INSEAD Blue Ocean Strategy Institute

Certificate of Completion

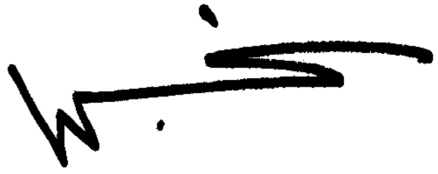
presented to

Thibault Fady

In recognition of the successful completion of the two required

BLUE OCEAN STRATEGY courses.

Fontainebleau, France, 15 December 2023



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