



Prof. Dr. Raphaël H Cohen

Keynote Speaker · Executive Educator · Complexity-Decoder

Give Your Audience More Than an Inspiring Speech — Novel Food for Thought and Tools They'll Be Eager to Use

Raphaël H Cohen doesn't just challenge thinking. He hands audiences proven governance tools and frameworks practical enough to pay for themselves — delivered with the storytelling, personal war stories and humor that make them stick. [\(See bio\)](#)

"Raphaël's vision, creativity, and critical eye can only bring a breath of fresh air to any organization that seeks his services. Whether for a strategy of development or transformation, his benevolent, pragmatic, and efficient approach is a huge asset for facing current and future challenges."

Marcelo Olarreaga, Former Dean, University of Geneva

40+

Years as CEO

3

ISO Standards Co-Authored

300+

Projects Coached

40,000+

Book Readers

WHAT AUDIENCES WILL WALK AWAY WITH

Their Assumptions, Challenged — With Humor

Raphaël systematically dismantles preconceived ideas about innovation, fostered engagement, psychological safety and leadership — with evidence, personal war stories, and a delivery that makes the message stick.

Tools They Can Use on Monday Morning

Not inspiration that fades. Practical governance systems field-tested across more than 300 projects at public and private sector organizations including Nestlé, Airbus, Microsoft, banks and university hospitals.

A New Lens for Solving Real Problems

Cost overruns, stalled innovation, disengaged teams, pockets of insufficient trust — these performance drags are often governance gaps. Audiences discover concrete, deployable solutions.

A THOUGHT-CHALLENGER WHO HANDS AUDIENCES THE GOVERNANCE SYSTEMS TO ACT ON NEW IDEAS

Raphaël brings new perspectives as an invitation to look at things differently — then gives audiences tools and governance systems to reap the benefits of novel approaches. Combining forty years of entrepreneurial experience across three continents with frameworks embedded in international standards, he delivers substance that entertains, and tools that last beyond the applause. Audiences laugh, are challenged, and leave equipped.

THREE FRAMEWORKS AND A PARADIGM SHIFT — ALL MEASURABLE, ALL DEPLOYABLE

PRE-PROJECT GOVERNANCE IpOp Model for Pre-Project Calibration 69% of projects derail from insufficient pre-project analysis. Pre-project governance to reduce the waste of resources — screening, selecting, monitoring and reassessing projects before budgets are committed. A Project Management Office (PMO) paradigm shift. Co-author of ISO 56007.	FOSTERED ENGAGEMENT Fair & Caring Leadership Fewer than 30% of employees are genuinely engaged at work. Fostered engagement can be turned into a competitive advantage — the structured Fair and Caring Leadership levers managers can use to increase it, coupled with the Fostered Engagement Index (FEI), a measurable KPI that creates real accountability.
CULTURE & GOVERNANCE Psychological Safety in Practice Lack of trust is endemic — and rarely named out loud. A governance-based, actionable approach — not advocacy. Turning culture and psychological safety into genuine competitive advantages, attracting and retaining talent, and moving organizations from awareness to a structured system embedded at every level.	TURNING PEOPLE INTO PROACTIVE CHANGE AGENTS Profitable Executive Education Most executive education shows weak, unmeasurable ROI. A paradigm shift that redefines executive education so that it generates more measurable income than it costs. Participants implement real money-making projects inside their organization. They acquire career-boosting skills while bolstering their employer's business.

SPEAKING STYLE & APPROACH

Raphaël's presentations combine serious content delivered with humor, myth-busting insights, and actionable frameworks that audiences can implement immediately.

Others say *"psychological safety is important"*

→ **Raphaël provides the governance system to implement it.**

Others say *"innovation is critical"*

→ **Raphaël shows how to stop wasting money on bad projects.**

Others say *"employee engagement matters"*

→ **Raphaël provides the levers and the FEI to measure and drive it.**

Others say *"invest in your talents"*

→ **Raphaël delivers executive education that is a money-maker.**

He doesn't just inspire — he equips.

KEYNOTE SPEAKING TOPICS

Topics are currently organized across six tracks below but they are customizable to your industry, audience, and objectives. Examples of keynote topics with their full descriptions are in the annex at the end of this document — click any track below to jump there.

1. Innovation & Pre-Project Track

Stop wasting resources. Master pre-project analysis and innovation portfolio management.

[See topics 1–6 in annex →](#)

2. Leadership & Engagement Track

Focus on Fostered engagement. Measure what matters to boost performance and job satisfaction.

[See topics 7–11 in annex →](#)

3. Culture & Psychological Safety Track

Move from awareness to governance. Embed psychological safety at every level of the organization.

[See topics 12–14 in annex →](#)

4. Personal Development & Career Track

Unlock potential with proven tools, approaches, and mindsets for VUCA environments.

[See topics 15–17 in annex →](#)

5. Executive Education Track

From cost center to measurable return — rethinking what executive education should deliver.

[See topics 18 in annex →](#)

6. Custom Programs Track

Bespoke keynotes combining frameworks and storytelling for your event's specific objectives.

[See topics 19 in annex →](#)

IDEAL FOR

Corporate leadership teams and C-suite executives	Innovation managers and R&D leaders	Project management professionals (PMI and similar)
HR leaders and talent development teams	Business school audiences and executive education programs	Industry conferences on innovation, leadership, transformation
Organizations undergoing digital or cultural transformation	Companies optimizing project portfolios and resource allocation	Leaders improving team engagement and performance

KEY CREDENTIALS

INTERNATIONAL STANDARDS

Co-Author, ISO 56007 Tools and Methods for Managing Opportunities and Ideas – Guidance	Co-Author, ISO 56003 Tools and Methods for Innovation Partnership — Guidance
Co-Author, ISO/CD 56013 Tools and Methods for Innovation Portfolio Management — Guidance (drafting stage)	

FRAMEWORKS & ONE PARADIGM SHIFT

Creator, IpOp Model for Pre-Project Calibration The most holistic and rigorous pre-project analysis framework	Creator, Fair & Caring Leadership Framework Structured approach to fostered engagement
Creator, governance-based framework For enforcing Psychological Safety in Practice	Creator, Profitable Executive Education MicroMBA/AgilityBooster — 70+ cohorts that pay for themselves

ACADEMIC

Former Clinical Professor & Academic Director MBA Europe Thunderbird School of Global Management	Academic Fellow (honorary) University of Geneva
Director, Entrepreneurial Leadership Track, EMBA University of Geneva — 20 years	Guest Faculty, 20+ years Master Innover & Entrepreneure, ESCP Business School
Director, 1st Course of Entrepreneurship in Switzerland EPFL	Academic articles Published in peer-reviewed publications

ENTREPRENEURIAL & REACH

Serial Entrepreneur — 40+ years as CEO Founder & CEO of multiple ventures across three continents	Board Member Several companies, including a Swiss bank for 27 years
Innovation Coach 300+ projects across global organizations	Author of 8 books, 40,000+ readers Plus articles in leading magazines (e.g. HBR and Forbes)

SELECT CLIENT ORGANIZATIONS

Raphaël has worked with and spoken for leading organizations including:

Nestlé	Microsoft	Airbus
Sanofi	Orange	Bühler
La Poste (Suisse)	La Poste (France)	BNP Paribas
Banque Edmond de Rothschild	BCV	BCGE
SICPA	HUG	CHUV
RTS	City of Geneva	City of Carouge

And many others across banking, pharma, industry, media, and the public sector.

TESTIMONIALS

“Our intrapreneurs who have been trained with the IpOp Model confirmed that it has improved their ability to analyze innovation projects in a more holistic manner and that it has changed the way they look at their projects.”

Alice de Casanove, Innovation Culture Lead, Airbus Defence and Space

“Besides the fact that, thanks to these projects, the program pays for itself, it represents an additional channel of bottom-up innovation for Nestlé R&D. With 10 cohorts representing about 230 people, we now have a community of agile and audacious change agents looking for opportunities, even after graduating from the program.”

Valerio Nannini, Senior Vice President, Head of Strategies and Performance, Nestlé R&D

Additional testimonials available on raphaelhcohen.com/testimonials.html, with more upon request.

PUBLICATIONS & INTELLECTUAL PROPERTY

- **Co-Author of ISO international standards** — see [Key Credentials](#) for details.

Author of 8 books, 40,000+ readers:

- [Pre-project Excellence: Unleashing the Power of IpOp Model and ISO 56007 for Superior Project Outcomes and Selection](#) (English) with German version ([Exzellenz schon in der Vorprojektphase](#)); with former versions: [Concevoir et lancer un projet](#) (French); [Winning Opportunities](#) (English) and [Oportunidades Ganadoras](#) (Spanish).
- [Driving Employee Engagement: The Leader's Blueprint with Proven Practices for Team Excellence](#) (English — Springer); original French edition [Les leviers de l'engagement](#) (Eyrolles).
- [La sécurité psychologique en entreprise](#) (GERESO Édition, June 2026) — psychological safety as a structured governance system, not a cultural aspiration.
- **Regular contributor** to academic journals and business publications (e.g., Harvard Business Review, Forbes)

ORIGINAL FRAMEWORKS, TOOLS & A PARADIGM SHIFT

Pre-Project & Innovation

- [IpOp Model for Pre-Project Calibration](#) · [Wikipedia](#)
- [IpOpTools software platform](#)

Leadership & Engagement

- [Fair and Caring Leadership Framework](#)
- [Fostered Engagement Index \(FEI\)](#)

Culture & Psychological Safety

- [Governance-based implementation system](#)

Profitable Executive Education

- [MicroMBA/AgilityBooster](#) — 70+ cohorts, returns consistently exceed program cost

All frameworks include complete governance systems for organization-wide implementation — not just concepts.

LANGUAGES & AVAILABILITY

English Fluent	French Native	Spanish Conversational
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Available to travel worldwide.

SHOWREELS & RECORDINGS

- **Stage Presentation** — [Stop Wasting Resources: The Pre-Project Revolution](#) (English)
- **Stage Interview** — [From the Trenches: Real Stories, Real Lessons](#) (English)
- **Podcast Conversation** — [Fostered Engagement](#) (English)

More videos and podcasts, in French and English, at getratex.ch/videos-podcasts.

BOOKING INFORMATION

Prof. Dr. Raphaël H Cohen is available for:

Keynote presentations (30–90 min)	Half-day to multi-day workshops	Executive masterclasses
Panel discussions & fireside chats	Virtual & in-person, worldwide	Custom multi-framework programs

Fee on request.

BIOGRAPHY

Raphaël H Cohen doesn't lecture from theory — he's lived it: forty years founding, running, and occasionally failing at businesses across three continents, before turning what he learned the hard way into governance frameworks other people could use. Applying those same tools, he's since mentored more than 300 real projects — many of which even worked on the first try.

“Prof. Raphaël H. Cohen's strength is that he has always been both: entrepreneur and business angel on one side, professor and management thinker on the other. For decades, he has tirelessly pursued these two major endeavors in parallel — entrepreneurial thinking and action on one hand, academic work and the transmission of knowledge on the other.”

Prof. Philippe Gabilliet, ESCP Business School — Dean of Executive MBA (2004–2009), Dean of Corporate Division (2010–2012), Dean of Full-Time MBA (2014–2017)

Origin of the Frameworks: Three Continents, Multi-Industry Experience

Raphaël's entrepreneurial education didn't start in a classroom. He joined Getratex SA — a Swiss company founded in 1957 — in 1975, where his first real business became one of the major players in licensing Disney characters for clothing, later securing exclusive Tom and Jerry and Looney Tunes sportswear rights across the U.S. and continental Europe.

By 1990, he'd diversified into startup investing as a business angel, backing ventures across:

- Tourist attractions · Software · Trading · Public-space theming · Surface treatments · Construction · Financial derivatives

Every framework he now teaches was reverse-engineered from four decades of actually running these bets — not from watching other people run theirs.

Decades later, that same instinct for spotting what a market actually needs — rather than what theory says it should want — became the starting point for the IpOp Model, modeling and measuring fostered engagement as well as psychological safety, and turning executive education into a profit-making activity instead of a cost center.

The IpOp Model & ISO Standards

He designed the IpOp Model for pre-project calibration, which is one of the best practices recommended by ISO 56007 (Managing Opportunities and Ideas), unanimously adopted in 2023 by the 42 countries that developed it. This rigorous pre-project analysis is presented in *“Concevoir et lancer un projet”* (2016 and 2006), a stimulating book that has been a bestseller since its first publication. It has been translated into English (*“Pre-project Excellence: Unleashing the Power of IpOp Model and ISO 56007 for Superior Project Outcomes and Selection”*), German (*“Exzellenz schon in der Vorprojektphase”*) and Spanish. The IpOp Model that is taught in executive education seminars and MBA programs empowers entrepreneurs as well as intrapreneurs to identify, analyze and seize opportunities that bring competitive advantages to their company.

Team Engagement & Fair and Caring Leadership

Raphaël is also an expert on fostered engagement, which is the topic of his book *“Driving Employee Engagement: The Leader's Blueprint with Proven Practices for Team Excellence”*, the English translation of the French version published in 2019. He outlines in a structured framework the central role of fairness and benevolence in obtaining engagement through “just leadership” with the corresponding actionable tools. In both small and large organizations, Raphaël's approaches boost innovation, entrepreneurial behavior, selling effectiveness, business development as well as fostered engagement.

ISO Standards Development

Because of his extensive experience in innovation Raphaël has been actively engaged in designing a new set of ISO standards for managing innovation. As convenor of WG 3 for TC 279 he has been responsible for several years for coordinating the contribution of all international experts committed to produce ISO 56003, the standard on innovation partnerships, which has been adopted in 2019. He has also been one of the key contributors of ISO 56007, and is currently co-authoring ISO/CD 56013, the draft international standard on innovation portfolio management.

Executive Education Programs

Raphaël also designed and runs AgilityBoosters / MicroMBA MB executive education programs customized to stimulate the agility and intrapreneurial behavior of middle and upper management in large companies such as Nestlé, Microsoft, banks as well as public sector organizations such as university hospitals. Since participants must find and implement real opportunities, their projects generate measurable profits exceeding by far the cost of the training programs. This profit-generating approach represents a paradigm shift in executive education. He has coached more than 300 real intrapreneurial projects.

MicroMBAs MB are the corporate version of the first four CREATE courses of Entrepreneurship for engineers and scientists in Switzerland (at both University of Geneva and EPFL, the Swiss Federal Institute of Technology) that Raphaël has designed and run until 2002, when he started the AgilityBooster/MicroMBA MB programs.

Advisory & Governance Roles

Beyond building his own ventures, Raphaël brings that hands-on experience to training, mentoring, and advising senior executives, bankers, directors, and entrepreneurs. He has served on the board of directors of several companies, including one Swiss bank for 27 years, and is a regular contributor to business publications including Forbes and Harvard Business Review France.

CONTACT

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Wikipedia: en.wikipedia.org/wiki/Raphael_H._Cohen · en.wikipedia.org/wiki/IpOp_Model

Track 1 — Innovation & Pre-Project

1. Stop Wasting Resources: The Pre-Project Revolution

Most organizations waste millions on projects that should never have been approved. Raphaël reveals why traditional project selection fails and introduces the IpOp Model for Pre-Project Calibration—the rigorous pre-project analysis framework now part of ISO 56007. Learn how to optimize your portfolio by choosing the right projects before you invest, not after you have burned through resources. Includes real stories of projects saved (and killed) through better pre-project analysis. Includes a forward-looking segment on how AI tools can accelerate and improve pre-project screening without replacing the human judgment the IpOp Model structures.

2. From Ideas to Impact: Mastering Innovation Portfolio Management

This keynote debunks common myths about innovation management and presents proven best practices that some leading organizations use to select, prioritize, fund and execute initiatives that deliver measurable results. Perfect for leaders tired of innovation programs that generate buzz but no measurable business outcome.

3. The Intrapreneurial Advantage: Building Innovation from Within

Why do most corporate innovation programs fail? Raphaël shares contrarian insights and frameworks showing how companies like Nestlé, Microsoft, and Airbus have cultivated genuine intrapreneurial cultures—not just innovation labs that produce limited measurable outcome. Based on real experience of enabling change agents that build ventures inside and outside corporations.

4. The Missing Link in Risk Management

Most organizations miss one essential aspect of managing uncertainties. In this keynote, Raphaël presents a novel field-tested approach that prevents the waste of considerable resources resulting from current practice while giving management more transparency on project management.

5. Entrepreneurial Thinking for Corporate Leaders

Bridge the startup-corporate divide. Drawing from his experience as both entrepreneur and advisor to major corporations, Raphaël challenges conventional corporate wisdom and shows how leaders can adopt entrepreneurial mindsets without the usual platitudes. Practical, proven, and often surprising.

6. Digitizing the Pre-Project Analysis and Selection Governance

Theory without tools is just philosophy. Raphaël developed IpOpTools, the software platform that operationalizes the IpOp Model, showing how organizations can use digitization to accelerate and improve their pre-project analysis and portfolio management processes. Perfect for organizations ready to move from spreadsheets to systematic decision-making. Covers how AI-assisted analysis is reshaping portfolio management and how IpOpTools integrates these capabilities.

Track 2 — Leadership & Engagement

7. Fair and Caring Leadership: The Fostered Engagement Equation That Actually Works

Everyone talks about fostered engagement, but few distinguish between engagement employees feel and the engagement managers actually foster. Raphaël pioneers the Fostered Engagement Index (FEI) and reveals the Fair & Caring Leadership framework—the levers managers can use to transform team performance. Unlike typical engagement talks, this includes a complete governance system for implementation, not just inspiration.

8. Beyond Psychological Safety: The Implementation Gap

Psychological safety is the buzzword du jour, but how do you actually implement it? Raphaël challenges preaching approaches and provides a structured governance framework to truly embed psychological safety organization-wide. Based on real implementations, not academic theory.

9. Measuring What Matters: Fostered Engagement as a KPI

What if we measured managers not just on deliverables, but on their ability to foster engagement? This thought-provoking keynote introduces a very simple pioneering measurement methodology that reveals which managers leverage team potential and which hamper it. Includes frameworks for developing engagement-fostering capability. Includes a segment on how AI can surface engagement signals at scale—and why measurement frameworks like the FEI remain essential to interpret them correctly.

10. Attracting and Retaining Next Generations' Talents

This keynote provides concrete tools for selecting and motivating next generations' talents who are compatible with older generations and your company culture. Challenges conventional recruitment management practices with forward-thinking alternatives.

11. Governance and Equity: The Unexpected Levers to Outperform by Attracting and Retaining Top Talent

Most organizations struggle with talent attraction and retention despite generous compensation packages. Raphaël reveals the often-overlooked connection between governance practices, perceived equity, and talent magnetism. This keynote challenges conventional HR wisdom and presents a structured framework showing how fair governance systems and equitable decision-making become your competitive advantage in the war for talent. Based on real implementations that transformed retention rates and employer brand perception.

Track 3 — Culture & Psychological Safety

12. Quickly Changing the Culture of the Organization

Changing company culture is usually a long and painful process. This forward-thinking keynote provides a concrete governance-based approach for accelerating the evolution of the organization culture. It targets leaders looking for sustainable change beyond their current leadership team.

13. The Engagement Equation: Unlocking Your Team's Full Potential

Based on his book *Driving Employee Engagement*, Raphaël reveals the science and practice of fostered engagement, combining his Fair and Caring Leadership framework with real stories of transformation. Learn how to turn disengaged teams into high-performing innovation engines.

14. Your Secret Weapon: Pre-Project Tools for Successful Change and Digital Transformation

Why do 70% of digital transformations fail? The answer lies in what happens before the project starts. Raphaël reveals how pre-project analysis tools—originally designed for innovation portfolio management—become your secret weapon for successful organizational change and digitalization. Learn the rigorous methodology that prevents costly mistakes, aligns stakeholders, and dramatically increases transformation success rates. Includes real stories of transformations saved through better pre-project rigor.

Track 4 — Motivational: Personal Development & Career

15. Unlocking Your Potential

In this keynote, Raphaël explains the tools, approaches and mindsets that can boost your career—the same ones that allow an average student to become first of his class, a successful serial entrepreneur, an engaging professor at prestigious business schools, and the trusted advisor of C-level executives at Fortune 500 companies. Personal, practical, and proven.

16. The Keys to Credibility and Influence for VUCA Leaders in the Age of AI and Next Generations

Leadership credibility isn't what it used to be. In a VUCA world where AI disrupts daily and next generations question authority, traditional leadership approaches fall flat. Raphaël presents a forward-thinking framework revealing the new sources of credibility and influence that actually work with today's workforce. This thought-provoking keynote combines research insights with real-world examples, showing leaders how to build authentic influence across generations and through technological disruption.

17. Leading in VUCA in the Age of AI and Next Generations: The Pitfalls to Avoid

Even experienced leaders stumble when navigating volatility, uncertainty, complexity, and ambiguity—especially when AI reshapes work and next generations challenge norms. Raphaël identifies the most common and costly leadership mistakes in this new landscape and provides concrete frameworks to avoid them. This myth-busting keynote challenges conventional leadership wisdom and offers practical alternatives based on real failures and successes. Learn what NOT to do before it costs you talent, credibility, and results.

Track 5 — Executive Education

18. Rethinking Executive Education: From Cost Center to Measurable Return

Most organizations treat executive education as a necessary cost. Raphaël challenges that assumption and presents proven approaches to transform it into a measurable source of value—for the organization and for participants. Thought-provoking, evidence-based, and proven in practice.

Track 6 — Custom Programs

19. Custom Keynotes

Raphaël specializes in creating customized presentations that address each organization's specific challenges, combining elements from his frameworks with tailored insights and governance systems for your context. Available to join pre-event conversations with organizers or sponsors.