



Blue Ocean
Strategy Institute

Certificate of Completion

presented to

Phelipe Augusto Andrade Vasconcelos

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

Fontainebleau, France, July 1, 2026

A handwritten signature in black ink that reads "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 handwritten signature in black ink that reads "Renée Mauborgne".

Renée Mauborgne

Professor of Strategy, INSEAD

Co-Creator of Blue Ocean Strategy | Shift

Co-Director of the INSEAD Blue Ocean Strategy Institute