



## Repositioning: Anja Herberth launches consulting focused on demographic change

**Vienna, March 17, 2026** – **owl lab**, the consulting business founded by **Mag. (FH) Anja Herberth**, is sharpening its strategic focus. Going forward, owl lab will support companies and organisations in responding strategically to the effects of demographic change. The aim is to help businesses better address emerging target groups, unlock new market potential, and strengthen both organisational resilience and sales in economically challenging times. At the heart of this work is the question of how products and services, communication and positioning can be adapted to remain relevant to older target groups.

“Many companies, but also public institutions, still underestimate how profoundly demographic change is transforming markets, target groups and patterns of demand. Anyone who treats older people simply as a vague ‘65+’ category is missing the complexity of this market. Behind it lies a broad and highly differentiated landscape of very different life situations, expectations and purchasing motives,” says Mag. (FH) Anja Herberth, founder of owl lab.

### Demographic change is reshaping markets and the workforce

The new positioning responds to growing pressures in sectors such as housing, construction and renovation, retail and healthcare, as well as to wider challenges in care and support services. Companies and organisations are increasingly required to adapt their offers, communication and target-group strategies to changing needs, while also paying closer attention to the impact of demographic change on their own workforce.

At the same time, these challenges create new market opportunities. In many sectors, older target groups are becoming increasingly relevant in economic terms, while expectations regarding tailored products, services and communication are rising. Companies that better understand the realities of these groups' lives, their needs and their decision-making processes can not only reduce barriers, but also tap into significant growth potential. owl lab supports this process through market and target-group analysis, the development of stronger offers, and more precise positioning and communication.

As publisher of the online platform **SmartBuildingsCompass.com**, Anja Herberth also brings in insights from her own editorial platform focused on independent living in later life, care and support. This expertise feeds directly into her consulting work.



“Demographic change is no longer a niche issue; it is a strategic reality for companies. Those who rethink target groups, offers, communication and workforce-related challenges at an early stage can turn this into greater resilience, real market opportunities and a clear competitive advantage,” says Mag. (FH) Anja Herberth.

### **About owl lab & SmartBuildingsCompass.com**



[owl lab e.U.](#), founded by Mag. (FH) Anja Herberth, has been advising companies and organisations since 2013 at the intersection of strategy, communication and market insight. Building on more than 25 years of experience in consulting, market analysis and change communication, the firm now focuses on strategic responses to demographic change. Through [SmartBuildingsCompass.com](#),

Anja Herberth also operates an editorial platform dedicated to independent living in later life, care and support. Together, both formats combine strategic thinking with practical guidance in an ageing society.

Photocredit: Bill Lorenz

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