

Head of Commercial Services

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.

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 Merchandise Officer
Your Team – To tīma:	Merchandise
Direct reports - Kaimahi:	Yes

The purpose of the Head of Commercial Service is to:

- Lead the commercial analysis, planning, process development and execution that supports category management excellence.
- Review and advise on the commercial and contractual relationships with key partners and ensure that commercial terms are favourable and realised.
- Lead Merchandise team improvement, technology and innovation projects to ensure maximum commercial results and productivity, whilst ensuring that a high service level is provided to internal and external customers.
- Lead an efficient and effective Master Data team focussed on the accurate, timely processing and execution of required master file updates, and the development of Master data attributes and structures to support the Farmlands strategic plan.

We are driving for an adaptive performance-led culture and this role leads the execution of this with their teams.

KEY ACCOUNTABILITY AREAS – NGĀ WĀHANGA MAHI

Safety and wellbeing - Haumarutanga

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 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

Strategy

- Lead the Category Support Analyst, developing ongoing operational excellence
- Lead the Master Data function, developing ongoing operational excellence
- Deliver results in accordance with Farmland's organisational strategic plan and individual key performance indicators
- Assist the Chief Merchandising Officer in developing and implementing the Merchandise strategic business plan and ensuring the successful implementation of annual plans, activities and targets
- Support Group Strategy with developing alternative opportunities relevant to the Merchandise area.
- Influence the development of Merchandise's future initiatives, including vertical integration opportunities engaging external and internal parties
- Maintain a view of Farmlands competitiveness in the marketplace and review competitor offerings, with a view to understanding gaps in the market.
- Understand business trends in this sector and the identification of strategic business opportunities
- Identify and develop new business opportunities both with existing and new stakeholders

Operational Leadership

- Responsible for ensuring robust systems and appropriate tools are provided to the Merchandise team, and wider business, to maximise productivity and enable high quality, commercially focused decision making.
- Responsible for ensuring that appropriate processes are in place for the Master Data team to be efficient and effective in their role.
- Responsible for the design and implementation of policy and process for the Commercial elements of the Merchandise team. o Including, but not limited to:
 - o Category review process
 - o Pricing strategy and process: including cost price management, rebate management, sell price management.
 - o Promotional Planning review process
 - o Develop and manage the new product introduction/development process
 - o Introduction of retail space management program.

- Establish a program of process quality and continuous improvement for the Merchandise and Master Data teams.
- Develop and manage the Farmlands Direct Sourcing model.
- Seek to innovate with vendors to reduce environmental impact.
- Influence the development of Farmland's ethical sourcing plan, responsible for monitoring and ensuring its execution

Relationship Management

- Work closely with other members of the Merchandise team, to ensure effective execution of plans and programs of work. Particularly the Merchandise Manager for each Category area.
- Work closely with the Farmlands Operations team to brief in and execute appropriate Merchandise initiatives, and also to assist in the achievement of the Operations strategy.
- Engage with key internal customers to assist in building Merchandise strategies and thoroughly communicate expectations and outcomes.
- Engage and work closely with external service providers, consultants and other contract resource to ensure programs are work are inline with the Farmlands organisational strategy and executed with excellence.

Professional Development - Whakawhanaketanga

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

- Proven leadership and management experience (at least five years in a senior management position)
- Proven leadership experience in an equivalent Merchandise, Category Management or Supply Chain related role

Qualifications – Āu tohu mātauranga

- Relevant tertiary qualification preferred

Knowledge – Āu mōhiotanga

- Familiar with techniques and technologies to improve the category management and selling processes

Skills – Āu pūkenga

- Strategic planning, project planning and execution ability
- Strong commercial acumen and negotiation skills
- Excellent written, oral and interpersonal communication skills
- Ability to seek and implement new opportunities, challenge the norm, think outside the box
- Computer skills across a wide range of applications

Personal Attributes – Ōu āhuatanga

- Authentic leader who has presence, who takes pride in the team and their achievements, is well-respected and trusted, and creates a great working environment
- Inspiring, consultative leader who is regularly visible and engages with others to develop solutions

- A superior communicator with an ability to liaise to a high standard with a variety of stakeholders
- Has a clear view of the vision for the team and communicates this in a way that motivates and inspires others to seek higher levels of performance
- Critical thinker who is consistent, fair and well-considered in the response.
- Effective interpersonal skills including the ability to collaborate, influence, negotiate, resolve conflicts and effectively coach others to improve engagement and performance
- Creativity, innovation and the ability to think 'out-of-the-box' in problem solving
- Ability to influence others and move toward a common vision or goal
- Flexible and adaptable; able to work in ambiguous situations
- Works well under pressure, with a high level of organisational and time management skills
- Prepared to listen to different perspective and engages others to develop solutions
- Demonstrates high levels of energy, determination, tenacity and persistence to achieve outcomes
- Quickly and effectively establishes and maintains strong, mutually beneficial and long-lasting working relationships
- Skilled at effectively communicating complex or technical ideas and issues in simple, clear language so that others understand
- Quickly and effectively establishes and maintains strong, mutually beneficial and long-lasting working relationships
- Team player with the ability to work closely and collaboratively with other leaders à Strategic thinker – recommends actions to improve and leverage opportunities
- Embraces change, recognising it is necessary to meet the changing needs of our customers and business
- Integrity and high personal and professional standards



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	Connect	Deliver	Grow
Create Clarity	Build Connections	Deliver Results	Grow Self, Grow Others
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.	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.	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.	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.