



STATE OF THE YAYA REPORT 2022

MOJO AD — UNIVERSITY OF MISSOURI

CODA11 LAUNCHES

STELLARIUM

A MISSION NOT TO BE COMPLETED, BUT CONQUERED.

Team CODA

*** STELLARIUM READY ***

FLIGHT PLAN:

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WHAT IS MOJO AD?

WHAT IS MOJO AD?

MOJO Ad is the premier student-staffed, full-service agency at the University of Missouri. We specialize in 18- to 24-year-olds, also known as the youth and young adult (YAYA) market. No one knows these consumers quite as we do. Why? Because we are them. As members of this elusive demographic, we serve as liaisons between the YAYA market and the professionals seeking to reach them.

METHODOLOGY

METHODOLOGY

Our 67 question survey was distributed nationwide through Qualtrics. This resulted in 724 completed responses from YAYA consumers. The sample was representative of the U.S. Census Bureau data for 18- to 24-year-olds related to race, ethnicity and gender.

In addition to our primary research, we utilized dozens of secondary resources, including Mintel, Pew Research Center, Forbes, Statista and Nielsen, plus past State of the YAYA reports, to gain a better insight into the evolving YAYA market.

WHAT IS A YAYA?

WHAT IS A YAYA?

Originally coined by MOJO Ad, “YAYA” refers to 18- to 24-year-olds, or the youth and young adult market. These consumers are at a pivotal life stage in which they are figuring out who they are and what they like.

At 31 million strong in the United States and earning an aggregate income of \$463 billion, these consumers are choosing whether to stick with the brands they know or try new ones. If marketers fail to reach them, they might never catch up.

WHAT IS THE STATE OF THE YAYA?

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The State of the YAYA is an annual report that provides marketers with an in-depth look at the trends and activities of the 18- to 24-year-old market. Created by MOJO Ad staff, the report presents exclusive data on the YAYA market to help marketers connect with them on a deeper level. The report, based on a national quantitative survey of over 700 18- to 24-year-olds, not only highlights who they are as consumers, but individuals as well, by providing a deeper look at attitudes and behaviors toward their work, money and careers.

WHO IS CODA?

Pioneers of Time and Space.
Navigators of the New Universe.
Creators of Caerus.



Jack Gerstung — Digital Strategist
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WHAT IS STELLARIUM?

STELLARIUM STELLARIUM

Our research into youth and young adult attitudes and behaviors toward work, money and careers has revealed that YAYA consumers are the pioneers of ambitions that launch an exploration of uncharted territory and redefine the limits of an industry's footprint beyond their modern universe. This mission of new discovery and relentless exploration can all be summed up into one, all-encompassing phenomenon: Stellarium. Stellarium refers to a three-dimensional map of the stars. It illustrates deep space, up to 50 light-years away, revealing new dimensions and galaxies. These new areas of space are being conquered by YAYA consumers. Here, they plan to reinvent reality and guide others into using their innovative perspectives and methods for their work, money and careers to impact a world outside of their own.

CODA 11 CODA 11

CODA 11 is one of the first mission control teams of its kind. Its two teams, ground control and flight crew, are entirely composed of YAYA team members. Mission control manages and performs space flights from launch until landing. Ground control handles the planning, logistics and communication from headquarters, while the flight crew is the team of astronauts that carries out the actual tasks of the mission in outer space. The two teams work as one to conquer their mission.

CODA 11's ground control team represents how YAYA individuals today are guiding management and their peers beyond their modern universe and into the stars using diverse, innovative knowledge and strong communication.

CODA 11's flight crew is illustrative of the youth and young adults that are exploring and conquering these new environments by establishing themselves and their beliefs in the workplace, as well as implementing their modern, revolutionary lifestyle.





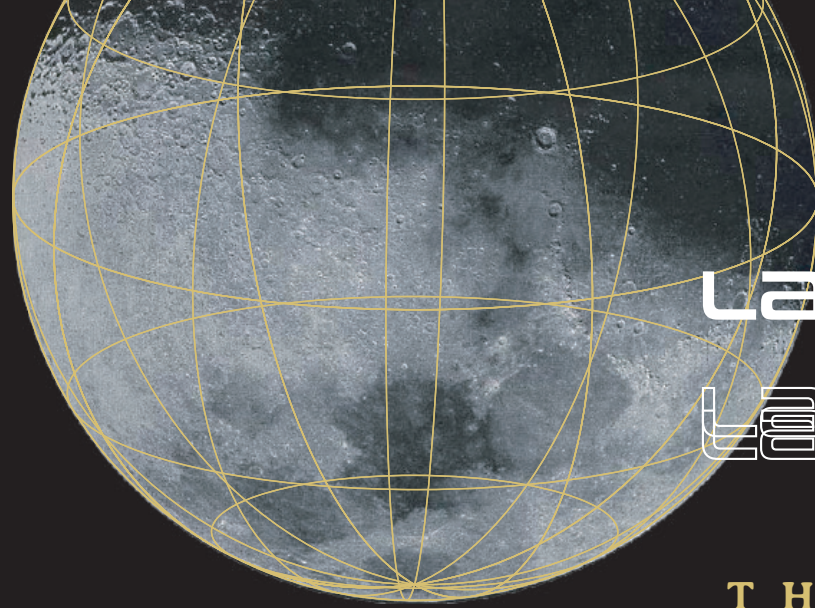
LAUNCH

LAUNCH

SECTION ONE

THRUSTERS AT 0%

READY FOR TAKEOFF



LAUNCH LAUNCH

THRUSTERS AT 0%

Launching into the real world after college, trading in the personal space pod for the office or just preparing for the future, YAYA consumers across the board are entering new phases in their lives. However, the journey into these new worlds can be affected by turbulence such as lack of guidance, inexperience or miscommunication. Constant crisis and chaos takes its toll on YAYA individuals, often leading to a team feeling disconnected and burnt out. Failed communications between ground control and the flight crew can lead to delays in the launch or even mission failure. It is the objective of mission control to understand why these

disruptions happen and how to get the mission back on course. In our world, YAYA individuals are running out of fuel in the workplace and their careers. The ongoing pandemic, paired with unchanging workplace practices, has left this demographic floating in space without direction.

IN 2020, 80% OF YAYA CONSUMERS
CLAIMED THEY WERE BURNT OUT

Burnout is defined as “a syndrome resulting from stress that has not been successfully managed,” and symptoms of burnout include a lack of energy

and exhaustion, overwhelming negativity and reduced efficiency. In 2020, 80% of YAYA consumers claimed they were burnt out. In 2021, burnout fell to 64%, but rather than seeing a continual decline, burnout in 2022 held steady at 65%. It is important to note that 2020 levels of burnout were gauged pre-pandemic, meaning that burnout has declined slightly during pandemic years. To prevent burnout levels from rising back to pre-pandemic levels, management must tap into new and creative practices to reinvigorate this demographic. Substantial change isn't always a bad thing, especially for this unique audience.



INHABITABLE PLANET

Many YAYA consumers have felt a disconnect between their lifestyle and the ways of their home planet. Constant isolation and disconnect are burning them out and leading to an incompatible connection between them and the place they call home. The YAYA pioneers that make up CODA 11 have decided to leave the inhabitable planet in search of a place that they feel connected to.

Isolation in the workplace is a large contributor to the burnout YAYA consumers are experiencing. The lingering effects of the pandemic and remote work are putting light-years between these individuals and their workplace relationships. Two-thirds of YAYA individuals agreed

TWO-THIRDS OF YAYA
INDIVIDUALS AGREED THAT
WHILE WORKING REMOELY, THEY
FELT LONELY AND ISOLATED

that while working remotely, they felt lonely and isolated. In a time where the need for communication is critical, workplaces are not doing enough to foster connections between their employees. YAYA consumers struggle to begin these workplace conversations by themselves. In settings where they should be able to reach out and ask for help, they feel unsupported; 61% of YAYA respondents agreed that they found it difficult to communicate with their coworkers.

Another leading cause of burnout is the feelings of disregard and disrespect YAYA employees experience from their superiors in the workplace. It is clear that they are feeling unconnected and insignificant. To make matters worse, they also feel like their employers are asking too much of them while not giving nearly enough back. YAYA consumers feel a lack of support from management and are experiencing less regard for

their pay, benefits and overall well-being. Seventy-two percent of YAYA individuals agreed that employers don't care about their work/life balance, and approximately 40% of millennials and Gen Z consumers felt their employers did a poor job of

supporting their mental well-being during the pandemic and into today. In fact, only 35% of Gen Z workers claimed they spoke openly with their superiors about the stress they've experienced.

Because of the lingering effects of burnout, YAYA consumers do not feel grounded in their careers and have begun to prioritize new values when on the hunt for jobs. In 2017, YAYA individuals ranked their "future in the company" as the third most important factor to them when looking for a career or job opportunity. Since 2020 and the pandemic, flexibility has become the new third most important factor for YAYA employees, as many prefer to have the option of hybrid or remote work. In addition, in 2022, prioritizing enjoyment of work saw an increase while prioritizing a high salary saw a decrease. This follows a trend that has been reported for the past few years. In 2020, 17% of YAYA employees claimed that enjoyment of work was the primary reason they would choose one job over another. In 2022, that number rose slightly to 19%. Further, in 2020, 43% of YAYA workers claimed that income or earnings were the primary reason they would choose one job over another; in 2022, that number fell to 38%.



EXTERNAL COMMUNICATIONS FAILURE

75%

of YAYA individuals agreed that when applying for jobs, employers ask for an unrealistic amount of experience

As CODA II's flight crew prepares to take off, their communication with ground control has to be extensive and solid. When transmitters break down, monitor readings are unclear or distance leads to a bad signal, it slows down the mission.

As a result of this substandard communication, YAYA individuals aren't feeling a sense of pride or connection in their work. Rather than being given the opportunities to launch into new territories of growth and success, YAYA consumers are being forced to work as stand-alone units in their careers. As a result, their transmitters are broken.

Fifty-seven percent of YAYA respondents agreed that they don't feel like a part of the team at their jobs, and 61% agreed that they found it difficult to communicate with their coworkers. Companies

need to create and express a company culture to draw in YAYA individuals, and many are failing. YAYA consumers don't seem to be receiving the transmission, as 58% agreed that they struggled to get a feel for their company culture.

Intentionally or not, many workplaces are fostering communities where their YAYA employees feel isolated and unsupported. As a result, they are experiencing burnout and are tempted to abandon ship. But it doesn't stop there: YAYA individuals are facing extreme barriers when searching for job opportunities. Seventy-five percent of YAYA individuals agreed that when applying for jobs, employers ask for an unrealistic amount of experience. The pandemic sucked many YAYA individuals into a black hole that lacked opportunities for academic or professional experiences. Today, much of

this demographic is frustrated with the large number of entry-level positions asking for many years of experience that they had no chance to obtain. This data is reflected in the way that YAYA consumers are shifting their attitudes toward employers. In 2020, 88% of YAYAs said it was important to give two weeks' notice when leaving a job compared to 74% in 2022.

Workplaces need to give YAYA individuals a chance to refuel and recharge, and this change is necessary at every point in the workplace from the hiring process to onboarding, to launch. If changes aren't made to reduce the levels of burnout these individuals are experiencing and make them feel valued and appreciated, employers might risk losing them to the vastness of space forever.

RESTARTING MONITORS

In an attempt to get the mission back on track, CODA II is conducting a reset of all communication systems. Ground control hopes that this will make transmitting instructions and flight plans easier, while the flight crew will know they are heard and feel re-inspired in their mission.

18- to 24-year-olds feel comfortable and appreciated in the workplace as well as create a balance between work and free time so that they can give companies their best performance and commitment. Management needs to come up with innovative strategies to revitalize their young workers, re-capture their attention and retain them. Nearly two-thirds of YAYA consumers have experienced burnout for the past two years, and management needs to step in and reroute their flight plan before they crash into total burnout.

One example of a company that works hard to minimize employee burnout is AmeriCorps. It is an independent

agency of the U.S. government that is devoted to engaging over 5 million individuals to address challenges on a local and national level through community service. AmeriCorps believes that professional development is a job requirement, and according to its 80/20 rule, 20% of AmeriCorps fellows' time should be allocated to personal and professional development. A great way of doing so is by becoming a member of its well-known VISTA (Volunteers in Service to America) program, which aims to strengthen organizations that help fight poverty.

YAYA INDIVIDUALS SHOW A PREFERENCE FOR WORKPLACES THAT CARE FOR WHO THEY ARE AS PEOPLE

People who are 18- to-24 are in a critical age range because it is a time when these individuals are beginning to get a feel for what they want and need in a

workplace. Opportunities are as numerous as the stars and YAYA consumers want to be among them. They are pioneers that will not only explore what's out there, but are determined to create a universe that will fit their lifestyle best. YAYA consumers are not afraid to rocket past jobs that don't fuel their needs.

Ogilvy, a New York-based advertising, marketing and public relations agency, launched "100% You," an initiative that focuses on money, movement, mind and meals to address financial, physical and mental wellness for employees. The company also believes that prioritizing mental health in the workplace needs to be shown on all levels. Their upper management regularly talks about the importance of prioritizing their mental health, ensuring all employees feel empowered to do the same. YAYA individuals show a preference for workplaces that care for who they are as people, and many may leave their current workplace or apply to other opportunities if they don't feel appreciated where they currently are.

FUELING UP

With systems back up and running, CODA II is looking better prepared for launch. Mission control is working hard to secure a fuel source that'll be strong enough to power their flight.

Managing burnout for YAYA workers doesn't just mean professional development or guided meditation. Often, it takes the form of assisting them with their present needs or accessing tools they already are using or are in search of.

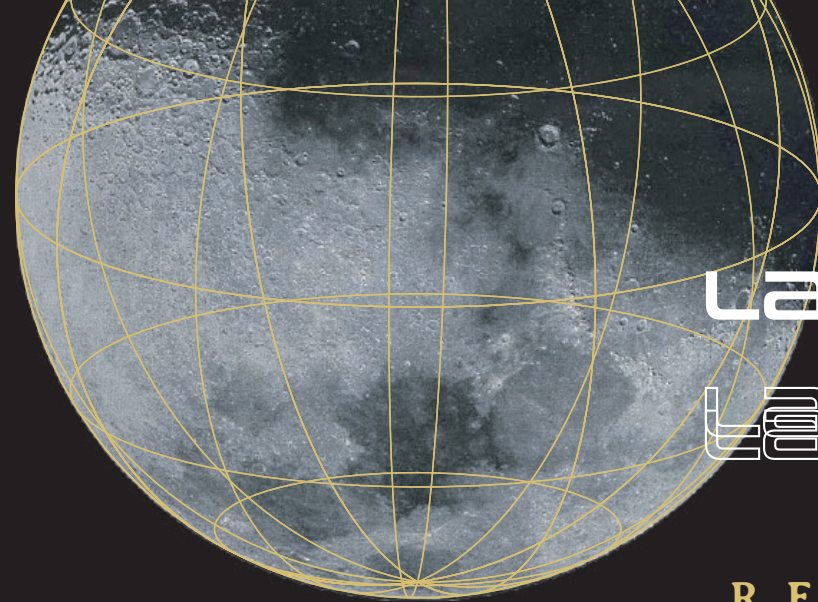
Adobe, cited as the No. 1 employer for recent graduates by Forbes and Statista, looks after its employees, offering company-wide winter and summer breaks and sabbaticals. Annual education reimbursements of \$10,000 and leadership development courses are specifically made for entry-level employees. The company also

offers generous parental and family leave, family planning reimbursement and an annual "gift" of \$1,200 for child care.

Donna Morris, former executive vice president of customer and employee experience at Adobe, said, "I'm not a believer that free food is enough to attract or keep people at a company. You have to have the type of workplace experience that makes people feel good."

Another company that exemplifies catering to its employees' needs outside of the professional setting is Target. Its mission objective is to inspire a culture of healthy eating, active living and clean-label solutions; to do so, the company offers wellness benefits and discounts, including healthy foods and fitness-related goods, to their U.S. employees.





LAUNCH LAUNCH

READY FOR TAKEOFF

Now that CODA II has worked out a lot of the technical difficulties their mission faces, it's time to make sure their mission control team is ready to take it on. After a long hiatus from the space station, it can be overwhelming to return. Both ground control and the flight crew have to be trained to understand their duties and roles in the team. To truly understand the depths of the mission, they need to be tested in various simulations to make sure they are ready for the real thing. Only after all of mission control feels confident in their roles and united as a team, can they be truly ready for takeoff.

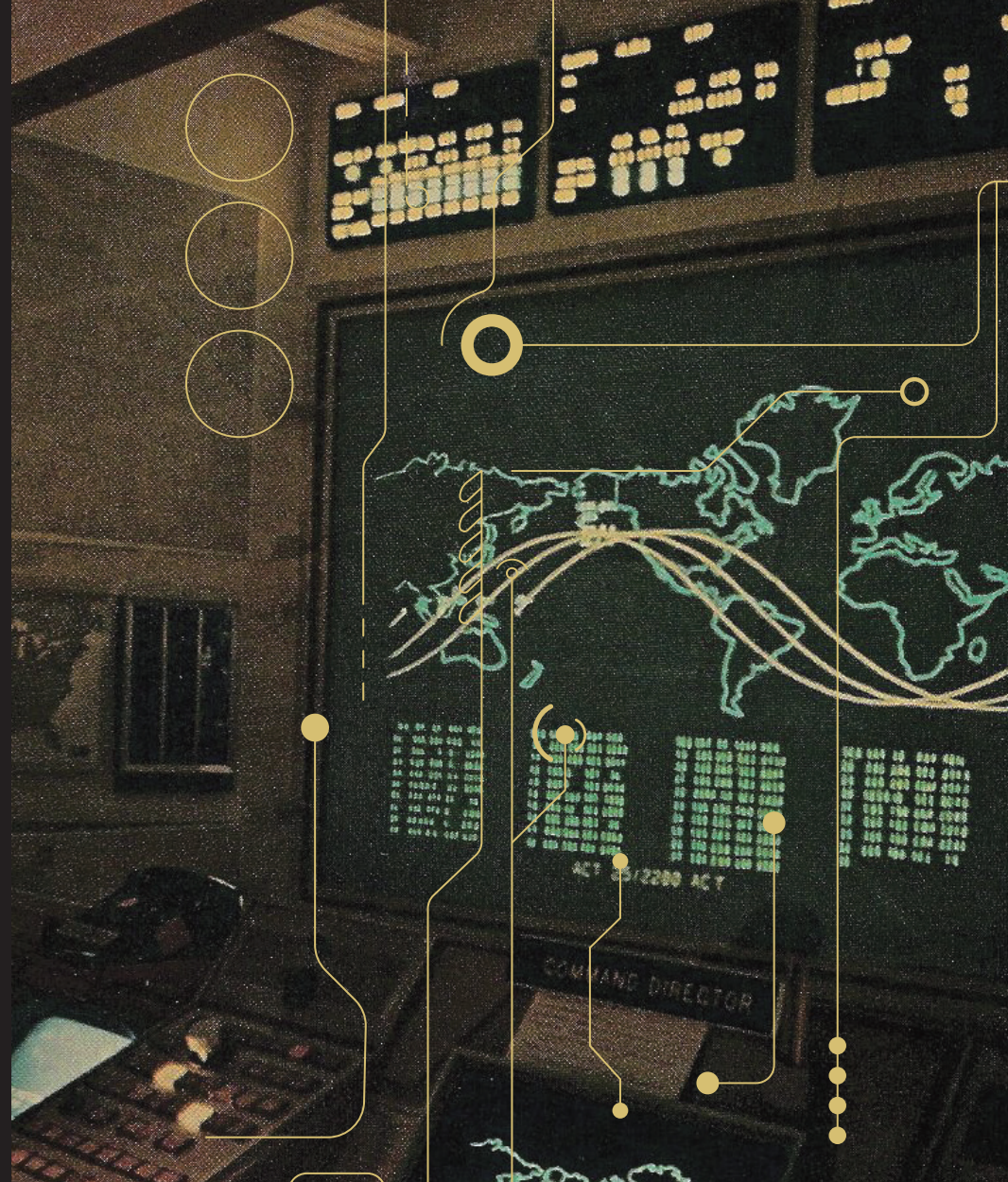
Financially, YAYA consumers live in the present. They are most focused on achieving short-term goals. At the same time, they have come to learn the importance of preparing for the future through unexpected, life-changing events, such as the recent pandemic.

73% OF YAYA RESPONDENTS INDICATED THAT THEY ENJOY TEACHING THEMSELVES ABOUT FINANCES AND ADULTING

COVID-19 has produced a regressed state of mind for YAYA consumers, and their

overall adulting abilities are declining in comparison to previous years. While they're ready to launch into the next phase of their lives, they don't know where to look for guidance and direction.

As defined by Merriam Webster, "adulting" refers to doing the (often mundane) things that an adult is expected to do, such as filing taxes and applying for loans. Today, YAYA consumers have shown decreased confidence in a list of adulting skills as compared to previous years. In 2022, 56% of YAYA survey respondents claimed they were confident in



their ability to apply for a loan compared to 71% in 2020. In 2022, 70% of YAYA respondents agreed that they were confident in their ability to manage their credit cards compared to 84% in 2020. When it comes to filing their taxes, though, YAYA consumers' ability has remained stagnant over the past two years at 63% in 2022 and 64% in 2020.

Interestingly, despite seeing a change in confidence over the years, 73% of YAYA respondents indicated that they enjoy teaching themselves about finances and adulting. Falling literacy paired with a high desire to learn more about finances implies that YAYA consumers might not know where to look for financial help and advice. Nevertheless, they are ready to learn and launch into this new phase of their lives.

RETURN TO SPACE STATION

Similar to the rest of the world, CODA 11 has spent time away from their workplace. But for this mission, they couldn't stay away. Although daunting and difficult to navigate for many, their return to the space station is a promising venture, showing dedication to the mission and their decision to live in the now.

YAYA consumers have experienced some turbulence in their departure from the mothership. This demographic believes they will achieve financial independence, defined as paying for necessities and bills without the help of anyone else, such as parents and other family members, by age 31 on average. Over the past few years,

YAYA consumers have reported believing that they would achieve financial independence by age 25 or 30, with very few outliers. This wave of cynicism could be attributed to the fact that many YAYA consumers believe they will have their life "figured out" by their thirties, an arbitrary deadline that many YAYA consumers adhere to.

In general, YAYA consumers don't consider saving for the future a priority right now. Only 12% of survey respondents said they think saving for retirement is important and only 13% said they think buying a home is important. When it comes to the financial priorities that are most important to YAYA consumers,

the top three are paying short-term expenses, saving for an emergency fund and establishing financial independence.

Yet, some members of this demographic are still putting aside part of today's paycheck for future expenses. This doesn't stem from desire, but rather because of events throughout their lifetime, such as 9/11, the recession of 2008 and the coronavirus pandemic, that showed them that they need to be ready for the unknown and unexpected. This may be why 10% of respondents reported that they are saving for retirement right now and 16% are allocating part of their income to saving for a house.

TRAINING

CODA 11's mission control team is made up of 18- to 24-year-olds, many of whom are brand new to space exploration. To understand this industry, they need advice from people who understand what they're going through and can relate to them.

Seventy percent of respondents agreed that they prefer to take advice from someone they feel relates to them. Specifically, 19% of respondents indicated they rely on friends for their financial advice. Thirty-five percent agreed that they rely on their family for financial advice. A quarter of YAYA consumers

utilize technological sources, such as finance apps or sites, to learn. But even then, they prefer to watch videos featuring young people to help them learn. This allows them to feel understood and connected to the people they're listening to. The use of financial advisors and planners ranks the lowest on their financial advice scale at only 8% because they don't feel any personal connection to them.

of respondents agreed that they prefer to take advice from someone they feel relates to them

70%



SIMULATION

Before launching into the unknown, the flight crew needs to prepare themselves for what they're about to take on. They undergo various simulations to practice tasks they know they'll have to perform, like reading monitors, collecting data and performing spacewalks. In addition, they participate in crisis simulations in case of engine failure or bad fuel readings, even though they don't know if their future entails it.

27% OF RESPONDENTS AGREED THAT THE MAIN REASON THEY INVEST OR PLAN TO INVEST IS TO BUILD THEIR SAVINGS OR RETIREMENT FUND

There are other ways YAYA consumers are trying to prepare for the future, despite it not being their No. 1 priority. For example, YAYA consumers have a strong interest in investing, even for those who don't know how yet.

Seventy-three percent of 18- to 24-year-olds invest in individual stocks. And while 76% agree that the stock market is confusing, 65% agree that they plan to invest in the stock market within the next five years. In addition, 17% of crypto buyers are a part of the YAYA demographic. While 70% of YAYA respondents said they find cryptocurrency confusing, 55% still plan to invest in the future within the next five years.

Even though they prioritize living in the now, YAYA consumers are practicing behaviors that suggest they are trying to better prepare themselves for it. Twenty-seven percent of respondents agreed that the main reason they invest or plan to invest is to build their savings or retirement fund. Sixteen percent of YAYA individuals agreed that they invest because of the potential for high returns and appreciation in the future.



GROUND CONTROL TO FLIGHT CREW

The last phase before launch is the final communications check between ground control and the flight crew to make one united mission control team for Mission Stellarium. The communication check is vital to make sure ground control understands how to support and communicate with the astronauts, and the flight crew feels guided and confident on their journey.

YAYA consumers have grown up in the wake of 9/11, the 2008 Great Recession and the COVID-19 pandemic, all of which were major hits to financial or physical security. Because of this, they are preparing for the future, but may need assistance to feel confident and take the next steps. Businesses can capitalize on this demographic's desire to take charge of their financial knowledge by creating tools that fit the needs of working YAYA individuals. The tools could teach skills such as budgeting and investing in a way that isn't talking down to YAYA consumers.

Reaching out to these core groups now can create loyal customers for years to come.

Apps like Mint Money Management allow YAYA individuals to connect all their accounts and set long-term savings goals and monthly budgets. This app allows them to take as much or little as they want from the app. It can be set up in minutes, with little effort needed to upkeep the services they need at a moment's notice. Banking apps, either on a local or national level, can input these tools that allow their users to see their spending habits or make goals for the future. Discover's mobile banking app allows YAYA individuals to focus on their future rewards and check in with their spending minute by minute. This helps them become more future-oriented without putting in needless effort.

Another implication is that the youth and young adult demographic is turning to social

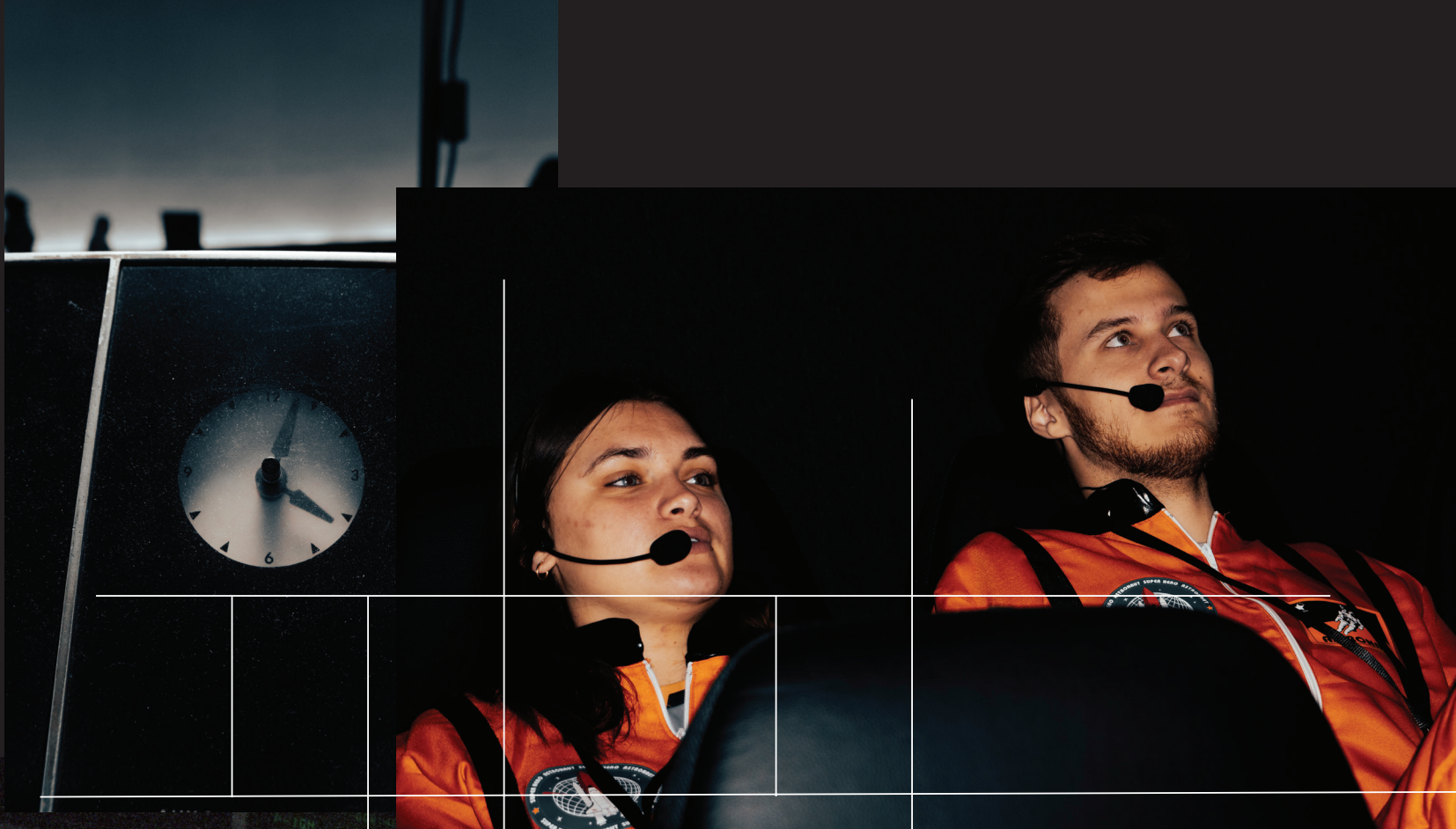
media to teach themselves finances with help from fellow YAYA content creators. Helping YAYA individuals become experts in finances is important. Jumping onto existing apps that are popular with this demographic to offer advice that applies to their daily lives or linking to a new app, website or credit card that understands their needs can help financial and marketing companies grow. Many independent creators are finding this on TikTok. Videos tagged #MoneyTok have had over 11.5 billion views as of March 14, 2022. Nearly 41% of investors in the YAYA demographic have sought financial advice on the app, according to The Economist.

Independent creators, all with over 1 million followers, such as Humphrey Yang, Fairies Quadri, Taylor Price and Antonette Aquino, have degrees in finance

or banking and worked in the industry before turning to TikTok to make financial information more accessible and less daunting, especially for women and people of color who are underrepresented in these industries.

Hiring YAYA employees to fill these roles and speak to their peers is extremely important, as it will be met with a negative reaction if the communication comes off fake, forced or is just not relatable. Many financial advising companies have most of their staff in the age group of YAYA consumers' parents. While expert advice is helpful, YAYA consumers would be more willing to seek advice from a company that employs people that understand who they are. Bringing in more young adults also diversifies the workplace and leads to growth in creative ways.





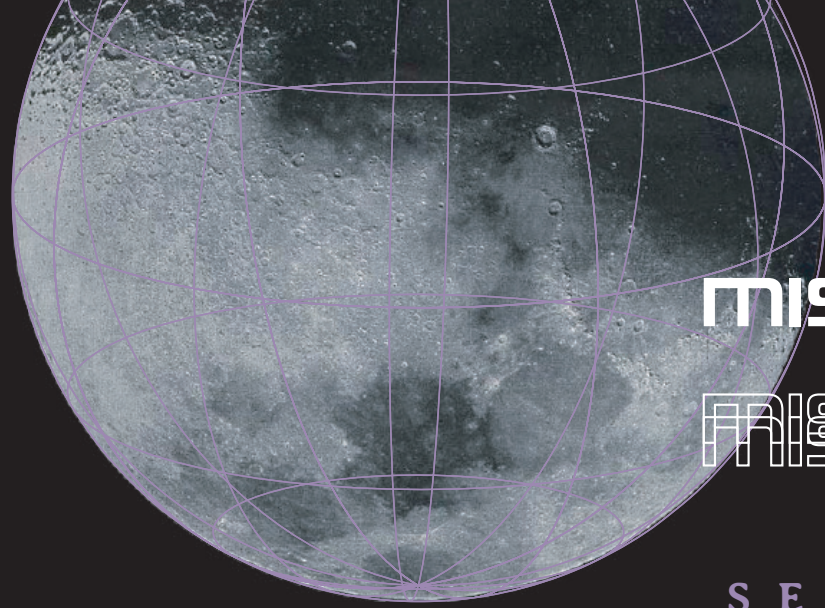
MISSION

MISSION

SECTION TWO

SEARCHING FOR
CONNECTION IN CYBERSPACE





MISSION

MISSION

SEARCHING
FOR
CONNECTION
IN
CYBERSPACE

Now among the stars, CODA 11 has officially left their planet. The search for a new world is underway, but first they must try and understand the extraterrestrial terrain they now find themselves in. As they analyze their surroundings and begin to map out their path, they'll be able to navigate this new world and explore it, sending crucial data back to ground control. If the mission is successful, CODA 11 will find a connection in space, so strong that it will lead to a new universe for the YAYA demographic to inhabit.

18- to 24-year-olds are digital natives who excel with technology. That being said, they still highly value personal connections in

every aspect of their lives, most notably in the workplace. When searching for job opportunities, they rely on online tools, but want to see them become more personalized and relatable. They also enjoy the freedom that comes from a technology-dominated workplace, but they want to see advances made to communication and experience a stronger company community.

YAYA consumers weren't simply born into a world with technology, they grew up

alongside it. They are naturally versed in tech and view it as an extension of themselves. But, to YAYA individuals, nothing is complete without personalization, and they are always searching for a connection out in cyberspace.

YAYA consumers take first to tech when on the job hunt. Nearly 60% of YAYA respondents say they prefer to utilize Google searches and online employment services including LinkedIn, Indeed and

SmartRecruiter when beginning their search. Even though technology comes first, YAYA individuals still rely on their close personal relationships when searching for and making decisions on jobs, with 15% of YAYA survey respondents learning about job opportunities through family and friends. Following closely, 12% of YAYA consumers rely on professional relationships with professors or recruiters to look for new job opportunities.



WELCOME TO (THE WORK) SPACE

All alone in space, the flight crew often feels isolated and disconnected from ground control. They need constant communication not only to make sure the mission stays on track and runs smoothly, but to keep them motivated and remind them of their purpose.

Many workplaces have placed too much emphasis on remote work and digital communication, and in doing so, have forgotten the importance of company culture and community. YAYA consumers highly value personal connection, and while they have come to enjoy the opportunities that remote work allows, they are strongly affected by a lack of connection to their jobs. Seventy percent of YAYA consumers agree that they are more productive when working from home than in the office. However, there is a conflict as 60% agreed that they are distracted while working from home. As such, YAYA consumers are split 50-50 when it comes to working remotely.



CHARTING THE STARS

YAYA consumers want to have the opportunity for hybrid work schedules in the future, but solely working from home perpetuates a disconnect. Across the board, YAYA consumers agree that companies need to work harder to improve communication and foster communities where they are included. In 2021, only 11% of YAYA workers agreed that the business software and apps

available to them at work fostered collaboration. For this demographic, technology alone is not a replacement for human-to-human interaction.

IN 2021, ONLY 11% OF YAYA WORKERS AGREED THAT THE BUSINESS AND SOFTWARE APPS AVAILABLE TO THEM AT WORK FOSTER COLLABORATION

A hybrid schedule that allows for in-person collaboration and communication could improve productivity and effectiveness in the workplace. Further, if YAYA workers are to become properly established in their roles and thrive in their workplaces, hybrid models paired with effective two-way communication can pilot a successful mission.



SPACEWALK

CODA 11's flight crew is about to embark on one of the most hands-on, complicated and possibly dangerous phases of the mission: the spacewalk. The spacewalk involves leaving the safety of their space capsule that they've been confined to for a long time. When walking across the vastness of space, they are looking for a connection that'll help YAYA individuals thrive beyond their home planet.

YAYA individuals stated that they wish they had more freedom and flexibility in the workplace to balance how they are most productive with their emotional and personal needs. Some YAYA employees banded together with their coworkers during the pandemic to bond over virtual happy hours or met up with fellow employees in coworking spaces. In 2021, only 37% of YAYA workers said that their managers

regularly checked in with them during a 12-month period. Not only has this demographic been left to their own devices without essential guidance, but employers have not been monitoring how their employees are coping in their roles. Tuning into the workplace wants and needs of YAYA employees and fostering coworker bonding will allow this demographic to thrive, and most importantly, stay in their roles.

DATA TRANSFER

Returning to the mothership, CODA 11's flight crew collected data from their expedition in the uncharted realms of space with critical data that needs to be transmitted to companies immediately if they want to form a connection with YAYA consumers.

To reach YAYA individuals, companies need to take advantage of online employment services while still fostering human connections. In the hiring process, companies should host interactive Zoom Q&As or Instagram Lives so YAYA candidates feel heard and can learn more about the workplace.

FleishmanHillard conducts Zoom Q&As featuring employees throughout the entire agency to speak about their experience to prospective YAYA workers. Places like Reddit use Instagram carousel posts to showcase their unique work opportunities, as well as hold Q&A sessions for potential candidates.

Universities and organizations that assist YAYA consumers in developing skills can utilize

Q&As of their current students to show the real people and uses behind the services and organizations. Over 2 million people follow Harvard University on Instagram, where they often showcase the diverse voices of first-year students. These posts often garner thousands of likes, comments and engagements from prospective students.

Another way companies can create a connection with YAYA workers is by listening to and understanding what they want and need in a workplace, as the benefits they're looking for aren't the same as older demographics. These benefits range from hybrid workplaces or optional company work/play long weekends, to providing lunches or dog-friendly offices.

When YAYA workers feel disconnected from the companies they work for, they are more likely to abort the mission and reroute their flight plans. To retain their employees, companies need to work harder than ever to make sure YAYA individuals feel included. In a time where connection is already blocked

by the obstacles of virtual meetings and workplaces, taking the extra second to allow YAYA employees and new hires to sit in on a meeting or brainstorming session to expose them to new ideas and facilitate participation is important in making them feel valued and perpetuate growth.

Companies also need to focus on flexibility. Some YAYA employees may want to work from home every day while others prefer an office environment three to five days a week. Having the option for YAYA employees to choose how they are the most productive shows trust and will create long-lasting loyalty.

In addition, allowing time with coworkers fosters a connection with the company and keeps YAYA consumers happier, both as a worker and as an individual. At AppDynamics, community service is central to the culture. The company gives its employees five paid volunteer days annually. They also have a community-focused program called "AppD Cares" that encourages employees to come together and give back to community organizations meaningful to them.



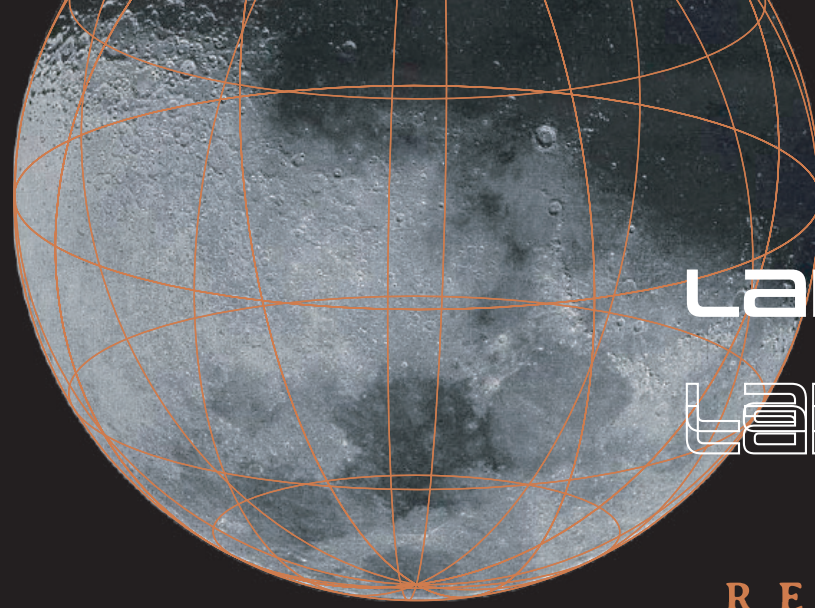


LANDING

LANDING

SECTION THREE

RESUMING THE SPACE TIME CONTINUUM



LANDING LANDING

RESUMING THE SPACE TIME CONTINUUM

CODA II has studied, analyzed and traversed space. It is now time for them to use the data they've spent astronomical amounts of time and effort collecting to find a new universe to help them live and work as they see fit. It is time to restart their timelines and take control of their space. This expansion of YAYA consumers' footprint into a new world will modernize their innovative techniques and behaviors to benefit all, taking YAYA individuals and all of humankind to heights not yet charted in the stars.

YAYA individuals lost out on valuable time during the pandemic. Their timeline was interrupted, and their space exploration was infiltrated

by isolation. They lost out on both personal and professional experiences. Now, they want to pick things back up and are ready for their lives to begin again. They're taking charge, and instead of accepting the world they were thrown into, they are working to launch back into life, make up for lost time and resume their timeline.

For YAYA respondents who managed to secure job or internship opportunities, 62% agreed that they struggled to

acquire or learn new skills from those jobs. Rather than relying on employers for guidance when it comes to professional development, YAYA consumers are taking it upon themselves to make up for lost experiences and skills they didn't get the chance to learn. They want to be proactive in their careers and capitalize on all opportunities for professional growth. They've decided to invest in themselves because they feel like no one else will, and they're doing so by freelancing.



SIDE MISSIONS

While CODA 11 has been focused on their mission to find a new world, the time spent in space cannot be wasted. There are countless opportunities for learning, data collection and self-growth that are not only beneficial to CODA 11, but can assist in their overall efforts of universe expansion.

YAYA consumers are learning new skills and trades during their limited free time to grow and stand out, with nearly 90% of YAYA survey respondents claiming that they performed at least some kind of freelance work in 2022. Within the freelance community there is a demand for upskilling, which YAYA consumers can achieve independently through apps and training programs. Further, nearly 60% of YAYA consumers agreed that freelance work is necessary to build their professional portfolios and experiences. Another freelancing benefit that

YAYA consumers are experiencing is higher pay rates. For part-time freelancers, the most popular reason they freelance is to earn extra money at 75%. While financial reasons appear to fuel part-time freelancers, full-timers seem more focused on improving their work-life balance. Fifty-one percent of freelancers claimed that no amount of money could convince them to take a traditional job. This is reinforced by the fact that 68% of YAYA consumers agreed that freelancing provides them with necessary additional income that is not provided by their primary job.

Above all, YAYA consumers are not embarking on side expeditions just to build portfolios or gain extra cash, but because they find it to be a rewarding venture, with 73% of YAYA consumers agreeing that freelancing is rewarding to them. In 2022, freelancers across the board agreed that clients pay more attention to experience

over education. This comes as a major plus to YAYA individuals, considering nearly 80% of YAYA survey respondents agreed that their education did not prepare them for their careers.



of YAYA survey respondents claimed that they performed at least some kind of freelance work in 2022

GROUNDING

These side missions are not without purpose. CODA 11 will take the skills and knowledge they learned from their ventures and, upon touchdown, apply it to their environment to create a more personalized, innovative world — all because of them.

YAYA consumers have sparked a desire to leave their mark on the world. They're creating their own businesses and opportunities for themselves. YAYA individuals are entrepreneurial, largely due to the fact that they are so comfortable with creating content in the digital and physical worlds. This cohort grew up watching people

become successful through technology and have the tools and resources to become successful themselves. The percentage of YAYA consumers who want to own their own business is rising. In 2019, 18% of YAYA consumers agreed that they wanted to own their own business, and that number rose to 30% in 2020 and has remained steady for the past two years. Further, 44% of 18- to 24-year-olds indicated that they are more interested in entrepreneurship now than before the pandemic. Working for a midsized company was a desire for YAYA individuals for many years, but 2022 showed a drastic direction shift. Only

80% OF YAYA SURVEY RESPONDENTS AGREED THAT THEIR EDUCATION DID NOT PREPARE THEM FOR THEIR CAREERS

18% of YAYA consumers want to work at a large corporation in 2022, which is down from 25% in 2020 and 33% in 2019. Only 26% of YAYA individuals want to work at a small/mid-sized company, which is down from 33% in 2020 and 35% in 2019. This could be a general lack of trust for corporations or a result of corporations not taking employee safety and needs seriously throughout the pandemic.



a new universe

CODA II has done it. A new galaxy has been sighted and CODA II has touched down on one of its planets. The discovery of a new universe is underway, though this is only the beginning.

To traverse to this new universe, companies should branch out of their typical hiring practices to find YAYA employees who can reinvigorate and freshen up older projects and brands. Working with freelancers, especially YAYA freelancers, and creating a longstanding relationship with them can create a pipeline for new hires that are loyal to the company, as well as bring in new creativity.

The days of fetching freeze-dried coffee orders and sweeping moon dust are over. Internships should be focused on professional development and independence. If YAYA workers want to be entrepreneurs, getting business and management experience at a young age can be extremely valuable, especially in teaching

them current practices while YAYA employees share their knowledge about the trends of tomorrow.

For example, General Motors recruits diverse talent through partnerships with organizations like Women of Color in Technology, Disability:IN, National Society of Black Engineers and Society of Hispanic Professional Engineers. They also have specific company programs that focus on hiring veterans, people with disabilities and women. In addition, they have a partnership with the Society of Women Engineers and iRelaunch for people that have taken a break in their field to build a family, try a new career path or pursue a passion project. General Motors is ranked No. 1 in the automotive industry and No. 28 overall in JUST Capital, a nonprofit that ranks the largest publicly traded companies on issues such as fair pay, benefits, work-life balance, equal opportunity, community support and ethical leadership, among others.

In line with CODA II's explorational spirit, YAYA explorers are eager to establish their lifestyle on the new planet and learn what it means to be the cultivators of a new world. YAYA individuals are hungry for experience. Creating nontraditional internships where they can travel to other offices or get experience in other departments and fields can set one company far above the rest.

Abbott, a medical device and health care company, has been on the radar for its unconventional practices for a long time. It has new hires participate in a 2- to 3-year developmental program with six areas of focus: finance, IT, manufacturing, quality assurance, engineering and environmental health. Abbott allows its employees to personalize this program based on their strengths and interests. Companies should allow their YAYA employees to have their chance to shine by utilizing technology and social media

in the professional world. Management can benefit from YAYA employees' knowledge of trends, as they're the ones setting them. Engaging in trends is important, but what's even more important is to be timely and in touch with those trends and to not become "cringey" and out of date.

TikTok accounts like Duolingo, Oscar Mayer and The Washington Post have millions of weekly engagements

MANAGEMENT CAN BENEFIT FROM YAYA EMPLOYEES' KNOWLEDGE OF TRENDS, AS THEY'RE THE ONES SETTING THEM

because they are run by or with help from YAYA workers and listen to their audiences. Management can hone in on the YAYA demographic's desire to grow and expand their skills by having professional growth budgets including tuition assistance, entry to professional conferences and skill workshops throughout the year.

Marriott International has helped guide its YAYA employees in realizing their self-growth and prioritizing wellness. It offers virtual and in-person training focused on professional and career development training

that includes work-life balance, leadership and management. It offers this training "because [they] believe in the well-being and growth of each and everyone," as stated by former President and CEO, Arne Sorenson.

Schneider Electric centers its orbit around the education of its YAYA employees. Schneider Electric University dedicated academies for professional development, leadership and other functional skills. Energy University is an online educational resource with over 200 courses on energy and data. "We believe in providing high-potential, early-career employees opportunities to build their portfolio with multiple positions in multiple locations across the company," says Jenna Roland, campus and early career engagement manager. "They will be stronger and more committed leaders of our organization in the future."

Management and recruiters can support freelance and part-time work for YAYA individuals during their education or at the beginning of their careers. Providing these opportunities can help companies gain loyalty from YAYA workers as they enter the workplace.





TOUCHDOWN

TOUCHDOWN

SECTION FOUR

CAERUS

FLIGHT SUMMARY



CAERUS

CODA 11 has conquered its mission. Upon exploring the uncharted realms of space, they have found a new universe that they feel strongly connected to. The flight crew landed on one of its many planets and has found an environment compatible with that of the YAYA demographic. CODA 11's mission control has named the planet "Caerus" after the Greek god of opportunity, luck and favorable moments. Caerus is the first world of its kind that will be joined by many others that inhabit the innovative, modern pioneers that are YAYA consumers and will be forever charted in Stellarium.

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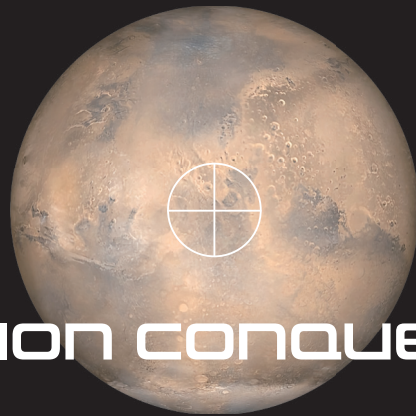
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