

Head of Merchandise - Agronomy, Fertiliser & Horticulture

Tumuaki Hokohoko – Ahuwhenua me te Māra Kai

WHO WE ARE - KO WAI MĀTOU

At Farmlands - Te Whenua Tāroa, our vision is to be the 'go-to for everyone connected to our land. We're always backing Kiwi's – rain or shine, year in, year out. We work as one – we help each other, we win together. We're rural people supporting our rural communities looking after our land and our people.

PURPOSE AND VISION – TE KAUPAPA ME TE MATAKITE

At Farmlands, our purpose is “To enable improved profitability and productivity for NZ farmers and growers”, and our Vision is “To be the go-to for everyone connected to our land”. Everything we do, every decision we make is with this in the forefront of our minds.

OUR VALUES – NGĀ UARATANGA

Our values of Be You, Minds Open, and See It Through help us to work as one - helping each other and winning together. We're rural people supporting our rural communities looking after our land and our people.

Be you - mōu ake

It takes all sorts to make an awesome team. Diversity, different perspectives and a fresh approach to problems make everyone in the team stronger. It's not who you are or what you look like, it's all about what you bring to the table that matters.

Minds open - hinengaro tākohā

We came from a generation of greatness. It gives us the solid foundation to move on, focus on the future and use our creativity and ingenuity to build Farmlands for the next generation.

See it through - whakamaua kia tīna

We're a team. United through our love of the land and the communities we serve. We back ourselves, each other, and get behind the decisions we make together.

POSITION PURPOSE – TE PŪTAKE O TE TŪRANGA

Reports to - Kaiwhakahāere:	Chief Merchandising Officer
Your Team – To tīma:	Merchandising
Direct reports - Kaimahi:	Yes

The Head of Merchandise - Agronomy, Fertiliser & Horticulture is responsible for leading the strategic direction, commercial performance, and supplier partnerships across Farmlands' agronomy, fertiliser, and horticulture product categories. This role develops and executes category strategies that deliver value for shareholders, drive profitable growth, and ensure a competitive product offering aligned with the needs of New Zealand farmers and growers.

Working closely with suppliers, sales, operations, and marketing teams, the role oversees product range optimisation, pricing, procurement, inventory performance, and market insights. The Head of Merchandise identifies emerging trends and opportunities, negotiates commercial agreements, and ensures the category portfolio supports Farmlands' purpose of enabling New Zealand's primary producers to thrive.

The role also leads and develops a high-performing merchandising team, fostering collaboration, innovation, and a customer-first approach while maintaining strong governance, compliance, and commercial discipline.

KEY ACCOUNTABILITY AREAS – NGĀ WĀHANGA MAHI

Safety and wellbeing

Actively contribute to a safety-first culture by:

- Keeping yourself and others safe, and participating in safety and wellbeing activities
- Speaking up if you see something that is not and could injure yourself or others in the workplace
- Ensuring that all KPI's, policy and procedure requirements related to safety and wellbeing are completed on time and in full, every time

People Leadership

- Leading, developing and empowering a high performing and engaged team to provide technical support in agronomy and horticulture and achieve determined targets and performance standards
- Developing and maintaining an adaptive, performance led culture, where there are high levels of accountability, clarity and measurable results
- Coaching, developing and supporting the team, with a focus on overall team engagement, retention of key talent and succession planning
- Helping create new behaviours and standards to develop Farmlands sustainability practices

Operational Leadership

- Developing, delivering and executing the Farmlands Agronomy and Horticulture Strategy collaboratively
- Developing annual business plans and budgets and strategy for Agronomy and Horticulture.
- Developing promotional and sales plans to meet agreed financial targets
- Collaborating with key stakeholders including the Chief of Merchandise, Heads of Category, regional GMs, and provincial sales teams to ensure key information is communicated effectively to the field sales teams
- Providing advanced knowledge to all of Farmlands of trends, and work with Category to ensure the right “offer” (consumables, tech and advice) are provided by Farmlands to accommodate such trends
- Supporting regional and Farmlands wide promotions with the sales team
- Ensuring business synergies and opportunities are maximised across the entire Co-Operative
- Provide advanced knowledge to Farmlands of trends, and work collaboratively to ensure the right “offer” (consumables, tech and advice) are provided by Farmlands to accommodate such trends
- Assisting, managing and implementing projects as required

Training

- Leading the development of a learning culture by prioritising learning and development activity delivered through the Centre of Learning and enabling team members to engage in learning and take ownership of their development
- Influence, unite and train regional Agronomists and the Horticulture team on our “one way” of working

- Work collectively with key stakeholders to educate senior leaders on best practices to help determine and achieve targets and performance standards
- Develop the Farmlands' Agronomy and Horticulture learning material through the Centre of Learning and provide support to disseminate knowledge throughout the organisation to ensure staff skills match the "offer" and staff provide accurate and sought-after advice.
- Lead the development of specialist learning groups in order to develop more technical ability, respond to talent identification and development and further drive a farm systems advisory culture in the sales force.
- Develop protocols and standards for agronomic and horticultural training within the business in conjunction with the relevant Category Managers and Centre of Learning
- Work with Agronomy and Horticulture team members to identify training requirements and areas of need based on regional and strategic focus, maintain their knowledge at the forefront of agricultural agronomy practices for the benefit of continuing professional development
- Help co-ordinate agronomy and horticulture training and to regularly liaise with and support the team

Compliance

- Overall responsibility for the timely and accurate analysis and preparation of reports on the financial and other results including regular reporting from field representatives as required
- Developing and managing related policies including quality control procedures with audit and risk team

Horticulture

- Be the conduit between Horticulture in Sales and Merchandise, bringing hort validation to proposals, strategy and initiatives
- Ensure horticulture planning in regions is consistent and regionally relevant in line with Farmlands business strategy and opportunities
- Co-ordinate national horticulture direction and uniformity of this across the business by working with the TA's and Category Managers and taking into account regional differences

Agronomy

- Being the conduit between agronomy and categories bringing agronomic validation to proposals, strategy and initiatives
- Ensuring agronomy planning in regions is consistent and regionally relevant in line with Farmlands business strategy and opportunities
- Co-ordinating national agronomic direction and uniformity of this across the business by working with the agronomy team and taking into account regional differences
- Helping create new behaviours and standards to develop Farmlands Taiao way
- Understanding and leading IPM, Regenerative Ag.
- Ensuring a productivity/sustainability balance while helping develop on farm behaviours to create a unique NZ Taiao offers
- Providing agronomic support and validation to the seed and crop protection category teams, to help strengthen and drive commercial offers
- Working alongside the relevant Category Managers with support of the seed and crop protection Category Specialists, to link agronomy to specific seed and crop protection strategies

- Linking best practice agronomy and farm systems advice with seed and crop protection categories for the best in market offering

Shareholder Commitment

- Championing a shareholder sector, e.g. Arable
- Ensuring the right “offer” (consumables, tech and advice) are provided by Farmlands
- Helping our Shareholders solve for new legislation and trends
- Supporting processors with behind-the-farm-gate behaviours and inputs to help Shareholders achieve premiums for their produce

Relationship Management

- Working alongside agronomy and horticulture, and the wider Farmlands teams to develop and strengthen the expertise profile in the business
- Interacting and liaising with key stakeholders in Sales and Retail teams, adapting approach and operating model as required to reflect the diversity of the Farmlands regions
- Visiting suppliers and spend time in the market regularly supporting regional activities
- Linking with appropriate supplier technical teams
- Forming relationships with industry bodies in the relevant agricultural sector groups
- Creating strategic relationships with external experts, industry leads and processors

Professional Development

Continue to develop personally and professionally by:

- Maintaining regular contact with manager to discuss progress and performance, seek feedback and address development areas
- Engaging with Farmlands performance development process, recording progress and goals
- Being a positive supporter and leader of change initiatives
- Ensuring all training requirements are completed as required

These may change from time to time to meet operational or other requirements.

WHAT YOU’LL BRING - ĀU ĀPITITANGA KI TE TŪRANGA

Experience - Āu tautōhitotanga

- Extensive experience in similar position within the agriculture and horticulture sectors
- Demonstrated people leader experience in roles of influence
- Experience in price modelling and structuring

Qualifications – Āu tohu mātauranga

- Relevant tertiary qualification or equivalent practical experience

Knowledge – Āu mōhiotanga

- In depth knowledge of grain and seed markets, and NZ pastoral farming systems and practices
- Expert forage and cropping agronomy knowledge, especially in seed, chemical and fertiliser
- Expert knowledge of soil, soil health and plant physiology
- In depth understanding of the horticulture market
- High-level of understanding of the rural sector

Skills –

Āu pūkenga

- Superior communication skills - able to liaise to a high standard with a variety of stakeholders and communicate complex or technical ideas and issues in simple, clear language so others understand
- Excellent presentation skills including public speaking, training and facilitating workshops
- Outstanding commercial negotiation skills
- Proficient with computer systems, including MS Office suite and CRM software
- Strategic planning skills including forecasting, target setting and performance management (suppliers and staff)
- Financially and commercially astute; able to manage risk, focus on costs, profits, margins and new product opportunities
- Strong planning and organisational skills
- Sound numerical literacy skills – analyses data, identifies trends
- Effective interpersonal skills including the ability to build relationships, collaborate, influence, negotiate, resolve conflict and effectively coach others

Personal Attributes –

Ōu āhuatanga

- Open and collaborative leader with a strong customer service focus
- Interested in emerging trends and technology
- Ability to disseminate highly technical information into 'every day' language
- Growth mindset and committed to continuous learning and development
- Drive for identifying and implementing new and better ways of operating - embraces change, recognising it is necessary to meet the changing needs of our customers and business
- Thrives on solving shareholder challenges of tomorrow ("eye's up", forward thinking, solution creating)
- Enjoys communicating, writing articles, developing training material
- Team Player with the ability to work closely and collaboratively with other senior leaders
- Determination, tenacity and persistence to achieve outcomes
- Strategic thinker - recommends actions to improve and leverage opportunities
- High levels of personal and professional Integrity and standards

EVERYDAY LEADERSHIP BEHAVIOURS

WE'RE OUT
HERE TOO.



THE FOUR BEHAVIOURS OF EVERYDAY LEADERSHIP

We've identified 4 leadership behaviours that we know make the best Farmlands leaders. Different roles across the co-operative require us to approach each aspect in slightly different way, and you'll see on the next pages the different leadership levels and how they all fit together.

Create

Create Clarity

Understand the bigger picture – you understand our vision, strategy and plans. You know what's expected of you and how you should deliver this. And, if you don't know, you take steps to find out.

Have a plan – you establish a vision and course of action that's aligned to our strategy. You help others connect the dots between our vision and strategy and where they fit in achieving this. You can describe what success looks like and provide a sense of direction for others, even during times of ambiguity.

Clarify the 'why' – you make clear how activities and decisions benefit the customer and the co-operative. You provide further context where further buy-in or prioritisation is needed to help overcome resistance.

Connect

Build Connections

Forge connections – you have strong relationships with the people around you, your customers and communities. You look outside of your immediate team to create connections with the people and teams across the business who have an influence or impact on your work. You seek broader perspectives to generate insights and opportunities.

Create purpose and belonging – you create meaning for your team by uniting them around a common goal. You're authentic and prepared to be vulnerable. You promote diversity and allow others to express themselves and for all voices to be heard equally.

Take people with you – you inspire people through your energy, commitment to our business and enthusiasm for the future. You listen, seek feedback from a range of sources and involve others in your decision making, without compromising pace. You lead by example through consistency and demonstrating the Farmlands Leadership behaviours.

Deliver

Deliver Results

Create structure – you plan ahead and create the structures and work routines to get things done. You make use of the systems and technology available to you. You're agile and look to work in new ways.

Think and act like an owner – you take responsibility for your performance and delivering to a high standard. You tenaciously pursue the right outcomes and don't confuse activity with results. If you lead people, you set clear expectations for every team member.

Insights driven – you understand the commercial aspects of your role and make decisions based on data and insights. You draw from new sources of information to generate ideas, seeking to innovate, disrupt and change. You are focused on building a stronger organisation tomorrow than today.

Grow

Grow Self, Grow Others

Have a growth mindset – your resilience helps you embrace change, persist through challenges and learn from feedback. You are curious and have flexibility of thought and perspective. You know your strengths and opportunities, actively engage in self-development and take time to reflect and apply learnings.

Develop capability – you coach others to build capability and achieve their potential. You know your team, their aspirations and support them to learn, grow and take ownership of their development.

Get out of the way – you empower others by delegating and creating space for them to do their best work, trusting them to deliver and providing support where required. You make it safe for others to try new things and learn from mistakes.

HOW THIS SHOWS UP IN EVERYDAY BEHAVIOUR (LEAD SELF)

Create	Connect	Deliver	Grow
Create Clarity	Build Connections	Deliver Results	Grow Self, Grow Others
<i>By understanding your role and how it contributes to the bigger picture you will make the right decisions.</i> Align with the bigger picture • Work is directly aligned with our vision, strategy and plans. • Know what's expected and how to deliver. Have a plan • Have a vision and course of action that's aligned to our strategy. • Help others understand how they fit in. Clarify the 'why' • Understand and make it clear how activities and decisions benefit the customer and the co-operative.	<i>You have strong relationships with your team and the people you work alongside to achieve success in your role.</i> Forge connections • Create strong relationships with others. Create purpose and belonging • You and your team are united around a common goal. • Promote diversity and allow others to express themselves. Take people with you • Inspire people through your energy, commitment and enthusiasm • Consider information from a range of sources in decision making.	<i>You deliver to the expectations of your role.</i> Create structure • Plan and create structure to get things done. • Be agile and look to work in new ways. Enable performance • Take responsibility for your performance and deliver to a high standard. Think about the business • Think and make decisions with a commercial lens. • Seek new information focused on building a stronger Farmlands.	<i>Being agile and resilient, listening and responding to feedback, and putting in the effort.</i> Apply a growth mindset • Be agile, persist through challenges and learn from feedback. • Actively engage in self-development and apply learnings. Develop capability • Coach others to build capability and achieve their potential. • Know and support others to take ownership of their development. Get out of the way • Empower others by creating space for them to do their best work. • Make it safe for others to try new things and learn from mistakes.

HOW THIS SHOWS UP IN EVERYDAY BEHAVIOUR (LEAD OTHERS)

Create	Connect	Deliver	Grow
Create Clarity	Build Connections	Deliver Results	Grow Self, Grow Others
<i>Your role is to operationalise the strategy which means you and your team need to understand it and how to achieve it</i> Understand the bigger picture • Understand our vision, strategy and plans. • Know what's expected of you and how you should deliver this. Have a plan • Establish a vision and course of action that's aligned to our strategy. • Help others understand their contribution to our vision and strategy. Clarify the 'why' • Make it clear how activities and decisions benefit the customer and the co-operative. • Provide further context where required to overcome resistance.	<i>This is about the relationships you create with your team and the teams you work closely with.</i> Forge connections • Create strong relationships with your team and others who have an influence on your work. Create purpose and belonging • Create meaning for your team by uniting them around a common goal. • Authentic and promote diversity. Take people with you • Inspire others through your energy, commitment and enthusiasm. • Lead by example through consistency and demonstrating the Farmlands Leadership behaviours.	<i>This is about achieving results through others.</i> Create structure • Plan and create structure to get things done. • Agile and look to work and lead your team in new ways. Think and act like an owner • Take responsibility for your performance and delivering to a high standard • Set clear expectations for every team member and hold them to account. Insights driven • make decisions with a commercial lens and seek new information to generate ideas. • innovate, disrupt and challenge the norm. • focus on building a stronger Farmlands.	<i>Growth is how we make ourselves, our teams and our co-operative better.</i> Have a growth mindset • Embrace the new and lead with agility. • Actively engage in self-development and apply learnings. Develop capability • Coach others to build capability and achieve their potential. • Know your team and support and empower them to learn, grow and develop. Get out of the way • Empower others by delegating and creating space for them to do their best work. • Make it safe for others to try new things and learn from mistakes.