



General Electric : Interviews, Personas, and Scenarios

Group 3: Gaia Research

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Executive Summary

An interview-based study was conducted for General Electric with analytical tools and methods such as affinity diagram, personas and scenarios. A formal stakeholder interview and pre-screen survey was conducted before five target users' interviews to get a better scope of the project and choose best target audience. Interpretation of these interviews, through affinity diagrams, personas and scenarios, provided a number of key findings (1) (2) (3) (4) (5) below :

Key Findings

1. Participants preferred big companies for their stability, but looked at startups for better opportunities.
2. Startups are associated with positive work environment, but also high risk.
3. Participants don't feel the necessity of Internet of Things (IoT) in everyday life.
4. Designers value products that are usable and have a good fit, whereas for most, a product should just make their life easier.
5. Interviewees identified consumer technology companies with good design.
6. Interviewees think GE is a reputable company, but they have no awareness of what they are doing now and the existence of their digital department at all.
7. Interviewees use social media frequently, but they dislike the presence of ads on these media.

Based on these findings, our recommendations are as follows -

1. Highlight stability, positive work environment, and growth to job seekers.
2. Showcase products on homepage and social media to drive interest.
3. Drive awareness about GE and its products through social media promotions.

Introduction

General Electric approached Gaia Research with the goal of helping them to understand the Millennial population and how to best appeal to this population using its website. General Electric aspires to become a key player in the software world in the near future and would like to compete with the likes of Google, Facebook and Amazon, to attract top software engineers and developers to work for them. We conducted these interviews with the goal to understand preferences of millennials with respect to a company, a job, their knowledge of GE and use of social media.

Stakeholders Interview Summary

We began the research process by speaking to our client contact in our initial stakeholder interview via a Google Hangout call. We had a better sense of what the semester-long project would entail after speaking to him and zeroed in on the scope in subsequent Google Hangout calls and/or phone call.

In summary, our client contact, Mr. Izhar Buendia, would like for us to do the following -

Assist General Electric in identifying what Millennials value and ways to making the General Electric brand relevant to the Millennial population. General Electric wishes to be known as one of the top 10 software companies by 2020, to compete with the likes of Google, Facebook and Amazon. It also wants to create a talent pipeline (particularly from the Millennials generation) because they are concerned about losing top talents to their competition in the realm of software.

Methods

We recruited our interviewees by sending out a pre-screening survey to the Michigan community via Facebook groups and on other schools' listservs such as the School of Public Policy, School of Engineering and the Stamps School of Art and Design. Our goal was to obtain a diverse set of interviewees to get a thorough representation of the millennial population at the University of Michigan as per stakeholder interview. Interviewees are selected based on the following criteria:

- Diverse representation for areas of expertise (based upon their majors/education backgrounds)
- Diverse representation of the millennials age group and gender
- Diverse representation of tech savviness and knowledge of technology
- Diverse representation of type of students (local students, international students)

Our interviewees are from the following schools in the U of M:

1. School of Public Health
2. School of Public Policy
3. School of Information - Human Computer Interaction
4. School of Information - Information Analysis & Retrieval
5. Stamps School of Art & Design

Each Interviewee was then scheduled for an hour long in-person interview and their responses were recorded via audio recordings and interview notes. All interviewees were reimbursed with a \$10 Starbucks gift card for an hour of their time. Gaia Research interpreted all of the responses by consolidating and grouping up all the notes based on similar themes on an affinity wall. The high level interpretations were then incorporated to create well-balanced personas and scenarios, and help inform our key findings and recommendations.



Affinity Wall

Findings and Recommendations

Key Findings

1. **Participants preferred big companies for their stability, but looked at startups for better opportunities.** Interviewees are willing to work in big companies because they think highly of stability, ambition, and support. They would like to work for projects that are in line with their passion, and in teams with access to good mentorships and support.

Because it is for internships. And I feel like startup gives me better opportunities. Most of the time, in larger companies you are only limited to one task. ... I would love to work for a startup in the beginning and for the long term, I want to transfer to a bigger company in the long term. But I don't know.
 — Interviewee 1, School of Public Health

... one of the things that is most essential ... is having a strong mentor. Or at least a group of people that they can look to for support or guidance.
 — Interviewee 5, Stamps School of Art & Design

While they showed clear preference for big companies, they also mentioned that flexibility and hierarchy of the company are also important considerations. Although they thought startups may provide more room for innovation, our interviewees aim to work in large companies, such as Google, IBM, IDEO, Frog, etc. in the long run. In summary, they choose to pursue self-actualization, innovation as well as stability.

I can think of my friend who works for GE in Ohio right now and he does a rotational program but I don't know what that is about. ... Because I get to experience many different areas. So you get to experience working for different departments. Because you never know until you work for different places. Yeah. That is the good thing about big organization.

— Interviewee 1, School of Public Health

2. Startups are associated with positive work environment, but also high risk.

Interviewees prefer energetic, enthusiastic and flexible working environment, which could give them more room and opportunities to innovate. However, 2 out of 5 interviewees also associate startups with negative connotations like “chaotic”, “risky”, “inexperienced”, “changing” and “fragile”. One of the problems with startups is high risk where very few find success. It may be hard for a small team to create significant impact with limited resources and experience. Another problem would be the project scope. Broad thinking and impacts are important from their perspective, of which startups maybe have more limitation.

They have a flat structure. The hierarchy of these companies is like a manager style because everyone is their own manager, you can choose your own project. So you don't report anyone so long as you start receiving your own team collaborate with each other and there is no boss to force you to things like this kind of situation. ... It is a risky environment where 90% of the startups fail but the payoffs are huge.

— Interviewee 4, School of Information

3. Participants don't feel the necessity of Internet of Things (IoT) in everyday life.

The interviewees have been using the internet since a young age to share and access information, connect with others and organize their lives. They use laptops, tablets and smartphones to access the internet, and seem to have reached a saturation level with

their connectivity. Connecting their additional devices and peripherals to the Internet is considered frivolous or excessive by some, while others are concerned about their privacy. These IoT devices only add incremental value to their lives, and those who adopted Internet of Things in their life often lost interest after a short while and stop using them. Interviewees who are not in the technology field, on the other hand, were not aware of the term “Internet of Things”. At the same time, they share an air of optimism of the vision of a connected world, where convenience is available at an affordable cost.

I don't use IoT or wearables, but I tried the home thermostat.

— Interviewee 4, School of Information

And I could just turn on the lights just fine and i'm not investing in like a device that connects my faucet to my refrigerator, some of that stuff I don't need particularly, and especially as a student I don't have a ton of funds to buy whatever frivolously.

— Interviewee 5, Stamps School of Art & Design

4. Designers value products that are usable and have a good fit, whereas for most, a product should just make their life easier.

Each participant have different values they assigned to the term “well-designed”, yet the underlying idea was that it should “just work”. They may not know how to think about design, but they can speak to the comparison of two products they had used based on the ease of use and their overall experience. For those with a design background, they place emphasis on how the product would fit the user’s needs and desires, and that good design should be invisible. Speed and convenience are also traits that are highly valued, especially for well-designed systems and services. It was easy for them to identify a well-designed product, but most were stumped when asked to define what a well-designed service or system is.

The reason why I like them (Google, Amazon) is pretty simple is because they make things a lot easier.

— Interviewee 1, School of Public Health

I think of a successful product as gmail. It is the tiny things, such as the reminder to tell you to add attachments if you wrote attachment in your email subject field.

— Interviewee 4, School of Information

5. Interviewees identified consumer technology companies with good design.

From the interviewees' perspective, the brands they admire are mostly related to technology. More importantly, 3 out of 5 interviewees associated brands such as Amazon, Apple and Google, to have good design. These brands in their view have greatly influenced their day-to-day life. These companies make humanized technology and service, and operate with mission statements and company values that are aligned with our interviewees' ideals.

I admire companies that humanize technology ... that carefully craft the way they talk to, or about, people ... companies with established values that are reflected in their operations

— Interviewee 5, Stamps School of Art & Design

6. Interviewees think GE is a reputable company, but they have no awareness of what they are doing now and the existence of their digital department at all.

The interviewees' recognition towards the GE brand is primarily focused on their achievements in the industrial and manufacturing sector. The words they used to describe GE are “reputable”, “legacy”, and “trustworthy”. For GE Digital, however, almost all interviewees have demonstrated no relevant knowledge of this business division under the GE brand.

The only thing I know about them is their lightbulb. Is that ok?

...

I have heard of their ... employee program

— Interviewee 1, School of Public Health

I have a friend who works at GE and he works in train infrastructure

— Interviewee 2, School of Public Policy

I have heard of GE. It is the most reputable companies around. They are trustworthy and have been around for a while.

— Interviewee 3, School of Information

I am not sure what GE does. I think it is like one of those companies that shines in the seventies and don't actually do anything now ... like Boeing, Ford and manufacturing.

— Interviewee 4, School of Information

7. Interviewees use social media frequently, but they dislike the presence of ads on these media.

As Millennials, the interviewees show strong affinity towards popular social networks and social medias to keep themselves updated. The social media platforms they most frequently use are Facebook, Twitter, and Apple News. For the advertisement that they come across when using the Internet, their attitude towards it is mostly rejective. For one thing, some regard advertisements as noise and tune them out instinctively when they see one. Others thought it would be a waste of time to watch them and choose to skip or ignore the ads if possible. Some reported that the advertisements recommended by some websites is internally connected with their previous searching behavior, which makes them feel being spied on and distrust information security.

I like to get updates not only about politics, but also about animals, movies, Grammys, etc. So any kind of information

...

I saw pictures of GE's activity in newspaper. It is not really about products. Sometimes they are about investment activity.

— Interviewee 2, School of Public Policy

Most of the time I skip video ads.

— Interviewee 1, School of Public Health

Recommendations

1. Highlight stability, positive work environment, and growth to job seekers.

GE considers itself a 130 year old startup, but it also has a history, capability and influence that startups and employees dream of. Based on our findings 1 & 2, interviewees preferred stability, career growth, mentorship and flexibility. Startups were considered risky with high payoffs and having an energetic work environment by some of the interviewees. Thus, we recommend GE to highlight this history, stability, career benefits and programs, and opportunities for growth to job seekers on their website, job portals and social media.

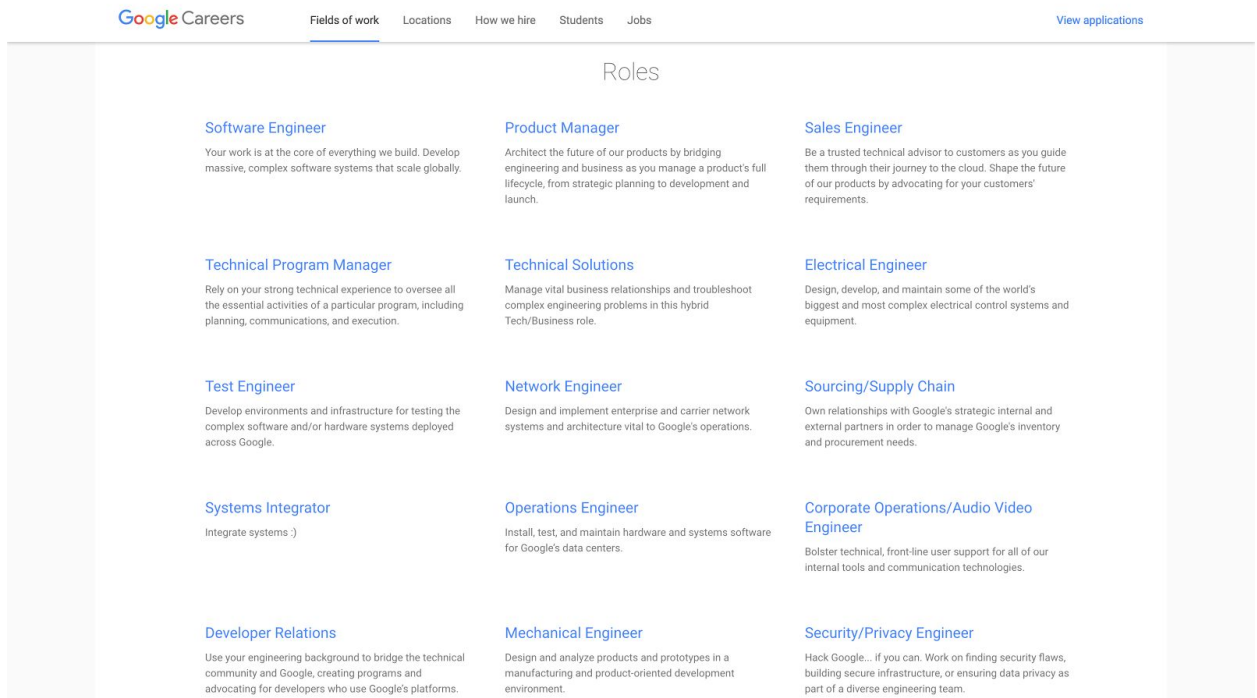


Figure: Google Careers

[Google Careers website](#) does a great job of providing information like Featured Projects to showcase enthusiasm for their work, Fields of Work section detailing different roles, Work Locations, clear writeup of hiring process, FAQs and benefits. GE can provide similar content along with highlighting its broad range of industries, worldwide locations, employee rotation program, etc.

2. Showcase products on homepage and social media to drive interest.

According to findings 4 and 5, interviewees knew about companies through their products, that they use to make their lives easier. They also believe that well designed products “just work”. GE can take advantage of this by highlighting some of its consumer and industrial products that affect our lives, as a section on the company’s home page and social media posts. We think products like the smart bulb, intelligent lighting, GE Digital’s range of softwares, aircraft engines, financial offerings, etc. would be relatable to the general user.

3. Drive awareness about GE and its products through social media promotions.

Since interviewees did not know much about GE as a company and what it does, GE can promote its products and information about the company on social media. GE already has a significant content on social media, but it might have been perceived very technical by the general public. GE could focus on simplifying its posts with focus on its products, projects and storytelling. They could also drive awareness of Internet of Things, as interviewees were not aware of the term, and would likely not understand what GE Digital

is trying to do. Additionally, GE can consider a further study on effectiveness of online video ads, as most of our interviewees skipped ads as soon as they could.

Discussion

This project's scope seems open-ended and not as straightforward when compared to what a traditional SI 622 project entails, where the focus of the research is on a particular product - like an app or a website. We have been tasked to do branding/market research for the General Electric brand and identity for the millennials, those who are aged 20 - 36 in the year 2017. With this broad scope, interview questions become far more abstract and complicated. As a result, the interview questions can sometimes be overly broad and it becomes a challenge to answer without any prior preparation.

Some of the shortcomings from our study is apparent. Our sample size which is comprised of 5 interviewees is too small to accurately depict the entire millennial population at the University of Michigan. We plan to conduct further usability testing as well as subsequent surveys to obtain a more definitive conclusion to our study. Additionally, we will be performing competitive analysis for General Electric with direct and partial competitors.

Conclusion

In summary, we captured the gist of the problem faced by General Electric and gathered some useful information based upon our 5 interviews of the millennial population at the University of Michigan. Millennials we interviewed share common qualities like - being socially active, have awareness of good design, can evaluate products based on quality. On the flip side, they are deluged by technology and have become very selective about it. In addition, they value flexible work culture with some sense of stability over rigid, bureaucratic hierarchy.

We need to conduct further research via comparative analysis, usability tests and surveys to give us a better representation of the millennial population, to produce a highly actionable set of recommendations.

References

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Appendices

Persona 1 :



Ann.B

Age: 24

Gender: Female

Status: Master

Major: School of Engineering

“I first learned of GE Digital from a friend of mine, and ever since, it had made me wonder what is it like working for a company like General Electric.”

Technology Skills

Highly Proficient



Work Experience

< 1 year
Only intern



Personality

- Multi-tasker
- Ambitious
- Energetic
- Self-motivated

Goal

- She would really like to find a job that in line with her passion.
- She would really like to find a job that in line with her passion.

Motivation

- She dreams to work in a company with good culture.
- She likes work closely with different departments and different people.
- She wants to avoid bureaucratic hierarchy.

Frustration

- She finds the information on GE website is too complex.
- Many of the work done at GE remains unknown to her generation.

Biography

Ann has been enamoured with technology since she was young. Over the years, she has become proficient enough in coding, that she got the opportunity to intern at some of the best companies in Silicon Valley during her undergraduate. She worked full-time for 2 years at a startup, and then decided to pursue her masters. Having worked at some of the best companies, she has come to appreciate flexibility and energetic work culture. She has experienced what it feels like working with some of the best people in the industry. When she graduates, she wants to work for a company that is inline with her ambition.

Favorite Companies



User Scenario 1 :



Ann.B

Age: 24

Gender: Female

Status: Master

Major: School of Engineering

Scenario

Ann is looking for a full-time job at a company which values work-life balance as well as flexibility. She is also open to travel opportunities, which startups lack. She has signed up on LinkedIn, Indeed and Authentic Jobs. One day, she receives an email notification from LinkedIn about an opening at GE Digital. Her friend had mentioned GE Digital before, and that it is a global company. She searches for “GE Digital” on Google to find out more information about it. She comes across its home page, its Twitter handle and a YouTube channel. GE Digital’s home page, initially, confused her. There were images of propulsion engines, machinery, and an airplane and it didn’t seem like a software company. But, upon further reading, she found out about Predix—a platform for the Industrial Internet of Things. This got her excited, but she was not sure about the work culture at GE Digital and how it aligns with her ambition. She connected with a mutual friend who works at GE Digital to find out more about it.

Persona 2 :



Paul Z

Age: 30

Gender: Male

Status: Master

Major: Stamps School of Art & Design

“A culture of mentorship is imperative to success.”

Technology Skills



Work Experience

3-5 year
Full-time



Personality

- Creative
- Analytical
- Relaxed
- Introspective

Goal

- He would like to work on things that matters to the community and make social impact on a larger scale.

Motivation

- He thinks highly of companies that tries to give back to the community.
- He appreciates the company with good mentorship within the project team.

Frustration

- Companies sometimes project an idealized image of themselves which does not match what they portray or how they operate.

Birography

Paul has worked at a branding agency in Denver, Colorado before he returned to grad school to pursue his Masters Degree in Integrative Design. He is highly comfortable using technology tools such as his laptop, smartphone, tablet and his camera. He uses many of these tools for his projects and his work. One of his criteria when it comes to job searching is that he seeks out a company that has their values and priorities aligned with his. He highly values company transparency of how they are portrayed and how closely they match what is being portrayed. He would like to work for design consultancy upon graduation. Paul is interested to work in a large city for his next job. He appreciates some structure within an organization but also would like some flexibility to allow him to do his best work. He thinks highly of the culture of mentorship and thinks it is imperative to success of any top level companies.

Favorite Companies

frog design

DOBLIN

IDEO

CapitalOne

User Scenario 2 :



Paul Z

Age: 30

Gender: Male

Status: Master

Major: Stamps School of Art & Design

Scenario

Paul's university is hosting a career fair, and provides an app that students can use to shortlist desired companies. While looking at the list, Paul spots a Product Designer position at GE Digital. This makes him curious, as he had not heard of this department of GE. He finds the job description interesting. He also likes that the work environment is friendly and flexible. In his mind, he compares it to his desired companies like IDEO and Frog Design, and realizes that he has preconceived notions about what working at GE Digital might entail. He decides to research more about GE Digital. He also finds the email address of the contact person at GE Digital and drops them a mail, asking if they can connect him with the design team. He hopes to learn more about the kind of work they do at GE Digital and if he will receive mentorship.

Persona 3 :



Liz Y.

Age: 21

Gender: Female

Status: Junior

Major: School of Information

"I would like to try out as many job roles before committing to one."

Technology Skills

Medium
Level
Proficiency



Work Experience

No work
experience



Personality

- Extroverted
- Inquisitive
- Detail-oriented
- Methodical

Goal

- She would like to experience different job roles and make final decision based on what she could achieve from each of them.

Motivation

- She wants to learn various skills from different people and different project.
- She likes fast iteration development process and refine product design from prototype - test - reflect loop.

Frustration

- Only limited companies provide rotational internship position.
- She can hardly figure out what she mostly has interests in before having a real experience.

Biography

Liz is an undergraduate at the School of Information. She is currently pursuing her Bachelors of Science in Information and is hoping to graduate in 2018. She has never worked and is hoping to secure her first internship to give her some work experience beyond the campus. She is particularly interested interning with companies that offers rotational internship positions. Opportunities like such allows her to be trained in a wide variety of job roles within a large organization. She wished that she had found out about this opportunity earlier in her education career so she can fully take advantage of it.

Favorite Companies

User Scenario 3 :



Liz Y.

Age: 21

Gender: Female

Status: Junior

Major: School of Information

Scenario

Liz is reaching the end of her last semester and is starting to research potential job opportunities for post-graduation. She is opposed to committing to a single role at a company due to her desire to try out a variety of roles. Given her lack of experience in non-academic roles, she is finding it hard to narrow down what she would, or would not, like. After seeking guidance from her advisor, Liz decides she should narrow her search to companies that offer rotational internship programs in order for her to experience more than one job role. After more job searching, she is excited to find that GE, a company that she knows has many different branches, offers a rotational program designed to help people just like her. In her excitement, she decides to apply immediately.

Interview Guide

Overarching Question

What millennials desire and how GE can leverage that information to become more relevant based on these expectations.

Introduction

Hi, my name is *[interviewer's name]*, and this is *[notetaker's name]* – we're first-year master's students at the University of Michigan School of Information. We are working together as a group in SI 622, Needs Assessment and Usability Evaluations. Over the course of the semester in this class, we will be working with a major digital/tech company on a consulting project.

We are here to understand the perception of digital brands among millennials. With your help, we will have a better direction and recommendations about improving the brand perception of the company we are working with. This interview will take about 60 minutes.

A few things before we start: All of your comments will be kept confidential. We will combine all of the comments from the five interviews we are conducting so that your comments will not be easily traced back to you. If we quote you in our final report, we will do so in a way that does not reveal identifying information about you such as your name or specific role. If there's anything you really don't want to have on the record, even after we anonymize the information, please let me know so that I may accommodate that wish. We want you to feel comfortable speaking openly and honestly.

Also, this interview is entirely voluntary – if you want to stop the interview at any point, please let me know. There will be no repercussions for you if you decide to stop the interview at any point. In the event that we end the interview early, I will dispose of any information you disclosed up until that point if you wish.

Do you have any questions for me before we begin? Great, let's get started!

Also, do you mind if we record this interview? This is to make sure that our team collects all of the information possible. The only people who will hear this recording are my fellow team members. No one else will have access to the recordings. Thank you!

General Questions

1. Can you tell us more what are you studying at the University of Michigan?
2. Can you name 3 brands that you admire?
 - a. Why do you admire _____?
3. What are your favorite technologies that you use regularly?
 - a. How have they impacted your life or study?
4. Can you describe what comes to mind when you think of the term “Millennial”?
 - a. Do you self-identify yourself as a Millennial? Why?
 - b. *Skip if they don't know the answer*
5. What is your plan after graduation?
 - a. Starting a job or pursuing another degree?
 - b. ****Why do you make this plan?**
6. What are 3 companies that you would love to work for?
 - a. Why so?
 - b. What are important criteria that you consider when job searching or before accepting a job offer? For example, pay rate, benefits, culture, work impact, work flexibility, location?
7. What is your understanding of the term “Internet of Things”?
 - a. Do you use any products that is considered as Internet of Things. What specifically?

Design / Startup Questions

8. What are the first three adjectives that come to mind when you think of **startups**?
 - a. Could you tell me more about why you mentioned (Pick a word)
9. Could you name three companies that you would classify as startups?
 - a. What about (Pick a company) makes them qualify as a start up to you?
 - b. Which of the companies you named do you think has the best overall sense for design?
 - i. If possible, could you elaborate on what aspects or actions have caused you to chose this company?
10. Could you see yourself enjoying working at a startup?
 - a. Why?
 - i. What aspects of the startup lifestyle are the most attractive to you?
 - ii. Are there any benefits to working at a startup that more well established companies do not offer?
 - b. Why not?
 - i. What aspects of the startup lifestyle are the least attractive to you?
 - ii. Would you prefer to work at a more well established company?
 1. Could you name a company that is an attractive option for you?
11. What comes to your mind when you think of “a well designed product”?
 - a. Why did you choose this product?
 - b. What did you like most about experience?
 - c. What about this product made you classify it as well designed?
12. What comes to your mind when you think of “a well designed system or service”?

- a. Why did you choose this system/service?
- b. What did you like most about experience?
- c. What about this system/service made you classify it as well designed?

GE Questions

- 13. What are the 3 words that come to your mind when we mention “General Electric (GE)”?
 - a. Could you tell me more about why you mentioned (Pick a word)
- 14. Have you heard about GE Digital?
 - a. If yes
 - i. What do you think GE Digital does?
 - ii. How do you think GE Digital uses the Internet of Things?
 - b. If no
 - i. What parts of GE have you heard of?
 - ii. How do you think those GE Businesses could benefit from using software such as “The Internet of Things”?
- 15. Have you used any GE’s products in the past month?
 - a. If yes, could you walk me through your experience?

Social network and ads engagement

- 17. Have you seen an advertisement by GE?
 - a. Yes
 - i. What are your thoughts about it?
- 18. Where do you get your news from?
- 19. Which social media service do you use frequently?
 - a. How often do you visit and interact on social media?
 - b. Primarily, what do you use it for?

Debriefing

We’re nearing the end of our allotted time for this interview. I think this is a good time to stop and address any lingering questions my note-taker or I have about what we talked about today. Do you have any concerns or details that you think we should know?

We’d like to thank you for your time today. The information you provided will help us tremendously in shaping the future development of GE. If you feel there are concerns, issues, or questions that were not addressed today or something you feel uncomfortable with, feel free to email us (**team-gaia@umich.edu**) so that we may make the appropriate changes while respecting your privacy.

Thank you, _____, have a nice day.

Pre-screening Questions:

Branding Research for a Digital Company

The following questions are going to be used for prescreening purposes in order to identify high quality candidates within the Michigan community for interviews pertaining to digital brand perception. If selected, we will arrange for a 1 hour interview and offer a Starbucks gift card for your time.

This form is automatically collecting email addresses for University of Michigan users. [Change settings](#)

Age

- 18-20
- 21-22
- 23-24
- 25-26
- 27+

What school at the U of M are you enrolled in? *

Short answer text

What is your major? *

Short answer text

Are you going to be looking for a job within the next 2 years? *

- Yes
- No

If you already have a job, what is your job role?

Short answer text

⋮

Which of the following you are familiar with? *

Internet of Things

Amazon Echo

Google Home

⋮ Nest

I am not familiar with any of these

In your opinion, what is one example of a well designed product, system, or experience? Write at least in 2 sentences. *

Long answer text

Transcripts -

Interview 1

I1 – Interviewee 1

A – Anand (interviewer)

R – Raymond (notetaker)

A : Hi, my name is Anand and this is Ray. We are first year students at the University of Michigan School of Information and are working together in a group in SI 622, Needs Assessment and Usability Evaluation. Over the course of the semester, we will be working with a major digital/tech company on a consulting project. We are here to understand the perception of digital brands among millennials. With your help, we hope to have a better direction and recommendation as how to improve the brand perception of the company we are working for. A few things before we start. All your comments will be kept confidential. We will combine all comments from the interviews so that no comments can be easily traced back to

you. If there's anything you really don't want to be on the record, please let us know. And if you feel uncomfortable about the recording or if you need to take a break, just let us know and we can pause. The audio recording will be used only internally within our team.

I1 : Sure, ok.

A : Can you tell me what you are studying in the University of Michigan?

I1 :Um... the Health Informatics program. Should I explain it?

A : Yeah, can you tell more about it?

I1 : So it's like a joint program between the School of Information and School of Public Health and we are trying to learn to integrate technology and health systems to better improve health quality and health care. And for ways to bring down costs and things like that.

A : OK, why do you select this major?

I1 : Uhm, I was a science major back in my undergrad and I was thinking of going to pharmacy and for me it was too... I don't want to deal with microscopic things and I want to deal with something more on the society aspect, making impact on a larger scale. For me pharmacy is too much about bio.... Mini molecules and things like that. And I am not that interested in it.

A : So this might come as a shock to you... but uh, what do you think about brands? Like some of the brands that come to your mind when you think what are good brands you admire?

I1 : Google.

A : Google?

I1 : Yeah...

A : Can you think of two more?

I1 : Two more? Specifically, technology or anything?

A : Anything... like something you think is a good brand, they do good branding.

I1 : Amazon.

A : OK.

I1 : And... nothing else that I can think of at the moment.

A : Ok, why do you admire Google or Amazon. Let's start with Google.

I1 : Well both of these companies have a very um.. similar reason. The reason why I like them is pretty simple is because they make things a lot easier. For Google, the one thing I like about Google is the search and the map is really convenient. It makes things very simple for traveling, the GPS and things like that. And then the search is also very good. It is not overwhelming when it comes to things like advertisement, unlike Yahoo. Amazon I just think the shipping wise. It is easier to gets things. For example, in Ann Arbor you have to drive to get things and if you don't have a car, it is hard to get things. But with Amazon, it's like even if you are in place that you cannot access anything within walking distance, you can order everything online. Just convenience.

A : Interesting. Did you see any advertising on Google or Amazon before you started? How do you start using those services? Was it recommended to you?

I1 : For Amazon, I think I didn't like it before. But then I started using it because my brother has the Prime membership. I don't know when I started using it because it has been so long. But I know Google Maps I start using when I start traveling when I am on international travel.

Because I use it in order countries as well.

A : What are some of the technologies that you use regularly?

I1 : My cellphone.

A : Can you think of two or three more?

I1 : Computers, cell phones. Ummm... What else do I use?

A : It's ok.

R : Can you name specific brands and model for these devices?

I1 : They are all Apple.

A : So how has it impacted your life?

I1 : Um... I feel that I have used it a long time because I need to use them for classes. Um... in terms of life, I realize that I use my phone so much that I lose connection with my friends. I guess that is one aspect that is sad when I look at it, but at the same time, um... I start noticing a lot about the world. So I don't usually read newspaper back then, but when I have a phone, I start going to news site and read articles and things like that. So I kind of broaden my understanding outside of the things I know. I guess in that way. Um... yeah. What other aspects I should talk about?

A : I am curious that you are using Apple products and you didn't mention it as a brand you admire.

I1 : <chuckles>... Yeah. I was a Windows person, I just got my Mac over the summer and used Samsung before. I also used Samsung before.

A : Ok, what made you switch from Samsung? What is good or bad about Samsung versus Apple.

I1 : Samsung... I just realized the speed is not the same. Sometimes when you download things, it gets really really slow. And I don't like it and I just I don't know I just think the speed is the

thing. Sometimes when I unlock the phone it just freezes. A lot of my friends recommended me to switch over. Their phones never have a problem with it and I on the other hand, have lots of problems with my phone. So I just switch over. As for the computer, it just lasts longer. So those are my reasons.

R : So you mentioned that you are using your cellphone. Are there are specific programs or apps that you like to use, that you always come back to on your phone or computer? Just name one or two examples.

I1 : I like Google Mail but I am not using it because I absolutely like it. I used a lot of apps that I don't necessarily like. Another example is Apple News, I use it not because I like it but because I am adapting to it. Just being used to these functionalities. Yeah.. ummm....

Can I take a look? I don't even remember what is on my phone. Umm..

Google Maps. I use a lot. Facebook and a lot of other social media and messaging apps. Mostly and that is about it.

A : This also makes me question that you use a lot of Google products and you still don't go for a Google or Android phone. Google phone is actually too new for me to go for it because I don't know.

I1 : There is not much review and I don't' want to just try out the products before reading reviews. Using the app is one thing, but buying a new phone the price is definitely more and also I don't know how the product is before actually seeing any reviews on it so I don't want to risk that.

A : Ok, hmm. What comes to your mind when you think of the term Millennial?

I1 : Um.... I don't know.

A : There is no right or wrong answer. Even if the word that I don't know.

I1 : Um... right now? Uhh...

A : Have you heard about the term before?

I1 : I have.

A : So what comes to your mind? It can be ridiculous, don't worry.

I1 : Right now? Trump.

A : Ok, why?

I1 : Because of the recent news and everything. Things that I have been reading. That is the first thing that comes to mind.

A : Ok, uh. So let's cool down a little bit. What do you plan to do after graduation?

I1 : Like generally, find a job. Like more specifically, I want to work abroad for some time. Um... I don't know. I never really thought about.

R : Is there a specific field that you want to explore?

I1 : Yeah, I am doing data science right now. So I want to do something in healthcare and data science. So I want to do something that is more ... so a lot of places have data but doesn't really have the kind of technology that will incorporate it into healthcare so that's why I am trying to go for. Yeah.

A : Ok, that sounds great. You also mention abroad, so which countries do you want to work in? Is there a favorite country?

I1 : Somewhere in Asia. Not specifically anywhere but somewhere in Asia.

A : Uh, why so? Why Asia?

I1 : Uh, I don't know. Maybe because I am from there. So sometimes I thought I want to go back there uh... I really like that some of the uh, the way the... I've only been to two. So far I really like what it presents to me when I went there. And I can tell you Japan I really like their technology for sure. And uh... I like the food, the culture. The culture there in general. Asia, the culture, the food and uh...

A : Can you describe an instance? You need not describe what you felt it's just something that you like.

I1 : The tradition. So like, the US there is not always celebration for a certain tradition. It's not celebrated. Let me think of something. One second. Um. Can we go back to that one?

A : Think about the last time you went to Asia. Where did you go?

I1 : Last time? Japan.

A : Japan. Ok, how long did you stay there?

I1 : Two months.

A : What are some of the activities you did or remember very well?

I1 : Fuji Mountain.

A : Ok, and what do you like about the experience?

I1 : You mean the overall? What did I like about it? I like the efficiency of their transportation.

They are always on time.

A : Ok. And uh... what do you like in terms of technology that you observe while you are there that are really memorable or useful?

I1 : Uh... Actually I really like is their bathroom. The thing is they try to save water so you can't

wash your hand unless you flush the toilet. So you can't waste a lot of water in that scenario. So after you flush the toilet and you can wash your hands. So I feel that you are really saving water and that is the aspect I really like.

A : Ok, that is interesting. So let's get back to jobs.

A : What are three companies that you want to work for?

I1 : I don't have any in mind right now.

A : Ohh. Ok uh... have you started applying for jobs?

I1 : I am a first year.

A : Internships?

I1 : Yes, I have. Mostly start-ups right now though.

A : Oh cool. So do you have 3 startups you would like to work for?

I1 : I don't know much about startup companies. Most of them companies that came for information session and things like that. So ... the ones I have applied for are ArborMetrix, Jewel Health and Mihin. Those are the three that I can think of right now.

R : Have you done any internship research and is there any company that stood out to you? For example, have you come across a dream company?

I1 : Most of these company is on track with what I want to do. Most of them are data companies. I don't have a dream company I want to work for.

A : You mentioned that you want to work for startups for internships. Why startups in particular?

I1 : Because it is for internships. And I feel like startup gives me better opportunities. Most of the time, in larger companies you are only limited to one task. Whereas startups, there is more

place for improvements and you can do more because there is not many staffs. Even though your position says you are doing this, but you have to slightly know about everything.

A : Ok, that make sense. What do you consider apart from the flexibility – that you can work on a lot of things. What other things are attractive to you in a startup?

I1 : More room for innovation.

A : Will you work for startup for fulltime?

I1 : Maybe. I have not worked for startup before, so I can't really answer.

A : What about not a startup? A big establishment. Will you work there for a full time employee?

I1 : At first I was not sure. I was talking to a friend. She said that actually you do get to learn a lot after the training thing. I would love to work for a startup in the beginning and for the long term, I want to transfer to a bigger company in the long term. But I don't know..

A : So what makes you hesitant of joining either a startup or a large company? What factors do you think about when looking for a full-time job?

I1 : Location. Um.... The things I am doing there, like my work I guess.

A : Ok, so.... Anything else? Ok. Uh. If you have a job between a startup and an established company, what will you choose? What will you look at when you compared the two. Say now you have a job and you want to weigh in.

I1 : First I want to look at those two things I just mentioned. Then I want to look at the mission and goals I guess. And the benefits that come with it I guess. And the atmosphere and community they have.

A : What would be the most important thing out of all these? Or it could something completely different. What is the main priority?

I1 : Only one?

A : Yes, the top priority?

I1 : The community.

A : Uh, why?

I1 : I feel that in order for me to be able to do something in the company. I have to in an environment that I feel comfortable n or I am welcomed, even if the company is somewhere where I really want to work at.

A : Even if they pay you a lot more.

I1 : Yes, I think so.

A : Interesting. So you mentioned ArborMetrics, Jewel and Mihin are all startups. How do you differentiate between a startup and a large company?

I1 : Startups. I think of limited staff members, mostly small companies and still on the edge of... they are still on the process of improving the product and exploring with limited funding.

Definitely. –mumbles-

A : Even if the company is really old and have limited staff and improving the product significantly, will you still consider it as a startup? Say it is a shoe company, they have been there for a while and still improving on the product but still not established like companies such as Nike or Adidas. Would you consider them a startup?

I1 : Hmm.. good question.. no? Because time is part of it, I guess.

A : So does time perception impact small startup environment versus big company

environment.

I1 : So what is the question again?

A : So why do you think it matters that just because the company is old that is no longer perceived as a startup.

I1 : I guess the other way is that the startup is the amount of time you have to put your product out there, as for startups, your products are not known. You are still in the process of getting your product known. So in that aspect, that is about the awareness of the company

A : That make sense. Very interesting. Hmm.. Ok so. What comes to your mind when you hear the term well designed product?

I1 : Toothbrush or brush in general.

A : That's interesting. Why toothbrush?

I1 : Because it is so simple, it doesn't even require any technology or battery or things like that. And it has been used for so many years. So useful, you can't live without it. Kind of or maybe. And or... when I say brush I think of toothbrush, hairbrush, they all have the same structure and probably come from the same idea but they all can branch into so many applications.

A : Hmm. I'm curious. Why toothbrush come to mind?

I1 : Oh why toothbrush? Because I was thinking about it this morning. I actually was thinking about your survey question on Google and was thinking 'Huh... This is good product!' So yeah, that's why.

A : Interesting. What kind of experience the toothbrush gives you? Have you tried an electronic toothbrush?

I1 : Yes, I have. But the painful thing is recharging it is...I have to go out of my way to recharge it

so I did not use it in a while. I mean I like the experience of using it but just it is an extra step to go to take out my charger and plug it in and wait for several hours.

A : Next question. What comes to your mind when you think about a well-designed system or service?

I1 : Um... what do you guys consider a system or service?

A : A system would be a collection of things that work together and a service are things that helps you to have a better experience or make your life easier in some way. I don't want to give you an example because I want to hear from you what you think of it.

I1 : I don't have anything in mind.

A : A system is like an assembly line, a service would be things you can always experience when it happens, you not only see the start and the end and it makes your life easier in some way.

I1 : I don't have anything in mind right now.

R : We can come back to that question if you thought of something new.

A : Have you think of the term Internet of Things?

I1 : What? No.

A : Have you used products like say... Nest, or alarm systems, or automated surveillance systems, Amazon Echo, Siri.

I1 : Not specific brands or anything. But are you talking about like things to keep your house secure when someone breaks in or something like that. Yeah, I have heard of it but not very familiar.

A : So I have a few questions about a company. What comes to mind when we mention General

Electric, or GE?

I1 : The only thing I know about them is their lightbulb. Is that ok?

A : Ok, uh.. anything else? Apart from lightbulbs?

I1 : Um... um.... There um... what is that.. I can't think of the word.

A : You can describe it if you can't think of the word. Is it a product?

I1 : It is not a product. It is their employee program.

A : Have you used the GE lightbulb before?

I1 : Yeah yeah.

A : Do you prefer GE bulbs over every other bulbs?

I1 : Well that is the only brand I see for bulbs. I have not seen any other brands, so I am not familiar.

A : So if GE were to make software. How do you think it will impact your life?

I1 : Not much. I don't think I would use it.

R : What kind of software do you think GE would make, if they are to make one? In what areas?

I1 : Electricity?

A : Ok, have you heard of GE Digital?

I1 : No.

A : Do you anything about GE apart from their bulbs or employee program?

I1 : I have heard about it before but I forgot, my friend works for GE and he told me before that he works on something digital. But I don't remember. Yeah.

A : Ok.. have you seen any advertisement of GE before?

I1 : No.

A : Where do you often see advertisements?

I1 : Online.

A : Do you like any of them?

I1 : I feel a lot of the ads are based on the website I went to, which is annoying because I felt like I am being watched. But at the same time when you see a product or a recommendation that looks good, then you are like “Oh, yeah I can take a look”. So...

A : Ok, so what are some of such advertisements that you remember that prompted you think like this?

I1 : Specifically, no. But uh, because I go to Amazon sometimes to shop and uh, I don't know it's just.. for example, I am trying to buy some kitchenware but there are some recommendations that says this is good for your kitchen and I say “Oh, that looks good and take a look”, but I don't have specific examples in mind.

A : What about video advertisements?

I1 : Video ads? I skip them a lot. Most of the time I skip them.

A : Any interesting ads that you remember?

I1 : I don't have any one in mind.

A : Ok, where do you get your news from?

I1 : Apple News.

A : Yeah, you mentioned that. <chuckles>

R : I understand that Apple News get their news from many sources. Are there any particular new sources that you find yourself going to?

I1 : So right now, so many things I've saved on there. I think I saved CNN, Fox, Vice, Wired, Nat Geo and there's a lot. There's more but I don't remember.

A : What do you like about these sources of news.

I1 : Those are the ones I know about. The ones I did not choose are the ones I don't really know about.

A : Are there news sources in particular that you really like?

I1 : I watch a lot of Vice Documentaries. I don't know about the news.

A : What about social media services?

I1 : I use Facebook.

A : What is your frequency of use?

I1 : I used it daily. It is the one I use most frequently.

A : Ok, and is that the only social media you use.

I1 : That's it. For messaging-wise I used other services. The reason why I used many is because everyone is using something different. I use Groupme, WeChat, LINE and the Facebook Messenger.

R : What do you Facebook mostly for. Just give us a brief description what you use it for.

I1 : Mostly for... just to see what everyone is doing. Just to see the news feed and see where everyone is at. A lot of times when something do pop up I can go search to see what it is.

R : Have you engaged with any brands on Facebook? Do you follow or like companies on Facebook?

I1 : I don't know. I liked a Japanese organization when I was studying abroad for 2 months in Japan. Let me check my phone to refresh my memory. So... Disney, YouTube and Google

apparently on my Facebook. Those are the companies I follow.

R : Have they appear on your News Feed at all?

I1 : I have not seen YouTube or Google at all.

R : And if you try to recall, can you remember when did you like these pages?

I1 : I don't know, I have no clue.

A : Do your friends share articles or news on YouTube and do you read them?

I1 : It depends. It depends if the headline captures my attention or not.

A : What about LinkedIn and Twitter? Do you use them?

I1 : No.

A : When you travel, do you look at billboards?

I1 : No.

R : Let's backtrack a little to the question where we ask you about the words you thought about when you think about GE. Anything new come to mind?

I1 : I can think of my friend who works for GE in Ohio right now and he does a rotational program but I don't know what that is about.

A : Do you find that interesting?

I1 : I do actually.

A : Why?

I1 : Because I get to experience many different areas. So you get to experience working for different departments. Because you never know until you work for different places. Yeah. That is the good thing about big organization.

A : So can you think of big organizations that have such kind of systems?

I1 : S.C. Johnson? Johnson & Johnson? I can't remember anything else. Most of the time when I was looking for a job in the undergrad, those companies are my focus. I have not worked before this, I just continued in my education for master program right after my undergraduate studies instead of working. My focus during undergrad is to apply for rotational program.

A : Ok, do you only apply to big companies during that time?

I1 : Yeah, at that time, I was thinking of only big companies because uh, it is more stable.

A : Ok, so what changed? Why do you want to work for a startup now?

I1 : Ok, back then it is because my parents want me to work for a bigger company and has a more stable job in the US, and they want me to go to somewhere like pharmacy and doctor.

And after a while, I decided not to do that and choose to come to this program instead.

Everything just changed, and try not to fit the path that my parents paved.

R : Is there a specific moment that triggered this change? What makes you change your mind?

I1 : When I was trying to apply for pharmacy program, I already took the exam and got the recommendations, I just never turned it in. I guess it was around Dec 2015, and at that time I just kept dragging and dragging instead of turning in my school applications. And when the deadline come, I just did not turn it in because I was so unhappy and I was just thinking I don't want to pursue this path. I gave myself a whole month to think about the reason why I don't want to do this. That was the period when I thought about this.

A : What did you do your undergrad in?

I1 : Biomedical sciences.

A : Was there companies that sponsored events, courses, or software during your

undergraduate education?

I1 : No.

A : Do you use any specific software or tools right now for your graduate education?

I1 : I use Excel a lot, Sublime Text and that is about it. MySQL also. And yeah.

A : What about biomedical sciences?

I1 : We don't use a lot of technology tools.

A : What about medical devices?

I1 : No. I don't think so.

A : So I think the hour is up exactly. Thank you so much for all your answers, we apologize if you feel tired. We are really appreciative of your time and your answers.

I1 : Actually, I am not too good at answering questions.

A : This will really help us out with our projects. I think we got lots of useful information out from you.

R : Yes. I agree.

I1 : I hope so.

A : Thank you and if you have any questions or further answers that you would like to add, please feel free to reach out to us. Thank you once again.

Transcript # 2

I2 – Interviewee 2

N – Nan (interviewer)

A – Anand (note taker)

N: Ok. Can you tell us more about what you are studying at the University of Washington.. Oh Michigan.. I'm so sorry!

I2: **I am graduate student of Public Policy.** I study master of Public Policy in Ford School of Public Policy. This is my first year here.

N: Ok first year

I2: Yeah

N: Hmm... could you please name **3 brands that you admire?**

I2: What kind of ... I mean like ... are you like asking for the technology or ...

N: You can go in any field

I2: I admire.. **Apple, Samsung and maybe Sony**

N: So you choose 3 technology brands

I2: That comes up to my mind

N: Okay. Great. So, could you please tell us why do you admire Apple?

I2: Oh I think I love to use **Apple because** they.. it's easier for me to you know.. it helps me to **manage my daily life .. you know my email, my schedule, even everything about my school stuff.** So.. I mean like **I keep everything on my phone so it is easier.** So I use **MacBook** and also use **Apple phone too.** Yeah.

N: Ok. So did you use any other Apple products? Since you also ...

I2: I used only 2 of them. Only iPhone and the MacBook (both I2 and Nan)

N: Ok. So what are your **favorite technologies** that you use regularly. Not only products but technologies.

I2: Do you mean software or ..

N: Hmm... yeah

I2: What do you mean by technology because...

N: It's like both software and any technological stuff that you like to use

I2: Oh, I think.. what about internet.

N: (laughs) Internet?

I2: Would you consider it a technology, because **I use internet like everyday**

N: Yes

I2: I find it useful because .. yeah like what I say **I keep everything about my life there, like my school, my schedule, my music, my movies,** yeah...

N: We are sort of the generation that see the development of the Internet. We don't have that when we were young, right?

I2: Yeah! **I am from Indonesia. So, back to my country, I know internet when I was at 13 years old, 12 years old.**

N: 12 years...

I2: So, that's the first time I have internet in my life, so.. First time I have internet, I use it to google, **I mean to search for my school .. aaa... assignments** and after that.. like you know because ... after that internet comes into full and **I used a lot of social media from and movies..** everything now

N: Hmm, so how have the internet impacted your life or study, not just life but also study

I2: Study? I think it impacts me a lot. Because, **previously I use books to study**, now I rely on a **lot on video internet instead of books**, you know because **in Internet it is easier for me to find the topics**. So, I don't really need to go through all the books or go to the library. But in the internet, I just type to google.. you know like.. **just type the word that I want to find and the definition of the word that I want to** ... and it's easier so... It it makes me ... **it helps me finish the assignments faster**.

N: Hmm. So how about .. how do you feel when you start the master work

I2: The master work?

N: Yes

I2: The master degree?

N: Yes

I2: Okay. Yeah I feel .. yeah it helped... definitely it has helped me a lot because you know it's not only about googling but also I .. **all of my system here use like Canvas** .. and **they use like email and they even share documents through google docs** and they make .. you know when we want to meet someone we need to make a **when2meet application**. So it is easier for us, like everything manage there in the internet. So it helped me to .. and even **it is better than when I was in undergraduate 5 years ago, because now there are a lot of more applications**. So, it helps me to manage my time in school, in graduate school better.

N: Ok. Thank you and... could you describe what comes to your mind when you think of the term "Millennial"?

I2: **Millennial?**

N: Yeah

I2: **I think it is a young people like new generations where they know technology better than the old people I guess.** (laughs) I don't know.

N: So do you self identify as a millennial?

I2: I think so because I usually you know I follow the technology, so whenever there is something new come up there at the community, I try to follow them. For example, the social media .. when in my country, for example they use *pat(?)* and I *send(?)* 05:14 back too. So, if you come to **my phone I have 5 social media services because I want to keep updated with all the applications, the features and applications**, yeah.

N: So, you mean that millennial is the generation that will keep chasing the new technology

I2: I think so. **They, they try to be updated, they try to be recent.**

N: Ok. And... a... what do you plan to do after graduation from ..

I2: **I plan to work in international organization.** So, before I worked for *Assain* ____ (?) 05:51 it is a kind of international organizations. So after that may be I work for international organization on international trade.

N: You mean you are going to work directly after graduation. So, not pursuing higher ..

I2: I have 2 plans, depends on which one will come first. **I plan to take my PhD** and I will work after that (laughs)

N: (laughs) Ok. So, hmm. What are the 3 companies that you would like to work for? 3

I2: So far because I am a public policy people, so I will work for Government. Government things. So, **I plan to work for WTO Bangkok.** I plan to apply for internship first during next summer. And, then I plan to work in the UN and work Bangkok .. **may be WTO.** That's my plan.

N: So, you make this plan just because you're interested in public affairs

I2: Yeah, because I have **5 years working experience** and all of them are working for governments. So..

N: Hmm, oh great! So what are the important criteria before your search for job or before accepting a job offer.

I2: Do you mean the criteria to be accepted?

N: Hmm... it is like what do you think first when you consider whether you will consider a job offer, like would you like to consider the salary or ..

I2: Oh what my first consideration as a job.. I think a.. of course the first one I think for me Salary... but **before salary I think it is about my passion so I need to make sure that this job is inline with my passion.** So, if they offer me the job that I want then I will take it even though the salary may be lower than other company. So, **I put salary may be number 2.**

N: Ok

I2: And, also the **3rd one is flexibility** because **I work for international missions and they offer me a lot of travels and I love traveling. I don't really like to sit down in an office for 5 to 9.. oh from 9 to 5** sorry from 9 to 5 for 5 days a week. I don't really like that kind of job.

N: So you just like to travel more than sitting in the same office

I2: It is like a mix, so sometimes I sit in the office, sometimes I travel. Yeah.

N: Okay. What do you understand by the term "Internet of Things"

I2: Sorry? Internet of what?

N: Of things

I2: Of things

N: Yes

I2: What do you mean by that. I don't know.

N: (laughs) Okay. Skip the question.

I2: Okay.

N: And.. hmm. Okay what are the first 3 adjectives that come to your mind when you think of startup?

I2: Startup? Oh do you mean the business startup? I think it is like when you try to make a new business, that's a startup. You start from zero.

N: Okay. The 3 adjectives?

I2: What do you mean by?

N: Like 3 words. Descriptive words.

I2: You want more like descriptive or ... ?

N: Yeah

A: Think of like whatever comes to your mind when you think of a startup

I2: So, it is only 1 or 2 word? **I only think about new business.**

N: Ok.

I2: Yeah

A: What do you think about when you hear the word startup like what comes to your mind.. an image... or your friends who work at startup? What comes to your mind?

I2: What comes to my mind is like someone who try to make a business (laughs)

N: So you mean new. Why do you choose this word "new"?

I2: Because when I hear about startup it is about start. Start means that you have nothing to do before. So, start means new because you started something like that.

N: Have you ever tried to think about to work for startup?

I2: Work for startup? No. But, I mean like I joined some of the groups, competitions like you know I learned about how to make a startup. In that competition. **I have a lot of for like during my undergraduate, even my jobs like I tried to join some groups to make a business proposal, but I never make it like. It just ended as a business proposal. But, never a startup.**

N: So, is there any reason that you choose not to make a startup by yourself?

I2: I think because of my works like, this work consumes a lot of my time and I don't have time to think about that. And, I think if I make a startup, it will be my side job, because my passion is about public policy and not business.

N: Ok. So, could you please name 3 companies that you think are startups? 3 companies?

I2: 3 companies? Startup? Hmm.. **I can talk one in my country. It is like a .. it is like a .. Go-jek.** It was established in 2016 or 15. So it is like **motorcycles application.** It is like Uber but for motorcycle. It is **very big in Indonesia.**

N: So, would you like to tell us how to spell it?

I2: Go-jek is like 'G', 'o', 'g', 'e', 'k'.

N: It is like ...

I2: It is very ...

N: This way (shows the spelling)

I2: Yeah

N: Okay.

I2: And... a... what is ... I don't really know about startup in United States. I know a lot in my country. So..

N: So why do you think this company is a startup company?

I2: Because it is fairly new and we don't have like enough motorcycles applications. So, it is very new and very blooming in Asia. **Nowadays they had like 500 personnels, now they have like 70,000 personnels.** It is very big and there is one other .. like how do you say .. *Revo(?)* for startup. It is from Malaysia. So, both of them are in applications space. We have Uber for car, **but now we have 2 of them that it is even more popular than Uber in my country.** Because we have the most traffic country in the world. **So.. it is better to use motorcycle instead of car.**

N: (laughs) Ok. So have you used any product of these 2 companies?

I2: Of course I have. Even if I have a car, I use that application every day to go to the office.

N: So, which of the companies that you have mentioned has the best overall sense for design?

I2: Design? Do you mean design of applications? What do you mean by design?

N: Both like, design of their system or application or interface

I2: I think in terms.. that's why I think why these company is booming in my country because it is very easy and is .. **I mean the application is very simple and even I can pay through my credit card. Like, so I just tap order and they have like several features like I can order food, they can provide massage(?) to come to my place.** They can provide salon to come to my place and then they can pick me, provide transportation service to go anywhere. And, **they provide me like a set number, a set cost in advance.** So I know how much cost to pay in advance. And, it is very easy application, it is easy to top-up. I mean like we need to submit some amount of money in advance and you can just order through the applications. **It is very easy and that's why I like it.**

N: So do you think it works in a similar way to Uber?

I2: **It is similar to Uber, but I think it is more complex like they have a lot of features**

N: Yes, like the delivery of food

I2: Yeah right

N: Okay. And then .. hmm.. let me see since you don't want to work in a startup we can skip this question. So, you mean you prefer to work in a government, right?

I2: Right. Not really government but may be public policy area. So, I can work in like NGO, international organizations.

N: So, why do you think they are very attractive, more attractive than startups?

I2: I think it depends on your passion. **For me, I like business, but I like public policy more.** It means like when I study public policy and I work in public policy area, **I feel like when I work I make a lot of impact to the other people.** Because in public policy. That's the reason why I dedicate myself to study that. That's why my reason. But, doesn't mean I don't like. But, this is the problem. I want to make a startup, but I want to make it a side job, because my first passion my first interest is public policy but I don't really have time to do startup.

N: Okay. So, do you have such a plan, like the future 5 or 10 years?

I2: I.. I have no idea right now. Because, sometimes you really work in public policy and if you get higher position and it will consume even more of your time. So, you don't really have time to make a startup.

N: Okay. Hmm. So, what comes to your mind when you think of well designed product? Do you think any product is pretty well designed for you?

I2: Hmm. So, **I think I love, if we talk about Apple,** I love Apple more because I feel like **Apple makes everything easier for me, because it is smaller.. But I am not sure about whether the design is good. I mean it is better than the other products.** The other available products. But, for example, how do you say, before using Apple, I also used Samsung, and I feel like Samsung provides me .. a.. I've used Samsung before Apple because **I feel Samsung is bigger.** And, I feel like Apple is too small for my bigger hands, fingers so. So, I come here and I feel that a lot of **Apple features like the battery is better than Samsung,**

and then I choose to purchase Apple. But, **if Samsung can make battery performance better than Apple, may be I will switch back to Samsung.** So, for me, and Samsung provide a lot of more applications I guess. So far more applications than Apple, and it attracts me more eventually even instead of Apple, because **I found like in app store, the applications are not as many as in Samsung Android phones, android applications.**

N: So, do you think that many applications for iPhone is very costly and is that why you prefer... ?

I2: First of all, aa.. I don't know like when I use android I feel like I found a lot of applications that are interesting and when I use Apple, I cannot find them. So, but Apple has its own applications. I don't know because I used Samsung like for 10 years before moving to Apple. But, when I use it, it is okay too. It is kind of confusing. **I mean like the first thing about Samsung is that they have a lot of choices. They have more choices. So, it attracts me more.**

N: You mean more customized choice?

I2: Yeah, more customized choice for me. Yeah, the only reason **I choose Apple instead of Samsung is only because of battery performance and also about the security, because I think Apple provides me a lot more security instead of Samsung. But, rest I think I would go for Samsung.**

N: So. I also wonder the reason that you make this choice whether depends also on the environment in the US?

I2: May be. I bought it when I come to United States actually yeah. But, I bought MacBook when I was in Indonesia.

N: Yeah, they can be connected together.

I2: Right. But, aa. that's right too. **Because most of the Indonesians use Samsung instead of Apple. And, I come here and everyone use Apple.** (laughs)

N: So, the environment is also one of the ...

I2: **Because, I feel like in Indonesia we use WhatsApp a lot instead of GroupMe or something.** So, when I come here and like everyone use GroupMe and I just know that it is one of Apple applications. So, it is kind of hard for me if I don't choose to Apple.

N: Okay. The environment and also the surroundings. So, what comes to your mind when you think of a well designed system or service, not only product?

I2: Design System?

N: Yeah. Well designed system or well designed service for you.

I2: Can you explain me about that. I am not sure I understand.

N: Hmm. I like to say like Amazon Prime. You can buy anything that you can click, and then we get delivery in 2 days.

I2: Oh do you mean like Amazon.

N: Yes

I2: And, what about my opinion about that kind of system.

N: Do you think any system is well designed for you?

I2: No. I found like. I mean like.. it is like hard for me. For example, Amazon is.. I bought some of my stuff on **Amazon and also Ebay. And, I feel like both of them are good system, like it is very easy for me to find something and they have something like features to shortlist based on price or based on location or based on the name of the product.** I always use that feature, because sometimes you know sometimes I want to buy something and I just want to find the cheap one. Or sometimes I really want to find something that has this criteria. So, it is kind of easy. It is easier for me and for customer to find something if you have that kind of feature and I found that Amazon and eBay they have that feature. And, the other one is about their payment methods. I found the payment methods are easier for me. **It is just I can just link my credit card or debit card to the system. So, it is like I just click and I just choose, compare, and buy.** And, it will come to my home in 2 days. But I think the problem is like even though I can see the picture, I cannot feel it.

N: How about the picture in the review area?

I2: That's. **I feel like the pictures cannot sometime really reflect the real products.** That's why I feel sometimes for some products, I prefer to buy directly in shop instead of buying it online.

N: So, you mentioned both Amazon and eBay. Which one do you prefer?

I2: **I prefer Amazon. Because, I feel it is because Amazon product is better, and not because of the system.**

N: Hmm. Only because of product.

I2: Yes.

N: Do you find any difference between the system of Amazon and eBay?

I2: I feel like the product in eBay is not.. I bought some product in eBay and is not. It was worse than product in Amazon. That's why I prefer Amazon.

N: So, basically you think... the system of both of them works in a similar way?

I2: It is very similar. I cannot even differentiate them.

N: So, the reason that you would like to choose Amazon is because the product is much better.

I2: Yes.

N: Okay. And.. could you please walk me through one of your experience of buying things on Amazon?

I2: Oh yeah. I bought virtual reality glasses. I just bought it for fun. I bought it. But, I don't search for feature or anything. It just come up in advertisement.

N: Before you use a filter?

I2: Before I chose that one. I searched for something else and it comes, it pops up in my computer. And, I remember before I tried one of my friend's virtual reality and it was .. No, I **tried it in a Samsung shop and I find it interesting**, so .. And, then it pops up and I try to google virtual reality in Amazon and then I bought it. **When I bought it, I just order and make a payment there and it comes to my place in 2 days.**

N: You just say that after you see the product on Amazon, you tried to search it on Google?

I2: Oh no no. I.. how do you say, I tried to search only Amazon's search.

N: The search bar?

I2: Yes.

N: Okay. So the next one will be, what are the 3 words that come to mind when we mention the company called "General Electric"?

I2: Company "General Electric"...

N: Have you ever heard "General Electric"?

I2: **I know I know. That's the electric ..**

N: So, what are the 3 descriptive words would you like to say for General Electric?

I2: **Electric, and then. I have some friends working there**

N: Okay

I2: So, I don't really. What I know is .. a.. I don't know how to say. **It is about electric and ... he is handling a project of a ... train infrastructure.** Yeah, he handles train infrastructure project. I know General Electric because of my friend working there. And, what else.. I don't know. What do you want me to say that comes up to my mind?

N: Okay so ... that's all you know. Have you ever used any product produced by General Electric?

I2: Aa.. I am not sure if it is a well known product in my country that's the problem. I know that because the General Electric they handle like bigger project. Like for example, like build infrastructure for the railway, and for the train, for the cars. It is not like the customer daily project. **Unless for the lamp.**

N: For the lamp?

I2: Yeah. Lamp.

N: So, how do you feel about the product: the lamp?

I2: The product. I use that. I mean that's my top choice. So, **I use General Electric products. Especially for lamps for the whole of my life.**

N: So, you choose that product because you search through specific brand or because...?

I2: No, because I think it is a general perception of the community. What I know that, that's the best product in my country. So I use that.

N: Okay. Let's imagine if General Electric were to make software. What do you think it would impact your life?

I2: Woah. That's a broad question. (laughs). It depends on what kind of software like. So, I cannot say .. if they make some software that really not directly impact me, so I cannot say anything.

N: So, what do you expect if they are trying to make some software?

I2: **I mean like, it may impact me if this software is about something related to my daily life.**

N: Such as?

I2: I don't know. Like, **if I think about Facebook like it's social media. It is a place for me to ... It is a place for me like marketing myself.** If I want to be a politician, for example. Or, I have products, I can also sell my products there. Aaa, but if General Electric.. I don't know what.. I don't know... **In my imagination, General Electric will make some infrastructure**

projects like big projects. So, if they make may be a railway, it will it will provide me more choice of transportation may be. It will happy, it will happy for the community for example.

N: How about the software that will impact your study, like if they invent a cloud system for your to store some data or make some data analysis?

I2: Oh, that would be very useful I guess. Because, in public policy we use a lot of stata, if you know like a statistical software. So, I basically.. and I mean like if I work for a gov, public policy, we rely on a lot of data to make our policy. I cannot talk about United States, but come to my country, we don't really have a good database system or database management or something. We have like a lot of data, and I feel like someone or a company can make that and provide data for the public policy would be good, because I know that the data in my country is provided by single consultant and it can be different, you know different consultant different matter. So the data cannot be continuous. It will not be not continuity you know. Like, they use different method and the consultant is different. So, we can't compare like our development year by year.

N: So, is there any other software you think if GE could build that it will impact my life or my study or my work most?

I2: Definitely like I mean like, for public policy for example, we really need lot of data on, we rely a lot on data so if someone can make a software that is our analysis .. and we analyze you know like, in stata, the impact of something to something. So we need data before both of them. And, then we need also like a software that can calculate, you know their regressions. Aa... I don't know like we have stata but I don't.. if they can make something higher than stata, because it is only like impact analysis, but if you can make like more practical software like for example when I was in undergraduate, I joined program for the financial monitoring system. So, they tried to make software to monitor if you include data like inflations like and then you know exchange rate and if you input that system and then they will talk .. they will tell you whether there will be a financial crisis or not. They will indicate you .. something like that you know. So if they build a more practical software that we can just input the data and then we .. and then the result would come fastly to us. So, that would be good.

N: So build the software to generate the data, store them, and also the one to help you to make analysis...

I2: Yeah, so basically, I don't know like, aa.. we can make just like a model and then the system can help us to run the model quickly, so we just input the data and then they will ... That will be very good for the public policy makers

N: As I know when people analyze the public policy topic, people always need to analysis.. analyze all the data from different perspectives, right?

I2: Oh that's right

N: So, the financial part or the political part

I2: Yeah. So.. yeah that's why in public policy, the tricky one we cannot rely on one data. That's why I said we need a lot of big database management where we think these things are more important. For example, we analyze something and we think that this area is important.

Then, we can just go to this place where we can find all of data about this area and it connect it. All of the data are connected to each other. So..

N: Ok. Also the connection between them.

I2: Yeah

N: Ok. Thank you. And, also have you ever heard that.. General Electric has a department called "GE Digital"?

I2: No. (laughs)

N: Never

I2: No.

N: All about you, GE is like a company that makes basic infrastructure like?

I2: I know so electric, electronic products

N: Like that. Okay. So, what part of the GE have you heard of, the train...?

I2: Yeah, I know General Electric because I have friends there who work in General Electric in *Assian(?)*, and he handles project on infrastructure for railway. And... **he told me like so the General Electric is also like a project management things..** And I don't know whether he work for project manager.. So, **he mediates between the government and also supplier of this infrastructure providers** and then he works like a project manager. Instead of creating the software or hardware or so.

N: Okay. So, do you mind giving more information about the product that.. not only the product but the project your friends is working on, now?

I2: He works on .. so we plan to build a railway infrastructure from .. so we have Jaffa, Jaffa is a name of an island. So from Jaffa to capital. And, he handles the project and we.. I think he say that the train or the railways come from Japan. And.. aa.. he try to mediate and also he work as part of .. where there is a problem in the future, he will be the person who will be contacted as a guarantor in ..

N: Ok. So how do you think these kinds of businesses could be impact by the software if GE could invent some software, targeted software to improve its businesses in different area, like railway?

I2: O, I don't.. In my friends case like .. if they can make a software that calculate risk or impact management or something. So, software is not really only about how to build infrastructure, but also how do you manage the management itself. For example like, you sell something and then if you also provide services like guarantee services, then you need to have like software or something that may calculate the risk and that tell you whether you should sell it or whether you need to provide the insurance with the person.

N: So, currently they don't have such a software to work on right?

I2: I don't think so, because like my friend's .. he told me he fill the sheet manually. I mean he calculate it through excel you know, not really like specific software, that is different for like a particular work.

N: Ok. So the only GE products you use regularly is a lamp? How do you feel about the user experience?

I2: The lamp?

N: Hmm. Do you have any suggestions? or do you think it can improve the product?

I2: Aah. Actually, I don't have any problem with that, because I think the product is good and that's why I use it. I always use it. And, how to improve it? I don't know (laughs).

N: **It just works well.** Okay. Have you ever seen any advertisement by General Electric?

I2: Yeah. I know some. **I mean like I just saw pictures of General Electric, saw the pictures of their activity sometime in the newspaper.**

N: So, only picture? Is there any video?

I2: I don't think so. Because, I usually see video in the television. But, **I never see GE advertisement in television in my country.**

N: So, the picture that you have seen is about a certain product, right?

I2: **It is not really about product, sometimes they are about investment activity.** They get investment like what's their plan in future. So, I just .. Oh GE for example received funding from Japan or they plan to build something.. or something like that.

N: Okay. So there is no advertisement about their system?

I2: System? Definitely no. (laughs). **I never saw like GE system unless you do research on them.**

N: So, where does this kind of information come from. Your information?

I2: From newspapers. Usually, from newspapers.

N: Newspapers. Okay. And, also your friend work for them. So, you know something about..

I2: Yeah, because I know some of my friends work there.

N: So, you and your friend will talk about their work about GE regularly or frequently?

I2: Yeah. Because you know if you meet your friend, sometime we update what we do like I work here and what do we do. I hear about that. That's why I ask.. because we never met like few years and then I ask what do you do there.

N: Okay. Hmm. Have you ever used any social media?

I2: Oh yeah. I use a lot of social media.

N: Okay.. So which one do you use more frequently?

I2: **I use more Facebook I guess.**

N: Facebook? And, what do you use it for?

I2: **I use it to get updated informations like not only about my friends, but about current issues.** And, yeah usually just to get updated information from my friends or ..

N: Also, connect with your friends

I2: Connect with my friends... and also, **I even barely see the newspapers applications** and I just rely on Facebook. They post me a lot. Because **I follow like Wall Street Journal, New York Times, you know headlines.**

N: So you mean the update information, like in which field? Like political field or social impact field?

I2: **Not entirely about politics, but also some like animals, movies, so anything like grammy or something like that.. So, any kind of information.**

N: So, how often do you use it?

I2: Hmm?

N: How often do you use the **social media**, everyday?

I2: **Every 5 minutes** (laughs). Because I always check my phone every 5 minutes.

N: So, do you ever influence by some news popup on Facebook to motivate you to buy something?

I2: To buy? Hmm.

N: And, a poster appears, and you feel like this is it I should buy?

I2: Hmm. I cannot remember. But, I don't think so. I ... I ... I.. because sometimes in Facebook, I don't know because I don't follow like technology or cultural projects. Because I follow like more newspapers. So it is more like.. So it is news. **My decision to buy products are sometimes is a .. a.. how do you say like .. is .. a .. sometimes when I read newspapers, that I will buy it.** Because newspapers sometimes give more like detailed information. So, if I want to buy products, something that could change my mind, is some information in newspapers. Or a leaflet or something.

N: So, after you see something on the newspaper, would you like to search it on other online platform?

I2: Yeah I think that's only a trigger. Like, that's the first thing that makes me "oh may be I want to buy that", and then I just google.

N: Okay. Google. I think that's all the questions I need to ask with you.

A: Yeah. I have a few. So, can you tell me more about any advertisement that you remember?

I2: The advertisement that I remember?

A: Yeah, something you like? You remember or something, that made you feel "yeah this is good"?

I2: Ah, should it be about the products. Sometimes like advertisement about the performance? Can you consider that?

A: Yeah sure.

I2: Yeah yeah. So, yeah. Especially for the performance so. I go to .. Sometimes I just saw the poster and because I like performance and so, if I like it I just take a look at it after that.

A: Okay. Ah. What other like a areas that you get news from apart from Facebook and Newspapers? Like, do you follow other, do you have other ways of getting it?

I2: O.. Usually just newspaper, books, may be from friends. Sometimes we get updated info from friends like "oh this product is good", or there is a show that I enjoy to buy the product or the tickets. And, what else? And.. do you know Groupon? Sometimes I feel like I want to buy something and I don't know what do I have to buy, then I just open Groupon, you know to find some discount there.

A: What about, I mean does public policy have conferences?

I2: Conferences? Do you mean like conference. Yeah.

A: Yeah. So, what are the conferences about?

I2: Because in public policy we come from a lot of areas, but especially from Michigan we come from more about educations, environment and international trade.

A: Ok. Are these conferences sponsored by people?

I2: Definitely. Usually it is sponsored by faculty so. Yeah.

A: Okay. Let me see. Okay Hmm.. So you mentioned that you would work for governments. Okay. What do you look forward to in that job? **Like what kind of expectations you carry when you apply for jobs in the government field?**

I2: Oh my expectations like, **I really want to apply my knowledge and my interest like .. when you work in government policy, you don't really think about money, because you think about people.** And you bring **vision and mission.** So, when you choose a job, you usually see whether your vision, mission and your interest can be applied there. That's for me, but I don't know about the other public policy people.

A: Hmm. So what kind of work do you do over there?

I2: What area do you mean?

A: Yeah, like when you apply to.. when you get the job, say when you get a job in future, what kind of work will you be doing?

I2: Oh, usually I make a program, activities, for example, I can tell about my previous job. I work for a competition policy in *ASSAYAN(?)*. So basically, my jobs is like develop, like the program, work plan for competition policy development for *ASSAYAN(?)*. So, my jobs is like conducting research, and then making a plan, and then making a program to, to you know, to pursue this plan.

A: Okay. And do you work with other people, other companies or other governments?

I2: I usually work with the other governments, for example in *ASSAYAN(?)*, I will see this.. and may be I will work with companies, when it comes to, when I try, when I have program to make a publication. Then, I need to hire a consultant for that. But, mostly about my work is related to governments.

A: Okay. So, what kind of companies do you work for in such a case?

I2: Yeah, you see companies, for example, we have a initiative to make a website, so we contact you know website developer, and then if we want to make a publication, we contact like the publisher. Something like that.

A: Ok, so what kind of website developer or publisher do you contact? Are they small companies or big companies?

I2: Ah, in my case they are big companies. In my country, like.. because ASEAN is an inter government organization for 10 countries.

A: Which one, *Hashien?*

I2: ASEAN, Association of South East Asian Nations.

A: Oh.

I2: So, I work there. And, these .. so.. I was responsible for 10 countries. Usually, we have a lot of money. And, with this money like .. a.. for example, **we all want to build a database and also we want to build a website, then we need to contact like reliable .. and it should be open binding, like we offer to the public and then there will be some applications and we choose something like that.**

A: Ok. Can you tell us more about the process? Have you done this?

I2: Yeah, I have done one of that. We .. But it is not about the website. Because the website is already established before I joined them. But, the publication, we plan to make a publication

in 10 languages, and then basically we just followed the procedure in ASEAN. We need to make an open binding, which mean that we advertise this offer to all the newspapers in 10 countries. And, then after we receive the applications, we just select, you know, usually we have a team to select that application, and after that we just make an offer. Negotiation we do normally.

A: Can you define the types of companies? Can you give some examples?

I2: They are mostly publisher, because they need to edit and then make a design, you know like the design of the book. Because, we will usually provide the content. But, we will not work on the design.

A: Ok. So how do you go about the that thing, like from the application pool?

I2: We usually consider the costs and also the quality. So, usually they need to submit us the example of the visuals. And, we will also .. we receive their proposal and basically we go through their proposal and then see whether, so we usually match between the quality and the cost.

A: Ok. So if the cost is the same, what would you choose?

I2: Of course the better one, the better quality one. (laughs)

A: Better quality one. And, what do you, say, what kind of company, .. have you ever contracted them? What was the experience with the company which you contracted?

I2: Oh yeah I contracted them. So, basically, after we select and the agree with our offer, and we just come up to the contract, and in ASEAN, we have our procedure. So I just follow the procedure like this document need to be done. And then you know, it is like a project. So, we will pay you after you submit something and you know.. for example, usually there will be like 2 or 3 terms of payments. So, we don't pay at the back or in the beginning. So, we pay some of the money in the fore and then they submit something and then they pay again and so..

A: So, what do you like and not like about this company?

I2: This company?

A: Yeah, you say you mentioned that you contracted a company? So, how was the feeling? Did you like to work with them. What did you like and what did you not like?

I2: **What I like is because I am a buyer, so I like, if they follow my words. We have some expectations and as long as they are fulfilled it is pretty straight. And also, as long as they provide a products within the deadline, it is fine too.**

A: Okay. Do you expect them to be very tech savvy? If say if a company has the same cost and provide same quality, like 2 companies, so, what is the 3rd criteria you would go for?

I2: OO. It never happened, never happened I guess, like usually you have the cheaper one, but the quality is not good so, (tintin...) oh my Siri, what happened?

A: I guess the time's up.

I2: Oh no, it is okay. I still have 10 mins. So basically, I never find this exact amount of money and also the exact quality. So, it has never happened to me.

A: Okay.

I2: May be their track record. It is very important.

A: I think that's it from my side.

N: Thank you again for your time. And, if you get any concern or issue about our interview, please contact us?

I2: Okay.

Transcript # 3

General Questions:

1. Can you tell us more what are you studying at the University of Michigan?

Well I'm currently studying HCI at the School of Information.

2. Can you name 3 brands that you admire?

You mean brands that can be any technical brands? (Any brands that you admire) Interesting, all I can think of is like social media right now coz they are brands. I think Facebook as a brand. It kind of has influenced me. What else maybe like Nestle as a brand coz I consume many of their products. It's like a food brand. And...probably I use my phone so Asus maybe the one. I mean it is not a popular brand but... that's all I can think of right now.

a. Could you tell me more about why do you admire these brands?

As I said, like these are the ones I use a lot. Maybe you can add Apple if you want, like more popular brands Because I use Facebook everyday. I have a Macbook so Apple kind of influences me. Then Nestle I consume their products. So **I use these products everyday**, I have them in front of me so that's why I need to be their influencer.

3. What are your favorite technologies that you use regularly? As you mentioned, Facebook?

Well I also like, technology if you say social media, I use Facebook. And I use Whatsapp. But if you say like everyday technology I encounter, basically whatever in my everyday life, however technologies and... I use my Macbook, I use my phone, and the social media we always use that .

a. Cool, could you tell me more about how have they impacted your life or study?

Do you mean... is it a specific technology that you are looking for or you just talking about like...?

(You can give me one example that how this technology impact your life or study. How you use it in daily life.) Yeah I mean I use my Macbook almost everyday so whatever technology like, say, design application, communication application, gym or everything, so they kind of **help me work better**. So they have **increased my productivity** as I would say. Coz technology we always use as an aid. So I think it increase my productivity here at SI.

4. Yeah, the productivity is quite important, so can you describe what comes to mind when you think of the term “Millennial”?

I don't know if I should consider myself one because I was born in the 90s but I think they were born into technology so I would describe “Millennial” like they were born into technology, they know technology, coz I remember I use my Windows 97, Technology that now you can call it ancient. They have access to Internet from the moment they were born. Well someone like me, like we kind of saw the era of Internet emerging, like the 90's Internet if you know. So I think Millennial are someone have access to everything.

5. Cool, technology is a very important part of their life right? What is your plan after graduation? Are you going to work or?

Yes I'm looking for a job preferably as a UX researcher or UX designer.

6. What are 3 companies that you would love to work for?

Google obviously, maybe something like IBM, one is kind of like is not known to be a tech giant, say, Disney coz I have been a big fan of it. And since it is like the whole user interface and user experience, they have them like the user experience brought by Disney is fabulous so I think that can be one.

a. What are the most important criteria that you consider when job searching or before accepting a job offer?

It was like now I'm into UX, preferably they have a UX department so kind of increasing my chance getting a job there, like the specific job that I want. Also I mean I tend to look of stability because I men people always go like these tech giants like established companies because they have like trust that they have like, say, company like IBM and Google, people trust them because they use their products since like last 20 years or something. So I think **they trust in the brand and how they treat their employees**, like is the market mean of the product company can be well trusted.

7. What is your understanding of the term “Internet of Things”? Have you heard of that?

Yea I do. Well it's kind of like whatever the Internet definition and what people say is kind of different so far. For me, I think **“Internet of Things” is everything comes together under one network that have different forms like mediums but still kind of connected like a Internet that connect with people**. So I think “Internet of Things” is like how we can influence one part of technology maybe even people's lives by whatever networks there around.

a. Do you use any products that is considered as Internet of Things. What specifically?

I'm not sure actually. If say hypothetically everything under the world of technology comes under it so I'm not sure how... could you make an example of say, what product come under this so maybe I can tell you if I use them or not. (In my analysis, I think Airbnb can be the "Internet of Things" because it connects different houses and different people.) Interesting, so maybe, yeah, I'm not a user of Airbnb but I might like would say cloud storage or ordering in Ubercon(?) like it still over the Internet with kind of like connect people.

Design / Startup Questions:

8. What are the first three adjectives that come to mind when you think of startups?

Well I have actually worked in a startup so it's kind of **Enthusiastic, Multi-tasking**, and... I think **Closeness** coz like startups had a less number of people so there is more like a family vibe to it. But see it as a professional family. You get your work done but since like you probably know all of the people by first name basis so it's kind of a close environment.

a. Could you tell me more about why you mentioned Enthusiastic?

Coz everybody wants to work since it's a startup like another energy that we have started a project that everybody is fresh and new so...

9. Could you name three companies that you would classify as startups?

OK, the companies I thought were startups actually not startups. Well, like ???, kind of like Airbnb but not exactly. There is like an Indian version of it called OyoRooms. I mean that used to be a startup, I'm not sure. What else? I don't think coz like... Is Lyft a startup? I'm not sure coz... I don't know. I mean I used to work in a company called Valuefy like that's an Indian company again. I'm not sure if there are many American startups coz most of them kind of have their presence so no longer a startup.

a. What about the companies you mentioned makes them qualify as a start up?

I think maybe the reach, probably **they have limited reach of their product** currently, and also like their size are kind of, say under 50 or 30, like the people working there, could be classified as a startup. And also like how much they influence people, coz Google influences us everyday, every time. But like such small companies kind of... they still have their impact through their product coz people are consuming them but maybe they still lack of impact that make them classified as startups. **They have limited resources, limited scope** right now, that's how they expand slowly.

b. Yeah, and they have a smaller team, so which of the companies you named do you

think has the best overall sense for design?

I'm not sure if Lyft can be qualified as a startup. It is like that. Coz I use its app and it is pretty much similar to Uber. I'm not sure if it's a startup like I never check on that.

10. So you just mentioned you have worked in a startup, could you see yourself enjoying working at a startup?

Definitely, I mean I worked in a startup as well as a more international company. So I think, as I said like the family vibe. I mean everybody knows what you are at work so you can leverage on that. Like my first... the one I interned in, that's my first experience in a professional environment.

You get to multi-tasking, you get to learn a lot like you learn like how the work that is actually going to do versus if you are in a big company, you are gonna to learn the process of how work is done. So learning got on board in startup you got to learn the work and how to be in a smaller environment I think. (But your dream is still working in a big company) Obviously, coz **that work impact a lot** like I said as what is qualified as a startup, the level of impact that they have on your life is relatively smaller than say, Disney or Google so...

11. What comes to your mind when you think of "a well designed product"?

I think many people always say that design is how it looks not easy to agree committing. Design is something which works very fluently. I mean **design is something that should be in the background**. I don't.. I mean obviously, say, an app I know as well-design. The level of interaction should be like... I should not rethink about looking at whether it is well-designed or not. If you give me a product or a service I use it, it is more or less as a well-designed product.

12. What comes to your mind when you think of "a well designed system or service"? Is this the same as the product?

I mean product I say a Macbook, like it's a designed product like how it feels on your hand, like the physical touch of the product. How it fits in your bag and pocket. Those things come into my mind if you evaluate it, while a service is, like an app, like how connected, like connectivity issues, digital aspects of it does work. Different in those senses if you consider design as an aspect.

a. What did you like most about well-designed service or system?

So what I like about them? (Why do you like them and why do you define them as well-designed system or service?) Yeah, that's what I said, like I don't want to think about if I was given an, say, an app. **I should actually inherently know how to use it like those three lines as the menu bar**. Like I should know this is a menu bar likely connected, I can get my work done. **If I have to think about and spend too much time thinking on it, then for me it is a bad design**

however pretty looking and however affordable or costly. When it is a really simple app, I get my job done. And I don't need to think twice about using it.

GE Questions:

13. Have you heard of GE? What are the 3 words that come to your mind when we mention

“General Electric (GE)”?

Oh yes I have. Maybe Legacy. Coz I mean it is the most reputational company around. I'll say technically coz I mean their social presence like, obviously it is a none-brand word, not the same as like Texas Instrument, Facebook and Google. I would say they are two different things like these are manufacture things. And I think... Trustworthy probably. I know they've been around for quite a while, they are respected company in industrial field probably.

14. If GE were to make software, how do you think it would impact your life?

I think **it would affect positively depends on what service and what they come up with.** As I said like their brand everybody trusts and knows in their own sphere. So if they want to invent something rare. I think they maybe need to work on social presence on marketing like how youth see them. But I don't think anybody I'm gonna meet might know what GE... I mean they might know GE, but what it stands for and how old the company is. I don't think they know the details while you can see that Google they kind of know everything about.

a. Can you think of any companies products that have a similar impact on your life?

Could you tell me more about what product GE manufactures then I... Coz I don't have many companies on the list. (GE has great products in different... Transportation or some lighting products for our daily use, and one big department is GE digital.) Oh I didn't know coz I've heard about Delloite Digital even they do other parts but they have digital experience. But I never heard of GE digital. So what is your question? (Can you think of any companies products that have a similar impact on your life?) Maybe, I don't know. Like if you go to an electrical business maybe like a neutron electric like Philips, something like that. I'm not sure.

15. So you mentioned that you didn't hear of GE Digital, so what other parts of GE have you heard of?

Actually I haven't heard any of their substitutes is like I know it is already a very well-established, well-respected company which produces obviously like good services for its people but apart from that, I mean... it is like a very silent company, kind of really... There are many companies out there do promote themselves as much like obviously. They are kind of the top company obviously but I haven't heard about any their franchise or subsidies.

ii. They are too big. How do you think those GE Businesses could benefit from using software such as “The Internet of Things”?

I think they are kind of leverage that work coz like normal people like you and me might just heard of that name but they actually don't know what they do and how big of their impact they actually have without knowing... Obviously you can see the lightning bans and they might have some input in that... But we don't know it. So I think they should kind of use the fact that reach out probably to the younger generation. Just kind of **establish their brand and more youth-friendly**.

16. Have you seen an advertisement by GE?

I think I have. But nothing remarkable I see like a cool advertisement. I think I have seen like their G and E logos in skyblue. Like I know I've seen it but I can't reconnect it right now.

17. Which social media service do you use frequently?

I think is Facebook and Whatsapp the most.

a. How often do you visit and interact on social media?

Oh I think I really... 4-hour minimum. It's like my family more and obviously I don't know if you just talk about social media. I think that and email are the ones I use almost everyday. Friends, family, professors...

b. So you primarily use it for messaging or ?

Yeah, messaging and also like Facebook.. I mean like News Channels, basically keep myself up to date with what happening on everyone I know.

Transcript # 4

Introduction:

Brennan:

Hi My name is Brennan and this is Ray we're first years and assess students at the University of Michigan School of Information and we are working together as a group in SI622 which is well there's other members in our group but the class revolves around needs assessment and usability evaluations over the course of the semester in this class. We're working with major digital tech company on a consulting project. We're here to understand to the perception of digital brands among millennialists with your help we will have a better direction and recommendations about improving the brand perception of the company we're working with this interview will take about sixty minutes and a few things before we start all of your comments will

be kept confidential will combine all the comments from the five interviews we are conducting so that your comments will not be easily traced back to you but only if we quote you in the final report we will do so in a way that's not revealing any information about you, such as your name or specific role. It's better for the whole thing if there's anything you really don't want to have on the record even after we anonymize information please let me know so that we can accommodate that wish and we want you to feel comfortable speaking openly and honestly. Also this interview is entirely voluntary so if you want to start an interview at any point please let me know there will be no repercussions for you if you decide to stop the interview at any point. In the event that we end the interview early I will dispose of any information you disclosed up until that point if you wish to have any questions before we begin to but I thought I'd ask them. OK great. Let's get started that. Also if you don't mind I'm going to record this interview. So that our team can collect as much information as possible. All right so I'm going to begin with the questions.

Q: Can you tell us more about what you're studying at the University of Michigan.

A: Information Retrieval

Q: Why are you studying that?

A: I actually have no idea why I guess because I imagine it's easier to find jobs.

Q: Is there anything particularly interesting about that field that you know draws you to it?

A: Data, I suppose I'm more number guy compared to doing design, picture, graphics, visualization.

Q2: OK now I guess stemming from what you said was going to be easier you think it's going to do the job. What would be three brands that you would admire? (brands or companies)

A: Does that have to be related to this?

Q: No, whatever you think of.

A: What I thought of a great company that invented DOTA 2 and blizzard, the great company invented DOTA1, and STEAM, which is a good company that offers all the games of P.C. and over the council.

Q: Why do you admire steam?

A: Because basically that is all games are. All of companies choose STEAM to public their game.

Q: Do you think there's anything unique about steam? You know the way its system works or designed.

A: It's the platform thing. I think it is scale. When other companies like if there's only one company on the platform and nobody will use it. Once accumulating a number of companies, a lot of games people just come, more people come and more people are coming for them than it is now in this current situation, there are enough players, enough users, enough game learners. So people will keep coming and the companies will keep choosing users.

Q: Could you see yourself working at the company?

A: I want to work with them or get hired by them.

Q: What's attractive about them?

A: Game Company? Well I don't know anyone who actually was there. I just imagine how the work will be.

Q: What do you imagine?

A: For example if you're the ideal situation to be for example a data test of a game. So you can access to a game. Basically the job is to play childhood dream.

Q: Play video games for money.

A: Well yeah.

Q: And what about so is there anything particularly attractive about the company itself that makes you feel like I want to go work for STEAM, like the culture that they've developed or that you've experience. Is anything about that attractive that you would be like you know that makes me want to work for them?

A: So..... I am not familiar with the working environment from steam. I'm familiar with Valve.

Q: what about that?

A: They have a flat structure. The hierarchy of these companies is like a manager style because everyone is their own manager, you can choose your own project. So you don't report anyone so long as you start receiving your own team collaborate with each other and there is no boss to force you to things like this kind of situation.

Q: So that's definitely something you would enjoy working I would stand I would think so.

A: Working under a manager sometimes sucks. It depends if you're if you're an employee you support and sometimes you have a good boss and you are going to play very happy, but sometimes it is miserable you cannot give any control.

Q: That's a good point. So you like the more open structure not as much top level management is there anything else about whoa in particular that's attracted to you?

A: I think these tech companies and like the same open office areas no clothes code, everyone working together, food catering, comfortable chairs. Comparing to the traditional banking environment, like everyone suiting up walking around wear a tie much stiff I guess. It's just new versus old, but particularly what the company stands out like you ask me what's different between Facebook Google in terms of working environment.

Q: Yeah you think they're all just sort of here to the newer standards?

A: I think so because I'm not really demanding any specific like that. It's not a realistic situation as long as I can get the job. I do not mind working under bridge.... and just need someone to provide one. don't you?

Q:Well I mean there are certain things I look for. What would you say would be the minimum requirement requirements for a place that you'd like to work outside graduation.

A: Pays. First of all. I mean do you mean the full time job or?

Q: Yeah postgraduation. You're going to start your career what would be something you're like a low minimum requirement?

A: Compensation. Of course I will set some certain level of income. If is too low, I do not want to go. But if it is the only option I might have to go, that is another thing. but I love to work for a company that offers basic compensation like insurance. I'm sure it's the basic ones. If you want to look to the highest of things very materialistic, comfortable environment, the infinite supply of both stationary. For me I'm more like I need to first get the job. I mean I'm not setting up the standard before I look for the job. I would love to compare the jobs I get and choose the best one.

Q: OK That's interesting. So you don't go into a job search with a predefined set of standards than you more so compare after that?

A: No, except like it's really obvious ones that don't have anything which is unlikely. So obviously has a basic package I would consider it.

Q: OK All right. I want to move on to a slightly different topic so I am going to ask you to best describe what comes to mind you think of the term Millennia?

A: The first thing I think of the sense of term just like it's a term used. It's supposed to be used for the coming of like 1998? Some people talk about this? After 2000 we really talked about it.

Q: Out of dated seems to me.

Q: Have you heard it used recently?

A: I don't know who to trust. It's like it's old enough to be to those classes. It's like no one really cares about it?

Q: Have you ever heard of a group of people described as millennium's?

A: No

Q: really that's interesting.

A: So it's like description of new generation?

Q: Yeah how about we reframe it to that work. What would be three words you used to describe this new generation or otherwise known as millennium's?

A: It depends on which generation, you mean teenagers or ?

Q: Let's talk about like are our age groups?

A: Maybe you know three adjectives twenty's. I think we are a group of people who are first exposed to new technology or this information era and now we're coming from 20s to 30s almost. It's just just finished college

Q: Would you classify yourself as one of those types of people or would you say you're not one of those types of people?

A: Maybe. It's really not easy to stand out as individual. It is how life goes. It is stage thing, like it's not really good or bad just what have you finished. What is the stage of lives into the next one. It is society it is how human evolves.

Q: When would you say that this particular stage is like millennial or this might say we're talking when do you think that ends?

A: I'm not sure about the content of those like and they are like the quality the traits of we have like an

Q: Like the relative age range so if I would say like you know teenagers?

If you described like people who have this mentality of maybe being still in the college mindset. Then when you think that that fades away and people move on to the next phase?

A: I mean from a macro view when you talk about one group of people I think of course there is a way. So what individuals to present yourself and some people doesn't but you're just not sticking to your lifestyle to people who are like which are not but if you're talking about you know a group of people I guess like we all change every five years. I think very different.

Q: interesting. Do you know about the term the **internet of things? Do you use** any product that fall into this web of the Internet of Things or have you developed things of that?

A: I did a lot of these things. I think the term is not really good to define. I would imagine we're talking about generally online offline connection. How Internet connection everything with using every day offline.

Q: Do you use anything like any wearable or any technology that classified as a part of the Internet of Things?

A: I'm not really frenzy about as I used to of course. I don't use it but I try on those kinds of things fancy things that you put in your house and supposed to watch the temperature and collect your phone.

Q: Is it like google next product or that was a different one?

A: Something else. You know, interestingly, these kind of thing is kind of China.

Q: Oh, what is that?

A: Because as you know China is isolating in terms of Internet. It is not connected to the outside world. In terms of the big U.S. companies like Google that was on Facebook but at the same time to develop its own companies and driving very fast was the direction. For example which of course once you use we each other's company. You know Tecent developed wechat, a chat app. It tries to connect everything in your life together. You can like to pay for your electricity bill, book, order food, you can call a taxi. It's basically I think you can do almost anything with an app. It can connect your address. You can report your location, what the facilities around that location. You can book a table and you can pay when tell you finish eating in the restaurant or you compare with the restaurants. You can pay. So it's like a maga app. It not only connects online but also offline. You can remote control TV, VC, smart phones I guess.

Q: what parts of this we chat Mega app I guess have you personally and did you like them or not?

A: I personally just used the chatting function. One reason is I don't have a bank account associated with, so payment functions I can't use. The second thing because you have to connect offline service so it is useless here. I think it's not really a necessity if you get used to it it's just it's just different ways of life.

Q: Do think it's a good direction?

A: It depends. What you care. If you care about convenience over everything else I would say is a good thing but if you care about company connecting everything concerning about the privacy issues or something else or course there's potential problems.

Q: So it seems like a Tecent creates wechat? Do they create other products?

A: Yes I think so.

Q: So they're a very large company. How do you perceive them like if you could in conception what they do what would you take into consideration?

A: Of course it is a lot like just you know most tech companies. But it's just trying to expand to all these different kinds of directions just like Google. Of course the flagship product is this mega app and tries to build everything inside it such as incorporating different games. Instead of trying to have different products, they are trying to build up different functions relates to the product.

Q: Is it intimidating. How large this company to you?

A: It is intimidating. The thing is like China around one billion of Internet users now and of course because of protection of government. It's developed without any outside competitors. So it's

developing very quickly and I'm pretty sure the government has assured it. So that's one of the reasons like they don't actually build the wall to block off the information to try to protect the company from predators. That's one of the that's one of the doors and these companies are going about it. So they're growing. I do not see that they can obtain the overseas market very soon but in terms of the local market, it's not stoppable now. And it's of course you can do this and harmless now but who knows what's the problem and how government will influence it.

Q: All right. I think my transition into a new section. So this is going to be more related to your perception of design and. Yes I'll just go right into it. Now if you could if you could tell me the first three adjectives you think of when you think of startups. What would they be?

Q: Energetic Changing and Fragile.

A: OK how do we work through those one by one

Q: Energetic, Why did you choose that one?

A: Because I think most young people do startups. That's why your perceptions that many of the college students even high school people do startups and the age gets younger and younger. The reason people do startups I think one of the reason is they don't want to put in the establishment and they want to do their own things. So you can compare it with the other common about the first structure if you want to control your own thing you want to trace your own dreams and you can do the exact what you want.

Q: OK what about changing?

A: Some of them care about the money but I don't think you can get the money unless you have a real product you can and successful product. It's something that changes the current rules of kind of environment or current biosphere. If you just follow up product doesn't make any changes that won't be a success for product in my opinion. If you want to be successful you have to change something.

Q: That's interesting. So now if you could name three companies that come to mind when you think of startups?

A: This is actually coming my mind is from my hometown --- DGI. Well I think every company starts as a startup. New startup companies? Well I guess I would still picture Uber is a startup company. Snapchat?

Q: Why would you classify Uber as a startup company?

A: There's a personal reason, because I don't use much Uber. So I mean I still picture this is new. To me at least. I guess I do not know.

Q: What about those adjectives you listed right before maybe identify with those more than other companies?

A: I doubt it.

Q: So would you see yourself enjoying working in any of those companies or to start up in general. Given that you've sort of described them with energetic and changing do you think that's an environment to be attractive to you?

A: I suppose yes.

Q: OK What aspects of the startup life would be the most attractive to you.

A: Cash, of course. I would say that most of people joining in startups for the cash. This is the capital bubble right now and I don't know how long it's going to last. This is obviously one coming

to these angel investors systems. I know several people who are doing startups or entrepreneurs. Some of them are really passionate, some of them just want to get the quick money. I think was one of them was something that draws people. Some people would say is the freedom and I do. It's about I'm speaking from a Chinese cultural point of view. We all know that freedom comes with a degree. You can't get all that kind of freedom. So even if in the freeist startups you can't get out of you know so there's always. But I guess it's more for those traditional in those trees for the office jobs because some people don't like the routine jobs, something that do not change every day. Basically I think startups just attracts people these things. They want to attract people except we we really go for the environment where we want to repay Well I get out of I don't see much different than an established company.

Q: Do you see there being other than those like paying well and freedom are there any benefits that startups exclusively can offer to new employees or you know just people who are looking for jobs that traditional more well established companies can't offer?

A: The thing is you can learn how to do startups by yourself. Maybe if you want to build your own business but you can't for example you don't have the cash right now or you just want to pay six million suppose you can just work first see what they do they don't. That's the thing experience. Normally I would say like startups they don't have too much experience in the field and they're just trying to figure out by themselves by doing so. If there's something we can offer I guess in the very the following the very first stage of the start of there's nothing really can offer as I am saying. You join and it really supports you. So take risks like the very beginning of the stage that really don't get the money really going to care. You just have an idea. And what are you offering offer nothing. If you want to join those because you believe in them and wish to see some outcomes coming out of it but maybe it is just a false promise.

Q: Seems like a bit of a gamble sometimes.

A: Yes, that's why I said it is fragile. If none of them are going to work, you only see the ten percent survive bias.

Q: Yet they're still an attractive option for so many people even though it seems like such a risk. Given that statistics.

A: Yeah. As what I said they only see the cash and they do not see that ninety percent people are drowning in the unsuccessful grave.

Q: OK well let's move on to the next section here so if you could go ahead and Tanya comes to your mind when you think about well-designed product?

A: A well designed product does this. For example if there's a demand if the word is on products should solve the problem like a real problem. And if I look at if there is a problem that I want to solve and it was on attract me to keep using it. I would want to keep using it.

Q: Can you think of particular examples of this type of product?

A: I can think of many unsuccessful ones that are just these ones I use accidentally. I think GMail is a product successful it solves problem, the communication problem. And when to start using it was never for me there's no reason to change it to other similar things.

Q: What is the reason that you haven't changed. What do you like most about the experience of using GMail?

A: It is fast. You can use it to send a picture, you can add attachment, and it is incorporated into the whole biosphere of Google. You still use Google plus to try and just conjection. Yeah it will remind you to add the attachment if you write the word attachment in you email. It is like those kind of tiny little things.

Q: Why do you think that gmail is a well-designed product?

A: So the basic function is to send mails. But the thing is gmail does more than that. As the function you even do not know what you need. Like the attachment thing. You always forget to attach the thing. Sometimes when you discover that gmail can does that for you thus you do not need to worry about forgetting about it will solve the problem for you but you don't even know you had the problem before you just might be forgotten. For many years you just forget it all the time it's just the only thing that you said "All right just forgot it." Now you say oh this doesn't revive me. It is advantageous to products that stand alone because this Google product interact with all kinds of other products. So for example google calendar you can very easily make a reserve or google drive you can easily download or upload files .

Q: So maybe like on that aspect of gmail that made makes it really stand out is that it's so easily interacted to other products?

A: Maybe Google calendar is successful, google drive is successful, which make gmail successful.

Q: So maybe it is a transitioning away from a single or single product to. Can you tell me what comes to you main when you think about a well-designed system or service instead of product.

A: Of course well-designed you keep your stay inside the system. Once you get into it you don't have to step out of it except for example which is a term of it's it covers are necessary parts like for example the example is provided whatever you want to. Send files with a friend I can do that sharing easily. Because you can just go directly through Google Drive. Send your friends an email just saying that I shared with you. So. I just performed the whole thing within the system I just didn't need to get out of it too much of either a third party or oh I don't have to start another location to do the same. So it's inclusive. Just because the goal of a system is to achieve something. In order to achieve something you just need many different steps and it should copy all the steps inside the system instead of I have to find out one of the solutions for myself and come back.

The other thing is that the number one criteria for success of a system is the goal that if you can even accomplish that goal. Even if you can, the final step is done, there's still the various steps in pushing for this. So considering how do you do this step by step, like step A, B, C and see if they are connected very well. So the connection is more important than individual ones I would say. To see if they are smooth.

Q: OK That's interesting. All right so I think we're going to transition into the next section. This is the second to last.

A: Where is the connection between different sections?

Q: This is more specific. This is about General Electric are you familiar with general. What would you say they do?

A: I don't know what they do seriously. I've heard of it. It's like it's like one of those companies that shining in seventies and don't actually do anything now like Boeing, Ford, manufactory. I don't actually know what they're doing. I don't know what you say producing electricity right.

Power *****

Q: I guess. So I guess from your understanding of what GE is? Could you give me three adjectives that you say?

A: Oh seriously, do they even profit? I have like I have to point out in reports that I doubt it just part of the profit.

Q: So I guess my next question is if G.E. were to start making software or what do you think it would do.

A: Don't. Step away from software or just like there is Trump just give them a very good opportunity to do infrastructure thing why would they go into software!!!!

They can volunteer to build the wall Trump loves it. Why do we want to go into software?

But of course if you really want to go to software I guess. They do too many different things in that of it. I would say that refine one of the products first and then think about something else but if you really really really really if you want a share this Internet thing and they want to do this from where I mean a software software that's just an app for their product right?

Q: You can keep whatever you think.

A: It was an app that can pay my electric bill. They can probably get something internally, for example intranet. I understand there's a that's a big company that has many employees. So one of the things I would say maybe like a communications system that the big company has I don't know if they have right now. But if it can be used to create an internal communications.

It's just doing manufacturing and factory things right? If it is retail, there could be many things, but if it is wholesale, it could be different. It depends on industries. If it is energy industry there's not that much very volatile customer. You are just very stable because they are just always sitting all those people and the contracts are stable we don't tweak any specific any lines. You just have to deal with this government all the time and you don't need an app for the government. So I can't really give a really good advice or suggestion. No more about what they do if you want to say like it's something that's. Not really do anything right now just want to be one of those companies of vehicles or spaceships. We just don't need another software company bring these manufacturing companies back that's one thing which people talk about sort of you know what's there to fight for the bowings for those big companies in the fore in the sixty's seventy's was one of the reasons you were struck on. That is the reason that you lose the job for Mexicans.

Q: Interesting. So if I told you that that a branch of G.E. was G.E. digital. Just for your sake like G.E. also makes things like aircraft engines and consumer products dishwashers they make trains. So if you can imagine of a big company that covers all of these different sections of the various markets. What kind of what kind of things you think G.E. digital could do to help connect all of those things?

A: Can map all of those things? Connect those things? let me think. You just mention three things like trains airplane engines and like appliances all those dishwashers things. How do you connect those three.

Q: You do not have to connect to each other but maybe in terms of how G.E. would organize things?

A: Obviously they faces different customers they need to talk to different customers. So if they were organized. I doubt it would be organized externally. For example if I were a customer. I

don't need to be connected for all those products because we just have to share the same brand but they are totally different. Like trainer genes and dishwashers are different things but if the world like real life or similar products like dishwashers versus coffee makers those things can be connected. I would say it makes more sense to connect them, as from a customer point of view. From a management point of view from the company they want to do that in turn I think they have a pretty good system in this big company that don't have those kind of management systems. I don't know how to survive all these years. I think internally they should have a pretty good system to collect all these things you know what I've seen and what concern I think about it but externally if they want to connect those things. If they want to connect those things. There is not a problem there is a branding thing, it is marketing thing. It's worth thinking about the brand names about General Electric and not about the trade not about the suppressor probably because of dishwashers are so focused don't really make sense to mix them together.

Q: OK So do you will have like a cable subscription or are you frequently exposed to advertisements?

A: Who doesn't. You have like thirty seconds of youtube.

Q: have you seen any ads by General Electric recently?

A: No. It looks like I haven't seen it for thirty years but of course of sort of a reddish factor for these gadgets for training engines because I don't see them but maybe that's the main problem in the way they stream streamline titles but coffee makers I know who makes cool uses general to support the makers of dishwashers. You know something called things. I mean terms of household objects more just didn't work. Tricks. So there's not a really good competitor.

Q: So what about like how do you get your news from your you know where do you go for news from your phone. What about within your phone.

A: I have the CNN, BBC, **** journals economists journals columns, that kind of thing in Chinese news.

Q: Is there anything about them that make you trust them more than other news sources?

A: No. So it's true in terms of the articles I've seen it is different from facebook.

Q: What about social media then what social media services do you use frequently?

A: Ins..... to go look

Q: How often do you interact with them on a daily basis?

A: 1hour maybe? I will basically just do your thing and just have it in a background.

Q: Apart from Facebook the other social media outlets which one do you see yourself using the most?

A: Interesting. Twitter? Do I use twitter that much more your **Instagram** will be more means to them

Q: which one of those are you the most comfortable. You know receiving advertisements on?

A: None

Q: Sometimes you know Instagram they're like we've advertisements into your feed. Is that something that you notice or don't like or is it just like OK.

A: Oh yeah just one thing if you really want to advertise on Instagram. Please make those. Pictures Instagram like and stuff. That's really cool printed like the second part of course like really obvious up close and let's make it less obvious but again it's less obvious it's not another

time that's contradictory if you want to stand out. But the customer still want to see it. Maybe Twitter's lists. Lets you repost because you just scrolls quickly like you don't spend much time on one or anyway. But the end doesn't do anything for the company.

Debrief:

OK All right. So we're nearing the end of the allotted time for this interview you have some really complicated questions that can't be solved by like students like look for a companies to spend millions of dollars researching the number of times we just expect you to give us a solution. Just to see what are those channels possible just its engine it's going to get everybody's input and dots I think it's valuable it is think all we have sixty people coming with come up with ideas to turn to the new president to people to tell them look at the world of white people. It's better than having six hundred of you. I do you have any questions for us or concerns that you like talking to you for your twelve and for oh I don't know how many I think we have got one more interview scheduled on the schedule people. Yes yes it's very very fresh. I would like to thank you for your time and your responses sorriest must be so well we have your ward right here. Is it covered it is well I mean seriously take even one caption for the

GE Interview Transcription

Interviewer: Ray Su

Notetaker : Brennan Sieck

Interviewee 5 (B)

R: [STANDARD INTRO]

R: So get us started can you tell us more about what you are studying here at the University of Michigan?

B: I am in the master of design program as part of the stamps school of design. The program formally is a masters in integrative design, which is a term the director made up so it doesn't have a really widespread industry definition. Mostly, I describe to people what were are learning is like the MBA for designers. We are doing lots of collaborative work. The cohort is only the 5 of us, basically we build projects and work on projects that are surround what is known as a wicked problem, which is a term that is borrowed from urban planning which means something so complex and nuerelrated that you can't solve it so you just try and intervene as best you can. Our focus is in healthcare so we work collaboratively using a bunch of design methods and principles to kind of address problems within healthcare and well being. So yeah, that's what I am studying broadly.

R: Cool. That's great. Ok. Lets dive into the questions. To start off, can you name the brands or companies that you admire?

B: This is an interesting question. To ask me of all people. Umm, so companies I admire...for various reasons... Google is on the list, I think they do a nice job of humanizing technology, I think they have some flaws but I think they do a nice job. I think I really like TOMS, which is a shoe brand that I really admire, umm and Warby Parker.

R: Is there other reasons why TOMS and Warby Parker?

B: I think they have good stories, umm I, you would have no way of knowing this, but before coming here I worked in branding and I was a designer at an agency in Chicago that does branding and brand expressions and they have a very specific story which is one of the hardest things to do and they tell it well and have structures in place to support their story and narrative about what they think about the world. Both TOMS and Warby Parker have 1 for 1 models so when you buy one of their products, they donate another product. The donate products to a person who needs it around the world in a different community than your own. Umm, I there are problems with that in lots of ways but I think the way they craft and carefully think about the way they talk to people or talk about people is really impressive. And they both stuck to the core values they set up for themselves. Which is a hard thing to do in brand in general. As an organization you are constantly trying to become a person in branding, and that's a hard thing to do and they have done it well.

R: Excellent, umm can you tell us about some of the favorite technologies that you use regularly?

B: Umm, so like devices anyway? I use my computer and my phone all the time. Beyond that I don't use a ton of stuff, I mean I have a camera that I love, a Sony A7 MKII, i use. Umm, within each of those devices I have a bunch of stuff that I use a lot. So most of the apps on my phone are productivity or creativity bases, so I either am in Gmail or have a video recording app on my phone that allows me to take 4K video or I have like the Adobe Creative Suite on my computer. As a designer I use tools mostly to make other things. So a lot of the tech I own and use is for that. I don't have many frivolous devices, I don't own a TV or like I don't own a lot of stuff. Does that make sense?

R: Ok, Yeah, you mentioned a few apps you use on your phone, can you name a few specific ones?

B: Ok yeah let me pull it up. So things that I use, I will just go through my homepage with you. Google Maps is there, Chrome is there, the entire Google Suite of things, Slides, Docs, Sheets, and Drive in their own little group. I have my bank's app which is really simple and beautiful which is really great. Like if you have never banked with them it's worth it. Umm, I also have my credit card app that I use to pay off my credit card. I use Google Photos a lot to take photos and take and archive of my notes, which sounds like a weird thing, but I'll take photos of my notes after class and keep them in albums in Google Photos, I have Spotify and Overcast, which are my two like media things, so Spotify is music and Overcast is podcasts. Which I listen to frequently. Umm, I have Slack on here that I use to keep track of my team or teams that i belong to, or loosely belong to. Is this helpful?

R: Yes definitely. I noticed that you have many Google Apps, is there a reason why you decided to go for those?

B: It's mostly because umm it's the email provider I use. So i have a personal Gmail account and we also have a school account with other google apps as well. I also have a dropbox account with my dropbox app here for storage and stuff. So i'll go through that sometimes. Google just happens to be the tool that my employer used to use and that my school now uses and that I have personally. So it's the thing I most commonly approach. So that's why.

R: Let's switch gears a little, so can you describe what comes to mind when you think of the term millennial?

B: Ohh, one, I don't like that term at all, but I think it's fine. So I have a couple of things that I think about when I think millennial. One I, as someone who used to work in branding have a very formalized version of what millennial is. I understand that to mean anybody between the ages of 18 and 35. And they have a wide variety of interests or backgrounds. So I have a weird formal marketing version of that in my head. When I think millennial as a term outside of that I think it is representative of people my age, which sounds like a weird definition, millennials to me is just like the next group of people that are going to be important and be in power. If we think of millennials as a group with a large amount of purchasing power and size. When I think about millennials, I think about myself. They just feel like a group of people that are about my age.

R: Alright, great answer, so let's talk about what is your plan after graduation from this program?

B: That is a good question, I'll go back into industry for a while, so umm I am here partly because at some point I would like to teach. So that may happen at some point down the road. Umm but I will go back into the industry somewhere. So in design some people talk about two different tracks, one is to go in-house and one is to go consulting or work at an agency. I come from the consulting/agency world and I didn't dislike it in a lot of way, so I may go back there, but I have not decided whether I want to or not. So I will go work is the plan at this point. That's as far as I have gotten.

R: So will that be in the the next two years?

B: Yeah I graduate in the spring of 2018 so I will go back.

R: Ohh so that is very soon.

B: Yeah it's a two year program so it's like SI. We have this year and then we have summer off and then I will be here next year and then I will graduate, so I guess it is relatively soon, roughly a year a from now. Umm but I've got time so I don't know exactly what my plan is.

R: So that leads us to our next question. Are there 3 companies that you have in mind that you would like to work for?

B: Umm maybe, yeah so I have a lot of companies I would consider working for. So I don't have a top three for sure, I have types of companies I would be interested in. So in terms of consulting, IDEO is on my list, Frog is on my list, and Doblin which is where I will most likely be this summer is on my list. They are similar to the other two. They do innovation consulting with design like practice. In terms of non-consulting type things, I haven't totally figured out what I want. Capital One has a really interesting design group that they acquired a long time ago Adaptive Path, which used to be a consultancy. They have built a really nice design culture. Google is on the list, but I don't know if I actually want to work in tech. Other than that I don't think I have a really good list. I am kind of open. Especially because this program is a little less "here is your path forward" I am really not sure what the fit would be at any of those places. So this doesn't necessarily set me up to do UX or UI or anything in specific, a lot of us have come from industry so we have developed skills in visual communication so I could do that, but that's not really what I am looking for. Sorry that was a long winded answer.

R: No it's all good. Could you break down the criteria that you consider with all of these things?

B: So yeah, uhh when I interview places some of the things I like to look for are their self awareness. So companies that sell themselves as one thing but aren't really that on the inside. Or an outsider looking would say "ohh is that real?". Make me suspicious and I will usually rule those out. So even if that self awareness is that we have a long way to go and we are working on it.

That is a positive in my checklist, so even if you can understand who you are and what you are realistically. That is a good sign to me that you are humble enough to make this work no matter what happens. Umm I look for people most often so one of the things that is most essential to people have a strong work experience is having a strong mentor. Or at least a group of people that they can look to for support or guidance. It happened to me a lot at work and it has happened to me here at school all the time. I never know what is going on. Umm so anyway I look for people who I can see myself going to for advice or I think have advice or wisdom to offer. I also look for location. I don't really want to live outside of a major city. So this is me living outside of a major city and i don't really want to live outside of a major city anymore. So coming from Chicago, I'd like to go back to a city for sure. So that will be on my list. And what they work on. I care that companies are ambitious and that they think broadly about what they do more broadly than "we build this one and that's all we do". I think I care about the values they have established for themselves. I don't think that it's one particular set of values but more that they have established values for themselves and for them in some way reflecting those. If they have figured out how to make that somehow internally present in some way that's great. Or figured out how to put that into the way they hire people that's great. It's a helpful thing to say "we've got these values and this is what we do about them and we try to make sure that they are here".

R: That's great thanks, so let's transition to another part. It's a question about when I say the term "internet of things" what do you think about?

B: Connected devices, I've done a lot of work in projects around the internet of things. My clients Mastercard and Sony both did projects related to internet of things type activities. SO i just think about the fact that devices are connected in way that we probably won't expect. As a designer on a couple of projects i've been on things that require us to envision things that are supposed to do X Y or Z, what does that look like? How does that really fit into people's lives? Where does it make sense for people have an internet of things experience or where does it feel creepy or different?

R: Yeah definitely.

B: How does it realistically fit into your everyday experience without feeling forced or uncomfortable.

R: Have you used any personally?

B: I don't own a google home or alexa or anything. I had when I was in Chicago an AC from corky that I could connect to with my phone

R: I think that is the Aeros AC

B: I had a AC, but I don't use them frequently, I have a lot of connected devices but I haven't built and environment where use a lot of internet of things typ objects. Which is mostly because I think a lot of products on the market today are incremental value. So HUE as a system seems really nice but has a really high barrier to entry. And I could just turn on the lights just fine and i'm not investing in like a device that connects my faucet to my refridgerator, some of that stuff I don't need particularly, and especially as a student I don't have a ton of funds to buy whatever frivolously. Umm so no I don't have a ton of them. I know what they do and i've played around with them, but personally I haven't really invested in a lot of internet of things things.

R: OK, so let's backtrack a little to job search type questions. So what are three adjectives that come to mind when you think about "startups"

B: Probably I would say chaotic. It's probably false and they probably aren't chaotic but they seem chaotic. Umm ambitious comes to mind. And I am going to say naive. I would say young but I am going to say naive because there are just a lot of mistakes that startups make intentionally because they are just trying to move fast and get stuff out.

R: Can you name 3 companies that would classify themselves as startups? Or that you would perceive as a startup?

B: I mean yeah, so there are lots. Slack would consider itself a startup, Twitter probably still calls itself a startup even though its giant. And I don't know, pick a new whatever device kind of thing. I mean like I don't know. If a consultancy would be considered a startup like technically.

R: that's fair.

B: Technically the company I worked for was a startup. There are lots of like, i don't know, I have lots of weird, I have a friend that started a company in Guatemala called Develop Link.

R: Develop Point?

B: It's called Develop Link

B: Umm so yeah, that's my list.

R: Great. Could you see yourself working for a startup?

B: Maybe but I don't think so. So yes, I think I could so it temporarily, my personal dilemma is that I think value structure and I value systems being in place to resolve issues. And i think there are a lot of challenges in startup culture from friends who are there, friends are Uber or wherever, not having systems in place makes it so that things are just harder. Umm, and I think that is fine, but not necessarily something that I want to subject myself to.

R: That's fine, so in that case could you name a company that doesn't fit the criteria for a startup, but would appeal to you.

B: Yeah I mean like I said I would work for Capitol One, which I don't consider a startup. I would work for IDEO which I don't consider a startup either. Id work for them, they have been around for 30 some years. I don't know if Google would consider themselves a startup but i would consider working for them. I've seen the structures in place and they are pretty open about sharing what they have put in place. Umm, yeah those are some.

R: Ok, so what comes to mind when you think of a "Well designed product"?

B: Ohh lots of things, you are talking to a designer.

R: That's great!

B: I think a lot about the match between intention and reality. So most well designed products both fit a need or somebody's desire or unknown need that they don't recognize in themselves but fill a gap that makes it better. But I think well designed things intend to do that and then successfully do that. I think there are lots of solutions in the world that were accidental or don't fit. I think a well designed product also has a level of fidelity that feels appropriate. There are things that should feel refined and should feel rough, there are a lot of areas where contextual that should make sense, but I think matching how detailed or how specific your design is to the context in which people are engaging with it is important. So like there are lots of hacked together products that I think are totally appropriate and well designed because somebody intended to build a thing the filled a need and has an appropriate fidelity for the use case that it is living in.

R: Can I ask if you are to pick a product in the market that is well designed, i know it is challenging, but if you could pick one

B: it's not that challenging, there is a line by OXO of grips that you have probably seen, there is a IDEO video about how they have created it. It's not very complicated it's just a handheld tool that you could imagine, but effectively what they did is created a line that has large format grips for people, and they did it intentionally to support people who had poor hand function, so people who had arthritis or just unable to move your joints successfully, they created these really chunky grips that you could grasp on to. I think that is really well designed. They've successfully made it widely distributed and purchased by not only people that have issues grasping things, but the general public. It is so well designed that it appeals to people who don't have hand problems simply because it is easier to grasp because it has a chunkier handle. It probably feels less refined but it appropriate for what you are doing.

R: What is the model called again?

B: It's called OXO Good Grips

R: Great.

B: I lied Smart designed it. I can guarantee you it was Smart Design.

R: Along the same thing, what comes to mind when you think of a well designed system or service?

B: Hmm, similar things, I think appropriateness and level of fidelity is important there. So like if you are designing a service of experience, understanding the context in which they are engaging is really important. So it doesn't make sense for you to have a spa like atmosphere for a mining operation. It never will make sense and people are going to be like "what?"

R: Right, sure.

B: Just like the reverse is true, if you have a really crappy dirty hotel, people are going to look at you like "you didn't think was was awful?" I think it's a lot of how you match people's expectations to the environment they are in. I think it's also true for products as well but, you are looking to create a level of delight, every once and awhile, I mean I always say that a level of appropriateness is important, but I think that could include an element of surprise or like joy that you can bring that is a little above what you expected, I think that is important.

R: Could you name an example of a good service or system?

B: I only have bad examples, I mean i have good examples but not for your context, umm so I actually think as much as it probably pains the vast majority of people, that our legal system is a good example of a service of system that functions well. It's not that it's perfect or that the outcome is always what we intent, but I think it was designed very intentionally and it has some very strong values behind it that have been made present in the system itself that come across very clearly. I think it does a really nice job of trying to balance motivations in like a really hard situation. So anyway that's not what you would probably love me to say but the legal system is an interesting thing to think about as a service or a system.

R: Ok definitely, now let's move on to questions about the company we are working on. Its General Electric, can you describe or give us three adjectives about what you think of when we mention General Electric?

B: So, umm, to me they are a little unkown. I mean I know what they do I would say, they are Established, they are I would call them engineering-focused, I know that is not a word but phrasal

adjectives are going to have to do. And I would say they are very thoughtful in general. Which I only say because I have seen several of their commercials. Yeah sure let's throw those three words in there.

R: Why would you say that they are unknown?

B: They are unknown to me, I don't know a lot about them to be honest. I know generally that they are, that they come from this idea that they build appliance historically, and electricity, but I haven't done deep research into GE. I know loosely that they have a lot of new product development and innovation hubs because I have seen a lot of advertisements for them. But I probably couldn't name a thing that has come out of GE recently that is like "this is what they do". Um. I imagine based on their scale and size that they probably do a lot of industry product development. Which means that they probably built a lot for aviation or transportation, but I can't give you a lot of like "this is what they are about" because umm its not a company that I have looked at closely.

R: Ok that's fair, if GE were to make a software, what do you think it would be?

B: I guess on this interview it's probably something based on the internet of things. But haha, I don't know what they would make for software, I would imagine or I would assume that they would make enterprise level software. So something for a sector or an industry that they are already are playing in the hardware space for.

R: Ok thats fine, thats ok, have you heard about GE Digital?

B: No, never haha

R: Ok, so what parts of GE have you heard of, what other divisions or businesses?

B: I mean nothing specifically, I can imagine divisions exist, I guess I know GE appliances, Is that a division?

R: I think they sold it off a couple of years ago

B: They sold to haier didn't they?

R: Yeah they sold top Haier

B: Yeah thats right I should have known that, that was one of 50K's clients.

R: We didn't know either until we looked it up.

R: Have you used any of GE's products in the last month?

B: Uhh maybe. Haha not with like any clarity.

R: haha ok

B: I don't think any of my appliance are GE, probably and I don't know haha sorry.

R: OK, that is good

R: Umm and now let's move into questions about advertisements, have you seen any advertisements that is by GE? And it this something recent or is it a while ago?

B: Probably a while ago.

R: A while ago? Ok

B: Now i'm gonna try and make sure this is them. They did an advertisement with this monster character about like the support of ideas, am i remembering this correctly? I'm pretty sure this is GE, It was really lovely, I think it was like 2 or 3 years ago maybe. IT was basically about how to support an idea, they start out by saying it was like really ugly and they have this monster character that's just walking and eventually it becomes beautiful.

R: I've seen that one, yes

B: Very nice ad, but it also appeals to me as a designer in a lot of way so that makes sense that I would know it.

R: I think it's about "Ideas are ugly until it becomes beautiful"

B: Yeah until you nurture it and get it there.

R: I just want to know where you get your news from?

B: Probably Twitter if i'm being honest. I also get the NYT daily briefing. I rarely click through the articles I just use it as an overview. But I will use Twitter, basically people in my network will post links and say "read this" and I will go to those. Umm, I dont have a TV so I dont get news through TV, I also don't subscribe to a print newspaper. I listen to lots of podcasts but not particularly for news. They are like relevant to now, but not like breaking news. They are all like topical "lets explore and idea for half an hour and you can listen" types of podcasts. Umm

R: So you are on the website of NYT and you check it daily?

B: So no, I get an email every morning and I read it daily.

R: I see

B: So I am on the NYT website every once and awhile, but they have a daily briefing that comes at like 6am in the morning so I wake up and read that to see what's happened the day before.

R: Ok now are you on Twitter more?

B: Yeah I mean I check twitter frequently, it's like my guilty pleasure, "this is what i do in between things to escape whatever I am actually doing"

R: Aside from Twitter, what other social media services do you use?

B: I have all of them basically, I have Facebook and Instagram, I guess Linkedin, I have Snapchat. Thats a good list for probably consumption, that's probably the majority of them. But I don't use them very frequently, I check twitter often, but I don't check Facebook that often. Only because they don't have anyone who posts on FB anymore so it's sort of like a no-man's land in my world. I only check INstagram when I have felt the need to post something, so I have have taken a really pretty picture I will check it.

R: Do you notice ads on these social media services like Twitter?

B: Yes. I am also weirdly trained to notice them and notice a lot of advertisements because that was the world I was in.

R: Are you bothered by them?

B: I mean they are just there, they are noise. Every once and awhile I will get one and be like "this doesn't make any sense" and I will just close it because you clearly have targeted this poorly and I have no interest at all. I mean I look at them as much as I would look at any given tweet or post and just skim through it.

R: (To Brennan)Do you have any questions to add to it?

Brennan: No

R: I guess this is the end of our interview, do you have any questions for us?

B: Cool, I mean no, how is the project going haha?

R: Haha alright, I think the information you have provided us is really helpful and I really appreciate your time and here is a Starbucks giftcard. If you have any additional changes or anything you would like to add to this later on, you can always email us, otherwise thank you for your time!

B: Alright great thank you!

Screenshot of Affinity Diagram (categorized and tagged)

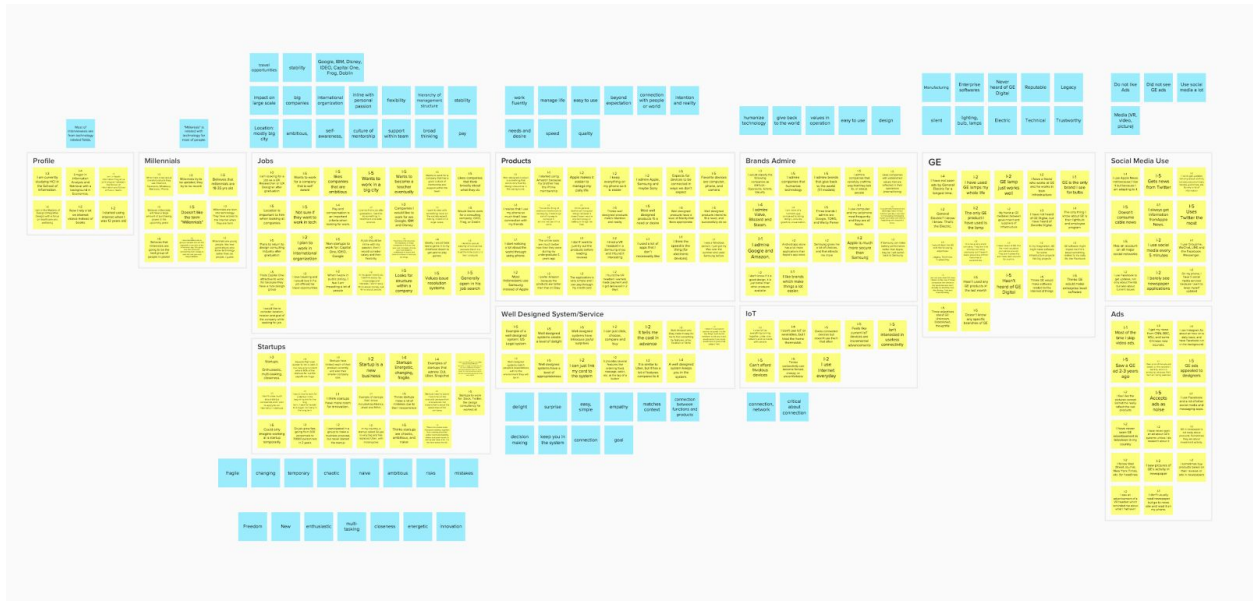


Photo of In-Class Persona Exercise

