

# Industry Trends Consumer and Retail

2025



*Listen to the most relevant  
data from the study.*



# About this material

The Consumer and Retail Industry Trend study aims to provide companies in the sector with an overview of the prospects and challenges in the near future, from a people management perspective. The material provides an analysis and alert on how professionals can impact company results.

The framework described in this material is based on both data from public sources and research conducted by Robert Half.

Robert Half understands that its role in the market goes beyond hiring or assigning professionals to its clients' projects. Part of its uniqueness lies in promoting quality content to support the decision-making of managers and leaders across a wide range of sectors.

The purpose of this study, therefore, is also to present managers with a broad picture of these sectors, in order to connect market realities to companies' issues within the scope of talent management.





# Consumer and retail in numbers

Over the past few years, the expression “retail crisis” has been repeated a lot. A closer look at the scenario, however, shows that the Consumer and Retail sector closed 2024 with growth of 4.7%, the highest growth since 2012, according to the Monthly Trade Survey (PMC), published by IBGE.

December 2024, according to IBGE survey data, was the 19th consecutive month of positive results for the sector. According to the Brazilian Association of Brazilian Commerce (ABF), the workforce employed by the sector was approximately 1.728 million in the first quarter of 2025 alone. So, what kind of crisis is this?

A closer look at the numbers and trends shows that what is called a crisis is, in fact, a paradigm shift, a consequence of new technologies and business models, changes in consumer habits, and industry consolidation.

A context that impacts the job market in different ways, creating new demands and attracting new professional profiles.



# The challenges of attracting and retaining people





# The challenge of the work model

While many digital companies were born with a culture of hybrid or flexible work, in the Consumer and Retail sector, the tradition is 100% in-person work for all positions.

This wasn't previously a problem for recruiting in one of the country's largest employment sectors. However, the situation has changed in recent years for two main reasons. The Covid-19 pandemic, which introduced the possibility of remote—or at least flexible—work to professionals who previously hadn't even considered it a possibility. And the transformation of the sector, which now requires companies to seek new profiles, many coming from cultures where the requirement for physical presence is less important—such as programmers, BI analysts, marketing professionals, among others.

This problem becomes especially complex when comparing the benefits offered by the sector to the packages offered by other markets – such as finance, for example – which also compete for professionals in these specialties.



## RETAIL

# The compensation challenge

Retail is a sector known for operating on tight margins, which ultimately leads to low pay and few benefits between the bottom and middle of the pyramid, making it difficult to attract talent. The fact that it requires frequent overtime and work on weekends and holidays also doesn't help.

The pace of work in the sector is fast, and not all professionals adapt. One of the effects of this is a very high turnover rate — approximately 36% in 2023, according to a study by SBVC.

Due to all these characteristics, retail is often a gateway for professionals new to the job market, who then end up migrating to other sectors where they find higher pay or benefits that they consider more favorable.



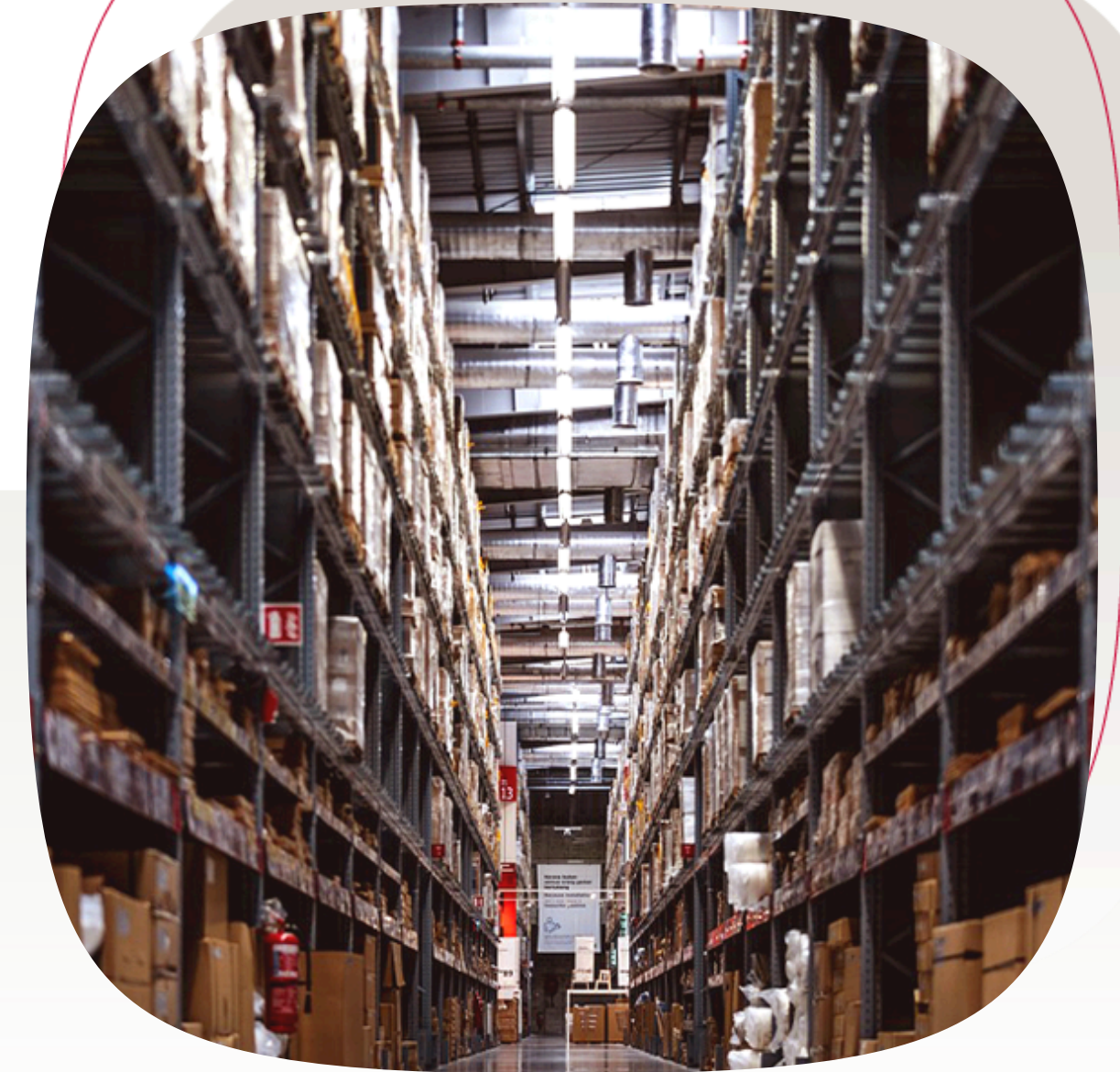


## CONSUMPTION

# Location, a complicating factor

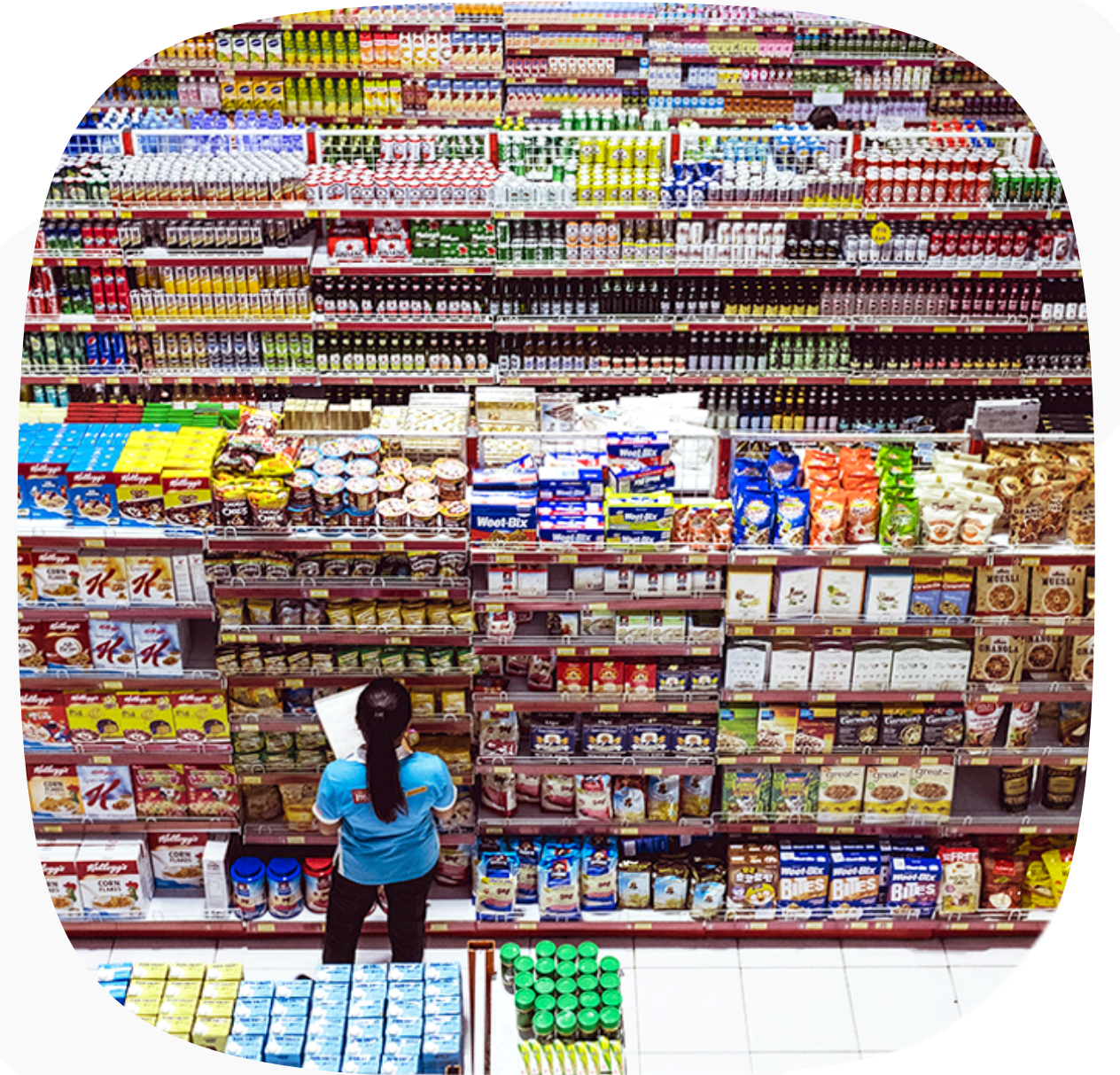
Consumer and retail companies, especially larger ones, have been increasingly expanding the geographic reach of their operations. Part of this is due to the expansion of their store networks, showrooms, and e-commerce operations. Another part is due to the incorporation of stages of the production chain that were previously performed by other companies – for example, the manufacture of private-label products, which involves the creation of new units, many of them far from the regions where the company previously operated.

This expansion has brought an additional complication for recruiters, who have found it difficult to fill vacancies far from major commercial centers, within the pay and benefits standards typically practiced in the sector.





# What to keep an eye on?





# Accelerated professionalization

Mergers and acquisitions in recent years have resulted in many local or regional businesses and operations coming under the control of large corporations — many of them publicly traded — with foreign shareholders or investment funds. Thus, they have abruptly shifted from informal, family-based management models rooted in the founders' culture to professionalized work systems with clearly designed processes, the use of robust ERP and CRM systems, attention to compliance, and sophisticated marketing tools.

Companies that weren't acquired are also being forced to modernize to remain competitive. This has generated a demand for top and bottom-line executives, as well as professionals with up-to-date profiles for areas related to governance, compliance, and finance.



# Expansion in all directions

The quest for economies of scale and competitiveness has generated not only a wave of mergers and acquisitions in the sector, but also organic expansion among the largest players, including the opening of new units, investments in e-commerce, and the creation of franchises, among other strategies. According to the Brazilian Franchising Association (ABF), Brazil currently has approximately 3,000 franchisors and a network of 203,000 franchises (an average of 67.6 units per franchisor).

This movement has generated constant and consistent demand over the years for various professional profiles, including:

- Experts with the ability to identify new business locations.
- Labor for IT infrastructure and facilities.
- Experts in franchises and online retail.
- Legal and tax specialist with experience in mergers and acquisitions.





# Franchising revenue representation by sector – Q1 2025



Food **26%**



Fashion **8%**



Health, beauty, well-being **25%**



Education **6%**



Home and Construction **7%**



Automotive services **4%**



Services and other businesses **13%**



Hospitality and tourism **5%**



Cleaning and maintenance **1%**

Source: ABF / T12025 – others represent 5%.

# Technology and digital transformation

Retail has increasingly evolved toward an omnichannel approach, which seeks to meet consumers in every possible sales environment—from street stores to social media. This strategy requires integrating online and offline channels, accompanying the customer at every point in the purchasing journey, creating a consistent—and excellent—experience at every point of contact with the brand.

The challenge for the market is that this approach requires a range of new professional expertise—in other words, employees who need to be recruited. Specialists in IT, customer success, user experience, business intelligence (BI), and artificial intelligence, which were previously uncommon in the sector, are now in high demand. According to a survey by SBVC, companies have encountered several challenges as Consumer and Retail evolves toward digitalization.

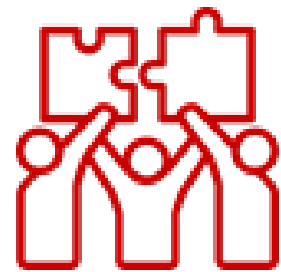




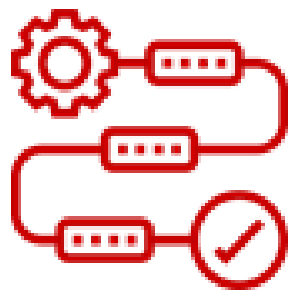
# Main challenges for digitalization, according to retailers



31%  
investments



28%  
organizational culture



24%  
lack of adequate  
processes



48%  
of companies in the  
sector will increase  
investment in digital  
transformation



Sources: SBVC / Apr 2024

# Technology and digital transformation

The influence of apps has had a positive impact on the sector, both for merchants and the end user.

According to the Retail Report 2024, produced by Adyen, 84% of retailers report revenue growth after implementing social commerce, while 65% of consumers say they have used social media to purchase in the last 12 months.





# What retailers are betting on

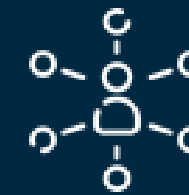
areas in which companies invested in 2024



**69%**  
e-commerce



**69%**  
CRM



**65%**  
omnichannel



**62%**  
data



**58%**  
marketing

Source: Brazilian Society of Retail and Consumption/Apr 2024

# Verticalization generates new needs

Seeking to increase margins, major players in the Consumer and Retail sector have sought to take control of increasingly more stages in their value chain. This allows them to incorporate portions of the profitability that were previously absorbed by third parties.

Retail chains create their own credit cards, applying the fees and interest rates previously charged to banks. They create private labels for a wide range of products, from laundry detergent to clothing, incorporating margins previously earned by manufacturers. Following the same logic, they create their own marketplaces, set up logistics structures, and so on. This strategy has the additional effect of putting pressure on suppliers' costs, as their products now compete with retailers' private labels.

The consequence of this strategy in the job market is that these companies need to recruit new professionals, but lack the expertise to select them. Thus, a supermarket chain needs to hire an industrial manager, a clothing retailer needs to assemble a team to manage a credit card operation, a construction materials chain needs to implement a call center for its own-brand furniture, to this extent.





# Future concerns: tax reform

The tax reform was officially approved in late 2024, regulating key aspects of the new tax collection system. The main change is the replacement of five current taxes —PIS, COFINS, IPI, ICMS, and ISS—with two Value Added Taxes (VATs): the Contribution on Goods and Services (CBS), a federal tax, and the Tax on Goods and Services (IBS), managed by states and municipalities.

Criteria for the collection and payment of these new taxes were defined, establishing which products and services will have different rates, which will be exempt, and which sectors will have specific regimes. These updates are essential to guide companies in adapting to the new rules and in planning their tax, operational, and people management strategies.

**To learn more about the impacts of Tax Reform, access Robert Half's exclusive content on the topic [here](#).**



# In-demand roles

The main positions in demand in the Consumer and Retail sectors for permanent (full-time) and project-based (temporary and third-party) hiring

## PERMANENT

Data Analyst

Infrastructure Analyst

Digital Marketing Analyst

Back-end and Front-end Developer

Data Engineer

E-commerce Specialist

Supply Chain Manager

Product Manager

Salesperson and Customer Service Specialist

## PROJECT-BASED

Digital Transformation Consultant

User Experience (UX) Designer

Data Analysis Specialist

IT Project Manager



# In-demand skills

The professionalization and increased complexity of the Consumer and Retail sectors have created a series of new expectations regarding the profile of employees.

## MOST DEMANDED SOFT SKILLS

Communication

Adaptability

Critical Thinking

Interpersonal Skills

Problem Solving

## MOST DEMANDED HARD SKILLS

Data Analysis and Statistics

Digital Marketing

SEO

Software Development and Programming

Supply Chain Management

# How to Use Our Salary Table

**Percentiles:** The salaries for the positions listed in this document do not include bonuses, benefits, or other forms of compensation. We've divided the salary for each position into three percentiles to help you customize salary offers for each role.

## 25th

Candidate - new to the role or still developing skills relevant to the job.

## 50th

Candidate - has the necessary experience and possesses most of the skills relevant to the job.

## 75th

Candidate – has more experience than typical and possesses all the relevant skills for the job, as well as specializations and certifications.

For more information on percentiles and salary readings, visit the Robert Half Salary Guide.



# Salary table

Average salaries (in Brazilian Reais) in the Consumer Goods and Retail sector, derived from interviews and market knowledge of Robert Half consultants:

EXECUTIVE LEADERSHIP	COMPANY SIZE	25TH	50TH	75TH
Financial Director/ CFO	S/M	36.970	45.675	52.195
	L	64.606	84.000	103.698
Commercial Director	S/M	21.060	30.480	37.380
	L	32.300	52.100	70.500
Director of Communications and Marketing	S/M	23.000	29.250	34.240
	L	32.000	47.500	59.800
Director of Operations	S/M	22.270	28.710	35.860
	L	31.410	49.230	61.050
Supply Chain Director	S/M	21.200	27.500	35.750
	L	37.290	48.290	53.000
Digital Marketing Manager	S/M	12.610	18.330	22.450
	L	16.730	24.410	27.810
Trade Marketing Manager	S/M	13.390	16.480	20.240
	L	15.960	23.070	28.270

# Salary table

Average salaries (in Brazilian Reais) in the Consumer Goods and Retail sector, derived from interviews and market knowledge of Robert Half consultants:

EXECUTIVE LEADERSHIP	COMPANY SIZE	25TH	50TH	75TH
Brand/Product Manager	S/M	12.890	17.320	21.440
	L	14.650	24.050	29.300
Sustainability Manager	S/M	15.340	19.770	24.720
	L	21.210	28.630	34.290
Supply Chain / Supply / Logistics Manager	S/M	14.420	16.990	21.270
	L	16.990	24.200	28.900
E-commerce / Marketplace Manager	S/M	11.740	16.990	20.850
	L	16.780	24.410	29.970
Key Account / Channel Manager	S/M	12.100	15.900	21.000
	L	16.200	23.560	28.440
Expansion Manager	S/M	15.320	21.980	27.500
	L	21.400	27.800	34.750
FP&A Manager / Financial Business Partner	S/M	17.000	20.150	23.500
	L	22.650	28.650	37.500



# Salary table

Average salaries (in Brazilian Reais) in the Consumer Goods and Retail sector, derived from interviews and market knowledge of Robert Half consultants:

TECHNOLOGY	25TH	50TH	75TH
Cybersecurity Specialist	17.350	20.000	23.750
Artificial Intelligence and Machine Learning Specialist	16.000	18.000	21.000
Data Engineer	14.630	19.000	24.480
Digital Transformation Consultant	10.500	15.500	25,000
Back-end and Front-end Developer	12.250	16.000	20.600
Infrastructure Analyst	9.600	12.500	16.100
SALES AND MARKETING	25TH	50TH	75TH
PMO	20.800	26.880	33.570
Digital Marketing Specialist	12.000	15.750	19.260
E-commerce Specialist	11.800	16.800	21.350
Customer Service Specialist	9.210	13.800	15.900
Account Executive	10.550	15.340	18.790
FINANCE AND ACCOUNTING	25TH	50TH	75TH
Accounting/Tax Specialist	15.500	18.060	22.575

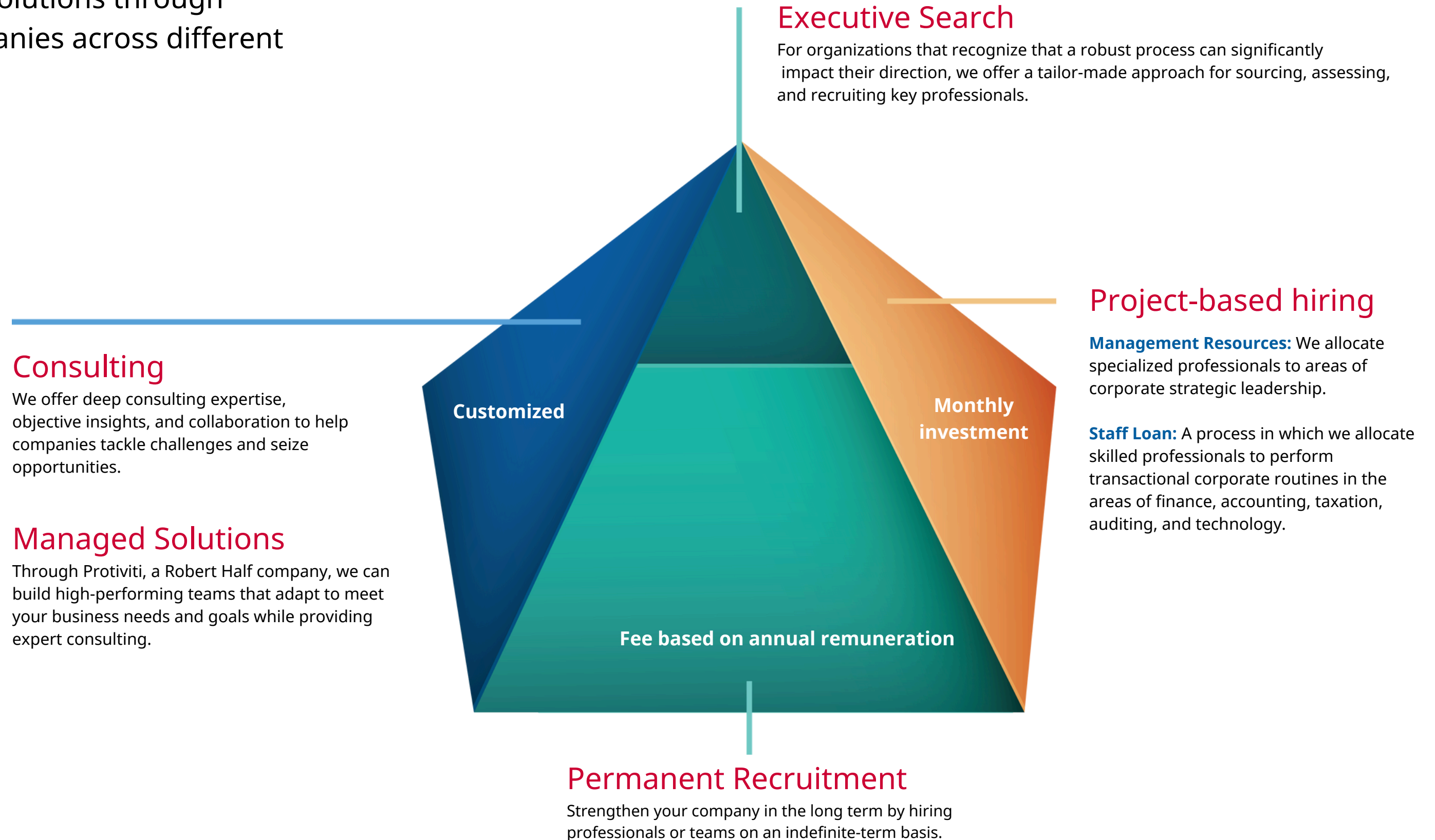
# Robert Half





# Robert Half Solutions

Robert Half offers talent solutions through various services for companies across different industries.



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Robert Half offers talent solutions through various services for companies across different industries.

Rely on the experience of market-specialized consultants and the unique advantages of Robert Half:



**Communication:** our way of working, proprietary tools, and technology allow us to maintain constant contact with our clients and candidates, keeping them informed at every stage of the recruitment process.



**Choices:** Each consultant's network allows access to a wide range of professionals across the country, enabling clients to choose from the best candidates presented.



**Match:** We work without exclusivity, presenting the most suitable professionals for our clients' needs.



**Speed:** Candidate selection decisions are made through a collective decision-making process among several consultants, allowing us to present candidates quickly, as a large team is working for each position or project.

# About Robert Half

It is the first and largest specialized recruitment company in the world. Founded in 1948, the company operates in Brazil by recruiting permanent professionals and those for specialized projects in the areas of finance, accounting, financial markets, insurance, engineering, technology, legal, human resources, marketing and sales, and executive leadership roles.

With a global presence and operations in North America, Europe, Asia, South America, and Oceania, Robert Half appears on lists of the world's most admired companies and is also recognized for its commitment to promoting equality and fostering an inclusive culture.





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