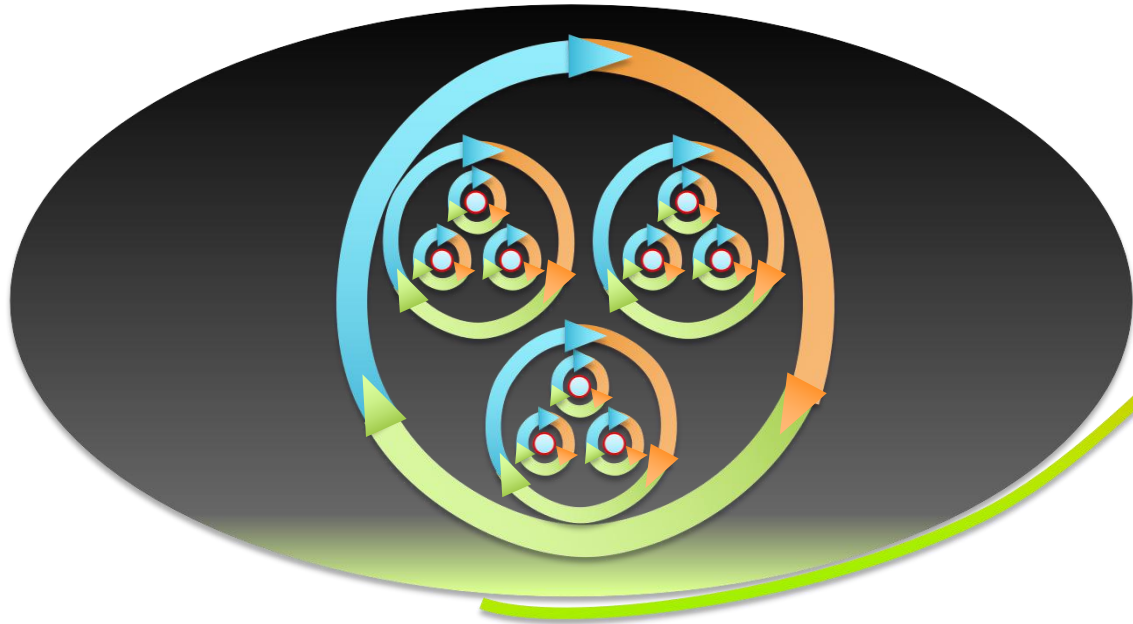


XSCALE Alliance certifies that on September 27, 2019

**Rob Franklin**



completed all requirements necessary  
to become a  
**Practitioner**  
of  
**XSCALE Business Agility**

XSCALE Alliance is a global ecosystem promoting the principles of Agile Organization. XSCALE Business Agility is a pattern language that generates self-directing portfolios of self-managing streams of self-organizing teams. XBA descales hierarchies, accelerates market adaptation, and breaks through throughput bottlenecks to enable organizations to embrace and leverage disruptive change.

authorized by Peter Merel, CEO, XSCALE Alliance

*Peter Merel.*