

FOR GOVERNMENT AND PUBLIC SECTOR

Policy, scenarios, and implementation

Decision-making and policy planning under stress.

We assemble “dream teams” of specialists and data to address complex operational and strategic challenges related to the Red Sea basin and MENA states. Every engagement is informed by one or more analytic frameworks – including bias identification, scenario planning, red-teaming, and environmental and social impact analysis.

— HOW WE DO IT

Our biggest asset is our experts — a meticulously-built pool of regional and technical specialists and management leads, each with career experience in-region. A team of lead experts ‘deconstructs’ the challenge at hand, while Big Red™, our proprietary agentic model, mines our experts’ publications and work histories to identify those best equipped to provide substantive insight. The model assists with the formation of tailored queries, while drawing on our custom databases and relevant contextual data. The result is an interactive process that creates a rich resource that improves with use and is available to the client to address future issues.

SAMPLE CLIENT PROFILE

A large organization with a strong bureaucracy that needs to generate creative ideas nimbly, without disturbing its internal structures. AI and technical expertise are not its area of focus; it may be downsizing, or looking for a better, more efficient product; and it lacks ready networks outside the organization with which to evaluate both its strengths and its blind spots. It needs to confirm that the problem it is solving is the right one, and to reach the outside expertise to solve it, fast.

EXAMPLES OF RECENT WORK

- 01 We have done this work from inside government, not only for it. Red Sea Futures' principals have sat on the government side of the table — as diplomats, advisers, and officials — in both Western and Gulf foreign ministries, and our network includes former ambassadors who have run policy and strategy from within their own governments. A ministry's read comes back grounded in how these decisions are actually made, not how an outsider imagines they are.
- 02 Under the auspices of the President of Djibouti, we organized the 2015 East Africa Environmental Risks & Opportunities (ERO) Summit, bringing participants from four continents and more than sixteen countries together on climate and environment-linked health — with Yale, UC Berkeley, UCSF, the World Bank, IGAD, and others. (See the Summits and Content page.)

“Red Sea Futures managed — quickly — to obtain deeply relevant external stakeholder, competitor, and analyst perspectives on an existential organizational challenge. A rich scenario analysis that was both unique and immediately actionable.”

DIVISION HEAD · UNICEF

Red Sea Futures marries three capabilities most clients have to buy separately: **research and AI, strategy, and the capacity to implement**. Not every engagement needs all three — clients engage the parts they need.

Bring us your most challenging Red Sea and MENA questions — chorin@redseafutures.com · set up a call at redseafutures.com. All inquiries handled in strict confidence.

THE LEADS

A sample of relevant leads includes:**Ambassador Dinkar Srivastava**

A former senior Indian diplomat with extensive experience across the Middle East, having served in Cairo, Jeddah, Riyadh, and Tripoli. As India's Ambassador to Iran (2011–2015) he negotiated the MOU for Indian participation in Chabahar port; he was also Ambassador to Libya and the Czech Republic, High Commissioner to Malta, and spent eight years at the United Nations.

Prof. Robert Springborg

Research Fellow at the Italian Institute of International Affairs and Adjunct Professor at Simon Fraser University. He has held the MBI Al Jaber Chair in Middle East Studies at SOAS, directed the American Research Center in Egypt, and held professorships at the Naval Postgraduate School and Macquarie University. He has consulted on Middle East governance for USAID, the U.S. State Department, UNDP, and UK government departments.

Ambassador Patrick Theros

Over a 36-year Foreign Service career he served across the Middle East in Saudi Arabia, Lebanon, Syria, and the UAE, with postings as Deputy Chief of Mission in Jordan, Deputy Coordinator for Counterterrorism, Political Advisor to the Commander of CENTCOM (1991–1993), and Ambassador to Qatar (1995–1998). He received the President's Meritorious Service Award and the Secretary of Defense Medal.

Dr. Guilain Denoeux

Professor of Government at Colby College and an international development practitioner with over 30 years of public-policy experience. As a consultant to the Millennium Challenge Corporation, the former USAID, and the State Department, he has led teams conducting policy-oriented field research across MENA, Sub-Saharan Africa, Southeast and Southwest Asia, the Caucasus, and the Balkans. He has authored over 180 field research reports and desk studies for the U.S. foreign policy community.

Dr. Birol Başkan

A political scientist specializing in state formation, regime building, and the international politics of the Middle East. He is the author of *The Politics of Islam* (Edinburgh, 2021), *Turkey and Qatar in the Tangled Geopolitics of the Middle East* (Palgrave, 2016), and *From Religious Empires to Secular States* (Routledge, 2014), and co-author of *Turkey: The Second Republic* (2024).

Ambassador Lange Schermerhorn

A retired U.S. diplomat with more than 30 years of experience in economic and political affairs, cross-cultural negotiations, and trade promotion across the Middle East and Europe, with deep expertise in the Red Sea region. She served as U.S. Ambassador to Djibouti (1997–2000), advisor to the Commander of the Combined Joint Task Force–Horn of Africa, and Deputy Chief of Mission in Brussels.

Whitney Hischer

Strategic-planning and red-teaming specialist who teaches red teaming with Col. Steve Rotkoff to MBA students at UC Berkeley Haas and master's students at the Fletcher School, and who previously served as Assistant Dean for Executive Education at Berkeley. Her consulting background includes senior roles at Deloitte, KPMG, and ABN Amro across Europe.

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