

## Table of Contents

Foreword by the former President of the Federal Republic of Germany Prof. Dr. Roman Herzog .....	VII
Geleitwort von Bundespräsident a.D. Prof. Dr. Roman Herzog .....	IX
Preface by the Editors .....	XI
Table of Contents .....	XIII
List of Symbols .....	XVII
List of Abbreviations .....	XVIII

### Part A An introduction – Understanding demographic change

- I. An integrated framework for investigating the challenges  
and opportunities of demographic change  
*Stephan A. Boehm, Sven Kunisch, Michael Boppel* ..... 3
- Demographic change calls for change in the demographic  
research landscape – a German perspective  
*Norbert Walter* ..... 23

### Part B An economic and social perspective – Taking the external environment into consideration

- I. Demographic change and the economically active populations of  
OECD countries – Could older workers compensate for the decline?  
*Golo Henseke* ..... 29
- Demographic change as a challenge for societies at large  
*Markku Wilenius* ..... 47
- II. Ageing, health and disability – An economic perspective  
*Martin Karlsson, Florian Klohn* ..... 51
- Demographic change – The role of the social context  
*Stéphanie Moerikofer-Zwez* ..... 69

III. Demographic change and the changing nature of the concept of work <i>Carola Wolf</i> .....	71
--	----

## **Part C A human resource and leadership perspective – Managing the ageing workforce**

I. Generational leadership – How to manage five different generations in the workforce <i>Florian Kunze, Stephan A. Boehm, Heike Bruch</i> .....	87
II. Rationale for and implementation of age-neutral HRM in divergent institutional contexts – examples from Britain and Germany <i>Heike Schroder, Matt Flynn and Michael Muller-Camen</i> .....	101
From grey to silver – More than a question of age <i>Eva Bilhuber Galli</i> .....	117
III. Age diversity and its performance implications – Analysing a major future workforce trend <i>Stephan A. Boehm, Miriam K. Baumgaertner, David J. G. Dwertmann, Florian Kunze</i> .....	121
IV. Stepping down but not out – Characteristics of post-executive careers in Switzerland <i>Peder Greve, Winfried Ruigrok</i> .....	143
Consenec – A well-proven model <i>Kurt Hoerhager</i> .....	157

## **Part D An innovation and marketing perspective – Extending the customer base**

I. Using innovation contests to master challenges of demographic change – Insights from research and practice <i>Angelika C. Bullinger, Matthias Rass, Sabrina Adamczyk</i> .....	163
II. We could have known better – Consumer-oriented marketing in Germany's ageing market <i>Frank Leyhausen, Alexander Vossen</i> .....	175
How Swisscom copes with the challenges of demographic change <i>Guenter Pfeiffer</i> .....	185

III. Japan's growing silver market – An attractive business opportunity for foreign companies? <i>Florian Kohlbacher, Pascal Gudorf, Cornelius Herstatt</i> .....	189
List of Authors .....	207
Company and Organization Index .....	215
Country and Region Index .....	216
Index .....	217