you cannot add other people and you don't. Of course, you can see what you have written and what you have shared. But no, nobody else can see that or share. You can share it no other team members, right? Because somebody else is the owner. And he's been doing sort of is not the transparent, but he has been doing a sort of level of project management. Collecting data is part also of project management, or project configuration. We call it differently. You understand what I mean? So basically, yeah, it's a different perspective of thinking. Of course, you're doing your planning, your sprint planning and cetera. But this doesn't mean that some sort of collaboration for project management is well being done. Also, for me is just a second.

**Interviewer:**

So, I've got my kid here and wants to play that. Okay, so then, moving on to another question. How much do you feel the stakeholders have been part of the project? But maybe you mentioned this a bit? Also?

**Interviewer:**

How much time did they spend with you? What do you think? But the percent and 10% of the time has been?

**Interviewee 2:**

I don't really know, but the percentage, but I feel like from our perspective, we have viewed more as a resource than a part of the team. Okay. So, there has been fairly eager to answer whenever we had concrete questions. And also, during the MS teams are the teams’ meetings, they have been very helpful in giving us valuable feedback. But other than that, there have not been part of the of the process when we are not explicitly involved in that's on our part, I believe.

**Interviewer:**

Okay, no, that's, that's fine. That's your choice. When it comes to this, let's go back a bit to the startup motivation. Would you like to pursue this project further and you have to talk openly on this do you like the project to do like this to become a maybe a startup? Maybe everybody can express some idea here. Start from good and perhaps was not being talking much.

**Interviewee 4:**

Yeah, no. Yeah, I believe I am really engaged with the budget. And I think it has some future. So yeah. I mean, maybe we should sort also divorce out a bit to make a salad. And like, a real dinner or whatever. But yeah, I can consider. Yeah, this for my part, I think it's, it's really scalable and provide some real value on this. As we have seen from Scribner, you have made some

**Interviewer:**

Anybody else? What motivations you might have to make this startup? Yes. Don't Own your audio? Yes.

**Interviewee 1:**

Yeah. Just something. I feel like maybe my skill set wasn't completely utilised here. And but I do see the potential of using my architectural knowledge more if we end up developing this further. Because right now, what's majorly missing are visits to an actual construction site, actually talking to workers seeing how the process takes place. And I feel like that is where I could use my expertise, because I feel like it would be way faster for me to grasp what's going on what's missing and pick up on that and help these guys in developing final data details in the in the app, which could make it extremely useful. But they're also not integrated, like technologies like bi M. And I mean, they exist. And they're very good for producing a product like this, but we haven't really integrated it yet. So, I feel like again, that is also where I see that I could help a little bit more. And I would be very interested if we ended up taking that direction. Yeah. So then in that case, I would be pretty interested in

**Interviewer:**

what were the situation right now. We cannot visit them. I hope you are aware. Yeah. Yeah. We don't want to risk that much. Yeah. Anybody else? Any opinions on this? Yes, has been.

**Interviewee 2:**

I feel like it what's enticing about our project is that it's, it's very tangible. And this again, said it's very scalable. So, from a startup perspective, I think it would be very easy to prove like, or to create some sort of proof of concept and then gauge whether or not this is something that's worth pursuing, after we've done the, the initial phase of the project. And also, it solves a very concrete problem. Which I think it's a, it helps on the motivation. It makes it very measurable. Whenever we're going to be sort of looking at the success of the of the product. It's not just the popularity, but it's also the amount of support it gives to the people and businesses that they use it.

**Interviewer:**

No, no, I agree. I agree with your points. Would you involve the team members that you are now in developing the startup or would you involve also other people? I know it's not a very comfortable question. But yes, again.

**Interviewee 2:**

So, if I can answer I feel like we have very, very talented developers that would far live up to the expectations and the criteria for developing the system. And I think we would also be able to utilise the skill sets, not just from an educational background from all of the members to sort of create a business and not just some sort of software. Okay. I would very much like to invite Have all of the group members.

**Interviewer:**

Okay, that's nice. How about other people?

**Interviewee 2:**

I feel like yeah, sorry, go ahead. Alright, I was just going to say that I could envision a situation where the five of us were going to be working on this startup. And I think in the initial phase, where it's just a proof of concept and a collaboration with the, for instance, GLB, to see whether or not it's working in practice, I feel like we would cover most of the areas. I don't think we would need to involve any other people.

**Interviewer:**

Okay, that's good. Good. Do you have any? Yeah,

**Interviewee 2:**

I was going to say basically said, probably at this stage. We are we are fine with the both of us. But this has to grow a bit more, we will need to, I would say to incorporate someone that has an insight on the business and law, whatever kind of expertise in these fields, that may be important in this growth. But at the moment, for an initial phase, I think.

**Interviewer:**

That's cool. How about the stakeholders? How do you see them? Do you see them as becoming part of your team? Maybe you answered this before or just client customers and as a resource to test your idea. What's your perspective? About the stakeholders? Yes, Eric.

**Interviewee 3:**

Yeah, like X said before, I would view them more like consultants that can give us advice than more than our current. So, we would ask for advice in the future. And that's how you

**Interviewer:**

any other opinions or

**Interviewee 1:**

I do see the stakeholders as people we are like customising the product for, so this is essentially for them. And any. So, while they, they may choose to become a part of the project later if they want to with if they feel like they've had any stake in the development? Or, yeah, they seem like, what do you call it? When you try something new when you like the same, like our pilot project.

**Interviewer:**

But let me put it in a more practical way. End of the course, I'll try to you do a presentation and I will try to connect to different stakeholders, and including maybe some representatives from these companies, from maybe CEO or CTO I didn't know from X and so on. No does the consultancy guys. So, do you feel that after you present? What's your interest? Do you want to develop a startup with them? Do you want to work maybe sometime in the future with this project to within scope meant to spark or I don't know what what's you? What's your take in this? Yes, Eric.

**Interviewee 3:**

I would say possibly. I would say that for me, I would want to test out the project more first, before I could see if I want to invest a lot of time in it. Because right now, we don't really know if this is going to be successful, successful or not.

**Interviewer:**

Yeah. If you present it and they say, Okay, we are interested, we want to do this. Would you be willing to create a startup, or would you rather work for them? What's your opinion?

**Interviewee 3:**

I would have been interested to try to start

**Interviewer:**

Okay, how about the rest? Maybe same idea, I don't know.

**Interviewee 3:**

But let me just say I will also it will not depend only on the response from gap. I will also want to check how their response is from a lot of other construction businesses because I would not, I would not want to start a startup if I found out that it's only GLP it was interesting. because they have already invested in us.

**Interviewer:**

Yeah, I understand I understand your point. I consider it scalable. It's, it has roughly 50 companies, it's a cluster. So, it's a big cluster it not a huge one. But it's still a big cluster 50 companies? Yes. X.

**Interviewee 1:**

Okay, I think starting motivation for me was that I wanted to be a part of something that's creating an impact, like a positive impact and a larger impact. So, I agree with Eric, if this is something that's only a product created, for God’s sake and doesn't have any interest from other people, then maybe my interest would also be a little down. Because at the end of the day, it's really important that we're helping the construction business and not a couple of companies. And also, I feel for me, it needs to be challenging, engaging, my team needs to be just as interested in all of those things listed in our cooperation agreement. So, if our cooperation agreement still stands, and of course, with a few changes, I would be pretty interested.

**Interviewer:**

And maybe last question. In most themes, I've been talking until now, I don't see mentioning of doing social good. I mean, apart from the motivations, like you say, Okay, we want to build this app to help the construction companies and so on. So, what is the social good here? How does the society benefit? But if you understand my point, a lot of things. Yeah, I will just give you the time to answer. But the other things that happened with startups today is not just about fixing a couple of issues or challenges the companies have, it's also about doing social good. We are at the point now that we need a lot of people to do social good and to do better to do good to the society. So yes, that's been what do you think?

**Interviewee 2:**

What I consider to be a part of social goods delivered by our system is it directly connected to the SDGs that we have chosen? And I've seen like enough of examples, where efficiency within a particular industry is significantly lowering the impact on the environment. That will be the social good from our, our project parts.

**Interviewer:**

Do you think this is important?

**Interviewee 2:**

I think it's very important.

**Interviewer:**

Yeah, and Savita, you wanted to add something.

**Interviewee 1:**

Yeah, I was saying that I think when we started with this project, and when we were just brainstorming ideas, we were far more ambitious with what we were set out to do. But just as communication has gone, well, now, we've narrowed our scope to solve a very particular problem, which is, we're trying to deal with delay reporting and making daily reporting real time. And that's a very specific problem with targeting. But what I've seen with a lot of startups is that they start really small with a very specific problem. And when once they become viable, then they become a little more ambitious. So, I feel like this is the efficiency part of it is a very small social good in our startup, but it has a potential to absorb a lot more SDGs and climate positive themes and environmentally positive themes. And I think that's the value in the product.

**Interviewer:**

But you have to prove all these things that you say it's not easy to prove that you are making an impact on climate. It's, it's, it sounds easy, but it's not

**Interviewee 1:**

I think it is very easy to prove how this could benefit. But provided that it takes up like for example, right now, we're only focusing on making sure one projects or like multiple projects but like their delays are reported to this one project manager, but what we forget is that the project manager is simultaneously looking at 1020 projects and is distributing resources amongst them. So, the moment like we can start like creating this coordination between projects is where material saving will come in. There is so much, and the construction industry has one of the largest environmental impacts in the world. So, you scope to improve here so much. But we're starting with a very small problem, which is delayed reporting. So, you have to make it profitable for them first, before you can go towards doing other things.

**Interviewer:**

It's not easy, but there are still things that you need to figure out. Yeah, thank you so much. A couple of things. I'd like to mention our first, what do you feel about me grading your second deliverable second draft, meaning that I can give a preliminary grade to your