

Head of Merchandise | Tumuaki Hokohoko

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 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 is responsible for leading the strategic direction, commercial performance and supplier partnerships across Farmlands' Agronomy, Fertiliser and Horticulture portfolio. The role develops and executes portfolio and category strategies that deliver value for shareholders, drive profitable growth and ensure a competitive customer offering aligned with the needs of New Zealand farmers and growers.

Working closely with suppliers and cross-functional teams, the role oversees portfolio performance across category strategy, range optimisation, pricing, procurement, inventory and market insights.

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 - 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 could injure yourself or others in the workplace
- Ensuring that all KPIs, 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 team of category and technical specialists to achieve agreed 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 Agronomy, Fertiliser and Horticulture portfolio strategy collaboratively
- Developing annual business plans, budgets and strategy across the Agronomy, Fertiliser and Horticulture portfolio
- Developing promotional and sales plans to meet agreed financial targets
- Collaborating with key stakeholders including the Chief Merchandising Officer, Heads of Category, regional GMs and provincial sales teams to ensure key information is communicated effectively to field sales teams
- Providing advanced knowledge of market trends and working with Category to ensure the right offer, including consumables, technology and advice, is provided by Farmlands
- Supporting regional and Farmlands-wide promotions with the sales team
- Ensuring business synergies and opportunities are maximised across Farmlands
- 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
- Supporting the development of capability across specialist teams through effective learning and development programmes.



- Working collectively with key stakeholders to educate senior leaders on best practice to help determine and achieve targets and performance standards
- Ensuring technical expertise is effectively shared and embedded throughout the business
- Leading specialist learning groups to develop technical capability, respond to talent identification and development, and further drive a farm systems advisory culture in the sales force
- Supporting the development of technical capability frameworks and learning programmes in conjunction with relevant Category Managers and the Centre of Learning
- Working with specialist teams to identify training requirements and areas of need based on regional and strategic focus
- Helping coordinate agronomy and horticulture training and regularly liaising with and supporting the team

Compliance

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

Horticulture

- Ensuring horticultural expertise is appropriately represented in category strategies, portfolio initiatives and commercial decisions
- Ensuring horticulture planning in regions is consistent and regionally relevant, in line with Farmlands business strategy and opportunities
- Supporting consistent application of horticulture strategy and specialist expertise across regions while recognising regional requirements

Agronomy

- Ensuring specialist agronomic expertise informs category strategies, portfolio initiatives and commercial decisions
- Ensuring agronomy planning in regions is consistent and regionally relevant, in line with Farmlands business strategy and opportunities
- Supporting consistent application of agronomy strategy and specialist expertise across regions while recognising regional requirements
- Maintaining awareness of emerging agricultural trends and ensuring specialist expertise is leveraged to support customer and commercial outcomes
- Ensuring productivity and sustainability objectives are balanced while supporting initiatives that deliver value for shareholders, customers and the wider rural sector
- Ensuring specialist agronomic expertise is incorporated into category strategies and commercial offers
- Working with Category Managers, Category Specialists and technical experts to ensure category strategies are supported by appropriate subject matter expertise
- Ensuring technical expertise, customer insights and commercial strategy are aligned to deliver a best-in-market offering

Shareholder Commitment

- Championing a shareholder sector, for example Arable



- Ensuring the right offer, including consumables, technology and advice, is provided by Farmlands
- Helping shareholders respond to 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 the approach and operating model to reflect regional diversity
- Visiting suppliers and spending time in the market regularly to support regional activity
- Linking with relevant supplier technical teams
- Forming relationships with industry bodies in relevant agricultural sectors
- Creating strategic relationships with external experts, industry leaders and processors

Professional Development – Whakawhanaketanga

Continue to develop personally and professionally by:

- Maintaining regular contact with the manager to discuss progress and performance, seek feedback and address development areas
- Engaging with the 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

Essential:

- Significant experience leading category management, merchandising, portfolio management or other complex product-led commercial functions
- Demonstrated success leading and developing high-performing teams
- Experience developing and executing commercial, category or portfolio strategies
- Experience managing supplier relationships and leading commercial negotiations
- Experience using customer, market and performance insights to drive profitable growth

Desirable:

- Experience within agribusiness, horticulture, primary industries or other technical product-based environments
- Experience leading specialist subject matter experts or technical teams
- Experience working across geographically dispersed operations



Qualifications – Āu tohu mātauranga

- Relevant tertiary qualification or equivalent practical experience

Knowledge – Āu mōhiotanga

- Strong understanding of category management, merchandise planning and portfolio optimisation principles
- Knowledge of pricing, margin management, inventory performance and commercial performance drivers
- Understanding of supplier relationship management, strategic sourcing and commercial negotiation practices
- Ability to interpret customer, market and industry insights to inform strategic decision-making
- Knowledge of operating within complex, multi-category and product-led environments
- Understanding of the rural, agribusiness, horticultural or primary sector environment would be advantageous
- Ability to quickly build understanding of new markets, product categories and customer segments

Skills – Āu pūkenga

- Superior communication skills, including the ability to engage varied stakeholders and explain complex or technical concepts clearly
- Excellent presentation skills, including public speaking, training and workshop facilitation
- Outstanding commercial negotiation and supplier relationship management capability
- Proven ability to lead and influence through specialist subject matter experts
- Strategic planning skills, including forecasting, target setting and supplier and team performance management
- Strong financial and commercial acumen, with the ability to manage risk and improve commercial performance
- Ability to analyse data, identify trends and translate insights into action
- Effective interpersonal skills, including the ability to collaborate, influence, build alignment and coach others to improve engagement and performance
- Strong planning, organisational and change leadership capability
- Proficiency with business systems and Microsoft Office applications

Personal Attributes – Ōu āhuatanga

- Open and collaborative leader with a strong customer focus
 - Interested in emerging trends and technology
 - Able to translate highly technical information into everyday language
 - Growth mindset and commitment to continuous learning and development
 - Drive to identify and implement better ways of operating and readiness to lead change
 - Forward-thinking and focused on solving future shareholder challenges
 - Confident communicator who can develop articles and training material
 - Team player able to work closely and collaboratively with other senior leaders
 - Determination, tenacity and persistence to achieve outcomes
- 

- Strategic thinker who recommends action to improve performance and leverage opportunities
- High levels of personal and professional integrity

Appendix:

Everyday Leadership Behaviours

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.



People & Safety
June 2026

The Four Leadership Behaviours

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.



Lead Others - how this shows up in everyday behaviour:

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.



Lead Leaders - how this shows up in everyday behaviour:

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.

