

# ePAL Vision 2020 for Active Ageing of Senior Professionals

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**Abstract.** In order to enhance the active life of senior professionals, one fundamental challenge is to identify ways to assist promoting the role of elder people within the continuously ageing European society. This paper proposes a vision for establishing required support environment for communities of active senior professionals, and provision of fundamental ICT tools for senior professionals to continue delivering professional services to the society, but in a balanced manner and not as regular workers. For smooth establishment and operation of such communities, a well conceived vision must be established to guide this process towards achieving its desired goals. This paper presents the vision statement developed in the EC funded ePAL project for enhancing the active life of senior professionals in Europe, as well as its instantiation into three orthogonal perspectives of technological, societal, and organizational.

**Keywords:** Visioning, Multi-perspective vision, Professional active life.

## 1 Introduction

It is estimated that by 2050, the number of people over 60 in Europe will have doubled to 40% of the total population, or 60% of the working age population [Jeavans, C, 2004]. Over the next few decades, the "baby boomers", the largest generation, born in the 1950s and 1960s, will start to retire. The situation will be exacerbated by the very different expectations as well as life expectancy when compared to their parents and grandparents. This new scenario, while creating new opportunities, is mostly a cause of concern for societal systems which find it challenging to cope. This large group of retirees will need healthcare, pensions, housing, and community care - on much greater scale than before. As the Europe's population ages the number of those who are of working age (defined as 15-64) becomes smaller, when compared with those of 'non-working' age, also referred to as economic "dependants" [Stranges, 2008].

The paper focuses on developing a vision suitable for supporting the senior (retired and/or retiring) professionals to remain active in professional and daily activities. As such the paper studies and focuses on communities of senior professionals that can be

established on the basis of concepts related to collaborative networks. While characterizing the collaboration among senior professionals we have introduced the following terms related to collaborative networks of senior professionals to support characterization of these communities [Afsarmanesh, et al, 2009].

**CASP (Community of Active Senior Professional)** constitutes an association of senior professional individuals that are largely autonomous, geographically distributed, and potentially heterogeneous in terms of their: capabilities, offered capacities, culture, system of values, etc., but sharing their main compatible and/or common goals of increasing their active professional life in the society and/or market, through co-working with others in Teams of Senior Professionals supported by computer networks, under the slogan of: “Together Everyone Achieves More!”.

**TSP (Team of Senior Professionals)** is a collaborative network of individuals configured and established within the CASP in response to opportunities in the society and market that are in need of their wisdom and/or knowledge assets that they can offer, which as a consequence supports the retired professionals remaining professionally active.

**SP (Senior Professional)** is a retired professional who becomes a member of CASP in order to increase his/her chances of staying active and involved in the socio-economic system, and perhaps also through getting involved in potential TSPs established through the CASP.

## 2 Base Concepts Related to Vision and Visioning

Visioning is an important aspect for leadership, strategy implementation and change for the better [Laubacher & Malone, 1997].. A vision defines a *desired future*, while strongly interconnected with the present framework that underlies the organizations or societies [Collins & Porras, 1998]. It is a deeply held picture of where a group of people in an organization or society, wishes to reach in the future. Therefore, a vision is the most inspiring future that the society can imagine, and thus creates meaning and purpose which catapults the individuals aim at high levels of achievement [Donald, 2003]. Namely, A vision for a society shall provide: (1) Compelling image of the future, (2) Credible and attractive view of what is potentially feasible to achieve for the society, (3) Unifying guides to what the society wishes to and can become, and (4) Inspirational focal point for the spirit of the society and its members.

*A well-conceived vision [Cummings, 2005] consists of two major components, namely the core ideology and the envisioned future. Core ideology is the 1<sup>st</sup> primary component of the vision framework which consists of two parts: core values and core purpose. The Core values are the essential and enduring tenets of an organization or a society - a small set of timeless guiding principles that require no external justification. Core values have intrinsic value and importance to those inside the organization or society. The Core purpose however points to certain fundamental reason for society to exist. An effective purpose reflects the importance that people attach to daily activities of the organization or society. Envisioned future is the 2<sup>nd</sup> primary component of the vision framework which consists of two parts: a long-term audacious goal and a vivid description of what it will be like when goals are achieved.*

The visioning process is one of the least straightforward, yet most important, concepts that enable influencing the future, and building successful organizations and societies. The cornerstone of a vision is a clear image of how the society will satisfy important stakeholders' needs. It is important that the vision is built from what stakeholders perceive to satisfy their needs and not what the providers (government, non-government organizations, regulatory bodies, etc.) think will satisfy them. This requires an extensive interaction with all stakeholders in the society in order to perceive the needs from stakeholders' perspective. Nevertheless, while formulating a vision and when it is needed to estimate the possible future situation forecasting can be used as a tool in the visioning process, such as in understanding the societal drivers and trends as well as for designing possible future scenarios.

### 3 Potential Vision Requirements and Indicators for Ageing Society

Any change within a society or a specific established community such as CASP starts with establishment of requirements and indicators on why changes are needed. Vision tends to guide the needed changes that require to be gradually and systematically implemented towards realizing the expected future. Below we describe some indicators that may trigger the reformulation of a vision of a society which also apply for specific established communities such as CASPs:

- **Reasons for existence:** Analysis of the present situation is essential as it provides the true picture of today from where we shall begin our efforts towards a better future. The next question is whether the developed vision is well-conceived, and can guide a specific society or community towards its desired future, considering its present situation; and hence validating the need and the reason for developing and existence of the vision in the community/society.

- **Values:** Values are traits or qualities that are considered worthwhile. They represent a society's highest priorities and deeply held driving forces. Values define how the society wants to behave or what it wants to achieve in future. Effective societies or communities identify and develop a clear and concise meaning of values/beliefs, and priorities so that everyone understands and can contribute to it. Once defined, values impact every aspect of the society.

- **Strategies:** Strategy is a plan, method, or series of maneuvers for obtaining a specific goal or result. Strategies are established by communities or societies to guide them define the kind of activities that shall be implemented towards achieving the planned objectives. Strategies are usually aligned to the vision.

- **Picture of preferred future:** Here the society is trying to project what it wishes to become in its future. The vision promotes trust and trust is the foundation of any successful society. It is this trust that can build successful teams and team work within the environment.

### 4 The Need for Strategic R&D Roadmap for Active Ageing in Europe

There is a growing recognition that the elderly population should not be seen as a burden on the society but instead an asset that needs to be properly considered [HSBC

insurance, 2007]. In particular the senior professionals possess a number of skills and accumulated experience that need to be better used in value creation activities. And yet the way society is organized does not offer many opportunities to older people.

Recognizing this situation, the World Health Organization has been advocating the need for proactive strategies for the ageing population. Kofi Annan, while secretary-general of the United Nations, stated that: "By promoting older persons' active participation in society and development, we can ensure that their invaluable gifts and experience are put to good use". "Older persons who can work and want to work should have the opportunity to do so" [Camarinha-Matos & Afsarmanesh, 2009]. It is also well known that by keeping an active life people can remain healthier. As such, the concept of active ageing was developed.

The critical challenge for the society in respect to the "active ageing / ageing well" process [Camarinha-Matos & Afsarmanesh, 2009a] is to identify new organizational structures, approaches, and support mechanisms and tools, so that elderly citizens do not feel excluded, and have the chance to use their knowledge and expertise to contribute to the communities where they live.

On the other hand, as the older population increases while the growth in the middle-aged population slows down, older adults are becoming an increasingly important labour source. They typically bring maturity, dependability, and years of relevant experience to the workplace. Nowadays with more people remaining in good health at older ages and increasingly more jobs not involving physical strength, more old adults than before are able to continue working. Retirement will indeed no longer represent the end of the working period, but rather a career and lifestyle transition, where the retiree in principle has multiple options -- such as continuing to work (though perhaps at a different pace), returning to school for additional training or education, changing career, venturing into entrepreneurship, becoming more involved in volunteer work, or simply enjoying leisure and travel possibilities – thus a mix of working, learning, relaxing, and trying new things can be foreseen.

In addition to the traditional initiatives focused mostly on socializing and entertainment activities for elderly, a number of new organizational forms and mechanisms are emerging, focused on providing ways to help senior professionals remaining active, in professional terms, after retirement. Although with different involvement and commitment levels from retirees, such initiatives try to make use of their valuable knowledge, wisdom, and experience, namely through consulting and mentoring activities. ICT and particularly collaborative technologies can play an important facilitating role in this area. There is a need to provide support in the form of "ready-made 2nd generation affective and socio-economically integrated communities" to which the elderly professional can join. Moreover, there is a need to provide the opportunity for elderly professionals to choose a balanced proportion between their value creating and the leisure activities, as well as the opportunity to modify the balance in their portfolio of activities over time. To elaborate a strategic R&D plan in this direction we have developed a vision for extending Professional Active Life of seniors [Camarinha-Matos & Afsarmanesh, 2009].

## **5 The Need for Visioning for European ePAL Environments**

Any Initiative aiming to support the extension of professional active life of elder people in Europe is affected by a number of external factors in the market and society,

which have the potential to either positively and negatively influence it. Current practices indicate that the European society, while started to act on this subject, is still slow to recognize the rationale behind and the importance of fully supporting the extension of active professional life of seniors. The actions being taken are mostly done in an ad hoc manner and without clear vision of the future of the European society. This is because there is no common vision on what the Europeans need to achieve regarding the extension of professional active life of seniors.

Similarly, the capacity of the societies and the service sector to fully support the involvement of seniors in economical activities is at present limited, given the huge number of these seniors in different countries which need to be mobilized. In brief the following factors indicate the need to formulate a well conceived vision for the European society regarding ageing well.

- *Ageing of the European population and economic difficulties:* The population of the European society is ageing fast and its consequence is that the ratio of work force to economically dependent people is decreasing. Traditionally, the life of elder people is supported through pension systems, which relied on the taxes paid by the active workers. Today, but even more steeply in the coming decades, the **pension systems are becoming overloaded**, as on one hand the number of people who shall receive benefits increases, while on the other hand the labour force and thus the number of tax payers gradually decreases. Severe economical difficulties will rise for the pension system in Europe, in relation to supporting the life of this increasing group of retired people. Another form of support at elder age is needed which could be a **secondary financial income in addition to the pension system**. Establishment of policies to support secondary financial sources for elder professionals need to be harmonized across Europe for which a vision at the European level can play this harmonization role.

- *Lack of human resources:* In the same line of argument the availability of qualified experts in different working domains is gradually decreasing. Harsh economical challenges will be faced increasingly at the workplace by the lack of qualified human resources, since every year a very large group of the ageing population retires. One recent promising approach to address the challenge of dealing with the ageing population in Europe looks into the possibility of **extending the involvement of senior professionals** who are willing to do so in the on-going activities in market and society.

## 6 Applied Approach for Building Visions for ePAL Communities

We have applied a systematic approach for building the ePAL vision which supports the involvement of multiple stakeholders at different stages. This approach provides a generic step-wise guidance for the process of building a vision for an organization or a society. To enhance the clarity of presentation of the proposed approach below in some steps we provide examples related to vision construction for ePAL environment. The approach has five steps as shown in Table 1, namely: (1) *Discussion and generation of visionary ideas for the environment*, (2) *Elaboration of 1st vision*, (3) *Testing and validating the elaborated vision*, (4) *Consensus building through consulting and workshop*, (5) *Documenting and finalizing the vision*. The focus and

**Table 1.** Steps of the applied approach for visioning

Step name	Main activities and focus
<b>Step 1: Discussion and generation of visionary ideas</b>	<p>This step starts when the need for building a vision is realized and that some aspects of the society require systematic changes to reflect on the future life of the society. For example, this step is triggered by identification of a crisis or immediate need in the society and where its possible solutions demand changes within the society. The main focuses of this step are:</p> <ul style="list-style-type: none"> <li>• <b>Identification of input materials:</b> Refer to existing materials that can be sources of fundamental ideas related to the ePAL vision such as state of the art in literature, results of related projects, related vision and mission statements,</li> <li>• <b>Identification of constraints:</b> Refer to practices that are relevant to the ePAL environment in the European society which unless properly considered and addressed by the vision may have the potential to prevent, restrict, or dictate the actions that may need to be taken to realize the vision such as laws, rules and regulations; society indicators, etc.</li> <li>• <b>Establishment of resources and mechanisms:</b> Refer to the available knowledge, competencies and capabilities that can be applied to generate, analyze, and organize vision's ideas for ePAL environment.</li> </ul>
<b>Step 2: Elaboration of 1st vision</b>	<p>In this step the aim is the identification and generation of the main elements related to the vision statement for the environment, based on the knowledge and experience available/gained within the ePAL consortium, the acquired understanding of the baseline and the visionary ideas generated in Step 1. This phase is extremely important - where the 1st vision statement is established based on the analysis of the main drivers and trends, and through developing and analysing a number of scenarios. The two main focuses of this step are:</p> <ul style="list-style-type: none"> <li>• <b>Establishing drivers and trends:</b> Drivers refer to the main influences (driving forces) which guide the running and changes of the society. Trends refer to the main happenings related to each driver. Trends indicate how each driver will influence the changes in the market or society. The analysis of drivers and trends enables the visionaries and researchers to identify fundamental areas or perspectives that need to be properly covered by the vision.</li> <li>• <b>Establishing scenarios:</b> Building scenarios serves as a tool to provide actors with essential understanding, orientation, context, direction, and some degree of consensus in planning research developments and implementations. In relation to ePAL's vision for future, scenarios are used to support understanding of different future possibilities regarding the enhancing of active life of senior professionals, as well as possible actions to take and which events are probable to occur in future.</li> </ul>
<b>Step 3: Testing and validating the elaborated vision</b>	<p>Validating the vision is an important step focused on making sure that the society will be moving in the right direction once it implements this vision. In this step, representatives from each group of stakeholders must be involved in assessing the vision and providing improvement and extension suggestions. The focus is analyzing whether the vision is: (1) capturing the current objectives of the society, (2) properly addressing future potential objectives of the society, and (3) feasible for the society to achieve such future objectives, considering current trends, drivers and strategies.</p>
<b>Step 4: Consensus building through consulting and workshop</b>	<p>It is a decision making process that includes all stakeholders to together make a general agreement and commitment on a joint initiative. It is the most powerful decision process as stakeholders together agree to the final decision. In order for the vision to get full support from stakeholders in the society it first needs their acceptance. Building consensus on the proposed vision can apply the following approaches: (1) organizing workshops of representatives of stakeholders' groups, (2) generating questionnaires and other kind of surveys, (3) arranging round tables involving decision makers, and (4) performing online discussions and forums.</p>
<b>Step 5: Documenting and finalizing the vision</b>	<p>This step focuses on improving the vision statement by applying and incorporating feedbacks from the consensus building actions (Step 4). The final vision statement is documented to be ready for directing research regarding the gap analysis and defining actions for their realization and implementation in the society.</p>

main activities of these steps are summarized in the Table 1. The full description of this approach is presented in [Afsarmanesh, et al 2009].

### 7 Drivers, Trends, and Scenarios

As a fundamental prerequisite for developing the vision both its key drivers/perspectives (i.e. its main driving forces in the market/society) and their related trends (i.e. their main related happenings in the market/society) are identified. These are achieved through extensive survey of existing practices related to active ageing and ageing well. The survey was done following the steps of our developed approach as introduced in Section 6 and further addressed in [Afsarmanesh et al 2009]. Three complementary drivers, namely the technological, social, and organizational perspectives and their sub-drivers, decompose detailed characterization of ePAL’s vision. The identified trends and drivers are summarized in Figure 1.

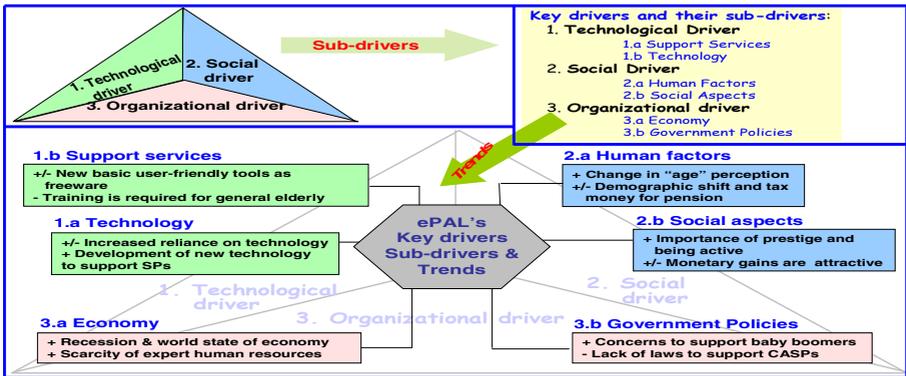


Fig. 1. Drivers and trends for ePAL environments

From the results of the two processes - identification of the drivers and trends related to the ePAL vision, and building of scenarios for potential cases, both the potential of the ePAL as well as its main constituents and limitations become evident. Table 2 summarizes example scenarios established for the ePAL environment.

Table 2. Example scenarios for ePAL environment

Scenario Category	Main focus
Associations of retired professionals: voluntary work	Focusing on the need for communities of active senior professionals to enhance chances of the involvement of senior professionals in daily activities as volunteers within their own societies or in other regions. These scenarios address the establishment, management and operation of the elderly communities. They also characterize the nature of activities of the communities and roles of senior professionals in performing those activities.

**Table 2.** (continued)

<b>Scenario Category</b>	<b>Main focus</b>
<b>Associations of retired professionals: brokerage and launching</b>	Focusing on the role of brokerage of opportunities that can be responded by senior professionals either individually or through communities of active senior professionals. These scenarios characterize the roles related to brokering of opportunities, namely: direct brokerage where senior professionals are involved in capturing an opportunity or indirect brokerage where a third party is involved in capturing an opportunity.
<b>Service markets</b>	Focusing on potential markets, mostly technology enabled markets, which are typically feasible for senior professionals to deliver their services. These scenarios also address the categorization of clients into those who can pay and those who cannot pay for the services provided by seniors.
<b>Tri-partite collaboration forms</b>	Focusing on different roles that need to be performed by different parties to realize the establishment and operation of communities of active senior professionals. As such these scenarios first characterize different stakeholders of the ePAL and then define the roles of each category of actors.
<b>Keeping the link to former employer</b>	Focusing on existing practices regarding keeping communication with the former employers and how it enhances the professional activeness of senior professionals.
<b>Second job</b>	Focusing on the need for establishing some form of payments for the involvement of senior professionals in market and society activities.

## 8 Proposed ePAL Vision 2020 for European Society

A number of initiatives such as research projects have been carried out in Europe addressing different aspects related to ageing well. Most of these initiatives see the SPs (Senior Professionals) as the recipient of services from the market and ineligible to continue participating in societal activities. As a result, there is a lack of models or regulations guiding elders' participation in value creation activities.

Consequently, the European society has been losing or misusing the massive knowledge and experience possessed by these elders especially those who were involved in professional employments. Furthermore, after retirement most SPs feel lonely, isolated and useless to the society although they are sure that they possess both the knowledge and experience that their society is in need. Senior professionals have been trying to remain active in the European society by volunteering to perform certain activities. Such volunteering has been realized either by individual initiatives or through certain associations of senior professionals. At present, a number of associations are established for senior professionals in some regions of Europe [Afsarmanesh, et al 2009]. They aim at supporting individuals and teams of individuals either to provide services which are lacking in the market or to address specific beneficiaries not dealt with by normal market actors, and thus there is no competition or conflict with business organizations. They also aim at providing services to some categories of organizations, e.g. those that cannot afford buying such services in the market. Based on the study of ePAL drivers and their trends, the development of a number of representative scenarios for the ePAL environment has revealed different desired future possibilities for "extending professionals active life".

Vision 2020 for ePAL is then deduced from the above elements, while following the Cummings’s [Cummings, 2005] definition of a well-conceived vision, it is specified by its core ideology (i.e. core purpose and values) and envisioned future (i.e. long-term audacious goal and vivid description) elements, as shown in Figure 2.

The ePAL’s vision statement provides a direction where the European society shall strive to follow, in order to achieve a balanced life for senior professionals who either need or desire to remain active in the society. It addresses providing opportunities and support for senior professionals who are willing to get involved in socio-economic activities. On the other hand, it suggests the main areas needing attention from other stakeholders in order to reach this desired state, such as: (1) research institutions to provide innovative and new ideas in areas which require more R&D, (2) regulatory bodies (e.g. governments, law chambers, judiciaries) to provide a regulatory and legal infrastructure for the involvement of senior professionals in markets, (3) intermediaries (e.g. non-profit organizations, etc.) to support the brokerage of opportunities for senior professionals, etc.

Clearly enough, the creation of a desired vision for ePAL for the next decade is not a one shot action rather it is a live and interactive process. To develop the vision statement for the ePAL environment we have followed a systematic approach, as presented throughout this paper. In the same manner, for the challenging task of defining the vision statement itself, we applied the classification proposed by Cummings [Cummings, 2005] for defining a well-conceived vision. We therefore piece by piece define the needed conceptual elements for the well-conceived vision for ePAL environment.

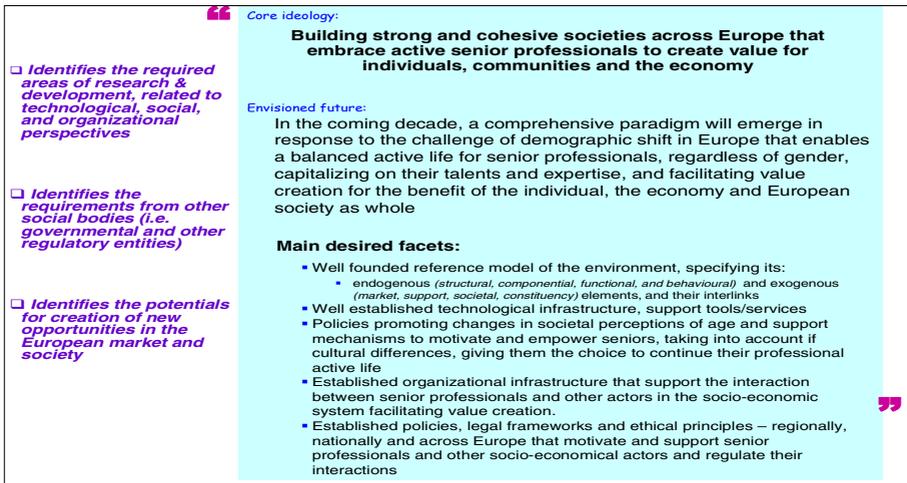


Fig. 2. Desired ePAL vision 2020 for European society

Below first each such element of this vision is defined and then they are integrated to form the “vision statement for the ePAL environment for Active Ageing Society”, as shown in Figure 2. The vision elements are presented in Table 3.

**Table 3.** A well-conceived ePAL vision 2020 and its core components

<p><b>Core ideology:</b> Building strong and cohesive societies across Europe that embraces active senior professionals to create value for individuals, communities and the economy</p> <p><b>Envisioned future:</b> In the coming decade, a comprehensive paradigm will emerge in response to the challenges of demographic shift in Europe that enables a balanced active life for senior professionals, regardless of gender, capitalising on their talents and expertise, and facilitating value creation for the benefit of the individual, the economy and European society as a whole.</p> <p><b>Main desired facets:</b></p>
<p><b>V1.</b> Well founded reference model of the environment, specifying its: endogenous (<i>structural, componential, functional, and behavioural</i>) and exogenous (<i>market, support, societal, constituency</i>) elements, and their interlinks</p> <p><b>V2.</b> Well established technological infrastructure, support tools/services</p> <p><b>V3.</b> Policies promoting changes in societal perceptions of age and support mechanisms to motivate and empower seniors, taking account of cultural differences, giving them the choice to continue their professional active life</p> <p><b>V4.</b> Established organizational infrastructures that support the interaction between senior professionals and other actors in the socio-economic system, facilitating value creation</p> <p><b>V5.</b> Established policies, legal frameworks and ethical principles – regionally, nationally and across Europe - that motivate and support senior professionals and other socio-economic actors and regulate their interactions</p>

## 9 Instantiation of the Vision into Its Multi-perspectives

In order to address all relevant aspects of the vision that we develop for extending the professional active life of seniors, the definition of this vision is instantiated into several orthogonal perspectives. This instantiation approach has its roots in the visioning methodology introduced in VOMap project [Camarinha-Matos & Afsarmanesh, 2003], which suggests to not overload one vision statement with too many relevant details. Rather, it suggest to first identify the main influencing perspectives in the environment, which can comprehensively capture all important aspects related to the desired vision, and as a second step instantiate the vision into these perspectives. Therefore, the main perspectives for the ePAL vision are first identified. Namely, the vision of a desired future for active ageing shall cover its social perspective, its organizational perspective, and its technological perspective. As such, through this multi-perspective instantiation, the formulated vision for ePAL only contains its common aspects, shared by the above three perspectives. Furthermore, the three vision instantiations complementarily capture its fundamental technological, societal, and organizational aspects. Tables 4, 5 and 6 show the instantiation of the ePAL vision according to these three perspectives.

**Table 4.** ePAL Vision 2020 - Social Perspective

In the coming decade, extending active professional life will be a high priority strategy across Europe. European societies will mature to accommodate demographic shift through supporting and empowering senior professionals to fulfil their potential as active participants in the economy. Attitudes amongst individuals and organisations will evolve to embrace senior professionals as a value-creating pool of talent, thereby supporting and promoting equal opportunities in active aging. Both senior and young professionals will derive greater benefit from the exchange of knowledge and experience. As the social environment evolves, new support mechanisms will arise to sustain an aging but more active and inclusive population.

***Main desired facets:***

- VS1.** New mechanisms to enhance positive understanding and perception in society regarding the value of the abilities, skills and experience of individual senior professionals in the economy, taking account of gender
- VS2.** Mechanisms to build awareness, and to motivate senior professionals to join communities of active senior professionals
- VS3.** Mechanisms to support cross-cultural interactions among senior professionals as well as to the active labour force addressing barriers to communication
- VS4.** Mechanisms to support a balanced economic benefits sharing among the entire society including senior professionals
- VS5.** New mechanisms to help articulate the collective needs of seniors across national boundaries
- VS6.** Mechanisms to support cross generational interaction between seniors and younger citizens; fomenting inter-generational solidarity and understanding within the EU
- VS7.** Mechanisms to capitalize on the increased sense of trust and understanding which comes through leveraging seniors' social capital

**Table 5.** ePAL Vision 2020 - Organizational Perspective

In the coming decade, the primary organisational stakeholders – governments, intermediaries, businesses and unions – will adopt positive, proactive and coordinated policies and approaches that enable seniors to choose to continue their professional active life. As a consequence, senior professionals will enjoy new opportunities and a new market space of senior skills will be created, benefiting businesses and strengthening the wider European economy.

***Main desired facets:***

- VO1.** Employment and retirement policies will change to provide greater flexibility for seniors to choose to continue as active economic participants
- VO2.** Regulations and policies will change to encourage businesses to collaborate with senior professionals, taking account of fair competition
- VO3.** The knowledge and skills of seniors will be harnessed to generate value and stimulate innovation amongst European businesses
- VO4.** New forms of intermediate organizations will provide highly efficient brokerage that will create opportunities in line with market needs and that help seniors engage with businesses nationally and across Europe.
- VO5.** There will be sustainable funding models – from both public and private sectors - and the political drive to support new forms of senior associations and other intermediate brokers
- VO6.** All stakeholders will have access to the relevant training and other support services to facilitate the seniors' transition between working life and active retirement
- VO7.** New organizational cultures will positively embrace relationships between senior professionals and pre-retired (active) professionals.

**Table 6.** ePAL Vision 2020 - Technological Perspective

<p>In the coming decade, technology will facilitate and enable the continued active involvement of senior professionals in the socio-economic system. Through engagement with end-users, novel ICT collaboration platforms and tools will be developed that catalyse the creation of new organisational forms that connect and empower all stakeholders and facilitate the interaction between them. This technology will be accessible to all, 'senior friendly' and will enable seniors to expand their capabilities, leave a legacy and create value.</p> <p><i>Main desired facets:</i></p>
<p><b>VT1.</b> Advanced collaboration support services, including teams' formation and management</p> <p><b>VT2.</b> Development of collaboration ontology supporting variety of stakeholders</p> <p><b>VT3.</b> Support for user-generated knowledge assets</p> <p><b>VT4.</b> "Configure yourself" based philosophy infrastructure</p> <p><b>VT5.</b> Easily adaptable and customizable user interfaces</p> <p><b>VT6.</b> Affective computing and context aware enriched environments</p> <p><b>VT7.</b> Support for establishment of trust among stakeholders</p> <p><b>VT8.</b> Tools supporting the process of value creation</p> <p><b>VT9.</b> Novel contractual and cooperation agreements, including negotiation support</p> <p><b>VT10.</b> Advanced marketing and brokerage services</p> <p><b>VT11.</b> New networking models for elderly communities' involvement with the socio-economic system</p> <p><b>VT12.</b> Security and ethical / privacy support.</p>

## 10 Conclusion

We have emphasized the need for systematic formulation of a vision for the ePAL environment, together with all types of its stakeholders, involved in different activities. Applying the proposed approach, a final vision statement for ePAL environment is developed. The vision mainly focuses on technological, societal and organizational perspectives. For the proposed vision to be realized, a main requirement is related to the design and development of senior- friendly collaborative ICT services and infrastructures, to facilitate both their usage by seniors as well as supporting the interactions between seniors and other stakeholders. In relation to the societal aspects, there is a need to enhance the positive perception of the society towards elder people to view them not as a socio-economical burden but as wells of knowledge and experience of great value and needed in the society. In a similar manner, organizationally, there is a need for reformulating regulations and organizational models to provide opportunities to senior professionals to remain involved and active as other actors in the market.

For the realization of the proposed vision in the society or communities across different socio-cultural contexts in Europe a detailed set of implementation actions and models are required. The ePAL project has thoroughly addressed these aspects in details presented in [Camarinha-Matos & Afsarmanesh, 2009]. This work is now being continued in the scope of another project (BRAID).

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