



Blue Ocean
Strategy Institute

Certificate of Completion

presented to

Daniela Morales Beckmann

In recognition of the successful completion of the two required
BLUE OCEAN STRATEGY courses.

Fontainebleau, France, 27 June 2024

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