STRATEGIC ACTION PLAN

Silver Economy Accelerating Strategies (SEAS) 2 Grow

December 2020

Executive summary

- The European Silver Economy pertaining to the aging population group over 50, is an emerging economy with the potential for substantial growth.

- The European Silver Economy represents major opportunities for companies to develop innovative products and services to support the health, care, and well-being of older people.

- The Silver Economy Accelerating Strategies (SEAS) 2 Grow project is an Interreg 2 Seas project started in 2016 and part-funded by the European Regional Development Fund (ERDF)

- The SEAS 2 Grow project is a cross-border collaboration between Interreg 2 regions comprising Belgium, France, the Netherlands, and the UK (England) which seeks to close the innovation gap between unmet need and solution through three work packages:
  1. Analysing and defining a strategic vision
  2. Using living lab services and matchmaking
  3. Designing and testing innovative funding and financing schemes for sustainability

- The Strategic Action Plan (SAP) analyses experience and defines what is needed to sustain a Silver Economy-focused smart specialisation strategy beyond project end:
  1. 1. A Strategic Committee heading and responsible for:
     a. A cross-border Strategic Alliance, where the Alliance members benefits proportionally financially depending on level of input, finance, time and infrastructure
     b. Sustainable Silver Economy Cluster deliverable through the AgeTech Accelerator International.

- The AgeTech Accelerator International is a hybrid of Living Lab and traditional Innovation Accelerator services for innovative Silver Economy companies across the 2SEAS region. ATAI is a web which connects and facilitates regional capabilities, expertise, and experience to provide greater opportunities to ensure sustainable economic outcomes for all stakeholders including the population target group, friends and family.

- Incentives for prolonged stakeholder participation e.g. by companies and entrepreneurs include:
  1. Access to Living Labs
  2. Heightened brand-awareness of services, methods, and technologies
  3. Experienced and supportive network offering cross-border of learning, skills, assets, and resources

Contents

1. Introduction

a. Silver Economy

The European Commission's 2015 paper "Growing the European Silver Economy" defines the Silver Economy as: *"The existing and emerging economic opportunities arising from the public and consumer expenditure related to population ageing and the specific needs of the population over 50."* Another report prepared for the European Commission in 2018 and titled "The Silver Economy", highlights that the EU Silver Economy is relevant to 39% of the total EU population, generates 78 million jobs and sustains €4.2 trillion GDP across EU markets. By 2025, the Silver Economy is expected to contribute €5.7 trillion to Europe's economy.

It is well-known that ageing populations are creating significant challenges for European societies, and particularly for the sustainabily of their health and care services. These challenges are exacerbated by other societal shifts, including fragmentation of the family unit. But through these challenges come the opportunities and incentives for innovations and improvements. A major opportunity for companies comes from a need and demand for them to develop innovative products and services that can support the health, care and well-being of the elderly.

b. SEAS 2 Grow Project

The Silver Economy Accelerating Strategies (SEAS) 2 Grow project is a four-year Interreg 2 Seas project that is part-funded by the European Regional Development Fund (ERDF). The overarching aim of the project is to provide new tools, methods, and services to accelerate the development, marketing and adoption of innovation in the Silver Economy in the 2 Seas area outlined in Figure 1. This shall be for the mutual benefit of all stakeholders in the Silver Economy, including companies, local authorities, housing, health and care institutions, and elderly people and their friends and family.
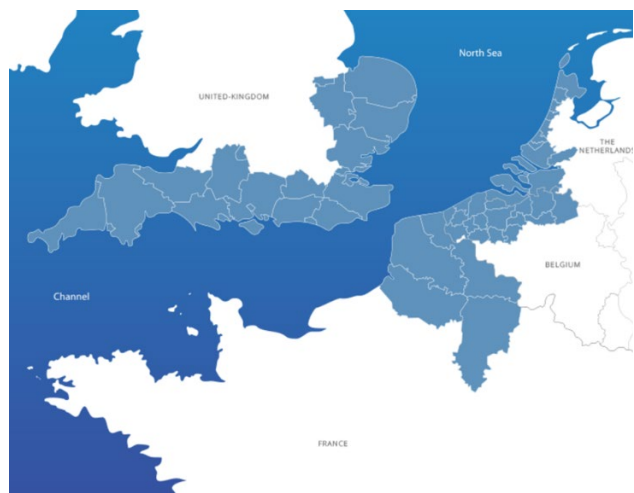

Figure 1. Interreg 2 Seas area (shaded in blue), which comprises coastal areas of Belgium, France, England, and the Netherlands along the North Sea and the Channel.

Specific ways in which this project aim is being met include:

- Raising understanding of the Silver Economy market and regulations throughout the 2 Seas region
- Fostering cross-border collaboration between different stakeholders
- Help bringing innovative solutions to market
- Closing the innovation gap between Supply and Demand (collaboration between industry, start-ups, care institutions, local authorities, etc.) so that unmet needs are reduced or solved.
-

These objectives are being met through three main work packages:

- **Work Package 1**: Mapping the current Silver Economy Ecosystem in the 2 Seas area, defining a strategic vision for this sector, and putting the processes in place to progress towards this vision.
- **Work Package 2**: Creating a Cross-Border Accelerator to co-create and test Silver Economy innovations in the 2 Seas area. The SEAS 2 Grow AgeTech Accelerator sources innovative technologies from companies across the four countries and helps them develop their innovation using living lab services and matchmaking.
- **Work Package 3**: Designing and testing innovative funding and financing schemes to sustainably support Silver Economy growth in the 2 Seas area in the long-term, in particular to foster cross-border acceleration.

The SEAS 2 Grow project partners span across four countries, including:

- Belgium: **LiCalab** (care living lab offering co-creation and testing of innovations in the (health)care sector with an own panel of 1000+ end users and care experts).
- France: **Clubster NSL** (network of 350 industrial, academic and healthcare care players promoting networking, collaboration and information sharing); **Eurasanté** (not-for-profit agency supporting technology acceleration and business development for Life Sciences companies); **La Vie Active** (public corporation with 4200 members and links to over 90 institutions providing residential care services and supporting co-creation of innovations).
- England: **Allia** (not-for-profit organisation with expertise in property, enterprise support and business incubation centres); **Anglia Ruskin University** (academic institution with expertise in the technical, clinical, business and health and social care dimensions of Silver Economy innovations).
- The Netherlands: **Smart Homes** (expert centre in home automation and smart living); **Care Innovation Center West-Brabant** (living lab supporting businesses and organisations in the health, welfare and care sector by testing and validating their innovations with end users); **tanteLouise** (home care, assisted living, care, nursing and supplementary services provider).

Additionally, the following organisations are "Observer Partners" in the project:

- Belgium: **Provincie Antwerpen** (Province of Antwerp)
- France: **Ville de Lille** (Government of Lille); **Comme Mutuelle** (Health Insurance)

- England: **Essex County Council** (Government of Essex); **Greater Cambridge Greater Peterborough Partnership** (GCGP Local Enterprise Partnership, also known as the Business Board for Cambridge and Peterborough)
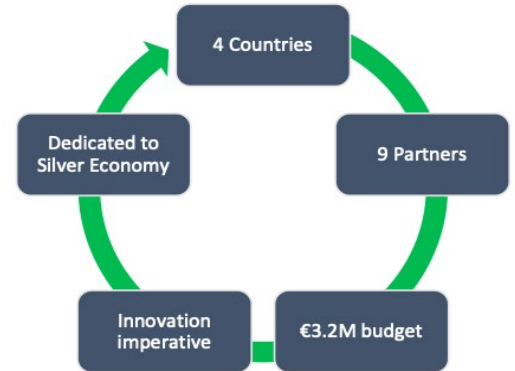- The Netherlands: **Gemeente Alkmaar** (Government of Alkmaar)

Figure 2: Summary of the SEAS 2 Grow project

c. Strategic Action Plan

This Strategic Action Plan (SAP) aims to help define what is needed to build upon the momentum, capabilities, deliverables and outputs of the SEAS 2 Grow project in order to sustain a Silver Economy-focused smart specialisation strategy spanning the 2 Seas region beyond project end. The primary vehicle driving this smart specialisation strategy shall be a cross-border Strategic Alliance headed by a Strategic Committee with responsibility for ensuring the establishment of a sustainable Silver Economy Cluster. The major activities of this Strategic Alliance shall be delivered through an Accelerator called AgeTech Accelerator International (ATAI).

Formed of key representatives from each 2SEAS region and supported by a Board of Non-Executives

Hub and spoke design encompassing SEAS2GROW partners that have signed a MOU

Formed of supply actors, demand actors and Silver Economy funders and investors

Strategic Committee

Strategic Alliance

Silver Economy Cluster

The Strategic Committee is led by the Strategic Alliance

The Strategic Alliance is responsible for ensuring the establishment of a sustainable Silver Economy Cluster

Hybrid of Living Lab and traditional Innovation Accelerator services for small yet innovative Silver Economy companies across the 2SEAS region.

Agetech Accelerator International

The Agetech Accelerator International programme is the main vehicle of the Strategic Alliance. It provides services to the Silver Economy Cluster, is run by the Strategic Alliance and governed by the Strategic Committee.
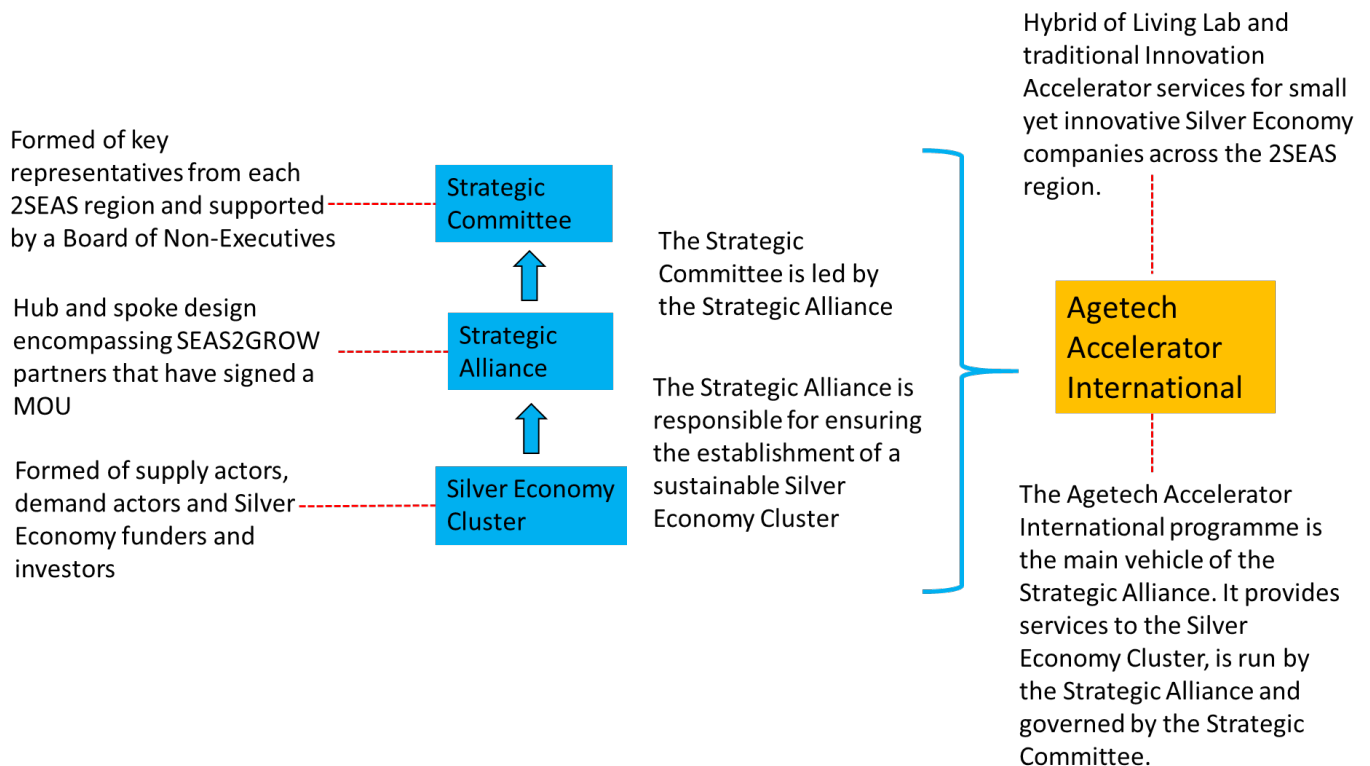
Figure 3: Summary of the responsibilities, composition and vehicle for the Silver Economy Cluster, Strategic Alliance, and Strategic Committee.

This SAP helps to define this future smart specialisation activity in the following ways:

- By reflecting on lessons learnt in past SEAS 2 Grow activities, and particularly what led to project achievements
- By considering the existing regional capabilities and smart specialisations of the 2 Seas region, including availabilities of Silver Economy actors
- By assessing the setup of different governance for the ATAI
- By proposing a structure for the Alliance (including recommended participation of Silver Economy actors) and method for prioritising cluster activities
- By suggesting key requirements (people, methods and resources) required for the Strategic Committee to oversee SAP implementation.

This SAP is used as a strategic guideline for future activities and was first disseminated at the AgeingFit event 25th to 28th January 2021 in Lille, France.

2. Justification for ensuring establishment of a sustainable Silver Economy cluster

As explained in Section 1.1, the Silver Economy is already a huge contributor to the EU economy and it has an important role in ensuring the health, care and wellbeing of our ageing populations and their carers. The Silver Economy, however, also has quite some imperfect market mechanisms which present great market opportunities for companies with innovative products and services once these gaps, and imperfections, can be solved.

The scale of need and opportunity for Silver Economy products and services continues to grow and hence the need and opportunity for activities that help to address market failures through supporting the development and implementation of these products and services is very great. This is the first major justification for project activities to persist beyond SEAS 2 Grow project end.

For four years, SEAS 2 Grow has developed momentum, capabilities, deliverables, and outputs that have stimulated and supported the development and implementation of Silver Economy products and services. This has resulted in a wide range of achievements, which are highlighted below. This track-record of achievement is the second major justification for project activities to persist beyond SEAS 2 Grow project end.

a. Project Achievements

The SEAS 2 Grow project has resulted in the following public-facing deliverables and outputs, including:

- Online Stakeholder Map – Map of actors in the 2 Seas region that are keen to become more involved in the development, trade, and access of innovations for the elderly.

- Stakeholder Needs Analysis – Report describing the process and results from gathering stakeholder intelligence (173 completed surveys and 136 workshop delegates) on how to better understand the needs, wishes and expectations of older customers/clients/patients/service users; understand where there are unmet market needs; and understand what barriers to innovation stakeholders are facing, and what strategies they are using to overcome them.

- Market Study – Comprehensive report describing what the Silver Economy looks like in each 2 Seas region (UK, France, Belgium, Netherlands); the needs and ecosystem in each region (health and social care, food, household products); and the opportunities and barriers for suppliers in each region (political landscape, unmet need, systems that suppliers must penetrate).

- Online Route to Market tool – A series of questions that steer companies developing product and services for the Silver Economy to consider the regulations and routes to market in the 2 Seas regions, and signpost them to more information.

- Strategic Guide – Guide for suppliers on the major steps to developing and commercialising Silver Economy products and services. Separate guide for consumers and purchases of Silver Economy products and services on the steps to benefit from Silver Economy products and services most efficiently and effectively.

- Strategic Recommendations – Summary of the considerations for the efficient and successful development, commercialisation, utilisation, commissioning and/or purchasing of Silver Economy products and services.

The SEAS 2 Grow partnership has used its enviable network to promote these materials to 1,200 Silver Economy members and 9,450 related stakeholders from across the 2Seas region.

SEAS 2 Grow has also created a network of Living Labs across four countries that have delivered 133 cross-border Accelerator services to suppliers of Silver Economy products and services. The breakdown of these services by service type and supplier location is shown in Figure 4.
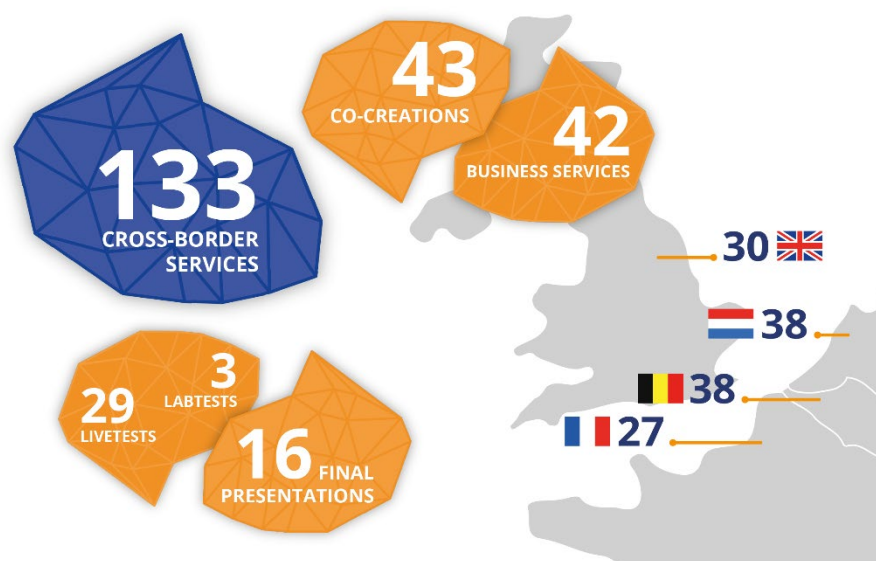
Figure 4: Infographic displaying SEAS 2 GROW achievements across the 2 Seas Region

Key capabilities and resources that were created in order to deliver these services include:

- A competitive process for selecting Silver Economy innovations with potential for high impact on the Silver Economy and need for Accelerator services.
- Panels of hundreds of prospective end users for novel product and service co-creation, co-development, and real-life testing.
- A process for testing the capabilities and safety of novel Silver Economy products and solutions in demonstration labs.
- Panels of hundreds of health, care, and industry experts for refining the business plan for commercialising the novel products and services.
- Relationships with potential buyers of Silver Economy innovations from across the 2 Seas region, e.g. local authorities, and nursing homes.

Below are five case studies of innovations that have successfully undergone cross-border testing by intended end-users in the SEAS 2 Grow project:

1. **Freya Walker** (Belgium)

Freya Walker is developing innovative assistive devices for elderly people. One of their products is Freya Lévaté - a 2-in-1 rise-up walker, which allows people to independently transition from sitting to standing and walking. Through SEAS 2 Grow, Freya Lévaté was tested by elderly participants across the 2 seas region in France, the Netherlands and the UK.

In addition to cross-border testing support, SEAS 2 Grow hosted business modelling sessions to assess how Freya Lévaté could be commercialised in France, the Netherlands and the UK and additionally be primed towards accessing other European markets. During this session, a large French distributor was very interested and impressed by the product and henceforth proposed to become a key distributor for Freya's products.

"I don't want to give it back! I can now go to the toilet by myself. It's given me autonomy and dignity back." – French elderly care home resident testing Freya products.

2. **Entusia** (Belgium)

Entusia is an underwear company that has designed discreet, washable, and antibacterial underwear for people suffering from urinary incontinence. The innovative material used by Entusia is highly absorbent and made from high-quality fabrics. Their products are supported by specialist healthcare professionals (such as urologists) because of their ability to give patients their self-confidence back.

SMEs face many challenges to expand internationally. Entusia has showed promise in the Belgian market and with the help of SEAS 2 Grow has found sustainable routes into other EU markets. SEAS 2 Grow

supported Entusia through co-creation sessions and live testing with care professionals in each of the 2 Seas regions. This informed Entusia about strategies to ensure that users are receptive towards their products and helped them shape the company to have an ideal product-market-fit for each region.

"I don't have time to find innovations, so it's good to be given ideas. It can now have new conversations with my patients, and really help them. It's enhancing the care I'm delivering." – French home care provider testing Entusia.

3. **Sensara Home Care** (Netherlands)

Sensara Home Care has developed innovative sensors that allow informal and formal carers to check on the activities of an elderly individual. Their monitoring system allows elderly people living alone to feel safer in their own homes and contact the relevant authorities in case of emergencies.

SEAS 2 Grow helped Sensara to refine its product and market access strategy through live testing and business modelling sessions in three countries from across the 2 Seas regions. Thanks to SEAS 2 Grow, Sensara has now partnered with nursing home organisations and local authorities in European markets.

4. **Kintell** (UK)

Kintell is a start-up company developing technology to assist elderly people to live a more independent and confident life. Their innovation uses sensor-based technology and a simple user interface that allow users to set up personalised reminders that support them to live a healthy lifestyle, whilst also reducing their risk of falls by illuminating trip hazards.

SEAS 2 Grow supported Kintell's technology development by hosting co-creation sessions in the UK and Netherlands. The feedback received from these sessions has helped Kintell benefit from a greater understanding of their target market and as a consequence it has been able to adapt and strengthen the design of its product and core value proposition. Kintell has also been name-checked in several news pieces on the AgeTech Accelerator website and via social media leading to an increased awareness and interest in its product.

5. **Cutie** (France)

Cutii is a robot that has been designed to prevent the loss of autonomy of elderly, isolated or dependent people. The robot acts as an interactive platform to help the user create a social network to curb against loneliness. Cutii is equipped with speech and face recognition and fall detection features and is controllable remotely.

Thanks to SEAS 2 Grow, a meeting was set up between Cutii and CARSART Nord Picardie, a French local authority which prioritises the prevention of loss of autonomy and social isolation. Following those discussions, CARSAT Nord Picardie has granted funding to Cutii to further develop the robot. As a result,

Cutii will access the market faster and prevent social isolation and loneliness amongst Silver Economy actors sooner.

3. Strategic Alliance Mission Statement

To accelerate the adoption and uptake of innovative products and services that meet key Silver Economy challenges. The Strategic Alliance will achieve this mission effectively and efficiently by building on existing regional capabilities and continually refining the focus of its cluster activities on contemporary regional and national priorities. By involving a wide range of stakeholders, including target end-users, the Alliance will take a system view to supporting innovations in order to close the gap between the pace that technological innovations develop and the pace that they are adopted and used in practice. The Alliance will be led by a Strategic Committee with accountability for cluster activities, and particularly the AgeTech Accelerator International, which shall sit at the heart of the cluster activities.

This mission statement aligns with the following Research and Innovation Strategies for Smart Specialisation (RIS3) EU Cohesion policy:

- Focus policy and investments on regional/national priorities.
- Build on each regional strengths, competitive advantages, and potential for excellence.
- Support technological as well as practice-based innovation and stimulate private sector investment.
- Fully involve stakeholders and encourage innovation and experimentation.
- Incorporate evidence-based monitoring and evaluation systems.

The "Guide to Research and Innovation Strategies for Smart Specialisations (RIS 3)" states the following simple six-step approach to RIS3:

1. Analysis of the regional context and potential for innovation,
2. 2. Set up of a sound and inclusive governance structure,
3. 3. Production of a shared vision about the future of the region,
4. 4. Selection of a limited number of priorities for regional development,
5. 5. Establishment of suitable policy mixes,
6. 6. Integration of monitoring and evaluation mechanisms.

More specifically, these strategies could be achieved by doing the following:

- Deploying Key Enabling Technologies (KETs) – they can be an important component of a smart specialisation strategy because of their horizontal nature and transformative potential to bear enormous market potential. KETs are seen as the route to new and better products and processes, capable of generating economic growth and employment and strengthening the competitiveness of the EU economy.

Implementing the four "C"s of smart specialisation:

- (Tough) Choices and Critical mass: limited number of priorities based on strengths and international specialisation. This will avoid duplication and fragmentation in the European Research Area so that more focus can be placed on funding sources ensuring more effective budgetary management.
- Competitive Advantage: mobilise talent by matching research and innovation capacities and business needs through an entrepreneurial discovery process.
- Connectivity and Clusters: develop world class clusters and provide arenas for related cross-sector links internally in the region and externally, which drive specialised technological diversification and cross-border matchmaking.
- Collaborative Leadership: efficient innovation systems conducted via a collective endeavour based on public-private partnership (quadruple helix).

4. Key regional capabilities and smart specialisations for the Silver Economy Cluster to benefit from

a. Belgium

- **Good funding and financing opportunities**
  Several funding programmes exist in Flanders that can support Flemish companies to develop products and services for the Silver Economy market or to make a crossover to this market.
  The formation of care living labs was catalysed by the Flemish Government in the period 2013-2016 through the 'Zorginnovatieruimte Vlaanderen' programme which had a specific focus on innovation for people aged 65+.
  In addition to this, provinces in Flanders have created impulse funding to finance trials of innovations generally.

- **'Flanders Health', Innovative Business Network**
  This multidisciplinary network brings together a mix of companies and experts: from start-ups and SMEs to large companies active in biotechnology, life sciences and digital or medical technologies. The network strives to expand and strengthen the ecosystem of companies - with ambitions in and solutions for healthcare - both locally in Flanders and internationally.
  It encourages companies to share their expertise and develop new applications, products and business models using new technology and actively identifies opportunities, connects companies to realize them and guide the process to a successful proof of concept.

  The ambition of Flemish Government is to create a health cluster based on this network and additional partners, which fits to the Flemish cluster policy.

- **Flemish Cluster Policy**

The objective of the instrument is to generate economic added value and increase the competitiveness of Flemish enterprises by improving collaboration between enterprises, knowledge institutes and government (triple helix). The cluster program provides funding for clusters based on a long-term competitiveness program. The cluster organisation can thus organise activities for member company to generate collaborative activities and projects – from R&D to demonstration and pilot projects, from idea generation to road mapping and development of the cluster strategy.

The cluster program aims at generating bottom-up thematic cluster initiatives aligned with the Flemish smart specialization strategy and/or fostering emerging cross-sector ecosystems. One of these cluster initiatives is FlandersHealth, a new cluster on health and care bringing together biotech, Medtech and nanotech sectors, with direct spill over expected to the entire Cluster Support Program.

The Flanders Cluster Support Program is also indirectly linked to the Flemish ERDF Operation Program 20142020. The collaborative activities and projects can potentially be supported by 2 specific objectives (SO): SO 1.1 "Promote cocreation for improved valorisation of R&D results" (27.8 MEUR ERDF available) and SO 1.2 "Support the transfer/dissemination of technologies in view of knowledge valorisation and commercialization" (41.7 MEUR ERDF available).

- **Strong positive ageing policies**
  Flanders
  Flanders promotes a vision where everyone of all ages can play an active role in the community and enjoy equal rights and opportunities in all periods of life. The Flemish Government's Flemish Elderly Policy: 'Vlaams Ouderenbeleidsplan 2015-2020' aims to achieve this by:
    - Preventing poor health, including through promotion of physical activity and sport.
    - Increasing participation in activities that improve quality of life as people age, e.g. through education, media and culture
    - Increasing the labour force aged 55-64
    - Increasing participation of elderly people in policymaking
    - Providing housing fit for the needs of the over 65s
    - Strengthening healthcare services generally

Moreover, the Flanders' Care 2.0 action plan identifies the following key areas of focus for the Flemish government, which include opportunities for expansion into the Silver Economy:

- mHealth
- Data sharing (big data)
- Assistive technology and aids
- Care for chronic conditions
- Integrated care
- Care for talent and expertise
- Internationalisation
- Ethical challenges

Belgium-wide

The federal government has launched several pilot projects (2016-2019) to support and validate the reorganisation of healthcare on federal level. These pilot projects include topics like:

- mHealth apps, with the launch of mHealth Belgium (https://mhealthbelgium.be/nl/), the Belgian platform for mHealth apps that are CE marked and medical device approved
- Process from hospital care to homecare
- Mental Healthcare, Burn-out prevention

On a federal level the Federal Advisory Council for the Elderly (FAVO) gives advice to the federal government to implement specific needs on policy level. Until recently, there was only a pension advisory body for the elderly at federal level (the Advisory Committee for the Pensions Sector).

The Federal Advisory Council for the Elderly takes over the task of this advisory council and extends it to all matters that fall within the competence of the federal government and that concern seniors.

The Federal Advisory Council for the Elderly falls under the joint competence of the Minister for Pensions and the Minister for Social Affairs.

b. France

- **Silver Economy as a formal, specific and well-recognised economy with dedicated support initiatives, services and platforms**

  In 2013, Arnaud Montebourg (Minister of Productive Recovery) and Michèle Delaunay (Minister Delegate for the Elderly and Independent) signed an agreement contract formalizing the creation of the Silver Economy. This contract is the result of a committee comprised of professionals of the Silver Economy ecosystem, including companies, professional federations, clusters, ministries, public financiers, and advocates for the elderly.

  The Silver Economy in France remains a formal and specific economy set up by government ministers to increase and aggregate fields of activities dedicated to adapting and proposing products and services for the elderly population. France Silver Eco is one of the first platforms created to support the development of the Silver Economy (http://www.france-silvereco.fr/). It aims to bring together all the actors of the silver economy (supply, demand and intermediate) around a global ecosystem. France Silver Eco is also working on the development of regional strategies.

  Since 2016, the Hauts-de-France Silver Economy committee (comprising relevant clusters and regional authorities) has promoted and coordinated this sector. By gathering inputs from many regional initiatives, the Hauts-de-France Silver Economy committee continuously conducts a thorough evaluation of Silver Economy needs to stimulate the realisation of innovative products and services for elderly people.

- **Large number of intermediary organisations supporting allied sectors, e.g. healthcare, food and consumer safety generally**

  Key organisations that recognise their role in supporting the Silver Economy in the Hauts-de-France region include:

  - La DIRECCTE (The Regional Directorates for Business, Competition, Consumption, Labor and Employment): Supports companies to develop, employ, and improve quality of work by improving social relations and ensuring market loyalty and consumer safety.
  - Hauts-de-France Regional Council: Controls and coordinates economic activities in its territory.
  - The Departmental Council of the Nord and the Departmental Council of the Pas de Calais: Provides social assistance to disabled and elderly people.
  - La MEL (Métropole Européenne de Lille): Controls and coordinates economic development in Lille and its 90 surrounding cities.
  - Eurasanté: Incubator and cluster manager for the biotech, medtech, nutrition and healthcare sectors across Northern France that helps companies, entrepreneurs, scientists and clinicians develop innovations.
  - NSL cluster: Healthcare network that supports companies in the food, biotechnology and health sectors design, develop and finance research and development projects.
  - Cluster Senior: Healthcare network of SMEs located in Artois focused on home-based care. Initially set up in 2013 by the Ministry of the Economy and Finance in response to the national "SILVER ECONOMY" pilot, Cluster Senior are experts in the Silver Economy and work across a range of business sectors.
  - Cluster HBI: Assists in the development of smart innovations that are applicable, duplicable and beneficial to the construction and smart building sectors.
  - Picom: A commercial industries cluster.
  - Syndicat Mixte du Montreuillois: Syndicate organising projects around cities located on the Opal coast
  - CARIF-OREF (Animation Resources Information Center on Training / Regional Employment Training Observatory): Supports the development and implementation of public policies in the fields of guidance, training, and employment.
  - CITC: Center of resources, experiments, and technical expertise in the field of the Internet of Things (IoT).

c. Netherlands

Strategic framework in the Netherlands

In early 2015, the Dutch healthcare system was transformed drastically on account of more responsibility, governance and support for municipalities being specified in the Disability Act. Also, there was a big call for having older people with minor disabilities staying in their own home for longer, which meant that a large proportion of care residences have been closed. In the past five years, the Dutch government has also promoted and stimulated the field of e-health very strongly. This is evident in that a Digital Care Act

was issued in 2019 discussing the reimbursement of care across health sectors including digital tools/care delivered digitally. There is a strong belief that regional cooperation with care institutions using digital data exchange will significantly enhance efficiency in care delivery and therefore save labour resources.

Regional smart strategy – West Brabant
The Province of North Brabant issued a policy document in July 2018 ([Uivoeringsprogramma Life Sciences & Health)](#) stating the West-Brabant region as a key area for innovation in care within the Province. This is evident in that 12 institutional care organisations are working together with a major healthcare insurance company, municipalities and industry on transformational projects across West Brabant. From 2019 – 2022, several subprojects across six themes will be set-up and carried out. All stakeholders will meet regularly, exchange experiences and results and learn from each other. tanteLouise is responsible for digital care experiments to enhance and support the work of nurses: reduction of medication failures via augmented reality, remote support via teleglasses and user-friendly incontinence care via sensors. In addition to these projects, for which the Dutch government has made € 10 million available over 4 years, tanteLouise and some other regional actors are setting up a regional Living Lab: a hub where older residents, care workers, companies and researchers work together to develop digital technologies that will modernise and transform the regional care system.

Apart from the aforementioned programmes and activities (commitment of the Province, Anders Werken, Seas2Grow and AAL projects etc) there are also many e-health initiatives. Of particular importance is the future sustainability and efficiency of health and social care systems. The Dutch ministry for Healthcare has recognised the shortage of sufficient care personnel as a matter of high urgency. Therefore, keeping old and frail individuals at home as long as possible and implementing technology for improving the efficiency of care delivery both have top priority. It is not only pilots that will be carried out but large-scale deployment across the whole region following pilot success.

Management of care processes
The demand and delivery of care services in the Netherlands is changing: there is an increase in complex care demands, with each individual requiring a different solution. Henceforth, digitisation of care and the use of digital technologies are increasing in all facets of the care process. Apart from supporting self-care there is a strong emphasis on looking at the full living environment, social interaction, wellbeing and quality of life for each care recipient. Doing so requires qualified and trained nursing staff. An institutional care organisation like tanteLouise is well positioned to help the individuals' family/carer find the right care options utilizing technology available to them and ultimately guide care recipients into a nursing home environment that is suitable for their needs.

Primary prevention
In 2018, the Dutch ministry of Health launched a national Prevention Pact to address obesity, smoking and alcohol abuse. The aim of this initiative is to encourage older adults to become more active and strive for more variety and social opportunities in their lives. One target group for this initiative are those developing mild cognitive impairment and their informal caregivers.

d. UK

Influential charity sector

Charities such as Age UK, Independent Age and SAGA perform several roles such as providing services directly to the elderly (care workers, befriending, etc.), supplying health and care products, providing information to the elderly, funding, networking, supporting informal carers and advocacy in matters related to old age. A few charities specialise in providing advice (often online) on products and services targeting older individuals, such as the Research Institute for Consumer Affairs (RICA) and the Disabled Living Foundation (responsible for maintaining the Living Made Easy portal on independent living). Other major charities of relevance to the Silver Economy are those that support informal carers, such as Carers UK and Crossroads. These charities can be very influential, being instrumental in shaping national policies and raising national awareness of key issues.

Healthy Ageing as a Central Government policy
In 2019, the UK government announced a mission to meet the needs of an ageing society. This mission strives to harness the power of innovation so that that people can enjoy at least 5 extra healthy, independent years of life by 2035, while narrowing the gap between the experience of the richest and poorest. This mission is being addressed by focussing on three areas: 1) helping people remain at work for longer; 2) stimulate the development of solutions tailored to meet the needs of older people, and help build consumer markets for these products and services to thrive; 3) drive improvements in public health and innovation across the social care sector. In response to this mission, the UK government has released £98 million of investment to foster the development of innovations that help older people enjoy active and independent lives for longer. This funding been split across the following grant competitions: Trailblazer (stimulating new ideas for businesses and social enterprises); Investment Accelerator (catalysing private investment in business-led Research and Development); Social, Behavioural and Design Research Programme (funding interdisciplinary academic-led teams to carry out research into social, behavioural and design aspects of healthy ageing) and UKRI Early Stage Support (funding academic researchers and small, medium, enterprises working together to develop new products and services).

5. Situational Analysis

To continue delivering efficient and concerted support to Silver Economy stakeholders beyond the end of the SEAS 2 Grow project, the Strategic Alliance needs to have a flagship programme that drives legacy activities. There are two main forms for such a programme that could be considered for these activities: 1. Living Labs and 2. Innovation Accelerators. Importantly, this programme needs to have a viable business model.

a. Living Labs

A Living Lab can be defined as a user-centric, open-innovation ecosystem based on a systematic user co-creation approach, often operating in a territorial context and integrating concurrent research and innovation processes within a public-private-people partnership.

Typical features of a Living Lab include:
- Open innovation ecosystem: Multi-stakeholder system of open and collaborative innovation
- Focus on early-stage innovations (TRL 2 – TRL 8)

- Near-real-life and real-life research environment
- Human Centred Design process including iterative exploration, co creation and real-life experimentation
- Placing the stakeholder at the centre of innovation - focusing on the user's needs, experience, impacts on quality of life, willingness to pay
- A focus on developing and pioneering methods for contextual, social, user-centric design, early prototyping and testing
- Simultaneously promoting the conditions of sustainable development:(business) models for implementation and scaling up of innovations

Typical challenges that Living Labs face include:
- Being economically feasible as the vast majority are funded publicly, meaning that they often fail once public funding has depleted and their opportunities for accessing private income streams is limited.
- Lack of explicit business models and profitable relationships.
- Communicating services offered to a lay audience as there is often uncertainty around what living labs do.
- Engaging with and managing participation of test panels.

b. Innovation Accelerators

Innovation Accelerators can be defined as a fixed-term cohort-based programme including mentorship and education components that culminate in a public pitch or demo day. Commercial and corporate Accelerators also aim to address the funding gap for start-ups, often through direct investment.

Typical features of an Innovation Accelerator include:
- A cohort-based intake
- A focus on growth-driven companies
- Restricted participation period, typically 3 to 6 months
- A highly selective and competitive application process
- Individuals or organisations invest in the Accelerator programme to create a small seed fund in return for equity in the business
- Intense, rapid, immersive education and development
- A 'Lean Start-up' methodology (customer development and continuous deployment)
- Culminates in a pitch event or demonstration day for investors/buyers
- Gets the business ready to raise larger amounts of capital.

Typical challenges that Innovation Accelerators face include:
- The 'Lean Start-up' methodology is very metrics-driven meaning that it neglects a more empathetic focus that enables understanding the broader context.
- While Accelerators often say they focus on disrupting innovations, they are very much structurally suited to iterative development and focussing on early adopters. This can impact innovation, with

teams either struggling to find a valid use for a new technology or bringing an established solution to a new market.

- In a bid to maximise potential, companies are often focused on being a global, scalable technology rather than focused on creating value for the local community by addressing local problems and needs.

The SEAS 2 Grow team has identified that the ideal form of programme for driving SEAS 2 Grow legacy activities is a hybrid between a Living Lab and Innovation Accelerator. That way, AgeTech Accelerator International can retain the unique user-centric features of a Living Lab that help drive innovativeness and sustainable technology development, whilst incorporating Innovation Accelerator elements that encourage higher participation and sustainability i.e. being open to support a broad range of technology TRLs and receiving funding from alternative forms of investment and financing.

6. Proposed Structure for the Alliance

To ensure the Alliance is capable of delivering the Mission Statement, we anticipate that it needs to involve local authorities, public providers of health and social care, health insurance companies, regional economic/innovation development agencies in each 2 Seas region, health and care institutions and SMEs, companies and professionals in private practice concerned with the ageing population and/or Silver Economy market, at cross-border and/or European scale.

The SEAS 2 Grow project partners are well-placed to be core members of the Strategic Alliance defining, organising and delivering Cluster activities. This Alliance shall be led by an executive Strategic Committee comprising key Alliance representations from each 2 Seas region, and supported by a Board of independent Non-Executives (experts representative of the different Silver Economy stakeholder types e.g. care home director, elderly person, experienced entrepreneur). The Board shall advise on strategic direction and hold the Strategic Committee to account for Cluster activities.

a. Structure for the Strategic Alliance

The SEAS 2 Grow team has identified a hub and spoke design for the Strategic Alliance structure, as shown in Figure 5. That way, each Alliance member contributes to services which all Alliance members benefit from, such as marketing of the Cluster services and Accelerator programme, but funding responsibilities and operational costs of the national activities remain with the individual organisations. Moreover, it requires the least amount of change for each individual organisation, allows each organisation to be responsible for its own funding and operations but allows for efficiencies and economies of scale where there are mutual benefits. It provides scope for each partner organisation to explore different funding sources most suited to their governance, organisational models and culture at the same time as the full partnership working on the design of activities which would form shared responsibilities within the hub.
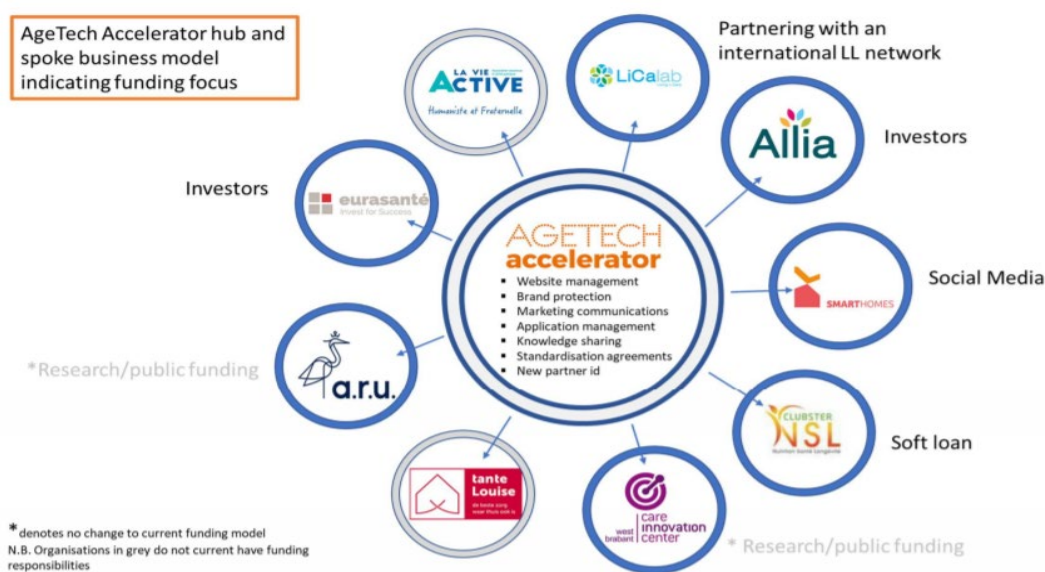

Figure 5: Summary Diagram of Hub and Spoke Design for the AgeTech Accelerator

Ideally there shall be at least one individual working directly for AgeTech Accelerator International for objective functioning of general duties, e.g. organising Committee meetings.

b. Benefits of participation

We foresee the following benefits for stakeholders participating in the Alliance:

- Supply actors (businesses developing and commercialising Silver Economy products and services) – higher profits enabled by:
  - Stronger local and international networking
  - Heightened brand awareness
  - Better understanding of local and international policies and therefore for market opportunities

- Access to cost-efficient and trusted specialist services e.g. co-creation, manufacturing and commercialisation planning
- Development of more attractive and fit-for-purpose products.

- Demand actors (Local Government and Social Services, Health and Care organisations, elderly people and their friends and family, charities and other advocacy organisations):
  - More efficient ways to understand what innovative technologies are on the market or in development to meet needs
  - Straightforward mechanism for peer-to-peer learning and sharing of best practices
  - Opportunity to influence future technology development to ensure they are fit for need
  - Opportunity to reduce costs, increase profits, improve reputation, improve quality of life etc. through superior innovation adoption
  - Reduced risk of purchases and commissions
  - Better understanding of elderly needs to inform future policies and/or to better cater for these needs and provide higher quality services.

- Funders and Investors in the Silver Economy:
  - Deeper understanding of the stock of investable innovative technologies and companies
  - Higher assurance that potential investments are good investments
  - Stronger returns on investment.

Individuals and organisations comprising the Strategic Alliance driving the Cluster activities could expect the following benefits:

  - Profits on paid-for services or from successful investments
  - Greater brand awareness and strengthened reputation for other services provided
  - Cross-fertilisation of learning from Cluster activities to the other activities they are involved in
  - Assets, skills, capabilities and resources that can be shared with other activities
  - Satisfaction of meeting a market failure (cross-border Silver Economy Accelerator services).

An equitable way to divide the financial benefit amongst the Alliance members could be to split profits so proportional to the level of input invested into the Cluster activities (finance, time, infrastructure etc.)

c. Risks of participation

We foresee the following potential risks for stakeholders participating in the Alliance:

- Supply actors:
  - Wasted time and resource if the Accelerator does not meet expectations, e.g. does not pipeline companies to investors or cannot source a suitable test panel

- Accelerator is not sufficiently personalised to be value-adding for a particular supplier at a specific time.

- Demand actors:
  - Distraction from urgent day-to-day activities that then become neglected
  - Unable to deliver on promised activities due to limited time and resources, jeopardising reputation.
  - Accelerator does not filter out low-value prospects well, leading to resources being wasted on irrelevant, dysfunctional or un-innovative technologies.

- Funders and Investors in the Silver Economy:
  - Wasted time and resource if the Accelerator does not meet expectations, e.g. does not attract investable companies
  - Do not generate return on investment.

7. Alliance Activities

The types of activities that the Alliance could undertake to successfully accomplish the Mission Statement are:

- Run a continuous programme of work to keep understanding of **Silver Economy sector needs and opportunities** up to date:
  - Alliance partners to each be responsible for continuous surveillance of their regional political landscape to identify changes in policy priorities of relevance to the Silver Economy. Each quarter, one of the regions should present these changes to the rest of the Alliance so that the full Alliance can brainstorm opportunities for the Cluster arising therefrom.
  - Needs finding sessions with the different stakeholder types (end users and their friends, families and advocates, health and care providers, local authorities and suppliers) in each 2 Seas region at least every other year.
  - An online database where Cluster members can post their needs or suggestions on an ongoing basis. There should be a mechanism for alerting a contact person within each region to these posts, which they are then responsible for acting upon, such as raising it at a monthly Alliance meeting.

- Setting up, organising and delivery of **AgeTech Accelerator International** as a hybrid of Living Lab and traditional Accelerator services:
  - Seek investment in the programme from private investors including identifying suitable investors, preparing pitch deck, making pitches, nurturing relationships with investors, and reporting on key performance indicators including return on their investment in the Accelerator overall.
  - Build relationships with organisations that already have direct communication channels to innovative Silver Economy companies.

- Create recruitment materials including YouTube videos and brochure with terms and conditions.
- Run competitive process to select Accelerator beneficiaries.
- Agree on terms for participation with each beneficiary.
- Design and deliver a bespoke yet intense, rapid, immersive package of education and development sessions (1.2.1 mentoring, webinars, written guides, videos, etc.), geared towards Silver Economy businesses' needs.
- Pitch event or demonstration day at the end of each programme for investors/buyers (those investing in the Accelerator as well as those that are not).
- Collect feedback from Accelerator participants to continually refine the programme.

- **General Cluster activities** (available to all Cluster members, not only Accelerator companies):
  - Regular posting of relevant news, opportunities and learning materials (e.g. case studies reporting on non-confidential AgeTech Accelerator International activities) on the AgeTech International website.
  - Invitation to Annual General Meeting with an attached conference of speakers, workshops, etc.
  - Provision of specialist services on an ongoing consultancy basis (i.e. outside the Accelerator programme cycles): co-creation and life-testing with end-user panels, product safety and characterisation testing in demonstration setting, and business planning sessions with industry experts.

- **General administration**
  - Prepare for and organise all meetings
  - Monitor cluster key performance indicators
  - Process applications to join the Alliance and Board, and to leave them
  - General accountancy including accounts related to equity stakes.

- **Regular Alliance meetings**:
  - Monthly virtual progress meetings s for Alliance partners to update everyone on the past month's activities and to plan future activities.
  - Quarterly workshops for Alliance partners to discuss strategy including update of regional policy changes and ways to continually evolve Cluster operation, business model and horizon scanning to most efficiently progress towards the Mission Statement. One of these meetings should be conducted face-to-face each year.
  - Quarterly meetings for Strategic Committee to monitor Alliance and Cluster progress against the Mission Statement and make executive decisions guided by the Non-Executive Board.
  - Bi-annual Board meeting of Non-Executive Board plus one representative from each region represented in the Alliance.

Figure 6: Summary diagram of Strategic Action Plan for Cluster activities towards a common smart specialisation strategy.

a. Prioritisation

To retain relevancy and maximise chances for success, the cluster should establish a dynamic process for identifying priority themes and addressing key market failures and challenges. Priorities that SEAS 2 Grow has already identified through its cluster consultation and recruitment activities are listed below. Some suggested ways in which the AgeTech International Alliance could address these priorities, for the benefit of all Alliance members or just Accelerator companies, are also given.

- **Including end-users** in co-development and testing
  Suggestion: Encourage end-user panels to raise awareness of the opportunity to be on an end-user panel through word-of-mouth, offering to speak on radio shows, etc. Create case studies about the satisfaction and other benefits that individuals on end-user panels get from being part of the panel and distribute via charities, via Accelerator beneficiaries, on YouTube, etc.

- **Keeping Local Authorities informed** of existing and newly developed products and services that can help support the elderly and helping them share their learning.
  Suggestion: Create an e-catalogue of Silver Economy innovations to which only local authorities (authorised by their email addressed) can post reviews and learning.

- **Valorisation of products and services** (return on investment vs utility).
  Suggestion: Co-develop a standardised health economics template with purchasers (local authorities and health and care providers) with which Silver Economy innovators can calculate and present ROI.

- **Aligning political context/will** with regional development, support and capabilities, including at the cross-border level.
  Suggestion: Continuous surveillance by each region within the Alliance of their regional policies and updating to the rest of the Alliance once a year so that it can benefit from any opportunity created.

- **Increasing horizontal and vertical collaboration** (between healthcare establishments and between different tiers of healthcare, respectively):
  Suggestion: Identify examples of best practice from each of the regions, e.g. "Maia" data sharing framework in France, and run webinars to educate other stakeholders on this best practice as a paid-for service or perhaps as in kind contribution to expert panel members.

- **Identifying unmet needs**:
  Suggestion: Needs finding workshops with demand actors run at least every two years in each region. Create an online repository where demand actors (who are part of the Cluster or not) can submit a description of their needs, which is then periodically released to Cluster members.

- Taking a more **preventative approach** to health, care and wellbeing:
  Suggestion: Run a themed call for Accelerator companies with technologies and solutions that support preventative medicine.

b. AgeTech Accelerator International client journey

From the AgeTech Accelerator International clients' point of view, the Accelerator could look like the following (represented in the Figure 7 diagram below):

1. **AWARENESS**: Company learns about AgeTech Accelerator International or about the regional AgeTech Accelerator through a network that it is already part of, or through searching for Accelerator or similar services.
2. **ENGAGEMENT**: Company submits expression of interest form to join the Alliance and/or apply to the next Accelerator programme.
3. **INTRODUCTORY CALL**: AgeTech Accelerator International representative (or the regional Alliance representative) schedules an introductory call with the company to describe the AgeTech Accelerator programme in more detail (programme commitment, terms for terminating products/services, IP ownership, equity stake options, etc.). The company receives the Accelerator brochure with terms and conditions included.
4. **APPLICATION**: If the company wishes to apply, they request to receive the Accelerator application form. Their AgeTech representation can provide advice and feedback on their application. They prepare and submit their application, including specifying their preferred terms of participation, e.g. fee-for-services or participation in an acceleration programme, and which Accelerator services they wish to apply for and in which location.
5. **OUTCOME**: The company is informed of the outcome of their application and receives feedback.

6. **AGREEMENTS**: Agreements on aspects such as contractual living lab services, IP ownership and investments by investors are agreed and signed at separate times and in separate documents.

7. **TRACK AND MONITOR**: Monthly calls between the company and their dedicated account manager (Alliance member representative deemed most suitable for their duration on the Accelerator) to identify and then continually update the bespoke plan of services that the company will receive on the Accelerator, and to track any progress/outcomes achieved as a result of being on the programme from which case study material can be created.

8. **SERVICES:** Accelerator receives their bespoke plan of Accelerator services. Some services will be core, mandatory services that all beneficiaries must attend/participate in, but others will be bespoke to the needs of the company and delivered by the Alliance member best placed to deliver that service. The final activity within the programme will be Pitch/Demo day attended by investors and potential purchasers.

9. **INVESTMENT:** If the company desires or is advised to receive investments this will be handled by the AgeTech Accelerator International Fund manager.

9. INVESTMENT – Discussions with Fund Manager

8. SERVICES – Agetech International programme

7. TRACK AND MONITOR – Monthly calls with account manager

6. AGREEMENTS – IP/investment contract signed

Optional

5. OUTCOME – Outcome notification and receive feedback

Mandatory

4. APPLICATION – Agetech International application form submitted

3. INTRODUCTORY CALL – Discussion with Agetech International representative to find out more

2. ENGAGEMENT – Expression of interest form submitted

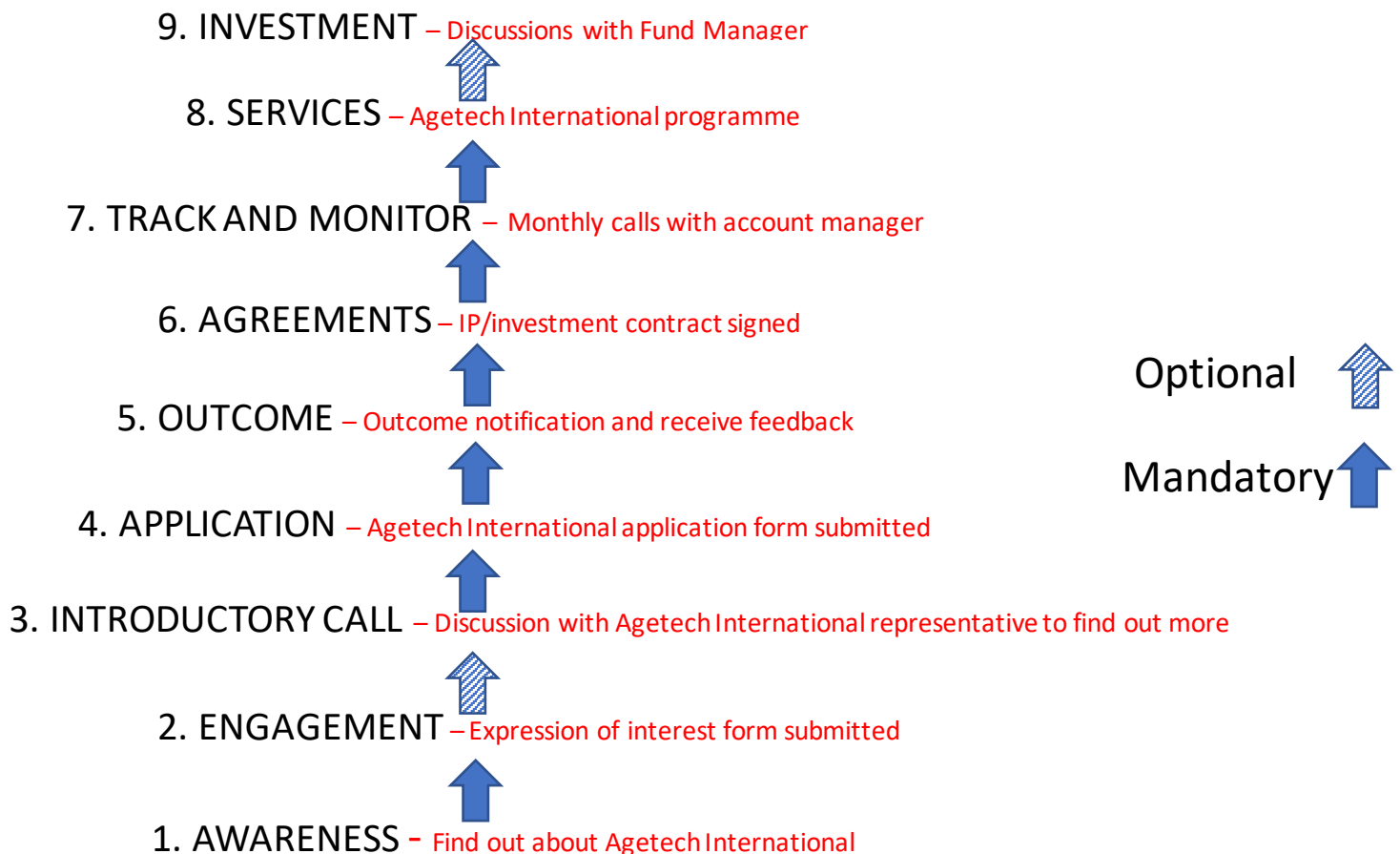1. AWARENESS - Find out about Agetech International

Figure 7: Summary of AgeTech Accelerator International client journey

8. Resources

a. Resources required to deliver the activities

Delivering these activities will require the following resources:

- **Skills / expertise** - Managers, Administrators, Researchers, Ethics experts, Business experts, Co-creation specialists, Living lab specialists, Technical experts, IT support, Marketing, Financing/Investment, fluent in speaking and writing in English and in each of the 2 Seas regional languages. Where niche expertise is required in the Accelerator, these may be sourced outside the Alliance team.
- **Time** - All Strategic Alliance members must have the time to participate in monthly Alliance meetings. Strategic Committee members must also dedicate time for quarterly Committee meetings. The Non-Executive Board must dedicate time for bi-annual Board meetings. Other individuals with specific roles, e.g. Accelerator administrators and Account Managers, must dedicate sufficient time to complete their roles. End-user and expert panels may be willing to volunteer their time for the social cause or some other reason.
- **Contacts** – Relationships with Local Authorities/Government, health and care providers and professionals, elderly people and their carers, suppliers, and intermediary organisations such as trade bodies and charities.
- **Facilities and infrastructure** - Space to host AgeTech International events including Accelerator training sessions, and Pitch Day, space for business modelling sessions, accessible space for co-creation sessions, demonstration laboratories with the necessary testing equipment, webinar software, website, accountancy software.
- **Money** – Where the above resources cannot be found or contributed through the Alliance members, the Cluster will require an injection of external funding to be sustainable. At a minimum, travel expenses of volunteer end-user and expert panels should be reimbursed, but some may require their time/expertise to be paid for too. This is explained more in Section 9.

Some of these resources could be received through funding by EU funded projects. These opportunities should be explored continuously.

b. Sources of resources

Several of these resources are already present within the SEAS 2 Grow team:

- LiCalab (BE), Living and Care lab, is a mature care living lab that has methodological experience in exploration, co-creation, real life testing, business modelling and innovation generally. It has a large panel of 1000+ end-users, informal carers and care experts, and links to industry experts. LiCalab is member of Flanders Health and founding member of the regional 'Health and Care Network Kempen', which is a reference site within EIP-AHA.

- Clubster NSL has a membership of 300+ health and nutrition companies in France. It is also highly experienced in hosting webinars and events to disseminate their expertise regarding the healthcare market, business growth, innovation and financial opportunities.
- Eurasanté has a strong network of life-science companies in France, expertise in business modelling, a strong understanding of the French healthcare system, an adept IT team for website updates, event management and marketing, and is well experienced at hosting international events to promote cross-border networking and information sharing (e.g. AgeingFit).
- La Vie Active has deep knowledge of the needs of care providers and the elderly living with complex conditions e.g. dementia and disabilities. They are experienced in supporting the co-creation of innovations and have good links with other care providers in France.
- tanteLouise is a home care, assisted living, care, nursing and supplementary services provider in France with a strong network of contacts in the care sector and a comprehensive understanding of the opportunities and difficulties faced by elderly people and care providers.
- Allia brings expertise in business and social innovation, ventures and particularly novel financing methods such as crowd-funding and social investment, hosting incubation centres and workshops, and offering workspace.
- Anglia Ruskin University has a broad expertise in the technical, clinical, business and health and social care dimensions of Silver Economy innovations, the Ethics of research (internal Clinical Trials Unit), and a strong contact base of UK academic Institutions, health and care providers, local authorities and businesses (including those based at its MedTech Campus).
- Smart Homes is an expert centre in home automation and smart living, including safety testing and real-world testing of innovative solutions for the elderly and people with disabilities. It has its own panel of end-users from the Netherlands.
- Care Innovation Center West-Brabant has expertise in testing and validating innovations with end-users in the Netherlands.

The SEAS 2 Grow team possesses the full range of skills, contacts and resources needed to run the AgeTech Accelerator International. The team is also experienced in delivering most of the cluster activities suggested in Section 7, and has an understanding of each other's motivations for continued collaboration, resource constraints, mains areas of expertise and governance structures. Therefore, the SEAS 2 Grow project partners could satisfy the requirements of the Strategic Alliance in order to deliver AgeTech Accelerator International. Having additional Strategic Alliance members could strengthen and extend the offering. The minimum expectation for Strategic Alliance members could be signing an official agreement (see Memorandum of Understanding in Section 10.3) and attendance at monthly Alliance webinars.

9. Financing

As mentioned in Section 5, a major challenge facing Living Labs and Innovation Accelerators is being financially sustainable. It is expected that the AgeTech Accelerator International will provide a blend of Living Lab and Innovation Accelerator services and hence it may be possible to operate a business model that combines aspects of typical Living Lab business models with aspects of typical Innovation Accelerator

business models. The typical funding models for Living Labs and Innovation Accelerators are described below.

a. Living Labs

Typical funding sources available for Living Labs include public sector funding, loan finances, service contracts, equity investment, philanthropic donations, social investment and crowdfunding. Public sector funding, service contracts and philanthropic donations are not repayable (although public sector grants may require match-funding) but the rest are repayable.

The Trail Living Lab Survey 2011 found that Living Labs are predominantly funded through public sources. It breaks down their funding streams as:

- 25% from central government
- 18% from other public sector organisations e.g. local councils
- 20% from the European Commission
- 14% from universities
- 11% from private organisations (fee-for-services, membership fees, corporate sponsorship, private investors)
- 13% from other sources, which might include crowdfunding, social media income and quid pro quo in return for access to/hiring of assets, contacts, etc.

b. Innovation Accelerators

The most common source of funding for Innovation Accelerators is private funding (over 40%), although, a third also receive public funding and nearly a quarter are run by universities and business schools. Where Accelerators charge for their services, the fee is typically between £10,000 and £15,000. Some choose to invest in the Accelerator beneficiaries to cover the fees, in effect passing the charge on to the investors.

Noteworthy income streams for other existing Accelerator programmes include:
1. Investment model: An investment fund is raised and paid into the businesses in exchange for equity.
2. Problem-solving model: Large organisations with big challenges and goals pay a consultancy fee to clarify the innovation opportunity and are then connected via a managed process to a network of entrepreneurs, start-ups, investors and support businesses that helps solve the problem.
3. Corporate model: A multi-national organisation sponsors the Accelerator programme in an effort to accelerate the development of solutions that might meet their industry needs, or to contribute to its corporate social responsibility efforts.

c. AgeTech Accelerator International

By offering a mixture of Living Lab and Innovation Accelerator services, AgeTech Accelerator International would need a wider range of governance models, skill sets and motivation levels than if it were only a Living Lab or only an Innovation Accelerator. However, the flexibility of funding sources enabled by this

hybrid model could help it adapt to market forces and trends and thus remain financially sustainable in the long term. Partnering with an established and complementary Accelerator programme to extend its range of services (Silver Economy-specific expertise and Living Lab services) could be beneficial.

10. Modus Operandi

a. Operations

To give AgeTech Accelerator International the best chances to be successful and financially viable, the Strategic Alliance (via the Strategic Committee specifically) will need to be held to account for Cluster performance, and particularly Accelerator performance. Key performance indicators that the Non-Executive Board may use to monitor Cluster performance could include:

- Number of companies participating in the AgeTech Accelerator programme
- Number and value of direct consultancy contracts
- Number and value of private investments in the Accelerator programme
- Number and value of private investments in Accelerator companies
- Number and value of equity stakes in Accelerator companies
- Number of co-creation sessions, end-user tests, expert panel business modelling sessions, workshops, pitch-days and other events hosted by the AgeTech Accelerator programme
- Number of case studies and other marketing produced
- Number of innovations new to the market of Silver Economy
- Number of innovations new to the companies that receive support from the program

b. Strategic Alliance members

Organisations wishing to join the Strategic Alliance will have to confirm their commitment in fulfilling the expectations by signing a Memorandum of Understanding, such as the suggested template below, which mentions how an ownership above a threshold percentage leads to specific benefits, responsibilities and accountabilities.

A central administrator, employed directly by Agetech International, shall monitor that Alliance and Committee members adhere to committing to the resources outlined in their membership agreement. If a member does not adhere to their responsibilities for two quarters in a row the Non-Executive Committee reserves the right to terminate their involvement in the Alliance.

11. Memorandum of Understanding

The final version of the Memorandum of Understanding will be finalised as part of the launch of AgeTech Accelerator International during the Seas2Grow Final event held as part of AgeginFit 2020 (25-28 January 2021). Below is a template which can be used as guidance for this.

TEMPLATE: MEMORANDUM OF UNDERSTANDING

Between

AGETECH INTERNATIONAL

And

PROSPECTIVE ALLIANCE MEMBER

This Memorandum of Understanding (MOU) is drawn up to provide a basis on which **PROSPECTIVE ALLIANCE MEMBER** commits to being an Alliance member of **AGETECH INTERNATIONAL**.

The purpose of this MOU is to describe the aims of the Alliance membership, detail the expected commitment, and set out the process that will be followed if the commitment is not upheld. Where a financial commitment is made, this shall be detailed in a separate, formal Agreement drawn up between the two parties.

Aims of the membership: To implement the Strategic Action Plan.

Minimum expected commitment: (Add / remove tasks as necessary)

- Attendance at monthly Alliance meetings
- If Committee member, attendance at quarterly Committee and Board meetings
- Monitoring and response to regional queries and inputs, e.g. ideas from industry or care providers on themes for AgeTech International
- Annual update to the Alliance on relevant regional policy and stakeholder changes
- Stakeholder needs meetings at least every other year, to inform Alliance themes / priorities
- Forwarding of relevant opportunities to the Alliance, so the Alliance can decide on which member delivers services and financial arrangement
- Minimum of five (5) hours of expertise contributed to each cohort of AgeTech Accelerator International
- Annual input into updates to Strategic Action Plan.

Financial commitment: Yes, see Agreement xxx / None

Process where commitment is not upheld: Where the Alliance Member had significantly underperformed in its commitments for a period of two quarters, without good reason or without a viable plan to address the issue communicated to the Committee, the Non-Executive Board shall decide the course of action for the member.

This MoU has been drawn up and will be implemented in good faith. It expresses the hope and intention of the undersigning partners to commit to the expectations specified in the Strategic Action Plan for the benefit of AgeTech International and develop their existing co-operation based on mutual respect and understanding. This MoU will continue for a period of one year and may be terminated by either party providing one month's written notice.

Name:

Title:

Address:

Date:

Signature:

12. Conclusions

Inspired by the European Commission's 2015 published findings of the Silver Economy as an emerging economy with the potential for substantial growth, the Silver Economy Accelerating Strategies (SEAS) 2 Grow project was launched to accelerate and support an uptake in innovative tools, methods and services that would benefit older people, their families and stakeholders mutually. Part-funded by the European Regional Development Fund (ERDF) with a €3.2 million budget, the project is a collaboration between 9 Project Partners and Observer partners from adjacent coastal regions and their respective local authorities in Belgium, France, the Netherlands and UK (England).

SEAS 2 Grow aimed to address the unmet needs of the population over 50 by improving services, methods and technologies in the health, care, and well-being sectors. Through its 4 years of cross-border collaboration, the partnership has created a network of living labs enabling services to suppliers of products and services thereby yielding solutions benefitting Silver Economy members and stakeholders.

The project now focusses its attention on initiating the Strategic Action Plan (SAP) by utilising a hybrid of the established Living Labs and innovative accelerators to pinpoint what is needed to make the project sustainable beyond its end date of 2020. Headed by a Strategic Committee, the AgeTech Accelerator International (ATAI), a smart specialisation tool, will deliver the sustainable Silver Economy clusters established by a Strategic Committee.

The current economic down-turn world-wide due to the COVID-19 pandemic and uncertainties related to Brexit, make it doubly important to foster strong network links provided by projects such as ATAI. Brand strengthening and service awareness within the Living Labs and Observer Partners would entice more stakeholders to participate long-term as it would ensure access to existing proven networks providing expertise and cost-effective specialist services to innovative entrepreneurs thereby facilitating economic growth in both public and private sectors.

13.Glossary

Accelerator Programme	Fixed-term cohort-based programme including mentorship and education components that culminate in a public pitch or demo day. Commercial and corporate Accelerators aim to address the funding gap for start-ups and the information gaps for would-be investors. Operates as a 'network broker'.
Demand actor	Individual, company or organisation using, commissioning or purchasing innovations. This should include: ● Housing, health and care providers ● Local authorities and other local government organisations ● Elderly people and their friends and family
Health and Care innovations	A new or transformative product that prevents, reduces or slows down deterioration of mental and physical health and health-related wellbeing, or supports the management of existing mental and physical health conditions. In the case of aids supporting activities of daily living, they are considered as Health and Care innovations if they are prescribed and/or funded by a medical or care professional. Examples of sub sector innovations: Tools to prevent and manage long term health conditions, aids to support management and rehabilitation after acute health events, tools to support mental health and cognitive impairment, systems for monitoring activities of daily living, including falls and wandering, products to manage incontinence
Intermediary actor	Individual or organisation supporting the development of the Silver Economy sector, such as regional development agencies, clusters, industry bodies, funders
Living Labs	User-centric, open-innovation ecosystem based on a systematic user co-creation approach, often operating in a territorial context and integrating concurrent research and innovation processes within a public-private-people partnership

Silver Economy	Sector focusing on providing the aged population with products or services that improve their quality of life and support their independence
Supply actor	Companies or organisations responsible for developing and/or selling innovations