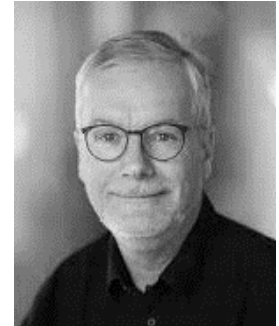


## Dr Rafael Ramirez

**Director of the Oxford Scenarios Programme &  
Professor of Practice - Oxford University  
Advisor & Co-Founder, NormannPartners**

**Speaker on Business Strategy & Scenario Planning**



### **A World Leader in Scenario Planning and a Pioneer in Organizational Aesthetics**

#### **Professional experience**

- Rafael Ramirez is a Professor of Practice at the Saïd Business School, Oxford University. He also directs the award-winning Oxford Scenarios Programme, and is the Academic Director of the Oxford Networked Strategy Lab.
- Rafael is one of the world's leading experts on scenario planning. As a researcher and advisor, Rafael has worked extensively with NGOs, corporations, inter-governmental organizations, governments and think tanks around the world.
- He has been elected Fellow of the Academy of Social Sciences (2019 -) and is a Governing Body Fellow in Strategy at Green-Templeton College, University of Oxford (2003 -)

#### **Books, Published papers, Media**

- Rafael is the author of several books and many scholarly papers, and he sits on the editorial boards of three scenario planning journals.
- His most recent book was "*Strategic Reframing: The Oxford Scenario Planning Approach*" – 2018 Oxford University Press, co-authored with Angela Wilkinson.
- Also published 2016: *Strategy for a Networked World* – (2016 Imperial College Press) co-authored with Ulf Mannervik.



#### **Examples of presentation**

- Rafael regularly shares his expertise in scenario planning, interactive and networked strategy, and aesthetics and business to business corporations around the world and at conferences.
- Rafael has worked with a range of organizations which include; Air Liquide, Assistance Publique – Hôpitaux de Paris, AT&T, AXA, BMW Group, The Canadian Labour Congress, Diabetes UK, the Financial Conduct Authority; the European Patent Office, the European Roundtable of Industrialists, Eurotunnel, HP, the IAEA, the IDB, the IMF, The NYC Department of Juvenile Justice, Nissan Europe, O2, Rolls-Royce, Scottish Water, Schneider-Electric, Standard Chartered Bank, Statoil, Suez International, Trenitalia, the United European Gastroenterologists; UNDP, UK Space, Wärtsilä, and the World Economic Forum.

## Presentation topics

- **Scenario Planning:** Rather than trying to predict the future, organizations need to strengthen their abilities to cope with uncertainty. A new approach to scenario planning can help companies reframe their long-term strategies by developing several plausible scenarios
- **Interactive and Network Strategy:** How to build your network to align your work with your goals, in a world which is increasingly networked, more turbulent, uncertain, fast-changing and ambiguous?
- **Designing strategy:**
- **Collaborative strategy:**
- **Aesthetics and Business:**

## Rafael Ramirez – Personal Bio-data

- Currently Professor of Practice, Saïd Business School, Oxford University.
- Currently directs the Oxford Scenarios Programme.
- Currently Academic Director of the Oxford Networked Strategy Lab.
- Formerly work at Shell in the scenarios team.
- Formerly a Professor of Management in HEC in Paris.
- PhD from the Wharton School of the University of Pennsylvania
- Master's degrees from York University in Toronto, and from Oxford University.
- Fluent in French, Spanish, and English
- A resident of the UK

*Rafael is an inspiring speaker. When he collaborated with Innobasque, he had the difficult objective of changing the mind of an audience without experience in foresight, and moving them to action. And he managed to catch their attention and show them the way to be able to start foresight exercises in their companies. It is always a pleasure to listen to him -- not only in his lectures and conferences, but also in smaller conversations and discussions -- because he stimulates the brains of his interlocutors and generously shares his knowledge, experience and ideas, which are those of a real polymath.*

Lola Elejalde Hernani - Foresight and Internationalisation Director -- Innobasque

*Rafael Ramirez is truly one-of-a-kind. As Oxford University's first-ever Professor of Practice, Rafael is able to blend an academic and practitioner point-of-view that seldom is found. His decades of experience in scenario planning help the world's top leaders work with the future in thoughtful, tangible ways as opposed to futurists who pontificate without ties to sound strategic thinking. He's brilliant but approachable, quick-witted and humble. Our clients found his theories and anecdotes sound and relatable. Can't recommend enough.*

Claire Blake – Executive Director – World 50 Inc

*We were privileged to have such a world-renowned Scenario Planning expert, Prof Rafael Ramirez as a panellist during the TM One LEAP Summit 2020 with the topic "Reimagine a Digital-Ready Future with Scenario Planning". Prof Rafael articulated on scenario planning in action for digitalization in various industries namely energy, telco, government etc. It is crucial to have the right contacts for scenario planning such as Prof Rafael to create future-proof resilience strategies. We're glad to know that scenario planning is very adaptable, and can be appropriately applied in many contexts from large enterprise, public sector and also for exciting new technologies like Cloud, AI, IoT, Cyber Security etc.*

Shamsul Bin Shaari – Head of Marketing Innovation, TM ONE & AGM, Telekom Malaysia