

Warsaw, April 4, 2025

## To whom it may concern,

The Management Board of **4CF The Futures Literacy Company** would like to express our deep appreciation for **Bartosz Frąckowiak**, who served as a **Senior Foresight Consultant** in our organisation between **2022 and 2025**. His work at 4CF was not merely a contribution to analytical and advisory processes, as Bartek co-created new approaches to thinking about the future: going beyond methodological and strategic conventionality, and exploring non-obvious and difficult-to-predict areas of the future.

## Bartosz brought to 4CF a unique combination of competencies:

- **analytical excellence and methodological rigor** at an expert level;
- the ability to **design and test original, hybrid foresight methodologies**, combining systems analysis, horizon scanning, and speculative narratives with cultural and aesthetic sensitivity;
- the capacity to **deconstruct dominant frames of thinking and propose new structures of strategic imagination**, particularly evident in projects where standard analytical models proved insufficient — such as the futures of art, democracy, or metropolitan development;
- **deep orientation in complex, multi-layered socio-technological systems** and the ability to detect microtrends and weak signals whose strategic significance becomes apparent only in the long-term horizon;
- and finally, a **rare talent for synthesizing complex data into narrative forms** that do not oversimplify the future but highlight its complexity, uncertainty, and multidimensionality.

## Among the most significant projects Bartosz Frąckowiak was involved in were:

### 1. European Union Agency for Cybersecurity (ENISA) – Threat Scenarios

For ENISA, Bartosz developed original risk scenarios for cyberattacks targeting commercial satellites, taking into account non-linear relationships between technological development, geopolitical dynamics, and cybersecurity.

### 2. European Union Agency for Cybersecurity (ENISA) – ThreatHunt 2030 Report Update

As a co-moderator, he participated in updating ENISA's key foresight report, ThreatHunt, co-leading workshops and supporting the identification of strategic threats.

### 3. IDEALIST (Horizon Europe)

As project leader on behalf of 4CF and coordinator of the work package dedicated to strategic foresight, Bartosz co-designed the Horizon Scanning process and tools, leading an

international process involving 11 industrial clusters from three ecosystems: aerospace & defence, automotive & mobility, and energy-intensive industries, reaching over 150 SMEs.

#### **4. United Nations Framework Convention on Climate Change (UNFCCC) – Resilience Frontiers (Botswana)**

During a five-day transformative roadmap workshop for UNFCCC, Bartosz co-moderated sessions, leading modules focused on unconventional and transformative future scenarios in a multicultural environment, integrating futures thinking perspectives emerging from the Global South.

#### **5. Geek4Food (Erasmus)**

Bartosz served as the 4CF lead in the international project Geek4Food, focused on mapping future competencies essential for green and digital transformations in the agrifood sectors. He was responsible for designing and implementing foresight training programs and developing future scenarios for the European agrifood sector.

#### **6. Regional Labour Office in Warsaw – Artificial intelligence as a mechanism for creating demand for employee competences and qualifications in the Mazovia region**

As project manager and co-author of analyses, Bartosz co-developed a report on the impact of artificial intelligence on the creation of new and replacement of existing jobs in the Mazovia region, combining quantitative and qualitative research with trend analysis.

#### **7. European Union Drugs Agency (EUDA) – Technology Foresight**

Bartosz acted as project leader for the initiating phase of this foresight initiative conducted for the European Union Drugs Agency, leading the project's initial phase and setting strategic directions.

#### **8. European Union Drugs Agency (EUDA) – Foresight of Synthetic Drugs**

Also as project leader, Bartosz was responsible for the initiating phase of a foresight study focused on enhancing the EU's resilience to changes in synthetic drug markets by 2050. He co-developed the methodological framework and led key preparatory stages.

#### **9. Leading Polish Universal Bank – analysis of strategic elements of the clients' and bank's environment in terms of continuation/acceleration/deceleration of phenomena**

On behalf of a leading Polish bank, Bartosz conducted an analysis of strategic elements of the clients' and bank's environment in terms of continuation/acceleration/deceleration of phenomena of the company's strategy based on the advanced Assumption-Based Planning method. The project involved identifying key strategic assumptions, testing their resilience against systemic disruptions, and formulating recommendations for possible future destabilizations in the financial system and its strategic environment.

#### **10. British Council – The Future of Art Museums and Institutions**

As a co-author, Bartosz co-created reports and future scenarios for art museums and institutions. He designed the foresight process and co-moderated workshops involving leaders of the cultural sector.

#### **11. Lower Silesian Voivodeship – SRWD 2030+ Strategy**

Bartosz designed the methodology for workshop processes for members of the Regional

Working Group on SRWD 2030+ and co-authored the final report with strategic recommendations.

### **12. AGH University of Science and Technology – Trendwatching and Future Studies**

At the invitation of AGH in Kraków, Bartosz delivered workshop and seminar-based classes as part of the postgraduate program Trendwatching and Future Studies. He led modules focused on scenario-building. He placed particular emphasis on fostering students' ability to combine analytical rigor with imagination and narrative responsibility, while introducing ethical dimensions into futures design.

### **13. Signal Forum – Inspirational Speeches**

During the prestigious Signal Forum event, Bartosz delivered four original inspirational keynote speeches, opening the conference's main thematic blocks. His speeches not only provided intellectual context but also framed discussions, offering participants new perspectives, unconventional questions, and departure points for further debates on the future of technology, culture, and society.

### **14. Kulczyk Investments – TomorrowIsNow**

Bartosz prepared strategic insights and substantive materials presented during the TomorrowIsNow debate.

### **15. City of Warsaw – Development trends for the capital city of Warsaw and its metropolitan area until 2050**

He conducted individual in-depth interviews with strategic stakeholders of the city and metropolitan area, identifying systemic trends and key long-term development factors. His analyses constituted one of the data sources used in the report used later in the process of developing a new development strategy for the capital city of Warsaw.

### **16. Pomeranian Voivodeship – Hydrogen Economy**

He co-facilitated workshops with regional stakeholders, focusing on scenarios for the development of the hydrogen economy by 2030, with a perspective extending to 2040.

Bartosz Frąckowiak is distinguished by his unique approach to group work, based on intellectual trust and non-standard partnerships. Under his leadership, traditional models of project work give way to in-depth intellectual exploration - demanding, intense and transformative for all participants in the process.

We recommend Bartosz Frąckowiak with full conviction as a top-class expert. His unique value lies not only in actively participating in discussions about the future, but above all, in creating new methodologies and ways of communication that enable more comprehensive and responsible descriptions of possible futures.

Norbert Kołos, Managing Partner

Kacper Nosarzewski, Partner