

OIE - JOB CREATORS AND INNOVATORS

01

GRADUATES CREATE JOBS AND DRIVE INNOVATION

OIE graduates not only work in the most innovative companies in Denmark but also create new jobs in Danish society.



The 142 OIE alumni surveyed in the last 48 hours **reported creating 84+ new jobs in Denmark**

> 74%

Of the surveyed alumni have been involved in **innovation** development processes within an organization or a community.

OIEs are “the **most job ready students at CBS.**”
- Jakob Storjohann, CEO of Ideanote

“



AT THE FOREFRONT OF CUTTING-EDGE PEDAGOGY

02

With a dual learning approach, OIE integrates practical studio courses into the curriculum to prepare students for taking responsibility. OIE pioneered blended learning and transformational capabilities at CBS.



OIE is the program with the closest link to CBS' own startup incubator, the **Copenhagen School of Entrepreneurship**. It partnered up on the award winning Startup in Practice program. More than **30% of OIE students** participated over the years in CSE.

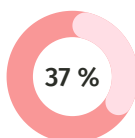
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The **OIE Creative Studio** “enabled us to solve real-world problems, and understand how we can **turn user-insights into concrete business opportunities.**”

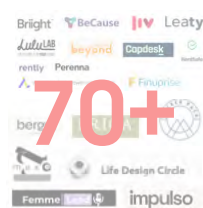
- Stine Moeslund Sivertsen, OIE Alumni

03

ADVANCE THE BUSINESS ECOSYSTEM IN DENMARK



37 %
of graduates surveyed in the last 48 hours **founded** companies



70+ new companies created

25+ competitions won in the ecosystem



Leader in entrepreneurial skill development in the **Nordics**

The background of the entire page is a collage of various papers and documents. Some papers are white, some are light gray, and some are dark gray. Scattered across these papers are numerous line-art icons of lightbulbs. Many of these lightbulbs have a small plant sprout growing out of the top, symbolizing ideas and innovation. The papers are layered, creating a sense of depth and a busy, creative environment.

**NOVEMBER
2021**

ORGANIZATIONAL INNOVATION & ENTREPRENEURSHIP

A STRATEGIC ASSET FOR CBS

CBS

A Response by Students, Alumni, & Stakeholders



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/ INTRODUCTION

On November 12th, CBS leadership announced a proposal that involved the elimination of several programs, including the Master in Organizational Innovation & Entrepreneurship (OIE). We, the students, alumni, and community stakeholders in OIE, understand that CBS top management faces significant political and budgetary pressures that require reductions in student numbers. However, we believe that the administration has not fully understood how valuable OIE is for CBS's own strategy of transforming society through business and for the vitality of entrepreneurship and innovation in Denmark. To demonstrate this point, we have collected the data and produced this report for consideration by CBS top management, the board, and the broader community in the hope that the information, analyses, and points it contains will become integrated into the conversations and deliberations to come.

Our aim is to show that OIE has grown into much **more than a conventional Master program** in business. We will show how over the past decade OIE has cultivated the kinds of "transformational capabilities" that are so **central to CBS's strategy for the future**. The data show that OIE graduates do go on to successful employment and careers, as should be expected with any successful program at CBS. But what differentiates OIE is its proven track record of: (a) producing alumni who become not only successful employees but also successful entrepreneurs, innovators, and employers in Denmark; (b) playing a leading role in pedagogical and programmatic innovation within CBS; and (c) contributing to the health and vitality of Denmark's entrepreneurial ecosystem. These valuable capabilities have been gradually and painstakingly developed since 2009, when OIE was founded as one of the first Master programs in entrepreneurship and innovation in Europe. Eliminating OIE would undermine capabilities that CBS currently has that are crucial to its future.

The report provides data and analysis that highlight these three capabilities and point out their importance to the future of CBS and to Danish business and society. We begin by demonstrating OIE's methods and **track record of educating students for successful careers** as entrepreneurs, innovators, and transformational business leaders. This section demonstrates the particular value of a Master program in entrepreneurship and innovation in pioneering the kind of business education that students will need to succeed. Next, we highlight OIE's track record in serving as **an incubator and launchpad for pedagogical innovation within CBS**. OIE has played a pioneering role testing, introducing, and scaling new pedagogical techniques that are crucial for bringing CBS education into the 21st century, and it is the natural place to introduce novel educational innovations in the years to come. Third and finally, we highlight OIE's role as a **valuable partner in keeping Denmark's entrepreneurial ecosystem vibrant** and competitive. As policymakers and educational leaders around the world have come to recognize, vibrant entrepreneurial communities require the engagement of universities and educational programs within their ecosystems. OIE has a strong track record of collaborating with partners, including corporations, consulting firms, and accelerator programs to foster entrepreneurship, innovation, and investment in Denmark's future.



/ 1. EDUCATING STUDENTS FOR 21ST CENTURY CAREERS

Copenhagen Business School, like many leading business schools, was established in the twentieth century to train students to be employees and managers within established corporations. This typically meant preparing students within specialized functional areas – e.g. marketing, accounting, finance, law – with the expectation that students would spend their careers within these areas of expertise. While functional depth remains an important aspect of student success today, corporate leaders and public policymakers have increasingly pointed out that 21st century careers will require far greater adaptability and the capability to innovate under conditions of uncertainty. Students need not only functional depth but the **transformational capabilities** required to take initiative in seeing new opportunities, designing and introducing innovations, dealing with uncertainty, and organizing change.

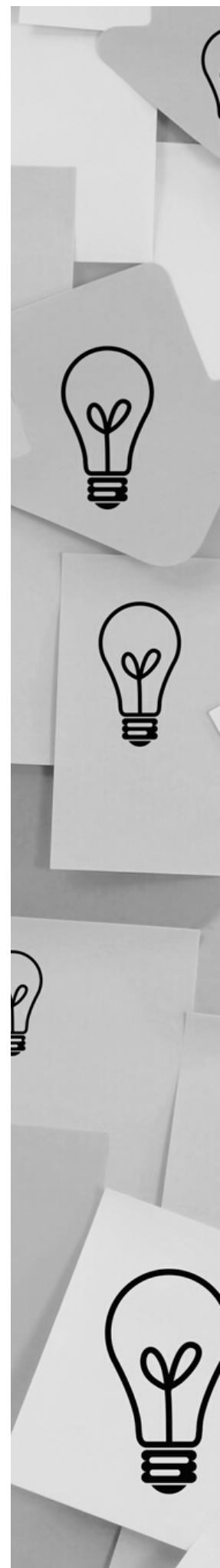
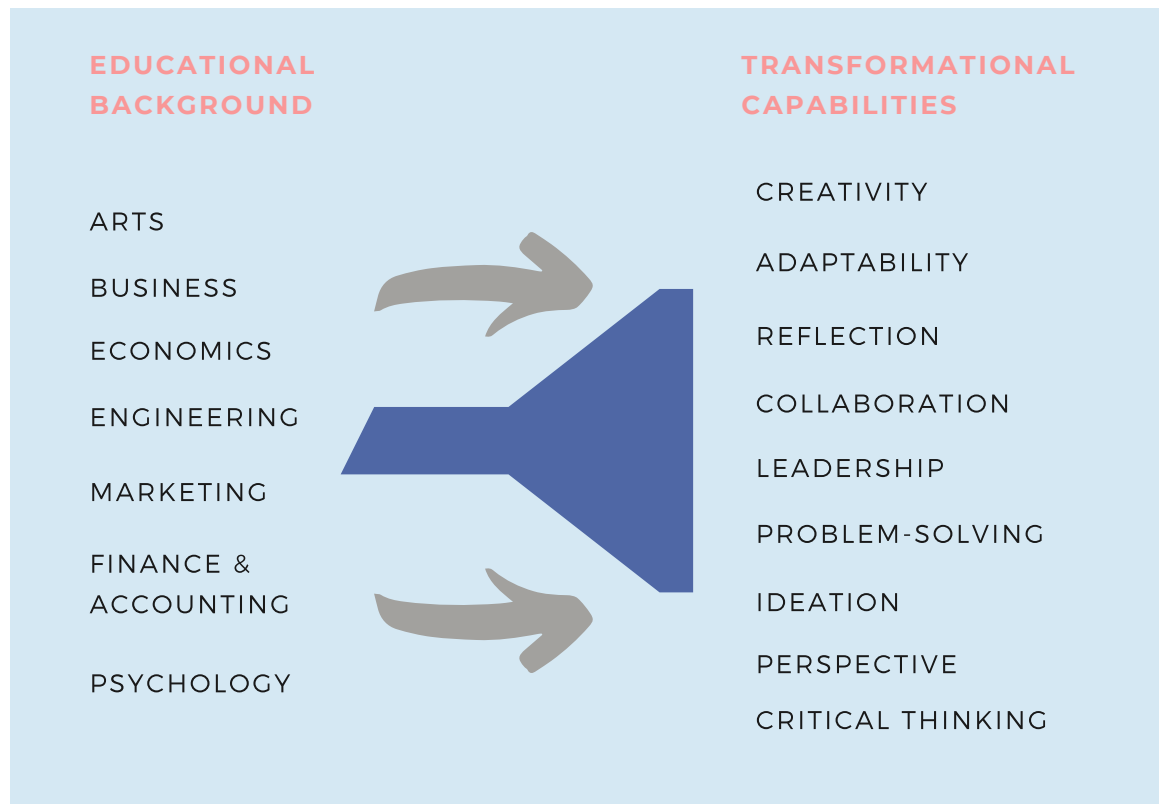


OIE has **a proven track record** with precisely this approach of taking students who have gained functional area knowledge in their Bachelor program and training them as innovative and entrepreneurial leaders of tomorrow. While creating some level of entrepreneurial capability is important to all educational programs, OIE demonstrates the particular value of a master program in entrepreneurship for developing transformational capabilities. This capability can be seen in both the design of the program and the demonstrated impact of OIE alumni as founders of new business, creators of new jobs, leaders of innovation within established organizations, and award-winning businesspeople. This track record has earned OIE an international reputation as the **8th ranked entrepreneurship master program in the world**.

a. Teaching Entrepreneurial Capabilities

While an education in entrepreneurship and innovation has an important role to play throughout the CBS curriculum, a Master program in entrepreneurship and innovation holds particular value in training students and fostering the knowledge and capabilities needed for success. Graduates today need more than functional business skills; they need entrepreneurial **capabilities to take initiative in identifying opportunities, the ability to navigate risks, and the skills needed to organize resources to drive change.**

OIE's curriculum takes students who typically have a Bachelor's in either a functional business area or in a discipline outside of business altogether and trains them in the capabilities needed to be successful innovators and entrepreneurs. As the tables below show, OIE students come from a wide variety of disciplines. But the sequence of classes they take in the program and, even more importantly, the hands-on pedagogical approaches used allow them to develop and practice the use of core transformational capabilities. Our survey revealed the key skills and capabilities they identify the program as providing them. As the figure below shows, these skills align with CBS' focus on "transformational capabilities."



b. Lifelong Career Success

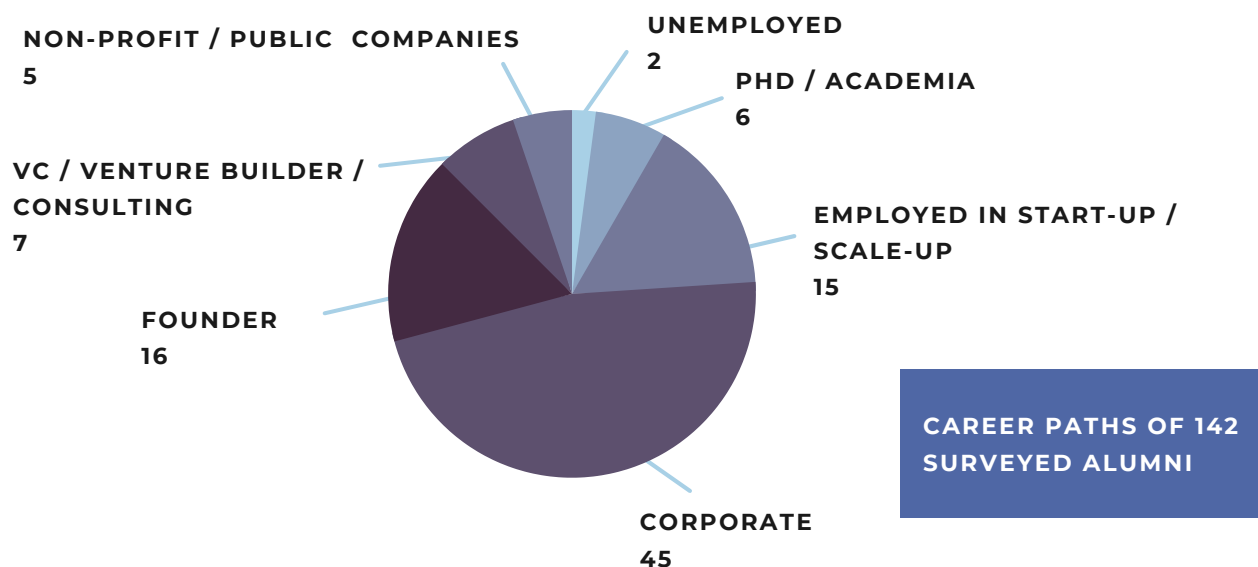
The data also show that OIE graduates are well positioned for long-term success across the wide range of organizational contexts in which they build their careers, including in startups, corporations, and nonprofits. The employers we talked to attested to the reasons they are keen to recruit OIE graduates. They emphasized the **out-of-the-box** thinking that OIE graduates bring with them, the **proactiveness**, and the **creativity**.

"Organisations are becoming increasingly complex - and so are the societal challenges that same organisations are part of. Business and public institutions need young people who are able to ask the right questions, who can solve 'wicked problems' and who can challenge the status quo. There is a need to rethink and find solutions to the challenges we face. We at Implement have the demand for the skills that OIE can supply - and so does the future"

- **Thomas Leonhardt Nielsen, Partner at Implement Consulting Group**

"OIE is more successful than any of the other programs to prepare young aspiring problem solvers to tackle the real world. When I was looking for new hires I would look to OIE. ... They are the most job ready students at CBS. And if that isn't at least half of what CBS is set out to do then I don't understand what they are optimizing for. Successfully hired, happy people that do good for society."

- **Jakob Storjohann, CEO of Ideanote**



c. Founding Firms and Creating Jobs

OIE students are not just prepared for success as employees, but also as entrepreneurs. Their education prepares them for the kind of skills needed to launch new companies. This is not only crucial for them for the Danish economy and society. We know from a wide range of studies that entrepreneurship and startups are key drivers of economic growth and new job creation, playing a much bigger role in new job creation than large established firms. Indeed, our survey **approximately 70+ firms started by OIE alums** in the last few years and the generation of about 84 **new jobs**.

- FROM **142 ALUMNI** THAT HAVE BEEN SURVEYED IN THE LAST 48 HOURS

60 FULL-TIME
POSITIONS HAVE
BEEN CREATED

24 PART-TIME
POSITIONS HAVE
BEEN CREATED

This is an **extract** of some of the 70+ organizations that have been founded by OIE Alumni:

TECHNOLOGY SECTOR



“OIE helped me engage with the startup world and reflect on business opportunities. My Master Thesis work became the foundation for Capdesk with the research directly contributing to the vision and business plan. Capdesk now has 15 full time employees in Denmark. I used the same method of research before founding The Mortgage Club which is now Perenna.”



CASPER ARBOLL
Founder of Capdesk ApS and Perenna FFL PLC

E-COMMERCE SECTOR



EDUCATIONAL / SOCIAL COMMUNAL SECTOR



d. Leading Innovation

OIE students are trained for innovation within established organizations as well as to launch startups. Corporate innovation is an especially important concern for established businesses these days. OIE alums have proven to be leaders of innovation within the Danish corporate sector, based on the testimonials we received from representatives from leading companies.

“

“Entrepreneurship is a must-have skill and mindset for most companies nowadays. Having taken the OIE program and learning about venture development, teamwork, entrepreneurship has been of utmost importance when applying for a job at Maersk Drilling.”

Ana Andanovska,
Innovation Lead at Maersk Drilling



“

We associate CBS with education of high quality, and we certainly found this to be true in Rikke's case. With her education, Rikke brings deep expertise in anthropological research and innovation processes, as well as a focus on the business value being generated. That is a very unique and powerful combination for us, and we are impressed with the ease at which Rikke collaborates with stakeholders in all three areas and facilitates innovation with high value for our internal processes and external customers.”

Moten Holm-Petersen, Principal Design Manager,
Microsoft Dynamics, Microsoft Development



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“Organisations are becoming increasingly complex - and so are the societal challenges that same organisations are part of. Business and public institutions need young people who are able to ask the right questions, who can solve 'wicked problems' and who can challenge the status quo. There is a need to rethink and find solutions to the challenges we face. We at Implement have the demand for the skills that OIE can supply - and so does the future”

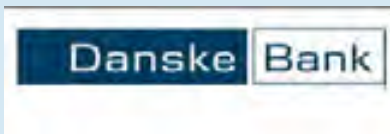
Thomas Leonhardt Nielsen,
Partner at Implement Consulting Group



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Meeting a profile such as Ece with her focus on creating real and lasting change in large organisations is wonderful to follow. Ece walked into our meeting with the rare combination of good business understanding and high academic focus on innovative opportunity/improvement. With this focus, of which I am certain her MSc in Organizational Innovation and Entrepreneurship (OIE) from Copenhagen Business School contributed to the idea she presented, gave way for an angle on research which I am hopeful will lead us down new paths and avoid what we have already explored in the past.

Nicole van der Doe,
Co-Head Treasury Client Management DK



“

"OIE is more successful than any of the other programs to prepare young aspiring problem solvers to tackle the real world. When I was looking for new hires I would look to OIE. [...] They are the most job ready students at CBS."

Jakob Storjohann, CEO of Ideanote



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"In 2021 CBS launched an extracurricular programme together with Deloitte. CHANGE'21 is to focus on how to deal with uncertainty, how to deal with change and how to help solve some of the big, wicket problems of the future. "We had almost 200 applicants for 64 spots. All the applicants from Organizational Innovation and Entrepreneurship actually made it into the programme because they all showed an extraordinary amount of competencies, courage and curiosity – skills that are needed to overcome the major challenges that society is facing in the future. They have all contributed to the programme both academically, socially and personally and the programme would not have been the same without them."

Janie Huus Tange Project manager/case coach CBS



e. Award-winning Leadership

The result of these successes in careers, entrepreneurship, and innovation has been a slew of awards and recognitions that have gone to graduates of the OIE program. The list of awards has brought considerable attention to OIE and cultivated CBS's reputation as an innovative institution.



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"I was honored as Forbes 30 under 30 under the category of people that create the products and materials of tomorrow. Something that would never have happened if I didn't study at OIE."

Ana Andonovska, OIE Alumni



/ 2. A LAUNCHPAD FOR EDUCATIONAL INNOVATION AT CBS

To produce students ready for the 21st century, business schools like CBS have sought to introduce new teaching tools and techniques. As the CBS Strategy recognizes, the traditional university lecture designed to convey knowledge will simply be insufficient for training students in the transformational capabilities they will need for having successful and meaningful careers and for playing a leading role meeting the grand challenges of society. CBS, like all universities, will need to find ways to introduce pedagogical innovations and tools that are effective and undertake the challenging task for preparing its faculty in the use of new techniques and capabilities.

OIE has already **proven itself to be a kind of incubator for educational innovation** within CBS, a perfect program in which to test out new technologies and pedagogical techniques and to help these educational innovations gain the legitimacy needed for wider adoption. That is in part because OIE students and faculty, having an entrepreneurial bent themselves, have been willing and eager early adopters of new techniques and willing to engage in partnerships with other parts of CBS. OIE can hence serve as a crucial incubator for future pedagogical innovations at CBS.

a. Partnering with CSE

Stanford. MIT. Cambridge. Universities with world-class entrepreneurial capabilities all tie together master programs in entrepreneurship with robust co-curricular incubators. Incubators excel at providing the environment and resources needed for student startups while master programs provide the structured education needed for students to understand how to capitalize on these environments. Likewise, in recent years OIE has built an increasingly close collaboration with CSE.

Established at a similar time as CSE, faculty from the OIE program has been actively involved in the process of its formation and plays an active role as a supplier for entrepreneurship education to CSE ever since. The **OIE program was the first to introduce the CSE-internship program**, in which students can do an internship in their own startup. This program is currently rolled out university wide. More than 30%* of OIE alumni have been part of CSE during or after their time at CBS.

Beyond CBS, OIE faculty are also in demand as consultants for other incubators, such as the Global Road Runner Incubator 'Startup Propagator', the CleanStart Accelerator, and the Impact Accelerator Program.



*BASED ON A SURVEY WITH 142 ALUMNI AND 46 CURRENT STUDENTS, AND COMMUNICATIONS WITH DOZENS OF EMPLOYERS, BUSINESS LEADERS, AND COMMUNITY REPRESENTATIVES.

a. Partnering with CSE

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"...and creativity to navigate the complex and ambiguous business challenges that lie ahead. These academic offerings, such as what are offered through CBS coursework in OIE and CBP, create an important focus for mastering such capabilities and building a pipeline of new ventures to the benefit of Danish and global communities."

"From a global perspective, it is the existence of entrepreneurship curriculum that sets CBS apart from other business schools, indeed other universities."

"The passion, expertise and innovative practice from our colleagues at OIE to inspire the next generation of founders through education has made an important contribution to a flourishing entrepreneurial community – a contribution I hope to see continue as an important part of the academic fabric at CBS."

ASH WALLINGTON

Head of Unit, Entrepreneurship Education

Lead Educational Designer

COPENHAGEN SCHOOL OF ENTREPRENEURSHIP



b. Introducing New Pedagogies

The OIE program is an environment to develop new pedagogies, teaching methods and educational concepts. OIE faculty created **the first business studio at CBS** in 2010. Studio pedagogy, which fosters creativity, collaboration and critical thinking is by now an established part of CBS teaching portfolio reflected in the recent creation of two additional studios at Porcelænsøen (creative, performance, tech studio). The OIE program was **a front-runner in CBS' ambition to develop hybrid teaching** and blended learning. For the first blended course in the OIE program (Entrepreneurial Processes), the line coordinator Christina Lubinski won the **DSEB Education Prize** in 2016. The experiences made with blended learning in the OIE program turned out to be beneficial university-wide during the Covid-19 crisis.



CBS Creative Studio

b. Introducing New Pedagogies

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"Our work had not been possible without the thorough practical learning that we gained from the OIE program. By being in the Creative Studio, we were anchored in an entrepreneurial and innovative environment, which stimulated pragmatic learning, curiosity, collective creativity and most of all an environment where we learned to work move from an idea to a business concept. This has enabled us to work human-centred, thus solving real-world problems, and understanding how we can turn user-insights into concrete business opportunities. Also getting practical experience with the attempt of actualising a real business idea, would not have been possible without OIE and its strong connection to CBS' incubator CSE." Stine Moeslund Sivertsen, OIE Alumni

Stine Moeslund Sivertsen, OIE Alumni



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"I researched other programs but OIE was the only one I really wanted to study and I didn't find any substitute to the program in any other universities regarding the studio courses provided and the content."

Emma Packendorff, OIE 2021



“

„I wanted a program that combines creative and managerial skills, since I strongly believe that this hybrid mindset will play an increasingly important role in the future economy.”

Isabella Stropp, OIE 2021



c. A Key Contributor to CBS's Strategy

The OIE program is at the forefront of rolling out CBS' current strategy. The **K3 initiative** led by Kai Hockerts aims at measuring how successful CBS' programs are at developing one of the Nordic Nine goals. The OIE program is among the first this initiative plans to work with. The strategic initiative **Transformational Capabilities @ CBS** is also connected to OIE. Exercises and material on reflection, abstraction and thinking by analogy are developed and tested in the OIE program where developing students' capabilities has been a priority for several years.

d. Student-driven initiatives

OIE students are at the forefront of student-driven pedagogy development at CBS. Since 2017, OIE students **self-organize a study trip** course into various cities with reputable startup ecosystems (Silicon Valley, Berlin, Lisbon). These yearly trips include visits of startups, incubators, tech companies, venture capitalists, and educational institutions. Additionally, students organized a trip through Denmark in early 2020, where students from two OIE cohorts visited several inspiring companies and grew their local business network.

Since 2019, OIE students have **started their own research dissemination** project called Thesis Talks. In this podcast (available on Spotify) students present their Master's thesis research to a wider audience interested in entrepreneurship and innovation.



OIE Visit at Lego

e. Having Academic Impact

Despite being a highly practical program, **OIE produces a significant number of PhD candidates** at CBS and other international universities. At CBS, there are three industrial PhDs (in collaboration with Microsoft, Danske Bank, Foss) who graduated from the program and three full-time PhDs working at SI, MPP and IOA. One OIE graduate and current PhD from IOA just won the **Fonnesbech PhD award**. The high number of PhDs underlines the programs' ability to develop students' critical thinking ability.




Winner of the Fonnesbech PhD Award 2021: OIE Graduate Bontu Guschke

3. FOSTERING DENMARK'S ENTREPRENEURIAL ECOSYSTEM

The Global Entrepreneurship Monitor -- which measures the level of entrepreneurial activity for 137 countries around the world -- recently ranked Denmark as 5th most entrepreneurial country globally and 2nd most entrepreneurial in Europe. Yet, while Denmark excelled in most of the factors that contribute to this ranking, it was **surprisingly weak on “startup skills” and “skill perception,”** ranking as average or below average on these measures.


It is now widely understood among policymakers and businesspeople that great entrepreneurial ecosystems require engagement in entrepreneurship education by great universities. University educational programs and faculty play a crucial role in providing the skills and networks needed to create thriving entrepreneurial communities. OIE, as the highest ranked entrepreneurship master program in Northern Europe, has gradually begun to play this role and is well positioned to contribute even more extensively in fostering Denmark's entrepreneurial ecosystem by **partnering with external stakeholders, providing education and consulting to startups, and creating a vibrant and supportive entrepreneurial community.**

OIE reputedly competes as one of the only Entrepreneurship programs from Northern Europe




esade

MSc in Innovation and Entrepreneurship




HEC PARIS

MSc X-HEC Entrepreneurs




UNIVERSITY OF CAMBRIDGE
Judge Business School

Masters in Entrepreneurship (MSt)




Bocconi

MSc Strategic Entrepreneurship




Trinity College Dublin
Coláiste na Tríonóide, Uileá Átha Cliath
The University of Dublin

Master in Strategy and Entrepreneurship




WHU
Wittenberg School of Management

Master in Entrepreneurship Program




Warwick Business School

MSc Innovation and Entrepreneurship (IAE)




RSM ERASMUS UNIVERSITY

MSc Strategic Entrepreneurship (MScSE)




EDHEC BUSINESS SCHOOL

MSc in Entrepreneurship & Innovation




BABSON

Master of Science in Management in Entrepreneurial Leadership




NUS
National University of Singapore

MSc in Venture Creation




Northeastern University
D'Amore-McKim School of Business

MS in Technological Entrepreneurship



USC Marshall School of Business


Master of Science in Entrepreneurship and Innovation



Queens

Master of Management Innovation & Entrepreneurship

OIE was the only Master's program of CBS that was ranked in The Economist 2019 Masters in Management ranking.



The Economist

Business & finance Economics Science & technology Culture Blogs Deb

Which MBA?

Masters in Management 2019

Jun 26th 2019, 11:53 by Which MBA?

Copenhagen Business School

MSc in Social Science (Organizational Innovation and Entrepreneurship)

Copenhagen, Denmark

Duration: 22 months
Application deadline: 01 March 2020
Start month: September
Tuition fee: €15,200 per year
Latest annual intake: 80
Band: D

[Website](#)
[E-mail](#)

[BACK TO RANKING](#)

Overall rank

Rank

39

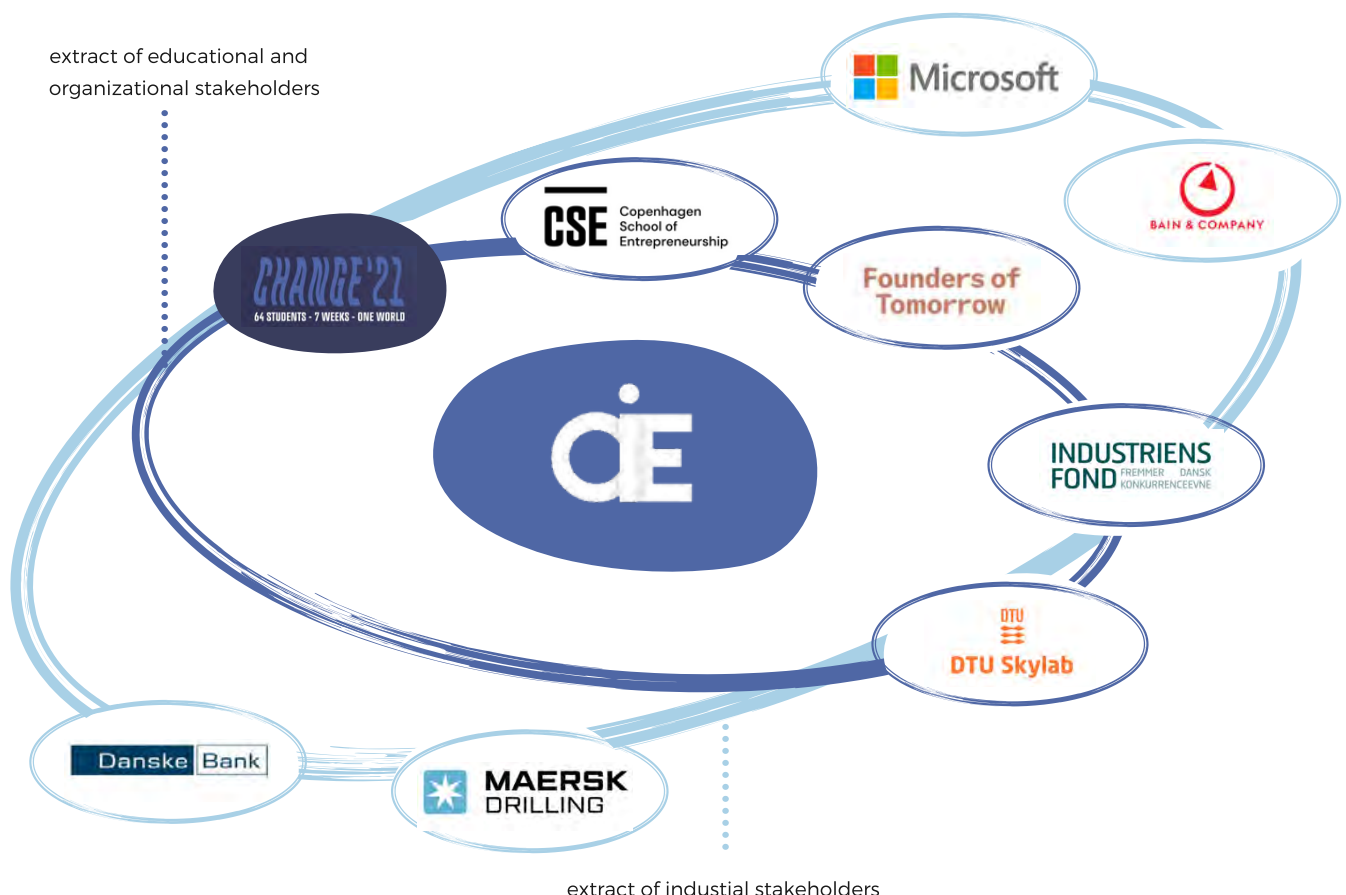
a. Partnering with Key Stakeholders

The OIE program and its students have developed a track record of collaborating with key partners and stakeholders in the Danish startup ecosystem. The **“Founders of Tomorrow” program**, supported by the Danish Industry Foundation, has taken many OIE alumni and students through their program (a 1 week accelerator bootcamp of ideas that brings together changemakers to learn about global challenge). For instance, the 2019 winner and OIE alum Lena Tünkers is now on their advisory board.

"Each year, we've had several participants from the OIE program. These have been people very engaged in driving societal change and provided invaluable inputs into the program with their unique mindset and diversity of thought, collaborative skills and by being proactive. Therefore, it would be a big shame to the Danish impact startup ecosystem to see this program closed." - **Reeta Hafner (Co-founder, Founders of Tomorrow)**



The OIE program and its students also play an active part in cross-disciplinary initiatives in the Danish startup ecosystem such as the **Digital Startup Generator** - a collaboration between **DTU Skylab** and Copenhagen School of Entrepreneurship (CSE) - aiming at bringing together business and technology students and developing tech-based business models. OIE students also took part in **Change 21**, a collaboration between CBS and Deloitte aiming at students' personal transformational capabilities and personal development.



b. A Source of Education and Knowledge

OIE students and alumni play a crucial role as educators in the Danish startup ecosystem. The startup school 'With Purpose' (<https://www.wppurpose.org/>) founded by OIE alum Ana Andonovska **helps women in the Nordics to start their own businesses** and find their way into entrepreneurship. The initiatives 'Nordic Venture Architects' founded by a group of OIE students in 2020 shows that OIE students perceive grand societal challenges as opportunities for positive social change. They found a non-profit consultancy that **helped businesses to rethink and adjust their business models during Covid-19**. OIE students are also very engaged in other social initiatives such as 'Mind your own Business', where they act as mentors for Danish boys and men aged between 13 and 19 from disadvantaged families to perceive **entrepreneurship as a way to change their living conditions for the better**. These examples illustrate that students and alumni from the OIE program show a strong social responsibility and leverage their knowledge for societal impact.



WIRE
Independent University Newspaper
Copenhagen Business School

NEWS BLOGS GO ON EXCHANGE RESEARCHER ZONE

Students help pull companies out of the Covid-19 swamp

The team behind NOVEAR offers consultancy to companies and organizations in these trying times. (Photo: NOVEAR)

Disruption or a global pandemic can easily spell death for start-ups and organizations. But not necessarily. A group of CBS students with



FROM THE "WITH PURPOSE" WEBSITE
FOUNDED BY OIE ALUM

c. A Network, a Community, a Reputation

The OIE program is known for its strong alumni network and international reputation as one of the world's leading entrepreneurship programs. The program has a strong **alumni network that supports student-driven initiatives** such as the study trips and organizes a mentorship program for current OIE students. The OIE program has a strong international reputation which is reflected in the **SIMC partnership** between the OIE program and WU Vienna and the program's ability to recruit an international and interdisciplinary student body. OIE students try to nurture this community from day-one of the program on and its intro week, which is self-organized and supported by alumni, is one of the most extensive intro weeks at CBS including workshops, company-visits and social events.

“

“I chose OIE because I wanted to study Entrepreneurship. Masters that focus on this topic are almost non-existent when it comes to European Business Schools, although it's actually quite a popular field of study in top-league American Universities. I considered moving to the United States but, when I learned that CBS was offering a degree in Entrepreneurship, I immediately applied here!”

Beatrice Costenaro (OIE, 2020)



One example of such an event brought together OIE students and alumni with two OIE alumni who both made their way into BCG Platinion. Such regular events helped show OIE students possible career paths and connect alumni with current students.

“

“OIE gives you the curiosity & growth mindset about creation and processes that supports a continuous learning of the technical aspects of whichever job you may aspire for beyond graduation through your career journey.”

Lucas Kromann, BCG Platinion and OIE alumni

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“An OIE education provides the toolbox to open other areas one develops interest in. The process and conceptual understanding of innovation and entrepreneurship is much more difficult to learn in a book, better to do, have the hands on experience that you get in the OIE education, can learn the technical stuff as you go.”

Sven Ekert, BCG Platinion and OIE alumni



An alumni talk including innovation case examples
For OIE alumni & students

**From OIE
to Management Consulting**
BCG Platinion



Another example is OIE Alumni came together to support the OIE alumni graduating during COVID and put on an event called Talking About OIE, a workshop on How to create a resume and LinkedIn profile to stand. This workshop was specifically targeted for recent graduates where the main focus was translating one OIE's education into different languages of industry by practically taking a look at each other's resume and LinkedIn.



/ CONCLUSION

CBS' Strategy calls for the creation of "transformational capabilities" in our education that will prepare students, organizations, and society for the uncertain and evolving challenges that await us. A pioneer in the development of such capabilities, OIE has evolved into much more than a master program. It has become a strategic asset that top management can effectively leverage (a) to provide a much more robust vision of the success of our students as individuals, (b) to experiment with and roll out pedagogical innovations at CBS, and (c) to partner with Danish society.

These capabilities are crucial to CBS's strategy but building them from scratch would take any university years of effort and require significant investments in resources. We trust that top management and the board will have the **strategic vision and wisdom to see the unique and valuable asset that CBS has already created** and capitalize it more effectively for the good of the students, the institution, and for society.

/ APPENDIX 1: CSE TESTIMONIAL

Further, many students from the OIE study line make up the cohort of students taking an internship in their own startup, as part of the award-winning Startup in Practice program. Here, students work closely with their academic supervisor to integrate theory in the very real challenges they face within developing their enterprise. In recent examples students have gone from concept through to prototype and investment or market expansion within the small space of a semester through this dynamic partnership between theory and practice.

The connection between the curricular, co-curricular and extra-curricular here is instrumental – where the academic concepts provided through an interdisciplinary lens equip students with the knowledge, and incubators and accelerators as the sandbox for experimentation, testing and business guidance to take their ideas to market.

From a global perspective, it is the existence of entrepreneurship curriculum that sets CBS apart from other business schools, indeed other universities. International talent, are likewise inspired by these innovative approaches in academic offerings, which define the Nordics as a forerunner in re-conceptualizing business school education through an interdisciplinary lens.

The passion, expertise and innovative practice from our colleagues at OIE to inspire the next generation of founders through education has made an important contribution to a flourishing entrepreneurial community – a contribution I hope to see continue as an important part of the academic fabric at CBS.

Kind regards,

Ash

ASH WALLINGTON

Head of Unit, Entrepreneurship Education
Lead Educational Designer

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COPENHAGEN SCHOOL OF ENTREPRENEURSHIP



Copenhagen
School of
Entrepreneurship

OIE - CREATING VALUE THROUGH ENTREPRENEURSHIP EDUCATION

01

HOW DO OIE GRADUATES DRIVE INNOVATION IN DANISH BUSINESSES AND SOCIETY?

Employers highlight the skillset developed at OIE and by engaging in startup activities, OIE graduates frequently create additional jobs.



The 142 OIE alumni surveyed in the last 48 hours **reported creating 84+ new jobs in Denmark**

> 74%

Of the surveyed alumni have been involved in **innovation** development processes within an organization or a community.

OIEs are “the **most job ready students at CBS**.”
- Jakob Storjohann, CEO of Ideanote

HOW IS OIE AT THE FOREFRONT OF CUTTING-EDGE PEDAGOGY?

02

With a dual learning approach, OIE integrates practical studio courses into the curriculum to prepare students for taking responsibility. OIE thereby pioneered blended learning and transformational capabilities at CBS.

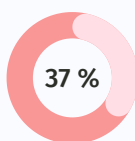


OIE is the program with the closest link to CBS' own startup incubator, the **Copenhagen School of Entrepreneurship** and partnered up together on the award winning Startup in Practice program. More than **30% of OIE students** participated over the years in CSE.

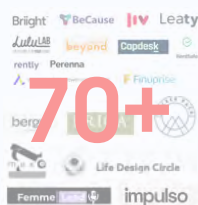
“The **OIE Creative Studio** “enabled us to solve real-world problems, and understand how we can **turn user-insights into concrete business opportunities.**”
- Stine Moeslund Sivertsen, OIE Alumni

03

HOW DO OIE GRADUATES ADVANCE THE BUSINESS ECOSYSTEM ?



of graduates surveyed **founded** companies



70+ new companies created

25+ competitions won in the ecosystem

Leader in entrepreneurial skill development in the **Nordics**

