

Head of Wholesale & Merchant Sales

He Kōrero mō te Mahi

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 Group, 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 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 Group for the next generation.

See it through - whakamaua kia tina

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 Sales Officer
Your Team – To tīma:	Wholesale and Merchant Sales
Direct reports - Kaimahi:	Yes

The Head of Wholesale & Merchant Sales role is a commercial leadership role responsible for developing and executing Farmland Group's' wholesale and merchant sales strategy. This role drives revenue growth and gross margin expansion across the full merchant channel network – with a primary focus on building deep, strategic partnerships with Farmland Groups' key agri-merchant partners: Farmlands Co-operative, FarmSource, and PGG Wrightson (PGGW) and secondly positioning our wholesale range across a wider merchant network.

While the Nutrition category represents a significant portion of the wholesale portfolio today, this role takes a broader view – championing the wholesale opportunity across all relevant product categories. This is new territory for Farmlands, as such this role will lead the design and delivery of sales processes and ways of working with an expectation of using data to drive decisions and technology to support merchant engagement. Challenging traditional models and developing an operating model that can scale.

The role provides strategic commercial leadership to a team of sales leaders, setting direction, building capability, and ensuring performance across wholesale sales, nutrition specialist operations, equine & lifestyle, and commercial business development.

KEY ACCOUNTABILITY AREAS – NGĀ WĀHANGA MAHI

Safety and wellbeing - Haumarutanga

Actively contribute to a safety-first culture by:

- 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
- Provide visible safety leadership and role model exceptional safety behaviours.
- Ensuring that all KPI's, policy and procedure requirements related to safety and wellbeing are completed on time and in full, every time

Wholesale Strategy & Business Development

- Champion the wholesale sales opportunity across the Group, identifying and pursuing growth levers across all categories and merchant channels.
- Develop and own the Wholesale & Merchant Sales Strategy in collaboration with key internal and external stakeholders, ensuring a neutral, balanced and independent approach that represents all merchants equally
- This role will be part of our Nutrition Leadership Group, providing a matrix structure to leverage all elements of our nutrition capabilities to support our wholesale proposition.
- Build and execute annual merchant plans encompassing sales targets, promotional activity, training support, and ranging strategy.
- Identify, evaluate, and develop new wholesale market opportunities – working with Farmlands category team who own the wholesale range.
- Develop long-range strategies and business plans for wholesale sales, leading the implementation of all approved strategies. Including for example the assessment of international wholesale opportunities.
- Ensure Farmlands wholesale achieves its financial and long-term business objectives through effective leadership and stakeholder management.

Strategic Merchant Relationship Management

- Foster strategic relationships with key merchant partners – Farmlands, FarmSource, PGGW, Ruralco, Mitre10, and others.
- Develop a structured approach to trading terms with merchant partners, including trading terms, pricing, and promotional commitments.
- Represent our Wholesale Brands and business at merchant partner forums, industry events, and key commercial negotiations.
- Lead and support our Wholesale Account Manager. Ensure the Wholesale Account Manager and team deliver to agreed merchant plans and service standards.

Wholesale Range and Brand leadership

- Partner with Heads of Category to align wholesale product strategy, range availability, and pricing with market needs.
- Collaborate with category and marketing teams to leverage collateral to create compelling wholesale value propositions across all product lines.
- Provide market feedback to inform product development, brand strategy, and owned brand evolution (including Farmlands-owned nutrition brands).

People Leadership

- Lead, develop, and empower a high-performing and engaged team to deliver to shareholder and customer needs and meet financial and strategic goals.
- Champion an environment where team members are held accountable for achieving goals and results.
- Establish clear targets and behavioural performance standards, coaching direct reports to reach and exceed these targets.
- Mentor and develop key talent with plans that increase effectiveness, build diversity, and enhance bench strength.
- Foster a high-performance culture that balances accountability with engagement, recognition, and growth.
- Lead the development of a learning culture by prioritising development activity and enabling direct reports to take ownership of their growth.
- Ensure Farmlands policies and procedures are followed consistently across the team.

Key Relationships

- Externally, Merchants.
- Internally, collaborate with Marketing, Category, Supply Chain, and Finance to ensure wholesale plans are operationally viable and commercially sound.
- Serve as a key member of the Nutrition leadership group and broader sales leadership community.
- Provide commercial insight and reporting to the Chief Sales Officer and executive leadership as required.
- Represent the wholesale function in cross-business workstreams, projects, and strategic planning processes.

Professional Development - Whakawhanaketanga

- Maintain regular contact with manager to discuss progress, performance, and development areas.
- Engage with Farmlands performance development processes, recording progress and goals.
- Be a positive supporter and leader of change initiatives.
- Complete all required training and compliance obligations on time.

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

- Significant commercial experience establishing modern sales processes and ways of working, including the use of data to drive decisions and move teams beyond traditional sales approaches.
- Proven track record in strategic account management and merchant or channel partnership management.
- Demonstrated success in business development – opening new opportunities, growing existing accounts, and expanding commercial reach.
- Experience leading and developing high-performing sales or commercial teams, ideally across geographically diverse regions.
- Proven ability to deliver against budgeted sales and gross margin targets.
- Strong background in stakeholder and relationship management at senior commercial levels.
- Experience providing financial oversight across multiple teams or business units.
- Experience in performance-based Animal or Human nutrition sales preferred but not essential. Agri-sector knowledge is preferred, but not essential - transferable experience from other industries is welcomed.

Qualifications – Āu tohu mātauranga

- Relevant tertiary qualification in business management, commerce, or a related discipline (or equivalent practical experience).

Skills – Āu pūkenga

- Strong strategic, commercial, and financial acumen – able to translate market insight and financial data into sound business decisions.
- Sophisticated negotiation skills with the ability to develop and sustain long-term commercial partnerships.
- High-level presentation and communication skills – able to convey complex ideas clearly to diverse audiences.
- Proficient in developing and implementing process improvements and operating models.
- Able to make sound judgements using objective financial and performance analyses, identifying root causes and assessing solutions with a view to both short and long-term implications.
- Understanding of servant leadership principles and how they can be applied to build high-performing teams.

Personal Attributes Ōu āhuatanga

- An inspiring, consultative leader who is visible, engaged, and able to motivate large and dispersed teams.
- A superior communicator with the ability to engage effectively with a wide range of stakeholders and to simplify complex or technical concepts.
- Commercially driven with a genuine passion for rural New Zealand and the agri-sector.
- Strategic thinker who can identify and leverage opportunities for growth and competitive advantage.
- Customer-centred, with a consistent focus on merchant and end-customer experience and expectations.
- Determination, tenacity, and persistence to deliver outcomes in a complex, matrixed environment.
- Demonstrates adaptability and embraces change as a driver of growth.
- High personal and professional integrity; builds trust quickly and sustains it over time.
- Effective collaborator with the ability to work alongside senior leaders across functions to deliver shared outcomes.
- Builds strong, mutually beneficial, and lasting working relationships with internal and external partners.



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
<p>Create Clarity</p>	<p>Build Connections</p>	<p>Deliver Results</p>	<p>Grow Self, Grow Others</p>
<p>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.</p> <p>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.</p> <p>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.</p>	<p>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.</p> <p>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.</p> <p>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.</p>	<p>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.</p> <p>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.</p> <p>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.</p>	<p>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.</p> <p>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.</p> <p>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.</p>

HOW THIS SHOWS UP IN EVERYDAY BEHAVIOUR (LEAD SELF)

Create	Connect	Deliver	Grow
Create Clarity	Build Connections	Deliver Results	Grow Self, Grow Others
<p><i>By understanding your role and how it contributes to the bigger picture you will make the right decisions.</i></p> <p>Align with the bigger picture</p> <ul style="list-style-type: none"> Work is directly aligned with our vision, strategy and plans. Know what's expected and how to deliver. <p>Have a plan</p> <ul style="list-style-type: none"> Have a vision and course of action that's aligned to our strategy. Help others understand how they fit in. <p>Clarify the 'why'</p> <ul style="list-style-type: none"> Understand and make it clear how activities and decisions benefit the customer and the co-operative. 	<p><i>You have strong relationships with your team and the people you work alongside to achieve success in your role.</i></p> <p>Forge connections</p> <ul style="list-style-type: none"> Create strong relationships with others. <p>Create purpose and belonging</p> <ul style="list-style-type: none"> You and your team are united around a common goal. Promote diversity and allow others to express themselves. <p>Take people with you</p> <ul style="list-style-type: none"> Inspire people through your energy, commitment and enthusiasm Consider information from a range of sources in decision making. 	<p><i>You deliver to the expectations of your role.</i></p> <p>Create structure</p> <ul style="list-style-type: none"> Plan and create structure to get things done. Be agile and look to work in new ways. <p>Enable performance</p> <ul style="list-style-type: none"> Take responsibility for your performance and deliver to a high standard. <p>Think about the business</p> <ul style="list-style-type: none"> Think and make decisions with a commercial lens. Seek new information focused on building a stronger Farmlands. 	<p><i>Being agile and resilient, listening and responding to feedback, and putting in the effort.</i></p> <p>Apply a growth mindset</p> <ul style="list-style-type: none"> Be agile, persist through challenges and learn from feedback. Actively engage in self-development and apply learnings. <p>Develop capability</p> <ul style="list-style-type: none"> Coach others to build capability and achieve their potential. Know and support others to take ownership of their development. <p>Get out of the way</p> <ul style="list-style-type: none"> 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
<p><i>Your role is to operationalise the strategy which means you and your team need to understand it and how to achieve it</i></p> <p>Understand the bigger picture</p> <ul style="list-style-type: none"> Understand our vision, strategy and plans. Know what's expected of you and how you should deliver this. <p>Have a plan</p> <ul style="list-style-type: none"> Establish a vision and course of action that's aligned to our strategy. Help others understand their contribution to our vision and strategy. <p>Clarify the 'why'</p> <ul style="list-style-type: none"> Make it clear how activities and decisions benefit the customer and the co-operative. Provide further context where required to overcome resistance. 	<p><i>This is about the relationships you create with your team and the teams you work closely with.</i></p> <p>Forge connections</p> <ul style="list-style-type: none"> Create strong relationships with your team and others who have an influence on your work. <p>Create purpose and belonging</p> <ul style="list-style-type: none"> Create meaning for your team by uniting them around a common goal. Authentic and promote diversity. <p>Take people with you</p> <ul style="list-style-type: none"> Inspire others through your energy, commitment and enthusiasm. Lead by example through consistency and demonstrating the Farmlands Leadership behaviours. 	<p><i>This is about achieving results through others.</i></p> <p>Create structure</p> <ul style="list-style-type: none"> Plan and create structure to get things done. Agile and look to work and lead your team in new ways. <p>Think and act like an owner</p> <ul style="list-style-type: none"> Take responsibility for your performance and delivering to a high standard Set clear expectations for every team member and hold them to account. <p>Insights driven</p> <ul style="list-style-type: none"> 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. 	<p><i>Growth is how we make ourselves, our teams and our co-operative better.</i></p> <p>Have a growth mindset</p> <ul style="list-style-type: none"> Embrace the new and lead with agility. Actively engage in self-development and apply learnings. <p>Develop capability</p> <ul style="list-style-type: none"> Coach others to build capability and achieve their potential. Know your team and support and empower them to learn, grow and develop. <p>Get out of the way</p> <ul style="list-style-type: none"> 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.