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# AARHUS SYMPOSIUM

Leaders of today connecting with leaders of tomorrow

THE BOOKLET 2012

# AARHUS SYMPOSIUM 2012

The organising committee of Aarhus Symposium 2012 is proud to welcome you to this year's symposium.

Aarhus Symposium is a non-profit organisation and was founded in 2011 by students at Aarhus University. This year, a team of 23 students have dedicated a year of their studies to make Aarhus Symposium 2012 an extraordinary experience for you. The vision of the symposium is to connect students with leaders of today through constructive debates and dialogues with the purpose of creating a platform where students are able to learn directly from experienced top business professionals in a format that is unique to Aarhus. This annual event takes place in the ambient surroundings of Søauditorierne at Aarhus University, where we have invited 13 of the most prominent leaders of Denmark and the rest of the world.

This year, Aarhus Symposium takes a forward-looking perspective on global challenges. While benefits of globalisation are commonly recognised, the challenges that arise through greater interdependence of countries and citizens are multifaceted and somewhat obscure. However, one thing is certain: Greater interdependence calls for greater collaboration across global organisations, countries and individuals. Aarhus Symposium facilitates the exchange of experiences and insights of key decision-makers advocating global growth and sustainability. Students and experts of various disciplines are invited to participate in discussions that will foster interdisciplinary solutions and mitigate challenges of the near future.

This booklet presents thorough background information of the programme of Aarhus Symposium 2012, the speakers and mediators, alongside with the topic: "Global Challenges – Growth and Sustainability" as well as material written by experts in the area. In short, we hope to provide you with a solid basis for participating in the debates of Aarhus Symposium 2012.

*See you at Aarhus Symposium 2012 on November 2.*

On behalf of the organising team,

Jens Riis Andersen  
Kasper Vinther Olesen  
Nick Melgaard

**The Steering Committee**

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TOPIC OF THE YEAR

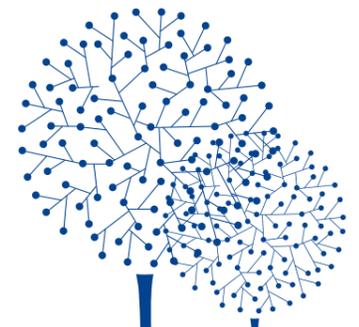
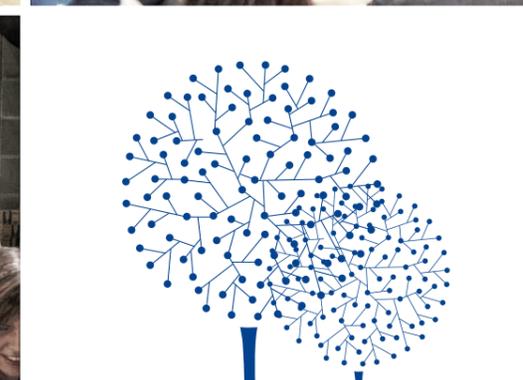
# GLOBAL CHALLENGES: GROWTH & SUSTAINABILITY

Aarhus Symposium 2012 takes a forward-looking perspective on global challenges. While benefits of globalisation are commonly recognised, the challenges that arise through greater interdependence of countries and citizens are multifaceted and somewhat obscure. There is no doubt, however, that greater interdependence is followed by greater responsibilities and demands.

Aarhus Symposium aims to draw attention to the long-term challenges that the global economies are currently facing. Unfortunately, the primary concern of the mainstream media seems to be on the rather short-term problems worldwide. Also, the general public often pays attention to exclusively imminent issues – the ones that have a direct impact on everyday life. However, for students, aspiring leaders, and the leaders of today long-term planning and strategies are crucial. Top leaders must be able to identify and create opportunities for their organisation to secure their survival in the years to come. But in order to be successful it is necessary to possess great knowledge of the environment and economy in which we operate. Moreover, with the increasing interdependence currently faced by the world it no longer suffices to understand our immediate surroundings. Trends travel across countries and, in particular, financial crises are highly contagious. The organising team of Aarhus Symposium firmly believes that students will gain a lot by learning about global economies and challenges. Not only to be the distinguished leaders of tomorrow but also in order to understand and to make qualified decisions facing the challenges of the markets in which we act.

Aarhus Symposium 2012 focuses on the interchange of experiences and insight in central decision makers' attitude towards global growth and sustainability. Students and experts from various disciplines are encouraged to participate in the debates that follow. Hopefully, this will promote innovative and interdisciplinary solutions that will help mitigate future challenges.

This year's topic is wide on purpose. Each speaker has decided on his or her unique approach to the topic. As speakers come from various backgrounds and areas of business we strive to touch upon all relevant aspects: How can we create growth in the future? How is sustainability related to profits? Why is social responsibility even a relevant issue? The speakers will present their suggested solutions for the current challenges – but always keep in mind that this is one of the biggest opportunities you will have to challenge powerful speakers and further your understanding beyond the scope of your current studies!



# THE PROGRAM

Again this year, the organising team behind Aarhus Symposium has prepared a spectacular program for the days of the event. As elaborated on pages 8 and 9 we have decided to augment last year's symposium with an event: Aarhus Symposium Warm-Up: Battle of the Economists.

## MONDAY OCTOBER 29, 2012 BATTLE OF THE ECONOMISTS

TIME	TRACK 1
4.30 AM – 5.00 PM	<b>Arrival</b>
5.00 PM – 6.00 PM	<b>Presentations:</b> <b>Torben M. Andersen,</b> Aarhus University  <b>Steen Jakobsen,</b> Saxo Bank
6.00 PM – 6.15 PM	<b>Break</b>
6.15 PM – 6.40 PM	<b>Per Callesen,</b> Danmarks Nationalbank
6.40 PM – 7.20 PM	<b>Debate</b>
7.20 PM – 8.30 PM	<b>Informal Networking and Dinner</b>

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## FRIDAY NOVEMBER 2, 2012 AARHUS SYMPOSIUM 2012

### TRACK 1:

First, the audience of Track 1 will be presented with the challenges private companies face with regards to sustainability. Each speaker will give his perspective on how sustainability can be profitable for his respective company before engaging in a panel discussion regarding the topic of sustainability. Next, the participants of Track 1 will be presented with a range of views on foreign markets. How can a company enter these markets? What opportunities do developing countries offer? What can we learn from successful emerging economies? The speakers, in this part of the track, will finish by entering into a panel discussion regarding investments in Latin America.

### TRACK 2:

The audience of Track 2 will start by welcoming a company of a traditional sector, using untraditional methods to succeed in global markets. How does one make a retail business successful while facing global competition? Afterwards, three speakers will take on different perspectives of growth. How should growth be handled after the current crisis? How might entrepreneurship aid growth in less developed countries? How does global venture capital create growth? The speakers will then move on to a panel discussion on entrepreneurship and growth. As a strong finish, some of the audience of Track 2 will get the chance to get familiar with the demands of leadership in a new era. Others will learn how the untraditional strategy of insourcing might yield a competitive edge or about strategies designed to achieve global recognition.

TIME	TRACK 1	TRACK 2
11.30 AM – 12.30 PM	<b>Arrival of participants</b>	<b>Arrival of participants</b>
12.30 PM – 6.00 PM	<b>Presentations:</b> <b>Steen Riisgaard,</b> Novozymes, "Fueling the Future"  <b>Niels B. Christiansen,</b> Danfoss Group Global, "Turning Global Challenges into Good Business"  <b>Jørgen Tang-Jensen,</b> The VELUX Group, "Globalisation and Sustainability"  <b>Jens Bjørn Andersen,</b> DSV, "Acquisitions"  <b>Henrik Skovby,</b> Dalberg Group, "Facing Developing Markets - Creating Value"  <b>Gonçalo Mello Mourão,</b> the Brazilian Embassy, "Growth - Learning from Latin America"	<b>Presentations:</b> <b>Per Bank,</b> Dansk Supermarked, "Retail - Customer Insight, Speed and Analytical Skills are Key"  <b>Lars Rasmussen,</b> Coloplast, "The Road to Global Leadership"  <b>Tommy Ahlers,</b> Podio, "Online Ventures"  <b>Jimmy Fussing Nielsen,</b> Sunstone Capital, "Global Venture Capital"  <b>Tania Ellis,</b> The Social Business Company, "Leadership in a New Era"  <b>Jørgen Vig Knudstorp,</b> The LEGO Group, "Insourcing - Gaining a Competitive Edge"  <b>Susanne T. Nielsen,</b> C.F. Møller Architects, "Aiming for Global Recognition"
6.00 PM – 7.00 PM	<b>Informal Networking</b>	<b>Informal Networking</b>

# AARHUS SYMPOSIUM WARM-UP: BATTLE OF THE ECONOMISTS

Every year, the members of the organising team of Aarhus Symposium work hard to improve the event. This results in a variety of exciting ideas with this year's pre-event "Battle of the Economists" being one of them. Aarhus Symposium is no longer a single day event. Instead, we have established a longer lasting and inspiring platform, Aarhus Symposium Warm-Up, in which debates and discussion will thrive in the week up to the closing symposium. You are thereby offered the best possible preparation for Aarhus Symposium 2012 and in the symposia to come.

This year's Battle of the Economists will take place in the Aula on Fuglesangs Allé. Three renowned economists will discuss possible solutions and pitfalls to the Global Challenges currently faced by economies worldwide. So remember to mark the evening of October 29, 2012 in your calendar.

## Battle of the Economists

In the near future, Denmark faces great challenges on the global scene. The list of examples is long: Increasing globalisation and interdependence, increasing standards with respect to sustainability and social responsibility, weakening competitive position, and adaption to technological progress. The development of these concerns seems only to be accelerating year after year, but more importantly: they will most certainly constitute the main issues when participants at Aarhus Symposium enter the business world in a few years.

Combined with the desire of the students to actively take part in the future development of the world, these concerns are the primary motivation behind Aarhus Symposium 2012 and this year's theme: Global Challenges – Growth and Sustainability.

While at the grand event Friday, the invited speakers of Aarhus Symposium 2012 will focus on the challenges they are facing in their respective global arenas, the presentations at The Battle of the Economists will interpret these issues in a broader Danish perspective. We have invited three renowned Danish economists to discuss the challenges that are most critical to them. Of course, they have also been asked to share one or more concrete solutions with the participants before engaging in a debate with the audience, the mediator, and the two other economists.

The three economists speaking at Aarhus Symposium Warm-Up: Battle of the Economists are:

### Professor Torben M. Andersen

Torben M. Andersen holds a position as professor at the Department of Economics and Business at Aarhus University. His primary research and teaching interests cover the welfare state, labour markets economics, and fiscal policies. During the last decades, Torben M. Andersen has been deeply involved with counselling and developing economic policies – both in Denmark and abroad. From 1993 to 1996 he was a member of the chairmanship of the Danish Economic Council – the so-called wise men – where he also held the position as head chairman from 2001 to 2003. Subsequently, he acted as chairman of the Welfare Commission until 2006.



Torben M. Andersen has been awarded several times by the students at the Department of Economics and Business for his unique abilities as a teacher and lecturer. He holds a Ph.D. in quantitative economics from Université Catholique in Belgium and a Lic.Oecon. from Aarhus University.

### Chief Investment Officer Steen Jakobsen

Steen Jakobsen holds the position as Chief Investment Officer at Saxo Bank and has more than 25 years of experience within the fields of proprietary trading and alternative investment. He joined Saxo Bank in 2000 and after a brief departure to Limus Capital Partners he returned to the company in March 2011 to undertake his current position.

Immediately after finishing his Master in Economics from University of Copenhagen in 1989 Steen Jakobsen joined Citibank, N.A. Copenhagen. Subsequently, he held several positions in banks around the world, as Executive Director at UBS in New York among others. Furthermore, he is a keen blogger on e.g. TradingFloor.com.

### Governor Per Callesen

Per Callesen acts as Governor of Danmarks Nationalbank where he accompanies Nils Bernstein and Hugo Frey Jensen in constituting the Board of Governors. They hold the full responsibility for the Danish monetary policy. Furthermore, he is a member of the Danish Economic Council as a representative of Danmarks Nationalbank.

Per Callesen began his career in the Ministry of Finance in 1986 where he commenced many years of work in the field of cyclical fluctuations. In 1993, he was appointed Deputy Permanent Secretary of the Ministry of Finance – at first in the area of macroeconomic policies and later on in the field of international economic policies. He holds a Master's degree in Economics from University of Copenhagen.

His wide experience has given him a broad economic understanding of the area of tension between the macroeconomic sector, the financial sector and international relations - an area of tension that has aggravated significantly during the global financial crisis.

# THE ART OF BEING AN AARHUS SYMPOSIUM SPEAKER

An Aarhus Symposium speaker is not just an ordinary speaker. The organisers of Aarhus Symposium take the utmost pride in only presenting the most courageous, ingenious, fascinating, inspiring, informative, and interesting speakers.

Our slogan says it all: “Leaders of today connecting with leaders of tomorrow”. Our vision for Aarhus Symposium is to be the relevant venue when you strive to participate in the debate of worldwide problems, however, always with an applicable perspective.

Every year our organising team proposes a pertinent theme of the symposium and within this scope, we work hard to provide passionate speakers that will bring their own experiences and aspects to Aarhus Symposium. When carefully choosing the speakers of the annual symposium, our hope is for them to leave a lasting imprint on the minds of the participants but our primary concern is that they fit in the context of the theme in question.

Every Aarhus Symposium speaker should be a new experience in the eyes of the students at Aarhus University. Passionate and motivating

speakers are of the utmost importance for our event. The majority of our participants are students and, therefore, it is important that the speakers of Aarhus Symposium inspire the leaders of tomorrow while providing them with challenging perspectives to reflect upon. Line of business or professional background is of little importance to us as long as the speaker is able to pass on central experiences – and is willing to learn from the audience. Another quality of an Aarhus Symposium speaker is that he or she prospectively has something to offer.

For our slogan we deliberately chose the word “leader” in the widest sense. The participants of Aarhus Symposium will become acquainted with everyone from the large corporate Chief Executive Officer to first-mover originators and opinion formers.

All in all, Aarhus Symposium provides a great opportunity for the participants to take advantage of the experiences of our speakers and maybe even give something back. We hope you will seize the opportunity.





**Tommy Ahlers**  
CEO  
Podio

# THE SPEAKERS OF AARHUS SYMPOSIUM 2012

## Background

Tommy Ahlers is one of the most successful entrepreneurs on the Danish corporate scene. In 2010, he invested in Podio and joined the company as the CEO. Prior to this, he held CEO positions at Wayfinder Systems and zyb.com and acted as head of location-based services at Vodafone.

Tommy Ahlers began his career in the global management-consulting firm McKinsey & Company. Upon leaving the organisation he founded zyb.com, which in May 2008 was bought for DKK 235 million by Vodafone. However, he continued as the CEO in the company until 2009. He holds a Master's degree in Law from the University of Copenhagen.

## Podio

Podio is an online work platform offering the possibility for employees to communicate and collaborate via a social network. The concept of Podio is in direct competition with the large established mail systems and the likes of Google Docs and Microsoft Office products with the clear purpose of easing the working procedures and communication in the offices around the world. In early 2009, the two Danes, Jon Froda and Anders Pollas, founded Podio as a stealth project under the name Hoist along side with Anders Haugstrup Pedersen acting as founding developer. Their overall ambition was to change and add flexibility to the way people work – to put people in control of their work tools

and not the other way around. While still operating in stealth mode, Podio landed their first clients in August 2009. Since then, their customer base has been rapidly increasing and, in September 2010, Podio was finally ready to start operating. In April 2012, the American software company Citrix Systems acquired Podio but they continued to operate as an autonomous division continuously refining their product.

Currently, about 40,000 companies around the globe are using Podio to facilitate and improve collaboration in the work place.

For further information visit [www.company.podio.com](http://www.company.podio.com).

## Online Ventures

Today, online ventures are not an uncommon phenomenon, but far from everyone manage to break the barriers and achieve great success. More and more clients worldwide are embracing the digital world which creates a unique opportunity for entrepreneurs. At Aarhus Symposium 2012, the CEO of Podio, Tommy Ahlers, will present his views on how to become successful in the world of online ventures and in which direction he sees the online market moving. At the same time, participants will learn from the experiences of Tommy Ahlers - an entrepreneur in an online market filled with opportunities.

**Jens Bjørn Andersen**  
CEO  
DSV A/S



### Background

Jens Bjørn Andersen began his career as a forwarding apprentice in the now former Samson Transport Co. A/S, that later went on to be a part of DSV. In 1998 he became CEO of DSV Samson Transport Norway and since then he has held several executive positions in DSV until he was appointed CEO of the corporation in 2008.

### DSV

DSV is a global supplier of transportation and logistic services. Since 1976, when ten haulier contractors joined forces and founded DSV (“De Sammensluttede Vognmænd”), the corporation has grown significantly and today DSV employs around 22,000 workers. The expansion was – and is – primarily based on the company’s focus on organisational growth and several acquisitions, thus comprehensive integration processes and firm leadership have been crucial to DSV’s success.

The process of providing logistic services is becoming increasingly complex and goes beyond the transportation of goods from A to B while minimizing costs. Companies worldwide are demanding unique, global solutions in combination with greater transparency and closer relationships with their logistics supplier. The development of the global economy is inextricably linked to the volume of transport and thus affects DSV. In recent years the consequences of the Global Financial Crisis have caused a significant reduction of activity in the Continental Europe. At the same time it has revealed the importance of expanding

the business of DSV to emerging markets, in particular Latin America and Asia. With the acquisition of the Belgian transportation group ABX Logistics in 2008 DSV gained access to valuable projects and networks in Asia, Latin America, and Africa, underlining an important part of their vision of becoming a leading global supplier of logistic services.

For further information visit [www.dsv.com](http://www.dsv.com).

### Acquisitions

DSV has become a strong player in the global transport market due to several strategic acquisitions. In order to ensure success when entering new markets several factors have proved crucial to DSV, the most important being their ideas of cooperation, economies of scale, and key management skills. CEO Jens Bjørn Andersen’s presentation at Aarhus Symposium 2012 will incorporate the strategic challenges and company issues that DSV is currently facing in Asia and Latin America with respect to being present in foreign markets as well as the continuing growth of the company. He will, among other things, discuss how acquisitions can be favourable and which issues in relation to acquisitions should be carefully considered when entering new markets.



**Per Bank**  
CEO  
Dansk Supermarked A/S

### Background

Per Bank has been the Chief Executive of Dansk Supermarked since April, 2012. Prior to this, he held various positions at Tesco, one of the world’s largest retailers, including UK Commercial Director and CEO of the Hungarian division. Per Bank joined Tesco in 2009 from a position as the CEO of Coop Norden, where he achieved impressive results.

Per Bank began his career at Danfoss in 1992 immediately after graduating. He holds a Bachelor of Industrial Engineering from the University of Southern Denmark.

### Dansk Supermarked A/S

Since opening the first Føtex supermarket in Aarhus anno 1960, Dansk Supermarked has become a major retail group in the Danish retail industry. Dansk Supermarked operates a number of large grocery chains including Føtex, Bilka, Salling and Netto, covering both high-end and the more price-conscious customers. Apart from Denmark, Dansk Supermarked operates in Germany, Poland and Sweden employing around 43,000 people where approximately 10,000 are employed abroad.

The vision for Dansk Supermarked is to be the customers’ best shopping experience. The continuous commitment to customer service innovation is exactly

what has enabled the group to be among the very best. Within the retail industry, Per Bank is known as the leader that eradicated mediocrity and was able to rebuild the brand of Coop. He is expected to continue this successful path in Dansk Supermarked, where he has initiated the design of a new corporate strategy that will transform and differentiate Dansk Supermarked. Among other things, Dansk Supermarked is focussing intensely on improving customer experiences and to become a major player in online sales.

For further information visit [www.dsg.dk](http://www.dsg.dk).

### Retail – Customer Insight, Speed and Analytical Skills are Key

Retail customers worldwide are becoming increasingly demanding when it comes to shopping. Reasonable prices, excellent service and time-saving features are in high demand and the competition is hard. At Aarhus Symposium 2012, the CEO of Dansk Supermarked, Per Bank, will present his key insights on how to compete with the very best in the Danish retail industry. Furthermore, he will discuss the direction of the retail industry in a global setting based on his international experience.

**Niels B. Christiansen**  
CEO  
Danfoss Group Global



## Background

Niels B. Christiansen joined Danfoss in 2004 and has acted as the group CEO of the organisation since 2008. Prior to this, he was employed in GN Store Nord – primarily in the division GN Netcom, a leading player in the field of production and development of headsets. Niels B. Christiansen began his career as a consultant in the global management-consulting firm McKinsey & Company. He holds an MBA from INSEAD, Paris, and a Master of Science in Engineering from the Technical University of Denmark (DTU).

## Danfoss Group Global

Danfoss was founded in 1933 under the name "Dansk Køleautomatik- og Apparat-Fabrik". As the Great Depression was sweeping through the global economy causing greater trade restrictions and increasing tariffs founder Mads Clausen saw an opportunity to produce automatic valves for refrigeration equipment domestically instead of importing from the U.S. Today, the core expertise of Danfoss is the refrigeration of food, air-conditioning, and speed control of electric motors along with solutions of non-depletable energy sources, in particular solar energy. Furthermore, the organisation includes the division Sauer-Danfoss, a leading producer of portable hydraulics. Today, Danfoss Global Group employs more than 23,000 people worldwide and has managed to continuously improve profits in recent years through their impressive energy efficient and climate friendly solutions.

Danfoss has a long tradition of combining the pursuit of profitable opportunities with an environmental focus. Hence, they have voluntarily chosen to publicly

release reports of corporate social responsibility and implemented CSR-policies according to the United Nation's Global Compact principles since 2003. In June 2012, Danfoss joined forces with the consulting firm COWI in China and secured a multi million-dollar order supplying equipment for district heating in the Chinese city of Anshan. According to the five-year plan prepared by the Chinese government Anshan must reduce its CO2 emission by 16 percent by the end of 2015. Furthermore, Danfoss and COWI estimate that their solution will save citizens of Anshan millions of dollars in the maintenance of coal-combusting heating plants. The project is expected to create about 100 new jobs and is a textbook example of Danfoss' ability to combine high technology with environmental considerations and socio-economics.

For further information visit [www.danfoss.com](http://www.danfoss.com).

## The Sustainable and Profitable Company

Today's global markets present businesses with turbulent seas to navigate in. The wave of globalization is here to stay, Europe is facing severe debt problems and as consumers and politicians in advanced economies are becoming increasingly aware of environmental matters their demand for energy efficient solutions has increased. Danfoss is an intriguing example of a successful global manufacturer with a strong focus on energy efficiency. At Aarhus Symposium 2012, CEO Niels B. Christiansen will discuss how to turn the global challenges into good business.



**Tania Ellis**  
Founder and Managing Director  
The Social Business Company

## Background

Tania Ellis is a Danish-British price-winning author, speaker, and business innovator, specialised in social business trends and strategies. In 2003, she founded the consulting company, The Social Business Company. She has published several books on the new trends in social innovation and entrepreneurship. Tania Ellis has more than 12 years of management experience in the airline and advertising industries where she held her first management position at the age of 22. She holds an Executive MBA from Henley Management College, London.

## The Social Business Company and the visions of Tania Ellis

„The business of business is still business, but the rules of how to stay in business are changing.” Thus, The Social Business Company was founded with the purpose of inspiring organisations to engage in innovative practices that generate social and economic value.

Tania Ellis is of the firm conviction that the business model of the future rests on an alliance between economics and humanism. In short, the era of the social capitalism has begun and people are no longer solely concerned with the economic interest of the capital owners. She believes that in the near future the concept of personal leadership will become a parameter of success. In the past, the central management issues have been to communicate “what” and “how”, but today the importance of communication the “why” – visions and values – is gaining ground. According to

Tania Ellis, leadership is about providing a role model to the employees and to inspire and motivate.

Tania Ellis believes that we are moving toward a new business paradigm founded in an increased awareness of the influence of human behaviour on the environment. Today, corporations constitute a piece of a larger system and thus they must act as responsible players and contributors in relation to their surroundings. It is a shift of focus from the traditional “top-down” management towards a more holistic vision where the integration of the soft sides of business will be critical. Where the concept of management previously was mostly concerned with power, influence and prestige the notion of self-management and being able to view oneself and the organisation in a wider context are becoming increasingly important.

For further information visit [www.taniaellis.com](http://www.taniaellis.com).

## Leadership in a New Era

Tania Ellis puts great emphasis on sustainability and in her opinion the young students of today - or leaders of tomorrow - have a stronger focus on how to combine social responsibility with business models. At Aarhus Symposium 2012, Tania Ellis, the founder of the Social Business Company, will present her views of what it takes to be a talented leader in the business of tomorrow. She will also discuss how the changes of the markets in the post-financial crisis era will affect management concepts in the future.

**Jørgen Vig Knudstorp**  
CEO  
The LEGO Group



### Background

Jørgen Vig Knudstorp joined the LEGO Group in the department of Global Strategic Development & Alliance Management in 2001. In 2003, he was made the interim CFO with a special focus on strategic development before he became the CEO and President of the LEGO Group in 2004.

Before joining the LEGO Group, Jørgen Vig Knudstorp was employed at the global management consulting firm McKinsey & Company. He was awarded Leader of the Year in 2006 and holds a Master degree in Economics and Management and a Ph.D. from Aarhus University along with an Executive MBA from Cranfield School of Management, United Kingdom.

### The LEGO Group

The LEGO Group is engaged in the development of children's creativity through playing and playful learning – most notably by the world-famous LEGO brick. Providing toys to children in more than 130 countries and employing approximately 11,000 people, the LEGO Group is the world's third largest manufacturer of toys.

During the years of the financial crisis in 2008/2009, where many of the competitors of the LEGO Group were experiencing negative growth rates, LEGO Group was one of the few steering clear of the recession and was able to generate growth and growing profits. According to Jørgen Vig Knudstorp, one of the keys to this success was insourcing and a firm focus on intellectual capital. Only a few years earlier, the LEGO Group was in trouble, but under Jørgen Vig Knudstorp's

tenure, the LEGO Group's annual income went from a loss to a substantial profit. Immense losses in 2003 and 2004 led to a depreciation of the company's value of more than DKK 2.5 billion. This was the outset of extensive strategic changes in the organisation and in 2008 the LEGO Group chose to insource the majority of its production to facilities – primarily in Mexico, Central and Eastern Europe. For example, the collaboration agreement with Flextronics was cancelled due to a lack of compliance to goals. An important – but expensive – lesson was learned.

The production and distribution of more than 40 billion LEGO bricks a year requires a substantial amount of inspection, planning and synchronising on all levels of the company. The major insourcing process meant that the management once again has a clear overview of the organisation, which makes the top-down control more efficient.

For further information visit [www.lego.com](http://www.lego.com).

### Insourcing – Gaining a Competitive Edge

Even though the tendency of the business world long has been to outsource production facilities to low cost countries more and more corporations worldwide have begun to insource operations and locate closer to their main markets. The result is increased direct production costs and working capital, which can be offset by the efficiency gains associated with the new internal processes. At Aarhus Symposium 2012, the CEO of the LEGO Group, Jørgen Vig Knudstorp, will present his opinion on how LEGO gained a competitive edge by insourcing vital manufacturing processes.



**Gonçalo de Barros Carvalho e Mello Mourão**  
Brazilian Ambassador  
The Brazilian Embassy in Copenhagen

### Background

Ambassador Gonçalo de Barros Carvalho e Mello Mourão has been the Brazilian ambassador to Denmark and Lithuania since September 2010. Prior to this he has been stationed at the Brazilian embassies in Rome, Algiers, London, Asunción (Paraguay), Paris, Lisbon and Haiti.

Gonçalo Mello Mourão entered the Brazilian Diplomatic Service in 1976. He studied Portuguese and Greek language and literature at the Federal University of Rio de Janeiro.

### Latin America with a special focus on Brazil

Latin America is one of the most attractive emerging markets. In general, the countries have experienced high growth rates, but significant differences exist between the economies. Many of the countries have implemented completely different economic policies and it is obvious, which economies have succeeded. Brazil is the largest country and has the greatest population in South America. After several successful years Brazil have finally succeeded in surpassing Great Britain as the seventh largest economy of the world, primarily due to a strong industrial and agricultural sector.

From the 1930s to the 1980s the Brazilian economy was characterised by heavy protectionism of the domestic production by means of import restrictions and government regulations. In the 1960s Brazil experienced a period of high growth and declining inflation rates, unfortunately two oil crises in the 1970s caused severe setbacks to the economy and inflation rates soared. In 1982 the Brazilian government surrendered and went to

the IMF for loans in order to be able to honour their debt obligations. In collaboration with the IMF Brazil prepared a stabilisation programme involving a firm monetary policy with the purpose of reducing the inflation rate and the budget deficits along with liberalising trade. Finally, in 1991 a privatisation programme was passed causing the Brazilian government to put large quantities of shareholdings in private corporations up for sale. At the same time the tax legislation for foreign investors was relaxed considerably. The result was a massive inflow of capital from foreign investors. In recent years a number of social reforms has been initiated as well, while the Brazilian government is sticking to the course laid out in collaboration with IMF.

Brazil has experienced moderate to high growth rates; in 2010 GDP grew with 7.5 percent constituting the highest growth rate in 25 years. The preliminary estimates of 2011 are not as positive amounting to only 2.7 percent while the growth rate of 2012 is expected to land somewhere between three and four percent.

### Growth – Learning from Latin America

The great diversity of the Latin American countries should be able to teach us important lessons. Many different political systems have been implemented throughout the region – with very different results. However, Brazil appears to have found a successful recipe. At Aarhus Symposium 2012 the presentation of the Brazilian Ambassador in Denmark, Gonçalo Mello Mourão, will be based on the potential lessons to learn from Latin America in general and Brazil in particular. The participants will also be given a glimpse into the future of the economies of the region.

## Jimmy Fussing Nielsen Managing Partner Sunstone Capital A/S



### Background

Jimmy Fussing Nielsen has been with the Nordic venture capital fund, Sunstone Capital, since 2002 where his primary work field included telecommunication, optical communication, and component businesses. In 2007 he became managing partner of the company.

Prior to Sunstone Capital Jimmy Fussing Nielsen worked at BankInvest and was part of the Danish governmental investment committee Vækstfonden that provides capital and qualifications in order to create more growth businesses, among others. He holds a Master's degree in Business Administration and Finance from Copenhagen Business School. Furthermore, he has completed the Right Kjaer & Kjerulf Executive Training Programme.

### Sunstone Capital

Sunstone Capital is completely owned by a Nordic venture capital fund. Their limited partners currently include a group of larger Nordic and international institutional investors, such as Vækstfonden, Industriens Pension, MP Pension, LD Nordea Liv & Pension, Tryghedsgruppen, Sampension, Next Wave Funds, and Finnish Industry Investments along with private investors through Carnegie Private Banking. At present Sunstone Capital has control of an estimated €500 millions.

Sunstone Capital is focusing on investments within two main themes, namely, developing and augmenting the

so-called Life Science ventures; drug development, medical technology, and diagnostics – and Technology ventures; software, communications and component companies. Sunstone Capital's targets are companies in the early stages of their life cycles and with strong potential of achieving global success within their respective fields. Additionally one might add that Sunstone Capital invested DKK 22 millions in Podio, where another speaker at Aarhus Symposium 2012, Tommy Ahlers acts as CEO.

For further information visit [www.sunstonecapital.com](http://www.sunstonecapital.com).

### Global Venture

Sunstone Capital is a Nordic venture capital fund, meaning that it is operating by investing and kick-starting promising entrepreneurs. From a socio-economic perspective entrepreneurs with potential to create societal growth is particularly interesting. In this context it is important to remember that at some point all great businesses started out as entrepreneurs. At Aarhus Symposium 2012 managing partner at Sunstone Capital, Jimmy Fussing Nielsen, will present his interpretation of what global venture funds are looking for when searching for investments. Furthermore, he will focus on the important characteristics of an entrepreneur with potential.



## Susanne T. Nielsen CEO C. F. Møller Architects

### Background

Susanne T. Nielsen joined C. F. Møller Architects as CEO in August 2011. She came from a position as Director and Corporate Service Area Manager at the Rambøll Group and Director of Rambøll Management. Susanne T. Nielsen comes from a background as consultant at PLS Consult (later renamed Rambøll Management) where she was employed immediately after graduation. She holds a Master's Degree in Political Science from Aarhus University.

### C. F. Møller Architects

One of the central traits of Nordic architecture is an insistence on high quality. Our surroundings must be attractive in a durable way because a long building lifetime is essential for sustainability. However, these traits are no longer demanded solely by Nordic customers, which have given architectural firms such as C. F. Møller Architects a remarkable advantage in the market.

The practice of C. F. Møller Architects was launched in 1924 with the planning of Lejre Vicarage and a few years later architect C. F. Møller formed a partnership with Professor Kay Fisker. The campus of Aarhus University is among the work of this partnership. Since then, the company has grown from a partnership to a considerable practice both through organisational growth and mergers: C. F. Møller Architects currently employs more than 300 people representing 18 nationalities. In the year of 2011 the practice brought in more than 35 pct. of its net revenue abroad. The vision

of the company is to be recognised globally and be among the best practices in Scandinavia and Europe. They expect to do this by considering the environment, resource awareness, a sensible building budget, higher productivity and good quality to be an indispensable part of both current and future work.

C. F. Møller Architects is the first major architectural practice in Denmark to have introduced a certified environmental management system. Furthermore, they offer environmentally-friendly project planning as a systematic working practice to ensure the environmental effects of construction are – and remain – limited. Thus, environmental considerations are accommodated in the best possible manner within the technical/financial framework.

For further information visit [www.cfmoller.com](http://www.cfmoller.com).

### Aiming for Global Recognition

The road to global recognition is long and – often – unglamorous. Nevertheless, it is the profound vision of C. F. Møller Architects. At Aarhus Symposium 2012 CEO of C. F. Møller, Susanne T. Nielsen, will present her experiences regarding the internationalisation of a medium-sized knowledge-based company and the necessary link between strategy and implementation. She will elaborate on the business models that are suitable for operating in different markets by, among other things, incorporating her vast management experience from both Rambøll Management and C. F. Møller Architects.

**Lars Rasmussen**  
CEO  
Coloplast A/S



## Background

Lars Rasmussen joined Coloplast in 1988 and was appointed CEO in 2008. Prior to this, he has held a number of positions in the corporation such as Chief Commercial Officer, Chief Operating Officer, and Executive Vice President.

Lars Rasmussen has a background in engineering. He is a graduate from Aalborg University and holds an Executive MBA from the Scandinavian International Management Institute, Copenhagen. Besides his CEO position at Coloplast, Lars Rasmussen has several management responsibilities i.a. as member of the board at TDC and counselling member of Danske Bank.

## Coloplast

Coloplast was founded in 1957 and listed on the Copenhagen Stock Exchange in 1983. The company is currently the world's leading supplier and developer of intimate healthcare products services that make life easier for people with personal and private medical conditions. Its business includes ostomy care, urology and continence care as well as wound and skin care. Coloplast employs more than 7,000 people and operates globally. Coloplast's stated ambitions are to outgrow the market despite its global market leader position and to deliver earnings in line with the best performing MedTech companies in the world. This ambition is fulfilled by an ambitious and capable staff, and emphasis is placed on encouraging employees to take up cross-functional and international challenges in order to further stimulate the growth of Coloplast.

Coloplast's ambitions have recently been supplemented with a new set of short to medium term plans. The company expects to invest around DKK 1 billion in growth over the next three to five years while still maintaining earnings at the level of the best MedTech companies in the world. As a global market leader Coloplast sets the standard of sales channels management, sales force training and product innovation in the industry.

For further information visit [www.coloplast.com](http://www.coloplast.com).

## The Road to Global Leadership

Historically, Coloplast has been the most innovative company within its line of business, and financial performance has improved significantly over the past years. Today, Coloplast is the best performing European MedTech company when looking at key financial indicators such as EBIT, ROIC and share price performance. This is a journey that began with a strong focus on key sales processes in a number of selected countries combined with strict cost control in the group. Only recently has Coloplast opened up for significant investments in a number of fast growing, but low penetrated emerging markets. At Aarhus Symposium 2012, the CEO of Coloplast, Lars Rasmussen, will present his view on how to build an organisation with strong performance, and how the recent growth investments represent exciting international career opportunities over the coming years.



**Steen Riisgaard**  
CEO  
Novozymes A/S

## Background

Steen Riisgaard is the CEO of Novozymes, a position he has held since the company was demerged from Novo Nordisk in 2000. He joined Novo Nordisk in 1979 as a new graduate in Enzymes Research & Development. Besides holding the CEO position at Novozymes, Steen Riisgaard acts as Chairman of the World Wildlife Fund (WWF) Denmark and holds several Vice Chairman positions. He holds a Master's in Microbiology from the University of Copenhagen.

## Novozymes

When looking at the visions of leading organisations around the world one common denominator comes to mind; all the large players in the global business world agree upon the importance of communicating a strong focus on sustainability. These visions are often complemented by more or less convincing strategies placing the respective companies as a valuable link in this context.

One of the companies that in earnest has managed to successfully put action behind words is Novozymes. The proclaimed vision of Novozymes is to ensure the right balance between better business, cleaner environment, and better lives. In this aspect, there is great potential in bio innovation. According to Novozymes, bio innovation may very well become the solution to a wide range of the current environmental problems the world is facing. Novozymes has achieved top ranking in the Dow Jones Sustainability Index several times, emphasising its place in the absolute elite

with respect to sustainable operations.

The core business of Novozymes is industrial enzymes, microorganisms, and biopolymers. Bio innovation is the foundation of the company, meaning that Novozymes applies industrial biotechnology to challenge and improve traditional thinking and applications in order to develop sustainable solutions of forward-looking companies. Thus, the enzymes produced by Novozymes can help organisations achieve a more efficient use of raw materials and substitute traditional chemicals that may be harmful to the environment. Today they offer biosolutions to a wide range of industries covering everything from agriculture and bioenergy to food and household care.

For further information visit [www.novozymes.com](http://www.novozymes.com).

## Fuelling the Future

Actions speak louder than words. In particular when the topic is sustainability the actions of players in the global market affects us all. Novozymes is an excellent example of a company that helps organisations worldwide achieve more sustainable operations. At Aarhus Symposium 2012, the CEO of Novozymes, Steen Riisgaard, will discuss how corporations such as Novozymes, can participate in providing a green future to all of us. Furthermore, he will present his view on the necessary conditions in order for an organisation to be innovative – a crucial part of ensuring the efficient use of resources and reduce environmental problems.

### Henrik Skovby

Executive Chairman and Founder  
Dalberg Group



#### Background

The founder of the Dalberg Group, Henrik Skovby, is currently acting as executive chairman in the company where his primary focus is industry innovation and the development of new lines of business of the Dalberg brand. Henrik Skovby worked as a consultant at the global consultancy firm McKinsey & Company prior to the founding of Dalberg. He began his career at the United Nations Development Program where he, among other things, worked with project management and strategic positioning of the organisation.

Henrik Skovby holds a Master's degree in Public Administration from Harvard University, a degree in Business Administration from Copenhagen Business School, and a Bachelor's degree in Political Science from Aarhus University.

#### Dalberg Group

The history of Dalberg takes its beginning in New York in 2001 just after the burst of the dot.com bubble where Henrik Skovby had an idea: While working at McKinsey he contemplated that the type of advice offered by the company to large international organisations could also be valuable in terms of global development – however, nobody offered this.

Thus, the Dalberg Group was born and through useful contacts, especially within the UN, the company quickly evolved from a smaller firm to a considerable player in the business of development consulting. They offer services covering an impressive spectrum of advisory, developmental, and financial matters.

The list of clients includes the president of Liberia and the United States Department of State and Dalberg has completed over 600 projects in more than 90 countries around the globe. The projects cover everything from developing anti-corruption plans for a multilateral organisation in Papua New Guinea to devising new financing methods for the World Bank in order to secure easier access to malaria medicine.

While in Denmark few may be acquainted with Dalberg, the corporation is widely distinguished among the best universities in the U.S. having repeatedly been at the top of the list of organisations for which new graduates strive to work.

For further information visit [www.dalberg.com](http://www.dalberg.com).

#### Facing Developing Markets – Creating Value

The Dalberg Group is a platform of companies dedicated to innovation and development. Today, the Dalberg Group comprises of Dalberg Global Development Advisors, Dalberg Research, and D.Capital. The organisation excels in advising governments, corporations, and global institutions in areas of development economics and investments in Third World markets. The vision for Dalberg is to increase the living standards of developing countries and address global challenges. Henrik Skovby's presentation at Aarhus Symposium 2012 will consider topics such as exploiting Africa's potential and the important considerations of an organisation operating in a Third World country.



### Jørgen Tang-Jensen

CEO  
VELUX Group

#### Background

Jørgen Tang-Jensen joined VELUX in 1981 and became the CEO of the corporation in 2001. During his career in the VELUX Group he has been working in several divisions that amongst others brought him to Germany, France and the United States.

Jørgen Tang-Jensen holds a Master's degree in Business Economics from Aarhus School of Business.

#### The VELUX Group

The VELUX story began in 1941 when Villum Kann Rasmussen saw the opportunities for developing cheap, useful living space under the sloping roof. He developed the first VELUX roof window and thought up a name which is distinctive, easy to say and easy to remember. Many developments in roof windows and skylights, flashings and decoration and sun screening products have followed. In short, VELUX have taken its business to every market in the world where sloping roofs can be found.

Today, the VELUX Group has manufacturing companies in 11 countries and sales companies in just under 40 countries. VELUX is one of the strongest brands in the global building materials sector and its products are sold in most parts of the world. The VELUX Group has about 10,000 employees.

The VELUX Group creates better living environments with daylight and fresh air through the roof. The VELUX product programme contains a wide range of roof windows and skylights, along with solutions for flat roofs. The vision of the VELUX Group is to lead the development of better living environments with daylight and fresh air through the roof. Also, in recent years the VELUX Group has been working intensely on developing innovative and sustainable

constructions. To reduce CO2 emissions from buildings, it is necessary to look at a building's overall qualities, properties and functionality in terms of energy efficiency, healthy indoor climate and renewable energy. Together, these three key areas constitute the core of what VELUX refers to as Sustainable Living – the ability to continue improving the quality of our homes and maintaining high living standards while reducing or eliminating CO2 emissions.

In the EU today, we spend 90 % of our time indoors, in buildings that consume over 40 % of the total energy consumption. Up to 30 % of the building stock does not contribute to nor provide a healthy indoor climate. These challenges can be tackled as one, based on a holistic approach of how to construct and renovate buildings. Through full-scale experiments, VELUX has demonstrated that it is possible to fulfil the regulations of 2020 with products and solutions already available today; the experiments are based on the Active House principles, the vision of buildings that give more than they take.

For further information visit [www.velux.com](http://www.velux.com) and [www.activehouse.info](http://www.activehouse.info)

#### Globalisation and Sustainability

Sustainability is everywhere to be found. An important opportunity of reducing the utilisation of CO2 emitting fossil fuels lies in the construction of housing. Over time, VELUX has made important contributions to exploiting this opportunity. At Aarhus Symposium 2012, the CEO Jørgen Tang-Jensen will focus on the synergies and trade-offs in sustainable business. Also, the participants can look forward to being let in on how the VELUX Group is striving to become thought leader of sustainable living in buildings.

*“Denmark is a small country that has to make a living out of being very talented. Collaboration between academia and the industry, the development of new knowledge and the application thereof, is essential.*

*Aarhus Symposium is a keystone for this to realize.”*

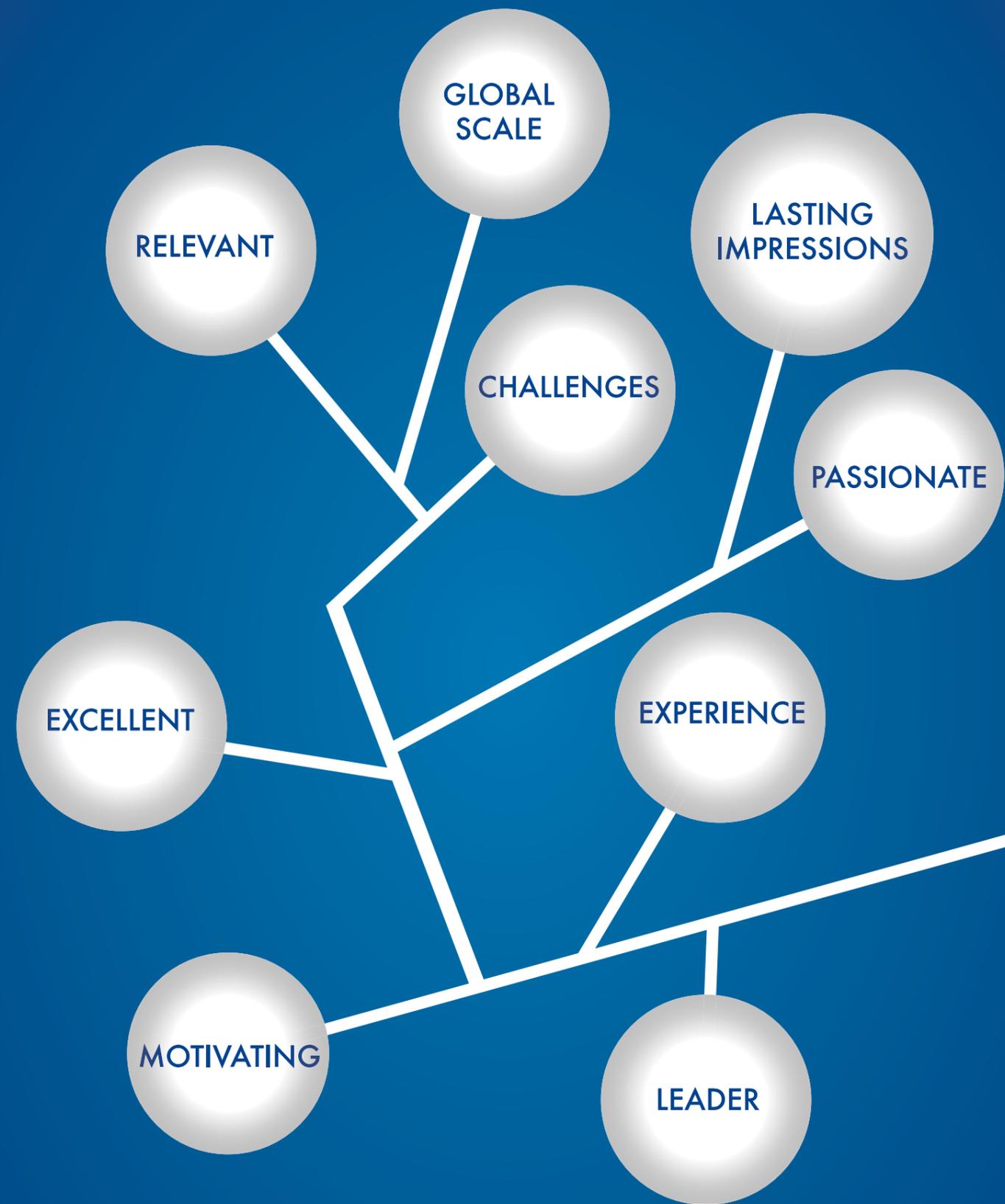
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**LARS RASMUSSEN**  
CEO, COLOPLAST

*“Aarhus Symposium is a unique opportunity for some of our brightest students and some of our leading companies to have a dialogue about today’s business and leadership themes.”*

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**NIELS B. CHRISTIANSEN**  
CEO, DANFOSS GROUP GLOBAL



AN AARHUS SYMPOSIUM SPEAKER

# URBAN WORLD: CITIES AND THE RISE OF THE CONSUMING CLASS

June 2012 | by Richard Dobbs, Jaana Remes, James Manyika, Charles Roxburgh, Sven Smit and Fabian Schaer

Cities have long been the world's economic dynamos, but today the speed and scale of their expansion are unprecedented. Through a combination of consumption and investment in physical capital, growing cities could inject up to \$30 trillion a year into the world economy by 2025. Understanding cities and their shifting demographics is critical to reaching urban consumers and to preparing for the challenges that will arise from increasing demand for natural resources (such as water and energy) and for capital to invest in new housing, office buildings, and port capacity.

A new report from the McKinsey Global Institute, *Urban world: Cities and the rise of the consuming class*, finds that the 600 cities making the largest contribution to a higher global GDP—the City 600—will generate nearly 65 percent of world economic growth by 2025. However, the most dramatic story within the City 600 involves just over 440 cities in emerging economies; by 2025, the Emerging 440 will account for close to half of overall growth. One billion people will enter the global consuming class by 2025. They will have incomes high enough to classify them as

significant consumers of goods and services, and around 600 million of them will live in the Emerging 440.

The world's center of economic gravity has changed over past centuries. But since the mid-1980s, the pace of that shift—from the United States and Europe toward Asia—has been increasing dramatically (exhibit). We expect this trend to continue, so executives and policy makers must be prepared to respond.

To capture the opportunities that arise from urbanization, businesses will need extensive market intelligence. Many of the Emerging 440 middleweights aren't widely known outside their own nations. Income and demographic trends vary from country to country and city to city, and the consumption of different

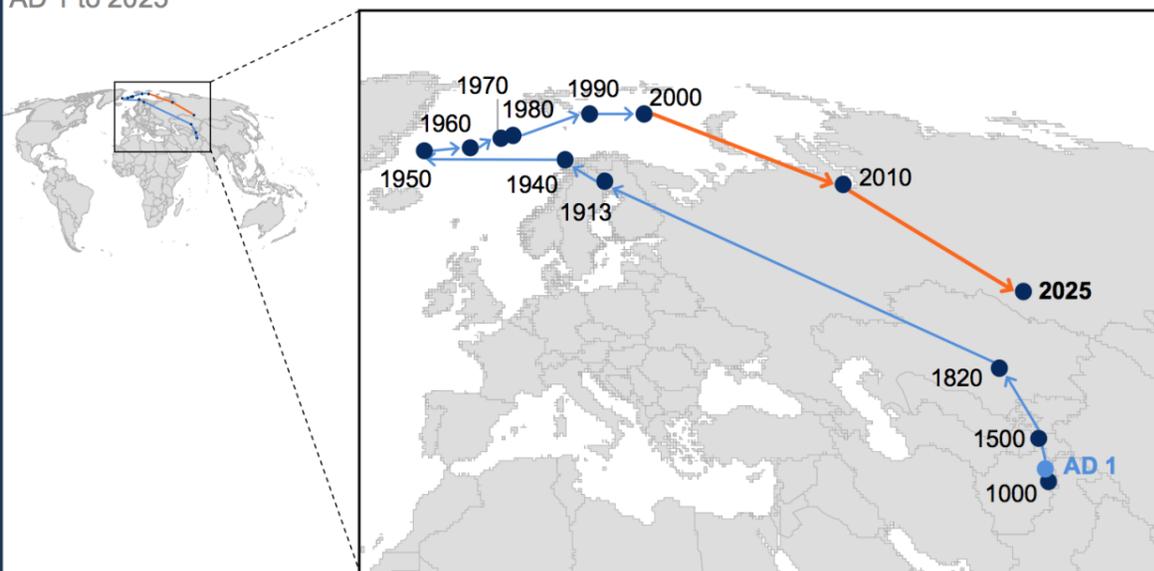
products and services starts to rise at different income levels. Armed with detailed information about relevant urban markets, companies need to allocate resources proactively and aggressively to capture the opportunities. Companies that understand and respond to shifting urban marketplaces are likely to experience tremendous benefits. Yet a new McKinsey survey finds that less than 20 percent of executives are making location decisions at the city level.

Policy makers have a different set of challenges. In the developing world, the task is to manage growth in a way that avoids diseconomies of scale and creates the basis for sustainable economic performance. In the developed world, the goal is to maintain a healthy rate of growth through higher productivity, new business investments, and enhanced links with emerging regions.

Read more on [www.mckinsey.com/insights/mgi](http://www.mckinsey.com/insights/mgi)

## By far the most rapid shift in the world's economic center of gravity happened in 2000–10, reversing previous decades of development

Evolution of the earth's economic center of gravity<sup>1</sup>  
AD 1 to 2025



<sup>1</sup> Economic center of gravity is calculated by weighting locations by GDP in three dimensions and projected to the nearest point on the earth's surface. The surface projection of the center of gravity shifts north over the course of the century, reflecting the fact that in three-dimensional space America and Asia are not only "next" to each other, but also "across" from each other.

SOURCE: McKinsey Global Institute analysis using data from Angus Maddison; University of Groningen

## The McKinsey Global Institute

The McKinsey Global Institute (MGI), the business and economics research arm of McKinsey & Company, was established in 1990 to develop a deeper understanding of the evolving global economy. Our goal is to provide leaders in the commercial, public, and social sectors with the facts and insights on which to base management and policy decisions. MGI research combines the disciplines of economics and management, employing the analytical tools of economics with the insights of business leaders. Our micro-to-macro methodology examines microeconomic industry trends to better understand the broad macroeconomic forces affecting business strategy and public policy. MGI's in-depth reports have covered more than 20 countries and 30 industries. Current research focuses on six themes: productivity and growth, financial markets, technology and innovation, urbanization, labor markets, and natural resources. Recent research has assessed the reducing role of equities and progress on debt and deleveraging, resource productivity, cities of the future, the economic impact of the Internet, and the future of the global labor market.

The partners of McKinsey & Company fund MGI's research; it is not commissioned by any business, government, or other institution. For further information about MGI and to download reports, visit [www.mckinsey.com/mgi](http://www.mckinsey.com/mgi).

# GOLD PARTNERS

Aarhus Symposium is a non-profit organisation. We thank our partners for contributing to Aarhus Symposium 2012:



Nykredit is one of the leading financial institutions in Denmark relying on banking and mortgage lending as our two main activities. We play an important role in the Danish financial market through continuous growth and expansion of the business areas in which we operate. We focus on finding innovative solutions for our customers as Nykredit, as a principle, always puts customers first.

Nykredit is an attractive and demanding employer. We prioritise the professional development of our staff, and we offer a range of activities in order to develop the professional competencies of each staff member. We do so in order to attract and retain the most competent and talented workforce.

Find further information about Nykredit and job opportunities at [www.nykredit.dk/job](http://www.nykredit.dk/job).

## **Nykredit supports Aarhus Symposium 2012 because...**

Nykredit is among the biggest student employers in Denmark, and we are pleased to be a gold partner of Aarhus Symposium as we perceive it as a welcome opportunity to connect with students at the Aarhus University. An ever-changing society needs strong financial institutions to support change and secure sustainable financial solutions. Nykredit's business concept, Financial Sustainability, rests on this belief, and the symposium's theme of global challenges - growth and sustainability is high on Nykredit's agenda.



Saxo Bank is a leading online trading and investment specialist. As a fully licensed and regulated European bank, Saxo Bank enables private investors and institutional clients to trade FX, CFDs, ETFs, Stocks, Futures, Options and other derivatives via three specialised and fully integrated trading platforms; the browser-based SaxoWebTrader, the downloadable SaxoTrader and the SaxoMobileTrader application available in over 20 languages. Saxo Bank

also offers professional portfolio and fund management through Saxo Asset Management who accommodates high-net worth private clients and institutional investors and provides banking services and advice to retail clients through Saxo Privatbank. The Saxo Bank Group is headquartered in Copenhagen with offices throughout Europe, Asia, Middle East, Latin America and Australia.

## **Saxo Bank supports Aarhus Symposium 2012 because...**

Saxo Bank sponsors innovative initiatives in education and entrepreneurship that share its values of Rationality and Productivity. As a leader in online trading and investment, Saxo Bank is proud to support projects dedicated to developing the next generation of business talents and leaders. These initiatives enrich the community and develop the innovators of tomorrow.



More than 60 years ago, an industrial adventure began in Denmark. One man started a business in the small town of Bjerringbro, infusing a strong technical interest and will to achieve continued to characterise the company. The endeavours of Mr. Poul Due Jensen have since grown beyond the rural landscape of Central Jutland, becoming one of the world's leading producers of pumps and pump systems: Grundfos.

The Grundfos Group, based in Denmark, is a global market leader within the pump industry. The Group employs over 17,000 persons in 80 companies in more than 55 countries worldwide. In 2011, turnover reached 2,841 million Euro.

Production exceeds 16 million pump units annually. Grundfos pumps and pump systems are used with a number of applications including: water supply, wastewater, air conditioning, dosing, heating, pressure boosting, fire fighting, water treatment and industrial purposes.

Read more about Grundfos and learn about your career opportunities at [www.grundfos.com/jobs](http://www.grundfos.com/jobs).

## **Purpose of Grundfos**

Grundfos has changed, so has the world. But the fundamental business philosophy has remained constant: that's what the company was founded on, and we intend to keep it that way long into the future. At Grundfos, we genuinely want to do things in ways that are better for the world. Ways that protect scarce resources in areas where we have real influence. Those areas are energy and water. Also, recycling is a major part of our contribution to more sustainable development.

# SILVER+ PARTNERS



Nordic Sugar has produced sugar for the Northern European market for more than 100 years. On the back of a high level of quality, innovative product development and efficient supply, we boast market leadership in the Nordic and Baltic countries. A significant part of our sales are exports to markets outside Europe. We are suppliers to the international food and retail industries, offering more than 250 types of sugars.

We have production facilities in Denmark, Sweden, Finland and Lithuania and are part of the Nordzucker Group, Europe's second largest sugar producer. In all we do, we are guided by our ambitions for environmental, social and financial sustainability.

## **We employ people with more than one talent**

As a company active in the full chain from field to fork and in global markets, our business spans a broad range of activities. That requires a team of many talents and competencies. We owe our success to our staff of 1,400 people, who helped to generate net sales of DKK 17 billion achieved by the Nordzucker Group in 2011/12.

Read more about Nordic Sugar and job opportunities here at [www.nordicsugar.com/join-us](http://www.nordicsugar.com/join-us)

## **Nordic Sugar supports Aarhus Symposium 2012 because...**

While co-sponsoring Aarhus Symposium 2012 is a welcome chance for us to highlight career opportunities in Nordic Sugar, we are particularly pleased to support this event as we see it as a unique learning environment for students preparing for a future in the public and private sectors. Addressing the challenges of acting in a global context in a direct dialogue with experienced top executives, the students will be helped to stimulate their thinking and gain valuable insight in respect of issues that top the agenda of businesses and societies all over the world.



SAS Institute provides software that offers you insight into your data and the ability to make the right decisions. SAS software is world-class technology that has been second to none in conducting advanced analyses and handling sizable and complex data throughout 35 years.

More than 700 public and private organisations in Denmark have chosen SAS software to promote growth and conduct better business.

At SAS Institute we have an innovative approach to our products, and every year we spend 20-25% of our profit on research and development. With our focus on development of solutions to future challenges we have a natural interest in serious and curious students with a genuine interest in solving societal and business challenges. We meet these students at Aarhus Symposium, for which reason we support the symposium. You can use SAS software throughout your studies and gain valuable skills and competencies. All students, lecturers and scientists at Aarhus University have free access to SAS software.

Visit [www.sasdownload.dk](http://www.sasdownload.dk) and download the software you need. On the website you also have free access to e-learning courses and e-books that will get you started.

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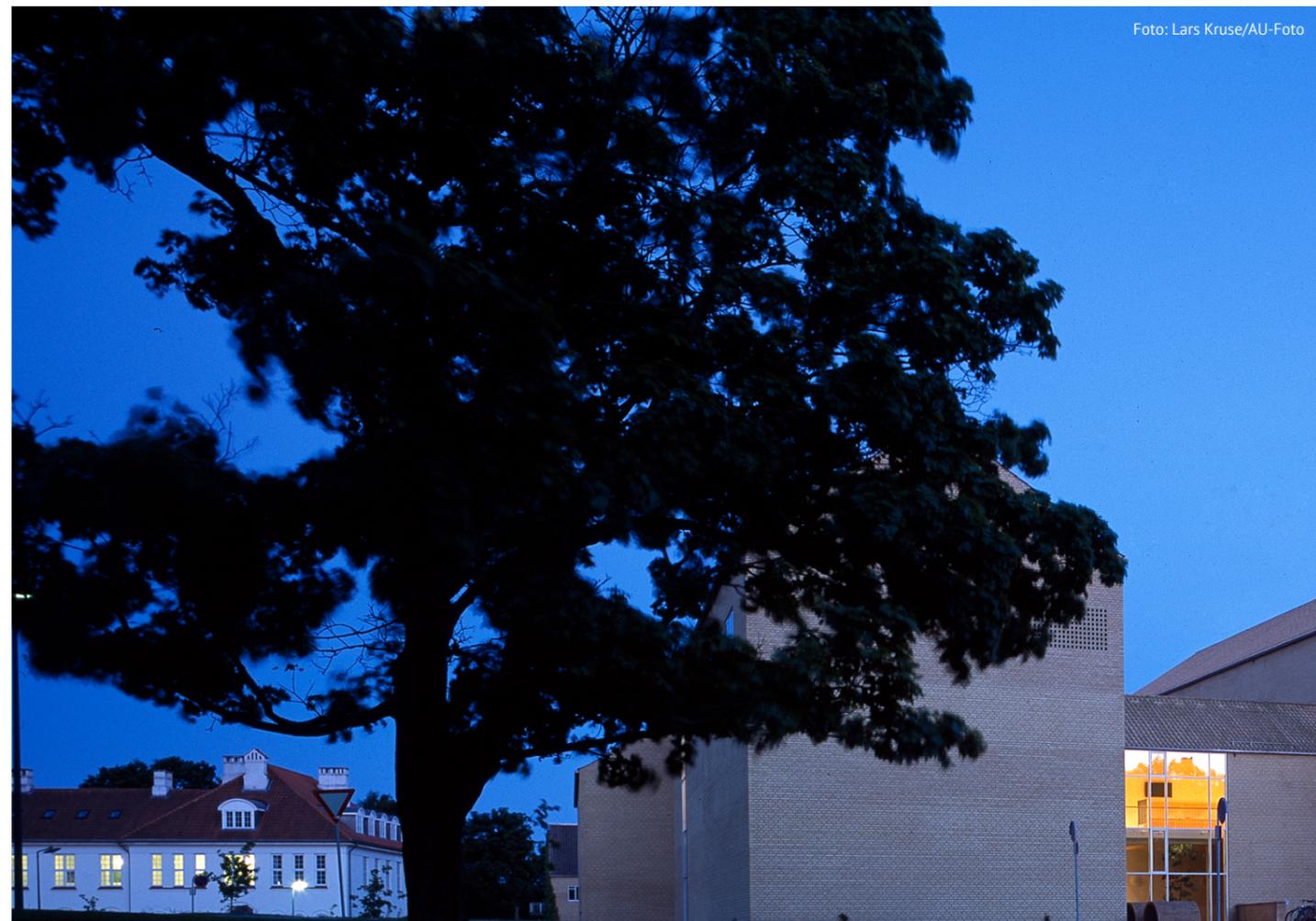
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# AARHUS SYMPOSIUM 2013

The date of the third annual symposium is now official. Remember to mark

**NOVEMBER 1, 2013**

in your calendar!

**The topic of Aarhus Symposium 2013 will be released January 2013.**

Of course, it is guaranteed to be of great relevance to students of today while incorporating important contemporary concerns of the business scene.

**Be sure not to miss the next edition of Aarhus Symposium!**

# BECOME AN ORGANISER OF AARHUS SYMPOSIUM 2013

Are you intrigued by the format of Aarhus Symposium and are you interested in becoming an organiser of the next Aarhus Symposium? Then you are more than welcome to keep an eye on our website [www.aarhus-symposium.org](http://www.aarhus-symposium.org) or our Facebook page [www.facebook.com/AarhusSymposium](http://www.facebook.com/AarhusSymposium) where the Steering Committee will post updates about the application process.

The organising team of Aarhus Symposium 2013 is formed already in January 2013 in order to ensure optimal preparations of the event. This means that the search of the best candidates starts already in November where adverts of the different positions of the team will be posted. So be sure to stay updated.

There are a number of different positions available within the organising team of Aarhus Symposium 2013:

## Business Relations

The Business Relations Group is responsible for developing inquiry material, contacting and negotiating with potential corporate partners in order to ensure funds for Aarhus Symposium 2013 and raise the amount needed to secure the next symposium. Talents within communication, details and seller's creativity are especially valuable to members of this group.

## Program

The main responsibility of the Program Group is, as implied by the name, to design the program in line of the topic of Aarhus Symposium 2013. The Program Group is the official link between the organisers, speakers and opponents before, during and after the symposium. Here, a good sense of the hot topics in the corporate environment and excellent English skills are of particular importance.

## Marketing

The Marketing Group is responsible for creating awareness of Aarhus Symposium through branding and external communication activities. The Marketing Group designs and executes an extensive marketing campaign prior to the event. Talents within creativity, graphical design and communication are of great value to the members within this group.

## Essentials

The main responsibility of the Essentials Group is the practicalities related to the execution of Aarhus Symposium 2013. Specifically, the Essentials Group defines the roles of the organisers on the day of the event. Here, creativity, structure and planning are of particular importance.

## IT

The IT Group provides know-how about IT and offers technical support to and maintenance for the organising team. Further, the IT Group is responsible for the creation of visual and audio material. A knowledge of HTML, website configuration and video and sound expertise is of particular importance to the IT Group.

## Finance

The Finance Group manages the finances of the organisation. The Finance Group draws up budgets, approves costs, clears expenses, and reports cash flows and the financial status to the Steering Committee and the Executive Board. Finally, the Finance Group is responsible for producing the annual report. Here, experience with accounting and reporting is of great value.

## Support Crew

The Support Crew is integrated in the organising team of Aarhus Symposium 2013. As defined by the name, the Support Crew is of assistance to the other groups in the team, but with a special focus on developing pre-symposium activities in corporation with the Program Group and evaluating the processes in order to continuously improve the execution of future symposia. The Support Crew is ideal for students in 1st or 3rd semester with a great interest in Aarhus Symposium on the long-term basis to get familiar with the tasks and challenges of the organising team.

If you have any questions about the organising team of Aarhus Symposium 2013 or you want to make sure, that you will receive information about the application process, you are more than welcome to contact Aarhus Symposium via e-mail on [mail@aarhus-symposium.org](mailto:mail@aarhus-symposium.org).



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