



Blue Ocean
Strategy Institute

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

A stylized, bold black ink signature of 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, elegant black ink signature of Renée Mauborgne.

Renée Mauborgne

Professor of Strategy, INSEAD

Co-Creator of Blue Ocean Strategy | Shift

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