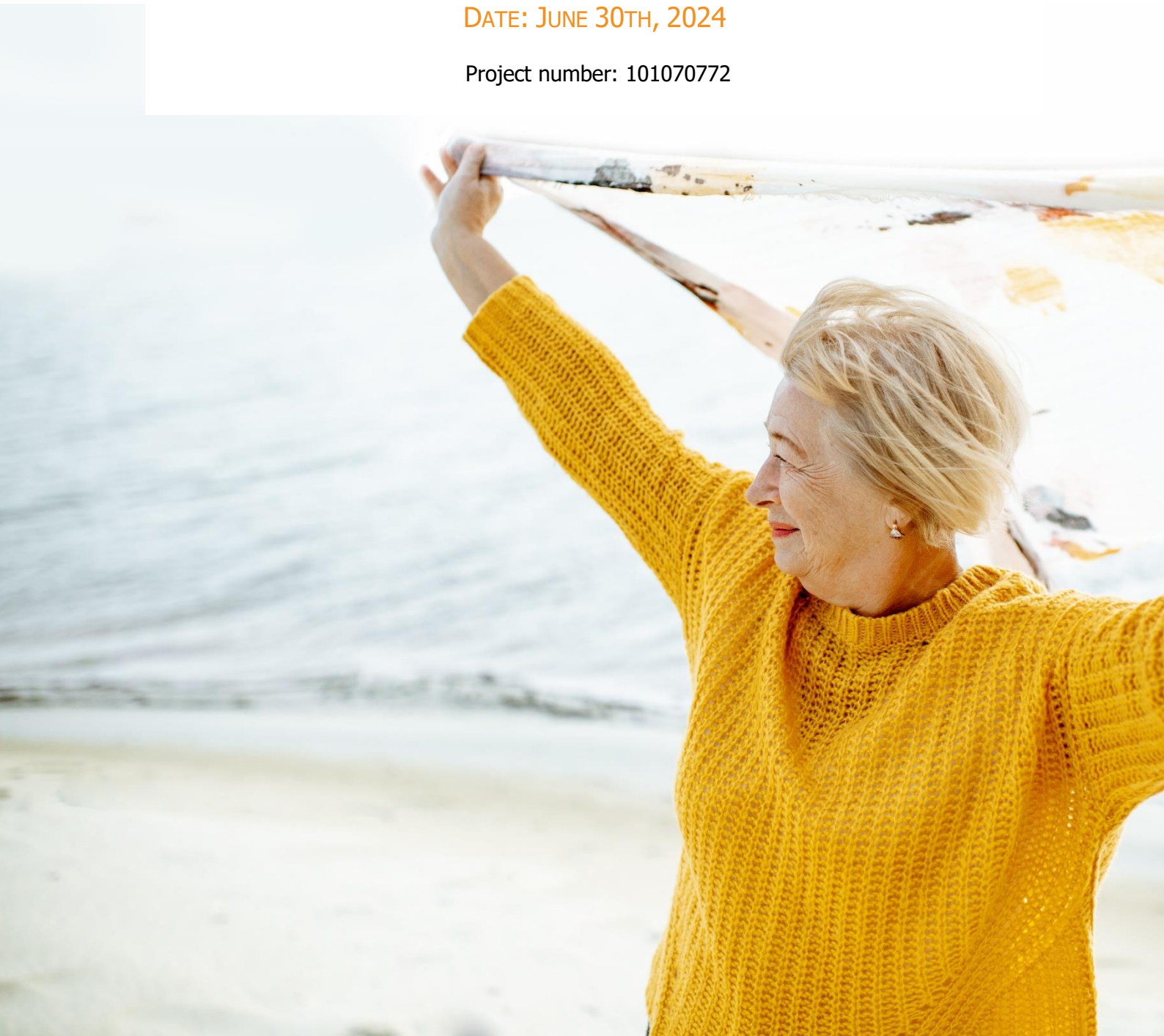




## D5.1 - Joint Action Plan

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# Preface

The Senior Eco-Nect project had as one of its objectives to produce a Joint Action Plan of 5 years after project's closure. In this, Senior Eco-Nect partners affirm their willingness to commit on the long term to set-up and develop innovative ecosystems dedicated to silver economy. This commitment implies the search for additional resources, in particular funding, which will make it possible to implement this action plan.

This Joint Action Plan is the final result of the Senior Eco-Nect project. All the activities and deliverables produced during the project has nurtured it. Thanks to those learnings, this Action Plan includes activities that are accurately focused on the challenges and opportunities in the silver economy sector. The actions planned cover a wide range of areas, including healthcare, independent living and housing, active ageing, lifelong learning, tourism, leisure, sports, etc.

This Joint Action Plan allows the activities to expand to new ecosystems, to integrate new sectors and actors. Thus, the Action Plan aims at strengthening the effects of Senior Eco-Nect on silver economy ecosystems in terms of growth, efficiency, inclusivity and interconnectivity.

# Introduction: Overall Context and Priorities

**Europe is aging.** For the first time in human history, the seniors now outnumber children under 5 years of age. This demographic shift that Europe is grappling with is reshaping societies across the continent. By 2070, it is projected that 30% of the European citizens will be aged 65 or older, up from 20% in 2019, with the proportion of those aged 80 or more expected to more than double, reaching 13%. According to a Eurostat publication (2019), there were 101.1 million older people (aged 65 years or more) living in the 28 EU countries, almost one fifth (19.7 %) of the total population. This figure is projected to rise to 28.5 % of the total EU population by 2050 (Eurostat, 2019). The share of people aged 80 years and over has almost doubling between 2002 and 2022 from 16% to 21% and is set to increase (Eurostat, 2023). This unprecedented change demands a unified and proactive response.

One emerging objective within the European Union is the concept of “active aging”. This approach aims not only to extend life expectancy but to enhance the quality of life for the seniors, promoting physical and mental wellbeing. It also seeks to transform the societal perceptions of aging, fostering a positive and inclusive view that can bridge generational gaps and forge a new social pact.

The aging phenomenon, while partly driven by individual lifestyle choices, is also heavily influenced by the physical and social environment. Thus, public policies and interventions at various governance levels, national, regional and local are crucial. The European Union, through initiatives like the European Pillar of Social Rights and the recent Green Paper on Aging, plays a pivotal role in addressing these challenges.

The value of the silver economy market is set to reach €5.7 trillion in 2025 (European Commission, 2018). The growth of this market can create huge opportunities for business and entrepreneurship activity to cater for this growing sector of society. However, this growth can also create challenges for society (Bogataj et al., 2020; Conway Lenihan, 2023; McGuirk et al., 2022; Zsarnoczky, 2016).

In summary, while European countries face the common challenge of an aging population, their response varies. However, the EU, through different initiatives and a strategic focus on “active aging” offers a promising path forward, highlighting the importance of a comprehensive, life cycle approach of aging that prioritizes health, learning, and social inclusion. This collective effort through projects like SEN are essential to ensure a prosperous and harmonious future for all generations.

Drawing on the lessons learned from the Senior Eco-Nect project, the partners have decided to focus their actions on 2 strategic areas, with the aim of mobilizing and getting as many players as possible committed. The action plan includes the creation of a European silver economy community (Axis 1). This community will build on existing and interconnected ecosystems, while working to involve a growing number of players with a variety of profiles, representing the diversity of the silver economy potential. This community will collectively bring the challenges of the silver economy to the attention of European, national and local decision-making bodies, as well as in all spheres of society. Fundamentally, the ecosystem will contribute to the re-orientation of society in which structural changes are put in place to

enhance the role of older people<sup>1</sup>, changing the general perception of ageing as a societal and personal burden to a continuous process of development, by nurturing meaningful roles, relationships and activities for all citizens in the later phases of their lives.

The partners will also work to create the conditions for putting this community into action (Axis 2), so that its members can build and then implement projects and initiatives providing new solutions or seizing the opportunities offered. The activities developed will provide all interested parties with the information and tools they need to make a real commitment to healthy ageing.

<sup>1</sup> See the concept of “longevity dividend” in Brink, S. (2023) “The Longevity Dividend: Later Life, Lifelong Learning and Productive Societies”. Springer Nature Books. <https://doi.org/10.1007/978-3-031-35335-2>

# Joint Action Plan Description

## AXIS 1 – SUPPORT THE DEVELOPMENT OF SILVER ECONOMY ECOSYSTEMS: TOWARDS THE CREATION OF A EUROPEAN SILVER ECONOMY COMMUNITY

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The evolution and structuring of silver economy ecosystems are mainly in response to demographic aging trends and the increasing lifespan of populations, resulting in a notable rise in senior demographics and the emergence of specific needs. These needs encompass various aspects, including the establishment of specialized clusters, value chains, and the organization of events tailored to address the requirements of aging populations, as evidenced by diverse initiatives. However, despite these developments, this environment presents a great diversity of actors and stakeholders. Also, the presence of “pure players” predominantly focused on healthcare and primary needs remains significant. Thus, the development of a European silver economy community is a need, to meet a real efficiency and respond to the many challenges we face today.

The Senior Eco-Nect project, allowed us to highlight several challenges on which we will rely on to build our joint action plan, the challenges brought to the surface include:

### **Enhancing mobilization**

The effective utilization of resources within the silver economy ecosystem requires improved mobilization efforts. There is a real need to better mobilize resources within the silver economy ecosystem, ensuring that all the wide range of relevant stakeholders are actively engaged, to ensure comprehensive and coordinated action.

### **Breaking down silos**

By definition, silver economy is cross-sectoral as it concerns the adaptation of society in all its dimensions to an ageing population. Overcoming compartmentalization is essential within the ecosystem to foster collaboration and innovation across different sectors and disciplines, thereby maximizing the potential for holistic and integrated solutions.

### **Decrypting the ecosystem**

Understanding the multifaceted nature of the silver economy ecosystem is paramount. Decrypting its complexity is crucial for navigating its dynamics effectively and identifying opportunities for sustainable growth and development.

### **Strengthening a sense of belonging**

Defining and raising awareness about the concept of the silver economy can contribute to fostering a stronger sense of identity and belonging among stakeholders. This can facilitate greater cohesion and collaboration within the ecosystem.

### **Increasing attractiveness for stakeholders**

Enhancing the appeal of the of the silver economy ecosystem is pivotal for attracting a diverse range of actors. By creating an environment that is conducive to participation and collaboration, stakeholders are more likely to be actively engaged in advancing the goals of the ecosystem.

### **Improving ecosystem management and decision making**

The better known the players are, the better it is possible to strengthen an ecosystem by taking appropriate action and interacting on a regular basis. A detailed knowledge of the players involved therefore makes it possible to implement robust governance mechanisms which is essential for ensuring effective coordination, monitoring, and evaluation of activities within the silver economy ecosystem.

The proposed strategy is to create a vibrant European silver economy community representing the diversity of players involved in the inclusion of healthy ageing in society. To achieve this, the proposed actions will make it possible to involve as many players as possible through awareness-raising initiatives, but also to encourage them to join the silver economy ecosystems by systematically identifying players. The mapping tool developed by Senior Eco-Nect project will be further developed to answer the need of stakeholders, ecosystems managers and policy makers. This comprehensive approach aims to create a vibrant ecosystem that not only addresses the needs of an aging population but also stimulates economic growth and fosters social inclusion across European regions.

## **Action 1 – Raise awareness about silver economy**

### **Context**

Thanks to the SWOT report produced by Senior Eco-Nect project, we have identified several observations regarding the challenges faced in engaging stakeholders in the Silver Economy Ecosystem. As an example, 22% of the respondents answer that they don't know or are not sure to understand the term "silver economy". the category of policy makers/public authorities have the highest number of respondents reported that do not know the term "silver economy". When it comes to give a definition of silver economy, the analysis enlightens that the understanding on the definition of older people is different: a lack of understanding of the target group, older people, still exists. Moreover, the understanding on silver economy still largely focused on the consumption of goods and services which indicates there might be a need to deepen the understanding of silver economy to a wider society<sup>2</sup>.

These observations underscore the critical importance of raising awareness about the silver economy and its implications.

Firstly, some stakeholders may lack awareness regarding the specific challenges associated with population aging or the economic opportunities linked to this sector.

Some may not perceive the relevance of their activities to the silver economy insofar they don't have a complete picture of what the term encompasses. They may fail to realize that their products, services, or expertise could be adapted or beneficial to the seniors or those supporting them. This is particularly true for organizations working outside health or dependency related subjects.

<sup>2</sup> Robinson, R. and Xiong W. (2023) Senior Eco-Nect Composite Regional SWOT Analyses Report

The term 'economy' can also have a repulsive effect on associations, health or non-profit organisations, which may see it as conflicting with their own interests and those of their beneficiaries.

In some cases, cultural or generational barriers may make certain stakeholders less inclined to engage in areas associated with population aging. They may perceive these areas as less attractive or innovative than other sectors more focused on youth or technology, for example.

Finally, some stakeholders may be hindered by a lack of resources, knowledge, or capacity to fully engage in the silver economy ecosystem.

### *Action 1.1: design and distribute an awareness-raising tools (level 1 sensitization)*

The SWOT analysis of the silver economy ecosystems highlighted two key issues that will determine the development of the silver economy. These two issues are categorised as both a weakness and a threat. The first one, the lack of awareness, is a priority as it includes lack of understanding and knowledge on older people, the related needs and wants. It has a direct consequence on the awareness of the potential economic value and business opportunities.

Lack of focus and interests on silver economy and related sectors, stereotypical view and biased attitude is a second major issue. Combined with a lack of information, this lack of interest can lead to unfavorable or discriminatory actions towards older people<sup>3</sup>. Requirements and wellbeing of older people and silver economy development currently are not the priorities for policy makers, enterprises or even to the public.

The creation of awareness-raising tools aimed at different target audiences will make health aging a mainstream issue, so that everyone is aware of the changes taking place in society. Partners will identify specific knowledge gaps of each country, as well as already existing awareness raising initiatives, in order to design an awareness-raising kit which would be made available for any stakeholders and translated in national languages.

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In France, there are existing initiatives aimed at raising awareness like the "Semaine Bleue" or Blue Week. Established in 1951, it is an annual event in France during the month of October highlighting the role of the seniors in society. Originally aimed at supporting impoverished retirees, it now features nationwide activities and workshops, emphasizing the importance of the seniors in our society. Each year, it focuses on specific themes to combat isolation, foster intergenerational connections, and raise awareness about the contribution of the seniors. In the same logic, there is the SC2S, launched in 2020, this program involves directly young volunteers in civic service to reduce senior isolation. This program promotes intergenerational support and prepares volunteers for roles in the social and healthcare sectors, enhancing their skills and fostering mutual support.

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<sup>3</sup> . See the reference to the term "Edadismo", a Spanish word for "ageism", which refers to the set of social and political practices that discriminate against people based on their age, especially when it happens against older people, in Senior Eco-Nect Strategy report.



The information materials will be used to develop targeted awareness campaigns to educate various stakeholders about the importance and potential of the silver economy, emphasizing on its economic and social benefits. As an example, this kit could include statistics information, definitions, testimonies, initiatives, job descriptions, etc. A specific attention will be paid to developing specific modules for schools (primary, secondary and higher education). In doing so, creating engaging and informative content, such as articles, infographics or videos will be essential. Dissemination will be made by multi-channel approach, including social media, websites, newsletters, webinars, workshops, and conferences.

### *Action 1.2: Develop target groups' will to take action (level 2 sensitization)*

**Awareness is a first step towards action.** Awareness can encourage stakeholders to actively engage in promoting the well-being of the seniors and contribute to building a more inclusive and supportive society. It can also inspire stakeholders to explore new avenues of innovation and develop products and services tailored to the silver economy market. On the contrary, lack of knowledge and interests on older people group and the silver economy may result in lack of investment and innovation in the area.

Deploying a second level of awareness-raising will encourage stakeholders to subsequently take action or seize opportunities. Targeted to policy makers, academics, entrepreneurs, health and care professionals or associations, the aim of this action will be to deliver targeted content with a higher level of expertise than public awareness-raising and geared towards taking initiatives. Showcasing good practices from European silver economy ecosystems, sharing case studies, organizing workshops, roundtable and site visits in showrooms are likely to turn convictions into action. Specific policy briefs, reports or business briefs could also be developed and disseminated.

In the end, those actions will result in the enrichment of the individuals and organisations involved in the development of silver economy. Thus, it will increase the variety of perspectives, expertise, and impulse more and more energy to work on the challenges that European societies are facing.

### *Action 1.3: Implement a joint training programme on silver economy*

As well as gaining a better understanding of the issues specific to the silver economy, we need to support those players who wish to do so in putting their intentions into practice. The lack of training available for getting involved in the silver economy was pointed out by some of the players interviewed as part of the SWOT analysis carried out by Senior Eco-Nect, particularly when it comes to carrying out projects outside the health sector.

The silver economy is still a relatively recent sector, which intrinsically incorporates complex factors: it is developing beyond the usual boundaries between the health and medico-social sectors on the one hand, and on the other, between mechanisms for the public provision of

dependency care and services developed by private players, and moreover for very different generations of senior citizens. Added to this is the influence of the local context, cultural differences, etc., all of which make it difficult to standardise a single approach.

There is a need for the development of a comprehensive curriculum covering various aspects of the silver economy, including demographic trends, economic role played by seniors in the society, market opportunities, best practices and innovative solutions. This training course, which will enable participants to gain expertise while understanding the scope for action in the silver economy, will be offered to players who have indicated a desire to take action, including those who benefitted from raising awareness actions. These stakeholders could include representatives of public authorities or entrepreneurs. This training will be developed jointly, drawing on the diversity of experience and practices of all the partners to ensure the curriculum is comprehensive, relevant and up to date. Some modules may be adapted to the national or local context in order to meet the immediate needs of participants. Interactive materials will be created wherever possible, such as online modules, videos, case studies, and simulations to engage participants and facilitate active learning. However, the specific training arrangements will have to be defined, including, for example in-person workshops, webinars, e-learning platforms, and blended learning approaches. On-site visits could also be included to make participants aware of existing tools or initiatives: showrooms and living labs would be part of it. Particular attention will be paid to the inclusive nature of the courses.

Ultimately, we will be looking into the possibility of offering certification or accreditation for participants who successfully complete the training program, demonstrating their proficiency and commitment to the field of the silver economy. A sustainability plan will be developed to ensure the long-term viability and scalability of the training program, including funding sources, partnership strategies, and resource allocation. Opportunities for collaboration with regional and international organizations, government agencies will be explored to expand the reach and impact of the training program. Partnerships with professional associations, academic institutions, and media will be explored to amplify the reach and impact.

## **Action 2 - Expand the mapping of stakeholders**

The Silver Economy is a cross-disciplinary economic and industrial sector whose challenge is to respond to the aging of the population. There are many players in the Silver Economy:

- companies and start-ups
- public and local authorities
- social welfare, mutual insurance organisations and pension funds
- professionals in the medico-social sector
- research and academic organizations
- civil society and associations

However, despite this diversity of actors and projects, collaboration is often limited, with “silo” effect. For example, some establishments are reluctant to open their doors to experiment with

innovative products and/or services. Yet there are many benefits to encouraging these stakeholders to get to know each other and collaborate.

This mutual knowledge between the different types of actors will make it possible to consolidate the ecosystem, create synergies and partnerships and encourage the emergence of innovative ideas and projects to meet the diverse and growing needs of seniors and their caregivers. This may involve offering comprehensive care solutions in the areas of health, well-being, mobility, housing, etc., thus contributing to improving the quality of life of seniors and promoting a active and autonomous aging.

In addition to this, certain projects could contribute to the economic growth of the territory, in particular by creating new markets and generating employment opportunities.

In order to showcase the various players involved in the silver economy, the SEN project partners have developed a voluntary platform for mapping them. Although this map is not yet exhaustive, it does enable the various players in the silver economy to be visible, and offers a number of advantages on both a regional and European scale.

First of all, the map provides a clear, accessible overview of the players in the silver economy, whether companies, associations or local authorities. This not only gives a better understanding of the structure of the ecosystem, but also identifies the resources available (expertise, technologies, infrastructures, etc.) and the specific skills present in each partner region.

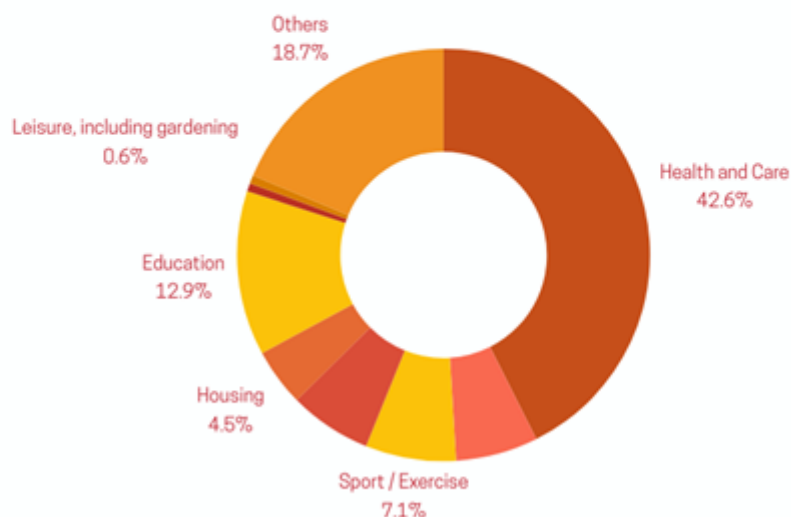
Moreover, this platform, provided that you communicate about it, can help promote collaboration between the different actors. By visualizing potential complementarities and synergies, it becomes easier to identify opportunities for collaboration and co-creation of value.

Finally, when the mapping is more complete, it can also serve as a basis for the development of public policies aimed at supporting the development of the silver economy, in particular by identifying the specific needs of different regions.

By October 31st, 2023, a total of 157 solutions were successfully registered and made available online on the map<sup>4</sup> displayed on Senior Eco-Nect website. Beyond its illustrative value, the map has proven instrumental in the formulation of effective strategies tailored to engage diverse sectors and countries. Mapping the stakeholders is also a way to measure their involvement, their sense of belonging to silver economy. The experience gained from the mapping carried out in the Senior Eco-Nect project<sup>5</sup> enables to identify under-represented players or sectors and gain a better understanding of how to get them on board.



# ORGANIZATIONS BY SECTOR



Increasing the number of stakeholders listed on the platform would present numerous advantages for all parties as well as strengthen the cohesion of the ecosystem, optimize the use of resources and, ultimately, improve the quality of life of seniors, who remain at the heart of the concerns of the silver economy.

First of all, this mapping allows a complete and detailed overview of the ecosystem, of the stakeholders, being aware of the advantages that silver economy can offer. By gathering a larger number of actors, we facilitate the identification of available resources, expertise, and existing initiatives across all territories.

*Action 2.1: Increase engagement of target groups, especially public authorities, academia and civil society*

The under-represented target groups in the map are local authorities, universities/academics and civil society. This will be done through specific awareness-raising and messages personalised to the needs of these stakeholders. Involving these stakeholders is crucial for the development of a silver economy ecosystem.

By registering, local authorities can showcase their local initiatives for seniors, thereby increasing their visibility and recognition. Additionally, they can access and contribute to a repository of best practices, which facilitates the continuous improvement of their public policies. Universities can benefit from collaborations with startups and companies for applied research projects. Additionally, they can share their expertise and research results while gaining insights from real-world feedback and needs to guide their work. In addition to strengthening their visibility, senior associations and civil society organizations can access more complete information, facilitating guidance and advice for their members, spotting trends and innovations.

Businesses that help seniors with their special needs, can get an SEN LABEL, that would tell other stakeholders that they are reliable and trustworthy, and that fact in particular may increase their economic benefits. For example: a car dealer that offers leasing regardless of their customers' age is senior friendly, and deserves to have better visibility and hence more business in silver economy sector.

By clearly communicating these benefits, we can effectively encourage stakeholders from the quadruple helix to register and participate actively in the silver economy mapping.

After the awareness campaign, the next step is to encourage the three types of stakeholders to register on the platform by organizing webinars to explain the platform's benefits and functionality, creating information kits, and initiating individual meetings with stakeholders to discuss platform benefits. Mobilizing existing networks of registered actors to promote the platform, showcasing success stories, and providing technical support for registration are also important strategies. Continuous communication through newsletters, social media updates, and regular engagement can further drive participation and ensure the platform's success in fostering collaboration and innovation in the silver economy ecosystem.

### *Action 2.2: Enlarging our silver economy network across Europe*

Expanding the ecosystem mapping to include actors from new European regions offers several advantages. Firstly, it fosters knowledge exchange and best practice sharing across borders, enriching the collective understanding of silver economy dynamics. Secondly, it enhances networking opportunities, facilitating partnerships that can lead to joint projects, funding opportunities, and market expansion. Thirdly, it will provide an increasingly comprehensive picture of the European silver economy, which can inform new strategies and policies at European level.

To achieve this, we will identify and contact existing networks and clusters in other European countries. For example, we could reach out to stakeholders involved in European projects in which each consortium member is involved, as well as stakeholders' members of European networks active in healthy ageing, such as ECHAlliance. Additionally, we can take advantage of European events like Aging Fit, an annual event organized by Eurasanté and dedicated to the silver economy, to encourage new European members to join.

Partnerships could be set up with organizations who have produced mapping or directories on a more local scale.

### *Action 2.3: Implementing a communication strategy to showcase engaged stakeholders.*

Once stakeholders are listed on the platform, it's crucial to sustain their interest and commitment. To achieve this, we will develop a strategy to communicate and highlight the involved actors.

Regarding the communication strategy, this will involve leveraging social media (such as creating a dedicated LinkedIn page for the SEN platform to foster member interaction, sharing project owner interviews as best practices, and showcasing collaborations stemming from the platform to highlight successes and inspire others). Each country within the SEN consortium will ensure personalized communication, considering the specific interests of local actors.

Lastly, we will implement an evaluation process to measure the impact of these actions and adjust our strategy accordingly. We will analyze platform registrations, user feedback, and results in terms of collaborations, among other metrics.

## **Action 3 – Improve the mapping platform**

### **Context**

As mentioned above and explained in the Senior Eco-Nect mapping report, the mapping of silver economy players in the partner ecosystems provided a wealth of information. A tool of this kind fulfils a number of strategic functions:

- Enhancing the visibility of actors, which creates favorable conditions for new collaborations, sharing of resources and experience, ...
- Making ecosystems visible, ultimately strengthening the ecosystem as a whole.

Through active participation in the mapping process, stakeholders solidify their affiliation with the silver economy community. This involvement helps to solidify their affiliation with the community, fostering a sense of belonging and promoting a collective identity among participants.

In the end, better knowledge of actors and ecosystems allows better management and decision-making for policy makers at all levels.

The improvement of mapping tool dedicated to silver economy stakeholders and ecosystems would be an asset to strengthen and activate ecosystems. However, the tool designed for the project purposes needs to be upgraded to deliver its full value.

### *Action 3.1: Improve user experience*

Design an interactive and automatic registration process is imperative. Based on Senior Eco-Nect mapping report observations, areas for improvement are identified for backend and frontend development. For example, manual validation process is not sustainable. Consequently, there is a need to explore alternative validation procedures for new entries while checking the quality of datas.

As for frontend, developments will include clarifications of registration process, updated registration questionnaire available in different languages.

### *Action 3.2: Enable better data visualization and analysis*

Easy visualization of organisations in the map is a key success factor. Automatic registration process will eliminate the time between registration and effective visibility on the map. A realistic and interactive map will give a clearer image of locations and networks at different level. The new mapping tool will include new features, such as filters and categorization, to facilitate access to information and data analysis. Thanks to more precise categorization of entries, ecosystem managers and decision makers will benefit from concrete datas on silver economy organizations. By serving as a comprehensive repository of stakeholders and ecosystems, the mapping can facilitate easy reference for applicants and companies seeking to engage in collaborative initiatives.

## **Outcomes and Impact Indicators**

**5000**

persons with improved knowledge of silver economy thanks to raise awareness campaigns

**400**

new stakeholders registered or engaged in the mapping and related actions all target groups included

**30**

public authorities integrated into ecosystem

**30**

civil society actors new to partners ecosystem integrated into ecosystem

**20**

academia integrated into ecosystem

**10**

new ecosystems taking part in the implementation of all or part of the actions

**30**

professionals trained through implementation of joint training programme

*Increase of business awareness of the potential value of the growing silver economy*

*Increase of jobs created in silver economy*

*Increase of policies and public fundings in favour of a sustainable and valuable silver economy*

## AXIS 2 - SILVER ON THE TOP STEP: SUPPORTING PROJECTS, INNOVATION AND COLLABORATIONS AMONG ECOSYSTEMS

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The significant challenges facing societies, particularly demographic aging, presents multifaceted challenges that require holistic and collaborative approaches to address effectively. Simultaneously, demographic ageing is a huge opportunity, not only for development of new economy, adapted to the needs of seniors, but also to build new societal models with intergenerational collaboration, compassion and better ethical behavior. Adapting to these challenges demands not only a shift in mindset but also a commitment to innovation and the evolution of practices. While the pace of these changes is expected to occur gradually and incrementally, the visible needs arising from demographic shifts underscore the urgency for action.

Supporting projects and fostering collaborations are crucial strategies to provide incremental solutions, facilitate the evolution of practices, and instigate behavioral changes over time. This support will be articulated according to 2 main axes which are:

**Enabling Actor Identification within Ecosystems:** One key aspect of supporting projects and collaborations is facilitating the identification of suitable partners within ecosystems. Establishing platforms or networks that enable stakeholders to connect and share knowledge is essential. By providing access to a diverse range of potential collaborators, stakeholders can leverage collective expertise and resources to address complex challenges more effectively.

**Supporting Projects across Multiple Axes:** Addressing the multifaceted nature of challenges associated with demographic aging requires supporting projects across various axes. This involves providing funding, resources, and technical assistance to initiatives aimed at developing innovative solutions, improving practices, and promoting behavioral changes. Investing in projects targeting different aspects of demographic aging, such as healthcare, social inclusion, and economic participation, enables societies to adopt a comprehensive approach to address evolving needs.

Overall, supporting projects and collaborations among ecosystems and stakeholders is essential for navigating the challenges posed by demographic aging. This approach facilitates the gradual development of solutions, fosters adaptive practices, and promotes collective efforts to address emerging needs effectively.

### **Action 4 – Facilitate mutual identification among ecosystems stakeholders**

Several stakeholders lack access to or awareness of the silver economy network or ecosystem, as noted in the SWOT report. Identifying relevant stakeholders and partners remains challenging due to the diverse range of actors involved. There is also a difficulty in finding platforms for exchange where local and European publics have room to interact in the best possible conditions.



Moreover, lack of connections and collaborations, which appeared to be one of the weaknesses that respondents reported, was also listed as a key threat to future silver economy development. Respondents reported that limited connections and collaborations among different sectors will result in inefficient resources allocation, restrict the potential development on silver-related innovation, and eventually, obstruct the development of a strong and inclusive silver economy. The connections and communications in rural areas due to lower level of technology availability also create challenge on the interconnectivity to the regional silver economy.

The diversity of players involved in the silver economy is as much a source of complexity as it is an opportunity: it opens up the possibility of forging unexpected partnerships that could lead to new developments and innovations.

#### *Action 4.1: Creation of collaborative tools*

The creation of collaborative tools (including platforms) at national, regional, or local level will be supported on request.

The development of the silver economy is usually based on a local or national context: if similar needs and trends are observed in Europe, the response to the same need will be provided by different players. It is therefore important to offer a tool for sharing knowledge between players in the same region. This tool must enable better knowledge and understanding of each other's activities. It must also enable them to share information on current and future projects. Better understanding the competencies and resources of each stakeholder makes it easier to identify complementarities. This can lead to more targeted and effective collaborations, where each actor contributes their specific added value to achieve a common goal. Moreover, enhanced knowledge among stakeholders can also help reduce inefficiencies in the development and delivery of products and services. By fostering coordination of actions, resources can be optimized, improving the overall efficiency of the ecosystem.

These tools will be linked to the European mapping of players in the silver economy (see Action 2), with a view to achieving greater interconnection between ecosystems. In this way, players active on regional or national platforms will automatically become part of the European community of silver economy players, unless they do not wish to do so (opt-out strategy).

These tools will facilitate stakeholder mutual knowledge and thus strengthen the overall silver economy network. The more a network is connected, the more it offers advantages in terms of visibility, influence and opportunities pour all the actors involved.

#### *Action 4.2: Encourage networking and connections between stakeholders and ecosystems*

Creating opportunities for exchanges between different categories of stakeholders and across territories is crucial. This would facilitate sharing on issues and projects, offering avenues for collaboration.

The partners in this action plan will prepare and implement a programme of activities designed to connect the ecosystems and the players involved. These activities could include specific events, business meetings at trade fairs, learning expeditions, workshops, etc. In addition, Senior Eco-Nect's experience has shown that the role played by the structures that create or drive ecosystems is central. By being at the heart of this ecosystem, these players are facilitators, both internally, by facilitating contacts, and externally, by being able to speed up the identification of the best partners.

By creating and developing a network of ecosystem managers across Europe, we will be able to leverage their work to the benefit of all organisations working to promote healthy ageing. These structures will be identified as entry points into the ecosystem in which they operate. These structures will be able to improve their management and development practices through exchanges of best practice with their peers, as well as through the sharing of expertise.

#### *Action 4.3: Foster recognition of silver economy solutions*

While several players are taking action to promote healthy ageing and the adaptation of society to ageing, these initiatives sometimes struggle to gain recognition and legitimacy, thereby jeopardising their sustainability.

The introduction of certifications or labels appears to be an interesting way of objectively analysing products or services, or even public policies. There is a number of advantages to this type of certification, such as certifying that the product is suitable for users, gaining in visibility and legitimacy, improving the offer or service thanks to the analysis report or contact with beneficiaries, etc. One example is the creation of the 'AMI DES AÎNÉS'® label, which is aimed at towns and local authorities wishing to promote the actions taken to improve the well-being of senior citizens. This label is an offshoot of the WHO's Age Friendly World. Other players have also created certifications. In France, for example, AFNOR, the French standards association, has developed a label called 'tested and approved by seniors'.

A Europe-wide analysis of existing initiatives will be carried out to measure their impact and their existence in each country. Where appropriate, the partners will be able to take individual or collective steps to create a label or publicise existing certifications to the entire silver economy community.

## **Action 5 – Trigger collaborations & innovation projects**

Encouraging the different players in the silver economy to work together rather than in isolation has many advantages. Working together allows players in the silver economy to access an extensive network of potential partners, including businesses, universities, associations, local authorities and seniors. This can open new collaboration, financing and market opportunities. Thus, stakeholders can combine their expertise, resources and skills to create more innovative, more holistic solutions that are better adapted to the needs of seniors. For example, a medical device manufacturer could collaborate with a technology start-up to develop a connected health solution. Collaboration also reduces development and go-to-market costs by sharing investments and risks between several partners. This can make silver economy solutions more accessible and affordable for seniors and their families. Finally, involving the different stakeholders in the solution development process guarantees a better understanding of the needs of seniors, which increases the chances of acceptance and adoption of the solutions on the market.

By encouraging collaboration rather than working in silos, the silver economy ecosystem can realize its full potential to meet the growing needs of seniors and help improve their quality of life.

### **5.1 Create favorable conditions for collaborations**

To enable effective collaboration, a series of actions will be taken to create an encouraging and attractive environment for new ideas.

To this end, particular emphasis will be placed on helping public authorities to re-establish the political priority of healthy ageing or to implement their policy. This could be achieved by sharing recommendations and expertise in order to impact on policy making. In particular, an in-depth study of the needs of public players could be carried out to identify key indicators, monitor them and provide feedback to the EU, Member States and local authorities.

In addition, the actions may include carrying out or updating studies and expanding on the lessons learnt from the SWOT analysis and the market study carried out as part of the Senior Eco-Nect project. In particular, they will help to identify more precisely the needs and opportunities for the development of innovations in the silver economy. Indeed, the Senior Eco-Nect achievements mentioned above have highlighted the fact that healthcare players still represent a significant proportion of the players involved in healthy ageing. However, other sectors have been identified as having strong development potential, such as tourism & hospitality, or mobility. Cross-sectoral studies will help to identify opportunities and further develop the silver economy outside the healthcare sector.

### **5.2 Supporting the launch of calls for projects**

According to the SWOT report from Senior Eco-Nect, the policy instruments that are more needed by the respondents are fundings and tools for collaboration. Calls for proposals are an appropriate tool for meeting these two needs. As well as getting the organisation launching

the call involved, they make it possible to mobilise a large number of players, including those unfamiliar with collaboration or innovation, and to organise collaboration between them.

Provided the partners have the necessary resources, they could put together one or more calls for projects focusing on the themes identified in the previous work. Depending on the themes and the interest of the players involved, these calls for projects could be either collective, with joint implementation at European level, or collective, but with regional or national variations.

The partners could also share their expertise in the construction of calls for projects with organisations wishing to do so, through methodological contributions and exchanges of experience. Priority will be given to targeting public authorities, for example by organising specific workshops

If the aim of the call is to launch an ideation process or to explore new ideas, other tools could also be used, such as hackathons.

### **5.3 Offer direct support to stakeholders**

The partners will provide a range of services to support any entrepreneur or project leader wishing to develop an initiative to promote healthy ageing, adapt society to ageing or better integrate seniors into economic and social life. These support services could include incubation, business start-up coaching, access to targeted expertise, access to facilities (including showrooms, living labs, etc.), etc. The expansion and interconnection of ecosystems will enable organisations providing these services to enhance their offering.

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#### **An incubator dedicated to healthy ageing in Hauts-de-France**

Eurasanté created in 2021 Eurasenior, Europe's first incubator-accelerator dedicated to the silver economy, open to all project leaders and start-ups in the Hauts-de-France region. Concretely, its mission is to support the emergence and development of innovative projects targeting the entire scope of silver economy, to connect innovations and the needs identified on the ground by promoting experimentation, to promote innovations among seniors and those involved in the field of healthy ageing and to building a professional network. To date, the incubator has supported more than 40 projects. Eurasenior's strength also lies in a solid network of public and private. Finally, Eurasenior regularly organizes events, allow different stakeholders to meet around subjects of interest such as blue zones or housing. Since 2022, Eurasenior has been organising an event triggering connections between medico-social establishments and entrepreneurs. It is called the "The Experimentation Forum".

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For projects involving the development of new products or solutions aimed directly or indirectly at senior citizens, it is crucial to encourage and support regular experimentation with them. Innovative solutions developed for seniors people and their caregivers must respond to a real need and be adapted to users. This is why they must be co-designed in a collaborative, user-centered approach and evaluated continuously.

Partners will be able to focus on support in finding partners for experimentation (social centres, associations, medico-social establishments, retirement homes, etc.) as well as methodological support (collaboration agreement, communication, evaluation, etc.).

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### An experimentation platform coming soon in Hauts-de-France

In order to further encourage experimentation of solutions involving seniors, caregivers as well as health professionals, Eurasenior is developing a new tool an experimental platform dedicated to healthy ageing.

The tool will include:

- Description of the partners sought by entrepreneurs for experimenting, via the publication of their request online (sheet including the identified need, the presentation of the solution, the target audience(s) and the target(s) experimental field(s) envisaged, the progress of the test session)
  - Organizations interested in receiving experiments (residences for seniors, home help services, etc.) and their needs in order to address them.
  - The creation of a panel of senior citizens is also being considered. Like a focus group, senior citizens would give their opinion on the service, product or initiative.
- 

## Outcomes and impact indicators

**+10**

new support services be offered by ecosystem managers and innovation support organizations

**+50**

connections between stakeholders from ecosystems

**+4**

new or updated policy instruments

**+12**

are new collaborations deriving from action plan and contributing to reinforcement of interdisciplinary, trans sectoral, public private collaboration

**+50**

new innovative projects supported by the partners over a five year period including initiatives related to incubation, business development, and creation addressing and offering solutions to older people

**+4**

public authorities from at least four different countries will engage in dialogue, promoting increased collaboration between Member States, public authorities

More research results addressing and offering solutions to ageing population  
 Improve older people’s quality of life.

## AXIS 3 - ENSURE ADAPTATIVE MANAGEMENT AND EFFICIENT IMPLEMENTATION OF ACTION PLAN

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### **Establish Clear Communication Channel**

Regular communication channels should be set up between project partners to facilitate information sharing and coordination. For example, these updates could occur every six months. A specific project coordinator or liaison officer should be designated to disseminate relevant updates, monitor progress, and address any issues or concerns that arise through the process.

### **Develop a Detailed Implementation Timeline**

A comprehensive implementation timeline project should be created. Given the five-year duration of the action plan, it is crucial to maintain flexibility in the timeline to avoid the risk of rigid adherence to an overly precise schedule. Tasks should be broken down into manageable steps.

### **Conduct Stakeholder Engagement Activities**

Engage and develop relations with stakeholders at the regional and European levels, including government agencies, industry associations, NGOs, and community groups. This engagement is vital to solicit input, gather feedback, and build support for the project. Organizing stakeholder workshops, focus groups, or consultation sessions will foster collaboration, address concerns, and identify opportunities for synergy and partnership.

### **Adaptability and Flexibility**

The implementation process should remain flexible and adaptable in response to changing circumstances, unforeseen challenges, or evolving stakeholder needs. The Action Plan should be reviewed and reassessed annually to ensure alignment with stakeholder priorities and external factors such as policy changes or market trends. Incorporating mechanisms for feedback, evaluation, and course correction into the implementation process will enable continuous improvement and adaptive management.

### **Financial Considerations**

It is important to note that these projects rely on financial resources. Therefore, continuously monitoring specific calls for proposals to develop and implement the necessary actions is crucial.



**Join Us  
Today**

Join us in shaping the future of Europe's ageing society. By supporting the dynamic, you will contribute to creating a vibrant European silver economy community and empowering innovative solutions for active ageing.

Together, we can ensure a prosperous and harmonious future for all generations. Let us turn our ideas into actions – partner with us today!

Project led by :

In partnership with :

As Europe faces an unprecedented demographic shift, with elderly citizens now outnumbering young children, the Senior Eco-Nect project steps forward with a visionary Joint Action Plan. This five-year strategic plan, born from extensive project learnings, is dedicated to fostering innovative ecosystems in the silver economy. By committing to this long-term vision, Senior Eco-Nect partners aim to address the challenges and seize the opportunities within the ageing population sector, ensuring growth, efficiency, inclusivity and interconnectivity.

# Action Plan

## 01

### Developing Silver Economy Ecosystems

- Our first mission includes raising awareness on Silver Economy through targeted campaigns and tailored training programs.
- In parallel, we aim to develop and foster partnerships by mapping stakeholders across Europe, and enhancing our platform for seamless collaboration and informed decision-making.

Let's debunk myths, share success stories, and drive innovation together!

## 02

### Support Projects and Collaborations

The ageing population poses complex challenges that require innovative, collaborative solutions. To address these issues effectively, we must shift our mindset and evolve our practices.

- Support and collaborate for a brighter silver economy! We enable the identification of partners within ecosystems and provide support for applications and research for funding to innovative projects addressing demographic ageing.
- By creating collaborative tools, fostering networking, and encouraging new projects, we ensure comprehensive solutions for all sectors concerning the elderly going from healthcare, social inclusion, economic participation and many more.





# 5 YEAR ROADMAP

Our mission is clear, to create a thriving European silver economy community, addressing the unique needs of ageing populations while stimulating economic growth and social inclusion across the continent.



## Foundation and Awareness

Year

**Objective** : Design and distribute awareness-raising tools, in order to lay the groundwork for raising awareness about the silver economy and expanding stakeholder mapping.

1



## Enhancing the ecosystem

**Objective** : In order to enhance user experience on our mapping platform, we aim to improve the infrastructure in order to enable better data visualization and analysis capabilities.

2



## Facilitating collaborations

**Objective** : Facilitating collaborations among ecosystems and stakeholders in the silver economy, by creating collaborative tools, supporting the launch of call projects and offering direct support to stakeholders.

3



## Catalyzing Projects and Innovation

**Objective** : Catalyze projects and innovation within the silver economy framework by creating favorable conditions for collaborations.

4



## Progress and Sustainability

**Objective:** Assessing progress and ensuring the sustainability of the silver economy initiative through awareness, stakeholder engagement, and long-term impact in order to remain sustainable beyond the initial timeframe.

5



# Call to Action



Are you ready to shape the future of ageing ?



You have the skills, you are capable of making a difference, and you want to contribute to a brighter future? Together, we can build a society where aging is celebrated, opportunities abound, and everyone can age with dignity and purpose.



The European Silver Economy is thriving, and we invite you to join us on this exciting journey. We are seeking policymakers, relays, animators, and leaders – be part of this innovative mobilization dedicated to silver economy !

JOIN US TO LEVERAGE COLLECTIVE EXPERTISE AND DRIVE IMPACTFUL CHANGE !

## Contact Us Today

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