Fixing Our Future.

A vision for the future of Manufacturing in Europe 2030.

eit Manufacturing

Co-funded by the European Union

“Stories bring us together, untold stories keep us apart.“

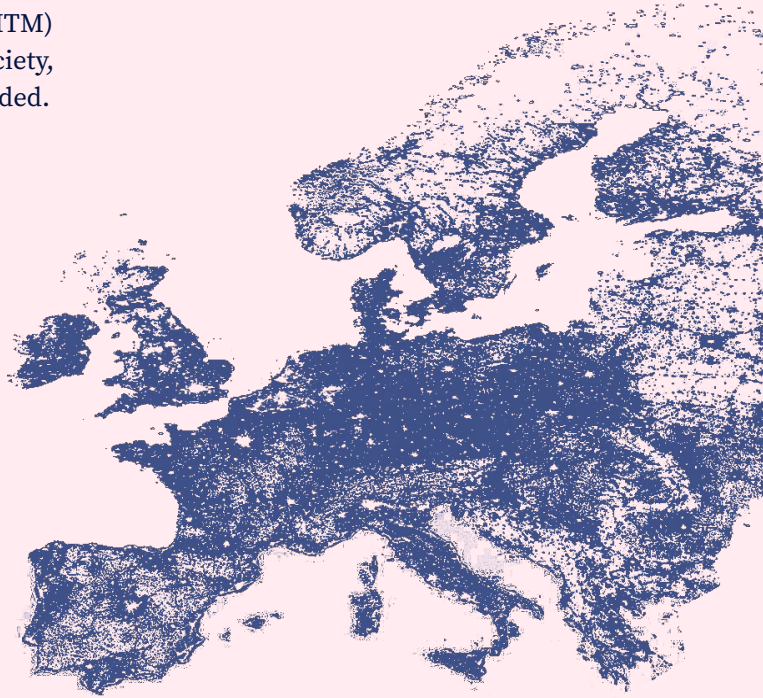
- Elif Shafak

Why a Vision?

For there to be a future of manufacturing, we first need to ensure that there is a planet to live on. Whereas sustainability and tackling climate change were once ‘something good to do on the side’, they are now at the forefront of global conversation as a necessity to address. Climate change will impact everything, including manufacturing. We are living in a time where uncertainty, complexity and volatility are the new normal. EIT Manufacturing (EITM) recognises that this is a crucial moment of transformation that requires all parts of society, industry, companies, academia and people to move together. Manufacturing included.

There are many unknowns and questions in the mind of manufacturers. For example:

- What will be the new skills needed and what to do with the current skills gaps?
- How do we ensure an inclusive future where new generations of employees are inspired to shape the future of manufacturing?
- How to ensure that a fair human-centred transformation is also a green transformation?
- What will we be producing in a future where resources are limited?
- How to create future-proof factories in 2030, considering people, planet and profit?



“ We live in increasingly uncertain times. For many, this is a source of fear; for others, it is a source of inspiration.”

To address these challenges, EITM created an optimistic vision for 2030 that explores a future landscape of manufacturing, understanding the main drivers and forces shaping it. After which EITM tried to imagine and anticipate how different the future might be from today?

To develop EITM's future vision for 2030, we embraced imagination. Imagination requires a shift in mindsets, to let go of the ‘certain’ and to open oneself up to learning, relearning, and unlearning skills and ultimately reimagining a better story. So, in the last couple of months, we have courageously and collaboratively worked with EITM to align towards a shared vision of the future that is an invitation for dialogue and inspires leadership to consider how our decisions of today will impact generations of tomorrow.

‘**Fixing Our Future**’ is this positive, actionable, inclusive and irresistible vision for manufacturing in 2030. It presents an optimistic view of what manufacturing in Europe could become, a shared vision of hope for the present, but also a desired future for generations to come. A vision that can provoke thought among the leadership of EITM as well as inspire action and discussion among relevant stakeholders.

The Context in 2030.

What Europe and the world will be like in 2030 is unknown. Multiple futures are still open. The world today, however, is marked by rapid change. Of technologies, of climate, of certainties. More and more, we see old ‘certainties’ fading – which creates opportunities to reimagine. Sure, some things will still look the same in nine years, but we expect certain drivers to continue and even accelerate and change future landscapes. Values, behaviours, preferences, models, companies, people can change when the benefits outweigh the status quo.

Here is a glimpse of the driving forces that will shape how the world in 2030 might look …

Regenerative Everything

There is no doubt that the world in 2030 will be affected by climate change. How much and in what way is uncertain. But the climate emergency is real and will continue to impact and change everything. Think biodiversity loss and extreme weather events that are already affecting people's daily lives and businesses. The world economy is expected to lose up to 18% of GDP from climate change if no action is taken. The climate crisis motivates and catalyses the desire for systemic change with organisations, governments, and people, not only to mitigate but also to adapt to the new climate realities.

In Europe, we will work and live in these new realities, where issues of drought, heat, shortage, safety and blackouts will become more and more normal. The term ‘regeneration’ has been picking up momentum in the last two years and seems promising for both health and the climate. Regeneration is the replenishing and restoring of what we have lost and building economies and communities that thrive, while allowing the planet to thrive too. We expect that regeneration across sectors and fields will be part of the conversation in 2030.

Ageing & Urbanised Europe

In most European countries, populations are getting older and population pyramids are rapidly changing with the working-age population shrinking considerably. With an ageing population that by 2060 will be 29.5% over 65-year-olds, manufacturing is facing the threat of losing a workforce who has meaningful knowledge. Furthermore, it might be more and more difficult to find people that can work in manufacturing, as there will be less working age people in Europe. Next to the impact of a shrinking population and the increase of elderly in society and work, we are also seeing a divide between rural and urban areas. The growing divide between life in the city and in the countryside will continue to create tensions. We see a rise of (young) people living in cities, looking for freedom of choice, (digital) connectedness and purpose. Young people's choices and preferences are different. For example, the preference for public transport over owning a car. How can we overcome these differences in lifestyle choices, worldviews, and opportunities? How to address all of this in the future?

Post Truth Society

Not everyone's reality is the same. Over the last couple of years, we have seen a rise in polarisation in Europe and we continue to see that people are reshaping how they live according to their own values and their own truth. The divide in society seems to be widening. Globalisation, migration, growing inequality, less security of existence, more conspiracy theories flourishing, and the ongoing coronavirus crisis seem to create divisions in Western societies. Large groups do not feel represented and thanks to social media, they can find one another more readily and easily. At the same time, radical right-wing influencers and politicians know how to reach and play them more and more easily.

Activist Movements Spearheading Change

Over the last two years, the number of protests have grown. These include protesting against the measures to combat the COVID-19 pandemic, the Hong Kong protests, the Capitol insurrection, Black Lives Matter protests and continuous actions against climate change. More and more people are getting frustrated, angry, sick of the blah, blah, blah, and simply tired of waiting. While Greta Thunberg started her school strike for the climate by herself, now we see that people are moving beyond purely individualistic actions as they demand collective action, systematic change and responsibility from brands and governments. People are upping their activist game, their demands, and their needs and feel that they can collectively move beyond pure sustainability towards degrowth, circularity and new values around inclusivity, justice and solidarity for the next generations.

Positive Side of Technology

Once upon a time, not so long ago, the world was disconnected, less complex and infinitely slower. Yet, this is no more. The future of manufacturing will only get faster, and the landscape will be driven by ever-accelerating technologies. Technology is racing forward and will continue to influence our lives well into the future. Yet, technology is both the problem and the solution. Or in the words of Melvin Kranzberg: “Technology is neither good nor bad; nor is it neutral.” In the end, what matters is the intention.

We can see the potential of innovative ideas with the intention to make the world better. Technologies can be used to make our world more sustainable. We can see huge opportunities for green technologies to have an impact and to fix some of the urgent issues we are currently dealing with. Investment in climate tech is continuing to show strong growth, whereas climate tech is not only creating a positive impact in today's world but is also set to create billions in economic value.

When experts predict the future of work, they rely heavily on Artificial Intelligence (AI), machine learning, Industry 4.0 and automation. The conversation has been heavily dominated by a negative narrative of the notion of robots eager to take jobs.

Yet, automation is not new, nor is the fear of losing jobs. We have been here before. The massive factories and assembly lines of the Industrial Age transformed the workforce into mass producers. The Information Age introduced all this mass production to other parts of the world, with information and knowledge transforming the Western workforce into knowledge workers. Technology gave access to knowledge, people became smarter and felt more empowered, more connected, and more entrepreneurial. And that entrepreneurial spirit opens up a range of possibilities again.

So, if the intention is positive, the benefits of technology are undeniable:newfound opportunities can tackle environmental issues, speeding the adoption of the circular economy, improving healthcare, preventing fraud – and many, many more. But we have to be open to see the whole picture and keep an eye out for the unintended consequences. How will this play out in the European manufacturing sector? What choices will be made and how will people relate to technology in 2030?

Global Migration

Sudden and continuous climate emergencies displaced 40.5 million people (climate migrants) globally in 2020 and 216 million people could be forced to migrate within their own countries by 2050 due to climate change, according to the latest Groundswell report from the World Bank. And the number of climate migrants could be much higher since the report does not cover most high-income countries, Middle Eastern nations, small island states, or people migrating to new countries. With millions of people on the run, driven by climate change or political unrest, the world will experience potentially more geopolitical instability, leading to greater inequality.

If European nations manage to flip the narrative around, regarding newcomers, refugees, and migrants, we may possibly see the retreat of both populism and separatist movements as a result, and consequently foster changing attitudes and behaviours around the opportunity of newcomers in Europe.

The Future Of Europe

The future of Europe is unknown. But we have seen Europe is trying to lead and proactively set out policies and ambitions on complex challenges. We have seen the European Green Deal, where Europe wants to become the first climate-neutral continent by 2050. Think of ambitions such as to develop the new global norms on trustworthy AI, ethical guidelines on blockchain or Industry 5.0 as drivers for Europe's transition to a more sustainable, human-centric, and resilient manufacturing industry. If Europe manages to set out a new ‘gold standard' for the most complex, ‘wicked’ technological and social problems of our time, embracing European values and ideals, such as human rights and democracy, in its legal and regulatory framework, it could ensure that Europe is leading, and not following.

A New Paradigm Of Manufacturing.

How do you respond to the changing landscapes in 2030? When we close our eyes, what do we imagine manufacturing to look like in 2030? This chapter describes the essence, the building blocks for the 2030 Vision for Manufacturing. ‘Fix Our Future’ is a hopeful vision, setting out where we imagine manufacturing in Europe is going as we move towards 2030. Within this, three key themes have emerged:

-Ethics at the Core
-Do More with Less
-Connect the Interconnected

While these themes by no means represent the whole picture as we move towards 2030, they help focus our thinking as we set out to prepare the manufacturing sector to meet the needs of current generations without compromising the ability of future generations to meet their own needs.

Ethics at the Core

The manufacturing sector is a big one, and the positive impact that it can create on issues, such as the ongoing climate crisis, gender equality, diversity, privacy, safety, health, amongst others, can become an inspiring guiding star for other industries that want to improve and strengthen their moral and ethical compass. **As we move to 2030, we will start solving problems, not the symptoms.**

With the increase of data-driven software and algorithmic decision-making, it is necessary to understand the technology in all its intentions: the positive and negative elements. For example, it is essential to understand the biases in AI technology and create transparency in data and algorithms as a prerequisite. We need to be able to think critically and act purposefully with the technology and systems offered. We should be much more concerned about the balance of technology and human rights, ethics, and morality. Future workspaces should be dominated by more humanised and mindful technologies that rely on ethical manufacturing and encourage lifelong learning. In the end, it is the moral identity that will be interwoven in the factories. It will be at the core of manufacturing and will impact leadership capacities for 2030. To navigate uncertainties, future leaders will not only have to upskill their moral skills, but also to embrace how to anticipate the future. We hope to see new leadership that mirrors the need for inclusion, empowerment, purposefulness, and ethical behaviours.

Do More with Less

Environmentally sustainable manufacturing has been on top of the list for manufacturers for a long time now. However, faced with wildfires, super storms, flash floods and extreme weather, people already feel that the climate emergency is at their door. The waiting is over. Action is simply too slow and too little. There is no alternative but to be smarter and do more with less. The only way to do this is to move from a human (and self-) centred approach in manufacturing to one where we aim to create a better alternative for both people and the planet.

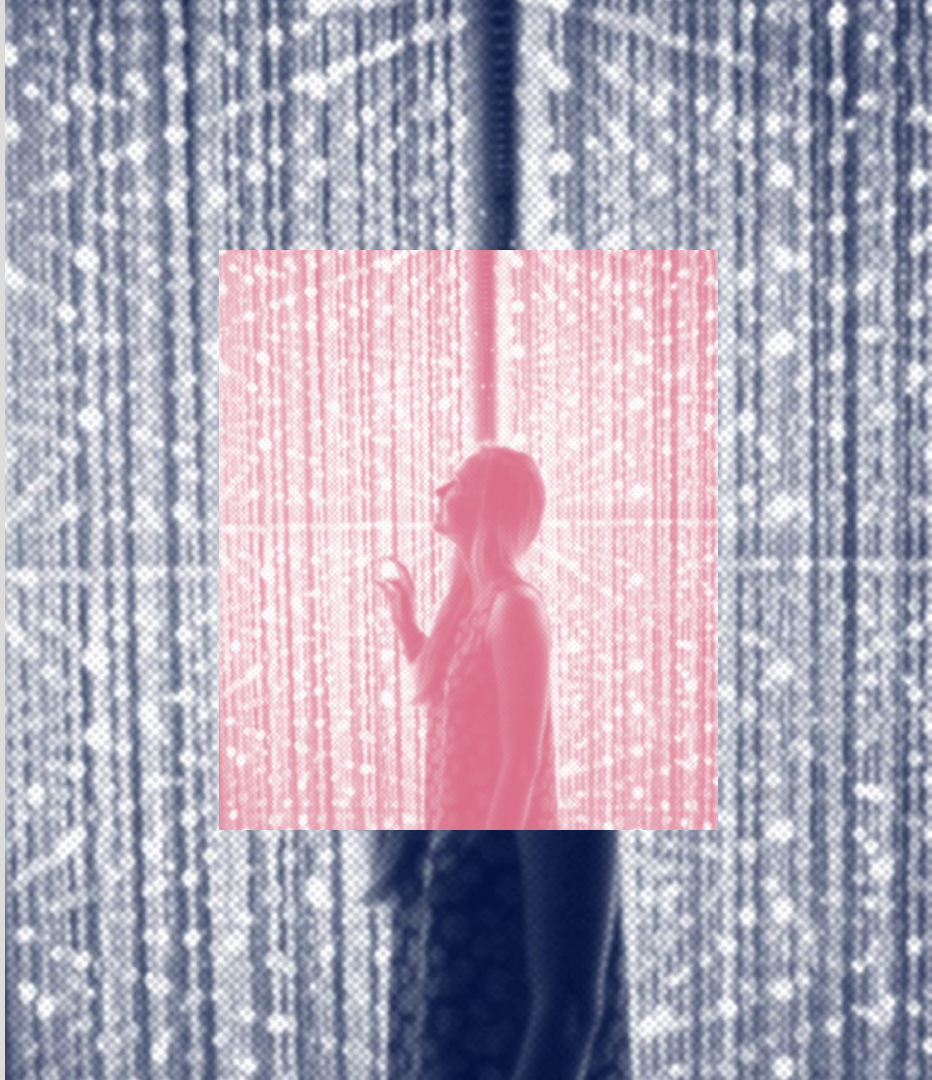
From Ego to Eco.

As we move towards 2030, a just and regenerative mindset will be the key to unlocking new ways of manufacturing, producing, consuming, working, and living. It sets out a new guiding principle: a manufacturing sector that sustains the well-being of all and the capacity of our natural world to replenish itself, while enabling long-term, broad-based prosperity with all manufacturers practising this ethos.

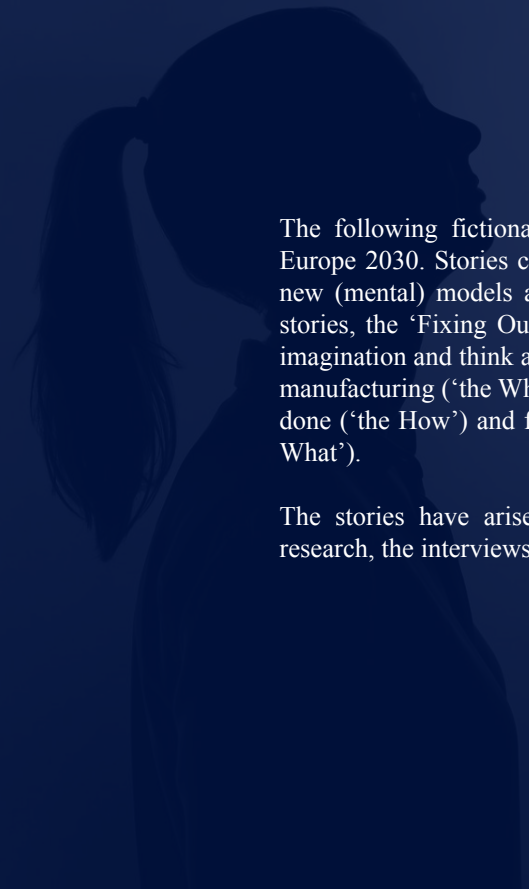
Connect the Interconnected

Within the manufacturing sector, skills and talent are at the top of conversation. Challenges such as retaining and attracting the right talent, with the right future profile and with the right skills are more pressing than ever. How to ensure an inclusive future where new generations of employees are inspired to shape the future of manufacturing? Sure, programmes to reskill and upskill the workforce is key, but our vision is to act as an enabler of interconnectedness.

As we move towards 2030, enabling and building collaboration will be key to survival. We see a world full of ideas and entrepreneurs out there that will bring in new relevant skillsets and profiles. A decentralised landscape of climate tech start-ups, material innovators, digital natives, eco-entrepreneurs that can be part of the innovation of manufacturers from the outside. Seen in other ecosystems of innovations, it is important that there is one hub that serves as the centre point of all these collaborations, enabling innovation and partnerships and connecting the interconnected.



Stories From The Future.

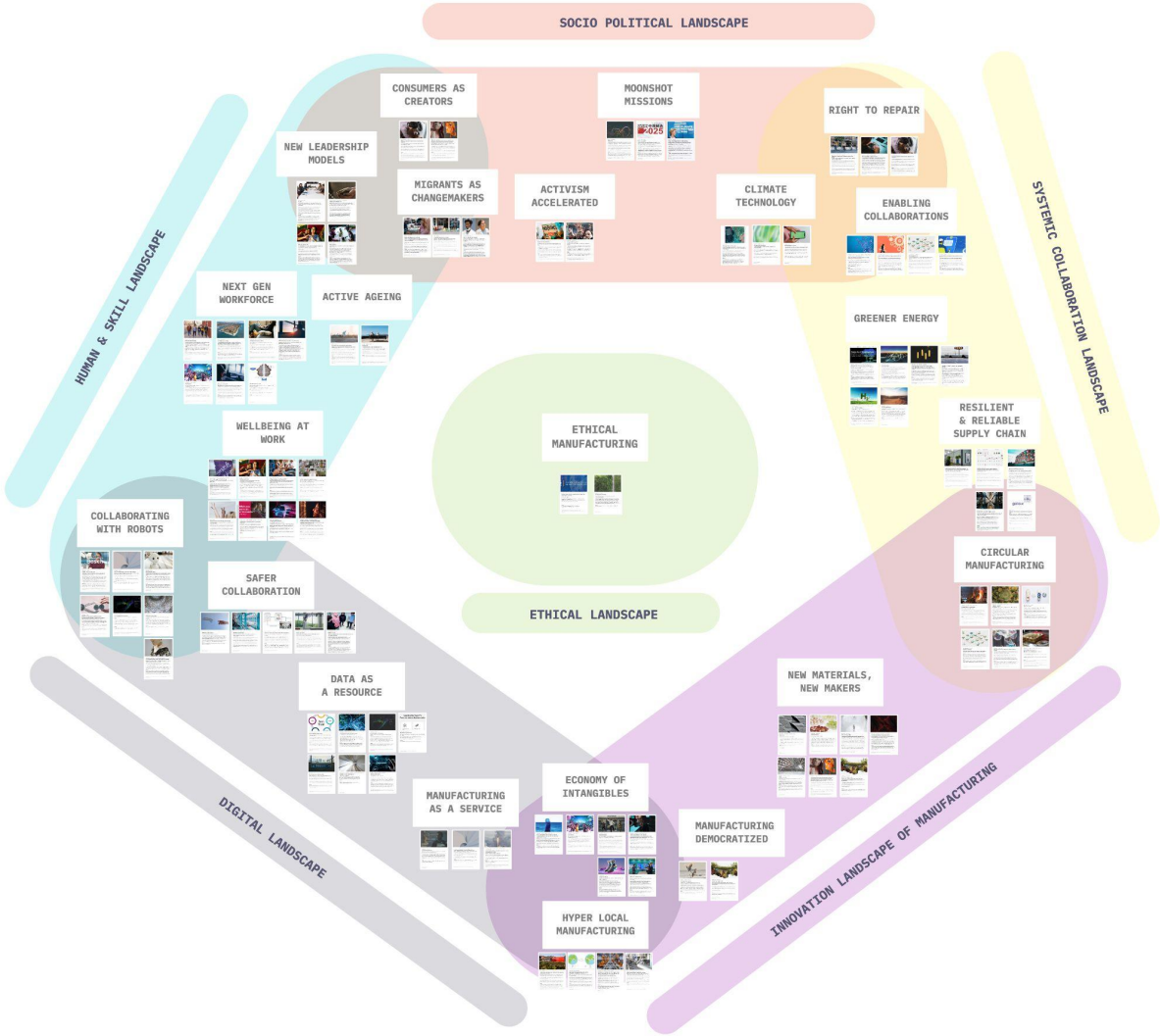


The following fictional stories are snapshots of the future of manufacturing in Europe 2030. Stories can be used as a tool to catalyse change, to inspire, to shape new (mental) models and highlight new values. By telling and listening to these stories, the ‘Fixing Our Future’ vision can be brought to life. Stories to fire your imagination and think about possible “what-ifs”. Stories that tell us about the role of manufacturing (‘the Why’), the skills and workforce (‘the Who’), how things will be done (‘the How’) and future stories around the things that we will be making (‘the What’).

The stories have arisen from the work done in the co-creation processes, the research, the interviews and the dialogues with the EITM core and extended teams.

The Future Landscape of Manufacturing.

Map of insights and signals shaping the Future of the Manufacturing sector.
Link to Miro Board:
https://miro.com/app/board/uXjVOaVzxXk=/?invite_link_id=563138060235)



01

Why a new manufacturing?

Brussels, Belgium 2030.

Mary was looking out of the window after browsing the EITM website for the next conference coming up. The conference this year was focused on ‘Eco-Manufacturing and Responsible Leadership’. Mary smiled when she noticed the women that were speaking, most of whom she knew when they started as entrepreneurs 10 years ago, but now many of them run their own ‘Eco-Factories’. In 2024, the alarm bells went off, when Europe felt the heavy destruction of the ecological balance and reduction of species and natural habitats. Activists and advocacy groups brought legal challenges to national and EU courts, unsuccessfully. The New European Union realised that the Paris Agreement and its targets weren’t going to be met but did too little to really make a dent.

Therefore, EITM decided to act.

The politicians had talked about the topics for years, from environmentally sustainable manufacturing, more women in the workforce, enabling ecosystems of -innovation. But the pace of change was too slow. There was too much talk, and too little action. They had been solving the symptoms, not addressing the problems.

So realising after the first Covid-19 pandemic that the global supply chain issues weren't a consequence of the 'surging demand due to economies recovering from Covid' - but are part of a much larger picture at tipping point, where global demand is outstripping what the Earth's resources can supply. Climate change became EITM's top priority to ensure a sustainable planet for future generations. There was no choice left now but to be smarter and do more with less.

Much has changed since then. Perhaps it was the positive energy unleashed when manufacturers realised that they could be more than a place of production, but rather, a connectivity ecosystem. And as a reaction, many young entrepreneurs started chasing new ideas, started experimenting, and became a part of their own ecosystems of innovation.

Mary saw that many traditional manufacturers jumped on board and embraced this new direction. Many businesses that were used to competing against each other – not only to have the best financial returns, but to have more richness, by moving around the world looking for cheaper resources and countries with less environmental restrictions, had to change course. Of course, this was only forced to be changed when things got upside down.

Businesses then focused on finding new collaborations, creating a business culture of respect for the local culture and the environment. From aiming to be the biggest car manufacturer in the sector to aiming to make mobility sustainable.

Before the EITM conference began, Mary had time to quickly drop in on the weekly meeting of her favourite project on 'Responsible Digital Leadership' in manufacturing. With the continuous digital transformation in manufacturing, more AI and virtual factories were popping up - and it became necessary to learn how to use technology and data responsibly to build trust so that technology is transparent, unbiased, and adapts to humans. Mary was surprised to see how well this project was working. Using VR to understand the many risks and ethical dilemmas related to the use of new technologies in manufacturing helped leadership to rethink ethics in their work. People at the meeting felt that what they were doing was good. A model that other people could learn from.

All of a sudden, Mary realised that the conference was about to start, and she hurried back just to have a couple of minutes left to prepare her talk.

This story of the future is based on the following related Insights.

*To explore in depth these insights and other relevant signals go to www.BespokeHorizon.app

- Ethical Manufacturing
- Enabling Collaborations
- Activism Accelerated
- Greener Energy
- Moonshot Missions
- Circular Manufacturing
- New Leadership Models

02

Who will be manufacturing?

Lodz, Poland 2030.

Joanna was polishing the last details and filters on her career storyboard that will give her access to meeting the factories that will fit her job preferences. It is how we used to date, back in the days, her father had said. Swiping left for the right purpose and lifestyle ‘fit’. Meaning that her values align with her future employer’s, but also indicating her growth potential for living a better quality of life. On her own terms. Because before accepting any job, she closely analyses her potential employers’ intentions, conditions, values and work-life boundaries. It has always been her childhood dream to work in manufacturing. To be part of the solution, to be able to make a positive impact and to be part of making things that last, not creating more of what belonged to the past.

Her father worked in leather manufacturing in Lodz for many years, up until 2022. The heavy industry with the old factories was no longer relevant and they remodelled the factories into an area where people could come to educate themselves and engage with communities that offered ‘share-their-skills’ sessions. The old factories basically became ‘factories for lifelong learning’. That is also where most of her education comes from. Where most of his work was focused on manual labour, her focus has been on intuitive technology, explainable AI and using her gaming experience to work with and within human technology.

Joanna's first informal education had been focused on the actions that created impact to combat climate change and how to battle for an equal, just, and democratic society. Joanna's generation grew up healthier, more creative and confident than their parents. Developing a digital mindset from the start and being raised with an ethical IQ, in a media landscape where activists such as Greta Thunberg were her role model, helped her build her aspirations and expectations for the future. She knew what she wanted. And what she wanted to do better.

Piotr was an HRR consultant (HR changed into Human Robots Resources a while ago) at 'Gabriella' in Lodz. He was staring out the window of the beautiful, naturally designed office, almost like his home environment within the office. It was great to see that the rewilding of the area had been successful and had created a landscape where nature was blooming and everyone could rest and enjoy peace and quiet, do sports, or meditate if they wanted to. In 2021, 'Gabriella' became a B-Corp company and started to manufacture a new range of tights made from recycled fishing nets and marine waste. Since then, business has been booming. And now they are recruiting for new roles in the company and factories.

Piotr is reading some of the text for the job posting, created by his unbiased algorithmic job advertisement generator:

- "...our Lead Human Machine Teaming Manager is an empathic leader, supervising robots and she/he/they will operate at the intersection of people and robots and create seamless collaborations.…" -

Piotr was very happy with that. He was hoping for applicants with strong data-science skills, digital literacy, and ethical capabilities when dealing with AI. Moreover, it is important that the candidate can help bridge data gaps and visualise big data, so that it is more easily explainable to the wider company. Scanning through the rest of the text, the work benefits and packages seemed in line with his vision. Well-being was key, from flexible hours working remotely, to lifestyle approaches that support parenting, caregiving, mental health and physical health. Added to this was also the possibility for lifelong learning if they wanted.

When Piotr became an HRR consultant, there were huge challenges with finding the right candidates with the right profiles in the manufacturing sector. Once they changed the narrative and reframed what and how to communicate, he started to notice a difference. The company started listening to the needs of future candidates with skills they didn't even know they needed in the future. Piotr was thrilled to see that suddenly, they attracted a whole range of diverse candidates, true changemakers with high skills from everywhere in the world! Especially the entrepreneurial skills of climate migrants, which had been proven essential for Poland's new industrial revolution and economic boom. He was proud that their approach had been a true inspiration to other sectors!

This story of the future is based on the following related Insights.

*To explore in depth these insights and other relevant signals go to www.BespokeHorizon.app

- Collaborating With Robots
- Next Gen Workforce
- Active Aging
- Migrants As Change Makers
- Consumers As Creators
- Manufacturing Democratized
- New Materials, New Makers
- New Leadership Models

03

How will we manufacture?

Milan, Italy 2030.

Alberto was happy. All his life, he had been working at one of the biggest car factories in Bergamo, close to Milan. And today, his factory was still there and was setting a new standard for Europe and was doing better than ever. His factory had been one of the manufacturers who recognised early the importance of circular economy as a future strategy. It was not only crucial to save our planet, but it also had the potential to create huge economic advantages. So, Alberto was appointed ‘Chief Circularity Officer’ and as he had been exploring the opportunity for circularity in manufacturing since 2021, he was more than content that this obviously paid off now.

Today, the last coal plant in Milan closes. In 2025, The European Union initiated a programme for a ‘Just Transition’ and it took much effort, negotiation, huge sums of money and overcoming difficulties and barriers between several countries of Europe, to make it happen. And now, all the coal mines have been regenerated and restored environmentally, residents of those areas have been compensated and relentless efforts from climate activists have paid off. Nowhere in Europe is CO2 emitted from thermal coal, electricity is generated only from renewable energy sources and mainly from green hydrogen. All the old factories have been remodeled or demolished.

But Alberto's factory was still there. Alberto was proud that his company had taken the risks by researching flexible remanufacturing models, seeking to reduce waste in the production process and developing their own industry-specific solutions to a future with circular economy as the main economy. In recent years, they re-thought processes, continuously updated software and invested in retooling and retrofitting equipment to run on clean energy sources. It was not easy, and he couldn't have done it alone. He had been reaching out to emerging start-ups, collaborating, and offering them playgrounds to experiment and innovate. In the end, they managed to set up a decentralised closed loop system and put fairness, sustainability, and transparency in the centre of their supply chains with trusted partners who worked together, not apart.

What made him take action? While walking towards the factory floor, he remembers the exact moment when he started to make the ideas tangible. The failed 'green' reconstruction after the first global pandemic of our times laid it bare for him: there were not enough raw materials out there anymore for our constant thirst for more stuff. Extreme weather events will keep creating instability and by producing more electric vehicles in Europe could mean more poverty for the Global South. In other words, the idea of growth no longer worked, he realised. Even if there would be a full transition into a green society, these changes would only have limited success in maintaining the world as we knew it.

They needed to be smarter, do more with less, create shorter supply chains through localisation and create less dependency in a world full of volatility. He believed that investing and learning from green technologies with circular approaches would be the company's best bet to stay competitive on a healthy planet for future generations to come.

03

This story of the future is based on the following related Insights.

*To explore in depth these insights and other relevant signals go to www.BespokeHorizon.app

Data As A Resource	Safer Collaboration
Enabling Collaborations	Right To Repair
Wellbeing At Work	Consumers As Creators
Climate Technology	Circular Manufacturing
Resilient and Reliable Supply Chain	Hyper Local Manufacturing
Collaborating With Robots	Manufacturing Democratized
Manufacturing As A Service	Greener Eenergy

04

What will we manufacture?

Amsterdam, The Netherlands 2030.

Before 2030, thousands of single use products were thrown away as trash, every day. Imagine buying your regular café latte, requiring immense amounts of resources for its manufacturing, only to be enjoyed for less than an hour and then thrown in a trash bin.

Kees was biking through the rain alongside the canals and remembers that he was only 14 years old, when he was protesting in his city of Amsterdam. He was happy that in 2020, the Amsterdam Donut Coalition was initiated, a network of over 30 organisations - including community groups, commons-based organisations, SMEs, businesses, academia and local government - that started to put Doughnut Economics into practice in their work. But it was only after 2025, when water supplies in the driest areas became dangerously scarce, that the city decided that circular approaches were implemented everywhere in Amsterdam.

Kees was now a 23-year-old eco-entrepreneur of a material solution company called ‘Bolt Threads’, located at the old NDSM shipyard in Amsterdam. Once niche, they now became mainstream as he had been actively building partnerships and consortia to help fund and develop his innovative material from the earliest stage. His company developed biomaterials for many brands. They had many successes and showed that it was possible to manufacture products that were environmentally positive and do it in a way where collaboration was key.

Once the circular approaches were implemented, things started to change. Politically, the transformation has been tumultuous, but people and (online) communities were tired of waiting and wanted to see action. The minds of the people and consumers had been altered already for a long time and instead of behaving as ‘consumer’ types they now acted as ‘restorer’ types. The voices of consumers were simply too powerful and through actions, they managed to get funding and green investing programmes directing the money to the brands that were doing right by them. So, what happened?

All of this has led to a hyper-local regional economy in Amsterdam. The city ended up creating a new mainstream economy, where repairability became a ‘universal right’ for consumers, and becoming the hotspot of collaborations between material innovators, makers, greentech start-ups, and eco-entrepreneurial groups who were locking away ever more carbon. Amsterdam was the first area to set an example of a self-sufficient, hyper-local, interconnected manufacturing system.

These developments also affected the energy transformation in Amsterdam. After years of preparation, the wider region of Amsterdam reached energy independence and was capable of producing and transporting its own energy supply and demand.

All power needed for manufacturing, shops, companies, transport and heating homes has been produced sustainably and within its own region. For example, every roof in the region has been covered with solar panels and pipes that once transported gas now have hydrogen running through them. The benefits are obvious: all citizens have clean energy and clean air. While ecological benefits are important for the people of Amsterdam, costs are equally important. And this has been a big help: energy costs are lower than in the fossil fuel era, so it saves them money.

Today, Kees is enjoying his city and the faint breeze as he bikes through the wind and rain. He smiles and leans into it, pedalling harder. He is enjoying this offline experience; it is something different than jumping on his spin bike in the Metaverse for his morning ride in the French Alps. He is excited as he is on his way to his monthly in-person strategy meeting with his co-workers, where they will discuss their ideas of moving parts of their manufacturing facilities into the Metaverse to explore the intangible economy market. They want to trial some of the technology in Amsterdam with consumers. More and more consumers want to buy their sneakers in the Metaverse, and Kees is keen on being part of that innovation. It might just be the next frontier of sustainability in manufacturing - making fewer real products, but focusing more on intangible products...

04

This story of the future is based on the following related Insights.

*To explore in depth these insights and other relevant signals go to www.BespokeHorizon.app

- Right To Repair
- Hyper Local Manufacturing
- Economy Of Intangibles
- Circular Manufacturing
- New Materials, New Makers

A Call To Action.

A Call To Action.

The vision and the stories are snapshots that serve as a guiding star to create our destiny. However, **a vision alone is not enough to achieve change.** To truly 'fix' our future, we need ideas, products, technologies, services and processes that build towards the realisation of these imaginations.

To achieve the desired change, we need to make the dreams, ideas and stories written in '**Fixing Our Future**' happen. Now is the time to transform imagination into reality, to start building a better future for ourselves and for the ones that will come later.

The endeavour to bring the vision to life is a hard one. It requires an unprecedented shift in mindset at all levels. From the shopfloor worker to the policymaker and the employer, we all need to align ourselves and **become a united manufacturing community mobilised towards a greater goal.**

Now, is the right moment to start shaping the real story and each of us can contribute to it. Share this document, the stories inside it, the insights and the signals with your colleagues, friends, and families. Spread it and discuss it. Challenge the stories. Develop an idea. Create a start-up. Close a business. Leave your company. Support an entrepreneur. Share a tweet.

Every action counts.

Teresa Hernández Martin

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