

Cost Management from the Application of the Target Cost in the Educational Resources of a University

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Abstract – The implementation of strategic tools in the process of management of educational institutions has undergone significant changes in recent years, since the expansion of new entities and greater number of vacancies has reduced the number of students. The restructuring of cost systems is considered very important because the educational entity that wants to thrive in the market needs to offer a quality service without compromising its cost management. This paper describes and analyzes the use of the target cost in the management of an entity providing educational services located in the state of Santa Catarina, to verify if the adoption of the target cost can be adapted to the cost management of the entity in a specific course. Through this study the educational services provider will analyze the results found and can measure the impacts on university management. The data collection was done through documentary research of the entity itself. The descriptive analysis was used, since its purpose is to describe, interpret and analyze the importance in the composition of the target cost as a management tool. The research highlights the significant importance related to expenses with personal department, social charges, campus costs such as library, laboratories and costs with the institution's rectory and the comparison of administrative expenses by comparing the target cost and the cost verified in the operational expenses. The study made it possible to identify factors that the institution can implement in order to obtain savings and generate greater profit without affecting teaching and achieving efficient and prosperous management.

Keywords – Cost Target, Institution, Teaching, Management, Efficient.

I. INTRODUCTION

It has long been known that education is the main means for the development of a country and for the rise of a society. As each day grows the number of entities that provide educational services that has been presenting needs for adjustments in procedures related to cost management for the maintenance of educational services. Rising student demand and the growth of new for-profit and non-profit educational entities are requiring entity managers to adopt new measures and strategies for the prosperity of their activities.

Companies operating in this market for services generally have a high incidence of indirect costs and end up not paying attention to these costs when negotiating the value of the contracted service, thus compromising their growth. In his book Theory of Growth [1], describes a company as a set of administratively organized resources that grows and seeks to survive around the competition, distinguishing the internal growth of the company, generated by improved business knowledge, Management and resource utilization and the external growth generated by the acquisition of

external resources. According to this author, a firm represents more than one administrative unit; It is also a set of productive resources whose disposition between different uses and over time is determined by administrative decisions, emphasizing that the managerial capacity is the main determinant of the direction and the differential growth rate of the firm, whether on its own Market or through diversification. The importance of external conditions in this process (competition and demand) is not neglected, but the relative growth or growth differential, which would be the result of this endogenously constructed endowment of resources, is highlighted.

The option for a new management forces the entity to look for alternatives to attract new students. The economic issue related to the amount charged is often considered as decisive factor for the student and for the prosperity of universities. In this sense, price adjustment and cost evaluation becomes a strategic issue for these institutions. Price is directly related to the purchasing power of consumers, and one of the factors that influence the survival of companies in the market is cost.[2]

However, prices of products and services are usually established by the market, significantly influencing the performance of the entities. Entities, when determining the price to be charged for the service provided or the product sold, require the adequacy of costs in the project, from a cost planning to a results planning.

Thus, the objective of the study is to analyze the use of target cost in cost management in an entity providing educational services in the state of Santa Catarina. The adoption of the cost-goal makes it possible to adjust the cost management that the university possesses with a given course, allowing the institution's administration to describe the use of the target cost in the management of an educational services provider, to analyze the results found using the target cost And measure the impacts on cost management in the analyzed educational entity.

For the institution of education is very important the analysis in the cost management to make decisions and define the directions of the educational institution. The goal cost is a strategic cost management process to reduce total costs in the planning and design stages of the product. The definition of the target cost concentrates the integrated efforts of all departments of the company, allowing the reduction of the costs applied in the educational management of the entities and incentive to innovation [3]. The article is divided into three parts, in addition to the introduction and final considerations. The first part is related to literature review on the subject. The second part deals with the methodology applied to the study. And the third and last presents the analysis of the results of the applied study.

II. THEORETICAL REFERENCE

2.1 *Costs in University Institutions*

Costs in educational institutions are an important segment, mainly because of their role in society. Therefore, they need an efficient control so that they can offer their services with quality. In addition, the advent of technology has not affected the education sector in terms of the reduction of raw material and labor costs, as opposed to other sectors of the economy, such as the industry where the search for reducing costs is more difficult.

Unlike several segments that uses machines and robots to produce their products, in education the labor expenditure is continuous and increasing, because with the advent of technology and resources help the learning process, the figure of the teacher still continues Being indispensable. The educational costs are related to the resources used to offer the education service, being expressed in monetary values. The correct allocation of costs ensures that the institution provides a fair price for its clients, as well as allowing greater control of all expenses to obtain a quality education. Costs in higher education institutions can be grouped into large areas: tuition costs, administrative costs, maintenance costs.

2.2 *Teaching Costs*

The composition of teaching costs in the provision of educational services involves various resources needed to perform the service, such as teachers' labor, the use of classroom materials and, finally, scholarship costs. This study seeks to analyze the cost per student for the best management of the entity in the search for efficient and competitive management with the reduction of costs. One way to reduce tuition costs is to ensure maximum capacity utilization of the institution and not to reduce payroll numbers. [5]

Through the mentioned concepts and evidenced that a university has capacity to attend a certain number of students, the closer this is to the number of enrollments, the lower the costs per student. He published his study on the cost of public education in the state of São Paulo, analyzing the cost / student in the state network, using three categories of cost components: (1) Capital Expenditures; (2) Current Expenses and (3) Social Expenses. [6]

2.3 *Administrative Costs*

Administrative costs such as maintenance costs are considered indirect costs in a university. Because in an educational entity are activities that relate to the administration of the entity that maintains the teaching. Administrative costs include the rector's office, course coordination, student support department and the secretariat of the organization that work to make students, teachers and society in general happy with the organization and contribute to the better management of the search for Better results for the university. Some authors conceptualize administrative costs.

The proportion of students, teachers and administrative staff should be managed. This is because, in order to increase the financial efficiency of the university institution, it is advisable not to have too many administrative staff. Thus, according to the author, the more students enrolled,

the more teachers and administrative staff are hired. A smaller number of enrollments leads to a reduction of staff. Thus, the university institution can guarantee a good remuneration to the administrative body, avoiding the loss of qualified personnel and damages in the quality of the offered services.

What prevents the reduction of the administrative expenses, in many institutions, is the separation of the same with the academic area. [4]

In some cases, the administrative area ends up gaining its own strength, sometimes even greater than the academic area, which is the core business. This is a serious strategic mistake, albeit unfortunately very common. The main consequence of this is that academic teams are not able to establish models of gradual pedagogical projects and easy operational automation via systems, which would undoubtedly greatly reduce administrative costs.

2.4 *Maintenance Costs*

The costs of maintaining an educational entity are indirect costs, since they are not directly linked to the classroom, but have great relevance in the management of a university's costs. We can mention as cost of maintenance in a university the costs with equipment, library, laboratories and also fixed expenses like water, electricity, telephone among others that have to be controlled for the good economic development of the educational institution. Some authors conceptualize the cost of maintenance.

The quality of the maintenance function can prevent the deterioration of the operational functions of the equipment, especially those that lead to hidden faults that result in the inability of the process. [8] Only proper maintenance can ensure that the process will not lose its capacity due to deviations caused by equipment problems.”

The fixed costs are the great villain of the financial efficiency of the institutions. There is always a great tendency for these costs to increase and, to rectify, many institutions end up choosing to cut in the academic part, which can be a serious mistake, after all, one should not cut back on the end-activity, the focus of the economy must Being in the middle activity. [4] The big challenge for getting fixed costs lies in the deep design of agile and automated processes.

It highlights the great difference in the expenses of maintenance of buildings that only contemplate classrooms, and those that maintain laboratories of teaching and research. [9] The maintenance costs (only water, electricity, telephone and gas) of a building with only classrooms are, on average, five times smaller than a building with laboratories used for teaching and research. This difference can be attributed to the greater consumption of resources in the use of laboratory equipment. [7]

2.5 *Cost Management*

The Strategic Management of Costs is considered a new concept that is based much more on the premises of the educational market, implying in analysis of the structure and seeks to meet the needs of adaptation of the educational entities the search for continuous improvement and competitiveness through an effective and prosperous management.

Strategic cost management requires a deeper analysis of costs that go beyond the boundaries of the company. The strategic cost management seeks to know the entire value chain from the acquisition of the raw material to the final consumer, requiring analyzes that go beyond the limits of the company to know the entire value chain: from the origin of material, human, financial resources Technology that it uses, up to the final consumer. [10]

It is not only important to know the costs of your company, but also the transactional costs of suppliers and customers that are still intermediary, in order to search throughout the entire value chain (up to the end consumer), where they are The chances of reducing costs and increasing competitiveness.

The evaluation and cost analysis carried out within the strategic cost management approach consider a greater number of elements as cost behavior influencers.[11].

2.7 Cost Goal

The questioning of whether the cost of a certain product or service determines. Its price or if it is the price of the product or service that determines its costs, it allows two approaches.

In the traditional view, cost determines the price, however in highly competitive environments that have emerged and are becoming generalized in recent years are showing numerous examples of failures of companies for their inability to match their costs with trends and price swings, once. That for strategic cost management, companies must start from the market price to scale their costs, which is possible through target costing or target cost. [11]

The target costing is the process by which the desired cost of a product is obtained, by the difference between the sales price that the company considers consistent with market strategy (target price), considering the value generated for the customers and the prices of Products offered by competitors.

The target costing is a process of planning profits, prices and costs that part of the sale price to reach the cost, which is why it is said that the cost is defined from outside to inside, considering that in environments which companies simply do not Can change their prices by modifying their cost structure, the reverse path has become a strong tool contributing to a better strategic positioning and performance, considering market limitations, where the target cost is interpreted as the maximum cost that a product or Service may have to start from the price that the market can offer, and still obtain the desired profitability.[10]

The target price is basically understood as the monetary expression of the perceived value (relation of the product / service function by the cost / benefit to the customer) by the clients, which is managed by the companies. [12].

III. METHODOLOGY

This research was carried out in an Institution of Higher Education, in the state of Santa Catarina, in order to analyze the use of the target cost in the management of this Institution.

This research as to its nature is of applied. For it analyzes a concrete case in its temporal and local particularities,

starting from the expressions of the people and their activities in their local contexts, being their temporality, being able to be characterized as transversal nature, since the information considered a period of time, limited to the Scope of the research, being that as far as its degree of application reveals itself as applied research. [13]

As regards its objectives, the research has a descriptive character, since it aims to describe, interpret and analyze the importance in the composition of the target cost as a tool in the management of costs of an educational services entity. Of the following The purpose of the study is a descriptive and causal research, since descriptive studies are normally structured with clearly stated hypotheses or investigative questions", and causal studies explain relationships between variables and allows us to know "why ... one variable produces changes in another.[14]

The degree of comprehensiveness was delimited as an observation field, an entity providing educational services, located in the state of Santa Catarina. As its periodicity was horizontal cut and cross-sectional study, its data analysis was configured as qualitative, to choose of an appropriate cost method in the management process of the educational entity analyzed.

3.2 Data Collection, Treatment and Analysis

The selection of the activity was predominantly due to the convenience of the information availability and the educational entity to analyze its costs, through the results found with the use of the target cost and to measure the impacts on the cost management in the analyzed educational entity.

IV. PRESENTATION OF RESULTS

First, salaries and expenses were collected, showing the expenses with salaries and labor rights that the entity pays to its employees and social charges as per table 1.

Table I - Calculation of wages and charges

EXPENDITURE ON PERSONNEL EMPLOYED
SALARIES AND ORDINATES
Wages, Ordained - Remuneration
Vacation
13th salary
Early warning
Indemnification
SOCIAL CHARGES
INSS
FGTS-Guarantee Fund for Time of Service
PIS on Payroll
Provision Charges for Vacation Provision / 13th Salary

Source: Authors / 2017

The amounts for the calculation of social security and labor payroll costs were also raised and evidenced, which shows that there is a large collection of charges by the educational institution.

Table II - Determination of payroll charges

Group A (Monthly Collection)	14,00%	0,140
INSS Employer	2,50%	0,025
Education	0,20%	0,002
INCRA	1,50%	0,015
Sesc	0,30%	0,003
SEBRAE	0,50%	0,005
Adjusted RAT	8,00%	0,080
FGTS	1,00%	0,010
PIS	0,00%	-
Group B (Monthly Provisioning)	12,03%	0,120
13o. Salary	11,11%	0,111
Holidays + 1/3 Constitutional	0,00%	-
Holiday Rentals	0,50%	0,005
Early warning	0,42%	0,004
Sickness Aid	0,00%	-
Group C (Monthly Provisioning)	0,00%	0,000
FGTS Termination Deposit	0,00%	-
Group D (Monthly Provisioning)	0,00%	-
Cumulative incidence of Group A s / o group B	0,00%	-
GRAND TOTAL	26,03%	0,260
BUDGET INDEX		1,260

Source: Authors / 2017

The university's campus costs have also been raised such as: library, academic secretariat, laboratories and extension coordination, post and research, and the student support and education sectors.

Table III - Campus Overhead Costing

CAMPUS DIRECTION
COORD. TEACHING
LIBRARY
ACADEMIC SECRETARY
LABORATORY
COORD. EXTENSION
COORD. POST
COORD. SEARCH
ASSIST. MAINTENANCE
STUDENT SUPPORT SERVICE
NUCLEOS
PROJECTS

Source: Authors / 2017

The costs with the institution's rectory are with the rectory's office, the re-rectory of each teaching area such as undergraduate, research, extension and also the general secretary.

Table IV - Recurring costs calculation

Collaborator
Rectory Office
Rector's Office
Pro-Rector of Administration
Pro-ReitoriaPesq.Pós, ExtensãoAss.Comun.
Graduate Management
Search Board
Extension Board
Graduate Management
CPA - Permanent Evaluation Commission
General secretary

Source: Authors / 2017

The costs of the foundation are fundamental to the management of the entity, where we can mention the controlling sector, the legal sector of the institution and also the radios that work in the communication sector of the university that are maintained by the foundation.

Table V - Foundation costs calculation

Collaborator
Advisory Board
Comptroller
Legal
Radio
Radio

Source: Authors / 2017

The expenses with payroll and social charges with employees of the personal department were also collected together with the accounting of the institution and are in accordance with the legislation in force.

Table VI - Calculation of expenses with employees

EXPENDITURE ON PERSONNEL EMPLOYED	52.528.209,29
SALARIES AND ORDINATES	38.694.659,87
Wages, Ordained - Remuneration	31.167.966,05
Vacation	4.404.243,45
13th salary	2.936.368,08
Early warning	152.730,39
Indemnification	33.351,90
SOCIAL CHARGES	13.563.608,22
INSTITUTE OF PREVENTION	7.947.790,40
FGTS-Guarantee Fund for Time of Service	2.803.448,04
PIS on Payroll	319.164,02
Provision Charges for Vacation	2.493.205,77
Provision / 13th Salary	

Source: Authors / 2017

The values of transportation costs and other benefits that the institution pays to its employees such as medical care, dentistry and also the costs of training and courses to university employees.

Table VII - Determination of expenses with other benefits

OTHER BENEFITS	216.618,24
Transportation vouchers	36.076,86
Health, Medical and Dental Care	75
Staff Training	177.992,88
Training and Courses for Employees	2.473,50

Source: Authors / 2017

The costs with third parties were also raised and we can mention that an educational services institution has great costs with third parties both of individuals and legal entities that provide services.

Table VIII - Other personnel costs

OTHER COSTS WITH PERSONNEL	
Outsourced services - non-employees	634.757,52
Services and charges	634.757,52
Third Party Services - Individuals	89.305,92
Third Party Services - Legal Person (Teaching)	543.804,27
INSS on Third Party Services - Individuals	1.647,38

Source: Authors / 2017

The direct costs of the campus have been raised and generate a high monthly cost for the educational institution. Among them we can mention the costs with materials and services that are laboratory costs, costs with stages and costs with projects.

Table IX - Current costs –campus

DIRECT COSTS	1.474.239,05
COSTS WITH MATERIAL AND SERVICES	1.473.809,45
Costs with Direct Material and Labor Costs	1.385.311,34
Cost with Internships	81.517,50
Cost with Agreements	6.980,61
COSTS WITH PROJECTS	429,60
Project Costs	429,60

Source: Authors / 2017

When comparing the general and administrative costs between the cost calculated with the target cost and the presented values, it is evident that the institution through the target cost can significantly reduce its operating costs with transportation, fuel, vehicle expenses, Others, where the university implementing a goal to be spent on expenses will generate greater savings and consequently achieve better financial results.

Table X - Comparison of general and administrative costs between the target cost and the estimated cost

GENERAL AND ADMINISTRATIVE COSTS	REAL COST	POSSIBLE APPLI CATION	META COST
GENERAL AND ADMINISTRATIVE	7.551.940,10		6.500.000,00
Water	161.279,97	NO	
Electricity	1.248.365,27	NO	
Rent Payments	98.913,50	NO	
About us	191.326,98	NO	
Cup and Kitchen,	70.216,91	YES	
Fuels and lubricants	117.909,63	YES	
Hygiene and Cleaning	143.586,05	YES	93.330,54
Property Maintenance	524.007,42	NO	
Vehicle Expenses	63.042,68	YES	
Postal Expenses	23.362,61	YES	15.185,70
Travel Expenses	44.264,70	YES	28.772,06
accommodation	224.667,32	YES	
Flights / Buses	25.844,28	YES	
Travel Expenses -	334.609,65	YES	202.496,28
Equipment Rental	8.808,20	NO	
Office supplies	103.183,29	YES	
Non-Fixed Assets	17.044,04	NO	17.044,04
Photocopies and	265.515,53	YES	
Expenses with	5.985,11	NO	
Extension Event	51.890,90	NO	

GENERAL AND ADMINISTRATIVE COSTS	REAL COST	POSSIBLE APPLI CATION	META COST
GENERAL AND ADMINISTRATIVE	7.551.940,10		6.500.000,00
Advertising	252.177,17	NO	
Telephone, Fax and	182.635,46	YES	
Transport of	59.161,37	YES	38.454,86
Third Party Services -	677.712,06	YES	
Software Acquisition	1.336,40	NO	
Systems	512.522,43	YES	
Internet Expenses	98.214,77	NO	
Other Expenses with	48.105,77	NO	
Contracted Insurance	118.976,96	NO	
Internal Services -	470.379,75	NO	
Related searches	636.136,67	NO	
Other administrative	46.719,95	NO	
Fines	8.225,73	NO	
Freights	29.168,03	NO	
Snacks and meals	1 107.243,64	NO	107.243,64
Surveillance		NO	
Expenses	579.400,01		579.400,01

Source: Authors / 2017

By comparing the performance of the institution with the two methods, it is clear that the entity through the target cost that clearly demonstrates its managerial vocation when applied in educational institutions can reduce its personnel costs in the foundation, the rectory and the center of Services and better their profit margin in the educational services provided.

Table XI - Statement of income for the year

COURSE	REAL COST	META COST
Recipe		
Annual Revenue Deductions		
Cost Classroom + Coord. + Laborat.	1.701.291,15	1.701.291,15
	103.478,77	103.478,77
	536.291,81	536.291,81
1a. Operating margin	1.061.520,57	1.061.520,57
Indirect Annual Campus Cost	222.745,75	222.745,75
2a. Operating margin	838.774,82	38.774,82
Maintaining Personal Cost (Foundation)	36.766,76	
Retained Personal Cost (Rectory)	86.529,15	26.565,76
Maintenance Cost (Central Services)	73.825,66	
3a. Margem Operacional	641.653,24	74.539,22

Source: Authors / 2017

V. CONCLUSIONS

The companies providing educational services are companies that use their services to offer new opportunities for people who are committed to improving their lives. Through education as a service delivery tool, a university is unable to stock its services and presents a structure and characteristics of services that are distancing themselves from commerce and industry, since the educational market is increasingly competitive and needs to adjust its costs to

That the business stay prosperous and profitable and thus need to use new cost management tools.

Every entity that provides educational services has a great impact on the costs of teaching, maintenance costs and administrative costs that end up affecting the management of the institution, as competition is increasingly intense between educational entities and for this the universities need to offer a Quality teaching at an affordable price to students. Having verified all these characteristics of the company you must adopt an innovative method that brings the economy and achieves better results without masking the true costs of an educational entity.

When it is necessary to make a decision on reducing costs, it is extremely important to know if the cut to be carried out will lead to a drop in the quality of the teaching services provided or in the attendance, because at no time can the process of reducing costs at a university cause loss In the quality of education, under penalty of calling into question the very existence of an activity or even the image of the company, interfering in the branch in which it operates.

Cost management means not only knowing how to reduce costs, but knowing how to manage them, making decisions to maintain an adequate structure to do the same activities, spending less with the same resources, contributing to growth Of the business, making the company more competitive.

The validity of the target cost application in providing educational service can in a proven way reduce operating costs and improve the company's profitability.

The concept of target cost allows educational entities to visualize the sectors in which certain expenditures are expendable or indispensable, giving the managers the notion of how to act and how much their actions are being used for the company in relation to the determinants of costs, which are considered As one of the central points of cost management, hat cost determinants represent the root cause of cost occurrence.[15]

For entities that adopt the concept of the target cost or select a more accurate apportionment base for the management of their business, it must contribute to the achievement of profit and competitive advantage in their strategies and combined market efficiency goals In their services.

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