

Table 1: The Hypothetical Cases of Mel and Lisa Excerpted from NESTA 2017

Mel, an imagined 52-year-old restaurant owner in the year 2030

Mel, a restaurant owner from Manchester, has owned her own business and worked in catering for many years. While changing consumer needs have always impacted the industry, most recently shifts have shaped why and how people entertain. Consumers, predominantly millennials emerging as the dominant spenders, prioritize novel and engaging experiences in their spending preferences.

Further, the home is becoming the increasingly predominant venue to entertain, and a greater number of on-demand services are now available through doorstep delivery. While Mel has used some of these services to sell her products, she has had to innovate and diversify what she offers to attract new customers. She has experience in the management and service orientation aspects of her work, but she lacks proficiency in other skills such as designing original and new in-demand experiences.

Lisa, an imagined 39-year-old construction worker in the year 2030

Lisa, a construction worker, entered the workforce in 2007–09. At the time, she saw that green construction was one of the few segments that proved resilient to the market's global recession. After completing an apprenticeship program, demand for her green services grew in the residential and industrial markets. The promise of lower costs, new home energy efficiency policies, and the association of green homes with healthier living all acted as catalysts for growth.

A substantial part of Lisa's work has involved remodeling and refurbishment projects, from fitting water-efficient appliances such as dual-flush toilets, to installing systems that reuse greywater and roofs with solar photovoltaic panels. Gig work in construction, which puts a high premium on strong administration and management, has become even more prevalent in recent years. These skills and others, such as customer and personal service, are increasingly helpful for small businesses like Lisa's. Due to robust demand for green construction, labor shortages have emerged. To encourage entry into the field, Lisa has expanded the number of apprenticeships and serves as an ambassador to local career fairs and schools.