EUCIP Business Plan
Implementing EUCIP Professional
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1. Introduction

This document provides a detailed overview of the implementation experience and business model utilised for the EUCIP Professional programme, which is built on the experiences to date of Licensees in Italy and Norway who currently offer EUCIP Professional certification and related ‘services’

It is assumed that before reading this document, the Licensee has gained an understanding of the EUCIP certification concept by reading the EUCIP Implementation Guide¹, the CEPIS Upgrade issue “EUCIP: A Model for Definition and Measurement of ICT Skills” (Vol. IX, issue no. 4, August 2008)² and the documentation available on the EUCIP website³.

In Section 1, we briefly highlight the **two different approaches** that have been utilised to date in implementing EUCIP Professional in the market. These are namely, **straight certification** utilising an exam board to certify against the EUCIP Professional Profiles and secondly, the **EUCIP Services Model** which offers IT professional competency consultancy services built around the EUCIP Professional profiles.

**Section 2** of the document details a **simple financial analysis of operating the EUCIP Programme**. The analysis is based on figures provided by Licensees, together with best guess estimates, based on experience of the Licensee to date in implementing programmes. The non-financial value to the Licensee in offering EUCIP professional is also considered.

**Section 3** details all the practical and operational business considerations a Licensee should have in assessing the suitability of EUCIP Professional in their market place and their ability and capacity to successful introduce EUCIP to the market.

The **Appendices** provide details of the **Norwegian and Italian experiences** in bringing EUCIP to the market place. The EUCIP Norge (Section 4) case highlights an approach to EUCIP Professional that is firmly focused on certification provision with a traditional progression from EUCIP Core level. An alternative approach from AICA (Section 5) is highlighted, which uses the EUCIP Professional concept and profiles to create a services model including competence gap analysis and planning services.

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³ www.eucip.org
1.1. Overview of EUCIP Professional

EUCIP Professional is a certification scheme based around 21 specific job roles in the ICT industry. The scheme allows Candidates to specialise in a particular role through the demonstration of advanced competence. These competencies may be demonstrated by the candidate by working through various educational modules and by gaining practical experience.

EUCIP Professional aims to provide the candidate with:
- A choice of achieving certification against different EUCIP job profiles within IT
- A choice of accredited learning elements
- A professional qualification that recognizes that the Candidate can act effectively and consistently in their role

1.2. Process for Certification

Candidates who register for the EUCIP Professional programme must hold a EUCIP Core certificate. Candidates choose a particular elective profile from the available set of 21 against which they will be certified.

The Candidate can define a personal ‘portfolio’ with a relative degree of freedom to document the range of individual competences acquired through university, recognised professional courses and/or experience on the job. The chosen combination must be consistent with the relevant professional profile for which the Candidate intends to acquire the EUCIP Certification. This portfolio is submitted to the Licensee for evaluation.

The evaluation method for obtaining the EUCIP Professional certification is based on a credit system which assigns varying amounts of points to the diverse elements (courses, certifications, etc.) composing an individual’s ‘portfolio’. Among professional courses recognised by EUCIP, special attention is given to courses which allow Candidates to achieve certifications from IT vendors, such as Microsoft, Oracle, SUN, Cisco, IBM, SAP, etc.

Following evaluation of a Candidate’s ‘portfolio’ and the relevant compliance with the chosen EUCIP profile, the examining board summons the Candidate for a final discussion. A full description of the process used to certify a candidate to EUCIP Professional is provided in the “EUCIP Professional Process Map document”.

1.3. EUCIP Services Approach

The EUCIP Services approach is also based on the 21 EUCIP Professional profiles, but with this approach the profiles are used to drive a services offering to clients, with the certification element of the programme being used as a secondary offering. In the services approach, the Licensee uses sales consultants who meet with the client to offer a series of services. This can include diagnostic testing, competence gap analysis assessments and training path designs.

\(^4\) See Introduction to the EUCIP Elective Level for more information
2. Financial Model

Building on the experience to date, a simple financial analysis is presented outlining the set up and operational costs that a Licensee will incur in offering EUCIP Professional, and an estimate of the subsequent income and breakeven sales volume necessary to operate the programme sustainably.

2.1. Financial Model

Simple financial tables in section 2.2 outline the set up and operational costs inherent in running the programme. The costs figures are rounded based on the outcomes of discussions with Norway and Italy, and also on using best judgement, given the lessons learned from other implementations of EUCIP to date. EUCIP royalty income streams, based on the Italian revenue model, are highlighted in section 2.3.

2.2. Operational Costs /Expenditure

2.2.1. Set Up Costs

In order to develop EUCIP to market readiness, significant labour costs must be incurred in order to translate the Syllabus, prepare the localised test base and create of a EUCIP Professional Exam Board.

<table>
<thead>
<tr>
<th>EUCIP SET UP COSTS</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>CORE</td>
<td></td>
</tr>
<tr>
<td>Translation of Core Syllabus</td>
<td>2500</td>
</tr>
<tr>
<td>Translation of QTB</td>
<td>5000</td>
</tr>
<tr>
<td>Creation of Automated Test</td>
<td>5000</td>
</tr>
<tr>
<td></td>
<td>12500</td>
</tr>
<tr>
<td>IT Administrator</td>
<td></td>
</tr>
<tr>
<td>Translation of Syllabus</td>
<td>2500</td>
</tr>
<tr>
<td>Implementation Workshop for Test Centres</td>
<td>1000</td>
</tr>
<tr>
<td></td>
<td>3500</td>
</tr>
<tr>
<td>Professional</td>
<td></td>
</tr>
<tr>
<td>Part Translation of Profiles</td>
<td>5000</td>
</tr>
<tr>
<td>Creation of ExamBoard</td>
<td>5000</td>
</tr>
<tr>
<td></td>
<td>10000</td>
</tr>
<tr>
<td>Direct Labour during set up</td>
<td>Management / Administration</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Potential - Total Capital Investment</td>
<td>86000</td>
</tr>
</tbody>
</table>

2.2.2. Operational Costs

The operational costs depend ultimately on how many people are employed in the day to day operation of the programmes. Neither of the Licensees in this analysis has implemented EUCIP simply as another programme integrated into their ECDL Foundation portfolio of programmes offered. Both Italy and Norway have established separate functions within their organisations to implement and manage EUCIP. This operational costs analysis does not take into account contribution to day to day business costs such as rent, utilities, insurance etc.
### Expenditure

<table>
<thead>
<tr>
<th>Fixed Costs</th>
<th>Management Salary/Time</th>
<th>60000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Administrator Salary (or Contribution)</td>
<td>20000</td>
</tr>
<tr>
<td></td>
<td>Sales &amp; Marketing Salary (or Contribution)</td>
<td>20000</td>
</tr>
<tr>
<td></td>
<td>Consultants Salary (or Contribution)</td>
<td>20000</td>
</tr>
<tr>
<td></td>
<td><strong>Total Fixed</strong></td>
<td><strong>120000</strong></td>
</tr>
<tr>
<td>Variable Costs</td>
<td>Exam Board Salary</td>
<td>12000</td>
</tr>
<tr>
<td></td>
<td>Other Cost of Sales</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Website Administration</td>
<td>1000</td>
</tr>
<tr>
<td></td>
<td>Participation in Events</td>
<td>5000</td>
</tr>
<tr>
<td></td>
<td>Administrative Overheads (Contribution)</td>
<td>2000</td>
</tr>
<tr>
<td></td>
<td>Organising Seminars</td>
<td>6000</td>
</tr>
<tr>
<td></td>
<td>Marketing Materials</td>
<td>5000</td>
</tr>
<tr>
<td></td>
<td><strong>Total Variable</strong></td>
<td><strong>31000</strong></td>
</tr>
<tr>
<td>TOTAL EXPENDITURE</td>
<td>Estimate Total Expenditure</td>
<td><strong>151000</strong></td>
</tr>
</tbody>
</table>

2.2.3. **Opportunity Costs / Strategic Value**

Licensees should give consideration to the opportunity cost of offering EUCIP programme. Investment in developing a market and infrastructure to deliver EUCIP may move resources from other mission critical areas.

Licensees who are currently offering EUCIP professional view it as a strategic programme, which contributes to their overall missions and goals as a national Informatics Society. The success of the program is not judged solely on the program operating as a profit centre, rather it is viewed in the context of its overall contribution to the Society’s objectives.

2.3. **Income**

The following tables outline the various sources of operational income from operation of the EUCIP Programme. Section 2.3.1 looks at the per unit revenue. Section 2.3.2 identifies the estimate breakeven point based on the costs provided in 2.2. Income calculations are based on a straight certification approach.
### 2.3.1. Operational Income

<table>
<thead>
<tr>
<th>INCOME</th>
<th>EUCIP OPERATIONAL COSTS</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Registration</td>
<td></td>
<td>60</td>
</tr>
<tr>
<td>Training</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>Testing (3 tests)</td>
<td></td>
<td>60</td>
</tr>
<tr>
<td><strong>Unit Income Core</strong></td>
<td></td>
<td><strong>120</strong></td>
</tr>
<tr>
<td>IT Administrator</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Registration</td>
<td></td>
<td>60</td>
</tr>
<tr>
<td>Training</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>Testing (5 tests)</td>
<td></td>
<td>100</td>
</tr>
<tr>
<td><strong>Unit Income IT Administrator</strong></td>
<td></td>
<td><strong>160</strong></td>
</tr>
<tr>
<td>Professional</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Portfolio Assessment &amp; registration</td>
<td></td>
<td>75</td>
</tr>
<tr>
<td>Assessment</td>
<td></td>
<td>150</td>
</tr>
<tr>
<td><strong>Unit Income Prof</strong></td>
<td></td>
<td><strong>225</strong></td>
</tr>
<tr>
<td>EUCIP Consulting Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diagnostic Test</td>
<td></td>
<td>10</td>
</tr>
<tr>
<td>Competence Gap Analysis</td>
<td></td>
<td>100</td>
</tr>
<tr>
<td>Training Path Design</td>
<td></td>
<td>150</td>
</tr>
<tr>
<td><strong>Unit Income Consulting</strong></td>
<td></td>
<td><strong>260</strong></td>
</tr>
<tr>
<td>TC Accreditation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TC Accreditation Fee</td>
<td></td>
<td>100</td>
</tr>
<tr>
<td><strong>Unit Income Accreditation</strong></td>
<td></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

### 2.3.2. Break Even

<table>
<thead>
<tr>
<th>BREAK EVEN OPERATIONAL</th>
<th>TOTAL EXPENDITURE</th>
<th>151000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>+ Royalty Payments on Sales</td>
<td>34050</td>
</tr>
<tr>
<td></td>
<td><strong>TOTAL COSTS</strong></td>
<td>185500</td>
</tr>
<tr>
<td>No of Core Registration</td>
<td>1250</td>
<td>150000</td>
</tr>
<tr>
<td>No of IT Admin Registration</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>No of Professional Registration</td>
<td>140</td>
<td>31500</td>
</tr>
<tr>
<td>No of Consulting Income</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>TC Accreditation Income</td>
<td>40</td>
<td>4000</td>
</tr>
<tr>
<td><strong>OPERATING DEFICIT / SURPLUS</strong></td>
<td>450</td>
<td></td>
</tr>
</tbody>
</table>
3. Developing an Approach to Programme Adoption

Once a licensee has evaluated the EUCIP Professional programme it is important to plan the necessary steps before moving towards establishing operations. Some of the key aspects for consideration are outlined below. Three basics steps are necessary for developing a structured approach to EUCIP programme adoption. These are a detailed Market Analysis, an Evaluation of the Internal Capability of the Licensee, and finally a Structured Approach to Establishing Operations. Related to these three key considerations are some specific questions that potential operators need to consider in evaluating whether to enter the market with a EUCIP offering.

3.1. Market Analysis

3.1.1. Sectoral Analysis

To assist the Licensee in choosing a suitable offering, it is important to carry out market research, analysing each possible target sector to identify market needs, and then determine if there is an appropriate fit for EUCIP in those sectors. Specific sectors for analysis include:

3.1.1.1. Corporate Sector

<table>
<thead>
<tr>
<th>Key questions:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• What interest exists in the EUCIP Programme among the corporate sector in your country?</td>
</tr>
<tr>
<td>• Is there an appropriate/viable route to market for EUCIP in this sector?</td>
</tr>
<tr>
<td>• What are the medium to long-term prospects for this demand being sustained?</td>
</tr>
</tbody>
</table>

The corporate sector has been highlighted in both the case studies as being central to the EUCIP Professional roll out. EUCIP Norge has targeted large corporate organisations in Norway with the EUCIP Professional certification model, and AICA has promoted the EUCIP services model to companies of various sizes in Italy.

The prospective EUCIP operator should open communication with companies (perhaps those who are large ECDL customers) to ascertain the level of interest in EUCIP and the type of offering that would be most suitable to their needs. This is a low-cost activity, but is very important in determining the need / demand for EUCIP in a country.
3.1.1.2. Public Sector

Key questions:

- What interest exists in the EUCIP Programme among the public sector in your country?
- Is there an appropriate/viable route to market for EUCIP in this sector?
- What are the medium to long-term prospects for this demand being sustained?

The public sector has also been a target market for EUCIP operators, and this has been approached in both Italy and Norway through a lobbying strategy. Driving the use of the EUCIP Professional profiles by the public sector is a key objective which can in turn lead to increased interest in completion of the EUCIP Professional certification.

The Italian case study in section 5 highlights the possible inclusion of the EUCIP Professional profiles in IT procurement tender documentation. This could potentially be an important step in diffusion of the EUCIP programme in Italy. EUCIP Norge has also opened similar lines of communication with the relevant government ministry in Norway.

3.1.1.3. Educational Sector

Key questions:

- What interest exists in the EUCIP Programme among the educational sector in your country?
- Is there an appropriate/viable route to market for EUCIP in this sector?
- What are the medium to long-term prospects for this demand being sustained?

The education sector has a smaller market potential than the two options above, but may be suitable depending on the linkage between companies and universities in a particular country. For example, if there is a strong linkage, with work placements being a key feature of university study and EUCIP professional becoming a requirement in the corporate sector, then a university student may be interested in achieving the EUCIP Professional “Associate” level to assist them in gaining employment. However, it should be noted that attempts to penetrate the educational sector have had limited success, and it is not currently seen as an attractive market in either Italy or Norway.
3.1.2. Reasons for Introducing EUCIP to your market

Key questions:

- What are the main reasons you are planning to bring EUCIP to your market?

Successful diffusion of EUCIP Professional can yield many potential benefits. The targeted objectives detailed below however must be in line with the national Informatics Societies overall objectives and will determine whether and how EUCIP will be implemented. These objectives include:

- Opening new revenue streams.
- Setting the IT Professional standard for a country by using a European standard.
- Improving the consistency in IT procurement.
- Development of relationships with governments and strategic partners.
- Providing a framework to promote and enhance professionalism within the IT industry.
- Contribution to improving IT project success rate.
- Promoting lifelong learning.
- Promoting IT as a profession and attract new labour supply to IT industry.

3.2. Internal Capability

Following an in-depth analysis of the market, a Licensee should then identify what the most appropriate fit for EUCIP is in the market place and the most appropriate way to deliver it to the market.

3.2.1. Programme Choices

Key questions:

- Which programme launch option will best suit your market and why?
- How will you communicate the linkages between different EUCIP components in your market?

When choosing to roll out EUCIP, a Licensee must decide on how to approach the market with a EUCIP offering.

For a traditional certification approach, a Licensee may choose to test the market by offering EUCIP Core before moving towards offering EUCIP Professional. This type of approach is currently being used in Poland by PIPS\(^5\) which is currently offering EUCIP Core, but is preparing to offer EUCIP Professional. The online materials all ensure that the EUCIP Core and Professional offerings are highly visible and the linkage between the certifications is clear. This ensures that demand for EUCIP Professional can grow as a result of EUCIP Core certification output levels.

\(^5\) [http://www.eucip.pl/](http://www.eucip.pl/)
An alternative approach would involve offering both the EUCIP Core and Professional certification elements to the market from the start. In this way, the Licensee can emphasise the EUCIP Professional certification and place the focus firmly on existing IT Professionals. This approach is similar to the current methodology used by EUCIP Norge.

The current approach adopted by AICA does not necessarily require the certification aspects of EUCIP, as it is focused on a services model based on the competences within the EUCIP profiles. However, this approach does come with its own unique challenges, i.e. the need for competence assessment tools and consultants to work closely with businesses to sell the concept and offer the services. As a result of these challenges, a prospective licensee must assess the needs of their market and also the resources available to offer the programme.

Regardless of the approach adopted, a Licensee will need to offer the EUCIP Core programme. Further details on the implementation of EUCIP Core are available in the EUCIP Implementation Guide⁶.

Programme Launch Options:

- Offer EUCIP Core and promote the EUCIP Professional Profiles.
- Offer a combined EUCIP Core and Professional certification offering.
- Offer EUCIP Services.

3.2.2. EUCIP Delivery Approach

<table>
<thead>
<tr>
<th>Key questions:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Which approach is most suited to your market (Certification or Services)?</td>
</tr>
<tr>
<td>What additional considerations are applicable to this choice (geographical, regulatory, commercial…)?</td>
</tr>
</tbody>
</table>

Building the EUCIP Network to support programme roll out is another key consideration. For EUCIP Core training and testing, it is possible to utilise selected ECDL Test Centres to provide testing solutions for this program, however these may not always be suitable organisations for the programme.

For EUCIP Professional, a Licensee must first decide how they will offer the programme and then choose a network approach that meets their needs. For example, a country that offers a straight certification approach (similar to EUCIP Norge), will be able to offer EUCIP Professional from a central location and then expand to additional regional examination locations as demand increases. However, if a Licensee chooses a services model, they will need a team of consultants who can take the offering straight to the customer. This introduces additional costs (travel, laptops, accommodation etc.) which may lead to an increase in the price to the customer.

3.3. Operational Approach

3.3.1. Operational Approach

Key questions:

- What structures will you put in place to support the EUCIP Professional Programme?
- What staff resources will you provide to operate within these structures?
- What strategic third-parties could be used to promote the programme?

The operational approach of the Licensee will be determined by a variety of factors including their programme budget, target market, and programme roll out approach. Some of the key factors to consider will include:

- Organisation Structure – this can be integrated within the existing ECDL operation or a new entity can be created. Examples of organisational structures are illustrated in the case studies.
- Staffing Requirements – Staffing requirements will be dictated by the programme approach (focus on certification or services) and the aspiration the Licensee has for the growth of EUCIP in their market place (Examples of staffing requirements are provided in the case studies).

Potential staff requirements are:

Certification Approach:
- Programme Support Co-ordinator – support competence centres, coordination of examinations
- Sales Staff – Promote diffusion of the programme through the competence centre network, generate leads for programme diffusion.
- Admin support – Support administration activities around events, candidate certification.
- Examination Board members (per diem) – Assess candidate portfolios, conduct EUCIP Professional oral examinations.

Services Approach:
- Programme Support Co-ordinator – Support Sales Consultants, coordination of examinations (if required).
- Sales Staff - Promote diffusion of the services via potential clients, generate leads for programme diffusion, arrange for sales consultant demonstration sessions.
- Admin support - Support administration activities around events, candidate certification.
- Sales Consultants – Work directly with clients to deliver EUCIP related services.
- Examination Board (optional based on proposed diffusion strategy) – Assess candidate portfolios, conduct EUCIP Professional oral examinations.

- Strategic / 3rd Party partnerships – Strategic partners may be a means to promote the EUCIP concept. Examples (e.g. Confindustria) are provided in section 5.
3.3.2. **Performance Targets**
The final phase of the implementation approach should be the formulation of realistic and achievable performance targets. Targets should be outlined for the following areas:

**Key questions:**

- Outline your proposed Competence Centre Growth figure?
  - Year 1= __, Year 2= __, Year 3= __
- Research and contact possible strategic partners, organise events to promote the relationship and support for the programme?
  - e.g. X number of strategic partners by Year 2
- Lobby government / industry and gain support for the EUCIP standard from government / industry?
  - Endorsement of EUCIP by ______
  - Statement from government minister regarding EUCIP
- Outline your targets for the number of candidates / organisations to get involved in the programme (by sector)?
  - Sector 1 - Year 1, 2, and 3.
  - Sector 2 - Year 1, 2, and 3.
- Gain formal acceptance of the EUCIP model as a standard for IT.
- What is your industry penetration target – X% of IT Professionals in the country by Yr. 20xx
- What is your target year to reach a breakeven point for the programme?

3.3.3. **Commercial & Marketing Planning**

**Key questions:**

- What proportion of the implementation budget will be devoted to Sales activities?
- What proportion of the implementation budget will be devoted to marketing and PR activities?
- Will promotion be concentrated on existing membership, or a broader pool?
- What combination of the suggested activities will be used to promote EUCIP Professional?

Both the EUCIP Norge and AICA case studies highlight the importance of having a strong emphasis on marketing to promote the EUCIP concept and any strategic relationships. Important considerations in this regard include choosing a strategy and budget for raising and maintaining an appropriate level of market visibility and awareness of the programmes.

3.3.4. **Pricing Strategy**

**Key questions:**

- What is your proposed pricing strategy?
- What market research have you carried out to help to validate the suitability of your pricing structure?
- Will the adopted strategy ensure that the investment in the programme can
be recouped within a reasonable timeframe?

The Licensee must research existing IT Professional certifications in their market to gauge the current pricing of similar certifications in their country. Pricing examples for Norway and Italy have been provided in the case studies for guidance purposes, but it is important for a Licensee to generate a pricing structure that is in line with current market conditions. The pricing of EUCIP services must take into consideration the costs incurred in offering the services model (consultants, competence analysis tools, travel etc.).

3.3.5. **Budget and Forecasts**

<table>
<thead>
<tr>
<th>Key questions:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- What are your overall sales forecasts for Year 1, 2 and 3?</td>
</tr>
<tr>
<td>- What is the breakdown of these sales forecasts by sector?</td>
</tr>
<tr>
<td>- What is the rationale to support these forecasts?</td>
</tr>
<tr>
<td>- What market research has been conducted to suggest that these forecasts are realistic and achievable?</td>
</tr>
</tbody>
</table>

Once the key factors above have been considered, the Licensee should develop an annual budget and sales forecasts for the first three years of operation. The financial details provided by both EUCIP Norge and AICA will be of assistance for a prospective operator in ensuring that the budget is realistic.

3.4. **EUCIP as a Reference Model**

If following an analysis of the various approaches, a Member Society decides that establishing a national EUCIP certification programme is not viable at that point in time, we would like to encourage all CEPIS Members to publicly display details of the range of EUCIP Programmes, including reference to the EUCIP professional profiles, in the relevant section of their Society’s website. This zero-cost approach will support the mutual recognition of EUCIP as a pan-European programme. It will also help build awareness and acceptance of EUCIP amongst its target audience, with a low risk and minimal cost to each member. Promoting EUCIP as a European standard should not be detrimental in any way to a society’s mission or any of its ongoing skills certifications programme’s. However it will help build recognition of the EUCIP programme over time in your country. When awareness and subsequent demand is at a suitable level, Members can then move to building a delivery infrastructure for EUCIP certifications, if they wish.

Standard text with relevant links is available to Licensees to integrate in their website. For more information please contact Neil.Farren@ecdl.org
APPENDICES

4. EUCIP Norge

EUCIP Norge, the Norwegian operator of EUCIP, is involved in IT Professional Certification and currently offers the EUCIP Core and EUCIP Professional programmes. In addition, plans are currently in place for roll out of the EUCIP IT Administrator programme. EUCIP Norge was set up as a separate limited company, but is 100% owned by the Norwegian Computer Society (DND).

4.1. EUCIP Operational Approach

4.1.1. Office Accommodation

As a result of the relationship with the Norwegian Computer Society, EUCIP Norge is currently hosted within the DND offices in Oslo.

The EUCIP Norge CEO, Renny Bakke Amundsen is the only staff member who currently avails of the DND office space on a daily basis. However the offices are used to host EUCIP Professional examination sessions.

4.1.2. Staffing

EUCIP Norge currently employs 2 staff, one full-time, one part-time. They also employ Examination Board members on a per candidate basis. These examination board members can vary depending on which of the EUCIP Professional profiles a candidate is taking.

Overview of current EUCIP Norge Organisation Structure:

![Organisation Structure Diagram]

4.1.3. Strategic or partnership arrangements with third parties

EUCIP Norge has received support for the EUCIP programme from Abelia (Business Association of Norwegian knowledge and technology based enterprises) and IKT Norge (the trade organisation for the Norwegian ICT industry).

EUCIP Norge are also in the process of gaining support at government level from the Minister of Government administration and reform – initial communication around use of the profiles in the public sector has taken place with Minister Heidi Grande Roys.
4.2. EUCIP Network

4.2.1. Competence Centres

The EUCIP Norge Competence Centre network consists of 20 centres. The centres are existing ECDL Test Centres and are predominately used to offer EUCIP Core testing. For this reason, they are referred to as Test Centres in Norway.

EUCIP Norge charge 10,000kn (€1148) to become an authorised Competence Centre and a 5,000kn (€574) per year renewal fee. To generate interest in the market, ECDL Test Centres were offered a free first year.

4.2.2. Using the Competence Centre Network to drive uptake of EUCIP Professional

EUCIP Norge is firmly focused on promoting EUCIP Professional and as a result of this approach the only real use of the Competence Centres at present is as a test location for EUCIP Core (as a pre-requisite for EUCIP Professional).

4.2.3. Diagnostic tools for candidate appraisal

The eucip.org demo test\(^7\) is used as an initial diagnostic tool for potential EUCIP Core candidates. EUCIP Norge is keen to offer Competence Planning Self Assessments either by using the Italian eCCO tool or through development of a similar tool. EUCIP Norge is discussing funding for such a development with Innovation Norway\(^8\).

4.3. Commercial & Marketing Planning

4.3.1. Programme Promotion

EUCIP Norge uses a variety of promotional techniques to raise awareness of EUCIP:

Quarterly Seminars

EUCIP Norge host open information meetings on a quarterly basis. These events have been used to promote alliances with ICT representation bodies such as Abelia and IKT Norge and to issue press releases to promote these alliances\(^9\).

The Norwegian Computer Society (DND, 12,000 members) and IKT Norge (350 members) send invitation to their members for the events and there are usually 30-40 attendees.

Web Promotions - EUCIP is promoted through the EUCIP Norge website\(^10\) and the DND website\(^11\). EUCIP Norge has also received coverage about the EUCIP programme on several Norwegian websites. Some testimonials from the initial EUCIP Professional candidates are also available on the DND website\(^12\).

Promotional Material – e.g. EUCIP banner stand and EUCIP infosheets.

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\(^7\) [http://www.eucip.org/index.jsp?1nID=104&2nID=390&pID=411&nID=417](http://www.eucip.org/index.jsp?1nID=104&2nID=390&pID=411&nID=417)

\(^8\) [http://www.innovasjonnorge.no/Om-oss/Innovation-Norway/](http://www.innovasjonnorge.no/Om-oss/Innovation-Norway/)


\(^10\) [http://www.eucip.no/](http://www.eucip.no/)

\(^11\) [http://www.dnd.no/FadDO4g.ips](http://www.dnd.no/FadDO4g.ips)

\(^12\) [http://www.dnd.no/mwJjY5Z.ips](http://www.dnd.no/mwJjY5Z.ips)
### 4.3.2. Price

#### EUCIP Core

<table>
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<th>Programme</th>
<th>Final Price to Client (€)</th>
<th>Competence Centre Revenue (€)</th>
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#### EUCIP Professional

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<th>Programme</th>
<th>Final Price to Client (€)</th>
<th>Competence Centre Revenue (€)</th>
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#### EUCIP IT Administrator

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<th>Programme</th>
<th>Final Price to Client (€)</th>
<th>Competence Centre Revenue (€)</th>
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#### Distribution Strategy

EUCIP Norge avails of existing ECDL Test Centres to operate the EUCIP Core programme, and in the case of one Centre (TISIP), EUCIP IT Administrator. However, this channel could also be used to drive uptake of the EUCIP Professional programme, by marketing the EUCIP Professional programme when candidates enquire about EUCIP Core, and to candidates who are exiting the EUCIP Core programme (at point of certification).

### 4.3.4. Delivery Strategy Processes

#### EUCIP Professional

EUCIP Professional is being pitched to the corporate market, focusing on companies with existing IT Professionals.

Once a potential candidate has registered, the formal delivery of the programme takes place in the EUCIP Norge offices. This is supplemented by independent candidate activity (i.e. completion of portfolio, preparation for oral examination).

The Head of the Examination Board will usually conduct a 2 hour session to assist the candidate in understanding how to complete the portfolio. The candidate is then given
time to complete all the relevant portfolio elements. The oral examinations are carried out with a group of students.

On receipt of the portfolio, the Head of the Examination Board will take approximately ½ day per candidate to evaluate the portfolio and conduct pre-qualification highlighting potential competence shortages which will be checked during the oral examination. The candidate will then be contacted with their oral examination date, usually allowing the candidate one month for examination preparation.

In advance of the examination, the exam board members will spend 1-2 hours reviewing the portfolio and the pre-qualification report. However, a lot of the time in the examination usually involves following up on elements of the candidates 20 minute presentation.

On completion of the examination, the candidate will receive their result and will also be given some additional input on possible options for future competence development in their field of expertise.

**EUCIP Services**
No EUCIP services are available in Norway at this time. However, EUCIP Norge has expressed an interest in offering an assessment service like eCCO. EUCIP Norge is in discussion with AICA about use of the eCCO tool.

### 4.4. Sales Planning

#### 4.4.1. Corporate sector
The EUCIP Norge approach to the corporate sector involves 1 to 2 sales approaches per week following research by the EUCIP Norge CEO or a referral from Per Kveim (EUCIP Norge Board). The contact is usually a CEO for mid-sized companies or the HR manager for larger companies.

The pitch is based on EUCIP as a European standard and as a roadmap for competence and career planning. This approach is then supplemented by the quarterly seminars referred to above.

#### 4.4.2. Public Sector
EUCIP Norge are also involved in promoting the EUCIP Professional profiles with the Norwegian Government. The EUCIP Norge CEO has had communications with the Minister for Government administration and reform (Heidi Grande Roys) regarding possible uses for the profiles in the public sector. An initial response from the minister stated that EUCIP Professional could be useful in public procurement and for competence development in the public sector.

### 4.5. Financial Details
To provide assistance to the EUCIP Norge entity, DND currently subsidised the CEO wage cost for EUCIP Norge.

**NB:** The costs below are based on the Norwegian market and economic environment and are intended to be used to illustrate costs to consider. Therefore, the cost of staffing, office space, services etc for a prospective licensee should be adjusted to suit their own market.

A summary of some of the key costs associated with running the EUCIP Norge operation are as follows:
Salaries

Staff Salaries – 1,500,000kn (€172,136)

Examination Board Member - 2,500kn per candidate (€287 + travel costs)

Operating Expenses

Operating Expenses - 12000kn per month (€1255)

- Travel - 1000kn per month (€105)
- Marketing, Branded Materials and Overheads - 5000kn per month (€522)
- Product Development (Localisation, Group Participation) - 3000kn per month (€315)
- Miscellaneous - 3000kn per month (€315)

4.6. Performance Targets

EUCIP Norge suggest that they require between 100 and 200 candidates per year to break even. In addition they wish to reach an annual level of around 2,000 – 3,000 candidates in the coming 3-4 years.

In the long term EUCIP Norge targets include:

- Use of the EUCIP model as a standard in IT in Norway
- Support from central government
  - e.g. references to EUCIP Professional profiles in tender templates
- 20% penetration target - out of 150,000 IT pros (12,000 comp society members)
5. Associazione italiana per l'informatica ed il calcolo Automatico (AICA)

AICA, the Italian operator of EUCIP, is involved in IT End User and IT Professional Certification and currently offers all aspects of the EUCIP certification (EUCIP Core, EUCIP Professional and EUCIP IT Administrator). In addition, AICA are currently developing a EUCIP services model to provide a platform for assessment of competence and competence development planning.

AICA has 2,000 members out of approximately 1,000,000 ICT specialists in Italy. EUCIP is seen as one method to raise the profile of AICA among IT Professionals in Italy and contribute to growth in membership.

5.1. EUCIP Operational Approach

5.1.1. Legal Structure
The entire EUCIP Programme in Italy is operated by AICA, and there is no separate entity. The programme is then provided to the market by AICA partners, known as Competence Centres.

5.1.2. Staffing
AICA currently employs 12 staff who have varying degrees of involvement in EUCIP activities\(^\text{16}\). The staffing includes consultants to assist companies who are rolling out the services approach to EUCIP Professional.

Overview of current AICA Organisation Structure for EUCIP activities (% of time allocated to EUCIP indicated per staff member):

5.1.3. Strategic or partnership arrangements with third parties

ConfIndustria is an employers association for mid-large sized companies. AICA created 2 booklets (ECDL + EUCIP), which ConfIndustria paid for and circulated. ConfIndustria also recommended to the government that they should adopt EUCIP.

\(^{16}\) These staff equate to 6.5 full time staff.
**CNIPA (Government Agency)** – Currently in discussions to use the EUCIP profiles in the tendering process for IT procurement. AICA have prepared references to the profiles in the 38 procurement cluster documents and are presenting this to CNIPA for approval.

### 5.2. EUCIP Network

The Italian EUCIP Network is made up of a series of Competence Centres, each targeting one or more specific sectors with elements of the EUCIP offering (EUCIP Core, Professional and IT Administrator).

**Business Competence Centres**

The Business Competence Centres have the following key characteristics:
- B2B focus, offering the complete profile portfolio.
- Uses the service model approach.
- Consultancy / training companies working with clients.

In this approach, AICA provides people to coach the Competence Centre in the services approach. This person assists the new CC for up to 6 months and the CC must pay AICA for this service (AICA then pay the coach).

The focus is primarily on the paid services (competence assessment and competence development planning), with the training and certification elements being seen as a secondary factor.

There are currently 5 business competence centres, and the aim is to grow this number to 15 in the coming years.

**Professional Competence Centres**

The Professional Competence Centres have the following key characteristics:
- B2C focus, mainly offering EUCIP IT Administrator.
- Uses the traditional ECDL model.
- Private and public financed training.

There are currently 5 professional competence centres, and the aim is to grow this number in the coming years.
University Competence Centres

The Professional Competence Centres have the following key characteristics:
- B2C focus, aimed at students, offering the complete profile portfolio.
- Private and public financed training.

5.3. Commercial & Marketing Planning

5.3.1. Programme Promotion

When promoting the EUCIP Programme, AICA emphasise the following key points:
- The first European vendor independent ICT Competence Framework.
- The level of granularity: 3,000 Knowledge Objects, grouped in 160 competence categories and 18 areas, to build up 21+1 profiles.
- The service approach: very helpful to support Competence Assessment, Training Module qualifications, Learning and Work experience Design Paths and other services like Certification.
- The embedded recognition of Vendor Dependent Certifications.
- Compliance with the eCompetence Framework (eCF).
- Importance of Vendor Independent Frameworks for ICT demand side companies.
- Opportunity to recognise Behavioural Competences.

AICA promote the programme through a range of activities including:
- AICA Portal.\(^\text{17}\)
- WEP (Workforce space Event Program)
- AICA Congress.
- Didamatica (Informatics in Education Conference – AICA – co-host).
- Industry Association and University presentations.
- Large Account contacts with Competence Centres.
- Mondo Digitale - AICA magazine which contains articles on EUCIP and IT Professionalism\(^\text{18}\).

\(^{17}\) http://www.aicanet.net/
\(^{18}\) http://www.mondodigitale.net/Rivista/08_numero_2/Rub.%20Profes.ICT%20%20p.%2069-75.pdf
### 5.3.2. Price

#### EUCIP Core

<table>
<thead>
<tr>
<th>Programme</th>
<th>Final Price to Client (€)</th>
<th>Competence Centre Cost (€) (to AICA)</th>
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<tbody>
<tr>
<td></td>
<td>Registration</td>
<td>Test / Evaluation</td>
</tr>
<tr>
<td>EUCIP Core</td>
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<td>50 (per test)</td>
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</table>

#### EUCIP Professional

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<th>Programme</th>
<th>Final Price to Client (€)</th>
<th>Competence Centre Cost (€) (to AICA)</th>
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<tbody>
<tr>
<td></td>
<td>Professional activity Component</td>
<td>Test / Evaluation</td>
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<tr>
<td>EUCIP Services</td>
<td>Diagnostic Tests</td>
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<td></td>
<td>Competence gap analysis assessment</td>
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<td></td>
<td>Training Path Design</td>
<td>300 – 500</td>
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<tr>
<td></td>
<td>EUCIP Professional Portfolio Assessment</td>
<td>150</td>
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<tr>
<td></td>
<td>Oral Examination</td>
<td>300</td>
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<tr>
<td></td>
<td>Annual Confirmation (by 3)</td>
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<tr>
<td>Services (Maintenance)</td>
<td>Site Licence</td>
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<tr>
<td></td>
<td>Annual Maintenance</td>
<td>20,000</td>
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#### EUCIP IT Administrator

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<tr>
<th>Programme</th>
<th>Final Price to Client (€)</th>
<th>Competence Centre Cost (€) (to AICA)</th>
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<td>Registration</td>
<td>Test / Evaluation</td>
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<tr>
<td>EUCIP IT Administrator</td>
<td>100</td>
<td>100 (per test)</td>
</tr>
</tbody>
</table>

### 5.3.3. Distribution

Distribution Strategy

AICA has developed a Competence Centre Network\(^\text{19}\) across Italy to offer the EUCIP Core and EUCIP IT Administrator programmes. The EUCIP Professional programme is offered through different competence centres to suit different markets. This is covered in the EUCIP Network section above.

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\(^{19}\) [http://www.eucip.it/cerca-cdc](http://www.eucip.it/cerca-cdc)
5.3.4. Delivery Strategy

EUCIP Core / EUCIP IT Administrator

EUCIP Core and EUCIP IT Administrator are delivered through the AICA Competence Centre network in accordance with the Quality Assurance Standards set out by ECDL Foundation. EUCIP Core has also been popular with University students as a result of collaboration with the CINI university consortium.

EUCIP Professional / EUCIP Services

The delivery approach to EUCIP Professional has shifted from the traditional certification approach (as highlighted in the EUCIP Norge case) to a services model, which involves the use of consultants. As a result of this shift there is a need to have more resources to meet with clients and provide the services e.g. competence assessment and competence development planning. The eCCO tool is being used as a central element of the services model and provides the self assessment and competence gap elements of the services model.

Further examples of the EUCIP Services model are available in the CEPIS Upgrade issue “EUCIP: A Model for Definition and Measurement of ICT Skills”.

5.4. Sales Planning

AICA have two markets for the EUCIP Professional programme, the B2C market and the B2B market. The product offering is the same in both markets, but the sales approach can vary. For example:

B2B - Companies (including public administration)
- Consultation sales approach
- Selling the benefits of the programme

B2C - ICT Individuals (e.g. students approaching the end of the University cycle)
- Develop and measure:
  - ICT System Management Competence
  - Build Competence
  - Plan Competence
  - Build towards and understanding of Professionalism in ICT

It is important to note that EUCIP Professional is not being promoted as a certification standard in Italy, but rather a services approach to competence evaluation, planning and development, that contains a certification element.

There is also a perception in academic circles in Italy that EUCIP Core is all that there is, so some work is required to ensure that academia is aware that the services and EUCIP Professional certification aspects are available.

5.5. Financial Details
To date AICA estimate that they have spent approximately €1 million on the EUCIP Core programme and €0.5 million on the EUCIP Professional programme. The EUCIP Professional expenditure includes development time involved in projects like (1) EUCIP Professional profile development and (2) Accreditation of learning modules, which would not be a feature of a prospective licensee’s expenditure. However, it is still important to note that a considerable financial commitment is required to successfully implement the EUCIP Professional programme.

5.6. Performance Targets
AICA aims to achieve the following performance targets in relation to EUCIP Professional and the associated services offered in Italy:

- Growth of Business Competence Centres (5) to 15 centres in 12 months.
- Growth of Very Large & Large Business Clients (6) to 16 by end 2009.
- Sign up 3 multinational companies by end 2009 to exploit pilot projects on EUCIP Based Services (requires assistance from CEPIS Members).
- Mapping and qualification of EUCIP Compliant Training Offering in 6 months.
- Increase Business Competence Centre turnover from average 300k€ to an average of 800k€ in 3 years.
- Forecast of AICA’s total revenue
  - 2008-2009: contribution of 400k€, through:
    - 500 students assessed end 2009
    - 1,700 professionals assessed
  - 2009-2010: contribution of 700k€, through 4,500 professional assessed
- AICA’s revenues will come mainly from the competence assessment and design path. It is estimated that no more than 10% of assessed specialists will gain a EUCIP Professional Certificate