

SILVER SMEs

Identification and implementation of Regional Policies to take advantage of the SILVER Economy derived opportunities to engage SMES in growth and entrepreneurship spirit

SWOT Analysis in the Province of Burgos (Spain)



November 2018

INDEX		Pag.
1.	INTRODUCTION <i>1.1. SILVER SMES project</i>	3
2.	BACKGROUND <i>2.1. Territorial context: maps and data</i> <i>2.2. Demographic structure: maps and data</i> <i>2.3. Labour market data</i>	5
3.	SWOT Study methodology <i>3.1. Methodology</i> <i>3.2. Interview (Spanish version)</i>	10
4.	FINDINGS OF THE STUDY	16
5.	CONCLUSIONS AND POLICY RECOMMENDATIONS <i>5.1. Conclusions of the SWOT Analysis</i> <i>5.2. Recommendations for policy development</i>	29

1. INTRODUCTION

1.1. SILVER SMES project

Identification and Implementation of Regional Policies to take advantage of the SILVER Economy derived opportunities to engage SMEs in growth and entrepreneurship spirit.

The strategic objective of SILVER SMEs is to improve the implementation and delivery of Regional Policies for SMEs competitiveness by building on significant opportunities arising from the Silver Economy.

The Silver Economy can be defined as the economic opportunities arising from the public and consumer expenditure related to population ageing and the specific needs of the population. In the framework of the project, partners will focus on the opportunities for the development of SMEs to produce goods and products for the retired population, especially for those living in peripheral and rural areas.

Phase 1 will be executed over 36 months: the first 2 years dedicated to the exchange of policy experience, and the last year focused on the adoption of measures & preparation of the Action Plans.

The key result of the project will be to build the engagements of SMEs in the Silver Economy, develop initiatives and pro-active public policies, designed to enable strategic investments. These investments will be aimed at promoting the development of SMES that would benefit from these fast developing market opportunities, in areas of products and services supporting active ageing, good health, social inclusion and independence.

2. BACKGROUND

2.1. Territorial context: maps

National level political map. Spain.

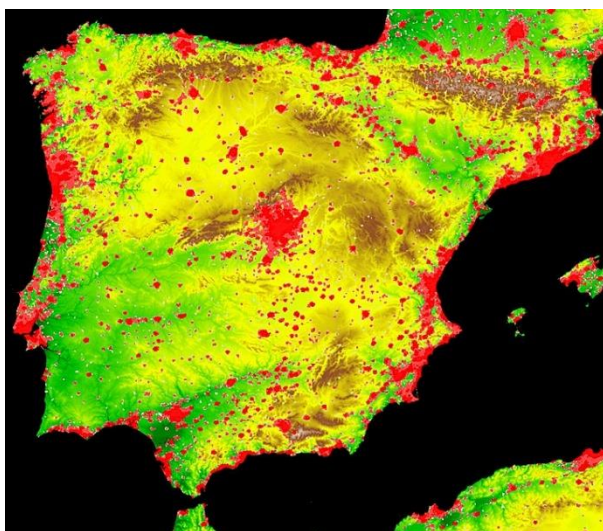


Target territory. Province of Burgos. NUTS III

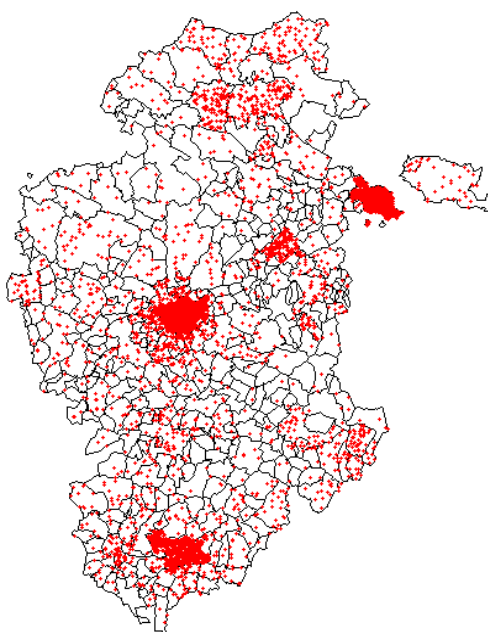


2.2. Demographic structure: maps and data

Country-level demographic map

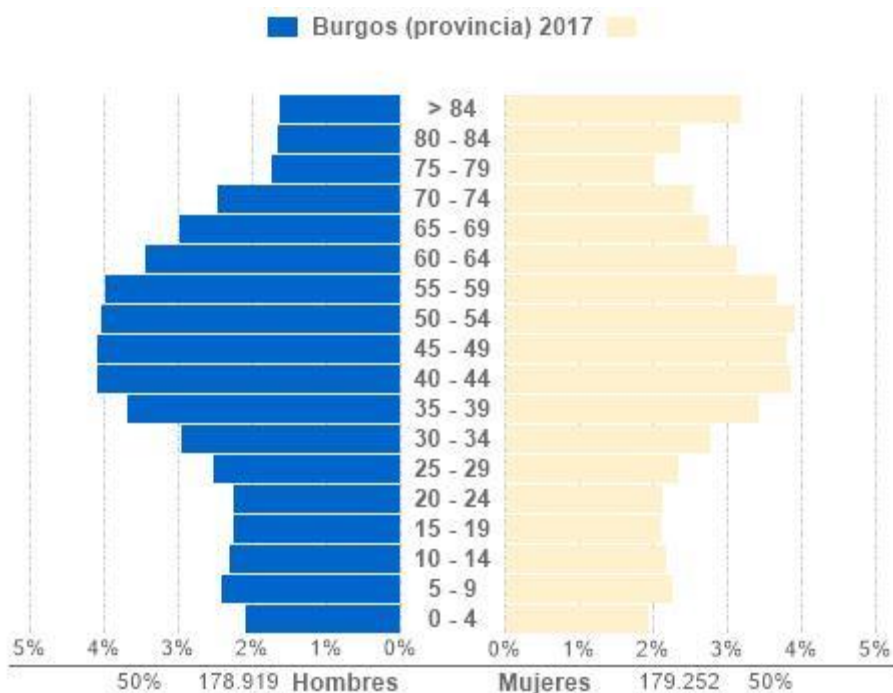


Target territory demographic map



Population data (2017)

<i>Territory</i>	Current Population (inhabitants)	Population density (inh./km ²)	Population from 65 onwards (inhabitants)	% population from 65 onwards
Province of Burgos (371 municipalities)	358.171	25,54	82.714	23
Province of Burgos – rural areas (368 municipalities)	114.405	8,36	31.021	27,1
Statistical source	Provincial Socioeconomic Observatory. SODEBUR. National Statistics Institute (INE)			



Remarks/Relevant Comments on Maps and Data:

The information provided is divided into two different groups:

- The province of Burgos (considering all municipalities).
- The rural areas of the province of Burgos (considering all municipalities with less than 20.000 inhabitants). TARGET TERRITORY

The province of Burgos has **371 different municipalities** and more than **1.200 living areas**. Only three of them have a population higher than 20.000 inhabitants.

DEPENDENCY RATIO (provincial level): 56,55

AGING RATIO (provincial level): 23,09

2.3. Labour Market Data

Productive sectors (2017)				
<i>Territory</i>	% active workers in the agricultural sector	% active workers in the building sector	% active workers in industry sector	% active workers in services sector
Province of Burgos (371 municipalities)	4,96%	6,41%	22,70%	65,93%
Province of Burgos – rural areas (368 municipalities)	17,85%	10,86%	22,57%	48,72%
<i>Territory</i>	% companies in the agricultural sector	% companies in the building sector	% companies in industry sector	% companies in services sector
Province of Burgos (371 municipalities)	4,03%	7,61%	9,28%	79,08%
Province of Burgos – rural areas (368 municipalities)	11,95%	9,79%	13,51%	64,75%
Statistical source	Provincial Socioeconomic Observatory. SODEBUR. Ministry of Labour and Social Security. 2017			

Remarks / Relevant Comments on Date

The service sector has the highest percentage of active workers/companies operating in all the different parts of the province.

However, this percentage is not so extreme in the rural areas where both agricultural and building sectors have a major importance.

In general terms it can be said that the economy of the province is mainly based in the **services sector**.

Regarding the **rate of unemployed**, the national average in the third trimester of 2018 was 14,55%. This same ratio for the province of Burgos was 10,14% (**lower than the national average**).

3. SWOT STUDY METHODOLOGY

3.1. Methodology

The Provincial SWOT analysis was undertaken by means of desk studies research supplemented by a series of highly qualitative focused interviews undertaken in the province of Burgos during the months of September and October 2018.

Commonly structured interviews took place with a total of 20 respondents in the territory. Respondents represented four sectors: SMES, Social Partners, Third Level Educational – Research Institutions and Policy Makers.

3.2. Interview (Spanish version)

1. Por favor, seleccione el sector al que pertenece el entrevistado:

Elija una de las siguientes respuestas:

- Empresa
- Representante de instituciones académicas/tecnológicas/de investigación
- Representante de entidades sociales
- Representante político

2. ¿Le es familiar el término “Economía plateada”?

Si
No

COMENTARIO

3. ¿Qué significa el término “Economía plateada” para usted?

COMENTARIO

4. ¿Cuál es su punto de vista a cerca de la siguiente afirmación?

“Las empresas del territorio están bien preparadas para desarrollar nuevos productos y servicios enfocados a aprovechar las oportunidades de la economía plateada”

- Muy de acuerdo
- De acuerdo
- Normal
- Desacuerdo
- Muy en desacuerdo

COMENTARIO

- 5. En el desarrollo del concepto de “Economía plateada” proporcionando productos y servicios para mejorar la calidad de vida y promoviendo la actividad económica entorno a los servicios ofrecidos a las personas mayores del medio rural, indique en qué medida este sector de población de su territorio se beneficia de productos y servicios innovadores.**

Elija una de las siguientes respuestas:

- En una gran medida
- En gran medida
- En poca medida
- Otros

COMENTARIO

- 6. ¿En qué medida se anima o se facilita a las personas mayores para que permanezcan como actores activos en el desarrollo económico del territorio? (comprar y / o vender bienes y / o servicios).**

Elija una de las siguientes respuestas:

- En gran medida
- Normal
- En poca medida/nada
- Otros

COMENTARIO

- 7. Por favor, seleccione los tipos de productos/servicios que se ofrecen o están disponibles en mayor medida a las personas mayores de su territorio.**

- Turismo
- Transporte
- Ocio/entretenimiento
- Vehículos y dispositivos de movilidad asistida
- Servicios de vida asistida o entregas de comida a domicilio
- Tecnología Inteligente en el hogar
- Servicios residenciales
- Formación para el uso de internet/compras online
- Actividad física
- Otros bienes o servicios

COMENTARIO

8. ¿Pueden las empresas de su región participar en cursos de familiarización/ capacitación relacionados con las oportunidades de crecimiento relacionadas con la economía de plata?

- Sí
- No
- No lo sé
- Otros
- Sin respuesta

COMENTARIO

9. ¿Cómo clasificaría el potencial de las PYMES/emprendedores de su región para abordar nuevas oportunidades de negocio relacionadas con la “economía plateada”?

- Fuerte potencial
- Algo de potencial
- Poco potencial
- Sin potencial
- Otro

COMENTARIO

10. ¿Hay algún curso de capacitación/formación local del que tenga conocimiento para que las personas mayores puedan adquirir nuevas habilidades ocupacionales (por ejemplo, para el empleo, el voluntariado, la salud, el bienestar personal)?

COMENTARIO

11. ¿Conoce alguna iniciativa (empresa, actividad, política) relacionada con la “Economía plateada” que podría considerarse una buena práctica? (tenga en cuenta que su respuesta puede reflejar también las prácticas nacionales/internacionales)

COMENTARIO

12. ¿Sabe si su región/país tiene instrumentos (programas) políticos que se centren específicamente en la economía plateada?

COMENTARIO

13. ¿Cuál de los siguientes puntos fuertes asocia con su región en términos de crecimiento de la economía plateada?

- (A) Fuerte presencia de actividades de investigación y desarrollo.
- (B) PYMEs adecuadas para desarrollar productos y servicios físicos.
- (C) PYMEs adecuadas para desarrollar productos y servicios online y digitales específicamente para una población que envejece.
- (D) Entorno positivo y provisión de políticas para el envejecimiento activo.
- (E) Estímulo positivo para que las personas mayores permanezcan económicamente activas (comprando / vendiendo bienes / servicios).
- (F) Otro.

COMENTARIO

14. En relación con la economía plateada y todos los aspectos relacionados con el envejecimiento activo y participativo, indique lo que ve como debilidades en su territorio.

- (A) Aparte del cuidado de la salud, hay pocas o ninguna política centrada en los aspectos relacionados con la mejora de la calidad de vida de las personas mayores.
- (B) Hay pocas iniciativas educativas dirigidas a personas mayores.
- (C) Las personas mayores no son reconocidas como un activo económico potencial.
- (D) Las PYMEs generalmente no se centran en el potencial creciente de la economía plateada.
- (E) Las instituciones de investigación generalmente no se centran en la economía plateada.
- (F) Las personas mayores generalmente no están interesadas en contribuir o participar en la economía del territorio.

COMENTARIO

15. ¿Qué oportunidades identifica para el crecimiento del sector de la economía plateada en su región?

- (A) Introducción de políticas más proactivas para la participación en la economía plateada.
- (B) Familiarización de las PYMEs sobre la naturaleza y el tamaño del mercado de la economía plateada.
- (C) Desarrollar un mayor enfoque de investigación a cerca de la economía plateada.
- (D) Mayor participación de personas mayores en roles de liderazgo relacionados con el envejecimiento activo.
- (E) Mayor enfoque en educación y capacitación para toda la población a medida que se acercan a la vejez.
- (F) Mejorar la movilidad de las personas mayores a través de diferentes opciones de transporte público.
- (G) Otro.

COMENTARIO

16. En ausencia de compromisos firmes para promover nuevas oportunidades de negocio relacionadas con la economía plateada, ¿cuáles son las amenazas para la economía de su territorio en el contexto de los cambios demográficos tendentes a la existencia de una población considerablemente mayor?

- (A) Ratios de dependencia insostenibles.
- (B) Incumplimiento de las demandas de salud.
- (C) Aumento de las importaciones de productos y servicios específicos de la economía de plata, no proporcionados en el territorio.
- (D) Número insuficiente de mano de obra.
- (E) Posibles cierres de empresas.
- (F) Otro.

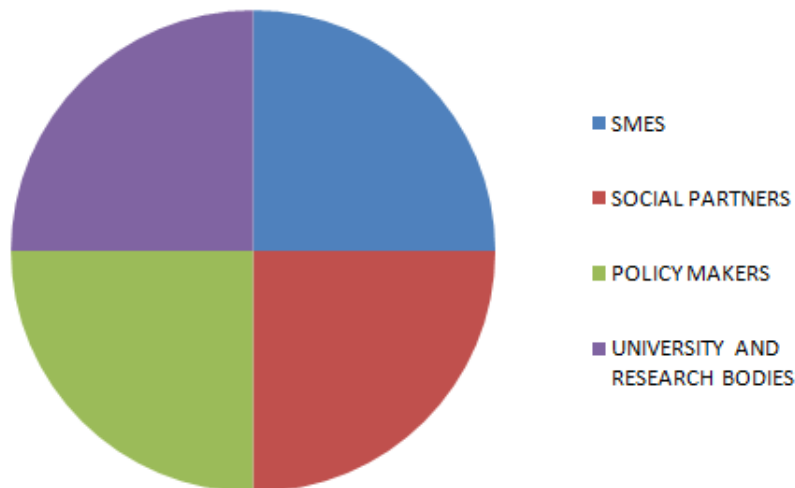
COMENTARIO

17. ¿Está interesado en seguir en contacto con el proyecto SILVER SMES y recibir información al respecto? ¿Le gustaría hacer algún otro comentario o sugerencia?

4. FINDINGS OF THE STUDY

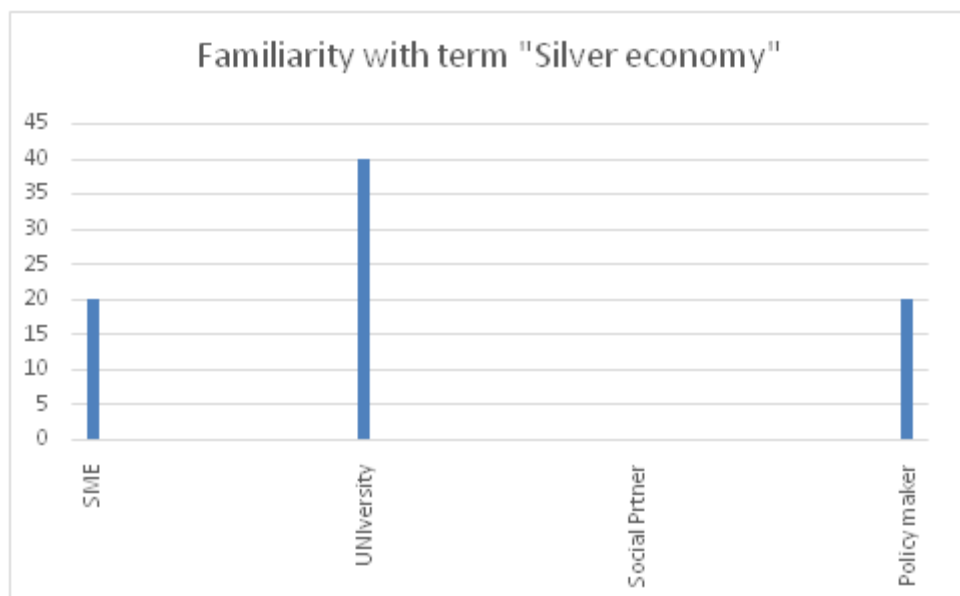
QUESTION 1 relates to the sector which the respondents represent.

20 respondents representing SMES, social partners, University and research bodies and policy makers.



QUESTION 2 where interviewees were asked if they were familiar with the term "Silver Economy".

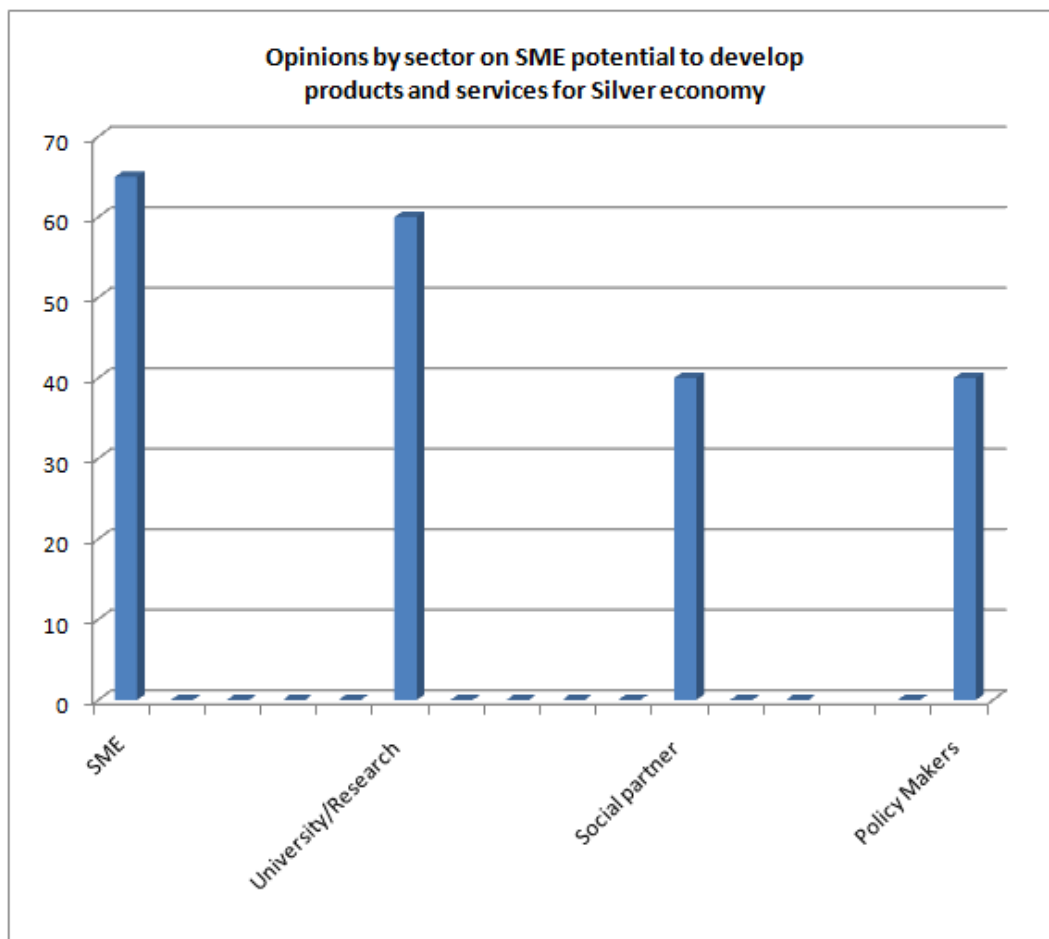
Only 4 respondents are familiar with the concept (no one among social partners). It suggests more targeted awareness campaigns among both relevant stakeholders and rural population could be useful in order to disseminate the benefits of considering Silver Economy as a potential sector to create new jobs and fight against depopulation.



QUESTION 3. Views of the Silver Economy.

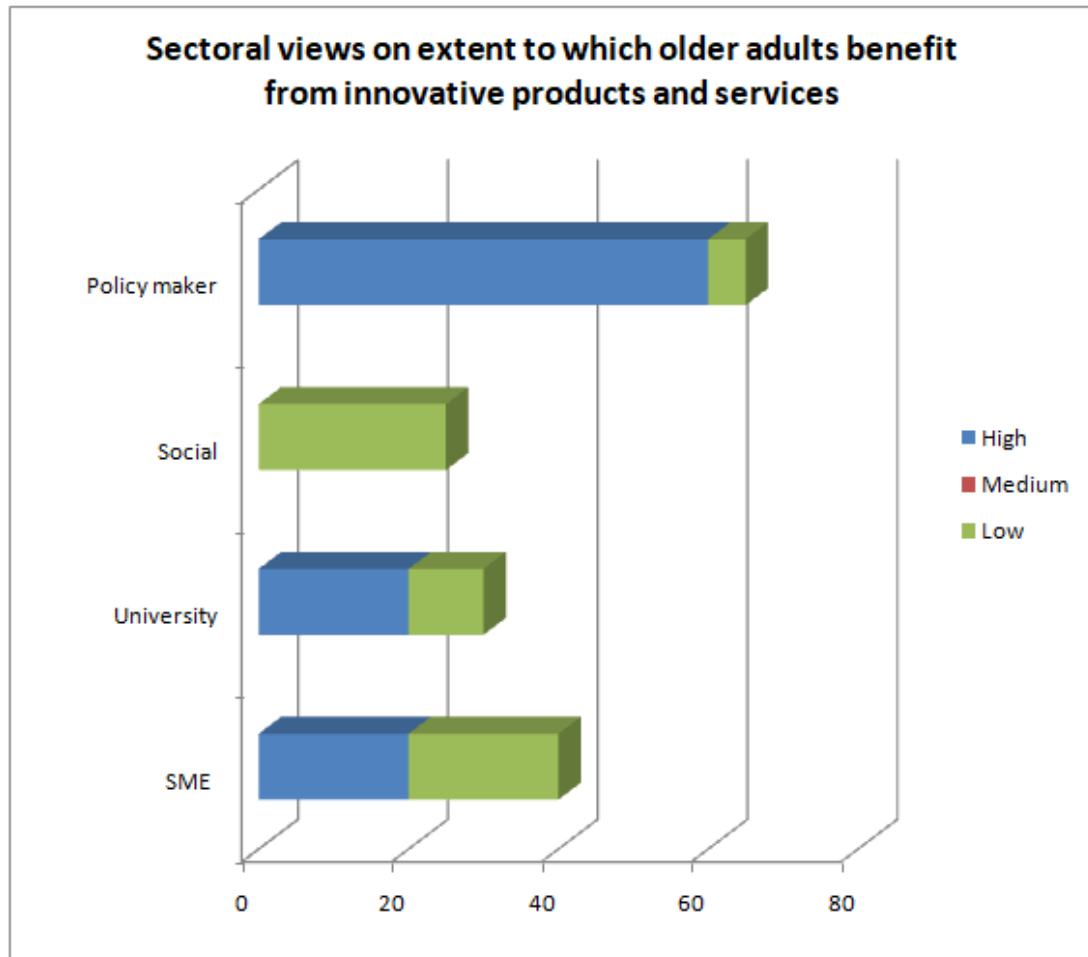
Although 80% of respondents are not familiar with the concept, most part of interviewees feel that “Silver economy” is a concept that surrounds elderly people and the economy system to cover the necessities of this population’s sector.

QUESTION 4. Regional involvement in the Silver Economy.



40% of respondents consider neutral the situation of our SMEs to develop new products and services targeted at the Silver economy. On these grounds, most part of them agree that it depends on the company (not all of them are prepared in the same way) but also being aware about the lack of technological character as well as basis services (medical, transportation...) in rural areas.

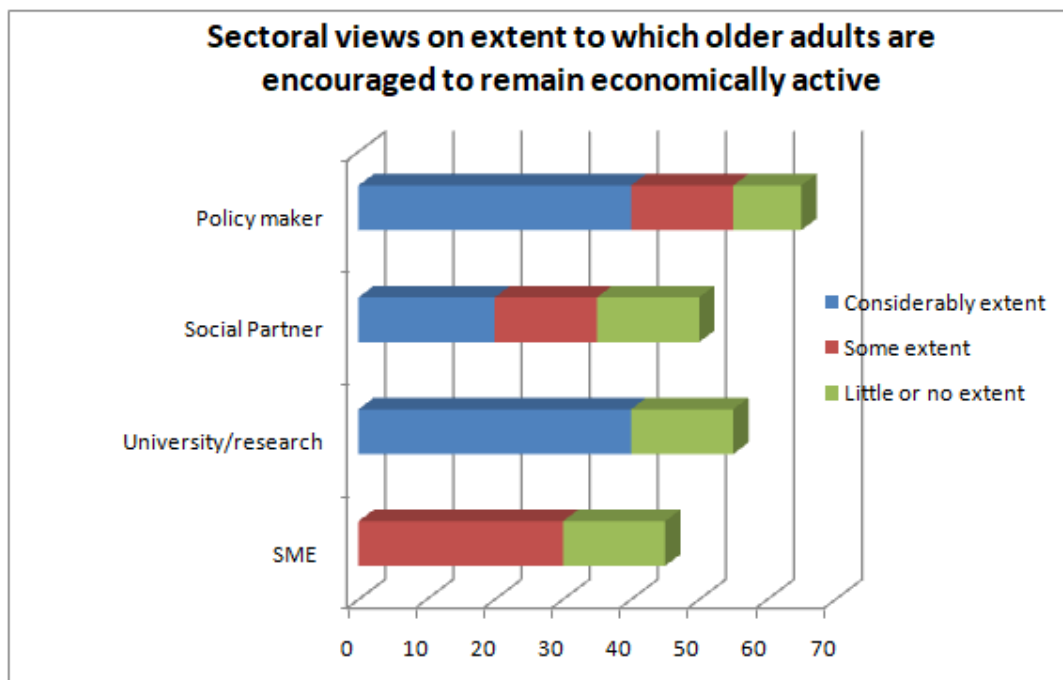
QUESTION 5. Views by respondent type of extend to which older adults already benefit from innovative goods and services.



Views are completely different depending on the stakeholders' sector who is responding the interview but most part of them agree on that goods and services offered to older adults are not innovative (60%).

Answer	Count	Percentage
To a very considerable extent (A1)	2	10.00%
To a considerable extent (A2)	5	25.00%
To little or no extent (A3)	12	60.00%
Other with comments please (A4)	1	5.00%
Comments	15	75.00%
No answer	0	0.00%

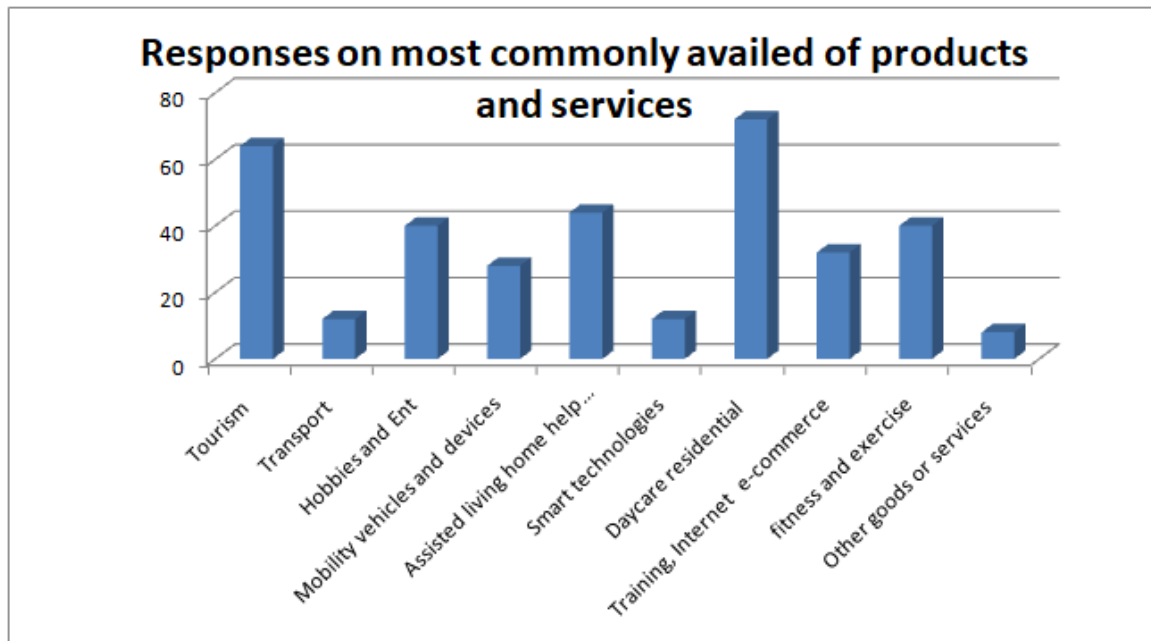
QUESTION 6. Views by sector on extent to which older adults are encouraged to remain active economic agents.



The previous graphic shows the different view of SMEs' respondent in comparison with the other sectors of interviewees. In general terms, more than the half (55%) of respondents consider this topic as to very little or no extend.

In addition, the results from SMEs are not coincident at all with the data obtained from the other three interviewed sectors. On these grounds, SMEs consider that older adults should be encouraged to remain active economic agents while policy makers, social partners and University/research thinks that they are considerably encourage to.

QUESTION 7. Goods and services most availed of by older adults.



Most commonly availed services for older adults in the rural areas of the province of Burgos area tourism (mainly through trips organised by Regional Government or Imsero – national level) and residential services (wide private and public offer in many municipalities). In addition, hobbies and entertainment (CEAS – Social Centres managed by Provincial Government), meal deliveries (public and private options) and fitness and exercise equipment are also available.

The lack of transport in rural areas is seeing like a big threat.

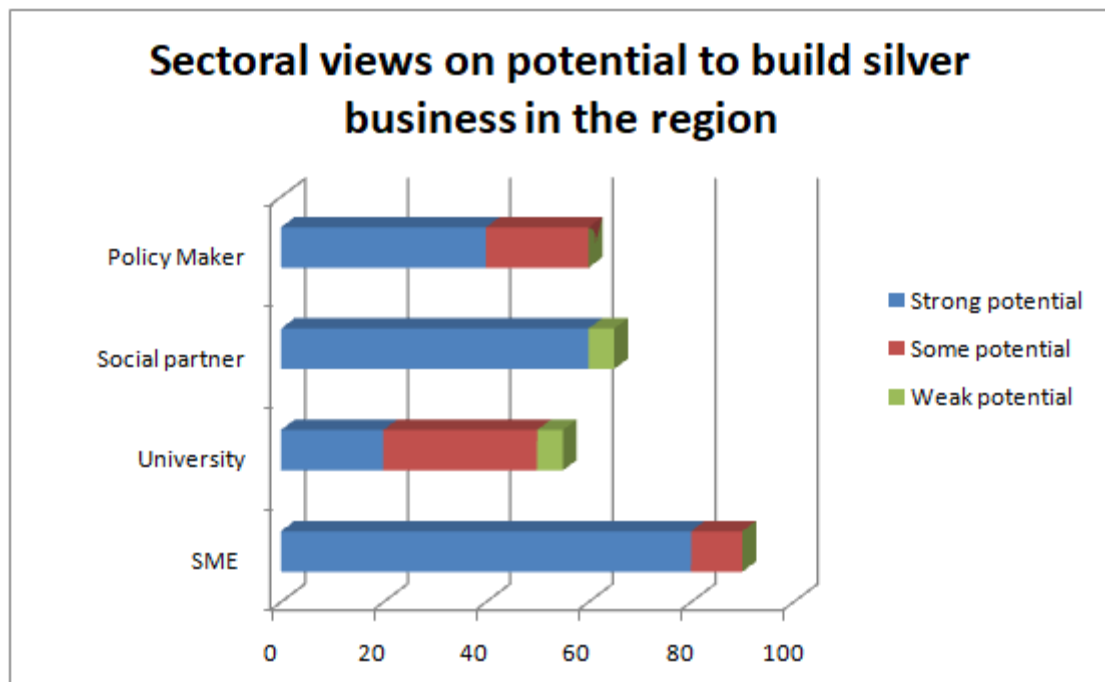
In addition, it's important to highlight that ICTs and the training about technological issues (internet, e-commerce) is not being well developed yet.

QUESTION 8. Views on the potential for enterprises to engage in Silver training.

40% of respondents consider that enterprises in the territory participate in local familiarisation/training courses related to the growing opportunities of Silver economy.

On the other hand, the other 40% don't know how the situation is about this topic in the province of Burgos.

QUESTION 9. Level of potential for regional SMEs to develop new products and services targeted at Silver economy.



50% of respondents consider that SMEs in the province of Burgos has a strong potential to develop new Silver economy business opportunities (this is because the challenge we are facing with a very old population which means a wide potential target).

Anyway, certain support for entrepreneurs and SMEs and avoid bureaucratic obstacles are required to work in. In addition, raising awareness to entrepreneurs and SMEs about the possibilities of Silver economy is suggested.

QUESTION 10. Local training courses for older adults to secure new occupational skills.

Most part of interviewees (75%) thinks that there are enough training courses organized at provincial level for older adults to secure new occupational skills.

Respondents mention specific training courses for older adults organized for the Experience's University and those developed for CEAS (Action Centres) from the Provincial Government of Burgos and some social entities as "Cruz Roja".

QUESTION 11. Good practices.

EUROPEAN LEVEL

- Nordic countries are more advanced in economic models focused in products and services offered to older people;
- Switzerland; figure of “family grandfather” which consists on elderly volunteers taking care of children from other families at home without the need of using kindergarten services.

NATIONAL LEVEL

- Programme “With you at home” lead by the Spanish Union of Pensioners and Retirees.
- Sharing transport (school buses using some vacancies for adult people). It’s operating in different Spanish regions: Galicia, Castilla y León, Comunidad Valenciana...

REGIONAL LEVEL

- Regional Government of Castilla y León. Activities included in the “Strategy for the prevention of dependency for older people and promotion of active aging in Castilla y León (2017-2021).
- La Exclusiva (SMEs operating in the provinces of Soria and Burgos); they offer different services for rural population – mainly elderly - directly at their homes (bringing food...).

PROVINCIAL LEVEL

- Provincial Government of Burgos. Department of Social Well-Being managing 21 CEAS (Social Centres) placed in rural areas all over the province.
- Aspanias (social partner). Project trying to create solutions for elderly’s demands (especially dependent ones); personal assistance at home, services in Day Centres and Residences.

OTHERS

- Technological improvements with medical purposes.
- Maintenance of active life.
- Mentoring of retired people with new established SMEs or potential entrepreneurs.
- Volunteering.

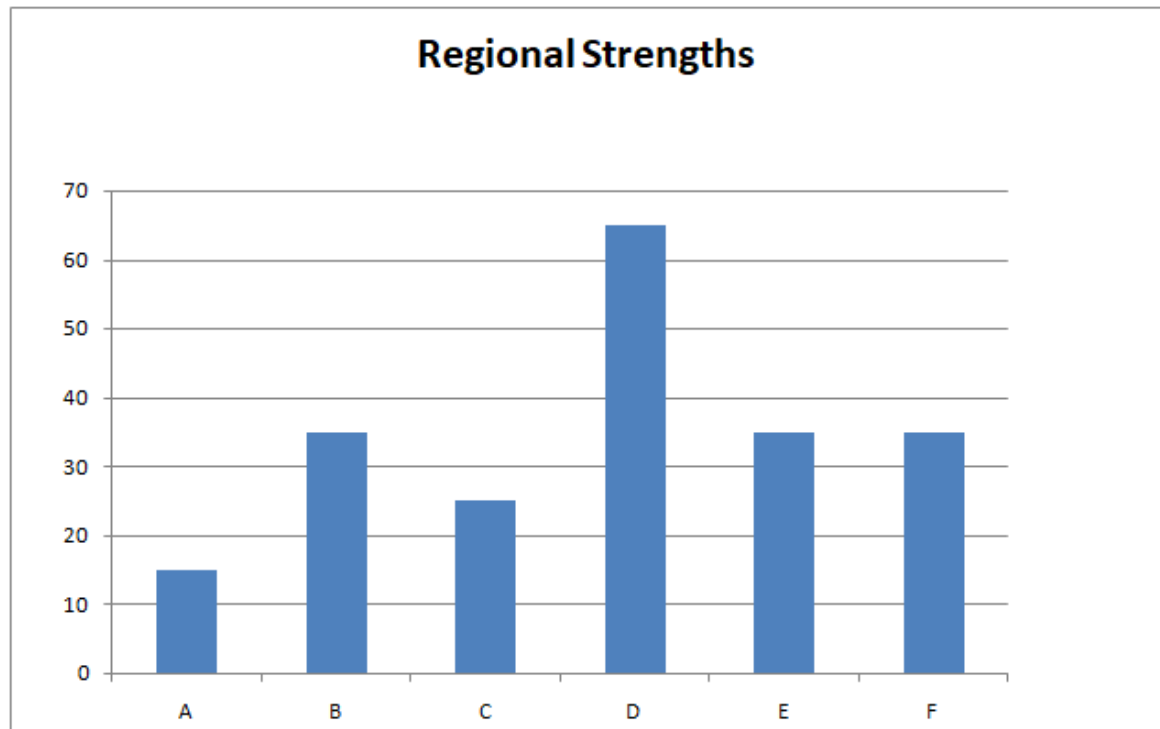
QUESTION 12. Policy Instruments (programmes) specifically focussed on the Silver Economy.

- Regional Government of Castilla y León. Strategy for the prevention of dependency for older people and promotion of active aging in Castilla y León (2017-2021).

http://www.jcyl.es/junta/cp/Estrategia_prevision.pdf

- Regional Government of Castilla y León. Demographic Policy Council.

QUESTION 13. STRENGTHS

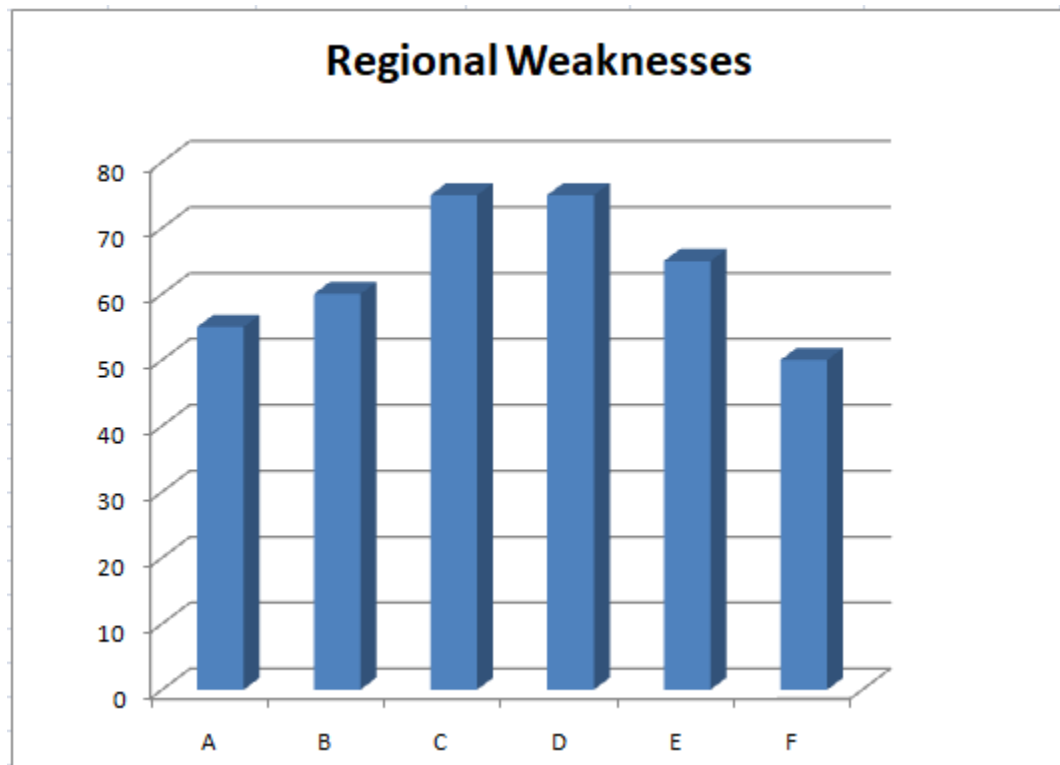


Categories						
a	Strong Research and development presence					
b	Suitable cohort of SMEs to develop physical products and services					
c	Suitable cohort of SMEs to develop online and digital products and services specifically for an aging population					
d	Positive environment and policy provision for active aging					
e	Positive encouragement for older adults to remain economically active (buying/selling/goods/services)					
f	Other please see comments					

The regional strength most voting has been the “positive environment and policy provision for active aging”. In addition, suitable cohort of SMEs to develop physical products/services and a positive encouragement for older adults to remain economically active are well considered as regional strengths.

There are services very well developed for old people as tourism, leisure or availability of private/public residences.

QUESTION 14. WEAKNESSES



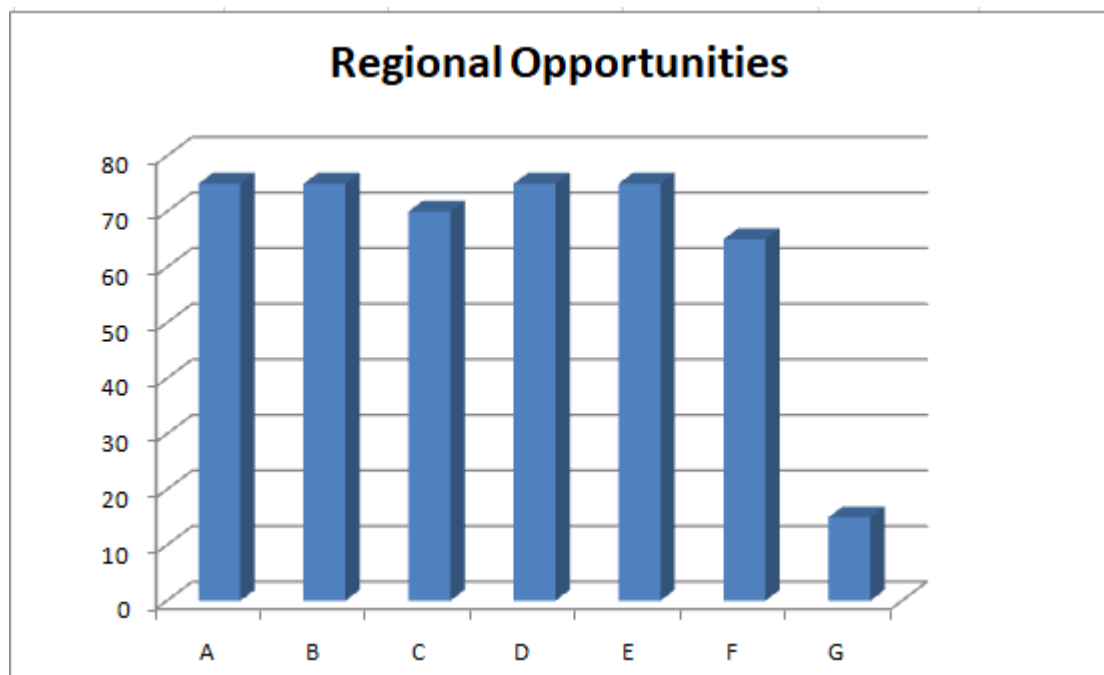
Categories					
a	Apart from healthcare there is little or no focus on the economic aspects of older adults				
b	There are few educational initiatives directed at older adults				
c	Older adults are not recognised as a potential economic asset				
d	SMEs are not generally focusing on the growing silver economy				
e	Research institutions are not generally focussing on the silver economy				
f	Older adults are not generally interested in contributing to or participating in the economy				

Most part of given categories are seen as weaknesses; specially been voted "older adults are not recognised as potential economic assets and SMEs are not generally focusing on the growing silver economy".

It is also highlighted the problem of depopulation and lack of population establishment in rural areas.

Lack of investigation in this topic is also suggested as regional weakness.

QUESTION 15. OPPORTUNITIES

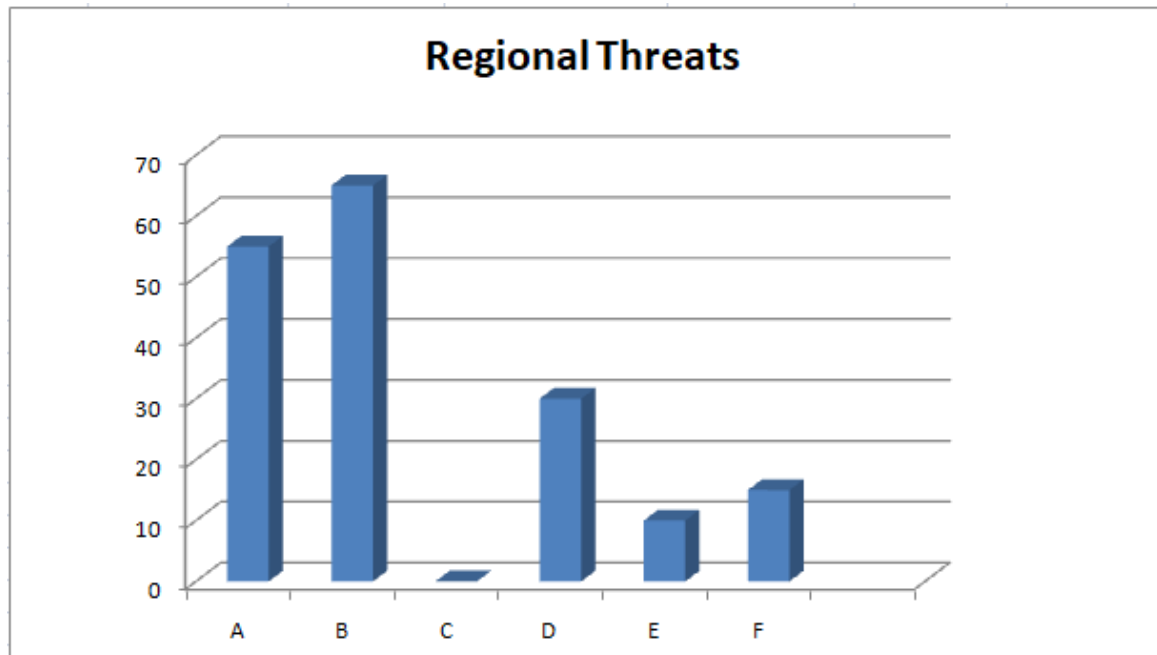


Categories					
a	Introduction of more proactive policies for Silver participation in the economy				
b	Familiarization for SMEs on the nature and size of the Silver market				
c	Developing a heightened research focus on the silver economy				
d	Greater involvement for older adults in leadership roles on active aging				
e	Increased focus on education and training for the whole population as they approach older age				
f	Enhance mobility for older adults through more public transport				
g	Other please comment				

All given categories are seen as opportunities making special emphasis in the familiarization for SMEs and potential entrepreneurs on the nature and size of the Silver economy and the necessity of improving public transport/health care services in rural areas.

In addition, one respondent mentions the opportunity (for retired older adults) to give back their years of acquired knowledge and experience to the society, promote volunteering, mentoring, tutoring of participation in labour integration programs.

QUESTION 16. THREATS



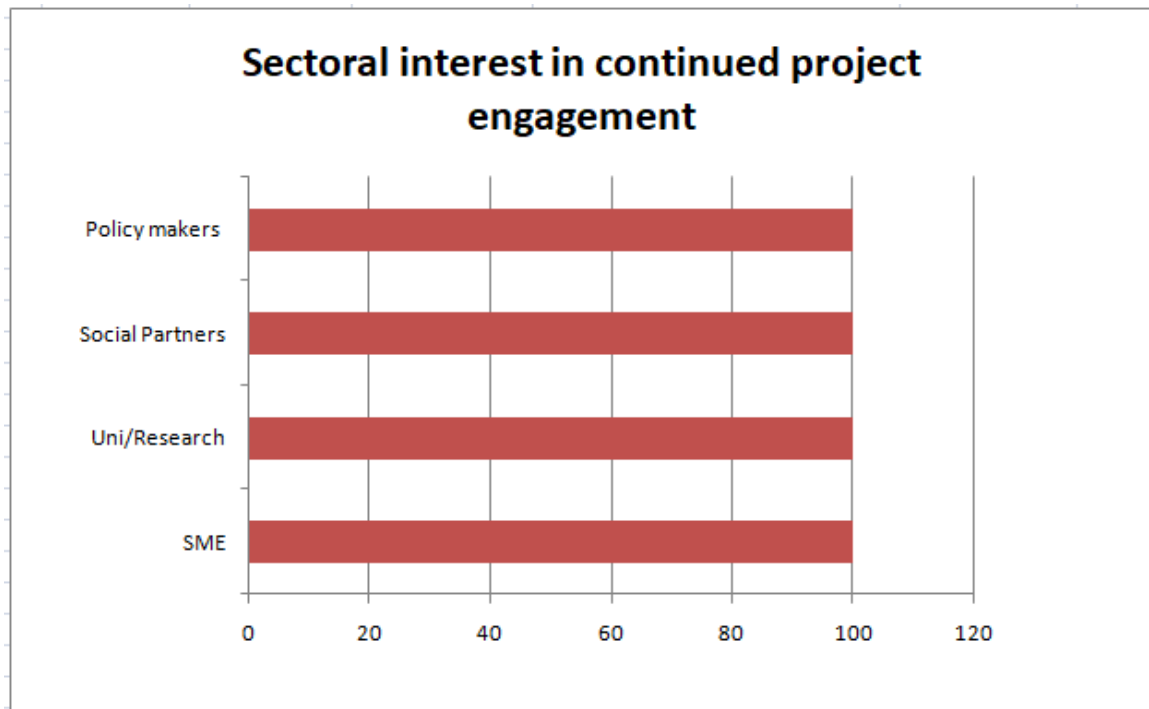
Categories	
a	Unsustainable dependency ratios
b	Failure to cope with health demands
c	Increased imports of products and services
d	Insufficient numbers in workforce
e	Potential Industry closures
f	Other with comments

The most voting category has been the failure to cope with health demands (important service to try to maintain population in rural areas and a tricky point in rural areas of Burgos during last time) being closely followed by unsustainable dependency ratios (Castilla y León is the most aged territory all over Europe with a very low birth rate also).

In addition, there are some respondents which consider that the threat is more the lack of qualified workforce more than the insufficient numbers of potential workforce.

Some interviewees also stressed the need of cultural change considering old people as a valuable asset. It is also considered that some products/services offered to this population are not based in their real need (bottom up approach required).

QUESTION 17. Keeping in contact with SILVER SMEs project



100% of respondents are interested in keeping up contact with SILVER SMEs project.

5. CONCLUSIONS AND POLICY RECOMMENDATIONS

5.1. Conclusions of the SWOT analysis

STRENGTHS	WEAKNESSES
<p>Positive environment and policy provision for active aging.</p> <p>Suitable cohort of SMEs to develop physical products/services.</p> <p>Positive encouragement for older adults to remain economically active.</p> <p>Great offer of tourism/leisure and residential services for older population.</p> <p>Many available local training courses for older adults to secure new occupational skills (CEAS and Experience's University).</p>	<p>Lack of awareness about the concept and possibilities of "Silver Economy" as a potential sector to create jobs/generate wealth and fight against depopulation.</p> <p>Older adults are not recognised as a potential economic asset.</p> <p>Low resources in R&D (research institutions are not generally focusing on the silver economy).</p> <p>Big gap between urban and rural areas in products and services available for "silver" sector.</p>
OPPORTUNITIES	THREATS
<p>Raising awareness to entrepreneurs and SMEs about the possibilities of Silver economy is suggested.</p> <p>Development of innovative good and services.</p> <p>Training focused on people with certain vocation.</p> <p>Strong potential to develop new Silver economy business opportunities (familiarization for SMES and potential entrepreneurs on the nature and size of the Silver market).</p> <p>Apart from health care and tourism services there are no much more business activities lead to older adults.</p> <p>Possibility (for retired older adults) to give back their years of acquired knowledge and experience to the society, promoting volunteering, mentoring, and tutoring of participation in labour integration programs.</p> <p>Promoting synergies among all entities working in this line of activity.</p>	<p>Lack of SMES with either technological features or capacities.</p> <p>Lack of basic services in rural areas (health, transport...).</p> <p>Outdated culture which considers retired people neither useful nor linked to economic activities (passive population).</p> <p>Depopulation of rural areas together with a reverse population pyramid.</p> <p>Lack of workforce with the appropriate qualification.</p>

5.2. Recommendations for policy development

The policy development should **compile and being aware of the following initial facts:**

- Changes in the demographic structure (low birth rates, increase of life expectancy and reverse population pyramid).
- Incentives to live in rural areas being aware of the need to maintain basic services available for this population (especially health care and transport possibilities).
- Differences between older adults in rural territories and those living in urban areas.
- Changes in retirement periods.
- Changes in the use of free time for elderly.
- Bottom up approach to design policies with useful activities for elderly.