

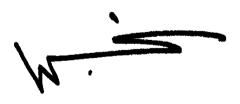
## **Certificate of Completion**

presented to

## Houssam Ghadbane

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

Fontainebleau, France, December 20, 2024



W. Chan Kim

Professor of Strategy, INSEAD

Co-Creator of Blue Ocean Strategy | Shift

Co-Director of the INSEAD Blue Ocean Strategy Institute

Di Hy

Renée Mauborgne

Professor of Strategy, INSEAD

Co-Creator of Blue Ocean Strategy | Shift

Co-Director of the INSEAD Blue Ocean Strategy Institute