Tuesday, August 30

**Day one**

**21st Century Business**

- 8.00-9.00 Registration
- 9.00-9.30 Welcome
- 9.30-10.00 Design for Meaning
  Sue Siddall, Managing Director, IDEO London
- 10.00-11.30 Break-out sessions
- 11.30-12.00: The Nordic Food Revolution
  Claus Meyer, Owner of The Meyers Group
- 12.00-13.00 Lunch
- 13.00-13.30 Rebuild big business – how to innovate from within
  Henrik Werdelin, Managing Partner, Prehype
- 13.30-14.00 Living organizations
  Esben Danielsen, Head of Development, Roskilde Festival
- 14.00-15.30 Break-out sessions
- 15.30 Break
- 16.00-16.30: Rebuilding the way we work
  David Heinemeier Hansson, Partner, 37signals
- 16.30-18.30: Exercise, reflection & networking
- 18.30-21.00: Dinner

Wednesday, August 31

**Day two**

**21st Century Growth**

- 8.00-9.00 Registration
- 9.00-9.30 Welcome
- 9.30-10.00 Sustainable cities of the future
  Bjarke Ingels, Radical architect & Founder, BIG
- 10.00-10.30 The biobased revolution
  Steen Riisgaard, CEO, Novozymes
- 10.30-12.00 Break-out sessions
- 12.00-13.00 Lunch
- 13.00-13.30 Redefining the waste tyre business
  Thomas Becker, CEO, Genan
- 13.30-14.00 Revitalizing education through play
  Lisbeth Vaithel Pallesen, Executive Vice President, LEGO Group:
- 14.00-15.30 Break-out sessions
- 15.30-16.00 Wrap-up
- 16.30-17.00 Panel debate
- 17.00-17.30 Networking
Speakers

Sue Siddall
Managing Director, IDEO London
Design for Meaning

Bjarke Ingels
Radical architect & Founder, BIG
Sustainable cities of the future

David Heinemeier Hansson
Partner, 37signals
Rebuilding the way we work

Steen Riisgaard
CEO, Novozymes
The biobased revolution

Lisbeth Valther Pallesen
Executive Vice President, LEGO Group
Revitalizing education through play

Henrik Werdelin
Managing Partner Prehype
Big business: how to innovate from within

Thomas Becker
CEO, Genan:
Redefining the waste tyre business

Claus Meyer
Owner of The Meyers Group
The Nordic Food Revolution

Esben Danielsen
Head of Development, Roskilde Festival
Living organizations
Join the interactive breakout session

- Will McInnes: The Meaning Organization
- Lori Webb: Marketing R.I.P.
- Jacob Better: The Network Organization
- Andreas Johannsen: Rebuilding the way we run projects
- Thomas Becker: Recycling for profits
- Søren Houmøller: The Green Energy Revolution
- Thomas Delman: Livable and Sustainable Cities of the future
- Tania Ellis: First Purpose. Then Profits!
- Uffe Elbæk: Rebuilding Education
- Martin Von Haller: Open Business Models of the 21st Century
- David Dencker: From Catwalk to Co-creation
- Ask Agger: Open Innovation & Co-Creation
- Martin Sønderlev: The community driven organisation
- Tobias Lau: Design for Meaning
- Peter Hesseldahl: Innovation Asia style
- Signe Wenneberg: Revitalizing local food – or how to rebuild McDonald's
Why Rebuild21

Sofus Midtgaard, Founder, Rebuild21

Builders of tomorrow unite!

Sofus Midtgaard, Founder, Rebuild21

We say that we’re in the middle of a financial crisis. But what is really happening is a moral and social meltdown of 20th century business and politics.

Rebuild21 calls for an industry revolution! We unite industry professionals to help find new paths to more constructive 21st century business and growth.

Tired of the old conference format? At Rebuild21 talks will be short and mixed with interactive breakout sessions.

Rebuild21 is a new international conference arranged by LeaderLab in partnership with The LEGO Group, IDEO, Mandag Morgen, IFF and OPEN Copenhagen.

We hope to see you!
Why join?

“I think the Rebuild21 initiative is very good – what we need now is that progressive people just start doing things.”
- Connie Hedegaard, EU Commissioner, Climate Action

“The old distinction between company and consumer is not working anymore. Join Rebuild21 and get inspiration to how you can drive more openness in your organisation”
- Conny Kalcher, Vice President, LEGO Group

“Society is losing patience with the world of business. If the business leaders of our time want to maintain the license to operate, it’s time to renew it. Learn the new rules at Rebuild21.”
- Stig Kirk Orskov, Executive Vice President, JP/Politiken

“Rebuild21 will be much more than a conference: An exciting opportunity to get inspired and to network with other forward-thinking participants.”
- Lars Kolind, Chairman, Grundfos Group

Rebuild21 is a new international conference arranged by LeaderLab in partnership with The LEGO Group, IDEO, Mandag Morgen, IFF and OPEN Copenhagen. Rebuild21 unites visionary CEO's, progressive politicians, editors, idealistic entrepreneurs, global thinkers, innovative designers and radical architects to redefine the cornerstones of 21st century progressive businesses and help identify 21st Century constructive growth.
As we emerge bruised from the recession, consumers are fundamentally rebooting their values, morality and choices. By identifying and innovating around a higher purpose or a global challenge, Sue will demonstrate how companies can play a consequential role in people’s lives. Sue will also introduce Open IDEO an open innovation platform launched to help solve global problems by tapping into the global wisdom of crowds.

About Sue Siddall:
Sue Siddall is the Managing Director of IDEO London. Prior to being promoted to her current position, Sue led IDEO London’s Consumer Experience Design practice. Sue has been with IDEO since 2005.
Speakers
11.30-12.00 August 30

The Nordic Food Revolution

Claus Meyer, Owner of The Meyers Group

The danish gastronomic entrepreneur Claus Meyer is among the rebellion speakers at Rebuild21. Claus Meyer will share his dream about revitalizing the Nordic food culture by fostering local agriculture, encouraging environmentally friendly production, and turning consumers into co-producers. Claus Meyer will adress the global challenge on how we can revitalize local foods.

About Claus Meyer:
Claus Meyer is the chief evangelist of the New Nordic Cuisine Movement and co-founder/co-owner of Noma – awarded best restaurant in the world in 2010 and 2011. For more than 20 years, Claus Meyer has been pointing out shortcomings and possibilities within the Nordic food culture.
Meet Henrik Werdelin, listed by the Fast Company as one of the 100 most creative people in the world and the founder of Prehype, a New York based innovation company.

At Rebuild21 Henrik Werdelin will show how big companies can rediscover entrepreneurial spirit and get new ideas moving. In his company, he bridges the world between entrepreneurship and corporations by spinning new digital startups out of big companies, and selling them back to them.
What can businesses learn from an organization which motivates and organizes 30,000 volunteers, during a festival with 80,000 festival goers?

Esben Danielsen is not afraid to talk about the importance of bringing the market to the creative party, and why our minds should do the magic, not the books.

At Rebuild21, Esben Danielsen will talk about the clash between theory and practice and why we need to test ideas rather than analyzing them for hours on end. He paints a picture of the future of the culture business – and shares advice he would have given himself 10 years ago.
In this Q&A David Heinemeier Hansson will share his insight on how to create a radically more agile, open and customer oriented organization. Sharing thought from his provocative book Rework, David will touch upon how to unlearn your MBA, avoid ‘toxic meeting’ and get rid of an destructive ASAP culture.

About David Heinemeier Hansson
David is Partner at 37signals, Creator of Ruby On Rails and Co-author of the NYT bestseller Rework.
The biobased revolution – a world less dependant on fossil fuels

Steen Riisgaard, CEO, Novozymes:

At Rebuild21 Steen Riisgaard will talk about a ‘bio-based society’ in which sugar will be the new oil; and how we can replace 20-25% of global oil consumption, by converting agricultural waste into other biomaterials using technology. Hear Steen Riisgaard unfold a vision of a world less dependant on fossil fuels.

About Steen Riisgaard
Steen Riisgaard is the President and CEO of Novozymes a world leader in the enzym business. Steen Riisgaard is also Chairman of WWF (World Wide Fund for Nature) Denmark, Vice Chairman of the Boards of Egmont International Holding A/S and Rockwoll International A/S, and he serves on the Board of EuropaBio.
Redefining the waste tyre business

Thomas Becker, CEO, Genan

Meet Thomas Becker who will speak about how dedication to sustainability goes hand in hand with profitability. Genan has established itself as the world’s leading company within the waste tyre recycling industry. Through the development of a unique method to recycle used tyres, they produce new raw materials such as rubber, steel and textile.

Recently, Genan has taken another major leap forward towards true cradle-to-cradle recycling. Through a collaboration with Italian tyre manufacturer Pirelli, they will convert high quality recycled rubber back into new tyres.

Thomas Becker will talk about the challenges and opportunities being a global frontrunner on sustainability.
Sustainable cities of the future

Bjarke Ingels, Radical architect & Founder, BIG:

Radical architect Bjarke Ingels will share his thoughts on how we can create more inspiring, livable and yet sustainable cities for a more urban 21st century. Through a series of award-winning design projects and buildings, Ingels has created an international reputation as member of a new generation of architects who combine shrewd analysis, playful experimentation, social responsibility and humour in their work.

About Bjarke Ingels
Bjarke Ingels is the Founder of BIG – Bjarke Ingels Group. Through a series of award-winning design projects and buildings, Bjarke Ingels has created an international reputation as a member of a new generation of architects that combine shrewd analysis, playful experimentation, social responsibility and humour.
Revitalizing education through play

Lisbeth Valther Pallesen, Executive Vice President, LEGO Group

Lisbeth Valther Pallesen will share her thoughts on open leadership, co-creation and her dream about how play can revitalize education and business.

Lisbeth is Executive Vice President for Community, Education & Direct Division at The LEGO Group. Since 2003 she has been in overall charge of the LEGO Group’s Internet activities. She is a member of Corporate Management.
Tuesday, August 30

Day one

21st Century Business

Break-out sessions:

1. THE MEANING ORGANISATION
2. REBUILDING LEADERSHIP
3. OPEN INNOVATION & CO-CREATION
4. OPEN BUSINESS MODELS OF THE 21st CENTURY
5. THE NETWORK ORGANISATION
6. MARKETING R.I.P.
7. INVESTORS WAKE UP!
8. REBUILDING EDUCATION
9. REBUILDING THE WAY WE RUN PROJECTS

Wednesday, August 31

Day two

21st Century Growth

Break-out sessions:

1. LIVABLE AND SUSTAINABLE CITIES OF THE FUTURE
2. GREEN CITIES OF THE FUTURE
3. REVITALIZING LOCAL FOODS
4. THE GREEN ENERGY REVOLUTION
5. RECYCLING FOR PROFITS
6. BLEND VALUE CREATION & HEARTCORE BUSINESS
7. DESIGN FOR MEANING
8. FROM CATWALK TO CROWDSOURCING
9. RETHINKING HEALTH CARE
10. REBUILDING COPENHAGEN
Breakout sessions

August 30: 10.00-11.30 & 14.00-15.30

The Meaning Organization

Moderator: Will McInnes
Managing Director, NixonMcInnes

In this break out session we will look at how companies centered around a higher purpose attracts employees, foster innovation and generate profits. We will discuss how companies can get a competitive edge by focusing on playing a meaningful role in the world.

How do we focus our organizations around on a higher purpose? Will the CEO be replaced by the Chief Meaning Officer? What is authentic meaningful business and what is fake storytelling, that for sure will backfire?

About Will McInnes:
Will McInnes is Managing Director of NixonMcInnes, a UK based social consultancy. Will speaks from the heart and from experience about the magic that happens when you give team members freedom to think and play with purpose, and have an equal voice in the company’s development.
Rebuilding the way we run projects

Moderator: Andreas Johannsen, Partner, Klean

We need to rebuild the way we run projects. Not a month will pass without a press story about a prestigious private or more likely public project off track either on budget or delivery. Why do so many traditional projects end of track?

New and more dynamic, flexible and inclusive ways of planning, budgeting, staffing and running projects are emerging. What does new approaches from software developments like Agile, Scrum and Self Directed Teams offer? What are the benefits when it comes to time, budget and quality of projects? What are the pitfalls? - and how do we avoid them.

About Andreas Johannsen:
Andreas is Chief Relationship Officer and Partner at Klean. Andreas Johannsen is specialist in social media and strategic web communications. Andreas is often used by media as an expert in his field, and he is a frequent public speaker. Andreas is an Advisory Bard Member at Danish School of Media and Journalism.
LEGO, BMW, Starbucks, P&G and Nike are just some of the companies who have pioneered the field of open innovation, co-creation and mass-customization.

Inspired by Starbucks and Dell many companies have experimented with engaging customers via idea platforms. But many have been surprised by the fact that it often takes a lot more work than just launching an idea platform and hope for customers and fans to flock to participate.

In this break-out session we will look at the potential and pitfalls of opening up and engaging customers and partners in product and service development?
Breakout sessions
August 30: 10.00-11.30 & 14.00-15.30

Rebuilding Education –

Moderator: Uffe Elbæk
Partner, Change the Game

How do we educate open and creative minds for the 21st century in stead of bookkeepers and bureaucrats of the 20th century?

Boys are now the failing sex at school. Statistics show that as many as 4 out of 5 who drop out of school are boys. How do we create education that will keep engaging boys?

How do we create great entrepreneurs? How do we inspire new generations to build companies and organizations that make the world a better place?

Uffe Elbæk
Elbæk founded and was principal of the KaosPilots from 1991 – 2006. Today Elbæk is a partner at “Change the Game”, a “think and do tank” that aims to be a loudspeaker and an advocate for professionals, businesses and organisations who inspire and create the next generation of Scandinavian leaders.
The Network Organization

Moderator: Jacob Bøtter, Partner and Co-founder Wemind

How many people work in your company? The answer to this question will get increasingly more difficult to answer in the 21st century.

We often look to narrowly on organizations as consisting of the employees on the company payroll. But with the world connected by the Internet whole new ways of organizing and collaborating emerges.

In this break out session we will look at some of the innovative people challenging our perspectives of organizations by tapping into ‘the global brain’. We will discuss: loosely structured network organizations, global teams, distributed innovation, design-competitions and crowd-sourcing. What are the potentials and challenges of these new ways of working and organizing?
Increasingly we are seeing community-based innovation, crowdsourcing and collaborative consumption driven by the emergence of digital platforms are proving a viable alternative in creating value.

In the 21st Century customers don’t buy brands, they buy a shared ownership experience. Products want's to be social. This challenges us to rethink product experience and ownership.

We need to break down the traditional silos between Marketing, Sales, Customer Service and Product Development, because they are holding us down. We need to acknowledge customers as experts in being customers and not figures in a market report.

Join and help rethink how we organize us to make better products and services by empowering customers, clients and citizens.

Moderator: Martin Sønderlev, Partner, Socialsquare
Open Business Models of the 21st Century

Moderator: Martin Von Haller, partner, Bender von Haller Dragsted

Open source has moved from garage to mainstream. Companies like Google, Mozilla, WordPress, LEGO and TED has in very different ways shown the power of open source, open data and open business models.

Get inspired by how open source and open business models are changing the way we do business. In this break-out session we will discuss the potentials and challenges working with open source and open business models.

About Martin Von Haller:
Martin von Haller Grønbæk is a Copenhagen-based IT lawyer with Bender von Haller Dragsted, a leading Scandinavian IT law boutique. He is the co-founder of Creative Commons in Denmark, the Danish Open Source Business Association and the Danish Chapter of Internet Society.
In what ways is the innovation approach of Asian companies different – and how can Western companies learn from them in order to make their innovation process more effective?

In this session we will discuss how Western companies might adjust their current approach to developing new products and solutions – and what the implications of changing would be in terms of organization, skills, budgets and risk-taking.

Peter Hesseldahl
Peter Hesseldahl is a senior specialist in the Danish Universe Foundation – a think tank focusing on learning and innovation. He coordinates the AsiaNBC project, comparing Asian and Western companies’ approach to innovation. He is the author of 5 books, the latest is “Ground rules for the 21st century”.

Moderator: Peter Hesseldahl, Senior specialist, The Universe Foundation
Breakout sessions

First Purpose. Then Profits!

Moderator: Tania Ellis, Founder, The Social Business Company

How can companies put social value creation into the heart of business strategy – and into the hearts of people and organizations?

The 21st century business revolution proposes social, environmental and financial value creation as the way of creating sustainable growth. It is a revolution driven top-down by some of the world’s largest companies – and bottom-up by entrepreneurial idealists and social change makers. But it is still in the course of breaking into the mainstream.

In this session we will look at cases of pioneering companies and entrepreneurs that are creating both economic and social value, by putting purpose beyond profit. We will discuss what kind of organizational hardwiring and softwiring is required for others who want to follow their trails – and we will co-create five recommendations that will help companies get started.
Companies like Nike, Interface and Genan have shown how recycling can be a profitable business and radically change the company’s image.

What can we learn from Nike, Genan and Interface? What are the challenges of recycling big-scale? And what are the new areas in which recycling can drive green growth?

About Thomas Becker and Genan
Genan has established itself as the world’s leading company within the waste tyre recycling industry. Through a collaboration with Italian tyre manufacturer Pirelli, they will convert high quality recycled rubber back into new tyres.

Prior to working at Genan, Thomas Becker was head of division at the Danish Ministry of the Environment and Denmark’s chief climate negotiator from 2007 to 2009.
European countries have embraced the green potentials in very different ways. We look at the different strategies they have adapted, and discuss which countries will be the front-runners in Europe, and who will lack behind. And how Europe as a whole will compete with US and China in the future?

**Søren Houmøller**
Søren Houmøller owns and runs the company 1st Mile that specializes in covering the first commercial distance for new concepts and technologies. They look first and foremost at cleantech. Before starting 1st Mile he was director of the venture capital investor EGJ Development. One of his previous investments just hit the Guardian top 100 cleantech investments lists.
In order to design meaning in new products and services, new mindsets and behaviours inside companies and organisations have to be introduced in practical and understandable ways.

Building on his experience from the book Massive Change with Bruce Mau and commercial projects, Tobias Lau will focus this workshop on the design of concrete tools, methods and communication practices for employees who would like to create a meaningful, powerful and sustainable impact.

**About Tobias Lau**
As head of the Social Action, Tobias and the rest of the team works in the area between sustainability and user-driven innovation for firms and public institutions.

Tobias worked for 3 years as a design strategist at the renowned Bruce Mau Design, where he among other co-wrote the book on sustainable design, Massive Change.
The world of fashion is changing. Nike paved the way for mass-customization in fashion with NIKEiD. The T-shirt company Threadless has paved the way for a new trend in design with their democratic co-created and crowd-sourced way of getting and picking designs. And new services like Velvet Brigade and Muuse pushes the envelope even further in the direction of co-creation.

How does the fashion industry prepare itself to meet new and increasing demands? Who are the front-runners in the new fashion revolution? How do they challenge existing models and players? What will go mainstream and what will stay niche?

About David Dencker
David Dencker is Co-founder and CEO of Muuse a new online service that connects fashion connoisseurs directly to the work of talented fashion designers – without filtering by retailers or policing by trend forecasters.
By 2030, 60% of the world’s population will live in cities. How do we create cities, which are greener, more social and fun to live in? We look at some of the most likable cities in the world today. Discuss why and how we can transform the knowledge of today to city-planning of tomorrow, and how politicians, city-planners, developers, architects and contractors have to work together with citizens to create the cities of the future.

About Thomas Delman:
Thomas Fabian Delman has a PhD in Architecture, and a MA in Literature & Multimedia. He has co-founded two interactive agencies, in 2005 he became a partner in Kollision, a design office specialising in citizen participation in urban development and the communicative integration of technology, architecture, and design.
The Chief Marketing Officer as we know him will very likely become an endangered species in the 21st century. Too loud, too expensive and too short on results we will see him replaced or squeezed by the Vice President for Customer Experience or The Chief Listening Officers of the 21st century – some claim.

To create more alert and responsive organizations we need to break down the traditional silos between Marketing, Sales, Customer Service and Product Development.

Who is leading the way in this field? Will the marketing department disappear in the 21st century? What will it be replaced by?
Revitalizing local food – or how to rebuild McDonald’s

Moderator: Signe Wenneberg

Agriculture and food consumption accounts for nearly a third of all greenhouse emissions. How do we stop the global transportation of foods and start appreciating the food next door?

Together we will try to answer: How do we revitalize local foods to compete with global mainstream companies like McDonald’s and 7-Eleven? Or how do we rebuild McDonald’s to the 21st century?

About Signe Wenneberg:
A consultant, foodie, author and guerrilla gardener working as a PR/communication strategist, freelance journalist (on all sorts of platforms).
Practical info

Dates:
August 30 & 31, 2011

Location:
Kulturkajen Docken
Færgehavnsvej 35
2100 Copenhagen
Denmark
View on Map

More info and full program:
http://rebuild21.org/

Registration:
http://rebuild21.org/sign-up/

Contact:
http://rebuild21.org/
anna@rebuild21.org
Join us!

You are among the people we would love to see for Rebuild21. Join us to help rebuild 21st century businesses and identify new paths to constructive growth.

Two days ticket:
Standard price: 5.485,- DKK + VAT
Partner price: 4.285,- DKK + VAT
Entrepreneurs & NGO’s: 3.485,- DKK + VAT

One day ticket:
Standard price: 2.985,- DKK + VAT

Register no later than August 15:
www.rebuild21.org/sign-up

Sign up today...
Sign up today...

www.rebuild21.org/sign-up

If problems with sign-up please send mail with personal and billing info to Anna Vistesen at:
anna@rebuild21.org
or call:
+45 26 277 679