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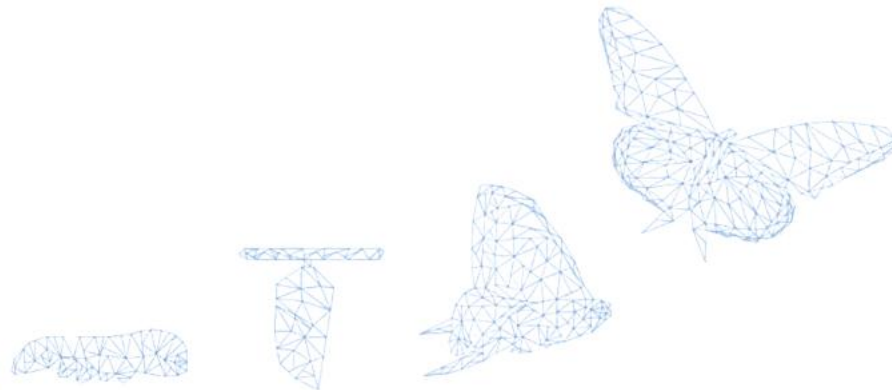


Day 2: From Analyses to Strategy

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The Futures of the R&I System in
Ukraine 2035+
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About project

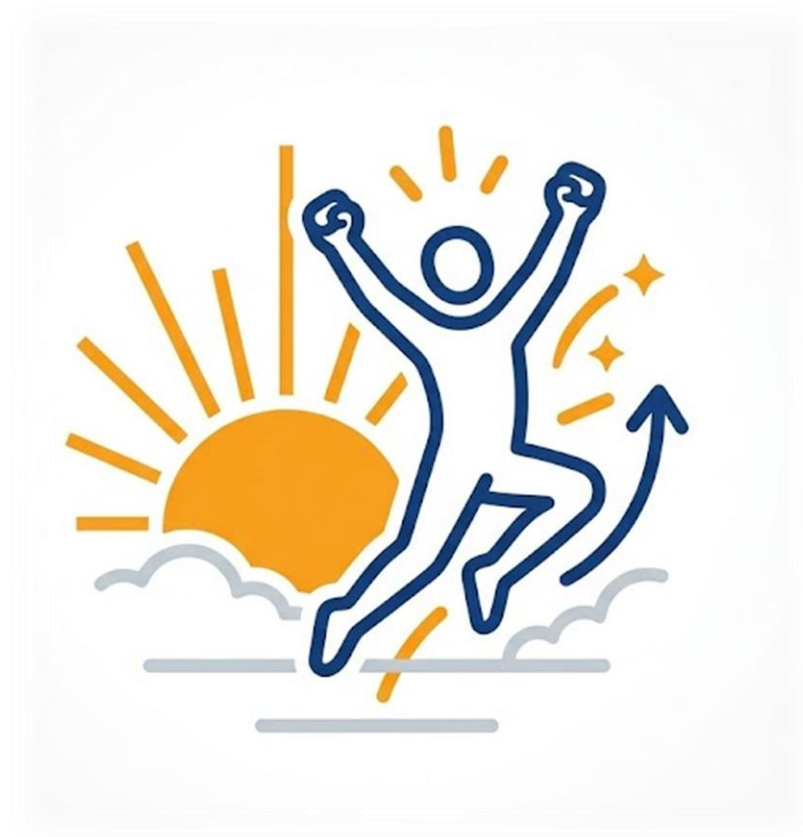
Agenda: From Analyses to Strategy

- 09:00 – 09:15 Energizer & recap of Day 1
- 09:15 – 10:45 Three Horizons: from today to 2035
- 10:45 – 11:00 Coffee break
- 11:00 – 12:00 From horizons to SRIA inputs
- 12:00 – 12:25 Synthesis, next steps & commitments
- 12:25 – 12:30 Closing
- 12:30 Informal working lunch



Source: [Dreamstime](#)

Energiser



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Recap: headline messages from Day 1



- I. **Brain drain is the root cause** behind most other losses named. Departing researchers strip teaching capacity, defence research depth, GDP, and knowledge continuity all at once.
- II. **EU integration deepens faster than** Ukraine builds the domestic **institutions** needed to absorb it (2 separate STEEPV notes flagged this same gap)
- III. **AI cuts both ways across the system.** Research speeds up and productivity climbs, while critical thinking, research depth, and trust in information erode.
- IV. **War** reshapes the research agenda toward **mission-oriented, applied work:** demining, mil-tech, agritech, mental health. Fundamental science and researcher wellbeing carry the cost.
- V. **Science diplomacy** through UKR diaspora: Diaspora scholars, science attaches, and soft-power positioning has the potential to turn brain drain into a channel for influence rather than pure loss.



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Recap: headline messages from Day 1



Theme 1: Talent, workforce and knowledge continuity

(Wheels: youth emigration, acceleration of tech life cycles, science diplomacy)

Theme 2: AI and the changing nature of research work

(Wheels: AI influence on critical thinking, acceleration of tech life cycles)

Theme 3: Ukraine's international research position and governance

(Wheels: science diplomacy, youth emigration; STEEPV political, economic, values)

Theme 4: Research funding, infrastructure and the innovation economy

(Wheels: acceleration of tech life cycles, youth emigration; STEEPV economic)



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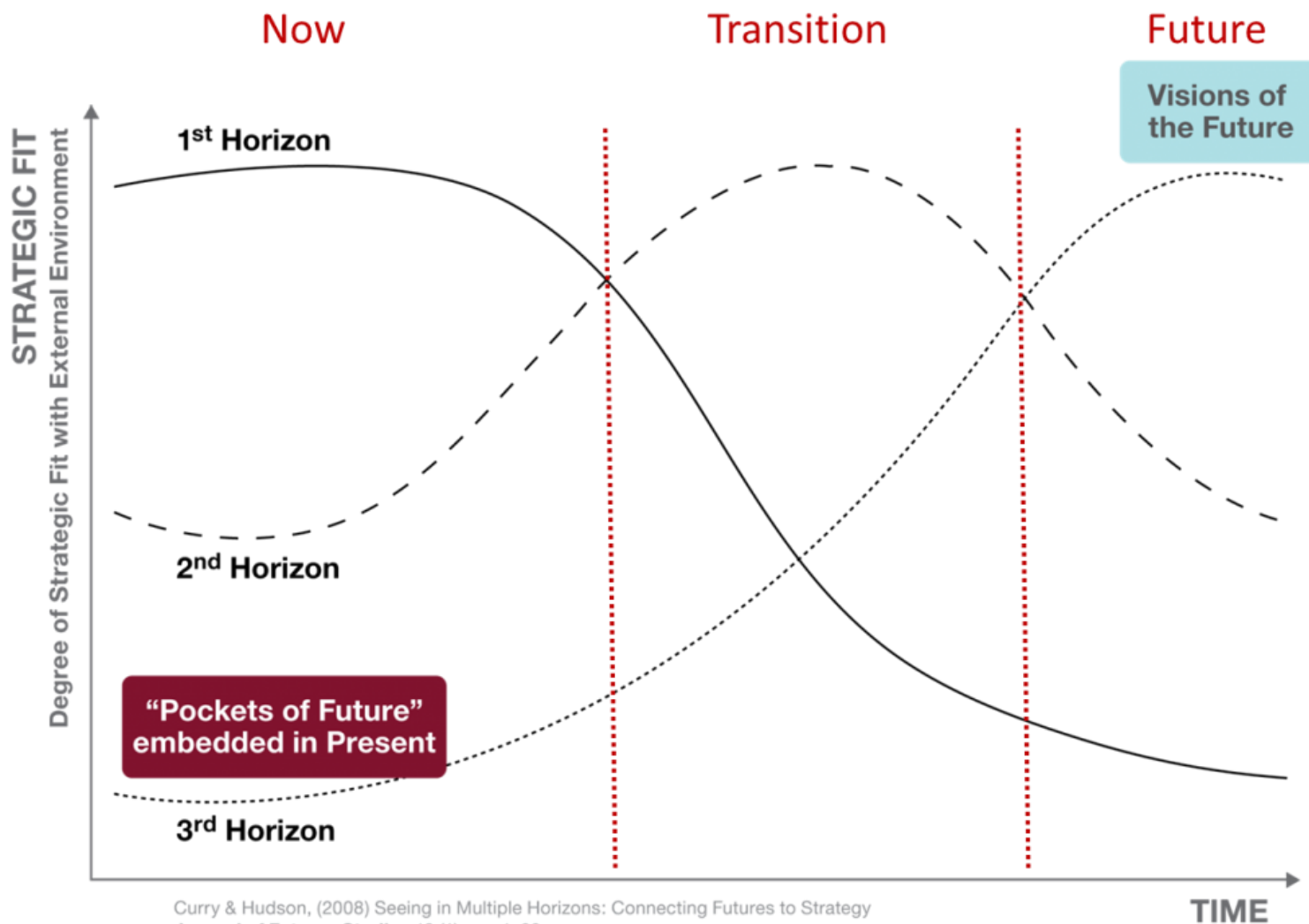
Three Horizons: what it is

Three Horizons

- A method for mapping the path from today's system to a preferred future
- It asks: which **future do we want**, and how do we reach it?
- Connects your Futures Wheel analysis to concrete strategic action
- We work $H3 \rightarrow H1 \rightarrow H2$: preferred future first, constraints second, bridges third
- Output: draft priorities for strategic recommendations



Three Horizons: what it is



Curry & Hudson, (2008) Seeing in Multiple Horizons: Connecting Futures to Strategy
Journal of Futures Studies 13 (1), pp. 1-20

Source: Andyhinesight.com



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The three horizons explained

H1, H2 and H3

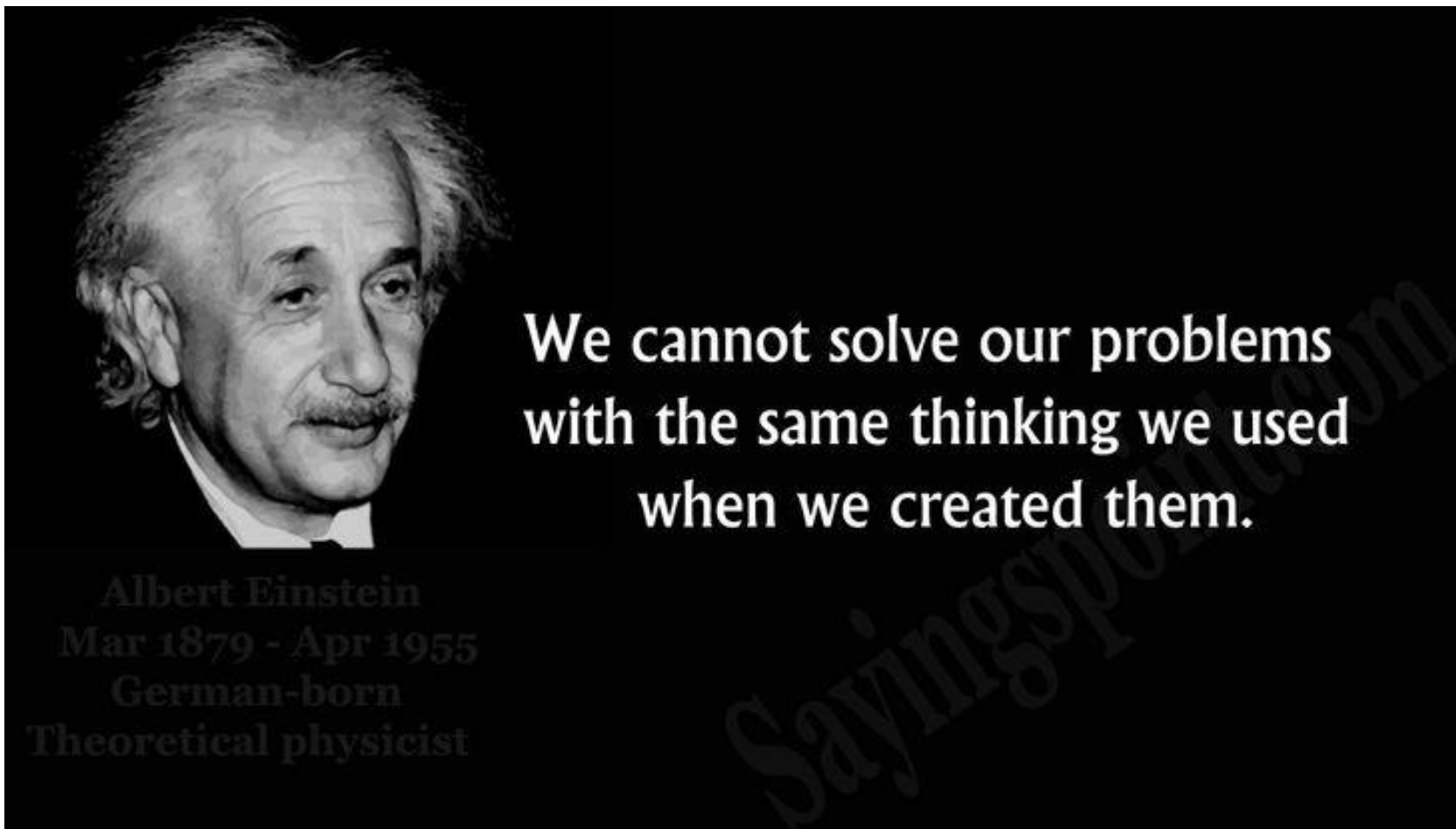
- **H1:** the current system: its dominant features, its strengths, and what is already in decline
- **H2:** transition innovations: what is already emerging but not yet mainstream
- **H3:** the preferred future: the R&I system Ukraine wants and needs in 2035

Elements of H3 are already seeding themselves in H1: the bridges between them are H2

Your Futures Wheel outer ring is the raw material for each layer



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Source: i.pinimg.com



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Three Horizons group work



1. Step 1: H3: describe the preferred 2035 R&I system in concrete terms; include your role card perspective
2. Step 2: H1: describe today's system honestly; draw from the Futures Wheels on the wall
3. Step 3: H2: identify what is already emerging that bridges H1 and H3; address your tension card here
4. Mark one element per layer as your group's top priority



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What / Why / When / Who

From Vision to Action: The Priority Canvas

1. **What**: one specific action or investment, not a general aspiration
2. **Why**: one sentence on why this matters for the 2035 system
3. **When**: at least one milestone date
4. **Who**: actor types responsible (ministry, funder, university, diaspora network, private sector)
5. 3–5 priorities



Canvas group work



- Take your Three Horizons template and identify 3–5 strategic priorities for your theme
- Anchor each priority in your H2 layer
- Fill in all four canvas fields for every priority: What / Why / When / Who
- Two-minute presentation per group: your 3 strongest priorities

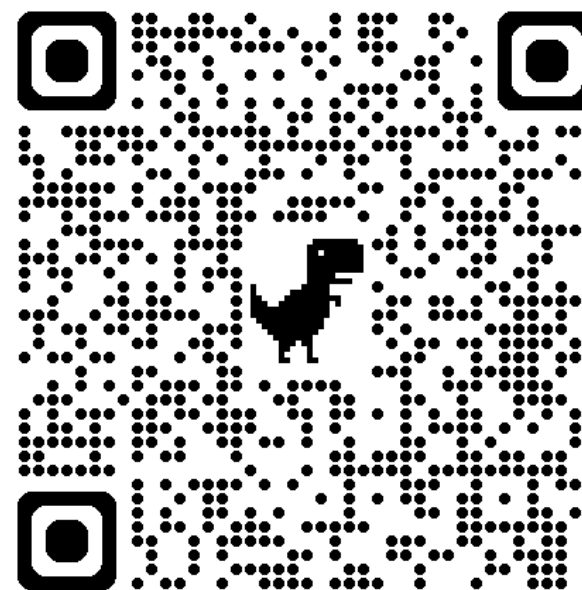
SRIA next steps

What happens to your Work

- All outputs documented and shared with you
- Priorities, templates and Futures Wheel material integrated directly into strategic recommendations
- Next LUKE milestones:

Workshop Reflection – Closing

- What are your takeaways?
- Wrap up





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THANK YOU!

ДЯКУЮ!

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

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