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Case Study Report of PAYSOF T on Workplace Innovations

AdapTYKES project WP3

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Basic characteristics of the firm investigated

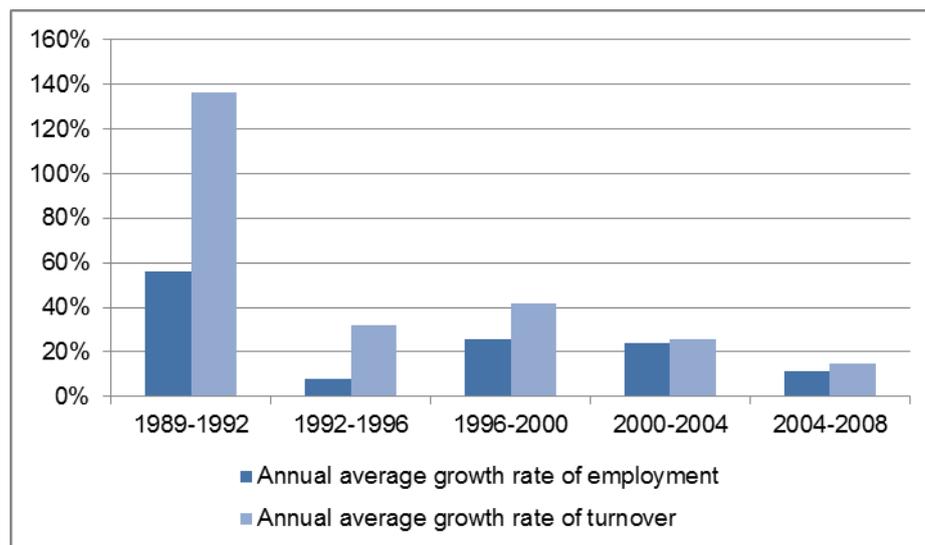
PAYSOFT was founded in 1989 by three Hungarian private persons. The antecedent of establishing the firm was that one of the founders developed payroll software in 1985 which he started marketing and improving on a freelance basis. Nowadays, PAYSOFT offers comprehensive software applications and services. Behind the curtain of company's success was to a large extent its unique history which goes back to the midst of the 1980s. The idea of placing payroll applications onto such a strong IT platform which was used in favour of game programmes was an internationally innovative one. By this extraordinarily strong IT backing, the given payroll application ensured a big leap since it substantially outshone the performance of those payroll solutions that were provided by competitors. This new-fangled idea born in a "garage" sparked the interest of larger companies by giving a chance to be a first mover and therefore to sell so many applications. In the late 80s the software counted as a brand new innovation on the market as there was hardly any business softwares designed for personal computers. Other innovative characteristic of the programme was that it provided a full screen graphical environment and a relational data-base management. The graphic design of the software was also brand new, since the developers used the game programmes in designing the interface.

Beyond the fact that the payroll application was by far the best performing one in Hungary, the firm aspired to seize every opportunity to enhance the quality of already existing application to extend the range of provided services by incorporating labour and HR management support solutions. As the number of clients grew, the average annual turnover showed a salient growth as well. PAYSOFT proved to be a high-growth innovative SME.

In the first three consecutive years, PAYSOFT enjoyed the trust of clients which was clearly illustrated by the fact that the company increased the number of contracts from 60 to 230 in 1989-1992. The growing trend continued in the aftermath, as well, by reaching 1200 clients by 1998. Up until 1998, the number of employees was still below 50, however, an inflexion point has come in 2000 and that number went up to 65

meanwhile the circle of clients also expanded to 1700. By 2004, the number of clients was approx. 2400, while the organisation required additional skilled workers and thus the number of employees amounted to 155. By now, PAYSOFTE provides services for 3000 clients and therefore supports smooth payroll management for approx. 1 million employees in Hungary.

Figure 1. PAYSOFTE as a high-growth innovative SME



Source: data are calculated on the basis of PAYSOFTE's official documents.

As regards the annual turnover in absolute terms, PAYSOFTE has been performing surpassingly since its foundation. In 1989, the firm realised HUF 4 million, this amount reached HUF 650 million seven years later, and it was HUF 2.9 billion in 2010 (approx. EUR 10.5 million).

Still, as *Figure1* exemplifies, from 2004 onwards, PAYSOFTE's growth potential in terms of annual average turnover seems to be lower than it was ever before. There are at least three reasons behind the dampening growth performance. Firstly, the once unique advantage of PAYSOFTE – i.e. the high performance gap regarding the performance of programs and services offered relative to the competitors' solutions – has been largely evaporated by the midst of 2000s. Secondly, the specific features of this business sector in Hungary do not provide much room for manoeuvre with respect to growth. And last but not all least; recent financial and economic crisis has scrolled persistent obstacles in front of potential new Hungarian clients ranging from SMEs to multinational enterprises

by forcing them not to invest into trainings and not to invest in new software installations so resolutely. As the Hungarian SMEs and multinationals were not proved to be immune to the impact of the crisis, one of its logical repercussions was the fact that PAYSOFTE was also affected negatively, but it seems that this effect was temporary, merely. In 2009, the number of employees was 5.8% lower than that of 2008 (in 2010, it has stagnated). As far as the turnover is concerned, it fell by 1.12% from 2008 to 2009; however, it has started to regenerate in 2010 by growing with 3.7%.

The PAYSOFTE offers various softwares to its customers:

PaySoftBÉR payroll management system is completely geared towards the need of companies coping with payroll management issues such as payroll, labour, OEP (Hungarian Health Insurance Fund) benefits, monthly e-return, management information system and benefits (cafeteria). PaySoftBÉR can be seen as a newest generation of PAYSOFTE's payroll management system, it embraces a minimum of 20 years experiences in this field by guaranteeing actualisations to regulatory changes for the convenience of the clients (irrespective if they are operating in different sectors with different company sizes).

PaySoftHRM is a complex HR system which improves company operation in the fields of recruitment-selection, training-development as well as performance management; and therefore it contributes to gain the highest return for companies investing into their human capital. This highly flexible software can be adapted to the variable needs of different companies. Really important advantage of using this software stems from the easy and user-friendly operation of the web-based user interfaces. With the usage of this software paper-based administration can be reduced owing to the application of cutting-edge communication channels, and it eliminates organising difficulties, as well.

PaySoftTIME aims at combining different indispensable applications and services with special attention to the following areas: entry, planning, registering and accounting working time. Ameliorating these tasks is of a key issue of efficient management in the life of SMEs and multinationals, as well. By using this entry and time as well as attendance accounting software the management has the

opportunity to monitor and analyse the performance of employees; not to mention that anomalies in payment and resource management related issues can be much more easily identified.

nexCAFÉ as a hands-on tool supports companies to plan and run cafeteria system comprehensively. By using the help of PAYSOFTE consultants proper cafeteria rules can be established in favour not only of the management, but also that of the employees.

PaySoftSOURCE makes client companies able to establish a state-of-the-art and cost-effective operational background. Outsourcing the payroll management to the expert area allows company's management to focus on the core business activities. Beside this positive impetus, professional payroll management clients will also be able to reduce their equipment and labour costs by using PaySoftSOURCE.

PaySoftEDU Training and Exam Centre was brought to life with the objective of providing permanent accredited adult training opportunities for those aspiring to get a deep and reliable knowledge on payroll and HR management. These fields are avowedly requiring stable skills and competences, especially in such a turbulent legislative environment like in Hungary. Beyond regular courses (Hungarian Training List) such as payroll administrator, social security administrator as well as social security and payroll specialist; the Centre also offers professional trainings for example on PaySoftBÉR or on the theory and practice of working time management.

As the shortly described brands reflect, PAYSOFTE puts special emphasis on services. The company provides elevated level of customer support services such as the indispensable legislative monitoring and functional enhancements, maintaining and managing the own customer portal, providing operation support, phone and e-mail help desk opportunities. Additionally, PAYSOFTE also expresses its expertise through intensive consultancy. Moreover, PAYSOFTE instead of abandoning itself to the pleasure of already provided

services, the firm has just recently started to provide hosting services based on cloud methodology.

1) The implementation process

In order to have a chance for self-dynamic learning, firms increasingly accept the fact that value is the output of permanent collaborative process between customers and providers. This view has been developed in an autochthonous way at PAYSOFT. In the first few years, there were perceptible shortcomings in the systematically coordinated development, i.e. different and not clearly conceptualised development ideas came to light in each year from the side of software developers. It required a managerial effort to collect more information and to filter them out of the opportunities in a smart way.

Subsequently, a more systemic knowledge management has evolved in favour of better knowledge transfer that drives creativity and innovation, as well. The major elements of the systemic effort were as follows: process monitoring and registering, documenting and assessing, and then making the formalised knowledge base available for affected employees.

In addition to this process innovation, a conspicuous organisational innovation also took place when the firm started to recognise the importance of distinction between operational and strategic decisions (i.e. taking into account for example product and service life cycles) even at the level of product and service development. To this end, PAYSOFT set up an integrated development environment (IDE) as an organisational innovation which serves as an inspiring climate for the established and own developer team. This own team (approx. 18 workers) makes PAYSOFT able to react more flexibly to the legislative changes by carrying out the necessary modifications in applications offered.

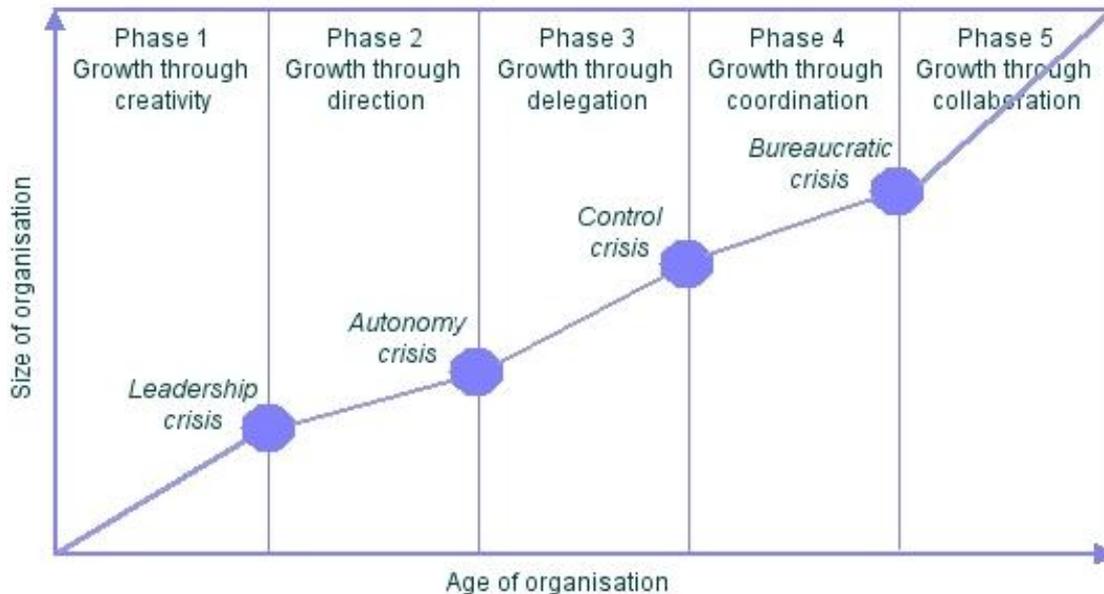
But what is perhaps even more important, project-based approach, as an organisational innovation, started to pervade the company's development. Thinking and working with projects helps not only the employees' works, but project-view also guarantees that customers will have more attention and they will therefore be served with higher quality. In 2011, PAYSOFT step further by establishing a program for technology development with the creation of a totally new organisational unit, the Research and

Development Directorate which is in charge of managing the methodology of software development.

The knowledge on how to deal with the complex set of issues of project management has been built in a way of “internal breeding”. This was also true in case of payroll and labour issues in the beginning, i.e. PAYSOFIT hired employees and then taught them for the use of PAYSOFIT software, hence the professional skills have been incrementally obtained.

The economic literature on SMEs is fully pervaded by the investigation of organisation life-cycles especially that of the growth phases for decades. These models are of great importance in deciphering the major drivers and barriers of company’s growth. To this end, we turn to the well-known growth model elaborated by Greiner (1998) which gives us a tool to see how non-technological innovations happen through growth phases.

Figure 2. The five phases of growth (Greiner model)



Source: adopted from Greiner (1998)

Phase 1: Creativity

Since the foundation of the company PAYSOFIT has been able to exploit the potential in doing the payroll on an IT basis, during this phase the driving force of growth was creativity. The incredible growth rate during the first growth phase (1989-1992) can be seen as finding a market niche at the dawn of PCs. There is an inevitable link between the development of computerised payroll accounting in Hungary and the company's development. The above 130 per cent annual average growth rate could not be sustainable for a longer period; it was a consequence of entering a new market with extraordinarily performing programs and services. Salient development occurred in terms of employment as well, the number of staff was almost quadrupled, was increased from 5 to 19. Phase 1 ends with a leadership crisis as Greiner (1998) outlines and accentuates that a professional management is needed in response to the challenges arising from the lack of proper coordination.

Phase 2: Direction

In 1992, the two founders faced challenges in the management regarding the issue of how to react adequately to the dynamic changing circumstances (e.g. the growing complexity of business operation due to the widening scale of programs and services

and hectically changing legislative environment). In an effort to have a much more balanced direction, PAYSOFT resorted to non-technological innovation (service, organisational) with the establishment of the separated software development and customer service units. As a result of these changes the company could not only extend its market share, but also had a chance to fulfil all the requirements of receiving first MSZ EN ISO 9001:1996 certificate in 1996. By using international standards, the quality assurance system of PAYSOFT covers the whole range of product and service development. Still, certain need has remained for further institutionalisation of tasks and responsibilities in accordance with the suggestion of Greiner model. Phase 2 results in a crisis of autonomy which calls for more delegation.

Phase 3: Delegation

The next milestone came with a service innovation in 1998, when PAYSOFT created the outsourcing unit with the idea of providing cost-saving solutions for companies. It entailed a more decentralise organisational structure, as well. Moreover, in 2000 there was a territorial expansion by opening four new offices throughout Hungary. In 2004 a new individual company division was established for training activity, additionally an Accredited Training Centre was founded. This was the time also when PAYSOFT started to hosting services on the basis of cloud methodology. Albeit, these changes contributed to the evolvment and the strengthening of a flat organisational structure, they also led to a control crisis echoed by the Greiner model, by demanding coordination in a more dedicated way.

Phase 4: Coordination and monitoring

As a response to the control crisis PAYSOFT strived to improve coordination by introducing standardisation and formalisation techniques in a more vigorous way. For instance, PAYSOFT put much more emphasis on workload projection by creating an annual service calendar as a process innovation in order to optimise the business operation. To this end, PAYSOFT has been treating close cooperation with its clients. In an attempt to avoid redundancies, PAYSOFT created a Customer Relation Management Directorate with a service innovation called one-stop-shop service. These processes were not proved to be sufficient in handling all of the shortcomings arising from the control crisis. It was more than obvious that a much more sophisticated head office

function was required to spark the cooperation among different units. In doing so, PAYSOFT set up the HR Directorate as a separate unit summoned by the need for better HR management in response to the increasing circle of employees (i.e. the number of employees reached its critical number of 200 by 2006). This organisational change was clearly a manifestation of the division of operative and strategic objectives. Furthermore, better coordination is also meant the establishment of the Project Directorate which is responsible for the prudent management of internal processes. The formalisation often leads to an excessive one, which may cause bureaucratic crisis as it is discernible in the life of PAYSOFT, as well. This is in line with the used model stating that Phase 4 ends with some sort of bureaucratic challenges that are calling for more flexible organisation with the view of intensified collaboration.

Phase 5: Collaboration

For more collaboration, PAYSOFT made a strict step towards project-based approach, which on the one hand helps clients to be served much better even at the stage of installation of new application and services. On the other hand, it also fosters the flow of information within the organisation. Additionally, the request for more collaboration has been addressed by PAYSOFT by concentrating on cooperation and interaction with clients and partners on professional issues in a more vigorous way (e.g. products on concurrent platform, ORACLE). Involving the experts (i.e. open innovation) of clients accompanies with better knowledge on relevant and expected future needs that have to be pursued by PAYSOFT. As the recently established unit, the Research and Development Directorate exemplifies, cooperating with partners by inviting their experienced developers (e.g. from Microsoft) into the team of R&D Directorate is of great importance in the current state of PAYSOFT's development.

After contemplating the five growth phases, and keeping in mind the moderating growth dynamic of PAYSOFT, one may conclude that PAYSOFT needs to tap new markets by stepping into international arena. Nonetheless, expansion in international markets seems to be a rather delicate issue for PAYSOFT, if for no other reason than it is so extremely specialised in applications and services that are fully geared towards the special features of the Hungarian legislation.

2) Changes in work organisation

PAYSOFT's organisational structure reflects the importance of permanent learning by experiences in the interest of an improved user-centred service development. If a firm intends to create and maintain an innovative milieu, its functional units have to be part and parcel of each other. PAYSOFT has been therefore pursuing a day-to-day running which enhances the idea and knowledge transfer among the various parts of the firm with the view of preferring a flat organisation rather than pushing a strict hierarchical structure (*Figure 2*).

Figure 2. Organisational structure at PAYSOFT



Source: PAYSOFT

At the beginning, a holistic approach dominated the business meaning that one person had to obtain lots of skills. As time passed and the processes and business operation have become more sophisticated (e.g. mainly due to the widening product and service portfolio), more and more functionally separated fields evolved with specialised skills and competences. It is on the one hand instructive if for no other reason than in this way the organisation is ready to open the channel of communication among highly specialised workers; on the other hand, recruiting new employees with the necessary competences has kept becoming more and more difficult.

As far as the distribution of 226 employees (in 2010) is concerned, the predominant part of employees are working in the field of outsource (approx. 50%), 10 per cent of workers are mainly in IT related fields like programming, system organisation and software development. Additionally, PAYSOFT's training activity has also become more

and more emphatic over time; the number of employees shows therefore a significant growth by attaining 2-3% of total employees. As regards the necessary expertise, employees dealing with payroll issues (and sick benefit payments, maternity leave and tax return issues etc.) need to be experienced professionals with highly qualified knowledge. It also holds for the training activity of PAYSOFIT where the highly qualified expertise is a must. In case of outsource, PAYSOFIT does not expect the employees to have higher education degree in any case.

Since PAYSOFIT defines itself as an IT developer and service provider, forgetting the fact that the customer service-aspect is of key importance when the number of clients exceeds 3000 would be a fatal conceit. Old and new clients prefer the fastest and most efficient way of problem solving. PAYSOFIT therefore established and then heightened the role of CRM within the company. CRM Directorate has been created by providing a call centre and various contact opportunities.

CRM and relationship with clients are substantially necessary if a company wants to leave behind the conventional consideration stating that a company can grow with the view of being in an ivory tower by concentrating exclusively on internal dimensions. In case of arising problems or anomalies from the side of clients, CRM and call centre absorb and collect all valuable information that seem to be conducive to localise the problem, to convert it into a feasible task, and what is more, to do that in a more efficient way. This is an observable movement towards the concept of open innovation when not only the software developers are involved in the development processes, but also the partners and clients.

Employees working in the field of customer relationship are expected to have all the necessary knowledge that might be needed in tackling problems. Moreover, they always have to upgrade their skills and obtain knowledge on recent changes let it be for example either version change of an application or a legislative amendment. Normally, the arising issues are standard ones that can be resolved routinely. Nevertheless, there is a formalised way of problem solving if the given issue requires CRM to involve other company units (e.g. IT, training, outsource, project directorate) in order to get relevant answers.

Dealing with customer's need is also supported by PAYSOFrT's internal innovative initiatives. For example, before launching the new HRM performance assessment solution, PAYSOFrT applied it to its own HR system and tested it by offering a unique opportunity for CRM-employees, as well, to draw lessons and learn how it really works. Another progress was the introduction of one-stop-shop method.

Putting customer needs into the centre also entails an intensified follow-up function. Although PAYSOFrT provides organised trainings and exams with certificates, clients often demand support services on the spot. PAYSOFrT not just acquaints and puts into use its applications; it also actualises them which can be seen as a service novelty.

Taking into account that the traditional way of organising a business along functions is tended to be replaced by project-based and therefore structured organisational form changing faster, the HR applications face new and more complex challenges. PAYSOFrT therefore provides a state-of-the-art application which is capable of following dynamically the evolution of the given company structure. It also implies that sometimes more information and details are needed by the clients. Arriving feedbacks often lead to minor or major revisions in system organisation, development and testing.

CRM as a tool for more demand-driven (user-centred) innovation has become a growth-engine in the life of PAYSOFrT, and its experiences also triggered the introduction of a more vigorous knowledge management and training activities by keeping up the buoyancy of growth.

In the era of service economy, outsourcing some activities that were once part of the day-to-day running of firms has become a prevalent practice worldwide. The basic driving factors behind outsourcing are the competition and the pressure for permanent cost-reduction without endangering the product and service quality.

If we take a mere glimpse into the trends of what are the most promising and growing fields that are outsourced by SMEs and multinationals, one may lead to the conclusion that outsourcing the business processes (BPO) has started to inexorably outpace the volume of IT outsourcing. There is a growing demand for services related to customer management BPO, HR outsourcing. Companies competing in the market have recognised that there is a potential for cost-reduction *via* outsourcing activities that are extremely time-consuming especially in Hungary. Following the regulatory changes, updating the

system of HR, calculating the payroll for employees deprive to a large extent management from the ability to focus on areas that are conducive to profitability.

PAYSOFT joined to the line of thinking which believes in the above mentioned trajectory by providing outsource service (*PaySoftSOURCE*) in the fields of payroll and complex HR administration (e.g. entry, and time and attendance accounting). By now, approx. 50 per cent of PAYSOFT's annual turnover is determined by outsource service. All clients who use PAYSOFT's outsource service have online access to their own systems.

Another novelty (innovation) emerges at this point, because PAYSOFT is to pursue the incorporation of project-based approach in case of outsourcing, as well. It is of key importance in localising problem and converting them into solvable tasks by anticipating the time and resource requirements in advance. With project-based outsourcing the customers' needs are placed into the focal point of PAYSOFT's attention. This is beyond the conventional way of outsource service providing, because it gives PAYSOFT an opportunity to deal with special issues of clients. For example, when a client's user suffering from a substantial backlog asked for special treatment, various affected organisational units joined together in the interest of eliminating the backlog in a fastest way.

Beside this type of BPO, PAYSOFT's example proves that cloud hosting and SaaS (software as a service) are in close connection. PAYSOFT also considers that Hungarian firms and those foreign ones that are operating under Hungarian regulations are aspiring to increase their competitiveness without investing gargantuan money into the establishment of complex IT systems. It is important to emphasise that PAYSOFT always consider hybrid way of service and application provision, because of the fact that there are, on the one hand, companies demanding adopted and customised version of applications and services (e.g. outsourcing), whereas others are requiring standard versions without any modification.

3) Changes in skills, knowledge and learning

Concerning the training activity at PAYSOFT, it was a result of experiences on how clients can cope with software and service developments, not to mention the difficult issue of being always up-to-dated in payroll, labour and HR-related regulatory

developments. By collecting experiences and problematic issues recurrently arising PAYSOFTE had an opportunity to create short and longer training courses with the aim of avoiding such problems in the future.

Trainings are avowedly (i) to help old and new clients to rapidly obtain knowledge on PAYSOFTE's product and services whereby the firm's sales potential is strengthened; (ii) to offer 1-3 days trainings on indispensable regulatory changes and version upgrades; and (iii) to provide accredited training (e.g. payroll administrator, social security administrator, and social security and payroll specialist) and professional trainings on for instance cafeteria systems for users. In this regard, in 2005, PAYSOFTE gained the institutional accreditation status issued by The National Institute of Vocational and Adult Education. This status is known as the highest qualification and valid up until 2013.

Instead of following the old routine when knowledge was given by only one enormous package in case of each clients and letting go their hands afterwards, PAYSOFTE's current trainings are organised in a modular way. Despite the fact that Hungarian legislation does not fully allow PAYSOFTE to have highly standardised training, modular method helps to a certain extent to get and deliver thematically standardised hands-on training scheme. Additionally, this method gives clients an opportunity for better planning. In order to spare client companies' working hours spent on courses provided outside the firms' border, PAYSOFTE provides trainings on the spot and, what is more, the form of e-learning (e.g. online training complemented with interactive online conference with live stream) has also been presented.

4) Quality of working life and labour relations

Trade unions are not present and there is no formal social dialogue within the company. On the other hand the management is committed to strengthen employee participation and mutual communication within the company. Especially in the case of the senior workers on areas requiring complex knowledge and skill combinations, there is a strong tradition of cooperation and information sharing. In these areas, e.g. software development, payroll consultancy, etc., the fluctuation is low, which also supports the stable and predictable personal relations between the management and employees.

In general terms working conditions at the company are above the average compared to other Hungarian medium-sized enterprises. The most important challenge concerning the quality of working life is the relatively unequal distribution of workload within a month. In case of payroll administration there is a significant work amount overload in the second half of the month, since wages, social contributions and taxation duties should be registered till the end of the month. It means that at the end of the month and in taxation periods employees have to work overtime and in irregular working hours. Since most the employees at the payroll administration department are women, these periods causes difficulties in work-life balance.

5) Conclusions

As far as the major achievements are concerned, PAYSOFT has been successfully manoeuvring itself by regularly reinvigorating its creativity and innovativeness. In the former sections, we have accentuated that there are at least three particular dimensions that lead the growth of PAYSOFT.

When it comes to the issue of customer relationship, PAYSOFT has made big strides in an effort to increase the loyalty of its clients *via* convenient customer support services.

As regards the knowledge management and training activities, whose linkage to the outsourcing activity is also observable, PAYSOFT has been increasingly devoting attention to the creation of common knowledge base. Even though PAYSOFT is to enhance not only the internal knowledge base, but also to bridge the knowledge gap on payroll, labour and HR administration in case of company's administrators, there are still numerous SMEs incapable of having financial resource as well as skilled administrators. These companies are not able to send their administrators to training courses (not to mention that 3-days long trainings are not enough in this case). This *per se* calls our attention to the fact that PAYSOFT seems to have reached the border of its dynamic annual growth-rate, as it was indicated earlier.

As the recent financial and economic crisis – erupted in the third quarter of 2007 – spilled over to European countries, firms have tended to introduce measures promising significant cost-savings. One should take into account that the Chinese language considers the term 'crisis' as a phenomenon meaning danger and opportunity at the

same time. Accordingly, providers and clients have opportunity especially if they are thinking in an innovative way.

Under an intensified pressure given by the crisis, firms are more likely to consider the outsourcing of their activities, for example to PAYSOFIT. It is hardly by chance that PAYSOFIT would not have needed to resort to large layoffs; instead, its management have carried out quality replacement with infinitesimally low volume of layoffs. Presumably, the reason is that fulfilling the requirements of clients using the outsource service entails more intensive workload on the side of PAYSOFIT which has to cope with the ageing professional meaning that the availability of highly qualified younger workers (especially in the field of payroll management) is rather limited. This sheds light on the fact that PAYSOFIT's development is heavily relied on its highly specialised employees.

Lessons learned/Recommendations:

Besides the aforementioned factors, it has to be stressed that the successful introduction of the organisational innovation required a change within the company culture. The gist of this change was the increasing importance and value of company-level cooperation. The informal human relations and knowledge sharing have been long traditions in the firm that supported the implementation process. Software developers regularly held informal meetings where professional issues are discussed. The developers should possess a heterogeneous competence-mix that contains both IT-related skills and a relatively deep knowledge of the HR administration processes (including payroll administration). As a result developers are traditionally open for external knowledge sources and are forced to cooperate with other business units. On the other hand this very specific knowledge created a closed internal labour market where the human relations of the different actors are very stable and predictable. In case of the payroll specialists the instability of the external (legal) context caused a strong pressure towards cooperation and collective learning that is an important prerequisite of the internal knowledge flow.

References

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Annex I: An example list of interviewed actors and their professional background

N°	Sex	Function/ Department	Organisation	Date of interview (2013)
1	Male	CEO	PaySoft Ltd	05. 2013
2	Female	HR Director	PaySoft Ltd. / HR Department	05. 2013
3	Male	Head of Unit	Project Office	05. 2013
4	Male	Head of Department	IT Department	05. 2013
5	Female	Head of Department	Customer Service Department	05. 2013
6	Male	Head of Unit	Education Business Unit	05. 2013
7	Female	Head of Unit	Outsourcing Business Unit	05. 2013



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