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To certify that

**Romain Ducret**

Universite de Fribourg

Offshore and Marine Engineering Cluster in Singapore

Was a contributing member of the team that was awarded

Runner Up

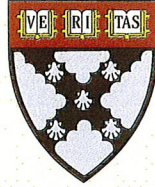
for the

2016 MOC Team Project Award

Friday, December 9, 2016

MICHAEL E. PORTER  
BISHOP WILLIAM LAWRENCE UNIVERSITY PROFESSOR





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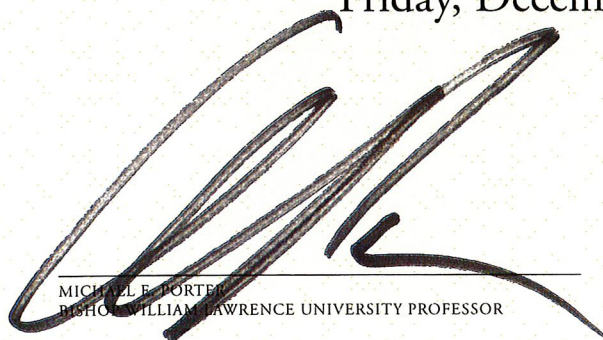
**Timeja Veresinska**

Universite de Fribourg

Offshore and Marine Engineering Cluster in Singapore

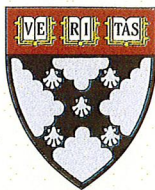
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**Ngoc Tram Dang**  
Universite de Fribourg

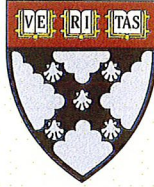
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**Sabine Baeriswyl**

Universite de Fribourg

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