

Turn opportunities into business

CEL™ CORPORATE ENTREPRENEURIAL LEADERSHIP

CEL ALUMNI



novonosis



GRUNDFOS



Ambu



TOPSOE



MAERSK
DRILLING

Tetra Pak



postnord

DISA



HEMPEL

TERMA



MAERSK

atp=



MTHøjgaard



CELTM Corporate
Entrepreneurial
Leadership

TRANSFORM IDEAS INTO BUSINESSES

The CEL™ programme accelerates the development of innovative ideas into successful businesses in just six months. It focuses on nurturing new opportunities, validating assumptions, building strong business cases, and launching new ventures.

This approach quickly improves business performance, innovation leadership, and team efficiency.



- QUALIFY IDEAS
- VALIDATE ASSUMPTIONS
- DEVELOP BUSINESS CASE
- IMPLEMENT NEW BUSINESS



Maturing a business requires teamwork, therefore CEL™ participants sign up in teams

A team of 2-5 people from your company.

Junior and senior managers or senior specialists across disciplines like technology, IT, sales, marketing, business development or R&D with a motivation to create new business.

PROJECTS

New business opportunity with strategic attention

Mature as well as immature projects

Business ideas have been based on new:

- Applications
- Markets, sales channels, customer engagement
- Platforms, business models, technologies
- White spaces between business areas
- Process changes
- New distribution channel and offerings

PROGRAM DESIGN

DISCOVER

Think big
Explore strategic opportunities



INCUBATE

Start small
Experiment and learn



ACCELERATE

Scale fast
Execute, commercialize,
and scale



IMPLEMENT

Ongoing
Lead, change, communicate

Progression in the programme



Real time

Assumptions based

INSTANTLY APPLIED KNOWLEDGE

We strongly believe in the action-learning principle that real learning only occurs once knowledge and frameworks have been applied to real-life assignments and business challenges.

The CEL™ Programme is based on a constant mix of:

- Classroom lectures
- Teamwork
- Coaching/feedback sessions

CEL™ participants will become experts in New Business Creation.



COMPANIES

The participating companies are medium and large-sized companies pursuing new and profitable growth.

PROJECTS

The projects span a wide range of maturity levels and scopes, frequently characterized by their high degree of innovation and the potential to evolve into strategically significant ventures.



CAPABILITIES



6 months
training
+
BMP exam &
competition



16 days in
class with
your
business
project



Research
based
tools and
frame-
works



Interactions
& exchange
between
peer
companies



Coaching &
feedback
from world
class
experts



Access to
the DTU
Start-up
community



PROGRAM OVERVIEW 2026/27

23/09/26 – Module 1
Ideas, collaborations & communications
Leading Sustainable Digital Innovation

Business Panel, Prof. Jes Boeing, Prof. Jason Li-Ying, Nanja Holland Hansen & Teresa Sabrina Salvati

24/09/26 – Module 2
From Idea to Opportunity

Prof. Jason Li-Ying

12-13/10/26 – Module 3
From Opportunity to Experiment

Joanne Hyland

9-10/11/26 – Module 4
From Experiment to Venture

Prof. Jason Li-Ying & Euiju Jeon

7-8/12/26 – Module 5
Economics: Forecasting Uncertainty

Stephane Gurarrez , Peter Svarre and Prof. Thomas Bolender

20/01/27 – Module 6
From Venture to Business

Prof. Jason Li-Ying

8-9/02/27 – Module 7
Financials for the Internal Venture

Prof. Richard Bliss

9-10/03/27 – Module 8
From Business to Core Business and Sustainability

Stephane Gurarrez & Prof. Andreas Rasche

12-13/4/27 – Module 9
Leading and Presenting Convincingly

Birgitte Bourgois

29/04/27 – Module 10
Competition and Graduation

Business Panel, Jason Li-Ying & Teresa Sabrina Salvati

FACULTY



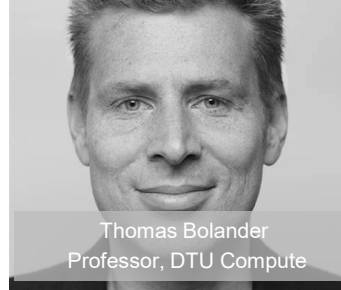
Jes Broeng
Institute Director and Professor



Jaon Li-Yin
Professor



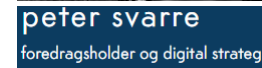
Euiju Jeon
Adjunkt



Thomas Bolander
Professor, DTU Compute



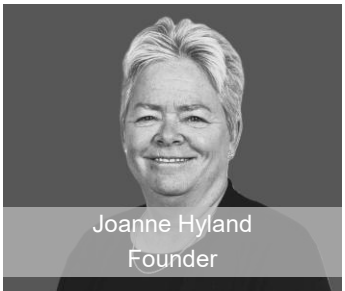
Peter Svarre
Digital Strategi



Birgitte Bourgois
Professor



Vareska Van De Vrande
Professor



Joanne Hyland
Founder



Andreas Rasche
Professor



Richard Bliss
Professor



Stephane Guerraz
MBA, UC Berkeley



Nanja Holland Hansen
Postdoc, Psychologist



BUSINESS PANEL 2025/2026





- A new core business and a very significant business area
- The dominant platform for future growth of the company
- Application ranges developed and commercially validated through CEL™

Farvekrig i USA åbner muligheder for Chr. Hansen

Naturligt. Det er stadig salget af kulturer og enzymer, der trækker væksten hos ingrediensvirksomheden Chr. Hansen. Men selskabets topchef, Cees de Jong, øjner muligheder i markedet for naturlige farver i USA med hjælp fra utilfredse forbrugere.

- Now a complete product line within a strategic focus area being the fastest growing business area in the Q3 report for 2017
- New solutions for substituting artificial colors
- Application ranges tested and commercially matured through CEL™



DONG har udviklet en ny teknologi. Fineskæret, som giver enzymer, kan sortere affald fra kaffebønner, og er et eksempel på første af flere projekter med denne teknologi i England. Foto: Roger Lødrup

DONG satser millioner på selvsorterende affaldssystem

Skrald. DONG Energy har besluttet sig for at investere 600 mio. kr. i et affaldsanlæg i Storbritannien, der ved hjælp af enzymer sorterer husholdningsaffald. Energiselskabet ser et stort potentiale i teknologien, der også kan komme til Danmark.



bruges til at generere elektricitet – i stedet man igen selv sagt får penge for at sælge – og en stor del af den plastik og metal, der er i affaldet, kan sælges til genanvendelse.

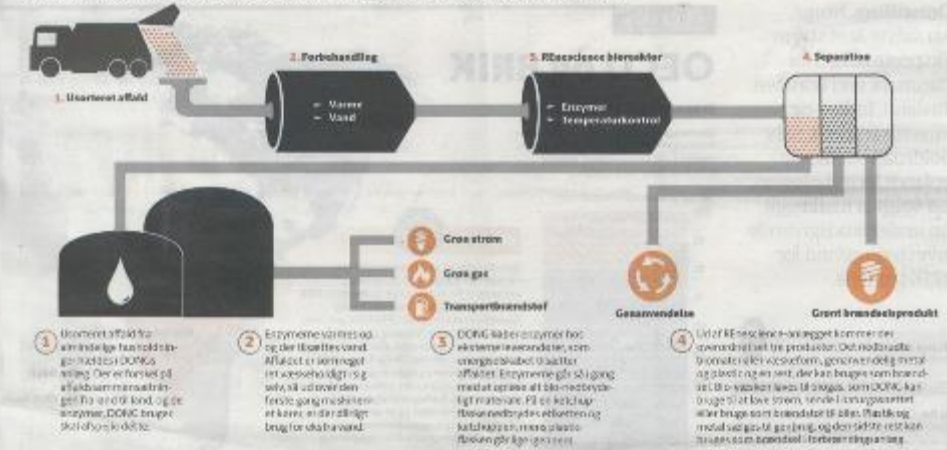
Teknologien er dog så ny, og uopprøvet, at den ikke kommer tages med, siger direktør for DONGs kraftdivision, Thomas Dalsgaard.

»Det er en forsøgslogistik, at det er en ny

Profil

Sådan ordner enzymer din affaldssortering

Idéen til DONGs Bionexsorter teknolog kom for mange år siden, da man opdagede enzymeres evne til at bryde ned af affald ved at hælde vand i et fald. Nu bryder de ned i en bioaktiv væske og frigør enzymer. Groft sagt er konceptet det samme i dag, men skaleret op.



BERLINGSKE BUSINESS 07.09.2014

- Project business proposal and milestone plan conceived at CEL
- Now in the market



“

The education targets a process. The benefit of the programme is that it is a journey, and this journey aspect of the programme is in focus. What has been obvious to me, is how much of the material can be applied in my daily job. The greatest asset of the programme has been understanding the environment that I am already in. I had previous training within leadership, and I think the financial aspect of the CEL™ programme is what really brings me to a new level.”

Catherine Smitt Meyer, Haldor Topsoe, 2020



“ What I learned from the CEL™ Programme had a large impact not only on me as a person, but also on my organization because the tools we were taught have been passed on”

Bénédict Flambard, Vice President, Chr. Hansen A/S

“

The main aspect that I take from the program is that the management style and methods taught at CEL are not only applicable to innovation projects but also to any complex project that we meet in our daily life. Core team structure, business learning plan, implementation strategy, targeted communication style to name the few that I keep using daily on strategic projects within our company.”

Agata Gallas-Hulin, DBI, 2020

CEL™ PARTNERSHIP

INCLUDES

For Participants:

- Teaching, materials, books, and meals
- Coaching
- Business plan competition with awards
- Graduation ceremony

For Sponsors

- Onboarding meeting
- Participating in 2-3 days sessions
- Feedback on team effort during the program
- Exit meeting
- Invite for executive events

For Corporate Executives

- Seats in the CEL™ Executive Network

COURSE PRICES

One team

2 team members and sponsors:	325,000 DKK
3 team members and sponsors:	375,000 DKK
4 team members and sponsors:	480,000 DKK
5 team members and sponsors:	587,000 DKK

Two

2+2 team members and sponsors:	617,500 DKK
2+3 team members and sponsors:	623,000 DKK
2+3 team members and sponsors:	660,000 DKK
2+4 team members and sponsors:	743,000 DKK
2+4 team members and sponsors:	825,000 DKK
2+4 team members and sponsors:	907,000 DKK
2+5 team members and sponsors:	987,000 DKK

** Most of the course prices are exclusive of VAT (educational part). A standard 25% VAT rate only applies to the catering and teaching material part of the course price.*

***Prices are subject to change in the future.*

CONTACT

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