



Mag. Andrija Arapovic

Agile Coach, Scrum Master, Product Owner

Certified Scrum Professional - Scrum Master (**CSP-SM, A-CSM, CSM**)

Certified Product Owner (**CSPO**)

Certified **Kanban** Professional (**KMP I & KMP II**)

Certified **LeSS Practitioner**

Certified **Scrum@Scale** Practitioner (by Jeff Sutherland)

Heart of Agile - Advanced Agile 1 (by Alistair Cockburn)

Open Space Agility - Level 1

Brief profile

Creativity paired with business thinking is something typical of both my professional and also academical career. During the business administration studies (Vienna University of Economics and Business) and also Digital Art (University of Applied Arts, Vienna) I was working in TV advertisement, movies and on online projects, since 1998.

Over time web development has become my main focus. That is how I became a co-founder of a startup in Vienna, 2008-2012. In the meanwhile, and also afterwards, i was involved in several big projects, in the roles of project manager, team lead, product manager, product owner. The continuous development of complex online projects has finally led me to the discovery of agile skills, which I live up to, as a **convinced agilist**. When coaching others on their **agile way**, my lengthy experience from many different roles and projects comes in handy.

Typical for my actions is a pragmatical approach while being focused towards achieving the goal. It comes together with an infectious optimism and leadership quality to pick up others, to include them on our collective journey, which qualifies me as an “servant leader”



ITERGO



cyberport

Resume

1998 - 2005	University of applied Arts, Vienna. Department for "Digital Arts", graduated 2005
1995 - 1998	Studies of Business Administration at Vienna University of Economics and Business
1992 - 1995	Secondary School BORG 3, Vienna, graduated 1995
1992	Moved together with the family to Austria
1976	born in Yugoslavia (24.09.1976)

Agile Coaching und Consulting - Overview

02/2025 - 01/2026	<u>enercity AG</u> (Extern, Scrum Master)
09/2024 - 12/2024	<u>Natur Historisches Museum Wien</u> (Extern, Scrum Master)
08/2024 - 11/2024	<u>Artificial Museum</u> (Extern, Scrum Master)
04/2023 - 06/2024	Sabbatical
01/2023 - 03/2023	<u>UNIQA (Uniqa Insurance Group AG)</u> (Extern, Scrum Master)
03/2022 - 09/2022	<u>Volkswagen AG (Cariad/Diconium)</u> (Extern, Scrum Master)
08/2021 - 02/2022	<u>Xentral GmbH</u> (Extern, Scrum Master)
10/2020 - 03/2021	<u>Path To Coaching</u> (ICF-ACC, CTC/CEC Trainee)
10/2019 - 01/2020	<u>Wealthpilot GmbH</u> (Extern, Scrum Master)
08/2019 - 10/2019	<u>Brainloop AG</u> (Extern, Scrum Master)
05/2019 - 07/2019	<u>IT ERGO</u> (Extern, Scrum Master)
03/2018 - 03/2019	<u>CyberSolutions GmbH</u> (Extern, Scrum Master)
01/2016 - 02/2018	<u>Cyberport.de</u> (Extern, Scrum Master)
07/2014 - 06/2015	Ubimet (Intern, Product Owner)

Agile Coaching and Consulting - in detail

02/2025 - current

enercity AG (Hybrid, frequently onsite in Hannover and remote)

- Role: Agile Coach, Scrum Master, Consulter of the Head of Department
- Team size: 4 teams with ca. 22 members
- Product: Introduction of a new data platform, Power BI implementation, introduction of data governance & data quality standards, master data management (golden record)
- Technology: Snowflake, dbt, Azure Data Lake, Data Vault, Informatica, SQL, Python, SAP, Redshift, Kubernetes, PowerBI, Tableau, GitHub

Initial situation: The Data Engineering department is being significantly expanded, with 3 new teams emerging focused on **Data DevOps, Data Governance & Quality, and Master Data Management**. Both the company and individual colleagues have little experience with agility and Scrum. The company is launching several major strategic initiatives, with multiple large projects starting in parallel. Internal resources are being increased, and external partners are being involved as well.

Tasks: Introducing Scrum, coaching the data engineers as well as the new product owners; **team building** and a strong focus on team **self-organization**; adapting processes and responsibilities. Close **consulting** of the new **department head** in the development of the entire department.

Outcome(s):

- Successfully **rolled out** Scrum across **4 teams**, ensuring that planning processes and roadmaps are "lived" and fully integrated into daily operations.
- **PO Coaching:** Mentored and enabled a new Product Owner, facilitating a smooth transition into the role and its responsibilities.
- **Scalability & Growth:** Proactively supported rapid departmental growth by identifying and overcoming scaling bottlenecks and operational hurdles.
- **Organizational Clarity:** Leveraged Scrum to decisively define roles and distribute responsibilities across the expanded department.
- **Data Strategy Execution:** Spearheaded the successful implementation of a new **Data Platform** using Scrum, alongside the rollout of a new **Master Data Management** (MDM) system and a **Data Governance Framework**.

09/2024 - 12/2024

Natural History Museum Vienna (Onsite in Vienna)

- Role: Agile Coach, Consultant to the Project/Technical Lead
- Team Size: Project/Technical Lead (+ Development Team in the background)
- Product: Aggregation, modelling, and distribution of the metadata of the NHM collection and various partner museums in Austria
- Technology: API, JavaScript, UI/UX

Initial Situation: The team, consisting of approximately 6 members, is tasked with developing an aggregator. The complete collection of the Natural History Museum Vienna, as well as those of many partner museums, is to be: 1) Captured (aggregated), 2) Managed (modeled), and 3) Transmitted to European databases/aggregators. The team is responsible for developing APIs, importing, and distributing data. Additionally, the database includes a user interface. As the team and the task have grown over time, it has become evident that there is a need for greater transparency and organization in both daily operations and strategic areas (roadmap, releases, backlog).

Tasks: Consulting the Project Lead. Pain points and needs are discussed, with Scrum implementation being considered as a possible scenario.

Outcome: Ongoing

08/2024 - 11/2024

Artificial Museum (Onsite in Vienna)

- Role: Agile coach, consultant to the founders
- Team size: One team (2 founders (PO and techie, 4 developers)
- Product: Online exhibition format for AR artworks, digital art
- Technology: Augmented reality, AGPL

Initial situation: The product is growing and the team is also growing. The founders are confronted with new challenges in the new situation: There is a great need to bring more structure into the organization, to bring more transparency and predictability into the daily work. To sharpen releases management and roadmap. In particular, there is a need to strengthen team cohesion and expand leadership. Furthermore, there is a need to locate and distribute the multiple burdens in the team and also to make the distribution of knowledge and responsibility visible and to find solutions. Another point is the sharpening of roles and responsibilities/ talents. Clarification of priorities, roadmap, releases management

Task(s): Consulting the founders, discussing pain points and needs, presenting suggestions for change. Scrum overview for founders and the team; Scrum introduction; consulting on roadmap, planning, backlog management, development process (workflow) optimization, leadership support

Outcome(s): Fast introduction of Scrum, high acceptance of the team, many small interventions are quickly implemented by the founders in many areas: leadership communication (roadmap), backlog, sprint planning, focus on important strategic goals at the team level

04/2023 - 06/2024

Sabbatical

Post-Corona Recovery

01/2023 - 03/2023

UNIQA (Uniq Insurance Group AG) (Hybrid, Remote and Onsite in Vienna)

- Role: Agile Coach, Scrum Master in SAFe
- Team size: one ART (Agile Release Train) with 7 Teams. I was leading 3 Teams and working closely with 2 other scrum masters
- Product: CRM (Sales) Tool being used by more than 20.000 insurance advisors and agents. A B2B2C Product
- Technology: "PEGA" Platform, Java-based Framework for insurance industry [PEGA](#)

Initial state: Rapid growth and rapid scale up in the past 3 years. The organisation is based on SAFe the ART (agile release train) has 150 members, 6 development teams (on 3 different sites, the members are interns and externs, with different levels of knowledge and skills and also with different cultural background, English was the project language) and one further team, the **7th team** was initiated. The organisation was challenged in several areas: scope adaptations (planning und delivery was affected), the workflows were not clear, the roles were not clear, unorthodox setup and ways of working together, quality issues(system integration level, requirements engineering issues), high fluctuation and insufficient knowledge transfer. Further challenge was the low maturity of the agility in the ART and the work was rather undertaken in a combination of classical project management and iterative method.

Tasks: analysis and optimization of the development processes; training and mentoring of junior Product Owners, trainings for multiple development teams; further, setting up a new team (Objectives, Roadmap, MVP definition, agility and scrum trainings, onboardings), assessment of agile maturity, concepts for optimization suggestions, introduction of velocity measurements, estimate workshops, team building workshops

03/2022 - 09/2022

Volkswagen AG (Cariad/Diconium) (Remote, Teams colocated in Berlin, Stuttgart, Wolfsburg)

- Role: Scrum Master in SAFe, Support of RTEs, Coworking in SoS (Scrum of Scrums)
- Team size: one UI/UX team one System-Team (architecture design team, data pipelines), both teams are part of an ART (agile release train totalling 17 teams). The focus of my assignment was the introduction of scrum in 2 teams without prior experience in agile work; further close work and mentoring of the Product Owners and continuous coaching. I was also involved in the work of the “agilen round” on the top level of the ART
- Product: a software tool for internal use by multiple domain experts, e.g. Safety Ingeneers
- Technology: MPS Language Workbench for Meta programming, by [Jetbrains](#)

Initial State: VW AG has set future goals: autonomous driving , connecting cars. Further goal was to establish software development in-house. The development is being led by a newly founded “competence center” for digital products, [Cariad](#) (6.500 experts from many “digitalen” areas”, with headquarters in Berlin). Further software development companies from VW Group are involved, e.g. [Diconium](#) (1.500 experts in software development, digital transformation)

In this specific case I was part of the “architectural ART” which was conducted to create the tool for internal use. The ART has experienced rapid growth, within one year it grew from 1 team to 17 teams (all of them distributed over Germany and Czech Republic)

Tasks: Introduction of scrum in 2 unexperienced teams. To a large extent a close collaboration (“Hands On”) coaching. Support at PI planning, objectives, roadmaps, epics und backlog creation.

Focus of my work is both on the team level as well on the ART level. My objectives are transfer of knowledge, creating the understanding of scrum and agility, communicating the benefits to the team members, creating enthusiasm for scrum and mentoring them on daily basis. Further I was in close contact and exchange with RTE (Release Train Engineer) with whom I was actively collaborating on different solutions for the whole ART. In smaller capacity I was also supporting the agile competence team on the Solution Level (above the ART level).

Outcome(s): within only 4 weeks the state of the team - according to the product owner - has been turned around by 180 degrees! Previously it was a team overwhelmed by the amount of tasks and without oversight for the big picture to a **stable** team, which over time has become more and more self-organised, planning the sprints together with the PO and delivering on time. The second team I worked with, the architecture team, has faced different challenges - due to the art of contracting (an external company) and it's inner instability - here I was able to establish scrum as a transparency tool, giving the team the ability to evaluate the current state and progress which would be helpful in re-organizing the team in the future

08/2021 - 02/2022

Xentral GmbH (Augsburg, Germany - Remote)

- Role: Scrum Master, Business Coaching, Strategy consulting
- Team size: 3 developer teams in 2 two Tribes. Scrum is already introduced in company, but not in a good state - missing knowledge and experience being the reasons. Series of scrum and agility workshops and daily coaching (developers and product owner in diverse areas).
- Introduction of LeSS scaling in on of the tribes with 2 squads. Coaching the middle management in the matter of "continuous improvement". Consulting the middle management as well as top management
- Cloud: AWS
- Technology: PHP, MySQL
- Product: SaaS (B2B)
- Industry: ERP (Enterprise Resource Planning)

Starting situation: the organisation has expanded massively in the past 9 months, from 30 to over 250 employees. The structures, processes, workflows are **missing**. In parts of the organisation scrum is in place, but not in a good condition.

Assignment: support the teams. Create understanding and provide knowledge for scrum and agility and support in daily work. Close coaching of junior and senior product owners. "Executive Coaching" for middle management in areas of product vision and road map. **Hands on** support in firefighting situations (release planning)

Outcome(s): 1) according to one senior product manager, within 4 weeks the situation "has been turned around", from chaotic and without direction to a **stable team**; Sprint burn-down changed from approximately 20% to 80% burn-down. 2) Support in setting a tribe with 2 squads - LeSS scaling principle has been applied - presented to the team and adopted together: shared backlog across 2 tribes, with 2 product owners.

Knowledge transfer strategy has been developed to tackle the extreme lack of knowledge and documentation in the teams. 3) Brought Product Management & Engineering **closer together** by coaching the leaders (systemic coaching). 4) The collaboration within Engineering and Product Management has been massively influenced by me, I have helped to find focus and direction and to establish a release roadmap. 5) Supported senior management in the initial phase of "Re-thinking the product" 6) Strategic consulting of the C-Level and Middle management (product vision, road map, re-organisation)

10/2020 - 03/2021

Path To Coaching (ICF-ACC, CTC/CEC Trainee)

My goal is to become a [certified trainer](#) (CTC/CEC) with Scrum Alliance. Currently there are about 400 such trainers worldwide. The coaching training is a part of this endeavour.

In **November 2020** I have started with a training to become [ICF certified Business Coach](#) (ICF-ACC). Since then I am training and practicing in following areas:

- individual coaching
- team coaching
- coaching in agile organisations
- executive coaching

Currently I am undertaking several coachings within my network. I would like to highlight a coaching with a managing director of a company with yearly revenue over one billion euros.

10/2019 - 01/2020

Wealthpilot GmbH (Munich, DE and Graz, AT)

Agile Coach for Dev and PO. Support for organisational transformation and for CPO, Scrum Master

- Rolle: Scrum Master (Extern)
- Team size: 2 **DevOps** teams on two different locations, with **12 Members, 6 Stakeholder** outside the teams
- Cloud: DATEV and AWS
- Technology: PHP, MySQL
- Product: SaaS (B2B)
- Industry: Finance

Wealthpilot is a young aspiring startup providing SaaS in FinTech. It is undergoing a strong and fast growth. Many changes have happened in a short period of time: rapid growth of the company, frequent swapping of the roles have created many gaps within the company.

My role is to support the organisational transformation, through agile leadership, coaching and also daily scrum master work with two development teams. More precisely, my job is to support the setup of 2 development teams in 2 different locations and one sales team. I provide agile coaching for the dev teams as well as tight coaching for 2 new product owners. Further I support the sales team in facilitation of scrum retrospectives.

Further, I support the Chief Product Owner in the matters of company vision, product vision and road map.

The overall aim is to set up agile culture across the whole company and empower self organised teams.

08/2019 - 10/2019

Brainloop AG (Diligent, USA) Munich

Scrum Master for DevOps Team, Agile Coach and Agile Transformation

- Role: Scrum Master (Extern) für DevOps team, consultant for middle/top Management
- Team size: one **DevOps** team with **10 Members** and about **10 Stakeholders** outside the team
- **Cloud:** Brainloop itself is a Cloud-Service provider, for highest security documents, with accordingly highest security standards
- Technologie: Java
- Product: File-Sharing Suite (SaaS, B2B)
- Industry: Data Governance

Brainloop is a mature startup with approximately 200 employees in Munich, Germany and Vienna, Austria. It is a part of Diligent Group (USA).

DevOps approach is being introduced in the engineering department. The start is with a team of 10 members. My task is the agile coaching and daily work with the team as a scrum master. The work includes collaboration with approximately 10 stakeholders outside the team.

Further, the organisation is in the need of agile transformation and scaling framework. Currently 7 development and operations teams are working in scrum, in such way, that the company itself states: "we work in scrum, but not in agile manner". The current way of work, without scaling framework, is highly inefficient.

Product Management / Product Ownership does not have clear vision and goals. Deadlines are set outside. The communication between management and development is not smooth. Areas of responsibility are not clear. Due to inter-dependencies, and without proper synchronisation the planning turns out to be unstable.

In this environment my task was on the two levels: to support the DevOps team in developing agile mindset and implementing scrum and on strategical level consulting the management in the matters of transformation towards an agile organisation.

05/2019 - 07/2019

IT ERGO (Europäische Reiseversicherung, Münchener Rück) Munich

Scrum Master, Agile Coach (Work with one dysfunctional backend team and introduction of agile work to 4 infrastructure teams)

- Role: Scrum Master (Extern) in “Backoffice Team”
- Team size: one backend team with **15 Members**, 4 infrastructure teams with approximately **20 Members**. worked together with middle and top management (approximately **8 Stakeholders**)
- Cloud: No Cloud
- Technology: large collection of legacy systems. Oracle and many other industry specific singular solutions
- Product: All business areas of a typical insurance (risk-management, premium calculation, customer support, claims management, sales support, B2B network)
- Industry: insurance

ITERGO is the IT department of well known german insurance “Europäische Reiseversicherung” (=European Travel insurance). It counts 1.700 employees in IT. The company is part of Munich RE Group which counts over 40.000 employees.

The main assignment is the facilitation of scrum master role within one backend team and in addition, the second task was the preparation of the agile transformation of the infrastructure teams (approximately 20 developers). The backend team consisted of 13 members (13 Dev/PO/BA, 3 stakeholders) and it was, due to several reasons, a dysfunctional team. In the infrastructure team my assignment was to consult the management (department leader, head of IT, project manager) and tech leads from 4 teams to define the scope of agile transformation which was to be started at a later moment.

I have advised the organisation in the matter of “Agile transformation”, on several levels (IT management, demand management, introduction of agile leadership) which is currently being considered within the company.

03/2018 - 03/2019

CyberSolutions GmbH (Burda Group) Munich, Dresden

- Role: Scrum Master (Extern)
- Team size: one development team where I acted as Scrum Master and one more team (data science) introduced in scrum
- **Cloud:** AWS
- Technology: SAP Hybris, Adobe Experience Manager, Java, JavaScript
- Product: Webshop (B2C)
- Industry: eCommerce, Retail

Cyber Solutions is a spin off company of well known german electronics retailer (both online and land-based retailer) [cyberport.de](https://www.cyberport.de). The development department in Munich has been spinned out of Cyberport and is now an independent service provider (e-commerce solutions provider). Cyberport (the mother company) is now one of the customers. Here I was in charge of implementing scrum in development and surrounding business departments (UI/UX, purchase, marketing, accounting, support). The development was done in Adobe Experience Manager and SAP Hybris. As a scrum master I was part of one development team, working closely with DevOps team. I have supported building up a new team, distributed team in Munich and Cluj (Romania), working on micro services, big data analysis and artificial intelligence. I was coaching the whole team: 2 developers, 1 solution architect, 1 product owner, 1 business intelligence specialist.

Over this time I have coached 5 new developers, 2 new POs, 2 testing managers, 2 QA managers, 1 new business analyst, 5 new business stakeholders

Further focus was the inclusion and coaching of the stakeholders in speed improvements (loading time improvements), SEO and mobile app.

Scaling:

Based on LeSS-approach (Large Scale Scrum) we have synchronised several teams: agile development team with the non-agile teams (DevOps and SAP team) in achieving mutual release management. We have created a mutual workflow, reciprocal impediments have been identified and cleared out.

The goals were to shorten the release cycles and to reduce the frequency of hot fixes. The hot fixes were reduced from 5 per sprint to 0. The release time was shortened from average 3,5 weeks to 2,5 weeks

Further I was supporting the newly designed Head of IT in his onboarding and getting started.

Kanban: The development team was also responsible for 3rd level support. For this work we have used Kanban **next** to Scrum. The work time was balanced at 80/20 between feature development and support

01/2016 - 02/2018

Cyberport.de (Burda Group) Munich, Dresden

- Role: Scrum Master (Extern)
- Team size: 3 Dev teams with 30 developers, one product owner team consisting of one PO and five Business Analysts, communication with up to 25 stakeholders
- **Cloud:** AWS
- Technology: SAP Hybris, Adobe Experience Manager, Java, JavaScript
- Produkt: Webshop (B2C)
- Industry: eCommerce, Retail

Ramp Up Phase: Scrum implementation, scrum coachings für approximately 30 developers, who had limited or no scrum experience. 3 QA, 1 product owner, 5 business analysts, approximately 6-8 stakeholders (management, requester from different business departments, UX/UI specialists).

Intensive coaching and daily guidance of the product owner, together with business analyst team, close cooperation and regular synching within the PO/BA team, frequent synching with technical architects (they were also representatives of single technology guilds). Main focus: road map, estimation of the epics, definition of ready, definition of done, release planning, MVP definition, risk management, workflow adaptations

The goal was to create a release plan and a road map for a project with a span of over 3.000 working days and to complete the relaunch

Post Go-Live Phase: Agile transformation of further parts of the organisation: The stakeholders from several business units (Marketing, SAP, UX/UI, purchase, customer support, IT support) have been gathered, through representatives, in an agile "Demand Management Board". It included up to 25 representatives. The roadmap and prioritisation was undertaken by a 6 people "steering committee".

Approximately 25 stakeholders have been coached in scrum and agility. Further, the focus was on backlog management and creation of user stories. I have strongly supported the steering committee in the creation of the road map and continuous prioritisation.

Ubimet 2014 - 2015 (Vienna, Product Owner)

- Role: Product Owner
- Team size: 2 development teams with approximately 10 members
- **Cloud:** no cloud
- Technology: PHP, MySQL, custom algorithms for weather calculation, custom data management
- Product: meteorological service for the public as well for B2B customers (newspapers, online news portals), paid services (severe weather warnings for B2C and also B2B2C customers), ads implementation
- Industry: meteorology

With [UBIMET.com](https://www.ubimet.com) I started as a Product Manager for all their B2C portals in Austria, Germany and Switzerland. The portfolio included 2 meteorological portals, which rank among top 20 traffic strongest networks in Austria. The portals had many versions: 3 country versions, desktop and mobile and also included native iOS and Android apps. I was a forerunner for scrum, as it was me who has started working in scrum, together with the external development company.

The goal of my engagement was to develop a **product vision** and a **road map**, aligned with company vision and goals.

First task was to clean up the confusing backlog I was given over and to clean up the technical debt which was heavily affecting the portals and the apps. Scrum approach was very helpful here.

Projects before Agility

Improve GmbH, Vienna 2014

Engagement manager (SEO project manager) with [Improve](#) GmbH: Team lead and continuous development of customers' SEO (most customers were among the most popular websites in Austria), responsible for successful development, budget responsibility for the team, for upselling and accounting of teams' customers

Russ Media, Vienna 2012 - 2013

Traffic manager with Russ Media – [austria.com/plus](#), responsible for the Ad Delivery system and Ad Delivery operations for one of the traffic strongest Network in Austria (network of regional news portals). Technical development through monitoring and analytics. Quality assurance, standards definition. Continuous reporting. Main focus was continuous improvement of the ads visibility (300 million ads impressions per month, "Austriacom Portale" in ÖWA)

Balkan Fever (Music-Festival), Vienna 2011 – 2012

Co-Organiser of a music festival "Balkan Fever 2012" in Vienna. Responsible for the organisation, the creation of the web site, mobile app, and partly for social media, sponsoring, funding, booking [balkanfever.at/](#)

Funworld, Schörfling (Upper Austria) 2009 - 2010

Product Manager with funworld AG, responsible for the gaming operator [funwin.com](#) and also engaged as a business development manager for [www.funwinpoker.com](#) (online und landbased poker operations) in the region of Balkan

Bonusgenius.com (Startup), Vienna 2008 - 2012

Co-worker and co-founder of [www.bonusgenius.com](#) - an online poker affiliate. Responsible for web development, day-to-day business, since 2010 sole founder.

Netbase, Vienna 2008

Engagement with the "Institute for New Culture-Technologies", building a digitalen video archive, for both internal and external usage. [www.t0.or.at](#) [www.netbase.org/t0/](#)

Preminger & Werbeagentur, Vienna 2007 - 2008

Freelance production lead with advertisement agency "Preminger & Werbeagentur" [www.preminger.at](#)

Propeller Film, Vienna 2004 - 2006

Freelance collaboration with "Propeller Filmproduktion" [www.propeller.at](#) (now offline) Production of TV ads, post production, assistant producer, assistant director

Freelance work, Vienna 2001 - 2012

Collaboration with various ad agencies and production companies. Undertaking contract work in the fields of video production (concept, production, camera, editing, post production) and web development (consulting, design, layout, graphics, HTML/CSS, CMS)

Metz Video Production (corporate film), Vienna 1999 - 2001

camera, assistant camera, video editing [www.metz.at](#)

Certified Trainings attended

Date	Training	Provider
2020/2021	ICF zertifiziertes Training in "Systemisches Coaching" (upcoming) ICF certified training in "systemic coaching" (upcoming)	Super Heros Academy (Canada, Online training with Brock Argue CEC and Erkan Kadir CEC)
2020/2021	ICF zertifiziertes Training in "Coaching Skills" (upcoming) ICF certified training in "coaching skills" (upcoming)	Super Heros Academy (Canada, Online training with Brock Argue CEC and Erkan Kadir CEC)
2020	Bootcamp "Make a Difference"	Positive Change Consulting (Dorin Lupu, Munich)
2019	Certified Scrum Professional - Scrum Master	Super Heros Academy (Canada, Online training with Brock Argue CEC and Erkan Kadir CEC)
2019	Certified Scrum Product Owner	IT-Agile / Roman Pichler, Munich
2019	Scrum@Scale	Jeff Sutherland, (Scrum Inc), New York
2019	KMP II (Kanban Management Professional)	IT-Agile, Munich
2019	KMP I (Kanban Management Professional)	mpirics, Vienna
2019	Advanced Certified Scrum Master	Super Heros Academy (CAN), Online
2018	Certified Open Space Agility Level 1	Open Space Agility Inc (USA), Berlin
2018	Certified LeSS Practitioner	Jürgen De Smet (Belgium), Zagreb
2018	Certified LeSS Basic	JIPP.at, Graz
2016	Certified Scrum Master	Objectbay / mpirics, Vienna
2007	Project Management in the field of arts production	Team 4, Vienna

CSP-SM: Certified Scrum Professional - Scrum Master

with Brock Argue, Erkan Kadir



Andrija Arapovic, MA

is awarded the designation Certified Scrum Professional® - ScrumMaster on this day, December 13, 2019, for completing the prescribed requirements for this certification and is hereby entitled to all privileges and benefits offered by SCRUM ALLIANCE®.



Certificant ID: 000531727 Certification Active through: 13 December 2021

Brock Argue
Path to CSP Educator

Chairman of the Board

CSPO: Certified Scrum Product Owner

by Roman Pichler



Andrija Arapovic, MA

is awarded the designation
Certified Scrum Product Owner® on this day,
July 05, 2019, for completing the prescribed requirements
for this certification and is hereby entitled to all privileges
and benefits offered by SCRUM ALLIANCE®.



Certificant ID: 000531727 Certification Expires: 05 July 2021

Roman Pichler

Certified Scrum Trainer®

A stylized, handwritten signature in black ink.

Chairman of the Board

Scrum@Scale Training

with **Jeff Sutherland**, co-founder of scrum and co-author of agile manifesto



Scrum@Scale Certificate

Scaling Framework, Scrum of Scrums



Having completed a two-day
Scrum@Scale training, and having
passed the certification exam

Andrija Arapovic

is now officially a

Certified Scrum@Scale Practitioner

May 26th, 2019

A handwritten signature in black ink, likely belonging to Jeff Sutherland.

Jeff Sutherland, co-creator of Scrum
and creator of Scrum@Scale



Heart Of Agile - Level A

by Alistair Cockburn, Co-Author of Agile Manifesto



Advanced Scrum Master



Andrija Arapovic, MA

is awarded the designation
Advanced Certified ScrumMasterSM on this day,
April 12, 2019, for completing the prescribed requirements
for this certification and is hereby entitled to all privileges
and benefits offered by SCRUM ALLIANCE®.



Certificant ID: 000531727 Certification Expires: 12 April 2021

Brock Argue

Path to CSP Educator

A stylized, handwritten signature in black ink.

Chairman of the Board

Kanban Management Professional I

(KMP I)



Kanban Management Professional II

(KMP II)



LeSS Practitioner Certificate

Large Scale Scrum



This is to certify that

Andrija Arapovic

by completing the qualifications,
is granted the Certified LeSS Practitioner designation

on 2018-09-01, and expiring on 2020-09-01



Bas Vodde
Bas Vodde
Director

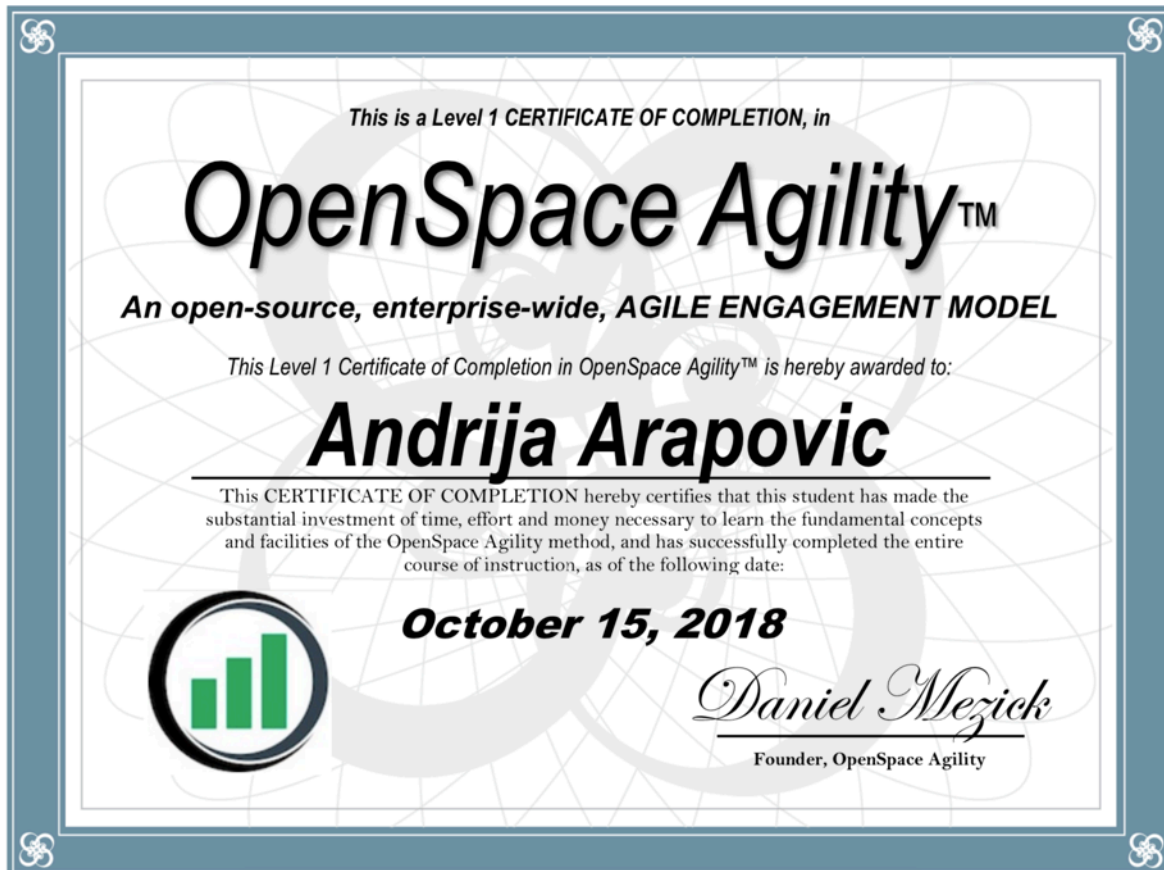
LeSS Basic Certificate

Large Scale Scrum



OSA: Open Space Agility

Framework for agile transformation of an organisation, by Daniel Mezick



Scrum Master Zertifizierung



Andrija Arapovic, MA

is awarded the designation Certified ScrumMaster® on
this day, May 11, 2016, for completing the prescribed
requirements for this certification and is hereby entitled
to all privileges and benefits offered by
SCRUM ALLIANCE®.



Certificant ID: 000531727 Certification Expires: 12 April 2021

Daniel Haslinger

Certified Scrum Trainer®

A handwritten signature in blue ink, appearing to read "J. D. ...".

Chairman of the Board