



CEPAS

**SCHEME FOR THE CERTIFICATION
OF SERVITIZATION MANAGER**

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**SCHEME FOR THE CERTIFICATION
OF SERVITIZATION MANAGER**

Rev.	Data	Motivation	Convalidation	Approval
0	22.06.2020	1° emission	<i>President of the CSI/Scheme</i>	<i>CEO</i>



1. SCOPE AND CONTEXT OF APPLICATION

This document is intended to regulate the relationships between CEPAS, which operates as a personnel certification body, and natural persons who request voluntary third-party certification of their skills as Servitization Manager.

The certification applies to the natural person who requests it; it is therefore not applicable to companies / organizations. For the performance of the certification activity, CEPAS carries out, at its choice, the direct evaluation of the candidates or makes use of external Evaluation Bodies selected by it, qualified and approved, as they are equipped with adequate premises, equipment, instrumentation and technical personnel for carrying out the activities kept under control by CEPAS. An unlimited number of evaluation bodies can be approved.

2. DESCRIPTION OF THE PROFESSIONAL

The Servitization Manager is the professional (internal or external to the company) with qualified skills and experience to assist companies, in particular manufacturers, to carry out an innovation path that leads them towards a business model Product-Service System (PSS), i.e. helping them to concretize the idea of a service based on a specific product in order to create added value for customers or conquer new market segments.

The Servitization Manager must highlight the following competences:

- Business strategy;
- Business innovation;
- ICT / digital basics;
- Project management;
- Change management.

The Servitization Manager must demonstrate the following skills: training, coaching, communication, and counseling. Even when it is carried out by staff within the company, the role of the servitization manager requires a transversal vision of all the impacted business processes

3. COMMITMENT OF CEPAS AND CANDIDATES

CEPAS grants free access to its services to requesting candidates, without discrimination of any kind, recognizes the importance of impartiality in certification and carries out its activities objectively, avoiding any conflict of interest.

In particular, CEPAS undertakes not to use those who have trained the candidate on the issues covered by this scheme as examiners for the assessment of the candidate. This is also extended to the examiners of any qualified assessment bodies. All the functions involved in the certification process are bound to respect the Bureau Veritas Group's Code of Ethics, available on the website www.cepas.it.

The certification is issued following the positive evaluation of each candidate based on the exam results.

By sending the certification request to CEPAS, the candidate adheres to the certification scheme and accepts, by signing them, all the stages of the evaluation, certification and registration process described below.

To obtain and maintain certification, the candidate must respect and document the application of all the applicable requirements of the reference / standards for certification, the additional requirements defined by CEPAS and any accreditation bodies, as well as the requirements of this document and those mentioned in it.

Candidates are required to comply with the rules of conduct in order to protect the safety of people and things.

4. REFERENCES

All references to undated CEPAS laws, standards and documents referred to in this document are understood to be in their latest edition in force

- UNI CEI EN ISO / IEC 17024 "General requirements for bodies that perform certification of personnel"
- Present certification scheme

5. TERMS AND DEFINITIONS

Candidate: applicant who has the specified prerequisites and has been admitted to the certification process

Examiner: person who has the competence to conduct an examination and, if this examination requires a professional judgment of the candidate, to evaluate the results

Competence: ability to apply knowledge and skills in order to achieve predetermined results

Exam: activities that are part of the assessment, which allow to measure a candidate's competence by one or more means such as written, oral, practical or direct observation tests, as defined in the certification scheme.

Structures: examination center, or Evaluation Body, qualified by the Certification Body (CB) in which certification exams are carried out under the control and according to specific CB procedures

Evaluation: process that allows to evaluate if a person meets the certification scheme requirements

Certification Process Review (CPR): internal review phase of the certification process to allow the issuance of the certificate

6. REQUEST FOR CERTIFICATION

Candidates who are in possession of all the following pre-requisites are eligible for the Servitization Manager exam:

Education	Specific Training	Work Experience
Degree in economic or engineering subjects	24 hours on service innovation and/or specific training	At least 5 years of activity in the sector (business consultancy or internal management or R&D function) <i>alternatively</i> Development of at least 3 servitization projects

For a transitional period of 6 months from the issue of this scheme, CEPAS provides for the certification with the "Grandparent" method, for applicants with an experience of at least 8 years as a Servitization Manager or at least 6 servitization projects already developed. Experts who participated in the definition of the Service Innovation Methodology developed within the European THINGS + project, the related train-the-trainers or subsequent local training and the pilot phase of experimentation of the methodology with manufacturer SMEs of Central Europe can also access the exam. In this case, the exam involves taking the oral test only, as described in the following par. 8.1.

Documents to be submitted to CEPAS (or to the Evaluation Body in charge)	<ul style="list-style-type: none"> - Completed and signed form called MD08 "Exam admission request and contract for the certification of competences" - Attachments required in it <p>By signing the MD08 Form, the candidate accepts the economic and general conditions of the contract and those provided for in this certification scheme. If the applicant is not responsible for the certification and maintenance fees, it will be his/(her responsibility to have the signature and stamp of the company or physical person to whom the invoices will addressed to..</p>
Duration and Contents of the Contract	The certification contract has a duration of 5 years and includes the activities necessary for the maintenance of the certification, detailed in this scheme.

If the certification request cannot be accepted, CEPAS will communicate the motivated reasons to the applicant.

7. EVALUATION PROCEDURE

The assessment of the candidate for the purpose of issuing CEPAS certification takes place through the temporal and binding sequence of each of the following phases:

Phase	Scope
Evaluation of documents submitted by the candidate	Check the requisites of access expected by the Certification Scheme
Certification Exam – as defined in the following paragraph 8	Check of knowledge, skills and competences performed by the Examiners Committee
CPR - Certification Process Review	Internal review of documents and exam results
Approval of the certification proposal by the Technical Manager	Issue of the CEPAS certificate and subscription to the public register of certified Servitization Manager on the website www.cepas.it



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If the outcome of any of the aforementioned phases is negative, the evaluation process is interrupted and the Candidate is informed. To continue the certification process, it will be necessary to pass the deficiencies first, within the timing indicated by CEPAS.

Of all the certifications issued, periodic communication is given to the CSI - CEPAS Committee for the Protection and Impartiality.

8. EXAMINATION PROCEDURE

Admission to the Exam	All those who, having submitted a request through the MD08 Form and documented the possession of the minimum required requirements, have been declared eligible are admitted to the certification exam.
Scope of the Exam	Assessment of the candidates' knowledge and skills, as indicated in this scheme. The Examiners are responsible for evaluating the Candidates' examination tests and respond to CEPAS for all evaluation activities.
Scheduling and Management of the Exam	The exam sessions are planned and managed by CEPAS, or by the Evaluation Body in charge in accordance with the CEPAS PG70 procedure. The list of Candidates for the exam and the whole documents submitted by them is checked in advance by the Examiners.
Date and Location of the Exam	The exam takes place in the places, on the dates and according to the program communicated by CEPAS (or by the Evaluation Body in charge) to the candidates. In the case of remote exams, candidates are notified in advance of the platform used and the related connection methods
Obligations of Candidates, before the beginning of the Exam	<ul style="list-style-type: none">- To show a valid identity document;- To sign the attendance sheet;- To sign for acceptance the "General conditions of sale" and the "Privacy Policy";- To present evidence of payment of the fee for participation in the exam.

8.1 TOPICS OF EXAM AND EVALUATION CRITERIA

The exam topics focus on the issues described in Annex 1 of the present document.

The exam includes two steps: a written test and an oral test.

Exam	Method and purpose	Maximum Timing	Maximum score	Minimum score
Written test	Multiple-choice Test with 50 questions with 3 answers each of which only 1 is correct. This test is useful for assessing candidates' level of knowledge on Service Innovation Management, on the Things+ guidelines and on the tools of the related portfolio	60 minutes	50 points	30 points
Oral test	In-depth discussion of any uncertainties encountered in the written test and discussion of a servitization project carried out by candidates. This latter must provide in-depth material on the business case she/he intends to discuss during the interview at least 15 days before the exam.	60 minutes	50 points	30 points

Passing the exam requires the **minimum threshold** of 70% of the maximum achievable score.

The oral test with "Grandparent" mode consists of a 30-minute per interview between experts who meet the requirements set out in paragraph 6 of the current document. The interview will focus on a subjective assessment of the strengths and weaknesses of the THINGS + methodology for Service Innovation of the PMI manufacturing and illustrating their experience, illustrating a recent company case of servitization personally followed by the Candidate.

During the written exam tests, Candidates can consult non-commented legal texts, subjected to the examiner's authorization, but they can neither use cell phones, nor exchange information with other candidates. Failure to comply with these requirements causes the interruption of the exam.

At the end of the exam, the Commission informs the candidate of the outcome of the exam and any areas for improvement to be developed during the validity of the certification.

8.2 EXAMINERS AND OBSERVERS

The examination is conducted by CEPAS examiners who meet the minimum requirements indicated in Annex 2 of the present document, qualified by CEPAS or by its approved Evaluation Body. Examiners are required to maintain confidentiality on the exam tests, comply with objective criteria in the assessment, communicate any ties and relationships and conflicting interests that could compromise their impartiality and confidentiality in the performance of their duties, comply with this scheme.

The Examination Committee is made up of one or more examiners in order to cover all the competences required for the evaluation. If the examination is carried out by an Evaluation Body, the Examination Committee can be supervised, even without notice, by duly authorized CEPAS staff. At the examination sessions, CEPAS may provide for the presence of its own observers, accreditation bodies or any competent authorities.

8.3 REPETITION OF THE EXAM

Candidates who do not pass the exam (or a single test) can repeat the exam (or a single test) in subsequent sessions, by paying only the exam repetition fee.

If the candidate has not passed the written test, she/he can take the exam for the failed test in a further examination session to be held within a year.

9. ISSUE OF CERTIFICATION, SUBSCRIPTION TO REGISTER, DATA INTEGRITY AND PRIVACY

To the Candidate who has successfully passed the exam, in possession of all the required requirements and in compliance with the administrative aspects, CEPAS issues the certification, always subjected to the positive resolution of the deliberating Body.

The certificate reports the following data:

- Name of the certification body
- Name, surname, date and place of birth of the certified person
- Certificate number
- Certification scheme and / or reference standard
- Start of validity and expiry date
- Signature of the authorized CAB manager.

Registration in the relevant CEPAS Register is made after the resolution of the certificate; the register is available on the website www.cepas.it.

CEPAS, as owner of the certification procedure, guarantees that the data processing of the Candidates for certification takes place in compliance with EU Regulation 2016/679 and Legislative Decree 196/2003 modified by Legislative Decree 101/2018.

The documents relating to the certification activity are kept with the utmost care by CEPAS and approved assessment bodies. The information obtained by staff working on behalf of CEPAS, including the decision-making body, are subjected to the confidentiality obligation.

10. ANNUAL MAINTENANCE (SURVEILLANCE) AND RENEWAL OF CERTIFICATION

The validity of the certification during the 5-year contractual period (starting from the date of issue of the certificate) is subjected to the positive outcome of the annual surveillance activities carried out by CEPAS.

Annual Maintenance	The certified person is required to provide, on a yearly basis, a self-declaration, made pursuant to Presidential Decree 445/2000 (by means of specific forms prepared by CEPAS), relating to the following aspects: <ul style="list-style-type: none"> - acceptance of CEPAS documents; - professional continuity according to the certified profile;
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	<ul style="list-style-type: none">- absence of complaints or adequate management of the same in the specific activity; The maintenance of the certification is also subjected to the payment of the annual fees..
Renewal of Certification	<p>The certificate is renewable in view of its expiry, following a specific request and a new contractual agreement.</p> <p>Renewal is possible only if the certificate is valid and requires, in addition to the requirements for annual maintenance:</p> <ul style="list-style-type: none">- an oral exam where the professional presents a business case / a business case portfolio in terms of servitization- participation in updating activities on Service Innovation issues, equal to at least 40 hours, also in distance training and e-learning mode The renewal process must be completed within the expiry of the current certificate.

For all other conditions relating to maintenance and renewal, refer to the CEPAS General Regulation (RG01 - par. 2.5, 2.7).

11. SUSPENSION, WITHDRAWAL AND CANCELLATION OF THE CERTIFICATION

CEPAS has the right to suspend, withdraw or cancel the certification at any time during the term of the contract, upon the occurrence of one or more of the conditions listed below.

Following the notification of the suspension, withdrawal or cancellation of the certification, the certified person must suspend the use of the certificate, returning it to CEPAS.

Suspension	<p>The certification can be suspended, for a maximum period of 6 months, if one or more of these conditions occur:</p> <ul style="list-style-type: none">- Violation of the provisions as per paragraph 10 of the present document;- Serious deficiencies in the activity carried out by the certified person, following complaints, legal actions and other objective evidence;- Incorrect or misleading use of the CEPAS certification;- Non-fulfillment of the economic contractual obligations assumed for the registration, the conduct of the exams and the maintenance of the certificate;- Request by the certified person.
Withdrawal	<p>The certification can be revoked, if one or more of these conditions are verified:</p> <ul style="list-style-type: none">- If the conditions that caused the suspension persist, despite the implementation of the suspension measure.- If the seriousness of the behavior of the certified person, supported by irrefutable objective evidence, makes it necessary to protect the CEPAS image with drastic and urgent measures, resorting simultaneously to legal proceedings against the certified person.
Cancellation	<p>The certification can also be canceled by CEPAS if the certified person expressly requests to terminate the current contractual relationship and the notice of cancellation is received at least 3 months before the annual deadline.</p> <p>Failure to notify the waiver within the 3 months before the annual due date does not absolve the payment of the maintenance fee for the following year.</p>

CEPAS notifies the certified person of the reasons for the suspension, withdrawal or cancellation of the certification, defining if applicable the actions necessary to reactivate the certificate and indicate terms and conditions for the use of the certification.

The withdrawal and cancellation of the certification entail the termination of the relative contract with the person in question and the obligation for the latter to return their certificate of conformity to CEPAS, while at the same time ceasing all reference to it; in this regard, see general regulation RG01.

The certified person can appeal to the suspension and revocation provisions of the certification in accordance with what established by the procedures available on the website www.cepas.it.

12. COMPLAINTS AND APPEALS

CEPAS deals with complaints and appeals on its decisions regarding certification in accordance with art. 4 and 5 of the General Regulation (RG01) published on the website www.cepas.it and which provide:

- The obligation to register and process each complaint or appeal, confirming the claimant or applicant the receipt of the same within a stable time;
- The start of a specific investigation;
- Communication of the final decision to the complainant or applicant
- The adoption, if necessary, of any corrective action in the event that the appeal or complaint has signaled a deficiency by CEPAS.

In the case of a complaint relating to a certified person, the final decision may involve initiating appropriate checks at the customer. The results of these checks are communicated to the complainant, in compliance with the confidentiality restrictions.

In the event of appeals, the costs relating to the appeal are borne by CEPAS if it is accepted and by the applicant if the appeal is rejected.

For any dispute between an interested party and CEPAS that is not resolved with the activities described in the previous cases (complaints and appeals), it is necessary to appeal to the competent Court of Milan.

13. GENERAL REGULATION FOR THE RELEASE AND MAINTENANCE OF THE CERTIFICATION / QUALIFICATION OF PROFESSIONALS, CODE OF CONDUCT AND REQUIREMENTS FOR THE USE OF CEPAS CERTIFICATE AND BRAND

People certified and/or in the certification process undertake to comply with the General Regulations for the issue and maintenance of the certification / qualification of the CEPAS professional figures (RG01), the CEPAS Code of Conduct (CD01) and the Prescriptions for the use of the CEPAS certificate and mark (MC01), published on www.cepas.it.

The certification can be communicated by the certified person on their personal printed paper or on the personal website with the only reference to the number of the certificate accompanied by the name "CEPAS".

The use of the CEPAS mark is not allowed.

ANNEX 1

TOPICS OF EXAM AND OF THE SPECIFIC TRAINING (24 HOURS)

The exam topics focus on the verification of knowledge and skills in the context of Servitization:

- Knowledge of the main theories of Service Innovation Management;
- European methodology "Service Innovation Methodology THINGS +" for PMI manufacturing and related application portfolio containing a series of business innovation tools (reference materials can be downloaded here www.interreg-central.eu/thingsplus)
- Business integration understood as the ability to customize the methodology on the individual company, on the needs of the case, on managing the necessary skills / resources and on being able to interact with the various company levels and with all company functions.
- Basic knowledge of the industrial / manufacturing context (business areas, processes, etc.)
- Business reengineering, Project Management and Change Management.

ANNEX 2

PROFILE OF THE EXAMINERS AND OF TRAINERS

Minimum Requisites

Education: University Degree

Training and professional updating: At least 60 hours of training in the last 2 years on the topics of Annex 1, obtained through training courses and/or with participation in seminars, also as a speaker, and/or with specific teaching.

Work experience: at least 8 years as Service Innovation Manager or at least 6 servitization projects developed

For a period of one year from the issue of this scheme, certified professionals with "Grandparent" method may be appointed as examiners