



Funded by
the European Union

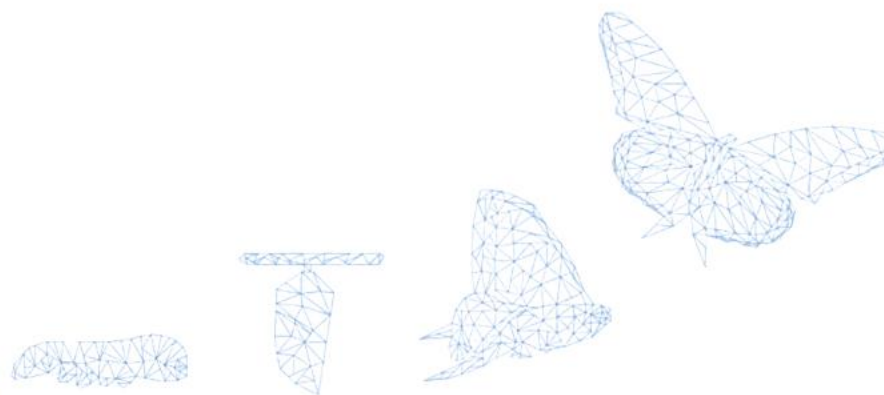


Foresight at a glance

Henriette Kirch
DLR-PT
Germany

Foresight
19.11.2025
11 – 13 hrs (CET)
12 – 14 hrs (EET)

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or European Research Executive Agency (REA). Neither the European Union nor the granting authority can be held responsible for them.

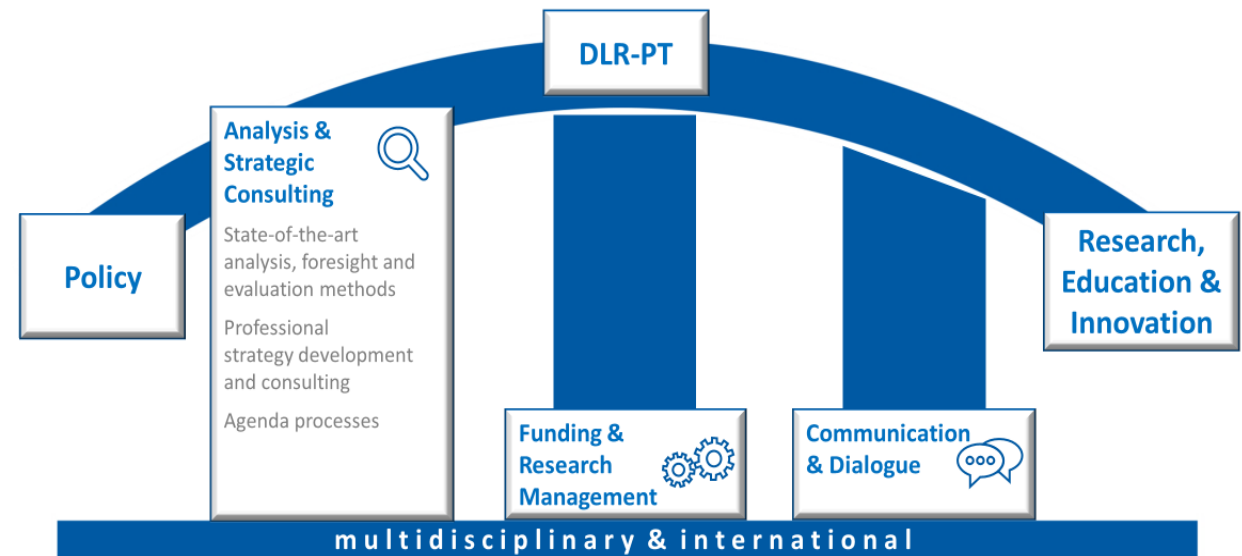


Welcome



Henriette Kirch
Expert on Strategic
Foresight
Project Coordinator
Team LUKE

Working at DLR-PT



European and International Cooperation |
Simon Schmitz | 11.10.2023

Agenda

	Time	Topic
1	11:00	Introduction LUKE & Warm Up
2	11:15	Understanding Strategic Foresight
3	11:30	Overcoming our Biases
4	11: 45	Identifying Signals of Change
5	12:15	Structuring trends by using PESTLE, STEEP
6	12:45	Further examples and Q&A

1. Topic: Introduction - What is LUKE?



LUKE is a multilateral initiative by EU Member States and Horizon Europe-associated countries to strengthen Ukraine's research and innovation (R&I) ecosystem.

Duration: 01.01.2025 – 31.12.2028

Budget: 1 999 870 EUR (for call management and capacity building)

Call: Enhancing the European R&I system (HORIZON-WIDERA-2024-ERA-01)

Why is LUKE Important?



- A robust R&I system is vital for Ukraine's post-war recovery and economic resilience.
- LUKE fosters collaboration, pools resources, and integrates Ukraine into the European Research Area (ERA).



Funded by
the European Union

Overview of the LUKE activities



1. Key Objective: Joint Call



Research and innovation multilateral grant call



Identification of the call topics

Delphi survey | Citizen Visioning & foresight workshops



R&I funding agencies

Implementation Agreement | Resources for Ukrainian partners

Preparation of the call

Call documents | Coordination structures



Joint call. Evaluation. Monitoring & Assessment

Project proposals | Review by external experts
| Quality control



Funded by
the European Union

Overview of the LUKE activities

2. Key Objective: Capacity Building



Knowledge Hub

EU Policy | Technology Foresight
| Research Management |
Public Engagement Methods

Capacity building platform



From scientific idea to market

Science-business collaboration |
Matchmaking | Accelerating
market uptake | IP management |
TTO development



Contribution to the EU-Ukraine Strategic Research and Innovation Agenda (SRIA)

Input to the SRIA for EU-Ukraine R&I cooperation | Policy Stakeholder
Conference



Funded by
the European Union

Science-Business matchmaking in Lviv

We are extending our registration to researchers working in the following fields:

- Logistics
- Artificial Intelligence (AI)
- Energy Sector (e.g., LED, generators)
- Energy efficiency in companies
- Waste Management
- Water Filtration for Companies
- Metallurgy
- Photovoltaic (PV) Panels
- Wood (Furniture Development)
- Stone Processing
- Rehabilitation and Psychological Support
- Radiation

For more details please contact: anastasiia-bohdana.kutsa@civitta.com



Funded by
the European Union



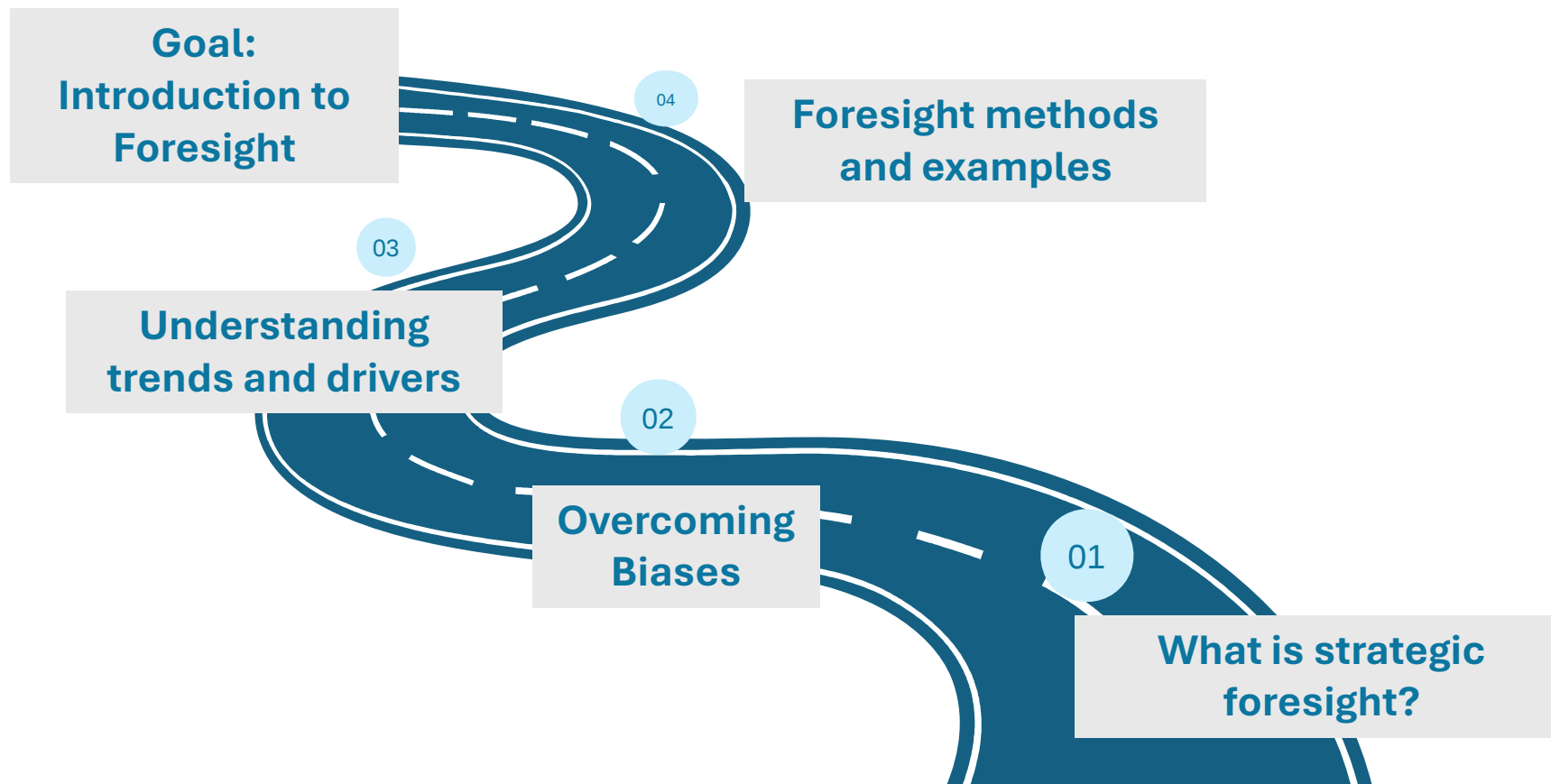
Ukrainian Science-Business
matchmaking
4 December 2025



From scientific idea to market

Science-business collaboration | Matchmaking |
Accelerating market uptake | IP management | TTO
development

2. Learning Journey today



Warm-Up

1. Have you already gained experience in the area of strategic foresight in your environment?



If yes, please switch on your camera

**The future.
What comes
to mind?**

→ Please write
down in slido

The future - what timeframe are we talking about?

Our workshop
is looking
ahead to the
year 2040 -
then we will be
20 years old!



Funded by
the European Union

Imagine by 2040....



What if we
had no
waste?



What if everyone could get a loan,
even if they were poor?



What if all
children could
go to school?



What would happen if
countries that are at war
with each other were to
create a community?

What if everyone had the right
to housing, even if they are
homeless?

PSSST!
There is no
pressure to know
the answers,
just the freedom to
ask!



Funded by
the European Union

Is foresight – a fortune tellers tale?

The future is
never written in
stone.

...

There are as many
futures as there
are people!



Created with Dall-E



Funded by
the European Union

What is strategic foresight?

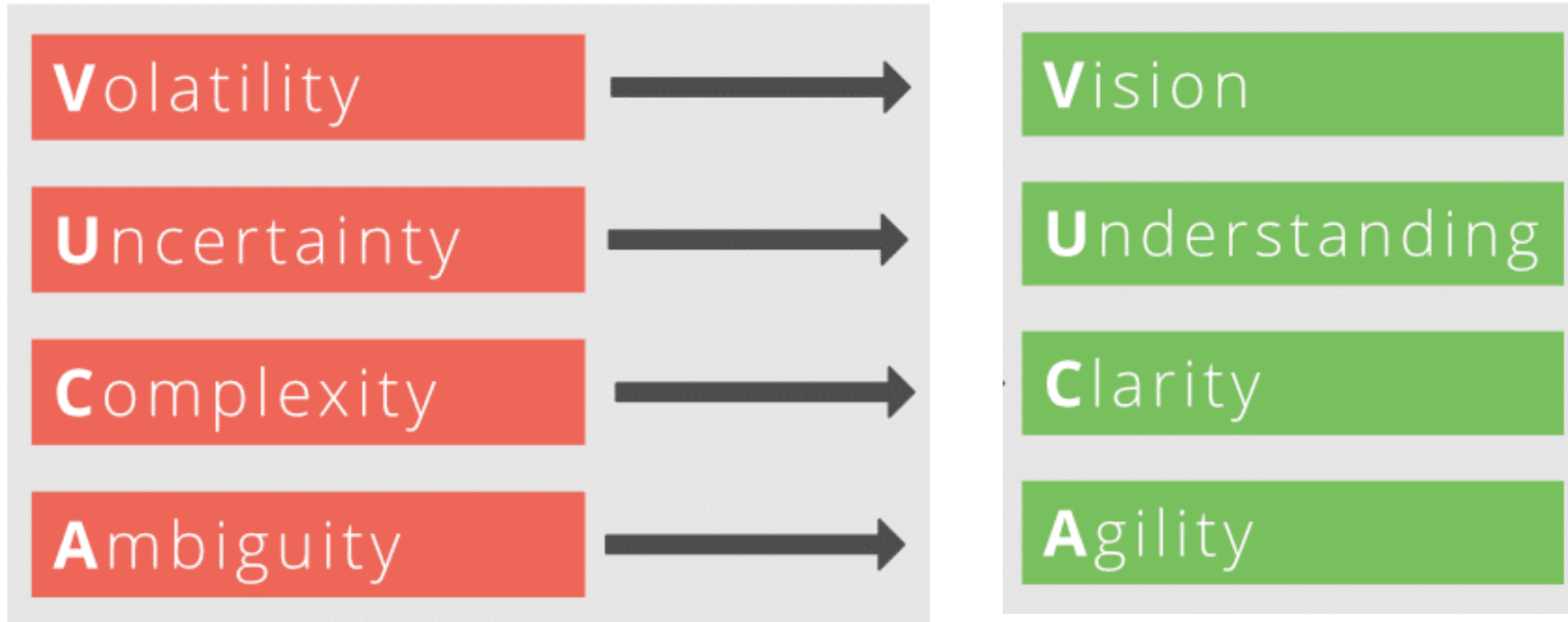


Funded by
the European Union

Why do we need strategic foresight?



The world we live in



VUCA World



Funded by
the European Union

Our actions today influence the future - and our thoughts about the future influence our actions today!



Definition – European Commission

European Commission (2020)

"Foresight - a discipline of **thinking about, anticipating** and shaping **the future** - facilitates the construction and use of collective intelligence in a structured and systematic way to **anticipate events** and **better adapt to change**.

Early strategic identification, assessment of megatrends, emerging issues and their relevance for policy, exploration of alternative options of what the future might look like and planning accordingly play a key role in policy decisions".

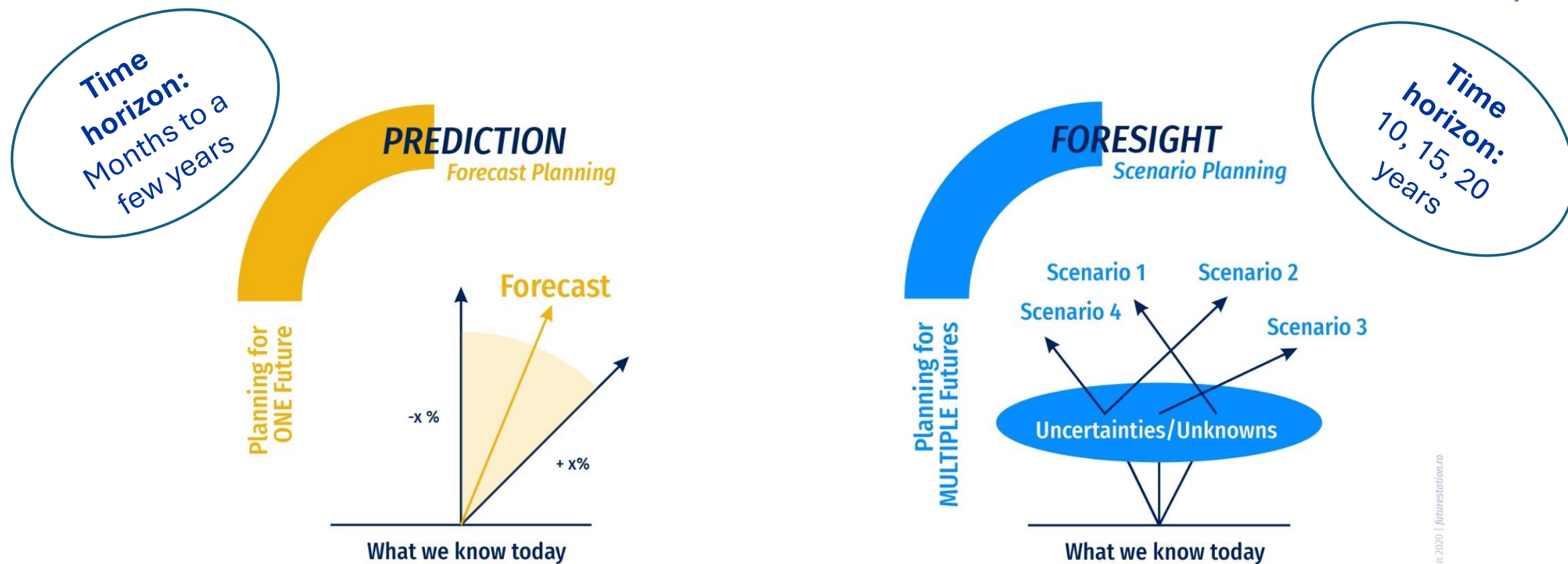
European Commission (2020), Strategic Foresight- Setting the Course for a Resilient Europe



Funded by
the European Union



Prediction/Forecasting vs. (Strategic) Foresight



Source: [Future Station](#)

3. Overcoming biases



- End of History-Illusion bias
- Confirmation bias
- Precision bias
- Hindsight bias

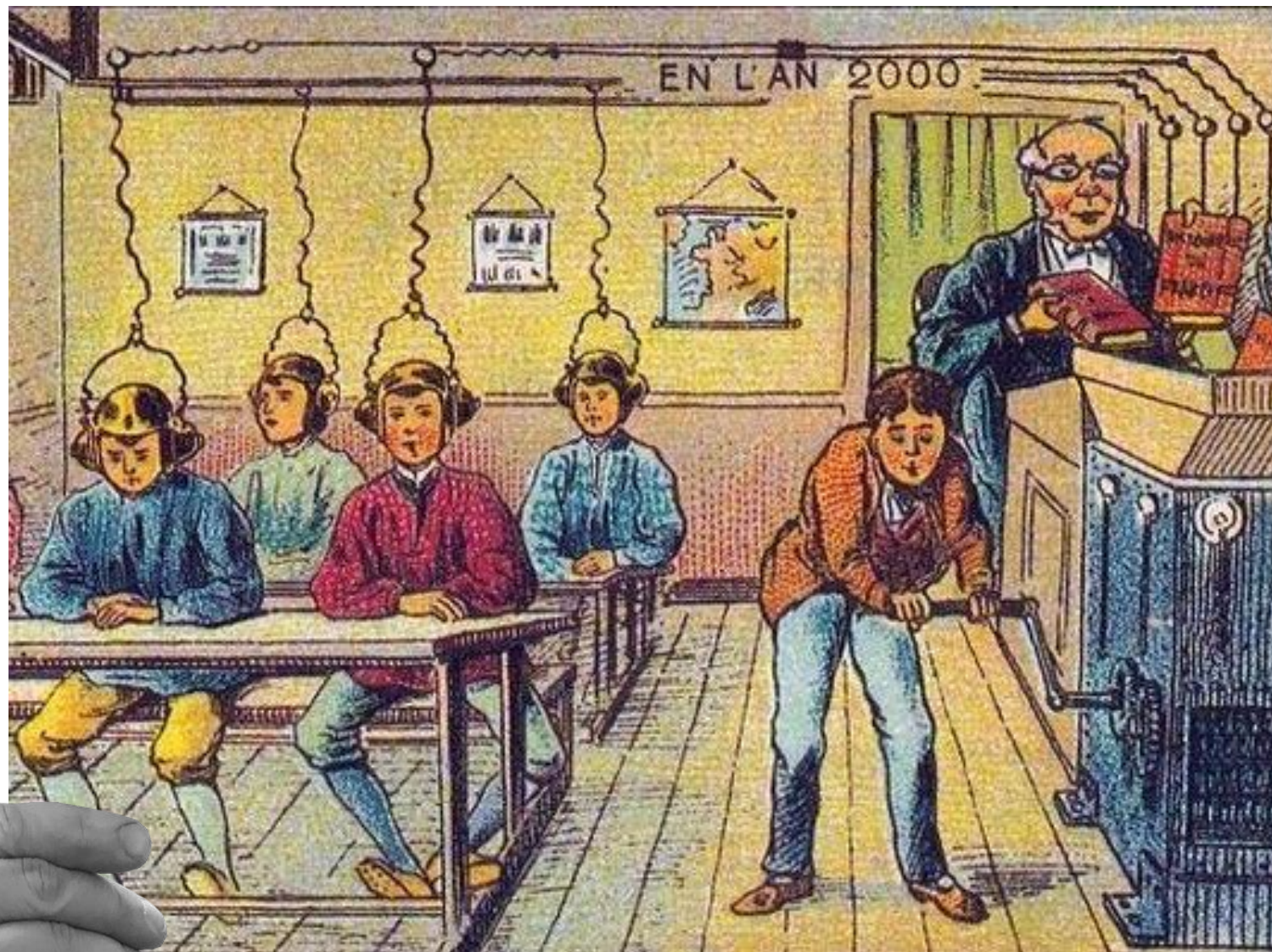


Funded by
the European Union

Schools (in the year 2000)



Jean-Marc Côté, 1901



© Dreamstime

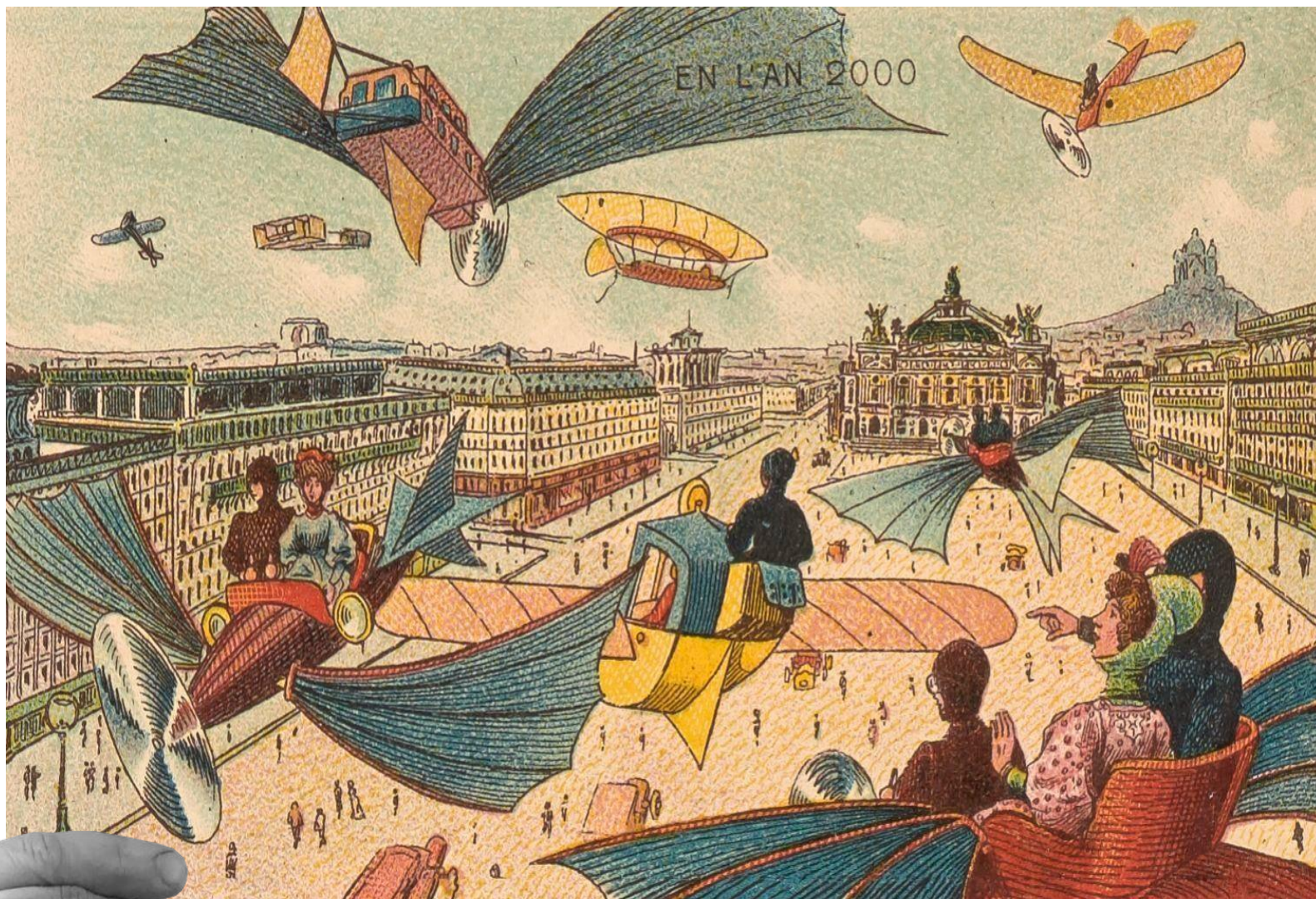


Funded by
the European Union

Avenue de l'Opéra, Paris (in the year 2000)



Jean-Marc Côté, 1901



© Dreamstime



Funded by
the European Union

4. Identifying Signals of Change Where do we start?



Created with Dall-E

Imagine Foresight as an Ocean:

- Drivers
- Trends
- Signals of Change



Funded by
the European Union

Exercise: Finding signals of change

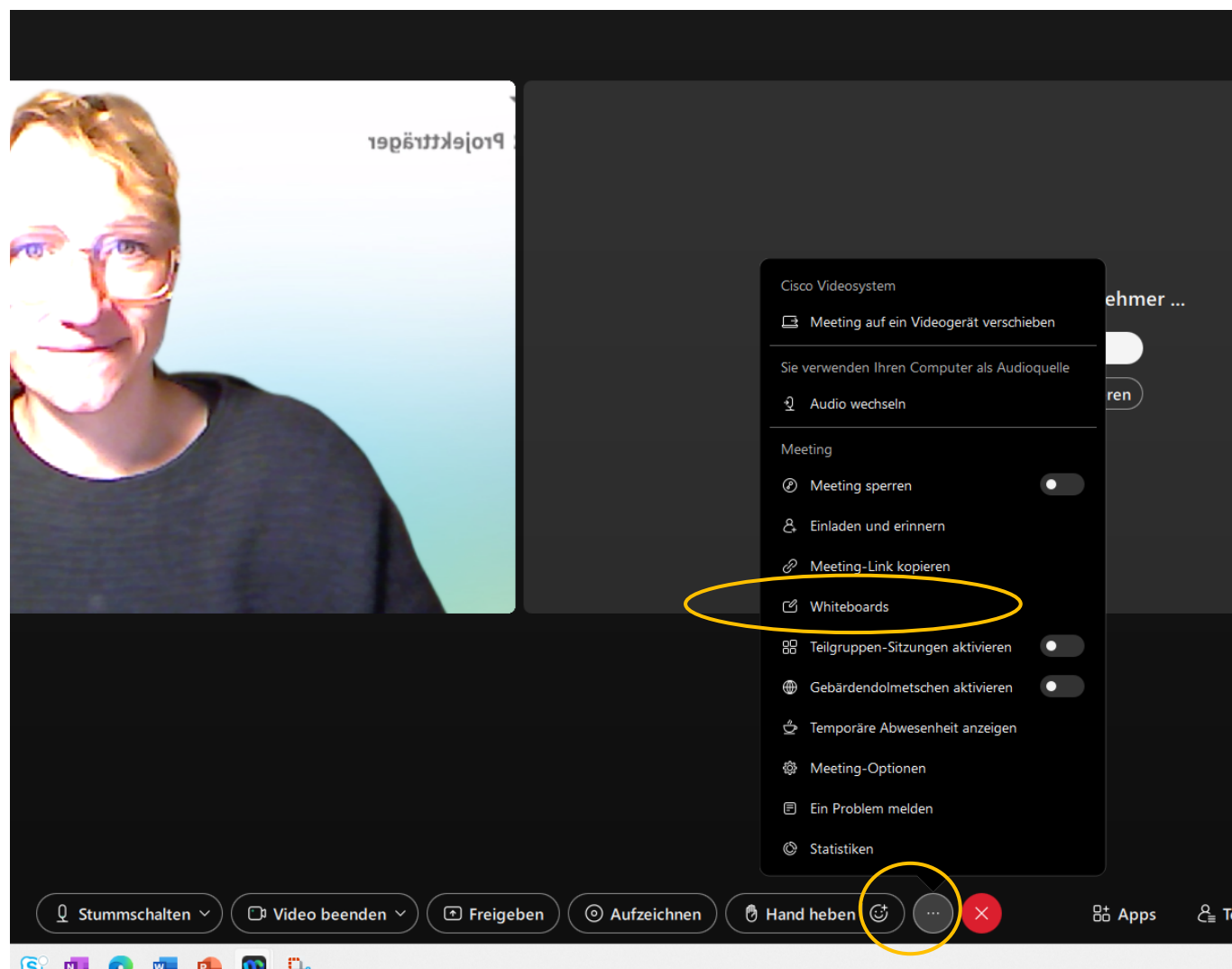
Consider the **future of the Research and Innovation landscape of Ukraine**

1. What early signals can you identify today that have the potential to evolve into significant trends over the next 10 – 15 years? (group discussion 10 -15 minutes)
 - Write down on white board or in chat
2. Can you imagine possibilities beyond that horizon?



Funded by
the European Union

Where to find the whiteboard



Funded by
the European Union

Foresight Method STEEP / PESTLE

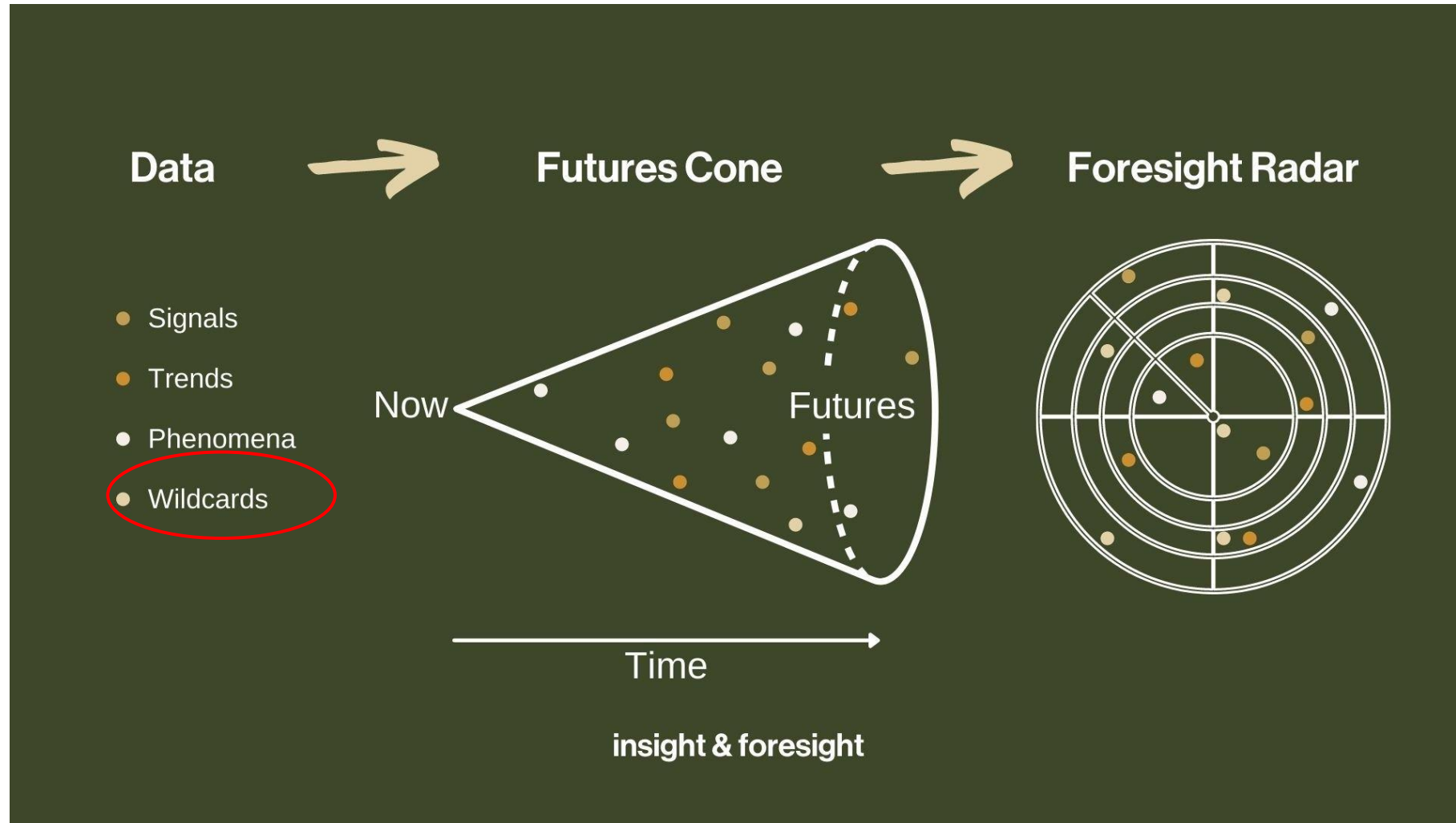


Signals of Change → Megatrends

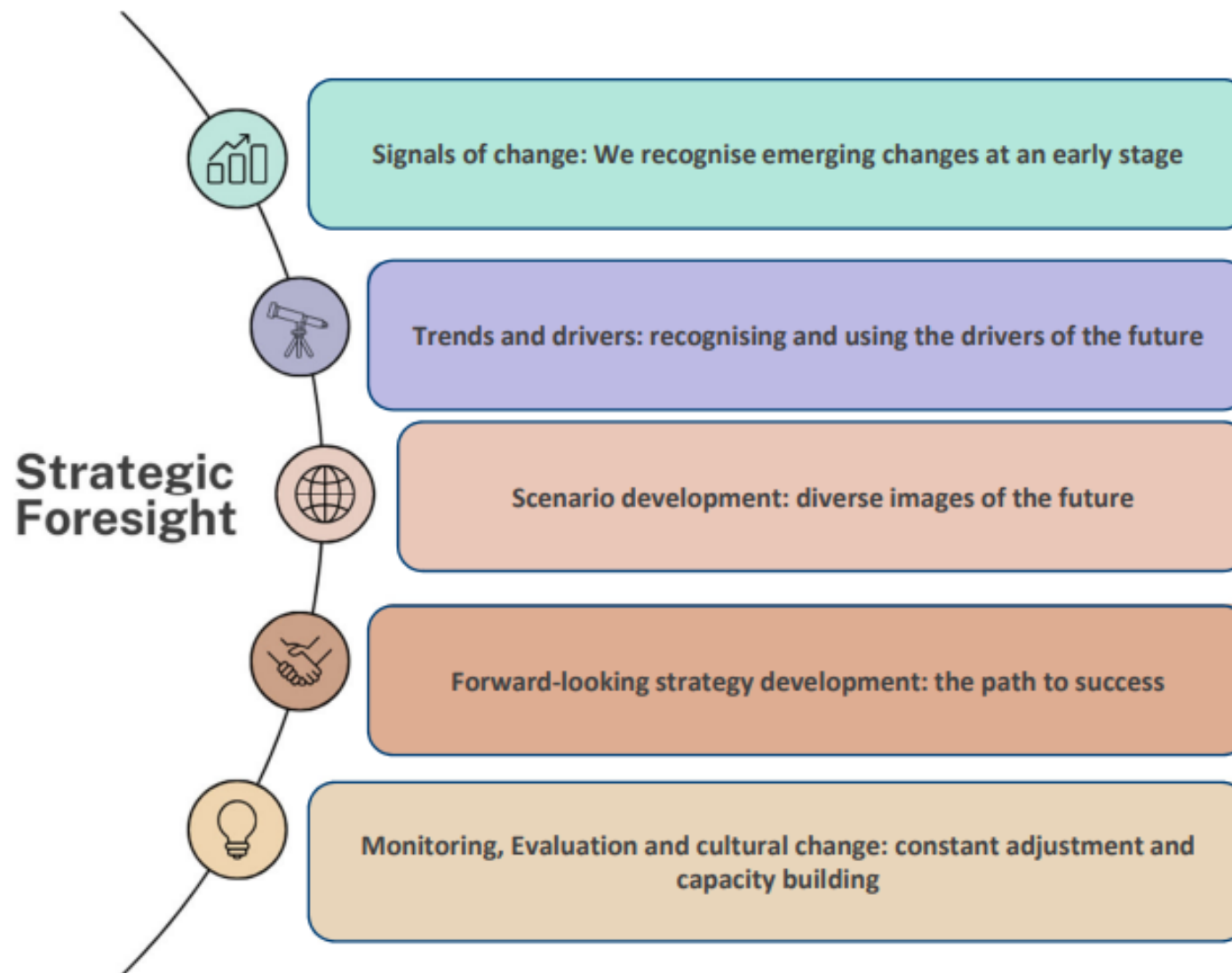


Excercise: Cluster the trends using the STEEP Method

4. Broader context



4. Example



5. Summary & FAQ

- Foresight is more than prediction—it's a **discipline** of actively thinking about, anticipating, and shaping the future.
- It enables the **strategic use of collective intelligence** in a structured and systematic way.
- This approach helps **organizations and policymakers anticipate events** and **adapt more effectively** to change.
- Key tools include the **early identification of megatrends** and emerging issues, assessing their impact on policy.
- Foresight also involves the exploration of **alternative future scenarios**, supporting better planning.

→ In short, foresight is **essential in policy-making to navigate uncertainty** and make more informed, resilient decisions



Funded by
the European Union

Project partners:



Project coordinator



Germany

Responsible for implementation of the capacity building



Austria



Denmark



Ukraine
Lithuania



Ukraine



Ukraine



Ukraine

R&I Funding Agencies



Ukraine



Czechia



Austria



Austria



Latvian Council of Science

Latvia



Estonia



Romania



Poland



Moldova



Georgia



Türkiye

Ministries



MINISTRY
OF EDUCATION AND
SCIENCE OF UKRAINE

Ukraine



Federal Ministry
of Research, Technology
and Space

Germany

Associated partners



Germany



Switzerland



Finland



Georgia



Romania



Funded by
the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or European Research Executive Agency (REA). Neither the European Union nor the granting authority can be held responsible for them.



Funded by
the European Union



THANK YOU!

ДЯКУЮ!

Name Surname
Contact information

Horizon Europe project LUKE
“Linking Ukraine to the European Research Area – Joint Funding
and Capacity Building Platform for Enhanced Research and
Innovation Cooperation”

© Visual elements are used via Canva.com and Shutterstock.com
© LUKE Consortium, 2025



About project