

Head of Merchandising – Animal Health & Nutrition

WHO WE ARE - KO WAI MĀTOU

We are Farmlands - Te Whenua Tāroa, a Co-operative owned by New Zealand Farmers and Growers, we have been around for 60+ years, supporting our rural communities, looking after our land and our people - we're Out Here Too. We're always backing Kiwis - rain or shine, year in, year out. We work as one – we help each other, we win together.

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 these in the forefront of our minds.

OUR VALUES – NGĀ UARATANGA

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 tākoha

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:	Animal Health & Nutrition)
Direct reports - Kaimahi:	Yes (3 People TBC)

The Head of Merchandising – Animal Health & Nutrition oversees and develops category strategies that focus on the present and future, to encompass the development of core sustainable, environmentally appropriate innovative and exclusive items for the Co-operative. This role is new to Farmlands and reflects the importance of this category in delivering on our purpose of need for improving profitability of our shareholders. We are looking for a candidate who will develop the strategy for this category and is able to take a flexible view of the structures they are taking on day one vs what will develop over the longer term. This segment in particular covers the breadth of our channels to market, in store companion animal range, on farm nutrition for working dogs, on farm dench and vaccinations, bulk mineral logistics via international suppliers and ultimately into new areas of OTC animal health currently not present through the merchant channel.

The position manages, oversees, coordinates the team that they lead including working collaboratively with Sector specialist as applicable. They are the ultimate owner of all commercial engagements with nominated vendors. The role must leverage the Farmlands position. Any candidate must be comfortable with developing their own strategy to meet the wider business vision allowing for the realities of capability, capacity and desire within their team.

The Head of Merchandising – Animal Health & Nutrition works within their immediate team, the wider Merchandise team and collaboratively with both internal and external stakeholders and aligns results to the broader business strategy and direction. The role will include managing and directing strategy, range, promotions, price, supplier trading terms, leading and coaching the team and supporting the Chief Merchandise Officer to deliver the required benefits to the Co-operative and its shareholders.

Any candidate for the Head of Merchandising – Animal Health & Nutrition role will ideally have a combination of industry technical experience with frontline exposure to the large animal sector as well as experience in the creation and management of a product offer that includes both range principles and technical service requirements.

KEY AREAS OF ACCOUNTABILITY

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

- Lead, develop and empower a high performing and engaged team of Category Managers, Specialists and/or Coordinators that achieves determined targets and performance standards
- Develop and maintain an adaptive, performance led culture, where there are high levels of accountability, clarity and measurable results
- Coach, develop and support the team, with a focus on overall team engagement, retention of key talent and succession planning
- Lead 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.

Operational leadership

- Oversee, develop and implement a strategic and innovative overall category strategy - identify needs and opportunities. Analyse the market. Plan approach to market. Select and work with agreed vendors and partners. Develop plans and work with key vendors and partners to develop joint category initiatives that will include traditional product management as well as building service offers such as Fecpak. Plan for enhanced infield technical delivery and build strategy that delivers on future needs of our customers.
- Critical aspects of the categories to manage are as follows:
 - **Poultry:** Farmlands is vertically integrated in this category and also a wholesale provider. The role would be responsible for the expansion of the product offer and liaison with the other merch teams for a full-service offer that also includes accessories.
 - **Companion:** Farmlands has a strong position in working dog and is gaining share in companion animal. The role will need to build on this foundation to expand market share into currently untapped parts of the market, this would include small animal and dog treats and accessories.
 - **Equine:** Vertically integrated Farmlands equine offer needs further development to meet the breadth of the equine customers' needs. The range strategy also needs to allow for the influencer impact in the sector and how we manage opportunity in a structured commercial

manner. The equine offer also needs coordination relating to the animal health and accessory range.

- **Ruminant Animal:** Sheep / Calf / Deer/ Dairy
 - **Animal health large animal:** As well as maintenance of the existing product portfolio of minerals / vitamins / parasite control / vaccines there is a critical need to be able to manage the strategic engagements with other industry partners to gain access to a wider animal health product range and services.
 - The role will also need close alignment with the evolving direct sourcing function. **Animal health companion animal:** As with large animal, the role is responsible for the development of range strategy and assessing best approach to access to products. For the allocated portfolio of categories, oversee and ensure the achievement of category sales growth, manage price and margins, manage vendor relationships, drive stock turn and deliver required ranges for all parts of the co-operative
- Develop, lead and manage all vendor interaction. Engage with key vendors at a strategic level; execute and drive strategic planning sessions with key vendors aimed at finding new ways to add value, generate cost efficiency, simplification of interaction, and improved use of technology
 - Develop and execute annual and longer-term plans by category - interacting with sector specialists for input. Building relationship with key sector partners/ parties e.g. Beef and Lamb, Federated Farmers, key strategic partnerships and customers e.g. Pamu, Milk processor partners to understand needs now and future. Develop sustainability strategy in nutrition. Nutrition NPD strategy.
 - Oversee, identify and implement product selection and ranging to meet the expectations of the customer whilst commercially sensible for the benefit of all shareholders. Maintain retail and shareholder prices as required
 - Pricing strategy delivery. Achievement of GM targets etc.
 - Understand key process dependencies, vendor capability, technology, and operational capabilities
 - Ensure the digital channel offers FLPRO and lifestyle eComm including range, product details, promotions and pricing is accurate and current at all times
 - Utilise D365 to capture initiatives and key conversations with Vendors are recorded in CE
 - D365 tool engagement, development and team use of D365 enhancement Merch and Supply Chain.
 - Ensure that supply and business risk is identified and communicated and proactively balanced and managed and/or mitigated to the appropriate level
 - Ensure 80% (and above) of all allocated vendor agreements are always current and all vendors are operating under the new terms of trade
 - Maintain accurate and correct data/attributes of all products under allocated categories
 - Vendor positioning and negotiation, ranging, merchandising standards, the briefing of promotions and close interaction with the Supply Chain to optimise delivery, inventory management and ordering.
 - Ensure vendors are complying with Farmlands data requirements
-

Evolving Strategic Responsibilities

As we continue to unlock the value created by the integration of NRM/ McMillian and Seales Winslow, additional responsibilities are likely to fall under this role. These will require both management of current capabilities and identifying new capabilities to meet future needs:

- Own brand and range management including price positioning
- Product training with a focus on multiple channel execution – internal and external
- Sales tools- development and management of e.g. Ruminix
- Technical team to deliver - product formulation, new product development and quality management

Operational leadership

- Use vendor market information, business, and branch feedback to scope out new opportunities
- Account for, using the technology, that all vendor rebates are executed as per the vendor agreement and are obtained in line with agreement timeframes
- Utilise Farmlands PBI team to secure appropriate information reports to leverage customer insights and make informed decisions
- Understand pricing structure including rebate systems
- Through the Sales and Retail team, ensure that merchandising plans, space management are compliant to Farmlands standards
- Use and assist develop the Centre of Learning (CoL) to leverage and develop staff/shareholder knowledge

Relationship management

- Work closely with Farmlands Brand Experience team to brief in and execute appropriate marketing initiatives and promotions for sales and retail teams to implement
- Work closely with the Farmlands Retail and Sales team to ensure excellence in execution
- Engages with key internal customer facing stakeholders to assist in building category strategies and thoroughly disseminates outcomes in the prescribed fashion
- Work closely with Farmlands Supply Chain to secure appropriate supply agreements
- Works with vendors to ensure all products and packaging is compliant with all regulatory standards
- Seeks to innovate with vendors to reduce environmental impact and seeks to ensure packaging is recyclable

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 a similar position in the rural sector
- Demonstrated people leadership and experience in roles of influence
- Experience in price modelling and structuring

Qualifications – Āu tohu mātauranga Knowledge – Āu mōhiotanga

- Relevant tertiary qualification or equivalent practical experience
- In depth knowledge of rural markets, NZ pastoral farming systems and practices, with a proven sales record and trading ability
- Expert rural infrastructure and retail knowledge
- A high-level 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 OTHERS)

Create

Create Clarity

Your role is to operationalise the strategy which means you and your team need to understand it and how to achieve it

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.

Connect

Build Connections

This is about the relationships you create with your team and the teams you work closely with.

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.

Deliver

Deliver Results

This is about achieving results through others.

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.

Grow

Grow Self, Grow Others

Growth is how we make ourselves, our teams and our co-operative better.

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.