

Five keys to prepare for the business of aging

Economic and demographic forecasts reveal the unsustainability of health-care systems in industrialized countries.

April 1, 2012

By [Marta Elvira](#), [Carlos Rodríguez Lluesma](#) & [Núria Mas](#)

In Japan, the government has earmarked billions of dollars to develop human-like robots to care for elderly people in their homes – from spoon-feeding robotic arms that help people eat, to remote-monitoring gadgets that alert social services in the event of a medical emergency, to therapeutic robotic pets that stimulate emotional responses in their housebound owners. According to the BBC, developers believe such robots will compensate for labor shortages in a society marked by declining birth rates and a loosening of family ties, and where nearly a quarter of the population is already aged 65 or older.

In Japan, the government has earmarked billions of dollars to develop human-like robots to care for elderly people in their homes – from spoon-feeding robotic arms that help people eat, to remote-monitoring gadgets that alert social services in the event of a medical emergency, to therapeutic robotic pets that stimulate emotional responses in their housebound owners. According to the BBC, developers believe such robots will compensate for labor shortages in a society marked by declining birth rates and a loosening of family ties, and where nearly a quarter of the population is already aged 65 or older.

A 2012 report published by the European Commission predicts that people over 65 will constitute nearly a third of the European population by 2060, putting additional strain on social systems designed at a time when life expectancy was much lower and the workforce much larger. By 2060 there may only be two working-age people for every person over 65.

The economic crisis has highlighted these structural weaknesses. The sovereign debt crisis, in particular, makes it harder for states to honor their social commitments, like pensions and health care.

In many countries, there is an ever-widening gap between states' expected income and their so-called "unfunded liabilities." In Europe, this disparity between future income and future cost is predicted to multiply government debt between three and seven times. These governments would need to have four times their current GDP in the bank, plus the interest earned, just to cover costs, according to the U.S. National Center for Policy Analysis.

These pressures threaten the sustainability of the European-style welfare state, particularly when it comes to health and caring for elderly people.

This article is published in [IESE Insight Issue 13](#) (Q2 2012).

This content is exclusively for personal use. If you wish to use any of this material for academic or teaching purposes, please go to IESE Publishing where you can purchase a special PDF version of ["Five keys to prepare for the business of aging"](#) (ART-2131-E), as well as the [full magazine](#) in which it appears, in English or in Spanish.



Marta Elvira

Professor in the Strategic Management and Managing People in Organizations departments at IESE. She is holder of the [Chair of Family-Owned Business](#), and is an expert on employee earnings and performance, social inequality and human capital development.



Carlos Rodríguez Lluesma

Professor in the Department of Managing People in Organizations. His research focuses on the relationships between work, technology and organizations.



Núria Mas

Holder of the [Jaime Grego Chair of Healthcare Management](#) and former member of the Governing Council of the Bank of Spain, Professor Mas has extensive experience as an adviser and consultant in the field of health economics for the European Commission, public institutions and the health sector. She is particularly interested in the economics of health and public management.

www.iese.edu/insight