

PERFORMANȚĂ ÎN HR _

Un proces continuu de îmbunătățire

1. HR BUDGETING app
2. HR PERFORMANCE app
3. HR ANALYTICS app



DESPRE NOI _

Senior Software



Dezvoltator și integrator de soluții software cu 18 ani de experiență pe piață



Peste 400 de implementări la nivel național și internațional



Oferă soluții complete de management al afacerii: HR, ERP, BI, CPM, SCM, MES, APS



Sedii în București, Constanța, Cluj, Iași



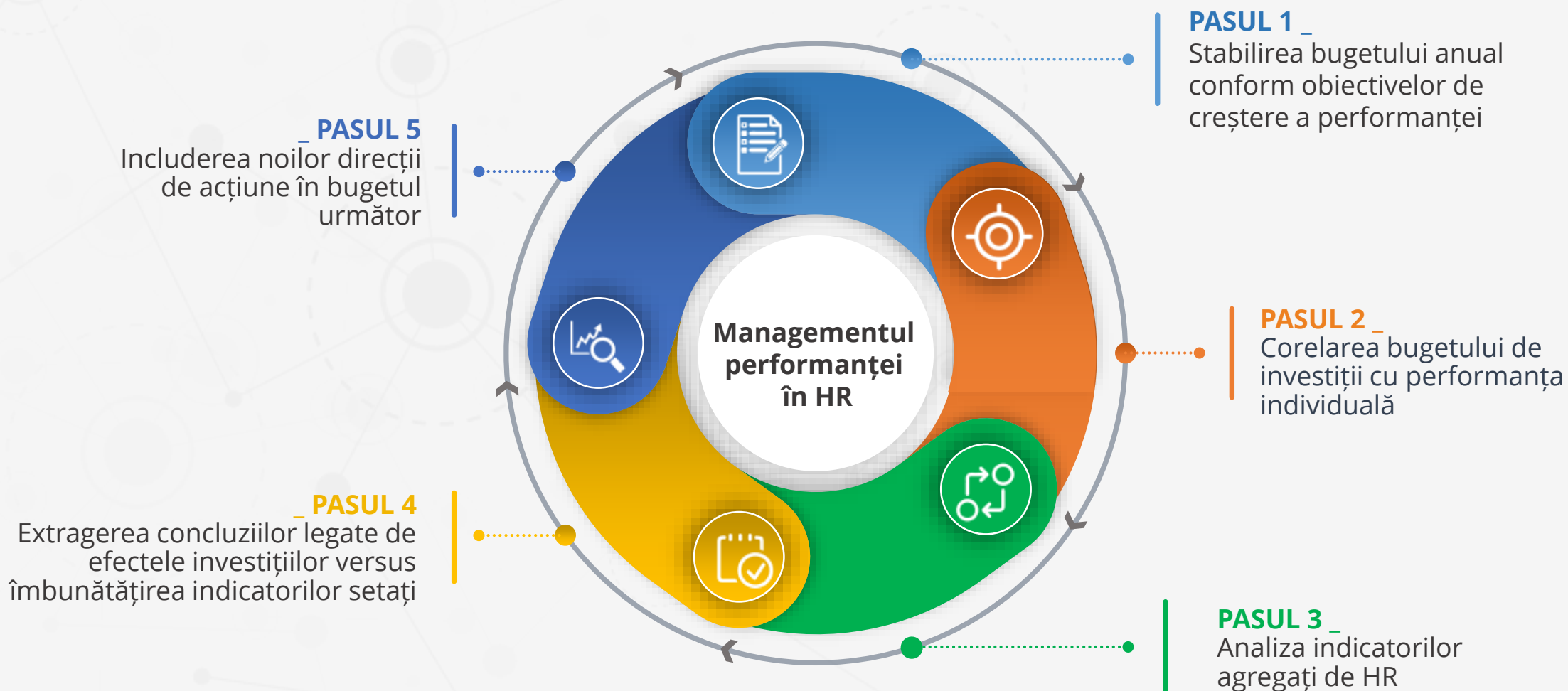
160+ angajați



30 mil lei CA în 2019



Managementul performanței în HR un proces continuu de îmbunătățire



MANAGEMENTUL PERFORMANȚEI LA NIVEL DE ORGANIZAȚIE _



GRUP
DE COMPANII

Compania A Compania B Compania C





Afișarea profitabilității la nivel de departament și centre de cost



Vizualizarea profitabilității departamentale cu posibilitatea afișării rezultatelor pe diferite niveluri de detaliere

2020

Budget Version 1

OPEN

Department

Company

Site

City

Area

Region

Master layout

Puncte de lucru	Buget	Forecast N-1	%
- Alpha Romania SRL	-2,809,082	20,967,616	
- Alba	-40,653	-27,119	
6175	-40,653	-27,119	
Total Alba	-40,653	-27,119	
- Arges	-536,723	558,912	
6147	58,078	403,449	
6399	-150,590	-34,775	
6420	124,400	406,403	
6423	55,977	178,225	
6012	-96,849	102,600	
6017	-403,604	-594,353	
6984	-124,135	97,364	
Total Arges	-536,723	558,912	
- Bacau	-531,959	-381,903	
6358	-228,863	-275,044	
6930	-288,499	-232,338	
6919	-14,597	125,478	
Total Bacau	-531,959	-381,903	
- Botosani	-174,584	538,963	
6131	-10,458	330,912	
6239	46,026	322,424	
6281	-95,172	-36,658	
6317	-114,979	-77,716	
Total Botosani	-174,584	538,963	
- Braila	2,527,696	6,576,843	
6044	292,605	732,466	
6048	221,645	847,616	
6165	-22,868	102,158	
6173	-16,488	172,003	
6184	500,253	1,108,889	

Department: @Department

Company: Alpha Romania SRL

Site: 142 / 482

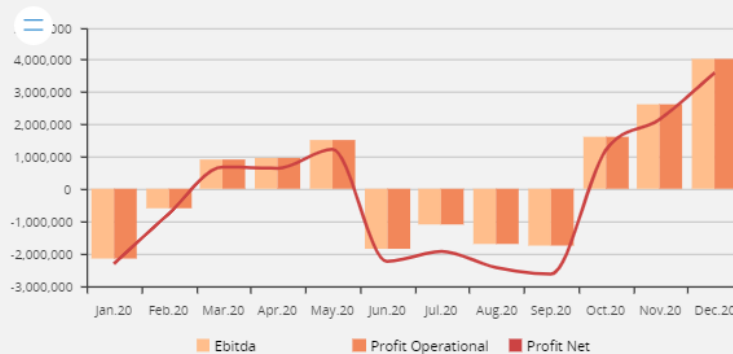
City: 54 / 107

Area: Est, Nord-Vest, Sud-Vest

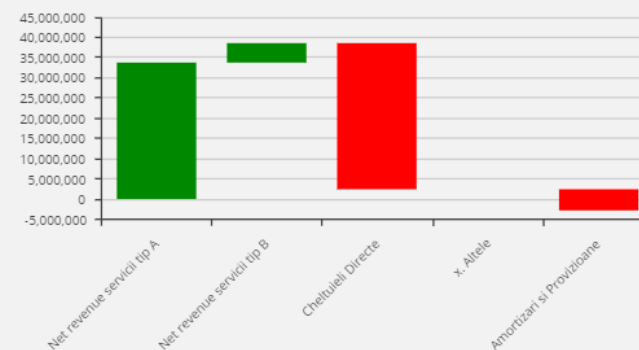
Region: E-centru-est, E-nord-est, E-sud-est, NV-centru-vest, NV-nord-vest, SV-centru, SV-sud-vest



P&L Category



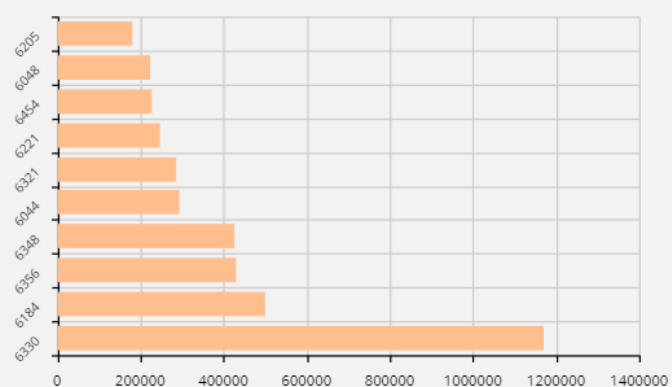
P&L Bridge



WaterFall Net Profit



Top 10 sites by Net Profit



PASUL 1_

HR BUDGETING app

Stabilirea bugetului anual de HR conform obiectivelor de creștere a performanței

Introducerea și monitorizarea tuturor costurilor cu personalul.

Costuri fixe: salarii, taxe, tichete de masă, asigurări medicale etc.

Costuri variabile: Obiectivele de creștere a performanței trebuie să fie susținute de alocarea unor bugete destinate maximizării competențelor vizate: bonusuri, traininguri, evenimente, cursuri, certificări etc.





Configurarea structurii de companii, funcții, departamente, sucursale, puncte de lucru etc



Bugetarea costurilor salariale per funcție sau individual, în funcție de situație

2020

Budget Version 1

OPEN

Job Title

Job Title Type

Department

Company

Site

City

Area

Region

BUGET

Department / Site / Job Title	Budgeted Job Title	Net Salary	Gross Salary	FTE	Start Month	End Month
- Sales						
- La Mesa						
Technical Writer	<input checked="" type="checkbox"/>	253	361	1.0	202001	202012
- Arys						
Teacher	<input checked="" type="checkbox"/>	582	831	1.0	202001	202012
- Bang Phlat						
VP Sales	<input checked="" type="checkbox"/>	279	398	1.0	202001	202012
Chief Design Engineer	<input checked="" type="checkbox"/>	533	761	0.8	202001	202012
- Badu						
Electrical Engineer	<input checked="" type="checkbox"/>	385	550	1.0	202001	202012
Librarian	<input checked="" type="checkbox"/>	729	1,041	1.0	202001	202012
- Yanino Vtoroye						
Geological Engineer	<input checked="" type="checkbox"/>	741	1,059	1.0	202001	202012
Analyst Programmer	<input checked="" type="checkbox"/>	454	649	1.0	202001	202012
- Mar del Plata						
Budget/Accounting Analyst II	<input checked="" type="checkbox"/>	811	1,158	1.0	202001	202012
- Ath						
Research Assistant I	<input checked="" type="checkbox"/>	562	803	1.0	202001	202012
- Zhusha						
Chemical Engineer	<input checked="" type="checkbox"/>	396	565	0.6	202001	202012
- Fort Myers						
Actuary	<input checked="" type="checkbox"/>	625	893	1.0	202001	202012
- San Francisco						
Database Administrator III	<input checked="" type="checkbox"/>	453	647	1.0	202001	202012
- Product Management						
- La Mesa						
Business Systems Development Analyst	<input checked="" type="checkbox"/>	835	1,193	1.0	202001	202012
Account Coordinator	<input checked="" type="checkbox"/>	673	961	1.0	202001	202012
- Paulpietersburg						
...	<input type="checkbox"/>

Job Title: All

Job Title Type: All

Department: All

Company: All

Site: All

City: Bucuresti Sector 1, Area: Bucuresti Centru

Region: Bucuresti 1



Add New Job Title i

Job Title Initialize

Total gross salary



825,274



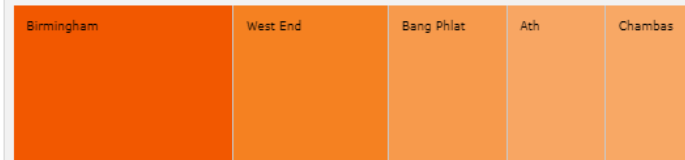
762

Full-time equivalent

90



Total gross salary by top 5 sites





Bugetarea sporurilor fixe și variabile



Bugetarea investițiilor în HR: traininguri, evenimente, cursuri online

2020



Budget Version 1

OPEN

Job Title

Job Title Type

Department

Company

Site

City

Area

Region

Expense

Expense Group

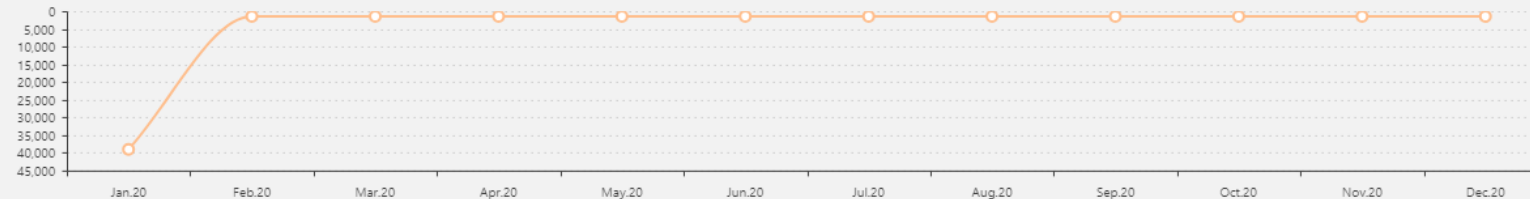
Total Budget

Job Title/Site/Department	Total - calculated in Gross Value
- Sales	
- La Mesa	
Technical Writer	6,945
Total La Mesa	6,945
- Arys	
Teacher	454
Total Arys	454
- Bang Phlat	
VP Sales	2,378
Chief Design Engineer	333
Total Bang Phlat	2,710
- Badu	
Electrical Engineer	301
Librarian	569
Total Badu	870
- Yanino Vtoroye	
Geological Engineer	579
Analyst Programmer	355
Total Yanino Vtoroye	934
- Mar del Plata	
Budget/Accounting Analyst I	633
Total Mar del Plata	633
- Ath	
Research Assistant I	9,540
Total Ath	9,540
- Zhusha	
Chemical Engineer	185

Budget by Month

HR Budgeted Variable Expenses	Jan.20	Feb.20	Mar.20	Apr.20	May.20	Jun.20	Jul.20	Aug.20	Sep.20	Oct.20	Nov.20	Dec.20	TOTAL
- Gross Type													
Ore suplimentare	10,230	450	30	30	1,402	30	2,550	30	30	3,530	520	30	18,86
- Net Type													
Bonusuri de performanta	8,184	336			1,098		2,016			2,800	392		14,82
Prima neta	12,276	504			1,646		3,024			4,200	588		22,23
Bonus concediu	44	44	44	44	44	44	44	44	44	44	44	44	52
Bonus1	4,297	176			576		1,058			1,470	206		7,78
Bonus2	432	432	432	432	432	432	432	432	432	432	432	432	5,18
Prima bruta	50	90	90	90	90	90	90	90	90	90	90	90	1,04
Bonus estival	544	544	544	544	544	544	544	544	544	544	544	544	6,52
Ore sarbatoare legale	121	121	121	121	121	121	121	121	121	121	121	121	1,45

Variable Expenses by month calculated in Gross Value



Job Title: All

Job Title Type: All

Department: All

Company: All

Site: All

City: Bucuresti Sector 1, Area: Bucuresti Centru
Bucuresti Sector 2,
Bucuresti Sector 3,
Bucuresti Sector 4,
Bucuresti Sector 6

Region: Bucuresti 1

Expense: 19 / 32

Expense Group: All





Centralizarea bugetelor de HR per linii de P&L



Conectarea cu sistemele ERP/HR pentru aducerea informațiilor despre cheltuielile realizate



Compararea Bugetat versus Realizat

2020



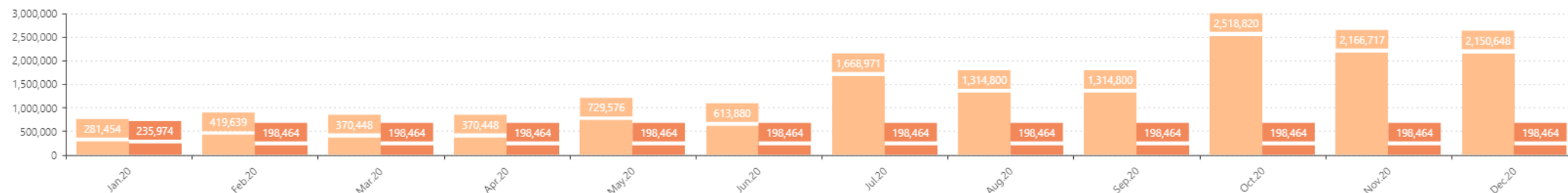
Budget Version 1
OPEN

Data Map

BUGET

	Actual Jan.20	Budget Jan.20	% Jan.20	Actual Feb.20	Budget Feb.20	% Feb.20	Actual Mar.20	Budget Mar.20	% Mar.20	Actual Apr.20	Budget Apr.20	% Apr.20	Actual May.20	Budget May.20	% May.20	Actual Jun.20	Budget Jun.20	% Jun.20
Spor de noapte	43,949	36,624	20%	56,549	36,624	54%	56,549	36,624	54%	56,549	36,624	54%	65,621	36,624	79%	65,621	36,624	79%
Ore suplimentare	11,554	9,628	20%	12,600	30	41,900%		30	-100%		30	-100%	29,635	30	98,684%		30	-100%
Spor de Weekend	36,624	30,520	20%	47,124	30,520	54%	47,124	30,520	54%	47,124	30,520	54%	54,684	30,520	79%	54,684	30,520	79%
Tichete de masa	29,299	24,416	20%	37,699	24,416	54%	37,699	24,416	54%	37,699	24,416	54%	43,747	24,416	79%	43,747	24,416	79%
Pachet servicii medicale	43,949	36,624	20%	56,549	36,624	54%	56,549	36,624	54%	56,549	36,624	54%	65,621	36,624	79%	65,621	36,624	79%
Bonusuri de performanta	11,092	9,243	20%	12,096									28,450					
Prima neta	16,638	13,865	20%	18,144									42,675					
Bonus concediu		53	-100%		53	-100%		53	-100%		53	-100%		53	-100%		53	-100%
Bonus1	5,823	4,853	20%	6,350									14,936					
Bonus2		518	-100%		518	-100%		518	-100%		518	-100%		518	-100%		518	-100%
Prima bruta		60	-100%		108	-100%		108	-100%		108	-100%		108	-100%		108	-100%
Salariu brut	82,527	68,773	20%	172,527	68,773	151%	172,527	68,773	151%	172,527	68,773	151%	384,207	68,773	459%	384,207	68,773	459%
Bonus estival		653	-100%		653	-100%		653	-100%		653	-100%		653	-100%		653	-100%

Variation Actual VS Budget



Job Title: All | Job Title Type: All | Department: All | Company: All | Site: All | City: Bucuresti Sector 1, Area: Bucuresti Centru | Region: Bucuresti 1 | Expense: All | Expense Group: All | Expense Type: All



PASUL 2_

HR PERFORMANCE app

Corelarea bugetului de investiții cu performanța individuală



Corelarea bugetului de investiții cu indicatorii de performanță individuală.

Corelarea indicatorilor cu sporurile salariale.

Preluarea datelor din sistemele terțe (pot fi CRM / ERP / HR etc.) pentru efectuarea comparațiilor bugetat versus realizat.





Definirea tipurilor de indicatori custom



Setarea pragurilor pentru indicatorii stabiliți



Stabilirea ponderii indicatorilor în structura salarială și corelarea cu sporurile acordate

2020

Jan.20 Feb.20 Mar.20 Apr.20 May.20 Jun.20 Jul.20 Aug.20 Sep.20 Oct.20 Nov.20 Dec.20



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Personal Information

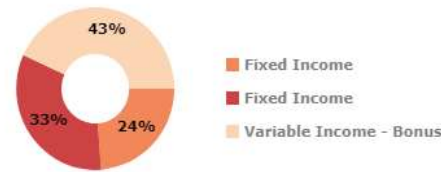


Name: **Jane Brad**
Qualification: **Graduate**
Level: **NKAM**

KPIs Actual vs Budget

Turnover **95.13 %**
Discount PROMO **30.67 %**
Discount OFF **57.56 %**

Wages Structure



Budget Info

Budget Version: Version A
RON
Compute KPI

Cod KPI	MinMax	KPI Type	Budget KPI	Actual KPI	KPI Share	Budget Bonus	% KPI	Bonus Granted	% KPI [AN]	% Yearly Adjustment	Yearly Adjustment	Total Bonus Granted	Position	Business Unit	Canal	Function	Business Operational	Business Strategic
111111	Minimum	Quantitative	966,226	1,402,888	10.0%	2,360	142.2%	2,360	142.25%	42.25%	997	3,357	Turnover Brand1	Turnover IKA BU1	Turnover IKA	Turnover BU2	Turnover	EBITDA
111112	Minimum	Quantitative	342,275	730,000	5.0%	1,180	213.3%	1,180	213.28%	113.28%	1,337	2,517	Turnover Brand2	Turnover IKA BU1	Turnover IKA	Turnover BU2	Turnover	EBITDA
111113	Minimum	Quantitative	173,374	220,000	15.0%	3,540	126.9%	3,540	126.89%	26.89%	952	4,492	Turnover Brand3	Turnover IKA BU1	Turnover IKA	Turnover BU2	Turnover	EBITDA
111114	Minimum	Quantitative	311,055	390,000	15.0%	3,540	125.4%	3,540	125.38%	25.38%	898	4,438	Turnover PL	Turnover IKA BU1	Turnover IKA	Turnover BU2	Turnover	EBITDA
121111	Maximum	Quantitative	73,874	43,562	5.0%	1,180	169.6%	1,180	169.58%	69.58%	821	2,001	Discount OFF Brand1	Discount OFF BU1	Discount OFF IKA	Discount OFF BU2	Budgeting Costs	EBITDA
121112	Maximum	Quantitative	24,611	17,736	5.0%	1,180	138.8%	1,180	138.76%	38.76%	457	1,637	Discount OFF Brand2	Discount OFF BU1	Discount OFF IKA	Discount OFF BU2	Budgeting Costs	EBITDA
121113	Maximum	Quantitative	21,120	8,446	10.0%	2,360	250.1%	2,360	250.07%	150.07%	3,542	5,902	Discount OFF Brand3	Discount OFF BU1	Discount OFF IKA	Discount OFF BU2	Budgeting Costs	EBITDA
121114	Maximum	Quantitative	26,495	14,358	10.0%	2,360	184.5%	2,360	184.53%	84.53%	1,995	4,355	Discount OFF PL	Discount OFF BU1	Discount OFF IKA	Discount OFF BU2	Budgeting Costs	EBITDA
123111	Maximum	Quantitative	72,055	72,055	5.0%	1,180	100.0%	1,180	100.00%			1,180	Discount PROMO Brand1	Discount PROMO BU1	Discount PROMO IKA	Discount PROMO BU2	Budgeting Costs	EBITDA
123112	Maximum	Quantitative	21,840	18,670	10.0%	2,360	117.0%	2,360	116.98%	16.98%	401	2,761	Discount PROMO Brand2	Discount PROMO BU1	Discount PROMO IKA	Discount PROMO BU2	Budgeting Costs	EBITDA
123113	Maximum	Quantitative	15,604	8,890	5.0%	1,180	175.5%	1,180	175.51%	75.51%	891	2,071	Discount PROMO Brand3	Discount PROMO BU1	Discount PROMO IKA	Discount PROMO BU2	Budgeting Costs	EBITDA
123114	Maximum	Quantitative	29,642	15,113	5.0%	1,180	196.1%	1,180	196.13%	96.13%	1,134	2,314	Discount PROMO PL	Discount PROMO BU1	Discount PROMO IKA	Discount PROMO BU2	Budgeting Costs	EBITDA
TOTAL					100.0%	23,600	1,939.4%	23,600		739.37%	13,425	37,025						

Cod KPI	Budget Q.1/17	Actual Q.1/17	Share Q.1/17	Bonus Budgeted Q.1/17	% KPI Q.1/17	Bonus Granted Q.1/17	Budget Q.2/17	Actual Q.2/17	Share Q.2/17	Bonus Budgeted Q.2/17	% KPI Q.2/17	Bonus Granted Q.2/17	Budget Q.3/17	Actual Q.3/17	Share Q.3/17	Bonus Budgeted Q.3/17	% KPI Q.3/17	Bonus Granted Q.3/17	Budget Q.4/17	Actual Q.4/17	Share Q.4/17	Bonus Budgeted Q.4/17	% KPI Q.4/17	Bonus Granted Q.4/17
111111	108,833	173,795	10.0%	670	159.7%	670	239,504	371,076	10.0%	610	154.9%	610	278,099	389,865	10.0%	540	140.2%	540	359,790	468,151	10.0%	540	130.1%	540
111112	42,402	90,435	5.0%	335	213.3%	335	90,535	193,092	5.0%	305	213.3%	305	95,119	202,868	5.0%	270	213.3%	270	114,219	243,605	5.0%	270	213.3%	270
111113	20,192	27,254	15.0%	1,005	135.0%	1,005	44,435	58,192	15.0%	915	131.0%	915	49,412	61,138	15.0%	810	123.7%	810	59,335	73,415	15.0%	810	123.7%	810
111114	34,326	48,315	15.0%	1,005	140.8%	1,005	75,539	103,158	15.0%	915	136.6%	915	87,712	108,382	15.0%	810	123.6%	810	113,477	130,145	15.0%	810	114.7%	810
121111	8,152	5,397	5.0%	335	151.1%	335	17,940	11,523	5.0%	305	155.7%	305	20,831	12,106	5.0%	270	172.1%	270	26,951	14,537	5.0%	270	185.4%	270
121112	3,049	2,197	5.0%	335	138.8%	335	6,510	4,691	5.0%	305	138.8%	305	6,840	4,929	5.0%	270	138.8%	270	8,213	5,919	5.0%	270	138.8%	270
121113	2,460	1,046	10.0%	670	235.1%	670	5,413	2,234	10.0%	610	242.3%	610	6,019	2,347	10.0%	540	256.5%	540	7,228	2,818	10.0%	540	256.5%	540
121114	2,924	1,779	10.0%	670	164.4%	670	6,434	3,798	10.0%	610	169.4%	610	7,471	3,990	10.0%	540	187.2%	540	9,666	4,791	10.0%	540	201.7%	540
123111	7,951		5.0%	335	100.0%	335	17,498		5.0%	305	100.0%	305	20,318		5.0%	270	100.0%	270	26,287		5.0%	270	100.0%	270
123112	2,706	2,313	10.0%	670	117.0%	670	5,777	4,938	10.0%	610	117.0%	610	6,069	5,188	10.0%	540	117.0%	540	7,288	6,230	10.0%	540	117.0%	540
123113	1,817	1,101	5.0%	335	165.0%	335	3,999	2,352	5.0%	305	170.1%	305	4,447	2,471	5.0%	270	180.0%	270	5,340	2,967	5.0%	270	180.0%	270
123114	3,271	1,872	5.0%	335	174.7%	335	7,198	3,998	5.0%	305	180.1%	305	8,358	4,200	5.0%	270	199.0%	270	10,814	5,043	5.0%	270	214.4%	270
TOTAL	238,083	355,505	100.0%	6,700	1,894.7%	6,700	520,783	759,052	100.0%	6,100	1,909.0%	6,100	590,697	797,485	100.0%	5,400	1,951.3%	5,400	748,608	957,622	100.0%	5,400	1,975.6%	5,400





Monitorizarea valorilor realizate versus valorile costurilor bugetate

2020

Jan.20 Feb.20 Mar.20 Apr.20 May.20 Jun.20 Jul.20 Aug.20 Sep.20 Oct.20 Nov.20 Dec.20



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Budget Version: Version A

RON

Employee

- ✓ Jane Brad
- ✓ Mary Evans
- ✓ KAM-400
- ✓ Technical-100
- ✓ Technical-200

6/6

BU/Department

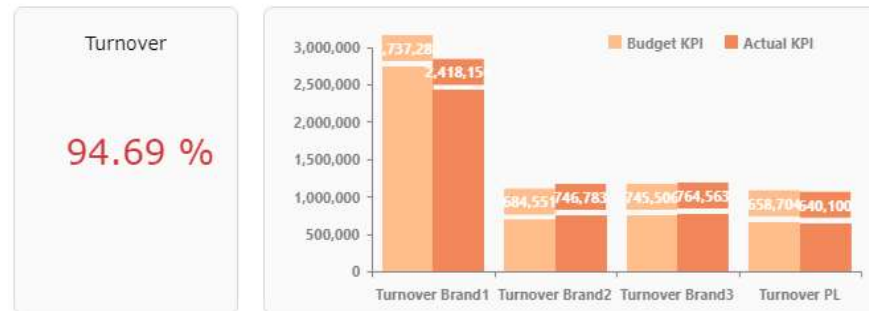
- Turnover IKA BU1
- Maintenance Plan
- Discount OFF BU1
- Discount PROMO BU1
- Test

5/5

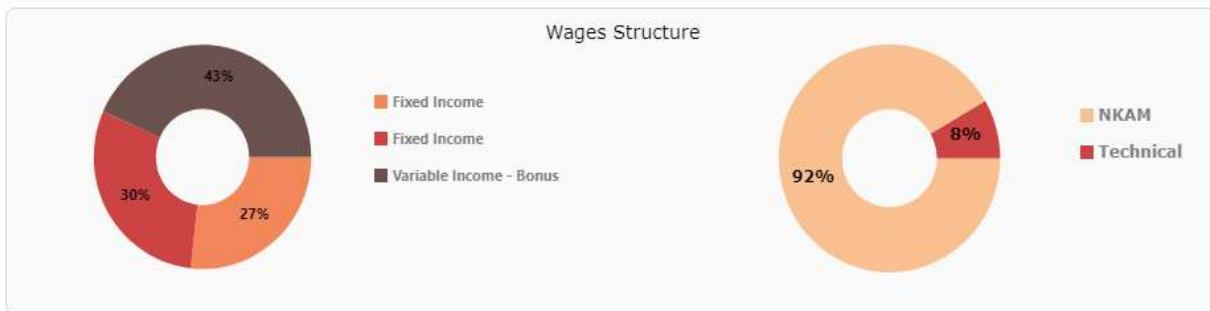
Wages Actual vs Budget

BUDGET	ACTUAL	Actual vs Budget %	Actual - Budget
Salary 243,360	Salary 227,390	Salary 93.44 %	Salary -15,970
Bonus 114,560	Bonus 98,590	Bonus 86.06 %	Bonus -15,970

KPIs - Actual vs Budget



Wages Structure



PASUL 3 _

HR ANALYTICS app

Analiza indicatorilor agregați de HR

Peste 70 de indicatori predefiniți

Conectare foarte simplă cu sistemele HR curente sau preluarea informațiilor direct în Excel

- Dashboard central – reunește într-un **singur ecran** principalii indicatori de performanță în HR
- Hiring – analizează **indicatori relevanți** privind procesul de angajare
- Payroll – reunește toate costurile **cu personalul**
- **Termination** – permite analiza fluctuației de personal

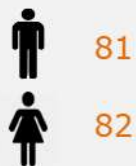


PASUL 3 _ Dashboard central – principalii indicatori de performanță în HR

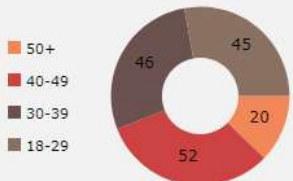
2020



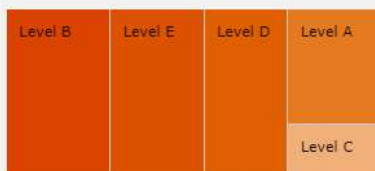
Headcount by gender



Employee age range



Headcount by Grade level



Overtime h / Overtime cost



Overtime cost by month



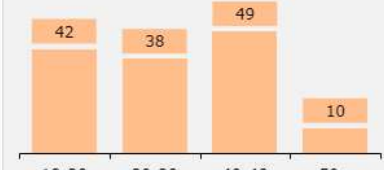
Overtime cost by Grade level



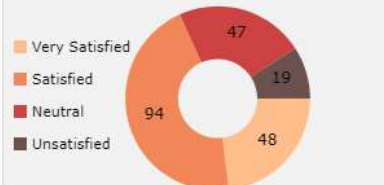
Average days / Average cost of hiring



Hires by age range



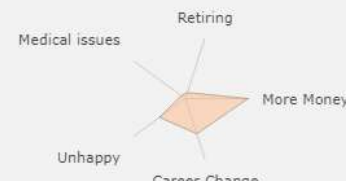
Hiring Process Satisfaction



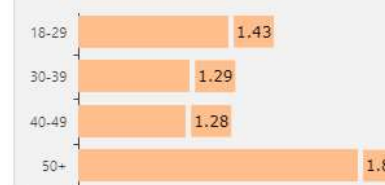
Turnover rate



Termination reasons



The average tenure



PASUL 3 _ Hiring – indicatori relevanți privind procesul de angajare

2020

Company

- Stoltenberg
- Kammer Group
- Feil LLC

Department

- Sales
- Product Management
- Engineering
- Legal
- Research and Development
- Human Resources

Site

- La Mesa
- Arys
- Chichibu
- Bang Phlat

Employee Classification

- Full-time
- Part-time
- Casual
- Fixed Term

Employee Grade Level

- Level A
- Level B
- Level C
- Level D

Jan.20 Feb.20 Mar.20 Apr.20 May.20 Jun.20 Jul.20 Aug.20 Sep.20 Oct.20 Nov.20 Dec.20

Headcount

163

Hires

139

Average days of hiring

7.34

Cost of hiring

8,681

62

Hires by employee grade level

Grade Level	Percentage
Level A	20%
Level B	27%
Level C	7%
Level D	19%
Level E	26%

Hiring decline reasons

Reason	Count
Salary	30
Experience	10
Other	10
Technical	10
Another offer	9

Recruitment funnel

Stage	Count	Conversion Rate
Applications	522	-
Accepted Applications	264	51%
Interviews	208	79%
Offers	188	90%
Hires	139	74%

Hiring satisfaction rate

Satisfaction Level	Count
Very Satisfied	48
Satisfied	94
Neutral	47
Unsatisfied	19
Very unsatisfied	0

Hiring rate by age range

Age Range	Hiring Rate
18-29	High
30-39	Medium
40-49	Low
50+	High

PASUL 3 _ Payroll – costurile cu personalul

2020

Company

- ✓ Stoltenberg
- ✓ Kemmer Group
- ✓ Feil LLC

Department

- ✓ Sales
- ✓ Product Management
- ✓ Engineering
- ✓ Legal
- ✓ Research and Development
- ✓ Human Resources

Site

- La Mesa
- Arys
- Chichibu
- Bang Phlat

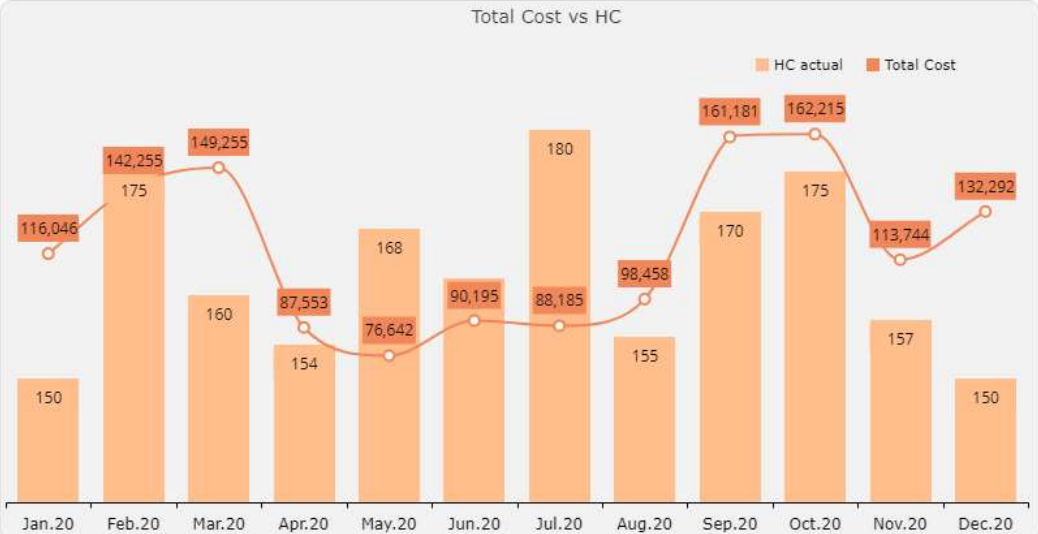
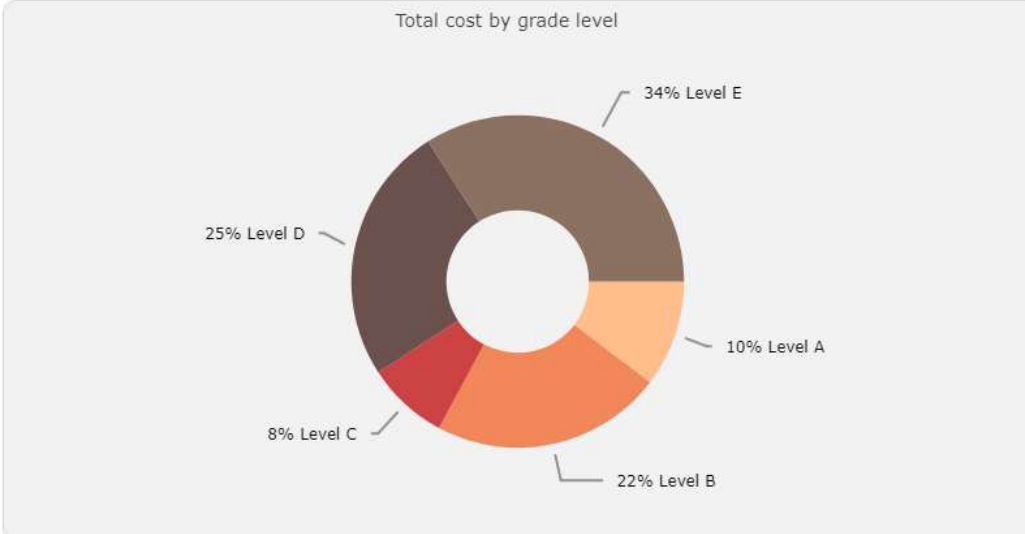
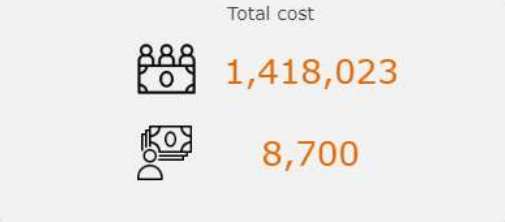
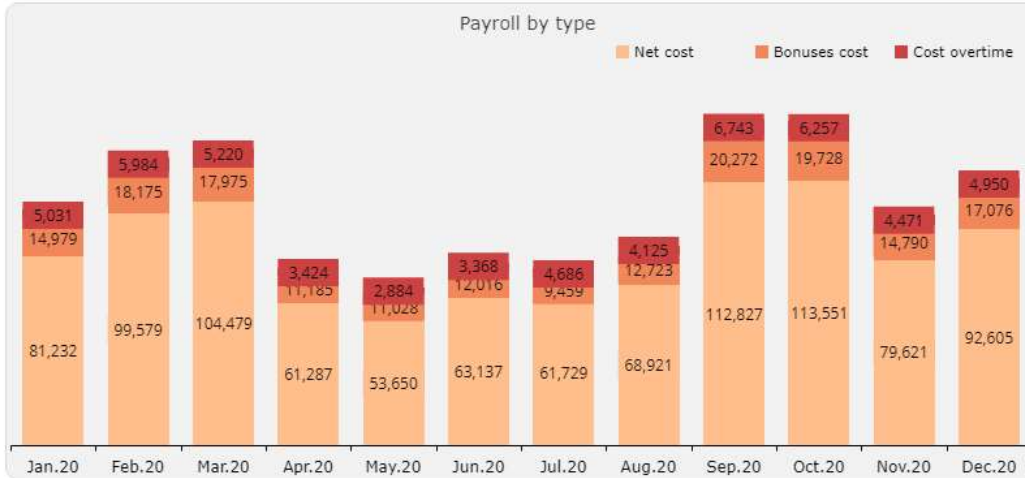
Employee Classification

- Full-time
- Part-time
- Casual
- Fixed Term

Employee Grade Level

- Level A
- Level B
- Level C
- Level D

Jan.20 Feb.20 Mar.20 Apr.20 May.20 Jun.20 Jul.20 Aug.20 Sep.20 Oct.20 Nov.20 Dec.20



PASUL 3 _ Termination - analiza fluctuației de personal

2020

Company

- Stoltenberg
- Kemmer Group
- Feil LLC

Department

- Sales
- Product Management
- Engineering
- Legal
- Research and Development
- Human Resources

Site

- La Mesa
- Arys
- Chichibu
- Bang Phlat

Employee Classification

- Full-time
- Part-time
- Casual
- Fixed Term

Employee Grade Level

- Level A
- Level B
- Level C
- Level D

Jan.20 Feb.20 Mar.20 Apr.20 May.20 Jun.20 Jul.20 Aug.20 Sep.20 Oct.20 Nov.20 Dec.20

Headcount

163

Termination

111

Turnover rate

5.67%

Hires vs Termination

Termination reasons

More Money	49
Career Change	29
Unhappy	25
Retiring	5
Medical issues	4

Termination by employee grade level

Level D	22%
Level E	23%
Level C	6%
Level B	32%
Level A	17%

Termination by age range

Termination by month

Sep.20	Mar.20	Nov.20	Jun.20
Oct.20	May.20	Aug.20	Jan.20
	Jul.20	Dec.20	Apr.20
			Feb.20

Turnover rate

The average tenure

18-29	1.43
30-39	1.29
40-49	1.28
50+	1.88

PERFORMANȚA - PROCES CONTINUU DE ÎMBUNĂȚĂȚIRE _



PASUL 5 _

Includerea noilor direcții de acțiune
în bugetul următor



PASUL 4 _

Extragerea concluziilor legate de
efectele investițiilor versus
îmbunătățirea indicatorilor setați



VĂ MULȚUMIM_



+40 21 310 74 81



office@seniorsoftware.ro



www.seniorsoftware.ro

