

# Pricing Desk Manager

## 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 - 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:	Head of Commercial Services
Your Team – To tīma:	Commercial
Direct reports - Kaimahi:	1

The Pricing Desk Manager is responsible for leading the end-to-end quote management and pricing process, ensuring timely, accurate, and commercially sound pricing decisions that support sales growth and margin optimisation.

The role provides governance, coordination, and analytical capability across the pricing workflow, acting as a key interface between frontline sales teams, category functions, vendors, and the broader commercial team. The position plays a critical role in scaling pricing desk operations, improving turnaround efficiency, and embedding data- and AI-driven pricing practices.

# KEY ACCOUNTABILITY AREAS – NGĀ WĀHANGA MAHI

## **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 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 –**

### **Quote Intake & Validation**

- Ensure all quote requests are submitted through the designated RFQ process
- Validate and resolve data inconsistencies (SKU, quantity, delivery details, customer data)
- Allocate and manage unique quote identifiers

### **Workflow & Process Management**

- Maintain and administer the pricing desk workflow and quote dashboard
- Capture and manage key quote data including:
  - Customer and branch information
  - RSM/RRM ownership
  - Customer annual spend
- Assign and manage deadlines in line with SLA requirements
- Ensure quote statuses are current and visible

### **Pricing Development & Analysis**

- Prepare and maintain pricing models and quote templates (Excel-based)
- Assess pricing opportunities through:
  - Customer historical purchasing data
  - Margin analysis and pricing benchmarks
- Develop recommended sell pricing aligned with commercial objectives
- Incorporate vendor pricing structures, special terms, and validity conditions
- Utilise AI-enabled analytics tools (e.g. Snowflake) to inform pricing decisions

### **Vendor & Category Engagement**

- Liaise with Category teams to determine vendor engagement strategies
- Engage directly with vendors to negotiate:
  - Special pricing
  - Volume discounts
  - Product availability
- Maintain accurate records of vendor interactions and submissions

### **Governance & Approvals**

- Manage the quote approval process through RSMs/RRMs
- Ensure adherence to pricing policies and escalation protocols
- Incorporate stakeholder feedback into final pricing recommendations

### **Quote Delivery & Follow-Up**

- Deliver completed quotes to frontline stakeholders within agreed timeframes
- Monitor quote validity and proactively follow up on expiring quotes
- Support sales teams in improving quote conversion outcomes

### **Reporting & Continuous Improvement**

- Produce regular reporting on:
  - Quote volumes and pipeline
  - SLA adherence
  - Conversion rates and margin outcomes
- Identify trends and insights to inform pricing strategy and continuous improvement
- Drive efficiency improvements across pricing desk processes

### **Key Working**

#### **Relationships –**

#### **Internal**

- Technical Field Sales (TFS) Teams
- Branch Managers
- Regional Sales Managers (RSM)
- Regional Retail Managers (RRM)
- Pricing & Commercial Team
- Category Managers / Specialists
- IT / Service Desk

#### **External**

- Vendors and suppliers

### **Decision- Making**

#### **Authority -**

- Recommend pricing structures within defined commercial guidelines
- Prioritise quote workload based on value, urgency, and strategic importance
- Escalate exceptions, risks, and policy deviations to senior stakeholders

### **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 -

- Rural sales experience
- Experience in pricing, commercial, or sales operations roles
- Proven ability to manage high-volume transactional workflows
- Experience working across multiple stakeholder groups

### Essential Skills –

- Advanced Excel capability (data analysis, modelling, template management)
- Strong analytical and numeracy skills
- Excellent organisational and workflow management capability
- Demonstrated time management and ability to meet deadlines

### Technical Knowledge –

- Experience with ERP systems (e.g. D365)
- Familiarity with Power BI or similar reporting tools
- Understanding of pricing strategies and commercial frameworks
- Exposure to AI-enabled analytics tools (preferred)

### Competencies

#### (Behavioural) –

- **Commercial Acumen** – Makes sound pricing decisions aligned to business outcomes
- **Stakeholder Engagement** – Builds strong relationships across internal and external parties
- **Attention to Detail** – Ensures high levels of data accuracy and quality
- **Prioritisation & Planning** – Effectively manages competing priorities and workload
- **Problem Solving** – Identifies issues and implements practical solutions
- **Continuous Improvement Mindset** – Drives efficiency and innovation in processes

### Key Performance

#### Indicators (KPIs) –

- Quote turnaround time (SLA compliance)
- Quote conversion rate (win/loss ratio)
- Gross margin (%) performance
- Backlog management and reduction
- Accuracy and quality of pricing outputs
- Stakeholder satisfaction (internal customers)

### Scope and Dimensions -

- Manages high-volume quote pipeline across multiple regions and product categories
- Oversees end-to-end pricing workflow from intake to conversion
- Engages with multiple internal functions and external vendors
- Supports revenue and margin outcomes across the business



## 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
<b>Create Clarity</b>	<b>Build Connections</b>	<b>Deliver Results</b>	<b>Grow Self, Grow Others</b>
<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
<b>Create Clarity</b>	<b>Build Connections</b>	<b>Deliver Results</b>	<b>Grow Self, Grow Others</b>
<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>

# HOW THIS SHOWS UP IN EVERYDAY BEHAVIOUR (LEAD OTHERS)

Create	Connect	Deliver	Grow
<b>Create Clarity</b>	<b>Build Connections</b>	<b>Deliver Results</b>	<b>Grow Self, Grow Others</b>
<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><b>Understand the bigger picture</b></p> <ul style="list-style-type: none"> <li>Understand our vision, strategy and plans.</li> <li>Know what's expected of you and how you should deliver this.</li> </ul> <p><b>Have a plan</b></p> <ul style="list-style-type: none"> <li>Establish a vision and course of action that's aligned to our strategy.</li> <li>Help others understand their contribution to our vision and strategy.</li> </ul> <p><b>Clarify the 'why'</b></p> <ul style="list-style-type: none"> <li>Make it clear how activities and decisions benefit the customer and the co-operative.</li> <li>Provide further context where required to overcome resistance.</li> </ul>	<p><i>This is about the relationships you create with your team and the teams you work closely with.</i></p> <p><b>Forge connections</b></p> <ul style="list-style-type: none"> <li>Create strong relationships with your team and others who have an influence on your work.</li> </ul> <p><b>Create purpose and belonging</b></p> <ul style="list-style-type: none"> <li>Create meaning for your team by uniting them around a common goal.</li> <li>Authentic and promote diversity.</li> </ul> <p><b>Take people with you</b></p> <ul style="list-style-type: none"> <li>Inspire others through your energy, commitment and enthusiasm.</li> <li>Lead by example through consistency and demonstrating the Farmlands Leadership behaviours.</li> </ul>	<p><i>This is about achieving results through others.</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>Agile and look to work and lead your team in new ways.</li> </ul> <p><b>Think and act like an owner</b></p> <ul style="list-style-type: none"> <li>Take responsibility for your performance and delivering to a high standard</li> <li>Set clear expectations for every team member and hold them to account.</li> </ul> <p><b>Insights driven</b></p> <ul style="list-style-type: none"> <li>make decisions with a commercial lens and seek new information to generate ideas.</li> <li>innovate, disrupt and challenge the norm.</li> <li>focus on building a stronger Farmlands.</li> </ul>	<p><i>Growth is how we make ourselves, our teams and our co-operative better.</i></p> <p><b>Have a growth mindset</b></p> <ul style="list-style-type: none"> <li>Embrace the new and lead with agility.</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 your team and support and empower them to learn, grow and develop.</li> </ul> <p><b>Get out of the way</b></p> <ul style="list-style-type: none"> <li>Empower others by delegating and 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>