



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

A stylized, handwritten signature in black ink, appearing to be "W. Chan Kim".

W. Chan Kim

Professor of Strategy, INSEAD

Co-Creator of Blue Ocean Strategy | Shift

Co-Director of the INSEAD Blue Ocean Strategy Institute

A stylized, handwritten signature in black ink, appearing to be "Renée Mauborgne".

Renée Mauborgne

Professor of Strategy, INSEAD

Co-Creator of Blue Ocean Strategy | Shift

Co-Director of the INSEAD Blue Ocean Strategy Institute