



This is to certify that
MARSHAL PIPWALA
has attended online the
EXPLAINING STRATEGY COURSE
and has acquired the knowledge and the
case study practice experience of
STRATEGY MANAGEMENT
including the following processes:

- | Strategic Analysis and Scenario Planning
- | Strategic Choices Selection for Competitive Advantage
- | Required Capabilities and Strategic Gaps Identification
- | Strategic Planning, Alignment, Operational Integration
- | Strategic Plan Execution and Strategy Adaptation

Strategsys LLC
United States of America



Date of issue
December 10, 2025

Certificate No.
7-2025-301

Certificate ID
LDU83Y2Z

Mihai Ionescu
Mihai Ionescu, course lecturer



The authenticity of this document may be verified at:
<https://explaining-strategy.com/certificates>