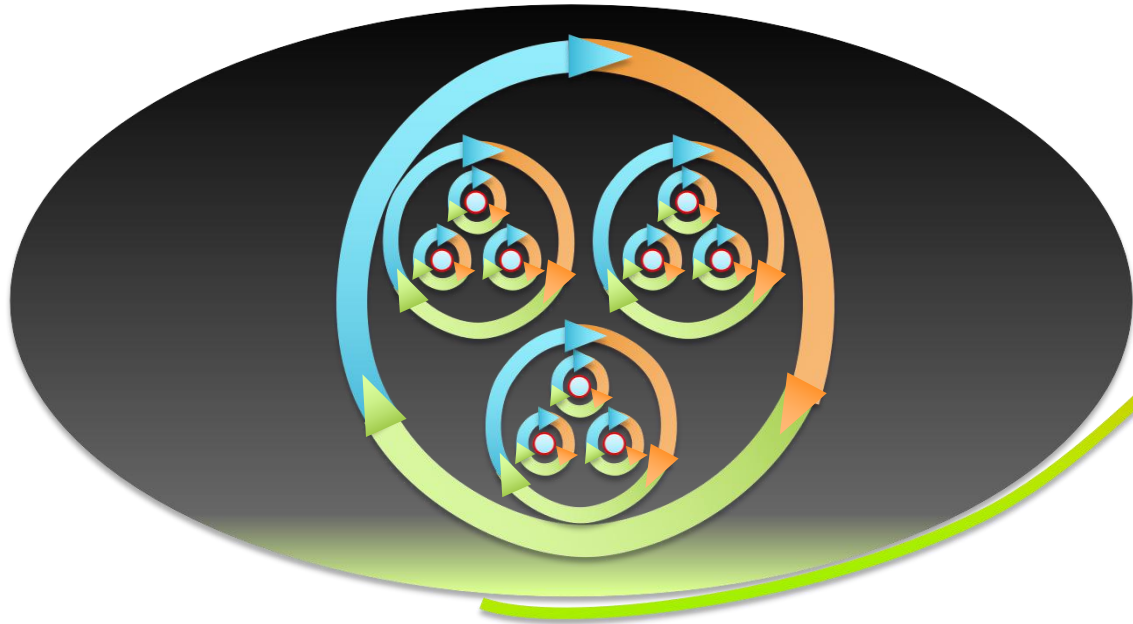


XSCALE Alliance certifies that on August 30, 2019

Randy Smith



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.