



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 be "W. Chan Kim".

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**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".

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**Renée Mauborgne**

Professor of Strategy, INSEAD

Co-Creator of Blue Ocean Strategy | Shift

Co-Director of the INSEAD Blue Ocean Strategy Institute