



**FRONTLINE RETAIL**

**2018/2019**

# **SALARY GUIDE**

**AND MARKET INSIGHT REPORT**





**PROVIDING YOU THE BEST CHOICE**

# WELCOME

**Welcome to the annual Frontline Retail Recruitment Salary Guide for the 2018-19 financial year! First released in 2008, this guide provides a comprehensive review of:**

- **Current Salaries in the retail industry**
- **Market Insights into recruitment trends specific to the retail industry and**
- **Hiring and Salary Expectations of Employers in the retail industry**

## **SALARY GUIDE**

Unlike many other Salary guides that are based on surveys which ask participants to disclose their salary, the salary figures in this guide are based on:

- Actual base salaries of candidates who have been placed by Frontline Retail during the past 12 months, and
- Candidate's salaries which have been verified in the position they held prior to being placed Frontline Retail.

So, you can be confident the figures in this guide are authentic and very much up to date.

## **MARKET INSIGHTS**

Throughout this guide we have also included many 'market insights' specific to the Australian and New Zealand retail Industries. These 'market insights' include information such as:

- Average time spent in roles in comparison to previous years
- Average number of applications sent by a candidate
- Percentage of candidates interviewed that are placed
- Applications per advertisement

- Placements from Search vs Advertising
- Time from application to placement
- Percentage of Candidates placed in the position they apply for
- Time from Job listing to placement

Once again, the data behind these insights is real and verified, as such it provides actual perspectives on what is really happening in the Retail Recruitment Market.

If you are involved in recruiting in retail or if you are a candidate these insights will help give you an understanding of how the recruitment market is working and what changes and trends are happening now. Frontline Retail updates these "market insights" annually and releases them each month, so we use the Salary guide as a vehicle to consolidate and present these in one place.

We have also included commentary from each of our Frontline Retail Agency Owners and Managers, who have looked at the challenges, trends and predictions for candidates and recruiters in their various markets.

## **HIRING AND SALARY EXPECTATIONS**

Finally, this year we have also conducted an extensive survey of over 200 employers in Australia and New Zealand, to find out more about their hiring and salary expectations for the next year. The results of this survey can also be found in our 'State of the Market' report.

We hope that you enjoy this year's salary guide, and as always, we, welcome any feedback.



**Peter Davis**  
Managing Director  
Frontline Recruitment Group

# MARKET INSIGHTS & STATE OF THE MARKET REPORT

Based on the latest data pulled directly from our candidate database, as well as results from an external survey, we present a range of snapshots of candidate behaviour and recruitment trends.



**Workforce employed in Retail trade**  
May 2018

\*Figure represents the Retail Trade & Accommodation and Food Service Industry in New Zealand

## BY COUNTRY

1,287,700

374,900\*



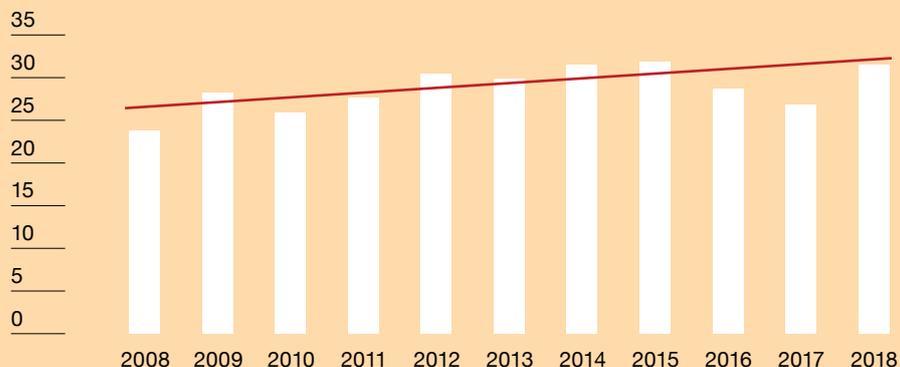
## BY STATE

New South Wales	403,100
Victoria	353,700
Queensland	262,300
South Australia	91,300
Western Australia	121,200
Northern Territory	11,200
Tasmania	27,900
Australian Capital Territory	17,100

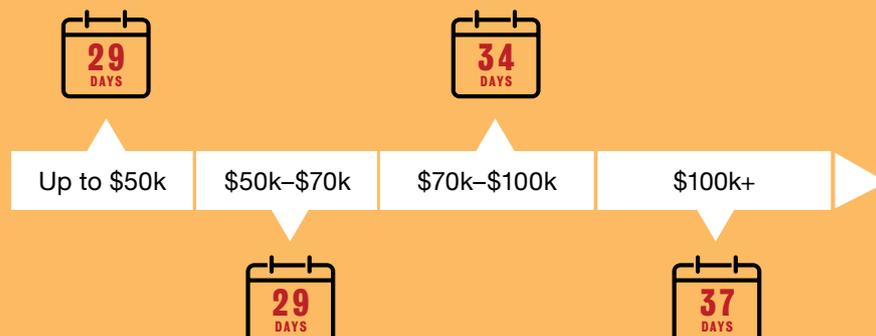
Source: Australian Bureau of Statistics and New Zealand Ministry of Business, Innovation & Employment



**Average number of days from application to placement continues to increase**

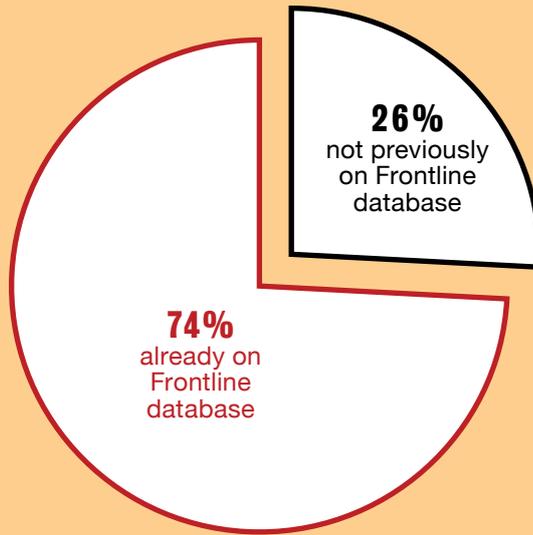


**Days from job listing to placement by salary bracket**





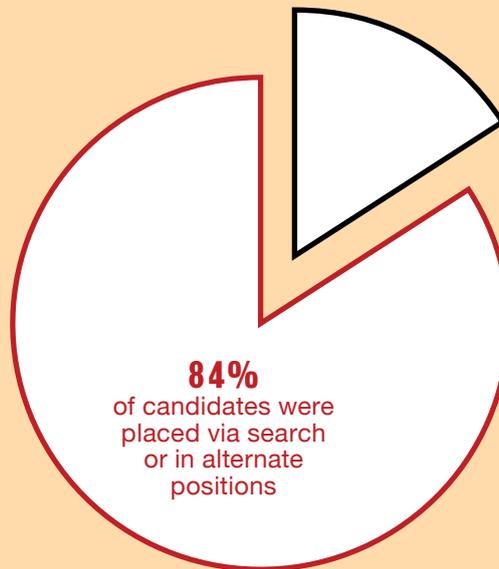
Who did we place more of: new candidates, or known candidates?



- 74% of the candidates placed were already on our database
- The average amount of time on the database **3.1 years**
- We even had one candidate who had been on the database for **17.3 years!**



Now more than ever, the job you first apply for isn't necessarily the job you start.

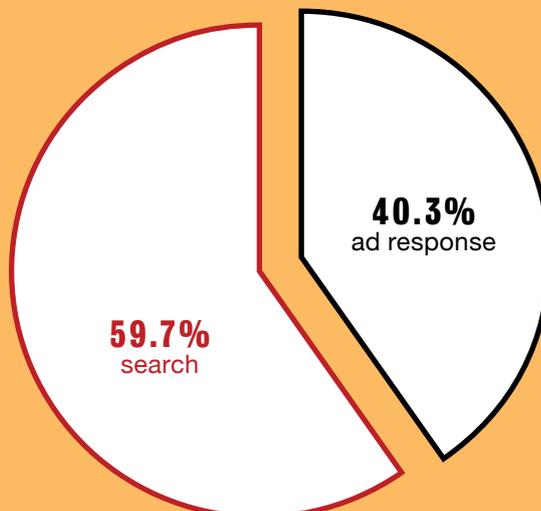


**16%** of candidates were placed in the position they applied for

- The figures show that once a candidate is on our database, even if they miss out on the role they first apply for, the overwhelming majority land a subsequent role



Ads vs search: which results in the most placements?



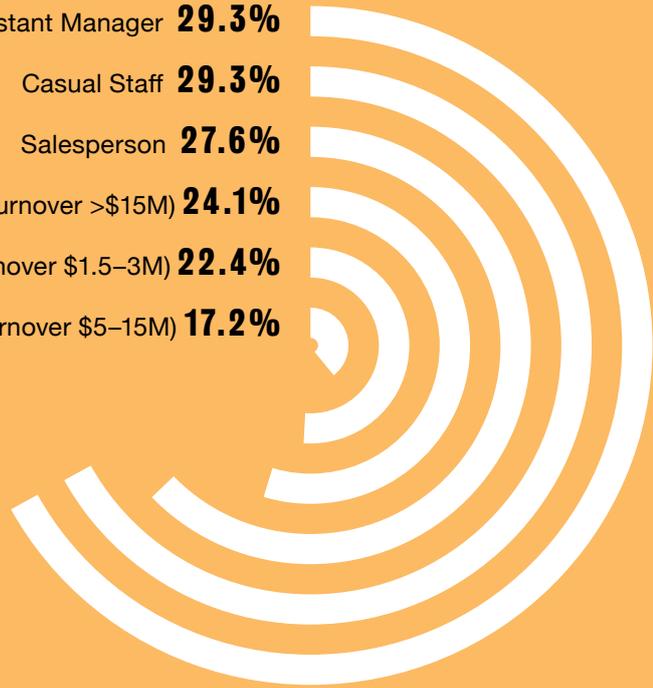
- Because of the exceptional reach of our database, most of our placements were of candidates who were already registered and matched the role criteria



### What are the hardest roles to fill in the Retail industry?

% of respondents who named this role as the hardest to fill

- Assistant Manager **29.3%**
- Casual Staff **29.3%**
- Salesperson **27.6%**
- Store Manager (turnover >\$15M) **24.1%**
- Store Manager (turnover \$1.5–3M) **22.4%**
- Store Manager (turnover \$5–15M) **17.2%**



### Forecast employee salary increases over the next 12 months



**17.8%**



Yes, all my employees will receive the same % increases

**24.4%**



Yes, but it will vary according to performance

**17.8%**



Yes, but only my best performing employees

**40%**

No forecast salary increases



### At what stage do you generally discuss salary during the interview process?

**25.7%**

During the application process or first interview

**17.1%**

Second or subsequent interviews

**57.1%**

Final interview or offer stage

### What do you think are the top key reasons employees are likely to leave a job?



**1**

Higher remuneration (including salary, bonus and benefits)

**73.0%**

**2**

Further career advancement

**64.9%**

**3**

Better work-life balance

**54.0%**

**4**

Dissatisfaction with company, role or employer

**51.4%**

**5**

Better location

**37.8%**

**Over the next 12 months, Retail Employers predict their staff levels to...**



Increase full-time staff  
**23.4%**

Increase part-time staff  
**20.3%**

Increase casual staff  
**18.8%**

Remain the same  
**40.6%**

Decrease  
**10.9%**

Other  
**1.6%**

**What are the top 5 factors Retail Employers review before offering a salary increase?**

1. Measurable results
2. Teamwork
3. Professional conduct
4. Taking on extra tasks
5. Time since last payrise

**What factors do Retail Employers expect to impact salary levels in the next 12 months?**



Individual, team or company performance  
**57.5%**

Minimum Wage / Award changes  
**44.7%**

Domestic economic conditions  
**23.4%**

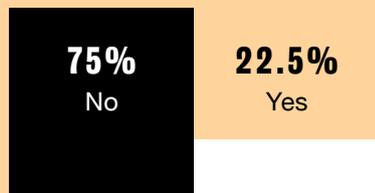
Inflation  
**17%**

Competition  
**17%**

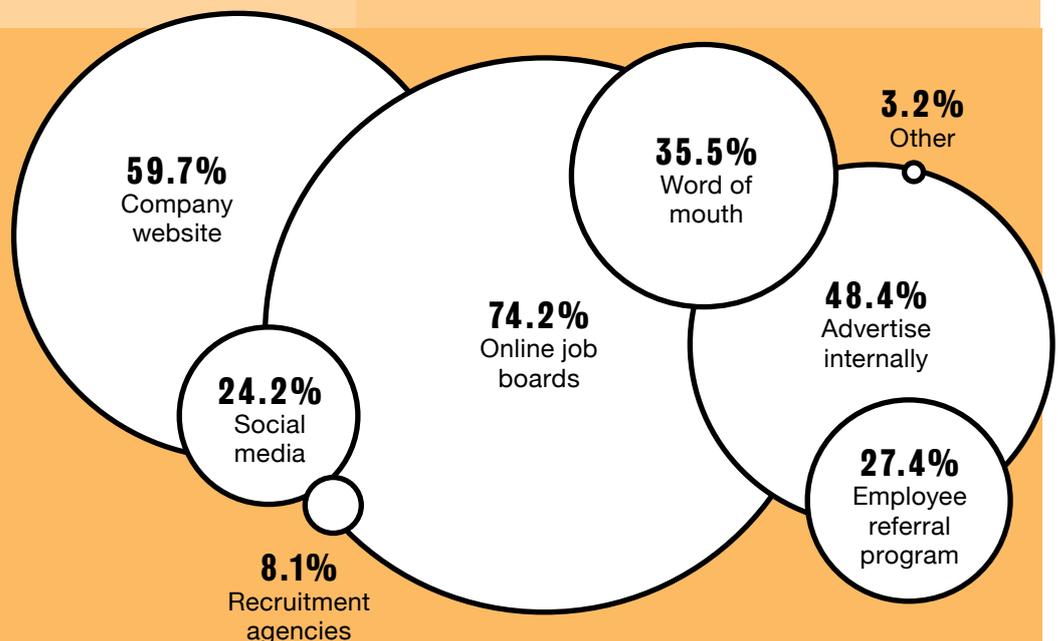
Global economic conditions  
**14.9%**

Don't expect any factors to impact  
**10.6%**

**Do Retail Employers offer salary packages or fringe benefits to their employees?**



**Where do Retail Employers advertise their vacancies?**





**FRONTLINE  
RETAIL**

# ADELAIDE

**GEORGINA MEW AGENCY OWNER**



**W**hat has changed in your market in the last 12 months?

In the last 12 months, there has been a change from a Labor to a Liberal state government. Any form of change in government causes unrest in the market.

**What are some challenges that you are experiencing in Adelaide?**

The main challenge is finding skilled and suitable candidates. It seems that clients and candidates have a long wish list for what they want in a perfect employee or employer, however people are not willing to work hard or stick it out as there are no real benefits for loyalty. Everyone wants job security and employers want longevity, however no one seems to be working towards this.

**What is the best way to manage these challenges as a recruiter?**

Recruiters need to speak honestly to all clients and candidates, discuss what is important to the candidate and what is important to the employer, and hope for transparency and communication in return.

**What trends have you noticed in the retail industry?**

Clients are looking for the perfect candidate and not wanting to have to do as much training. They want honest, dedicated and reliable recruiters - someone who feels like an extension of their business and someone who cares about them. And candidates want communication and a high level of care shown to them throughout the process.

**What is the most important thing that clients can do to secure quality talent?**

Clients need to meet the pay expectations, be realistic and provide clear career projection within the business to ensure they secure top talent. They need to offer candidates a good company culture, flexibility, channels of communication, and sufficient remuneration.

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**RECRUITERS NEED TO SPEAK HONESTLY TO ALL CLIENTS AND CANDIDATES, DISCUSS WHAT IS IMPORTANT TO THE CANDIDATE AND WHAT IS IMPORTANT TO THE EMPLOYER, AND HOPE FOR TRANSPERANCY AND COMMUNICATION IN RETURN.**

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**What is the most important thing that candidates can do to secure a new position?**

Candidates need to be prepared for their interview, and always attend them. It's important to not be so picky when it comes to the 'perfect role' and really focus on what transferable skills they have to offer the company.

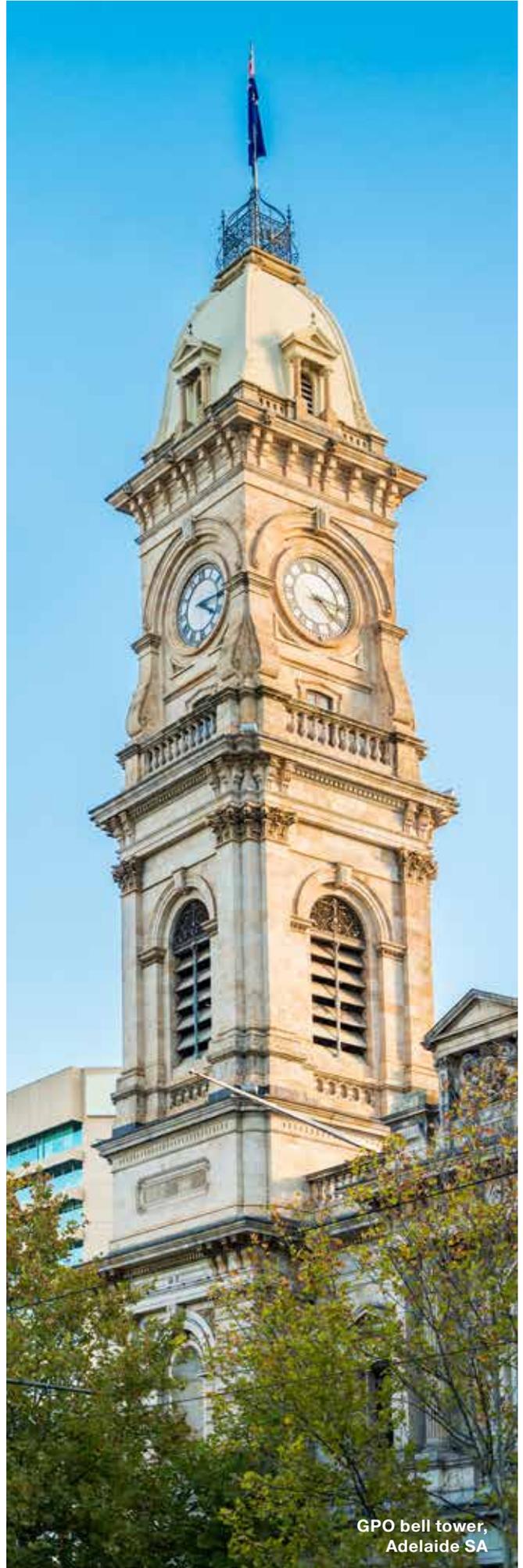
**How do you think the market will change in the next 12 months?**

I think the market will continue on this path and not much will change, however there is always the possibility of further changes in the government, along with changes in working hours in retail and the continuation of retailers closing down.. ▼



**CONTACT**

Frontline Retail Adelaide  
5/121 King William Street  
Adelaide SA 5000  
P: +61 8 8423 4521  
adelaide@frontlinetail.com.au



GPO bell tower,  
Adelaide SA

FRONTLINE  
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Hot air ballooning near  
Black Mountain,  
Canberra ACT

## ACT & SOUTHERN NSW

GEMMA DARMODY AGENCY OWNER



### **W**hat has changed in the ACT & Southern NSW market in the last 12 months?

Over the past 2 years our region has undergone some major changes, from buy-outs of centres, the arrival of international brands, to the announcement of major department stores closures. These along with all the known changes to the market have seen the early half of 2018 adapt to a period of 'settlement'. This has resulted in the career driven retailers really weighting up all the opportunities a new company can offer them, before taking the next step in their career.

### **What are some challenges that you are experiencing in Canberra?**

Our key challenge across our region is keeping the process smooth and to the shortest duration possible.

The demand for high performance retail leaders is always strong, so start the process sooner rather than later, have clear expectations, but know where you can be flexible. This can be how and when you can interview, to offering an extra incentive into the package.

### **What is the best way to manage these challenges as a recruiter?**

Our business partners, both candidates and clients rely on our team to present them with the opportunities that best suit their needs. We are on the ground across the region ensuring we know what these changes will mean to their brands and ongoing career opportunities. We work closely with local business, and candidates to talk over viable opportunities that best suit their short and long term needs.

## What trends have you seen in the retail industry in the last 12 months?

Candidates are becoming more passionate about the sustainability of retail, not just the environmental footprint their brand makes, but for their career opportunities as well. They want to be challenged, rewarded and inspired to drive the brand they represent. They want to make it 'their brand'. Retail consumers are enticed to shop in bricks and mortar stores by the interaction, engagement, the level of passion and knowledge the brand representatives give to them, so now more than ever it is vital to recognise this and have the best team in place.

## What is the most important thing that clients can do to secure quality talent?

Business will need to think outside the box to ensure they attract and retain the quality representatives their brands and customers deserve. This is where Frontline Retail comes in with a clear understanding of the brands recruitment process and the little things the company offers that otherwise may be overlooked. Clients need to be open to video-call interviews, have candidates meet with other store manager if they can't meet them that week, or simply refresh their interview questions. It's important to remember that candidates are looking for a challenge, a company to work on fresh ideas with, so fresh interview questions that enable them to think outside the box and get a real feel for the company culture which is important. Your company may not be the only brand they wish to be a representative of, you need to ensure you engage with them, keep your process smooth and provide support to the remaining team while the recruitment drive is underway, as we know 'we all talk in retail'; and the candidates will ask around about the brand and store as well.

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**CANDIDATES ARE LOOKING FOR A CHALLENGE, A COMPANY TO WORK ON FRESH IDEAS WITH, SO FRESH INTERVIEW QUESTIONS THAT ENABLE THEM TO THINK OUTSIDE THE BOX AND GET A REAL FEEL FOR THE COMPANY CULTURE, WHICH IS IMPORTANT.**

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## What is the most important thing that candidates can do to secure a new position?

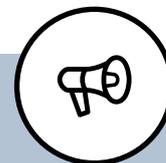
While it's still the 'candidates market', candidates shouldn't allow themselves to become complacent. Remain in close contact with your recruiter as 74% of the roles Frontline Retail filled in 2017, were filled with candidates already in our database. Keep your CV updated with your key achievements, be accessible for interviews and talk to us about the extra steps you can take to secure the next step in your career.

## How do you think the market will change in the next 12 months?

We expect to see the market tighten even more over the next 12-18 mths as candidates will shop around before taking an impulsive leap and they want to be wooed. This is where Frontline Retail spends the time to really get to know what inspires them. We have witnessed a strong increase in our passive candidate numbers, as opposed to those that are an immediate start. This will result in an increased time to fill roles, so clients need to be proactive in their recruitment strategy.

## What impact do you think these changes will have on your market and what is the best way to deal with them?

We are on the ground across our region, meeting with our clients and candidate. We pride ourselves on being relevant and present. We are happy to book in regular catch-ups, to discuss upcoming changes. Don't leave it to the last minute to call us. Involve us early on in the process to reduce the lost revenue the business suffers. Damage can not only be financial but also in overall morale and reputation. ▼



### CONTACT

Frontline Retail ACT & Southern NSW  
The Mezzanine  
64 Northbourne Avenue  
Canberra ACT 2600  
P: +61 2 6230 0659  
[canberra@frontlinetail.com.au](mailto:canberra@frontlinetail.com.au)

FRONTLINE  
RETAIL

Cycling the Lightpath,  
Auckland NZ

# AUCKLAND

SAMANTHA MARTCH AGENCY MANAGER



## **W**hat has changed in the Auckland market in the last 12 months?

The General Election not only affected the NZ dollar and consumer confidence, but employers put the brakes on while they waited to hear the outcome of the increase of minimum wage and reducing net migration. The market slowed but remained steady, labour demand had improved and employment was up by 2.2%. The official unemployment rate has hit an eight-year low of 4.5 percent.

## **What are some challenges that you are experiencing in Auckland?**

Our key challenge remains a candidate short market in finding quality candidates. The market remains in favour of the job hunter and with a shortage of skilled people to fill roles, potential employees are being more selective about the jobs they apply for.

Other challenges include retailers working with multiple agencies create the doubling up on candidates, an increase in wages affecting budget spend, unrealistic salary expectations from candidates, clients not being as open to candidates on work visas which limits the candidate pool, and an increase in petrol prices is proving candidates are less inclined to travel for a role.

## **What is the best way to manage these challenges as a recruiter?**

In such a short skilled market, it is important for retailers to ensure they offer a supportive culture with comprehensive training and succession planning. We recommend giving your Recruitment Partner exclusivity on roles.

We consult and educate candidates on market related Salary Surveys etc., we provide up to date information to clients and we have an extensive passive database to tap into to assist on recruitment needs.

## Is there anything that has had a positive impact on the Auckland market in the past 12 months?

International players have entered NZ and are opening new stores, which is great for job creation. Luxury and design sectors are also doing really well as they continue to grow. New malls have opened up in Auckland, including Commercial Bay, 277 in Newmarket, The Crossing in Tauranga creating jobs.

## What trends have you seen in the retail industry in the last 12 months?

The growth in online is in the “buying space”. This activity of buying is more about best price, range, assortments and maximum convenience. This is the platform for e-commerce and where the likes of Amazon and Alibaba play and also where online growth is coming from. However shopping is human, tactile, social, interactive and the shops are crucial, so retailers who can't see the difference will struggle and won't survive. We've seen the closure of businesses (locally and internationally) who haven't been able to distinguish the difference sadly.

We've seen Click and Collect, Easy Pay – payment terms, and flexible money solutions for consumers, showing that retailers are choosing to invest in technology/ e-commerce which means a lower number of stores, reducing demand for space, or retailers becoming smarter and more creative in how they do business.

## What is the most important thing that clients can do to secure quality talent?

Clients should engage a specialist agency like Frontline Retail, and give exclusivity to roles. Focus strategy around long term recruitment – succession planning, and work within realistic timelines, especially with hard to fill roles.

## What is the most important thing that candidates can do to secure a new position?

Candidates need to have realistic salary expectations, and they must be available to communicate with their consultant once they start the job search process. Have flexibility to interview, be well prepared going into client interviews, and be honest around what they are working on and visas.

Working with an specialist agency exclusively will also help candidates secure a new position.

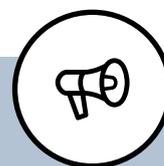
**IN SUCH A SHORT SKILLED MARKET, IT IS IMPORTANT FOR RETAILERS TO ENSURE THEY OFFER A SUPPORTIVE CULTURE WITH COMPREHENSIVE TRAINING AND SUCCESSION PLANNING.**

## How do you think the market will change in the next 12 months?

I am feeling optimistic with the unemployment rate at the lowest it's been in a long time at 4.5% and consumer confidence up. There are lots of jobs available in the market, with new malls opening doors for candidates getting into retail careers.

Stores that are providing unique in-store experiences/ speciality stores are trading really well, as are the luxury and design sectors. Retail and technology are becoming inseparable. Retailers are adopting mobile payment solutions, and investing in omnichannel, turning to apps, services and third parties to fulfil the needs of modern shoppers.

As retailers continue to identify top talent in the market, we will continue to work alongside employers and our passive candidates who are ready to hear about new exciting roles as they come up. We remain excited to work within the retail sector with its changing landscape as we are adaptable and we love what we do. ▼



### CONTACT

Frontline Retail Auckland  
Level 6, DLA Piper Tower  
205 Queen St  
Auckland NZ 1010  
P: +64 9 523 0471  
auckland@frontlinehealth.co.nz

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Story Bridge crossing  
the Brisbane River QLD

# BRISBANE

COLLEEN HART AGENCY OWNER



## **W**hat has changed in the Brisbane market in the last 12 months?

National political unrest and now a new Prime Minister, unlike previous years this time has not impacted consumer confidence, perhaps showing that we are now so very used to it. For us retailers there has been strong large shopping centre expansion and smaller shopping centre refits. Population growth within the territory remains consistent year upon year but not producing the retail market quality candidates. The market within retail is still a job rich and candidate tight and passive markets candidates are sought after.

## **What are some challenges that you are experiencing in Brisbane?**

Social Media and other platforms, whilst excellent tools, are creating user concerns about confidentiality,

poaching and over contact for candidates. It's a skill shortage market and whilst candidate pools shrink, the call volume through these passive avenues to them increases.

## **What is the best way to manage these challenges as a recruiter?**

Frontline Retail continues to place 85% of candidates within roles they didn't apply too given they are a market specialist and can stay focused on one industry and one territory per agency.

## **Is there anything that has had a positive impact on your market in the past 12 months?**

Like the past 12 months, unemployment rate is low and 18/19 will continue to be a skill shortage market. The relationship that Frontline Retail enjoys with their current partners needs to remain strong and consistent.

The positive impact on our market that we can control will remain to be our brand attraction and point of difference.

### **What trends have you seen in the retail industry in the last 12 months?**

There are many new Retailers opening and expanding in Brisbane which has been the case every year over the past decade. Unusually some luxury brands are closing in the CBD and moving to the Gold Coast as their only in-store destination for Queensland. Additionally some large department store style fashion retailers have ceased expansion plans planned for 18/19, rethinking locations and timing.

### **What is the most important thing that clients can do to secure quality talent?**

Whilst culture is key, remuneration is now just as important. Culture in the past outweighed OTE's but not now. Clients need to ensure salaries are competitive, including clever bonus structures in place. Succession planning continues to be a high need and a strong commitment to this area within the retail businesses is required.

### **What is the most important thing that candidates can do to secure a new position?**

Professional resumes would be considered an investment and honesty and commitment to the process. Candidates should allow themselves to be open to opportunities and not be fixated on salaries, much thought needs to go into their move choice so the churn within their own retail careers decreases. Gone are the days that jumpy resumes are considered OK.

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**WHILST CULTURE IS  
KEY, REMUNERATION  
IS NOW JUST AS  
IMPORTANT...  
CLIENTS NEED TO  
ENSURE SALARIES ARE  
COMPETITIVE**

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### **How do you think the market will change in the next 12 months?**

I predict clients will want to continue to partner with a minority of external talent suppliers, and exclusivity and retained contract usage will continue to grow.

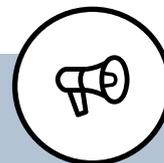
There is an optimistic feeling in retail and consumer confidence within Brisbane as the capital city with a population of 2.4 mil, which ranks as the 3rd most populated city in Australia after Sydney and Melbourne. Brisbane accounts for 19% of the total national population.

The CBD in Brisbane has very exciting and sophisticated development plans in place and some say it will be unrecognisable by 2022 with the opening of the iconic Queens Wharf. There is a huge amount of new retailers and hospitality venues and shops to open and both these industries have no intention of staying stagnant or even slowing down.

### **What impact do you think these changes will have on your market, and what is the best way to deal with them?**

Agencies need to have their finger on the pulse when it comes to relocating candidates, partnering with a national brand is completely necessary in this market.

Given the development plans in place for Brisbane and with that, a plethora of exciting choice, the candidate is king in this, and the forward market. Clients will need to continue to keep their process tight but their salaries competitive and their decisions fast. ▼



#### **CONTACT**

Frontline Retail Brisbane  
Christie Corporate Building  
Suite 9, Level 3, 320 Adelaide Street  
Brisbane QLD 4000  
P: +61 7 3010 9293  
[brisbane@frontlinetail.com.au](mailto:brisbane@frontlinetail.com.au)

**FRONTLINE  
RETAIL**



Federation Square,  
Melbourne VIC

# MELBOURNE

**COLLEEN HART AGENCY OWNER  
HEIDI PAYNE AGENCY MANAGER**



## **W**hat has changed in the Melbourne market in the last 12 months?

Lots more retailers are opening their doors in Melbourne, with independent and boutique retailers arriving in the city, which in turn is creating jobs opportunities for retail candidates. However the modern candidate is less flexible on salary now and know their worth, so it can be difficult to manage their expectations when it comes to negotiating their contract for them. There are also some core brands that have earned themselves a bad name in the market due to over advertising.

## **What are some challenges that you are experiencing in Melbourne?**

Challenges we are experiencing in Melbourne include higher expectations of clients with regards to skills

however no salary increase, and lack of more senior roles for a wealth of senior candidates.

Melbourne is still expanding with lots of retailers still opening doors, however clients are tending to not know that we do place Head Office roles, of which there are plenty out there!

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**TO SECURE TOP TALENT, CLIENTS  
NEED TO RAISE SALARIES OR OPT  
FOR REVIEWS AFTER PROBATION,  
INCREASE PROGRESSION TRAINING  
FOR NEW PEOPLE...**

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## What is the best way to manage these challenges as a recruiter?

We are reversing all senior candidates to clients to open up opportunities, and are trying to educate clients to pay more to get quality candidates. When seeing other agencies list multiple sites, investigate who the prospective client could be, keep close to all new businesses and know when store openings are happening especially in core retail.

## Is there anything that has had a positive impact on the Melbourne market in the past 12 months?

New store openings in Melbourne have definitely had a positive impact on our market with the creation of new opportunities for our candidates.

Also, building consistency with these candidates means people are searching for us and getting lots of referrals from happy candidates. We have a strong team of recruiters who know our brands well, and are not afraid to have the tough conversations.

## NEW STORE OPENINGS IN MELBOURNE HAVE DEFINITELY HAD A POSITIVE IMPACT ON OUR MARKET...

## What trends have you seen in the retail industry in the last 12 months?

Clients are using SEEK Talent Search and LinkedIn Search to find candidates themselves. People are also wanting to shop around with agencies, meaning less exclusive roles.

## What is the most important thing that clients can do to secure quality talent?

To secure top talent, clients need to raise salaries or opt for reviews after probation, increase progression training for new people to encourage sales and growth, and move faster when their recruitment consultants informs them that a candidate is 'urgent'.

WITH OUR STABLE AND EXPERIENCED TEAM AT FRONTLINE RETAIL MELBOURNE, THERE WILL BE AN INCREASE IN TRUST WITH CLIENTS AND CANDIDATES ALIKE.

## What is the most important thing that candidates can do to secure a new position?

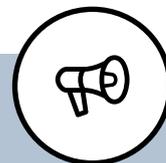
Candidates needs to be willing to negotiate to get further, be open to further travel, and also be open to different brands to further develop their career in retail.

## How do you think the market will change in the next 12 months?

Clients will need to increase salaries by at least \$5K to be competitive in the market. With our stable and experienced team at Frontline Retail Melbourne, there will be an increase in trust with clients and candidates alike.

## What impact do you think these changes will have on your market, and what is the best way to deal with them?

There will be more candidates on the market for core retail, and candidates will be presented with more opportunities. ▼



### CONTACT

Frontline Retail Melbourne

9/454 Collins Street

Melbourne VIC 3000

P: +61 3 8319 4013

melbourne@frontlinetail.com.au

Nobby's Lighthouse,  
Newcastle NSW



FRONTLINE  
RETAIL

## NORTHERN NSW

**GRANT MALONEY &  
MELINDA FLAVELL**  
AGENCY OWNERS



### **W**hat has changed in the Northern NSW market in the last 12 months?

In Northern NSW this year, we have seen a focus on rejuvenating shopping centres in key locations. In some cases, this has increased store foot print size as well as provided a differentiating experience for the consumer. We have also experienced growth in population as people look to relocate from major metro areas due to the ever-rising cost of living. This is seeing more skilled candidates enter our market as regional locations prepare for the incoming by continued improvements to infrastructure and suitable housing.

### **What are some challenges that you are experiencing in Northern NSW?**

With more and more international retailers breaking into the Australian market everyday, it is important to have an understanding of how your brand is different

and what do you have to offer? Candidates now have more choice than ever before and there has been a generational shift in candidate behaviour. Today's candidate will not wait for a lengthy interview process and happily accept an offer at the end. They are very savvy in the process and if they are a quality candidate, they will not last long in the talent pool. This puts a strain on businesses that have not renewed their recruitment methods in order to keep up with today's market. Speed is key, whilst maintaining a thorough screening process.

### **What is the best way to manage these challenges as a recruiter?**

As a recruiter, it is important to implement an omni-channel approach when sourcing suitable candidates. In today's society we not only have job boards, we have LinkedIn accounts, social media marketing, reward systems, business networking and relationships. For

Northern NSW, maintaining strong relationships is a big part of what we do on a daily basis. We have candidate relationships that stretch across a 3-8 year timeline and they are happy to engage with us. We maintain this relationship by use of the tools mentioned above. Remember to keep an open mind when it comes to an offer, sometimes it is not about the money. If you can provide opportunities within the business and a work life balance, then you will have a higher retention rate with your team.

### **Is there anything that has had a positive impact on your market in the past 12 months?**

Although international retailers have had an impact on the current talent pool, these large scale businesses have provided a broad variety of opportunities to offer the Australian population. In our region, we have seen unemployment numbers drop due to the amount of potential that is on offer in the retail sector. Candidates are beginning to see retail as more of a career than just another job.

### **What trends have you seen in the retail industry in the last 12 months?**

Engagement is a critical aspect that all businesses need to consider. Is your level of intrigue and what you have to offer going to be enough to attract premium talent to your company? With the majority of today's society owning social media accounts and actively using applications from their smart phones, it is important to be across all platforms to reach your audience. We are seeing this more and more with national retailers not only increasing their online presence, but becoming more savvy at target marketing strategies through use of Facebook advertising and Instagram followings.

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**EMPLOYEES ARE MORE LIKELY TO STAY LOYAL TO A COMPANY IF THEIR NEED TO GROW IS MET.**

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### **What is the most important thing that clients can do to secure quality talent?**

Ideally the best strategy is to create succession planning within your business. Employees are more likely to stay loyal to a company if their need to grow is met. Training good people to be the next manager in training, assistant manager and store manager, displays a steady level of progression that employees can strive towards.

Alternatively, building a trusting relationship with a specialist agency gives you an advisor in your back pocket that can assist you in approaching that passive market of candidates. These are people that if the right opportunity presents itself, they may consider the position.

### **What is the most important thing that candidates can do to secure a new position?**

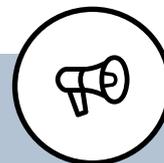
As a candidate in this market, we recommend that you think carefully before accepting any job offer and ensure that it is a role that will not only suit your needs in the short-term, but your long-term goals. Aim to make a retail career, rather than just participating in a job.

### **How do you think the market will change in the next 12 months?**

The retail environment is a little uneasy at the moment, however having the right strategy in place can literally save your business. There will always be a need for human interaction within bricks and mortar stores. I believe in having stores accompanied with an outstanding online offering is the way of looking forward. We are beginning to see this come through now with retail VR experiences. This is very exciting for the future of retail.

### **What impact do you think these changes will have on your market, and what is the best way to deal with them?**

This will see a whole new generation of savvy shoppers and improvements to in store interactions. This means that we might be looking at a new breed of candidate that can multi-task across a variety of platforms. We need to stay ahead by streamlining our recruitment processes and not just approaching the standard job boards, but expanding our sourcing across a large variety of channels. ▼



## **CONTACT**

Frontline Retail Northern NSW

667B Glebe Road

Adamstown NSW 2289

P: +61 2 4927 1544

[northernnsw@frontlinetail.com.au](mailto:northernnsw@frontlinetail.com.au)

## FRONTLINE RETAIL



Elizabeth Quay Bridge,  
Perth WA

# PERTH

**ALANA BROWN &  
ANTHONY MARCHESANI**  
AGENCY OWNERS



### **W**hat has changed in the Perth market in the last 12 months?

In the last 12 months we have seen a large amount of shopping centre redevelopments in and around the Metro area. The mining boom has burst but there is more consumer confidence and things are starting to happen which is exciting.

### **What are some challenges that you are experiencing in Perth?**

Our biggest challenge is finding suitably qualified and experienced candidates. We have scoured top to bottom in the database as well as performing Seek profile searches on a daily and nightly basis, but it is really hard to find top quality candidates.

### **What is the best way to manage these challenges as a recruiter?**

We have been looking at all avenues and reactivating candidates wherever possible. Although they may not be looking for a new role, when an opportunity comes up you can always run it past them and get their thoughts. We have also been telling candidates to recommend us to their friends and family members who may be looking for work.

### **Is there anything that has had a positive impact on your market in the past 12 months?**

All of the suburban and regional shopping centres are getting major overhauls. They are becoming more and more like Sydney, Brisbane & Melbourne in that they are destinations precincts, and not just about shopping but bars, cinemas, cafe's, restaurants etc. We have a brand

new DFO opening next to the airport, Forrest Chase in the Perth CBD is also getting a major redevelopment which will change the face of retail in the City.

### **What trends have you seen in the retail industry in the last 12 months?**

We have witnessed clients wanting to really make sure they have the right candidate for the role and because of this they are choosing to do more interviews during the process. This can be frustrating but understandable.

### **What is the most important thing that clients can do to secure quality talent?**

They need to understand that if they don't move quick enough to offer a candidate that candidate will be snapped up elsewhere. Candidates want security and job satisfaction. Also, offering rotating weekends, solid succession planning and ongoing development is important for all candidates.

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**THEY NEED TO UNDERSTAND THAT IF THEY DON'T MOVE QUICK ENOUGH TO OFFER A CANDIDATE THAT CANDIDATE WILL BE SNAPPED UP ELSEWHERE. CANDIDATES WANT SECURITY AND JOB SATISFACTION...**

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### **What is the most important thing that candidates can do to secure a new position?**

This hasn't changed much. The candidate needs to be professionally presented, do their own research and have good knowledge on the company they are interviewing with, articulate themselves well, have a full, clear understanding of the role they are interviewing for and always be honest.

### **How do you think the market will change in the next 12 months?**

We are excited about Perth and WA as a whole over the next 12 months as there is going to be a lot more coming to WA. There are a number of new retailers earmarked for expansion into Perth – Christian Dior, Michael Kors, Under Armour, UniQlo etc and this will

create more and more opportunities in the market. I feel the unemployment rate will ease and decrease also due to new roles becoming available.

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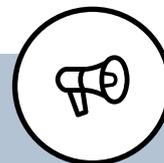
**UNEMPLOYMENT RATE WILL EASE AND DECREASE ALSO DUE TO NEW ROLES BECOMING AVAILABLE.**

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### **What impact do you think these changes in the will have on your market, and what is the best way to deal with them?**

We are going to need to really focus on BDM and getting in front of our clients 1st. Based on the relationships our eastern states offices have with a number of the new retailers coming to Perth we would be silly to not self promote from within. For example, a consultant in our Melbourne office works well with ESR and they are opening new stores in WA, so she let them know about us and put us in contact with them so we could form a strong relationship and fill roles ASAP – this example did actually occur and the client is very impressed with Frontline Nationally.

Consumer confidence will continue to increase and this should drive more sales across the board. As much as online sales have effected retail stores, the customer is going to go and shop at these new centres & retail precincts to get a look and feel of what it's all about. We hope this in turn will return the customer to the shop floor. ▼



## **CONTACT**

Frontline Retail Perth  
1/100 Havelock Street  
West Perth WA 6005  
P: +61 8 9382 4711  
perth@frontlineretail.com.au



View of the Gold Coast, QLD

## REGIONAL QLD & NT

**RORY MANWARING AGENCY OWNER**



### **W**hat has changed in the Regional QLD & NT market in the last 12 months?

In Regional QLD we seem to have certain areas experiencing higher movement at certain times. Late last year there was a lot of movement in Toowoomba (with it being 12 months after Grand Central shopping centre opened, we were expecting movement). We are seeing candidates relocating to North QLD looking for a work/life balance and warmer climate. The higher calibre candidates are seeking a salary similar to what they would be getting in the metro locations – but it is rare to find in this region.

The Gold Coast is usually a candidate rich market, but with the centres recently undergoing large refurbishments, there is a shortage of strong management candidates. We have noticed the need for candidates in the Luxury retail sector has increased, due to the fact more High End/Luxury retailers have opened in the Gold Coast. As always, we see people relocating to the Gold Coast for the

lifestyle, and have high calibre candidates coming across from Sydney and Melbourne. The Commonwealth games seemed to bring any movement to a halt, and in general retailers are feeling sales went down during this time and the expectations of the surge in sales was not met – in fact, for many retailers, they saw a large decline.

As always, the Darwin market has been difficult to find candidates – this is consistent as it is a very transient area, the calibre of candidate is extremely different to other areas. In September 2017, the Gateway shopping centre opened and, with the amount of retail roles increasing, the candidate shortage also increased.

In general, the market is showing a candidate shortage. There has been some changes to national retailers (stores closing down etc..) but we are also seeing exciting things coming. New furniture stores / homemaker centres opening in Regional QLD within the next 6 months.

## **What are some challenges that you are experiencing in Regional QLD & NT?**

As always, our market is extremely candidate short. Exciting changes have happened over the last few years with new shopping centres and homemaker centres opening, and more plans of openings in the near future. Our challenge does lie in educating our client on the candidate market in these regional areas and explaining that the calibre of candidate is far different from that in the metro locations (especially for clients opening new stores in the area).

## **What is the best way to manage these challenges as a recruiter?**

We continue to build our strong relationships with both our clients and candidates. We build the trust in our client to become that trusted advisor, so that when we are explaining the market – they listen and adapt. We also build relationships with our candidates. In these smaller towns, everyone knows everyone, and word of mouth is a huge part of marketing our services and our brand. We discuss referrals and offer gifts if referring a friend/ ex colleague etc.

## **Is there anything that has had a positive impact on your market in the past 12 months?**

We have seen national brands opening up stores in new Regional locations and with this, attracting new business to the area. For example, Nick Scali opened in Toowoomba and around this time, other furniture retailers started advertising for new staff... changing their approach as there was a big player entering the market. It's exciting to see some big names opening up in Mackay over the next few months also. We are seeing a shift in the needs of the candidates also. Regional QLD candidates are usually looking for the work/life balance but with candidates relocating from the cities, they bring with them a different outlook and a want for those more high pressured and higher salary roles.

## **What is the most important thing that clients can do to secure quality talent?**

Clients need to know the market, and understand the calibre of the candidate and their needs. There is a lot of competition out there and many opportunities for strong retail candidates. Clients need to be competitive in their salary packages and offer great progression opportunities. In some Regional QLD areas, we are noticing a need for a change in rosters (e.g. 1 Saturday off a month etc.) and if the client was to be negotiable, they could secure a higher calibre candidate. The candidates have the power at the moment – there's multiple opportunities for each, so to secure the stand outs, retailers need to offer a great company culture, flexibility and progression.

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**CLIENTS NEED TO BE COMPETITIVE IN THEIR SALARY PACKAGES AND OFFER GREAT PROGRESSION OPPORTUNITIES.**

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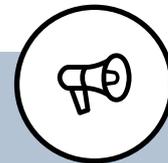
## **What is the most important thing that candidates can do to secure a new position?**

It is easy for candidates to become complacent as there are many opportunities for them, however it is important for them to research the culture and expectations of the company and be sure its for them before starting the process. Our advice is to do a store visit and research the history of the brand. More clients are conducting Skype or video link interviews, so candidates need to be on top of these changes, ensuring they have access to these and attend video interviews as if it were a face to face (presentation, preparation etc.)

## **How do you think the market will change in the next 12 months?**

We don't foresee too much change over the next 12 months other than some national retailers expanding into the Regional markets.

The opening of new furniture/home ware retailers in Regional towns will bring with it the need for those strong, sales focused managers, and we plan to start the recruitment process earlier and tap into the relocatable candidate market. ▼



## **CONTACT**

Frontline Retail Regional QLD & NT  
Christie Corporate Building Suite 9,  
Level 3, 320 Adelaide Street  
Brisbane QLD 4000  
P: +61 7 3010 9295  
[northqueensland@frontlinetail.com.au](mailto:northqueensland@frontlinetail.com.au)

FRONTLINE  
RETAIL



Enjoying summer in  
Geelong, VIC

# REGIONAL VICTORIA

MELISSA LAWS AGENCY OWNER



## **W**hat has changed in the regional market in the last 12 months?

We have noticed that more retailers are opening up in regional areas especially in Geelong; this is becoming a true central hub. In saying that, we have noticed that Geelong has shown a decline in skilled candidates. Regional areas in general are harder to find a high level calibre of candidate.

## **What are some challenges that you are experiencing in Regional Victoria?**

Our challenges that we have faced are mainly around sourcing skilled retail candidates in the area. We have found that clients who are willing to be more flexible in relation to experience, industry and title are finding a lot more candidates for the roles.

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**THE MOST IMPORTANT THING TO REMEMBER AS A CLIENT IS THAT FOOD TALENT DOES NOT LAST LONG IN REGIONAL AREAS...**

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## **What is the best way to manage these challenges as a recruiter?**

In cases like this we are ensuring that we are utilising all resources that we have available to the best of our abilities and always keeping our level of communication up with clients and candidates.

## Is there anything that has had a positive impact on your market in the past 12 months?

More retailers opening up in regional areas is always a win and has a positive impact on the market, especially the larger or more well known brands. We continue to focus on our relationships with clients and candidates to ensure that we are having a positive impact on the market.

## What trends have you seen in the retail industry in the last 12 months?

We have found with more and more retailers opening up in regional areas that there is more and more competition to source highly skilled candidates, this has then effected longevity in roles where we would usually see no issue here. We have found that more clients are utilising our services in regional areas to take full advantage of our database and talent pool.

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**MORE RETAILERS OPENING UP IN REGIONAL AREAS IS ALWAYS A WIN AND HAS A POSITIVE IMPACT ON THE MARKET**

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## What is the most important thing that clients can do to secure quality talent?

The most important thing to remember as a client is that good talent does not last long in regional areas so act quickly when talent is presented, be flexible and open minded on industries and transferable skills, take into consideration our recommendations when presenting a candidate, and understand that some skilled candidates will require higher salaries to secure them.

## What is the most important thing that candidates can do to secure a new position?

The biggest things for candidates to remember is that they need to ensure that they are honest and transparent during the interview stage, be themselves and show the client why they would be a great addition to their brand. Prepare for the interview, know the brand, the store, the market and the customer; research and prep work goes along way.

Like the client, the candidate needs to be open minded about salaries, rosters and brands too..

## How do you think the market will change in the next 12 months?

We would love to see the retail market grow even more with more retail brands opening and expanding into regional areas. In return this ideally will see the candidate talent pool grow.

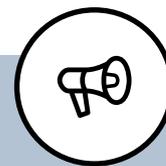
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**CULTURE IS JUST AS IMPORTANT AS SALARY TO CANDIDATES.**

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## What impact do you think these changes will have on your market and what is the best way to deal with them?

Retailers expanding into regional areas will see an increase in skilled candidates whether that be through relocation or up-skilling in the workplace. In cases like relocation we are able to search from our vast database of candidates across Australia and New Zealand to see which candidates are open to relocation. By keeping strong relationships, knowing our markets and open communication with our clients, we will ideally be able to identify key talent for business in a timely manner. ▼



### CONTACT

Frontline Retail Regional Victoria  
9/454 Collins Street  
Melbourne VIC 3000  
P: +61 3 8319 4013  
regionalvictoria@frontlineretail.com.au

FRONTLINE  
RETAIL



# REGIONAL WA

**ALANA BROWN &  
ANTHONY MARCHESANI**  
AGENCY OWNERS



## **W**hat has changed in the Regional WA market in the last 12 months?

The new Mandurah Forum redevelopment was completed in March 2018, which is the largest regional shopping centre in WA. The redevelopment of the centre doubled the existing size of the shopping centre and now has 220 stores, including the introduction of the first 'next generation' David Jones store in WA

## **What are some challenges that you are experiencing in Regional WA?**

Our key challenge is finding skilled retailers to fill the opportunities that are available in regional locations.

## **What is the best way to manage these challenges as a recruiter?**

In the current market we are finding employers are offering extra incentives to retain their employees. Some

examples are Part time Management roles, not needing to work late nights, higher salaries and bonuses based on tenor.

## **Is there anything that has had a positive impact on your market in the past 12 months?**

With the opening of the Mandurah Forum, 700 new jobs were created, which had a positive impact on the local community as they have the highest unemployment rate in Western Australia of 6.98%.

## **What trends have you seen in your industry in the last 12 months?**

Clients are wanting to conduct more interviews with candidates to ensure they are hiring the best talent. The salaries have remained the similar to the previous year and the majority of Store Managers are working a Tuesday-Saturday roster and Assistant Managers are working Sunday-Monday roster.

### **What is the most important thing that clients can do to secure quality talent?**

As an employer in Regional WA, we recommend to invest in your current employees by providing on-going coaching and training, providing them with a career path and being proactive with your succession planning to identify your potential gaps that may arise in the future. When a future vacancy is identified begin the process with your recruitment agency to begin sourcing potential talent.

### **What is the most important thing that candidates can do to secure a new position?**

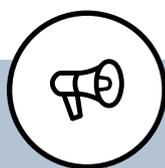
As a candidate in this market we recommend you take the time to research the market, have realistic expectations, have a solid understanding of the business and role you are applying and be aware of what salaries are on offer.

### **How do you think the market will change in the next 12 months?**

We are feeling positive about the market for the next 12 months. There are not a lot of changes happening in Regional WA for the next 12 months, however with the redevelopment of the major the shopping centres in Perth metro, we are seeing an increase in consumer confidence and are hoping this will have a flow on affect in Regional WA.

### **What impact do you think these changes will have on your market, and what is the best way to deal with them?**

With the changes happening in in metro WA for the next 12 months we hope there will be a flow on affect in Regional WA. At the same time we understand people are leaving regional areas to return to Perth for new opportunities, which will make it more difficult to find candidates for these areas. ▼



## **CONTACT**

Frontline Retail Regional WA  
1/100 Havelock Street  
West Perth WA 6005  
P: +61 8 9382 4711  
perth@frontlinetail.com.au



Dolphin Quay,  
Mandurah WA

## FRONTLINE RETAIL



# SOUTH ISLAND NZ

**KIRI HENARE AGENCY OWNER**



## **W**hat has changed in the South Island NZ market in the last 12 months?

The retail market in South Island over the past 12 months has seen quite a change with Christchurch beginning to stabilise from mass development to now focusing on growing the current retail stores in place slowly bringing consumers back to the CBD.

The new focus is on Queenstown and outlying regions across South Island with retailers looking to new sites to expand their growing companies. For example, Rangiora has seen large format stores such as Farmers open to allow for residential expansion in the area including Pegasus.

The residential market is quite strong with affordable housing across most areas with the exception of Queenstown due to its tourist market, finding an increase of candidates looking to relocate potentially

out of Auckland to Christchurch with a rich housing space.

The biggest change has been the closure of so many retailers especially in the fashion space such as TopShop, Kimberleys and Andrea Moore. The last 12 months was really important for retailers to adapt to the changing market that has been coming from international retailers opening across the country.

## **What are some challenges that you are experiencing in South Island NZ?**

The current challenge in the market at the moment is finding quality candidates in the regional areas that the retail space is expanding in. Places such as Dunedin and Nelson tend to have a very stable long standing staff tenure resulting in a resistance to changing to the new and unknown.

Queenstown always remains a challenge for the retail space. Working with a high volume of international candidates who are travelling to New Zealand, there tends to be a higher risk when recruiting for management roles where long term tenure is important.

### **What is the best way to manage these challenges as a recruiter?**

As a recruiter we need to be maintaining strong relationships with candidates who may be a more passive candidate to ensure when roles come up in regionally they will be more open to applying to something new. This will allow a change in the market across the board.

### **Is there anything that has had a positive impact on your market in the past 12 months?**

A positive impact has been the addition of more international flights leaving from Christchurch, with Singapore Airlines announcing more flights to come. This should hopefully see more tourists coming to the city progressively helping to create a buzz to the central city.

### **What trends have you seen in the retail industry in the last 12 months?**

The biggest trend to the retail market is the expansion of e-commerce and pay later systems. This has seen a real shift in the consumers buying trends within the market as a whole. More retailers are coming on board with Afterpay, Pay Now and Laybuy allowing their customers to spend more with the ability to pay off their purchases.

### **What is the most important thing that clients can do to secure quality talent?**

Clients need to show the benefits of their business over another, such as succession planning, future business opportunities and most importantly what is the culture they are wanting to instill in their teams. Candidates commonly leave their current roles due to reaching the peak they feel the role can offer or they are unhappy with the current company culture.

### **What is the most important thing that candidates can do to secure a new position?**

Candidates need to be open and honest throughout the process, and they need to remember that as a

recruitment consultant we are there to help them through the process in securing a new role. Think about what you truly want in a new position and go for that!

If a candidate is looking to relocate, be aware of the salary of the market as each area across NZ is quite different and sometimes to gain the balance of a new city may result in a lower salary than larger metro areas such as Auckland.

### **How do you think the market will change in the next 12 months?**

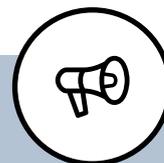
New Zealand unemployment rate is at an all time low, with retailers opening across the area I feel it will be the candidates market over the coming 12 months.

The biggest impact this will have over the coming 12 months is on recruiters and also our clients, who will need to be much more vigilant when wanting the secure new talent for a role. Working closely and building those relationships with our candidates will become much more important to ensure we are helping them in the journey to find the right role for them long term. ▾

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**CLIENTS NEED TO SHOW THE BENEFITS OF THEIR BUSINESS OVER ANOTHER, SUCH AS SUCCESSION PLANNING...**

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## **CONTACT**

Frontline Retail South Island NZ  
Level 4, 326 Lambton Quay  
Wellington NZ 6011  
P: +64 4 499 4828  
christchurch@frontlinetail.co.nz

FRONTLINE  
RETAIL



# SYDNEY

RICHARD EASTON AGENCY MANAGER



## What has changed in the Sydney market in the last 12 months?

Consumer confidence has been steady over the past 12 months although we continue to hear from our customers / clients that eCommerce is still rising, retailers are meeting this demand and offer both online and in-store services.

## What are some challenges that you are experiencing in Sydney?

Key challenges still focus around a shortage of skilled candidates and elongating of recruitment processes often slowing down the recruitment and deterring skilled applicants from going through a rigorous recruitment campaign. The current market is job rich and candidate poor, therefore skilled retailers have choice on employment opportunities.

## What is the best way to manage these challenges as a recruiter?

In the current market retail operations are facing candidate shortages by being appealing and meeting applicant needs like 4 x day rotating rosters, higher commission / bonus structures that are achievable and employee perks.

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**THE CURRENT MARKET IS JOB RICH AND CANDIDATE POOR, THEREFORE SKILLED RETAILERS HAVE CHOICE ON EMPLOYMENT OPPORTUNITIES.**

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## Is there anything that has had a positive impact on your market in the past 12 months?

Over the past 12 months, we have seen the steady integration and growth of international brands in the marketplace bringing international buying power enabling the Australian market to stay in line with current trends and fashion.

## What trends have you seen in the retail industry in the last 12 months?

We have seen the increase in iconic retail brands closing their doors and we are optimistic that this will slow down. This will also, make available quality talent into the market place.

## What is the most important thing that clients can do to secure quality talent?

Have a succession plan and look outside of the norm when it comes to hiring talent. Often businesses do not see the bigger picture to transferrable skills. Hiring processes and unrealistic timelines can attribute to not securing quality talent. We have seen hiring processes delay recruitment and applicants look for simple processes.

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**RESEARCHING A BRAND IS SO IMPORTANT AND WE WOULD SUGGEST THAT CANDIDATES PAY A STORE VISIT BEFORE ATTENDING INTERVIEWS...**

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## What is the most important thing that candidates can do to secure a new position?

Researching a brand is so important and we would suggest that candidates pay a store visit before attending interviews and be open and transparent with your recruitment consultant. Often, we have candidates go missing during the recruitment process therefore, maintain communication with your consultant as often things move very quickly and turn-a-round times can be short to fill urgent roles.

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**WE ARE FEELING VERY OPTIMISTIC WITH THE MARKET FOR THE NEXT YEAR, WITH CONSUMER CONFIDENCE RISING...**

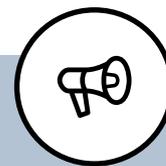
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## How do you think the market will change in the next 12 months?

We are feeling very optimistic with the market for the next year, with consumer confidence rising we believe that in-store service will be more valued.

## What impact do you think these changes will have on your market, and what is the best way to deal with them?

This will result in a more stringent recruitment process for employers who are looking to identify the best talent in the market. However we will continue to work alongside employers to assist with their roles, and our candidates who are waiting for us to alert them to exciting new roles that have just hit the market. Our team is consistently preparing for a turnaround in economic conditions, and are working closely with our partners to not only provide information about the state of the market and our predictions for the next year, but to allow us to move quickly when things change. ▼



## CONTACT

Frontline Retail Sydney  
Level 11, 70 Pitt St  
Sydney NSW 2000  
P: +61 2 9231 0011  
[sydney@frontlinetail.com.au](mailto:sydney@frontlinetail.com.au)

Overlooking  
Lambton Harbour,  
Wellington NZ

FRONTLINE  
RETAIL

# WELLINGTON

KIRI HENARE AGENCY OWNER



## What has changed in the Wellington market in the last 12 months?

The Wellington market has been a hive with national and international retail chains securing retail space. Change in government has had mixed reactions with some nervousness around new regulations (increase minimum wage, extended parental leave and restricting use of the 90 day trial period for larger business). Another major change I have witnessed are retailers keeping up with online shopping trends and keeping on top of their social media content, working really hard to enhance their customers experience. Most retailers have now adapted to either click and collect, online check out and or a buy now pay later for retail consumers which is a huge game changer.

CANDIDATE ATTRACTION HAS  
PROVEN REALLY DIFFICULT THIS  
YEAR.

## What are some challenges that you are experiencing in Wellington?

Candidate attraction has proven really difficult this year. Job boards are not working like they used to a couple of years ago. Majority of candidates have stopped applying, and we need to find candidates somehow. We spend most of our days hunting and as a recruiter we can't afford to leave any stone unturned.

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**RELATIONSHIP BUILDING SKILLS ARE ALSO IMPORTANT NOW MORE THAN EVER – CANDIDATES WANT A RECRUITER WHO HAS FAST BUT HONEST COMMUNICATION.**

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**What is the best way to manage these challenges as a recruiter?**

Keep all doors wide open in terms of attracting talent. We need to be on job boards, using databases, social media, word of mouth, getting referrals, networking events, radio ads, etc. Gone are the days of solely relying on job boards. Relationship building skills are also important now more than ever – candidates want a recruiter who has fast but honest communication. An active candidate in the market has options that is the reality so rather than working against them we need to work with them so they make an informed decision about their next career move.

**Is there anything that has had a positive impact on your market in the past 12 months?**

Buy now pay later has been a huge benefit for the consumer. With most retail stores having a split payment system available and those who have not I am sure will follow suit in the next year.

H&M was definitely a highlight this year and has been the largest recruit that we have been apart of.

**What trends have you seen in the retail industry in the last 12 months?**

Payment systems will continue to expand. We will see a lot more Social media influencer's partner with retailers, in store design and new store fit outs to attract and enhance the customer shopping experience.

**What is the most important thing that clients can do to secure quality talent?**

Company culture fit will always be important to attracting talent. Utilising current employee endorsements and why they enjoy working for your business will help gain trust. Also using a structured interview process, but one that does not take too long (depending on the role).

**What is the most important thing that candidates can do to secure a new position?**

Honesty. We are here to help, consult and support you through your decision making process. This can be difficult if we get unexpected surprises.

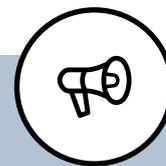
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**UTILISING CURRENT EMPLOYEE ENDORSEMENTS AND WHY THEY ENJOY WORKING FOR YOUR BUSINESS WILL HELP TO GAIN TRUST.**

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**How do you think the market will change in the next 12 months?**

I am not predicting too much of a shift in the Wellington retail market in the next 12 months, with the candidate market remaining tight. ▼



**CONTACT**

Frontline Retail Wellington  
Level 4, 326 Lambton Quay  
Wellington NZ 6011  
P: +64 4 499 4828  
wellington@frontlinetail.co.nz

Night view of the Sky Tower,  
Auckland NZ

FRONTLINE  
RETAIL

# AUCKLAND EXECUTIVE

**TANIA GREIG AGENCY OWNER**



**W**hat has changed in the Executive market in the last 12 months?

The changes in the political climate continue to affect business confidence in Auckland. Issues around transport and increased taxation are meaning candidates are seeking security in their current roles, and when job hunting are increasingly prioritising location. Clients are cautious about taking on new permanent employees, and several clients have also taken their head office functions back to Australia. Salaries have remained stable and we have not seen any growth year-on-year.

On the flip side, there are several retailers in exciting growth mode - we are seeing this particularly in the ecommerce space, and also new international players in bricks and mortar retail, providing some excellent opportunities for clients and candidates alike.

**What are some challenges that you are experiencing in Auckland?**

a) It is becoming increasingly difficult to place skilled migrants due to the tightening up of visa processes and client reluctance due to the processes, meaning NZ is missing out on some quality candidates.

b) We have a strong database of excellent level candidates, and matching the right person to the right company is a key challenge for executive recruiters, this process can sometimes take several months at a senior level. Managing the expectations of both parties mean we are best able to support and ensure successful outcomes.

**What is the best way to manage these challenges as a recruiter?**

a) In a market with a specialised skill shortage, we work closely with our skilled migrants and support them through

the immigration process, ensuring they have the right agents, and to minimise the admin side for our clients so the process is smooth for both parties.

b) We work closely with our candidates so they know we have them top of mind and also make sure we are alerting our clients to all top level talent that would enhance their organisation so they don't miss out.

### **Is there anything that has had a positive impact on your market in the past 12 months?**

The growth in ecommerce has had a huge impact on our market, opening up many new employment opportunities across the digital marketing, graphic design, website management and ecommerce management space. We are seeing some fantastic specialist retail candidates coming through our agency to fill these roles. New international retail players coming into the market plus new store openings for existing businesses has also positively boosted our market.

### **What trends have you seen in the Executive Retail industry in the last 12 months?**

Again, the biggest trend we have seen in executive is the increase in ecommerce opportunities. We have also seen a lot of streamlining and restructuring in retail head office environments (particularly around buying and planning), meaning there have been some very strong, skilled candidates available for new opportunities. At the same time, due to issues like timing, location, specialised skill and experiences required, it is increasingly difficult for our clients to attract candidates and there is a shortage of skilled applicants relevant to the product categories. So uniquely on both sides, the market has been very competitive in regard to attracting top talent, and for candidates securing new roles.

### **What is the most important thing that clients can do to secure quality talent?**

Partnering with a specialist agency that understands your company culture and business is critical. Developing exclusive long term recruitment partner relationships means you will have access to the top talent first, and your recruitment partner will assist you to make successful, long term placements. To secure quality talent its great for clients is be open minded when reviewing resumes - sometimes it is the outside the square candidate that will be the perfect fit. Considering options such as flexibility of hours (within reason) and offering competitive vehicle allowances will also assist with attracting the best. It's also critical to move fast to ensure you don't miss out on candidates. Creating a strong, positive and aspirational company culture within your organisation is also a key factor.

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**IT'S ALSO CRITICAL TO MOVE FAST TO ENSURE YOU DON'T MISS OUT ON CANDIDATES.**

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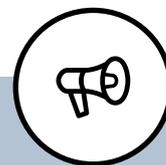
### **What is the most important thing that candidates can do to secure a new position?**

In this market companies are being increasingly selective, so its really important for candidates to be completely honest with their recruitment consultant about any potential issues throughout the whole process so we can best represent you. Recruiters are on your side and are here to assist you; to do so with integrity developing mutual trust and respect is key. In regard to role consideration, be open to companies and don't rely on hearsay from previous employees, you may be pleasantly surprised.

### **How do you think the market will change in the next 12 months?**

We are feeling very positive - despite the many challenges and the competitive market, NZ will settle into a period of stability in the retail executive sector as companies navigate the political changes and focus on growth and development. Exciting times are ahead!

The best way forward is to continue to focus on people and relationships. Loyal, trusted and fair relationships between recruitment partners and client organisations, as well as between recruitment partners and candidates, mean every one will win and our sector will thrive. Clients will have access to pre-qualified top talent as soon as they become available plus support and market intelligence, and candidates will receive strong and positive representation to potential future employers and be guided through the transition process. ▼



## **CONTACT**

Frontline Retail Executive Auckland  
Level 6, DLA Piper Tower  
205 Queen Street  
Auckland NZ 1010  
P: +64 9 523 0471  
auckland@frontlinetail.co.nz

Crossing George Street  
to Town Hall, Sydney NSW

FRONTLINE  
RETAIL

# SYDNEY EXECUTIVE

JENNIFER STEWART AGENCY OWNER



## **W**hat has changed in the Executive market in the last 12 months?

We have seen a lot of movement in the retail space in Sydney. The move of David Jones HO to Melbourne, NoniB Group acquiring Speciality Fashion Group and companies that are no longer, just to name a few of the changes that have happened in the last 12 months. There are also traditional companies moving into new areas such as optical becoming retail.

We have also seen a change in our climate forcing sales, discounts and special offers being a constant in the environment. Companies are becoming very particular about what they are looking for in the market place, which narrows down the field, causing a shortage in some roles and a flood in the market place of candidates at another level.

Work life balance is becoming a very big requirement and we are seeing companies offering this in different ways to attract good candidates.

## **W**hat are some challenges that you are experiencing in Sydney?

As companies acquire other companies in like categories the restructure often results in mid range roles being across all brands rather than looking after one brand. This results in an excess of candidates in a certain sector.

With the population moving further out of Sydney due to housing prices and cost of living, not all the suitable candidates are located centrally where companies would like them. We are experiencing companies having to increase the base offer to attract the right level of candidate. There is also the challenge of the candidates having longevity in their roles, which is looked on favourably by most companies.

With the retail sector expanding into more specialised areas, there is a shortage of qualified candidates for these roles that have exploded. An example of this is the need for optometrists in retail locations.

### **What is the best way to manage these challenges as a recruiter?**

Meet with the company and the decision maker, have a clear and detailed brief of the role and the culture fit. Discuss what is happening in the market place and be able to understand to attract the right candidate you may have to be a little flexible with their location and base salary.

Have your wish list of the ideal candidate and be open to think outside your perimeters of what someone may be able to bring to the business. Think forward and when certain qualified skills are needed, forward plan and invest developing people for the future. Have a strong open relationship with your recruitment specialist, and build a good relationship and trust. Meet with them to discuss your changing needs, your culture and where the company is going.

Often the recruitment consultant is last resort, and is contacted when they wanted the person yesterday. Yes we have an extensive database and as executive recruitment we want to put the best candidates forward, but at this level this can not be turned around in a day. Work with us and fair time frames are a must. We save you time and manage the process from beginning to end, which is a good investment in your future.

### **Is there anything that has had a positive impact on your market in the past 12 months?**

With movement comes change and there is going to be changes in retailing. This opens up opportunities. Retailing is expanding into more specialised areas offering more services for convenience, value and variety.

Clients are more aware of the strength and professionalism of a reputable recruitment company, and the value add compared to the less professional recruitment companies that cut corners.

### **What trends have you seen in the Executive Retail industry in the last 12 months?**

Trends evident in the retail industry are companies investing in technology, e-commerce, and specialising in specific roles in head offices to streamline businesses.

The department stores are not being seen as the anchor they once were in shopping centres. Retailers that know their business, their customer and their offer well are expanding in Australia and New Zealand.

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**CLIENTS NEED TO BE CONSTANTLY LOOKING TOWARDS THE FUTURE IN TERMS OF YOUR COMPANY'S RECRUITMENT.**

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### **What is the most important thing that clients can do to secure quality talent?**

Clients needs to be constantly looking towards the future in terms of your company's recruitment. Taking the time to develop a solid succession plan for your business will ensure that all parties are working within realistic timelines, and provide us with enough time to find the right fit for the company.

In executive we need to meet with the decision makers and have clear Position description and more valuable information is gained in a meeting.

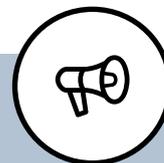
### **What is the most important thing that candidates can do to secure a new position?**

Candidates need to read the ads and position description thoroughly and be able to demonstrate they have experience in all aspects of the role. They need to do their research on the company and the role. The must be truthful, be honest with their answers. Be able to demonstrate they want the role and the company is the right fit for them. Have questions prepared and have a resume that reflects their experience, so it captures the interviewers attention.

### **How do you think the market will change in the next 12 months?**

This is a good time and we are feeling confident with the market in the next 12 months, as unemployment is down at the moment.

This means executive recruiters and clients need to work closely together, so there is clear understanding of the role and the right fit for the company and culture. There needs to be realistic time frames so only the best candidates can be put forward. Candidates also need to also work closely with executive recruiters so we can create a match that is made in heaven for both. ▼



## **CONTACT**

Frontline Retail Sydney  
Level 11, 70 Pitt Street  
Sydney NSW 2000

P: +61 2 9231 0011

[executive@frontlinetail.com.au](mailto:executive@frontlinetail.com.au)



# THE MODERN CANDIDATE:

THEY KNOW WHAT THEY WANT, AND THEY USUALLY GET IT!

PETER DAVIS MANAGING DIRECTOR



Last year, the average difference between the salary our candidates came to us asking for and the salary they actually received when they were placed by Frontline was only \$350, in their favour.

This is an incredible figure. It shows us how well educated the modern candidate is in respect to what they're worth. It indicates that they have very realistic expectations about what they should be earning, and that they are not willing to accept much less than that.

We believe some of the reasons for this are:

- Candidate's have very easy access to Salary Guides and other information about wages & award rates.
- The high levels of transparency in the modern workforce with regards to what people are being paid.

- And of course, Frontline is skilled at matching the right people with the right job, and meeting the needs of our clients & candidates!

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**IT SHOWS US HOW WELL EDUCATED  
THE MODERN CANDIDATE IS...**

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The following salary comparison tables are based on actual base salaries of candidates who have been placed by Frontline Retail during the past 12 months, and candidate's salaries which have been verified in the position they held prior to being placed Frontline Retail.

2018-2019

# SALARY COMPARISON TABLES

## AUSTRALIA

### ACT & STH NSW, MELBOURNE & REG. VICTORIA

	ACT & STH NSW (\$'000)	MELB & REG. VIC (\$'000)
<b>STORE MANAGEMENT</b>		
Trainee Manager	\$45k - \$55k	\$45k - \$55k
Assistant Manager	\$46k - \$55k	\$47k - \$52k
Concession Manager	\$48k - \$55k	\$45k - \$48k
Assistant Store Manager (turnover up to \$1.5m)	\$42k - \$48k	\$45k - \$47k
Assistant Store Manager (turnover \$1.5-3m)	\$48k - \$52k	\$44k - \$50k
Assistant Store Manager (turnover \$3-5m)	\$49k - \$56k	\$48k - \$55k
Assistant Store Manager (turnover \$5-15m)	\$55k - \$65k	\$52k - \$60k
Assistant Store Manager (turnover >\$15m)	\$65k - \$80k	\$65k - upwards
Store Manager (turnover up to \$1.5m)	\$50k - \$58k	\$45k - \$48k
Store Manager (turnover \$1.5-3m)	\$55k - \$60k	\$48k - \$55k
Store Manager (turnover \$3-5m)	\$60k - \$75k	\$55k - \$60k
Store Manager (turnover \$5-15m)	\$70k - \$85k	\$60k - \$70k
Store Manager (turnover >\$15m)	\$95k - \$125k	\$70k - \$90k
Department Manager	\$58k - \$68k	\$56k - \$64k

### STATE & MULTI SITE MANAGER

Cluster Manager	\$60k - \$75k	\$55k - \$62k
Area Manager	\$75k - \$100k	\$60k - \$74k
Regional Manager	\$90k - \$150k	\$75k - \$90k

### OTHER STORE BASED ROLES

Salesperson	\$35k - \$45k	Up to \$50k
Senior Salesperson	\$45k - \$55k	Up to \$55k
Showroom Consultant	\$40k - \$55k	Up to \$55k
3IC	\$40k - \$45k	\$38 - \$42k

### OTHER STORE BASED ROLES

Visual Merchandiser	\$60k - \$100k	\$50-\$54k instore \$58-\$75k field
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2018-2019

# SALARY COMPARISON TABLES

## AUSTRALIA

### BRISBANE, REGIONAL QLD & NT

	BRISBANE (\$'000)	REG. QLD & NT (\$'000)
<b>STORE MANAGEMENT</b>		
Trainee Manager	\$45k - \$55k	\$45k - \$50k
Assistant Manager	\$47k - \$52k	\$45k - \$50k
Concession Manager	\$45k - \$48k	\$45k - \$48k
Assistant Store Manager (turnover up to \$1.5m)	\$45k - \$47k	\$45k - \$50k
Assistant Store Manager (turnover \$1.5-3m)	\$44k - \$50k	\$48k - \$53k
Assistant Store Manager (turnover \$3-5m)	\$48k - \$55k	\$53k - \$55k
Assistant Store Manager (turnover \$5-15m)	\$52k - \$60k	\$55k - \$60k
Assistant Store Manager (turnover >\$15m)	\$65k - upwards	\$55k - \$60k
Store Manager (turnover up to \$1.5m)	\$45k - \$48k	\$45k - \$53k
Store Manager (turnover \$1.5-3m)	\$48k - \$55k	\$50k - \$55k
Store Manager (turnover \$3-5m)	\$55k - \$60k	\$55k - \$60k
Store Manager (turnover \$5-15m)	\$60k - \$70k	\$60k - \$70k
Store Manager (turnover >\$15m)	\$70k - \$90k	\$70k - \$80k
Department Manager	\$56k - \$64k	\$50k - \$55k
<b>STATE &amp; MULTI SITE MANAGER</b>		
Cluster Manager	\$55k - \$62k	\$55k - \$60k
Area Manager	\$60k - \$74k	\$60k - \$70k
Regional Manager	\$75k - \$90k	\$60k - \$90k
<b>OTHER STORE BASED ROLES</b>		
Salesperson	Up to \$50k	\$45k - \$48k
Senior Salesperson	Up to \$55k	\$45k - \$48k
Showroom Consultant	Up to \$55k	\$45k - \$48k
3IC	\$38 - \$42k	\$43k - \$45k
<b>OTHER STORE BASED ROLES</b>		
Visual Merchandiser	\$50-\$54k instore \$58-\$75k field	\$50k - \$55k

2018-2019

# SALARY COMPARISON TABLES

## AUSTRALIA

### PERTH, ADELAIDE

	PERTH (\$'000)	ADELAIDE (\$'000)
<b>STORE MANAGEMENT</b>		
Trainee Manager	\$45k - \$50k	\$40k - \$45k
Assistant Manager	\$40k - \$48k	\$38k - \$45k
Concession Manager	\$44k - \$49k	\$45k - \$48k
Assistant Store Manager (turnover up to \$1.5m)	\$40k - \$45k	\$38k - \$42k
Assistant Store Manager (turnover \$1.5-3m)	\$45k - \$50k	\$40k - \$45k
Assistant Store Manager (turnover \$3-5m)	\$50k - \$60k	\$45k - \$50k
Assistant Store Manager (turnover \$5-15m)	\$50k - \$60k	\$50k - \$55k
Assistant Store Manager (turnover >\$15m)	\$60k - \$70k	\$60k - \$70k
Store Manager (turnover up to \$1.5m)	\$45k - \$50k	\$48k - \$50k
Store Manager (turnover \$1.5-3m)	\$50k - \$55k	\$50k - \$55k
Store Manager (turnover \$3-5m)	\$55k - \$65k	\$50k - \$55k
Store Manager (turnover \$5-15m)	\$65k - \$75k	\$55k - \$65k
Store Manager (turnover >\$15m)	\$80k - \$100k	\$60k - \$90k
Department Manager	\$50k - \$58k	\$45k - \$65k
<b>STATE &amp; MULTI SITE MANAGER</b>		
Cluster Manager	\$50k - \$60k	\$50k - \$60k
Area Manager	\$65k - \$80k	\$55k - \$70k
Regional Manager	\$80k - \$100k	\$70k - \$110k
<b>OTHER STORE BASED ROLES</b>		
Salesperson	\$40k - \$45k	\$38k - \$42k
Senior Salesperson	\$45k - \$50k	\$40k - \$45k
Showroom Consultant	\$50k - \$55k	\$42k - \$49k
3IC	\$44k - \$48k	\$38k - \$45k
<b>OTHER STORE BASED ROLES</b>		
Visual Merchandiser	\$50k - \$60k	\$50k - \$70k

2018-2019

# SALARY COMPARISON TABLES

## AUSTRALIA

### SYDNEY, NORTHERN NSW

	SYDNEY (\$'000)	NTH. NSW (\$'000)
<b>STORE MANAGEMENT</b>		
Trainee Manager	\$45k+	\$40k - \$44k
Assistant Manager	\$42k - \$48k	\$45k - \$48k
Concession Manager	\$45k - \$50k	\$50k - \$53k
Assistant Store Manager (turnover up to \$1.5m)	\$42k+	\$45k - \$48k
Assistant Store Manager (turnover \$1.5-3m)	\$43k - 46k	\$45k - \$48k
Assistant Store Manager (turnover \$3-5m)	\$48k - \$52k	\$45k - \$48k
Assistant Store Manager (turnover \$5-15m)	\$52k - \$60k	\$50k+
Assistant Store Manager (turnover >\$15m)	\$60k - \$75k	\$65k - \$85k
Store Manager (turnover up to \$1.5m)	\$48k+	\$45k - \$50k
Store Manager (turnover \$1.5-3m)	\$50k+	\$45k - \$50k
Store Manager (turnover \$3-5m)	\$52k - \$56k	\$50k+
Store Manager (turnover \$5-15m)	\$60k - \$75k	\$65k - \$85k
Store Manager (turnover >\$15m)	\$80k - \$110k	\$80k - \$105k
Department Manager	\$58k - \$62k	\$60k-\$75k

### STATE & MULTI SITE MANAGER

Cluster Manager	\$60k - \$70k	\$55k - \$60k
Area Manager	\$72k - \$90k	\$60k - \$75k
Regional Manager	\$90k - \$110k	\$80K+

### OTHER STORE BASED ROLES

Salesperson	\$40k - \$45k	Award
Senior Salesperson	\$45k - \$50k	\$45k+
Showroom Consultant	\$50k - \$55k	\$50k+
3IC	\$40 k- \$42k	\$50k - \$55k

### OTHER STORE BASED ROLES

Visual Merchandiser	\$60k - \$75k	\$50k - \$60k
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2018-2019

# SALARY COMPARISON TABLES

## NEW ZEALAND

### AUCKLAND, SOUTH ISLAND, WELLINGTON

	AUCKLAND (\$'000)	STH ISLAND (\$'000)	WELLINGTON (\$'000)
<b>STORE MANAGEMENT</b>			
Trainee Manager	\$40k - \$45k	\$39k - \$45k	N/A
Assistant Manager	\$40k - \$45k	\$38k - \$48k	\$38k-\$44k
Concession Manager	\$45k - \$50k	N/A	N/A
Assistant Store Manager (turnover up to \$1.5m)	\$40k - \$42k	\$37k - \$42k	\$38k-\$42k
Assistant Store Manager (turnover \$1.5-3m)	\$45k - \$48k	\$39k - \$44k	\$40k-\$44k
Assistant Store Manager (turnover \$3-5m)	\$50k - \$55k	\$42k - \$46k	\$44k-\$50k
Assistant Store Manager (turnover \$5-15m)	\$60k - \$65k	\$49k - \$55k	\$50k-\$65k
Assistant Store Manager (turnover >\$15m)	\$65k - \$70k	\$55k - \$65k	\$60k-\$75k
Store Manager (turnover up to \$1.5m)	\$48k - \$52k	\$42k - \$45k	\$45k-\$48k
Store Manager (turnover \$1.5-3m)	\$50k - \$55k	\$48k - \$55k	\$48k-\$55k
Store Manager (turnover \$3-5m)	\$60k - \$70k	\$50k - \$60k	\$55k-\$70k
Store Manager (turnover \$5-15m)	\$70k - \$90k	\$55k - \$80k	\$70k-\$90k
Store Manager (turnover >\$15m)	\$90k - \$120k	\$75k - \$100k	\$80k-\$110k
Department Manager	\$55k - \$65k	\$50k - \$60k	\$50k-\$65k

### STATE & MULTI SITE MANAGER

Cluster Manager	\$55k - \$65k	\$55k - \$60k	\$55k-\$65k
Area Manager	\$65k - \$85k	\$60k - \$75k	\$60k-\$80k
Regional Manager	\$80k - \$120k	\$75k - \$100k	\$80k-\$120k

### OTHER STORE BASED ROLES

Salesperson	\$35k - \$38k	\$34k - \$38k	\$33k-\$37k
Senior Salesperson	\$38k - \$44k	\$36k - \$45k	\$37k-\$40k
Showroom Consultant	\$48k - \$52k	\$40k - \$50k	\$40k-\$50k
3IC	\$36k - \$38k	\$36k - \$40k	\$35k-\$38k

### OTHER STORE BASED ROLES

Visual Merchandiser	\$48k - \$55k	\$50k - \$60k	\$55k-\$65k
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2018-2019

# SALARY COMPARISON TABLES

## EXECUTIVE RETAIL AUCKLAND, SYDNEY

	AUCKLAND (\$'000)	SYDNEY (\$'000)
<b>NATIONAL AND STATE MANAGERS</b>		
State Manager/Regional Manager	\$70k - \$120k	\$110k - 125k
National Sales/Operations Manager	\$100k - \$150k	\$140k - 150k
National Retail Director	\$150k+	\$180k - 200k

## NATIONAL AND STATE MANAGERS

Buyer's Assistant	\$40k - \$50k	\$55k
Junior Buyer/Assistant Buyer	\$55k - \$70k	\$60k - 70k
Buyer	\$70k - \$100k	\$130k - 150k
Senior Buyer	\$100k - \$120k	N/A
Buying Manager/Merchandise Manager	\$120k - \$150k	\$165k - 180k
Visual Merchandiser Manager	\$70k - \$120k	\$110k - 120k
National VM Director	\$120k - \$150k	\$150k

## MERCHANDISE PLANNER

Planning Assistant	\$40k - \$55k	\$55k - \$60k
Assistant Merchandise Planner	\$55k - \$70k	\$70k - \$80k
Merchandise Planner	\$70k - \$100k	\$110k - \$130k
Merchandise Planning Manager	\$120k - \$150k	\$140k - \$165k

## PRODUCTION

Production Coordinator	\$40k - \$50k	\$60k+
Production Developer	\$70k - \$100k	\$80k - \$110k
Production Manager	\$120k - \$160k	\$120k - \$140k

## SENIOR MANAGEMENT

CEO	\$250k+	\$280k+
COO	\$150k - \$200k	\$170k - \$220k
CFO	\$150k - \$250k	\$150k - \$250k
GM	\$150k+	\$200k+

2018-2019

# SALARY COMPARISON TABLES

## EXECUTIVE RETAIL AUCKLAND, SYDNEY

CONTINUED

	AUCKLAND (\$'000)	SYDNEY (\$'000)
<b>HUMAN RESOURCES AND TRAINING</b>		
HR Director	\$150k+	\$150k+
HR Manager	\$90k - \$120k	\$130k - 150k
HR Advisor	\$70k - \$90k	\$70k - 90k
HR Coordinator	\$50k - \$70k	\$60k
Training Manager	\$80k - \$90k	\$90k

## ECOMMERCE & DESIGN

Web Designer	\$50k - \$70k	\$75k
Junior Digital Designer	\$40k - \$45k	\$50k+
Mid level Digital Designer	\$45k - \$60k	\$70k+
Senior Digital Designer	N/A	\$90k+
Assistant/Junior Graphic Designer	\$40k - \$50k	\$55k+
Graphic Designer	\$50k - \$80k	\$70k - 90k
Head Graphic Designer	\$70k - \$90k	\$110k+
E-Commerce Coordinator	\$50k - \$70k	N/A
E-Commerce Manager	\$75k - \$160k	\$110k - 130k

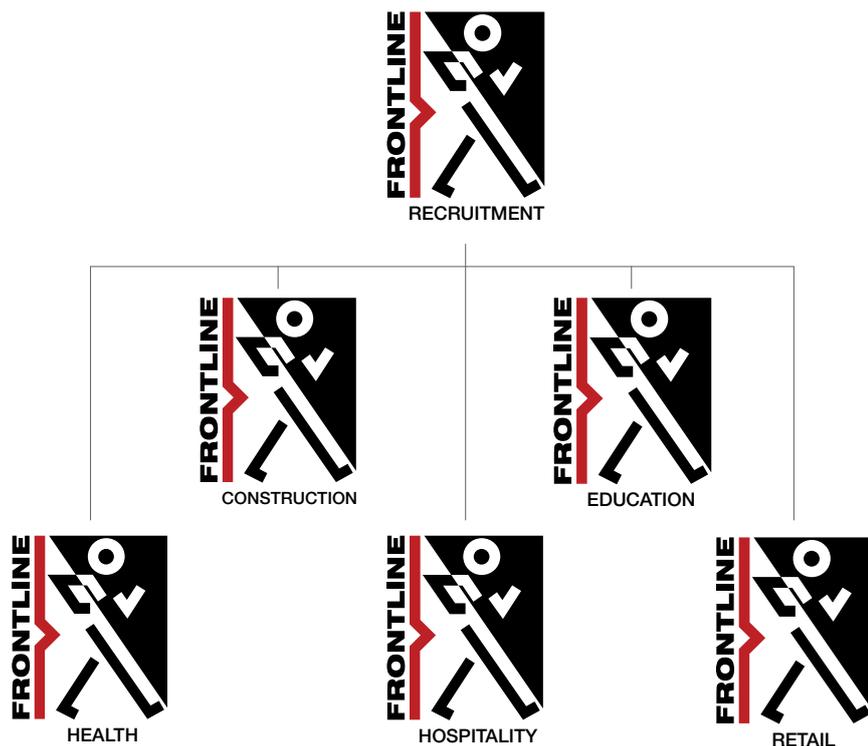


# FRONTLINE RECRUITMENT GROUP.

## THE RECRUITMENT PROFESSIONALS OF CHOICE

At Frontline, our team is dedicated to helping employers and candidates connect. With years of experience and a passion for what we do, we work hard to find the right candidate for every role, and vice versa. It all comes down to understanding what people need, and giving them the best options possible. There's a world of choice out there – we just want to help you make the most of it. ▼

We've chosen to focus on five very specialised areas – retail, hospitality, healthcare, education and construction. Over the years, we've developed an intimate understanding of these industries, so we're perfectly positioned to meet your needs. We know how your world works, and we speak your language.



### FRONTLINE SNAPSHOT

Structure:

**5 brands, supported by an agency support team**

Countries of operation:

**Australia and New Zealand**

Number of agencies:

**51**

Number of staff:

**approx 100**



### OUR STORY

## FROM CARAVANS TO MASTER PLANS

Frontline Recruitment Group (FRG) was founded in 1995 by Debbie Davis. As a mum caring for a young son, she switched from her former full-time role with a leading fashion retailer to a part-time one, handling the brand's recruitment needs. Over time, Debbie received recruitment enquiries from other retailers in NSW, and then interstate – and so FRG was born.

In the beginning, FRG was operated exclusively by ex-retailers with young children who were unable to work full-time hours. As a home-based business, candidates were interviewed in coffee shops, shopping centres and hotels. Our first offices were in a garden shed in Sydney, a garage in Melbourne and a caravan in a front garden in Brisbane!



## FRONTLINE RETAIL

Number of agencies: **14**

Countries of operation: **Australia, New Zealand**

Number of staff: **approx. 40**

Year opened in Australia: **1995**

Year opened in New Zealand: **2004**



[www.frontlinerecruitmentgroup.com/au/retail](http://www.frontlinerecruitmentgroup.com/au/retail)

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