



### Vacancy in a Million: Fashion Retail HR Market in the New Reality

The expert spoke about the fashion retail job market in the new reality, and also shared her experience of working with foreign specialists and gave recommendations to SMEs on hiring personnel within the framework of the 30th Central Asia Fashion International Fashion Exhibition. Kseniya Kuserbayeva, the co-founder, business coach of the Retail Academy, co-founder of the Colab multi-format platform, at the CAF business conference announced how much unique specialists in fashion retail in Kazakhstan cost, told why the personnel issue is in the hands of only managers and whether outsourcing personnel is effective.



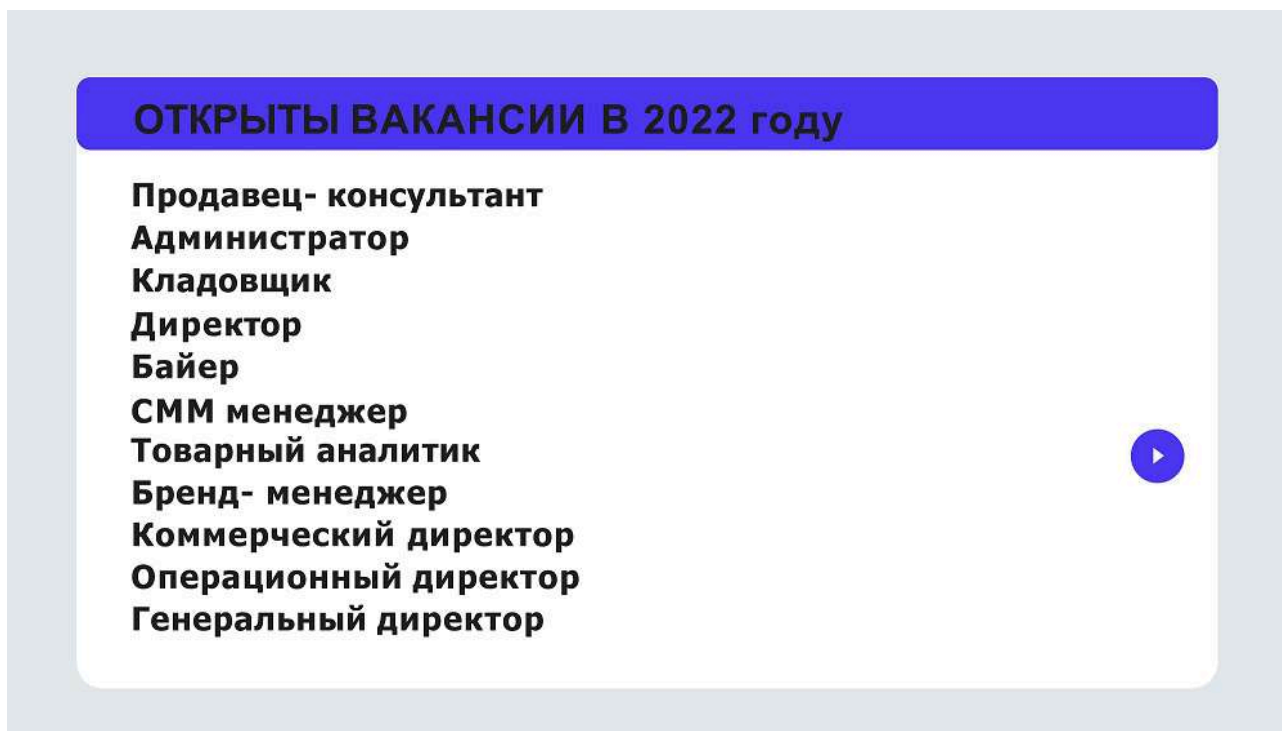
Kseniya Kuserbayeva's speech at the CAF business conference

The speaker of the Central Asia Fashion business conference, Kseniya Kuserbayeva, believes that despite the shortage of personnel in the field of fashion retail, specialists attracted from abroad are not always effective: *“I am convinced that much of their experience is not suitable for us, because the market is different, people are different, and approaches are different. There is a misunderstanding of our mentality, the market, our companies and the overall level. My personal position is that no expert brought in from another country will treat the business as if it was his/her own. Still, there should be patriotism that we create and promote our own. I believe that it is necessary to produce tops and unique specialists on our own.”*

## Expectation vs Reality

At the same time, the expert of the Central Asia Fashion business conference sees no particular changes in the personnel market in the near future: *“There will be situation with hiring like 5 and 10 years ago. The key here is that the situation is not temporary. “Post-COVID”, “heavy”, “dead-end”, “such” times... It will be always like this: sellers with a low level of qualification, irresponsibility, stealing, and so on. The business owner will always have to work with this.”*

The “hot top list” of the much-in-demand vacancy vacancies of this year in Kazakhstani fashion retail includes more than 10 specialists: sales assistant, administrator, storekeeper, director, buyer, SMM manager, product analyst, brand manager, commercial director, operational director, and director general.



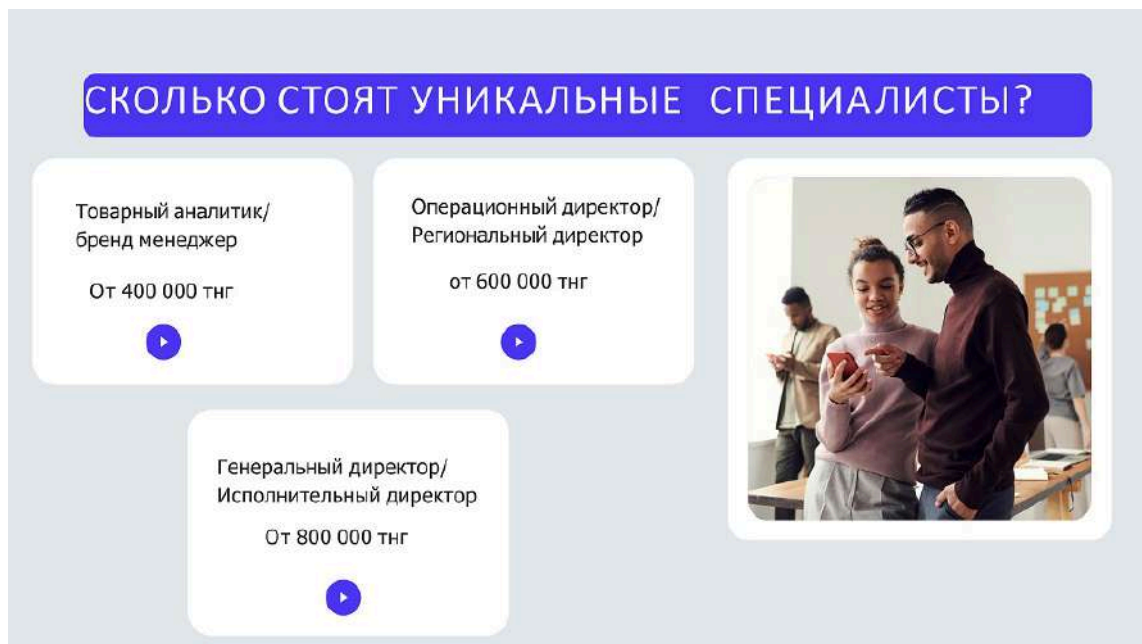
Slide from the Kseniya Kuserbayeva's speech. Open vacancies in the fashion business in 2022

## Unique specialists and their cost

Speaking about the unique specialists in fashion retail, Kseniya Kuserbayeva, the speaker of the Central Asia Fashion business conference, identified several positions, each of which can be more effective with additional experience. Thus, a buyer with knowledge of a product analyst can predict trends and present a clear purchasing matrix. However, according to the expert, there are no ready-made specialists on the Kazakhstani market today, and therefore the cost of training or attracting personnel is quite high: *“I have a part-time brand manager for two brands. She is occasionally connected on demand to work with suppliers and do reports once a week for 250,000 tenge per month, the speaker of the CAF business session shares her experience. - One of the brands we worked with paid half a million tenge to teach the employee about reports, matrices and everything else.*

*Now on the market it costs about 480,000 – 500,000 tenge. Now let's calculate how long it takes to train? Two or three months is the minimum period. You will pay a specialist to build a reporting system on a monthly basis. There are such experts, there are more and more of them now, because there is a demand from the market. A commodity analyst or buyer himself/herself, who conditionally makes tables, collects information and calculates the purchase budget in units, in money, and so on, costs about 300,000 tenge in Kazakhstan. A product analyst, brand manager costs on average 400,000 tenge, while a category manager who only draws tables is 300,000 tenge. An operations director, regional director cost from 600,000 tenge. And a director general, executive cost from 800,000 tenge. These are fixed salaries that people want to receive in their hands, but assume that they will receive bonuses for the result.”*





Slide from the Kseniya Kuserbayeva's speech. How much do unique specialists cost?

At the same time, Kseniya Kuserbayeva, the speaker of the CAF business conference, notes that even when hiring a highly qualified specialist, SME entrepreneurs often make mistakes and do not understand what exactly they want from a new employee: *“In my practice, we took six persons from large companies, promising growth, good salaries and results. Almost all of our newcomers could not work in SMEs, either quit themselves after 2 months, or they were fired. The problem is that not all network tools that are in large companies are adapted to SMEs. And also the owner dictates to the professional how and what to do and doubts the introduction of the necessary tools. Therefore, it is important to formulate what the expected end results are.”*

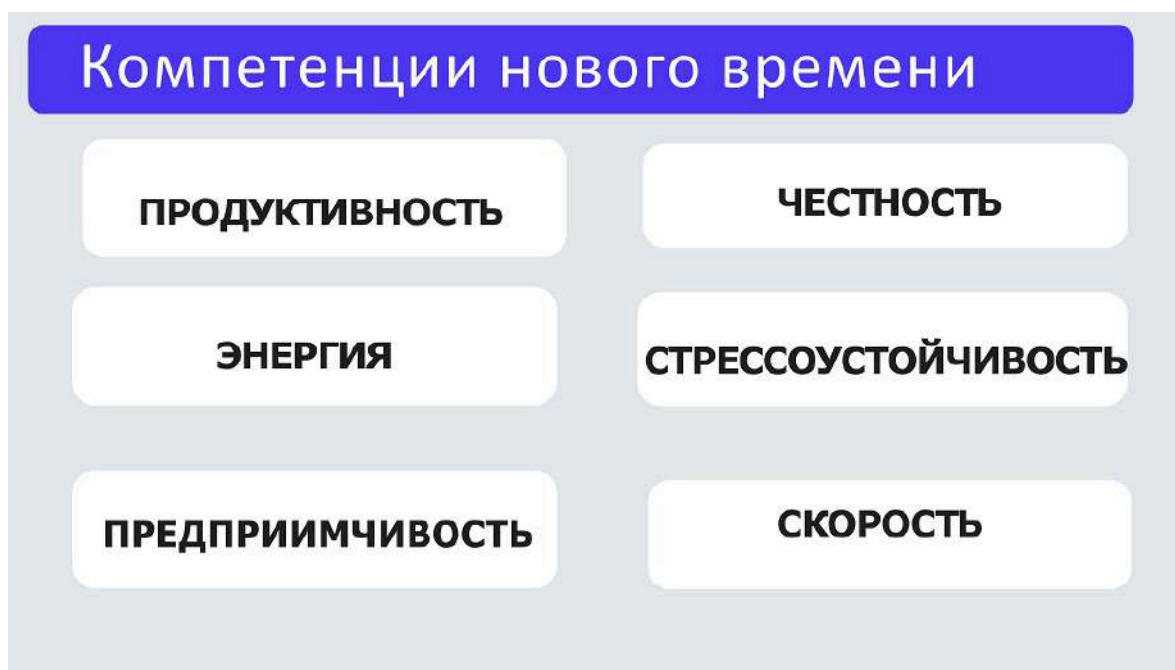
### Outsourcing and Hybrid Work Format

Meanwhile, speaking about attracting specialists for outsourcing in fashion retail, the speaker of the Central Asia Fashion business conference identified several areas that are most often attracted “remotely”, however, the expert noted the problems: *“My first attempt to form my own accounting department stumbled. Half of potential chief accountants react aggressively to the question of performance. What is the end product of the work of the chief accountant? No tax penalties! She must understand that the end result is the absence of fines, budget savings and the correct balance of money. Many people do not understand this, I recommend not outsourcing commodity accounting.”*



Kseniya Kuserbayeva's speech at the CAF business conference

Kseniya Kuserbayeva, the expert of the CAF business conference, also recommends recruiting on her own. The specialist is sure that no one can feel the potential of a potential employee better than a business owner: *“Often recruiters don’t know what to ask. They will find someone who can present themselves. And they are not always productive people,”* the expert shares her experience.



Slide from the Kseniya Kuserbayeva’s speech. Competences of the new time

At the same time, in explaining the hybrid work format, Kseniya Kuserbayeva noted that today employees should be able to do everything and be interchangeable: *“In fact, the entire hybrid work format is now in SMEs. Storekeepers are starting to take pictures of goods because they need to upload them to Kaspi, social networks, try new channels. We do not know what will happen tomorrow, but we must all be ready for change,”* the expert of the CAF business conference concluded.

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