

Master's Thesis

Tourism and Senior Living Arrangements in Indonesia: The Attitudes and Motivations of Japanese and Indonesian Seniors Towards Assisted Living

by

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Certification Page

I hereby declare that I have written this master thesis myself. Therefore, I have not used any other sources of information than those cited.

RIRIEN Fina Richdayanti

Acknowledgement

Senior living arrangements in Indonesia is in an initial business development phase, which there has been very limited previous research on it, unlike in those developed countries where the arrangements are already a mature industry. So I consider it was a great opportunity to conduct an initial study, and to predict the future development of senior living arrangements as a part of Senior Tourism development in Indonesia, for my Master Thesis at International Cooperation Policy – Tourism and Hospitality course, at Graduate School of Asia Pacific Studies of Ritsumeikan Asia Pacific University. The study for my thesis would not be possible to accomplish without the generous assistance of various people throughout the process, utilizing in depth-interviews in a total of three different languages (English, Japanese and Bahasa Indonesia) from Japanese and Indonesian various sources in Indonesia (Bogor, Jakarta, and Bali) and Japan (Osaka, Kyoto, and Beppu, Oita).

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Table of Contents

Certification Page	3
Acknowledgement	4
List of Tables	8
List of Figures	9
Abstract	10
Chapter 1: Introduction	12
1.1. Senior Living Arrangements as Tourist Attractions	12
1.2. The Structure of Senior Living Arrangements	18
1.3. Mature Business of Senior Living Arrangements in Developed Countries	22
1.3.1. Japan	30
1.4. Initial Development of Senior Living Arrangements in Developing Countries.....	40
1.4.1. Indonesia.....	44
1.5. Senior Living Arrangements applied to Senior Tourism	47
Chapter 2: Senior Living Arrangements in Indonesia	51
2.1. Introduction.....	51
2.2. Development of Senior Living Arrangements in Indonesia.....	51
Chapter 3: Research Methodology.....	60
3.1. Introduction.....	60
3.2. Case Study	62
3.3. Research Questions.....	63
3.4. Data Gathering.....	65
Chapter 4: Research Findings.....	68

4. 1. Research Findings	68
4.1.1. The Attitudes of Indonesian Seniors towards Senior Living Arrangements in Indonesia ..	68
4.1.2. Japanese Seniors Who Reside in Indonesia Welcome the Idea of Senior Living Arrangements.....	73
4.1.3. Interviews with Japanese Seniors Who Reside in Japan but Have Had Experience of Having Visited or Been Resident in Indonesia	80
4.1.4. The Attitudes of Other Stakeholders in the Senior Living Industry in Indonesia	86
4.2. SWOT Analysis of Senior Living Arrangements in Indonesia.....	91
4.3. Conclusion of the Research Findings	94
Chapter 5: Conclusion and Limitations of the Research.....	98
5.1. Conclusion	98
5.2. Research Limitations	101
References	103
Appendix.....	109

List of Tables

Table 1. Senior and Living Arrangements

Table 2. Trends in the Japanese Population since 1872 (Japan Statistics Bureau 2012)

Table 3. Senior Living Arrangements in Some Developed Countries

Table 4. Senior Living Arrangements in Some Developing Countries

Table 5. International Visitor Profile 2003-2013 (OECD 2014)

List of Figures

Figure 1. Aging Japan: Share of Population According to Age Group (Ministry of Internal Affairs WSJ.com.jp)

Figure 2. The Senior Living Spectrum (seniorliving.org 2009)

Figure 3. Changes in the Japanese Population Pyramid (Japan Statistics Bureau of Ministry of Internal Affairs and Communications 2015)

Figure 4. Indonesian and Filipino Nurse Candidates Accepted in Japan Under Economic Partnership Agreements, 2008-11 (Shun 2012)

Figure 5. Indonesian and Filipino Certified Care-Worker Candidates Accepted in Japan Under Economic Partnership Agreements, 2008-11 (Shun 2012)

Figure 6. Indonesia: Organizational Chart of Tourism Bodies (OECD 2014)

Abstract

The objective of this research is to predict the future development of senior living arrangements in Indonesia; to provide updated information for all stakeholders that are involved in the development of this form of tourism, relating to the variables that encourage or discourage the development of the arrangements in Indonesia; and to be accepted as the initial milestone for further research on the senior tourism industry in Indonesia, through the initiation of studies of senior living arrangements as part of senior tourism.

The research for the present study is based in a qualitative framework, using personal interviews, case studies and observation. For the definition and analysis of the target market a sequence of interviews with selected senior groups as carried out. A case study group of 15 Indonesian seniors and 15 Japanese seniors interviewed about their attitudes and expectations towards senior living arrangements in Indonesia. Interviews with the 15 Indonesian seniors and 10 of the Japanese seniors were conducted between August and September 2015 in Bogor, Jakarta, and Bali, Indonesia, continued by interviews with a unit of 5 Japanese seniors conducted between February and March 2016 in Beppu, Oita, Kyoto, and Osaka, Japan. Other stakeholders interviewed are the founder of senior living arrangements in Bogor and Bali, Indonesia, the Deputy Consul-General of Japan in Denpasar, Bali and immigration government officials.

Given the results, it can be concluded that senior living arrangements can be one of senior tourism attraction encouraged by some variables such as the diverse culture of Indonesia; friendly and helpful society, warm climate, and moderate cost of living. However, there are some discouraging variables that challenge the arrangements' development, such as: senior

living is a new concept in Indonesia, the luxurious image of the arrangements, the unsupportive Indonesian culture on the arrangements' concept, underdeveloped public facilities, and language barrier. To overcome the discouraging variables, the arrangement operators need to meet the expectations of the senior living target market by realizing their suggestions, such as developing arrangements located close to a Japanese community, hospitals, supermarkets that provide Japanese food or goods, and a library; develop the arrangements around areas with warm climate, access to good quality of roads and public infrastructure. This demand can not be met alone by the arrangement operators; government involvement is required at the level of public policy maker in the best interests of the costumers of the arrangements. Budgets need to be located to develop sufficient quantity and quality of public infrastructure and facilities; and to enhance cooperation within or among government institutions and agencies that have intersecting functions in the tourism industry in Indonesia.

Chapter 1: Introduction

1.1. Senior Living Arrangements as Tourist Attractions

Senior living arrangements developed from the need for viable living arrangements for senior people in developed countries, more than two decades ago. In the United States for example, Spitzer et al. (2004) stated that senior living arrangements which offer assisted living facilities have become a priority for seniors in that country, who are physically, psychologically and socially unique compared to younger generations. Further they also stated that assisted living is one of the fastest growing types of senior housing in the nation, attracting residents with a perceived combination of security, personal care services, less restrictive homelike environments and emphasis on independence, privacy and personal dignity. In other words, senior living arrangements grow in popularity and are able to attract seniors as their target market because they meet their expectations, and make continuous efforts to create programs that focus on maintaining resident's independence and dignity.

This is because senior people are often typecast by the culture of many countries, as people who unproductive, dependent, and unattractive. But actually, thanks to the healthier way of life they have from advanced developments in health care and medical facilities these days, they are not only raising their life expectancy, but are also able to sustain their active, healthy, independent and vibrant life-style. Some of them keep on being productive by relighting their passion to bring their dreams for life, which previously had been postponed during their working years. For example, developing a company that has the objective of educating and developing future business entrepreneurs and professional leaders, or staying active in giving back to community programs, such as continuing to be a lecturer, and/or volunteering in NGO programs. Another factor that supports the development of senior living is the greater availability of continuous professional health-care assistance to those who already need it

regularly on a daily basis. When particular senior living arrangements are able to accommodate their need to stay active, independent, healthy and even have a productive life-style, seniors will consider travelling to visit them, and later on perhaps decide to relocate there.

A recent study in Australia by Crisp et al. (2013) indicated that this country is also witnessing the emergence of senior living arrangements like the United States, because the country is also experiencing a growing population in older tourism markets. This study identified the factors that Australian seniors find attractive and that motivate them to travel, visit and relocate to retirement villages, as a part of senior living arrangements. They will feel encouraged to relocate if the arrangements have:

- i. Provision of outdoor living areas designed for seniors, such as outdoor jogging or walking tracks that have ramps not stairs and are not slippery, swimming pools no deeper than 93 centimeters, which are found in warm climate areas (which do not have an extreme low or an extreme high temperature); and that have well-maintained green outdoor environments;
- ii. Support in maintaining independence, by arranging available but optional regular recreational events such as weekly excursions to parks, garden and museums; weekly movies and intellectual stimulation games (e.g. chess club, crosswords and bingo), group discussion, craft sessions, learning therapy (e.g. learning new foreign language), social volunteer activities, and hobby clubs;
- iii. Assisted living facilities, such as regular health monitoring, doctor visits, caregiver assistance for daily living support, and 24hour emergency stand by systems;
- iv. Accessibility to medical facilities with advanced technology for seniors with their varied health concerns and conditions.

Conversely, arrangements will be less attractive to seniors if they display some sign that the residents will lose their independence and privacy. Further, the availability of luxury services such as heated swimming pools is less encouraging for Australian seniors.

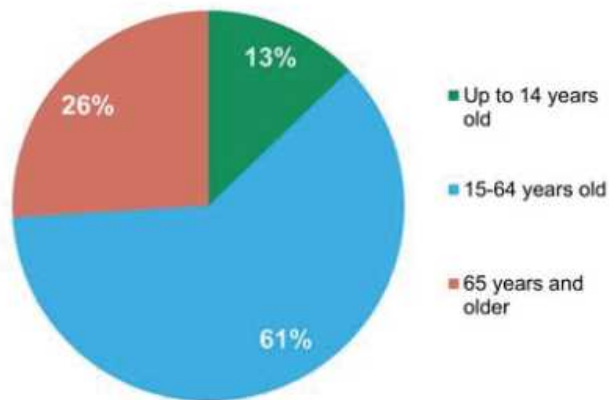
Yet, similar facilities relating to hot water bathing facilities can be mandatory in other markets like those for Japanese seniors, who have a culture oriented to taking hot spring baths regularly. They trust its benefits, not merely for relaxation, health and wellness reasons, but also to maintain their social life. Friendly socializing on equal terms in relaxing surroundings is important in Japanese society, and one of the attractions for using hot springs worldwide, because the hierarchy of society is reduced when people gather in a thermal pool (Erfurt-Cooper and Cooper 2009). Further, the hot spring attractions in Japanese society do not have to be luxurious. Conversely, the Japanese hot springs (*Onsen*) maintain a traditional atmosphere even if they are found in a modernized bathhouse that everyone uses locally. This situation comes about as a result of a definite cultural preference for authentic hot spring water (Erfurt-Cooper and Cooper 2009).

Japan is known as one of the world's super-aging societies and faces a rapid population decline (Cabinet Secretariat of Headquarter for Overcoming Population Decline and Vitalizing Local Economy in Japan 2014). One out of every eight people living in Japan is at least 75 years old. There are twice as many people who are aged 65 or older than the number of children under the age of 15 (Hongo 2015). Figure 1 shows that 26 per cent of Japan's total population are seniors. This means that out of the 127 million Japanese total population more than 33 million are aged 65 and up. This pattern is replicated across the globe as shown in the *World Population Prospect* published by the United Nations Department of Economic and Social Affairs (2015).

This report declared that in 2015, there were 901 million people aged 60 or over worldwide, or about 12 per cent of the global population. This number is expected to be 1.4 billion by 2030 and 2.1 billion by 2050.

Figure 1: Aging Japan

Share of population according to age group



Source: Ministry of Internal Affairs, WSJ.com.jp

As the senior market population grows, many faceted industries could benefit from it, including tourism. Other than this growing number, senior tourism also gaining sustainability because it encourages the idea of facilitating seniors to experience the essence of leisure and recreation. Senior tourism offers freedom of choice for them; they are free to do things they like, free to go places they want to visit, and free to travel with anyone whom they like. This type of senior tourism also grows because its target market mostly retired, and has greater free time and sustainable financial resources to support their retirement (in developed countries), which they can locate some for a leisure and recreational purpose such as tourism. However, the tourism industry needs to recognize and understand the customer potential that the senior segment offers. The tourism industry needs to understand the seniors' propensity, motivations, patterns and barriers to travel, in order to be able to develop services that accord to senior's expectations and needs.

Similar findings are reported by Crisp (2013) on seniors' motivations to travel and visiting tourism attractions and seeking the arrangements mentioned above. By way of comparison, Ruys and Wei (2001) wrote that when young people travel for leisure purposes, their motivation is mostly to escape from daily routines and stress at work. For seniors, their motivations are:

- a. Experience seeking;
- b. Personal growth;
- c. Less interested in 'possessing', more interested in 'experiencing' or 'involving' in the travel experience;
- d. Realizing the value of 'work to live', instead of 'live to work', motives based on this attitude include to experience something different; to explore; to have a change; to have fun; to increase enjoyment; to play and be active; to be with others; to relax without stress; to do what you please; and to be close to nature and the intact environment; and
- e. Attractions or arrangements which provide learning and/or cultural experiences, good architecture, pleasant countryside, peace and quiet, participation, opportunities to develop and support friendship and good weather experienced in a comfortable but simple environment. Further wants may include indulgence and receiving respect (Badinelli et al. 1991; Calver et al. 1993).

Ruys and Wei (2001) also highlighted the following barriers for seniors in travel for leisure purposes:

- i. Income issues: Whether they have a sufficient and sustainable income to travel and to choose a destination. The issue of products and services quality and price-value is becoming increasingly important (Harris and West 1995). Some seniors decide to cancel

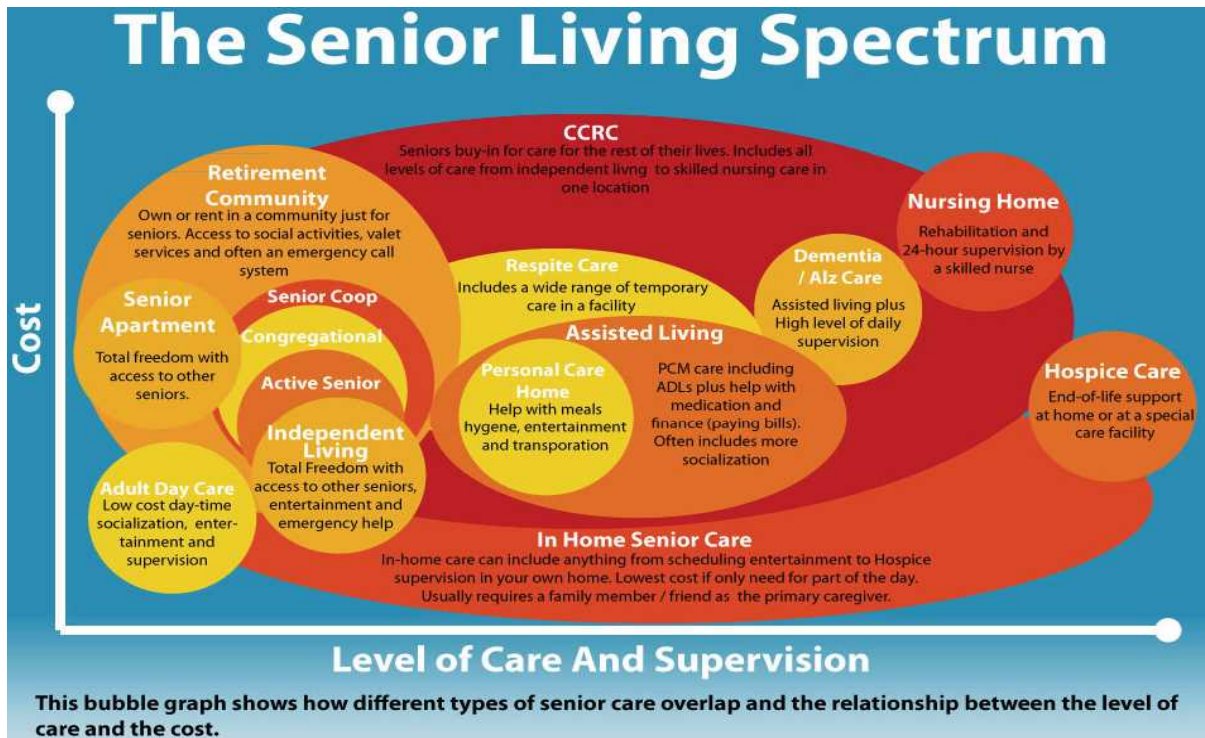
their holidays and others limit both the frequency and style of their holidays, particularly when physical constraints would force them to select expensive accommodation. They also do not mind to travel in a ‘down to earth’ way, not being impressed by frills, luxury and crafty marketing, because their life experiences have made them wise to these influences;

- ii. Health issues: While the group aged 80 and older have most of their activities limited by health concerns, which in turn influence their travel for leisure behavior; for other groups of seniors, ill health doesn’t appear as a major consideration in their planning to take a holiday. Recovery from major surgery is also a good stimulus to travel. The ‘do it while you can’ attitude of seniors often despises ill health and ageing, in favor of indulgence in traveling for leisure experiences; and
- iii. Companionship and gender issues: whether they will travel in solitude, with a companion (spouse or life partner), or even in a group. There is a propensity for male seniors to defer travel if they have to travel alone, while female seniors tend to continue to execute their holiday plan even when they have to travel alone. By having a longer life expectancy, female seniors will continue outnumber the male ones. This is also an issue to be faced by tourism marketers. Female seniors care more about product and service safety, cleanliness and good housekeeping.

Based on the above, the producers of senior living arrangements have opportunities to develop their arrangements accordingly. Thus, there are differences between senior living arrangements with their extensions called assisted living, but they each have the potential to be polished as tourism attractions, being different from nursing homes, memory care and/or home care facilities. However, in terms of the variety in services, care, and cost that those arrangements offer, there are some overlaps as shown in Figure 2. This graph also indicates how different

types of senior care overlap, both in the level of care or services given, and also the cost of care.

Figure 2: The Senior Living Spectrum



Source: seniorliving.org (2009)

1.2. The Structure of Senior Living Arrangements

Senior living arrangements, as part of independent living facilities according to Figure 2, are simply any housing arrangement designed exclusively for seniors, generally those aged 55 and over. Housing varies widely, from apartment-style living to freestanding homes (Table 1). In general, the housing is friendlier to older adults, often being more compact, with easier navigation and no maintenance or yard work to worry about. While residents live independently, most communities offer amenities, activities, and services. Often, recreational centers or clubhouses are available on site to give seniors the opportunity to connect with peers and participate in community activities, such as arts and crafts, holiday gatherings, continuing

education classes, or movie nights. Independent living facilities may also offer facilities such as a swimming pool, fitness center, tennis courts, even a golf course or other clubs and interest groups. Other services offered in independent living may include onsite spas, beauty and barber salons, daily meals, and basic housekeeping and laundry services (Robinson, Saisan and Russel 2014). These independent living facilities are aimed at older adults who need little or no assistance with the activities of daily living, and most do not offer medical care or nursing staff, as in regular suburban housing precincts. The residents can of course hire in-home help separately as required (Robinson, Saisan and Russel 2014).

A similar system to senior living arrangements, assisted living can be described as a long-term care alternative that involves the delivery of professionally managed personal and health care services, or what is usually called Personal Care Homes (PCM), in a group setting that is residential in character and appearance, in ways that optimize the physical and psychological independence of residents (Regnier 1994). Assisted living is living in an apartment or facility where you receive assistance with daily personal needs. Residents remain independent while receiving assistance as needed with personal care, medications, transportation, housekeeping, meals, and other daily living needs. Assisted living facilities offer a less expensive and often more desirable arrangement to a nursing home. This type of housing is designed for those people who have some care needs, but don't have the physical, medical, or mental impairment that requires a nursing home (Day 2014).

The structure of assisted living facilities can range from a dwelling that looks like a home in a residential area where the caregiver is the owner and single proprietor, to a large, apartment-style building staffed with many employees. The care style is different in these two types of

properties (Day 2014). But both senior living and assisted living arrangements do not provide medical care and around the clock supervision. They are addressed more to those seniors who are still independent and need to maintain their independence and dignity through active, vibrant and leisure like activities. These activities in turn match the tourism and leisure industries' product and services.

Both senior living arrangements and assisted living are placed nearly side by side where some of their functions overlap in Figure 2, while cost wise both can be considered more affordable than the large bubble under the CCRC (Continuum Care Retirement Communities) category. The latter are however notable in the graph as they are growing in popularity for the rich. This is because they provide care in the same community, regardless of a senior's requirement for care. It can be extremely expensive but it is the ultimate retirement plan for the wealthy where they can live an active social life when they are healthy, and then still see their friends while staying in a skilled nursing center on the campus (Seniorliving.org 2009). For other people, nursing homes provide a cost-effective way to enable seniors as patients with injuries; acute illnesses or postoperative care needs to recover in an environment outside a hospital. Nursing homes also serve chronically impaired individuals who are not expected to recover and who will typically die in the nursing home. In fact, nursing homes serve two kinds of residents. The first are those who have been discharged from a hospital into rehabilitative care (Day 2014). The second are residents who may suffer from chronic physical or mental disorders or they may simply be feeble and unable to move about, bathe themselves, or provide their own meals. These people are often referred to as "long term care" residents (Day 2014).

Arrangement	Primary Customer Characteristic	Primary Products and Services	Attractions
Senior Living	Healthy and independent seniors, who do not need nurse or caregiver's assistant for 24 hours a day. Seniors who need to maintain their healthy, active and independent life-style, with minimum supervision or none of the nurse or caregiver on a daily basis.	Housing varies widely, from apartment-style living to freestanding homes. Most communities offer amenities, activities, and services.	Often, recreational centers or clubhouses are available on site to give seniors the opportunity to connect with peers and participate in community activities, e.g. crafts, holiday gatherings, continuing education classes, or movie nights. It may also offer facilities such as a swimming pool, fitness center, tennis courts, even a golf course or other clubs and interest groups. Other services offered may include onsite spas, beauty and barber salons, daily meals, and basic housekeeping and laundry services.
Assisted Living	While seniors who reside in this type of arrangement are ones who do not have the physical, medical, or mental impairments that require a nursing home.	Designed for seniors who have some degree of care needs, but they can remain independent while receiving assistance as needed with personal care, medications, transportation, housekeeping, meals, and other daily living needs. The structure of assisted living facilities can range from a dwelling that looks like a home in a residential area where the caregiver is the owner and single proprietor, to a large, apartment-style building staffed with many employees.	May followed some attractions owned by Senior Living Arrangements
Nursing Home	Accepting and treating both seniors and other group age of people with injuries, acute illnesses or postoperative care needs to recover in an environment outside a hospital. Nursing homes also serve chronically impaired individuals who are not expected to recover and who will typically die in the nursing home.	Typically have a nursing staff on site 24 hours a day. Some are set up like hospitals with physical, speech, and occupational therapy. Some have special units for Alzheimer and dementia patients.	Excursion program to local tourist attractions
Memory Care	It is care for people (mostly seniors) who have diagnosed with memory loss and who need help with areas of daily living (ADLs).	It designed for those who need help with ADLs, but still want a level of independence. It provides a safe and secure place with professional staffs trained to care for those with memory loss. It usually located in a separate wing of an assisted living community called Special Care Units (SCUs). It has private and semi-private rooms, and locked and alarmed premises to assure no one wanders off. Facilities have common areas for meals, activities and socialization. Daily activities are planned to help residents with their memory. Some activities may include: games and trivia, exercise, baking, music therapy, local field trip, pet appreciation, reminiscing and nature programs.	Excursion program to local tourist attractions
Source:			
Seniorliving.org (2009)			
Day (2014, Mar 25).			

Meanwhile, memory care environments are designed for those that need help with performing Activity of Daily Life (ADL) tasks, but who still want a level of independence. They provide a safe and secure place with professional staff that are trained to care for those with memory loss. These facilities are usually located as a separate wing of an assisted living community called Special Care Units (SCUs). Memory care units have 24-hour support, private and semi-private rooms, and locked and alarmed premises to assure no one wanders off. Facilities have

common areas for meals, activities and socialization. Daily activities are planned that help resident with their memory, such as games and trivia, exercise, baking, music therapy and reminiscing (seniorliving.org). Table 1 elaborates the range of senior and living arrangements available.

1.3. Mature Business of Senior Living Arrangements in Developed Countries

In some developed countries, senior living arrangements are already a mature business. The rapid changes in social, culture and industrialism are some of the factors that support the senior living arrangements to flourish. In developed countries such as the United States, as the adult children of senior citizens tend to be working professionals who are unable or unwilling to be burdened with caring for their parents, there is a need for viable living alternatives. Their busy lifestyles often prevent them from being able to provide a pleasant, active, and independent home life for their parents, so a senior living arrangement might be a better solution to maintain active, independent and meaningful life for both groups.

This need had been identified by some providers 40 years ago. For example, there is One Eighty, a holding company focusing their businesses on hospitality services both for ageing and non-ageing seniors. After 40 years in the business, One Eighty is expanding their hospitality ventures, from senior living industry to luxury travel services, from restaurant development and management to fitness clubs, and more (oneeightytwist.com 2016). One Eighty is also a holding company to Leisure Care that has core of businesses in independent living, assisted living and memory care arrangements (leisurecare.com 2016). Leisure Care has 40 independent living facilities in the form of senior living arrangements, 29 assisted living facilities, and 10 memory care facilities, located in 38 different states of the United States, and in Mexico and Canada.

Leisure Care also owns and operates senior living arrangement in India, and regarding to their development of these systems and arrangements, during 2009-2010 One Eighty's Standard Operational Procedures (SOP) for its independent living arrangements was adopted by one of the Indonesian companies that are initiating business in senior and assisted living arrangements. The mature development of senior living businesses in the United States was however started almost two decades before Leisure Care was established. Dr. Ethel Perry Andrus, a former high school principal who was deeply concerned with and advocated senior well-being, rights and stereotypes in that country, established the American Association of Retired Persons (AARP) with Leonard Davis in 1958. This evolved from the National Retired Teachers Association (NRTA) that was established to promote Dr. Andrus' philosophy of productive aging, and in response to the need of retired teachers for health insurance (AARP 2016).

Today NRTA is one of the divisions of AARP, and throughout the years it has strived to build a solid network and form coalitions of aging communities. It is dedicated to the provision of advocacy, education and services to promote seniors' well-being, regardless of their nationalities. Since its inception, AARP has grown and changed dramatically in response to societal changes, while remaining true to its founding principles (AARP 2016), which were:

- i. To promote independence, dignity and purpose for older persons;
- ii. To enhance the quality of life for older persons; and
- iii. To encourage older people "To serve, not to be served"

The AARP Foundation's mission statement declared that the foundation serves vulnerable people of 50+ by creating and advancing effective solutions that help them secure the essentials

of life. This however leads the foundation to impose certain functions (Ryerson in AARP, 2015):

- a. Direct Assistance: it works with local communities, governmental and national organizations, also corporations to create and support solutions which help senior people meet their life's essentials, such as food, housing, income and personal connection;
- b. Legal Advocacy: AARP advocates for American seniors in court, it protects their rights in critical retirement, health, long-term care and consumer issues; and
- c. Raising Awareness: It works also to increase awareness among individuals and thought leaders about the critical issues low-income American seniors have to deal with today, including to provide research to know the causes and longtime solutions to overcome these problems.

AARP serves their members by managing varied products and services, from health, travel and leisure products to life event services. Through the foundation's actions, AARP is able to represent seniors' rights and needs to the government, without having to be a partisan for, opposing, or financially supporting any candidates or political parties. The foundation's contribution varies from suggesting the government realize a tax exemption policy for seniors, through job training and placement for low-income seniors to be able to re-join the workforce, to providing informational, educational, and service designed to regain and maintain seniors' independence and dignified life-style.

The United States government itself develops varied programs for seniors well-being, as elaborated by Sollitto (2016):

1. Medicare: insurance premium deduction program for health care services in the hospital and subsidy for the cost of prescription drugs for seniors;
2. Social Security programs that provide a supplemental income called Supplemental Security Income (SSI) if seniors had lower-paying jobs as their only source of income;
3. An Administration on Aging (AoA) program that provides many national programs and services for seniors, including health insurance counseling, legal assistance, protection from seniors abuse and long-term care;
4. A Department of Veterans Affairs (VA) program dedicated for veteran seniors, which provide an increase of benefits for those who have a service-related disability, particularly when the disability has worsened over time, and when they need continuing medical care because of the disability, an application for medical benefits, hospitalization and prescription drugs may be included;
5. HIPAA (The Health Insurance Portability and Accountability Act) since 1966 provides seniors privacy for their medical records. This program is a strict regulation on health care providers, which unless seniors sign a form designating someone (it can be their adult children or other family member) as approved to discuss their medical concerns to the doctor this cannot be done, even if a person proves a family connection;
6. The United States Department of Justice offers seniors with disabilities briefings and cost-free publications on the regulations to grant universal access to the disabled;
7. The Food and Drug Administration has a giant database on every drug approved by the agency, listing active ingredients, purpose or mission of the medication, dosing recommendations and the side effects and conflict. This is very useful database for seniors and their caregivers, when they need to take and administer medication;

8. Every US senator has a staff specialist on seniors' affairs, programs and services, in major cities, in most of the states, and in Washington, D.C. The staff person can both advise and advocate for benefits or services for seniors;
9. Congressional Representatives in the United States Congress also have staff specialists on seniors' affairs, programs and services. These can provide both information and advocacy; and
10. The Area Agency on Aging is federally-mandated and found in every city. This agency is staffed by professionals who know every seniors program and service, including available funding sources, in every area. Staff is often aided by volunteers who serve as drivers for transport and Meals-on-Wheels, for respite services, and other duties. They can advise regarding programs and qualifications for these, and even help prepare the necessary applications and documentation.

According to Administration on Aging (AoA) of The United States Department of Health and Human Services (AoA 2016), the older population – persons 65 years or older – numbered 44.7 million in 2013 (the latest year for which data is available). They represent 14.1% of the U.S. population, about one in every seven Americans. By 2060, there will be about 98 million older persons, more than twice their number in 2013. This senior population is continuously supported by the government and foundations like AARP with their programs and services, to maintain their quality of life in all aspects. Those commitments support their confidence to maintain their healthy, independent and vibrant life-styles with activities such visiting senior living arrangements to enjoy the environment, facilities and attractions offer, so that later on, they can decide to move in. Thus, with a growing number of seniors' population in the United States, and the maturity of senior living business there, it is possible to say that this part of senior tourism business will continue to grow.

A similar maturity in senior living arrangements is also observed in Australia. In 2014, the Australian Minister for Trade and Investment underlined that the Country's growing and ageing population, along with expanding private health insurance coverage, has generated a strong demand for health services over the past five years, to a value of \$111.8 billion (Austrade 2014). Along with its inaugural edition of the Australian Seniors Health and Living Directory, which listed and developed a sophisticated system to deliver multiple levels of care for seniors, their caregivers, and families, Austrade also claimed that the Australian health system has already become a global benchmark for best practice (Austrade 2014).

The commission also claimed that the country's achievement in providing products and services for seniors can be realized through the support of (Austrade 2014):

1. Strong government funding;
2. Innovation;
3. A robust framework for accreditation;
4. Quality and regulation; and
5. A long history of cooperation between government, service providers and the community.

Yet, the maturity senior living and housing industry in the country is about to encounter a new challenge, which will require solid cooperation and support from every stakeholder in the industry. As shared by Aged and Community Services Australia (ACSA) in 2015, the latest census showed that 14 per cent of Australia's population was aged over 65 years and it's projected that this figure will increase to 19 per cent by 2033. Further, ACSA also underlined

the challenge that the country needs to deal with, the ability of seniors to fund their retirement, including their ability to access and afford retirement and living arrangements. The census data also indicated that among seniors aged 65 and over there is a declining ability to engage to home ownership's program. Recent research by the Australian Housing and Urban Research Institute (ACSA 2015) indicated that in the 21st century, the number of seniors in non-stable situations has been increasing at a faster rate than the population has aged. From 2001 to 2026, Jones et al (AHURI 2007 in ACSA 2015) have predicted that:

- The number of renters aged 65 and over in low-income households will increase by 115 per cent from 195,000 to 419,000;
- Low-income, sole-person households are projected to grow by 120 per cent over the same period from 110,800 to 243,600, approximately two-thirds of which will be made up of older women; and
- The demand for housing suited to older, low-income couples will increase by 117 per cent from 32,200 to 69,900 (by 2026).

The ageing of the Australian population in the coming decades will be accompanied by a steady decline of outright home ownership (ACSA 2015). This declining affordability of housing will lead to a trend of increasing demand on age-friendly housing options, as senior renters and mortgage holders on low income seek to reduce their housing costs. Thus, there are crucial implications for the government in the of design policies which align and support these coming needs of Australian seniors, as many of the existing policies still rely or assume a high level of housing stability and home ownership.

There are a number of recommendations that the Australian government should respond to with respect to the changing demands of affordable senior housing and retirement products, such as (ACSA 2015):

1. Local government can relax infrastructure charges for operators of affordable housing and those targeting seniors;
2. State and local governments can take a role in developing infrastructure, transport, amenities and age-friendly public spaces;
3. State governments can free up surplus land and make it available for organizations to develop senior living arrangements and care services while allocating capital incentives to replace dated affordable housing stock;
4. The Commonwealth (National) Government could develop funding pools to assist aged service providers to develop innovative housing models with integrated care and services; and
5. Along with having a major function in undertaking a long-term strategic population growth planning, The Commonwealth Government has a major role in funding urban infrastructure, supporting the affordability and social housing programs.

The Commonwealth, State and Local governments most importantly need to cooperate well, to avoid cost duplication and minimize development delays.

Other stakeholders in the Australian senior living arrangements industry are operators from not-for-profit, charitable and church entities, or commercial businesses. In term of operating the arrangements using the concept of age-friendly affordable housing, only recently have governments acknowledged that the not-for-profit retirement village sector has strong experience, skills and resources that meet the requirement to manage social housing assets

(ACSA 2015). As a result, the not-for-profit retirement village providers are now seen as potential recipients of social housing funding. Other than an urgent coming need for age-friendly senior housing, a recent study from the Productive Ageing Centre (2013) mentioned the top five influences on senior relocation into a retirement village as:

1. Assistance in case of declining health;
2. Family does not have to look after them;
3. Convenient location to facilities;
4. Assistance with household and gardening chores; and
5. Less stress.

The first and the second factors are similar to those mentioned by Crisp (2013), as availability of medical assistance and of assisted living facilities.

1.3.1. Japan

The availability of and access to medical facilities are also an important in another developed country with a rapid growing aging society and plummeting birth rate, Japan. Already 23% of Japanese are aged 65 or older, with the expectation that the over 65s will grow to 41% by 2055 (Booth. and McCurry 2011). According to recent statistics released by Japan's Statistical Bureau (2015), from the eighteenth century through the first half of the nineteenth century, Japan's population remained steady at about 30 million. Following the Meiji Restoration in 1868, it began expanding in tandem with the drive to build a modern nation-state. It reached 60 million in 1926, and surpassed 100 million in 1967. However, population growth has slowed down lately, with an annual growth of one per cent in the 1960s to 1970s. Since 2010 it has been in absolute decline (Table 2).

Table 2: Trends in the Japanese Population since 1872

Trends in Population (as of October 1)

Year	Population (1,000)		Age composition (%)			Rate of population change (%)	Population density (per km ²)
		Males	0-14 years	15-64	65 and over		
1872 ¹⁾	34,806	17,666	91
1900 ¹⁾	43,847	22,051	33.9	60.7	5.4	0.83	115
1910 ¹⁾	49,184	24,650	36.0	58.8	5.2	1.16	129
1920	55,963	28,044	36.5	58.3	5.3	1.30	147
1930	64,450	32,390	36.6	58.7	4.8	1.42	169
1940	71,933	35,387	36.7	58.5	4.8	1.10	188
1950	84,115	41,241	35.4	59.6	4.9	1.58	226
1955	90,077	44,243	33.4	61.2	5.3	1.38	242
1960	94,302	46,300	30.2	64.1	5.7	0.92	254
1965	99,209	48,692	25.7	68.0	6.3	1.02	267
1970	104,665	51,369	24.0	68.9	7.1	1.08	281
1975	111,940	55,091	24.3	67.7	7.9	1.35	301
1980	117,060	57,594	23.5	67.4	9.1	0.90	314
1985	121,049	59,497	21.5	68.2	10.3	0.67	325
1990	123,611	60,697	18.2	69.7	12.1	0.42	332
1995	125,570	61,574	16.0	69.5	14.6	0.31	337
2000	126,926	62,111	14.6	68.1	17.4	0.21	340
2005	127,768	62,349	13.8	66.1	20.2	0.13	343
2010	128,057	62,328	13.2	63.8	23.0	0.05	343
2011	127,799	62,184	13.1	63.6	23.3	-0.20	343
2012	127,515	62,029	13.0	62.9	24.1	-0.22	342
2013	127,298	61,909	12.9	62.1	25.1	-0.17	341
2014	127,083	61,801	12.8	61.3	26.0	-0.17	341
(Projection, January 2012)							
2020	124,100	60,146	11.7	59.2	29.1	-0.42	333
2030	116,618	56,253	10.3	58.1	31.6	-0.62	313
2040	107,276	51,583	10.0	53.9	36.1	-0.83	288
2050	97,076	46,657	9.7	51.5	38.8	-0.99	260

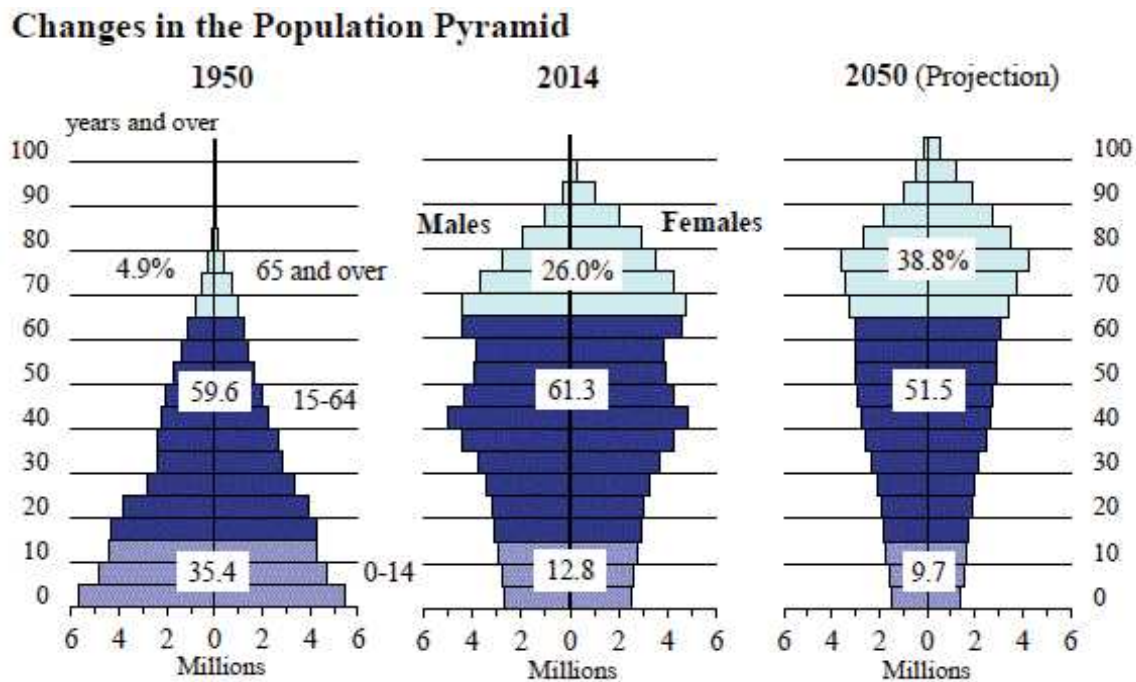
1) As of January 1.

Source: Japan Statistics Bureau, MIC; Ministry of Health, Labor and Welfare; Ministry of Land, Infrastructure, Transport and Tourism.

This declining birth rate and growing aging population has changed the population pyramid, which in 1950 still showed that Japan had a standard-shaped population marked by a broad base of young people. The shape of the pyramid, however, has changed dramatically as both the birth rate and death rate have declined. In 2014, the aged population (65 years and over)

was 33.00 million, constituting 26.0 per cent of the total population and marking a record high, as seen in Figure 3. (Japan Statistics Bureau 2015).

Figure 3: Changes in the Japanese Population Pyramid



Source: Japan Statistics Bureau, MIC; Ministry of Health, Labor and Welfare

Although the situation and causes of population decline in Japan differ by region, its population is declining because more young generation are moving from rural to urban areas, and in urban areas the total fertility rate is generally lower. This generates a ‘vicious cycle’ in which the population in regional areas is declining, and therefore the population of Japan as a whole also declines (Cabinet Secretariat of the Headquarters for Overcoming Population Decline and Vitalizing Local Economy in Japan 2014). While the Japanese government has launched strategies to overcome population decline and to revitalize the local economy, it has considered establishing a Japanese version of Continuing Care Retirement Communities (CCRCs), as part of its policy package to promote migration to regional areas. This policy encourages Japanese

seniors who live in the Greater Tokyo area to migrate to smaller cities in Japan. However, seniors who live in or migrate to small cities throughout Japan, or those who prefer to stay in big cities, both need and are concerned about the availability of medical and health care facilities.

The government does have the ability to build hospitals, senior living arrangements, assisted living and other senior support infrastructures, to support seniors' well-being in Japan. The actual problem relates to a limitation of human resources. As the country is also facing a population decline, the availability of domestic nurses and caregivers to take care of the seniors is also declining. While extremely dedicated, the domestic labor force is not large enough (Birt 2011). In the words of Keiko Yoshizawa, a manager of the House of Blessing and Longevity nursing home, "...All over Japan there are 400,000 people on waiting lists for nursing homes (Birt 2011)." So instead of worrying about the design and facilities of the infrastructure for seniors, Japan is concerned more about the shortage of caregivers and nurses to take care of its seniors.

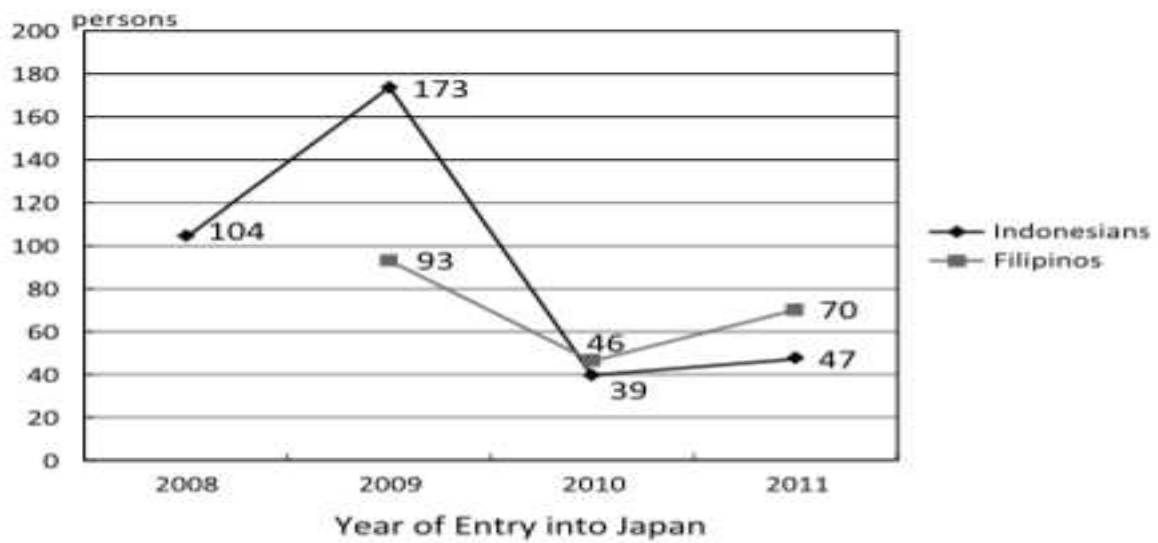
One of the possible moves by the Japanese government to overcome the shortage of seniors' need in caregivers and nurses is to recruit foreign caregivers and nurses. It has agreements with Indonesia and the Philippines to send both countries' caregivers and nurses to work in Japan. In the case of Indonesia, the agreement is called IJEPA, an abbreviation of Indonesia – Japan Economic Partnership, which was established November 28, 2006 to facilitate the recruitment of caregivers and nurses from Indonesia to work in Japan. The agreement's major elements cover (MOFA 2006):

1. Trade in Goods;
2. Trade in Services;

3. Customs Procedures;
4. Investment;
5. Movement of Natural Persons and Related Cooperation;
6. Energy and Mineral Resources;
7. Intellectual Property;
8. Government Procurement;
9. Competition;
10. Improvements of Business Environment and Promotion of Business Confidence;
11. Cooperation.

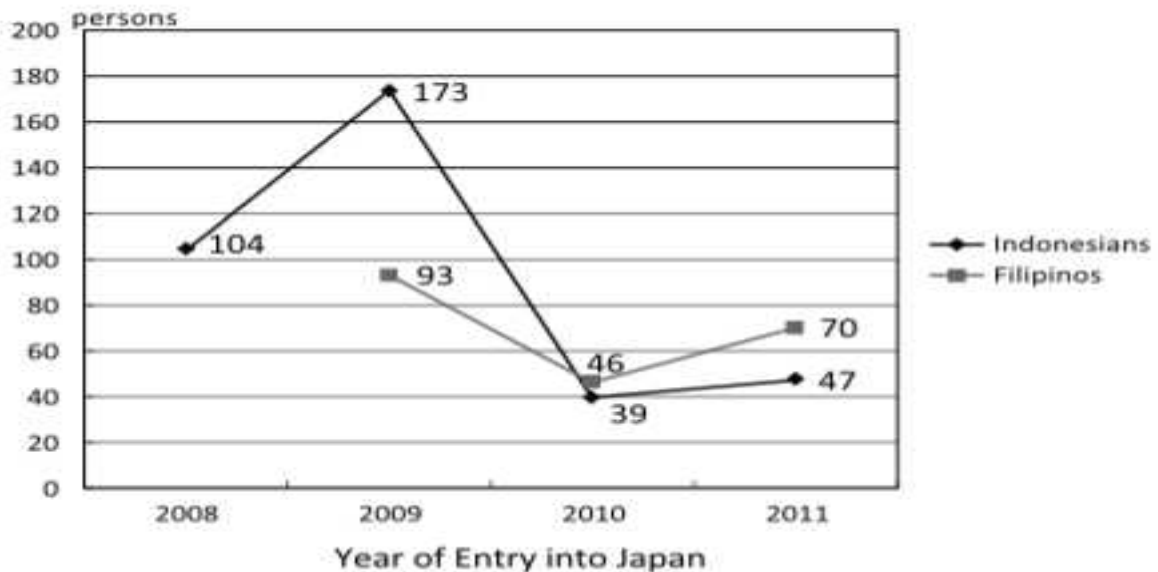
A similar agreement exists between the Japanese and Philippine Governments named JPEPA (Japan and the Republic of the Philippines for an Economic Partnership), signed in September 2006 (MOFA 2006). After these agreements, a total of 791 Indonesian candidates (363 nurse candidates) and 569 Filipino candidates (209 nurse candidates) had arrived in Japan under the EPA programs by 2011 (Figures 4 and 5).

Figure 4: Indonesian and Filipino Nurse Candidates accepted in Japan under Economic Partnership Agreements, 2008-11



Source: Kokusai Kisoie Jigyodan 2012 in Shun (2012).

Figure 5: Indonesian and Filipino Certified Care-Worker Candidates accepted in Japan under Economic Partnership Agreements, 2008-11



Source: Kokusai Kosei Jigyodan 2012 in Shun (2012).

Figures 4 and 5 show that the number of nurse and certified care-worker candidates from both countries drastically decreased after 2010. Shun. (2012) outlined the causes of this according to the Japan's Ministry of Health, Labor and Welfare, as being:

1. Japan's worsened economic and employment situation, following the Lehman Shock in the United States, but also an increase in Japanese who want to work in the care and medical professions;
2. The hospitals and care facilities in Japan that employ foreign candidates have to concentrate to train them, which might burden them in respect of training domestic candidates;
3. After Japanese hospitals experienced the substantial burdens from financial arrangements and human resources in employing foreign nurse candidates, the hospitals tend to be less interested in employing foreign nurses;
4. The 'Great Eastern Earthquake' of March 11, 2011 in the Tohoku and Kanto area gave a negative impact to the program, as dozens of Indonesian and Filipino nurses and certified care-worker candidates canceled their initial commitment to work in Japan, mainly due to concerns about the Earthquake's after effects.

Further, soon after the JPEPA and IJEPA were signed, the Japanese Nursing Association (JNA, Nihon Kango Kyokai) and the Japan Association of Certified Care Workers (Nihon Kaigo Fukushishi Kai) became very cautious about accepting foreign nurses and caregivers as they preferred to hire Japanese first before foreigners. This resulted in ethical and practical problems, such as a shortage of skilled foreign nurses. Those considerations led JNA to release a position paper, stating it would only accept Filipino and Indonesian nurses if they met four requirements (Shun 2012):

1. They had obtained a nursing license by passing the national examination of Japan;
2. Were sufficiently proficient in Japanese to allow for safe nursing practices;

3. Were employed under the terms of the job at the same rate as or better than Japanese nurses, and
4. There was no mutual recognition of the nurse license with the other country.

Predictably, soon after the JNA's position paper was released, the Philippine Nurses Association (PNA; Pambansang Samahan ng mga Nars ng Pilipinas) expressed objections about the paper, exacerbated after only one Filipino nurse was able to pass Japan's national nursing examination in 2010 (Shun 2012), making the following points:

1. It declined "the offer of Japan" because "the Filipino nurses will go to Japan not to fully practice the nursing profession, but to become a trainee";
2. The language skills required are so high as to constitute an almost impregnable barrier to PNA nurses' entry; and
3. JPEPA is a cheap labor trap for nurses and caregivers (the PNA refers to the "plight" of Filipino nurses who work in Japan as nurse assistants, with lower salaries than expected during their training period, resulting in an increasing number of halfway returnees from Japan).

Conversely, The Indonesian National Nurses' Association (INNA, Persatuan Perawat Nasional Indonesia) expressed a positive position on the deployment of nurses and certified care-workers to Japan, or elsewhere, because this honors the nurses and caregivers' right to choose to work anywhere in the world, in accordance with the policy of the International Council of Nurses, where INNA is a member of that Council (Shun 2012). Yet, aligning with the PNA, they agreed to oppose sending their nurses as caregivers or care workers to Japan, for this might degrade their professional skills. So it proposed that JNA treat and reward its nurses the same as native

ones. It also recommends the Japanese government allow Indonesian nurses to have four chances to take the national nurse examination, instead of three, and to make the exam language easier to understand. This, after only two Indonesian nurse “candidates” passed the exam in 2010. JNA and the Japanese government have not responded positively to these requests, but nationwide Japanese mass media has criticized the policy, because they believe the government has set the qualifications barrier too high or ‘unrealistic’ for foreign nurses and care workers, given the rapid aging of the population who will need an increasing number of foreign nurses and care workers in the near future. Japan requires more skilled human resources in health and care systems for its senior citizens rather than more senior living infrastructure (Table 3).

Table 3: Senior Living Arrangements in Some Developed Countries

Country	Nature of Business Phase	Current Issue(s)	Similarity
United States of America	It is in a mature business phase. This has developed since the 1960s, supported by a culture in the society that seniors need to maintain their independence in a community which supports them and their peer to do so. The idea of seniors living separately from their adult children is accepted by the society, since their adult children have their own busy lives and careers, and the seniors do not want to burden them.	Senior living arrangements businesses in the country will continue to grow, with the support of the government and organizations that advocate the needs and rights of seniors. Yet, the development of senior living arrangements in the country is addressed to domestic seniors, not foreign seniors.	All these three developed countries have good government support designed to provide seniors with their necessities and to fulfil their rights. Yet, in term of the development of senior living arrangements, they still concentrate on facilities for their domestic seniors.
Australia	As in the USA, the maturity of senior living arrangements in Australia also stems from the need of its seniors to maintain their independent life after retirement. The robust growth of the senior living arrangements business in the country is supported by strong government funding, innovation, a robust framework for accreditation, quality and regulation, and a long history of cooperation between government, service providers and the community.	<p>The ageing of the Australian population in the coming decades will be accompanied by a steady decline of outright home ownership. This decline will lead to increasing demands for age-friendly housing options, as senior renters and mortgage holders on low incomes need to reduce their housing costs. This will have crucial implications for government policies which support Australian seniors, as many of those policies today still rely on or assume a high level of housing stability and home ownership.</p> <p>The government claims to have developed a sophisticated system to deliver multiple levels of care for seniors, their caregivers, and families, which is believed to be a benchmark for other countries that look forward to developing the same infrastructure and qualities. So it also promotes the providers of these developed arrangements for adoption by foreign providers.</p> <p>Although the country aims to be a benchmark to other countries in delivering multiple level of care for seniors, their caregivers, and families; it still prioritizes domestic seniors as the primary market for senior living arrangements. If there are foreign seniors visiting the country, mostly they are coming as tourists.</p>	

Japan	With its plummeting birth rate and growing population of seniors, with an independence and mostly have no culture to spend their time to go on vacations, they will choose to stay productive, even after they retire. They mostly choose to reside in local senior homes or assisted living, not senior living arrangements, when they start to need to be assisted by caregivers or nurses.	Its current issues related to the effort in providing numbers of caregivers and nurses for their growing numbers of seniors. If necessary, the government will build more of facilities for senior people, and encourages them to relocate from urban areas to smaller cities or town throughout Japan, which still provides them with good health-care facilities, such as hospitals, senior homes and assisted living.	
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Sources:

American Association of Retired Persons (AARP) (2016);

Aged and Community Services Australia (ACSA) (2015);

The Australian Trade Commission (Austrade) (2014);

Jones et al. (2007);

Statistics Bureau of Japan Ministry of Internal Affairs and Communications, Japan (2015);

Shun (2012).

1.4. Initial Development of Senior Living Arrangements in Developing Countries

There is a unique phenomenon when discussing the development of senior living arrangements in some developing countries, such as Thailand, Malaysia and Indonesia. Those three countries have started to develop arrangements and attractions to attract seniors from foreign countries, either European, American, or other Asian countries (South Koreans and Japanese), even though as developing countries they still must deal with the need to provide a proper system and infrastructure to their senior citizens, which will need more time. Yet, this does not stop their willingness to initiate senior living arrangements targeting foreign customers, and working with the support of local private businesses to realize the program.

Thailand's Second National Plan on Older Persons in Thailand (2001-2021) notes the following "...The elderly are individuals who have value for society and their value should be

promoted for as long as possible. But in case they fall into a condition where they must depend on others, families and communities must be first in providing support in order to allow older people to prosper and stay in the community. Government benefits should be in the form of a support system in order to provide for security to the elderly and stability of society...”(in Suwanrada et al. 2014). The country is also experiencing the rapid development of an aging population, as in Japan. According to the Foundation of Thai Gerontology Research and Development Institute and College of Population Studies (Suwanrada et al. 2014), Thailand is currently the second most aged country in Southeast Asia. Further, the number of older people in Thailand (defined as aged 60 and over) is projected to increase substantially from about 8.5 million in 2010 to about 22 million in 2040 (Suwanrada et al. 2014).

Conversely, the growth of Thailand’s aged population does not move linearly with economic development. There is a term implying that this nation is “getting old before getting rich”. Unlike the developed countries, such as Japan, the US or Australia, Thailand is experiencing an aging population while its economic and social systems are still developing. This transition occurred in the year 2000 when the country’s Gross Domestic Product per capita was only \$2,206 (as compared with Japan which had a GDP of \$12,499 when it transitioned into an aging society in 1967). Most seniors in the country live predominantly in rural areas, with the majority having middle-low incomes, and their life expectancy has improved without a corresponding ability to access proper health-care facilities and healthy life-styles. The increasing numbers who survive have to suffer advanced degenerative diseases.

Most seniors in Thailand are taken care of by their family members, as a result of their culture and level of economic development. Senior facilities such as nursing homes and day care centers have become significantly important these days, but predominantly for those who are

in higher socio-economic classes. However, despite the issue of care for their seniors, as a part of its emerging tourism industry, the Thai government has started to aim for senior market, both domestically and internationally. There are now some arrangements within the country which are dedicated to senior tourists as senior residents when they decide to move into senior living facilities there.

In one advertorial publication from Thailand's Department of Tourism, the Longstay Guide, the September 2015 edition, listed at least two senior living arrangements in the country. At the Longstay Exhibition held in Tokyo on November 2015, Thailand had 3 senior living arrangements participating to exhibit to those Japanese seniors who visited the event. One of the arrangements was named *Absolute Living Thailand* for example, with the tagline, "A perfect 'home' for your retirement", claiming to provide retirement living at a natural long lake hillside resort. It said it was also located in a perfect area with convenient transportation and surrounded by many tourist attractions, then noted the medical facilities which are close by, and the assisted living facilities for residents who need them. Thus, senior living arrangements dedicated to middle and higher income domestic and international seniors in Thailand offer infrastructure, facilities and programs which are designed for both independent seniors, and as an extension, some are equipped with assisted living facilities.

One support from the government is in establishing a standard for the arrangements to adhere to. As mentioned by Ms. Wanasiri Morakul, the current Deputy Director General of Thailand's Department of Tourism, long-stay residential (referring to seniors or none-seniors as tourists who decide to stay for a long term at these arrangements in the country) accommodation must be at an international standard in order to guarantee that all tourists can live happily and comfortably (Longstay Guide 2015). Therefore, as Thailand further develops its medical

tourism through the continuous development of hospital and other medical services for tourists, it also beginning to promote these as one of the primary attractions for senior tourism.

Meanwhile, Malaysia, one of Thailand's neighboring developing countries, is also seeking to brand itself as a senior tourism destination. While Thailand emphasizes medical facilities and services for foreign senior tourists, Malaysia with its tourism program called Malaysia My 2nd Home (MM2H), has chosen to offer various integrated programs to attract and comfort them. Currently, Malaysia is the third-wealthiest country in Southeast Asia, behind only Singapore and Brunei, with a GDP per person of around \$11,000 (\$25,000 at purchasing-power parity; The Economist 2015). The way the country has eradicated poverty is also impressive, the share of households living below the national poverty line (\$ 8.50 per day in 2012) fell from over 50 per cent in the 1960s to less than 1 per cent currently (World Bank 2016).

Malaysia, while counting on its economic development from the production of raw natural resources and other diversified industries, has established a policy for tourist visa relaxation, where tourists of all ages, including seniors, can apply for a one-time visa to stay for 10 years. There is no need to renew within the 10 years stay period (MM2H 2014). It also gives assistance in the choice of areas and forms of living arrangements within the country using its appointed agents, and even assists tourists with car ownership issues. Additionally, it continues the development of sophisticated public transportation systems, not only for the tourism industry, but also to boost local economies using other core industries. This is followed by a bold government policy enabling foreigners to own land and property, while beside this the country offers conventional senior living arrangements and assisted living facilities. Malaysia also allows foreign senior tourists who choose to reside in the country to maintain their career or to continue doing their business. In short, although the relaxing policies for foreign senior

tourists have their terms and conditions, Malaysia is already some steps ahead in developing integrated programs, policies, infrastructures and facilities to support its tourism industry, including senior tourism.

1.4.1. Indonesia

Indonesia is also starting to develop its own version of senior tourism. The World Bank (2016) noted in an overview that Indonesia is the largest economy in Southeast Asia, and a diverse archipelago nation of more than 300 ethnic groups. The country has charted impressive economic growth since the Asian financial crisis in the late 1990s. Further, the country's gross national income per capita has steadily risen and Indonesia is the world's fourth most populous nation, the world's 10th largest economy in terms of purchasing power parity, and a member of the G-20 today. It has also made enormous gains in poverty reduction, cutting the poverty rate to 11.2% in 2015 (World Bank 2016).

However, the World Bank overview reported that Indonesia needs to improve governmental assistance in providing health-care facilities and access to public hygienic toilet facilities. Public transportation is also another issue that the Indonesian government needs to pay attention to. Seniors, especially those who come from developed countries, are mostly very concerned about the availability of health-care facilities, for they are more prone to health problem due to their age. The same goes for public transportation and the quality of the infrastructure (e.g. roads and public transport safety) in seniors' perception. Since their physical condition is not as firm as when they were younger, they find comfortable travel with convenience to be important. Hygienic toilets for the public are also vital, not only for the sake of the health of the people who use them, but also to give another advantage as a tourism destination; that the country pays attention to health-care, which can be a consideration for

foreigners who visit the country as tourists, especially senior tourists from developed countries, who are accustomed to use convenient and clean public toilets back home. In short, health-care facilities, public transport and infrastructure, and hygienic public toilets are the three support systems that need to be developed properly in Indonesia, to support the tourism industry, especially senior tourism.

In the meantime, in the past 5 years some of the private enterprises in Indonesia have started to develop senior living arrangements, targeting senior tourists from both domestic and international sources. There is for example RUKUN Senior Living, which has operated since 2012, and provides for Indonesian seniors who used to reside abroad and want to come home to Indonesia once they retire, or for foreign seniors from English speaking countries, mainly because their staffs are equipped to communicate in this language, other than in their mother tongue, which is Bahasa Indonesia. Their arrangements have also adapted Standard Operational Procedures from one an American enterprise that has designed and operated senior living arrangements in the U.S. for 40 years, called One Eighty. There is also another arrangement called Senior Living @ D'Khayangan, which targets Indonesian and Japanese seniors, as the holding company that owns the facility is joined with a well-known Japanese company called Long Life Holdings. Also, there is another one that chose Bali to develop their senior living arrangements called Sada Jiwa – Bali Healthy Aging Facility, which targets Indonesian, Westerners and Japanese seniors. So then, currently the industry of senior living arrangements in Indonesia is already flourishing.

The Indonesian government has recently started to support the industry of senior living arrangements through the Ministry of Tourism and Creative Economy, and other supportive institutions, such as Immigration. The Ministry of Tourism and Creative Economy started to

support senior living arrangements and other arrangements that join to exhibitions abroad annually, to showcase these arrangements for the senior market. It also collaborates with the Directorate General of Immigration in the country to establish visa free travel for some countries, to attract more international tourists, including senior ones. There is a recently revised regulation which enable foreigners to purchase a property with the right to use or the right to manage which can be valid for a maximum period of 80 years, and can be inherited by a family member who is a foreigner if that person holds residency in Indonesia (Tempo 2016). Yet the freehold, or absolute right to hold the property remains closed to foreigners in Indonesia. So then, in terms of delivering an integrated program, infrastructure, attractions and arrangements for foreign tourists, including seniors, Indonesia still needs to have these developed properly. The development of senior living arrangements in some developing countries is elaborated in Table 4.

Country	Nature of Business Phase	Current Issue(s)	Similarity
Thailand	The initial stage of development, where the country's principle based on Buddhist's teaching of filial piety still prevails, most long-term care is provided informally at home by family members. So then the idea of establishing senior living arrangements cultivates only several years, as part of tourism industry, is addressing to domestic seniors who come from the middle up economic background, who aware of such arrangements abroad, or foreign seniors from developed countries.	Emphasizing in health and wellness facilities to attract foreign seniors	1. The initial stage of development
Malaysia	The initial stage of development, where the country that has muslim population as the majority owns by Malay population, mixed with Chinese, Indian and Portuguese descendant, their adult children mostly still maintain their culture to informally taking care of their elderly to show their gratitude for raising them since they were born. So then when the idea of developing senior living arrangements and other comprehensive program established to support these aspect of senior tourism in the country, it addresses more to foreign seniors from developed countries.	Established an integrated policies, program, infrastructure, facilities and services to make foreigner consider the destination as their second home. There are services to assist in visa and other immigration documents needed for 1 time application which lasts for 10 years usage; agents to assist in choosing living arrangement, altogether with the options either to rent and buying with an absolute right to hold the property. Also agents to assist in vehicle ownership, followed with the establishment with a senior living arrangements, and assisted living as the extention. The government also develops better public transportation facilities to support all aspect of local industries, including tourism.	2. The arrangements cultivate to aim domestic seniors with middle up economic background and aware of such arrangements from their experience abroad, and also aim foreign senior tourists, mostly from developed countries who already aware and need such arrangements back in their home countries, yet the steady warm climates and cost efficient in these developing countries attract them to consider living in their senior living arrangements.
Indonesia	The initial stage of development, similar to Malaysia where majority of the population is muslim and today Indonesia is the largest muslim population, mixed with other religion beholders, such as Catholic, Christian, Buddhist and Hindu. They mostly still embrace the culture that taking care of their elderly parent as a form of the adult children gratitude and the social desirability also support this particular culture. So then the cultivation of senior living arrangements in the country also dedicated to Indonesian seniors and family who already have experience abroad relate to the arrangements establishment background, or seniors from abroad who mostly coming from developed countries where the senior living arrangements industry are mature already, and need another alternative to reside in a warmer climate and cost efficient one.	The cultivation of senior living arrangements in the country still need the supports from an integrated policies and the policies application, program, infrastructures and services which suppose to be a collaboration of the government, private enterprises, and other institutions as the stakeholders of tourism development in the country, particularly senior tourism development.	
Source:			
Suwanrada (2014);			
Foundation of Thai Gerontology Research and Development Institute and College of Population Studies (2013);			
Longstay Guide of Department of Tourism Thailand (2015);			
The Economist (2015);			
The World Bank (2016);			
Tempo Magazine (2016);			

1.5. Senior Living Arrangements applied to Senior Tourism

There are 5 stages of decision making in choosing the most preferred tourism destination (Heitmann 2011), and these can be applied to explore the possibility of making senior living arrangements as viable components of a life-style to attract seniors to travel to and reside in these arrangements:

1. Recognition of a need: there are internal stimuli which can be cultivated within the senior self. They feel the need to be able to maintain their active, independent and healthy lifestyle after they retire, because either their adult children are busy with their own lives and the seniors do not want to be an additional burden for them, or because seniors simply have got used to live apart from their adult children, and hope to find a retirement place which accommodate their needs. There are external stimuli also, which originate from the external relationships of seniors. The form of retirement arrangement which can accommodate seniors' needs in maintaining their active, independent and healthy lifestyle includes programs, facilities and activities packed in a vibrant and pleasant living environment;
2. Information searching: when the need is identified, seniors start to explore the information relating to their need for retirement living arrangements. They will probe the arrangements' offered products and services in relation to their needs and ability to obtain such offers. The way they probe starts with information gained through their adult children, families, friends, media commercial sources, down to visiting the arrangements and tasting the products and services offered, before they decide to move in, or not;
3. Evaluating alternatives: sometimes it is not enough for potential target markets, including seniors, to decide whether they need to move in to one particular arrangement or not, before they are comparing one living arrangement to another. Some considerations must be satisfied, such as the cost efficiency and effectiveness of one arrangement compared to another, which one brings better programs, services and facilities, or the like. Some seniors must also take time to decide which arrangement they would like to choose and when to start move in into the facility;
4. Choosing the most preferred products or services (Pre-purchase): it is when seniors decide to move in and reside in the arrangement, based on their preferences, that they

have matched each alternative with their expectations. In the case of senior living arrangements, often these considerations include access to further senior facilities such as assisted living, easy access to health and medical facilities, a proper public transportation system and road infrastructure for them to be mobile with comfort and safety, a warm and moderate climate, access to local tourism attractions, and an in-house program designed to maintain their vibrant, independent and healthy life-style;

5. Post-purchase: after seniors have begun to reside in senior living arrangements, they must be able to evaluate their post-purchase experiences, based on their cultural, social, personal and psychological characteristics (Heitmann 2011). For example, Japanese seniors might have different considerations to American seniors in the same decision to reside in senior living arrangements in Malaysia. Whereas a Japanese senior has grown up in a society which values easy access to medical facilities, an American might not be too concerned about medical facilities, as long as the arrangement offers enjoyment and vibrant activities and programs.

To elaborate on the above consumer purchase behaviors of seniors toward senior living arrangements, it can be said that the arrangements will be able to attract seniors to travel to and use these living arrangements when:

1. The arrangements provide programs, facilities and activities which support senior independence, and an active and healthy life-style;
2. They are also developed in an area where they can easily access senior health and wellness facilities, such as assisted living and hospitals. These can be realized with the support of other stakeholders, such as government with their regulations and budget allocations to develop infrastructure;

3. Support from government policies and regulations, and other stakeholders as service providers, in taking care of visa and other immigration documents are available and can be accessed without difficulty;
4. It will be an additional advantage if the arrangements are located in a warm and moderate climate; and
5. Access to local tourist attractions is also an advantage, as well as programs that enable seniors to visit varied attractions in different areas regularly.

Chapter 2: Senior Living Arrangements in Indonesia

2.1. Introduction

Chapter 1 suggested that the industry of senior living arrangements in Indonesia is still an initial phase of development. It began in the private sector, when *RUKUN Senior Living* began operating on November 11, 2012 in Sentul, Bogor, West Java. This development offers the concept of senior living arrangement as a resort and service apartment. It is equipped with 60 suites of 3 different kinds, with an assessment program for potential seniors as future residents (RUKUN 2012). The development offers:

- a. Hassle free house-keeping and laundry services;
- b. A restaurant providing a la carte and buffet as requested by customers, and a bistro café;
- c. Regular health monitoring, caregiver assistance (when needed) and regular doctor visits; a 24hour emergency system installed in several places in the suites, and a public area within the arrangement, with mobility assistance also available for residents (by request);
- d. In-house facilities such as swimming pool, Jacuzzi and sauna, walking tracks, karaoke and theatre room, activity and hobbies room, gym room, a communal kitchen;
- e. Optional and regular field trips to local tourist attractions (e.g. museums, botanical garden, and heritage sites), visiting religious facilities (e.g. mosque, church, monastery and temple) and to local or preferred shopping avenues; and

Soon the arrangement will also offer villas in the compound for seniors who interested to reside in an individual house-like arrangement.

2.2. Development of Senior Living Arrangements in Indonesia

In September 25, 2014 another senior living arrangement that also offers the concept of senior service apartments and villas had its grand opening. It is named *Senior Living @D'Khayangan*

in Cikarang, West Java, Indonesia (PT. Jababeka Longlife City 2014). The arrangement offers a similar range of facilities, program and activities as RUKUN Senior Living. The difference is in the standard operational procedures they adopted. RUKUN Senior Living adopted a standard from one of the senior living business models in the United States of America. This is because the founders spent some of their times as scholars, scientists, educators and government officials in the United States of America, although they are Indonesian nationals. They were inspired by similar arrangements and believe that senior living is one facility among others that will be needed by Indonesian seniors. On the other hand, Senior Living @D'Khayangan designed programs and activities refer to the Japanese model, because the company (that owned the facility in Indonesia) cooperates with Japanese companies experienced in operating senior living arrangements in Japan.

Earlier in the year of 2014, another senior living arrangement also began operation in the well-known island of Gods, Bali. It is named SadaJiwa, which can be translated as “A Long Life” (SadaJiwa 2014). The founder has an educational background as a medical doctor, who has spent time in and received seminar and training relating to senior living arrangements in Japan. Based on his experience, he established SadaJiwa which prioritizes maintaining the health and wellness of seniors. Thus, it can be said that senior living arrangements in Indonesia were initiated by the private sector, and offer diverse facilities, programs and activities. The arrangements adopted standard operational procedures from similar arrangements abroad. So then, it is necessary to observe whether the standards suit application as originals, or whether they need to be customized, based on the expectations of the resident in each arrangement. Because the residents will come from different countries, the arrangements are dedicated for Indonesian and foreign seniors, such as American, European or Japanese. On the other hand, there is no official national standardization established, as a guidance and standards to evaluate

senior living arrangements in Indonesia. This might be needed in the future, especially when the industry of senior living arrangements has flourished.

Meanwhile, when discussing the target market of senior living arrangements, consideration of the importance to develop the arrangement begins with the observation and experience of the founders. The observation relates to the statistic of the aging population at national, regional and international levels, which projects continuous growth and becomes a potential market to different kind of industries, including tourism. Also, there is the consideration that senior citizens or ‘silver market’ travelers have a number of advantages over younger groups; one of which is that they are not limited to certain holidays. The silver market can travel at any time, and can fill empty hotel rooms during non-peak and shoulder seasons. Another advantage for the silver market is their economic strength. They have a variety of interests related to their daily hobbies, and they have the funds to pursue these hobbies on overseas travel (Funck and Cooper 2013).

Senior living arrangements in Indonesia have potential to grow as one tourism attraction, to generate sustainable revenues, to create more jobs for local human resources, and become a sustainable tourism industry in Indonesia. However, the path to sustainability is accompanied by internal and external challenges. Internal challenges within the companies that initiate the projects begin with the low occupancy rates of the residential areas, which barely reaches 50 per cent in all existed senior arrangements in Indonesia. This indicates that the arrangements are still struggling financially, even after they are operating for two or three years. Although this can be considered as a normal case, because business arrangements need sometimes to develop an awareness of their products or services to the market. But whether the target market

needs such arrangements or not; can only be determined when founders conduct market profile research, and feasibility studies.

Market profile research assists decision makers to become knowledgeable about the current policy, provision level, and demand, especially relating to current and potential consumers and suppliers of a product or services. It helps them to understand the profile of particular market sector they are aiming at, such as size of the market, its growth prospects, and the customer characteristics (Veal 2011). Further, Kelsey and Gray (1986) show how feasibility studies are able to investigate current and future consumer characteristics and demands, together with such aspects as the financial viability and environmental impact of proposed development or investment projects. The decision whether or not to build a new leisure facility or launch a new tourism product is usually based on a feasibility study (Veal 2011). So when we see arrangements that we know that might have operated for four or five years, and still be unable to obtain minimum occupancy, it is advisable to conduct feasibility studies before starting.

The external challenges cover, but are not limited to government policy and the budget availability for public infrastructure and facilities that will support the convenience of senior tourists to travel to the arrangements. External challenges also cover the involvement of several ministries, and national and international associations relating to the sustainability of senior living arrangements in Indonesia. Since the early 1980s, the Indonesian government has acknowledged that the tourism industry should be part of integrated national development. It needs to be supported as one mainstay sector, especially in generating foreign exchange. In this regard, in 2012, the number of foreign tourist arrivals increased by 5.2% to 8.0 million. Short and medium-haul travelers from countries such as Singapore, Malaysia, Australia, China and Japan dominated. Unfortunately, the recent increases in arrivals were accompanied by a decline

in the average length of stay, from 8.05 days in 2010 to 7.84 days in 2011 and 7.70 in 2012. Nevertheless, the contribution of international tourists to Indonesia's foreign exchange earnings progressively increased from USD 7.6 billion in 2010 (+20%) to USD 8.6 billion in 2011 (+12.5%) and USD 9.1 billion in 2012 (+6.6%) as shown in Table 5 (OECD 2014).

Table 5. International Visitor Profile 2009 – 2013

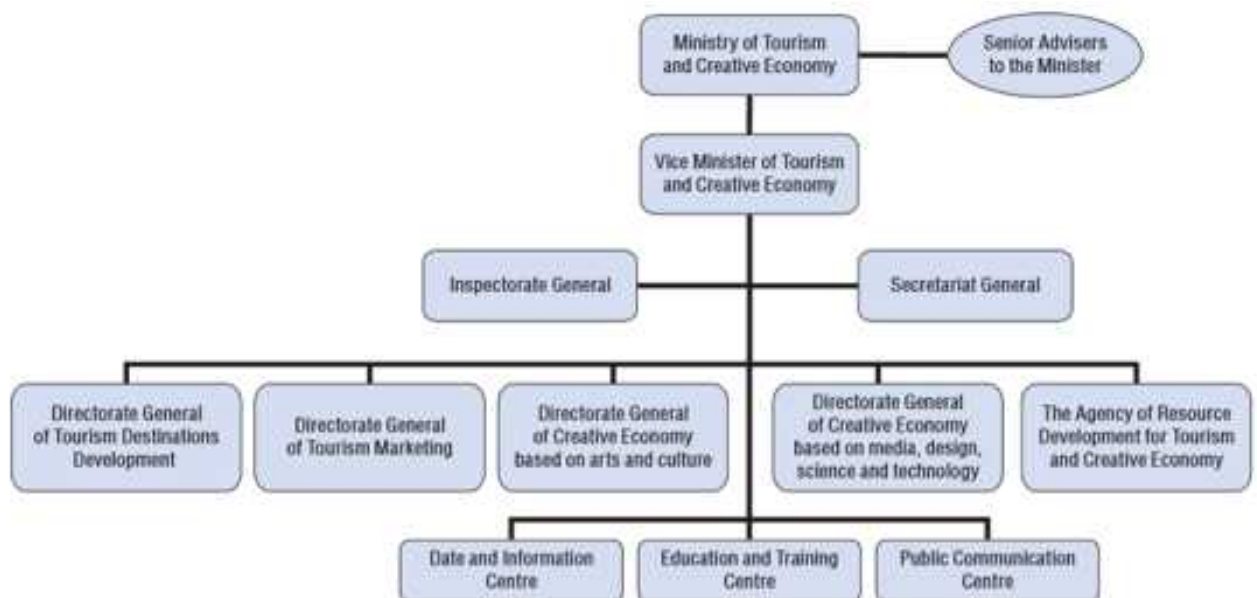
CHARACTERISTICS	2009		2010		2011		2012		2013	
	TOTAL	%	TOTAL	%	TOTAL	%	TOTAL	%	TOTAL	%
TOTAL	6,323,730	100.00	7,002,944	100.00	7,649,731	100.00	8,044,462	100.00	8,802,129	100.00
SEX										
o Male	4,210,706	66.59	4,724,416	67.46	5,122,117	66.96	5,366,423	66.71	5,843,025	66.38
o Female	2,113,024	33.41	2,278,528	32.54	2,527,614	33.04	2,678,039	33.29	2,959,104	33.62
TYPE OF ACCOMODATION										
o Hotel	5,359,218	84.75	5,588,783	79.81	6,045,250	79.03	6,350,697	78.94	6,924,167	78.66
o Residence of Friend	315,012	4.98	440,102	6.28	478,846	6.26	499,687	6.21	543,601	6.18
o Other Accomodation	649,500	10.27	974,059	13.91	1,125,635	14.71	1,194,078	14.85	1,334,361	15.16
AGE GROUP										
o < 15	129,026	2.04	218,262	3.12	300,064	3.92	456,763	5.68	591,667	6.72
o 15 - 24	415,740	6.57	619,244	8.84	668,980	8.74	837,712	10.41	1,047,624	11.90
o 25 - 34	1,660,580	26.26	1,928,808	27.54	2,113,342	27.63	2,180,111	27.10	2,256,004	25.63
o 35 - 44	1,828,268	28.91	1,788,136	25.53	2,030,275	26.54	1,959,592	24.36	2,067,307	23.49
o 45 - 54	1,420,819	22.47	1,320,773	18.86	1,429,461	18.69	1,442,473	17.93	1,472,347	16.73
o 55 - 64	531,007	8.40	664,783	9.49	709,529	9.28	778,399	9.68	690,523	7.84
o > 64	338,290	5.35	462,938	6.62	398,080	5.20	389,412	4.84	676,657	7.69
PURPOSE OF VISIT										
o Business	1,978,434	31.29	2,182,880	31.17	2,333,902	30.51	2,447,344	30.42	2,734,361	31.06
o Official Mission	104,197	1.65	108,592	1.55	114,651	1.50	118,121	1.47	136,800	1.55
o Convention	205,037	3.24	236,082	3.38	251,998	3.30	169,243	2.10	151,933	1.73
o Holiday/ Leisure	3,788,341	59.91	4,148,046	59.23	4,601,326	60.15	4,744,009	58.97	4,972,890	56.50
o Education	29,532	0.47	42,282	0.60	44,611	0.58	49,215	0.61	58,157	0.66
o Other	218,189	3.45	285,062	4.07	303,213	3.96	516,530	6.43	717,988	8.50
OCCUPATION										
o Professional	2,295,858	36.31	2,536,340	36.22	2,680,137	35.04	2,706,240	33.64	2,802,259	31.84
o Manager	1,344,390	21.26	1,661,967	23.73	1,767,310	23.10	1,831,933	22.77	1,900,857	21.60
o Employee	1,262,577	19.97	1,032,455	14.74	1,142,366	14.93	1,224,613	15.22	1,369,348	15.56
o Student	594,349	9.40	708,337	10.11	789,154	10.32	835,861	10.39	838,360	9.52
o Housewife	358,486	5.67	449,411	6.42	466,150	6.09	500,413	6.22	526,816	5.99
o Other	468,070	7.40	614,434	8.78	804,614	10.52	945,402	11.75	1,364,489	15.50
TYPE OF TRANSPORTATION										
o Air Transportation	4,395,749	69.51	4,997,649	71.36	5,446,283	71.20	5,754,847	71.54	6,428,766	73.04
o Sea Transportation	1,874,092	29.64	1,954,829	27.91	2,147,809	28.08	2,241,660	27.87	2,324,954	26.41
o Land Transportation	53,889	0.85	50,466	0.72	55,639	0.73	47,955	0.60	48,409	0.55
LENGTH OF STAY (day)										
	7.69		8.04		7.84		7.70		7.65	
EXPENDITURE Per PERSON (US\$)										
o Daily Expenditure	129.57		135.01		142.69		147.22		149.31	
o Expenditure per Visit	995.93		1,085.75		1,118.26		1,133.81		1,142.24	
REVENUE (million US\$)										
	6,297.99		7,603.45		8,554.39		9,120.85		10,054.15	

Source : Center of Data and Information - Ministry of Tourism and Creative Economy & Statistic Indonesia

Source: OECD (2014).

Tourism development in Indonesia is managed by the Ministry of Tourism and Creative Economy, as shown in Figure 6. There are two directorate generals for the Indonesian tourism bodies responsible for tourism development, they are the Directorate General of Tourism Destinations Development, and the Directorate General of Tourism Marketing. When the government recognized the opportunity to develop senior tourism in Indonesia, they began to establish the policies and administrative frameworks to support this. The government facilitates the private sector to join exhibitions overseas, and coordinates with the Directorate General of Immigration to settle the policy of a free visa fee program for tourists from several foreign countries, including senior tourists. Starting in February 1998 by the Decree of the President of Republic of Indonesia No. 31 of 1998, Indonesia grants temporary stay permits to those foreign tourists who are aged 55 and up.

Figure 6. Indonesia: Organizational Chart of Tourism Bodies



Source: OECD, adapted from the Ministry of Tourism and Creative Economy, 2014.

Source: OECD (2014).

This decree was refined by a Ministerial Decree Number M.04-IZ.01.02 in 1998, and a decree by the General Director of Immigration No. 492-UM.01.10, April 18, 2002. Basically

administrative policies and procedures have been formulated to regulate and facilitate foreign seniors, to allow them obtain a residence permit and all the requirements before and during their retirement in Indonesia. Foreign seniors who are eligible to retire in Indonesia are aged 55 or over. They also need to hold valid passports, submit identification documents, and a curriculum vita. The policy also requires a financial statement from a pension fund foundation or a bank of the applicant's country of origin, or in Indonesia that states the available funds (a minimum of US\$1,500 per month), to cover the living expenses of the applicant in Indonesia. This minimum available fund can be considered high, if we compare it to other countries such as Panama, which only requires US\$600 per month.

Further, foreign seniors can enter Indonesia using Visa on Arrival (VOA), and after a month, they can apply for Limited Stay Permit (*ITAS: Izin Tinggal Terbatas*), valid for a period of 1 year. This permit can be renewed five times (5 years), and if they wish to stay permanently in Indonesia, they can apply for a permanent stay permit visa named *ITAP (Izin Tinggal Tetap)*. Indonesian Retirement Visa regulations require a statement from the applicant to not engage in any business activities, work or project for a living within the country. In other words, the applicants may not work in Indonesia on this Visa. Further, it also offers naturalization for foreign seniors after they obtain a permanent stay permit visa, based on the qualifications established by government regulation.

Other requirement to be submitted are:

1. Proof of medical or health insurance payments;
2. A written statement to employ an Indonesian servant whilst living in Indonesia;
3. Payment of the document fees; and
4. A statement of living accommodation in Indonesia.

When the seniors wish to reside in Jakarta, Bandung, and Bali, the monthly cost of living will be slightly higher than any other areas in Indonesia, which is a minimum of US\$500 per month. Other cities in Java island, Batam and Medan will cost a minimum US\$300 per month and other cities a minimum of US\$200 per month. They can lease or rent houses or apartments. According to the Indonesian Government Regulation Number 41 of 1996 concerning *The Dwelling House Ownership or Occupancy by Foreigners Domiciled in Indonesia*, foreigners can only rent or lease property in the country, not buy. However, there is a recently revised regulation, which enables foreigners to ‘purchase’ a property with the right to use, or the right to manage, for a maximum period of 80 years. It can be inherited by a family member who is foreigner if the person holds a residency permit in Indonesia (Tempo 2016). The freehold, or an absolute right to own property remains closed to foreigners in Indonesia.

Other stakeholders indirectly connected to the development of senior living arrangements, such as the Ministry of Public Infrastructure and Housing are responsible for providing safe, secure and convenient roads and other infrastructure in Indonesia. The involvement of government officials, at both national and local levels, is also crucial in the provision of safe and convenient public transportation. Here, there are some considerations such as budget sufficiency needed to realize the support. Further, the Ministry of Public Infrastructure and Housing needs to cooperate with the Ministry of Health, to provide and maintain a sufficient number of hygienic public toilets to support all tourists as well as seniors. Currently the quality of Indonesian public toilets earned 40 points out of 100, according to The World Economic Forum (Klasika Kompas 2015).

This chapter has highlighted the expectation of public involvement in preserving the quality of available public toilets. It indicates an urgent need for the government to provide safe, secure,

hygienic and convenient public infrastructure, and the involvement of citizens as users to preserve the quality of the infrastructure. This means the awareness is needed to enhance citizen understanding, on how important to use public infrastructures and facilities in a responsible manner, not solely for the growth of senior tourism industry, but to preserve their functions. Thus it can be concluded that Indonesia will have potency as one of the destinations for senior living arrangements for both domestic and international markets, but only when domestic markets realize that they have need for such arrangements; and the cooperation of all stakeholders will cultivate the synergy to frame Indonesian senior living arrangements as a safe, secure, convenient and supporting destination for this target market.

Chapter 3: Research Methodology

3.1. Introduction

Because the cultivation of senior living arrangements in Indonesia is in an initial business development phase, there has been very limited previous research on it, unlike in those countries where the arrangements are already a mature industry. The main objectives of this research were therefore to:

- 1) Predict the future development of senior living arrangements in Indonesia;
- 2) Provide updated information for all stakeholders that are involved in the development of this form of tourism relating to the variables that encourage or discourage the development of the arrangements in Indonesia; and
- 3) Be accepted as the initial milestone for further research on the senior tourism industry in Indonesia, through the initiation of studies of senior living arrangements as part of senior tourism.

Veal (2011) suggests that a descriptive or *exploratory research* design is commonly used in the leisure and tourism field when developing research in a new area of study, for the following reasons:

1. The relative newness of the field;
2. The changing nature of the phenomena being studied;
3. The need to map the new research territory; and
4. The frequent separation between research and action.

Much of the research in a new area of tourism seeks to discover, describe or map patterns of behavior in areas or activities which have not previously been studied in the field, or for which information needs to be updated on a regular basis. As mentioned above, an exploratory design

is particularly useful when researchers lack a clear idea of the problem they will meet during the study. Through exploration, researchers develop clear concepts, establish priorities, develop operational definitions, and improve the final research design (Cooper and Schindler 2013). Aligned with Veal, Cooper and Schindler also mentioned that in exploratory research, important variables may not be known or thoroughly defined, as the area of investigation may be so new or so vague that a researcher needs to explore to learn something about the structure of the field. This is the case with the present study.

Cooper and Schindler (2013) noted that a exploratory research objective may be achieved using a *set* of techniques, such as combinations of qualitative, quantitative and mixed methods, although an operational research design usually relies heavily on qualitative research techniques. In this regard, Kelly (1980 in Veal 2011) made a plea for more qualitative leisure research, suggesting that qualitative research has the following advantages over quantitative research in the leisure context:

- a. The method corresponds with the nature of the phenomenon being studied – that is, leisure is a qualitative experience for the individual;
- b. The method ‘brings people back in’ to leisure research. By contrast, quantitative methods tend to be very impersonal – real people with names and unique personalities do not generally feature;
- c. The results of qualitative research are more understandable to people who are not statistically trained;
- d. The method is better able to encompass personal changes over time – by contrast much quantitative research tends to look only at current behavior as related to current social,

economic and environmental circumstances, ignoring the fact that most people's behavior is heavily influenced by their life history and experience;

- e. Reflecting his first point, Kelly also argued that leisure, including tourism, involves a great deal of face-to-face interaction between people – involving symbols, gestures, and so on – and qualitative research is well suited to investigating this; and
- f. Qualitative techniques are better at providing an understanding of people's needs and aspirations, although some researchers in the psychological field in particular might disagree.

3.2. Case Study

This thesis proposes to use an exploratory case study approach because the sources are limited for research of the senior living arrangements' development in Indonesia. Yin (2009 in Jennings 2010) described the case study in exploratory research as 'exploring' single or multiple cases of the tourism phenomenon to discover uniqueness or characteristics, if no pre-existing empirical materials exist in the public arena. The 'what' is determined. Jennings (2010) explained the advantages and disadvantages associated with the use of case studies. The advantages are:

1. In-depth empirical materials are collected on a single case or multiple cases;
2. Evidence is grounded in the social setting;
3. Study members can check the empirical materials;
4. Member checking may remove researcher selectivity;
5. Methodological triangulation is used (Yin 2009) as well as other triangulation types (Stake 2006);
6. Crystallizations processes are considered.

1. And the disadvantages are: The case study focus is emergent – as the study progresses, the focus is refined rather than the research focus being clearly stated at the outset. This may extend the amount of resources that are required to conduct the study, especially time and money;
2. The research process is subjective as opposed to objective;
3. Evidence may be denied for reproduction based on the use of member checking;
4. The researcher may not act ethically, and consequently empirical material collection, analysis and findings may result in inappropriately interpreted/(re)constructed understandings;
5. Findings are specific to the case study, and are not able to be generalized to other cases.

3.3. Research Questions

Having decided then to base the research for the present study in a qualitative framework, using personal interviews, case studies and observation, the following research questions were developed from the literature review and from the researcher's experience in the field:

1. What do senior living arrangements ideally comprise and is it appropriate to target Indonesian and Japanese seniors as their current market in Indonesia?
2. What are the attitudes and motivations of the current target market towards senior living arrangements in Indonesia?
3. How should policy makers and operators meet the expectations of the current target market towards such arrangements?

To provide answers to these questions, a descriptive (exploratory) research design carried out using qualitative techniques was chosen. For the definition and analysis of the target market a sequence of interviews with selected senior groups were carried out, with the questions being designed to gather information from the current market for senior living arrangements in Indonesia, and then asked of Indonesian and foreign seniors, including Japanese seniors. As a result, in-depth interviews with groups of Indonesian and Japanese seniors having the following characteristics were carried out:

1. Males and females aged 50 and up;
2. Indonesian and Japanese nationals;
3. Retirees or plan to retire in the near future; and those
4. Aware of the idea of senior living arrangements in Indonesia, preferably having visited or resident in Indonesia, or were in an existing particular arrangement.

The research also included interviews with other stakeholders, to identify their involvement in the industry, such as:

1. The founders and/or management teams of existing senior living arrangements in Indonesia (*RUKUN Senior Living's* founder, *Senior Living @D'Khayangan's* Marketing Manager, and *SadaJiwa's* founder);
2. Yasue Katsunobu, The Deputy Consul – General of Japan in Denpasar Bali, Indonesia, the prime area for data gathering, along with Jakarta and Bogor, West Java;
3. Government representatives responsible for regulation and policy, to understand their involvement in supporting the development of senior living arrangements in Indonesia: Mr. Adila Chaerman, Assistant Deputy Director of Promotion to the Asia Pacific Market, Ministry of Tourism and Creative Economy Republic of Indonesia;

4. Prof. Dr. dr. K. Sukardika, Sp. MK, the founder of the Bali Retirement Tourism Authority (BRTA), in order to understand the attitudes and achievements of the non-governmental bodies that have been developing the idea to establish an accreditation body to standardize the system towards senior living arrangements in Bali.

3.4. Data Gathering

The data gathering and analysis exercise was essentially one of determining a few case study areas and groups to make the research feasible in terms of time and support at the Master level. In depth research was not possible, and neither was a comprehensive geographical coverage. For these reasons, Indonesian and Japanese senior communities and living arrangements in Bogor, Cikarang, and Bali were chosen as the prime research site, which also fit well with the researcher's work experience prior to beginning this research and enabled rapid buildup of contacts using previous networks. Further, Beppu, Osaka, and Kyoto are cities in Japan which this research also used for data gathering.

Since the choosing of the sample and data collecting was done in particular units of a unique community, was intended as exploratory research, and was also carried out in specific geographic areas, this research adopted the case study method. While the case study objective is usually to understand the phenomenon by studying one or more discreet examples, all social research is a case study at some level, since all research is geographically and temporally unique (Veal 2011). Also, Yin (2003) stated that the exploratory case study is a type of advantageous research when the objective is to describe the incidence or prevalence of a phenomenon, or when to be predictive about certain outcomes. The strategy also answers the

type of “what”, “who” and “where” questions (or their derivatives such as “how many” and “how much”, that are being asked in this research study.

A case study group of 15 Indonesian seniors and 15 Japanese seniors were interviewed about their attitudes and expectations towards senior living arrangements in Indonesia. Interviews with the 15 Indonesian seniors and 10 of the Japanese seniors were conducted between August and September 2015 in Indonesia. These were started by visits to the RUKUN Senior Living facility in Bogor, West Java, to interview the arrangement’s founders, Indonesian senior guests and residents. This was because this facility has more regular Indonesian independent senior residents and guests (compared to other sites), who are residing in or visiting it to enjoy the facilities and events. Further, RUKUN is familiar with the researcher, because she had worked for the owner to build the arrangement’s infrastructure and the system. This personal experience supported the approach to the management team of RUKUN, and their cooperation for the interviews with senior guests and residents. Other than RUKUN, two facilities in Jakarta were surveyed to complete the sample of 15 Indonesian seniors.

To develop and contact the equivalent Japanese cohort, this research chose the Bali area to conduct interviews of a unit of 10 Japanese seniors, because it has a significant Japanese community. This condition matched to one of the study’s desired interviewee characteristics, which required seniors to have visited or to be residents in Indonesia. During an interview for this research, Katsunobu-san, the Deputy Consul – General of Japan in Denpasar, mentioned that there are roughly 2800 Japanese seniors who reside in Bali and Lombok, West Nusa Tenggara. The interviews required that there were two translators who worked interchangeably, to resolve the language barrier with Japanese seniors who reside in Bali.

Additional interviews for a unit of 5 Japanese seniors were conducted between February and March 2016 in Beppu, Oita, and Osaka, Japan. There was no translator needed during these interviews as all the interviewees are capable to communicate both in English or Bahasa Indonesia.

3.5. Summary

In summary, this research was conducted through interviewing the 30 interviewees one by one to collect the data, and all were able to answer the 16 open-ended questions. This was achieved in a semi-structured interview designed to support them to have a freedom to reveal their personal attitudes and expectations towards senior living arrangements. In respect of the decision to interview a unit of 10 Japanese seniors who reside in Indonesia, the research needed to understand the attitudes and expectations of a likely target market, who presently reside in the country where the senior arrangements that may be addressed in the future for them are flourishing. This research also chose to interview a unit of 5 Japanese seniors in Japan, who were former residents in Indonesia, again because it needed to understand their attitudes and expectations towards Indonesian senior living arrangements after they had left the country as a form of cross-checking. Finally, the reason why this research conducted interviews with a unit of 15 Indonesian seniors is because all the existing arrangements target them as the current market.

Chapter 4: Research Findings

4. 1. Research Findings

4.1.1. The Attitudes of Indonesian Seniors towards Senior Living Arrangements in Indonesia

This research was able to interview 15 Indonesian seniors who were diverse in their:

1. Current or last profession (before they retired), e.g. University Professor (Emeritus), company owners, retired professionals, architects, and retired government officials;
2. Income (from seniors who have no income, to seniors who are having a middle-up income for their retirement);
3. Traditional tribes, e.g. Javanese, Chinese Descendant, *Betawi*, *Manado*, Sundanese.

However, they have one thing in common, their experience of visiting or residing in senior living arrangement in Indonesia. Most of them shared their admiration towards the idea of a particular arrangement, which is considered as a pioneer because senior living industry is just beginning to flourish in Indonesia. Further, they also state their amazement on how the arrangement operators have developed the infrastructure, system and facilities, which enables the arrangement to provide programs and activities to maintain seniors' independence, dignity, health and wellness.

Some seniors who had just visited the arrangement for the first time, believed they had not heard about the form of arrangement before, and they thought the arrangement has the same function as senior homes. The only difference is that the senior living arrangement they visited, is not only offering basic and simple senior homes' facility and service. It is offering luxury which can only serve seniors with a middle-up income background. With a middle-up income background, this group of seniors are able to access information relating to similar

arrangements abroad, in which they might visited or read about their existence. The privilege which seniors from middle-low to no income groups can not access, and that is the reason why these two groups and their grown up children hardly ever, or have never heard about senior living arrangements.

In general, Indonesian seniors' attitudes towards senior living arrangements are:

1. Some of them had hardly ever, or had never heard about the concept of senior living arrangements being developed in Indonesia, this brings the need to build awareness towards the existence of particular arrangements;
2. Since the concept of the arrangements is somehow still foreign for Indonesian seniors and their grown up children, it will take times for the arrangements to be accepted by their current target market;
3. The arrangements might not be accepted by current Indonesian seniors, but the next generations might consider accepting and moving in to the arrangements. This is because they are aware of the norms and their needs are shifting. There will be times where grown up children are unable to take care of their elderly because they are busy with their own careers, family and life. This will be the moment when their retired parent wants to find their own way to spend their retirement, without disturbing their grown up children. This awareness will lead to the need for senior living arrangements;
4. For Indonesian seniors and their adult children who are aware of this type of arrangement, their point of views is divided into two camps:
 - a. They support the idea of senior living arrangements in Indonesia, and some seniors from this camp are residents in particular arrangements, which they self-financed or are being morally and financially supported by their grown up children;

- b. Indonesian seniors who do not support the idea of residing in senior living arrangements, while their grown up children also agree not to support the idea of having their parent live in particular arrangements. This unsupportive action is closely related to Indonesian culture, which emphasizes the involvement of grown up children in caring for their elderly, instead of sending them to senior living arrangements. This culture drives a pride in which grown up children have to maintain in order to be aligned with social desirability, as ones who do not take care of their elderly relatives will be considered as perfidious children, and most society members will condemn them;
5. Indonesian seniors and their grown up children still consider that the package price for the accommodation, programs, and activities offered by the arrangements is expensive. This is not affordable by seniors and their families who come from a middle-low income background;
6. Indonesian seniors with middle-low income who have no children or family who can take care of them, prefer to move in to senior homes which are more affordable despite their all limitations in delivering their programs and services; and
7. Indonesian seniors with middle-up incomes who still feel reluctant to consider retiring in senior living arrangements, because they are concerned about losing their privacy, independence, and they are still able to access different ranges of programs and services from home.

Although most Indonesian seniors still feel reluctant to consider to retire in senior living arrangements, there are few who have decided to move in to particular arrangements because of various motivations:

1. Hassle free house-keeping services, as the arrangements take care of all their resident's house-keeping issues, from cleaning the suites, laundry, and all the bills';
2. The diverse facilities and programs offered and designed for seniors to maintain their independence, health and wellness;
3. The satisfying service and hospitality delivered by the arrangements' friendly, skillful, honest, dedicated, and sincere staff;
4. They are enabling the residents to develop new friends and community with their peers; and
5. The arrangement has a serene and peaceful green environment, which is longed for by the residents.

Indonesian seniors as residents of or visitors to senior living arrangements, have several expectations towards the arrangements:

1. A cost-friendly package for seniors with middle-low income;
2. They promote and build awareness by:
 - a. Word of Mouth Marketing (WOMM). When satisfied resident or guest share their stories of how amazed and contented they are about the services, programs and activities managed by the arrangements, with their family and friends. Traditionally WOMM refers to a verbal endorsement. But now WOMM has evolved into social media forms, such as mentioning in Twitter, likes on Facebook, travel bloggers' articles, and customers' testimonials on Trip Advisor;
 - b. Hold promotion events, such as seminars, workshop, singing and dancing competitions in the living arrangements; and holding regular event where resident can invite their fellow seniors who are not resident, to introduce the arrangement;

- c. Coordinate with the government to hold or join promotional event in Indonesia or abroad.
3. Regarding food, they expect more on:
 - a. Indonesian traditional dishes;
 - b. Healthy and tasty variety of dishes, in small portions, as seniors usually do not consume big portions at once;
 - c. Compliance with hygiene and sanitation standards.
 - d. Regular discount on the foods.
4. Separate seniors who are residents of senior living from residents who already need to reside in assisted living facilities, because they latter have different needs and treatments. Sometimes residents of senior living will argue with fellow seniors who already need assisted living facilities.
5. Provide senior villages with villas or housing-like model facilities, other than serviced apartments, because some seniors believe their privacy will be preserved better in this form of accommodations;
6. Add facilities which enable seniors to do gardening and fish farming;
7. Develop a comfortable public road and transportation facilities to access the arrangement;
8. Have a sufficient number of qualified staff;
9. Adopt more Indonesian culture and art to develop an atmosphere to comfort Indonesian seniors;
10. Develop an environment and regulations that enable seniors to maintain their career, interest and hobbies; and
11. Preferable location for senior living arrangements are cities in Java island, such as Jakarta, Bogor, Yogyakarta, Malang, Tegal and Semarang.

Indonesian seniors who were interviewed, said that they prefer to retire in Indonesia compared to other countries they ever visited or lived in, because:

- a. They have no language barrier;
- b. Indonesian food and culture is where the nation's unity in diversity fits them;
- c. There are friendly people and environment;
- d. There is a moderate cost of living; and
- e. A moderate and warm climate.

However, they also mentioned that there is no government support for their retirement plan, unlike the government support in developed countries, where seniors with low incomes can have government financial support on a monthly basis, or enjoy discounts on public transportation fares and foods.

4.1.2. Japanese Seniors Who Reside in Indonesia Welcome the Idea of Senior Living Arrangements

Ten Japanese seniors who reside in Indonesia came from different professional, educational, and level of background incomes. Some of them had resided in Bali for over 40 years, while others had resided for eight, five or one year. Two of them who had resided in Bali for 40 years have their own tourism and travel businesses, which serve Japanese who want to visit Indonesia, especially Bali, for their vacations. Their, and other interviewees' experiences, give various valuable views on how the idea of senior living arrangements in Indonesia needs to be designed and addressed for them. They shared the reasons why they chose to retire in Indonesia better than in other foreign countries. They said this was because of these comparative advantages:

1. Some of them had no experience of living outside Japan, other than in Indonesia. So that to retire in Indonesia seems ideal to them, as they are already familiar with the country;
2. The characteristics of Indonesian people that the Japanese find comforting are that they believe Indonesians are mostly warm and friendly, have a culture to help each other, are resilient, are survivors, and these qualities can prevent Japanese feeling lonely, when they reside in Indonesia and interact with Indonesians;
3. There is a moderate and warm climate; lovely green scenery, blue-skies and seas;
4. There is moderate and affordable cost of living, comparing to other ASEAN countries such as Malaysia which requires ¥ 5.000.000 deposit to start to reside in, or Chiang Mai, Thailand where the cost of living is raised gradually;
5. Many things can be 'solved' with money. Indeed, this statement is not always having a positive implication, as it implies an Indonesian is taking advantage of foreigners. This is a negative behavior that should have consequences and punishment, to introduce a deterrent effect in order to eliminate, or to reduce the same negative behavior in the future;
6. After the economic crisis in the late 1990s, Indonesia displayed stability and security at the National level, which convinces Japanese seniors to move in to and retire in Indonesia; and
7. While the best place for Japanese seniors to reside in Indonesia, according to their consideration, is still Bali.

Further, Japanese seniors who reside in Bali shared their attitudes towards the idea of senior living arrangements in Indonesia:

1. The arrangements should be located around the Japanese community and able to access it (so far, they refer to Denpasar, the capital city of Bali), because most Japanese are not

very social nor as flexible as Indonesian in their interactions. So that when Japanese seniors still reside among a Japanese community, they will not feel lonely;

2. Arrangements should establish a cost-friendly package for Japanese seniors, so that it becomes affordable for them to move in;
3. A potential market by gender might be male Japanese seniors, then female ones. This is because in the Japanese tradition, female seniors will be taken care by their grown up children, while male ones are still able to reside anywhere they prefer to, including residing abroad, such as in Indonesia;
4. An arrangement should be located in an area having similar behavior or able to tolerate the Japanese culture that involves drinking to relax, golfing, playing tennis, or going to *onsen* communal bath to relax and socialize;
5. They support the idea of an arrangement which supports seniors' independence, dignity, health and wellness;
6. Arrangements can be the best solution for Japanese seniors who have no children, no spouse, or family to take care of them;
7. Japanese seniors' grown up children might view the arrangements as a helpful facility because they help these grown up children to take care of their parents; and
8. Some Japanese seniors do not want to move in into such arrangement in Indonesia, they prefer to reside in a house-like facility around Denpasar which they rent or lease, and they will come back to Japan if they experience a decline in their health. This is because Japan provides free medical care for seniors, which has been paid by their taxes when still in productive work.

Japanese seniors also shared their expectations on senior living arrangements in Indonesia.

They want such arrangements to:

1. Develop programs and activities which are enjoyable and support their independence, freedom, dignity, health and wellness, such as regular tours and field trips, gardening, fish-farming, learning different language sessions, computer learning, craftsman, *onsen*, voluntary work and project, sport and gym facilities;
2. Develop arrangements within Japanese communities, within reachable proximity of hospitals, qualified medical doctors, airports, library, and supermarkets with Japanese products;
3. Locate the arrangement around good medical facilities and doctors with affordable prices;
4. Provide a varied but simple Japanese menu on a daily basis, with the variation of a little different menu from Indonesia or other countries;
5. Research the target market's needs and expectations, as different markets have different characters and needs;
6. Develop a one stop service for seniors, from senior living, assisted living, senior home and hospices;
7. Have well-trained staffs with Japanese language proficiency and understanding of Japanese culture;
8. Ensure that the arrangements emphasize their brand as senior living, not senior home or assisted living, and to name the arrangement with a pleasant name of flowers or animals;
9. Develop a management system based on proven and tested Japanese system;
10. Locate the arrangement around public roads and transport;
11. Develop better standard of cleanliness and comply to it, e.g. garbage management;
12. Develop cost-friendly packages to become resident in the arrangement, which are supposed to be cheaper than the price in Japan;

13. Develop the arrangement with a Japanese style design, which still maintains the resident's privacy, e.g. a house or apartment which enables the air to circulate freely, has tatami rooms, and is surrounded by green scenery; and
14. Employ counselor to overcome quarrels between Japanese seniors, which sometimes happen.

Based on Japanese seniors' experience while residing in Indonesia, they were able to share thought on some potential problems which might occur during the establishment of senior living arrangements for them:

1. Sometimes like any other project, it becomes completely commercial and business minded, neglecting the social and humanity side;
2. Existing arrangements in Bali are located quite far from the city, this makes Japanese seniors hesitate to move in, because it will take time to access the closest hospitals, supermarkets which selling Japanese groceries, airports, and the Japanese community that mostly resides in the city of Denpasar;
3. The uneven distribution of compatible hospitals and doctors in general in Indonesia maybe a problem;
4. The insurance coverage system needs to be regenerated in the interests of the costumer;
5. Underdeveloped public roads and transportation, postal and delivery services, electricity and water supply facilities;
6. Different cultures and habits between Japanese and Indonesia; this refers to:
 - How corruption in Indonesia is endemic, which causes the failure of so many projects, including the development of public facilities;

- The price of many things tends to be more expensive for foreigners, including the Japanese in Indonesia;
 - Some Indonesians tend to take advantage of foreigners, for their personal interest;
 - The quality of housing structures in Indonesia tends to be lower than in Japan;
7. Insufficient number of staff with compatible Japanese language to communicate and interact with Japanese seniors;
 8. The Japanese government is not supporting their senior citizens to retire abroad, instead they encourage their seniors to retire in small cities throughout Japan, which are experiencing population decline; and
 9. The Indonesian government policy that does not allow foreigners to buy property permanently; they can only lease, rent or use the property for up to 80 years, although it can be inherited, as long as they also hold a residential permit in Indonesia.

Governmental support mechanisms that Japanese seniors are able to share are:

1. Japanese government: financial support as social security for seniors with low incomes, free and discount fares for public transportation, health and medical services, support of the events to strengthen Japan-Indonesia ties; and
2. Indonesian government: free visa-fee; entrance fee discount to tourist attractions.

However, they also have some suggestions or expectations for the Indonesian government. In order to attract more Japanese tourists in general, and Japanese seniors in particular, the Indonesian government should:

1. Review and revise the policy on visas for retired foreigners, to simplify the process of renewal and that to obtain permanent stay visa;

2. Open more direct flight to the primary destinations of Japanese tourists, which is Bali, and manage Bali to be the main hub for Japanese to enter Indonesia, before they arrange their trips to other destinations. This is because most Japanese know Bali before other destinations, and Bali is their primary destination before they learn about other tourist destinations in Indonesia. They feel they waste their time and money to enter Indonesia through Jakarta, which currently functions as the main hub to enter Indonesia. This suggestion was mentioned by Mrs. Makiko Iskandar, one of the Japanese leaders in Bali. She has been residing in the island for over 40 years and has been very successful in developing her tourism and travel company. There were times her company was able to attract 300.000 Japanese tourists per month, for a consecutive 12 months. She is also actively contributing to increasing the welfare of Japanese community in Bali. For her achievement, she is appointed as the Chief of Japan Club in Bali, and received the honor “The Order of the Rising Sun, Gold and Silver Rays” from the Emperor of Japan;
3. Support and hold more promotional events in Japan and Word of Mouth Marketing (WOMM);
4. Maintain the country’s overall economic stability, with a moderate and affordable cost of living;
5. Locate sufficient budget to develop sufficient and qualified public facilities, such as hospitals, public toilets, roads and transportation, postal and delivery services, electricity and water supplies; and
6. Locate sufficient budget and promote an integrated effort to develop a better education system to educate Indonesia’s tremendous quantity of human resources, to obtain honest, dignified, resilient, persistent, and hard-working individuals, which will support the tourism sector in developing better human resource management systems.

4.1.3. Interviews with Japanese Seniors Who Reside in Japan but Have Had Experience of Having Visited or Been Resident in Indonesia

This research was able to interview 5 Japanese seniors who have had the experience of residing in Indonesia for a number of years. Two of them lived there for 3 years, another for 10 years, and the last two had lived for a year in Indonesia. Two of them are currently university professors, one is a retiree, and two are still working as professionals. They were being assigned to work or to study when they lived in Indonesia. The lengths of time they stayed in the archipelago enables them to travel to measure and justify which part of the country they would prefer to reside in, if they decided to retire in Indonesia. Basically they long for a cooler environment, with green scenery, fresh air and water, where they can indulge their hobbies to plant vegetables and fruits, and experience no heat shocks. Specifically, they mentioned:

1. Bali;
2. Bogor (with highland named Puncak and Tea Garden of Cipanas);
3. Bandung, the capital city of West Java;
4. Yogyakarta;
5. Surakarta (Solo) because the city is very peaceful;
6. Semarang (the capital city of Central Java), because the city has sufficient facilities to access qualified hospitals, doctors, supermarkets, and roads; and
7. Cilacap, Central Java, because of its clean beaches, low cost of living, and affordable golf-court facility.

They were also able to share their point of view regarding the comparative advantage which Indonesia has in senior living arrangements, compared to other countries:

1. Promising natural resources: oil, archipelago, natural gas, good mediator on the case of the South China Sea, and good coordinator of Moro and the Philippines case;
2. Naturally warm and friendly people, such as Javanese culture with very mild community who live in harmony, help each other (collaborate, *tonarigumi* in Japanese), and respect each other beyond their diversity;
3. Rich in traditional tasty foods;
4. They find no difficulty in communication as they comprehend and are able to communicate in the Indonesian language; and
5. The overall atmosphere of Indonesia, which they love and is able to comfort them.

However, when they are asked on their and other Japanese attitudes towards the idea of senior living arrangements addressed for them in Indonesia, their responses in general do not sound very supportive:

1. Japanese seniors who have never gone abroad, will not consider retiring abroad, including in Indonesia. Their barrier is mostly language, followed by the fact that not all Japanese seniors are able to finance their retirement abroad, and even the idea of going abroad is still foreign to some of them;
2. One of the interviewees was a University Professor in International Relations, who currently lectures at Ritsumeikan Asia Pacific University, Japan. In the early 1990s, he was posted to the Japanese Embassy in Jakarta for 3 years, as the third secretary. He is not sure whether the idea of developing senior living arrangements in Indonesia that particularly targets Japanese seniors, will be successful. Because he believes Japanese government doesn't encourage their seniors to relocate overseas, due to the population decline which Japan has in recent years. If they are advised to relocate by Japanese

government, they are encouraged to relocate to small cities throughout Japan, rather than to relocate overseas;

3. Indonesia is not as prepared as Malaysia, which manages to offer more affordable arrangements, an English speaking country, better medical facilities, and integrated and easier system and process to welcome Japanese seniors. This integrated system yields a convenient atmosphere for Japanese seniors to retire in Malaysia. He also said that the Philippines starts to catch up by offering similar products and services for Japanese seniors;
4. Grown up children might not agree to let their parent reside in senior living arrangements in Japan let alone foreign countries, given the case that involved a nurse who killed her senior patient in a Japanese senior home, and other similar cases that are rooted in the problem of the insufficient number of nurses and caregivers to care for the seniors. This problem leads to overload for those who already work, and this overload can cause burnout, which might yield to harmful behavior, such as killing their senior patients;
5. Japanese seniors are attracted to retire in Indonesia, including one of the interviewees, because Japan's high cost of living, and declining birth rate mean it is not easy to have caregiver or nurse who is in her productive age. Conversely, Indonesia has a big group of younger population. Further, he believes the economic development in Indonesia will bring prosperity which will support the tourism industry, including the senior tourism one;
6. Although hot spring facilities can be found around the globe, to some Japanese seniors, genuine Japanese *onsen* facilities are ones that are irreplaceable by other similar facilities abroad. Since the culture of bathing in *onsen* for Japanese is considered vital, this can lead to a decline in the desire to retire abroad; and

7. Another interviewee has a plan to retire to Indonesia, but he doesn't want to retire in one senior living arrangement, as he already calculated that his pension fee will not be sufficient to finance him to move in to a particular arrangement.

Although not all interviewees have a plan to retire in Indonesian senior living arrangements, they were still able to share their expectations towards such arrangements. They should:

1. Provide Japan's standardized medical care, programs and activities, delivered in the Japanese language;
2. Provide skillful and dedicated Japanese speaking staff in the arrangements;
3. Develop within the area with hospitals and other qualified medical facilities;
4. Develop comfortable accommodation and hospitality.

They have some expectations of the Indonesian government also; if the government really wants to support Indonesian tourism development, especially senior tourism that particularly targets Japanese seniors. They should do this by:

1. Locating a budget dedicated to the development of adequate public medical-health facilities and mass transportation; and provide
2. Taxation relief for foreign seniors who decide to retire in Indonesia.

Meanwhile, they also acknowledged some support is required from Japanese government for seniors to:

1. Provide nurses and care workers from abroad to work in Japan, and to take care Japanese seniors;
2. Free or discount fees on varied public transportation;
3. Support seniors to move in to small cities throughout Japan;

4. Provide public toilets for seniors; and develop a
5. Taxation relief program for seniors.

Further, based on their experiences when they were posted in Indonesia, they are able to share their views on some potential problems, which some of them mentioned previously in Japanese attitudes towards the idea of particular arrangements. These views may arise and challenge the growth of senior living arrangements in Indonesia that are dedicated to hosting Japanese seniors:

1. There is no pull or demand from Japanese seniors towards senior living arrangements in Indonesia that targets them;
2. The Japanese government does not support their seniors to retire abroad, including in Indonesia. This can result in an only modest form of support from the Japanese government, which is detrimental to the effort of Indonesian stakeholders to promote the arrangements for Japanese seniors;
3. Differences in religious culture; Indonesia has an Islamic majority, while Japan has a Buddhist majority religion and culture. This difference has the potential to make Japanese seniors feel uncomfortable about retiring in Indonesia, for example: Japanese dislike the loud sound of *Athan* (the Islamic calling for *Muslim* to pray) five times a day, especially with the praying time at dawn when most of them are still sleeping;
4. Indonesia has not established an adequate transportation system; big cities experience traffic jams, both big and small cities still have uncomfortable public roads and transportation facilities, and there is no precise time-keeping on public transportation systems;

5. Service in many sectors can not be well-established as the result of complex chains of bureaucracy;
6. There is a language barrier where not many Indonesians are able to communicate in Japanese;
7. The safety and security issues in some areas in Indonesia that are not very safe to travel in; and there is an
8. Insufficient number and uneven distribution of qualified medical care and hospitals in Indonesia. However, most Japanese put the availability of medical facilities in their top scale of priority.

Beyond these potential problems that may challenge the development of senior living arrangements in Indonesia for Japanese seniors, the interviewees shared their thoughts on how to attract more Japanese seniors to move into such arrangements:

1. Promotion and advertisement;
2. Collaborate with well-known Japanese companies in developing the arrangements, because the Japanese are great believers in Brands. It is easier to convince a Japanese customer to consider to move into the arrangements when they have Japanese management system to deliver their products and services;
3. Ensure adequate internal transportation facilities to serve the seniors;
4. Develop golf facilities or locate the arrangements where a golfing establishment is within a reachable distance; and
5. Develop the arrangement in a moderate and cool climate, with good dishes and a city atmosphere.

4.1.4. The Attitudes of Other Stakeholders in the Senior Living Industry in Indonesia

The stakeholders from the private sector who were able to be interviewed for this research starts from the founder of RUKUN Senior Living, Herman Kwik, PhD. He learnt the concept of senior living arrangements when he lived in the United States of America. He is inspired by his father's unflinching faith that, one day, the arrangements will be needed by seniors in Indonesia. They believe values are shifting, where Indonesian seniors need to maintain their vibrant, independent, active and healthy life, after they retire, while their grown up children are working professionals who are unable to care for their parents. Senior living arrangements will therefore arise to accommodate the need of their affluent seniors. Although the arrangements still need to build the awareness in target markets and families, in regard to its function, programs and activities, he believes this industry will thrive. The RUKUN arrangement customizes the management system of senior living arrangements, which was originally developed by an American corporation that has had experience in managing senior living arrangements for over 30 years. RUKUN targets Indonesian seniors and foreign seniors with an English speaking background, as the arrangement's staff are expected to be equipped to communicate in English, as well as the Indonesian language.

Similar to RUKUN, another arrangement named Senior Living @D'Khayangan also targets Indonesian seniors and foreign seniors with English speaking background. A similar reason also applies, that the arrangement's staff is equipped with the ability to communicate in the English and Indonesian languages. Although the arrangement is a result of collaboration between an Indonesian property based company and a Japanese senior living operator based company, it still needs more time to declare the arrangement targeting Japanese seniors. D'Khayangan's Marketing Manager, Trisno Muldani noted that the arrangement is still

preparing their staff to be able to communicate in the Japanese language, to welcome Japanese residents.

The same preparation to welcome Japanese seniors is also the concern of dr. I Gede Wiryana Patra Jaya, M.Kes, the founder of SadaJiwa – Bali Healthy Aging Facility. A Balinese medical doctor with understanding of Japanese seniors' characteristics, needs and expectations, as he has had experience of seminars, training and workshops in Japan, including in caring for Japanese seniors. He established the arrangement, not only for Japanese seniors, but also other foreign seniors, and of course, Indonesian seniors. Aside of the economic interest, the founder established the arrangement also for social purposes. He enables the system he initiated with the ability to give regular support to local seniors, from middle-low incomes, to access medical treatment in the arrangement. However, he and his management team are very careful in recruiting staff for the arrangement. Together with RUKUN and D'Khayangan; SadaJiwa is also in its initial phase of development, where there are only a limited number of residents in the arrangement, so they do not need to recruit a large number of staff to care for them.

According to Mr. Adila Chaerman, Assistant Deputy Director of Promotion to the Asia Pacific Market, the Ministry of Tourism and Creative Economy Republic of Indonesia, it is ideal to target Japanese seniors, despise of some limitations that Indonesia still has in that particular market. The ministry has begun to establish tourism developments in Indonesia that target the silver age market, including Japanese seniors, based on the strategic considerations that:

1. Indonesia continues to experience the increase in foreign tourists visiting from Japan. In December 2014, Japanese tourists visiting Indonesia reached 486,687 people; an increase of 1.54% compared to the previous year's 479,305; and that

2. Japanese seniors spend an average of \$2200 to \$25000 when traveling to Indonesia, compared with younger age groups (\$1500 to \$1700).

2015 was the year that the Tourism and Creative Economy Ministry in Indonesia declared the program of Indonesia to be one of the Silver Age Tourism Destination. Attracting Japanese seniors to visit and to retire in Indonesia is one among other markets that needs to be pursued in order to maintain this achievement.

On the case of Bali, Mr. Yasue Katsunobu, The Deputy Consul – General of Japan in Denpasar mentioned that in Bali and Lombok there are about 2800 Japanese seniors whose names are registered at the Consulate General Japan in Denpasar. He believes that the real number is actually beyond what it is registered, because some Japanese seniors do not register their names. The registration is basically important for the Consulate General to deliver one of their functions, which is delivering the updated policy and regulations of the Indonesian government, and helping to determine how these impact the life and security of Japanese who reside in Bali and Lombok. He also acknowledges that SadaJiwa as one of the senior living arrangements in the private sector, strives to provide Japanese seniors in Bali with an alternative form of residential facility, which is equipped with health and medical facilities. This is because the founder has a medical background.

Mr. Katsunobu was also able to share some of the feedback he got from the Japanese seniors and himself who had visited the arrangement:

1. Encouraging feedback:

- Employs Indonesian nurses who have experience as *kangoshi* (nurse and caregiver for Japanese seniors in Japan). Their experience is valuable to care and to communicate with Japanese seniors;
- They serve healthy dishes;
- They provide round the clock medical assistance.

2. Discouraging feedback:

- Located a bit far from city center, which is unfavorable for Japanese seniors who need to ensure that the arrangement should be located not far from the city center and the facilities they need, such as Japanese community they are usually involved with, supermarkets with Japanese groceries and product, hospitals and local tourist attractions;
- Housing design with a lot of enclosed spaces, similar to a hospital. This is also unfavorable for Japanese seniors, which prefer a housing design with more open spaces, to enable the resident to enjoy the fresh air and green scenery from inside the house.

Mr. Katsunobu also shared the Japanese community's expectation towards senior living arrangements in Indonesia, in which that they hope the arrangement will not merely have an economic orientation to generate profit, but also adopt some social orientation in caring for Japanese seniors. He also suggested that the operators of senior living arrangements in Indonesia only accept Japanese seniors as their residents as long as they have guarantors in Japan that can be contacted to support the seniors or to welcome the seniors back to Japan, if they wish to, or if they have some illness which needs to be treated in hospitals in Japan.

In regards to developing standardize arrangements and environments for senior tourism in Bali, Prof. Dr. dr. K. Sukardika, Sp. MK, the founder of the Bali Retirement Tourism Authority (BRTA) in 2012, believes that an accreditation body is needed to establish standardization towards senior living arrangements in Bali. This consideration is one among other functions as he strives to establish an accreditation body for senior tourism in Bali. Further he proposed the comprehensive function of BRTA should be:

1. Promoting Bali as senior tourism destination; and
2. The only public institution that posses the accreditation function for environment and facilities for seniors in Bali. Accreditation to standardize facilities covers 9 components: health-wellness facility, building, safety-security, transportation, entertainment, human resource development, management, finance and insurance.

However, this initial accreditation body is limiting the function of stakeholders from the tourism industry only to promotion and marketing, instead of collaborating with them to establish an integrated standardization for accreditation. The function of tourism and health-wellness concepts need to be adopted with the equal capacity, as the seniors come as tourists who want to enjoy their retirement in Indonesia, while having a good access to the health-care facility in the arrangements and surrounding area. Further, the founder also shared that the ratification process as the only accreditation body for particular senior tourism in Bali, proposed by the Governor of Bali Province to the Indonesian House of Representative, is being suspended.

This may be that becoming the only assessor body in senior tourism facilities, particularly in Bali, overlaps with one of the missions of the Association of Indonesian Senior Living

Arrangements (*Asosiasi Senior Living Indonesia/ASLI*) which was initiated by various groups in business, government, and observers of the elderly. ASLI aims to have developed standards of service and quality of Senior Living or Aged Care Industry in Indonesia, which are recognized nationally and international (asosiasiseniorlivingindonesia.com 2015). Further, this association has a vision to:

1. Improve and to raise awareness of the quality of Indonesian senior living arrangements' facilities and services; and
2. Achieve a healthier and dignified lifestyle for seniors, while creating a conducive environment for both national and international stakeholders.

The other stakeholder interviewed for this research were immigration officers from two different immigration offices in Denpasar Bali. They shared the following:

1. They just learnt of the recent policy of free visa fees for tourists from several countries;
2. Sometime the socialization towards new policy or regulations comes later to local institutions, after it applies, which can cause confusion for the officers in the field and sometimes, the new policy and regulations are not supported by an adequate infrastructure to enforce them; and
3. As of September 2015, there were 3400 given retirement visas for the Bali area only.

4.2. SWOT Analysis of Senior Living Arrangements in Indonesia

This study uses a SWOT analysis based on the interview results to predict the development of senior living arrangements in Indonesia:

A. Strengths

1. Indonesia has a diverse culture; some of it is similar to Japanese, which makes Japanese seniors feel comfort and find similar atmosphere like home;
2. A friendly and helpful society;
3. A moderate (warm and cool) climate;
4. The arrangements may be blooming for Indonesians by the next generation of Indonesian seniors;
5. The arrangements offer to maintain seniors' independent, dignified, and healthy way of life;
6. The arrangements offer enjoyable and comfort facilities for their residents; and
7. Indonesia has an affordable (moderate) cost of living, as a developing country, compared to developed countries senior tourists may visit.

B. Weaknesses

1. Based on the price-lists of the packages, the arrangements are considered as luxurious arrangements that only seniors from a middle-up income background are able to access. The price is not affordable for seniors from a middle-low income background;
2. Most Indonesian seniors and their family members, are still unfamiliar with the concept of senior living arrangements, they can not differentiate these arrangements from senior homes;
3. Indonesian culture is not supportive of the development of the arrangements, when they target Indonesian seniors of this generation;
4. Indonesian seniors who come from a middle-up income background, who are basically able to finance themselves to reside in the arrangements, are still reluctant to move in, because they worry about losing their privacy and independence;

5. Japanese seniors find a language barrier between them and most Indonesian people, because most Japanese seniors are not proficient in the English or Indonesian language, while most Indonesians are not proficient in the Japanese language; and
6. Current senior living arrangements that targets Japanese seniors in Bali, are located a bit far from the city center, which is unfavorable for Japanese seniors who need to ensure that the arrangement should be located not far from the city center and the facilities they need, such as the Japanese community, supermarkets with Japanese groceries, hospitals and local tourist attractions.

C. Opportunities

1. Indonesian and Japanese aging population is growing;
2. Japan's declining population leads to a declining number of native nurses and caregiver for Japanese seniors, therefore Japanese seniors with experience of visiting or living in Indonesia may consider to retire abroad, including in Indonesia;
3. The stability of the Indonesian government, social, politic and economic development will lead to Japanese seniors' trust that they will obtain the safety and security needed to retire in Indonesia; and
4. Senior living arrangements have become one of the attractions for senior tourism development in Indonesia.

D. Threats

1. The Japanese government does not encourage their seniors to retire abroad because of population decline, the government encourages their seniors to retire within Japan;
2. Japanese seniors without experience to go or to reside abroad, may not view retiring abroad as a feasible option;
3. There is still uncertainty whether the demand from Japanese seniors is strong enough to have them move into senior living arrangements in Indonesia;
4. There are emerging similar destinations in other South East Asian countries, and some of them are better prepared than Indonesia, such as Malaysia and Thailand;
5. The uneven and partly underdeveloped quality of public facilities, such as roads, transportation system, electricity, water, housing, toilets, insurance, health-care and medical (hospitals and medical assistances) systems;
6. Foreigners tend to be charged higher prices to products or services, compared to local citizens;
7. Japanese seniors find a language barrier between them and most Indonesian people, because most of Japanese seniors are not proficient in the English or Indonesian language, while most Indonesians are not proficient in the Japanese language.
8. Indonesian government policy does not allow foreigners to own property permanently, this policy brings the feeling of insecurity to the foreigner; and
9. The process to obtain a visa renewal and permit to stay as permanent resident, are time consuming and complicated.

4.3. Conclusion of the Research Findings

Indonesia is a feasible location as a senior living arrangement destination for Indonesian and Japanese seniors. Although the arrangements need to be raised in the awareness of both

Indonesian and Japanese seniors, and their families, they may become one of the solutions for their enjoyment retirement with independence and dignity in a vibrant environment. The arrangements which are located in the archipelago where the culture are diverse and the people are naturally friendly, become a perfect mix to attract Indonesian seniors to retire within the country, and to attract Japanese seniors to retire in Indonesia. However, when the arrangements target Indonesian seniors, it may take sometime to raise their awareness about the products and services in the arrangements for them. This is because Indonesian seniors and their families mostly still implement a family culture, and comply with social desirability, where their aging parents are their grown up children's responsibility. To locate them to live in senior living arrangements or senior homes is not acceptable. The Indonesian seniors too, are still reluctant to reside to the arrangement, as they worry about losing their privacy and independence.

In order to raise an awareness and to attract Japanese and Indonesian seniors to the senior living arrangements in Indonesia, there are some expectations from the potential market which need to be met by the arrangements:

1. Develop a cost-friendly (economic) packages for seniors from middle-low income background;
2. Expose more Indonesian culture in the atmosphere, programs, activities and foods for the arrangements that target Indonesian seniors;
3. Develop a Japanese style in the atmosphere, programs, activities and foods for the arrangements that target Japanese seniors;
4. Comply to standard cleanliness, hygiene and sanitation for the environment, facilities and foods;
5. Collaborate with established Japanese brands to develop the management system;

6. When the arrangements target Japanese seniors, equip the arrangements with dedicated and honest staff with Japanese language and culture proficiency;
7. Develop both service apartment and villas model for the arrangement;
8. Develop the arrangements for Japanese seniors that are located close to Japanese community, hospitals, supermarkets, and libraries in the area that can accommodate Japanese way of living which involve drinking, golfing, playing tennis, and *onsen*;
9. Develop the arrangements around good quality of public road and transportation system;
10. Develop the arrangements for Japanese seniors with Japanese style housing or apartment model, where there are a lot of open air, windows and open spaces, within a green scenery;
11. Deliver more on the variety of programs and activities based on the target market's interests and hobbies, such as tours, gardening, fish farming, learning foreign language and computer sessions, and voluntary job;
12. Develop discount packages at certain days every week, such as discount to foods or to the ticket prices of tourism attractions;
13. Develop the arrangements to be not merely based on economic orientation to generate profit, but also to adopt some social orientation in caring seniors;
14. Develop one stop seniors' services, from senior living arrangements, assisted living, senior homes and hospices;
15. Develop the arrangements that target Indonesian seniors in some cities in Java island, such as Jakarta, Bogor, Bandung, Yogyakarta and Semarang;
16. Develop the arrangements that target Japanese seniors around the area of Denpasar, Bali, with tour destinations to tourist attractions in Bali, and other cities, such as Yogyakarta, Surakarta (Solo), Bandung and Bogor; and
17. Develop and join more promotional events and encourage Word of Mouth Marketing (WOMM) from the arrangements' satisfied residents and guests.

Government involvement is required to develop supportive environment and public facilities, as well as supporting the private sectors to market their products and services of senior living arrangements. Based on the threats identified in the SWOT analysis, government involvement is required to:

1. Locate budgets that are dedicated to the development of sufficient quantity and quality of public infrastructures and facilities, such as transportation system, roads, hospitals, electricity, water, insurance and health-care system;
2. Simplify the chains of bureaucracy, such as the procedures in the process to obtain permanent residency for foreign seniors who propose to retire in Indonesia; and
3. Maintain the stability of society, economy and polity in Indonesia, to increase the investment on senior living business in Indonesia, and to maintain the sense of safety and security that Indonesia is able to provide for foreigner who want to retire in Indonesia.

Chapter 5: Conclusion and Limitations of the Research

5.1. Conclusion

The research had the objective to predict the future development of senior living arrangements in Indonesia. It was found that the arrangements still need time to bloom as it is in the initial phase. This means the arrangements still need to continue in order to raise awareness of their existence. Slowly values are shifting in Indonesian culture, where the aging parent should be taken care of by their grown up children, to a realization that seniors need to maintain their independence, dignity and privacy, while enjoying their retirement in senior living arrangements. This is not merely because their grown up children can not or do not want to take care of them, as they are busy with their life also, but because their parents choose to reside in the arrangements. However, current Indonesian seniors are not an appropriate target market for the Indonesian senior living industry.

Conversely, Japanese seniors who reside in Indonesia, are welcoming of the idea of senior living arrangements in Indonesia that target them to reside in, because of the comparative advantages that encourage them (and Indonesian seniors also), such as diverse culture, friendly and helpful society, warm climate, and moderate cost of living. However, there are variables that discourage both Indonesian and Japanese seniors to reside in the arrangements, such as:

1. The concept is considered as a new one for most Indonesians;
2. The arrangements are considered as a luxurious senior homes only for seniors with middle or higher background income;
3. The culture oriented towards nurturing the aging parent still exists, instead of sending them to senior living or senior homes;

4. The support infrastructures provided by the government are not as well-prepared as in developed countries, or neighboring country's, such as Malaysia; and there is a
5. Language and culture barrier for most Japanese seniors seeking to retire in Indonesia.

As of today, senior living arrangements in Indonesia comprise prepared facilities and programs to indulge their residents to enjoy their retirement, such as:

- a. Hassle free house-keeping and laundry services;
- b. A restaurant providing a la carte and buffet as requested by customers, and a bistro café;
- c. Regular health monitoring, caregiver assistance (when needed) and regular doctor visits;
- d. In-house facilities;
- e. Optional and regular field trips to local tourist attractions; and
- f. Villas in the compound.

Further, to meet the expectations of both Indonesian and Japanese seniors towards senior living arrangements in Indonesia, as mentioned in the research findings, the arrangement operators need to:

1. Develop cost-friendly (economic) packages for seniors from middle-low income backgrounds;
2. Expose residents to more Indonesian culture in the atmosphere, programs, activities and foods for the arrangements that target Indonesian seniors;
3. Develop a Japanese style in the atmosphere, programs, activities and foods for the arrangements that target Japanese seniors;
4. Comply with standard cleanliness, hygiene and sanitation for the environment, facilities and foods;

5. Collaborate with established Japanese brands to develop the management system;
6. Develop arrangements for Japanese seniors that are located close to a Japanese community, hospitals, supermarkets that provide Japanese groceries, and libraries in an area that can accommodate the Japanese way of living, which involves drinking, golfing, playing tennis, and *onsen*;
7. Develop arrangements around good quality of public roads and transportation systems;
8. Develop the arrangements for Japanese seniors with an Japanese style housing or apartment model, where there are a lot of open air, windows and open spaces, within green scenery;
9. Develop the arrangements so that they are not merely based on the economic orientation to generate profit, but also on adopting some social orientation in caring for seniors;
10. Develop one stop senior services, from senior living arrangements, assisted living, senior homes and hospices;
11. Develop the arrangements that target Japanese seniors around the area of Denpasar, Bali, with tour destinations to tourist attractions in Bali, and other cities, such as Yogyakarta, Surakarta (Solo), Bandung and Bogor;
12. Develop and join more promotional events, and encourage Word of Mouth Marketing (WOMM) from the arrangements' satisfied residents and guests; and
13. When the arrangements target Japanese seniors, equip them with dedicated and honest staff having Japanese language and culture proficiency.

When the arrangement operators are able to meet the expectations of Indonesian and Japanese seniors mentioned above, senior living arrangements can be transformed as one of the senior tourism destinations for particular target markets.

Government involvement is required to meet the critical expectations of senior living arrangements target markets by:

1. Locating budgets that can be dedicated to the development of sufficient quantity and quality of public infrastructure and facilities, such as transportation systems (including airline services to the main hub of Japanese tourists, Bali), hospitals, electricity, water, insurance, health-care system and promotional events;
2. Reviewing policies and simplifying bureaucracy, such as simplifying the procedure to obtain permanent residency for foreign seniors who propose to retire in Indonesia, and review the policy of property ownership by foreign citizens. Indonesia can learn from other countries in this; and
3. Develop better cooperation within or among the government institutions and agencies that have intersecting functions in the tourism industry in Indonesia, to eliminate or to reduce the complex chains of bureaucracy, and confusion at the level of policy implementation, which can yield confusion and unfavorable experiences to customers (including senior tourists).

5.2. Research Limitations

This research was trying to understand the attitudes and motivations of Indonesian and Japanese seniors towards senior living arrangements in Indonesia, which, due to budget and time constraints, was only able to set a series of interviews with 15 Indonesian seniors who reside in Indonesia, followed by 10 Japanese seniors who reside in Indonesia, and 5 Japanese seniors who reside in Japan (but with the experience of having visited or resident in Indonesia). Obviously the number of interviewees can not represent the total population. But at the Master course level, the research is sufficient for a data gathering and analysis exercise in case study areas and group. In the wide sense however, this study is only an initial milestone to inspire

further research on the senior tourism industry in Indonesia, through the initiation of senior living arrangements as part of senior tourism.

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Appendix

Sample Records of Interviews

Interviews with Indonesian Seniors in Indonesia

1. HD (72 years old male; married)

Current/Last Profession: Owner of FMCG Company

Income: Approximately ¥ 1,800,000/month

Interview result:

1. He chooses to live in his own house, rather than in a senior living arrangement in Indonesia, or elsewhere, because he owns a house and his family takes care of him;
2. He doesn't welcome the idea of living in a senior service apartment, because he is concerned about losing his privacy, independence, and moreover he is still able to access different ranges of social life, programs and services from home;
3. He has no plan to move into a senior living arrangement, both in Indonesia or abroad, because he still can access anything from home. Also, his adult children and their families visit him and his wife regularly. Furthermore, he stated that he has a chauffer who can drive him whenever he needs to travel within the city, or when he needs to visit different cities, provinces or overseas. Therefore, he is still able to travel on his own;
4. Besides the fact that most of his family and business are in Indonesia, he decides to retire in Indonesia also because of the environment. He likes Indonesia's scenery, friendly people, culture and tradition better than other countries he visited. He also prefers its food because it suits him;
5. He believes there are no governmental institutions in Indonesia that really concern senior's welfare. Senior citizens still need to figure out by themselves how they will

finance their retirement. This might not be a big problem to the wealthy ones, because they have sufficient resources, but it might be problematic for seniors with middle or low incomes, because they often have financial limitations that render them unable to access the facilities and support that would allow them to retire properly;

6. According to his observation, Indonesian senior citizens who have middle-low incomes prefer to be taken care of by their adult children or family, or to move into senior homes that are more affordable despite their all limitations in delivering their programs and services;
7. He said that there is a custom in Indonesia that emphasizes the involvement of grown up children in caring for their elderly, instead of sending them to senior living arrangements. This culture creates a sense of pride in those grown up children that are able fulfill their social role, that is, taking care of their elders. This role is not only a personal choice but it is considered as desirable and crucial to maintain social order. On the other hand, those who do not take care of their elderly relatives will be considered as perfidious children, and most members of society will condemn them;
8. If senior living arrangements in Indonesia want to survive, they should not expect the government to support them. HD predicted the development of senior living arrangements in Indonesia will have a hard time, because:
 - a. There is no meaningful government support for this particular business;
 - b. Indonesian seniors with middle and upper incomes still feel reluctant to consider retiring in senior living arrangements;
 - c. Indonesian seniors with middle and lower incomes who have no children or family who can take care of them, prefer to move into senior homes that are more affordable;
9. His expectations for the senior living arrangement operators in Indonesia:

- a. If they want to target senior citizens from middle or lower incomes, they should design an affordable package for them.
 - b. If they target a niche market of senior citizens with middle or upper incomes, he suggested a concept of senior villages with villas or housing-like model facilities, other than serviced apartments, because some seniors believe their privacy will be preserved better in this form of accommodation;
10. If he decides to move into a senior living arrangement, his grown up children will support the decision, because they have experience living in a developed country where such arrangement are needed by senior citizens. So they will understand that there will be a moment when their retired parents want to find their own way to spend their retirement without disturbing their grown up children. This can lead to the decision of their parent to move into a senior living arrangement; and
11. The best place for Indonesian seniors to retire in Indonesia, according to his considerations, is still Jakarta, Bogor, and Tangerang.

2. BW (83 years old male, widower)

Current/Last Profession: Retired Casino Business' Director

Income: No income and dependent on his 6 adult children

Interview result:

1. He cannot retire other than in Indonesia because he has a language barrier. He can not conduct conversation other than in Indonesian and Javanese language;
2. Like HD, BW is also well adapted to Indonesian cuisine and culture, better than to other countries';
3. He chose to move into a senior living arrangement in Indonesia to maintain his independence and social life;

4. He is proud to be a resident in a senior living arrangement, because the concept is considered new in Indonesia;
5. He had his grown up children financial and moral support to move into senior living arrangement, because they are unable to take care of their father, as they are busy with their own careers, family, and life;
6. His suggestions to senior living arrangement operators to attract more seniors:
 - a. Separate seniors who are already residents of a senior living home from those residents who already need to reside in assisted living facilities, because the latter have different needs and health-related treatments. Sometimes residents of senior living homes will argue with fellow seniors who already need assisted living facilities;
 - b. A cost-friendly package for seniors with middle and lower incomes. Those Indonesian seniors, who on top of that have no children or family that can take care of them, prefer to move in into senior homes that are more affordable despite all their limitations in delivering their programs and services;
7. There is no government support for his retirement plan, unlike the government support in developed countries, where seniors with low incomes can have government financial support on a monthly basis, or enjoy discounts on public transportation fares and foods.