



# CONSULTANT CERTIFICATION PROGRAM 2019

## CDT Certification Manual

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Center for Digital Transformation (CDT)

Belgrade

<https://cdt.org.rs>

## MANUAL

### CONSULTANT CERTIFICATION PROGRAM 2019

This Manual is part of the Open Call for Applications for the Center for Digital Transformation for the *Consultant Certification Program 2019*

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# 1 Center for Digital Transformation d.o.o.

## 1.1 Background

Serbia traditionally has a strong industrial (mechanical engineering, automotive, metal processing, manufacturing, textile etc.) and agricultural base with strong integration in international value chains. In the last 12+ years the dynamically growing ICT industry (especially the IT-sector) provides an increasingly important element to the development of the Serbian economy as such. As an offspring of the IT-sector development new tech/IT start-ups are adding to this dynamic and vibrant development.

Global trends such as digital transformation of business models and value chains including manufacturing specific elements like Industry 4.0 increasingly have their impact on all industries and sectors in Serbia. The degree of digital transformation of business processes within industries, between players of (horizontal) value chains and within single companies (vertical value chains) will increase enormously in the coming few years.

Companies cannot *avoid* digital transformation any longer. Most companies have realized that by now. Those who want to remain competitive also in the future must actively face digital transformation challenges.

The primary needs of SMEs in this process are the provision of a supportive business climate and legal framework in combination with the provision of practical knowledge and advice how to initiate and successfully implement digital solutions in companies of all sizes (MSMEs) and governance structures of all kind. The initiation and integration of Serbian research resources and results are complementary to creating a supportive business environment for Serbian companies.

## 1.2 Center for Digital Transformation

The Chamber of Commerce and Industry Serbia (PKS) together with other private and public sector bodies and organizations recognizes these global trends, their impacts on the local economic development and the specific role of the IT sector as a cross-cutting key technology and act accordingly.

In response to the challenges and opportunities digital transformation provides for Serbian companies, PKS in 2018 established the Center for Digital Transformation d.o.o. (herein referred to as “CDT”).

The CDT enables PKS to respond in an efficient and transparent way to all the challenges of digital transformation through the provision of

- Knowledge, Qualification & Technical Information
- Consulting & Implementation Support
- EU & National Funding Support

and the creation of an ecosystem of partners and service providers.



The Center for Digital Transformation is supported by the GIZ - the German Organization for International Cooperation, as well as the Austrian Chambers of Commerce - WKÖ.

## 2 SME Digital Transformation Support Program 2019

The *SME Digital Transformation Support Program 2019* (herein referred to as *Program 2019*) was designed on the basis of the implementation experience of the *CDT Pilot Project 2018*, which was implemented by the Center for Digital Transformation with the support of the GIZ and PKS during 2018. In the framework of the *CDT Pilot Project 2018*, the CDT conducted a representative company survey on the status of digital transformation of Serbian SMEs, trained and certified 22 Certified Consultants (CCs) and 40 Serbian companies went through a program of consulting and development of strategic documents outlining their individual digital transformation process.

The goal of the *SME Digital Transformation Support Program 2019*, which is jointly supported by PKS, GIZ and Razvojna agencija Srbije (RAS) and implemented by the CDT, is to further establish and validate the necessary framework to support Serbian SMEs in their digital transformation process. This process requires a strategic approach both in the analysis of the current situation and in the planning of future activities. One of the key preconditions for success and the full effect of digital transformation is the introduction of new business models and business principles based on available digital tools.

The *SME Digital Transformation Support Program 2019* encompasses **three key elements**:

1. Training and Certification of Certified Consultants
2. Strategy Consulting for Companies by the Certified Consultants
3. Implementation Support for Companies

### 2.1 Training and Certification of Certified Consultants

The Training and certification of consultants as the **first element** will be organized by the CDT with the financial support of PKS, which provides co-financing of training and certification of selected candidates in the amount of 60% of the costs. The total training and certification costs are EUR 1.500 EUR of which the candidates will cover EUR 450 for training and EUR 150 for the certification. The Public Call for Applications for new Certified Consultants opens on March 4th and lasts until March 20<sup>th</sup> 2019. All consultants who pass through training and certification will be enrolled in the CDT Certified Consultants Database and thus have the exclusive opportunity to be engaged and paid for consulting services delivered to companies participating in the *Program 2019*.

### 2.2 Strategy Consulting (Expert Analysis and Strategy) for Companies

As the starting point for the **second element**, the Center for Digital Transformation will announce a Public Call for Applications to interested SMEs for the *SME Digital Transformation Support Program 2019* by filling in an online questionnaire (Online Self-Assessment) available on the CDT website. Using the basic information obtained in this way, as well as expressed company preference, the CDT assigns a Certified Consultant who through joint work with the company develops an individual Expert Analysis based on a standard CDT methodology. This document is the basis for the development of the Digitalization Strategy for one of the selected areas of business identified in the Expert Analysis.

The *Program 2019* provides 100% financing for the development of the Expert Analysis and co-financing in the amount of 50% of the cost of developing the Strategy. This part of the *Program 2019* is (financially) supported by GIZ and RAS and is implemented by the Center for Digital Transformation.

## 2.3 Implementation Support of the Solutions as Proposed in the Strategy

The prerequisite for joining the **third element** of the *Program 2019* is to have a Digitalization Strategy, developed by a Certified Consultant, which contains a recommendation for the implementation of one of the solutions proposed in the Strategy.

This element of the Program is implemented by the Razvojna agencija Srbije (RAS), which announces the Public Call for Applications to companies and enables the co-financing of the implementation of these solutions in the amount of 50% (or maximum up to 5,000 EUR). Implementation support comprises all elements of the proposed solution e.g. procurement of soft- and hardware, technical solutions, technical, consulting and implementation services etc.

Therefore, the consulting and implementation support process within the *SME Digital Transformation Support Program 2019* is based on four consecutive sub-processes which participating companies have to undergo:



## 2.4 Expected Results

It is expected that through the *SME Digital Transformation Support Program 2019*, by the mid of 2020, the CDT will train and certify up to 25 Certified Consultants, who will, together with the CCs trained and certified during the *CDT Pilot Project 2018*, perform 175 Expert Analyses and 120 Digitalization Strategies resulting in 110 companies receiving implementation support.

## 2.5 Role of the Certified Consultants

Qualified consulting services are essential during the development, selection and implementation of tools and processes for a company's individual journey through digital transformation while adding new value at the same time. Hence, there is an ever-growing demand for IT service providers and management consultants specialized in digital transformation. As an IT service provider and management consultant, consultants are *THE* sparring partner of their clients in the digital revolution as outlined above in the consulting and implementation support process and its four sub-processes.



These clients need specific and state-of-the art qualifications for their decisions. With the certificates outlined in Chapter 3 & 4 and with their previous professional experience in the field of digital transformation, the *Certified Consultants* have a presentable quality seal that creates trust among their clients that they are capable of advising and monitoring companies and organizations professionally in their digital transformation processes in a way that will lead them to success.

During the training and certification process, all successfully certified consultants will acquire the necessary knowledge and tools for the implementation of their consulting assignments within the framework of the *SME Digital Transformation Support Program 2019*.

**You as an applicant are invited to join the CDT network of Certified Consultants and the opportunity it provides to support and drive the digital transformation process of companies and organizations in Serbia.**

## 3 Overview Certification Process

### 3.1 Validity and Meaning of the Consultant Certification Program 2019

The certificates awarded during the *Center for Digital Transformation SME Digital Transformation Support Program 2019* are personal certifications, developed in accordance with ISO 17024, which are compliant with internationally applicable standards and enjoy recognition worldwide. The certificates are awarded by an institute authorized to issue these certificates to IT service providers and management consultants with the relevant experience, knowledge and skills in the field of digital transformation.

The CDT certifications are granted with the support of *WIFI Zertifizierungsstelle*<sup>1</sup> (herein referred to as *WIFI*), the independent assessment and certification competence center of the Wirtschaftskammer Österreich (WKÖ). *WIFI*, accredited in accordance with ISO/IEC 17024<sup>2</sup>, stands for an objective process flow, examination and decision-making and points out explicitly that this certification is only awarded to natural persons, not to companies/institutions or products. Companies/institutions can however let their employees, provided that they fulfil the requirements, get the certificate.

The certification is intended for IT service providers and management consultants

- who are active in the field of digital transformation and can provide proof thereof and
- want to document their special knowledge in the field of digital transformation with a strong quality seal.

### 3.2 The Know-how of Certified Consultants

The certified persons

- possess extensive knowledge about digital trends as well as about chances and risks associated with digital transformation,
- are able to recognize digital potentials of their clients,
- can determine the degree of maturity in a company's digital transformation process,
- can develop and monitor digital transformation strategies,
- recognize chances and can monitor the technical implementation and development of products, services and business models,
- possess their "personal tool box" & soft skills,
- are able to put to use innovations and novelties in all areas of the value-added chain for their clients.

### 3.3 Benefits of the Certificate

- Documenting the "state-of-the-art" of your competences in the relevant subject areas
- External representation of quality and a stronger position on the market

<sup>1</sup> <http://zertifizierung.wifi.at/zertifizierungwifiat/start>

<sup>2</sup> "ISO/IEC 17024: Conformity assessment - General requirements for bodies operating certification of persons" is an International Standard which specifies criteria for the operation of a Personnel Certification Body (also known as a certification body for persons). The standard includes requirements for the development and maintenance of the certification scheme for persons upon which the certification is based.

- Generating more consulting assignments for certified consultants with more successful client acquisition as the CDT *SME Digital Transformation Support Program 2019* is planned to turn into a regular support service for Serbian companies in coming years.

### 3.4 Selection, Training and Certification Procedure

The *Consultant Certification Program 2019* is done in a 4-step procedure:

- **Step 1** Examination of the formal eligibility criteria,
- **Step 2:** Interviews with pre-screened applicants and selection of candidates to be trained and certified,
- **Step 3:** Participation in Preparatory Trainings of all selected candidates,
- **Step 4:** Certification Commission Hearing.



Following a positive conclusion of the procedure, the candidate will be granted the respective certificate as well as the right to bear this certificate as a person until its expiry (with the option of recertification).

#### 3.4.1 Step 1: Examination of the formal eligibility criteria

All documents for the certification must be submitted in writing (→ for details see [Chapter 4: Eligibility Criteria](#)) The evidence to be provided includes relevant documentation from the last three years.

Please use the forms (→ see separate templates for [Consultant Application Form](#) and [Certificate of Good Conduct](#)).

**Note: Please send the completed application form in English (references and certificates can be in Serbian) together with all supporting documents exclusively by electronic means**

- to the CDT office via [digitalnikonsultanti@cdt.org.rs](mailto:digitalnikonsultanti@cdt.org.rs)
- until day, March 20<sup>th</sup> 2019, 14.00h (CEST)

You will receive a confirmation of receipt by mail.

Complete application documents are reviewed by an expert panel composed of CDT, GIZ, WKÖ and external experts.

#### 3.4.2 Step 2: Applicant interviews

After the review of complete applications pre-selected applicants might be invited for a personal interview.

#### 3.4.3 Step 3: Participation Preparatory Trainings

Following the successful review by the expert panel, selected candidates will be invited to the Preparatory Training sessions (for details see [Chapter 4.6](#)) by day, March 29<sup>th</sup> 2019.

After the full participation in the Preparatory Trainings, CDT will invite candidates to the Certification Commission Hearing.

#### 3.4.4 Step 4: Certification Commission Hearing

In order to ensure that the certificate is awarded only to highly qualified and experienced candidates, apart from fulfilling the formal eligibility criteria and their full participation in the Preparatory Trainings, the candidates must present their experience in a Certification Commission Hearing.

Certification Commission Hearing procedure:

- The Certification Commission Hearing includes the examination of the working methods of the candidate by a commission.
- The qualification procedure lasts max. 45 minutes per candidate.
- The commission will dedicate itself to one person in a Certification Commission Hearing ("individual examination").
- In the Certification Commission Hearing, the candidate shall present his/her knowledge and working method.

Details about the Certification Commission Hearing are explained in more detail in Chapter 4.8 [Certification Commission Hearing](#) of the eligibility criteria.

The Certification Commission Hearing will be held only if the CDT has positively assessed the submitted documents for the certification. Details concerning the documents that must be previously submitted are explained in the eligibility criteria.

### 3.5 General Certification Conditions

In addition to the specific conditions and provisions as laid down by the *CDT Certification Manual*, the relevant *WIFI* General Certificate Conditions regulations apply (→ see [Annex 6.3](#) and the *WIFI* website <http://zertifizierung.wifi.at/zertifizierungwifiat/start>).

#### 3.5.1 Types of Certificates Awarded

Upon full participation in the Basic Module Training and one of the Focus Module trainings and the successful assessment of the Certification Commission Hearing the following types of certificates are issued depending on the Focus Module chosen

- Certified Digital Consultant (Focus Module A)
- Certified eCommerce & Social Media Consultant (Focus Module B)
- Certified Data & IT-Security Expert (Focus Module C)

#### 3.5.2 Validity Period

The certificate shall be valid for a period of three years.

CDT states here explicitly that the certificate can be awarded only to natural persons and not to companies, also expressly not to products.

#### 3.5.3 Recertification

By the end of the third year of validity, the recertification can be made on request for a further three years.

For recertification the following proofs have to be provided:

- Written Request to [training@wko.at](mailto:training@wko.at)
- Proof of Activities and References
- Confirmation of Continuous Education and Qualification
- Payment of the Recertification Fee

#### 3.5.3.1 Written Request

The application for recertification can be submitted in writing at the earliest two months before expiry and not later than six months after expiry of the certificate validity. If the 6-months period after the expiry of the certificate validity is exceeded, a recertification is unfortunately no longer possible. The certification exam (i.e. the Certification Commission Hearing as described in [Chapter 4.8](#)) has to be redone.

#### 3.5.3.2 Proof of Activities and References

Proof of (project) activities in the field of digital transformation for the years since the last certification has to be provided. This proof shall be provided by a presentation on the basis of the criteria listed Chapter 4.4 [Proof of Professional Experience and Letters of Reference](#).

At least three projects will be based on customer / client / employer references. If, in the three years following the last certification, candidates have worked exclusively on one major project, a corresponding reference for individual project phases needs to be provided.

#### 3.5.3.3 Confirmation of Continuous Education and Qualification (Refreshing)

Through continuous education and qualification (refreshing) in the field of digitization, it is ensured that the standard of professional aptitude and the necessary social skills are not only kept, but also constantly expanded.

The proof of a continuous further training in the minimum amount of two days or 16 hours per year since the last certification is provided by the presentation of detailed information on the completion of seminars, lectures, professional publications, trainings, congresses, conferences, reading lists (latest developments etc.), membership in working groups on the subject etc.

For concrete proof, attendance confirmations, certificates etc. must be attached.

#### 3.5.3.4 Recertification Fee

The recertification fee of EUR 125, - plus 20% VAT includes the documentation and archiving of the master data and performance data of the certified persons, the fee for the integration into the digital public directory of certified persons and for the operation of this service, the costs of recertification, further development and verification of certification standards, support for the publicity of the certificate and its underlying quality and standard claims as well as the rights of use in the certified person's own business dealings.

Should *WIFI* or its successors cease to operate this certificate, this will result in a claim for a pro rata reimbursement of the recertification fee beyond the key date of the cessation of the certificate.

#### 3.5.4 Revocation of Certificate

A violation against the *WIFI* General Certification Conditions could lead to measures resulting in the revocation of the certificate.

### 3.6 Training and Certification Fee

Within the framework of the CDT *Consultant Certification Program 2019* a training and certification fee of EUR 600.- (built on EUR 450.- for trainings and EUR 150.- for the certification) is to be paid by the selected candidates upon the confirmation of being selected (no later than 9<sup>th</sup> of April 2019). The training and certification fee covers the training (Basic and one Focus Module) and the certification itself.

The amount paid is non-refundable in case of non-attendance of the training sessions and/or the Certification Commission Hearing.

### 3.7 Contractual Agreement

After the successful certification CDT and the Certified Consultants sign a contractual agreement outlining the details of their engagement in the *SME Digital Transformation Support Program 2019*.

### 3.8 Timeline CDT *Consultant Certification Program 2019*

Date	Topic
4 <sup>th</sup> March 2019	Publication Open Call for Applications for Consultants
20 <sup>th</sup> March 2019	Application Deadline
21 <sup>st</sup> -28 <sup>th</sup> March 2019	Applicant Interviews
29 <sup>th</sup> March 2019	Information on Selected Candidates
13 <sup>th</sup> /14 <sup>th</sup> April 2019	Preparatory Training Basic Module: Expert Analysis
11 <sup>th</sup> /12 <sup>th</sup> May 2019	<ul style="list-style-type: none"> <li>▪ Preparatory Training Focus Module A: Digital Transformation (Business Models &amp; Processes)</li> <li>▪ Preparatory Training Focus Module B: eCommerce/eMarketing &amp; Social Media</li> <li>▪ Preparatory Training Focus Module C: Data &amp; IT-Security</li> </ul>
27 <sup>th</sup> /28 <sup>th</sup> May 2019	Certification Commission Hearings
May 2019 -June 2020	Implementation Consulting within the Framework of <i>SME Digital Transformation Support Program 2019</i>
June 2020	Evaluation <i>SME Digital Transformation Support Program 2019</i>

### 3.9 Questions and Contact

If you have any questions, do not hesitate to contact us.

Your contact partner: Filip Mrdak, [digitalnikonsultanti@cdt.org.rs](mailto:digitalnikonsultanti@cdt.org.rs)

## 4 Eligibility Criteria

### 4.1 Overview

1. Letter of Motivation
2. Curriculum Vitae
3. Proof of Professional Experience and Letters of Reference
4. Education and Training
5. Certificate of Good Conduct
6. Participation Preparatory Trainings
7. Certification Commission Hearing
8. Fluency in English

You will find detailed information on each criterion below.

**Note:** CDT and *WIFI* guarantee data protection and confidentiality in respect to all documents submitted in relation to the certification.

### 4.2 Letter of motivation

The letter of motivation with a length of max. two A4 pages shall include statements about the following:

- About the applicant and his/her motivation to apply for the CDT *Consultant Certification Program 2019*.
- What are the candidate's qualifications, knowledge, experience and core competences that fit the certification profile?

### 4.3 Curriculum Vitae

The CV serves on one side to assess the education, training and previous professional experience of the candidate, and on the other side as a basis for the commission for the certification commission hearing.

As proof, a comprehensive CV must be submitted, which must include the following:

- Current personal status
- Education and training
- Work experience
- Contact details (phone and mail)

It is recommended to use the Europass CV template or format.

→ <https://europass.cedefop.europa.eu/documents/curriculum-vitae>

#### 4.4 Proof of Professional Experience and Letters of Reference

The candidate must be active as an IT service provider and/or management consultant (either self-employed or as an employee of an appropriate company or educational institution) and prove that he/she **has worked for a minimum of three years as an**

- **internal consultant,**
- **responsible internal project leader or**
- **external consultant**

**in the field of digital transformation. For those applying for the Focus Module C “Data & IT-Security” additionally specific knowledge and experience in that field is expected.**

Digital transformation in the context of the CDT Consultant Certification Program 2019 is consciously defined broadly as *“any change associated with the application of information and digital technologies in all aspects of the establishment and/or operation of (start-up) companies, public sector bodies, associations and human society as such”*.

Proof must be submitted by listing **at least three projects** from the last three years **from different areas** of digital transformation.

If the candidate has worked over the past three years only on one large-scale project individual project phases can be presented alternatively as projects.

The projects or project phases should be presented in a comprehensible manner by outlining the following points:

- Initial situation
- Objective(s)
- Concept
- Implementation
- Critical factors/challenges
- Success factors
- Result/ benefits for clients

These three **projects must be accompanied by references** from clients or employers. If the candidates have worked over the past three years only on e.g. one large-scale project, alternatively, they can submit corresponding letters of reference for individual project phases. Preference will be given to candidates with broader references.

The candidate is required to present one of the submitted projects in the latter certification commission hearing.

#### 4.5 Education and Training

Proof must be submitted of education and continuous training with a focus on the areas of knowledge mentioned below. Substantial professional experience can substitute formal education.

In addition, please enclose an explanatory self-presentation with detailed information related to the attendance of workshops, specialist lectures, trainings, congresses, conferences or self-studies (e.g.



books, websites, learning material), if this is not already presented in a conclusive and comprehensive manner in your CV. **Concrete proof** must include certificates of attendance, leaving certificates etc.

Proof **must be submitted** for the following topics:

- Digital megatrends, tools, trend maps
- analysis of digital potentials of companies or organizations
- digital transformation topics and their impact
- Technical aspects of digital transformation (Big Data, AR/VR, IT-security etc.)
- Innovation techniques (open innovation etc.)
- Start-up and entrepreneurship methodologies
- Methodological know-how

CDT, GIZ and WKÖ reserve the right to recognize the education and training for the aforementioned areas.

#### 4.6 Declaration of Good Conduct

A certificate cannot be granted, i.e. an already granted certificate must be suspended, in cases where the candidate has been finally convicted for economic offences or is involved in ongoing bankruptcy or liquidation proceedings. The possible suspension of a certificate does not extend the validity period of the certificate.

Therefore, a Declaration of Good Conduct is to be provided **issued by the applicant himself/herself with a legally binding signature of the applicant.**

Please use the separate **form included in the Application Form** (→ see [Annex 6.2](#)) for that purpose.

#### 4.7 Participation Preparatory Trainings

The Preparatory Trainings are providing the candidates with the necessary knowledge and process know-how necessary to successfully consult companies during the *SME Digital Transformation Support Program 2019* and beyond.

##### 4.7.1 Preparatory Training Modules

The Preparatory Training sessions consist of four modules (one Basic and three Focus)

1. Basic Module: Development of Expert Analysis
2. Focus Modules
  - Focus Module A: Digital Transformation (Business Models & Processes)
  - Focus Module B: eCommerce/eMarketing & Social Media
  - Focus Module C: Data & IT-Security

All Preparatory Training Modules are based (and where necessary adjusted to Serbian needs) on the WKÖ KMU Digital training modules and developments by the CDT.

**Each candidate has to choose ONE Focus Module (A or B or C) in the Consultant Application Form.**

Depending on the number of applications for each Focus Module candidates might be requested to attend a different a Module.

## 4.7.2 Preparatory Training Content

The Preparatory Training Modules comprise the following content (→ content can be modified according to needs and pre-knowledge of trainees)

### 1. Basic Module: Development of Expert Analysis

➤ *How do I develop an Expert Analysis?*

Topics include (a.o.)

- Introduction to the CDT and *SME Digital Transformation Support Program 2019*
- Digital Trend Map, Digital Megatrends and their impact on society
- Expert Analysis: introduction to methodology, process and application of the tools
- Maturity assessment, opportunity and threat trends
- Report requirement, electronic documentation of the potential analysis
- Input Certification Certified Digital Consultant
- Information on Specific Modules A/B/C: “Digital Transformation”, “eCommerce, eMarketing & Social Media” and “Data & IT-Security”
- Role of the consultant in the further consulting process

### 2. Focus Module A: Digital Transformation (Business Models & Processes)

➤ *How can I accompany my customers in the Digitization Process?*

Topics include (a.o.)

- Disruption, digitization, Industry 4.0, transformation and digital business models
- Digital Business Models in Business 4.0
- Transformation & Digital Leadership - cultural aspects in digital transformation
- Value chain and Management – Digital transformation across divisions and companies
- Industry 4.0 and mobile data management
- Digital Marketing - Meet the customer digitally
- IT-security for consultants

### 3. Focus Module B: eCommerce, eMarketing & Social Media

➤ *How can I accompany my customers to analyse customer behaviour & needs and to digitalize customer contact points?*

Topics include (a.o.)

- Trends in eBusiness and eMarketing

- Sales & Digital Transformation: From the funnel model to the customer journey
- Commerce: from own shop to platform
- Big Data: From data to information
- Online Marketing: From SEO to Social Media

#### 4. Focus Module C: Data & IT-Security

- *How Can I accompany my customers to analyse their IT-security and data protection framework and processes and derive concrete measures?*

Topics include (a.o.)

- Basic IT-security strategic considerations & risk management
- Personnel measures & basic IT operations management
- Legal requirements: fundamentals of data protection
- Rights and obligations under the GDPR
- Privacy and IT compliance
- Network security - endpoint management
- Data backup & emergency management
- Structural and infrastructural measures

#### 4.7.3 Preparatory Training Session Dates

**The Basic Module training sessions are held on 13<sup>th</sup>/14<sup>st</sup> of April 2019.**

**The Specific Module A, B and C sessions are held in parallel on 11<sup>th</sup>/12<sup>th</sup> of May 2019.**

Please note that these dates are set during weekends.

All selected candidates have to attend the 2-day Basic Module and one 2-day Focus Module (→ mandatory requirement). **Only candidates that attended these Preparatory Training sessions are entitled to participate in the Certification Commission Hearing and can subsequently be certified.**

#### 4.8 Certification Commission Hearing

One of the projects presented in the professional experience must be prepared and presented in detail in the Certification Commission Hearing.

Please choose a project that will show both your **methodical consulting** competence as well as your digital transformation **expertise**.

##### 4.8.1 Structure of the Certification Commission Hearing in Detail

The Certification Commission Hearing has the following structure:

- Personal introduction of the candidate incl. short description of the work experience as well as presentation of his/her motivation (max. 5 minutes)

- Presentation of a project carried out independently from the field of digital transformation with a depiction of the entire process (duration: max. 20 minutes)
- Questions about the content and type of the presented case study and about the corresponding professional competence
- Verifying the candidate's knowledge of priority topics such as
  - ✓ Objectives and contents of the *SME Digital Transformation Support Program 2019*
  - ✓ Digital megatrends, tools, trend maps
  - ✓ Analysis of digital potentials
  - ✓ Digital transformation and its impact
  - ✓ Business and technical aspects from the Focus Module selected
  - ✓ Methodological know-how
- Open questions/discussion
- Assessment at the end of the Certification Commission Hearing after the commission's internal consultation

#### 4.8.2 Certification Commission

The commission is formed by CDT, GIZ and WKÖ in cooperation with *WIFI* as the responsible certification body as follows:

- Expert representatives of CDT, GIZ and WKÖ with experience in the field of digital transformation
- Representatives of Serbian private sector or academia with relevant experience
- Representatives of *WIFI* with relevant certification

The commission consists of maximum three persons, with one of them acting as chairperson.

One representative of the commission shall possess detailed knowledge about the *WIFI* organization and ISO 17024 certification and will thus represent the certification body.

#### 4.8.3 Certification Commission Hearing Dates

The **Certification Commission Hearing are scheduled for 27<sup>th</sup>/28<sup>th</sup> May 2019**. Due to organizational reasons changes may occur.

The detailed hearing schedule will be announced after the completion of all Preparatory Trainings.

#### 4.8.4 Recommendations for the Technical Preparation

- **Please send your presentation until 17<sup>th</sup> May 2019 to CDT ([digitalnikonsultanti@cdt.org.rs](mailto:digitalnikonsultanti@cdt.org.rs))** and bring your backup copy on a flash drive for your Certification Commission Hearing (→ laptop, projector and internet access will be made available).
- Please bring also three hardcopy handouts (for the commission) to your Certification Commission Hearing.

#### 4.8.5 Assessment

The candidate is assessed as follows: "Certification Commission Hearing passed" or "Certification Commission Hearing not passed".

At the end of the Certification Commission Hearing the commission will assess the candidate based on an assessment sheet.

The assessment sheet contains the following evaluation elements:

- Presentation of motivation
- Presentation of expertise and of the conducted project (theory and practice)
- Presentation and quality of the project presentation

The chairperson of the commission will present a summary of the assessment results and minutes will be recorded. The candidate will be informed about the result of the certification commission hearing as defined by the CDT.

The final granting of the certificate is done after a positive assessment of the three certification stages by the head of the certification body.

An appeal against the decision of the commission is admissible to the *WIFI Schiedsstelle* (*WIFI* arbitration board) according to the *WIFI* General Certification Conditions (→ see [Annex 6.3](#) and the *WIFI* website <http://zertifizierung.wifi.at/zertifizierungwifiat/start>).

#### 4.9 Fluency in English

All candidates are expected to be fluent in English (active and passive). Preparatory Trainings and the Certification Commission Hearing are held in English.

## 5 Abbreviations

CDT	Centar za digitalnu transformaciju d.o.o. Center for Digital Transformation
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
PKS	Privredna komora Srbije Chamber of Commerce and Industry of Serbia
RAS	Razvojna agencija Srbije Development Agency of Serbia
SME	Small and Medium-Sized Enterprises
WIFI	Wirtschaftsförderungsinstitut der Wirtschaftskammer Österreich
WKÖ	Wirtschaftskammer Österreich

Table 1 Abbreviations

## 6 Annexes

### 6.1 Consultant Application Form

#### CONSULTANT APPLICATION FORM

Please fill in all data in legible capital letters.

Addressed to:

**Centar za Digitalnu Transformaciju**  
**digitalnikonsultanti@cdt.org.rs**

Herewith, I bindingly apply for the

- **Center for Digital Transformation Consultant Certification Program 2019**

and declare that

- I have read and fully accept the requirements and conditions as laid down in the *Consultant Certification Program 2019* “CDT Certification Manual” and the data protection provisions contained therein, as well as the conditions for the certificate holders;
- in case I apply as an employee of a company, I have the permission/right to work as a consultant / freelancer and I can and will offer the needed amount of time, but at least 12 days, until the end of the *SME Digital Transformation Support Program 2019*;
- I would like to attend (→ select one)
  - Focus Module A: Digital Transformation (Business Models & Processes)  
Yes / No
  - Focus Module B: eCommerce/eMarketing & Social Media  
Yes / No
  - Focus Module C: Data & IT-Security  
Yes / No
- I have understood that only full participation in the Basic Module and one Focus Module entitles me to undergo the Certification Commission Hearing.

Applicant Data

Applicant: \_\_\_\_\_  
Company: \_\_\_\_\_  
Street: \_\_\_\_\_  
PO Box, City \_\_\_\_\_  
Tel/Mobile: \_\_\_\_\_  
e-mail: \_\_\_\_\_  
Date of birth: \_\_\_\_\_

Attached to the Consultant Application Form I send the following documents:

1. Letter of Motivation
2. Curriculum Vitae
3. Proof of Professional Experience and Letters of Reference
4. Education and Training
5. Certificate of Good Conduct

Place, Date:

Legally binding signature of the Applicant



## 6.2 Declaration of Good Conduct

### DECLARATION OF GOOD CONDUCT

Herewith I confirm that I have not been convicted for economic offenses and I am not involved in some bankruptcy or liquidation proceedings.

If one of the two above mentioned cases should arise after the granting of the certificate, I shall inform CDT immediately thereof, upon which CDT will suspend the certificate until such financial matters are settled.

Name: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

Place, Date:

Legally binding signature by the Applicant

## 6.3 WIFI General Certification Conditions

The following *WIFI* General Certification Conditions apply wherever the *CDT Certification Manual* doesn't provide more specific regulations.

### I. Rechte (Rights of the Certificate Holder)

- a) Zertifizierungsablauf: Ich wurde über den Zertifizierungsablauf durch von der WIFI-Zertifizierungsstelle bereitgestellten Unterlagen bzw. der Webseite [www.wifi.at](http://www.wifi.at) in Kenntnis gesetzt.
- b) Zertifikatsverwendung: Das WIFI-Zertifikat berechtigt mich innerhalb des Geltungsbereiches zur Nutzung und zum Nachweis meiner Fachkompetenzen, Fähigkeiten und Fertigkeiten im geschäftlichen und beruflichen Verkehr.
- c) Dauer der Gültigkeit: Mein Zertifikat „Titel des Zertifikats“ gilt erstmalig ab Datum der Zertifizierungsentscheidung für 3 Jahre.
- d) Rezertifizierung bei fristgerechter Antragstellung: Ich kann die Gültigkeit des Zertifikates um weitere 3 Jahre verlängern, wenn ich frühestens 2 Monate vor Ablauf und bis zu maximal 6 Monate nach Ablauf des Zertifikats, einen schriftlichen Antrag auf Verlängerung inklusiver aller erforderlicher Nachweise (beschrieben unter Pflichten) unterfertigt an die WIFI-Zertifizierungsstelle übermittle.
- e) Rezertifizierung bei Fristversäumnis: Verabsäume ich die fristgerechte Beantragung auf Rezertifizierung, kann ich nur unter Auflage einer neuerlichen Prüfung (Erstzertifizierung) ein gültiges Zertifikat wiedererlangen.
- f) Schiedsstelle: Einsprüche und Beschwerden gegen Entscheidungen der WIFI-Zertifizierungsstelle kann ich schriftlich an die Schiedsstelle der WIFI-Zertifizierungsstelle, z.H. Frau Mag.a Alice Fleischer, Wiedner Hauptstraße 63, 1045 Wien richten.
- g) Zertifizierungsablauf: Eine Einsichtnahme in den Zertifizierungsablauf, ist grundsätzlich möglich und bedarf der Zustimmung des Leiters der WIFI-Zertifizierungsstelle.
- h) Liste der Zertifikatshalter/innen: Ich nehme zur Kenntnis, dass die WIFI-Zertifizierungsstelle als Nachweis meines gültigen Zertifikats gegenüber Dritten eine öffentlich zugängliche Liste aller gültigen Zertifikate führt. Mit der Annullierung, dem Entzug oder dem Zeitablauf werde ich als Zertifikatsinhaber/in aus der Liste der zertifizierten Personen gestrichen.

### II. Pflichten (Obligations of the Certificate Holder)

- a) Nachweis der Berufspraxis: Entsprechend der Gültigkeitsdauer des Zertifikats muss ich eine einschlägige Berufspraxis im Geltungsbereich des Kompetenzprofils (CESE) nachweisen. Als Praxisnachweis gilt z.B. die Bestätigung durch meinen Arbeitgeber, ein Interimszeugnis, etc. Ich bin für die notwendigen Bestätigungen und erforderlichen Dokumentation meiner Tätigkeiten im Rahmen meines Zertifikates selbst verantwortlich (Formular „Nachweis Berufspraxis“).
- b) Nachweis der Weiterbildung (Refreshing) und Rezertifizierung: Der/die Zertifikatshalter/in hat während der Laufzeit des Zertifikats mindestens eine fach einschlägige Weiterbildungsveranstaltung (mindestens 1 Tag oder 8 LE) zu besuchen. Diese dient zur Auffrischung und Vertiefung des im Gültigkeitsbereich des Zertifikats beschriebenen Kompetenzprofils. Als anerkannte Weiterbildungsmaßnahme gelten z.B. die im jeweiligen WIFI-Kursbuch als „Refreshing für Zertifikatshalter“ angeführten Seminare und Kurse. Im Einzelfall kann der Besuch von Seminaren bei anderen von der WIFI-Zertifizierungsstelle anerkannten Weiterbildungsanbietern angerechnet werden. Diese muss jedoch nachweislich

den Bereich E-Commerce und Social Media zum Thema haben. Besuche von einschlägigen Fachtagungen werden zu maximal 50% angerechnet. Als Nachweis gilt die Teilnahmebestätigung, in Verbindung mit einer Kopie des Veranstaltungsprogramms. Die Entscheidung über die Gleichwertigkeit bleibt der WIFI-Zertifizierungsstelle vorbehalten.

- c) Schriftliche Weiterleitung von Reklamationen: Ich habe als Zertifikatsinhaber/in die Pflicht, Beanstandungen oder Beschwerden durch Dritte aus meiner Tätigkeit im Geltungsbereich des Zertifikates aufzuzeichnen und umgehend der WIFI-Zertifizierungsstelle schriftlich bekannt zu geben. Diese Informationen werden vertraulich behandelt und dienen ausschließlich der Qualitätssicherung.
- d) Missbräuchliche Zertifikatsverwendung: Ich nehme als Zertifikatsinhaber/in zur Kenntnis, dass eine missbräuchliche, widerrechtliche, irreführende und die WIFI-Zertifizierungsstelle in Verruf bringende Verwendung meines Zertifikates von der WIFI-Zertifizierungsstelle verfolgt wird.
- e) Informationspflicht: Ich bin als Zertifikatsinhaber/in verpflichtet, die WIFI-Zertifizierungsstelle umgehend zu eventuell eingetretenen Umständen zu informieren, die meine Fähigkeiten, weiter die Zertifizierungsanforderungen zu erfüllen, beeinträchtigen könnten.
- f) Zertifikatseigentümer: Ich nehme zur Kenntnis, dass die WIFI-Zertifizierungsstelle Eigentümer des ausgestellten Zertifikates bleibt.
- g) Annullierung-und-Zertifikatsentzug: Ich akzeptiere, dass bei Pflichtverletzungen oder begründeten Zweifeln an meinen Fähigkeiten von der WIFI-Zertifizierungsstelle Maßnahmen eingeleitet werden, die zur Annullierung und zum Zertifikatsentzug und gegebenenfalls zur Einleitung rechtlicher Schritte führen können.