

Audio Transcription - Semi-structured interviews to Stakeholders from Startups White Label

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Semi-structured Interviews Transcription

The following is a list of questions asked to each interviewee, whose answers served as a basis to answer the questions asked to stabilize the concept of *white label software products*.

After the description of the questions asked, the audios of the four interviews will be transcribed.

1 Questions asked to the interviewees

The questions to be asked to the interviewees, were elaborated following a logical order based on the research questions of the study.

- **What is your position in the company?** This question was necessary to level the information obtained according to the interviewee's position;
- **What is your experience time in years?** Also a question related to the validation of the information obtained.
- **Have you worked on innovation projects before? If so, how much experience do you have?** This question aimed to understand a little more about the interviewee's background, if his understanding of *White label Software* was related to his experience in innovation projects.
- **How long has your startup been around?** Question asked to establish a relation between the Startups interviewed.
- **Is your startup self-sustainable, that is, does it have enough financial resources to support itself?** This question sought to understand whether the *Startups* in this micro context have financial independence from investors.
- **How much dependence on investors?** If the previous question was answered as true, an approximate percentage of the dependency was asked, so we can understand the stage the startup interviewed was in.

- **What do you mean by white label?** Key question for establishing the relationship between Highly Configurable Software Systems and *White Label Software*.
- **Describe your white label product** Through this question, the interviewer can put in his own words which product is sold, its differentials, points of variability, etc.
- **How the generation/derivation process for a new product is done? how do you manage product versions?** The purpose of this question was to let the interviewee talk about the most interesting aspects of generating your product, without proposing any method of support.
- **Are mobile applications developed in a native or hybrid way?** This question was asked to understand if there is an implementation pattern for *Startups White Label*.
- **If native, does it have an iOS and Android version?** Information about the technology applied if the product is mobile.
- **If hybrid, which framework do you use?** Information about the technology applied if the product is mobile.
- **How many days does it take to generate a product?** As well as the years of experience of the company in the market, respondents were asked how long it took to generate a product, in order to serve as a base value for the generation of products based on the guidelines to be proposed.
- **How much financial resources is spent during the process of generating a product?** Like the question above, the goal is to offer an average of the number of people involved for later comparison.
- **How much more or less does each resource cost?** The final information to define an average cost for product generation per company.
- **How do you define the variability points?** It was explained, if necessary, what would be points of variability within this specific environment. After this explanation, the interviewee then the answer could be done.
- **What is the variation pattern?** A specific question was asked, related to the variation pattern of each startup.
- **How many optional features do you have?** It was asked how many optional features there are in their project, that is, how many requirements are directly configurable and adapted to the customer. This question served as a basis for finding the results regarding the organization's complexity.
- **How many products do you have launched and are available today?**

- **How many products have you made?**
- **Describe the system architecture** With this question, we tried to understand if there is a definition of standard architecture for the projects of *White Label Software*
- **How many databases do you use?**
- **How many web services do you use?**
- **What are the support management systems?**
- **What is the cost of server today in the company monthly?**
- **Do you perform software testing?**

2 Interview transcript

Below is the transcript of the interviews, the real names of the companies and respondents were omitted:

2.1 Company K

Interviewer - Today 6/11/2018, beginning the pilot of the series of interviews aimed at White Label Startups, with the representative Silvana Reis. - Let's start, what is your position in the company?

Interviewee - Software Analyst and Partner at the company

Interviewer - How much experience in years?

Interviewee - In the company or in the field?

Interviewer - in the field

Interviewee - 8 years of experience in the field

Interviewer - is this the first time you've dealt with innovation projects?

Interviewee - sim a primeira vez

Interviewer - yes the first time

Interviewee - 3 years

Interviewer - Startup is also 3 years old?

Interviewee - yes, I have been present in the project since the beginning

Interviewer - Has the company paid for itself, or does it still depend on investors?

Interviewee - No, we still depend on investors

Interviewer - what percentage?

Interviewee - 50% of our revenue comes from investments

Interviewer - What do you know as a White Label product?

Interviewee - It is a product that you can give other faces and other features to the same product

Interviewer - Do you have a White Label product? Tell me a bit more about it

Interviewee - We call it K B2B, the idea is that financial market consultants who are licensed by the market, which is the CVM, they can manage portfolios of people who are within their business. For example, as a licensed consultant with CVM, I manage the portfolio of João, Fernando, Marcelo and four other people, so I will manage their portfolio through K B2B, but they will see my brand as a consultant, my name, the name of my company and my ID, but the K that will do this management. So the face is mine in the case, but inside the product is K.

Interviewer - I see! So answer me one thing, how do you go about generating a new product? For example, I am a consultant and I look for you to create my B2B K, how is the derivation process for this product more or less?

Interviewee - An initial registration is made with the ID and after that it is all customized, you put the logo you want, the name you want, you put the people you want to fill that product. The first registration is done by us, but everything else the system was parameterized to understand that the consultant will do what he wants inside.

Interviewer - So, all the things that vary are registered on your portal. And how product versions are managed

Interviewee - The version of the product is the same, what changes is the visibility, management of access to new features.

Interviewer - Is your product a mobile app?

Interviewee - yes, is a mobile app

Interviewer - Is the software a hybrid or native?

Interviewee - It is hybrid with react-native

Interviewer - How many days does it take to generate a product in your scenario?

Interviewee - 1 to 2 days

Interviewer How many resources are allocated in these two days for product generation?

Interviewee - 3 resources

Interviewer How much on average does a resource capable of generating generation receive?

Interviewee - About 4 thousand months per resource

Interviewer How do you define what will vary?

Interviewee - It was when we wrote the project back there, we defined what would be variable, the business premises, what should vary and what should not vary. A study was done before, we took 3 consultants to validate the platform, where they checked if it is in agreement or not with their day-to-day, what we had foreseen and some things were changing during the process.

So there was a consultant who asked us to insert a feature that we didn't have at the time, which was to share the costs, what is that? So, it was not foreseen in our system, I as a consultant, for example, when I indicate you, that you are not part of my investment network, I do not manage your portfolio, but for some reason you want me to see your portfolio . We didn't have that, which was defined halfway.

We adjusted along the way until we reached a point where fixed things were fixed and variables were well defined. So it varies to some extent.

Interviewer - Your variation pattern, as previously said, is everything to the *run-time* of the application, configurable via the portal, nothing done in the compilation step, right?

Interviewee - yes, all modified via the portal

Interviewer - A base, how many optional *features*

Interviewee - I can't say for sure, but I believe that around 12

Interviewer - How many products have already been made?

Interviewee - 4

Interviewer - Anyone in the air?

Interviewee - Yes, one currently on the air

Interviewer - How is your architecture made, an application, a bank and a *web-server*?

Interviewee - Considering the production environment, we have a bank.

Interviewer - Do you do one *web-service* per product or one for all products?

Interviewee - It is a WS only for all products.

Interviewer - How many product support systems do you have?

Interviewee - Only 1 product support, alias, 2 if we consider the *Business Intelligence* module, where we do monitoring.

Interviewer - How much does the server cost to keep this architecture on the air today?

Interviewee - A lot, we already need to expand the database 3 times, we spend in the range of 3 thousand reais per month

Interviewer - Would you mind if I went back for another test interview?

Interviewee - No, I'd love to.

Interviewer - Silvana, thank you very much, we have reached the end of the interview

2.2 Company M

Interviewer - Today 11/14/2018, starting the interview with Ricardo Junior, from the company M. - Let's start, what is your position in the company?

Interviewee - I'm a director

Interviewer - How much experience in years in computing

Interviewee - 8 years

Interviewer - How long have you been working on innovation projects

Interviewee - I have always worked on innovation projects

Interviewer - How long has your Startups been?

Interviewee - 2 years

Interviewer - Has your Startup paid for itself?

Interviewee - Yes

Interviewer - How long did it take to pay

Interviewee - It paid off from the first moment, because I already had a basic product and another business that I had failed, so by the time I pivoted

(technical term referring to the total change of the business model) I already had a certain range of customers to sell, and as for the technology I made adaptations, so I already started with a positive box.

Interviewer - It is great that you are at this level, which is not common within the interviewees for this study. Now tell me, what do you mean by *White Label*?

Interviewee - It is a product in which you license technology, customizing some features and made available for third parties to use, explore the product in order to sell.

Interviewer - Tell me about your White Label product

Interviewee - At M we offer a platform and customized applications for urban mobility, we provide technology so that entrepreneurs can work with car, mototaxi and taxi applications, similar to Uber. We provide the infrastructure, all the technology for the customer to become the uber in their city.

Interviewer - For cooperatives too?

Interviewee - as well, cooperatives, associations of taxi drivers, groups of individual drivers, who sometimes already run in an application and want to have their own. As well as visionary people, who see in their city an opportunity to explore this service that is not yet explored by other large companies.

Interviewer - How do you do to generate a product? **Interviewee** - It's all manual today, we generate the databases and servers for each client. After configuring the environment, we create the applications with the parameters to communicate with the servers and customize some things depending on the client.

Interviewer - About version control, how do you replicate an improvement for other published applications?

Interviewee - This version upload is also manual

Interviewer - is it the same code or different codes between each application?

Interviewee - Both the application and the server have only the same code that is the basis for the products. There is already a textit deploy process on the server, it automatically generates for each client. However in the applications it is all manual.

Interviewer - How do you make the application A, have the characteristics A

Interviewee - textit flavors are made on android, as a settings folder for each client, with logos, colors etc. For each client I modify these assets

Interviewer - Do you change anything through your management portal?

Interviewee - Some things do, we have a part of the code that the application communicates with the manager. For example, it is possible to add the passenger's cpf, not showing the destination to the driver, some things are personalized by the panel.

Interviewer - is your application native or hybrid?

Interviewee - Native, for android we have passenger and driver app, but for iOS only passenger.

Interviewer - When a customer of yours requires a product they are a website, a panel ..

Interviewee - That, website, dashboard and driver and passenger apps

Interviewer - How many days do you take to generate a product?

Interviewee - Half a day

Interviewer - How many resources do you put in generating a product?

Interviewee - 1 person

Interviewer - How much does this resource on average earn in the month?

Interviewee - On average 5,000

Interviewer - How was it defined which were the variant points between one application and another?

Interviewee - Based on our competitor, we realized that he did not change the client's colors or brands to differentiate himself from others. Now we don't have so many variable features, what really changes is the color part, the brand etc.

Interviewer - How many optional features do you have?

Interviewee - about 15

Interviewer - How many products do you have on the air today?

Interviewee - About 30

Interviewer - How many have been made?

Interviewee - About 45

Interviewer - Tell me a little about your architecture to make it all work

Interviewee - We have a server in node.js, it runs on a separate infrastructure for each client. It uses a separate mongoDb infra, we use the parse server as backend. Our management panel is made in PHP, running on its own server. Each application communicates with its own server. There are some other third-party services (email, push notifications).

Interviewer - In this case there are 30 banks and their general

Interviewee - Perfect

Interviewer - Do you only have this management system for support? Something related to textit Business Intelligence

Interviewee - Yes, we use third party tools for textit Business Intelligence, we are planning to start using our clients' data with more emphasis in 2019.

Interviewer - What is the cost of servers today?

Interviewee - The smallest 7 dollars, and the total about 1500 reais

Interviewer - Do you mind if I contact you in the near future about advances in research?

Interviewee - Yes, you can contact me

Interviewer - Thank you very much Ricardo, this is the end of our interview.

2.3 Company E

Interviewer - Today is the 12/11 and I am starting the interview with Vinicius Oliveira from Empresa E. What is your position in the company?

Interviewee - Software engineer

Interviewer - How much experience?

Interviewee - 2 years

Interviewer - Have you worked on any innovation project before?

Interviewee - This is the first

Interviewer - How long has this startup been around?

Interviewee - The startup turns 5

Interviewer - Has your startup paid for itself?

Interviewee - Unfortunately not, it depends on investors

Interviewer - How many percent dependency?

Interviewee - This end of the year has improved a lot, nowadays 70 % dependency

Interviewer - What do you mean by textit White Label?

Interviewee - textit White Label would be selling products to different companies and / or people. We provide, for example, a store for each farm, a store for each representative, our textit White Label is basically this, ours is a store, we deliver to several people.

Interviewer - So basically it is a product where you can sell customized stores to rural producers who already do this without being on the web. Tell me how you do the process of generating a new store?

Interviewee - From the marketing side?

Interviewer - You can focus on the software engineering part, assuming you have all the necessary material

Interviewee - From that, we have a support system like an administrative panel, where a resource that works with us can upload all photos and videos, playing directly in the store.

Interviewer - Is he a computer person or not?

Interviewee - He's an ordinary person, he can be anyone.

Interviewer - Do you have the platform available for Mobile or just web?

Interviewee - Only responsive, but we are in the implementation phase of our hybrid solution

Interviewer - Nowadays, how many days does it take to generate a store?

Interviewee - Having video, photos, pdf, it takes about 3 days

Interviewer - How many resources are allocated for this task?

Interviewee - 2 to 3 people

Interviewer - How much more or less does each resource receive per month?

Interviewee - About 2 thousand reais

Interviewer - How do you define what varies

Interviewee - We already have some things defined, in the administrative panel all this control is done. What types of animals are available for example.

Interviewer - Do you have any person in the area responsible for checking if your system includes all textit features?

Interviewee - We have salespeople in the area, they know a lot, in addition to our CEO. They are always validating all things

Interviewer - What pattern of variation is everything even via the portal?

Interviewee - Much of it is from the portal, sometimes new things are included in the code to meet specific demands

Interviewer - How many optional textit features do you have?
Interviewee - About 4 to 5
Interviewer - How many products do you have on the air today?
Interviewee - About 50
Interviewer - How many products were made? that have been discontinued
Interviewee - About 60 in total
Interviewer - Tell me about the system architecture
Interviewee - Would you like to know how our service works? We use Amazon for servers and databases.
Interviewer - How many textit web-services do you have?
Interviewee - Production server only
Interviewer - Do you have other support systems?
Interviewee - Administration panel only. Customers are able to access their own store's dashboard, but only the company has access to the administrative panel.
Interviewer - What is your server cost?
Interviewee - About 600
Interviewer - Would you mind if I came back later with more questions with or without testing?
Interviewee - We don't have a well-defined testing process at the moment, just code review
Interviewer - Thank you very much Vinicius, this is the end of the interview

2.4 Company L

Interviewer - Today 11/15/2018, starting the interview with Pablo Lima, from the company L. - Let's start, what is your position in the company?
Interviewee - I'm a Developer Analyst
Interviewer - Time of experience in years?
Interviewee - 5 years
Interviewer - If you have already worked on innovation projects, if you have experience in it
Interviewee - It was my first time, I've been on the project for 3 years
Interviewer - How long has your startup been around?
Interviewee - 5 years
Interviewer - Is your startup paying for itself?
Interviewee - no
Interviewer - How much dependence on investors?
Interviewee - 50 % dependency
Interviewer - What do you mean by white label?
Interviewee - White label is a business model that focuses on componentization and adaptation of products to the customer's needs, in order to create customized low cost applications
Interviewer - Describe your white label product

Interviewee - It is a customizable education application that offers the possibility of consuming ebooks, videos, courses and assessments based on the customer's needs.

Interviewer - Tell me more about the generation / derivation process for a new product. How do you manage product versions

Interviewee - A customer registration is made on the management portal, where essential application parameters are added, such as means of payment, types of products supported, etc. After that, a folder is created with more customizable information (icons, splash arts, analytics settings, etc.) to be attached to other app version folders, lastly the generation scripts are modified to include a new app. All products follow the same version of the project code

Interviewer - Is your mobile part Native or hybrid?

Interviewee - Hybrid using the Ionic Framework

Interviewer - How many days does it take to generate a product?

Interviewee - 1 day having all the necessary files

Interviewer - How many resources do you put in during the process of generating a product?

Interviewee - 1 feature

Interviewer - How much more or less does each resource cost?

Interviewee - 2 thousand per month

Interviewer - How do you define the points of variability?

Interviewee - The project was built to serve only one project, but since there were more sectors of the education environment that needed this solution, we created basic points of variability that were increasing as new partners entered the project and presented their needs.

Interviewer - What is the variation pattern?

Interviewee - There is no standard to define the variation, some attributes are made in the textit runtime, such as the available product tabs. Other textit features are defined in textit compile time, such as the settings for textit push notifications.

Interviewer - How many optional features do you have? Say what points of variability are if people don't know

Interviewee - I believe that some 25

Interviewer - How many products do you have on the air today?

Interviewee - Currently 7 on the air

Interviewer - How many products have you made?

Interviewee - 20 already done

Interviewer - Tell me a little about your architecture:

Interviewee - We use Azure to assist us in deploying and managing servers and databases

Interviewer - How many databases and web services do you work with?

Interviewee - 1 database and 1 textit web-service

Interviewer - What are the support management systems?

Interviewee - We have two support systems for the project, the manager where some features are configured only by the administrator and our BI system.

Interviewer - What is the cost of server today in the company monthly?

Interviewee - Thousand reais per month

Interviewer - Do you agree to receive the results and be available for a new conversation, perhaps related to tests?

Interviewee - Yes you can

Interviewer - Thank you very much Pablo, this is the end of the interview