



Gazelle speed & Elephant memory, a winning team in this jungle!

COOPERACTIVAGESUPPORTRUST

("CAST e. c. s. ")

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Authors:



Nicolas de POTTER
REP s.p.r.l – b.v.b.a
<http://www.rep.be>

Patricia E. LEIGHTON
Professor European Law
University of Glamorgan

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I. EXECUTIVE SUMMARY

In the “pyramid of ages”, experienced executives aged 50-75 are “reservoirs” of resources and expertise, especially valuable to younger entrepreneurs and professionals aged 25-50 for them to develop their business or sustain the quality of their careers and projects with solid partners.

In 2050, there will be 1M people aged 100+ in the USA, over 275M aged 55+ in the EU, over 400M aged 50+ in China, ...! The Lisbon Process calls for the participation of “active ageing populations” to avoid losing valuable skills. The skills shortage problem, addressed in Luxemburg last year was there clearly re-focused and it was said that *“this process is not 'owned' by the Ministries of Labour, but calls for comprehensive employment initiatives with a wide range of stakeholders”* (http://europa.eu.int/comm/employment_social/employment_strategy/index_en.htm).

There is a window of opportunity for our public-private partnership to develop and implement a cooperative business and maximise skills-pooling of both generations to their mutual benefit. The objective of “**Cooperative ActiveAGE Support Trust**®” (CAST®) is to serve the purpose of authorities, employers, social partners, executives, ... while taking advantage of a genuine solidarity and a stable income derived from synergies between members.

The emerging profit-niche of the “career-care and income sustaⁿiation business”, - so often neglected by large corporations - was however recently strongly recognised and developed by French, Dutch, British, ... mutuals and cooperatives. Over 2.5 Bn € was spent in 2004 in Europe by “alternative project-finance initiatives” ([Source: COOPER http://www.ica.coop/europe/publications.html](http://www.ica.coop/europe/publications.html))

Our “life-cycles professionals” will interact between age-groups to provide “career transition” and “project transmission” value added services. Not only will they coach members to co-operate but they will transform traditional career functions into intergenerational projects. These will include, outplacing, CV-editing, recruiting, training, coaching, educating, re-vitalizing, mentoring, ... which will be acquired before it is needed. By anticipating future service needs at early stage, and by booking service-providers in advance, they will provide external support at wholesale price AND/OR ensure this self-help support derived from the “members twinning”.

By matching talents and expectations with concrete tools and actions described here after, CAST will also derive concrete value from the melding of energy, qualifications and ambition with wisdom and continuation of work across ages. To this end, CAST itself will team-up with CV Warehouses and other Partnering specialists in order to tailor the co-operative teams in terms of abilities, age, gender, profession, location, sector, etc.

Through this co-operative support, human resourcing, intelligence and creativity will increase. Trustees will deliver services and Members will benefit from them but, because of this “lab-environment”, they will fertilize, blend and enrich each other with this unique biodiversity experiment. This requires “artistic spirit” but, nevertheless, high professional HR values and creativity to generate a sound career development business.

With the support of innovating authorities, alternative finance networks and datamining experts (all approached and interested or committed), CAST will generate a new momentum for executives while energizing usual suppliers and users, in search of new ideas, synergies and cross-fertilizers. This will enrich the careers and projects of its Members.

II. PROJECT DESCRIPTION

1. One page of context

In this sluggish economic climate, the class of executive staff aged 55+ is probably under more (un)employment pressure than any other category. Despite the fact that this workforce is usually experienced and well educated, they are often made redundant or retire early. This is why the Lisbon Process pays attention to the “Silver Economy” (senior workers) problem.

In this context, it is sensible to prepare for better times and challenging projects. Experienced executives were the artisans of the past years of growth. They were able to bring required intellectual and professional skills to manage all kinds of initiatives of new firms, not only within the new economy (and new EU-regions) but also in established ones.

Therefore, with a little help from the next generation, the “greyexecutives” or “silverworkers” could be the best category of actors to sustain present and future entrepreneurs. There is reason to discard them because they’re 50+; they can probably work until they’re 75 or more!

Their desire for new challenges is considerable and they are often wealthier than young people. They are thus able to invest in new businesses, projects or companies. As they also want to remain useful to society, we believe they can play a key role in the economy and become change agents for the young entrepreneurs that may lack confidence and support.

At this stage, we must ask ourselves what has gone wrong? Why does this trend to cast 55+ aside continue while they themselves want to remain active and want to contribute to the world of work? Why are younger persons more employable than older ones? Why are so many business projects clustered within a specific age-group? For example, IT for younger ones and crafts/arts/tourism for mature workers. While the survey below will address these issues, our target is clear : CAST is the logical straightforward selection and matching system to contribute and benefit from the redirecting and refocusing of trends and human resources.

In this HR “jungle” of short-term employment policies, the perceived necessity to skim weaker genders/ profiles is unfortunately leading the way for companies to see dispensing with staff as the way to survive while waiting for better times. Just as there is evidence of a growing gap between rich and poor, both the young and old find themselves in harsh competition. The quality of each age-group is not questioned but relationships between them put the quality of life and business centre stage. How does CAST trigger successful changes ?

Young entrepreneurs will see opportunities and will benefit from the transmission changes. Experienced workers will bounce back and boost the young economy. It is a question of **cooperation, communication and timing** for us (and governments) to seize the benefits.

Together, within the CAST cooperative framework :

- MATURE personalities and business angels have essential skills and knowledge, wide networks, strong team powers, rich intercultural skills, impressive analytical methods, creative problem solving, positive control functions, etc.
- EMERGING experts or entrepreneurs embrace multiple technologies, rapidly acquire professional skills, often experience chaotic development, use multiple information sources, marketing techniques and have different priorities and expectations from the world of work, ...

will join forces whenever appropriate in a life-long track , present a “Joint Project CV” and/or secure sustainable shared business ventures or simply propose harmoniously shared employment advantages (possibly with a grant for a “twinning career scheme”), etc. EU authorities have understood that the situation needs attention. They are encouraging transition and mentoring programmes (e.g. DG Entr/ SME’s Mentoring) and make the older/ younger relationship concrete and productive (e.g. DG Enterprise InnovActions).

2. What is CAST ?

To understand the basics of **CAST**, let's look at our three layers. They form our "raison d'être" but also the "raw materials" AND the "communication channels" for the project.

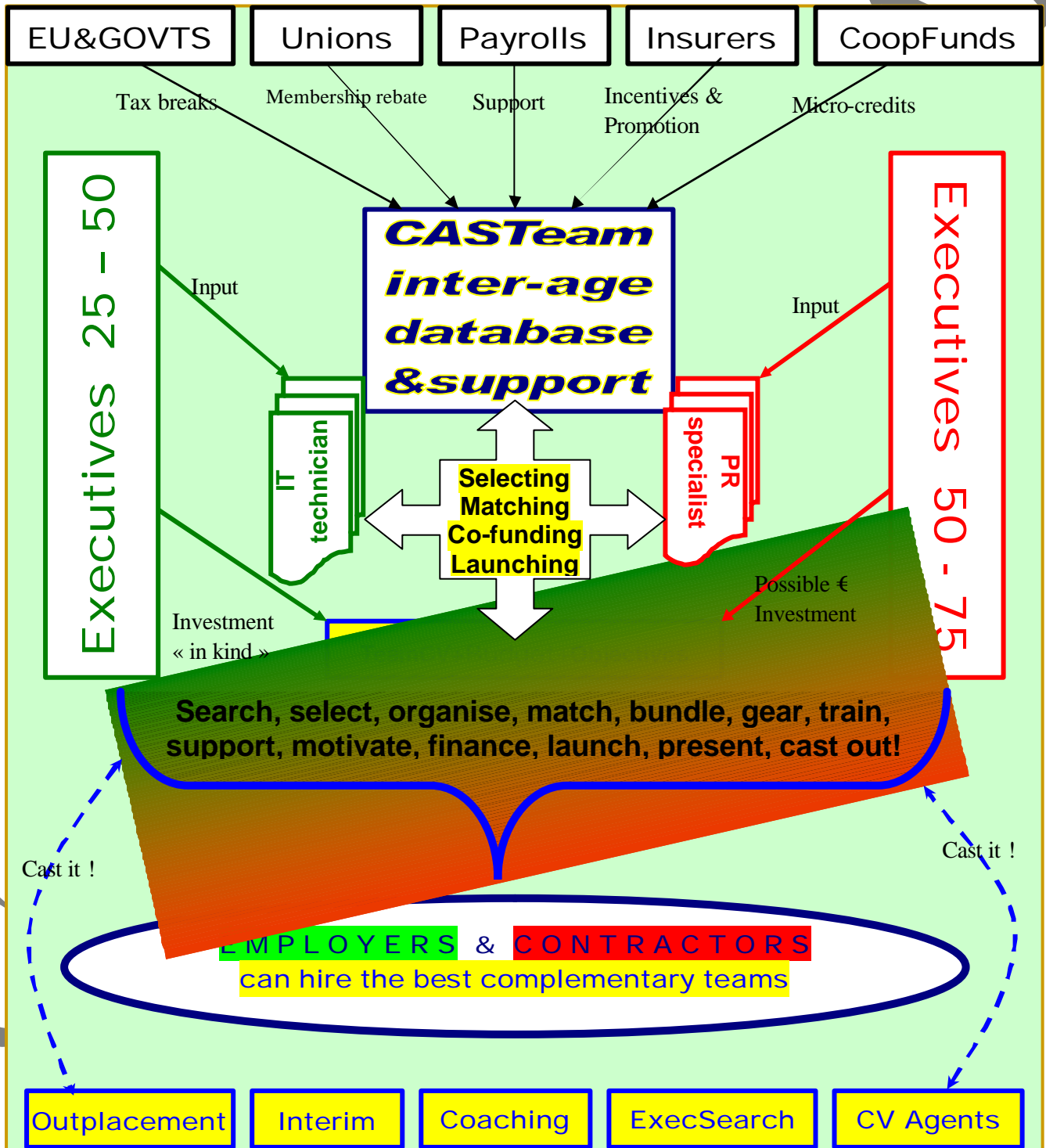
- **Senior executives** : CAST means a new career-path for them when they reach 50 and work sometimes until they're 65-75, they represent a "DRIVING FORCE" in our society whose "success-stories" must be encouraged and disseminated ;
- **Young executives and entrepreneurs** : CAST is a new way for them to understand and more easily recognise labour market challenges while they are only 25 or 30; they will be in a position to "PROGRESS and GEAR UP" with the help of our team AND, if they need a "re-start" when they reach 40, they will benefit from the 50+ persons, based on their concrete EXPERIENCE and also useful CREDIBILITY (financial resources, assets, ...);
- **Market actors** : groups like employers associations, social secretariats, retirement trusts, unions, employment and education agencies, etc. will find a way to "FIGHT AGAINST UNEMPLOYMENT, AGE-RELATED AND OTHER DISCRIMINATION" (that neglect or waste skills and talent). At the same time, specialized HR-related service firms like executive search, outplacement, interim agencies, coaching, training, CV-editing specialists, etc. will of course DEVELOP THEIR BUSINESS with a revived interest from both age-groups AND benefit from various grants and support measures provided by the EU Member States and rather unknown by the public;

Looking at the service providing activity of CAST and the approved service-providers, set out here is the immediate **added-value of CAST** :

- **SELECTIVE SUPPORT** : the repositioning success chances of the Trustees of CAST (*young or mature ones*) will increase when they realize that a team helps to select different AGED additional strengths for them to turn their career project into a viable business; Strong characteristics of younger executives will complement the weaker ones of senior ones and vice-versa . For example, while a younger person will be computer literate, a more senior one will excell in structuring and using her/his networks!
- **SERVICE SOURCING** : with a significant contribution from the service-providers who can "pre-sell" their services to our target audience and along with the contribution from Trustees, the beneficiaries will effectively receive carefully scrutinised support which they buy at "wholesale price" (as if it were "securities, bonds or futures" on the market-place), from specialized career guidance firms, with the selective help of a CAST-professional;
- **SYNERGETIC START-UP** : with a strong commitment and solid reputation in the market, the CAST 50+ age-group will derive substantial financial incentives and possibly INVEST or guarantee in project-tandems as well. Not only will they benefit from the support fund and matching-tools of CAST but also from resources of other groups such as insurances, governments, unions and other para-public agencies who seem to be willing to join the synergy, based on our preliminary contacts with them.

CAST scheme

Structured and resourceful co-operative between two age-groups, supporting its members towards a successful and a collaborative re-start of their career and providing financial return to its trustees.
Other typecasts such as gender, disabilities, ethnicity, ... welcome! (I don't think we can say the last sentence!!!)



3. The objectives of CAST

Even where public or private programmes or tools exist, the executives are not often aware of their availability and functioning. Synergies between smaller public or voluntary facilities are quite fragmented, while collaboration within the private sector in this respect is very limited.

The need for help to bridge the gaps (geographic, cultural, linguistic, technologic, behavioral) between age-groups and generate solidarity is still considerable. It does not mean that the public is not aware of the issues but a systematic method and visible information stream is essential as we support :

1. the **momentum** to launch such a synergetic initiative that is positive. What is missing is a practical and sustainable trigger mechanism;
2. the **positive attitudes** of older and younger executives : they are willing and intending more than ever to **work in teams, join forces** and be complementary;
3. the **facilitating** and organizing of this cooperation that would be more than welcome and simple enough, as several **transition services** are readily available but haphazardly delivered or geographically limited;
4. the **synergies** and “ready-to-use” systems to help executives successfully find their counterparts and **select** the best projects/ partners
5. the notion that both generations **debate and promote** ideas for the best responses to challenges but also **develop effective projects**, contracts or companies (and avoid past mistakes), with adequate resources, experts and partners provided by **CAST**.

We believe that the climate is propitious to start, grow, and develop these cooperative initiative, even though we recognise it will be complex and challenging. Financial and human resources are available for good projects if there is a guaranteed need and sustainability.

Key success factors of **CAST** are: (1) strong “**self-help**” and easy to use **database** system with well informed and up to date information on expertise, skills and needs, (2) efficient “**matching mechanism**” between typecasts and (3) a “cooperative **ethos**” clearly channelled towards to the public. With mutual needs and dissemination of success-stories, it will provide a ‘back-to-back’ success, delivering the promise FOR trustees WITH trustees, and, from this base, to a wider citizens’ audience.

As you will see in the financial statements, there is (a) minimum initial investment, (b) sound return on investment, (c) room for creativity and flexibility, (d) compliance with social and economic rules and (e) simplicity of use for direct tangible members’ benefits. To be effective and successful, CAST will need :

- a **team** funded by yearly **cooperative contributions** from Trustees and grants from market actors; this team will search, select, connect and support relevant persons who need support as employee, entrepreneur or self-employed. This is achieved with both internal/external skills, experience and networks of CAST, junior and seniors;
- a **trust** in which at any time, against the payment of an entry fee or a yearly contribution, executives can buy **services for the future at wholesale prices**. The trust invests that money for future needs and constantly compares best prices and practices in the HR-services industry to provide the best value for money for executives and for projects;
- a **function** and **procedures** under Board **supervision**; career or project services are provided to actively ageing executives in function of their repositioning needs. Junior ones can contribute financially (e.g. on the basis of a small salary %) and thereby get CAST’s support and quality service; Senior ones can be part of a more pro-active coaching/ patroning committee or “self-help” working group. Senior executives (as well as Junior ones) can invest in projects, possibly in collaboration with selected service providers.

5. CONCLUSIONS OF THE CHAPTER

<i>before ...</i>	WHY CAST TODAY ?
<ul style="list-style-type: none"> • <i>isolated actors while youth rejecting older executives</i> 	<ul style="list-style-type: none"> • PRACTICAL PROJECTS FOR SUCCESSFUL ACTIVE (AGEING) ENTREPRENEURS
<ul style="list-style-type: none"> • <i>waste of skills and retired people redundancy</i> 	<ul style="list-style-type: none"> • APPROPRIATE SUPPORT STRUCTURE MAXIMIZING COOPERATIONS BETWEEN YOUNG AND OLDER PEOPLE
<ul style="list-style-type: none"> • <i>short-term employment measures</i> 	<ul style="list-style-type: none"> • ENRICHING THE ACTIVE AGEING CONTENT EVERY DAY WITH YOUTH
<ul style="list-style-type: none"> • <i>financial scepticism about late-start projects</i> 	<ul style="list-style-type: none"> • VENTURE CAPITAL MEETS ASSISTED OR EXPERIENCED ENTREPRENEURS
<ul style="list-style-type: none"> • <i>healthcare oriented funds and actuarial red tape</i> 	<ul style="list-style-type: none"> • COOPERATION BETWEEN AGE-GROUPS IS ORGANIZED VIA A DATING DATABASE AND USE OF SKILL-POOLING SYSTEM

III. Marketing Survey and strategy

1. INITIAL TESTING WITH COLLEAGUES - FAVOURABLE RESPONSES

In this respect, interesting contacts were made with DG Entreprise, DG Employment and Social Affairs, EQUAL (Equal Opportunities Employment), Eures, Etuc, Social Fund, Social Platform, AGES, Disability Forum, etc. which all deliver the same basic message : it is the right momentum; there will be for tenders to promote synergies, alliances, cooperation etc. to tackle the Lisbon objectives re. the under- or unemployment of active ageing population.

Since few bodies are really active in concrete career revitalization areas and the "hands-on" partnering area (except a few venture-capitalists aiming at more automated start-ups), other partners were approached within national and regional authorities, unions, employment and interim sectors. With these initial contacts, our objective is to find co-financing and/or support amongst these players for the Feasibility Study during the last Quarter of 2005.

This provided some tangible successes and here are the first useful contacts identified; several committed themselves in kind or in cash and several still need to be approached and are presently being consulted.

CAST – Useful Contacts

I. INITIAL ACTORS OF CAST

1. **UK** : Patricia Leighton, **Jean Monnet Chair of European Law**, University of Glamorgan
2. **BE** : Nicolas de Potter, **REP**, former Secretary General of the **Euroregion**
3. **DE** : European SME's Association proposed to help with the feasibility phase
4. **FR** : Eurocadres proposed to help with sending the market test
5. **GR** : Ethos Agency proposed to help with disseminating the survey.

II. EXAMPLES OF EUROPEAN ORGANISATIONS WHO MIGHT BE INTERESTED BY CAST

1. **European Association of Universities**
2. **Young Entrepreneurs Association**
3. **European AGE platform and DanAGE**
4. **European Disabilities and Equal Forum**
5. **ERRINetwork**, etc.

IV. ADVISORY BODIES SOUGHT

1. EU programmes : **Socrates, Leonardo da Vinci, Eures, DG Personnel, Social Fund**
2. Member States : **Belgium, Flanders, Wallonie**, Brussels (except Mrs De Vriese)
3. Associations : **EVCA, Social Platform, Picum**, ...
4. Unions : **ETUC, SIEF**, ...
5. Private sector : **EuroMut, CooPer, European Federation of Retirement Provisions**, ...

and several more (some 50 other groups were approached)

2. PREPARING AN ADVISORY BOARD

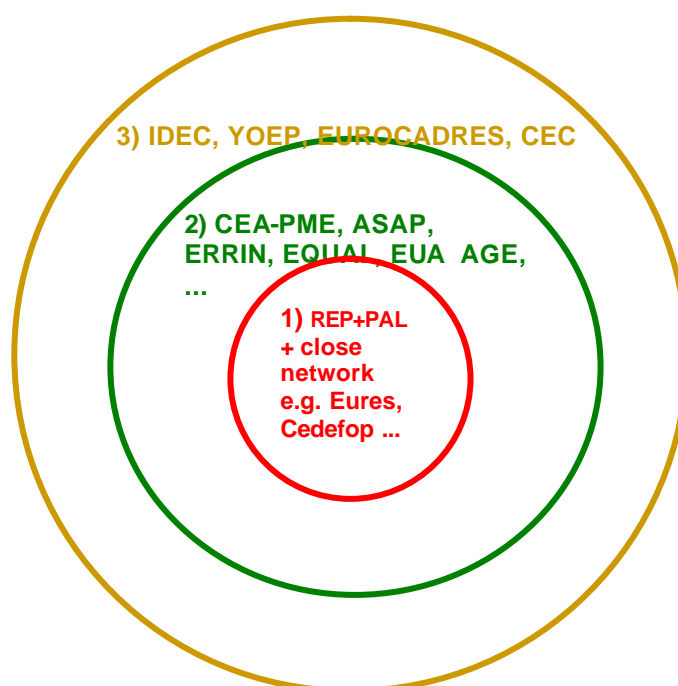
Various senior and key people have been approached who are running major organisations with a view to them joining an Advisory Board. Because of our extensive relations with them from past experiences, we would have a preference for the following organisations :

Young	European Young Entrepreneurs Association, European Assembly of Students, European Youth Platform, European Universities Association, ...
Senior	AGE Platform, European Association of SME's, European Confederation of SME's, European Directors' Institute, CEDEFOP, ...
Bridges	EU Social Platform, EU EURES, Eurocadres, Confédération Européenne des Cadres, European Venture Capital Association, ...
Institutions	EU DG Enterprise, EU DG Employment & Social Affairs, EU DG Research, EU Social Fund, EIC's, EIP's, CoR, CES, ...

3. A REALISTIC AMBITION DURING THE INITIAL PHASE

Because of the tremendous interest and large numbers of people potentially involved, we have decided to limit ourselves to the following **'euroregional territory'** and **'progression circles'** during the initial phase :

For the sake of street-wise rationale, we focused our initial research on the Interreg II-c region below and also progress step-by-step, involving partners according to needs :



4. MARKET STRATEGIES & MARKET-SEGMENTS

This chapter refers to the market testing implemented this quarter and illustrates fragments of the feasibility Study which we will start next quarter.

Based on the preliminary contacts mentioned above, what are the best partners for CAST to:

- Refine our approach, prepare tenders and undertake feasibility study
- Test and communicate with our target-group in order to ascertain the needs
- Move to the project financing step (next chapter) and “cement” the tools.

We are conscious that target profiles (professional, clerical staff, middle management, entrepreneur etc) are quite different – although with some similar needs – and we need to take their expectations AND communication needs into account. Therefore, we develop an appealing vocabulary and data warehouse for each category and propose them at the right time, in the right place, for the right price the help of “differentiated age-class of executives”. Naturally, the generation “in-between” both age-groups will help to both typecasts (-:-).

This will attract and involve, for example, lawyers, doctors, etc. who also held a management role but see themselves as new members of a “professional cadre”. In the UK there are various schemes using older professionals, for example: “Business in the Community” which often links older people with charity/ third way type organisations. Although a major charity itself, it is supported by government. Meanwhile, what CAST does offer is the support for both older and younger people and it intends professionals and managers to be included.

Potentially, in the selected geographical test-area, CAST could interest quite an audience of +/-7.000.000 young people developing their careers or becoming young entrepreneurs, to the benefit of +/-12.000.000 senior job/project – seekers (see simulation table below).

However, the quite careful figure of 0,03% of the Euroregional market, which is quite reachable with start-up investment and a future simulation on a 3% market-share (also quite realistic - see tables in next chapter), will hopefully convey to the reader the tangible niche but also the considerable communication challenge!

Year 1 assumption based on 0,03% of the market (see chapter 4)	25 – 35	35 – 45	55 – 65	65 - 75	NUMBER OF MEMBERS IN YEAR ONE
Blue-collar workers	750	1250	3000	2000	175
Clerical	1500	2750	5000	3500	250
Mid-Management	2500	3500	7500	4500	750
Senior Management	750	1250	1500	1250	450
Self-employed	1500	2500	7500	7500	350
TOTAL	7000	11250	24500	18750	1975
<i>TEAM-BUILDING :</i>	<i>+/-2.000 project-leaders/ executives</i>		<i>+/-5.000 potential investors/ mentors</i>		<i>+/-500 possible “up&running”</i>

5. MARKET SURVEY

To ascertain the needs and meet the new/ unforeseen demands and comments of a number of potential Trustees, we propose to send a survey to the following market sampling group (What are Partners and their members)

Sector	Number of questionnaires to send
Seniors & Youth associations + members	250
Partners + their members	175
Active Ageing & Youth actors	150
Employees of misc. Private companies	100
Insurance, Pension and related actors	75
TOTAL	+/-750

Questionnaire (double-click on table to access it and enlarge it with zoom)

We establish a unique organisation called CAST that will provide a support structure & facilities to help develop your career. It will use the experience of [more/ less] senior people in your work area & provide a range of services to enhance your personal development. At this stage, we are interested in your views about CAST and have some basic information to ask you :									
A. FILL HERE IF YOU ARE 25-50 YEARS OLD				B. FILL HERE IF YOU ARE >50 YEARS YOUNG					
Age	<input type="checkbox"/>	Are you :	Recently graduated	<input type="checkbox"/>	Age	<input type="checkbox"/>	Are you :	Recently retired	<input type="checkbox"/>
Country	<input type="checkbox"/>		Job seeker	<input type="checkbox"/>	Country	<input type="checkbox"/>		Job seeker	<input type="checkbox"/>
Female/ Male	<input type="checkbox"/>		Employed	<input type="checkbox"/>	Female/ Male	<input type="checkbox"/>		Employed	<input type="checkbox"/>
Parents immigrants	<input type="checkbox"/>		Self-employed	<input type="checkbox"/>	Parents immigrants	<input type="checkbox"/>		Self-employed	<input type="checkbox"/>
Disabled over 70%	<input type="checkbox"/>		Completing studies	<input type="checkbox"/>	Disabled over 70%	<input type="checkbox"/>		Nearly retiring	<input type="checkbox"/>
Other remark ,,,	<input type="checkbox"/>	Not able to work	<input type="checkbox"/>	Other remark ...	<input type="checkbox"/>	Not able to work	<input type="checkbox"/>
Would you welcome these with help of a senior executive?				<input type="checkbox"/>	Would you welcome these with help of a junior executive?				<input type="checkbox"/>
Concrete help to re-start or orient my career (e.g. funds)				<input type="checkbox"/>	Concrete help to re-start or orient my career (e.g. events)				<input type="checkbox"/>
Concrete help to develop my present career (e.g. coach)				<input type="checkbox"/>	Concrete help to develop my present career (e.g. partner)				<input type="checkbox"/>
Concrete help to coop w, senior executives (e.g. system)				<input type="checkbox"/>	Concrete help to coop with junior executives (e.g. system)				<input type="checkbox"/>
Support for savings to buy services (eg at preferred rates)				<input type="checkbox"/>	Support for meeting service providers (e.g. youth events)				<input type="checkbox"/>
Support for savings to retirement (e.g. financial return)				<input type="checkbox"/>	Support for technical knowledge (e.g. internet, PC, ...)				<input type="checkbox"/>
Based on the description of CAST, how much would you be willing to contribute ?				<input type="checkbox"/>	Based on the description of CAST, how much would you be willing to contribute ?				<input type="checkbox"/>
75 Euro per year	<input type="checkbox"/>	75 Pounds per Y	<input type="checkbox"/>	75 Euro per year	<input type="checkbox"/>	75 Pounds per Y	<input type="checkbox"/>		
100 Euro per year	<input type="checkbox"/>	75 Pounds per Y	<input type="checkbox"/>	100 Euro per year	<input type="checkbox"/>	75 Pounds per Y	<input type="checkbox"/>		
125 Euro per year	<input type="checkbox"/>	100 Pounds per Y	<input type="checkbox"/>	125 Euro per year	<input type="checkbox"/>	100 Pounds per Y	<input type="checkbox"/>		
250 Euro per year	<input type="checkbox"/>	200 Pounds per Y	<input type="checkbox"/>	250 Euro per year	<input type="checkbox"/>	200 Pounds per Y	<input type="checkbox"/>		
500 Euro per year	<input type="checkbox"/>	425 Pounds per Y	<input type="checkbox"/>	500 Euro per year	<input type="checkbox"/>	425 Pounds per Y	<input type="checkbox"/>		
maybe > 500E p, y,	<input type="checkbox"/>	maybe > 450P p, y,	<input type="checkbox"/>	maybe > 500E p, y,	<input type="checkbox"/>	maybe > 450P p, y,	<input type="checkbox"/>		
I am interested :				<input type="checkbox"/>	I am interested :				<input type="checkbox"/>
1) to receive the results of the survey				<input type="checkbox"/>	1) to receive the results of the survey				<input type="checkbox"/>
2) to receive a copy of the project				<input type="checkbox"/>	2) to receive a copy of the project				<input type="checkbox"/>
3) to contribute now to the project (please contact me)				<input type="checkbox"/>	3) to contribute now to the project (please contact me)				<input type="checkbox"/>
4) other things :				<input type="checkbox"/>	4) other things :				<input type="checkbox"/>
5) contact a friend				<input type="checkbox"/>	5) contact a friend				<input type="checkbox"/>
Thank you for your time and efforts !				<input type="checkbox"/>	Thank you for your time and efforts !				<input type="checkbox"/>
The CASTeam				<input type="checkbox"/>	The CASTeam				<input type="checkbox"/>

IV. EXPECTED RESULTS & PLANNING

1) GLOBAL BUDGET

Expected tangible results end of Year 1 should be the following (based on market share Estimated above and investments explained in the spreadsheet below) :

- A) SALES : Some 0.03% and up to 3% of the euroregional market of Young Executives become member (+/-1500 out of +/-7M young people), generating sales in excess of 140.000 up to 1.4 Mn Euro
- B) COST : Some 0.1% and up to 1% of the market of Senior Executives benefit from proposed services (1500<->12M people) leaving us, after cost of services, 10.000 EURO gross margin to be re-invested in the Cooperative;
- C) INTANGIBLES : Public support generates +/-10 EURO per Casted executive deriving an additional revenue of +/-100.000 EURO;
- D) TURBO : Insurance companies and Pension Funds generate an income of +/-20.000 EURO yearly on this new product and provide us 3 EURO per casted executive;
- E) BOOSTER : Service providers get a new marginal revenue of +/-120.000 EURO from this pre-paid business (but conceded 25% rebate on services over 3 years (their break-even gap between IN / OUT).

ForeCAST (based on EUROREGION data in a starting phase)

Year	Unit	2006	2007	2008	2009	2010	Gr.%
Population "Phase I"	Inhabit	30.000.000	30.900.000	31.827.000	32.781.810	33.765.264	1,03
Seniors 55 - 75	25%	7.500.000	8.250.000	9.075.000	9.982.500	10.980.750	1,10
Medium 45 - 55	15%	4.500.000	4.635.000	4.774.050	4.917.272	5.064.790	1,03
Juniors 25 - 45	27%	8.040.000	7.236.000	6.512.400	5.861.160	5.275.044	0,90
Balance	33%	9.960.000	10.779.000	11.465.550	12.020.879	12.444.681	
Potential Trustees	0,03%	3.762	4.138	4.552	5.007	5.508	1,10
Price per Trustee	Euro	500	550	605	666	732	1,10
Income from Trustees	Euro	1.881.000	2.276.010	2.753.972	3.332.306	4.032.091	
Potential Beneficiaries	0,03%	2.250	2.475	2.723	2.995	3.294	1,10
Beneficiary	Euro	500	525	551	579	608	1,05
Expenses Beneficiaries	Euro	1.125.000	1.299.375	1.500.778	1.733.399	2.002.076	
Balance	Euro	756.000	976.635	1.253.194	1.598.908	2.030.015	
Communication cost	Euro	250.000	312.500	390.625	488.281	610.352	1,25
Operations cost	Euro	500.000	625.000	781.250	976.563	1.220.703	1,25
Gross margin	Euro	6.000	39.135	81.319	134.064	198.960	
Govt support (Euro/Benef)	7	15.750	16.538	17.364	18.233	19.144	1,05
Insurance support (€/Benef)	3	6.750	7.088	7.442	7.814	8.205	1,05
Pension Funds (€/Benef.)	1	2.250	2.363	2.481	2.605	2.735	1,05
Result with support	Euro	30.750	65.123	108.606	162.715	229.044	

2) INTANGIBLE BENEFITS

While basic facts are now clearer, other factors relating to the market survey and the financial data are identified in the next chapters. Once will have the market results at hand, the emphasis will be placed on the communication with institutions, social bodies and, at a later stage, private partners and eventually the public.

Also, our new concept will evolve and be articulated to attract service-providers. Concrete field activities will help us communicate with executives/workers for them to feed and use our matching-system. We will need to take into account their life patterns, including education, leisure and work expectations. Regarding communication, we will both a “traditional leit-motiv” and, at the same time, a “modern motto”. Both need be very appealing and financially attractive. The “cherry on the cake” will be the “intangibles”, nevertheless, the above mentioned substantial interages advantages.

Along the process, service improvements will take place. It is also inevitable that with time ad-hoc new initiatives will inevitably arise and attract us. These can be tested to prepare and secure future opportunities, such as :

- ⇒ cooperative shares are issued and sold as “Career & Project Bonds”; They generate initial investments coverage and then produce stable revenues as a Share of the Cooperative which could then also become on a **Career Pooling Market Place** (where Members and Trustees can join or exit at certain points) with valuation (rating) of their shares;
- ⇒ cooperations between age categories create a sort of twinning and these “tandem of executives” may also want to come back to CAST with service proposals or the wish to create an **on-line “Career Cocooning Community”** improving our databases and softwares; (Still not clear what cocooning is)
- ⇒ cooperation with the public sector and the financial sector is interesting for all, since a “twinning tandem” is more solid and take less unemployment or borrowed money; both young and older executives are solidarily working and this can generate **new publicly supported measures (e.g. tax or loan advantages)**
- ⇒ cooperations can also evolve into another direction : benefit to the employers whereas they recruit a “twin or a tandem” whereby young technicians are accompanied by senior executives and **both recruited for the price of one** collaborator with double skills & strengths, **thanks to public/banking support?**
- ⇒ Existing associations and federations active in this sector such as AGES, CEDEFOP, EURES, the EIC’s, the EIP’s, EBN, ETUC, ... might be willing to join and there after could also disseminate CAST across the borders

These intangibles are yet to be ascertained but the Tables shown in the next chapter – which do not include these factors – indicate with the tiny percentages mentioned on the previous page that **CAST does not only address present priorities of government/ business, it also prepares – with the not-for-profit sector – the ideal procurement system for tomorrow, in a currently less than innovative “HR sector” ...**

Last but not least, it might **help reduce unemployment substantially (probably around 1% in the first years and then 3% the years after)** in the Euroregion within year one

3) DAILY MANAGEMENT OF OPERATIONS

The management board runs the Cooperative on a day-to-day basis and develops creative avenues of cooperation. They also actively promote to the wider public and help new joining executives to choose among CAST's services and projects and also support older executives to take advantage of the services, select functions or projects, etc. Last but not least, they ensure proper delivery of services to its members and motivate authorities to join.

After a period of search and selection – based on the database and services of CAST – a partner assessment phase begins and, if successful, a young executive and a more experienced one can then decide to join forces and ask the support of CAST to develop their project documents, ask public/private funding and benefit from a government guarantee because OF THE NATURE OF THEIR AGE-tandem and complementary experience.

Until a public support is actually provided, nothing is compulsory, all is based on genuine offer and demand for career-collaboration, while only the committed services to executives is provided at all times to promote projects and achievements, hopefully with support from government, unions, media, ... and all who want to get rid of unemployment and age-barriers.

4) SPONSORING AND OPERATIONS COSTS

Year	2005	2006	2007	2008	2009	2010
Prof. Leighton	12.500	7.500	7.500	7.500	7.500	7.500
N. de Potter	10.750	7.500	7.500	7.500	7.500	7.500
Interim co.	7.500	7.500	7.500	7.500	7.500	7.500
Eurocadres	5.000	5.000	5.000	5.000	5.000	5.000
CEA-PME	2.500	2.500	2.500	2.500	2.500	2.500
Seeking co-financing	25.000	750.000	750.000	625.000	450.000	350.000
Income from members	0	30.000	80.000	130.000	300.000	400.000
TOTAL INCOME	65.255	812.006	862.007	787.008	782.009	782.010
Communication & investment	25.000	250.000	300.000	200.000	150.000	100.000
Operations cost	0	500.000	500.000	500.000	500.000	500.000
Personnel		200.000	200.000	200.000	200.000	200.000
Offices		100.000	100.000	100.000	100.000	100.000
IT system		50.000	50.000	50.000	50.000	50.000
Charges		50.000	50.000	50.000	50.000	50.000
Sub-contracting		75.000	75.000	75.000	75.000	75.000
Misc.		25.000	25.000	25.000	25.000	25.000
TOTAL COST	25.000	750.000	800.000	700.000	650.000	600.000
Gross margin	40.255	62.006	62.007	87.008	132.009	182.010
Govt support (Euro/Benef)	7	15.750	16.538	17.364	18.233	19.144
Insurance support (€/Benef)	3	6.750	7.088	7.442	7.814	8.205
Pension Funds (€/Benef.)	1	2.250	2.363	2.481	2.605	2.735
Result with support	Euro	30.750	65.123	108.606	162.715	229.044

Footnote re. promotion : The communications budget above is +/-250.000 EURO for this important campaign. However three major options are available to use it to its maximum efficiency :

- Direct promotion IF there is strong support from authorities
- Direct promotion AND resellers network (what is this?) in the insurance sector
- All via resellers, including insurance and pension brokers

5. CONCLUSION

CAST AdvantAGES

1. **SIMPLE** : synergy between age groups who need each other
2. **SYSTEM** : already exists in other areas such as insurance or mutual trusts (but financial only)
3. **PARTNERS** : already operating in this area but with own 'specialism' (interim work, coaching, ...)
4. **PUBLIC SECTOR** : direct advantage to help both age-groups and encourage new employment
5. **INEXPENSIVE** : young pre-finance, mature people also contribute, twinning/tandem means profit (do we not mean a sensitive pricing strategy and value for money)
6. **STRONG PROJECT LEADERS** : one has a sensible visionary attitude, an extensive hands-on experience and analysis of entrepreneurship and expertise in international projects achievements; the other has extensive networks, an outstanding creative (trend-setting) experience and HR industry experience;
7. **INTERNATIONAL LINKS/NETWORKS AND ACTION** : other partners (see list in Appendix) expressed interest and are pretty strong as well, not only financially but also with their vast European networks to roll CAST over the borders (they are from all over Europe)
8. **MEDIA FRIENDLY** : several press groups are willing to advertize it for very limited amounts
9. **SELF-SUPPORTING** : service companies are willing to support it for wholesale amounts;
10. **TRUST** : the Trustees fill further finance as they are happy of the services and the return.

Project Planning

1. **DONE** : making comprehensive list and profile of potentially interested funding parties e.g. (1) Jaycees (2) Federation European des Seniors (3) Orbem (4) Onem (5) Federgon - fédération des professionnels de l'emploi (6) Fonds Social Européen (7) Fonds des Interruptions de Carrière (8) Fédération des Assurances Risques Professionnels (9) Fonds de Participation (10) European Trade Unions Confederation.
2. **DONE** : making list and profile of potentially interested service-providers e.g. (1) interim companies (2) executive search companies (3) recruitment agencies (4) social secretariats (5) HR forums and magazines (6) HR legal advisors (7) office renting co. for self-employed (8) insurance companies (9) authorities (10) associations/ unions. Also writing a more detailed description of the concept C45+ and gather "scientific committee"
3. **OCT** : sending a questionnaire to the target-group and gathering results plus analysing them with potentially interested parties; reviewing possibilities/ suggestions for changes or confirmed interests.
4. **NOV** : completing "Advisory Board" and obtaining their commitment during face-to-face meetings to participate to the search of co-financing; improving business case based on their recommendations and include avenues indicated by co-financing bodies (e.g. EU)
5. **DEC** : review with interested parties, test legal frame, write action-plan, define responsibilities. Reflecting, submitting, securing legal framework and selecting potential additional finances; Securing funding, fiscal deductibility, partnerships, collaborators, authorizations, F&A, ...
6. **JAN** : launch [C@ST](#) and communicate around project only to target audience; Present business plan year 2 to cooperative shareholders and evaluate go/ no-go
7. **JAN** : ensure transfer of funds for 1st year and prepare "momentum" for larger audience;
8. **FEB** : obtain agreement in principle for tax and other intangible advantages from authorities and unions
9. **MAR** : adapt business in function of co-financing bodies (e.g. EU) and officially announce action programme 2006/2007
10. **2006/2007** : then and start over +/- same scheme to reinforce Year 2 from step 1

DOCUMENTATION

TABLE 1 profile of the age-groups

Generation	Blue-chip Economy “Young professionals” Aged : 25 – 50	Silver Economy “Greyxecutives” Aged : 50 – 75
Finances	More informed than supported More depending on family help	More self-supporting than supported More family/ long-term responsibilities
Consumption	More short than long-term More interesting for banks	More cash than req'd investments More interesting for distributors
Work-style	More 'hectic' than organized More eager to achieve now More 'process-oriented' More individualistic More flexible on hours	More organized than motivated More handling complexity/conflicts More 'contacts-oriented' More team-oriented More flexible on content
Competences	More tech-skills than know-how More 'hands-on' knowledge More open to share ideas	More systems know-how than skills More networking abilities & resources More able to develop idea into project
Personality	More needs than real wishes More opportunism than vision More recognition than interest	More wishes than needs More vision than opportunism More values and idealism



TABLE II : EU Ageing rapidly

Year vs. Millions of EU people	< 50 Years Old	> 50 Years Old
1950	500	60
1970	585	90
1995	625	140
2025	555	220
2050	450	275
%	+14%	+27%

TABLE 2 : market comparisons

To position **CAST** in the market, let's have a quick look at what is done in the surrounding areas such as the public sector, the insurance business and other HR-related sectors.



HEALTHCARE EXPERIMENTS : A large-scale European healthcare survey was conducted by AGE-platform in collaboration with SHARE programme of the E.U. It shows that many Europeans have a “disabilities insurance” out of which – for example – some 16% of the Danes derive an income, only 3% in Greece but yet 11% across the E.U. This shows a significant consciousness and strategy of the people to “get ready for the difficult years” when it comes to healthcare and we know that this market is strongly occupied by large insurance companies and appertaining pension funds while no-one combines this with a career-transition mechanism

A good share of the active ageing persons have thought of a decent working space for their (pre)-retirement years and of a decent “facade-activity” like volunteering for a number of good causes ... but, except for the retirement money and the healthcare money, most of them did not prepare any transition-income-schemes.

The results of this very large SHARE survey, involving thousands of households across the whole of Europe confirms – without addressing the real question - that an unoccupied niche of unsatisfied active ageing population is slowly but surely building up ... And one knows that it is very important for the health to keep busy with a beloved and lucrative activity ! (see the summary of the results of this survey in the appendix).



ACTUARIES SYSTEMS : What do we learn from the International Actuaries Federation about “transitionning methods and programmes for the 45 – 65 persons” ? As shown in the appendix, the federation of actuaries has produced an impressive number of schemes and “financial products and services” but there is nothing similar to **CAST** – related to career transition – whatsoever; all of these concepts explain the virtues of insurance or the advantages of early investments in insurance products or other savings on the accounts of the major financial companies, the same ones who so scarcely lend you money when you need it ... unless solid guarantees !

The return of classical pension funds (after many years of payments!) varies between 9.5% and 15.3%, before tax ! They really only provide a “lump sum” when you retire plus this bonus %age which really depends on the performance of ... the stock exchange ... ! Trends Magazine of 25/08/05 in Belgium provides the following best financial performers : Accent, Argenta, Dexia, Hermes, Metro, Pricos, Star and Top Globa ... but one knows what the promise of a bank is worth : the value of the Stock Exchange !





NGO's AND GOVERNMENTS APPROACHES : Plenty of initiatives for “active ageing” and “gloden retirements”, surveys, analyses, texts, concepts and other volunteering initiatives but nothing as concrete as **CAST** with ‘hands-on’ matching with younger executives to help them re-boost career with adequate transition support and then a synergy-turbo to support the launch of their projects !



TABLE 3 : What do we learn from the Actuaries ?


Retirement Age Planning – A guide to Financial Products Leslie Gray (Abbey National)  (38 kb)

Managing the income accumulation during the transition from full time work to full time leisure- Icki Iqbal, (B&W Deloitte)  (37 kb) Synopsis  (932 kb)

Equity release mechanisms - a new market or a sideline product? Les Le Grys (Chair, Health & Care Committee)  (38 kb) Synopsis  (26 kb) Presentation

Planning for retirement - the consumer experience in an ageing population - Marcus Price (Financial Services Authority)  (53 kb) Synopsis  (kb) Presentation



Ageing and banishing pensioner poverty - Terry Arthur (Consultant)  (124 kb) Paper  (47 kb) Presentation



A world still inhabited by projects - Tony Salter (PricewaterhouseCoopers)  (34 kb) Synopsis  (154 kb) Paper  (541 kb) Presentation

What lessons can we draw from the Hospice Movement - Hugh Scurfield (Past President, Institute of Actuaries)  (36 kb) Synopsis  (33 kb) Presentation

Encouraging life time savings – Solution for smooth retirement Ros Altman (Consultant to No 10 Policy Unit and Myners)  (46 kb) Synopsis  (181 kb)

Family fortunes - a guide to saving for retirement Deborah Cooper (William M Mercer)  (35 kb) Synopsis  (235 kb) Presentation

Defusing the demographic time-bomb - National Pensions Reserve Fund E. Heffernan (Mercer; President of Society of Actuaries)  (32 kb) Synopsis  (107 kb)

Macro-economic impacts of ageing on financial security Rob Brown (Director, Institute of Insurance and Pension Research)  (39 kb) Synopsis  (239 kb)

Source : http://www.actuaries.org.uk/Display_Page.cgi?url=/ageing_pop/conf2002/index.xml

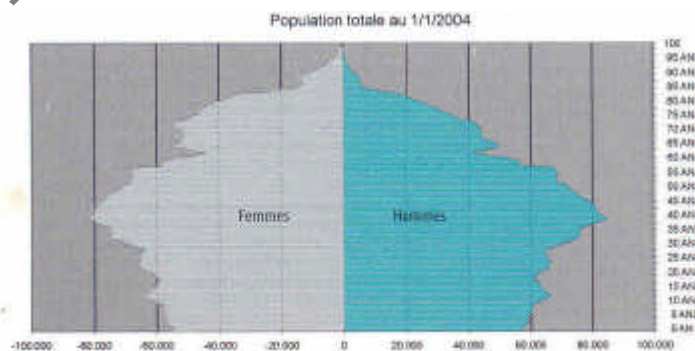
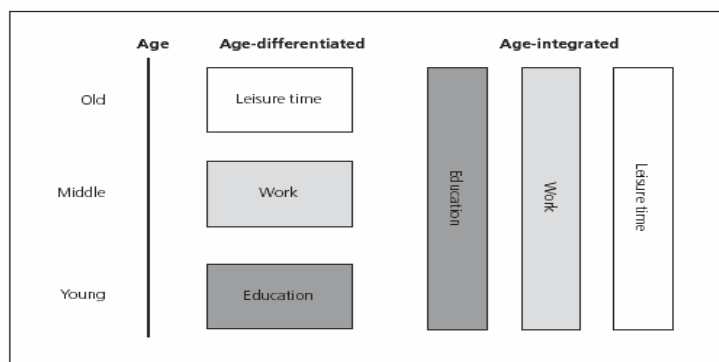


TABLE 4 : What do we learn from other partners ? Where do we go from here to position CAST within its market and where are the good partners for CAST ? Who speaks about "Cooperation or Solidarity between generations" ?

- FRANCE :** [\[DOC\] ELEMENTS POUR UNE COOPERATION DES GENERATIONS](#)
 Bestandsformaat: Microsoft Word 97 - [HTML-versie](#)
 ... ages - Promoting prosperity and **solidarity** between generations" examines challenges ... implementing subsidized programmes encouraging **inter-generations** ...
www.petitsfreres.asso.fr/Webmaster/images/documentation_pdf/Appel_1_oct_2004_en_anglais.doc - [Gelijkwaardige pagina's](#)
- IRELAND :** [\[DOC\] Pensions, non-governmentality and the return to mechanical solidarity](#)
 Bestandsformaat: Microsoft Word 2000 - [HTML-versie](#)
 Funds are only needed for **financing** a pension on a private basis. ... If we believe Durkheim, mechanical **solidarity** dominates the constructed social ...
www.departments.bucknell.edu/management/apfa/Stockholm%20Papers/Forslund.doc - [Gelijkwaardige pagina's](#)
- NETHERLANDS :** [\[PDF\] POWER OF FAMILY BONDS - BINDING FAMILIES?](#)
 Bestandsformaat: PDF/Adobe Acrobat - [HTML-versie](#)
 The need for **solidarity between generations**. London: National Pensioners Convention. Wallerstein, JS, & Blakeslee, S. (1990). Second chances: Men, women, ...
www.nkps.nl/Downloads/TiesThatBind.pdf - [Gelijkwaardige pagina's](#)
- NORWAY :** [\[DOC\] Why is work in Euroland important for children in school](#)
 File Format: Microsoft Word 2000 - [View as HTML](#)
 ... Has cooperated on the project - **Cooperation between Generations** and Nations (The Grandparent project) with Jane Hansen from Solbakkeskolen DK since 1997 ...
www.skole.karmoy.kommune.no/filer/esp2000.doc - [Similar pages](#)
- SCOTLAND :** [\[DOC\] Part I](#) File Format: Microsoft Word 97 - [View as HTML](#) ... unintentionally, but always in ways which are benign in intent and in accord with our general view that harmonious **cooperation between generations** is superior ...
www.stir.ac.uk/.../teaching/Business%20Studies/Units/Unreferenced%20files/AGEISM%20WITHOUT%20FRONTIERS.doc - [Supplemental Result](#)
- European Commission :** "Face aux changements démographiques, une nouvelle solidarité entre générations" http://europa.eu.int/comm/employment_social/social_situation/green_paper_fr.html
Elena Nielsen European Commission SC 27, 04/30 - 1049 Brussels Phone number: + 32 2 295.24.23 Fax number: + 32 2 299.81.10 e-mail: elena.nielsen@cec.eu.int

Figure 4 Two models of life-course structure

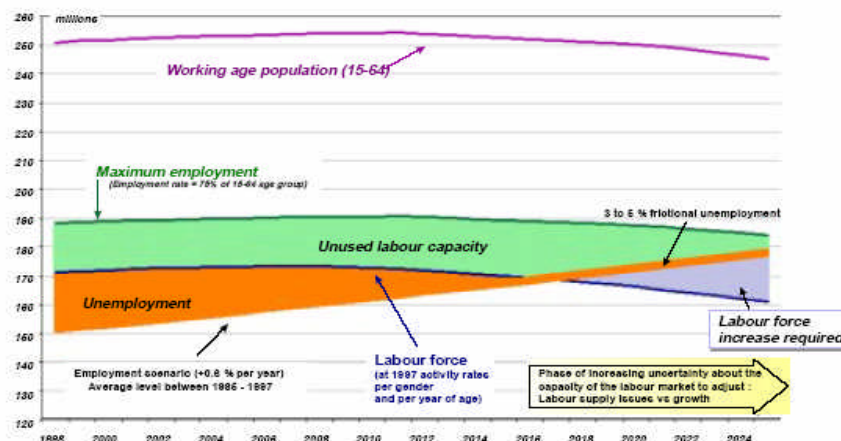


Source: Riley and Riley (1992)

TABLE 5 : who combines «solidarity» + «entrepreneurship» and might serve our purpose?

- [\[PDF\] Europa - Enterprise- Mutual Societies in an enlarged Europe ...](#) File Format: PDF/Adobe Acrobat - [View as HTML](#) Paper on **Entrepreneurship** states: 2. **Europe** needs to foster ... principle of **solidarity between generations**, according to which, since the assets of the ... europa.eu.int/comm/enterprise/entrepreneurship/coop/mutuals/mutuals-consult-doc-en.pdf
- [\[doc\] In view of the importance of the European Charter for Small ...](#) File Format: Microsoft Word 2000 - [View as HTML](#) It shall protect and promote free **entrepreneurship**, economic and social cohesion,... It shall encourage **solidarity between generations** and between States, ... www.ueapme.com/eufrate/documents/February03_amendments.doc - [Similar pages](#)
- [EUCAnet](#) ... seeking **solidarity between generations** in a way that recognizes older ... **Europe**, representing the interests of **new media entrepreneurs in policymaking**. ... eucanet.ca/lobbygroups.php - 153k - [Cached](#) - [Similar pages](#)
- [\[PDF\] Untitled](#) Format: PDF/Adobe Acrobat - [View as HTML](#) **entrepreneurial** and social life of **Europe** and are being recognised as forming a ... areas: **youngsters promoting solidarity between generations**. ... www.corporate-citizenship.co.uk/employees/studies/e1/e1.pdf
- [\[PDF\] 'Inter-generational Contracts for Sustainability'](#) File Format: PDF/Adobe Acrobat - [View as HTML](#) ... Organized for the third time, by Youth for Intergenerational Justice and Sustainability – **Europe eV (YOIS Europe)**, the European Youth Conference 2003 was ... **entrepreneurs** www.yois-europe.org/activities/EYC_2003_documentation_600dpi.pdf
- [ILO-Youth unemployment and youth employment policies in Italy - F...](#) As regards the unemployment rate, Italy and **Europe** have been suffering from a ... In this case research on the **Youth Entrepreneurship Law** (www.ilo.org/public/english/employment/strat/publ/etp42.htm)
- [\[PDF\] SOCIAL RELATIONS & PRACTICAL SOLIDARITY](#) File Format: PDF/Adobe Acrobat - [View as HTML](#) ... **Europe's** employment strategy has been expressed ... or to young female **entrepreneurs** who employ ... European Year of the Elderly and **Solidarity between Generations**. ... www.eurohousing.org.uk/ftp/grantsloans/part3/chap0502.pdf
- [\[PDF\] ECF Winter Journal V4](#) File Format: PDF/Adobe Acrobat - [View as HTML](#) a united **Europe**, **cultural policies** have a great relevance, and ... argued that this lack of reconciliation **between generations** is ... www.policiesforculture.org/dld/PfCJournalWinter2003.pdf - [Similar pages](#)
- [Local Agenda 21 - CUDC Quarterly](#) The leaders in **Europe** are Britain and the Scandinavian nations, where nearly all ... **Without concrete project work, it is hard to gain interest** in and ... www.cudc.kent.edu/Quarterly/Outside%20World/Agenda%2021%20-%20CUDC%20Quarterly.htm

**Graph 4: Interaction between demographic trends, employment and growth
EUR15 period 1998-2025**



Source: Eurostat base line demographic scenario and Labour Force Survey.

TABLE 6 : Advised readings confirming these trend towards more synergy and cooperation

- **The future of work and skills - visions, trends and forecasts**
<http://edex.univ-tlse1.fr/edex/depot/001128110733NrParmWpWp4.doc>
- **New Ways of Working When 50+** [http://www.oilis.oecd.org/OLIS/2000DOC.NSF/4f7adc214b91a685c12569fa005d0ee7/c125692700623b74c12569fa0035a866/\\$FILE/JT00105261.DOC](http://www.oilis.oecd.org/OLIS/2000DOC.NSF/4f7adc214b91a685c12569fa005d0ee7/c125692700623b74c12569fa0035a866/$FILE/JT00105261.DOC)
- **Cooperative Social Enterprise** : <http://www.mple.info/pdf/engcross.pdf>
 - ⇒ <http://www.socialplatform.org> = received delegation from EU to re-think “actageing”
 - ⇒ http://europa.eu.int/comm/employment_social/social_protection/pensions_en.htm#forum

The “EU Pensions Forum” wrote three position papers for future tenders :

1) Strategic Note re. : “Privately managed pension provision”

This report was adopted by the Social Protection Committee in Februar 2005. It reviews the current and future contribution of privately managed pension provision to the adequacy and sustainability of pension systems.

Available in PDF format in English only (pdf - 300 Kb)



2) Strategy Note re. : “Promoting Longer Working Lives Through Better Social Protection Systems”

This report was adopted by the Social Protection Committee in Februar 2004. It examines how social protection systems can be improved so as to encourage longer working lives.

Available in PDF format in English only (pdf - 1600Kb)

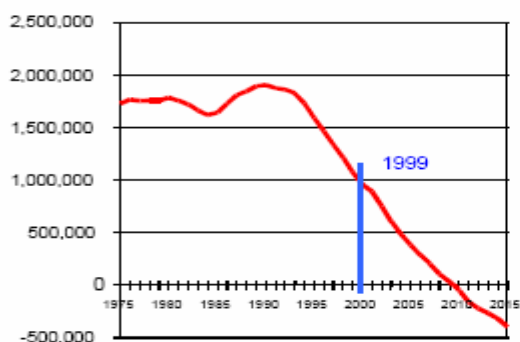


3) Strategic note re. : “Current and Prospective Pension Replacement Systems”

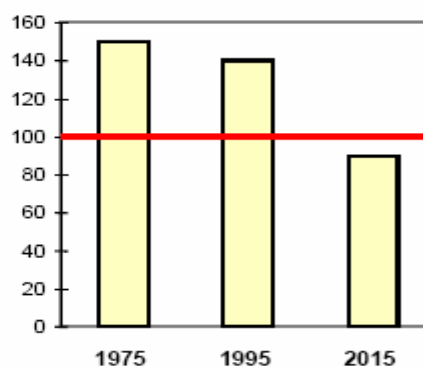
This report on work in progress by the Indicators Sub-Group (ISG) of the Social Protection Committee presents calculations of replacement rates of pension systems for hypothetical workers retiring today and in future years.

Graph 3: Balance between incoming and outgoing flows for the working age population

Balance between 20-29 and 50-64 age cohorts



Number of incomers for every 100 departures



Source: Eurostat: Observations until 1995, baseline demographic scenario for period 1996-2015

TABLE 7 : Market survey by SHARE re. Aging (& healthcare!)

- *Uptake of disability insurance is unrelated to health status:* The prevalence of the receipt of disability benefits during early retirement ages between 50 and 64 varies dramatically across the 11 countries, from 16 percent in Denmark to 3 percent in Greece. SHARE, which provides the first data that link these differences to internationally comparable health measures, reveals that the large variation in disability insurance across 11 European countries cannot be caused by differences in health.
- *Agreeable work place conditions support later retirement:* The perceived quality of employment during the pre-retirement years—for example, how much control we have over our work and how much of a match there is between effort and reward—varies considerably across the European countries surveyed, with a clear North-South gradient. Quality of employment is strongly associated with well-being: Lower quality of employment goes hand in hand with poor health and depression.
- *Volunteering is frequent in some countries:* Work for pay is not everything: Overall, 10 percent of the 65–74 age group does volunteer work, and in the Netherlands the percent is even higher—more than 25 percent. Then again, in other countries, like Spain and Greece, less than 4 percent report doing volunteer work in all age groups.

ACTION LINE	Eligible number of proposals	Selected number of proposals (main-list)	Estimation Community Contribution (M€)	Percentage Estimation of Community Contribution
6.1 "Age-related diseases"	207	51	64.4	37%
6.2 "Physiological ageing"	142	26	43.3	25%
6.3 "Demography and policy"	67	13	18.5	11%
6.4 "Coping with functional limitations"	98	18	29.3	17%
6.5 "Health and social care"	85	13	19.6	11%
TOTAL (ave.)	599	121	175.1	100%

Table 2 : The Ageing Population and Their Disabilities - Overall Statistics From the Calls.

In addition to the 175.1 MEURO funding shown above, additional funding was allocated to other activities, as shown below:

121 RTD, demonstration and CA/TN projects	175,1 MEURO
19 Accompanying Measures	2,8 MEURO
18 SME measures (11 EA and 7 CRAFT)	4,7 MEURO
31 Fellowships (24 individual and 7 host)	7,5 MEURO
TOTAL Funding for KA6 Projects and Actions	190,1 MEURO

TABLE 8 : Participation to Tenders – EU DG Enterprise (Oct 2005)

----- Original Message ----- From: <http://www.rep.be> To: Nikos.PANTALOS@cec.eu.int Cc: [Leighton P E \(HLASS\)](#) ; [Georges Markatatos](#) Sent: Friday, July 08, 2005 4:09 PM Subject: "Coop Apprentice & Seniors Trust" - info for DG Entr, InnoActions Unit

Dear Mr Pantalos,

Thank you very much for this very interesting meeting in your office today and for the challenging "thin red line" confronting the "greyexecutives" during the second half of their career. The ideas you expressed on this preoccupying subject (>1 million Centennary people in 2020 in Europe!) were very sharply drawn by you and will be reported to my consortium partners for their own info.

Also, on behalf of Professor Patricia LEIGHTON, I can say that she does appreciate also very much the valuable time you spent today and the pertinent efforts which you make - searching best avenues for your **InnovActions** - in exchanging views with the academic world and the citizen in general. She is very grateful to you and will be informed in details later today about this useful brainstorming.

As requested, I have the pleasure to summarize here below (a) the MEMBERS OF THE CONSORTIUM BEING FORMED, (b) the INTERESTED PARTIES and (c) the CONTACTED PARTIES. At the same time, <<with the enclosed concept description>> I also provide a clearer view of (1) the overall PROJECT GOALS, (2) the innovative ACTIONS PREPARED, (3) the RESPONSIBILITIES, (4) the BUDGET and (5) the PLANNING.

As explained, **CAST - Cooperative Apprentice & Seniors Trust** vehicle is to become an "**innovative path to sustainable development of Senior Mid-age Employment in Europe**". In this perspective, as you rightly pointed out, we will no longer look at the old-fashioned Curriculum Vitae (CV) which is dying but rather use a creative and realistic "Second Career Venture" (**SCV**) which will probably include (A) a plan for a Transfer of Know -How, (B) a proposal for Training & Coaching, (C) a budget/volunteering for Mentoring and Venturing, (D) a partners-list for Innovation Incubation and (E) a place for Balancing Work & Leisure ! In other words, the CV becomes really a Business Plan for the (new) venturing unit of the SME which can be monitored on-line between career-project-partners on a sort of collaborative platform linked to the database of available Resources, Experts and Partners (REP).

When you look at the recent moves of recruitment or interim companies such as Right Outplacement, Randstad, Vedior, Gregg, Unique, etc. towards the older workers, you can notice that they do their best to help but the touch of creativity and innovation is absent. While the Member States make every effort to provide funding for the second part of the life (a lot of money is available for the service providers), the service companies keep going into the traditional direction of "outplacement" and "recruitment" ... What is missing really is what you mentioned today : innovative actions to replace classical advertising promocrutment and communication decruitment by effective job-creations (for larger groups) and project-oriented business-angel venturing (for SME's).

There is plenty of innovation proposals in the enclosed document drafted and I would just mention here a few creative and most effective ones : "TandemRecruitment" (Young+Old = 2 for the price of 1), "InvestingRecruitment" (a greyexecutive recruited with an investment and/or a seat in the Board of Directors), "TransitionRecruitment" (whereby the recruited executive can become the new owner of the SME when there is no successor), etc. a few fresh field-actions which are more stratemagic and marketeering than plain advertized outplacement, decentralized outsourcing and other friendly 'getout of my company' which are in line with the sometimes unfair mergers & aquisitions approach of some high-flying stock-exchange-based financial tycoons.

National support – Source http://www.krakow2004.coop/files/presse/FES_EN.doc

EU Commissioner Spidla suggests ways to cope with ageing

... for the state to help families not to be viewed as a burden but as an investment in the future and a precondition **for solidarity between generations.** ...

www.praguemonitor.com/ctk/?id=20050711E03523 - 22k - [In cache](#) - [Gelijkwaardige pagina's](#)

Reccomendation of the C.E.S. : "MAKE LIFE IN EUROPE WORTH LIVING – This includes not only those who are ageing, but also future generations, both young and old. Brussels, 15 September 2004." <http://eescopinions.esc.eu.int/viewdoc.aspx?doc=>

The President of the CES

The Secretary-General of the CES

TABLE 9 : self-supporting cooperative example : http://www.eufin.org/article.php3?id_article=30**Mutual Guarantee Fund “Solidarity Guarantee” FRANCE**

Elaborated by the Crédit Coopératif’s United and Alternative Financing task force on behalf of the FEBEA, the mutual guarantee fund’s “Solidarity Guarantee” is intended to cover social and solidarity-based economy loans realized by the members and structures which are close to the FEBEA.



The principal section of the fund (section A) unites the grants or non-refundable advances, as well as the funds initially lent, and the subscriptions paid by the beneficiaries of the guarantee in the fund. Each beneficiary of the guarantee effectively contributes to the fund by a subscription, the amount of which depends on final risk assessment presented by the subscriber.

Subscriptions to the fund are volunteered and mutualised. This means they jointly participate in covering the risk. At the satisfactory conclusion of the loan, each subscription is returned to the beneficiary, increased by its financial return and reduced by its participation in failures covered by the fund, in proportion to its participation in section A of the fund.

The specificity of the fund consists in giving interested structures, the possibility of counter-guaranteeing the loans they wish to “sponsor”. In this case, they pay a sponsorship deposit intended to promote solidarity loans for projects, regions or specific themes of its choice. Deposits from sponsorship organisations are not mutualised. Thus, each sponsorship organisation participates only in the risks of its concerned parties. Combination of shared risks is the foundation for “Solidarity Guarantee” mechanism.

TABLE 10. EU cases http://ftp.cordis.lu/pub/life/docs/ka6_mt_assessment_summary_final_en.pdf**Example of the “Fund for Third Sector or Social and Sustainable Economy” - BELGIUM**

Creation of cooperative corporation with social purpose - June 2003 : € 75 million 5 years bonds
State warranty - Annual rate of 3,125 % - Tax exemption of 5% (max. 250K€) in 2004

Fund’s Mission : “All types of interventions in favor of activities of the third sector and particularly through share taking and loans.” 30 % in ethical investments, 70% in funding Social Economy including especially ageing target groups.

Share taking and loans to enterprises / 5 principles: Primacy of labor on capital, Autonomy of management, Aim to provide services to the members or the collectivity rather than to make profit, Socially responsible entrepreneurship / Sustainable development, Respecting the environment

Strengths	Weaknesses
<ul style="list-style-type: none"> • Opportunities for European Grants, EBRD or World Bank • Clustering of Third Sector Development • Reinforce Alternate Finance Networks • Durability of Fund ensured by the government support • Capacity to take risks with private sector 	<ul style="list-style-type: none"> • Possible destabilization of the Alternative Finance Networks • Conflict of interests with large corporations and state-owned equities • Failures & losses on specific projects • Is there a real demand ? • How to meet the demand?

APPENDIX

1. CV Prof. Patricia Leighton (and company name)

2. CV Nicolas de Potter : <http://www.rep.be>

3. Legal Statute and House Rules - Cooperative Articles of Association

- Articles of incorporation of a European Cooperative Company :
<http://europa.eu.int/comm/enterprise/entrepreneurship/coop/statutes/statutes-coop.htm>
- <http://europa.eu.int/scadplus/leg/en/lvb/l26018.htm>
- <http://europa.eu.int/comm/enterprise/entrepreneurship/coop/statutes/statutes-coop.htm>

4. Bank References

5. Other references

letters of intention from :

- FR Eurocadres
 - DE European SME's Association
 - UK European Universities Association
 - UK Errin
 - BE Eurès
 - GR Idac
 - NL Yoep
 - ...
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