

# ISABEL FRÓES - CV

lfr.msc@cbs.dk – www.cbs.dk/en/staff/ifrmisc  
Copenhagen Business School – Frederiksberg, Denmark

## 1. SHORT BIO

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Experienced researcher and educator in sustainable and strategic innovation, design thinking, and user experience. Strong track record in EU-funded projects, stakeholder engagement, business models, and interdisciplinary collaboration. Dedicated to bridging academia, authorities and industry towards highest social impact through regenerative education, design, and transformation for sustainability.

### A. ACADEMIC EMPLOYMENT

**2025 – current: Senior Advisor Copenhagen Business School (CBS), Denmark**

Part of the Sustainability Research group. Responsible for teaching, advising while also researching and co-managing projects and local team, leading work packages and tasks, reporting. Part of the Sustainability and Climate Change Work Package at CBS in the Aurora Alliance 2030.

**2021 - 2025: Assistant Professor Copenhagen Business School (CBS), Denmark**

**2017 - 2021: Postdoc Copenhagen Business School (CBS), Denmark**

Focusing on Sustainable Urban Development and Mobility as part of the Cities4People (cities4people.eu) and Urban Challenge Programme.

**2014 - 2017: PhD at IT University of Copenhagen. Denmark**

**2009 - 2014: Assistant Researcher/Lecturer at Computer Games and Interaction Design Group, and Culture, Aesthetics, Organisations and Society Group, IT University of Copenhagen, Denmark**

Planned, organised and taught a number of master courses and events besides advising students. Collaborated with public and private partners on the Service Design course (Volvo, Region Hospitals, Copenhagen Airport, etc.)

**2012 - 2016: Lecturer at Information Experience Design Programme. Royal College of Arts (RCA), London, England.** Advising, lecturing and giving workshops – IED Masters programme.

**2007 - 2010: Lecturer at Kolding School of Design – Dept. of Interactive Media and Industrial Design, Kolding, Denmark**

Planned, organised and taught a number of master courses and advised students. Collaborated with public and private partners on course projects such as Robots and Dementia (Kolding Mun), Redefining Nokianess (Nokia), E-services (designing services for the implementation of electric cars, Dong Energy - now Ørsted), Youth & health (TrygFonden).

**2005 - 2009: Lecturer at Copenhagen University – Dept. Art History and Visual Culture Studies, Copenhagen, Denmark.**

Planned, organized and taught a number of master courses, primarily 'The culture of Play' and 'Interactivity in the museum space'.

### B. VISITING POSITIONS

**2020: Capes – Print Visiting Researcher for the Smart City project** - Pontifical Catholic University of Rio de Janeiro (PUC-RJ) Rio de Janeiro, Brazil. Lecturing, advising and giving workshops.

**2016: Strelka** - Advising sessions for Master students. Moscow, Russia (remote).

**2015: Visiting researcher at Keio Media Design Research at Keio University, Tokyo, Japan.** As part of my PhD research I observed 43 children in Japan, while also joining KMD's educational research group led by Professor Keiko Okawa.

### C. AFFILIATIONS AND NON-ACADEMIC PROFESSIONAL EXPERIENCE

2022 - present: Cofounder Permahaven

2020 - 2023: Founder and coordinator of Women Makers group.

2020: Service Design Consultancy for Transition. Blueprints for takeback and recycling models for plastic for A Circular Design Studio.

2019: Service Design & Design Thinking Research consultant, Your Business Partner Consultancy. Carrying out a full project applying design thinking processes and methods developing new concepts for a global telecom institution (Vodafone). Milan, Italy & London, UK.

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2017: Workshop on UX and challenges of digital in the cultural sector. With Frankly Green Webb. Part of SMK Open. SMK, Copenhagen, DK

2017: Senior Service Design & UX research consultant, IS IT A BIRD Consultancy. Carried out a full project applying design thinking processes and methods developing new concepts for a large financial institution. Copenhagen, DK.

2017: UX research & insights on Tate Modern visitor experience for Frankly, Green & Webb, London, UK.

2014 - current: Startup Mentor - Founder Institute (FI)(various); Second Tots, Honeyboard, Tiimo.

2012: Workshop, Lecture and Consultant for urban development work at School of Critical Engagement (SoCE): Living Copenhagen and Lecture Series project. Copenhagen, DK

2011: Workshop on UX research, co-creation and creative developments and approaches to the use of mobile media in museums. Museums of Scotland. Edinburgh, Scotland

2010: GN and Jabra. Workshop towards UX research and creative ways for concept development. Copenhagen, Denmark

2007 - 2009: Interaction Designer and Project Manager. Copenhagen Institute of Interaction Design (CIID), Copenhagen, Denmark. Managing projects, responsible for coordinating, budgeting and deliverables. Faculty to the CIID Pilot Year.

Organised the first event on Service Design in Copenhagen in 2008.

2005 - current. Bzzz Interaction Design – Founder.

2001 - 2003: Interaction designer – 20th Century Fox. Worked in the international marketing department, planning, designing and managing international distribution sites. Los Angeles, USA

1994 - 1995: Member of the Jungian Theory Study group “images of the subconscious” with Dr. Nise da Silveira, Rio de Janeiro, Brazil

## D. EXPERT/ADVISORY POSITIONS

2025 - current: Advisory board member for the EU Project FITT-NESS

2025 - current: policy advisor for the CIVITAS UFL Cluster

2022 - current: Member of the Steering committee of the CIVITAS Educational Network;

2021 - current: Part of the European Commission Expert panel

2018: Novo Nordisk Foundation – Expert reviewer.

## E. ACADEMIC SCHOLARSHIPS:

2020: CAPES-PRINT – Visiting research grant in connection with the project Smart-Cities.

1995 - 1997: Research assistant grant (Iniciacão científica) – National Research Center (CNPq) at PUC-RJ under supervision of Professor Ana Maria Nicolaci-da-Costa, Ph.D. Research: “Conflicts between individualism and romantic love among young people” and “Brazilians and the Internet: witnesses of a changing”. Qualitative user research including interviews, observations, data analysis, reports, presentations and co-writing articles.

1991 - 1993: Research Assistant grant (Iniciacão científica) – National Research Center (CNPq) at Federal University of Bahia (UFBA) under supervision of Professor Lilia Maria de Azevedo Moreira, Ph.D.

Research: “Prospective Studies in the sexual differentiation disturbs”

Qualitative and quantitative user research including interviews, data analysis, reports, presentations and co-writing articles.

## F. EDUCATION

**2017: PhD** in Digital Design within Culture, Aesthetics, Organisations and Society Group. Project Playful Literacy IT University of Copenhagen, Denmark

**2001: Masters** in Interactive Telecommunications, ITP. Tisch School of the Arts. New York University – New York, USA

**1997: Bachelor** in Psychology - Pontifical Catholic University of Rio de Janeiro (PUC-RJ) Rio de Janeiro, Brazil

## G. PEDAGOGICAL EDUCATION

2024: Fellow (FHEA) UK Professional Standards Framework for teaching and learning support in higher education.

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## 2. FUNDING TRACK-RECORD

### A. FUNDING

Involved in proposal preparation and participation in over 10 EU and Nationally Funded projects since 2017. My teams' roles cover Stakeholder engagement, Co-creation towards sustainable urban development and sustainable business development. Projects:

PROJECT	Funding Agency/ Program	CBS Role	Status
2025 - 2027 – <u>CIR4FUN</u> . Innovation Action (IA). To transform the furniture industry by championing circular economy principles.	Horizon Europe	WP Lead	Running
2025 - 2027 – <u>VISION4FOOD</u> , CSA. To enhance the sustainability and resilience of EU food systems through the development of innovative governance Models.	Horizon Europe	WP Lead	Running
2024 - 2028 – <u>SENSOPAD</u> , RIA. Focus on implementing a tested technology for the early detection of Endometriosis (ED).	Horizon Europe	WP Lead	Running
2022 - 2026 – <u>P2GREEN</u> . Innovation Action. To foster a paradigm shift, from a linearly organised resource and nutrient system within the agri-food supply chain.	Horizon Europe	WP Lead	Running
2022 - 2026 – <u>DECARBOMILE</u> . Innovation Action. Five pillars to decarbonize the last mile logistics, focusing on new delivery methods and business/operating models to green the last mile and optimise road transport.	Horizon Europe	WP Lead	Running
2023 - 2025 – <u>WENDY</u> . Multicriteria analysis of the technical, environmental and social factors triggering the PIMBY principle for Wind technologies (WENDY).	Horizon Europe	WP Lead	Completed
2022 - current. Coordinators of the SARU scholarship for Postdoc Albina Dioba.	Scholars at Risk	Coordinator	Running
<u>2025 - FOSTERING REGENERATIVE COMMUNITIES</u> . Understanding how permaculture gardens located at university campuses can be a vector of social bond and change in sustainability practices (AURORA grant).	AURORA UPEC	Proposal Partner	Running
2023 - 2025 – Cirkulær beton. Udvikling af teknologi til 100% reel genanvendelse af nedrivningsbeton i ny cement og beton.	MUDP	Consultant	Completed
2021 - 2025 – <u>BEACON</u> . Explores and tests behavioural changes towards sustainable lifestyles to support the building of a Circular Society.	NOVO NORDISK FONDEN	WP LEAD	Completed
2021 - 2025 – <u>TREEADS</u> . Innovation Action. A Holistic Fire Management Ecosystem for Prevention, Detection and Restoration of Environmental Disasters.	Horizon 2020	WP Lead	Completed

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2020 - 2023 – iPRODUCE. Innovation Action. A Social Manufacturing Framework for Streamlined Multi-stakeholder Open Innovation Missions in Consumer Goods Sectors)	Horizon 2020	WP Lead	Completed
2020 - 2023 – BECoop. Coordination & Support Action. Unlocking the community energy potential to support the market uptake of bioenergy heating technologies)	Horizon 2020	WP Lead	Completed
2025 - current – People4Cities.	Styrelsen for Forskning og Uddannelse	Proposal Coordinator	Completed
2023 - current – PERMAHAVEN.	Frederiksberg Fonden	Coordinator	Completed

## 3. SCIENTIFIC PUBLICATIONS

### A. SELECTED ARTICLES

#### PEER-REVIEWED JOURNALS

Dioba, A., Schmid, A., Struthers, D., Aliahmad, A., Struthers, D., & **Fróes, I.** (2025) Human excreta recycling in Sweden: a PESTEL-SWOT framework analysis. *Journal of Environmental Management*. <https://doi.org/10.1016/j.jenvman.2025.126242> IF:8.4 CiteScore: 14.4 Scopus Top 10 Percentile: 94% - AJG 3.0

Beck, K., Esquillor, J., Zarei, M.M., **Fróes, I.** et al. (2025) Making last mile logistics models aware of customer choices, demand sustainability and data economy. *Eur. Transp. Res. Rev.* 17, 29. <https://doi.org/10.1186/s12544-024-00683-9> IF:5.1 CiteScore: 9.9 Q1 Scopus Top 10 Percentile: 91%

Dioba, A., Giannakopoulou, A., Struthers, D., Stamos, A., Dewitte, S., & **Fróes, I.** (2024). Identifying Key Barriers to Joining an Energy Community Using AHP. *Energy*, Article 131478. <https://doi.org/10.1016/j.energy.2024.131478> IF:9.4 CiteScore: 16.5 Q1

**Fróes, I.**, Struthers, D., Malacarne, C., Perini, M., Rossi, M., & Gregori, P. (2024). The Beating Heart of Untapped Business Opportunities for Additive Manufacturing. *Open Research Europe*, 3, 143. <https://doi.org/10.12688/OPENRESEUROPE.16270.2> (EU Platform)

Schiavo, F.T.; Calili, R.F.; de Magalhães, C.F.; **Fróes, I.C.G.** (2021) The Meaning of Electric Cars in the Context of Sustainable Transition in Brazil. *Sustainability* 2021, 13, 11073. <https://doi.org/10.3390/su131911073> IF:3.3 CiteScore: 5.8

**Fróes, I.**, Lasthein, M.K. (2020) Co-creating sustainable urban metabolism towards healthier cities. *Urban Transform* 2, 5. <https://doi.org/10.1186/s42854-020-00009-7> (Urban Transformations is an open-access online journal recognized for its interdisciplinary focus on urban change and sustainability. The journal's inclusion in reputable indexing services like DOAJ and PubMed Central indicates its commitment to quality and accessibility.) Not included in Scopus.

**Fróes, I.**, Tosca, S. (2017) Playful subversions: small children and tablet use. *European Journal of communication Studies*. London, Sage <https://doi.org/10.1177/1367549417705601> IF:3.8 CiteScore: 3.5

### B. BOOKS

**Fróes, I.**, Blasco, M. (2026) Regenerating learning: Permaculture for Sustainability Learning at Business Schools and Beyond. Emerald Publishing. London, UK (Book)

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**Fróes, Isabel.** (2019) Young Children's play practices with digital tablets – Playful Literacy. Emerald Publishing. London, UK

## C. BOOK CHAPTERS

Blasco, M., **Fróes, I.** & Pontoppidan, C. (2026) Learning to account for nature: teaching biodiversity at a business school. In Wall, T., Girei, E., Antonacopoulou, E., Blasco, M., Nkomo, S., Ogunyemi, K. (eds) The Elgar Companion to Management Education and the UN Sustainable Development Goals.

**Fróes, I.**, & Bolbroe, C. (2022). Human-centred Research and Open Innovation (OI): How to Implement and Facilitate Crosscutting Collaborations in the Built Environment. In M. S. Mahnke, M. Nielsen, M. L. Petersen, & L. Tjørring (Eds.), Business Meets the Humanities: The Human Perspective in University-industry Collaboration (pp. 97-116). Routledge. Routledge Studies in Management, Organizations and Society <https://doi.org/10.4324/9781003195658-7>

**Fróes, I.**, Tosca, S. (2016) Hands between the Worlds. In Routledge Companion to Digital Ethnography. Eds. Hjorth, L. Horst, H. Galloway, A. Bell, G. London, Routledge. (Peer-reviewed)

**Fróes, I.**, Walker, K. (2012) The Art of Playful Mobility in Museums in Conversations With Visitors: Social Media In Museums. MuseumsEtc,

**Fróes, I.**, Walker, K. (2011) The art of play: Exploring the roles of technology and social play in museums in Museums At Play: Games, Interaction And Learning. MuseumsEtc.

Nicolaci-da-Costa, A., **Fróes, I.** (1996) A Subjetividade nas malhas da Rede (Subjectivity on the Net) "Psychology in context" (A Psicologia em contexto) – Antolandi.. Rio de Janeiro, RJ. Brazil

## D. CONFERENCE PAPERS

Dioba, A., Schmid, A., & **Fróes, I.** (2025). Key Challenges and Opportunities for Expanding Source-Separating Sanitation System in EU. In The Academy of Management Annual Meeting 2025. <https://doi.org/10.5465/AMPROC.2025.14329poster>  
<https://journals.aom.org/doi/10.5465/AMPROC.2025.14329poster>

Vallim, D., Altsitsiadis, E., Arampatzis, G., Voulgarakis, A., Phillis, A., Schmid, A., Giannakopoulou, A., Manoudakis, S., Grillakis, M., & **Fróes, I.** (2025). Stakeholder Engagement Drivers: Insights from an Information System Innovation Project Supporting Wildfire Evacuation in Greece. Proceedings of the International ISCRAM Conference.  
<https://doi.org/10.59297/8jhcbd29>

Vallim, D., Giannakopoulou, A., Schmid, A., Struthers, D., Altsitsiadis, E., & **Fróes, I.** (2024). Networks for Integrated Wildfire Management: A Social Network Analysis Approach. Proceedings of the International ISCRAM Conference, 21.  
<https://doi.org/10.59297/1KBR4158>

Cordeiro, R., Quaresma, M., **Fróes, I.** (2023) Issues Integrating Urban Data and Citizen Participation In: SERVDES 2023: Entanglements and Flows: Service Encounters and Meanings. ServDes 28.11.2023 (Linköping Electronic Conference Proceedings, No. 203)

Angelidou, M. Karachaliou, E. **Fróes, I.** Wippo, M. (2021) Co-creation Techniques and Tools for Sustainable and Inclusive Planning at Neighbourhood Level. Experience from Four European Research and Innovation Projects. In: Nathanail E.G., Adamos G., Karakikes I. (eds) Advances in Mobility-as-a-Service Systems. CSUM 2020. Advances in Intelligent Systems and Computing, vol 1278. Springer, Cham. [https://doi.org/10.1007/978-3-030-61075-3\\_55](https://doi.org/10.1007/978-3-030-61075-3_55)

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Noring, L. **Fróes, I.** Tellgren, D. (2018) Contextualising Mobility Variables WIT Transactions on Ecology and the Environment, Volume 217, WIT Press, 2018, ISSN 1743-3541. <https://doi.org/10.2495/SDP180161>

**Fróes, I.** (2015) Once Upon a Tablet: A school toy in the making. Universal Access in Human-Computer Interaction. Access to Learning, Health and Well-Being Lecture Notes in Computer Science Volume 9177, pp 43-53. 10. [https://doi.org/10.1007/978-3-319-20684-4\\_5](https://doi.org/10.1007/978-3-319-20684-4_5)

de Souza e Silva, A., & **Fróes, I.** (2013). Urban Jamification: Gincanas as location-based mobile games in Brazil. AoIR Selected Papers of Internet Research, 3. <https://doi.org/10.5210/spir.v3i0.9087>

Souza e Silva, A., **Fróes, I.** (2013) Urban Jamification: Gincanas as location-based mobile games in Brazil. DIGRA 2013. Atlanta, GA. USA

**Fróes, I.** (2013) Dead-Until-Touched: How Digital Icons Can Transform the Way We Interact With Information. C. Stephanidis and M. Antona (Eds.): UAHCI/HCI 2013, Part III, LNCS 8011, pp. 611–619, 2013. Springer-Verlag Berlin Heidelberg 2013. [https://doi.org/10.1007/978-3-642-39194-1\\_70](https://doi.org/10.1007/978-3-642-39194-1_70)

**Froes et al.** (2013) Time, Interaction, and Design in Support of a Good Life. Position paper for Avec Les Temps workshop. Conference on Human Factors in Computing (CHI 2013). <https://chi2013time.wordpress.com/accepted-papers/>.

**Fróes, I.** (2012) LBS in our playful culture. Panel: Location-based Game Theory. Local and Mobile: linking mobilities, mobile communication and locative media Conference (March 2012). North Carolina State University, Raleigh, NC. USA

Tallon, L, **Fróes, I.** (2011) Going Mobile? Insights into the Museum Community’s Perspectives on Mobile Interpretation. In J. Trant and D. Bearman (eds). Museums and the Web: Proceedings. Toronto: Archives & Museum Informatics.

**Fróes, I.**, Vianna, B. (2009) Arte.mov and Mobilefest: Brazilian festivals connecting art and mobility to the museum space. Panel “Mobile and Global: Museum Handheld Technologies From An International Perspective” at the international conference American Association of Museums; Annual Meeting & MuseumExpo. Philadelphia - PA, USA

Nicolaci-da-Costa, A., **Fróes, I.** (1995) Paper: Virtuality in real time: the reality of virtual relationships in the new generations” (Virtualidade em tempo real: A realidade dos relacionamentos virtuais nas novas gerações). Psicologia em Contexto. PUC-RJ - Rio de Janeiro, Brazil

## E. SCIENTIFIC PROJECT DELIVERABLES

Schmid, A., Dioba, A. & **Fróes, I.**, 2024. Initial Plan for the dissemination and exploitation including communication activities. P2Green. 102 s.

Hauswald, I., Giannakopoulou, A. & **Fróes, I.**, Reali, C., Magnard, C., Krekler, M. 2025. Generic business model for last mile delivery. 170 s.

Hauswald, I., Giannakopoulou, A. & **Fróes, I.**, 2024. Co-creation Methodologies for Stakeholders and Business Development. Decarbomile. 139 s.

Vallim, D., Giannakopoulou, A., Schmid, A. J. C., Altsitsiadis, E., **Fróes, I.**, Drews, M., Siganos, M., Lekka, Z., Luceri, D. & Zecca, G., 2024, Organizational Structural and Sociotechnical factors – V2 163 s. (TREEADS Deliverables; Nr. D3.3).

Giannakopoulou, A. & **Fróes, I.**, 2023, Awareness-raising Actions for Improving Bioenergy Perceptions and Image: Final. BEcoop Project. 49 s.

**Fróes, I.**, Carvalho, B., Arino, M.N., Asunción, M. S., Sánchez, D., Keller, J. 2023. iProduce services, pilots, OI Missions and Federated structure. iProduce. 106 s.

**Fróes, I.**, Carvalho, B., Struthers, D. 2023. Business Models and Case Development for iPRODUCE cMDFs 2, iProduce. 56 s.

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- Giannakopoulou, A. & **Fróes, I.**, 2022. Awareness Raising Actions for Improving Bioenergy Perceptions and Image: First, BEcoop Project. 64 s.
- Andersen, C., **Fróes, I.**, Altsitsiadis, E., jun. 2021. Analysis of Market Trends and Practices in Collaborative Production Engineering and Co-creation, iProduce. 54 s.
- Wippoo, M., Kortlander, M., Brand, R., Peters, H., Keseru, I., Ravetz, J., **Fróes, I.**, Reiter, K., Solderer, A., Wong, A., Fonzone, A., Stantchev, D. & Bell, R., 2021. Big Messages: Lessons for Co-creative Mobility Initiatives in Neighbourhoods. Polis Network. 32 s.
- Fróes, I.**, Carvalho, B., 2021. Business Models and Case Development for iPRODUCE cMDFs, iProduce. 96 s.
- Fróes, I.**, Altsitsiadis, E., 2021. State-of-play of Community Bioenergy across Europe: Market Size, Application and Best Practices, BEcoop Project. 66 s.
- Fróes, I.**, Altsitsiadis, E., 2020. Co-creation and Open Innovation Methods for Social Manufacturing. iProduce. 83 s.
- Fróes, I.**, Nygaard, J., sep. 2019. Cities-4-People Deployment Toolkit & Replication Guide. Frederiksberg: Cities-4-People Consortium. 56 s.
- Fróes, I.**, Nygaard, J., nov. 2018. Cities-4-People Communication Activities and Events. Frederiksberg: Cities-4-People

## F. PUBLICATION PIPELINE

### UNDER REVIEW

- Gandhi, M., Pizzo, A., Schmid, A., **Fróes, I.**, Jaeger-Erben, M., Altsitsiadis, E., & Reisch, L. A. (2025). Food System through the Lens of a Circular Society: A Transdisciplinary Approach to Integrating Literature and Practice. Status - Business Strategy and the Environment. **IF:13.3 CiteScore: 23.7 Q1 Scopus Top 10 Percentile: 99% - AJG 3.0**
- Dioba, A., Aliahmad, A., Schmid, A., **Fróes, I.** (Forthcoming, 2025) Quadruple helix stakeholder perspectives on expanding source-separating sanitation systems in the EU. Environmental Science and Ecotechnology Journal. **IF:14.3 CiteScore:20 Q1 Scopus Top 10 Percentile: 98%**
- Hauswald, I., Giannakopoulou, A., Beck, K., Wolf, J., Flämig, H., Fermazin, F and **Fróes, I.** (Forthcoming 2026). Barriers and facilitators for multistakeholder collaboration in decarbonising urban last-mile logistics: Insights from four European living labs. European Transport Research Review **IF:5.1 CiteScore: 9.7 Q1 Scopus Top 10 Percentile: 91%**
- Beck, K., Wolf, J., Flämig, H., Fermazin, F, Hauswald, I., Giannakopoulou, A., **Fróes, I.** (Forthcoming 2026). Using the planning analysis to identify barriers and success factors for successful implementing sustainable last mile logistics. European Transport Research Review **IF:5.1 CiteScore: 9.7 Q1 Scopus Top 10 Percentile: 91%**

## G. PEER REVIEW - JOURNALS & CONFERENCES

2025 - current: AOM

2022 - current: URBAN TRANSFORMATIONS

2015 - current: ACM SIGGRAPH – ACM CHI – ACM IDC – AoIR

## 4. PEDAGOGICAL ACTIVITIES

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### COURSE COORDINATION AND DEVELOPMENT

CBS – BACHELORS LEVEL & MASTERS LEVEL

Summer 2025: Innovation and Entrepreneurship in South Korea. Elective for MSc in Social Sciences - Organisational Innovation and Entrepreneurship (OIE) Course coordinator together with OIE students. - (This elective has been approved by the BLC study board to continuously run yearly in the Fall), taught with Prof. Lindsay Whitfield

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This course explores the intersection of innovation and entrepreneurship in South Korea, focusing on three key areas where the country is a global leader: Smart Cities, Mobility Innovation, and Digital Play & EdTech, etc. Students will examine the broader context of South Korea's innovation ecosystem, including the role of government policies, chaebols, and cultural factors. The course introduces frameworks and methodologies such as the POCD Framework (People, Opportunity, Context, Deals) to analyse entrepreneurial processes and innovation Practices.

## **Summer 2024 & Summer 2025: Permaculture: A regenerative Solution for Business, Community and Lifestyle – Microcredential elective for BSc in Economics and Business administration - International Summer University Programme, CBS, Course coordinator and co-teacher.**

The course will offer an introduction to the permaculture design framework as a tool for thinking innovatively and critically about sustainable and regenerative approaches to business, community and lifestyle. The permaculture framework is increasingly being applied worldwide to support and inspire more sustainable lifestyles and communities, to improve biodiversity, energy efficiency, mental health, sanitize consumption, and design liveable, humane social systems. Permaculture principles can be used to foster responsible production and consumption through a whole-systems approach. In a business context, the principles have been applied to support sustainable business development and circularity; in communities they have been used to enhance wellbeing and strengthen social networks as well as alternative forms of social organization; and in lifestyles they have been used to inspire more humane and sustainable consumption, among others. The course will address ways in which permaculture is being used to rethink the three course areas: i) business ii) community iii) lifestyle. Critical perspectives on permaculture will also be addressed.

## **Spring 2022-2026: Strategic Innovation & Design Thinking (BSc in HA-MAK), Core-course. Course coordinator**

The obligatory course offers a practical and real-world approach to strategic and sustainable business model innovation by engaging the student in solving real business challenges. In this way, we promote learning by giving the student the opportunity to work with a company, focusing on a specific challenge, within the framework of design thinking and sustainable business model innovation. Methodologically, the course draws on qualitative methods and design thinking techniques.

## **2023: Service Design & Behaviour – BSc in Economics and Business administration – International Summer University Programme, CBS, 2022**

The course draws from a series of disciplines (service design, social innovation, sustainable production, behavioural economics) to provide a holistic approach for the design of services that are sustainable, interactive, and behaviourally informed. The course entails case-based teaching and focuses on application to allow the students to learn design thinking and apply design methods to evaluate current services as well as create new ones. The course is designed as a three-weeks intensive offline course. Methodologically, the course draws on qualitative methods and design thinking techniques.

## **FALL 2020: City Solutions (co-taught) – elective for BSc and MSc in Business, Language and Culture.**

The course combined blended learning, lectures, site/company visits and project work. It explores urban governance, financing, sustainability, inclusive growth, housing, infrastructure and cross-sector collaboration through real-world case studies from Copenhagen, Hamburg, Cincinnati and Denmark's municipal system. Students work in multidisciplinary teams, using facilitation tools to analyse an urban challenge, and individually produce a 10-page report based on their group project. The course aims to equip students with institutional, financial and governance methods to implement people-centred, community-driven city solutions, evaluated through a home-based written assignment.

## **SUMMER 2019: Urban Challenges (as part of the Urban Challenges Programme)**

The Urban Challenge Course will focus on a series of case studies. Taking Copenhagen as a starting case, the course was supplemented by heavily drawing on international examples as a foundation for discussion and broaden perspectives. Students identify urban challenges in each case study area. Based on this initial analysis of urban challenges they will identify and develop sustainable public, private and non-profit sector solutions. The solutions may include for instance public policy changes, introduction of new standards, new business opportunities, infrastructure projects or non-profit advocacy campaigns. The course fosters sustainable innovation and knowledge on how to create more sustainable cities by



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drawing on the cross-disciplinary and cross-cultural make-up of the group. Theoretically, the course will focus on sustainable business model theory, partnership theory, social movement theory and urban planning. Methodologically, the course draws on qualitative methods and design thinking techniques.

## COURSE EVALUATIONS

2025: Strategic Innovation & Design Thinking - 4.3/5  
2024-25: Permaculture: A regenerative Solution for Business, Community and Lifestyle – 5/5  
2024: Strategic Innovation & Design Thinking 3.3/5  
2023: Strategic Innovation & Design Thinking - 4.1/5  
2023: Service Design & Behaviour - 4.8/5  
2022: Strategic Innovation & Design Thinking -2.9/5  
2020: City Solutions – 4.5/5

## IT UNIVERSITY OF COPENHAGEN

2014: Designing Digital Play (Bachelors) – co- taught  
2013: Interaction Design Theory and Method (Masters) – co-taught  
2013 - 2014: Introduction to Service Design – Course Coordinator - (Masters)  
2013 - 2014: Service Design (part II) – Course Coordinator – The part II of the service design courses involved direct industry collaborations with partners such as Gehl Architects, Copenhagen Municipality, Volvo, Amager Hospital, etc. (Masters)  
2012 - 2013: Interaction Design I and II (Masters) – Co-taught (Masters)  
2009 - 2013: Understanding Interaction Design – Course Coordinator (Masters)

## COURSE EVALUATIONS:

2014: Introduction to Service Design – Course Coordinator – (Masters) – 4/6 (2014)  
2013: Interaction Design Theory and Method (Masters) – 6/6  
2013 - 2015: Service Design (part II) – Course Coordinator – The part II of the service design courses involved direct industry collaborations with partners such as Gehl Architects, Copenhagen Municipality, Volvo, Amager Hospital, etc. (Masters) – 4.12/6 (2013), 5.0/6 (2015)  
2012 - 2013: Interaction Design I and II (Masters) – co-taught (Masters) – 4.5/6 (2012), 5.50/6 (2013)  
2009 - 2013: Understanding Interaction Design – Course Coordinator – (Masters) – 5.89/6(2011), 5.67/6 (2012)

## KOLDING SCHOOL OF DESIGN – Teaching at Bachelor and Masters level: Interactive Media, Graphic Design and Industrial Design.

2010: Robots and Dementia, in collaboration with Kolding Municipality  
2009: Service Design, Factory, in collaboration Tryg Fonden and CIID  
2008: Service Design and The Electric Car, in collaboration with Dong Energy  
2008: Redefine Nokianess, in collaboration with Nokia  
2008: Interaction Design: What, When Why and How  
2008: Narrative, Light and Robotics: theory, physical computing and prototyping  
2007: Interactivity in the museum space, in collaboration with Sorø Art Museum

## COPENHAGEN UNIVERSITY – Teaching Bachelor and Masters Level: Art History and Visual Culture studies

2008 - 2007: Visual Culture Theory  
2005 - 2006: Culture of play  
2005 - 2006: Interactivity in the Museum Space

## COURSE WORKSHOPS

# ISABEL FRÓES - CV

lfr.msc@cbs.dk – www.cbs.dk/en/staff/ifrmisc  
Copenhagen Business School – Frederiksberg, Denmark

2012- 2014 ROYAL COLLEGE OF ARTS, UK – Information Experience Design Masters Programme. Coordinated and ran the following course workshops:

2015: Storytelling with Tablets  
2014: Sound and Interactions  
2014: Intertextual Culture  
2014: User/Player/Participant  
2013: Information Prototyping  
2013: Prototyping Metaphors  
2013: Experience Prototyping  
2013: Video Prototyping  
2013: Research Methods  
2012: Information E-volution

2009: TECNOLÓGICO DE MONTERREY, CAMPUS QUERÉTARO. MEXICO (Dept. Design)  
The Culture of Play (5 day course workshop)

## ADVISING

### PhD THESIS

PUC (RJ)

The participation of citizens and key actors in the innovation process through Design Thinking for smart and sustainable communities (co-advisor, 2023)

## MASTERS THESES

COPENHAGEN BUSINESS SCHOOL

2026: Advising 2 BLC and 1 SDE Master and 2 BLC Bachelor students

2025-2026: Advising MSc in Social Sciences - **Strategic Design and Entrepreneurship (SDE)** in connection to a mentorship at CSE

2024: Permahaven: An Exhibition Window or a Catalysator for Sustainable Change? (**MSc in Management of Innovation and Business Development**)

2023: Making City Growth and Urbanization Sustainable: The Role of the UN SDGs in Smart City Initiatives (**MSC in Business Administration and Ebusiness**)

2023: The Innovative Role of Neurodesign in Office Spaces to Improve Well-Being (**MSc.Soc. in Organizational Innovation & Entrepreneurship**)

2023: Rethinking Innovation: A New Paradigm for Established Firms (**MSocSc in Organizational Innovation and Entrepreneurship**)

2022: Sustainability through a designer's lens (**MSocSc in Management of Creative Business Process**)

2022: Growing Your City: The practice of urban gardening in Copenhagen and its impact on social capital creation (**Master of Science in Management of Creative Business Processes – CBP**)

## DTU

2019: Social Sustainability for Public Spaces, 2019 (co-advisor, MSc in Architectural Engineering, DTU student)

RCA, Information Experience Design Masters (IED)

2015: The Algorithmic Mind

2015: The User as Node in the Playground of Cyberspace

2014: Making Big Data Small

2013: Performing Objects

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lfr.msc@cbs.dk – www.cbs.dk/en/staff/ifrmisc  
Copenhagen Business School – Frederiksberg, Denmark

## ITU

2016: The role of digital tablets in the daily life and routines of Danish families with young toddlers, Masters  
2016: The experience of shopping online for fashion, Masters  
2014: Natural Interfaces and Commensality, Masters  
2014: SOCIAL TRAVEL – City travellers in the sharing economy  
2014: A Disruptive Academic knowledge Service  
2014: Digital Diabetes  
2013: Interactive Digital Concept Development for Randers Regnskov  
2013: Bridging the Magic Circle: Remediation and Gamification of Instructional Design  
2013: The Development of Orange ACT. Motivating Users to Engage and collaborate in an Online Community;  
2012: Experiencing History Through Interactive Narratives;  
2012: Rich Media - Is it really necessary?  
2012: Possibilities for Continuous Play;  
2010: Det er hjemligt – An Approach to Designing Technology for Danish Teenagers and their Families;  
2009: Mapping the Mobile Exhibition  
2009: A Contribution to the Understanding of the User Experience

## BACHELOR PROJECTS

### COPENHAGEN BUSINESS SCHOOL

2024: Urbanizing Sea – Theorizing Lynetteholmen through Neoliberalism, Urban Entrepreneurialism, and the Housing Markets as Politics (Bachelor Project, BSc in Business Administration and Sociology)  
2024: Another Closet: A case study on young women's clothing consumption (Bachelor Project, BSc in HA Markeds- og Kulturanalyse)  
2024: Designing Reflection: Innovating Guided Journals for young American Women (Bachelor Project, BSc in HA Markeds- og Kulturanalyse)  
2023: Sustainable Fashion. (Bachelor Project, BSc in HA-PRO)  
2023: Green Mobility (Bachelor Project, BSc in Business Administration and Digital management)

## ITU

2014: How can AD Company keep the users interests for their advertising platform?;  
2014: Interaction Design for Complex Problem Solving;  
2014: Interaction Design for facilitation of personal adaptation and competence development when confronted with severe health issues;  
2014: Increasing knowledge sharing in business organizations with the help of social tools;  
2013: Presenting information in a seamless experience;  
2013: Mobile Marketing in the Power Industry;  
2012: Web surveys in Statistics Denmark - prototype development of the next generation of electronic forms;  
2011: Online Music Services;  
2011: Engaging Customers in the Digital Bank;  
2010: Promoting social media to augment interactive knowledge sharing on Danske bank's intranet;

## 5. ACADEMIC CITIZENSHIP

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### CO\_FOUNDER PERMAHAVEN:

The Permahaven project at CBS is a vibrant permaculture initiative fostering deep social and environmental impact within both the university and the Frederiksberg community. By transforming underutilized campus land into a biodiverse garden, it unites students, faculty, and neighbours in hands-on sustainability efforts—planting, composting, and harvesting together, while also serving as an innovative outdoor classroom integrating ecological regeneration into academic learning.

# ISABEL FRÖES - CV

lfr.msc@cbs.dk – www.cbs.dk/en/staff/ifrmisc  
Copenhagen Business School – Frederiksberg, Denmark

Beyond ecological restoration, and feeding research initiatives, Permahaven cultivates social cohesion, breaking down institutional barriers: local residents, CBS faculty, staff and students collaborate, share knowledge, and build meaningful relationships, reinforcing care for people and planet alike. This community-focused model enhances campus well-being, supports biodiversity, and encourages regenerative mindsets, demonstrating how sustainable design and social engagement can complement business education. The work has recently been showcased at Book and Resource Review section of the Academy of Management Learning and Education (AMLE) journal.

## FOUNDER WOMEN MAKERS

Women Makers Network, a vibrant community-building effort that empowered female entrepreneurs and crafters within makerspaces. Its inaugural workshop in October 2020 brought together 14 women to explore collaboration, address barriers, and co-design inclusive workshops—such as open-skill courses, supportive pricing, organized spaces, and shared material resources—intended to make the makerspace more accessible and equitable. By fostering connections, sharing practical strategies, and committing to follow-up hands-on sessions, the network created new pathways for women's entrepreneurship, peer support, and collective creative production—turning the makerspace into not just a technical hub, but a socially inclusive ecosystem.

## PRESENTER/MODERATOR

2025: Inside Horizon Europe Workshop, Organized by GREATER COPENHAGEN EU OFFICE

2025: Presenter at the Green Business Forum, CBS.

2025: Presenter at the 2025 Higher Education Summit. Permaculture as Pedagogy: Growing Regenerative Futures at CBS through Permahaven; organized by the COPERNICUS Alliance, oikos International, Students Organizing for Sustainability International and Students4Sustainability.

2025: 2 times presenter for AFKOBLING2030 events for Danish industries.

2025: Presented Permahaven project to NOREK (Nordiske Ekonomihøgskoler) a collaboration of 26 business schools and universities with business studies across the Nordic countries.

2025: Expert talk at AOM 2025 PDW, presenting applied insights from the BEACON project's partnership with the City of Copenhagen. Focused on using behavioural science to inform municipal strategies for sustainable diets and food system transformation within a Circular Society framework.

2025: Invited expert speaker, Academy of Management (AOM) Annual Meeting 2025 PDW: "Harnessing Behavioural Insights for Policy Development." Presented on collaborative insights from the BEACON–Copenhagen Municipality partnership, highlighting real-world integration of behavioural science into public food policy and sustainability initiatives

2025: Co-organising COP30 related events with the Brazilian Embassy, Melting Pot Foundation and Meyers Madhus

2025: Presenter at Seminar on Securing EU Funding for Social Sciences Research. CBS.

2025: Presentation for Copenhagen Municipality of the Roadmap for sustainable food transition (which is to be used in their upcoming 4 year strategy).

2025: Expert presentation on How to Approach a proposal writing process. Organized by GREATER COPENHAGEN EU OFFICE.

2024: Presenter at the Green Business Forum, CBS.

2024: Invited Keynote at Smart Cities Seminar - Stakeholder Engagement Framework. PUC-Rio. Rio de Janeiro, Brazil.

2023: Participant as part of the project Modules made from residual material from the sugarcane industry at UIA World Congress of Architects together with KHR Architecture Studio. CPH 2023

2023: Presenter at the Green Business Forum, CBS.

2023: Keynote: Knocking on the Door of Innovation: What it Takes to Make it Home. Digital Manufacturing Industrial Summit, Valencia, Spain.

2022: Presenter: The other side of innovation. Modern consumer Experience Summit 2022. Seville, Spain.

2020: Presenter: New approaches for community-driven sustainable mobility innovations at neighbourhood and urban district level. Fourth European conference on results from road transport research in H2020 projects H2020RTR20.

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Copenhagen Business School – Frederiksberg, Denmark

2020 –Presenter: Co-creation and participatory engagement. Cities-4-People Project. Joint Neighbourhood Conference. (Online)

2020: Presenter: Cities-4-People: Co-creating ways through people-oriented transport & mobility (POTM), Urban Mobility Days, European conference. (online)

2020: Presenter: Smart Cities – The use of citizens' data in pandemic times (Cidades Inteligentes | O uso de dados do cidadão em tempos de pandemia) MeetUp LEUI. PUC-Rio. Online.

2020: Presenter: Cities-4-People. Project methodology and results at PUC-Rio. Rio de Janeiro, Brazil.

2019: Presenter: Cities-4-People: Inclusive Transport Solutions Developed Through Inclusive Engagement. CIVITAS, Graz. Austria

2019: Presenter: Hybrid learning to tackle urban challenges. UNIVERSITY BUSINESS FORUM. European Commission. Lisbon, Portugal. <http://ubforum-portugal.ulisboa.pt/>

2018: Presenter: Cities-4-People: Co-creating ways through people-oriented transport & mobility (POTM). CIVITAS, Umeå, Sweden.

2016: Presenter: Tic-Tac Tablet: Let the hands do the talking. ECREA Pre-conference. DigilitEY group. Prague, Czech Republic.

2016: Presenter: Digital Media, learning and evaluating methods: Assessing existing and forthcoming skills of media penmanship in schools. ECREA Conference. Prague, Czech Republic.

2015: **Presenter:** Playful subversions: small children and tablet use. RMIT Barcelona Ambient Play: Digital creativity, play and labour in everyday life Symposium

2013: Presenter: Time, Interaction and Design in Support of a Good Life. Time Workshop. Conference on Human Interaction (CHI) Paris, France

2012: Presenter: Local and Mobile: linking mobilities, mobile communication and locative media Conference. Panel: Urban Planning. NORTH CAROLINA STATE UNIVERSITY Raleigh, NC

2012 - 2014: Moderator to workshop at RCA together with The Creative Exchange: Connected Spaces: aspects of tangibility. London, UK

2011: Moderator: Net-Cultures: Mobility and Location in Social Networks Research Symposium. IT University, Copenhagen, Denmark

2011: Presenter: Design Method towards Design Thinking INTERACTION SOUTH AMERICA 2011 –. Belo Horizonte, MG, Brazil

2010: Presenter: New perspectives in Interaction Design. INTERACTION SOUTH AMERICA 2010 Curitiba, Paraná.

2009: Presenter: Arte.mov and Mobilefest: Brazilian festivals connecting art and mobility to the museum space. AMERICAN ASSOCIATION OF MUSEUMS – Philadelphia, PA

1995: Presenter: National Psychology Seminar: "Psychology in context" - (A Psicologia em Contexto), Rio de Janeiro, Brazil

1992: Presenter: Seminar "Psychology at School" (Psicologia Escolar) University of São Paulo (USP), São Paulo, Brazil

## INVITED LECTURES

2013: Interaction Design and Services. IMPERIAL COLLEGE LONDON – Human Centred Design (HCD) for Computing London, UK

2011: Design methods, LONDON COLLEGE OF COMMUNICATION – Information Environments Programme London, UK

2009: Visualising Asian Modernity, Asian Cultural Industries in Global Context COPENHAGEN UNIVERSITY, (March 2009)

2008: Interaction Design now!, Rio de Janeiro RJ, Brazil PONTIFICAL CATHOLIC UNIVERSITY OF RIO DE JANEIRO (PUC-RJ) – Dept. Arts and Design

2008: Why Interaction Design?, RIO DE JANEIRO ESTATE UNIVERSITY (UERJ), ESCOLA SUPERIOR DE DESIGN INDUSTRIAL (ESDI) Rio de Janeiro, RJ, Brazil

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Copenhagen Business School – Frederiksberg, Denmark

2003: Art in South America, ROYAL DANISH ART ACADEMY (DET KONGELIGE DANSKE KUNSTAKADEMI) Copenhagen, Denmark

## INTERVIEWS

**København tar grep mot sin største klimatrussel - vannet**

07/12/2024 // [Adresseavisen](#) // NTB-AFP

**Hvordan kan sociale videnskaber bruges til at forstå og udvikle social bæredygtighed i arkitekturen?**

02/12/2022 // [Khr.dk](#) // KHR Architecture

**Cidades inteligentes para além da tecnologia: Smart Cities vão muito além da robótica, pois o olhar humano é parte essencial de um bom planeamento urbano.** April 2025 [Link](#)

## PODCASTS, BLOGS, BOOKLETS

BÆREDYGTIGHED & ESG; INNOVATION & IVÆRKSÆTTERI; 11. februar 2023. Hvordan kan innovation i den offentlige sektor bidrage til bæredygtig udvikling? [Podcast: Isabel Froes & Mikkel Knudsen om innovation i den offentlige sektor](#)

**Fróes, I.**, Blasco, M. (2022) CBS Permahaven: A new campus chapter. Business of Society Blog. <https://bos.cbs.dk/cbs-permahaven-a-new-campus-chapter/>

**Fróes, I.** (2020) How the pandemic can reset cities and transform aspects of urban mobility. Business of Society Blog. <https://bos.cbs.dk/how-the-pandemic-can-reset-cities-and-transform-aspects-of-urban-mobility/>

**Fróes, I** & Altsitsiadis, E. (2020) The Crazy EU Funding Circus - MSC Hallway Conversations Podcast. <https://www.cbs.dk/en/research/departments-and-centres/departments-of-management-society-and-communication/research/msc-hallway-conversations-podcast>

## SOCIAL IMPACT (SELECTED OUTPUTS FROM COMPLETED/NEAR COMPLETION PROJECTS)

### Cities-4-People

Involved over 3,000 citizens across five European pilot cities in co-creation workshops and mobility interventions.

Led to over 20 co-developed solutions, including e-bike schemes, shuttle buses, and mobility apps.

Created local mobility labs that served as long-term participatory hubs in cities like Oxford and Trikala.

70% of participants reported increased awareness of sustainable mobility issues (from evaluation surveys).

Methodology has been replicated in Brazil for a PhD project in PUC-Rio, Rio de Janeiro.

### iPRODUCE

Established 6 Collaborative Manufacturing Demonstration Facilities (cMDFs) across Europe (e.g., Denmark, France, Italy).

Engaged 150+ stakeholders (makers, consumers, SMEs, industrial partners) in co-creation activities.

Developed the iPRODUCE Open Innovation Space (OIS) used by multiple maker communities.

Piloted the Women Makers Network in Denmark and follow-up training sessions focused on equity and access in makerspaces.

### BECoop

Supported the development of bioenergy communities in 4 pilot regions (Greece, Italy, Spain, Poland).

Conducted training sessions for over 200 local stakeholders, including municipalities and citizens.

Developed a self-assessment tool used by more than 50 interested communities and cooperatives.

Increased social acceptance of renewable heating by 20–30% in pilot regions, based on post-project surveys.

Fifty training and awareness-raising activities on Renewable energy delivered with over 3,000 participants.

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Copenhagen Business School – Frederiksberg, Denmark

## TREEADS

Built a network of 46 partners from 13 countries, including public agencies and local forest managers.  
Implemented wildfire risk awareness campaigns that reached an estimated 5,000+ citizens in pilot areas.  
Developed local governance models for wildfire preparedness in 6 demonstration sites (e.g., Greece, Spain, Norway).  
Hosted community-based training sessions to boost resilience and emergency planning among vulnerable groups.

### DecarbOMile (so far)

Established Living Labs in 5 European cities (e.g., Hamburg, Mechelen, Bologna) to test low-emission logistics.  
Collaborated with over 50 urban stakeholders, including logistics firms, city councils, and residents.  
Pilots testing to estimated 25–40% reductions in urban freight emissions in test zones.  
Developed citizen-friendly delivery solutions, including e-cargo bike schemes and consolidated parcel drop-offs.

### P2Green (so far)

Piloted circular nutrient recovery systems in 3 regions (Sweden, Germany, Spain) impacting sanitation and agriculture.  
Engaged 300+ stakeholders (municipalities, farmers, water authorities) through workshops and policy dialogues.  
Launched educational outreach programs reaching over 1,000 students and youth activists on circular economy topics.  
Supported development of 4 replication roadmaps in Hungary, France, Greece, and Italy.

### BEACON (Denmark) (so far)

Behavioral experiments involving hundreds of consumers to reduce food waste and promote plant-based diets.  
Developed toolkits for behavioral nudging and circular food system roadmap now used by Copenhagen Municipality.  
Facilitated knowledge-sharing with 15+ cities and NGOs on circular consumption practices.  
Created social media campaigns and events that reached over 10,000 Copenhagen residents.

## OTHER SKILLS

### PROGRAMS

Office Suite, Adobe Suite, Html, Java, JavaScript.

### LANGUAGES

English – Certificate in Proficiency English – Michigan University, USA; Certificate in Advanced English (CAE) – Cambridge, Great Britain; First Certificate in English (FCE) - Cambridge, Great Britain

Portuguese – Native

Spanish – Fluent in reading, speaking and semi-fluent in writing

Danish – Fluent in reading & speaking.

Japanese – (Hiragana and Katakana) basics