

ResInt Research Review



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65+: THE NEW LIFE BUILDERS!

A new business opportunity!



ResInt Research Review

The Journal of ResInt Canada

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CITATION: ResInt Research Review Vol 5, No 1 December 2021. https://resint.ca/files/research_review_2021.pdf

PHOTO CREDIT: Cover Photo by Mikhail Nilov from Pexels.

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PUBLISHER

ResInt Inc. Canada
Volume 5, Number 1, December 2021
Price: \$15/- (Complimentary Copy)

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Discovering Reality

ResInt has emerged as a unique research organization delivering custom research to meet clients' specific needs. With global experience, we operate in most of the nations in Asia and North America, and we are growing. We stand out because the core team includes some of the most highly skilled researchers, analysts and thought leaders. We bring a unique blend of research and evaluation rigor, and program expertise with genuine local sensitivity. We assist companies, donors, and not-for-profit organizations to complete their projects by providing critical quantitative and qualitative research and analysis at all stages of the project cycle.

ResInt consists of ResInt Canada, and its ten fully affiliated subsidiaries/partners separately incorporated for operations in Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, Sri Lanka, and Philippines and partners in Afghanistan and Kazakhstan.

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We cater to clients' needs for informed decision making at every stage of a program and to provide state of the art research services to generate actionable insights and recommendations.

Our Philosophy

The thought - Information is infinite and random. Knowledge is cumulative and orderly; it leads to decisions, and actions. Our promise to you, the Client, is to help you to organize both the information and the knowledge you need to make the best decisions possible to guide informed actions, leading to positive results. Our people work for your success.

The goal - To offer superior quality research and analysis at a competitive price that suits a client's budget, without compromising quality.

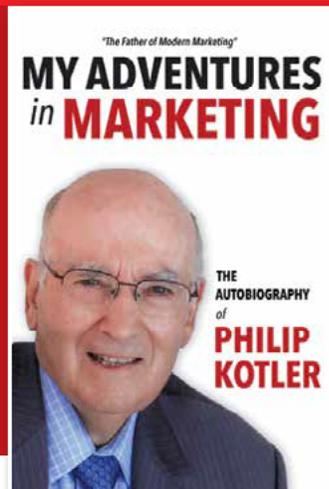
The reality - ResInt engages top Asian, Canadian, American and European researchers, analysts, and program and subject specialists for each survey, opinion poll, exploratory studies, and M&E initiatives. We invest our resources in people, not bricks and mortar.

We carry out research and consultancy maintaining the highest ethical standard, with sensitivity and respect to all stakeholders in the process. We ensure our contracted experts have no conflict of interest issues. We consider each research issue in its unique context, and design studies and data collection tools and methods considering the ethnocultural sensitivities.

As a registered Canadian company, we are compliant for the quality of our work under the laws of Canada and the Province of Ontario.

Our Team

ResInt has brought together leading Asian, North American and European researchers, analysts, program specialists, and communications specialists. Their local experience, global knowledge base, and most importantly, sensitivity to the research issues and informants can help clients to implement, analyze, and summarize research outputs in most actionable form. Our team continuously engage in training, academic paper writing, sharing of knowledge and experience through conferences in order to stay on top of the evolving dynamics of the issues and relevant stakeholders.



Professor Philip Kotler Ph.D.
Chief Advisor
ResInt Canada

Meet our Guru

It is our great honor and pleasure to announce that Professor Philip Kotler has given his consent to be our Chief Advisor of the Board.

Philip Kotler an U.S. Citizen is recognized as a stalwart in marketing, popularly known as the Marketing Guru worldwide! He is author, consultant, and professor currently at S. C. Johnson Distinguished Professor of International Marketing at the Kellogg School of Management at Northwestern University. He gave the definition of marketing mix.

Philip's accomplishments are many, with the most well-known being the Guru of marketing management for 50 years! His first book – Principles of Marketing published in the 1960's, which is a landmark in the field of marketing and is still the iconic book that enlightened thousand of students and business leaders across the globe. Every single one of his ideas became standard operating procedure for the marketing profession. As Al Ries said "What Peter Drucker is to management, Philip Kotler is to marketing. Kotler's ideas are endlessly interesting, relevant, and ahead of the times."

He received more than 25 awards and 22 honorary degrees from different countries and universities. He is the author of over 60 marketing books, including Marketing Management, Principles of Marketing, Kotler on Marketing, Marketing Insights from A to Z, Marketing 4.0, Marketing Places, Marketing of Nations, Chaotics, Market Your Way to Growth, Winning Global Markets, Strategic Marketing for Health Care Organizations, Social Marketing, Up and Out of Poverty, and Winning at Innovation. Kotler describes strategic marketing as serving as "the link between society's needs and its pattern of industrial response."

Kotler helped create the field of social marketing that focuses on helping individuals and groups modify their behaviors toward healthier and safer living styles. His mission is the create a better world for our future generations through marketing!

Readers Views

Message from the Guru!

Dear Khalid,
Thanks for sending a copy of the magazine. It looks beautiful from the cover forward. The articles are well-chosen on aging, and I look forward to read them. Congratulations! Best wishes for Christmas, the New Year, and Peace on Earth.

Phil Kotler

Northwestern University, USA

Good Venture

Hi Khalid,
It sounds like a good venture, and I am happy to be a part of it.

Best wishes

Professor Russell Belk

Schulich School of Business
York University

Impactful initiative

Thank you, Khalid, this is a differentiating and impactful issue, demonstrating differential impacts of messaging and policy on the 65-plus, with global import. Thank you for leading this initiative. Congratulations on completing the journal edition.

Neil Seeman

Chairman, RIWI Corp.
Senior Fellow, IHPME, University of Toronto



Full of rich articles

I read all your previous editions. Full of rich articles. Looking forward reading your upcoming edition on 65 plus generations. Surely, an innovative idea!

Safina

Maldives

Impressive indeed

Looks great This looks great and you have made a lot of effort to bring this out. Very impressive indeed.

Shiraz Latif

CEO, Hummingbird International and
Country Representative
ResInt Sri Lanka

Really Good!

Looks good to me. Really good. I liked it.

Kim Walker

Simply WoW

Thanks for sharing a superb edition. Never thought about the 65 plus great people those gave their lives for the younger generation. And they are still contributing. Let's think about them and create for our own future.

Rashed

Bangladesh



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Understanding New Life Builders in the Era of the 100 Years Life Span

AKI KUBO

Critical to establish your own brand as a specialist as opposed to relying on the reputation of the company you work for. That's how you sustain your market value in the era of 100 years old life span.



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Seniors – Wake Up to An Untapped Target Segment in India

AMIT ROY

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How Do You Cultivate Curiosity to Combat Ageism and Create Opportunities?

CATHERINE RICKWOOD

In this article, I discuss the wall of ageism, the leadership blind spot, future-back strategic planning, and a process for developing a curiosity mindset using a tool that helps to break through ageist stereotypes. Combining curiosity with an eye to the future and sound leadership creates opportunities that prepare a business for the changing demographic structure shaped by the reality of people living longer lives. Additional resources are also provided.



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NEW LIFE BUILDERS: The new reality whether you like it or not

DAVE MCCAUGHAN

Yes there are a lot of young people, yes a lot of countries have fast growing populations, yes there might be more "millennials" or "Gen Y" (whatever those terrible over generalizations might mean) than "boomers" (see below ... a really TERRIBLE generalization).



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Intergenerational Silos amid the Covid-19 Pandemic

NEIL SEEMAN

As case counts of COVID-19 climbed around the world in March 2020, scientists feared that the pandemic could create intergenerational strife.



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Why The Ageing Consumer is a Unique Challenge for Marketers

KIM WALKER

Why is marketing to the ageing consumer more challenging than other age segments? Marketers, designers and agencies need to understand physiological ageing to ensure that their customers of all ages continue to find their products and services useful and usable. This article explains 25 effects of ageing and why it is critical for practitioners to consider them across the entire customer journey.



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Thoughts While Aging: The Future in the Mirror

OWEN LIPPERT

I start by discussing the philosophy of the economic impact of demographic change, sketchily. Then try to reach some practical recommendations. Along the way, I conclude that the most suitable solution is a philosophical one.



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Connecting your corporate culture with customers and business performance in a Post COVID World
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LINDEN BROWN

Customer-centric culture is what creates great customer experiences and loyal customers. This is based on 8 core disciplines that, when consistently practiced across an organization, drive sustainable future business performance.



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Humility vs. Humiliation in Old Age

RUSSELL BELK

As I write this, my mother is ninety-seven. In the past three years, I have spent time with her in hospitals, nursing homes, and rehabilitation centers as she battled cancer and various other types of ill health. She has suffered physical pain and discomfort.



List of 74 ideas for healthy activities attached in Page 65

Message From the Chair



Dear Friends and Colleagues,

It seems difficult to fathom we have all been through unprecedented times over the past eighteen months or so due to the COVID-19 pandemic. My message last year spoke of countries experiencing outbreaks and the impact we were having. I mentioned not knowing what 'normal' will be or when this crisis will end.

Some countries have managed this pandemic as well as possible while others are still struggling to get their people fully vaccinated. Some of us are now experiencing a fourth wave with four dominant variants of SARS-CoV-2 spreading among global populations. While we are still not aware of when this crisis will end, we are resilient people and will continue to find ways to overcome this pandemic.

ResInt continues to be an organization with a strong philosophy to transform any idea, thought or innovation into implementation in any situation for our valued clients. Our ResInt staff continues to maintain contact with our valued clients during these challenging times and I thank them for their fine efforts.

I also want to thank the numerous frontline workers who have tirelessly provided essential care and service for the rest of us. Too many of these frontline workers have died since the start of the pandemic as they worked diligently to keep us safe. Our heavy hearts go out to them and their families.

This edition of the ResInt Journal provides excellent articles by various contributors on our aging population and the number of opportunities that are now available for marketers who better understand the aging consumer including their needs and wants.

One statement which resonated with me was from the article by Aki Kubo, "Understanding New Life Builders in the Era of the 100 Years Life Span". He said "Stop cheating and appreciate your age as it is. You needn't to apologize your age anymore". He was relating to messages from advertisers to consumers encouraging them to slow down their aging because being young is good while aging is not. Today people are living longer because they are living healthier lives. As Catherine Rickwood says in her article How Do You Cultivate Curiosity to Combat Ageism and Create Opportunities? "We live longer due to the marvels of medicine, and greater knowledge about diet and exercise". Thanks to all for your interesting and insightful articles.

Stay healthy and safe.

A handwritten signature in black ink, appearing to read 'James Louttit', written in a cursive style.

James Louttit

Chair, ResInt Inc. Canada



65 Plus: The New Life Builders

Transforming for greater business opportunity

One of the success stories of modern civilization is the increase of life expectancy across the globe. It has increased dramatically for most people today. During the time of the Roman Empire, one might have expected to live 25 years, but today, an individual can easily think about crossing 50 and go up to 80 plus. According to the Conference Board of Canada, the estimated average life expectancy in Canada and other North American countries is 81 years. Even in a low middle-income country like Bangladesh, the average life expectancy of Bangladeshis has risen from 47 years in 1971 (during independence), to 73 years in 2021. These all are mostly due to the miracle of medical sciences.

According to WHO Report, "by 2030, 1 in 6 people in the world will be aged 60 years or over. The share of the population aged 60 years and over will increase from 1 billion in 2020 to 1.4 billion. By 2050, the world's population of people aged 60 years and older will double (2.1 billion). The number of persons aged 80 years or older is expected to triple between 2020 and 2050 to reach 426 million."

Many multinational giants (MNCs) came up with ideas, backed by their "profit motive" that technology can be a solution to the problem of loneliness among the elderly. The business mafia has their own interest. Many groups promote "age-bias" message created artificially for their own interest. There are anti-aging advertisements, for example "Anti-Aging Secrets Look 10 Years Younger". They have successfully played with our thought processes, and we have become brain washed.

Given the current large volume of staff shortages, retaining or hiring persons 65 plus can be of great benefit to an organization. Not only do these candidates bring great expertise and experience, but they also have a good work ethic and are dedicated to their work. Not only will the employers' benefit from these skilled and knowledgeable employees,

but they will also be promoting equality, age diversity and inclusion in their workforce.

The new life builders will be 'NEW' growth partners! It is world of a market of millions of new consumers! The 703 million new life builders are the consumers for today's market. Isn't this greatly significant for the business communities? In the next thirty years, it will be almost double. Are we ready to meet their demands? The new life builders are therefore, new business prospects, with greater demand and supply opportunities!

New Life Builders (65 plus population) have a great deal of knowledge, experience, expertise and wisdom that can be beneficial in the workforce. They will fill the gaps and staff shortages which in turn will reap benefits for the employer. Employers not only need to promote the value of employees 65 plus, they need to change their mindset regarding retiring age and recognize the value of these very skilled workers. If persons 65 plus wish to continue working and are still very capable, it is definitely a win-win situation. It will bring success to an organization and become a lesser burden on government financial support programs.

ResInt is happy to publish this edition where 10 great global leaders shared their innovative thoughts about the 65+ human resources, which is essentially needed for our present world. They truly believe in 65 plus population as The New Life Builders, as an agent of transformation for greater business opportunity! Thank you, contributors! Finally, I am thankful to Dave McCaughan who has a 30-year history of looking at marketing to ageing populations, helped me to develop this edition. Enjoy reading!

Thank you!

Khalid Hasan Ph.D.
Editor-in-Chief
ResInt Research Review
Chief Executive Officer, ResInt Inc. Canada

If they pay no heed to your call

If they pay no heed to your call walk on your own.

Walk alone, walk alone, walk alone, walk all alone.

If none speaks, o wretched one,

If all turn their face away and cower in silence—

Then open out your heart

dear one, speak out your mind, voice alone.

If everyone spurns, o wretched one

If all leave you in the lurch in wilderness

Then trample the trail of thorns

With your blood-stained feet alone, on your own.

If no one holds up a light, o wretched one

And bolts the doors in dark, stormy night

Then in the lightning fire of pain

Kindle your own heart and keep it burning bright alone.

Rabindranath Tagore

Translated by Sumana Roy



Photo by Vlad Sargu on Unsplash

Retirement: A Gift, Not a Curse

PHILIP KOTLER
EDGAR KEEHNEN

Introduction

Over a century ago, less than half of all people reached 50 years of age. Life was short. Today, for the first time in history, the majority of the population in the United States is 40 years or older.¹ In 2040, half of the European population will be 50 years or older.²

Due to aging, the market of retirees is now one of the fastest growing markets. Increased life expectancy is one of the most significant success stories in history.

Retiring from a life of work is usually accompanied with mixed and even weird feelings. The person is about to change his or her routine of 40 years and give up seeing co-workers and not hear their stories at lunch. The retirement might be marked by a small gift like a watch or a plaque and in some instances by a congratulatory gathering of fellow workers to say goodbye.

••• The next day will be difficult for the retiree. The person can sleep later, enjoy a leisurely breakfast, and watch some television. The person will have a strange, unanchored feeling. He or she might decide to pay some bills, or go out shopping. It is likely that the person will experience some lightheadedness and feel a little down.

••• Research tells us clearly that the market for retirees is characterized by heterogeneity.³ From a social, economic, physical and psychological point of view, everyone will encounter different problems and benefits in retiring.

••• Retiring presents a paradox. Before retiring, success is related to gains, to winning. After retiring, aging tends to be associated with losses, decline and death. Aging presents the person with more free time but it is not clear how to use it. To understand the mature consumer, we must gain relevant insights into what priorities retirees will set and how they will spend their extra free time.



Philip Kotler is the S.C. Johnson & Son Distinguished Professor of International Marketing at the Kellogg School of Management at Northwestern University. He is widely acknowledged as the father of modern marketing and the world's foremost expert on strategic marketing. He was voted the first Leader in Marketing Thought by the American Marketing Association and named The Founder of Modern Marketing Management in the Handbook of Management Thinking. He is also the Founder of World Marketing Summit. Professor Philip Kotler is in the Advisory Board of ResInt Inc. Canada as its Chief Advisor

Edgar Keehnen earned his M.B.A. at Erasmus University in Rotterdam, the Netherlands, after studies at Nyenrode Business Universiteit and the University of Michigan. He furthermore attended various hotel management courses at Cornell University School of Hotel Administration in Ithaca, New York. In 2019 he started working on his PhD Hospitality Experience @ Elderlycare at Nyenrode Business University. He teaches Strategy, Innovation and Marketing at Hotelschool The Hague, Hospitality Business School, and recently Marketing at Erasmus University Rotterdam. Edgar is (co-)author of various books on the subject of mature marketing, his most recent being Grey Ocean Strategy.

The Challenges of a Longer Life Expectancy

In the early days of the Industrial Revolution, when young men and women worked ten to 15 hours a day for six days a week in sweat shops or coal mines, there was little energy or time left for them. Ill health and old age took their toll. Workers didn't live many years after retiring and they spent their time at home or in the pub house.

Today, the average U.S. male retires at age 60 and lives to an average of 76 years, leaving him 16 more years to find or define his "post-retirement" life style. The average female lives to an average age of 81 years and she has 21 years to define her "post-retirement" life style.

We can expect the retirement period for both men and women to be longer in the future. Many workers will lose their jobs in their fifties, not the sixties, because automation will have made their jobs redundant. Few companies want to hire 50 years-olds at the pay they used to earn. So these early retirees will have 26 years to spend in retirement, not 16 years and early retiring women will have 31 years of retirement.

Retiring at an earlier age might sound nice. However according to a recent study from researchers at Cornell University and the University of Melbourne, retiring early might mean a shorter lifespan.⁴ The study investigated the relationship between Social Security claims and mortality rates and it found that for those who claimed Social Security early, that there was a jump in mortality.

In addition, science and better health practices will help people live a longer life than the current life expectancies. There is research on centenarians who have maintained wellness, mobility and a high level of cognition and into what goes into their living so long.⁵ People who live to be centenarians and who started work at 20 and retired at 60 will have spent 40 years of their life at work and another 40 years of their life at leisure. The question becomes: *What to do with a life of leisure lasting 40 years?*

Retirement is like a gift, not a curse.

The Challenge of Maintaining Health

More young people today are adopting a healthy living style. They are growing conscious of the ill effects of smoking, drinking a lot of alcohol or sugared beverages, and eating too many high calorie fast foods. Many sign up for a gym or do aerobics or run a few times a week. Obesity has been a growing concern and young people are showing an interest in being trim and maintaining their bodies in good condition. All this suggests that as they age they will enjoy a longer life expectancy.

The Challenge of Maintaining Enough Savings

Most people retire with a great concern about whether they will have enough savings to live on. Can one earn enough during the 40 years of work to save enough for another 40 years of retirement to support themselves without drastically downsizing their lifestyle. Will the money run out before they do?

Most people will not retire with enough savings. This is a major problem. They will hope that their pension (if they have one) and Social Security will support them.

Most retirees will have to take steps to downsize their housing and other expenses. They will move to a smaller home or apartment. They will shift their eating habits to lower cost foods and restaurants. They will wear the same clothes and shoes for a longer period.

To avoid getting depressed, they need to start thinking about the beauty of "less is more." Isn't that what Buddhists think about, that "small is beautiful"?

Literature written for retired people deal primarily with their need for a financial strategy to save enough money for retirement and use it sensibly. It describes how to prepare a budget with realistic estimates of housing, food, clothing, transportation and other expenses. They describe how to put one's savings into safe investment plans and whether they should favor lump sum payments upon retirement or an annuity. Many retirees need help on these questions and a whole industry of bankers and financial consultants are ready to help retirees manage their savings wisely.

The Challenge of What Retirees Should Do with Their Growing Leisure Time

We need to realize that people carry very different senses of time. There are at least two types of people. The first are people who are always busy and never feel they have enough time. They are careful about managing their time and rarely want to just sit and do nothing and stare at the wall. For them, leisure will be a welcome gift and they won't have much of a problem finding many things to do. Retirement is like a gift, not a curse.

The other group are people who are normally bored when they have time on their hands and no scheduled activity. They may watch TV, rest or mope around. For them, the growing amount of leisure time will be a problem. For them, retirement is more a curse and not a gift.

The Role of Materialism in Relation to Retirement and Happiness

Here we want to take a Big Picture look at retirement and its options.

Materialism is an orientation that is heavily promoted by economists and businesses.⁶

Materialism plays a major role in driving more consumer spending. We describe people as "materialistic" when they have a strong leaning toward acquiring and possessing material objects.

We would not call a person "materialistic" who simply acquires basic food, clothing, and shelter.

These are essential to living. However, if a person spends a lot of time buying an unusual number of material objects, such as many dresses and pairs of shoes, we would label them as being materialistic.

If they spend a lot of time searching and shopping even though their closets are full of everything they might need, we would say they have a materialistic addiction.

If they are very conscious of their neighbors' possessions and want to acquire the same or even better possessions, they are materialistic. The English poet, William Wordsworth, captured the spirit of materialism in his sonnet:

*"The world is too much with us; late and soon;
Getting and spending, we lay waste our powers;
Little we see in Nature that is ours; We have given
our hearts away, a sordid boon!"⁷*

The story is told of Abd Al-Rahman III, a wealthy emir in the 10th century who reigned for 50 years and who had everything in the way of material comforts, fame, and riches. He was asked how happy he had been. He answered that he could only remember 14 days when he had pure and genuine happiness!⁸

To quote Professor Jagdish Sheth of Emory University on the impact of marketing on our lives.

"Marketing has often been accused of promoting overconsumption, thereby compounding the world's economic, environmental, and social sustainability challenges. There is widespread recognition of the need to adopt a customercentric sustainability approach and educate consumers while also marketing products that avoid overconsumption and ease product disposal. Traditional cultures typically practice the waste-not-want-not philosophy, inculcated due to years of economic hardship. It is de rigueur to sell old

newspapers, bottles, and metal items to a trash vendor, who then reuses or resells the items, for example, making paper bags out of newspapers. As these societies adopt western norms, such local traditions may be forgotten and need to be reignited.”⁹

Psychologists who have studied happiness and unhappiness point to the following conclusion: People who rate materialistic goals like wealth (and fame and sex) “as top personal priorities are significantly likelier to be more anxious, more depressed and more frequent drug users, and even to have more physical ailments than those who set their sights on more intrinsic values.”¹⁰ Contentment and fulfilment in life is based on the three key elements of happiness: pleasure, purpose, and pride.¹¹ And of course: one size does not fit all.

Does this mean that materialistic consumers are typically unhappy? Not necessarily. A woman might wake up with the feeling that none of her wardrobe items fit anymore or are suitable for a forthcoming occasion and she spends a whole day shopping for a new dress. She started out unhappy, got involved in the search without thinking about whether she was happy or unhappy, bought a nice dress, and is now happy, at least for a while.

Creating consumer value no longer only concerns products and services, materialistic things, but now also concerns creating experiences. “The next practices of innovation must shift the focus away from products and services and onto experience environments supported by a network of companies and consumer communities to cocreate unique value for individual consumers.”¹²

There are other styles of life than the materialistic that can give happiness and lifelong satisfaction. It is about achieving happiness without materialism while being mindful of consumption. Among them are:

- Connecting deeply with art, culture, or religion.
- Dedicating one’s life to helping others and improving the world.
- Deciding to live a simpler life with fewer possessions and needs.

Let’s examine these three paths to higher-purpose happiness.

Connecting Deeply with Art, Culture, or Religion

The world is a better place because in every society, there are some people who have a deep feeling for art, culture, or religion. A few of them will be artists such as Michelangelo or Leonardo deVinci who want to create beautiful or arresting pieces of art. There are architects who want to create impressive physical structures for living, governing, or worshipping. There are composers such as Beethoven, Mozart, or Verdi who stir our feelings with their beautiful musical compositions. There are religious leaders who inspire us to feel more spiritual about life and the world and its meaning. All of these dedicated people help build what we call a civilization and a culture.

Even though the elderly are increasingly becoming more tech-savvy than they were a decade ago, there is still a dearth of ways to teach the grandfathers and grandmothers of the world how to use a smartphone, laptop, etc.

Many creative people would not be able to thrive if it weren’t for a much larger number of people who don’t make art but who enjoy it and want to support it. Without patrons and purchasers, artists would not have the financial means to pursue a life of art. The art lover is as important as the art maker. A culture suffers when fewer people in a society have the means or wish to support the art makers.

Dedicating One’s Life to Helping Others and Improving the World

Among the most admired people are those who exhibit and extend caring behavior toward others, including strangers. We praise Mother Theresa, Mahatma Gandhi, and Nelson Mandala, who dedicated their lives to improving the lives of others. We admire persons who show prosocial behavior by volunteering, donating, sharing,

helping, and cooperating. They are the people who respond to natural disasters by pitching in to save or help others. And in smaller ways, their high level of empathy leads to generous giving wherever a real need exists.

Prosocial behavior is central to the well-being of social groups. Encouraging prosocial behavior in children and adolescents benefits society.

Even though the elderly are increasingly becoming more techsavvy than they were a decade ago, there is still a dearth of ways to teach the grandfathers and grandmothers of the world how to use a smartphone, laptop, etc.

Discouraging antisocial behavior also benefits society.

Some small measure of egotism or self-interest might operate in prosocial behavior. The giver receives back a feeling of self-worth from doing good deeds. The giving or caring person may expect some reciprocity under certain circumstances. None of this diminishes the positive value added to the lives of the others who have received the caring and help.

The happiest people are those giving support to others.¹³ But also those who are able to reshape their environment to favor happiness.

Living a Simpler Life

Another non-materialistic path is to simplify one's life. Confucius said that a man would be admirable who lived in a mean, narrow street with only a single bamboo dish to eat from, and did not allow his joy to be affected.

In Ancient Athens, the philosopher Epicurus held that the untroubled life is the source of happiness, that the trouble of maintaining an extravagant lifestyle outweighs the pleasure of partaking in it.

There is a long history of famous people proposing a simpler life as the key to happiness. Among them are Gautama Buddha, John the

Baptist, St. Francis of Assisi, Leo Tolstoy, Henry David Thoreau, Albert Schweitzer, and Mohandas Gandhi. Some religious groups – Amish, Shakers, and Mennonites -- have rejected pursuing wealth or using technology.

One of the most influential thinkers about simplifying life was the economist E. F. Schumacher who wrote *Small Is Beautiful*.¹⁴ Schumacher believed that the concentration of economists on output and technology was dehumanizing. He opposed the ideas that "bigness is better" and "growth is good." People were more important to him and nature was priceless. He advocated sustainable development and became a hero of the environmental movement. He questioned the appropriateness of using GDP to measure human well-being. He thought that the aim of people should be to obtain the maximum of well-being with the minimum of consumption. He used the phrase "less is more."

But seeking the simpler life is a direct attack on modern consumer economics and marketing, which considers consumption and growth to be the major purpose of economic activity. John Kenneth Galbraith saw the stockpiling of consumption goods to be the result of advertising and the "machinery for consumer-demand creation" rather than based on actual need.¹⁵

This theme is echoed by Paul Roberts in his article "Instant Gratification".¹⁶ The modern economy is geared to create new self-gratifying desires (not needs) in persons that can be satisfied "with such speed and efficiency and personalized precision that it is harder to know where we stop and the market begins." All this makes our culture self-centered and self-absorbed with little time for prosocial behavior or pursuing higher human ends.

Those advocating simple living urge people to reduce consumption, to drop out of the high consumption game. They call for a radical shift from growth to "degrowth." By reducing consumption, people would reduce the time needed to earn money. They can then use this time for other interests, such as pursuing creative activities or helping others. By spending less, they can increase their savings, which can lead

to financial independence and possibly earlier retirement. This type of thinking has spawned a number of “live simpler” movements:

- The National Downshifting Week in the U.K. encouraged people to live with less. Their slogan was “Slow Down and Green Up.”
- The 100 Thing Challenge is a grassroots movement to whittle down possessions to a mere 100 items, with the aim of decluttering and simplifying people’s lives.
- The small house movement includes individuals who chose to live in small mortgage-free low-impact dwellings, such as log cabins or beach huts.

None of these campaigns have become mainstream movements. However, they do provide a platform for those who want to “drop out” from the “rat race.” They also suggest a key way to deal with the challenge of growing unemployment.

The above-mentioned dimensions with regard to the Role of Materialism in Relation to Retirement and Happiness are aligned with many of the nine habits of people living in a Blue Zone. These are the five areas of Okinawa in Japan, Sardinia in Italy, Nicoya in Costa Rica, Loma Linda in California and Ikaria in Greece. In these areas people live longer and healthier than elsewhere. And somehow this just happens to them due to their surroundings. It was not a deliberate choice.¹⁷ The habit to connect and to have the right outlook are the two similar overriding dimensions. Connect refers to dedicating one’s life to helping others. In the Blue Zones it is a matter of belonging, loving ones first and being part of a social network.

Connecting deeply with art, culture, or religion and living a simpler life refers to the right outlook. And having a purpose, a reason to wake up in the morning. Belonging to a faith-based community and downshifting.

But is this all feasible for an American community? One could wonder because the happiest nations worldwide are Norway, Denmark, Iceland, Switzerland, and Finland.¹⁸ By the way, many of these countries also rank highest in the ranking

of countries that are the best to grow old in and retire.¹⁹ Nevertheless, also for an American community it should be possible. Blue Zones project teams are now working with quite some success in over 31 cities.²⁰

As stated, retiring from a life of work is usually accompanied with mixed and even weird feelings. On the one hand, happiness is there with regard to pleasure. Setting your agenda and doing things you like. But then again purpose and pride, the two other dimensions of happiness, might give mixed feelings. Having retired implies losing your job and therefore losing a purpose in life. And some might have been doing things to be proud of. But others might wonder if they, being retired, have done something to be proud of?

The Psychology of Aging: Different folks, different strokes

To better understand the implications of retirement on consumer behavior, it is important to have a well-founded understanding of the psychological processes involved from a lifespan perspective.

Well-being, which leads to successful aging when retiring, is based on six key dimensions: self-acceptance, positive relations with others, environmental mastery, autonomy, purpose in life, and personal growth.²¹ Purpose in life and personal growth seem to become less important as we age.²² However, the question with the last two dimensions is if younger people have a similar definition compared to older people. Questions about the meaning of life arise as we grow older, especially when we retire.

We have to realize that the consumer behavior of the retiree is based on seven Soft Spots, seven emotions that are significantly different for elderly compared to younger people.²³ Aging implies having a more positive outlook on life, going for the “real thing”, being aware that quality of life is about relationships, being aware that living is about giving and not taking, that the present becomes much more important than the past or the future, that self-actualization

is given a special meaning, and that less becomes more. It is the DNA of the retiree.

These seven Soft Spots of Aging have implications for creating, spreading and realizing a successful value proposition to meet the needs of the retiree. Implications ranging from focusing on the quality of life instead of the problems, being as authentic as possible, adding a voice, a face and a smile to the customer journey, leaving a legacy in whatever way for the next generation, an offer that already adds value today and not only tomorrow.

To understand these Soft Spots, we have to know the person's life story. We have to understand the fall and winter seasons of life and how life in these stages of the retiree differs from the lives of younger people living in the spring and summer seasons of life.

How a retiree manages the challenges of a longer life-expectancy varies per retiree. Some retirees will feel dread; some will feel relief; and some will be energized by the prospect of being able to do all the things that they put off for 40 years.

Please meet three different retiree's: Tom, Emma and Martha, created with a combination of academic literature, market research, raw data and educated guesses.²⁴ Reading about Tom, Emma and Martha should help you to get a genuine understanding of the thoughts, feelings, and behaviors of these different retiree's. Moreover, it can help you find tactical opportunities for your product or service which you previously had never thought of.

First of all, let's meet Tom, the nestor. Tom is somewhat moralistic and focusses on the status quo, holds onto traditions and material possessions. Security in his life is of great importance. That is why he resists social and cultural innovation. For him, family is the cornerstone of society and he wants a peaceful, harmonious life. Family relationships, especially with his grandchildren, play an important role.

Accepting authority and rules is the way he was raised which made him disciplined. He feels most comfortable with like-minded people and has limited interest in politics and history. Tom

wants to feel recognised and appreciated. Tom's social networks, the type of people he has a relationship with, consists of people close to him. He realizes that the quality of life depends not primarily on the quantity but on the quality of relationships.

Tom's wants to have sense of control by keeping his network limited. Moreover, to keep this sense of control Tom is not open to receiving much information. This implies that his pains, the risks and obstacles he is confronted with, can be summarized with the hassle in his life, the complexity of all the products and services and the lack of quality time with his family. Dread is likely to be felt by Tom and others of limited education who had little interests outside of work and who are now facing a lifetime of many years without much to do. Unless some passion takes over, they might turn to drink or hobble away their time watching TV or listening to hours of music on their headset.

And what is Tom looking for in his life being retired? Connectivity, familiarity and transparency and simplicity. That is why he can be characterized as a habitual consumer. For Tom an experience will be considered a well-being experience when he is able to socialize and it gets cozy.

Tom (the Nestor) considers retirement more like a curse. However, regardless of that, he would go for activities and experiences like:

- Games
 - Bridge, poker or other card games
- Help your family
 - Care for older members
 - Care for younger members
- Recreational
 - Attend musical performances
 - Try to do community theatre
 - Hunting or fishing
- Find new friends
 - Meet new people on social media
 - Buy a dog or cat.

Now let's meet Emma, the escapist. Emma is someone who is into more for modern values such as success, consumption and

enjoyment. Status and prestige as well as income are important to her and she wants to be recognised. This makes her quite ambitious and materialistic. She is socially engaged and being retired, doing nice things with her best friends or other like-minded people is what she is going for.

As a consumer, she is impulsive and adventurous. Emma goes for novelty and excitement. Moreover, she is free from tradition and obligations. Freedom is important to her and she is going for a carefree, pleasant and comfortable life. She has a disinterest in societal issues and politics and lives in the day of today.

For Emma, the second half of the game being retired, is more exciting for her than the first half. She wants to make sure to “live the good life”. Her philosophy as a retiree is “the best is yet to be”. She tends to live in the moment so she goes for immediate satisfaction.

The pains she tries to avoid are social exclusion, not being accepted by her friends anymore, being dependent on others and the fear of not being able to fulfil her long bucket list. Contrary to her pains are her gains. In anything she does, she wants to try to make her dreams come true, she wants to feel good and to have fun anytime anywhere. This all makes her primarily a perfectionist, high-quality consumer. An experience should enable her to indulge herself.

Emma (the escapist) perceives retirement more like a gift instead of a curse. She is more likely to go for major activities and experiences for retirees like:

- **Sport oriented activity**
- **Investing**
 - Stock market buying and selling
 - Real estate buying and selling
- **Create earning opportunities**
 - Start your dream company
 - Make and sell something
- **Move to a new city, state or nation**
- **Move to a new culture or religion**
- **Move into a new occupation or lifestyle**
- **Take care of your own health.**

Finally, we will meet Martha, the explorer.

Martha is a socially-critical idealist who is interested in personal growth, makes a statement against social injustice and defends the environment. That is why she is socially engaged and shows solidarity. Equal opportunities are important to her as well as non-material values.

All her life she has been working in education at a university of applied sciences. Before retiring, balance between her work and private life always has been important. She is not so much focussed on consumption. Whereas art and culture are much more important to her. She can be considered a pioneer of the experience economy, in which experimentation and breaking with moral and social conventions plays an important role.

During her retirement, she focusses on experiences that enhance her sense of connectedness, sharpen her sense of reality, and increases her appreciation for life. They involve actions benefiting others, or actions that contribute to inner personal growth.

That is why the fear of being incapable, disengaged and not being respected anymore are Martha's pains. Then again her gains can be summarized by self-actualization, learning and being able to add value. People like Martha have the most enthusiasm for retirement. Martha goes for any experience in which she is able to learn and develop herself.

Martha (the explorer), who just like Emma considers retirement more like a gift instead of a curse, is more likely to be involved in the following activities:

The study investigated the relationship between Social Security claims and mortality rates and it found that for those who claimed Social Security early, that there was a jump in mortality.

- **Lifelong learning**
 - Miscellaneous courses of interest to the person
- **Self-expression**
 - Write the book or poems that you have wanted to do
 - Become a photographer and built family album and history
- **Skill building**
 - Learn a language
 - Learn a musical instrument
 - Take an art and/or cooking course
- **Voluntary activities**
 - Help kids and adults to learn things
 - Raise funds for good causes
 - Join associations such as Red Cross, Salvation Army
 - Volunteer for a cause that affected your family.

Tom, Emma as well as Martha will have plenty of family members and friends suggesting a range of activities that might interest them. What there won't be, is a set of retirement counselors to study their history and interests and help them realize a larger set of activities and goals that would be fulfilling. Do we need trained retirement counselors for the increasing number of retirees and are they likely to be helpful?

An Assortment of Retirement Stories to Stimulate the Imagination

Some persons have ended up living very interesting lives upon entering their retirement years. Here are three such stories that might stimulate your imagination.

Story Number 1. Lee Wachtstetter

Our first retiree is Lee Wachtstetter, a widow who at age 84 took her daughter's advice, sold her large Fort Lauderdale home and decided to become a permanent luxury cruise ship resident.²⁵ She has been living on the 11-year-old Crystal Serenity, a 1,070-passenger ship for nearly seven years. While her banker husband Mason was alive, she had already taken 89 cruises during her 50-year marriage. Since that time she has done a hundred more including 15 world cruises. Her

cruises in Asia have been the most interesting because these countries dif-fer so much from America.

She likes to stay abroad. When travelling, she is focused on finding a mix of novelty and diversion with activities to have some excitement. Sometimes she also rewards herself with wellness treatments. Anywhere she goes, she wants to have enough flexibility to discover things. There are so many nice places to discover in this world and she fears that she might not have the abil-ity to make it all happen, while she is as fit as at the current state.

Because she has gone ashore several times, she likes the quiet when others go ashore. She can't resist, however, going ashore in Istanbul because of the wonderful things to see in the Grand Bazaar. Lee uses her computer to keep in touch with her three sons and seven grand-children and sees them when the ship docks in Miami.

The annual cost of this fairy-tale life, \$164,000 would not be affordable for most people. Lee can live in a seventh deck stateroom, have all her meals, and enjoy nightly ballroom dancing and Broadway-caliber entertainment and many movies and activities during the day.

The lesson: Sell your private home and move into an affordable retirement home on land or on sea where you have a decent apartment and many people to meet and dine with and where you are surrounded by entertainment and many activities.

Story Number 2. Robert and Patricia Gussin

Philip Kotler met Robert and Patricia Gussin at the Water Club, a condominium in Longboat Key Florida. Most of the residents are retired. Many have been in upper levels of management or in the sciences. Many are involved in boating, tennis, or golf and almost all of them attend the fine performing arts programs in Sarasota's cultural community.

Both Robert and Patricia were major medical executives at Johnson and Johnson and decided to retire and enjoy a relaxing life in Sarasota. Their plans included some travel. On one occasion they traveled to New Zealand and greatly admired the beauty of New Zealand. While there, Patricia noticed a sign selling several acres of a grape growing lot. Both Robert and Patricia decided to buy the lot mostly as

a hobby and they hired a local person to tend to growing the grapes. They didn't intend to start a brand of wine, only to sell their grapes to one of the wineries. They saw New Zealand as a place to visit occasionally and enjoy.

Back home in Sarasota, Patricia told Robert that she would like to take a course in writing mystery novels. Robert went along out of interest but with no intention to do any writing. He did notice a lot of students taking the course and he overheard that their main concern would be finding a publisher. So many books are published each year and many have to be self-published because regular publishers are overwhelmed and pay the most attention to already successful authors.

Although they were retired, Patricia and Bob got the idea of starting a small publishing company to help fledging authors. They viewed this more as a hobby than as a commercial money earning proposition. Patricia wrote her first book, a murder mystery, and on this basis they decided to specialise their company in publishing murder mysteries. They formed a company called Oceanview Publishing and invited other new authors to send manuscripts to them. Soon they were overwhelmed and they engaged friends and acquaintances to do preliminary readings of these manuscripts. Those manuscripts scoring high were the ones Bob and Patricia personally read and decided whether to offer contracts. They have already published 115 books.

Quite a life! The Doctors Gussin live in Longboat Key, Florida, and East Hampton, New York, where they volunteer in primary care medicine and hospice. And if you ever drink Villa Maria Estate wines, you'll be sampling the grapes from the Gussins' vineyards in New Zealand.

Lesson: When it is financially feasible, buy a piece of land or start a new business that you think is needed.

Story Number 3. Professor John Royston Coleman from M.I.T.

One of Philip Kotler's memorable professors at M.I.T. was Professor Jack Coleman who taught labor economics.²⁶ John took seriously the quest

to learn how other working people live. He knew that he could read stories about working class people and interview a lot of individual workers but it wasn't going to give him a deep experience of their daily lives. So while Jack was teaching and even after his retirement he supplemented his academic research by working in a variety of blue-collar jobs. He would spend a week or more as a ditch-digger or a garbage man, or a "salad-and-sandwich man" at Union Oyster House or even as a prison guard and inmate. He later spent ten days living as a homeless person on the streets of New York.

The lesson: Find a group in which you have an interest. It could be artists, beauticians, or nurses. Start hanging on with them and enjoy learning about them. You can always drop out if you want to.

Conclusion

The occurrence of the coronavirus pandemic has certainly complicated the lives of retired citizens. Ironically, retirement meant that retired citizens would have new freedom to travel, attend concerts, plays, and to do more socializing. Now Covid-19 meant that they had to stay home. If they wandered out, they needed to wear a mask and keep a social distance from others. They must avoid shopping in crowded stores or attending religious services. Staying home meant relying on television watching now supplemented with streaming video on their Internet. They could take free Internet courses at Harvard or Stanford. But the whole affect was stultifying and even painful for many retired citizens.

As stated, retirement might lead to mixed and even weird feelings, characterized by confusion.

Retirement will be a gift when the marketer helps the retiree to achieve happiness without materialism, by connecting with art, culture and religion, and dedicating his or her life to others and living a simpler life.

It might be considered as a gift or a curse. Given the fact that aging is a force driving change, the market of retirees should be considered a major market segment. To exploit this huge potential, marketers need to understand the psychology of aging, and the challenges of a longer life expectancy. He or she has to be aware of the pains and the gains of retirees like Tom, Emma and Martha.

The marketer needs to communicate that retirement is a gift, not a curse. Retirement will be a gift when the marketer helps the retiree to achieve happiness without materialism, by connecting with art, culture and religion, and dedicating his or her life to others and living a simpler life.

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Understanding New Life Builders in the Era of the 100 Years Life Span

AKI KUBO

“How to earn money in the era of 100 years old life span” is a book I co-authored together with Ms. Kazuyo Katsuma, one of the country’s best known economic commentators, and Ms. Hiromi Wada, a business consultant in 2019. The book is designed to give tips and advice on how to financially ready when the life expectancy is much longer than planned to New Life Builders or one or two generations below by three individual perspectives. While my background is marketing, branding and communications, my advices are more career building related subjects such as the importance of creating your personal brand instead of relying on the company brand you work for, or how to design and develop your career as a specialist as opposed to generalist in order to upgrade your market value beyond your present value at the company you currently work for.





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You will have to be financially healthy for the rest of your life. "How to earn money in the era of 100 years old life span" was published only in Japanese as it targets uniquely the Japanese readers whose working behaviors and career developments are somehow different from that of their counterparts in the West. Many of them still have the old school 20th century mentality in their career plan by ignoring rapid and significant changes happening around them. Their body clocks remain unchanged without adjusting it to the much longer professional time span today.

In the book I tried to encourage readers to change your mindset and design your own career. The simple truth is that today you cannot expect your employer to employ and feed you forever. That was a value set for our parent generations and doesn't work in the era of 100 years old life. I wanted them to endeavor to establish your own brand instead of relying on the company brand you work for. Without your own brand, your market value is rely on that of the company you work for, and you would have zero value as soon as you leave the company (or your company discontinues to employ you one day). I also advised the readers of this book to be a specialist as opposed to a generalist by which you will have a better chance to be longer retained or better employed. While my book is originally designed to target individual readers including New Life Builders, there might be some insights for marketers who target New Life Builders.

Positional Goods or Non-Positional Goods

Positional goods versus non-positional goods are another important topic of the book. Positional goods are assets that you are satisfied with only

by comparing with others, which are typically your income, saving amount, your status or position at an organization, house you live, or car you drive, so on. It is a happiness you cannot be satisfied with unless you outperform others particularly people around you. Non-positional goods, on the contrary, are your subjective happiness irrespective of others such as your love, family, health, environment or experience. It is nothing to do with how others think as it is your own happiness. It is believed that happiness brought by non-positional goods last longer than happiness you feel from positional goods. In reality, however, both are equally important in life but in a different degree by your life stage. At the earlier stage of your life when you are busy developing your skillset, career and status, and when you are uncertain about your competitiveness, positional goods are critically important. It will be less so as your career and life stage proceeded. For the majority of New Life Builders happiness brought by positional goods are probably not important any longer, and instead, happiness by non-positional goods is much more important. This is particularly true for the matured society where physiological satisfaction is not an issue. A marketer who wishes to promote a positional goods e.g. a high-end automobile or expensive Swiss watch to New Life Builders, your communication needs to be created based on happiness created by non-positional goods.

Old-Age Bankruptcy as A Real Issue

People today are supposed to be professionally active at least until 65 as opposed to retiring at 60 or earlier in the past. This could be further extended as the pension scheme is getting later and smaller in many countries. Good news is that

you can stay active professionally beyond the old retirement age, and bad news is that you will have to be mentally and physically healthy beyond 60 years old which might not be easy for some individuals. Also, you will have to be financially healthy for the rest of your life. When people notice that life is much longer than they thought, majority of New Life Builders become cautious to spend their money as "Old-age bankruptcy" is understood as a real issue. They are simply afraid of going bankrupt at 80 or 85 years old when they are still good 20 years to go. If you are fortunate enough to be part of the small winner group who are rich enough even if you live beyond 100 years old, this is not an issue, but the hard fact is that 99% of New Life Builders today are not part of this group. Depending on your financial fitness New Life Builders behave very differently in terms of how they spend money. You can expect the younger generation to spend their money beyond their financial fitness as they wish they can afford to do so, but this is unlikely to happen among New Life Builders who severely control their daily, weekly, monthly and annual spending.

No More Peer Pressure

Another fundamental difference of New Life Builders today from the previous generations is that New Life Builders today are no longer afraid of being unique and different from others as opposed to the previous generation who were keen not to stand out under the strong peer pressure. This is more so in the Asian culture, but it is slowly but surely changing now. People today are different with each other depending on their values and attitudes toward life. This is increasingly apparent even in a homogeneous culture like Japan. The same financial cluster does not necessarily mean that their spending pattern is similar or same. One is willing to spend US\$10,000 to buy a high-end bicycle even if he belongs to the 99% non-wealthy group while majority of his peer does not want to spend more than US\$100 for a bicycle. This is quite a contrast to the old mentality. There was a famous advertising slogan by Toyota in 1970's in Japan which said "(We all wish to drive) Crown, Someday." Driving the high-end model from the

top company was everybody's common image of success. The marketing back then was much simpler not only because media consumption was straightforward but also the value set was more or less the same depending on the demographic or sociographic profile. Apparently, this is no longer the same today. A choice of goods or brand even within the same demographic and sociographic group is very different by value set one may have. What is common however is probably a strong desire to be happier as we get older. They are keen to design and build their new

post retirement lives more than the previous generations who had to give up many things after retirements and adjusted their shorter remaining lives accordingly. There was not much passion to build your life again among retirees in the past. New Life Builders today are very different and passionate to design their post retirement lives. Their post retirement life is certainly influenced by financial fitness, but it is more do to with your value set which as I mentioned earlier is varying today.

A Nail That Stands Will No Longer Be Hammered Down

There is an old saying in Japan; A nail that stands will be hammered down (Deru Kui wa utareru). In the society where peer pressure is so strong, people has long been expected not to stand out as otherwise you will be hammered down. To be honest I still observe this mentality among Career Builders in their 20's or Family Builders in 30's and 40's. It is odd as you are unable to establish your own brand or market value if you remain a white sheep when everybody surrounding you are all white sheep. Anyway, my point is that

Non-positional goods, are your subjective happiness irrespective of others such as your love, family, health, environment or experience. It is nothing to do with how others think as it is your own happiness.

New Life Builders under a lower peer pressure are able to design their post retirement lives more freely. Probably first time ever in their lives they may behave as they wish without peer pressure

Stop cheating and appreciate your age as it is. You needn't to apologize your age anymore.

instead you can now materialize what you had not have a chance to materialize by now. Japan is a 120 million population country with 56 million household. Interestingly while the population is slowly but surely decreasing, number of households are increasing for the last three years. This is because single household is increasing and some of them are New Life Builders who lost or broke up with their partners. They are totally free to design their remaining time as they wish.

Stop Cheating and Appreciate Your Age as It Is

It seems that New Life Builders start celebrating your age instead of cheating your age and pretending as if they are young. You needn't to apologize your age anymore. Over the years, advertising messages to seniors keep advising the target consumers to cheat their ages and encourages them to slow down their aging. A female at her 60 is always encouraged to be seen as 45, and a man in his 70 is advised to behave like 55 years old, because being young is good while aging is not. This I believe is changing now and more people celebrate their ages as it is and stop deceiving their age. New Life Builders in particular the small winner group were frequent overseas travelers and royal customers of Michelin star restaurants before Pandemic. Under COVID-19 outbreak, they are unable to enjoy the annual trip to Hawaii. This is a good opportunity for local resort areas such as Okinawa or Niseko to develop wealthy senior local consumers (instead of relying on rich Chinese travelers). I must confess as a New Life Builder the remote work without bothering to spend an hour or so for commuting is not bad at all. I don't think I'm

not the only one who appreciates a remote work or hybrid work of office and home. If so, New Life Builders will continue a remote work post Pandemic which means in home consumptions will be able to enjoy a steady growth while OOH consumptions will continue to struggle.

Significant changes in New Life Builders behaviors and value set that we observe today indicate the need for significant changes in how we best market a brand to them. In closing I summarize some insights to market your brand to New Life Builders:

- a) Non- positional goods have a better chance to motivate New Life Builders. If you wish to promote a positional goods, you need to understand that they are less interested in your product or service as it is. You need to twist your message so that you are appealing more to their non-positional happiness.
- b) Since New Life Builders are extremely sensitive on their spending to avoid an oldage bankruptcy, marketers need to convince them with why buying your brand is important for their life now. While they cannot open their wallet for everything any longer, they are willing to spend to buy a US\$10,000 bike when they are convinced the value to their life.
- c) New Life Builders who are free from peer pressure are also free from a purchase decision bias. They choose what they like instead of following what their peers choose. Marketers, therefore, need to tailor its message according to respective customers tastes. Encouragingly, the technologies today allow you to do it if you wish.
- d) Marketers will have a significant opportunity to grow their business if they appreciate and celebrate New Life Builders as they are. Many marketing messages to New Life Builders still recommend resisting aging instead of celebrating their vintage ages. As more New Life Builders enjoy their post retirement lives, they probably want to appreciate their ages as it is. Let's stop encourage New Life Builders to cheat themselves.

■ Feature cover photo by Zac Durant on Unsplash



Photo by Capstone Events on Unsplash

Seniors – Wake Up to An Untapped Target Segment in India

AMIT ROY

The Demographics

According to Population Census 2011 there are nearly 104 million elderly persons (aged 60 years or above) in India; 53 million females and 51 million males. A report released by the United Nations Population Fund and HelpAge India (*Elderly in India 2016* <https://vikaspedia.in/social-welfare/senior-citizens-welfare/senior-citizens-status-in-india>) suggests that the number of elderly persons is expected to grow to 173 million by 2026.

As regards rural and urban areas, 71% of elderly population resides in rural areas while 29 % is in urban areas.

The life expectancy at birth during 2009-13 was 69.3 for females as against 65.8 years for males. At the age of 60 years average remaining length of life was found to be about

18 years (16.9 for males and 19.0 for females) and that at age 70 was less than 12 years (10.9 for males and 12.3 for females).

For 2013, the age specific death rate per 1000 population for the age group 60 - 64 years was 19.7 for rural areas and 15.0 for urban areas. Altogether it was 18.4 for the age group 60 - 64 years. As regards, sex - wise, it was 20.7 for males and 16.1 for females.

The old - age dependency ratio climbed from 10.9% in 1961 to 14.2% in 2011 for India as a whole. For females and males, the value of the ratio was 14.9 % and 13.6% in 2011.

The demographic old-age dependency ratio is defined as the number of individuals aged 65 and over per 100 people of working age defined as those aged between 20 and 64.



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In rural areas, 66% of elderly men and 28% of elderly women were working, while in urban areas only 46% of elderly men and about 11% of elderly women were working.

The National Policy on Senior Citizens envisages state support for financial and food security, health care, shelter and protection against exploitation.

The percent of literates among elderly persons increased from 27% in 1991 to 44% in 2011. The literacy rates among elderly females (28%) is less than half of the literacy rate among elderly males (59%).

Most common disability among the aged persons was locomotor disability and visual disability as per Census 2011.

In the age - group of 60 - 64 years, 76% persons were married while 22% were widowed. Remaining 2% were either never married or divorced.

The Explosion in Numbers

By 2020, India has probably reached around 12 million elderly persons with difficulty in accomplishing activities of daily living (ADLs), estimates a United Nations Population Fund (UNFPA) report (United Nations Population Fund (UNFPA) report. <https://www.businessstoday.in/latest/story/india-will-have-12-million-senior-citizens-with-difficulty-in-adls-by-2020-says-unpfa-report-75749-2017-06-19>).

There is a projection in the surge of chronic illnesses, the most common among those being arthritis, hypertension, diabetes, asthma, heart disease, depression and Alzheimer's disease. The "India Ageing Report 2017" released by UNFPA predicts the number of seniors to be 17.8 million by 2030 and 37.9 million by 2050.

By 2030, around 12.5 percent of Indian population will be 60 years and older and by 2050 one fifth of the country's population will be aged, thereby ending the demographic dividend it is enjoying today. It is estimated that by 2050, there will be more people older than 60 years than those below 15 years.

The Needs Priority and Government Policy

The UNFPA report calls for a multipronged strategy to meet the future demand for ADL (accomplishing activities of daily living) services and chronic disease management for the country's senior citizens.

Fulfilling needs for services and social protection for senior citizens, protection of their rights and enabling them to contribute in the development process are priorities for India.

The UN said that as fertility rates decline, the proportion of persons aged 60 and over is expected to double between 2007 and 2050, and their actual number will more than triple, reaching two billion by 2050.

Presently, the elderly in divided into three categories: the young old (60-70) the middle-aged old (70-80) and the oldest old (80 plus).

Out of this, the oldest old segment, which is the most vulnerable on account of suffering from disabilities, diseases, terminal illness and dementia, is also the largest growing segment of the elderly population, at a rate of 500%.

The increasing population of the elderly is "a development concern that warrants priority attention for economic and social policies to become senior citizen-friendly," the report said.

A report by Helpage India (*Report by Helpage India, 2014. <https://www.livemint.com/Politics/z6BacV0wf5SvmpD9P1BcaK/20-of-population-to-be-elderly-by-2050-HelpAge-India-report.html>*) revealed that among

the elderly, the greatest expectation from the state is that of free medical treatment followed by healthcare. Out of the oldest among the old, 71% stay with their sons while 9.8% stay with their daughters.

India recently launched the world's largest healthcare programme "National Health Protection Scheme". The National Policy on Senior Citizens envisages state support for financial and food security, health care, shelter and protection against exploitation. The National Council of Senior Citizens is the highest advisory body for policymaking on the entire gamut of issues related to elderly.

The Continuing Education and Adult Education programmes in India extend literacy, vocational and quality of life training options, with special focus on reducing gender gap in literacy and post-literacy capacity building.

The National Old Age Pension Scheme and a subsidised food distribution programme provide income and nutritional security to older persons in poverty.

Chronic Illness – a matter of concern for the elderly

Almost 70% senior citizens in India have a chronic illness. Two in every three senior citizens in India suffer from some chronic disease, according to the first Longitudinal Ageing Study in India (LASI) released by the Union Ministry of Family and Health Welfare on January 6, 2020.

Around 23 per cent of the elderly population (age 60 years and above) have multi-morbidities; elderly women are more likely to have multi-morbidity conditions, the report said.

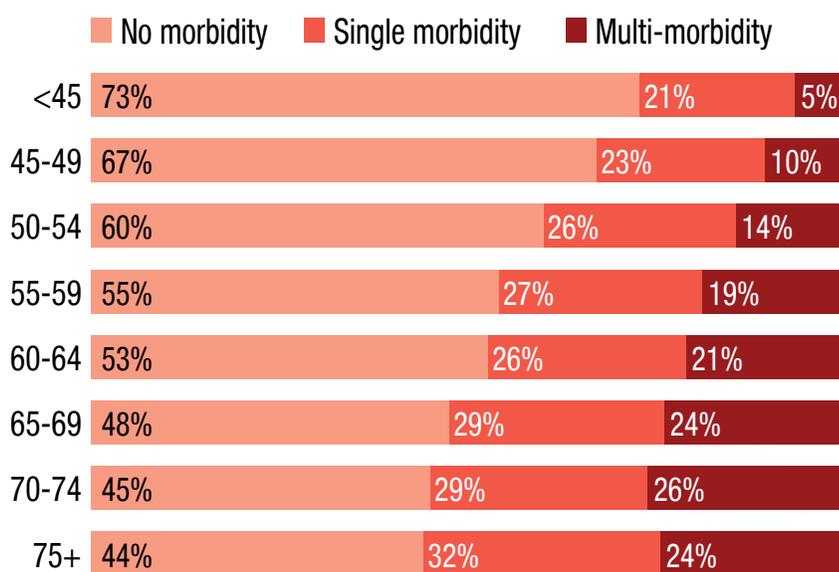
The percentage of people without morbidity consistently declined with age. About 73 per cent of the population below age 45 are found to be having no morbid conditions and this share is

reduced to 44 per cent in the age group 75 and above. The decline, however, is slower from age 60 onward.

By 2030, 45 per cent of the total burden of diseases, majorly non-communicable, is expected to be borne by the old-age population. Adequate investment in elderly healthcare and efficacious policies and their timely management are thus imperative.

Around 23 per cent of the elderly population (age 60 years and above) have multi-morbidities; elderly women are more likely to have multi-morbidity conditions, the report said.

Multi-morbidity conditions among older adults by age, India (2017-18)



<https://www.downtoearth.org.in/news/health/almost-70-senior-citizens-in-india-have-a-chronic-illness-74944>

The Senior Zone: How the 'elderly' market in India is lucrative

This demographic has caught the eye of many first-generation entrepreneurs and healthcare practitioners, who sensed a gap in terms of

products and services designed specifically for the 60-plus age group. Seniority, a Pune-based retail company that offers a curated product portfolio of over 5,000 products ranging from medical to lifestyle for senior citizens is one of the companies that took up the cue. A lot of the first-generation entrepreneurs entered the segment driven by personal experiences. Somdev Prithviraj co-founded an online platform and two offline retail stores in Chennai over a decade ago under the brand name Old is Gold. The store went online almost instantly after its offline launch and sells a wide range of products, including mobility aids, toilet aids and safety products. There are convenience products, apparels, diabetic aids, adoptive clothing, arthritis support, bathroom aids, orthopedic support, food supplements and furniture also available on the platform.

Home healthcare a burgeoning opportunity

Another platform that was founded due to a bitter personal experience is Portea. Launched in Bengaluru around five years ago, Portea serves as a one-stop-shop for all clinical needs of a patient at home. The company provides everything from physiotherapy services to nursing and even critical care to patients in their comfort zones. Over 60% of the patients who take nursing or attendant services at Portea are above the age of 60.

As per Cyber Media Research's analysis, in 2016, the home healthcare industry in India stood at \$3.20 billion and is expected to have grown to \$6.21 billion by 2020. The need to expand this market becomes all the more important when a hospital ICU setting costs around Rs 45,000 per day whereas a similar setup at home costs at a much lower rate of somewhere around Rs 8,500 a day.

Emerging Market for Products and Services

<https://www.financialexpress.com/lifestyle/the-senior-zone-how-the-elderly-market-in-india-is-lucrative/1615866/>

Adult Diapers

One of the critical issues is incontinence among senior citizens, which many companies are

looking to tap. The current Indian adult diaper market stands at Rs 350 crore and is expected to grow significantly due to increasing healthcare standards in the country, as per consultancy Bona fide Research's report, titled India Diapers Market 2021. Consumables that include adult diapers, under pads, mobility aids and toilet aids constitute a bulk of the sales of Old is Gold retail stores.

Travel

Travel companies have also begun to craft tours and travels meant only for the elderly. E-magazines that have a plethora of content relevant to the older generation have come up. Statistics around the kind of niche services hint at an increasing demand in this segment. For instance, a 2013 report by market research firm Frost & Sullivan estimates that senior citizen travel is likely to grow seven-fold to 7.3 million by 2030. Tours and travel organiser Thomas Cook also notes that the 60-plus demographic accounts for 35% of its overall leisure business.

Since travel and engagement in leisurely activities are of prime importance for the mental wellbeing of people, Senior World, a platform that provides content, products, services and avenues for engagement to seniors, has made conscious efforts to make tours as rich in experience as possible for the elderly.

Products targeted directly at seniors



Photo credit:financialexpress.com, shared by the author.

The Gurugram-based brand began its operations in October 2015, and is widely known for its Easyfone (a cell phone designed for the elderly) invention and tech-enabled services

One of the earliest products meant for the elderly that instantly became a rage is the Carvaan radio launched by music label company Saregama.

Competitive market

As per a CII (Confederation of Indian Industry) estimate, the medical and lifestyle market for the economically-independent senior urban population was pegged at \$6 billion (about 43,000 crore) . The overall potential of the market driven by senior citizen consumers is as large as 100,000 crore, excluding the real estate, banking and financial services and insurance and pharmacy products. Of which, only 10,000 crore has been addressed so far, the report revealed.

Platforms catering to making products for everyday needs and to treat 'conditions' faced by senior citizens hold the largest share in the space. Besides dedicated platforms like Seniority and Old is Gold, e-commerce giants such as Amazon and Flipkart also retail products like walkers, foot protectors, diapers, shower benches and the like, making the market pretty competitive.

Commercial banks such as ICICI, Axis, Kotak Mahindra have dedicated divisions to cater to the needs of senior citizens.

Real estate groups such as Ashiana and Paranjpe have also forayed into the segment, creating properties only for the elderly.

Online guides

It's no secret that senior citizens need more of tutoring than an average person in the world of technology. Even though the elderly are increasingly becoming more tech-savvy than they were a decade ago, there is still a dearth of ways to teach the grandfathers and grandmothers of the world how to use a smartphone, laptop, etc. Disrupting this space is the mobile application called Empowerji, which was launched in December 2018 with the aim of bridging the gap

between seniors and technology so that they can live independent lives. The app is a free learning medium for seniors and has short videos on how to use other apps, sites and more. For example, 'How To Pay Your Mobile Bill

Online', 'How To Book A Cab', 'How To Order Medicines Online', etc.

Another venture that is aiding the growth of senior citizens from a holistic perspective is Silver Talkies that has a free e-magazine in place where the content put up is carefully crafted keeping the senior citizens' interests and needs in mind. The platform also has a separate portal for job listings where workplaces can post their needs for senior citizens in different roles.

Why selling specifically to senior citizens is yet to catch the fancy of marketers

(<https://bestmediainfo.com/2020/09/in-depth-why-selling-specifically-to-senior-citizens-is-yet-to-catch-the-fancy-of-marketers/>)

With technology and the YOLO (you live only once) spirit rising among India's retired or soon-to-be-retiring population, the segment that was once considered as a restricted buyer is now going through the process of something called 'purchasing liberalisation'. The so-called senior citizens aren't now wary of making expensive purchases, including gadgets.

In the last couple of years, marketers have realised that a whole generation that started working in the early 1990s are going to be senior citizens in a few years and those people have money, having worked for so many years. Now is when marketing to them will be right because their disposable incomes are high.

Once in a while, communication is launched from brands in the insurance space or health care space. But many categories such as fashion and apparel, FMCG and automobiles are still behind

One of the reasons brands do not use senior citizens as a part of their campaigns as they don't see the TG (target group) a key decision-maker.

the curve but a lot of it will be changing in the next 10 years as a lot of disposable income is going to be with such people.

One of the reasons brands do not use senior citizens as a part of their campaigns as they don't see the TG (target group) a key decision-maker. There have been occasional moments of brilliance in marketing and advertising targeted to senior citizens. Piyush Pandey's brilliant ad for SBI Life Insurance, 'Heere ko kya paata tumhari umar kya hai' done 11 years ago comes to the mind, as does the Google Ad done last year featuring best friends across the border getting re-united.

Thomas Cook's #NeverTooOld, which talks about senior citizens making international travel plans, the recent Tanishq ad for Ganesh Chaturthi featuring a bunch of senior citizens surprising their "Vighnaharta" with a Tanishq pendant and the delightful Vodafone ad in 2017 featuring an old couple using GPS to find their way around Goa, are just a few examples of brands getting their tonality and communication right when it comes to talking to this consumer segment.

Millennials born in the early 80s will turn 50 by 2030. These are the people who grew up with computers and using credit cards. They also come with a different mindset of not being very careful about making sure they have a balance in savings. They have been spenders mostly and they will become older in 10 years, which is going to drive the change in business growth of brands targeting the senior community.

Growth potential of the segment

The market is just opening up to the potential of marketing to seniors. There is a spate of new companies, from assisted living for seniors, retirement communities, special vacation plans, special offers on medical check-ups, to harmonised meal packages—a litany of products and brands who are servicing their needs.

Marketers have to wake up to the fact that this community has the purchasing power and is ready to spend on themselves. Their needs for the product will be different from the typical younger age group. This TG wants a simple tech that has

less operating effort and there is a lot of traction for products focused on this TG.

New category of products and services expanding

There will be a growing concern for health, nutrition, going back to roots, going back to tradition, having no preservatives and chemicals. This positioning is very strong and grows as increasingly people nearing 50 will start adopting such lifestyles and continue into their old age. This also encompasses health supplements' and vitamins or Ayurveda products. Those are categories that are likely to benefit from a population that is ageing and is rich.

Agetech (technology for the aged) will become an important focus area and an emerging segment, with more and more companies creating wearable technology for senior citizens to ensure safety and security.

More and more seniors will continue to work/consult part-time after the age of 60, and hence there will be an emergence of seniors only networking platforms that will help seniors find work that suits their requirements.

Creating communication targeting senior citizens

In terms of communication strategy, seniors tend to have a comparatively higher attention span than the millennial audience.

The senior citizen TG is looking for meaningful content, as opposed to ephemeral content, which the youth audience tends to consume. And hence they respond very well to long-form content in the form of articles, blogs and magazine features.

Television dominates the choice of medium for content consumption for senior citizens, followed by print. The habits they have formed of consuming news will remain.

In terms of offline channels, nothing beats print even today as seniors do like to start their day by reading the newspaper. A large number of them watch television, and so that's a great medium as well for both reach and frequency when it comes to targeting senior citizens.

Advertisers turn attention to an untapped demographic—seniors

(<https://www.livemint.com/Consumer/Cy6ENWquFQwKmx15aXEwIN/Advertisers-turn-attention-to-an-untapped-demographic-senior.html> August 18, 2016)

Indian advertising has become inclusive enough to accommodate senior citizens promoting products beyond insurance and banking products for the retired. The new commercials cut across product categories—potato chips, air conditioners, music apps, hair oil and e-commerce brands—in weaving stories around the elderly.

Lowe Lintas launched a campaign in Tamil for classifieds site OLX featuring two grannies making fun of a young man using an outdated phone, guiding him to sell it on OLX.

In the potato chips Lay's ad by PepsiCo, actor Ranbir Kapoor clashes with his grandmother who is acting like a ninja to get her hands on a pack of Lay's.

E-commerce website Amazon's ad shows a grandmother introducing Amazon's electronic store to her grandson who has just returned from US and is trying to show off his gadgets.

Ad industry experts explain the change. For starters, the elderly, like children, are perceived to be more endearing and touch an emotional chord. Advertisers are trying to leverage the wrinkles and saucy lines to make their products noticeable as star charisma starts yielding diminishing returns.

Independent Seniors

The term 'independent seniors' has become a new demography due to the rise of nuclear families, increased life expectancy and children living across geographies. Such seniors do not settle for traditional old-age homes as they prefer and can afford autonomy and the company of age peers in well-equipped retirement communities.

A senior living community is a place for seniors to live at, by choice, unlike an old-age home which turns out to be the last resort for them when they do not have someone to tend to

their needs. Targeted at people with spending power, these living facilities require a capital investment ranging from Rs 20 lakh to Rs 1.5 crore, depending on the size, facilities, and amenities provided. The monthly maintenance fee could start at Rs 4,000 and go up to Rs 60,000 depending on lifestyle expenses, including upkeep of the premises, gas supply, electricity expenses and other recreational activities.

Housing demand in this category is close to 300,000 units at present across 9 specific formats of senior living. The formal supply levels have been mapped at an abysmal 20,000 units or so by several reports and studies, leaving a huge potential gap.

Around 71 percent of senior citizens live in rural areas. Of the 29 percent in urban areas, hardly two percent are inside the senior living and care communities operated by private players for the affordable class. This brings a gap which needs to be filled. Both the private sector and the Government need to look at innovative options to close this yawning gap.

Conclusion: the potential of the senior citizen living market

India's senior population is expected to triple to 300 million by the year 2050 as compared to approximately 130 million at present. By the year 2025 itself, 173 million is the expected approximate population of people over 60 years of age in India as per reports, thereby presenting a massive opportunity for the marketers in India.

- The home healthcare industry in India stood at \$3.20 billion in 2016 and is expected to have grown to \$6.21 billion by 2020.
- As per CII estimates, the medical and lifestyle market for the economically-independent senior urban population was pegged at \$6 billion (about ₹43,000 crore). The overall potential of the market driven by senior citizen consumers is as large as ₹100,000 crore, excluding the real estate, banking and financial services and insurance and pharmacy products
- 50% Senior Indians open to online shopping, says a 2020 Deloitte survey
- \$7.7 bn The expected size of the senior

housing segment by 2030, according to a 2017 PHD Chamber of Commerce report

- 64% Seniors want to work post-retirement as per a survey by Antara Senior Living in 2020
- 65% Seniors choose leisure travel as a lifestyle spending preference, according to the Antara Senior Living survey
- Rs 2 crore to 8 crore - Cost of luxury senior living properties in cities as per ANAROCK Property Consultants
- **Some targeted marketing efforts for seniors**
 - Seniority A shopping platform with over 10,000 products, including imported ones and in-house brands
 - Evergreen Club An app- and web-based platform, it offers 50 free sessions (yoga, doctor consultation, tambola, etc) to members every month

- Covai Care Retirement homes across South India available on various lease options of five, 10 and 15 years
- HUM Communities Recruitment portal for retirees
- Thodu Needa Hyderabad-based NGO for matrimony
- Unmukt-The Senior Hub Knowledge and shopping platform providing curated content and skilling workshops
- Portea Premium healthcare plan includes doctor and wellness manager at your call
- Happy Seniors A Pune-based dating community
- Ashiana Housing Senior Living facilities in Bhiwadi, Pune, Chennai
- Tata Sky Seniors TV channel (DTH) with shows on how to get vaccinated, mobile banking, wellness tips, popular serials, etc.



Photo by Designecologist from Pexels



Photo by Andrea Piacquadio from Pexels

How Do You Cultivate Curiosity to Combat Ageism and Create Opportunities?

CATHERINE RICKWOOD

With or without a pandemic there is one certainty – populations are ageing. It's a reality that won't disappear, can't be solved with a vaccination, and calls for our attention today. Population ageing impacts talent management, marketing, and business strategies. Longevity and ageing must be central to the planning process for future business success. Placed alongside AI, climate change, and sustainability.

"The aging of populations represents the most profound change that is guaranteed to come to high-income countries everywhere and most low- and middle-income ones as well."

— Joseph Coughlin

The Wall of Ageism

Living longer, healthier lives should be hailed as good news. It provides choice and flexibility. We live longer due to the marvels of medicine, and greater knowledge about diet and exercise. Yet, perceptions of ageing are largely negative.



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The most recent report from the World Health Organisation (WHO) suggests that ageism continues to be a significant issue. Employment for the over 50s is either illusive or difficult. Marketing campaigns are based on an outdated stereotype or ignore the market altogether.

The narrative about older people is often tainted with undesirable assumptions. Our observations of how previous generations have aged contaminates our perceptions. Assumptions are based on negative historical associations of decrepitude, memory loss, and general incapacity. Similarly, ill-informed and populist news stories and articles, or a desire to live the outdated retirement "dream" further reinforce age stereotypes when, as I say in my TEDx talk, 'Retirement is Redundant'. Then there's the advertising images of joy-filled, attractive silver-haired people in relaxed surroundings that fuel the "retirement dream" tale. These stories and images feed an ageist narrative and build a wall that contradicts reality. A wall that blocks ideas for business opportunities as we fail to think beyond our beliefs to truly understand the needs and wants of people over 50 years of age.

"The problem is our very idea of old age, which is socially constructed, historically contingent, and deeply flawed."

- Joseph Coughlin

The Leadership Blind Spot

Conversations about product and service design for older people tend to focus on care needs. Notions associated with the over 50s market are invariably based on the idea that older people are withdrawing from mainstream life. Or worse, a sense that they need to be cared for and so we approach product and service design through

paternalistic lenses. Rarely do organisations consider the value and size of an ever-growing older population who are active, capable, technology literate, and often cashed-up with significant spending power.

Various reasons for this blind spot exist. These include:

- The dearth of employees over 45 years old in advertising, communications, and public relations agencies and within organisations;
- Assumptions about older people's ability to learn new things, especially technology; and,
- Ideas about potential mounting health issues or caring responsibilities that inhibit the desire for products and services outside the healthcare sector.

Barriers To Change

There's a plethora of books, blogs, and reports detailing the economic, social, and diversity benefits of the over 50s as both employees and a market (see resources at the end of this article). Yet, change is glacial. Organizations that have developed strategies to incorporate longevity into their business models, such as BMW, Bunnings, and Michelin, are rare. The topic of ageing, longevity, and ageism remains largely ignored. Why? Results from a 9-part study investigating the impact of social egalitarianism

With or without a pandemic there is one certainty – populations are ageing. It's a reality that won't disappear, can't be solved with a vaccination, and calls for our attention today.

on sexism, racism, and ageism, by researchers from the Stanford Graduate School of Business and the Stern School of Business at New York University provide some insights. Researchers were curious to know if people who are advocates for social equality treated ageism in the workplace differently to sexism and racism. They

Population ageing impacts talent management, marketing, and business strategies.

do. The researchers hypothesized that people who are motivated to take action for equality-based change remained ageist, even whilst advocating

for gender and cultural parity. The project involved 9 separate studies, each building on the other, totaling 3,277 respondents. What the researchers discovered was that there is a broadly held belief that older individuals should “get out of the way” and provide room for others – whether women, people from different cultural backgrounds, or those with a disability. After all, if older people hold positions of power or any job whatsoever, they occupy a seat that inhibits other marginalized groups, as well as younger people, from making progress. In other words, older people are perceived to hold onto resources

“Globally, the number of persons aged 60 or over is expected almost to triple, increasing from 737 million in 2009 to 2 billion by 2050. In the more developed regions, 21% of the population is already aged 60 years or over and that proportion is projected to reach 33% in 2050.”

Florian Kohlbacher & Cornelius Herstatt

that should be passed onto others. The impact of this attitude was that when respondents were asked to allocate training resources, less money was allocated to supporting older people than to assisting women or racial minorities.

Keen to understand if it was possible to influence this response, the researchers provided some respondents with an article about older

people not being financially secure. What they discovered was informative. When older people are positioned as financially vulnerable, attitudes shift and respondents were more willing to be empathetic towards older people continuing to work.

This comprehensive study highlights two problems. First, there is a possibility that “antiprejudice advocates might try to legitimize ageism” on the basis that older people “block” opportunities for others. Second, the study reveals that positioning older people as financially vulnerable is a successful strategy for shifting attitudes. Whilst this may lead to change, as an intervention it reinforces the stereotype of older people as vulnerable. This does nothing to shift an outdated attitude towards longevity and a work culture built on a retirement age of 65.

These findings have much broader implications for the future of business.

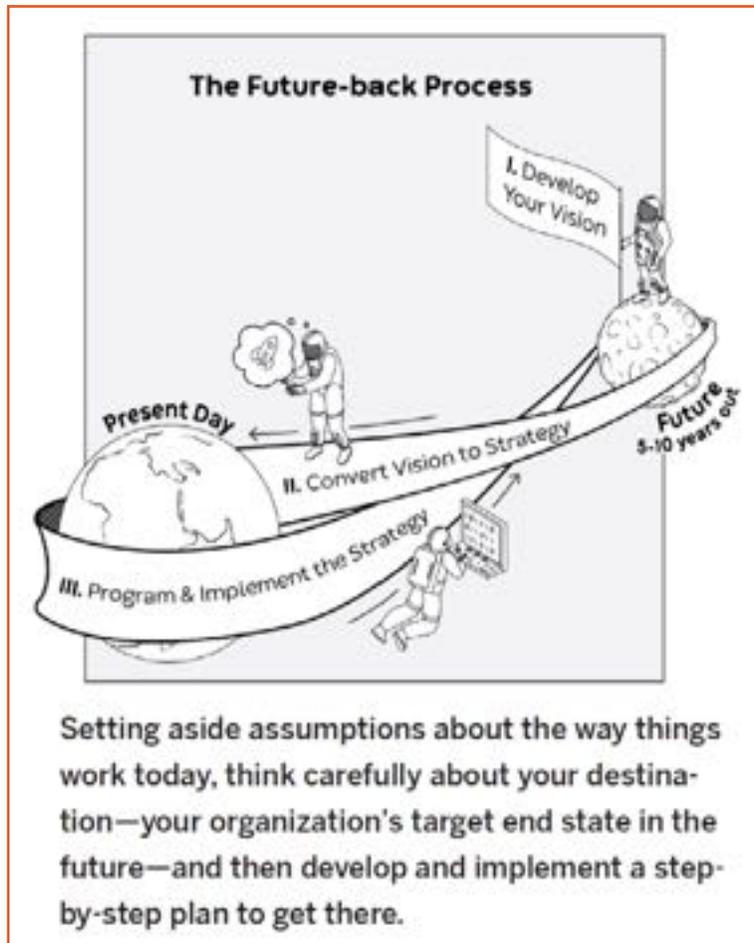
Ageing And the Future of Business

Longevity is transforming the structure of the workforce. It already impacts available talent pools, training, and development requirements. Meanwhile, the product, service, and innovation opportunities available as a result of an ageing population are largely ignored or overlooked. How an organization prepares for this shift requires leaders to “change the game and create the next game”.

A survey of executives from around the world revealed that 75% don’t forecast beyond five years. Based on these findings, the surveys authors suggest a different tactic. An approach that contrasts to the focus on 2-5 year strategies. They describe short-term tactics as ‘present-forward’ thinking, and suggest that future success requires ‘future-back’ thinking.

Future-back strategic planning for change

Future-back planning encourages leadership to create a vision for 5-10 years or more. Without future-back thinking organizations risk losing



mindset – a concept introduced and popularized by Carol Dweck in her 2014 TEDx talk; and

- Being curious and challenging generational assumptions and ageist stereotypes.

Combined these parameters enable leaders to create a vision that prepares a business to embrace and adapt to ageing populations. This sustains future growth to remain competitive. It enables the business to be innovative and prepares it for the future.

Henry J. Ford is often quoted as saying that if he’d asked people what they wanted they would have said “a faster horse”. Steve Jobs, also considered a visionary leader, told a graduating class from Stanford:

Henry Ford and Steve Jobs had future-back thinking. Elon Musk deploys future-back thinking. A vision that extends well beyond even 10 years.

growth opportunities including the development of disruptive products. Thus break-through marketing strategies are hampered. The result? Bold new visions aren’t built.

Future-back thinking doesn’t involve ignoring or foregoing 2–5-year plans. Short term strategies need significant leadership. They provide shareholder return and profits critical to sustaining the business today. Nevertheless, in the context of longevity and a changing demographic structure, future-back thinking requires leaders to create a 5–10-year vision with this shift built into planning agendas. This is achieved by:

- Dedicating 10-20% of time to the process;
- Establishing an environment to nurture creativity and imagination, fueled by an enthusiasm to experiment;
- Committing to a process unhindered by past financial data;
- Encouraging and demonstrating a growth

Whether we consider ourselves in the realm of these visionary leaders is not the point. We can all contribute to constructing a vision. And create strategies that build towards an imaginative and creative future. To imagine the future and bring it back to actions we take today.

“You can’t connect the dots looking forward. You can only connect them looking backwards. So, you have to trust that the dots will somehow connect in your future.”
- Steve Jobs

It’s time to think creatively and outside outdated cultural conventions attached to age. Leaders must seriously consider how the extra 20+ healthy years are currently, and will be, used. By doing so, we avoid clinging to the advertising-driven retirement nirvana. A fantasy of escape from the hamster wheel of work, an overloaded inbox, and the stress of juggling life. A nirvana of a neverending holiday perceived as our life raft to joy and happiness.

From an organizational perspective, this can be accomplished by

- Building a shared vision about ageing and longevity
- Agreeing goals to achieve quick wins; and,
- Evaluating outcomes to iterate and embed change.

When it comes to introducing longevity into the conversation, the steps are small. Personalizing the discussion makes it real and tangible.

Whether you start with your own executive leadership team, or a mix of colleagues across functional areas, this simple 'Insights Tool' (Figure 1) assists in the process of building awareness and invites curiosity about our beliefs.

It invites you and your team to brainstorm what you believe about ageing. Don't overthink it. Write whatever comes into your head about age – popcorn style. Review what's been written. Scan some of the resources or articles referenced at the end of this article. Then, go back and re-read what is written in the various columns. Or, share what's written within a team.

Be curious. What assumptions are made? What are they? Is there evidence to suggest that some of the 'facts' about age may not be true? What are the implications – either to the workplace or product and service innovation? If working in a team, are there similar assumptions or a shared lack of knowledge? What does that mean for how the team works, recruits, trains, or perceives the market opportunity?

Collate the findings in preparation for a futureback planning session.

- What are the consequences of results on the types of products and services you offer customers today?
- How can you meet future customer pain points with new products and services?
- Does this exercise change the way you would like to work today compared to the future? How?

This is just the first step. The reality is that further research will probably be required. In particular, to understand your current

customers, as well as the over 50s market that may presently be ignored.

The longevity economy represents an enormous opportunity. However, it's largely misunderstood. Overcoming assumptions and a cultural narrative about ageing is both possible and essential to future business success. Harnessing the potential of this overlooked market and talent pool starts with awareness and then curiosity. Combined with future-back thinking, leaders place organizations in a position of competitive advantage. Thus creating a vision that is inspiring today based on a reality of what exists and is yet to come.

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NEW LIFE BUILDERS: THE NEW REALITY WHETHER YOU LIKE IT OR NOT

Dave McCaughan

“Reality ... the dominant demographic trend in the world is ... AGEING populations”

Yes there are a lot of young people, yes a lot of countries have fast growing populations, yes there might be more “millennials” or “Gen Y” (whatever those terrible over generalizations might mean) than “boomers” (see below ... a really TERRIBLE generalization).

BUT the reality is that this year, next year, for the next decade and for probably your whole working life the fastest growing segment of the population, wherever you live, will be what I prefer to call “New Life Builders”. The 60+ age groups. Those people in the 60 or 70s now, those who will be 60 in 2030 or 2040. People who have reached a stage in life where they are focused on the new life, they will lead for the next two, three or four decades. Yes decades. Because today and tomorrow wherever your business is people at 60 will have decades of active life to live and that they want to take advantage of.

Like it or not your business will increasingly be defined by how you cope with those who have reached their 60th birthday and are now wondering what they will do next.





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The key questions for all marketers are:

"What do people over 60 want to do, explore, trial, learn?" (quick answer: lots of things ... but marketers need to focus what the New Life Builder wants to explore and trial)

"Will they want to experiment with new ideas, brands, products, experiences?" (quick answer: absolutely because people in all countries that are 60 or 70 years old today have been continually exposed to "new" all their lives and continue to trial new things now)

"Will they be able to cope with the changes in technology, shopping, payment systems the world is offering and will offer?" (quick answer: they have lived lives of constant technological change so there is no reason to believe they won't cope as long as marketers are not lazy and market products and services in ways that suit their target)

"Will they be able to pay so my brand grows?" (quick answer: absolutely and they will because despite some misunderstandings the New Life Builders of the world do like to spend money, they do represent disproportionately high sections of spending power in nearly all categories from motor vehicles to travel to cosmetics to toys)

In truth no generations have seen as much change in tech and life in the history of mankind as today's 60, 70 year olds. They have been lifelong adapters. When they were "young" they had to learn to adapt to televisions, computers, mobile phones and much more. Imagine life before any of that. They were the generations who first learnt to use the internet. They adapted and continue to adapt.

Of course, marketers being the lazy souls they are tend to forget this. They think "focus on the young for the future" when all science shows that that strategy gets you know where. The New Life Builder is where the money is. It is the generations most likely to look to buy the "better" version, to pay a premium for quality, and to trial the new

because they can afford to take the risk. And they have been trialists their whole life.

But ... be careful how you think of them.

"ageing", "silvers" are now the younger marketers way of deriding. "boomers" is just not accurate because many people over 60 in many markets were never part of the American style baby boom generation and in reality, where booms happened the lifestyle results have been quite different. Want a lecture on demographics in your own market and misconceptions about generations then let me know, but please do NOT fall into the trap of generalizations.

Why then "New Life Builders"? Well starting in the late 1980s I began studying the expected aging of populations. From the mid 1990s I was fortunate to manage a program called McCann PULSE across a dozen Asia Pacific countries for over 15 years where among other things we regularly studied, questioned, and watched the 55+ age groups. And in the last two decades I have advised dozens of companies on how to rethink those age groups. Across all of that the biggest learning has been that people entering their 60s today, for the first time in human history, generally are aware and expect to live another two or three decades. They realize that they have maybe a third of their adult life to live. And generally, they don't feel too bad. So, what to do with those years? Work more? Work different? Play more? Play different? Explore new opportunities? Build new elements to their lives.

New Life Builders? Those people somewhere between 60 and 100+ who are focused on their future and building some new experiences.

Fortunately, after 30 plus years of studying, talking about and pleading with marketers to rethink how they approach the over 60 generations of today and tomorrow we are starting to see some slow awakening. Be a part of the future. Focus on New Life Builders.



Photo by Rashed from Artcombd

Why The Ageing Consumer is a Unique Challenge for Marketers

KIM WALKER

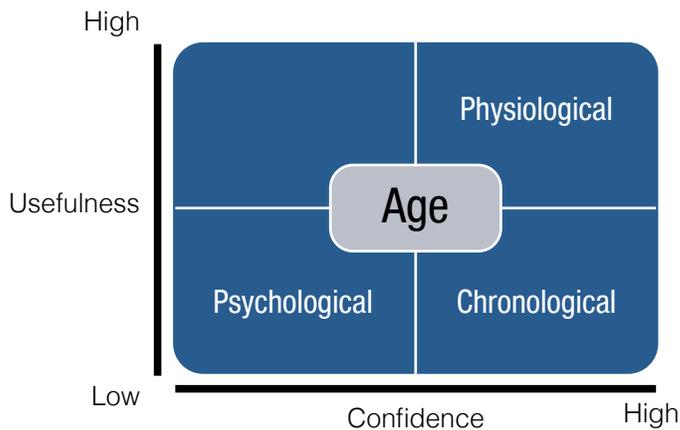
2011 was a big year.

Apple released the iPhone 4S just nine days after the death of co-founder Steve Jobs. Kate Middleton married Prince William of England and damage from a tsunami and earthquake triggered a nuclear disaster at the Fukushima Daiichi Nuclear Power Plant in Japan while citizens in countries

across the Middle East rose up against their governments in what was called the Arab Spring. 2011 was also the year I began writing a book entitled Marketing to the Ageing Consumer with my co-author Dick Stroud. Yet despite all the dramatic changes we have witnessed in the ensuing decade the message in our book remains as valid today as it was then.



Kim Walker is the founder of SILVER Group (www.silvergroup.asia), a consultancy that applies innovative tools and thinking to help brands, companies and institutions respond to the ageing population. In 2013, he co-authored a pivotal reference book, 'Marketing to the Ageing Consumer' - published by Palgrave Macmillan. Prior to establishing SILVER, Kim had a successful career in the advertising and marketing communications industry. He held top management positions including Asia Pacific President/CEO for several global advertising networks Carat Media, Isobar digital (Aegis PLC) and M&C Saatchi.



Four aspects of age that affect customer demand and the customer experience.

Physiological ageing is a common denominator for all humankind and if properly understood could unlock huge potential for businesses.

Why physiological ageing?

Having lived in more than 6 countries and studied consumer behavior through the lens of advertising for more than 30-years, I was acutely aware that cultures define behavior and that 'one-size' does not fit all.

The much-trumpeted notion that 'baby boomers' were somehow a united global cohort was to my mind total rubbish. One has just to compare the environment of a post war America with revolutionary China in the early fifties and it is easy to understand that the so-called baby boomers born between 1946 and 1964 in America, China and many other countries for that matter, have little in common. To this day, their behaviors reflect their past and they could not be more different.

When it comes to marketing to an older consumer, as with consumers of any age, attitudes

and behaviors need to be understood and different techniques adopted in response to cultural differences.

But for older consumers, there's an added factor that makes the ageing consumer a unique challenge for marketers. Because older consumers not only reflect their cultural uniqueness in terms of attitudes and behaviors, they are experiencing physiological change that affect what products they need, where they buy and how they use them.

There are four aspects of age that affect customer demand and the customer experience. Each of these can be used by marketers, but it is a customer's physiological age that is the most important since it has the unique combination of being both useful and predictable.

Four aspects of age that affect customer demand and the customer experience.

A simple example of how physiological change drives consumption behavior is the explosion of smaller, single-serve prepared meals offered by food retailers throughout Japan. This was in direct response to the growing number of older people living alone and the fact that as humans reach their senior years, their metabolism slows and they need fewer calories.

The physiology of ageing - 101

In our book we define physiological ageing as *'The systemic change to the body's ability to function caused by age-related changes to the mind, body and senses.'*

Some 70 year olds run marathons, read without glasses and climb mountains. Others are frail, have limited mobility and suffer the onset of dementia. The challenge for marketers is to adapt their customer experience to accommodate the needs of the active, the frail and the vast majority in-between.

Physiological ageing applies to all types of older people, irrespective of their backgrounds. Most important, it is a factor that can be isolated, studied and applied to improving business performance.

Most customers of any company include a mix of all types of older people with various combinations of physical ageing. Few companies have the luxury of dealing only with older people with 20/20 vision and perfect hearing. For this reason, companies need to plan for the median state of physiological ageing and its consequences.

Inevitable. Universal. Relentless.

Growing older and dealing with physiological ageing is not an option; it is our destiny. There is an established body of knowledge that explains why and when physical ageing occurs and its effects. We have used this knowledge and applied it to the process of marketing.

To understand physiological ageing and its relevance to business it is necessary to divide it into its constituent parts. There are at least 25 effects that have an impact on business. Some of these listed in the diagram below.

Caption: Some of the physical effects of ageing.

The 25 effects of ageing can be clustered into three broad categories;

1. **Sensory** – This describes the changes to the capabilities of our senses that affect numerous customer touchpoints (for example, reading packaging, using products and talking to sales staff).
2. **Cognitive** – This relates to the changes in how we respond to and process information (for example, using a website and understanding promotional material).
3. **Physical** – This describes the remaining physical changes that occur during ageing (for example, the ability to open packaging and

the skeletal changes that affect how we look and move).

Business Opportunities

The popular misconception is that the product opportunities presented by an ageing demographic are limited to those that are designed for and sold to the stereotypical ‘older consumers’.

However, some products will also be sold to younger age groups. For example, muscle-building supplements. Other examples of multi-age products are eye-glasses, anti-ageing cosmetics and hair treatments.

The primary reason for detailing the 25 effects of ageing is to enable them to be matched to customer touchpoints.

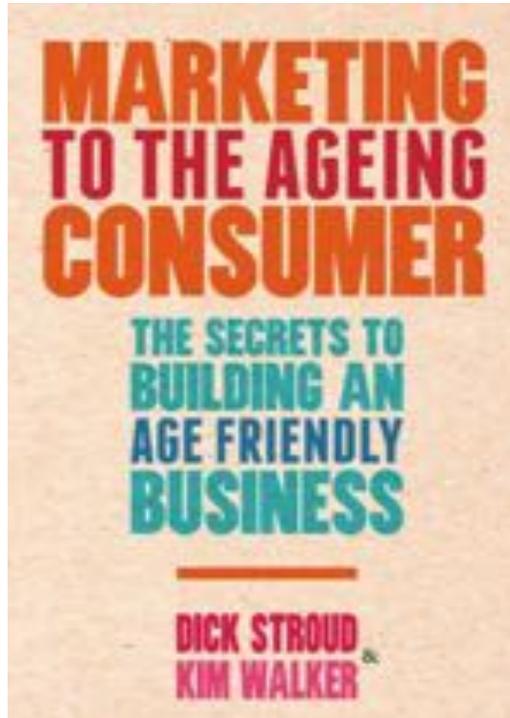
The much-trumpeted notion that ‘baby boomers’ were somehow a united global cohort was to my mind total rubbish.

The 25 Effects of Ageing



Some of the physiological changes that impact how we market to older consumers.

Some of the effects alter a consumer's experience of one or more touchpoint. For instance, hearing volume is associated with multiple touchpoints including product design, retail check-out and face-to-face support. Cognitive abilities affect numerous touchpoints including web site design, advertising creative and product interface design. Aspects of marketing that are not overtly affected by biological ageing, such as the tone and style of advertising, are grouped as being 'sensory – independent'.



The subject of the interaction between physiological ageing and marketing is highly complex and this article provides the briefest of explanations of the dynamics.

Who needs to know?

What should we do with all this information about physical ageing and who in the marketing ecosphere needs to be equipped to use this knowledge?

People often find it difficult to imagine products and services that suit their evolving needs and this is never more evident than with older consumers. In the words of Steve Jobs; *"It's really hard to design products by focus groups. A lot of times, people don't know what they want until you show it to them."* The added complexity with older consumers is that they are often in denial about age-related needs.

For this reason, the responsibility and the opportunity to create age-friendly products and surround it with an age-friendly customer experience falls on the shoulders of marketers.

I contend that all marketing practitioners should be equipped with a basic understanding of these effects of ageing and how business might accommodate them. Further, I believe this topic

should be a crucial part of the curriculum for all marketing and design students.

In the hands of uninformed marketers there is a danger of creating 'older customer' strategies that are more likely to stigmatize than embrace this consumer. In a world where inclusivity is an ever more important social and commercial criteria, ageism is perhaps the last and most persistent 'ism' we must tackle.

Ageing and Capitalization

Enormous capital

investments are being made today, in the design of products that will exist for decades. To be truly future-proof, these products should naturally accommodate - and in some cases compensate for - the physical limitations mentioned in this article.

Take the travel category (possibly not a good time to use this example given the current limitations). Hospitality venues and transportation involve enormous capital investment. They are usually based on capital depreciation models that span decades. The dramatic ageing predicted for most developed countries over that same period underscores the importance of ensuring that these investments meet the needs of older consumers today and during the lifetime of the capitalization.

It's not only about good business

We have a social responsibility to ensure that our later years are joyful and accessible. Understanding physiological ageing is critical when creating age friendly environments where older people live, work and receive healthcare services.

One can only hope that the youthful architects, town-planners, policy-makers of today will themselves become the recipients of the more age-friendly society they have helped to create.



Picture shared by Dr. Linden Brown

Connecting your corporate culture with customers and business performance in a Post COVID World

LINDEN BROWN

“The New life Builders expect their needs to be satisfied as well”

The New Life Builders, those in the 60-100+ age groups, have experienced massive change over their lifetimes. The latest changes encompassing a deadly pandemic, digital transformation and buying behavior are just the most recent. But one thing remains the same with this group – an expectation of respectful customer service and care, importance of customer relationships and a sense that often their needs are not understood or met as marketers focus their attention and their products and services on younger age groups.

Culture is the Foundation

Amazon is an example of a company that has implemented the marketing concept in its intended form – by working backwards from the customer and their needs through customer insights understood across the business and implemented as a holistic value proposition. Amazon focuses on 3 elements of value for their customers – low price, wide product range and convenience and has built a customer-centric business to deliver these to customers of all



Dr. Linden Brown is co-author, with Chris Brown, of the awardwinning book "The Customer Culture Imperative." He is the Chairman and co-founder of MarketCulture Strategies, a Silicon Valley company focused on analyzing the customer-centric cultures of organizations.

ages. In their recent book : "Working Backwards- Insights, Stories and secrets from Inside Amazon", Colin Bryer and Bill Carr describe the culture of innovation and how it is sustained.

With the changing demographics in many countries where the older age groups are increasing as a proportion of national populations and the changes to our lifestyles brought about by these environmental disruptions, there is a new imperative for organizations to have a strong customer centric culture. This is a culture where the understanding of targeted customers' current and future needs is at the heart of a firm's capability to deliver sustained value. It is a culture that needs to transcend all functions of an organization and be embedded as a "customer" mindset in every employee. It is a

belief that what's best for the customer is best for the business! It requires value propositions for segments of the older population that, not only provide products and services that meet their needs, but customer experiences that will connect with their traditional values of mutual respect, customer service, and caring for people's well-being.

Customer-centric Culture is what Creates Great Customer Experiences

Our research of the most customer-centric companies in the world has identified eight core cultural disciplines that have been shown to drive future business performance such as customer

FIGURE 1: THE EIGHT DISCIPLINES OF A CUSTOMER CENTRIC BUSINESS - HOW DO YOU RATE

Factors	Descriptions	Your Rating (1-10)
Customer Insight	The extent to which employees monitor understand and act on current customer needs and satisfaction	
Customer Foresight	The extent to which employees monitor, understand, and act on potential customer needs and opportunities	
Competitor Insight	The extent to which employees monitor understand, and respond to coment competitor strengths and weeknesses	
Competitor Foresight	the extent to which employees monitor, understand, and respond to new market entrants and potential competitors	
Peripheral Vision	the extent to which employees monitor understand and respond to trends in the larger environment (political, Economic, Social, and Technical)	
Empowerment	The extent to which employees can make decisions that are best for the customer without explicit approval of senior leaders	
Cross-Functional Collaboration	The extent to which employees interact, share information, work with, and assist colleagues from other work groups	
Strategic Alignment	The extent to which employees understand, and enact the vision, mission, objectives and strategic direction of the company	

FIGURE 2: THE EIGHT DISCIPLINES DRIVE DIFFERENT BUSINESS PERFORMANCE METRICS - RESULTS OF QUANTITATIVE RESEARCH BY MARKETCULTURE

Disciplines		Customer Satisfaction	Innovation	New Product Success	Profit Growth	Profitability	Sales Revenue Growth
External Drivers	Consumer Insight	✓	✓	✓			✓
	Consumer Foresight		✓				
	Competitor Insight				✓	✓	✓
	Competitor Foresight		✓	✓			
	Peripheral Vision		✓				
Internal Enablers	Empowerment	✓	✓				
	Cross-Functional Collaboration	✓	✓	✓	✓	✓	✓
	Strategic Alignment	✓	✓	✓	✓	✓	✓



satisfaction, new products success, revenue growth and profitability. These eight disciplines are described in Figure 1. Check out how you rate on each of these factors.

The connections of each cultural discipline with business performance validated by quantitative research are shown in Figure 2. The central importance of customer insight as a cultural discipline is clear when we see that it drives customer satisfaction, innovation, new product success and sales revenue growth.

An increasing number of organizations are connecting with customers to obtain feedback on their perception of their experiences from transacting with them. Many of these are using a combination of qualitative and quantitative feedback data and metrics such as Net Promoter score (NPS) to gain customer insight.

Customer Insights Require Robust Data Mining Frameworks and Tools

Empirical studies, like that of McColl-Kennedy et. al. provide robust frameworks to better understand, manage and improve customer experiences (CX). The authors identify six insights practitioners should manage through their customers' journey with the company, namely

- taking a customer perspective to extract insights by focusing on textual data,
- identifying root causes of customer complaints
- uncovering customer segments at risk using longitudinal analysis to identify the increase in risks

It requires value propositions for segments of the older population that, not only provide products and services that meet their needs, but customer experiences that will connect with their traditional values of mutual respect, customer service, and caring for people's wellbeing.

The New life Builders want and expect specific offerings from organizations that connect with their values and provide them with experiences that show that they are valued and that the company cares.

of key customers leaving for an alternative offer

- capturing customers' emotional and cognitive responses
- identify and act to prevent decreasing sales and
- prioritize strategies and specific actions to reduce customer "pain" and improve CX

Today's data mining and text analysis

capabilities help to decode complex situations and identify key insights. However, this type of analysis does not always need to be complex. For example, a large Australian bank wanted to find out why it was losing customers to other banks. By gaining answers from deserters on "why they left the bank" and also from loyal retained customers on "why did they stay with the bank" they gained a rich insight. Deserters left, they said, because "I hate the bank". A deeper dive into this sentiment revealed what customers meant by this emotive statement. It's suggested the bank was impersonal, they did not care about their customers, processes were too difficult and time-consuming, they had to deal with many different people and it was just "too hard" to deal with "the bank". Loyal customers said, "I love my banker". It was clear, for these customers, that they had a strong personal relationship with someone in the bank.

As a result, a strategic decision was taken to decentralize decision-making to enable employees at the front-line to be a "banker", develop personal relationships with customers, make it easy to solve their problems and become proactive in meeting their needs without waiting for time-consuming approvals from up the chain of command.

We see several industries that understand their New Life Builders particularly well in terms of their needs, expected experiences and aspirations. Retirement resorts, RV manufacturers, insurance companies focusing on "seniors", aged care organizations and cruise ship companies catering for retirees are examples of industries that provide the customer experiences that New Life Builders value. Also, useful learnings can be gained from the hospitality industry from companies like Ritz Carlton and the application of their Golden Rules by all staff members. These industries act as a benchmark for how this cohort of customers want to be treated and can be used as a guide by other companies wanting to target the 60+ age groups.

Customer Insight Sharing Practices Require Cross-functional Collaboration as a Cultural Discipline

Gathering and analyzing customer data is becoming less of a problem for many organizations. A bigger problem is the lack of a collaborative culture and mechanisms for sharing customer in-sights that result in corrective actions right across the business. In our research of the cultural practices of more than 450 companies globally we have found that customer insight is strengthened from two key practices:

1. **Customer immersion:** this occurs when **everyone** in a business or function interacts with customers. It includes listening to customers, observing customer behavior, and talking with customers to obtain their feedback. This is particularly valuable for senior executives and for people in non-customer facing roles, like finance, IT and HR.
2. **Sharing insights from customer feedback:** this includes formal sharing via reports, town-halls and cross-functional meetings, and informal sharing through staff conversations, small group meetings, brain storming activities and staff huddles where sharing takes place. Sharing stories of customer experiences is another practice that creates an understanding of insights across an organization.

Gebhardt et al conducted an in-depth study of market intelligence dissemination practices and found that the creation, existence, or absence of organizationally shared market schemas is crucial in explaining the effectiveness of different customer and competitive dissemination practices. They suggest that the *practices* of knowledge sharing are more important to effective dissemination than the attributes of the knowledge, people, and organizations. The authors used case studies, depth interviews with intelligence directors (IDs) with practitioner presentations on best practices to induct and identify five intelligence dissemination practices used that fall within two broad categories:

- Practices that update organization members' existing schemas (mental models)
- Practices that create new shared schemas of the market

Market schemas define how individuals notice, make sense of, and respond to market intelligence.

Their data collection came from two extended case studies, 35 depth interviews, engagement at practitioner conferences and workshops, industry and company reports on intelligence use and intranets containing commissioned research and case studies. This data came from 27 organizations. They found that the biggest challenge IDs have is in convincing a large and diverse employee base to use market intelligence.

The authors found that the most effective practices for updating existing market schemas are:

- Distribution practices that include a feedback mechanism that ensures ongoing relevance of the intelligence to recipients in the firm
- Resource centralization practices that enabled recipients to easily find the information they want
- Consultative selling practices where colleagues across the business are treated as customers.

Two practices were found to be effective at changing the views of recipients where new and

changing insights applied:

- Empathetic learning practices such as "transporting employees into the world of customers similar to the "customer immersion" process described earlier.
- Experiential learning practices enabling employees to validate and experience the new insights for themselves.

An integral requirement for these practices to become embedded in a business is cross-functional collaboration. In our research of our database of 450 organizations we found that three cultural behaviors help embed cross-functional collaboration:

1. Joint projects to improve solutions for customers: these range from new product/new service projects requiring collaboration across functions in their planning and implementation to projects designed to improve customer experience across multiple customer touch-points with the organization.
2. Sharing technology, know-how and resources: a formal process of secondment of staff across functions and flexibility in shifting resources between business units as required strengthens competitive advantage.
3. Story-telling sessions that validate existing or new customer insights that are widely understood by employees: these can occur in meetings, company conferences and other venues.

Conclusion

The New life Builders want and expect specific offerings from organizations that connect with their values and provide them with experiences that show that they are valued and that the company cares. A strong customer-centric culture is the foundation for collecting and sharing customer insights that resonate with these customer cohorts as well as cross-functional collaboration that is required to deliver sustained superior experiences for this market. This type of corporate culture has also been shown to drive superior future business performance, no matter the market, industry or geography.

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Intergenerational Silos amid the Covid-19 Pandemic

Neil Seeman

As case counts of COVID-19 climbed around the world in March 2020, scientists feared that the pandemic could create inter-generational strife. The Wall Street Journal, on March 18, 2020, declared in a headline, “A Generational War Is Brewing Over Corona Virus.” The article noted:

“Across Europe, where social life is shutting down faster than in the U.S., a divide is spreading between the young, many of whom say they don’t fear the virus, and their elders, including politicians and scientists, whose alarm about the illness is growing by the day...Despite the pointed fingers and occasional excesses, many young people bristle at the accusation of

selfishness, saying the new social constraints are disproportionate and unfairly target their generation.”

Yet in 2021 there is, from my perspective, no outrage expressed by the elderly toward the young. I do not see any demonstrable evidence of inter-generational strife or enmity. What I do see, however, is an intensification of intergenerational opinion silos.

Pandemic life harms us all, but we hear vastly more in the media – including from physicians in the media – about the mental health implications for the young vs. ramifications of virus-related constraints for the elderly. Why is this? In high-income countries, life has gone



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digital, marginalizing the elderly who tend to be less comfortable with technology than the young who knew no other world. Accessing real-time information about vaccination availability, scheduling online appointments with physicians, or ordering groceries online – all these aspects of current life can substantially challenge elderly persons, even when they can manage other life tasks well. But to most Millennials, Gen Xers or to Generation Z, these are minor inconveniences only.

It is, therefore, not surprising to see evidence of intergenerational opinion silos. RIWI survey data across 13 nations reveal interesting variations among nations in the assessment of how well public health messages are informing the public about COVID-19. Table-1: Illustrates these differences.

••• Data in Table 1 are weighted to country-level
••• Census data to ensure representative and
••• comparable samples, from January 24, 2020 –
••• June 5, 2021. The question posed to randomly
••• engaged unincentivized online respondents
••• is: “How much confidence do you have in
••• health officials’ ability to educate the public
••• on avoiding or treating the new corona virus
••• (COVID-19)?”. Answer choices include: “great
••• deal of confidence,” “quite a lot of confidence,”
••• “not very much confidence,” and “no confidence
••• at all”.

••• Notice that in every region other than Russia
••• and Hong Kong, the elderly either express the
••• same amount of confidence in messaging or,
••• importantly, *less* confidence than their younger
••• counterparts. This is surprising since it is well-

known that the elderly are the group most at risk from COVID-19. Because they are most at risk, public authorities deliberately target older people when they broadcast the changing specifics of preventive measures against the virus. Daoust’s findings, published last year, had already shown that, despite the extra risk, elderly people were no more adherent to mask wearing, social distancing, hand washing, or lock-down orders than any other age group (Daoust, 2020). He used information from a dataset that sampled attitudes toward COVID-19 and included individuals’ self-reported compliance with preventive measures.

Country	% of population 25-34 expressing: “great deal of confidence” or “quite a lot of confidence”	% of population 65 and older expressing: “great deal of confidence” or “quite a lot of confidence”
Australia	21	15
Brazil	19	12
Canada	19	19
China	18	18
Great Britain	19	18
Hong Kong	14	22
India	21	9
Iran	25	8
Mexico	21	10
Nigeria	20	8
Philippines	22	6
Russia	17	19
United States	20	16

Source: RIWI Corp. N = 139,986, ages 14 and older, for the following age cohorts: 14-24; 25-34; 35-44; 45-54; 55-64; 65 and over.

His results from 27 countries were very clear. The elderly were no more likely than people in their 50s and 60s to adhere to public health regulations. Daoust was surprised at his results but mentions that, in previous literature on invasive pneumococcal disease and heat stroke, both conditions to which the elderly are disproportionately at risk and both of which can be prevented by appropriate behavior, the elderly were no more likely than younger cohorts to take the preventive measures (vaccination against pneumonia; avoidance of direct sunlight on hot days).

One potential explanation for the global RIWI findings on dissatisfaction with public health messaging is that older populations have well-engrained, long-standing habits, which are difficult to reverse, even in times of crisis, and that these habits may be at odds with what they hear from public health officials. Cognitive difficulties in understanding both risks and public health instructions might be another reason. One could speculate that individuals in their 40s and 50s feel duty-bound to model proper behavior for their children, whereas the more elderly, freed from such obligations, may feel that they have reached an age that gives them the right to do as they please. In the case of instructions sent out over the Internet, one could argue that, despite widespread public health messaging intentionally targeting the elderly, many have not been reached effectively. One might also wonder whether, towards the later stages of one's life, a person might be more inclined to take health risks. This would probably depend on individual personality and life circumstances.

What the RIWI data in Table 1 do show, however, is that the elderly in many countries have relatively little confidence in the instructions they are being given and that this may explain, why, despite the risks, some may choose to not adhere to the rules. Trust is unquestionably vital, especially in situations that rapidly evolve and where scientific controversy and different approaches to the same problem by different regional governments are widely publicized. Trust has been shown to be critically important

... during all infectious disease outbreaks. It affects not only willingness to comply with recommended behavior but also with the perception of risk. Anxiety can lead to mistrust and anxiety amid the COVID-19 pandemic, and has been worsened by messaging that has been emotionally upsetting, especially concerning death tolls in nursing homes for the elderly. Persistent uncertainty surrounding incubation periods, asymptomatic infection, transmissibility, relative infectivity of variants, and effectiveness of masks all increase anxiety. The pace with which experts have changed their messages did not help the situation.

Information rapidly evolved and, while transparency with the public is what bioethicists recommend, receivers of that information need to be able to keep up with the rapidity of change. They need to process it and digest it, and this may be more difficult for people as they age. Changes in recommendations erode trust. They are confusing for everyone, especially the elderly. The elderly may be especially prone to motivated reasoning or confirmation bias, which are phenomena studied by cognitive scientists that demonstrate that people tend to make decisions not on the basis of evidence but rather on what they already know to be true or what they would like to be true. Life experience with scientific evidence that turned out in the end to be false may, indeed, make the elderly more distrustful and more inclined to model their behavior on what they have done earlier under somewhat similar circumstances. Many have lived through earlier epidemics of other viruses and feel comfortable simply repeating what they have done before. Given older people's perceptions that the amount of time left to live is shrinking, they may also be prone to hyperbolic discounting, which is another cognitive bias that refers to the

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tendency to choose a smaller but sooner reward such as hugging grandchildren now over a larger but delayed reward such as making sure you were still around for their graduations and weddings. Older people may be far less certain than their younger counterparts that a date in the far off future will ever become a reality (Palgi et al., 2019). These are theories only, and need to be further examined.

Safety precautions other than those related to illness have been compared in the elderly and the young and reported in the literature. For example, focus groups have been held to determine comparative safety measures taken by different generations with respect to online risks. The Silent and G.I. generation (SGI) (born 1945 or earlier), older Baby Boomers (born 1946–1954), and Millennials (born 1977–1992) were compared. The results showed that, although each generation expressed online safety concerns, SGIs and Boomers were more wary of online security, had less confidence in their abilities to protect themselves, and were more uncertain about the effectiveness of protection resources. At the same time, compared to the Millennial group, they protect themselves less, and are more likely to rely on the assistance of others.

This finding is interesting because it parallels RIWI's data showing that the elderly in many countries, though more fearful than the young about COVID-19 risks, are less certain about the effectiveness of protection messages and measures. For this reason, they may protect

themselves less and rely much more on the assistance of others. There have been studies, however, that have shown that older generations were more likely than the young to take the precautionary actions (Luo et al., 2021). The investigators attributed this increased likelihood to increased motivation due to a higher perceived severity risk of the disease. It could equally, however, be attributed to greater reliance on assistance.

Many different factors other than age contribute to the prediction of non-adherence to public health preventive measures (Pollak et al., 2020). Age is nevertheless important. Most contributing factors have been studied solely in the relatively young. Factors responsible for mistrust of public health messages need to be thoroughly investigated in the elderly, the population most at risk for COVID-19. Attempts to increase trust in public health messaging in this population will save lives. Exposing intergenerational silos in perception can help to deliver effective, somewhat differently worded, messages to different generations.

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Thoughts While Aging: The Future in the Mirror

OWEN LIPPERT

I start by discussing the economic impact of demographic change, sketchily. Then try to reach some practical recommendations. I conclude, we should encourage entrepreneurs, old and young, to strive for social equity, and be mindful that though equality depends on efficiency, it arises from the conscience.

Demographic change and economic change influence each other, but if so, how? The axioms of modern economics describe how markets work to provide the most efficient allocation of

resources given the change in factors, such as population and climate. Economists offer a wealth of knowledge and policy prescriptions. Yet, questions remain particularly about the effects and possible responses to drastic population shifts. Why uncertainty? And what to do in terms of public policy?

A question today is how to prepare for and respond to the increase in people older than 60 years and the decrease in those younger than 15 years. The shifting percentage of age cohorts in the total population has sent social scientists, economists, healthcare planners,



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pension actuaries and even real estate agents to interlocking Excel spreadsheets.

It should be kept in mind that the decline takes

In North America, four people under the age of 65 work to help one person over 65. Within the next decade, there will be three people working to support two people over 65.

place after a unique a historical surge in population growth, the so-called Baby Boom. A demographic phenomenon that no one predicted.

Much work involves extrapolations by arithmetic,

geometric, and derivative (calculus) means. Extrapolations push to the right the lines on a chart, extending current trends into the future. There is a catch. We cannot model and incorporate ruptures, crises, and those things thought impossible. How does the researcher include the known and the unknown unknowable? One way

is to assign them a set of variable values that can provide a range of outcomes from which to choose. As to the choice that may involve putting a punch of experts in a room, ask them to choose. Their responses can then be averaged and massaged into an "answer."

The sophisticated statistical analysis in an extrapolation relies on assumed data points. Therein lurks a problem, uncertainty, which has plagued all political leaders who survive on assuring the public they know what they are talking about.

When I was a speech writer for Stephen Harper (former Prime Minister of Canada), he asked

for an economic speech that did not use a single statistic. It took some time for the right opportunity to arise. Finally, one did, and I wrote out the speech as directed. He was happy that the audience never noticed the absence of statistics. As to equations, the Nobel laureate economist Ronald Coase observed that as a boy in church, what was too silly to say was sung, and when he was a professor, what was too immature to be said was put into a formula. In such a spirit of higher vision and lower mathematical ability, here follow some rough qualitative mainly notes in the Harper's vein.

As stated, the questions arise from predicting an increase in the number of people living over 65 and a shrinking number of children 15 years of age and younger, together with leading to slowing overall population growth, to the point of decline.

The trend developed first in Japan, Germany, Italy, Canada and was predicted for China and India. China has abandoned its one-child policy and has now decreed. A family can have up to three children.

The big concern is that fewer young people may be unable to sufficiently increase output and productivity to pay the taxes needed.

This year 2021 should see the number of individuals globally over the age of 60 equal 1 billion. The elderly will rise from 6.9 per cent to a projected 19.3 per cent (2 billion) by 2050.

Most notably, the number of people over 80 will increase from 1% two 4%. Full confession: I turn 95 in 2050.

Should I live that long.

Why is this happening? The first cause is unprecedented in human history: an amazing extension of the average human life. When I was born in 1955, the average life expectancy was 50 years old. I hope to live past 70; and people born after me will expect live into their 80s. Thus, we may see a 24-year increase in global life expectancy.

Greater life expectancy will first have a direct economic impact by exacerbating social inequality. The elderly will make up more of the population in rich countries than in developing countries. Simultaneously, the wealth of rich older people may breakaway in its magnitude of difference from the non asset, non-financialized

Another factor is that 65 may well be the new 50. People will be physically able to continue working by thinking, designing and strategizing long after the traditional retirement age.

developing world workers. That is a claim of Thomas Piketty in his best-selling book on capital.

What drives the extension of life is not any change in the genetic makeup of humanity. Instead, the causes include the mundane factors of vaccines, antibiotics, and advances in diagnosing and treating diseases add

the coronary respiratory system and diabetes. Cancer will likely remain with us, but the ability of modern science to treat it improves steadily.

By the same traditional reasoning, the increase in the wealth of the elderly will depend on the growing scarcity of assets such as land and houses and plain old compound interest.

At the other end of the scale, the number of children has started to contract. There are fewer and fewer children to replace the elderly and expand the population. When I was born in 1955, the average woman might expect to have five children. In the developed world, a woman might wish to have two children today. In several

countries, including Canada, the domestic birth rate has fallen below 2.1 per cent, the replacement rate. Immigration, at one per cent of the population annually, has become the cause of any population growth.

Starting the last year 2020, countries such as China (32 million), Russia (1.8 million), Iran (1.7 million), and as well as the United States (1.4 million) saw the onset of shrinkage of youth between 15 and 24.

The best known predicted economic effect is the "old-age dependency ratio", which is the number of individuals working to support people aged 65 or older. In North America, four people under the age of 65 work to help one person over 65. Within the next decade, there will be three people working to support two people over 65. So by 2050, it could be two people working to help just one person.

The economic impact of the shift in the dependency ratio may not happen as thought. Alternate scenarios exist. Seniors are at risk of sudden drops in their number. The outbreak of the COVID-19 virus has shown that and continued variants may strike seniors even harder. It cannot be ruled out that terrorist groups or rogue states may seek to blackmail governments by threatening to release virus.

The age of the ultra-aged ultra-wealthy could prove a reality or a myth.

The economy itself may adapt to providing for pensions even with fewer employees. The change in work from manual to symbolic labour means that one exceptionally gifted worker can support many pensioners. One good idea could make all the difference. Another factor is that 65 may well be the new 50. People will be physically able to continue working by thinking, designing and strategizing long after the traditional retirement age. I Through comprehensive education and training, individuals in later life may develop into the most productive members of society.

The second effect of the expanding elderly population and shrinking younger population is predicted to be the overall decline in people. Darryl Bricker, Head of Ipsos Public Affairs, and John Ibbitson of the Globe and Mail have written an influential book about a future decline in human beings.

Many economists predict a variation of the following quotation.

“Nations experiencing a shrinking population will see a reduction in financial capital that could be used for long term investment and enhancing economic growth due to a shrinking population and more elderly people thought be a reduction in public savings since governments will use those funds and taking care of the elderly nations will start seeing their economies shrink and economic growth rates decrease.” (Arthur S. Guarino, Blog entry, <https://www.focus-economics.com/blog/economic-implications-of-an-aging-global-population>)

The agencies predicting a shrinking economic growth rate includes the Federal Reserve Bank of the United States, the United Nations, and the Rand Corporation, among think tanks.

One wag put it that economists make predictions to prove they have a sense of humor. There is room for caution in their predictions for the economy in 2050.

A shrinking population does not guarantee a declining economy. First, the artificial stimulation of the birth rate has a long and troubling but not unusual history. In European history, attacks on and taxes upon bachelors were commonplace. The State gave subsidies for large families, such as the food allotments for Russian women who won the Star of Lenin by giving birth to 12 children. An actual Handmaiden’s Tale. It is not beyond the realm of science fiction that artificial insemination and incubation may arise on an industrial scale.

More importantly, there is no hard and fast correlation between the size of an economy

and the number of people in the jurisdiction. We see that with the rise of the West in which entrepreneurialism, education add relative economic freedom led to tremendous gains in productivity. For example, a little bit of land can go a long way in creating a vibrant industry.

We see this in Bangladesh and Israel, where with just a fraction of Canada's landmass, they can generate two-thirds of the agricultural output of Canada. What spurs growth is a dynamic population, and access to foreign markets and capital markets. New ideas are most important. Finance capital is not a panacea rather more a spur to practicing discipline.

I rashly predict that the aging population with more time to innovate and a renewed entrepreneurialism will fuel economic growth between now and 2050.

Without economic growth from a smaller population, there are difficulties ahead in paying for the pensions and healthcare for the elderly will prove bitterly true. The growth of the seniors' cohort may mean that governments will have to reallocate funds to handle needs. Health and hospital technology, the personal care of the elderly, and community infrastructure may exhaust government budgets and pension fund investment pools.

Areas getting less of a share of the finance pie may be those critical to long-term growth, such as education, research and development, and social services.

The Fraser Institute, ever trustworthy to run off with the punch bowl, has meticulously calculated long-term fiscal impact upon the federal government's finances due in large part to the size of the increased demand for old-age pensions and health care for the elderly.

If the numbers materialize, then it will require a shift in government spending priorities towards the elderly. That raises equity issues between the old and the young and between the old rich and the old poor.

The growth of the seniors' cohort, as predicted, would likely require governments to reallocate economic and other resources to handle

needs. Unfortunately, the areas receiving less finance are also critical to our way of life, Early education resource, research and development, and social equity. Health and hospital technology, the personal care of the elderly, and community infrastructure may exhaust government budgets and pension fund investment pools.

The Fraser Institute points out that the current configuration of Old Age Security and Guaranteed Income Supplement subsidizes the wealthy as much or more than helping the poor. A lower population growth rate coupled with increasing life expectancy means that the share of the population over 65 is projected to increase to 25.6 per cent by 2068. As a result, social equity and policy acceptance will require greater spending on income transfer programs to seniors like Old Age Security (OAS) and the Guaranteed Income Supplement (GIS). (<https://www.fraserinstitute.org/studies/canadas-aging-population-and-long-term-projections-for-federal-finances>)

By making the OAS mildly need-based fixes the situation. The well off would receive fewer state funds. The government could reallocate savings to the less fortunate. In contrast, the elderly poor receive support that, with no other income, approaches the poverty level no matter how you define it.

Canadians have a well-defined personal sense of social equity, almost to a fault. Nevertheless, a forward-looking government in the next decade might readjust the public pension system to make sure less well-off seniors receive adequate support. In addition, well-off seniors might benefit from tax reforms, allowing them to support themselves more than sufficiently.

What is essential is both to be aware of the complications of demographic change and yet not to panic. They may not occur. They happen with greater ferocity than expected: the results could harm our way of life, or the impact may improve our world if the right choices are made at the right time.

There exists much room for hope.

In an analogy, Professor Ross McKittrick has looked at the 800 ways economists and others have looked to estimate temperature change on economic growth. What he found was widely verging predictions, outright contradictions, The degree of climate/economy variance provides a data equivalent of Godel's proof of the incompleteness of mathematics to answer all questions.

Francis Bacon's wrote in the 16th century that "time is the great motivator." The full quotation is, "He that will not apply new remedies must expect new evils, for time is the greatest innovator." What he means is that it is certain that new and evil turns of fate will occur. Man must match nature in coming up with new ideas, or mankind will surely fall behind.

A friend said, there is no evolution without mutation. To forecast the symbiotic changes of demography and the economy in the next three decades will require creativity.

As policy responses we need is creative ideas to achieve and maintain market efficiency and equity. Economic freedom and the encouragement of entrepreneurial ventures as logically consistent with our collective goal of a naturally occurring rise in the number of seniors and young people and expanding prosperity.

Less can be more if innovation, not rationing, is our guide.

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Photo shared by: Russell Belk

Humility vs. Humiliation in Old Age

RUSSELL BELK

As I write this, my mother is ninety-seven. In the past three years, I have spent time with her in hospitals, nursing homes, and rehabilitation centers as she battled cancer and various other types of ill health. She has suffered physical pain and discomfort. But perhaps worse, she has suffered humiliation. Some of the humiliation comes from her infirmity, but some also comes from the actions of others. She makes younger others uncomfortable because she moves slowly, has a hard time hearing, takes time deciding, and doesn't always understand what she is told.

In turn, others make her uncomfortable because they are impatient, unsympathetic, annoyed, and intolerant. They assume that she is worse than the still sharp-minded and kind person that I know her to be. Even care personnel who regularly deal with the old and ill don't always respect the needs

of the elderly for privacy, dignity, compassion, and respect. That my mother is humbled by her disabilities is understandable; that she is further humbled and humiliated by a disdainful society is not.

Humility is largely voluntary; humiliation is largely involuntary. Humility is a choice made with dignity, humiliation beyond that deriving from limitations of the body and mind is imposed from without as a result of callousness and prejudice. As we age there is often a natural tendency toward greater humility. We let go of vainglorious claims to status. We are freed from ambition. We can replace seeking to triumph over others with seeking to triumph over adversity. But

Death with dignity should be more than a motto for assisted suicide.



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if there is a greater chance for humility, there is also a greater threat of humiliation. Again, we must first make some personal allowance for and adjustments to our physiological limitations. After that it's a question of whether others we encounter will also make these accommodations. The question this raises is whether it is possible to age with humility, but without humiliation. Because of our potentially mellowed demeanor, we may well be perceived by others as more gentle, humble, and modest. But because of declines in our physical strength and mental agility as well as our youth, vigor, and skin tone, we may also be perceived by others as a stupid, ugly, and inferior annoyance. This is where humiliation comes in.

I am not talking about humiliation from the natural effects of aging which, in order to be humble, we should accept with grace. Age is a natural leveler and as we become "senior citizens" we may be expected to let go of some of our pride, dispense with pretense, and redefine our identity as residing less in what we can do or what we have and more in our experience and wisdom. In later stages of life, we will be well served by overcoming our pride and adopting greater humility and perseverance. In doing so we act to deflect or reduce others' temptation to humiliate us. A start in accomplishing this is to understand that they may well be reacting to us by projecting their own fears of aging and illness. Next, we may need to shift our sense of self. When we retire, we can refer to our prior careers, jobs, and achievements, but as these accomplishments recede into the past, they are of less use in thinking about who we are right now. Instead, we might look to our children, grandchildren, and great grandchildren and shift our pride to their accomplishments rather than our own. We may take vicarious pleasure

in their triumphs and share vicarious pain in their setbacks, but it is less about us and more about them. If we own a vehicle, we are likely less desirous of a flashy sports car or high-status marker than a vehicle that is easy to get in and out of and that is as automatic as possible. Eventually we will likely have to give up driving as well. In these and other ways humility can grow naturally with age. We find new means to envision and express our identities in ways that may be less fashion-forward but that are nevertheless satisfying and rewarding. We can turn to long-delayed hobbies, interests, and reading without self-recriminations that we should be working or helping family. It is our turn to be waited upon. Humiliation, on the other hand, may be felt in becoming dependent on others, having difficulty doing what we once did easily, embarrassing ourselves through incontinence, having to obey and defer to others instead of acting independently, and suffering potential ridicule due to degraded performance. We may also become financially dependent on others. As a result, we may grow lonely and alienated and lose the dignity we once enjoyed.

My mother is ninetyseven. In the past three years, I have spent time with her in hospitals, nursing homes, and rehabilitation centers as she battled cancer and various other types of ill health. She has suffered physical pain and discomfort. But perhaps worse, she has suffered humiliation.

Michael Oliver and Susan Tureman both worked in a nursing home over a number of years. In a paper called "Discoveries" they describe nursing home residents as "beautiful, unpretentious human beings." They go on:

And for those who encounter the elderly, empathy, patience, and understanding can go a long way toward fostering mutual respect. In this respect we can learn something from Asian societies that respect the elderly to a much greater degree than most of us in the West.

They are forced into a presentation of self without the use of normal props. Makeup will not cover arthritic limbs, and legs requiring wheels inevitably force the drama to a lower level. But the more I interact with these persons, whose costumes give away the secrets of the backstage, the more I admire their performances. They are real.

The passage evokes a combination of presentation of self and performance of self. Together, they suggest that old age is something that is performed, and it can involve a flawed presentation of self.

For it involves performances without the benefits of all the sets, masks, and props that were a part of our living as thriving consumers during our younger years. Thus, we may be denied resources that could otherwise disguise our frailties or embellish our strengths.

Nevertheless, there is considerable opportunity to avoid humiliation through acting with dignity. Dictionary definitions of dignity stress that it is a personal trait and behavior rather than something bestowed by others. A typical definition states that it is the quality or state of being worthy of respect and honor. Others are more likely to bestow this respect and honor if we act with dignity. Respect begins with self respect. This

does not mean being haughty or acting as if we feel we are better than others. Rather it means being humble and respectful of the others whose respect we seek. In other words, when the elderly act with humility (but not deference) they are more likely to avoid humiliation. And for those who encounter the elderly, empathy, patience, and understanding can go a long way toward fostering mutual respect. In this respect we can learn something from Asian societies that respect the elderly to a much greater degree than most of us in the West.

The potential indignities of aging may be divided into three sets: those that are inherent in our biology, those that are structural, and those that are social. The biological set includes changes in our physical condition, mobility, skin condition, posture, muscle tone, and hair condition as well as forgetfulness, confusion, and technological bewilderment. Structural changes include loss of job, income, gift-giving ability, home, possessions, and vehicle, and perhaps loss of privacy within certain hospitals and nursing homes. The COVID-19 crisis in care homes has demonstrated limitations of relying upon underpaid and overworked caregivers, many of whom are immigrants to whom English is a second or third language. Stress, delays, and communication issues are hard to avoid under such circumstances. And those sources of indignity that are social include increased dependency on others, decline of attention by extended family, staff inattention, regimentation, disdain, and discourtesy. It is these latter social indignities that concern me the most. Biological and structural indignities are humbling, but social indignities are potentially unnecessary sources of humiliation.

Humor may be a way of overcoming some of these changes through self-mockery. But humor directed toward the elderly often reveals the presence of ageist mockery. This is shown in greeting cards that can become a vicious expression of ridicule and aggression. For example, one recent card showed an older couple with the woman looking in the mirror with concern. She says, "I feel horrible; I look

old, fat and ugly. I really need you to pay me a compliment." Her partner replies, "Your eyesight's damn near perfect." Such negative messages (you are old, fat, and ugly) and stereotypes are not only prevalent in greeting cards, but also in film, television, advertising, and jokes. Targets of ridicule include declining mental abilities, unattractiveness, physical impairments, "old maids," bad health, provoking depression in others, impotence, and impending death. The old are depicted as being hard of hearing and having impaired eyesight and mobility. The stigma of aging is furthered by images of the elderly as disordered and dirty, repelling and repugnant. Furthermore, they are seen as incompetent and are, for example, assumed to be to blame in the case of automobile accidents. They are seen as old fashioned, unproductive, and irrelevant.

But these are perceptions based on stereotypes. What matters more in terms of actually feeling humiliated are the ways in which the person is treated. Besides outright rejection in areas like employment, the elderly may be met with either benevolent or hostile ageism. Even benevolent ageism can be paternalistic, as when others use "elder-speak" consisting of simplified exaggerated speech with overly simplified information and a demeaning emotional tone. Hostile ageism is characterized by a lack of warmth and ridicule, as may accompany what is perceived as age-inappropriate behavior by the elderly, such as liking contemporary music. These are behaviors and stereotypes that need to be countered by more age-positive images of the elderly in the media and in person. We are learning to challenge sexism and the same must be done with ageism.

Beleaguered health care workers cannot protect all residents from themselves and each other. Julia Neurberger describes life in a nursing home for one older man suffering physical and mental debilities after a vibrant life of self-assurance:

He was Jewish, very Orthodox, and gradually found himself unable to cope. He became incontinent, and on the hospital ward kept taking his clothes off. He never would have allowed anyone to see him naked if he had been himself, and it was extremely distressing for us to see him

acting contrary to every rule he had lived by. My mother recently was on the spectator end of such display, when a naked man walked into her room in her health care facility.

Similarly, Oliver and Tureman, the same couple who worked in a nursing home, reflected:

Mom will sleep with a stranger in her bedroom, she will eat food which is predetermined and served at specific times, she will be unable to take a bath when she wants one, and her bowel movements will be observed and monitored.

If she gets upset, or raises her voice, she will be reprimanded.

Finally, she will discover that parts of the home are "off-limits."

There is also a huge difference between more expensive facilities with private rooms and poorer facilities with four to a room separated only with bedsheet curtains. Those who can't afford a nursing home, in-home care, or palliative care in the case of debilitating fatal diseases have only family or homeless shelters to fall back on.

There are of course many other factors that shape the experience of aging, include health, gender, ethnicity, religion, having a living partner, location, support networks, and private or social insurance. And if you live in a country without a public health care system, good luck. But cultural norms are also important. A Ghanaian colleague, Sammy Bonsu, and I found that in Ghana it was more honorable to use money to provide a loved one with a good funeral than it was to spend the money on drugs that might save their life or spare them pain. In much of Asia the old are revered, although the expectation of living out life with

My mother is ninety-seven. In the past three years, I have spent time with her in hospitals, nursing homes, and rehabilitation centers as she battled cancer and various other types of ill health. She has suffered physical pain and discomfort. But perhaps worse, she has suffered humiliation.

extended family is declining there as well. But one thing Asians tend to do in middle and old age is travel in groups, especially the Chinese. Urban Chinese also eat at restaurants in groups and share food at round tables with “lazy Susans” in the middle. In many Chinese cities older people also gather in the mornings or evenings to rhythmically exercise, dance, and do Tai Chi in groups. They help one another.

Similarly, until she was ninety-five, my mother was fortunate to live in a senior apartment complex where the residents really cared for and looked out for one another. While death is a common and accepted event in the complex, so is life. They enjoyed daily coffees and card games, a happy hour, and a weekly shared meal. While there, Mom was part of the group that was celebrated for being in their nineties. And she was proud to reflect on “Betty Belk Day” at her church, where her life story was summarized along with her role in helping found the church sixty-five years earlier. These little recognitions help to reinvigorate a type of modest pride that lives inside each of us as we begin to reflect on our lives. A simple act that we can all offer to bring about such moments is to ask and listen.

Death with dignity should be more than a motto for assisted suicide. Dignity can be elusive for both the poor and the rich. While the poor, women, minorities, and immigrants may suffer more hostile ageism, rich white men may have a more difficult time adjusting to the infirmities of aging after a lifetime of privilege. Likewise, despite being financially better off than the generations before and after them, the Baby Boom generation now entering old age may feel a greater shock after a lifetime of cultural dominance.

French writer, philosopher, and political activist Simone de Beauvoir observed that “the elderly person is marked as such by custom, by the behavior of others and by vocabulary itself.” That is, the way others treat us tells us how old or infirm we are or are assumed to be. So does the vocabulary of the system that tells us we need a “handicapped sticker” when our only impairment is old age. Where we may have once appreciated when someone checked to determine whether

we were old enough to legally buy alcohol, we may now wince when someone assumes that we should enjoy a senior citizen’s discount. These are some of the many stigmas of aging. Religious ethicist Jane Foulcher compared the renunciations we make in old age to the practices of self-denial in a monastery: “Relinquishing ownership of worldly goods, celibacy, chastity, simplicity of life, and solitude.”

But it doesn’t have to be that way. In a less ageist society holding on, letting go, and enjoying our later years becomes more of a choice. Socially, we don’t need to segregate the aged and keep them out of sight of others. France has a program in which university students can live free with elderly people who have room in their homes. In exchange the students are required to devote a certain number of hours per week to help the older person. But what inevitably happens is that a bond of friendship is formed, and no one counts hours. And these relationships often continue after the young person moves on. Getting old doesn’t need to include the experiences that Foulcher found “of interminable waiting and monotonous routine, of destructive rumination and attendant distrust that too often characterize the lives of residents of aged care facilities.”

Ultimately humiliation is a social construct. In a society of nudists, being nude in public is not a source of humiliation. In a society of enlightened, tolerant, and respectful people, the inevitable impairments of aging are not a source of stigma. And for someone who can afford care and services and who is fortunate enough to escape the most encumbering forms of physical and mental impairment, it is possible to largely avoid humiliation. For those who are less fortunate or less wealthy, such escape is impossible. Both society and individual caregivers need to work on removing negative bias toward the aged. Condescension breeds shame. Compassion breeds understanding. Fear of death is enough to face without the additional burden of humiliation.

Source: “Humility versus Humiliation in Old Age,” in Rebekah Modrak and Jamie Vanderbrock, eds., *Radical Humility: Essays on Ordinary Acts*, Cleveland, OH: Belt Publishing, 189-198, 2021.

74 Ideas for Healthy Activities

by Philip Kotler and Edgar Keehneen

1. Browse mindfulness and meditation resources to try - find lots in our online guide!
2. Work on personal development through journaling - here's a list of prompts
3. Browse new healthy recipes
4. Plan your meals
5. Work your way through this list of films that have helped people with their mental health
6. Do the 7 Day Happiness Challenge from Action for Happiness
7. Watch free online documentaries
8. Watch comedy
9. Play on a trivia or games app
10. Learn some basic yoga poses - we recommend Yoga with Adriene on YouTube
11. Learn calligraphy or hand-lettering
12. Learn how to play a musical instrument
13. Talk to a volunteer listener (see pages 20-26 of The Social Connection Planner)
14. Read a biography about someone who inspires you
15. Do some mindful colouring - check out our free mindful colouring sheets
16. Rediscover old music you liked when you were a teenager
17. Watch a live stream theatre show from The National Theatre
18. Make a list of things to save up for
19. Have a relaxing DIY foot soak
20. Do a free online nutrition course
21. Start a blog
22. Download Bumble BFF and chat to new people in your area
23. Reorganise or redecorate your living space
24. Do a jigsaw puzzle
25. Make a list of goals for the year
26. Find a new podcast to listen to
27. Declutter
28. Update your CV
29. Make a list of books you want to read this year
28. Update your CV
29. Make a list of books you want to read this year
30. Search Pinterest for craft or DIY project ideas
31. Download Reddit and browse uplifting content such as r/aww and r/humansbeingbros
32. Do a free online drawing class
33. Search Facebook for local groups with volunteering opportunities
34. Arrange to catch up with someone over video chat
35. Explore new music
36. Do a workout video
37. Brainstorm ways to save more money
38. Learn furniture building or upcycling
39. Make a life experiences bucket list
40. Get a 30 day free trial of Audible and listen to an audiobook
41. Do a free online coding course
42. Build your Mental Wellbeing Toolkit
43. Use Jackbox Games to play games with friends
44. Join an online book club
45. Start learning a new language
46. Do the 4-week Best Possible Self Exercise, an evidence-based intervention for improving wellbeing
47. Plan some thoughtful birthday or Christmas gifts
48. Research activities for your elderly relatives
49. Start a side project to earn extra money
50. Browse free online courses (here are some for kids)
51. Write a poem or short story
52. Make a cookbook of your favourite recipes
53. Make a list of things you're looking forward to when the pandemic is over
54. Become a volunteer listener (or chat to one) on 7Cups.com
55. Watch a live stream gig from Sofar Sounds
56. Watch TED Talks
57. Use the Netflix Party extension to watch Netflix with your friends online
58. Do a home improvement project
59. Do some gardening
60. Make a list of topics you're curious about and research them online
61. Do a spring clean
62. Search Pinterest for family bonding ideas
63. Search Pinterest for indoor kids activities
64. Learn knitting, cross-stitch or embroidery
65. Find a new board game to play
66. Do exercise song videos with your kids
67. Take part in a virtual pub quiz
68. Start a dream journal
69. Watch a live opera stream from The Metropolitan Opera
70. Do some baking
71. Feel more connected by finding a pen pal
72. Learn how to invest in this free online course
73. Explore ideas for camping in your backyard
74. Browse our free tools library!

ResInt Research Review

ResInt Research Review is a biannual research journal of ResInt Canada, managed by CARES – a think tank of ResInt Inc. Canada. The journal publishes articles, cases, and reviews by leading academics, researchers, and business thought leaders working in the areas of, but not limited to, marketing, research, strategy,

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The purpose of the journal is to be the source of thought-provoking new and original ideas from contributors

around the world. Its aim is to guide professionals towards achieving sustainable business growth via modern, effective techniques. It further emphasizes the deeper causal relationships between the different aspects of business, such as income generation and distribution, social intervention and impact, productivity and empowerment, and values and lifestyle, that may impact quality of life.

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UNDERSTANDING MORE ABOUT NEW LIFE BUILDERS

The following are links to a number of video's to be found on Youtube where our contributor, Dave McCaughan, discusses how to understand New Life Builders. a number of the videos feature Dave talking to various experts on aspects of lifestyle, health and wellness, marketing for the dynamic 60+ age groups

1 New Life Builders: Ageing is better than you think, Dave McCaughan talking at Global Wellness Summit 2019.



<https://www.youtube.com/watch?v=Rr-85jEh-Qyw&t=352s>

2 Retirement is all Different Now with Dave McCaughan, Aki Kubo , Sue Bell for New MR



<https://www.youtube.com/watch?v=q3a8fU4qc3M&t=11s>

3 Rethinking New Life Builders with Aki Kubo, Steve Sowerby and Dave McCaughan



<https://www.youtube.com/watch?v=s9k5jU-tUI5A&list=PL4cce4o6LzQQD5NMIfziONoLpI-yROzQmV&index=7>

4 CHC & Immunity in the Elderly Population with Taichi Inui and Araksya Topchyan, Steve and Dave



<https://www.youtube.com/watch?v=-6bAu3-OPMU&list=PL4cce-4o6LzQQD5NMIfziONoLplyROzQmV&index=8>

5 Healthy Ageing; Why the over 50's do need to supplement with Dr Max Gowland, Steve Sowerby and Dave McCaughan



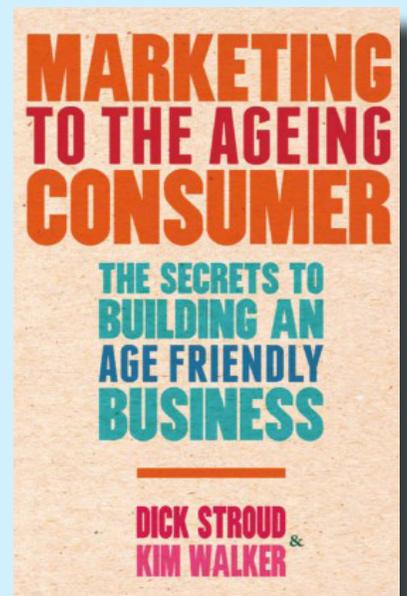
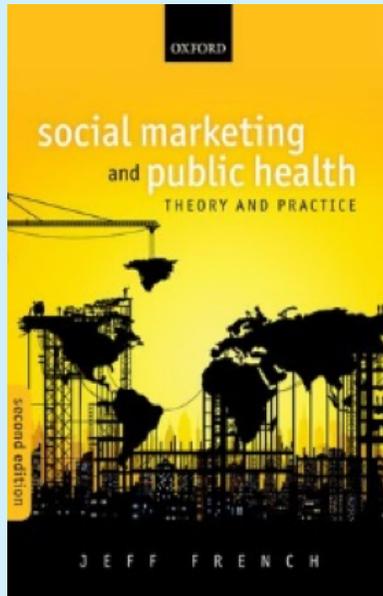
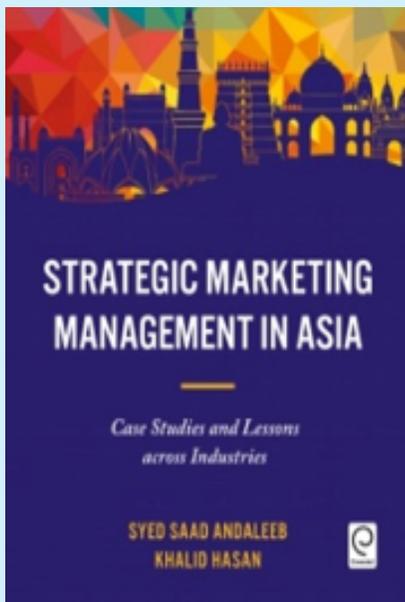
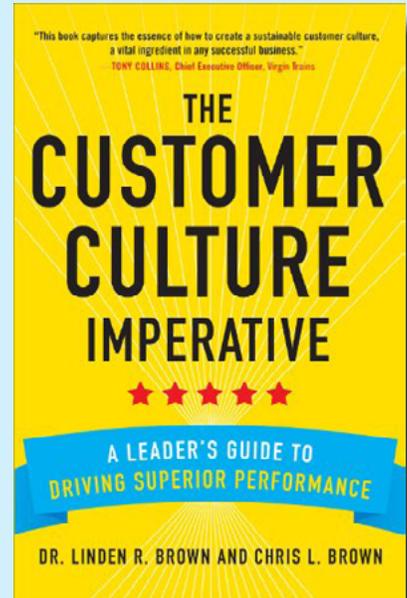
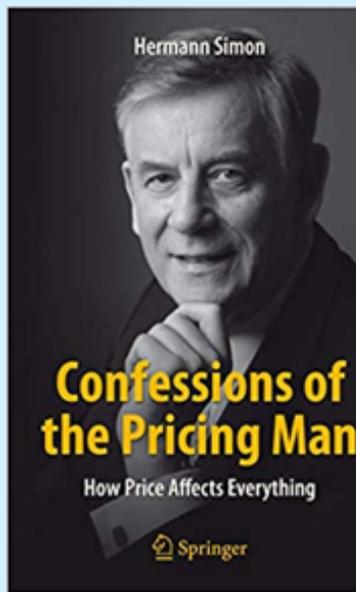
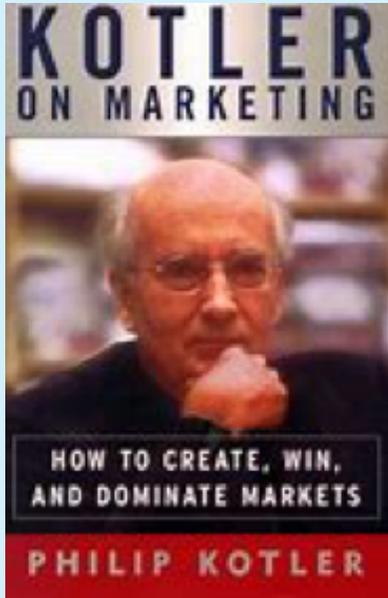
https://www.youtube.com/watch?v=FQS7745p-Yc&list=PL4cce-4o6LzQSfp1V2KCy-hKgGQx3-c_J5&index=4

6 Caregiving; Hidden Opportunities for Brands and for Workforces with Debbie Howard, Steve Sowerby and Dave McCaughan



https://www.youtube.com/watch?v=29F-62slwAPk&list=PL4cce4o6LzQSfp1V2K-Cy-hKgGQx3-c_J5&index=7

Business Books





Connecting the dots of life

