

MUNICH SCHOOL OF MANAGEMENT INSTITUTE FOR ELECTRONIC COMMERCE AND DIGITAL MARKETS PROF. DR. MARTIN SPANN



LMU · Geschwister-Scholl-Platz 1 · D-80539 Munich

To Lawrence Kavanagh Prof. Dr. Martin Spann

Phone +49 (0)89 2180-72050 Fax +49 (0)89 2180-72052

spann@bwl.lmu.de

www.en.ecm.bwl.lmu.de

Geschwister-Scholl-Platz 1 80539 Munich Germany

September 15th, 2014

Certificate of Achievement

This certificate is awarded to Lawrence Kavanagh for commitment and contributions to the Knowledge Exchange.

Among 956 participants Lawrence Kavanagh achieved 1st place in the contribution ranking (based on the overall number of contribution points).

The Knowledge Exchange is a competitive as well as collaborative online contest with the aim to jointly gather, discuss and assess information about the course Advanced Competitive Strategy, presented by Coursera (www.coursera.org). Based on a series of challenges, community members can collect contribution points by sharing their knowledge with others. In addition, participants of the Knowledge Exchange are part of a virtual stock market game which requires the assessment of the shared knowledge in order to maximize their wealth in virtual play money.

Prof. Dr. Martin Spann