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**Obj: Recommandation letter for IpOp Model**

I am delighted to provide feedbacks on the IpOp model and the training proposed by Raphaël Cohen. Since 2013 I chair the international ISO committee on innovation management (ISO TC 279). This international committee gathering 50+ nations will publish a referential of good practices on innovation management in 2018. Raphaël Cohen has been appointed as convener of the working group on tools and methods. He inspired a new mindset and effectuation mindset in his working group of innovation specialists.

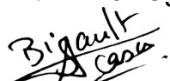
Raphaël presented ISO delegates the IpOp model, he has designed. He shared his entrepreneurship experience through a model. With his academic practice, he had been able to translate his successful entrepreneurial mechanisms into a consistent model. I did appreciate his unconventional approach and his ability to challenge established institutions.

To spread innovation and entrepreneurship culture in Airbus, I designed learning solution on innovation management. I integrated Raphaël's lecture in a training program for the development of our intrapreneurs.

Raphaël has immediately captured the stakes of such a program. He respectfully challenged me to improve the learning experience. He has a powerful approach to impact and give audience an unforgettable souvenir of his "performance" (it is a real performance...he does not deliver training or animate a workshop, he is unconventional). 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.

I recommend Raphaël Cohen to any type of organization wishing to increase innovation capacities and empower intrapreneur profiles.

With kind regards,



Alice de Casanove  
Innovation Culture Lead