



Software

INTERNAL DOCUMENTATION YEAR 2020

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INTERNAL DOCUMENTATION

DESCRIPTION

We are a large software company based in **Milan** and **Rome**, with 150 employees from engineer to management experts.

Since our birth, we worked with **major firms** in different sectors in order to provide the **best IT solutions** for innovation and management. **Quality** is an obsession for us.

Thanks to the **know-how**, accumulated with the countless projects brought to completion, we can deliver **flexible**, **scalable** and **ad-hoc** software solution with **efficiency** and **effectiveness**. One of our excellences concerns **combining multiple data sources** and our systems are designed to be fully **compatible** and **integrable** with the client pre-existing IT infrastructure. We can also boast a long-term collaboration with **Microsoft** and their business management and cloud systems, on which many of our solutions are based.

Data security and **privacy** are among our main concern: a team of specialists contributes to each of our projects to ensure top **cybersecurity** standards, furthermore, our collaboration with large law firms guarantees compliance with the increasingly important **GDPR** regulations.

Our new **research site** in **Rome** allows us to use **state-of-the-art** technologies for **data Management** and **analysis**, as well as the use of innovative **machine learning** and **artificial intelligence** solutions for **industry 4.0**.

MARKETING

ANALYSIS AND STRATEGY

Our company has been operating for several years in the italian market, where it has achieved a **solid reputation** thanks to its long history of success, especially among **medium** and **large companies**.

Thanks to the company size (more than **150 employees**) we are able to manage up to **20 large size projects per year**. Our market strategy is focused on **profit** and **diversification** and one of our most important policies is to keep the **profit margin above 15%**.

The company is **specialized** in **combining multiple data sources** to optimize business performance and can provide very effective and efficient **ad-hoc** solutions, exploiting the know-how of the past projects. This allows to guarantee a very **high quality**, that is one of the major elements that distinguishes our brand.

Our offer does not stop at proprietary solutions, they can be **integrated** with all the main business management platforms, allowing us to expand our offer with different packages according to legacy or budget problems of our customers. In particular, we boast a long-term **collaboration** with **Microsoft** which allows us to have advantages over competitors in the use and integration of their platforms.

The positive and **stable economic situation** of the company, guaranteed by an until now growing market, has allowed us to **expand** our core business in the **data science sector** and should not be underestimated in a period of profound crisis such as the current one, in which all the problems that emerged from the virus outbreak could seriously put smaller companies in trouble.

Our data science branch permits us to guarantee to the customers **state-of-the-art solutions** for **data analysis, machine learning** and **artificial intelligence**.

Two of our major competitors are **ItallIT** and **Denoit**:

- **ItallIT** is a large software company specialized in supporting client's internal delivery processes, recently their strategy has proven to be the development of a long-term relationships with their customers. Most likely their price policy will be aggressive in order to win a first contract on which to build a lasting relationship.
- **Denoit** is a new small sized player aggressively pursuing the market, they have a good reputation and are growing rapidly. They are specialized in customer relation management. As they are a small company in a growing market, they'll probably adopt an aggressive price policy too, in order to gain market share. Given their aggressive policy, the recent crisis may have mined their financial stability.

Given these characteristics, a possible strategy could be to work on the **brand** and the **quality perceived** by customers in order to make perceive the **aggressive prices of competitors** as caused by a **worse quality**. However, Denoit's good reputation should be taken into account. In this regard, our financial strength could be yielded as a guarantee that a new player like it cannot give, especially in a period of crisis.

S.W.O.T.



SUPPLY CHAIN AND OPERATIONS

TOP SUPPLIERS

Our pluriannual experience has led us to establish close partnerships with some companies, including Microsoft and Dell. We rely on Microsoft especially for the Azure Platform, and on Dell for hardware material used in our offices.

These partnerships permit us to obtain some convenient prices for the products/services offered by the abovementioned companies.

The main reasons that drove us to choose these firms as suppliers are their top-quality level and their reliability. Combining these values with our experience and know-how we are capable to offer excellent, innovating and highly personalized solutions to our customers.

Given that the products we need are mainly software solutions, we proceed to arrange an order for services/licenses when our customer specifies us his/her requirements, and the project is fixed.

KPI

In the following there is a list of the most important Key Performance Indicators, both qualitative and quantitative, divided into 4 categories (financial, customer, process, workplace).

Financial Metrics

- Average Contract Value (quantitative): 400000€
 - Our customers are medium and large companies.

Customer Metrics

- Customer Satisfaction (qualitative): HIGH
 - We obtained a high number of positive feedbacks from our customers.

Process Metrics

- Mean Project Duration (quantitative): 5 months
 - Our projects are very often of medium or large dimension.

Workplace Metrics

- Employee Satisfaction (qualitative): HIGH
 - Happiness of our employees is very important for the purpose of increasing productivity.

QUALITY ASSURANCE POLICY

Our company can rely on an internal team that periodically check processes and identifies where quality improvements can be applied. The team is composed by employees who have a pluriannual experience in our company, and because of that know exactly all development phases. We use both external and internal parameters with the aim of evaluating the quality of our

software. Internal parameters are related to the quality as it is perceived by developers. Some examples are reusability, portability, modularity, and so on. External parameters are related to the quality as it is perceived by the final user. Some examples are reliability, usability, efficiency and so on.

WORKFORCE DIVISION AND OFFICES

Our company counts 150 employees, divided as follows:

FIGURE	EMPLOYEES	MAIN QUALIFICATIONS	AVERAGE SALARY per YEAR per CAPITA (€)	AVERAGE SALARY per HOUR per CAPITA (€)
Developer Senior	51	Master's Degree in Computer Engineering	40K	16.5
Data Science Expert	25	Master's Degree in Artificial Intelligence and Data Engineering Master's Degree in Data Science	35K	15
Developer Junior	36	Bachelor's Degree in Computer Engineering Bachelor's Degree in Computer Science	24K	10
Designer	10	Bachelor's Degree in Computer Engineering Bachelor's Degree in Computer Science	24K	10
Project Manager	9	Master's Degree in Management	40K	16.5
System Engineer	8	Master's Degree in Computer Engineering Master's Degree in Computer Science	30K	12.5
Technical	11	IT Expert	20K	8

Hourly cost is calculated on the assumption of 300 labour days of 8 hours each.

A brief description of each role can be found in the following lines:

- A **Senior Developer** has at least 10 years of experience in the programming field. His/her role is very important in the conceptual phase of the various projects. He/she also stands as a guide for Junior Developers.
- A **Data Science Expert** has a solid background in Artificial Intelligence and Data Engineering. We are approaching these subjects so we are constantly looking for that type of profile.
- A **Developer Junior** has obviously less experience than a Senior Developer. Tasks assigned to him/her are very specific and not so huge.
- The main role of a **Designer** is to develop user interface (both Web and Mobile) of our applications. He/she has a similar training to a Junior Developer, but their tasks within the company are very different.
- A **Project Manager** has a Management background that permit him/her to profitably plan projects and organize resources for each project.
- A **System Engineer** has a great knowledge of both software and hardware architectures.

- A **Technical** offers support to our customers whenever they needed it.

The role of each figure within the developing process is described in the following paragraphs.

Our main office is based in Milan. The company has another office located in Rome, focused more on Data Science and Artificial Intelligence. Our employees are distributed between Milan and Rome accordingly to the following table.

ROLE	EMPLOYEES in MILAN	EMPLOYEES in ROME
Developer Senior	34	17
Data Science Expert	8	17
Developer Junior	24	12
Designer	7	3
Project Manager	6	3
System Engineer	5	3
Technical	7	4
Total	91	59

PRODUCTS AND EXPERIENCE

Our company is specialized in developing software solutions, and in recent years we are getting closer to Data Science and Artificial Intelligence.

Our employees consequently need to have a deep knowledge of the most used programming languages, in particular:

- HTML, CSS, JavaScript, PHP, C# for Web Programming
- Java for Mobile Applications, NoSql Database Management and Cloud Applications
- Python for Data Science Applications and Cloud Applications

Notions in the field of Cybersecurity are also generally required.

As previously said, our main products are Mobile Applications, Desktop Applications, Cloud Applications, Database Management Applications and Data Science and Analysis Applications.

POLICY

We maintain some software modules that offer basic functionalities with the aim to reduce costs and speed up the duration of the project. We use them whenever the project requirements permit us. It is however important to specify that the great majority of the creation process is spent trying to fulfill new and always different requirements.

Our company is used to include a three-months-long technical support as part of our offers. This service is guaranteed by our technical staff.

SOFTWARE CREATION PROCESS

Our firm is configured as an Engineer-to-Order company. We design our products from the start to meet unusual customer needs or requirements.

When a customer communicates us to make a proposal, it is up to our most experienced employee to come up with the best solution accordingly to customer requirements. Once our proposal is accepted, a new project can start and it is carried out through these steps:

- I. **Conceptual Phase.** In this phase, our engineers find the best way to translate into reality the idea proposed to the customer.
- II. **Planning Phase.** Main tasks performed in this phase are the definition of the objectives and the allocation of workforce.
- III. **Development Phase.** Our teams develop the application accordingly to the concepts defined in the previous phases.
- IV. **Testing Phase.** The application is tested internally. In case errors occur, another iteration is performed from step I.
- V. **Customer Approval.** The application is subjected to customer approval. If customer rejects the application, another iteration is performed from step I.
- VI. **Final Release.** If the application satisfies the requirements, it can be released to the customer.

Junior Developers and Designers work mainly on the Development phase. Senior Developers are involved in multiple tasks, from Conceptual Phase to Testing. Project Managers are responsible for project planning, workforce allocation and team coordination. Data Science Experts take part in special projects that require their skills.

The main factors that influence the duration of the project are the deadline given by the customer and the wideness of the project itself. The fact that our company can rely on a high number of employees permit us to allocate a variable number of employees to each project accordingly to the abovementioned factors.

FINANCE

INDICATORS

The financial scenario for SoftWhere is good: all the financial indicators are positive. Thanks to our liquidity, we avoid the risk of insolvency maintaining a comfortable value for the Quick Ratio.

INDICATOR	THOUSANDS €
Fixed Assets	2500
Current Assets	2050
Cash	1580
Current Liabilities	1156
Long Term Loans	1844
Sales Figure	8530
EBIT	1344

INDEX	%
ROA	29,5
ROI	39,5
ROE	66,3
Sales Margin	15,7

RATIOS	VALUE
Current Ratio	1,77
Quick Ratio	0,73
Equity Ratio	0,34
DER	1,18

SALES MARGIN ANALYSIS

	%
Materials/Sales	6
Labour/Sales	56
Factory Overheads/Sales	20,5
Administration/Sales	10
Research & Development/Sales	7,5

As a business strategy, in recent years we are investing more into the Research & Development sector, in particular for the Data Science field. Our goal is to increase our offer providing to the customer state-of-the-art solutions based on artificial intelligence and machine learning. This new field perfectly complements SoftWhere great experience and expertise into collecting and merging data from different sources, allowing us to offer a more complete product to our customers.