



# POSITION DESCRIPTION

## 1. POSITION DETAILS

Position Title	Store Manager – Norco AgriSolutions Rural Store
Reports to	Business Manager
Division/Department	Norco AgriSolutions
Function	Oversees the daily operations and profitability of the retail store.
Prepared/Revised on	February 2024

## We Value



### Authenticity

We know the decisions we make today will create a better tomorrow, guiding our actions with a long-term perspective

We genuinely care

We respect our history and commit to contributing to a sustainable future

We act with integrity and honesty

We are true to our word, and deliver on our commitments



### Connection

We foster belonging amongst our people, customers, and communities, building strong and meaningful relationships

We respect, consider, and engage with our stakeholders as we make our decisions

We are a responsible member of our community, and aim to improve people's lives

We recognise the needs and contribution of our stakeholders, and celebrate our mutual success

We create our future through achieving our shared purpose



### Diversity

Our differences empower us to rise to excellence, valuing and leveraging the unique perspectives and backgrounds within our team

We acknowledge that diversity is more than culture and gender

We embrace our differences in experiences and create better outcomes from it

We foster a culture of continuous improvement led by our board knowledge base and different experiences

We acknowledge and respect the backgrounds of all our stakeholders



### Agility

We anticipate, and respond in a decisive and disciplined manner to, an ever-changing environment

We pivot quickly to respond to market changes that secure our position as an industry leader

We drive change for the better and react quickly when required

We seek and seize new opportunities to retain our first mover advantage in a highly competitive environment

We encourage new and creative thinking that drives change for the better

## 2. POSITION PURPOSE

The Store Manager is responsible for the overall leadership and efficient operation of an agricultural supply and services store. The role will oversee inventory management, ensuring a well-stocked and organised store to meet the diverse needs of the agricultural and farming community as well as regional customers.

This leadership role plays a crucial role in sales and marketing, implementing strategies to drive revenue and profitability, and increase customer satisfaction. The position will lead a team, providing guidance, training, and ensuring exceptional customer service.

Budget management, expense control, and financial reporting are integral aspects of their role. Additionally, the manager maintains relationships with suppliers, and stays abreast of industry trends to enhance product offerings. With a focus on promoting agricultural sustainability and supporting local farming communities, the role serves as a pivotal link between the store and the broader agricultural sector.

## 3. KEY ACCOUNTABILITIES

### DESCRIPTION

#### Key Responsibilities:

##### Retail Strategy:

- Develop and execute a comprehensive retail strategy, leveraging a keen understanding of market trends, customer preferences, and competitor activities.
- Implement initiatives to enhance the store's competitive position.

##### Inventory Management:

- **Inventory Control:** Responsible for maintaining optimal inventory levels to meet customer demand while minimising overstock and stockouts. This involves accurately forecasting demand, monitoring sales trends, and adjusting reorder quantities accordingly.
- **Stock Replenishment:** Ensure timely replenishment of stock by coordinating with suppliers and placing orders in a timely manner. This includes monitoring stock levels, identifying fast-moving and slow-moving items, and adjusting orders accordingly.
- **Inventory Accuracy:** Maintain accurate inventory records through regular cycle counts and reconciliations. Address discrepancies promptly and implement measures to prevent inventory shrinkage due to theft, damage, or administrative errors.
- **Vendor Management:** Evaluate supplier performance and explore opportunities to optimize the supply chain.
- **Inventory Analysis:** Analyse sales data, inventory turnover rates, and other metrics to identify opportunities for improvement. Use insights gained to optimize product assortment, pricing strategies, and promotional activities.
- **Space Management:** Optimise store layout and shelving arrangements to maximise space utilisation and facilitate easy access to products. Ensure that products are displayed attractively and in a manner that encourages sales.
- **Seasonal Planning:** Anticipate seasonal fluctuations in demand and adjust inventory levels and promotional activities accordingly. Plan for peak seasons and holidays to capitalise on sales opportunities.

**Sales and Marketing:**

- **Collaborate** with the marketing team and develop and execute sales and marketing strategies to drive revenue and achieve sales targets.
- **Identify** opportunities for promotions, discounts, and cross-selling using multi-modal tools.
- **Analyse** sales data to identify opportunities for revenue growth and profitability improvement.
- **Implement** effective sales techniques, marketing, and store promotions to drive revenue, achieve sales targets, and increase sales and higher margins.

**Customer Service:**

- **Lead by Example:** Demonstrate a commitment to excellent customer service in your own interactions with customers and staff. Your behaviour sets the tone for the entire team.
- **Customer Engagement:** Encourage your team to engage with customers proactively, helping, product recommendations, and personalised service to enhance the shopping experience.
- **Product Knowledge:** Ensure that all staff members are knowledgeable about the products and services offered in the store. Provide training and resources to help them answer customer questions accurately and confidently.
- **Problem Resolution:** Empower your team to resolve customer complaints and issues effectively and efficiently. Encourage a solutions-oriented approach and provide support as needed to resolve complex situations.
- **Courtesy and Respect:** Maintain a culture of courtesy and respect towards customers and colleagues alike. Emphasize the importance of professionalism and positive communication in all interactions.
- **Timeliness:** Ensure that customers receive prompt assistance and service, whether they're making a purchase, seeking information, or resolving a problem. Minimise wait times and strive to make every interaction efficient and productive.
- **Adaptability:** Encourage flexibility and adaptability in responding to diverse customer needs and preferences. Train staff to tailor their approach based on individual customer preferences and communication styles.
- **Feedback and Improvement:** Solicit feedback from customers through surveys, reviews, and direct interactions. Use this feedback to identify areas for improvement and implement changes to enhance the customer experience.
- **Team Development:** Invest in ongoing training and development for your team to continuously improve their customer service skills and knowledge. Recognize and reward exceptional customer service performance to reinforce desired behaviors.

**Staff Management:**

- **Recruitment and Hiring:** Take responsibility for recruiting, interviewing, and hiring qualified candidates who align with the store's values and customer service standards. Ensure that new hires receive thorough onboarding and training to set them up for success.
- **Rostering:** Develop and maintain staff rosters that meet the needs of the business (EA compliance) while balancing the preferences and availability of individual employees. Ensure adequate coverage during peak hours and special events.
- **Performance Management:** Set clear performance expectations for staff members and provide regular feedback and coaching to support their growth and development. Conduct performance evaluations and address performance issues promptly and constructively.
- **Training and Development:** Invest in ongoing training and development opportunities to help staff members build their skills, knowledge, and confidence.

- **Communication:** Foster open and transparent communication with staff members, keeping them informed about company policies, procedures, and expectations. Encourage feedback and suggestions for improvement, and address any concerns or issues raised by employees promptly and respectfully.
- **Recognition:** Recognise and reward employees for their contributions and achievements. Encourage a positive and supportive work environment that motivates staff members to perform at their best.
- **Conflict Resolution:** Act as a mediator and facilitator in resolving conflicts or disputes among staff members. Encourage open dialogue and seek mutually acceptable solutions to conflicts, maintaining a focus on teamwork and collaboration.
- **Delegation and Empowerment:** Delegate tasks and responsibilities effectively. Provide guidance and support as needed, trust employees to make decisions and solve problems independently.
- **Adherence to Policies and Procedures:** Ensure that staff members understand and comply with company policies, procedures, and industry regulations related to areas such as safety, security, and customer service. Enforce standards consistently and fairly.

#### **Financial Management:**

- **Budgeting:** Develop and manage the store's budget, including expenses such as payroll, inventory, utilities, marketing, and maintenance. Work within budgetary constraints to maximize profitability while maintaining operational efficiency.
- **Sales and Revenue Targets:** Set sales targets and revenue goals for the store, based on historical performance, market trends, and company objectives. Implement strategies to drive sales and achieve or exceed targets.
- **Cost Control:** Identify opportunities to control costs and improve efficiency in various areas of operations, such as labor scheduling, inventory management, and overhead expenses. Monitor expenses closely and take corrective action as needed to stay within budget.
- **Profit and Loss Management:** Analyse the store's profit and loss statement regularly to assess financial performance, identify areas of strength and weakness, and make informed decisions to optimize profitability.
- **Pricing and Margin Management:** Set competitive pricing strategies that maximise margins while remaining attractive to customers. Monitor pricing trends and adjust pricing as necessary to remain competitive in the market.

#### **Supplier Relations:**

- Build and maintain strong relationships with suppliers.
- Negotiate contracts, terms, and conditions to secure favorable arrangements.

#### **Community Engagement:**

- Leverage retail expertise to actively engage with the local agricultural community, understanding their needs and preferences.
- Participate in community events to enhance the store's reputation and build customer loyalty.
- Act as a liaison between the store and the local agricultural community.
- Participate in community events and initiatives to strengthen the store's ties with the community.

#### 4. NORCO POLICIES AND PROCEDURES

- Take all necessary action to ensure awareness, knowledge of and adherence to Norco's policies and procedures as they apply to the conduct of your role, which may be updated from time to time.

##### Workplace Health & Safety

- Leadership of a positive safety culture committed to the goal of Zero Harm, including the implementation of safety programs aimed at informing and instilling a safe operating culture.
  - Responsible for ensuring that workplace safety management systems are in place and the management of and adherence to Norco's Safety Management System policies and procedures.
  - Participate in any safety related incident investigation or review as required.

##### Chain of Responsibility

- Responsible for ensuring that Chain of Responsibility (CoR) systems are in place and the management of and adherence to Norco's Chain of Responsibility Management System policies and procedures.
- Ensure that your action or inaction does not contribute to or encourage breaches of the National Heavy Vehicle Law which includes, but is not limited to:
  - Fatigue Management and Speeding Compliance
  - Mass Management
  - Maintenance and Vehicle Standards
  - Load Restraint
- Participate in any CoR related incident investigation or non-conformance review as required.

##### Code of Conduct

Perform duties, fulfil responsibilities, and behave in an ethical manner in accordance with, but not limited to the standards outlined in the Norco Code of Conduct.

#### 6. COMMUNICATIONS & WORKING RELATIONSHIPS

<b>Internal</b>	• Accounts, marketing, human resources, finance, all other shared services and internal stakeholders.
<b>External</b>	• Customers, suppliers, contractors, transport, and all other external stakeholders.

#### 8. GOLDEN SAFETY RULES

1. **Watch Out:** Always use designated safety controls.
2. **Look Out:** Always obey traffic management plan.
3. **Be Fit:** Report if you may be unfit for work.
4. **Lift Safe:** Always use safe manual handling techniques.
5. **Follow Procedures:** Always work to standard operation procedures.
6. **Drive Safe:** Follow all road and site rules.



## 7. COMPETENCIES

**Safety Focus:** Identifying and improving conditions that affect own and others' safety; upholding safety standards.

**Adaptability:** Maintaining effectiveness when experiencing major changes in work responsibilities or environment (e.g., people, processes, structure, or culture); adjusting effectively to change by exploring the benefits, trying new approaches, and collaborating with others to make the change successful.

**Collaborating:** Working cooperatively with others to help a team or work group achieve its goals.

**Execution** - Ensuring others contribute to organisation strategies by focusing them on the most critical priorities, measuring progress, and ensuring accountability against those metrics.

**Emotional Intelligence Essentials:** Establishing and sustaining trusting relationships by accurately perceiving and interpreting own and others' emotions and behaviour; leveraging insights to effectively manage own responses so that one's behaviour matches one's values and delivers intended results.

**Managing Work:** Effectively managing one's time and resources to ensure that work is completed efficiently.

**Decision Making:** Identifying and understanding problems and opportunities by gathering, analysing, and interpreting quantitative and qualitative information; choosing the best course of action by establishing clear decision criteria, generating and evaluating alternatives, and making timely decisions; taking action that is consistent with available facts and constraints and optimises probable consequences.

**Customer Orientation:** Placing a high priority on the internal or external customer's perspective when making decisions and taking action; implementing service practices that meet the customers' and own organisation's needs.

**Building Talent:** Planning and supporting the development of individuals' knowledge, skills, and abilities so that they can fulfill current or future job responsibilities more effectively.

## 9. QUALIFICATIONS, EXPERIENCE, & SKILLS

### Qualifications:

- Preferred tertiary qualification in Agriculture, Retail Management, or a related field.
- Relevant certifications in retail management, agriculture, or business (e.g., Certified Retail Professional, Agricultural Business Management) are advantageous.

### Experience:

**Retail Management Experience** - Several years of experience in a retail management role, preferably in an agricultural supply store or related industry.

**Staff Management** - proven experience in recruiting, training, and managing a team of employees.

**Sales and Marketing** - demonstrated success in developing and implementing sales and marketing strategies to drive revenue.

**Inventory Management** - experience in efficiently managing inventory levels to meet customer demand while optimising turnover.

**Financial Management** - track record of effectively managing budgets, analysing financial reports, and achieving profitability goals.

**Supplier Relations** - experience in negotiating and maintaining strong relationships with suppliers to secure favourable terms.

**Customer Service** - prior experience in fostering a customer-centric environment and addressing customer inquiries and concerns.

**Community Engagement** - involvement in community initiatives and events to strengthen ties between the store and the local agricultural community.

**Safety and Compliance** - knowledge of workplace safety protocols and experience ensuring compliance with policies and regulations.

**Adaptability** - ability to adapt to changing market conditions, industry trends, and business priorities.

10. APPROVALS

Prepared by:		
Signature	Date	

11. ACCEPTANCE

Incumbent:		
Signature	Date	