

This is to certify that on Thu 7 Aug 2014

Pascal Naujoks

demonstrated a fundamental understanding of how to maximize return on investment, optimize the total cost of ownership of products and systems, and the drivers for delivering value, while working as part of a self-organizing, cross-functional team within the Scrum framework.

In recognition of this, Scrum.org is pleased to provide certification at the level of



Professional Scrum Product Owner I



Ken Schwaber