



## SWOT Analysis report



November 2018

## I. Introduction

Eurasanté is a partner of Silver SMEs project (Interreg Europe). 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 (SE).

Eurasanté receive 187 965 € from ERDF Grant for this project (total budget: 250 620 € - partner contribution: 62 655 €)

Step 1 (36 months) : the first 2 years are dedicated to the exchange of policy experience, and the last year is focused on the adoption of measures & preparation of the Action Plans.

Step 2 (24 months) : Each region starts the implementation of its action plan for 2 years. The relevant stakeholders for the implementation are mobilized. All partners meet to exchange and draw conclusions on the two years of action plan implementation.

The key result of the project will be to build the engagements of SMEs in the SE, 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/olding, good health, social inclusion and independence.

(<https://www.interregeurope.eu/silversmes/>)

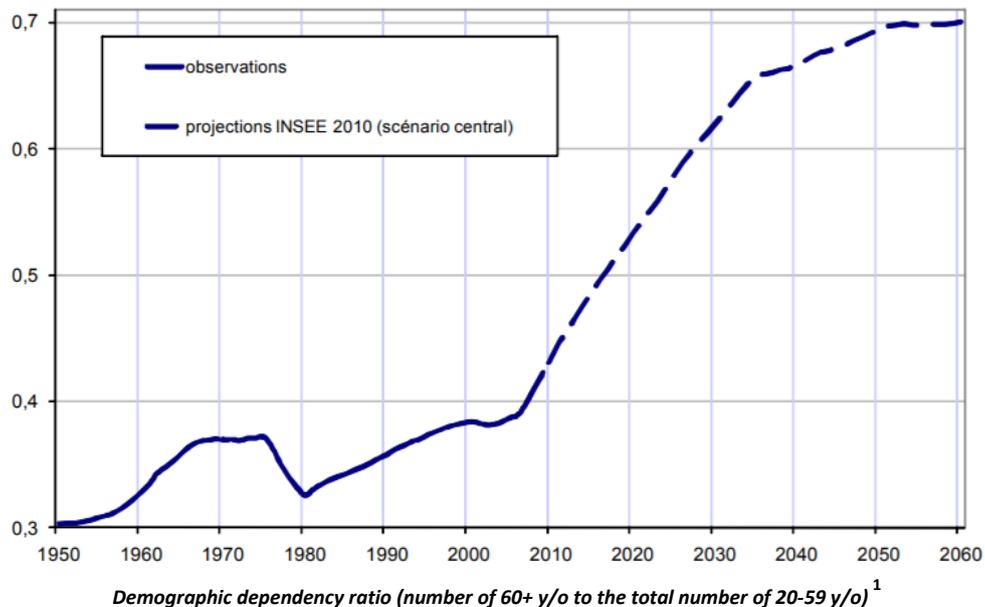


Map - Hauts-de-France region (composed of 5 departments)

## II. Background:

Northern region Hauts-de-France is classified in NUTS level 1. Even though Silver Economy senior's definition starts at 65 years old, the statistics departments and other organisations in France qualify a person as a senior when reaching 60 years old and older.

### Dependency ratios in France :



Dependency ratio has not increased much (from 0,30 in 1950 to 0,39 in 2006). Since 2006, it's quickly increasing and this growth will keep on going to rise until 2035 when this ration will reach 0,66. Beyond 2035, ratio will slow down and will be stabilized at 0,70 between 2050 and 2060.

Between 2006 and 2035, the impact of the ageing baby-boom cohort (820 000 people/year) will increase seniors number in comparison of smaller cohort borned before 1945 (570 000 people/year). After 2035, the progression of seniors is slightly slowed down by smaller ageing cohort (790 000 people/year)

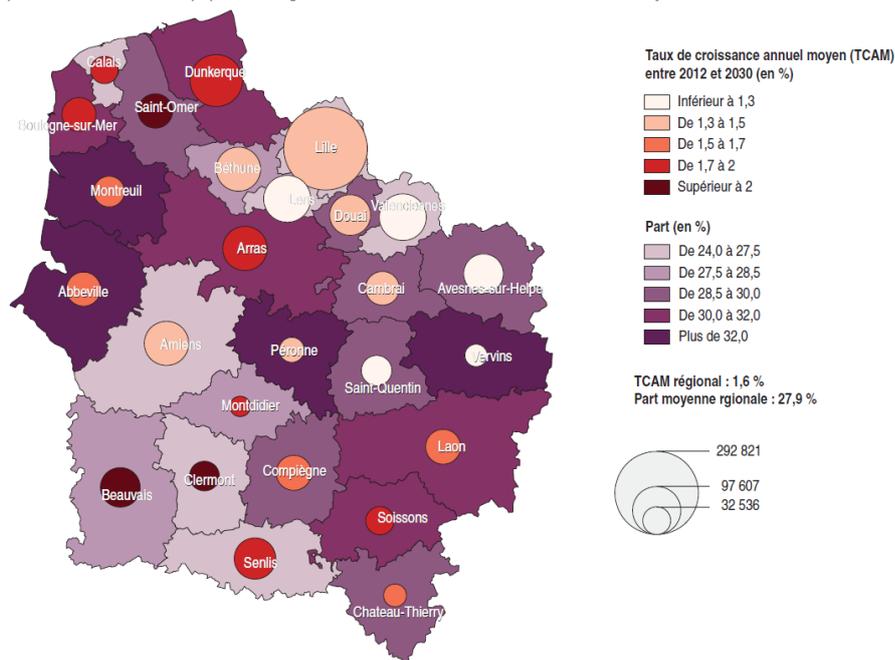
### Dependency ratios in Hauts de France :

Hauts-de-France region have an important number of seniors, with 1,3 million 60+ y/o individuals in 2012 (out of a total population of 6 million). If 60% of them live in the major urban centers, they are overrepresented in regional sparsely areas. This increased presence in rural area is partly a result of home choices but also the early departure of younger population.

Seniors number will expand over one third by 2030 to achieve 1,7 million people with a majority in elderly areas in contrast to younger territories which should know a reduced ageing.

<sup>1</sup> CONSEIL D'ORIENTATION DES RETRAITES, 2010

Volume et part des séniors dans la population régionale en 2030 et taux de croissance annuel moyen 2012-2030



Senior volume and share in regional population in 2030 and average annual growth rate 2012-2030.<sup>2</sup>

Number of 60+	<b>France (2014): 15M</b> <b>Hauts-de-France : 1.3M</b>
Number of 60+ living in private medicalised housing institution*	<b>France: 291 456</b> <b>Hauts-de-France: 38090</b>
Number of 60+ receiving local-authority funded care home services (public or private provider but state-funded)*	<b>France : 1.2M</b> <b>Hauts-de-France : 114 956</b>
Number of 60+ with internet access (wifi)	<b>France : 8.19M</b> <b>Hauts-de-France : 845K</b>

Some numbers<sup>3</sup>

Here, you can find main characteristics of the elderly in the Hauts-de-France region:

- 10% of France's elderly population (equivalent to the Provence Alpes Cote d'Azur region)
- By 2030, more than ¼ of inhabitants will be elderly (compared to 1/5 at present)
- The median income of the elderly is lower than the national average
- Heterogeneous socio-demographic profile with geographical divisions:
  - Elderly people with modest incomes live in urban areas in the North
  - Younger and more affluent elderly people live on the coasts and a big part in Picardy.

<sup>2</sup> Insee, recensements de la population 2009 et 2014

<sup>3</sup> Seas 2 Grow market study, 2017

### III. SWOT Study methodology

The Regional (Local) SWOT analysis was undertaken by means of desk studies desk research supplemented by a series of highly qualitative focused interviews undertaken by partners in each of the regions. Commonly structured Interviews took place with a total of 20 feedbacks in each participating region. Respondents represented SMEs, Social Partners, Third Level Educational and Research Institutions and Policy Makers.

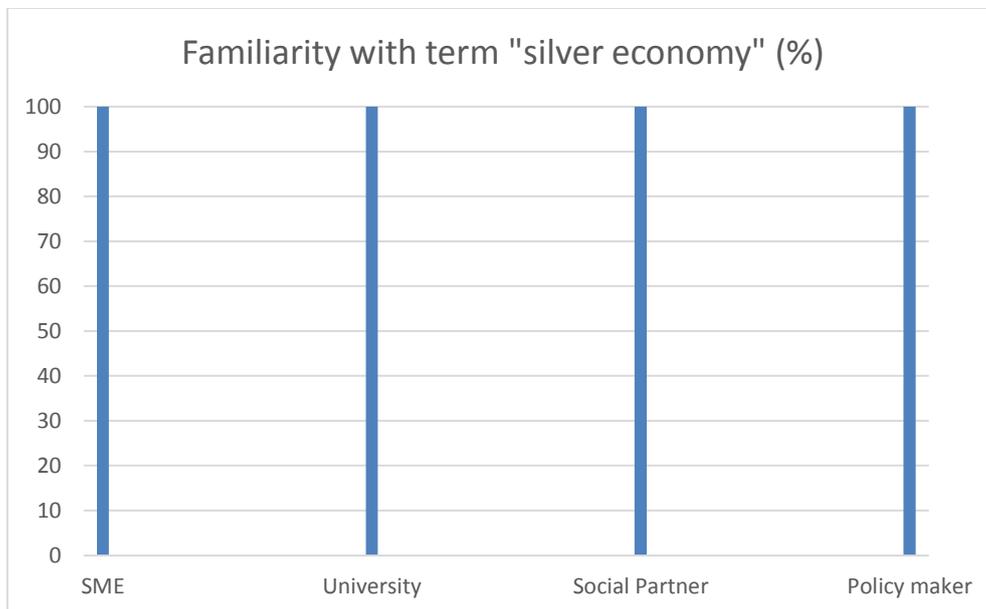
### IV. Findings of the study

#### 4.1 Question 1 relates to the sectors which the respondents represent.

Each partner has conducted 20 interviews as follows:

- Regional SMES – 5 interviews ;
- Research Institutions/ development Agencies – 5 Interviews;
- Social Partners – 5 Interviews (social workers, elderly care groups, public, press, etc.);
- Policy Makers – 5 interviews (local politicians, local authority officers, health authority staff etc.).

#### Section 4.2 Question 2 where interviewees were asked if they were familiar with "Silver Economy " term



We can observe in the graph that all sectors have identical knowledge and levels of awareness of the term "silver economy". This can be explained by a huge institutional communication concerning this term with a national silver economy action plan which has been launched by the French Ministry of Health in 2013. Also with the identification of the silver economy as strategic sector by the Region Hauts de France in 2017 to develop regional companies and create add-values. Some local actions are initiated too (as call for projects, business lunch or workshop, R&D projects...).

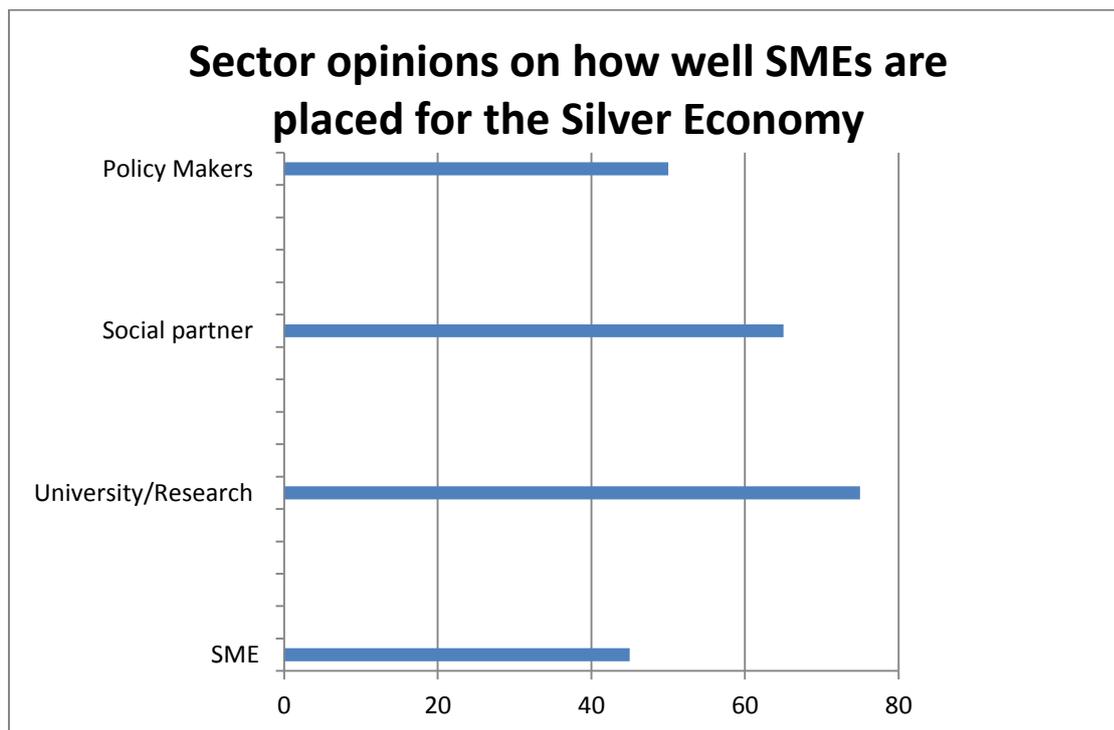
### Section 4.3 Views of the Silver Economy (Q3)

Here you can find the most common words to define silver economy :



Each interviewee used the term senior or ageing population. Some institutions were more focused about the question of the autonomy loss since the rest (large majority) were more focused around economic/market aspect of the sector.

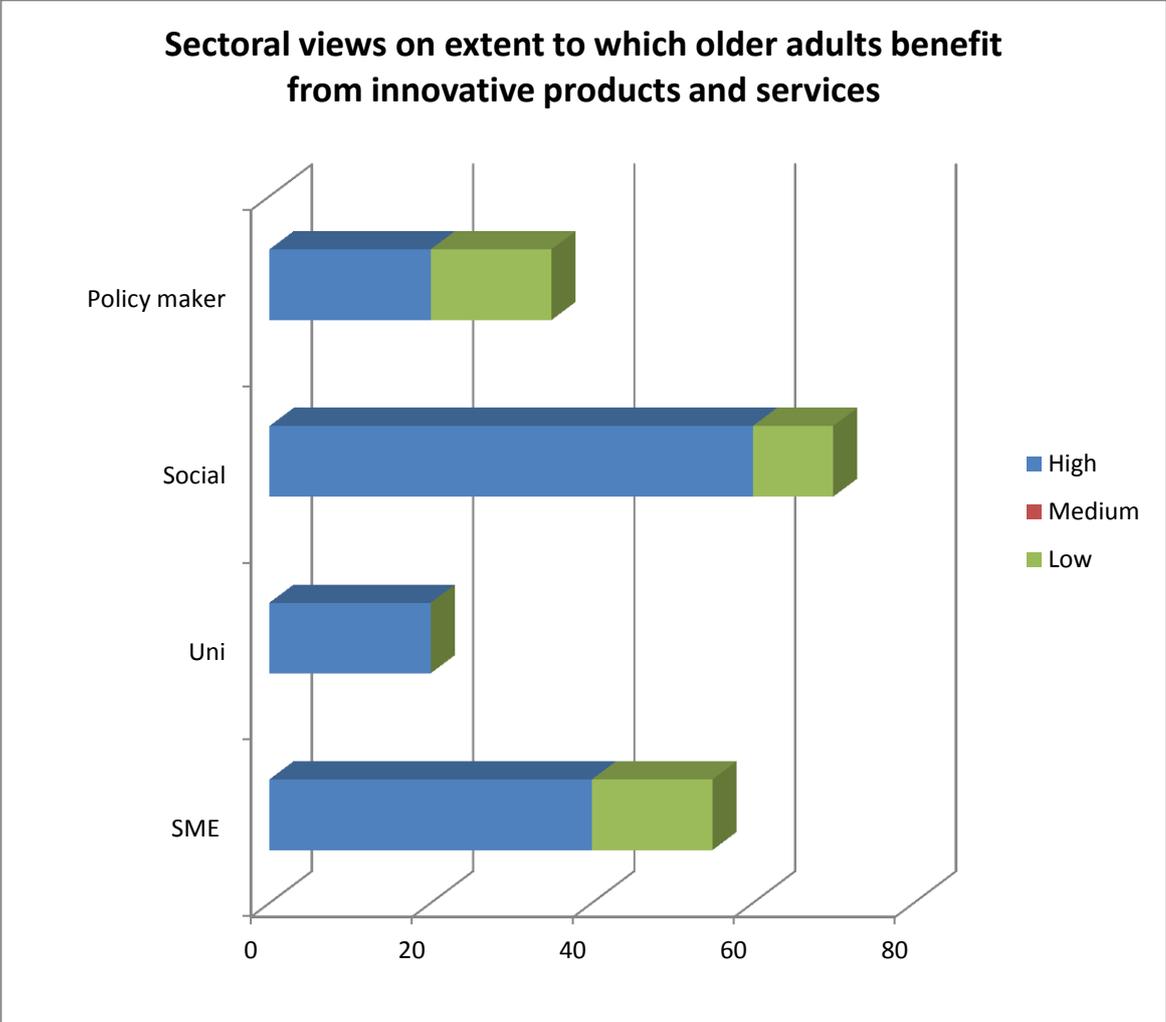
### Section 4.4 Regional Involvement in the Silver Economy



The ranking is based on option of strongly agree, agree, neutral, disagree or strongly disagree. Those who are mainly concerned by this question (SMEs) are less optimistic than others. Maybe because they have more difficulties to identify all market possibilities in the silver economy and associated business models (B2B vs B2C) and to reach the general public (lack of visibility and policy engagement). Social partners, as potential users and customers are more optimistic about this question, they are asking to access to those products or services.

It's important to note that 20% of respondents consider the local innovative ecosystem as an argument when they agree with the question and 10% prefer to stay neutral because they don't know enough about dedicated companies. Is there a lack of communication or studies ?

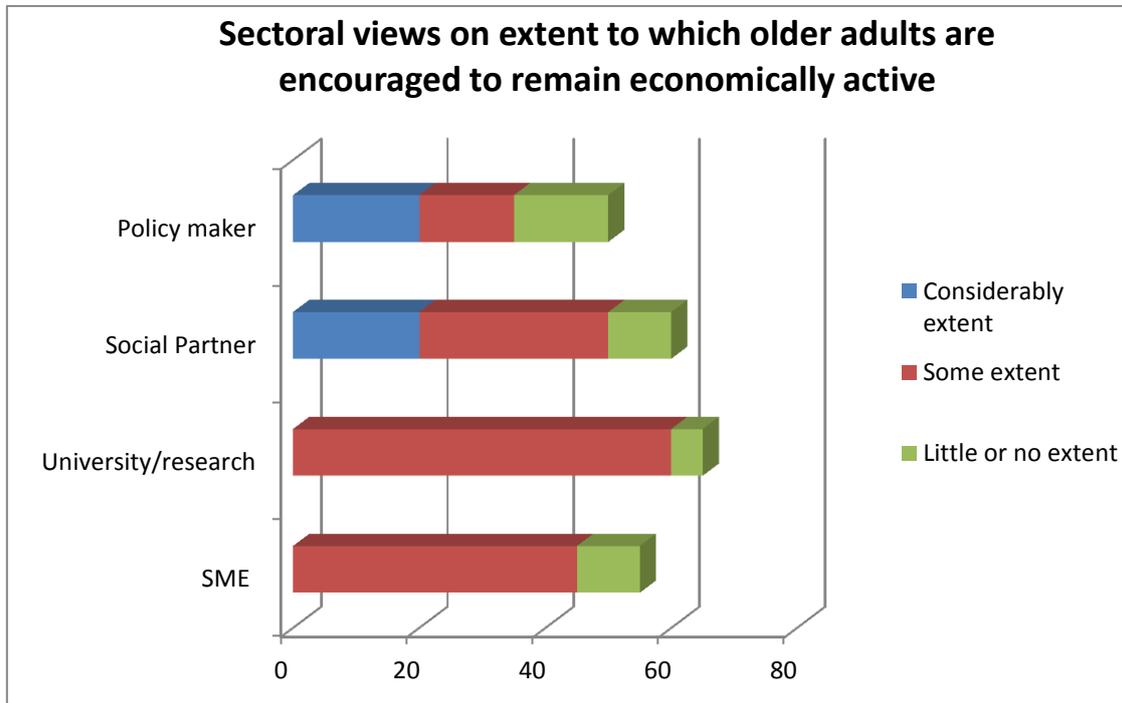
Section 4.5 Q5 Asks to what extent do older adults in your region benefit from innovative products and services.



For interviewees who are close to the market, we can note that they have a more optimistic vision on this question because they certainly have a better vision of the offer so a majority is agree to affirm that older adults can benefit from innovative products and services. However, for the rest, an argument is often provided to explain why the offer is not very clear for older public adult → the accessibility notably in question of :

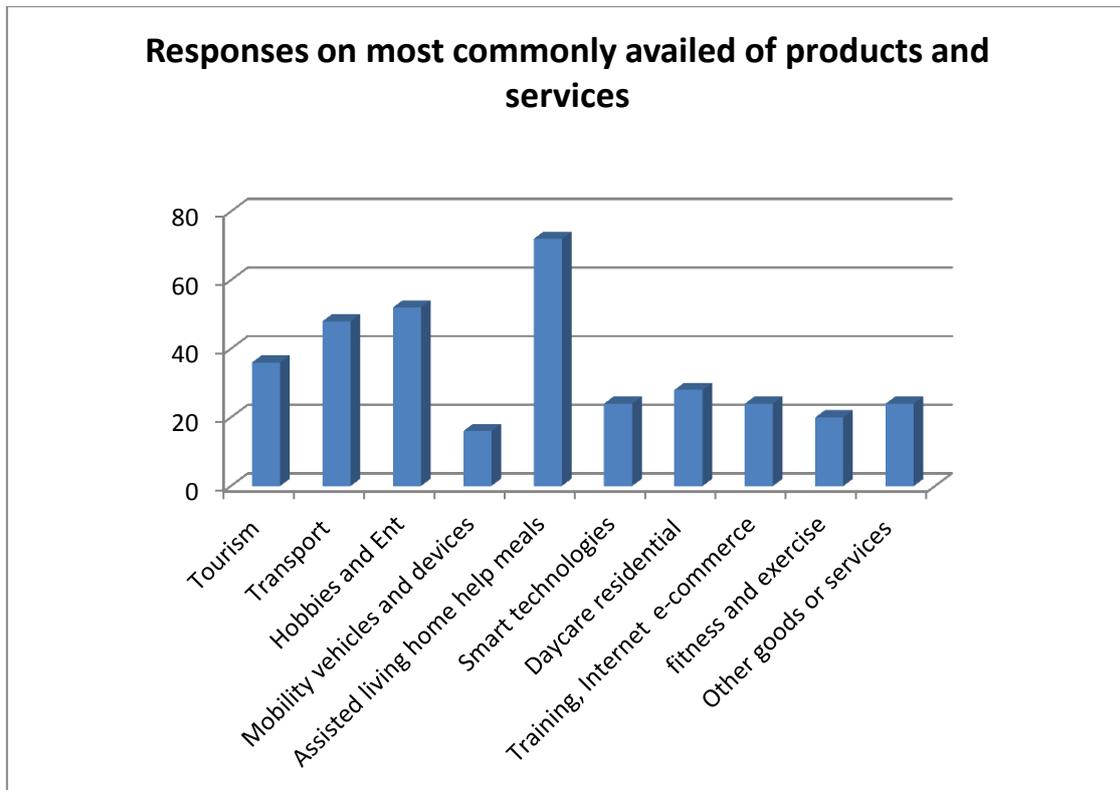
- rural area ;
- digital divide ;
- senior solvability and buying power.

Section 4.6 Q6 relates to what extent do older adults in your region encouraged or facilitated to remain as active economic actors.



As we see with previous achievements, products and services to maintain older adult economically active exist. If we go further to have a better understanding of opportunities offered to senior to remain economically active, we can notice the classic consumption (more time, more consumption) as a way to remain economically active but the global economic question is not enough clear. For example, there is no wide-ranging provision in order to encourage regional seniors to pursuit a gainful employment. The new senior products/services are mainly based on new technologies which is not accessible for everyone. There is a gap about all possibilities to stay economically active for a senior and it's too bad because the economic target is very interesting in view of their buying power.

Section 4.7 Q7 Asks respondents to select the types of services most commonly availed of by older adults in your region.



Four kinds of products or services emerge:

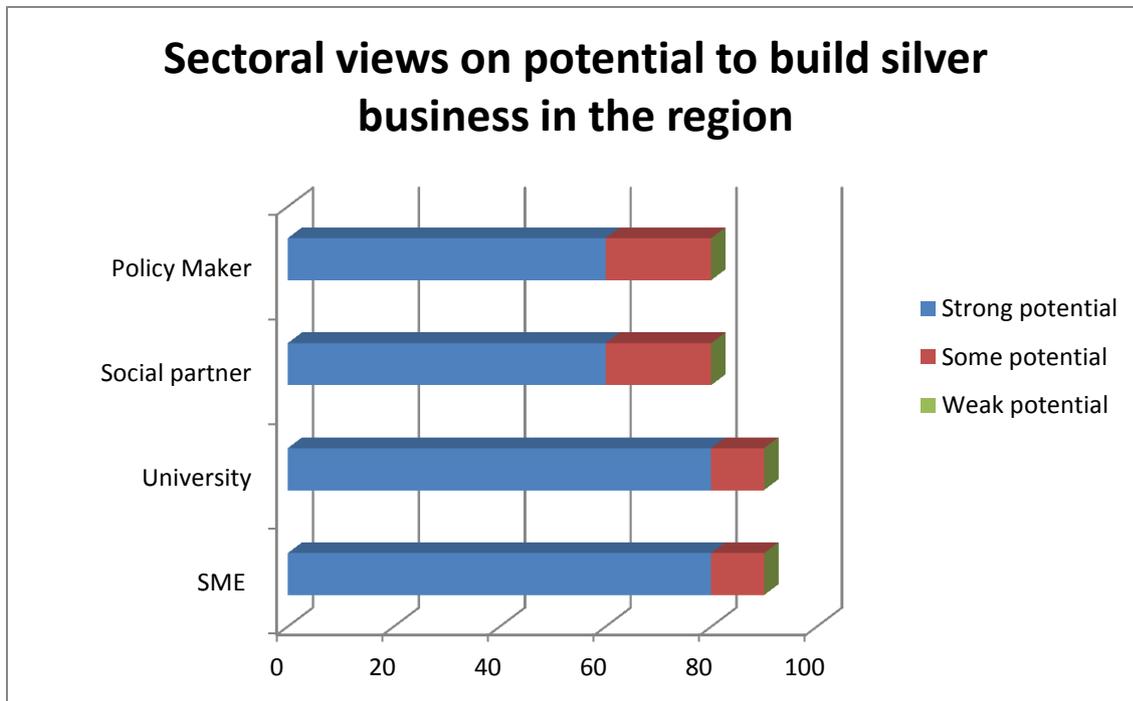
- assisted living home help meals ;
- hobbies ;
- transport;
- tourism.

Indeed, interviewees have noted that lots of activities, services or products are proposed by associations, social organizations or local government (cities, departments...) but it will deserve an in-depth work about segmentation (between 60+ y/o and 75+ y/o, needs are different).

Section 4.8 Can enterprises in your region participate in local familiarization/ training courses related to the growing opportunities in the Silver Economy ?

Interviewees (policy makers and research institutes) who has not the integrated vision, can't answer to this question and prefer to say that they don't know. The rest of interviewees are mainly agree with the question because there directly benefit of ecosystem actions (such as workshops with Clubster santé or Eurasanté, local initiatives...) but this opportunity stay too marginal and deserve to be extend to all territory (rural areas for example).

Section 4.9 Q9 How would you rank the potential for SMEs in your region to develop new Silver Economy business opportunities.



Elderly population increases and chronic disease too so there is a strong potential. As much as seniors who want to stay longer at their home. But the limited solvability or buying power can create an accessibility imbalance which reduces the potential.

Sections 4.10, 4.11 and 4.12

This point was made to reference training courses for older adults, good practices in SMEs sector and policy instruments.

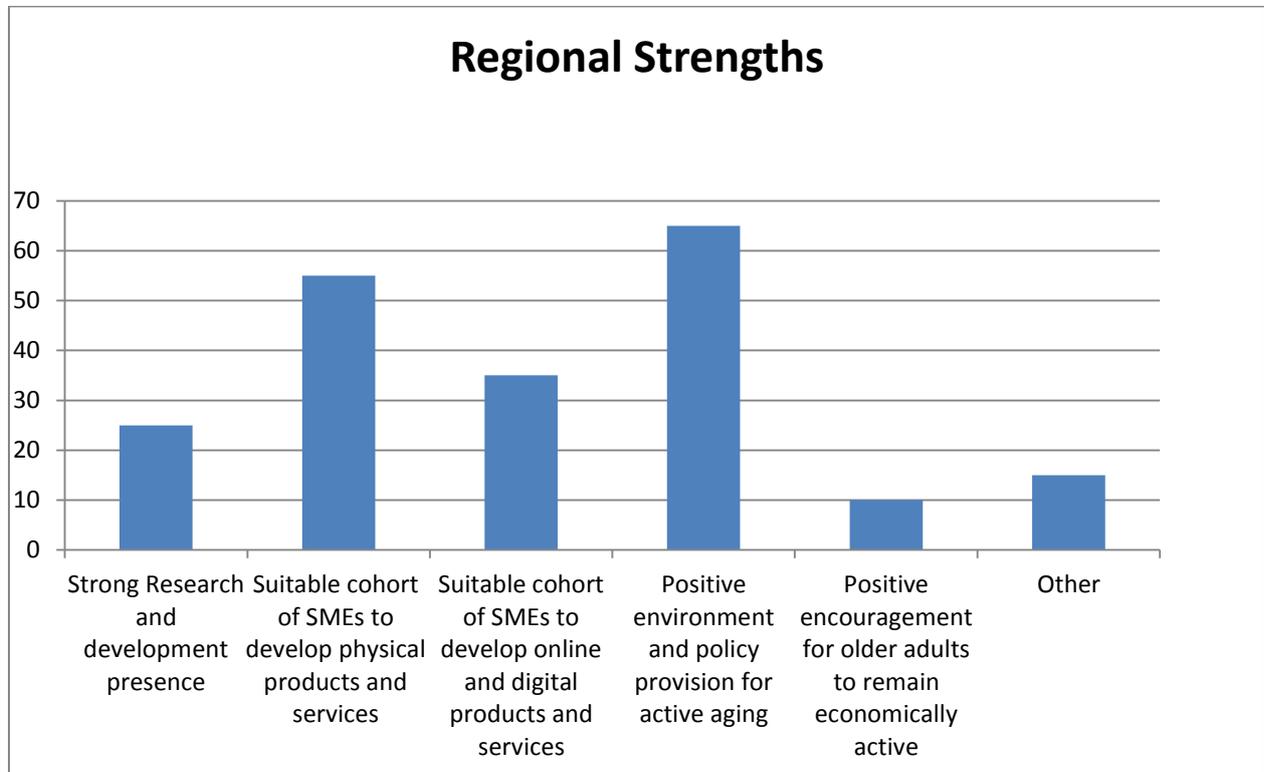
Concerning training courses, ¼ of interviewees have answered by negative. The rest discusses about local initiatives provided by health mutual and pension institutions focused on prevention.

Concerning good practices in SMEs, more than 50% aren't aware of it. The rest part (mostly SMEs and development agencies) discusses about co-creation and co-development, when SMEs start with senior needs to develop products or services (with users committees for example) or when they are supported by incubator or local development agency.

Concerning policy instruments, more than 70% of feedbacks established that they are policy instruments (with local ecosystem in favor of innovation or economic development, regional strategy, actions by public entities). For some of them, they judge that is not enough of well-coordinated.

## V. The SWOT questions

### STRENGTHS

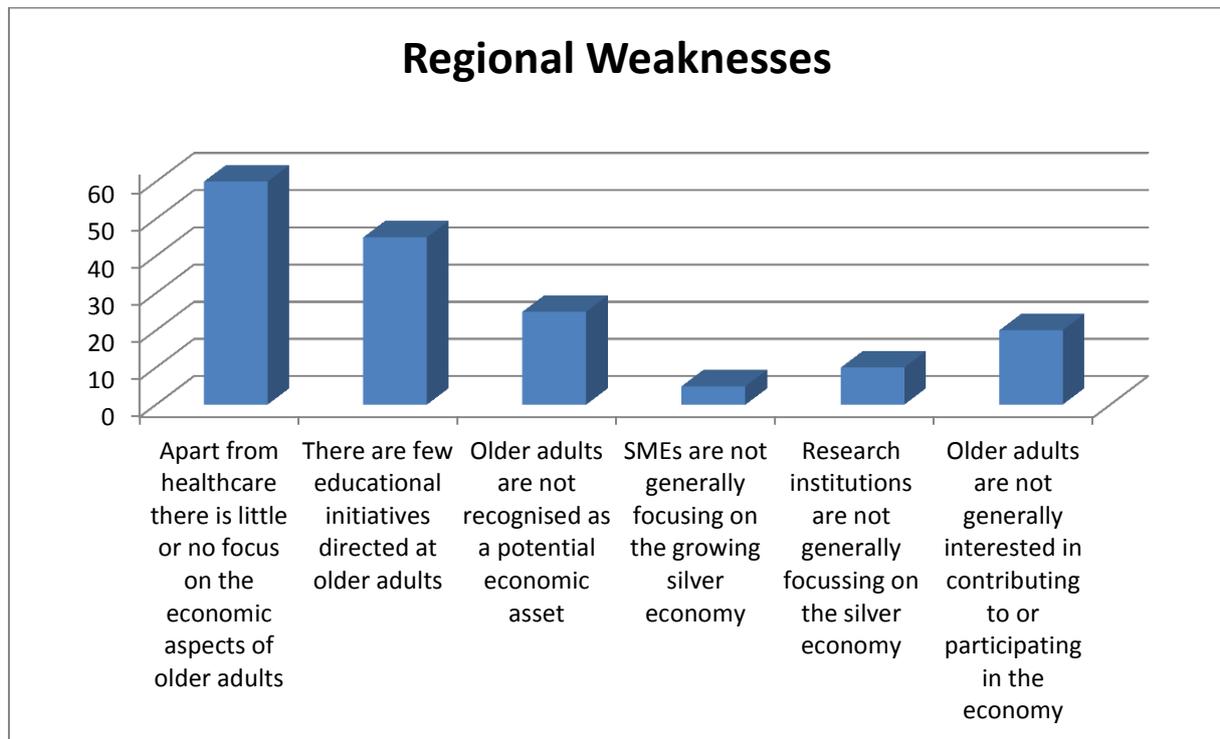


As we can see on the figure above, two major regional strengths are the positive environment and policy provision for active aging and a suitable cohort of SMEs to develop physical (or digital) products and services.

Indeed, they are a lot of actions with pension institution and health mutual, with cities and departement, with associations etc. There seems to have a positive environment for active ageing population (with dependence care / financial help, transports, hobbies and other initiatives...).

Homecare companies/associations are expending as well as adapted recreation offers. There is a dense entrepreneurial fabric and many SMEs (400 companies and 8 000 employees). Furthermore, it exists a favorable ecosystem to support companies to be more innovative and competitive: Eurasanté bio-business park (170 companies employing 3,100 people, 16,000 professionals working in 7 hospitals and 20,000 students enrolled in 4 faculties, 2 nursing schools and 6 paramedical schools). The proximity of the Eurasanté Bio-business Park to the research laboratories of the CHRU Lille contributes to the emergence of innovative activities in the health sector.

## WEAKNESSES



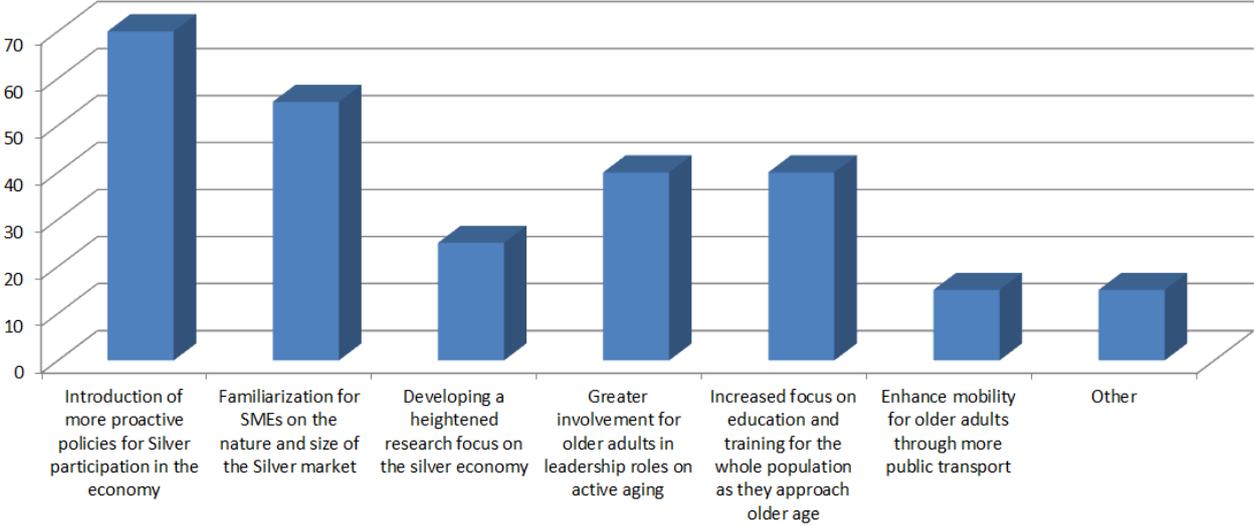
On the graph above, we can consider that two principal regional weaknesses are the economic aspects of older adults and few educational initiatives directed at older adults.

Comments illustrated this weaknesses by a lack of coordination between stakeholders, particularly in the public policy sector – 5 departments with 5 different ageing policies with little or no interconnections (cost: 500 M€ /yr.) – regional policy – national policy and others (health regional agency, pension institutions for example). Concerning the educational initiatives, it's a lack a coordination too between employment and training actors (in link with department council) which is pointed.

So regional weakness is firstly (and whatever the subject) the lack of coordination. They are lots of good practices or initiatives but unfortunately which stay at a local step. Also, the economic aspects of older adults (with senior reemployment and continuing employment difficulties for example, senior engagement in economic activity is not clear, products are unknown by seniors and medico-social professionals) is not enough studied or used as an argument (the question of solvability is important too).

**OPPORTUNITIES**

**Regional Opportunities**

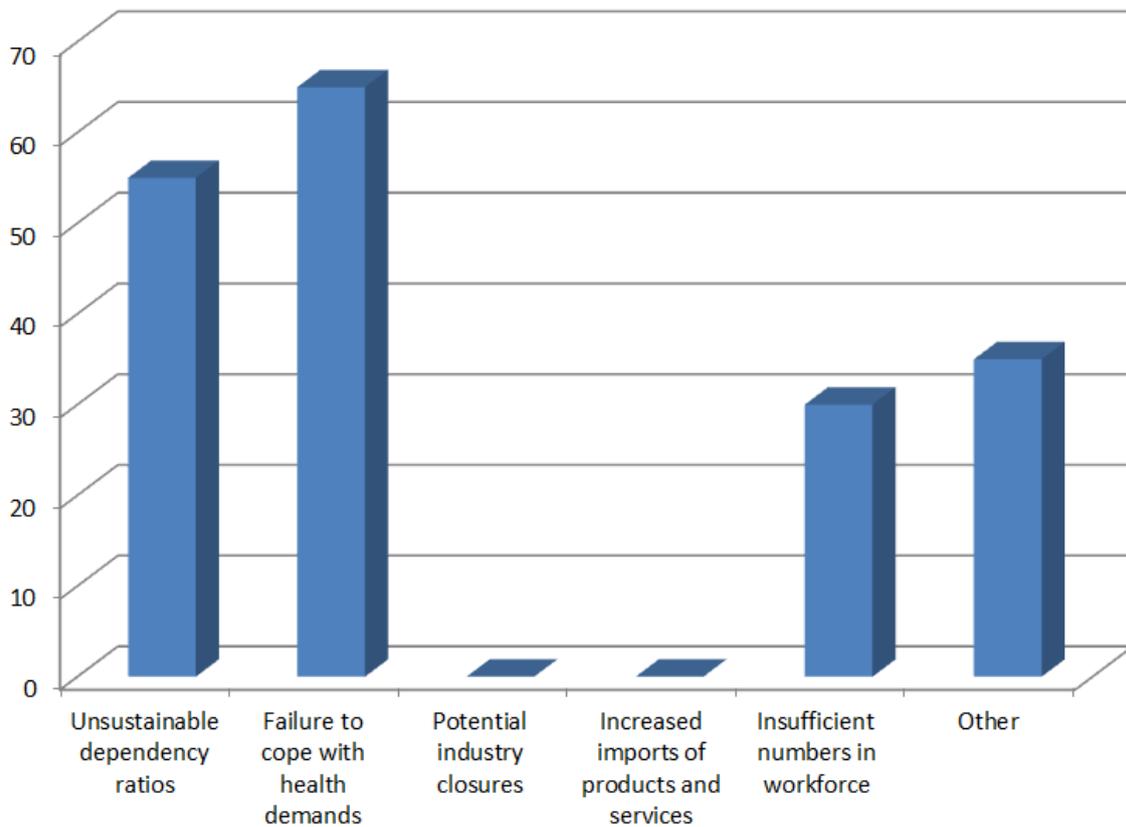


So, as a reflect of regional weaknesses, opportunities concerns the involvement and training for older population but also about a more proactive policy and a better understanding between SMEs and market sector.

Strong public actions could allow stimulating innovative companies in the sector and helping them to be more visible by the market (senior as specialized institutions). Similarly, schemes implementation for seniors might be established such as those for youth (with same resources). It's really important to make seniors realize that it exists opportunities to answer their needs and that is offered by silver economy products. The true opportunity is to identify real needs and involve them in their ageing.

## THREATS

### Regional Threats



Healthy life expectancy is less important in the region Hauts-de-France than in France and that can complicate the position of senior as an actor. Future senior's number is not counted as part, their living standards stay weak and reduce. Depletion of specialized medical services and deserted/rural area are already created failure to cope with health demands so with the augmentation of 60+ y/o population (and dependency ratio), it can really be a problem that older adult cannot have the same access to the health sector wherever they're living in Hauts-de-France.

Also, number of employers in the medical, social and sanitary sectors is too small and not enough trained (prevention tools for example) to answer at increasing demands to support senior in loss of autonomy. However, proximity solidarity allows to contain the problem but do not solve it.

Offer is out of sync compared to demand reality.

## **VI. Conclusions and outline policy recommendations**

### Section 6.1 Conclusions of the SWOT analysis

The region Hauts-de-France have a strong ecosystem with 400 companies and 8 000 employees in the silver economy sector. All stakeholders know what silver economy is but they are some misunderstanding with the scope of this term. Sometimes it's too much focused on the economy aspects (and not enough on the social aspect) and in another hand, the economic roles of older population is not enough clear and know.

So they are all what it needs to allow the economic development of silver economy in the region. However the number of stakeholders involved without any prior coordination, the multiplicity of actions triggered by many actors seems to not allow a good communication and dissemination about all positive implemented initiatives to the large public and to the social partners.

Also, it seems to have a gap between senior needs (or health sector needs) and the offer sometimes. Markets and possibilities of business are not enough understanding. It can be linked with training courses which could allow to different actors to have the same knowledge on the subject according to their needs.

The question of accessibility of silver economy products/services is recurred on the study. We can resume the idea in three categories :

- Senior solvability : all senior cannot afford new technologies or services – it's the same problem for specialized institutions.
- Digital divide
- Rural area : it's necessary to allow population in rural area to have the same support than in more dense area which is already not the case today).

### Section 6.2 Recommendations for policy development

Here you can find recommendations:

- have a better scope of the term silver economy ;
- more proactive public policy with a good coordination – with a leader who will be identified and legitimate about this subject;
- market study to explore all possibilities in different targets ;
- place the user at the center of the development of the products/services;
- trainings consolidated offer to allow everyone to be familiar with the term and the sector;
- stay aware about the question of accessibility (trainings to limit digital divide, protect frail elderly population financially and guarantee an access in rural area).