



Blue Ocean
Strategy Institute

Certificate of Completion

presented to

Gabriel Rafael Hurtado Rojas

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 read "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 read "Renée Mauborgne".

Renée Mauborgne

Professor of Strategy, INSEAD

Co-Creator of Blue Ocean Strategy | Shift

Co-Director of the INSEAD Blue Ocean Strategy Institute