

# Integrated Business Planner

## Mahere mo te pakihi katoa

### 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 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 - whakamaui 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: | GM, Integrated Business Planning            |
| Your Team – To tīma:        | Supply Chain – Integrated Business Planning |
| Direct reports - Kaimahi:   | No                                          |

The Integrated Business Planner is accountable for providing a high-quality, decision-oriented demand and market outlook to support Farmlands' Integrated Business Planning (IBP) and financial planning processes. The role focuses on aggregate and portfolio-level demand, external market drivers, and commercial cause-and-effect, ensuring demand insights are translated into financial outcomes. The role also owns enterprise critical path identification and management, ensuring high-impact activities and dependencies are visible, sequenced, and actively managed through IBP and Integrated Trading Planning forums.

## 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

### **General – Whānuitanga**

- 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

### **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

### **Integrated Business**

#### **Planning**

#### **1. Demand & Market Intelligence**

- Responsible for statistical demand forecasts at all levels of product hierarchy
- Responsible for forecast accuracy for mid and long term horizons
- Own the aggregate and portfolio-level demand outlook
- Identify and quantify external demand drivers impact on Farmlands demand forecasts (e.g. market conditions, weather, customer behaviour)
- Explicitly document demand assumptions and sensitivities
- Assess cause-and-effect between commercial actions and demand outcomes

#### **2. Financial Planning Integration**

- Partner with Finance Business Partners and Analysts to support annual budget, in-year reforecasting, and long-range planning
- Jointly challenge assumptions and scenarios
- Maintain accountability for the integrity of demand inputs into financial plans

#### **3. IBP Decision Support**

- Act as a core contributor to IBP forums
- Elevate discussions from forecast review to trade-off and decision clarity
- Provide forward-looking insights, risks, and opportunities

#### **4. Critical Path Identification & Management**

- Define and maintain enterprise critical paths for planning and execution
- Identify cross-functional dependencies and constraints

- Work closely with the Integrated Trading Planning Lead to manage in-year execution steps and timelines; accountable for identification of critical path steps and adherence within given portfolio
- Escalate material risks impacting financial outcomes

#### 5. Forecasting Outcome Accountability

- Retain accountability for forecast accuracy, forecast value add and bias at aggregate / portfolio level
- Retain responsibility of the statistical demand forecast
- Ensure effective alignment and hand-offs with Supply Planning
- Minimise low-value manual forecast interventions

**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

- Tertiary training in business, supply chain or other relevant fields, or a minimum of 3 years experience in a demand planning/forecasting or commercial analyst role with a strong understanding of retail and wholesale distribution models
- Solid understanding of inventory management practices and procedures.
- Advanced mathematical and statistical knowledge, including a working knowledge of forecast methods.
- Strong business planning skills and project management
- Good market knowledge, preferably rural market knowledge
- Experience using Logility Demand Optimisation module is highly desirable

### Skills – Āu pūkenga

- Statistical Knowledge: Proficiency in statistical methods and tools to create and validate demand forecasts.
- Problem-Solving: Capability to identify issues within the supply chain and develop effective solutions.
- Collaboration: Ability to work effectively with various departments (e.g., sales, marketing, production, and finance) to gather information and align on demand forecasts.
- Presentation: Competence in presenting data and forecasts to stakeholders in a clear and compelling manner.
- Detail-Oriented: Keen attention to detail to ensure accurate data entry and analysis.
- Time Management: Effective prioritization and management of multiple tasks to meet deadlines in a fast-paced environment.
- Market Understanding: Knowledge of market dynamics, consumer behaviour, and industry trends to anticipate changes in demand.
- Scenario Planning: Ability to develop and evaluate different scenarios and their potential impact on demand and supply.
- Financial Acumen: Understanding of gaps between forecast and budgets, and what has created the gaps, and any actions required to close the gap
- Cost Awareness: Understanding the financial implications of inventory decisions and the ability to balance cost with service levels.

- Budgeting: Ability to work within budget constraints and optimize inventory levels to minimize costs while meeting demand.
- Adaptability
- Flexibility: Ability to adapt to changing market conditions and revise plans accordingly.
- Continuous Learning: Willingness to stay updated with new tools, technologies, and best practices in demand planning.
- Conflict Resolution: Ability to manage and resolve conflicts that may arise due to discrepancies in demand and supply expectations.

### **Personal Attributes – Ōu āhuatanga**

- 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
- An ability to initiate fresh thinking with a view to find and explore new ways to stimulate ideas; effectively leads team through change and promotes a growth mindset
- 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
- Embraces change, recognising it is necessary to meet the changing needs of our customers and business
- Able to communicate with passion and conviction
- Integrity and high personal and professional standards
- Ability to translate highly technical information into practical, everyday terminology
- Analytical and creative-capable of flexing solutions to changing demands: anticipating the regional, divisional impact



# 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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
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| Create Clarity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Build Connections                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Deliver Results                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Grow Self, Grow Others                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p><b>Understand the bigger picture</b> – 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><b>Have a plan</b> – 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><b>Clarify the 'why'</b> – 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><b>Forge connections</b> – 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><b>Create purpose and belonging</b> – 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><b>Take people with you</b> – 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><b>Create structure</b> – 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><b>Think and act like an owner</b> – 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><b>Insights driven</b> – 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><b>Have a growth mindset</b> – 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><b>Develop capability</b> – 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><b>Get out of the way</b> – 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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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| 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><b>Align with the bigger picture</b></p> <ul style="list-style-type: none"> <li>• Work is directly aligned with our vision, strategy and plans.</li> <li>• Know what's expected and how to deliver.</li> </ul> <p><b>Have a plan</b></p> <ul style="list-style-type: none"> <li>• Have a vision and course of action that's aligned to our strategy.</li> <li>• Help others understand how they fit in.</li> </ul> <p><b>Clarify the 'why'</b></p> <ul style="list-style-type: none"> <li>• Understand and make it clear how activities and decisions benefit the customer and the co-operative.</li> </ul> | <p><i>You have strong relationships with your team and the people you work alongside to achieve success in your role.</i></p> <p><b>Forge connections</b></p> <ul style="list-style-type: none"> <li>• Create strong relationships with others.</li> </ul> <p><b>Create purpose and belonging</b></p> <ul style="list-style-type: none"> <li>• You and your team are united around a common goal.</li> <li>• Promote diversity and allow others to express themselves.</li> </ul> <p><b>Take people with you</b></p> <ul style="list-style-type: none"> <li>• Inspire people through your energy, commitment and enthusiasm</li> <li>• Consider information from a range of sources in decision making.</li> </ul> | <p><i>You deliver to the expectations of your role.</i></p> <p><b>Create structure</b></p> <ul style="list-style-type: none"> <li>• Plan and create structure to get things done.</li> <li>• Be agile and look to work in new ways.</li> </ul> <p><b>Enable performance</b></p> <ul style="list-style-type: none"> <li>• Take responsibility for your performance and deliver to a high standard.</li> </ul> <p><b>Think about the business</b></p> <ul style="list-style-type: none"> <li>• Think and make decisions with a commercial lens.</li> <li>• Seek new information focused on building a stronger Farmlands.</li> </ul> | <p><i>Being agile and resilient, listening and responding to feedback, and putting in the effort.</i></p> <p><b>Apply a growth mindset</b></p> <ul style="list-style-type: none"> <li>• Be agile, persist through challenges and learn from feedback.</li> <li>• Actively engage in self-development and apply learnings.</li> </ul> <p><b>Develop capability</b></p> <ul style="list-style-type: none"> <li>• Coach others to build capability and achieve their potential.</li> <li>• Know and support others to take ownership of their development.</li> </ul> <p><b>Get out of the way</b></p> <ul style="list-style-type: none"> <li>• Empower others by creating space for them to do their best work.</li> <li>• Make it safe for others to try new things and learn from mistakes.</li> </ul> |