



# Master in Innovation & Entrepreneurship



## Contact

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# What is the program about?

The systematic introduction of innovation in companies is considered to be one of the most important challenges of the future. Entrepreneurship and Innovation have become crucial for creating competitive advantage on a global scale. Companies are facing rapid changes and major transitions that need to be addressed. To help them do so, they are looking for problem solvers and creative thinkers who understand the new reality.

With this master program we want to educate and support people from all over the world who want to create new things that matter for society.

The Master in Innovation & Entrepreneurship will give you the skills, tools and knowledge to become the kind of leader to take any company, whether a start-up, large company or SME, to the next level. The courses will put you on the right track towards becoming a successful entrepreneur and innovator. Each course of the MIE program offers an optimal balance between theory and practice and is characterized by a “learning by doing” approach.

In short, this master will kickstart your career as an entrepreneur and innovator!





“Management leaders consider complex problem solving, critical thinking and creativity as important skills for the jobs of tomorrow. “This ‘learning-by-doing’ program provides you with these skills. From day one, you directly start applying the theory about innovation and entrepreneurship on real life business cases. You can either choose a project within an existing company or simply start working on your own business idea.”

**Prof. Dr. Robin De Cock, Academic Director**

“The MIE covers the tools and methods to survive in a technological and economic environment, to outperform in it with a perfect understanding of the potential business of today and tomorrow. At Antwerp Management School I found out what I really want to do, where I can add value and make a difference. They helped me trace the goals of my future career and have a clear overview of my strengths, which helped me find my current job as Junior Trade Marketer!”

**Gemma RodriguezG, Alumna  
- Junior Trade Marketer at the Kra Heinz Company**

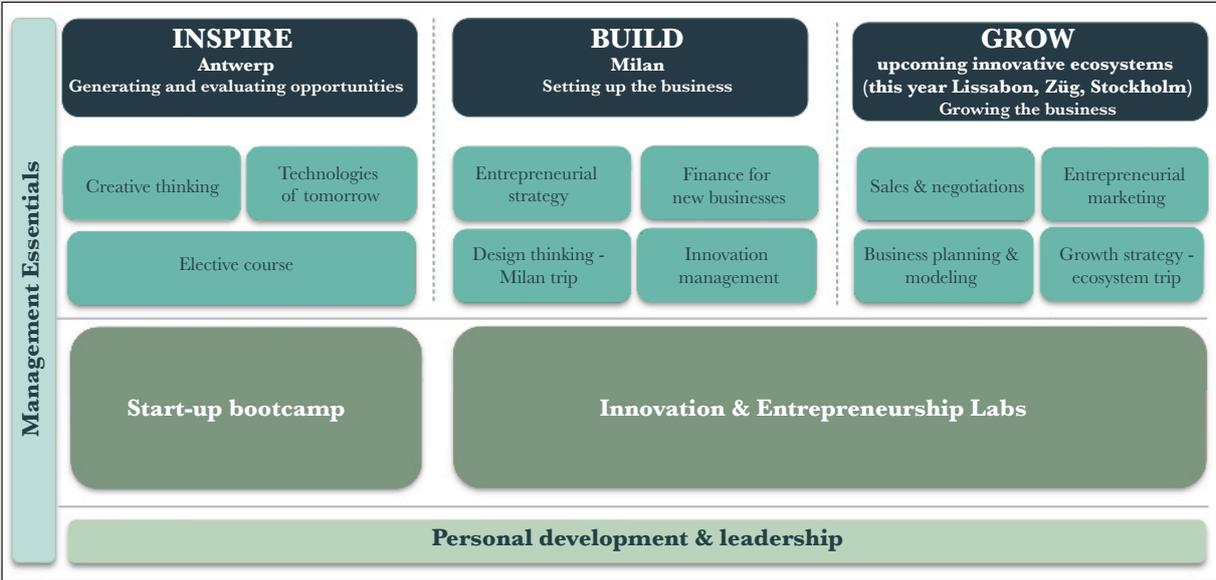
# Curriculum

The structure, format and content of the Master in Innovation and Entrepreneurship are designed to provide you with practical guidance through all stages of growing an emerging, innovative business - whether in a corporate, university or independent environment.

Master of Innovation and Entrepreneurship	ECTS/ Module	ECTS/ Course	ECTS/ Instructor	Instructor
<b>Academic Director</b>				<b>Robin De Cock</b>
<b>Program Manager</b>				<b>Sara Telen</b>
<b>Program Coordinator</b>				<b>Nadine Poppe</b>
<b>Essentials</b>	<b>6</b>			<b>tbd</b>
<b>Module I: Inspire</b>	<b>12</b>			
Start-up Bootcamp		3		Sven De Vocht & AMS design thinkers
Creative Thinking		3		Jamie Anderson
Technologies of tomorrow		3		An Cosaert - Omar Mohout
Elective*		3		tbd
<b>Module II: Build</b>	<b>15</b>			
Entrepreneurial Strategy		3		Robin De Cock
Innovation Management		3		Elise Meijer
Finance for New Businesses		6		
Theory			3	Bert D'Espallier
Practice			3	Axel Funhoff
Design Thinking - Milan trip		3		Cabirio Cautela - Andries Reymer
<b>Module III: Grow</b>	<b>12</b>			
Business Planning & Business Modeling		3		Elise Meijer
Entrepreneurial marketing		3		Dominik Mahr
Sales & Negotiations for Innovation		3		Régis Lemmens
Growth Strategy - Ecosystem trip		3		Omar Mohout
Master Project (incl. Innovation & Entrepreneurship Labs)	15			Robin De Cock
<b>Total ECTS credits</b>	<b>60</b>			

Note: all courses are subject to change

# The MIE program consists of three building blocks: INSPIRE - BUILD - GROW



During the INSPIRE phase students generate and evaluate opportunities. They get involved in a start-up bootcamp where they are integrated in the fast growing and internationally connected Antwerp start-up scene. They get courses on creative thinking and get inspired by the markets, technologies and strategies of tomorrow. The second phase BUILD focuses on building a business based on the opportunity that they developed in the INSPIRE phase. In this phase they learn about the most important strategic decisions that an entrepreneur needs to take early in a venture’s lifetime and get key insights into how to finance their business. They go to Milan to learn about design thinking and prototyping and bring their ideas to life in the renowned School of Design of Politecnico di Milano.

In the third and final phase GROW, students learn to “make it big” and identify different growth paths for their business. They develop their business model, growth strategy and marketing. In this final phase, the group will be split up in three parts each visiting an upcoming highly innovative ecosystem in the world that could possible places to scale up their business. This year the students will go to Lissabon, Züg, Stockholm.

We will track the progress and learning curve of our participants in three ways:

1. Via the Innovation and Entrepreneurship labs. Each lab is different in terms of content, format and structure. But they all share the goal to coach participants and provide them with expert knowledge to take their innovation cases or start-ups to higher levels. Innovation cases or start-ups serve as the basis for the Master's project, the deliverable of which is a fully-fledged business plan, including a marketing plan, expansion plan and financial analysis. The labs are also meant to challenge participants to demonstrate the progress they make on their innovation case or start-up.
2. Via intermediate assignments that measure the progress on their business plan.
3. Via assignments (exams) for each course.

The Master in Innovation & Entrepreneurship is a very interactive program. Students are expected to actively participate in class discussions, analyze business cases, prepare business presentations and reports and engage in computer-assisted exercises. All courses focus on the practical application of concepts in real business life.



## Personal development program: AMS Essentials

At AMS, we look beyond the mere transfer of technical knowledge. As our mission statement explicitly mentions, we also want to stimulate your personal development. Our approach is straightforward: the better you feel as a person, the more confident you are when dealing with complicated business situations. The more accurate your self-image, the better you are able to work with other people and lead others in a responsible manner that commands respect. Through the AMS Essentials, we build upon the three mission pillars of Antwerp Management School: Self-Awareness, Global Perspective and Societal Consciousness.

### *Self awareness:*

leads to stronger cooperation with others.

### *Global perspective:*

leads to a developed global mindset, allowing you to find better solutions to problems and complex issues.

### *Societal Consciousness:*

leads to sustainability in essential economic processes, a fundamental value in business.

The AMS Essentials track will also address important business skills that will enable you to turn your dreams into actions in order to make an impact.

AMS Essentials will cover professional skills such as public speaking and influential communication, negotiation, and mastering important digital skills and business software.

Dependent upon your level of mastery in these fields, and on their relevance within your program, you will be able to compose your

personal development track and choose from an array of options within AMS Essentials.

## Consultancy Project: In-Company Project

During the consulting assignment, you will be put to work as a junior consultant for eight weeks to solve a current business case in a company. This consulting assignment is the icing on the cake of this master, seeing as the hands-on advising role builds a bridge to the practice.

## Electives

All master programs offer elective weeks during which you will be immersed in exciting topics such as blockchain, digital transformation, doing business in emerging economies, Industry 4.0, organizational agility, etc. By adding one of these electives to your program, you can give your AMS experience a personal touch.



# Learning objectives

After following this program:

- You will have acquired state-of-the-art knowledge of, and practice with digital & disruptive business models, design thinking, innovation strategy and management, lean start-up methods and tools and marketing & finance for new entrepreneurs and innovators.
- You will gain conceptual knowledge of and practical experience with innovation and entrepreneurial tools and techniques such as business model innovation, value road mapping and business planning.
- Innovation & entrepreneurship will be part of your DNA.
- You will develop a creative mindset and innovative capabilities of an (corporate) entrepreneurial leader.
- You will broaden your network by meeting entrepreneurs, corporate innovators and CEO's of innovative companies during the corporate workshops, labs and master project.

You will know how to turn a creative idea into a successful business that matters for society.



# Career Center: Career Management Services

Antwerp Management School wants to help you launch your successful career! As a business school, we put particular emphasis on involving businesses and organizations in the Career Management Service.

The Career Management Service has two cornerstones: intensive contact with companies; and personal, tailored guidance for every student. The Career Center has close ties to many Belgian and international organizations, including top headhunters, and is run by counselors with experience in recruitment.

During your year at AMS, the following activities will be organized:

- Resume and cover letter writing sessions
- Job application workshops (covering LinkedIn, assessment centers, work permits)
- Information sessions on various positions and opportunities
- Two AMS job fairs
- Company presentations and case workshops
- Alumni career speed dating evenings
- Individual career counseling

In addition, as an AMS student you will have access to the AMS job platform. Via this online Career Center, both Belgian and international companies can post exclusive AMS job opportunities and have access to your CV. We also offer you an overview of the companies in which our alumni are working.

AMS alumni are hired by start-ups, small businesses and multinationals. Among others, they have started to work for international companies such as Accenture, DHL, AB InBev, Johnson & Johnson, Microsoft, PwC, Mars, Lidl, Salesforce, Showpad, Caterpillar, BNP Paribas Fortis, Katoen Natie, Michael Page, Hilti, GlaxoSmithKline, Maersk Line, Google, KBC, Decathlon, Umicore, IKEA, H. Essers, Coca-Cola, Nike, Danone, KPMG, Hudson, Nestlé, Deloitte, Daikin, etc.

Examples of succesful startups are:

SealJobs, Bao Living, Poppy, Twikit (Scale-up of the year 2018), Getintheloop,...

AMS alumni are happy to mentor you in your search for the perfect starting position.

# Why AMS?

- Antwerp Management School has the accreditation of the Association to Advance Collegiate Schools of Business (AACSB). AACSB is a US-based, global organization devoted to the advancement of quality management education through accreditation, thought leadership, and value-added services.
- AMS has a top rank in the Eduniversal Rankings & Financial Times Rankings.
- AMS takes into account the principles of responsible management education as presented by PRME, Principles of Responsible Management. The PRME are inspired by the internationally accepted values of the United Nations Global Impact. The PRME are a timely global call for business schools and universities worldwide to gradually adapt their curricula, research, teaching methodologies and institutional strategies to the new sustainable business challenges and opportunities. It is the ambition of Antwerp Management School to continue making this responsible management education an integral part of its core activities in research and education while leading by example.
- Our personal approach is what sets us apart from other business schools. At AMS there is a close contact between students, staff and faculty. This results in meaningful, personal interaction. Our faculty and staff do their utmost best to provide you with an inspiring learning experience, by sharing state-of-the-art knowledge and practical insights that really make a difference.
- Our full-time master's team is there to offer you guidance throughout your educational journey. Your education is tailored especially towards your career goals (AMS essentials, electives, career service, in-company project). At AMS you embark on a development journey through which you will grow as a person and future leader. We challenge and coach you to become more aware of who you are, how you cooperate with others, and what kind of career you want to pursue.
- At AMS we build a bridge between academic knowledge and business practice. Professors work with real-life case studies and with research they have done, in order to provide practical insights into the business world. To ensure your education is both academic and practical, AMS provides guest lecturers, company visits and networking opportunities in various sectors.



# Why the Master in Innovation & Entrepreneurship?

- **Learn entrepreneurial skills to set up your own business or innovate existing companies.** This master equips participants with the necessary knowledge and skills to evaluate opportunities, build successful business cases and grow sustainable businesses. Every year new businesses are started. The AMS MIE has produced many start-ups over the years that are creating more and more economic and social value.
- **Develop international network.** It will be a truly global experience with students and faculty from different nationalities and a unique opportunity to expand your international network.
- **Kickstart your career.** The program is designed to empower, challenge and support young professionals in creating an incredible advantage for their international career.
- **Work on real life problems under supervision of top coaches.** The new knowledge and tools learned during the program are immediately applied during the innovation and entrepreneurship labs. In those labs you learn to solve real life problems in a creative and innovative ways. In this creative journey you are supported by top investors, design thinking coaches and experienced entrepreneurs in residence.
- **Integrate in the start-up scene of Antwerp, city of creators.** This master helps you to integrate in the fast growing and internationally connected Antwerp and Flemish start-up scene. You extend your network with successful and seasoned entrepreneurs, investors and policy makers and get access to various exclusive events (Ted talks, het start-up weekend and many other events).
- **Learn about the newest strategies, technologies and markets.** You learn about the newest strategic concepts (lean start-up, growth hacking,...), the newest technologies (artificial intelligence, blockchain,...) and the newest business models (gig economy, sharing economy,...).
- **Bring your ideas alive in Milan.** You visit Politecnico di Milano (school of design), a worldclass design school where you learn Design thinking and prototyping skills to bring your ideas alive.
- **High ranking.** This master improved every year in the rankings and is now among the best 30 entrepreneurship masters in the world (Eduniversal Master Ranking 2016-2017; Ranked N°29 in Entrepreneurship, Worldwide).
- **Backed by top research.** Professors and researchers of our competence centers provide you with the latest research insights, tools and theories in entrepreneurship and innovation that have not been taught elsewhere.
- **Learn about the newest upcoming innovation ecosystems in the world.** At the end of the year you'll visit and do research in three different innovative ecosystems.

# Why Antwerp?

## 5 great reasons to come and study in Antwerp.



### Antwerp is simply A-mazing!

A metropolis on the river, a city that always leaves you wanting more. Hip and historic, cool and classical, trendy and traditional. Everything is within walking distance. Combine a day's shopping on the Meir with a visit to Rubens's house. Check out the MAS museum and then enjoy a drink on the terrace of one of the Eilandje district's many bars. Try on an exclusive piece by a leading Antwerp fashion designer and then enjoy a bite to eat in Zuid. It's impossible not to fall for this astonishingly diverse, pocket-sized international metropolis.

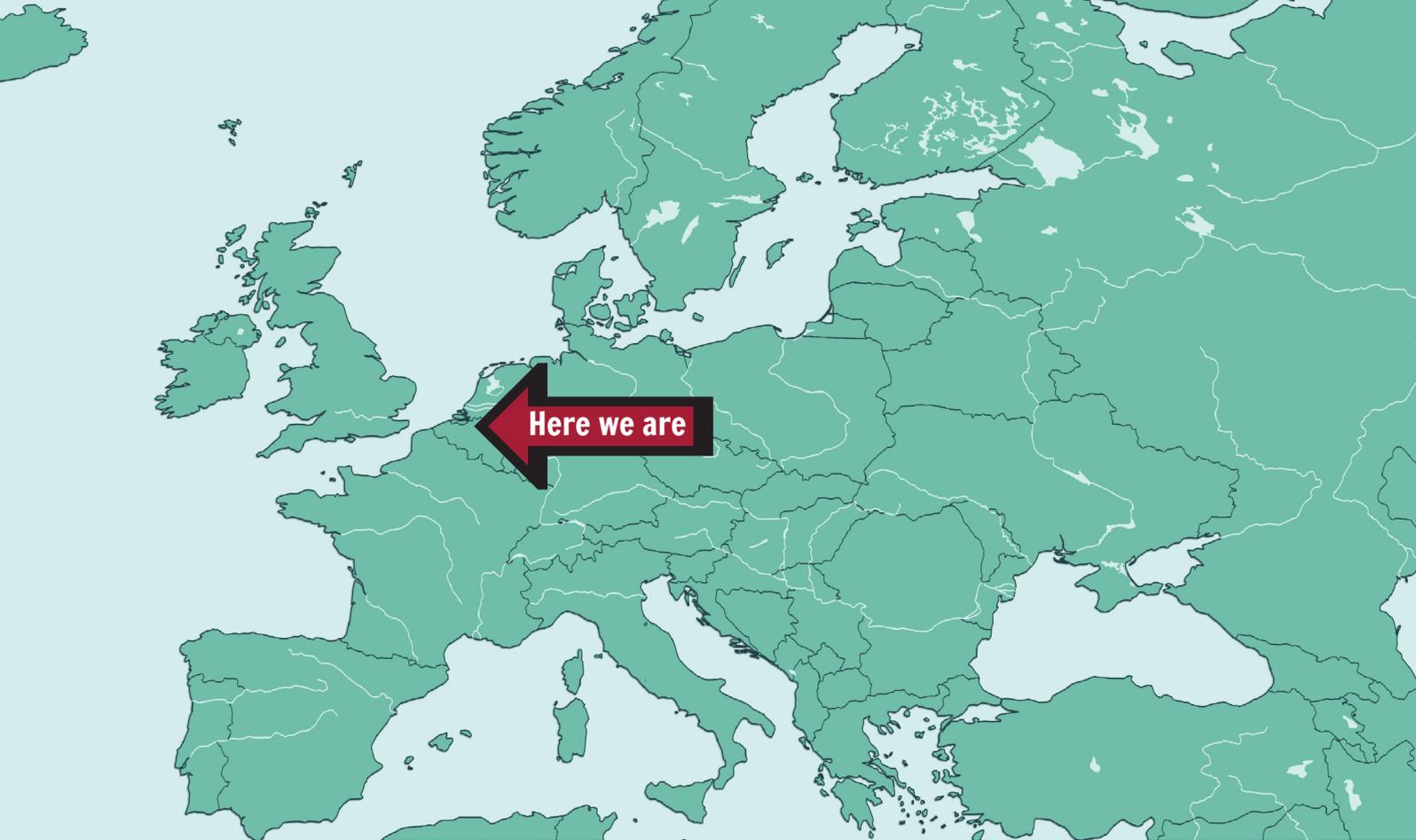
### A true student city

With more than 40,000 full-time students, Antwerp is a real student city. The backdrop to scholarly life includes historic locations such as the Royal Academy of Fine Arts and the University of Antwerp. The city's student bars, nightclubs, cozy restaurants, coffee houses and lively atmosphere will make your year here unforgettable.



### Hip and happening

Of all Belgium's historic cities, this is where bars, shops and clubs go in and out of fashion fastest. Hip today, gone tomorrow. Antwerp is all about fashion, design, music jams, cocktails, record labels and spending money on the sunny terrace of a bar. Or you can blow all your cash on clothes and get free drinks later because you look so cool.



## A city that breathes history

The old city center is steeped in history. You will feel it in the ancient facades along narrow streets or in the imposing Grand Place. The Plantin-Moretus Museum is the only museum in the world to be designated a Unesco World Heritage site. In the shadow of the Cathedral of Our Lady, the city teems with life in intimate pubs and restaurants, while the banks of the Scheldt are a great place for a breath of fresh air.



## Ideal for excursions

Antwerp is the perfect jumping-off point for weekend visits to other fascinating Belgian cities, like Bruges, Ghent, Brussels and Liège. We also recommend drinking in the natural beauty of the Ardennes region in southeast Belgium or taking a trip to the seaside. The Netherlands is also very close! Moreover, you can reach each European capital from Brussels within a few hours.

# Faculty



**DE COCK ROBIN, PHD**  
**ACADEMIC DIRECTOR**  
**INNOVATION & ENTREPRENEURSHIP**

Robin De Cock is professor of entrepreneurship at Antwerp Management School. He received his PhD on strategic entrepreneurship from Ghent University under supervision of serial entrepreneur and Prof. dr. Bart Clarysse. He spent 3 years as researcher at the innovation and entrepreneurship group of Imperial College Business School in London where he conducted research for the European Commission and taught entrepreneurship in various programs for bachelor and master students. Robin teaches Entrepreneurial Strategy and is one of the coaches in the innovation and entrepreneurship labs.

**ANDERSON JAMIE**

Jamie Anderson is joint Adjunct professor of Strategic Management at Antwerp Management School and the Lorange Institute of Business, Zurich. Recently named as a “management guru” by the Financial Times, Jamie has also been included on a list of the world’s “top 25 management thinkers” by the journal Business Strategy Review. Jamie teaches the course Creative thinking.

**COSAERT AN**

An is an expert innovation with special focus on Growth through efficient intellectual property strategy, exponential readiness and exponential growth strategy. She is a lecturer Intellectual Property for Innovative and Scalable Entrepreneurship at Antwerp Management School

**D’ESPALLIER BERT, PHD**

Bert D’Espallier is professor financial management at the University of Leuven and guest lecturer at the Antwerp Management School.

**DE VOCHT SVEN**

Sven De Vocht is director entrepreneurship at VOKA, the Flemish network of enterprises. He is an experienced coach of many young entrepreneurs and runs the start-up bootcamp in the MIE at Antwerp Management School.

**DE VOS ANS, PHD**

Ans De Vos is currently employed as a professor at the Antwerp Management School, where she holds the SD Worx teaching post “Next generation work: Creating Sustainable Careers”. From the very start of her academic career, Ans De Vos has been fascinated by careers. Her mission is to make people more competent in managing their own careers, so they can take control over their professional lives. She investigates how a win-win situation can be created for organizations and their employees. Professor De Vos is in charge of the personal development track of the MIE.

**DU MONG, KURT**

Kurt Du Mong has extensive experience in developing and managing innovative firms in chemical or technological business areas. He supports start-ups in developing their strategy and raising money. He invested in many start-ups such as IMEC spin-outs and start-up companies coming from this MIE program. He is a coach in the innovation & entrepreneurship labs.

**FUNHOFF AXEL**

Alex Funhoff is Founding Partner of Elysiom Capital, a corporate finance advisory business and has nearly 20 years of professional experience in Corporate Finance, Equity Research, Private Equity, and Management Consulting, where he has advised, valued, and assessed many different businesses of various kinds and sizes. Besides his role as a professor of Entrepreneurial and corporate finance at Antwerp Management School and Louvain School of Management, he is also the CFO of Duval Union, an investment firm, specialised in acquiring, building, and growing marketing-related businesses.

**LENSTRA REMCO**

Remco Lenstra is an expert in design thinking and has more than 10 years experience as a R&D manager. He is part of the Expertise center Business Design & Innovation at Antwerp Management School and is academic director of the masterclass business design thinking.

**LEMMENS RÉGIS, PHD**

Régis Lemmens is a consultant, author and teacher on the topic of sales and sales management. He is a fellow at Cranfield University in the UK and a lectures on sales management at the Tias Business School in the Netherlands and the Antwerp Management School.

**MAHR DOMINIK, PHD**

Dominik Mahr is an associate professor at Maastricht University and combines state-of-the-art research with practical experience. His work integrates research, education and business practice of marketing, innovation, service and design thinking.



### **MEIJER ELISE, PHD**

Elise Meijer combines an academic background with over 12 years of practical experience in the field of (open) innovation, M&As, alliances and (corporate) entrepreneurship. She received her PhD from Eindhoven University of Technology (TU/e), set-up several start-ups and currently is an innovation consultant at Monitor Deloitte, where she helps multinationals to innovate.

### **MOHOUT OMAR**

Omar Mohout, a former technology entrepreneur, is a widely published technology author, C-level advisor to high-growth startups as well as Fortune 500 companies. He is also a mentor at Founder Institute, IdeaLabs, Startathlon, Virtuology Academy, FlandersDC and Belgium Ambassador at World Startup Report.

### **REYMER ANDRIES**

Andries is a business innovation coach. In 2006, Andries graduated from the (now) University of Antwerp as a Master of Integrated Product Development. He has worked in several different roles across a broad variety of industries, from start-ups to multinationals. As an R&D engineer he developed new concepts for products and business models for Pentair Water Belgium and Philips TV. He was the first employee for start-up Komono and was responsible for production, warehousing, sales and scaling. At Sirris he worked as an Additive Manufacturing (AM) expert. This role involved advising companies, SMEs and start-ups in the use of AM as a means of production.

Since 2016, Andries has combined innovation research and one-on-one consulting for Antwerp Management School. He assists a diverse selection of companies in all aspects of value innovation.

### **SEUNTJES STEPHEN**

Stephen Seuntjens is an investment manager at PHS capital and has over 20 years of global experience in building and developing new businesses, both organically as well as through M&A (buy & sell). He has worked and lived in Minneapolis, Tel Aviv, London and Amsterdam. His experience includes both executive positions in multinationals as well as entrepreneurial endeavors. Prior to PHS Capital, Stephen Seuntjens was CEO of Philips Lifestyle Incubator. Stephen is a coach in the innovation and entrepreneurship labs.

### **VANAERDE POL**

Pol Vanaerde was voted Best Product Manager in Belgium when he was a young marketer. Later, he worked as Marketing Manager and was responsible for the European launch of Alpro Soy Foods. In his 20 years (and more) of experience, he developed a set of, often wayward, principles with which he achieved surprising results. He calls for the creation of exceptional value for - people, planet, profit - as the basis of prolonged excelling.

### **VISSER WAYNE, PHD**

Prof. Dr. Wayne Visser is Professor of Integrated Value and holder of the Chair in Sustainable Transformation at Antwerp Management School. He is also a Fellow of the University of Cambridge Institute for Sustainability Leadership and Extraordinary Professor of Sustainable Business at the Gordon Institute for Business Science in South Africa. He obtained a PhD in corporate social responsibility at the Nottingham University Business School, having previously served as Director of Sustainability Services for KPMG and Strategy Analyst for Capgemini in South Africa. Wayne is responsible for the sustainability track.

# Practical Information



## DATES

**Start:** 26/08/2019 - **End:** 31/08/2020

## FEES

€ 15,950 (VAT exempted)

**Included:** all student facilities at Antwerp Management School and the costs of field trips

**Excluded:** books, documentation and living expenses.

## Financial benefits:

German residents can apply for scholarships via Deutsche Bildung:

[www.deutsche-bildung.de/studienkredit](http://www.deutsche-bildung.de/studienkredit)

We work together with [Prodigy Finance](#) for different loan options. Prodigy Finance offers international students (150 nationalities) competitive loans without collateral or a co-signer.

## LOCATION

Antwerp Management School  
Boogkeers 5, BE-2000 Antwerp, Belgium

## DEGREE

The master's degree 'Master of Management: Innovation and Entrepreneurship', is officially recognized by the Flemish Community and will be granted upon successfully completing the exams. The program is AACSB and NVAO accredited.

# Admission

## REQUIREMENTS

To apply for this program you should hold a degree that represents 4 years of full-time study at university level, resulting in a master's degree or an equivalent bachelor's degree (a full time, 4-year curriculum). It is possible to apply before you have completed your studies. In this case, the selection procedure will take place under the assumption that you graduate from your present studies before starting the program. Fluency in English, both written and spoken, is required.

## DEADLINE

As we only accept a limited number of students, we strongly encourage you to apply as soon as possible. Moreover, applying early will give non- EU students sufficient time to arrange for visas. The deadline to apply for EU citizens is August 15, 2019 and for non-EU citizens June 1, 2019

## PROCEDURE

All students applying will need to go through the following steps:

1. Fill in the online application form and upload the following documents:
  - Resume/CV
  - Academic Transcripts
  - TOEFL/IELTS scores (exceptions: native English speakers and/or an English undergraduate degree)
2. Once your application file is complete (see step 1), you will be invited for an online numerical and verbal assessment.
3. Skype or face-to-face interview on our campus to gain insight in your motivation, perseverance, personality, leadership skills, as well as your knowledge of English.

After completing the application procedure, you can expect an answer from us within 1-2 weeks.

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