



Aalto University  
School of Arts, Design  
and Architecture

# *Design Career*

*Paulo N. Dziobczenski, PhD*

*Designer in Residence at Aalto University*

*[paulodzi.com](http://paulodzi.com) - @paulodzi*

*I will talk about 3 things*

***#1 - Designers: specialists or generalists?***

***#2 - Design job titles - Product, UX, UI, Visual***

***#3 - Design job market in Helsinki***

## ***Schedule for today***

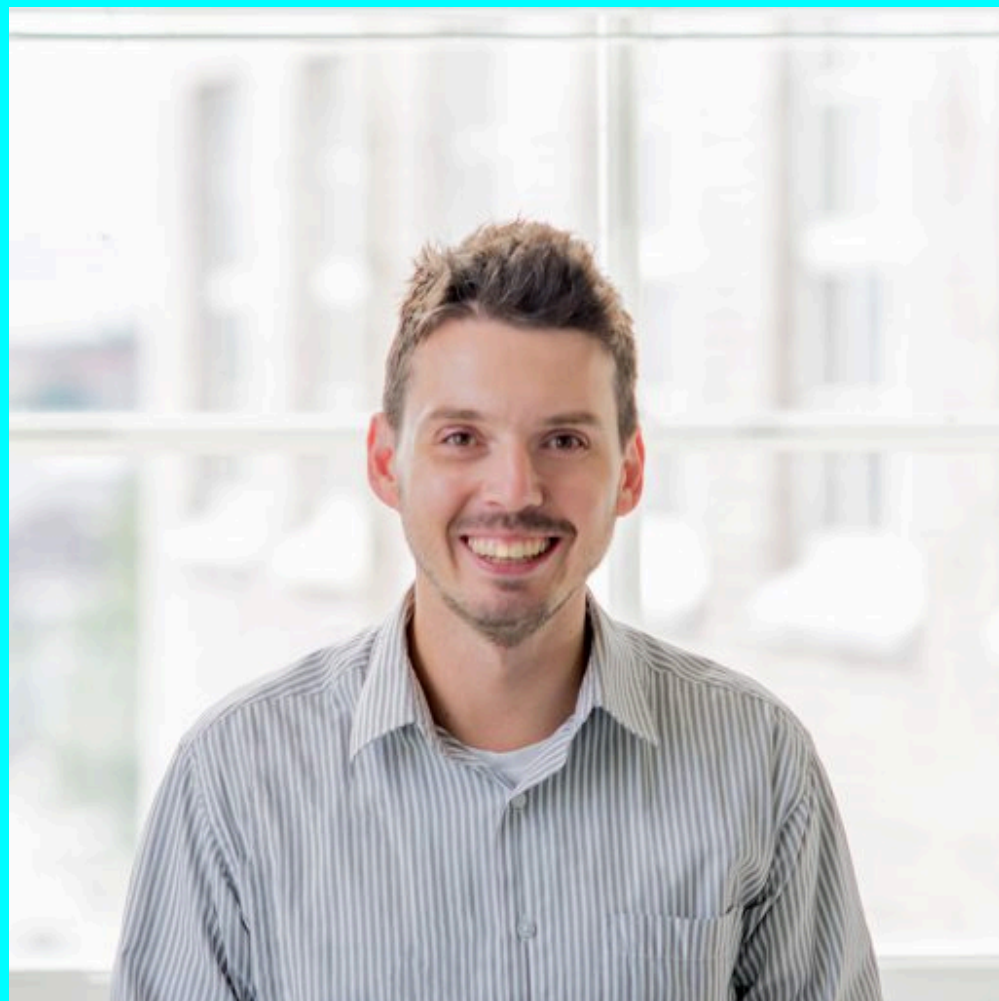
***09.15 -> 11.45 - 1 or 2 breaks***

***Lecture + Discussion + Miro***

*But first*

***#0 - Why should you pay  
attention? (Or, who am I?)***





## ***Paulo Dziobczenski***

*BA in Graphic Design (Brazil)*

*MA in Design Management (Brazil)*

*PhD in Design (Finland)*



*Dziobczenski (2021)*

🇬🇧 Dziobczenski, P.R.N., and Person, O. 2017. ***Graphic Designer Wanted: A Document Analysis of the Described Skill Set of Graphic Designers in Job Advertisements from the United Kingdom.***

🇫🇮 Dziobczenski, P.R.N., Person, O., and Meriläinen, S. 2018. ***Designing Career Paths in Graphic Design: A Document Analysis of Job Advertisements for Graphic Design Positions in Finland.***

🇧🇷 Dziobczenski, P.R.N., Person, O., Tonetto, L.M., and Mandelli, R.R. 2018. ***Requests from Companies and Requirements for Design Education in Brazil: Where Do They Meet?***

🇫🇮 Dziobczenski, P.R.N., and Person, O. (Unpublished) ***The job of job advertisements in design recruitment and research***

# DESIGN TALKS

A lecture  
series on the  
relevance of design



<https://www.aalto.fi/en/news/good-design-benefits-us-all-welcome-to-open-design-talks-lecture-series>



DESIGN TALKS

#5

The relevance of  
design for  
**business**

April 21st | 16:00 - 18:00

Online (Zoom)

<https://www.aalto.fi/en/events/5-designtalks-the-relevance-of-design-for-business>

How to use this board ...

**START HERE**

1

#01 Press ; on your keyboard to open the tags in the job posts.

#02 You'll find the link to the full ad by clicking in each job.

Want to get all the jobs in your e-mail every Friday? Register for the newsletter:  
<https://mailchi.mp/5873c4651d2f/newsletter>

Comments/feedback/suggestions for new jobs? Send an email to [designjobsinhel@gmail.com](mailto:designjobsinhel@gmail.com)

+ Add another card

**UX/Service designer** ...

- ROVIO**  
Senior  
Rovio - Senior UX Designer  
1
- Valo**  
Finnish  
Valo - UX Designer  
1
- account+or**  
Finnish  
Accountor - UX Designer  
2
- SELMA**  
Selma - Senior UX/UI Designer  
1
- Kaiku HEALTH**  
Kaiku - UX Designer  
1
- VAISALA**  
Vaisala - UX Designer  
1
- FIITSI**

**Product designer** ...

- SMARTLY.IO**  
Senior  
Smartly.io - Product Designer  
2
- varian**  
Senior  
Varian - Senior Product Designer  
1
- QVIK**  
Finnish  
Qvik - Product Designer  
1
- zalando**  
Senior  
Zalando - Principal Product Designer  
1
- zalando**  
Senior  
Zalando - Senior Product Designer  
1
- zalando**  
Zalando - Product Designer  
1

**Visual/graphic designer** ...

- OnePlus**  
Senior  
OnePlus - Senior Graphic Designer  
1
- qvantel**  
Qvantel - Visual Designer  
1
- RELEX**  
Relex - Visual UI Designer  
1
- FJORD**  
Senior  
Fjord - Senior Visual Designer  
1
- DREAMBROKER**  
Dreambroker - Visual Designer  
2

**UI/Interaction/Digital designer** ...

- TEAM IT.**  
Finnish  
Teamit - UI/UX Designer  
1
- LAMIA**  
Finnish Senior  
Lamia - Senior UI/UX Designer  
1
- Lowkey**  
Junior  
Lowkey - UI/UX Designer  
1

**Others** ...

- elisa**  
Senior  
Elisa - Lead Designer  
1
- Columbia Road**  
Finnish  
Columbia Road - Full-stack Designer  
2

+ Add another card



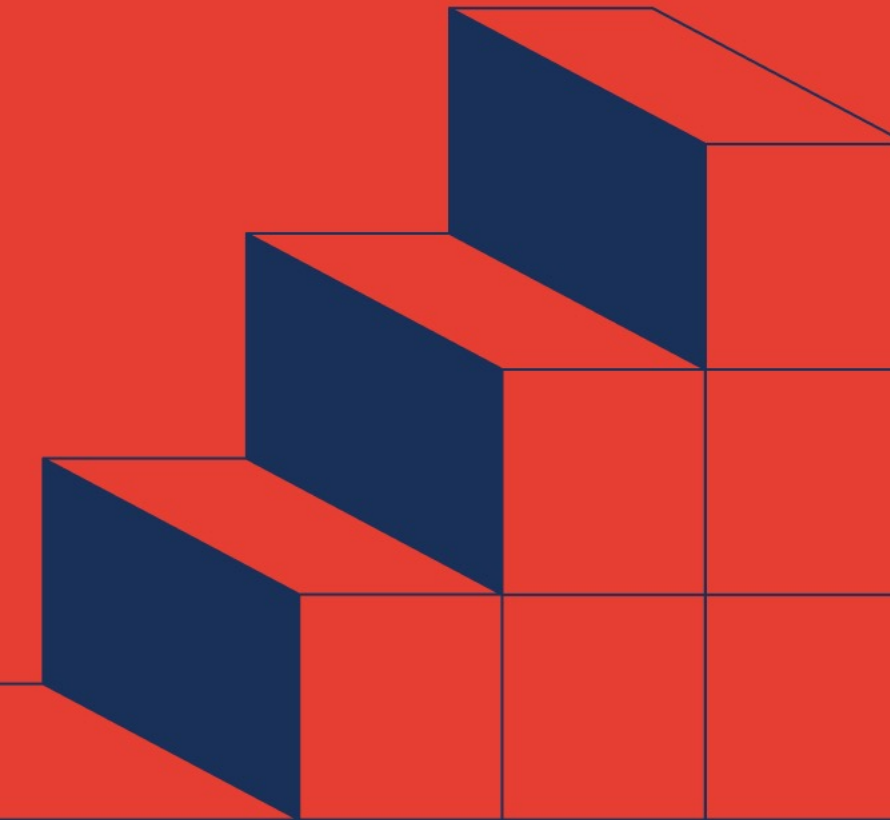
[About](#)

[Articles](#)

[Jobs](#)

[Connect](#)

Grow  
your  
design  
career



We help designers get a seat at the table.  
Whichever table you want to sit.

***#1 - Designers: specialists or generalists?***



# Are you a Tiger Woods or Roger Federer type of designer?



I love sports. When I read the book Range, by David Epstein, a sports writer and now a #1 New York Times bestseller author, I immediately found similarities between sports and design careers.

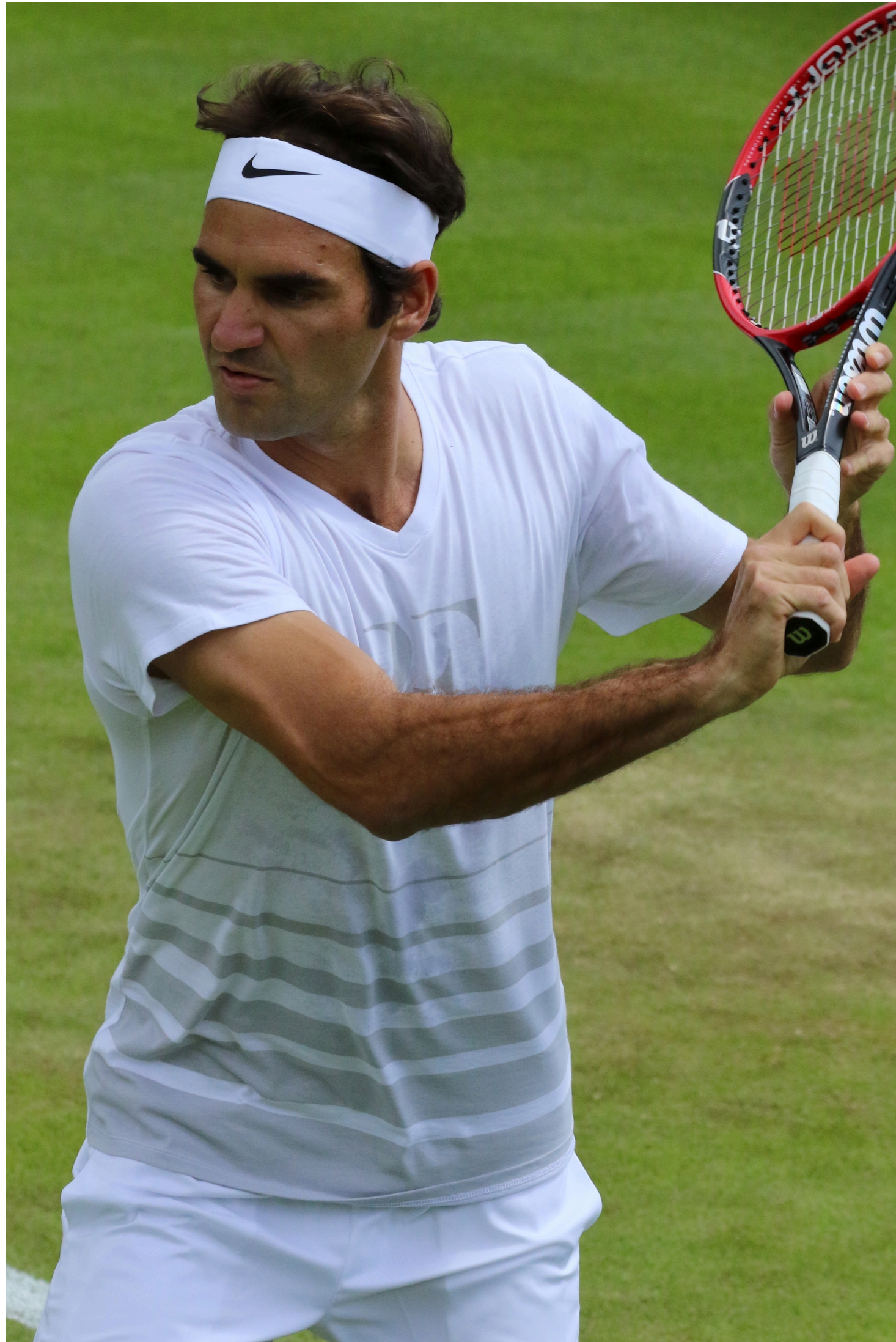
## Sports first...

Epstein starts his book by telling the story of two very successful athletes on their own sports: Tiger Woods in golf and Roger Federer in Tennis.



*Tiger Woods started his career in golf pretty early. His father introduced golf to him when he was 2 years old. When he was 4, he was already beating adults in the field.*

*He is often cited as one of the greatest golfers of all time, after winning more than 80 tournaments in his career.*



*Roger Federer played basketball, handball, table tennis, badminton, football before focusing on tennis. His mom was a tennis coach, but she did not train him. If anything, Federer parents were pushing him to try other sports.*

*Together with Rafael Nadal and Novak Djokovic, Roger Federer is cited as one of the greatest players of all time.*

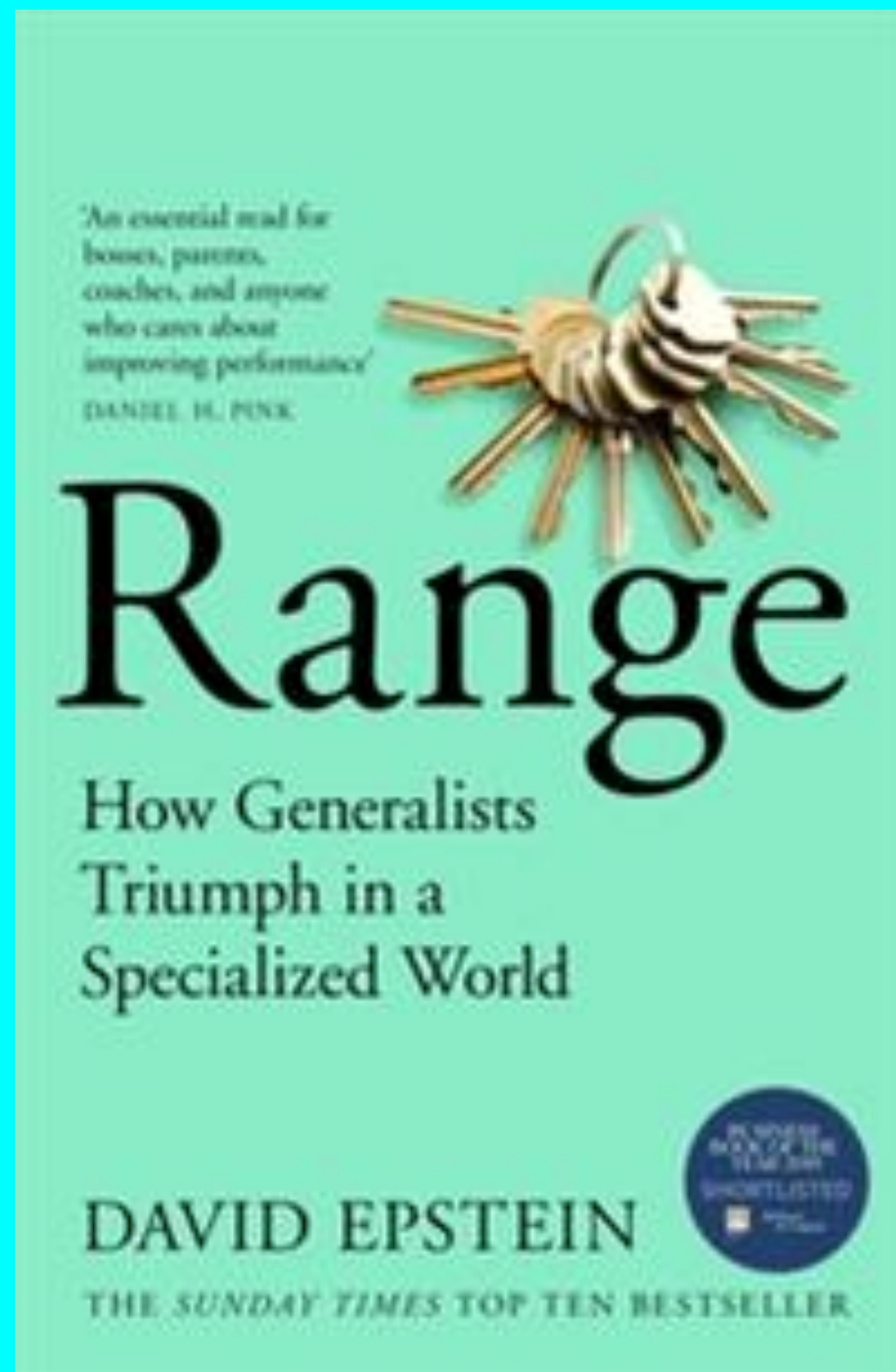
***We all can agree that both athletes are very successful in their careers.***



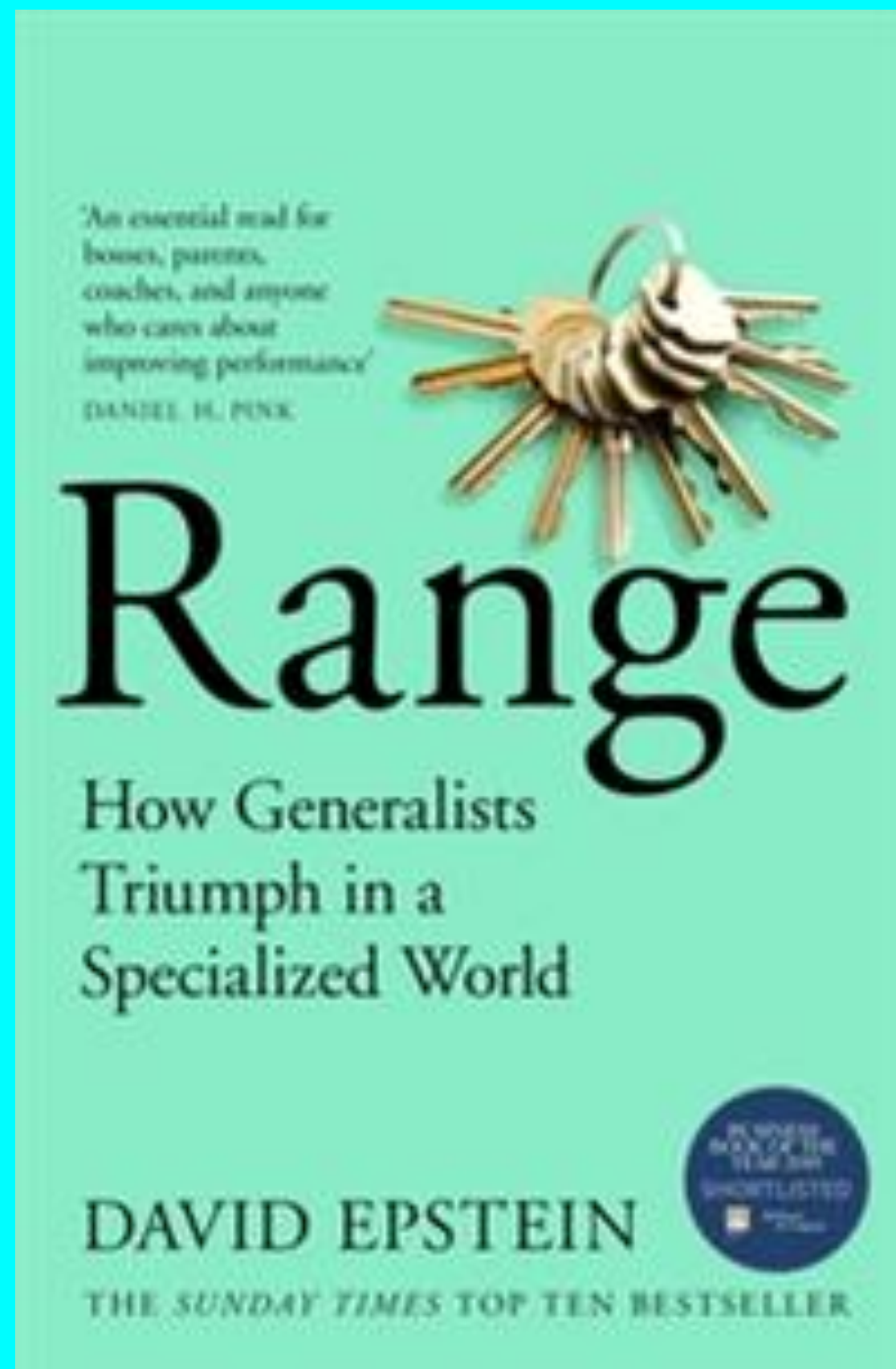
***What is interesting is how they reached this success:***

***While Tiger Woods dedicated his whole life to one sport,***

***Roger Federer practised many sports before deciding to  
dedicate his life to Tennis.***



*'Late specialization' means exploring many different activities before deciding which one is better for you.*



*Epstein tells that the idea of late specialization is key to the success of Roger Federer in Tennis. All the skills and experience he learned from football, basketball, etc. were then brought to tennis*

***What does it mean in design?***

***In formal design education, students spend from 3 to 5 years learning a range of different skills: visual design, branding, materials, usability and many more (depending on the emphasis of the school).***

***This sea of possibilities for designers has both a good and bad side.***

***The good side is that there are many options to pursue.***

***Funny enough, the bad side is exactly the same thing:  
there are many options to pursue.***

***So what should designers do?***

***Follow the Tiger Woods approach, where they decide on a topic (for example, visual design) and stick to that for their whole career, not wasting time in learning other areas, building their craft and digging deeper into that area?***

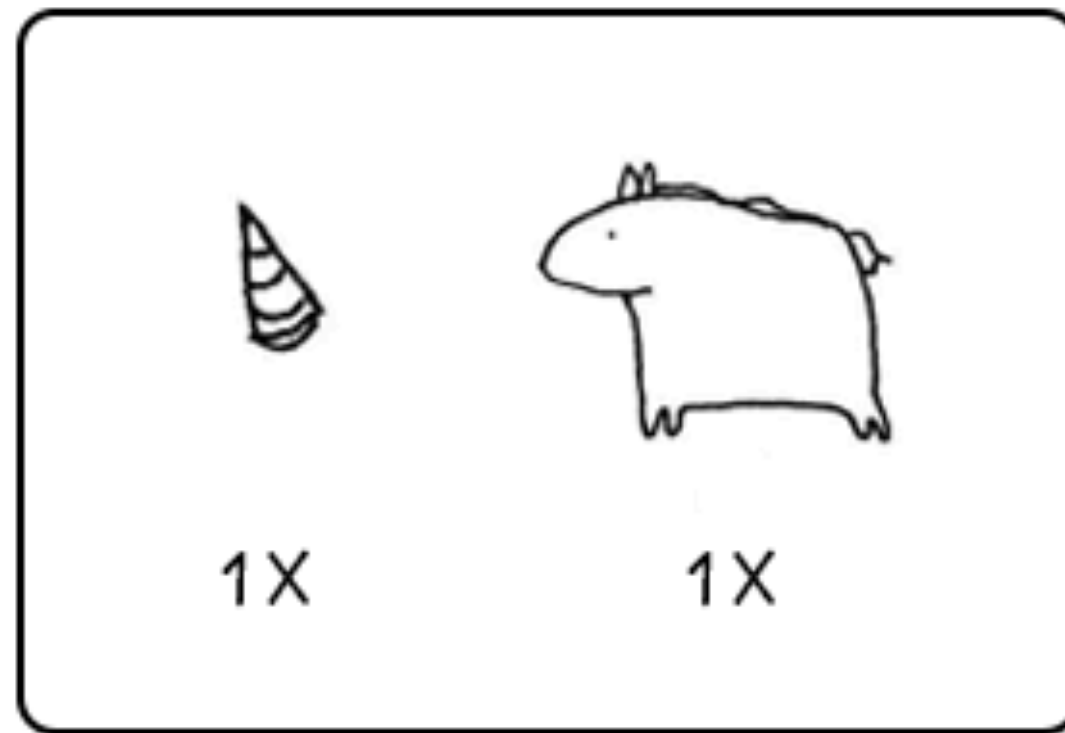
***Or should they follow the Roger Federer approach,  
where they learn many different sub-areas of design  
(for example, UX design, Product Management,  
Coding) before sticking with one field?***





***#2 - Designers in companies -  
recruitment and job market***

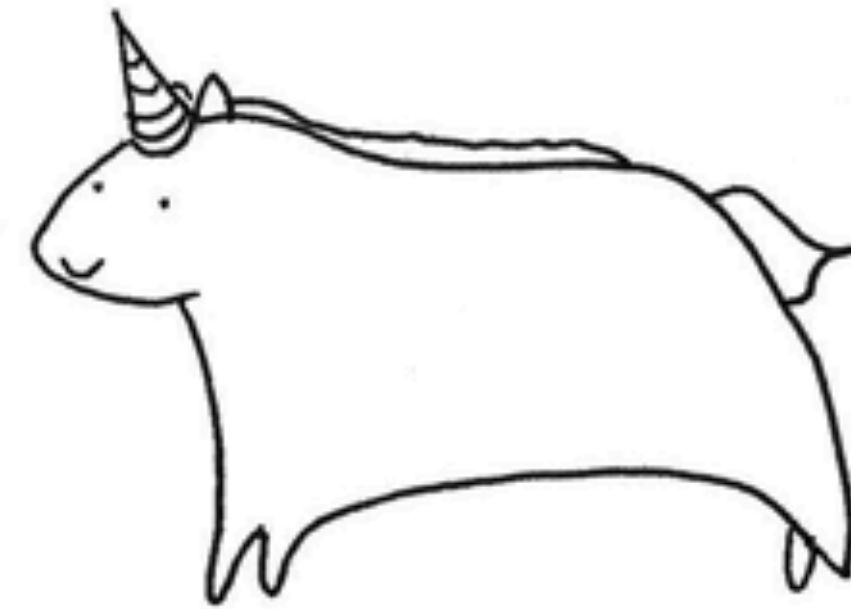
# Unicorn Designer

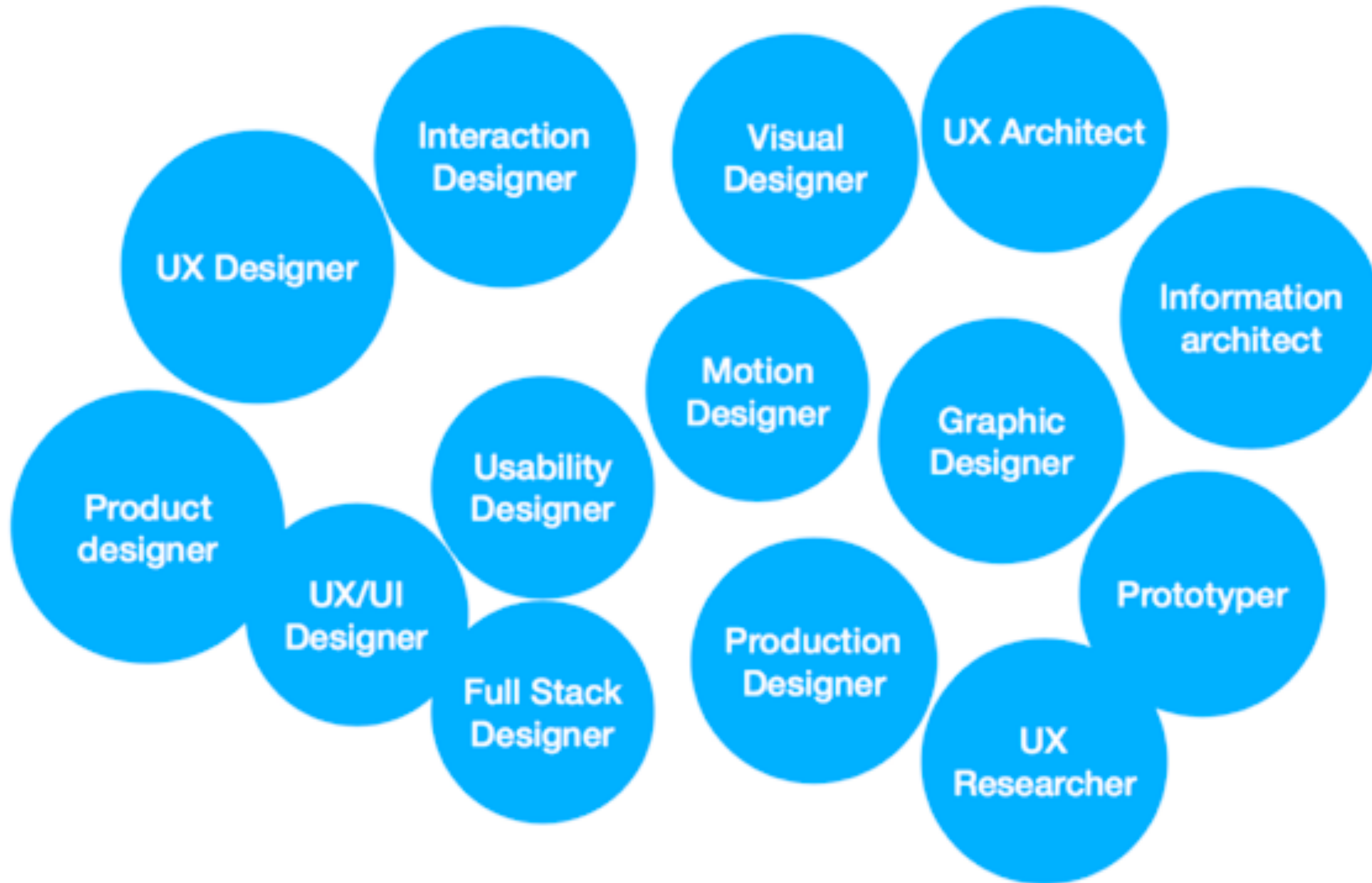


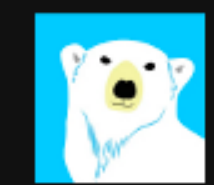
**1**



**2**







# We need to talk about UX roles.

This industry is suffering from a lack of clarity about roles, skills and methods. Every job description is vague, every recruiter is confused, every role seems to hinge on agile and every big organisation seems to really, really want us right now. Even if they don't know quite what to do with us.



Kate Conrick Following

Sep 20, 2017 · 8 min read ★



# Graphic design and skillset

—  
What companies talk about in their job  
advertisements

Paulo Roberto Nicoletti Dziobczenski

# Graphic design and skillset

—  
What companies talk about in their job  
advertisements

Paulo Roberto Nicoletti Dziobczenski

# Graphic designers' work and skillset

—  
What companies talk about in their job  
advertisements

Paulo Roberto Nicoletti Dziobczenski

A" Aalto University

A" Aalto University

A" Aalto University

DOCTORAL  
DISSERTATIONS

	United Kingdom – Study 1		Finland – Study 2		Brazil – Study 3	
	Request	%	Request	%	Request	%
#01	2D software	80.1%	Interpersonal	81.4%	2D software	68.2%
#02	Print and advertising	63.9%	2D software	72.9%	Print design	56.9%
#03	Digital design	63.4%	Acumen	72.9%		
#04	Acumen	61.8%	Aesthetic and visual sense	71.2%		
#05	Project planning and admin	56.7%	Self-driven	64.4%		
#06	Aesthetic and creative sensitivity	53.1%	Print and advertising	62.7%		
#07			Business orientation	62.7%		
#08			Digital design work	57.6%		
#09			Project management	52.5%		

*9.6 requirements per job advertisement*



*4.8 requirements per job advertisement*



*11.5 requirements per job advertisement*







# Graphic Designer Wanted: *A Document Analysis of the Described Skill Set of Graphic Designers in Job Advertisements from the United Kingdom*

**Paulo Roberto Nicoletti Dziobczenski<sup>1,2,\*</sup> and Oscar Person<sup>1</sup>**

<sup>1</sup> *Aalto University, Helsinki, Finland*

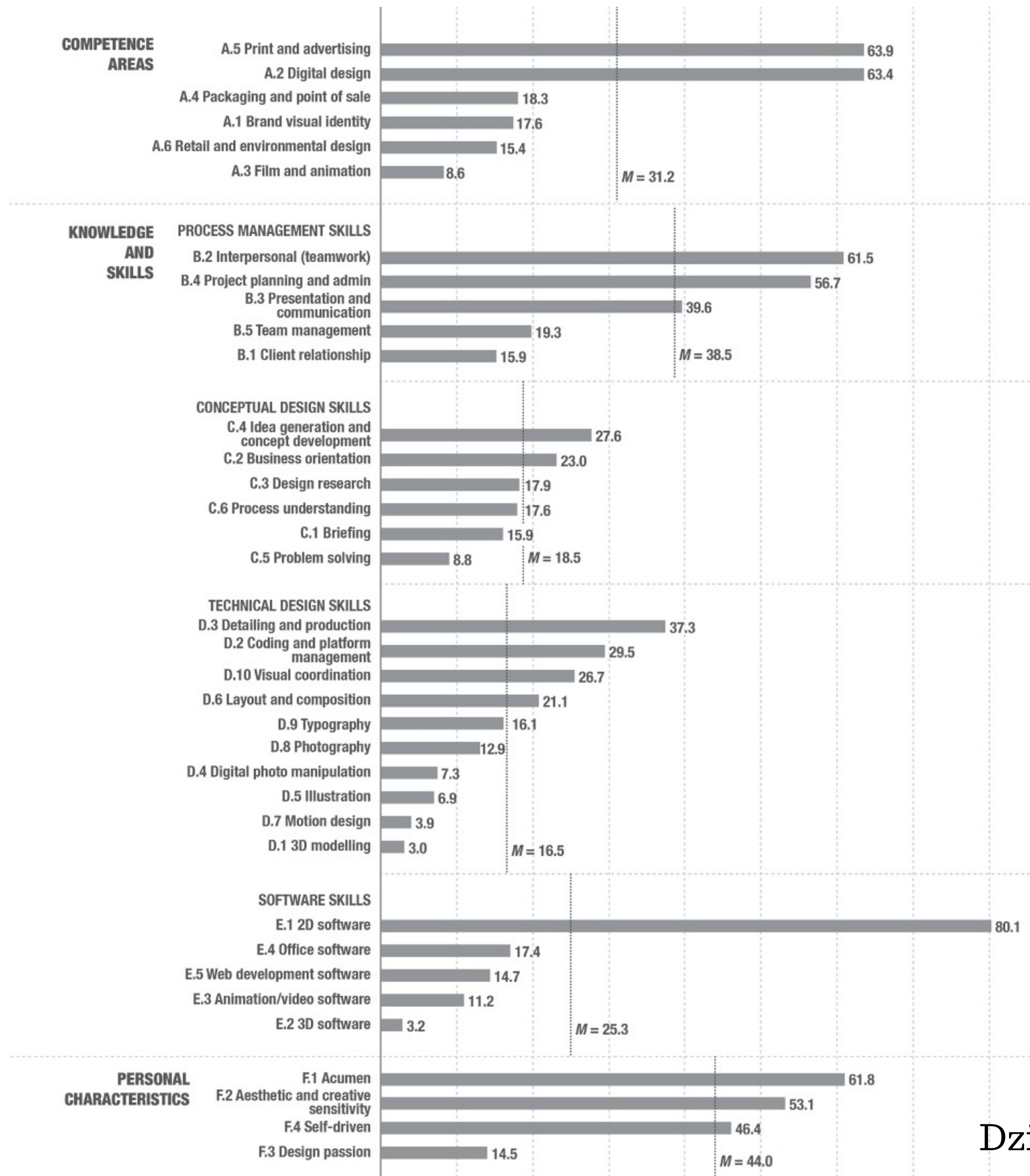
<sup>2</sup> *CAPES Foundation, Brasilia, Brazil*

The present study investigates what skill set employers expect from graphic designers, based on a document analysis of 1,406 job advertisements from the United Kingdom. In organising the statements made in the advertisements, we describe the skill set of graphic designers in three main areas: (1) what graphic designers are expected to deliver (competence areas), (2) what graphic designers are expected to know (knowledge and skills), and (3) what personal characteristics graphic designers are expected to have. In analysing advertisements for different types of positions, we compared how employers articulate their interests at different levels of seniority (junior, middle, and senior) and for different types of positions (internal and external to a company). The results of our study suggest that employers seek a varied skill set from graphic designers and that the relevance of different skills partly depends on the position advertised. Based on our findings, we discuss implications for design education and practice in terms of how expertise in graphic design is articulated, studied and taught.

**Keywords** – Design Education, Design Knowledge, Graphic Design, Job Advertisements, United Kingdom.

**Relevance to Design Practice** – Graphic design professionals and students can use our findings as a guide for self-development and in articulating their contribution to organisations at different stages of their careers. Educators may use our findings in assessing the fit between their educational practices and the requirements employers set for graphic designers.

**Citation:** Dziobczenski, P. R. N., & Person, O. (2017). Graphic designer wanted: A document analysis of the described skill set of graphic designers in job advertisements from the United Kingdom. *International Journal of Design*, 11(2), 41-55.





**The Design Journal**

An International Journal for All Aspects of Design



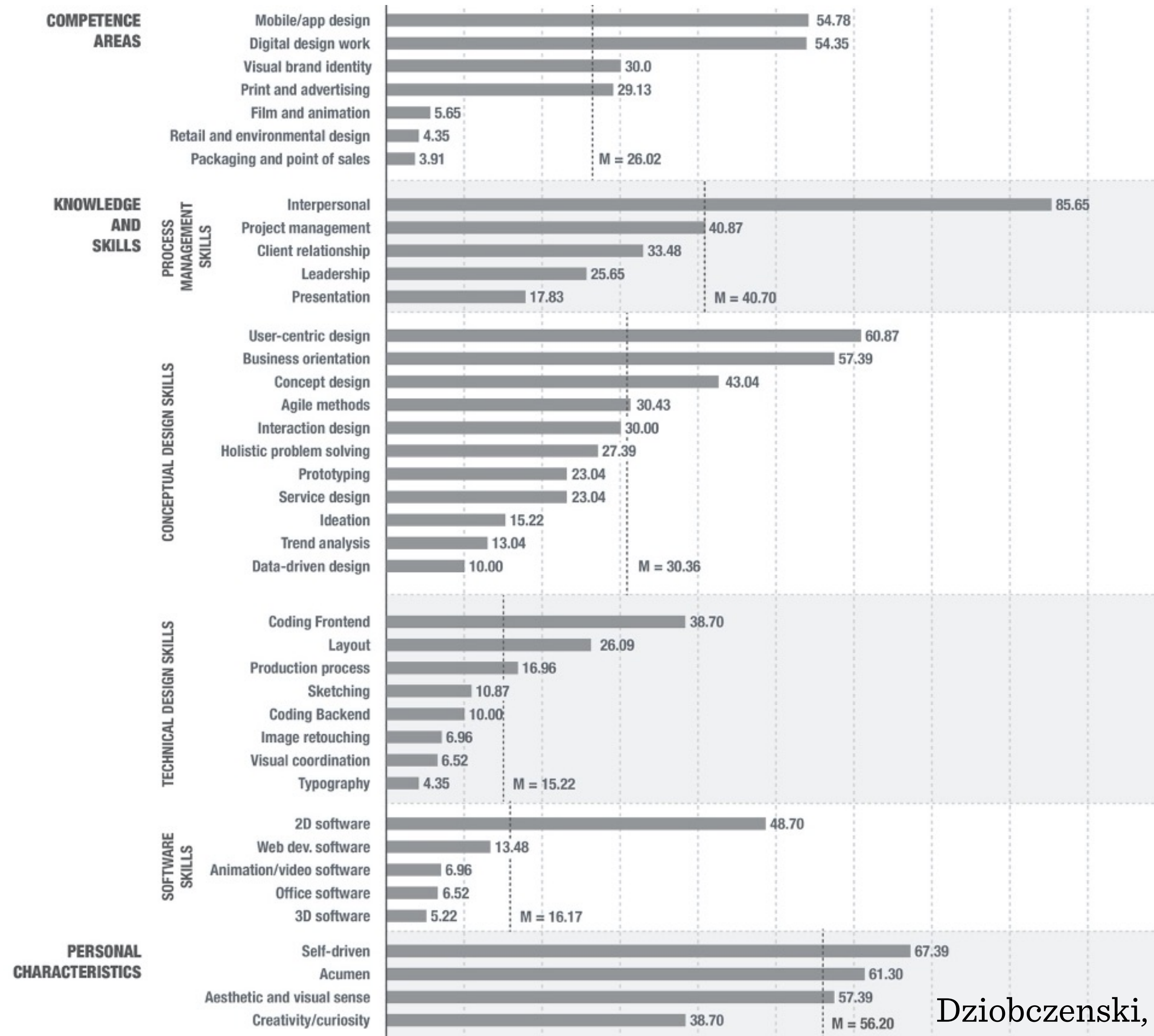
ISSN: 1460-6925 (Print) 1756-3062 (Online) Journal homepage: <http://www.tandfonline.com/loi/rfdj20>

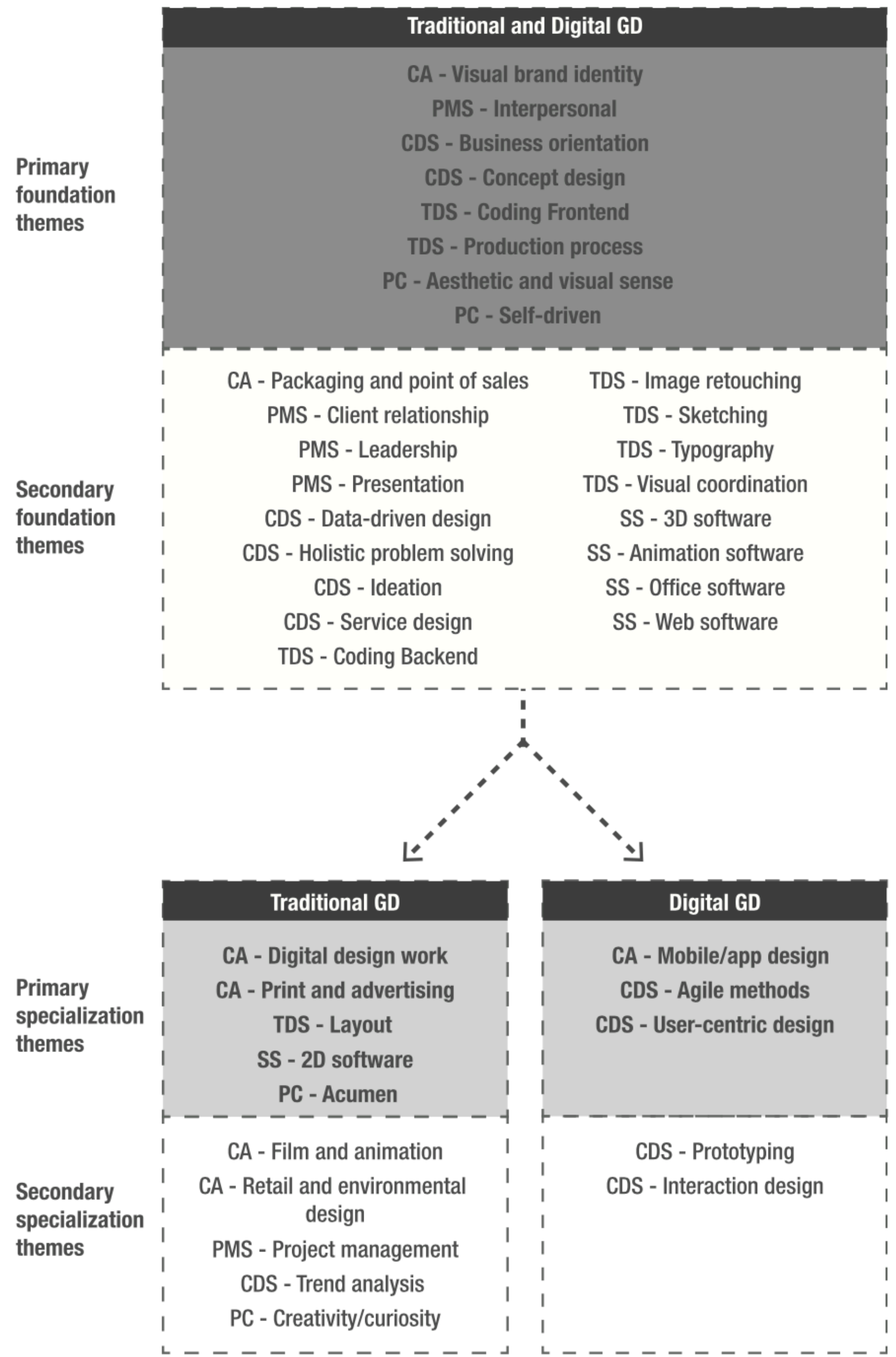
## Designing Career Paths in Graphic Design: A Document Analysis of Job Advertisements for Graphic Design Positions in Finland

Paulo Roberto Nicoletti Dziobczenski, Oscar Person & Sonja Meriläinen

To cite this article: Paulo Roberto Nicoletti Dziobczenski, Oscar Person & Sonja Meriläinen (2018) Designing Career Paths in Graphic Design: A Document Analysis of Job Advertisements for Graphic Design Positions in Finland, *The Design Journal*, 21:3, 349-370, DOI: [10.1080/14606925.2018.1444874](https://doi.org/10.1080/14606925.2018.1444874)

To link to this article: <https://doi.org/10.1080/14606925.2018.1444874>







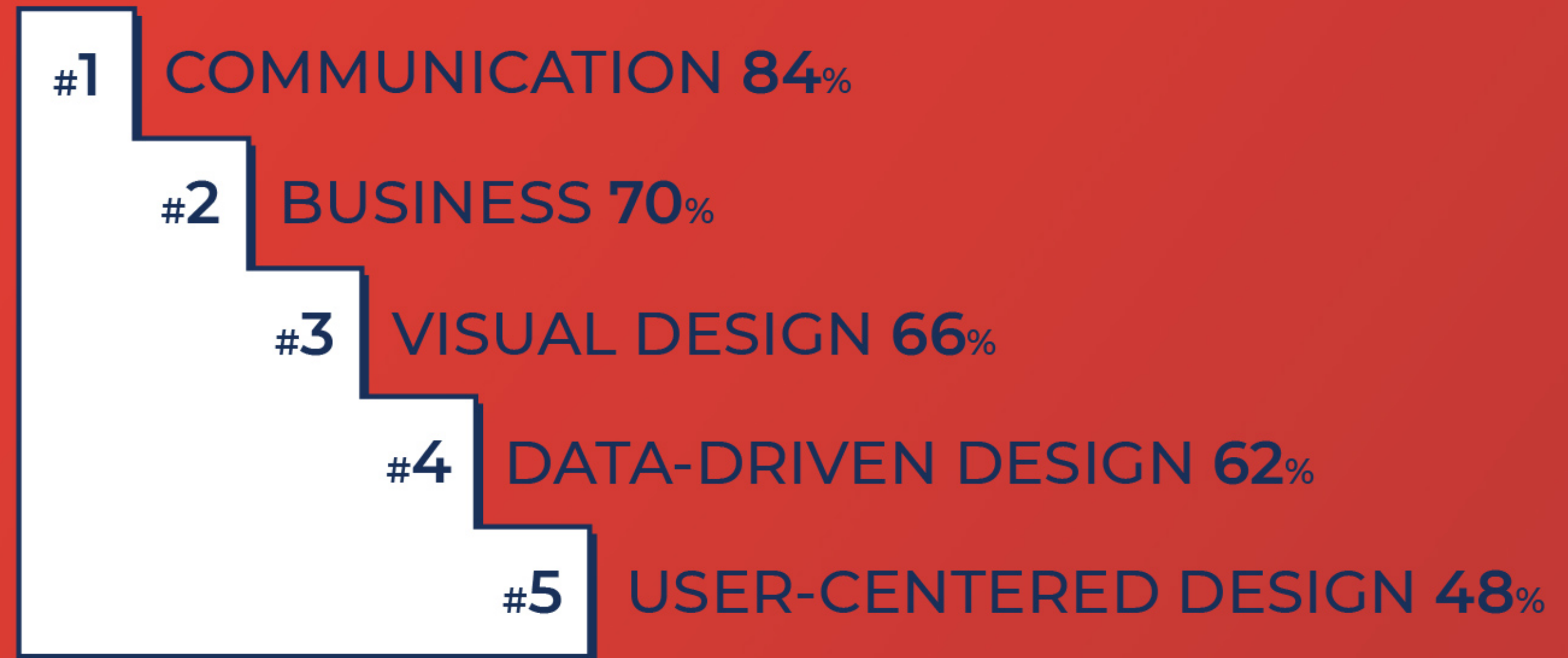
# Design job titles: Explained

BY PAULO DZIOBCZENSKI - NOV 2020

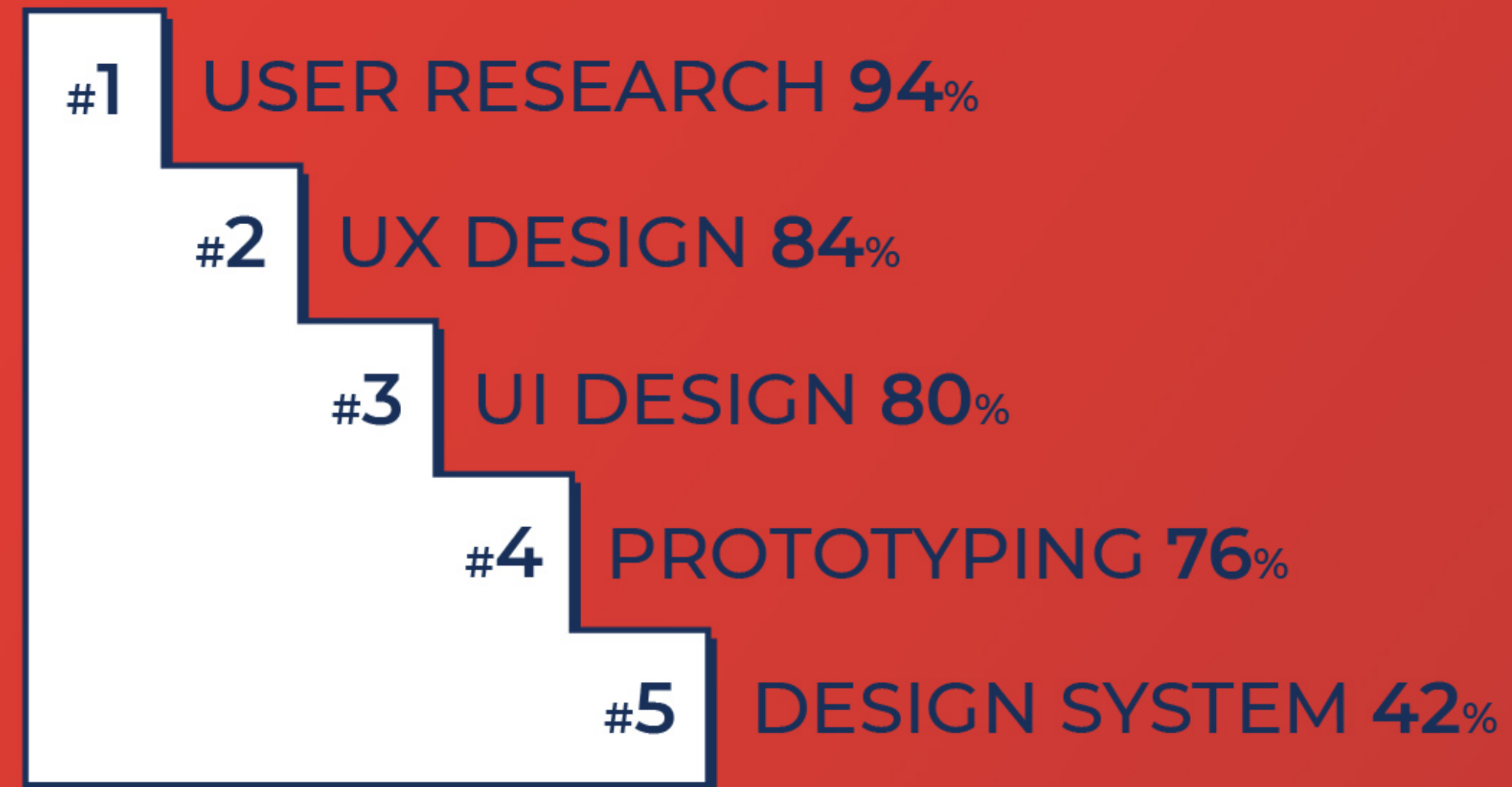
In this article, I explain how I did a data-driven analysis of four design job titles: Product Designer, UX Designer, UI Designer and Visual Designer. The analysis is based on job ads from companies such as Amazon, Apple, Facebook, Fitbit, Google, Ikea, Netflix.

[designcareer.co/articles-design-career/designjobtitles-explained](https://designcareer.co/articles-design-career/designjobtitles-explained)

PRODUCT DESIGNER  
**TOP 5 SKILLS**

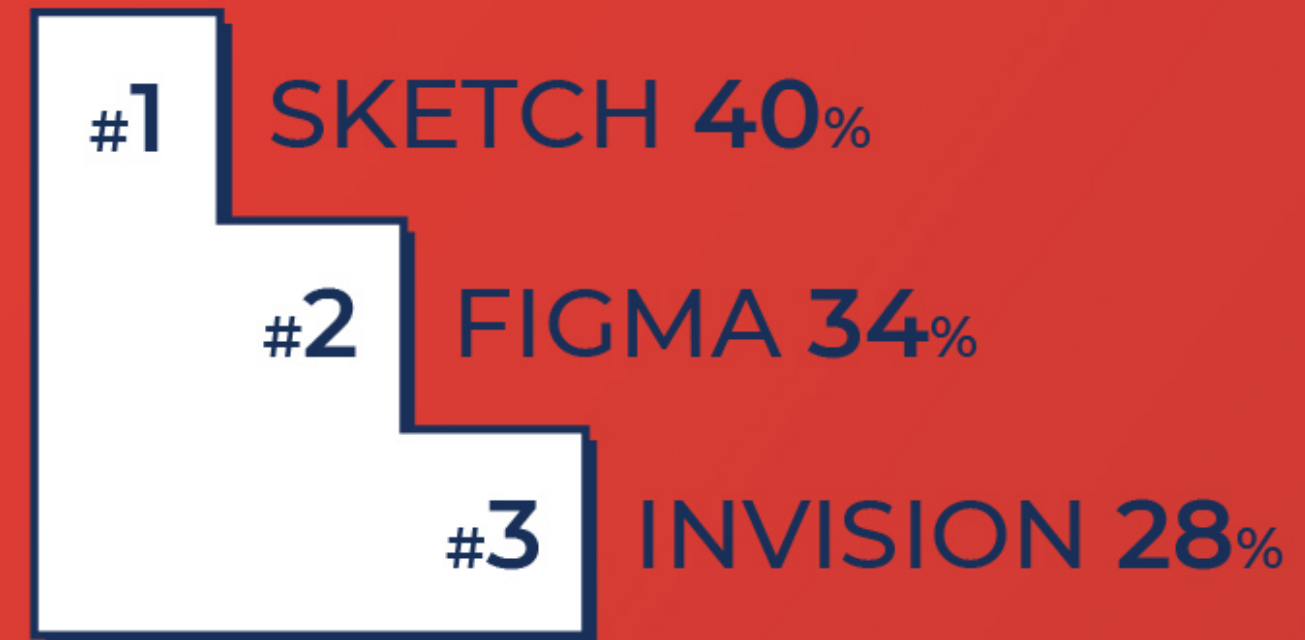


PRODUCT DESIGNER  
**TOP 5 DELIVERIES**

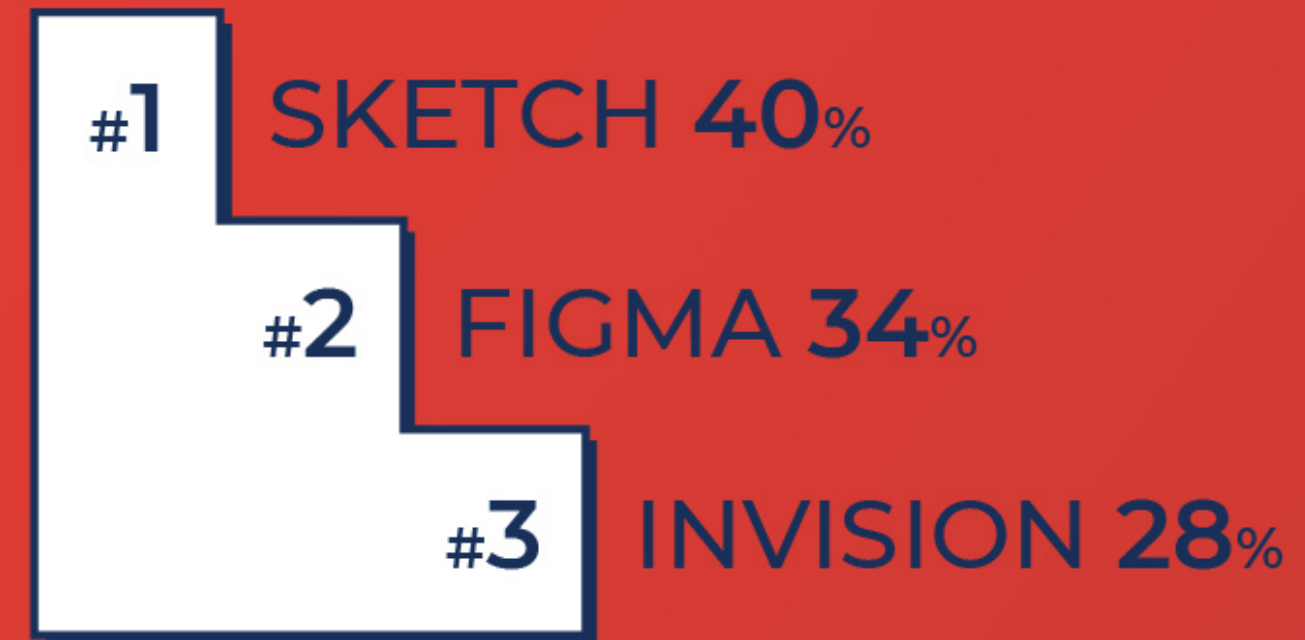




PRODUCT DESIGNER  
**SOFTWARE**



PRODUCT DESIGNER  
**SOFTWARE**



[designcareer.co/articles-design-career/product-designer-explained](https://designcareer.co/articles-design-career/product-designer-explained)

## **FACEBOOK**

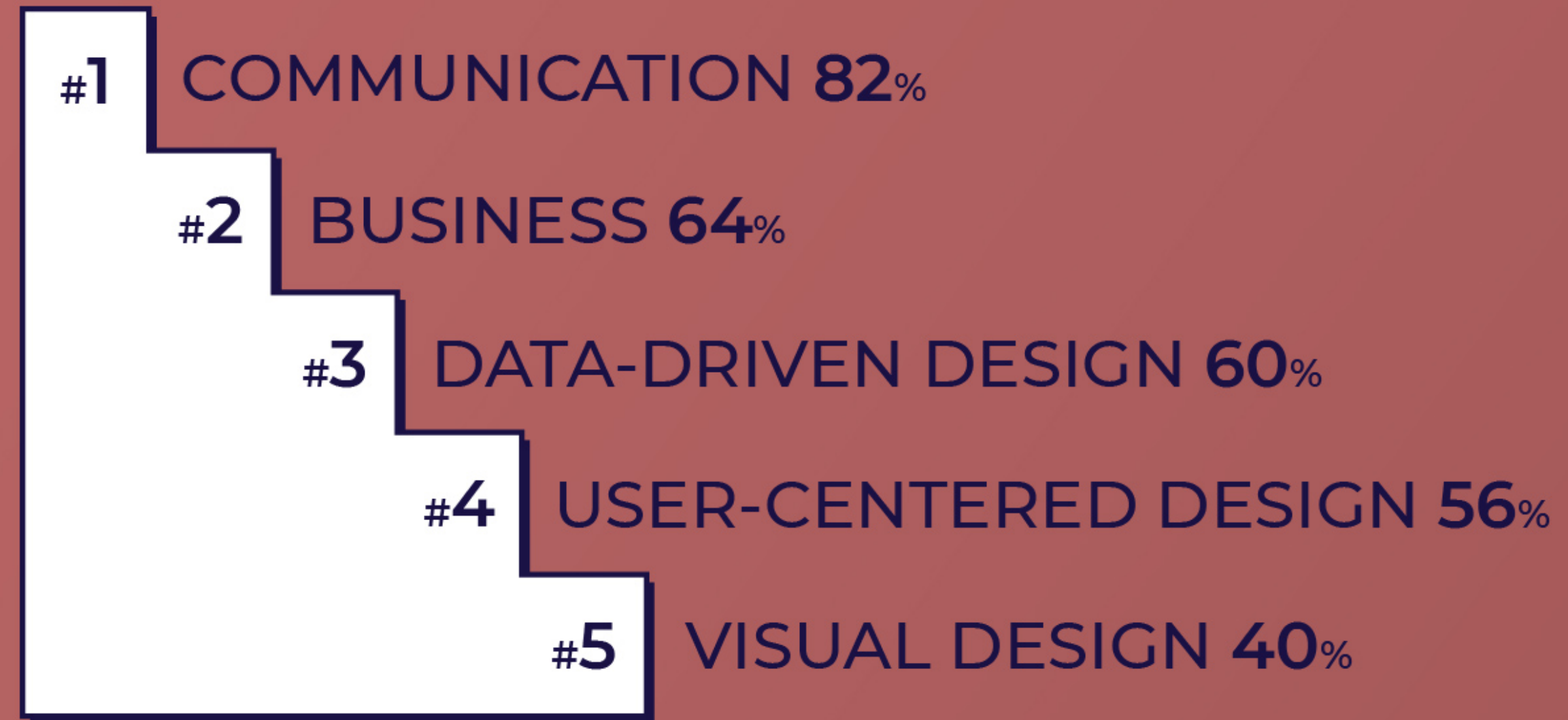
You will be involved in every aspect of the product development process, from collaborating on the vision of the experiences to defining the creative direction, to end stage user testing and iteration to deliver a high quality product.

## **BEEKEEPER**

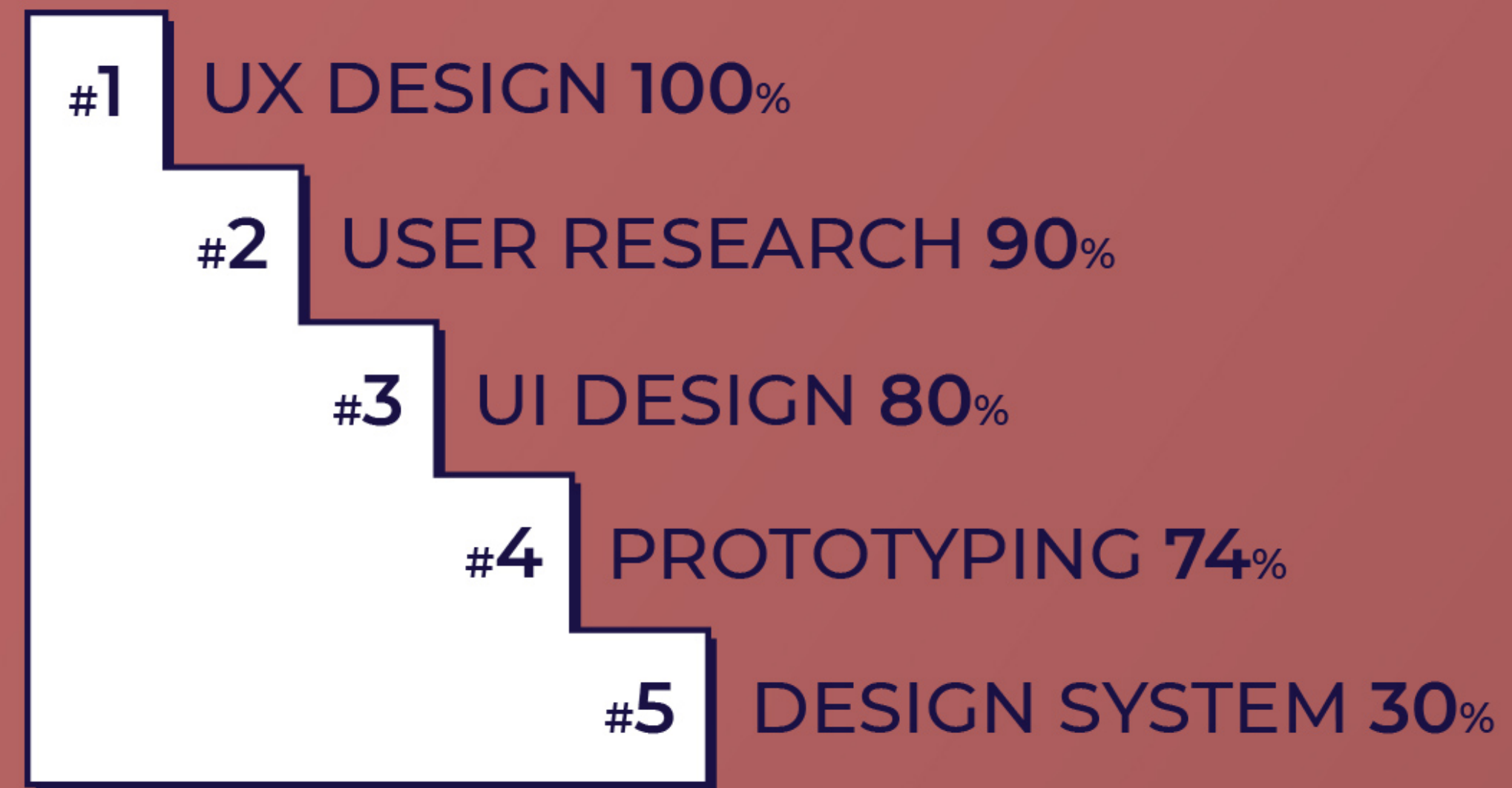
You will work on how our users experience our product. Starting from a holistic understanding of our problem space and our different users, to discovering different solutions, delivering meaningful user experiences, and making our product and customers more successful.

	APPLE	FACEBOOK	FORD	NETFLIX	PAYPAL
BUSINESS		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
COMMUNICATION	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DATA-DRIVEN				<input type="checkbox"/>	<input type="checkbox"/>
DESIGN SYSTEM				<input type="checkbox"/>	
PROTOTYPING	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
UCD	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UI	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
USER RESEARCH	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
UX	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VISUAL DESIGN	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

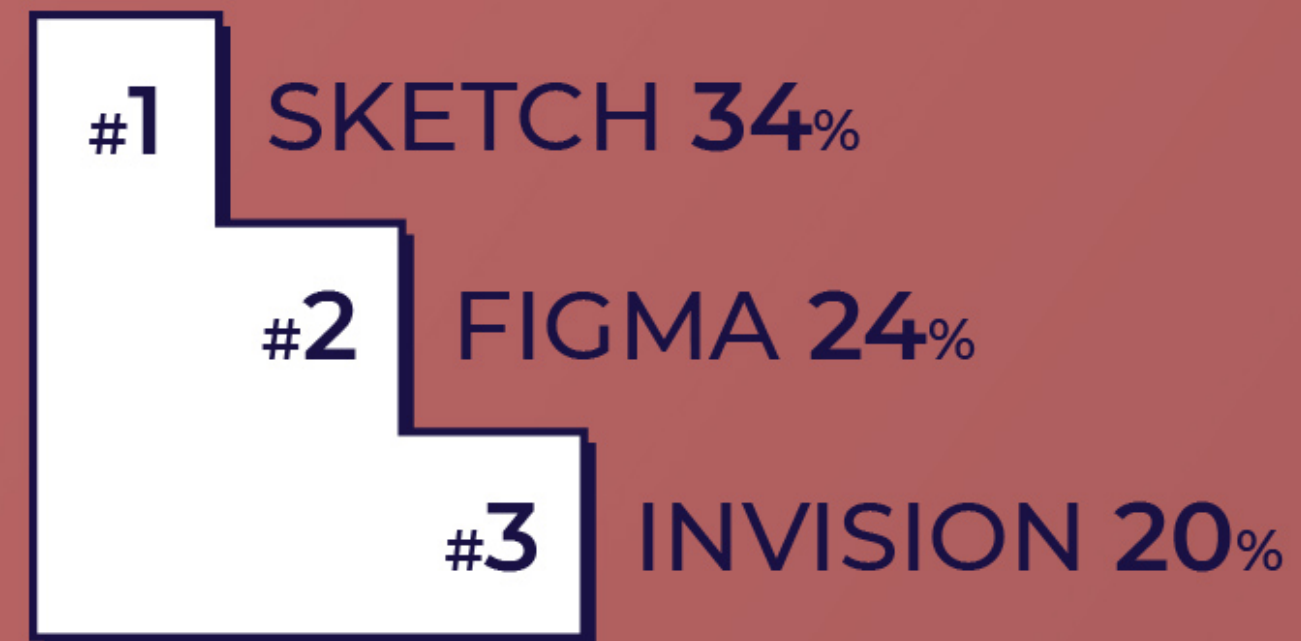
UX DESIGNER  
**TOP 5 SKILLS**



UX DESIGNER  
**TOP 5 OUTCOMES**



UX DESIGNER  
**SOFTWARE**



## SOLARWINDS

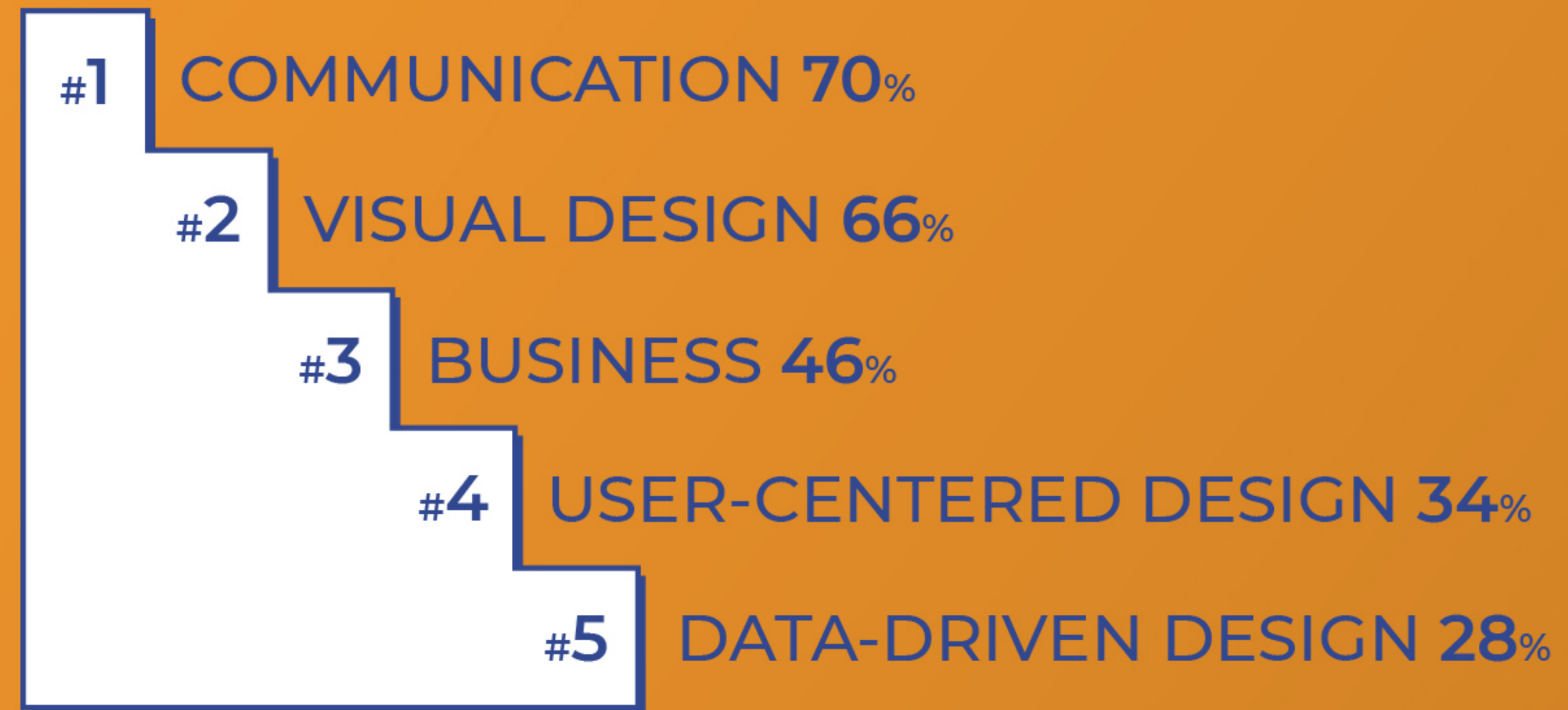
What the UX designer does NOT do?

- Work on the SolarWinds MSP web site.
- Create marketing banners and advertisements.
- Spend days making things look cool or pretty. We all like pretty but making software that's easy-to-use is critical to our business. Our sales method dictates that users must see value within an hour of using our software for evaluation. We focus on easy-to-use over pretty.

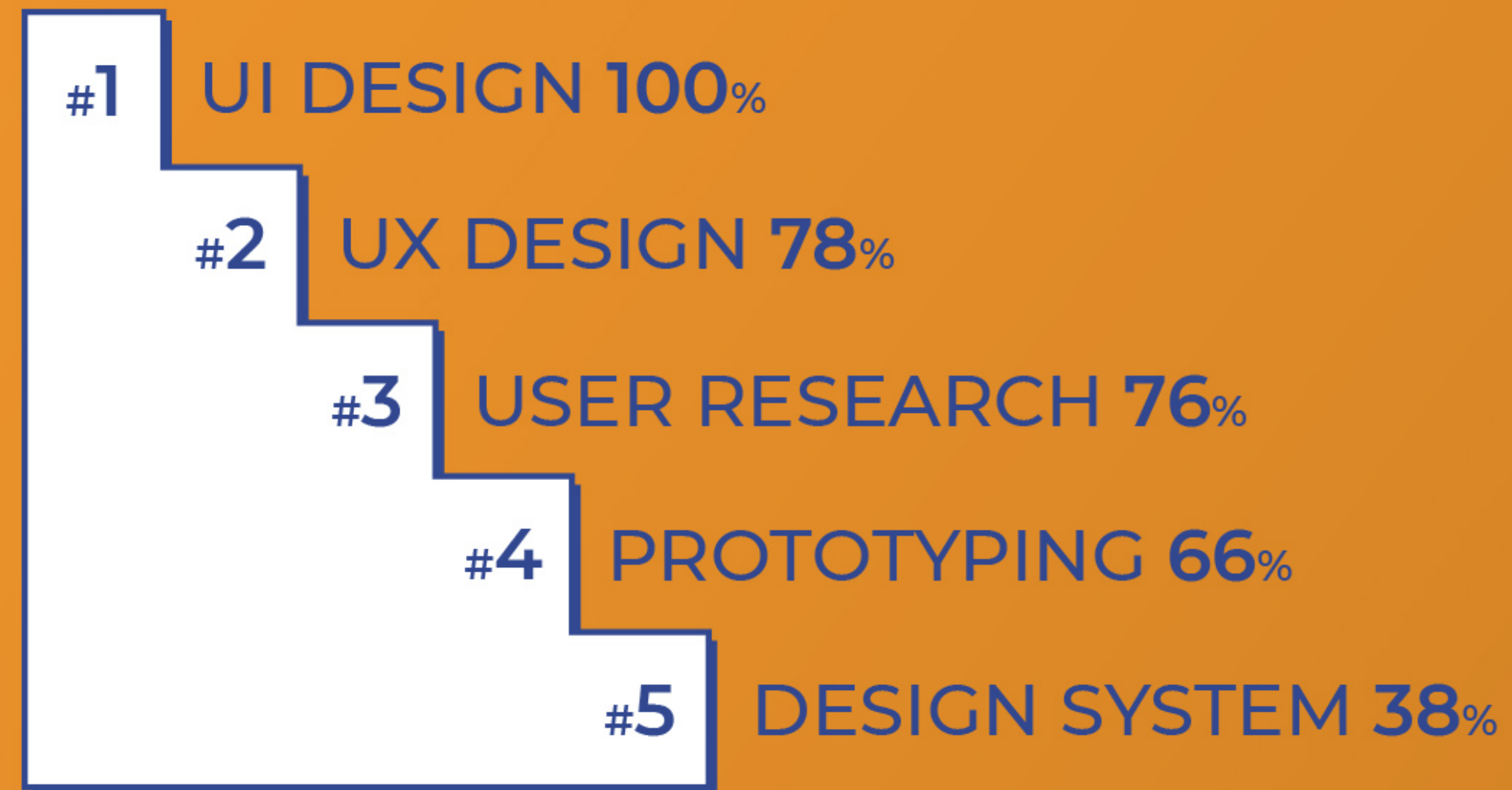


	AMAZON	APPLE	EA	IKEA	MICROSOFT
BUSINESS	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
COMMUNICATION	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
DATA-DRIVEN	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
DESIGN SYSTEM	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
PROTOTYPING	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
UCD	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
UI	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
USER RESEARCH	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
UX	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
VISUAL DESIGN	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

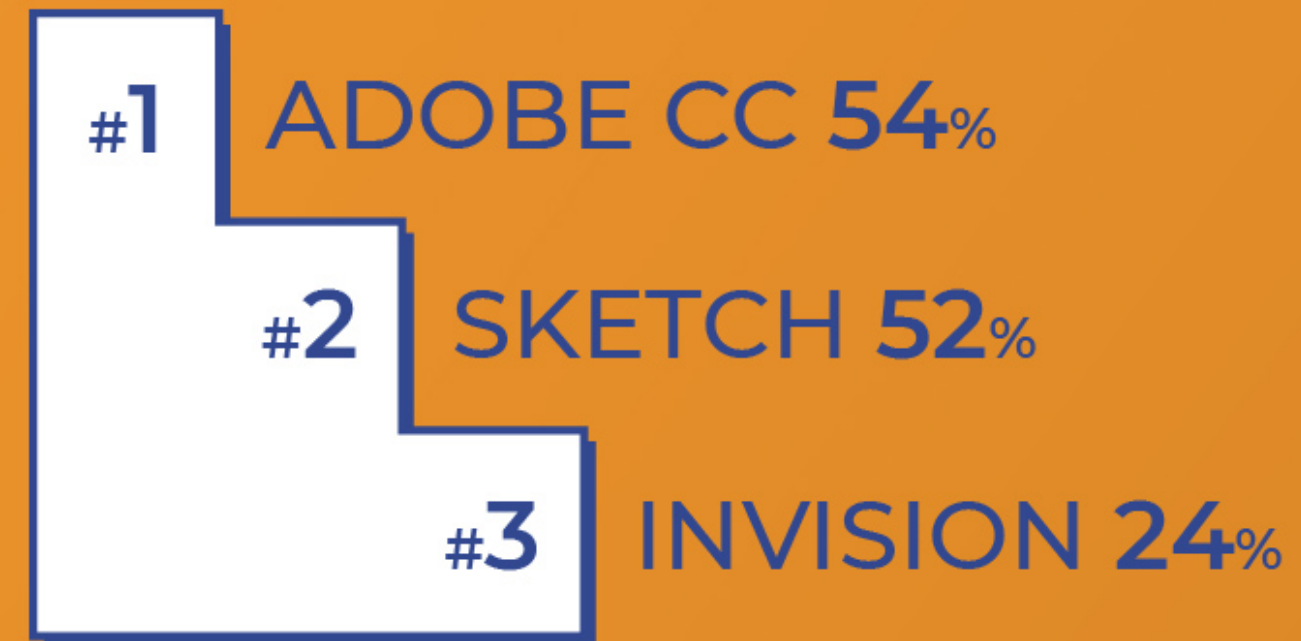
UI DESIGNER  
**TOP 5 SKILLS**



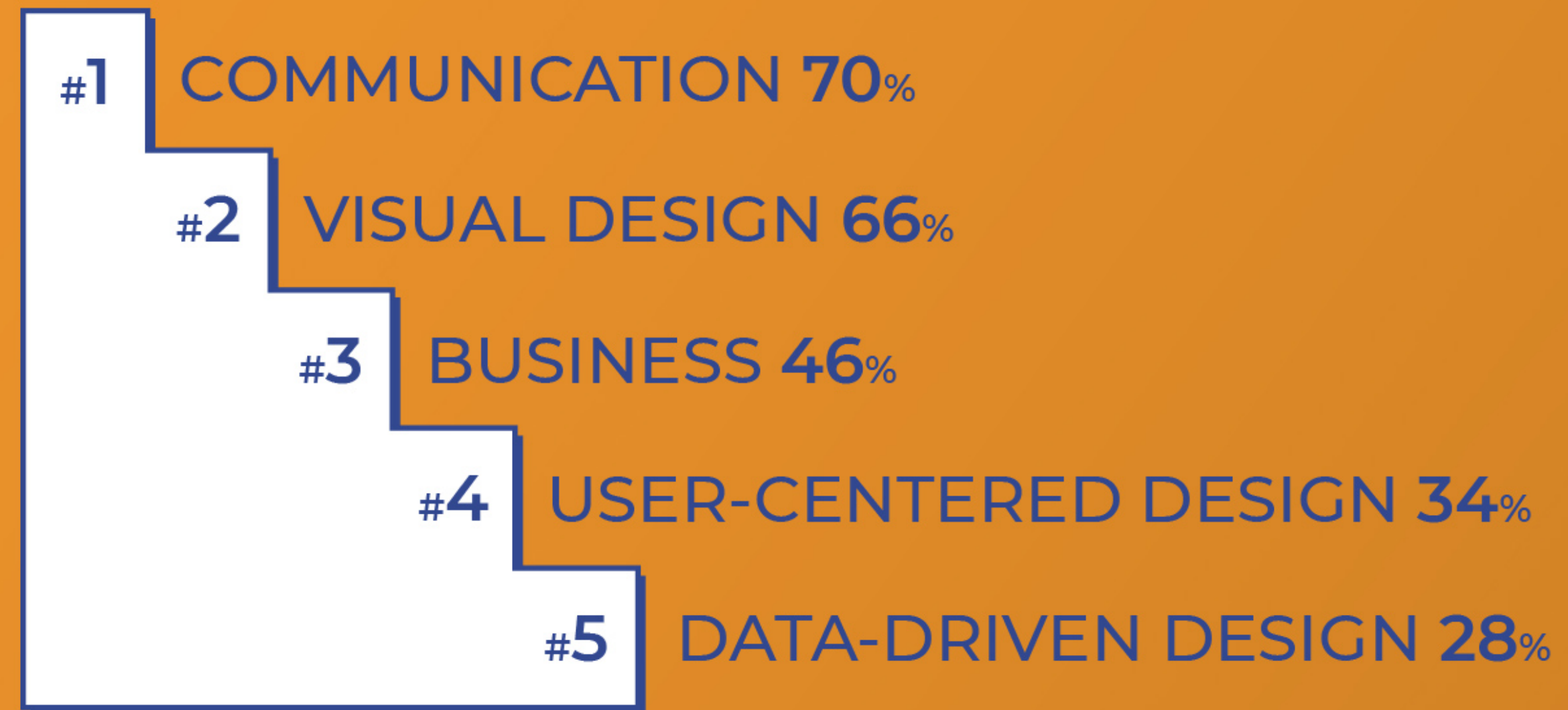
UI DESIGNER  
**TOP 5 OUTCOMES**



UI DESIGNER  
**SOFTWARE**



UI DESIGNER  
**TOP 5 SKILLS**



## **HERD**

User Interface (UI) Design focuses on anticipating what users might need to do and ensuring that the interface has elements that are easy to access, understand, and use to facilitate those actions with a focus on maximising efficiency, responsiveness and aesthetics to foster a good user experience

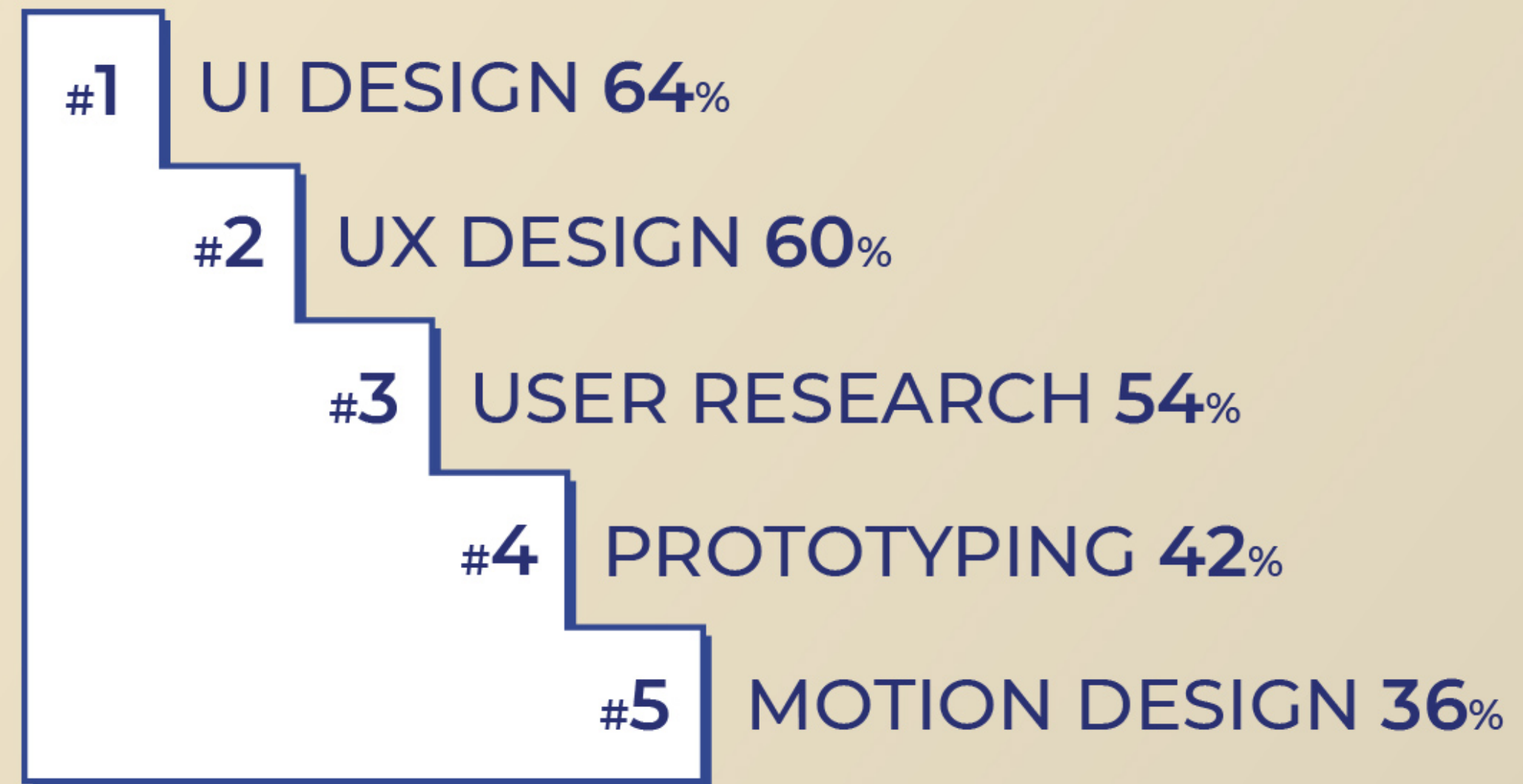
	PELTON	SEAT	UBISOFT
BUSINESS			<input type="checkbox"/>
COMMUNICATION	<input type="checkbox"/>		<input type="checkbox"/>
DATA-DRIVEN		<input type="checkbox"/>	<input type="checkbox"/>
DESIGN SYSTEM	<input type="checkbox"/>		
PROTOTYPING	<input type="checkbox"/>	<input type="checkbox"/>	
UCD			
UI	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
USER RESEARCH	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UX	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VISUAL DESIGN	<input type="checkbox"/>		<input type="checkbox"/>

VISUAL DESIGNER  
**TOP 5 SKILLS**

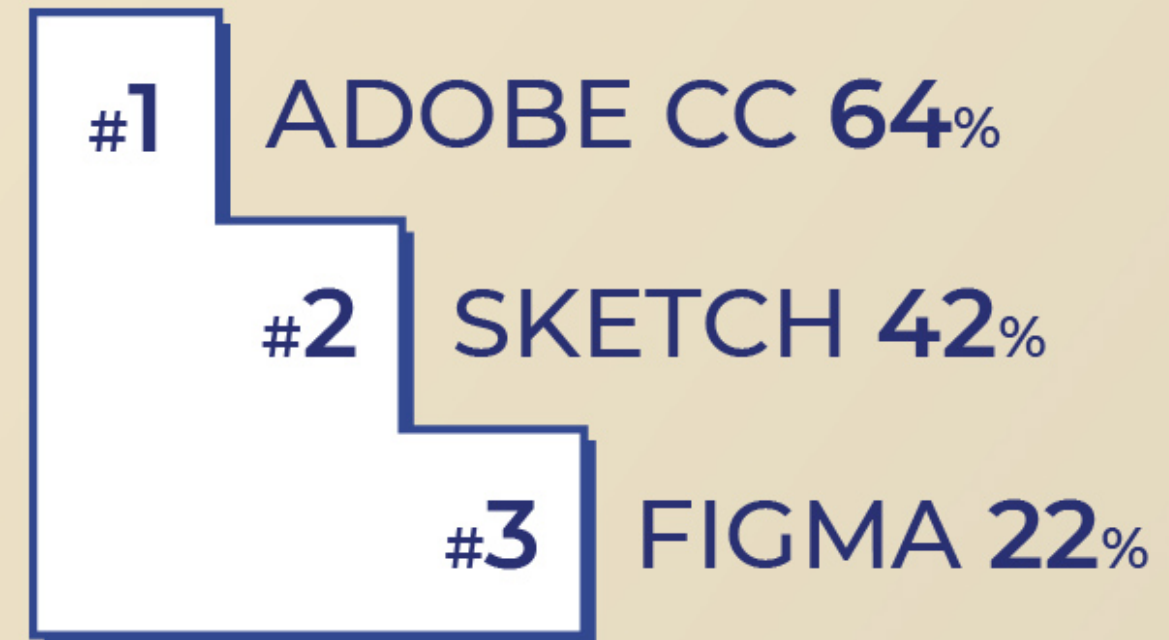




VISUAL DESIGNER  
**TOP 5 OUTCOMES**



VISUAL DESIGNER  
**SOFTWARE**



## **AMAZON**

In this role you will provide unique customer solutions through world class UX and UI design, conceptualization of unique advertising ideas, execute them into visually stunning and effective campaigns that tell stories and drive business performance for the world's leading brands.

## **FROG**

This important role requires broad knowledge and advanced skills in visual design, user experience, user interface, and a solid understanding of available client-side technologies.

	<b>ACCENTURE</b>	<b>AMAZON</b>	<b>FROG</b>	<b>GOOGLE</b>	<b>MOTOROLA</b>
BUSINESS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
COMMUNICATION	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MOTION DESIGN	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
PROJECT MAN.	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	
PROTOTYPING	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
UCD	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
UI	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
USER RESEARCH	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UX		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VISUAL DESIGN	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

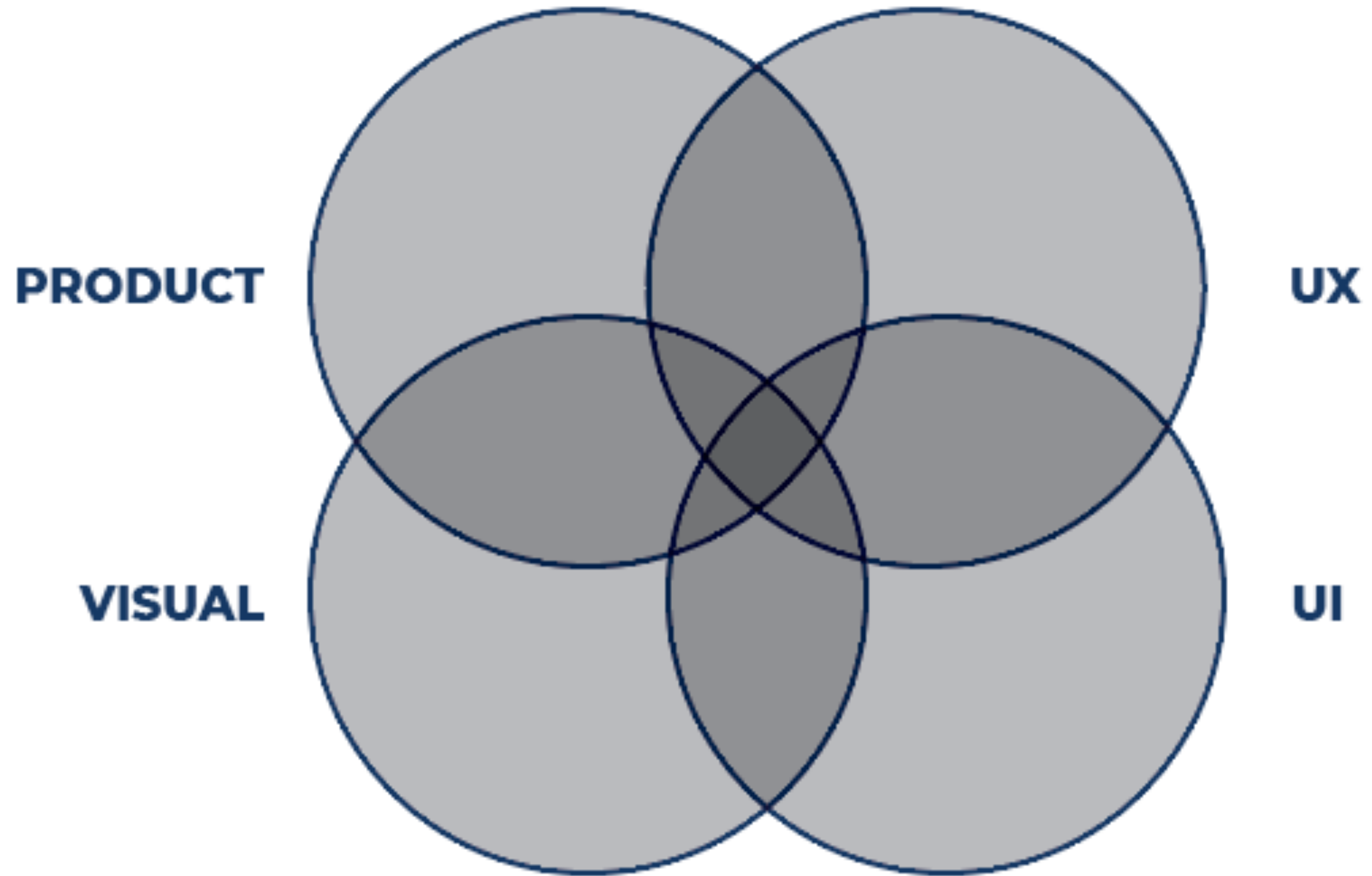
	APPLE	FACEBOOK	FORD	NETFLIX	PAYPAL
BUSINESS		●	●	●	●
COMMUNICATION	●	●	●	●	●
DATA-DRIVEN				●	●
DESIGN SYSTEM				●	
PROTOTYPING	●	●	●	●	
UCD	●		●	●	●
UI	●	●	●		
USER RESEARCH	●	●	●	●	
UX	●	●	●	●	●
VISUAL DESIGN	●	●	●	●	●

	AMAZON	APPLE	EA	IKEA	MICROSOFT
BUSINESS	●			●	●
COMMUNICATION	●	●	●	●	●
DATA-DRIVEN	●	●	●		●
DESIGN SYSTEM			●		
PROTOTYPING	●		●	●	●
UCD	●	●	●	●	●
UI	●	●	●	●	●
USER RESEARCH	●		●	●	●
UX	●	●	●	●	●
VISUAL DESIGN	●		●		●

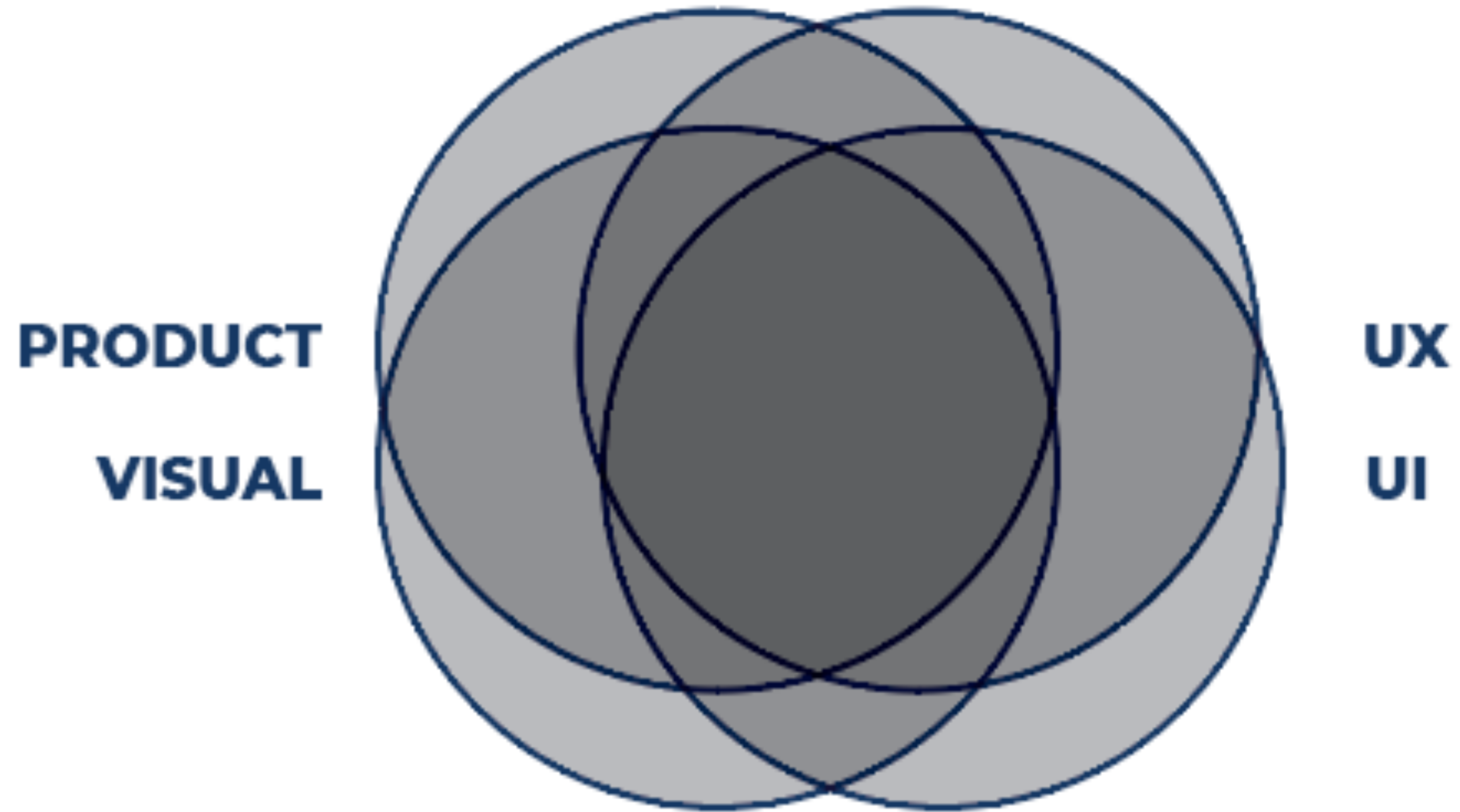
	ACCENTURE	AMAZON	FROG	GOOGLE	MOTOROLA
BUSINESS	●	●	●		●
COMMUNICATION	●	●	●	●	●
MOTION DESIGN	●	●	●		●
PROJECT MAN.	●	●		●	
PROTOTYPING	●	●	●		●
UCD	●	●		●	●
UI	●	●	●		●
USER RESEARCH	●		●	●	●
UX		●	●	●	●
VISUAL DESIGN	●	●	●	●	●

	PELOTON	SEAT	UBISOFT
BUSINESS			●
COMMUNICATION	●		●
DATA-DRIVEN		●	●
DESIGN SYSTEM	●		
PROTOTYPING	●	●	
UCD			
UI	●	●	●
USER RESEARCH	●	●	●
UX	●	●	●
VISUAL DESIGN	●		●

*How we think it is*



*How it really is*



***Everybody is right. Everybody is wrong.***

***Every company is different.***



***Job titles are relevant as a signal of what companies care about.***

***UX designer***

***vs.***

***UX/UI/Visual designer (who also knows how to code)***

### ***#3 - Design job market in Helsinki***

How to use this board ...

**START HERE**

1

#01 Press ; on your keyboard to open the tags in the job posts.

#02 You'll find the link to the full ad by clicking in each job.

Want to get all the jobs in your e-mail every Friday? Register for the newsletter:  
<https://mailchi.mp/5873c4651d2f/newsletter>

Comments/feedback/suggestions for new jobs? Send an email to [designjobsinhel@gmail.com](mailto:designjobsinhel@gmail.com)

+ Add another card

**UX/Service designer** ...

- ROVIO**  
Senior  
Rovio - Senior UX Designer  
1
- Valo**  
Finnish  
Valo - UX Designer  
1
- account+or**  
Finnish  
Accountor - UX Designer  
2
- SELMA**  
Selma - Senior UX/UI Designer  
1
- Kaiku HEALTH**  
Kaiku - UX Designer  
1
- VAISALA**  
Vaisala - UX Designer  
1
- FIITSI**

**Product designer** ...

- SMARTLY.IO**  
Senior  
Smartly.io - Product Designer  
2
- varian**  
Senior  
Varian - Senior Product Designer  
1
- QVIK**  
Finnish  
Qvik - Product Designer  
1
- zalando**  
Senior  
Zalando - Principal Product Designer  
1
- zalando**  
Senior  
Zalando - Senior Product Designer  
1
- zalando**  
Zalando - Product Designer  
1

**Visual/graphic designer** ...

- OnePlus**  
Senior  
OnePlus - Senior Graphic Designer  
1
- qvantel**  
Qvantel - Visual Designer  
1
- RELEX**  
Relex - Visual UI Designer  
1
- FJORD**  
Senior  
Fjord - Senior Visual Designer  
1
- DREAMBROKER**  
Dreambroker - Visual Designer  
2

**UI/Interaction/Digital designer** ...

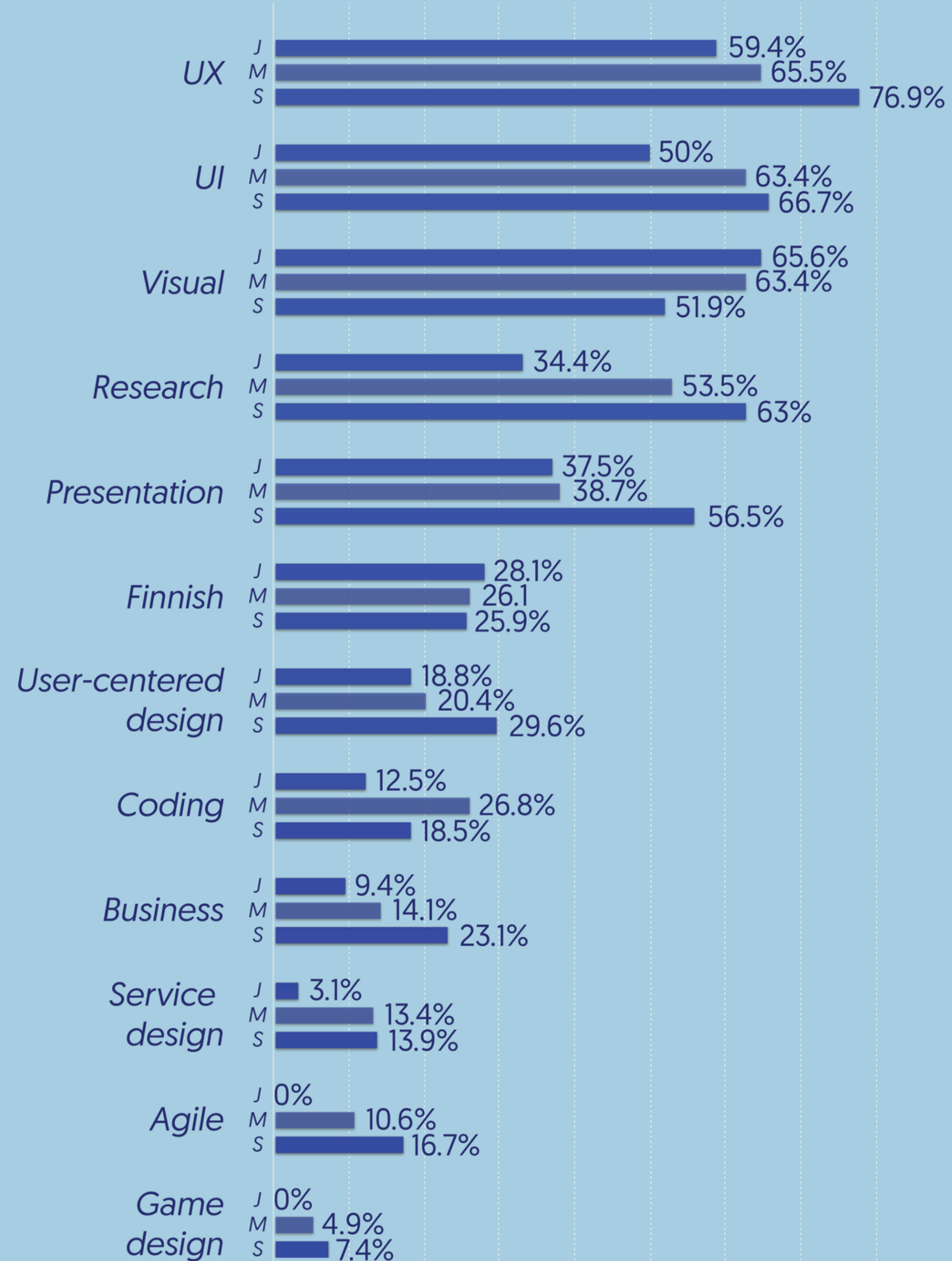
- TEAM IT.**  
Finnish  
Teamit - UI/UX Designer  
1
- LAMIA**  
Finnish Senior  
Lamia - Senior UI/UX Designer  
1
- Lowkey**  
Junior  
Lowkey - UI/UX Designer  
1

**Others** ...

- elisa**  
Senior  
Elisa - Lead Designer  
1
- Columbia Road**  
Finnish  
Columbia Road - Full-stack Designer  
2

+ Add another card

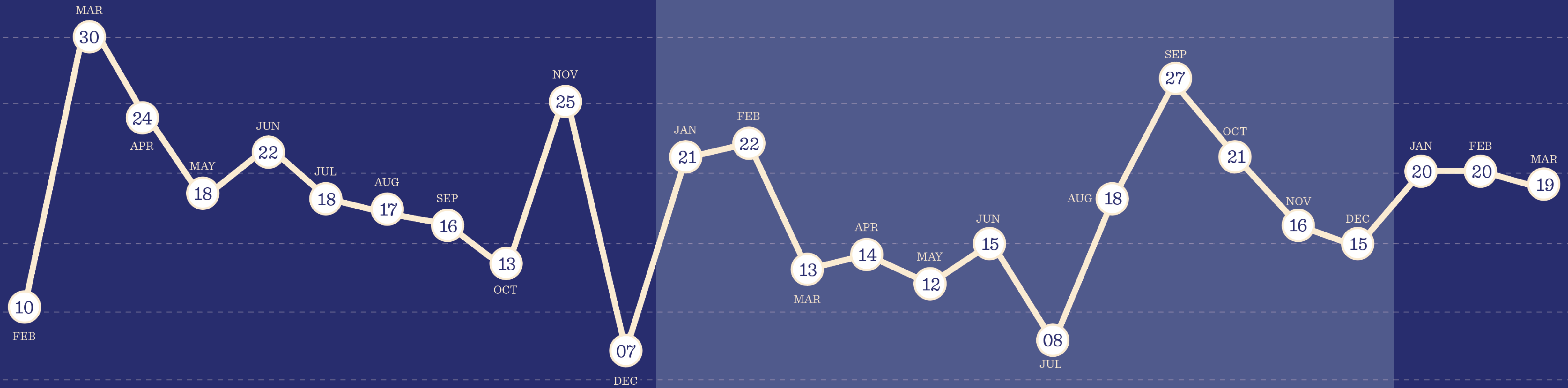
Skills requested by companies. - divided by seniority.



*The state of the design job market in Helsinki – present, past and future*

*June - 2020*

## Number of design positions added per month



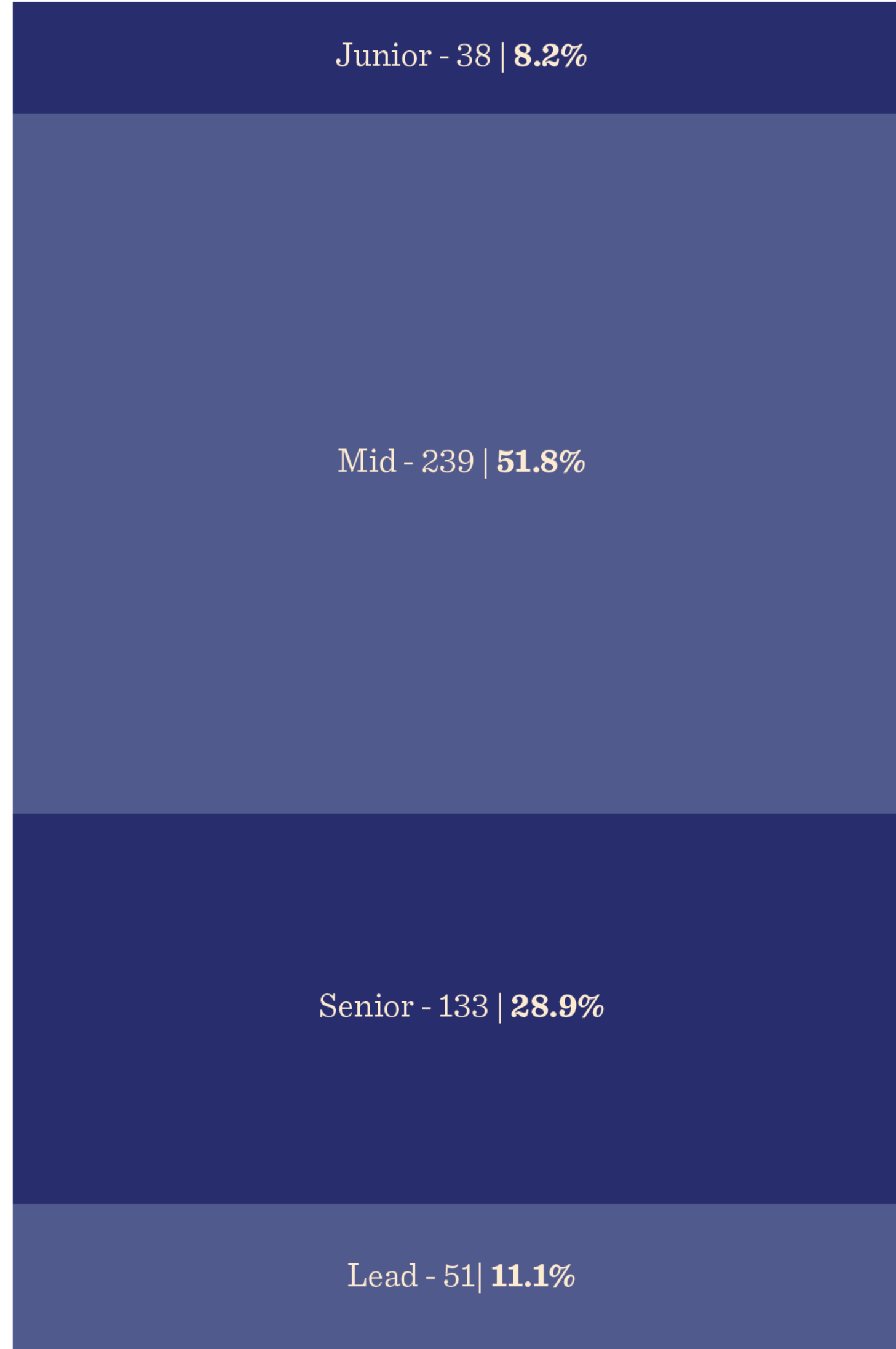
2019 - 200 jobs

2020 - 202 jobs

2021 - 59 jobs

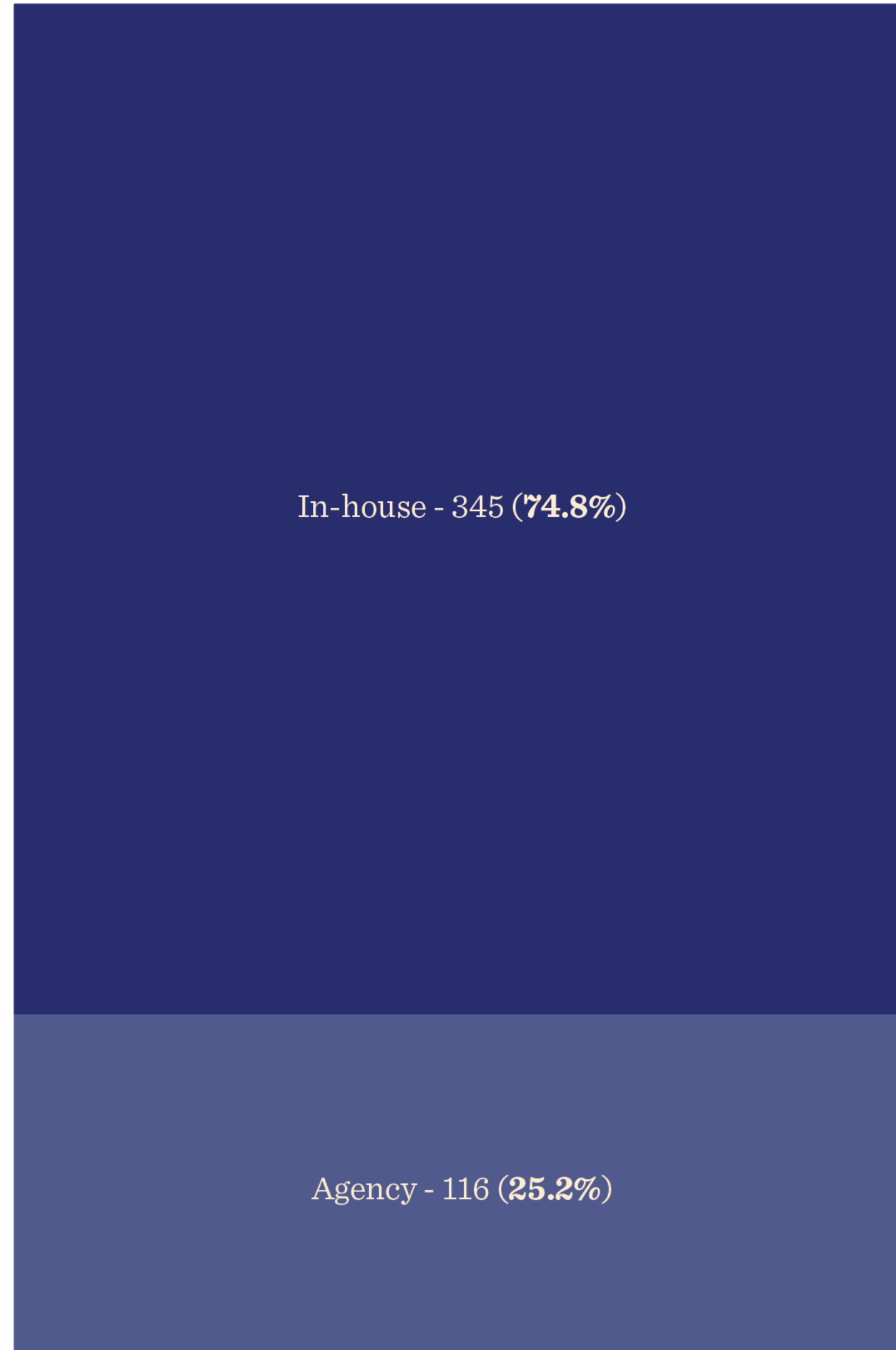
<https://twitter.com/paulodzi/status/1385238251569569792>

# SENIORITY



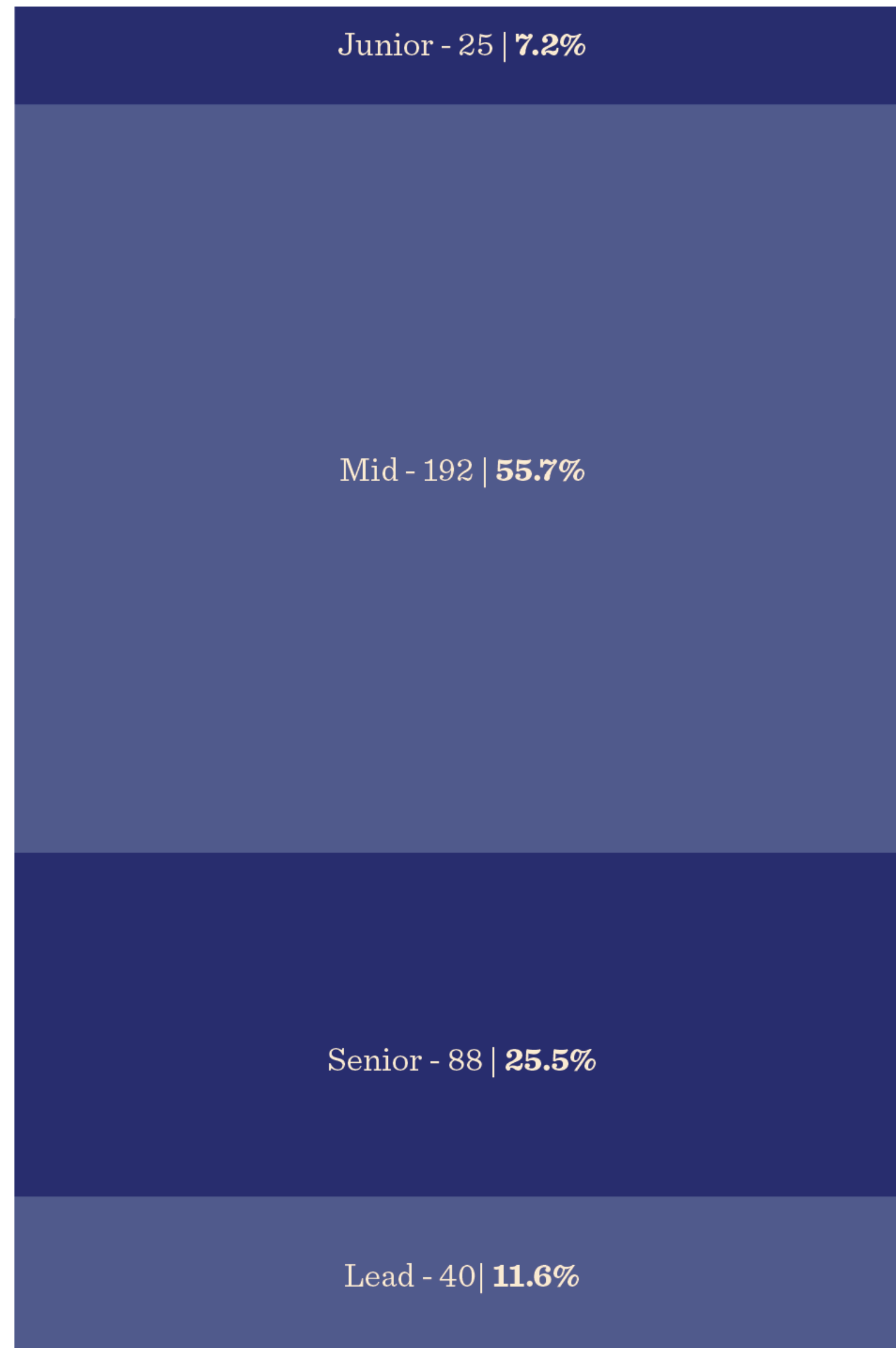
**461 positions**

## IN-HOUSE X AGENCY



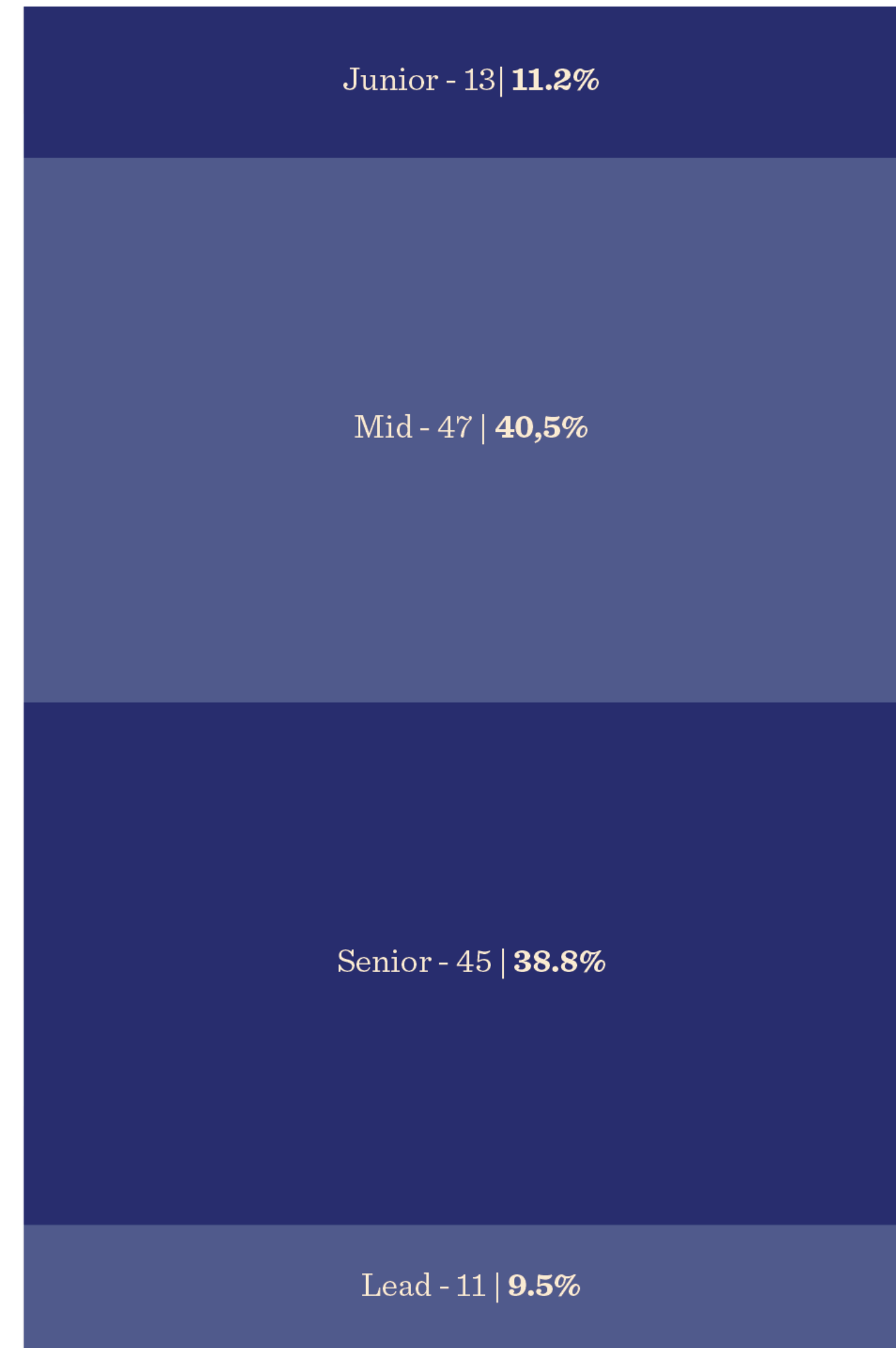
**461 positions**

## SENIORITY In-house



**345 positions**

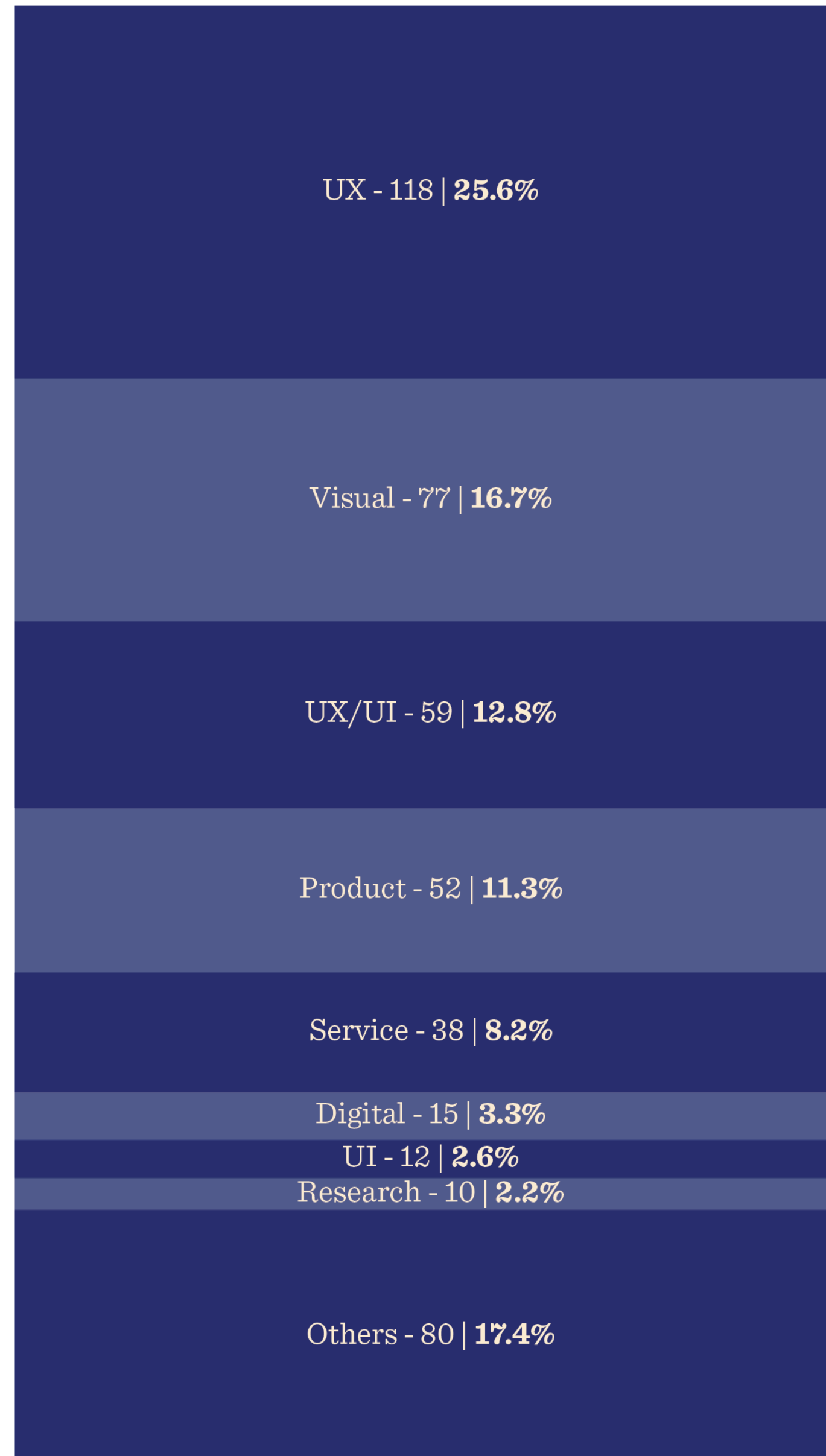
## SENIORITY Agency



**116 positions**



# TITLES



**461 positions**

# TITLES - Growth trends

	2019 200 positions	2020 202 positions	2021 59 positions
UX	<b>26.0%</b>	<b>22.8%</b>	<b>33.9%</b>
Visual	<b>18.5%</b>	<b>17.3%</b>	<b>8.5%</b>
UX/UI	<b>14.5%</b>	<b>12.4%</b>	<b>8.5%</b>
Product	<b>8.0%</b>	<b>13.4%</b>	<b>15.3%</b>
Service	<b>4.0%</b>	<b>12.9%</b>	<b>6.8%</b>
Digital	<b>3.5%</b>	<b>3.0%</b>	<b>3.4%</b>
UI	<b>3.0%</b>	<b>2.0%</b>	<b>3.4%</b>
Research	<b>1.0%</b>	<b>3.0%</b>	<b>3.4%</b>

# TITLES - Growth trends

	2019 200 positions	2020 202 positions	2021 59 positions
UX	<b>26.0%</b>	<b>22.8%</b>	<b>33.9%</b>
Product	<b>8.0%</b>	<b>13.4%</b>	<b>15.3%</b>
Research	<b>1.0%</b>	<b>3.0%</b>	<b>3.4%</b>



# TITLES - Growth trends

	2019 200 positions	2020 202 positions	2021 59 positions
Visual	<b>18.5%</b>	<b>17.3%</b>	<b>8.5%</b>
UX/UI	<b>14.5%</b>	<b>12.4%</b>	<b>8.5%</b>



# TITLES - Growth trends

	2019 200 positions	2020 202 positions	2021 59 positions
Service	<b>4.0%</b>	<b>12.9%</b>	<b>6.8%</b>
Digital	<b>3.5%</b>	<b>3.0%</b>	<b>3.4%</b>
UI	<b>3.0%</b>	<b>2.0%</b>	<b>3.4%</b>



***Kiitos***

***Thank you***

***Obrigado***

***paulo.dziobczenski@aalto.fi***

***@paulodzi** Medium/Twitter*