



CERTIFICATE *of* ACHIEVEMENT



Eric von Hippel

T. Wilson (1953) Professor in Management
MIT Sloan School of Management

Sanjay Sarma

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This is to certify that

ALEJANDRO MCIVER ARRANZ

successfully completed and received a passing grade in

uINOV8x: User Innovation: A Path to Entrepreneurship

a course of study offered by MITx, an online learning
initiative of The Massachusetts Institute of Technology through edX.

VERIFIED CERTIFICATE
Issued December 24, 2015

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