



Silver Economy

a mapping of actors
and trends in

Latin America
and **the Caribbean**

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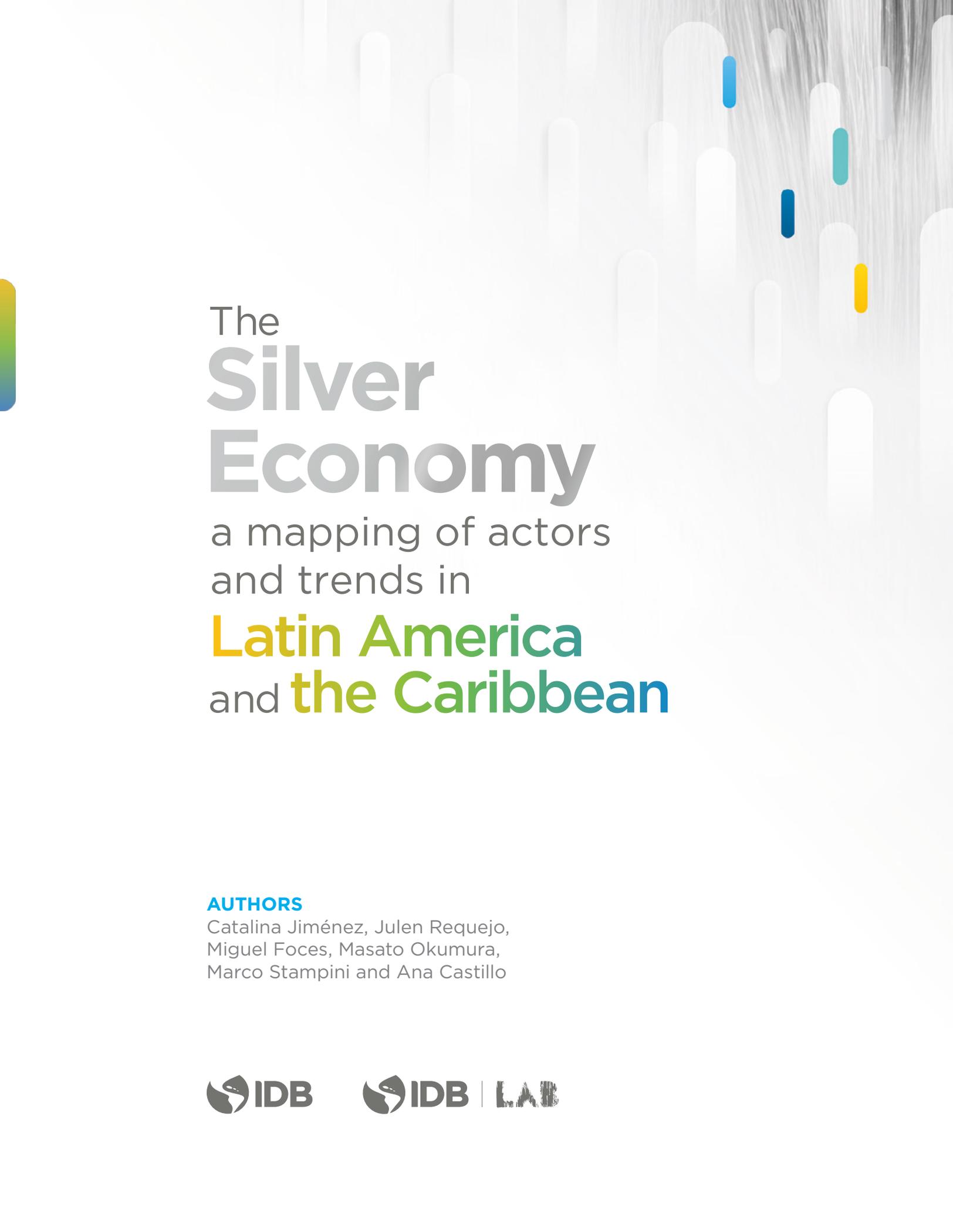
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Summary

Latin America and the Caribbean, unlike other regions, is still quite young demographically: people over age 60 make up around 11% of the total population. However, the region is expected to experience the fastest rate of population aging in the world over the coming decades.

This projected growth of the elderly population raises challenges related to pensions, health, and long-term care. At the same time, it opens up numerous business opportunities in different sectors—housing, tourism, care, and transportation, for example—that could generate millions of new jobs. These opportunities are termed the “silver economy,” which has the potential to be one of the drivers of post-pandemic economic recovery. Importantly, women play key roles in many areas of this market, as noted in the first report published by the IDB on this subject ([Okumura et al., 2020](#)).

This report maps the actors whose products or services are intended for older people and examines silver economy trends in the region by sector: health, long-term care, finance, housing, transportation, job market, education, entertainment, and digitization. The mapping identified 245 actors whose products or services are intended for older people, and it yielded three main findings. The first is that the majority of the actors (40%) operate in the health and care sectors. The prevalence of these sectors could be due to the fact that they are made up of many small players, and it could also suggest a still limited role of older people in active consumption, investment, and the job market in the region. The second finding is that 90% of the silver economy actors identified by the study operate exclusively in their countries of origin, and that Mexico has the most actors (47), followed by the Southern Cone countries—Brazil, Chile, and Argentina—which have the region’s highest rates of population aging. The third finding is that private investment dominates the silver economy ecosystem, as nearly 3 out of every 4 actors offering services to the elderly population are for-profit enterprises.

The sectors and markets of the silver economy differ in size and degree of maturity. For example, the long-term care sector, which includes residential care settings, is the oldest and has the largest number of actors, while sectors like digital, home automation, and cohousing are still emerging. Across all sectors, however, there are innovative initiatives that hold great potential for growth. This report examines the main development trends of the silver economy in the region and presents examples of initiatives that are already underway.

The health sector has a wealth of initiatives designed to make managing chronic diseases easier and to prevent and reduce the impact of functional

limitations through practices that encourage active aging. In the area of long-term care—one of the most powerful drivers of job creation—initiatives to train human resources and offer home care services are flourishing. The financial sector is beginning to meet a wide range of demands from older people by offering unique services such as remittances or property management, in addition to more traditional pensions, savings, and investment services. The housing sector is adapting rapidly to the changes resulting from population aging. This shift can be seen, for example, in developments in the area of cohousing or collaborative housing, and in the rise of smart homes, which are emerging as potential solutions. In the area of transportation, specific solutions are being developed to meet the unique mobility needs of older people, whose economic and social participation is on the rise. The job market offers older people opportunities to continue contributing to society, either by sharing their experience or by earning income. The education sector is developing solutions that promote active aging and the ongoing participation of older people in the region's economic and social life. Entertainment services for older people are expanding, with the emergence of multiple online services. Lastly, digitization is a cross-cutting and fundamental challenge for the silver economy, and various initiatives in the region that directly address this issue were identified. Additionally, in several sectors we identified actors with a clear focus on gender, and these primarily provide support to women.

Of a total of 245 actors identified by the mapping exercise, we take a closer look at 11 different stories of the development of the silver economy in the region. The featured organizations are RAFAM Internacional (Argentina), TeleDx (Chile), Bonanza Asistencia (Costa Rica), NudaProp (Uruguay), Contraticos (Costa Rica), Maturi (Brazil), Someone Somewhere (Mexico), CONAPE (Dominican Republic), Fundación Saldarriaga Concha (Colombia), Plan Ibirapitá (Uruguay), and Canitas (Mexico). These organizations were chosen based on criteria such as how innovative their business models are, the current size and growth potential of their initiatives, and their impact on society.

This study is a first step towards mapping the silver economy in Latin America and the Caribbean, and the hope is to broaden the scope of this mapping exercise through future research and through the creation of a community of actors to promote the regional integration of initiatives in this field.



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Introduction

Latin America and the Caribbean, unlike other regions, is still quite young demographically: people over age 60 make up around 11% of the total population. However, enhanced quality of life and improvements in the supply of basic services such as water, sanitation, and healthcare have caused life expectancy to rise significantly. This trend, coupled with a notable drop in birth rates, means that older people make up an increasingly large proportion of the total population, and the Latin America and Caribbean region is expected to experience the fastest rate of population aging in the world over the coming decades (Aranco et al., 2018).

To examine the challenges and opportunities of rapid population aging, the IDB published ***The Silver Economy in Latin America and the Caribbean. Aging as an opportunity for innovation entrepreneurship and inclusion*** in 2020 (Okumura et al., 2020). The projected growth of the elderly population raises challenges related to pensions, health, and long-term care. At the same time, it opens up numerous business opportunities in different sectors—housing, tourism, care, and transportation, for example—that have the potential to generate millions of new jobs. This process has already begun.

Given this context, this report aims to map the actors and trends in the silver economy in Latin America and the Caribbean. The information it provides comes from secondary sources—publications and data retrieved online, among others—as well as from a number of interviews conducted with regional experts on the silver economy, from both the public and private sectors.¹ The mapping is not exhaustive and does not claim to be fully representative, so due to its limitations and possible biases its results should be interpreted with caution. The fact that a greater number of actors is mentioned in a particular country, for example, does not necessarily mean that the silver economy has a stronger foothold there, or that the country is a nexus of development and incentives for older people.

Despite its limitations, this mapping represents an important starting point for exploring and boosting the development of the region's silver economy. This initiative is one of a set of actions the Inter-American Development Bank Group (IDB Group) is taking in Latin America and the Caribbean to promote

¹ The snowball sampling methodology was used to conduct the interviews, as indicated in Appendix 1.

the region's development by building a regional community based on knowledge, entrepreneurship, and innovation, through the use of financing and cooperation between public and private initiatives.²

The report is structured as follows: the first section outlines the scope of the actor mapping and presents the main findings on the silver economy in Latin America and the Caribbean. The second section details trends in the region's silver economy in the following areas: health, long-term care, financial services, housing, transportation, the job market, education, entertainment services, and digital services. The third section takes a closer look at 11 stories of the development of the silver economy in the region. The final section shares conclusions, and the appendices describe the methodology used and provide a full list of actors identified in the mapping.

² The IDB Group is the leading source of development finance for Latin America and the Caribbean. The Group comprises the Inter-American Development Bank (IDB), which has worked with the region's governments for 60 years; IDB Invest, which serves the private sector; and IDB Lab, which develops innovative ways to enable more inclusive growth. The IDB Group offers flexible financing solutions to its member countries to promote economic and social development through lending and grants to public and private entities in Latin America and the Caribbean (IDB, n.d.).

1. Scope of actor mapping and main findings on the silver economy in Latin America and the Caribbean

We identified 245 actors whose products or services target older people. These actors, located in 24 countries of the region, include non-profit and for-profit organizations. We also considered some that, although located outside Latin America and the Caribbean, have high potential to develop and expand their business in the region. Unfortunately it was not possible to collect consistent information on the finances of each company, which would have allowed us to assess the weight of each sector in terms of its revenue, for example, or the number of employees or customers. For this reason, the analysis that follows is based on the number of actors identified in each sector or category, and they are not weighted based on size.

1.1

Most actors are in the health and care sectors

The first finding from this mapping is that currently 40% of the silver economy actors provide health and long-term care services (see Figure 1). This could be partly due to the fact that the sector, and particularly long-term care, is made up of a multitude of small actors. At the same time, the prevalence of the health and care sectors could suggest a still limited role of the region's older people in the areas of active consumption (of tourism, entertainment, education, or housing services, for example), investment (financial sector), and the job market.

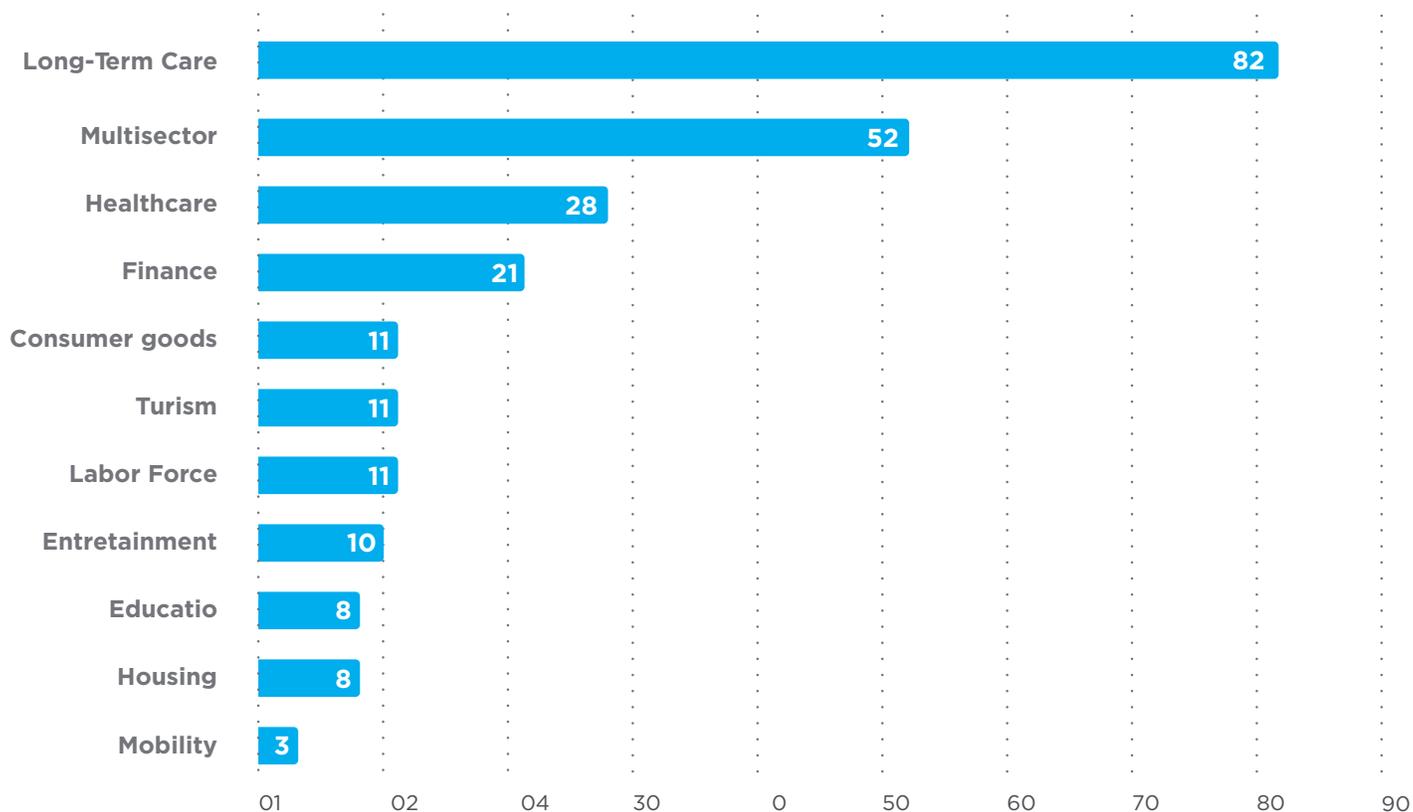
This data has important implications for the development of the silver economy ecosystem in Latin America and the Caribbean. On the one hand, in the sectors with a certain degree of maturity that are made up of numerous actors, such as the long-term care sector, it will be key to identify the challenges those actors face and implement timely and innovative solutions to promote access for the population's most vulnerable groups.

On the other hand, in sectors with far fewer actors, such as education, housing, and mobility, there is likely potential demand for services that the current supply does not meet. It is therefore crucial to first identify the reasons why the potential of all sectors has not yet been realized, which requires a thorough market analysis to detail, for example, the socioeconomic statuses of potential users and consumers. Additionally, there needs to be an analysis of the supply of public sector services, which may be covering some of the demand. Based on these analyses, it will be possible to identify the most relevant challenges, which new players in the region's silver economy market will be able to address by rolling out innovative solutions.

It should be emphasized that for each sector it will be essential to foster the growth of an ecosystem that involves existing actors and others not yet clearly focused on the market, in order to more quickly identify the most relevant challenges and their possible solutions.

Figure 1

Number of actors identified in the silver economy by sector of activity, 2020



Source: Prepared by the authors based on data obtained as a result of mapping the actors and trends in the silver economy in Latin America and the Caribbean for this report.

1.2

Silver economy actors usually operate in a single country

The second finding of this mapping is that 90% of the silver economy actors identified in this study operate exclusively in their countries of origin (see Figure 2). Only 24 actors active in more than one country in the region were identified. Furthermore, Mexico is the country with the most actors (47), followed by the Southern Cone countries—Brazil, Chile, and Argentina—which have the region’s highest rates of population aging (see Figure 3).

Considering the potential that many players have to replicate and expand their business models in other countries in the region, as discussed in section 3, it is important to understand the barriers that have thus far prevented this expansion

into neighboring markets. It is also necessary to examine the reasons for the low number of suppliers originally from outside the region. In some cases, lack of knowledge about other potential markets could be the main reason for both phenomena. In other cases, factors such as differences between the various legislative and regulatory frameworks may have hindered the internationalization of value proposals, particularly affecting healthcare and the job market. Further analysis of these aspects is needed in order to implement strategies to maximize the potential for expanding existing offerings.

Figure 2

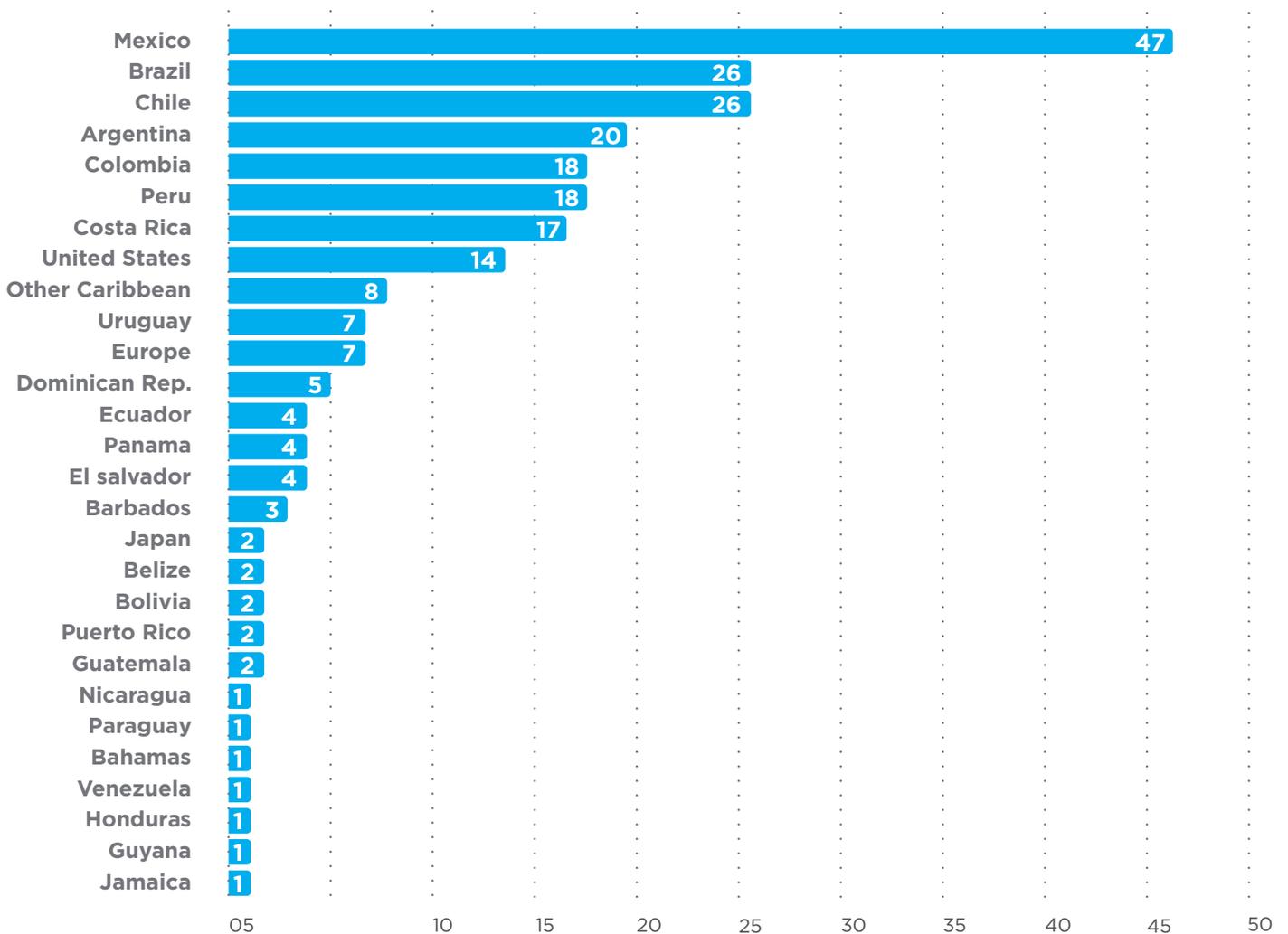
Distribution of silver economy actors identified by country in which they operate, 2020



Source: Prepared by the authors based on data obtained as a result of mapping the actors and trends in the silver economy in Latin America and the Caribbean for this report.

Figure 3

Number of actors identified in the silver economy by country of origin, 2020



Source: Prepared by the authors based on data obtained as a result of mapping the actors and trends in the silver economy in Latin America and the Caribbean for this report.

1.3

Investment in the silver economy ecosystem is predominantly private

The third finding of this mapping is that almost 3 out of every 4 actors offering services to older people are for-profit enterprises. The mapping identified 174 for-profit actors and 71 non-governmental organizations (NGOs), foundations, research centers and government institutions (see Figure 4). It should be noted that more than half of the actors (147) are companies of various types - startups (20), SMEs (98), or larger companies (29). The second-most prevalent type of actor is NGOs

and foundations, which account for 16% of the entities mapped (39) (see Figure 5).

Although more in-depth analysis is required to delve deeper into issues such as the relationship between private sector services and those offered by the public sector, the above data shows that the private sector has much potential to meet the growing demand of the silver economy in upcoming decades, which will encourage job creation.

Figure 4

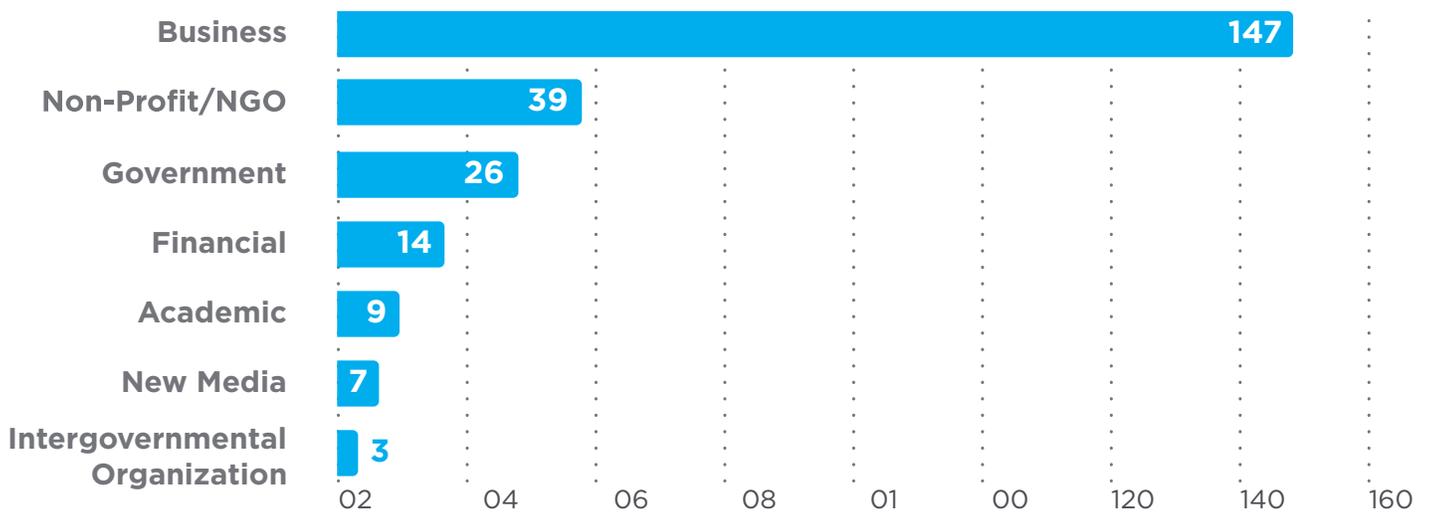
Number of actors identified in the silver economy according to purpose (for-profit and non-profit), 2020



Source: Prepared by the authors based on data obtained as a result of mapping the actors and trends in the silver economy in Latin America and the Caribbean for this report.

Figure 5

Number of actors identified in the silver economy by type of organization, 2020



Source: Prepared by the authors based on data obtained as a result of mapping the actors and trends in the silver economy in Latin America and the Caribbean for this report.

2. Silver economy trends in Latin America and the Caribbean

The sectors and markets of the silver economy differ in terms of their size and degree of maturity. For example, the long-term care sector, which includes residential care settings, is the oldest and has the largest number of actors, while sectors like digital, home automation, and cohousing are still emerging.

Across all sectors, however, there are innovative initiatives with great potential for growth. This section examines the main trends in the development of the region's silver economy and presents some examples, which are not intended to be representative, of initiatives that are already underway.

2.1

Health services

The health sector has a wealth of initiatives designed to make managing chronic diseases easier and to prevent and reduce the impact of functional limitations through practices that encourage active aging.

Aging is linked to an increase in the prevalence of chronic diseases (such as diabetes and Alzheimer's), risk factors (e.g. high blood pressure), and functional limitations (such as vision or hearing problems), which require personalized, long-term treatment. However, such conditions can to some extent be prevented or controlled through various initiatives that facilitate disease management (often using innovative technologies), encourage active aging, or promote training for older people and their families. It is therefore encouraging that this mapping identified multiple actors that focus on chronic disease management and on promoting active aging.

For example, Argentinian NGO **Asociación Lucha contra el Mal de Alzheimer y Alteraciones Semejantes de la República Argentina—A.L.M.A Alzheimer (Argentine Association Against Alzheimer's Disease and Similar Conditions)** offers training and support to relatives of people who have Alzheimer's, delivering workshops on care and preventing the disease led by a team of expert therapists, psychologists, and neurologists. The association is part of Alzheimer's Disease International (ADI), a federation of 90 associations from around the world, which has been supported and recognized by the World Health Organization (WHO) since 1990. It is also a founding member of Alzheimer Ibero América (AIB), which was

formed in 2003 and is a federation of 20 associations from Latin America, the Caribbean, and Spain. A.L.M.A. Alzheimer is geared towards users with a low or middle socioeconomic status, and an average ability to pay. The association is self-sustaining, with its main sources of income being the dues paid by its partners and admission fees from workshops and other activities.

The Brazilian startup **Beone Technologies (Beone Tech)** is a for-profit organization that focuses on care for diabetes patients, particularly those who are critically ill because they have wounds that are difficult to treat or are facing amputation. Beone applies photobiomodulation, a technologically advanced therapy to cure diabetic ulcers and foot wounds. The technology was validated at highly respected institutions such as Massachusetts General Hospital (Boston, Massachusetts, USA) and the Agamenon Magalhães Hospital (Recife, Brazil) and has received international awards from Harvard University and the Massachusetts Institute of Technology. Currently, only users with an upper-middle socioeconomic status can afford this technology.

Sunu is a Mexican health technology and software company that developed the Sunu Band, a smart wristband that allows blind or vision impaired people to detect obstacles and move around with greater freedom and confidence. The device, which uses artificial intelligence, helps the visually impaired be more autonomous and independent. Sunu is also developing a new product, Sunu Neck, intended especially for older people. This smart device is worn around the neck and also serves to guide people who are blind or have limited vision. Unlike the Sunu Band wristband, Sunu Neck was specifically designed to meet the needs of the elderly, so the device does not have to be paired with a smartphone application in order to use it. Instead, the necklace is operated by the user's voice and already contains all functions: GPS navigation; messages and calls through voice authentication; warnings about obstacles; recognition of people and objects; smart assistance; health monitoring, and emergency alerts. The target market for the company's

products, which have received several international awards and accolades in recent years, is older people with a high socioeconomic status.

Prothesia is Mexican startup that designs software tools for manufacturing medical supplies such as affordable and customizable orthopedic and prosthetic devices. Its value proposition is producing such devices using innovative manufacturing technologies, such as scanning and 3D printing. Although older people are not the company's only client demographic, they are the group who benefits the most from using these devices. The company's products, which won the Everis Mexico Award in 2019, among other awards, target people of low or middle socioeconomic status.

Turing Laboratory is a university laboratory led by a group of young people in Guatemala that researches and develops disruptive technologies. Among other products, they created the Galileo Bionic Hand, a prosthesis that stands out for its functionality and that can be used as an extension of the body by older people who have lost strength or mobility. The laboratory is also developing another innovative product: an autonomous wheelchair that works with localization algorithms and detects user intent through digital signal processing, automatic learning, and a user-machine interface. The enterprise's products are geared towards people of high socioeconomic status.

Argentinian organization **RAFAM Internacional** promotes the adoption of healthy habits among older people through physical activity. To this end, they organize meetings, spearhead campaigns, and develop guidelines to share their vision of the importance of leading an active life. In Chile, **TeleDx** focuses on applying a technological innovation—diagnosis of automated retinographies through telematics—for the early diagnosis and prevention of diabetic retinopathy, the most common cause of blindness among the adult population. These last two cases will be examined in more detail in section 3 of this document.

2.2

Long-term care

In the area of long-term care—one of the most powerful drivers of job creation—initiatives to train human resources and offer home care services are flourishing.

In the Republic of Korea, the long-term care industry has generated 500,000 formal jobs in a decade, following the launch of a national insurance plan covering long-term care (Cafagna et al., 2019). Given the rapid aging of its population, Latin America and the Caribbean has the same job creation potential in a sector where there is little threat of jobs being lost to automation.

The COVID-19 pandemic has exposed the vulnerability of the supply of institutional services, but even before its spread it was evident that the relevance of institutional care was declining and home care services were booming. This is due to the fact that people prefer to grow old at home and in their communities. In addition, home care can be more cost-effective. This kind of service is still developing in Latin America and the Caribbean because care has traditionally been provided by members of the household, primarily women (Stampini et al., 2020). However, the availability of care from within the family will decrease substantially in coming decades because families will be smaller and women will increasingly be employed outside the home. As a result, this market is expected to see significant growth, particularly on the private sector side.

Ensuring quality of care requires social and emotional skills including empathy, patience, the ability to plan, and attention to detail. Though some people are more likely to spontaneously put such skills into practice, it is essential to train those who provide care services. As a result, personalized care and services for training human resource in this sector are flourishing around the world and in the region.

For example, the Colombian non-profit foundation **Lazos Humanos** (Human Ties), which is part of the Versania Group, offers care services for older people, runs training activities for caregivers, and organizes workshops and recreational activities geared toward the vulnerable population. Over

the course of its history, the organization has developed its own educational method to train future caregivers, who specialize in accompanying and caring for the elderly and have basic knowledge of their healthcare requirements. Also, as a result of the changes imposed by the COVID-19 pandemic, the organization has modified how it runs its activities and now holds them virtually. In this new space, they have successfully held various activities to educate older people on the use of new technologies.

The private Peruvian company **Gerovtalis**, based in Lima, offers care for older people under a business model that involves providing care services and temporary or permanent accommodation in residential care settings or nursing homes. The company has managed to set itself apart from other businesses in the sector through the extent to which they customize their services. Their value proposition lies in successfully integrating recreational programs and specialized food plans, as well as using various technologies—such as motion sensors and round-the-clock telemedicine—to prevent risks and care for the health of their residents. This range of services, which is intended for older people of upper-middle or high socioeconomic status, has attracted both Peruvians and foreigners, especially from the U.S. and Canada.

In Costa Rica, **Bonanza Asistencia** offers high-quality home care services for older people. It has a wide range of services, including in-home support for older people with different levels of care dependence, as well as post-operative care services. This case will be explored in more detail in section 3.

2.3

Financial services

The financial sector is beginning to meet a wide range of demands from older people by offering unique services such as remittances or property management, in addition to more traditional pensions, savings, and investment services.

The financial sector is characterized by its high growth potential to complement the role of the pensions system through savings and investment services for older people. It includes, among others, companies that channel remittances sent by relatives who migrated abroad. These sums of money are extremely important for ensuring or improving well-being of many older people who live in Latin America and the Caribbean. In addition, products such as reverse mortgages, which are more common in high-income countries, are expected to play an increasingly important role in the region.

In El Salvador, the company **Fedecredito** offers services such as loans, credit, and special rates

for sending and receiving remittances. One of its programs specializes in meeting the specific financing needs of older people and provides support in the realm of finance. Its target group is older people with a middle or low socioeconomic status.

In Uruguay, **NudaProp** provides specialized professional services based on bare ownership. This legal arrangement allows older people to sell their homes but retain the right to use them for life or temporarily, meaning that they do not need to move and can generate additional income to be used for other purposes. This case will be examined in more detail in section 3.

2.4

Housing sector

The housing sector is adapting rapidly to the changes resulting from population aging. This shift can be seen, for example, in developments in the area of cohousing or collaborative housing, and in the rise of smart homes, which are emerging as potential solutions.

Latin America and the Caribbean has become increasingly urbanized in recent decades, so a high percentage of the population now lives in urban areas. As a result of the concentration of the population in large cities, people's behaviors and lifestyles have been changing, and their homes have also changed. These changes also affect

older people, who are no exception.

In the region it is common for older people to live with their families and receive care provided by their children and other relatives or people close to them. There have also traditionally been care centers such as residential care facilities for the

elderly. However, some new arrangements have emerged over the last decade, such as cohousing or collaborative living, which are transforming the way older people live. The advantages of these arrangements include lower home maintenance costs, communal living and closeness that facilitate social contact and care, and the emergence of a strong sense of community. Other areas of the housing sector also have great development potential, such as home automation, building smart homes, and using technology to adapt residential care settings to older people's needs so that they can enjoy greater autonomy and independence.

The **Fundación Cohousing Chile** is a non-profit organization that began operating in 2019. Its goal is to analyze and raise awareness about the set of problems tied to the active aging of Chilean society. Its objective is to address the challenges posed by environment and housing in relation to active older people, and it has therefore focused its efforts on sharing the concepts of collaborative housing and intentional community. The core of the Foundation's work is building strategic networks involving various universities and academic centers, along with other public and private Chilean institutions. It aims to serve older people of middle or low socioeconomic status.

Conexo Inmobiliario is a Colombian construction company that is currently developing future types of smart homes well suited to the needs of older people. This project has strong potential to attract older people, whether from Colombia or abroad, who wish to retire in a country like Colombia. Given that very little automated housing specifically designed to meet the needs of older people is available in Latin America and the Caribbean, this niche currently has no significant competitors. The company's offering is geared towards people with an upper-middle socioeconomic status.

2.5

Transportation sector

The transportation sector is developing specific solutions to meet the unique mobility needs of older people, thus increasing their opportunities for economic and social participation.

In Latin America and the Caribbean, the lack of good mobility and transportation options often limits the autonomy and full social participation of the elderly, who are frequently miss out on different activities because they have no way to get around. The region has seen the emergence of some actors seeking to provide solutions that meet the specific mobility needs of older people by developing transportation solutions intended exclusively for this population group.

Molibús is a bus line launched by the Peruvian municipality of La Molina that only transports older people (men over age 60 and women over age 55). This medium-sized company offers rides on the routes most frequently used by the elderly, who are among the most vulnerable segments of the population when getting around (they can be mistreated and are the most frequent victims of muggings). This initiative solves one of the major mobility challenges older people in Peru face. The service is designed for people with a low or middle socioeconomic status.

Barrio Móvil (Mobile Neighborhood), a for-profit Peruvian initiative currently in its development phase, plans to launch a multifunctional bus with the aim of transporting older and disabled people to the most common gathering spots in Lima. The Human Development Department of the Municipality of Miraflores is promoting the project, which is geared towards people with a medium-high socio-economic profile.

Eu V6 is a Brazilian technology and solutions company that developed a transportation application with an interface designed to be

used exclusively by older people. Its purpose is to provide safe transportation services so people with reduced mobility can move freely and independently. All associated drivers are trained in assisting older people. The application, which received a 500,000 real investment in 2019, has already been authorized by the state of São Paulo to operate on its streets. The app is geared toward people with an upper-middle socioeconomic profile.

2.6

Job market

The job market offers older people opportunities to continue contributing to society, either by sharing their experience or by earning income.

The job market offers older people various opportunities to meet their different needs. For more socioeconomically vulnerable older people, it allows them to continue earning income. For those in a less precarious economic situation, it gives them opportunities to keep an occupation and utilize their experience and knowledge. The objective is to give older people opportunities for reintegration into the workforce in jobs where they can perform simple tasks and provide services, as a way to promote active aging, empowerment, and a sense of community belonging.

Sabios y Expertos (Sages and Experts) is a non-profit organization in El Salvador that aims to tap into older people's professional knowledge. The program involves advising growing small and medium-sized enterprises. The goal of the advice is to contribute to the companies' productive development, and it is offered on a voluntary basis by retired older people with experience in different sectors. Having older people work and provide advice helps them remain active and makes valuable and practical use of their time, experience, and professional background. In some cases, the consulting also gives older people the chance to find a paid job. The program has established partnerships with national and

international organizations such as the Fund for Productive Development (Fondo de Desarrollo Productivo [FONDEPRO]), the ECTI association in France, the German organization Senior Experten Service (SES) and the United States Agency for International Development (USAID). Since its creation in 2012, it has provided advice to more than 230 companies in different industries.

Another noteworthy initiative designed to promote ventures that make use of the talent and experience of older people is the **Plan Mayor**, an action in Colombia led by the Fundación Saldarriaga Concha (see section 3). Its purpose is to encourage entrepreneurship by people over 50 years old who are interested in accessing technical and financial support. In 2019, a total of 530 productive enterprises run by someone over age 50 applied to the program, of which 11 were chosen to receive technical and financial assistance.

There are also very interesting initiatives still in the planning stage that focus on encouraging professional development and growth among older people. **Mi Dulce Hogar** (My Lovely Home) is a Mexican startup that consists of a platform connecting people who need cleaning services in their homes with Mexican domestic workers

who provide those services. The platform, which includes a segment of older workers, promotes fair pay for their services and offers medical insurance and the necessary safety measures to guarantee a risk-free working environment. Amazon Web Services showcased Mi Dulce Hogar in 2020 by for using its platform in a comprehensive way to automate its operations. The company, which connects people from low and vulnerable socioeconomic backgrounds with people of upper-middle socioeconomic status, is estimated to have provided services to over 50,000 users in Mexico City alone since its creation in 2015.

Finally, in section 3 we will look at the cases of Contraticos, MaturiJobs, Someone Somewhere, and CONAPE in more detail. **Contraticos** is a Costa Rican company that operates a digital platform that connects job seekers with open positions in the country. **MaturiJobs**, created by Maturi, is a cutting edge platform for older people in Brazil that combines job opportunities,

personal development, professional training, entrepreneurship, and networking. **Someone Somewhere** is a Mexican social enterprise that produces and sells clothing and accessories for young people in Mexico and worldwide. Its aim is to raise the profile of the makers of indigenous Mexican handicrafts through a brand founded on respect for traditional production techniques. Lastly, the **Consejo Nacional de La Persona Envejeciente (CONAPE)** is the entity responsible for designing national policies for older people in the Dominican Republic. It is a multi-sectoral body that provides a wide range of services, such as healthcare services, legal services, job services, and online assistance so that older people can apply to participate in various social programs.

2.7

Education sector

The education sector is developing solutions that promote active aging and the ongoing participation of older people in the region's economic and social life.

According to the WHO, one of the most important conditions for a healthy old age is active aging, which is defined as “the process of optimizing opportunities for health, participation and security in order to enhance quality of life as people age” (WHO, 2015, p.5). This process, which consists of promoting people’s physical, social and mental wellbeing throughout life, addresses medical care needs but also considers economic, behavioral and socio-cultural factors that contribute to healthy aging.

Education naturally brings together active aging and well-being, since studying promotes personal and cognitive development and allows people to gain knowledge, display creativity, exercise their mental abilities, and use their memory. For older people, training can sometimes also mean access to opportunities for reintegration into the workforce. It is therefore essential to bolster

actions designed to promote the continuing education of all older people who enjoy autonomy and have energy, with a view to contributing to their cognitive health.

The **Fundación Saldarriaga Concha**, based in Bogotá (Colombia), designs, tests out, and shares solutions for the elderly and people with disabilities in the areas of education and training, health and wellbeing, income generation, and advocacy and mobilization. This case will be examined in more detail in section 3 of this publication.

2.8

Entertainment services

Entertainment services for older people are expanding, with the emergence of multiple online services.

In Latin America and the Caribbean, there is great potential in the entertainment industry for older people to explore and develop activities related to culture, leisure, food, sports, health, tourism, and wellbeing, among other areas. Specifically, activities that draw on physical or mental capabilities, such as cooking, dancing, crafts, board games or even video games that simulate virtual realities, are extremely valuable for fostering older people's skills and wellbeing. Not only do these activities enable older people to stay busy and active, they also cultivate their sense of belonging and empowerment and encourage them to keep learning and enjoying life. This is crucial to preventing both physical and mental illness.

One of the most notable trends in this area is the emergence of online entertainment services. For example, **Conexión Adulto Mayor** (Connecting Older Adults), a Peruvian company, offers a website that compiles information on local resources that promote active and healthy

aging. The portal also connects older people, their relatives and their caregivers with experts on issues of general interest to that age group. **Movimiento Ageless** (Ageless Movement), in Brazil, is a platform that offers online content for older people, such as articles, interviews, videos, and information on health and beauty.

Another interesting case is that of the **Facultad de Enología y Gastronomía de la Universidad Autónoma de Baja California (School of Oenology and Gastronomy at the Autonomous University of Baja California)**, one of the first culinary institutes to offer specialized cooking workshops specifically for older people. This initiative is the result of ongoing research aiming to help reinvigorate older people. The research's thesis argues that the workshops promote older people's ability to remain active by making use of the skills that come into play during food preparation.

2.9

Digitization

Digitization is a cross-cutting and fundamental challenge for the silver economy, and various initiatives in the region that directly address this issue were identified.

Digitization, based on the use of new information and communication technologies and, in particular, on the possibilities offered by the internet, is a factor that touches on all sectors of the silver economy. Various tools, platforms, devices, and smart or automated processes are used to

develop these technologies. Consequently, the digital inclusion of the elderly stands as both a challenge and one of the most promising areas of development for the silver economy, since the use of new technologies extends to almost all products and services that can be offered to older people.

Some initiatives that fall under this category were identified during this mapping for this study.

Linguland, a for-profit company from Mexico, is a language learning platform that has locations around the world, so it could also have been included under section 2.7 of this report on the education sector. The organization recently launched specialized programs specifically for older people that are set up in a way that is suited to the pace of learning and the specific needs of that population group. The target market for the service is people of upper-middle socioeconomic status.

Section 3 discusses the cases of Plan Ibirapitá and Canitas in more detail. **Plan Ibirapitá** is a policy of the Uruguayan government that aims to achieve digital inclusion, and thus contribute

to the social inclusion of older people. This policy is being implemented through a comprehensive educational program that involves delivering and using tablets. **Canitas** is “a hub of services related to older people,” in the words of Joaquín Suárez, Head of Brand Positioning at **La Comuna**, the digital business incubator driving the project. This project, which was launched in Mexico in 2020, consists of a search engine that includes the best providers of products and services for older people in various areas, such as health, recreation, and financial or legal assistance, among others.

3. Eleven cases of development in the silver economy in Latin America and the Caribbean

This section takes an in-depth look at 11 cases identified during the analysis of the trends described in the previous section (see Table 1). These cases were chosen based on criteria such as the innovativeness of their business models, their initiatives' current size and growth potential, and their impact on society, among others. The information presented comes from primary sources, mainly interviews conducted while preparing this study.

Table 1

Some silver economy actors according to country of origin, sector of activity and year they began operating in Latin America and the Caribbean

	ACTOR	COUNTRY	SECTOR/TREND	START
1.	RAFAM Internacional	Argentina	Health	2010
2.	TeleDx	Chile	Health	2014
3.	Bonanza Asistencia	Costa Rica	Dependency care	2012
4.	NudaProp	Uruguay	Housing / Finance	2017
5.	Contraticos	Costa Rica	Labor market	2014
6.	Maturi	Brazil	Labor market	2015
7.	Someone Somewhere	Mexico	Labor market	2012

8.	CONAPE	Dominican Republic	Multi-sector	2007
9.	Fundación Saldarriaga Concha	Colombia	Multi-sector	1973
10.	Plan Ibirapitá	Uruguay	Digital inclusion	2015
11.	Canitas	Mexico	Digital inclusion	2020

Source: Prepared by the authors based on data obtained as a result of mapping the actors and trends in the silver economy in Latin America and the Caribbean for this report.

3.1

RAFAM Internacional



Interview with Silvia Maranzano, president of the organization in Argentina.

RAFAM Internacional (Physical Activity Network for Older People International) is an organization that promotes physical activity as a way of forming healthy habits among older people. The organization's work centers on campaigns, physical activity sessions, guidance, and gatherings to raise awareness about and promote its views on the importance of older people leading an active life.

Silvia Maranzano, a physical education teacher with more than 30 years of experience working with older people in Argentina, is president of the foundation. Together with nine colleagues, she founded RAFAM Internacional in 2010. The first major initiative they undertook was organizing a National Physical Activity Day for Healthy Aging, a hugely popular event attended by a large number of participants. The tenth event was held in 2020, and the organizers rose to the challenge of holding it remotely.

In the early days, Silvia Maranzano would organize gatherings and physical activity workshops in open spaces, which were attended by small groups of older people. In 2012, the institution began the process of becoming an NGO, with the aim of formalizing what until then had been an initiative without any formal legal status. In 2014, RAFAM Internacional became a foundation, representing a major step forward for the organization and giving it the potential to establish formal partnerships with the government.

Now, the platform conceived by a team of physical education professionals is an international, multi-disciplinary network with 175 members across 14 countries. The network brings together professionals from various disciplines including sociologists, psychologists, and doctors, all dedicated to promoting physical activity to help enhance older people's quality of life.

RAFAM Internacional's activities can be grouped into three core areas:

- I) Training and education: Network members have set up, and now manage, a postgraduate program, three diploma courses, and several other courses to train physical education professionals who specialize in meeting the specific needs of older people. They have also published a book entitled *Envejecer en movimiento. Actividad física para personas mayores (Aging in Movement. Physical Activity for Older People)* (Maranzano, 2019), and, having identified a lack of knowledge in this area, they are currently working on a second book. The network also offers older people free content that can be accessed through several channels and that highlights important safety tips for older people when exercising.
- II) Implementing group physical activities: Engaging in activities based on physical activity and team play is key to promoting active, healthy aging: it increases older people's motivation and self-esteem, and being part of a team gives them a sense of value and purpose. An example of this type of activity is Newcomb ball, a game that RAFAM Internacional introduced in Argentina that is similar to volleyball but adapted for older players.
- III) Promotional activities: Network members organize campaigns that encourage older people to participate in groups and spend time together, with the aim of lifting their spirits and promoting active aging. Examples of these activities include the campaigns "Soy Feliz" (I'm Happy), "Abrazame te Necesito Abracemos al Planeta" (Hug Me I Need You, Embrace the Planet), and the celebration of International Day for Older Persons and World Alzheimer's Day.

RAFAM Internacional independently funds all activities, mainly thanks to the income it receives from its training programs, although registration fees are kept low to make sure older people can afford them and participate. While the foundation receives no financial donations, class instructors do donate their time, which helps make the organization sustainable and allows it to improve the services it offers.

The organization is also part of HelpAge International and the World Heart Federation, giving it visibility outside of Argentina, and it has partners from several other countries. In addition, eight state-run residential care facilities for older people take part in its programs.

RAFAM Internacional has reached agreements with several universities to carry out joint initiatives and projects relevant to older people. These activities are always inter-generational, as forging connections between older and younger people helps younger generations learn the importance of older people's contributions and participation.

In the interview, Silvia Maranzano stressed the need to educate the government on the importance of leading an active life, especially for older people, and shared that relations with the government were somewhat complex.

Driven by the goal of becoming a "sports central" for all older people who wish to maintain an active lifestyle through physical activity, and following the path they took in introducing Newcomb ball, the organization has proposed bringing to Argentina various innovative sports from other countries that are suited to older people's capabilities, such as harmony taekwondo and walking soccer, among others.

Lastly, RAFAM Internacional has drafted a bill to make subjects relating to older people compulsory in physical education study programs. There are currently not enough qualified professionals in Argentina to meet growing demand from older people, who now make up around 15% of the population.

3.2

TeleDx



Interview with José Tomás Arenas, co-founder and CEO of TeleDx (Telediagnósticos SpA), a startup created to develop DART technology (Diagnosis of Automated Retinographies through Telematics), an image screening and telemedical platform to prevent diabetic blindness.

In 2013, José Tomás Arenas was honored as one of Chile's most important Innovators Under 35 by MIT Technology Review. One year later, in 2014, he launched the startup **TeleDx** together with two partners with extensive experience and a strong reputation in the field of ophthalmology and engineering.

What started as a social innovation project that aimed to provide solutions to a very specific public health problem—the high incidence of diabetic retinopathy, the most common cause of adult blindness—is now a multi-disciplinary team that brings together expertise in ophthalmology, business, technology, and computer science. Its mission is to significantly reduce vision loss and blindness in the adult population and solve one of the main challenges in eye care: the lack of trained professionals to carry out regular testing of diabetes patients in order to detect these conditions.

The current lack of timely diagnoses is not because the disease is untreatable or difficult to detect, but because patients do not undergo annual eye examinations as a preventative measure since the number of diabetic patients exceeds the capacity of ophthalmologists and is continuing to rise.

In response to this situation, TeleDx focuses on implementing artificial intelligence solutions to support the eye healthcare system. The company took a major step toward reaching its goal in May 2018, when Chile adopted DART—the technological solution created to prevent diabetic retinopathy—as the world's first procedure based on artificial intelligence to be implemented as a national standard across a public healthcare system. This development meant an exponential increase in the company's business: the diagnostic tool was rolled out in 140 primary healthcare system centers in Chile, and close to 1,000 examinations were conducted per day, leading to an annual diagnosis of some 222,000 patients in Chile alone since 2018.

The technology consists of a platform with a software solution designed to detect diabetic retinopathy using automated image processing and online telemedicine. The technology captures retinal images and associated data to perform systematic detection or automated, mass screening of the diabetic population. Any patient with a risk of anomaly can then be referred to an ophthalmologist so the anomaly can be recorded, diagnosed, and monitored via this same platform. All retinal images and background information are compiled on a computer platform incorporating machine learning algorithms, allowing the system to automatically detect retinal anomalies.

DART thus automates retinal imaging analysis, which in turn makes it possible to filter and rule out around 70% of cases. Only cases where there is a suspected pathology, or approximately 30% of cases, are referred to an ophthalmology specialist who will

carry out a physical examination and assessment of patients. The procedure is therefore cost-efficient, optimizing resources and making it possible for all diabetic patients to undergo an annual examination.

The funding required to implement the project was provided by various public institutions, through Chile's Fund for the Promotion of Scientific and Technological Development (FONDEF) of the Government of Chile's Ministry of Education, as well as by private entities thanks to startup accelerator UDD Ventures. TeleDx has also established agreements with several universities and research centers, as well as with public institutions including the Production Development Corporation (CORFO), a government agency part of the Chilean Ministry of Economy, Development and Tourism tasked with supporting entrepreneurship, innovation, and competitiveness in the country. This has allowed the company and its public and private backers to form part of an innovation and development ecosystem perfectly placed to generate synergies and advance solutions meant to resolve the population's health needs, specifically in ophthalmology.

DART has received numerous commendations and awards over the course of its six-year trajectory, such as the Science and Medicine Innovation Award 2015 from EURETINA, the Government of Chile Health Impact Award, and the aforementioned 2013 award from MIT Technology Review.

TeleDx is currently in negotiations with the public healthcare systems of Brazil, Mexico, and Peru to promote the implementation of DART so that the diagnostic technology can be developed and deployed in other countries.

3.3

Bonanza Asistencia



Interview with Carlos Alvarado, member of the Bonanza Asistencia management team.

Bonanza Asistencia is one of a group of companies providing home care for older people. Founded in 2012, the company started out offering care services for older people in Costa Rican nursing homes and shelters for older people. Later, as a result of growing demand and an increase in care needs, the company decided to shift its business focus in order to offer its services to more people, and it introduced home care services. The company found that this model had major growth opportunities, as the potential customer base for home care services are people of high socioeconomic status. In effect, this group has the economic means to be cared for at home, on a private basis. Bonanza Asistencia's main activities therefore consist of offering home care provided by nursing and caregiving professionals to older people.

Due to the current situation caused by the COVID-19 pandemic, the company's home care service offering increased exponentially. Over the past eight years, Bonanza Asistencia has served around 8,000 people with the aim of providing comprehensive care, including physical therapy and geriatric services, assistance with medicine supplies, and renting specialized beds. To satisfy the specific demands of its customers, the company has in some cases expanded the scope of its activities to provide entertainment, educational, and recreational services. It is also currently developing new projects related to cohousing.

3.4

NudaProp



Interview with Constanza Boix and Valeria Delfino, founders of NudaProp.

NudaProp, a company operating in Uruguay and Argentina, was set up in 2016 to provide professional services with a focus on the concept of bare ownership. Under this legal arrangement, the owner has the ownership rights to a property only, while the previous owner continues to hold the right to use and enjoy the property for a period agreed by both parties, generally for life.

This system of transferring ownership has functioned successfully in Europe since the 1990s and has legal status in several Latin American countries. It offers a solution to the financial complications that often affect older people in retirement due to low incomes and the difficulty of maintaining a decent quality of life.

NudaProp's main focus is the real estate investment market, and it offers its services to older people who need (or wish) to sell their properties to fund their living expenses, improve their quality of life, or leave a living inheritance. Bare ownership allows them to sell their home without having to immediately move out, thus generating additional income for the household. Meanwhile, bare ownership allows buyers to find properties at affordable prices.

In terms of key features, NudaProp combines technology and finance to offer its professional service via a website designed exclusively to market bare ownership properties.

The company is financed by the fees it charges investors when the purchase and sale goes through, calculated based on the projected return on the investment. Conversely, NudaProp does not charge the seller any fees.

To date, the company has completed the sale of 15 bare ownership properties, earning a total of \$55,775 in commissions between 2018 and 2020. It has more than 1,000 investor clients.

NudaProp is a company with huge potential and major growth opportunities. The rising life expectancy of the population means that the group of people the company can target with its services is constantly growing. Moreover, its development opportunities are also enhanced by the fact that bare ownership is an attractive option that can complement the often inadequate income offered by social security systems.

3.5

Contraticos



Interview with Christopher Edwards, founder of the platform Contraticos.

Contraticos is a Costa Rican company providing a digital platform that connects people looking for work with job opportunities in Costa Rica.

The company was founded in 2014 by Christopher Edwards, a Costa Rican systems and communications engineer, with the aim of setting up a simple process for searching for jobs and hiring employees. The platform is geared toward two groups: people who have no formal qualifications or university degrees but who do have knowledge, skills, and work experience in certain sectors, and people, mostly older, who do have formal training but who have not worked in a while and wish to rejoin the workforce.

The main focus of this platform is to connect job seekers and job openings in different sectors. Although the platform is not intended exclusively for older people—users range from 18 to 78 years old—Contraticos places particular emphasis on older people, who have thus benefited the most from the platform. The company's core activities involve promoting community work and supporting older people in search of a job.

The company also provides tools and guidance to make hiring processes simpler and more efficient. Contraticos has also reached agreements with some local companies to use the platform as their first option when looking for new candidates. Under these agreements, they rely on the guidance and work of a psychologist who carries out aptitude and skills tests with pre-selected groups of candidates to ensure they will perform well in their new position. Contraticos' support thus streamlined the hiring processes.

By identifying the need to “recommend” and make both formal and informal job openings and potential workers more visible, the company's work has had a positive impact from the outset. The platform works as follows: first, job seekers can register and use the platform for free. Once they have registered, they can apply for positions that interest them, which are selected based on their profile, experience and skills. When there is a match between the job seeker and the company offering the position, the next steps can be carried out on the platform using built-in communication channels or directly between the person and the company. Finally, the assistance and assessment of a psychologist is occasionally required to vouch for the profiles.

At first, the platform offered jobs such as gardener or driver, and people were hired based on recommendations from personal contacts of those offering the job. However, as demand grew, the founder was able to partner with companies who were interested in job seekers' profiles on the platform, thanks to positive feedback about the platform and numerous recommendations. In this way, hotels looking for cleaning staff or receptionists were able to connect with and formally hire job seekers on the platform.

Contraticos is fully funded by the founder himself. It is important to note that although many people have found work and thus income thanks to the platform, the founder has not earned any profit. This is because the business model does not include charging commission, nor does it generate any additional costs. As such, Contraticos simply connects people seeking jobs with people who have job openings.

It is important to highlight that the company's growth has been purely organic, based solely on personal recommendations and word-of-mouth marketing. The available data on the operation of the platform proves its success at a local level: although Contraticos has spent nothing on marketing since its creation in 2014, around 6,000 individuals (55% women, 45% men) people are now registered in its database, approximately a third of whom are older people.

Contraticos is a company with significant potential for growth, as it is recognized at a national level. In 2019, the newspaper *La Nación* mentioned the platform in an article and interviewed older people who had used the platform and had successful results to share their experiences. This project has major potential for replication in other countries in Latin America and the Caribbean by developing a recommendations model which has seen great success in Costa Rica so far.

3.6

Maturi



MaturiJobs, created by **Maturi**, is a groundbreaking platform for older people in Brazil that combines job opportunities, personal development, professional training, entrepreneurship, and networking.

Mórris Litvak founded MaturiJobs in 2015 as a social enterprise, with the aim of helping older people stay active and share their experiences. Continuing to work, learn, teach, motivate, and inspire helps enhance their health and wellbeing.

Furthermore, fostering intergenerational dialogue helps create a culture that values the wisdom of older people. This shift is key to breaking down the prevailing prejudices in today's job market, which often does not value or take into account older people.

MaturiJobs connects professionals over age 50 searching for job opportunities with companies looking for people who are both experienced and committed. The company also aims to connect job seekers with potential employers by carrying out courses and specialized workshops.

Currently, the platform manages a database of almost 1,000 companies and nearly 140,000 professionals throughout Brazil, registering an average of 78,000 logins per month.

As for the specialized workshops, of note is MaturiFest, the third version of which was held completely remotely in 2020. The event focused on offering relevant content about the current job market to older people, and on encouraging business ventures launched by this demographic. Over the course of four days, MaturiFest brought together more than 8,500 international participants (from countries such as England, the Netherlands, Portugal, and the United States), who participated in more than 25 hours of live workshops given by 60 presenters. The main topics tackled were the future of work, professional reinvention, career and life transformation, senior entrepreneurship, autonomous work, technology, marketing, and digital presence.

By holding large events such as MaturiFest, which charge a registration fee, not only is Maturi able to be a self-sustaining company, but it also generates social benefits in the form of donations to NGOs. For example, 60% of the income generated by MaturiFest was donated to three foundations that support different charitable causes that have to do with older people.

The organization partners with large companies to put on events. In the case of MaturiFest, it partnered with Nestlé. The business secures sponsorships from large companies largely through coverage of the company's work on various communication channels. This publicity is boosted by the awards and acknowledgements that Maturi has received since it was created. For example, in 2017 Maturi received the Incluir award in the category of Solutions for Adulthood for being a company with social impact whose efforts are in line with the United Nations Sustainable Development Goals (SDGs). It also received São Paulo's Municipal Seal of Diversity and Human Rights in the category of older people, among other awards.

One of the main challenges Maturi faces involves reducing the generation gap. On the one hand, it is important to raise awareness among younger people about the value of older people's experience and foster their interest in learning from them. On the other hand, older people must be empowered, overcome the fear of leaving their comfort zone, and ask for help from younger generations to tackle challenges like using new technologies. This dynamic will create a valuable environment of intergenerational exchange and learning.

As for future opportunities, the country's demographic shifts are worth noting. In Brazil, the population of people over age 50 will soon triple exceed the number of young people, so older people will come to play a fundamental role in society.

3.7

Someone Somewhere



Interview with Fátima Álvarez, co-founder and chief operating officer of the Mexican company Someone Somewhere.

Someone Somewhere is a social enterprise from Mexico that produces and sells clothing and accessories for young people in Mexico and worldwide. The company started with the aim of bringing attention to the work of indigenous artisans in Mexico through a brand founded on respect for traditional production methods used to make clothing designed for everyday use. Its objective is to develop the business model in a sustainable and profitable way and, at the same time, help empower indigenous communities that live off textile handicrafts by offering them fair and decent pay for their work.

The business model is therefore based on the craftwork of members of Mexican indigenous communities, particularly that of older women. Women account for 98% of the total number of artisans. The clothing is created in partnership with manufacturing companies, with the focus placed on enhancing the value of the original weaves.

By sharing and showcasing these communities, Someone Somewhere is raising awareness in Mexican society about the importance of contributing to the development and preservation of community traditions. As part of this awareness raising process, each product includes a label mentioning the name of the person who made the item and the name of their community. The goal is to spark interest among buyers, who can learn more about the stories of each artisan and community on the company's website.

In the interest of preserving the traditions and knowledge of indigenous communities, Someone Somewhere adapted its business and value creation model to the lifestyles

of these communities. For example, older women work on their own at home, without travelling anywhere, which helps prevent risks.

The company provides artisans with the raw materials, which they then turn into an unpolished half-finished product, often a woven piece. Then, a younger member of the community takes this product to a collection point, where a provider picks it up and takes it to centers in Mexico City where the final products (such as hats, shirts, backpacks, and wallets) are made. The final products are promoted and sold in urban hubs in Mexico City, where the company's main target market lives.

The products offered by Someone Somewhere are intended for a market of young people and millennials who are increasingly conscious of the origins of the products they consume. The company's digital community, which is mainly hosted on Instagram and Facebook, consists of more than 150,000 users. By offering modern and sophisticated products, the company aims to foster recognition among its target market of the work of artisans and, at the same time, satisfy the consumer needs of this market.

Someone Somewhere is a profitable and growing company, as confirmed by the figures it achieved in 2019: by selling approximately 11,000 products, the company earned 7.5 million Mexican pesos (roughly \$342,000). The company also gains an average of 150 new customers every week (82 through online sales and 68 through in-store sales).

This project's distinctive value chiefly lies in how it has successfully adapted its business model to respect the traditional working methods used by older people. The company managed to transform these original pieces into appealing designer products well suited to everyday use. Its work process revolves around respect for these artisans' traditions and skills, so they are not forced to meet delivery deadlines or produce volumes that exceed their work capacity or interfere with their traditions.

One of the main benefits for older artisans is the community recognition that they receive through their work, which helps empower them. As Fátima Álvarez highlighted, having an income gives artisans "an important role within their communities and within their own families. Even if they are older, it gives them independence and allows them to make their own decisions about how they use their money." In turn, Someone Somewhere also hopes that the development of artisans will help reverse the process of younger generations migrating to urban areas. They hope that younger people will see the company as a decent employment option that will dissuade them from leaving their dwindling communities.

Another strategic activity for Someone Somewhere is based on passing on knowledge through workshops that bring different generations together and encourage young people to learn from their mothers and grandmothers who share their experiences and wisdom. This activity is an extremely important way to empower older people, keep community traditions alive, and promote integration between different generations.

The company has also implemented various health campaigns, particularly for caring for its workers' eyesight. Both age and craftwork can lead to deteriorating eyesight, which often keeps artisans from being able to continue with their embroidery work. The core activities of these campaigns include carrying out eye exams, providing subsidies for eyeglasses, and paying for cataract surgeries in cases where this type of medical treatment is needed.

Someone Somewhere is therefore a company that benefits society through a profitable activity. The company has received funding from investment groups such as Kalei Ventures which, in an interview conducted for this study, confirmed their intention to implement this business model in various countries in Latin America and the Caribbean.

3.8

CONAPE



Interview with Jenny del Rosario, chair of the CONAPE steering committee.

The **Consejo Nacional de La Persona Envejeciente—CONAPE (National Council for the Aging Population)** is the entity responsible for designing national policies for older people in the Dominican Republic. The body was created by presidential decree in 2007. It aims to guarantee comprehensive protection for older Dominicans, as well as their right to an active, productive, and participatory life and to recreation, culture, and equality, all within a framework of respect for their dignity, liberty, and family and community life.

CONAPE is working on several different initiatives. Its Financial Aid Program makes monthly financial transfers to Dominican families who need support caring for an older person (like households run by single mothers, for example). Recipients of this support must complete an application process and meet certain criteria.

Another successful CONAPE program is designed to help older people rejoin the workforce by placing them in positions open at other government agencies. Each agency offers a position available to an older person whose experience and career path are compatible with the job specification. The program has gained popularity in the country in recent years and has received applications from more than 250 older people.

Providing day centers is another of the organization's activities. These centers are designed to bring older people together in different plazas in the downtown areas of cities around the country for recreational activities. This program also serves as a means of monitoring certain health conditions affecting older people.

To date, a total of 492,175 people have benefited from the various initiatives promoted by CONAPE in different areas, including education, finance, health, legal advice, culture, and social reintegration.

3.9

Fundación Saldarriaga Concha



Interview with Norma Sánchez, Operations Manager, and Juan Pablo Alzate, Head of Revenue Generation at Fundación Saldarriaga Concha.

Fundación Saldarriaga Concha, based in Bogotá (Colombia), designs, tests out, and shares solutions for the elderly and people with disabilities in the areas of education and training, health and wellbeing, income generation, and advocacy and mobilization.

The foundation, which was established as an NGO in 1973, has maintained strong ties to the business sector since its beginning. At first it addressed exclusively disability-related issues, and later it began to focus on older people as well, as it identified them as a segment of the population that, despite needing a lot of attention, was largely overlooked.

Initially it focused on awarding grants to various organizations to support projects that addressed these issues. However, over time it branched out from its role as exclusively a donor and strengthened its investment model, by incorporating other elements meant to give organizations technical support and tools to advance the management of their projects and the strengthening of their capabilities.

With regard to its internal structure, the Fundación Saldarriaga Concha now has a governing body made up of nine people. Some of them are linked to the founding family and others—the majority—were selected based on their skills and multidisciplinary profiles. In addition, another 18 people work exclusively on running projects for the foundation, and their mission is to promote solidarity, recognition and respect in how older people and those with disabilities are treated.

To carry out its mission, the foundation has established itself as an entity that undertakes projects that can influence and change public policy on social and development issues to the benefit of the groups it works with. In line with its own institutional development and with the way the country's social sector is evolving, the foundation's operational model has shifted toward public-private partnerships. These arrangements allow the foundation to advance its projects with strategic partners and promote the active participation and commitment of the communities it works with.

The foundation does not design medium- or long-term programs; rather, it identifies challenges that need solutions and analyzes where and how to generate the knowledge needed to overcome them. The team members who were interviewed define the organization as a “laboratory that generates and manages its own and others' knowledge to identify problems, propose solutions [implement them], and establish indicators to measure and monitor them.” Once the knowledge has been validated, it is handed over openly and freely to public administrations to be used for social purposes. The foundation's goal is to objectively show, through international studies, that the silver economy brings economic and social benefits.

In this respect, one of the most noteworthy studies is Misión Colombia Envejece (Mission Colombia Ages). This research was carried out in 2015 in partnership with Fedesarrollo to provide an in-depth analysis of the characteristics of Colombia's older population and its impact on various sectors of the economy (Fedesarrollo and Fundación Saldarriaga Concha, 2015). In 2019, the Fundación Saldarriaga Concha, alongside the Fundación NTD Ingredientes, replicated the project in the Dominican Republic. This second study was supported by the United Nations.

The foundation is currently working on 19 projects internationally. The projects are primarily financed by the organization itself, which invests its capital. Given that the majority of those projects are implemented through partnerships with other public or private organizations, this capital is reinforced by the external resources that these organizations contribute to help fund the initiatives. The foundation also participates in seven open spaces in which it networks with other organizations in the field of silver economy research and innovation.

The foundation's current portfolio of projects includes the Fondo Plan Mayor initiative to support entrepreneurs over the age of 50. This initiative has been a great success, receiving more than 530 proposals shortly after it was launched. After considering all candidates, 11 entrepreneurs were selected, and the foundation is currently working with those individuals.

Looking ahead, two main challenges are on the horizon. One is ensuring that the foundation's projects help create and revise public policy on older people

and encourage businesses to make decisions that favor dignified aging. The second is making sure everyone, regardless of their age, understands that their wellbeing in old age will depend on their actions and decisions throughout their lives. Decisions and actions that favor regular savings, healthy life habits, self-care, and solid support networks made up of friends and relatives contribute to a person's well-being throughout life and also in old age.

3.10

Plan Ibirapitá



Interview with Claudia Müller, Agustina López, and Leonardo Molini, who spearhead the implementation and coordination of the Plan Ibirapitá initiative.

Plan Ibirapitá is a policy of the Uruguayan government that aims to achieve digital inclusion, and thus contribute to the social inclusion of older people. This policy is being implemented through a comprehensive educational program that involves delivering and using tablets.

The initiative was created by presidential decree in 2015 in order to meet the needs of older people, a growing segment of the population that until then had been given little consideration.

A decade ago the Government of Uruguay implemented a fiber-optic network that had a major national impact, but older people were excluded from its benefits. As a result, one of Plan Ibirapitá's objectives is to close the digital gap between the elderly and the rest of the population.

The program has the following implementation model: first the country is evaluated by region, identifying the unique cultural characteristics, traditions, and customs of each area. The plan then identified older people who live in those regions, and those who are retired and have income of less than \$800 per month are selected to receive a free tablet. Older people with an income over this threshold do not qualify to receive a free tablet, but they are still welcome in the program and have access to all the content and platforms it offers. Older people who do receive a tablet are asked to attend in-person training provided by trainers on the program team. So far, 230,000 tablets have been delivered as part of this initiative.

Apart from digital inclusion, the Plan Ibirapitá also aims to use its platform to integrate the initiatives of different public institutions in the areas of health, culture, information, and disease prevention and care. The plan also includes a full program of virtual content for the rest of the population, which includes the following services: (i) the option of doing paperwork processes and digitally accessing useful information for citizens; (ii) access to Uruguayan education and cultural heritage, and (iii) inter-generational communication spaces that foster a sense of community.

In addition to providing access to basic useful information for Uruguayan citizens, the platform also offers content on various topics and activities of interest for older people, including: (i) exercising memory and cognitive abilities; (ii) physical mobility and health in older people; (iii) identity and memory in old age, and (iv) entertainment. In 2019, the platform organized 266 activities nationwide, with goals that included

training people on how to use digital tools and sharing the range of content available. More than 18,000 people participated in these activities.

The Plan Ibirapitá is publicly funded. Additionally, many people who give the platform's in-person training and talks, who are an essential part of the team, offer their services through volunteer programs that the plan has set up with universities and other educational centers. These steps are meant to raise awareness among young people about the importance of old age and to promote intergenerational experiences and learning.

One of the plan's main challenges is ensuring that, in the near future, its work remains a priority on the national government's agenda, as it has gained an understanding over the course of its work of just how necessary it is to serve the older population and meet their needs. Another key challenge is to support the training and professionalism of its team. The currently scarcity of experts in this field has been an obstacle to the successful implementation of the plan and its programs.

3.11

Canitas



Interview with Joaquín Suárez, head of Brand Positioning at La Comuna, the digital business incubator behind the Canitas project.

Canitas is, according to Joaquín Suárez, “a hub of services related to the older adult.” This project, which was launched in Mexico in 2020 as an initiative of **La Comuna**, consists of a search engine that includes the best providers of products and services for older people in various areas, such as health, recreation, and financial or legal assistance, among others.

Canitas follows in the footsteps of the group's other projects, aiming to create a network that links and connects Mexico's community of older people (or the family members in charge of caring for them) with service providers in the areas of health, care, finance, and entertainment. The project is a social hub where older people and their families share information and experiences, and it is a space where different businesses can share their products and services. The project also publishes guides and information of interest on social programs and aid, both public and private, on its website. These are hugely useful for older people, to the point that it has become one of the sections of the website that generates the most searches. The goal of the initiative is to position itself as a go-to site in Mexico, or “the portal where you'll find everything for older people,” as the company's slogan describes it.

In terms of funding, in the early stages of the website's development, income was generated by publishing online ads through Google AdSense. In addition, the La Comuna team proactively searched for suppliers interested in offering their products on the network. Later, as Canitas gained popularity, providers interested in joining the website began to approach Canitas directly, and at that point it began to charge a commission per customer (for services) or a sales commission (for products).

The project's potential is underscored by the figures achieved just a few months after its creation: Canitas has around 100,000 weekly users, a monthly traffic growth rate

of over 50%, and a conversion rate of about 27%. As a result, it generated nearly \$30,000 in revenue in July 2020 and is growing exponentially.

The platform's success lies in the fact that in addition to seeking to increase the size of its supplier base, Canitas also places great importance on corroborating and ensuring the reliability of those suppliers. Essentially, project consists of providing a digital service to older people, a segment of the population that is often reluctant to purchase products or services using new technologies. For that reason, quality control checks on suppliers are rigorous to guarantee the quality of the service provided and to maintain Canitas' brand image. The organization's main challenges are to broaden its supplier base to become a go-to player for older people, and at the same time to convey to its users the trust and security they need in order to decide to purchase products and services online.

The lack of direct competitors in Latin America and the Caribbean stands out as an opportunity for Canitas. As a groundbreaking project in its market, Canitas is in an advantageous position to consolidate its business model and brand in Mexico and later enter other markets in the region.

Lastly, though its products and services are ultimately intended for the elderly, the success of this platform and its business model lies in the fact that its client profile is aligned with younger family members, who are usually in charge of arranging solutions to meet the specific needs of their older loved ones.

4. Conclusions

This study shows that, although the silver economy is still a little known concept in Latin America and the Caribbean, there are many actors in the region who already have initiatives in this sector. However, the idea that older people will play a dominant role in the region in the near future is not yet widely recognized. Indeed, population aging will inevitably lead to a significant change in consumption trends and therefore an increase in the supply of goods and services for older people.

Although health and long-term care services are still the most prevalent type of service in Latin America and the Caribbean, there are already other initiatives that tend to view older people as not just or not necessarily individuals who need to be taken care of. Rather, actors have emerged that offer goods and services specially designed for older people, who are considered active and autonomous agents with enough spending power to meet their needs.

The importance of the role of the silver economy is more evident now than ever. On the one hand, this market can help enhance older people's quality of life. On the other hand, it makes it possible to harness the potential of this population group to bolster post-pandemic economic recovery and job creation. Further in-depth and ongoing analyses are needed to make the most of this important economic sector's possibilities for growth. The aim of these analyses should be to understand and describe the market for each segment by studying the older population and their concerns and needs. Also of key importance is a gender-sensitive approach to analyzing the silver economy, since women have historically assumed most of the burden of age-related care, as noted above.

This first mapping thus seeks to lay the groundwork for future analysis and promote the creation of an ecosystem that brings together all actors in the silver economy sector. This would allow actors in the ecosystem to develop synergies and partnerships that benefit both the companies and organizations themselves and their target users and recipients, that is, the older people of today and tomorrow in Latin America and the Caribbean.

Finally, it should be noted that one of the limitations of this mapping exercise is the limited level of access to information on businesses in the region, particularly in countries where the percentage of online business is lower, and during the COVID-19 pandemic. It is therefore possible that this study's classification does not include all possible silver economy actors.

The hope is that this first mapping will become a living platform that going forward will allow the identification of more actors in all countries in the region,

as well as new emerging actors and information on the scope of their activities. At the same time, the IDB Group will encourage the introduction and testing of innovative solutions through IDB Lab—the IDB Group’s innovation laboratory—as the main entity advancing the initiative. To achieve this, it will work not only with regional suppliers, but also with actors located in Europe, North America, and Asia, where there are possibly more advanced solutions. The ultimate goal will be to replicate or scale up proven solutions from one country in other countries in order to support the regional integration of actions in the silver economy sector so that Latin America and the Caribbean is prepared to meet the growing demands brought on by population aging.

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Appendix 1. Methodology

Various market research techniques were used to produce this report, using primary and secondary sources of information, both qualitative and quantitative, with the aim of providing up-to-date, relevant, and reliable information based on solid and proven data.

For secondary sources, desk research was used as an exploratory research method. This research served as a first point of contact with the silver economy sector to get an overview of the situation in Latin America and the Caribbean and identify actors who could potentially be included in the database.

The actors in the database include public institutions, government institutions, diplomatic institutions, academic institutions, NGOs, and private-sector businesses, ranging from companies with experience in different fields to startups that have recently entered the silver economy market.

The search method was based on the use of various algorithms. We avoided entering sentences composed of subject and predicate into search engines, as this limits the results to headings and similar titles. For the search formula to be effective, it had to contain no more than four or five keywords (long-tail keywords). Here are some of the word combinations used in the research:

- I)** Adulto* mayor* + (sub)category (+ country) (+ domain)
- II)** Geront* + (sub)category (+ country) (+ domain)
- III)** Elder* + (sub)category (+ country) (+ domain)
- IV)** Senior* + (sub)category (+ country) (+ domain)
- V)** Idos* + (sub)category (+ country) (+ domain)

Adding an asterisk (*) at the end of the word ensures that all possible endings of that word are included in the results. This means, for example, that when searching for geront*, results relating to gerontology, gerontechnology or any other similar term with the same root can be found.

On the other hand, words or concepts in brackets are optional. We began with a direct search for the “first term + category” to see the best placed results or actors in the search engine. To reach the less well placed actors, we added “country” or even “domain”.

The categories could be health, finance, entertainment or education, among others, while the subcategories include more specific terms such as telecare, healthtech, microcredit, fintech, social media, age tech, training course, or edtech, among many others. These categories and subcategories are translated according to the language of the first word (Spanish, English, or Portuguese). In addition, especially when searching for directories of actors, a better result is achieved by using the shortcut

“filetype: type of file,” with the most common file types being pdf, doc, ppt, and xls.

The study has a strong primary information component (in-depth interviews), which made it possible to corroborate data obtained through secondary sources (information available in recent studies, articles, forums, and social media, and information generated by the actors) and base the bulk of the report on verified information.

With regard to the in-depth interviews, on the one hand we interviewed IDB experts on different areas and countries of Latin America and the Caribbean, which yielded valuable insights about the state of the silver economy in the region and brought to light actors that had not been identified by the desk research. On the other hand, we selected and interviewed 24 silver economy actors (see Table A1.1). These interviews gave further insights and revealed industry trends, and also provided first-hand information for creating the descriptions included in section 3 of this report. In addition, the method we used also enabled us to reach more previously unidentified actors through a snowball process.

This method therefore provides an open, flexible research design that is built as the study progresses, allowing new proposals that are appropriate to the research to emerge. This in turn enables a rich and profound understanding of the context of the silver economy in Latin American and the Caribbean.

The criteria for inclusion in the database should be clearly stated. They are³:

I) Full or partial focus of the business on the older population segment (actors were added when some product or service targets the silver economy).

II) Other criteria considered preferable but not essential conditions:

- Credibility of published information: The actor presents information on its own website, it is possible to contact them, and the information is included in other publications outside the organization itself.
- History and potential: value is placed on the actor having around three years of experience in the silver economy and, failing that, value is placed on future growth potential, that is, the existence of a development plan and real attempts to open up new markets.
- Focus on disruption or innovation: The actor has a value proposition that establishes new business model or provides a distinctive value for the silver economy (e.g. digital business models, which are not common in this market).
- Focus on care for the vulnerable population: The actor contributes social value to the community where it operates.

III) Size or scope: The actor offers more than one value proposition, serves more than one segment within the elderly population, or has a presence in more than one country in the region analyzed in this study.

The actors identified are classified according to the following categories:

I) Academic

Research center
University

II) Business

Cooperative
Incubator or accelerator
Company (small, medium or large)
Startup

III) Diplomatic

IV) Financial

Commercial bank
Incubator or accelerator
Investment bank
Microfinance
Private investment or venture capital
Fund manager
Angel investor
Family office

V) Government organization

Central bank
Municipal
National
State or provincial
State-owned company

VI) Inter-governmental organization

VII) News and media

VIII) Non-profit or non-governmental organization

IX) Trade association

As mentioned in this study's conclusions, one of this mapping exercise's main limitations is the limited level of access to official and academic information in many countries in the region, especially those in more vulnerable situations. It is therefore possible that the classification given in this study does not include all potential silver economy actors.

Moreover, any research of this nature has inherent limitations, namely: sample size (24 interviews); the risk of bias or partiality in the interviewer's manner that could influence an interviewee's responses; the data self-reported by interviewees that may not match up to reality; the study's time limit, which makes it impossible to include new trends and actors after it is written; and the limitations related to access to information. This last limitation was primarily the result of the global situation caused by the COVID-19 pandemic, which affected the writing of this report and narrowed the possibilities of conducting interviews or using other qualitative research methods and forced it to be carried out in an exclusively online environment. All of the above limitations should be considered as an opportunity to improve and expand the scope of the mapping presented here in future research projects.

³ If an actor is not included in this report, this does not mean they failed to meet the given criteria. Due to the limitations outlined previously, all actors identified in the mapping meet the selection criteria, but not all actors that meet these criteria are included in this mapping.

Table A1.1

List of people interviewed during the mapping of actors in the silver economy in Latin America and the Caribbean, 2020

	Date of interview	Actor	Person interviewed	Country of origin
1.	June 19, 2020	Someone Somewhere	Fátima Álvarez	Mexico
2.	June 22, 2020	RAFAM Internacional	Silvia Maranzano	Argentina
3.	June 22, 2020	Prothesia	Francisco Valencia	Mexico
4.	June 23, 2020	Fundación Provida	Nancy Bohórquez	Colombia
5.	June 23, 2020	Tekiti	Sofía Cruz del Rio	Mexico
6.	June 23, 2020	WAS Company	Walter Mata	Mexico
7.	June 24, 2020	Fundación Saldarriaga Concha	Norma Sánchez Juan Pablo Álzate	Colombia
8.	June 24, 2020	Fundación SIDOM	Virginia Chivetti	Argentina
9.	June 24, 2020	Plan Ibirapitá	Claudia Müller Leonardo Molini Agustina López	Uruguay
10.	June 25, 2020	Canitas	Joaquín Suárez	Mexico
11.	June 25, 2020	Turing Laboratory	Ali Lemus Julio Fajardo	Guatemala
12.	June 26, 2020	Emprendedor Independiente	Ricardo Mucci	Brazil
13.	June 30, 2020	Sunu	Marco Trujillo	Mexico
14.	July 6, 2020	Adultos Mayores a la Inclusión Digital (AMID)	Rosana Ruiz Vallejos	Peru
15.	July 6, 2020	A.L.M.A. Alzheimer	Adriana Tedesco	Argentina
16.	July 7, 2020	Beone Technologies	Caio Guimarães	Brazil

17.	July 7, 2020	Bonanza Asistencia	Carlos Alvarado	Costa Rica
18.	July 8, 2020	Contraticos	Christopher Edwards	Costa Rica
19.	July 9, 2020	CONAPE	Jenny del Rosario Rodríguez	Dominican Republic
20.	July 9, 2020	DART	José Tomás Arenas	Chile
21.	July 9, 2020	Kalei Ventures	Juan Santiago	Argentina
22.	July 10, 2020	Fundación Cohousing Chile	Kren Herud Luis Felipe Sáez Contreras Juan Carlos Sáez Gabriela Rosay	Chile
23.	July 10, 2020	NudaProp	Valeria Delfino Constanza Boix	Argentina
24.	July 14, 2020	Xeniors	Gabriel Rozman Verónica Manerio	Uruguay

Source: Prepared by the authors based on data obtained as a result of mapping the actors and trends in the silver economy in Latin America and the Caribbean for this report.

Appendix 2. Complete list of actors identified

Actor	Country of origin	Actor	Country of origin
1. Fundación Saldarriaga Concha	Colombia	29. Instituto de Investigación en Salud y Nutrición, Universidad San Francisco de Quito	Ecuador
2. Seguro Social de Salud del Peru	Peru	30. Red Nacional de Personas Mayores del Ecuador	Ecuador
3. DXC Technology	Argentina	31. Fundación Oportunidad Mayor	Chile
4. Fundación Provida	Colombia	32. Conexo Inmobiliario Colombia	Colombia
5. Fundación SIDOM	Argentina	33. "BIPS: BANCO INTEGRADO DE PROGRAMAS SOCIALES Proyecto: Apoyo Integral al Adulto Mayor Vínculos - SSy OO"	Chile
6. Fundación NTD	Dominican Republic	34. Servicio Nacional al Adulto Mayor	Chile
7. Rafam Internacional	Argentina	35. Casa de Abuelos Cuba	Cuba
8. CORDES	El Salvador	36. Canitas / La Comuna	Mexico
9. AGECO	Costa Rica	37. Salus Care Solutions	Mexico
10. Fundación Navarro Viola	Argentina	38. Belmont Village	Mexico
11. TEKITI	Mexico	39. Casa del Parque	Mexico
12. Sunu Band	Mexico	40. Casa de Reposo luz de Vida	Mexico
13. Galileo Bionic Hand	Guatemala	41. La Casa de las Lunas	Mexico
14. Prothesis	Mexico	42. Casa Betti	Mexico
15. Capeltic	Mexico	43. Ballesol Mexico	Mexico
16. Someone Somewhere	Mexico	44. Hogar Marillac	Mexico
17. Kalei Ventures	Argentina	45. Residencia Villazul	Mexico
18. Vacaciones Tercera Edad	Chile	46. El Olmo Casa de Retiro	Mexico
19. Be one Technologies	Brazil	47. Grupo Acalis	Chile
20. Plan Ibirapitá	Uruguay	48. Orpea Latam	Brazil
21. Mi Dulce Hogar	Mexico	49. Brazil Senior Living (BSL)	Brazil
22. WAS Co	Mexico	50. Senior Suites	Chile
23. HelpAge Belice	Belize	51. Serproen Home Care	Chile
24. Centro de Estudios Científicos	Chile	52. Atención Integral Al Adulto Mayor	Mexico
25. INTELLIGENT TECHNOLOGIES FOR WELLNESS AND INDEPENDENT LIVING LAB - University of Waterloo	Colombia	53. Centro Integral de Atención al Adulto Mayor	Peru
26. Diagnóstico Automatizado de Retinografías Telemáticas	Chile		
27. Lazos Humanos Colombia	Colombia		
28. Fundación Participación Social para el Desarrollo Humano	Ecuador		

54. Plénitude	Mexico	93. Club de Oro	Costa Rica
55. Apoyo y Soluciones Geriátricas	Mexico	94. Residencia Arlo	Costa Rica
56. Vida Abuelo	Mexico	95. Alzheimer Peru	Peru
57. Instituto para la Atención de los Adultos Mayores	Mexico	96. "Asociación Lucha contra el mal de alzheimer y Alteraciones Semejantes de la República Argentina"	Argentina
58. Instituto Nacional de Apoyo para Adultos Mayores	Mexico	97. Plenitud de Vida	Mexico
59. Medline	All countries	98. Alzheimer Association	Argentina
60. The Senior Home	Argentina	99. Toch Mobile	Costa Rica
61. Residencia del Arce	Argentina	100. Contraticos	Costa Rica
62. "Residencia Manantial"	Argentina	101. Belo Horizonte	Costa Rica
63. The Golden Age Home	Jamaica	102. "Bonanza Asistencia"	Costa Rica
64. Hogar Santa Inés	Colombia	103. Hogar Propam	Costa Rica
65. Centro Geriátrico Dr. Guílamo	Dominican Republic	104. Assista Personal Care	Costa Rica
66. Sociedad San Vicente de Paúl	Dominican Republic	105. Homewatch CareGivers	Chile
67. Centro Geriátrico Dra. Moreu.	Dominican Republic	106. Nova Care	Costa Rica
68. CONSEJO NACIONAL DE LA PERSONA ENVEJECIENTE, CONAPE	Dominican Republic	107. Cuidate CR	Costa Rica
69. Premium Residential Health Services	Dominica	108. Grupo Vida Brazil	Brazil
70. Linguland	Mexico	109. Residencial Club Leger	Brazil
71. "Bosque de Chapultepec - Jardín de los Adultos Mayores "Euquerio Guerrero" "	Mexico	110. Casa da Vila Mariana	Brazil
72. Fundación Tagle	Mexico	111. Casa de repouso Elite	Brazil
73. Instituto Nacional de las Personas Mayores	Mexico	112. "St. Joseph Mercy Hospital "	Guyana
74. Fundación de Ayuda a la Ancianidad	Mexico	113. Residencia Casa Mayor	Honduras
75. Comedor Comunitario para mayores "Yoloxóchitl"	Mexico	114. "Vivienda de renta asequible, Departamento de la Vivienda Federal (HUD)"	Puerto Rico
76. Programa de Adultos Mayores en Abandono	Mexico	115. Insignia Senior Living	Puerto Rico
77. Hype 50 +	Brazil	116. Sunrise Senior Centre	Puerto Rico
78. Akousis	Brazil	117. Residencia Manderley	El Salvador
79. Procter and Gamble	All countries	118. Instituto Geriátrico Valenciano	Venezuela
80. Kimberly Clark	Uruguay	119. "FRIENDS OF WHITE YELLOW CROSS Care Foundation St. Maarten"	St. Maarten
81. My cielo blue	Belize	120. J & G Special Care and Hope's Elderly Home	Antigua And Barbuda
82. La estancia de otoño	Ecuador	121. Stichting Algemene Bejaardenzorg Aruba	Aruba
83. El Roble	Peru	122. Geriatric Hospital	Bahamas
84. Paz y Amor Peru	Peru	123. Trusted Care Providers Inc.	Barbados
85. Gero Vitalis	Peru	124. Rendez Vous Home	Barbados
86. Illari	Peru	125. Residencia Geriátrica Los Angeles	Bolivia
87. El hogar de los Nonos	Peru	126. Nuevo Renacer	Bolivia
88. Geriatrics Peru	Peru	127. Grange Nursing Home & Health Care	San Cristóbal y Nieves
89. Nina Hogar Senior	Colombia	128. La Pradera	Cuba
90. Residencia José Pujol Marti	Costa Rica	129. Seniorenresidentie Curacao	Curaçao
91. Verdeza	Costa Rica	130. Health Flight Solutions	Cuba
92. Casa Israel	Costa Rica	131. AGING 2.0	Brazil

132. <u>We Care</u>	Argentina	160. <u>Federación Iberoamericana de Asociaciones de Personas Adultas Mayores</u>	All countries
133. <u>Movimento Ageless</u>	Brazil	161. <u>"Fundación de Mano Amiga a Mano Anciana"</u>	Mexico
134. <u>Conexión Adulto Mayor</u>	Peru	162. <u>Portal del Adulto Mayor</u>	Mexico
135. <u>FOCCADI</u>	Peru	163. <u>Instituto para el Envejecimiento Digno (INED)</u>	Mexico
136. <u>ADULTOS MAYORES A LA INCLUSIÓN DIGITAL</u>	Peru	164. <u>Festival del Adulto Mayor</u>	Mexico
137. <u>Senior Lab Chile</u>	Chile	165. <u>Fundación Carlos Slim</u>	Mexico
138. <u>Nucleo 60+, SeniorLab Mercado & Consumo 60+</u>	Brazil	166. <u>Fundación Telmex-Telcel</u>	Mexico
139. <u>Associação Brasileira de Gerontologia - ABG</u>	Brazil	167. <u>Fundación Lala</u>	Mexico
140. <u>Sociedade Brasileira de Gerontecnologia - Brazilian Chapter</u>	Brazil	168. <u>Nestlé Health Science</u>	All countries
141. <u>Longevidade Expo Forum</u>	Brazil	169. <u>Viajes El Corte Inglés</u>	Colombia
142. <u>Lab 60+</u>	Brazil	170. <u>Omron Healthcare</u>	Argentina
143. <u>Ativen Envelhecimento Ativo</u>	Brazil	171. <u>ATEMPO</u>	Argentina
144. <u>USP 60+</u>	Brazil	172. <u>PROSEGUR</u>	Mexico
145. <u>Nova Maturidade</u>	Brazil	173. <u>Medihome</u>	Argentina
146. <u>Revista Adulto Mayor</u>	Mexico	174. <u>Emergencias S.A</u>	Argentina
147. <u>Mayores de Hoy</u>	Mexico	175. <u>Magnicharters</u>	Mexico
148. <u>Dirección de Adultos Mayores, Dirección General del Instituto de Bienestar Social</u>	Paraguay	176. <u>ABBOTT</u>	All countries
149. <u>EXO</u>	Argentina	177. <u>ENLACE 50</u>	Mexico
150. <u>Centro Iberoamericano de Autonomía Personal y Ayudas Técnicas</u>	Argentina	178. <u>Canas Felicies</u>	Panamá
151. <u>Compensar Caja de Compensación Familiar y EPS</u>	Colombia	179. <u>Banitsmo</u>	Panamá
152. <u>Cafam</u>	Colombia	180. <u>Multibank</u>	Panamá
153. <u>Red Latinoamericana de Gerontología</u>	Chile	181. <u>Cacsa</u>	Panamá
154. <u>Asociación Gerontológica Costarricense</u>	Costa Rica	182. <u>Grey Matters</u>	All countries
155. <u>Seminario Universitario Interdisciplinario sobre Envejecimiento y Vejez (SUIEV)</u>	Mexico	183. <u>Clínica las Condes</u>	Chile
156. <u>Gericare</u>	Mexico	184. <u>Fundación AMANOA</u>	Chile
157. <u>Central Informativo del Adulto Mayor</u>	Peru	185. <u>ServiSenior</u>	Chile
158. <u>Servicio Nacional del Adulto Mayor</u>	Chile	186. <u>Centro de Estudios de Vejez y Envejecimiento</u>	Chile
159. <u>Ministerio de la Mujer y Poblaciones Vulnerables: REGISTRO DE ORGANIZACIONES DE PERSONAS ADULTAS MAYORES</u>	Peru	187. <u>Tenlove</u>	Chile
		188. <u>Centro Universitario de la Experiencia</u>	Mexico
		189. <u>Instituto Nacional de Geriatria</u>	Mexico
		190. <u>ViewMind</u>	Argentina
		191. <u>Familia Sancela S.A. (Grupo Familia)</u>	Colombia
		192. <u>Audiotech</u>	Mexico
		193. <u>Sistema Nacional Integrado de Cuidados SNIC</u>	Uruguay
		194. <u>Subsistema Nacional de Apoyos y Cuidados</u>	Chile
		195. <u>Instituto Nacional de Servicios Sociales para Jubilados y Pensionados</u>	Argentina
		196. <u>CONSEJO NACIONAL DE LA PERSONA ADULTA MAYOR</u>	Costa Rica
		197. <u>Davivienda</u>	Colombia
		198. <u>HABITAT</u>	Peru

199. <u>INTEGRA</u>	Peru
200. <u>PRIMA</u>	Peru
201. <u>PROFUTURO</u>	Peru
202. <u>REDCAMIF</u>	Guatemala
203. <u>MICOOPE</u>	Guatemala
204. <u>CONFIA</u>	El Salvador
205. <u>CONFIAR</u>	Colombia
206. <u>CAPITAL</u>	Chile
207. <u>COLPENSIONES</u>	Colombia
208. <u>BANCA DE LAS OPORTUNIDADES</u>	Colombia
209. <u>BANCO CAJA SOCIAL</u>	Colombia
210. <u>Fondo de Empleados del departamento de Antioquia</u>	Colombia
211. <u>Senior Care Services SAPI de CV</u>	Mexico
212. <u>InterAtiva</u>	Brazil
213. <u>Venturas</u>	Brazil
214. <u>Vitalidad Club</u>	Colombia
215. <u>50 plus tours</u>	Mexico
216. <u>Cinthe-tour</u>	Brazil
217. <u>Bonami</u>	Brazil
218. <u>Mulheres pelo Mundo</u>	Brazil
219. <u>Ativa Idade</u>	Brazil
220. <u>Vivienda Tercera Edad</u>	Argentina
221. <u>Vivenza</u>	Colombia
222. <u>Meraki Club and Residences</u>	Colombia
223. <u>NISSAN</u>	Mexico
224. <u>Movilidad Sin Límites</u>	Mexico
225. <u>Eu Vô</u>	Brazil
226. <u>Nudaproptech</u>	Uruguay
227. <u>Pills & Care</u>	Uruguay
228. <u>Fundación Astur</u>	Uruguay
229. <u>Xeniors</u>	Uruguay
230. <u>Fundación Cohousing Chile</u>	Chile
231. <u>Fe de Crédito</u>	El Salvador
232. <u>Ugogo</u>	Argentina
233. <u>Fundación Diagonal</u>	Argentina
234. <u>AMAI - Asociación Mutual Israelí Argentina</u>	Argentina
235. <u>Zolvers</u>	Argentina
236. <u>Travesia 100</u>	Chile
237. <u>Observatorio envejecimiento PUC</u>	Chile
238. <u>Si Senior</u>	Chile
239. <u>People & Partners</u>	Chile
240. <u>Gero 360</u>	Brazil
241. <u>Maturi</u>	Brazil
242. <u>Barbados Association of Retired Persons</u>	Barbados
243. <u>Tu Nanny</u>	Uruguay
244. <u>Centro de Políticas Publicas UC</u>	Chile
245. <u>"Gerópolis Universidad de Valparaíso"</u>	Chile

