

Cultural & Societal "Anomalies"

FORTIS & PEAK PERSPECTIVES | APPLIED FORESIGHT

In the Fortis & Peak methodology, Cultural & Societal "Anomalies" are the **leading psychological indicators of the future economy**. Markets do not shift because of technology alone – they shift because human values, desires, and fears evolve.

Through **Cultural Cartography**, we map these "behavioral outliers" today – groups whose current lifestyle choices will become the mainstream expectations of the 2035 consumer. Understanding these anomalies is not optional; it is the foundation of durable strategic foresight.

Cultural Cartography: Mapping the Human Future

"Markets don't change; people do. At Fortis & Peak, we use Cultural Cartography to identify the behavioral anomalies of today that will become the market mandates of tomorrow."

From the rise of the "Post-Ownership" Generation rewriting the laws of retail and real estate, to the "Digital Sabbath" movement creating a new "Analog Premium," and the "Decentralized Work-State" redefining the global talent war — we help you see the **Customer of 2035** before they even know who they are.



Identify Anomalies

Spot behavioral outliers at the fringes of mainstream culture today.



Map the Trajectory

Project how fringe behaviors scale into mass-market expectations by 2035.



Activate Strategy

Translate human insight into competitive positioning and business model evolution.

The "Post-Ownership" Generation

From Capital Assets to Access-on-Demand

For the 20th-century consumer, status and security were defined by "Titles of Ownership" – the deed to a house, the title to a car. For the emerging "Post-Ownership" cohort, status is defined by **Flexibility and Utilization**. In high-density urban hubs, younger demographics are opting out of long-term debt cycles, favoring **Everything-as-a-Service (EaaS)**.

We are moving from a **Product Economy to a User Economy**. This shatters traditional Lending and Insurance models. If a generation doesn't buy cars, the automotive industry must pivot from "Manufacturing" to "Fleet Orchestration." The strategic goal is transitioning your value proposition from *Selling a Thing* to *Providing a Life-Enhancing Utility*.

i **Five Horizons Link:** Impacts M&A and Ecosystem Strategy (Horizon 5). Companies must acquire the platforms that manage these "access layers" rather than just the factories that build the hardware.

The Digital Sabbath Movement

The Rise of the "Analog Premium" Market

As AI and digital connectivity become invisible and omnipresent, Fortis & Peak is tracking a profound "**Cognitive Backlash.**" The Digital Sabbath movement represents a segment of high-net-worth individuals and "Deep Thinkers" who are intentionally disconnecting to preserve human agency.

In a world of Hyper-Connection, **Disconnection becomes a luxury good.** We are seeing the rise of "Analog Zones" — hotels, workspaces, and products that are "Zero-Tech" by design. While competitors automate customer service with bots, the Analog Premium strategy deploys hyper-personalized, human-to-human interaction that commands a **3x price premium.**

- 📄 **Five Horizons Link:** Impacts Brand Evolution (Horizon 4). Brands that position as "Protectors of the Human Spirit" will outlast those seen as "Algorithms of Distraction."

The Analog Premium Opportunity

- Zero-Tech hotel and workspace design
- Human-to-human service models
- 3x price premium over automated alternatives
- High-net-worth audience with growing influence
- Brand positioning as guardian of human agency

The Decentralized Work-State

The Rise of Global "Sovereign Individuals"

The "Digital Nomad" is no longer just a freelancer with a laptop. They are becoming a **global class of high-value specialists** who move their Tax Residency and Intellectual Capital to wherever offers the best "State-as-a-Service." We are seeing the emergence of **Network States** – digital communities that eventually acquire physical land and negotiate their own diplomatic status, forming micro-societies that bypass traditional national infrastructures.

For the C-Suite, this creates a **Global War for Talent (Horizon 1)**. You are no longer competing with the firm down the street; you are competing with a nomad's desire for total geographical and fiscal autonomy. The strategic goal is designing an organizational "Operating System" that can manage a workforce that is *physically decentralized but culturally unified*. To retain elite talent, firms must become **Location-Agnostic Entities** capable of interfacing with multiple Tax Jurisdictions simultaneously.

Three Anomalies at a Glance

Each of the three Cultural Anomalies maps to a distinct strategic pressure point — from how assets are owned, to how attention is valued, to how talent is retained. Together, they form a composite portrait of the 2035 consumer and workforce.

Post-Ownership Generation

Economy Shift: Product → User

Model Disrupted: Lending &
Insurance

Strategic Pivot: Fleet Orchestration
& EaaS Platforms

Horizon: M&A & Ecosystem
Strategy (H5)

Digital Sabbath Movement

Economy Shift: Automation →
Human Touch

Model Disrupted: Bot-driven
Customer Service

Strategic Pivot: Analog Premium,
3x Price Point

Horizon: Brand Evolution (H4)

Decentralized Work-State

Economy Shift: National →
Network States

Model Disrupted: Traditional
Talent Retention

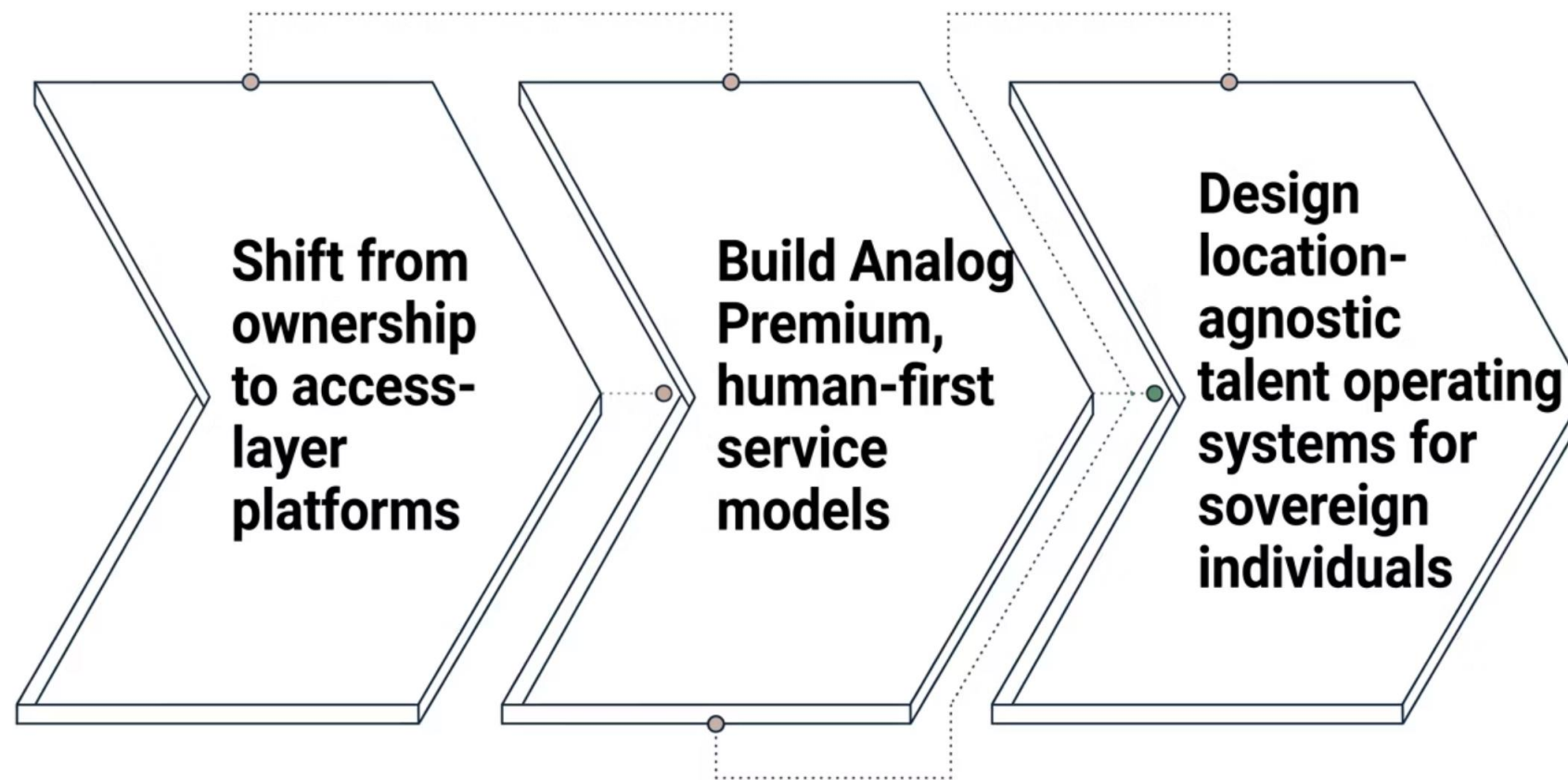
Strategic Pivot: Location-Agnostic
Operating System

Horizon: Human Capital & Future
of Work (H1)

Executive Summary: The Human Horizon

"Cultural & Societal Anomalies represent the 'Human Horizon' of Strategic Foresight. They ensure that Executive Focus is grounded in the evolving desires and fears of the global population, preventing the organization from building 'Future Tech' for a 'Past Consumer.'"

The three anomalies profiled – the Post-Ownership Generation, the Digital Sabbath Movement, and the Decentralized Work-State – are not fringe curiosities. They are **early-warning signals** of the structural shifts that will define competitive advantage in the next decade. Organizations that act on these signals now will shape the market. Those that wait will be shaped by it.



Fortis & Peak Perspectives | Applied Foresight

Fortis & Peak's **Applied Foresight** perspectives represent our forward-looking point of view on the forces shaping industries, business models, and competitive advantage. Drawing on deep strategic insight and cross-sector experience, these perspectives go beyond observation to frame what matters most — and what comes next.

They are designed to help executives **interpret disruption, anticipate shifts, and make informed decisions** with clarity and confidence in an increasingly complex business environment. Don't just track the data. **Understand the soul of your future customer.**

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