



DIGITAL TRANSFORMATION MANAGER



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## **KNOWLEDGE, EXPERTISE AND SKILLS FOR THE “DIGITAL TRANSFORMATION MANAGER” IN THE FURNITURE INDUSTRY**

*“Ditrama” (www.ditrama.eu) is a project co-funded by the EU Erasmus+ programme to define and develop the curriculum of Digital Transformation Manager in the furniture industry.*

### **Abstract:**

*The article contains **the description of the Curriculum for the professional profile of Digital Transformation Manager**, developed on the basis of a thorough analysis of the needs of the European furniture market and validated by over 90 international experts.*

*The 10 Learning Units the Curriculum is composed of are highlighted, as well as the body of knowledge, skills and competencies required for this new professional figure.*

*The Joint Curriculum, with all of the reference attachments, can be downloaded [at this link](#).*

In its first planning phase, the Ditrama Project has defined **the Digital Transformation Manager as the professional capable of leading companies of the furniture industry to their digital transformation**, all throughout the value chain. What knowledge, competencies and skills are necessary to carry out this task? How to acquire them? What Curriculum can ensure the acquisition of technical expertise and the strengthening of fundamental non-technical skills both, so that the digital transformation process is successful and is not hindered by organisational or social factors.

DITRAMA has carried out a thorough analysis of the expertise required by the market to plan, design and lead the implementation of a uniform digital strategy, listening to experts from the world of business, research, advanced training, employers’ organisations and trades unions.

**Over 90 experts from 14 different countries** have given their professional opinion on the recommended Curriculum, validating and giving some suggestions, which have determined the final draft of the document, which can be downloaded here with all its attachments.

The Curriculum of the Digital Transformation Manager includes the body of knowledge/competencies/skills required for this professional profile, the information and the descriptions of the learning outcomes and the learning units related to the indicators compliant with the European standards for students and staff’s mobility (EQVET / EQF / EQAVET), as well as some recommendations about the training methodology directed at students and young workers. The professional profiles (ESCO) specific to the furniture industry impacted by digital transformation are also described.

First of all, **7 areas of fundamental expertise (skills) have been identified:**

- Technical skills (digitalisation)
- Innovation skills
- Communication skills
- Management, leadership and entrepreneurial skills

- Emotional intelligence skills
- Skills related to quality, risk and safety
- Ethics

Starting from these, a joint curriculum has been identified, divided in **4 learning units dedicated to the 11 identified technical skills and 6 learning units dedicated to non-technical skills** and to the environmental and social impact of technological transformation.

Specifically, the curriculum on technical skills starts with the Unit dedicated to the examination of **“disruptive” technologies for the furniture industry** (Internet of Things, Industrial Internet of Things (IIoT), Cloud Computing for the Industry 4.0) and continues with the Unit dedicated to **technologies applied to manufacturing** (horizontal and vertical management systems, software for parametric design, additive manufacturing, robotics applied to the industry).

It then delves into the themes related to **virtualisation** (simulation, virtual prototyping, digital twin, and augmented/virtual reality) and to **safety and data protection**.

The analysis process has brought out some across-the-board skills as critical factors for the success of the digital transformation, and these skills can facilitate technological integration in the organisational business oriented context of a company. **The Digital Transformation Manager is not an executive specialist**, but a manager figure, who refers to the company's Management and **can put technology and digital transformation at the service of the overall business development strategies**.

They move within the company's environment and thus they must know the company's logic, motivational stimuli and appropriate behaviour, so that the change is successful and also manages to overcome inevitable internal resistance.

For this reason, the curriculum is made up of 6 learning units on complementary themes to the technological ones, dedicated to different managerial skills.

First of all, to a correct overview on the theme of **innovation** tout court and of the relationship between generations of ideas and the implementation of those same ideas in an organic business strategy. It is followed by an in-depth study of the themes of **leadership** and change management models, to **communication** skills as an element which simplifies the involvement of the organisation, to the **organisational management** and to **team work**.

Lastly, the curriculum is finished off by two units which give value to the managerial dimension of the Digital Transformation Manager: the attention to the **theme of risk, health and safety management** in an environment ruled by digital transformation and general attention to **economic, social, environmental sustainability** in a high-complexity context, including its ethical implications.

The curriculum coincides with **EQF level 5** and is **composed of 100 multimedia video-pills**, divided by topic. It is aimed both at **students of professional training courses or higher education in the field of wood-furniture**, product innovation or ICT (*future workers*) and **young workers who are already active within the labour market** (*professional workers*) who wish to increase their expertise in an industry where the challenge of innovation represents the only key to competition and stability in the market.

**Project leader:**

CENFIM – Centre de Difusió Tecnològica de la Fusta i del Moble de Catalunya (La Sénia– Spain)

**Project Consortium:**

Aarhus Universitet (Aarhus – Denmark)  
Woodwise (Brussel – Belgium)  
CETEM – Centro Tecnológico del Mueble y la Madeira de la Region de Murcia (Murcia – Spain)  
U.E.A. – European Furniture Manufacturers Federation based in Prague (Czech Republic)  
AMIC – Associació Agrupació Moble Innovador de Catalunya (Barcelona – Spain)  
CFPIMM – Centro de Formação Profissional das Indústrias da Madeira e Mobiliário (Lordelo – Portugal)  
FederlegnoArredo – Federazione Italiana delle industrie del legno, del sughero, del mobile, dell'illuminazione, dell'arredamento (Milano – Italy)

OIGPM – Ogólnopolska Izba Gospodarcza Producentów Mebli (Warsaw – Poland)  
Método Estudio Consultores – (Vigo – Spain)  
HOGENT – (Gent – Belgium)  
Universitatea Transilvania din Brasov- Facultatea de Design de mobilier si inginerie a lemnului  
(Brasov – Romania)

**For more info:**

<http://ditrama.eu/>  
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**Coordinator,**  
**Assoc.Prof.Dr. Lidia GURAU**