


# Preparation Guide

Edition 202510

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# 1. Overview

VeriSM™ Professional (VERISMP.EN)

### Scope

The VeriSM™ Professional certification confirms that the professional can create a Management Mesh which is based on the organization's portfolio, principles and governance needs, and manage a product or service through the Define, Produce, Provide and Respond stages in line with the VeriSM™ model.

This certification includes the following topics:

- a digital world
- digital leadership and structure
- governance and strategy
- applying the VeriSM™ model

### Summary

VeriSM™ is an enterprise service management approach for the digital age, focusing on an end-to-end view of service management. The VeriSM™ model allows organizations to produce and deliver the right product or service at the right time to their consumers, whilst allowing for customization and alignment to the type of business, size of the organization, business priorities, organizational culture, and even the nature of the individual project or service.

In the VeriSM™ model, governance and service management principles are relatively stable elements, only changing when the needs of the organization change. The Management Mesh is flexible and is adjusted as required for products and services, for example to integrate a new management practice or a new technology. In four stages the product or service is defined, produced, provided and supported (Define, Produce, Provide and Respond).

The VeriSM™ Professional certification tests a candidate's knowledge of, and skills in, applying VeriSM™ in an organization. Those certified as VeriSM™ Professional understand the impact of digital transformation on the organization and on people, consumers as well as staff. They can translate strategic direction into a successful operating environment. The certified VeriSM™ Professional has proven his or her ability to create and use a Management Mesh that is based on the organization's portfolio, principles and governance needs. After creating or adapting the Management Mesh based on new requirements, a VeriSM™ Professional can manage the product or service through the Define, Produce, Provide and Respond stages.

## Context

The VeriSM™ Professional certification is part of the VeriSM™ qualification program.







## Target group

The VeriSM™ Professional certification is relevant for professionals operating in organizations that have the ambition to digitalize or further digitalize the development and delivery of their products and/or services. The target group includes, but is not limited to:

- Specialists, lower and middle managers from all organizational disciplines, who are tasked with translating strategy to operation.
- Professionals involved in guiding products or services through the enterprise value chain.
- Professionals involved in the implementation of digital transformation initiatives.
- Consultants and coaches, who assist an organization in planning, building and operating the VeriSM™ model in order to meet digital transformation objectives.
- Junior professionals who aspire to fulfil any of the above roles or responsibilities.

## Requirements for certification

- Successful completion of the VeriSM™ Professional exam.
- Completion of the VeriSM™ Professional practical assignments, either via self-study or as part of an accredited training.

Knowledge of VeriSM™, through the completion of the VeriSM™ Foundation exam, is strongly recommended. Training by an accredited training organization is also strongly recommended.

## Examination details

| | |
|---|---|
| Examination type: | Multiple-choice questions |
| Number of questions: | 30 |
| Pass mark: | 65% (19/30 questions) |
| Open book: | The exam literature may be consulted throughout the exam. It is provided as an appendix to the digital exam. Candidates are required to bring their own copy for paper-based exams. |
| Notes: | No |
| Electronic equipment/aides permitted: | No |
| Exam duration: | 90 minutes |

The Rules and Regulations for EXIN's examinations apply to this exam.

## Bloom level

The VeriSM™ Professional certification tests candidates at Bloom levels 2, 3 and 4 according to Bloom's revised taxonomy:

- Bloom level 2: Understanding – a step beyond remembering. Understanding shows that candidates comprehend what is presented and can evaluate how the learning material may be applied in their own environment. This type of questions aims to demonstrate that the candidate is able to organize, compare, interpret and choose the correct description of facts and ideas.
- Bloom level 3: Application – shows that candidates have the ability to make use of information in a context different from the one in which it was learned.
  This type of questions aims to demonstrate that the candidate is able to solve problems in new situations by applying acquired knowledge, facts, techniques and rules in a different, or new way. The question usually contains a short scenario.
- Bloom level 4: Analysis – shows that candidates have the ability to break learned information into its parts to understand it. This Bloom level is mainly tested in the Practical Assignments. The Practical Assignments aim to demonstrate that the candidate is able to examine and break information into parts by identifying motives or causes, make inferences and find evidence to support generalizations.

# Training

## Contact hours

The recommended number of contact hours for this training course is 21. This includes practical assignments, exam preparation and short breaks. This number of hours does not include lunch breaks, homework and the exam.

## Indication study effort

112 hours (4 ECTS), depending on existing knowledge.

## Training organization

You can find a list of our Accredited Training Organizations at www.exin.com.

# 2. Exam requirements

The exam requirements are specified in the exam specifications. The following table lists the topics of the module (exam requirements) and the subtopics (exam specifications).

| Exam requirements | Exam specifications | Weight |
|---|---|---|
| **1. A digital world** | | **13.3%** |
| | 1.1 Concepts of a digital world | 6.7% |
| | 1.2 Working in a digital context | 6.7% |
| **2. Digital leadership and structure** | | **13.3%** |
| | 2.1 Digital leaders | 6.7% |
| | 2.2 Organizational structure and culture | 6.7% |
| **3. Governance and strategy** | | **20%** |
| | 3.1 Governance and service management principles in the VeriSM™ model | 20% |
| **4. Applying the VeriSM™ model** | | **53.3%** |
| | 4.1 Using the VeriSM™ model | 30% |
| | 4.2 Setting up the solution in the Define stage | 16.7% |
| | 4.3 Leading the solution through the Produce, Provide and Respond stages | 6.7% |
| | **Total** | **100%** |

## Exam specifications

**1. A digital world**

1.1 Concepts of a digital world

The candidate can…

1.1.1 define how VeriSM™ addresses digital practices, the digital age and a digital organization.

1.1.2 indicate the difference between a system of record (SoR) and a system of engagement (SoE).

1.1.3 interpret the importance of outcomes and how the outcomes develop (value stream maps), using the VeriSM™ view of 'digital'.

1.2 Working in a digital context

The candidate can…

1.2.1 define the three digital transformation approaches.

1.2.2 identify the characteristics of successful digital transformation programs.

1.2.3 recognize digital transformation options based on organizational requirements.

**2. Digital leadership and structure**

2.1 Digital leaders

The candidate can…

2.1.1 outline digital leadership characteristics, digital skills and digital awareness.

2.1.2 identify the sustainability of digital initiatives.

2.2 Organizational structure and culture

The candidate can…

2.2.1 differentiate between a traditional organizational hierarchy and one that embraces constant change.

2.2.2 develop collaboration between organizational capabilities.

2.2.3 explain how knowledge management enhances digital transformation.

2.2.4 identify which behaviors contribute to a consumer-centric approach.

**3. Governance and strategy**

3.1 Governance and service management principles in the VeriSM™ model

The candidate can…

3.1.1 perform Evaluate, Direct, Monitor (EDM) activities to translate digital transformation strategy to operation.

3.1.2 ensure that service management principles are followed.

**4. Applying the VeriSM™ model**

4.1 Using the VeriSM™ model

The candidate can…

4.1.1 apply the VeriSM™ model to address a new or changed product or service.

4.1.2 capture the current state in a Management Mesh.

4.1.3 identify resources, environment, management practices and technologies that support the new or changed product or service.

4.1.4 capture the desired state in a Management Mesh.

4.2 Setting up the solution in the Define stage

The candidate can…

4.2.1 differentiate between traditional and iterative requirement gathering techniques (user stories; card, conversation, confirmation).

4.2.2 analyze the gap between the current state and a desired state.

4.2.3 propose a sourcing policy that reflects the organizational strategy and consumer need.

4.3 Leading the solution through the Produce, Provide and Respond stages
The candidate can…
4.3.1 analyze the Produce, Provide and Respond activities for conformance to organizational strategy and consumer need.

# 3. List of basic concepts

This chapter contains the terms and abbreviations with which candidates should be familiar.

Please note that knowledge of these terms alone does not suffice for the exam. The candidate must understand the concepts and be able to provide examples.

autonomy
behavior
Burke-Litwin model
collaboration
collaborative approach
competence
consumer
consumer centric
culture
Customer Experience (CX)
Define
design thinking
DevOps
digital awareness
digital capabilities
digital channel
digital experience (DX)
digital leader
digital mindset
digital optimization
digital organization
digital service
digital transformation
digitalization
disruptive innovation
Evaluate Direct Monitor (EDM) model
efficiency
flatter organization
framework
gap analysis
governance
governance structures
innovation
issue
iterative requirement gathering
journey map
Kaizen
knowledge management
Lean
Management Mesh
management practices
McKinsey 7S framework
mission
Nadler-Tushman model
network effect
opportunity portfolio
organizational behavior management (OBM)
(organizational) capability
organizational change management (OCM)
organizational portfolio
outcome
output
PDCA (Deming's Quality Circle)
PESTEL
Porter's 5 Forces
Produce
product
Provide
quality
request
requirement
Respond
risk
service
service blueprint
Service Integration and Management (SIAM™)
service management
service management principles
SIPOC
solution
source event
stakeholder map
strategic sourcing
sustainability
SWOT analysis
system
system of engagement (SoE)
system of innovation
system of record (SoR)
tacit knowledge
technical debt
total quality management (TQM)
T-shaped professional
use case
user
User Experience (UX)
user journey
user story
value
value proposition
value stream
value stream mapping (VSM)
value-adding
VeriSM™
VeriSM™ model
vision

# 4. Literature

## Exam literature

The knowledge required for the exam is covered in the following literature:

**A.** Claire Agutter, Suzanne D. Van Hove, Johann Botha
**VeriSM™: Unwrapped and Applied – Part A** (pages 11-298)
Van Haren Publishing: October 2018
ISBN: 978 94 018 0335 9 (hard copy)
ISBN: 978 94 018 0334 2 (eBook)

## Additional literature

**B.** Claire Agutter, Suzanne D. Van Hove, Johann Botha
**VeriSM™: Unwrapped and Applied – Part B** (pages 299-458)
Van Haren Publishing: October 2018
ISBN: 978 94 018 0335 9 (hard copy)
ISBN: 978 94 018 0334 2 (eBook)

### Comment

Additional literature is for reference and depth of knowledge only. The additional literature can be found in the same book as the main literature but does not need to be studied.

## Literature matrix

| Exam requirements | Exam specifications | Reference |
|---|---|---|
| **1. A digital world** | | |
| | 1.1 Concepts of a digital world | |
| | 1.1.1 define how VeriSM™ addresses digital practices, the digital age and a digital organization. | A, Chapter 2.1, 2.2, 3.1 |
| | 1.1.2 indicate the difference between a system of record (SoR) and a system of engagement (SoE). | A, Chapter 3.2 |
| | 1.1.3 interpret the importance of outcomes and how the outcomes develop (value stream maps), using the VeriSM™ view of 'digital'. | A, Chapter 8 |
| | 1.2 Working in a digital context | |
| | 1.2.1 define the three digital transformation approaches. | A, Chapter 3.4, 3.5, 3.6 |
| | 1.2.2 identify the characteristics of successful digital transformation programs. | A, Chapter 3.7 |
| | 1.2.3 recognize digital transformation options based on organizational requirements. | A, Chapter 3.8 |

| | | |
|---|---|---|
| **2. Digital leadership and structure** | | |
| | 2.1 Digital leaders | |
| | 2.1.1 outline digital leadership characteristics, digital skills and digital awareness. | A, Chapter 4.1, 4.2, 4.3 |
| | 2.1.2 identify the sustainability of digital initiatives. | A, Chapter 4.8 |
| | 2.2 Organizational structure and culture | |
| | 2.2.1 differentiate between a traditional organizational hierarchy and one that embraces constant change. | A, Chapter 5.1, 5.2, 5.3, 5.4 |
| | 2.2.2 develop collaboration between organizational capabilities. | A, Chapter 6 |
| | 2.2.3 explain how knowledge management enhances digital transformation. | A, Chapter 7 |
| | 2.2.4 identify which behaviors contribute to a consumer centric approach. | A, Chapter 3.9 |
| **3. Governance and strategy** | | |
| | 3.1 Governance and service management principles in the VeriSM™ model | |
| | 3.1.1 perform Evaluate, Direct, Monitor (EDM) activities to translate digital transformation strategy to operation. | A, Chapter 10.4, 10.5, 10.6 |
| | 3.1.2 ensure that service management principles are followed. | A, Chapter 10.2, 10.3 |
| **4. Applying the VeriSM™ model** | | |
| | 4.1 Using the VeriSM™ model | |
| | 4.1.1 apply the VeriSM™ model to address a new or changed product or service. | A, Chapter 11.1, 11.2 |
| | 4.1.2 capture the current state in a Management Mesh. | A, Chapter 12 |
| | 4.1.3 identify resources, environment, management practices and technologies that support the new or changed product or service. | A, Chapter 12, 14.5 |
| | 4.1.4 capture the desired state in a Management Mesh. | A, Chapter 12 |
| | 4.2 Setting up the solution in the Define stage | |
| | 4.2.1 differentiate between traditional and iterative requirement gathering techniques (user stories; card, conversation, confirmation). | A, Chapter 14.1, 14.2, 14.3 |
| | 4.2.2 analyze the gap between the current state and a desired state. | A, Chapter 15 |
| | 4.2.3 propose a sourcing policy that reflects the organizational strategy and consumer need. | A, Chapter 16 |
| | 4.3 Leading the solution through the Produce, Provide and Respond stages | |
| | 4.3.1 analyze the Produce, Provide and Respond activities for conformance to organizational strategy and consumer need. | A, Chapter 17 |
| | | |

# 5. Career Path

At EXIN, we believe in the value of lifelong learning and the importance of combining diverse skills to thrive in today's dynamic and evolving world. With our EXIN Career Paths, candidates can prepare for specific job roles and continue to grow and advance in their professional journey. For more information on EXIN Career Paths, please refer to https://www.exin.com/career-paths/.

The VeriSM™ Professional certification is part of the following EXIN Career Path.

## EXIN Digital Transformation Officer

EXIN Digital Transformation Officer empowers professionals to leverage new technologies and ways of working to drive informed decision-making and inspire innovation, guiding toward achievement of business goals.






## Contact EXIN

www.exin.com