

March 25th, 2007

Dear Participants of AMSA Scenario Creation Workshop,

First, thank you all in advance for your willingness and effort to participate in this project. Most of you are traveling great distances, and spending substantial time away from your offices, so again, we thank you. As you will see, the group being convened brings valuable breadth and depth of both expertise and experience with the Arctic and marine navigation.

By way of re-introduction, I am Erik Smith of Global Business Network (GBN). GBN, a member of the Monitor Group, is a consultancy that specializes in grappling with uncertainty about the future and developing long-term strategy, innovation and vision. We work across most industries, and also with governments and non-profit organizations.

As part of the Arctic Marine Shipping Assessment (AMSA), Lawson Brigham has been working with us to undertake a scenario planning workshop on the Future of Arctic Marine Navigation. As you already know, this workshop is scheduled for next week, Tuesday – Thursday 3-5 April, at our offices in San Francisco. We will work in a variety of group formats, including full plenary discussion, small working groups, and conversation pairs. GBN workshops are interactive and highly participatory, so we suggest business casual attire.

We will spend the first day thinking very widely about the full range of forces and factors that might impact the Future of Arctic Marine Navigation through mid-century, including determining which of those are most important and most uncertain. From those, we will define those uncertainties more specifically and create a scenario framework. On the second day, we will describe and tell the story of each scenario, pushing our imaginations and testing our understanding of the way the future may unfold. On the third day, we will focus on what these futures might mean for various regions of the Arctic.

We will also be joined, for the first day, by three "special guests," all of whom are deeply experienced scenario thinkers. Peter Schwartz and Stewart Brand are two (of five) co-founders of GBN, while Steve Weber has been working with GBN for over 15 years.

In preparation for next week's workshop, we have gathered about a dozen articles, most of which are very short, for your review. Included in this set is our highlight summary of the interviews that we have been conducting over the past few weeks. This document is the longest, but is arranged to allow you to quickly cover it. Enjoy.

Please find attached to this email:

- High-level workshop agenda
- Workshop participant list (document with brief bios will be handed out at the workshop)
- Bios of "special guests"
- Interview highlight summary
- Pre-reading cover sheet and articles (in zip file)
- Logistics information sheet (this was also previously sent a few weeks ago)

Coffee will be available each morning at 8am, and throughout the day. Because participants are traveling for a variety of organizations, we ask that everyone please find breakfast on their own before beginning each day. For lunch, we will visit our building's cafeteria on the 4th floor, where everyone will be able to get individual receipts for expense reimbursement.

Please do not hesitate to contact us with any questions. For last minute contact, my mobile is 415)713-4236. We very much look forward to working together with you next week. Safe journeys to all.

Sincerely,

The GBN Team: Erik Smith, Matt Ranen, & Bert Chan