

**“Less than
ten minutes
ago, I set up
a virtual
situation room
using my
smartphone.”**

Welcome

It is a pleasure to welcome you to the conference on 'The Future Foreign Service' hosted by the Ministry of Foreign Affairs of Denmark on January 27, 2017.

The conference is part of an ongoing, highly prioritized, innovation process in the Ministry with the aim of adapting the organisation to the challenges and opportunities of the future. We have invited key national and international partners – and we are delighted to have a large and very interesting group of key-note speakers and panelists to take part in the discussions about the future of diplomacy. Thank you all for coming!

- Anders Samuelsen, Minister for Foreign Affairs

Program

08.30 - 09.00 Arrival and registration

09.00 Introduction by Minister for Foreign Affairs, Anders Samuelsen

Session 1/

What are the fundamental functions of diplomacy and how do citizens and society perceive the importance of foreign policy?

09.15 - 10.00 Key notes by:

Andrew Cooper (Professor, University of Waterloo)
Kasper Møller Hansen (Professor, University of Copenhagen)
Martin Marcussen (Professor, University of Copenhagen)

10.00 - 10.45 Panel discussion with:

Lykke Friis (Chairman of The Danish Foreign Policy Society and Prorector, University of Copenhagen)
Kim Nøhr Skibsted (Group Vice President, Grundfos)
Michael Jarlner (International Editor, Politiken)

10.45 - 11.15 Coffee break

Session 2/

How can the Ministry of Foreign Affairs provide added value to the Danish society and its stakeholders in year 2025?

11.15 - 11.45 Key note by:

Tom Fletcher (Author of 'Naked Diplomacy' and the 'Future FCO Report' and former UK ambassador to Lebanon)

11.45 - 12.30 Panel discussion with:

Thomas Bustrup (Deputy Director General, Confederation of Danish Industry)
Ole Grønsvov (Director of Business Solutions at PDC)
Ditte Juul-Jørgensen (Head of Cabinet for EU Commissioner Vestager)

12.30 - 13.30 Lunch and coffee

Program

Session 3/

Which 'disruptive' changes in relation to e.g. digitalization or other innovative trends require specific attention and adaptations in the years to come?

13.30 - 14.15 Key notes by:

Malou Aamund (Country Director for Google Denmark)

Jan Melissen (Professor and Senior Research Fellow, Clingendael Institute)

14.15 - 15.00 Panel discussion with:

Agnete Gersing (Permanent Secretary, Danish Ministry of Higher Education and Science)

Jan Damsgaard (Professor and Head of IT, CBS)

Henrik Skovby (Partner and Executive Chairman at Dalberg Group)

Märtha Rehnberg (Associate Partner, Dare Disrupt)

Conclusion Closing remarks by Permanent Secretary of State for Foreign Affairs, **Ulrik Vestergaard Knudsen**

Bios

Moderator/

Adam Holm

News Anchor, Historian and Critic

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Adam Holm has a PhD in modern history from the University of Copenhagen. From 2013 until February 2016, he was a news anchor on Deadline, a daily program on the Danish television station DR2 with an in-depth focus on political news. He joined DR2 in 2006 from a position as Debate Editor at Politiken. After several years as a presenter, Adam Holm took the job as Channel Head of DR2 for half a year in 2012 before rejoining Deadline. He has also contributed to several books, among others 'Med andre øjne' from 2005 and 'Orientalske rejser' from 2010. Adam Holm has also produced radio programs and contributed to the newspaper Weekendavisen. He is currently working on a documentary film.

Session 1/

What are the fundamental functions of diplomacy and how do citizens and society perceive the importance of foreign policy?

Andrew F. Cooper

**Professor, Department of Political Science,
University of Waterloo**

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Andrew F. Cooper is Professor of Political Science at the University of Waterloo and an Associate Senior Fellow at the Centre for Global Cooperation Research. His main areas of expertise are the Theory and Practice of Diplomacy, National Perspectives on Global Governance, International Political Economy, and Comparative and Canadian Foreign Policy. Holding a Doctor of Philosophy from Oxford University, he has been a Visiting Professor at Harvard University, The Australian National University, and Stellenbosch University in South Africa. His publications include as co-editor, The Oxford Handbook of Modern Diplomacy (OUP, in paperback 2015).

Kasper Møller Hansen

**Professor, Department of Political Science,
University of Copenhagen**

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Kasper M. Hansen is a Professor at the Department of Political Science at University of Copenhagen. He holds an M.Sc. (Cand.oecon.) and a PhD in political science from the University of Southern Denmark. His research focuses on applied research in democracy, political behavior, elections, referendums, and public opinion. Kasper M. Hansen has been a visiting fellow at the University of Bergen, Stanford University, The Australian National University, the European University Institute (EUI), and Columbia University. He has published a number of articles in the British Journal of Political Science, Political Behavior, Political Communication, European Journal of Political Research, International Journal of Public Opinion Research and several other top political journals.

Martin Marcussen,

**Professor, Department of Political Science,
University of Copenhagen**

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Martin Marcussen is a Professor at the Department of Political Science at University of Copenhagen. His primary research areas are globalization, global governance, internationalization of public administration, diplomacy and European economic integration. Martin Marcussen's current research deals with subjects such as small state diplomacy, complexity management, innovation and the international dimension in Danish crises and crisis management. In 2016, Martin Marcussen published the book "Diplomacy - A portrait of the modern foreign service" dealing with the Danish Foreign Service.

Lykke Friis

**Chairman of The Danish Foreign Policy Society and Prorector,
University of Copenhagen**

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Lykke Friis, PhD is Chairman of The Danish Foreign Policy Society and Prorector for Education at the University of Copenhagen. She has been Research Director at the Danish Institute of International Affairs (DUPI) and Director of European Affairs at the Confederation of Danish Industry. From 2009 to 2011, Lykke Friis served as Minister for Climate, Energy and (from 2010 also) Gender Equality. From 2011 to 2013 as an MP for Venstre (the Liberal Party) she was spokesperson on European Affairs. Lykke Friis is a member of a wide range of boards, think-tanks and charities, and she is a commentator on European affairs and German politics among others.

Kim Nøhr Skibsted,

**Group Vice President, Corporate Communication,
Public Affairs & Engagement, Grundfos**

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Kim Nøhr Skibsted has served as Group Vice President and Head of Corporate Communication, Public Affairs & Engagement at Grundfos since 2008. He is

also a member of The Grundfos Management Team. Before his current position, he worked at JYSK for 8 years between 2000 and 2008, first as Director of Communications and later as Executive Director of Communications, CSR and HR. Kim Nøhr Skibsted also worked as a Senior Consultant at GCI Mannov in the period 1999-2000, and from 1997 until 1998 he was a member of the Danish Parliament for The Social Democratic Party. Furthermore, Kim Nøhr Skibsted is a member of the boards at the University of Aalborg (advisory), State of Green Denmark, DI Energi and Børns Vilkår.

Michael Jarlner
International Editor, Politiken

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Since 2001, Michael Jarlner has been International Editor, Managing Editor, Editorial Writer, Commentator and Analyst for the daily newspaper Politiken. He is widely used as a foreign policy analyst on the radio and on television and has contributed to analyses for both CNN and the BBC. Previously, Michael Jarlner was Politiken's representative in Moscow and he has also worked extensively with the EU, the US, and the Middle East. He has written books on Islam and religion in Denmark and abroad. He is a former Foreign and Chief Editor for the daily newspaper Information. He holds a master's degree in Economics.

Session 2/
How can the Ministry of Foreign Affairs provide added value to the Danish society and its stakeholders in the year 2025?

Tom Fletcher
Author of 'Naked Diplomacy' and the 'Future FCO Report' and former UK Ambassador to Lebanon

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Tom Fletcher is Visiting Professor of International Relations at New York University and Adviser to the Global Business Coalition for Education and Emirates Diplomatic Academy. He was British Ambassador to Lebanon in 2011-2015, and Downing Street foreign policy adviser to three Prime Ministers in 2007-2011. He is an Honorary Fellow of Oxford University and chairs the International Advisory Council of the British Creative Industries Federation. Tom Fletcher has recently led a review of British diplomacy, the 'Future FCO Report', and is currently working on a report on the future of the United Nations for the new UN Secretary General. He has written the book "Naked Diplomacy: Power and Statecraft in the Digital Age", published in June 2016.

Thomas Bustrup
Deputy Director General, Confederation of Danish Industry

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Thomas Bustrup was appointed Deputy Director General of the Confederation of Danish Industry (DI) in 2008. He began working with DI in 1996. He holds

a M.Sc. in Economics from University of Copenhagen and a PLD (Program Leadership Development) from Harvard Business School. Thomas Bustrup holds several board memberships. Thomas Bustrup has worked on the agenda of entrepreneurs and internationalization of Danish companies in the EU and globally. Promoting the best possible business conditions for growth of companies in Denmark has been at the forefront of all his efforts, as he has assisted companies access new markets around the world. Furthermore, Thomas Bustrup has many years of experience in undertaking Danish business interests in EU policy. He also has extensive expertise in both trade policy and development policy.

Ole Grønskov
Director of Business Solutions, PDC

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Ole Grønskov has served as Director of Business Solutions at PDC (Prolog Development Center) since 1999. During most of his career, Ole Grønskov has dealt with developing complex international IT projects and providing innovative decision support software for resource planning and scheduling in various lines of business. From 1992 until 1998, he was CEO of Greenwood Engineering. Ole Grønskov has a Master of Science in Law from University of Copenhagen.

Ditte Juul Jørgensen
Head of Cabinet for EU Commissioner Vestager

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Ditte Juul Jørgensen has been Head of Cabinet for Margrethe Vestager, the European Commissioner for Competition, since 2014. Before this appointment, Ditte Juul Jørgensen was Director in the Directorate-General for Trade in the WTO affairs department where she was responsible for multilateral trade policy, legal advice and support in EU trade negotiations. She has worked within the EU system for more than 25 years with a focus on trade policy and the WTO. She also has experience from the EU's delegation to the United Nations and the European Court of Justice.

Session 3/
Which 'disruptive' changes in relation to e.g. digitalization or other innovative trends require specific attention and adaptations in the years to come?

Malou Aamund
Country Director, Google Denmark

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Malou Aamund is Country Director for Google Denmark. She has previously held international leadership positions at Microsoft and IBM in Europe, EMEA and Americas. She currently serves on the board of DeiC (Danish e-Infrastructure Cooperation) under the Ministry of Higher Education and

Science. Malou Aamund was a Member of Parliament for four years and acted as spokesperson on science, technology and innovation. She holds an M.Sc. in Economics and Business.

Jan Melissen

Professor and Senior Research Fellow, Clingendael Institute

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Jan Melissen is a Senior Research Fellow at the Netherlands Institute of International Relations 'Clingendael' in The Hague and a Professor of Diplomacy at the University of Antwerp. He held various management positions at the Clingendael Institute (2001-2012), including Director of Training and Director of Research. In recent years, he has worked with several European governments on change and innovation in diplomatic practice, including digital diplomacy, MFA networking and public diplomacy. He is co-author (with Brian Hocking) of the Clingendael report *Diplomacy in the Digital Age* (2015), and he has recently published on digitization and consular diplomacy in *Global Affairs*. Jan Melissen is founding co-editor of *The Hague Journal of Diplomacy*. His two latest co-edited books are *Rethinking International Institutions* (2016) and *Understanding Public Diplomacy in East Asia* (2015).

Agnete Gersing

Permanent Secretary, Danish Ministry of Higher Education and Science

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Agnete Gersing has a long career in Danish public administration and was appointed Permanent Secretary of the Ministry of Higher Education and Science in 2015. Before that, she served as Director General in the Danish Competition and Consumer Authority. The Ministry of Higher Education and Science supports e.g. research and innovation in targeted areas which will leave Denmark better equipped for the future. This applies to both the opportunities and challenges of globalisation and increased growth, employment and welfare in Denmark. Denmark's 7 overseas Innovation Centres are run in a partnership between the Ministry of Higher Education and Science and the Ministry of Foreign Affairs.

Jan Damsgaard

Professor and Head of IT, CBS

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Jan Damsgaard is Head of the department of IT management at Copenhagen Business School. His research in digitization, its opportunities and implications for business and the economy, has made him one of the leading researchers on the topic in Denmark. Jan Damsgaard has been appointed national Digital Advisor by The Danish Academy of Technical Sciences. Jan Damsgaard is also a member of the Danish Council for Finance and IT, and a longstanding member of the steering committee for Copenhagen Fintech Innovation and Research (CFIR) under the auspices of The Danish Bankers Association.

Henrik Skovby

Partner and Executive Chairman, Dalberg Group

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Henrik Skovby is Partner and Executive Chairman of Dalberg Group, an advisory firm founded in 2001 with a focus on global development. Dalberg Group has offices in North America, Africa, Asia and Europe. As a strategy consultant, Henrik Skovby's main focus has been corporate strategy and organizational reforms. He has led a series of institutional reviews in the development sector and has been involved in launching several global commissions and thought leadership initiatives. Prior to Dalberg, Henrik Skovby worked at McKinsey & Company, where his focus was financial and public institutions.

Märtha Rehnberg

Associate Partner, Dare Disrupt

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Märtha Rehnberg has been part of Dare Disrupt since 2015. Dare Disrupt specializes in communicating about and educating in exponential technologies, exponential organizations and disruption. She holds a double master's degree in International Business and Politics and international Management from Copenhagen Business School. Before Dare Disrupt, she was responsible for Maersk's work on 3D printing. Märtha Rehnberg's current research looks at the role disruptive technologies play in sustainability and in emerging economies; particularly the way digital manufacturing restructures global value chains. She is an advocate for 'technological intuition' and for rethinking education in a digital era. Märtha Rehnberg has been selected as a 'Leader of Tomorrow' by the St Gallen Symposium for three consecutive years.

Closing remarks/

Ulrik Vestergaard Knudsen

Permanent Secretary of State for Foreign Affairs

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Ulrik Vestergaard Knudsen has been Permanent Secretary of State for Foreign Affairs since October 2013 and holds a master's degree in Economics from University of Copenhagen. Before his latest appointment, he was Group Director for International Policy, Vodaphone Group, in London. Before that, Ulrik Vestergaard Knudsen was Chief Diplomatic Adviser on the EU and Foreign Affairs to the Prime Minister. Since 1994, Ulrik Vestergaard Knudsen has held various positions within the Ministry of Foreign Affairs. He was Denmark's ambassador to the OECD and UNESCO from 2008-2009 and State Secretary for Strategic Development from 2009-2010.

Event location

Udenrigsministeriet / Ministry of Foreign Affairs
Eigtveds Pakhus
Asiatisk Pl. 2
1448 København K, Denmark

