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CERTIFICATE

Certificate of Completion

This is to certify that

Alvaro Andres Ochoa Bejar

has successfully completed

Executive Decision-Making Simulation Certificate

Completed the EXSIM executive simulation — a rigorous program in financial decision-making and business strategy.

LEARNING OBJECTIVES

- Integrate marketing, operations, finance and HR decisions at the C-suite level
- Operate under stakeholder pressure from board, banks and unions
- Compete across multiple geographic markets with distinct dynamics
- Balance short-term operational excellence with long-term strategic positioning

COMPETENCIES / SKILLS

Financial Decision Making | Business Strategy | Competitive Analysis | Executive Education | Scenario Planning

March 2, 2026
ISSUE DATE

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CREDENTIAL ID

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