



Paper is believed to have
been invented by Ts'ai Lun
c.105 in China.

July 1, 2003

To whom it may concern,

Cap Gemini Ernst & Young University has integrated Raphael Cohen and his “Management by Opportunity” module into our International Business School, our premier leadership development program aimed senior managers having the potential to become our future trans-national leaders. During this 6 month program the participants carry out a strategic change project defined by and given to the participants by CGE&Y’s Management Committee.

We positioned “Management by Opportunity” under the business results content stream. Raphael worked with each of the teams having them apply his tools directly on their assignments. Raphael’s step-by-step methodology supporting the innovation process has helped participants structure the analysis of their project, identify critical success factors and make sure that critical issues are not ignored. The feedback from the participants was very positive, citing the session’s practical and immediate applicability.

Within CGE&Y we have a business driven approach to our learning. We believe in helping our participants develop their professional and personal capabilities via the real business challenges they face. In doing this we integrate the most appropriate content experts who are capable going beyond academic theory to work with the participants on their business realities. Raphael has been proven to be a good fit into our model bringing with him both academic rigor and a pragmatic practitioners approach.

Best regards,

Steven Smith
Director CGE&Y University
Les Fontaines Business Learning Forum