Interview Protocol (ATL + BTL)

Research on Alpha Inc.

Note: *All questions in* ***bullet points are "below the line" questions****, which are not visible to the interviewee. All questions in leading numbered points are "above the line" questions, which are visible to the interviewee.*

A. Overview

1. Please describe your role at Organization X.

- What is your experience as it relates to Alpha Inc.'s DMG offering?

B. Billing

2. Who do you think are some of the better small DMG providers active in the global space?

3. Please provide an overview of the kind of billing capabilities that vendors in this field generally provide. (e.g. Charging, Voucher management, Invoicing, Collcetions, Account receivables, etc.)

- Can you provide an overview of the typical modules that are available in the platforms of vendors such as Alpha Inc.?
- Drawing from your prior experience at Alpha Inc., does Alpha Inc.'s billing platform have both prepaid and postpaid capabilities?
- Drawing from your prior experience at Alpha Inc., can you outline the availability of the following key features in the platforms that you have most commonly worked with or seen:
  - Do platforms such as Alpha Inc.'s have a unified rater?
  - Which database do platforms such as Alpha Inc.'s use?(Specifically do they use no-SQL DB and for which purpose)
  - Do platforms such as Alpha Inc.'s support Standard Gy for data charging?
  - Do platforms such as Alpha Inc.'s support standard Sy?
  - Do platforms such as Alpha Inc.'s support legacy access for SS7 charging (voice/text)?
  - Do platforms such as Alpha Inc.'s support recharge and voucher functions, prepaid life cycle, and mass activation?

4. Can you explain the typical customer categories for the billing platforms of vendors in this space such as Alpha Inc., Comptel or SAP?

- For example, who are the key customers of Alpha Inc.'s billing platform? Can you please specify the main references for Alpha Inc.'s billing capabilities?

5. Can you provide an overview of the key gaps and deficiencies you have seen in typical billing platforms in this space when it comes to what vendors such as Alpha Inc., SAP, or Comptel typically provide?

- For example, what are the key gaps and deficiencies you have seen in Alpha Inc.'s billing platforms/capabilities?

C. Product Catalog

6. Please provide an overview of the kind of product catalog capabilities that vendors in this field generally provide.

- Drawing from your prior experience at Alpha Inc., does Alpha Inc. have a unified product catalog supporting all DMG products?
- Does the product catalog serve as an Enterprise product catalog (master for other catalogs)?
- Can you provide an overview of how products in this space typically enable functionalities such as each channel being supported by a product catalog? For example: does Alpha Inc.'s platform have a master product catalog that feeds each channel?

D. CRM

7. Can you explain the typical customer categories for the CRM platforms of vendors in this space?

- Which Modules Alpha Inc.'s CRM includes? (e.g. Sales force automation, Marketing automation, Service and Support,, Device Management, Commerce, etc.)
- For example, who are the key customers of Alpha Inc.'s CRM platform? Can you please specify the main references for their CRM?
- Is any of the references delivered as SaaS solution?

8. Please provide an overview of the kind of CRM capabilities that vendors in this field generally provide.

- Drawing from your prior experience at Alpha Inc., can you outline the availability of the following key features in the platforms that you have most commonly worked with or seen:
  - When it comes to the UI, can you describe the common technologies you saw being used at Alpha Inc. to develop the CSR agent desktop?

- o Does Alpha Inc.'s UI platform typically support development for all channels (i.e. can a business process be developed once and configured to be deployed for the self-service channel and the call center channel?)?
- o Does Alpha Inc.'s CRM product have any OOB reports to measure the call center effectiveness?
- o In your recollection, drawing from your experience at Alpha Inc., can you provide us with an example of a large call center implementation in terms of concurrent CSRs and total number of CSRs? Which would you say is the largest implementation that you have come across during your time at Alpha Inc.?
- o Drawing from your prior experience at Alpha Inc., does their CRM have any social care capabilities?
- o Drawing from your prior experience at Alpha Inc., does their CRM have agent scripting capabilities?

9. Can you provide us with an overview of what customer billing management capabilities in this space typically comprise of?

- For example, what are Alpha Inc.'s customer billing management capabilities?

10. Can you provide us with an overview of the typical out of the box business processes that are supported by platforms provided by vendors in this field?

- For example, what are the out of the box business processes supported by Alpha Inc.'s platform?

11. Can you provide an overview of the key gaps and deficiencies you have seen in typical CRM platforms in this space when it comes to what vendors in this space typically provide?

- For example, what are the key gaps and deficiencies you have seen in Alpha Inc.'s CRM platforms/capabilities?

12. Can you please describe the typical pricing structures used in this domain for CRM platforms?

- Drawing from your prior experience at Alpha Inc., can you provide us with an example for the three main components of their pricing structure: license, maintenance and support?

E. Ordering

13. Can you explain the typical customer categories for the ordering platforms of vendors in this space?

- For example, can you please specify the main references for Alpha Inc.'s ordering products?
- We would like to understand the scope of customers using integrated product offerings: are there any references of ordering products integrated to other Alpha Inc. products? If so, can you provide a few details on these case studies?
- Can you provide any examples of SMB\enterprise references? If so, which lines of businesses do these references belong to?
- Are these references only on Alpha Inc.'s cloud platforms?
- Does Ordering support Multiplay or wireless only? Does it support B2B (business customers)?

14. Please provide an overview of the kind of ordering capabilities that vendors in this field generally provide.

- Drawing from your prior experience at Alpha Inc., can you outline the availability of the following key features in the platforms that you have most commonly worked with or seen:
  - Can you describe the processes that can support stuck orders and order fall outs in Alpha Inc.'s platform?
  - Can you provide an example of the largest installation, based on your time at Alpha Inc., and how many orders it supports?
  - How are ordering rules (e.g. eligibility and compatibility) typically defined in Alpha Inc.'s platform?
  - How is Order Orchestration and decomposition typically handled in Alpha Inc.'s platform?

15. Can you provide an overview of the key gaps and deficiencies you have seen in typical ordering platforms in this space when it comes to what vendors in this space typically provide?

- For example, what are the key gaps and deficiencies you have seen in Alpha Inc.'s ordering platforms/capabilities?

F. Digital Care and Commerce

16. Please provide an overview of the kind of digital care and eCommerce capabilities that vendors in this space generally provide.

- For example, what are the digital care and eCommerce capabilities provided by Alpha Inc.?

17. Can you provide an overview of the typical out-of-the-box eCommerce support that vendors in this space typically offer?

- If so, drawing from your prior experience at Alpha Inc., can you outline the essential features of their eCommerce functionalities:
  - Where have these functions been deployed? In each deployment, which underlying system was this feature integrated into?
  - Can their eCommerce feature support a shared shopping basket with the CRM system?
  - Which product catalog is used to define products\bundles (separate product catalog or DMG product catalog) in Alpha Inc.'s platform?
  - Which lines of businesses are supported out-of-box (i.e. wireless, broadband, TV etc.) in Alpha Inc.'s platform?
  - Can existing customers change their plan via the commerce platform OOB?
  - Which channels (i.e. web, smart devices) are supported in Alpha Inc.'s platform?

G. Big Data Analytics

18. Please provide an overview of the kind of BDA capabilities that vendors in this field (Alpha Inc., SAP, Comptel, etc.) generally provide.

- For example, what are the BDA capabilities provided by Alpha Inc.?

19. Can you provide an overview of the typical out-of-the-box BDA support that vendors in this space typically offer?

- If so, drawing from your prior experience at Alpha Inc., can you outline the essential features of their eCommerce functionalities:
  - What are the main out of the box use cases targeted by their BDA efforts?
  - What are the main data sources utilized?
  - Which technologies are typically used (and which parts are 3rd parties)?
  - From your time at Alpha Inc., were you aware of any partnerships with 3rd parties for BDA?

20. Can you explain the typical customer categories for the BDA platforms of vendors in this space?

- Drawing from your prior experience at Alpha Inc., who are the key customers of their BDA capabilities?

H. Market Positioning

21. Can you provide an overview of the strongest competitive features that you have seen with vendors in this space?

- For example, based on your experience at Alpha Inc., did they have multi-tenancy capabilities?
- For example, based on your experience at Alpha Inc., how was their competitive frequency when it came to periodic product releases?
- In terms of organizational resource strength, can you describe the competitive advantages of Alpha Inc. in terms of the number of developers and their geographic placement?

22. Can you provide an overview of significant mergers, acquisitions, or partnerships in this space within the last 1-2 years?

- For example, can you provide an overview on Alpha Inc.'s partnership with Ericsson in order to provide DMG services to Vimpelcom?
- What is the product scope of Alpha Inc. in this equation? Can you explain the drivers behind Ericsson's decision behind selecting Alpha Inc. for customer management functionalities?
- Is this scope limited for the VIP oppoerunitiy or is it part of a strategy to include Alpha Inc. in all related DMG opportunities
- In this partnership, what is your opinion on the services split for a DMG project? Would Ericsson take on the role of a prime SI?
- In this partnership, can you provide an overview of the integrations between Ericsson's products and Alpha Inc.'s products? For example: syncing of product catalog, syncing of customer hierarchies, integration technology, etc.
- Are any resources or documentation (PPTs, PDFs) that you can provide that can help us better understand the Alpha Inc.-Ericsson solution?

23. In your opinion, what are some of the strongest competitive roadmap plans from vendors in this space?

- Based on your past experience at Alpha Inc., can you provide an overview of Alpha Inc.'s roadmap plans?
- Can you provide an overview of Alpha Inc.'s roadmap plans considering their new partnership/integration with Ericsson?