

Ulrich Golüke  
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born October 2nd, 1952  
citizen of Germany  
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### **Scenario Experience**

- 2015 onward Associate Professor, Business School of Lausanne, Scenario Module, MBA / Executive MBA
- 2017 Masterclass in Scenario Planning, IIIIEE, Lund University
- 2015 Masterclass in Scenario Planning, U of Leiden / TU Delft, M.Sc. Students in Industrial Ecology
- 2001 – now [www.blue-way.net](http://www.blue-way.net)  
“Post-conflict futures for Syria”, project done for the University of Lund, Sweden  
Szenarien in Schulen, Aachener Stiftung Kathy Beys, Project Director  
Teaching secondary school teachers how to develop and use scenarios in normal classroom settings; development of a practical guidebook (“Lehrbuch”)  
Heimat 2035, Aachener Stiftung Kathy Beys, Project Director  
<http://www.heimat2035.de> (in German)  
indeland Szenarien, Aachener Stiftung Kathy Beys, Project Director  
<http://www.zwanzig50.de> (in German)
- 2002 Sustainable Health Care  
proprietary strategic scenario project for Aventis, Strasbourg  
Project director
- 1999 – 2001 Education for a Sustainable Future  
Project financed by the US Department of Education to teach kindergarden to high school teachers how to integrate learning modules about systems thinking, scenarios and sustainability into their normal curriculum  
Responsible for the scenario modules
- 2001 Making Use of the Future: Scenario Creation as a New Framework for Mediation of Regional Autonomy Conflicts  
Bertelsmann Foundation & Center for Applied Policy Analysis, Munich
- 2000 - 2001 Strategic Scenarios for General Motors Corporation  
proprietary strategic scenario project  
Project director
- 1995 - 2000 Director, Scenario Unit, World Business Council for Sustainable Development, Geneva, Switzerland  
Built up and ran the Unit  
Developed and ran scenario projects with between 10 and 35 companies: Details see

separate project list at the end

Numerous workshops and presentations worldwide

Some scenario work with teenagers, university students and –professors in the US, Sweden and Germany

Invited Participant at the “Decision Makers 2010: Building Sustainability in a Globalized World” conference, June 7-10, 2000, Hong Kong

### ***Other Experience***

- 2016 – 2017 Economic growth under environmental constraints, Modeling project with J Randers and B Callegari for the KR Foundation
- 2012 – 2016 Modeling climate change, the work resulted in an article for the “Earth System Dynamics” journal, called “A User-friendly Earth System Model of Low Complexity: The ESCIMO system dynamics model of global warming towards 2100”
- 2011 – 2016 “2052 – A Global Forecast for the Next Forty Years”, data and graphic support for the book by J Randers for the 40<sup>th</sup> Anniversary of ‘Limits to Growth’, Report to the Club of Rome, [www.2052.info](http://www.2052.info)
- 2007 – 2009 web based proprietary strategy simulation with System Dynamics for investors in the Berlin residential and Oslo commercial real estate market, Project director
- 2001 – 2009 co-CEO of Sensoring GmbH, a Start-Up company for health monitoring of farm animals. Responsible for the entire technical infrastructure, pattern recognition and automated algorithms.
- 1980 - 2008 Future Mapper for the Shipping Market  
Consultant to Future Mapper AS and their Norwegian clients for investment opportunities in bulk shipping;  
Director of Research
- 1994 - 1995 World Industry Council for the Environment, WICE, an initiative of the International Chamber of Commerce, Paris  
Program manager
- 1991 - 1992 Goldian Associates, own consulting company  
Selected projects: World Industry Council for the Environment (WICE), Paris: Advisor to the Executive Director and Project Manager.  
  
Green Cross International, Geneva and UNESCO, Paris: Program manager, Sustainable Tourism  
  
Annual Global Environmental Investment Conference: Advisory Board member, New York
- 1988 - 1991 Norwegian School of Management, Sandvika, Norway  
Introduced ‘Academic Computing’, Advisor the academic dean  
  
Visiting lecturer for organizational learning and System Dynamics  
Responsible for evening adult courses in System Dynamics  
  
Thesis advisor for System Dynamics at the Norwegian School of Management and

- Bergen University
- 1984 - 1988 Goldian Associates, own consulting company  
 Selected projects: International Environmental Bureau, Oslo, Norway: Advisor to the executive director  
 International Chamber of Commerce, Paris: Advisor  
 Columnist for the International Environmental Bureau Newsletter  
 UN Environment Program  
 produced a workbook for SME Managers in developing countries to remove ozone-depleting substances from production, with the Innovest Group  
 Banff Centre of Management, Banff, Alberta, Canada:  
 Development of the "EcoTourism Game", a simulation game;  
 Visiting Lecturer: 'Sustainable Tourism'  
 Central Maine Power, Augusta, Maine  
 Caribbean Development Bank, Barbados: Visiting Lecturer for 'Sustainable Development in Project Planning' for Senior Government Planners of Caribbean Countries.
- 1983 - 1984 Control Data Corporation, Bloomington, Minnesota, U.S.A.: Senior Professional Analyst  
 Advisor to Kansas Gas and Electric; Utah Power and Light; Illinois Department of Energy
- 1980 - 1983 Resource Policy Group, Oslo, Norway: Analyst  
 Advisor to the legislature of the US State of Maine; Norwegian Institute for Water Research; Norwegian Ministry for Energy
- 1978 – 1980 Master Program Thayer School of Engineering & Tuck Business School, Dartmouth College, Hanover, New Hampshire, USA under Dennis Meadows
- 1977 – 1978 Internship Resource Policy Group, Oslo, Norway
- 1975 – 1977 Bachelor Program, School for International Training, Brattleboro, Vermont, USA
- 1973 – 1975 Various Jobs in a small shipyard, foundry, hotels and in the social sector
- 1972 – 1973 Military Service in Germany

### Languages

German, native; English, perfect; Norwegian, good; French, rudimentary

### Education

- 1981 Master of Science, Thayer School of Engineering, Dartmouth College, Hanover, NH, U.S.A.
- 1977 Bachelor of International Studies, School for International Training, Brattleboro, VT, U.S.A.

- 1971 3 A-levels, United World College of the Atlantic, Llantwit Major, South Wales, U.K.,  
paid by a grant from the Studienstiftung des deutschen Volkes
- 1971 Abitur, Goethe Gymnasium Frankfurt, Germany

## **Selected Projects in the past with participant companies / organizations**

**Biotechnology Scenarios 2000 – 2050, Using the Future to Explore the Present:** Dow Chemicals, DuPont, Hoechst, International Paper, Monsanto, Norsk Hydro, Novartis, Novo Nordisk, Procter & Gamble, Rhone-Poulenc, Royal Dutch-Shell, Unilever, Zürich Financial Services

**The Wizard of US:** 3M, AT&T, Batelle, Bethlehem Steel, BP Amaco, Cargill, CH2M Hill, Collins & Aikman, Detroit Edison, DuPont, Dow Chemical, Frisby Technologies, General Motors, Interface, Jenner & Block, Johnson & Johnson, Mexican Industries, Novartis, Procter & Gamble, Roy Weston Inc, SC Johnson & Son, Xerox

Brandywine Valley Association, Center for a Sustainable Future, CERES, EASI, Global Environmental & Technology Foundation, Indiana Dunes Environmental Learning Center, Inform, Infrastructure Revitalization Institute, Keystone Center, Detroit Metropolitan Organization Strategy for Enabling Strength, Nature Conservancy of Nebraska, New Jersey Future, Racine Area United Way, Natural Step, Georgia Institute for Technology, University of Michigan, University of North Carolina

City of Chicago, City of Detroit, City of Seattle, City of Winston-Salem, Environmental Council of the States, Michigan Dept. of Environmental Quality, New Jersey Dept. Environmental Protection, Pacific Northwest National Labs, Pennsylvania 21st Century Environmental Commission, Racine County, US Postal Service, US EPA, Wayne County

**Turning CO2 Emissions into Assets:** Anova Holding, BP Amaco, Cfix, CH2M Hill, Energy Investors Funds Group, Kennecott Energy, Monsanto, Norsk Hydro, Pierce Atwood, PowerGen, Rio Tinto, Rocky Mountain Institute, ThermoRetec Corp., UBS

**Creating Value in a Confusing World:** Grupo Nueva, Skanska, Holderbank, Noranda, Suez Lyonnaise des Eaux, Gerling Insurance, Anova Holding, WMC, Suncor, AD Little, UPM Kymmene, 3M, Fundacio Forum Ambiental, ThermoRetec, General Motors

**Energy 2050, Risky Business:** PowerGen, Anova Holding, BG plc, General Motors, Norsk Hydro, Ontario Hydro, Rocky Mountain Institute, SHV Holding, Statoil, Suncor Energy, Tokyo Electric Power Co., Union Bank of Switzerland, Vattenfall

**Scenare Pro Ceskou Republiku (Scenarios for the Czech Republic):** ABB Praha, AssiDomän, CEZ, Glavunion, Chemapol, Chemopetrol, CHZ, Kaucuk, Patria Finance, Sindat, Skoda Auto, Skoda as

**Exploring Sustainable Development: WBCSD Global Scenarios 2000-2050:** 3M, ABB, Anova Holding, Broken Hill Proprietary, British Petroleum, Brøderne Hartmann, Coors Brewing, Dow Chemical, General Motors, IBM Europe, Interface, Johnson & Johnson, SC Johnson & Son, Monsanto, Neste Øy, Noranda, Novartis, Ontario Hydro, Philips Electronics,

PowerGen, Procter & Gamble, Société Générale de Surveillance, Shell International, Sony International, Swiss Bank Corp., Tokyo Electric Power Co., TransAlta, Volkswagen, Waste Management, WMC, Weyerhaeuser, Xerox

**Environmental Performance and Shareholder Value:** Swiss Bank Corp., Storebrand, DuPont, 3M, ABB, AGF, Anova Holding, AT&T, British Gas, Ciba, Dow Chemical, Hoffmann La Roche, Fiat, Gerling, Glaxo Wellcome, ICI, Interface, Johnson Matthey, Kværner, Monsanto, NatWest, Noranda, Novo Nordisk, PowerGen, Procter & Gamble, Sandoz, Scudder Stevens & Clark, Shell, SHV, Société Générale de Surveillance, Sony, Sulzer, Volkswagen, Waste Management, WMC, Weyerhaeuser

**Environmental Assessment:** Shell Int'l, AT&T, Avenor, Boc Group, BP, dk Teknik, Dow Chemical, ERM, Eskom, Hoffmann La Roche, Fiat, Glaxo Wellcome, Grand Metropolitan, ICI, Johnson & Johnson, NatWest, Nestle, Noranda, Northern Telecom, Novo Nordisk, Pirelli, PowerGen, RTZ, Saga Petroleum, Sandoz, Sony, Statoil, Swiss Bank Corp., Texaco, Tokyo Electric Power Co., Total, Unilever, Volkswagen, Waste Management, Yasuda Fire & Marine Insurance, Xerox, Zürich Insurance