

THE KCS ACADEMY

THIS CERTIFICATE CONFIRMS THAT

William Frantz

HAS A FUNDAMENTAL UNDERSTANDING OF THE KCS
CONCEPTS, THE KCS ARTICLE AND THE PROCESS FOR
CREATING IT, HOW TO INTEGRATE KCS INTO THE
KNOWLEDGE WORKFLOW, AND THE BASICS AROUND KCS
PERFORMANCE MANAGEMENT AND IS HEREBY
CERTIFIED IN:



August 14, 2019

Date

A handwritten signature in black ink, appearing to read 'Arnfinn Austefjord', is written over a horizontal line.

ARNFINN AUSTEFJORD
Global Head
The KCS Academy