

Testimonial for Raphael H Cohen and his contribution to Bühler

Introduction

We are pleased to provide this feedback on the Master of Bühler Management (MBM) programme developed and run by Raphael H Cohen.

Bühler initiated the MBM in 2012 to train talented, predominantly technically skilled, employees to utilize their skills to bring greater commercial impact for the company and to develop their skill sets as individuals to be more successful. To achieve this we focused on the skills required to be more intrapreneurial and utilized the IpOp model as the backbone of this programme. In 2015 the initial regional scope was expanded to cover the global Bühler employee base.

The programme

There have been four cohorts representing about 110 participants who have been trained in the IpOp Model and its use for real projects.

The program consisted of about 18 days of training session run by reputed business school professors with real-life experience as entrepreneurs or senior executives.

In addition to the structured education and training, each group of about 5 participants, with members from different cultures and functions located on different continents, had to identify, analyse and start to implement a real project. This project allowed them to apply the tools they had been exposed to, had to be aligned with the company strategy and needed to be signed off by the head of the business responsible it impacted.

Since altogether 22 fully analysed projects have been developed with different kinds of innovation (new products, new processes, new selling tools, etc.), the MBM has not only been a training program but provided also an additional channel of innovation that complements the other innovation channels, such R&D and the Innovation Challenge.

Utilisation of IpOp

The IpOp model brings considerable value to an organisation and is applicable in many cases to support decision-making. The basic modules of understanding your customers, their business issues, the market, your uniqueness against competitors, the business model and then building an appropriate solution touch the basic weaknesses of many technology companies. The identification of clear unknowns resolved the major frustration of project managers and steering committees of providing an analysis of what the potential threats are that they will address in the next phase of the project, thus making decision making easier.

The model has been embedded not only the MBM programme, but also in our Innovation Challenge process and training and the corporate M2M basic research process. Approximately 160 employees have been trained in the IpOp in addition to those on the MBM.

Impact

The intrapreneurial spirit of the company is underpinned by the core content of the MBM and the IpOp supports this multiplication and is widely used across the company for idea reviews and proposals and in particular in Corporate Technology.

The business value of several of the projects represents a measurable return on investment and my understanding is that their full implementation fully covers the cost of the training and it became clear that each with edition of the programme the projects became more closely aligned with the company needs, but equally the company has evolved significantly in the acceptance of new business models and digital business.

The MBM programme contributed to:

1. Deploy the Buhler spirit, common management culture and knowledge customer base world-wide
2. Increase the interaction and synergies between the different business lines
3. Improve the participant's cultural intelligence by exposing them to different cultures, with sessions in many emerging countries (China, Colombia, Kenya, Vietnam, Morocco, South Africa, Turkey, etc.)
4. Awaken the intrapreneurial spirit of the company
5. Increase focus on real business opportunities
6. Help employees to perform outside of their comfort zone (they had to work with their team mates on a real intrapreneurial project on top of their regular job)
7. Teach them how to work in non-hierarchical teams that are geographically distributed on different continents (networking and influencing and stakeholder management)
8. Improve idea selling, presenting, pitching of ideas and success rate of approval
9. Increase basic skills to make employees business savvy - holistic understanding with training in finance, marketing and other hard skills
10. Enable employees to meet the demands of the VUCA world - actionable tools and resilience development

Buhler Innovation Challenge

The IpOp model was used to structure the challenge, the pitches, and the idea selection and to train the teams to prepare and develop their business ideas. With many of these ideas now creating commercial

value the IpOp has been proven as a powerful tool for decision making, training and business development.

Recommendation

Raphael H Cohen has made a significant contribution to the Innovation culture transformation of Bühler and with his knowledge, hands on entrepreneurial experience, network of trainers and entrepreneurs and benevolent approach to his participants we are convinced he can add value to the innovation culture, spirit and process of most organisations.

9204 Uzwil, 28th August 2017

A handwritten signature in blue ink, appearing to read "Stefan Scheiber".

Stefan Scheiber
CEO Bühler Group

A handwritten signature in blue ink, appearing to read "Ian Roberts".

Ian Roberts
CTO Bühler Group