

Roland Kupers

Personal data

Born 26-11-59 in The Hague

Work experience

2010 – today

Independent consultant – Complexity, Resilience, Green Growth

Associate Fellow Oxford University Smith School of Enterprise and the Environment

- 2010-2012 Guest Researcher at the Potsdam Institute for Climate Impact Research – Economic policy for climate impact mitigation for EU27
- 2010-2012 Associate Professor, Master of Public Affairs, Sciences Po, Paris, France – Complexity and Public Policy
- Since 2003: Senior lecturer Strategy at Nijenrode University – Complexity, Strategy and Sustainability for MBA and New Board programmes

2012-2013

Research Director THNK – The Amsterdam School for Creative Leadership

2009 Royal Dutch Shell Group

Secondment to Shell Foundation

- Establishment of an endowed Leadership Development Programme for emerging African leaders, at scale with African ownership.
- Design and selection of programme and partner organization
- Raising \$40m matching funds from other donors

2003 – 2008 Royal Dutch Shell Group

Vice President Global LNG

- Head of LNG Business Unit
- Strategy and business management of Shell's Global LNG business
- Portfolio prioritization, pricing, marketing, R&D and global coordination
- As the LNG business is fundamentally a rare "network" business, where the elements are critically interdependent, the central function adds unique value and perspective. With 14% annual growth, no.1 market share and over \$2Bn profit, it is one of RDS' key business units.
- 2006-2010 Managing Director ('Bestuurder') Shell Gas and Power Int'l BV

2001 – 2003 Royal Dutch / Shell Group

Vice President Sustainable Development

- Group responsibility for the implementation, learning and communication of Shell's commitment to contribute to sustainable development. Budget € 50m.
- Publication of the annual 'Shell Report' and management of the Group's €30m Corporate Identity Programme. Relationship management with key external stakeholders. Extensive speeches and debates (UN, Oxford Union).
- Internal change management programs to increase awareness of sustainable development and ultimately leverage for competitive advantage: this includes internal communication, systematic integration into core business processes, setting up new social performance discipline. Operationalising of \$250m Shell Foundation, a registered charity.

1999 – 2001 Shell Services International

Executive Vice President Strategy & Marketing

- SSI was created as a result of the merger of a number of IT organizations from around the Shell Group with 5,000 staff in 20 countries, into a global company with a commercial mandate. Managing the development of a strategy to transform the business model of SSI. Responsible for major global reorganization.
- Thought leader in the Shell Group e-business strategy; formation of Trade Ranger, the first large B2B e-business venture for Shell through a Joint Venture with 13 other shareholders from the energy industry.

1998 **Sabbatical year**

- Capita Selecta in Complexity and management (ref. Santa Fe Institute)
- Organizational Learning and Transformation Management
- Lectured at Nijenrode business school, McKinsey, Monitor, KPMG etc..
- Article "What organizational leaders need to know about the new science of complexity" published in Complexity 12/00 and M&O 08/00.

1995 - 1997 AT&T Communications Services (now at&t)

Managing Director AT&T Communications Services Nederland B.V.

Regional Managing Director Northern Europe

- As MD for AT&T Communications Services Nederland, responsibility for all AT&T staff and activities in the Netherlands. Created the legal entity, designed a new compensation and benefit package, led downsizing. The company has 80 employees in the Netherlands, grouped in six different divisions, supported by finance, HR and legal functions.
- Responsible for the AT&T business in the Benelux, Switzerland, Austria, Nordics and Baltic's. In particular for the business relation with the telecommunications operators in those countries and for the consumer calling card business. Shared revenue responsibility \$300 million.

1994 - 1995 AT&T Network Systems (now Alcatel-Lucent)

Director Network Management Solutions EMEA

- Business Management responsibility for the Network Management systems and solutions business in Europe Middle East and Africa. Customers included typically the major telecommunications operators.
- Achieved 1995 revenues of \$96 million, mostly in software sales

1991 - 1994 AT&T Network Systems Italia (now Alcatel-Lucent)

Director GSM Wireless and Switching

- Management responsibility for the Strategic Alliance issues within a joint venture with STET (20% ownership in Italtel)
- Sales responsibility for the Intelligent Network and wireless businesses for AT&T Network Systems in Italy.
- Generated first wireless product sales in EMEA; Intelligent Network sales of \$20M per annum.

1988 - 1991 AT&T Network Systems (now Alcatel-Lucent)

Manager Switching Product Planning Group

- Definition of the technical evolution of the 5ESS-Switch product line, in particular for the European markets
- Execution of major cost reduction programs.

1987 - 1988 AT&T and Philips Telecommunications

Pricing group manager

- Definition and implementation of an international pricing policy. Negotiations with Telefonica of Spain to start the manufacturing operation in Spain

1986 - 1987 AT&T and Philips Telecommunications

Strategic planner switching product management

- Definition of switching product strategy for Europe
- Helped re-focus the organization from a single dominant customer to multi-customer environment

Education

1964 – 1969 French School, Sèvres, France

1969 – 1977 Lycée Français in Washington DC, Bonn, The Hague

1977 – 1978 Vrije Hogeschool, Driebergen, Netherlands

1978 – 1981 State University, Groningen, Netherlands

‘Candidaats’ in physics and philosophy

1982 Technical University, Delft, Netherlands

Logic study with Prof. S.J. Doorman

Degree

‘Doctoraal ‘ degree in Physics, computer sciences

1982 – 1986 State University Groningen, Netherlands

- Experimental research in Nuclear Physics: Left-right asymmetry in beta decay, with Dr. van Klinken
- Theoretical research in fractals: The large scale fractal distribution of galaxies, with Prof. Luciano Pietronero, Proceedings Trieste 1986

Prof. training

1987 - Financial management, De Baak

1990 - Young Managers program, INSEAD

1992 - Strategy Forum AT&T

1993 - Insight II - Leadership development program AT&T

1994 - Global Information and Telecom Forum INSEAD

1996 - Advanced Management Program - AT&T

1999 - Complexity in business, Santa Fe Center for Emergent Studies

2000 - Executive Champions forum -Society for Org Learning - Peter Senge

2001 - HRH Prince of Wales’s Business & Environment Programme

2006 - Executive Leadership Program Royal Dutch Shell

Languages

Fluent in English, French, German, Italian and Dutch

Selected speeches

- Oxford Union debater "The Earth Summit listened to the voices of Big Business, not the needs of the planet" – October 2002
- The critical role of global corporations – How does global business impact society? Dräger Foundation – VII Zavikon Conference, Feb 2003
- Scenarios for Protected Areas – Facilitation and review -IUCN Headquarters, Gland – April 2003
- Sustainability, Innovation and Complexity: the dynamics of implementing sustainable development objectives in a company – LSE Complexity Research Programme – Sept 2003
- LNG and security of supply - IEA Gas Security Workshop -June 2006
- The Future of energy – Shell scenarios – Honours Class Erasmus University Economics Faculty – December 2006
- An Eye on the Future: the World Bank in a Changing World – Panel member - July 2008, Amsterdam, the Netherlands
- Keynote Address Global Economic Forum Kiel, August 2009
- GSD BIG STEP conference - The energy and environment policy process, Speech and panel, Brussels April 2010
- University of Cambridge Programme for Sustainability Leadership – May 2010

- A new growth path for Europe. Generating prosperity and jobs in the low-carbon economy – EC Brussels, OECD Paris, WIFO Vienna, Oxford, Warsaw, Budapest, OCP Paris, The Hague etc..
- Other speeches (UN WSSD, ACDE Christian Employers in Argentina, Gastech, Cedigaz, INSEAD)

Publications

- What organisational leaders should know about the new science of Complexity (Wiley 2001)
- Selected chapters in Beyond Control – Managing Strategic Alignment Through Corporate Dialogue – Lachotzki and Noteboom (Wiley 2005)
- The Oxford scenarios – Beyond the financial crisis, A.Wilkinson et al. February 2010
- Climate change policy – positive or negative economic impact? Why? R.Kupers, D.Mangalagiu (ECF working paper 1/2010)
- Reintegrating the Social Sciences, The Dahlem Group: David Colander, Roland Kupers, Thomas Lux, and Casey Rothschild, Middlebury College Economics Discussion Paper No. 10-33 , October 2010
- A New Growth Path for Europe: Generating Prosperity and Jobs in the Low-Carbon Economy - Jaeger, C., Paroussos, L., Mangalagiu, D. Kupers, R., Tabara, D and Mandel, A. (2011) A Study commissioned by the German Federal Ministry for Environment, Nature Conservation and Nuclear Safety, European Climate Forum, Potsdam
- Re|Source 2050 Flourishing from Prosperity: Faster and Further, A. Wilkinson, B.S. Flowers (editor), W. Thomas, N. Davis, A. Litovsky, R. Kupers, J. Hudson, and F .Thompson (2012) Smith School of Enterprise and the Environment, University of Oxford
- Assessing Green Growth: The case of Europe, C. Jaeger, L. Paroussos, D. Mangalagiu, R. Kupers, A. Mandel and J. D. Tabara, Chapter 5 in Reframing the Problem of Climate Change: From Zero Sum Game to Win-win Solutions, London : Earthscan (2011) , pp.102-118
- Transformative targets in sustainability policy-making: The case of the 30 percent EU mitigation goal, J. D. Tabara, D. Mangalagiu, R. Kupers, C. Jaeger, A. Mandel and L. Paroussos, Journal of Environmental Planning and Management 2012, 1–12
- How plausibility-based scenario practices are grappling with complexity to appreciate and address 21st century challenges, A. Wilkinson, R. Kupers, D. Mangalagiu, Technological Forecasting & Social Change 80 (2013) 699–710
- Living in the Futures: How scenario planning changed corporate strategy, A. Wilkinson, R. Kupers, Harvard Business Review, May 2013
- Complexity and the art of public policy – Changing Society from the Bottom Up, David Colander and Roland Kupers, Princeton University Press 2014
- The essence of scenarios – Learning from the Shell experience, Angela Wilkinson and Roland Kupers, Betty Sue Flowers editor, Amsterdam University Press 2014
- Various editorials in Project Syndicate, Financieel Dagblad, NRC Handelsblad and Energie Actueel

Governance

- 1995-1997 Managing Director AT&T Communications Services BV
- 1999-2001 Member Executive Committee Shell Service International
- 1998-2005 Board member Stichting Beeldende Kunst (art foundation)
- 2001-2003 Secretary of various Royal Dutch/Shell Group Committees (Sustainable Development, Brand and reputation, Social Investment).
- 2005 – 2007 Member Business Advisory Council IBEB Erasmus University Rotterdam
- 2005-2010 Managing Director ('Bestuurder') Shell Gas and Power Int'l BV

- 1988 – Directorship of Hester van Eeghen BV, a design company with sales and production in 12 countries
- 2010 – Chairman of the board of Trustees LEAD Int. (www.LEAD.org)
- 2010- Member Advisory Board Global System Dynamics & Policy (www.gsdp.eu)
- 2011- Member Advisory Board Complexity - Netherlands Organisation for Scientific Research (NWO)

Other interests

- Accomplished public speaker at various industry, scientific and learning conferences
- Scenarios – e.g. RDS for future of energy, IUCN for world parks, Oxford for Financial Crisis
- Member Society for Organizational Learning, various networks
- Carpentry, yoga, sculpture, literature, theater, ski-trekking, reading The Economist

References

Available upon request

