

# enter #1

October, 2013

Entrepreneurship Research and Education Magazine



## ARTICLES:

Editorial: The need for innovation – and speed

From invention to innovation:  
The entrepreneurial process in between the two

The Danish sense of 'design better'

Short news



# The need for innovation – and speed

**enter** Entrepreneurship Research and Education Magazine is a new online magazine from the Entrepreneurship Platform at Copenhagen Business School (CBS). **enter** aims to offer quick and accessible insight into entrepreneurship research and knowledge at CBS and to bring the research and educational landscape at CBS into a more intense dialogue with business and society. CBS established the Entrepreneurship Platform in spring 2013. The platform integrates and coordinates entrepreneurship research, education and outreach activities at CBS and is a single point of entry for entrepreneurship at the Copenhagen Business School.

▲ **EDITORIAL** The economic crisis and the need for sustainable solutions imply a need for increased innovation in all parts of business and society. Speed of innovation is crucial, and knowledge, research and education are important components. Therefore, better interactions between knowledge institutions and businesses and society are central.

In response to this challenge, CBS has established the *Entrepreneurship Business in Society Platform* as one its four *Business in Society* platforms. The platforms aim to enhance interdisciplinary- and cross-departmental collaboration at CBS in order to develop even better research, education and outreach initiatives in the field of entrepreneurship and thus enable CBS to address societal challenges that go across academic boundaries.

Entrepreneurship transforms new ideas into innovation, therefore the entrepreneurial element is a key element in innovation processes. Entrepreneurship creates resources and organisation needed for the new idea to become an innovation – a new idea that generates revenue streams and a solid market anchoring.

## Entrepreneurship platform aims to enhance interaction with business and society

The central objective of the *Entrepreneurship Platform* is to stimulate, facilitate and support the development of a greater capacity for finding research-based solutions to the challenges faced by business and society, including how to stimulate innovation and foster more entrepreneurship. Businesses, public partners and entrepreneurship research and education are all part of the effort to create these solutions. With the establishment of the Entrepreneurship Platform we aim to improve our interaction with external stakeholders such as companies and the public sector.

CBS has a strong, cross-disciplinary research base in entrepreneurship studies. This includes startups and new ventures, social entrepreneurship, corporate and organisational entrepreneurship, design and entrepreneurship, and globalisation and entrepreneurship to mention five major areas. These five areas have been established as so-called clusters within the Entrepreneurship Platform. The platform complements the research base by facilitating collaboration with business and entrepreneurship stakeholders in the public sector and by securing strong interactions between research and CBS' many entrepreneurship education programmes and courses. With the Entrepreneurship Platform we aim to create a single point of entry for entrepreneurship at CBS for external stakeholders such as companies and public organisations.

The platform was officially launched on 2 May with CBS President Per Holten Andersen and Margrethe Vestager, Minister for Economic Affairs and the Interior, as speakers. Later in May, the platform hosted an event about female entrepreneurship with Chinese guests and has already been involved in a wide range of research application activities. The platform management team has established an Advisory Board, which will meet twice a year, with the first meeting scheduled for late November. Jørgen Bardenfleth, the former CEO of Microsoft Denmark and chairman at Symbion A/S, Kirsten Drejer, CEO of Symphogen, and Anders Hoffmann, deputy director general of The Danish Business Authority have all accepted the invitation to join the Advisory Board.

Amongst other roles we see the board as our primary support and source of expertise regarding the platform's strategic vision – topics and issues of importance to the Danish society and ways for CBS to strengthen its standing as a source of stimulating and better understanding the conditions for entrepreneurship in Denmark.

## enter – quick and accessible insight into entrepreneurship at CBS

With the need for entrepreneurship, innovation and speed in mind, we have created **enter** Entrepreneurship Research and Education Magazine, an online magazine from the Entrepreneurship Platform. The magazine aims to offer quick and accessible insight into entrepreneurship research and knowledge at CBS and to bring the research and educational landscape at CBS into a more intense dialogue with business and society.

**enter** will feature articles on research projects, examples of cooperation projects between the Entrepreneurship Platform and companies or public organisations as well as interviews with re-

searchers, external stakeholders, entrepreneurship students and others.

### The first issue of **enter**

This first issue of **enter** features a background interview with the two academic directors of the Entrepreneurship Platform: Daniel Hjorth, professor of Entrepreneurship and Organization in the Department of Management, Politics and Philosophy, and Serden Ozcan, associate professor of Entrepreneurship and Innovation in the Department of Innovation and Organizational Economics. They both emphasise the importance of a constant exchange between research and companies and society in order to optimise the utilisation of the resources and knowledge of institutions such as CBS and to continuously target educational programmes to match the needs of business and society.

**enter** #1 also features an interview with professor Robert Austin, Department of Management, Politics and Philosophy, who heads up the Design and Entrepreneurship cluster. The main focus of Robert Austin's work is on innovation and creative industries. In the interview, he shares the visions for the Design and Entrepreneurship cluster.

The issue also contains a 'short news' section with updates about events, new projects, activities etc.

With **enter** we aim to reach out to business and society to share our knowledge. And we aim to invite companies and the public sector to enter into a dialogue with us about entrepreneurship and innovation, about education or, again, about joint research projects focused on entrepreneurship and innovation.

### **Dorthe Mejlhede**

Project manager  
The Entrepreneurship Platform  
Copenhagen Business School



Project manager Dorthe Mejlhede  
Photo: Christoffer Regild

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#### **CBS ENTREPRENEURSHIP PLATFORM**

Copenhagen Business School (CBS) established the Entrepreneurship Platform in spring 2013. The platform integrates and coordinates entrepreneurship research, education and outreach activities at CBS and is a single point of entry for entrepreneurship at the Copenhagen Business School.

#### **ENTREPRENEURSHIP PLATFORM · COPENHAGEN BUSINESS SCHOOL**

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▲ enter #1 October 2013



The two academic directors of the Entrepreneurship Platform at Copenhagen Business School: Professor Daniel Hjorth and associate professor Serden Ozcan.  
*Photo: Christoffer Regild*

## From invention to innovation: The entrepreneurial process in between the two

In a joint interview to introduce the Entrepreneurship Platform, Professor Daniel Hjorth and Associate Professor Serden Ozcan, the two academic directors of the platform, highlight how entrepreneurship research and education at Copenhagen Business School can collaborate with companies and the public sector to organise knowledge and processes in order to generate innovation. The Entrepreneurship Platform offers a way for companies and the public sector to tap into useful knowledge and dialogues. But it is a two-way process. The two academic directors invite corporate and public sector leaders to cooperate with them to secure that the resources and com-

petencies of Copenhagen Business School are fully utilised and continuously targeted to match the ever-changing needs of businesses and society.

*By Irene Houstrup*

▲ **INTERVIEW** One way to understand entrepreneurship is to see it as the process of taking an idea from invention to innovation, according to Daniel Hjorth, professor of entrepreneurship and organisation in the Department of Management, Politics and Philosophy and one of the two academic directors of the Entrepreneurship Platform at Copenhagen Business School (CBS). His

Knowledge production has become central in our post-industrial society, and the Entrepreneurship Platform at CBS has the potential to play an important role as a knowledge generator and by collaborating with companies and the public sector to organise the entrepreneurial processes,' says Daniel Hjorth, professor of Entrepreneurship and Organisation at the Department of Management, Politics and Philosophy, CBS.

Photo: Christoffer Regild



favourite definition of entrepreneurship is 'the creation of organisation between invention and innovation', that is, the organisation of the knowledge, funding, processes etc. that are needed for the innovation to succeed.

'Knowledge production has become central in our post-industrial society, and the Entrepreneurship Platform at CBS has the potential to play an important role as a knowledge generator and by collaborating with companies and the public sector to organise the entrepreneurial processes,' says Daniel Hjorth.

Serden Ozcan, associate professor of Entrepreneurship and Innovation in the Department of Innovation and Organizational Economics and the other academic director of the Entrepreneurship Platform, adds,

'We want to transfer knowledge to society and create innovation. With the Entrepreneurship Platform we have built a single point of entry to facilitate interaction and dialogue with society and business. And we invite companies as well as the public sector to bring their problems or challenges to us.'

### Two-way process

According to the two academic directors of the Entrepreneurship Platform, CBS generates valuable knowledge to society and businesses. However, they both emphasise that it is a two-way process: CBS greatly benefits from input and dialogue with companies and public organisations in order to optimise the utilisation of its resources and knowledge pool and continuously target the school's educational programmes to match the ever-changing needs of businesses and society.

They are both convinced that in the future it will be important for innovative companies and public organisations to have closer ties to business universities, as the research community here has updated insight into trends and societal developments. Business universities can offer ways for companies and organisations to tap into useful knowledge and dialogues.

### Real business challenges integrated into education

Both Serden Ozcan and Daniel Hjorth emphasise that there is a constant interplay between education and research at CBS, and that this exchange can be valuable both for companies and organisations for CBS on many different levels.

Daniel Hjorth mentions the partnership with Bombardier, a global leader in urban mobility solutions as an example: 'Bombardier introduces CBS to a number of business-related challenges where they are interested in the specific quality of problem-solving that is distinctly academic and provided by students. They can think more freely than consultants and differently than experienced employees. This might involve challenges such as, 'how do we handle this innovation process or sales challenge,' 'how do we sell trams to developing countries when they don't have any money,' 'how do we enter the third world when they don't have a monetary economy,' etc. Some of our students work in depth with these challenges throughout the two-year master's programme in a close relationship with Bombardier. In addition, people from Bombardier come to CBS and enrich our lectures about innovation etc.'

He adds that this collaboration inspires researchers from CBS to develop interesting and relevant research questions that may lead to case studies. Initially, these case studies may be developed for teaching purposes. But in the process of creating these cases, a great deal of material is generated that can easily form the basis of a research analysis or a paper for publication in scholarly journals.

'This way, real business challenges are integrated into the entrepreneurial education at CBS, and the students work with the same issues about business model innovation and organisational change as Chief Innovation Officer Martin Ertl at Bombardier. The result is a very natural and fertile exchange between business, education and research,' says Daniel Hjorth.

He points out that some of the students in the programme enter internships in the company, and some write their final thesis on the basis of company-related topics and issues. The company

may also choose to employ some of the students as intrapreneurs or innovation experts after their graduation.

'Within this kind of relationship, the main focus is how we can create a new learning process together. And both CBS and the company, in this case Bombardier, receives valuable knowledge in return for its engagement in the relationship,' says Daniel Hjorth, and continues,

'Via the entrepreneurship educational programme, we as a business university are becoming more involved in the challenges of society and business, as real problems are detected and integrated into the education.'

### Research in companies can generate innovation

According to Daniel Hjorth, a central question in entrepreneurship is, 'What is the business model that can bring the business idea to its full potential?' He points out that CBS entrepreneurship research and education can help companies and the public sector organise knowledge and processes in order to attempt to answer this question and generate innovation.

At Symbion, a Danish science park and incubator, CBS researchers and PhD students are looking into the design of Symbion's learning programmes for start-ups in order to investigate the knowledge input start-ups receive to be able to build a strong business with growth capacity.

'The industrial PhD scheme is a very efficient way to generate new knowledge for companies and promote their innovation. CBS has had PhD students employed by for example Dong Energy and Tryg to investigate how philosophical questions can help the company's ability to improve knowledge sharing, motivation etc. in the field of HR. It's a structured learning process that is oriented towards the conceptual level of the business perspective rather than the development of a new product, for example,' says Daniel Hjorth.

Other examples of collaboration between entrepreneurship researchers and companies includes: research projects for compa-

nies, for example an eighteen-month project that involved studying an incubator for creative industries in Lund; leadership development programmes, where CBS contributes with research-based knowledge about entrepreneurship; and the developing of case studies of companies like VIPP and e-Types.

CBS also organises and hosts the Copenhagen Innovation Symposium, where practitioners and academics meet to discuss innovation challenges. The event has been held every second year since 2008.

### CBS points out societal issues

Serden Ozcan sees yet another important future role of the Entrepreneurship Platform in highlighting unaddressed problems in society – for instance the lack of female entrepreneurs in Denmark.

The Entrepreneurship Platform recently organised an event at CBS with 23 Chinese women, who came to talk about development programmes in China that have given them the impetus to start their own business. According to Serden Ozcan, these programmes have focused on developing the women's potential. The female entrepreneurs in China contribute to growth, they innovate, and they are represented in a wider range of industries than Danish female entrepreneurs.

'When it comes to entrepreneurship, the Danish women are lagging behind both China and the rest of Europe – Sweden and Holland in particular. Every time a Danish woman starts a new business, 2.7 Dutch women do the same, and 1.55 Swedish women. With our event about women and entrepreneurship, we wanted to address this societal problem and initiate a dialogue about this issue, both internally at CBS and in society at large,' says Serden Ozcan.

### Heterogeneity is a source of creativity

'The cooperation between companies and business universities is a matter of co-producing knowledge. Heterogeneity is a source of creativity. An organisation or a company – and this of course



'We want to transfer knowledge to society and create innovation. With the Entrepreneurship Platform we have built a single point of entry to facilitate interaction and dialogue with society and business. And we invite companies as well as the public sector to bring their problems or challenges to us,' says Serden Ozcan, associate professor of Entrepreneurship and Innovation at the Department of Innovation and Organizational Economics, CBS.

Photo: Christoffer Regild

includes an organisation such as CBS – often develops a homogenous culture, where it is difficult to create something new. That makes it valuable to cooperate with someone who represents a generative difference,' says Daniel Hjorth.

He believes that researchers are often able to articulate the situation the company is facing in a way that is not possible for the company itself, because the researcher possesses analytical competencies and the conceptual vocabulary that comes from working in a knowledge/research environment.

According to Daniel Hjorth, research enables the company to handle, for example, an innovation process in a new way by offering new perspectives on their situation. Similarly, the employees of an organisation are able to frame and articulate problems in ways that will not be generated from a university context. Therefore, if this dialogue is nurtured by a willingness to learn, both parties can go farther than if they had worked on their own, Daniel Hjorth explains.

'It is often the articulation of something in a new language that resolves an issue or leads to new ideas. In the open formulation of the challenge or the problem that research enables, 'the new' is articulated. That is often valuable to companies, because this open formulation points to something they had not discovered themselves,' says Daniel Hjorth, and continues,

'In the ideal partnership between company and business university, the whole point is the source of new knowledge that lies in the 'odd' questions that researchers ask. Often, that leads to a new idea and a new challenge for the company. Which in turn triggers learning processes that hopefully lead to new business opportunities for the company.'

In Daniel Hjorth's view, the dialogue is paramount:

'The need to develop a new language and to think differently is also stimulated by experiencing challenges related to existing practices in companies. When the new language emerges and develops, it is also crucial to receive feedback from experienced professionals. That initiates a generative conversation, which usually results in new knowledge that is valuable for both parties,' he says.

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Professor Robert Austin from the Department of Management, Politics and Philosophy at CBS has studied the Danish company VIPP to explore why some services and products, like the VIPP trash bins, stand out in a crowd.  
Photo: VIPP PR photo

## The Danish sense of 'design better'

Professor Robert Austin from the Department of Management, Politics and Philosophy at Copenhagen Business School heads up the newly established Design and Entrepreneurship cluster of the Entrepreneurship Platform. In his view, Denmark is one of the best places in the world to understand how companies become good at the deep and multifaceted sense of 'design better' that makes products like VIPP's trash bins stand out. He believes that there are new textbooks to be written about managing creative businesses, and that some of this work involves flipping ideas around to the opposite. 'In the industrial society, outliers were something companies tried to kill off. Today, harvesting valuable outliers is at the core of innovation,' he argues.

By Irene Houstrup

▲ **INTERVIEW** One of the things that puzzled Harvard professor Robert Austin when he first came to Denmark in 2005 to study the business of design was how the Danish company VIPP could sell trash bins at prices that were so much higher than other trash bins.

He set out to explore why some services and products, like the VIPP trash bins, stand out in a crowd, and what the companies behind them do to develop or position this kind of products or services. He studied companies like VIPP, Bang & Olufsen and other Danish and international design-based companies. And in 2012, he co-authored the book *The Soul of Design – Harnessing*

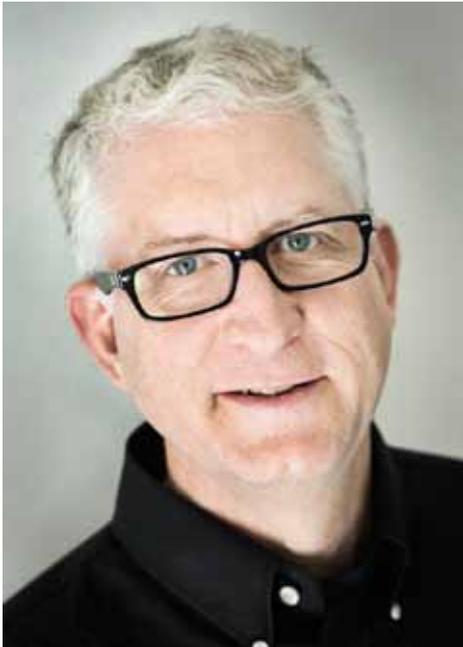
*the Power of Plot to Create Extraordinary Products*, which is based on case studies of these companies.

He discovered, among other things, that VIPP 'works harder on the intangibles that surround their physical products – the stories, the imagery, the casual associations – than many other companies, and this helps them create meaning for their products. And thus products that stand out as better and more desirable,' he says.

### New cluster brings together design entrepreneurship competencies at CBS

Today, Robert Austin lives in Denmark and heads up the newly established Design and Entrepreneurship cluster of the Entrepreneurship Platform at the Copenhagen Business School (CBS). He believes that with the Danish design tradition and the increasing global competition that Western companies are facing, the combination of design and entrepreneurship should be a natural area of focus for CBS:

'Design entrepreneurship is about starting up new businesses in the very multifaceted area of design – this could be consumer products, services, consulting etc. Design has been broadening as a field. The Design and Entrepreneurship cluster aims to bring together and leverage the competencies within design entrepreneurship at CBS and create a position of strength that links with the Danish heritage of design,' he says.



'People all over the world can learn from this part of the world what that very sophisticated sense of 'better' is – the 'design better' that Danish and Scandinavian companies do so well', says professor Robert Austin at Department of Management, Politics and Philosophy.  
Photo: Christoffer Regild

### Design present everywhere in the Danish society

'For someone coming from the outside, as I do, it is noticeable that design is very present everywhere in the Danish society – from furniture and household products to pavement, street lamps, the organisation of the public sector etc.,' says Robert Austin.

'Danes take this for granted. Design is so integrated in the way things are here, and it is implicitly understood that it is worth making things not only work but also elegant, even beautiful.'

He links this experience to the fact that today Western companies are competing against companies from all over the world, not least China:

'Competing on price alone is not a sustainable strategy for Northern European companies. They have to develop and sell better products and services. And design plays an important role in this notion of 'better' – it doesn't just mean function.'

Many Danish companies have a unique, embedded understanding of design

In Robert Austin's view, companies in Denmark are generally better at understanding how to compete based on this nuanced notion of what makes a product or service better:

'Denmark is one of the best places in the world to understand how companies get good at this deep and multifaceted sense of better. In the case of VIPP: When you argue that a trash bin is bet-

ter, and enough better to be worth the price they charge, you are getting into a sophisticated notion of what you mean by 'better'. It is not just that it functions better as a trash bin. It includes the aesthetic factor, but it's not only that. Design means many things: processes, production design etc. It's not just function, it's not just aesthetics, it's many things combined,' he says, and continues,

'People all over the world can learn from this part of the world what that very sophisticated sense of 'better' is – the 'design better' that Danish and Scandinavian companies do so well.'

### Case studies provide a deeper understanding

Robert Austin emphasises case studies of companies or organisations as one way of developing a deeper understanding of what it is that some companies do better or different.

For instance, he teaches a course about managing in the creative economy, where parts of the course are based on case studies of Danish design companies such as e-Types, VIPP, Bang & Olufsen etc.

'Cases are real stories about what happened in a specific company, and this is both relevant and inspiring for other companies. Another interesting thing is that we are looking at examples, asking people to discover the relevant management principles for themselves. By looking at, say, three cases we can begin to abstract principles that can provide us with a deeper understanding of the underlying development,' he explains.

### Flipping ideas around to the opposite

Robert Austin argues that with the need to shift to competing on something other or more than price, the need to understand how to manage a creative business based on the notion of 'design better' is more urgent than ever before.

'There are differences between the way you would manage an industrial business and a creative business. There are new textbooks to be written about managing creative businesses – from product development and marketing to how we run a design team, manage people, how we design processes in business etc. There is a gap right now,' he says, and adds,

'Some of this work will involve flipping ideas around to the opposite. For example, a lot of challenges about getting people to be productive in an industrial firm are about convincing people to fit in, so that the overall system works smoothly,' he says. 'If you need to shift into an innovation mode it's not about fitting in anymore. We have spent years getting variations out of processes so that we could be more efficient, spent years managing averages. But innovation is not about averages – it is about extremes, about outliers. Innovation is not about getting everybody to conform or working as cogs in a machine, it is about finding at least one person who has a better idea, maybe even so weird that we don't appreciate it in the beginning, and then create the processes to take that idea to innovation. In the industrial society, outliers were something we tried to kill off. Today, harvesting valuable outliers is at the core of innovation.'

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### CBS appoints top researcher as new professor of entrepreneurship

Mirjam van Praag from the University of Amsterdam has been appointed Maersk Mc-Kinney Møller Professor of Entrepreneurship at the Copenhagen Business School. The DKK 40 million donation from the foundation 'A. P. Møller og Hustru Chastine Mc-Kinney Møllers Fond til almene Formaal' gives CBS an opportunity to strengthen its research and education activities within entrepreneurship. Read more: [www.cbs.dk/en/cbs-focus/business-in-society-bis-platforms/entrepreneurship-0/news/cbs-appoints-top-researcher-as-new-professor-in-entrepreneurship](http://www.cbs.dk/en/cbs-focus/business-in-society-bis-platforms/entrepreneurship-0/news/cbs-appoints-top-researcher-as-new-professor-in-entrepreneurship)

### CBS recruits leading entrepreneurship scholar

CBS has recruited a leading scholar of entrepreneurship, Professor William B. Gartner (Bill Gartner). From August 2013, Bill Gartner is professor of Entrepreneurship and the Art of Innovation in CBS' Department of Management, Politics and Philosophy. Bill Gartner, who has collaborated with Professor Daniel Hjorth for many years, joins the Management and Entrepreneurship research group at MPP and brings world-class expertise to the Entrepreneurship Platform. Read more: [www.cbs.dk/en/node/258620](http://www.cbs.dk/en/node/258620)

### CBS Entrepreneurship Platform part of an EU grant on summer school

European Commission awarded a grant to a consortium of three engineering universities and CBS. DTU from Denmark, Delft University of Technology from The Netherlands and Politecnico di Milano from Italy had teamed up to offer a summer program on entrepreneurship within sustainable energy. The program will bring students from technical and scientific backgrounds together with those from CBS. Read more: [www.cbs.dk/en/node/257348](http://www.cbs.dk/en/node/257348)

### CBS Entrepreneurship Consortium got 350.000 SKR from VINNOVA

Sweden's Innovation Agency, VINNOVA, awarded funding (SEK 350.000) to a consortium, which had proposed to develop an incubator model that would accelerate innovation and entrepreneurship in the public sector. CBS Entrepreneurship Platform is a part of the consortium. Read more: [www.cbs.dk/en/node/257351](http://www.cbs.dk/en/node/257351)

### The Entrepreneurship Platform Advisory Board

The Entrepreneurship Platform has established an Advisory Board with three external members: Jørgen Bardenfleth, former CEO of Microsoft Denmark, Kirsten Drejer, the founder and CEO of Symphogen A/S, and Anders Hoffman, deputy director of the Danish Business Authority. Read more: [www.cbs.dk/en/cbs-focus/business-in-society-bis-platforms/entrepreneurship/organization/advisory-board](http://www.cbs.dk/en/cbs-focus/business-in-society-bis-platforms/entrepreneurship/organization/advisory-board)

### Past and upcoming events

The Entrepreneurship Platform has hosted several events since the launch in May. The next event is a book launch on Friday, 4 October: [www.cbs.dk/en/cbs-focus/business-in-society-bis-platforms/entrepreneurship-0/events/book-launch-october-the-4th-organisational-entrepreneurship](http://www.cbs.dk/en/cbs-focus/business-in-society-bis-platforms/entrepreneurship-0/events/book-launch-october-the-4th-organisational-entrepreneurship)

Read more about past and coming events: [www.cbs.dk/en/cbs-focus/business-in-society-bis-platforms/entrepreneurship-0/events](http://www.cbs.dk/en/cbs-focus/business-in-society-bis-platforms/entrepreneurship-0/events)

### Entrepreneurship Platform officially launched

The Entrepreneurship Platform was officially launched on 2 May. One of the speakers at the event was the Danish Minister for Economic Affairs and the Interior Margrethe Vestager, who spoke about the need for entrepreneurship in Danish society.

### Entrepreneurship in the media

CBS' entrepreneurship researchers have been quoted in the press over the summer:

*Færre danske kvinder bliver iværksættere* (Fewer Danish women become entrepreneurs) 17 September 2013. *TV2 Lorry*  
*Det selvkritiske køn* (The self-critical gender) 30 August 2013. *Berlingske*

*'Vill ha mer skidskytte på Ideon'* (Wants to see more of the ski shooter at Ideon) 29 August 2013. *Sydsvenskan*

*'In Danes we don't trust'* 7 August 2013. *Jyllands-Posten*  
*Danske kvinder mangler iværksætterlyst* (Danish women lack entrepreneurial drive) 9 June 2013. *Jyllands-Posten*

*Entreprenørånden stimuleres på universitetet* (Entrepreneurial spirit is stimulated at university) 27 May 2013. *Altinget.dk*

*Ny platform for iværksættere* (New entrepreneurship platform) 10 May 2013. *Berlingske*

*Skal entreprenørskab redde dansk vækst?* (Is entrepreneurship going to save Danish growth?) 15 April 2013. *Altinget.dk*

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