

the rosie report May 28, 2020

# insights from the future of work in marketing & advertising



# methodology

The Rosie Report is a future-focused interrogation of countless articles, published and syndicated research, public sector data, social posts, and in-house data analysis – and a labor of true love. Thematic findings were augmented and refined through qualitative in-depth interviews with leading future-of-work visionaries, a cross section of We Are Rosie clients, and top-billing Rosies from our consultant network. We validated, filtered, and prioritized the resulting conclusions through quantitative research fielded to (n=250) advertising and marketing professionals, providing a statistical comparison of talent working in fixed vs flexible roles.

Throughout this report, we use the terms “fixed” or “traditional” to refer to core employee status with the expectation to perform a set function within an established work time and workplace. The terms “independent” and “flexible” are used for those working without consistent expectations or boundaries of role, time, or place, often with 1099 status.



**Special Note:** As this inaugural report was underway, the global COVID-19 pandemic broke out at global scale, initiating the largest work-from-home experiment in human history. While The Rosie Report is authored in pursuit of sustainable business evolution, COVID-19 is recognized as a wake-up call to the imperative of remote work readiness, and hopefully an accelerant to this new, more enlightened, and fully flexible work paradigm we strive every day to manifest.

**“ the opportunity is  
literally to change  
everything about work  
as we know it. ”**

**– Cindy Gallop**

# out of sync

## There's a better way to work.

The problems in marketing and advertising are well-publicized. In a nutshell: the business model is broken, creativity is stifled, innovation is elusive, and productivity is lagging. Talent is clearly the key to all of this, but what we've learned through this study is that exceptional talent can only save us (and may only be willing to) if we step back and reimagine work itself.

Truth is, we're wrestling with talent issues like mental health, diversity and inclusion, engaging millennials, work-life harmony/integration, upskilling, and high turnover for a really good and perhaps overlooked reason: we've made decades of progress socially and culturally, but the institution of work is still pretty much the same. We've delayed marriage, modernized our definition of family, raised our carbon footprint consciousness, put supercomputer

devices in everyone's pockets ... and yet, work is still a physical place we go to for an established number of hours (or more), during a defined window of time, to do a job with a prescribed definition and path of advancement, within a traditional hierarchy.

The result is a system that just doesn't suit a large and growing portion of the working population. People want and need something inherently, systemically different.



**Different people have different productivity cycles, different preferences, different ways of working. Work used to be about conforming - you join an organization and you conform to the way they do things. But now we have a whole contingent of the workforce that wants to work their best, whether that is conforming or not. This is the reckoning we are finally having.**

— Nancy Hill, Media Sherpas

## In fact, according to our recent survey of marketing professionals:



Consider the above within an industry that has been built on high pressure, long hours, and physical collaboration, and solving the talent dilemma can look a little bleak. But top talent and progressive businesses are finding an alternative and promising future. What happens when we reinvent how marketing and advertising work gets done in a way that serves the talent? We solve a lot more than industry problems.

# the great talent migration

Well before 2020, a legitimate shift was underway, and gaining momentum with each passing year. With the total US freelance population at nearly 57MM, we estimate that there are close to 20MM in marketing-related fields. And while tens of millions of COVID-related layoffs may force more people to consider freelance work, there will be a huge number of people who consciously decide they are never going back.

## independence is a choice

No longer just moonlighting or bridging an employment gap, people are self-selecting into independent work as a permanent career path. In fact, **35% of freelancers say a flat “no thanks” to the idea of full-time employee status.** Why?

**59%**

of marketing freelancers feel adequately compensated vs **49%** of full-time employees

**74%**

of marketing freelancers feel they are doing their best work vs **57%** of full-time employees

**68%**

of marketing freelancers feel they spend the right number of hours working vs **59%** of full-time employees

**59%**

of freelancers feel motivated and engaged in their work vs **66%** of full-time employees

## real deal diverse talent

Independent talent is diverse in profile and experience, spanning generations, geographies, socio-economics, disciplines, seniority levels, and motivations. **It's the talent we really want that wants to work differently.**

**99%**

of Rosies have multi-disciplinary competency

**82%**

of Rosies have held a leadership position

**64%**

of Rosies have agency experience

**44%**

of Rosies have brand experience

**40%**

of Rosies put to work are people of color

# come one, come all

The reasons for choosing independent work are legitimate, human, and even noble. The most common themes: family needs, location preference, history of burnout, experience with discrimination or bias, a restricting disability, to avoid discomfort, and to enable pursuit of a personal passion.

Flexible work is an opportunity for entire populations that are essentially excluded from traditional office-bound work cultures. In fact, **tapping into independent talent is the ONLY way for an organization to be wholly inclusive.**

This at-will migration is a clear call to shift our understanding of and approach to talent. The assumption that all workers are seeking traditional employment is no longer valid.



Philadelphia, PA

**What I do:** Data Science

**Why I flex:** unique work style

**“I was on track to become a professional NASCAR driver until a career-ending injury at age 21. The analytics skills I had gained driving actually transferred to marketing. At first, project work was ‘what I could get,’ but after a couple full-time roles in between, freelancing became ‘what I do.’ Remote work suits my work style better – I wake up early and go to bed at 7 or 8pm. I also like to work alone without interruption, and that just doesn’t work in ‘AdLand.’ Being independent lets me optimize my personal health and work productivity.”**

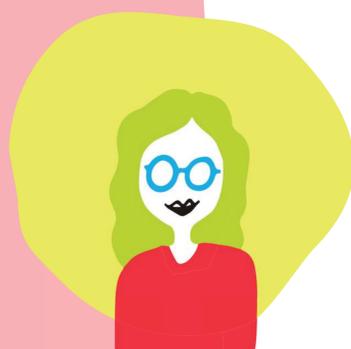


Atlanta, GA

**What I do:** Marketing Automation

**Why I flex:** freedom to become anything

**“After getting laid off by a nonprofit, I realized I was burned out and decided to give ‘working from home’ a whirl. I pitched myself to help someone in my community with their social media, but it wasn’t paying the bills. I started taking courses to skill up and got my Salesforce Certification. Searching for work with these new skills, I found Rosie, and had an assignment almost immediately. This was significant at a very low point in my life – I had just filed for bankruptcy and was being evicted. A traditional job wasn’t even an option. Rosie gave me hope and gave me my life back.”**



Los Angeles, CA

**What I do:** Strategy / Interim Exec

**Why I flex:** to be human and valued

**“The ad agency industry favors the ‘untethered.’ Long hours, frequent weekends, heavy travel, constant stress. I thrived on this energy for much of my career ... but then I had a baby. Returning from maternity leave an exclusively breastfeeding new mom, I was immediately bombarded with requests for grueling long-distance new business pitch travel. Each time I declined, I could feel it affect my reputation and status. Unfair expectations coupled with unfair treatment was not the future I had in mind, and I knew it would be the same at any agency, so I went independent and joined Rosie. I still have too much to give to be held back by subconscious bias.”**



Chicago, IL

**What I do:** Creative / Art Direction

**Why I flex:** caregiver priorities

**“In 2009 I became a mom and a caregiver for a sick parent in what would be a long battle. Freelance was literally the only option – I had to keep working, and I had to have a lot of time to care for my family. But the administrative side was hard. It took me 2 years to chase down a payment once. I also missed out on a lot of projects because the people hiring were looking for a match to narrow criteria instead of who is most capable. Rosie offered structure to the unstructured world of freelance. I feel cared for by a company but I’m still independent.”**

And, at a time when skill evolution and diversity are so critically important, embracing flexible talent can work in the favor of both talent and business.

It is a competitive advantage opportunity today; tomorrow it will be a prerequisite to survival.

“Flexible work models allow greater opportunity to people who have never been able to be part of the traditional system, people who have left the traditional system because it wasn't serving them, and people working within the traditional system who have been unable to show up to their full potential because of the working environment.

— Kat Gordon,  
The 3% Movement



Atlanta, GA

**What I do:** Search Marketing

**Why I flex:** to know where I stand

“Full-time employment is the illusion of security. Being at the wrong place at the wrong time more than once, I decided to go in a different direction. A full-time job can be stable during stable times, but you never know when the economy will turn. On your own you are more in control of your own fate. But, I didn't want to do the administration side of freelance, so I joined the Rosie network. As a contractor, I've found that my entire focus is on results for the client, and that makes clients really happy, and keeps me in demand.”



Houston, TX

**What I do:** Content Strategy

**Why I flex:** to bring out my best

“I started freelancing on the side at the very beginning of my career. When my role at a start-up was dissolved, I suddenly had to sort out my future, and got a project opportunity that allowed me to lean further into freelance. I was still casually full-time role shopping when I joined Rosie, but eventually realized I was actually more financially stable and generally more fulfilled on my own. Consulting emphasizes my natural strengths, and Rosie offers the emotional support of an organization that is sometimes lacking when you are going solo. There's nothing else like it.”



Atlanta, GA

**What I do:** Digital Media

**Why I flex:** to start my own thing(s)

“I joined Rosie 'on the side' to see whether I could make enough money to quit my full-time job. In less than a year, I was able to get to a point where I was making the same money with a lot more flexibility, and felt confident to leave that old job. Now I'm a full-time freelancer pursuing entrepreneurship on the side. I have a successful podcast and an idea for a pet-related business in the works.”



Chicago, IL

**What I do:** Creative / Copywriting

**Why I flex:** life goals

“As a freelancer, you can put together a lifestyle that works for you. And it sounds funny to say it but you can actually pursue real goals. As an independent you can flex your priorities as your priorities change. Sometimes the priority is money and you work harder; sometimes the priority is family and you work less. I was able to buy a house with a single year of focus on that objective because I was in control of how much I worked and earned. That would never have been possible as a full-time traditional employee with a fixed wage.”

# getting out of our own way

While the talent is migrating, marketing organizations have been slow to get on board. Certainly, there are some physical barriers: sunk or committed costs for office space and infrastructure, technology gaps, lack of relevant processes. To point, **only 28% of Marketers report that their organization was well-prepared to accommodate remote work when COVID-19 stay-at-home orders were issued.** But, these are all business problems that have been solved again and again in pursuit of growth or cost savings (open office concept, anyone?). Truth be told, the greatest barriers to progress are actually deeply subconscious.

## Here are some of the misbeliefs holding us back:

### Real talent has a “real job”

Despite all the evidence to the contrary, independent talent is still thought of as the cast-offs, the lazy, or the out-skilled.

Only **26%**

of Marketers believe  
freelance/contract work  
is highly respected

**76%**

of Marketers believe  
full-time employment  
is highly respected

**36%**

of Marketers still believe  
that full-time employees  
are more valuable than  
freelancers

### Onsite we work hard, offsite we hardly work

Even amidst numerous productivity studies favoring remote work, **1/3 of Marketers still believe that onsite talent is more valuable than remote talent.** Unfortunately, “working from home” still conjures images of noisy kids, Netflix, and playing hooky. It’s too soon to tell whether the extreme conditions of the pandemic will eradicate or exacerbate these views.

### Creativity and collaboration can only happen in person

It’s probably enough to say that COVID-19 proved this theory wrong. From new media concepts to new production methods, innovative creativity has defined marketing under quarantine.

Only **29%**

of Marketers feel that  
collaboration is where their  
company is falling down  
most in remote work

**46%**

say the problem  
is leadership

Leading organizations are already ditching these excuses and moving on to the real work of establishing systems to maximize the benefits of an open talent strategy. Hold onto the past, prepare to be left there.

### Freelancing is for phoning it in

Call them entitled, call them commitment-phobes, call them barely getting by, there is a reigning false belief that independence is the choice to do as little work as possible. However, **marketing freelancers are actually working 45 hours/week on average** (at a higher reported rate of productivity than traditional employees).

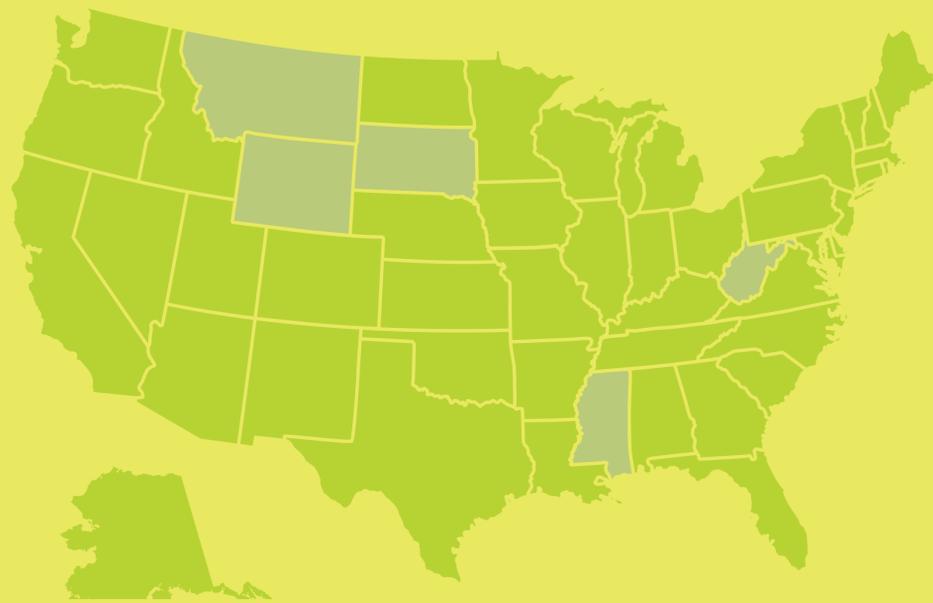


Agencies do not have a talent problem, they have a talent empowerment problem. It is disrespectful to the talent to say we have a talent problem.

— Seth Hittman,  
We Are Rosie Advisory Board

## workin' it

The exponential growth of the We Are Rosie network in just 2 years speaks to the real demand and opportunity of providing Marketers with a new way of working.



45 US States  
Have Rosies

99% male/female  
pay parity

<1% Rosie  
consultant  
turnover

25

Fortune 500  
brands

6

agency holding  
companies

100%

client retention

63%

of Rosies are  
full-time freelance

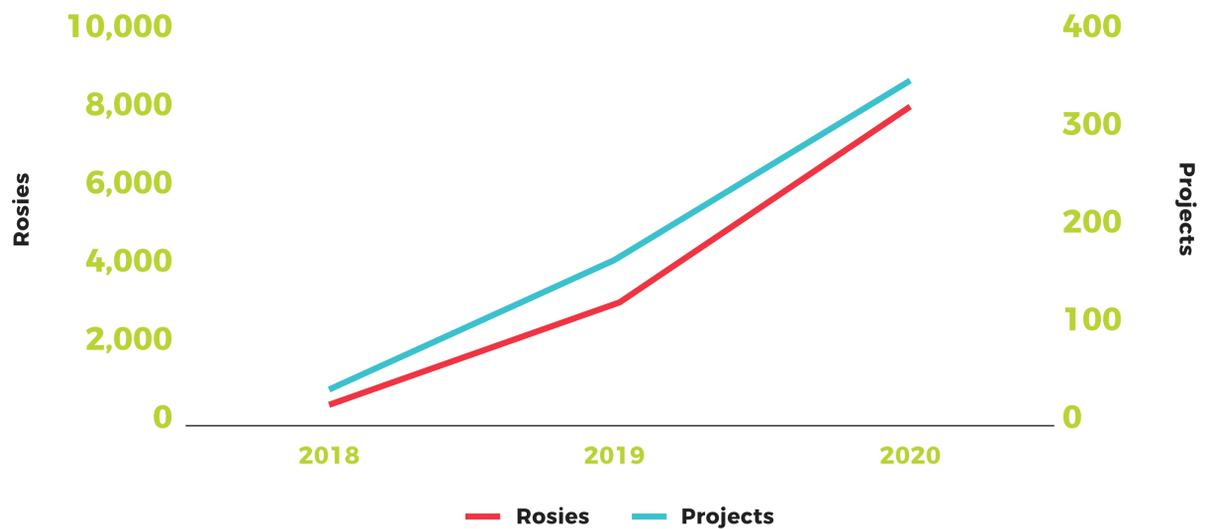
90%

worked remote  
in 2019

1MM+

remote  
hours worked

Rosie Network Growth



2020 forecast based on Q1 close

We Are Rosie is the future of advertising. ”

— Cindy Gallop

# big-time benefits for big-time brands

Businesses putting flexible talent to work are seeing a net positive impact on organizational performance that extends far beyond the marketing work. Mindshifts, pivots, new capabilities and offerings, and the achievement of broader strategic objectives prove that **flexible talent is not just a talent strategy, but a business strategy.**

**IBM** Precision-fit Rosies help an F50 marketing department keep a future-focused pace amidst 8 departmental parental leaves in 1 year

For the CMO of IBM Watson Media and Weather, Randi Stipes, manifesting the future is just another day on the job. And when you live in the future, new skills are required every day.

This puts pressure on the marketing team to rapidly acquire those skills, and it's not always realistic or sensible to hire them in or train them into the existing team.

Alongside a general strategic interest in "finding the best possible talent for short- and long-term needs," Randi was facing eight planned departmental parental leaves of absence in one calendar year, punctuating the need to get highly skilled talent in the door quickly.

"IBM needed a rich bench of talent that was specialized and experienced, plus agile enough to adapt to the ever-changing dynamics and fast pace of IBM, and Rosie was able to offer that."

**At IBM, Rosies function as fully integrated team members, reporting just as they would if they were a full-time hire.** The talent is wholly embedded and operationally integrated, expected to work the way IBM works, and given all the same tools and resources to do so. In this way, the

organization is able to flex in/out of specialized needs over time, but without compromise to its culture and workflow.

In one case, a Rosie with deep Salesforce and Marketo expertise was introduced to perform critical audit and update work to ensure that the sales team had the most accurate and actionable view of prospects. Having seen

many implementations of these platforms across different clients, the appointed Rosie required minimal onboarding, and was able to additionally introduce a new reporting system, allowing the IBM team to see what is in the system and how it is moving through, enabling better optimization of the sales funnel.

**Hyper-specialized and emerging skills – or essential clones of talent taking leave – can be hard to find in the wild.**

Rosie offered IBM “the ability to source unicorns who also fit mindset and aptitude requirements, plus the diversity of thought and background to get to the best perspective and work.”

## safe-guard products, international

Rosies “level up” the in-house agency and inspire the overall talent strategy

Kelly Noren, VP Marketing and PR at Safe-Guard Products International, was introduced to We Are Rosie in 2018 while architecting Safe-Guard’s first in-house marketing agency.

Project-based freelancers and contract talent had been part of the equation for some time, but she was struggling with securing best-fit talent for specific objectives on the right terms. “I needed support that was knowledgeable enough about my needs and the talent market, without a fixed engagement term.” Rosie delivered.

The first Rosie onboard was testament to a unique talent-matching process

and set the tone for the relationship to grow. Bringing in a unique skillset that wasn’t yet resident in-house, **“her thinking over time leveled up the entire team.”**

Seeing the existing team readily acquire the new skills introduced, Kelly knew that flexible talent could be part of her long-term workforce strategy – “the icing on the cake” of the in-house agency – allowing Safe-Guard to adapt to changing needs and care for the internal team at the same time.

## phobio

Rosie deploys an interim CMO and an elastic team of consultants to launch a new software product end-to-end

On the heels of retaining a new huge client, Phobio’s CEO, Stephen Wakeling, anticipated the company’s rapid growth. The new product, Rodio – a communications platform for companies with distributed, shift-based teams – was completely unique from their existing mobile and electronic device trade-in software. “We needed a slam dunk marketing strategy to ensure we were well-branded and positioned for future growth.” His first move was appointing an interim CMO from Rosie’s deep bench of executives-for-hire.

**This product launch was a waterfall of phases, demanding a range of expertise and capabilities that would typically require multiple agency partners** – research, brand strategy, event planning, and digital marketing. Instead, the Rosie iCMO was able to reach into the Rosie network and

seamlessly rotate precisely right, as-needed, just-in-time specialists throughout the nine-month launch engagement. The Rosie network not only provided highly efficient access to specialized skills, but offered a diverse mix of perspectives that allowed the team as a whole to see and surface opportunities along the way.

**“It’s difficult for companies and leaders – even those with good intentions – to create diverse/heterogeneous teams.**

People tend to hire what they see in the mirror. As an agnostic party, Rosie brings forward a new composition of team. Cross-pollination and top-notch quality.”

40 interviews, 5 focus groups, 2 days of offsite workshops, 2 major events (NRF and CES), 1 exclusive prospect dinner, and an all-around extremely successful, comprehensive product launch later, the Rosie network continues to serve Phobio as a flexible pillar of their marketing workforce strategy.

## major holding company media agency

Employing Rosies saves 15 jobs and raises leadership consciousness about layoffs in general

“There’s got to be another way.” The VP, Media of a major holding company agency feared there was “dirty work” ahead. The agency had elected not to defend a long-standing client account up for review on the heels of securing a new client relationship. But, sunseting an old client while onboarding a new

one can be a tricky tightrope. Giving both the respect they deserve typically prohibits the transfer of existing talent. Instead, **agency talent is fated to come and go with their clients.**

This time, a new idea was lobbed. The departing account was standardized, systematized, and well-documented. Why not try a freelance team to see it out, while the full-time talent transitioned to onboard the new account? In the search for a bench of skilled media talent that could onboard quickly, We Are Rosie was introduced. The transition to the Rosie crew was fast, seamless, and effective, completely avoiding a layoff (to the tune of 15 jobs saved) and gilding the agency’s reputation with both clients.

A “wake-up call” for a leadership team that had grown “too comfortable with cyclical hiring and firing,” the success of this engagement resulted in more conscious consideration of talent going forward.

## bumble

Rosie helps a start-up-minded marketing organization meet the new demands of a globally scaled org

When start-ups scale rapidly, they have the benefit of maintaining a start-up mentality – and the challenge of lacking time to adequately expand competencies and also revamp processes and practices that they have outgrown. For Bumble, a dating app pioneer that grew to nearly 100MM users in just six years, bringing We Are Rosie in to support the marketing team was an opportunity to press forward

on all fronts. VP, Marketing Chelsea Maclin practices a general philosophy of “getting the best out of people” as distinct from “getting the most out of people.” She also believes that external perspective is a key ingredient to innovation, and the best work. “Businesses too often expect people to behave like computers with inputs coming in and outputs going out. **Understaffing and over-expecting doesn’t lend toward the best work nor the development or well-being of people.**”

So, when it came time to develop a cross-channel content strategy for Bumble Bizz – something the internal team didn’t have the experience nor the capacity to take on – We Are Rosie was a natural fit. Both groups share a similar philosophy on the future of work, and Chelsea knew the combination of specialized expertise, category knowledge, and diverse perspective that was offered in the proposed Rosie talent was the right recipe for success. As it goes in a fast-paced business, the scope shifted

in the course of the engagement but the appointed Rosie talent didn’t miss a beat. Ultimately producing comprehensive, high-quality content strategies for two significant innovation initiatives, there was an incremental win in workflow. Thorough audits and work “in the trenches” revealed opportunities to increase communication efficiencies and create numerous new template systems, trackers, directories, and documentation that set new operational standards for the marketing team.

The value of being able to deploy new capabilities and establish a solid foundation isn’t lost on the Bumble team. “Flexible external talent is a way to continue to extend the business through meaningful – but mitigated – risk. It’s different people looking at the same problem in different ways, holding a mirror to the organization and challenging it to come up with the best solutions.”

## spoonfulone

A “SEAL team” of Rosies establish a digital foundation for a growth-focused start-up

At the turn of 2020, SpoonfulOne was on a mission to “get their product in the hands of parents and into the bellies of children.” New Head of Marketing, Zoe Glade, knew this would require a heavy focus on digital marketing – and that some of these skills would require external talent. Already familiar with We Are Rosie, and moving at the lean and agile pace of a start-up, this seemed the perfect opportunity to apply a flexible talent model. **“Rosie was able to provide a ‘SEAL team’ to complement the team of experts I already had. Their sense of urgency rubbed off on the entire team and we were truly firing on all cylinders.”**

Rapid execution of search/SEO, social, display, and e-commerce drove business results – revenue and transactional growth plus 210% growth in web traffic – but more importantly, “boosted the morale of the entire team as we started being able to talk about success.” The work of the Rosie team helped Zoe establish a foundation of digital marketing and a model for future efforts. And Rosies continue to provide SpoonfulOne with the “flexible staffing structure to ebb and flow with the business that is so imperative.”

# change work, change the world

Direct business benefits are one thing, but new talent models solve for a whole lot more. Key industry problems including high rates of employee burnout and churn, the talent trap of needing specialists but only being able to afford to staff generalists, and ensuring cultural and consumer relevance of the work can be addressed with a solid flexible talent strategy.

**For organizations seeking to have the bigger positive societal impact that consumers increasingly expect, a focus on how we define and employ talent can even make a meaningful dent in the world's most wicked problems.**

## economic prosperity

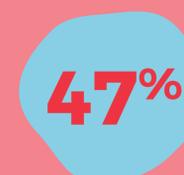
The most obvious benefit of more open talent practices is the amount of energy that gets redistributed toward real work. Time is unfortunately zero-sum – every minute wasted reduces what is available for important tasks like deep thought, creativity, or process improvement.

Commute time averages over 26 minutes each way per the US Census Bureau, putting nearly an hour back into every remote workday.

### During the COVID-19 work-from-home mandate:



of employed Marketers say they are spending less time putting out fires



of employed Marketers say they are spending less time in meetings

Additionally, our Rosies report huge benefits from aligning their work time with their natural productivity cycles. Forcing deep analytical thinking or highly creative thinking during a time of day that the brain isn't firing that way – simply because those are the established work hours – naturally reduces both the efficiency and the quality of the work.

Perhaps less obvious, is the impact flexible talent models can have on the local and national economy as a whole. A more elastic workforce enables both growth and resilience in organizations, bringing in critical new skills not cultivated internally and talent that might not otherwise have been working at all.



of Rosies report they would be unable to commute to an office



of marketing freelancers report having adequate time for learning vs only 24% of traditional full-time employees

# wellness

Our mental health epidemic is no secret these days. According to Forbes, mental illness costs America up to \$193B in lost earnings per year,<sup>1</sup> and it plagues the marketing & advertising field:

80%

of traditional full-time marketing employees report that their work sometimes affects their mental or physical health

62%

of traditional full-time marketing employees have suffered burnout in their current role (compared with only 36% of freelancers)

Talent that isn't required to clock in for specified periods of time (with assembly-line era break policies) can recharge as needed. Science has already proven that naps, walks, meditation, exercise, and just clearing the mind have extraordinary effects on mental health, physical health, brain function, and creativity. Flexible talent models allow the space and time for these practices within our work life.

## During the COVID-19 work-from-home mandate:

39%

of employed Marketers say they are sleeping more

36%

of employed Marketers say they are practicing more self-care

31%

of employed Marketers say they are feeling less work-related stress

30%

of employed Marketers say they are exercising more

One might argue that this is a result of workload slowing down in general, but that argument is largely the point. Engineering more time in the day through greater productivity does translate to healthier behavior.

<sup>1</sup>Forbes, "The Cost Of Ignoring Mental Health In The Workplace," April 2019

# inclusion

**Here's an inconvenient truth:** having a bias toward local, full-time, in-office, traditional hires with specific experience is having real bias. People of different socio-economic and ethnic backgrounds cluster geographically. People with disabilities or social discomfort cannot comfortably work in most traditional office settings.

Parents and other caregivers shouldn't have to make a binary choice between working and being there for those they love. The experience on our resumes – education, internships, jobs, promotions – are all a function of our position of privilege or disadvantage.

# sustainability

Reducing environmental impact is now a business imperative, and workforce strategy has the potential to be a significant contributor. While recycling programs, green appliances, and paper waste consciousness are worthwhile steps, reducing the number of onsite employees by embracing both remote and flexible talent models will move many needles in one fell swoop.

Businesses skilled at working remotely will find less occasion for business travel. Fewer employees required onsite will reduce commute-related carbon emissions. More lunches at home and fewer late-night pizza parties will reduce employee food waste. Smaller and fewer office real estate spaces will reduce in-office energy consumption.

70%

of freelancers report working with diverse teams compared with only 59% of traditional employees

**Open the workforce strategy and suddenly, achieving diversity and inclusion requires far fewer committees and initiatives, and our creative work starts to reflect the world we actually live in.**

During the COVID-19 work-from-home mandate

67%

of Marketers report printing to paper less

**Choosing suppliers that also embrace remote and flexible talent models can have a compounding effect on these environmental benefits.**

All in, flexible talent strategy becomes a powerful pillar of corporate social responsibility and global corporate citizenship.

# the future as we know it

Work life in sync with real life. Resilient businesses (re)building, growing, thriving. Healthier people and a healthier planet. This is the truth and promise of flexible talent in advertising and marketing. This is also the future we've been manifesting for 2 years and counting at We Are Rosie. In practice, it looks a little something like this:

## **Closed hiring process is replaced by open talent strategy.**

Exclusion is a thing of the past. "Placing talent" becomes the priority over "making hires," which makes room for true diversity and inclusion, specialization of skills, and optimal fit. The most successful organizations evolve past "managing contractors" to leveraging independent talent - and all talent - purposefully and well.

## **Org charts and hierarchy make way for complementary teams.**

Pigeon-holes, tracks, and boxes are finally put to pasture. Those who can demonstrate competence or even just potential are able to flex across roles and functions without roadblocks. Talent is inspired to upskill and reskill as stewards of their own advancement. Organizations benefit from all talent reaching its highest potential.

## **Communities rise to replace the social benefits of the workplace.**

Upskilling, career progression, and exposure to new ways of thinking are nurtured through networks of people with a common craft or interest. Caring for independent and distributed talent is taken on by the community curators. Shameless but relevant plug: We Are Rosie offers full health benefits, 401(k), and bi-weekly pay to assigned Rosies.

## **Shape-shifting becomes the new organizational superpower.**

Flexible talent becomes a standard fluid layer around the organization, allowing it to adapt in both composition and size with changing market dynamics: fuel during times of evolution when new skills are required, burst capacity during seasons of prosperity, and risk mitigation during times of uncertainty, cautious growth, and recovery.

## **Human credentials become the new currency of employment.**

Higher-order skills (learning, collaboration, compatibility, adaptability, communication) become the skills most coveted by talent and employers alike. Career progression becomes skill-based rather than role-based, calling for a complete overhaul of job descriptions and resumes as we know them.

**The future is a liquid workforce - like an accordion that contracts & expands with many types of people and roles working in different ways.**

- Fernando Hernandez, Microsoft



# a report by any other name is just a report

Because the future of work will always be in front of us, it doesn't end here. Check us out on these channels for more goodness.



## the rosie report podcast

Host and Founder of We Are Rosie Stephanie Nadi Olson dives deep into reimagining the future of work in advertising and marketing with game changers from across the industry.

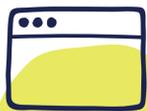
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# we are rosie

**We Are Rosie is a thriving (and growing!) marketing consulting cloud of over 4,500 independent experts skilled across marketing, media, creative, strategy, technology, and more. Our lightweight, on-demand, curated talent model makes it easier for brands to do their best work.**

**We offer marketing expertise from the brand and agency side, when and how you need it, to augment, complement, backfill, or accelerate your in-house team and capabilities. Together, we are a force of change for good, inclusion, and results. We Are Rosie.**



**Stephanie Nadi Olson** is an advertising executive who founded We Are Rosie in 2018 based on a genuine understanding of what it feels like to “not belong.”

Her life experience as the daughter of a refugee has driven her affinity and advocacy for marginalized groups. We Are Rosie is a manifestation of her soul’s calling to create a better way to do business by focusing on the people doing the work. Over the course of her career in advertising, Stephanie has worked closely with big brands and major tech companies and has developed a unique 360-degree view of industry practices and the need for transformation.

Using this experience, she has created a human-centered approach to marketing that celebrates diversity and facilitates happiness, while ensuring that We Are Rosie maintains integrity and authenticity every step of the way. In 2019, Stephanie was awarded Entrepreneur of the Year by the Stevie Awards. In 2020, she was acknowledged as a World-Changing Women Honoree by Conscious Company and an AdAge Creativity Awards Visionary/Founder of the Year Finalist.

# cred & gratitude

We Are Rosie would like to recognize everyone across our community and beyond who contributed to this inaugural edition of The Rosie Report.

## contributors

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