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Composite SWOT Analysis of all Partner Territories (PG105205)

**Hincks Centre
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1. Executive Summary

The Silver SMEs project is co-financed by the Interreg Europe Programme. The project commenced in 2018 and will run for a total of five years. Interreg Europe, being a territorial programme, strongly encourages close cooperation between regions of EU Member States to develop policy and deliver policy objectives.

The principal focus of the project is on policy formation in the thematic area of growing the participation and engagement of Small and Medium Enterprises (SMEs) in the European Silver Economy, which has been valued at €3.7 trillion per annum. The Silver Economy represents the purchases of products and services by older adults over 50, many of whom have more disposable income than their juniors.

The project has a number of distinct yet closely linked work packages, each of which feed into the development of policy recommendations which target core strategic planning documents in each of the participating territories. All of the territories have significant peripheral, rural, mountainous or coastal regions. Age dependency is also a growing phenomenon in all areas.

Territory	Partner
The Province of Teruel, Spain	Diputacion Teruel
Ave Inter-municipal Community of Portugal	CIM do AVE
The Southern Region of Ireland	Cork Institute of Technology
Cohesion Region Zahodna Slovenia	Soca Valley
The Province of Burgos, Spain	Sodebur
Hauts de France region of France	Eurasanté
The Province of Dalarna, Sweden	Dalarna
The Lubuskie Voivodeship, Poland	ARR Lubuskie

An early deliverable in the project is the completion of eight territorial SWOT analyses. A SWOT Analysis studies the Strengths, Weaknesses, Opportunities and Threats within a geographic area. These studies feed into other essential project elements, such as, a close engagement in each region with key stakeholder groups, the identification and exchange of good practices, and ultimately the development of a series of policy recommendations and action plans for each territory.

The SWOT sets out to assimilate extensive qualitative information as possible from persons who are well placed to offer highly valid opinions and recommendations. This composite SWOT study provides an overview of partner studies in eight of the Silver SMEs partner territories. The ninth partner is Euromontana, representing Europe's mountainous areas and due to its role as an advisory partner rather than regional partner, was not required to undertake a SWOT analysis.

The methodology employed in the Silver SMEs SWOT studies was one of Structured Interviews. In the structured interviews, all respondents in all regions were asked an identical set of questions.

These questions targeted different thematic sections, addressing the following areas of interest:

1. Researching the familiarity and preparedness of SMEs for the Silver Economy.
2. Examining attitudes to ageing and economic activities of older adults.
3. Examining Training Opportunities for SMEs and also for older adults.
4. Identifying good practices and existing policy instruments.
5. Identifying the strengths, weaknesses, opportunities and threats of the Silver Economy.

The structured interviews were undertaken face to face with respondents, with the objective of maximising the levels of highly qualitative responses. Answers in all cases were recorded and then transcribed to an online data platform with functionality to apply statistical measurements to the data collected.

The respondents in the SWOT Analysis were drawn from members of the Quadruple Helix. These are recognised as four pillars of society:

1. Industry, represented by different SMEs.
2. Higher education and research organisations.
3. Social partners/ civil society represented by citizens in their own right.
4. Policy Makers, represented by governmental bodies and developmental agencies

Numerically, five members represented every pillar of the Quadruple Helix in every partner region. Each partner undertook structured interviews with a total of 20 respondents each. This, in turn, resulted in a total of 160 interviews with key personnel across the project. Respondents were actively encouraged to provide as many observations, recommendations, criticisms and comments as possible, with a view to having a rich pool of informative research data available to the project.

This document is a composite SWOT Analysis. It gathers all of the regional SWOT studies and the data collected into one study, thereby providing valuable transnational overview of the Silver Economy, and the potential for SMEs to develop new business based on the Silver Economy, which has been described as the third largest economy in the world.

Additionally, this composite SWOT looks at the Silver Economy from both a demand perspective and a supply perspective. The demand issues relate to how economically active older adults are in the regions investigated, while the supply issues relate to the levels of awareness in enterprises of the opportunities of a growing cohort of older adults and the positioning of such enterprises to develop and sell products and services to older adults.

Section 5.1 of this study *researches the familiarity and preparedness of SMEs for the Silver Economy*. In general, the findings of the composite SWOT analysis are from an awareness perspective, a high level of concentration presently emphasises the threats of a growing number of older adults in Europe. This is founded on the statistical reality that by 2060, dependency ratios in Europe will double. In 2020, for

every four working adults there will be one dependent person and by 2050, every two working adults will have one dependent person.

Much less prevalent, in terms of awareness, is the recognition of the opportunities presented by a frequently wealthy group of older adults who remain physically and economically much more active than those of earlier generations

Section 5.2 of this study examines the attitudes to ageing and economic activities of older adults. Here the study finds that national differences do exist in terms of how older people are regarded. While some partners' economies view older adults as potential assets, in a number of economies they are regarded primarily as liabilities.

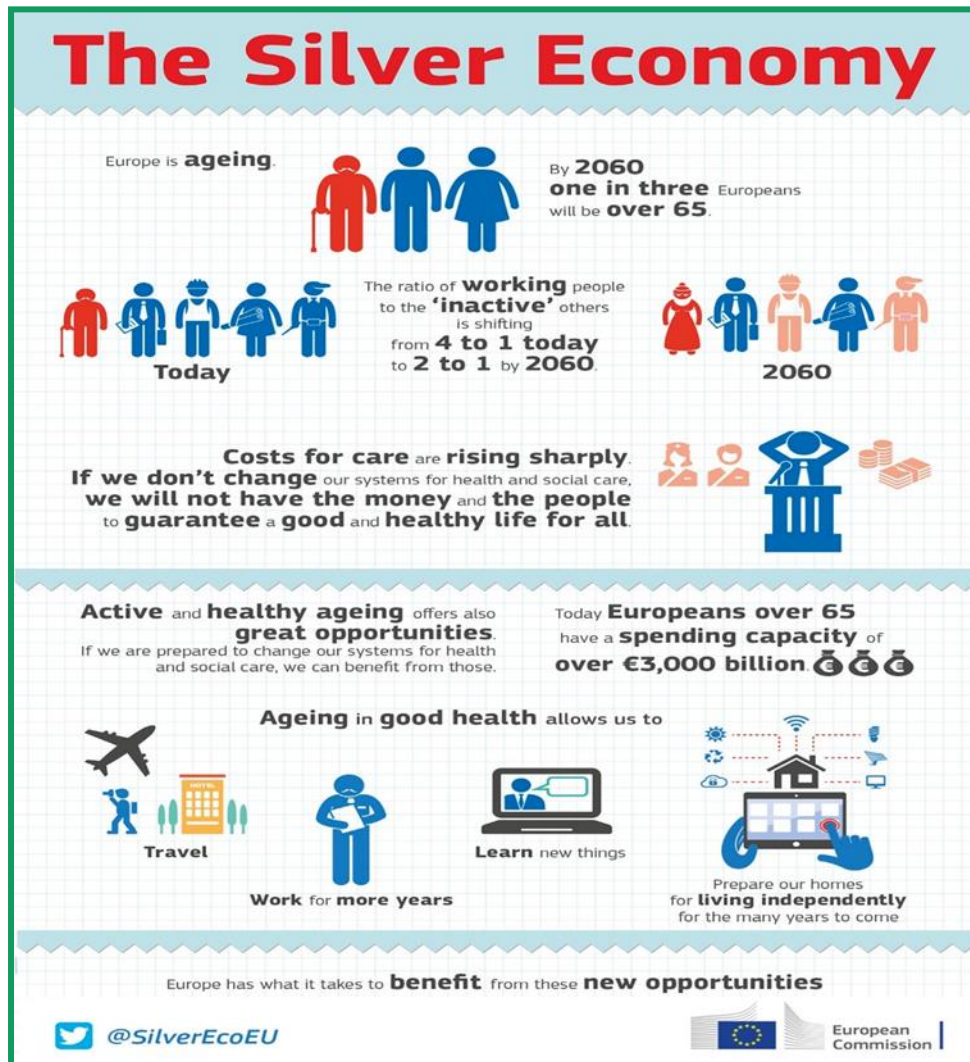
Section 5.3 examines training opportunities for SMEs and for older adults. A strong training deficit is reported in many regions. Of interest, is the difference of views expressed by different pillar representatives within the Quadruple Helix. The study suggests that Policy Makers do not have a strong focus on the development and on the potential of the Silver Economy and, hence, are not presently focussing on policies promoting new opportunities for SMEs.

Section 5.4 identifies good practices and existing policy instruments. Good practices are predominantly focused on older adults and not on opportunities for enterprises. The methodology of the studies by encouraging a discursive engagement in every region, has already generated more emphasis on what is possible by way of proactive policies to both encourage older adults to remain economically and independently active for longer; and how SMEs can begin to familiarise and focus on new opportunities.

Section 5.5 identifies the strengths, weaknesses, opportunities and threats of the Silver Economy. This section provides an analysis across all of the regions on the most evident aspects and these are placed in a hierarchy based on the views of all transnational respondents.

Section 6 concludes the report and shows that, across all regions, there is a strong level of interest expressed by members of the Quadruple Helix to remain engaged with

the Silver SMEs project. This section also offers some potential suggestions on policies to carry forward to the next research phase of the project.



2. Acknowledgements

The authors of this report would like to acknowledge the contribution of all the respondents, the interviewers and those who transcribed the information to the platform, across all 8 EU partner regions.

This printed publication reflects the author's views only and the Interreg Europe programme authorities are not liable for any use that may be made of the information contained therein.

3. Introduction

The Silver SMEs project is co-financed under the Interreg Europe Programme¹ 2014-2020. Partners are geographically located throughout the European Union (EU) and represent different sectors addressing regional development, higher education and research, healthcare and remote communities. Figure 1 provides details of the locations of each regional partner and additionally, *Euromontana* (Brussels), which is the European Association of Mountainous areas is an advisory partner. The project commenced its work in June 2018 and will run for a period of five years. The objective of Silver SMEs is to contribute meaningful and tested policy inputs to identified national, regional and local action plans.



Fig 1. Map of the SilverSMEs Partner Locations

¹ (Interreg Europe, 2018)

3.1 Overview of each Partner Region

A brief overview of each region is presented below. The findings of each partner report, which includes the Strengths, Weaknesses, Opportunities and Threats (SWOT) are presented throughout this report.

Lead Partner - Diputacion of Teruel, Spain

Teruel is a Spanish province located in the North-Eastern area of the Iberian Peninsula. It is the southernmost province of the Aragonese region. Its capital is the city of Teruel. The province of Teruel borders the provinces of Zaragoza to the North, Tarragona and Castellón to the East, Valencia and Cuenca to the South and Guadalajara to the West.



The area of the province is 14,809 km² and it has a population of 135,562 inhabitants² of which a quarter live in the capital. The province of Teruel currently comprises 236 municipalities and most of these municipalities have a small population (<100 habitants). The most important municipalities of the province, after the capital (Teruel), are Alcañiz, Andorra, Calamocha, Calanda and Utrillas.

In 70 municipalities (30% of the total of the province) more than 40% of the population is 65 years old or more³. This generates challenges relating to ageing populations, potentially in time leading to severe levels of depopulation and rural exodus.

CIM do Ave, Portugal

Ave Inter-Municipal Community (CIM do Ave) is located in the Northern region of Portugal and covers an area of 1,541 km². This region integrates 8 municipalities. With a population of 415,671 inhabitants (2016), the territory has a population density of about 269 habitants/km²,



² (INE, 2017)

³ (IAEST, 2014)

which places the region as the most populous territory in the Northern Region, just after the Porto metropolitan area.

According to the 2011 Census, CIM do Ave has a resident population of about 425,000 people. Although it represents only 6.8% of the territory of the Northern Region and only 1.6% of Portuguese territory, Ave accounts for 11.5% of the northern population and 4% of the national population. It is therefore, in relative terms, a densely populated area: its 293 people per square kilometres far exceed the 173 registered in the Northern Region as a whole and it is about two and a half times the 115 people representing the national average.

The population in Ave is ageing considerably. There are 93 people of 65 years old (or older) per 100 people under the age of 15, an indicator known as the "ageing index", which is 113 in the Northern Region and 128 in the country. There are 21 people in that age group for every 100 people between the ages of 15 and 64. The "dependency ratio" of the elderly is 25.2 in the Northern Region compared to a dependency ratio of 28.8 for Portugal.

Industry is the main economic activity of Ave. In 2011, the 5,389 industrial companies with headquarters in Ave employed 70,236 people, generating a Gross Value Added (GVA) of €1,389 million and a turnover of €4,950 million.

In the industrial structure of Ave, textile and clothing occupy a position of clear prominence. In the textile sector, Ave continues to be the main production centre in Portugal, being also an important pole of clothing production. In 2011, 59% of the people working in the industrial companies based in Ave worked in the textile and clothing sectors, a figure that rises to 68% when added to the leather industry (including footwear). Analysing the structure of the industrial GVA of Ave, clothing occupies the third position and is being surpassed by the textile industry and the manufacture of rubber and plastic goods. It follows footwear, food industries and the manufacture of metal products. The total of these six industries represent 80% of the companies, 84% of the personnel employed, 82% of the turnover and 83% of the GVA.

Enterprise diversification is an important aspect of regional economic planning with an objective to promote economic and social development and to improve quality of life.

Cork Institute of Technology (CIT), Southern Region of Ireland

There are three NUTS (Nomenclature of territorial Units for Statistics) at level 2 regions in the Republic of Ireland. They include the Northern and Western, Eastern and Midland and Southern regions. This analysis is based on the Southern region. The Southern region includes nine counties: Clare, Tipperary, Limerick, Waterford, Kilkenny, Carlow, Wexford, Cork and Kerry⁴. The Southern region of Ireland consists of the following Strategic Planning Areas (SPAs):



- ◆ South-East SPA - Carlow, Tipperary, Waterford City and County, Wexford, Kilkenny.
- ◆ South-West SPA - Cork City and County, Kerry.
- ◆ Mid-West SPA - Clare, Limerick City and County, Tipperary.

The density in the Southern region⁵ is approximately 50 persons per km² in a region of 29,653km². Large industry, major public services, health care and third level education services are mainly centred in the Cork metropolitan area (Ireland's second largest city). The Southern region is home to two Universities (University College Cork, University College Limerick) and five Institutes of Technology (Limerick IT, Cork IT, Tralee IT, Waterford IT and Carlow IT). Approximately 150 international corporations have a presence in Cork in sectors such as ICT and Pharmaceuticals. The region's most prominent indigenous industries include Agriculture, Tourism, Food Processing, Fishing, Aquaculture and Brewing. Cork and Limerick cities are age friendly cities and actively promote age friendly initiatives for the older population.

⁴ (CSO, 2018a)

⁵ (SRA, 2018)

Real GDP grew by 7.2% between 2016 and 2017 and totalled approximately €73,243 million in 2017⁶. GDP per Capita at current market prices was approximately €61,000 for the Irish economy in 2017⁷. The unemployment rate (15-74) for the Southern region was 6% in Quarter 2, 2018. The employment rate for this region was 94%, which is comparable to the national rate⁸.

Soca Valley, Slovenia

Cohesion region Zahodna Slovenija (West Slovenia or SI02) is located in the Alps and it stretches across the Karst area, partly across the Dinaric Alps and ends at the northern part of the Mediterranean with 47 km along the coast of the Adriatic Sea. The only national park in Slovenia, Triglav National Park (TNP), is in the Alps and covers an estimated 880 km². Two Pan-European transport corridors intersect at Ljubljana, the capital of Slovenia. The region has two of the major transport hubs in the country: the international port of Koper and the international airport Jože Pučnik near Ljubljana⁹.



Cohesion region West Slovenia covers an approximate area of 8.061 km² and groups the 4 statistical regions of Obalno-kraška, Goriška, Gorenjska and Osrednjeslovenska with Ljubljana. Cohesion region West Slovenia includes 64 municipalities and is more developed compared to the other part of Slovenia called Vzhodna Slovenija (East).

West Slovenia has 977,163 inhabitants in 2018, approximately divided between men and women, who live in 385,505 (private) households. In the region, there are 69,743 foreign citizens - 75.3% from former Yugoslavia, 15.3% from EU and 9.4% from other countries. Most of the population has secondary education (26%), finished high school or secondary vocational school (17%), or higher education (19%). Trends in the last few years show that the number of inhabitants in the region is increasing. The natural increase in 2017 was 948, which shows that the number of live births is higher than

⁶ (CSO, 2018b)

⁷ (Statista, 2018)

⁸ (CSO, 2018c)

⁹ (Kohezijski e-kotiček, 2015)

the number of deaths (SURS, 2018). In the first half of the year 2018, there were 187,343 people age 65 or more¹⁰.

The Province of Burgos, Spain

The province comprises of 371 municipalities, with a total population of 358,171 inhabitants. Of these 82,714 persons are over the age of 65 representing 23% of the total population. Rural areas of the province have a population level of 114,405 representing a population density per kilometre of 8.36. 31,021 persons over the age of 65 years live in rural areas of the province and this represents 27.1% of the rural population.



Employment in the services sector predominates in both urban (65.93%) and rural areas (48.72%) of the province. Industry provides 23% of all employment, while the building sector employs 6.41% in urban areas and 10.86% in rural areas. The agricultural sector employs 4.96% in urban and 17.85% in rural areas. The unemployment rate for the province is 10.45%, which is lower than the Spanish national average of 14.55%.

Hauts de France, France

Northern region Hauts-de-France is classified in NUTS level 1. Even though the Silver Economy is over 50 years old, the statistics departments and other organisations in France qualify a person as a senior when reaching 60 years old and older. Hauts-de-France region has a large number of senior inhabitants, with 1.3 million 60 years plus in 2012 (out of a total population of 6 million). While 60% of this population live in the major urban centres, they are overrepresented in sparsely populated regional areas. This increased presence of older adults in rural areas is partly a result of home choices but is also due to the departure of younger people from these areas.



¹⁰ (SURS, 2018)

The number of older adults will increase by a third in 2030, to reach 1.7 million people. This represents an increase of over 30% from 2018. This change will predominantly take place in long established settlements within the region. By contrast, new settlements, predominantly in urban areas, are showing a reduced age demographic.

The region has 10% of the French elderly population (equivalent to the Provence Alpes Cote d’Azur region). By 2030, more than 25% of inhabitants will be elderly (compared to 20% at present). The median income of the elderly is lower than the national average, with many older adults having modest income. A concentration of this population is in the north of the region while younger and more affluent older adults live on the coasts and in Picardy.

Dalarna, Sweden

Dalarna has a total population of 286,165 persons, 24% (68,718) of whom are aged 65 years or older. The population of the rural areas is 89,695, 27% (24,291) of which are aged 65 or over. While the total population 65+ dependency ratio is 40.6%, the old age dependency ratio is higher in rural areas at 47.48%.



Providing 69.5% of total employment, the services sector dominates local enterprises, however the breakdown of employment in rural areas is 17.85% agriculture, 10.86% in building and construction, 22.57% in industry and 48.72% in services.

The unemployment rate in the region is at 6.1% for the third quarter of 2018, which is slightly less than the national rate at 6.2% for the same period.

Lubuskie Voivodeship, Poland

At the end of 2016, Lubuskie Voivodeship was inhabited by a total of 1,017,376 persons, including 198,595 retired persons (19.5%), while at the end of 2015, a total of 1,018,075 people lived in the region, including 190,913 retired people (18.8%). The percentage of older people



increased in 2016 by 0.70%. A fourth year of decrease in the population was also reported, coupled with a second year of negative birth rates.

As a result of demographic and social changes, thanks to the improvement of living conditions, better nutrition, and wider access to health care services, there is a dynamic population growth in the post-working age population (men aged 65 and more, women aged 60 and more). In Lubuskie Voivodeship, in 2016, the majority (58.16%) of post-working age people were women. Taking into account the place of residence, more people of this age lived in cities (69.46%). In 2016 in Lubuskie Voivodeship, the average life expectancy for men was 73 years, and for women 81.4 years. In comparison to 1990, life expectancy has increased by 7.8 years for men and by 6.8 years for women. Life expectancy parameters for both men and women are more favourable in cities.

3.2 Silver SMEs

The Silver SMEs project, from a policy development perspective, addresses the topic of the ‘Silver Economy’. The term represents the purchasing power of older adults (aged 50 +) within the overall EU economy and, especially, within the local economies of the partner regions. A number of factors, not least of which is the projected demographics of the EU over the next 20 years or so, drives the concept and indeed the potential of the Silver Economy. The tenet of European strategies is two-fold,

- ◆ To maximise the potential of spending power of older adults and
- ◆ To encourage continued active economic participation of older adults within the overall European economy.

The current population of the EU-28 is approximately 500 million persons and a recent report entitled *People in the EU: Who We Are and How Do We Live*¹¹ presents a population pyramid showing a very large cohort of persons above the age of 50 years, coupled with a declining EU population. As Figure 2 shows, within the next 40 years,

¹¹ Eurostat, 2015

dependency ratios will significantly change, whereby for every two persons of working age, one person will be retired. This has very obvious policy implications for the European economy.

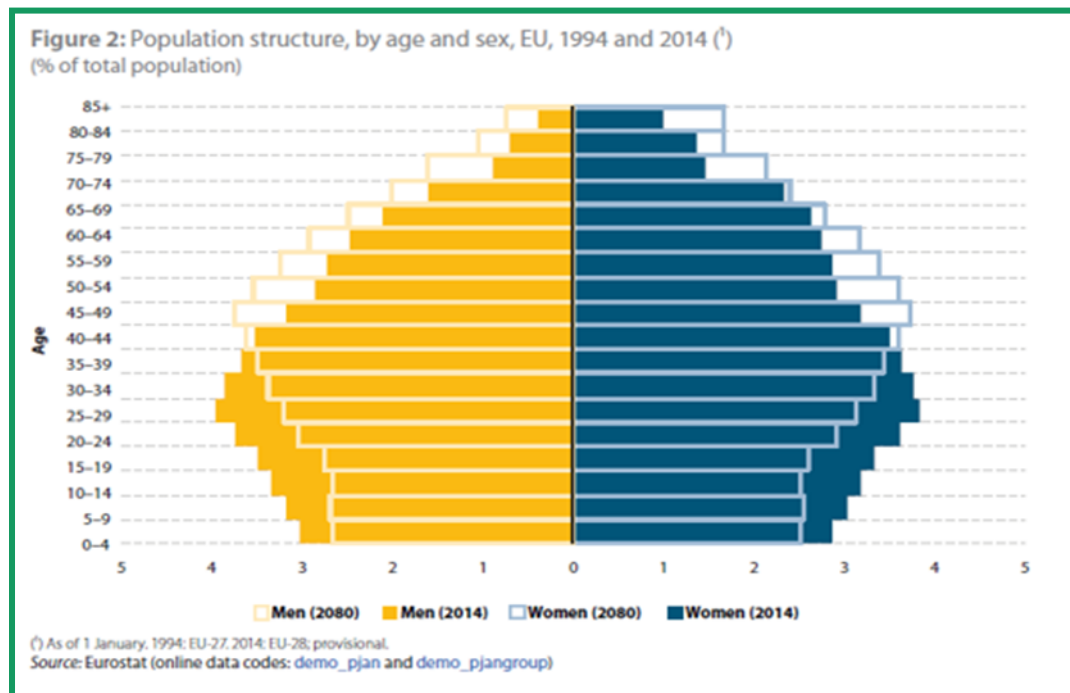


Fig 2. European Population Structure 2014

Over the last decade, the number of older adults in the EU-28 rose at a rate that was almost six times as fast as for the overall population. The report notes that¹², on January 1, 2014 there were almost 94 million persons, aged 65 and over, in the EU-28. Figure 3 shows that they accounted for an 18.5% share of the EU-28 population: 16.1% of the population were aged 65-84 years and an additional 2.4% of the population aged 85 and over. The elderly accounted for a relatively high share (upwards of 20 %) of the total population in Italy and Germany. By contrast, less than 15% of the population in Poland, Luxembourg, Cyprus, Slovakia and Ireland was composed of people aged 65 and over.

¹² Ibid pp39

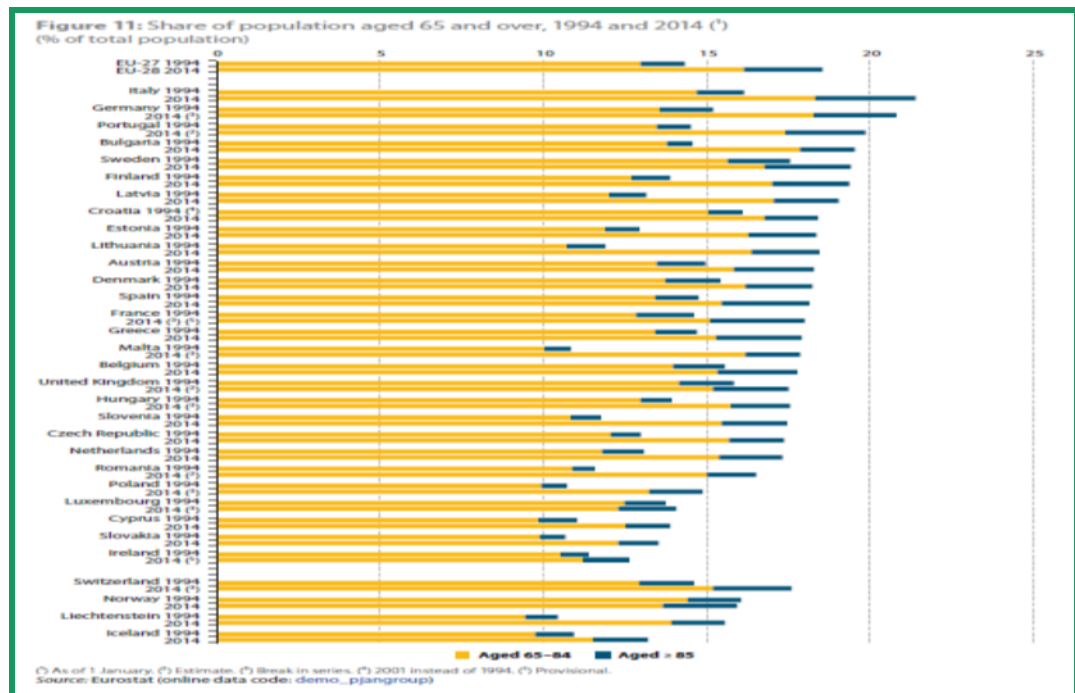


Fig 3. Share of population over the age of 65 years by country

A lengthy time series is not available for the EU-28. However, a comparison is available for the period 2001 to 2014, when the number of older adults in the EU-28 rose by 21.8% while the overall population of the EU-28 increased, during the same period, by 3.8%. Looking in more detail at the very old (those aged 85 and over), they accounted for the highest share of the population in Italy (3.1%), France (2.9%), Spain (2.7%) and Germany and Sweden (both 2.6%). By contrast, those aged 85 and over accounted for no more than 1.5% of the total population in Romania, Ireland, Cyprus and Slovakia.

As EU life expectancy continues to rise, the increasing number of older adults present growing policy challenges, not least of which is the economic challenge of maintaining an older population structure and the associated services within the EU. Based on EU statistics, Silver SMEs member states have similar average dependency ratios of the elderly population (aged 65 years and over) as a share of the working age population aged 15-64 as shown¹³ in Table 1.

¹³ Eurostat (2017)

Table 1. Average Old Age Dependency Ratios of EU countries

Country	Average Dependency Ratio (%)
Spain	28.7
Portugal	32.5
Ireland	20.7
Slovenia	28.6
France	30.7
Sweden	31.6
Poland	24.2

(Eurostat, 2017)

Eurostat (2018) further classifies the population of EU countries into predominantly urban and predominantly rural. Eurostat defines Predominantly urban as NUTS 3 regions where more than 80% of the population reside in urban areas whereas predominantly rural are where at least 50% of the population reside in rural areas. Table 2 shows the majority of those living in Spain, France, Portugal and Sweden reside predominantly in urban regions whereas the majority of the population in Ireland and Poland reside predominantly in rural regions. However, in contrast a greater percentage of those aged 65 and over predominantly reside in rural regions. For example, 71% of all over 65s in Ireland reside predominantly in rural regions.

Table 2. 2017 Urban/Rural Population by Country and >65 (%)

Country	Predominantly Urban Regions	Predominantly Rural Regions	% of 65+ in Predominantly Urban Regions	% of 65+ in Predominantly Rural Regions
Ireland	1,348,462	2,866,706	29%	71% **
Spain	29,304,967	1,600,157	92%	8%
France	23,590,813	20,742,604	45%	55%
Poland	9,670,630	13,274,279	46%	54%
Portugal	4,795,246	3,222,634	55%	45%
Sweden	5,021,950	908,136	81%	19%
Slovenia	*	1,208,906	*	*

(Eurostat, 2018)

**Data not available*

***71% of 582,831 = 416,031*

Figure 4, produced by The European Commission, sets out the imagery of the Silver Economy which covers all aspects of the themes addressed in the Silver SMEs SWOT Analysis. It also provides a useful snapshot of the changing demographics of the European Union, showing that by 2060, one in three Europeans will be over the age of 65. By that time, dependency ratios will have changed to a position where for every two persons working, one person will be dependent. The graphic also stresses the growing importance of independent living.

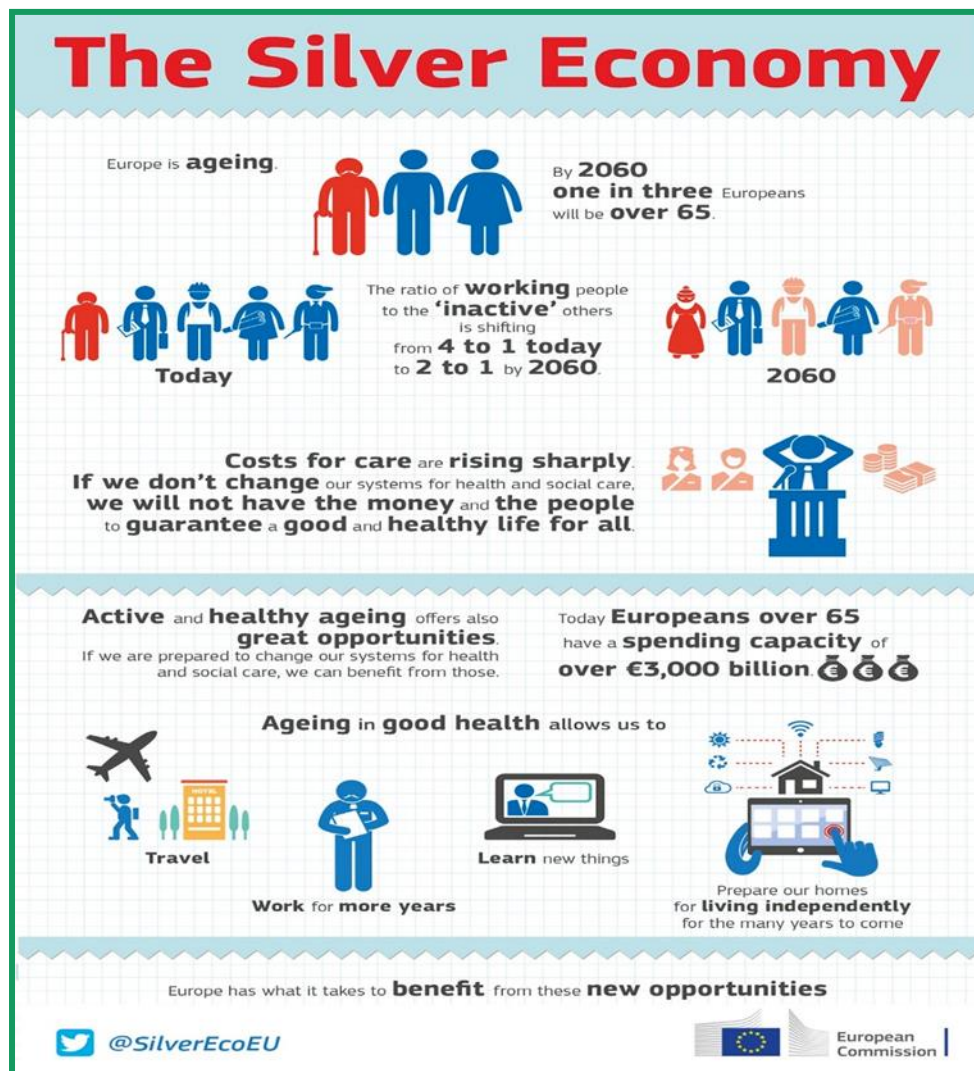


Fig 4. Illustration of the Silver Economy in the European Union

A recent report¹⁴, prepared for the European Commission by DG Communications Networks, Content & Technology identified that:

- ◆ *There were some 199 million individuals aged 50 and over in 2015 (39% of the total population). This study investigates how this group of people - the Silver Economy - contribute to economic activity, and how this contribution is expected to evolve over the next decade.*
- ◆ *In total, these individuals consumed €3.7 trillion of goods and services in 2015. The majority (just under 90%) of this expenditure was financed privately by members of the Silver Economy, using their earnings, savings and transfer payments from the Government. The remainder was paid for directly by the public sector - for example, when an elderly person uses healthcare services provided free at the point of delivery by the state.*
- ◆ *Our modelling has demonstrated that the Silver Economy plays a vital role in supporting activity in a hugely diverse range of sectors across the EU. In 2015, the Silver Economy sustained over €4.2 trillion in GDP and over 78 million jobs.*

“These figures illustrate that the EU’s Silver Economy is of considerable importance even in a global macroeconomic context. For example, if ranked among sovereign nations, the Silver Economy would be the third largest economy in the world, behind only the USA and China.”¹⁵

[Note: Different approaches between ages 50+ and 62+ are taken as to who constitutes the Silver Economy]

¹⁴ (European Commission, 2015)

¹⁵ Ibid pp. 9

4. The Silver SMEs Project

As noted earlier, the Silver SMEs project is co-financed by the Interreg Europe Programme and has an objective to contribute towards local, regional and indeed overall EU policy development towards maximising the positive effects of an ageing European population. The project places a sharp focus on the range of opportunities arising for Small and Medium Enterprises (SMEs¹⁶), including micro enterprises.

The project includes a number of discrete activities, which have been designed to study and assess the potential in partner regions to develop the positive aspects of an ageing population, many of whom have significant disposable incomes and who, due to improvements in health-care, will remain as active economic agents. During the project, partners will undertake a number of studies, and will identify and share good practices in terms of promoting an active Silver Economy. The project has very strong policy development and exchange of good practice aspects. In its first phase, partners are scene setting and auditing their local areas in terms of the Silver Economy, establishing how the territories are performing, what are the opinions of key stakeholders and also measuring attitudes to ageing. These questions are all addressed in the common SWOT analyses that were undertaken.

4.1 Partner SWOT Analyses

Among the first studies undertaken in the project is a series of eight local SWOT analyses of partners' regions. These initial studies will set baselines in terms of the different Strengths, Weaknesses, Opportunities and Threats in their respective regions. The second part after undertaking the local SWOT analysis, is the completion of a composite analysis across all eight regions. This study sets out to capture all salient elements of the eight individual SWOT reports.

¹⁶ A Small and Medium Enterprise is defined as an enterprise that has fewer than 50 employees and has either an annual turnover and/or an annual Balance Sheet total not exceeding €10m (Enterprise Ireland, 2018)

Literature on the development of the Silver Economy, produced by the European Committee of the Regions¹⁷ private studies and commission papers, all recognise the essential role of the Quadruple Helix in the framing of local, regional and national actions and strategies. The methodology employed was one of structured interviews. The targeted respondents were identified as 5 members of each pillar of the quadruple helix in each region:

- ◆ SMEs,
- ◆ University/Research Institutions,
- ◆ Social partners/Civil Society and
- ◆ Policy Makers

4.2 SWOT Methodology

The structured interviews were designed by Hincks Centre for Entrepreneurship Excellence at Cork Institute of Technology, Ireland (lead partner for the SWOT analyses). In designing the structured questions, close attention was paid to capturing not only the perceived economic potential presented for SMEs by the Silver Economy, but also qualitative and attitudinal questions. These questions related to the perception of how older adults were considered within local economies and in particular the extent to which older adults are actively encouraged to continue as valuable economic agents.

A total of 160¹⁸ interviews were undertaken across the eight partner regions¹⁹ presenting a wealth of highly qualitative information and views from key Quadruple Helix personnel. The geographical spread of the respondents encompasses a large area of the EU, covering regions in Poland, France, Spain, Portugal, Slovenia, Sweden and Ireland. All interviews were face-to-face in their local language and later

¹⁷ European Union, 2016

¹⁸ [(5 members * 4 Quadruple Helix) * 8 regions] = 160 respondents across the eight partner regions.

¹⁹ Advisory Partner Euromontana being a Trans-European organisation did not participate in the SWOT

transcribed to an online platform. CIT subsequently provided data and textual outputs and additional statistical analysis to all partners.

This composite SWOT study uses commentaries as well as statistical and outline policy inputs from each of the eight partner SWOT Studies. The composite SWOT report captures key trends, respondents' attitudes and views on the Silver Economy. This composite SWOT report will contribute to the Silver SMEs outputs and in framing the project's policy recommendations phase.

At this point, CIT on behalf of all partners wishes to sincerely thank all the respondents who donated their valuable time to the project researchers in the collection of the data. No individuals are identified in the data. It is hoped that information from this report can contribute to further research in the development of Europe's Silver Economy.

5. Composite SWOT Findings

The composite report provides an analysis of all eight regional SWOT Studies. These were undertaken with a total of twenty respondents in each partner territory, with equal participation by the four pillars of the Quadruple Helix (SMEs, Policy Makers, University/Research Institutions and Social Partners).

The composite report provides an analysis at a macro level covering all respondents, with commentaries also at an individual regional level. Additionally, from an attitudinal perspective, the report provides comparative analysis on the views of different sectoral pillars of the Quadruple Helix, such as identifying any divergences of opinions between SMEs²⁰ and Policy Makers etc.

5.1 Silver Economy- Familiarity and Preparedness of SMEs

The first questions sought to identify if respondents were aware of the term ‘Silver Economy’. A reasonable level of awareness was noted, as illustrated in Figure 5, with policy makers and educational /research institutions being most familiar (approximately 75%) with the term. There was a lower level of familiarity (approximately 55%) among Social Partners and SMEs. The fact that interviewees could have searched the term before interview, cannot be ruled out.

²⁰ For the purposes of the study, all small enterprises including macro enterprises are referred to as SMEs.

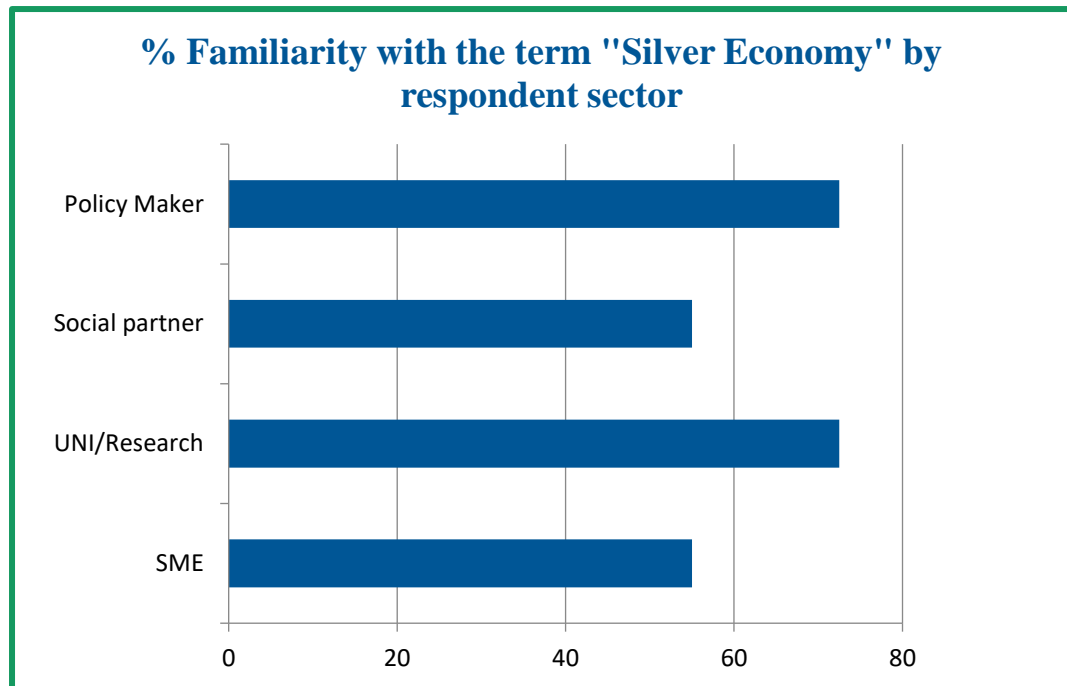


Fig 5. Familiarity by % of respondents with the term Silver Economy

From the interview:

Question 2²¹: Are you familiar with the term “Silver Economy”?

Question 3: What does the term “Silver Economy” mean to you?

The structured interviews provided ample opportunity to add qualitative commentaries and some quotations from across the region are shown in Figure 6:

²¹ Question 1: The interviewee had to state their category in the Quadruple Helix.

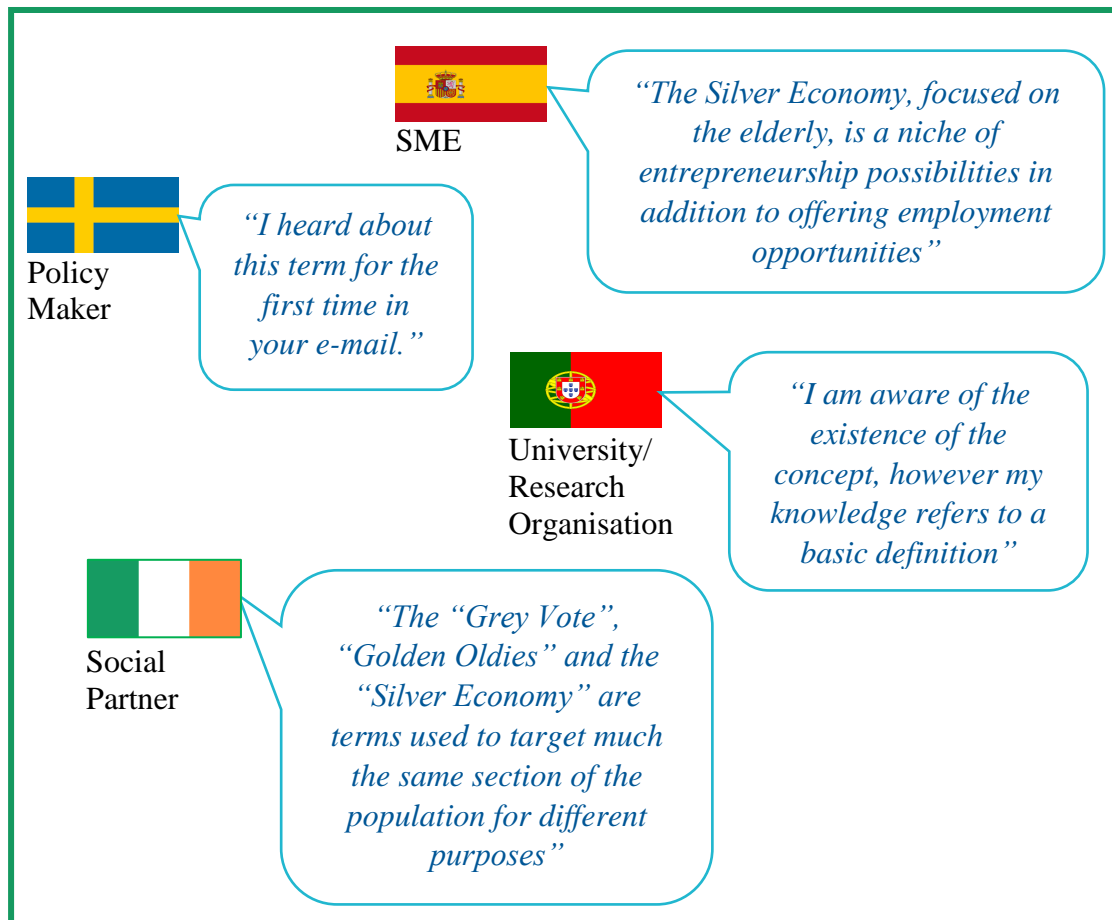


Fig 6. Commentaries and selected quotations from across the regions

While the term Silver Economy is broadly recognised, the research does however indicate a relative absence of any in-depth knowledge of the sector. This presents the opportunity for project partners to undertake valuable dissemination of the project.

Question 4: *What is your view on the following statement? "SMEs in our region are well placed to develop new products and services".*

At a trans-regional level, as indicated in Figure 7, responses indicated a mixed level of views on whether or not SMEs are well-placed to develop new products and services. However, this also shows a level of disagreement between the Quadruple Helix representatives, with SMEs and University/Research Institutions holding the most favourable views.

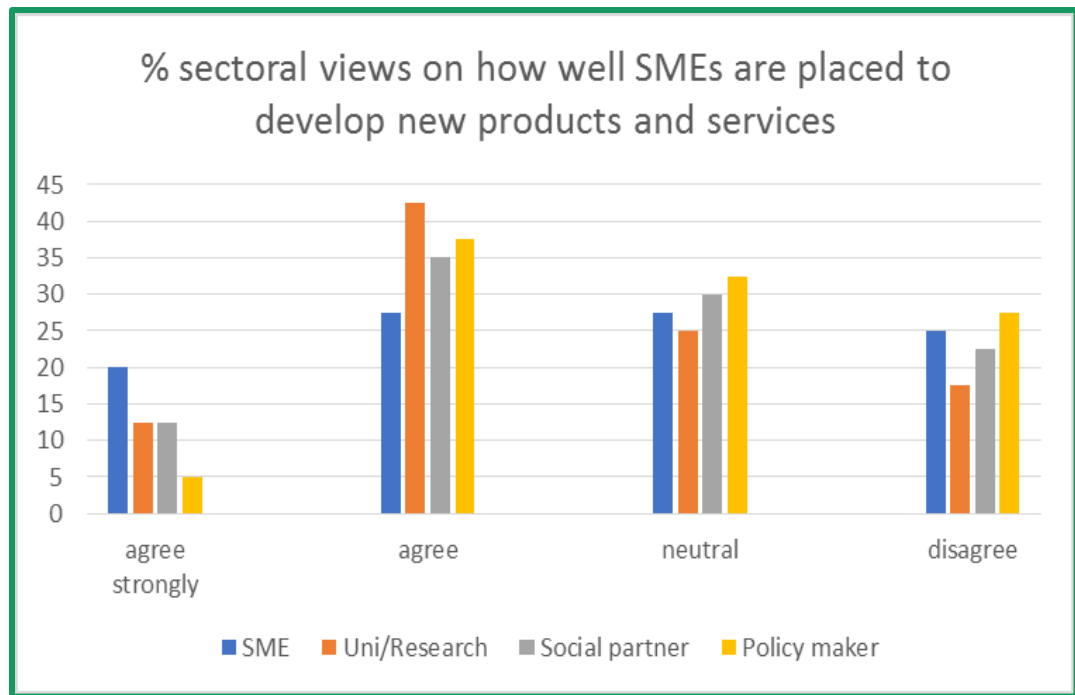


Fig 7. Sectoral Views on how well SMEs are placed to develop new goods and services

Examining the different local studies, a divergence of views can be observed as shown in the following figure, Figure 8. This presents an overview of findings in all regions related to how well local SMEs are placed to engage in the Silver Economy.

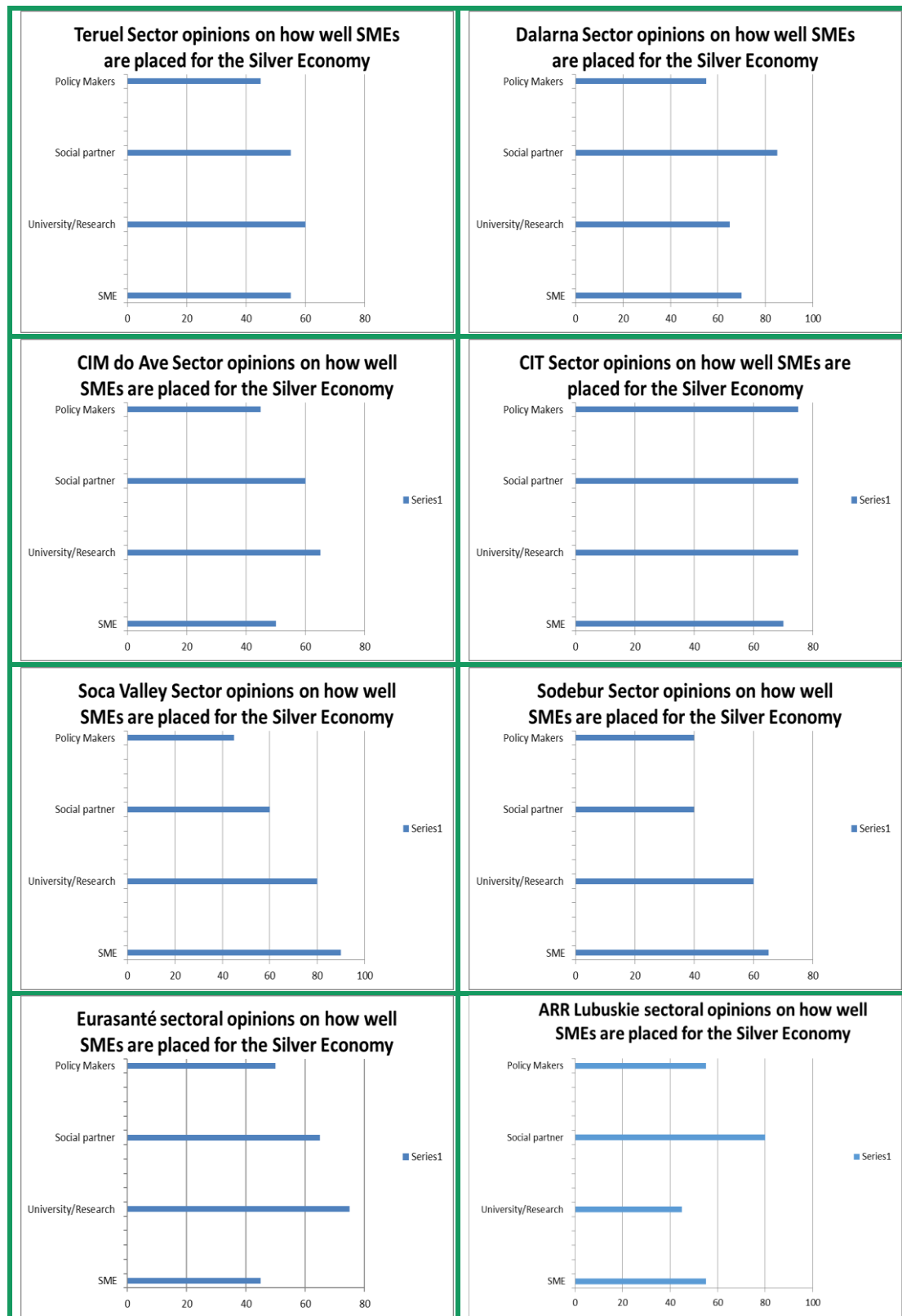


Fig 8. Partners' SWOT results on how well local SMEs are placed for the Silver Economy

From Figure 8, it is interesting to note how views by region diverge, with the Southern region of Ireland (CIT) being the only region where there is a wide acceptance regarding how well SMEs are placed for the Silver Economy. Soca Valley and Sodebur SWOT analyses, show SMEs being more positive than Social Partners and University and Research Institutions, whereas results from Eurasanté (France) and ARR Lubuskie (Poland) show SMEs display less confidence in terms of readiness to service the Silver Economy. The views of policy makers on the positioning of SMEs to develop the Silver Economy, is practically a constant across the studies of Teruel (Spain), CIM do Ave (Portugal), Soca Valley (Slovenia), Eurasanté (France), Dalarna (Sweden), Sodebur (Spain) and ARR Lubuskie (Poland), as shown in Figure 9:

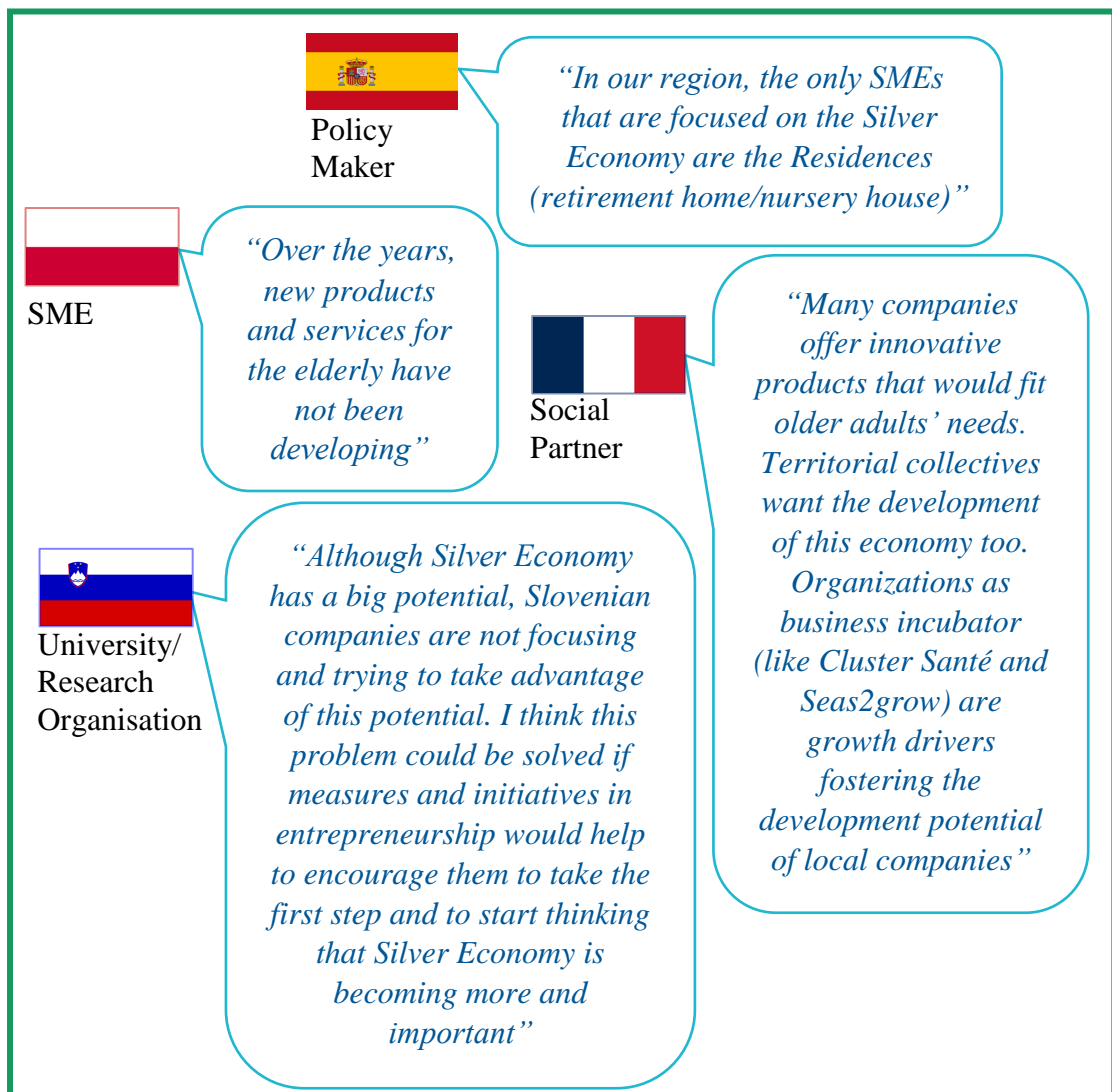


Fig 9. The views of policy makers on the positioning of SMEs to develop the Silver Economy

One of the main policy points arising from Question 4 is that the Silver Economy may not be very prominent in terms of national or regional development policies.

Given the size of the overall European Silver market at over 3 trillion Euro, this – if it is the case, is a definite shortcoming in terms of policy formation. The responses of policy makers would appear to suggest that it is not a high priority item on the policy agenda in many of the partner regions.

From the research undertaken in this section of the partner studies, it is clear, that while there is knowledge of the Silver Economy, the level of policy formation and the existence of an active agenda to involve local SMEs is weak throughout the partner regions. The Word Cloud in Figure 10 was constructed by automatically collecting words from respondent's answers. The more prevalent the use of a word, the more likely it is to appear and this also influences the size of the lettering. As can be seen, words such as elderly, economy, silver, business are strongly featured, but words such as health, care, independent and living also feature.



Fig 10. Word Cloud incorporating respondents' most used words

In Figure 9, many comments indicate that there is a belief, at regional level, that more can be proactively achieved in the development of SMEs as providers of goods and services, not alone in areas of health care or accommodation for older adults but in many different aspects of the growing Silver Economy, ranging from travel to dining-out or leisure activities.

5.2 Examining Attitudes to Ageing and Economic Activities of Older Adults

This section of the SWOT study examined regional attitudes to ageing and the extent to which older adults are actually encouraged to remain as economic drivers of growth. This is, of course, a two-sided coin. If people remain more active within their communities they are less likely to require social housing or medical interventions.

The report on *Healthy and Active Ageing*²² provides a rich compendium of programmes, good practices and other resources for promoting and sustaining the well-being of “younger” older people. Among its topics it highlights the following:

- ◆ Providing more flexible working conditions and retirement options.
- ◆ Providing older people with opportunities to share and develop their knowledge and skills and remain socially engaged and valued through counselling and voluntary activities.
- ◆ Providing opportunities for life-long-learning, such as courses to develop IT skills and cultural activities such as festivals and singing or music groups.
- ◆ Developing and mainstreaming services (e.g. transport, housing, health) that are sensitive to the needs of older people and encouraging and empowering them to become more politically active in city councils for example.
- ◆ Addressing isolation through home visits and through the organisation of specific activities in rural and mountainous areas, through the provision of accessible services.
- ◆ Developing health, social and educational services that are sensitive to individual capacities, culture and circumstances (e.g. older migrants).
- ◆ Developing health promotion activities (e.g. physical fitness courses) that are specifically designed for the needs of this target group, and ensuring that they are easily accessible in terms of proximity, cost, language, etc.

²² EuroHealthNet, 2012

- ◆ Providing support and advice to ‘carers’ of much older or disabled family members.

In determining how the Silver SMEs regions reflect such objectives and good practices, the SWOT studies in each region set about obtaining the views and opinions of its Quadruple Helix respondents with a view to measuring some factual positions, but also to get an impression of attitudes to ageing in all of the partner regions participating in the SWOT analyses.

The first question in this section (Question 5) asked respondents to comment on the extent to which older adults in their respective regions, benefit from innovative products and services. Figure 11 presents the data collected on a trans-regional basis.

Question 5: As the Silver Economy develops, providing products and services to improve the quality of life and promoting active economic engagements by older adults, please indicate the extent to which older adults in your region benefit from innovative products and services

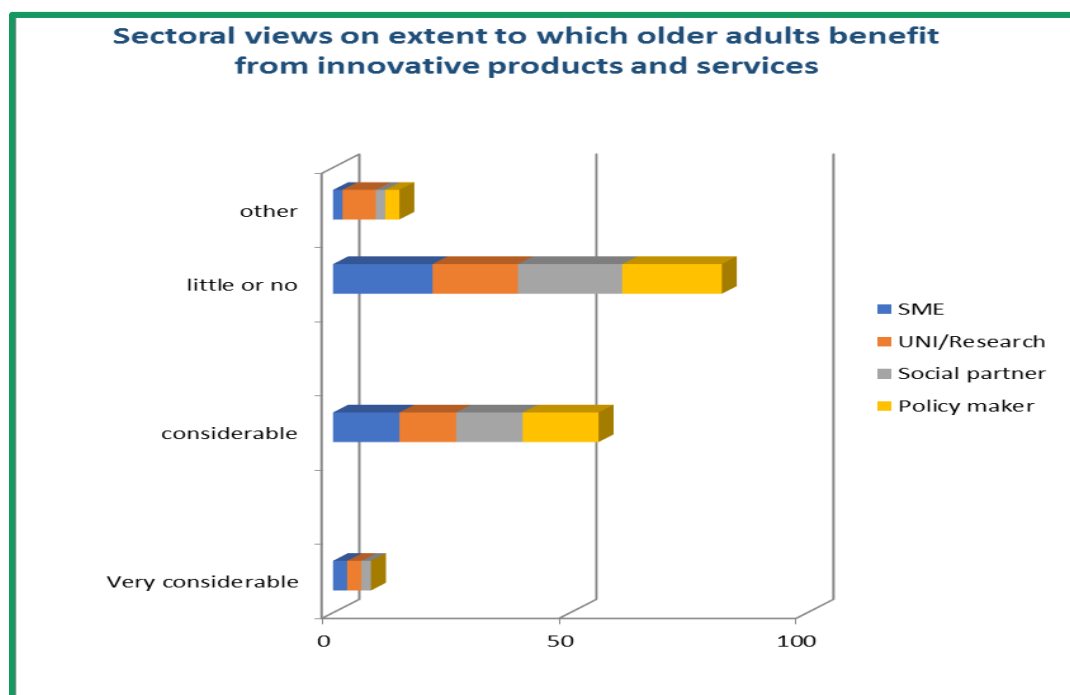


Fig 11. Trans-regional views on the extent to which older adults benefit from innovative products and services

An examination of sector views across the quadruple helix suggests that, in the main, older adults are not benefitting to any considerable extent from innovative products and services which could provide them with better and healthier lifestyles. In the views of those who do believe that they are benefiting considerably or very considerably, all sectors are of equal or similar value.

It is notable that in the category of “little or no extent” that the sectors representing SMEs and Policy Makers have identified this shortcoming. Yet evidence to date, presented in the last section of this report, would suggest that SMEs and Policy Makers are not overly proactive in addressing this shortcoming. Examining some of the partner’s regional SWOT studies, highlights a number of matters. Each of the individual findings are displayed graphically in Figure 12.

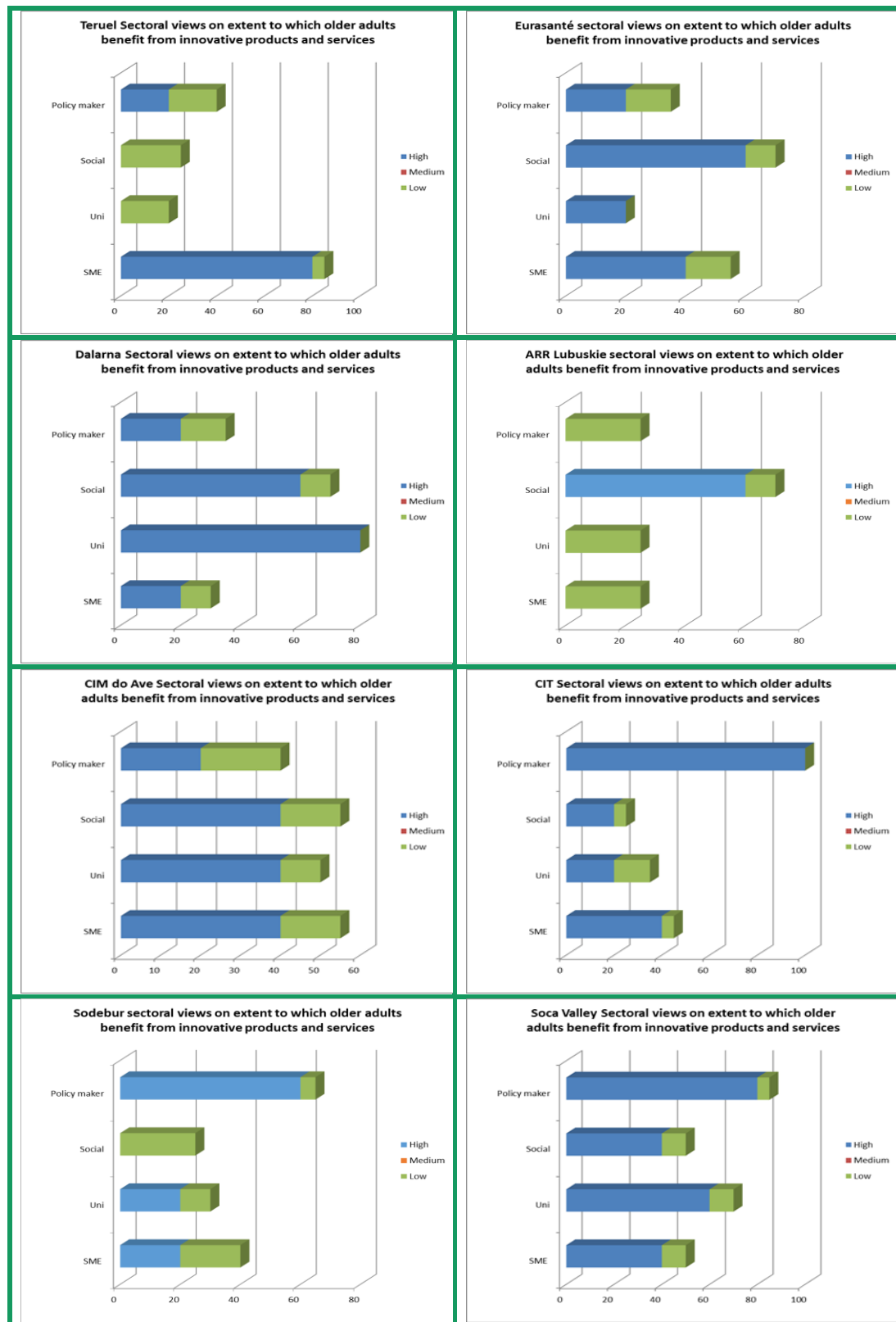


Fig 12. Views in all regions on extent to which older adults benefit from innovative products & services

In **Teruel** (Spain), SMEs have the strongest view that older adults are benefiting from innovative products and services. Policy makers support this view, albeit, to a lesser extent. Yet a Policy Maker was recorded as saying that the main concentration of such services is in the home-care sector. This raises a discussion, as to whether residential home-care is in fact a true Silver Economy activity. On the one hand, it provides substantial economic opportunities for SMEs, on the other hand, it does not reflect older adults acting as economic agents in terms of being active in their local economies. Whether that is a true reflection of the Silver Economy or not, is a question for further discussion.

Eurasanté (France), based in the Lille region, reports that all sectors witness the active benefits being enjoyed by older adults through the use of innovative products and services. Social partner/civil society and SMEs are leading this view and it is also supported by the University/Research Institutions and Policy Making sectors. It is notable that in many instances the Policy Making sector appears to be lagging behind other sectors in its views related to positive aspects of the Silver Economy. Given the strength of views expressed by the other sectors, (SMEs, University/Research Institutions and Social Partners), perhaps there is some lack of awareness or non-identification of the sector in the Policy Makers sector.

Dalarna (Sweden) records a strong set of views across all sectors that older adults are benefiting from innovative goods and services. Here, the University/Research Sector is to the forefront, perhaps identifying some strong existing identification within that sector that the Silver Economy is an important sector for research and growth.

ARR Lubuskie (Poland) demonstrates a different set of results to those reported by all other regions. Only the SME sector identifies that older adults are benefiting from innovation products and services. Policy makers, SMEs and University/Research Institutions express weak support for the view that older adults benefit significantly from innovative products and services.

CIM do Ave's (Portugal) research demonstrates that all sectors have a good level of opinion that older adults are benefiting from innovative products and services. It may be noted that policy makers are not as strong in this view as others are and as

mentioned earlier, it may indicate a need for the Silver SMEs project to develop a strong engagement with policy makers on the topic.

CIT's (Southern Region of Ireland) finding is that policy makers in Ireland are field leaders in terms of their identification of innovative products and services being of benefit to older adults. Somewhat surprisingly, the Social Partners, University/Research Institutions have a weaker view and SMEs display the weakest set of views. It is difficult to tell if this may be a case that the sector has not been fully exploited from the perspective of turning policies into concrete activities within the research and SME sectors.

Soca Valley (Slovenia) also finds that policy makers have the strongest belief in the benefits of innovative goods and services to the Silver Economy. Impressively, all other sectors share this view to a considerable extent, with University/Research Institutions in second place, and social and SMEs' representatives sharing a third place. This may mark a maturing process where policy and research is leading the way to SME engagements and greater recognition by Social Partners/civil society.

Sodebur's (Spain) research displays a characteristic of Policy Making bodies leading the field in supporting the proposition that older adults are benefiting significantly from innovative products and services. Social Partners/Civil Society, which are those closest to older end users, are the weakest in their beliefs in this regard and SMEs and University/Research Institutions are showing a mid-level of support. Again, this is difficult to explain, but it may reflect a view by Policy Makers that SMEs are better positioned than is the actual case.

Of all partners, Soca Valley (Slovenia) would appear to demonstrate the most balanced view across the Quadruple Helix sectors, with a high degree of positivity in terms of perspectives. This may point to the potential of Soca Valley to input some good practice measures for the benefit of all other partners.

As with all sections of the local SWOT Analyses, partners were widely engaged in gathering as much qualitative inputs as possible from their respondents. These are reflected in some of the comments made and reproduced in Figure 13 below.

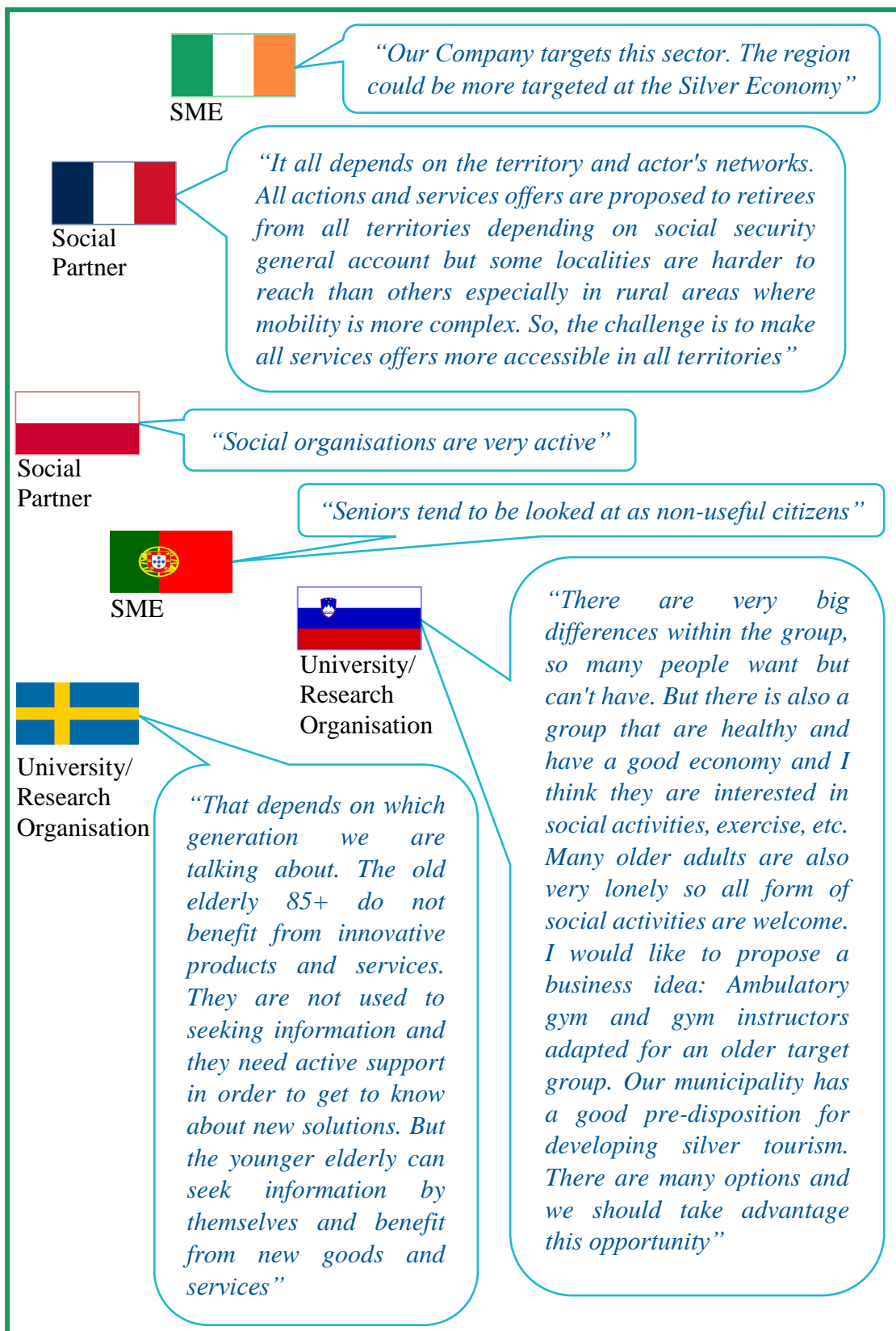


Fig 13. Sample of respondents' comments on the benefits of innovative goods and services to the Silver Economy

The next question (Q6) in this section relates to the extent to which older adults in their region are actively encouraged to remain as active economic actors - participating in the local economy, making their own purchasing decisions and generally spending their money on goods and services. This is an important facet of the Silver Economy. As noted earlier, developing the Silver Economy not alone covers servicing the products and services demands of older adults, it also addresses the development of innovative approaches and importantly, the encouragement of older adults to remain both physically and economically active within their local communities and economies. This question determines information on the attitudinal aspects existing within the different partner regions in terms of actively encouraging active older adults. Figure 14 presents the data on a trans-regional level.

Question 6: To what extent are older adults in your region encouraged or facilitated to remain as active economic actors? (buying and/or selling goods and/or services)

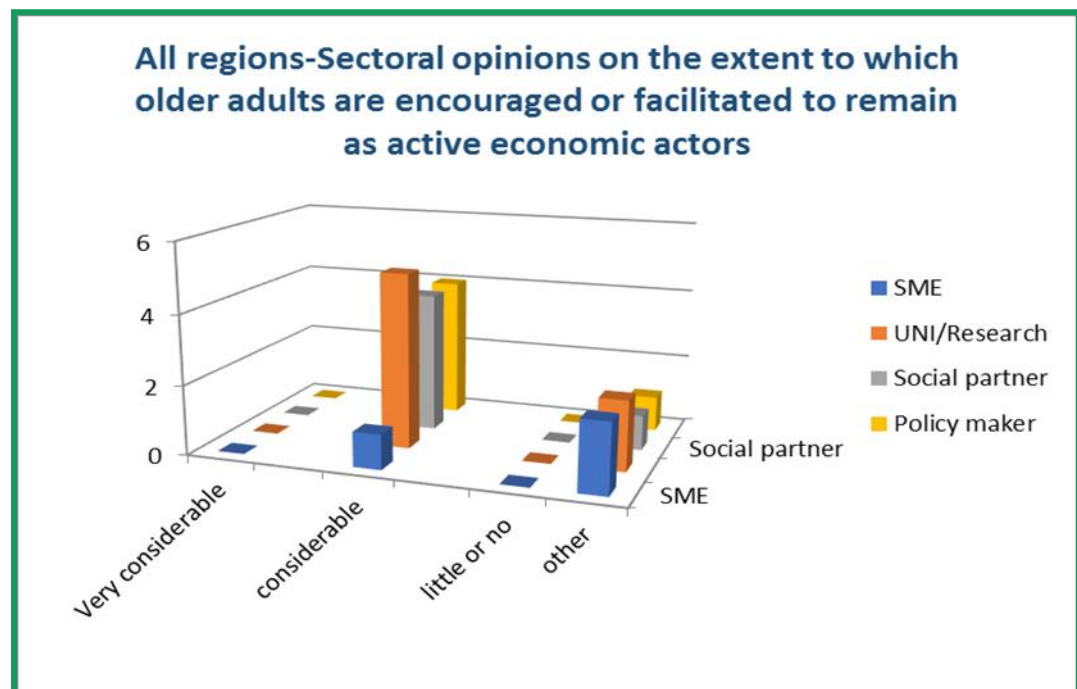


Fig 14. Trans-regional views on the extent to which older adults are encouraged to remain as active economic actors

It can be observed that University/Research representatives are the sector mostly supporting the view that older adults are actively encouraged, to a considerable degree, to remain as active economic actors. SMEs are the sector of the Quadruple Helix least supporting this view. It could be postulated that this finding may have a socio-economic connection.

The Washington, USA based Population Reference Bureau, published a study in 2017 entitled “How Neighborhoods Affect the Health and Well-Being of Older Americans²³” noting:

“A growing body of research shows that living in disadvantaged neighborhoods - characterized by high poverty - is associated with weak social ties, problems accessing health care and other services, reduced physical activity, health problems, mobility limitations, and high stress.”

The USA study (2017) points to the fact that older adults in more affluent communities are more likely to remain more active, enjoy better health and wellbeing, than their counterparts in disadvantaged neighbourhoods. This is not to suggest that all University and Research organisation personnel live in more affluent neighbourhoods than others of the Quadruple Helix but it may, however, be a factor that should not be discounted.

²³ (Population Reference Bureau, 2017)



Fig 15. PRB Washington on Healthy Aging

The USA study, while not of direct relevance to the research of the Silver SMEs SWOT, does raise many interesting matters relating to environmental and neighbourhood factors that influence the propensity of older adults to remain active in non-urban areas. As such, it does contribute to the project's overall knowledge base, by contributing a valuable policy suggestion that local environmental factors such as good footpaths and public lighting can make significant contributions to maintaining older adults as active economic agents in their localities.

Interestingly, the individual partners local SWOT analyses, present a variety of data on how, at a local level, the question of encouraging older adults to remain active is perceived. Results from Regional SWOT reports are presented in Figure 16.

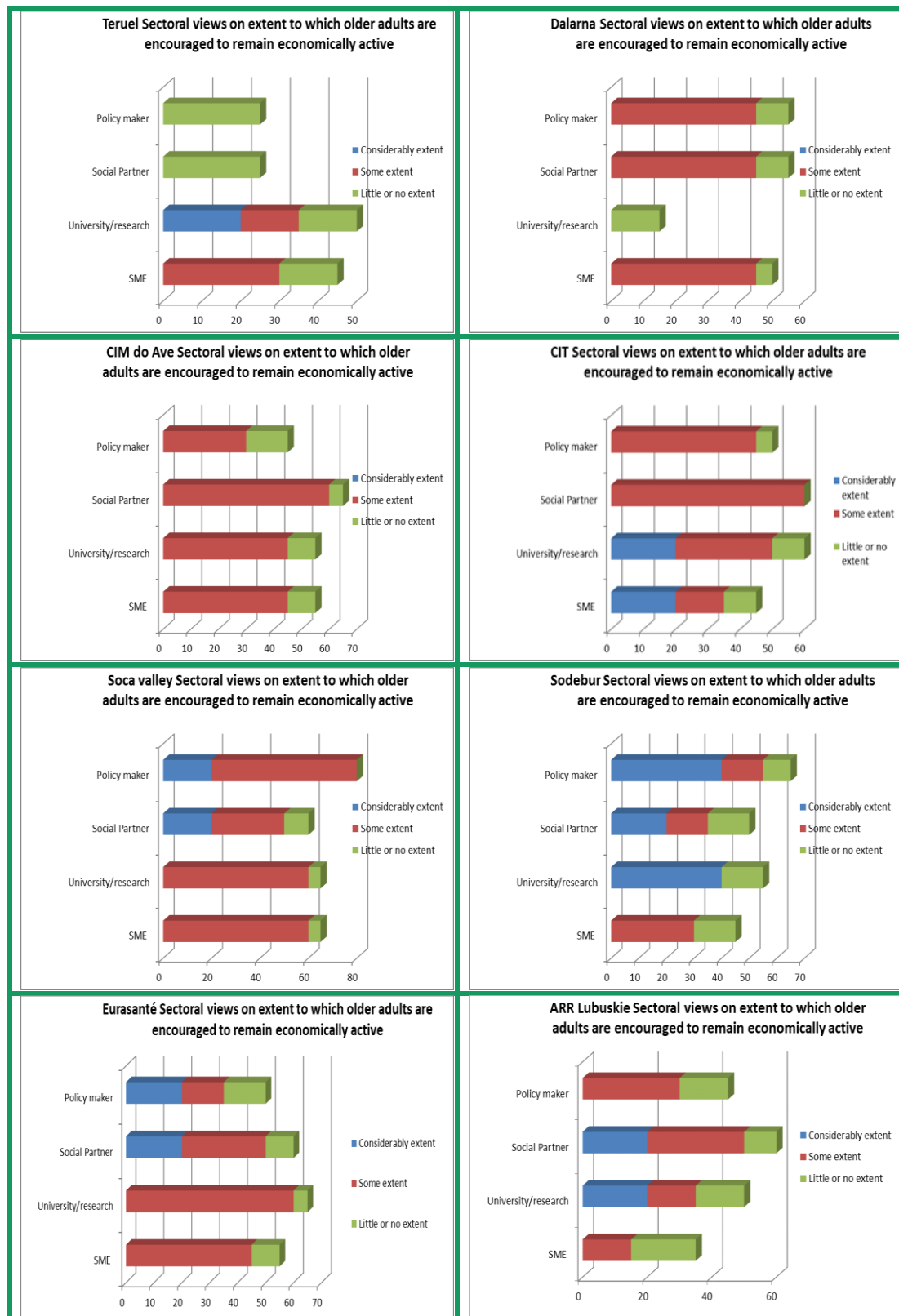


Fig 16. Abstracted graphs from all partners' reports, on the extent to which older adults are encouraged to remain as active economic agents.

Findings from the regional SWOT reports show a wide variety of views expressed by different sectors. It is clear, however, that work needs to be done in many regions to change attitudes, particularly in policy making and civil society circles, towards older persons and their potential roles as active economic agents. Teruel (Spain) would appear to be a case in point. A study visit by partners to Teruel during the project kick off meeting for the Silver SMEs project in June 2018, included a visit to an extensive new residential facility which was promoted and supported economically by the retired. Part of the facility promotes independent and active living. This highlights that policy makers should be doing more to promote independent and active lifestyles.

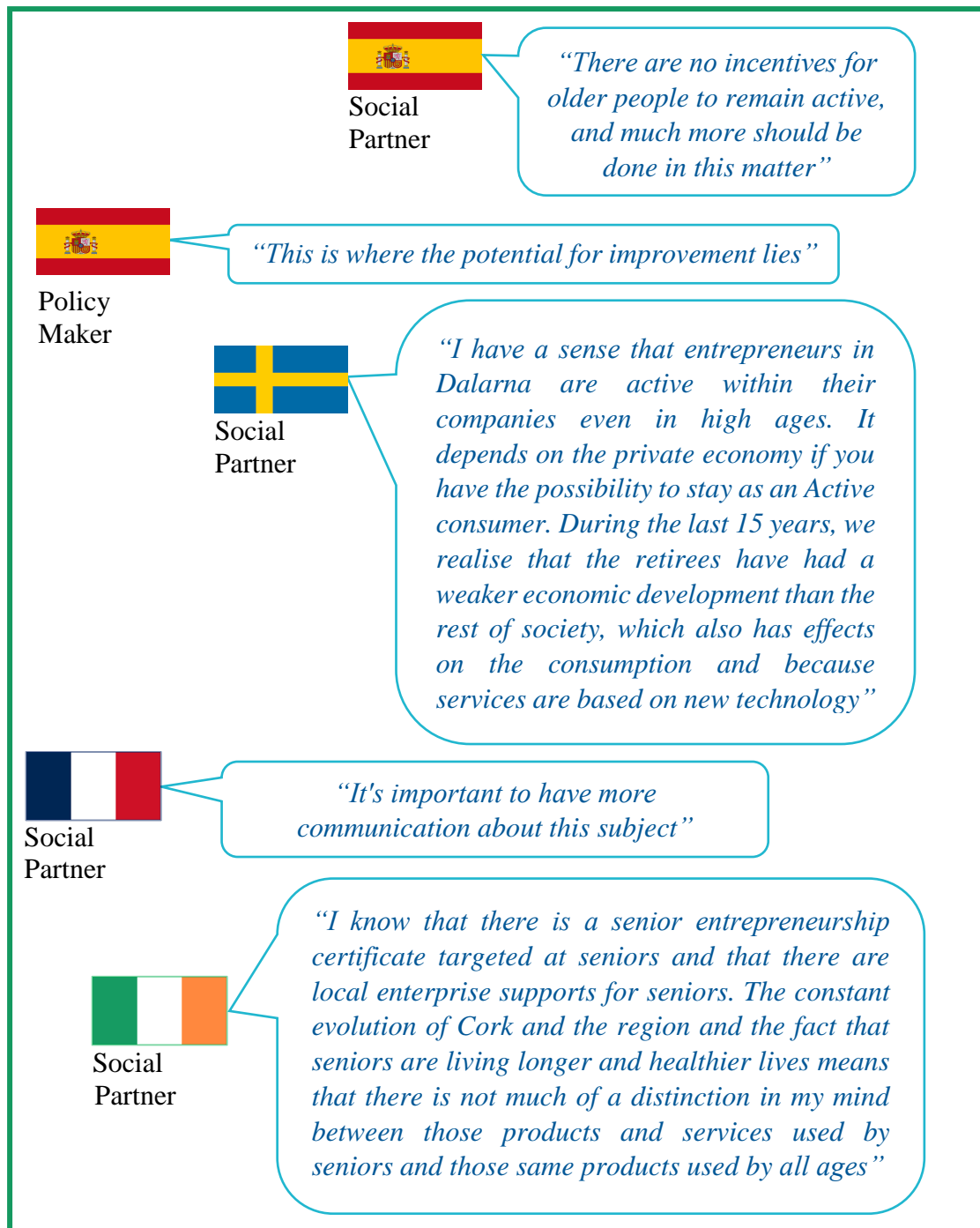


Fig 17. A sample of regional comments relating to encouragements to older adults to remain as active economic agents

Figure 18 demonstrates responses to Question 7 of the structured interviews, which enquired about the types of products or services most commonly availed of by older adults. Day care residential, home help and meals services feature very highly across all regions. Examining those services in greater detail, we see strong evidence of hobbies and entertainment, transport and tourism featuring. Fitness and exercise is also a sector in which older adults are active purchasers of products and services. The Information, Communications and Technology sector is also featured with training, internet and ecommerce being highlighted, as well as mobility vehicles and devices.

Question 7: Please select the types of products or services which are most commonly availed of by Older Adults in your region.

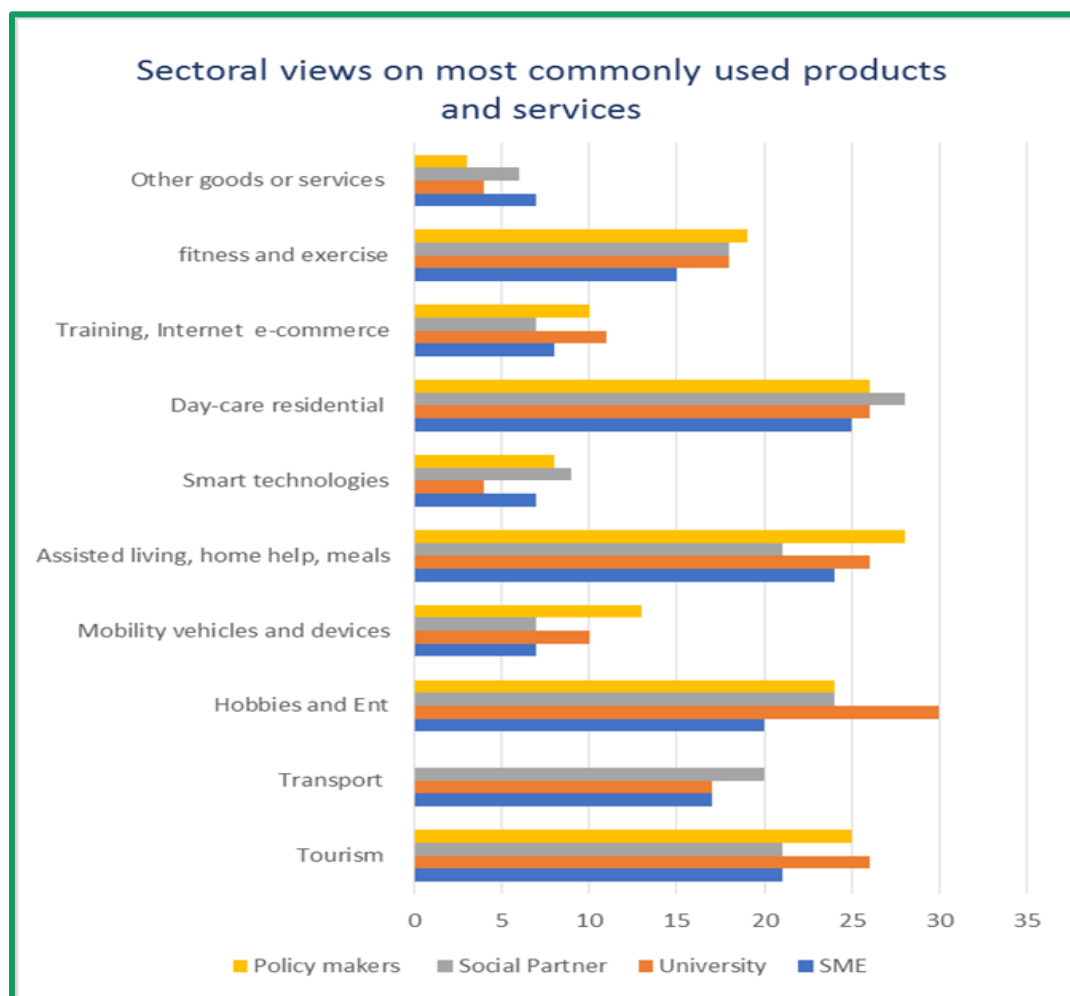


Fig 18. Most popular products and services availed of by older adults in partner regions

Capturing the comments on attributes of the Silver Economy indicates that facilitated mobility, by way of a good transport service, is a large factor in older people remaining active. Particularly important for those living in rural and mountainous areas, is the ability to travel and participate in activities, be they visits to local healthcare facilities, meeting old friends or getting out for meals in local restaurants or pubs. Universities of the Third Age²⁴ also featured strongly and this may be an interesting good practice to be considered. Tourism is an important activity and, generally, anything which facilitates interactions is a help towards ensuring that people remain active in the economy. An important threat in this regard is that of loneliness and isolation, which is often much more prevalent for those living in rural communities, many of which reflect areas of the partner regions. From local knowledge in Ireland, we know that everyone over the age of 66 years has completely free public transport. This is perhaps a potentially good practice for the project to identify. A sample of respondents' comments, shown in Figure 19, provides an interesting outline of the overall findings on what products and services are of most interest to older adults.

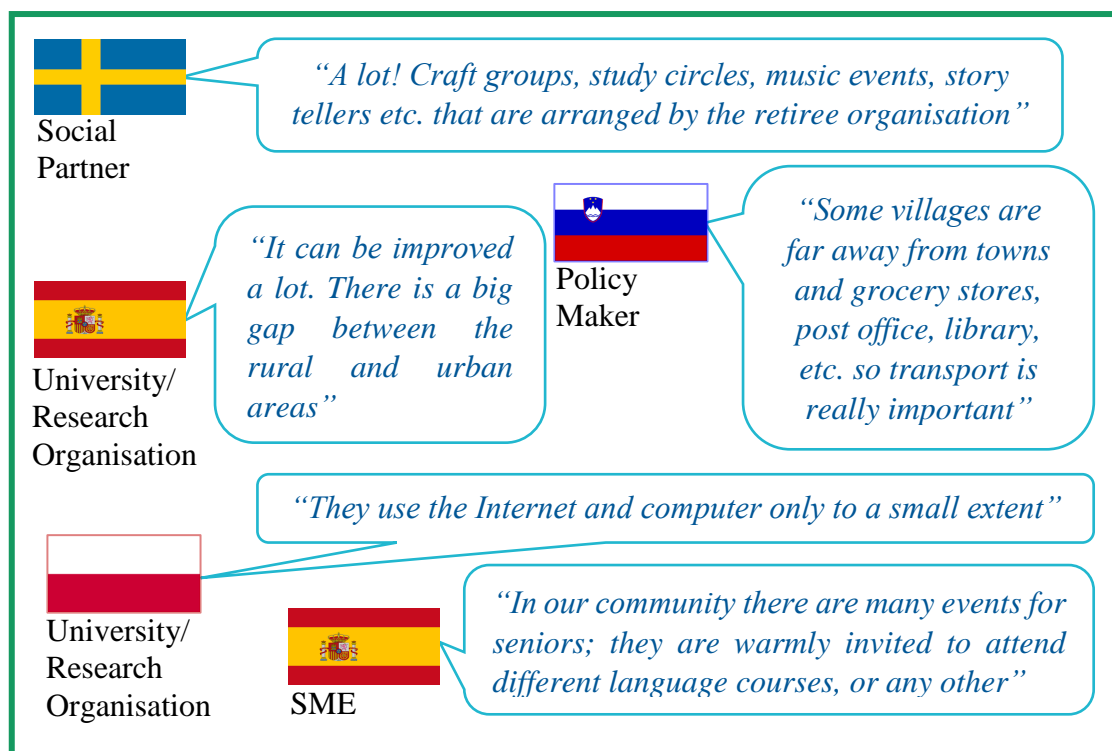


Fig 19. Respondents' sample comments on what goods and services are availed of by older adults

²⁴ Third and Fourth Level education focussed on older adults as students.

In general, it appears from respondents across all partner regions, there is a strong favourable disposition found among all pillars of the Quadruple Helix (SMEs, Policy Makers, University/Research Institutions and Social Partners), to the concept of the Silver Economy. These are from the perspectives of encouraging SMEs to produce more goods and services and raising awareness among the SME sector of the potential of the Silver Economy. As well as encouraging older people to remain as active economic actors within the Silver Economy.

This composite study has identified and made policy suggestions from both perspectives and has found that there is a strong level of support and belief that local SMEs are in a position to address the challenges. A reading of all respondents' comments from across all partner regions highlights that a distinct urban-rural divide exists, with urban dwellers being much better positioned to avail of products and services and lead a more active retirement. Given the prevailing rural nature of many areas of partner regions, it is clear that public policy development needs to address improved rural transport and more proactive policy making to ensure that rural older people can enjoy improved access to activities and services.

5.3 Examining Training Opportunities

The next group of questions examine the potential for greater training opportunities or familiarisation on the potential of the Silver Economy for both SMEs and older adults. Questions 8-10 asked whether enterprises and older adults had opportunities to participate in local familiarisation/training courses related to the growing opportunities related to the Silver Economy and the potential of such training and familiarisation courses. Comments made by respondents are displayed below in Figure 20 and show a wide level of support for enterprises to participate in active training relating to participation in the Silver Economy.

Teruel (SPAIN)

- ◆ They²⁵ could but they are not doing it.
- ◆ They can and they should.
- ◆ It is important to create a common project together with the public institutions in order to increase knowledge on the matter.
- ◆ They will be interested if they see development possibilities.
- ◆ They should do it in order to change the current model, but they do not.
- ◆ They could because it is a niche of employment, but I do not know who is going to make the investment, since in the region there is a great geographical dispersion.
- ◆ Promotion and dissemination should be done.
- ◆ It is a development field so it is a need.
- ◆ Not only could, they should.

ARR Lubuskie (Poland)

- ◆ Large number of courses and trainings
- ◆ Trainings under European Social Fund

CIM do Ave (Portugal)

- ◆ I do not know if there are companies capable and adequately trained to manage these skills.
- ◆ I am not aware, but honestly I do not think they can.

Sodebur (Spain)

- ◆ There is enough on offer.
- ◆ I don't believe that the SMEs are able to participate in courses, something to consider is if they want to do it or not at all.

²⁵ They refers to SMEs

- ◆ Another different thing is that SMEs take part in these courses. They can and they should.
- ◆ The courses are not well focused, and a lot of money is wasted. Courses should be promoted to people with a certain vocation.
- ◆ There are courses but it is common that the interested people have to go to other towns.
- ◆ There are courses, but the gap between the cities and the rural environment is huge. I refer to meetings being organized by “Sodebur”.

CIT (Ireland)

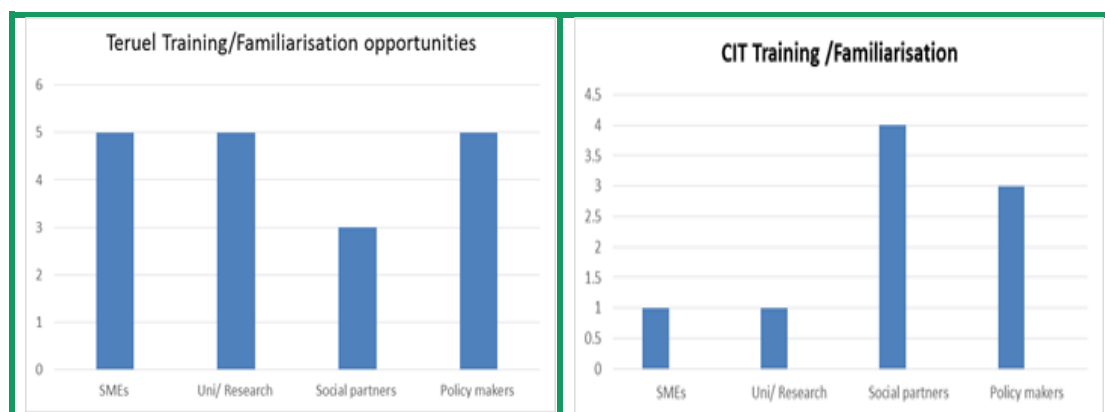
- ◆ I don't think that the Silver Economy is promoted as a separate sector here. Perhaps more can be done to highlight it through your project
- ◆ ISAX the Irish Smart Ageing Exchange had begun this work but is no longer operating. It is a complex area with complex needs and hard to find a one-stop-shop solution.
- ◆ Enterprises need an awareness of the potential market size, opportunities and examples of how other companies or regions have responded to the needs of this demographic.
- ◆ I can assume yes but it depends on the appetite of the local enterprises if they find business opportunities.
- ◆ This question is more suitable for Business associations (IBEC, Chambers).
- ◆ I believe that some organisations including ISAX and Age Friendly Ireland may provide some opportunities.
- ◆ There is a wide range of courses available at all levels to personnel in enterprises provided by the ETB, Further Education Colleges and Higher Education Institutions. While only a few, if any, of these are directly related to the Silver Economy, they provide participants with transferable skills and abilities that are transferrable
- ◆ I have not heard of any in my area. We need to value this consumer base

- ◆ Not sure that enterprises do or consider them as a valued contributor to their base line.
- ◆ Digital skills but it needs to be developed more and supported. This is the aim via the Age Friendly Business programme
- ◆ I'm not aware of any training courses related to the growing opportunities in the Silver Economy provided for businesses in my local or even national area.

Fig 20. All respondents' comments on the need for training and familiarisation courses

However, when examining the trans-regional statistics, as can be seen in Figure 21, while Policy Makers frequently assert that SME training and familiarisation is available, it is not always reflected by representatives of the SMEs, University/Research Institutions or Social Partner/ Civil Society. The partner regional statistics in Figure 21, demonstrate a wide level of variation and this shows that in some regions, for example Eurasanté (France), Teruel and Sodebur (Spain), University/Research Institutions and SMEs are active. In CIT (Ireland) and Lubuskie (Poland), SMEs and University activity levels appear low, while in Dalarna (Sweden), Social Partners appear to be taking a lead in training and familiarisation activities.

Question 8: Can Enterprises in your region participate in local familiarisation/training courses related to the growing opportunities related to the Silver Economy?



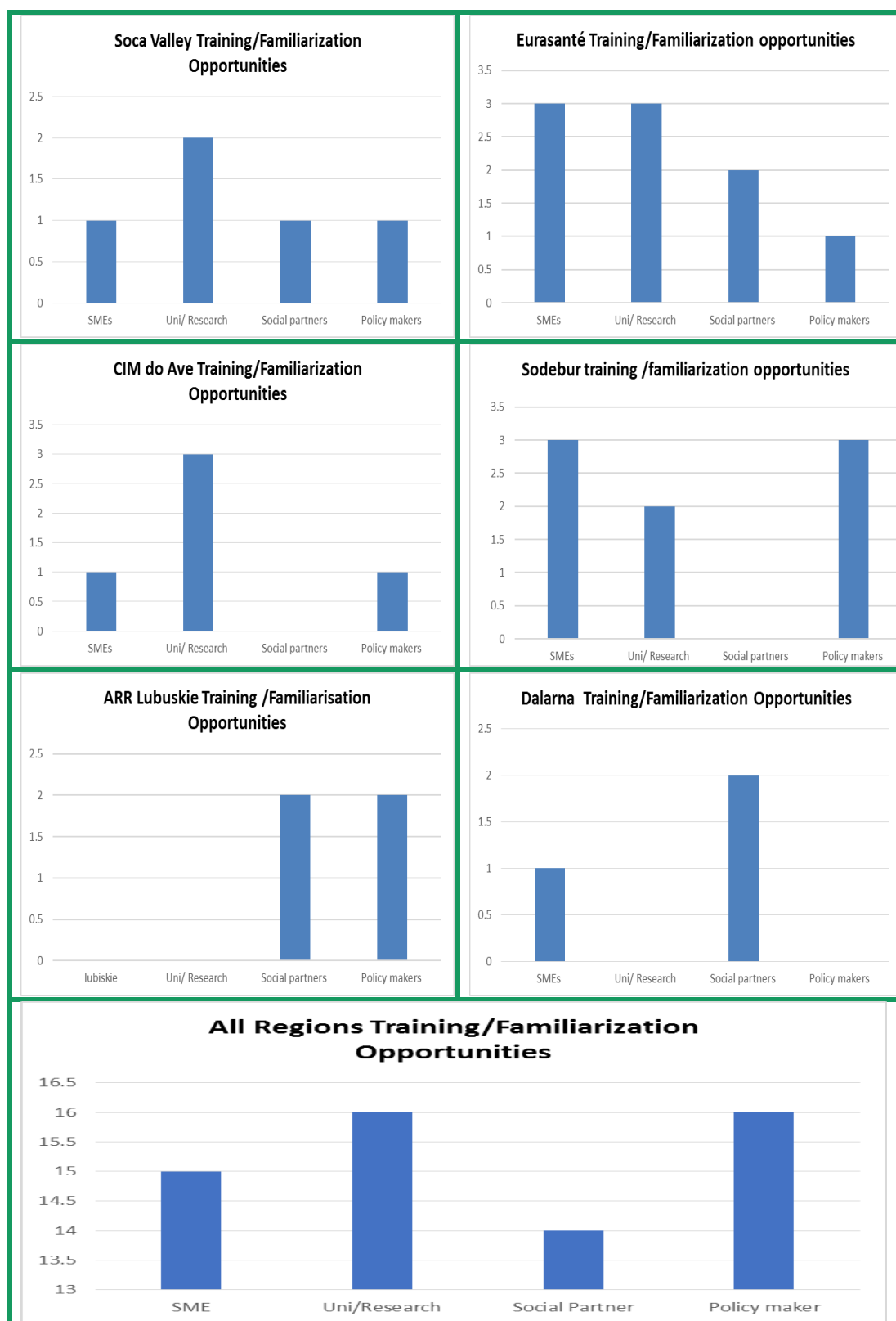


Fig 21. Individual regions and all regions views on Enterprises Training and Familiarization Opportunities

Question 9: How would you rank the potential for SMEs in your region to develop new Silver Economy business opportunities?

Question 10: Are there local training courses that you are aware of for older adults to secure new occupational skills (e.g. for employment, volunteering, health, personal well-being)?

Question 10, asked respondents if they were aware of local training courses for older adults to secure new occupational skills. The format for recording responses allowed respondents to elaborate on their views, as often perceptions of what constitutes training can vary. From a sample of responses, it is clear that different training opportunities are available around the partner regions. Full responses are provided in Appendix 2. It is apparent that across all of the regions there are facilities for older adults to engage in a wide range of educational pursuits, many of which are non-formalised. The topic of the Silver Economy does not appear to feature and perhaps this presents a motivational opportunity to teach older adults regarding their combined value within the European market place. This, in itself, may provide a local stimulus to enterprises to consider and engage regarding how they can receive a share of this valuable market.

5.4. Identifying Good Practices and Existing Policy Instruments

A very important aspect of all Interreg Europe projects is the identification, the exchange and the dissemination of good practices. All respondents throughout the partner regions were asked were if they were aware of a project/process/activity, which the project could promulgate as a good practice in terms of developing Silver Economy.

Question 11 elicited a wide range of suggestions and Appendix 3 presents many recommendations for consideration as good practices in the project

Question 12 addresses existing policy instruments and responses to this are included in the final section of this report on policy making.

Question 11: Are you aware of anything in the Silver SME sector which might be considered a good practice? (note your answer can reflect international practices).

Question 12: Does your region/country have Policy Instruments (programmes) which are focussed specifically on the Silver Economy?

5.5 Strengths, Weaknesses, Opportunities and Threats

The third and final element of the local studies, covering questions 13-16 of the structured interviews, was to perform a SWOT Analysis in each region. This catalogued the strengths, weaknesses, opportunities and threats facing each of the partner regions, in terms of their local development of the Silver SMEs project and the other demand-side aspects of the overall concept of the Silver Economy.

5.5.1 Strengths

The first aspect of the SWOT was to look at perceived strengths within all regions and Figure 22 confirms that the Silver SMEs partner regions possess:

- ◆ A strong research and development presence
- ◆ A suitable cohort of local SMEs to supply innovative products and services
- ◆ A positive environment and policy attitude to encouraging active ageing
- ◆ A level of encouragement to older adults to remain economically active

Question 13: Which of the following strengths do you associate with your region in terms of growing the Silver Economy?

Firstly, the dominant feature in terms of regional findings on strengths (Figure 22) was that the partner regions jointly share a strong view on the nature of the environment and policy provision across all partner regions, in terms of a positive approach to encouraging active and healthy ageing. This is a view more or less equally supported

by all sectors, with the University/Research sector marginally advanced on others. Secondly, there is a good level of support on the question of sufficient encouragements given to older adults to remain as active economic agents. Thirdly, respondents across all partners' areas hold the view that Research & Development activity is lagging behind other aspects reflecting strengths in the Silver Economy.

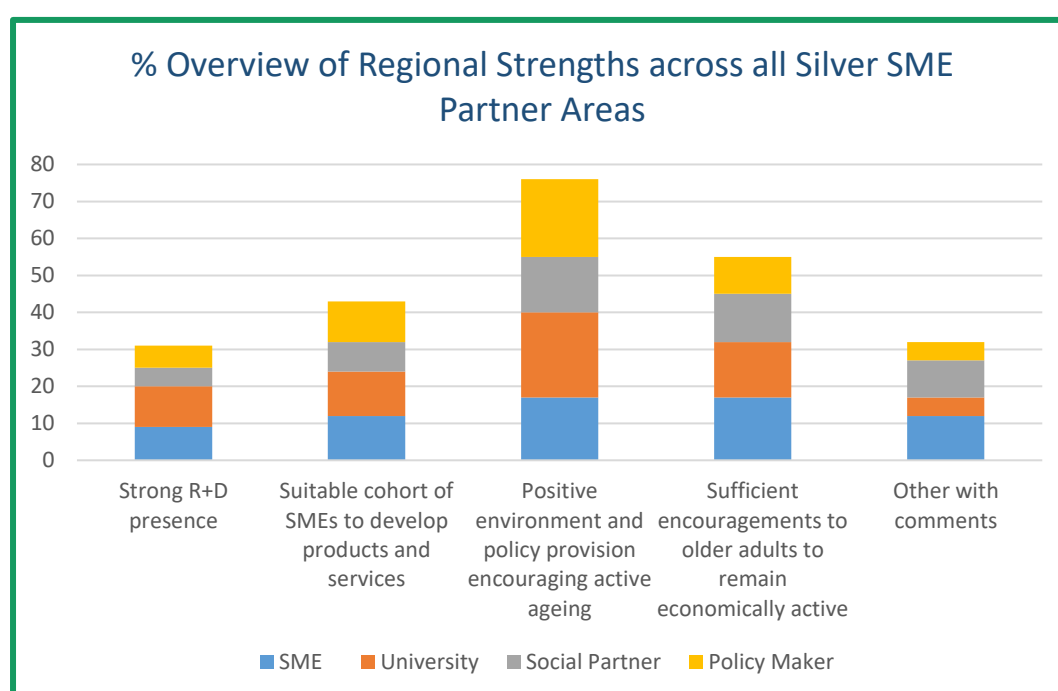


Fig 22. Regional Strengths

Respondent's comments, detailed in Appendix 4, reflect the findings in each of the participating regional studies and provide some valuable insights into the assessments and identification of regional strengths at individual partner levels. As a general observation, there appears to be a mix of comments, which refer to both strengths and opportunities, indicating that perhaps the strengths have not been fully leveraged. A positive strength identified across all of the regions is that there are many SMEs and strong research organisations with good potential to collaborate.

Additionally, the background environment in all regions appears to be positively disposed towards the development of the SME sector through encouraging local

enterprises to get involved in the large marketplace in the EU, valued at over 3 trillion Euro per annum²⁶. Active support is also forthcoming for encouraging the demand side of the market, through facilitating and providing encouragements to older adults to maximise their activities as economic agents. Figure 23 presents some of the comments and recommendations submitted by respondents across the partner regions.

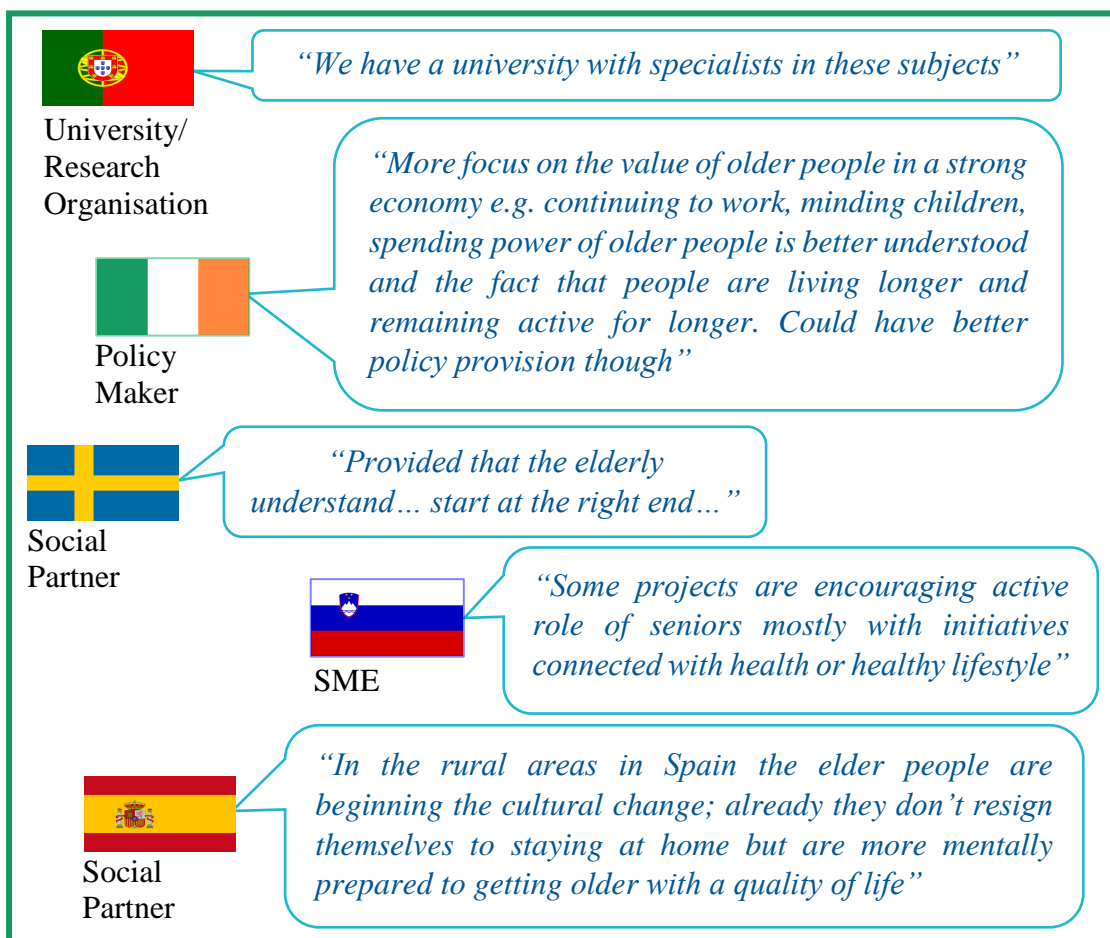


Fig 23. Sample of respondents' comments on strengths

²⁶ European Commission, 2015

5.5.2 Weaknesses

The Silver Economy sector displays a range of common weaknesses, as can be seen in Figure 24. Important among weaknesses is the failure by all sectors to recognise and target the purchasing power of older adults as a market segment. Research has shown that the value of purchasing power of those over the age of 65 years is of the order of €3.7 trillion per annum. If one takes the purchasing power of those over the age of 50 years, then this market increases substantially, making it the third largest economy in the world. Within the EU, the Silver Economy is forecast to grow to a value of €5.7 trillion by 2025.²⁷

Question 14: Related to the Silver Economy and all aspects of active and participative ageing, please indicate what you view as regional weaknesses.

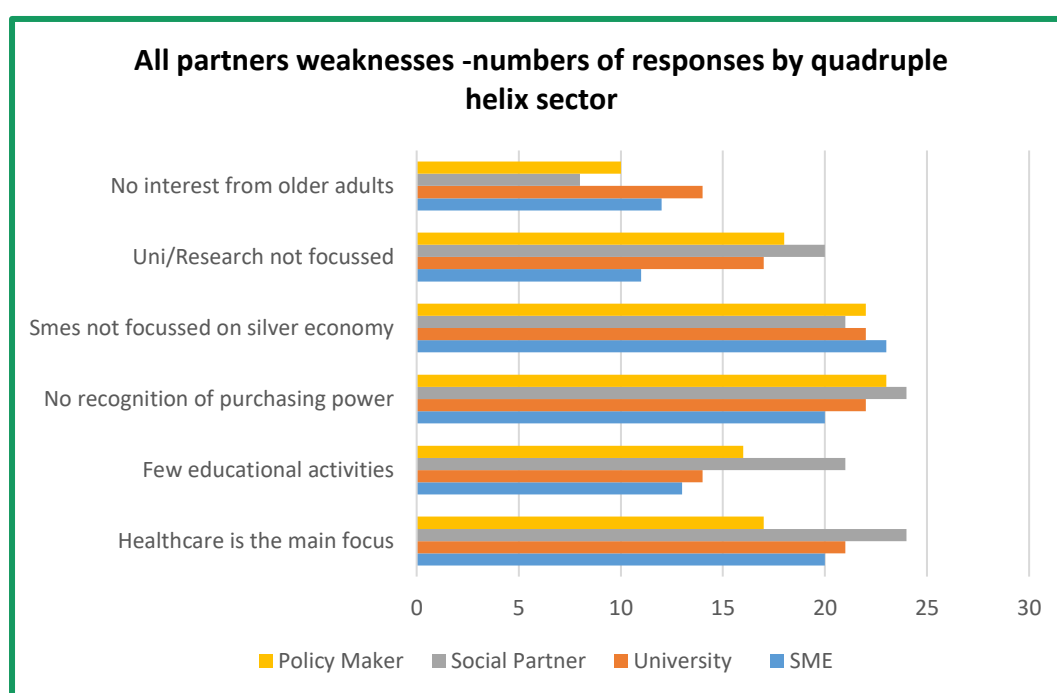


Fig 24. Weaknesses of all partner regions

²⁷ ICT and Health, 2018

Partner region weaknesses include the need for a greater focus on the sector by all key players, including regional enterprises, universities and research institutions. Part of the solutions suggest policy needs to address matters, such as, more familiarisation for all members of the Quadruple Helix, additional educational/training awareness raising programmes, as well as, strong dissemination and exchange of positive experiences to show that the Silver Economy opportunities extend far beyond the realm of providing health care and sheltered accommodation for older persons. Some sample comments are presented in Figure 25. All comments are included in Appendix 4.



Fig 25. Sample of respondents' comments on weaknesses

5.5.3 Opportunities

The striking points related to opportunities in all partner regions, revolve around the main points of enhanced physical access for older adults, through better transportation infrastructures and similarly, through enhanced access to more education and training on developing the Silver Economy for enterprises and for older adults. There are

opportunities in all partner regions for developing more focus on the silver economy through:

- (1) Higher Education and research institutions providing training and familiarisation on developing new business opportunities for SMEs; and
- (2) Policy makers and civil society in general, focusing on the Silver Economy and how better planning for older age can be put in place.

These opportunities readily suggest policy interventions across all of the regions and many are directly related to the project's publicity and dissemination actions. Figure 26 clearly demonstrates the requirement for enhanced training and familiarisation on the topic of the Silver Economy

Question 15: What opportunities do you identify for growing the Silver Economy sector in your region?

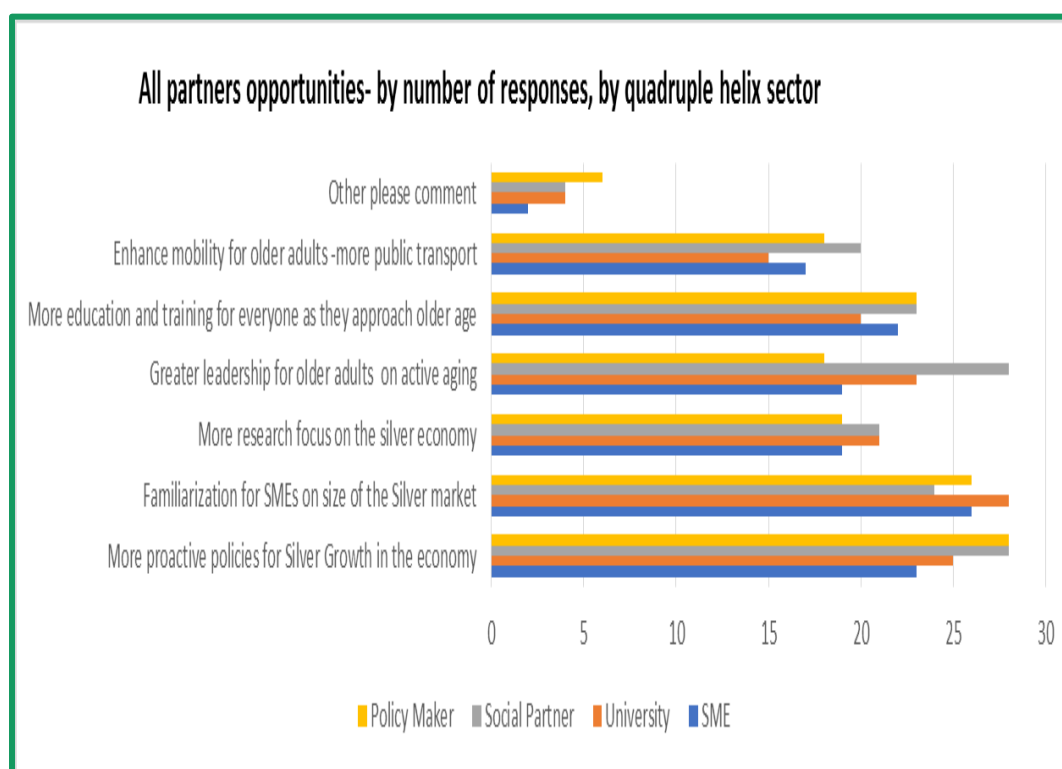


Fig 26. Opportunities measured across all partner regions

The Silver SMEs Project is a very well placed vehicle to leverage the opportunities identified, from a number of different perspectives, such as:

- ◆ The wide geographic spread of the partner regions, stretching from north to south and east to west, across the EU.
 - ◆ The different composition of the partners representing many aspects of governmental, civil societal, educational and research institutions.
 - ◆ The direct access of policy recommendations as policy formation recommendation within key regional strategic plans.
 - ◆ The inclusion of a wide range of targeted stakeholders through the quadruple pillars of the EU.
 - ◆ The potential of the project to investigate good and best practices, not alone within partner regions, but around the globe.
 - ◆ The potential for the project to engage with influential European and national policymakers and to disseminate its recommendations widely within the EU.
 - ◆ The publicity mechanisms afforded to all projects via the Interreg Europe Internet Platform, social media and other publicity outlets.
- Figure 27 provides some brief insights into regional respondents' views.

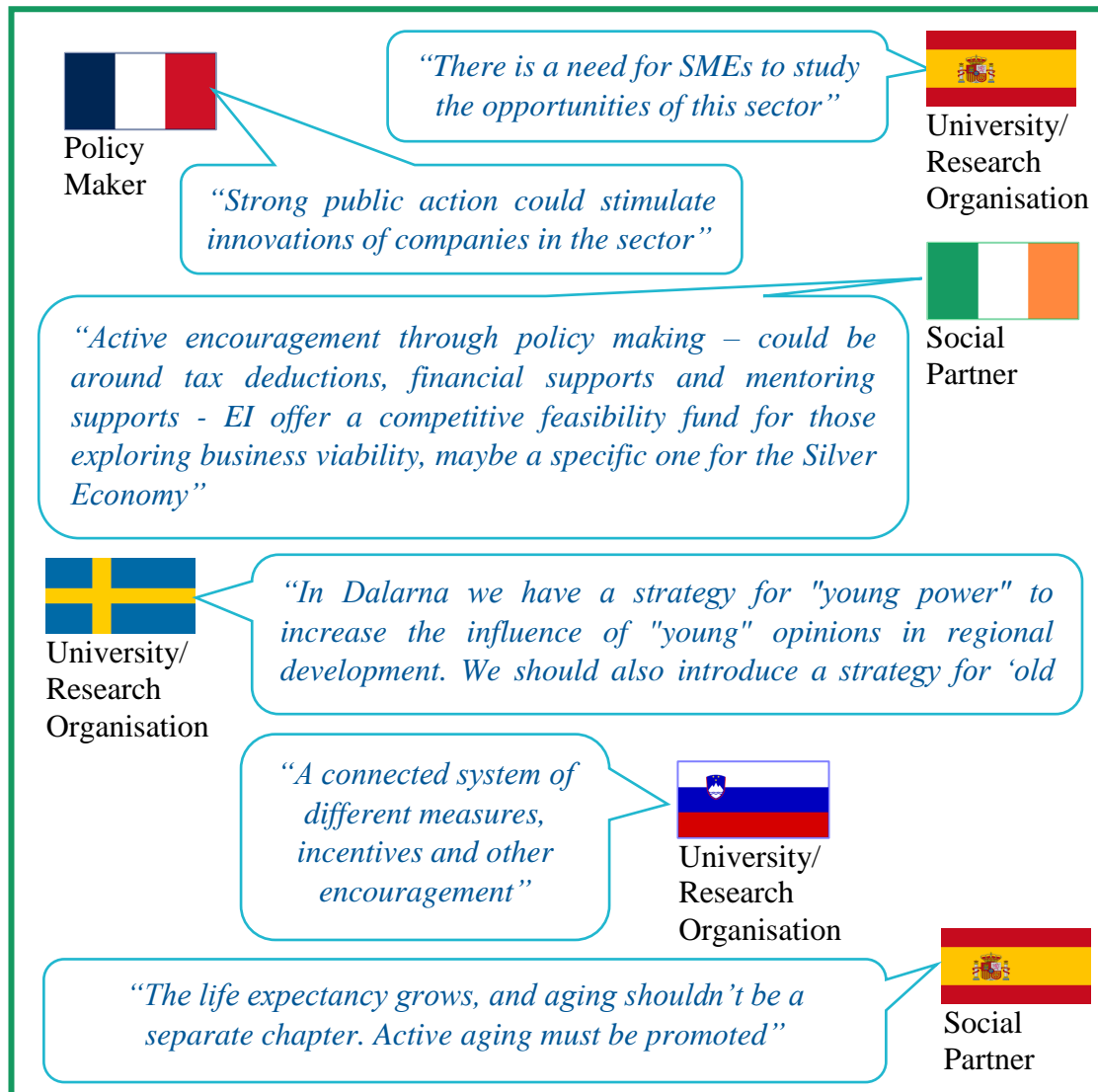


Fig 27. Sample of respondents views on opportunities

A full listing of respondents' comments is given in Appendix 2. Additionally, an article from the Economist Magazine *Europe's well-heeled Seniors*²⁸, provides some insights which are directly relevant to Silver SMEs opportunities, is reproduced in Appendix 4. Clearly, it highlights the potential of the Silver Economy and how it is only now emerging, where some large international companies are early adopters. Similar opportunities need to be identified in all partner regions.

²⁸ Economist, 2018

5.5.4 Threats

All partners identify the growing threats associated with an ageing population and adverse dependency ratios, as shown in Figure 28, which could become unsustainable as numbers of elderly rise in comparison to the working population. As noted earlier, dependency ratios are projected to change to a position whereby for every two persons in employment, one person will be dependent. Population pyramids included in partners SWOT analyses show this trend.

Question 16: In the absence of strong engagements with the Silver Economy, what are the threats to the regional economy in the context of the changing demographics to a considerably older population.

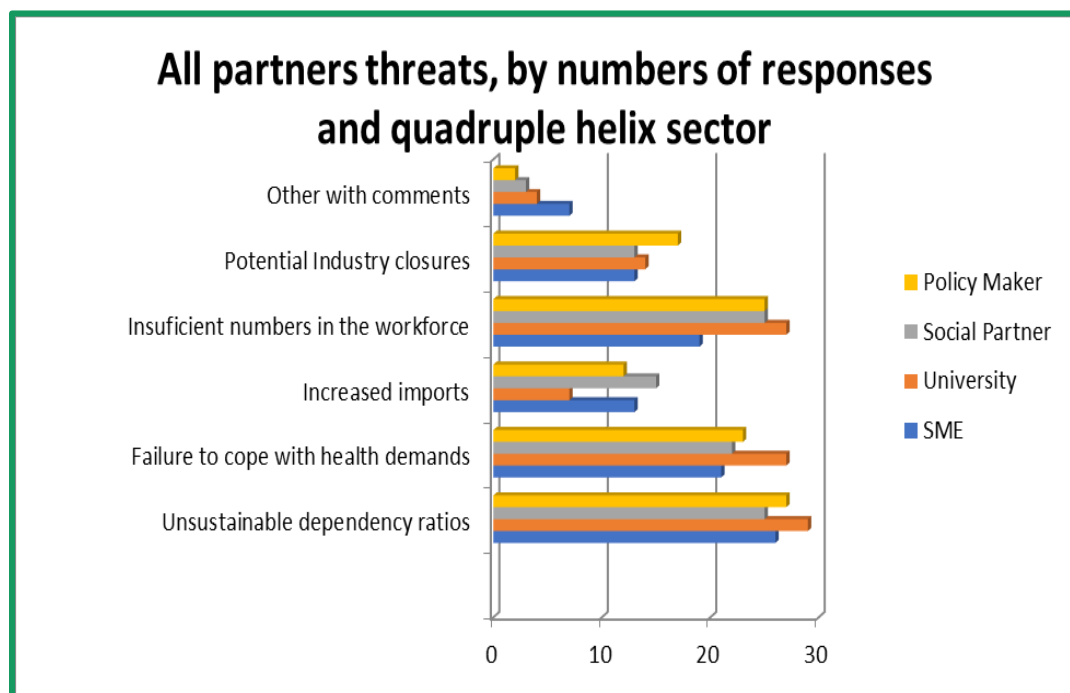


Fig 28. Threats across all partner regions

In examining threats across all partner regions, Figure 28 highlights the importance of older adults needing to work longer and contribute to national exchequers, in particular to maintain levels of income tax receipts. Insufficient numbers in the workforce also carry other negative effects such as the threat of industries closing. This has potential

knock on effects into requirements for increased imports. As can be observed from the data collected, unsustainable dependency ratios are identified as a major threat, as are challenges to economies arising from increased health demands, decreasing numbers of persons active in the labour force and the consequent threat of potential industry closures.

A growing cohort of older adults in the population also places increased demands on health services and the associated costs to national exchequers in the delivery of health care. The combination of these interrelated factors highlights the requirement, not only in partner regions, but across the EU to take early actions by putting in place sustainable policies to address both the supply and demand side of the Silver Economy.

An examination of the partner SWOTs clearly demonstrate these concerns. Of interest is the fact that many smaller businesses critical to local economies, are run by older people. In many cases, not only is a population growing in its age profile, but younger people are leaving peripheral areas for what they perceive as a better life and more opportunities in bigger towns and cities.

Partner regions identify that this is already a recognisable problem, labour shortages are beginning to appear and the continuation of local business is being threatened. Project research highlights that a tipping point is now very close and that older adults will not be able to rely on younger people to retain the status quo in terms of a sustainable economy, which looks after the needs of the elderly. Two options are possible, either keep older people much more economically active as producers and workers, or attract higher numbers of productive younger people into the regional economies. The latter, in reality, is a very difficult objective to achieve and stresses the urgency of addressing the former.

Two further factors are highlighted, the first being that, in many rural regions, older adults are also poor and the second factor is that younger people are staying in education much longer. Therefore, the size of the productive workforce is being ‘squeezed’ at both ends. Add to those concerns, the widespread concerns regarding

inadequate health care provision and the prospect of desertification of rural areas becomes a recognised potential outcome.

It is interesting to read the respondents' comments on threats, contained in Appendix 4, which highlight that people are already highly concerned that the basis of local economies is already being eroded by the demographic changes. Respondents can identify that local businesses will close and rural economies will become unviable in terms of their ability to maintain local vibrant communities. Some examples of the comments made by regional respondents are presented in Figure 29.



Fig 29. Respondents' comments on Threats

Table 3 provides a composite overview of findings across all partner regions in terms of the strengths, weaknesses opportunities and threats facing the wellbeing of local society and local economies.

Table 3. Composite SWOT summary of findings in all partner regions

Strengths	Weaknesses
<ul style="list-style-type: none"> • Positive environment and policy provision encouraging active ageing • Sufficient encouragements for older adults to remain economically active • Suitable cohort of SMEs to develop products and services • Strong research and development presence 	<ul style="list-style-type: none"> • Weak recognition of purchasing power of older adults • SMEs not focussed on the Silver Economy • Regions too focussed on healthcare • Research not sufficiently focused on growing sectoral needs • Few education and training opportunities • Weak interest/engagement from older adults
Opportunities	Threats
<ul style="list-style-type: none"> • Developing more proactive policies toward the Silver Economy • Provide SME training and familiarisation • Greater leadership on active ageing • Highlighting Silver Economy to everyone, irrespective of age • Encouraging more research and development focused on Silver SMEs • Enhancing mobility and public transport services 	<ul style="list-style-type: none"> • Unsustainability of increasing dependency ratios • Shrinking numbers in the workforce with potential industry closures and increased imports • Growing health demands

From Table 3, a very distinct picture emerges, whereby all regions appear to have an insufficient focus on the Silver Economy. In many cases, all of the necessary ingredients are in place, but highlighting the potential of older adults as an important market sector is required. However, in some regions, these measures also need to be matched by more proactive policies towards encouraging older adults to be more economically active and here the question of older adults' income levels arises.

Throughout the regional SWOT studies references arise to poverty or inability of older adults to afford certain activities or products. This is a challenge which needs to be addressed by policy makers, as numbers of older adults continue to grow and dependency ratios also increase.

5.6 Future Engagements with Silver SMEs

In the final section of the regional SWOT Analyses, Question 17 asked respondents if they wished to maintain an active engagement with the project in the partner regions (Figure 30). The response was extremely favourable with a very large percentage of all sectors interviewed indicating that they were very interested in continued engagements with partners. Interesting and assuring for the project, given its objective of influencing regional policies, is that policy makers were the largest group indicating continued interest.

Question 17: Are you interested in keeping up contact with the Silver SME project and would you like to make any other comments or suggestions?

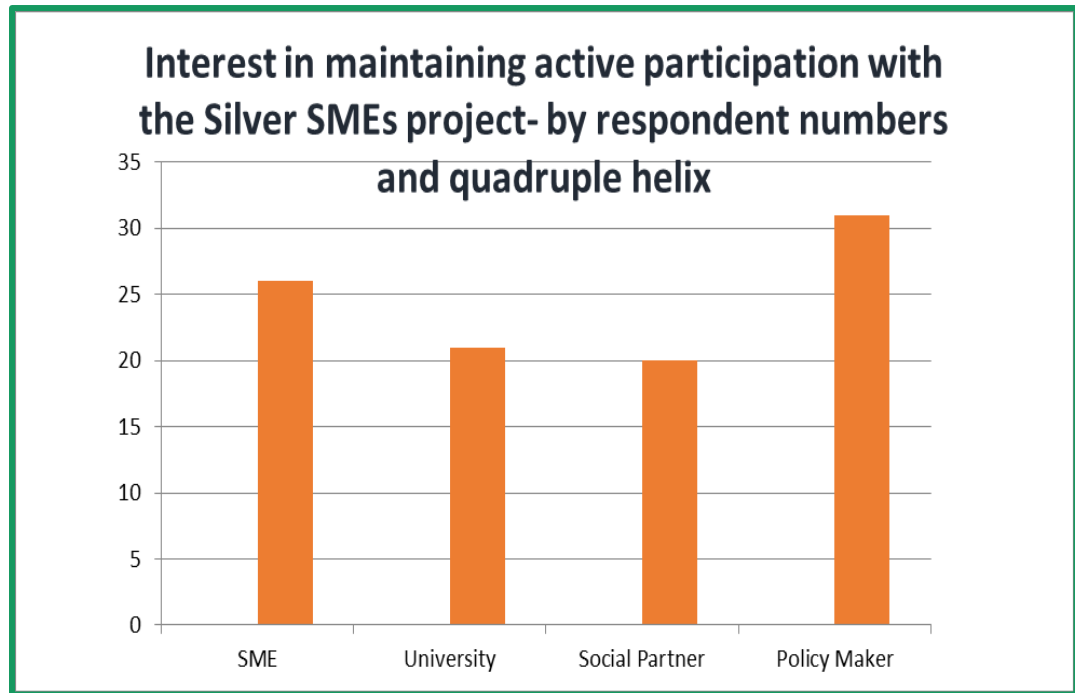


Fig 30. Respondents interest in keeping up contact with the Silver SME project

Partners in all regions will in the next phase of the project, begin to develop policy recommendations. This composite analysis together with all eight regional studies will provide a rich well of ideas on potential policies. These address a wide area of actions and the main policy suggestions to date.

6. Considerations for Policy Development and Conclusions

The undertaking of the eight partners' SWOT Analyses and this overarching composite report has proven to be a very valuable exercise in identifying a range of opinions, suggestions, issues and opportunities across the Silver SMEs project. Findings suggest that in all partner regions, the threats of taking no action to address increasingly ageing populations, are very evident and respondents have clearly identified that ageing populations carry both opportunities for local SMEs and threats for local economies in terms of a reduced workforce higher dependency levels and labour shortages leading to potential closures of enterprises.

6.1 Existing Policies in the Partner Regions

Question 12 of the SWOT studies asked respondents to identify any existing policies addressing these opportunities and issues.

In the Lead Partner's region of **Teruel** (Spain), the Aragonese Institute of Social Services (IASS) has recently launched the Active Ageing Programme. The aim of the programme to develop a set of activities that support and promote positive and responsible aging, by promoting active participation and complementing the other activities that have traditionally been developed in the centres. An issue is that this programme will only be undertaken in centres of population greater than 5,000. The action delivers six activities including provision of a toll free telephone number and the extension of tele-care to older people in vulnerable situations. The region also has the Social Care and Protection Strategy for the Elderly (Estrategia de Atención y Protección Social a Personas Mayores) and the Thermalism Program of the Imsero (Institute of Elders and Social Services).

In the **Dalarna** partner's region (Sweden), there are several strategies that aim to get people to live independently and there is a national network that works proactively to prevent issues developing. Within individual retiree organisations in Dalarna, there are also strategies for active ageing.

In the **Cim do Ave** region (Portugal), CIM do Ave indicates that a number of programmes directed at the organisation of tours and vacations are organised by local municipalities, while the “Plan for Inclusive Growing” in Cim do Ave has several strategies identified to create both products and services in the area. The police authorities are also conscious of the safety of older adults and seek to ascertain their degree of isolation and their life conditions, with a view to eliminating or eradicating risks and dangers.

In **CIT’s** region (Southern Region of Ireland), a free travel scheme for persons over the age of 66 years encourages other economic activities through increasing the free mobility of older persons, who can also be accompanied free by a spouse/partner and a younger companion (if you are unable to travel alone due to medical reasons). Regional development Agencies have begun to target Silver Entrepreneurs as a growing sector of enterprise development. Many older persons when retiring from employment are active in setting up their own businesses.

The Health Innovation Hub Ireland (HIHI) link SMEs, Hospitals and Research groups to target relevant offerings for the silver market. Cork County Council introduced a scheme in 2017 offering local SMEs up to €80,000 to develop products to solve ageing problems. The Ireland Smart Ageing Exchange (ISAX) is a new independent network that is working in the area of smart ageing. There is, at state level, a National Positive Ageing Strategy with education and skills strategies relating to lifelong learning.

Project Ireland 2040 (National Planning framework and National Development Plan) and the forthcoming regional spatial and economic strategies are considering demographic changes such as the Silver Economy. Cork City Council published a document entitled Cork Age Friendly City Strategy 2016-2020 with laudable analysis of issues and objectives to be achieved. As Ireland enjoys almost full employment there is a growing recognition of the economic value, which grandparents contribute, through child minding by allowing both parents to go to work outside of the home. Official retirement age in areas such as public services is being widely increased from 65 to 67 years of age.

In the **Soca Valley Region** (Slovenia), older adults benefit from the Slovenian Third Age University, the Association for Education and Social Inclusion and the Association of Pensioners' Associations of Slovenia. ZDUS operate the Gibalni and Startejši (Movement and Startup) Programmes.

In the **Sodebur Region** (Spain) “La Junta de Castilla y Leon - Regional Government,” has formed “La mesa del Consejo Demográfico”, (The Demographic advisory table) where the economic and social agents are looking for answers about how to address new and future demographic goals. There are also programmes promoting physical exercise.

In **Eurasanté’s Lille Region** (France) respondents referred to solutions for seniors being developed by Euratech, Eurasanté, CARSAT and Regional Council. "Générations" provides actions in the economic development regional strategy, addressing jobs and qualifications, campus - autonomy, longevity and health. Funds are dedicated to develop and support innovative projects which contribute to ‘ageing well’ issues. There is a call for projects "Silver Surfer”, funded by the Regional Council, CARSAT, local projects include (Saes 2 Grow, Smart Health, Silver SMEs) as well as an event focussed on AGING FIT.

The **ARR Lubuskie Region** (Poland) reports that apart from residential and day care facilities and meal services for the elderly, Social Co-operatives "ALTERNATYWY" are active in the region. Classes are provided in areas such as yoga for seniors, bicycle trips and computing. A project named "Grandchildren in good hands" which is implemented in Żagań, Żary, Myszecin, Szczaniec, a priority within the framework of Regional Operational Program addresses the elderly workforce. The aim of the priority is to increase the employment opportunities of people at risk of leaving the labour market due to their health, in particular people aged 50 and over.

6.2 Overview of Findings Across all Partner Regions

An overview of the findings from all regional partners shows that while weaknesses and threats are clearly identified, they are predominantly focussed on issues of health

care arising from an increasingly large cohort of older adults in the regions studied. These issues are particularly more acute in rural and mountainous areas. There is very little consideration in regional policies or discussions on the core objective of the Silver SMEs project relating to the potential of leveraging the spending power of these older adults. The undertaking of the SWOT studies in each of the regions has contributed to a heightening of awareness of the challenges and urgency for action.

Many of the regions do have proactive policies to maintain activity and independence levels of older adults, but a policy bridge is required between the supply (SME products and services) and demand side (needs of older adults) of the equation. In particular, very little is happening from an action or policy perspective on strengthening the focus of regional enterprises on product and service opportunities of the Silver Economy, developing not alone in local markets, but across the EU. This represents a core objective of the Silver SMEs project. The composite study has taken an overview across all of the partner regions and this has suggested a requirement for policies in all regions addressing:

- 1) Heightening the awareness and familiarisation levels of Development Agencies, SMEs, HEI's and Policy Makers in all regions regarding the size of Europe's Silver Economy and its potential to generate new business opportunities for a wide range of products and services, few of which are age, mobility or disability related. Partner Eurasanté suggests that a regional leader or Czar for the Silver Economy might be considered.
- 2) Encouraging policy makers to be more proactive in terms of the development of the Silver Economy, both from the supply and demand perspectives. Firstly, by promoting a more active engagement with the silver sector by enterprises and secondly by encouraging older adults to remain economically active, than is presently the case. Partner ARR Lubuskie refers in its study to creating a more positive image of older adults.

-
- 3) Proactively encouraging active ageing, highlighting to older adults how valuable a resource they represent to their local economies. Partner Soca Valley states in its report that municipalities and voluntary groups may have a strong role in this regard.
 - 4) Raising consciousness in all areas of the importance of environmental factors such as safe walkways and good public lighting, to encourage older adults to continue to participate as local economic actors.
 - 5) Promoting more public transport facilities to overcome marginalisation of older persons, particularly in rural and mountainous areas. Partner Sodebur recommends that incentives could be introduced to encourage more people to live in rural areas helping to retain basic services in these areas.
 - 6) Leveraging the strengths within the Educational/Research and Enterprise Sectors to identify niche silver markets for local enterprises. Partner CIT's study suggests developing a platform that will allow SMEs to develop products for the older population in consultation with older adults.
 - 7) Including the silver market segment in all entrepreneurial training and business planning courses.
 - 8) Including older adults' views and recommendations in developing new policy approaches.
 - 9) Organising engagements, discussions and stronger linkages between the supply (enterprises) and demand (older adults) sides of the Silver Economy to improve market knowledge and intelligence.
 - 10) Promoting policies to support the transfer of small businesses in rural and mountainous areas operated by elderly proprietors to younger people.

- 11) Focussing on the pension needs of overall populations as the numbers of elderly persons expands and promoting policies to ensure that all citizens make adequate financial provision for their old age.

In conclusion, Cork Institute of Technology's Hincks Centre for Entrepreneurship Excellence wishes to thank all partners for their inputs and participation in this composite SWOT analysis which covers all of the Silver SMEs partner regions, where a SWOT analysis was conducted and recommends that the findings of this report be adopted as an input to the good practice and recommendations on the policy formation aspects of the project.

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8. Appendices

8.1 Appendix 1 Partner SWOT Reports

Partner SWOT reports are available from the SilverSME websites.

8.2 Appendix 2 Respondents Views on Availability of Training Courses for Older Adults

- ◆ No
- ◆ No
- ◆ Volunteering through Red Cross
- ◆ ICT's workshops
- ◆ University of experience
- ◆ Red Cross volunteering.
- ◆ No, not what I know.
- ◆ No, not what I know, but it would be very interesting to examine as the tourism business have a huge need for trained staff.
- ◆ Yes, but only to provide IT-skills.
- ◆ No, not in Dalarna, but I have noticed when I have been on different fairs that there are on-going courses in other regions in Sweden.
- ◆ Yes, I think that within the companies "rent a retiree" etc. they arrange internal courses for the staff.
- ◆ If there are, they are statistically irrelevant.
- ◆ I am not aware but I am sure they exist to a certain extent.
- ◆ Certainly there will be some options in the city of Porto, but as I do not seek, I have no effective knowledge.
- ◆ Not that I know of
- ◆ I would be aware of employment courses run by FAS/SOLAS.
- ◆ Volunteering such as Tidy Towns, Christmas lights club, local women's group would volunteer for different charities etc.
- ◆ For personal well-being, there would be local dances, yoga and men's shed (where good skills are learned).
- ◆ There wouldn't be huge opportunities in employment that I'm aware of
- ◆ Yes, there are some courses for older adults. Voluntary organisations such as Men's shed & Lions club

- ◆ Age Action Ireland provide courses for older adults in computers and technology. The aim is to empower older adults in innovative communication tools. There are a wide range of adult education classes throughout the city and county in community schools which offer courses in a range of activities – predominately aimed at personal interests and hobbies. There are however a small range of adult education classes in computers, basic accounting and business start-up.
- ◆ There are some through Adult Education Centre but my opinion is that there should be more.
- ◆ I have no idea. I am not familiar with any.
- ◆ There is a lot of education related to health and well-being but I would say that those are following the only rule how to sell more. Not really to satisfy all needs that seniors have (the main goal is not their satisfaction but profit of the companies).
- ◆ Employment Service of Slovenia has some courses and Ljudska Univerza.
- ◆ Yes, they are. Language courses, some courses for cooking, a lot of lectures etc.
- ◆ It is there. The interviewed person only knows the ones related to “Cruz Roja”.
- ◆ Yes, through the associations, Town Hall, Provincial Council.
- ◆ No
- ◆ She mentions the activity of associations of elder people that encourage participation and collaboration between the neighbours of the area.
- ◆ He doesn't know.
- ◆ University of the Third Age
- ◆ I don't know
- ◆ Yes. A lot of business support institutions and local governments realizes project co-financed from European Social Fund (for example "From exclusion to employment" project - the project is aimed at employment stimulation of excluded people, including people aged 50+)
- ◆ I don't know
- ◆ University of the Third Age
- ◆ Yes. Courses such as gymnastics, informatics, etc.

- ◆ Yes, they are. Mainly the "Education for Adults" programme and the activities, projects and programmes carried out by the Red Cross.
- ◆ Yes. For example Courses in Day Care centres such as Memory courses and The "Universidad de la Experiencia" (University of Experience)
- ◆ Yes. A lot of Workshops related to memory, informatics, etc. organised by the social services (Community animation in general)
- ◆ Yes, the University of Experience.
- ◆ No, not what I know.
- ◆ The retiree organisation arrange Courses about IT, Health etc., but not linked to the working Life.
- ◆ No, I don't Think so
- ◆ There are "study circles" arranged by the organisations for retirees and I Think that many private companies offer Courses for their employees in order to keep them. Companies have difficulties today to replace retirees with staff with the right skills.
- ◆ I am not aware of that.
- ◆ Physical activities most generally.
- ◆ Being a real problem and there is a huge need I think that it is important and crucial to have a change of mentalities in order to provide an active life for the elderly. Regarding entrepreneurial approach the enterprises need to realize that this can be a business opportunity
- ◆ In my view, the north / centre region has some mechanisms of support and occupation for the elderly, namely: - Young volunteer services for welfare and welfare services for the elderly; - Home support services; - Leisure and exercise activities in cities.
- ◆ No.
- ◆ Not that I know
- ◆ Offerings tend to be more culturally or health based rather than occupational focused - voluntary organisations provide training to their own volunteers for the specific volunteering opportunities. Older adults can take part in other offerings but participation tends to decrease with age.

- ◆ I am only aware of the Credit Union movement who are always looking for volunteers of all ages. Once a volunteer with the Credit union, one receives training.
- ◆ Entrepreneurial skills training - training implementation and evaluation as part of PhD studies. Retirement planning, Lifelong Learning programmes through the Cork Life Long Learning Festival - wide range of training available each year. See CLLF website / booklet. ETB programmes, Further and Higher education programmes
- ◆ Not aware of any
- ◆ Yes
- ◆ Employment Service of Slovenia, different NGO programs, different community programs.
- ◆ Very little and not explicitly focused on seniors.
- ◆ Mostly with activities of Adult education centre and Intergenerational Center.
- ◆ As far as I know, there is plenty of activities and events from Adult education Centre.
- ◆ Adult education centre, Retirement communities association, day-care centres for older adults
- ◆ Yes, there are many.
- ◆ Yes, she knows they exist. She doesn't have much interest in this because she is not a consumer. She mentions cooking lessons.
- ◆ Yes, she mentions the wide variety of programs for the elderly in the "Universidad de la Experiencia"; and she mentions also the "CEAS", "Universidad de Burgos", "UNIPEC" and Town Hall programs. She says also that the elder people have a very good answer to it.
- ◆ She indicates that inside the University there are courses for the elder people to acquire or improve their skills.
- ◆ She mentions the activities at the civic centres, but she believes that it could be done much more in order to acquire or improve their skills.
- ◆ No
- ◆ No

- ◆ No
- ◆ No
- ◆ I don't know but service as "Pôle Emploi" can help.
- ◆ Projects for starting a business for people aged 50+ co-financed from EU, University of the Third Age, computer training
- ◆ Trainings co-financed from EU (European Social Fund), e.g. "Grandchildren in good hands"
- ◆ I don't know
- ◆ I don't know
- ◆ Yes, projects co-financed from EU which are realized by private and public entities
- ◆ The Escuela de Adultos (The School for adults). Volunteering with CARITAS (foster fair trade, etc.)
- ◆ The University of Experience
- ◆ Yes, The University of Experience
- ◆ Yes. "Aulas Itinerantes" ("Travelling Classrooms") in 30 localities in collaboration with a private entity
- ◆ Yes. The "Universidad de la Experiencia" (University of Experience) gives a lot of courses. The problem here is that it is quite unknown for the older adults in our region.
- ◆ I don't think that there are initiatives like that from the public authorities or the private sector, but the retiree organisations do have Courses, but they are more hobby-oriented. There are also initiatives like "rent a retiree" as a possibility for retirees that want to work longer.
- ◆ I don't know, but I think that the study associations have a range of Courses within different subjects.
- ◆ I am not sure, but I think that most people only cultivate their interests.
- ◆ The Veteran pool for older people that want to continue an active working life and social life. There is also initiatives as "class grandpa" in school.
- ◆ About new technical goods and services
- ◆ No knowledge

- ◆ State institutions are concerned to ensure adequate and effective care for the most vulnerable groups. However, there should be more attention to the physical, social, psychological and financial needs of the elderly population, in order to guarantee well-being to all.
- ◆ Yes
- ◆ I don't know if exist but it would be important promote these kind of trainings
- ◆ At a very local level, the local Community Development Project regularly provides a number of courses with good participation rates from older citizens. The Community Development Project is funded by state agencies and the Education and Training Board, with some philanthropic support. On a city wide basis, the ETB, Further Education Colleges and Higher Education Institutions actively encourage participation in both full-time and part-time programmes by citizens of all ages. Initiatives taken by these bodies, such as their Access programmes, the Lifelong Learning Festival and the Learning Neighbourhoods initiative have been important contributors to raising the profile of learning in the city that led to a UNESCO award for its achievement as a learning city.
- ◆ A few but very basic, ETB computer literacy, also mindfulness and generally hobbies based, it doesn't necessary allow for progression to higher levels of attainment a I think we should be encouraging main stream service to facilitate the silver economy to take part in main stream activities, by taking into consideration their specific needs.
- ◆ I believe Sail Training Ireland on one of their recent voyages facilitated a 74 year old to attend one of its tall ship training trips, this is the kind of things I like to see - older folk pushing the boundaries and perception of what an older person needs and wants
- ◆ Yes, self-employment training, Health Care and computer training as well as the ETB
- ◆ Entrepreneurship for Seniors programme developed by CIT

- ◆ Courses (language courses, IT courses, courses for cooking), all organized by Adult Education Centre, Employment Service of Slovenia is organizing some trainings (about computer, public speaking).
- ◆ Employment Service of Slovenia, Adult Education centre. There are some, however not all seniors are not familiar with it.
- ◆ I see a lot of advertisement in local newspaper. Mostly lectures related to health, a lot of language courses and different short-term leisure activities.
- ◆ Volunteering, sport activities, lectures, Employment Service of Slovenia is organising some training courses, different associations are creating and hosting different events.
- ◆ Employment Service of Slovenia and Adult Education Centre.
- ◆ Yes. In “ASPANIAS” (association that help people with disabilities to integrate in the society), have what they call “El Banco del Tiempo” (The Bank of Time), which consists of taking advantage of the elder’s abilities and experience; these people give their knowledge and their time. But in their concrete case, generally these persons who collaborate are relatives of boarders
- ◆ Yes, this Federation has a Dynamic Program to help the elder people to being able of managing -on an independent way- their Associations.
- ◆ In Valladolid there are courses to encourage the citizen's participation in the development of the city's budget. The older adults are being taught in order to be able to help other people, explaining them what the initiative is about, how to vote in those participating budgets (They have assigned an item of the total budget which is open to the public so they can vote)
- ◆ There are some computer courses, cooking, open to all the public.
- ◆ Yes, “Cruz Roja” offers workshops but it does not reach the small towns with less than 1000 habitants.
- ◆ Very few
- ◆ For professional skills no
- ◆ No
- ◆ Santélyls organize information meetings about prevention
- ◆ Trainings for volunteers with the network MONALISA, trainings for caregivers

- ◆ Yes, language and computer courses, vocational retraining, learning a new profession
- ◆ Trainings are implemented within the framework of projects co-financed by the European Social Fund
- ◆ Not yet, but soon the Senior Centre will be open - the centre will promote activity of older people
- ◆ No answer
- ◆ Language courses
- ◆ Yes. The "Escuela de Adultos" (School for Adults) organized by the City Councils
- ◆ Yes, but very basic such as informatics
- ◆ Yes. Mainly volunteering programmes organized by the Red Cross.
- ◆ Courses in Day Centres (memory courses, interpersonal relations)
- ◆ There is a concept called "Universidad de la Experiencia"(University of Experience) that targets specifically, older adults.
- ◆ Yes. Ibercaja organises biannual courses on topics such as informatics, painting, etc.
- ◆ Yes absolutely, especially within the retiree organisations, but I don't think that there are some many opportunities for educations related to the working Life.
- ◆ I don't know.
- ◆ No, I haven't seen that. Possibly within Health.
- ◆ There is a certain range within the study associations, but not included in the formal education system. There are also a number of retiree companies, for example, Senior Power and Veteran Power and they educate their employees.
- ◆ No. There are none that I know.
- ◆ I don't know
- ◆ Yes. Senior university
- ◆ Cork city ad Limerick city have engaged in the framework of UNESCO learning cities. So a culture of lifelong learning is being created by these initiatives. Waterford city may follow suit

- ◆ Isax, age friendly Ireland, age action, local senior groups, friendly call initiatives,
- ◆ I believe the LEO network run a course for older entrepreneurs now.
- ◆ There are courses available but not sure they are bespoke for older adults.
- ◆ The Local Enterprise Offices provide training for older people to start-up businesses.
- ◆ In the municipality where I live and in those nearby there is not a lot of activities like this for people 62+.
- ◆ Adult education centre has a lot of training. On the other side, there is also a lot training for associations for people in retirement.
- ◆ Yes. I know about many language courses, accounting and volunteering where target group are seniors. Seniors have some possibilities of how to remain; stay active I have a feeling like they have really a lot of options but of course, this is my point of view. I can tell you more when I will be senior.
- ◆ Yes. Adult education centre and Employment Service of Slovenia have some courses.
- ◆ In our community there is very well developed volunteering, people are familiar also with the program 'older adults for other elderly people' (Starejši za starejše), there are many sports activities, like yoga, gym classes, group stretching. The community is organizing many actions and preventive programs through a healthcare facility.
- ◆ Yes, they do exist enough actions.
- ◆ She knows that there are some courses oriented to stimulate the memory (chess...).
- ◆ Yes, "CEAS" count with many volunteers (usually linked to some NGO), although their commitment is limited.
- ◆ There are some courses – for young people – focused on care for older people, but he doesn't know any courses for the elderly.
- ◆ He knows that there are some courses, but he can't specify.
- ◆ Yes
- ◆ No

- ◆ CARSAT advised formations, associations as France Bénévolat
- ◆ No
- ◆ No
- ◆ Various trainings and courses are organized in rural areas, such as first aid, gymnastics, courses raising professional qualifications: floristry, decoupage etc.
- ◆ Language courses
- ◆ Yes, e.g. from European Social Fund
- ◆ Computer training, training in the use of the Internet
- ◆ There are courses under European Social Fund

8.3 Appendix 3 Good Practices Identified by all Respondents

Teruel
<ul style="list-style-type: none"> ◆ The Balneario de Ariño, that offers a Thermal Centre with the latest facilities for the realization of the best therapeutic treatments with mineral-medicinal waters. It works pretty well ◆ An SME that sells furniture that has made niche business with articulated beds. ◆ There is an interesting thing, regarding the housing. The Older Adults have created a cooperative: it has been created by 10 older adults that reunite to create the cooperative and hire services. This cooperative has an agreement with the city council, which has offered a reduction of the prices for housing. ◆ Yes. They have established a discount system for Older Adults, in collaboration with regional SMEs. It is actually an open Shopping Centre that has an agreement to offer discount to older adults in order to increase the opportunities of the Silver Economy, by fostering the elderly people's consumption. The slogan of this programme is "You cannot run away from your pension but we can make it to last longer" ◆ The Universidad de la Experiencia can be actually considered a good practice. In the University of the experience workshops of all kinds are imparted such as History, Art, Health. It is a great opportunity not only to increase their knowledge but also to relate. ◆ In our region there are hairdressing services for seniors. For a modest price, older women can receive hairdressing services in their own home. ◆ Yes. In our region a non-profit cooperative model has been formed by older adults to provide services to the elderly, mainly through the San Hermenegildo Residence. They (the elderly) have invested in a building, and have come together to set up a cooperative in which the services provided in the residence are chosen by them. The management of the residence, which has both apartments for the most independent and assisted rooms for the most dependent, is carried out through a team chosen by the cooperative. In summary: <ul style="list-style-type: none"> - It is a cooperative management model

- There are two groups: assisted and dependent
- The choice of the services provided is based on the participation of all the members of the cooperative: the residents and the management team
- Cultural activities are organized that promote the fact that older adults are active.
- ◆ Cáritas is in charge of training the young people, and they put in contact the grandfather or the grandmother, who due to his characteristics is more in need, with a young man who will accompany him talking, listening, walking and sharing moments. The volunteer visits the adult once a week and adapts this day according to the availability of the young person and the large person. The program helps to:
 - encourage dialogue, bonding and understanding between the elderly and young people.
 - Improve the self-esteem and well-being of the two parties involved.
 - To promote respect, social and ethical values of young people towards people of the third
 - Enhance the intergenerational relationship.
- ◆ The food delivery by ASAPME
- ◆ The University of Experience, whose mission is to disseminate science and culture in people over 55 years of age, who have not had the opportunity to receive training at the University, or to receive it in fields other than the professional activity they have had throughout their lives.
- ◆ Yes. ATADI's project: 'Puerta Mediterráneo' residence. This resource, designed in collaboration with the City Council of Mora de Rubielos, aims to respond to the residential and day needs of the dependent people of the Gudar-Javalambre Region.

Dalarna

- ◆ Sätergläntan; a Nordic Center for Crafts and cultural heritage that offer Courses both long and short, that often attracts older adults.

- ◆ Yes, within the social economy there are cooperative elderly homes, several social
- ◆ Enterprises that offers food delivery, cleaning, gardening etc. In rural areas it is common with shops, libraries, restaurants run by cooperatives and these services are mostly used by the elderly in a way a condition for staying.
- ◆ LD Hjälpmedel in Borlänge offers Courses and assistance tools to fall prevention etc. They also have had a cooperation with Dalarna Science Park to support companies in this sector.
- ◆ Yes, there is a show flat in Falun that is open for everybody to visit, where you find different solutions that could be of help for a longer independent living at home. Private companies show their products there and you can also get information about service for elderly by the municipality. A good way to find out about all opportunities.
- ◆ The county council for retirees and the municipal councils for retirees are good examples of forum where elderly can put the light on and discuss different important topics and needs for the elderly in our region.
- ◆ Naturum Fulufjället, an adapted visitor's centre in the entrance of one of the national parks in Sweden, for increased accessibility for elderly and disabled to the nature.
- ◆ Not exactly. What happens in the retiree organisations is initiatives to improve the conditions for older adults and also arrange social activities to fill the gap after a long working Life.
- ◆ Well, within the service sector I have noticed that there pop up Enterprises with vital retirees that offer services within gardening, housekeeping etc. "rent a retiree". Also within the Health and wellness where there is an increase of adapted "programs" for elderly exercisers. Also in the tourism sector there is a range of Products adapted for an elderly target Group.
- ◆ Yes! SMARTER HOMES is a very good initiative. It is a show flat filled with smart solutions both from the private and public sector, for older adults that could be of help for independent and safe living even in older ages. It is a good way to shop opportunities to increase the freedom of choice; if I want to continue

an independent Life in my own home, or if I rather want service from the municipality. In Dalarna we face a future whether fewer will care more and more old ones, so we have to find ways to postpone the needs.

- ◆ It depends. For example, the Research centre ReCall in the University college gathers actors from academia, regional development and companies= meeting Place, not only an academic club.
- ◆ The retiree companies Senior Power and Veteran Power that employ retirees that want to continue contributing in the working Life.
- ◆ My company has had Courses for elderly about how to use a cell-phone, but not in Dalarna yet.
- ◆ They make a target group adjustment /adaptation within the tourism and travel industry and maybe this model could be used in other branches too?
- ◆ Yes, the "Rent a retiree"- companies.
- ◆ We have several groups that are doing a lot of study visits in SMEs. So we are pretty active when it comes to collecting new knowledge.
- ◆ Companies that seek retiree homes and offer clothes, shoes etc.
- ◆ Courses about new technology, and our study association offer participation for elderly volunteers. Especially retired teachers that set up in connection to the refugee wave during 2015, and we also have cooperation within the "Rädda barnen"(Save the children).

CIM do Ave

- ◆ KAPVISION - Focused on the well-being of all people, KapVision Portugal answers to a social demand in Portugal. Their mission: take care of the elderly for an aging well at home and of people with sensitive pathologies, children or adults.
- ◆ The priority of KapVision Portugal is to allow the elderly to live independently at home with the possibility to continue doing a lot of activities and having multiple services at their disposal. These services are provided on a temporary or permanent basis, according to the needs of each one. Furthermore, KapVision

also operates in France, in order to contribute to the ageing well and living well at home.

- ◆ I am not familiar with the subject..
- ◆ Tourism, culture, keep the traditions.
- ◆ Everything. We are aging rapidly this is a solution.
- ◆ I believe that technical training should be mandatory for all those who directly or indirectly deal with the elderly population. It seems to me, in my opinion, that there are deficits in knowledge in this life cycle.
- ◆ Centro Colibri - They are dedicated to the development of specialized and personalized services tailored to the needs of the elderly or adult with pathology, with the aim of providing greater functionality, autonomy and quality of life.
- ◆ Have as their mission the promotion of healthy and active aging and the participation of the person in the community.
- ◆ Município de Vila Nova de Famalicão
- ◆ Project "With Physical Exercise: More and Better Years", which encompasses the realization of leisure and sports activities, such as gymnastics, water aerobics, hydrotherapy and dance.
- ◆ Deepening of the cooperation with the Association of the Elderly Famalicão, entity promoting the Senior University of Famalicão, in the dynamization of educational activities for the elderly.
- ◆ Organization of awareness-raising and training activities on topics of interest to the elderly.
- ◆ Senior Carnival, Senior Hiking Senior Picnic Senior Convoy Tour, Allocation of tickets for trips to the beach (summer months), Senior Afternoon, Senior Christmas Parade
- ◆ Social design project - Fermenta da Susana António, where the knowledge of older people is strengthened in the creation of objects and materials for sale. It has the support of designers, which ensures the beauty and the interest of these pieces.
- ◆ Yakusa - Ovar Factory: with internal training programs for older people.

CIT

- ◆ I think that the Men's Shed movement may be of interest as it promotes activities
- ◆ Co-design of services and products with active involvement and participation of older adults at all stages.
- ◆ I think retirement age is one that needs to be looked at in our region, as we have fixed retirement ages. In Australia for example compulsory retirement is unlawful.
- ◆ Australia- co -working spaces for seniorpreneurs.
- ◆ Canada -The Mandalab living lab.
- ◆ The Silver Economy awards –
<https://silvereconomyawards.eu/news/just-published-silvereconomy-study>.
- ◆ EIT Health - EIT awards and active aging projects and initiatives.
- ◆ The EU through their interreg Silver SMEs programme is trying to share and promote this area.
- ◆ The examples given in 5 above may be regarded as good practice as is the promotion by the hotel sector of special packages for “Golden Oldies” at off-peak times and dates, which recognise the greater flexibility of the age group.
- ◆ Not as yet, it is a new term to me and I am only beginning to get to grips with the concept as I ebb closer to it myself.
- ◆ Adult learning and supports need to reflect the needs of the community I know one group won funding from the Ulster Bank skills & opportunities fund.
- ◆ Men’s shed won funding to assist and improve skills. It allows them to get better equipment so they could start their own little business or micro-enterprise.
- ◆ Silver SME sector? Do you mean a product or service developed or is it a practices that businesses who frequently engaged with older persons?
- ◆ Age Friendly practices could be promoted more to businesses to provide a friendly environment for hospitality and shopping.
- ◆ By 2050 it is estimated that 3.2 billion people will fall into the over 50 age bracket. A study by The European Commission identifies that if ranked among

sovereign nations, the European Silver Economy would currently be the third largest economy in the world, behind only the USA and China.

- ◆ In 1999, the ISO Committee on consumer policy held a workshop on ageing populations which identified that one in every four persons in developed countries would be over the age of 60 by 2025. Quality of life, leisure and well-being, independence, healthcare and safety, nutrition, finance, transport, housing, education AND employment were all identified as the crucial issues to sustain and develop in order to support an ageing population. These issues have been embraced and used as inspiration by countries such as France, Germany, the USA and Japan, who are as a result all front runners in terms of setting the benchmark for meeting the needs and wants of an older population. Many Japanese companies have gone back to their product development stage and redesigned products to fit this market having identified that one in four adults is over the age of 60 and by 2025 that figure will be one in three.
- ◆ Examining the policies of these countries with regard to standards and benchmarks will allow.
- ◆ Irish businesses to benchmark and identify with best practice frameworks to develop this area for the SME sector.

Soca Valley

- ◆ Our Municipality had a huge problem what to do when one of our co-workers needed to go on vacation. Later on, we had found a solution and set contract with a gentleman who is already retired. We couldn't find any other way to replace this position, although we are very satisfied with it (transfer of knowledge).
- ◆ Older adults in retirement help other people in retirement (day care, socializing and gathering); Use of IKT, the involvement of older adults in the education system and trainings (kindergarten, primary school), mentoring in companies.
- ◆ Yes. I do know some for example: volunteering and study courses at Natural history museum of Slovenia in Ljubljana.

- ◆ EU devoted the European Year 2012 to promoting active ageing and brought higher awareness of this problem and all challenges which older and older society is dealing with.
- ◆ There are many international and national practices that I know: adapted apartments for elderly people, services and products for seniors (telephones, additional insurance, different services for seniors well being and health).
- ◆ Yes. I do know one and it is a really good one. It is called Sopotnik. You can check in on www.Sopotnik.
- ◆ Pre-retirement courses for Slovenian Army.
- ◆ Prostofer, Hiša dobre volje (House of Goodwill)
- ◆ Medic Hotel in Renče.
- ◆ One example on this website: <https://www.adelwoehrerhof.at>
- ◆ I have heard about one. But it is not from our region. Owner of touristic farm finished renting rooms to tourist and offered seniors to live there (rent is 300 euro per month).
- ◆ I was reading about Hiša dobre volje.
- ◆ I know great examples from other EU counties or from USA, but I do not know any from Slovenia.

Sodebur

- ◆ He mentioned the already known activities of “La Junta de Castilla y Leon – Regional Government” or the Provincial Council, but he doesn’t know about other initiatives that could be considered a good practice applied to the Burgos's province.
- ◆ There are identification wristbands (with a chip) that include the medical report besides the personal information. This can be read using a cellphone application.
- ◆ There are some initiatives focused in the maintenance of the active life.
- ◆ Elder people can be mentors that with their knowledge help with the beginning of a new SMEs.
- ◆ Volunteering.

- ◆ There are SMEs that have elder people involved activities designing.
- ◆ In the Nordic countries, collaboration is encouraged in elder people's SME's.
- ◆ In Europe there are initiatives for people to be active more years and in better conditions; it advances in economic models that focus better in products and services to offer.
- ◆ She thinks that Spain is behind.
- ◆ There are groups of citizens, (like “Light Platform” or “Fiare Banca ética”). She is against the social differentiation, and thinks that it should not be promoted the barrier that nowadays divides the people who have stopped working from the ones that still work. She believes that people until 80 years of age (and older in some cases) are able to give so much more to the society, and frequently the necessities people between the ages 65 to 80 have are not much different from the necessities people under 65 years old have.
- ◆ They have a project (Solutions and Supports in the Environment) that tries to generate solutions to the demands of the elder people, especially the dependent people. They primarily support on the domicile with personal assistance, as the needs evolve, they offer the services in the “Centro de Dia” and close the circle with the Residential Home, being always a process that can be reversed depending on the needs of every person.
- ◆ He believes that the last labour reform gives the option to the retired person to continue working and charge, apart from the pension, another remuneration. He thinks it is a good idea, mainly for the people who hardly overcome 65 years old.
- ◆ She doesn't know how to specify, but she says that the “Pais Vasco” (other Spanish regions) is ahead of us and it has many programs.
- ◆ A good practice is trying to change the paradigm; There are already movements -that have appeared among the least elders- leading to change their retirement style, for example creating friends communities or societies that try to hire their own physiotherapist, their own psychologist... they are looking for new ways to face the elder times.

- ◆ It is difficult to import external ideas and make them work in a rural area such as the province of Burgos where the population is very dispersed. It would be great to encourage the elderly to get involved in volunteer work.
- ◆ In this nursing home they are contemplating the possibility to collaborate with an Intellectual disabled centre, looking for people to do their practice in the residence, with a mutual benefit;
- ◆ In Torralavega there is a centre where intergenerational collaboration is wanted, seeking the stimulation of older people, who can be with children...
- ◆ In the area of “Salas de Los Infantes” there is a Touristic volunteers movement where the elderly play an important role, but there have being complaints from the touristic guides arguing that it is an unfair competition.
- ◆ In the province of Soria there is a company that started making daily purchases for the elderly, and little by little has been expanding its services.
- ◆ She believes that there are places where food is delivered to your house.
- ◆ She mentions that in Galicia (Spanish region) the school buses are being completed (they don't fill up with children) with elder people.

Eurasanté

- ◆ Connected ground to detect falls in the elderly, adapted piece of furniture for individual with reduced mobility.
- ◆ Propose to senior products tests.
- ◆ Co-creation.
- ◆ Cutii: multiple partnerships with local actors, and participation of senior for every steps (needs collection, tests ...).
- ◆ Action turned by habitat improvement et access.
- ◆ Users feedbacks allow more pragmatic analyses of project utility linked with senior needs. It should be an inescapable step for project deployment.
- ◆ Need to start from end-users needs to develop new adapted product or service by consulting users committees or being support (by incubator for example) --> UNAIDE.

ARR Lubuskie

- ◆ Social Co-operatives "ALTERNATYWY".
- ◆ Hearing-aid producer.
- ◆ Childcare of private persons.
- ◆ I know - yoga for seniors, bicycle trips, computer classes.
- ◆ Yes, for example Day Care Centre for Elderly People.
- ◆ Yes, for example chess square in Szczecin (mainly older people play there).
- ◆ Day Care Centre in Swiebodzin, - Association "POMOST", 2) senior clubs, 3) Rest-home in Wschowa, 4) project named "Grandchildren in good hands" which is implemented in Żagań, Żary, Myszęcín, Szczaniec, 5) Measure 6.7 within the framework of Regional.
- ◆ Operational Program - rehabilitation for the elderly workforce.
- ◆ Day Care Centre for Elderly People, fitness for seniors (EVEREST).
- ◆ Catering company from Nowogrod Bobrzanski - they offer meals for the elderly.
- ◆ Nursing Home for senior citizens (Zielona Góra, Zacisze).
- ◆ Cooperation in Polish-German projects.
- ◆ Yes, provision of care and nursing services.
- ◆ Day Care Centre for Older adults in Swiebodzin

8.4 Appendix 4 Regional SWOT - Comments from all Regional Respondents

Regional Strengths- ALL RESPONDENTS COMMENTS

Teruel
<ul style="list-style-type: none"> ♦ If they explore the sector. There are a lot of technological companies in our region. But it is just the beginning ♦ None of these are seen as strengths

CIM do Ave
<ul style="list-style-type: none"> ♦ We have in the region good universities and research centres. The diagnosis of the county will be important to needs ♦ We have a university with specialists in these subjects ♦ There is some consciousness of the importance of the theme at political level. Elders are still voters ♦ There's a lot of playgrounds and places where the older can interact, develop new ideas ♦ All entities, public and private, with competence in this matter must be involved in appropriate aging measures. ♦ The active population should be encouraged to care about the elderly population, in particular, to ensure that the needs of this vulnerable group are met.

CIT
<ul style="list-style-type: none"> ♦ We have a strong research presence in the region, I know that a lot of work is being done on the internet of things ♦ This needs to happen before SMEs can follow suit and provide the goods and services. ♦ Most 3rd level institutions have some silver related R&D ♦ ISAX activity, health Innovation Hub

- ◆ There is an ecosystem to support enterprise development (HEI, IOT, research centres) including research capacity but I'm not sure if the research is focusing on the Silver Economy. Maybe yes
- ◆ A huge resource to draw from in terms of third level research supports and research
- ◆ Collaborations for regional feasibility studies, market feasibility studies for businesses
- ◆ Excellent opportunity to engage further with HEIs in developing products
- ◆ Definitely, we have a very good range of SMEs in diverse sectors
- ◆ A number of companies are developing products for this sector
- ◆ In the Munster region there is a large SME base – how they could be encouraged to develop products specifically for the grey economy would need to be explored. Third level could collaborate with SME's on the research, prototyping etc.
- ◆ Drivers and developed cohort of SMEs and positive supports for business
- ◆ With over 2,000 companies operating in the city and county, in a wide range of industries I feel this is our biggest strength. Access to ports and airports, a number of third level education institutes, strong business culture, incubation hubs, a wide range of business supports, etc. make this area ideal to grow the Silver Economy.
- ◆ Yes we do, but I am not sure how focussed they are on the Silver sector, maybe the project can highlight this potential
- ◆ Funding for projects through councils/Enterprise Ireland
- ◆ I would say the same applies as per answer 13b.
- ◆ There are a number of SMEs in this space but supporting an older population is the challenge
- ◆ The SMEs are there but maybe need to be prompted of the opportunity.
- ◆ I believe that it is in everyone's economic interest to have policies encouraging and supporting active aging
- ◆ Health and positive aging initiate

- ◆ This needs to happen before SMEs can follow suit and provide the goods and services.
- ◆ Age friendly towns and cities, AFU or age friendly universities
- ◆ Smart ageing agenda, age friendly Cork, council commitment
- ◆ For reasons posed in previous question
- ◆ There are enterprise supports for those over 50 who are exploring developing a business whose products or services may or may not be targeted at the Silver Economy. I am unsure of policy provision specifically for active ageing.
- ◆ More focus on the value of older people in a strong economy, e.g. continuing to work, minding children, spending power of older people is better understood and the fact that people are living and remaining active for longer. Could have better policy provision though.
- ◆ In terms of our European partners, Ireland is not a bad place to grow old. Age friendly programme in Ireland is quite positive.
- ◆ I think more can be done here & there is a willingness.
- ◆ Cork city council applies age friendly practices in its economic development strategy.
- ◆ Age Friendly Programme provides the platform for policy formation and involves older people in all decision making practices.

Dalarna

- ◆ CetLer and Re Call are two initiatives run by the University College of Dalarna connected to two of our priorities in smart specialisation: Innovative Experience Production and Health and Welfare.
- ◆ It is an important target group so I believe that there must be ongoing research.
- ◆ There is an awareness of the demographic challenge with an ageing population.
- ◆ Research within the social sphere is more usual now as one realises the needs for evidence for the development of work and also knowledge about what we can win through preventive work.

- ◆ ReCall is the first research center to have been set up in this field in Dalarna But this is preferably focused on health and care.
- ◆ The travel and tourism industry is the main strength in Dalarna related to the Silver Economy and there is more to do to develop and promote products designed for elderly visitors.
- ◆ Yes, provided that they have the knowledge about the possibilities within the Silver Economy.
- ◆ e-commerce for example within health products: Fina mig and Lyko
- ◆ There is quite a large proportion of IT-companies in Dalarna, in the Borlänge area.
- ◆ Provided that the elderly understand... start at the right end...
- ◆ Two priorities within S3: Innovative experience production and Health and Welfare
- ◆ Yes, I think that our politicians have become more and more aware of the demography aspects in Dalarna.
- ◆ No, but we need business support to run and develop enterprises run by older adults
- ◆ There are forces that want elderly to remain active, but the questions is if this group is affluent enough.
- ◆ Difficult to answer though I don't have enough knowledge.
- ◆ Dalarna is among the oldest regions in Sweden, so we are forced to adapt ourselves to this situation and get on the track quickly, that could be an advantage for us. And we have assets like a strong civil society with NGOs for retirees, within sports etc.
- ◆ The tourism and experience industry is strong. There could we do a lot more targeted to the Silver Economy.

Soca Valley

- ◆ First but much needed and the most important step is to make market research to focus development

- ◆ Adjustment for ageing society
- ◆ It would be very much needed and welcomed.
- ◆ Lots of trainings and information for companies are available.
- ◆ Specially health services- to promote and help seniors to do as much as they can to stay healthy and vital without the help of their relatives.
- ◆ We need to encourage older adults to stay active and to participate in all fields of society.
- ◆ Some projects are encouraging active roles of seniors mostly with initiatives connected with health or healthy lifestyle
- ◆ Support (subsidies) for those who use smart technologies.
- ◆ In our municipality I think a lot of services are there especially for seniors. So I see this as strength.
- ◆ In this period of life there are lots of things more important than pension. In general, whole society should make savings and some varieties to make life in retirement easier. We should start thinking now how to make our life in retirement better and start saving more. Economic activity of seniors depends on assets that seniors have as an option.
- ◆ Top shop adds for equipment, some products specifically for seniors
- ◆ None of them if you are me.
- ◆ Not even one from above
- ◆ For our part of Slovenia I think none of those above are right.
- ◆ From my perspective I think our region has no strengths
- ◆ Many options already exist. Volunteering and other work on contract-short-term work, complementary work, s.p. or d.o.o.
- ◆ I cannot associate any strengths
- ◆ There are some programs for companies or start-ups, who offer co-financing.
- ◆ None from above
- ◆ I do not agree with any suggestions.
- ◆ I cannot decide. I think there is lack of incentives on all possible fields.

Eurasanté

- ◆ Homecare companies/associations are expending as well as adapted recreation offers
- ◆ Companies seem to be many, innovative and competitive. Business model is maybe weak for many of them.
- ◆ Dense entrepreneurial fabric
- ◆ Many SMEs
- ◆ Belab: senior dehydration
- ◆ 400 companies / 8000 employees
- ◆ It's an important asset to be support by actors gathered in same sector network.
- ◆ Ailyan, E-wear, Autonomad, UNAIDE, Blue linea
- ◆ Partner's meetings and intern actions of my organization
- ◆ Need more coordination of employment and training actors linked with department council
- ◆ Everyone can be actor of his health
- ◆ Strong actor's engagement with social innovation platform (Pénates & Cités)
- ◆ Emulation in Eurasanté park: sharing of good practices
- ◆ Indeed, the region have a favourable environment for Silver Economy development
- ◆ Empowering all local contacts and find a way to fund some organizations.
- ◆ 5 departments with 5 different ageing policies with little or no interconnections (500 M€/yr)
- ◆ Trained professionals to support seniors
- ◆ Clubster Santé and Eurasanté with calls for projects
- ◆ Reputed hospital with a great ecosystem (with Eurasanté) for projects emergence

Soderbur

- ◆ Research is a strong point, but it is necessary to continue developing it.
- ◆ Only some of them
- ◆ Focused on the tourist services its more as an opportunity than as a strong point.

- ◆ It mentions the 60's club.
- ◆ There are political measures but it's hard to put them into practice. It indicates that analyzing the Autonomous Communities (regions), "Castilla y Leon" is in the first place inside Spain. In the rural area the elder people are beginning the cultural change; they already don't resign themselves to stay in their houses, but they are more mentally prepared to get older with a quality of life.
- ◆ Policies for an active aging are beginning to made, but they are at an early stage.
- ◆ Since 2012- active aging year- many aspects related to this way of turning older have been strengthened.
- ◆ There are good intentions, but the politicians do not just put it in motion.
- ◆ The SMEs know this sector of the population is susceptible to making important expenses because they have time and financial resources. Besides that, the elder people percentage is growing and becoming a wider segment in the population.
- ◆ If they are encouraged; something different is for the elder people to be active.
- ◆ It's being started. It's an opportunity.
- ◆ But it is simply focused on leisure
- ◆ Specific stimuli are not necessary. What is needed is that the necessary products and services are easily accessible in the rural area.
- ◆ I don't see any strong points.
- ◆ I don't see many strong points. I think that unfortunately there are many more weaknesses.
- ◆ In our province the reality is that there are many elder people, there are also people who retire very young and they are very well prepared, with a great potential and ready to collaborate.
- ◆ All of this is a big punch into the economy.
- ◆ They add as point F the fact that elder people are interested in participating in their town's economy.
- ◆ We should begin by believing in the potential that the rural environment has, because it is a reality that this medium offers big opportunities. The natural resources of each region must be strengthened.

- ◆ I don't see any strong points. I believe that in the rural areas of Burgos province there have been troubling steps backwards.

ARR Lubuskie

- ◆ Professional experience, knowledge
- ◆ Using the experience of older people
- ◆ City authorities and entrepreneurs policy
- ◆ Programs for senior at the city, region level; government programs
- ◆ "Active 50+" - you can win vouchers for workouts and trips
- ◆ Fruit and vegetable markets
- ◆ Co-financing for trainings (Measure 6.5 Regional Operational Program)
- ◆ Bonus card "ZGrani 50+" - discounts for products and services from local companies
- ◆ There are no strengths
- ◆ Municipal Senior Program (50+ Card)
- ◆ Activation programs for people 50+ aged under European Social Fund
- ◆ Definitely no strengths

Regional Weaknesses- ALL RESPONDENTS COMMENTS

Teruel

- ◆ A very few.
- ◆ Even if they are improving
- ◆ They are seen as passive agents
- ◆ They are not aware of the opportunities of the market
- ◆ They have not targeted the concept of Silver Economy
- ◆ They actually want to save money, not to spend it. But if we could offer them cheap alternatives, or services they actually need, they would contribute more in the economy

- ◆ But because they are not empowered to do so. The wisdom is in them, so the culture of saving should be changed so that they can live their lives and not their children's

Dalarna

- ◆ In Dalarna we have a strong focus on the young population and a strategy for influence and participation for the young. Maybe we need a similar strategy for the elderly in our region?
- ◆ I think that people can understand the potential, but there is no strong will expressed.
- ◆ It is still more common to talk about elderly connected to costs for health and welfare. But, there is a tendency that the municipalities really want to offer good solutions for the elderly in order to increase their possibilities to stay health and independent.
- ◆ There is a focus on health and care sector when you talk about the elderly and these are not in terms of prolong or change the career of older adults.
- ◆ I think that the private sector can see the old adults as an interesting target group, but not yet in the public sector as that often takes longer time to change and develop For example, older people are often declined by the banks to take new loans, despite of their assets like fully paid loans for houses and other assets.
- ◆ There is a beginning insight that this group has got a stronger economic capacity than we have seen before., but we are fumbling how to benefit from this.
- ◆ I think that people are beginning to understand.
- ◆ You don't realise how much potential there is
- ◆ There is a focus on health and care for the elderly - but not connected to the economic aspects linked to the Silver Economy
- ◆ There is ongoing research but maybe not specifically about the positive economic aspects of an ageing population but I think this will change soon

- ◆ Depending on Stigmatisation? People do not want to belong to an "elderly" target group, but the Silver Economy actually starts when the kids have moved out, often in the early 50s.
- ◆ Wrong, I think that they want to participate in a larger extent.
- ◆ There is a group of poor elderly that don't have any economic possibilities, but there are also a growing group of elderly that really want to continue contributing and participating in society
- ◆ There are a large proportion that are happy to retreat, but there are also a large proportion that really want to continue contributing. But, there are very weak support to encourage those people. Maybe as a result of the discrimination of elderly in many areas of our society. There is also a sort of glorification of the retirement from society and a lot of information about how you can retire earlier than 65. Almost no info about the opposite!
- ◆ This may be true for the old elderly 85+, but not for the younger generations 65+, they want to be active and contribute.

Cim do Ave

- ◆ The National Health Service also hasn't a serious policy for the theme.
- ◆ The older are left aside. just the minimum is done for them.
- ◆ Legislation has to be more specific..
- ◆ There no such political vision yet.
- ◆ Promoting knowledge and appropriate strategies for caregivers and health technicians to the third and / or fourth will be fundamental.
- ◆ I think that this is the main problem
- ◆ Seniors tend to be looked up as non -useful citizens.
- ◆ We need to disclose this type of economy.
- ◆ Devaluation of the accumulated knowledge of older people.
- ◆ Usually they look at ageing people critically not as a wise working force, but as pitiful dependants.

- ◆ They are focused on healthcare but not so much on the aspects discussed in this survey

CIT

- ◆ I don't see any special focus of a nature being promoted by your project. Costs and spending is a main driver for this
- ◆ No national strategy in this area, lot of the work done locally and self-funded.
- ◆ Gap between retirement age and pension age
- ◆ I am unaware of a policy, but that could be because it doesn't pertain to me and it isn't on my radar or because there just isn't one.
- ◆ I have mentioned this before
- ◆ Maybe it's a case that there is no differentiation, older adults are not being prevented from participating in adult education courses and similar,
- ◆ There could be more structured education opportunities for the Silver Economy.
- ◆ This is getting better
- ◆ This is changing
- ◆ I am aware of the initiatives by CIT in terms of entrepreneurial training delivered towards older adults however I am unaware of specific educational initiatives, I have heard of lifelong learning festival and the third levels institutions promoting courses for adults and also the vocational and secondary schools but not for older adults specifically.
- ◆ Yes, I would agree aside from what I have already mentioned, there is little in the way of training and educational development to encourage or enable economic engagement for older adults. There is a significant lack of data and makes targeting difficult to adapt.
- ◆ Over 65s are seen as a vulnerable cohort due to age only before any other factors are considered
- ◆ The skillsets that these people have are under used.
- ◆ Given skills shortages, employers use retirees
- ◆ I am not aware that they are. I would agree with this statement.

- ◆ Needs to be more emphasis put on the value of older people to the economy absolutely we are more focused on the younger members of society
- ◆ Some awareness but needs to be promoted more
- ◆ Maybe this is the current situation and trend and given the evidence base that the market for the Silver Economy (ageing population) is growing. Therefore, the potential increases.
- ◆ I would agree with this statement.
- ◆ SMEs that are there don't necessarily focus on the Silver Economy
- ◆ Again needs awareness
- ◆ The potential is there but not reached yet.
- ◆ I don't believe there is a primary focus by SME's on this market in comparison to Japan, the USA and France. I think lack of market information and potential is the reason behind this.
- ◆ Companies also may not want to associate their brand with the older generation, even if their products or services are aimed at this market.
- ◆ This is getting better with CIT & UCC
- ◆ I would agree with this statement.
- ◆ Not sure about this really I think there is a lot of research done from time to time but does it go anywhere or how does it have an impact on how things are done is the question, or if it does it takes a long time to filter through
- ◆ Research institutions could do more, a lot of research gone into ageing and ageing demographics. The link between ageing and the SME is starting to happen. That could be supported a bit more.
- ◆ I am not aware of anything in particular but possible there are things happening
- ◆ Retirement views vary and I have come across this view of having done my bit and happy in

Soca Valley

- ◆ There is not a lot of incentives for individuals.
- ◆ Legislation is not sufficient

- ◆ I agree. We should do a lot of changes in our system.
- ◆ SMEs are not following the trends
- ◆ Seniors should get more important roles in our society
- ◆ Seniors are socially excluded from society.
- ◆ Some of them are not even economically self-sufficient, their income is low, and they are not really active (purchases, free time)
- ◆ Very low income
- ◆ There are not a lot of products or other services for them to make their life easier when they are sick, disabled or when just need help with their daily routines.
- ◆ Specially SMEs usually stick to general products
- ◆ Offers on the market do not include needs of seniors. There should be new offers devoted to seniors.
- ◆ Low income
- ◆ Nobody has time to focus on adapting job positions for seniors,
- ◆ Silver Economy is great opportunity for those SMEs who will make first step (and offer new products and services)
- ◆ They have no time for research so their services and products are for general public.
- ◆ True. They have general production, offers
- ◆ Loss of great and very valuable knowledge that seniors have
- ◆ General production
- ◆ It is a niche market and only a few companies are trying to offer products or services for it (senior tourism etc.)
- ◆ We can find services related to help seniors with daily tasks at home and some options for transport but this is it. Nothing else as far as I know.
- ◆ True Seniors use all options of public care, but in some cases they need more attention and care, where private sector should see the opportunity.
- ◆ There are no incentives
- ◆ They have no knowledge or capacity.
- ◆ They should report all to SMEs and encourage them to start focusing
- ◆ If their situation would change, maybe their interests would be somewhere else.

- ◆ It is because some of them were very active before. On the other hand, there are some seniors do not take this as additional value.
- ◆ Seniors are absolutely looking for options how to increase their income, especially if they are still physically strong and in good shape. (short term jobs)
- ◆ Yes, because nobody is encouraging them, they should have more benefits, we should encourage them more than we do.

Sodebur

- ◆ Option A is not only a weakness, it is a strength that it could be added to the question 13 (inside the option F): there are many politics centred on the aspects related with the improvement of the quality of life.
- ◆ 66 but feels a certain change, an improvement.
- ◆ It is a weakness, but they also add that even health care doesn't receive the attention that it should in the rural area.
- ◆ There are initiatives. Not enough, but I would not qualify them as few either.
- ◆ Especially in rural areas
- ◆ They indicate that in cities there are initiatives, but there is a gap with the rural area where these educational initiatives barely arrive.
- ◆ The population over 65 years old it is often very capable, but when people reach this age is not known how to use their potential in the benefit of the society
- ◆ Many times it can be seen, without a reason, elder people out of the market.
- ◆ Very concerned that the problem of the lack of population fixation in the rural environment is not being adequately focused. They also see health care as a big problem. It is a consequence of what it was indicated on the point C.
- ◆ The SMEs generally don't realize that the amount of pensions that the retired collective has considerably risen in the last years.
- ◆ I think that only from the touristic sector the potential of the “Silver Economy can be valued.
- ◆ There is a lack of investigation that at the end derives in a low investment.
- ◆ I don't see it as a weakness, but I believe that it is in the initial phase.

- ◆ In the rural sites option F is also a weakness
- ◆ In rural areas exist a general mentality about retired people beginning a resting period, and somehow these people disengage their interests from the financial activities.
- ◆ Older people generally feel that when they stop working they are left to one side, this is a concept that should be tried to change)
- ◆ He believes that there is a mentality in society that is to think that once a person stops working that person doesn't have anything to give to the community.
- ◆ She thinks that there is a dominant mentality in society that is to think that once a person stops working there is nothing to contribute to. She thinks that it is not only untenable for the society, it is also alienating for our elders.

Eurasanté

- ◆ Silver Economy communication is weak
- ◆ Need more coordination between actors .
- ◆ Few communication around Silver Economy in HdF
- ◆ To develop!
- ◆ Coordination lack between French government, ARS, CARSAT, region, departments.
- ◆ It exists a policy but it deserves more clarification between stakeholders
- ◆ Products are unknown by seniors and medico-social professionals.
- ◆ Lot of talk about it however, proposed offers are not enough qualitative.
- ◆ To develop with local actors
- ◆ This axis is not enough developed, we have to empower seniors about their care pathway and just by services offers understanding.
- ◆ Senior reemployment and continuing employment difficulties
- ◆ There are evolutions needed to change mentalities about economic asset that can be seniors in our society.
- ◆ Weak buying power
- ◆ Not enough (except hospital studies)

- ◆ Senior engagement in economic activity is not clear
- ◆ Demand is few solvent.
- ◆ Few information about seniors economic activities

Lubuskie

- ◆ High cost of care services.
- ◆ Low number of daytime homes and specialist centres for the elderly people.
- ◆ Transport and architectural barriers.
- ◆ No funds for entrepreneurs and other entities providing services for seniors.
- ◆ Small financial resources of elderly people.
- ◆ The feeling of isolation and low social activity of non-affiliated seniors in organizations.
- ◆ A small number of organizations and entrepreneurs working for the elderly people.
- ◆ Low level of skills in the use of information technology.
- ◆ Low level of information about the offer of activities for the elderly people.
- ◆ Mentality - fear of change, unwillingness to change.
- ◆ Lack of interest in the subject of the elderly on the part of scientific and research institutions; lack of development and implementation of innovative solutions.
- ◆ Lack of cooperation between entrepreneurs and scientific and research institutions in the field of the Silver Economy.

Regional Opportunities- ALL RESPONDENTS COMMENTS

Teruel

- ◆ It is fundamental.
- ◆ There is a need for SMEs to study the opportunities of this sector
- ◆ Yes, but in order to reach this objective, SMEs need to see business in this sector, they need to see profit

- ◆ In fact, SMEs are suffering a "marketing myopia". they do not perceive this market as a business opportunity
- ◆ Sometimes they do not assume their role, there is a need to foster it
- ◆ There is a huge need to improve public transport in our region!!!
- ◆ There are a lot of mobility problems.
- ◆ Good communications are essential.
- ◆ This is very important. There is a big need to improve our public

Dalarna

- ◆ In Dalarna we have a strategy for "young power" to increase the influence of "young" opinions in regional development. We should also introduce a strategy for "old power"
- ◆ We must work more proactive in this field and involve the target groups! Politicians must be more active and ask the elderly about their needs. Not only talk about them, but with them.
- ◆ They must raise these questions and plant them in the society.
- ◆ I think that Region Dalarna should take the lead. Invite to networks, contribute with a knowledge base.
- ◆ Introduce opportunities for old adults to re-invest in local or regional companies (business angels) instead of houses in Spain!
- ◆ Yes, the enterprises must increase knowledge about the population in their region.
- ◆ Don't be afraid to examine new possibilities. Absolutely. Highlight this!
- ◆ We are trying to do this within S3: Health and Welfare
- ◆ I am not aware of what is going on.
- ◆ With a focus on older adults needs in order to be able to live an independent life in their own homes for a longer period.
- ◆ This is a precondition to get power for the development.
- ◆ Bring the elderly into the work. Ask them!

- ◆ We should develop new roles for old competent adults to take better care of their experiences and knowledge.
- ◆ People that start social enterprises are between 35 and 45 years old, so old adults are not included here.
- ◆ Yes, if you look outside Sweden there are a lot of elderly in that kind of roles, but in Sweden you often phase out several years before the retirement. That is sad and a waste of skills and experiences.
- ◆ Yes, provided that they are still engaged and positive to new ideas and changes
- ◆ Yes, it is important to include perspectives from the elderly group.
- ◆ Yes, if they are positive to changes etc.
- ◆ This is difficult, many think that they are done after a long working life and does not really want to take new leading roles.
- ◆ Yes, as it is supposed that we will have to work longer in the future (lifelong learning)
- ◆ Yes, and it has to be directed to the whole population to change the climate. In Sweden we have a good system, but not for the elderly.
- ◆ Yes, flexible solutions for public transport is needed for urban and rural areas.
- ◆ Important for both societal and environmental reasons and it must be flexible and adopted for the needs of the elderly.
- ◆ This is important in order to increase the possibilities to stay active and contribute to society.
- ◆ Yes, but it has to be flexible and adapted for elderly, because today not so many elderly uses public transports.
- ◆ I think that we have a lot of problems by maintaining high street shops in the center, because of Kupolen and other stores in the outskirts of the cities. Employ older people and support with lower rent etc. to maintain viable high streets with meeting places. Provide people with vibrant environment and safety...
- ◆ Adapt the construction of new housing better to the needs of the elderly.

Cim Do Ave

- ◆ Yes, a more proactive policy stance can promote this type of economy.
- ◆ Some work is being done in this area
- ◆ The research may elude the need for more ideas and action plans to develop the silver economy.
- ◆ Involvement of other age groups is crucial.
- ◆ Fundamental.
- ◆ The conditions for mobility of public transport must be improved.

CIT

- ◆ I agree this a very worthwhile
- ◆ Active encouragement through policy making – could be around tax deductions, financial supports and mentoring supports - EI offer a competitive feasibility fund for those exploring business viability, maybe a specific one for Silver Economy should be threaded through all policy given our aging population
- ◆ There is most definitely a need for more proactive policies for Silver participation. There are currently none that I am aware of, so there is little incentive due to lack of support and information.
- ◆ Yes, and its more than the local market, international opportunities exist.
- ◆ A heightened awareness with more information through media (press, TV, radio) and social media. Having a combination of media and social media.
- ◆ Awareness raising is an important first step
- ◆ More research required to outline the opportunities that exist.
- ◆ Definitely required – seminars, workshops etc. held by EI, LEO's
- ◆ Promotion activities would be useful
- ◆ This information is crucial to SME's for their overall business plans. Without this type of market research, they cannot develop expansion/sales/etc. strategies or cannot even develop product or service concepts. This information really
- ◆ Again, this is an international opportunity

- ◆ Yes, research is always important to expose lost opportunities by not engaging with all sectors of society.
- ◆ Specific funding for HEI's for research in this area
- ◆ This would support the promotion to SME's
- ◆ I feel research will provide key information for all players involved in the development of the Silver Economy
- ◆ This is something of potential, get older people involved in the roll out of the Silver SMEs project.
- ◆ Too often older people are seen as the 'face' of older person initiatives and are
- ◆ Intergenerational learning, reverse mentoring
- ◆ Goes back to awareness and training
- ◆ If we can make this accessible for older adults it would be great
- ◆ I believe that ownership and empowerment is key to involvement of older adults in the promotion of an economic active older economy.
- ◆ Yes, I think that this is very important
- ◆ Lifelong learning must play a factor in upskilling everyone in a fast paced and changing environment
- ◆ More training would be a very welcome for mature people.
- ◆ Lifelong learning, lifelong learning festival
- ◆ Very important, see how the Scandinavian countries are approaching this! In the states people often have two jobs well into their seventies (state supports an issue here obviously)
- ◆ Should be more focused on aging population this will ensure longevity and create a culture where an economic active older population is promoted, embraced and becomes the 'norm'
- ◆ Better rural transport is required. It's good between cities but poor around rural areas and nonstop expressway services are not helping this
- ◆ Innovations in the car industry may
- ◆ A lot is done in this space already

Soca Valley

- ◆ How to encourage seniors to stay active longer.
- ◆ A connected system of different measures, incentives and other encouragement.
- ◆ Insufficient health system
- ◆ Yes. We need to change policies connected with health, work and other important fields.
- ◆ This would be very useful for entrepreneurs,
- ◆ Trends go in direction of Silver Economy, SMEs can make some more money with deeper researches.
- ◆ Some companies are focusing on attracting seniors to encourage them
- ◆ I am not sure for SMEs but big companies are definitely doing some research how to involve opportunities of Silver Economy
- ◆ There are some companies who are trying to arrange their work positions and make them more senior workers friendly.
- ◆ Mentoring and knowledge transfer in companies.
- ◆ Absolutely. They have a lot of knowledge and experiences.
- ◆ Knowledge transfer and training of younger workers in companies
- ◆ Consistent work of Slovenia as a country how to create society where seniors would have better position.
- ◆ We can learn a lot from our senior population
- ◆ Would be great for training and mentoring young to make their life (last years before retirement easier), not so stressful.
- ◆ Trainings before retirement programs, adjustment of work positions,
- ◆ I think a lot of seniors first problem is how to get from the countryside to the city nearby
- ◆ In our capital city- Ljubljana seniors have cheaper public transport tickets (metro bus).
- ◆ Buses from countryside to closest town
- ◆ In my local environment, there is huge demand for increasing mobility for seniors

- ◆ Mostly older people live on the countryside so public transport should be offered to them
- ◆ All suggested options above.
- ◆ All of those mentioned above
- ◆ New capacities for seniors residence homes, new services

Sodebur

- ◆ It's the population sector with more financial stability.
- ◆ Nevertheless, she thinks that a) all the proposed answers to this question seem to be a good opportunity, b) the effort shouldn't be centred in home help.
- ◆ The research chapter is on an incipient stage. It's an opportunity
- ◆ It's an opportunity but with a lower potential than the other options from the question.
- ◆ (in Burgos there was some experience for trying to create a participation net and it didn't work; it looks like in other similar provinces – as Salamanca – they had better results). E and F (He thinks that Burgos' province is very complicated because of the dispersed population).
- ◆ He also indicated the option C, but in a lower scale.
- ◆ He indicates that until now the elder people are not the ones telling their experiences, but others of medium age, those who lead the studies relative to the active aging.
- ◆ The elder people should be the ones who demonstrate the weaknesses that are present in their regions.
- ◆ "Cruz Roja" has users of their own services who simultaneously acquire the volunteer role.
- ◆ She likes more the term "growing maturity" instead of "active aging".
- ◆ All the population should be thought that aging is a life process.
- ◆ The life expectancy grows, and aging shouldn't be a separate chapter. The active aging must be promoted.

- ◆ The life expectancy rises, but it's very important to bear in mind that the oldness must not suppose a chapter apart, so this way focused it would frighten. There must be promoted the active aging, the education and training, but without distinguishing.
- ◆ She also indicates option F due to the peculiarities of the province of Burgos; but she points out that if digital education was given, the mobility necessities wouldn't be as many because people could be able to access many things through the particular laptops.
- ◆ It's fundamental. It's the great opportunity for the rural area.
- ◆ In the rural area, the improvement in the public transportation for the elderly population is the opportunity with more potential.
- ◆ She believes that it is fundamental to improve accessibility in the rural environment.
- ◆ She believes that opportunities are huge!
- ◆ She thinks that it would be an interesting opportunity to give back the years of acquired knowledge and experience to the society, promote volunteering, mentoring, tutoring, participation in labour integration program

Eurasanté

- ◆ Schemes implementation for seniors such as those that exist for youth (with same resources)
- ◆ Strong public action could allow to stimulate innovations of companies in the sector.
- ◆ Need to align and give clear to Silver Economy development policy.
- ◆ Clearer engagement from politics
- ◆ To strengthen
- ◆ It's necessary to closer interfaces between actors and financiers, it's not an innovative competition but it's necessary to answer with adapted and concerted manner to seniors needs.
- ◆ I just have a metropolitan vision, local offer exists.

- ◆ SMEs go for silver eco product development.
- ◆ To strengthen
- ◆ Lots of company are structuring a sector with growth potential
- ◆ To strengthen
- ◆ In 2020, our region: 40% seniors. It's important to put seniors needs and concerns at the centre of the debate. Users associations are interesting actor to integrate it.
- ◆ Need to involve them in call for projects, research programs, meetings with start-up.
- ◆ It's really important to make seniors realize that it exists opportunities to answer their needs and it's offer by Silver Economy products.
- ◆ Each other's choices, services.
- ◆ To develop with local actors
- ◆ Mobility problematic is an important brake for people autonomy remain especially in rural area where there are not lots of infrastructures.
- ◆ The true opportunity is to identify real needs and involve them in their agreeing.
- ◆ CMQ Autonomy, longevity, health
- ◆ Global comment: There are so many to improve life quality for senior who live longer now (stay at home longer on your own, nutrition, hobbies, etc.)

Lubuskie

- ◆ Increasing social awareness regarding the issue of elderly people.
- ◆ Implementation of health programs for seniors.
- ◆ Taking into account the actions taken to improve the situation of seniors in the state policy and the European Union.
- ◆ Availability of external funds for institutions, non-governmental organizations for social and cultural activation and education for the elderly people.
- ◆ Strategic and program conditions at the level of the country and the European Union in the field of senior policy.
- ◆ Implementation of projects related to the activation of elderly people.
- ◆ Demographic and social changes conducive to senior activity.

Regional Threats - ALL RESPONDENTS COMMENTS

Teruel

- ◆ The doctors in the villages have very limited resources
- ◆ But due to globalization it is impossible to avoid this threat.
- ◆ We need to foster the local economy in order to decrease imports
- ◆ The lack of trained workforce can become a problem
- ◆ There is a big need for qualified workforce
- ◆ Mainly closures in small business. The youth leaves the villages and the older adults that have they own business cannot manage to keep it on their own, especially local businesses

Dalarna

- ◆ Due to that many people studies for many years, enter the labour market late that makes the working period short.
- ◆ In Dalarna we have a growing proportion of elderly
- ◆ It is a fact already that we don't manage to fill the gaps after all people that are now leaving the labour market due to high ages.
- ◆ A lot of young people are leaving Dalarna.
- ◆ This is a big threat, if we don't manage to fill the gaps with younger people that can work and contribute with tax money.
- ◆ The demography situation now is the worst in a long time so we really need to keep our healthy older adults in working life and also new technical solutions.
- ◆ Yes absolutely, this is on the agenda all the time.
- ◆ The younger generations have higher expectations about their health, so their needs are higher than earlier generation's needs.
- ◆ It is important to focus on preventive health care. Companies that focus on that have a good future.
- ◆ It is important that our companies seize the opportunities so that the profits from companies contributes to investments and jobs in Dalarna.

- ◆ I think that it is a good idea to support the development of our own enterprises, both of a regional economic perspective and also for environmental aspects.
- ◆ To a certain part, companies in Dalarna have to wake up to get on the train now, before it is too late. It is a pity if they miss this chance to
- ◆ This is the situation now already.
- ◆ It does not matter how many restaurants we have if we don't manage to fill them with good cooks to run them.
- ◆ We have problems in recruiting staff with the right skills so there is a huge gap.
- ◆ Absolutely, a very important question.
- ◆ This is happening already connected to the generational shift in companies.
- ◆ Of course, if we don't manage to fill the gap.
- ◆ Labour shortages, generational shift, ageing population strikes against the needs for growth and we realise to day shortage of right skilled labour.
- ◆ We must have in mind that so many companies are depending on that we get tourists to our region. In the construction branch that are busy building in the northern part of Dalarna for example.
- ◆ The increasing burden on our health and care system dig holes in our public sector economy. Everything of above fits together.
- ◆ Housing. We must plan well for people in different stages of ageing - and services connected to the needs in different stages.
- ◆ I believe that "wrong" political governance could be a threat for regional economy in relation to Silver Economy among other factors.

CIT

- ◆ International statistics show that dependency ratios will become dangerously high very shortly. Active Older people will be an important aspect of offsetting the trend.
- ◆ We cannot in the future expect the minority (younger) to sustain the majority (older). We need the more mature people have an active participation/contribution in developing the economy.

- ◆ This is recognised.
- ◆ Health care is very costly and more sustainable models have to be found.
- ◆ People are living longer, longer living population.
- ◆ More emphasis on activities for mature people is required to deal with health matters.
- ◆ Caring demands
- ◆ Needs to be future proofed but government does not have the budget. Prevention and healthy living might help alleviate some stresses on system
- ◆ the increasing problems in our health sector, the lack of funding all contribute to the inability to meet health demands. The high costs and high prices make this a huge threat.
- ◆ If we don't produce these goods and services here, they will be produced externally and then imported.
- ◆ Innovative SMEs will be able to export many of the services and products while also solving local ageing problems
- ◆ A lot more can come from the communities rather than relying on imports.
- ◆ Cheaper prices from abroad and more innovative products makes import substitution unattainable and unfeasible for many older adults.
- ◆ Yes, this is related to unsustainable dependency ratios
- ◆ Active economic agents may choose to retire later, have portfolio careers or work or run a business part time to suit lifestyle needs
- ◆ Allow people to work longer and contribute to the economy.
- ◆ If we don't tap this huge resource we are missing great opportunities – people are living much longer, healthier lives and could contribute well into their eighties – but the perception needs to change in this country around older people – we have loads of incredible role models
- ◆ It needs to filter down into the communities – the value of older people needs to be captured and communicated - possibly a brand around this developed
- ◆ There will come a tipping point

- ◆ Continued talent attraction is very important, we need to have a flow of labour into our region, if we are to continue to expand production
- ◆ If skills shortages persist, Yes this is possible
- ◆ Perhaps some cross regional activity between economically active older people might be interesting- it could be an online forum or similar.
- ◆ We are likely to overcome the other threats mentioned but not the 2 threats I have identified.

Soca Valley

- ◆ This is crucial.
- ◆ Sick people, people with dementia, disabled people, because of low income they can't afford products, services to satisfy their needs
- ◆ Adaptation of the system
- ◆ This is already happening, income of seniors are not high enough so they cannot afford to go to retirement homes and even if they can afford to go there queues are long.
- ◆ This is actually already happening because some people cannot pay for services or products they need.
- ◆ People seniors have low pensions, can afford services and products which they need, and they become burden for their relatives. When using word burden I do not mean it in negative way but with family, work and all other daily pressures It is a big challenge to take care of disabled senior.
- ◆ Long waiting lines, expensive private health services
- ◆ Social state problems.
- ◆ Social system is too weak, and demands are becoming bigger and bigger.
- ◆ Long waiting lines
- ◆ Long waiting time
- ◆ Cheap but products with low quality is already happening like for other goods.
- ◆ Yes. Our market is small, SMEs are focusing on other products which can attract most of the buyers on the market and not just specific

- ◆ If our SMEs will not focus on production of this kind of products we will need to import them.
- ◆ We import a lot of products, so the same will happen with products for Silver Economy
- ◆ This will happen soon enough. We have sent a lot of young people in retirement (starting with 50s), these people are a part of very numerical generations, they will live long enough and our system will break down when workforce will be smaller than retirement people.
- ◆ Young people enter labour market very late.
- ◆ We retire too soon
- ◆ Young people are studying (some of them almost until 30),
- ◆ If we will not encourage seniors to work longer.
- ◆ It might happen soon in Slovenia. Some people retired with 50s, and they will live longer
- ◆ Older adults must be involved and have more important role in the company.
- ◆ Seniors must get more attention, they can stay in SMEs longer and train and mentor younger generations, lack of motivation because of ignoring older people.
- ◆ I cannot comment weaknesses, strengths, dangers and opportunities. We should focus on concrete offer and developing how to attract and satisfy needs that people 60+ have.
- ◆ Social exclusion is often the biggest problem which causes all the others
- ◆ Social exclusion and poverty between seniors -elderly people

Sodebur

- ◆ She thinks that population pyramid is to be worry about
- ◆ Investing into promoting the active aging would delay situations of dependency.
- ◆ The population pyramid reverse is a big threat
- ◆ The Policies should be oriented towards the fixation of the population (of active age) in the rural areas.

- ◆ We live in an aged society; that was something predictable and it wasn't known how to be managed at that time. Although it is late, it is important to activate policies in order to increase birth rate and improve the dependency rates.
- ◆ He points out that La Junta de Castilla y León's (Regional Government) approach is not right
- ◆ Because of the sanitary attention to the towns during the time of summer, that is when these towns have more population. So they have less resources because of the coincidence with the holidays dates.
- ◆ Many times the little towns with older people normally don't have a Health Center close for them to go to.
- ◆ There should be activated politics that improve the dependence ratios; nowadays the population pyramid is really dangerous.
- ◆ It's a consequence of previous option
- ◆ It must be considered that the demand for Health Care in the rural area is higher in summer time, which is when the health workers are very few (because of vacations...). There should be an adjustment of the Health Care offer in the rural area.
- ◆ Although emergencies are attended, she thinks that health demands should be considered in a wider way if the goal is to improve quality of life.
- ◆ Although the Social Security works well, it is possible to do many more things to addressing the health of older people.
- ◆ It's convenient to produce here what is consumed here, because that benefits all of us.
- ◆ Skilled manpower (with knowledge to take care of older people, and not only focused in the domiciliary assistance) is absent.
- ◆ The threat isn't the lack of workforce, it is the lack of qualified workforce.
- ◆ There is lack of workforce, but there is also lack of qualification.
- ◆ There is workforce, but sometimes there is no qualification.
- ◆ In the rural environment it does appear as a threat.

- ◆ The group of elder people is rejected by many potential workers and this grey image should change. Besides the workforce (which she believes is qualified enough) is badly paid.
- ◆ There are many collectives, that should be promoted much more (for example the Social Educators).
- ◆ Elder people.
- ◆ Although she thinks that there is enough workforce, there is a serious problem to consider the elder population as something annoying. We have to change that mentality. Nowadays many elder people think that they are a burden, and also their families... and for no one is attractive to work with people that are a burden, hence the importance of changing that ridiculous way of thinking. The elder people have great experience and – frequently- a lot to contribute with.
- ◆ Far from seeing this option as a threat, she sees it as an opportunity to change the mentality.
- ◆ Less subsidy, and more work. She thinks that we have to work one way or another until death, always adjusting the work to the capacity of each person.
- ◆ (a) Lack of standardization (b) Some products are not based on the real needs that elder people have (they don't count with their opinion about their necessities at the moment of designing products and services)

Eurasanté

- ◆ Healthy life expectancy is less important in the region than in France and that can complicate the position of senior as an actor.
- ◆ There are needs solutions but they are unknown
- ◆ Ageing people in rural areas
- ◆ However, proximity solidarity allows to contain the scale of problem
- ◆ There are many medical institutions in region and they need to be able to answer senior needs but it needs innovative and adapted services and a specific actors structuration /coordination

- ◆ Dependence problematic is taken into account in threat analysis, particularly costs in a context which funds are always reduced.
- ◆ Depletion of specialised medical services; deserted areas
- ◆ Lack of doctors in urban areas especially in rural area
- ◆ Offer is out of sync compared to demand reality
- ◆ Large and diversified services offers in Lille Métropole; but the services offers is not the same in rural area...
- ◆ Depletion of specialised medical services; deserted areas ageing population
- ◆ Number of employees in the medical, social and sanitary sectors are too small to answer at increasing demand to support senior in loss of autonomy.
- ◆ The insufficient number of employees is related to the lack of employees in institutions or homecare services. trained professionals
- ◆ Future seniors number is not counted as part, their living standards stay weak and reduce.
- ◆ Adapted utilisation of means available according to specifications defined and controlled can be an economic issue.
- ◆ Choices are constrained and implemented as a matter of urgency to adapt or change homes
- ◆ Avoid specialized institutions

Lubuskie

- ◆ Low amounts of retirement benefits that block access to the use of new, innovative solutions.
- ◆ Large disproportions between the city and the rural areas in the sphere of using senior services.
- ◆ Lack of entrepreneurs' awareness of the potential resulting from the Silver Economy.
- ◆ Functioning of stereotypes about elderly people.
- ◆ The marginalization of elderly people in social and economic life.
- ◆ Insufficient consideration of the issue of elderly people in law.

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- ♦ Insufficient promotion of a positive image of elderly people by the media. 8
 - ♦ Lack of motivation to learn new competences.

8.5 Appendix 5 Economist Article July 2018

Europe's Well-heeled seniors

- Today's baby boomers have substantial spending power, which they are likely to retain in their retirement years.
- Many companies are unsure about how best to approach the silver market.
- Commercial success in the silver market often means not appearing to be selling to old people.

The “silver” economy—the market for goods and services for people aged 65 and over—is poised to enjoy a boom in Europe. Traditionally, companies have chased younger customers, but now they are starting to notice a missed opportunity. Longer average life spans and the distinct needs and wants of older consumers “should be a wake-up call for companies”, notes Florian Kohlbacher, founding director of the Research Institute on Ageing and Society at Xi'an Jiaotong-Liverpool University in China and editor of several works on the silver market.

In contrast to the generation that came of age during the Second World War, the “baby boomers” now entering retirement age have experienced steady and long-term employment. This has allowed them to accumulate substantial savings and other assets, including the yield from investments. Pensions from public and corporate plans have added to their nest eggs.

In a survey by The Economist Intelligence Unit, sponsored by Swiss Life, 43% of respondents say they believe total consumption will increase in coming decades as retirees draw on their savings—and as they enjoy longer retirements. Already in Europe, retirees' spending power tends to be almost as high as that of younger age groups, and sometimes even greater. In Austria, for example, the median disposable income of seniors is 95% that of the under-65s, in Germany it is 90%, and in France it is actually higher than the median disposable income of the under-65s.

Generation spendthrift

Euromonitor, a London-based market research firm, estimates that by 2020 global private spending by the over-60s will reach US\$15trn, up from US\$8trn in 2010. In Germany alone, the purchasing power of those aged over 60 is above US\$336bn per year. In France, spending by those aged 65 and above has increased faster in the last 30 years than for any other age group.

Some companies have taken note and are starting to adjust their marketing messages accordingly. In France, fashion brand Céline and cosmetics company L'Oréal have attracted attention for their high-profile use of older models such as Joan Didion, who was aged 80 when she featured in the advertising campaign of Céline. Nestlé has recently opened a healthy ageing research centre. Fabrizio Arigoni, head of Nestlé's healthy ageing programme, notes that the company is becoming more active in this area because "we think that ultimately there is a market opportunity".

However, for now such companies are in the minority. As Mr Kohlbacher notes: "In almost every country I've looked at, the majority of companies give you the same reaction: when presented with the demographic data, they agree that certainly something is going on, but when asked what they are doing, they say 'we are not really there yet'."

The known and unknown

There are a number of reasons why businesses are not yet fully pursuing this lucrative market.

The first is unfamiliarity with the market. Mr Kohlbacher explains: "We don't understand older consumers as well as younger ones. You can get all kinds of market data, but very little for people in their 50s or 60s." Nestlé's Mr Arigoni says that when his company considers nutrition in its food products, "we know so little about the older population compared to our understanding of infants, that it is almost a whole new field."

Much research on ageing to date has looked at biological processes separately from the way in which behaviour changes when people age. Yet behavioural change is key to understanding the needs and preferences of older consumers, and as Mr Arigoni notes: “Behaviour is very much linked to culture. It is hard to do studies on older populations and simply extrapolate across countries.”

One example of this approach is provided by Casenio AG, a Berlin-based start-up that sells sensor-based smart home “alert” systems. Its products are aimed at providing autonomy to elderly citizens and people with reduced mobility. “The only way to reach older people is to fit the product to their needs,” says Daniel Lehmann, the company’s business development director.

Stereotypes make it difficult to understand the over-65s market. “This arises from common assumptions in business circles that companies already understand what it is like to be old.” The frequent result is that firms try to tell elderly customers what they should want, according to Mr Kohlbacher, even when they do not really know it themselves.

Ageing’s deceiving nature

Complicating matters, and greatly impeding marketing to this age group, is a common reluctance among companies to have their brands associated with the elderly, even when their own products are clearly aimed at older consumers. Strangely, older buyers often share the prejudice against ageing. As Mr Arigoni explains: “We always think we should direct products at the ageing population, but marketing people know that those aged 55 and over don’t want to buy products for the elderly.” Anna Price, managing director at Casenio (UK), agrees, saying that her company consciously tries to make sure its products do not look like assistance systems for the elderly. “We need to avoid stigma and make devices more appealing for people to buy.” For some, commercial success in the silver market means selling products to older consumers without directly presenting them as products for seniors.

The Silver Economy “is not a sexy market, but it is huge—that is its attraction”, according to Ms Price. Too often, companies are not pursuing this substantial opportunity because the market is so poorly understood. But those willing to do the necessary homework to understand its complexities are likely to be well rewarded.

Florian Kohlbacher, founding director of the Research Institute on Ageing and Society at Xi'an Jiaotong-Liverpool University in China and editor of several works on the silver market.