

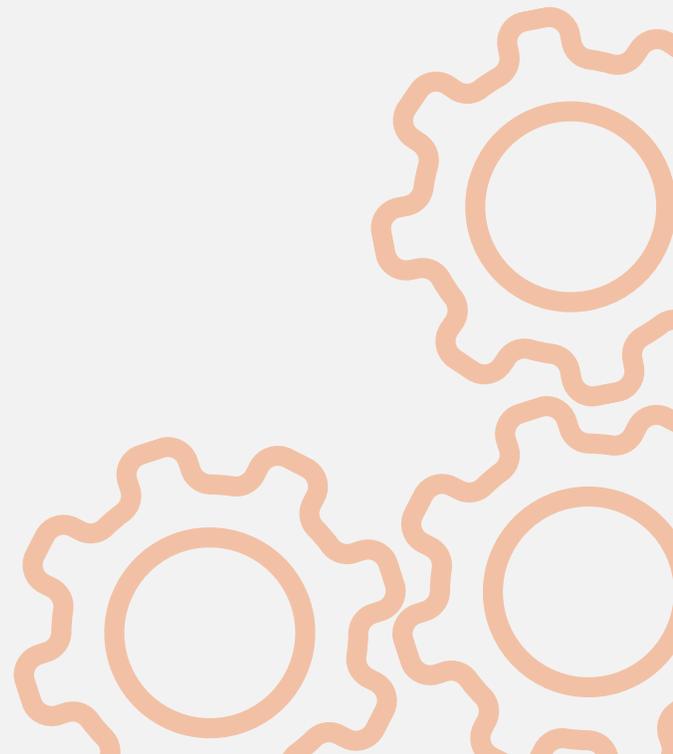
CROSS- SKILLING

The Overlap of
Marketing & Design



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Marketing and design are two career fields that are easily misunderstood. While many business leaders may know what marketing and design are at a high level, they often struggle with where these functional areas fit into the overall strategy. Those assumptions and misunderstandings can get in the way of integrating marketing and design into a business's brand, vision, and strategy.

And even within their respective fields, marketers and designers can also struggle to understand one another. Whether it's communicating concepts, goals, or feedback, it's easy to get lost in translation ... especially when we think we know what we're working with. Marketers and designers who can work well together, understand each other's needs, and know how to translate creative concepts into tangible brand elements can make a bigger, more meaningful impact for their companies and clients, and elevate their own roles in the process.

Those nuances and soft skills don't come automatically. Cross-skilling and up-skilling are two techniques we can use to learn, grow, become more versatile, and add more value.

In this whitepaper, we'll explore how cross-skilling and up-skilling trends are impacting marketing and design professionals, what we can do to up our game (and why), and lessons from experienced marketers and designers on how to collaborate.

Benefits of Cross-Skilling and Upskilling

In recent years, we have seen the phenomenon referred to as the Great Resignation-- where 47.4 million people left their jobs, according to the Department of Labor¹. This has catapulted workers into new fields and careers. Employers are searching for new ways to recruit talent and show professionals the longevity and growth their careers could have if they stay with the company.

This is good news for creative professionals as they have more options than in previous years. This also means employers are looking to expand their creative professional positions through cross-skilling.

So what is cross-skilling?

¹ Fuller, J. and Kerr, W., 2022, The great resignation didn't start with the pandemic, *Harvard Business Review*, <https://hbr.org/2022/03/the-great-resignation-didnt-start-with-the-pandemic>



Cross-skilling is the combination of up-skilling and reskilling. Up-skilling is when employees learn new skills and competencies related to their field as the business grows and changes. Reskilling is when employees learn completely new skills and roles within the organization.

Cross-skilling is the combination of up-skilling and reskilling.

Both of these ideas go against the traditional specialization organization within companies. In the past, one employee would have one specific skill set that typically did not overlap with others. Cross-skilling, on the other hand, provides a myriad of benefits and teaches professionals applicable skills to be as successful as possible.

A study by Talent LMS², a platform that provides professionals with cross-skilling courses, reports that 81 percent of professionals reported that cross-skilling and up-skilling boosted their productivity and 80 percent reported cross-skilling boosted their confidence in their professional abilities. On top of this, 35 percent of professionals reported a significant change in compensation from their employer. The confidence you build in your own skills will translate into advancements in your career at a firm or even freelance.

Of course, marketers in small and mid-size organizations already know that cross-skilling has been a sort of requirement. It's been common for these marketers to wear many hats and 'be a jack of all trades but master of none.' While it's true that outsourcing has been one solution in these situations, some of these marketing departments are starting to swing the other direction: hiring specialist marketing roles to fulfill one or two distinct needs on the team.

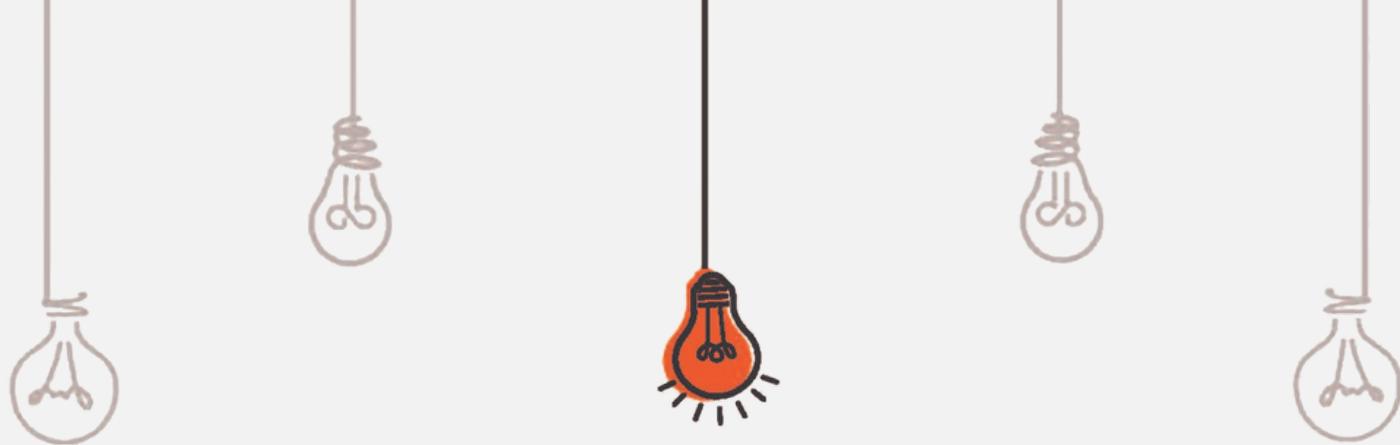
Even then (and perhaps *especially* then), there are opportunities for early and mid-career marketers to develop new skills. Every manager knows it's easier and cheaper to hire up than it is to train someone new; when teams can fill specific roles from within the company, everyone wins.

Cross-skilling is the way to make that happen.



² Zamir, R, 2022, 2022 training recommendation: cross-skill as a path of resiliency for your workforce, *Forbes*, <https://www.forbes.com/sites/forbesbusinesscouncil/2022/02/17/2022-training-recommendation-cross-skill-as-a-path-to-resiliency-for-your-workforce/?sh=1b71e8cc2f02>

³ Apostolopoulos, A., 2020, Employee upskilling and reskilling statistics: casting light on the trend, *Talent LMS*, <https://www.talentlms.com/blog/reskilling-upskilling-training-statistics/>



Enhances work relationships and fosters empathy

Cross-skilling gives creative professionals exposure to others' skill sets and can build relationships across departments.⁴ If creative professionals see the time and effort that goes into other skills and jobs this can create a pathway for empathy and understanding. This is especially important during times where collaboration and creativity are needed most.

Additionally, cross-skilling can provide diverse perspectives on projects and engage a greater amount of marketers and other professionals to foster a team player mindset. This provides a supportive environment for all involved and can also lead to other kinds of training, education and mentorships.

Shows employees that there is room to grow

According to Manila Recruitment and Flex Jobs, 50 percent of global companies have issues addressing employee retention⁵ and 82 percent of employees say they would be less likely to leave if their jobs provided more flexibility,⁶ respectively.

Cross-skilling can be a key part to solving the obvious barriers that employers have retaining employees and employees feeling fulfilled in their careers.

Cross-skilling can show creative professionals that there is room for growth and advancement. It also shows that the employer knows how to play to individual team members' strengths and what they think they can bring to the table.

Improves training and onboarding processes

As mentioned before, the Great Resignation left other professionals scrambling to fill in different roles for now-vacant positions. With cross-skilling, this effort would become seamless.

Marketers and other creative professionals would already have some knowledge and versatility of their peers' skills so that when these vacancies occur, others can fill in temporarily.⁷

⁴Drexler, O., 2021, How to cross-train talent in your marketing agency, *Click Guard*, <https://www.clickguard.com/blog/cross-train-talent-in-your-marketing-agency/>

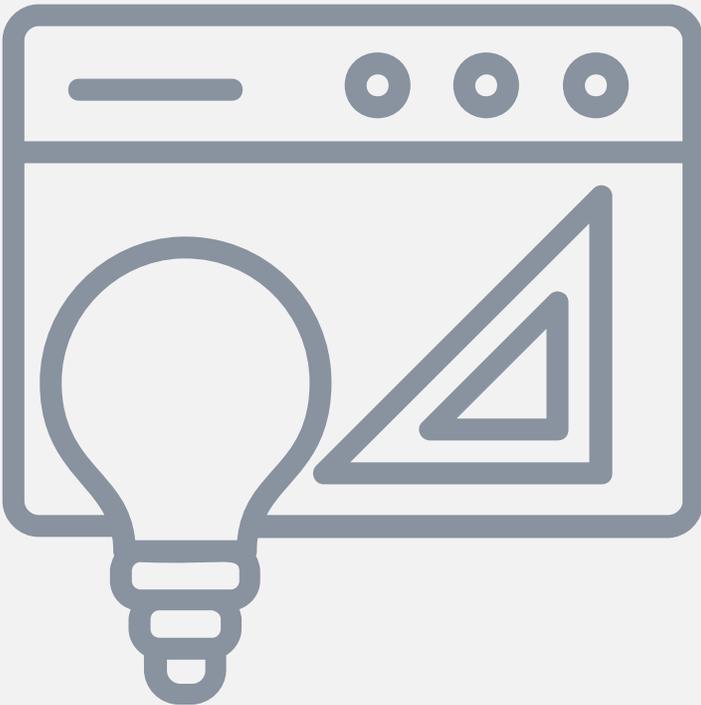
⁵Cullimore, R., 2018, Understanding why employees leave: 10 turnover statistics you need to know, *Manila Recruitment*, <https://manilarecruitment.com/manila-recruitment-articles-advice/understand-why-employees-leave-turnover-statistics-need-to-know-infographic/>

⁶Drake, A., 2019, Why employees quit: 60 statistics every employee should know, *Learn Hub*, <https://learn.g2.com/why-employees-quit>

⁷2021, Fourteen important things cross training can help an agency achieve, *Forbes*, <https://www.forbes.com/sites/forbesagencycouncil/2021/07/28/14-important-things-cross-training-can-help-an-agency-achieve/?sh=1223b4cecce7>

This could also curate healthy work relationships as early career professionals are able to access help from their co-workers and provide different perspectives and solutions.

Marketers and other creative professionals can also contribute to improving training and onboarding processes with a few key skills. Having experience in the technical realm and understanding different methods of data management, collection, and transformation can help marketers translate raw data into ideas for campaigns. This can lead to analytical abilities where problems can be identified and solved from the same data or other forms. Creative professionals and marketers should also be aware of the business side. With training and investing in developing business acumen, marketers can accurately assess opportunities and risks marketing has in business outcomes.



The Future of Marketing and Design

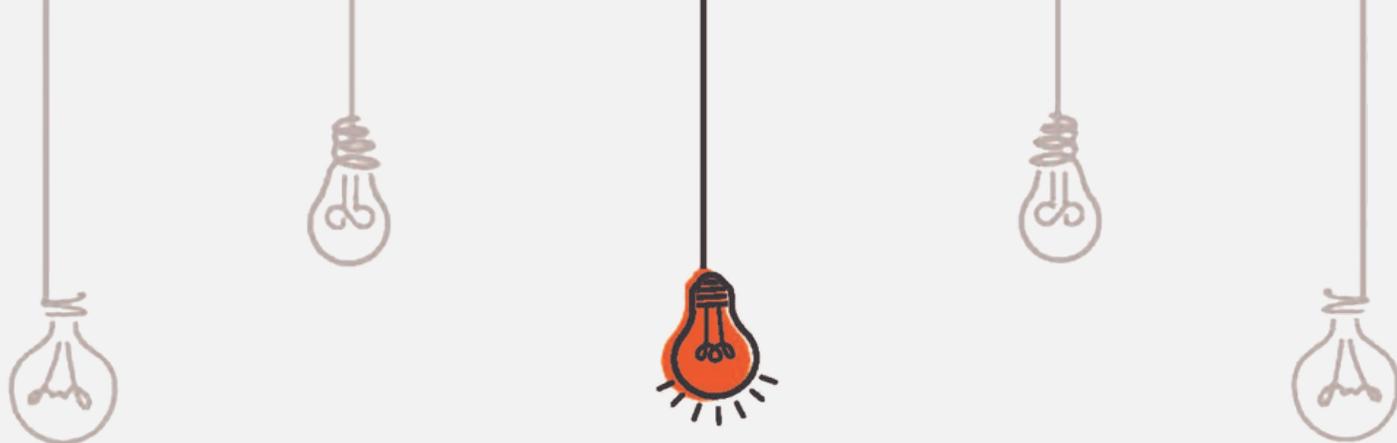
Marketing and design are ever-changing creatures that often show us the sign of the times. Creative professionals and marketers need to pay attention to upcoming trends to keep up with current consumers and attract the attention of future consumers. This is where cross-skilling and cohesive collaboration comes in. As marketers and designers adapt to one another's skills, these trends will become easier to tailor to a client's brand and message. Both teams have insight into each other's work and what they are capable of.

Social corporate trends, like transparency, are also becoming huge talking points with consumers and where they deem worthy enough to invest their time and money. Communication and marketing have become more personalized than ever before. With consumers and user experience becoming a top priority in design and marketing, creative professionals should pay attention to these trends to understand what can be the most effective with future campaigns. Here are a handful of popular trends in the marketing world with a few accompanying examples.

Liquid consumers

Consumers have more power than ever within the world of marketing. The term liquid consumer⁸ refers to expectations set by the consumer for one industry that is dictated by a previous experience in another.

⁸Refer to Appendix B for supplemental information.



For example, we often complain if shipping on an item we ordered takes over a handful of days to deliver. This is because other companies, like Amazon, have set the standard that your order could be at your doorstep in as little as 24-48 hours after purchasing it. Companies no longer set the bar for their own brand experiences or expectations because they are constantly being compared to others.

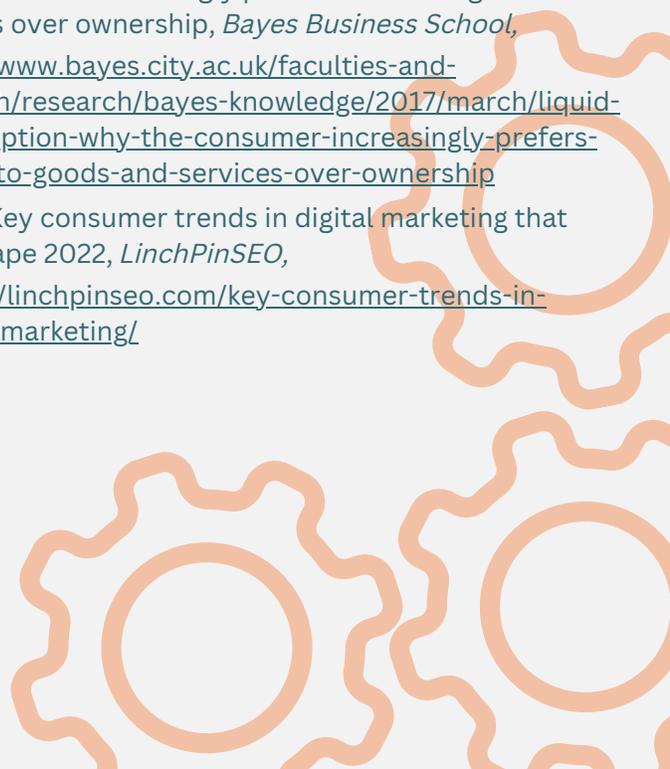
Liquid consumers also produce complex purchasing decisions. With endless options, consumers are able to decide what high or low-end products they purchase based on personal factors. This could be anything from how meaningful a specific purchase is to simply how frequently the consumer will use it.⁹ While they may want the luxury and experience of investing in a high-end handbag, they might not put the same weight into purchasing a high-end home appliance like a washing machine.

Brands should take on a more fluid behavior than rigid. According to LinchPinSEO,¹⁰ brand loyalty is declining. In the past, marketers may have seen their work as driving consumer behavior. Now, consumer behaviors are driving these same markets– the dynamics between marketers and consumers have shifted. Marketers need to be aware of what their audience and clients are seeking out and what dictates their decisions. Keeping up with the following trends in this whitepaper could also help foster brand loyalty back into your court.

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⁹Bardhi, F. and Eckhardt, G., 2017, Liquid consumption—why the consumer increasingly prefers access to goods and services over ownership, *Bayes Business School*, <https://www.bayes.city.ac.uk/faculties-and-research/research/bayes-knowledge/2017/march/liquid-consumption-why-the-consumer-increasingly-prefers-access-to-goods-and-services-over-ownership>

¹⁰2022, Key consumer trends in digital marketing that will shape 2022, *LinchPinSEO*, <https://linchpinseo.com/key-consumer-trends-in-digital-marketing/>

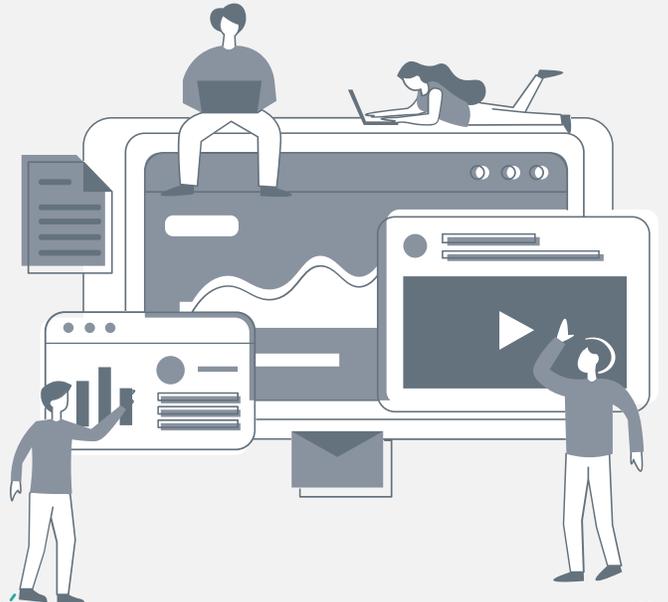


Because the script has flipped and consumers are now more vocal about what they want from brands, marketers and designers need to listen. A useful tool for this is social media. A great example of this is Nike`s advertisement featuring Colin Kaepernick in 2018. Initially, the ad had backlash and even started a #boycottnike trend on social media platforms. However, after the backlash died down, Kaepernick's ad was credited for a \$6 billion increase in value¹¹ for the company. Consumers who supported Kaepernick subsequently supported Nike and saw their values and beliefs expressed by the brand, creating brand loyalty and trust. People who would have been Reebok or Adidas consumers now became Nike customers.

To be successful in attracting liquid consumers to clients' brands, it is essential for marketers and designers to understand that they are speaking to a client's audience rather than pitching to them. In the Kaepernick ad, Nike was not advertising a shoe or product—they were making a statement about values they believe in. This is arguably more powerful than an ad or campaign for new sneakers because people do not necessarily align their identities with material objects, but rather their values within their own lives.

Does every marketing campaign have to be tide-shifting social commentary? Of course not. As marketers and designers, we need to keep in mind that brands are no longer static and tell the consumer what they *want*, consumers now tell us what they *need*. Once this Nike ad was released, other brands began making their own commentary on social issues. This started the wave of brand transparency; which we will explore in the next section.

This is another key element to attracting a client`s audience—observing the competitors. Clients need to be aware that a one-time consumer does not guarantee a lifetime of loyalty. By observing what consumers gravitate to, marketers and designers can tap into other elements like demographics, language, brand statements, and even color schemes to pull in consumers that otherwise may have not been a target audience. Liquid consumers present creative opportunities for designers and marketers to collaborate and see what resonates with established and new audiences.

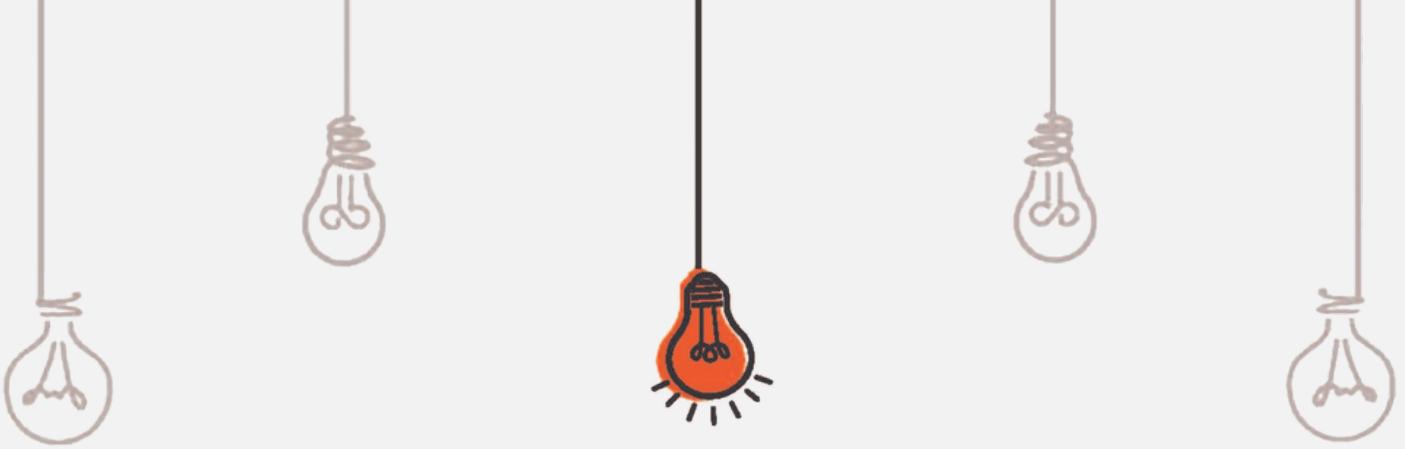


Transparency

Corporate transparency and its importance to the consumer has blossomed in recent years. Transparency shows consumers that clients' brands and products are ones that are trustworthy and reliable. In fact, 94% of consumers say they will stay loyal to a transparent brand, according to BBB.¹²

¹¹ 2018, Nike sales defy Kaepernick ad campaign backlash, *BBC*, <https://www.bbc.com/news/business-45472399>

¹² 2021, BBB business tip: demonstrating transparency increases consumer trust and brand loyalty, *BBB*, <https://www.bbb.org/article/news-releases/24327-bbb-business-tip-demonstrating-transparency-increases-consumer-trust-and-brand-loyalty>



So, what can corporate transparency look like? It could be as simple as being upfront and forthcoming with information even when it is not favorable towards the company. Simply address any mistakes or errors and offer some reconciliation to show consumers that your brand is committed to doing better.

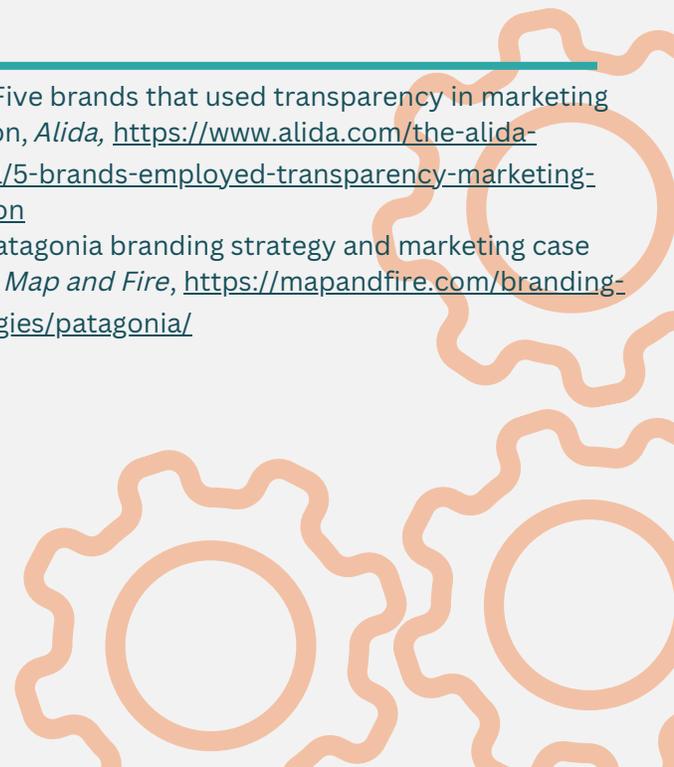
It could also mean starting initiatives that align with specific elements in the brand's mission statement or relevant social causes happening at the time. Consumers have become more socially conscious than ever before. The more transparent the brand, the better the relationship is with the consumer.

On the marketing and design end, brand transparency can become its own campaign. Both designers and marketers should have overlapping knowledge of the other's process so transparency is read and seen throughout a client's campaign. In the previous example with Nike and Kaepernick, Nike saw huge success. Transparency has the ability to transform from a marketing tactic to a brand's core message. For example, Patagonia`s brand is a massive advocate for sustainability. Their mission to protect our environment and inspire social change does not explicitly occupy every campaign they release. They have developed initiatives like a Fair Trade Campaign in which they educate people on how their clothing is made and how clothing waste contributes to climate change¹³. This initiative is seen both through their marketing *and* in designs on their clothing and in their overall brand image.

The success of Patagonia`s transparency and subsequent campaigns and image can be attributed to strong marketing and design teams. A case study conducted by Map and Fire Brand and Research Agency¹⁴ explains that the steady success of Patagonia comes down to the flawless integration of their marketing and design. The language used in their marketing campaigns is labeled as "self-transcendence" with an emotional appeal and connection to the natural world. This coupled with the use of more natural color schemes and designs of the natural world throughout their campaigns, use of pictures of environments they have monetarily committed to preserving in their campaigns, and *showing* their activism rather than telling. Adapting a serious yet casual brand voice through their marketing and design has made Patagonia`s success skyrocket over the past decade.

¹³ 2016, Five brands that used transparency in marketing and won, *Alida*, <https://www.alida.com/the-alida-journal/5-brands-employed-transparency-marketing-and-won>

¹⁴ N.d. Patagonia branding strategy and marketing case study, *Map and Fire*, <https://mapandfire.com/branding-strategies/patagonia/>



Mobile Communication

Phones have become the center of our universe. They are how we communicate with one another so it is a matter of time before brands begin to use more mobile communication tactics to communicate with their consumers. This is already the case for some brands that often advertise sales or other promotions via text message.¹⁵

Mobile communication also gives brands a more direct route to the consumer. Some options may include:

- App-based marketing
- Social media marketing
- Text marketing
- Location marketing
- QR codes
- Augmented reality

With all of these methods, it comes down to how well the message is marketed and that the design and UX are well thought out.

Marketers need to consider the where, when, and why of their clients' target audience to successfully collaborate with designers.¹⁶ Where and when go hand-in-hand here. Researching where and when people are most likely to be on their phones is already half of the battle to market to a client's audience.

According to Deloitte,¹⁷ people are more likely to use their phones when out with friends, consuming other media, using public transport, walking, and at work compared to other daily interactions. This information can tell marketers where and when consumers are most likely to convert based on locations, times, and other factors.

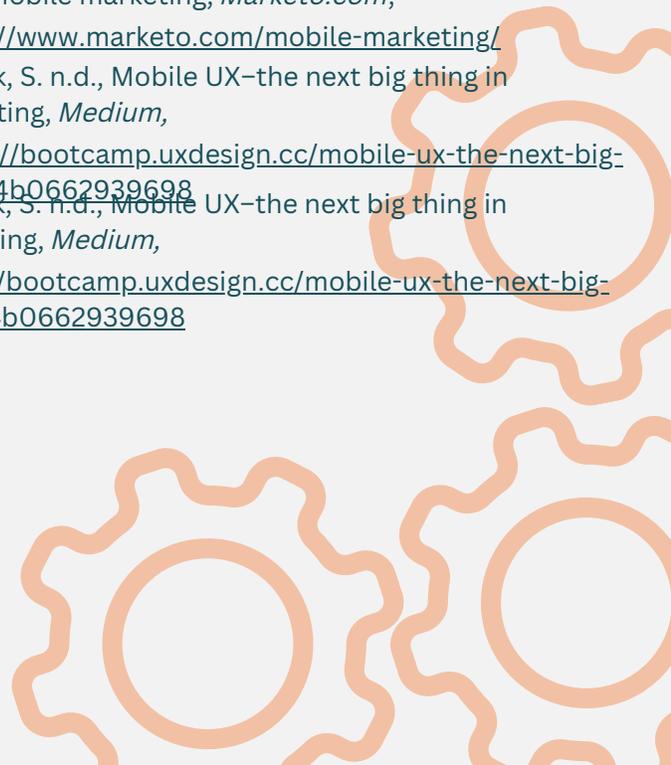


Tapping into why consumers access the mobile web is also key for marketers. According to Josh Clark, the author of Tapworthy, users typically access the web to microtask (quick but brief periods of activity), learn about what is going on around them, and simply because they are bored. With these categories, marketers need to focus on retaining their audience's attention when landing on the site and identifying what information is useful for the audience's purpose.

¹⁵ N.d., Mobile marketing, *Marketo.com*, <https://www.marketo.com/mobile-marketing/>

¹⁶ Patrick, S. n.d., Mobile UX—the next big thing in marketing, *Medium*, <https://bootcamp.uxdesign.cc/mobile-ux-the-next-big-thing-4b0662939698>

¹⁷ Patrick, S. n.d., Mobile UX—the next big thing in marketing, *Medium*, <https://bootcamp.uxdesign.cc/mobile-ux-the-next-big-thing-4b0662939698>





Designers have had to make the switch from desktop to mobile and subsequently have had to tailor client brand experiences to a much smaller playing field. UX should cater to fast, intuitive, and minimal effort interactions. Designers should focus on making client sites both adaptive to a variety of devices and responsive. Also, consider hand placement on mobile devices and how that could affect the physical design and layout of mobile sites. Important navigation features and pages should be easily reachable and compact so that users do not have to go searching.

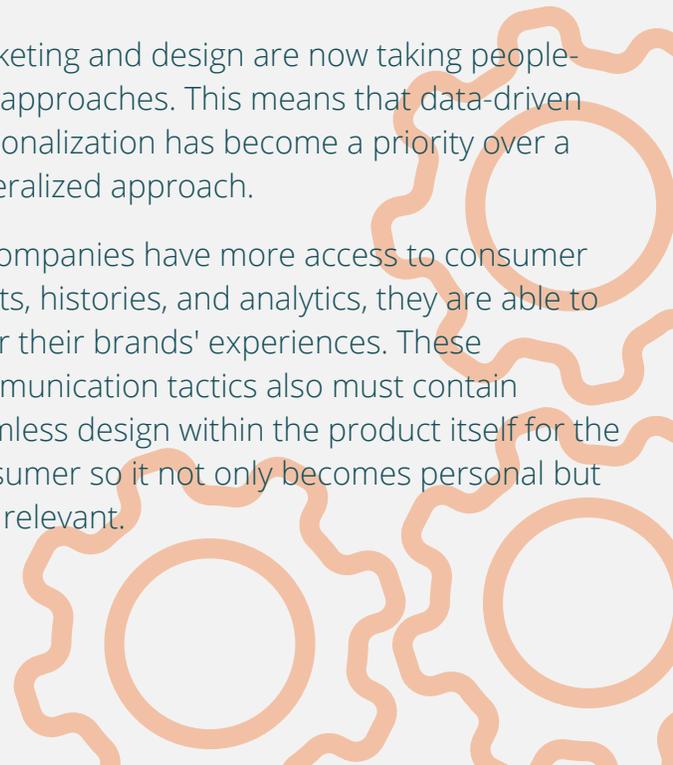
The less-is-more approach reigns supreme here and it's important for UX marketers and designers to maintain context, convenience, conciseness, and consistency.

The less-is-more approach reigns supreme here and it's important for UX marketers and designers to maintain context, convenience, conciseness, and consistency. Mobile communication is a key area where marketers and designers need to understand one another's processes because of limited space and time to catch the consumers attention. If marketing and design seem to not align with one another, this could be off-putting to potential consumers and drive them off of a client's site.

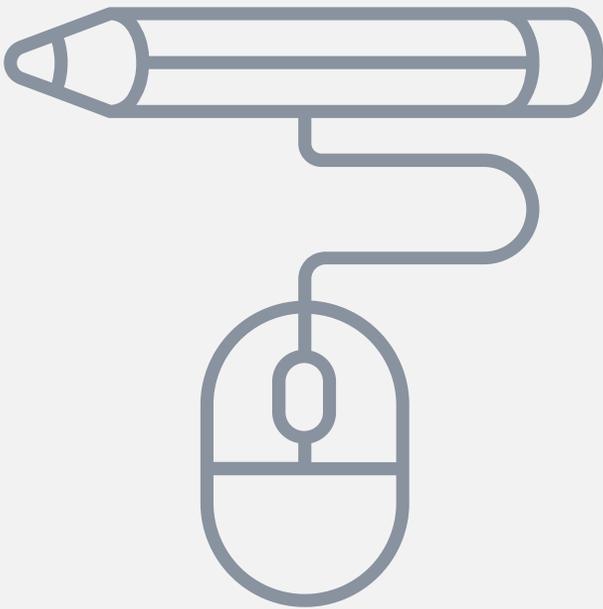
Personalized design and communications

Marketing and design are now taking people-first approaches. This means that data-driven personalization has become a priority over a generalized approach.

As companies have more access to consumer habits, histories, and analytics, they are able to tailor their brands' experiences. These communication tactics also must contain seamless design within the product itself for the consumer so it not only becomes personal but also relevant.



On a greater scale, personalized design and communication must tell a story. Personalized communication needs to show the consumer why they should care or need to incorporate that specific brand into their lives. We connect over shared experiences—marketing and design share these larger stories in compact and easy-to-digest pieces to meet people at every stage. As these technologies become more effective for the consumer, brands will then become more meaningful.¹⁸



When it comes to personalized communication as a designer and marketer, it's important to recognize that you both have the same goals. Both parties want to obtain engagement through shared experiences and tailored communications, so try collaborating on campaigns that build on the client's objectives. Marketers and designers need to be conscious of one another's processes when crafting personalized communication campaigns. Marketers will be accumulating more of the raw research on the demographics of a client's base.

While this data is being turned over into a message for the client's consumers, designers should be a part of this process to ensure the content is engaging and will keep the consumer's attention span and also send the correct visual message. If a client is gathering user data, let that lead the way for the tone and look you want to present to a specific group.

A great example of both design and marketing coming together for a consumer engagement and retention campaign is Spotify Wrapped.¹⁹ At the end of every year, Spotify creates a personalized and curated presentation of a user's music taste. It contains stats like the number of minutes music was listened to over the course of the year, top genres, new genres, and top artists. On top of that, it can also be shared across other social platforms. This is great marketing for Spotify because it encourages listeners to come back to the app and also acts as essentially free advertising when it is posted by users at the end of the year. It also presents a unique opportunity for designers to develop visually engaging personalized content that could have a multitude of combinations based on users' changing music tastes. While this is a relatively large campaign, it shows just how effective collaboration is between marketers and designers in tailored content.

¹⁸ 2021, What is personalized communication and why does it matter?, *uhv.edu*, <https://online.uhv.edu/articles/undergraduate-studies/personalized-communication.aspx>

¹⁹ Jurberg, A., 2021, Spotify dominates social media in December thanks to brilliant annual campaign, *Better Marketing*, <https://bettermarketing.pub/spotify-dominates-social-media-in-december-thanks-to-a-brilliant-annual-campaign-e94cb6dd4871>



Which Skills Matter Most?

Right now, digital marketing has grown into an all-encompassing marketplace of different and ever-evolving skills. With how rapid trends can change and the need to keep skills relevant to your work, it can be difficult to narrow down what skills champion others.

According to the Digital Marketing Institute,²⁰ the most desirable marketing skills are those in

- Technology
- Creativity
- Analytical thinking
- Adaptability
- Critical thinking

Employers are looking for a blend of hard and soft skills.

So what does this mean? Digital, social media, and search marketers must be able to use both logical and well-reasoned judgments to the same capacity as creativity and thinking on their feet. As previously mentioned, this could simply mean cross-skilling, taking a digital marketing course, or receiving certifications from programs like Google Analytics. There are also local and national associations—like the AMA—that offer training programs for professionals to brush up on or learn new skills.

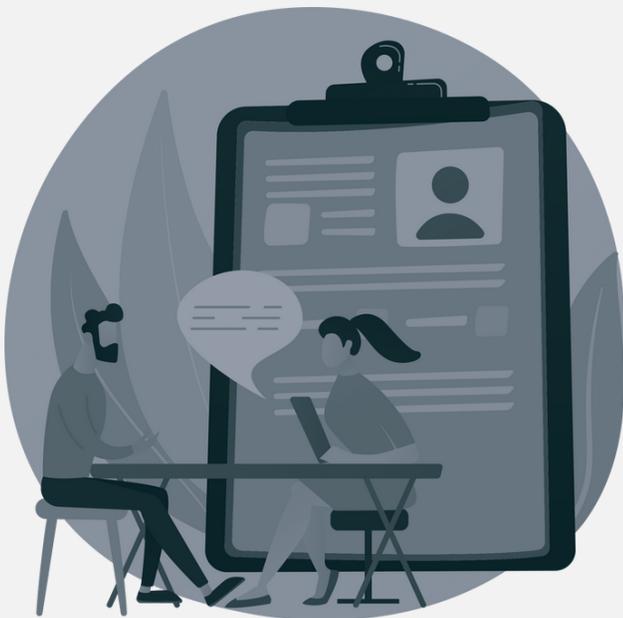
For creative professionals in the gig economy, managing and perfecting these skills could help you stand out amongst your peers.

To advance your own career as a creative professional at a firm, try and seek out other opportunities within the company and involve yourself with different events, like conferences, that you otherwise may not have thought about. This can help you advance your career at your current firm and also prepare you for future endeavors.

Digital, social media, and search marketers must be able to use both logical and well-reasoned judgments to the same capacity as creativity and thinking on their feet.

²⁰O'Brien, C., 2022, What are the most important digital skills and job trends in 2022 and beyond?, *Digital Marketing Institute*, <https://digitalmarketinginstitute.com/blog/what-are-the-most-important-digital-skills-and-job-trends>

If you are a designer, know that critique is a major part in your role and the end product for your client. Think of this as engaging with your adaptability and analytical/critical thinking side. Try to engage with as many professional opinions on your work as possible– the forefront of those being other members of your team. Having consistent input on your work will save you time and keep the project on track for deadlines. If you are in your early or mid-career as a designer, familiarizing yourself with different forms of visual communication will show your versatility.²¹ Firms and those looking for freelance designers want creatives to be able to handle print, social media, web design, etc. While each of these skills can take a while to master, educating yourself in the basics and knowing what clients expect from you can help build your portfolio and reputation. If you feel drawn to a specific specialization or skill, try your best to perfect it! This could be your ticket to new experiences and jobs– especially in a gig economy.



As a marketing professional, honing in on your style and specialization is just as important as with design. Having a list of skills on your resume whether you are freelance or applying to a firm is always an added bonus²² but focusing on a niche skill that you excel in can give you a leg up over your peers. Firms may lack the resources to hire outside specialized marketers and this can provide you with excellent opportunities! For example, SEO experts hold a heavyweight in the digital marketing space. While every marketer should have a grasp on SEO and maintaining high SERP rankings, developing a niche and reputation in SEO can help your career grow and provide other pathways like freelance work.

Also, be sure to acquire soft skills along the way. If you are an early or mid-career marketer, sometimes these skills are not as emphasized or they are often forgotten about. As outlined before, analytical and critical thinking are sought after. Other skills like cultural knowledge and emotional intelligence can also be helpful in the marketing field.²³

²¹Mesrobian, C., 2022, Graphic design and marketing: what designers wish they knew before starting out, *Rasmussen*, <https://www.rasmussen.edu/degrees/design/blog/graphic-design-and-marketing/>

²²Flavin, B., 2021, Eleven types of marketing specialization: the practical guide, *Rasmussen*, <https://www.rasmussen.edu/degrees/business/blog/types-of-marketing-specializations/>

²³N.d., Marketing Training Programs, *American Management Association*, <https://www.amanet.org/resources/key-business-skills/marketing-skills/>



We have all seen a marketing and ad campaign gone wrong. A recent example is a Peloton commercial from 2019.²⁴ In the advertisement, a woman is gifted the workout bike by her husband. Over the course of a year, she documents herself using the bike as a way of showing thanks. According to the New York Times, what was supposed to be a meaningful advertisement for the holidays sparked backlash as critics called it sexist, out of touch, and even “dystopian”. Researching different cultural perspectives on a project you are working on can only benefit you. This idea does not have to solely be about international culture knowledge, either. For this example, knowledge of diet culture or simply integrating a woman’s perspective on receiving a possibly unsolicited workout bike by her spouse could have guided Peloton’s creative direction with the ad.

How Marketers and Designers Can Work Better Together

Marketers and designers are often thought to be on opposite sides of the spectrum; however, both share the goal of telling a brand's story. Marketers and designers should include one another in every step from conception to execution. This not only ensures cohesiveness of the project or campaign, but also guarantees the client's vision is being addressed on both sides.²⁵

This all begins in the first stages of brainstorming. Having an open dialogue about the goals of the project draws inspiration and shows commitment and partnership from both sides in making the project successful. Clear communication during this period should set the precedent for the rest of the project and both sides should have a say in any changes or additions.



²⁴ Ortiz, A., 2019, Peloton ad is criticized as sexist and dystopian, *New York Times*, <https://www.nytimes.com/2019/12/03/business/peloton-bike-ad-stock.html>

²⁵ Saracino, A., n.d., How marketers and designers can work together more efficiently, *Marketing Profs*, <https://www.marketingprofs.com/articles/2012/8712/how-marketers-and-designers-can-work-together-more-efficiently>

To achieve clarity between marketers and designers, try developing a creative brief. Richard Parr, VP for Creative Services at Kensium Solutions, explains that a creative brief is “to inspire your design team and inform them about your branding, marketing, and demographics. It helps lay the foundation for the creative professionals to develop creative deliverables for the client.”²⁶ Creative briefs should answer the basic who, what, where, when, and why of the project and should be kept to a maximum of one page. Additionally, creative briefs can aid designers with insights into the brand, provide potential criteria, show the personality and values of the client and overall project, and heighten client buy-in.

Designers and marketers do share common ground—it just takes different forms! Understanding your role on your team is crucial to your success. Campaigns and projects can have countless moving parts that can switch on a dime. Knowing where you stand as a part of your team is the only way issues can be identified and solved as quickly and effectively as possible. This can also be defined in initial documents at the campaign's conception.

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forms!

As a creative, try to incorporate important elements of other creative processes. If you are a marketer, try and familiarize yourself with the basics of design and any programs that are commonly used. If you are a designer, hone in on your people and communication skills.²⁷ While design is your strength and a good portfolio will get you noticed, people skills will get you hired. As mentioned before, cross-skilling can build a better relationship between marketers and designers because it harnesses empathy and also opens one another up to new perspectives.

Marketers and designers often speak different languages. While this is not necessarily a bad thing, it is important to learn each other's language. If the marketing team is unsure of why a designer changed a certain element—ask. Questioning one another on specific or broader choices only helps generate conversation and further analysis. While attacking other's choices only would only hinder the team, asking *why* should be seen as an opportunity to learn one another's language.

As projects and campaigns begin to come together, setting deadlines together is the only way to hold one another accountable. Of course, revisions can and will occur—but it is important to uphold your deliverable deadline. It is also important to estimate how many revisions may occur so that each side has a clear timeline.

²⁶ Parr, R. 2016, The benefits of a creative brief, *LinkedIn*, <https://www.linkedin.com/pulse/benefits-creative-brief-richard-parr/>

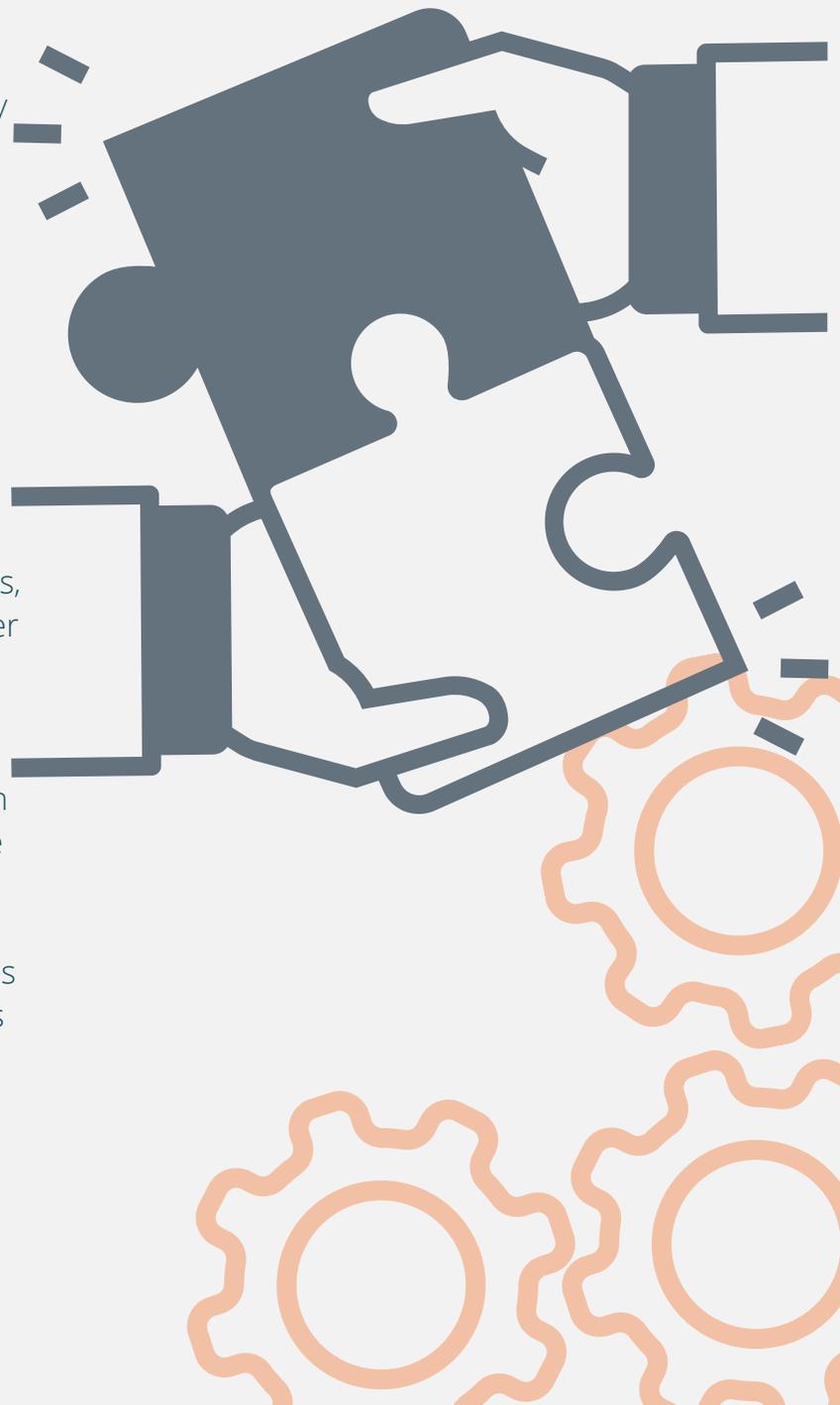
²⁷ Gallucci, K., 2020, Eight ways marketers can upskill, *LinkedIn*, <https://www.linkedin.com/pulse/8-ways-marketers-can-upskill-kristin-gallucci/>



In the marketing and design world, it is important to remember that you are your own best asset. The beauty of cross-skilling and upskilling is that it becomes whatever you make it. As a marketer or designer, you have the ability to oscillate between identities and specializations to shape your career in the way you see fit in your professional passions. Collaboration among others who may seem your `opposite` is a safe place for ideas and risks to be discussed and is a creative opportunity to see what skills you are able to harness while working with different minds.

Conclusion

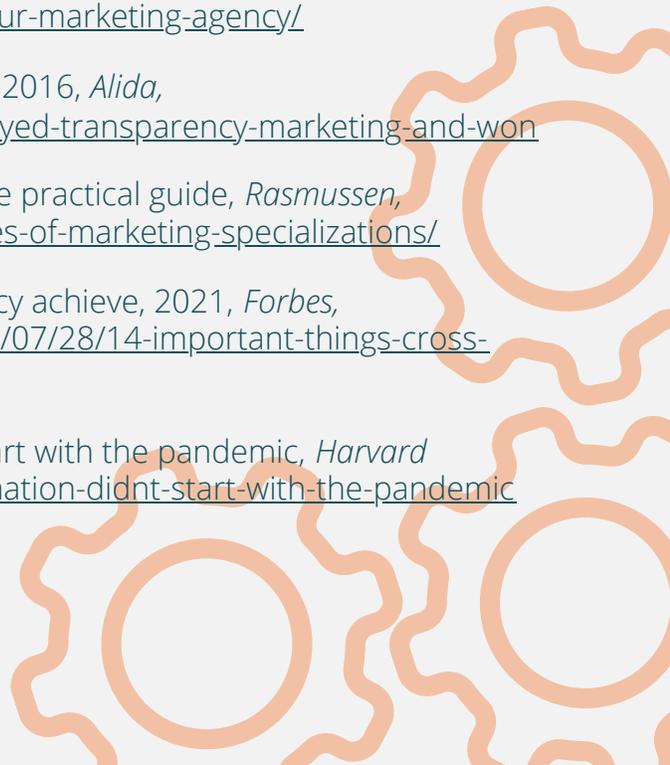
While the world of digital marketing may seem like a bustling metropolis of data sets, deadlines, and analytics galore it is important to remember that our skills and perspective make this field successful. Cross-skilling provides wonderful opportunities to better our work for not only clients but brings a sense of accomplishment in knowing that we are capable. As we learn more skills, this makes them more applicable to current and future trends so that we are even more knowledgeable about our own capabilities and what our clients expect from us. Marketers and designers learning one another's language utilizes both of these elements as we can build empathy by learning about other's skills and solutions and we can see projects through another's skill set to broaden our own.



Appendix A

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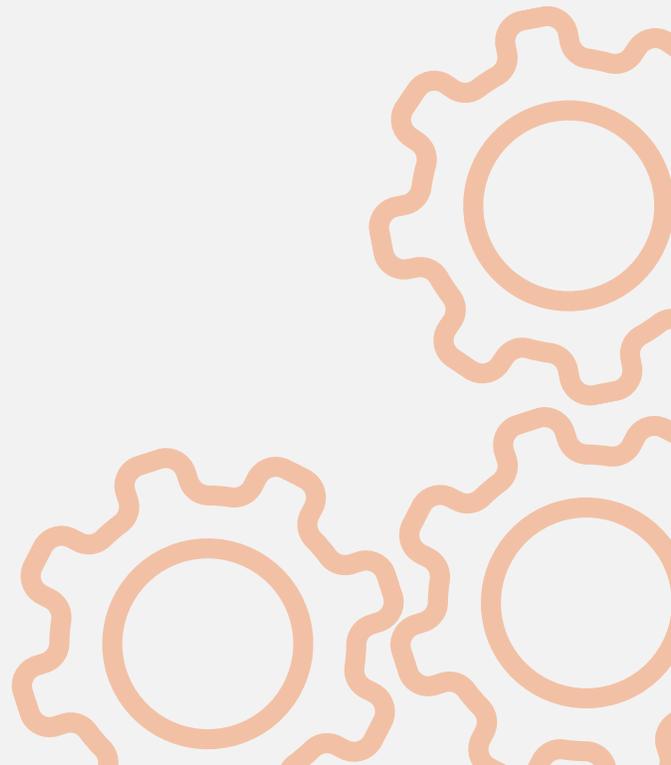
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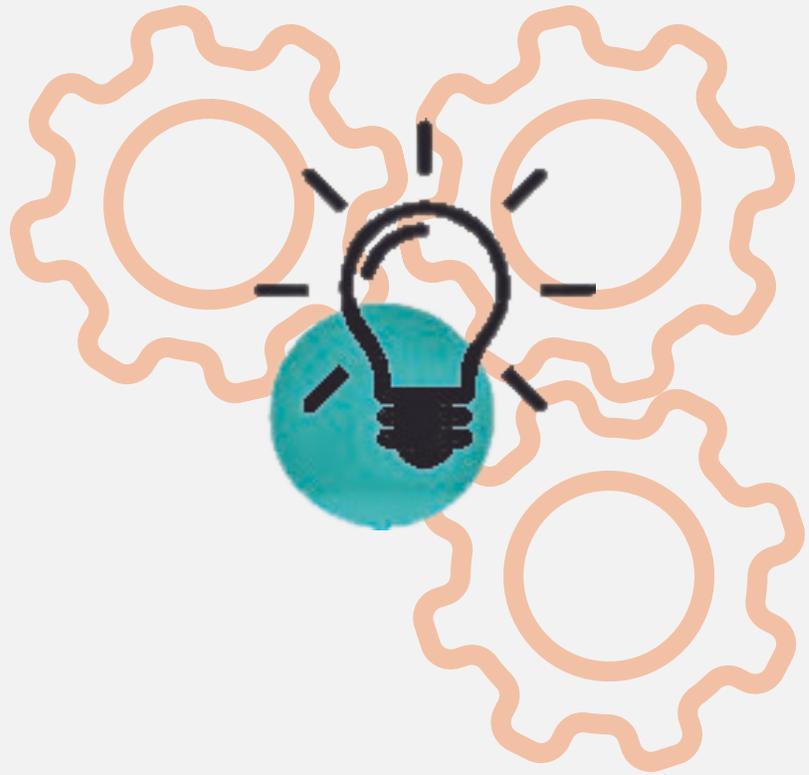


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