 Austria – Creative Impact Fund

Vollpension – More than a Generation Café

Tackling the challenge of demographic change through intergenerational dialogue and bringing senior citizens into the heart of society and business enterprises

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Summary

Established in 2012, Vollpension is a Viennese social enterprise that aims to tackle poverty and loneliness among seniors. Vollpension achieves this through its intergenerational cafés in Vienna and the world's first grandma baking school. The baking school provides seniors with an opportunity to share their baking skills and become an integral part of the team, fostering intergenerational dialogue.

Vollpension has developed from a small association into a diverse company that offers a range of services, including intergenerational cafes, catering (Buchtelmobil), and shipping logistics for grandma cakes. In response to the coronavirus pandemic, Vollpension has expanded its services to include additional B2B solutions, such as baking courses for companies and the rental of a multimedia studio. The company, run by its founders, aims to promote intergenerational unity in the fight against poverty in old age and for the inclusion of older people.

Poverty and loneliness among the elderly are increasingly relevant in today's world. According to Statistics Austria, older women, in particular, will be affected by poverty and exclusion in 2022. Due to an average pension that is 40% lower than that of men, women are often left with only 200 to 300 euros to cover their living expenses in Austria after deducting fixed costs. This socio-economic situation contributes to increased loneliness among senior citizens, particularly single retired women who face financial and social challenges. In urban areas, opportunities for intergenerational interaction are often lacking, which widens the gap between the old and young.

Demographic change is exacerbating this problem. The population of individuals over 65 years old is steadily increasing and is projected to comprise 27.9% of the total population by 2050 (see Statistik Austria, n.d.). This change will have a significant impact on the labor market, particularly in terms of pensions, care, and health (see Thomas, 2022).

Large companies are already experiencing the consequences of the impending retirement of key managers and a simultaneous shortage of skilled workers. This will inevitably lead to a loss of knowledge that will significantly affect companies. Vollpension has taken these findings into account and actively integrated senior employees into the innovation process.

Vollpension aimed to create a 'Senior Influencer Agency' to incorporate the knowledge and experience of older individuals into the corporate world. The innovation process commenced by sending birthday cakes to CEOs of Austrian companies, which resulted in productive workshops and discussions about potential collaborations. These conversations revealed that all companies, regardless of their industry, are facing demographic changes, particularly the impending retirement of experienced workers and the shortage of qualified professionals.



Vollpension has over a decade of experience working with retired senior citizens and understands the importance of intergenerational dialogue. Their expertise is in high demand, as evidenced by the 25 meetings resulting from the birthday cakes. Through a structured innovation and design thinking process, they developed an initial prototype of a consulting solution for larger companies. One of the outcomes was a concept inspired by the Buchtomobil, a catering product that now employs gamified mechanisms to promote and facilitate intergenerational exchange. The prototype underwent successful testing at an employee party. The exploration of off-boarding resulted in the development of another prototype, which will be tested on the market for the first time next year.

The process of innovation was not always straightforward. However, due to limited resources, it was not always possible to focus on developing a new product. Despite the challenges of maintaining regular restaurant operations and pursuing other projects, open and transparent communication helped to prevent misunderstandings and promote understanding of all decisions and developments.

The Vollpension team consistently discusses the issue of labour and skills shortages both internally and with external companies and stakeholders. Their objective is to contribute to positive change in the world of work.



Journey

Vollpension

The Vollpension generation cafés in Vienna are places where older individuals bake and serve pastries according to their family recipes for guests from around the world. These cafés not only provide enjoyment but also serve as a hub for social interaction. Half of the team is composed of older individuals who earn additional income on top of their often insufficient pensions and are integrated into a social network. The recipe's success is evidenced by its popularity among both domestic and international guests, as well as its recognition on TripAdvisor as one of the top 10 percent of restaurants worldwide. Additionally, it has received global coverage from reputable news sources such as CNN, BBC, and The New York Times. Since 2020, the world's first grandma baking school 'Backademie' has provided high-quality on-demand courses online and on-site in their Vollpension baking studio. Senior citizens pass on their professional baking knowledge in these courses.



In view of our aging democracies, it is a social enterprise that focuses on intergenerational dialogue and the employment of senior citizens. Originating from a small association, the company now runs several specific coffeehouses in Vienna ("Generationencafé"), as well as a catering service ("Buchtelmobil") and mail order logistics for grandmother's cakes. A baking school is an additional service that was launched during the coronavirus pandemic.

Until the pandemic, the offer was mainly B2C. Over time, some B2B solutions were added: baking courses for companies and catering for corporate events. The multimedia studio, where the baking school videos are produced, is also rented out for various events.

The company is still run by the founders and owners who have been committed to the social impact and influence of the creative industries since day one. The overall impact goal of all activities is to find out how to grow old in a contemporary way and how the generations can work together against poverty in old age and for the inclusion of senior citizens.



VOLLPENSION GENERATION MANAGEMENT

Proof of Concept Journey



First symposium Berlin

Contacting large companies

in Austria *via* sending a birthday cake to 30 CEOs

Second symposium in San Sebastián

First meetings

with relevant companies



International product development workshop

Development

“Buchtelmobil meets Generationenmanagement“



Big workshop with austrian leading food retailer

First prototype test

of our Generation Management Tool at our internal employee event

Development off-boarding concept

including Generation Management

Moving forward

with the start of cooperation with 3 companies



Our CIRCE Journey

Our (CIRCE) Journey began with an idea for a Senior Influencer Agency, which seeks to integrate the wisdom of seniors into today's corporate landscape by developing new standardized offers. Over the past few months, we have observed that our intergenerational social business has developed solutions for collaboration between older and younger generations in organizational contexts. These solutions are highly sought after by larger organizations and the business community.

The innovation process started - thanks to CIRCE and the Creative Impact Fund - with an unconventional approach: sending 30 high-quality birthday cakes to selected CEOs of Austrian companies. This surprise led to over 25 high-profile meetings, some of which turned into productive workshops on potential collaborations.

During these discussions, a common issue arose: all companies, regardless of their industry and size, are facing the challenge of demographic change. The retirement of experienced workers and the shortage of qualified specialists are major concerns, particularly as society is aging.

In this context, it is increasingly important to retain retired employees within the company and integrate them into the work process, albeit to a reduced extent. The transfer and preservation of valuable experience are increasingly important. However, many companies lack attention to knowledge transfer, which is a key problem.

Vollpension has over 11 years of experience working with retired senior citizens. The company has successfully integrated experienced employees into teams and understands the challenges of working with older people.

Vollpension values intergenerational dialog and exchange, which benefits both sides. Companies can gain insights into best practices and challenges when dealing with older employees, while retired seniors have the opportunity to share their experiences and make an active contribution.

The demand from companies wishing to benefit from the expertise of Vollpension remains high. The objective of our intergenerational social enterprise, with over 10 years of experience working with larger organizations, is to develop a prototype that effectively communicates our impact and learning. Thanks to CIRCE we had the opportunity to start it and we could invest more time and resources as it would have been possible without the support.

Through a structured innovation and design thinking process, we have created a consulting solution that incorporates the wisdom of seniors for use in various sectors. Always with the goal of reducing loneliness and poverty, while also providing knowledge and experience in a world that is undergoing demographic changes.

After an internal innovation hackathon, we determined which existing products to prioritize, which products to use as door openers to companies, and which products no longer fit into our process. Using this hackathon as a basis, we developed an initial concept based on our



existing product, the Buchtomobil. The Buchtomobil is a catering product used to serve our popular Buchteln with vanilla sauce at events and functions. The Buchtomobil is always a highlight, and the interaction with senior citizens, who serve the Buchteln, is particularly emphasized. However, until now, the interaction has been incidental and superficial, limited to ordering and receiving the Buchteln. Our objective was to further develop and formalize intergenerational exchange through a gamified mechanism by placing different symbols on the Buchteln. These symbols are used to randomly form groups, which are then given tasks.

We successfully tested the first prototype at our internal staff party in October. Additionally, there is an exchange program among all employees in our company. For instance, there is little overlap between senior citizens who frequent the Generation Café and employees who work in the back office. Additionally, with 85 employees, not everyone has regular contact with each other. To address this, our prototype was used to form groups of people who had not previously interacted, resulting in high levels of enthusiasm and feedback.

In addition, we have dealt intensively with the topic of off-boarding and found out for ourselves that - in contrast to on-boarding - little attention is paid to off-boarding and there are no standardized processes here, even in large companies. People who leave companies often take their knowledge with them and the transfer of knowledge depends on the individual and is not standardized.

After a workshop with one of Austria's largest food retailers, it became clear that we would develop an off-boarding mechanism together to create another prototype that many companies could benefit from. In 2024, we will start expanding our 'Generation Management' business area, implementing the first collaborations with large companies and creating possible solutions for the ever-increasing challenges on the Austrian labor market.



Innovation

First of all: Vollpension's corporate culture

The six values that Vollpension stands for are colorfulness, warmth, courage, commitment, solution orientation and quality awareness. For us, courage means that our actions are characterized by solutions, a willingness to experiment and a spirit of innovation. Even in difficult times, we are not afraid to forge ahead and create solutions that are exemplary. Always in the spirit of a new society, in which solutions are conceived in connection between generations. Commitment means that we are committed to taking our mission to the streets. This is only possible if words are followed by deeds (or cakes). Being solution-oriented means that when we see a problem - and there are many in our world - we don't spend our time complaining. We try to find and implement solutions as quickly as possible within our means. And quality awareness means that we always demand a certain level of quality from ourselves, be it in our own work and performance, be it in demanding better communication with each other, but also in demanding that politicians provide a framework for solutions.

In the last 11 years of our existence, hackathons have always played a central role. They are a perfect tool for us to focus on an issue and make progress away from the stress of everyday life. As a team, we have a lot of experience with hackathons and are always happy to use this tool, especially in stressful times.

Hackathon as a driver for innovation

As part of this iterative innovation process, we also held a hackathon at the beginning to analyze which existing products contribute to the topic of generation management, which products we need to connect with companies, and which products currently take too much time and resources but do not contribute to our goal. In the hackathon we came to the following conclusion:

The catering offer provided by Buchtomobil and Pop Up Café can serve as a valuable tool for initiating collaborations. However, it should be expanded and supported by more intergenerational dialogue to make it suitable for HR processes beyond just events.

Combining team events with baking courses can be a sensible and memorable experience. It is important to categorise the offer to provide solutions for specific goals, such as knowledge transfer and the reintegration of retired staff.

Content production should only be considered if it pertains to intergenerational dialogue and serves to impart knowledge or facilitate dialogue in front of the camera.



Keynotes should be impactful and provide opportunities for cooperation, serving as a touchpoint to foster deeper connections. They can also serve as a good source of income for Vollpension.

The academy/knowledge transfer product should be standardized to establish it as a consistent offering.

We were very pleased with the outcome of the hackathon and it served as a very good foundation for the next steps.

Feedback loops and customer interaction

In our innovation process, we have had the privilege of holding several discussions with important Austrian companies. On the one hand, this helped us to gain a clearer understanding of the challenges faced by the companies, to identify the problems they face and the solutions they are interested in, and at what point Vollpension could come into play.

At the same time, we were able to test our latest product developments and findings directly with individual companies and find out whether we were on the right track and whether our development made sense. We were repeatedly validated in each phase, which gave us additional motivation and helped us to develop our products at a very specific pace.

At the same time, it was a balancing act for us to stay in contact with the companies without being able to offer them concrete products. However, because the discussions were all on an equal footing and we were seen by the companies as experts in the field of generational dialogue, the discussions were always valuable and enlightening for both sides.

Internal testing and the advantage of being an existing company

Another key advantage in this process was that we have been a social enterprise for over 11 years, so we are a company with a long history. We were therefore the best prototype testers. In several small feedback loops, we were able to get input from our own employees and incorporate it into the development of our prototype. For this purpose, we held several small workshops in which we showed the current development of the prototype, demonstrated what our end product should be able to do, and the existing employees were able to give specific feedback on the application.

One of the highlights was definitely when we tested for the first time how we could link our cake assortment with generation management as part of our staff party. In other words, we put different symbols on the cakes so that employees had to find each other in random groups. The groups were then asked two specific questions about Vollpension that each individual had to answer.



At the beginning, the project team had doubts about whether we wanted to show the prototype to our employees. On the other hand, how this exercise would be received by our own employees. However, the feedback was so surprisingly positive that it gave us a huge amount of motivation to develop further. In a very short time, many of our employees started talking to each other and not only exchanged ideas, but also got to know each other really well. Many employees came to us after the event and gave us feedback about how enthusiastic they were about the workshop, and we noticed that it had a positive impact even in our company, where intergenerational dialogue is a daily occurrence.

Challenges and potential solutions

Throughout the innovation process, we have faced a variety of challenges. Our flat hierarchies are clearly an advantage. In practice, this means that decisions are made democratically and are ultimately supported by everyone. However, this requires that many opinions are first heard and that there are many discussions. This was also due to the fact that not all project members were always able to explore a topic with equal depth. For example, some people had already gained completely different insights from feedback discussions with companies and were mentally further ahead than others. For this reason, we always made sure that we were as up to date as possible and did not allow people to get ahead with their knowledge without catching up with the others.

This also meant that we had to spend a lot of time communicating and sharing. It certainly helped that we all had the same goal in mind. But the path to get there was anything but linear. However, based on our history and experience, we always knew that we were willing to take detours or even take a step back in order to end up with a product that met our quality standards.

The resource factor was certainly always frustrating. We could not devote enough time to the development of our prototype because we all had jobs to do in the company. Again, open and transparent communication helped to avoid misunderstandings and to have an understanding of all roles, decisions and developments.

On the other hand, ongoing discussions with external companies, some of which we kept very closely in the loop, have strengthened us time and again. These discussions have repeatedly confirmed that we are on the right track, which has always provided the necessary motivation and incentive.



Motivation and frustration through public discussion

The issue of labor and skills shortages is a major problem in Austria and therefore a recurring topic in the Austrian media. As we have repeatedly dealt with the issue of labor shortages in the course of our innovation process, we naturally noticed the media reports all the more and followed them with great attention.

On the one hand, this was extremely frustrating for us because the current discussion often completely ignored retired seniors and the transfer of knowledge from older to younger generations. There was an obvious overlap for us.

On the other hand, it also motivated us again and again. It confirmed to us how important it is that we work on our product and how important it will be in the future to keep retired seniors close to the company.

In summary, we can say that it certainly helped that we were all familiar with iterative innovation processes, having developed many products in the past and bringing a lot of experience to the project team. So we knew that setbacks and frustration were part of the process - even if we couldn't avoid them. We were always aware that we were working well as a team and that we would end up with a result that we were all happy with.



Impact

Old-age poverty and loneliness are more topical than ever

The concept of full retirement is more relevant today than ever: according to Statistics Austria, 155,000 women and 80,000 men over the age of 65 will be acutely affected by poverty and exclusion in 2022 (see Vida, 2022). More than two thirds of the over-65s living in poverty are women (see Volkshilfe 2022). The gender pay gap is a particular problem for retired women, who have an average of €1,285, 40 percent less than men (see Österreichischer Städtebund, 2023). After fixed costs, they have only €200-300 to live on, and a small additional income of €400 makes a big difference.

As the figures show, this group is particularly affected by poverty in old age and, independently, by loneliness in old age. The family is often the center of social relationships for older people. If the family environment is no longer available or is too far away, the social contact and integration of older people decreases and isolation increases. In addition to the family, social contacts are linked to employment and work colleagues on the one hand, and to leisure activities and hobbies on the other, which in turn depend on the income situation. Therefore, the causes of loneliness in old age may include marital status (loss of caregivers), health status, socioeconomic status, or housing situation (see Preitler et al., 1994).

Single retired women therefore often face particular financial and/or social challenges. In addition, there are very few points of interaction between old and young, especially in urban areas. This fosters the growing generation gap and prejudices between the generations. The potential for mutual support and the exchange of knowledge and experience can hardly be exploited.

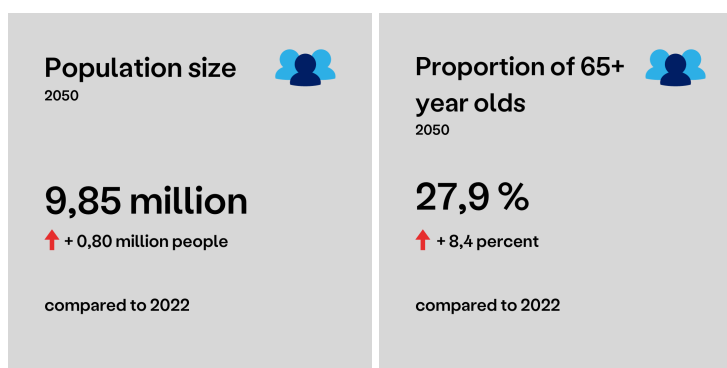
Loneliness has both objectively measurable and subjectively perceived components. People who have little contact with others are not necessarily lonely. However, people feel lonely when reality (size of social network, quality of relationships) deviates from their own needs and desires (see Preitler et al., 1994).

We notice these facts very strongly in Vollpension. On the one hand, we hear countless stories from our employees about how they struggle every day with their pensions, which are far too low. On the other hand, from the number of applications we receive. We don't have the problem that we can't find enough seniors. Unfortunately, we can't hire everyone who wants to work for us and earn a living. But in the last 10 years, we have been able to provide more than 100 retired seniors with additional income to supplement their pensions, which are often far too low.

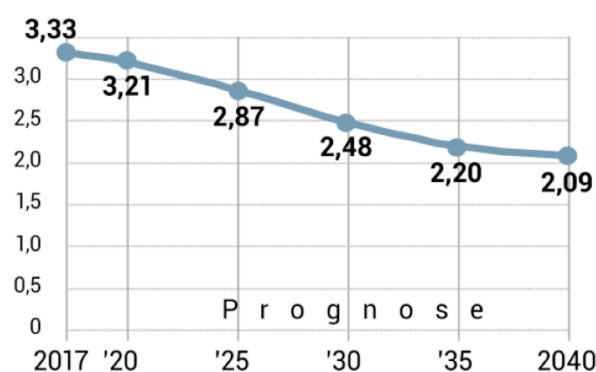


Demographic change

What's more, we are in the midst of demographic change. The proportion of people over 65 is increasing, as current statistics show. By 2050, the proportion of people aged 65 and over will have risen to 27.9%, an increase of more than 8% compared to 2022 (see Statistik Austria, n.d.).



This development also has a significant impact on the labor market. In 2017, there were still more than three people between the ages of 20 and 65 for every person over 65. By 2040, there will be only two people of working age for every retired person (see Statistik Austria, n.d.). Experts predict that this will primarily affect the areas of pensions, care and health. "A pension system has only a limited number of options for responding to a changing demographic structure," says Thomas. On the one hand, pensions could be reduced, or contributions or government subsidies could be increased, as has been the case in recent years. On the other hand, the de facto retirement age could be raised. However, "we can see that the labor force participation of older people is declining significantly, even before the legal retirement age," says Thomas (see Thomas, 2022).



As of 2017, there are still over three individuals aged between 20 and 65 for every individual over 65. However, by 2040, this ratio is expected to decrease to two working individuals for every pensioner. (Source: Agenda Austria / Statistik Austria)

These trends have been confirmed to us in discussions with numerous companies. Large companies have known for years that there will be many retirements over the next five years, some of them of key managers. At the same time, there will be too few skilled workers to replace them. This means an automatic loss of knowledge that will have a huge impact on companies.

Impact on our process and individual team members

This information and these circumstances have certainly played a key role in our innovation process, helping us to stick to our idea and our goal of helping companies employ retired seniors, and to keep working on it. Some of our project members had already been working intensively on the topic of demographic change and were already well informed about the effects it will have on society as a whole, as well as on each individual. Others, on the other hand, had not studied the subject as intensively and were only now being confronted with the hard facts of reality. There were many moments of amazement, coupled with frustration, but also motivation.

Throughout the process, we noticed that we had been talking about the future of the job market in our organization, in conversations with our seniors, and in our personal lives. The topic was and is very present for us, and we definitely deal with it much more intensively than other people. This ongoing engagement has helped us to continuously refine and adapt our strategies and approaches.

We also notice in political discussions and developments how little attention is paid to the issue and would like to see a change and focus. We firmly believe that the inclusion of senior women in the workforce is of great benefit not only to companies and senior women themselves, but also to society as a whole. That is why we are actively involved in raising awareness of this issue.

Overall, our innovation process has been a journey full of learning moments and insights. Working together as a team, sharing ideas with seniors, and engaging with the political landscape has shown us how complex and multifaceted the issue is. Despite the challenges, we are proud of how far we have come and look forward to continuing our journey and contributing to positive change in the world of work. Furthermore, throughout this process, we have realized that our expertise and our company can significantly impact other businesses. In a way, we serve as pioneers and positive role models for them. We exemplify that collaborating with seniors is not only feasible but also deeply rewarding and mutually beneficial. This partnership fosters respect, enrichment, and creates a win-win situation for both parties. Many companies are hesitant to further engage or even re-employ older workers. We have been able to encourage them to consider this as a viable option. For numerous businesses, this possibility wasn't even on their radar, despite the solution being quite apparent to us. We believe that embracing this approach can lead to untapped potential and innovation, enhancing the workforce's diversity and richness. By integrating senior expertise, businesses can gain a unique perspective, bridging the gap between generations and leveraging a wealth of experience to drive forward-thinking strategies.



Learnings

Our process, which focuses on demographic change and its impact on the world of work, has provided us with many valuable insights. Our initial focus was clearly on Austria and the local market. However, as we delved deeper into the topic, we quickly realized that this is a global phenomenon that affects countries and cultures around the world, and that we should not limit our thinking to geography. Aging populations, poverty in old age, and the challenge of knowledge transfer are issues that affect societies around the world.

This global perspective has once again changed the way we work and encouraged us to think bigger. Asking ourselves, "What might be the most ambitious vision we can imagine?" has inspired us to broaden our goals and aspirations. Instead of focusing solely on local initiatives, we began to design our strategies and solutions to be applicable and effective on a global scale. This broadening of our horizons has allowed us to set larger and more far-reaching goals and to develop innovative approaches that can be applied on a broader scale.

From impulses to practicable solutions

Initially, we focused on lectures and workshops to raise awareness and stimulate discussion. While this approach was effective in bringing the issue to the forefront, we soon realized that the challenges go much deeper. Discussions with companies from different industries and regions showed us that the problems associated with demographic change are universal and often underestimated. This realization led to a shift in our strategy: we wanted to move from simply providing impetus to offering practical solutions that could make a real difference.

In making this transition, we faced the challenge of defining our role. We wondered if we should position ourselves solely as a consulting firm. But it soon became clear that we could not avoid consulting, as this was an essential part of our work. However, our primary concern was and is to develop a product that promotes intergenerational dialogue and facilitates effective knowledge transfer between generations. We strive to create a tool that not only informs, but also connects and brings the different generations together in a meaningful way.

Limited resources as a driver for ideas

The challenge of developing such a product should not be underestimated. Despite the enormous social importance of our topic, our project team is relatively small and our resources, both in terms of time and money, are limited. But these limitations have made us more creative and focused. We have learned to work more efficiently, to use our resources wisely, and to find innovative solutions that do not depend on a large budget. Our successes to date show that commitment and passion are powerful drivers, and that significant progress is possible even with limited resources.



We have also learned the importance of staying the course and learning from every setback. Every failure and every challenge provided opportunities for growth and new insights. Having a clear goal in mind has helped us stay focused and motivated, even in difficult times. We learned that setbacks are often hidden opportunities that can help us refine our strategies and define our goals more clearly.

Our experience in this project has shown us that demographic change is not only a challenge, but also an opportunity. It is an opportunity to rethink working models, to promote knowledge transfer between generations, and to create a more inclusive and productive working environment. We have seen the importance of involving all stakeholders, from the seniors themselves to the companies that can benefit from their experience and knowledge. We also agree that it will be important to engage the general public and policymakers in the dialogue to bring about long-term change.

Seeing setbacks as opportunities

Finally, for those embarking on similar projects and processes, it is advisable to fully embrace the process and not be discouraged by setbacks. Having a clear goal in mind and constantly reminding oneself of the reasons for choosing this path is critical to success. We are proud of their achievements so far and excited about what the future holds. Demographic change is a complex issue, but it also offers incredible opportunities to make a positive difference in society. We are ready to meet this challenge and look forward to playing their part.



CIRCE

Thanks to the support of CIRCE, we have been able to dedicate ourselves to a project that is very important to us. The financial support of CIRCE was a decisive factor for our project. It allowed us to justify the hours of work invested and to focus our resources on the project. This financial support was invaluable to us because it allowed us to pursue our vision without financial worries. Despite this support, it was important for us to maintain our focus and work efficiently.

Interaction with other CIF projects was another important aspect of our experience. This exchange not only encouraged us in our way of working, but also enriched us thematically. We received valuable, positive feedback about our company and our project, which appreciated our efforts and motivated us. This feedback has been a source of inspiration and reassurance for us and has helped us to continue on our path with greater confidence.

One area where we felt there was room for improvement was in our interactions with the Fellows and Research Labs. We feel that a more intensive dialogue with these groups would have been even more enriching. Although we gained some insights, we would have liked a deeper and more regular interaction. We believe that a more intensive exchange would not only have broadened our perspectives, but also potentially led to exciting collaborations. We see this missed opportunity for closer collaboration as an area where more potential could be realized in the future.

On the other hand, working with the CIRCE team and especially the coaches was extremely helpful. The coaches encouraged us to think bigger, not to limit ourselves and to believe in our idea. This support was invaluable. It helped us push our boundaries, rethink our goals and pursue our vision with greater confidence. The coaches played a crucial role in inspiring us and showing us ways to turn our ideas into reality.

We are confident that our project has the potential to create creative impact, not only in Austria but also in other countries and cultures. We hope to inspire many to think more broadly about diversity, including bringing older generations along and considering intergenerational exchange. The fact that major corporations, primarily focused on profit optimization and maximization, are reaching out to us, engaging in partnerships, and eager to learn from us how to make the labor market more inclusive, is very encouraging to us. This interest demonstrates a growing awareness and willingness to embrace diverse perspectives, acknowledging the valuable contributions of all age groups in enriching the workplace and fostering a more dynamic and inclusive business environment.



We are looking forward to the development of the other projects that have also been supported by CIRCE. We look forward to regular exchanges with these projects in the future. We are curious to see how the other initiatives will develop and we are open to opportunities for collaboration and mutual learning. This exchange is not only a source of inspiration, but also an opportunity to expand our network and benefit from the experience of others.

In conclusion, the support of CIRCE has played a crucial role in the success of our project. The financial support, the exchange with other projects and the guidance from experienced coaches have enabled us to pursue our goals and move our project forward. We are grateful for the opportunities we have been given and look forward to seeing the fruits of our work and that of the other projects. We are optimistic about the future and ready to take the next steps to realize our visions and make a positive contribution.



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